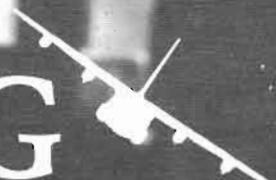


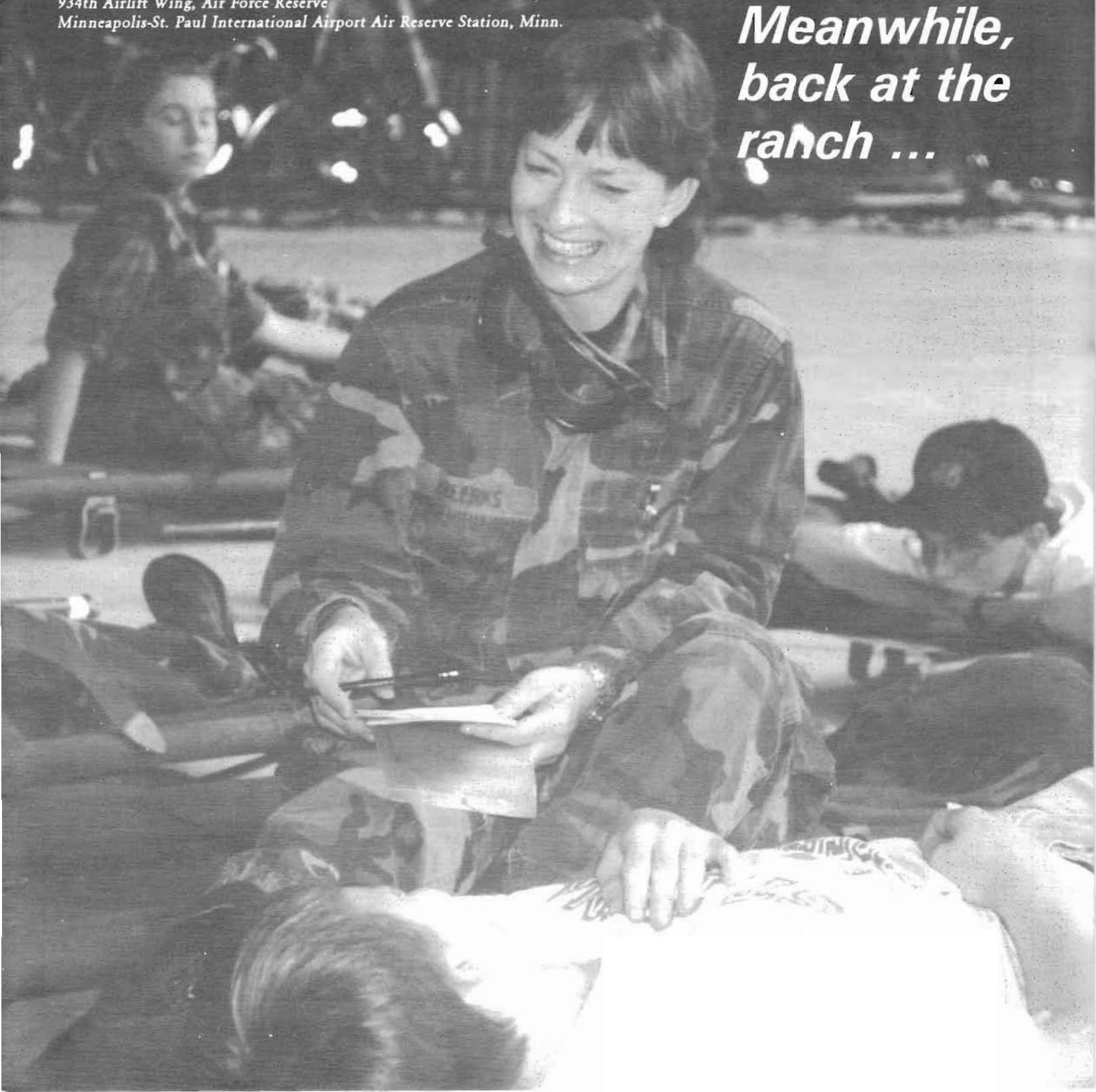
Vol. 18, No. 7/July 1996

VIKING FLYER



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

*Meanwhile,
back at the
ranch ...*



VIKING FLYER

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On the cover



Capt. Carol Freerks, 934th AES, prepares a volunteer patient for airlift during the Readiness Assistance Visit. For more on home station action, see, Pages 6-9.

(Photo by Cherie Huntington)

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Commentary

Real work begins now

by Col. Michael Gjede
 wing commander

The 10th Air Force Readiness Assistance Visit is over, so we can kick back and enjoy the summer, right?

WRONG. Now that we have a pretty good idea of where we are on our quest for an outstanding grade on the Operational Readiness Inspection, the real work begins. And we have plenty to keep us busy.

Don't get me wrong — we did lots of great things during our deployment to Volk Field, Wis. The basic plan worked great. The attitude displayed by everybody really stood out. We made tremendous strides in making a single, cohesive unit out of two airlift wings. The learning curve was steep, but the day-to-day improvement could be felt everywhere.

But now we have to improve processes where needed and fine-tune our performance. In many ways, the task will be harder. We need

everybody's input and suggestions. If you have an idea for improvement, share it.

We are going to provide lots of opportunity to practice mobilization and Ability To Survive and Operate. We all need to know how to survive and work in a toxic environment. Reacting to an alarm must become second nature.

With only four UTAs until the ORI, our challenge will be the timeline. I expect to see very little training on UTAs that is not directly related to the ORI.

Now is the time to really dig in. Everybody needs to not only know their job but how it relates to the overall combat capability of the 934th.

I promise you, your continued work and dedication will pay off in November. □



Gjede

Going under a microscope

We're under study, but no knives loom on horizon yet

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

Cost comparisons between in-house workers and contractors will be performed by the Air Force and Reserve to determine the most cost-effective means of performing certain base functions.

When you hear the inevitable

rumors in the coming months about Air Force "A-76 initiatives" or "outsourcing initiatives," just realize that it's a multi-year Air Force study. Everything in the Air Force is being looked at in an effort to help maintain combat readiness.

We won't be finished with all of our studies until the year 2000, and no one knows how they will turn out. (See more on A-76, Page 4.) □

UTA schedule

Aug. 3-4
 Sept. 7-8
 Oct. 5-6

Nov. 2-3
 (ORI)
 Dec. 7-8

☐ July UTA pay should be deposited by: **July 24.**

☐ July entrees: "Chef's Surprise" all UTA — the chef is cleaning house!



World

Around the Air Force ...

Crash report: The Air Force released the report on the CT-43A crash that killed Secretary of Commerce **Ronald Brown**, finding the accident was caused by a failure of command, aircrew error and an improperly designed instrument approach procedure. Inadequate theater-specific training was a substantially contributing factor, but weather was not. Three commanders lost their positions prior to release of the report: the wing and vice wing commanders, and the operations group

commander.

Anniversary: In September, the Air Force begins activities celebrating its 50 years of air supremacy, with an anniversary gala set for Sept. 18, 1997. The theme is "Golden Legacy, Boundless Future — Your Nation's Air Force."

Bosnia: Peacekeeping troops in Bosnia will begin drawing down after Dec. 20. Officials said the withdrawal could take a month or longer, depending on the weather and other logistical considerations.

No women: American women will not be drafted should the country enter into a major conflict — at least for the time being, according to Selective Service System officials. They said women are not being considered since, historically, the draft was used to fill combat units, and current combat-exclusion laws preclude women from being drafted for these units. However, if health-care professionals were drafted, women could be considered.

Don't call home: The Air Force has imposed new constraints on use of personal electronics aboard Department of Defense transport aircraft. Cellular phones, laptop computers, portable compact disc players and other personal electronic devices could interfere with aircraft navigation systems. Nontransmitting devices may be used, but only above 10,000 feet and with the aircraft commander's approval.

Hot 'Lanta: The maximum per diem rate was raised for Atlanta from \$85 a day to \$323 to accommodate increased demand for lodging. Meals and incidental expenses remain the same at \$34 per day.

BX checks: All Army and Air Force Exchange Service authorized customers may cash checks up to \$300 at all main store facilities. The limit had been the same for the past 15 years, and the change was prompted by customer demand.

Certification: Many more enlisted people will soon be able to earn national certificates or licenses based on their Air Force training. These credentials give increased credibility when interacting with civilian counterparts and also translate into increased job opportunities for reserve forces members or people transitioning off of active duty. The certification and licensure program is now being tested in San Antonio for enlisted people in 49 Air Force Specialty Codes. (AFNS, AFRESNS)

Technician extension policy changes

A new policy for air reserve technician officers makes requesting an extension to their mandatory separation date more consistent for those under different retirement systems.

ART officers covered by the Federal Employees Retirement System may now request an extension to the earlier of the following: their 55th birthday with 25 years of creditable service or their minimum retirement age of 55-57 with 20 years of creditable service. Previously, they could only do the latter.

ART officers under the Civil Service Retirement System may request an extension of their mandatory separation date to their 55th birthday with at least 20 years of creditable service. (AFRESNS)

0-5 tenure program terminated

Air Force Reserve officials terminated the line lieutenant colonel tenure program June 1 to ensure they can resolve any potential conflicts with new programs under the Reserve Officer Personnel Management Act.

More information about the tenure program is available from the following points of contact: **Chief Master Sgt. Lloyd Raiford**, DSN 497-1228, for the unit program; and **Carol Givens**, DSN 926-7711 or 1-800-525-0102, Ext. 346, for the individual mobilization augmentee program. (AFRESNS)

Board selects future commanders

A board of seven Air Force Reserve generals met at Headquarters Air Reserve Personnel Center in Denver, Colo., in May to determine candidates with the potential to command an AFRES wing. More than 150 Reserve rated senior officers were considered by the board for selection, with 28 officers being selected. Additionally, the board certified eight former wing commanders, now serving in non-command positions, as qualified for selection consideration. (AFRESNS)

Off-the-street applicant commissioned

The first civilian applicant to seek an Air Force Reserve line officer commission graduates this month from the Academy of Military Sciences, McGhee-Tyson Air National Guard Base, Tenn. Last November, the Reserve waived its requirement for applicants to be enlisted reservists, thereby allowing the Reserve to recruit officers right off the street. (AFRESNS)

ID-201

Pink badge use clarified

The security police Pass and ID Section reports there is no expiration date at this time for the pink line badge, AF 1199B. However, anyone with the pink badge should see their unit security manager for the new, yellow badge, AF 1199C, prior to the fall inspection.

Call **Michelle Ingrahm** in information security with questions, 713-3508.

Paint-A-Thon still a go

The 934th Airlift Wing needs volunteers for the 10th Annual Metro Paint-A-Thon on July 31 for preparation and Aug. 7 for painting. Work will start both days at 5 p.m.

For details, call **Master Sgt. David Cormier**, Ext. 5468; or on UTA only, **Master Sgt. David Hammer**, Ext. 5855. □

To contract out or not to contract out

That is the question to be posed to many 934th functions in the next four years

The 934th Airlift Wing, along with 12 other Air Force Reserve locations, are under study to determine if it is more cost effective to perform some base support functions in-house or through private contract.

"This isn't good news, but we're going to make it not-so-bad news," said Col. Michael Gjede, wing commander. "I want to make everyone part of the process. I know I have to give the 'company line,' but I'm also committed to you, the work force."

The studies involve civilian positions in functions such as weather, airfield operations, communications, transient

aircraft services, lodging, information management, supply, transportation and civil engineer operations. Combat or wartime-mobility functions performed by reservists are not affected by the study.

The study determines if using a contractor to perform any of the jobs in these functions is more cost effective than keeping it in-house. The Office of Management and Budget Circular A-76, Performance of Commercial Activities, provides the guidelines for the study (questions and answers provided below).

Officials expect to complete the studies within four years. Other affected AFRES locations are: Carswell Air Reserve Station,

Texas; Dobbins Air Reserve Base, Ga.; General Mitchell International Airport Air Reserve Station, Wis.; Grissom ARB, Ind.; Homestead ARS, Fla.; March ARB, Calif.; Naval Air Station Joint Reserve Base New Orleans, La.; Niagara Falls IAP ARS, N.Y.; Pittsburgh IAP ARS, Pa.; Willow Grove ARS, Pa.; and Youngstown-Warren Regional Airport ARS, Ohio.

Jerry LaLonde of Base Civil Engineering, president of the union local for the 934th, said word of the study has been out for several months. "With teamwork, we can do this," he said. "Communicate with your coworkers and managers, and try to do the best job you can." (AFRESNS) □

1. What is A-76?

A-76 is the term often used to refer to the federal government's procedure for determining if a government function is a commercial activity, then determining if performance of that activity is more cost effective in-house, or if it would be more cost effective to be contracted to a private sector source. The decision on which way a function will be performed is reached through performance of cost comparison studies.

The guidelines for the A-76 program are contained in the OMB Circular A-76, "Performance of Commercial Activities." OMBCA-76 has been around since 1956 — the Eisenhower era. Even in those days, our government's policy was that government would not provide services that could be better provided by its citizens in the private sector.

2. Why is the military doing this?

The military and all other executive agencies are required to utilize the guidelines in OMBCA-76 to determine whether it is more cost effective to perform commercial activities by contract, or whether they should be performed in-house using government facilities and personnel. The Air Force chief of staff has encouraged the use of the A-76 program to ensure that operations across the Air Force are most cost effective.

3. What are the benefits of A-76?

The main benefit is that it enables our federal government to work more effectively, and in the most cost-effective way.

4. What is a commercial activity and who does the A-76 affect?

A commercial activity is a product or service that is or could be obtained from a private sector source. The guidelines of OMBCA-76 potentially affect all federal government personnel who are performing a commercial activity.

5. How is it decided which jobs to contract out?

No decision is made up-front about which jobs will be contracted and which will not. What happens is that inputs are solicited annually from the

functional experts about whether any of their areas of responsibility are commercial activities. Using that input, Air Force major commanders decide if they want to take a look at particular functional areas to ensure their mode of performance continues to be most cost effective. Cost comparison studies are conducted to make that determination.

A decision about which jobs get contracted and which do not is not made until after all components of the cost comparison process are completed. In the case of some studies, that can occur up to four years after the studies began.

6. What is a cost comparison?

A cost comparison is a study that catalogues the work to be performed, then determines the number of personnel required to do the work. The cost of doing the work in-house is computed and a government bid is prepared. As part of the process, contractors are given the opportunity to bid on performing the same work. Generally, the bid that is most cost effective in delivering the required work will result in either in-house performance of the work, or award to the contractor. Most critical to the preparation of the in-house bid is the full cooperation of all employees involved in the function being studied.

7. How many jobs will be affected?

The number of jobs to be affected cannot be determined at this time. Cost comparisons will have to be completed and decisions made about the cost effectiveness of in-house or contractor performance before we will know the number of jobs affected.

8. How much money will this program save?

Historically, savings from reviewing the current organization and then retaining the function in-house after completion of the cost comparison have averaged more than 20 percent per study savings. Savings can rise, depending on who ultimately performs the function after a cost comparison decision is reached. □

Eight days and counting down

June exercise primes pump for successful fall inspection

by Cherie Huntington
public affairs

Though the after-action report from June's Readiness Assistance Visit was not available at press time, the "warlord," or war planner, said, "We got almost exactly what we wanted out of this."

Warlord, trusted agent and 96th Airlift Squadron navigator, Lt. Col. Larry Snider, said that the goal was "to find out where we stood in all areas — good, bad or someplace in between."

Snider, who expects the report to be distributed via the Local Area Network by July 3, said the 1845th Provisional Wing faced a daunting task from the start of the nearly 1,600 person deployment.

"We knew we would have to demonstrate all kinds of responses," he said, including no-notice, conventional and chemical attacks — both short term and long term in duration. "Our job as a team assessing the capabilities of the unit was to hit the wing with all these attacks in a very limited time, knowing there were two shifts, without preventing missions from being executed."

He called it a "juggling act" to fill those squares, especially with time limitations imposed from the start. First, Volk Field, Wis., needed the unit out of lodging by 9 a.m. on Saturday. To save reservists from coming in a day earlier, commanders

opted to cut the "war" short, making it two days long instead of three.

"That's the reason we opted to fly some missions on the arrival day," Snider said, "when in the past we didn't do that."

The assessors also threw in a surprise conventional mortar attack during deployment. That was why units deploying on later aircraft had to don their web gear and helmet — the threat had changed.

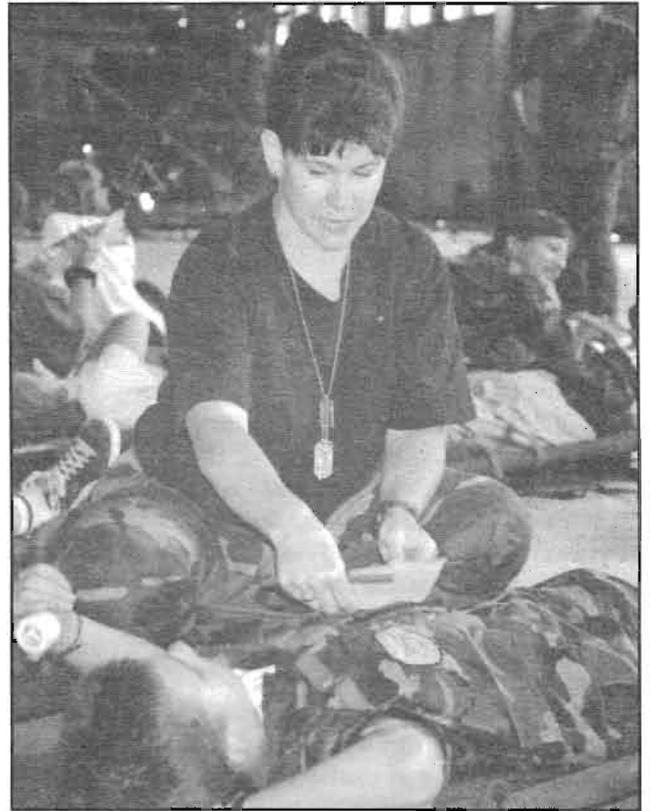
"This was done to provide a wake-up call," he explained. "We don't know what to expect in October — we might see an attack after the first plane arrives or even the last plane. We've got every reason to expect an attack on arrival day."

He added that Volk has been reserved for Oct. 28-Nov. 7, "though we have no intention of being there past Sunday, Nov. 3," he said.

Overall, Snider said the informal outbrief provided at Volk "didn't give us any reason to feel we should worry at this stage; however, we definitely have room for improvement."

That is acceptable at this point, according to Snider. "Who would expect to put together a deployment of this size, accommodate so much in so little time, under a totally new list of ORI expectations and not find problems?" he asked.

For a brief summary of overall observations prior to the report, see Page 8. □



(Photo by Cherie Huntington)

TLC, aeromed style

Tech. Sgt. Karen Carlen, 934th Aeromedical Evacuation Squadron, prepares a volunteer patient for airlift from the maintenance hangar. The squadron held mass casualty exercises, June 20-21, during the Readiness Assistance Visit. Headed by Maj. Susan Barry, the project involved nearly 100 volunteer cadets from area Civil Air Patrol and Junior ROTC playing patients. The June 20 flight had to be cancelled, resulting in nearly 50 disappointed cadets who had waited "patiently" for nearly eight hours. However, 48 patients flew on a June 21 flight. Members of both the Minneapolis and Pittsburgh aeromedical units participated. □

Steel Viking '96:

Home station focus continues, Pages 6-9
Deployed features and photos, see next month's *Viking Flyer*



Taking care of company

When 113 visitors drop in, here's an expert host who doesn't panic

by Cherie Huntington
public affairs

Anyone seeking advice on the care and feeding of an evaluation team could go straight to the person with the newly-earned reputation of doing it "best seen to date," Tech. Sgt. Sally Poindexter.

Poindexter, 934th Mission Enhancement Office specialist, served as the primary "caretaker" of the Readiness Assistance Visit team from 10th Air Force, Bergstrom Air Force Base, Texas. This duty fell under host nation responsibilities but as a separate item, and mission enhancement handled overall host nation responsibilities.

Poindexter soon found her tasks spanned everything from welcome packets to grocery shopping to contract negotiations.

"First, I went through the regulation, highlighting responsibilities and seeing who would have taskings, such as information management, transportation and lodging," said Poindexter. "Then I started calling

hotels and went to check them out."

Volk Field, Wis., being in a fairly secluded area, proved a challenge during Poindexter's site survey. Her charter was to house 90 inspectors — 76 staying at Volk — and 23 observers from various Reserve units. She ended up placing them in four different hotels, successfully negotiating prices to meet the per diem ceiling, since the hotels charged more and were not on government contract.

"It took tons of planning," Poindexter said, remaining cool and unflappable even in the hectic, final days prior to the team's arrival. Part of that poise was learned during her days on active duty when she served in protocol at Ramstein Air Base, Germany.

"There are also unwritten expectations," she said. "I learned that at Ramstein. I know what they expect."

Some of the key tasks included:

■ Contracting with a Volk-area grocery to provide doughnuts, fruit and coffee, plus the grocery-type items needed by the team to use in scenarios — dish soap, flour and food coloring. (Team members

pitch in money to cover their food.)

■ Tracking team members' travel plans, providing rental cars as needed and meeting them as they arrived. Members traveled in a variety of ways — driving or flying into Minneapolis; Pittsburgh; and Madison and LaCrosse, Wis.

■ Setting up administrative support, seeking volunteers to provide administrative and escort help, including two people called "Blue Electrons" who stand by to handle any team requirement that arises.

■ Arranging for various services such as overnight photo processing and heavy reproduction requirements.

"We just make sure the team members have whatever they need," Poindexter summarized. She added that 934th agencies have been extremely helpful, too. "They've had so much patience. A lot of these requirements were last-minute, and I had a lot of cooperation from organizations such as plans, lodging and transportation — they've really been wonderful and a lot of fun, too." □

Lessons learned

*Smoke's cleared,
chem bag's stashed and
Herks are home —
now don't forget the
most important work of
the exercise*

by Lt. Col. Doug Pederson
chief, mission enhancement

After talking with the wing commander, I have some suggestions as you gather your thoughts on the Readiness Assistance Visit.

— You have a lot of knowledge, so you need to collect your thoughts as soon as possible and write them down. It would be best if this were an organized process from the bottom up in your section or unit. The more observations in a common area, the better.

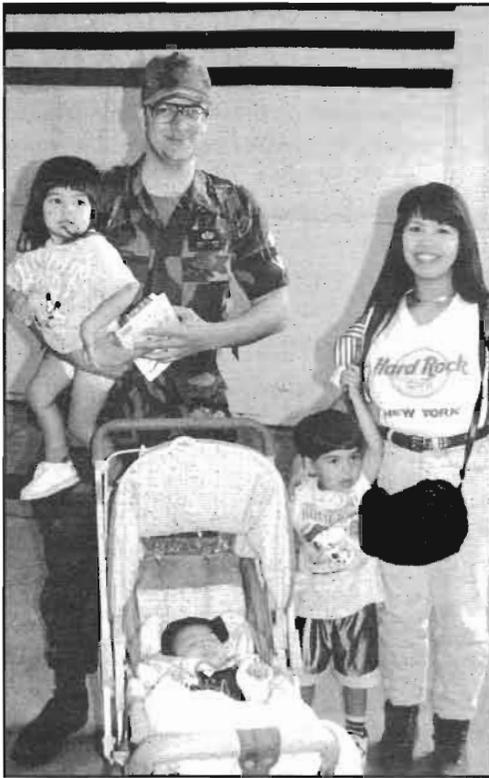
— After capturing your thoughts, try to organize them into areas we all generally understand, such as deployment, Ability To Survive and Operate, employment, support services.

— Feel free to develop recommendations and pass them up the channel, but do not try to fix everything before we have all the facts. Remember the problem

solving process wheel? Use all six steps, not just Steps 3 and 4!

— Await guidance from the wing commander and the planning team on how to coordinate and implement ORI improvements and tasks. Remember, we have to communicate everything, not only among ourselves, but also with our counterparts at Pittsburgh.

We have a lot of areas to improve, but an outstanding rating in the Operational Readiness Inspection is not at all out of reach. However, we have to be smarter than the objects we are working with. We have spent "millions" of bucks on quality training — as a young but smart airman once said, "... teaching common sense." With only eight UTA days until the ORI, this is probably a good time to try and use this common sense. □



(Photo by Tech. Sgt. Janet Byerly)



(Photos by Master Sgt. Darrell Habisch)



Left, Staff Sgt. Daniel Roth's family was glad to see dad back home again. Above left, Staff Sgt. John Taylor, 27th Aerial Port Squadron, relaxes with family after the deployment, and right, Tech. Sgt. Pete DeSanctis rates a smooch from wife Susan upon his return.

More than just a party

FRP strives to establish 'welcome mat' for families of reservists

by Cherie Huntington
public affairs

From predeployment briefings and info packets, to coffee and a helping hand in the deployment line, to ice cream and "Welcome Home" banners after returning home, the 934th Family Readiness Program walks with the deploying reservist every step of the way.

Though tasked by regulation to conduct a deployment assistance program, no official instruction requires as much heart as the 934th team invests.

"Hundreds of hours of planning went into preparing for our support of the Readiness Assistance Visit," said the FRP director, Patricia Botkins. "We started in February."

The purpose of the welcome spans much more than just throwing a party, however, according to Botkins. "We need to establish the foundation for a community support system prior to a real-world contingency," she said. "We want to encourage spouses, children, parents and grandparents to get to know one another and greet their reservists after such demanding training. These get-togethers provide an opportunity for family members to meet with each other more than once a year and know they're welcomed as an important part of our Reserve community."

Earliest considerations were fund raising, soliciting donated items and determining a theme. Many of the ensuing responsibilities were handled by the RAV project coordinator, Brenda Hanson, one of the most active volunteers in "Friends of Family Readiness," a growing group of approximately 40 people.

"The fund-raising to support these projects is done completely by volunteers," said Hanson, who is also a second lieutenant in the 934th Aeromedical Staging Squadron and wing volunteer coordinator. "We sold corsages and auctioned spring baskets, which were both ideas from volunteers. We have a lot of creative volunteers!"

The Air Force Sergeants Association also contributed \$300. Hanson explained that the money collected does not cover everything, however, so many items are sought through donations. For the RAV, that included a local fast-food restaurant donating refreshments; the Red Cross providing coffee and 500 doughnuts; a grocery donating 200 doughnuts; a bagel shop donating more than 200 bagels; another bakery giving 150 assorted breakfast rolls; a puppeteer donated by the Hennepin County Regional Library; and a restaurant donated prizes for the bake-off. The 934th Services Division also loaned tables, a big-screen television,

(Continued, next page)

Early returns say ...

All the RAV results aren't in yet, but here's what the 'exit polls' reveal

The Readiness Assistance Visit after-action report will likely pass this issue of the Viking Flyer "in the mail," but some items were available immediately from Lt. Col. Larry Snider, warlord and 934th

project officer for both the RAV and Operational Readiness Inspection.

'Looking good'

✦ Mobility processing/deployment "came off pretty well," said Snider. He lauded **Maj. Robert Ross** and the plans staff, as well as the civilian augmentees. "They did a very good job seeing that we got out of town," he commented.

✦ The wing had a good game plan with backup plans for getting personnel to "our new home," according to Snider. "But we can't forget in October how important our backup plans will be."

✦ Everyone deployed wearing the proper protective gear, said Snider. Early travelers came in the uniform of the day; then, following a conventional mortar attack at the forward operating base, members donned their web gear and helmets as they processed and deployed.

✦ The learning curve "shifted to the better" from Thursday to Friday, said Snider, as the two wings overcame expected hurdles in merging as a team.

✦ People's attitudes were commendable, proving themselves willing, serious students.

A few deltas ...

✗ Communications breakdowns were of concern between a lot of key areas.

✗ Ability To Survive and Operate responses "won't cut it," he said. Sense of urgency was not evident, such as when the first mortar attack hit and no one took action.

"Remember, the problems were the 1845's, not Minneapolis' or Pittsburgh's," said Snider. "We can't forget that as we try to get better at what we're doing." □

Not just a party ...

(Continued from previous page)

an ice cream freezer, play mats for children of waiting family members, coolers and water jugs. Cadets from the University of Minnesota ROTC Department volunteered to handle safety and security of family members during the reunion. Members of the Naval Readiness Command, Region 16, donated several boxes of toys for the waiting children and for future use during FRP events. And even individuals pitched in, such as **Tech. Sgt. Charlie Epps III**, 934th Communications Flight, providing a free helium tank for the balloon decorations.

A special touch attracting increasing interest has been various veterans' groups bringing their flags to display beside the U.S. flag during the reunion hours. "This time, we had the state commander of the Disabled American Veterans drive four hours to be here and display their flag," said Botkins. "Groups come to support our people and to see what we're doing, laying a foundation for future support in the event of a contingency or war."

The FRP's deployment assistance program covers three areas: predeployment, deployment and return/reunion.

For predeployment, the office strives to be proactive. "We try to get out and brief people before there's even a hint of anyone going anywhere," explained **Tech. Sgt. Debra Pockat**, noncommissioned officer in charge of the FRP. "And as soon as we know, we send letters to the families to let them know we're here for them."

Predeployment briefings and information packets are available any time, and the FRP office should be notified a month in

advance of any large deployment, as well as any deployment more than 14 days long.

During deployment, the FRP meets departing reservists at the end of the mobility line, providing coffee, snacks, reading material, television and the Air Force Reserve Form 73, which allows the reservist to make special requests pertaining to family. The request might be to call a spouse later to allay fears, safeguard keys taken by mistake until picked up by a family member, or providing a friend or family member with an emergency phone number.

Also during the deployment phase, the Red Cross visits to tell reservists about services they offer. "The big problem they're finding is that the families don't have any idea where their reservist works," said Botkins. "The Red Cross provides info cards and impresses upon the reservists to let their family members know where they are and how to get hold of them. They might have to be found quickly in an emergency situation — there may be bad news or even good news, like a birth."

Finally, when the "war" ends and the reservists return to home base, the FRP provides waiting families with refreshments, children's play area and entertainment, workshops on family concerns, and during the RAV, some special attractions as well.

With a July 4th theme, reunion volunteers wore special red, white and blue T-shirts and Uncle Sam hats. A bake-off was held, with reservists invited to eat the entries after judging. (See Page 11.) For the Operational Readiness Inspection, the theme selected is "Time to Harvest," with a chili cookoff planned.

"We want to make it fun for everybody," said Botkins. "We're here to boost morale." □

Civilian rally

by Cherie Huntington
public affairs

From security to passenger escort to heading air passenger terminal operations, 934th Airlift Wing civilian employees played critical roles at home station in the Readiness Assistance Visit.

Some were volunteers, while others more senior were "recruited"; some were first timers, yet others go back at least 12 years in the mobility augmentee business.

For **Bill Ellis**, orders specialist with 934th Information Management, his first experience was a positive one. "I worked security, and it was great," said Ellis, who retired several years ago from the Reserve. "Everything went real smoothly ... I kind of wished I could put on my BDUs and go with the reservists!"

Though not a volunteer, Ellis eagerly accepted his boss's invitation to see if there was some place he could serve. On the other hand, **Chuck Frans**, management analyst with 934th Financial Management, volunteered when he started on last fall's Operational Readiness Exercise as a passenger manifestor.

"I volunteered to help out, plus gain some insight into what the Operational Readiness Inspection consists of," Frans said. "I knew nothing. Also, I wanted to see the difference between how we ran it here and how we did it in the Army Reserve." Frans is a retired chief warrant officer.

Other civilians with no prior military service enjoyed their stint in the RAV as well. **Diane Eckstein**, publications and forms manager for 934th IM, handed out meals during the RAV and the ORE.

"I volunteered to help out, to meet other people and break the routine of my job," Eckstein said.

Though she handed out box lunches this time, the fare was Meals, Ready to Eat last year. She said she had never had an MRE, so she didn't understand why reservists seemed choosy about which ones they were given.

If it's good to feel needed, 934th civilians should have felt mighty good after the RAV

"It wasn't clear until after I spoke with a few people who said that the MREs were nasty, in their opinion, while some people did like them or had a favorite," Eckstein said.

Marilyn Scott, chief of contracting, found herself "recruited" for a tough job no one would normally volunteer for—civilian chief of the air passenger terminal—which she has now worked twice. Her longest day this time was redeployment Saturday, starting at 3 a.m. and finishing around 6 p.m.

"Everybody was really helpful," she said. "Basically, when we needed help, we got it." She also found the RAV action much smoother than October's exercise. "October was beneficial—it was a little rough!" she said.

Some civilians found themselves immersed in the mobility process even though they were neither volunteers nor recruits, such as **LeRoy Voight**, vehicle mechanic, and **Karen Trembley**, management assistant in vehicle maintenance.

"LeRoy was our only mechanic," said Trembley, "so he was responsible for all the repairs and emergencies. And I had all these phone numbers to track where our people were if someone needed them—the phones never stopped ringing!"

But the pair hung in there. "It was a good feeling," she said. "At one point, I said, 'Well, LeRoy, you and I are running this show!' And we did it well, too."

Some of the longest-running civilian augmentees included **Cliff Fox** and **Morrie Henjum** of base transportation, who both worked in the quality control trailer. Henjum has been "in the trailer" about 12 years now, while Fox used to be a forklift driver. They

have been around long enough to know civilians have not always been involved in the process.

"For a time, the pendulum swung back to having a lot of reservists in the different functions, and the civilian side went down a little," said Fox, explaining that the philosophy now seems to be that every reservist should be prepared and available to go to war, so civilians are critical to the mobility process.

Last year, Fox and **Jerry Allar**, 934th transportation officer, were tasked by the Labor Management Partnership Council to recruit more civilians into the process, resulting in a survey seeking volunteers.

"With volunteers, we thought that if people want to do it and enjoy it, they'll do a better job," Fox said. "And for the people who don't volunteer—the good people who are mission oriented—they're greatly missed."

Henjum admitted he did not like his augmentee work in the beginning, but he "rather enjoys" it now. "Originally, I was put in the job and told to do this and this and this, not understanding why," he said, so he spent a number of years asking a lot of questions until he understood the process.

"We need more communication between people staffing the work centers," Henjum stressed. "People don't know why they're bringing you a piece of paper or where it will end up ... If people understand and know why, then we'll see high morale and everything working better yet."

Henjum likes the change of pace of the work. "But if your heart's not in it, it's best not to be there," he said. "You'll just flub things up for the next person." □



(Photo by Master Sgt. Darrell Habisch)

Kayla Slovick (right), civilian in bioenvironmental engineering/public health, volunteered as an assistant to the civilian chief of the air passenger terminal. Here she relays information on ramp action as reservists like Tech. Sgt. Gary Athey (left), 96th Airlift Squadron, return after the June deployment.

Bearing the Olympic flame

934th member becomes one of two reservists selected in the nation

by Tech. Sgt. Janet Byerly
public affairs

One hundred word essays have been used on everything from cereal box contests to punishment for misbehaving in school.

When Lt. Col. Larry Snider was told he had 100 words to convince an Olympic committee that he should be selected as a torch bearer, he realized he had to make every word count.

Snider told of humanitarian missions to Bosnia and Belize as a navigator with the 96th Airlift Squadron, and fund raising and volunteering through local running races.

Snider was excited, yet humbled when he was selected as a Community Hero Torch Bearer for the 1996 Olympic Torch Relay for "running races and doing my job."

"If you want something, you go for it," said Snider. "I've wanted to do this ever since I was a kid, ever since I realized I was never going to be the caliber athlete to be there in a



(Photo by Cherie Huntington)

Snider treasures his souvenir of his Olympic run — the torch he carried that night, with a little fuel still remaining in it. The other reservist selected as a torch bearer hails from the 908th Airlift Wing, Ala.

runner's uniform."

Snider, who was in training for the Boston and Rochester, Minn., marathons, just continued his running, but otherwise made no special preparations for carrying the 3 1/2 pound torch for one kilometer.

It was 9:50 p.m. on June 1 when Snider received the Olympic flame on the Armajani Bridge near the Walker Art Center in Minneapolis.

"It was pretty impressive — the flame burning at night," he said. "My family and friends were there. I was excited as hell. I was grinning from ear to ear, I'm sure."

As Snider left the bridge, his thoughts turned to where he was going. His instructions were to run through Loring Park, past the tennis courts. In the dark, with several paths in the immediate area, Snider found even his escorts weren't sure which way to go.

"I was told, 'Don't worry about it, just follow the escorts,'" he said. "I didn't realize until I started running they had the same instructions I did."

Snider had scouted the area earlier and knew where he was to end up, near Hennepin Avenue, so he led the escorts.

"The escorts were on their radios saying, 'We're not in the right place,'" he said. "As we came out onto Hennepin and the escort motorcade was right there, they said, 'It's okay — we're back on course.'"

Snider passed the flame to the next runner's torch, and his part of the 10,000 person relay across the United States was complete.

"I was so happy to have been part of the relay that I called the torch relay committee and told them if they needed an escort at any point during the rest of the relay, that I would gladly help out," he said.

Snider will be at the Olympic games in Atlanta, watching track and field and various other events, but not the opening ceremonies, which he says he'll watch on television.

He has received media coverage, both locally and on the internet, and attended a ball game, barbecues and special events in conjunction with the relay.

Each time he is invited to a media event as a representative among the Minnesotans in the relay, Snider marvels, "They picked mine after looking at all the essays; I was honored."

The 48-year-old Snider would like to participate in another Olympic torch relay "if I'm not too old."

"I'd like to be part of the team that plans the relay, maybe run as an escort," he said.

And if there's an essay involved in the selection process for the next torch relay, you know Snider will make every word count. □

Medals

Meritorious Service Medal

Capt. Darcel Copus-Sabart (Retired), ASTS
 Master Sgt. Frederick Crimmins (Retired), APS
 Chief Master Sgt. Larry Hanson (Retired), CES
 Master Sgt. Sean Haran (Retired), AS
 Tech. Sgt. Steven Hoy (Retired), AS
 Master Sgt. David Olson (Retired), AS
 Senior Master Sgt. David Rugg (Retired), AS

Aerial Achievement Medal

Capt. Gary Bray (1 OLC), AS
 Capt. Allan Click, AS
 Staff Sgt. William Rudgers, AS
 Tech. Sgt. John Watts, AS
 Staff Sgt. Jeanette Weber, AS

Newcomers

Staff Sgt. Daniel Avsec, MXS
 Sgt. Gerald Boutte, LG
 Senior Airman Darrell Brown, AW
 Staff Sgt. Dale Cody, AES
 Senior Airman David Flaschberger, MXS
 Staff Sgt. Lonnie Gillespie, AS
 Senior Airman Jeanette Gillie-Harp, APS

Airman 1st Class Benjamin Hachmann, LSS

1st Lt. Brian Haugen, LSS
 Senior Airman Kris Knutson, MXS
 Staff Sgt. Arturo Martinez, APS
 Senior Airman Eric Ortiz, CF
 Senior Airman Anton Pelikan, MXS
 Staff Sgt. Michael Piechowski, CES
 Airman 1st Class Nicole Potten, OSF
 Staff Sgt. Patrick Sherry, LSS
 Staff Sgt. Karen Stevenson, ASTS
 Staff Sgt. Michael Story, CES
 Airman Basic Shana Strozewski, AES
 Tech. Sgt. Stephen Taylor, AS
 Tech. Sgt. George Trombley, MXS

Reenlistments

Senior Master Sgt. Thomas Anderson, MXS
 Master Sgt. Jeffrey Bueche, APS
 Master Sgt. James Gustafson, CES
 Staff Sgt. James Heath, MXS
 Tech. Sgt. Tony Kubat, APS
 Senior Airman Dennis Maddox, AS
 Staff Sgt. Curtis Moe, MXS
 Senior Airman Todd Moucha, MXS
 Staff Sgt. Michael O'Donnell, CES
 Senior Airman Michael Strohful, APS

Service certificates

30 Years

Jerrol Halvorson, MXS
 Bruce Moin, MXS

20 Years

Henry Huebner, LGS
 Georgia Steffe, FM
 Mary Walker, LGC

10 Years

Jean Corrow, MXS
 Timothy McCullum, MXS
 Patricia Olson, MXS
 Thomas Tilseth, LGS
 James Valentine, MXS

Suggestion awards

\$125

David Cormier, MXS
 Roy Goins, MXS
 Steven Lerbakken (2), MXS
 Craig Molm (2), LG
 Terry Strain, LG
 Gordon Stransky (2), MXS

\$25

Steven Ross, MXS □

Bake-off boy

Young 'Chef Jeff' burns up competition with his chocolate pie recipe

by Master Sgt. Tim Turner
 public affairs

It was a hard-fought contest, but when the flour dust finally settled, only one stood triumphant: "Chef Jeff." As part of the welcome home ceremonies for the Readiness Assistance Visit during the June UTA, the 934th Family Readiness Program sponsored a bake-off. Reservists and their families were encouraged to enter their favorite dessert or baked good in the contest. Those not wishing to enter were still encouraged to bring a baked good or beverage to support the travel-weary RAV warriors.

The \$2 entry fee supported activities for families and the military community in need, according to FRP noncommissioned officer in charge, Tech. Sgt. Debra Pockat. Each recipe entered was judged by a panel drawn from the staff judge advocate, chaplain and public affairs offices. Entries were judged on both taste and appearance.

First-place honors went to 7-year-old Jeff Nirschl for his "Military Delight" chocolate pie. Jeff, alias "Chef Jeff," is the son of Senior Master Sgt. John Nirschl, 934th Civil Engineer Squadron. Prizes were donated by a local restaurant, which included a gift certificate, shorts, hat and shirt.

Pockat said all entered recipes will be published in a cookbook currently in the planning stage by the FRP. The cookbook will include the best recipes of 934th reservists and their families.

Other prize winners included:

Second Place: "Stars and Stripes Flag Cake," Elizabeth Finstrom, spouse of Staff Sgt. Mike Finstrom, 934th Airlift Wing.

Third Place: "Poppy Seed Bundt Cake," by Senior Master Sgt. Karen Wilson, 934th Communications Flight.

Fourth Place: "Baby Ruth Bars," by Denise Hammer, spouse of Master Sgt. David Hammer, 934th AW.

Here's Chef Jeff's winning recipe:

Military Delight Pie

- 1 Oreo cookie crust
 - 1 7-ounce Hershey's almond candy bar
 - 7 ounces Cool Whip
- Melt candy bar in microwave for three minutes or until melted. Pour melted chocolate bar onto thawed Cool Whip. Stir vigorously. Pour mixture into pie crust. Chill and serve. □



"Chef Jeff"

Simple test helps improve team building by revealing human tendencies —

In search of the 'military personality'

Gathered around the conference table, about two dozen co-workers waited for the class to begin. Some clustered in small groups, punctuating office gossip with the occasional loud guffaw. Others idly stirred and sipped coffee or munched doughnuts. A few sat quietly, alone in their thoughts.

Almost anyone could pick out the extroverts and introverts in this group. But to a trained observer, their actions and speech revealed much more about who they are and why they act — and react — the way they do. By morning's end, they, too, would better understand themselves and the people in their lives. The Myers-Briggs Type Indicator would provide this information.

Using ideas put forth by Swiss psychiatrist **Carl Jung**, **Katherine Cook Briggs** and her daughter, **Isabel Briggs Myers**, developed the indicator, now widely used by executives, military leaders, educators and others to better understand personality differences. Such knowledge, said instructor **Edie Alexander**, can improve communications, promote teamwork and enhance lives.

"Myers-Briggs helps us understand and accept the differences in how we perceive other people and situations and how we react," said Alexander, who in March joined the American Forces Information Service training directorate in Alexandria, Va. This knowledge, she said, "helps individuals make right decisions about their careers and lives, helps organizations achieve greater productivity and helps educators bring out the best in their students."

The Myers-Briggs formula presents 16 personality types, Alexander explained. The indicators position people on four continuums: extroversion-introversion, sensing-intuition, thinking-feeling, judging-perceiving. Persons taking the class first complete a questionnaire a Myers-Briggs certified trainer scores.

"How someone answers the questions gives us a fairly accurate indicator of personality types," Alexander said. "We follow that up with the classroom session to teach people how to use this information to their advantage."

A major benefit of knowing one's type, Alexander said, is "learning what you think of as deficiencies are really strengths. Everyone has preferred characteristics — introversion or extroversion, for example," she said. "Once we understand we have certain tendencies, we learn not to feel apologetic for being 'different.'"

Introverts, for example, may feel pressured to be more outgoing,

Alexander said, since 75 percent of the U.S. population is extroverted. According to Myers-Briggs records, a large percentage of military people — almost 18 percent — are typed as "ESTJs:" extroverted, sensing, thinking and judging.

By far, the largest type found in the military, however, is ISTJ: introverted, sensing, thinking and judging, she said. "In 'Type Talk at Work,' authors **Otto Kroeger** and **Janet Thuesen** assert a full 30 percent of U.S. service members fall into this category," she continued. "Averaged out by type, the authors say, 58 percent are introverts, 72 percent are sensors, 90 percent are thinkers and 80 percent are judgers."

ISTJs, according to Meyers-Briggs, are life's natural organizers. To successfully build and direct organizations, however, they must understand and draw out the best other types have to offer, Alexander said. She used the teacher-student relationship as an example.

"There likely are big-picture-oriented students and detail-oriented students in any given class," she said. "Teachers need to be aware of both types and know how to reach them. In addition, children — and adults — who are sensory and action-oriented don't deal very well with routine. Instructors need to find creative ways to keep their interest and attention."

For improved organizational and personal management, the Myers-Briggs Type Indicator provides a useful tool, but "it should never be construed as the final word on who and what we are," Alexander cautioned. "All of us have both capabilities on any of the scales. As we mature, we are more able to tap into our nonpreferred characteristics and utilize them."

In other words, she said, the highly vocal and animated extrovert may withdraw to think through and resolve a tough problem — and the person who likes to carefully plan a work schedule may step up in a crisis and "seize the moment."

"Extremes are not ideal," Alexander said, "and anything else is equally acceptable. Myers-Briggs is a tool; it should never be an excuse for failure."

Locally, **Lt. Col. Doug Pederson** of the 934th Mission Enhancement Office is a Myers-Briggs certified trainer and offers the test to interested reservists or immediate family members, free of charge. For details, call him at Ext. 8112. (AFIS) □

SERVICES BRIEFS

Softball schedule set

There will be no coed recreational softball play on July UTA, but in men's play, civil engineering will play logistics support squadron at 4:45 p.m., Saturday, July 13, at the Air National Guard field.

Rental hours advertised

Equipment rental hours of operation are Monday through Friday, 8 a.m. to 5:30 p.m., and UTAs, 8 a.m. to 4 p.m. Call ahead to check availability of the equipment needed, which includes canoes,

bicycles, camping gear and even a pitching machine — all at reasonable rates. □

934th Recreation Services
Bldg. 802, Ext. 5316