

intercom

Journal of the Air Force C4 community ☆ August 2004

'TRAINING'

DON'T LEAVE YOUR CAREER TO CHANCE



intercom



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Although relying on good luck is the only option at a casino, your comm and info career is too important to leave to chance. Training continues to be a topic in conference rooms around the Air Force. This *intercom* illustrates training is still an important part of what we do.

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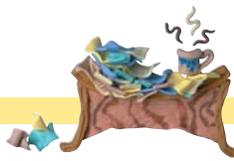
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Every Airman needs training

By Tech. Sgt. Jim Verchio
Intercom Editor

I've been flying solo while my partner, Master Sgt. Karen Pettit, is on the front lines in Iraq.

When we first learned of her deployment, my immediate thoughts were, "How am I ever going to design and edit this magazine by myself?" It's a huge job for even two people, let alone one. Nevertheless, the task at hand still remained. Deadlines loom and mission failure is not an option.

It was time to 'man up' and get the job done, and our PA staff rallied around to help. To answer my own question as to how I was going to do this...I really didn't have to look any further than my training records for the answer. As journalists, we're trained at one of the best schools in the

Department of Defense, the

Defense Information School at Fort George G. Meade in Maryland. The school provided this editor with the skills I need to not only get by, but also to really go above and beyond. Sure, it was a basic course in journalism, but I also took away from the schoolhouse that it takes dedication and hard work to get the job done.

The point of this anecdote is simply to emphasize the importance of quality training. A mistake on my part may not be a big deal. By contrast, soldiers, Airmen and Marines are taking the fight to the enemy. Could you imagine the consequences of a Marine "pencil whipping" his assault-rifle training records? My point is that even if dollars aren't there, or it seems like there's no time for training, take a step back and remember it takes training and skill to do a good job, and just maybe someone's life depends on you doing it right.



Letter to the editor

Transformation Good

I read with a lot of interest, Mr. Rob C. Thomas' **Managing Change** article in the July 2004 *intercom*. This was a short and concise article on transformation that we all could understand and the part that the comm and info warfighter would play came across loud and clear.

Because we were mostly shut out, "we" older communicators were often frustrated in our efforts to gain access to the operations people to talk about better ways to do things. I can recall countless studies and long, long hours of analysis of why "Fraggs" took so long to process and then get to all the units who needed them.

Because we were not considered tactical types, we did not have a seat at the table. But in later years this started to



change, and what we saw in the Gulf War and what DCS/XI is now doing, makes us "older" communicators envious of what could have been years earlier.

The *intercom* is really a world-class magazine, and everyone connected with it should be proud of the job they are doing.

—Retired Chief Master Sgt.
Richard "Hank" Sauer
Alumni Assoc. Newsletter
Editor / Publisher

JAG
in a Box



Fritz Mihelcic
AFCA Deputy
Chief Counsel

Don't shoot the messenger

New technology allows us to do many things, so why do lawyers always tell us we can't do the things we want to do?



Unfortunately, when it comes to state-of-the-art technology, there is a great divide between what you have the ability to do and what you are legally allowed to do. Nobody likes to be the one to say "No" but, as your lawyers, we have to ensure you are aware of the legal limitations when dealing with advanced technology. We don't always say no. In many instances, we are able to offer alternative solutions. There are times, however, when the law is clear and even though "everyone else is doing it" we can't sit by and let you do it too. Frustrating? You bet, but the laws on the books are the ones that apply. Sometimes we have to be the messengers who deliver the bad news — we only hope you don't shoot us for telling it like it is.

In cases where the law lags behind the technology, we attempt to get the law changed. It's a slow process, and we aren't always successful, but we'll try. Remember, we're on your side, and we want to help you avoid those legal potholes on the technology highway.

Send in your question to:
AFCA-JA@scott.af.mil
or call DSN: 779-6060



AETC: Commitment to excellence

By Col. Dave Schreck
AETC/SC

RANDOLPH AIR FORCE BASE, Texas — In any given year in the Air Force, there are approximately 20,000 students from roughly 268 career fields attending some type of formal training at 76 different locations around the world.

This includes about 4,400 Basic Military Training and 2,000 Basic Officer Training students, as well as 1,800 sorties being flown by 4,000 students in 21 types of aircraft per year. There are also about 4,000 allied and coalition force personnel attending training courses in 700 different locations, all of whom require data tracking through network processes. Clearly this effort presents a huge challenge for the Communications and Information professionals of the “First Command.”

As a result of cyclic periods of organizational growth, consolidation, reorganization and reinvention, Air Education and Training Command owns and operates about 50 distinct automated information systems tied to tracking student information and training data. The command relies heavily on a complex web of information systems developed over 20 years to provide data on student, course and classroom management. As a result, the system and data architecture is varied, outdated in some cases and only a portion of each system links to others through cumbersome manual and automated interfaces.

Until recently, most AETC systems didn't have the ability to exchange and share data, thereby giving management little visibility into important data and severely limiting decision-making and planning capabilities.

But that's all changing. In addition to keeping networks operating and ATCALs “flying,” AETC/SC initiatives can be categorized in two major arenas. The first is developing and implementing architectures for AETC AISs. Simply put, we are making a concerted effort across all functions within AETC to streamline and optimize our systems, which will allow us to leverage command resources using IT.

The Joint Primary Aircraft Training System/Training Integration Management System is one of many initiatives being fielded as part of the Air Education and Training Management Systems that will provide visibility into all

phases of undergraduate student pilot training. Likewise, Technical Training Management System will provide leadership with the ability to gather vital information throughout technical training and almost simultaneously eliminate several outdated AISs saving personnel and manpower along the way.

But more importantly and perhaps most impressive is the on-going effort to field the Student Registration and Records System, which is being developed as an enterprise-wide system. SRRS will provide a single authoritative source providing accurate and timely information on AETC education and training by interfacing with multiple levels of student tracking systems.

Not only does it support the Air Force Chief of Staff's vision for Total Force Development, it will also dramatically reduce the number of AETC systems and associated costs to produce more efficient operations for the command and its external customers.

The second major area of emphasis involves building standards for the “Classroom of the Future.”

This effort conceptualizes the use and distribution of IT resources to create a better learning environment in existing classrooms whether it's through computer graphics, electronic white boards, collaborative tools or simulators. An important aspect to this concept will be the ability to bring distance learning to every desktop in the Air Force whether in-garrison or deployed. AETC is building the AF standard for using its enterprise network to deliver training courses and information.

While it is incumbent on the AETC communicators to provide secure and reliable access to these systems, it will also take solid communication between all functional communities to produce a viable and cost effective system. Ultimately our ability to deliver information systems to training locations around the world will enable us to more effectively and more efficiently plan and execute our Air Force missions around the world.

AETC/SC remains at the forefront by continuously streamlining IT processes and initiatives in order to better achieve this goal for our Air Force.

BASIC OFFICER TRAINING

AS A RESULT, THE SYSTEM AND DATA ARCHITECTURE IS VARIED, OUTDATED IN SOME CASES AND ONLY A PORTION OF EACH SYSTEM LINKS TO OTHERS THROUGH CUMBERSOME MANUAL AND AUTOMATED INTERFACES.

BASIC MILITARY TRAINING

COURSES AROUND THE WORLD

UNTIL RECENTLY, MOST AETC SYSTEMS DID NOT HAVE THE ABILITY TO EXCHANGE AND SHARE DATA, THEREBY GIVING MANAGEMENT LITTLE VISIBILITY INTO IMPORTANT DATA AND SEVERELY LIMITING DECISION MAKING AND PLANNING CAPABILITIES.

MORE EFFICIENT OPERATIONS

“CLASSROOM OF THE FUTURE”

NCO ACADEMY



81st Training Wing

Enhancing curriculum for warfighter support

By **Brig. Gen. William T. Lord**
Commander, 81st Training Wing

KEESLER AIR FORCE BASE, Miss. — With the reopening of the Air Force Communications Officer Training schoolhouse in March, the 333rd Training Squadron took a large step toward changing the face of technical training for the communications and information career field. However, the overhaul of AFCOT is only part of a long-term effort to improve the effectiveness of both officer training and C4I systems training courses provided by the 333rd TRS.

Only through an aggressive, improving program of instruction can we provide officer and enlisted C&I professionals the education needed to participate in ongoing development and implementation of Net Centric Warfare. Those of us providing that education must continuously improve our courses. We've accomplished the rewrite of officer courses, and are currently rewriting or editing more than half the courses in the Advanced C4I Training Flight, including System Network Support, COMSEC/EMSEC and GCCS courses.

We are taking steps to ensure we stay in touch with people in the field, keeping our course developers and instructors in ongoing dialogue with front-line communicators. AFPC tells us who to train; AETC and our instructors decide how to train; but only the people in the field can tell us what we need to train. We make personal contact with commanders and superintendents as part of our daily routine, and use feedback to drive course improvements. We work hand-in-hand with agencies such as DISA to receive beta versions of the latest GCCS software to ensure our new course will teach the field what it needs to know, exactly when it needs the new information.

We've also changed the way we assess the effectiveness of our courses.

In the past, we surveyed former students six months after graduation to assess how well the course material prepared them for what they're actually doing in the field. Now we've cut that to 90 days after graduation and are gathering feedback from both former students and their chain of command. This improves students' chances of effectively comparing course content to actual duties and

adds qualitative feedback from those best able to assess whether or not we prepared the students for their jobs—their supervisors and commanders.

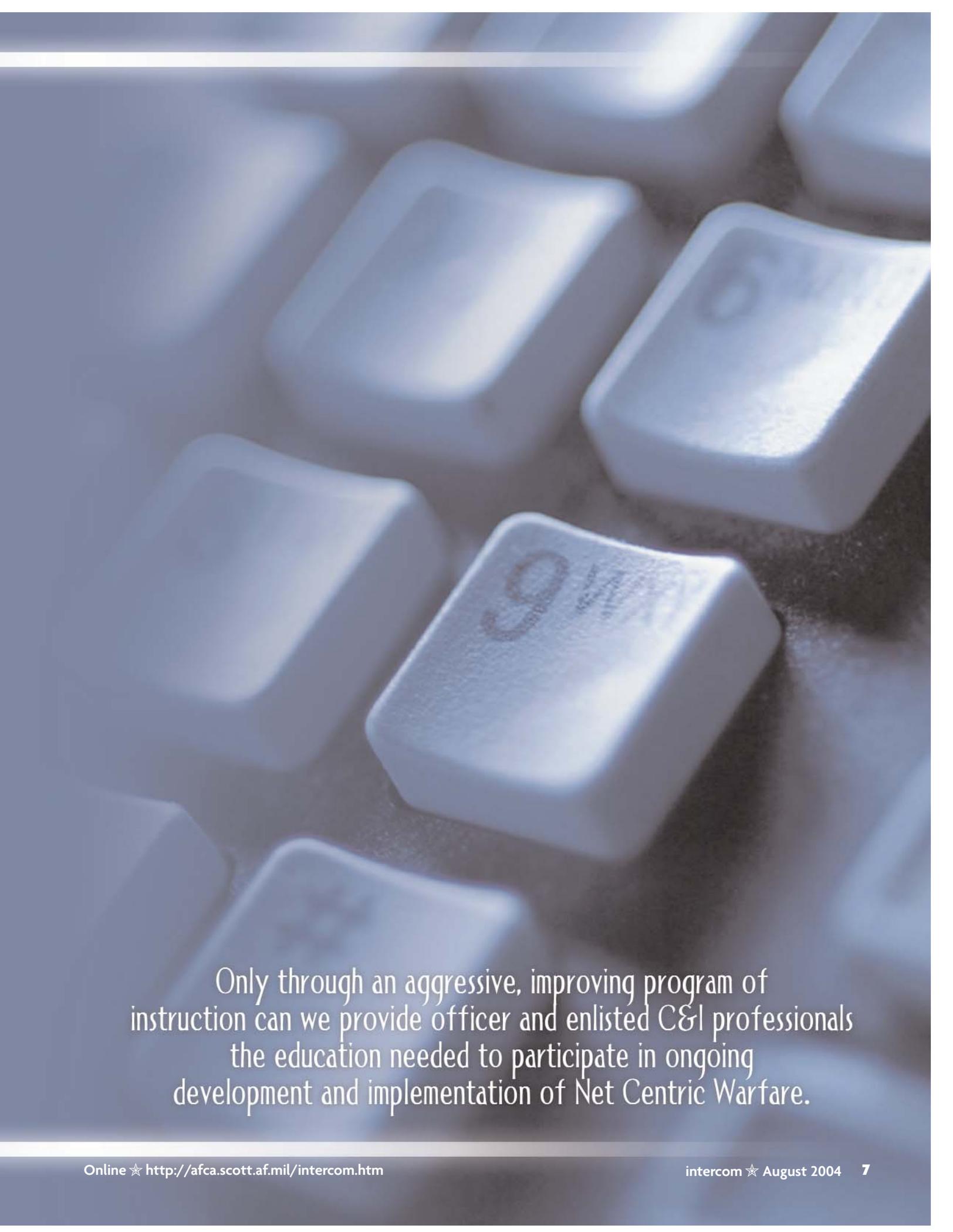
We're also improving our dialogue with the Air Staff and Joint Staff. Policy changes working their way through the Pentagon today will have significant impact on operations and, subsequently, what we need to teach 12 months from now. Improving our interaction with policy makers enhances our ability to have updated course material ready when the policies are implemented. This not only ensures the students get relevant information, but helps avoid the most hated phrase in the history of training, "I know it's not the way it's done in the field, but that's what you'll be tested on."

All of this, of course, is part of our overarching need to keep the curriculum relevant. A new generation of computer technology—the lifeblood of our career field—hits the street on average every 24 months. We must adapt and improve course content at least as fast or become obsolete.

The next AFCOT Utilization and Training Workshop is scheduled for October, during which we will lay out the direction of AFCOT for the next 12-18 months. We're relying on commanders in the field to provide the right mix of subject matter experts—officer, civilian and enlisted—to attend this session and define what our C&I officer corps needs to learn.

Finally, one last thought on the officer side of training. As a community, we're notorious for being techno-geeks and focusing on technical details. However, in today's world of expeditionary operations we must strive to ensure our officers' training does not ignore this basic fact—as officers, we are leaders first and communicators second. We must embed in all of our technical training an understanding of not only how to provide C&I, but how to lead our enlisted people as they provide C&I.

With your help, we will stay connected to the field, stay ahead of policy changes and keep our curriculum relevant. For the 333rd TRS, the customer is every Airman in our career field. They are among the most capable and respected C&I professionals in the world today. By providing the C&I education needed to support the expeditionary Air Force, we intend to keep it that way. (*Lt. Col. Randy Coats, 333rd TRS/DO, contributed to this article.*)



Only through an aggressive, improving program of instruction can we provide officer and enlisted C&I professionals the education needed to participate in ongoing development and implementation of Net Centric Warfare.



USAFE: Comm gets in the game

By Staff Sgt. Angenette Caballero
USAFE/SCXF

RAMSTEIN AIR BASE, Germany — “Train as we fight” is the approach United States Air Forces in Europe is taking to prepare its people for future deployments. A step in obtaining that vision is the expansion of its Silver Flag exercise to include a wider range of support personnel. For the first time in USAFE’s history, communications and information specialists trained with a 200-plus Expeditionary Combat Support team during a Silver Flag exercise held at Ramstein Air Base, Germany.

Silver Flag started in September of 1979 providing Civil Engineering with a means to practice the bed-down of a remote bare base. Through the years, services squadrons joined CE in practicing the bare base build up. Now, USAFE has expanded this training even further to include the remaining ECS forces: Communications, Security Forces, Medical, Logistics and Public Affairs. This opportunity makes Silver Flag unique by eliminating the interoperability vacuum normally caused by simulation of forces.

In previous Silver Flag exercises, CE and Services simulated working with Security Forces, Communications, and Logistics. Now Silver Flag provides all the ECS forces valuable training as they work together to build a bare base. Col. Steven Muhs, acting deputy director, USAFE Communications and Information, said, “Silver Flag provides a great opportunity to make sure our combat support forces are ready when the combatant commander says go.”

Forty-one Airmen from the 31st Communications Squadron, Aviano Air Base, Italy, were the first communicators

to participate in Silver Flag.

“Overall, I believe this course does an excellent job of defining, illustrating, and then employing the principles of the deployment lifecycle. It gave everyone a first time look or refresher on the process,” said Staff Sgt. Rob Thompson from the 31st CS.

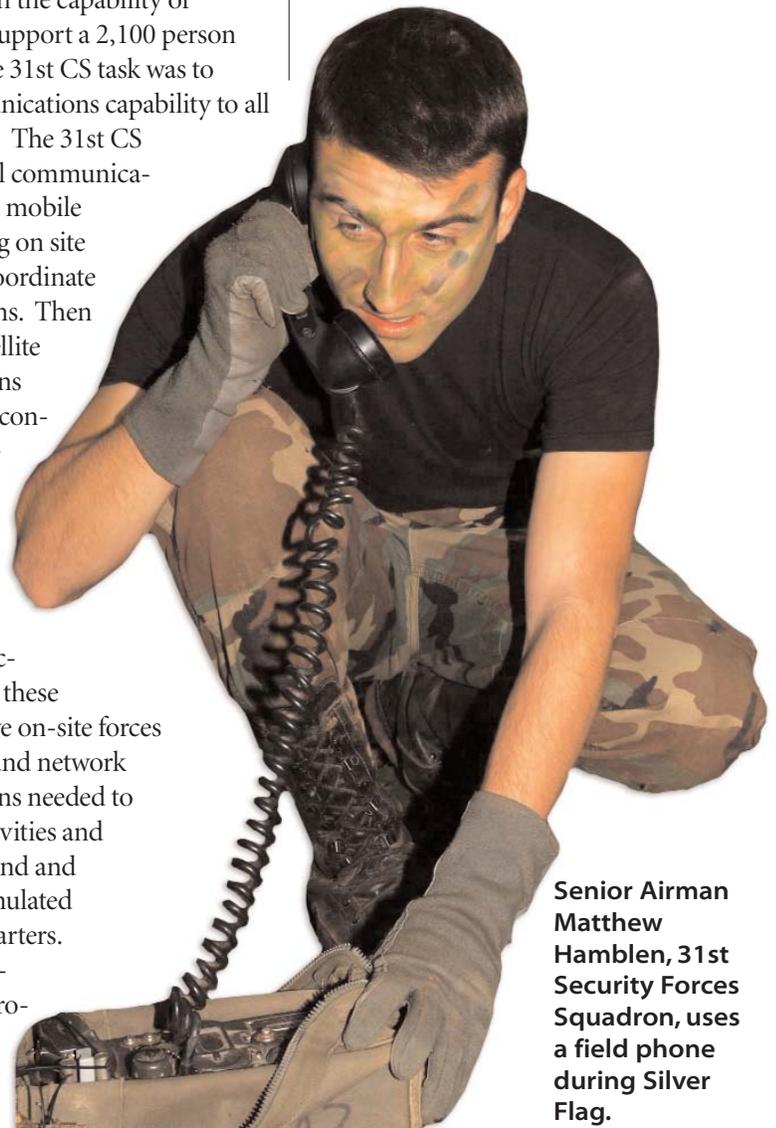
During Silver Flag, the participants started out with four days of classroom training followed by a four day field exercise. The objective was to plan and execute the building of a bare base for 225 people with the capability of expanding to support a 2,100 person operation. The 31st CS task was to deliver communications capability to all the ECS forces. The 31st CS provided initial communications with land mobile radios, allowing on site personnel to coordinate setup operations. Then they set up satellite communications and a network control center providing reach back capability through an established network infrastructure. Together, these capabilities gave on-site forces the telephone and network communications needed to coordinate activities and extend command and control to a simulated higher headquarters.

Several challenges were introduced to include simulated com-

munications outages and changes in MOPP conditions. This gave the comm warriors the opportunity to practice their troubleshooting abilities and to exercise their ability to operate in chemical warfare gear.

Silver Flag provides an opportunity to train and prepare USAFE’s troops for real-world deployments. Integrating the troops during Silver Flag paves the way for successful operations in the field.

USAFE plans to hold six Silver Flag exercises each year.



Senior Airman Matthew Hamblen, 31st Security Forces Squadron, uses a field phone during Silver Flag.

Airman 1st Class Nichole Adamowicz /31st CS

PACAF: 18th Comm @ Cope Tiger

By Tech. Sgt. Jerry Joseph

18th Communications Squadron

KADENA AIR BASE, Japan — The 18th Communications Squadron deployed its Theater Deployable Communications team to participate in a multilateral training exercise hosted by the Royal Thai Air Force.

The purpose of Cope Tiger is to improve combat readiness and the combined and joint interoperability of American, Thailand, and Singaporean forces, while enhancing security relations and demonstrating America's resolve to support the security and humanitarian interests of allies in the region.

The 18th CS was first in PACAF to deploy the Theater Battle Management Core System, which gives the deployed commander the ability to plan and control air operations, including air and space control and air and missile defense. This was the first time the 18th CS had the opportunity to palletize, depalletize, set-up and operate in the field. Specialists also had to overcome an incompatibility of commercial power versus power input requirements for the TBMCS.

The 30-person team consisting of specialties from computer systems management, data transmission, satellite communications and radio technicians supported more than 780 Air Force and Marine Corps personnel. The units they supported flew joint missions with Thailand and Singaporean air forces. The Air Force was able to fly over 350 combined F-15E, E-3, and KC-135 sorties during a two-week exercise with an overall three

country total of 1,240 sorties.

The exercise started early for the 18th CS team. Planning started almost a year before the exercise began. Preparation included a site survey, gathering user requirements, designing a communications plan and ensuring all equipment was ready for the deployment. All of this took place while the TDC team participated as a key member, in more than six local operational readiness exercises and finally an Operational Readiness Inspection.

The team's preparation paid off in February when it arrived at Korat AB, Thailand. All of the planning, briefings and equipment checks allowed them to implement their plan.

This team had the task of unpacking all equipment, establishing a satellite link and installing radios to allow initial communications to the base. After the initial phase was complete, the expansion phase began. The team had to expand services to the buildings supporting aircraft maintainers and pilots. This required them to run a fiber cable approximately 1.5 miles. Once they established a link to the far side of the base, they began running individual connections for phone and computer services. As the end of the first week approached, most users were up and running with phone, NIPR-NET, SIPRNET and radio services. Now the task of maintaining the network was the primary mission of the team. Most of the exercise was accomplished during the day, but the communications team had to ensure its services were available around the clock. They provided reach-back services to the rest of the world, and set up a small morale area for e-mail and



Courtesy photo

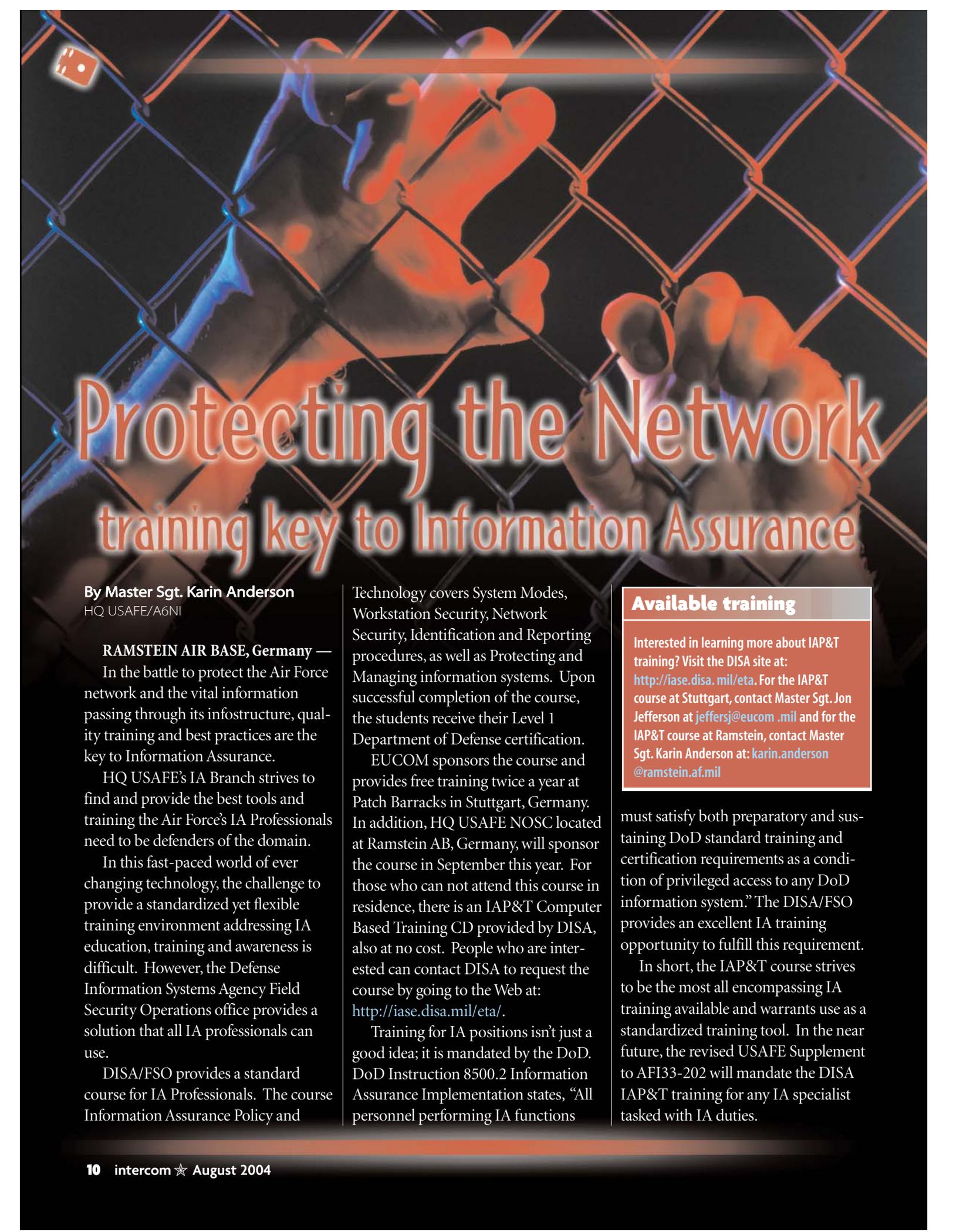
The team from Kadena's 18th Communications Squadron spent more than a year planning the comm needs for Cope Tiger's multinational exercise.

phone use.

Despite the fact the team worked primarily behind the scenes supporting the warfighters, the deployed commander recognized their direct impact on the mission.

"It is through the professionalism and commitment of personnel from the 18th Communications Squadron the Air Force was able to maintain a leading role for peace and stability in the Pacific AOR," said Col. George Daniels, 13th Air Force Director of Operations and Exercise Plans.

Although most people don't see all that's involved to keep everyday services available, many come to appreciate the ability to check their e-mail from their base or make calls. Most of the 30-person team that set out on this TDY had not deployed before, however, they left this exercise with experience that will help them in their every day jobs and on their next deployment. They not only gain practical experience but also the ability to think outside the box, to find a solution to a problem on their own.



Protecting the Network

training key to Information Assurance

By Master Sgt. Karin Anderson
HQ USAFE/A6NI

RAMSTEIN AIR BASE, Germany — In the battle to protect the Air Force network and the vital information passing through its infostructure, quality training and best practices are the key to Information Assurance.

HQ USAFE's IA Branch strives to find and provide the best tools and training the Air Force's IA Professionals need to be defenders of the domain.

In this fast-paced world of ever changing technology, the challenge to provide a standardized yet flexible training environment addressing IA education, training and awareness is difficult. However, the Defense Information Systems Agency Field Security Operations office provides a solution that all IA professionals can use.

DISA/FSO provides a standard course for IA Professionals. The course Information Assurance Policy and

Technology covers System Modes, Workstation Security, Network Security, Identification and Reporting procedures, as well as Protecting and Managing information systems. Upon successful completion of the course, the students receive their Level 1 Department of Defense certification.

EUCOM sponsors the course and provides free training twice a year at Patch Barracks in Stuttgart, Germany. In addition, HQ USAFE NOSC located at Ramstein AB, Germany, will sponsor the course in September this year. For those who can not attend this course in residence, there is an IAP&T Computer Based Training CD provided by DISA, also at no cost. People who are interested can contact DISA to request the course by going to the Web at: <http://iase.disa.mil/eta/>.

Training for IA positions isn't just a good idea; it is mandated by the DoD. DoD Instruction 8500.2 Information Assurance Implementation states, "All personnel performing IA functions

Available training

Interested in learning more about IAP&T training? Visit the DISA site at: <http://iase.disa.mil/eta>. For the IAP&T course at Stuttgart, contact Master Sgt. Jon Jefferson at jeffersj@eucom.mil and for the IAP&T course at Ramstein, contact Master Sgt. Karin Anderson at: karin.anderson@ramstein.af.mil

must satisfy both preparatory and sustaining DoD standard training and certification requirements as a condition of privileged access to any DoD information system." The DISA/FSO provides an excellent IA training opportunity to fulfill this requirement.

In short, the IAP&T course strives to be the most all encompassing IA training available and warrants use as a standardized training tool. In the near future, the revised USAFE Supplement to AFI33-202 will mandate the DISA IAP&T training for any IA specialist tasked with IA duties.

CBT

Online training saves time, money

SCOTT AIR FORCE BASE, ILL. — Would you like a five-second solution instead of 150 minutes of troubleshooting? For some people, desktop applications like Microsoft Access, Excel and PowerPoint can be difficult. While some are “computer savvy,” other people need training.

Previously, training was only in two forms: on-the-job or in the classroom. Commanders and supervisors can spend about \$600 or more to train one person on a desktop application at a local college or commercial training center. Limited seating and scheduling conflicts make training more difficult. Additionally, a trainee is absent from the work center from three to five days.

Now, there's a third element to training called Computer Based Training, or e-learning. CBT minimizes a trainee's absence from the work center and saves a unit a significant amount of money because it costs the Air Force only a few dollars per user. That means 300 users can be trained with CBT, as opposed to one person trained for \$600 in a classroom.

Air Force employees have access to more than 1,500 information technology and 200 business skills CBT courses through the Air Force CBT program at <http://usaf.smartforce.com>.

Some IT courses include: operating systems, desktop computer skills; server management; wireless networking and security.

While the CBT program is geared

toward the comm & info community with its large IT library, the business skills courses can help with areas of leadership and management, general customer service relations, work environment and budget. These courses are available on the Internet, from work or home, at anytime, 365 days a year.

The average CBT course takes less than four hours to complete. If a person doesn't have that kind of time, the whole CBT doesn't have to be taken at one time to learn a certain function. Just navigate to the module that covers that topic within that CBT. A module averages 15-20 minutes to complete.

Most communications squadrons and some units have a computer training center to use for fewer distractions.

Some people are skeptical about CBT; they feel they get better training in a classroom. Today's CBT courses are interactive; they increase learning ability and try to emulate what a person would receive in a classroom.

Many new courses require more than just a mouse click to the next screen. While a majority of the CBT is instruction, there are exercises, software simulations and articles. CBT can increase professional competitiveness, recognition/award potential and increase mission capability.

Kari Reiter Hurlburt, a user at Buckley AFB, Colo., said that the Air Force CBT solution is the “best step-by-step, self-paced training I have ever seen for computers ... and consistently,

I use what I learn daily on my current job. This program really takes community capacity and makes it work to the government's advantage,” she added. “I was amazed at what additional skills I have been able to pick-up in a short amount of time.”

In addition to CBT, the program offers access to the “Books 24 x 7” online referenceware. This tool has more than 2,000 books ranging from desktop applications and graphics to the Internet and World Wide Web applications.

A useful book for new C&I Airmen is the “Computer Dictionary.” According to users, its search function is easy and, like Internet Explorer, a person can save a book to “My BookShelf” for easy retrieval. This tool, like the CBT course itself, can be integrated into OJT.

It's possible that if CBT was integrated with training, supervisors could expect bigger returns on their training.

To quickly increase mission capability, CBT has a course that will meet most needs, and for supervisors, it's a way to train people with zero impact on budget and minimize office scheduling. The CBT program is available to all Air Force active duty, Department of the Air Force Civilians, Air National Guard and Air Force Reserve personnel.



607th CBCS Mobility School

Comm warriors prepare for real world

By Staff Sgt. Joseph Whitcomb

NCOIC Mobility School

CAMP HUMPHREYS, Korea — Button your chinstrap and slap in a fresh magazine, you just got a war order. If you don't have your collective act together, you and 29 of your closest squad mates will die a quick and violent death.

Welcome to mobility school at the 607th Combat Communications Squadron, Republic of Korea.

At the 607th, the philosophy is simple. Whether in Korea or another country halfway around the world, odds are that Airmen will eventually find themselves in harm's way. It's the responsibility of instructors to ensure Airmen possess the skills necessary to survive and complete their mission no matter what difficulties may arise.

To effectively teach these skills, the mobility school is built on a few fundamental premises:

1 If an Airman can survive the first five minutes of battle, their chances of surviving the war improve exponentially. The school gives Airmen the chance to experience the first five minutes in a multitude of scenarios. For example, trainees encounter peaceful, as well as violent protests; UXOs, enemy probes, overwhelming enemy forces, convoy ambushes, and other scenarios. There is a seven-day classroom curriculum that explains in detail how to deal with each of these scenarios. Students are then sent on a three-day field exercise to experience these situations first hand.

2 Everyone in the unit attends mobility school. At graduation, each student is presented a squadron coin and hailed in front of the squadron. The intent is to build ownership in the squadron and as with any rite-of-passage; if people experience pain together, they will build pride in belonging to the unit.

3 Every student is on a remote tour to Korea. This causes some unique challenges, including continuity throughout a unit. Mobility school helps deal with this problem by ensuring each class has members from every work center in the unit. If someone has a power problem, there is at least one power-pro technician that went through mobility school with them. This creates an avenue for assistance/support through the rest of a tour. The relationships built during mob school allow the squadron to get real world tasks accomplished across the squadron, even at the lowest ranks.

The most important premise is attitude is everything. To

survive mobility school individuals must have a good attitude. A good attitude is encouraged from day-1. By day-10, it is fully ingrained in everything students do.

Each class includes 30 students, comprised of a mixture of enlisted Airmen from airman 1st class to chief master sergeant. They are led by a company grade officer, and the classroom curriculum includes wearing of load-bearing equipment, fire extinguisher training, law of armed conflict, code of conduct, convoy operations and defense procedures, anti-terrorism, bomb threats, M-16 familiarization, egress training, land navigation. Other training includes site defense, use of force, personnel searches, area search and clear, entry control point procedures, and a variety of tactical and defensive procedures, for many environments.

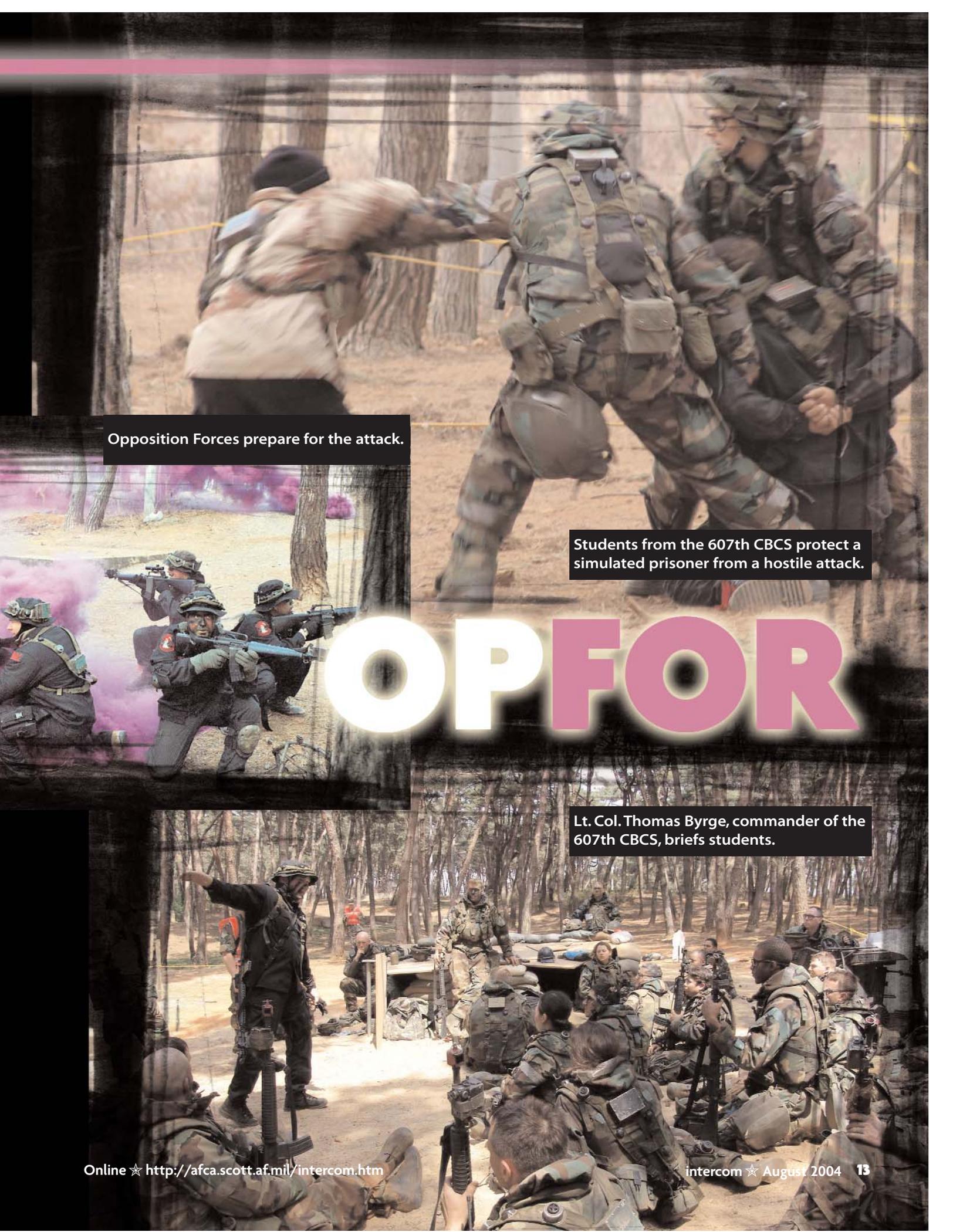
During the field training exercise, students learn to rely on training and each other to survive. During each FTX, the unit fires about 10,000 M-16 and M-60 blank rounds. They also use a full complement of MILES (laser targeting equipment) gear. Students not only learn how to fire their weapon, they learn how to aim effectively. They also learn the importance of a clean rifle.

Students are required to build a complete communications site from the ground up and defend that site against any number of assault tactics.

Initially students find defending their site difficult, especially given the number of scenarios and how well their "enemy" fights as a team. However, by the end of the exercise, most classes have gelled as a team and are able to defend their assets very effectively.

According to the 607th CBCS Commander, Lt. Col. Tom Byrge, "On paper, mobility school is designed to ensure the unit is SORTS-qualified. In reality, it teaches Airmen how to deploy, and, if necessary, fight their way into a location, accomplish a communications mission and fight their way home. This mobility training ensures we are ready to fight and win tonight." (Capt. Jason Fick, commander, Combat Support Flight contributed to this article.)





Opposition Forces prepare for the attack.

Students from the 607th CBCS protect a simulated prisoner from a hostile attack.

OPFOR

Lt. Col. Thomas Byrge, commander of the 607th CBCS, briefs students.



Comm warriors ensure reliability

C2 training pivotal to mission success

Mr. Mike David

HQ ACC/A6 Warfighter C3 Support

LANGLEY AIR FORCE BASE, Va. — Command and Control systems administrators and network administrators are a team at the forefront of making sure air and space power is employed by the Joint Forces Air Component Commander and wing-level operational commanders.

Specialized initial qualification training for these specialists and communications officers is essential to ensuring the availability and reliability of the information systems used for C2 and combat operations. The specialization and expertise required of C2 comm warriors, coupled with the high ops tempo faced today, make them a low density high demand force.

In order to make sure this force is ready, C2 specialists and communications officers obtain technical training and gain expertise through organized instruction and on-the-job-training in specific tracks of learning. Though C2 Comm Warriors are trained on a variety of systems, the three primary C2 systems for which formal IQT specialized training is provided are the Global Command and Control System, Theater Battle Management Core System — Force Level and TBMCS-Unit Level. There are five GCCS technical training tracks, three TBMCS-FL training tracks (supporting the Air and Space Operations Center) and one TBMCS-UL track (supporting wing-level operations).

Unit training managers identify, track and schedule individual C2 specialists for training based on specific duty positions and job responsibilities. Specialized resident training is available for people who have mastered prerequisite instruction and require advanced system specific instruction. This training model builds the skills necessary to keep systems, databases, and network infrastructure fully functional to support C2 and combat operations.

The Air and Space Operations Center Weapon System uses many systems to provide the JFACC with the tools

to prosecute air and space power in a theater of operations. Initial qualification for C2 specialists and comm officers assigned to an AOC is provided through the 505th Command and Control Wing's AOC WS Formal Training Unit, Hurlburt Field, Fla., formerly known as the C2 Warrior School.

The system administrator track is for people assigned as C2 System administrators. The network administrator track is for people assigned to Information Assurance, configuration management and network administration duties. The communications officer track is for communications officers assigned to AOC duties. Course information is available by visiting the 505th CCW Web site at: <https://505ccw.hurlburt.af.mil/505trg/505trs/index.htm>

GCCS technical training is conducted at Keesler AFB, Miss., and provides an integrated set of analytical tools and flexible data transfer capabilities to enable crisis and deliberate action planning. It supports warfighters from the strategic to the tactical level. GCCS also fuses information from various data feeds into a common operational picture of the battlespace for C2 operations. New GCCS training is in the works. When complete, it will be segmented into four levels of training comprised of eight different courses, with each level a prerequisite to the next level. Course information is available through the Education and Training Course Announcements Web site at: <https://etca.randolph.af.mil>.

TBMCS-UL provides C2 capability for wing-level commanders. TBMCS-UL enables automated aircraft sortie scheduling, aids in the execution and status of the Air Tasking Order, enhances base-level situational awareness and facilitates resource management and intelligence support. Base communications specialists working with TBMCS-UL in support of wing daily flying activities attend the TBMCS-UL system administrator course at Keesler AFB. Course information is available through the Education and Training Course Announcements Web site at: <https://etca.randolph.af.mil>.

C2 comm warriors are considered a critical success factor in ensuring Air Force C2 systems are operationally available for combat operations. The training received and the expertise they develop are pivotal to ensuring C2 operations are planned, executed and assessed for mission success. (*Capt. Brian Munoz contributed to this article.*)

Dialing in

Staff Sgt. Jayson Feilmeier, 100th Communications Squadron, RAF Mildenhall, United Kingdom, works on the giant voice system, which notifies the base populace of emergency and exercise conditions at RAF Fairford. Sergeant Feilmeier is on temporary duty to the 424th Air Base Squadron.

Senior Airman Meghan Geis / 100th CS



2003 COMM & INFO

Gen. Edwin W. Rawlings Award



**Formal Training Unit Comm and Info
Implementation Team, AFC2TIG**
Hurlburt Field, Fla.

Maj. Gen. Harold M. McClelland Award (large unit)



5th Combat Communications Group
Robins AFB, Ga.

AWARD WINNERS

Information Assurance Unit Award and NSA Frank B. Rowlett Trophy



Pacific Air Forces Computer Systems Squadron
Hickam AFB, Hawaii

Lt. Gen. Harold W. Grant Award (small unit)



379th Expeditionary Communications Squadron
Al Udeid AB, Qatar

Comm and Info Small Postal Operations Unit



Operating Location C, Detachment 2
PACAF Air Postal Squadron
Bangkok, Thailand

Aerial Mail Terminal



Detachment 2, PACAF Air Postal Squadron
Yokota AB, Japan



Maj. Kimberly Ullmann
 Pentagon, Washington D.C.
 Company Field Grade
 Officer & Winner of AFA's
 Gen. Billy Mitchell Award
 for C & I Excellence
AF/XIPP



Capt. Robert Bonner
 Keesler AFB, Miss.
 Company Grade
 Officer
333rd TRS



SMSgt. Richard Novobilsky
 Robins AFB, Ga.
 Communications-
 Electronics Systems
 Senior NCO
AFRC/IG



TSgt. Terry Pardue
 Pentagon, Washington D.C.
 Communications-
 Electronics Systems
 NCO
AFPCA



SSgt. Kevin Paige
 Travis AFB, Calif.
 Communications-
 Computer Systems
 NCO
60th CS



SrA Anthony Persi
 Hill AFB, Utah
 Communications-
 Computer Systems
 Airman
729th ACS



SMSgt. Jeffrey Chisholm
 Scott AFB, Ill.
 Visual Information
 Senior NCO
805th CSS



SrA Manuel Martinez
 Moody AFB, Ga.
 Visual Information
 Airman
347th CS



Mr. Jene Wilton
 Dyess AFB, Texas
 Civilian Specialist
7th CS



Ms. Colleen Maldonado
 Spangdahlem AB,
 Germany
 Civilian Assistant
 Specialist
52nd CS



Ms. Nancy Merfeld
 RAF Mildenhall, UK
 Civilian Technician
7th SOS



Mr. Kelly Campbell
 Offutt AFB, Neb.
 Civilian Assistant
USSTRATCOM



SrA Victor Grine
Langley AFB, Va
Communications-
Electronics Systems
Airman
1st CS



SMSgt. Kevin Call
Beale AFB, Calif.
Information
Management Senior
NCO
9th CS



TSgt. Lisa Collins
Scott AFB, Ill.
Information
Management NCO
HQ AMC/A6



SSgt. Elijah Lewis
Scott AFB, Ill.
Information
Management Airman
HQ AFCA/CCQ



SMSgt. Salvador Orozpe
Randolph AFB, Texas
Postal Service Senior
NCO
HQ AETC/SC



TSgt. George Flaig
Ramstein AB, Germany
Postal Service NCO
USAFE APS



A1C Jamie Sementilli
Aviano AB, Italy
Postal Service Airman
31st CS



Mr. Douglas Gray
Scott AFB, Ill.
Civilian Manager
HQ AFCA/IT



TSgt. Sean Brice
Baghdad
Electromagnetic
Spectrum Manager
CJTF-7



MSgt. Fred Vencill
Whiteman AFB, Mo.
Installation Spectrum
Manager
509th CS



SrA Andre Stevens
Offutt AFB, Neb.
Information Assurance
Professional & Winner of
NSA's Frank B. Rowlett
Trophy
55th CS

Individuals and units not pictured

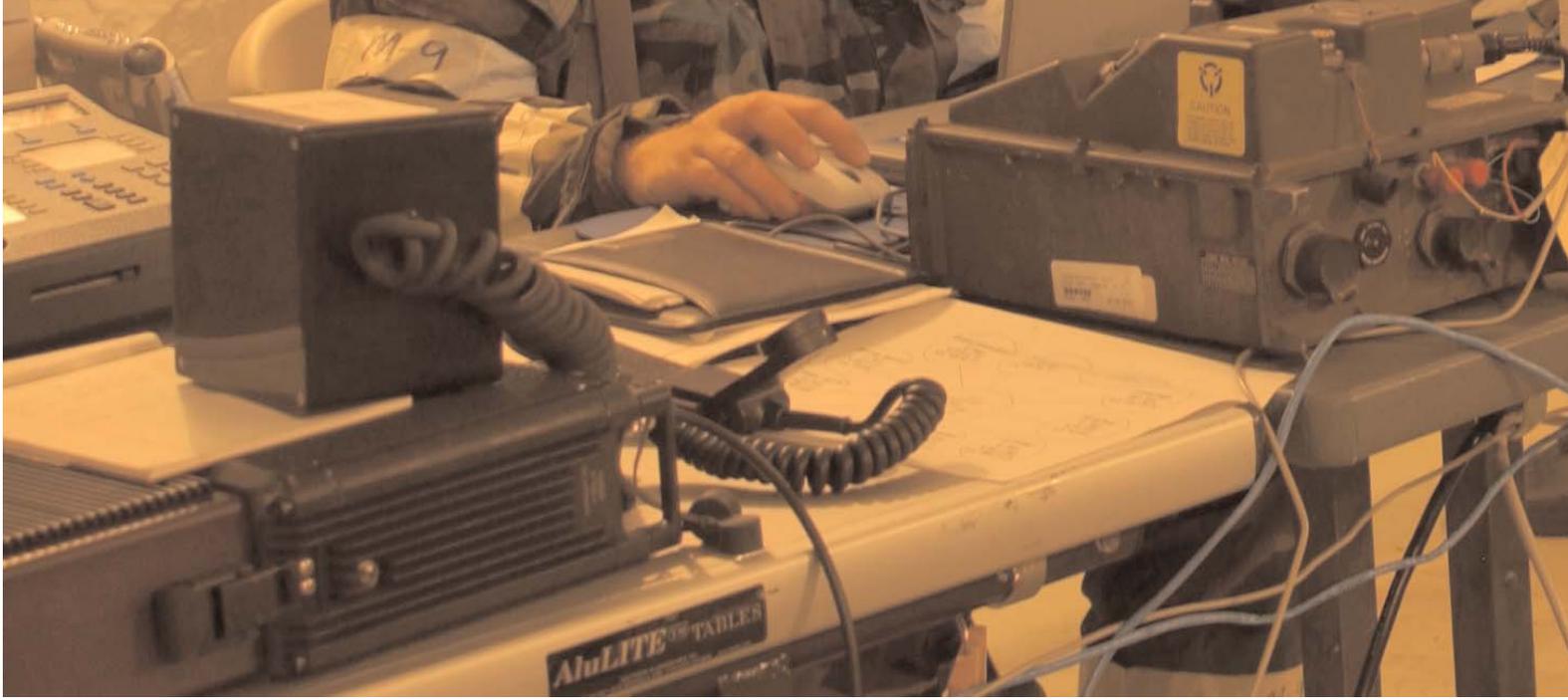
- ▶ **MSgt. Abdon Padilla**, *Lackland AFB, Texas, (deceased) 37th CS*
Darryl G. Winters Award;
- ▶ **MSgt. Bobby Rogers Jr.**, *Ramstein AB, Germany, HQ USAFE CSS*
Communications-Computer Systems Senior NCO;
- ▶ **SSgt. John Tucker**, *Lackland AFB, Texas, 37th CS*,
Visual Information NCO; and
- ▶ **374th CS, Yokota Air Force Post Office**,
Yokota AB, Japan,
Large Postal Operations Unit

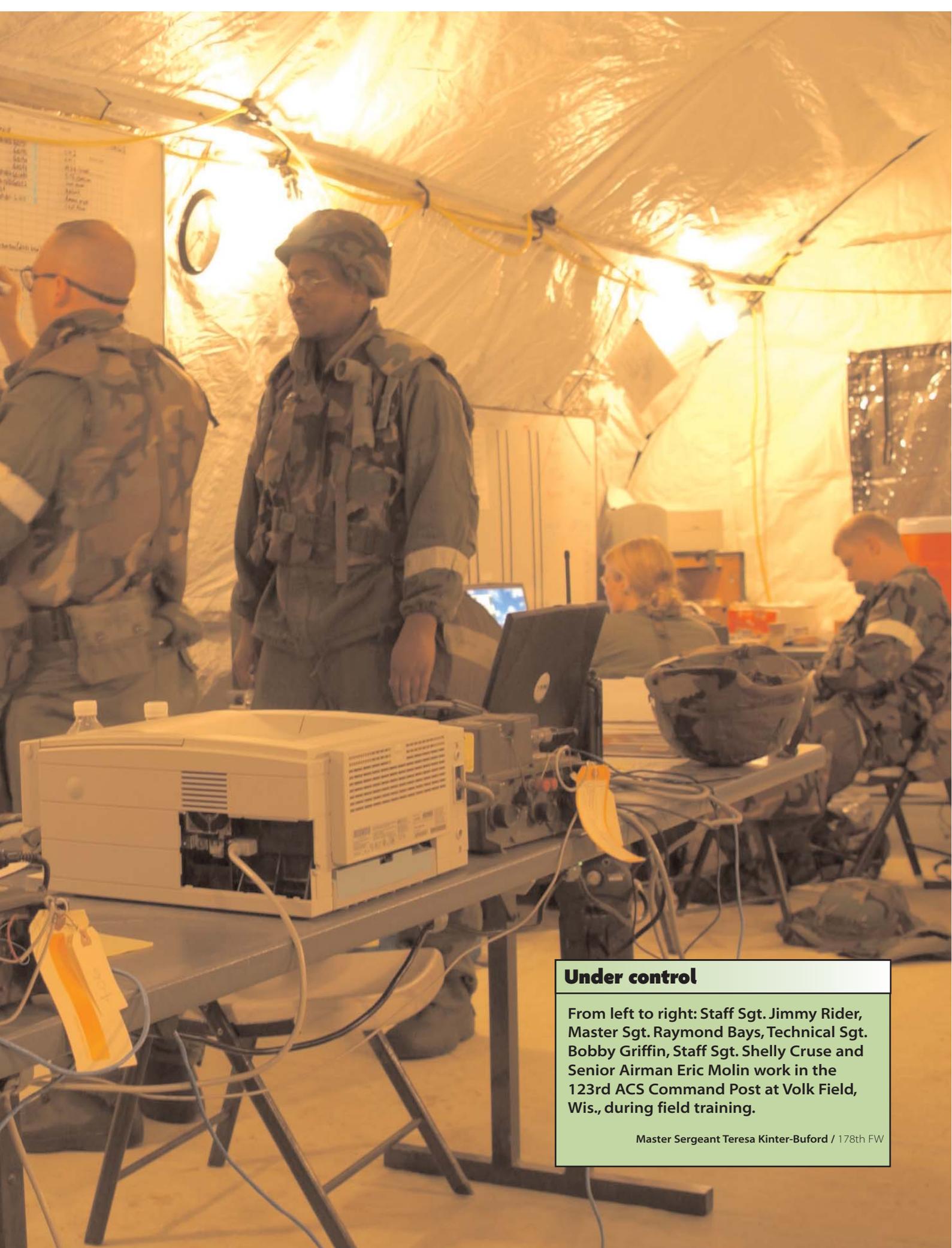
123 ACS SYSCON STATUS BOARD

CIRCUIT	DESIGNATOR	PRIORITY	DESCRIPTION	UP/DOWN	STATUS R/G	COMMENTS
1	J20PHK11	TSSR				
2	RRR N Pedestal	1A	Remote Radar	Down	Red	
3	RRR N Pedestal	1A	FAA to Main	UP	Green	
4	RRR N Pedestal	1A	FAA to Chn	UP	Green	Remote radar J-rod
5	RRR N Pedestal	3C	Dat 87-420	UP	Green	
6	RRR N Pedestal	3C	Dat 87-420	UP	Green	
7	RRR N Pedestal	1A	TC Over wire	UP	Green	
8	RRR N Pedestal	3D	RRR to P1/P2	Down	Red	
9	RRR N Pedestal	1E	TARD B	Down	Red	
10	RRR N Pedestal	2A	RRR	Down	Red	
11	RRR N Pedestal	2C	RRR	Down	Red	
12	RRR N Pedestal	2C	RRR	Down	Red	

CIRCUIT DESIGN

Item	Qty	Unit
RRR	1	RRR
TC	1	TC
FAA	1	FAA
Dat	1	Dat
RRR	1	RRR
TC	1	TC
FAA	1	FAA
Dat	1	Dat
RRR	1	RRR
TC	1	TC
FAA	1	FAA
Dat	1	Dat





Under control

From left to right: Staff Sgt. Jimmy Rider, Master Sgt. Raymond Bays, Technical Sgt. Bobby Griffin, Staff Sgt. Shelly Cruse and Senior Airman Eric Molin work in the 123rd ACS Command Post at Volk Field, Wis., during field training.

Master Sergeant Teresa Kinter-Buford / 178th FW



Army Specialist Joshua Joyce / Multinational Corps

Keeping satellite receivers free of debris is just part of a daily checklist for Tech. Sgt. Davi Novak, NCO in charge of satellite communications throughout Iraq. He's deployed as part of a Tactical Air Control Party team who calls in air support for Army missions.

By Master Sgt. Karen Pettitt
Multinational Corps-Iraq Public Affairs

BAGHDAD, Iraq — More than 200 NCOs have become a vital Army asset by providing air cover for patrols who protect convoys, perform raids, respond to mortar and road bomb attacks, and who train Iraqis to provide for their own security.

They're part of a Tactical Air Control Party, which is a self-support-

JOINT MISSION

Tactical Air Control Party calls in air cover for Army patrols, helps train Iraqis for security mission

ing team made up of communications, weather, radio, intel, logistics and special forces members. With their combined efforts, they can call in an F-15 to perform a show of force, an AC-130 gunship to eliminate nests of insurgent forces, or a UAV to bring in surveillance intel, among other missions.

“Our role is to support the Coalition ground forces in order to set the stage for a new Iraqi government to eventually become independent.” said Lt. Col. Neil Roghair, Air Support Operations Center director. “We are

using airpower in very unconventional ways to support an unconventional mission. At the heart of our mission are highly skilled NCOs who bring the right assets to the right people at the right time. This used to be an all-officer job, but Air Force took a chance years ago by allowing NCOs to control air. It has paid big dividends and they have emerged as the stars of the show in Iraq. The missions here involve bombs and bullets, but they also include surveillance, car-chases and flying airplanes over tense situations to 'send a message'. Our TACP NCOs make incredible things happen over here and very few people are aware of them."

It's NCOs such as Tech. Sgt. David Novak, a satellite communications expert, who ensures the teams on the ground and in the air can talk to each other through multiple venues. It's also NCOs such as Tech. Sgt. Christopher Bates, who has become the "go-to guy" throughout Iraq for radio maintenance issues.

Then there are NCOs such as Tech. Sgt. Kevin Davis, a special operations team member who provides "eyes on target" to call in close air support and who coordinates air assets for training the Iraqi Counter Terrorism Force.

Training the Iraqis to provide for their own security needs is a focus of the Coalition mission since the transition of sovereignty June 28.

Lt. Col. Joseph Snow said a majority of their missions within the 9th Expeditionary Air Support Operations Squadron have been to provide surveillance capabilities for the Coalition and for Iraqi security forces.

"We're able to respond to threats in a quick, timely manner thanks to our TACPs. For instance, one of our camps came under mortar attack in May injuring several people. Our TACPs coordinated a quick response from two F-15 fighters which then passed off intel to helicopter units and to Iraqi and U.S. military police units that detained the perpetrators. We haven't



Army Private 1st Class Bryce Dubee / Multinational Corps

Being able to call in air support for the Army requires reliable communications in the field and Tech. Sgt. Christopher Bates, a radio maintainer within the Tactical Air Control Party, ensures that happens.

had any mortar rounds going off there since then. We may not be actually dropping bombs on target, but we're definitely making a difference in keeping our people safe."

TACPs such as Sergeant Davis who serve within the special operations arena do call in the firepower and have done so with the Army since Sept. 11. This is his second tour to Iraq after having also served in Afghanistan. This time though Sergeant Davis is working with the Army to train Iraqis to perform similar missions. The Iraqis acquired \$65 million of Saddam's money that is being used to buy weapons, gear and vehicles, and to build facilities and bring in support capabilities for the ICTF. Team members from the ICTF were selected from throughout Iraq and have gone through a selection process before being assigned to the ICTF.

"They've (the Iraqis) come a long way in their training. When we were first teamed up several months ago, we had the lead on all logistical, operational and planning issues. Now they're the ones planning and starting to take the lead in these areas. We still have a way to go, but this group of soldiers will be the future trainers and

leaders of the ICTF," said Sergeant Davis, who coordinated helicopter support for fast rope training with the Iraqis recently.

One Iraqi soldier said his goal was to be the best trained unit in the Middle East. Another Iraqi soldier who had never been in the army before, said, "Our motto is to lead with an Iron fist. We want to be the best. This training is very good and we thank you America for bringing this training to us."

During March and April, Coalition Forces saw some of its heaviest fighting this year and TACP teams saved lives on several occasions. As the Army braced for a rise in violence, TACP teams are needed more than ever. Since the transition, the Interim Iraqi Government has the lead on how they want the Army and the TACP units to assist them in providing security for their country.

Colonel Roghair added, "We could stay busy or we could completely change directions. I don't know what ops tempo the future brings, but, what I do know is that our men and women for the past two years have done a phenomenal job out here and are to be commended."



2 times a hero

Capt. Brandon Lingle / AFPC Public Affairs

Staff Sgt. Boyd Myers revisits the river where he rescued a mother and daughter from its rapids.

By Capt. Brandon Lingle

AFPC Public Affairs

RANDOLPH AFB, Texas — When a staff sergeant from the Special Programs Office at the Air Force Personnel Center here went to the Comal River for a relaxing tubing trip in June, he wasn't expecting to save the lives of two people from the rain-swollen waterway.

Floating down the usually calm river on an inner-tube is a common pastime in the San Antonio suburb of New Braunfels, Texas.

But a normal day on the river came to an abrupt end for Staff Sgt. Boyd Myers, a Web applications developer, when he reached the bottom of a man-made water slide portion of the river called the "Tube Chute."

"Normally the chute isn't that intense, but with the higher water it was much faster than normal," he said. Sergeant Myers had just reached the

bottom of the chute and was caught in an eddy when he heard frantic screams from a nearby woman. Then he realized that an 8- or 9-year-old girl had fallen off her tube and was caught in the rapids.

"I saw the little girl come up for a moment, but she was knocked back under water by other tubers and then became trapped under her own tube," said the sergeant, a frequent tuber. "I will never forget the look of fear that was on her face. That's when I decided to leave my tube and try to swim through the rapids to get her."

"He dove under the water, grabbed the little girl, battled through the currents and the people, and swam her to the side," said DeAnn Little, another tuber who witnessed the rescue.

"Luckily, I was able to get to the girl by swimming under water," Sergeant Myers said. "The current under the surface almost brought me right to her, but I had to fight the currents to get her to

the side of the river."

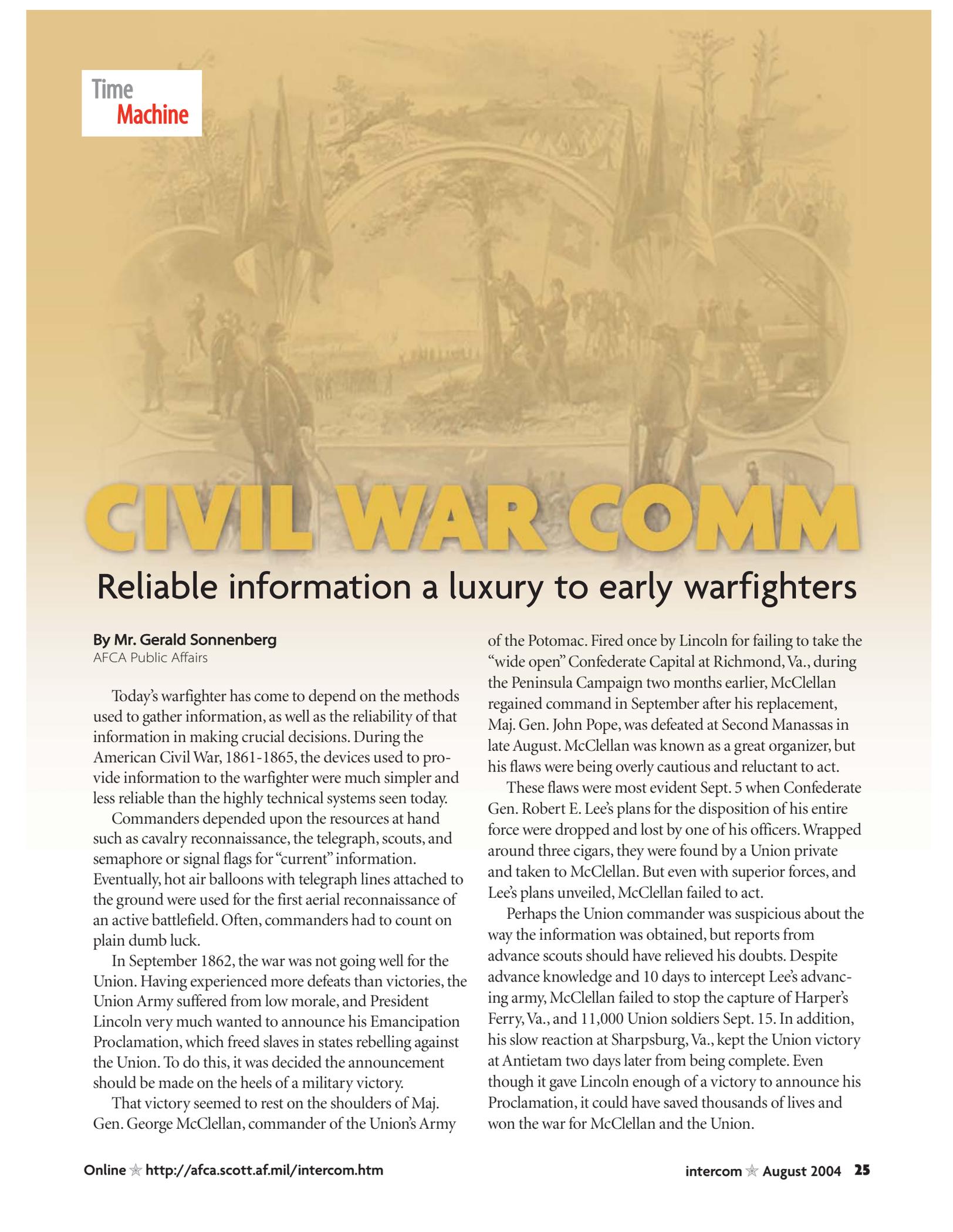
Upon realizing that the girl's mother was also caught in the undertow, he swam back into the churning water to attempt to rescue her.

"When he got to the mother, she was panicking and basically wrapped him up," said Ms. Little. "He was somehow able to get her over to the wall too."

"Rescuing the mom was a lot more difficult," said Sergeant Myers. "I had to fight the current to get to her." Had he not acted as he did, the little girl and possibly the mother would have drowned, Ms. Little said.

"I know that anyone would do what I did, I just happened to be there," said Sergeant Myers, a native of Harlan, Ky. "The fact that I may have helped a child to be able to play with her friends today is more reward than anything I could receive."

Sergeant Myers is being considered to receive the Airman's Medal for his actions.



CIVIL WAR COMM

Reliable information a luxury to early warfighters

By Mr. Gerald Sonnenberg

AFCA Public Affairs

Today's warfighter has come to depend on the methods used to gather information, as well as the reliability of that information in making crucial decisions. During the American Civil War, 1861-1865, the devices used to provide information to the warfighter were much simpler and less reliable than the highly technical systems seen today.

Commanders depended upon the resources at hand such as cavalry reconnaissance, the telegraph, scouts, and semaphore or signal flags for "current" information. Eventually, hot air balloons with telegraph lines attached to the ground were used for the first aerial reconnaissance of an active battlefield. Often, commanders had to count on plain dumb luck.

In September 1862, the war was not going well for the Union. Having experienced more defeats than victories, the Union Army suffered from low morale, and President Lincoln very much wanted to announce his Emancipation Proclamation, which freed slaves in states rebelling against the Union. To do this, it was decided the announcement should be made on the heels of a military victory.

That victory seemed to rest on the shoulders of Maj. Gen. George McClellan, commander of the Union's Army

of the Potomac. Fired once by Lincoln for failing to take the "wide open" Confederate Capital at Richmond, Va., during the Peninsula Campaign two months earlier, McClellan regained command in September after his replacement, Maj. Gen. John Pope, was defeated at Second Manassas in late August. McClellan was known as a great organizer, but his flaws were being overly cautious and reluctant to act.

These flaws were most evident Sept. 5 when Confederate Gen. Robert E. Lee's plans for the disposition of his entire force were dropped and lost by one of his officers. Wrapped around three cigars, they were found by a Union private and taken to McClellan. But even with superior forces, and Lee's plans unveiled, McClellan failed to act.

Perhaps the Union commander was suspicious about the way the information was obtained, but reports from advance scouts should have relieved his doubts. Despite advance knowledge and 10 days to intercept Lee's advancing army, McClellan failed to stop the capture of Harper's Ferry, Va., and 11,000 Union soldiers Sept. 15. In addition, his slow reaction at Sharpsburg, Va., kept the Union victory at Antietam two days later from being complete. Even though it gave Lincoln enough of a victory to announce his Proclamation, it could have saved thousands of lives and won the war for McClellan and the Union.

RECENT DEVELOPMENTS

IT'S OFFICIAL: The Air Force symbol is now official, four years after the service first applied for trademark protection.

"I'm proud our symbol is now an official part of our heritage," said Air Force Chief of Staff Gen. John Jumper. "It represents our storied past and links our 21st Century Air Force to our core values and capabilities."

The decision to designate it as the official symbol of the Air Force demonstrates the service's conviction to preserving the symbol's integrity and should ease concerns that the symbol is temporary or remains a test. Trademark protection designates the symbol as exclusive property of the Air Force and gives the service authority to control and enforce its use.

A team of lawyers, public affairs officers, artists and historians are working to expand guidance and standards for the use of the symbol. An official Air Force Instruction is scheduled for release in fiscal 2005.

In the meantime, the intent is to expand use of the symbol today and protect it for the future. Use must be consistent with applicable Air Force instructions and symbol guidelines posted at www.af.mil/library/symbol/.

The service is licensing use of the symbol on a variety of commercial goods, from candy and furniture to tires and jewelry, which allows Airmen to display their service pride off-duty.

On duty, the symbol is featured on optional military tie tacs, the proposed utility uniform and gray boots, the Air Force lightweight blue jacket and is being showcased in Air Force marketing campaigns. (Staff Sgt. Melanie Streeter / Air Force Print News)

OPEN FOR BUSINESS: The Defense Department's new Reserve Pay Center of Excellence has officially opened for business.

The operation, part of Defense Finance and Accounting Service, will further improve service "to the men and women who defend America," according to a DFAS news release. It will

NSPS

DoD has personnel system on its radar

By Donna Miles

American Forces Press Service

The new **National Security Personnel System** will improve the working environment within the Defense Department while creating a more satisfied, more productive workforce, said Navy Secretary Gordon England.

"That's what this is about: great job satisfaction," England told his audience of Pentagon workers and Web and Pentagon Channel viewers. "We want everybody to go home every night and brag about the great job they accomplished that day. That is what we are trying to accomplish."

Congress authorized the new personnel system as part of the fiscal 2004 National Defense Authorization Act. It introduces sweeping changes to the way the department hires, pays, promotes, disciplines and fires its 700,000 civilian workers, doing away with antiquated practices England said have bogged down the department for decades.

For example, the new system will consolidate nine separate personnel systems that now govern DoD civilian workers. England said streamlining these systems into one "will make it easier to manage and it will certainly be better for our employees."

Details of the new system are still being worked out, said England, who was tapped by Defense Secretary Donald Rumsfeld earlier this year to put NSPS into place. He added that valuable input has come from a variety of pilot projects,

which he called "learning exercises to make sure we've got it right before we start."

By the year's end, England said he expects to publish in the Federal Register proposed regulations for the new civilian human resources, labor-management relations and employee appeals and grievance systems.

The first DoD civilians are expected to come under the new system in summer 2005, and DoD will phase in the system for the next three years, through late 2008, England said.

In the meantime, England said DoD is seeking input from all corners to make sure it comes up with the best civilian personnel system possible. "It's a collaborative process, it's not negotiating to an answer," he said. "It is getting input from literally thousands of people around the country and around the world so we can understand their views."

He acknowledged that putting the new system into place while continuing DoD's mission will be a bit of a challenge. "It's a little like maintaining an airplane while it's flying," he said. "The process has to be thoughtful and reasonably measured."

He said the new system, when fully in place, will benefit employees while making the department better able to respond to the challenges ahead.

"The whole premise is to have a highly effective workforce that dearly loves to work for the Department of Defense, is well-trained and that is highly competitive."

offer "better productivity" to a "key military customer group."

The move centralizes payroll activities for all Army and Air Force National Guard and Reserve elements, as well as the Naval Reserve, in Cleveland. DFAS officials said they expect "significant" productivity gains from running these operations from an established, centralized pay-support site.

The new center's stand-up did not cause any job losses. Workers at the Denver center who handled Guard and Reserve accounts "have been reassigned to other high-priority military pay tasks," noted the release. And "no loss of jobs will occur" when Army Guard and Reserve functions move from Indianapolis. *(Courtesy of American Forces Press Service)*

TEAM UNIFORMS: Air Force officials have released the results of the 96th Air Force Uniform Board held June 18 and 19.

The chief of staff approved a number of changes, affecting everything from cell phones to scarves. Among the changes are:

- ▶▶ Establish a standardized Air Force physical training uniform.
- ▶▶ Redesign the female lightweight blue jacket.
- ▶▶ Authorize the lightweight blue jacket to be worn indoors.
- ▶▶ Authorize, as an option, to have the Air Force symbol embroidered on the lightweight blue jacket.
- ▶▶ Offer the A-line skirt as an optional item.
- ▶▶ Redesign and revise maternity uniforms.
- ▶▶ Authorize the black scarf only with all Air Force uniforms, eliminating white, gray and olive drab options.
- ▶▶ Authorize conservative ornamentation on nonprescription sunglasses and eyeglasses.
- ▶▶ Authorize one small, black, nondescript personal digital assistant, pager or cellular phone at a time to be worn on the uniform belt.
- ▶▶ Allow females to wear small, black spherical earrings when in uniform.
- ▶▶ Allow black web belts or black riggers belts with nondescript buckles as

an optional item with the battle dress uniform.

▶▶ Remove the requirement to wear a tie or tab with short-sleeved shirt or blouse while traveling on a commercial airline.

▶▶ Authorize wear of a backpack over both shoulders.

▶▶ Authorize only a solid-color black backpack with blue uniform combinations and solid black, olive drab or woodland camouflage backpack with battle dress uniforms.

▶▶ Redesign the security forces beret.

▶▶ Allow the wear of plain black conservative hairpins, combs, headbands, elastic bands and barrettes with all female hair colors.

▶▶ Allow males to cleanly shave their heads or have military high-and-tight haircuts; females are not authorized to shave their heads or wear high-and-tight haircuts.

More information about these and other uniform board decisions will be included in the next update of Air



Force Instruction 36-2903, being released this summer. Questions should be addressed to local military personnel flights.

CONTINUED EDUCATION

OFFICER DEVELOPMENT: The Air Force Intern Program Central Selection Board will convene Sept. 20 to 24. The program lets 30 junior captains study the application of air and space power and observe senior Defense Department leaders in critical decision-making processes.

The fast-paced 18- to 24-month program is designed to develop tomorrow's leaders, officials said. While the program is available to line and nonline officers, a maximum of three slots are available to nonline officers.

"(It) is another great opportunity for young officers to continue their development," said Capt. William Schlichtig, chief of the Air Force Personnel Center's developmental education section at Randolph AFB, Texas. "It's a method of preparing our

very best officers for future key leadership positions."

Officers incur a three-year active-duty service commitment upon completion of the program. Those who have not attended Squadron Office School in-residence will be allocated a quota to do so before starting the program.

For application instructions and more information, visit the officer professional development Web site at: <http://www.afpc.randolph.af.mil/pme>. *(Courtesy of AFPC News Service)*

SEMINAR SUCCESS: The Seminars Branch in the Air Force Communications Agency at Scott AFB, Ill., provides professional development and awareness to Air Force comm and info managers.

Currently six seminars are offered: Information Management, Information Protection, Information Systems Management, Maintenance Management, Planning and Implementation Management and P&I Project Planning. Each seminar provides comm and info leaders with



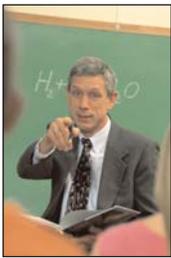
Senior Airman Priscilla Robinson / 31st CS

WELL CONNECTED

Senior Airman Steven Hazelett performs an operational check on a satellite communications radio at Aviano AB, Italy. Airman Hazelett is assigned to the 31st Communications Squadron's wideband radio shop.

job-specific training needed to manage flights and functions of a typical communications squadron.

The seminars are primarily target-



ed for comm and infor officers, Department of the Air Force civilians and enlisted in the rank of master sergeant or above. Other personnel may attend upon approval of the seminar manager and seminars are held weekly.

People who would prefer to bring a particular seminar to their base can contact AFCA's seminars branch at DSN 779-5697 for details.

Discover more information about the target audience, quota allocations and content for all seven AFCA seminars at <https://private.afca.af.mil/seminars>. (Senior Master Sgt. Howard Kalinsky / AFCA)

LEARNING FROM THE BEST: Air Force ROTC cadets at 10 universities will soon see stripes in their classrooms.

In a new program initiated by the secretary of the Air Force and Air Force chief of staff, NCOs will serve as instructors at Air Force Reserve Officer Training Corps detachments, positions normally held by commissioned officers.

The three-year program will incorporate enlisted perspectives into the Air Force ROTC curriculum and highlight the relationship that exists between officers and enlisted personnel, said Lt. Col. Sharon Pruitt, Air Force Officer Accession and Training Schools support directorate's deputy director.

These NCOs will have the opportunity to mentor the Air Force's future officers.

"Many of our junior officers enter active duty in critical leadership positions," said Col. Steven Wayne, Air

Force ROTC commander. "We must establish a thorough understanding of the crucial relationship that exists between the officer and enlisted corps at the very beginning of an officer's professional development -- not wait until they're on active duty. We owe it to our enlisted folks to ensure our officers are leadership ready as well as mission ready."

If the program is successful, it will be extended to all 144 Air Force ROTC detachments.

Chief Master Sgt. Anthony Twitty, AFOATS superintendent, was a member of the team that helped develop the framework for the program.

"The enlisted instructors will give cadets the opportunity to learn about the relationship between officers and enlisted early in their careers," Chief Twitty said. "It will help give young officers the tools they need to lead effectively."

The selection criteria for the

instructors included having a Community College of the Air Force degree, operational Air Force experience and the recommendation of their senior raters. Four technical sergeants and six master sergeants were selected as the first enlisted ROTC instructors of 200 applications received.

Before taking up their new duties as instructors, they attended the Air Force ROTC Assistant Professor of Aerospace Studies course here June 14 to July 2. They spent 10 days learning how to teach and then put their knowledge to use planning and conducting lessons.

Being the first enlisted instructors in Air Force ROTC is a challenge that all the instructors are eager to take on.

"This is an excellent opportunity to influence cadets as they begin their Air Force careers," said Master Sgt. Albertina Keene, a CDC writer for the Services career field from Lackland AFB, Texas. She will be teaching at



Capt. Denise Boyd/AFPN

FINAL APPROACH

An EC-130H Compass Call aircraft lands at a forward-deployed location. Equipment on this modified C-130 prevents or degrades enemy communications. The aircraft and crew are from the 43rd Expeditionary Electronic Combat Squadron and deployed from Davis-Monthan AFB, Ariz.

Loyola Marymount University in Los Angeles.

"The vision begins with us -- it will continue because of us," Sergeant Kenne said.

KUDOS

MANAGER OF THE YEAR: The Air Force Communications Agency's Douglas Gray is the recipient of the 2004 Air Force Association Outstanding Civilian Program Manager of the Year award. Mr. Gray is a member of AFCA's Architecture and Interoperability directorate.

The AFA annually recognizes outstanding achievements by Air Force civilian appropriated fund employees in any career field. AFA evaluates the nominees on the nature of their achievements, development of techniques or procedures that significantly increased mission effectiveness, and the breadth of their impact on the group, wing, command, and Air Force wide level and beyond.

Mr. Gray's accomplishments in the development of various information architectures in support of the warfighter are considered significant to the success and future success of a variety of Air Force missions. (Mr. Gerald Sonnenberg /AFCA PA)

ATHLETIC ABILITY: Dave Hansen, of the Air Force Communications Agency's Information Protection Division, was named male Athlete of the Year for the 2004 Prairie State Games.

Since early June, Mr. Hansen has won six gold medals, four silver medals and one bronze medal competing in the Mid-America Region Masters Outdoor Track & Field

Championship, as well as the annual Prairie State Games. The Atchison, Kan., began competing in sports at a young age.

Previous to the June events, Hansen earned 28 gold, 16 silver and 14 bronze medals



Tech. Sgt. Joan Anderson-Brown / 509th CS

UNDER COVER

Tech. Sgt. Phillip J. Wilson (far left) hammers a stake into the ground as Airman 1st Class Amanda Bryce (rear center) and Staff Sgt. Harley Davis (rear right) with 506th Expeditionary Communications Squadron, hold the poles in place as they build a tent over Tech. Sgt. Jason Reid and Staff Sgt. Clayton Macion who are repairing major cable damage at Kirkuk Air Base, Iraq.

participating in track and field meets in the 50-54 year old category in Missouri and Illinois over the last two years. He is also an avid hunter and fisherman hosting outings with family and friends. (Mr. Gerald Sonnenberg /AFCA PA)

GOOD FELLAS: Two Airmen are among 12 people from across the country selected to serve as White House Fellows.

Majs. Wesley Hallman and Daniel Orcutt will participate in the White House Fellows Program from Sept. 1 to Aug. 31, 2005.

Major Hallman, 37, is a student at the School of Advanced Air and Space Studies at Maxwell AFB, Ala., and Major Orcutt, 34, is a pilot earning his master's degree in national security affairs at the Naval Postgraduate School in Monterey, Calif.

The program was founded in 1964 by President Lyndon B. Johnson and offers people first-hand experience

working at the highest levels of the federal government. White House Fellows typically spend one year working as full-time, paid special assistants to senior White House staff, the vice president, Cabinet secretaries and other top-ranking government officials. Fellows also participate in an education program consisting of roundtable discussions with leaders from the private and public sectors, and make trips to study U.S. policy in action.

Selection is based on a record of professional achievement, evidence of leadership skills, a strong commitment to public service, and the knowledge and skills necessary to contribute successfully at the highest levels of the federal government, officials said.

Former White House Fellows include Secretary of State Colin Powell, Secretary of Labor Elaine Chao and U.S. Senator Samuel Brownback.

For more information on the program, visit: <http://www.whitehouse.gov/fellows>.

[gov/fellows](http://www.whitehouse.gov/fellows). (AFPN)

OBITUARY

Robert L. Feik, 85, a research scientist for the Air Force for 30 years, died June 15 of a stroke at Anne Arundel Medical Center in Annapolis, Md.

Mr. Feik was an officer in the Army Signal Corps during both World War II and the Korean War. He was a civilian employee of the Air Force from 1946 to 1975.

He moved to Washington in 1954 as technical director for electronics for Air Force Systems Command and later became director of research.

He became chief scientist for the Air Force Communications Service in 1965, in charge of developing radar systems that are still in use today.

After retiring in 1975 as a GS-16, he operated his own consulting business in electronics communications. Mr. Feik lived in Annapolis.



Techno
Gizmo

Marine Cpl. Wesley Fomin, a field artillery radar operator, looks through the sights on the radar to ensure it is sitting properly which is essential for accurate readings.

Photos by Marine Cpl. Shawn Rhodes

lightweight **COUNTER MORTAR SYSTEM**

What is the lightweight counter mortar system?

The system is being used by Marines in Iraq to counter mortar attacks on friendly positions. The system, which is comprised of two pieces, can track an enemy mortar from 7,000 meters away. The system uses a small, handheld computer and a 50 pound radar array.

How does it work?

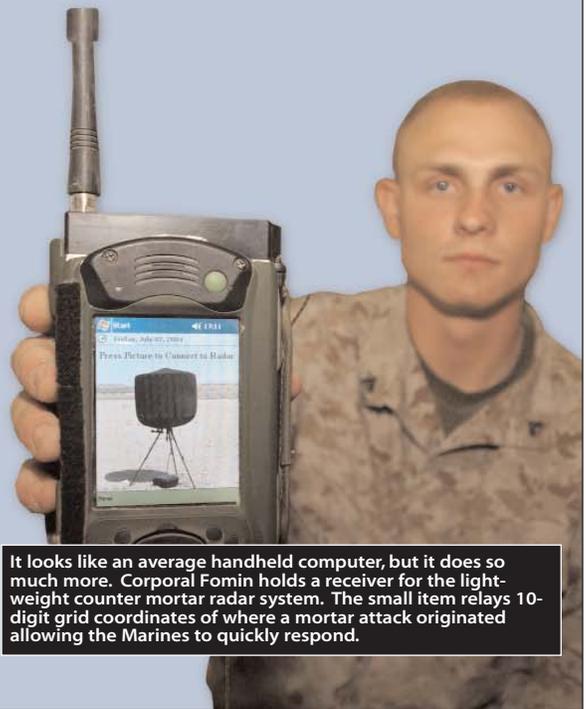
The radar operates like a laser-beam security system. It establishes a plane high above ground level. If anything breaks the plane, the system begins to track it. The tracking information is sent from the radar array to the handheld computer. From there, the system operator relays the information to the Marines' 81 mm Mortar Platoon, who rotates its tubes and gives the attackers a taste of their own medicine.

What is the benefit?

The benefit is the system scans 360 degrees all the time so Marines are not waiting for a blip on the radar. Operators can't be in multiple spots at once, but the radar system can. It can track mortars launched in separate spots shot from different locations.

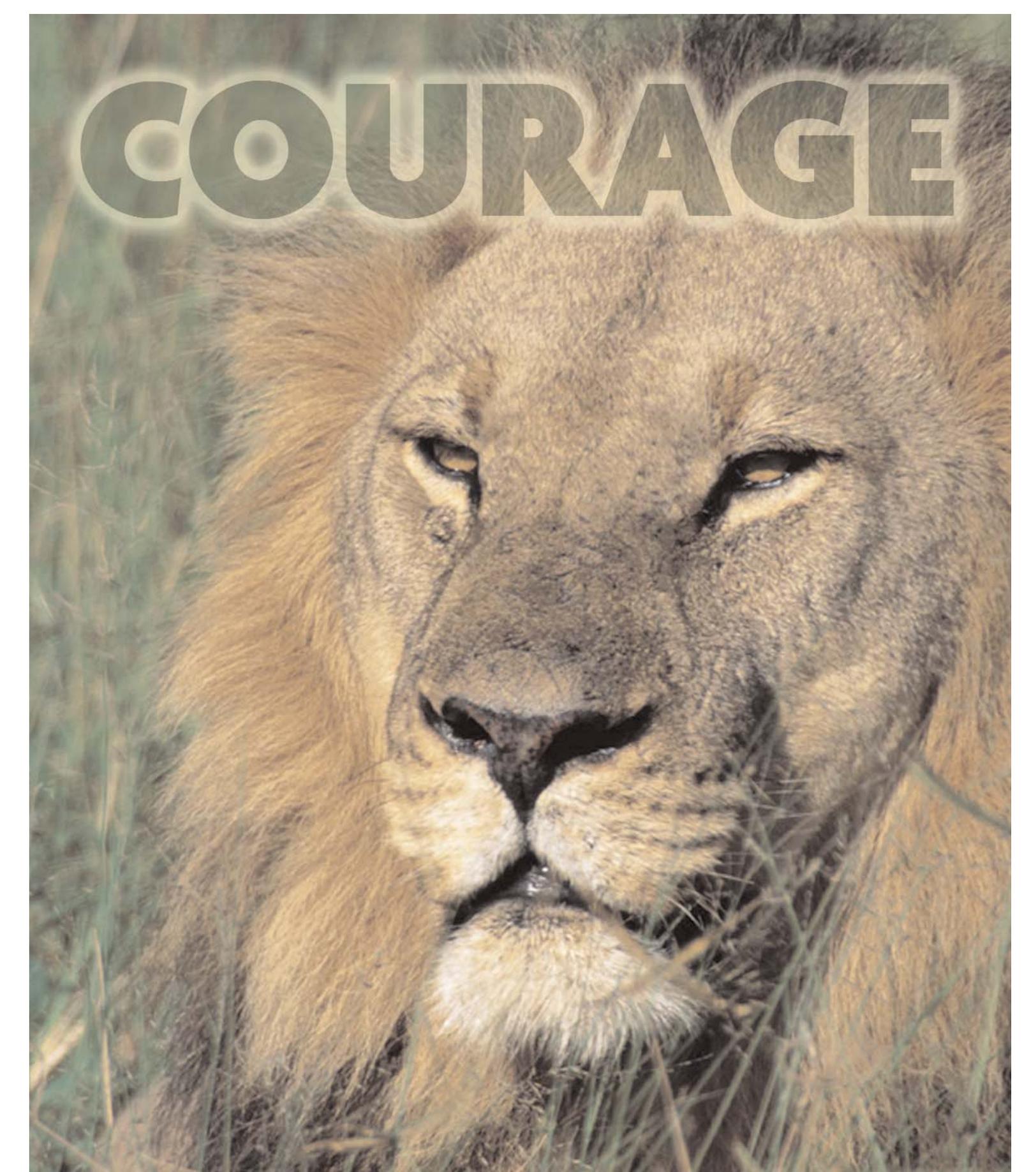
What Marines are saying?

"When the guys shooting at us know we can track their position as soon as they launch a mortar, it will make it harder for them to stay alive," said 1st Lt. James C. Moore, a 31-year-old artillery liaison officer from Clinton, S.C. "The lightweight system was designed for the Special Forces but it's an asset to any battalion."



It looks like an average handheld computer, but it does so much more. Corporal Fomin holds a receiver for the lightweight counter mortar radar system. The small item relays 10-digit grid coordinates of where a mortar attack originated allowing the Marines to quickly respond.

COURAGE



“Keep your fears to yourself, but share your courage with others.”

Richard Brinsley Sheridan (1751-1816)

"I have never advocated war
except as a means of peace."

 Ulysses S. Grant
