

# **A LOOK BACK**

**A Conversation With  
AETC Senior Enlisted Advisors and  
Command Chief Master Sergeants**

*Edited  
By*

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**Office of History and Research  
Headquarters Air Education and Training Command  
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**AETC SEAs/ CCMs Conference**  
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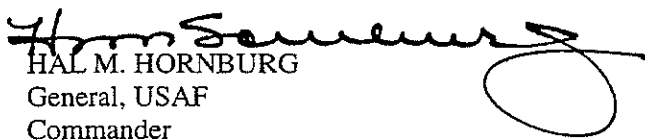


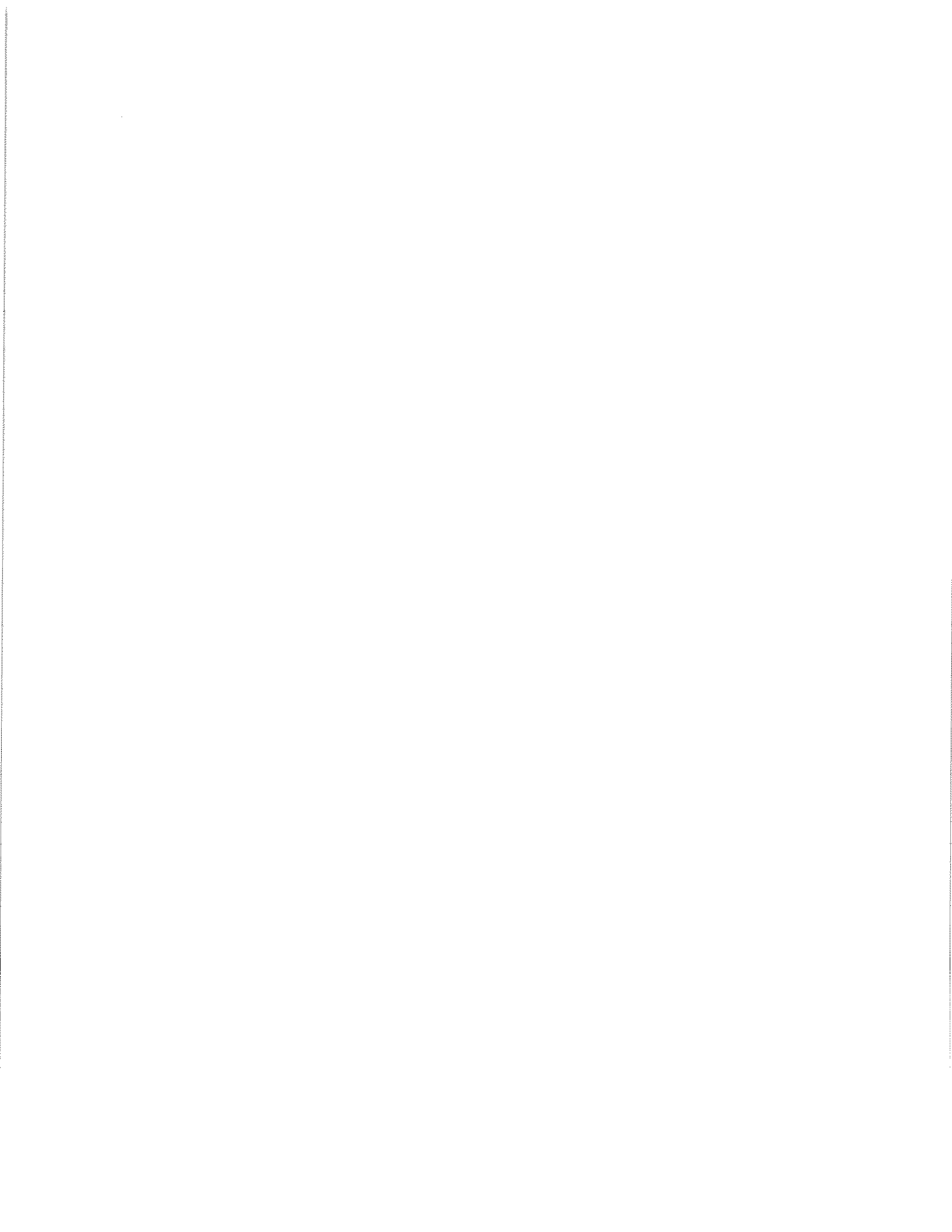
## FOREWORD

In 1959 the first person in the Air Force was promoted to the grade of chief master sergeant. The mere mention of the title "chief" brings to mind visions of wisdom, strength, commitment, and honor.

However, when the two senior ranks of senior and chief master sergeant were established in the late 1950s, the Air Force's senior NCOs believed they were not being given the responsibilities commensurate with their higher status. After the Marine Corps and the Army created a new billet whose occupant advised their respective Chief of Staff, the Air Force realized the tremendous enthusiasm for such a position throughout its ranks. Consequently, in 1966 Chief of Staff, General John P. McConnell, created the position of Senior Enlisted Advisor.

A few years later, in 1970, the Air Force established Senior Enlisted Advisors in the various major commands. In the three decades since, the Air Force has made tremendous strides in highlighting the prestige associated with being a senior NCO. In fact, the Air Force's top tier NCOs are probably the best management bargain any service has found. Nowhere is this more evident than the AETC Senior Enlisted Advisor position, now called the Command Chief Master Sergeant. This senior enlisted leader is responsible for the morale, welfare, and effective utilization of over 34,000 enlisted people spread throughout the command. Under the leadership of the 14 individuals who have occupied this chair, AETC, "The First Command," has shown the way in developing and mentoring airmen in the best Air Force in the world—no one can compare!

  
HAL M. HORNBURG  
General, USAF  
Commander



## PREFACE

In the words of Isaac Newton, "if I have seen further, it is by standing on the shoulders of giants."

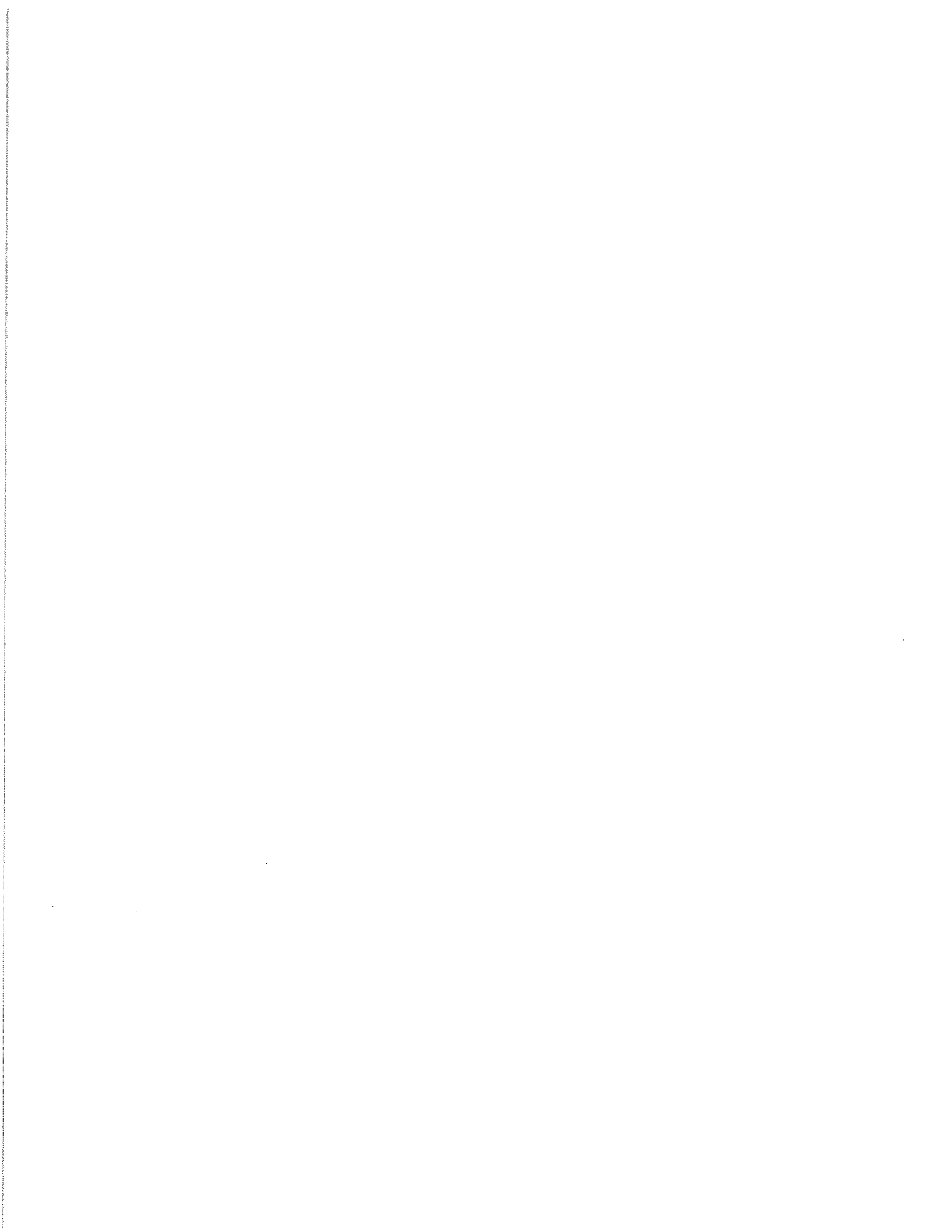
No words ring more true than applying them to the professionals of the armed forces, and our United States Air Force. Being part of an institution that allows us to build upon each other's accomplishments, share a common bond, and trade experiences is a unique privilege experienced only by those who serve. The great foundation laid by those airmen who come before us serves to benefit us all. It's to those great "airmen" that this book is dedicated.

From the first Senior Enlisted Advisor of ATC to the current Command Chief Master Sergeant of AETC, all have been responsible for promoting the welfare and effective utilization of the Air Force enlisted corps within the command. As you will find in the pages that follow, some of the challenges were the same, but times dictated they be handled differently based on circumstances. Other challenges were unique to the times. Regardless, the individual responsible at the time ensured the task was performed with the highest degree of professionalism. As you read the words of our past senior enlisted leadership, you undoubtedly will understand why we are the best Air Force in the world, and that we are part of a proud and noble legacy and heritage.

The contents of this publication depict the experiences of some of our great airmen by allowing them to reflect upon the challenges and accomplishments they faced during their tenure as senior enlisted leaders within AETC, "The First Command." Each individual portrayed in this document brought something special to the job enabling those who followed to make the command and our Air Force much better. Following in the footsteps of these outstanding airmen made my job much easier. There is no doubt that as a result of their efforts, I truly see further. I know I stand on the shoulders of giants.

  
WILLIAM A. MILLIGAN, CMSgt, USAF  
Command Chief Master Sergeant, AETC

"A special thanks to my comrades and friends who came before me for making this publication possible. Their positive contributions to the enlisted people of Air Education and Training Command and our United States Air Force will last forever"





## ACKNOWLEDGMENTS

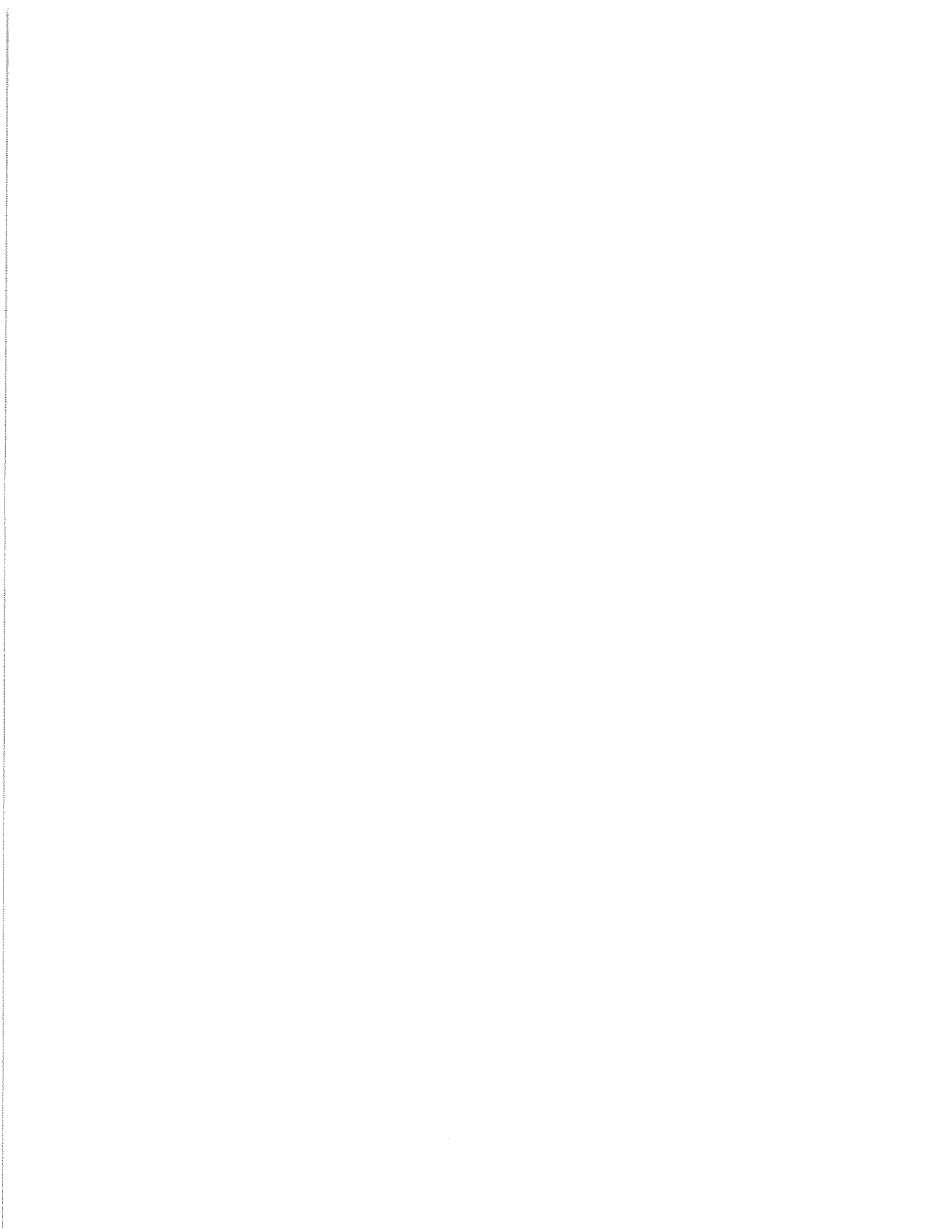
The combined efforts of several people helped to bring this work to completion. Essential to getting this project from the fledgling idea phase to the actual interview were Mr Richard H. Emmons, the AETC Deputy Command Historian, and Mr Bruce Ashcroft, AETC Staff Historian, who compiled the questions, arranged for the interview to be videotaped, and conducted the interview.

Another important contributor was TSgt Tammy M. Robel, Special Assistant to the AETC Command Chief Master Sergeant. Once the interview was completed, it was turned over to her, where she very capably transcribed it, an often tedious but necessary step. Credit for the front cover goes to MSgt Mark E. Boggess in AETC's Presentations Office. Ms Edith Taylor, Editorial Assistant in the AETC History and Research Office, typed the final text for printing.

This study could not have been accomplished without the foresight of Command Chief Master Sergeant William A. Milligan and his predecessor, Command Chief Master Sergeant Kenneth E. Hair. The idea for the study was first discussed with CMSgt Hair, who contacted AETC's former Senior Enlisted Advisors requesting they respond to a series of written questions. Although several did, more information was needed to warrant a study. CMSgt Milligan, with the strong support of General Hal M. Hornburg, AETC Commander, then decided to hold the first-ever conference of former AETC Senior Enlisted Advisors and Command Chief Master Sergeants at Randolph AFB, Texas, from 31 January to 2 February 2001. The interview that comprises this study was conducted at Randolph AFB on 2 February 2001.

Finally, this study would not have been possible without the cooperation of all the "Chiefs" interviewed. Not only did they give of their time, but portions of their thoughtful written responses were also included in the study. Although the role of the NCO corps in the Air Force has evolved over the years as NCOs assumed more and more responsibilities, the position of Command Chief Master Sergeant in AETC has remained in professional hand since its inception in 1970.

T.A.M.



## ORAL HISTORY INTERVIEW

**Introduction:** On 1 February 2001, Mr Richard H. Emmons and Mr Bruce A. Ashcroft of the Air Education and Training Command History and Research Office interviewed former AETC Senior Enlisted Advisors/Command Chief Master Sergeants at Randolph AFB, Texas. The following chiefs participated in the interview: CMSgt Leonard M. Trent, CMSAF Thomas R. Barnes, CMSgt Thomas F. Silk, CMSgt Brian Bullen, CMSgt Emory W. Walker, CMSgt Frank T. Guidas, Jr., CMSgt J.C. Riley, CMSgt Bobby G. Renfroe, CMSgt George T. Moriarty, CMSgt Kenneth E. Hair, and CMSgt William A. Milligan. Not present at the interview were CMSgt Robert W. Carter, CMSgt Thomas H. Sanford, and CMSgt Annette Barber.

**EMMONS:** We have five questions we would like to start with, but we can address more topics if you like. We tried to limit the number of questions because of the large number of people. It would be difficult to do a group interview like this and get to the meat of some of the issues you might have on your mind. We'd like to start by asking one of you to tackle a question first then, as you see fit, jump in and piggyback on the ideas that are presented. We have got roughly 90 minutes to try and do this. We can, if any of you choose to do so, raise a topic that is not included in these general questions. We can cover the issue until you feel we have done justice to it. The way this is set up there is a camera on either side of the table. As you are speaking, the camera will zero in on you so we will know who is talking when we transcribe this session. We will try to produce a pamphlet that will focus on the experiences of the command's senior enlisted advisors, now command chief master sergeants. So, with that, let me ask Chief Trent, since he was the very first ATC senior enlisted advisor (You mean the godfather...Chief Silk): What were the major issues you dealt with during your tenure?

**TRENT:** First of all, I'd like to say that I feel real proud that the senior enlisted advisor program has gone as great as it has and people like this gentleman here [CMSgt Milligan] have added to the program. Of course, each man at this table followed me, and as I look around, maybe I was the bad one and they are all the good ones. Anyway, I am proud of that one accomplishment I did. When I came

into ATC [Air Training Command],\* having been in SAC [Strategic Air Command] and PACAF [Pacific Air Forces] where we had a little better dormitories, I put a lot of effort (I visited every base) time and time again with the help of 4 or 5 of these gentlemen sitting here, and we did a lot of improvement in the dormitories in this command. I was surprised to hear they still have some of the same problems. We put new furniture in every room, in every dormitory, in this command. Of course, everything that this position accomplishes, you have to have the right boss. We all have a certain amount of authority, but if you carry out the responsibility this position allows, and you have a good relationship with your general, then you can get the job done. So my two accomplishments I think I am most proud of are establishing the senior enlisted advisor position and upgrading the entire command dormitories.

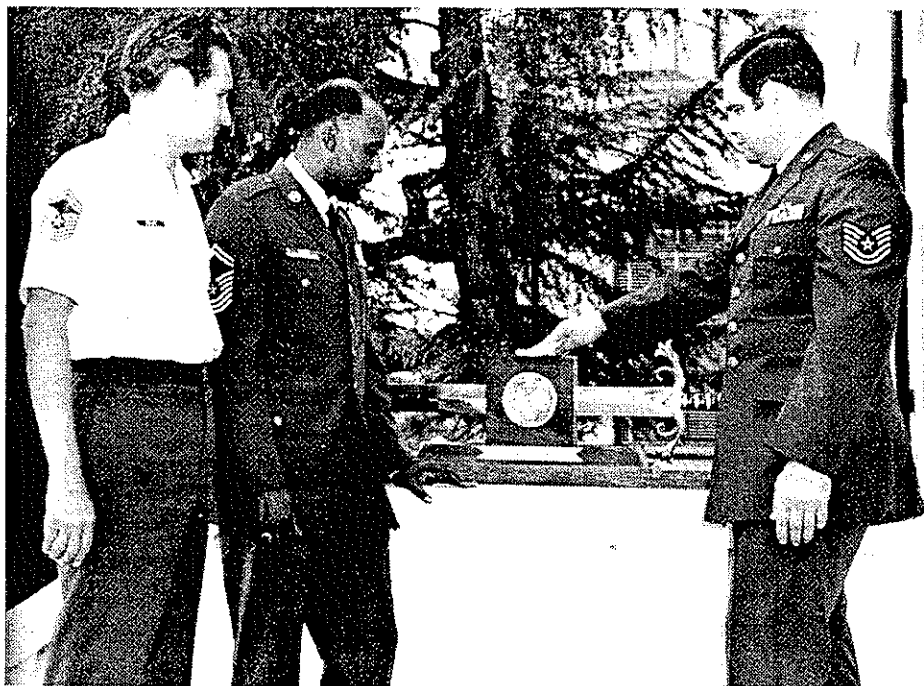
**ASHCROFT:** Let me follow on that by asking Chief Hair, who was here when the 1 + 1 standard\*\* first came in, about the whole idea of the quality-of-life which changed significantly.

**HAIR:** Some of the things that you pointed out, Chief Trent, the battles that you fought, were the exact battles we are fighting today, so it's kind of repeating itself. The good thing is that now we have a dorm master plan, and we are now bringing it to the forefront so that we can continue to watch it and not let it get in bad shape before we can do something about it. I think we have raised the standards. One of the things that George [CMSgt Moriarty] had mentioned earlier, one of the things that bothered me when I came into the Air Force, was that I had to share a room with someone that might not always be the type of person that I would live with. We fixed that and to me that was a very significant accomplishment.

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\* Air Training Command (ATC) was established on 1 Jul 46; it was redesignated Air Education and Training Command (AETC) on 1 Jul 93.

\*\* DOD adopted the 1 + 1 standard for permanent party dormitories in 1995. Under this design, two people living in a single room shared a kitchen and bathroom. This was part of an attempt to improve the quality of life. It replaced a 2 + 2 standard adopted in 1983.



**TSgt Jon Christenson polishes the master sword, emblematic of the ATC Order of the Sword. Admiring the sword that Christenson made are CMSgt Leonard M. Trent (I), ATC's first Senior Airman Advisor, and his successor, CMSgt Thomas N. Barnes. They were preparing for a ceremony to induct U.S. Representative F. Edward Hebert (D-La.), Chairman of the House Armed Services Committee, into the ATC Order of the Sword. Rep. Hebert was the command's first inductee.**

**TRENT:** I would like to throw one more issue out before I hush and that concerns when I made Chief on the second list, in 1960. Believe me, it was hard for a Chief, even after he made Chief, to get recognized. It took several years before that position was established and got the recognition that it deserved, and that involved a lot of good men.\* There were 600 chiefs who made it on the first list. There are only 200 of them left, most of them are gone. But those men set an

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\* In the late 1950s, the Air Force faced two personnel problems: promotion stagnation and the status of its warrant officers. Promotion stagnation was caused by the massive influx of personnel during the Korean War. To alleviate these problems, in 1958 Congress created two new enlisted supergrades: senior master sergeant (E-8) and chief master sergeant (E-9).

example for all of us to follow. I am very proud of you guys sitting here that are a lot younger than I am. I think that you have improved the enlisted program tremendously and elevated the recognition of the enlisted man. Before WWII, the enlisted man was really the low citizen of the country, but after WWII we had recognition. We men here have dealt tremendously with that status and now we are accepted by the colonel and the general officer force. To me that is where the enlisted has come from, from this level down here to one up here. What that means is that for the kid who comes in as an airman basic, we have every responsibility to see that that airman has the same opportunities we had and that we made for ourselves. Of course, it takes outstanding generals to understand those things.

**ASHCROFT:** CMSAF Barnes, you were the ATC senior enlisted advisor at the close of the Vietnam War. What kind of challenges did you face and how did you respond to the WWII generation?

**BARNES:** Coming into the job, there were four major issues that I dealt with here in the command at the war's closure. Dropping the conscription and starting the all volunteer force began the socialization of issues the Air Force had to deal with. The forerunner of today's military equal opportunity, or social actions, was one of those issues. The reinstatement of professional military education at a level that this command gained a noncommissioned officer's academy where it had none before was a major issue during that period. The work on the inception of a Community College of the Air Force\* began during my tenure.<sup>3</sup> Certainly, not the least of these social issues was an incident at the Laredo Air Force Base dining hall\*\* which led to our growth in this social aspect and a need to recognize the manifestation of ethnicity in the Air Force that carries on through to today.

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\* The Air Force established CCAF in 1972 as an innovative way to cope with the advent of the all-volunteer force. Through CCAF, enlisted personnel could earn the equivalent of an associate's degree.

\*\* At Laredo AFB, as well as at other ATC and air force bases, there were a series of racial incidents in 1970-71. Black airmen complained about a variety of conditions, including what they perceived as unequal treatment from the Security Police, excessive use of Article 15s, insufficient recreational facilities, and the lack of such amenities as black cosmetics, black barbers and beauticians, soul food, and soul music.

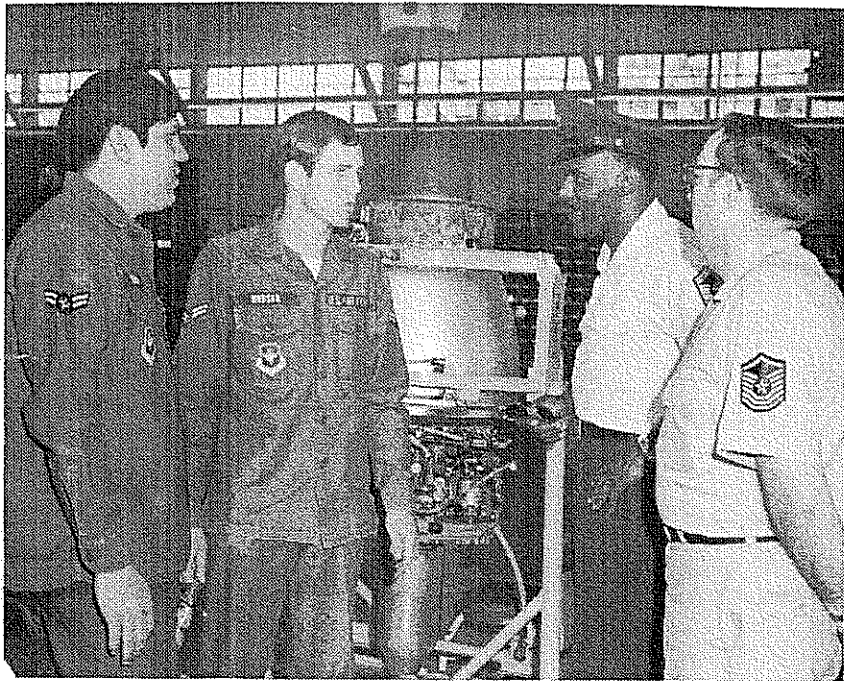
Expressly, we in this command formulated a team that traveled the entire Air Force to look at the problems. It went through ATC first, which was compiled into a report, sent to the Pentagon for review, and later became an Air Force-wide program. It entailed those things that we were compelling our people to do by virtue of directives, particularly Air Force Manual 35-10,<sup>\*</sup> inasmuch as appearance was concerned. At the same time, from an African-American viewpoint, the manifestation of blackness became paramount. Afro haircuts became an issue for bases to deal with, but nowhere within the exchange and barbershop or beauty parlor system was there anything to handle that. Commanders and first sergeants were somewhat on their own in that regard. Pseudo-folliculitis<sup>\*\*</sup> was a big issue during this period. It was a critical issue medically, and a great learning curve had to take place before we could deal with it. Those were some of the major issues, followed closely by, as we began to look at how we could utilize our people more effectively, nontraditional roles for women, for example, using women in career fields other than the clerical and medical career areas.<sup>+</sup> Those were some of the key issues that came along during my tenure. The focus on them was made easier by the kind of support from the commanders we had who were very interested in moving us through that period. It was the extension of the authority to do the kinds of things that Chief Trent talked about. If a commander endowed you with that authority, then you were able to play it and get many parts of the job done. Elements of that, however, involved other commands, and it entailed an interface with counterparts in other commands to get those issues raised and then later supported at an Air Force level.

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<sup>\*</sup> Air Force Manual 35-10 directed how Air Force personnel would wear uniforms as well as describing minimum standards of personal appearance.

<sup>\*\*</sup> Pseudo-folliculitis, commonly known as shaving bumps, was a widespread problem among individuals with curly hair and dark skin.

<sup>+</sup> With the end of the draft in 1973, DoD pushed to increase the use of women in the armed forces. By the early 1990s, 97 percent of Air Force career fields were open to women.



**CMSgt Thomas N. Barnes, ATC Senior Airman Advisor, discusses the technical training two young airmen were receiving on engine repair.**

**EMMONS:** Does anybody else want to piggyback on that? Surely, all the issues have not remained the same over the years. You must have had different things that were right at the top of your list when you took over as the senior enlisted advisor.

**SILK:** I followed Tom [CMSAF Barnes] and I always said that AFM 35-10 wasted more of my time. Of course, it was a constant irritant especially to the troops—haircuts and so forth. Then the Pseudo-folliculitis (it took me this long to learn how to say it) was another issue. These were programs that were not cured overnight. At the same time, to pick up on what the Chief [CMSgt Trent] here said, we were establishing what we were and how we operated, what our parameters were, and what we could do and not do. I think ATC was the first command with a regulation at the time, and we established a few other things. That helped immensely to at least have some sort of guidelines to go on. In addition to that, there was the incorporation or assimilation of women into the force itself—different career fields and analyzing how they fit in the force. For



instance, like the case when we had the WAFs\* on the flight line working the airplanes. We were at Williams AFB and it was 110 degrees on the ramp. The most a WAF could last on the ramp was about 5 hours because of the work involved in pulling hoses out of the ground and servicing the aircraft. That was a problem that came to light real early. They did not have the stamina to do the job, and we had to make corrections there to do things differently and made adjustments down the line. That was pretty interesting because it was a good assimilation and they certainly were talented enough to handle most of the jobs we had out there for them.

**BULLEN:** Well, I followed you [CMSgt Silk] in 1975 and caught the tail end of what has just been presented. We continued to pursue that, like professionalizing the NCO corps with the schools.\*\* Particularly, we made it a practice in the 5<sup>th</sup> week, when everyone was dozing off and getting ready to go home, to go in there and chat with them for an allocated 40 minutes, which normally lasted about an hour and a half. Thoroughly enjoyed it. Talked to them...they talked back. Great interchange. That was one of the things that made my tour...that interchange with those noncommissioned officers from every background. For instance, one of them said, "How come when you visit our station, nobody talks to us." I said, "Well just who are us?" On my next visit, I went down to the sewer farm and found out I had a whole contingent, and everyplace I hit from then on I visited the sewage plants and the water treatment plants and the fire stations that everybody neglects. I'd go in there and talk to the people and listen to them. And the recruiters, we saw every time we went out, I was fortunate my boss [Gen John W. Roberts] was a fighter pilot and hated the dual-engine aircraft. He asked me if I wouldn't mind flying in the T-38 that his aide flew when he visited the bases. I said yes, I would like that very much, as I was a pilot. I thoroughly enjoyed that part of the job. I got more into the aircraft part of the house. Then I found a completely new area. The next base I went up to the tower. I learned

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\* WAF [Women in the Air Force] was established in 1948 following the standup of the new Air Force. As women became more integral members of the Air Force, the WAF was dissolved in 1976.

\*\* As a first step in institutionalizing enlisted PME, the Air Force established a Senior NCO Academy at Gunter Air Force Station, Alabama, in 1972. ATC established its first NCO Academy in 1973 and, in the two succeeding years, established Airman Leadership Schools at all of its bases.

another great page in my book. So it was a great thing to do. I'd listen to their trials and their tribulations, and we worked it out amongst our group of people, amongst our senior advisors from the wings, as they came in once a year. We tried not to burden personnel with "fix its," we tried to solve our own problems.

**ASHCROFT:** Chief Walker, you were right at the transition from the hollow force of the Carter administration to the buildup of the Reagan administration. Did that have an impact on the issues that you worked?



**CMSgt Brian Bullen, ATC Senior Enlisted Advisor, presents his case to the ATC commander, General John W. Roberts.**

**WALKER:** Well, it certainly did. I must say that I had been blessed working for a commander, General [Bennie L.] Davis, who had been DCS/Personnel at the Pentagon. Of course, along with General Davis came many issues that he wanted to see resolved throughout the command. I had the privilege of traveling a lot and

seeking out those issues and in some cases being able to help resolve some of the problems, as General Davis saw them. The other side of that was during my time there were a few disgruntled airmen I might say in the command, and I was able to go into the field and bring some of those things back and let commanders know, the commanders around the table here, make them aware of some of the issues that were there in field. We were going through some turmoil at that particular time, some of things that were mentioned by Chief Barnes and Chief Bullen—the haircut issue and the racial issue. I had come from Del Rio, Texas, from Laughlin, and had served in a couple of positions there, and then I came through the ATC NCO Academy as the Director of Education. I brought all of that with me, and I was able to see and talk to some of the students we had put through the classes to get better input. I found I got an awful lot of gratification out of being able to solve some of the problems in housing that we were having. Some of the issues even today still cause some concerns, like haircuts, the barber shops, beauty shops, and that sort of thing, especially in Alaska where I am. As with the racial issues in Laredo, we had some near misses in Del Rio during my tenure. I went back down there as the Senior Enlisted Advisor, knowing people there and getting involved with not only the airmen but the people in the community to help resolve some of the issues that we had there. We were going through a lot of turmoil at that time. It was a pleasure looking back after I completed my tour that I was able, in my opinion, to leave things just a little better than I had found them. It was absolutely an honor for me to have served as a senior advisor and to have followed in the footsteps of some of the other gentlemen.

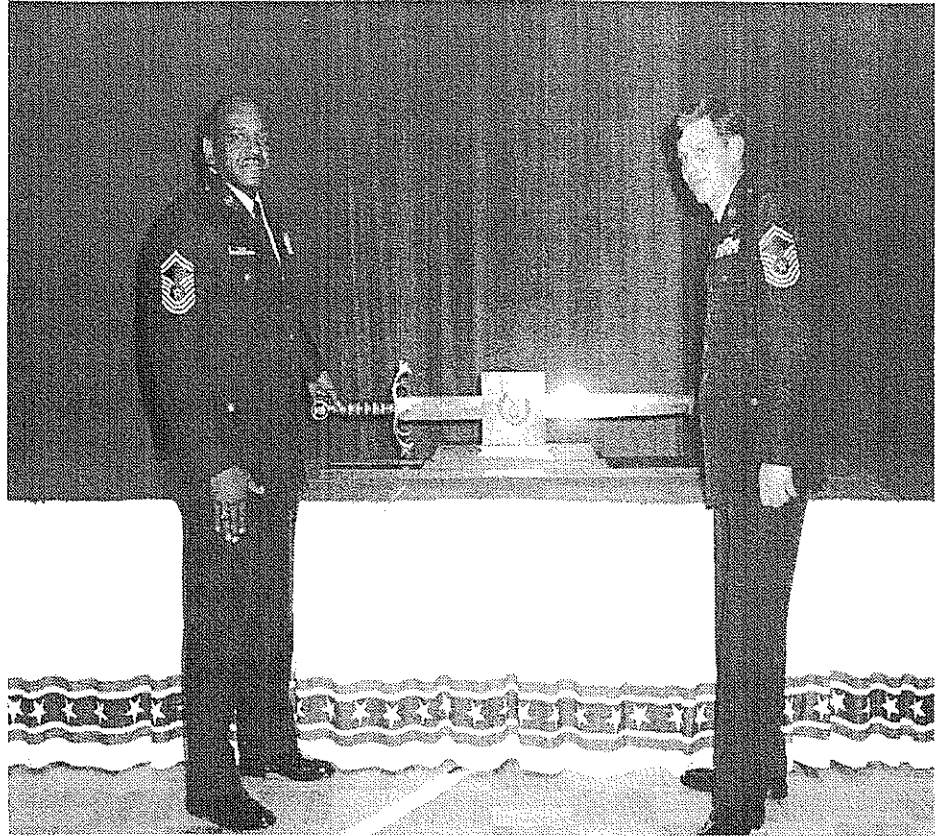
**EMMONS:** We seem to informally be going around the table so I guess it's your turn Chief Guidas.

**GUIDAS:** Yes. I came in right after Emory [CMSgt Walker] and I had very little ATC experience. I spent about 18 months at Reese AFB and about 6 months at Goodfellow. So I really didn't understand the mission completely when I came here. I was given my two big challenges when I walked in the door. The first



**CMSgt Emory W. Walker, ATC Senior Enlisted Advisor, discusses the state of the command's enlisted force with his boss, General Bennie L. Davis, ATC commander.**

was tech training. We were catching a lot of flak throughout the Air Force on the quality of the individual we were putting out. If you looked around at some of our programs, the jet mechanic school was down to about four weeks. At the tech training centers, you really didn't have any military in the centers. So there were a lot of changes that came in during that year. We increased the length of most of the schools; fortunately, we got a little bit more money where we could do that. General [Thomas M. Jr.,] Ryan instituted the "M," the military, back into the tech training centers. We increased the reading level at basic military training. All of these things put together really helped the command, helped our reputation throughout the Air Force. We needed it ... there were some sad troops sent out the door.



**CMSgt Emory W. Walker (l), ATC Senior Enlisted Advisor, admires the ATC Order of the Sword with his successor, CMSgt Frank T. Guidas, Jr.**

**ASHCROFT:** Maybe we can go out of sequence because this is a big issue for us today in AETC—the tech training program and how it's organized. Maybe Chief Milligan can comment and follow-up on the tech training programs in the command right now.

**MILLIGAN:** I think the programs from the quality of the troops' perspective, which I think Chief Guidas was talking about, have been greatly enhanced. From the time that I was at Second Air Force to when I came here, we have instituted a number of measures to ensure the military part of tech training. We've never had a problem with the technical quality. People in the field, the commanders, were

very happy with the quality of the troop coming out. But the military discipline and bearing needed some work, so we implemented the Phase Program\* to put more rigidity and more structure into their daily lives instead of just turning them loose. We reinforce that through our MTLs (our military training leaders), which is a very comprehensive program that wasn't there before. We have done a good job I think in that respect and are continuing to do that. I think the challenges in tech training today are more from a resources perspective and how we functionally align responsibility. This is from a policy and resources management perspective, and I am not sure this headquarters ever played into that. This was not through any fault of the headquarters, it was the way it was structured. When we eliminated the DCS for Tech Training here and you put a small number on the DO staff to do what 200 and something people did, something had to change, and it did. And the way it changed was that it kind of fell out. So Second Air Force was established, but what they actually ended up being was "tech training east"—but with not enough manpower to do it. They also assumed some of the policy issues that should have been right here at the headquarters, which didn't have the manning to do it either. In fact, tomorrow morning General Hornburg is briefing the Chief of Staff on this issue—to reorganize the tech training side and to give Second Air Force the resources they need to do what they need to do, and to give the headquarters the resources to manage the policy and the resourcing side of tech training. Those are some of the biggest challenges going on today in tech training.

**ASHCROFT:** Chief Riley.

**RILEY:** If I could piggyback on what Emory [CMSgt Walker] said. I was very fortunate with my boss, General [Andrew P.] Iosue. I had also been at the Air Force DP [Personnel] and was extremely aware of the enlisted corps and what went on within our particular corps. I also got to follow the "godfather," Bob Carter, who is not here. What I am saying is I was really a result of all these guys and what they did here. I had a super time within the command. It was really a good job thanks to them. We did have a couple of situations where we thought we could really help the enlisted corps within the command. I happened to be in a

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\* AETC adopted the Phase Program in 1996 as a means of continuing some of the rigorous discipline of basic training into its technical training schools. Essentially, airmen would go through three phases in the first month of technical training, each with fewer restrictions than the previous phase.

promotion area more especially for E-8s and E-9s. Our promotion stats were not good at that time in the command, in comparison to the other commands. General Iosue was very active in that. Eventually our promotions just improved, simply because a lot of our guys, me included, spent a lot of time on it within ATC. We didn't have a real broad scope of experience level. That was hurting us when it came to E-8 and E-9 promotion time. That was one of the fixes we worked on really hard. The other thing was that the boss [General Iosue] was extremely supportive of FTDs, Field Training Detachments,\* and we got a lot of help from him as far as housing and support for the detachments. Basically, my tour was very, very enjoyable as a result of what these guys did before me.

**EMMONS:** Chief Renfroe, I've heard a couple of folks now talk about the same subjects. There seems to be certain themes that run through them.

**RENFROE:** Mine was different.

**EMMONS:** Well, we'd be happy to hear the difference. Among other things that you've been associated with, professional military education for NCOs has been a hallmark. Would you care to comment on the role of PME and the NCO?

**RENFROE:** Sure, it has changed drastically, the role of professional military education. You know it was Tom here, Chief Barnes, and Chief Silk who got our ATC [NCO] Academy off and running back in 1973. I was very fortunate to be a member of the initial cadre. I was an instructor as a master sergeant on the staff and progressed up through that to become the lead instructor and then left in 1976. After Vietnam, in professional military education it seemed to be professional education without the military in there. One of the things we did, when I came back in 1980, was I worked for Chief Dick Sackett, and we are very proud that we put the "M" back in professional military education. George Moriarty was there at the academy at that time and then later I moved from there. Then, through Frank Guidas, with General [Thomas M. Jr.] Ryan's support, the

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\* Born out of necessity in World War II, field training brought the classroom to field units. Traditionally, FTDs provided familiarization and transition training.

senior slot down at Montgomery was converted from an 0-6 to a Chief—even though I didn't volunteer, right Frank?\*

**GUIDAS:** Well, I was going to talk about that, the way we worked it and how it came up.

**RENFROE:** In fact, General Springer [Lt Gen Robert D.] chaired the board and the first question he asked was "Well, tell me Chief Renfroe, why did you volunteer?" I said, "Sir, you've got some bad information, I was not a volunteer." But I went on to say the right things obviously because I was selected for the job. When I came back here, I replaced J.C. [CMSgt Riley] as the Senior Enlisted Advisor, and we just continued to work PME issues--facilities and instructors. But what I wanted to get to when I said mine might be a little different is that the biggest issue during my tenure here was the change in the rating system from the APR to the EPR. Being up front with you, I didn't agree with the change. I didn't think the APR system was broke, what was broke were the raters. We had an inflated system and now we've changed it to the EPR system, and listening to these numbers that are being given I think it's broken now because everybody is being rated a "5" and highly recommended for promotion. So we didn't accomplish anything by changing it. That was the biggest thing I guess at the time--the APR/EPR and the PME issues. And then George [CMSgt Moriarty] was over in Japan and he replaced me. I went through three commanders. Did anyone go through more than three commanders? I had General [John A.] Shaud, General [Robert C.] Oaks, and General [Joseph W.] Ashy.

**HAIR:** I had two.

**MORIARTY:** So far, but Bill [CMSgt Milligan] may get to three.

**EMMONS:** Chief Moriarty, what were the major issues you dealt with?

**MORIARTY:** Of course, it wasn't anything I did. I just happened to be in the job at the time. At the top of my list would be the Year of Training. General [Merrill A.] McPeak [Air Force Chief of Staff] wanted to review the Air Force

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\* In May 1983, the Commandant of the Senior NCO Academy at Maxwell AFB, Alabama, was converted from a colonel position (0-6) to a chief master sergeant (E-9).



requirement to organize, train, and equip forces for the combat commanders. The first year of change was to organize, and anyone who looks at the objective Air Force that happened will know that things changed significantly. The second year, 1992, was smack in the middle of my tenure and became the Year of Training.\* We in Air Training Command got a lot of attention. This was actually the second phase where we got involved in the initial briefing for the Year of Training. We started out at Martin Hall [Bldg 900, Randolph AFB]. The first briefing was one I developed when I was the 5 AF Senior Enlisted Advisor at the encouragement of the 5 AF/DO [Director of Operations]. He felt his operators didn't have a clue what was going on in the enlisted side of the house. I did the best I could to help them understand that. It was right in the middle of the APR/EPR\*\* transition that Bob [CMSgt Renfro] just mentioned. So I had this briefing and that became the centerpoint of the Year of Training. General Ashy liked it and he showed it to General McPeak, and he said that's what I want to review. So we kicked off in that building, and I gave what was supposed to be a 10-minute overview of the enlisted force. As an aside, as I was putting on my service dress coat to go brief the Air Force Chief of Staff and a whole bunch of other general officers, a button fell off. So I was pinned together and I couldn't get out of it; I had to wear that poor old thing. That briefing turned into an hour and 50 minutes because so many people had questions. Then we came over here [AETC Conference Center], and it was probably the most sophisticated briefing I've ever been a part of. We had the whole enlisted force structure laid out around the walls, all the way around the room. We started out by showing this is what happens; first, you have to find somebody. Then a recruiter got up and talked all about recruiting; and then we went to basic military training and somebody got up and talked about that. I ended up over the course of the event giving eight briefings, and I was really worn out by the end of the day. Some of those briefings were originally planned to be given by officers. But General Ashy said it's enlisted programs, you give it. And it was just one at a time and he just

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\* After the Gulf War, Air Force leadership realized USAF needed to be restructured. In 1991, Secretary of the Air Force Donald B. Rice announced a strategic planning framework called Global Reach/Global Power. Essentially, this was a three-phase plan to determine how the Air Force was organized, how it trained its personnel, and how it equipped them.

\*\* Enlisted personnel were evaluated on the Airman Performance Report (APR) which was replaced by the Enlisted Performance Report (EPR).

kept throwing more briefings on. We went through that day and then we got into the Year of Training and, of course, many things changed as a result of that. Everybody got to go to tech school because, at least at the time, we had done away with direct duty assignments in an attempt to help people transition more readily into the Air Force. From my perspective, the most significant was the elimination of DDAs [direct duty assignment], which meant every airman had to attend a tech training school. Another important change was that completion of PME became mandatory for promotion to certain grades.



**CMSgt George T. Moriarity, AETC Senior Enlisted Advisor, stresses a point with a class in one of the command's Airman Leadership Schools.**

Another issue I want to touch on is the promotion fitness exam, which was pretty broken. It created the biggest furor of my tenure. Much of the information was outdated. One of the errors in there came as a result of the Services/MWR [Morale, Welfare, and Recreation] information and the finance information on how you get paid were lumped together in a single chapter. The ad hoc method of evaluating this stuff caused the people who had responsibility for that book to send out the chapter to the wrong office of primary responsibility, which turned

out to be the Services office, who didn't know anything at all about pay. When you relocated, you got two times your BAQ [Basic Allowance for Quarters],\* but the information in that book said you got one times your BAQ. The people responsible for compiling the information claimed they didn't have the knowledge or authority to change the content. To make matters worse, there was an Air Force suspense that was approaching rapidly. As a result, the organization charged with getting this book into publication pulled out all stops to get me to accept what they had submitted. I refused so they tried to go around me by asking the CV to sign off on the chapters without my concurrence. General Habiger knew how strongly I felt about this issue, so he decided to read the chapters that were pending. Fortunately, he found that the safety material stated people would get cramps if they ate before they went swimming—and he believed this to be outdated information. He checked with the medical experts, and they confirmed it. As a result, he sent everything back to the responsible office with instructions to fix it all. Despite loud protestations that it couldn't be done, within three weeks a new system for collecting that information was developed. The end result was a high quality study guide with no content errors.

**EMMONS:** Chief Hair, you were the last Senior Enlisted Advisor and the first Command Chief Master Sergeant.

**HAIR:** That's right. I was very proud to serve. I served under two commanders, General [Billy J.] Boles and General [Lloyd W.] Newton. What an honor it was to follow these gentlemen. They laid the foundation for me and I just tried to continue building on it. If you asked me what the major issues were during my tenure, there are three that come to mind. The first is recruiting, the second is retention, and the third is resources, having the resources you need to do the mission this country gives us to do. First of all, in recruiting it was the first time in two decades we failed to meet our recruiting goal. Obviously, we were faced with some difficult problems. In my opinion, as they say, we brought a knife to a gunfight, because the other services outnumber us and continue to outnumber us. But I believe we have a better product so we were doing well. However, we did not have the resources we needed in recruiting and we were able to highlight some of that. Everywhere I traveled, I made it a priority to visit recruiters and see first hand how difficult their job was and what they needed to do their jobs. I brought that back to General Newton and General Boles and also to Recruiting

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\* To help alleviate the cost of living off base, airmen were paid a BAQ.

Service. I think what we are seeing in the briefing today are some of the results and, I might add, I think it's really moving in the right direction to improve that process. The other thing on retention is it's hard to address how to keep our quality people. One of the things I really tried to emphasize was that we had just come out of what they called a drawdown, later on rightsizing, and we lost a lot of people and our supervisors were really overtasked, and still are. Quite honestly, they didn't have the time they once had to mentor people. I tried to put some more emphasis on that and I think that you see some results today because now we make it a point to give our people feedback during sessions when your evaluations are due. But retaining quality people is much more than that, it's everything you can think of. The people have to want to belong to an organization they enjoy being associated with. I think that's what we are coming back to. It's gradually coming back to "I want to be in the Air Force because I love the Air Force." And certainly we need great incentives and benefits to keep quality people. But that's just the foundation, the real thing is our people have to believe in being a part of a great organization, and America's Air Force. I am really happy about that and how that's been going the last few years. The resources are a continuous battle. Again, after the rightsizing, we had major budget cutbacks and we were asked to do sometimes more mission than we had to do previously with more resources. We were doing more mission with fewer resources, which was a very, very difficult time. And that hurt morale in some cases. At one point in my tenure, I got the feeling inside that, not everyone, but a lot of our young people and mid-level NCOs and SNCOs had, not necessarily lost faith, but didn't believe the senior leadership cared about dedication and the job they were doing. I think we got that turned around. It didn't take much, a few things here and there, tweaking, and making the American public realize what we provide to this country and to this world, because without a strong military protecting our freedoms and kind of watching over the world economy, we were not going to have a nice place to live. I feel what an honor it is to have a very small part of that and to be able to have an impact. One last thing I'll say. I've always thought, coming in as a high school graduate and wanting to continue my education, that one of the most significant things we could have as an enlisted force is professional military education and also an avenue to pursue continuing education. The establishment of the Community College of the Air Force in 1972 was a significant benefit to the enlisted force. During my tenure, we were able to do our reaccreditation with the Southern Association of Schools and Colleges and that just adds credibility to our Community College of the Air Force. Many of us here, and a lot not in this room, have gone on to complete higher diploma degrees

and graduate degrees and have been able to pursue other things after the Air Force. If that's not a great retention and recruiting tool outside the Air Force, there is probably not one. So I am very happy to be a part of all of that.

**ASHCROFT:** I think Chief Hair's comments lead us right into the second area we were interested in exploring. Talking about the establishment of the Community College of the Air Force, some folks, while maybe not despairing, have lost faith or didn't closely identify with the Air Force. What is the role of the NCO? How has that changed and how do you bridge that gap to make the team come together? Have you seen a change in that over the course of time?

**WALKER:** One of the responsibilities that I had while in the job was to be a proponent of the Buck Stop Program,\* if you all remember that. I traveled around the command and spoke to wing commanders and commanders at all levels to allow the NCOs to take charge more and be in charge more, and to convince them it didn't take a colonel or a major or a commissioned officer to do some of the jobs that had to be performed. I think over the period of the time I was there, because that was one of the things at each place I went, Buck Stop was prime because I had to give a report back to the headquarters every time. I think over that period of time we found that NCOs not only achieved more responsibility, but the successes we saw as a result of noncommissioned officers (and being allowed may not be the term) being provided the opportunity to excel in some of the positions they had improved the Air Force as we knew it. This also helped to sell the Air Force and make it a better place, not just a place to work but a career and a occupation that you bought into for the period you were there. For noncommissioned officers, that was a majority of their life quite frankly, and the best years of their life anyway. I really enjoyed that, and I saw some tremendous changes, positive changes, as a result of being able to do that. I hope that gets to the question and adds a response to that.

**HAIR:** I think I have a unique view on that. Coming into the position after the rightsizing, I saw great dedicated people, hard working people, getting placed in levels of responsibility that were reserved for higher ranking enlisted and officers.

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\* In 1977 Gen John W. Roberts, ATC commander, implemented Buck Stop in the command. The goal was to reduce the level of decision making authority to the lowest level of responsibility, thereby giving NCOs more opportunities to make decisions. The Air Force adopted Buck Stop in 1979.

That makes you feel good, first off, because you have faith in the enlisted corps, but to see that proven daily... that's quite an honor to be able to see that. I think we have better leaders; they're better leaders, they're better supervisors, they're better mentors, they're better educated, and they are doing more with less.

**WALKER:** That carried the banner to get these guys into the position at the Senior Academy.

**SILK:** There's a few of us in this room who go back what... 50 years? I mean, if you want to talk about uneducated leadership, I think we were exposed to it for a number of years. It was not only bad, but in some cases, it was pretty horrible. The first break in this whole thing occurred when they started the base (I don't want to call it leadership school because they called it something else), but it was



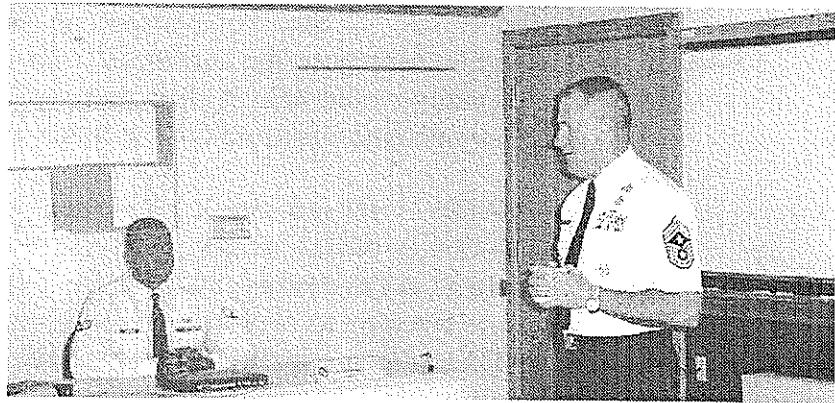
**CMSgt Kenneth E. Hair, AETC Command Chief Master Sergeant, is greeted by Airman 1st Class Timothy O'Rourke and other members of the 71st Comptroller Flight at Vance AFB, Oklahoma.**

about two weeks long. Then from that grew the NCO Academies. I know when the NCO Academies first came in it was quite a revelation for all these NCOs. They had to go to these schools, which in some ways were a culling device that got rid of some of these hangers on. I'll just give you a little aside. When the Air Force Supervisors Test came out, I was in Europe at Toul-Rousierres Air Base. They must have had a whole bunch of these master sergeants who were hanging around, and they used to call them the Deux Club, Deux in French meaning two. That's the score they got on their supervisory test, which was 100 percentile. You would get two for writing your name on most tests. That's just an example of what we were faced with. So the beginning of professional military education was really a major turning point in the enlisted corps all the way down to where we are now. CCAF certainly was one, and anyone who would do a tour in the Air Force and not take advantage of CCAF is missing out on a big step up to higher education. I also believe that an associate degree is probably a minimum requirement now for somebody who is going into the senior NCO ranks. It certainly would help in their progression, nothing else than to just learn how to communicate either orally or written.

**HAIR:** I am not sure it's a written requirement, however, that was one of the stumbling blocks to get reaccreditation through SACS. In every community college in the country, their academic instructors had at least the degree that they were teaching to. For us to get accreditation in the Air Force, we had to have our FTD and tech school instructors accredited, degreed, at least an associate degree. So we went out and set that goal. I made that another point in my stops around, asking how your CCAF percentages were coming. Because we put emphasis on that and either selected people with degrees, or the people that we selected who did not have degrees, we made sure they got their degrees. We were able to achieve that milestone and get accreditation.

**MILLIGAN:** I think the role today has evolved to one that is very complex, it's very complicated. You've got to be able to balance a lot of things and not just in specialty areas. I mean as an NCO, from resource management to leader to teacher, you have to be all of those things in one to a very much more educated group of people than you used to have, as Chief Silk mentioned. For a long time, through out testing process up until not too long ago, it was very easy to validate that the biggest problem with the enlisted corps scoring well on tests in the United States Air Force was reading comprehension, which relates back to education. Looking at the enlisted role in using very high tech equipment, and to lead and to

guide the people who do that, we expect so much more from an E-4 today. When you watch them working F-16s on a flight line or you watch them in an air traffic control tower and see what they are responsible for and what they are doing as a senior airman, it is just astounding what we expect from them. I think that role has evolved because the necessity was there, but what has allowed them to accept that role, the primary reason to be able to step into that role and be able to accept it, goes back to what the very first Chief Master Sergeant of the Air Force said. It's something that makes CMSgt Bobby Renfroe one of my heroes, and that's professional military education. If you look from where it started to where it is today, even the college credits you get today just by completing professional military education has given us a professional enlisted corps, a very professional enlisted corps.



**CMSgt William A. Milligan, AETC Command Chief Master Sergeant, speaks at the Airman Leadership School, Wright-Patterson AFB, Ohio**

**BULLEN:** I think also that when you have been away from it as long as we have, at least 15 years, and I've been away for 20 years, all of a sudden you come back in the middle of it and you meet some of these people... I mean, total professionalism... 100 percent. You're getting 110 percent, you're getting 150 percent of what you used to see.

**TRENT:** I've forgotten what year it was, but the first school that the enlisted had was the First Sergeant's School.



**BULLEN:** Yes, I went through the MAC [Military Airlift Command] Academy, the MATS [Military Air Transport Service] Academy, in Orlando.

**TRENT:** That was the first one. It was the First Sergeants School because the Air Corps wanted to upgrade our first sergeants. So they had a first sergeants school, but from that came the question why just train the first sergeants, let the top NCOs have a school. That's where it all began was the first sergeants, because we had so many first sergeants who were less than qualified. So we started training first sergeants and the Air Force saw the benefit of this thing and that's how we got our academies and more educational programs.

**BULLEN:** You can give examples. I saw a chief that was prime on the avionics package on the F-16. I worked with him. Chief Barnes knows him. He went from start to finish with the engineers on this aircraft--phenomenal. Here is an NCO, and my first introduction to him was when he was a team chief on the stan eval team, the test training stan eval team. I came to Randolph to join that team. We standardized training throughout, or we attempted to standardize training throughout the command.

**TRENT:** I think it was 1948 when we had the First Sergeants School.

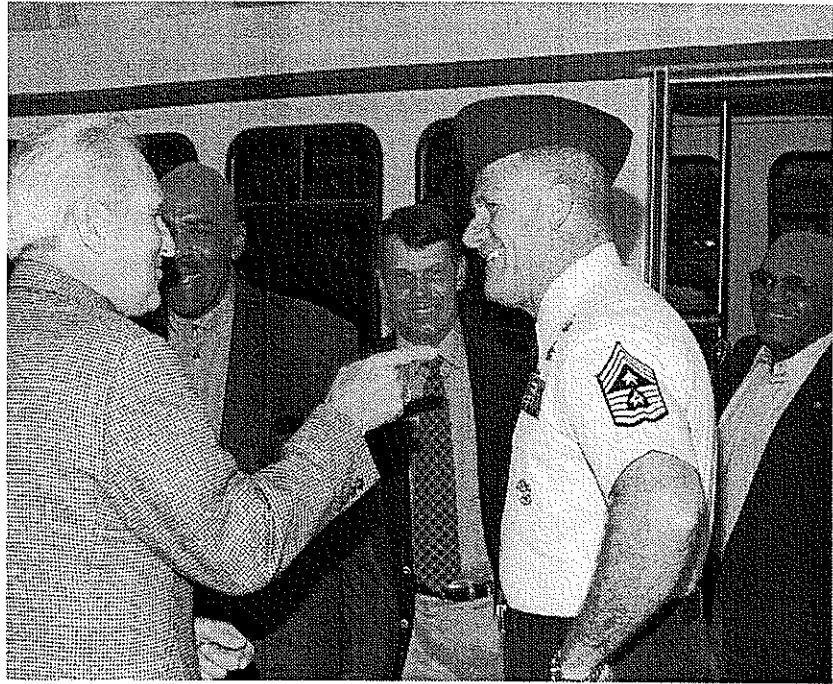
**BULLEN:** He was working on that project from start to finish and then Air Training Command was requested to provide a command briefing to the Chief of Staff. They sent a major down for this chief master sergeant who spent a week briefing him on this package so that he [the major] could make the presentation to the Chief of Staff. That kind of deflated me a little bit, and it upset him to the point where he did what he was told, but he said if I have to do this I should leave the service. That's a disappointing thing. That's just one example. I hate to be a nay-sayer, but that guy was my mentor. I took the team, I was the senior guy on the team when he left and retired after 21 years. It was a loss. That's when I said to myself, we've got to do more. We got into professional military training, we got into schooling at Lackland, and we went through it. It was outstanding. They were fulfilling their requirement and more, and you could see a gradient going upwards. You could see the improvements in the NCOs. The 3 1/2 years that I spent there, I saw a great improvement in the corps. And today, to see it again, it's amazing. These guys today, I'd hate to have to compete with them.



Pictured above are the attendees at the first ever AETC Senior Enlisted Advisor/Command Chief Master Sergeant Conference held 31 January-2 February 2001 at Randolph AFB, Texas. From l-r seated: Leonard M. Trent, Thomas N. Barnes, Robert W. Carter, Brian Bullen and l-r standing: Frank T. Guidas, Jr., Bobby G. Renfroe, CMSgt William A. Milligan, Thomas F. Silk, J. C. Riley, George T. Moriarity, and Emory W. Walker.

**SILK:** Chief Bullen, you said that the chief was the qualified guy and they would not allow him to give the briefing. But just to show you how the role changed, you go right back to George [CMSgt Moriarty] and George was the guy who gave the briefing. So that is how the span has evolved; first the chief was not allowed to give it and then George was allowed to brief the Chief of Staff. So it was a great change.

**BULLEN:** The change is honest and that's good. That was a positive step. The other thing were the detachment commanders in our FTDs [Field Training Detachments]. The first thing I would do is walk in our FTDs unannounced. We'd go into a base to pick up fuel, I know you did and you did too. We'd go to Eglin, walk in on the FTD, and ask them, "When's the last time you attended a maintenance meeting?" They are all sitting with their feet on the desk. I told them,

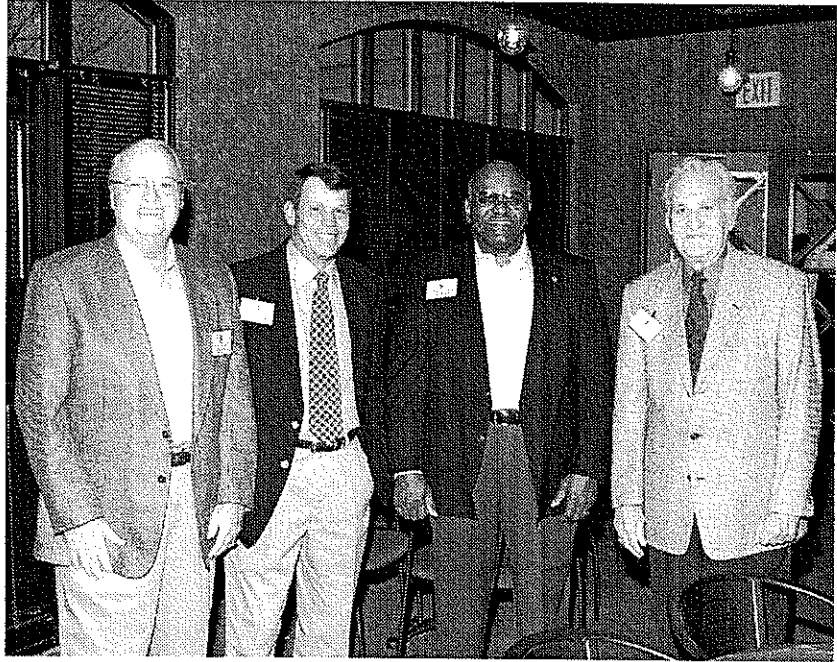


**AETC's first Senior Airman Advisor, Leonard M. Trent (l) tells current AETC Command Chief Master Sergeant, William A. Milligan, what it was like in the early days of the position. Looking on (l-r) are Thomas N. Barnes, Frank T. Guidas, Jr., and Emory W. Walker.**

“This has got to stop. We’re here to provide a service. Let’s get professional about it.” I said, “I’ll be back.” I was going that way and I’d divert and we’d get fuel in there again. No notice and I caught them again. But the important thing here is when I came back, I went to the source. You have to establish credibility, it’s part of professionalism. I give the FTD people one chance and said this is what happened last time. I’ve just been back and they are still sitting up here doing part time work on the side and they are not doing their job. So pretty soon, on no notice, you’d find no newspapers, students were being taught, they’re attending the maintenance meetings, they know what’s going on, and they are up to date. It didn’t take much to find out that somebody cared about that FTD out there.

I know that Bobby Carter went all over the place with his recruiting. And Bobby and I used to trade some thoughts. I’d go to some obscure place, Coos

Bay, one time. I walked in on a recruiter, he was on food stamps with a wife and two snotty nose little kids. He said, "I'm hardly making it." I'd pass that to Bobby Carter and he'd take care of it. Likewise on the FTDs, he'd check the FTDs and pass it to me. I'd go to the source and if it weren't cured the first time, we'd go to the number one guy. The boss used to say, if I went to him and said I've got a problem, he'd say, "You're losing control Chief." After that happened one time, I never lost control again.



Attending AETC's first Senior Enlisted Advisor/Command Chief Master Sergeant Conference are (l-r): Thomas F. Silk, Frank T. Guidas, Jr., Emory W. Walker, and Leonard M. Trent.

**EMMONS:** If we could switch gears just a bit. I've heard General Hornburg on more than one occasion in the last six or seven months say that he would rather retain somebody than have to recruit somebody. I found that a very interesting comment. Just the other day, we saw at staff meeting a series of charts that our DP [Personnel] has been tasked to produce for General Hornburg on retention. We hear an awful lot about losing our young pilots to the airlines, and some of our older pilots as well. We've got colonels that as soon as they hit the 20-year mark, they retire to go to work for the airlines. But you don't hear much about

the young NCOs. We are losing a lot of them too. Occasionally, you'll see it surface in the air traffic control field and a couple of others. All of you seem to agree the lot of the NCO has improved vastly over the years. Yet, we are having a hard time getting our hands around this retention issue. Is it the Ops Tempo, is it the quality of life, what is it?

**BARNES:** Well, I think you have asked two questions. How has the role changed? The first thing is as the Air Force has changed and developed into an aerospace force, we have seen the NCO role change because of the demographics. NCOs are replacing officers in those roles formerly held by officers. So the extension of responsibility is greater for all of the reasons that have been mentioned at the table, not the least of which is education. Irrespective of the internal education, many NCOs or people who grow into NCOs come into the Air Force with a degree. Then they later develop on their own as they step up through the various educational opportunities. So the role has changed to fit the growth in technology and some of the responsibilities our noncommissioned officers hold are simply described as awesome. Schriever [AFB] in their high technology, in the flying of our satellites, and in the information that is furnished on a worldwide scale having to do with command authority decisions on what our reaction will be is first handled and seen by noncommissioned officers. And that would be, in my opinion, somewhere near the epitome of the responsibility skill. It was unheard of or thought of in the older Air Force, as opposed to the aerospace force, that a noncommissioned officer would do that. Consequently, the supervisory role has changed as the demographics changed and the force is married in the proportions they now are. The need to have some knowledge of family care has become an NCO responsibility. He's tasked with community relationships. He needs to know what the community around the installation thinks. Having all of that at his fingertips, the NCO also becomes a target for those people who would recruit from us to fill their needs in the civilian world. And as I mentioned to General Hornburg, that is not surprising in that it was predicted as we entered this concept of volunteerism we would compete with industry and business. Well, they are the very kinds of people we want to obtain and retain and certainly that is the case today. They look at noncommissioned officers, and I will tell you that you will find it interesting to go around this table and ask each of these gentlemen what do you do today, at their levels of responsibilities, since they've stepped away from the Air Force. It's revealing to see what kinds of jobs they've performed for those who are retired, retired. We still have interesting lives. But I'm talking about stepping into roles industry wants, and they can't wait to get their hands on our

people. This is what causes the retention problem that General Hornburg spoke about. Certainly, it's attractive, with the ops tempo added to their other responsibilities, for these people who are tasked to the maximum if they deploy and feel the strains of family separation, for them to say here's a civilian with big money who can offer me stability and more pay. That's when we see the loss of people who leave to take that opportunity. There are measures to thwart that or to stop it, but that was not the question to say what those measures are, but we can get a handle on it. The fact is this role has changed because our technology has grown so. One of the examples would be in one of the latest pieces of technology, in unmanned aerospace vehicles, the Predator. Noncommissioned officers in the very near future will fly the Predator. I personally flew the simulator on the Predator and saw the airplane. It's as high tech as it comes and provides telemetry in real time, looking at what we need to see. NCOs have designed optics for night vision developed in aeronautical systems lab that allowed people looking at night to see things. That now has been broadened and technology that uses 100-degree field of vision is run by a noncommissioned officer. The programs that look for information and intelligence dominance, these are the programs associated with airborne platforms—with Joint STARS and AWACS\*--and the operators on most of the stations are noncommissioned officers today... unheard of in the past. So that is how the role has evolved, but that same evolution is the attraction for civilian industry and, in fact, is our retention issue. We, in my opinion, can fix recruiting. The problem, even as big as it is, we can equate the numbers and bring in the people. But we can never replace the experience. This is what General Hornburg was speaking about.

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\* Joint STARS (Joint Surveillance and Target Attack Radar System) was an E-8A aircraft that provided battlefield intelligence and targeting information. AWACS (Airborne Warning and Control System) was an E-3 aircraft (modified Boeing 707) that could detect, identify, and track hostile aircraft and direct interception to those targets.

**RILEY:** I think there are several factors that affect retention. Almost daily, until just recently, I got to visit with some enlisted folks. A couple of things they will tell you, and they are very firm about it, is that we have no discipline in the military. That sounds odd. But I guarantee you they want discipline, and we don't have discipline as we had it years and years ago. The other factor I think that really helps discipline, I think I heard Bill [CMSgt Milligan] mention it, is they don't know the value of their benefit package they have. Everybody wants to be a millionaire and you can guarantee a first term airman that if they elect to make this a career you have a million dollar package. We are getting closer to that based on our DP [Personnel] briefing we had on what we are doing now for the career advisors so that we can explain that benefit package. I think there are a lot of factors that affect retention, and I think those two are very big on the totem pole.



Also present at AETC's Senior Enlisted Advisor/Command Chief Master Sergeant Conference are (l-r): Bobby G. Renfroe, CMSgt William A. Milligan, and J. C. Riley.

**BARNES:** If I might just expand on that a little. The discipline problem is related to our youth upbringing. We lost this one at the schoolhouse, in other

words it has ceased. A teacher could whip a child, send them home to a parent, and the discipline began there in the home. Today, a teacher can not discipline a child. That, unfortunately, has been taken up by organizations like child protective services, the civil liberties union. The correction of a child in public—if I grab him and shake him for pulling groceries off the shelf, somebody reports me for disciplining him in the store. And parents don't discipline their own children, so the child moves out, undisciplined. This is a portion of exactly what he is talking about. Unfortunately, in this system, we get looked at and we are under a microscope. With forces as small as we have, and the need to depend on our people, we kind of struggled in this regard. They would respond to discipline. It's going to take a little work, but I think General Hornburg has his hands on it. His intent this morning, as he said, was to exchange a piece of paper for a book. I think that's going to help our discipline problem.

**TRENT:** I don't know what the fallout percentage is at Lackland on the recruits.

**MILLIGAN:** 7.91 percent.

**TRENT:** Is it?

**MILLIGAN:** Out of BMT.

**TRENT:** That high?

**MILLIGAN:** Oh, that's low.

**HAIR:** It's traditionally 9 or 10 percent.

**TRENT:** It was about 3 percent.

**MILLIGAN:** It's running about 3 percent out of tech school.

**TRENT:** What I want to say on that, is that's where the discipline begins, at Lackland AFB.

**BULLEN:** They don't seem to have values. They don't seem to respect. There's no respect. There's no accountability.



**TRENT:** I agree with you 100 percent.

**BULLEN:** You know the first thing they do is go like this.

**TRENT:** That's why if Lackland does their job, you've kicked out the ones that you don't train properly.

**BULLEN:** You can lead them through but you know it's like... don't send them to school. My daughter was a schoolteacher and she said, "I felt like choking somebody today, but if I do I'll wind up in jail."

**GUIDAS:** I am down at Maxwell and you've got that computer center there and you ought to see the contracts those civilian companies are offering those 25-year-old kids. You are talking six figures in just about everything, and their eyes glow. The Air Force, unless they are really, really dedicated, the Air Force has a hard time competing with some of those companies.

**MILLIGAN:** I think that's a given in some career fields. I know where General Hornburg is coming from, obviously, since I work for him. His point is you can't replace a 10-year staff sergeant unless you grow one. There's not one resume on file at the personnel center for a 10-year staff sergeant. And that's his point about paying a key person or paying to get. If we can't keep them, then we must do something. Obviously, right now we are paying to get. I think you'll see some things on the bonus side of the house turn around to help enhance retention but, along with what Chief Guidas said, some of those you're going to lose. It's a high tech area and that's the cost of doing business. On the other side, I would say as NCOs we have to control what we can from the retention perspective to try to help them, and only provide input to what we can. My point is that two years ago when I traveled around speaking to groups of airmen, and Chief Hair I am sure ran into the same thing, you could count on three questions from every group, at least three: pay, ops tempo, and TRICARE. Senior leadership has listened and they've done a damn good job in the last two years of addressing those things. They are not fixed from the standpoint that they don't have any problems, but the pay raise was pretty good and there is probably more coming, some pretty good numbers. TRICARE gets tweaked every year. There are even things in the Authorization Act from Congress directing that it be done. The AEFs [Air

Expeditionary Force]\* are growing, they are learning, and they've gone through their first cycle. So I don't get those questions anymore when I travel around. Those are not concerns. Some of them are after big bucks, but I would venture to say from my perspective we don't lose that many people to big bucks. What we lose them for is what we have control over as NCOs that we don't exercise well, and that is to let them know how important they are, and I don't mean coddle them. I am talking about letting that two-striper working in finance know why they are important to that pilot who we strapped into that weapon system—to give them peace of mind to go do their job. Those are the things that as NCOs we can influence and we can help. That's where General Hornburg is coming from. From the whole Air Force perspective, that's what we need to look at when we talk to these young airmen. I will tell you that I don't believe for one minute I can give you an \$85,000 a year job and get you to leave my Air Force. If you hate going to work every day, you can't stand the people that you work with, and you hate what you do, you will not keep that \$85,000 a year job. You will quit. That's what we've got to do on the retention side of the house to keep the people. They've got to know they are important; they've got to be well compensated. I mean we've got to make a living. They have to know they are important to what we do, and that to me is the retention issue we work with today, and it may be different from the retention issues of before, even though some of this comes full circle. Why we have the problems may differ a little bit. But if you convince them they are important, you'll retain them in the United States Air Force.

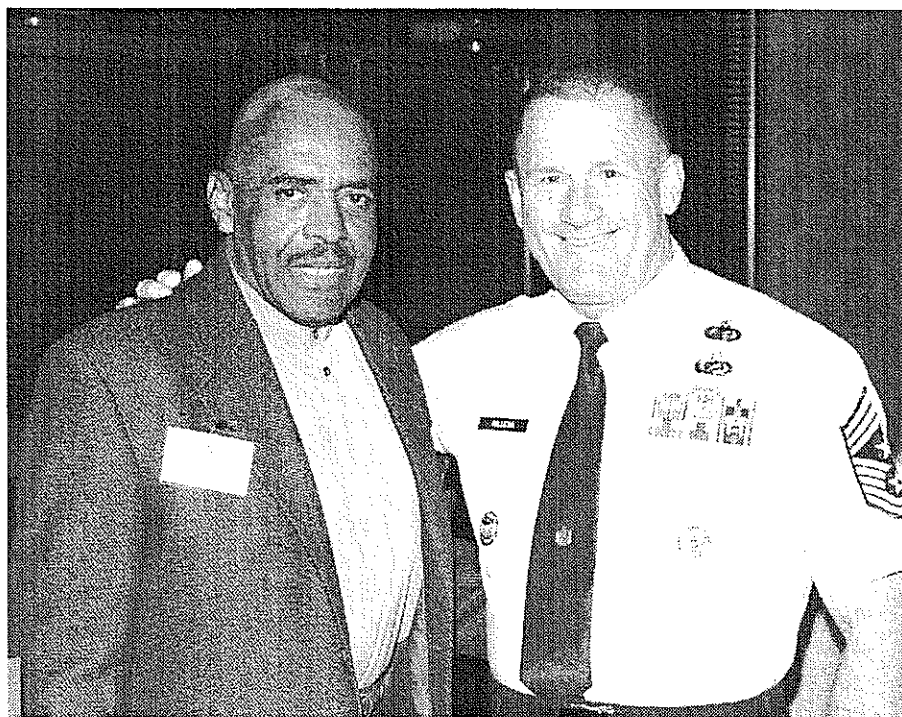
**BULLEN:** This goes right back to self-discipline. You represent the person who you work for.

**EMMONS:** Gentlemen, we are going to have to wrap this up, unfortunately. You've brought some very interesting insights to the table. I hope we can do justice to them later. Before we do, let's go around the table one more time, and if you've got something we haven't touched on that you'd like to say, we'd like to hear it. Chief Trent.

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\* Following the end of the Cold War, USAF shifted to an expeditionary mindset to meet the challenges of a changing global environment. To do this, USAF formed 10 new teams called AEFs, which were tailored forces that deployed to steady-state operations or remain on call at home station.

**TRENT:** Well, I am real pleased with today's briefing that the people gave. I've been away from the Air Force for sometime, in the business world. I still love the Air Force. I'm like Bill [CMSgt Milligan] here on these issues. We all have a heart, we are all created by the same God. We have the same things coming up--our greed, our selfishness as we grow up--but we learn to control those things. All we have to do for each other, for yourself, is to find that thing you love to do. If it's the Air Force, you'll do it. If it's flying for Eastern Airlines, you'll do it. In the business world, there are many, many people who go to work everyday that hate their job. If this man here [CMSgt Milligan] and his general [General Hornburg] can make that airman feel like he is loved, that he belongs, he is cared for, he'll stay in the Air Force.



**Pictured are AETC's second Senior Enlisted Advisor, Thomas N. Barnes, and the command's current Command Chief Master Sergeant, CMSgt William A. Milligan.**

**BARNES:** Just one thing in the wrap-up. In looking at where the Air Force is going today, I think it's a golden opportunity for everybody to look at what fell out of our 50<sup>th</sup> Anniversary celebration. We had 81 global Air Chiefs at that

celebration. Eighty-one countries all bent on world peace, to include Russia. Mr Yeltsin, of course, was the Russian President at the time. These 81 countries were amazed at how much noncommissioned officers were used in the running of our Air Force. They couldn't conceive it. Officers do the things to airplanes in those Air Forces that NCOs and airmen do in ours. I will tell you, irrespective of anything that's negative, nobody is leaving America on inner tubes or rafts going anywhere or dying in the desert. They are coming here that way, which says we are doing something right. I'll tell you, and I know for a fact having sat in with those 81 Air Chiefs, that we've got the greatest Air Force on the face of the earth, bar none.

**BULLEN:** How can you top that?

**EMMONS:** Chief Silk.

**SILK:** I think that the Air Force has continued to evolve since it broke away from the Army. Thankfully, we didn't have to bring all that baggage with us that is called tradition. We established our own. This Air Force has continued to evolve and gets better and better each year to the point where other services look at the Air Force for ideas, and rightfully so. I worked with the other services, and we are light years ahead of them in some areas and I think we will continue to do that.

**EMMONS:** Chief Bullen.

**BULLEN:** I've been in the British forces and came over here to the United States. The British forces are in a real state of disrepair. You think you have problems over here. I've got a cousin in the British forces with a commission and he's at ends. He said it's unbelievable. You are right. We've got a good organization and I don't think there is anybody in the world better.

**EMMONS:** Chief Walker.

**WALKER:** I am convinced that my Air Force has faced some of the same problems over the years, no matter who was sitting in this seat. I think we overcame those problems. I am thoroughly convinced we can do the same and we can continue to lead the way, not only as we relate to other services, but also in the influence the United States Air Force has in the civilian community (and I've

been out there). The Air Force not only leads the way in the services, it leads the way in the civilian community and will continue to do that and will overcome what we see as problems now, and we will succeed. That's all that I have to say.

**EMMONS:** Chief Guidas.

**GUIDAS:** My father there, Emory [CMSgt Walker], told me my biggest problem would be the senior academy, and he was right. We had a school down there that we opened in 1973. I went through that in 1973 and had not been back until 1981. I saw absolutely no improvement in the facilities, hardly any change in curriculum, and AETC had it for only about 2 1/2 years I think. The money we had put there had gone mainly to the officer schools. All of us decided, I am talking about the senior advisors and everyone, and finally convinced General Ryan [Thomas J. Jr.] to come down there, and he was going to talk to them. This is a true story. He only had the Vice Commandant and the six other chiefs in the room and myself. He asked them to a person about putting a chief in. Every one of them said a chief could not handle the job. I got back and the boss said, "I don't want to hear it again." I said, "Listen, I gave you my best advise, that's what you paid me for. If you don't want to take it...." He said, "Damn, I'll bring it up at Corona." He brought it up at Corona and came back and said, "Frank, I want a recommendation. I don't want a volunteer, I want a recommendation." I said, "Bobby Renfro," right on the spot. We sent Bobby down there and two years after that we had the greatest academy in the world. I think that has to be a part of AETC history, AU [Air University] history, and Air Force history. He did a fantastic job down there. I was there to watch part of it too.

**RENFROE:** I didn't do it by myself, I had great help. All the command advisors offered their help as well. Once I got rid of some of the, what did they call them, tote bags or tag-a-longs? Yes, tag-a-longs. I call them dust collectors or moth eaters. There were a lot of questions they asked me on the board, and I don't want to get into them now. But General Springer said, "You know that there are chiefs down there that outrank you." I played a game with him and I said, "No sir, there's no one down there that outranks me." He said, "Oh yeah, your date of rank is this and Chief so and so's date of rank is this." I said, "It doesn't matter to me, if I am the commandant, I outrank that guy." He said, "Okay, pretty good answer." I had great support from Frank [CMSgt Guidas] and [CMSAF] Sam.

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\* Corona was the quarterly meeting of all senior Air Force leadership.

Parish and [CMSAF] Jim Binnicker, and we could not have done the things that we did down there without that kind of support. I just happened to be driving the train.

**EMMONS:** Chief Riley.

**RILEY:** You know, after today, I am assured of one thing, my Air Force is in great hands. We've got some super leaders here. It's been an enjoyable day and I am looking forward to tomorrow.

**EMMONS:** Chief Moriarty.

**MORIARTY:** I've just counted, and this a rough estimate here, but we've got about 330 years of experience in the Air Force sitting around this table here. Some of these people served at a time that when I came into the Air Force was referred to as the dark ages, ancient history, certainly in World War II. There was a period of 18 years from World War II to when I came in. And Vietnam ended almost 30 years ago. So the people who are coming in have a different perspective on the world than we have. But that's what the people told me. I was just an old maintenance guy and I was out there struggling on the flight line and I used to hear these stories about how ineffective we were, how undisciplined we were, how retention was bad. They were out there just wondering how in the world we might survive as an Air Force and as an institution. So, from 1963 to 2001, you can do the math, we still have a great Air Force. Maybe greater than it's ever been before. I have great faith that as an institution, and with the kinds of people we are bringing up in the Air Force, the best will stay, they will understand what they are doing for the Air Force, for the nation, for the world. We are in great shape. We've got problems and the senior leaders and senior enlisted leaders today are going to work those problems. I feel honored that you've given me the opportunity to come back and experience this. By the way, I welcome the free food.

**EMMONS:** Chief Hair, it was your idea to get this group together a couple of years ago and we finally, through Chief Milligan, were able to make it happen.

**HAIR:** That's a tough job—getting bios and pictures and comments from all of you. I thank Chief Milligan for continuing that quest and making it a reality. I think getting everybody's picture up on the wall was just the first step and after

that, with this great leadership and support from the commander, it is a reality. I was just reflecting, it's been about a year since I retired and went on to other things. But I certainly miss the Air Force. I've tried to analyze in my head what I miss about the Air Force. Certainly, the first thing is the people, the great people that we have in the Air Force, not just in the blue uniform, but civil service and contractors coming together as a team to protect our country and keep our freedom. The other thing I miss is wearing the blue uniform. I really miss wearing a uniform. I get up today and I put on a tie, but I always loved wearing that uniform and being proud of being a part of an organization like the Air Force. I certainly think, from what I've seen here today, that we are in good hands and we are going in the right direction and will continue to do that. The true benefit of the Air Force, if you talk about pay and retirement and TRICARE\* and all that, the true benefit is having the opportunity to do what I have done over my career. When I go back home to my friends and classmates who are back there still doing the same things, we can't even talk because they can't comprehend the opportunities I've had. And I've had those opportunities because the Air Force has given them to me. I appreciate that.

**EMMONS:** Chief Milligan, personally I'd like to thank you for giving us this opportunity to speak with this group. It's a rare experience for both of us. I guess you have the last word.

**MILLIGAN:** I appreciate you taking the time to do this, and I appreciate the boss supporting us. Obviously, these people sitting around this table came before me. As you heard, you may recall when we first started, you heard us talk about some of the same issues. I was making some notes up here and I can go back to each one of them on the table and I can talk about promotion challenges, I can talk about crowding in barracks challenges, I can even talk about ethnic problems, except today it just takes on a different flavor like authorizing someone to practice witchcraft as a religion. All the troops coming in today to BMT [Basic Military Training], it just goes in a circle. I think it really does but that's because I think that's the heart of the enlisted people, the heart of what enlisted people are about, and what we represent. So obviously those issues, I don't think, will probably ever change. We fix them at different levels for different reasons. That's why they never go away. You never fix them to where they go away. I don't believe

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\* TRICARE was DoD's managed health care program for active duty and retired families that was gradually implemented in the mid-1990s.

you can do that. But I will tell you from this command's perspective, having had people like those who preceded me to lay the groundwork makes it easier every time, makes the job even more enjoyable. We are the only command in the United States Air Force that has an impact on the entire Air Force for almost everything we do. No other command can say that. And another good thing about this command was indicated by our current Chief Master Sergeant of the Air Force. When he and I were testifying before a congressional committee on gender integrated training (he was then at ACC), he looked at me and said, "You have got to have the best job in the Air Force." At the time, I was the Command Chief Master Sergeant at Second Air Force. And I said "Why?" He said, "Because yours is people and mine is aircraft and equipment, yours is people." He couldn't have said it any better. There is not a better job in the United States Air Force, and I will tell you there is something to be said for job satisfaction. When people pass me and ask how am I doing today, I always give the same response, "I have a pulse and I have a uniform on, and life doesn't get any better." And the quality of our airmen today and what they are doing at BMT and what they are doing at tech training to put them out in this operational Air Force, I will tell you that people need to go to Lackland and see it. They are doing their job. They are recruiting and training quality people. They're trained, they're disciplined, and they know their job. They're doing a great job. That's why we are America's Air Force—No One Comes Close and we're training the best damn airmen for the best damn Air Force in the world.



# APPENDIX A

## COMMAND CHIEF MASTER SERGEANTS\*

### Senior Airman Advisor

CMSgt Leonard M. Trent	1 Oct 70 -- 25 Sep 71
CMSgt Thomas N. Barnes	26 Sep 71 -- 30 Sep 73
CMSgt Thomas F. Silk	7 Dec 73 -- 29 Aug 75
CMSgt Brian Bullen	15 Nov 75 -- ca. Jul 76

### Senior Enlisted Advisor

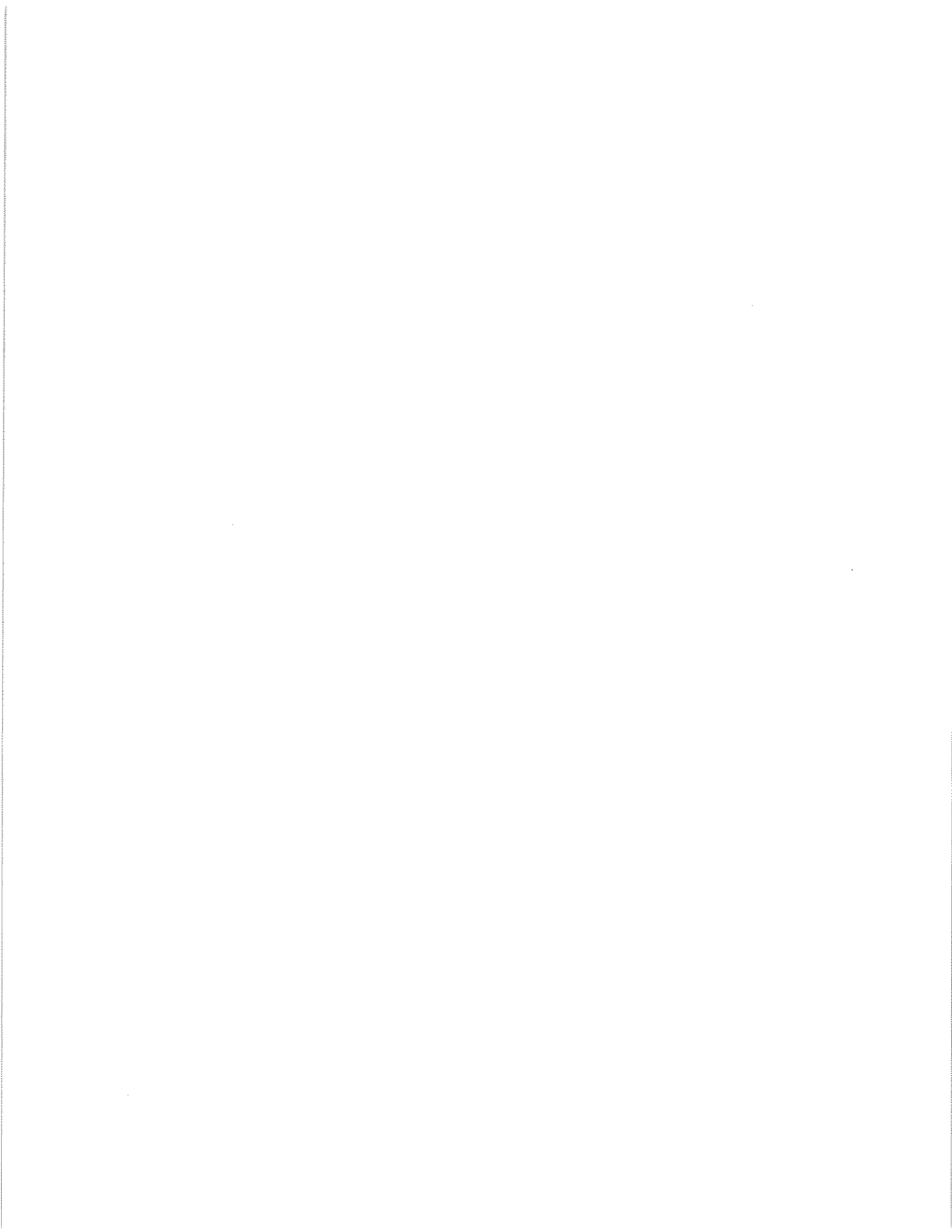
CMSgt Brian Bullen	ca. Jul 76 -- 31 Mar 79
CMSgt Emory W. Walker	15 May 79 -- 10 Jan 82
CMSgt Frank T. Guidas, Jr.	11 Jan 82 -- 14 Jul 83
CMSgt Robert W. Carter	15 Jul 83 -- 31 Oct 85
CMSgt J.C. Riley	1 Nov 85 -- 17 Nov 86
CMSgt Bobby G. Renfroe	18 Nov 86 -- 28 Feb 91
CMSgt George T. Moriarty	1 Mar 91 -- 18 Mar 93
CMSgt Thomas H. Sanford	19 Mar 93 -- 17 Nov 95
CMSgt Annette Barber	18 Nov 95 -- 8 Jul 96
Vacant	9 Jul 96 -- 24 Oct 96
CMSgt Kenneth E. Hair	25 Oct 96 -- 31 Oct 96

### Command Chief Master Sergeant

CMSgt Kenneth E. Hair	1 Nov 98 -- 21 Jan 00
CMSgt William A. Milligan	28 Feb 00 -- Present

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\* Prior to Sep 70, the position functioned as the Executive Assistant reporting to the Chief of Staff. On 1 Oct 70, ATC designated the function as the Senior Airman Advisor, continuing to report to the Chief of Staff. In 1971 the ATC commander aligned the position to report directly to him. In 1976, the name changed to Senior Enlisted Advisor. The most recent change occurred 1 Nov 98 when the Senior Enlisted Advisor became the Command Chief Master Sergeant.





## APPENDIX B

# BIOGRAPHY

**UNITED STATES AIR FORCE**

**Headquarters, Air Education and Training Command**

### CHIEF MASTER SERGEANT LEONARD M. TRENT



Chief Master Sergeant Leonard M. Trent was the Senior Airman Advisor to the Commander, Air Training Command (ATC), at Randolph AFB, TX, from 1 October 1970 to 25 September 1971.

Chief Trent entered basic training in 1942 at Atlantic City, NJ. He attended Technical Training at Columbia, SC. From 1945 to 1948 he attended college and then in 1948 he reenlisted in the service in the grade of SSgt at Carswell Army AB at Fort Worth, TX. In 1949 he was reassigned to HQ SAC, Offutt AFB, NE. In 1951 he was on Special Assignment to the Advisory Group at Bangkok, Thailand, until 1953 when he was reassigned to HQ, 44<sup>th</sup> Bomb Wing, Lake Charles AFB, LA. He was reassigned to HQ, Second Air Force, Barksdale AFB, LA in 1954. In 1957 he was reassigned to HQ, 7<sup>th</sup> Air Div, in England until 1961 when he was assigned to HQ, 1st Strategic Aerospace Div, Vandenberg AFB, CA. In 1963 he was assigned to HQ 1<sup>st</sup> Combat Eval Group, Barksdale AFB, LA, until 1965 when he was reassigned to HQ PACAF, Hickam AFB, HA. He served there until 1968 when he was assigned to HQ ATC, Randolph AFB, TX. On 1 October 1970 he was assigned to the newly created position of ATC Senior Airman Advisor. He retired on 31 July 1975 with 30 years, 10 months, and 7 days of service.





# BIOGRAPHY

UNITED STATES AIR FORCE

Headquarters, Air Education and Training Command

## CHIEF MASTER SERGEANT THOMAS N. BARNES



Chief Master Sergeant Thomas N. Barnes was the Senior Airman Advisor to the Commander, Air Training Command (ATC), Randolph AFB, TX, from 26 September 1971 to 30 September 1973.

In October 1950 he was assigned to the 4<sup>th</sup> Troop Carrier Squadron of the 62<sup>nd</sup> Troop Carrier Group at McChord AFB, WA. In November 1950, Chief Barnes transferred with the 4<sup>th</sup> Troop Carrier Squadron to Ashiya, Japan, in support of the Korean War. Shortly after arriving in Japan, he completed on-the-job training for flight engineer duties. Then, due to low unit manning, he performed both flight engineer and hydraulic specialist duties. In September 1951 he transferred to Tachikawa, Japan, and continued flight engineer duties.

Chief Barnes was born in Chester, PA., where he attended elementary and secondary schools. He is a graduate of the 8<sup>th</sup> Air Force Noncommissioned Officer (NCO) Academy and the U.S. Air Force Senior NCO Academy pilot class. In April 1949 Chief Barnes entered the U.S. Air Force and received his basic training at Lackland AFB, TX. He later attended Aircraft and Engine School and Hydraulic Specialist School at Chanute Technical Training Center, IL.

Chief Barnes transferred in June 1952 to the 30<sup>th</sup> Air Transport Squadron, Westover, AFB, MA, where he attended C-118 school and continued his flight engineer duties in that aircraft. In September 1952, he volunteered for temporary duty with the 1708<sup>th</sup> Ferry Group at Kelly AFB, TX, and participated in ferrying aircraft from various depots to Air Force organizations in Hawaii, Japan, and Northeast Air Command. Upon completing the TDY, he returned to Westover.

In December 1952 he transferred to Andrews AFB, MD, and served as crew chief and flight engineer on B-25, T-11, C-45, and C-47 aircraft in support of various requirements of Headquarters U.S. Air Force, Headquarters Military Air Transport Service, and the Air Research and Development Command.

Chief Barnes transferred in June 1958 to the 42<sup>nd</sup> Bombardment Wing at Loring AFB, MA, serving as a B-52 crew chief, flight chief, and senior controller. In September 1965 he went to Fairchild AFB, WA, and continued duties as senior controller.

In October 1966 he entered the F-4 Field Training Detachment at George AFB, CA, and in December 1966 went to Southeast Asia. There he served with the 8th Tactical Fighter Wing as noncommissioned officer in charge, reparable processing center; senior controller; and noncommissioned officer in charge, maintenance control.

In December 1967, he returned from Southeast Asia to Laughlin AFB, TX, where his duties were T-38 section line chief; noncommissioned officer in charge, maintenance control; and senior enlisted advisor to the commander of the 3646<sup>th</sup> Pilot Training Wing. He was promoted to the grade of chief master sergeant on December 1, 1969, and was transferred to Headquarters Air Training Command in October 1971 to assume duties as command airman enlisted advisor.

On 1 October 1973, Chief Barnes was selected as Chief Master Sergeant of the Air Force. He was advisor to the Secretaries of the Air Force John L. McLucas and Thomas C. Reed and also Chief of Staffs of the Air Force Gen George S. Brown and Gen David C. Jones on matters concerning welfare, effective utilization and progress of the enlisted members of the Air Force. He was the fourth chief master sergeant appointed to this ultimate noncommissioned officer position. Chief Barnes retired effective 31 July 1977.



# BIOGRAPHY

UNITED STATES AIR FORCE

Headquarters, Air Education and Training Command

## CHIEF MASTER SERGEANT THOMAS F. SILK



Chief Master Sergeant Thomas F. Silk was the Senior Airman Advisor to the Commander, Air Training Command (ATC), at Randolph AFB, TX, from 7 December 1973 to 29 August 1975.

Chief Silk entered the Air Force in 1948 and, after completing basic training, attended the Control Tower Operator School at Scott AFB, IL. He stayed on at Scott as an instructor before reassignment to Maxwell AFB, AL, in 1950 as an Air Traffic Controller. After a 2-year tour at Maxwell, Chief Silk transferred to Johnson AFB, Japan, as an Air Traffic Controller before being reassigned to Keesler AFB, MS, in 1953 to become an instructor in the Air Traffic Controller School. In 1957 he returned to Europe as an Air Traffic Controller, first at Metz, France from 1957-1958 then at Ramstein and Wiesbaden ABs in Germany. Chief Silk returned to the CONUS at Pease AFB, NH, in 1961 as an Air Traffic Controller. Two years later he returned to Keesler AFB as an Air Traffic Controller instructor and remained there until he transferred to Vietnam from 1964-1965. Following his tour in Vietnam, he was reassigned to Hawaii as an Air Traffic Controller from 1965-1968 before coming back to Scott AFB, IL, in 1968.

In 1970 he was selected as Keesler Technical Training Center's first Senior Enlisted Advisor. After serving in that position for three years, he was

reassigned to Randolph AFB as the ATC Senior Airman Advisor. In 1975 Chief Silk was assigned to 15<sup>th</sup> Air Force as the Senior Enlisted Advisor with additional duty as Commandant of the 15<sup>th</sup> Air Force NCO Leadership School before retiring in 1979.





# BIOGRAPHY

UNITED STATES AIR FORCE

Headquarters, Air Education and Training Command

## CHIEF MASTER SERGEANT BRIAN BULLEN



Chief Master Sergeant Brian Bullen was the Senior Airman Advisor to the Commander, Air Training Command (ATC), Randolph AFB, TX, from 15 November 1975 until July 1976 when the position was renamed Senior Enlisted Advisor. He remained in that position until 31 March 1979.

Chief Bullen was born 3 February 1930, in Burnley, the county of Lancashire, Great Britain. He graduated elementary and secondary schools in England, entering the National Sea Training School in 1945. After serving in the British Merchant Service, Chief Bullen immigrated to the United States in

1949.

Chief Bullen is a graduate of the ATC leadership school, an honor graduate of the Military Airlift Command NCO Academy, and a graduate of class 75A of the Senior NCO Academy.

In November 1950 he entered the U.S. Air Force and received his basic training at Lackland AFB, TX. He became a Military Training Instructor at Lackland pending an assignment to the initial cadre of the 3320th Retraining Group at Amarillo, TX. In December 1951 he was assigned to the Retraining

Group as an academic instructor in the military sciences department, later becoming the military training supervisor and Group First Sergeant.

In July 1955 Chief Bullen was reassigned to the Iceland Air Defense Force as First Sergeant of the Air Base Group. Upon his return to the United States, he was transferred to a special duty assignment with the 1800<sup>th</sup> AACS Wing at Tinker AFB, OK. His duties there involved flying activities with the high altitude flight check division. Upon completion of this assignment, Chief Bullen became the Noncommissioned Officer in Charge (NCOIC) of reserve affairs at the Western Communications Region at Hamilton AFB, CA.

In June 1961 he was assigned to the 2063<sup>rd</sup> Communication Squadron, Lindsey Air Station, Germany. Returning to the United States in July 1964, he received a special assignment to the 1352<sup>nd</sup> Photographic Group, North Hollywood, CA.

Chief Bullen returned to Europe in 1966 as the Noncommissioned Officer in Charge of Ground Training at Sembach Air Base, Germany. Upon completion of a three year, tour he was selected to teach at the Chanute Technical Training Center, Chanute AFB, IL. However, upon arrival there he became the NCOIC of the Student Group.

During his tenure at Chanute AFB, Chief Bullen established a Standards/Evaluation function within the Student Group complex. The system was subsequently used at Headquarters ATC and Chief Bullen was reassigned to Headquarters ATC as one of four enlisted members of the Technical Training Standards/Evaluation team.

On 15 September 1975 Chief Bullen was selected as the Senior Advisor, 12<sup>th</sup> Flying Training Wing, Randolph AFB, TX. He assumed the duties as ATC Senior Airman Advisor on 14 November 1975.



# BIOGRAPHY

**UNITED STATES AIR FORCE**

**Headquarters, Air Education and Training Command**

## **CHIEF MASTER SERGEANT EMORY E. WALKER**



Chief Master Sergeant Emory E. Walker was the Senior Enlisted Advisor for Air Training Command, headquartered at Randolph AFB, TX, from 15 May 1979 to 10 January 1982.

Chief Walker was born November 14, 1936, in Lexington, VA. Following graduation from Lylburn Downing High School in Lexington, he attended Virginia State College in Petersburg, VA, and William and Mary College, Williamsburg, VA. Since entering the Air Force on 6 November 1958, he has attended Parkland College, Champaign, IL, and Southwest Texas State University, San Marcos, TX.

Following basic training at Lackland AFB, TX, he was assigned to Chanute AFB, IL, graduating from the aircraft metal processing technical training course. His first Air Force assignment was to the 4505<sup>th</sup> Consolidated Aircraft Maintenance Squadron, Langley AFB, VA. He was later assigned to the 463d Field Maintenance Squadron at Langley, and in 1965 was transferred to Mactan AB in the Philippines with the 463<sup>rd</sup> FMS.

In September 1966, Chief Walker was assigned to the 3346<sup>th</sup> Consolidated Aircraft Maintenance Squadron at Chanute AFB as noncommissioned officer in

charge of the Aircraft Welding Shop. He later became Chief of the Records, Reports and Administration Branch; NCOIC Field Maintenance Branch; and squadron first sergeant. In 1971 he was reassigned to Phu Cat and later Tan Son Nhut Air Bases in Vietnam.

His next assignment was to Laughlin AFB, TX, as first sergeant of the 3646<sup>th</sup> Field Maintenance Squadron (later redesignated the 47<sup>th</sup> FMS). In May 1974, he established and became commandant of the Noncommissioned Officer's Leadership School at Laughlin AFB. He was named the senior enlisted advisor to the commander, 47<sup>th</sup> Flying Training Wing, in February 1975.

In August 1977 he was transferred to Lackland AFB, where he served as the Director of Education for the ATC NCO Academy. On 15 May 1979, he was reassigned to HQ ATC as Senior Enlisted Advisor.



# BIOGRAPHY

**UNITED STATES AIR FORCE**

**Headquarters, Air Education and Training Command**

## **CHIEF MASTER SERGEANT FRANK T. GUIDAS, JR.**



Chief Master Sergeant Frank T. Guidas, Jr., was the Senior Enlisted Advisor for the commander of Air Training Command, headquartered at Randolph AFB, TX, from 11 January 1982 to 14 July 1983.

Chief Guidas was born 23 February 1940 in Greensburg, PA, where he graduated from Hempfield Area High School in June 1958. He completed two years of college through Gulf Coast Junior College and Florida State University. Chief Guidas completed the Air Defense Command NCO Preparatory School in 1962, the ADC NCO Academy in 1969, and the USAF Senior NCO

Academy in 1973.

In July 1958, Chief Guidas enlisted in the Air Force and was assigned to Lackland AFB, TX, where he completed Basic Military Training and Basic Medical Training. He was transferred to Gunter AFB, AL, in January 1959, to attend an aeromedical training school, before assignment to the USAF Hospital at Tyndall AFB, FL. There he worked as an aeromedical technician participating in the air and sea rescue mission. While stationed at Tyndall, he also completed the advanced aeromedical technicians' school at Brooks AFB, TX. In 1964, Chief Guidas was transferred to the USAF Hospital at Kunsan AB, Korea, and then

reassigned to the USAF Hospital at Tyndall AFB a year later. From 1971 to 1973, he was assigned to the Command Surgeon's Office, Air Defense Command at Colorado Springs, CO. There he frequently traveled with the command inspector general and operational readiness inspection teams.

Chief Guidas voluntarily changed career fields in August 1973 to become a first sergeant with the 4756<sup>th</sup> Organizational Maintenance Squadron, Tyndall AFB. From 1975 to 1976, he was the base senior enlisted advisor at Tyndall. He was then assigned to Shemya AB, AK, where he served as senior enlisted advisor and first sergeant. He returned to Tyndall in late 1977 as First Sergeant, 4756<sup>th</sup> Civil Engineering Squadron. From 1979 to 1980, he was the Senior Enlisted Advisor, 64<sup>th</sup> Flying Training Wing, Reese AFB, TX. In August 1980, the chief was assigned to the Air Force Engineering and Service Management Engineering Team at Tyndall. During his assignment, he was involved in a special project for the Air Force Management Engineering Agency, to restructure the medical and civil engineering career fields. In April 1981, he was assigned as the senior enlisted advisor for the 3480<sup>th</sup> Technical Training Wing, Goodfellow AFB, TX. He assumed the duties of ATC Senior Enlisted Advisor on 11 January 1982.

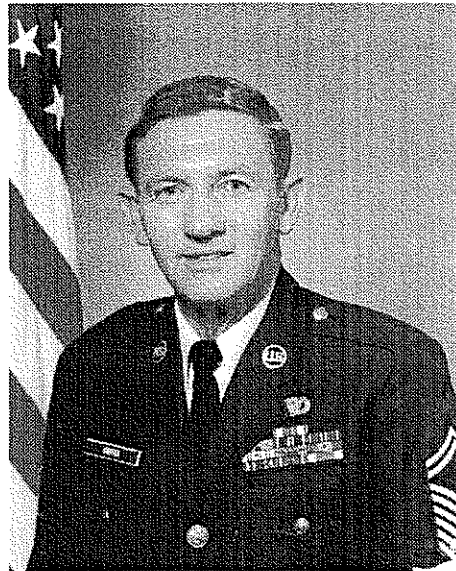


# BIOGRAPHY

**UNITED STATES AIR FORCE**

**Headquarters, Air Education and Training Command**

## **CHIEF MASTER SERGEANT ROBERT W. CARTER**



Chief Master Sergeant Robert W. Carter was the Senior Enlisted Advisor to the commander, Air Training Command, headquartered at Randolph AFB, TX, from 15 July 1983 to 31 October 1985.

Chief Carter was born 23 February 1931, in Marshalltown, IA, where he graduated from Union High School and attended Marshalltown Junior College. Chief Carter graduated from the Noncommissioned Officers Preparatory School in 1956 receiving the Commandant Award. He graduated from the Second Air Force Noncommissioned Officers Academy in 1960; and in January 1973, he was among the first 102 chief master sergeants to graduate with the first class of the Air Force Senior Noncommissioned Officers Academy.

In September 1950 Chief Carter enlisted in the Air Force and, following basic training, attended the Air Police Course at Tyndall AFB, FL. His first job assignment was Attebury AFB, IN, as an air policeman. In March 1951 he was assigned overseas to Mildenhall RAF Station, England, and in 1951 returned to the 93<sup>rd</sup> Bomb Wing, Castle AFB, CA. In 1955, Chief Carter cross-trained into the Management Analysis career field. He returned to England, this time to

Greenham Common RAF Station. Subsequent assignments as a Management Analyst took him to Lincoln AFB, NE; Barksdale AFB, LA; Offutt AFB, NE; and Webb AFB, TX.

Chief Carter's first assignment as a senior enlisted advisor was to the commander of the 3560<sup>th</sup> Pilot Training Wing at Webb AFB, TX, in 1968. His other assignments in advisor positions included the 3510th Flying Training Wing, Randolph AFB, TX; Headquarters Recruiting Service, Randolph AFB, TX; and the Air Force Military Training Center, Lackland AFB, TX. He assumed the position of ATC Senior Airman Advisor on 15 July 1983.





# BIOGRAPHY

**UNITED STATES AIR FORCE**

**Headquarters, Air Education and Training Command**

## **CHIEF MASTER SERGEANT J.C. RILEY**



Chief Master Sergeant J.C. Riley was the Senior Enlisted Advisor to the Commander, Air Training Command (ATC), Randolph AFB, TX from 1 November 1985-17 November 1986.

Chief Riley enlisted in the Air Force in 1961 and took basic military training at Lackland AFB, TX. He then spent the first part of his career in the Logistics career field with assignments first at Davis-Monthan AFB, AZ, from 1961-1963; then Izmir, Turkey, from 1963-1967; Eglin AFB, FL, from 1967-1969; Binh Tuey, Vietnam, from 1969-1970; and Andrews AFB, MD, from 1970-1972. He was reassigned in 1972 to the USAF Special Treatment Center at Lackland AFB. When the Center moved to Lowry AFB, Colorado, Chief Riley went into Supply at Lackland. When he was promoted to Master Sergeant, he cross-trained to become a First Sergeant.

At Lackland, Chief Riley began the first of several assignments as First Sergeant, serving in that position from 1977-1979 with the 391<sup>st</sup> School Squadron. In 1979 he was reassigned to Hofn AFS, Iceland, again as a First Sergeant. He returned to Lackland in 1980 as First Sergeant for the 3731<sup>st</sup> Personnel Processing Squadron. Three years later he moved across town to Randolph AFB to become the First Sergeant of the ATC Headquarters Squadron.

In 1985, he was selected as the ATC Senior Enlisted Advisor. The following year he transferred back to Lackland as the First Sergeant for Defense Language Institute before retiring in 1989 with over 29 years of service.



# BIOGRAPHY

UNITED STATES AIR FORCE

Headquarters, Air Education and Training Command

## CHIEF MASTER SERGEANT BOBBY G. RENFROE



Chief Master Sergeant Bobby G. Renfroe was the Senior Enlisted Advisor to the Commander, Air Training Command, headquartered at Randolph AFB, TX, from 18 November 1986 to 28 February 1991.

Chief Renfroe entered the Air Force on 1 July 1958. His early assignments included Grand Forks AFB, ND, Finley AS, ND, Norton AFB, CA, Dreux AB, France, and Sheppard AFB, TX. While at Sheppard, Chief Renfroe earned the Air Training Command's Master Instructor Certificate.

In 1973 Chief Renfroe was selected as part of the original cadre to establish the Air Training Command NCO Academy—Military Studies and World Affairs. While at the Academy, Chief Renfroe earned two Associate Degrees, one from the University of the State of New York and one as an Instructor in Technology from the Community College of the Air Force. He also has accumulated 132 hours toward a bachelor's degree. In 1977 he was personally selected by the Commander, 17<sup>th</sup> Air Force, Sembach, Germany, to establish the first NCO Leadership School in USAFE.

The highlight of his career was a TDY to Moscow, USSR, in March of 1980. As the Superintendent of Bare Base for the 4449<sup>th</sup> Mobility Support Squadron,

Holloman AFB, NM, he was tasked to transport and erect three expandable shelters to be used by the American Embassy at the new Embassy construction site.

Chief Renfroe served as commandant of the Air Training Command Noncommissioned Officer Academy and assistant for ATC NCO Professional Military Education (PME), Lackland AFB, TX, in October 1981. In this position, he had total responsibility for the entire command's PME program, the only command in the Air Force where an enlisted person was totally responsible for the program. In May 1983, he was named as the commandant, USAF Senior Noncommissioned Officer Academy, Gunter AFS, AL. Prior to being named commandant, he served as the Academy's director of education. He assumed the position of ATC Senior Enlisted Advisor on 18 November 1986.



# BIOGRAPHY

**UNITED STATES AIR FORCE**

**Headquarters, Air Education and Training Command**

## **CHIEF MASTER SERGEANT GEORGE T. MORIARTY**



Chief Master Sergeant George T. Moriarty was the Senior Enlisted Advisor to the Commander, Air Training Command, Randolph AFB, TX, from 1 March 1991 to 18 March 1993.

Chief Moriarty was born 1 January 1945 in Elizabeth, NJ, where he graduated from Thomas A. Edison Vocational and Technical High School in 1963. He earned Associate in Applied Science Degrees in Avionics Systems Technology, in 1979, and Instructor in Technology, in 1983, from the Community College of the Air Force. He also graduated with highest honors from Southwest Texas State University, in 1983, with a Bachelor of Science Degree in Occupational Education. Chief Moriarty was the honor graduate and academic achievement award recipient for his class at the USAFE NCO Academy, Kapaun AS, Germany, in 1979, and was a distinguished graduate of the USAF Senior NCO Academy, Gunter AFS, AL, in 1982.

He entered the Air Force in June 1963, completed basic training at Lackland AFB, TX, and attended technical school at Lowry Air Force Base, CO. In April 1964, Chief Moriarty was assigned to Camp New Amsterdam, the Netherlands, where he was a Weapon Control Systems Specialist. He transferred to Griffiss

AFB, New York, in July 1967, and in conjunction with that move, he retrained into the Automatic Flight Control Systems career field. He then transferred to Dover AFB, DE, in October 1968; Tan Son Nhut AB, Vietnam, in August 1969; Perrin AFB, Texas, in August 1970; and Forbes AFB, KS, in July 1971. In May 1972, Chief Moriarty entered the USAF Recruiting Course at Lackland AFB, TX, and after graduating in July 1972, became a recruiter, first in Albany, and later in Troy, NY. He then transferred to Scotia, NY, in July 1974, and at that time, he became the nurse recruiting specialist for his entire recruiting detachment.

Chief Moriarty returned to the Automatic Flight Control Systems career field, in July 1975, when he transferred to Grand Forks AFB, ND. While there he served as NCOIC of the Autopilot Section. He transferred to Hahn AB, Germany, in September 1976, and was originally assigned to the 50 AMS. In January 1977, he transferred to the newly organized 50 AGS, where he participated in the test of the tactical aircraft maintenance system for USAFE. During his time in the 50 AGS, he served as Chief Dispatcher, Specialist Shift Supervisor, and Specialist Flight Chief.

He became an NCO PME Instructor, in January 1980, at the ATC NCO Academy, Lackland AFB, TX. While there, he performed as Faculty Advisor; Chief, Leadership, Management, and Communicative Skills Division; and Director of Operations. During this tour, he also earned the ATC master instructor rating. In March 1984, Chief Moriarty became Commandant of the TAC NCO Academy West at Bergstrom AFB, TX. He then moved to Yokota AB, Japan, as the Senior Enlisted Advisor to the Commander, Fifth Air Force, where he served until he assumed the position as Senior Enlisted Advisor to the Commander, Air Training Command on 1 March 1991.

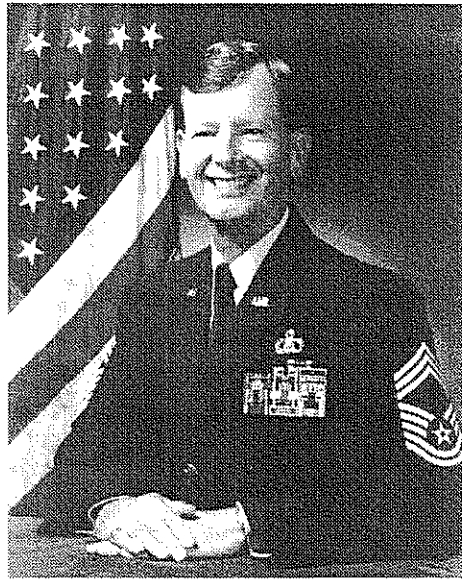


# BIOGRAPHY

**UNITED STATES AIR FORCE**

**Headquarters, Air Education and Training Command**

## **CHIEF MASTER SERGEANT THOMAS H. SANFORD**



Chief Master Sergeant Thomas H. Sanford was the Senior Enlisted Advisor to the Commander, Air Education and Training Command, headquartered at Randolph AFB, TX, from 19 March 1993 to 17 November 1995.

Chief Sanford enlisted in the Air Force in February 1966 and was assigned to Basic Military Training at Lackland AFB, TX, until April 1966. From April 1966 until June 1967, he was apprentice air operations specialist, 901st Air Refueling Squadron, Columbus AFB, MS. In June 1967 he was reassigned to Clark AB, Republic of the Philippines as command post controller.

He served there until December 1968 when he was reassigned to Dover AFB, DE, as wing command post controller, then noncommissioned officer-in-charge of the reports branch, 436th Military Airlift Wing.

### **EDUCATION:**

1972 Strategic Air Command NCO Leadership School Dyess AFB, TX  
1979 Tactical Air Command NCO Academy-West, Bergstrom AFB, TX  
1981 Associate Degree in Aerospace Control Systems Technology, Community College of the Air Force

1987 United States Navy Senior Enlisted Academy, Navy Education and Training Center, Newport, RI

1993 Associate Degree in Instructor of Technology and Military Science, Community College of the Air Force

1995 Associate Degree in Personnel Administration, Community College of the Air Force

From January through December 1971, he served at Cam Ranh Bay, Republic of Vietnam, as NCOIC, operations, 20th Special Operations Squadron (Green Hornets). Then in January 1972 he was transferred to Dyess AFB, TX, where he was NCOIC, Airlift Operations, 463d Tactical Airlift Wing. From January 1973 to July 1974, he was NCO controller, Headquarters, 2d Aircraft Delivery Group, Langley AFB, VA.

In July 1974 Chief Sanford was reassigned to Wiesbaden AB, West Germany, as NCOIC of Operations, Detachment 6, 2d Aircraft Delivery Group. He served there until July 1977 when he transferred to Torrejon AB, Spain, as NCOIC, Operations, Detachment 14, 2d Aircraft Delivery Group.

From July 1980 to February 1984, Chief Sanford served as Superintendent, Professional Studies Division; and later, Director of Curriculum, Tactical Air Command NCO Academy-East at Tyndall AFB, FL. From February 1984 until July 1989, he served as Chief, Tactical Air Command NCO Professional Military Education, Deputy Chief of Staff, Personnel, Headquarters Tactical Air Command, Langley AFB, VA.

From February 1989 until July 1990, he served as chief, Air Force NCO Professional Military Education, Deputy Chief of Staff, Personnel, Directorate for Personnel Programs, Headquarters U.S. Air Force, Washington, D.C. In July 1990 he was transferred to serve as Senior Enlisted Advisor to the Commander of the Air Force District of Washington, Bolling AFB, District of Columbia. In March 1993 Chief Sanford was transferred to Randolph AFB, TX, where he was Senior Enlisted Advisor to the Commander, Headquarters, Air Education and Training Command.





# BIOGRAPHY

**UNITED STATES AIR FORCE**

**Headquarters, Air Education and Training Command**

## **CHIEF MASTER SERGEANT ANNETTE M. BARBER**



Chief Master Sergeant was the Senior Enlisted Advisor to the Commander, Air Education and Training Command, Randolph AFB, TX, from 18 November 1995 to 8 July 1996.

Chief Barber enlisted in the Air Force on 5 October 1973. In 1976, she was the first Air Force female to be nationally certified as a urology technician by the American Urological Association Allied, Washington, DC. At the start of Operation Desert Shield, Chief Barber deployed with the 435<sup>th</sup> Airlift Control Squadron on 8 August 1990 as contingency first sergeant. She supported Operation Southern Watch, Saudi Arabia, from May to August 1993 as first sergeant and chief enlisted manager for the 4404<sup>th</sup> (provisional) Support Group. She assumed the position of Senior Enlisted Advisor to the Commander, Air Education and Training Command on 18 November 1995. Chief Barber retired on 1 December 1996.

### **Education:**

1977 Air Force Military Training Command NCO Leadership School, Lackland Air Force Base Texas-honor graduate  
1983 Tactical Air command NCO Academy East, Tyndall Air Force Base, Florida—recipient Academic award and Paul W Airey Patriotism award;  
Associate degree, CCAF—Medical Assistant

1986 Bachelor of Arts degree, Human Resources Administration, St Leo College, Florida—graduated magna cum laude

1991 Senior NCO Academy, Gunter Air Force Base, Alabama—distinguished graduate; Associate degree, CCAF—Instructor in Technology

**Assignments:**

1. April 1974-July 1976, medical technician, Wilford Hall USAF Medical Center (WHMC), Lackland Air Force Base, Texas
2. July 1976—January 1980, urology technician, WHMC, Lackland Air Force Base, Texas
3. November 1980—September 1982, NCOIC, OB/GYN clinic, Eglin Air Force Base Regional Hospital, Eglin Air Force Base, Florida
4. October 1982—July 1987, PME instructor, NCO Leadership School, Hurlburt Field, Florida
5. August 1987—May 1988, NCOIC Emergency Services, 51<sup>st</sup> Medical Group, Osan Air Base, Republic of Korea
6. May 1988—August 1988, superintendent of Nursing Services, 51<sup>st</sup> Medical Group, Osan Air Base, Republic of Korea
7. September 1988—July 1989, first sergeant, 37<sup>th</sup> Tactical Airlift Squadron, Rhein-Main Air Base, Germany
8. July 1989—July 1991, first sergeant, 435<sup>th</sup> Transportation Squadron, Rhein—Main Air Base, Germany
9. October 1991—July 1994, first sergeant, 56<sup>th</sup> Civil Engineer Squadron, Luke Air Force Base, Arizona
10. July 1994—September 1995, senior enlisted advisor, 59<sup>th</sup> Medical Wing, Lackland Air Force Base, Texas
11. September 1995-July 1996, senior enlisted advisor, Air Education and Training Command, Randolph Air Force Base, Texas



# BIOGRAPHY

UNITED STATES AIR FORCE

Headquarters, Air Education and Training Command

## CHIEF MASTER SERGEANT KENNETH E. HAIR



Chief Master Sergeant Kenneth E. Hair was the Senior Enlisted Advisor for Air Education and Training Command from 25 October 1996 to 31 October 1998. On 1 November 1998 the name of the position was changed to Command Chief Master Sergeant and Chief Hair remained in that position until 21 January 2000. He was responsible for advising on the morale, welfare, assignments, and effective utilization of approximately 34,000 AETC enlisted people at several hundred locations worldwide with an enlisted student population of over 350,000 per year.

Chief Hair entered the Air Force in November 1971, and received basic military training at Lackland AFB, TX. He was Noncommissioned Officer of the Year, 437th Military Airlift Wing and 21st Air Force in 1985; Military Airlift Command NCO of the Year and an Air Force nominee for the Twelve Outstanding Airmen of the Year, 1986; Military Airlift Command NCO Academy Graduates Association Citizen of the Year, 1986; Military Airlift Command Safety NCO of the Year, 1986; 1605th Military Airlift Wing, 21st Air Force, and Military Airlift Command Senior NCO of the Year 1989; and an Air Force nominee for the Twelve Outstanding Airmen of the Year, 1990.

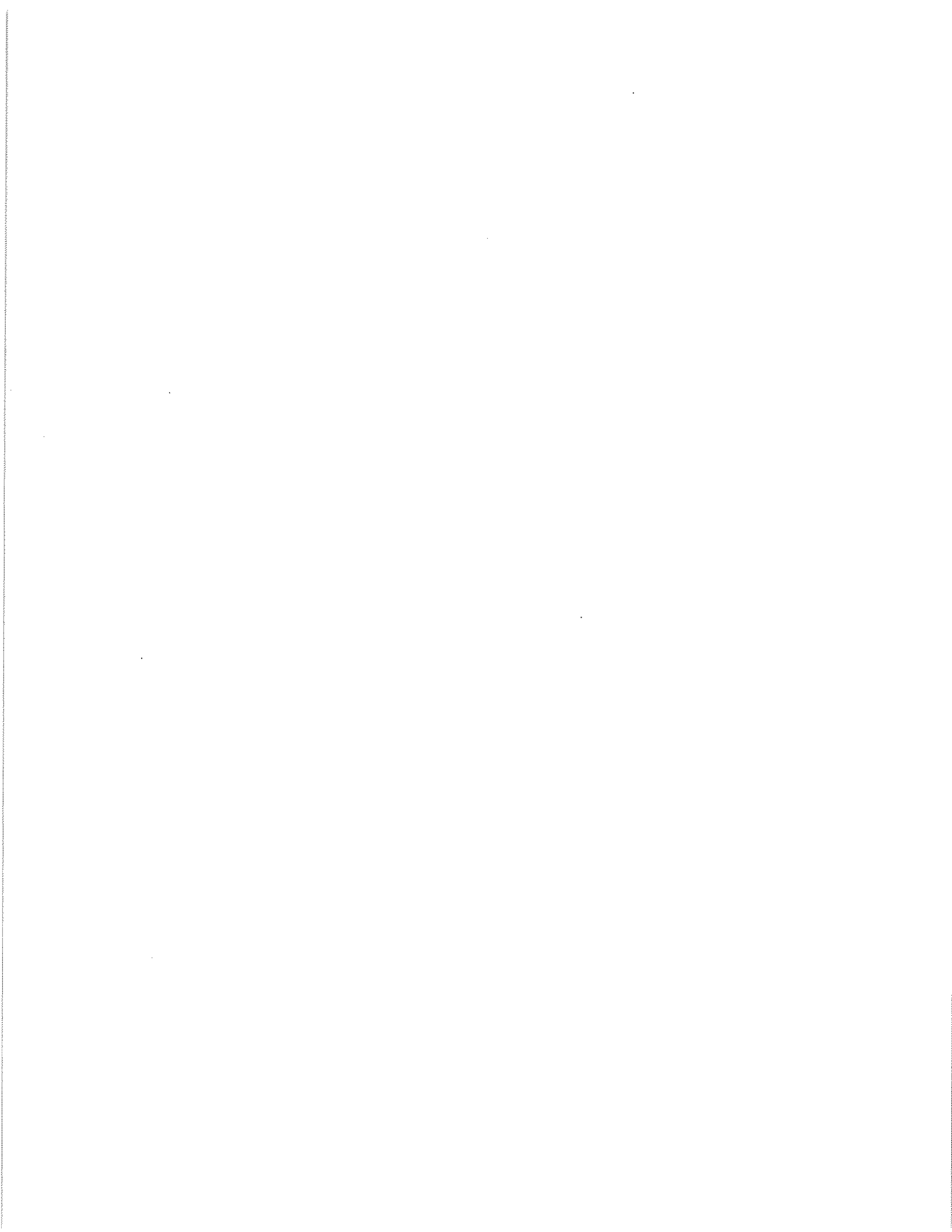
#### EDUCATION:

- 1975 21st Air Force NCO Leadership School, Dover AFB, DE
- 1985 Air Force Logistics Command NCO Academy, Robins AFB, GA
- 1985 Associate of Science Degree, Aircraft Maintenance Technology, Community College of the Air Force, Charleston AFB, SC
- 1986 Associate of Arts Degree, University of the State of New York, NY
- 1986 Associate of Science Degree, Instructor Technology, Community College of the Air Force, Charleston AFB, SC
- 1986 Bachelor of Science Degree in Occupational Education, Southern Illinois University, Carbondale, IL
- 1987 Dual Master of Arts Degree, Management and Business Administration, Webster University, St Louis, MO
- 1990 USAF Senior NCO Academy, Gunter AFB, AL
- 1992 Air Mobility Command Air Mobility School, Scott AFB, IL

#### ASSIGNMENTS:

1. December 1971-March 1972, Apprentice Aircraft Maintenance Specialist, 3350th Student Training Squadron, Chanute AFB, IL
2. March 1972-October 1980, Aircraft Maintenance Technician, 437th Field Maintenance Squadron, Charleston AFB, SC
3. November 1980-June 1985, Master Instructor, 317th Field Training Detachment, Air Training Command, Charleston AFB, SC
4. July 1985-November 1986, Aircraft Maintenance Safety NCO, 437th Field Maintenance Squadron, Charleston AFB, SC
5. December 1986-May 1987, Aircraft Maintenance Evaluation and Standardization Superintendent, Deputy Commander For Maintenance Staff, Charleston AFB, SC
6. June 1987-March 1988, Aircraft Maintenance Superintendent, Organizational Maintenance Squadron, Charleston AFB, SC
7. April 1988-July 1991, Chief, Organizational Maintenance Branch, 1605th Military Airlift Support Squadron, Lajes Field, Azores, Portugal
8. August 1991-November 1992, Aircraft Maintenance Management Inspector, Quality Support and Readiness, Headquarters Air Mobility Command, Scott AFB, IL

9. December 1992-January 1994, Superintendent, Aircraft Generation Branch, Office of the Inspector General, Headquarters Air Mobility Command, Scott AFB, IL.
10. January 1994-December 1995, Senior Enlisted Advisor, 375th Airlift Wing, Scott AFB, IL
11. January 1996-October 1996, Senior Enlisted Advisor, 97th Air Mobility Wing, Altus AFB, OK
12. November 1996-21 January 2000, Command Chief Master Sergeant, Air Education and Training Command, Randolph AFB, TX





# BIOGRAPHY

**UNITED STATES AIR FORCE**

**Headquarters, Air Education and Training Command**

## **CHIEF MASTER SERGEANT WILLIAM A. MILLIGAN**



Chief Master Sergeant William A. Milligan became the Command Chief Master Sergeant, Air Education and Training Command, on 28 February 2000. Chief Milligan advises the AETC Commander and senior staff on the morale, welfare, and effective utilization of more than 34,000 enlisted people at locations worldwide, including more than 350,000 enlisted students per year.

Chief Milligan was born in Atlanta, GA. He entered the Air Force in March 1974 and completed Basic Military Training at Lackland AFB, TX.

Chief Milligan has held a variety of positions during his career, serving as Senior Enlisted Advisor and later Command Chief Master Sergeant for the 17th Training Wing, Goodfellow AFB, TX, 2nd Air Force, Keesler AFB, MS, and Air University, Maxwell AFB, AL. He also served as executive assistant to the Deputy Assistance Secretary of Defense for Low Intensity Conflict and administration division chief for the Deputy Under Secretary of Defense for Trade Security Policy. He has supported special operations involvement in such operations as the General Dozier Rescue, TWA 847 hijacking, Achille Lauro Ship hijacking, Urgent Fury (Grenada), and the raid on Libya.

#### EDUCATION:

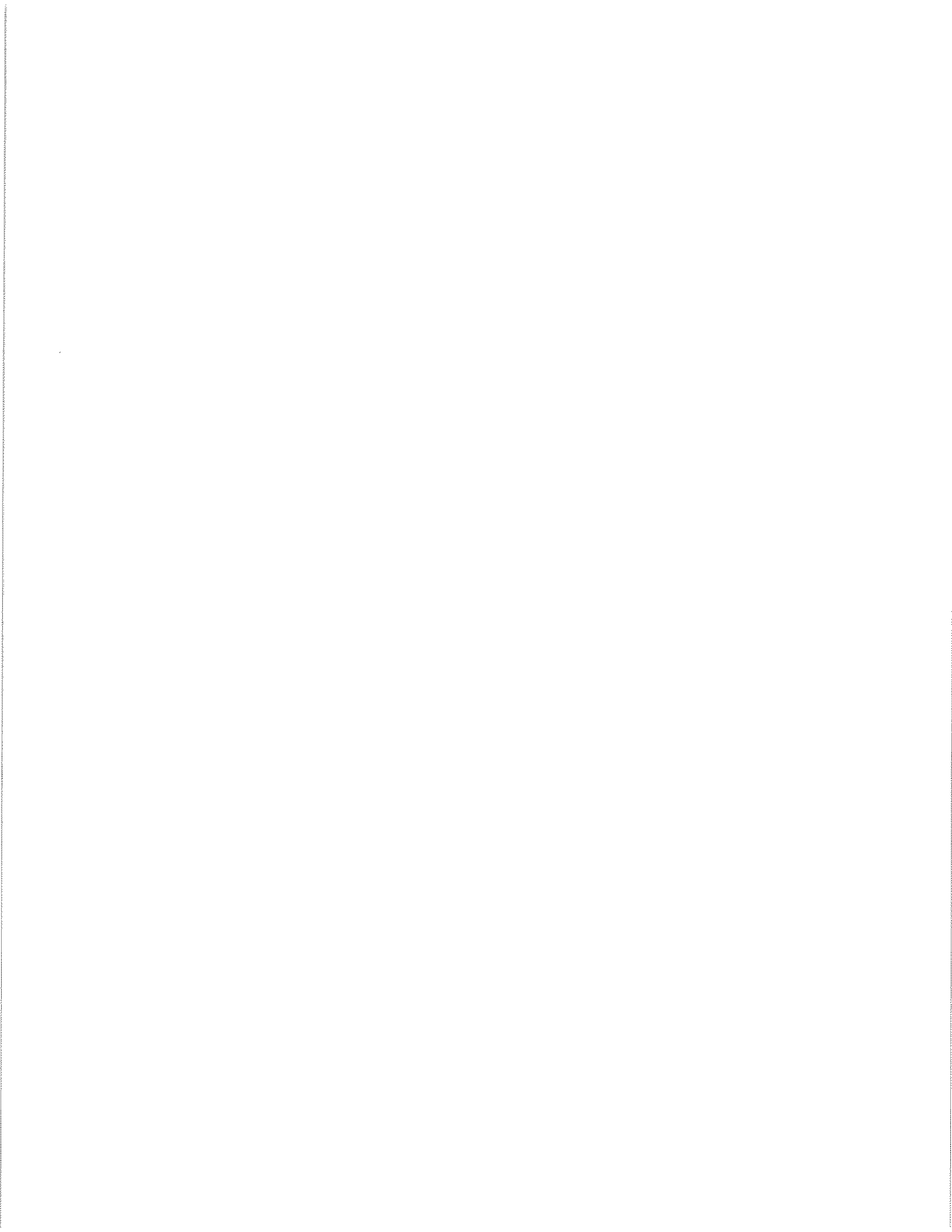
1977 NCO Leadership School (honor graduate), Randolph AFB, TX  
1980 Pacific Air Forces NCO Academy (distinguished graduate), Kadena AFB, Japan  
1989 USAF Senior NCO Academy, Gunter AFB, AL  
1993 Associate of Applied Science in Administrative Management, Community College of the Air Force

#### ASSIGNMENTS:

1. May 1974-January 1975, Administrative Specialist, 12th Organizational Maintenance Squadron, Randolph AFB, TX
2. January 1975-May 1978, Administrative Specialist, Directorate of Logistics, Headquarters Air Training Command, Randolph AFB, TX
3. May 1978-April 1981, Noncommissioned Officer in Charge (NCOIC), Current Operations Division, United States Pacific Command, Camp H.M. Smith, HI
4. May 1981-July 1984, NCOIC, Special Operations Division, Joint Chiefs of Staff, the Pentagon, Washington, D.C.
5. July 1984-July 1986, NCOIC, Joint Special Operations Agency, the Pentagon, Washington, D.C.
6. August 1986-August 1987, NCOIC, United States Special Operations Command Liaison Office, the Pentagon, Washington, D.C.
7. August 1987-September 1989, Executive Assistant to the Deputy Assistant Secretary of Defense for Low Intensity Conflict, Assistant Secretary of Defense for Special Operations and Low Intensity Conflict, the Pentagon, Washington, D.C.
8. September 1989-September 1990, Superintendent of Protocol, 7th Air Force, Osan AB, Republic of Korea.
9. September 1990-December 1990, Deputy Chief, Headquarters Support Division, Headquarters Systems Command, Andrews AFB, MD
10. December 1990-July 1991, Superintendent, Air Force Materiel Command Integration Team, Crystal City, VA
11. July 1991-September 1993, Chief, Administrative Division, Deputy Under Secretary of Defense for Trade Security Policy, the Pentagon, Washington, D.C.



12. September 1993-August 1995, NCOIC, Executive Services, Joint Staff, the Pentagon, Washington, D.C.
13. August 1995-November 1995, Superintendent, Military Personnel Flight, 17th Mission Support Squadron, Goodfellow AFB, TX
14. December 1995-October 1996, Senior Enlisted Advisor, 17 TRW, Goodfellow AFB, TX
15. October 1996-September 1999, Senior Enlisted Advisor, 2d Air Force, Keesler AFB, MS
16. September 1999-February 2000, Command Chief Master Sergeant, Air University, Maxwell AFB, AL
17. February 2000- , Command Chief Master Sergeant, Air Education and Training Command, Randolph AFB, TX



## NOTES

In addition to the responses to the questions in this interview, the AETC History Office also requested each of the former Senior Enlisted Advisors and Command Chief Master Sergeants to reply to a series of questions we mailed to them. The History Office extracted pertinent portions of the responses and included them below to amplify various issues discussed during the interview but which were not addressed thoroughly given the relatively short time available for the interview session.

<sup>1</sup> As the first ATC Senior Enlisted Advisor, CMSgt Trent explains how the position was established:

I had returned from an overseas assignment and reported to the ATC Directorate of Administrative Services. Later I was directed to replace a Chief Brown and given the title Command Sergeant Major and assigned to the HQ ATC Command Section. Most of my duties were administrative while I waited for the new commander, Lt Gen George B. Simler. Three days after his arrival he called me into his office. His first question was "What do you do?" I told him I had been there only a short time and had done very little, but I had some ideas on how the position could be used. His next remark was "You have 45 minutes to tell me what you want to do." I asked him to support four things: (1) Do away with the title Sergeant Major since it was really an Army title; (2) The ATC Command Sergeant Major position be rated by the commander as a counterpart to the Chief Master Sergeant of the Air Force; (3) Authorize a chief master sergeant position at each ATC base, rated by the senior commander; and (4) Both the headquarters job and the base job should have a job description similar to the CMSAF. He then told me what he wanted me to do. He said "I want a Chief that will tell me what he thinks and not what he thinks I want to hear." I told him I was very plain spoken and that would be no problem. He said "If you don't, I'll fire you in 60 days."

General Simler gave his approval and support of the program. He suggested that "Advisor" should be part of my title, and I selected "Command Senior Airman Advisor" and "Base Senior Airman Advisor" for the base positions.

After we established the program, General Simler recommended it to the MAJCOM commanders at General Ryan's [John D., CSAF] Commanders Conference. The other MAJCOMs supported it and it was a big success Air Force-wide, although SAC, if I remember correctly, didn't implement it until two years later

<sup>2</sup> CMSgt Trent commented on dormitory living conditions when he was an NCO at Offutt AFB in the 1950s:

I was a single Master Sergeant living in an NCO room in an open bay barracks. It was one of the "Fort Omaha" originals, which later was destroyed by fire. It was going to be rebuilt but General LeMay [Curtis E., Commander in Chief, Strategic Air Command] said no and he had them build 2-man rooms with bathrooms in between. The Air Force wouldn't fund drapes or furniture so General LeMay asked Storz Beer of Omaha to provide the funds.

<sup>3</sup> CMSgt Trent recalled that General Simler played an instrumental role in establishing CCAF:

The CCAF was established during my tour as Senior Enlisted Advisor. I had very little to do with it, it was General Simler's project. There were a lot of officer and enlisted personnel taking college courses but getting no credit for all the Air Force schools and training they received. The first time he discussed it with the staff there were very few comments except the comptroller said there were no funds. General Simler directed funds be found and CCAF was established.

<sup>4</sup> CMSgt Moriarty explained how the later move of Officer Training School (OTS) impacted the Senior NCO Academy:

One of my biggest frustrations involved the decision to move OTS from Lackland to Maxwell. The AU [Air University] staff claimed there were enough facilities at Maxwell to house OTS. After the decision was publicly announced, the AU staff admitted there was not enough room. They then went looking for adequate facilities at Gunter [Air Force Station] and decided to put OTS there and use the soon to be finished addition to the Senior NCO Academy. Since this would have taken the facilities the SNCOA needed and waited years to get, not to mention changing the focus at Gunter from enlisted PME to officer training, I was opposed.

Since the decision to move OTS was politically motivated to appease the Montgomery and Alabama officials who were losing AU as a MAJCOM, there wasn't any way to keep OTS from moving. As a result, adequate facilities had to be found at Maxwell or Gunter. AU officials were adamant about taking over the SNCOA facilities because they saw this as the only solution. I was able to convince General Habiger that this would send a devastating signal to the enlisted corps. As a result, he looked for another way to deal with the problem. The result was that OTS was moved to Maxwell, although other officer training courses (chaplains and legal, for example) moved into the SNCOA facilities. Although this was a better solution—half a win is better than none—it still sent the wrong message to the enlisted corps.

<sup>5</sup> CMSgt Moriarty had this to say about PME:

As a person who avoided PME until I made MSgt, I can unequivocally say that PME is the greatest thing that ever happened to me in my career. I was one of those who didn't see the value in going to school or taking PME by correspondence. Fortunately, I had a supervisor when I was a MSgt selectee who understood the value of PME. He made me take the NCO and Senior NCO Academy correspondence course, which I did to get him off my back. As soon as I had finished them, he made me go to the NCO Academy in residence, and that experience transformed me. Prior to attending, I was satisfied with having made MSgt, and I'm confident

I would not have gotten any higher. After attending I became “hungry” for more, so I enrolled in CCAF. I ended up becoming a PME instructor where I had the opportunity to watch many other NCOs make the same transition in attitude that I had experienced. Fortunately, PME is now mandatory—I wish it was for me!

<sup>6</sup> CMSgt Trent recalls the changes he witnessed in the role of the NCO:

Regardless of our rank or job during World War II, we were known as “Dog Soldiers,” which wasn’t embarrassing to me or others. The big break for the enlisted men in the Army Air Forces occurred when the Air Force became a separate service in 1947. Up until then, we still followed Army policies, most of them were not necessary for us to accomplish the Air Force missions. All policies and procedures were rewritten, which deleted 99 percent of the old Army policies. Air Force commanders were primarily World War II pilots and their attitude toward the enlisted man, especially NCOs, began to change. They realized these were the people who kept the aircraft in the air. This created a new image of the enlisted men, and they became airmen instead of soldiers. Soon after this our nation was faced with the Cold War, the Korean War, and then Vietnam. Air Force leaders realized they had to retain a trained enlisted force and many improvements were made for the welfare of the enlisted man. This included better living quarters, Bootstrap,\* NCO Academies, and Leadership Schools. All of these were created in an effort to better educate and retain a volunteer force.

<sup>7</sup> CMSgt Riley discussed a problem ATC had in getting the command’s First Sergeants to be accepted into the First Sergeants Academy:

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\*Under this program, if enlisted members were within 1 year of completing a college degree, they could apply for permissive TDY to complete it.

The USAF First Sergeants Academy had been established at Keesler AFB. Although that worked well, Maxwell or Gunter seemed a better location, because the First Sergeants Academy could then take advantage of the support networks established for the Senior NCO Academy; they would have access to the enrichment speakers who regularly visited the SNCOA. There was significant opposition to this by those who felt it was a training program and belonged on a training base. In the end, the largely educational nature of the curriculum and the advantages of close proximity to the SNCOA prevailed and the First Sergeants Academy relocated to Maxwell AFB in 1993.

8 CMSgt Moriarty explained how the First Sergeants Academy moved from Keesler AFB:

A large number of ATC First Sergeants were not being scheduled for the USAF First Sergeants Academy. The criteria for selecting and becoming a First Sergeant were reevaluated. Because of career field manning, USAF wanted us to take first sergeants out of the basic military training squadrons. We believed the first sergeant was a very important part of a young enlisted person's training. With the support of other commands, we were able to keep the first sergeant slot in that arena.

