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December 1996

Vol. 1, No. 6



Air Force Reserve's first Associate KC-135 Unit

Unit farms potential FFA crop for the Reserve

by Capt. Phil Blahut,
Public Affairs Staff

More than 14,000 young Americans wearing bright blue jackets converged upon the city to take part in four days of National Future Farmers of America events, an annual event

Last month, 931st aircrew members and Air Force Reserve recruiters tried to meet some of the 14,000 FFA convention attendees while in Kansas City.

which draws to meet some of the 14,000 FFA convention attendees while in Kansas City. young leaders and entrepreneurs from all 50 states and U.S. territories.

While these young adults attended and learned, some 931st Air Refueling Group members along with Air Force Reserve Recruiters were also there to evaluate a potential crop of recruits, a new place to focus for tomorrow's Reserve aircrews, mechanics and support staff.

Joining in the recruiting process and FFA convention were three 931st aircrew members in flight suits. They were Lt. Col. Ellis Yoder, a navigator and plans officer, Staff Sgts. Tatia Kruger and John Wallman, both KC-135 boom operators, Senior Master Sgt. Bennie Okino, an AFRES senior recruiter, and Master Sgt. Terry Gosh, the 931st unit recruiter.

Lt. Col. Yoder, who is a full-time farmer from McPherson, Kans, just

finished his harvest of grain sorghum and an air-cargo mission to Mildenhall AB, just in time to attend the 4-day event.

Wallman, a farm-grown reservist from Nebraska, had time to work the convention booths, just before he deployed to Saudi Arabia for 45-days in support of Operation Deny Flight.

Kruger, a reservist from Austin, Texas, believed she could relate with the young adults, and added to the recruiting and evaluation process.

"I was glad to be a part of this event," said Yoder. "However, we needed National exposure, a hit, something to reach this young and curious crowd." While Yoder, worked in the recruiting booth and talked the talk that some rural farm kids did, other more urban FFA at-

tendees were asking questions, such as, "Do you have brochures?" and "Are you the Air Force?" What Yoder and others learned was that this lively and aggressive crowd did want answers, but most were too young to sign up for the Reserve tomorrow.

Other military services recruiters were there as well as farm equipment and feed suppliers and the latest agricultural technology distributors. Yet, what was unique to military recruiters was that they had something unique to offer, especially when these young leaders graduated from High School. Especially unique to the Air Force Reserve was their offer for a part-time job, college tuition assistance

See FFA Recruiting on Pg 4



Photo by Tech. Sgt. Tatia Krueger

Officer Call

All 931st officers are invited to attend a Reserve Officer Association pizza luncheon, scheduled for 12:00 p.m. December 8, in the 931st Boom Training Room.

Holiday Gathering

931st ARG members and their families are invited to join Colonel and Mrs. Malling at the Twin Lakes Golf Course during the December BTA to celebrate the holiday season. There will be a warm fire, a blaze, hot chocolate, music, crafts for kids, and of course... Santa!

During this season of giving, the Special Activities Committee is requesting reservists to bring baked goods to share with everyone. Due to the limited space in the club house, the following reception schedule has been set:

1400-1500 (031ABD, MSF, MSF & 10ANS)

1800-1900 (031ABD, CES)

Sign-out time to be announced.

Quality journey, you are where you are

We have successfully accomplished our first Quality Air Force Assessment and have been evaluated at being one of the best within the command. I am very proud to share with you and others, our first score of 219. It's our first report card grade and one that others will want to exceed.

Our score is a strong reflection of the personal dedication and self sacrifice of each member of the 931st Air Refueling Group. Sometimes I'm amazed when I think of how far we've advanced in only two years. We've survived through our growing pains, moved into the Quality management arena, and at the same time, answered the call to real world missions while operating at a fast-paced tempo. You deserve the credit for our successes and I hope that you are as pleased as I am about where the unit is going and its future.

My personal thanks to each of the

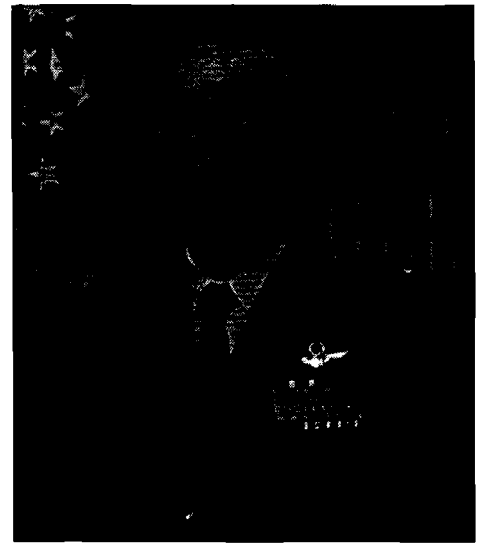
members for sharing their wisdom and experience throughout this process. However, the journey has just begun. We still have a number of future challenges ahead, but I am confident in our strengths, persistence, and perseverance of each of our members to be the catalyst in reaching our vision of success.

Our score of 219 is a start, however for October 1997, the Executive Steering Committee has set an achievable goal of 300. This increase will only happen if we prioritize and close our identified gaps and measure, record and work our processes.

We can't let up. Let's continue on a steady course and assure ourselves that we are the best in AFRES. Let's be the unit that sets the standard and that others benchmark.

As I mentioned earlier, we've done a lot, and you have contributed your energy and talents to get us where we are. For this, I am truly grateful. I know that you, your family and employer have been giving to the 931st all year long. It's now the unit's turn to return the favor.

During December, I want you to take some time to slow down your pace and to enjoy the Holidays, your family, friends and to give to those less fortunate. Take time to remember what the true meaning of Christmas is all about, the birth of our



Col. Vik Malling

Savior, Jesus Christ.

During this Unit Training Assembly, I hope that you, and your family can attend our informal Christmas party to be held on Saturday afternoon, at McConnell's Twin Lake Golf Course. I understand that Santa plans to be there and has some gifts to share with your children.

I know that I will be there and I want to thank each and everyone of you for your efforts, loyalty and support this last year.

From my wife, Ruth and I, we wish you and your family a Safe and Very Merry Christmas and a Happy New Year.

A Memorandum For Reserve Commanders

Gap analysis, continuous improvement is main focus for AFRES, unit commanders

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

Now that most organizations in the Air Force Reserve have completed initial Unit Self Assessments (USAs), I cannot overemphasize the importance of continuing into the next steps of the assessment process. After recently completing my third USA, I am fully aware that the tendency upon completion of the painful and time consuming process of self assessment is to put the document on the shelf and refocus on issues of immediate concern.

The next phase of the assessment process, Gap Analysis & Planning, is critical for continuous improvement. The gaps, defined as the difference between where your organization is at the present time and where you would like for your organization to be in the near future, are identified after scoring your USA.

Gaps should be prioritized and planning

should begin to determine how to bridge the gaps. The Problem Solving Process (PSP) are good processes to get it started. Process improvement objectives should be considered. Once again, the process does not end with Gap Analysis & Planning, but continues into the next phase, Action, where the goals and objectives created to bridge gaps are implemented.

General Fogleman, in the most recent Corona, reinforced Air Force senior leaderships support of Quality Air Force Criteria for unit assessments. The Air Force Reserve will continue accomplishing biannual USAs and the AFR Long Range Plan target of scoring 300-600 points on USAs completed after September 30, 1998.

In order to reach our target, we must stay engaged through all the phases of the assessment process. I expect each of you to lead your organizations in this endeavor.

Kanza Spirit
Volume 1, No. 6

Monday, December 30 is the deadline for articles in the January 1997 issue of the Kanza Spirit. All articles and photographs must be turned in to the 931st Public Affairs office, Bldg. 1216, Room 221 by 4 p.m.

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Unit scores 219 on final IG Quality assessment report

by Tech. Sgt. Scott Fletcher
931st Chaplain Assistant

219 is the score the 931st received during last month's mini-Quality Air Force Assessment, or QAFA. So what exactly does that mean? 1st Lt. Joe Wible, the 931st quality officer explains, "It means we're heading in the right direction—compared to the other Air Force Reserve units we are the top dot."

"But most importantly the score speaks well of our processes; we scored ourselves at 210 which put us in consensus with the evaluator's score. This indicates our processes are factual and measurable, not based on intuitive data," said Wible.

Of course, that's easy for our Quality Officer to say because "Joe knows Quality." But what does 219 mean to the 931st members on the street?

When asked what the score 219 meant to the 931st Vice Group Commander, Col. Terry Edwards said, "That it means we are the best in the Air Force Reserve to this point. That in 18 months we went from "Zero" to the leader in AFRES in quality management."

Edwards added that, "This is a measurement of all our people and their tremendous effort."

Staff Sgt. Erron Savage of the Civil Engineer Squadron, said, "From where we started a year ago, we've progressed a lot." Staff Sgt. Billy Upton of the Plans Office, echoed Savage's statement by saying, "We've done a good job, but have a long way to go."

Aircraft Generation Squadron Commander Maj. Tim Nesley, sees the score as an indicator to the future.

"It shows we have a solid foundation but need to build on it by strengthening our customer focus and seeking continuous improvement to how we do our business," said Nesley,

Mrs. Peggy Barr of the Information Management Office, agrees with Nesley, "It gives us the opportunity to improve our processes, however, it was very good for our first time."

Perhaps the most optimistic opinion of the 219 score came from Capt. Jeff Preston, a pilot in the 18th Air Refueling Squadron. He simply stated, "I think the score is Sierra Hotel!"

That's what 219 means to several members of our Kanza team. As to what the evaluation team thought about the 931st, Wible pointed out what they determined to

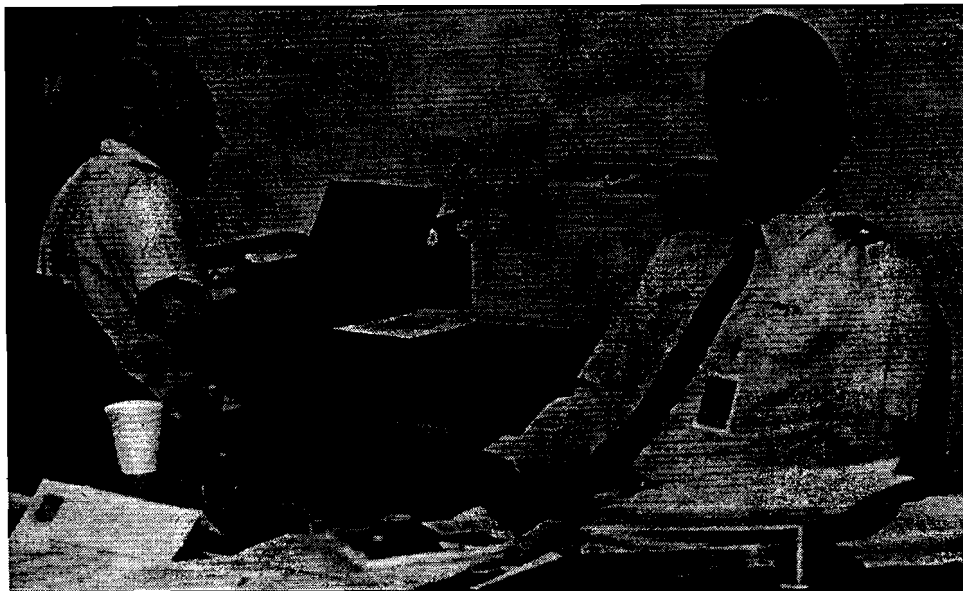


Photo by Capt. Phil Blahut

Last November, Col. Arthur Howard, AFRES Inspector General QAFA team leader (r) and Master Sgt. Calvin Eystad, work through 931st continuity books, notes and charts to finally score the unit at 219. It was the first Quality Assessment for the 931st and a very favorable score.

be our strongest points and areas needing the most improvement.

"The team was impressed with the organization's senior leadership focus on the quality initiative and how their focus is cascaded down to shop level," said Wible.

"The evaluators liked our method of identifying and tracking key processes and that it worked extremely well for compliance issues."

As for areas of improvement, Wible said "That the linkage between Categories 2, 3, 5, and 6 was an issue the evaluation team pointed out as needing attention."

Additionally he added, "Some of our interview teams had difficulty understanding the evaluator's questions." But added, "The Civil Engineer and Group Headquarters team did an excellent job."

With the QAFA over it's time to put the Unit Self-Assessment Report and Gap Analysis away on the bookshelf, right?

"No" says Wible and Col. Vik Malling, the 931st commander has confirmed that.

"During the first quarter of fiscal year 1998, an AFRES Inspector General team of 55 will be conducting a full QAFA of the 931st," said Wible.

"Seven to eight members will serve as the IG Assessment Group, similar to what we had during the mini-QAFA. The remainder of the IG team will be Functional Inspection Groups.

These people will go into the shops to focus on how well we use our checklists to identify and develop key processes in support of Air Force Instruction 90-501," he said.

How best for the 931st to prepare for the future? Consider this from Col. Edwards.

"We will grow from the benchmark we set at the 219 score and will continue to integrate quality into our everyday work schedule. We should not be doing Quality processes for Quality's sake," he said.

Congratulations

931st Team Members!

Our QAFA score was **219**

How does that compare to others in the Air Force Reserve?

McChord	176
Niagara	180
Seymour Johnson	202
Youngstown	208

Our Goal for October 1997
300



Memorial service to be held for Portland reservists

PORTLAND INTERNATIONAL AIRPORT, Ore. - A memorial service for the crew of the Air Force Reserve HC-130P aircraft that crashed Nov. 22 will take place at Portland's air base at 11 a.m. Dec. 7.

Col. Paul R. Davis, 939th Rescue Wing commander, will preside at the service for the nine crew members and one passenger who were lost after their aircraft went down in the Pacific Ocean approximately 60 miles off the coast of Northern California.

A 10th crewmember, Technical Sgt. Robert T. Vogel, survived the crash. The 31-year-old radioman was pulled out of the frigid waters by a Coast Guard helicopter crew shortly after 9 p.m., about one and one half hours after Oakland and Seattle air traffic controllers lost radar and radio contact with the aircraft. Vogel survived by clinging to an aircraft seat cushion.

The fatalities are:

* Capt. Robert Schott, 36, aircraft commander, West Linn, Ore.;

* Capt. Brant Ferrarini, 32, aircraft commander, Tigard, Ore.;

* Lt. Col. John Keyes, 46, chief of standardization and evaluation, Troutdale, Ore.;

* Capt. Kirk Wellnitz, 32, navigator, Portland;

* Senior Master Sgt. Robert Roberts, 47, flight engineer superintendent, Milwaukie, Ore.;

* Technical Sgt. David McAuley, 35, loadmaster, Gresham, Ore.;

* Staff Sgt. James Johnson, 27, loadmaster trainee, Brush Prairie, Wash.;

* Staff Sgt. Marvin Forrest, 48, aircraft mechanic, Vancouver, Wash.;

* Staff Sgt. Ronald Garner Jr., 30, aircraft mechanic, Silverton, Ore.; and

* Staff Sgt. Jonathan Leonard, 47, intelligence operations specialist, Tigard.

In addition to Air Force people counseling family members of the victims, the Air Force Reserve sent nine members of its Critical Incident Stress Management team to Portland Nov. 23.

The CISM team is composed of family readiness directors, chaplains, security police, fire fighters and other specialists who help unit members and their families cope with the unit's loss. Formed in April, the team is charged with helping a unit to reduce the effects of post-traumatic stress disorder.

The team was developed as a result of the May 1995 C-130 crash in Bliss, Idaho, in which six members of the Reserve's 302nd Airlift Wing, Peterson Air Force Base, Colo., perished. **(AFRES News Service)**

FFA Recruiting from Pg 1

and a potential career. What was unique to most young adults there, was they didn't know that this could tie in well with their farm or college future plans.

"I've been farming ever since I came home from active-duty," said Yoder. "Working my Reserve commitment and extra flying time has been beneficial to me and my family. It allows me to work seasonally," said Yoder.

Not all convention booth attendees were FFA members. A good example was Cory Campbell from Kansas City, Mo., who was a high school senior and worked part-time at the convention center.

"I always wanted to learn to fly. Every year that I could, I would attend the Richards Gebaur Air Show. The airplanes, the speed and power have always thrilled me," said Campbell.

Like others, Campbell, wasn't real sure what his career choice would be. His cousin, who is in the Air Force at Hampton, Va, has had a strong influence on him. And the recruiting booth rekindled his interest in a possible flying career, college and a future.

As thousands of FFA on-goers stopped by the booth, they collected their free Reserve recruiting flashlight or pencil. On the handout items was the Toll-Free Reserve recruiting number 1-800-257-1212. Obviously, the flashlights were a hit for many FFA youth. During an evening rally event, the lights were turned off, and soon, many of the small flashlights came on across the auditorium. One



Photo by Staff Sgt. John Wallman

Tech. Sgt. Tatia Krueger, a 931st Air Refueling Group boom operator, speaks to a young and curious FFA member. She and three other unit members worked a crowd of more than 14,000 at the Kansas City Future Farmers of America convention, last month.

clever and ingenious lad from Texas, held his light under an illuminous plastic key chain with the map of Texas. The beam of light projected his state on the ceiling. The next day, more FFA youth had to visit the recruiting booth for their own souvenir.

A first time FFA attendee, Cristie Mills of Jackson, Tenn., probably summed up the event best for recruiting. "I'm looking for a career. I've always wanted to become a medical doctor, yet I may change my mind. I'm

only a sophomore in high school."

Mills, who had an uncle who once fought in Vietnam, is a typical FFA participant. She has belonged to the organization for two years, works with sheep and horses and loves pigs. She believes that it is a great organization that helps today's youth focus on their goals, promotes teamwork and strong values, education and leadership.

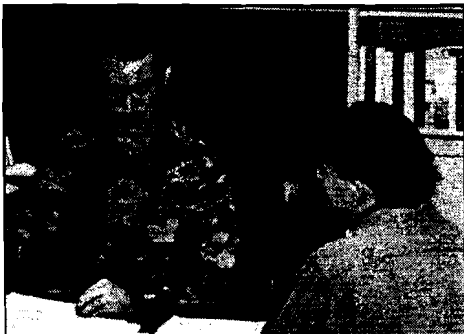
Uniquely so, these same values are what the Air Force Reserve is wanting in recruits.



Photos by Maj. Tony Gussman, Capt. Phil Blahut

Employers observe 931st

More than 50 Reserve employers took part in last month's 931st Employer Appreciation Day. The event was considered a success even though their orientation flights were cancelled due to inclement weather conditions. Who we are, what we do and how we do it, and the importance of a strong Employer/Reserve relationship were the key messages of the day. Employers witnessed chemical warfare gear, MREs and 931st work areas. After an Emerald City luncheon, employers were given a questionnaire which resulted in a 92 percent satisfaction rating of the program. Make-up orientation flights were rescheduled for the March UTA.



Intel Tips and Training

Did you know per AMCI 13-102, all deploying and OCONUS departing personnel must receive a pre-deployment/departure briefing from the 931st Intel Office? Additionally, personnel departing to, or transiting specific countries found on the Air Mobility Command Secure Launch List will be debriefed upon their return. Launch list's are available in the scheduling and intelligence offices located in Bldg. 1218.

More knowledge

Each service member is responsible for generating their own electronic Form 398 (Request for Security Clearance) on the computerized Electronic Personnel Security Questionnaire. The best time to fill this form out is during the week, however, during the 931st Unit Training Assembly, individuals can be accommodated on a "first come, first served basis."

In addition to the form, you are required to have your fingerprints taken by the base

Security Police, who normally are not able to perform this task during drill weekends. Once your paperwork has been submitted for a background check, then 30-days after submission, you can be granted an interim security clearance. Check with your unit security manager for more details.

Attention: 18th ARS aircrows

Intelligence training blocks scheduled for the December UTA are the following: Strategic SAMS, Tactical SAMS and Threat Aircraft. The vast majority of crew members are required to receive this training. Contact the 931st Intel Office or your unit training representative for class schedules and verification of training.

Unit members who have questions or need additional information about the above requirements, contact either Maj. Steve Kett or Tech. Sgt. Glenda Norris at ext. 3369 or come to Rm. 140, Bldg. 1218.

Environmental stewardship starts with you

One of the 931st core goals is to become good stewards of resources and to preserve and protect the environment. According to Maj. Steve Kett, the 931st Environmental Coordinator, it should be a common goal and everyone's responsibility.

How can you help? Kett says, "It is simple. If it's an aluminum can, crush it in the unit's numerous can collectors. If it's a plastic bottle or container, discard it in the unit recycle trailer marked "plastic only." If it's white or color paper, place it in one of the many marked recycle bags that are located

in every functional area."

Any one assigned to the 931st can help recycle. "If you have guests who have just finished a canned beverage, let them know that we recycle and show them where the collecting stations are located. If you see a full container, take out the bag, tie it and take it to any Dillon's grocery store for a refund."

Maj. Kett emphasized that recyclers should replace the aluminum collector container liners when needed. Plastic liners can be found on the first floor of Bldg. 1218 in the break room storage area.

Regulations specify use of government vehicles

If you didn't know it by now, then you will. Government vehicles are "For Official Use Only," and not for personal business or pleasure.

According to Tech. Sgt. Clarence Slater, the 931st Vehicle Control Officer, "Government vehicles can be abused especially when drivers don't fully understand the rules."

Slater, who researched three DOD regulations FTR U3200, JTR C2050 and AFI 24-301 which defined "personal business," cautions those who may not know the facts.

He points out that all three regulations specifically site that, "...personal business includes, but not limited to, trips to the post office, gym, golf course, bowling center, BX, commissaries, Class VI, banks or credit unions..."

Specific rules also govern the use of government vehicles for temporary duty personnel. "...TDY personnel may use DOD-owned, rented or leased vehicles for transportation to obtain suitable meals, go to drugstores, barber shops, places of worship, cleaning establishments, and similar places for the sustenance, comfort, or health of the member fostering the continued efficient performance of Government business.

Restrict the use of government vehicles to reputable off-base eating establishments. Preferable those located within a reasonable proximity to the installation."

Any questions regarding vehicle transportation use may be directed to Tech. Sgts. Clarence Slater or Alejandro Clemena at ext. 6401 and are located in Bldg. 1218's hangar.

Air Force sets up sexual harassment Hot Line

1-800-558-1404

A sexual harassment Hot Line has been set up by Air Force officials as a precautionary measure to ensure all AF members can easily and freely report to proper authorities any believed incidents of sexual harassment in which you may have been involved.

The Hot Line, 1-800-558-1404, is in full operation at Headquarters AF Personnel Center, Randolph AFB, Texas, and is staffed during normal duty hours. If you do not have 1-800 access, call DSN 487-7849.

In addition to the Hot Line, AF members are still encouraged to process allegations of unlawful discrimination and sexual harassment through your chain of command, or the Social Actions Office. Should you have any questions, contact McConnell's Social Action office at 3310 or Maj. Sue Lovaas, the 931st SA officer.

Kett said that a full bag of crushed aluminum cans is usually valued at approximately \$2.25. Monies collected should be given to either himself or his wife, Capt. Terri Kett, who will deposit the recycle funds into a 931st activity account.

Unit collects \$655 to help Wilson rebound from loss

You never know when tragedy will happen. Such was the case for Tech. Sgt. Victoria Wilson, formerly the 931st Family Readiness Specialist, who moved her family to Delaware after she accepted a full-time ART position. Just after moving into their new apartment, a fire destroyed their building and they lost all of their valuables and possessions.

Senior Master Sgt. Dave Malenky, the Acting 931st First Sergeant, became aware of Wilson's loss and started a unit donation drive and collected \$655.

The needed funds were mailed to her new unit at Dover AFB, Del., just in time for Christmas.

Malenky thanks all those who donated. If others would like to help Wilson and her family, contact the 931st MPF at ext. 3479.

Get ready for Christmas, safely

by Master Sgt. Greg Bourgeois
931st Safety Office

After Thanksgiving, a question comes to mind, "Where the heck did the year go?" We ponder the thought and as last year, we know that Christmas is a lot of work and takes a lot of preparation to get ready.

More readily, we focus on our neighborhood, our homes and family and try to decide on how we want our home to look from the inside and outside. Many of us get so busy that we forget to take some time to **THINK SAFETY!**

THE PRE-CHRISTMAS CHECKLIST

INSIDE:

Move appropriate furniture, vacuum the area, put down plastic or wood to protect the carpet or tile.

Do not use an extension cord, rather use a computer style surge strip to plug everything into and shut everything of with one switch.

Do I have a base to mount the cut tree in and water it, or do I need to buy a large tub to put the fresh cut tree in so it can be watered?

OUTSIDE:

Will I need a ladder; will the ground support me and a ladder, or will wood or metal strips be required to prevent sinking?

Will trees or shrubs be in the way?

Will I need a staple gun (electric or manual) to secure the decorations to the house?

CAUTION with required hand tools - hammer, screwdriver, drill and chisel.

Make sure the exterior outlets are working properly and are grounded.

Do I have the right clothing (jacket, gloves, shoes/boots, cap/hat) to do the job? It's probably going to be cold the day when I get ready to do this.

Do I need help and who will be available the day I want to accomplish it?

Look at the work we just talked ourselves into doing. Oh well - it's for Christmas and it only comes once a year. That reminds me, "What happened to this year? Are we a couple of months short or something?"

Remember some decorations involve electricity. So take all precautionary measures.

From the 931st Safety Office, "Have a SAFE and Merry Christmas and a Very Prosperous New Year."

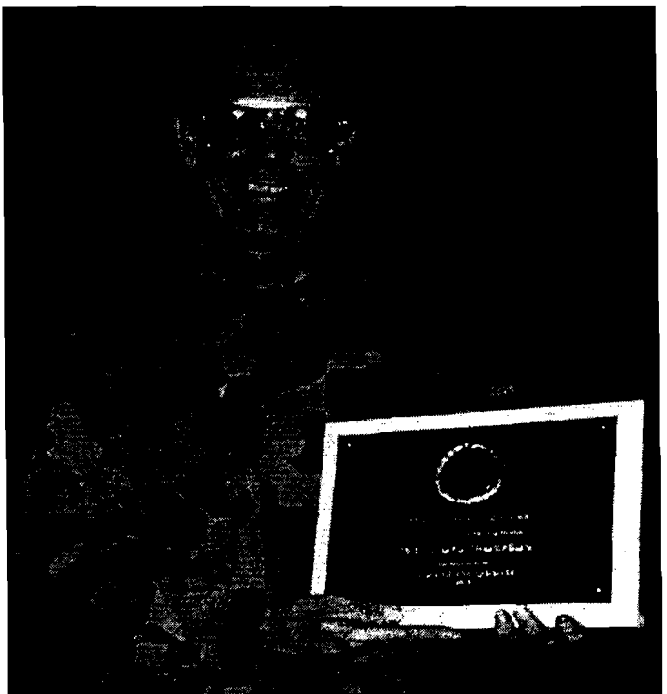


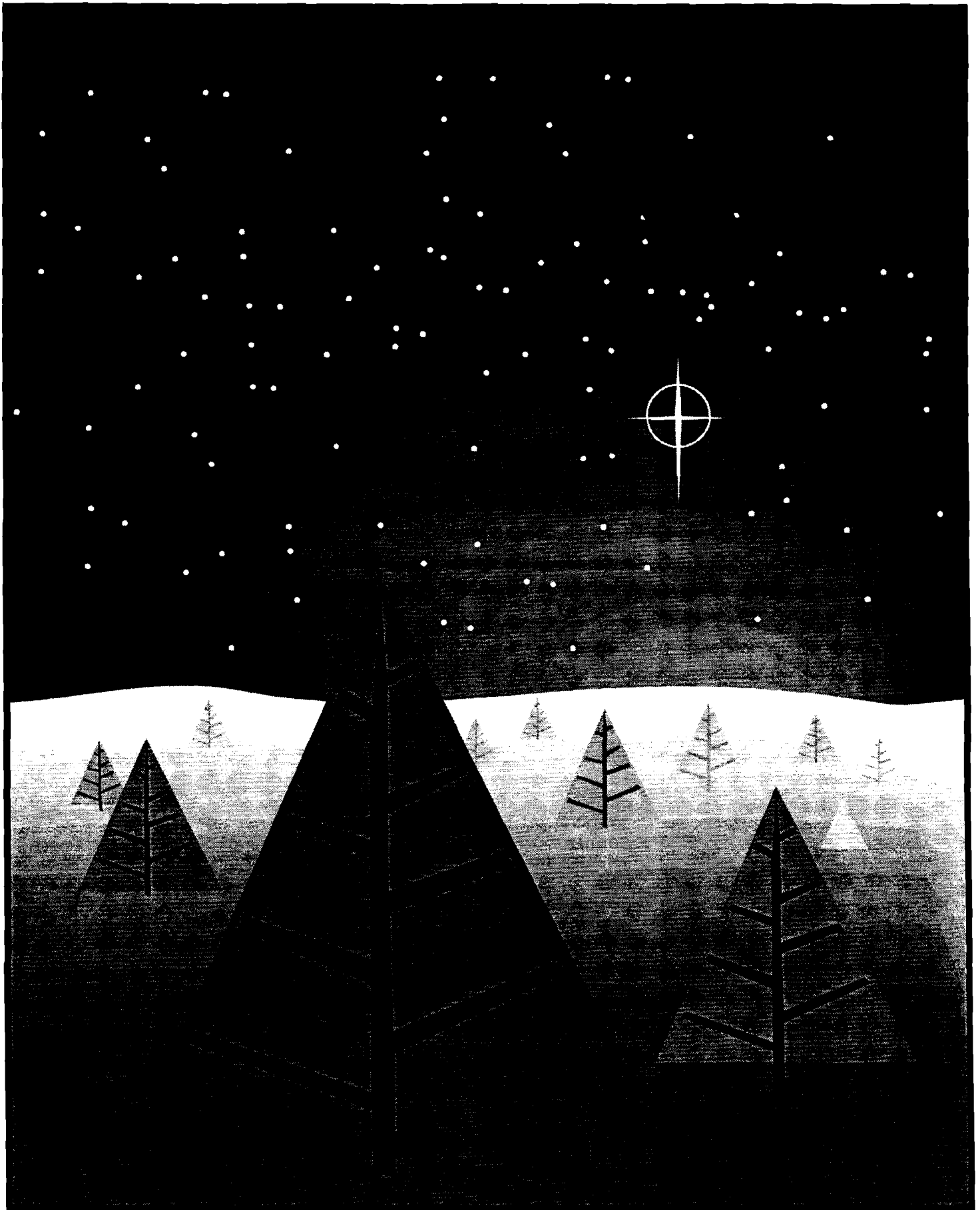
Photo by Tech. Sgt. Scott Fletcher

In October, Col. Vik Malling, the 931st commander, kicked-off the unit Combined Federal Campaign by filling out his CFC pledge sheet, while Tech. Sgt. Valerie Adkins explained the payroll deduction program. The unit CFC coordinator, Senior Master Sgt. Tammy Minnick, from the 931st Civil Engineer Squadron, announced that proceeds reached \$4,700, just shy of the \$5,000 goal. Last year, the unit received recognition for raising the most amount of money for a first-time organization. Minnick encourages those who have not pledged to do so and to participate in a worthy cause.

Airman of the Quarter

Master Sgt. Lloyd Thompson, a 931st CE Supply Clerk, was awarded the 931st Airman of the Quarter plaque for 3-96. The new unit program which is administered by Chief Master Sgt. Billy Mead, the 931st Senior Enlisted Advisor, is up and running. Mead encourages supervisors and commanders to observe and nominate their exceptional airman for the award. A board will meet in January to pick the next recipient.





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*** 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.

Mobilization Insurance

Ready Reserve Mobilization Income Insurance is still available to those of you haven't made an election. Stop by Customer Service, Rm 211 or call ext 3593. December is the last month to elect or decline insurance. 1 JAN 97 all insurance will automatically be declined. However, you must still complete an election form for filing in your Personnel Records.

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 TSgt. Talley in Rm 211 or at ext 3625 for information.

Position Vacancy - MSF 1st Sergeant

Please be advised that all traditional reservists assigned in the grade of E-6, E-7 and E-8 are potentially eligible for this vacancy. Reservists that are interested in applying for this vacancy should review AFM 36-2108 prior to submitting their resume. Resumes must include the following information:

- Military and civilian work and or position history
- Military and civilian education
- Answer the following questions:
 - Why you want the position
 - Why you are the best person for the position

Resumes must be submitted to the 931 ARG/CCC by 1600, 7 DEC 96.

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, Rm 211.

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.

AFI 36-2903 (old 35-10) Tip of the Month

AMC has not approved the wear of rank insignia on the Gortel Jacket. Therefore, it is unauthorized here at McConnell AFB.

When carrying an attache case, gym bag, or back pack, personnel ***must*** use their left hand to carry these accessories.

Gym bags and back packs may be carried over the left shoulder. The only exception to this rule is when members are using both shoulder straps when riding two-wheeled vehicles or using crutches.

NCO Academy courses announced

The 931st still has opening for the NCO Academy at Goodfellow AFB, TX. Unit and base training managers have applications for this excellent opportunity. Class dates are:

970106 - 970213	970225 - 970403
970414 - 970522	970602 - 970710
970804 - 970911	970922 - 971030

The 931st has one quota per class. Interested TSgt's and SSgt's (with 8 years time in service) may apply. Members wishing to attend the February class must have their applications turned in by COB on Sunday of the Dec UTA.

End of Course Testing

Testing during the UTAs will now be conducted on Sunday's at 1300 in building 795 (active duty MPF). Please ensure members are informed of the new location and time. Testing may still be accomplished during the week by calling DPMAT at ext 3673 or ext 3587 to schedule an appointment.

Military Personnel Flight Hours

Mon - Fri	0730 - 1600
Sat - UTA	1000 - 1600
Sun - UTA	1000 - 1600

Reenlistments

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

<u>NAME</u>	<u>UNIT</u>
SRA Michael Hill	931 CES
SRA Steven Hembree	931 CES
TSgt Richard Wessley	931 CES
SRA James Yokum	18 ARS
SRA Richard Clark	18 ARS
SSgt Billy Upton	931 ARG
SRA Mardee Loftus	931 MSF
SRA Richard Pierce	931 AGS

EMPOWERMENT AT WORK: Below are three working groups that are chartered to define and develop processes, create a solution and to measure their outcome.

ARG/QI 97-001 Team is chartered by the Executive Steering Committee to identify and develop a process for personnel deployment tasking notification or requests from external customers, other than unit mobilization.

ARG/QI 97-002 Team is chartered by the Executive Steering Committee to identify and develop a process for personnel deployment tasking notification or requests from external customers, other than unit mobilization.

ARG/QI 97-003 Team is chartered by the Executive Steering Committee to have the members of the Team develop a standardized process for issuing of orders for use by all units within the 931st ARG that meets the needs of all customers and develop an OI to implement this process.

- a. Reduce existing amendments, revocations, and VOCO's rates.
- b. Identify a goal for processing time and acceptable rates for:
 - amendments
 - revocations
 - VOCO's
- c. Reduce order processing time.
- d. Ensure all personnel have orders in hand when reporting for duty.

Quality Improvement Process Journey: How do we improve from 219.

To reach our goal of 300 for our OCT 97 QAFA, we will need to improve our progress by 10% in each of the scoring items within AFI 90-501. The following is the final consensus score from the QAFA IG Team:

1.0 LEADERSHIP	Consensus %
1.1 Leadership Involvement, Visibility, and Commitment	40%
1.2 Management of Quality	30%
1.3 Public Responsibility and Citizenship	30%
2.0 ORGANIZATIONAL INFORMATION	
2.1 Management of Information and Data	20%
2.2 Competitive Comparison and Benchmarking	10%
2.3 Analysis and Use of Organizational Data (Return on Investment)	20%
3.0 STRATEGIC PLANNING	
3.1 Strategic Plan Development	30%
3.2 Strategic Plan Deployment	20%
4.0 HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT	
4.1 Human Resource Planning and Development	30%
4.2 High Performance Work Systems	30%
4.3 Education and Training	30%
4.4 Employee Satisfaction	10%

5.0 MANAGEMENT OF PROCESSES	
5.1 Design and Production of Quality Processes	30%
5.2 Process Management of Operational Key Processes	20%
5.3 Process Management of Support Services Key Processes	20%
5.4 Process Management of Key Supplier Quality	10%
6.0 ORGANIZATIONAL RESULTS	
6.1 Operational Key Process Results	20%
6.2 Support Services Key Process Results	20%
6.3 Key Supplier Quality Results	10%
7.0 EXTERNAL CUSTOMER FOCUS AND SATISFACTION	
7.1 Customer Knowledge	20%
7.2 Customer Contact Relationship Management	20%
7.3 Customer Satisfaction Information and Data	10%
7.4. External Customer Satisfaction Results	10%
7.5 External Customer Satisfaction Comparison Results	10%

Scoring Criteria for 10% - 50%:

- 10% The organization has developed a plan for accomplishing the taskings
- 20% The organization has early stages of quality improvement, transitioning from reactive to proactive. Must see implementation of the plans established at 10%
- 30% The organization has deployment of the plan to at least 20% of the organization.
- 40% The organization has went through a full Plan-Do-Check-Act cycle for the plans established at 10%.
- 50% The organization is making fact based improvements based on results.

Note: Plans can be approaches, methods, processes, systems, checklist, used to accomplish the requirements set-forth in Air Force Instructions for each of the functional areas relative to AFI 90-501., which is used by the QAFA IG Team to assess an organization's key processes associated with compliance.