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January 1997
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Air Force Reserve's first Associate KC-135 Unit

Unit will fly, maintain, support Pisa deployment

by Capt. Phil Blahut
Public Affairs Staff

Planning started almost six months ago to prepare the 931st for its first full-fledged unit deployment, destination: Pisa, Italy. The 931st played a supporting role last May, providing flyers and maintainers to support the 452 AMW, March ARB, Ca. But why is the 931st going to Pisa, Italy, again? This time we're the lead unit, deploying over 100 operations, maintenance, and support personnel.

More than a year ago, Reserve and Air National Guard officials committed their units in support of Operation Decisive Endeavor, an ongoing mission that provides air refueling for joint NATO fighters that provide protection and enforce the Bosnia no-fly zone. Typically, the Reserve and Guard will support the mission for approximately six months each, rotating individual units every 30 days.

"It's an important mission and we need to do it. We have our own troops on the ground and we should be there to support them. Last year, we were anxious to provide support and now it is our chance to lead," said Col. Vik Malling, the 931st commander.

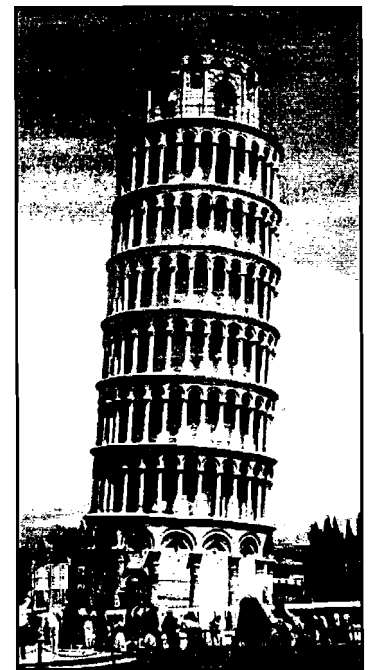
"Being an associate unit, there were questions at the first whether or not we could support such a full fledge mission. However, I feel we have good people working our plans who can make it all come together," he said.

Even though the 931st is a relatively new tanker unit, it was

Malling's decision to say yes when the call came in for Pisa support. Since that time, aggressive planning and preparation have taken place and the unit is almost ready for their February departure.

Planning started in earnest about three months ago with 931st project officers and other functional representatives. This group began planning and holding weekly meetings, to include weekly Tele-Net sessions with the 916th ARW of Seymour-Johnson AFB, N.C. (our supporting unit) and a conference at Dobbins ARB, Ga., in early December with other AFRES tanker units scheduled to participate in the overseas operation.

In addition to these sessions, more finite plans and details have to be worked out and deployment schedules developed. According to Maj. Anthony Gussman, the 931st Plans Officer, "It basically means we have to work out details for how many personnel and what AFSCs are required, personnel availability, vehicle and equipment requirements, billeting arrangements, MWR issues, and devising a personnel "swap-out" plan--most par-



ticipating personnel will only deploy for two weeks, using this operation to fulfill their annual training requirement."

"In addition, a lot of close coordination and planning with outside organizations is required. We need to integrate our efforts with 916 ARW planners, 4th and 22nd Air Force staffs, AFRES, AMC, and USAFE headquarters, as well as the tanker units preceding and following us into Pisa."

But there are planning "recipes" that exist to help project officers and planners.

"As a starting point in the planning process, we took the tanker rotation plan developed by USAFE, AMC, AFRES and NGB

See Deployment on Pg 5

Officer call

All 931st officers are invited to attend a Reserve Officer Association pizza luncheon scheduled for 12:00 p.m., January 12, in the 18th ARS Boom Training Room.

88 Toys for Tots

Some less fortunate children in Wichita probably had a brighter Christmas thanks to 931st donations of 88 "Toys for Tots."

CFC goal met

According to Senior Master Sgt. Tammy Minnick, 931st CFC coordinator, the unit exceeded its \$4,000 goal by \$700.

TRAVIS TO RETIRE: C-141S

The Air Force announced plans Dec. 20 to retire seven C-141 transport aircraft in fiscal year 1997 at Travis Air Force Base, Calif., which will affect people in some 24 Reserve full-time and 151 drill authorizations. These positions will be eliminated July 1, 1997.

Pisa Timeline

Dates:	Event:
Jan 27	ADVN departs
Jan 31	1st Acft departs
Feb 7	2nd Acft departs
Feb 14-15	1st Swap-out
Feb 22-23	2nd Swap-out
Mar 1	1st Acft returns
Mar 8	2nd Acft returns
No. of 931st personnel: 188	

1997 is unit's 'year for readiness'

I hope everyone enjoyed the holidays and is ready for an exciting and challenging new year. A challenge for me is to successfully accomplish two resolutions I've made for myself and the unit. They are to concentrate on one of our most important goals - 931st Readiness and the second, to complete the hiring of all the full-time personnel needed to stand up the new 44th Air Refueling Squadron.

Let's start with Readiness. It's imperative that we stay focused and ensure that we are indeed trained and ready to do our military job in a truly professional manner. Everyone on the 931st team needs to feel totally confident that they can perform safely our mission to fly, maintain and support Global Reach for America.

Our reputation for accomplishing such missions will be on the line several times during 1997. We start by deploying as the lead unit to Pisa, Italy during February in support of Decisive Endeavor. We'll be

responsible for an operations, maintenance and support package of approximately 150 personnel, to include the 916th Air Refueling Wing of Seymour Johnson, our support unit.

In mid March we'll augment the 22 ARW ATSO exercise to Gulfport, Miss., with one aircraft, two aircrews and maintenance support. As much as we may dislike operating in a chemical environment, we need to be proactive so that it becomes second nature.

Our Civil Engineer Squadron will perform their "remote" annual tour in the boonies North of El Paso, Texas during the March-April time frame. They will work on a project for the U.S. border patrol.

In April, my goal is to start the 44th Air Refueling Squadron on a provisional basis. This will mean additional hiring of full and part-time reservists. We are organizing and planning to make this happen well before its official October 1 start date.

In May, 4th Air Force is tentatively planning a 931st staff assistance visit. I look at this as a litmus test of how we are



Col. Vik Malling

complying with the administrative things we need to do well that enhance readiness and our Quality program.

In summary, I'm looking at 1997 as being the "Year of Readiness" for the 931st. As we are challenged throughout this year, I have much confidence that you'll be ready to perform your military duty in an exemplary manner. "Press On!"

A letter to all Reserve commanders

Reserve units get NAF alignment

The Air Force Reserve Executive Group met December 13, 1996, at Peterson Air Force Base, Colorado, to discuss the AFRES impact of the recent Air Force decision to move C-130s from Air Combat Command to the Air Mobility Command. Numerous options were evaluated by the group with each being weighed against several critical decision factors to include customer requirements, span of control, unit desires, advocacy capability, headquarters management structure, and peacetime utilization ability.

As a result of these discussions, the decision has been made and coordinated with AMC to assign all C-130 units (except Rescue and Special Operations units) plus the 315AW, 459AW, 439AW, 512AW, and 514AMW to 22d Air Force. 4th Air Force will assume command of all KC-135 units, the 445 AW, and all current assigned units, except the 513 AWACS unit, which will report to 10 AF. 10th Air Force will retain its currently assigned fighter, bomber, rescue, and special operations units, plus the 513 AWACS unit. This new NAF alignment will provide as close to the optimum solution as possible, given the above critical factors.

Other related actions as a result of the meeting included assignment of the 701st Combat Operations Squadron to 10th Air Force; the 307th Red Horse Squadron to 4th Air Force; and, fu-

ture space unit responsibility to 22d Air Force. A review of other potential mission areas to consider for realignment continues and will be discussed further during the January '97 Executive Group meeting.

The anticipated implementation of the new NAF weapon system alignment is April 1, 1997.

James E. Sherrard III, Maj Gen, USAF
Air Force Reserve Vice Commander

931st gets a kudo

Dear Colonel Malling,

Please pass to all your folks in the 931st my sincerest thanks for a superb visit. I was quite impressed with your people and especially appreciated their candid comments and suggestions during the question and answer period.

I know that it has not been easy piecing the nation's first KC-135 Reserve Associate unit together, but you have done a fantastic job. Keep up the great work... and let me know anytime I can help!

Once again, please thank the men and women of the 931st for an outstanding visit. I am already looking forward to my next visit.

Lt. Gen. Charles T. Robertson, Jr.
Commander, Fifteenth Air Force

Kanza Spirit

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Monday, January 27, is the deadline for articles in the February 1997 issue of the Kanza Spirit. All articles and photographs must be turned in to the 931st Public Affairs office, Bldg. 1218, Room 221 by 4 p.m.

Group Commander

Col. Vik Malling

Chief, Public Affairs

Capt. Phil Blahut

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Vacant

931st ARG Home Page Address

<http://www3.mccconnell.af.mil/index.htm>

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All photos are Air Force unless otherwise indicated.

Quality organizations shift responsibility to employees

by 1st Lt. Joe Wible
931st Quality Officer

When quality is built into the culture and structure of an organization, it becomes everyone's concern. Quality is no longer the sole responsibility of the quality officer or quality office, which, historically, have tended to be reactive and inspection-based.

The realization that inspecting-in quality is ineffective compared with building quality is why many have reduced or eliminated their dependence on traditional quality functions. Instead, the responsibility for quality has been spread over the entire work force. Quality is a part of the job description of every employee.

Among other things, this translates into quality at the source. "At the source" means that the responsibility and accountability for quality resides with the people who are actually producing the goods and services.

For example, Edy's Grand Ice Cream plant in Fort Wayne, Indiana, which began operating in 1986, has never had a quality control staff. Instead, all quality checks are per-

formed by the operators. Operators have full control over their output, which includes withholding product of suspect quality or stopping the production lines at any time.

Quality at the source means more than ferreting out defective products. It also means identifying and eliminating the causes of those defects. Integrating quality into the daily responsibilities of production workers meshes smoothly with the overall movement toward employee involvement and team-based structures.

Once defects are identified, the effort and creativity of the entire work force can be brought to bear on resolving quality problems. Quality at the source requires a significant investment in time and employee training. It is neither realistic nor responsible to ask employees to take control of the quality of their work without also giving them the training, the tools and the responsibility they need to successfully undertake the challenge.

The next lesson embraced by "The Best Organizations" is that product quality is

highly dependent on the consistency of key processes.

It was the late Walter Shewhart who brought this idea into the mainstream of organizational thought when he introduced his process model Plan-Do-Check-Act. He taught that the largest cause of defective products was poorly designed processes and that no matter how much pressure was brought to bear on the work force, products could not be consistently and/or significantly improved without addressing the systemic causes of their defects.

Whether they directly credit the famous consultant or not, "The Best Organizations" are Shewhart disciples. They understand that defect-free products result from tightly controlled processes. "The Best Organization" map, measure and continuously improve their processes. This process orientation is also intimately connected to the predisposition to practice quality at the source. Front-line production employees are responsible for much of the success with process control and improvement.

My Perspective

What keeps AFRES from reaching their desired state

by 1st Lt. Joe Wible
931st Quality Officer

If Quality, TQM, Reengineering, Baldrige, QAFA (whatever it is called today) is going to be institutionalized in any organization it will require a common linkage. So often we hear that we have no time for Quality/TQM...it would seem that the organization sees quality and day-to-day activities as two separate processes.

If the Air Force Reserve is going to see its desired state be obtained then it must learn from others...for a culture to change it must accept that change is part of success. President Lincoln stated that change was not an invention, but was the essence of human existence. This idea of quality started with Fredrick Taylor in 1911, when he introduced the concepts of empowerment, employee participation, and employee recognition as fundamental principles for successful organizations.

Then in 1924, Walter Shewhart introduced the idea of looking at processes as systematic and developed the Plan-Do-Check-Act model. He also discovered that if a process could be looked at having variation, then it could be analyzed to eliminate un-needed variation. Today we

call this control charting. However it was not until 1948 that the final element was identified as what we call TQM today.

Homer Sarasohn at the age of 28 was asked by Gen. Douglas McArthur to come to war-torn Japan to help them develop a system for quality. What Sarasohn developed and instructed to the Japan Union of Scientist and Engineers was the concept of policy deployment, what we call today as the cascade approach.

In 1950 Sarasohn asked Deming to come to Japan to lecture on the process of control charting. The rest of the story is history.

From 1948 to today many organizations have been trying to implement the 3-Core Concepts of a successful organization:

1. Employee participation-Taylor,
 2. Process Management, PDCA-Shewhart,
 3. Policy Deployment-Cascading-Sarasohn;
- ...but they have failed.

The failure is not in the programs or the processes, it has been the implementation of the ideas.

In reviewing the implementations of several organizations we find that they, they being senior leadership, favor only

parts of the 3-Core Concepts and as such start out the journey destined to fail. The core concepts are sound and have weathered the times and as the programs come and go (i.e. MBO, Quality Circles, Zero Defects, TQM, Reengineering, Baldrige...) the 3-Core Concepts maintain their success.

In AFRES we also have the Program Psychosis, we have separate programs for functional/operational objectives all of which have parts of the three core concepts, but none of them have any linkage to one another. There had been several occasions that the programs limit the others success.

As long as the QAFA, compliance, and ORI are seen as different programs within the command then the desired state will not be obtained. The only documented successful program has been the organizations who have implemented the QAFA criteria fully.

The factual reason for that success is that the QAFA criteria institutionalizes the 3-Core Concepts. The criteria is a management tool to assess your compliance, which ultimately results in your ability to accomplish the mission, which is

Winter survival is possible, if you know what to do

By Capt Dave Meek
18 ARS Unit Public Affairs Rep.

Imagine that you're driving to Wichita for your Unit Training Assembly. The snow is falling and the wind is reducing visibility to near zero. Suddenly your passenger side tires drop off the edge of the pavement and your car is sliding down a steep embankment. Your car comes to a sudden jerking stop at the bottom and becomes stuck in snow and mud. Leaving your car, you walk through a knee deep snow drift and struggle up to the road to flag down a passing car. A couple of cars pass but in the fading light and blowing snow visibility is virtually zero.

Now you are cold and wet and you give up on the good samaritans and make your way back down to your car. Then the thought hits you. Can you survive the night?

This situation can happen to any of us. Here are a few tips for winter travel that could save your life.

If you become stranded, remember this simple formula for hypothermia: WET +

WIND = DEATH.

Car engines produce Carbon Monoxide that can KILL YOU. Only run your engine for short periods and always leave a window cracked open when the engine is running to circulate fresh air. If the snow continues to fall or drift, you will need to keep the area next to your exhaust pipe clear of snow and other obstructions.

A survival shovel, the camper style that folds down, is helpful for this and can be valuable for many other needs. (This shovel may become the weapon of choice for use if food is needed for extended survival situations. Please caution other reservists about this survival tip if they happen to be carpooling with you.)

Always carry a set of warm dry clothing in your car. These are best kept in a water proof container. This should include an extra set of gloves and a stocking cap (most heat loss is through your head). If you have passengers riding along, carry one extra set of clothing for each passenger.

Always carry a blanket to help you stay warm.

Carry a large candle and an empty coffee can. This can provide light, heat, and a source of water. Note: Don't melt yellow snow in the coffee can.

A couple of other notes, remember that warm air rises. Keep your feet off the floor of the car and they will stay warmer. Also try not to rest your head against a window; tremendous amounts of heat are lost through you head and this is increased through this type of conduction. Many of us have spent a night in a car for one reason or another. Keep these rules in mind and these items in your car and you can survive.

If you have any doubts about Kansas road conditions, you can call 1-800-585-ROAD (7623). UTAs last the weekend and can be rescheduled. The effects of hypothermia and frostbite can last a lifetime and are irreversible.

Reserve looks for specialized skills

The Air Force Reserve is looking for a few good accountants, auditors, lawyers and business people to bring their skills to work for the Department of Defense under a program called Partnering for Fiscal Integrity.

PFI is a joint initiative between the undersecretary of defense (comptroller) and assistant secretary of defense for reserve affairs.

It matches reservists having financial, managerial and legal expertise against requirements at various DOD agencies such as the Defense Finance and Accounting Service and the Defense Logistics Agency.

Interested reservists may apply for these tours via a web site (www.dtic.mil/pfi/), e-mail (rhaas@osd.pentagon.mil), or phone Commander Robert Haas at (703) 695-4780 or DSN 225-4780. The fax number is (703) 693-5371 or DSN 223-5371.

Letters from home needed

The following individuals are deployed overseas until January 24. Cards, letters, e-mail's and other items would be greatly appreciated during this time.

Maj's. Allen Simmons and Ricky Sage, Capt. Brian Bell, Staff Sgt's. Paul Morgan Sgt. John Wallman. Mail can be sent to: 4408 AFEFS (P), Unit 66200 Box 123, APO AE 09882-6200. Their E-mail address is: PSABMORAL3@aorcentaf.af.mil

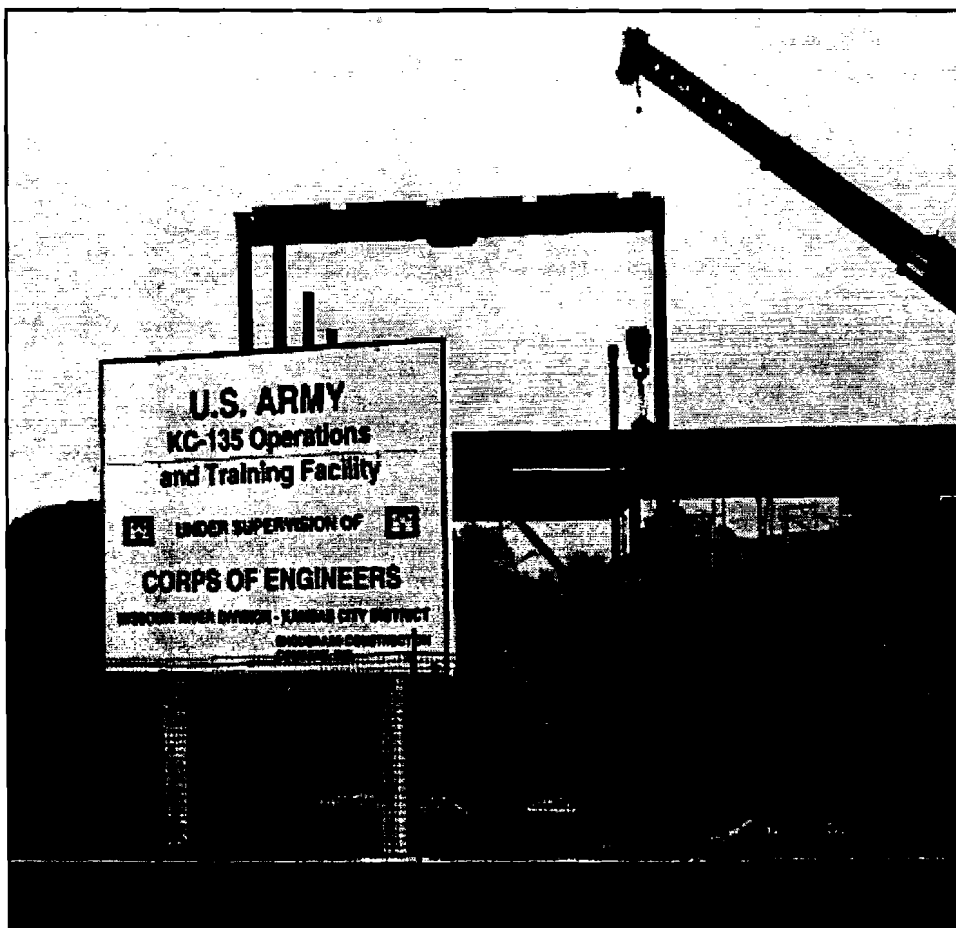


Photo by Tech. Sgt Scott Fletcher

Construction activity continues on the new 931st headquarters facility. Steel structure beams shown in this photo were placed the first week of January. The building is scheduled for completion in July 1997.

"Emergency Essential" civilians face possible deployment

WASHINGTON (AFPS) — Only about 2,000 of DOD's 813,000 civil servants are currently subject to deployment, but that number could grow — for a number of reasons.

During Desert Storm 5,000 civilian employees and another 9,000 contractors deployed to the Persian Gulf. For Operation Joint Endeavor, some 1,600 civilians, including contractors, are serving in Bosnia. With the number and types of requirements the services are increasingly tasked to meet during contingency operations, the potential is higher than ever for greater civilian involvement.

Civilians are subject to deployment when their positions are designated "emergency essential," according to Diane Disney, deputy assistant secretary of defense for civilian personnel policy. "This means their skills and abilities are crucial to mission success," she explained.

"Designated civilian employees as emergency essential emphasizes the Total Force nature of DoD Involvement," Disney said.

"It's recognition that civilians are important members of the DoD team. When faced with crises, we have to recognize that the country has the active duty military, Guard and reserves, civilians and contractors. We need to use the optimal mix of those resources for each situation."

Deploying civilians also frees service members to fight wars, Disney said. "Congress has asked DoD, as much as possible, to convert military infrastructure positions to civilian," she said. "It's well established

Alternative civilian pay raises implemented

WASHINGTON (AFPS) — President Clinton has implemented a 2.3 percent pay raise for federal civilian employees, effective Jan. 1. In addition, the president capped locality increases at a national average of 3 percent.

General Schedule employees in certain higher-cost areas will receive locality raises that increase their total raise — including the overall 2.3 percent increase — to an average of 3 percent.

Locality increases vary by area, said Office of Personnel Management officials. Employees can get the figures for their area from their local personnel office.

Defense "blue collar" workers also will receive raises, up to a maximum of 3.12 percent. OPM established the maximum increase based on price indexes. However, wage grade employee increases are based on 135

that civilians perform essential functions within DOD. We know that civilians can keep these functions going while military are engaged in actual combat."

Deployed civilians fall under the same rules as their military counterparts. Before deploying, they must meet similar physical qualifications, obtain security clearances and receive appropriate training. They get the same immunizations and are issued field uniforms and equipment.

If they're going to a potentially hostile area, they will serve there under the same

"It's well established that civilians perform essential functions within DOD. We know that civilians can keep these functions going while military are engaged in actual combat."

Diane Disney, Deputy Asst Sec. of Defense for Civilian Personnel Policy

Geneva Convention rules that service members follow. If they desire — and the theater commander approves — they'll be trained in the use of firearms and issued a weapon for their personal safety.

Finally, to ensure they get along in a foreign environment, they'll undergo cultural awareness training, just as service members do. While they are deployed, civilians come under the operational control of the unified

local price indexes and established by DOD's wage setting Division in Alexandria, VA. A division spokeswoman said local price indexes could exceed the 3.12 percent limit, however no employee will receive a raise any higher.

By law, General Schedule employees also could have received a higher locality adjustment. However, the law that authorizes locality adjustments also allows the president to present Congress an alternative plan consistent with budget constraints and "economic conditions affecting the general welfare."

President Clinton submitted such a plan Nov. 22 to House speaker Newt Gingrich, capping the increases at 3 percent.

Locally, these civilian pay raises impact 931st full-time civilians and Air Reserve Technicians.

combatant commander. They follow the same chain of command as their military counterparts and perform their duties much as they would in a normal work environment.

The DOD goal is to fill all emergency-essential positions with volunteers, Disney said. People hired for such jobs must sign an agreement to deploy if asked to.

But downsizing, increasing requirements for deployment or sudden military crises could some filled positions to be newly designate as emergency essential. When this happens and the person in the job declines to sign the agreement, a couple of actions may occur.

"We'll find that person a job elsewhere as soon as possible and refill that position," Disney said. "In a crisis, however, it's possible the individual will be required to deploy until somebody with suitable talent and expertise can be found." or they could resign, of course.

The government evacuates family members of emergency essential employees from hostile areas, as required. In addition, it begins paying deployed employees danger pay as designated by the State Department. Emergency essential empties listed as missing in action or prisoners of war continue to earn full pay and benefits until their status is resolved.

While DOD directives provide overall policy guidelines, each service component decides how and if it will deploy civilian employees. Installation civilian personnel offices can provide more information.

Deployment from Pg 1

and broke down the requirements outlined in the plan to support the mission in Italy, devising a strategy, checklists, and schedules," said Maj. Gussman.

In developing an overall support plan many people got involved. Maj. Jon Woods, 931st OSF, and Capt. Chuck Thibault, 18th ARS, were assigned as the overall project officers for the Pisa deployment. Working closely with these two are other 931st key personnel. Maj. Anthony Gussman and Master Sgt. Laurie Mortensen of the 931st Plans Office, Master Sgt. Shannon Wrango, AGS, and Tech. Sgt. Mackie Houseman, MPF.

While in Pisa, the unit plans to fly at least two sorties per day, leaving one aircraft on continuous stand-by alert for quick response to an emergency tasking.



Photos by Capt. Phil Blahut

931st gathers for Christmas

Santa, kids, gifts, face paints and food made the December UTA party fun.



PERSONNEL NEWS YOU CAN USE

Record of Emergency Data

This form provides information on the Next of Kin and other persons to notify in case of death, injury or an emergency. Ensure that your *Record of Emergency Data* (DD Form 93) is current and correct at all times. If you have any questions on this matter, come by Customer Service, Rm. 211 or call ext. 3593. *Please* consider your loved ones and keep this document current.

OUTPROCESSING

Are you scheduled to go TDY for 30 or more days, retire, separate, or are being reassigned to another USAFR unit? If so, you are required to outprocess with Personnel Relocations. Failure to complete outprocessing can have a negative impact on your status. Contact MSgt Melvin in Rm. 211 or at ext. 3637 for information.

SOS 3 + 4

Air University will be conducting the Total Force SOS Course (3 + 4) 14 Jul - 9 Aug 97. Squadron commanders were recently provided information on eligibility requirements and enrollment procedures. Captains and Captain selects with less than 11 years total federal commissioned service (TFCS) are eligible to attend. Phase I is a correspondence course which includes a writing assignment. Phase II is the four week in-residence portion and quotas will be distributed by HQ AFRES/DPTS. Members interested in

attending need to complete an AF Form 101 and the 97-T pre-registration information sheet (available at DPMAT) and return to Base Training no later than 31 Jan 97.

NCOA QUOTAS

Members interested in attending any of the remaining NCO Academy in-residence slots need to return their AFRES Form 129 by the end of the February UTA. Base Training has had to return 2 of our 8 quotas for lack of a member available to attend. We need to make final selection of attendees and put names against our remaining quotas so members can make plans accordingly. The AFRES Form 129 requires signatures outside members immediate squadron, i.e. Group SEA and CC. Please allow those interested in attending the time needed to "walk through" this form during the coming two UTAs.

MONTGOMERY GI BILL

The Montgomery GI Bill is one of the few educational benefits available to Reservists. Numerous members throughout the Group are eligible, but have yet to sign their DD Form 2384-1. Squadrons were provided with a 'by name' listing of those who need to come to Base Training to sign their form. DPMAT is required to have a signed form on file **EVEN IF THE MEMBER DOESN'T PLAN TO UTILIZE THIS BENEFIT**. Please encourage those members listed to stop by THIS UTA and sign the form. It will only take a few minutes and will provide thousands toward their education!!!

PME ON CD ROM

Several of the ECI PME correspondence courses are now available on CD ROM. These include Air Command and Staff (ACSC) course 37, Senior Non-Commissioned Officers Academy (SrNCOA) course 5 and coming this month, Squadron Officers School (SOS) course 25. Air War College (AWC) is in 'the works', but we have no projected availability date. Since these courses can utilize film clips and computer graphics, they are receiving 'high marks' compared to the paper only version. Base Training doesn't have the hardware capability (yet) to support use of these programs, so students must ensure they have the necessary computer equipment at home before enrolling in this format.

INCREASE IN RESERVE INACTIVE RETIREMENT POINTS

The FY97 National Defense Authorization Act states that a reservist who completes an anniversary year after 23 September 1996 and has earned over 60 inactive duty points, may be credited with a new maximum of 75 inactive duty points plus the number of active duty points earned in that retirement year. SO look closely at your AF Form 526 (point credit summary). Only those individuals whose Reserve Retirement (RR) close-out date is ON OR AFTER 24 SEPTEMBER 1996 will benefit from the increase of inactive retirement points.

PROMOTION ENHANCEMENT PROGRAM

The next PEP cycle is 1 APR 97. Eligibility cut-off is 31 Jan 97. All nominations must be received by Career Enhancements not later than the *Jan 97 UTA*. The local 931 ARG PEP board will be held on the Feb 97 UTA. Criteria and format can be obtained from this office.

FOREIGN OFFICER EXCHANGE PROGRAM

Applications are being accepted by HQ USAF/REP regarding the FY97 Air Force Reserve Foreign Officer Exchange Program. There are 3 positions available for FY97: two positions with the Federal Republic of Germany for a major through lieutenant colonel and one captain through major with Great Britain. Both exchanges will be for two weeks in the Sept 97 timeframe.

Eligibility criteria and application requirements can be found in the Career Enhancement section, Rm. 211. Applications are due to this office not later than 14 Jan 97.

AIRMAN/NCO OF THE QUARTER BOARD

The Airman/NCO of the Quarter board will meet on 11 Jan 97, at 1400 hours in the Group conference room.

NATO MEDAL

Submissions for the NATO Medal are due to Career Enhancement NLT 12 Jan 97. To see if you were previously submitted, stop by this office, or check with your unit awards and decorations monitor.