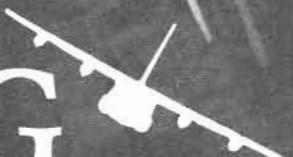
A black and white photograph of a man in a flight jacket, smiling, standing in front of a large map. The man is wearing a dark flight jacket with several patches. On the left chest, there is a shield-shaped patch with a stylized figure. In the center chest, there is a rectangular patch with a winged figure and a star, and the name "DOUG SMITH" below it. On the right sleeve, there is a patch with a shield and a figure. The background is a large map with a grid and various lines.

***OSF:
Small unit
doing big
things***

Vol. 11, No. 3/March 1996

VIKING FLYER

A small, stylized icon of a propeller-driven airplane, positioned above the word "FLYER" in the title.

934th Airlift Wing, Air Force Reserve
Minneapolis-St. Paul International Airport Air Reserve Station, Minn.

VIKING FLYER

Editorial Staff

Wing Commander: Col. Michael Gjede
 Public Affairs Director: Maj. Steven Hatcher
 Civilian Chief of PA: Mark Davidson
 PA Specialist/Editor: Cherie Huntington
 PA Superintendent: Master Sgt. Mark Davidson
 NCOIC: Master Sgt. Darrell Habisch
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 Photographers: Tech. Sgt. Greg Krajewski, Senior Airman Robert Walz

Unit Public Affairs Representatives

Staff Sgt. David Mattson - 27th APS
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 Master Sgt. Kathryn Peters - 934th AES
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 Master Sgt. Ruth Duffy - 934th SVF
 Staff Sgt. Shannon Armitage - 934th AW/934th MSF (UPAR of the Year 1995)

On the cover



(Photo by Capt. David Winter)

Capt. Doug Smith serves as a reservist in the current operations section of the 934th Operations Support Flight. Read about the OSF mission on Page 9.

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Commentary

'Team USA'

Unit Self Assessment team faces tough task

by Col. Michael Gjede
 wing commander

You've heard the rumblings—"USA this," and "USA that." And as the first wing Unit Self Assessment gets underway, members of the USA team are working hard.

You may have seen some of them in your unit, running around mumbling something about "categories, interview questions and criteria." What is this all about?

If you thought Quality would be going away after you had been through cascade training, you're wrong. That was just the first step in the Quality journey. USA is the next step.

I have to say this up front: USA is not an inspection! It's an assessment of

how well we establish and improve our everyday processes to meet our short- and long-term goals. This first time around will actually be a *baseline* on which we base that continuous improvement. Each time we do an assessment, hopefully, we will get closer and closer to the goals we set for ourselves.

The score is important only in that it quantifies how much we improve since our last USA. And improvement is what it's all about.

(See "Team USA" and related stories, Pages 6-7.) □



Gjede

Workplace violence

Awareness can help avoid random tragedies

by Maj. Gen. Robert McIntosh
 chief, Air Force Reserve and
 AFRES commander

Gen. Ronald Fogleman, chief of staff of the Air Force, recently sent all major command and field operating agency commanders a letter about violence in the workplace, and he said some things that bear repeating.

Several recent tragic events demonstrate that no one is immune from violence in the workplace.

Although these events are isolated and random, we must continue to raise awareness and take preventive measures.

Although commanders at every level are the primary line of defense in recognizing and effectively dealing with violence in the workplace, it's everyone's responsibility to be aware and bring concerns to the proper authorities.

The Air Force is developing a course for all wing, group and squadron commanders that will address this volatile issue and teach them how to recognize potential problems. I expect Reserve commanders to share this information - it's extremely important for all of us. □

UTA schedule

April 13-14	July 13-14	Nov. 2-3 (ORI)**	March UTA pay should be deposited by: March 13.
May 4-5	Aug. 3-4	** Stay alert for additional requirements!	
June 22-23	Sept. 7-8		
(RAV)**	October: TBD		



World

ACSC sees change

Air Command and Staff College no longer requires book analysis as part of graduation requirements.

Students enrolled in the Version 10 correspondence and seminar book-based program are free of the requirement, though they are encouraged to "continue to read to further build their personal library and increase their understanding of the profession of arms," said training officials at Headquarters Air Force Reserve.

Students enrolled in the pilot ACSC compact disk multimedia edition program, Version 1.0, will still be required to complete a book analysis, as that is being used in lieu of an exam in that course.

Any questions on course requirements should be directed to training, Ext. 5330. (HQ AFRES)

Local

Base members help get motorists back on road

934th Logistics Support Squadron reservists and 934th Transportation Division civilians worked extra-long hours getting base members' cars started during February UTA. Local weathercasters claimed the arctic blast sending temperatures as low as 32 below zero was the coldest in 100 years.

Roger Hanson, vehicle maintenance and operations supervisor, said it was a team effort handling approximately 75 calls for assistance in the bitter cold. "We noticed a lot of people helping themselves and others, too," he said. "We appreciated that."

Besides around 1,000 reservists on duty, Saturday night saw aerial port members arrive back at the base after a two-week tour; and Sunday, C-130s coming in late with aircrews. Hanson said his people worked until 8 p.m. each day, with civilians working late Friday and reservists, Saturday and Sunday, all from the vehicle maintenance and vehicle operations sections.

"I want to express my deepest thanks to the folks in my sections and the Reserve for spending many, long hours outside in the cold to help people get home," Hanson said. "And since the ground hog saw his shadow, there are only six weeks left of winter - I hope."

Civilian pay puts bite on budget

Base members will see an extra-lean year in terms of the operation and maintenance budget following a shortfall in civilian pay.

"The shortfall is growing every day," said Patty Boettner, 934th budget officer. "We're now about \$700,000 short."

Because the base was not given enough money for the civilian payroll this year, according to wing comptroller, Mike Burgess, the wing commander opted to transfer money from the supply and equipment account to cover the shortfall. "The commander agreed right out of the gate that pay is No. 1," said Burgess. "We never considered furloughs as an option."

Leaving positions vacant offers no option, either, as the Reserve has been mandated to meet a Sept. 30 civilian and air reserve technician manning ceiling. Neither Burgess nor Boettner recalled

such emphasis on those manning levels in previous years, but most people know the Reserve works diligently to ensure military manning ceilings are met annually.

Hardest hit, according to Boettner, will be civilian temporary duty money and supply items not essential to upcoming exercises and inspections. "The average reservist will notice they're not going to be able to get supplies and equipment they've ordered in the past," she said.

"We have just enough to support the Operational Readiness Inspection and, of course, the planes," said Burgess. He stressed that civilians will be most affected, however, as military funding is no tighter than usual at this point.

Card simplifies emergency purchases

Units in the 934th Airlift Wing are discovering a way to cut through paperwork and long waits for emergency supplies via the International Merchants Purchase Authorization Card.

"IMPAC is the official government-wide credit card," explained Connie Herberg, program coordinator in the 934th Contracting Office. "This program streamlines the procurement process for 'micro purchases,' or purchases under \$2,500."

Herberg said that although the credit cards have been used so far almost exclusively by civil engineering and transportation, a number of units will soon be issued cards, including maintenance, supply and the base clinic. Both card holders and authorizing officials have to attend an eight-hour training course or complete the course by correspondence.

Units cover card expenses by fencing a portion of their operation and maintenance budget for the year, according to Herberg. Rules for card use are specific and extensive, including dollar limits on single purchases and restrictions on type of purchases.

"IMPAC supply purchases shall be limited to expendable supplies and low-cost equipment authorized for local purchase," said Herberg. She said the card is used mostly for emergency parts or services, such as government vehicle parts or emergencies with plumbing or heating.

For more on the program, call Herberg, Ext. 5415.

Patches make their way back

The Individual Equipment Unit has received a supply of Air Combat Command and 934th Airlift Wing subdued patches for wing units. These patches are worn on the pocket of the Battle Dress Uniform when wearing name tapes, not the leather name tag.

Patches are on back order for units that are gained by Air Mobility Command or Air Force Reserve. ACC, AMC and AFRES patches are worn on the right pocket; 934th, on the left pocket.

Individuals may receive their patches from their unit orderly rooms as needed. Mandatory wear date is Oct. 1, 1997, with leather name tags authorized until then. When uniforms are being altered by the base tailor, the correct patches will be automatically attached.

Cloth proficiency badges will be ordered soon after each unit reports requirements. However, metal proficiency badges for the blue uniform will not be furnished. □

Mortuary affairs

Trained wing people take care of sobering business

by Master Sgt. Darrell Habisch
public affairs

An aspect of war that reservists tend to ignore while training is the most obvious: casualties result from armed conflict.

To prepare for this eventuality, reservists assigned to mortuary affairs participated in the last Operational Readiness Exercise to complete the total picture of an air wing at war.

When casualties occur, they are transported to the Casualty Collection Point, where a doctor or medical technician will triage the wounded and send them on to receive additional treatment or to certify that death has occurred. A mortuary affairs technician will establish the deceased's identity before transporting the body to the morgue.

Mortuary affairs began as part of billeting services. "When I signed up, it was for billeting," said Staff Sgt. Michael Morth, services flight technician. "As the years progressed, we added mortuary affairs, food services, recreational services and field sanitation."

According to Senior Airman Regina Webber, services flight specialist, "The

biggest question you have is whether you'd really be able to do it. The emotional and psychological trauma are the biggest aspects of this job.

"As in the Sioux City, Iowa, aircraft crash a few years ago," she continued, "the response people had plenty of training in the realities of disaster relief, but it appeared they weren't prepared for the psychological stress. That can be very hard to handle."

After the deceased are identified and transported to a morgue facility, they are fingerprinted, toe-tagged and placed in body bags by mortuary affairs people.

"We also take precautions to ensure they can be later identified through dental records," commented Morth. If refrigerated "reefer" trucks are available, the bodies are stored there unless chemical, biological or nuclear contamination is present. "In that case," continued Morth, "they are interred until a later date."

To help people deal with the stress of mortuary affairs, the Air Force allows short work shifts. "I wouldn't be like the people on television shows," said Webber. "They deal with death and injury and then go out for lunch. In the real world, people joke about it until it happens. Then it's no joke." □

Report card

Check out the four major graded areas for the Operational Readiness Inspection

▣ **Initial Response.** Determines how well the entire wing transitions from peacetime to wartime posture, including how the unit processes people and cargo to meeting aircraft departure times.

▣ **Unit Employment.** Measures the safe delivery of people, aircraft, equipment and cargo to the deployed location.

▣ **Mission Support.** Looks at protecting and providing for the people, including feeding, housing, transporting and safeguarding them in a secure work environment.

▣ **Ability To Survive and Operate.** Referred to as ATSO and perhaps the newest part of the grading criteria for most people, it tests the unit and its people to see how well they can sustain operations in a hostile environment, respond to attacks, clean up damage and continue to launch aircraft.

(Courtesy *Flyover*, Pittsburgh International Airport Air Reserve Station, Pa.) □

Cool in 'chem'

Chemical suit undergoes overhaul: could be cooler, lighter and washable, too

Someday, sweating it out in chemical warfare gear may be a thing of the past, as a new, lighter suit is now being tested by the military.

"It's supposed to be lighter, more comfortable to wear and provide the same degree or better protection against chemical agents," said Joe Nadworny, director of a test on the suit recently conducted at Yuma Proving Ground, an Army installation north of Yuma, Ariz.

One version weighs half as much as the old suit, has improved boots which are easier to slip on and off, and has improved

gloves, making it easier for people to work in.

Also, this version is washable. While it has a charcoal lining, it has been combined with a polyester membrane to make a liner which will not leave the user's arms covered with charcoal residue.

Another change under study is addition of the familiar "easystick" nylon fabric fasteners. The straps will replace the strings, making it easier for the wearer to adjust the suit for a better fit.

The suits were being tested for two months in the desert heat in Yuma by a

group of U.S. Marines, who also performed mock combat training in the suit. The suits are now undergoing more extensive testing, with 12 configurations being studied, including a specific suit for flight crews.

Command officials will publicize details on any changes in the suit as information becomes available. For at least a few years, however, it appears reservists will continue to "sweat it out" in the old, familiar gear.

(Information courtesy Senior Airman Brad Jennings, Fox II, Luke Air Force Base, Ariz.) □

From deep freeze to desert dunes

934th members take part in Southwest Asia support rotation

By SSgt. Larry Dean
public affairs

More than 120 reservists from the 934th are trading the sound of crackling ice and snow underfoot for that of sifting sands as they deploy to Southwest Asia in support of Operation Southern Watch.

Two rotations of approximately 60 to 70 people each are planned: one departing after March UTA and returning to the Twin Cities in late March; the second group leaving late March, returning mid-April.

According to the local point of contact, **Capt. Mark Blalock**, 96th Airlift Squadron, "The crews will provide intratheater transportation of supplies, equipment and personnel for CENTCOM [Central Command]. They could also be called upon to assist with medical evacuations of people and have the opportunity to fly some low-level missions."

The captain noted this is yet another

example of the 934th being called to support joint military operations.

"We hear it over and over that the Reserve will be called into action more and more," Blalock said. "It's a great opportunity for our crews to put their training to use in a real world situation."

Headquarters Air Force Reserve tasked the three C-130E model units, with the 403rd Wing, Keesler Air Force Base, Miss., as lead unit. The 913th Airlift Wing, Willow Grove Air Reserve Station, Pa., completed the package of crews and aircraft taking part. Reserve units will replace the Air National Guard then turn it back over to the active duty in April.

Travel time will consume a good deal of the nearly three-week rotations, with three days of flying to get from the chill of winter to the warmth of Southwest Asia, according to Blalock. "It will take 11 hours flying time for us to get from Minneapolis-St. Paul to Lajes Field, Azores, via Bangor, Maine," he said. "Crews will then fly from Lajes Field

to Sigonella Naval Air Station, Italy, and then to their final destinations in theater."

As with any deployment to a foreign country, host nation sensitivities remain a prime consideration for all deploying. For example, strict rules concerning possession and consumption of alcohol are in place, as well as policy on what is considered pornography by customs officials. Items such as swimsuit editions of popular magazines and bodybuilding magazines would be confiscated upon arrival in Southwest Asia.

Also, restrictions on civilian clothing need to be observed when off duty, such as no shorts or tank tops allowed off base. For those not wearing the flight suit on duty, participants will wear the familiar desert Battle Dress Uniform, now on order for each deploying person.

To add a few comforts of home, fitness and recreation centers are available, plus trips arranged by in-country recreation services staffs. □



(Photo by Capt. David Winter)

Viking Victors:

Maj. Ralph Smith

New position: Commander, 934th Maintenance Squadron.

Education: Bachelor's in business administration, University of Minnesota, Minneapolis.

Civilian occupation: Director of purchasing, Interactive Technologies Inc., North St. Paul, Minn.

Hobbies: Fishing, cross-country skiing.

Goals: "To provide the leadership and guidance to the members of the maintenance squadron, helping them be successful with the many taskings in 1996 and beyond."

Family: Wife, **Debra**, an air reserve technician with the 96th Airlift Squadron; dog, **Chip**, and cat, **Gigi**; live in Bloomington, Minn.

Comments: "I'm looking forward to working with all the members of the maintenance squadron. They're an exceptional group of people, and I'm honored to have been selected to command the squadron." □

Baseline for Quality

Survey provides powerful tool in revealing touchy areas

by Cherie Huntington
public affairs

As surveys poured back into the 934th Mission Enhancement Office during the January UTA, Lt. Col. Doug Pederson and Tech. Sgt. Sally Poindexter knew they had a winner on their hands.

No matter what the result, a solid baseline was established in the 742 surveys returned out of 953 sent out, targeting every population group on the base: reservists, air reserve technicians and civilians.

And within two weeks, the Quality Institute at Maxwell Air Force Base, Ala., made the tabulations by computer and returned the results.

"The survey is meant simply to test the climate of the wing," explained Pederson. "It was intended to give us some idea of people's understanding of Quality. The Unit Self Assessment should then validate these findings."

The findings come in the form of comparative data, comparing one organization with another, according to Pederson. After determining a neutral point in the scoring, above average and below average areas were studied. Some of the more significant findings follow:

▣ Though breakout of the squadrons does not point out any particularly low results, some had notably high scores. Overall, the 934th Communications Flight set the benchmark in virtually all areas, according to Pederson. In certain areas, some units did relatively well: 934th Civil Engineer Squadron, 934th Aeromedical Staging Squadron, 934th Security Police Squadron, 27th Aerial Port Squadron and 934th Services Flight.

"Again, this data provides some suggestions of which groups are possible benchmarking champions for other groups to study," noted Pederson.

▣ Large percentages of reservists are only modestly happy with their Reserve experience.

▣ Overall, civilians gave much lower scores in all criteria areas.

▣ There is a notably low frequency of information-sharing meetings and less than desirable management of those meetings.

"This survey should serve as an improvement tool, a base for asking some questions," said Poindexter. "It can help you see where you are right now, but it's not really something to take action on. You should wait to see the results of the USA before jumping on this."

Pederson agreed. "It's the sort of thing that can pique interest, but any changes at this point would likely be a shot in the dark. Does this survey show us we have a communication problem? It might, but it's not designed to give us a solution - just point out areas crying for examination."

He summarized the findings by saying the reservists typically rated items higher than technicians; enlisted, higher than officers; and civilians, lower in every area.

"Well-being is a criteria under the USA," Pederson said. "So that's the kind of thing the commander wants people to look at if there's a problem."

Once the USA is done, improvements start by gathering hard data. "We can't go with feelings or stories - those don't count," said Pederson. "We've got to ask *why*."

As for this survey, it will provide the baseline for a similar one to be distributed next year, after the USA. So with all eyes to that, what does the average reservist need to do now?

"You can't prepare," said Pederson. "Just do your job." He added that no one at the local level decided a USA would be due right before an Operational Readiness Inspection - this was mandated by headquarters - but the two challenges should not result in headaches for anyone, except maybe the USA team itself.

"The team will be extremely busy with the USA," said Poindexter. "They have put a lot of time into this. When reservists are interviewed, they should just be honest and do their job. We really do want the truth."

Both Pederson and Poindexter said the USA should provide a tool to improve the mission. "All the stuff that makes a good ORI - it's in here," concluded Pederson. □

Quality briefs

■ **Name change:** The 934th Quality Office is now known as the 934th Mission Enhancement Office, a local change only. Lt. Col. Doug Pederson and his newly-assigned assistant, Tech. Sgt. Sally Poindexter, felt the new name explained the office's mission more effectively.

■ **Newcomers' training:** New members of the 934th go through cascade training just as everyone else did, but it has changed somewhat. Training lasts four days - three for the "core topics" and one for explaining the Unit Self Assessment, including how it fits in with process identification. Since newcomers come from a spectrum of units, classes have a wider mix of people than previous training, which is proving to be enjoyable for instructors and students alike.

■ **Process identification:** The Feb. 1 deadline for PID for key processes has come and gone, and by this time next year, all processes will have been flowcharted. Mission enhancement reports this step has gone very smoothly.

■ **Continuous Improvement Toolkit:** Approximately 150 people have been trained, and now just Unit Self Assessment team members are in training. Not everyone needs to be trained in this computer program for tracking process improvement; each unit has determined how many CI Toolkit experts they need.

■ **"Required reading":** The January-February *TIG Brief* offers an informative piece on the evolving face of Quality on Pages 4-5. In fact, each issue is packed with cutting-edge articles in this area. Each unit receives copies; check one out! □

'Team USA'

Eight groups start tedious process of preparing polished self assessment

by Mark Davidson
public affairs

The term "USA" will be used and heard frequently around the 934th in April. Are the reservists and civilians getting ready for American Olympic victories in Atlanta this summer?

The answer is "no," but the 934th members will be starting on their own quest for victory as the first Unit Self Assessment begins.

"The USA will initially be a long, painful process, but it will make us a better unit," said Col. Ron Weight, 934th Operations Group commander and the USA team chief.

The base USA team is made up of 45 air reserve technicians, traditional reservists and civilians who are divided up into eight teams. Each of the seven unit self-assessment criteria categories are assigned a team, and an eighth team is the editing team.

The seven Air Force assessment criteria categories are: leadership, information and analysis, strategic planning, human resource development and management, process management, performance results, and customer focus/customer satisfaction.

"Each assessment category is worth a certain number of points," said Lt. Col. Doug Pederson, chief of 934th Mission Enhancement. "Because this is the first time we have done a USA, we don't expect to score very high. That's typical for a first-time USA and doesn't mean we're a bad unit."

Backpack puzzle

Months of work, investigation finally pay off for logistics 'sleuths'

by Staff Sgt. Shannon Armitage
934th AW/MSF UPAR

The 934th now has some of the most modern, up-to-date equipment for training and going to war, thanks to the proactive efforts of the logistics side of the house.

"We took a near-impossible task and made it a reality," said Lt. Col. Tom Linster, 934th Logistics Group commander, regarding the recent purchase of chemical warfare gear backpacks, suspenders and Kevlar helmets.

The 934th LG team saw the items during a visit to the 440th Airlift Wing, Wis. "The backpacks were similar to what I saw during Operation Desert Storm," said Linster.

No one knew if the items were still

attainable. "Steve Smith [customer support officer] and his supply people put together a process action team to research where to find the items, if they still existed," Linster said.

After checking with various agencies and supply depots, they found only 48 of the 965 backpacks needed, according to Linster. Then the supply team received help from an unexpected source: Chris Lesniewski, a civilian in supply, has a husband in the Army. He gave the 934th a new stock number for the backpacks. The next obstacle: there was no funding available.

The supply team was then forced to focus their attention to end-of-year closeout tasks. "When the opportunity to use excess end-of-year fallout money appeared," said Linster, "the team quickly processed order

requests for backpacks, helmets and other items for mobility use."

After receiving the backpacks, logistics people began thinking they would have to buy frames to make them work.

"We asked one of our administrative people, Staff Sgt. Dean Plank, an ex-Army guy, how the backpacks worked," said Linster. "He showed us in about two minutes and saved us lots of money and ordering time by giving us the strap stock number."

Lesniewski's husband then helped with ordering the straps, and the items arrived in a couple of weeks. Units started issuing the items during the February UTA.

"The new Kevlar helmets are lighter than the old ones, and the backpacks give people free hands to do their jobs and defend themselves," said Linster. □

The Air Force USA assessment criteria is based upon the Malcolm Baldrige National Quality Award criteria, which many other business and government organizations use to assess themselves, added Pederson.

"The goal of the USA team is to have unit commanders and division chiefs decide during the March UTA who, as their subject matter experts, will answer the questions covering the seven criteria categories in their units," said Tech. Sgt. Sally Poindexter, mission enhancement assistant.

The teams will start interviewing the designated unit members during the April UTA and continue through June, said Poindexter. "The teams will start to write their assessments of the 934th and get it to the editing team in July," she said.

The editing team will have the months of August and September to edit and write the report in the correct format, according to Pederson. "Colonel Weight must present the finished report to Colonel Gjede [wing commander] by Oct. 1," he said. "We have to get a sister unit to come in and validate shortly thereafter."

Facing a busy year, the 934th will be going through a Readiness Assistance Visit deployment, unit annual tour deployments and other scheduled activities at this time, pointed out Weight.

"We will also be getting ready for the Operational Readiness Inspection in late October," he said, "but the USA might be the most important task we do this year to improve our organization." □

Top Dollar

Reservists prepare to compete on 'fighting finance' team in April

by Master Sgt. Darrell Habisch
public affairs

Four sweating, frenzied reservists crashed through the turn in the obstacle course carrying an "injured victim" on a gurney between them. As they approached a small tunnel, requiring all to squirm on their bellies while lifting and pushing the victim-laden gurney through, enemy snipers begin shooting "bullets" at the group of rescuers.

"We're almost there, let's be safe!" shouts the team leader, **Technical Sgt. Dave Fischer**, financial services specialist.

That's right, financial services specialist.

Part of the most recent Operational Readiness Exercise included combat obstacle course training for financial management people, some of who are preparing for the 1996 Air Force Reserve Top Dollar competition, set for April 21-26 at Camp Swift, Texas. This will be the first time a 934th team has competed in the event.

"This deployment [ORE] is crucial to our training," commented the noncommissioned officer in charge of financial training, **Master Sgt. Paul Burnett**. Training included operations in five service areas: payment and collecting, travel pay, commercial services, disbursing agent and military pay. "If we have land lines connected between the deployment location and the outside world," explained Burnett, "we can fax, E-mail or call about information and basically do just about everything a normal finance office is capable of."

Part of those capabilities include firing the M-16 rifle and the 9mm handgun. "Training scenarios at the Top Dollar competition include robberies and theft prevention, timed combat obstacle course performance and, of course, the ability to serve our customer, the deployed reservist," said Burnett.

A relative newcomer to finance, **Senior Airman Krystal Urman**, financial services apprentice, said, "It's very different from active duty. I'm learning a lot and actually having fun."

Those sentiments were echoed by **Airman 1st Class Todd Mitchell**, financial services apprentice. "I've been studying the CDCs [career development courses], and this exercise helps to pull all that information together," he said.

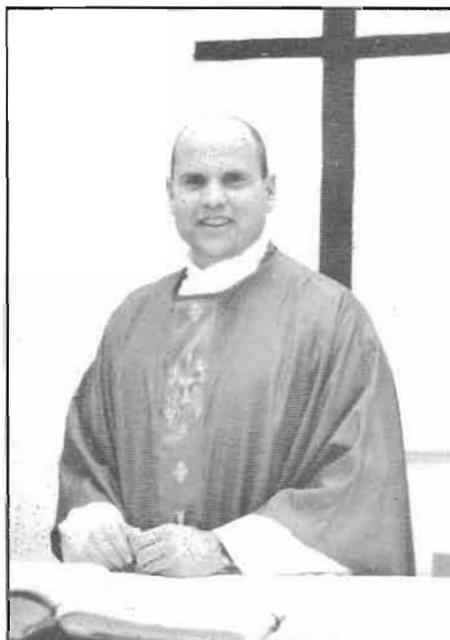
Top Dollar was topmost in the minds of the reservists scheduled to attend, however, and the ORE provided perfect practice. "We'll demonstrate that we know our stuff as well or better than the other units," said **Staff Sgt. Mike Finstrom**, financial management apprentice. "This gives us a good feel of what to expect."

Summing up the prevailing mood, **Staff Sgt. Patrick McCullough**, financial services apprentice, said, "I'm looking forward to the experience of Top Dollar; we're definitely going to do well."

Besides Fischer, Burnett, Finstrom and McCullough, other reservists participating are: **Senior Master Sgt. Tim Donnay** and **Staff Sgt. Jason Burley**. Other finance members will have the opportunity to participate in future competitions, held annually. □



Perry



Echert

(Photos by Capt. David Winter)

At your service

With new faces in familiar places, the 934th Chaplain Office looks different after some recent retirements and departures. Newcomers include Catholic Chaplain (1st Lt.) John Echert (near left) and Protestant chaplain, Chaplain (Capt.) Charles Perry (far left). Master Sgt. LaVonne Wier and Staff Sgt. Janice Johnson are the chaplain service support people. The Protestant service is at 9 a.m. on Sunday, with Catholic services 3:45 p.m. Saturday and 8 a.m. Sunday. Catholic confession is heard at 3:30 p.m. Saturday and 7:30 a.m. Sunday. Visit the staff in Bldg. 865, or call Ext. 5232 or 5188. □

Little engine that could -- and does

Small, fledgling unit proves it's a giant when it comes to mission accomplishment

by Mark Davidson
public affairs

They are the second "youngest" unit on base and they are the second smallest in members, but the 934th Operations Support Flight is second to none in self-motivation, according to their commander and first sergeant.

OSF was formed in September 1992 with seven sections drawn from two different base units. There are 30 people in the unit, and they occupy different offices in the operations side of Bldg. 821. The unit falls under the 934th Operations Group.

"Despite these factors, the unit is holding its own with some of the most self-motivated people I have ever met," said Maj. John Floersch, commander. "At this time, there is no standard from higher headquarters to model our unit after. We have been developing our own programs, checklists and organizational procedures."

Benchmarking and training are the other key factors to starting a unit from scratch, according to Senior Master Sgt. Gary Gustafson, the noncommissioned officer in charge of tactics and the unit first sergeant.

"Most of our people have been to their technical schools, done their CDCs [career development courses] and been to exercises; some have been involved in real-world contingencies," said Gustafson.

"Some of our people have trained with other OSF units, benchmarking from their unit procedures," he added. "Our people have become more proficient through their TDYs [temporary duty] and training, which is a tribute to their self-motivation."

The unit has recently added two new air reserve technicians, Capt. Tom Hueg and Staff Sgt. Lynn McGourty, which will help the unit but add to its challenges,

according to Floersch.

"The new ARTs will assume the current operations duties from the 96th Airlift Squadron people doing it now, which will add to their daily responsibilities," said Floersch.

He said the other challenge is training on and learning how to use the new technology coming into the unit, especially in the intelligence section.

The more well-known sections making up the flight are the command section/information management and intelligence. Other sections are:

▣ **Flight data:** Records and monitors aircrew flying times during wartime or contingencies, making sure crews do not

exceed Air Force authorized crew time limitations.

▣ **Current operations:** Plans and coordinates every flying mission departing to temporary duty locations. Also coordinates details with on-base units to ensure people and aircrews receive effective training.

▣ **Tactics:** Plans and briefs tactics for aircrews to practice during training missions to prepare crews for accomplishing their wartime mission.

▣ **Base operations/airfield management:** Coordinates flight plans with the Federal Aviation Authority, tracks inbound and outbound traffic logs, and supervises airfield management activities. □



Technical Sgt. Colleen Raskob (left) and Master Sgt. Mark Reins work in the tactics section.

(Photo by Capt. David Winter)

Recruiting: pumping up for action

Three additional recruiters will seek new Reserve members

by Staff Sgt. Shannon Armitage
934th AW/MSF UPAR

Like much of the military, members of the 934th Recruiting Office face a busier and more proactive future. To keep up with the ever-changing Reserve requirements, the office needed to reevaluate its priorities and do some staff restructuring.

Already, because of retirements, relocations, civilian job conflicts and expirations of contract, 934th recruiters process more than 180 new members into the unit annually. And according to Senior Master Sgt. Sheldon Sandmann, 934th senior recruiter, it is going to get busier.

Sandmann said the number of prior service people applying for Reserve positions is dwindling, because most active duty drawdowns are complete. Most people who left active duty service during the drawdowns, he explained, were at their 10-year mark; and if they did not join the Reserve when they separated, it is not likely they are eligible or interested now.

As most enlistments have been prior service, Sandmann said the 934th will now direct its focus to recruiting non-prior service applicants. "There are a number of ways to look at this switch in direction," he said, "but we chose to look at it as these recruits are young, eager, ready and receptive to learning how we do business."

Recruiting non-prior service members, however, will require more "face time" between individuals and recruiters. Sandmann said members leaving active duty know about the Reserve and seek them out; but with "non-priors," the recruiters need to be out in the community, seeking potential members. To deal with

this increased workload, the office restructured.

Master Sgt. Melvin Rhines became the lead line recruiter for the office. Previously, he spent half his time recruiting at Grand Forks Air Force Base, N.D., and half his time here. Now he will work full-time with the 934th. Tech. Sgt. Phillip Brown, a newly assigned 934th recruiter (see below), will work full time at the 934th as well. Master Sgt. James Wiggins, another new recruiter reporting to Sandmann, will work full-time at Grand Forks, replacing Rhines.

Still another recruiter, who will help fill medical positions in the 934th, Master Sgt. Judy Mills, will now work in the active duty office in Fridley, Minn. Although assigned to the Air Force Reserve Health Professions Unit, Sandmann said her main priority will be to keep 934th medical positions filled.

As to what this boosted staff will do, Sandmann said, "We're trying to gain access to as many high school job fairs and career days as we can ... We're trying to stay away from the aggressive recruiter mode. We just want to tell possible recruits about the Reserve; and if it sounds good to them, we'll be happy to have them."

It would still take years to visit all the area schools, according to Sandmann, let alone all of the schools in Minnesota. He said his office will still need help, and that everyone in the unit needs to be a recruiter.

"We still look forward to using our reservists from the 934th [at recruiting functions], especially recent graduates of basic training and technical schools," he said. □

Critical vacancies in 934th units

2T2X1: Air transportation technicians

4NOX1: Medical technicians

6FOX1: Financial services technicians

4A1X1: Medical supply technicians

Direct interested leads to recruiting, Ext. 5512.



(Photo by Cherie Huntington)

Viking Victors:

Tech. Sgt. Phillip Brown

New position: Recruiter, new addition to staff.

Previous position: Communications flight air reserve technician, Bergstrom Air Reserve Station, Texas.

Hobbies: Running, music, reading and "playing pool badly."

Goals: "Learn everything I can about the 934th and continue towards a computer science degree."

Family: Son, Devin (4), in Austin, Texas. Lives in Burnsville, Minn.

Comments: "I joined the Air Force in 1983 and transferred to the Reserve in 1990. I was born in Anchorage, Alaska, and moved like a gypsy throughout the south and southwest, third generation Air Force. I love the snow and cold weather - at least for now." □

Medals

Meritorious Service Medal

Lt. Col. Robert Kermes (1 OLC, Retired), SPTG

Master Sgt. Steven Odegard (Retired), CF
Master Sgt. Glen Polinder (Retired), MXS

Honors

♣Staff Sgt. Shannon Armitage, AW, was selected Noncommissioned Officer of the Year 1995 for 10th Air Force and now will compete at the Reserve level. A seminar and banquet will be held for all numbered air force winners on March 30.

♣Staff Sgt. Janet Byerly, AW, won first place in sportswriting for the Air Force Reserve in the 1995 newspaper competition. She now will compete at Air Force level.

♣Lt. Col. Paul Groskreutz assumed command of the 934th Support Group, vice retiring Lt. Col. Robert Kermes.

♣Master Sgt. Dave Rau, CES, was selected as the 934th First Sergeant of the Year 1995 and now competes at Reserve level.

♣Maj. Ralph Smith assumed

command of the 934th Maintenance Squadron, vice retiring Lt. Col. Donald Stockton. (See "Viking Victor," Page 5.)

♣KD Steward, Base Supply, achieved the WCCO Radio Good Neighbor Award. This is WCCO's 32nd year of honoring people who have made substantial contributions to the day-to-day quality of life in communities throughout the region. (See last month's *Viking Flyer* for a feature on Steward's community library.)

♣The 934th's *Viking Flyer* was selected as second place news magazine for the Air Force Reserve and now continues in Air Force competition.

Newcomers

Airman 1st Class Michael Allen, CF

Staff Sgt. Steven Arndt, LSS

Maj. Michael Bladel, AS

Staff Sgt. Kim Chin Quee, ASTS

Capt. Allan Click, AS

Staff Sgt. Michael Eastridge, MXS

Staff Sgt. Louis Herbes, OSF

Staff Sgt. Craig Keeton, MXS

Maj. John Larson, CES

Senior Airman Randy Natzke, APS

Staff Sgt. Charles Nowicki, ASTS
Capt. Thomas O'Reilly, AS

Reenlistments

Staff Sgt. Susette Gosett, SPS
Tech. Sgt. Juan Hernandez, MXS
Staff Sgt. Brady Kiel, APS
Staff Sgt. John Kopka, OSF
Master Sgt. George Olson, CES
Staff Sgt. Scott Ruona, MXS
Senior Airman Ken Thompson, MXS

Retirements

Staff Sgt. John Bergeland, SVF
Staff Sgt. Franklin Davis, APS
Tech. Sgt. Steven Hoy, AS
Lt. Col. Robert Kermes, SPTG
Senior Master Sgt. Donald Lutzke, CES
Senior Master Sgt. David Rugg, AS
Lt. Col. Donald Stockton, MXS

Obituaries

♣Kenneth Schultz, a former employee in Base Supply, passed away Jan. 15. He was interred at Fort Snelling National Cemetery.

Schultz left the 934th for a position at Headquarters Air Force Reserve, and he retired a year ago. □

Speak up: What's the toughest part of your job?



Staff Sgt. Scott Sippel
934th LSS

"Getting all the things accomplished that need to be done on a UTA. For example, I teach self-aid and buddy care, and it's tough for people to fit the class into their busy schedules."



Staff Sgt. Frank Feldt
934th ASTS

"Knowing the unique requirements of each category of physical, since they differ with age, gender and job specialty."



Master Sgt. Aaron Mikonowicz
934th MXS

"Getting up to speed with the many activities from the month in the hangar, specifically, on computer work orders."



Tech. Sgt. Douglas Johnson
934th SVF

"Cycle ergometry is one of my additional duties, and so many of those duties take away from my training and job responsibilities."



1st Lt. Dave Mattson
27th APS

"Time management - trying to organize my priorities so other people can be most productive. Also, staying on top of the various APS meetings."



Staff Sgt. Annette Honebrink
934th MSF

"Coming in on UTAs and remembering the procedures that I don't perform very often." □

The tax man cometh

Local experts summarize what you should know about 1995 filing

by Cherie Huntington
public affairs

"There's not much new this year with taxes for 1995," said **Karen Nyquist**, an Internal Revenue Service representative at a presentation hosted by the 934th Family Readiness Program Feb. 8.

But ways of filing faster have seen changes, according to Nyquist and **Steve Conrad**, Minnesota Department of Revenue.

Conrad noted, however, that there are two bills on the president's desk that, if passed, would have retroactive effects on 1995 taxes. "One involves a reduction in the capital gains tax from 28 percent to 19 percent for all of '95," he said. "The other is a \$500 per child deduction which may apply to the fourth quarter." Should these bills be passed after a person has filed their taxes, Conrad stressed it would be to the filer's benefit to submit an amendment.

Nyquist covered methods of "fast filing":

↳ **Electronic filing:** A tax preparer will offer this method, but people who prepare their taxes at home can bring them into a tax preparer's office to send electronically.

↳ **On-line filing:** With a computer, modem and necessary software at home, tax returns can be filed from home.

↳ **TeleFile:** A single person filing Form 1040EZ can submit

their tax return via touchtone phone. Minnesota residents need to submit a copy of the form with their state tax return, according to Conrad.

↳ **1040PC returns:** A personal computer can be used to prepare a 1040PC return. Look for tax preparation software including this option at a computer store.

Both representatives suggested using the services of Volunteer Income Tax Assistance, which features locations across the Twin Cities. According to Conrad, the nearby Nokomis Library, located at 51st Street and 34th Avenue, offers a VITA site, open 9 a.m. to 1 p.m. on Saturdays. The library also carries tax forms.

Nyquist and Conrad also stressed direct deposit of refunds, which may be requested by using Form 8888.

When questioned about a situation in which a person owing taxes failed to file last year but wants to avoid paying 1994 taxes when filing 1995 taxes, Nyquist explained that the delinquency would not affect 1995's return. She added that there is no "statute of limitations," however, on tracking down delinquent taxpayers. "You can run and you can hide, but only for so long," she cautioned.

The IRS is open for questions Monday through Friday, 8 a.m. to 1:30 p.m. The St. Paul, Minn., office number is 644-7515. Callers out of the Twin Cities area can call 1-800-829-1040. For Minnesota tax questions, call 296-3781, 7 a.m. to 9 p.m. during the week and 9 a.m. to 4 p.m. on Saturdays. □

SERVICES BRIEFS

'Winter Fit' continues

The Winter Fit Physical Fitness competition runs through March 31. Coed teams of four earn points by exercising.

Twelve teams are accumulating points currently, with "Bernie's Bums" in the lead. Team members include **Bernadette Greene**, 934th Aero-medical Evacuation Squadron; **Chuck Super**, 934th Civil Engineer Squadron; and **John Marchetti**

and **Mehrdad "Dodd" Sadejhi**, Base Civil Engineering. Good luck to all participants!

Softball registration due

Softball teams who wish to play in the UTA men's or coed-recreational league must register by March 3.

Contact recreation services for registration forms.

Children's festival set

The Family Readiness Program volunteers have organized a children's Spring Festival on Sunday, March 3, 4-5:30 p.m. at the NCO Club. Activities include a visit from the Easter Bunny, egg hunt, snacks and crafts. Baskets will be auctioned off to raise funds for Friends of Family Readiness.

↳ For details, call the FRP, Ext. 8057.

Armed Forces Night planned

Armed Forces Night with professional basketball at the Minneapolis Target Center will be Friday, March 29. Ticket prices are \$27 and \$15.50, including a commemorative T-shirt. There will be a postgame free throw contest with a chance to win \$5,000.

The deadline for mail orders is March 15. Order forms are available at the recreation services office.

May features fun run, more

May is Physical Fitness and Sports Month. Recreation services will be sponsoring special activities all month long for reservists, civilians and their families. Mark your calendar for the 5K Fun Run, Saturday, May 4. □

↳ 934th Recreation Services
Bldg. 802, Ext. 5316