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# *intercom*

*Journal of the Air Force  
Communications and Information Community*



# People First

# intercom

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Headquarters Air Force  
Deputy Chief of Staff for  
Communications and Information  
Lt. Gen. John L. Woodward Jr.

Commander,  
Air Force  
Communications Agency  
Col. Thomas J. Verbeck

## Editorial Staff

AFCA chief of public affairs  
Lori Manske

Executive Editor  
Len Barry

Editor  
Tech. Sgt. Michael C. Leonard

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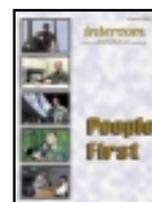
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### About the cover



This month's *intercom* focuses on putting people first.

Cover by Tech. Sgt. Mike Leonard

# General Jumper: People make a difference

By Staff Sgt. Stacey McCausland  
320th Air Expeditionary Group  
Public Affairs  
Southwest Asia

Military people can sometimes lose track of why they joined the military and why their job is so important to the world.

Whether it is at a home station or deployed somewhere in the world, people should remember they are making a difference daily in the lives of countless people, according to the commander of Air Combat Command.

"There are not many organizations in the world that can look in the mirror and say we're saving thousands of lives every day," said Gen. John Jumper, ACC commander. "But we can, as part of a joint team and a coalition force. We're joining together to keep people alive. I think that's something that we can all be proud of."

General Jumper held a commander's call to ensure deployed people know their time and effort is not forgotten by him or the people they serve.

"We are the greatest military in the world, no matter what uniform we wear, and we need to be proud of that," he said.



Photo by Staff Sgt. Stacey McCausland

**Senior Airman Octavia Johnson serves breakfast to Gen. John Jumper (center), commander of Air Combat Command, and Lt. Gen. Chuck Wald, commander of 9th Air Force and U.S. Central Command Air Forces, at a dining facility in Southwest Asia. The generals ate breakfast and talked with personnel deployed to Operation Southern Watch.**

ACC and the Air Force is trying to modernize the fleet, General Jumper said.

"The first phase of our transformation was our Expeditionary Air Force, he said. "We've gotten ourselves organized now so that we can deal with contingency operations that sort of dictate our daily lives these days, which is much different than the Cold War.

The Air Force is trying to get out of the situation where it is sending people off to war in 25-year-old pieces of machinery, General Jumper said.

"We don't send cars to the Indianapolis 500 (race) that are 25 years old and expect them to win, and we shouldn't be sending our young people into combat with 25-year-old machines either," he said.

"Our training is as good as it's ever been and today that makes the difference. Our technology might not be the best any more; but our training is, and continues to be, the best. And that's what we lean on," General Jumper said.

"We need to continue to modernize, work on our quality-of-life issues and make sure that we let our people know how important they are and how appreciated they are at all levels. We've got a good mission and great people, and the nation's proud of us. I don't think we can ask for much more," he said. (AFPN courtesy of ACC News Service)

## Why I stay ...

Senior Airman Auchekia S. Miles  
65th Contracting Squadron  
Lajes Field, Azores



"The Air Force is a great opportunity to serve my country, develop skills in the information management career field I enjoy, travel to exciting places all over the world, and meet wonderful, enthusiastic people. I wouldn't trade this job for any other job in the world."

"We've got a great way of life here..." he said. "I see us working together with our coalition partners in ways that are better than we've ever done. I see great progress in getting the mission accomplished."

But, accomplishing the mission can be hindered by the age of some of the Air Force's aircraft and equipment. One of the biggest challenges facing

# Quality of life plays key role

By Lt. Gen.  
**Donald Peterson**  
*Air Force deputy chief  
of staff for personnel  
Washington*

Quality-of-life issues underpin virtually every aspect of the Air Force way of life. To enhance readiness, the Air Force must take care of its Total Force — its people, the heart of its capability.



**General Peterson**

The Air Force is continuing its efforts to improve quality of life across the force and, for the first time in five years, has expanded its core priorities addressing this issue. We have added manpower and workplace environment to our previous list of core priorities: fair and competitive compensation and benefits, balanced tempo, quality health care, safe and affordable housing, enhanced community and family programs and educational opportunities.

These core priorities are the foundation for building strategies, seeking legislation and sustaining a solid approach to meet the needs of Air Force people. Additionally, quality of life is being addressed in the service's Quadrennial Review and Department of Defense Strategy Review.

Traveling throughout the Pacific Theater and Europe recently, I continually heard requests for increased manpower to improve the balance between the service's resources and its taskings. We are listening. The Air Force is addressing this manpower shortfall with an initiative to increase end strength by 10,000 airmen above the fiscal 2000 level to better meet operational requirements.

This action, coupled with the ongoing Total Force Career Field Review, reaffirms the need to address manpower as a core quality-of-life priority.

Another priority, workplace environment, has been neglected; requirements exceed available resources. Constrained budgets have increased real property maintenance backlogs, and spare parts and equipment shortfalls have resulted in reduced combat capabilities and readiness, creating a larger bill for the future. This was a continuing theme in the major commands' revalidation of quality-of-life priorities.

Their inputs carried significant weight in adding manpower and workplace environment to the core quality-of-life priorities. Additionally, the 1999 Chief of Staff Quality of Life Survey, a July 2000 survey update, and targeted commander and first sergeant inputs were used to help determine the way ahead.

Over the past 10 years, Air Force people have increasingly identified compensation and benefits as one of the top reasons for leaving the Air Force. Six of nine MAJCOMs addressed pay as one of the primary concerns of their people. Likewise, when asked to identify the No. 1 quality-of-life issue for their people, commanders and first sergeants overwhelmingly cited compensation.

During the past few months, we've seen evidence that recent changes in compensation — the fiscal 2000, 2001 and forecast 2002 pay raises, and targeted pay increases for E-5s to E-7s, bonuses, and reductions in housing out-of-pocket expenses — are positively influencing career decisions. However, we must remain committed to increasing compensation and benefits to close the gap between military and civilian pay.

To help address another core priority, balanced tempo, the Air Force implemented structural and

cultural changes via the Expeditionary Aerospace Force concept to enhance responsive force packaging, as well as to provide the Total Force more stability and predictability in deployment and home station scheduling.

Also, like tempo, quality health care remains a primary concern with airmen and their families. Significant gains were made in 2000, to include expanding TRICARE to include 1.4 million Medicare-eligible beneficiaries and retirees, and their families.

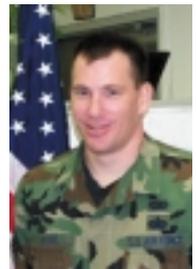
Safe, affordable and adequate housing has been an Air Force quality-of-life priority for several years, and major initiatives in both dormitory and family housing are being recognized.

In July (2000), the Air Force chief of staff reaffirmed his commitment to airmen housing and noted the Dormitory Master Plan is a great success story. At the same

See **QUALITY OF LIFE** Page 6

## Why I stay ...

**Tech. Sgt.  
David J.  
Trudel**  
*Network  
Operations  
Control  
Technician  
MacDill AFB,  
Fla.*



"I find it extremely gratifying to be at the cutting edge of Air Force communications technology. As a mission-oriented person, I realize I have a direct impact on the Air Force's ability to achieve its mission. Being in the communications field allows me to pursue my post-Air Force aspirations while serving all branches of the military community."

# CMSAF addresses quality-of-life to House subcommittee

By Staff Sgt. Amy Parr  
*Air Force Print News*  
*Washington*

The Air Force's top enlisted person, Chief Master Sgt. of the Air Force Jim Finch, addressed quality-of-life to the House Armed Services Committee, Subcommittee on Installations and Facilities May 9.

In his remarks, he addressed the continuing need for improved quality of life for the more than 400,000 enlisted active duty, Reserve and Guard members he represents.

"We, the Air Force, are committed to taking care of our people and their families, who can be found in just about all corners of the world," he said.

Chief Finch relates the welfare of these people to Air Force readiness. But, he said, "because quality of life is a broad term, with different meanings to everyone, we continue to pursue improvements in several areas."

In written remarks, the chief identified core quality-of-life priorities: adequate manpower, improved workplace environments, fair and competitive compensation and benefits, balanced tempo, quality health care, safe and affordable housing, enhanced community and family programs, and enriched educational opportunities.

"Our Air Force comprises true professionals, willing to give their lives, if necessary, to accomplish the mission," he said. "I believe this level of dedication and commitment deserves a standard of living equal to their contribution to America and at least comparable with their civilian counterparts."

Verbally, he highlighted the workplace and living quarters. He also talked about lack of people and resources.

Even though he said he appreciates the initiatives taken last year

by Congress in the National Defense Authorization Act, more must still be done to retain America's best and brightest, he said.

"And, it must be done in the near future, as approximately 193,000 airmen, 69 percent of the active duty enlisted force, will make a reenlistment decision between now and fiscal year 2004," Chief Finch said.

"Our people spend the majority of their waking hours in the workplace, and a quality workplace environment is an important issue to them," he said. "The Air Force has routinely had to trade off infrastructure and modernization to shore up near-term readiness."

The current level of military construction funding only allows for repairs of the most critical work requirements and day-to-day maintenance, Chief Finch said.

"The long-term implications of recapitalizing the Air Force at reduced funding levels directly increases operations tempo for our Air Force men and women as they try to repair and maintain aging systems and facilities," he said.

To buy this backlog down by 2010 will require additional money in our real property maintenance budget, Chief Finch said.

"We cannot continue to mortgage the Air Force infrastructure without significant, long-term, negative effects on morale, retention and readiness," he said.

"Consequently, many of our noncommissioned officers continue to remind me we don't have enough people or resources available to maintain all of the aging Air Force facilities," he said. "Knowing you can't get blood from a stone or more money from an already tight budget, a solution to this dilemma may be to reduce our infrastructure. Ultimately we must find a way to match the amount of infrastructure to the people and money available

## Why I stay ...

Tech. Sgt.  
**Pete Magyari**  
HQ AMC/  
IGCY  
Presentations  
Services  
Scott AFB, Ill.



"Quality of life, education opportunities, and the quality of the people I work with are the main reasons I stay. I can think of no better way to prepare for a second career than a successful career serving in the Air

to adequately sustain it."

Also playing an important role in quality-of-life are living quarters.

"Our airmen residing on the installation ... deserve to return to adequate quarters whether it be in a dormitory or in family housing," Chief Finch said. "Our Air Force is pursuing a balanced approach, using traditional MILCON and the privatization authority enacted by Congress to meet our housing requirements."

"I firmly believe there is a direct correlation between safe, affordable housing and being able to recruit, motivate and retain a top-quality professional force," he said.

The Air Force owns approximately 104,000 homes and leases 7,100 additional units. Using the current Air Force family housing master plan, the chief said the resources required to meet the defense secretary's goal of revitalizing inadequate units by 2010 will fall short with continued constrained funding. An additional \$2.4 billion is needed to meet the deadline.

"Make no mistake," he said, "the Air Force is committed to ensuring our members and families have a high-quality working and living environment.

"Our men and women are the bedrock of the Air Force team and are definitely our most important resource," he said. "I firmly believe that how we take care of them today is definitely linked to our readiness tomorrow."

# PACAF command chief outlines top 3 reasons for leaving the Air Force

**HICKAM AIR FORCE BASE, Hawaii** — Focusing on Air Force retention problems, the Pacific Air Forces command chief recently discussed what he believes are the three top reasons people leave the Air Force.

“The biggest complaint is the lack of recognition,” said Chief Master Sgt. Ronald Crowl. “People need a simple thank you or pat on the back for working that extra hour or coming in on their day off and that shouldn’t be too much to ask.”

According to the chief, the second reason people leave the Air Force is unit leadership.

“I’ve heard complaints about unit leaders not being aware of what their troops are doing,” he said. The chief said he believes “our Air Force extended family concept would assist in fixing this problem and should be taken seriously.”

“Everyone should watch out for one another,” he said. “I personally believe this is a key to success for any organization.”

The last reason the chief said he

believes people choose to leave the Air Force is lack of job satisfaction.

“Some airmen aren’t feeling a sense of accomplishment,” Chief Crowl said.

To fix this, Chief Crowl said supervisors should be discussing opportunities and options during their feedback sessions. Additionally, to better prepare airmen for future leadership responsibilities (which should assist in retention initiatives), Chief Crowl said there is a new program entitled “Developing Aerospace Leaders” mandated by Gen. Michael Ryan, Air Force chief of staff. The program determines how future Air Force leaders are selected and helps them become more effective leaders.

Currently, the program only affects general officers and command chief master sergeants, but Chief Crowl said he’s optimistic that it will lead to other enlisted special-duty assignments, such as technical-training instructors.

“This program was developed to broaden the perspectives of future

## Why I stay ...

Senior  
Airman  
Wayne V.  
Elliott  
HQ SSG

Maxwell AFB-  
Gunter Annex,  
Ala.



“When I really started to look at separating (from the military), I realized how much I really like my job. The benefits in the Air Force -- including a comfortable work atmosphere, the excellent educational opportunities, undying support from my superiors, and most importantly, the pride I take in myself every time somebody looks at me and says, ‘Wow, you’re in the Air Force!’ would be impossible to match in any civilian organization.”

leaders to provide more generalists and fewer specialists,” he said. “This (program) will ensure airmen are not stovepiped within one particular area, and in turn, are better prepared to equip, train and lead aerospace forces.” (*Staff Sgt. Heather Shelton, 8th Fighter Wing public affairs, contributed to this story*) (PACAFNS)

## Quality of Life

From Page 4

time, via a random survey update, two-thirds of Air Force officers and more than 50 percent of enlisted members noted satisfaction with on-base housing.

The Air Force also recognizes the benefits its members and their families derive from strong family and community investments, such as youth and child care programs, family support centers, chapels, libraries, fitness centers and commissaries. These programs are force multipliers as members face dual responsibilities to our nation and to their families.

Recent enhancements to the Air Force Crossroads Web site <http://www.AFCROSSROADS.com>, a worldwide tool for information on installations, financial management, dependent schools and a host of other topics, continue to support the Air Force family and community quality-of-life priority.

Additionally, Air Force Crossroads hosts the first-

of-its-kind spouse job bank to assist with increasing spouse employment concerns. An online Spouse Forum provides a cyber community of information resources and greatly needed support network on a variety of issues of interest to spouses.

The service seeks a balanced approach to quality-of-life priorities. All eight core priorities are essential to our Total Force. Educational and distance learning opportunities can be the No. 1 priority for some members, while child care, manpower or workplace environments may rank No. 1 with others. But timing, daily stressors and generational attitudes also influence which issue is No. 1 at any given time.

Every dollar we invest towards quality of life impacts positively upon our readiness and helps us combat recruiting and retention issues. Our Total Force — military members, civilians, retirees and family members — continually faces unique circumstances of military life, and the Air Force is firmly committed to ensuring their quality of life needs are addressed. (AFP)

# Comm and Info: 1 team, 1 fight!

By Chief Master Sgt.

**Larry Watlington**

*Comm-Electronics Maintenance*

*Career Field Manager*

*Headquarters Air Force*

*Washington*

In 20 years as an Air Force communicator, I've witnessed a lot of friendly rivalries between the communications and information specialties. From the ground radio maintainers thinking air traffic controllers were beamed down from another planet, to the tech controller vs. SATCOM/wideband maintenance feuds. I remember the Air Force Communications Command operations/logistics days when communications operators and maintainers squabbled over who were the best at their business. However, there was always a common theme at the end of the day: mission accomplishment!

Today as I visit communications squadrons, I get the perception that 2E, 3C, 3A, or 3V competitions sometimes transcend good clean fun and are moving toward a corporate raider, hostile takeover mentality. I hear comments like "I don't need 2Es in my NCC" (even though our 3C0s are 77 percent manned AF-wide) or "The 3Cs are trying to take over our maintenance jobs, and they are not following our regulations (I even have a hard time following AFI 21-116)." When rivalries get personal, it affects good order and discipline and eventually our communications and information contribution to the mission. Trust me, there's enough of the technology pie to share with everyone, with slices left over!

As airmen and comm and info professionals, we cannot afford to let hostile attitudes permeate and erode the critical service we provide the warfighters and our nation. The business of providing comm and info services in today's web-based, network-centric environment demands the great collaboration of skills that

everyone brings to the table. Without some measure of standardization practices, logistics and analytical troubleshooting skills, we cannot maximize the potential of our networks and customer service would falter. Without an understanding of how to load, administer and operate software-based platforms, the computer-based systems replacing our traditional air traffic control, meteorological, and long-haul communications equipment will outpace the maintenance technicians who deploy and sustain them. As important, unless we grasp the concept that we all must become experts at information management and distribution, we will have bright shiny networks and high performance information systems, but no interface with the end users.

Am I saying that we all huddle around the help desk/job control office every morning for a group hug while we sing the Barney song? No. But I am saying it's time all communicators from the top down be aware of potentially destructive behaviors breeding in the ranks. As senior officers and senior NCOs we can't afford to plant seeds of animosity that will be watered and cultivated by the mid-tier NCOs and junior officers and eventually harvested by the airmen who follow.

There is a time and place for everything including well-intended rivalries. It can actually be healthy by providing an informal system of checks and balances. But when it gets personal or could potentially impede mission success, that's where we must draw the line and refocus on the mission. As an airman, no matter how much I thought an air traffic controller's sole purpose in life was to break as many radios as possible and log them out at 0200 in the morning, deep inside I knew that without our collective efforts, airplanes didn't fly.

The warfighters we support really don't care which AFSC config-

ures the network, installs a network interface card in computers, or ensures little blips are visible on the radar screen. They just want the service, and if we fail to provide it because we're caught up in internal squabbles, they'll find someone else to do it.

Within our comm and info community, plans are in the works to implement a Future Force vision to better align AFSCs and skill sets to meet tomorrow's challenges. We're shaping our comm and info forces into an AEF-postured alignment that will depend heavily on unit and team integrity. Network control centers are developing crew positions and standardized evaluation programs to help bring synergy to their business. However, the best-laid plans will only be as effective as the individuals who must implement and employ them. The greatest man I've ever known proclaimed more than 2000 years ago, "A house divided cannot stand." That mes-

## Why I stay ...

**Staff Sgt.  
Jay Valloric**  
*4th Comm  
Squadron  
Seymour  
Johnson  
AFB, N.C.*



"Being from a small town in Ohio, I've always wanted to see the world and by joining and staying in the Air Force I've done that. Along with educational benefits, the ability to get specialized computer training, and learning different jobs are reasons for staying in the military. But the most enjoyable thing about the military is the long-lasting friendships I've made over the past 11 years."

# 'E-volving' 3C challenges

By Chief Master Sgt.  
Debra Snyder

*Communications-Computer  
Systems Career Field Manager  
Headquarters Air Force  
Washington*

Greetings fellow communications and information warriors! Welcome to the "e-volving" changes in our information technology environment. When I retrained into this Air Force Specialty Code or should I say the old 511 AFSC, my first supervisor asked me if I could handle and manage change. I replied yes. Little did I know I would someday become a change agent in a rapidly evolving, fast-paced information technology environment. What a ride the past 20 years have been. But hold on, things are only going to get better.

One of the noticeable changes, excluding the lack of huge mainframe systems with vacuum tubes, is the change in our vocabulary. What would Merriam Webster say if he were alive today? He would be shocked to see "ain't" is actually in the dictionary and there is a whole



Photos by Master Sgt. Ed Ferguson

**Master Sgt. Yogi Weinert checks public e-mail folders while Staff Sgt. Lisa Herring backs up e-mail user mailboxes at the AMC NOSC, Scott AFB, Ill.**

new "e" vocabulary attached to his words. Everywhere you look, there is a new "e" word ... e-learning, e-business, e-government ... eek where does it end? So, the dictionary has changed and so has our world. We have "e-volved" into a highly technological trained workforce providing the warfighter with critical information on demand and on time. This evolution has caused many changes in the way we train and conduct business.

Our communications-computer systems skill sets were affected by this evolution. Many of you worked systems ranging from Burroughs, Sperry, DEC 80, IBM, IBM PC, Zenith 100, Global Stations, and installed millions of dollars of other state-of-the-art technologies to form our current client-server networked infrastructure. Many of you survived the Data Processing Center regionalization. And of course, many of you struggled through engineering, planning, implementing and building Novell, Banyon Vines, and Microsoft networks and survived. Now we are merging our technologies into consolidated locations to support many of our base level functions to become better and more efficient.

All this change does not come

without retention and training challenges. Our number one priority is retention. We continue to work with Air Force/DP to champion for increased Selective Reenlistment Bonuses and pay and allowances. All six 3C career fields are eligible to receive a SRB. Many are eligible for Zone A (first term airman), Zone B (second term airman) and Zone C (career airman). Several 3C AFSCs are eligible to receive the maximum SRB amount of \$60,000. We've made great progress, but we understand money is not the only answer to declined retention, but a positive first step. Although we cannot change our pay and allowances or compete with civilian salaries, we can continue to lobby for increased benefits, manpower and work the things we can change. One of those changes includes enhanced information technology training.

Recognizing a need for change, your major command 3C functional managers, 3C executive agent, subject matter experts and I worked aggressively during several Utilization and Training Workshops to change many Career Field Education and Training Plans. The CFETPs provide a career roadmap from initial skills training to skills certification and qualification. Second, Air Force

**Why I stay ...**

**Staff Sgt. Wynne Grizzard**  
*DISA  
Joint Staff Support Center,  
Arlington, Va.*



"I've stayed in the Air Force because it's given me strength and guidance, and a very stable way of life. I'd encourage any high school student to consider the Air Force for at least a four-year term."

## Why I stay ...

**Staff Sgt.  
Eric  
Kellum**  
83rd  
Comm  
Squadron  
Langley  
AFB, Va.



“The Air Force has given me and my family numerous opportunities to travel and experience many different cultures. Through our travels and in-country experiences, my family and I have become much more culturally aware. And as we’re all members of the ‘Global Village,’ the importance of cultural awareness cannot be overstressed.”

Job Qualifications Standards and Qualification Training Packages were established and refined to enhance the CFETPs. To top off all this training, structured on-the-job training suites were implemented at lead Aerospace Expeditionary Force units. This training provides Cisco Academy curriculum. This is a just-in-time training capability providing needed skills prior to deployment. If this is not enough, the 333rd TRS, Keesler AFB, Miss., also has a Mobile Training Team standing by to come to your base and teach classes in WindowsNT, Microsoft Exchange, and UNIX.

In addition, the Communications and Training Advisory Group and the Operationalizing and Professionalizing the Network Program have modernized and enhanced in-residence training at 333rd TRS. This training includes Systems Network Support 100, Network Management Systems 200, Base Information Protect 200, and Infrastructure Technology Systems 300. The training mirrors the skills needed to support Network Control Center

crew position training, CFETPs and Combat Information Transport System technical order. Course description and information can be found at <https://www.keesler.af.mil>

This is certainly and thankfully not the ‘80s or ‘90s any more. Training is not the only evolving change in our career field. We will continue to work manpower, training and retention challenges. Today’s communications and information professionals face many challenges and decisions. Our primary role as career field and MAJCOM functional managers is to keep you informed of the many changes that affect our roles and responsibilities to the communications and information mission of the U. S. Air Force. Who knows, our next war could be fought

in cyberspace using network centric warfare. We need to ensure people receive the training needed to meet that vision and with the skills needed to fight and win the information warfare fight. We can “evolve” with technology and tackle the tough issues.

### Web pages of interest:

- \* 3C Web Page  
<http://www.afca.scott.af.mil/3c/>
- \* CFETPS, QTP, AFJQS, Q-Flight, Keesler AFB  
<https://wwwmil.keesler.af.mil/81trss/qflight>
- \* 333rd TRS, Keesler AFB  
<https://www.keesler.af.mil>
- \* Aerospace Expeditionary Forces  
<https://acc.langley.af.mil>



**Second Lt. Michael Bardos, AMC NOSC network defender, works with 1st Lt. Dietra Wise, Air Mobility Command NOSC crew chief, as she uses N-Vision to monitor the network service delivery points throughout the world.**

# Visual information: the Air Force's eyes of history

By **Chief Master Sgt.  
Aletha Frost**  
*Visual Information  
Career Field Manager  
Headquarters Air Force  
Washington*

To ensure visual information members are given the best of training, a little known fact is that each year VI personnel are afforded the opportunity to attend school full time at Syracuse University's Newhouse School of Public Communications, for 10 months. Yes, 10 months – and it's 30 semester credit hours, with all expenses paid by the Department of Defense.

DOD, Syracuse University and the Rochester Institute of Technology have been partners for more than 38 years in training VI person-

nel from all four branches of the military in advanced photojournalism and motion media.

In 1992, all training was consolidated at the Syracuse campus. Since then the Air Force has graduated 59 VI personnel from the video course and 22 from the photo course. These graduates have gone on to receive recognition for the fruits of their labor. Their photos have graced the cover of the Air Force Association's *Air Force Magazine*, and have appeared in publications such as *USA Today* and the *New York Times*, to name a few.

Senior Master Sgt. Thomas Hare is a graduate of the first consolidated Motion Media (Video) course at Syracuse University in 1992. Sergeant Hare is on his second tour with 1st Combat Camera Squadron, Charleston AFB, S.C. In his own words, "The Military Motion Media Studies Program at Syracuse gave me an advantage over my peers. The knowledge allowed me to excel in my career field, leading to a STEP promotion to master sergeant, and now to selection for chief master sergeant. An education is something that can never be taken away from you, and it gives you the baseline to excel in your future endeavors."

The 3V (visual information) career field has continued to earn its place in history as the Eyes of History 2001. Visual information personnel have either photographed, video documented or graphically captured world events, earning recognition in both video and print. Some examples include:

\* *Wings Over Kosovo*, produced by 1st Combat Camera Squadron, Charleston AFB, received first prize in the "Peace Keeping" category at the 11th International Film Festival in Rome.

\* *Aerospace Power 2001*, *America's Air Force: Global Vigilance, Reach and Power*, produced



**Senior Master Sgt. Thomas Hare and Staff Sgt. Lisa Zunzanyika.**

by the 367th TRSS, Hill AFB, Utah, received Bronze Statuette Telly Awards in the Corporate Image and Government Relations categories

\* *Silver Wings, Golden Valor: The U.S. Air Force in Korea*, produced by the 11th CS, Pentagon TV, and directed by John Primm, received an Award of Distinction from the Communicators Association.

Visual information students attending Syracuse University have won the "Silver Crown" and "Pace-maker" for college media and journalism. Visual information personnel were also recognized by the White House News Photographers Association, and as Military Photographer of the Year, and Military Graphics Person of the Year. These are but a few of the coveted and prestigious awards earned by VI in recognition as the Eyes of History 2001.

The Military Photographer of the Year is an annual event sponsored by Fuji, Kodak, Panasonic, Sony, ADOBE, Noritsu, AVID and DOD since 1961. It's modeled after the National Press Photographers Association Pictures of the Year program. This year's ceremony was held at the Pentagon in April. Staff Sgt. Timothy R. Bailey (Syracuse graduate, class of '99), 1st Combat Camera Squadron, Charleston AFB, earned first place in the Combat Camera Video category for "Desert Rescue."

## Why I stay ...



**Staff Sgt. Justin D. Pyle**  
*51st CS/SCSVP  
Osan AB, Korea*

"I have a great job. I get paid to follow my passion, photography. I've flown in almost every aircraft that has more than one seat. I've furthered my education. I've been around the world twice. I've observed and documented history. I've worked with great people, had great jobs, and served my country all at the same time. I have four wonderful children, a wife that supports me, and we're all on our way to Germany in December. Where else but in the Air Force could I have been able to accomplish so much?"



**Sergeant Bailey**

“I’ve never considered myself to be a creative person,” Sergeant Bailey said, “but Syracuse taught me to tap into my creative side, enabling me to find a story in just about anything. Syracuse gave me the confidence to enter video

competitions such as MILPHOG.”

Air Force VI received more recognition when Tech. Sgt. Robert A. Whitehead, 4th Combat Camera Squadron, March ARB, Calif., received first and third place in the sports category for documentation of the 2000 Summer Olympics. Sergeant Whitehead has been a Reserve photographer for 15 years, including 11 in the Navy. “It’s the best job in the military. You can take people to places that they’d never be able to go themselves. Photography is a great form of communication.”



**Sergeant Whitehead**

The 305th CS, McGuire AFB, N.J., won best photo of the year out of more than 1,600 entries from across the DOD. Each winner was invited to the White House News Photographers’ Association Gala in April.

I also attended the gala, and as I mingled with various civilian photographers, videographers, media representatives and writers from local and national media associations, one feature writer from *Newsweek* magazine told me how she often relied on and used military photographs, especially Air Force photos, for her articles. She raved about the Air Force Multimedia Image Server (Image Express) at Bolling AFB, and the Joint Combat Camera Center server as image sources. She went on to say how refreshing it was to talk to people who knew their job, and took the time to help her locate the right photo of an aircraft, ship or tank.

Another feather in the 3V career field cap came from the Graphic Artist of the Year award program. The program promotes professionalism in visual communications and improves presentation quality



**Sergeant King accepts his award from Rear Admiral Craig R. Quigley, Deputy Assistant Secretary of Defense (Public Affairs), at the Pentagon recently.**

through graphic design. This was the first time an award has been presented to recognize the skills and achievements of military graphic artists. Air Force 3Vs walked away with 22 of the honors. Tech. Sgt. Billy King, Headquarters

AFMC, Wright-Patterson AFB, Ohio, was without question named the Military Graphic Artist of the Year for his artwork titled *Return to Space*.

“The thing I liked best about this contest is there were no flowery write-ups; it was based on the final product -- your abilities,” Sergeant King said. (Sergeant King has designed covers for the *intercom*.)

Tech. Sgt. William Vance earned first place in Electronic Imagery Design for *Air Force Future Vision*. The 12-year veteran entered the Air Force as a security forces specialist, and retrained as a graphics specialist in 1997. He said he loves his graphics career and is getting paid to do what he loves to do – graphics things that he used to get into trouble for doing. Sergeant Vance said he’d like nothing better than to produce artwork for Air Force Recruiting Service.

The 3V career field has continued to earn its place in history as the Eyes of History. During 2000, VI personnel either photographed, video documented, or graphically captured a variety of world events, from the war in Kosovo, to wild fires in the United States, to the 2000 Summer Olympics in Australia, and even Super Bowl XXXV in Tampa, Fla. We’ve been there to capture the moment. These are but a few of the many events that VI has been a part of. There are many other exercises and contingencies too numerous to mention, but you can see that the Air Force’s 1,500 visual information personnel have played an active role in being a part of the Eyes of History 2000.

**Web pages of interest:**

- \* Defense Information School  
<http://www.dinfos.osd.mil>
- \* Multimedia  
<https://www.afca.scott.af.mil/multimedia/>
- \* Syracuse University Military Courses  
[http://newhouse.syr.edu/newhouse\\_web/index\\_html.html](http://newhouse.syr.edu/newhouse_web/index_html.html)
- \* Military Photographer of the Year  
<http://www.dinfos.osd.mil/milphog/default.html>
- \* Military Graphic Artist of the Year  
<http://www.dinfos.osd.mil/milgraph/default.html>
- \* 1st Combat Camera  
<http://1stcomcam.charleston.af.mil>



**Sergeant Vance accepts his award from Rear Admiral Quigley at the Pentagon.**

# Career program training puts people first

By Marty Bullock

*Communications and Information Career Program Professional Development Administrator  
Randolph AFB, Texas*

“Calling all Communications Information Career Program registrants — let your voice be heard!” But, many of you have asked, “Who is listening?” The answer to that question and how your voice is heard is the reason for this article.

To answer the question, we are listening. Your career program training office listens to the voice of the community as it is expressed through Career Enhancement Plans, through requests for tuition assistance and through applications for competitive training programs. These are the methods you use to let us know your requirements. It becomes our task to match your requirements to available resources to provide the greatest number of opportunities for the entire CICIP community. Today’s focus is on building management and leadership skills, and on preparing individuals for roles of greater responsibility.

The career program attempts to satisfy individual requirements, provided in the CEP, and to satisfy program priorities, provided by guidance from the Professional Development Panel. The limiting factor each year is resources or more specifically, funding levels received each year from the Air Force training budget. The career program uses several methods of delivering required training to the CICIP community, specifically: courses in residence, on-site training, refresher courses and tuition assistance.

The career program provides courses such as: Management of Networking, Protocols, and Standards, Intermediate Project Management, and Acquisition Manage-

ment Refresher; in order to provide the community with management skills. These skills can be focused on managing people or managing programs or projects. Managerial skills can be provided by a technical application course, when the intent is to provide individuals with the understanding of the risks, impacts and constraints that a particular technology will have on a program or project.

Courses such as: Basic Management Techniques, Digital Imaging for Managers, and Challenge of Leadership in order to provide the community with preparatory training are also available. These courses are designed to provide knowledge and training that prepare individuals for positions of greater responsibility. In some cases, preparatory courses may provide reinforcement of previous knowledge or experiences, rather than providing ‘new’ knowledge. CICIP sponsored courses may be previewed at the CICIP Web page: <https://www.afpc.randolph.af.mil/cp/guide/programs/cicp.htm>

We provide on-site training at various bases throughout the Air Force to meet managerial and preparatory training requirements. These classes are designed to provide general knowledge in management and leadership for the CICIP community of registrants. In the majority of cases these courses have points assigned for use in calculating your whole person score. See the following Web site for today’s on-site training opportunities: <https://www.afpc.randolph.af.mil/cp/CICP/On-Site.htm>

Tuition assistance is another method of providing preparatory training for individuals. The career program provides tuition assistance to individuals pursuing baccalaureate and master’s degree programs.

## Why I stay ...

**John E. Martin**  
424th ABS/  
SCX  
RAF Fairford,  
United Kingdom



“I’ve stayed in the Air Force for two reasons: First, it’s an organization that provides challenging opportunities for individuals to make a difference, and second is the quality and diversity of its people.”

The amount of tuition assistance is dependent upon availability of funds and is limited, in general, to 75 percent of tuition and registration fees, with a maximum dependent upon the type of credit hours taken. See the career program TA Web site for more information: [https://www.afpc.randolph.af.mil/cp/guide/sec\\_2.htm](https://www.afpc.randolph.af.mil/cp/guide/sec_2.htm)

As resources become available, the career program provides mid-level and high-grade management training through individual courses at various training facilities. Examples of this type of training are OPM courses provided at Management Development Centers, National Defense University courses, and professional seminars. Candidates for these courses are selected from the requirements provided on CEPs.

More information concerning training opportunities can be obtained by viewing the following Web site: <https://www.afpc.randolph.af.mil/cp/guide/start.htm>.

In addition, CICIP specific training information is found at the following Web sites: <https://www.afpc.randolph.af.mil/cp/guide/programs/cicp.htm>; and [https://www.afpc.randolph.af.mil/cp/cicp/wps\\_guide.htm](https://www.afpc.randolph.af.mil/cp/cicp/wps_guide.htm). The first is a list of

See CICIP Page 13

# AF begins using new personnel data system

**RANDOLPH AIR FORCE BASE, Texas (AFPN)** — The Air Force began using a new personnel data system, MilMod, in May.

After more than five years of production, 20 years since the last major system update, and nearly \$60 million in production costs, Air Force officials gave the green light to turn on the new system.

The switch to MilMod, which stands for military modernization, replaces the 1970s technology, which continued as the system of record until June 1.

"We extended the turn-off date to allow a longer and more graceful transition to the new system," said Lt. Gen. Donald L. Peterson, Air Force deputy chief of staff for Personnel.

The new system supports all "life cycle" personnel management functions, from recruiting through job assignment and ultimately separation or retirement, according to Lt. Col. Ed Oliver, MilMod program manager at the Air Force Personnel Center. "It provides real-time updating and reporting capabilities that aren't available in today's personnel data system."

All personnel records, including Guard, Reserve and active duty, will be located at AFPC and serviced from the field. It allows more than 15,000 users real-time access to the Air Force's personnel database of 1.7 million records and eliminates duplicate data entry that, under the older system, could cause major delays in completing a personnel action.

"Today's automation technology is being leveraged to improve support at all levels and is the foundation for building a robust integrated personnel system for the total force," Colonel Oliver said. "We've also standardized system support to the Total Force, including Air National Guard and Air Force Reserve personnel processes."

In the future, MilMod may even enhance the enlisted testing program.

"We believe as MilMod comes on line, it will become much easier for us to make needed improvements," said Chief Master Sgt. Greg Haley, chief of AFPC's enlisted promotion and testing branch. "For now, we'll continue to look at shortening wait time between testing for promotion and getting test results. MilMod will give us instant access to the very latest promotion eligibility status entered into the system by our base-level technicians. We remain optimistic that MilMod is going to do a lot of good over the long haul for the Air Force's enlisted promotion system."

## CICP From Page 12

short term training sponsored by CICP, the second provides information on courses which earn Whole Person Score points. Each of these two Web sites provides information you need to complete your CEP.

There are two initiatives available to the CICP community that can enhance training opportunities. First, you can sign up for the 'short-notice list'. This list is maintained by the Training Office to fill last minute cancellations. When an individual must cancel attendance at a class the 'short-notice list' is used to place others in the vacant class quota. If you have a flexible schedule and can obtain supervisor's pre-approval to attend classes on short notice, then send an e-mail to [cicpta@afpc.randolph.af.mil](mailto:cicpta@afpc.randolph.af.mil) to get your name on the short-notice list.

The second initiative is to sign up on the CICP list server. It is easy, painless, and only takes a minute. You sign up for the list server by accessing the following URL: <http://www.afpc.randolph.af.mil/lists.htm>. CICP information, to include training opportunities, is passed to those on our list server via e-mail. It is an easy and sure method for you to receive information that is current or to receive information about 'early warning' or short-notice programs. Examples of the use of the list server are announcements for applications for DLAMP and EW1, new on-site training courses, or availability of training quotas at an activity. The list server is a tool you can use to ensure you are aware of opportunities and are taking advantage of all the career program offers to the community.

If you have training questions, call DSN 665-3691 and ask for Marty Bullock or Linda Elms.

## Why I stay ...



**Master Sgt.  
Bobbi J.  
Kreiser**  
552nd CSS  
Tinker AFB,  
Okla.

"I just reenlisted for another six years in December. Why? Because the Air Force has been good to me. I have medical care for my children, I've had the opportunity to achieve my educational goals (bachelor's degree in business management), I've received quality computer training, and I have a great retirement lined up. But the best part of it all is that I've worked with some of the absolutely most wonderful people you could ever hope to meet. I'm very grateful for what the Air Force has allowed me to accomplish and I look forward to many more years with my Air Force family."

# 1st CS creates consolidated ground-to-air transmitter and receiver site

By **2nd Lt. Heather Seeber**  
and **Capt. Jim Henderson**  
*1st Communications Squadron*  
*Langley AFB, Va.*

The 1st Communications Squadron recently completed a 34-month, \$350,000 effort to build a consolidated ground-to-air transmitter and receiver site from existing but separate transmitter and receiver sites. The new GATR site provides air-to-ground and air traffic control communications capabilities for Langley and Norfolk International Airport.

The facility provides a centralized location for all transmitter and receiver equipment, saving time, money and manpower. Maintaining all of the equipment at one site facilitates quicker troubleshooting and repair when problems arise, and



**From left: Senior Airman Anthony Leavitt, Tech. Sgt. Troy Ouellette and Senior Airman Terrance Davis, 1st Comm Squadron, Langley AFB, Va., wire an E-Rack.**

minimizes customer downtime. The consolidation also allowed 1st CS to put more frequencies on fewer antennas, further reducing costs and maintenance workload.

"Taken together, these efficiencies are expected to reduce repair time on these systems by as much as 50 percent," said Master Sgt. Phillip Mull, chief of Radio Maintenance.

Although original cost estimates associated with relocation of the GATR site approached \$750,000, the 1st CS saved more than \$150,000 by employing self-help initiatives rather than contractors, and by taking several cost avoidance measures amounting to a savings of \$250,000.

Radio maintenance teams under Tech. Sgt. Philip Gaylord and Tech. Sgt. Troy Ouellette built and wired 16 radio equipment racks and moved all of their equipment to the new site with no critical outages. Starting early last year, they ac-

quired surplus racks and supplies, built new equipment racks, and painstakingly completed all of the required wiring. Since the GATR antennas provide 17 critical frequencies to the Langley air traffic control tower and Norfolk International Airport, the radio maintenance team faced the challenge of transitioning each frequency without disrupting the flying mission. To accomplish this, they coordinated with base operations and transferred the frequencies during non-flying hours, two to three at a time. They completed the crossover in just two days, a textbook transition.

Cable and antenna teams under Tech. Sgt. Charles Fane and Staff Sgt. Bruce Tarvin erected three 90-foot poles for mounting the antennas. They prepared each pole, installing steps, electrical wiring and grounds, cross-arms, and obstruc-

See GATR next page

## Why I stay ...

**Lt. Col. Janet L. Webb**  
*751st Comm Squadron Commander*  
*Osan AB, Korea*



"I stay for the retirement benefits and they're getting better!"



**Staff Sgt. Gerald Holden**  
*18th Comm Squadron*  
*Kadena AB, Japan*

"Reenlistment for me was a formality that allowed me to continue providing service to my country. I look forward to serving many more years."



**Senior Airman Scott Tucker, 1st Comm Squadron, Langley AFB, squares a crossarm bracing on one of the GATR antenna poles.**

### **GATR**

*From previous page*

tion lighting. The team borrowed a DD-140 Lo-profile telephone maintenance truck from the 27th EIS to install anchors for the poles and drill three holes 13 feet deep, and 30 inches in diameter, to place the antenna poles. During drilling, the team met the challenge of a high water table with a 24-inch diameter tube and a water pump.

The team then borrowed a 90-foot crane and expert operators from the 1st EMS to set the poles in place.

“Once the poles were in place, we filled in the holes with layers of coarsely chopped concrete pieces for added stability,” explained Tech. Sgt. Fane.

Antenna crew members climbed the 90-plus feet to install and wire the 12 antennas. The GATR site makes use of several different antenna types to support its air traffic control

missions. The AT-197 and AT-1097 antennas provide UHF connectivity to the air traffic control tower, while the AT-1181 provides the VHF link.

Lt. Col. Vincent Valdespino, 1st CS commander, summarized the accomplishment, “The 1st CS GATR team built and wired 16 radio equipment racks, prepared and installed three 90-foot antenna poles, transitioned 17 critical airfield and operations frequencies, and mounted over a dozen specialized antenna systems, completing the project ahead of schedule and \$400,000 under budget.”

## *Center uses technology to recruit civilian employees*

**RANDOLPH AFB, Texas (AFPN)** – With a year of experience behind them, and using the latest Internet technology, Air Force “e-recruiters” are successfully competing with private industry headhunters and other mainstream businesses to attract qualified civilian candidates from outside the Air Force.

Fifty percent or more of businesses now use e-recruiting to fill vacant positions, and by next year it’s predicted to rise to 96 percent. Those who don’t use the Web for recruitment will be left behind, said Lee McGehee, chief of the Air Force Personnel Center delegated examining unit and recruitment branch.

Unlike traditional Air Force recruiting, e-recruiting involves finding qualified candidates through the Web, as well as marketing the Air Force by using an attractive logo, company profile and other means to entice candidates to its civilian employment Web site.

“Marketing is a key factor in branding the Air Force as the employer that everyone wants to work for,” McGehee said. “Our advertising efforts are designed

to give job seekers all over the world information on a civilian career with the Air Force.”

One of the primary objectives of e-recruiting is to provide wider dissemination of vacancy announcements. This is achieved by using several different sources, such as career sites, industry targeted sites, and professional and trade association Web sites to reach and locate candidates.

“The Air Force recently obtained contract sites on the most commonly known job boards,” McGehee said. “Access to these career sites has enabled our e-recruiters to staff extremely hard-to-fill jobs.”

This was evident recently when e-recruiters posted advertisements on various career sites and located an environmental engineer for Pope AFB, N.C., within five days.

“As civilian recruitment progresses in an effort to reach potential employees, the Air Force will continue to use e-recruiting technology as the vehicle to make the Air Force the employer of choice,” McGehee said.

### *Why I stay ...*

**Capt. Orval E. Phelps**  
99th Comm Squadron  
Nellis Air Force Base, Nev.



“I enlisted in the Air Force to serve my country and fulfill a sense of responsibility to those who’ve gone before me and defended our freedoms.

I stayed in because we need trained and experienced people to defend our country. Without them, there’s no hope.

I don’t stay for money or benefits. The private sector has offered me more than the Air Force is able to offer. I stay because my country still needs me to help protect our way of life and to assure we remain a free nation.”

## Why I stay ...

**Airman  
1st  
Class Brian  
Davis**  
606th ACS  
Spangdahlem  
AB, Germany



"I stay in the Air Force because I enjoy representing a symbol of national pride. I'm a part of an air expeditionary force that keeps the freedoms and rights that this country bestows on the American people alive and true, and that future generations will enjoy the same rights and freedoms that I swore to defend and preserve."



**Staff Sgt.  
Patrick D.  
Konrath**  
65th CS  
Lajes Field,  
Azores

"One reason I stay in the Air Force is because of the high caliber of leadership I have had. When it is a pleasure to come to work because your chain of command cares about helping you do your best, you want to stay. I learn something new every day about my job and how to be a better person - I'm constantly challenged. Four different bases in four years, in four countries, what a life!"

**Senior  
Airman  
Frederick J.  
Sopnicar**  
Headquarters  
7th Air Force  
Osan AB,  
Korea



"Remaining in the Air Force has allowed me to mature and broaden my personal and professional goals. Our way of life, though somewhat different from the outside, is not a bad way to go."

# Instructors: Your AF needs you!

**By Capt. Robert L. Leary**  
*Instructor, Basic Communications  
and Information Officer Training  
Keesler AFB, Miss.*

Of my various duties in the past six years (section commander, support officer in an Air Force Space Command unit, and commander of two flights), this duty as a BCOT (Basic Communications and Information Officer Training) instructor has been the most challenging and the most rewarding. Each day, we, as instructors, plant the seeds of knowledge and professional development that begin shaping the Air Force's junior "Comm Os." I know of no other duty that enables 33SX captains to have a greater effect across the Air Force. As instructors, we're privileged to have the opportunity to meet hundreds of newly pinned lieutenants and to share lessons we've learned, many the hard way, during our various assignments.

To continue starting our airmen off in the right direction, the Air Force needs experienced people like you to prepare our new "Comm Os" for the challenges they'll face early in their careers. As a BCOT graduate in class 941012, I can understand why many of you might shudder at the thought of being an instructor.

Well, I'm telling you that you can make a difference, just as my predecessors and I have done. So much has changed since you and I graduated BCOT, because others set aside the notion that instructor duty is bad for your career. If you're concerned about this, I have two things to say to you:

(1) One assignment does not determine your career.

(2) Service Before Self. Do you live Air Force core values, or just preach them when it's convenient? Our former Air Force SC, Lt. Gen. William J. Donahue, was an instructor at BCOT.

His assignment as an instructor didn't hurt his career, did it?



As I previously stated, BCOT has changed for the better, but we have a long way to go. Your expertise is vital.

If you're concerned about getting a choice follow-on assignment, don't be.

One seven- to eight-year captain left in March 2000 with an Air Force Meritorious Service Medal for his PCS decoration, and an assignment as a detachment commander. Other instructors have received assignments as flight commanders and in deployable units.

I was just notified that I'll be commander of the Tactical Comm Flight, 353rd SOG (Air Force Special Operations Command), Kadena AB, Japan. In short, instructors are being appropriately rewarded for putting Service Before Self.

Many of you are much more qualified than I to shape our future Air Force "Comm Os." To you I say, "Come and instruct. Your Air Force needs you."

## Why I stay ...

**Master Sgt.  
Vernon  
Putnam**  
47th Comm  
Squadron  
Holloman AFB,  
N.M.



"I came to the Air Force looking for a college degree, but found great people, challenge, and limitless opportunity for achievement over a very broad spectrum. To stay ... to serve ... to be a small part of the best Air Force in the world ... I'd be foolish not to stay!"

# Fostering reenlistments one oath at a time

By Maj. Wes R. Andreus  
AMC Directorate of  
Communications and  
Information  
Scott AFB, Ill.



Airman  
Rhodes

The staff sergeant stripes are tacked neatly to the fabric wall of her cubicle, flanked by snapshots of her 2-year old daughter mugging for the camera. These are not idle mementos, but symbolic objects. They represent the things that occupy Senior Airman Jennifer Rhodes' thoughts: family and career.

Like every other member of the military, she walks the proverbial tightrope of mission obligations and personal aspirations. An Information Management specialist, she wears the uniform, but is human above all, and consequently the question passes through her mind almost daily, "Is the Air Force right for me?"

What makes her thoughts all the more potent is the fact that she recently reenlisted. With an oath and a signature, she turned four years into six, extending a delicate military commitment that brings both peace of mind and a fresh crop of concerns. It's a story that plays out hundreds of times a day all over the Air Force. Young enlisted members and officers take stock of their lives and arrive at the acutely personal decision of whether to stay in or not, and in Airman Rhodes' case, she's convinced that reenlisting was the right thing, at least for now.

"My daughter and my school ... these are the things I had to consider," she said. "I reenlisted, but we'll just have to see what happens." She eyes the sergeant stripes thoughtfully, little cloth trophies she hopes to sew on one day. "If I make staff, I'll probably stay in."

If her story does nothing else, it puts a face on Air Mobility Command's new initiative: The Year of Retention and Recruiting. The words are purposefully arranged to stress the importance of retaining good people in the Air Force while vigorously filling the pipeline with new recruits. The program already brings with it a contingent of promotional tools, from Web pages to paper place mats, but ultimately the YoRR is about people. It is about communication, involvement and concern. For every hand raised to take the oath, the YoRR hopes to put a mentor on the other end, someone who helped make it happen.

Airman Rhodes' mentor, and supervisor, was just down the hall. Chief Master Sgt. Columbus Blocker played a significant role in her process of deciding whether to stay.

"Sometimes the troops just want someone to help

sell them," said the chief. "They just need a pep talk from someone they trust."

When she approached the chief, he listened to her concerns, prompted her to formulate some goals, and then laid out the bottom line.

"Of course there's both good and bad to the Air Force," he said. "But I told her about all the intangibles we provide, how we're much more accommodating than the corporate world when it comes to things like taking care of family and personal issues." In addition to that, the chief cautioned her on the perceived health of the civilian job market. "Maybe things are good now, but we don't know about tomorrow. Layoffs, reorgs, cutbacks. Say what you will about the Air Force, but at least we offer security."

Perhaps if there were more chiefs like him, the Air Force's retention figures would not be dipping so drastically. Retention numbers are roughly five percent below established goals, and recruiters are flooding the streets in an effort to meet annual quotas for fresh enlistees. The Air Force Chief of Staff has declared war on retention, and is striving to make the Air Force more attractive by managing operations tempo, re-purposing the Air Force's ad campaign and lobbying for the largest pay raise in 20 years. Effective last January, basic pay was boosted nearly five percent, accompanied by numerous other pay and benefit reforms.

Many see money and lucrative job opportunities as the perceived motivator for early separation, and while the manpower crunch can certainly be blamed in part on the economy, numerous exit surveys point to the fact that lack of leadership at the unit level is a large factor influencing retention decisions.

The chief replies by saying that just a few quality minutes spent with the troops can pay dividends, especially around reenlistment time. "If they know you care," he said, "you've made them part of the team."

Because the communications and information arena is so "hot" outside the Air Force, Col. William Lord, the AMC director of communications and information, has spirited Chief Blocker and all mentors – officer, enlisted, civilian and retired – into action with an aggressive YoRR plan for the next year.

While service members the world over struggle with the personal and professional balance of military life, Airman Rhodes dwells in the quiet peace of her recent reenlistment. "It's one day at a time for me and my little girl," she says. "Will I reenlist again? Who knows?"

It's safe to say there'll be both victories and defeats in the war on retention, but with leadership involvement and a general awareness of the current manning environment, battles will be won along the way, keeping the Air Force strong. (*Air Mobility Command News Service*)

# Ambassador in blue: Does it appeal to you?

**By Capt. Fred H. Taylor**  
*USAF/JASDF Exchange Officer*  
*Communications & Information*  
*Systems Instructor*  
*Hickam AFB, Hawaii*

Looking for a job that's never dull or predictable? Wish you had the time to learn a foreign language (at government expense), and be truly immersed in the culture? Read on!

The job I'm in now is a unique opportunity available to Air Force 33S Communications and Information Systems officers. I'm an exchange officer with the Japan Air Self Defense Force. The job is similar to that of a BCOT instructor, but the experience is one-of-a-kind.

Having served in this position for over a year and a half, I can say this has been an ideal situation to grow both personally and professionally. My Japanese language ability has improved dramatically, I've made some wonderful relationships with my co-workers, and I believe I've contributed in a personal way to the overall mission of improving U.S.-Japan relations. I feel a true sense of personal and professional accomplishment.

The most intriguing aspect of this job is representing America and the Air Force wherever I go, as a kind of low-level ambassador. I look at this as my most important respon-

sibility and I take it very seriously. When someone asks a question about military actions taken around the world or U.S. policy, I always try to answer in the most diplomatic way possible. Since these personal interactions leave the deepest impressions about the USAF, I think someone with excellent interpersonal skills is a must for this job.

The next most important qualification is Japanese language ability. Although it is not a prerequisite, it's crucial for creating lines of communication. Anyone wanting to enter the program must score above 100 on the Defense Language Aptitude Battery test, which measures one's ability to learn foreign languages. Japanese is in the toughest category.

The exchange officer tour is two years and 10 months. The first 10 months are spent in a full-time, intensive language training program held in Kichijoji, a suburb of Tokyo. The goal is to raise your Japanese language level to "Limited Knowledge" in listening and reading, as measured by the Defense Language Proficiency Test. One's efforts in language school will pay off. Scoring a 2/2 (limited knowledge in listening and reading) on the DLPT will qualify you for Foreign Language Proficiency Pay. Civilian spouses are also entitled to language training, on a part-time basis.

The communications officer billet has been a part of PACAF's Personnel Exchange Program since 1984. The position was established within the JASDF's Air Training Command at Kumagaya AB, located in Saitama prefecture about 53 kilometers north of Yokota AB. The mission of the 4th Technical School is to teach new officers about basic JASDF communications. I serve as a guest lecturer and teach USAF Organization Structure, USAF Communications Doctrine and Military English.

Working with the JASDF has been eye-opening and rewarding.

Teaching foreign officers about the USAF has given me a more global perspective of our mission as military professionals. Then, actually being able to communicate my ideas and build trust with my students brings an altogether different sense of satisfaction. Outside of work, I've had many opportunities to partake in the truly fascinating aspects of Japanese culture.

Before recommending this job, I need to point out that non-typical jobs also have difficulties. Depending on your attitude, you might view everyday problems either as more opportunities to learn about Japanese culture, or as hassles that you would not have to deal with living in America. While being immersed in a Japanese community, you and your family will have to adapt to the Japanese culture in almost everything you do. For example, commuting to work, paying your bills, and throwing out the trash are all difficult until you get used to it. However, if you are the kind of person that looks at overcoming those difficulties as a challenge, this could be the ideal job for you.

Adapting to a different culture can be trying, but there are also fringe benefits. Every other year the PACAF PEP sponsors a conference in Gold Coast, Australia. Meeting and swapping stories with exchange officers from Australia, Korea, Thailand, Japan and India was a great way to learn about Southeast Asia. Also, based on your experience living in Japan, you'll be qualified to apply for a secondary AFSC as a Foreign Area Officer, which may lead to more political-military related assignments later in your career.

I've been honored to serve as the sixth exchange officer at Kumagaya AB. The seventh officer, Capt. Jeffrey Ferrer, starts his tour in September. The next officer begins language training in fall 2002. For more information, e-mail to [PACAF.XPZE@hickam.af.mil](mailto:PACAF.XPZE@hickam.af.mil).

## Why I stay ...

**Wanda Jones-Heath**

*11th WG/SC*  
*Bolling AFB,*  
*D.C.*



"I stay because of the challenging projects and training opportunities. Working for the Air Force has shown me the numerous sacrifices of the uniformed member, and that by supporting them, I support my country."

# Wireless networking on horizon for deployed warfighters

By **Richard Guidicini**  
Technology Directorate

Air Force Communications Agency  
Scott AFB, Ill.

Wireless networking is poised to be the next major technological advancement in Aerospace Expeditionary Force deployed communications. AFCA in partnership with the AEF Battlelab, Air Force Operational Test and Evaluation Center, and 726th Air Control Squadron, Mountain Home AFB, Idaho, field-tested two wireless local area network systems at Mountain Home. A week of intensive operational evaluation in early April successfully demonstrated that wireless LANs can be installed and operated in a deployed environment.

The benefits of wireless LANs were immediately evident as the maze of wire line interconnects was removed and replaced by infrared and radio frequency wireless devices. The drastic reduction of interconnect cables in the operations tents significantly reduced set up time compared to the conventional wire line LANs. Wireless LANs also proved to have reliability advantages over wired LANs. A fallout from use of wireless LANs is reduction in weight and volume of equipment that must be transported to an area of responsibility.

Two types of wireless LAN were evaluated in the demonstration: RF

and IR. With precautions, the principal advantage of IR technology is that signals don't radiate beyond the confines of the tent or building where it's used. IR is also exempt from frequency approval issues when deployed to host nations.

Both wireless LAN technologies used in the demo were commercial products. Fielding of wireless LANs would require some design modifications, as well as revisions to current Air Force policy on wireless LANs. AFCA is addressing both of these issues. The RF LAN will need better encryption and conversion to operational frequencies commonly set aside for military use. The IR LAN requires fewer modifications, but may need additional shielding to reduce susceptibility of its electronic components to interference from stray RF signals. AFCA is planning to have a prototype of the modified RF LAN available for testing in July.

The next demonstration of wireless LANs will be integrated with the Sharp Shooter exercise in July at Mountain Home. The demo will include wireless LANs connected to a new broadband wireless system being developed by AFCA. The combination of wireless LANs and the broadband wireless system will provide an operational infrastructure for a fully wireless initial communications capability for an entire base operational infrastructure.

## Why I stay ...

**Dan Thomann**  
AFCA  
Scott AFB,  
Ill.



"I've been associated with the Air Force since 1964 -- first as a blue suiter for 22 years, and now as a civilian. Early on I learned three precious beliefs that have guided me through good times and bad -- taught to me by two of the finest people I have ever met -- a former First Sergeant and a former commander. Do something -- lead, follow or get out of the way. I'll never ever criticize you for making a bad decision -- but God help you if you don't make one at all. Take care of your people -- and your people will take care of you. I work for people that follow these beliefs -- and that's why I'm still here."



**Senior Airman Jennifer Fripp**  
375th Comm Squadron  
Scott AFB, Ill.

"With each TDY, PCS, PCA, and possibly remote someday, the Air Force gives me a scope of new individuals that I can learn from and hopefully give something to. It enables me to touch lives that would have otherwise been unreachable for me."

## Why I stay ...

**Tech. Sgt. David G. Boutin**  
36th Comm Squadron  
Andersen AFB,  
Guam



"I stay in because there's just no civilian equivalent of being part of the best and most progressive aerospace team in the world. Besides, I'll have that much more experience when I do

get that high-paying IT job outside the gate, plus a steady retirement check."

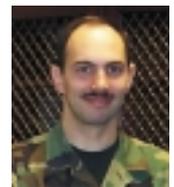
**Staff Sgt. Stephanie A. Copley**  
12th AF  
HQ Air Combat Command  
Langley AFB, Va.



"I stay because I like my job and because what other company will let me

retire and draw benefits at age 39 after only 20 years of service?"

**Tech. Sgt. Dave Vieira**  
91st Space Wing  
Minot AFB,  
N.D.



"I stay a part of the Air Force team because of the outstanding professional development opportunities."

# Why I serve

By **Capt. Terry McGovern**  
*3rd SOPS*  
*Schriever AFB, Colo.*

Five years ago, as an AFROTC instructor, I stood in front of a class of brand new cadets at Iowa State University and welcomed them to the Air Force. These were kids I recruited into the program. Over the course of the year, I tried to explain to them why people continue to serve. I said: “Most people don’t come into the Air Force just to earn a living. Instead, we come here

**“Most people don’t come into the Air Force just to earn a living. Instead, we come here to learn how to live.”**

*Captain McGovern*

to learn how to live.” I gave them examples to help explain why I remain in service to America. I told them about the 70-year-old doctor who, out of the blue, donated \$10,000 to our ROTC department as a “thank-you.” He never joined the military, but his letter explained how his two years of ROTC (which was mandatory for all ISU males at that time) had given him the direction and discipline to work his way through medical school. After 37 years, he still credited his success to those two years of ROTC training.

I told them about the first lieutenant from Offutt AFB, Neb., who was required to travel with the honor guard to a small town in Iowa, where an airman who died during the Gulf War was being laid to rest. The mother of the deceased airman insisted Air Force members be first to go through the meal line. She insisted because in her son’s letters he wrote how well the officers and NCOs in his unit had taken care of him. She quietly thanked the honor guard for their service. In that little church basement it became clear to each member why he and she served.

I told them how the Air Force helped my dad earn his GED when he served in the Korean War. And about my four older brothers, who each spoke highly of his time in service as an Air Force enlisted member. The Air Force had helped them earn their college degrees and, like the doctor, they attributed their success to Air Force training.

Together, in 1996, the cadets and I listened to the Secretary of the Air Force, who was visiting the university, explain the saddest letters she received each week were from prior Air Force members who had separated and wanted to come back. This year, I drove 1,400 miles to ISU to witness these cadets being commissioned.

I saw Catie, who came from such a poor background that without the AFROTC scholarship, she couldn’t have gone to college. She struggled her first semester on campus, but refused to give up. I’ve seen her per-



**Captain McGovern**

sistence and tenacity. I’m sure she’ll move mountains in her lifetime. After taking the oath, Catie reported to pilot training.

I saw Joel, who wandered into my office with his eyes on the ground and a “I’d like to fly, but I’m probably not good enough” attitude. Joel beams with pride and confidence now – getting a pilot slot will do that to a person. He took the oath and went to pilot training.

I saw Meghan, who turned down a more lucrative Naval scholarship to join our program. At the time, her parents were so worried about “what she was getting into” – but they’re so proud of her now. She’s taken the oath and will be putting her construction engineering degree to work by joining an Air Force civil engineering unit.

I saw Mark, the boy wonder, a genius. Mark left with degrees in physics and mathematics and graduated with honors in both. He’s no geek though—he’s one of the most personable people I’ve ever met. I’m sure we’ll read about him and his accomplishments in national science journals. Mark is going to do research for the Air Force, and one day we’ll probably use a technology developed by him.

I saw Cory, who as a freshman was so quiet and shy he almost passed out the first time he had to speak in front of the class. Cory’s not shy any more. He overcame his bashfulness and became the cadet corps commander – every week he stood in front of 100 or so people and spoke loudly, clearly, with confidence. Cory took the oath and reported to pilot training.

I saw Aaron, the former senior airman who graduated with a Ph.D. in pharmacy. He turned down a much higher salary to come back into the Air Force, because he doesn’t define success by the contents of his wallet. For him honorable service means far more. He took the oath and reported to an Air Force clinic, where his positive attitude and kind spirit will be welcomed by staff and patients.

I saw others take the oath as well, each having overcome scores of difficulties to join our organization. There are, however, many others who I didn’t see commissioned, because they couldn’t meet our standards. They couldn’t overcome the difficulties. Sometimes we forget we’re indeed a select bunch.”

*Captain McGovern*

I stay because of the people. The new lieutenants thanked me for recruiting them into the Air Force and teaching them how to become a better person. But in truth, it’s I who am thankful to them. For in their struggle to be commissioned, they reminded me why I joined, and confirmed why I

# AU implements information technology rating tool

By **Marietta Magaw**  
Air University  
Maxwell AFB, Ala.

Air University introduced a readiness rating tool in April designed to help commanders quantify the extent to which information technology effectively supports core education tasks.

"The IT rating tool reflects our commitment to the Air Force Chief Information Officer's direction to implement reportable methods to track IT-related investments," said Lt. Gen. Lance Lord, Air University commander. This is the first successful implementation of an IT rating tool in the command, added the general.

The tool prescribes the levels at which technology can effectively execute mission requirements, using a one-to-five rating scale. Ratings reflect overall mission readiness in the areas of infrastructure, classroom support, audio visual, administrative and staff, major support systems, and training.

Information technology evaluations differ from Status of Resources and Training System assessments, which are designed to measure a unit's capability to perform its war-

time missions. The IT rating tool assesses capabilities of unit communications systems to meet specific requirements of their organizations.

"Rating our IT capabilities in terms of their mission impact will finally allow us to quantify these contributions and make value judgments about how best to spend scarce funding in the IT area," said Col. James D. Kelley, AU Communications and Information director. "Consistent with viewing the network as a weapon system, all of our IT should be viewed in that light and rated accordingly."

IT is the weapon system through which AU delivers a continuum of education services that shape the careers of all Air Force people. A team of AU functional representatives developed and successfully field-tested the rating tool at Squadron Officer College, and General Lord approved it for implementation across AU.

Colonel Kelley said the IT rating tool can significantly benefit commanders throughout AETC. "It's entirely appropriate that we finally begin rating our IT capabilities in terms of their contribution to the mission," said the colonel. (AETCNS)

## Why I stay ...

**Master Sgt.  
Leroy  
Rolston**  
HQ AMC/  
IGCY

Scott AFB, Ill.



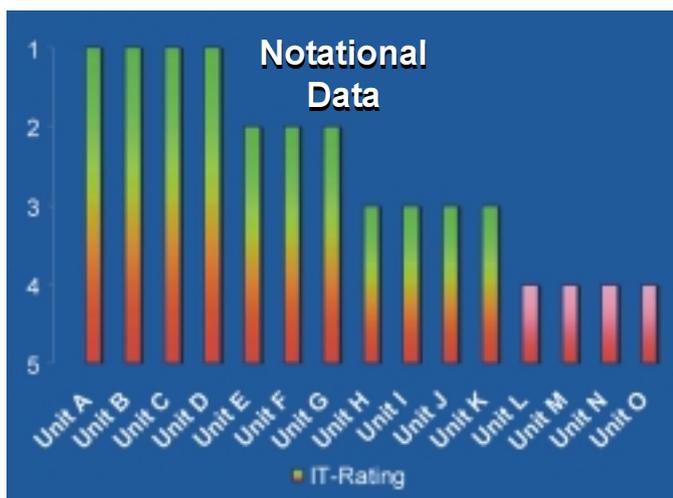
"I stay for the rewards: esprit de corps, training and education, security, retirement. After being assigned to the CONUS for 15 years I received an assignment to Kunsan AB, Korea, to be the superintendent of inquiries and complaints. It was an opportunity and experience I couldn't pass up."



**Senior  
Airman  
Americo C.  
Galdeano Jr.**  
606th ACS  
Spangdahlem  
AB, Germany

"The feeling I get after accomplishing a difficult task is what keeps me in the Air Force. When looking back at the effect that you, as an individual, have made to a team, it generates the will to want to do it again and again. At times, it's like that's the only thing that keeps me going. However, it's worth it to see your efforts make an impact on the world you live in."

## Information technology readiness rating tool



### Overall Information Technology Rating

- IT-1** Able to meet current mission requirements as well as mission requirements projected two years out
- IT-2** Able to meet current mission requirements as well as mission requirements projected one year out
- IT-3** Capable of meeting today's mission efficiently with no expandability.
- IT-4** Capable of meeting today's mission in a degraded state.
- IT-5** Not capable of meeting today's mission.

## Why I stay ...



**Staff Sgt. Paul Pohnert**  
1st Combat Comm Squadron  
Ramstein AB, Germany

"I enjoy the everyday challenges I'm faced with, the opportunity to learn new communications systems, and meeting new mission requirements. Even with the ever-changing face of the military, the feelings of esprit de corps still resonate."

**Staff Sgt. Lucinda M. Hock**  
Headquarters  
7th Air Force  
Osan AB,  
Korea



"I've stayed in the Air Force for 13 years now as I've set myself some true career goals and have yet to meet all of them. I've had an awesome first half of my career and look forward to an even better second half. I also look forward to passing on what I've learned in my career field and the Air Force to those airmen who will follow in my footsteps!"



**Staff Sgt. Kim Tucker**  
425th ABS  
Izmir AS,  
Turkey

"I've decided to stay because I like the challenge my job gives me. I'm also happy with my fellow coworkers and enjoy the opportunities the Air Force gives me to travel to far away places (i.e., Korea, Turkey) and to continue my education."

# U.S. Transportation Command opens comm systems coordination center

By Maj. Shari Miles  
TCJ6 Director's Action Group  
U.S. Transportation Command  
Scott AFB, Ill.

The Global Command, Control, Communications and Computer Systems Coordination Center was officially opened here in April by U.S. Transportation Command.

On hand for the ribbon cutting and a tour of the new facility were Lt. Gen. Daniel Brown, deputy commander-in-chief, USTRANSCOM; Brig. Gen. Gilbert Hawk, director, command, control, communications and computer systems J6, and other guests.

The GCCC, or "G-triple C," evolved from the commander-in-chief's requirement to present a cohesive, near real-time enterprise-wide view of C4S capability and infrastructure supporting the Defense Transportation System.

"The GCCC is our single source for network and system availability, security and performance status," said General Hawk.

In its end state, the GCCC will be a 24-hour, seven-days-a-week operation that pulls together system

connectivity, performance, availability and information security into a homogeneous, automated, DTS-centric facility.

Information has become a critical corporate resource throughout the Department of Defense. Just like the security forces who protect critical assets, such as the C-17 Globemaster III, it's essential for information to have similar defense strategies. Some of the strategies include service assurance, network management and information protection.

The GCCC bridges the gap between the technology-centric arena and operations by collecting and fusing data from disparate sources into real-time status of DTS information systems. Included is a real-time collaboration capability between the GCCC and USTRANSCOM's Mobility Control Center, through the use of live video teleconferencing.

According to General Hawk, the GCCC's capabilities will ensure we "get the right information, at the right time, to the right people who make critical transportation decisions day-to-day."



Army Lt. Col. Kim Durr, chief, TCJ6 Information Systems Security Branch, left, briefs Lt. Gen. Daniel Brown, deputy commander in chief, U.S. Transportation Command, on how the new GCCC operates.

Photo by Dave Patterson

# Air Force keeping promise for better way of life

**Staff Sgt.  
Ricky W.  
Anderson**  
31st Comm  
Squadron  
Aviano AB, Italy



I'm a videographer for the Air Force. The Visual Information Support Center is a part of the 31st Communications Squadron, Aviano AB. Our video section provides documentation of official significant events, using the most up-to-date digital formats in both video

recording and editing equipment. I work with customers to produce short videos concentrating on operational mission support, training and historical recordings. This is a very demanding but rewarding job. We are often called upon by our leaders to go anywhere in the world when needed at a moment's notice. I'm one of very few videographers in today's Air Force, and I'm proud to be a part of the team which will mold and train future leaders. If I had to choose one thing about the Air Force that made me want to stay, it's Everything ... from people, pay and a career, to the quality-of-life improvements. The Air Force is working on making itself better, and keeping its promise of a better way of life.

## *Airman cites stability as major benefit*

**Senior  
Airman  
William G.  
Mobley**  
3rd Combat  
Comm Group  
Tinker AFB,  
Okla.



Why do I stay? That's a tough question for those in the communications career fields. With many employment opportunities on the outside for communications operators and technicians, and higher civilian pay, it can be very hard not to be pulled to the outside. After all, why stay in the service and be told how to dress and keep your hair, when you can be a civilian and make two to three times the income?

The answer is easier than you might think. At least it was for me.

Why did I reenlist? What kept me in the Air Force?

For me, it's the stability the Air Force has to offer in an ever-changing communications world. A world where technology is always evolving, and the threat exists that your business might not be able to keep up. While the Air Force isn't always on the cutting edge in the business world, it's still the most technologically advanced military operation in the world.

It's the kind of stability that means that no matter how bad the economy gets, my business won't lay me off. There will always be a need to defend our nation's people and interests.

Our nation is in an economic "slow down". Major companies are laying people off. Others are putting hiring on hold. The Air Force represents guaranteed employment for a set period of time.

Some people say they're getting tired of doing more with less. They say we have too few people.

My father, who retired as a master sergeant the same year I entered the service in 1996, gave me some advice when I asked him about reenlistment.

He said, "Don't plan to stay in. Take it one enlistment at a time. That way you're always prepared when it comes time to get out. But try to stay in for as long as you can. You'll miss it when it's over."

## *Leadership, empowerment motivate sergeant*

**Tech. Sgt.  
Theresa  
VanEtta**  
31st Comm  
Squadron  
Aviano AB, Italy



As a 3C071 assigned to the 31st Communications Squadron, Aviano AB, Italy, I have the opportunity to plan and implement wide area network architectures to support a main operating base of 3,500 people and five geographically separated units. It's very challenging, exciting and often hectic work. Our Network Solu-

tions Team's greatest challenge requires us to be extremely fluid, working with ever-changing technology and a very tight operating budget. My motivation is the flight's leadership – from my supervisor up to the flight commander – who have empowered me with more trust and responsibility than I've ever experienced before in my Air Force career. It's that empowerment – coupled with the satisfaction of seeing warfighters be able to perform their mission, because our military information superhighway's working well – that makes the long hours worth the effort. I see the fruits of our team's labor every time an F-16 or C-5 takes off from Aviano in pursuit of democracy and the promise of a better, more peaceful world.

'User Responsibilities'

# You're the 'U' in 'User Responsibilities'

**By Col. Dan M. Goad**  
*Director of Communications  
and Information  
Air Education and Training  
Command  
Randolph AFB, Texas*



About 2000 years ago, Sun Tzu in *The Art of War* said, "The art of war teaches us to rely not on the likelihood of the enemy's not coming, but on our own readiness to receive him; not on the chance of his not attacking, but rather on the fact that we have made our position unassailable."

These words of wisdom apply to today's technology as well as to the bows and arrows of Sun Tzu's time. Winning or losing the next war may very well depend not on the types of weapons systems we use, but rather on how well we take the responsibility to make our information systems invincible.

June's Air Force Information

Assurance Awareness Campaign 2001 theme is "User Responsibilities." In past months, *intercom* has featured IAAC 2001 articles on digital devices (such as personal digital assistants), threats and countermeasures, and Web security. The common thread weaving these articles together is the "user" and how "user" actions affect national security.

So, who or what is a user? A "user" is anyone who communicates using information technology in any manner. More than this, however, users are responsible for protecting

those communications from unauthorized access.

"Defense-in-Depth" outlines the Air Force's philosophy for defending communications systems and the information they contain. Although individual roles for this defense vary depending on the user group to which we belong, all of us share in the collective responsibility of achieving "Defense-in-Depth."

To learn more about users' roles as cyber-warriors in making our communications systems unassailable, I invite you to visit the Air Force Communications Agency and MAJCOM IAAC 2001 Web sites. The AETC Web site is <https://www.aetc.af.mil/sc>. Come see us and I charge you to be a responsible user while joining us in protecting the Expeditionary Air Force network enterprise.

## Passwords protect the keys to your kingdom

**By Lt. Col. Eleonore Wanner**  
*Air Education and Training  
Command  
Randolph AFB, Texas*

Many of us have experienced the frustration of trying to provide information to meet a hot suspense and the only place it exists is on the computer of a person who is either on leave, or on a temporary duty assignment. Sharing a password simply reduces the time necessary to get the information, and there's no harm if the system is unclassified, right? Well, not really.

There are several reasons why sharing a computer password is

wrong, but most importantly a password is your identity and you're accountable for events in which you are involved.

Back in the dinosaur days of computing (1982), Rome Labs had one of the first PC-based local area networks, and I worked with two other lieutenants in an office that had a single terminal for all of us to share. There wasn't much policy or emphasis then on network security, and though we knew we'd been given passwords for a reason, we didn't really appreciate why. But something happened that made me

See KINGDOM Page 30

### Why I stay ...

**Staff Sgt.  
Joe  
Hernandez**  
*HQ Air  
University  
Maxwell  
AFB, Ala.*



"I learned very early in my career that I joined the Air Force to make a difference. I've achieved many great things, but the ultimate achievement would be making sure that I reach at least one troop a year (mentoring and investing time in an individual) and have them realize the importance of his or her job (3A0XX) and why it's so important to the Air Force's mission. If I achieve nothing else in the Air Force, I'd have done my job!"

# Make yourself equal to the task

By **2nd Lt. Greg McCulley**  
*Air Education and Training  
Command/CSS  
Randolph AFB, Texas*

An infantryman wouldn't assault a beachhead without knowing if his rifle was working. A sailor wouldn't go to sea with a leak in the ship's hull. Airmen don't take to the skies over the no-fly zones without pulling the pins enabling the ejection seat. For the same reasons, none of us should take our computers into the Internet without knowing the machines are equal to the task.

The changes in technology have opened an entirely new front line for any computer connected to a base network. For that reason, it's important for each user to be aware of our responsibilities, comprehend the possible consequences involved with computer security, and actively participate in the mitigation of known vulnerabilities.

Isn't all this pretty intuitive, though? After all, it's no secret that hackers and computer whizzes are at work every day penetrating networks around the world. Such exploits are well documented and are in the media quite often. What's less apparent are the many vulnerabilities inherent in the computers we use, and that's why user education is so vital.

## **Awareness and Training**

IA awareness and training is a process all of us should have gone through before hopping onto our computers. Training, through the Information Assurance computer based training or PowerPoint slides, is a great first start, covering many of the fundamentals of computer security. However, the generalities of IA awareness don't begin to address the entire spectrum of network risk. Nor is it designed to; it's an "awareness" program, after all.

What needs to be present in all Air Force (indeed, DOD) work centers is an awareness of the nature

of computer vulnerabilities. What do I mean by "the nature" of the vulnerabilities? Well, just like any other adversary, computer hackers and exploiters change in response to our defenses. The threat doesn't come on the same front each time. It adapts; we need to adapt as well. Users need to take a quick look at the latest vulnerabilities at least every few days (say, three days a week). If you were in a combat zone, you'd keep abreast of recent enemy developments, presuming you wanted to avoid attack. Your computer is in the battle and needs defending, too.

## **Comprehension**

After awareness comes comprehension. There's a big difference between knowing your Internet browser is vulnerable and comprehending what elements of the software are at risk.

As network professionals, we're expected to have a degree of understanding of network threats. Users should comprehend some of that, too. Two aspects of the threat need attention here: the nature of the vulnerability and the consequences of its exploitation. This might be tough for users who don't want to be that well acquainted with the boxes on their desks. Communicating the threat and how it affects their jobs helps bring the point home to them. Once users see how *their* computers could provide back doors to the *entire* network, they should buy in to the issue of computer security. Even if they're sold on the notion in the short-term, it's a start.

Once awareness is created, and comprehension is developed, users are in position to take advantage of this new intellectual capital. They're equipped to take action.

## **Action**

Armed with a more complete understanding of the network security environment, users now are ready to take an active role in securing their computers. According to Seth Warnick, an Information

## **Why I stay ...**

**Tech. Sgt.  
Diana  
Lucas**  
*DISA Joint  
Staff  
Support  
Center  
Arlington,  
Va.*



"I'm extremely proud to be a member of the world's best and most elite Air Force -- it's been an incredible 15-year career, and yet there's still so much more to experience! My Air Force career, coupled with my traveling and educational and training accomplishments, rises head and shoulders over my fellow non-Air Force peers and acquaintances. I've benefited from all the opportunities provided by the Air Force, and for that, I'll show my gratitude by offering my loyal services up through 20 years or more. The Air Force has allowed me to grow and achieve a true sense of life accomplishment. No One Comes Close!"

Assurance contractor attached to the Air Education and Training Command Network Operations and Security Center, the majority of users want to help secure their machines, and they only need to be told what actions to take.

There are several things users can do to secure their machines. One is to ensure they have all the required patches, which are easily downloaded and installed according to local guidance. Many patches can be run automatically through the use of scripts on the network server. If scripts enforce the latest security patches, then users can take steps to ensure they have the most current version. (In many cases, it's as simple as right clicking on a file and reading the version number.)

Anti-viral definition files repre-

See **TASK** Page 29

# Computer users are on the front line in protecting information

By Capt. Stacy Clements and Staff Sgt. Rob Lauffenberger  
82nd Communications Squadron  
Sheppard AFB, Texas

Imagine it's 6 p.m. and you're working at your office computer on some very important papers that your supervisor and commander need by tomorrow. You finally finish your documents and save them to your local machine or server and leave for the night. The next day you're ready to present the material you've worked on for weeks, but you discover the system has lost all the files you carefully saved the night before.

There are a number of things that could have gone wrong, but

your system administrator, unit computer security manager, and information system security officer find that someone intentionally deleted the files.

In another scenario, imagine you're working the mid-shift and it's 3 a.m. The night has been slow, so you decide to surf the Web. As you start browsing for your favorite hobby, recipes and local weather, you stumble across a link to a pornographic site. You know that you're not supposed to access the site but you are in the building by yourself. Who's going to find out? The next thing you know, you've been browsing the sites for hours. You finally log off and go home.

These are just two unfortunate situations that might be played out in any organization. In the past few years the Air Force has taken steps to provide greater computer security and has given each base tools to help prevent unauthorized access to the base internal network. These tools can monitor network access from on- and off-base.

Two tools in the base network control center's arsenal are a firewall and a proxy server. What are these tools, what do they do, and why would anyone want to hack into a system located on a training base?

A computer firewall allows users to connect to the Internet while protecting the internal network from unauthorized users and network attacks. The firewall uses an access control list to allow or deny traffic based on the service the user wants, like the Web and e-mail, and the network address of the computers being used.

The firewall provides bases a method to control traffic flow through their networks. A firewall is similar to a water filter many families use to allow only good water to flow from the faucet. Unlike the water filter, this isn't a measure that can be put in place and left

alone. The network manager must continue to ensure appropriate access, and to maintain procedures for adding new users and applications.

Another feature offered by the firewall is the Network Address Translation, which conceals all Internet Protocol addresses on the base and uses only the IP address from the firewall to connect to the outside world. The IP address on computers is similar to the address for a house. If you know a computer's IP address, you can connect to that system.

Pretend for a minute you are at work surfing the Web (legally this time) and you spend only a couple of minutes at a site, but the site has a feature that captures the IP address of visitors. Later, the site operator uses the collected addresses to try to hack into them. The hacker is prevented from getting into the base internal system and potentially destroying information on your computer, because he only has the firewall address, which acts as a filter and won't let unauthorized traffic in.

Firewalls are designed not to hinder our surfing speed, but to protect us and U.S. government resources – the cyber equivalent of the fence around the base.

Another tool is the proxy server, which is used for all Web traffic and allows an organization to provide controlled Internet access for internal users who would otherwise be blocked by a security firewall. Our proxy servers have an added advantage, providing a caching feature that allows frequently used documents to be stored, conserving bandwidth and increasing access speed.

Servers track attempts to access the network, and whether they are successful. This feature is useful in detecting fraud, waste and abuse of government resources, although

See PROTECT Page 29

June 2001

## Why I stay ...

Staff Sgt.  
Brian L.  
Bischoff  
DISA  
Joint Staff  
Support  
Center  
Arlington, Va.



"I stay in the Air Force to make a difference. We have airmen with tremendous potential to become great leaders, but without mentoring and guidance from NCOs they may never realize their full potential. I'm an NCO who'll make sure they do."



Senior  
Airman  
James  
Johnson  
83rd Comm  
Squadron  
Langley AFB,  
Va.

"There are some things more gratifying than money. Because I'm working for something more important than my next paycheck."

# Protecting the Air Force network

By Lt. Col. Robert Mills  
Director of Communications  
and Information  
Air Force Institute of Technology  
Wright-Patterson AFB, Ohio

Growing up in the Pacific Northwest in the 1960s, I remember a series of TV public service announcements featuring "Smokey the Bear." After showing the results of a devastating fire, a typical commercial would end with Smokey looking sadly at the viewer and saying, "Remember, only YOU can prevent forest fires."

Smokey's message was clear: Forest fires were a terrible tragedy and everyone – not just park rangers and fire fighters – had a role in preventing them. Smokey's fire prevention campaign included basic concepts like not playing with matches, never leaving a campfire unattended, and keeping a bucket of water and a shovel near a campfire.

The same general ideas apply to Information Assurance and protecting our information networks. That is, Information Assurance is everyone's responsibility, and not just a system administration concern. There's only so much the "techies" in the back room can do to protect the network – as users, we must shoulder some of the responsibility.

The analogy between forest fires and network security is accurate. A well-planned network attack could, like a forest fire spreading through the Rocky Mountains in August, roar through the Internet very quickly. This was demonstrated during several recent high profile virus outbreaks and distributed denial of service attacks. Depending on how well these attacks are engineered, they can wreak havoc on the Internet in a matter of minutes.

Like our national forests, our network is a shared resource. When the network is unavailable, many people can no longer perform their duties. This will become even more apparent as we move closer to implementing *One Air Force...One Network*.

As users, we can translate Smokey's tips on how to prevent forest fires into practical ways to protect our computer networks.

*Don't play with matches.* Your chances of starting a fire are much greater if you play with matches. In effect, we're playing with matches, and putting the network at risk, whenever we circumvent established security policies and procedures. Carelessness and inatten-



tiveness can prove to be just as damaging as intentional malicious activity.

What do you do if you receive an e-mail with an attachment from someone you don't know? What if the message is from someone you know but the title looks suspicious? If the attachment contains a virus, opening it could have a devastating impact on the entire network. A little healthy paranoia may actually protect you and the network from a virus attack.

*Don't leave the campfire unattended.* When we walk away from our computers without securing them (i.e., activating the password-protected screen saver and logging off the network), it's like leaving a campfire unattended. Just as a campfire can get out of control and start a major forest fire, leaving a computer unattended makes both you and the network vulnerable. Annual studies by the Computer Security Institute and the Federal

See NETWORK Page 31

**Why I stay ...**



**Airman  
1st Class  
Marlesha  
La'Cher  
Godfrey  
49th MXS  
Holloman  
AFB, N.M**

"I'm a member of our base honor guard and have been for more than a year. I'm active in our wing's Airman Advisory Council as the secretary, just to name a few things. I'm very pleased with the Air Force as a whole, and I enjoy my job as an information manager to its fullest. It's always changing and there's never a dull moment with all the learning experiences I receive daily."

# Strong passwords vital to information assurance

By 1st Lt. Mark H. Corrao  
82nd Communications Squadron  
Sheppard AFB, Texas

The importance of composing strong computer user passwords can't be overemphasized. This need can be better appreciated with an explanation of how NT stores passwords, and why we emphasize adhering to established policy. With our current technology there are three ways an operating system stores passwords:

- \* Storing clear text passwords on the system (bad)

- \* Storing a symmetrically encrypted version of the password on the system – RSA-type encryption (not a good idea)

- \* Storing a unique obscured representation of the password on the system (a fairly good idea)

NT uses the third implementation. It stores a representation, rather than the actual password. Instead the password is used as a parameter in a hashing function to create an irreversible hash value. This hash value is stored, not the actual password. To validate a logon,

NT takes the password entered by the user, creates the hash value, and compares hash to hash to determine if they are equal. The premise is that if they're equal, then it's valid. Reversing a hash value back to a supposed "key," or password, is an impossible function. So if someone gains access to the password database, it can't be "decrypted." This is only possible by performing what's known as a "brute force attack" that uses the same hashing algorithm involved in the initial creation of hashes. To protect the NT password database a little more, NT obfuscates the hash value by DES-encrypting (56-bit) it with a user dependent number. NT uses a standard hashing algorithm known as Message Digest 4 to create its hash values.

## Password length

Since this hash function is well documented, a hacker could theoretically generate all possible passwords, calculate their hash value, and compare the hash value to the values in the database. This is exactly how the famed L0pht Crack program works. They would first have to gain access to the database, which, if configured properly, isn't even directly available to system administrators. Since the password length is a finite value, it's possible to create hash values for all passwords. Fortunately the computing power needed to launch a full brute force attack is severely limited to the common or power user. A system using only eight ASCII character passwords (maximum of approximately 6,095,689,385,410,816 passwords using 94<sup>8</sup> dimensional space) that could generate, hash and compare one million passwords a second, would take approximately 193 years to search the entire password space. This, of course, is getting faster with new technology – and this is why we stress password length. The longer the password,

the larger the password space. With NT4, you can use up to 14 characters, and in Win2K up to 128.

## Combination of numbers, letters and characters

Without getting into the specifics, each ASCII character could be any of 255, although most users only have a subset equal to 94 available to them, including symbols, numbers and letters, and upper or lower case. If a password contains only numbers and letters, the search space for passwords is limited to a combinatorial 62 (a-z, A-Z, 0-9) and it becomes easier to initiate a brute force attack with regard to length, especially with the high-speed computers available today. This is why we stress the addition of special characters, numbers, and upper and lower case letters in the password.

## No common dictionary words

An easier way to attempt to break passwords is known as a "dictionary attack." Users are known to create easy to remember passwords, such as dictionary words, or dictionary words with an added letter or number. There are several password dictionaries available that can be used to run a dictionary attack. This is an extremely quick way to attack passwords with only a modest computer. Dictionary attacks are only feasible because users choose passwords that are easy to guess. This is why we don't allow common words as a password, or as any part of a password. Although NT passwords aren't decryptable using a standard or even classified decryption algorithm, they're not immune to being cracked. There are several tools available that allow anyone to crack passwords, given they have access to the password database and are willing to spend the necessary time.

See PASSWORD Page 29

**Why I stay ...**

**Tech. Sgt.  
David L.  
Anthony**  
690th  
Computer  
Systems  
Squadron  
Lackland  
AFB, Texas



"I reenlisted in the Air Force for the intangibles, such as camaraderie, a sense of mission accomplishment and service to country. Also, for the opportunity to be the leader of tomorrow, with a focus on what it takes every day from the team. The Air Force is my way of life, and I embrace its values."

## Why I stay ...

**Senior Airman April L. Geary**  
35th Comm Squadron  
Misawa AB,  
Japan



"There were two main reasons I reenlisted in the Air Force. One is the stability it gives my family -- financial and medical. Another reason is that I met someone in my command that I looked up to. She gave me hope about what the Air Force really is and made me feel good about the job I do for my country."

## PROTECT From Page 27

many people are unaware their Internet use is being tracked.

The warning banner we see every time we turn on our computers helps remind us of our responsibilities to maintain computer security and use government systems appropriately. Your local system administrator can provide assistance if the banner is not visible on computers in your work area.

As a user of government computer systems, you're responsible for everything that happens regarding your account. Screen savers protected with passwords are simple mechanisms that are effective in keeping unauthorized people from gaining illegal or inappropriate ac-

cess to operationally sensitive information.

While our mission in AETC is to replenish the combat capability of the Air Force with highly trained airmen, we generate, process and store an enormous amount of information on servers and personal computers about aircraft, training systems, munitions and sensitive personal data. This information demands protection and safeguards, and requires us to be vigilant in our computer security efforts.

Information and the computers we use to process it are quickly becoming front line weapon systems. Potential adversaries will try to come in through our computers and take the information they want, counting on you to not be ready. Are you?

## TASK From Page 25

sent another way for users to participate in the security process. Again, scripts can automate the process with great success, but users still should manually ensure they have current files.

Finally, general computer security rules can go a long way. Effective password selection, file permission use, and prudent Internet use can help secure the user's computer, and hence the entire network.

None of these actions can be taken effectively if users don't comprehend the need, and no appreciation of the need can be fostered without overall awareness.

Knowing this, we can equip users to help network professionals better accomplish their mission. Make users aware of the situation, and then educate them to the point of truly comprehending why it's important for them to help. These two tasks are prerequisite to getting users to take appropriate action.

If we're to really give serious attention to operationalizing and professionalizing the network, then we need to prepare users as if we were training them to use a weapon. In essence, we are. Don't let our adversaries turn that weapon against us. Make sure you and others around you are keeping *our* computers on *our* side.

## PASSWORD From Page 28

### So what's a strong password and how can I remember it?

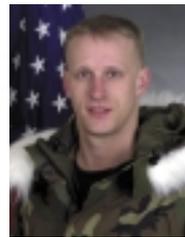
A password should be as strong as the information it's protecting. Reasoning: Let's say I wanted to hack your account, not necessarily a base account, so I could find your credit card number. Suppose the only way for me to hack your account was to run a brute force attack on your system, and the computer I needed to run the attack cost me \$5,000. If you had a \$500 credit limit, then the economy of the hack wouldn't be in my favor. You could reasonably get away with a lower

strength password than if you had a platinum card with a \$15,000 limit. This is a simple example, but use the same reasoning on securing your home computer to securing battlefield plans. The consequences of having a base account compromised could be far more devastating than any monetary value. A little research into information warfare will more than explain why.

In short, a strong password contains eight or more characters, including upper and lower case letters, numbers, special characters, and no common words. Also, a strong password doesn't include personal data, such as history, address, phone number, birth dates, anniversaries or similar information.

## Why I stay ...

**Staff Sgt. Joshua Stephen Daugherty**  
354th Comm Squadron  
Eielson AFB,  
Alaska



"I separated from the Air Force in 1997 after four years of active duty, and found myself re-enlisting 18 months later. I decided to return to the Air Force to take advantage of the travel opportunities, experience other cultures, and retire."

## Why I stay ...

Senior  
Master Sgt.  
Karen  
Jacobs  
AFPC  
Randolph  
AFB, Texas



"I stay in to secure my retirement income, continue to receive medical care and support the agencies, like AFSA, who lobby to improve our quality of life and retain our full benefits. I also applied for a special duty assignment that moves me from the mainframe environment to the network world so I can be more marketable in the civilian job market. My tuition assistance and GI Bill benefits will also enable me to work on a professional Information Technology certification. So far, my career plan is working towards making my transition to civilian life as smooth as possible."

# IA awareness video offers advice for everyone

SCOTT AFB, Ill. – A new unclassified Information Assurance awareness videotape is available for the asking. It's "Awareness 2001: A Security, Counterintelligence and OPSEC Update," produced by the Interagency OPSEC Support Staff.

The two-hour video is a security awareness tool that offers an assortment of hot topics, ranging from computer security, to tips for safe travel in a dangerous world, and generally offers solutions for current issues facing the federal government, military, law enforcement and private industry. The tape is divided into five segments.

**Burning Issues.** As this segment points out, if you're not diligent about computer security, you're playing with fire. If you're in a hurry, you may become careless with classified material. Poor judgment or unsafe practices could well mean your dismissal. For you, it's a

career disaster – for the government, it's a loss of technological advantage.

**Expect the Unexpected.** At some time in your career, you may travel abroad for business – or you may choose to visit a foreign country for recreation. This segment tells you everything you need to know before you go, including how to protect yourself from becoming the target of a foreign intelligence officer, criminal or terrorist, as well as airport and hotel safety, and what to do in a hostage situation.

**D\*I\*C\*E\* 2001.** This Defensive Information to Counter Espionage counterintelligence threat briefing presents the latest unclassified information in an entertaining and informative manner. It's a "must see" for anyone in the business of protecting the security of the

See VIDEO Page 31

## KINGDOM

From Page 24

aware of at least one reason not to share a password – I didn't want to be on the receiving end of a joke!

It all began when a fellow lieutenant and I decided to pull a fast one on the other lieutenant in our office. She'd given us her password earlier and we used it to log onto the network and change the words in her "command prompt" so she'd see, "The system is experiencing difficulty and will be going down in 15 minutes. Please log off."

We varied the words slightly every day and after three days of this nonsense, she finally complained to the system administrator, at which point we could no longer maintain our composure in the face of her frustration. Fortunately, she was a good sport, but our boss wasn't too happy when he found out our shenanigans had hindered our co-

worker's productivity.

Protecting our passwords, though, is important for more than just preventing harmless pranks. Logon passwords help protect data stored on our computer systems from unauthorized access, and screensaver passwords help protect our systems when we leave them idle for brief periods during the duty day.

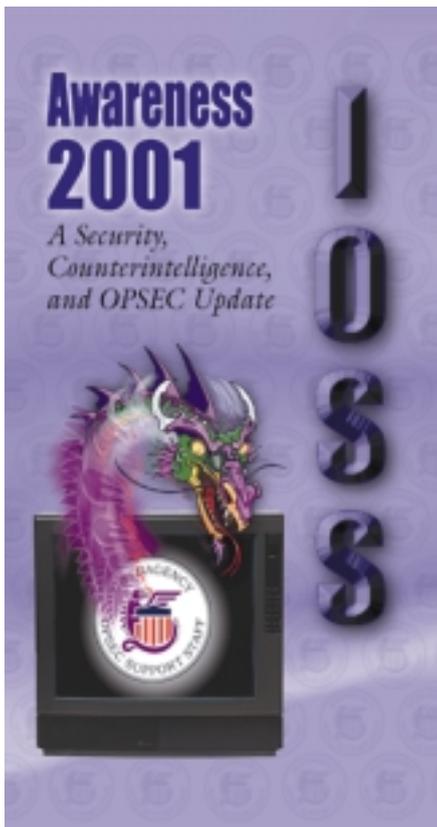
While using passwords to protect our systems from coworkers may seem overzealous, let's consider the espionage case involving Robert P. Hanssen, veteran FBI agent accused of spying. According to the *Washington Post*, "Hanssen, 56, was arrested ... on charges of spying for Moscow over the past 15 years..."

Hanssen was a coworker, too. The worst part is we may never know what information he had access to, or if he did anything to systems to leave them vulnerable for future exploitation by others.

The article went on to state, "U.S. counterintelligence officials say Hanssen's use of computers greatly exceeds that encountered in any other major U.S. espionage case, presenting new levels of complexity – and potential damage – as officials attempt to retrace his moves in cyberspace ..."

"There are many ways to infiltrate a system," said Fred Cohen, a computer security expert at Sandia National Laboratory. "If you're an insider, the number increases dramatically," he added.

Any access Hanssen had to coworkers' passwords, or to systems not protected with adequate passwords, probably aided him in the espionage of which he's accused. Let's hope he only had access to his own password, so as the government scrutinizes his activities from audit logs, they may learn the extent of the damage to our national security structure.



## VIDEO

From Page 30

United States.

**In the Public Domain.** Do you know what procedures to follow if you want to publish in the open press? Do you understand what could happen if procedures aren't followed? In this segment, a scientist and would-be author wrestles with the issues and comes perilously close to giving away U.S. technological information to foreign interests.

**Web Content Vulnerabilities.** This segment offers important tips to anyone involved in posting information to the Internet. This common-sense approach to Web security offers solutions for protecting classified – and unclassified, but critical – information from inadvertently falling into the hands of an adversary.

To order the video, send an e-mail to [ioss@radium.nesc.mil](mailto:ioss@radium.nesc.mil), or a fax to (301) 982-2913.

## NETWORK

From Page 27

Bureau of Investigation over the last five years have shown that 80 percent of the network threat comes from “insiders” – namely dishonest or disgruntled employees.

Common examples of “leaving the campfire unattended” include sharing passwords with coworkers, writing down passwords where they are easily discovered, or simply not using passwords at all. Our passwords are our identity on the network and inside our computers. They are valuable pieces of information that deserve the same type of protection we give our credit cards. System administrators are available for users to report any suspected password compromises.

*Keep a bucket of water and a shovel near the campfire.* When camping in the woods, it's always a good idea to have a bucket of water and a shovel nearby in case the campfire gets out of control. The same principle is true for network security – unit chains of command

and local IA offices are available to address any suspicious activity.

IA staffs ensure network security policies are in place and enforced so the network is available for all users. When situations arise where existing security policies seem to be in the way of performing required tasks, the IA staff will work with you to solve the problem without taking unnecessary risks.

*Only YOU can prevent forest fires.* With the move toward *One Air Force ... One Network*, we're all responsible for protecting the network. It's not just personal e-mail or word processing information at risk. Rather, we're protecting combat support systems, sensitive personnel data, financial records, and other critical information integral to Air Force operations. Just as it only takes one person tossing a burning match on the ground to start a major forest fire, a single careless act of one computer user can result in serious damage to the network. To paraphrase Smokey, “Remember, only YOU can protect the Air Force network.”

## Why I stay ...

**Tech. Sgt.  
Timothy A.  
Schmidt**  
374th CS  
Yokota AB,  
Japan



“I'm in the best communications job there is in the Air Force! I've had great supervision and been given responsibilities to keep me motivated to do a great job. I've been able to see different parts of the world all because the Air Force sent me there. The final reason is where else can you retire at the age of 39, collect reasonable retirement pay, and be able to go to work using all the training you've received in a job in the civilian sector?”



**Master Sgt.  
Stanley  
Abramowich**  
Joint  
Intelligence  
Center Pacific  
Pearl Harbor,  
Hawaii

“I left the Air Force after my first tour because I felt I was highly qualified as a computer technician and was ready to land the big bucks. I was quickly hired by a large company in Tampa and made the equivalent of an E-4 drawing BAQ and BAS. The teamwork I experienced in the Air Force was soon replaced by a ‘what's in it for me’ attitude in my new career.

Also, the Air Force promotion system had been explained to me in-depth, while on the outside it appeared to be a ‘wait your turn’ system.

Structure, teamwork, and camaraderie are just some of the reasons I stay. A better question for me would have been “Why did you leave?”

# Air Force Portal provides centerpiece for *One Air Force ... One Network* initiatives

By Maj. Tony Buenger

Directorate of Architecture and Interoperability  
Air Force Deputy Chief of Staff for Communications and Information  
Washington

The Air Force Portal – also known as My.AF – is the centerpiece of the Air Force's *One Air Force ... One Network* information technology initiatives. Its purpose is to provide instant worldwide desktop access for airmen to information they need to conduct combat and peacetime operations. It does this by giving every individual single-screen access to a multitude of Web-enabled services, which can be tailored to the needs of each user's work situation.

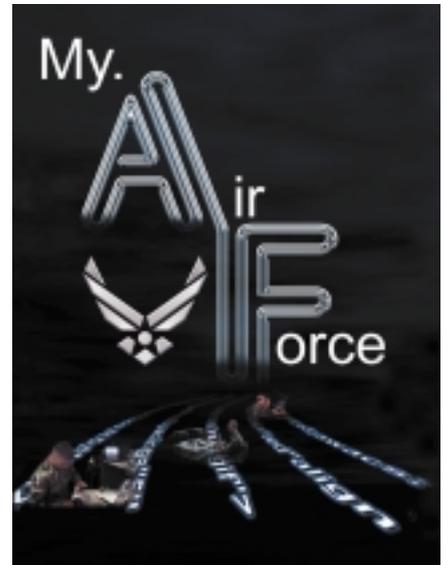
My.AF adapts the latest commercially available IT to improve efficiency and lower operational costs. My.AF unifies many Web portal projects that were in various stages of independent development across the Air Force, and thereby saving money and reducing duplication of effort.

The portal eliminates duplication by providing a common infrastructure that reduces multiple data systems, multiple passwords, and ultimately allows users to enter data only once. The Air Force now has hundreds, if not thousands, of separately managed computer systems and services, many using different application software, which often is incompatible. In short, it eliminates the need for multiple software applications to reside on hundreds of thousands of desktops around the Air Force.

Another purpose of the My.AF portal is to give every airman continuous, single-point network access to many Air Force online information resources and services. Users have the ability to view needed information regardless of which system manages the information. For example, a maintainer located anywhere in the world will be able to log onto a computer, update their duty phone online, view their LES, check e-mail, find status of parts ordered, and learn when the aircraft needing the parts is next scheduled to fly – all of this using nothing more than a Web browser loaded on a desktop computer.

### Background

Last April, Secretary of the Air Force F. Whitten Peters, Air Force Chief Information Officer Dr. Lawrence J. Delaney, and Air Force Deputy Chief of Staff for Communications and Information Lt. Gen. John L. Woodward, Jr. met with leading IT industry firms and learned that bringing together all the information people need to do their jobs on a common platform is a time-saver, money-saver and morale-lifter. It allows people to work on their core jobs rather than fighting with their information systems to get the job done.



At an Air Force IT Summit in July, the Secretary, Chief of Staff, and other Air Force senior leadership met to discuss how to best use IT to improve the Air Force. Tiger Teams were formed, which led to establishment of focus groups to work on specific IT initiatives. The Air Force Portal focus group began plans for developing what was potentially to be the largest portal in the world.

The Secretary and Chief of Staff set a goal to have all unclassified combat, mission support, and service applications available through the Air Force Portal by July 1.

### Status

My.AF expanded from fewer than 1,000 users in October to 120,000 by the end of April. While the My.AF user base expanded rapidly, the array of available applications and information services more than quadrupled, from 23 to 100.

With an accelerating pace of migration, by the middle of this year My.AF will accommodate 700-plus on-line systems targeted for migra-

See MyAF Page 38

## Why I stay ...

Master Sgt.  
Glen A.  
Saxon  
374th CS  
Yokota AB,  
Japan



"I stayed in the Air Force because it gave me the greatest opportunity to see the world, get an education and quality job experience. I'm honored to serve our nation as a military ambassador throughout the world."

## Retired General Officers' Conference 2001 provides opportunity to exchange ideas

**A**NDREWS AIR FORCE BASE, Md. — “Our vision for the future is that the Air Force will be as good as our ability to communicate information, to link each other together in real time. Assured communications in a secure environment – that, in a nutshell, is what we’re looking for,” said Gen. John W. Handy, Air Force vice chief of staff, in opening remarks to participants in the 25th annual Retired General Officers’ Conference April 10 at Andrews AFB, Md.

The day-long series of presentations and discussions involved more than 50 individuals from the Air Force communications and information community, including former leaders and representatives of the major commands, Air Staff, Joint Staff and other organizations. The primary purpose of the event was to share ideas for enhancing Air Force communications and information products and services.

Capping the events was an evening dinner and ceremony inducting three individuals into the Air Force’s Communications and Information Hall of Fame. Lt. Gen. John L. Woodward Jr. recognized Lt. Gen. James S. Cassity Jr., Lt. Gen. Robert H. Ludwig and Chief Master Sgt. Richard P. “Hank” Sauer for their significant contributions to the Air Force, the communities

where they’ve lived, and, in particular, the field of communications and information while on active duty and in their retirements. The Hall recognizes individuals whose tenacity and vision delivered world class capabilities to the Air Force.

General Woodward, Air Force deputy chief of staff for Communications and Information, hosted the RETGO 2001 proceedings. He introduced the conference theme, *One Air Force...One Network*, and explained it is the Air Force’s new strategy for increasing combat power by leveraging information and information technology. He outlined the related initiatives begun last summer after a top level IT summit meeting involving service and industry representatives, including the Air Force Portal, Air Force Directory, personnel and logistics applications, and on-line services for handling personal affairs.

The conferees also received updates from other Air Force and Joint communications and information leaders, including Lt. Gen. Harry D. Raduege Jr., director, Defense Information Systems Agency, and manager, National Communications System; Brig. Gen.

See RETGO Page 37



Photo by Tech. Sgt. Mike Leonard

Gen. John W. Handy, Air Force vice chief of staff, makes his opening remarks to the 25th Annual

Retired General Officers' Conference participants at the Andrews Officers Club.

## 'Class of 2001'

# Three inducted into Communications and Information Hall of Fame

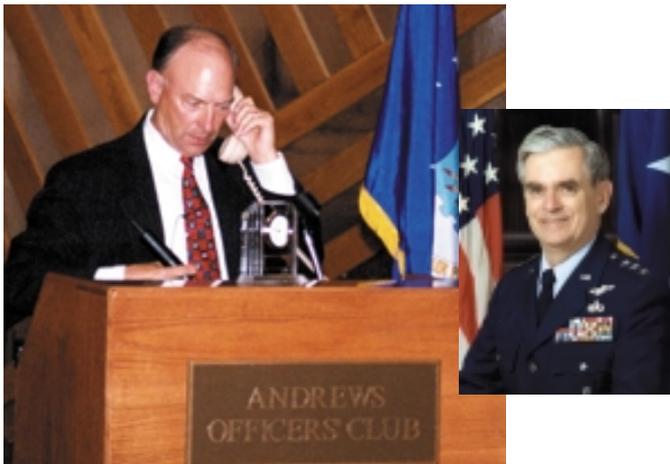
By Len Barry

*Air Force Communications Agency Public Affairs  
Scott AFB, Ill.*

New members of the Air Force Communications and Information Hall of Fame were announced at the third annual induction ceremony and dinner April 10 at the Andrews Officers' Club, Andrews AFB, Md. Lt. Gen. John L. Woodward Jr., Air Force deputy chief of staff for Communications and Information, officiated. The event capped the two-day annual Retired General Officer Conference for former and present Air Force Communications and Information leaders.

While serving in both private and public sectors, members of the Hall of Fame are deemed to have made significant contributions to the Air Force, and especially the communications and information community. The Hall recognizes individuals whose tenacity and vision delivered world class capabilities to the Air Force. The "Class of 2001" honors three former leaders in the Air Force's communications and information community: Lt. Gen. James S. Cassity Jr., Lt. Gen. Robert H. Ludwig and Chief Master Sgt. Richard P. "Hank" Sauer. Recovering from an illness, General Ludwig was unable to attend, but participated in an emotional live telephone link-up.

General Cassity said, "I'm very honored to be recognized. I flew airplanes for about 10 years, and after 1,500 hours in a C-46 and a tour in Vietnam flying he-



**Lt. Gen. John L. Woodward Jr., Air Force deputy chief of staff for Communications and Information, speaks with retired Lt. Gen. Robert H. Ludwig during a live telephone link-up at the Hall of Fame induction ceremony. (Inset photo is of General Ludwig)**



**Lt. Gen. James S. Cassity Jr., took a few moments to express his gratitude at the induction ceremony. (Inset photo of General Cassity)**

licopters, I became an acquisition sort. Then 10 years later, after Air War College, I went TDY to Gunter for 30 days and was assigned to (Air Force) Comm Command. I honestly didn't know how to spell it, but I was welcomed. I've truly enjoyed my time with Air Force communicators. I'm very proud that we continue to excel ... and that we continue to care, and do what we do."

General Cassity was commissioned in 1958 through the Reserve Officers' Training Corps and served as a command pilot with more than 4,500 flying hours, including 180 combat hours in helicopters. He commanded the Air Force Communications Command's Engineering Installation Center, Oklahoma City AFS, Okla., from 1981 to 1983, when he was assigned as deputy chief of staff for Information Systems at HQ USAFE, and commander of AFCC's European Information Systems Division, Ramstein AB, Germany. In 1985, he was assigned as commander of AFCC's Space Information Systems Division, and deputy chief of staff, Communications Electronics and Computer Resources, Headquarters North American Aerospace Defense Command and Air Force Space Command, at Peterson AFB, Colo. When U.S. Space Command was activated in 1985, General Cassity became director of command and control systems and logistics, and deputy chief of staff for systems integration, logistics and support, Air Force Space Command, managing and directing the command's efforts in communications, computers, logistics and contracting. In 1988, he took command of AFCC, Scott AFB, Ill., with more than 55,000 employees in 400 locations worldwide, a budget of nearly \$3



**Lt. Gen. John L. Woodward Jr., congratulates Chief Master Sgt. Richard P. "Hank" Sauer after inducting him into the Hall of Fame. (Inset photo of Sergeant Sauer)**

billion, and a mission to engineer, acquire and maintain communications, computer and air traffic control equipment for the Air Force. His last assignment, in 1989, was as director of command, control and communications systems, Joint Staff, with responsibility for supporting the National Command Authority and all unified and specified commands on joint and combined military operations.

Since his retirement in 1991, General Cassity has continued his professional commitments to the Air Force Association, Armed Forces Communications and Electronics Association, and Air Force Command and Control, Communications and Computers Association. He is also a hospice volunteer and tax preparer for the elderly.

General Ludwig said, "I'm reminded of many changes over my years of service. Who among us could have imagined what impact the Xerox machine would have ... or that virtually every member of the Air Force would have their own computer on their desk and worldwide connectivity? The changes have been immense – they've changed our society, they've changed who we are, they've changed our Air Force. But the most important thing, I think, has not changed – and that's our young people. They show up every day, with their dedication, their intelligence and their patriotism – and they make our Air Force a better place to be. It's really to them that this honor to me should be awarded, for it is they, and they alone, who kept me out of trouble for 34 years. So I accept your recognition, but I accept it in their name."

General Ludwig was commissioned through ROTC in 1958 and completed the Communications-Electronics Officer Course, Keesler AFB, Miss., a year later. He was assigned to the 682nd Aircraft Control and Warning Squadron, Almaden AFS, Calif., until 1960, when he transferred to the 1st Mobile Communications Squadron, Airways and Air Communications Service, Johnson AB, Japan. In 1964, he was assigned to Headquarters Strategic Air Command, Offutt AFB, Neb., as

a communications-electronics staff officer, and four years later became commander of the 2129th Communications Squadron, Ching Chuan Kang AB, Taiwan. He was assigned to the Philippines in 1969 as a communications advisor to the Philippine Air Force. The general became chief of the Mission Performance Division, Air Force Communications Service Headquarters, Richards-Gebaur AFB, Mo., in 1974, and two years later was named commander of the 1960th CS, Kirtland AFB, N.M. In 1978, he became commander of the 2045th Communications Group, Andrews AFB, Md., and from 1980 to 1982, commanded the 1931st CG, Elmendorf AFB, Alaska. He then served as deputy chief of staff for communications-electronics, Headquarters Pacific Air Forces, and commander of the Pacific Communications Division, Hickam AFB, Hawaii, until 1984. He then became deputy chief of staff for information systems, SAC Headquarters, and concurrently served as commander of the Strategic Information Systems Division of AFCC, also at Offutt. In 1986, he became assistant chief of staff of systems for command, control, communications and computers, Air Force Headquarters, and three years later was assigned as commander of AFCC, Scott AFB. In 1990, he took his final assignment as deputy chief of staff for command, control, communications and computers, Headquarters Air Force.

After retiring in 1992, General Ludwig continued his public service through the Air Force Association, Armed Forces Communications and Electronics Association, and Air Force Command, Control, Communications and Computers Association. He's also been an active speaker at numerous communications conferences and gatherings.

Chief Sauer, the first enlisted inductee, said, "I'm honored and humbled. Last year was my first RETGO,

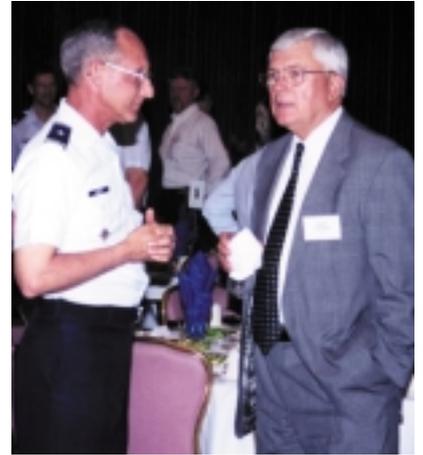
**See CLASS 2001 Page 37**



*Award photos by Tech. Sgt. Mike Leonard*

**From left: Lt. Gen. James S. Cassity Jr., Lt. Gen. John L. Woodward Jr., and Chief Master Sgt. Richard P. "Hank" Sauer. General Woodward accepted the award on behalf of Lt. Gen. Robert H. Ludwig who could not attend the ceremony.**

# RETGO 2001 Snapshots



Clockwise from top left: Brig. Gen. Charles Jiggetts and Maj. Gen. Lucius Theus; Brig. Gen. Charlie Croom and Lt. Gen. John Fairfield; Brig. Gen. Gilbert Hawk and John Grimes; Lt. Gen. Lee Paschall; Brig. Gen. Jerry Landry and Lt. Gen. Jim Cassity; Al Moyers, Tom Snyder and Maj. Gen. Van Doubleday; Lt. Gen. John L. Woodward Jr.; Lt. Col. Don Miller, Chief Master Sgt. Hank Sauer and General Woodward; Lt. Gen. Harry D. Raduege Jr., and Maj. Gen. George Lampe; and Lt. Gen. William Donahue.



*Photos by Tech. Sgt. Mike Leonard*



## RETGO From Page 33

Charles E. Croom, vice director for Command, Control, Communications and Computer Systems, the Joint Staff; Brig. Gen. Dale W. Meyerrose, director of Command Control Systems, HQ U.S. Space Command and North American Aerospace Defense Command, and director of Communications and Information, HQ Air Force Space Command; Brig. Gen. Michael W. Peterson, director of Communications and Information Systems, HQ Air Combat Command; and Col. William T. Lord, director of Communications and Information, HQ Air Mobility Command.

Participants enjoyed a luncheon hosted by the Air Force C4 Association, and a lively exchange of ideas with General Woodward, the featured speaker. AFC4A is a professional, non-profit association that fosters camaraderie among all who have served in the communications and information community, and promotes the well being and best interests of current communicators.



**Lt. Gen. Harry D. Raduege Jr., director, Defense Information Systems Agency, and manager, National Communications System, updates RETGO attendees about DISA and NCS.**

Questions and comments throughout the conference provided an opportunity for the exchange of information and ideas.

General Woodward thanked the former leaders for their participation, stating, "We're glad you're here and still actively engaged in our Air Force Communications and Information community. Together, let's keep making it happen."

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### CLASS 2001

*Continued from Page 35*

and I can only echo what Glenn Giddings said: 'Wow!' The person I probably owe the most gratitude to – who kind of kept me on the straight and narrow – was (Maj. Gen.) Dan C. Doubleday (AFCC commander, 1958-61), who I met when he was a young captain. There are a lot more NCOs out there who are most deserving of being in this position – and I hope that I can represent them – and you all – well."

Chief Sauer entered the Air Force in 1948, after serving 13 months in the Naval Reserve. His initial operational assignment was as a cryptographic operator with the 1946th Airways and Air Communications Service Squadron, Tempelhof AB, Germany, in support of the Berlin Airlift. In 1952, he was assigned as technical advisor to the Air Force Cryptographic School at Scott AFB, and in 1954, to the 1809th AACS Group, Nagoya, Japan. He transferred to the Hq AACS War Plans Division in 1957, just in time to serve in the advance party for AACS's move to Scott AFB, Ill. From 1959 to 1962, he was assigned

to the Air Attaché Office, in the American Embassy, London. Other Air Force assignments over a 28-year career included Richards-Gebaur AFB, Mo.; Westover AFB, Mass.; RAF Mildenhall, England; Hq USAFE, Wiesbaden AB, Germany; and Tan Son Nhut AB, Vietnam. His last assignment was as executive officer and Air Staff action officer in the Operations Division of the Directorate of Command, Control and Communications, HQ Air Force.

Since his retirement in 1975, Chief Sauer has had a second career as chief of Computers and Telecommunications for the Oak Ridge Operations Office of the Department of Energy. He's been active in the Air Force Association, Armed Forces Communications and Electronics Association, and serves as executive director of the AACS Alumni Association.

Other members of the Hall of Fame include six Foundation Setters and four previous inductees from the Class of 2000. Foundation Setters include former senior leaders whose pioneering visions helped lay a solid foundation for the Air Force to build a communications

capability second-to-none. They are Brig. Gen. William "Billy" Mitchell, Gen. Edwin W. Rawlings, Lt. Gen. Harold W. Grant, Lt. Gen. Lee M. Paschall, Maj. Gen. Harold M. McClelland and Maj. Gen. Robert E. Sadler. Class inductees from previous years are Lt. Gen. Lee M. Paschall (also deemed a Foundation Setter), Lt. Gen. Winston D. Powers, Maj. Gen. Robert L. Edge, Brig. Gen. Ivan L. Farman and Col. Glenn G. Giddings Jr.

"We're extremely proud, as communications and information professionals, to follow in the footsteps of these great trailblazers," General Woodward said. "Their dedication, vision, patriotism and honor have established the proud legacy upon which we have built today's Information Superiority, and will sustain the Decision Dominance America's Air Force will need in the future."

The Air Force Communications and Information Hall of Fame site, at HQ Air Force Communications Agency, Scott AFB, Ill., was officially dedicated March 2 in a ceremony officiated by General Woodward. The Hall of Fame program began in 1999. For more information, visit the Hall of Fame Web site at <http://public.afca.scott.af.mil/public/fame>.

## Why I stay ...

**Capt. Alycia M. Vrosh**  
Headquarters  
Standard  
Systems Group  
Maxwell AFB,  
Gunter Annex,  
Ala.



"I'm in the Air Force because I want to make an impact on the world! Where else are you going to get a chance to have an "in-your-face" shot at implementing the policies made by the decision-makers that you watch on TV? I want to achieve the things that my kids and grandkids are going to read about in their history books when I'm an old lady."



**Senior Airman Patrick McKimmie**  
86th Comm  
Squadron  
Ramstein AB,  
Germany

"I reenlisted for six additional years because of the job security and benefits of being in the Air Force. The Air Force gives me opportunities to excel, trains me in an exciting career field, and helps me to take care of my family."

**Staff Sgt. Rondale Alexander**  
9th SFS  
Workgroup  
Manager  
Beale AFB,  
Calif.



"The reason I stay is simply the idea of knowing that I'm part of the world's greatest Air Force. I stay in the information management career field because of the daily challenges dealing with information warfare, Information Assurance and information security."

# Web site keeps Comm and Info officers up to date

**SCOTT AFB, Ill.** – The Communications and Information officer Web site was designed to provide 33SX officers and civilian equivalents information they may need in support their careers. It not only provides references to support users in their daily jobs, but also information on professional development, assignments, training and a variety of other topics. One of the unique features that sets this site apart from others is the addition of a discussion bulletin board where users can share "real life" professional and technical information.

"I believe this site has great potential for assisting comm and info

officers in meeting their daily challenges", said project manager Maj. Lisa McCoy from the Air Force Communications Agency. "33SX officers and civilians can use this site to generate discussions on various issues, ask questions and share lessons learned. We've even included a private discussion group that is restricted to comm group and squadron commanders."

While the site's target audiences are the comm and info officers and civilian equivalents, anyone with .mil/.gov access can view the site, however only registered officers and civilians are granted permission to post messages to the bulletin board.

## MyAF

*From Page 32*

tion less than a year ago. The logistics community has gotten a good jump with migrating their systems to My.AF. Currently, My.AF provides the logistics community with near-real-time mission status of more than 8,000 aircraft and missiles at more than 70 locations worldwide.

Two successful portal developer's conferences were held to show participants how to integrate their information systems into My.AF. An Air Force Portal Developer's Guide was published and can be found at [http://www.herbb.hanscom.af.mil/esc\\_opps.asp?rfp=R135](http://www.herbb.hanscom.af.mil/esc_opps.asp?rfp=R135). This guide is a technical reference book detailing the latest Air Force application standards, system interfaces, programming shortcuts and tool sets. It's written for people who are going to write a program, want to know how to make one comply with My.AF standards, or integrate with other applications.

Also, a Portal Content Registry has been established to assist portal content managers in registering

information systems and capabilities. The purpose of the registry is to identify approved capabilities and associated milestones for migration to the Air Force Portal. The Portal Content Registry is located on the GCSS-AF Web site (<http://www.gcss-af.hq.af.mil>).

Finally, an Air Force Portal Management Guide was published as interim guidance for functional and major command application owners. The guide defines processes and provides policy for the migration of systems to the portal, including content management, registration, waiver processes, configuration control and operations management. The guide is available at <http://www.gcss-af.hq.af.mil/library.cfm>.

## Way Ahead

In short, the My.AF Air Force Portal will represent the realization of the *One Air Force ... One Network* goal: to give every airman – anytime and anywhere – desktop computer access to trusted information, in a secure environment, needed to assure mission effectiveness and success, as well as access to self-help services to improve each individual's quality of life. For more information, please visit <https://portal.af.mil>

## Latest AF CBT system courses

The following courses have been added/updated since January. They can be accessed via the Web at <http://afcbt.den.disa.mil>.

- \* Internet Protocol
- \* Introducing TCP/IP
- \* Microsoft Systems Management Server 2.0: Network and Diagnostic Tools
- \* Microsoft Systems Management Server 2.0: Querying and Reporting Data
- \* Microsoft Systems Management Server 2.0: The Status System
- \* Microsoft Windows 2000 - Network Design: Remote Access Services
- \* Microsoft Windows 2000 - Network Design: Remote Connectivity
- \* Microsoft Windows 2000 - Network Design: Routing Technologies
- \* Microsoft Windows 2000 - Migration Design: Restructuring
- \* Microsoft Windows Millennium Edition: Multimedia
- \* Oracle8i Backup and Recovery: Complete and Incomplete Recovery
- \* Oracle8i Performance Tuning: Measuring Performance
- \* Oracle8i Performance Tuning: Optimizing I/O
- \* Oracle8i Performance Tuning: Tuning the Shared Pool and Buffer Cache
- \* Oracle8i Backup and Recovery: Demonstrating RMAN
- \* TCP, UDP, Gateway, and Routing Protocols
- \* Technical Support: Networking Support
- \* Technical Support: PC Configuration I
- \* Technical Support: PC Configuration II
- \* Technical Support: PC Diagnostics and Repair
- \* Technical Support: Safety and Preventative Maintenance

# Air Force CBT central site celebrates 1st anniversary

By Markus Rogers

*Air Force Communications Agency  
Scott AFB, Ill.*

The Air Force Computer Based Training program recently celebrated the first anniversary of the AF CBT Central Site (<http://afcbt.den.disa.mil>). This site, established Air Force wide in April 2000, now boasts in excess of 187,000 registered users—with more than 5,000 new users registering each month. These users have completed more than 158,000 CBT courses with many more partially complete.

The CBT Central Site was established to address the growing reliance on information systems for daily business and to enable a well-trained workforce to meet the challenges imposed by sophisticated technology. It offers flexible, adaptable training in the face of spiraling TDY costs and decreased funding for traditional training opportunities.

A key capability the CBT Central Site provides is ability to train “anytime-anywhere.” While at work, on temporary duty, or at home, military members and civilians can take courses on their computers in such areas as specialized technical skills, office automation, software programming and World Wide Web administration. Examples of available courses are Information Assurance, UNIX, Windows NT, Oracle, Network Essentials, Microsoft Office, and Netscape Navigator

As the CBT Central Site moves into its second year, significant

changes in the operating applications are planned. As with any system, the secret to success is to be able to change for the better as technology changes. DISA engineers at the central site hosting facility are implementing new application software on the Air Force CBT System central site. These new applications will move the proprietary CBT software to an open source (ODBC 3.0) compliant structure. At the same time we are upgrading the look and feel of the site to continue to provide the best learning environment possible. Users can expect to experience shorter response times in accessing courses and more accurate course progress updates.



The men and women of the AFCA Training Management Branch continue to strive

to bring the best computer based training system possible to Air Force members. Key to improving the CBT system is AFCA's frequent interaction with MAJCOM, FOA, and DRU points of contact. They make recommended changes to improve the system, making it more user-friendly and better aligned with IT training needs in the field.

If you have any suggestions on how we can make the CBT training system better, please contact your respective major command, field operating agency, or direct reporting unit point of contact. A POC lookup tool is available at the AFCA CBT Web site (<https://www.afca.scott.af.mil/cbt>).

For more information contact the AFCA Training Management Branch at DSN 779-5698 or [afca.cbt@scott.af.mil](mailto:afca.cbt@scott.af.mil).

# Why I stay ...

**Senior Airman Patricia A. Daniel**  
46th Test Group  
National RCS  
Test Facility  
Holloman AFB,  
N.M.



"The Air Force has given to me the opportunity to excel as an individual in an ever-changing world. My current position presents a challenge to me everyday. I find the Air Force and my job rewarding and gratifying, and it will continue to be for as long as I'm up for the next adventure."

**Senior Airman Andre LaMonde**  
USAFE/  
SCNO  
Ramstein AB,  
Germany



"I stayed in because I knew I'd soon be starting a family and I believe in what the Air Force can do for us. I also stayed for everyone who has served before me -- I feel I owe them the dedication to complete my duty. I take much pride knowing that I help, even in some small way, to defend our nation every day."

**Capt. Dona Orlando**  
354th CS  
Eielson AFB,  
Alaska



"The reason I stay is the Air Force is a family with a bonus. That bonus is your getting to do a job that directly results in the protection of every family in America. 'Connecting the dots' and figuring out for yourself how your job is important to the people you're pledged to protect is vital to enjoying your work. It underscores why I stay!"



**Tech. Sgt. Wayne Cloutier**  
375th CSS  
Scott AFB, Ill.

"No matter how long the day, how difficult the task, when it's all said and done, I feel what I've accomplished is worthwhile and I belong to something special and important. Where else can a computer operator fly in a Blackhawk helicopter across Bosnia to ensure desktops have the correct computer virus update."



**Senior Airman Stephen Snyder**  
375th CS  
Scott AFB,  
Ill.

"I like the Air Force for the numerous opportunities I have to better myself. By training, travel opportunities, benefits, and re-enlistment bonuses. Today's Air Force is a great place for young people to better themselves and also serve the country."



**Staff Sgt. Tammy J. Phillippi**  
424th ABS  
RAF Fairford,  
United Kingdom

"I've learned a lot in my career field (3C0X1) and I actually like my job. Also, being able to serve overseas is important to me. We're very fortunate to be able to live and work in cultures different from our own. I loved that experience as a child, and am looking forward to passing that experience on to my own children."

**Staff Sgt. Diana M. Swallows**  
49th Comm  
Squadron  
Holloman  
AFB, N.M.



"I enjoy my job as an Information Awareness technician because of the amount of new knowledge I obtain every single day. I chose the military as my career because of the patriotic duty, knowledge and training, and retirement benefits for my family's future. I enjoy the challenge. If I hadn't made this my choice, I would have missed out on the greatest moments of my life."

**Senior Airman Brad Anderson**  
606th ACS  
Spangdahlem  
AB, Germany



"The Air Force has given me a sense of pride by allowing me to provide a service to my country. Also the demanding influence of my superiors has given me higher esteem, forcing me to apply myself to excel. Finally, working in a team environment has challenged me to co-operate within a unit and earn the respect of my peers."

**Staff Sgt. Chad Alexander**  
595th Test and  
Evaluation  
Group  
Schriever AFB,  
Colo.



Opportunity! The Air Force affords me the opportunity to see and work in many different places around the world. I'm able to attend school, participate in community activities and most importantly, serve my country. I also have the opportunity to attain higher levels of responsibility as well as financial stature ... all within a stable environment. As I look out to the civilian world, I don't see the same "Opportunity!"

**Staff Sgt.  
Charles Jones**  
47th Flying  
Training Wing  
Laughlin AFB,  
Texas



“Adding computer responsibilities and a reenlistment bonus to the IM career field has changed my view of the Air Force. It shows the Air Force’s commitment to its people and so I reenlisted for six more years. ‘It’s What We Do!’”

**Master Sgt.  
Estella L.  
Harris**  
463rd Airlift  
Group  
Little Rock  
AFB, Ark.



“Every time I reenlist I weigh the pros and cons of getting out versus staying in, and my list of reasons for staying in was always longer than my reasons for getting out. People need to be smart—in the long run you can’t beat what the Air Force can give you!”

serve my country while traveling around the world and an opportunity to achieve my educational goals at the same time. As a postal specialist, I enjoy my job because my contributions have a direct impact on the morale of the military communities overseas.

**Airman  
Jennifer  
Horton**  
4th Comm  
Squadron  
Seymour  
Johnson AFB,  
N.C.



“The Air Force has opened the doors to a world of opportunity for me. I’ve become the person I always wanted to be, and I have the Air Force to thank.”



**Staff Sgt.  
Wendy A.  
Paquet**  
53rd Computer  
Systems  
Squadron  
Eglin AFB, Fla.

“I realize I could easily make more money in the civilian world. My reason for not leaving the military is simple; I cannot imagine myself throwing aside my BDU’s for a power suit. The stripes I wear on my sleeve were earned with hard work and dedication. The Air Force is not just a way of life. It is MY way of life.”



**Airman  
Nathan  
Peek**  
375th CS  
C2IPS  
Scott AFB,  
Ill.

“The Air Force offers a variety of motives to enjoy Air Force life. There are two qualities that stand out very well among the long list of obvious reasons to consider consecutive terms of service. Job security and comradeship are the fuel and fire behind my drive to both excel and continue in my Air Force career.”



**Tech. Sgt.  
Michael B.  
Worthington**  
492nd  
Fighter  
Squadron  
RAF  
Lakenheath  
United  
Kingdom

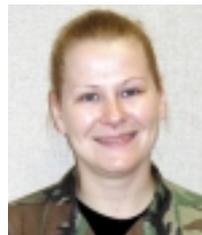
“I stay because I’m always learning and being challenged. I love the camaraderie and the overall opportunities to travel with my family, learn about new cultures, and still serve my country all at the same time. There isn’t a better job that offers all of this development both professionally and personally.”

**Senior  
Airman  
Dawninella  
“Nicki” M.  
Horton**  
Headquarters  
Air Education  
and Training  
Command  
Randolph AFB,  
Texas



“I stayed because I’m a single parent of two, and no other job would grant me medical and dental care at minimal cost like the armed services. Also, I applaud the fact the military helps me excel in my personal life by giving me the educational benefits of the Montgomery GI Bill, so I can attend off-duty classes both on active duty and after retirement. Air Force life also gives my kids an opportunity to experience new things and people.”

**Staff Sgt.  
Heather J.  
Hellmann**  
Air Force  
Personnel  
Center  
Randolph AFB,  
Texas



“I chose to re-enlist because of the excellent work experience I was getting. What other company would allow a 23-year-old without a college degree to install firewalls and entire network infrastructures?”

**Tech. Sgt.  
Randall  
Williamson**  
211th EIS, PAANG,  
Fort Indiantown  
Gap, Pa.



“A lot of people think I’m crazy for staying when I could easily make at least double my pay. But looking at the big picture with more than 14 years in the service, the retirement benefits make a lot of sense. There’s a lot more to them than meets the eye! But that’s the reason I tell my wife -- the real reason I stay is that I love wearing the uniform and serving my country. It’s not always easy, but it’s an honorable and proud profession.”



**Senior  
Airman  
Eric Roberts**  
Det. 2,  
PACAF  
Air Postal  
Squadron  
Narita  
International  
Airport,  
Japan

“I decided to stay in the Air Force because it gives me an opportunity to

## Why I stay ...



**Tech. Sgt. Bethann Flemming**  
48th Comm Squadron  
RAF Lakenheath,  
United Kingdom

I've served in the military under presidents from both political parties, seen the stock market go up and down, and lived through the VSI/SSB. But one thing has stayed constant: my military career. Sometimes it may seem that things are better "on the outside," but the grass isn't always greener on the other side of the fence. I know that a year, three years, five years from now, I'll still have a job if I choose. Could you say that if you worked on the outside? I know a year from now my pay will be at least equal to what it is today.

Being an information manager has given me the flexibility to change jobs and the diversity needed to get promoted in this career field. What career field is found at every level of command from branch level to headquarters, in almost every squadron, at every base, around the world? It's the information management career field.

Being an IMer and married to an active duty member, I have stability in the Air Force and many reasons to make it a career.

I enjoy the everyday challenges, the opportunity to learn new communications systems, and the variations in mission requirements. Even with the ever-changing face of the military, the feelings of esprit de corps still resonate.

## Challenges, people keep sergeant on Air Force team



**Tech. Sgt. Terry Meyers**  
Comm and Info Directorate  
Air Combat Command  
Langley AFB,  
Va.

The Air Force has always provided great opportunities for me and there are many reasons why I stay, but profoundly I like the challenges. For instance, we're still pioneering the way we use information technology. Some might not think we're pioneers, but I do. It's a complex challenge, because within the equation people are the key element. Successfully meeting the challenges is gratifying, and doing it with the best people our nation has to offer is a real bonus.

I also like working side-by-side with great Air Force people, each striving to be the best at what they do. I like being around people with that level of commitment.

In my eyes, a person who volun-

tarily sacrifices aspects of civilian life to serve in the profession of arms is unique. For whatever reason a person serves in uniform, they fundamentally volunteer to serve our nation – a nation comprised of free people upholding liberty, prosperity and freedom in all its forms, and based on a constitution of law and principles.

I feel it's a privilege to serve, as well. It's an extraordinary thing that people give of their own free will to support and defend our national interests and objectives. As a nation, we're comprised of the people, by the people, and for the people. Our Marines, soldiers, sailors, and airmen enter the military as free citizens. Freedom is a principle defended by that common free citizen, for all men. That's why we're the greatest nation the world has known. These people make the Air Force enjoyable and the mission successful. Ultimately, our people ensure the things I've mentioned survive the challenges of the world, and it's why I feel privileged to stay and serve our nation.

## NCO stays for benefits, serve country

**Staff Sgt. Christopher Schweigert**  
99th Comm Squadron  
Nellis AFB,  
Nev.



I've been in for six years and I recently re-enlisted for six more. Several factors weighed in on my decision. However, a few stick out more than others.

First, we in the military have a great advantage over our counterparts in the civilian sector because we're only taxed on our base pay. I made \$30,000 last year, but was only taxed on \$14,000.

To have the same lifestyle on the outside, I'd have to start off making between \$45,000 to \$50,000 a year, simply because as a civilian you're taxed on all of your income. Second is the health care.

My wife and I have a two-year-old. When he was born, our cost share was only \$45. With most health maintenance organizations, it would have cost us \$1,000 to \$2,000, and that's only if you have a job with benefits, and they're paying you the \$50,000 I mentioned before.

Then there's the education – up to 75 percent of your tuition is paid. You go to school for almost nothing!

Last is the retirement package. After 20 years, you receive a paycheck each month for the rest of your life. During your job interviews, you'd be hard pressed to ask for \$50,000 a year, full medical benefits, paid education and a retirement paid for life. Just to save you time, I know for a fact you won't find any company out there that will match all of those requests. I understand there's a price you and your family pay for being in the military. However, in the long run, I feel the most important reason I decided to stay was to serve our great country.

## AF instills leadership qualities



**Senior Airman Tamashea M. Thomas**  
56th Fighter Wing  
Luke AFB, Ariz.

Ten days and counting until I started my terminal leave. Should I stay or should I go? I had so many thoughts running through my mind that I had to take two weeks of leave to make this big decision. While on leave, I analyzed my goals and for once considered not what the Air Force had to offer me, but what I could offer the Air Force.

I'd been so selfish for four years about what I could get from the military that I'd been blinded to the things that my career had given me. I had four fulfilling years in a stable career, with experiences that I couldn't dream of finding on the outside. I should know what it's like on the outside, because I've worked part-time ever since I came on active duty. There'd be no more leave, no more convenient hospital visits, no more guaranteed paychecks – and in the civilian sector, it's every man or woman for himself or herself.

The morale and structure of the military environment can be greatly appreciated when you experience off-duty employment. The term teamwork began to take on a whole new meaning. As far as supervision is concerned, I've had positive supervisors as well as negative ones that have instilled in me leadership qualities that I want to share with new airmen. In my opinion, we need a core that's composed of young, responsible and educated NCOs.

How can you have that if all our young troops do their four to six years and get out? I wanted to make my mark on the Air Force, be the supervisor that I've always needed to have. Sometimes it takes stepping outside yourself to see the picture for what it's really worth. I'm pleased that I chose to stay – and if I had to do it all over again, I certainly would.

## Why I stay ...

**Airman Tara A. Evans**  
28th Comm Squadron  
Ellsworth AFB, S.D.



"This is my son Anthony. He's the main reason why my husband and I

choose to stay in the Air Force. When Anthony was born, he was in the NICU (neonatal intensive care unit) for several weeks. One of the benefits of being enlisted, TriCare, really helped us out with the cost of this stay. Also, the Air Force offers us the opportunity to get the degrees and experience that we need in order to support our family outside of the service."

## Airman finds job satisfaction in military



**Senior Airman Karen D. Samuelson**  
612th Air Comm Squadron  
Davis-Monthan AFB, Ariz.

"Back in high school, when asked what I wanted to do in life, I never had a clear answer. I knew I wanted an exciting job, that was challenging and that I really enjoyed. I just didn't know what it was. Although I came up with some good ideas, they were nothing I was really passionate about. After I graduated, I ended up working in a child care center. It was fun and I loved kids, but it wasn't a career. After working there for two years, I realized I was ready for something more.

I still can't pinpoint the moment I decided to join the Air Force, or what gave me the idea. It may have been my Air Force friends, or my older brother and sister who joined the Marine Corps. Whatever it was, I ended up driving myself to the nearest recruiter and starting my Air Force career.

At first I wasn't even sure what career I wanted. Then halfway through basic training, I was given five different job summaries and I chose to be a radio operator. I thought it sounded both challenging and exciting. As soon as I arrived at basic, I knew I was going to like the military. I met people from all over the country who I never would have known otherwise. People as different as

could be were working side-by-side as a team to get tasks done. At tech school I learned how to operate and talk on a radio, and I loved it. By the time I got my orders, I was "on cloud nine."

I arrived at my first global station at RAF Croughton on July 27, 1998. As soon as I walked through the door, I dropped back down to Earth. The radios the operators were working on were huge. They had 50 times as many buttons and knobs as the ones I'd worked on in tech school. The operators were seated in front of huge consoles, pushing all the buttons and talking to what seemed like too many people at one time.

They were so efficient and professional, I immediately felt two inches tall and completely out of place. For the first time in the four months of my military career I doubted myself. Although I was completely lost and had no idea what I was doing, my fellow airmen took me aside and reassured me I could do it just as easily as they had. With time, experience and lots of training, eventually I did. The day I became that efficient and professional operator was definitely a proud moment in my life. Providing aircraft, ships and ground parties with communications is a very important job, and I'm proud that I can do it well.

I would never trade my experiences and the friends I've made in the Air Force for anything. It's a great feeling to work hard and get the job done. The pride I've felt in the past three years in myself, my career in the military, and in serving my country can't be duplicated in any other job. That's why I signed up for six more

# Why I stay ...



**Tech. Sgt.  
Edgardo  
Perez-Piris**  
*C2IPS  
Scott AFB, Ill.*

"My first day in the United States was the day I joined the Air Force. Coming from Puerto Rico, a beautiful country, but a country in constant economic despair, I truly appreciate the great privilege to serve in the Air Force.

I like to think of the Air Force as a mother figure that does the best she can to take care of my family and myself. I like the feeling of security and pride I get when the guard waves me in as I drive through the gate. I feel fortunate to be a part of the Air Force family."

**Staff Sgt.  
Audra  
Novatnak**  
*6th Comm  
Squadron  
MacDill AFB,  
Fla.*



I've been in the Air Force for 10 1/2 years and currently work as an information manager in the publishing section of the 6th CS.

I stay in the Air Force because it's a good life for me. I'm being trained on the cutting edge of technology, so I'll definitely be marketable after my military career. I've used the tuition assistance program for my associate's degree and toward my bachelor's degree.

The other benefits are great. I like to shop in the commissary, and I save close to \$180 a year using coupons alone. The prices are much cheaper than shopping at a grocery store off base.

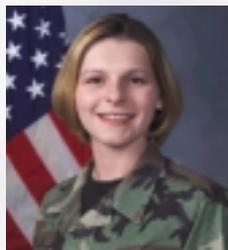
I like the medical care system. Whenever I need an appointment, I just make a phone call and am usually seen the same day.

I like the flexibility in my day and the 30 days of paid vacation per year. It sure beats punching a time card when you have some business to take care of or a family emergency.

The most important reason I stay is for my future. I'm going to let the Air Force help me get as much education and experience as possible so I can get a decent paying job when I retire. I'll be collecting a pretty good chunk of money each month for the rest of my life from my retirement, and I'll still be young enough to start a new career.

Although the grass always looks greener on the other side, sometimes what you have is a good thing.

**Airman 1st  
Class  
Raea L.  
Thompson**  
*30th Comm  
Squadron  
Vandenberg  
AFB, Calif.*



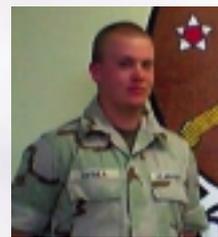
I separated from the Air Force because I was pregnant and single. I was afraid to go to a new base not knowing anyone and being a single parent. I was worried that I wouldn't be able to afford to raise my child on my own, or find daycare or housing.

I separated and went back home to live with my parents, but there weren't a lot of jobs available. No one would hire a pregnant woman in her third trimester. So I waited until after the baby was born. Then I couldn't find a job in the area that paid enough for my child and me to live on. What jobs I did find required a college degree. In my three years of military service, I had completed one year toward my degree. With just three years of military experience and one year of college under my belt, I knew I needed to look for some help to finish my education.

I came back into the military to better provide for my family. Now I have a steady paycheck, cheap daycare and, most importantly, I can finish my degree. The skills and education I gain from my current job as a

computer network defense technician can only help better prepare me for the future. I realize now that separating from the military was the wrong step. What we should all realize is that the military is one big family and we always help our family. I lost time in service and grade, and I'm still a single parent. But we're doing just fine as a family.

**Senior  
Airman  
Craig C.  
Danula**  
*28th Comm  
Squadron  
Ellsworth  
AFB, S.D.*



"There are a few reasons why I stayed in, but the main one is experience. I feel the Air Force gives me the privilege of working with a top-of-the-line computer network. I get to experience the hands-on and technical aspects.

Another reason is the selective reenlistment bonus. A 5.0 (five times annual base pay) is definitely a nice sum of money to receive at once. It's even sweeter when you get sent TDY to a tax-free zone.

That brings me to the next reason: travel. I've gone all over the world and seen things I never would've seen if I hadn't joined. The best part is getting paid more to do that. As a single person you can't beat it.

The final reason is leadership training. I'm now at the point in my career where I'll be given more responsibility. There aren't many civilian organizations that will give you all the training you need and the opportunity to succeed.

It's up to me now to take that next step. The Air Force has been good to me. I consider it an honor and a great privilege to serve the greatest country in the world. Yes, it does get difficult at times. But I'm doing this for my family and the rest of our fellow citizens. The rewards greatly outweighs any risks."