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*AIA hosts
Cultural Symposium*

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Cover designed by Gloria Vasquez

The Air Intelligence Agency chaplain's office hosted a Cultural Symposium June 20 and 21 at Lackland Air Force Base. The two-day event offered members of Team Lackland, AIA and Air Combat Command an opportunity to expand their knowledge on the different culture in Southwest Asia. See pages 10-11 for story and more photos.

Right training for right people at right time

By Col. James O. Poss
Air Combat Command
Director of Intelligence

Training – the word means different things to different people. For example, training to an athlete usually refers to a physical regimen in order to prepare for athletic competition, to the military, however, training has two possible definitions. Our goal is to make an individual proficient in Air Force Intelligence through special instruction and practice, and this training needs to be revamped.

For years, we have used a “one-size-fits-all” training system for Air Force intelligence officers. And unfortunately, we provided this “one-size-fits-all” training at the beginning of the officer’s career in Air Force intelligence despite the fact that we need officers with an increasingly varied skill set that can support rapidly changing missions in today’s increasingly challenging world environment. Thankfully, we continue to be successful providing the intelligence support our Nation needs in spite of the training we give our intel warriors. I credit this to the outstanding professionalization I have seen throughout Air Force Intelligence, and I am thankful to all Air Force Intelligence professionals for that.

Almost everyone agrees we need to make intelligence training more effective, and as part of the drive to make intelligence even more effective, I am making training a key focus area during my tenure as the ACC/A2. I want to provide intelligence professionals with the right training at the right time, so we can maximize our effectiveness in supporting our Air Force, Sister Services, Allies and, most importantly, our Nation.

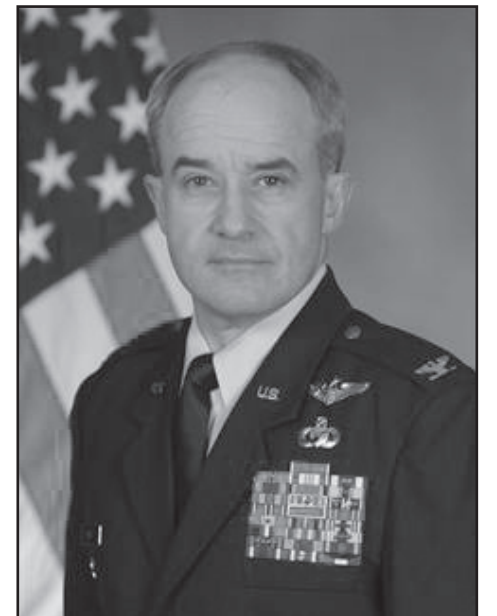
To that end, we’re pursuing a two-pronged approach. First, we need to look at reorganizing and revamping

the initial intelligence training that Air Force intelligence professionals receive at Goodfellow AFB, Texas. Second, we need to place increased emphasis on intelligence training that leads to certification, or the ability to do the job, in a specific discipline or weapon system.

The first step will be the revamping of basic intelligence training at Goodfellow Air Force Base. The first course all intelligence professionals attend at Goodfellow should be a “Fundamentals in Intelligence” course, which would emphasize basic analytic skills as well as system capabilities and limitations. This course should lay the foundation of skills and capabilities all intelligence professionals need as they learn to make assessments based on less-than-complete knowledge and the risks associated with this. They will also be introduced to the systems and software they can expect to see in the field, which will enable them to successfully support operations in the dynamic environment they are about to enter. Armed with these tools and knowledge, these professionals would then transition into either one of two specialized training courses; the Intelligence, Surveillance and Reconnaissance Operations course; or the Air Operations course before they get their coveted 14N AFSC.

The weapon system or organization to which the officer is being assigned will determine which specialty course he will attend. For example, an officer going to a Cryptologic or DCGS squadron could expect to attend the ISR Operations Course, while an officer being assigned to an Air Operations Center or a fighter unit would attend the Air Operations course.

After completing either of these specialty courses at Goodfellow and getting their AFSC, an officer would attend the Initial Qualification Train-



Courtesy photo

Col. James O. Poss

ing associated with their first assignment. For a few, IQT will occur at their new unit. For most officers, IQT will occur at an Intelligence Formal Training Unit which will be similar to what Air Force pilots experience once they are assigned to a specific weapon system. In fact, we plan as much as possible to put the IFTUs at the same bases as the aircraft FTUs or national intelligence agencies to take advantage of the training that is already occurring. Either way, IQT will provide the basics that allow an officer to successfully complete their new mission. During IQT the officer will learn the detailed capabilities and limitations of the weapon system which will enable them to support the employment of that weapon system or intelligence discipline.

Training doesn’t end with IQT, however. After an officer completes IQT, he can expect to immediately begin Mission Qualification Training. MQT will focus on the unit’s

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■ Training

Continued from Page 3

specific mission. Completing MQT results in the officer achieving Basic Qualification or becoming Combat Mission Ready depending on the specific circumstances of the unit. Once someone reaches BQ or CMR, they immediately begin their Continuation Training. Continuation training allows an officer to hone their skills in the employment of their weapon system. Once the individual has enough experience in the weapon system, he will most likely be considered for Instructor training and may eventually become an evaluator.

One of the best aspects of this approach to training is when an officer is assigned to a new weapon system, the training associated with that weapon system should come automatically. Perhaps the best way to show this is through an example. In this example, I'll describe the training the new second lieutenant would get in his first three assignments in the Air Force.

Initially, he will attend the Fundamentals course at Goodfellow AFB, Texas. Now let's assume while he is attending the fundamentals course he gets an assignment to be an Information Operations Analyst at the 612th Air Intelligence Squadron at Davis-Monthan AFB, Ariz. This assignment will result in him being tracked to the Air Operations course for his specialized training before leaving Goodfellow. Once he leaves Goodfellow, he'll go to Hurlburt Field, Fla., where he'll go through both the IO and AOC FTUs. Upon his arrival at Davis-Monthan, he'll have to complete the MQT before being certified combat-mission-ready. Once he has certified CMR, he'll be enrolled in Continuation Training, while he gains experience through training, exercises and deployments. Eventually he may have the opportunity to become an instructor or even evaluator, but that decision will be left to the discretion of his commander.

Now let's assume for his second assignment he has been selected to go to the vaunted 97th IS at Offutt AFB, Neb., to be an Information Integration Officer on Rivet Joint. First, he'll have to complete his physiological training, water and land survival training and SERE. Next, he'll probably go back to Goodfellow to complete a variation of the ISR Operations Course. While at Offutt, he'll go through the Rivet Joint IFTU which provides him initial qualification training and results in him certifying as basic qualified. Prior to his arrival, he'll also attend a SIGINT IFTU where he'll learn about the operational aspects of SIGINT as well as training on tasks needed to support COCOM operations. Once he arrives at Offutt, he will be enrolled in MQT. Following MQT, he'll be enrolled into continuation training while he gains experience through training, exercises and deployments. And, similar to the AOC, he may eventually have the opportunity to upgrade

to instructor or evaluator.

For his third assignment, let's assume he is going to the OSS/IN, 20th FW at Shaw Air Force Base, S.C. Since this is a completely new weapon system he will have to complete some training before he arrives at Shaw. Because he has already completed both specialized training courses at Goodfellow he wouldn't have to go there; however, he would go to Luke AFB to attend the F-16 IFTU, which would result in him once again being basically qualified. Once he got to Shaw he will be enrolled in MQT and once again have to certify as BMC or CMR. Following this certification he would be enrolled in Continuation Training, and once again he would gain experience through training, exercises and deployments. And similar to his previous assignments, he might have the opportunity to upgrade to instructor or even evaluator depending on how well he performs with this new weapon system.

Now let's compare the training our fictitious second lieutenant will receive in his first three assignments to the training I received. For the lieutenant, I count at least nine different training events in his first three assignments. Compare this to my three, and I think I'm being generous by counting Lowry and Goodfellow as two separate events. I think comparing the two shows just how much more focused we want intelligence training to be in the Air Force.

As you can see in the above example our focus is to ensure that the right people are getting the right training at the right time.

For the lieutenant, it was training that focused on his next assignment before he arrived which helped ensure that he had an increasingly varied skill set that enabled him to support rapidly changing missions in today's increasingly challenging world environment.

The beauty of this training system is essentially the same for all, and it helps us to ensure that we are getting the right training to the right people at the right time. One thing to be aware of is that although we are starting with officer training, we plan to do the exact same thing to all enlisted intelligence training. So in the near future all professional Air Force intelligence training will look the same. We can improve intelligence training in order to support the current transformation in DoD. We need to ensure our hard-working intelligence professionals receive tailored training as they move into the key positions that will determine American success or failure on future battlefields. The approach I've outlined I think does just that.

For those of you interested in these initiatives, join the conversation at the 14N Community of Purpose available via the Air Force Portal.

'Mighty Eighth' welcomes new leadership

By Capt. Carla Pampe
Eighth Air Force Public Affairs

BARKSDALE AIR FORCE BASE, La. – Leadership of Eighth Air Force changed hands Tuesday when Lt. Gen. Robert J. "Bob" Elder assumed command from Lt. Gen. Kevin Chilton, becoming the 47th commander of the "Mighty Eighth."

General Chilton has been assigned as the commander of Air Force Space Command at Peterson AFB, Colo.

Gen. Ronald Keys, commander of Air Combat Command, presided over the ceremony, with Lt. Gen. Robert Kehler, deputy commander of U.S. Strategic Command.

"As you all well know, the 'Mighty Eighth' has a storied history ... a history of greatness ...," General Keys said. "Today, the 'Mighty Eighth' still provides the muscle in the Global War on Terrorism."

In addition, Keys stressed 8th Air Force's intelligence, surveillance and reconnaissance assets, as well as its focus on information operations.

"With this combination of assets, 8th Air Force is everywhere you look – air, space and cyberspace," he said.

Before performing the actual change of command ceremony, General Keys praised General Chilton's performance as commander of the "Mighty Eighth," highlighting successes in the Joint Expeditionary Force Experiment '06, humanitarian relief efforts for Hurricane's Katrina and Rita, Air Expeditionary Force deployments, the standup of the Air Operations Center and the expansion of the Air Force Network Operations Center. He also shared his excitement for the Chilton's new assignment.

"It's nice to finally have a guy in charge of Air Force Space Command who has actually been to space," he joked.



Courtesy photo
Lt. Gen. Robert J. "Bob" Elder

Before relinquishing command, General Chilton bid farewell to his troops.

"It's been a whirlwind tour for my family and myself, and it seems like my time here has been all too short," General Chilton said. "In the 10 short months I've been here, the men and women of the 'Mighty Eighth' have done some incredible things ... and I couldn't be more proud.

"Take pride in the fact that you are a member of the 'Mighty Eighth,' and take pride in the history, not only of the past, but that you are writing today," General Chilton added.

After officially taking command of the "Mighty Eighth," General Elder addressed his troops, leadership and community members for the first time. "I am humbled to assume command of this historic unit whose leaders have included Ira Eaker, Jimmy Doolittle, Edgar Harris and most recently, Kevin Chilton," he said.

Although 8th Air Force must al-

ways remember its storied past, General Elder said, it must also continue to look toward the future.

"The Global War on Terror has already lasted longer than World War II, and today's enemy is like no other we have faced before," he said. "The nation calls on us to stay one step ahead of those who would threaten our freedom."

General Elder added that transformation will be the key to keeping that edge.

"As most of you are aware, transformation has been a key ACC Focus Area. The 'Mighty Eighth' has embraced this culture of change by evolving from the traditional 'Bomber Numbered Air Force' to the 'Global Effects Numbered Air Force' by incorporating such diverse mission areas as Information Operations, Intelligence, Surveillance and Reconnaissance, Command and Control, and Network Warfare," he said. "It is appropriate that our motto is: 'Built on History, forged on Innovation'. We will continue the Mighty Eighth's pursuit of innovative concepts, advanced technologies and creative procedures in order to provide America with the capabilities it needs to meet the demands of tomorrow's national security objectives."

In addition to leading the men and women of the "Mighty Eighth" into the future, General Elder said he and his wife, Bess, are looking forward to spending time with members of the local community.

"Bess and I have many friends and relatives in the Shreveport/Bossier community, so you can imagine how excited we were to learn that we would be returning to Barksdale," he said. "During my previous tour I had the opportunity to enjoy the outstanding relationship that exists between the base and this great com-

See Elder, Page 9

Warfighter integration improves processes, reduces delays

By Staff Sgt. C. Todd Lopez
Air Force Print News

ARLINGTON, Va. (AFP) - Over the next decade, the Air Force will continue to use information technology to leverage the capability of its people and weapons systems.

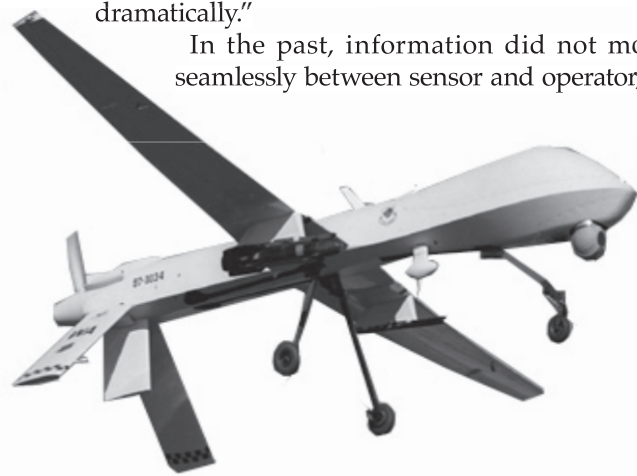
During a conference here June 13, Lt. Gen. Michael W. Peterson, Air Force chief of warfighting integration and chief information officer, told members of the civilian information technology industry about the Air Force's success in employment of IT and its plans for the future.

General Peterson said the Air Force already had stealthy, precise weapons systems and the best Airmen in the world, but by adding IT to that mix, the service was able to make its assets more efficient and powerful. The concept of using IT to reap greater benefits from Air Force weapons and people is warfighting integration.

One example of warfighting integration is the link between ground troops and airborne intelligence, surveillance and reconnaissance platforms such as the MQ-1 Predator unmanned aerial vehicle.

"Today, (a) Soldier, Marine or an Airman on the ground can look at a terminal and watch what a Predator is observing from overhead," General Peterson said. "(They) can also talk to an AC-130 gunship. The gunship can see what is happening on the Predator. Before it even arrives on scene, the gunship has situational awareness. This has changed things dramatically."

In the past, information did not move seamlessly between sensor and operator, or



The MQ-1 Predator Unmanned Aerial Vehicle is one example of warfighting integration. (Courtesy photo)

computer to computer. Data had to be moved on paper or by telephone, and then keyed back into a new system -- a process informally referred to as "thumping." That made for inefficiencies and inaccuracies, the general said.

The Air Force needed to find ways to move that data machine to machine, and take the human element out of the picture wherever possible. The general said the Air Force cannot afford to wait for data to be "thumped" into a system any longer.

"It takes too long to do that," he said. "The moment a signals intelligence unit or sensor picks up information that something is operating in the area, it needs to be passed to the next step in the process. You have to take it to the next level."

An example of the next level is linking ground crews to Predator aircraft and then taking the same information and linking it to warplanning and targeting systems.

"We may ask a Predator to go look at hide sites. Perhaps, we have identified potential hide sites so we know where to look," he said.

"When we find it, it's not somebody on the ground that has found the target, it's somebody back at Langley Air Force Base (Va.) or at Beale AFB (Calif.) that actually found it. With the data processing capability we have, we know where that is on a map with enough accuracy to hand it off to an air crew to start the targeting process."

General Peterson said this kind of technology was able to help the Air Force to locate and kill al-Qaeda terrorist leader Abu Mousab al-Zarqawi on June 7.

"That is exactly what happened when we went after (Zarqawi)," he said. "We knew he was in the area. Because we knew to expect that kind of target to pop up, we placed a continuous string of aircraft in motion. We could have picked any of them to go prosecute the target. That's what warfighting integration is all about, moving from a manual, step-by-step approach with seams and gaps, to a continuous flow seamlessly moving from sensing, to acquiring, to finishing the target."

Warfighting integration is also about improving processes to reduce the number of people and the amount of time needed to do a job. During the 2006 Joint Expeditionary Force Experiment, or JEFX, at Nellis AFB, Nev., the Air Force was able to use an integrated database to plan air-tasking orders. Combat planners were able to complete in four and a half hours what in the past took longer than 10. These kinds of efficiencies will ultimately reduce the number of people needed to do combat

See Warfighter, Page 17

Taking precautions can lower skin cancer risks

By Senior Airman Ticia Hopkins
347th Rescue Wing Public Affairs

MOODY AIR FORCE BASE, Ga. (AFP) - Air Force health officials are reminding Airmen that simple precautions during the summer can help lower the risk of skin cancer.

According to the American Cancer Society, more than 1 million cases of non-melanoma skin cancers diagnosed yearly are considered to be sun-related.

While short-term overexposure can lead to sunburns, long-term effects can develop into wrinkles, freckles, age spots, liver spots, dilated blood vessels, leathery skin and possibly skin cancer, said Capt. Wendi Wohltmann, 38th Rescue Squadron aerospace flight surgeon here.

"No one is immune to skin cancer," she said, "(and) sunburns increase your risk of it."

In 2006, ACS officials said it is projecting more than 60,000 people to be diagnosed with melanoma skin cancers, with more than 7,000 of them resulting in death. Most skin cancers develop on the face, ears, neck, lips and even the back of

the hands due to their exposure to the sun.

Melanoma skin cancer begins in the cells that produce coloring or pigment. These cells are actually used to protect the skin's deeper layers from the sun's harmful effects.

While melanoma is curable if caught early and is only a small percentage of annual skin cancers, it causes the most deaths.

When it comes to skin cancer, several risk factors come into play:

- Family history
- Fair complexion
- Multiple atypical moles
- Unprotected or excessive exposure to ultraviolet radiation
- Occupational exposures to coal, tar, pitch, creosote or arsenic compounds
- Severe sunburns as a child

"There are two different factors (relating to skin cancer)," the captain said. "One is the genetic component, and then there's sun exposure. So, (even) if it doesn't run in your family, you can still get it from sun exposure."

"The most damaging sun exposure leading to skin cancer happens before the age of 18," Captain Wohltmann said. "It's because children are not protected (with sunscreen), and they are not taught

proper sun-protection methods."

Captain Wohltmann recommends children wear hats, sun-protective clothing and sunscreen.

She also recommends the same things for anyone who must be exposed to the sun for long periods, whether it's work-related or recreational.

Although skin cancer affects more people every year, there are ways to prevent this disease and still enjoy everyday activities, especially during the summer.

"No matter what your skin type, you should still be wearing sunscreen," Captain Wohltmann said. "People with (darker skin tones may) take longer to burn, but they can still burn."

Even though skin cancer is preventable, early detection can also help save lives.

"If you're already (sun) damaged, then it'll help you from getting further damaged," Captain Wohltmann said. "You can never start too late."

(Graphic and tip provided by www.cdc.gov.)

Choose your cover



Sun Screen Tip

When choosing sun screen, be sure to choose one that offers at least SPF 15, and blocks UVA and UVB rays.



Family business

Senior Airman Philip Kochel, 690th Computer Systems Squadron, tacks on Senior Airman Below the Zone May 30 at a promotion ceremony. Airman Kochel was tacked on by his parents, Chief Master Sgt. Mary M. Kochel, HQ Air Education and Training Command Public Affairs at Randolph AFB, Texas, (right) and Senior Master Sgt. Robert D. Kochel, 67th Operation Support Squadron. "I thought it would be neat to have my parents tack on my stripes. I've always tried to make them proud, and it was great to see the look in their eyes as they tacked on my stripes," said Senior Airman Kochel.

(Photo by William Belcher)

New AF program to standardizes desktops

By **Shawna Wimpy**
Air Intelligence Agency

Communications and Information Directorate

A new protective element will hit desktops to help the Air Force keep the networks, data and information exchanges safe from damage, loss, interception and misuse while still maintaining the inherent flexibility, agility, and adaptability elements that cyberspace brings to the mission. The Standard Desktop Configuration is an Air Force-wide program that will provide all Windows-based users with the same operating system and core set of office automation tools.

Standardizing Windows-based desktops under SDC will allow the Air Force to speed up the application of security patches, limit the ability of users to change configuration settings, which might inadvertently expose the network to vulnerabilities and reduce life cycle costs. The SDC will also reduce development cost for applications. Developers of administrative applications will no longer need to develop different versions of their applications to run on a range of operating systems, but they will be able to develop to a single operating system that SDC brings to your desktop. The SDC will allow the AF to quickly adopt next generation applications of Windows and Office products soon after public release, bringing the latest IT tools to everyone's fingertips.

The SDC operating system will be Windows XP, and the Windows Firewall will be implemented.

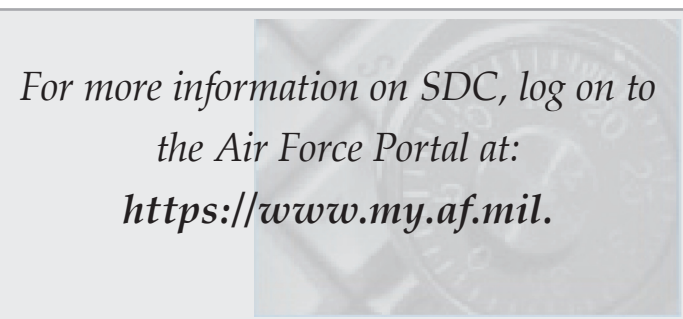
The SDC will also update office automation tools such as Office 2003, Internet Explorer, Acrobat Reader, ActiveCard Gold and Norton Antivirus. Under SDC, users will still be able

to "personalize" their desktop such as selecting wallpaper or setting the internal homepage, but they will be unable to add, update or remove applications.

The implementation of SDC on NIPRNet is estimated to be completed by Dec. 31. On the SIPRNet, the SDC implementation will occur in 2007.

Users already transitioned to Windows XP should expect some minor inconveniences during their base's transition to SDC. Some Web sites may initially be inaccessible and some personal settings and desktop appearances may change. Additionally, users may have to re-establish printer connections and CAC credentials. Users on older Window operating systems should expect a greater disruption when transitioned to SDC. All users are advised to back up cached e-mail, e-mail addresses and other important data.

Although cyberspace is the newest core competency for the Air Force, we are not inexperienced in its risks, challenges and benefits. In cyberspace, we are all front-line forces—no one is "back at headquarters."



For more information on SDC, log on to
the Air Force Portal at:
<https://www.my.af.mil>.

Simply Amazing

NASIC announces annual award winners

By **Rob Young**
NASIC Public Affairs

The National Air and Space Intelligence Center paid public tribute to its outstanding performers for 2005 during its 33rd Annual Awards Luncheon May 6 at the Wright-Patterson Club and Conference Center.

Col. Joseph Pridotkas, NASIC commander, hosted the event. Capt. Aaron Saylor served as the master of ceremonies.

The distinguished guest speaker for the event was Col. Donald Greiman, NASIC vice commander. The 300 luncheon attendees enjoyed a fine meal and a very impressive speaker as they honored the center's best efforts.

NASIC awarded the following Commander's Awards for Merit: Technical Support – Elizabeth Whitman; Technical Systems Assessments – Jeffrey McCormick; Integrated Threat Assessments – Chirag Parikh; Technology and Subsystems Assessments – Brandon Cesul; Management/Organizational Management – Ernest Muller; Program/Project Management – Michael Coyle; Staff Support – Capt. Timothy Meerstein; Intelligence Production Support – Staff Sgt. Cassie Kurtz.

The Team Awards were presented to the following: Category I – Argo Team; Category II – Unmanned Aerial Vehicle Integrated Product Team; Category III – Common Analyst/Collector Environment Team.

NASIC also awarded its highest unit honor to an outstanding individual. Colonel Pridotkas and Gary O'Connell, NASIC chief scientist, presented the Maj. Gen. Harold E. Watson Award to Charles Joseph Butler for his unparalleled contributions to the Center.

In a special presentation, the center named 10 individuals to its newly

created Wall of Honor. Victor Bilek, Richard Franklin, Leonard Howie, Jr., Kenneth Miller, Harley Learish, Retired Col. Nyle Neumann, Donald Quigley, Joseph Scaglione, John Tidwell and Allen Whitehill received this high honor for outstanding service.

During the event, the NASIC Company Grade Officer Association recognized its 2005 \$750 Scholarship Award winners: Academic Award – Staff Sgt. Omayra Cortes; Professional Award – Airman 1st Class Candice Pesicka. The NASIC Alumni Association also awarded a \$2,000 scholarship to Nicholas Sacksteder, a \$1,000 scholarship to Nicholas Mayrand, two \$750 scholarships to Katherine Perkins and Theresa Perkins and two \$500 scholarships to Joshua Berman and Timothy Berman. The high school recipients are children of NASIC employees.

During Colonel Greiman's address, he entertained the audience with the details of the contributions of NASIC over the last year.

He informed the audience that during the last year they had, "authored nine Presidential daily briefs, responded to more than 1,700 requests for information, produced more than 450 in-depth analyses, wrote Joint Country Force Assessments for air and air defense missions, built six Multi-Service Force Deployment scenarios and associated databases, written portions of the Quadrennial Force Review, Air Force Manuals, and chapters in AF tactics, techniques and procedure guides."

He related how NASIC customers voted with their fingers, hitting the Center's Intelink classified internet site an average four million times per month for products.

In closing, Col. Greiman stated NASIC's contributions to national security were simply "amazing."

■ Elder

Continued from Page 5

munity. By reputation, I know it has grown even stronger, and Bess and I look forward to living and working with you again.

General Elder concluded by reiterating his excitement at working with the men and women of 8th Air Force.

"... we are the 'Mighty Eighth' because of the more than 44,000 men and women who fly and maintain these aircraft and systems, plan the missions, analyze the information, develop the strategy and provide the leadership and direction necessary to complete our diverse global missions," he said. "Clearly, the men and women of Eighth Air Force are the ultimate source of its unmatched combat capability."

As the commander of the "Mighty Eighth," General Elder oversees the wartime readiness of approximately 240 aircraft, 43,100 active-duty military, Air National Guard, Reserve and civilian people and 11 wings. Eighth Air Force is one of three active-duty numbered air forces in Air Combat Command.

General Elder comes to Eighth Air Force from a position as the Commandant, Air War College, and Vice Commander, Air University, Maxwell Air Force Base, Ala.

General Elder has commanded an operational wing, group, squadron and installation, and served as the Deputy Air Force Component Commander for Operations Enduring Freedom and Iraqi Freedom. He has commanded unit deployments to the CENTCOM, PACOM, and EUCOM areas of responsibility.

His staff experience includes senior leadership positions with the Joint Staff, Air Staff, Air Combat Command and NATO.

General Elder is a command pilot with more than 4,000 flying hours.

Understanding through knowledge

AIA symposium speakers teach how culture, religion shape GWOT

By Staff Sgt. Kristine Dreyer
Air Intelligence Agency Public Affairs

The Air Intelligence Agency chaplain's office hosted a Cultural Symposium June 20 and 21 at Lackland Air Force Base.

The two-day event offered members of Joint Information Operations Center, AIA, Air Combat Command and Team Lackland an opportunity to expand their knowledge on the different culture in Southwest Asia.

"The first step to resolving conflict is to be able to understand the issues from the other person's eyes," said Brig. Gen. Jan-Marc Jouas, AIA vice commander. "By deepening our awareness of cultural and religious sensitivities, we may keep ourselves on the pathway to peace."

With members deploying to Southwest Asia, the AIA agency staff chaplains team understood the need for a culture learning experience.

"Many Air Force Senior leadership messages emphasize the importance of cultural awareness, so we heard their message and decided to hold this symposium," said Chaplain (Col.) Wayne R. Knutson, AIA senior agency staff chaplain.

Through dialogue with AIA senior leadership, the chaplain's office was able to shape the content of the event to cover a vast amount of information in just two days.

"It was like drinking from a fire hydrant," added Chaplain Knutson. "There was just so much information shared by our guest speakers."

Speakers covered topics such as:

- Terror and Error: The need for cultural engagement
- The cultural heritage of Arabs, Islam and the Middle East
- Iran Overview and Perspective from an Iranian View on the Global War on Terror
- Muslim Eschatology with a focus on Shia Iran and Near-Term Implications
- Is Islam a Religion of Peace or War?
- Cultural Engagement and the Pakistani Perspective
- The Global War on Terrorism: The Way Ahead

"Many of the speakers alluded to how the lack of understanding between the two cultures plays a significant role in the disconnect between the two parts of the world," said Chaplain (Lt. Col.) Lawrence F. Keith, AIA deputy agency staff chaplain.

As Dr. Douglas Johnson, Interna-



Photos by William Belcher

Guest speakers participate in a panel discussion during the Cultural Symposium hosted by the Air Intelligence Agency chaplain's office June 20 and 21.

tional Center for Religion and Diplomacy founder and president, spoke about his trip to Iran he reflected on some of the common misconceptions existing between Iran and the United States.

"Until we recognize and accommodate these differences," said Dr. Johnson, "we will inevitably focus on symptoms rather than cause as we have tended to do in the wake of Sept. 11."

Dr. Kamal Beyoghlow, National War College, also expressed the importance of knowledge during his presentation.

"If you don't understand language or culture," said Dr. Beyoghlow, "then you are

Muslim culture each time they deploy.

"All of the interaction in Iraq is not combat; we are also involved in nation building and humanitarian missions," said Chaplain Keith. "Events like the symposium need to be happening in a variety of forums because this knowledge will help all deployed servicemembers do their jobs."

One highlight from the event was having an ayatollah speak to the audience.

According to Chaplain Knutson, this is perhaps the first time an Ayatollah has spoken to an Air Force audience.

"An Ayatollah would be an equivalent of an arch-bishop in the Roman-Catholic church," added Chaplain (Lt. Col.) John M. Beers, IMA to the AIA senior agency staff chaplain.

Like many events, the symposium was not a one-person job.

"Chaplain Keith, Tech. Sgt. Perry and Ruth Diaz worked hard to make the event a huge success," added Chaplain Knutson. "It was truly in every sense of the word a team effort. The Chapel staff and all the AIA volunteers really made it happen."

"It was a lot of hard work, but in the end if one person's view point changed then it is all worth it," added Tech. Sgt. Vickie L. Perry, AIA executive to the senior agency staff chaplain.



Dr. Kamal Beyoghlow, National War College, speaks during the Cultural Symposium about The Global War on Terror June 21.

Thank you to all AIA Cultural Symposium volunteers!

MSgt Robert Angle
Marge Beaumont
TSgt Rhonda Bolles
TSgt Charles Bucher
MSgt Mark Busch
SSgt Claudia Burton
TSgt John Davis

SMSgt Mike Dollar
Ruth Diaz
SSgt Shamon Elliott
TSgt Amy Elliott
TSgt Duane Frey
Barnie Gavin
Lt. Joshua Gavin

TSgt Sherri Guzman
TSgt James Hadley
A1C Misol Heath
Sherri Holzer
Mitchell Huguley
MSgt Patrick Hunt
Lynn Jolin

James Jones
A1C Charles King
A1C Chelsea Ladd
MSgt Thomas Larrison
TSgt WT Littlejohn
TSgt Bianca Locust

Irene Lopez
Mary Losleben
SrA Michael McGahey
MSgt Livetta Maddox
A1C Samuel Mixon
2nd Lt Anna San Miguel

TSgt Thomas St. Martin
TSgt Philip Molinar
SSgt Heather Naylor
TSgt Vickie Perry
MSgt Jeffrey Pomfret
Linda Roque

Janice Rosales
SSgt. Bryant Ross
Judy Sephus
Dee Studavent
A1C Erin Tarman
Maggie Taylor

PO2 Marcelle Whitehurst
Ann Ben White
Jill Winters
PO2 Christopher Ybarra
TSgt Stephanie Young
SSgt George Zachery



A detail of Airmen take their position standing at the four corners of the flag pole during the Silent Vigil held May 26.



Members of the Security Hill honor guard bring down the flag during retreat.



Photos by Ted Koniars

Members of the Security Hill Honor Guard prepare to fold the flag during the retreat ceremony performed during the Silent Vigil honoring POWs/MIAs May 26 at the 37th Training Wing building on Lackland AFB. More than 200 Airmen and civilians participated in the event.

Paying respect

Silent Vigil honors POWs/MIAs

By 2nd Lt. Malinda Singleton
Air Intelligence Agency Public Affairs

Servicemembers from the Air Intelligence Agency and Lackland Air Force Base took time out of their day to stand in silence as they honored those who have sacrificed their lives for our country May 26.

The Silent Vigil was held outside of the 37th Training Wing Headquarters Building on Lackland.

The vigil began with the AIA Honor Guard placing a wreath at the base of the flagpole while a USAF Band of the West bugler played reveille.

Next, the Lackland Chief's Group, who sponsored the vigil this year, took their positions around the flagpole, and stood in silence in order to honor POWs/MIAs.

Every ten minutes, a group of four to eight Airmen marched up and took their

place standing at the four corners of the flag pole at parade rest.

Senior Master Sgt. Veronica Berry-Jones, AIA superintendent, exercise and readiness, coordinated this year's event.

"In 2001 when I was assigned to the 68th Information Operations Squadron on Brooks City Base, the Air Force Sergeants Association chapter there held a POW/MIA Silent Vigil, in which I participated," she said. "The experience moved me so much that for the next three years I acted as the POC for the event."

This year, a total of 208 officers, enlisted and civilians participated in the vigil, and another 11 assisted Senior Master Sgt. Berry-Jones throughout the day.

The vigil ended with a retreat ceremony performed by the AIA Honor Guard, a 21-gun salute and Taps performed by a USAF Band of the West bugler.

AFIWC technical director receives Presidential Award

By 2nd Lt. Malinda Singleton
Air Intelligence Agency Public Affairs

An Air Force Information Warfare Center civilian recently received one of the highest awards available for civilian performance.

Michael Kretzer, technical director for AFIWC, received the Meritorious Senior Professional Presidential Rank Award in Washington, D.C. at a ceremony April 20.

Each year, the President recognizes and honors a small group of career Senior Executives with the President's Rank Award for exceptional long-term accomplishments.

The award was presented to Mr. Kretzer at the Women In the Military Service for America Memorial at Arlington Cemetery, by Secretary of the Air Force, Michael W. Wynne and Vice Chief of Staff of the Air Force, Gen. John D.W. Corley.

Mr. Kretzer was one of 15 Air Force personnel to receive a presidential award. He was notified in December after being nominated in April 2005.

"It is a great honor," he said. "To be recognized by the president as one of his top senior civilian leaders is a nice thing. It's humbling, as well as it makes you proud."

Nominees have their package go before a peer review, and civilian boards outside of the government, after their package is approved by their commander.

The review boards make the recommendations to the president, Kretzer said.

"I did not know that I was up for this award at first,"

he said.

Mr. Kretzer was nominated for his work as AFIWC's technical director from 2000-2005, a position he took over in 1999 after working within the Air Intelligence Agency and AFIWC for 27 years.

He was recognized for his efforts as the driving force behind two major AFIWC reorganizations. The first occurred in 2000, when the 318th Information Operations Group was created.

During the transition into the 318th IOG, he helped guide the creation of Volume 36, an IO manual for tactics and techniques, which is part of Air Force Tactics, Techniques and Procedures 3-1.

Also during this reorganization the IO Red Team, or the 92nd Information Warfare Aggressor Squadron was created, and has now evolved to an aggressor squadron that deploys worldwide, assesses system, network, and OPSEC vulnerabilities, and helps commanders

correct problems.

The second reorganization occurred in 2005 with the reconstruction of the Information Operations Directorate. The key element of this was the creation of a Division that assists Air Combat Command in defining the Air Force requirements for IO capabilities.

Mr. Kretzer also played an important role is forging alliances with other organizations.

He developed a partnership with the Defense Advanced Research Projects Agency to provide the Air Force



Courtesy photo

Michael Kretzer, AFIWC technical director, receives the Meritorious Service Professional Presidential Rank Award in Washington, D.C., from Secretary of the Air Force Michael W. Wynne and Vice Chief of Staff of the Air Force, Gen. John D.W. Corley

See Kretzer, Page 14

Sports day strengthen country relationships

Airmen of the 303rd Intelligence Squadron teamed up with their Korean counterparts from the 1925th Armed Forces Unit to represent Osan AB in "Sports Day", which celebrated the 50th Anniversary of Republic of Korea's (ROK) Ministry of National Defense Unit 3275. The celebration included teams from Osan AB, the Army at Camp Humphreys, and three teams from the Korean Headquarters. These five teams traveled to a suburb of Seoul, Korea, to participate in the one day event.

A Chi-ta Korean traditional military band kicked off the event at 9:20 a.m. sharp, March 27 with the opening flag ceremony. The first sporting event, tug-of-war, began at 10 a.m., followed by rugby ball dribbling, volleyball, track & field, and soccer. The day culminated for Team Osan with an overtime victory in soccer to win the overall competition.

In the end, Lt. Col. Tim Traub, who took part in the tug of war and track and field competitions, said the day's events were not about wins and losses but the increasing camaraderie between U.S. forces and their Korean counterparts.



Courtesy photo
Team Osan (right) competes in the tug-of-war event during Sports Day in Seoul, Korea, recently.

"Today was a great experience," the 303rd IS commander said. "Not only was I able to spend time with members of the squadron outside of the office, but I was also able to spend time with members of the 1925th—the true meaning of the day for me. I want to thank Team Osan. The 24 members of the 303rd and 24 members of the 1925th were very enthusiastic and true sportsmen all day. I could not have asked for more."

Similar sentiments were expressed by all those who attended Sports Day. Captain Park of the 1925th stated Sports Day was a "good chance

to increase the spirit of cooperation between the 1925th and 303rd through the events of the day."

The colonel said activities like Sports Day provide the opportunity to strengthen relations between U.S. and ROK forces. "It may be just one event, but it goes a long way and means a great deal to our Korean counterparts. As guests in the Republic of Korea, U.S. forces who embrace this mentality can greatly bolster the bonds with their host and serve as true diplomats for the United States."

(Article courtesy of the 303rd Intelligence Squadron)

■ Kretzer

Continued from Page 13

early knowledge of leading edge IO technology. AFIWC has also created three industry partnerships, set up shared projects with the Army, Navy, three joint organizations, as well as two other government agencies.

He was also personally selected

by the Chief Scientist of the Air Force to be on a four-member team for a special IO project.

The information gathered by this team was used to support the Commander of Air Combat Command's new vision for IO within the Air Force, and led to the current IO Doctrine.

While he has been recognized for his achievements bringing AFIWC and IO to where it is today, Mr.

Kretzer does realize there is a lot more to be done in order to bring the IO community together.

"The thing I am most proud of is the accomplishments of the AFIWC through the people that are here," he said. "The work we are doing to be more aligned with the other diverse IO units, in order to become the IO community is a great personal satisfaction for me."

Allen Dulles: Superb master spy

By Dr. Dennis Casey
Air Intelligence Agency History Office

Whether in an open democracy or in a dictatorship like Nazi Germany or the Soviet Union, intelligence was and remains the first ingredient of the policies that guide and influence both diplomacy and war.

For those who collected, analyzed and distributed intelligence during the 20th century, few remained in key positions for long. The abrupt changes at the end of World War II followed by a host of developments during the Cold War tended to see frequent changes at the top in American intelligence.

Allen Dulles represented an exception. For more than 50 years, he was a constant presence and an influence upon those who worked to create a system to generate information that would serve the needs of decision makers in the United States.

Allen Dulles was born April 23, 1893 into a family that was neither wealthy or especially advantaged. The Dulles family called Watertown, New York home. Here Allen learned the values and dedication to achievement that would so accurately describe his career in later years.

After graduating from Princeton University, young Dulles rather quickly received his first experience in the international arena. He entered the world of politics near the end of World War I. Dulles left the United States for his assignment in Vienna June 1916.

Hard work brought him two promotions, and by October, he proudly wrote to his parents that he truly had reached a financial plateau with an annual salary of \$1,500 and was able to live in one of the world's most intriguing spots. War would soon change the young diplomat's duties and outlook on life.

By early 1917, efforts by President Wilson to bring an end to the conflict in Europe had not yielded any positive results. On the heels of Germany's decision to renew unrestricted submarine warfare



Courtesy photo
Allen Dulles was primarily responsible for sending first evidence to Washington about the whole sale extermination of the Jews in concentration camps during World War II.

and the infamous Zimmermann telegram, which promised an alliance with Mexico against the United States, President Wilson signed the declaration of war in April 1917. Dulles found his duties changed abruptly. For much of 1917, the young American spy worked to create communication routes for the American Embassy so sensitive documents didn't have to travel through Berlin before being forwarded to the American State Department.

He established Bern, Switzerland, as the location from which America could carry out intelligence gathering, collection and other intelligence-connected activities. Here, Dulles learned his new craft from British and Swiss intelligence officers and a host of others including exiled Czech leader Jan Masaryk.

While in Bern, Dulles found he loved the intelligence discipline. The long hours, risks, hurried meetings and feelings of importance, all contributed to his rapid maturation as a first-rate field agent. The end of the war promised to bring all of this to an end, and Dulles began to contemplate

what would come next in his life.

A few weeks after the Armistice was signed, Dulles was called to Versailles to participate in drawing the treaty. The State Department attached him to the American Commission to Negotiate Peace.

He soon found himself dealing with Colonel Ralph Van Deman who set up the peace commission's internal security system and Herbert Yardley who ran the cryptologic section. Dulles shuttled between Van Deman and others to ensure the information provided President Wilson was accurate, timely and complete. The work he did directly for the president brought him recognition as an intelligence professional.

Unlike most American diplomats who returned to the United States after the signing of the Versailles treaty, Dulles stayed in Berlin. He watched first-hand the first post-war years when inflation ruined the Germany economy and caused the political system to collapse into anarchy. He also watched with dismay the rise of Adolf Hitler in Bavaria.

Between the wars, Dulles survived assignments in Constantinople and one in Washington D.C.

Dulles decided to attend George Washington Law School. For several years, he carefully juggled his work schedule at the State Department with his classes and completed the law school curriculum.

Once out of law school, Dulles left the State Department and joined a law firm in New York. To maintain his interests in what was going on in the world, Dulles joined the Council on Foreign Affairs. His involvement soon brought him an invitation to represent the United States in Geneva in 1931 at a world conference on disarmament.

Dulles began by gaining publicity for disarmament by going on radio shows. In a short period of time, he became a radio personality as he popularized his views for listeners. It was not long before he

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■ Spy

Continued from Page 15

warned his corporation to close their doors in Germany and transfer or liquidate their investments. Both Dulles and his acquaintance William "Wild Bill" Donovan feared a possible war with Germany.

As early as 1937, Donovan, concerned that intelligence had slipped from sight as America focused on domestic issues, began drafting plans for a national-level spy service. By the late 1930s, Dulles also became interested when Donovan began to campaign for such an organization.

As Germany, Japan and Italy pursued imperialistic policies, Donovan continued his campaign in the United States. In June 1941, President Roosevelt met with Donovan and ordered officials in the Bureau of the Budget to set up the Office of Coordinator of Information and fund it internally with \$100 million in secret funds. From this base, the Office of Strategic Services would spring into life.

The attack on Pearl Harbor Dec. 7, 1941 prompted Donovan to drop his campaign and get the soon to be OSS into full operational capacity. Dulles was



Courtesy photo

Allen Dulles in Bern, Switzerland. Dulles ran wartime intelligence operations out of neutral Switzerland

selected for the OSS office in New York City. His contacts in the business and academic communities were extensive and was needed to get a jump start.

For overseas intelligence gathering, Dulles first contacted prominent Germans he had befriended while he served on the Peace Commission at the end of World War I and those he knew as a lawyer. When the OSS became official in 1942, it was already functioning at nearly full capacity.

Based upon his past experiences, Donovan selected Switzerland to be the base from which agents could be sent into Nazi Germany. Shortly after, London, Bern and Madrid became the main stations for the OSS. Both Spain and Switzerland were neutral, and American intelligence at the outset of the war was closely tied to British intelligence. In time, the OSS would become less dependent on the British, but in its first year, the tie was a close one.

It soon became evident Switzerland was the only place belligerents could meet in one location. Switzerland quickly became a hot bed of intelligence activities.

Dulles, accordingly, set up OSS operations in Bern. He felt this would place him close to the center of action. His living quarters acquired the reputation of a place to collect information about the war. Not only were German agents watching the site, but the British were as well.

From this apartment, Dulles built a strong relationship with Swiss intelligence officials who helped him make contacts in Europe. Swiss neutrality provided Dulles ample latitude in carrying out his spy activities.

During this period Dulles began two distinct resistance organizations in France. American funds helped pay for spying and espionage activities. His support of a "maquis" cell paid handsome dividends on D-Day and immediately afterwards.

Resistance participants tied to Dulles pinpointed German locations, sabotaged German transportation, attacked road emplacements and undertook tasks to help the allies.

Before long, the communications

traffic coming out of Bern to the U.S. State Department under Dulles's signature attracted attention. As many as 150 items per day arrived in Washington, and most contained multiple entries.

Overall, these messages represented a timely and comprehensive overview of intelligence activities in Europe and within the Third Reich.

Even though the Gestapo deciphered much of the State Department traffic, it was still of considerable value as the intelligence was not yet known in the United States.

In March 1943, the first evidence arrived in Washington about the wholesale extermination of Jews in concentration camps. This disclosure only happened because Dulles, through his German contacts, was able to penetrate deeply into the Nazi state.

At the end of the war Dulles concluded it was often harder to use intelligence products than to acquire them. The terrible news of the holocaust must have fit in this category.

Throughout the first months of 1945, Allen Dulles was on the road almost constantly. Surrender was in the air and Nazi generals began preliminary negotiations with Dulles. The American spy master also had several contacts with Heinrich Himmler who attempted to arrange surrender but on his terms. Hitler's suicide in Berlin brought it all to an end.

By the end of the war, the OSS seemed destined to be dissolved. A national intelligence organization would likely replace it. To that end, Donovan and Dulles would devote considerable energy in late 1945 and 1946. The OSS represented a career ladder where many of the key future players in American intelligence had been baptized under fire.

Walter Rostow, Arthur Schlesinger Jr., Dean Rusk, Arthur Goldberg, William Colby, Richard Helms and William Casey had all begun their intelligence careers in the OSS. Of these Dulles would achieve the most notable record in World War II and would later do likewise during the Cold War.

His name went up on the marquee because of his record in the OSS that truly showed him to be master of spies.

Class teaches how to identify cyber threats

By Capt. Delvin Williams
23rd Information Operations Squadron

The second Network Tactician Course was held at Lackland Air Force Base in May 2006 by the 23rd Information Operations Squadron.

NTC attendees are trained to become experts in the tactical employment and execution of integrated cyberspace operations. Upon graduation, they are considered the major command's Network Operations and Security Center tactician experts responsible for disseminating and training network warfare tactics, techniques and procedures to all network operators within their area of responsibility.

NOSC tacticians are also responsible for training advanced enemy offensive and friendly defensive tactics. The NTC provides the information necessary to enable NOSC crew commanders and operations controllers to better adapt and react to emerging cyber threats.

In 2005, the Air Staff directed the 23rd IOS to develop and conduct course to help professionalize Air Force network operations. The course teaches net operators how to recognize cyber threats, understand adversary tactics, the network capabilities and limitations, and the validated network warfare tactics, techniques and procedures, as described in AFTTP 3-1.36, Information Operations Planning, Integration, and Employment Considerations.

The NTC is designed to provide highly trained Air Force tacticians similar to the requirements outlined in AFI 11-415, Weapons and Tactics Program, for flying operations. Air Force network defense personnel are already part of the established Weapons and Tactics cycle, and the NTC seemed to be the "next step" for training network warriors.

The NTC, modeled after the weapons and tactics training

for air crews, consists of the following specific topics: threat immersion, network capabilities and limitations, network defense tactics, instructorship, debriefing and professionalism.

The establishment of NOSC Tacticians is a critical step towards building effective Network Warfare Operations officers and normalizing Network Warfare Operations within the Combat Air Forces. The NTC is taught by subject matter experts mostly from units within the Air Force Information Warfare Center. The briefings presented are current and relevant to NOSC personnel defending the Air Force networks.

In addition to attending five days of training, students are required to write a tactical analysis paper that addresses a timely network defense issue and is relevant to the IO domain.

The tactical analysis papers are reviewed by experts from different disciplines within the 23rd IOS, and the grading criteria is based on the weapons school model of rating the papers on critical thinking, research and analysis, style, scope, relevance and timeliness, format and grammar.

On the last day of the course, the author's of the top three papers are given the opportunity to brief the class and the 23rd IOS staff members on their paper topics.

For the last course, the outstanding contributor award for the best paper and briefing went to 1st Lt. John Skoda, Vermont Air National Guard. Superior Achievement awards went to the second and third paper presenters, Tech. Sgt. James Knox, 8th Air Force, Detachment 1, and Scott 'Skip' Runyan, 39th IOS.

The NTC's target audience is personnel who are currently NOSC crew commanders or operations controllers with a minimum of one year experience.

Like tactics taught during flight training, the NTC endeavors to educate NOSC crew members on the more advanced characteristics of their jobs conducting tactical operations in cyberspace.

■ Warfighter

Continued from Page 6

support, and represent a real cost savings to the Air Force, General Peterson said. Also at JEFX, the general said war planners were able to use network connectivity to reduce the amount of time it took to correct inaccuracies.

"In the middle of the JEFX, we (got) a chat note from somebody at Hill AFB, (Utah). He says you 'fat fingered' the fuel load for the F-16 -- we'd missed a zero. At that stage in the past, it would have been too bad. We would've had to fix it

on the fly."

The error would have required a series of phone calls and messages to stop the chain of events once operational decisions are made and sent out to the force.

It could take days to complete the paper to correct such a mistake. And if the error had been significant, it might have meant canceling a flight. At JEFX, the use of an integrated database meant an incorrect number could be changed immediately and the changes would cascade down through the system to all affected parties.

Part of warfighting integration is the creation of an enterprise-wide services

bus, a kind of central connecting point for all the computer-based applications the Air Force uses.

By using common services -- keeping shared data in the same location, or using the same name for the same piece of data in different applications -- all software will be able to share information seamlessly, eliminating the need for Airmen to manually move data from one system to the next.

By integrating software solutions, the Air Force expects to reduce the number of applications it uses from 19,000 to less than 10,000 over the next seven years.

Editor's note: Below is the Airman's Pledge Badge. This the leadership tool Col. Jim Keffer, 70th Intelligence Wing commander, referred to in his editorial featured in the June edition of Spokesman. Article can be viewed at <http://aia.lackland.af.mil/homepage/pa/spokesman>.

**70th Intelligence Wing
Airman's Pledge**

I am an Airman in the world's greatest Air Force and a leader in America's Cryptologic Wing. I pledge to be: always ready, mission focused, accountable, and committed to developing Airman leaders to take my place. I am a caring Wingman for others, my family, and my friends.

As an A-I-R-M-A-N:

A - Airman - I pledge to be a professional Airman first. I will meet all Air Force standards and expectations. Dedicated Airmen like me keep my Air Force strong - ready to fight and win America's wars. I show leadership through my words, actions, and deeds.

I - Integrity - I pledge my actions, both on- and off-duty, are guided by my Core Values: Integrity First, Service Before Self, and Excellence In All We Do. With these values guiding my actions and decisions, I can't go wrong.

R - Ready - I pledge to be ready to execute the mission. I will be professionally, technically, physically, mentally, and spiritually ready. I will complete all required training. My readiness includes job qualification, deployment, and ancillary training. I lead my Airmen, ensuring they are mission ready.

M - Mission Focused - I pledge to be mission focused--Mission is Job #1. It takes dedicated Airmen to successfully accomplish any mission. If I supervise, my people come before me. I will ensure they are fully prepared to successfully accomplish the mission.

A - Accountable - I pledge to be accountable for my actions involving myself, subordinates, peers, and superiors. I make decisions at my level, take responsibility for those decisions, and I am accountable for the results of those decisions. I will hold Airmen accountable for their actions; recognizing those for outstanding performance while correcting those not meeting standards.

N - Never Alone - I pledge commitment to the "Never Alone" Wingman culture. If I witness a lapse in judgment, I will intervene and expect my fellow Airmen to do the same. I will be safe, on- and off-duty in all I do. I will never drive under the influence and will wear a seat belt. I will immediately take appropriate action and report threats of violence, discrimination, suicide, or other potentially dangerous acts. I am a Wingman to many and never alone.

Airmen, family, and friends depend on my leadership and courage to do the right thing at all times. I am an Airman, 24/7. I will keep my Air Force strong and powerful.



Staff Sgt. George J. Zachery
HQ Air Intelligence Agency
NCOIC, Personnel Programs

Hometown: Alexandria, La.
Time in Service:7 years

Personal and Career Goals: To complete my bachelor's degree in Human Resources and then go on to receive my master's degree. One of my most important career goals is to one day be able to set the perfect example for younger Airmen, which is what true Airmanship truly is.

How does your job contribute to the overall success of the Air Force mission?

I believe my largest contribution to the success of the Air Force mission comes from the first-class support our staff gives to ensure each of our members are spending the limited amount of time necessary in order to give their best to the mission at hand.

What accomplishment during your career are you most proud of?

If I had to pick one accomplishment that I feel most proud of during my career, it would have to be the tremendous increase in confidence I have gained over the years.

"SSgt Zachary is one of the most professional and customer focused individuals I have seen in my 21 years. He is a fountain of knowledge and simply indispensable to me as a newly appointed section commander. He puts in long hours to ensure his mission is completed and always has a smile for you."

- Capt. Chris Heinning
AIA Section Commander



Tech. Sgt. Troy D. Earleywine
Air Force Information Warfare Center
Chief, Security Future Capabilities Division

Hometown: Bradley, Ill.
Time in Service: 15 years

Personal and Career Goals: I would like to achieve a Bachelor's of Science in Computer Security. I would also like to obtain an ISSO certificate.

How does your job contribute to the overall success of the Air Force mission?

In support of the Air Force mission, we provide offensive and defensive Information Operations applications that allow the warfighter to achieve strategic Information Operations goals in the Global War on Terror.

What accomplishment during your career are you most proud of?

One of my proudest accomplishments during my career is when I worked with joint and multi-national Forces while in Kuwait.

"TSgt Earleywine is the IOZ security chief and in this capacity he is directly responsible for all security actions for AFIWC in support of projects for JCS, unified commands, Air Force Major Commands and air component commanders. He is my top warrior and subject matter expert on Information Warfare security issues. Additionally, Troy excels in community service via his church, as a volunteer with San Antonio College, and as a mentor to a local grade-school student."

- Col. Davis Watt
AFIWC Commander



**Air Force
Commendation Medal**

352nd IOS
SSgt Donovan Padilla

Promotions



To senior airman:
68th IOS

Brenton R. Dugan
Andrew D. Marlott
Lori M. Booke
Jothan B. McBride
Seth R. Magee
David C. Scott
Christopher L. Korth
Kenneth W. Hamburg



To staff sergeant:
303rd IS

Christopher R. Ross
Keith W. Mack

68th IOS

Michael R. Mascharka
William J. Bodkin

ALS graduates
68th IOS
Julie Clay
Jeffrey Felde
(John Levitow Award)
Matthew Yatsko

690th CSS
Charles Jones

690th ISS
Anthony Jones

Quarterly awards
352nd IOS
Aiman of the quarter:
A1C Bobby A. Parks

NCO of the quarter:
SSgt Jonathan E. Stutsman

SNCO of the quarter:
SMSgt David L. Gast

67th IOW
Jr. Technician of the
quarter:
SrA Troy C. Davis

Sr. Technician of the
quarter:
SSgt Marylee S. Roberts

CCAF Graduates

68th IOS
SSgt Nichole Brown
TSgt Glenn DeSormeau
MSgt Jason Fiegl
MSgt Paul Pruitt

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Joseph B. Potier
Terry L. Sumners
Jonathan Wasilewski
Veronica Wasilewski
James M. White
Eric M. Young

67th IOW
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Tatia H. Boman
Eli M. Bosma
Charles Buterbaugh
Mark K. Riffer
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Torree M. White

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