

intercom

Journal of the Air Force
C4 Community

June 2002



**People ...
finding the Air Force
to be a perfect fit**

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Warfighting Integration***

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Retention, training key to Air Force power Page 14

While communications warriors fight the fight, retention and training initiatives continue to be fought here on the home front.

C-E maintenance training makes the difference in our people Page 16

The ability to provide the full range of vigilance necessary to deter global threats depends on the ability to control, exploit, engage, deliver, position and sustain. You'll find one of the 20,000-plus active duty, Air National Guard and Air Force Reserve comm-electronics maintenance techs undergirding these core competency subsets.

Just the 'FAQs,' ma'am Page 20

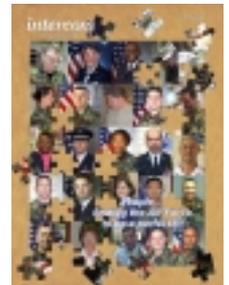
Trying to help "separate the wheat from the chaff" by addressing some of the questions frequently asked in the IM and postal career fields.

Opportunities await civilians in EWI program Page 25

Many educational and training programs are available to civil service employees through the Air Force Institute of Technology. One of them is Education with Industry.

On the cover

This month's
cover focuses on
people.



Cover by Tech. Sgt. Michael Leonard



Visit the Computer Based
Training System Web site at
<http://afcbt.den.disa.mil>

Transformation brings challenges and opportunity

By Lt. Gen. Leslie F. Kenne
DCS Warfighting Integration
Pentagon

The standup of the new deputy chief of staff for Warfighting Integration signals the next evolution in the Air Force's continuing quest to meet tomorrow's challenges. The DCS is all about providing commanders the right information at the right time to create the right effects in the battlespace. That information is key to transforming how the U.S. Air Force conducts operations. I would like to cover briefly what AF/XI is all about and what this means to the Air Force communications and information community. What follows is both a reassurance and a challenge.



General Kenne

While AF/XI is more than AF/SC (both in the sense that the scope is broader and in the sense that our staffing will cover a range of AFSCs beyond communications and information specialties), well-trained communications professionals remain at the heart of the Air Force's ability to carry out its mission. Moreover, the AF/XI will continue to represent the interests of the communications and information community as the Air Force's "Senior Communicator" both within the Air Force and with other agencies. However, the Air Force's transformation journey will mean continued evolution of the roles of the Air Force communications and information professional. (Defense) Secretary (Donald H.) Rumsfeld has set our course change: "The development and deployment of a truly modern and effective command, control, communication, and intelligence system is fundamental to the transformation of the U.S. military forces ..." We may not know precisely who our adversaries may be or precisely what challenges they will pose, but we do know that challenges to our freedoms are unending. Our task is to defend the nation against the unknown, the uncertain, the unseen and the unexpected. We're building air and space forces for the 21st century that must deter, defend and prevail against the threats of this new era. This will require innovative thinking and integration we have yet to achieve. It will require openness to new ideas ... it will require concepts of operation and systems born Joint.

Integrated C4ISR for Joint Force Commanders

The DCS for Warfighting Integration is focused on providing integrated C4ISR and its resultant decision-quality information to joint force commanders. This will enable commanders to control forces and achieve

the desired effects necessary to dominate the global battlespace. Integration is not an end in itself; rather, integration enables the command and control capabilities needed by joint commanders. ISR and all the "Cs" – command, control, communications, and computers – are pieces of an integrated C4ISR construct. Our challenge in AF/XI is to further the science of control so that commanders can exercise the art of command.

We need to ensure that the full range of air and space, manned and unmanned, capabilities are combined to form an integrated C4ISR capability. This integration is key to achieving persistent ISR coverage in the battlespace. That persistence, in turn, enables new operational concepts such as predictive battlespace awareness. Basically, it will allow commanders to anticipate an enemy's moves and, thereby, choose the time and place to achieve maximum effects. This information must be presented to decision-makers in clear and easily understood formats. As much as possible, we want to enable a machine-to-machine linkage to allow information to pass rapidly among sensors, decision-makers and shooters.

Note that I said AMONG sensors, decision-makers and shooters. In the past, we tended to think of this as a linear, or sequential, process. Instead, access to information across a network replaces our sequential thinking.

Infostructure –

Robust ... Sustainable ... Integrated

The ability to provide broad access to information depends on a robust, sustainable infostructure capable of handling the demands of the applications. It also means looking at the tactics, techniques, and procedures for managing the network, the rules for storing and retrieving information, and ways of providing a professional team of network warriors to both operate and defend the infostructure.

You in the communications and information systems community have already put us on the path to having the requisite infostructure to realize this vision. The approach of "One Air Force ... One Network" is on target; however, we need to extend this same perspective to the broader C4ISR and joint warfighting communities. The development of this network means that we will continue to focus on a number of priorities you are well familiar with:

- * Information Assurance: None of this works if the networks cannot be protected.

- * Information Management: We must better understand how to get the right information to the decision-maker.

- * Infostructure Performance: The networks must support global operations in a timely fashion.

* Operationalizing and Professionalizing the Network: Not a new theme. We must continue to evolve the information professional.

* Transformational Communications: These concepts demand new technical approaches like improved data link networks, laser communications, and better mechanisms for data handling.

The Communications and Information Professional

Representing 14 percent of the total force, communications and information professionals will remain key to the Air Force's future. In the near term, this reorganization at the Air Staff will not substantially affect those of you at the installation and MAJCOM level. Tremendous opportunities for advancement and command remain and, in fact, communications and information specialists hold many of the key officer and NCO leadership positions within AF/XI.

The standup of the DCS for Warfighting Integration did impact several Air Staff organizations. The responsibilities for oversight of communications and information matters at the Air Staff are split between AF/XI and a new directorate for Communications Operations (AF/ILC) under the DCS for Installations and Logistics (AF/IL). The AF/XI, through the director of Communications Infostructure (AF/XIC), will remain focused on developing policy and modernization planning. The AF/ILC will have responsibility for day-to-day management of the force, and will own the functional area managers for communications and information AFSCs. The AF/XIC and the AF/ILC will maintain a close relationship to ensure that the impact of tomorrow's plans is considered in the management of today's force. The future will challenge all of us to expand our views.

To that end, we should all maintain a perspective not just on how to address the communications and information challenge, but to address that challenge in the context of the broader operational mission

(and associated C4ISR construct) that is being supported. What the Air Force and the joint commander are trying to achieve operationally will affect how we address the communications and information questions.

We need to maintain discipline in implementation of solutions. The C4ISR enterprise demands a global framework. That, in turn, demands that we implement solutions that meet the standards of the architecture. These standards and controls are not just there because law or regulation requires them; rather they are key to ensuring we provide the best possible support under conditions of best assurance. All that having been said, if there is a better way, use the chain of command to bring new approaches forward. We are always looking for good ideas to make the mission more effective.

In Summary

Integrated C4ISR is key to DOD and Air Force transformation. The SECDEF recognizes this need. The SECDEF and CSAF have taken steps to enable warfighting integration within the Air Force. Gen. (John P.) Jumper's view is that we must "Make warfighting effects and the capabilities we need to achieve them, the drivers for everything we do." Secretary (of the Air Force James G.) Roche added, "These changes will best posture the Air Force to enhance our contribution to national security by exploiting the synergies within C4ISR capabilities." As the DCS for Warfighting Integration on the Air Staff, we're on that path to help implement our leadership's vision for C4ISR. Broader access to information is central to enabling anticipatory responses to opponents. It is up to us and the government-industry team to meet the challenges ahead and realize the vision.

Daniel Webster once declared, "God grants liberty only to those who love it and are always ready to guard it and defend it." We are a nation that loves liberty, and we are its guardians and its defenders. We

Why I Stay

**Airman 1st
Class
Lawanda
Blount
49th CS
Holloman
AFB, N.M.**



Joining the Air Force was the best decision of my life. When I first entered, I had a one-track mind: Do my four years and get out. I had a chance in basic training to separate, because there were no open positions in my chosen career field. After completing five grueling weeks of basic, I thought, "Why come this far and turn around?" I got smart and checked out career field options and decided on information management. I've learned a lot in this career field. I'm most proud of taking the initiative and persistence to learn workgroup manager's functions with little guidance or formal training. Any computer skills I learn while in the Air Force will benefit me when I leave. The Air Force offers many benefits, but you can't sit around waiting for them to come to you. I'm considering cross training and reenlisting. I want to experience other countries and cultures, and continue my education. Everyone deserves something in life, and if you don't know what it is, being in the military will give you the opportunity, time and finances to find out. It's all about what you put into it – if you give it your all, you'll be rewarded with great achievements.

have an opportunity to transform the Air Force and the DOD, and should reflect on that as we endeavor to meet the challenge of providing integrated C4ISR capabilities for commanders.



Brig. Gen. Bernie K. Skoch

AF/ILC leads daily comm operations

WASHINGTON – When the Air Force announced the revised structure for its communications resources in April, one of the new organizations to emerge was the directorate of Communications Operations, or AF/ILC, under the deputy chief of staff for Installations and Logistics. AF/ILC’s mission includes developing policies and procedures for daily communications operations and maintenance, while ensuring the communications and information community is trained, organized and equipped for full-spectrum operations. AF/ILC is the Air Staff’s directorate for crisis response and contingency operations to ensure the warfighter is properly equipped with the communications and information necessary to support the mission.

Brig. Gen. Bernie K. Skoch, who heads the new directorate, said, “This is not about reorganization. It’s about how best to structure our Air Force to deliver effective communications and information to the EAF (Expeditionary Air Force).”

“The chief’s (Air Force Chief of Staff Gen. John P. Jumper’s) vision is to make things better,” General Skoch added. “The new structure

gives us a clearer path to where the chief wants to lead us.”

General Skoch explained, “The restructure should ideally be transparent to the MAJCOMs and the field, and we will do all we can to make our relationship with AF/XI (deputy chief of staff for Warfighting Integration) seamless. We have close interaction with the Air Force CIO (Chief Information Officer). Our focus will be on serving the warfighter and AF/XO (deputy chief of staff for Air and Space Operations).”

AF/ILC has oversight of day-to-day execution and management of Air Force communications and information programs and processes, such as current budget year execution, electronic records management, and systems compliance database. The directorate also serves as focal point for the Air Force postal program, electronic publishing, records management, and competitive sourcing and reengineering for communications and information forces. It analyzes force structure and organizational issues, and serves as career field manager for the communications and information work force. AF/ILC provides information protection and Informa-

Why I Stay

Senior Master Sgt. Marcus A. Hadeed
*Chief, Personnel Branch
 DISA-Europe
 Stuttgart, Germany*

There’s not a more honorable profession than serving one’s country. To be a member of the U.S. Armed Forces means so much more than that, for we are protectors of the world. We routinely send our ships, planes and helicopters into harm’s way to save, feed and protect people of the world in need. If I could only bottle the experience of a U.S. citizen or a foreign national living in a third-world country plagued by war or civil unrest. Now picture the sight of a C-141 or C-17 landing at the local airport to pick you up and rescue you or deliver food to the starving. What other country so readily and so often rescues its citizens and others from such far off places. I can tell you, very few. Every person in the U.S. Armed Forces is part of these gallant efforts. Why do I stay? There’s no other job in the world that can bring me this much satisfaction.

tion Assurance operational oversight, serves as lead for communications and information readiness, and deployable command and control, communications and computers, or C4.

The directorate also reviews war plans for C4I implications, serves as focal point for Air Force enterprise infostructure (DSN, DMS, SIPRNET, CITS), and provides

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Moore's Law weighs heavily on some minds

By Master Sgt. Rick Burnham
Air Force Print News
Washington

Outside the communications and information community, there is little known of "Moore's Law."

But inside that world, where information systems are at the forefront of the war on terrorism, and where quantum leaps in technology are measured in months rather than years, Moore's Law is a familiar decree, known to all as a clear sign of the times. Moore's Law essentially states that a quantum leap in technology takes place every 18 months.

To a business, this calls for flexibility to remain competitive. But to a warfighting activity, it demands more.

"For a warfighting activity like the U.S. Air Force," said Brig. Gen. Bernie Skoch, "Moore's Law means we have to stay on the leading edge of what is doable both in information technology and business processes. If we don't and our adversary does, we lose.

"And we cannot lose."

General Skoch, formerly the director of customer advocacy for the Defense Information Systems Agency in Washington, said that recent trips to technology firms on the West Coast of the United States convinced him that Moore's Law is alive and well.

"The United States has the most robust information infrastructure in the world," said the general, who took the helm as director of the Communications Operations Directorate, or AF/ILC, last month. "And I don't see that changing anytime soon."

The dynamic civilian sector calls

for an equally aggressive approach in the Department of Defense, he said.

"We need to change our business processes on a similar cycle to adapt to those changes in technology," he said. "We fight a continuing battle to find the resources to keep the DOD on the leading edge of that. It is my view that we need to adapt to those rapid changes and to make sure that we have the information infrastructure in place to support those changing business processes."

The DOD, and specifically the Air Force, the general said, need to be flexible, striving for security and interoperability.

"We need to make sure that we are acquiring the best value solutions for the U.S. Air Force, and the DOD overall," he said. "That means clearly tying our communications and information infrastructure into the greater Department of Defense global information grid.

"We need to make sure that whatever systems we field in the Air Force tie seamlessly into other systems so that the joint warfighter has the information that he or she needs."

Because of the ominous consequences for losing control of the air, he said, it is a challenge that the Air Force cannot afford to take lightly. It is a challenge, he added, that communications and information professionals are well aware of.

"As the president has said about the war on terrorism, we will not fail – we will not lose," he said. "I think our communications and information professionals understand that as well as any career field in the Air Force."

"Moore's Law means we have to stay on the leading edge of what is doable both in information technology and business processes. If we don't and our adversary does, we lose ... and we cannot lose."

Brig. Gen. Bernie Skoch

Why I Stay

Staff Sgt.
Bryan H.
Smith
Det 2,
PACAF
AIRPS
Yokota, AB
Japan



I entered the Air Force in May 1988 and volunteered for special duty postal right after basic training. I joined the military because of my great uncle who served 32 years in the Army Air Corps. He was a bomber pilot assigned to 8th Air Force. I really looked up to him and his accomplishments in his career.

I enjoy being in the Air Force for several reasons. I want to see the world and meet people from different countries. I've been stationed at the U.S. Embassy, Manila, Philippines; twice at Yokota AB, Japan; and Misawa AB, Japan. For 14 years, I've served in the postal field. I've seen 13 countries, some for a few days and some for much longer in support of deployments and TDYs.

I enjoy working in the military postal arena and choose to stay because it gives me great job satisfaction. Every day I can expect a new challenge in resolving a postal situation. I go to work daily ready to give 150 percent of my heart and soul to the job. I don't know of or think there's a better job in the Air Force than working in postal.

All the hard work involved with postal and the long hours that the customer doesn't see pay off when I see the surprise, smiles and joy on faces when people receive that package or letter. It gives me a great sense of pride to know that I was a part of that process.

ILC

Continued From Page 6

oversight for operationalizing and professionalizing the network. It is the focal point for Air Reserve Component communications and information matters. It implements AF-CIO policy and guidance to ensure information technology registration and administration of the Systems Compliance Database, and develops software policy for combat support systems. AF/ILC serves as lead for communications and information total cost of ownership.

Divisions under AF/ILC include Force Management and Policy Implementation (AF/ILCX), C4 Systems (AF/ILCS), and Global C4 Operations (AF/ILCO). In addition, the Air Force Pentagon Communications Agency, a field operating agency, is aligned under AF/ILC. The directorate has direct tasking authority with the Air Force Communications Agency commander regarding specific mission areas that fall under AF/ILC.

General Skoch previously served as principal director for customer advocacy at the Defense Information

Systems Agency in Arlington, Va., and has commanded multiple squadrons with missions ranging from intelligence training to support for a strategic missile wing and the National Command Authority. His deputy, Col. Michael Marro, recently served in AF/SC's directorate of Plans, Policy and Resources, and directorate of IT Enterprise Operations.

Lt. Gen. Michael Zettler, deputy chief of staff for Installations and Logistics, said during the AF/ILC standup ceremony, he will be a thoughtful advocate to ensure Air Force communications systems support the warfighter in near real-time. Regarding the reorganization, General Zettler said, "We may not have this exactly right – we do have some seams. We need to learn and understand them, and to fine-tune the organizational structure for the long-term, together with AF/XO and AF/XI." He recently spent six months reorganizing AF/IL, and combining supply, transportation, and logistics plans into logistics readiness.

"As we integrate AF/ILC into our AF/IL team, our goal is to make

this transition seamless to our customers in the field," General Skoch said. "We look forward to continuing to provide world-class communications and information support to our customers."

The transformation process was already under way before Sept. 11. The Department of Defense had already undertaken a top-to-bottom strategic review, with the goal of aligning operations and resources to meet threats in the 21st century. While our nation may no longer be able to reliably predict who will threaten it, it can predict how it might be threatened. The country's ability to maintain aerospace superiority and national security will greatly depend on how well the Air Force integrates and disseminates information throughout its air and space assets.

Warfighters and decision-makers rely on information generated and shared worldwide across multiple nodes, and the successful provision of warfighting integration requires an enterprise approach to all elements of information cycle activities, including people, processes and technology.

people first

Why I Stay

**Staff Sgt.
Evan Castillo**
*Eielson AFB,
Alaska*



People join the service for many reasons. Some join to make it their livelihood. Why I joined can be compared to the foundation to the wall of reasons. Money and travel may be good reasons to stay, I have four very good reasons. The first is financial, second is education, third is our way of life, and the last is I'm grateful to the Air Force.

As an immigrant without finan-

cial resources, I joined the Air Force to give myself financial stability.

I joined with several college credits, but my situation didn't allow me to finish my degree. I needed money. A recruiter told me about the Montgomery GI Bill. The time I need to put in to be able to use the MGIB was a better alternative than taking out loans and getting into debt. I was able to work during the day and go to school at night. I learned more about my job through on-the-job training. I'm proud to say I'm slowly reaching my goal of finishing my degree and I'm getting more and more proficient at my job every day. The knowledge I've gained can be compared to having a degree in computer technology without being fully certified. The training and the ex-

periences I have are far greater and more advanced than what my classmates and friends back home have. Most of them have college degrees but are jobless. I'm better off.

I compare myself to other family members who are serving in other branches of the military. Air Force is a much better way of life.

Since I was a kid, I felt I owed my life to the Air Force. I felt someday I'd repay that debt by serving in it. Going through basic training and living an airman's life gave me insight to how my dad struggled. I experienced the trials and tribulations he endured while serving early in his Air Force career and I finally understand his point of view each time he lectures me about how hard life is. So, by serving in the Air Force,

it's my simple way to say thanks for everything the Air Force did for us.

My first years in the Air Force were a rude awakening. I'd seen many colleagues destroy their careers by doing stupid things. While the pressures build up around me, I stand firm because I have a solid foundation. I owe my life to the Air Force. It's up to me to rebuild this wall – to make it stronger. The scars remind me life is a struggle. Reenlisting for the second time, I was given another chance to serve my Air Force and rebuild my wall.

Why I Stay

Staff Sgt. Tim Morrison
*Cryptologic Systems Group
Lackland AFB,
Texas*



At a recent Airman Professional Development Seminar, a group of airmen asked me why I have chosen to re-enlist twice. I used to wonder that about others. Now that I'm asked, I recognize I've far more in my life than I ever realized. I'm stationed at the Cryptologic Systems Group on Lackland AFB, Texas. We have a dynamic maintenance, logistical, and developmental mission that is diverse and exciting. I work with people I absolutely adore, and our leadership is the best I have ever experienced.

These factors all make it fun and exciting to go to work each day, but they are not the main issues that prompted me to re-enlist. My reasons for that are very clear considering the climate of the civilian job market. I often hear my brother and sisters talk of that market and the more I hear, the more I appreciate what I have.

I am 33 years old and have been in the Air Force for nine years. In that time I have been promoted five times and have received pay raises every year. My wife and I have three

beautiful children. All of us have complete medical and dental coverage that costs practically nothing. I don't want to think about what our medical bills would have been in the civilian sector. I currently have three associate's degrees, all of which the Air Force has paid for. I don't know of any civilian companies that offer educational benefits like the Air Force. We also have a free health club membership and can buy groceries at the commissary at some of the best prices in town.

I'll receive a nice pension starting the day I retire, which could be as early as age 43. Many civilian companies require 30 years of service, and their pensions aren't much better than mine. Not all pension plans are secure, but mine is. Congress makes sure that my pension and other benefits will still be there when I am ready to retire. All things change with time, including the reality of retirement benefits, but the money and base access will always be there.

Why do I re-enlist? I can't imagine putting all the things I mentioned at risk. In the Air Force, I have a guaranteed contract and can't be fired due to declining profits or stock prices. The stability and consistency of the military just can't be beaten. I haven't even mentioned my three-year assignment to Europe that allowed my family and me to see Paris, Rome, Istanbul and other exciting locations. Some people prefer to take the chance for "big bucks" on the outside. Me, I can't imagine anything that beats the thrill and privilege of wearing the uniform of my country.

Think about this. I attended the Texas Open Golf Tournament (with free tickets provided by MWR) and while my kids and I were seeing some great golf, a man who later identified himself as a Navy retiree, came over and asked me if I was in the military. I guess my flattop gave me away. I proudly said, "Yes I am."

I noticed a small tear in his eye as he shook my hand and said

"Thank you." I doubt that a lot of people making "big bucks" get that kind of appreciation. I plan to stay in the Air Force until I HAVE to retire. I joined the Air Force to wear the uniform and serve my country; I re-enlist because of how my country takes care of me.

Why I Stay

Staff Sgt. Stacy Miller
*Information Management
Eielson AFB,
Alaska*



There are many reasons that people stay in the Air Force. For some it is for the schooling, for others it's the stability of the job and travel opportunities. For me it is to serve my country and to better the Air Force. So many people are coming into this Air Force and acting like it is an everyday civilian job. They feel that they can do whatever they want to do.

People need to realize that we are here to serve our country and protect our people. We are in a job that works 24 hours a day, seven days a week. We are supposed to be able to deploy and fight a war when called upon, not try to find a way out of it.

We need people in this military that are here for the right reasons. We need to have more people who are willing to do anything when asked and people who want to make a difference in our Air Force. I want to be able to show new airmen that this is a job worth staying in for, and that there are many things to learn and new adventures to take on. I want to watch these individuals grow as people and move up in the ranks as high as they can. I want to teach people whatever I can. My short-term goal is to make master sergeant and become a first sergeant. My ultimate long-term goal is to make chief master sergeant and keep this Air Force going strong.



Photo by Staff Sgt. Michelle Leonard

Smoldering fires of the World Trade Center are reflected in the visor of an Air Force MH-53M helicopter flight engineer days after the Sept. 11 terrorist attack on the United States.

3Vs give Air Force a ‘visual edge’

By Senior Master Sgt. Brad Gildea
Chief, Air Force 3V Plans and Programs
Air Force Communications Agency
Scott AFB, Ill.

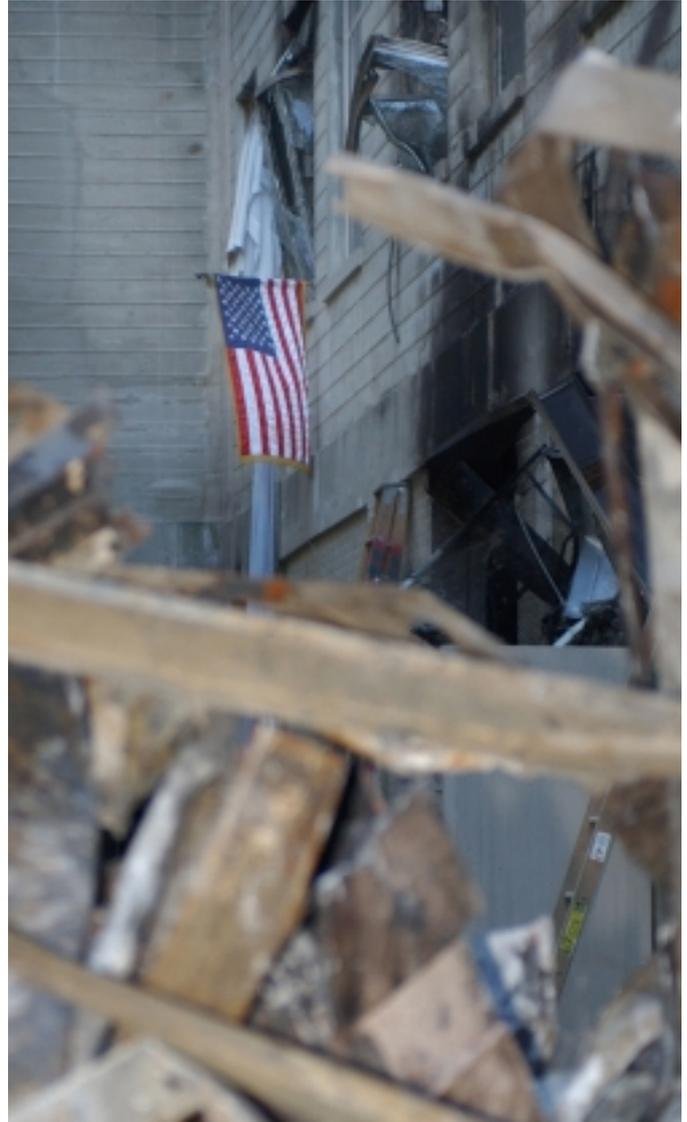
This year members of the Air Force Visual Information (3V) career fields have been generating an eye-ful of news throughout the world. Proud photographers, videographers and graphic artists are responsible for an array of missions supporting our nation. 3Vs daily perform vital roles such as gathering and disseminating imagery from deployed locations to the highest levels of leadership, creating award-winning video productions, and illustrating inspiring, patriotic aircraft nose art.

In addition to the critical operational role of Combat Camera personnel, 3V members at base-level units worldwide are postured to deploy to provide multimedia support to forward locations. Deployed commanders use these folks as tools to stay informed about their unit’s mission, to assist in local operational and training efforts, and to document all deployed activities for historical archiving.

3V teams can be configured in a variety of packages depending upon the scope of the deployed unit’s mission. When critical events occur at these austere locations, the imagery captured by 3V members can be transmitted in near real-time to higher headquarters, or even to the Joint Chiefs of Staff via the Joint Combat Camera Center. In Operation Desert Storm, 3Vs processed aircraft imagery of bombs impacting targets, as part of the vital weapons systems video mission. This imagery proved invaluable by contributing to the reduction of the enemy’s will to fight as it was displayed worldwide. 3Vs indeed play an important warfighter support role.

Air Force 3Vs also played a pivotal part responding to the crisis of Sept. 11. Staff Sgt. Greg Fechner, a visual information journeyman assigned to the Pentagon, immediately reacted when the airliner hit the building by organizing and directing evacuees to exits to get to safety in the courtyard. He assisted many people, and even created stretchers out of debris. Once there were no more evacuees, he and others filled countless bottles of water and created an assembly line delivering them to overworked firefighters. While searching for water, Sergeant Fechner found available food and started a makeshift field kitchen. As a result of his actions, Chief of Staff Gen. John Jumper awarded Sergeant Fechner the Airman’s Medal Apr. 15.

In the aftermath of the events in New York and Washington, 170 3V personnel participated in 44 deployments supporting Operations Noble Eagle, Infinite Justice and Enduring Freedom.



DOD photo by Staff Sgt. Larry A. Simmons

A lone American flag flies among the damage inside the rings of the Pentagon Sept. 14.

A 1st CTCS team made up of 1st Lt. Mikie Keck, Tech. Sgts. Cedrick Rudisill and Tom Szeszowicki, and Staff Sgts. David Barlow and Larry Simmons, shot still and video imagery of Pentagon damage assessment providing valuable information to the FBI. Two members were bestowed the Star Award by Government Video magazine for their actions. Sergeant Barlow was honored for his work inside the Pentagon. He was the first in after the fire department declared it safe, and his footage was used to assess not only the damage, but also the structural integrity. Sergeant Szeszowicki was cited for his aerial footage of the damage.

See 3V Page 12



Staff Sgt. Duane White creates the nose art "Let's Roll" dedicated to the actions of the heroes on Flight 93.

3V

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Staff Sgt. Tim Bailey and Staff Sgt. Michelle Leonard, 1st Combat Camera Squadron, gathered aerial footage of Ground Zero in Manhattan shortly afterward, and their imagery was shown on CNN.

Other 1st CTCS members were featured in international stories on Air Force Link. Photographer Tech. Sgt. Efram Gonzalez was highlighted for his documentation efforts during a four-month deployment to Afghanistan, and for his work training younger troops to provide photojournalism war support. Videographer Staff Sgt. Mark Kenyon also deployed for four months to Afghanistan and other locations. While deployed, Sergeant Kenyon captured imagery of the first C-17 all-dirt combat landing and takeoff. Both Sergeants Gonzalez and Kenyon served together previously in Bosnia.

Actions in dangerous situations are common to members of this proud career field. Annually, a 3V is awarded the Darryl G. Winters Award for bravery while performing the mission. This year's recipient is combat photographer Staff Sgt. Cecilio M. Ricardo of

Charleston's 1st CTCS. Sergeant Ricardo deployed to many hostile locations in support of Operation Enduring Freedom. He captured combat imagery of special operations forces in action in many locations. His documentation of more than 3,000 Afghanistan detainees in a camp secured by the 10th Mountain Division was key to the creation of a worldwide terrorist photo database used internationally to thwart future terrorist activity. His attitude and actions represent selfless service to our nation. Sergeant Ricardo was presented the prestigious award at the Defense Visual Information Worldwide Conference in Norfolk, Va., in April.

Staff Sgt. Duane White, a graphic artist at Langley AFB, Va., did his part to support the effort in response to the terrorist attacks. Sergeant White conceived and designed a tribute to those who lost their lives. His graphic "Let's Roll" was well received and became the choice for Air Force aircraft nose art.

"I wanted to create a design that would depict the emotion of every American," Sergeant White said humbly. "The American eagle is undoubtedly our American icon, swooping down into action with the American flag in the background, and the gold sword represents the strength of our nation."

When asked what inspired him, Sergeant White responded, "I was easily inspired by the courageous actions of Todd Beamer and the other passengers of flight 93, and by the Pentagon and WTC rescue workers for their efforts in the search for survivors. I am very honored to have my design displayed on the many various aircraft. I could not have imagined the impact my art would have. I am very appreciative of all the publicity, but am also very humbled, because the design was a tribute to the victims of the Sept. 11 attack."

More work by 3Vs was in the spotlight this year. The 30th Communications Squadron, Vandenberg AFB, Calif., earned international accolades for its video production "Ecstasy: The End of the Dream," 30th CS members Christopher Zenor, Kathi Peoples, James Jones, Gabrielle DeFrancisco, and Airmen 1st Class Cassandra Willoughby and Corey Bullard teamed for the project. They originally produced the video to help increase awareness throughout DOD of the popular rave drug. The video itself received rave reviews. It garnered first place honors at the 2001 Italian Film Festival, competing against 65 entries from a total of 29 nations. Secretary of the Air Force Dr. James G. Roche and former deputy chief of staff for Communications and Informa-



Dr. James Roche, Secretary of the Air Force, left, presents Lt. Gen. John L. Woodward Jr., the trophy from the 2001 Italian Film Festival for the Vandenberg production “Ecstasy: The End of a Dream,” while Clifford Bernath, former director of the American Forces Information Service, looks on.

tion Lt. Gen. John L. Woodward Jr., accepted the trophy on behalf of the Air Force Dec. 14. General Woodward later visited Vandenberg and presented it to the unit.

Joe Collaso, an Air Staff photographer for the last 25 years, is retiring at age 83. He began his love affair with the Air Force in 1941, when he enlisted in the Army Air Corps. He’s been a household name in the

Pentagon for years. The *intercom* featured him in the April 2000 issue. Read more about Collaso at the following link: <https://public.afca.scott.af.mil/public/00apr/00april.pdf>. The Air Force comm and info community congratulates him on a lifetime of dedication and service to our nation.

Air Force 3Vs are indeed a proud community providing selfless service to our nation.



1st Combat Communications Squadron’s Staff Sgt. Cecilio M. Ricardo takes photos. He is the Darryl G. Winters Award winner.

Why I Stay

**By Senior Airman
Kenneth C.
Nichols**
*607th Air Support
Ops Group
Osan AB, Korea*



I’ve only been in the Air Force for three years, but I have every intention of reenlisting. I came in with a guaranteed job that, so far, I’ve enjoyed, and have received the assignments I wanted.

I was thinking about getting out after my first term; however, a few incidents have changed my mind. Even though the pay is improving, I know I could make more money on the outside as a communications technician. I have more job security in the military which is something not everyone can say on the outside. One of my friends, a civilian electrical engineer lost his job and was out of work for months. This distressed me. If a person with his knowledge and experience doesn’t have job security who does?

My daughter caught pneumonia last year and my we all spent three nights in base’s pediatric unit. With enough pressure just having a sick child, I was relieved to know all the hospital bills would be taken care of. Additionally, my coworkers took care of everything my family needed at home. I could focus on taking care of my daughter.

I’ve always been fairly patriotic, but after Sept. 11, those events helped me realize how much I appreciate the opportunity to serve my in the greatest Air Force in the world. When I see our flag and I hear the Star Spangled Banner playing, I think of the many military members who have served to protect this great nation before me. I count it an honor and a privilege to follow in their footsteps.

So, why do I stay? The job security, the care my family received from both health care and my Air Force family, and the privilege to serve my country ... those are the reasons I plan to stay in the Air Force until I retire.

Why I Stay

**Staff Sgt.
Troy
Soeder**
755th CS
Offutt
AFB, Neb.



The friendships made while serving is a bond unique to the military. I am in the Air Force because I enjoy the camaraderie I feel with my fellow Air Force members. I continue to keep in touch with some friends and co-workers who have separated from the Air Force. The friends who have separated or retired tell me the teamwork in the civilian workforce is less prevalent due to the competitiveness of the “you get paid for what you can do for the company” that is inherent to civilian businesses.

I was motivated to join the Air Force because of my father’s experience in the military. My father enlisted in the Marine Corps during Vietnam and I was familiar with the educational benefits of serving in the military.

I checked into each of the services and chose the Air Force because they were the most technologically advanced branch of the military.

The military is pretty flexible with family appointments, like taking your children to the doctor, for example. Your military boss says go ahead and take time off to take care of your family. In the civilian sector, you might not get paid for that time you take off from work.

I enjoy the friendships I’ve made from working together. I’m inspired by the sense of stability I get being on the Air Force team and belonging to a team of professional military personnel.

Selective Reenlistment Bonus Table

AFSC	Description	Zone A	Zone B	Zone C
3C0X1	Comm-Comp Systems Operations	6.0	6.0	3.5
3C0X2	Comm-Comp Systems Programmer	6.0	6.5	3.5
3C1X1	Radio-Comm Systems	0	0	0
3C1X2	Electromagnetic Spectrum Management	0	0.5	0.5
3C2X1	Comm-Computer Systems Controller	5.5	6.5	3.0
3C3X1	Comm-Computer Systems Planning and Implementation	2.0	1.5	0

Retention, training key to Air Force power

**By Chief Master Sgt.
Debra Snyder**
*Communications-Computer
Systems Career Field Manager*

Last year I ended my article with this statement, “Who knows, our next war could be fought in cyberspace using network-centric warfare, bringing the communications revolution to the battlefield. We need to ensure you receive the training needed to meet that vision and skills to fight the cyber fight.” We did not know 90 days after this article was published that forces would deploy to defend our country against terrorism and put our wartime skills to the test. While communications warriors fight the fight, retention and training initiatives continue to be fought here on the home front.

Our number one priority is focused on improving career programs such as retention and training. We continue to champion for selective

reenlistment bonuses. SRBs are based on current and projected manning levels, reenlistment trends, career field force structure, and recommendations from MAJCOM functional managers. As evidenced by the Jan. 17 SRB release, SRBs increased for many 3C AFSCs. SRBs are a component of significant changes that have occurred in the way of compensation. We gained significant compensation increases including a 4.8 percent pay raise in FY ‘00, 3.7 percent in FY ‘01 and the new pay raise in FY ‘02, providing a positive step toward closing the pay gap between the military and the private sector.

In addition to the current SRB program, FY ‘01 National Defense Authorization Act authorized the creation of the critical skills retention bonus of up to \$200,000 per career for OSD-designated critical skills. Air Force is awaiting Office

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RETENTION

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of the Secretary of Defense “critical skill” designation, congressional notification, and funding approval. A lot of work is yet to be accomplished on this CSRB initiative. In October, AF/SC and AF/IL released a memorandum to AF/DP requesting support in advocating for CSRB for critically manned communications and computer systems (3C) and communications-electronics (2E) specialties. We will continue to pursue this initiative and will work with AF/DP to advocate for increased SRBs, pay and allowances.

Knowing money is not the only reason for low retention, we continue to enhance our training programs. We are committed to delivering information technology training in a timely manner to our communications warriors. New career field education and training plans, Air Force job qualifications standards, and qualification training packages were either updated or created. The CFETPs contain a specialty training standard describing skills and knowledge that an airman needs on the job. The STS is also an AETC training contract.

In addition to new CFETPs, newly published career development courses for 3C0X1, 3C2X1 and 3C3X1 are expected for release this summer. The CFETP, STS, and CDCs are vital training resources providing a training roadmap for career progression. These documents are also used to develop skills knowledge tests for promotion to staff sergeant, technical sergeant and master sergeant.

Other supplemental training programs such as structured on-the-job training are being implemented across the Air Force. SOJT program provides network control center training through Wavetech while MAJCOM net-

work operation security centers receive Cisco Academy training. Wavetech contracted instructors teach in NCC network training centers. The courses include A+ Core Hardware, A+ Operating Systems, Networking Essentials, Internetworking with TCP/IP, Comp TIA Network+, Windows 2000 Professional and Server, and Cisco Certified Network Associate Boot Camp. For further information on Wavetech training, contact your local NCC superintendent or communications squadron training manager. The Cisco Academy training includes these courses and others. These training programs provide skills needed to effectively and efficiently manage and protect the NCC and NOSC network enterprise.

Information technology constantly changes and affects retention and training. Although we cannot directly change our pay and allowances, we will continue to lobby for SRBs and CSRB. We will forge ahead by providing the training needed for our communications warriors.

Who knows what challenges lie ahead for our communications warriors in the global war on terrorism? We must ensure you have the right skill sets and the necessary tools to achieve victory in whatever turn this war takes. Your MAJCOM functional managers and I will continue to tackle retention and training issues to ensure the Air Force remains the world’s premier air and space power.

Web pages of interest

3C Web page

<http://www.afca.scott.af.mil/3c/>

CFETP, QTP, AFJQS, Q-Flight, Keesler AFB

<https://wwwmil.keesler.af.mil/81trss/qflight>

333rd TRS, Keesler AFB

<https://www.keesler.af.mil>

Why I Stay



**Master Sgt.
Mark
Huckeba**
755th CS
Offutt AFB,
Neb.

The people who make up the military make a large impact. It all boils down to the people. Where else can you work with the highest quality people society can produce? Through all the quality Air Force filters rise the best of the best. These are the people you travel down bumpy highways with in convoys headed for exercises, travel across the globe with to fight wars, and live with in tent cities for weeks or months on end. These are the people you trust your life with and establish life-long friendships that thousands of miles can never break. These are the people who kept me coming back for four reenlistments.

I joined pretty much by accident. I had no knowledge of the Air Force or desire to join. However, my girlfriend at the time was considering enlisting. When she went to the recruiter to see about joining, I went along to be the “devil’s advocate” and make sure she wouldn’t be pressured into anything. When we left the office I was on the hook. But I was only 17 years old, so I had to talk my mom into signing me up. She did, and 19 years later here I am. Even though joining was accidental, it was the best accident I ever had.

The roar of an Air Force fighter jet taking off from a remote runway to intercept an unknown trespassing on space or people. That, combined with the camaraderie that no other profession can provide, makes me proud to say, I’m a part of the finest Air Force in the world.

Why I Stay

**Staff Sgt.
Bryce T.
Englin**
35th Security
Forces
Squadron
Misawa AB,
Japan



It's been almost six years since I joined the Air Force and I get this question now in my career: "Why do you stay in the Air Force?" As an information manager I guess I stay because I love it and I love what I do. In such a short time I've been able to go to Turkey, Iceland and Japan, and have seen so much of this world when my friends at home are still doing the same thing as when they graduated. I have had friends tell me they are envious of me for what I'm doing now in life. My job is another reason I stay. I've learned so much in such a short time and have had some great and funny experiences. I've lived through history seeing the IM career field go from the tail end of the tech admin career field to the workgroup managers we are today. It's been a slow and bumpy road but a wonderful one. I love being asked by people, "What do you do in our squadron anyway?" It gives me the chance to interact and tell people what I do. These wonderful experiences and the dealings with people I have had thus far will help me not only today but in the future as well. As information managers there is one thing we must know: information. And without that the Air Force can't accomplish its mission.

C-E maintenance training makes the difference in our people

By Chief Master Sgt.
Larry K. Watlington
Comm-Electronics
Maintenance Career Field
Manager
Washington



Lightweight multi-band satellite terminal hands-on training at Fort Gordon, Ga.

The ability to provide the full range of vigilance necessary to deter global threats depends on the ability to **control, exploit, engage, deliver, position and sustain**. Peel back these core competency subsets and you'll find one of the 20,000-plus active duty, Air National Guard and Air Force Reserve comm-electronics maintenance technicians undergirding that mission.

These professionals are trained and equipped to maintain equipment to the highest levels of availability. From the technical training centers at Keesler AFB, Miss.; Sheppard AFB, Texas; Fort Gordon, Ga.; and Fort Meade, Md., to theater expeditionary operations, our C-E maintainers directly influence the way the Air Force accomplishes its mission to fly, fight and win. To ensure the maintenance skills keep pace with technological changes, we are leveraging that same technology

to enhance training.

Today, every technician across all eight 2EXXX career fields must complete more than 20 hours of computer/networking fundamental training as core prerequisites for skill-level upgrade. From voice and data services to the fielding of the new Digital Airport Surveillance Radar, networking skills have become a priceless instrument in a maintainer's tool bag.

At the 2E1X1 satellite, wideband and telemetry school in Fort Gordon, instructors have developed interactive courseware to complement standup lecture of the light-weight multi-band satellite

terminal, tactical satellite support radio, and portions of the TSC-100 satellite terminal. This technology allows our trainees to perform intrusive adjustments and alignments without the possibility of damaging high-dollar equipment.

The 2E2X1 computer/net-



2E2X1 students at Keesler AFB, Miss.



Members work at the Predator unmanned aerial vehicle ground control station.

working crypto and switching systems school has undergone major technology upgrades to ensure our people get cutting-edge training to support systems like the Predator unmanned aerospace vehicles, Air Force mission support systems or theater deployable communications deployments.

To prepare our people for 21st century operations, our semi-annual maintenance and training advisory group is aggressively tackling Expeditionary Air Force sustainment issues. With the assistance of the 81st TRSS at Keesler, exportable AEF training packages are in development that will augment just-in-time classes and formal AETC courses. The plan is to provide interactive training for augmentees assigned to

locations where a particular system does not exist. This will allow technicians to become familiar with the equipment before they deploy. The goal is to better prepare our maintainers.

Another initiative in work is the development of a Web-based C-E maintenance standardization and evaluation management system. HQ ACC has taken the lead to design a program to automate and standardize maintenance support functions across the command, with plans to implement Air Force-wide.

In Operations Desert Storm, Enduring Freedom and Noble Eagle, C-E maintenance technicians have always been on the forward edge of the battle area putting the power into airpower.



Deployed members set up the lightweight multi-band satellite terminal.

Why I Stay

**Master Sgt.
Tim Griffin**
*Pacific
Air Forces
Comm
and Info
Directorate
Hickam AFB,
Hawaii*



I enlisted in the Air Force for the same reasons that perhaps a lot of other people did: travel, education and a little adventure. I wasn't looking for much more than that at the time.

I continue to stay because I find, some 17 years later, that I still seek those same things. I've done my share of traveling, gotten a few college degrees, and had my share of adventures along the way, and find that each day brings new opportunities for more. I also find one little extra benefit that's not often talked about. It's what I would call that "small town USA atmosphere" at Air Force bases around the globe. Air Force people share a close-knit camaraderie. I appreciate the lower cost of goods and services that we have readily available, and the clean, orderly environment that comes with serving on an Air Force base.

These seemingly unnoticed benefits just aren't available anywhere else. I believe the Air Force offers me an excellent environment to raise my family – perhaps it is the real reason why I've stayed.

Why I Stay



Master Sgt. Jeffrey C. Wepner
52nd CS
Spangdahlem AB,
Germany

During my first 12 years in the Air Force I never gave much thought to why I stayed. At the 12-year point I was looking to cash in on my technical skills and educational background I had been able to build, courtesy of the Air Force. But as I began to research the corporate sector and discuss some informal job offers, something just didn't click. I couldn't put my finger on it, but something was nagging at me. Then I received a little blue book "USAF Core Values." We're all familiar with our core values of "Integrity first, Service before self," and "Excellence in all we do." Finally, it clicked. This was something I didn't see emphasized in the corporate sector. These core values give meaning to honorable service and provide a solid foundation for why I serve my country as a member of the greatest Air Force in the world. The decision to re-enlist was easy, and I haven't looked back. The benefits and limitless opportunities the Air Force provides are a great plus. My decision to stay is based on the shared dedication to a noble purpose and our common bond of camaraderie. One of the greatest benefits for me is the opportunity to participate on the 52nd Fighter Wing Honor Guard team. I take great pride in being part of an elite team honoring the colors we defend, honoring those who served before us, and honoring those who never returned.

Comm and Info: reducing upgrade training burden

By Senior Master Sgt. Kevin M. Andrews
Assistant, Comm-Electronics Maintenance Career Field Manager Washington

Many of you with 15 or more years in the Air Force remember getting CDCs and having to complete them in one year. That was before the multitude of mergers and restructures within the comm-electronics maintenance community. The vast majority of our mergers and restructures were driven by rapid changes in technology and mission requirements. Some of the requirements for being a very specialized community, with more than 20 AFSCs, were eliminated as our systems began to closely resemble each other in form/function along with the migration to more and more commercial-off-the-shelf equipment. As career field mergers and restructures took place we opted to maintain the majority of the upgrade training requirements levied against our CDC writers. What did this mean? We kept the training material from two merging career fields and repackaged it, thus doubling the upgrade training requirement. In doing so, our CDCs have grown to levels far exceeding what we need to satisfy upgrade training requirements.

To combat this oversight, we implemented a plan in late 1999 to streamline our C-E CDCs. To accomplish this, we've had a series of conferences and the results are CDCs that do not exceed six total volumes. The first three volumes (Electronic Principles CBT, Test Equipment, and Comm Principles) will be common to every C-E specialty. The remaining three volumes will be comprised of AFSC specific information. We also implemented



Old career development courses



New CDCs

policy to limit the total number of pages. By doing this, we will once again provide our new trainees with a product they can complete in one year.

All of the courses are in the final stages at the Air Force Institute of Advanced Distributed Learning (formerly ECI). AFIADL has been instrumental in working all eight of our AFSCs as one big high priority project. All courses are on schedule for availability this month. The new 2002 CDCs will be the basis for WAPS testing during the CY '03 promotion cycle. In addition, the Air Force Occupational Measurement Squadron has been in lock step throughout the entire process and they have worked hard to develop SKTs for the upcoming promotion cycle based on the new CDCs. As always, we encourage everyone to check the appropriate reference in the WAPS catalog when published in August.

The bottom line is that all of our efforts on the Air Staff are centered on putting the needs of our 20,000 active duty, Guard, and Reserve C-E maintainers first!

CICP offers tuition assistance

By Susan Krudwig
and Martin Bullock

Comm and Info Career Program
Randolph AFB, Texas

Did you know the Comm and Info Career Program will subsidize

Why I Stay

**Maj. Tracy
L.C. Gray**
*Mission
Systems
Flight/CC
99th CS,
Nellis AFB,
Nev.*



When I came on active duty 11 years ago I had a plan. Becoming a major in the Air Force wasn't part of it. I was going to get in, serve the four years required to pay back my ROTC scholarship, and get out. But somewhere along the way my plan changed.

I've asked myself why I'm still here many times during my career. I never could find an answer but somehow, whenever I had to make the decision to stay or to go, it just felt right for me to stay. So I did.

In the aftermath of Sept. 11 I finally found my answer. It all boils down to one word: Pride. I realized I'm immensely proud of my job and my career. I'm proud when I go home and speak with my old classmates and tell them I'm in the Air Force. I'm proud when I hear my parents and in-laws brag about their daughter in the Air Force. I'm proud when I watch people who work for me walk across a stage to receive an award because it means I'm serving with the best this nation has to offer. But most of all, I'm proud because I realize that I've felt this way for a long time – long before Sept. 11, when it became cool to be a patriot. That's why I stay.

your college degree program? We provide tuition assistance to registrants and CICP Palace Acquire interns in the last two years of a bachelor's degree program, or seeking a master's degree. Non-PAQ personnel requesting TA must be registered in CICP and TA must be identified in their career enhancement plan.

You can apply for TA on the CICP training office using the one-time application on the CICP Web site. Be sure the application is complete, accurate, contains all course descriptions and reflects college info for tuition expenses. A separate DD Form 1556 must be submitted to the CICP office for each course, in accordance with the schedule outlined in the application package.

TA is provided in several categories. Amounts are limited, and are determined on a case-by-case basis according to various parameters.

The following guidelines generally apply:

CICP Palace Acquire Interns: 100 percent of tuition, with lifetime cap of \$8,000

CICP Graduate Candidates (acquisition funding): 75 percent of tuition, with lifetime cap of \$8,000 (TA approved under the Defense Acquisition Workforce Improvement Act)

CICP Undergraduate Candidates (acquisition funding): 75 percent of tuition, with lifetime cap of \$6,000 (TA approved under DAWIA)

CICP Graduate Candidates (all others): 75 percent of tuition, not to exceed \$187.50 per semester hour or \$124.50 per quarter hour; not to exceed \$3,500 per fiscal year (TA approved under CTAP)

CICP Undergraduate Candidates: 75 percent of tuition, not to exceed \$187.50 per semester hour or \$124.50 per quarter hour; not to exceed \$3,500 per fiscal year (TA approved under CTAP)

In addition to tuition assistance, CICP offers on-site training opportunities. These courses are at Air Force bases to meet managerial and

preparatory training requirements. To view courses, their dates and locations, visit our Web site at <http://www.afpc.randolph.af.mil/cp/cicp>.

To be considered for training opportunities you must register in the CICP and then sign up for the CICP list server online. The list server and Web site are the best ways to receive training opportunities information. The courses are funded by the career program at no cost to your organization.

Update your career enhancement plan annually. These plans help us determine which courses to purchase. For more information, visit the "Complete Training Guide" area on our Web site.

Why I Stay

**Master Sgt.
Augustin
Bracero**
*MILSTAR
Satellite Systems
Operator
California ANG*



I stay for my dad who served in the Army during World War II, then stayed with them for 37 years as a civilian

... For my friend from high school who came back from a mission in South America a different person.

... For a boy who lived across the street, John, who didn't return from Vietnam.

... For those who won't stay, because they don't have to.

... For those who can't stay because they're not able.

... For my little boy, so he can have a world where he can make his own choices. I can stay. It's not for the money or pay, it's the spirit for the American flag, our red, white and blue – that's what makes it the right thing to do.

Just the 'FAQs,' ma'am

By Chief Master Sgt.

Richard T. Small

*Information Management and
Postal Career Field Manager
Washington*

We've all met them, those folks who seem to be an authority on every imaginable topic ... particularly those who want you to think they've got the inside skinny or the scoop. Why, we even have names for them. In the Air Force they're "barracks lawyers," a term whose origins, like our own, lie with the U.S. Army. In the sea-going services they're called "square-knot admirals" or "sea lawyers." At first blush, the logic of their advice and wisdom of their counsel may seem useful ... but often their stories end up having more holes than USDA Grade AA Swiss cheese.

I might not be Joe Friday, but I

do carry a badge (an IM badge, that is) and like Sgt. Joe Friday, the lead character in Jack Webb's long-running radio and TV series "Dragnet," it's "just the facts" that interest me ... as they do you. Of course, in this case, it's both the "facts" and the "FAQs" (frequently asked questions). The annual "People First" edition of *intercom* offers a unique opportunity to address the concerns and issues facing our communications and information career field. This year I want to help "separate the wheat from the chaff" by addressing some of the questions I am most frequently asked.

Q: When will the 3A0X1 and 3C0X1 AFSCs be merged?

A: There are no plans to merge these two AFSCs. Although both specialties are becoming more and more network-centric every day, each AFS has a very broad range of unique skills and competencies. That said, upon completion of the comm and info reengineering effort the intent is to realign 3A0X1 to the 3CXXX career field classification structure.

Q: When will the 3A0X1 AFSC be split out into shreds?

A: There are no plans to split or shred out 3A0X1. As long-timer "IMers" will recall, in 1977 the career field was split into three separate and distinct shreds: 702X0A – Functional Administration; 702X0B – Staff Support Administration; and 702X0C – Unit Administration. In 1985, those shreds were deleted and the specialty returned to the single AFSC.

Q: When will 3A0X1 personnel get training on the newer IT aspects of the career field, such as workgroup management?

A: All 3A0X1s receive "IT" training through compulsory AFSC awarding courses. During the 7-week in-residence apprentice course (3-skill level) students receive 129

hours of instruction on topics such as Web page design, computer configuration, Information Assurance, essentials of networking, information systems security, networking and software, and systems-based information sharing. The two-week in-residence craftsman course (7-skill level) offers 60 hours of instruction on topics such as emerging technologies, Internet/Web development, network and risk analysis, computer and LAN operations, and initial systems diagnostics. Further, the 5- and 7-skill level career development correspondence courses contain significant amounts of IT-related knowledge-level training.

Thanks to an outstanding partnership of efforts between our major commands and the Air Force Communications Agency, we've dramatically improved field-level IT training for 3A0X1s. We adopted, refreshed, and "rebranded" the Air Combat Command/Air Force Space Command workgroup management training curriculum as the Air Force Workgroup Management training course. We've provided that course to all installations for use as foundational, baseline training for all 3A0X1s performing in the workgroup manager network crew position. The MAJCOMs and AFCA have formed a collaborative working group to continue "refreshing" the course as required.

Additionally, the structured on-the-job training initiative led by AFCA is providing crew position-based IT training across the spectrum of communications and information AFSCs. For 3A0X1 workgroup managers this training consists of industry-based commercial training courses, such as A+ Hardware, A+ Operating System, and Networking Essentials. Ten slots per course are being offered at almost every active duty Air Force base per year.

Why I Stay

**Staff Sgt.
Michael A.
Beaudet**
*99th Comm
Squadron
Nellis AFB,
Nev.*



I stay in the Air Force for the camaraderie and knowing I'm part of a large family of military who are there to help each other when needed; because of the education benefits and the retirement benefits; because the Air Force gives me opportunities to grow, progress and excel. Mostly, I stay in because of the pride I feel wearing the uniform, knowing I'm doing my part in protecting our country.

Of course, with only 10 slots per course available, it's important to have additional training methods for those folks who don't get a seat in those courses. AFCA is working an initiative to model the existing CBT courses (another IT training source) to match the classroom training provided by SOJT. Finally, I'm working to develop an in-residence, supplemental workgroup management course. If we're successful, this course will be an official AETC course taught at Keesler AFB.

Q: Are 3A0X1 personnel actually performing workgroup management duties?

A: From early November 2000 through early February 2001, the Air Force Occupational Measurement Squadron conducted an occupational survey of the 3A0X1 career field. This survey was developed and refined through interviews with 42 subject-matter experts at five operational locations and one training base, as well as the members of a Specialty Knowledge Test team at AFOMS. Those 3A0X1s participating in this effort, more than 2,500 personnel, adequately represented skill levels and grade structures, as well as the Guard and Reserve. Overall, the survey points out that the work structure of this career field changed considerably, and nowhere is this more evident than in the growth of workgroup management activities. The workgroup cluster (personnel performing workgroup management-type activities) now comprises 23.4 percent, nearly a quarter of the career field, compared with just 6.3 percent in the 1999 analysis.

Q: Isn't it true that 3A0X1 personnel are less relevant in a network-centric environment?

A: Nothing could be further from the truth. The competencies of the information management career field, particularly regarding the life cycle of information, are needed now more than ever. Authors David Alberts, John Garstka, and Frederick Stein, in their book "Network Centric Warfare," succinctly point out why this career field

is and must be kept relevant:

"Information technologies are greatly improving our ability to collect and store data, process and analyze it to create information, and distribute it widely. Information is being transformed from a relatively rare product into a plentiful one; being turned from an expensive commodity into an inexpensive one; and being freed from the control of a few to make it almost universally accessible.

"The adoption of NCW will involve significant, if not fundamental changes, in how DOD task organizes duties and responsibilities of individuals. Individuals will need to adopt new attitudes, accept more responsibility, learn new skills, master new approaches, and operate new systems—all in a faster-paced environment."

To keep 3A0X1 personnel relevant to Information Age requirements, it's important that we structure training, development, and utilization to develop their capacity to manage a broad range of information resources. To achieve this, 3A0X1s must become adept at many comm and info core functions; not just records management and publications management, but newer, network-centric tasks such as workgroup management, management of organizational information systems, information systems security, and Information Assurance. We recognize the need to ensure relevancy of the career field in order to meet emerging mission requirements. As a result of decisions made at the 2001 Utilization and Training Workshop, an additional 17 academic hours during the in-residence 3-skill level course will be devoted to network-centric topics, including workgroup management, Web pages, intra/extranets, portals, and others.

These are just a handful of the many questions facing our career field. I encourage you to forego the "barracks lawyers" and "square-knot admirals" in the search for answers to your concerns. One of the most valuable and authoritative sources

Why I Stay



**Staff Sgt.
Robert J.
Bush**
*354th
Security
Forces
Squadron
Eielson AFB,
Alaska*

I'm an information manager in the Air Force. A couple of years ago a friend and I were given the opportunity to head to Las Vegas, Nev., on a permissive TDY. While we were sitting at a table one night, conversation broke out with others sitting there. They asked us where we were from and what we did for a living. We responded with, "We're in the Air Force and we're down here from Eielson AFB, Alaska." I was blown away by the instant look of gratitude on their faces and the way they expressed their thanks for what we as military members do. The rest of that night all the people we came in contact with delivered that same gratitude and notion of thanks. For the entire week, whenever we passed by people who knew who we were, we would get a smile and a nod as if to say, "Thanks, you all kick butt!" Simple gestures from the American people saying "thanks" are why I choose to stay in.

of information is your local information management functional manager. I cannot overemphasize the need for 3A0X1s, their commanders and supervisors to maintain close contact with the information management functional manager to stay abreast of the rapid changes facing the career field. Also, the Information Management and Postal Web page (<https://www.afca.scott.af.mil/imweb/>) hosts a wealth of information on the career field. Try it ... I think you will find it useful.

Why I Stay

Cathy Muren
AFCA
Scott AFB,
Ill.



Why do I stay with the Air Force? Simple. I've devoted my career to serving my country and protecting our precious freedoms. Sure, I could make more money in the private sector. We all could. But being a well-paid slave to some corporation's profit margin couldn't possibly give me the satisfaction I get when I see the Stars and Stripes snapping in the breeze, or hear that heart-stopping "sound of freedom" from the flight line, or hear the haunting echo of the National Anthem floating across the base as we pause to remember at Retreat. Outsiders can never know that thrill.

Oh, they're proud of their country too, but it's different for me because I'm part of it every day. Everything I do, every mind-numbing meeting, every scramble to make a suspense, every rewrite (even the umpteenth one), every hard-fought solution to a problem, *everything* contributes in some small way to putting birds in the air and keeping my country strong and free. That's enormously precious to me. And way more important than the benefits and stability that come with government service.

I dearly love this way of life, and hope you do too. Look beyond the daily frustrations and remember why you're really here. And stay with us.

Interns look forward to future

By Cynthia Clay, Tran Do, Jennifer Dodson, Jennifer Schulze and Dean Tran

*Palace Acquire Interns
Air Force Materiel
Command
Wright-Patterson AFB,
Ohio*



Clockwise from rear: Jennifer Schulze, Tran Do, Cynthia Clay and Jennifer Dodson, Air Force Materiel Command/SC Palace Acquire interns.

How did five people from all over the country end up at HQ AFMC's directorate of Communications and Information? We were hired as Palace Acquire interns. The PAQ intern program is an entry-level professional development program which trains individuals with a technical bachelor of science degree to be Air Force civilian managers. AFMC/SC provides PAQ interns with a diverse and information-rich training program that enables them to see the Air Force "big picture."

We entered the program from different backgrounds and routes, but we're all enthusiastic about the interesting work we're doing and the new skills we're learning.

"After serving the Air Force as a federal employee for 19 years, I was offered an incredible, life-altering job opportunity, when I competed successfully to participate in the PAQ program," said Cynthia Clay. "I've learned so much, and I'm grateful I can pump that knowledge back into my Air Force service. The Palace Acquire program rocks!"

"I found out about the PAQ program at a Wright State University (Dayton, Ohio) job fair at the beginning of my senior year," said Jennifer Schulze. "I applied the same day, had a telephone interview about a week later, and the next thing I knew, I received an acceptance letter informing me I could begin working at Wright-Patterson after graduation. I stopped looking for other

jobs because I felt I'd received the opportunity I wanted. The program allowed me to stay close to home and learn about government ways of doing business, with the guarantee of a full-time position after successfully completing the program."

A recent innovation in the base's PAQ program is the intern rotation plan. This cooperative effort between AFMC/SC, the Materiel Systems Group, and the 88th Communications Group allows interns to learn about each organization.

Tran Do described her experience in the rotation. "First I was involved in the Air Force Portal project sponsored by AFMC/SC, and at the same time, performed as a workgroup manager. My next rotation was with the 88th Communications Group, where I learned base-level functions, including installing telephone equipment, the workings of air traffic control, Information Assurance, and many other functions. The PAQ intern program was an eye-opening training experience, but the best part was meeting wonderful, friendly people wherever I went."

Interns have many training opportunities, such as Basic Commu-

See **INTERNS** Page 27

Career broadener recommends overseas tour

By Ruby Anderson

CICP Position Management Specialist

Air Force Personnel Center

Randolph AFB, Texas

The Air Force Communications and Information Career Program has 15 career broadening positions designed to develop new skills, broaden existing skills and enhance leadership qualities. CICP interviewed Stephanie Taylor, who is the first CICP registrant to work in U.S. Air Forces in Europe, and the first cross-functional to go from visual information to the computer specialist series. Prior to her assignment as a career broadener, Taylor was assigned to the 436th Training Squadron, Dyess AFB, Texas, as the chief of television production. She is currently assigned to HQ USAFE, Computer Systems Squadron, Technology Management branch.



CICP: What's it like working at the HQ USAFE Technology Management Branch?

Taylor: It's fast-paced and very project-oriented. A typical day can revolve around several impromptu meetings and briefings, and coordinating phone calls to and with other bases on contract issues, server problems, and software license authorizations. I sometimes meet with commercial vendors, as they like to touch base with the organization to offer new or different services, or to see if their present services are still beneficial to us.

At my desk, I update spreadsheets I've built for cost accounting, and write proposals and justifications for buying technology, software, licenses, and computer equipment. I often research the technology services, solutions and products offered by vendors, and brief decision-makers on buying these services and incorporating them into the network system here and throughout the USAFE theater.

CICP: Moving from Texas to Germany, what was it like adapting to your new environment?

Taylor: It took me about three months to adjust to the different time zone, constant rain and cooler temperatures. Another challenge was adjusting to the German customs and way of life. Customer service is not a priority here and the customer is not always right or catered to. Services take a lot longer, as the culture here is more laid back and unrushed. Phone and Internet service is not as convenient as in the United States and everything is more expensive. Access to businesses via phone book is difficult if you don't speak German.

Thank goodness for Family Support Services. They provided information packets with details for domestic living, shopping, traveling in and around the local area and national culture of Germany. They provided a video, contact numbers, and maps of my new base. They also sent the driver's manual for Americans driving in Germany. This was invaluable as there is quite a bit of information to learn and a test that is not the easiest in the world to pass. You really have to study if you want to do well and pass the first time. It's wonderful that many Germans speak English ... it really helps. The metric system is in place here in Germany, so I find myself constantly converting from American standards of weights and measures.

CICP: How has cross-functional career broadening helped you?

Taylor: This training has given my knowledge of management a more global perspective. I see how the rest of the world views and adapts to new technologies and initiatives in business. I've learned managers must be extremely flexible and willing to try new and different approaches. You find yourself working with people from varied backgrounds and different countries. Each has unique skills, customs and ideologies.

Training, learning and getting exposure to cutting edge technology, services and solutions alongside them has been exciting at times. The experience has been invaluable, especially when a common goal has been researched, plotted, worked and achieved with resounding success. My leadership perspective has grown because of this. I have insight and knowledge of different approaches to management styles beyond the Air Force paradigm. My incentive to become a more skillful and insightful leader has definitely been fueled as a result of my career broadening assignment.

CICP: What do you want to do for your follow-on assignment?

Taylor: I'm open to any and all possibilities.

CICP: Do you recommend career broadening overseas?

Taylor: Yes, especially for anyone who wants a change of pace, scenery and perspective. It's an excellent way to grow personally and professionally.

Career broadening assignments are usually limited to 24 months, with management extensions up to 36 months, and may involve a temporary promotion. Selectees must sign an Air Force mobility statement. For more information, see the CICP Web site <http://www.afpc.randolph.af.mil/cp/cip>.

PAQ interns express 'Why they stay'

By Hank Polk, Shane Griswold,
Jennifer Coughlin, Gerald
Steward, John Rayborn and
Greg Roberts

*Palace Acquire Interns
Air Education and Training
Command
Randolph AFB, Texas*

The day started like most, with a detour around the back roads of Randolph AFB to avoid the early-morning traffic jam at the main gate. The sun was rising right before my eyes and a cool Texas breeze was blowing through the mesquite and oak trees that fill the landscape. I could hear a T-37 on final overhead – another student pilot in training. In the distance I saw the line forming at the back gate, as people waited their turn to show the security forces airman their ID. Through the gate, past the golf course, across the flight line, around the corner ... almost there. As I pull my Jeep into the parking slot under a tree, I stop to consider how lucky I am: I'm fully employed, my job is not only a challenge but also important, and I work with some of the most able and tal-

ented people I've ever met. I have the good fortune to work for one of the greatest organizations in the world: the U.S. Air Force. Yes, the day was starting as most do, and it was looking to be a good one.

Some might say this talk sounds like "company speak," like a rehearsed speech by the "Blue Recruiting Machine." They might even suggest I should lay off the extracurricular activities and get my head examined. But here's the true version: I'm proud of whom I work for, what I do, and who I am. Just as important, I'm proud of whom I can become. So who am I? I'm just another worker who contributes a piece to the bigger picture. No, that's not quite true. I'm a Palace Acquire intern in the Communications and Information Career Program, working my way into a promising career with the Air Force. I'm a military brat, a former Army soldier, a disabled vet. First and foremost, I'm a proud American.

Recently, someone asked me why I came to work for the Air Force. I had a quick answer, but stopped myself before I spoke. My reply was going to be, "It's what I know." But while short and to the point, those words don't come close to the truth. The reality is that I enjoy what I do. I have a job that gives me not only pride in my daily activities, but also an end result that's more substantial than the usual "bottom line": helping to assure the strength and security of my nation.



HQ AETC communications and information Palace Acquire interns. Front row from left: Jennifer Coughlin, Gregory Roberts and Cheryl Bass. Back row from left: Hank Polk, John Rayborn, Shane Griswold and Gerald Steward.

When I finished college and had the choice of a career with a prominent IT firm or with the U.S. military, it took me all of three seconds to make my decision. I wasn't worried about stock options, company growth or market placement. I was concerned with the ability to make a difference and have that difference matter to somebody besides an accountant. The Air Force not only gives me this, but the chance to serve my country, to see the world, and to work with outstanding people. I've heard many people talk about the tuition reimbursement program, generous paid leave, reasonable work weeks, job security, worldwide mobility and retirement plans. These are all great. But for me it's more a sense of purpose and pride. Yes, the higher salaries and bennies of the "real world" can be tempting, but as long as I can see that the country still needs its Air Force, and that the Air Force still needs dedicated individuals, I'll be here.

Why do I stay? If my ramblings have left any doubt, then in short: I stay because I can, and I stay because I want to.

Why I Stay

Richard Mock
*Global Connectivity AFCA
Scott AFB, Ill.*



The Air Force has always provided me interesting opportunities and the chance to work with great people. Information technology gets faster, better and cheaper, all at the same time. You can't say that for the plumbing industry.

Opportunities await civilians in EWI program

By Dorothy Ward
Air Force Pentagon
Communications Agency
Pentagon

There are many educational and training programs available to civil service employees through the Air Force Institute of Technology. I am participating in one of those programs: Education with Industry. Through a series of articles, I will describe the EWI program objectives, opportunities and benefits, and share my personal experiences as an EWI student.

What is the program?

The Education with Industry program provides civil service employees experience and exposure to private industry through on-the-job involvement with the daily activities of the company. EWI is designed to develop effective management qualities in civilians, grades GS-11 through GS-13, preparing us for professional or technical leadership positions.

What are the objectives?

The three primary objectives of the Communications-Computer Systems program track I am enrolled in are: to allow students to acquire knowledge and skills to be applied to leadership roles in the communications-computer systems environment in the Air Force; provide students with a general knowledge of a company's approach to managing a communications-computer systems program; and to familiarize students with the processes and procedures company management uses to plan, estimate, implement, monitor and evaluate communications-computer systems.

Why should I apply – what's in it for me?

There are many reasons to apply for EWI. Foremost is the opportunity to spend one year learning new skills and gaining new experiences. EWI also provides eight points for job-related training toward the whole person score that determines if you will be referred for promotion consideration or other career development opportunities. The EWI program is an excellent way to experience the private industry work environment at no risk to your civil service status.

How will it affect my Air Force job or me?

EWI places civilians within a private industry company for 12 months; military participate for 10 months. In return for this excellent training opportunity, civilians incur a 3-to-1 service commitment. Although EWI enrollment is considered a permanent change of station for military students, civilian students are maintained by their Air Force office. The Air Force office continues to approve your leave; process your time and attendance, TDYs, and reimbursements; generate your civilian appraisal; and perform other administrative tasks. You will return to your Air Force job when the EWI program is completed without loss of civil service

benefits or status.

How do I apply?

It is easy to apply. Just add the code, JPA (Education with Industry), to your annual civilian enhancement plan. You



Dorothy Ward, AFPCA, Pentagon and retired Col. Jim Lauducci, Education with Industry coordinator for DYNCORP, Reston, Va.

may also contact your AFPC career program office. Once you are notified by AFPC of your nomination, you must submit your application to AFIT/CI through your Air Force organization. You have a choice of the companies within which you would like to work. You can select from the list of companies provided by AFIT, or you can recruit a company of your choosing. If you have a company in mind, talk to AFIT/CI to work out the details. I chose DynCorp from the list AFIT provided because of its long-standing experience with the EWI program.

I've been accepted, now what?

Once you're accepted into the program you'll need to start delegating unfinished Air Force work and winding down your regular Air Force duties. Your EWI program should be the focus of your attention and effort for the entire 12-month period—anything less would be a disservice to you and the Air Force. About a month before your program begins, you will attend an EWI orientation conference. There you will have the opportunity to ask questions and talk to the AFIT program office, the AFPC program office and former EWI students. AFIT/CIGH is the EWI support office; Amy Leibold has been with the EWI program for several years and is an excellent source for information and assistance.

The coordinators from participating companies are encouraged to attend the EWI orientation conference. I strongly recommend you encourage your coordinator to attend, and you meet with your coordinator before your program begins to establish a rapport.

Finally, develop a support system with your fellow students. EWI is a new experience for each student, so you should use your fellow students as much as possible. They and your coordinator can make your EWI experience more rewarding.

For more information on EWI, visit their Web site: <http://ci.afit.edu/>

AFCA Comm and Info Seminars

Sharing the way to success

By Capt. Kimberly Rizo

*Air Force Communications Agency
Scott AFB, Ill.*

The AFCA Communications and Information Seminars branch provides top-notch professional development and awareness to Air Force comm and info managers. It develops, schedules and conducts seminars to provide insight on comm and info management policies, procedures and technology. Attendees learn the latest information on changes in the comm and info community through guided discussions, briefings, and interaction with various subject matter experts, who are senior level comm and info professionals in AFCA and other agencies. The seminars are also a forum for cross-flow of issues and best practices among attendees.

The branch conducts five flight management and two technician-level seminars. The flight management seminars provide just-in-time management training for active duty, Reserve, and National Guard 33S officers, 2E, 3C and 3A senior NCOs, and DAF civilians responsible for leading the successful execution of a wide range of base-level communications processes. The technician level seminars are available to junior NCOs and senior airmen as well. All seminars focus on ensuring successful near- and long-term support to aerospace operations and the warfighter.

The "Maintenance Management Seminar" is offered to personnel responsible for the operation of base-level communications-electronics maintenance functions. It provides an in-depth understanding of the mission systems managers' roles and responsibilities and explores the tools and techniques used to achieve success.

The "Information Management

Seminar" is offered to personnel responsible for leading the successful execution of base-level information management processes. It highlights the responsibilities comm and info leaders have to ensure base-level compliance with federal information laws and outlines the associated pecuniary liabilities. It also explains how information management processes contribute to a reliable warfighting capability—where the right people access the right information, in the right format, at the right place, and at the right time.

The "Planning and Implementation Management Seminar" is offered to personnel who oversee the daily operations of base-level P&I functions. The seminar is also available to MAJCOM program managers to give them a perspective of the impact their programs have at the base-level. It provides an understanding of the base-level P&I flight's roles, responsibilities, and management techniques relating to enterprise planning and project implementation efforts. Attendees will also be exposed to major AF communications initiatives relative to flight operation and forward-leaning solutions to flight management issues.

The "Network Management Seminar" is offered to personnel directly responsible for managing one of the three tiers of the Air Force Enterprise Network—specifically the AFNOC, NOSCs, or NCCs. Although the seminar covers policies, tools and techniques important to all three tiers, its content focuses on the needs of the base NCC and provides an understanding of the enterprise managers' roles and responsibilities.

The "Information Protection Seminar" is offered to information protection managers to provide just-in-time awareness of the latest Information Assurance/Information

Protection issues, policies and procedures to personnel responsible for the successful execution of wing-level IA/IP processes (open to officers, civilians, and junior and senior NCOs). It highlights the wing information protection manager's roles and responsibilities, provides an understanding of the tools and techniques used to achieve success, and explores the problems and pitfalls to avoid.

Two new seminars, "Project Planning" and "Information Systems Management," are being conducted this year. The "Project Planning Seminar" is geared towards base-level project planning technicians (officers, NCOs and DAF civilians). It provides just-in-time project planning and management training, and insight into the techniques of planning and implementing base-level comm and info projects. Results have been outstanding: One attendee said, "Lots of great information ... will use this in my everyday work ..."

The first "IS Management Seminar" was conducted this month. It is offered to personnel responsible for managing the information systems flight. The seminar provides an overview of the latest tools and techniques, and federal laws and policies necessary for effective flight management. It covers network management, information management, and information protection processes within the information systems flight.

AFCA Comm and Info Seminars offer a unique training source for comm and info leaders. Col. Jay Adsit, former commander of AFCA, said "The goal of the seminars is to make them the best they can be for you—the attendees."

For more information, visit the seminars site on the Web at: <https://www.afca.scott.af.mil/seminars>

Scope Champion provides civilian career track

WASHINGTON – The Air Force has established the Scope Champion program as a strategic initiative within the Communications and Information Career Program. The program provides a professional career track to help communications and information civilians become future senior leaders.

The Scope Champion model is a three-pillared approach for communications and information career professional civilians, combining breadth and depth of experience with education. The program sets a standard to support civilians as they strive to achieve the highest grades within the civilian work force.

Scope Champion establishes a corporate approach to managing the civilian work force, with the same level of senior oversight and review applied to the military work force. Senior level oversight will include annual civilian screening boards that will identify and select participants. Scope Champion ensures the communications and information career field is well positioned to support the new Air Force Senior Leader Management Office pro-

posal, to corporately manage selected GS-15 positions through an annual leader assessment board process similar to the commanders' board. The Scope Champion strategy sets measurable qualifications, tells people what they are, and creates an environment in which people can work to meet them and realize their goals.

The Scope Champion program fits well into the Developing Aerospace Leaders strategy, including a technical leader senior executive service template for general officer and SES positions defined in the DAL.

Senior communications and information leadership will provide continuous oversight and guidance during implementation of the program. Civilians are essential to the Air Force's ability to meet growing demands for communications and information services. Scope Champion demonstrates the Air Force's strong commitment to professional development of its civilians in the communications and information and warfighter integration work force.

INTERNS

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communications Officer Training at Keesler AFB, Miss., and the Information Warfare Applications Course at Maxwell AFB, Ala. Interns receive tuition assistance if they wish to enter an advanced degree program.

Dean Tran outlined his continuing education opportunity. "I'm working toward a (master of science in administration) at Central Michigan University on weekends with 100 percent PAQ tuition assistance.

"I think white-collar Air Force civilians should be well-informed in their career field. I enjoy the group discussions and sharing new ideas and experiences."

AFMC/SC also affords interns



Dean Tran, AFMC/SC Palace Acquire intern.

career development classes through the Greater Dayton Information Technology Alliance Re-skilling IT program, on computer security and hardware, and project management.

"I enjoyed the opportunity to take classes in MCSE (Microsoft Certified Systems Engineer) and computer security," said Jennifer Dodson. "I'm glad to be able to pursue my interests in computer security and networking."

As AFMC/SC PAQ interns, we've had an interesting, diverse

Why I Stay

Master Sgt. Douglas E. Warner
Chief Assessor
463rd AG/QA
Little Rock AFB, Ark.



It's a tough and competitive world out there and it isn't getting any easier. The day-to-day hustle to stay on top and stay ahead of those chasing after your job is a career in itself. The Air Force has no favorites and offers career opportunities to everyone who is willing to step up, learn and accept responsibilities. You compete on an even scale with those in your career field and have the same opportunities for advancement that everyone else has. You are rewarded and promoted based on your professional abilities and knowledge. What a concept! There is no fairer system anywhere. Military experience is a plus when trying to gain employment but it doesn't guarantee anything. Why would anyone be in a hurry to leave? Air Force benefits are great, the job security is unparalleled and the feeling you get from serving your country overrides everything. It is an honor to wear the uniform, an honor only those who have, and are wearing it can understand. An honor I am not in a hurry to let go. So, is that enough to make me stay? Actually, it is more than enough.

learning experience which has familiarized us with new technologies and prepared us for future management opportunities. At the same time, we've given "behind the scenes" support to the men and women of the Air Force. We're proud to have participated and look forward to new challenges in the future.

Why I Stay

Master Sgt. Ryan J. Kruse
552nd
Computer Systems Squadron
Tinker AFB, Okla.



If someone were to ask me, "Master Sgt. Kruse, why do you stay in the Air Force?" I would have to ask them if they have a minute, because the story I am about to tell would take a while. I came from a small town in Iowa. I was 18, married, with a son on the way. The only hope of making something of myself was to enlist in the Air Force. I needed to join up in a hurry since my son was soon to be born and I needed the job. The Air Force had only one option for me at that time, "Open General." This only guaranteed that I would get a job, not a specific career field. I took the required tests and off to Basic I went.

Air Force Basic Training taught me discipline and self-respect. They took a kid without a future and made me a tool the Air Force and the United States could use to defend democracy. The Air Force gave me the opportunity to learn a skill and become a leader. I was told that I would be a computer operator. Until that time I had heard of computers but never used one. They trained me and allowed me to provide for my family. Upon arrival at my first base, my son became seriously ill. He was admitted to the hospital on Ellsworth AFB, S.D. The doctors calmed a young mother and father then proceeded to heal a small infant. The Air Force then chose to send a young family to the Far East. Misawa, Japan was my next stop.

It was in Misawa that the Air Force won my allegiance forever. My wife became pregnant and everything proceeded as normal until her

sixth month. She then went into labor and the medical staff at Misawa could not stop it. The Air Force sent a C-9 Nightingale aircraft from Clark AB, Philippines, to Misawa just to get her, the wife of a senior airman and her unborn child, and take them back to Clark. The hospital staff stopped the labor and took care of them both for two months until it was safe for her to have the baby and return. My daughter is alive because of the Air Force. I owe a debt I cannot repay, so I serve my country every day to the best of my ability.

There have been many times during my career when the Air Force has taken care of my family. The Air Force has also asked me to sacrifice time with my family for the good of the country and I have done so without question. I have had great assignments and awesome opportunities for education and training. I've been to places and experienced things that few people ever have the opportunity to do or would even want to. I serve for love of my country, more importantly I owe a debt that cannot be repaid. So that's why I stay!

Why I Stay

Senior Master Sgt. Dennis D. Rogers
AFSPC
CSS
Peterson AFB, Colo.



I've been asked many times throughout my career why I do what I do; why I stay in the Air Force. It's a question I've always been able to answer without hesitation. As a former Army brat and 21-year veteran of MY Air Force, I serve primarily for the satisfaction of knowing there is no nobler a cause than

that which we do for our country. I've been fortunate to first, be in the Air Force and second, to be a career-long photographer. My career has afforded me the opportunity to experience things I never would have imagined otherwise. I've photographed international heads of state, movie stars and many other famous people. However, for me, the most satisfaction came from the many assignments I've had documenting the daily activities of the regular soldier, sailor, airman and Marine. I've been on board four U.S. Navy warships to photograph sailors who were serving many months away from their families, making a difference every day. I've documented live fire exercises with the Marines at the base of Mount Fuji, Japan, where I was absolutely amazed at their professionalism and dedication. No one is better at what they do. I've covered field artillery training from inside an M1A1 tank with the Army and was equally astonished at how powerful our military truly is. Finally, I've flown in and jumped out of a variety of aircraft owned by the world's greatest Air Force. But throughout all this, the most common thread has been the positive attitude and deep sense of accomplishment I've witnessed by all those I've photographed. I believe that some of the greatest minds this country has to offer are in uniform and faithfully serving every day. I've witnessed amazing examples of leadership, not only from high-ranking commanders, but also from young E-3s and E-4s such as the crew chief who diagnosed and corrected a possible catastrophic problem and the young Marine leading his six-member squad on a patrol and assault mission.

My previous assignment was as a division superintendent at the Defense Information School at Fort Meade, Md. The primary reason I took the assignment was to give back a portion of what had been given to me throughout my career. I had the opportunity to positively

affect many young people, while encouraging them to do their best and to expect a rewarding career by keeping a positive attitude.

I serve for the challenge. I serve for the satisfaction of accomplishing the mission. I serve for the unlimited opportunities to succeed and to accomplish my goals. I serve for the lifestyle of travel and adventure. But above all, I serve for the camaraderie of the truly outstanding people I've met during my career. For those I work for and who work for me. Whether at home or on the road, I've always felt that I was a valuable member of the Air Force team.

I like being a member of a winning team.

Why I Stay

**Staff Sgt.
Kristi
Briggs**
Lackland
AFB,
Texas



People often ask me why I joined the military. It's very difficult to come up with any *one* answer. I grew up as a typical "military brat." My stepfather was in the Army, and we moved around a lot. I really hated having to move every two years. I didn't want to leave my friends and start over at a new school. I look back on it now, and realize that I wouldn't have had it any other way. I was afforded so many opportunities that still amaze me to this day. I saw more of the world before I was 18 than most people see in their entire lives. I literally saw history in the making before my very eyes. I've lived in Managua, Nicaragua, and was able to visit all the beautiful surrounding countries in Central America. I traveled to England, France, Germany and Italy. I lived in Amman, Jordan, and got to visit Saudi Arabia, Iraq, Iran, and Dubai in the United Arab Emirates. I saw

places that I'd read about in the Bible. I stood on Mount Ebo and looked over the Sea of Galilee, as did Moses. I swam in the Dead Sea, and I went snorkeling in the Gulf of Aqaba.

Then came high school graduation and I had to make some decisions. After growing up a military brat, the logical choice was to continue the only life style I'd ever known. I decided to join the Air Force. At that time, I had no idea how much more appreciative of the military I would become. I've earned college credit towards my degree without spending a dime on classes, and haven't had to sit in a college classroom.

I earn more than adequate income to support my daughter and myself. Of course, there are times when duty hours get longer, or stress picks up; however, the significance of what I do gives me an adrenaline rush that makes it all worth it.

I've had the opportunity to work as a security forces Ready Reserve augmentee. I was trained, armed, and given the opportunity to ensure the security of the base and the personnel within. What a rush! Another motivating opportunity was being a member of the base honor guard. I cannot put into words the feeling of pride and responsibility that overcame me when I got to honor those who served before me. It *almost* compares with the feeling I get when someone shakes my hand and thanks me for what I do. It *almost* compares to the rush and overwhelming feeling of pride I get when an F-15 flies overhead.

The intangibles really are a huge part of why I stay in the military. I've used just about every support program that the Air Force offers.

The Air Force Aid Society helped me immensely when my great-grandmother passed away. We were very close, but since I was a lower ranking, single-parent airman, I didn't quite have the funds to pay for airfare from Florida to Kentucky to attend the funeral. The Air Force Aid Society arranged a small, inter-

est-free loan that enabled me to make that trip.

I'm enrolled in the Exceptional Family Member Program. My daughter was actually originally identified as having Attention Deficit Hyperactivity Disorder by the base Child Development Center. Almost immediately, everyone was jumping to our aid. I can't begin to guess how much I'd be out in medical expenses, if it weren't for the military. I've even been given special assignment consideration to facilitate my daughter's treatment program.

I feel like a recruiter. I constantly brag to people about how much the military has helped me, and how much it could do for them. I live a very good life, and am well taken care of. My military family is as close as my natural family. All I can say is, the day I'm faced with retirement, it will be a hard goodbye. That's another great thing about the military ... where else can one retire at 38, receive a monthly retirement check, and still enjoy a second career?

Why I Stay

**James
Hanes**
375th CS
Scott
AFB, Ill.



Why am I here?! Knowing no matter the size of the task, whether fixing a problem, providing customer service, making a repair, expanding service that affects everyone on base, or training our young service members who will use the knowledge I pass on to them in defense and support of our country, it makes me feel proud about what I do and the lives I touch. All of it falls into the much larger picture of keeping the Air Force mission-ready and prepared for the future.

Why I Stay

Margaret R. Harris
AFSPC
CSS/SCS
Peterson
AFB, Colo.



I've been a member of the Air Force family for more than 30 years. I've actively served my country as a Department of the Air Force civilian for 20 years. I stay because I'm part of the Air Force family. As an Air Force wife, I have had the advantage of being a world traveler. With one of my hobbies of being a history lover, the Air Force travel opportunity has allowed my immediate family and myself to see historic places up close and personal. Without the Air Force this would have been a lifelong dream instead of a reality. Not only the historic value, but seeing first hand that there is no place like the U.S.A. There's no place like home.

My original career choice may have gotten side-tracked due to my husband's commitment to his country. But I became just as committed. I realized as a civil servant, I also was serving my country, though not out in the trenches but by being behind the scenes making sure my countrymen had all the support they needed while trying to protect our freedom.

I've worked for several commands: the Air Force Communications Command; U.S. Air Forces in Europe, and now I'm back home in Air Force Space Command serving in the communications and information directorate. Home you ask? Yes, home. My first Air Force job was with AFCC's 1836th Engineering and Installation Group. It was there I found out what it really meant to be part of the Air Force family. I understood how we kept the world linked via communica-

tions. We worked hard and we played hard as a family. When my immediate family members or I were hurt or suffered a loss, my Air Force family was right there giving us whatever support we needed. They understood my chosen career had suffered due to constant relocations so they made sure I had all the help I needed, from education to encouragement in my new career field. (I have been and still am getting the same kind of support during my 20 years of service.)

It's because of my Air Force family and its commitment to maintaining our freedom that I stay. I like the feeling of security being a part of the Air Force family provides. Being a part of Air Force Space Command, I have that same family feeling as when I first began. I've firsthand knowledge of the sacrifices my Air Force family members are making. There's no greater feeling than being secure – even in these times of terrorism, communication is the key to deterrence. That's a part of what we do in the communications and information directorate and I'm proud to be a part of it. That's why I stay.

Why I Stay



Senior Airman Erica M. Thiele
36th CS
Andersen
AFB, Guam

I came into the Air Force just out of high school. Like many other high school students, I wasn't a die-hard patriot. I moaned and groaned when asked to stand for the Pledge of Allegiance. I thought the National Anthem was too long and boring; it had no significance in my adolescent mind. Despite all of my naïve thoughts, I decided to join the service to maybe, just maybe, change

the path down which I was headed. I figured in the military, I could travel around the world, make a lot of money, get out when my four years were finished and be done with it. I was more naïve than I thought.

I discovered the Air Force provides me with numerous benefits. I have experience and military training that has prepared me for anything that life might want to throw at me. I work in a communications squadron as a network technician. As a shop, we maintain network connectivity and ensure users are able to perform their duties via the Internet/Intranet. I guarantee I would have had no idea what that meant if you had asked me when I first came in. That's because I've been given the amount of training that, in the civilian world, would take years to master. For this alone, I'm grateful.

It's in the Air Force I developed admirable traits such as respect, discipline, patience and diligence – things I would not have learned so quickly on the road I was on before I joined the military. I visited places I never knew existed. I have experienced different customs and opened my eyes to a world I previously chose to ignore.

I can't forget to mention the many friends I have made along the way – some of whom will remain friends for a lifetime and some whom have left me with pieces of knowledge I could not have done without. In the military, you depend on your comrades a great deal. We're all in this together, day in and day out, and the people with whom you work side-by-side become your family.

Setting aside the massive amount of training and experience I've received, there's an underlying reason to why I insist making this my career: the amount of pride I have for the freedom we represent. Each day, I put on my uniform and think about the kind of person it takes to do the job I do. The military isn't for everyone because it

takes a lot of dedication. I'm proud to serve my country and protect something that should be precious to us all. I swell with pride when the Star Spangled Banner blares through the speakers and echoes across the base. I still tear up every time I hear the bugle playing Taps, and it's amazing to just stop and watch our Old Glory majestically blow in the breeze.

The nation looks to us for security. I look to our nation's heroes for inspiration: men and women who made the ultimate sacrifice in order to safeguard our freedom. This is the sacrifice that all of us in uniform should be prepared to make.

Why I Stay

Senior Master Sgt. Pat Battenberg
Chief, Executive Service PACAF Hickam AFB, Hawaii



I'm sitting in front of my computer and reflecting, "Why did I stay?" It's been just a couple months past 20 years already and in about six months I'll be sewing on my last stripe – chief. I come from a proud Air Force family. In fact, I gave up my dependent I.D. card at Lackland for a shiny green one. Sometimes I wonder was it worth it, but it only takes a few seconds to remember where I've been and what I've accomplished. I often go back to my hometown, Duncanville, Texas. I naturally wonder what my school mates have accomplished and, of course, I compare myself to them. It usually only takes about 10 minutes to realize they probably make more money than me, however, you should see the envious look in their eyes when I start telling them about the exciting and wonderful life I've lived in the Air Force. First, the exotic travel. I've lived in Japan, Germany, and now I live in Hawaii.

I've traveled to more than 20 countries including places like Greece, Turkey, Jamaica, England and Italy just to mention a few. I've enjoyed my jobs and change jobs at least an average of every three years. I've worked and met some of the smartest and nicest people in the world. I've had supervisors who were black, white, German, Dutch and English. My first job was in northern Japan where it snows all the time. Another job was at HQ Strategic Air Command in Omaha, Neb. My boss even got me a ride on a B-52 bomber. Another job landed me in a fairytale land in the German Alps, in a tiny city called Oberammergau. It may be hard to say, but it's one of the most beautiful places on earth. Another exciting job was working inside a mountain – Cheyenne Mountain. Remember the movie "War Games?" I got to live the movie. But those don't begin to compare to the most exciting job of all. Even though I grew up in a small town in Texas, I got to work for the secretary of defense at the Pentagon. I got to meet and talk to some of the most important people in our government, people like Gen. Colin Powell, Secretaries of State Madeleine Albright and Warren Christopher. Ministers of defense from countries like England, Germany, Russia, Ukraine and even Saudi Arabia. I had to go to the White House nearly every day to pick up and drop off some of the most important papers for our country. Once, I even accompanied Defense Secretary William Perry for a briefing in the Cabinet Room of the White House. Every cabinet member was sitting down. I was scared to death, but also proud as could be, my country needed me and I was there. The Air Force also issued me my wife, well kind of – I met her marching in tech school. We got married three months later. Yes, we're still married – it will be 20 years in October. My friends say I'm the luckiest person they ever met. I smile and think, all of these adventures and fun ... I wouldn't trade them for a million dollars. All because I was smart enough to stay in!

Why I Stay

Master Sgt. Gregory S. Turner
3rd LG/ CCEA Elmendorf AFB, Alaska



I've thought about why I stay often over the last few years. For almost the past two years, I've worked as a functional manager and have seen the instability in the manning pool first hand. It's very difficult when you're working with less manpower than we had five or 10 years ago, but the Air Force has always been able to adapt and overcome. The challenges are many, but at the end of the day, I believe the benefits and rewards outweigh any challenges encountered.

I stay because I still have the "spirit" inside me when I put my uniform on. Because I get excited when the "light" of learning comes on in a young airmen or NCO. I stay because of the "respect" for those that came before me, who guided and taught me, so I may guide and teach others. Because my father wore his Air Force uniform with pride for 26 years, and taught me that tradition, honor and respect is core and I still believe that today.

I know there are greater opportunities in the civilian sector for more money, and less travel time, but the satisfaction I still get, being a part of the Air Force, the friendships, the challenges and molding the future NCOs still excites me. Before I retire and move on, I want to touch as many young minds as I possibly can. I've been apart of the Air Force as a family member and now more than 17 years of military service myself. I've learned even though the Air Force and our country may face difficulties, never ever quit! This senior NCO has one more opportunity to re-up and he will. That's why I stay.

Why I Stay

**Staff Sgt.
Ron P.
Russo**
*1st CCS
Ramstein
AB, Germany*



When I'm asked why I continue to serve in the Air Force, a lot of things come to mind. I've earned money for my education, traveled the world and grown as an individual because of the Air Force. The challenges of military life, although difficult at times, have made me a better person. The main reason I continue to serve is not something I can see or touch. I recall the stories an old man told to his grandsons, and my sense of service is renewed. I serve today because I'm compelled to do my part like so many who came before me.

Growing up, my brother and I were always entertained by the same few stories our grandfather told us about World War II. To this day, Jeff and I can sit through an entire story like we were hearing it for the first time. There was one story that affected me as a boy and it has stayed with me ever since.

In 1942, Chief Radioman Michael Kernitzki was stationed aboard the U.S.S. San Jacinto in the South Pacific Ocean. He had received a few troubling letters from his wife in Ohio concerning the difficult pregnancy she was experiencing. With a war raging around him and one raging inside, the chief and the rest of the crew of the "San Jack" prepared to take part in attacking the island of Saipan. During a lull in the fighting, a call came across the ship's public address system, "Chief Kernitzki, please report to the Chaplain's Office." The chief knew exactly what the call was about, but he ignored the announcement and the three or four that followed. The war didn't stop when his family lost

their baby. He dealt with his personal tragedy very privately, not losing sight of his responsibility to his men or their mission.

Thousands of people like my grandfather came before us – men and women who defined sacrifice and commitment to service long before we modeled our core values after their acts. My personal reasons for being in the Air Force always seem to go back to my grandfather's stories of life aboard a Navy ship in the Pacific Ocean. Those he served with and families at home deserve at the absolute minimum, our gratitude and respect. They're responsible for nothing short of our freedom. For those of us serving today, it's quite fitting that we're continuing a tradition so masterfully begun by our predecessors. I'm reminded often why I stay. Especially on Memorial Day or Independence Day. I remember my grandfather and those like him who provided the freedom we enjoy. The freedom we continue to protect having learned from those who came before us. The chief came home to Ohio after the war. He and his wife had three children who gave them seven grandchildren. My brother was named for the son they lost; a son who lived for one day while his father was fighting a war a million miles from home. I continue to serve today to honor those who came home from war to raise families and to honor those who never came home.

Why I Stay

**Senior Airman
Melodie Brower**
*99th CS/SCSV
Nellis AFB, Nev.*



When I was a child, my parents got divorced and my father raised me. We were very poor and times were tough. I was the one in school who everyone thought would get nowhere in life. I remember my father

telling me stories of his time in the Army; he often commented he wished he'd stayed in. I always knew from a very young age, I wanted to one day serve my country.

In high school I was actively involved in Naval Junior ROTC, hoping to prepare myself for active duty. After school, I wanted to get out of my small home town in Louisiana and move on to better things in the military. Unfortunately, my father wasn't well, and my family convinced me to stay near home. I attended a local college for a year but realized I wasn't happy with my life; I needed to do what I wanted for myself. I decided to join the Army National Guard, so I could stay near home and fulfill my dream of joining the military.

The day I went to MEPS to enlist, I was told I was overweight and not eligible. I was devastated. I'll never forget that day; the National Guard recruiter who took me to the bus station told me he thought I'd really enjoy the Air Force. He said the Air Force weight standards were even stricter, but I should never give up on anything that I really want. I was very excited and called an Air Force recruiter as soon as I got home. Losing weight was difficult but I was determined. I was on a very strict diet and exercised at least eight hours a day. I lost 19 pounds and was finally on my way to basic training. Many other trainees were nervous, and many cried, but I'd never been happier; finally, I was doing something great with my life. I thought my weight problem was over but discovered it would continue to follow me. It was a struggle. I had to watch what I ate and often while the rest of my flight relaxed in the evening, I spent my time at the track running.

The last few years have been a struggle. I tried all of the fad diets and special exercises that promise to shed pounds quickly, but they were not healthy and the pounds always came back. It's been very scary

along the way not knowing if this might end my career. Luckily, I had people in my squadron who believed in and supported me along the way. After two years of struggling, I finally lost enough weight to meet the standard. I realized I couldn't rely on any quick-fix programs, but instead it took determination and a total lifestyle change. I'll still have to work hard to meet and maintain the standards. We're expecting a baby and I'm thrilled I've made it this far. My child will have the life my father regretted not giving me. I'm living my childhood dream and I'll never give up on what I really want: to serve in the Air Force.

Why I Stay

Chief Master Sgt. Zelda Gober
Det. 3, AF Operational Test and Evaluation Center
Kirtland AFB, N.M.



Lessons I learned while growing up on a small farm in Oregon have served me well during my 26 years in the world's best Air Force, and roughly mirror the "Chiefs' Creed."

INDIVIDUALITY - Be yourself. Let others be themselves. Don't put on airs. If everyone else jumped off a cliff, would you do it too? You're stubborn as a bull. You're about as independent as a hog on ice. Don't get too big for your britches. You need to be taken down a peg or two.

This was my father's favorite poem, author unknown, and helps put individuality into perspective:

Sometime when you're feeling important, sometime when your ego's in bloom,

Sometime when you think you are more qualified than anyone else in the room,

Sometime when you feel your departure would leave an unfillable hole,

Take heed of this little example and see if it humbles your soul.

Just fill up a bucket with water, then stick in your hand to the wrist,

Remove it and see in the hole that remains a measure of how you'll be missed.

Or thrash all around in the water, make waves and throw in a big a roar,

Yet you'll find when it sits there a moment, it looks quite the same as before.

Now the moral to this story's quite simple: Just do all the best that you can,

Be proud of yourself, but remember: There's no indispensable man.

On the other hand, I'm a Native-American. Important? Yes and no. There may be lots of "hyphenated" Americans, but what makes us one people is the word "American." We're united by the fact we chose to subscribe to the words on four pieces of paper known as the Constitution of the United States. Am I proud of my Cherokee blood? Hell, yes! Does it make me better than any other American? Absolutely not!

WORK - Do your best. You can be anything you want to be – it doesn't matter if you're female. There's more than one way to skin a cat. Don't start something you can't finish. Do something, even if it's wrong. It won't bust your hump (manual labor).

Quitting is the easiest thing in the world to do. Anyone can do it. It takes no talent. Instead, step back and take a new look at where you're going. There's usually another way and sometimes it's even better.

Often, the reward for a thing well done is simply to have done it – but recognition will come. The best way to advance is to do the best that you can in your present job. If you're assigned to sweep the sidewalk, become the authority on sidewalk sweeping.

The Air Force gives you the tools to do your job – a tool kit, professional military education, the PFE and SKT materials. It's your choice how you use these tools to your best advantage.

RESPONSIBILITY - Take care of your family. Be responsible for yourself. If you get it out, put it back. If you break it, fix it. Do as little harm as possible. Respect your elders. Don't talk behind people's backs. Live within your means. Pay your bills. Don't blame others for your mistakes.

I was one of six kids and we were

very poor, but we were sheltered and loved unconditionally, so I never knew we were poor or the world was a dangerous place until I joined the Air Force. Once in the military, I had great supervisors (most of the time). They took responsibility for me, invited me into their homes, and gave me discipline, mentoring and counseling well before these were accepted trends. Taking care of your people means doing all you can to further their careers and ambitions.

HONESTY AND LOYALTY - Do the right thing. Don't badmouth your boss. Don't be afraid to say no. Trust your instincts. Don't make promises you can't keep. Keep your word. Fulfill your obligations.

Be suspect of those individuals who insist it's OK to deviate from the right path. Live by our Air Force core values – integrity first, service before self, and excellence in all you do – and you'll never go wrong.

FUN - Enjoy life. Don't take yourself too seriously. Don't have fun at others' expense. It takes no more time to see the good side than the bad side. Take time for yourself. Get a hobby. Play.

The Air Force and your job should be fun, not every minute of every day, but most of the time. If not, perhaps you should start looking for a new vocation. But don't let the green grass fool ya! Every job has its problems. What you must decide is what type of problems you enjoy solving.

WORRY - Don't worry about yesterday. Don't make the same mistake twice. There's no use crying over spilled milk. You'll learn! Forever more! (Dad's version of "Now what?") Don't count your chickens before they hatch. It's a long way from your heart.

Don't worry about tomorrow, it'll get here soon enough. Live today to its fullest. God put us on this Earth for a reason. Trust your existence has meaning, even when the whole world seems against you and everything is blind chance and chaos. When life gives you an uppercut, pick yourself up, dust yourself off, get back in there and do your best.

Why I Stay

**Capt.
Tracy T. Baker**
*Information
Systems Flight
Commander
354th CS,
Eielson AFB,
Alaska*



After 11 years of service in the Air Force, I've found my inspiration and my niche in life – and I'm strong and proud and loving it! The Air Force is the vehicle that's taken me places I never imagined. Before I joined, I had little discipline or hope. Since joining, I've had numerous job offers, but I've always decided to stay the course and serve for at least 20 years. In light of recent world events, I'm more committed than ever to seeing this goal to fruition. In sharing why I stay, I hope others may be inspired to follow their dreams, no matter how big or small. Bottom line: You must believe in yourself!

Growing up in Dayton, Ohio, close to Wright-Patterson AFB, I saw planes flying every day and never missed an air show. I could name all of the fighter jets, and tell you their manufacturers and all of the specs. In eighth grade, I participated in a summer program at the base where I met Airman 1st Class Curtis Shull, an aerospace ground equipment technician. This guy had his own dorm room, a car and a girlfriend. He was the man! Plus, he always conducted himself in a very professional manner and took time to talk to me about the Air Force and about life. That's why I'm such a big fan of mentoring! After graduating from high school, I attended college on a journalism scholarship, but after two years realized it was not for me. Instead, in 1991, I decided to follow Airman Shull's example and seek my boyhood dream of becoming an airman. After basic training and tech school, I was assigned to Wright-Patt as a

command and control switching systems technician in the 88th Comm Group, until 1995, when I went to the Joint Signal Group, Izmir, Turkey, as a telephone switching specialist. While there, I was accepted for OTS, and after three grueling months there, received an assignment to Peterson AFB, Colo., as a comm officer. I returned to Wright-Patt in 1998 and served as chief of base telephone requirements, executive officer for the 88th Civil Engineer Group, executive officer for the 88th ABW, and chief of customer support for the Air Force Institute of Technology. I received my current assignment in January.

While in the Air Force, I've soared to new heights, literally and figuratively. I flew 10,000 feet straight up in a F-16 fighter jet on an incentive ride. I visited the White House and Pentagon, and toured Europe. I earned a master's degree in telecommunications management, a bachelor's in management and human resources, and an associate of applied science in electronic systems technology. I now teach undergraduate courses in public speaking, management, interpersonal communication and human resources, and I'm a member of Toastmasters, an international speaking improvement group.

The Air Force has afforded me a comfortable living, but only by the love and grace and power of God! I've achieved much, but I can't stop now. I have an obligation to continue helping others define and realize their dreams, by getting them to set goals and make a way for themselves. I've presided over 12 retirement ceremonies and countless reenlistments.

I've helped nine enlisted folks become officers, and numerous others start and complete their degrees. I've been a mentor in adopt-a-student programs and volunteer programs working with kids. I've conducted motivational seminars for middle schools, high schools, prisons, first term airman centers and

family support centers. I developed my program using simple, real-life experiences to encourage various audiences to set and reach goals, to believe in themselves, and to focus on their future.

I started thinking about my future years ago thanks to an airman first class who really impressed me and made me realize that the Air Force could be my ticket to success. Now, I want to share my experience with airmen and lieutenants, kids and collegians. I wear the uniform for my country, but I also wear it to show people you can make a way for yourself in any arena, especially the military, if you have the right attitude and the right outlook. I feel I owe it to them, because someone helped pave the way for me and set a standard of excellence that I've always strived to live up to. And if I can inspire and motivate folks to follow me, I'll do that as long as I can. That is why I stay.

Why I Stay

**Staff Sgt.
Carie
Mihill**
*AFSPC/
SCX
Peterson
AFB, Colo.*



Why stay? This is a question most military members struggle with at various times in their careers. There are as many reasons to stay in the Air Force as there are to leave. As the saying goes, "The grass is not necessarily always greener on the other side." Some of the reasons to stay are educational benefits, commissary and BX privileges, travel opportunities and reenlistment bonuses. For me, the number one reason I've stayed in is the broad, varied and challenging experiences I've had since I enlisted.

I'm a 3C0X1 computer operations specialist assigned to HQ Air Force Space Command, Peterson

AFB, Colo. At HQ AFSPC, I work in the Operationalizing and Professionalizing the Network section of the Force Management branch. My job is to ensure all the individuals in my career field assigned to the 10 AFSPC bases receive the proper computer and network training to effectively do their jobs. That, however, is not my only job. My other responsibility is to be an Air Expeditionary Force communications and information warrior.

My primary responsibility is maintaining a local area network that supports a joint U.S. Special Forces unit, mostly Army. My responsibilities, however, do not end with just maintaining the network. I also play a role in the special forces units' perimeter security force. To fulfill this responsibility I have had to become proficient and fully qualified on various automatic weapons, including the MP5 and 30 caliber machine guns. Normally, network personnel rarely have an opportunity to be exposed to this type of duty, so this has been an exciting change of pace. This deployment has given me a greater appreciation for the role of the special forces and has broadened my understanding of how everyone, no matter what their job, has a part to play on a joint team.

I recently reenlisted and my unit commander arranged for a special helicopter ride to celebrate the occasion. I thought it would be a ride inside the helicopter; however, it turned out to be a ride outside, suspended from the bottom at 300 feet. Every special forces soldier in the unit must complete this exercise, and our commander requires that all support personnel, no matter what branch of service, do the same. I have to admit I was scared to death, but after overcoming my initial fear, the flight was fantastic. Obviously, I would not have had this opportunity in the civilian world.

I would be less than honest if I did not say that being deployed can be a challenge, especially if you are married. Separation from my daughters and husband has been difficult. It takes a special effort to

stay in touch. My co-workers at Peterson AFB have been outstanding in keeping in touch with me through e-mail and packages with goodies from home. I have also fortified myself with the conviction that I am playing an important part in bringing peace to a people and country that have been ravaged by constant wars for many years.

Working in a joint environment has broadened my understanding of the military, providing me with a greater appreciation and understanding of how the other branches of the armed forces operate when deployed. They function differently, and this deployment has provided me with a unique opportunity to observe these differences first-hand. I know what I've learned will help make me a better NCO and leader, wherever I go in my career.

The Air Force has provided me with opportunities in education, travel, training, and has given me challenges that no other profession can come close to offering. My first seven years have been incredible ... I'm sure the rest of my career will be as rewarding.

Why I Stay

**Staff Sgt.
Robert A.
Hubler**
82nd CS/
SCQS
Langley
AFB, Va.



Before I explain why I stay in the Air Force, I should briefly explain why I joined. Like many recruits, I joined the Air Force for the educational benefits. I never intended to stay past my first enlistment, because to me the Air Force was just a means to an end. All I wanted to do was to go to school, do my job, and get paid, but not necessarily in that order. I needed work experience in my chosen career field, computer programming, and the education to match. After that, I

wanted to move on to a high-paying job with little responsibility. Sound familiar?

Here it is many years later and I'm still in the Air Force. I stay because I enjoy what I do. Awhile back I made the proverbial turn from viewing the Air Force as a job, to seeing the Air Force as my way of life. Because I made that turn, I discovered I have control over my career. I can plan when I will finish my degree, when I will make promotion, and how it will get done. I choose to stay because I see so many opportunities. Why not me? When I retire and move on, I don't want to leave thinking I wasted 20-plus years of my life. I want to leave knowing I had fun, making the most of my time, and imparting a positive impression on all of those with whom I have worked. Someday I will be ready to retire. In the meantime, I continue using the numerous benefits available to us.

Benefits are exactly that: benefits. They are the rewards we receive for serving and not my reason for staying. OJT, college education, and promotion are the most prominent benefits to me. The Air Force provides me with the training I need to accomplish the mission and leadership training to help me prepare new airmen to replace us. However, we all know training alone will only get a person so far. We need an education to supplement it. The Air Force pays 75 percent of my college education and the remainder is deducted from my Montgomery G.I. Bill. After all, education is why I came in. Once I finish my degree, I plan to apply for a commission through OTS. Many other benefits are available to us, too many to write about in this article.

I may never find the dream job I wanted before I came in the military, but I did find a job that's personally more rewarding. I know I can go home each day and say to myself, "I made a difference today." So long as I continue enjoying what I do, I'll stay and encourage others to stay.

Why I Stay



Lt. Col. Michael Tiernan
AFCA
Scott AFB, Ill.

As I start terminal leave in preparation for my retirement from our Air Force after 36 years, many fellow airmen have wondered aloud why I stayed in so long. I like to think, "Why not?" What a great institution our Air Force is—to take a young kid, as I was those many years ago, and provide me with skills and an education that I never imagined. I like to compare my career to my first ride on the new wooden roller coaster at a major amusement park in St. Louis. The ride starts out slow, quickly hits a fast pace, then you experience a number of bumps, turns and unexpected twists. When the ride is over, you get off a little bruised and shaken, and wondering why you did that. Then you step back, think about your experience, and say, "Wow, can I do that again?" Why did I stay? You've heard it before but I can tell from my 36 years it rings true: the patriotism of fellow airmen—aligned with mine; the integrity and high standards of each individual; and the opportunity to meet and work with the finest professionals in the world. The difficulties of a remote tour or other time deployed away from the family are real—a consequence of our chosen profession. But, as we watch returning heroes on TV, we see the love, affection and support that the family provides and it gives us the strength to stay mission-focused. At various points in my career when I looked at possible opportunities in the civilian world, I did not see anything that came close to the camaraderie, sense of duty, and instilled pride that I saw in my fellow airmen. Oh yes, and I was also privileged to wear 12 ranks in our enlisted and officer corps. God speed, my fellow airmen!

Air Force OSI promotes Information Assurance

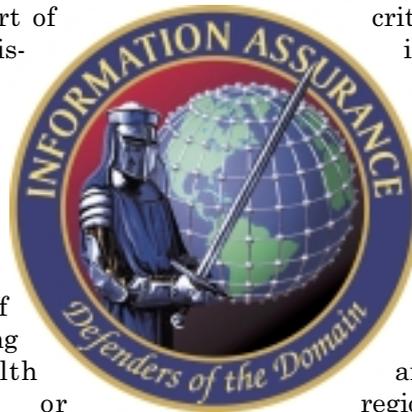
By Col. Paul Clark
Director of Operations
Air Force Office of Special Investigations
Andrews AFB, Md.

The Air Force Office of Special Investigations enthusiastically supports the Air Force's Information Assurance Campaign 2002 by helping to educate personnel on threats to our information systems. Although the Information Assurance campaign is relatively new, AFOSI's support of IA has a long history.

Whether combating espionage by foreign intelligence and security services on the streets of Berlin, protecting emerging stealth technologies, or thwarting attempted sabotage of combat deployments and weapon systems, AFOSI agents have always protected the Air Force's most valuable information. Today, our dependence upon technology has redefined an environment in which threats are no longer limited to well-funded hostile countries. Threats may emerge from anyone with access to a computer and a modem. New technologies have enabled new threats. What once took months or years of hostile, covert attempts to penetrate and compromise a military operation or activity can now conceivably be done with a few computer keystrokes in a matter of minutes. Bombs dropped by a

multi-million dollar aircraft are no longer necessary to disable a communications center, since a few lines of code written and executed by a single individual can be just as disastrous.

Our Seven Portals information operations program was established in 1997 to provide the Air Force with threat information, investigative and operational support necessary to identify, neutralize and when possible exploit threats targeted against the Air Force's critical information infrastructure.



AFOSI units worldwide support Seven Portals. Additionally, AFOSI places dedicated Seven Portals special agents and analysts on its regional staffs (collocated with major commands), inside information warfare flights, and at the Air Force Materiel Command Network Operations and Security Center. These individuals help ensure AFOSI's unique blend of offensive and defensive capabilities are available and integrated into information operations contingency planning. We've also stood up a full detachment of agents who have a wide range of technical skills and operational expertise, and are dedicated to protecting information infrastructure at the Air Force Information Warfare Center. The Seven Portals program, coupled with

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DOD Cyber Crime Center thwarts computer attacks

By **Tech. Sgt. Carolyn Collins**
Public Affairs Office
Air Force Office of Special
Investigations
Andrews AFB, Md.

The Department of Defense Cyber Crime Center was activated in October "... to better address the proliferation of computer crimes within or directed at DOD," according to executive director Philip Reitingner.

"The DOD Computer Forensics Laboratory and DOD Computer Investigations Training Program already provide critical training and forensic support to DOD personnel who must face computer crime and electronic evidence issues, and the formation of DCCC allows them to integrate their activities and operations to better serve their customers," Reitingner said.

The secretary of the Air Force serves as DOD executive agent for both DCFL and DCITP, while the Air Force Office of Special Investigations provides overall program management. Combining the organizations allows them to easily share expertise and to give customers a single point of contact for cyber investigative and forensic support, Reitingner explained. Formation of DCCC also helps implement DCFL and DCITP guidelines for integrating activities to support infrastructure protection and information operations, he added.

DCFL's mission is to give the DOD community timely, unbiased

electronic media examination, analysis and operational support. "DCFL, teamed with other DOD law-enforcement and counterintelligence entities, provides DOD with unique technical expertise and computer solutions in order to ensure information superiority for the warfighter," Reitingner said.

DCITP provides specialized, standardized and quality training to computer crime investigators, computer forensic field examiners and others charged with ensuring DOD information systems are protected from unauthorized use, and criminal and fraudulent activities. DCITP presented its first class, "Introduction to Computer Search and Seizure," in 1998, and has since expanded its curriculum to seven courses.

DCCC trains defense computer crime investigators and provides forensic analysis of digital evidence. "These capabilities help to ensure DOD investigators and commanders can obtain critical evidence in support of DOD's mission," Reitingner said. For example, DCFL examiners can recover evidence to help find the cause of an aircraft accident. In case of an attack on computer systems, DCITP-trained investigators work to determine what occurred and who's responsible, to preclude future attacks.

Assigned military, civilian and contractor personnel currently include three for DCCC, 57 for DCFL, and 37 for DCITP. Assignments may change as DCFL and DCITP

are further integrated. DCCC's primary customers are AFOSI, Army Criminal Investigations Division, Army Military Intelligence, Naval Criminal Investigative Service and Defense Criminal Investigative Service. But DCCC's mission also encompasses other customers. For example, DCFL is authorized to support safety investigations and commander inquiries.

"My goal is that DCCC provide state-of-the-art forensic and cyber investigative support to its DOD customers. As DOD personnel increasingly use information systems, and DOD itself increasingly relies on information systems, the need for access to evidence on such systems will increase commensurately," said Reitingner. "Without the ability to obtain such evidence, criminal and counterintelligence investigators would be unable to protect our forces from criminal predators.

"Without the ability to diagnose a computer attack, find who is responsible, and deter further attacks, DOD's ability to project force and defend our national security will surely suffer. DCCC must provide the critical resources its customers need, including training, forensic support and tools, to accomplish these ends," Reitingner said.

More information is available at these Web sites:
DOD Computer Investigations Training Program
<http://www.dcitp.gov/index2.html>
DOD Computer Forensic Laboratory
<http://www.dcfll.gov>

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AFOSI national-level intelligence and law enforcement liaison capabilities, complements and enhances the skills of professional Air Force information warriors.

As the Air Force infrastructure

becomes increasingly dependent on information technology to support activities and operations, threats are likely to become more pervasive, sophisticated and blurred. New technologies have presented more options and opportunities for conducting information attacks. There are new media to exploit for crime, es-

pionage and sabotage. The sophistication of new technology has also made detection more difficult. AFOSI personnel, working alongside Air Force information professionals, are dedicated to providing a blanket of security to ensure Air Force networks, information and warfighting capability are protected.

AF intrusion detection defends network

By 2nd Lt. Jason Brooks

*Air Force Computer Emergency Response Team
Lackland AFB, Texas*

The fall edition of “2600 Hacker Quarterly” contains an article titled “Defeating Intrusion Detection Systems.” At first I thought it was going to discuss methods of overloading a sensor or hiding a cyber attack among large amounts of traffic – the kinds of things I worry about at night in today’s information technology environment. Instead, the author, SnakeByte (hackers like colorful, distinguishing monikers), discussed his version of what’s commonly called “the low and slow” intrusion. The idea isn’t new. It’s always been a concern as a viable way of defeating an intrusion detection system sensor. But, more to the point, can it defeat the Air Force system?

SnakeByte suggested using a proxy for port scanning in order to masquerade an Internet protocol address to the target. Therefore, the target (and our trusty sensor) would read the proxy IP as the attacker. This actually isn’t as dangerous as it may sound. Within a reasonable timeframe, our sensor can identify and alert on the use of a single proxy to gather data. This type of scan often occurs within the Air Force. In these situations, intrusion detection analysts document the event and block the proxy, assuming it meets Air Force Computer Emergency Response Team criteria. This halts any further reconnaissance through that avenue, but it doesn’t eliminate the thousands of more proxies, and avenues, that exist. As SnakeByte revealed, he knows this, and takes his basic strategy a step further.

“Most intrusion detection systems check for a limited amount of connections from a specific IP to different ports in a specific amount of time,” SnakeByte said. This is certainly true for our sensor. Given this fact, and some other realistic assumptions, SnakeByte’s next step has good potential for scanning an Air Force network undetected by the sensor. “(W)e can simply change our script to use a different socks proxy for every port at random,” he said. Different proxies result in different IPs. Why is this important? SnakeByte’s answer was, “When you connect to a single port on a target machine, no IDS system will think this is an attack and thus will not take any countermeasures.”

While SnakeByte’s analysis hit the proverbial nail on the head, and instructed the entire hacker community on how to perform this little trick, all isn’t lost. The Air Force Information Warfare Center built us a system that – unlike various products driven by commercial automation – isn’t solely dependent upon capabilities of the deployed sensor.

The Air Force approach to computer network defense is comprehensive, including reactive and proactive elements. Most importantly, we’re proactive by analyzing and assessing known vulnerabilities. We publish the required actions to fix or patch the vulnerability, and mandate completion of these actions. If the vulnerability doesn’t exist, then all the reconnaissance and exploitative attempts in the world will amount to nothing. However, having zero vulnerabilities across a network of hundreds of thousands of IPs is practically impossible – in fact, vulnerabilities are highly probable. Therefore, we concurrently configure our sensors to alert on the signature of the attack associated with new vulnerabilities, and to focus on reactive elements. These elements include intrusion detection and incident response. Incident response is our method of dealing with a compromised machine. We respond in order to analyze the attack used, thereby gaining knowledge to prevent it being used again, and most importantly to recover the machine and protect the network. Intrusion detection is accomplished in two ways: real-time analysis and site analysis. Both depend on the intrusion detection system.

I’d argue the Air Force IDS is comprised not only of an automated security incident measurement and a certification interface definition document, but also the analysts, including their documentation and analysis tools. It’s imperative to make this distinction. The sensor will only alert on what you tell it to. With SnakeByte’s attack, if we configured the sensor to alert on every connection, we’d overload the whole system with false-positive alerts. We do, and must, set the alert criteria SnakeByte discussed. So, SnakeByte was correct in his assumption – the sensor won’t alert on his form of attack. Sounds grim, right?

Never fear, because this is where the Air Force IDS = Sensor + Director + Analyst idea comes into play. What SnakeByte may or may not know is that our system collects and stores all connection data for ports we specify. Through proper correlation, the analyst recognizes SnakeByte’s many proxy IPs working together to perform a true “distributed port scan.” Bingo! We have the number for SnakeByte and all his hacker followers. Continuing the scenario, if the attack is caught within a certain amount of time, the analyst can retrieve the event’s “raw data,” viewing the captured packets and seeing exactly what transpired. Typically, an analyst uses connection data to identify the attack, and associated raw data to determine whether the reconnaissance was effective.

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AFOSI combats insider threat

By Special Agent Dan Berger
Information Operations Center
Air Force Office of Special
Investigations
Andrews AFB, Md.

Simply put, espionage is the act of spying to obtain intelligence information. To borrow a phrase from Walt Kelly's former comic strip character, Pogo, "We have met the enemy and they are us." Research indicates the overwhelming majority of Americans arrested for spying in the past 20 years were volunteers, or "insiders." How do we identify insider spies? Counterintelligence looks for irregular or suspicious behavior, and some common personality traits, including arrogance, greed or jealousy.

However, any lifestyle activity that's inconsistent with commonly accepted behavior should be questioned. Examples are unexplained wealth, purchase of high value items, frequent domestic or foreign travel for no apparent purpose, excessive use of classified computers, or questionable visits by friends or family from foreign countries. Any of these situations should raise our security awareness.

Counterintelligence specialists look for unusual or irregular behavior patterns because they frequently reveal enemy spying or intelligence gathering activities. Too often, a spy's abnormal behavior is identified only after he's caught.

Unfortunately, the Air Force insider threat is real, and we don't know the full extent of the problem. What's reported to security and law enforcement appears to be

only the tip of the iceberg. It's important to remember that opportunity equals temptation, and that one of your personal acquaintances or co-workers might well pose the next "insider threat."

Early identification of atypical behavior can help counterintelligence specialists detect spies, and espionage activities potentially harmful to our national security.

The detection of irregularities or unusual behavior patterns is every citizen's responsibility. Early detection of questionable lifestyle practices that are incon-

sistent with the norm will aid in the neutralization of espionage efforts directed against the United States. All Americans bear the responsibility to report suspicious behavior to security or law enforcement authorities.

The key elements in fighting the insider threat are security awareness and reporting the threat. Security awareness requires that we make an effort to identify peculiar or unusual situations or behavior. The threshold for reporting suspicious behavior or activity is low. Therefore, when in doubt, report the unusual behavior or activity to your supervisor, local security, or AFOSI. You can contact AFOSI and remain anonymous if you desire. If necessary, our special agents will protect your identity.

Remember ... to counter the espionage threat, it is important that we be aware of our surroundings, and that we report anything "irregular" or out of the ordinary to AFOSI or other law enforcement authorities.

This information is provided by AFOSI. For more questions or to report suspicious incidents, please contact your local AFOSI detachment.



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Though we're able to deal effectively with "low and slow" intrusions, what about all the other types of reconnaissance and attack out there, known and unknown? To address those potential vulnerabili-

ties, the analyst and his tools are the most important elements of our Air Force IDS. It takes a long time to develop and refine an IDS sensor. Unfortunately, the cyber environment is extremely dynamic, changing constantly as technology improves and new vulnerabilities are discovered. The Air Force intrusion

detection analyst understands this fact, and is trained to do in-depth analysis and event correlation. The Air Force does what it takes to get the job done – flexibility is the key. Rest assured, every hour of every day, AFCERT and NOSC network defenders are watching – securing the Net, defending the Blue.

Agent joins Homeland Security directorate

By Tech. Sgt. Carolyn Collins

*Air Force Office of Special Investigations Public Affairs
Andrews AFB, Md.*

In one of the many responses to the Sept. 11 terrorist attacks on America, the Air Force activated the directorate of Homeland Security, designated AF/XOH, in January. Air Force Office of Special Investigations has detailed Special Agent Kenneth Reising to the new directorate for the next two years.

Reising has first-hand knowledge of the damage terrorist acts can do.

"Following the Sept. 11 attacks, I was the OSI dayshift leader at the Pentagon," Reising said. "For the first few days we had approximately 30 agents processing the crime scene."

The new Homeland Security directorate falls under the deputy chief of staff for Air and Space Operations and focuses on crafting policy, guidance and operational expertise for homeland defense and military support to civil authorities, the two pillars underpinning homeland security, officials said.

"My job now is to help create and to a large extent manage the transformation of homeland security doctrine," Reising said. "The Air Force doctrine will eventually be added to Air Force instructions, not only for OSI, but throughout all Air Force career fields." The interim director of the new organization, Maj. Gen. Jeffery B. Kohler, said its conception parallels what is happening throughout the Air Force.

"As we look around the Air Force there's a lot of activity now in homeland security," said General Kohler, who also serves as the director of operational plans for the Air Force deputy chief of staff for Air and Space Operations. "Several major commands have created homeland security points of contact and some have created small offices. The focus of this organization will be to bring this all together with policy and guidance to make sure the Air Force is marching with one vision in homeland security."

Air Force Chief of Staff Gen. John P. Jumper felt that, given the events of the last few months, and the new thrust taken by the president and Congress, the Air Force needed to step up as well. This office will be

the focal point for the Air Force in matters concerning homeland security, General Kohler said.

The leadership at the Department of Defense level is very appreciative that they will now have one central place to call, General Kohler said.

Initially, the office will work on a concept of operations, policy and guidance issues from an air staff perspective, but General Kohler said this is a "work in progress."

"It will take a little bit of time before we have clearly defined roles and responsibilities, but I think we have a pretty good idea of where we are headed," General Kohler said.

An average airman at the squadron and unit level

will probably not see much change as a result of this new directorate, General Kohler said; however, it is the expeditionary airman who does the job.

"Even before Sept. 11, OSI had excellent counterintelligence support to force protection practices in place, that have been recognized by the Air Force," Reising said. "Now we need to hone what we're already doing in OSI and work harder to streamline the information sharing in regard to homeland security."

"Our expeditionary airmen are equipped today to do the kinds of things we think they're going to have to do under homeland security," General Kohler said. "In fact, we're doing that in Operation Noble Eagle.

"We've already done a lot of the things that are required in homeland security, and we did (them) in an expeditionary manner," General Kohler said. "We folded homeland security duties right into our expeditionary concepts."

The definition of homeland defense has not been clearly established, General Kohler said. But that has not deterred the Air Force from providing security in the sky over the nation today.

"Our vision of the future is that this homeland security mission is going to evolve into much more than providing combat air patrols," General Kohler said. "It's not just the traditional air-breathing threat like Soviet bombers. We know what we have today. The question is, what are the national requirements for the future?"

(Tech. Sgt. Tim Dougherty, Air Force Print News, contributed to this article.)



Busy New York OSI unit now busier than ever

By Maj. Mike Richmond
*Air Force Office of Special
Investigations Public Affairs
Andrews AFB, Md.*

The closest permanent OSI presence to the site of the World Trade Center attacks is very close indeed. Det. 426 is just three blocks west and 10 blocks north of where the twin towers once stood.

According to Detachment Commander Special Agent Bob Pullmer, the unit's primary mission is counterintelligence, due to the presence in New York of the United Nations.

"There are more known foreign intelligence officers coming through here than anywhere else in the country, allegedly working for consulates," Pullmer said.

The detachment also gets involved in criminal cases, both chasing leads and interviewing witnesses and family members of subjects who live in the area.

"If you draw a 100-mile radius out from Times Square, there are 30 million people inside that circle, and they're all inside our (area of responsibility)," Pullmer said. "If somebody in the Air Force who's under investigation has a relative here, we knock on their door."

Pullmer's shop also plans and executes protective service operations for Air Force leaders who visit the area. For every hour the person is escorted around, Pullmer and his people log four or five hours of planning and coordinating, he said.

The workload keeps his three-person shop "very busy," Pullmer said.

But all the workload in the world couldn't have prepared them for the events of Sept. 11.

When the attacks occurred, Pullmer was on a bus heading to work. He was coming in late that day, having planned to work later than normal that evening. When his bus was turned back as was all incoming traffic he tried in vain to get to work via train and ferry, but eventually he gave up and headed home.

He spent the remainder of the day monitoring events via news media and telephone, to the extent the intermittent telephone connectivity would allow.

Meanwhile, Special Agent Adam O'Day, also planning to work late that night, was not yet in the office but already downtown at the time of the attacks. When the first tower collapsed, he was one of the thousands of people who found themselves running for cover from the massive debris cloud that chased people for blocks.

The sole detachment member in the office when the attacks occurred was information manager Rene Harris. When the call to evacuate the building came, she stopped at her four-year-old son's first-floor daycare



Photo by Capt. Jim Fabio

Remains of the South Tower of the World Trade Center following the Sept. 11 terrorist attack.

center. By then it already stood empty, having been vacated earlier.

"I knew they had a relocation plan in place, and I had been to that location, but I'm not sure I could have found it on my own," she said.

Fortunately, a nearby Federal Police Service officer knew the location of the alternate daycare center and led Harris to the site. There, Harris collected her son and walked him briskly to a train station about a quarter mile away, desiring to get out of downtown quickly. But while waiting for a train, the first building collapsed.

She scooped up her son and held him as she ran all the way back to the alternate daycare facility to escape the onrushing debris cloud. "They say you don't know your own strength or how fast you can run until your adrenaline is going, and that's true," Harris said. "My son's pretty heavy, but he didn't seem that heavy."

Pullmer said all detachment members worked 15- and 16-hour days for more than a month following the attacks. Early on they were joined full time by Special Agents Peter Meninger, who's normally assigned to Det. 324 at Pope AFB, N.C., and Jeff Dexter from Det. 102 OL-C in Central Islip, N.Y. The augmentees now work almost exclusively on the twin towers investigation, while the rest of the detachment has returned to normal operations.

But that which he and his troops consider "normal," Pullmer said, may always be colored by the events of Sept. 11. Everyday reminders include travel restrictions into the city, a steady continuance of memorial services, and even subtle behavior changes among residents of the city.

"You walk down the street now and people look you in the eyes," Pullmer said. "People are much more aware of what's going on around them."

Why I Stay

Capt. Jeff Woliver

Pacific Air Forces Comm and Info Directorate Hickam AFB, Hawaii



When I enlisted in the Air Force nearly 18 years ago, I didn't do it because of patriotism or other high ideals. Jobs were scarce in my community and the Air Force presented the best opportunity available to me at the time. Although \$650 a month may not seem like much now, that E-1 paycheck enabled me to establish a stable base to start a family, get an education and see the world. It didn't take long for my focus to change from just a paycheck to something much more. Beginning with my first assignment at RAF Alconbury, United Kingdom, and continuing to my current duty on the Headquarters Pacific Air Forces staff, I've constantly been surrounded and supported by an incredible group of high-caliber professionals. Now that I'm approaching retirement eligibility, I don't plan to stay for the paycheck or the world travel—I plan to stay because words like integrity, service and excellence mean more to me now than ever before in my life. I plan to stay because the Air Force is my family—not by birth, but by mutual consent. Service is a privilege and the Air Force continues to give me much more than “just a paycheck.”

People and units shine, earn comm and info awards

WASHINGTON (AFPN) – Air Force officials announced the winners of the 2001 Air Force Communications and Information Awards.

Individual awards went to:

Company Grade Officers: Capt. Timothy J. Willwerth, 11th Communications Squadron, Bolling AFB, D.C.; 1st Lt. Anthony J. Blevins, 57th Logistics Group, Nellis AFB, Nev.; Capt. Oscar Delgado, 366th CS, Mountain Home AFB, Idaho; Capt. Donovan L. Routsis, 32nd Combat Comm Squadron, Tinker AFB, Okla.; and Capt. Felipe M. Olivera, Jr., Joint Communications Support Element, MacDill AFB, Fla.

Information Management Enlisted Members: Senior Master Sgt. Henry D. Atkinson, Air Force Communications Agency, Scott AFB, Ill.; Staff Sgt. Shane Flint, 353rd CS, Eielson AFB, Alaska; and Senior Airman Jodi L. Zochol, 55th CS, Offutt AFB, Neb.

Communications-Computer Systems Enlisted Members: Senior Master Sgt. Joseph C. Ferrall, 35th CS, Misawa AB, Japan; Tech. Sgt. William E. Hayman, MacDill AFB; and Senior Airman Bradley S. Nelms, 16th CS, Hurlburt Field, Fla.

Visual Information Enlisted Members: Master Sgt. Eric J. Laurhammer, 805th CSS, Scott AFB; Tech. Sgt. Manuel L. Smith, 367th Training Support Squadron, Hill AFB, Utah; and Senior Airman Dawn M. Anderson, 1st Combat Camera Squadron, Charleston AFB, S.C.

Postal Service Enlisted Members: Senior Master Sgt. John V. Czumalowski, Hickam AFB, Hawaii; Tech. Sgt. George T. Flaig, Ramstein AB, Germany; and Airman 1st Class April D. Heller, 374th CS, Yokota AB, Japan.

Senior-Level Civilian Employees: Romme D. Burch, Offutt

AFB; Yahari H. Butler, 690th Intelligence Support Squadron, Lackland AFB, Texas; and Gerald Brown, 31st CS, Aviano AB, Italy.

Junior-Level Civilian Employees: Joan D. Clark, 11th CS, Bolling AFB; Edgar Montoya, Randolph AFB, Texas; and Deborah M. Alfaro, 74th Medical Support Squadron, Wright-Patterson AFB, Ohio.

Air Force Electromagnetic Spectrum Manager: Tech. Sgt. Dennis H. Gould, Ramstein AB.

Air Force Installation Spectrum Manager: Master Sgt. Kevin W. Broughton, 1st CS, Langley AFB, Va.

Air Force Darryl G. Winters Award: Staff Sgt. Cecil M. Ricardo, 1st CCTS, Charleston AFB.

Information Assurance Professional: Staff Sgt. David S. Honaker, 42nd CS, Maxwell AFB, Ala.

Team awards went to:

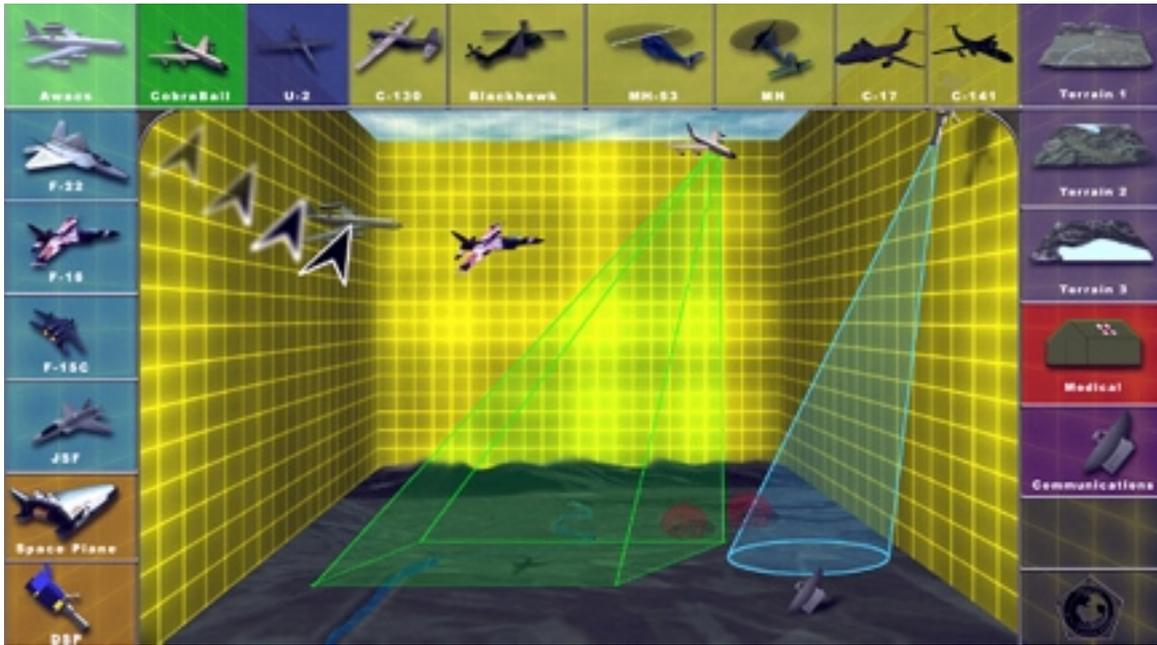
Information Assurance Organization: 33rd Information Operations Squadron, Lackland.

Gen. Edwin W. Rawlings (Team) Award: 436th CS Network Administration/Maintenance Team, 436th CS, Dover AFB, Del.

Lt. Gen. Harold W. Grant (Small Organization) Award: 1st CCTS, Ramstein AB.

Maj. Gen. Harold M. McClelland (Large Organization) Award: 86th CG, Ramstein, AB.

Sergeant Honaker, and the 33rd IOS are the Air Force nominees to compete for the national-level Frank B. Rowlett Awards. Captain Delgado is the Air Force's nominee for the Air Force Association's Gen. Billy Mitchell Award for Comm and Info Excellence, to be presented at the association's annual convention in Washington.



Air Force's concept of the future, Joint Synthetic Battlespace, a robust synthetic environment ready on demand to populate with entities of the user's choice. The JSB represents a capability to reuse and repurpose modeling and simulation to meet the requirements of operations, training, analysis and acquisition functional areas, and to do so quickly and efficiently. AFAMS is coordinating efforts to standardize data and models, to develop persistent communications and architectures, and to develop strategic plans and roadmaps to achieve the goals of the JSB of the future.

Spotlight on:

Air Force Agency for Modeling and Simulation

The Air Force Agency for Modeling and Simulation, a field operating agency aligned under the newly established Air Force deputy chief of staff for Warfighting Integration, continues to be the single point of contact for Air Force modeling and simulation matters. The agency has three primary missions: to implement Air Force, Joint, and DOD M&S policy and standards; to coordinate and manage major M&S programs and initiatives; and to support corporate Air Force M&S operations. In these roles, AFAMS executes top-level Air Force policy supporting cross-cutting Air Force initiatives such as Distributed Mission Operations, Joint Synthetic Battlespace, and Global Strike Task Force. The agency also provides Air Force M&S representation to Joint, DOD and coalition M&S programs.

Originally activated June 3, 1996, as an Orlando, Fla., based FOA of the directorate of M&S, it subsequently became a FOA of the directorate of Command and Control as a result of an Air Staff reorganization in January 1997. In December 1999, AFAMS gained a Pentagon operating location, the Theater Battle Arena, expanding the agency's capability to provide advanced distributed simulation and visualization of complex air and space concepts to support senior leader decision-making. Through activation, growth and realignment, AFAMS consistently remains dedicated to building

M&S capabilities that will help prepare the Air Force to dominate and control any situation across the full range of military operations.

Orlando is a major national hub for M&S technology for the defense M&S community, industry and academia. Locating AFAMS in Orlando allowed the Air Force to build cooperative successes with other services and activities in the Central Florida Research Park and take maximum advantage of the newest technologies. Purple Tech, a cooperative effort of all Technical Directors of Orlando – based military organizations, supported by a working group of science and technology professionals, investigates and sponsors multi-service research efforts to improve M&S support. AFAMS developed an M&S Resource Repository as a multi-service solution, with all Service nodes originating from Orlando. The repository provides an online “digital catalog” of references to simulations, models and subject matter experts that facilitates M&S research and helps prevent duplication of effort and unwanted overlap of M&S programs. AFAMS also works closely with sister service and joint acquisition activities co-located in Orlando, to define requirements for future M&S systems and to provide user oversight of the National Air and Space Model acquisition, the Air Force's portion of the

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Why I Stay

**Tech. Sgt.
Ty E. Wilson**
Det 3, PACAF
Air Postal
Squadron
Kadena AB,
Japan



A little more than 11 years ago, I was thrown into the postal world, deployed supporting Operations Desert Shield and Desert Storm. While this was not a glamorous time or job, I quickly found out they were both necessities. The war supported our allies and postal supported the troops and the mission. After 185 days of postal duty, I returned to my primary career field (Information Management, 702X0).

I soon found myself PCSing to another unit (as a 702), but to my surprise it was a postal squadron orderly room. Having had contingency postal experience, I was leery of returning to a postal squadron, even as a 702. My worst fear was being thrown back into the postal world.

Much to my surprise, I was quickly welcomed into what I found out was a vast postal family. It didn't take long to meet the squadron commander (on one of their annual visits) and to speak with many people all over the Pacific theater. It seemed unreal that people in so many different countries could know each other, let alone be such close friends.

I soon figured out that the postal community was unique and that being part of it was an honor. I later converted to a postal warrior and have been doing it ever since. Air Force postal provides a unique experience, where young troops are given a lot of responsibility and a chance to travel the world.

I strongly believe that I would not be where I am today had it not been for a lot of encouragement from past and present postal warriors. This family helped shape my career

and I believe that they will continue until I come to the end of it. I strongly encourage people (especially young troops) to give Air Force postal a chance. It is a lot of hard work and can seem unappreciated, but it has a positive impact on the mission, troops and their dependents, and most of all you will be a member of a family of postal professionals with all the encouragement and opportunities to excel.

Why I Stay

**Senior
Airman
Joseph
Longo**
868th CS/
SCYO
Scott AFB, Ill.



Everyone has his or her reasons for getting out or re-enlisting in the Air Force. My reasons for re-enlisting seriously outweighed my reasons for separating. This was the biggest decision of my career. The three determining factors for this decision are the people in the enlisted corps, the job security, and the chance to be a leader.

The enlisted corps rocks! Senior Airmen Raby and DuBray, Staff Sgt. Drake, Master Sgts. Snyder and Leck are just a few of the people who influenced my career. These individuals were all role models at work and away from work. They were all so willing to help me learn the job and learn about life. They follow the total-person concept. In our lifestyles, and the amount of hours we work, morale is a big issue. You will come across a few individuals who really drag the work center down. I want to be the one who turns that attitude around and lifts morale. You can walk into my work center daily and sense the camaraderie. It doesn't matter if we're busy or not, people are smiling and laughing, but the mission always gets done.

Being in the IT career field is a

great learning opportunity. It's always evolving. If I were in the civilian sector, lay-offs would be an issue. I hear news stories of people losing their jobs all the time. This doesn't happen in the Air Force. It's comforting to know when I get up in the morning, my job will always be there. I also know I'm not going to be stuck doing the same job. Within my career field, there's such a spectrum of what we can do. I've been at two duty stations and they were both very different. At Ramstein AB, Germany, I worked in a systems control facility, where we maintained all the long haul communications for the theater. I now work in the infrastructure operations element at Scott AFB, where we maintain the base's entire network infrastructure. These jobs are very different and are always changing – this keeps me learning and gainfully employed.

Leadership is vital to the success of the Air Force. Throughout my career I've been very successful and I owe this to great leaders. Air Force leaders must have the vision to empower, inspire, challenge and highly motivate followers. My supervisors have recognized me on many occasions for my hard work and dedication. The rewards keep me motivated to do the best I can. I'm eager to do the same for some younger airmen and I want them to see what great benefits come with the Air Force. I really enjoy helping people learn their jobs and expanding their knowledge base so they can make a big impact on the mission. I think this will instill confidence in young airmen. In the Air Force and technology world, this goes a long way. I want to make a difference.

There's a lot that goes into making this decision and you should review all options. I've done my research and have made my decision. I found the enlisted corps, job benefits and leadership were the most influential factors for me. That's why I re-enlisted for six more years. I'm proud to serve my country!

AF Comm & Info Hall of Fame inducts 'Foundation Setters'

By Len Barry
Public Affairs Office
Air Force Communications Agency
Scott AFB, Ill.

Three new members were inducted to the Air Force Communications and Information Hall of Fame at the fourth annual ceremony and dinner April 10 at the Andrews Officers' Club, Andrews AFB, Md. Lt. Gen. John L. Woodward Jr., then Air Force deputy chief of staff for Communications and Information, officiated. The event capped the yearly two-day Retired General Officers Conference for former and current Air Force communications and information leaders.

Hall of fame members are recognized for exemplary service to the Air Force communications and information community, and for their vision and tenacity in helping to deliver world-class capabilities to the Air Force.

The "Class of 2002" honors three former leaders whose exceptional contributions deemed them worthy of special recognition as "Foundation Setters." They are Lt. Gen. Gordon T. Gould Jr., Lt. Gen. Richard P. Klocko and Maj. Gen. Paul R. Stoney. Generals Gould and Stoney are deceased. Though General Klocko could not attend the ceremony, he spoke to the assembly through a live telephone feed.

Lt. Gen. Richard P. Klocko

Retired Lt. Gen. Lee M. Paschall, previously inducted as a foundation setter, shared some recollections of General Klocko. He said, "(General Klocko) arrived in Washington at a very difficult time – the Liberty, the Pueblo. There was a lot of criticism, particularly in Congress, about the performance of communications in those two particular crises. ... He did a great job with (the Defense Communications Agency). ... His primary contribution ... was to make the Air Force senior leadership ... recognize ... how important DCA was, and would be."

In his telephone remarks, General Klocko



Photo by Staff Sgt. Neil Joiner 89th CG, Andrews AFB

Lt. Gen. John L. Woodward Jr., former AF/SC, speaks to Hall of Fame inductee Lt. Gen. Richard P. Klocko on the phone while Lt. Gen. Lee M. Paschall listens.

said, "Just thinking about communications over the past 50 years or so, I became quite nostalgic. There've been fantastic advances in the fields of communications and electronics.

"Then in the mid-50s," General Klocko continued, "I went to computer school at IBM in Poughkeepsie, and they were still working with computer cards ... There certainly have been tremendous strides since then – probably the only place to find an IBM punch card now is in a museum. Anyway, the military services have kept astride the great advances in communications and information processing.

"You people here tonight, and Air Force people around the world, should be proud of the job you've done, and are doing now." General Klocko concluded, "I congratulate you on your work, and only say that I'm happy to have been a member of the team which has done so much."

General Klocko graduated from the U.S. Military Academy in 1937, and completed flying training the next year. He first assignments included the 36th Pursuit Squadron, Langley Field, Va., and the 36th Pursuit Group, Losey Field, Puerto Rico. He then went to England, serving in HQ European Theater of Operations, and then as commander of the 350th Fighter Group equipped with P-39 fighters. He readied the group for combat and moved it to North Africa to support the invasion. In 1943, while on a special mission over enemy lines dropping messages to isolated units, he was cap-



Photo by Senior Airman Mark Kuhta, 89th CG, Andrews AFB

Rob C. Thomas II, assistant deputy chief of staff, Warfighting Integration, speaks during a luncheon at RETGO '02.

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tured and remained a prisoner of war until 1945.

After WW II, General Klocko served in Washington on the War Department General Staff, and HQ Air Force as chief of the Supplemental Research Branch, Director of Intelligence. After completing Air War College, he served two years as a faculty member, and as a member of the graduate study group developing Air Force operations policy and doctrine. In 1954, he was assigned to U.S. Air Force Security Service, Kelly AFB, Texas, as deputy chief of staff for operations, and chief of staff. In 1956, he became commander of the 6900th Security Wing, Frankfurt, Germany, and in 1960, returned to U.S. Air Force Security Service, to serve as deputy commander and commander. His last assignment in 1967 was as director, Defense Communications Agency, Washington. He retired in 1971.

Lt. Gen. Gordon T. Gould Jr.

General Paschall shared some thoughts on General Gould, saying, "He was the best systems engineer I ever met in the military ... he was superb. ... I give him credit for almost single-handedly upgrading the technical qualifications of the officer corps of the United States Air Force. ... He insisted on at least calculus as a prerequisite for entry to the communications school at Keesler (AFB, Miss.). ... (General) Gould was a remarkable man ... he certainly has earned acknowledgment by this group as a founder."

General Gould graduated from the U.S. Military Academy in 1941. His first assignment was as department head of the Radar School at Drew Field, Tampa, Fla., where he later served with Headquarters 3rd Fighter Command. He was then assigned to China as 312th Fighter Wing communications officer, and was instrumental in establishing the communications and control system for B-29 operations. He served as communications officer for U.S. Army Air Forces, China Theater Headquarters, and after Japan's surrender, directed re-establishment of airways systems and communications in formerly occupied areas of China.

General Gould was then assigned to Airways and Air Communications Service, Langley Field, Va., serving as assistant chief of staff for Intelligence, and chief of staff. After earning a master of science in electrical engineering at MIT, he was assigned to Wright Air Development Center, Air Research and Development Command, developing drone guidance and instrumentation equipment, and ground support equipment, for atomic tests at Eniwetok. He also served as assistant chief and chief of the Armament Laboratory.

General Gould went to Baltimore, Md., in 1954, as chief of the Radar and Communications Division, Headquarters Air Research and Development Command, as well as assistant deputy commander, Weapon Systems-



Photos by Staff Sgt. Neil Joiner

Attendees listen to a briefing during the 26th annual Retired General Officers Conference.

Electronics, and chief of the Command and Control Systems Division. He was then assigned as chief of the Communications-Electronics Division for Strategic Air Command, Offutt AFB, Neb. He was appointed deputy commander of Air Force Communications Service, before moving to HQ U.S. Air Force to serve as director of Command Control and Communications. His final assignment in 1971 was as director, Defense Communications Agency. He retired in August 1974.

Maj. Gen. Paul R. Stoney

General Stoney was recalled by General Paschall, who said, "(General Stoney) without a doubt was the best operating communications officer I ever saw. ... He made the ... network management center ... work. ... He also ... should take credit for the Scope Creek program ... (which) for the first time tried to characterize an analog radio link in such a way as to be able to determine when it was going to quit, before it did. Revolutionary in ideas! ... Scope Creek concepts still persist to this day. The other thing ... (he) should get great credit for ... (is) his belief in the young officer – he mentored, indeed he nurtured, young officers. ... Finally, (he) mastered everything he touched."

General Stoney graduated from Emory University in Atlanta in 1941. He completed pilot training and served as a flying instructor at Columbus Field, Miss., before being assigned to a new instrument flying evaluation group, where his extensive knowledge of instrument approach and landing systems helped formulate Air Force standard instrument flying techniques. He then served with the 78th Air Base Group – first at Sheppard Field, Texas, and then at Langley Field, Va., which was an overseas training and processing center for Airways and Air Communications Service.

He was then appointed assistant for plans, 7th AACCS Wing, in Tokyo, where he helped rehabilitate WW II



Retired Maj. Gen. Robert L. Edge, left, speaks with retired Lt. Gen. Carl G. O'Berry during dinner at RETGO '02 at Andrews AFB, Md.

communications in the Pacific area, and establish permanent point-to-point and navigational aid facilities. He served as deputy director for operations, 1810th AACS Group, Hickam AFB, Hawaii, with responsibility for all Southern Pacific communications facilities.

He was assigned to HQ AACS, in Washington, where he planned a major update of worldwide AACS facilities, and ground-air and global communications. He was then attached to the Air War College's Advanced Studies Group, which conducted a detailed assessment of airpower as an instrument of national policy. He served as commander of the 1932nd AACS Squadron, Goose AB, Labrador, in 1954, and two years later went to HQ U.S. Air Force, where he developed communications programming and budget procedures for new Air Force communications equipment. After serving as deputy chief of staff for Communications-Electronics, Strategic Air Command, Offutt AFB, Neb., he returned to Washington, to the office of the director of Defense Research and Engineering, where he helped develop the National Military Command System, and the Consolidated Command Control Communications Program used throughout DOD.

Returning to HQ SAC, he served as chief of Communica-

tions-Electronics, with operational responsibility for all of the command's complex communications systems. He served as vice commander and commander of Air Force Communications Service, Scott AFB, Ill., and

moved with the headquarters when it was transferred to Richards-Gebaur AFB, Mo., in 1970. He retired in 1973.

Hall of Fame

Other members of the Hall of Fame include six Foundation Setters, and seven inductees from the classes of 2000 and 2001. Previously named Foundation Setters – credited with helping to lay a solid foundation for building an Air Force communications capability second-to-none – include 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 were Lt. Gen. James S. Cassity Jr., Lt. Gen. Robert H. Ludwig, 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, Col. Glenn G. Giddings Jr. and Chief Master Sgt. Richard P. "Hank" Sauer.

The Air Force Communications and Information Hall of Fame site is maintained by AFCA. It was officially dedicated March 2, 2001, in a ceremony officiated by General Woodward. The Hall of Fame program began in 1999. For more info, visit the Web site at <http://public.afca.scott.af.mil/public/fame>.

AFAMS

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next-generation synthetic battlestaff training environment. Additionally, through centralized configuration control of legacy models and professional exercise and experimentation support, AFAMS improves current model capabilities and ensures ongoing modeling and simulation training and experimentation support until implementation of the next generation of models. Major joint training exercises, such as Ulchi Focus Lens, Union Flash, Unified Endeavor, Roving Sands, and Blue Flags, as well as Joint Expeditionary Forces Experiments and Millennium Challenge, benefit significantly from proper representation of air and space power afforded by agency interface and leadership. The agency also maintains a focus on M&S standards, connectivity, and interoperability; M&S work force professional development; M&S planning, and empowered M&S oversight.

For most Air Force personnel, M&S use in their day-to-day jobs and in maintaining warfighting readiness goes unnoticed. Yet, it impacts almost every aspect of the responsibilities to organize, equip, train and employ forces. AFAMS provides the leadership and focus to maximize use of M&S to serve warfighters across the spectrum of Air Force responsibilities.

CC: Commander

Col. Grant F. Herring, DSN 970-5701

CD: Executive Director

Dr. Mary C. Fischer, DSN 970-5702

TD: Technical Director

Dr. Steven C. Gordon, DSN 970-5776

MSN: Innovations and Info Division

Sam E. Fragapane, Jr., DSN 970-5765

MSO: Operations Division

Lt. Col. Donald W. Solano, DSN 970-5743

MSP: Programs Division

Lt. Col. Victor J. Reyes, DSN 970-5781

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People: Officers - 20, Enlisted - 3, Civilians - 16

Why I Stay

Airman Rocky V. Portell
89th CS,
Andrews AFB, Md.



I was recently promoted to Airman. While I may not really have that much more responsibility going from airman basic to airman, it got me thinking about some things. Being an airman stationed at Andrews AFB is truly a privilege. We have more responsibility than most senior airmen at other bases, and we're expected to carry the load and to do our job. But we know that if we happen to stumble along the way, we have NCOs, senior NCOs and officers who will pick us up and help keep us going. We have more opportunities than most airmen – to hear what our more experienced people have been through, to learn from their mistakes so that we don't make the same ones during our careers, and to benefit from their guidance that helps us progress through the ranks and become better adults. I don't know how it is at other bases, but I've noticed here if you have an opinion on something, regardless of your rank, they listen to you. I've seen NCOs listen to airmen and take their advice into consideration. The people I work with are AWESOME. They've taken us under their wing and guided us in a way that's given us the confidence to do our jobs the way they should be done. Recently, when someone questioned my hair color, I felt a new sense of pride in the people I work with, because they went above and beyond the call of duty to stand behind me. Things like that make a human trust another human, and that's what's great about the military. I've been on many teams in my life. Whether it was baseball, football or track, we lived together on several occasions, and we bonded and became closer

because of it. I can truly say the 89th CS is the best team I've ever been a part of. I'm honored to have met and to be working with this team. They've truly instilled a greater sense of pride about the Air Force – and the military in general, for that matter – into this new airman.

Why I Stay

Tech. Sgt. Philip Harth
PACAF/
AIRPS
Hickam AFB,
Hawaii



Sometimes we might ask ourselves, "Why do I stay?" After a bit of head scratching and a great deal of soul searching, I've come to a few conclusions:

I stay for the opportunity. I've had great opportunities in the Air Force, more than I'd have grasped if I quietly stayed at home as a timid 18-year-old. I'm fortunate and continually awed to serve in places such as this – the heart of Pakistan – a place I never thought I'd be. Travel is one perk of Air Force military postal duty – it's all overseas, six postal assignments in eleven years aside from various TDYs. Seldom in the civilian sector would you find an experienced postmaster of 11 years at the age of 31. My military duties have offered me a lot and that's why I stay – I stay for the opportunity.

I stay for the people. Would I visit Pakistan if I weren't military? Probably not but I have met some of the greatest people on Earth in the course of my travels, both co-workers and local nationals alike. People are people and I'm happy to learn of their various cultures and traditions. I'm equally happy to be here and proud to be a part of our mission: to defend a country courageous enough to take a stand and serve the men and women who are making it

happen. The familiar names of people I've grown to know over the years in peacetime – my "postal family" – are now on the job in the region serving the forces that are making our country safe. I couldn't be more proud – I stay for the people.

I stay for the benefits. For where I'm from, I make pretty good money, and that's before medical, dental and educational benefits. From this year's deployment preparations to last year's injuries, the active duty medical team as well as contracted insurance reminds me that we've got it pretty good – we're well taken care of. The service teaches us things such as these, as well as our job or trade, and for our formal training they even provide college credit. Payment for off-duty as well as post-service education; preventative, routine and emergency medical and dental benefits. Pitting the outside job search against "the company" I work for now, I realize my job security – I stay for the benefits.

I stay for my family, I stay for my countrymen. From my B-17 navigating grandfather to my Morse systems operating dad, from my battle-torn stepfather to my peacetime logistician sister, service to our country is a long-standing tradition. My life-long friend served aboard submarines, quietly on the scene before anyone ever knew. He and the rest of my family now live in pleasant valley neighborhoods, flag-strewn and thoughtful of the single, ill-fated September day that will affect us forever. From Parents' Night pre-game Anthems to the thousands-wide burial grounds of Europe, I stay for my family, I stay for my countrymen.

Most importantly, I stay for my home. I stay because the Air Force is my home; it's where I hang my cap. One day I'll return to the sunset-lit cornfields and freshly mowed lawns; the Sweet Corn festivals, Little League games and high school playoffs. The things which my family enjoy today, are things that I serve for ... for my tomorrow. These things are of my home – and for my home I stay.