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Vol. 1, No. 5



Air Force Reserve's first Associate KC-135 Unit

Unit gets another first, supports Iceland force

by Lt. Col. (Sel) Allen Simmons
18th Air Refueling Squadron

Jeopardy category: Geography.
Answer: Just south of the Arctic Circle, it contains Europe's highest waterfalls and largest glacier.

Question: What is Iceland?

Another question: What's the 931st doing there? Especially in the winter?!

Here's the answer: We're Iceland's air force.

Iceland is a member of the North Atlantic Treaty Organization (NATO). Two primary reasons account for this. One's fairly obvious: Iceland is definitely in the North Atlantic (parka and long john territory), and is strategically situated as an ideal base location for maritime and anti-submarine patrol operations.

The second reason is a little more involved. NATO member nations contribute militarily to the organization's common defense force structure; however, since Iceland has no air force and a coast guard sufficient for and intended only for local maritime functions, its contribution to NATO is: Itself.

Iceland provides the basing site for other NATO member countries, and the Iceland air defense is provided by USAF F-15s stationed at Naval Air Station Keflavik, located some 25 miles southwest of the city of Reykjavik, the capital of Iceland.

So how does that tie in with the 931st?

The Iceland Tanker Task Force, also located at NAS Keflavik, provides air refueling support for the F-15s. The TTF, however, doesn't

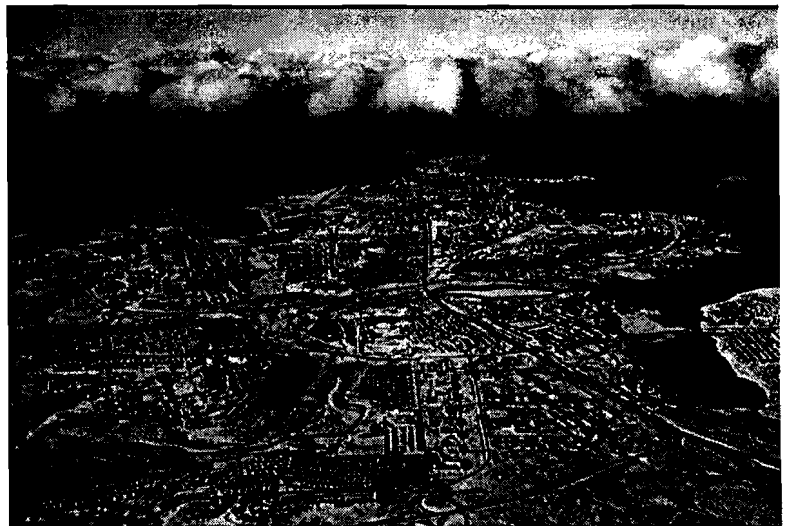


Photo by Lt. Col. (Sel) Allen Simmons

Naval Air Station Keflavik: In October, 931st members participated in Iceland's Tanker Task Force. This was the first time the unit supported this ongoing NATO operation which included refueling F-15's near the Arctic Circle.

have any tankers! All the tanker support for the fighters comes from tankers and crews provided through short-term rotations from the USA. Enter the 931st Air Refueling Group.

Four aircrews and maintenance personnel flew to Keflavik on the first Iceland deployment for the 931st. The participation period started October 18, when the first crews deployed and ended November 3, when the last crews returned to McConnell. Halfway through the tour the first two crews were relieved by two more, with each two-crew contingent sharing alert and flying responsibilities.

The 18th Air Refuelling Squadron crews flew a total of seven refueling sorties to provide training for the deployed fighter pilots. At the

end of each flight, after the Reserve and active duty crew chiefs had reserviced the plane, the flight crew conducted a preflight inspection and left the bird "cocked" in a rapid-response alert configuration. The crews and crew chiefs rotated the alert duty and scheduled flying activity to provide some time off to explore and to get acquainted with the 931st's newest exotic travel location.

The Icelandic weather, influenced by the merging of the Gulf Stream with polar air masses, presented some distinctive challenges. Rain, snow, or a mixture of both, with the constant wind combined to test the crews' abilities to

See Iceland, Page 5

Officer Call

A Reserve Officer Association meeting is scheduled for 12:00 p.m., Sunday, November 17 in the 931st Boom Training Room. Pizza will be provided.

Leaders Oriented

On November 2, 36 members of Leadership Wichita received carte blanche treatment to learn more about the 931st. Employer Support and our mission. The Saturday event ended after the group witnessed two B-1s being air refueled by active duty and 931st aircrews.

Trophy Travels

Early this month, Senior Master Sgt. Diane Heibert was awarded the 931st Excellence in Information Management Award. The traveling eagle is awarded quarterly to individuals who excel in customer service. All 931st personnel are eligible to compete for the eagle, if nominated.

Unit self assessment to get its score

Be ready for a busy November Unit Training Assembly and some important guests. We actually begin on the Wednesday before the UTA when the Air Force Reserve Inspector General arrives with a nine-person team lead by Brig. Gen. James Turner. The team will be conducting a validation of our Unit Self Assessment. This is an out-of-cycle "free" IG visit or mini-Quality Air Force Assessment that will verify and score our recently completed USA report.

I'm very proud of the 931st Air Refueling Group accomplishments and your own as we continue down the road to Quality. We have come a long way in a short period of time in standing up the unit, and I feel we're well ahead in the Quality arena than many other long-established units in AFRES.

I can guarantee you that no other unit stood itself up and within a year and half, became fully combat ready, trained itself in

Quality, wrote a USA report, and is as committed as we are to correcting our identified gaps. I have been convinced from the beginning that if the unit was committed to the Quality journey, even though it was sometimes painful, it would ultimately ensure faster and better mission success for the unit.

On Saturday, we'll also have over 50 visitors here for Employer Appreciation Day. This is an opportunity to show our appreciation to your bosses for their support of the Reserve program. We must emphasize to them the critical part they play in our nation's defense by allowing you to participate as a citizen soldier in the military.

Show them your warrior skills and let them sample what you do in your Reserve job. You might consider letting them sample a Meals Ready to Eat or MRE or put on a Chemical Warfare mask for some real military flavor!

Finally, on Sunday afternoon, the 15 Air



Col. Vik Malling

Force Commander, Lt. Gen. Robertson, will visit the 931st work areas. Please extend your normal professional Reserve courtesies to him and his staff.

Have a great UTA. Thanks again for all your hard work in helping us progress so far. Keep up the great work!

Kanza Spirit

Volume 1, No. 5

Monday, November 28, is the deadline for articles in the November 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

Public Affairs Specialists
Staff Sgt. David Brumley
Senior Airman Barbara Davis

Editor, GS-7, ART, Public Affairs Specialist
Vacant

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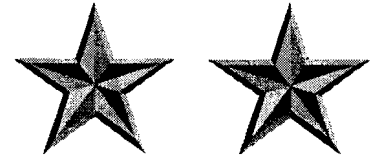
Integrity and accountability clarified

by Maj. Gen. Robert McIntosh
Chief of the Air Force Reserve

Personal integrity and accountability are subjects of constant discussion. These subjects aren't without some controversy.

One concern centers on how we interpret today's standards and apply them to previous ways of "doing business." The answer to that concern is that Air Force standards now apply to all of us - active, Guard and Reserve.

We are rapidly transitioning to a seamless total force when it comes to professionalism and accountability. When previous ways of doing business do not meet these standards, supervisors must personally get involved and make immedi-



ate corrections.

Today's standards of conduct will not allow us to separate our civilian and military lives as easily as we could in the past. The expectation of today's Air Force is that we are representatives of the Air Force for more than our duty days.

Service in the Air Force Reserve is a privilege enjoyed because we are highly skilled, dedicated professionals who take pride in our work. Inherent in our service is complying with Air Force standards of conduct at all times.

Unit suggestion box produces results

The Voice of the 931st, a name associated with our unit's suggestion program, is active and working. A recent suggestion asked if the unit would change its Unit Training Assembly reporting time mainly because of inclement weather. Here is the unit answer.

Last UTA, 156 member of the 931st were surveyed for their report time input and the following results reveal how members voted. Total surveyed: 156

People who want change: 46

People who do not want change: 110
% of people who want change: 30
% of people who do not want change: 70
Commuters who want change: 26
Non-commuters who want change: 20
Commuters who want to maintain: 36
Non-commuters who want to maintain: 74
% Commuters who want change: 17
% Non-commuters who want change: 13
% Commuters who want to maintain: 23
% Non-commuters who want to maintain: 47

Air Force modifies strategic vision, core competencies

WASHINGTON (AFNS)— As part of defining the strategic vision for the Air Force of the 21st century, the chief of staff has announced changes to the service's core competencies.

Gen. Ronald R. Fogleman told a Los Angeles meeting of the Air Force Association Oct. 18 that this month's meeting of Air Force commanders will also result in a new strategic vision paper, a "true classic" long-range plan complete with milestones and action items, and a capstone document called Global Engagement that tells how the Air Force fights and operates.

These documents, he said, will reflect the national security strategy and focus on a contingency force based in the continental United States with a joint vision.

"The reality," Fogleman said, "is that in the first quarter of the 21st century it will become possible to find, fix or track and target anything that moves on the surface of the earth."

The new strategic vision paper will be published in the second week of November. The long-range plan is due out in mid-January, followed by the Global Engagement document shortly afterward.

The package of six core competencies includes air and space superiority; global attack; rapid global mobility; precision engagement; information superiority; and agile combat generation.

Core competencies, he noted, are "not written in stone. They will reflect advances in technological capabilities, maturation of

ideas, expertise and varying political reality. What must be understood and what must endure is the vision of air and space power as a decisive force for the 21st century."

The general then sketched out each of the new core competencies.

— Air and space superiority. Combined into one core competency, this reflects the transition to an air and space force and the need to control the entire vertical dimension - the domain of air and space power.

— Global attack. While all of the services provide strike capabilities, the Air Force specializes in attacking rapidly with conventional or nuclear munitions anywhere on the globe.

Fogleman pointed to two aspects of global attack: the ability to strike targets using assets from the United States; and a CONUS-based rapidly deployable force tailored to the needs of the theater commander that can include lethal and non-lethal forces.

The air expeditionary force will be the key force for providing air and space capabilities to regional commanders in chief, the chief of staff said.

— Rapid global mobility. This comes into play when U.S. forces need to rapidly move overseas. "As we have seen since the end of the Cold War," Fogleman said, "we can expect our mobility forces to be on call and in use every day."

— Precision engagement. This brings together the global awareness of objectives and priorities with the ability of air and space forces to apply selective force and achieve

decisive effects.

"Today and into the future," the chief of staff said, "our forces will be required to be precise and more effective, whether those forces are delivering food or lethal ordinance at day, night or all kinds of weather."

— Information superiority. "To achieve success in the 21st century will also rely more and more on our ability to use and protect our information technology," Fogleman said. "The Air Force has the charter to be the integrators of force capabilities to the joint force commander.

"This whole area of information superiority must include an aggressive effort to defend our increasing intensive information capabilities."

— Agile combat generation. This recognizes, the chief of staff said, "that air and space power relies on a myriad of combat support activities on the ground. [These include] functions like force protection, engineering, other combat support functions and military medicine."

The general concluded, saying, "The U.S. Air Force is focused on providing the nation the ability to exploit and control the air and space environment.

We will organize, train and equip the forces to operate in this medium with the demonstrated capability to dominate operations in all mediums: land, sea, air and space.

"This vision will serve the nation well as we enter the 21st century searching for new ways to deter, fight and win our nation's wars."

Locked in concrete...the 931st ARG is now a part of the Yellow Brick Road in Sedan, Kans. The road has over 10,000 bricks with representation from every state and 24 foreign countries. The unit's brick is four times the normal size, and it's the largest brick in the Veteran's section, No. 358. This historic brick represents the first Air Force Reserve unit to be preserved in this Southeast, Kans. town. Sedan is located on Hwy 166 between Arkansas City and Coffeyville, Kans. Master Sgt. Lloyd Thompson, a 931st Civil Engineer, purchased the bricks and donated them in an effort to preserve the inscribed unit legacies.

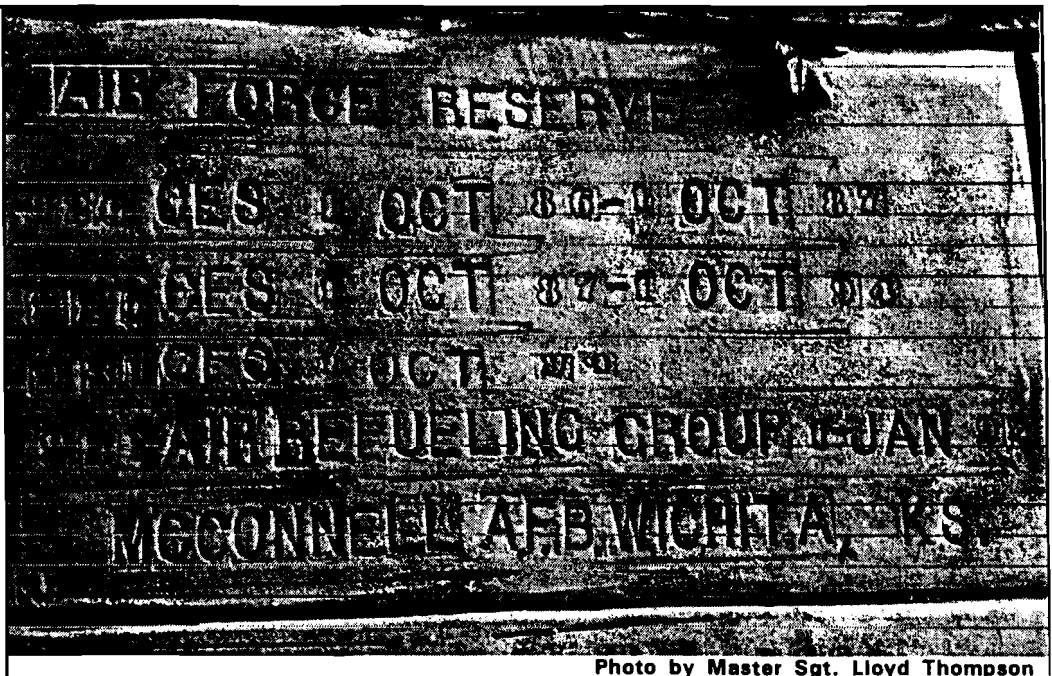


Photo by Master Sgt. Lloyd Thompson

C-130 fleet realigned to Air Mobility Command

WASHINGTON, D.C.—The U.S. Air Force today announced initiatives to streamline air mobility forces by realigning continental United States C-130 and C-21 fleets under Air Mobility Command, Scott AFB, Ill. Theater mobility assets, to include KC-135s, theater airlift C-130s and operational support airlift (OSA) fleets, will continue to be assigned to Pacific Air Forces and U.S. Air Force Europe.

These changes are the first announced in a series of actions decided at the recent "Fall Corona" senior leadership meeting in Colorado Springs, Colo.

"We place a very high premium on rapid, global mobility—in fact, that is one of our core competencies as a service. So the shift of operational command over our airlift forces to a single agency enables us to create a seamless mobility system," Gen. Ronald Fogleman, U.S. Air Force Chief of Staff, said.

In explaining why this move is being made only three years after stateside theater airlift C-130 units had been assigned to Air Combat Command, General Fogleman said, "As we look to the future, it is clear air mobility assets will be in great demand around the world. When we splice the continental U.S.-based theater forces, we created seams in our training and deployment capabilities by spreading aerial port, tanker airlift control elements (TALCE), and operations among two commands. This has generated a requirement for more resources to man two headquarters staffs in order to provide the necessary command and control."

The Air Force will:

Designate Air Mobility Command as the command responsible for establishing Air Force airlift standards.

Realign stateside theater airlift C-130s from Air Combat Command to Air Mobility Command.

Improve theater command and control functions for theater airlift.

Additionally, the Air Force will realign all of its stateside C-21 aircraft operations under Air Mobility Command. Currently, these aircraft are assigned to the various major commands.

The final implementation of these actions will result in the realignment of Little Rock AFB, Ark., from Air Combat Command to Air Education and Training Command and Pope AFB, N.C., from ACC to AMC.

The sum of these changes will further improve the Air Force's ability to execute its global mobility mission. There are no bas-

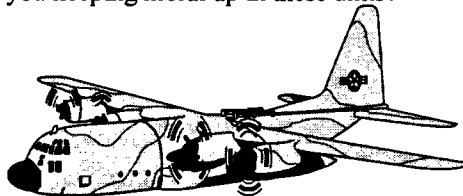
ing changes associated with this action.

Questions and Answers for Moving C-130 COCOM to AMC:

Q1: Why are you doing this?

A1: To create a stronger, more efficient and responsive mobility system to meet the nation's airlift requirements.

Q2: It seems as though there are three categories of pilots; combat pilots (fighters and bombers), mobility pilots, and C-130 pilots. Why are they being jerked back and forth from command to command? How are you keeping moral up in these units?



A2: This decision makes sense from several aspects. Placing C-130s in AME will create a stronger, more responsive mobility system for airlift users. Morale will improve because more headquarters and command opportunities will be available to C-130 crew members.

Q3: Will these moves guard against future tragedies such as the T-43 and the C-130 crash in Wyoming? If not, why move them again?

Q3: Stronger lead command responsibilities and oversight may have helped prevent the T-43 mishap. The implications of the C-130 Wyoming accident are still being examined.

Q4: Will the transfer and consolidation of the C-130 reduce the duplication of effort and corresponding requirement of aircraft?

A4: C-130s will continue to perform their theater airlift role. Force structure reductions are not anticipated as a result of this action.

Q5: What is seamless mobility? What does this do to the concept of seamless mobility?

A5: Seamless mobility is an airlift system which moves passengers and cargo in and between theaters in a way that is transparent to the user. This reorganization represents major strides in creating such a system.

Q6: What are the expected costs of this action?

A6: Unknown at this time. Will become available as implementation plans are developed.

Q7: How many people will physically be forced to move?

A7: Unknown at this time. Manpower authorizations will transfer from ACC to AMC however the majority of people affected will not be changing their physical location.

Q8: Doesn't this significantly reduce the power and authority of the wing commander, in effect abolishing the "one wing, one boss" and "unity of command" concepts?

A8: Absolutely not. Each wing commander will retain the power and authority to accomplish his/her wing's mission. Associate units will still belong to a parent wing organization, preserving unity of command and the concept of "one wing, one boss." Assigning units of more than one command to a single location is sometimes necessary to take advantage of limited bases.

Q9: Are any aircraft being relocated as a result of this action?

A9: No

Q10: How many people and aircraft are affected by this change?

A10: Approximately 51 active duty Operational Support Aircraft (OSA) aircraft and 470 C-130s (including AFRES and ANG). The number of people involved has yet to be determined.

Q11: When will these changes take effect?

A11: The Deputy Chief of Staff, Plans and Operations and the Chief, Programs and Evaluation at the Air Staff have been tasked to form a tiger team that will present the timeline for completion of all actions.

Q12: When, where, and by whom, was the decision made?

A12: The decision was by Air Force leadership (SECAF, CSAF, MAJCOM/CCs) at the Fall 96 CORONA meeting held at the Air Force Academy in October 1996.

Q13: Since you are reorganizing Air Mobility Command, can we expect a corresponding reorganization of Air Combat Command (i.e. reformation of Strategic Air Command and Tactical Air Command)?

A13: No

Q14: Does this imply that General McPeak's reorganization was a failure?

A14: No. This is simply a continuing refinement of the original Air Force reorganization decision.

Q15: Would the Ron Brown accident be precluded under your new proposal?

A15: Stronger lead command responsibilities and oversight may have helped pre-

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Iceland, a land of mystery, geysers, glaciers and energy

by Lt. Col. (Sel) Allen Simmons
18th Air Refueling Squadron

First settled by the Vikings, Iceland boasts Europe's first parliament, established around the year 830 about thirty miles north-east of present-day Reykjavik, at the site of a prominent rift in the surface of this mostly volcanic island. The rift in fact represents the line of tectonic shift between the European and North American geologic plates.

Leif Ericsson, probably Iceland's most famous historical figure, established settlements on the island, and then, in one of the most effective real-estate marketing scams in history, enticed settlers from Iceland to its large island neighbor to the west, the alluringly titled "Greenland." Iceland eventually passed from Norwegian control to Danish, being granted full independence in 1944.

Today, it is home to around 260,000 people. The language is Icelandic (imagine that), which is closer linguistically to Old Norse, the language of the Vikings, than it is to either modern Norwegian or Danish. All Icelanders learn English in school, so getting around isn't a problem. The national currency is the krona (pl. kronur), with around 65 ISK to the dollar. (It helps to have a calculator if math isn't your strong suit)

Looking for bargains can be a bit sporty, however., woolen goods made from the distinctive wool of Icelandic sheep are among the largest export items, but the European Value Added Tax of almost 25 percent can be pretty intimidating. However, "foreigners" like us can apply for a refund of most of

the VAT through the Icelandic customs office.

Iceland's main export is fish. Cod, haddock, hake, halibut, flounder—you name it.

Chances are you've eaten the produce of the icy waters surrounding the island and haven't even known it.

While Iceland imports quite a few commodities, it is self-sufficient in one area - energy. As one of the most active geothermal locales in the world, Iceland has no need of fossil fuel (or any other combustible energy source, for that matter) to provide electricity for its inhabitants. Heat from geothermal sources supplies the energy to make the steam to drive the island's power-producing plants. A beneficial by-product of this process is a virtually unlimited supply of hot water for everything from long hot showers to home heat-



Photo by Capt. Jeff Preston

Lt. Col. (Sel) Allen Simmons, a 931st ARG pilot, flew with the Iceland Tanker Task Force. This was the first time 931st members participated in this NATO operation.

ing.

Cheap heating sources in Iceland are a boon, since 11.5% (4600 sq mi) of Iceland's area (39,750 sq mi) is covered by glaciers, including the largest one in Europe.

The English language is at least one word richer because of Iceland. Vents in the surface release steam pressure from the innards of the earth, sometimes with spectacular effects. Called "geysir" by the Vikings—you guessed it—they're "geysers."

Iceland from Page 1

handle strong, gusty crosswinds and severely limited visibility. Temperatures ranged from the 40s at the beginning of the tour to the very low 20s by tour's end. And then there was The Wind.

The wind was constant (and constantly howling around the room windows). Speeds of 20 mph were normal, but there was nothing unusual—by Iceland standards, anyway—of 40- to 50-mph days. That usually meant no flying, but it also meant weather-related (or weather-dictated) travel restrictions as well. And even without the travel complications, the wind chill quite often was below zero.

All this was on top of the time zone difference: five hours on daylight, six on standard time. Iceland's high noon was Kansas' six a.m. The latitude figured in as well.

Keflavik is sixty-four degrees north latitude, or only about 150 miles south of the Arctic Circle, and that in turn affected the amount of daylight available. Losing around six minutes' sunshine each day, by the end of the tour the crews had just under eight hours from sunup to sundown.

Weather, topography, geology, politics and strategic positioning each played some part in bringing the 931st ARG to Iceland. Climate, lamb dogs and ten-dollar beer notwithstanding, the unit's first visit to Iceland was generally acknowledged a worthwhile endeavor. What did we gain by going? Valuable crew training and experience on one hand; on the other, a successful encounter with a distinctive culture in a unique landscape.

"Next time I'll bring more cold-weather clothes." This understatement-of-the-year is courtesy of Capt Roland Stegall, 18th ARS.

Shots changing

Immunizations and their frequency are changing. Replacing the immune serum globulin is Hepatitis A, a relatively new vaccine. It requires an initial dosage followed by a booster dose six to 12 months later. Hep A offers protection for at least four years or more, compared to the gamma-G which had to be given every 90 days.

Another vaccine, meningococcal, is getting more use lately because more U.S. troops are deploying overseas. Unless country health concerns dictate otherwise, deploying troops must have had this vaccine within the past five years. The shots are prioritized as follows: Reservists sent outside the United States must have or be current in both vaccines. Next in line for these vaccines are people on flying status, followed by medical personnel and then all other reservists.

If you commute, new corporate limits will effect travel pay

On November 1, 1996, Colonel Malling signed a memorandum that established the corporate limits of McConnell by mailing address zip code. There has been some confusion within the 931st Air Refueling Group, so let's clarify what effect this change might have on you as a reservist.

First, let's look at members whose orders indicate they live within the corporate limits. If you live within the corporate limits, you should find Block 9b marked "X." If you report to McConnell for duty, you are not entitled to round trip mileage from your home to the base. Therefore, you won't need to file a travel voucher.

For those members whose orders indicate further itinerary away from McConnell, the exception being aircrew (TDY is based on wheels up - wheels down), round trip mileage is payable.

Next, for those whose orders have only

block 9c(2) marked with an "X", they are considered commuters who live outside the corporate limits and they should continue to file a travel voucher for round trip mileage.

Those reservists not covered in the above paragraphs should find block 9b blank and 9c(1) marked "non-commuter" on their AF Form 938. These members reside outside the commuting area and will continue to submit a travel voucher for reimbursement of mileage.

Below is a list of all zip codes designated as being within the corporate limits:

67037	67208	67214	67226
67060	67209	67215	67228
67202	67210	67216	67230
67203	67211	67217	67231
67206	67212	67218	67233
67207	67213	67221	67236

The following zip codes define the com-

muting (local) area:

67001	67050	67110	67144
67002	67052	67111	67146
67010	67056	67114	67149
67013	67062	67117	67151
67017	67067	67118	67152
67026	67074	67119	67204
67030	67101	67120	67205
67031	67103	67123	67219
67039	67106	67131	67220
67042	67108	67133	

If your zip code is not listed, it indicates that you reside outside the commute area. Hopefully, this information will help you determine whether or not you are within the corporate limits and a travel voucher is required for your orders.

If you have additional questions concerning this topic you can contact the 931st Financial Management Office at extension 3629.

Reserve C-130 airlift units to become AMC-gained

WASHINGTON - Air Force Reserve C-130 airlift units will become Air Mobility Command-gained when Air Combat Command relinquishes control of C-130 airlift units.

The Air Force announced Oct. 22 initiatives to redistribute air mobility forces by realigning continental United States C-130 fleets under AMC with headquarters at Scott AFB, Ill. Officials said no implementation

date has been set.

The Reserve has 10 C-130 airlift wings with some 12,000 reservists assigned, about 20 percent of its authorized force. The units and their locations are:

- * 94th Airlift Wing, Dobbins Air Reserve Base, Ga.;
- * 302nd AW, Peterson AFB, Colo.;
- * 403rd Wing, Keesler AFB, Miss.;
- * 440th AW, Gen. Mitchell International

Airport Air Reserve Station, Wis.;

- * 908th AW, Maxwell AFB, Ala.;
 - * 910th AW, Youngstown ARS, Ohio;
 - * 911th AW, Pittsburgh IAP ARS, Pa.;
 - * 913th AW, Willow Grove ARS, Pa.;
 - * 914th AW, Niagara Falls IAP ARS, N.Y.;
- and
- * 934th AW, Minneapolis-St. Paul IAP ARS, Minn.

Three of these units fly special missions in addition to providing airlift support. Those missions are the 302nd AW's aerial fire fighting, 403rd Wing's hurricane hunting and the 910th AW's aerial spraying.

Impact on the Reserve's three numbered air forces has not been determined, according to command officials. Two of those NAFs — 4th AF at McClellan AFB, Calif., and 22nd AF at Dobbins ARB — currently manage all airlift and air refueling units gained by AMC. Those units fly C-5, C-9, C-17, C-141, KC-10 and KC-135 aircraft. The third NAF — 10th AF at Naval Air Station Joint Reserve Base Fort Worth, Carswell Field, Texas — currently manages B-52 bombers, A-10 and F-16 fighters, rescue HH-60 helicopters and HC-130 aircraft, C-130 airlift aircraft, and special operations MC-130 aircraft.

ACC-gained HC-130 rescue aircraft based at Portland IAP, Ore., and Patrick AFB, Fla., and Special Operations Command-gained MC-130 aircraft at Duke Field, Fla., will not become AMC gained. (AFRES News Service)

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vent this accident.

Q16: What does this do to the composite wings with C-130s assigned?

A16: The composite wing at Pope AFB will become an AMC base and the A-10 units will become tenant units with a geographically separate parent wing. Dyess and Moody AFBs will remain in ACC and the C-130 units will become tenant units.

Q17: Will other aircraft in those composite wings be realigned?

A17: See answer to question 16.

Q18: If AMC had controlled the CT-43 involved in the Ron Brown mishap, would the flight have been permitted to land at Dubrovnik?

A18: Even under this reorganization, the mishap CT-43 would not have been controlled by AMC. A strengthening of lead command responsibilities and oversight, however, may have helped prevented this accident.

New instructions helps ARTs and active duty

When it comes to aircraft maintenance, a new joint Air Mobility Command and Air Force Reserve instruction helps AMC host and AFRES associate units determine individual responsibilities.

AMCI/AFRES 36-2602, Management of the Reserve Associate Program, spells out how units will interact with each other while leaving finite details for local active-duty and Reserve logistics group commanders to determine. The instruction also provides guidance for other functional areas, such as information management, judge advocate and history.

Major changes include keeping supervision and ratings within the respective active-duty and Reserve components. In the past, active-duty supervisors could rate air reserve technicians and ARTs could evaluate active-duty people. Now, active-duty rate active-duty and ARTs rate ARTs.

Recruiting, retention, Reserve is his life, by Gosh

by Tech. Sgt. Scott Fletcher
Chaplain Assistant UPAR

I do solemnly swear...In 1977, Terry Gosh found himself in a South Milwaukee Air Force recruiter's office doing what all of us in the military have done...raising his right hand and taking the oath. Nineteen years later, Master Sgt. Terry Gosh is the unit recruiter for the 931st Air Refueling Group at McConnell AFB, Kans.

Master Sgt. Gosh's 12 years as a recruiter have taken him from the middle of the country to the northwest and back. "I've had the pleasure of being assigned to Peterson Field AFB, Colorado Springs and Pueblo, Colo., Lackland and Kelly AFB's in Texas, Portland, Ore., and now here at McConnell," said Gosh.

During the last six and one-half years his wife, Terri, has joined his quest to find the cream of the crop for the Air Force Reserve. Gosh and his wife enjoy their free time together and with their five year old son Stephen.

Gosh became a recruiter in August 1984 for two basic reasons: First it allowed him to establish extended active duty status, and second, he remembered driving by a recruiting office in South Milwaukee as a child and thinking it would be a cool job. Does he still think so? "It's the best job in the world," said Gosh. He doesn't even think about what he would be doing if he wasn't an Air Force recruiter. He is happy and secure.

Gosh has seen a lot of changes in the recruiting world. He explains that the Reserve once relied on unit members pulling 30 day man-day tours to perform recruiting office duties. This resulted in little continuity and less than effective results.

Today, the Reserve Recruiting Force is an important function in the success of any unit. In his opinion, retention of quality troops is as essential as the original recruitment of the best. "The quality of people coming into the Reserve is at an all-time high" said Gosh, adding that "The quality of the recruiting force is also better than ever."

So, with good people coming in, how do we keep them? Gosh believes that training and quality of life is the heart beat of a strong organization. "We have to remember why we are here. I've been assigned to five Reserve units and I see the same thing happening. A handful of people are doing everything and sometimes forget that there will come a time when they won't be around. People have a tendency to forget to train the

new airman to be able to do their job in the future," said Gosh.

How good is Master Sgt. Gosh at being a recruiter? From the writer's perspective—excellent! In the half-hour it took to conduct this interview, he juggled six telephone calls, three visitors, a cup of coffee, and my questions—pretty impressive.

But in his business, it's not a newspaper that determines how good you are, it's your customers. He had plenty while assigned at Lackland where he earned "Century Club" honors by enlisting over 100 recruits in a year. He takes the satisfaction of his customers very seriously. He surveys the opinion of his recruits on enlistment day and after five and fifteen days of basic training.

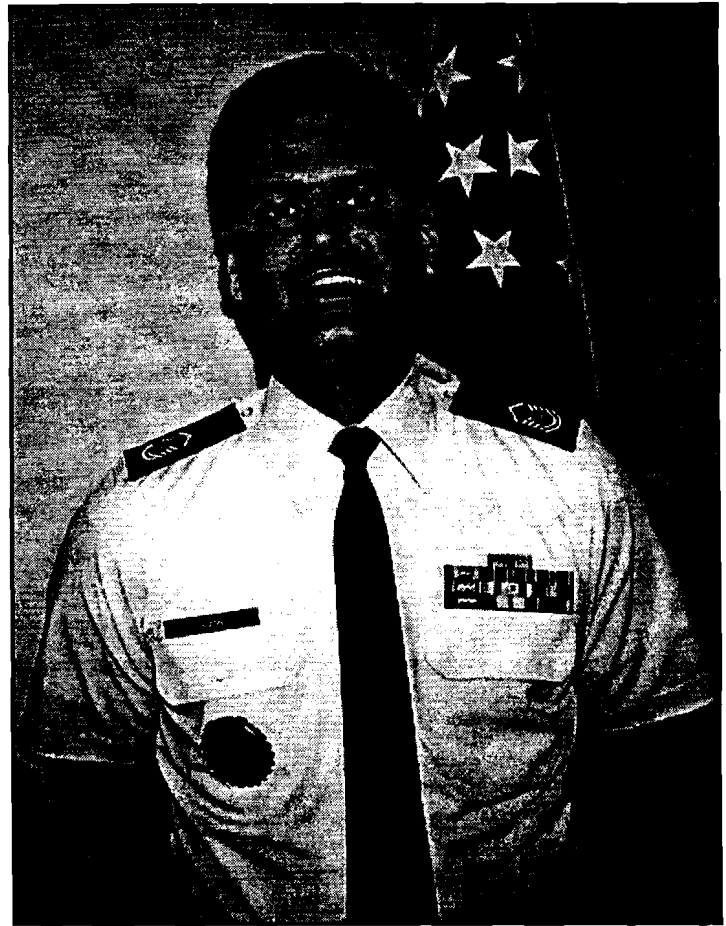
"You have to have nerves of steel to ask a "Pickle" what they think of you after five days of boot camp," said Gosh.

But the real test of how he has done comes after the airman returns and works in the same unit him. "Active duty recruits could go halfway around the world and you may never see them again.

In the Reserve you will have to face the airman and their supervisor on a daily basis. Not a good idea to have been less than honest with them." He went on to explain that an airman can write the "Death Certificate" for a recruiter.

So much of a Reserve unit's recruiting and retention is done by word of mouth among its members. It is crucial that a Reserve recruiter be known as a person with integrity and truthfulness.

If you are an aspiring Air Force Reserve recruiter, Master Sgt Gosh has some advice. "Get informed of all aspects of the job—both good and bad. It's an extremely fun job but it does get hectic and stressful. Still, I say it's the greatest job in the Air Force Reserve," said Gosh." When asked what he would



Master Sgt. Terry Gosh

PROFILE

Age: 37

Hometown: South Milwaukee, Wisc.

Favorite Movie: Anything with Clint Eastwood

Favorite Book: The Game for a Life Time

Favorite Sports Team: Green Bay Packers

Favorite Performer: The Ripplingtons

Favorite Food: Italian

Favorite Color: Blue, of course

change in the Reserve if he had absolute power, Gosh said he really didn't have any complaints when he compares today's Air Force to what it was like when he came in. But he added, "We need to continue to improve the quality of life for reservists. Our benefits and work conditions are very good, however we need to always look forward."

I'm certain that somewhere it has been written that a military recruiter has integrity, honesty, decency, understanding, intelligence, professionalism, and patriotism. As a fact, it's listed in Gosh's enlisted performance report. Thanks for your service, Terry!

Reserve recruiting seeks recruiters

ROBINS AIR FORCE BASE, Ga. — The Air Force Reserve is looking for qualified, highly motivated people who are interested in working in the challenging and rewarding recruiting field.

Recruiters serve four-year active-duty tours. Serious-minded, hard-working individuals who perform at a high level can earn a 20-year active-duty retirement. In addition to their basic pay and allowance, recruiters also receive \$375 monthly in proficiency pay.

Qualified candidates attend four weeks of training at the Air Force Recruiting Service "schoolhouse" at Lackland AFB, Texas, followed by a week of additional training on Reserve-specific topics.

Another 931st first

Another first for the 931st...Master Sgt. Shannon Wrango was our first graduate from the Air Mobility Warfare Center, located on Fort Dix, N.J. Wrango attended the Production Supervisors Course during October where she received realistic maintenance training for flightline personnel.

Topics such as flightline management, environmental awareness, force projection, exceptional releases and aircrew operations were discussed and shared with 15 other Pro Supers from across the Air Force.

For Wrango this course prepared her for her cross functional role as the UTA Pro Super as she serves in the capacity as the B-Element Chief during the week.

When Wrango was asked about her recent course she said, "I found the 2LM/Lean Logistics and the Global Reach lay down as well as the guest speakers to be the most interesting parts of the course."

KC SouthWind Express ends

Due to a less than adequate runway, support and tower hours, the "Southwind Express" UTA shuttle flight will no longer fly into Richards Gebaur Municipal Airport. However, if enough 931st reservists petition the commander, a potential shuttle flight may be resumed to the Topeka, Kans. area. Only two riders used the Richards Gebaur shuttle flight last month.

As for the shuttle express to Altus AFB, Okla., it will continue. The popularity of the Altus run has grown. There is a plane load of reservist who count on our shuttle for their UTA transportation service.

Eligible candidates must be a senior airman through technical sergeant, have less than 16 total years of active service, able to obtain a 48-month tour of duty, able to meet the physical qualifications of an active-duty entrance medical exam, adhere to high military appearance standards and be available for duty at any of AFRES' nationwide operating locations.

Anyone interested in applying for a position as an AFRES recruiter may contact the Directorate of Recruiting's Personnel and Manpower Division at DSN 497-0136 or (912) 327-0136. (AFRES News Service)

Santa sends invite

Col. Vik Malling will host this year's 931st Christmas Holiday gathering on December 7, 2:00 p.m., the unit's UTA. The Special Activities Committee hasn't announced formalized plans yet, but a recent message from the North Pole confirms Santa Claus's appearance this year. Bring your family out and watch the next *Kanza Spirit* for details.

Refer a friend for a career future

There are still positions available within the 931 ARG. Help our unit recruiters by providing them a name or contact one of the following recruiters:

McCannell AFB, Kans.

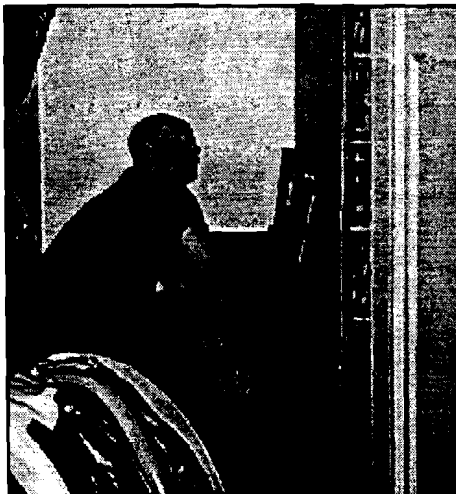
Master Sgt. Terry Gosh, (316) 652-4350
Master Sgt. Lester Shaw Jr., ISR, (316) 652-3766

Tinkor and Vance AFB, Okla.

Master Sgt. Al Garza, (405) 734-5331
Midwest City, Okla.
Tech. Sgt. Jackie Stanley
Tech. Sgt. Erick Glick
(405) 733-9403

Sheppard, Altus AFB and Lawton, Okla.

Master Sgt. Bob Wright
Sheppard AFB (Mon/Tues), (817) 676-3382
Altus AFB (Wed/Thur), (405) 481-5123
Lawton, Okla. (Fri), (405) 357-2784



Photos by Senior Master Sgt. Tammy Minnick
Members of the 931st Civil Engineer Squadron worked more than 100 man-hours on an Air Force

Junior ROTC storage room construction project at Wichita's East High School. The project included cutting an opening in a tile wall, installing a metal door frame and door. The following engineers contributed: Senior Master Sgt. William Niederhofer, Tech Sgt's. Rusty Kurtz and Noah Ordoyne and Staff Sgt's. Erron Savage, Bill Flemming and Jeff Kilian and Sgt's. Steve Hembree and Vernon Sheaffer.

931st Air Refueling Group Toys for Tots Holiday Drive

Please bring new toys during the November and December UTA's and help out many less fortunate children. Volunteer are also needed to help distribute donated toys.

For more information, contact the 931st Chaplain's Office at 316-652-3820.



DEPARTMENT OF THE AIR FORCE

AIR FORCE RESERVE

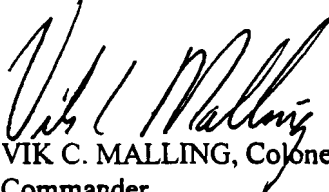
22 October 1996

MEMORANDUM FOR ALL 931 ARG PERSONNEL

FROM: 931 ARG/CC

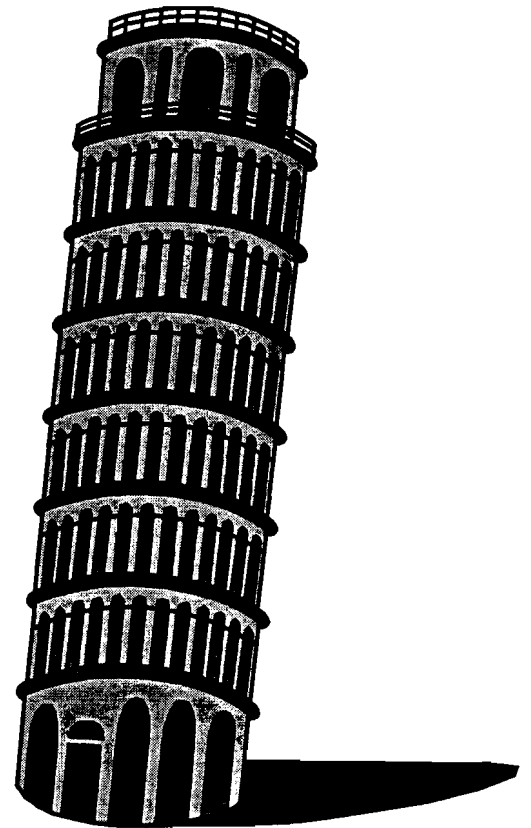
SUBJECT: Holiday Season Safety

1. The upcoming holiday season means many things to many people, but I personally believe it is a time to reflect on the year that has gone by. It is a joyous time of being with family and friends which usually culminates from being away from the homestead on a regular basis.
2. Our unit has been in existence for over a year now, and we have made great strides at bringing great credit upon each and everyone of us--starting with a crowded existence in the Civil Engineering building to getting our own facility, and breaking ground for our new headquarters. We have gone from under 100 personnel into a complete flying squadron (preparing for a second), maintenance, civil engineering, headquarters, mission support flight, and operations support flight. We are growing and accomplishing our mission tasks alongside our active duty counterparts.
3. I foresee great things occurring for us in FY 97. However, I would be remiss if I did not add that as your commander, I must ensure that we train to the highest standards and ensure that safety (risk management) is integrated into our plans, all phases of training, and especially with family and friends. If we cannot meet our required standards in peacetime without injury or property damage, we will probably fail during a real crisis. Desert Shield and previous wars have shown us, and the public, that we are most vulnerable at the initiation of a conflict. By training in the exact manner that we will be required to fight, we can meet the challenge head on.
4. I challenge each of you to reflect over the previous year at both our achievements and our mistakes and direct all your efforts toward a successful new year. Enjoy the holiday season, being with loved ones, friends, and acquaintances. Look forward to the new challenges, honing your skills, and making this unit one of the finest in the U.S. Air Force Reserve!
5. Happy holidays and best wishes to you and yours during this holiday season. I look forward to serving with each and everyone of you!


VIK C. MALLING, Colonel, USAFR
Commander

ATTN PISA DEPLOYERS

- AAA will provide international drivers license for a nominal fee of \$10.00 Which, believe it or not, **the group is paying for!**
- **You must** however have your picture taken on base at the Audio Visual Center (across from base ops)
- This will be the only UTA to have this done. So bring yourselves and a civilian “cover” shirt for pictures. A general coat or shirt will be provided for general use if you do not bring your own
- Date is Sat, 16 Nov 96 from 0900-1030
- If you miss this opportunity, you can get pictures on your own and pick up an application from the POC
- POC is Capt Thibault, X3457



Personnel News You Can Use

Record of Emergency Data

This form provides information of the Next of Kin and other persons to notify in case of death, injury or an emergency. Ensure that your Record of emergency Data 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.

Reminder

The Ready Reserve Mobilization Income Insurance Certificate is now in effect. Many have turned this form in to elect or decline this new benefit. If you have questions come by Customer Service or call EXT 3593. The deadline is fast approaching for your election.

Military Personnel Flight Hours

Daily Hours - 0730 - 1630 Mon - Fri
Nov UTA Sat - 0730 - 1200
Nov UTA Sun - 0730 - 1500

Outprocessing

If you are scheduled to go TDY for 30 or more, retire, separate, or are being reassigned to another USAFR unit between the Nov and Dec UTAs you are required to outprocess with Personnel Relocations. Contact TSgt Talley at ext 3625 for info.

Airman/NCO of the Quarter Oct - Dec 96

Nominations for Airman and NCO of the Quarter are due to the 931 MSF/DPMPE no later than the Dec 96 UTA. Nomination format can be obtained from Career Enhancement.

Promotion Enhancement Program (PEP)

The next PEP cycle is 1 April 1997. Eligibility cut-off is 31 Jan 97. All nominations must be

received by Career Enhancement 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.

Reenlistments

The following individuals need to report to their Unit Career Advisor (UCA) for reenlistment processing:

NAME	UNIT
SRA Michael Hill	931 CES
SRA Shaun Hoobler	931 CES
SRA Steven Hembree	931 CES
TSgt Richard Wessley	931 CES
SRA James Yokum	931 CES
SMS Diane Hiebert	18 ARS
SRA Tonya Halenka	18 ARS
SRA Richard Clark	18 ARS
SSgt Billy Upton	931 ARG
SRA Mardee Loftus	931 MSF
SRA Richard Pierce	931 ARG
SRA Joe Savage	931 AGS

Foreign Language Proficiency Pay

Foreign language proficiency pay has always been an incentive for the Air Force Reserve linguists. Once an individual is determined to be bilingual or multilingual, additional pay will be available to selected Reserve members. All 931st members were given a "Report on Individual Person Assessment" during the Oct 96 UTA with an Oct. suspense. We still have not received all reports back and the deadline is fast approaching. Please complete this form and turn it into your unit representative.

NCO Academy courses announced

Opportunities exist for enlisted professional military education. Of interest to most reserve airman is the Non-commissioned Officer Academy course, a professional military education program designed to prepare NCO's for increased leadership and supervisory responsibilities. Interested NCO's in the grade

of SSgt and TSgt should see their unit training manager or contact TSgt Brown at ext 3587. Below is a list of 931 ARG allocated quotas and class dates. Class location is at Goodfellow AFB, Texas.

Quota	Class Dates
1	970106 - 970213
1	970225 - 970403
1	970415 - 970522
1	970602 - 970710
1	970804 - 970911
1	970922 - 971030

Applications for 931 MSF 1st Sgt

Applications are being accepted by 931 MSF/CC, Capt Dodd for the position of 931 MSF 1st Sgt.. Members wishing to be considered must meet the requirements of AFM 36-2108. Interested members should review this manual prior to submission of package. See Capt Dodd for any questions.

Applications for Family Readiness

Applications are being accepted by 931 MSF/CC, Capt Dodd for positions in the 931 MSF/FR (Family Readiness) section. See Capt Dodd for any questions.

Wear Criteria - New AF Blue Cardigan Sweater

The cardigan sweater is worn by both men and women, long sleeved, with cuffed or uncuffed sleeves: 50 percent acrylic and 50 percent non-irritation wool and is washable. Wear collar of shirt/blouse inside or outside the sweater; sweater will not be exposed when wearing another outergarment. Sweater may be worn with or without tie or tab, indoors or outdoors. Sweater may be worn buttoned or unbuttoned indoors but must be buttoned if worn outdoors. when buttoned, sweater will be completely buttoned. May be worn with all available blue service uniforms to include maternity garments. Officers and Senior NCOs wear shoulder mark insignia. All other enlisted members wear metal rank insignia one inch from the shoulder seam.

The sweater when buttoned, should not pull between buttons and epaulets should fit properly on the shoulder, not extending past the shoulder. Sweater length should be 4 - 7 inches below the waist.

Career Enhancement Corner

Thoughts from your Group Retention Manager MSgt Corinna Seitz

Far away, in the wilds of America, lives one of god's most endangered treasures; it could be a son, daughter, mother, father, grandchild, or even the neighbor next door.

A RESERVIST

This dynamic, faithful American is full of enthusiasm, dedication, motivation, and esprit de corps. With a high standards of professionalism (status quo unacceptable), mission goal oriented, and a snappy salute, it's hard to imagine that one day it, and it's kind could vanish forever.

So be ever vigilant of your action and responsibilities: carry the banner high. Create an aura that'll make even the most uniformed of men and women in the wilds envious of you as leaders.

AIM HIGH ALWAYS. WE SALUTE
ALL THE RESERVIST!!!!!!
