

Official Magazine of the Air Force Reserve

CITIZEN AIRMAN

DECEMBER 2004

Racing to Get the Word Out

ESGR using high-speed advertising to reach employers

MIKE

WILLARD
CHILDREN'S
HOSPITAL



By Lt. Gen. John A. Bradley
Commander, Air Force Reserve Command

Conduct Matters in All Venues

With liberty comes sacrifice. There may be no finer example of the sacrifice that offers hope to those in need than the one offered by Air Force Reservist Senior Airman Kyle Ernst.

An Airman alongside soldiers, a stranger in an even stranger land, this part-time military mechanic from Niagara Falls, N.Y., pledged seven months of his life guarding convoys of food, fuel and supplies in Iraq. On the road from Baghdad to Balad, one of Kyle's convoys was the target of three explosions. The blasts injured him and two others.

Knocked unconscious, Kyle woke up and, on one good leg, tried to position himself back on the .50-caliber gun turret he had stood on 50 times before. His story is one of courage. It highlights his exemplary behavior and the discipline he learned from military training. Kyle followed the rules. He stood his ground, stayed alive, helped usher the convoy to safety and finished the job. Kyle came home Aug. 9. His country awarded him the Purple Heart Nov. 6.

This young man's behavior should be a model for our own. Wherever our duty may take us, we have an obligation to be viewed as infallible torchbearers of freedom and hope. To fulfill that purpose, our conduct as citizens and Citizen Airmen should be above reproach.

That conduct also carries over in dealing with other people. There is not a person in our Air Force who should be mistreated or abused. People volunteered for the Air Force Reserve because they wanted to belong to something bigger than themselves; to something that weaves the binding thread of democracy into the blanket of freedom we wrap around those who know only the chill of tyranny.

As Reservists, this call for exemplary behavior is a moral imperative of duty. It demands we have the courage to treat friends and strangers alike with dignity and respect. In short, none of us should tolerate unprofessional behavior.

Just as Kyle trained for and understood his

charge in Iraq, we, too, must understand better the business of flying and fixing airplanes. Throughout the world, war-fighting commanders call on the Reserve for mobility aircraft, fighter jets and trained people. They want them to perform tough work. While we've set a new standard for excellence that has those commanders' eyes collectively watered, there is reason for concern.

We've had a number of incidents that make me worry about how we're doing our business. We're hurting friends. We're killing comrades. We're damaging equipment. We're doing this because we sometimes lose focus. We know how to fly and fix airplanes better than any of our peers. From time to time, however, we fail to follow orders, checklists and guidelines that are integral parts of our success. As a result, our level of discipline dips, and we get people hurt.

Our flyers are not left out of this equation. Any Airman who has the privilege of wearing silver wings, including me, must fly right. There are reams of rules to ensure we apply the right discipline. Ignored or forgotten, those standards do no good. Before any Air Force Reserve Command mission goes "wheels up," Air Force standards require every flyer on every flight, every day, to employ aerial discipline.

Aristotle had it right: "We are what we repeatedly do. Excellence, then, is not an act, but a habit." If we expect "excellence in all we do," then we must do the things that make us excellent. We must do them by the book, checklist or technical order that helps make us part of the most powerful military force the world has ever known.

However, with power comes responsibility — and discipline. Our behavior must reflect the same standard of high conduct and discipline shown by one brave senior airman on a convoy 8,000 miles from home. We must not waiver from the responsibility of behavior. These traits — sacrifice, discipline and responsibility — are mandates of the profession of arms. Thanks for what you do to make us a more effective, professional team. ★

**"ARISTOTLE
HAD IT RIGHT:
WE ARE WHAT
WE REPEATEDLY
DO.
EXCELLENCE,
THEN, IS NOT
AN ACT, BUT A
HABIT.' IF WE
EXPECT
'EXCELLENCE IN
ALL WE DO,'
THEN WE MUST
DO THE THINGS
THAT MAKE US
EXCELLENT."**



Gen. John P. Jumper
Chief of Staff
United States Air Force

Lt. Gen. John A. Bradley
Commander, Air Force Reserve
Command

Col. Kevin Reinert
Director of Public Affairs,
Headquarters Air Force
Reserve Command

Cliff Tyler
Managing Editor

Bo Joyner
Associate Editor

Tech. Sgt. Jason Tudor
Staff Writer

Citizen Airman magazine (AFRP 35-2) is published bi-monthly by Headquarters Air Force Reserve Command Office of Public Affairs for the commander of Air Force Reserve Command. Copies are mailed, free of charge, to the homes of all Reservists. Content is normally news articles and features developed for release to commercial media as part of the Air Force Reserve's continuing public affairs program. Opinions of contributors are not necessarily those of the Air Force Reserve.

All photos are U.S. Air Force photos unless otherwise indicated. Readers-per-copy ratio: 4-1. Send inquiries and submissions to HQ AFRC/PAP, 255 Richard Ray Blvd, Suite 137, Robins AFB, GA 31098-1661. Or, fax them to DSN 497-0878 or commercial 478-327-0878. Our e-mail address is afrc.pap@afrc.af.mil.

Moving? PLEASE DO NOT SEND CHANGES OF ADDRESS TO *CITIZEN AIRMAN*. To continue receiving the magazine, unit Reservists, as well as people serving a statutory tour of duty, should send a change of address to their military personnel flight or unit orderly room. Individual mobilization augmentees should call the Air Reserve Personnel Center toll free at 800-616-3775 or DSN 926-6528/6730. Periodical postage paid at Warner Robins, Ga., and additional mailing offices.

POSTMASTER: Please send all Forms 3579 to *Citizen Airman*, HQ AFRC/PAP, 255 Richard Ray Blvd, Suite 137, Robins AFB, GA 31098-1661.

Front cover: Kerry Earnhardt in the Employer Support of the Guard and Reserve-sponsored No. 29 car races by his pit crew at Dover International Speedway Sept. 25. Although Mr. Earnhardt finished 23rd in the race, ESGR scored big with employers. See story, page 10. (Tech. Sgt. Jason Tudor)

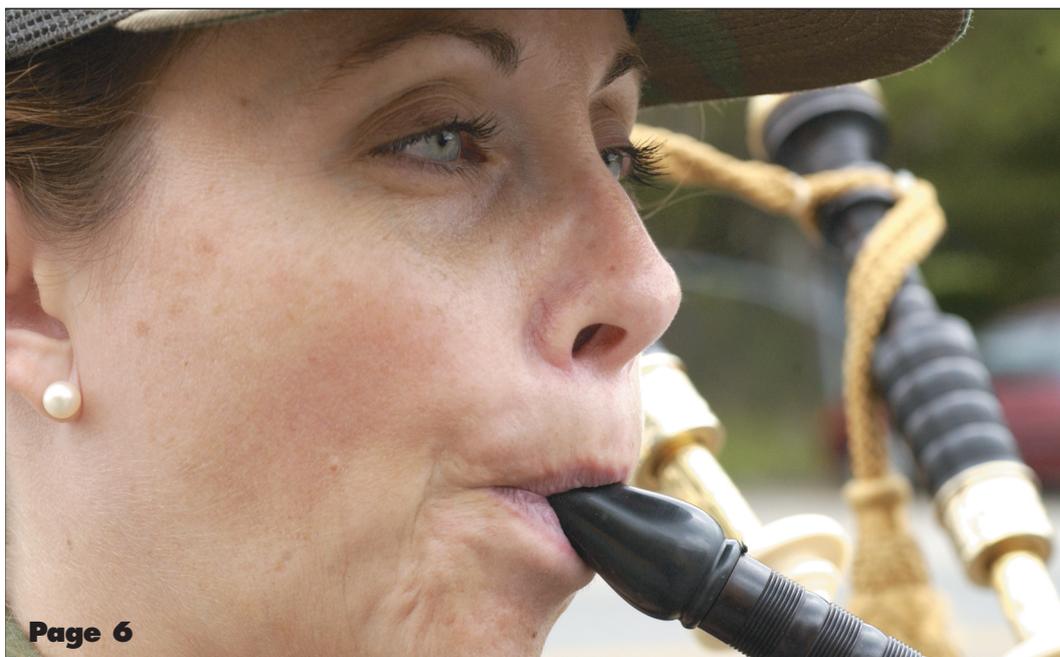
Back cover: Master Sgt. Scott Gunn plays the Highland pipes during a recent performance at the Museum of Aviation at Robins Air Force Base, Ga. He and dozens of others have played pipes for the Air Force since the 1950s. For the story, see page 6. (Tech. Sgt. Jason Tudor)

CITIZEN AIRMAN

Official Magazine of the Air Force Reserve

VOLUME 56, NUMBER 6
ISSN No. 0887-9680

December 2004



Page 6

TECH. SGT. JASON TUDOR

2 The Tough Job

Reserve commander turns to his 'first string' to find strength

6 The Pipes are Calling

Bandsmen blow, squeeze and wiggle their way into tiny fraternity marked by historical significance

10 The Message Matters

High-speed advertising helps program reach employers

14 Making an IMPACT

Advisers find recruiting sales model works with retention, too

15 Bomber Recall

Reservists help bring B-1B back from the boneyard

16 Mission Complete

Marathon man runs race of a lifetime



Page 15

TERRY VANDENHEUVEL

DEPARTMENTS

Round the Reserve 18

Pope's Puns 21

The U.S. Postal Service requires certain periodicals to publish each year a Statement of Ownership, Management and Circulation.

Title of Publication — *Citizen Airman*
USPS Publication No. — 579-290
Frequency of Issue — Bi-monthly
Location of Office of Publication —
HQ AFRC/PAP
255 Richard Ray Blvd. Ste. 137
Robins AFB, Ga. 31098-1661
Publisher — Lt. Gen. John A. Bradley
Editor — Col. Kevin Reinert

Managing Editor — Clifford B. Tyler
Owner — U.S. Air Force Reserve
Issue Date for Circulation Information Below —
August 2004
Copies Distributed — 77,257
Free Distribution by Mail — 76,758
Free Distribution Outside the Mail — 499
Copies not Distributed — 1,000
Total Copies Distributed and Not Distributed — 78,257

The Tough Job

**Reserve commander turns to his
'first string' to find strength**

His job, he will tell you, is not tough. It is fast-paced, and he's "pedaling hard to keep up." There is little time to simply sit and think. But tough?

Lt. Gen. John A. Bradley said "tough" is an Air Force Reserve fighter pilot from New Orleans firing his Warthog's Gatling gun to bail ambushed Americans out of danger in Afghanistan. Tough is the Reserve vehicle operator on a soccer scholarship severing an Achilles tendon guarding a convoy. Tough is never being able to tell your brother he's your hero.

Six months into his tenure as chief of Air Force Reserve and commander of the Air Force Reserve Command, General Bradley is finding much to appreciate as organizational leader. He is busy, and the work is nonstop.

But tough? Not from where he's standing.

"I'm not in the desert. I'm not over there getting shot at," General Bradley said. "We have people doing that — people guarding convoys, bases and doing extraordinary things for us. Those folks have tough jobs."

Senior Airman Kyle Ernst had one of those tough jobs guarding convoys until three explosions sent 18 pieces of shrapnel into his right leg and tore his left Achilles tendon. He received the Purple Heart



Nov. 6. Despite his injuries, the vehicle operator said he'd return to his post on a gun turret in a heartbeat.

"I would love to go back," Airman Ernst said. "I took one for the team."

The team's head coach is Secretary of the Air Force Dr. James Roche. In a speech one year ago, the secretary said "the air reserve component is on the first string." General Bradley then is the Air Force Reserve's starting quarterback. Airman Ernst is one of its players in the trenches, an offensive or defensive lineman, if you will. Not some China doll easily broken under pressure who screams about playing time or busted routes or makes a fool



Lt. Gen. John A. Bradley (above) said the tough work is being done in places like Afghanistan (top right) where Reserve A-10s blast enemies; in Iraq (bottom left) where people like Senior Airman James McGregor from the 939th Air Refueling Wing, Portland International Airport, Ore., guard convoys; and in America's skies where F-16s (bottom right) like this one from the 482nd Fighter Wing at Homestead Air Reserve Base, Fla., fly Operation Noble Eagle patrol missions.



By Tech. Sgt. Jason Tudor

of himself during a “SportsCenter” interview, but rather a soft-spoken gamer who, when the odds are against him, knows how to prevail and carry his team to a win. In a word, tough.

In six months, the general has visited several AFRC installations. He’s worked through an armful of issues in the Pentagon, and he’s helped welcome home troops from Iraq in Minnesota.

“That’s been the most satisfying thing so far,” he said. “I’m proud of what they contribute.”

Meanwhile, there’s a challenging play-book with new plays accumulating for the team that provides nearly 20 percent of the Air Force’s capability for only 4 percent of the service’s total budget. For instance:

- According to the 2004 edition of the “Air Force Reserve Handbook for Congress,” the Reserve acted in 13 contingency and “real-world” operations between 1953 and 1990. Since 1990, that number’s jumped to more than 70.

- The number of Air Force Reservists mobilized since Sept. 11, 2001 — 27,000 — is three times larger than the combined populations of Reserve, Kan. (100), Reserve, La. (9,111), Reserve, Mont. (37), Reserve, N.M. (387), and Reserve, Wis. (436).

- About 20 percent of any air expeditionary force is made of Air Force Reservists. Most are volunteers.

- Overall, Air Force Reserve aircrews provide 45 percent of strategic airlift, a quarter of all rescue missions, and all of the hurricane hunting, aerial spraying and space shuttle support.

Indeed, Air Force Reservists are fulfilling Winston Churchill’s declaration: “The Reservist is twice the citizen.” As of late October, more than 4,000 Citizen Airmen were mobilized for active duty. While the civilian press uses the word “overextended” to describe the state of some reserve forces, the term doesn’t apply to General Bradley’s airpower team.

“We’re filling AEFs with volunteers. That’s our policy,” he said. “I think the Air Force is hopeful that we can keep those numbers.”

Even with that optimism, the general said he foresees changes. The two years of mobilization authority for many Reservists is about to run out.

“We’ll eventually run out of some of the capability if things don’t change,” General Bradley said. “As this goes on, many will have used up their mobilized time on duty. We would have to count on volunteers after that,” he said.

That volunteer spirit hasn’t wavered if you believe people like Capt. Brian. (For security reasons, his last name is withheld.) He’s one of the pilots deployed to Afghanistan from the 926th Fighter Wing at Naval Air Station Joint Reserve Base, New Orleans, La. He’s one of the A-10 pilots who strafed Afghan enemies to keep a convoy safe.

“Every one of us wanted to be here to be part of this,” he said. “Some of us even requested longer than the 120 days we were allotted; it means that much to us to be part of this operation.”

It also meant that much to General Bradley to be a Citizen Airman. His journey started with a father who gave him core values before the Air Force ever did.

“My dad was a man of the highest integrity,” he said.

The general had an uncle who flew fighter jets, so he wanted to do the same thing. His brother Bob wanted to do the same thing, too. And did. Just after his 1964 graduation from the U.S. Naval Academy, however, Bob’s F-4 crashed into the Atlantic Ocean while he was practicing aircraft carrier night landings.

Of his five siblings, General Bradley said he and everyone around him put his older brother on a pedestal.

“He was just a neat son for our parents

IN SIX MONTHS, THE GENERAL HAS VISITED A HANDFUL OF INSTALLATIONS. HE’S WORKED THROUGH AN ARMFUL OF ISSUES IN THE PENTAGON, AND HE’S HELPED WELCOME HOME TROOPS FROM IRAQ IN MINNESOTA. “THAT’S BEEN THE MOST SATISFYING THING SO FAR. I’M PROUD OF WHAT THEY CONTRIBUTE.”



General Bradley helps Heidi Rose Baltus welcome her grandfather, Col. (Dr.) Jorge Llambes, 934th Aeromedical Staging Squadron commander, Minneapolis-St. Paul International Airport Air Reserve Station, Minn., home after the colonel served a tour of duty in Iraq.

and a neat brother for all of us," the general said. "We all liked him. He was a favorite to all of us. He wanted to fly. And he flew. He was doing what he wanted when he died."

Three years after his brother's death, 2nd Lt. John Bradley found himself working in an intelligence cell inside Strategic Air Command. The job was temporary as he awaited a pilot's slot. He didn't wait long, and by 1971, General Bradley had flown 337 combat missions in Vietnam and learned some lessons about leadership.

"I learned some of the best lessons of my career about leadership while I was in Vietnam," he said.

General Bradley went on to serve as an instructor pilot, an operations officer, a fighter wing commander and a numbered air force commander. Along the way, he earned the Legion of Merit, the Distinguished Flying Cross and 16 Air Medals. By December 2002, he was the assistant to the chairman of the Joint Chiefs of Staff for Reserve Matters at the Pentagon.

By then, he understood what many who came before him knew: people make the Air Force work.

"Working with the Joint Chiefs gave me a great appreciation for all the services' effort," General Bradley said. "There are so many people contributing to this effort."

As 2005 looms, there are a number of new missions getting folded into the first-string team's game plan while others continue, including:

- The Air Force Reserve is providing 12 positions to a Predator unmanned aerial vehicle unit in Nevada. The unit will include Guardsmen from California and Nevada plus 55 active-duty Airmen. Secretary Roche called the effort "the crown jewel of tomorrow's Air Force."

- More than 20 associate units are in existence or the planning stages.

- The Reserve provides more than 600 instructor pilots at the Air Force's undergraduate pilot training bases.

- In one of its newest jobs, the Reserve began working Oct. 23 with the active duty in Kigali, Rwanda, to provide airlift operations for the African Union.

Other tough missions lurk as the active force reduces its numbers by about 20,000 and the rules of the game change. As the Air Force evolves, General Bradley will need the endurance he gained running cross-

country and swimming in high school.

"We're very actively involved in helping the Air Force as it transforms. This is not something new for us. We're making a lot of change as we downsize the active force to get to the designated end strength," the general said, adding, "the Reserve is going to stay stable in numbers."

Along with change comes tough new deployment rules. General Bradley said the days of deploying a Reservist for 15 days are gone.

"It's looking like 30 days is going to be the standard," he said. "I wish they would still allow us to do some 15-day deployments, because we're going to lose some volunteerism here. Not everyone can do it (the extra time).

"Everybody has a connection to the mission," he added. "We don't have the luxury of having extra people around. Everybody contributes."

Progress is being made to help ease the burden. In recent congressional testimony, Chief Master Sgt. of the Air Force Gerald Murray said strides have been made to provide compensation equivalent to "the commitment and sacrifices they (reservists) are making for our national security."

These strides include expansion of the Special Duty Assignment Pay program to 13 additional specialty codes. They also include creation of the Federal Long-Term Care Insurance program and an initiative to pay congressionally authorized special-duty assignment pay to people performing inactive duty for training.

"These forces," Chief Murray said talking about the Air National Guard and Reserve "are a national treasure."

General Bradley agreed. It's the people — the first string — doing the tough work who make his work fulfilling. "I've gained a great appreciation for people," General Bradley said. "Frankly, I can take or leave flying. If I've flown my last flight, I won't be disappointed. What I'll still have is the opportunity to go out and thank the folks who work so hard for us. That's what keeps me in. It's not the flying. It's the people."

His job is a whirlwind. Every day is a new play in the playbook. But tough? No way.

"I keep it in perspective," he concluded. "I want to do my job better so my team can do its job better. So they're better prepared to do their job for us." ★

**"WE'RE VERY
ACTIVELY
INVOLVED IN
HELPING THE AIR
FORCE AS IT
TRANSFORMS.
THIS IS NOT
SOMETHING NEW
FOR US. WE'RE
MAKING A LOT OF
CHANGE AS WE
DOWNSIZE THE
ACTIVE FORCE TO
GET TO THE
DESIGNATED END
STRENGTH," THE
GENERAL SAID,
ADDING THAT "THE
RESERVE IS GOING
TO STAY STABLE
IN NUMBERS."**

The Pipes



Are Calling

Bandsmen blow, squeeze and wiggle their way into tiny fraternity marked by historical significance

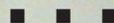
Story and photos by Tech. Sgt. Jason Tudor

Airman Sandy Jones stood on the grassy hillside waiting for a cue. He had lingered with fellow members of the Air Force Pipe Band — frozen by cold wind off the Potomac River — since late morning. They were preparing to sound a single tune.

“Mist-Covered Mountains,” a 107-year-old Scottish dirge, waited. The song’s author, John Cameron, took the music from “Johnny Stays Long at the Fair,” appropriate for the body nearing the plot at Arlington National Cemetery.

Given different circumstances, 24-year-old Airman Jones might have chosen something other than the song picked by the pipe major, Tech. Sgt. Melvin Ross. Perhaps the one he had written just months before; the one for the fallen American leader approaching on the flag-draped caisson rolling toward him. Its title?

“President Kennedy’s Welcome to Sean Lemass.”



Musicians with the Air Force Pipe Band, now an offshoot of the Band of the Air Force Reserve at Robins Air Force Base, Ga., share history and experiences with players like Mr. Jones that reach back six decades. Being in the Pipe Band, which traces its roots to the Air Force Drum and Bugle Corps of the 1950s, is different. Just ask those who’ve played the Bolling AFB, D.C., officers club cocktail parties for chiefs of staff and marched through Moscow’s Red Square playing “Scotland the Brave.”

Drawn together by the love of a common instrument, this isn’t a band confined by the cinderblock walls of its Middle Georgia headquarters or the half-life of an assignment. Military pipers are connected. Once a Pipe Band member, always a Pipe Band member. They are more like former members of the Thunderbirds aerial demonstration team. Fittingly, the T-Birds and the band have similar goals: influence the community, keep the troops happy, recruit, retain and tell the Air Force story.



Master Sgt. Scott Gunn personifies that experience. He started playing oboe the same year John Lennon played his final concert and The Ramones played their first. He's served as an Air Force bandsman for 20 years and can just as easily strike a tune on tenor saxophone, English horn and Irish Uilleann pipes. Playing the Highland pipes, however, is what really gets him excited.

During an afternoon practice, he hauled the pipes to his shoulder like a drill team member's rifle. He pressed the blowpipe to his lips and exhaled, filling the blue-and-yellow bladder with air. With a squeeze of his left arm, he played. Sound honked out of the three pipes, called drones. His fingers danced across the holes of the chanter creating the melody. Meanwhile, his foot tapped, his eyes closed tight, and his thick cheeks ballooned with air to refill the bladder.

It's an effort. After just 20 minutes, beads of sweat covered Sergeant Gunn's face and neck. His arms hung fatigued. He gulped from a bottle of water and played on. After nine years of this, he's won his share of Highland games piping competitions at Grade 4, or entry level.

Entry level or not, he's piped President George W. Bush, President Clinton and others out of the Capitol rotunda on St. Patrick's Day — with some nagging questions along the way.

"The president is two feet behind me, and I'm thinking as I'm playing, 'Do I speed up? Do I slow down? What's my sound like? I just hope I'm not leaving him behind,'" he recalled.

He didn't. President Bush later praised the band for its musicianship. A compliment from the president. Being in this band is different.



Airman Jones remembered the Army general's orders: "Mist-Covered Mountains" had to start the moment pallbearers lifted President Kennedy's casket from the caisson and stop when they reached the plot.

The pipers worked on it individually and then played it together in

the parking lot of Arlington House, former home of Robert E. Lee. When the band finished practice, the players headed off to a diner for some coffee and donuts, returning at 10:30 a.m. Then, they waited — for three hours. The downtime led to a concern.

Airman Jones and other members of the band were hoping their instruments would still be in tune.

They would find out when the pallbearers lifted the casket.



Playing the bagpipes, let alone tuning them, is not a source of instant gratification.

Potential pipers will sink between \$1,200 and \$4,500 into a set of Highland pipes. Then, they should be prepared to sit down three to five hours every day practicing, only to enjoy solo performances some two to three years later, according to even the most optimistic instructors.

The attrition rate for the 6,000-year-old instrument's suitors is only slightly lower than the rate for those training to become Air Force pararescue specialists. If 10 potential pipers go into a classroom, just three will leave as players.

Wannabe Band of the Air Force Reserve members can't "just play the pipes." As the organization's Web site notes, this is a secondary instrument. The band has four permanent and five "augmentee" players. Augmentees are volunteer pipers from the active and Reserve corps. To put together a "bare-bones" pipe band, Sergeant Gunn needs five to six pipers, two snare drummers and a bass drummer. For more elaborate ceremonies, "10 is perfect" for pipers, with three snare and one bass drummer alongside.

Change is on the way. Seven volunteers from within the band's ranks volunteered to learn to play the pipes Sept. 17. During their first gathering in the band's conference room, the volunteers received instruction books, were measured for uniforms and played their first notes on bagpipe chanters.

"These are really teeny holes!" said Senior Airman Shane Stanke.

"It sounds like Nintendo," said Airman 1st Class Deborah Varella.

"I'm getting light-headed," said Airman 1st Class Patrick Johnston.

Retired Senior Master Sgt. Jack Story had a similar reaction as he learned to play the pipes 30 years earlier.

"Like most of the people in the Pipe Band, I wasn't excited about being in the group," said the 57-year-old, who's still considered a mentor for current band members. "After working hard and learning about the history and the kind of jobs they played, I developed an appreciation."

Film director Alfred Hitchcock once described the bagpipes sound as being akin to holding an "asthmatic pig" under one arm and squeezing — and the pig sounded better. The new students' teacher, Sergeant Gunn, said piping is about blowing, squeezing and wiggling.

"And if that doesn't work, you blow harder, you squeeze more, and you wiggle your fingers faster," he said.



While they waited, not much was said, but much was remembered. Pipe Band drummer Staff Sgt. John Bosworth remembered how the band members scrambled to find Irish kilts (the ones they wore regularly were Scottish) for a performance just one week before. He also



Senior Airman Kara Thorson listens to an introduction to pipe playing.

re-
mem-
bered

shaking Presi-
dent Kennedy's hand
the same day. Airman
Jones remembered playing the
song he wrote. He remembered
shaking the president's hand. Pipers,
many said, always had a special place in
President Kennedy's heart.

When the horses trotted onto Memorial
Bridge, the memories faded. Though 23 other
funerals occurred at Arlington earlier that
day, the one Bosworth and the band prepared
for beside the 20-by-30-foot plot couldn't
have meant more.

Whether their instruments were out of
tune now or not, the musicians would be
playing in moments, perhaps with Sergeant
Bosworth providing emphasis on this verse:
"There I shall visit the place of my birth. And
they'll give me a welcome, the warmest on
earth. ..."

■ ■ ■

Bagpipes do not offer new players a
warm welcome. Why, after all, do people
flock to the pipes when jokes like this
abound: What's the difference between
the bagpipes and an onion? No one
cries when you chop up the bagpipes.

Sergeant Gunn called the need to play
"the bug."

"When you get into piping, there's
something there and ... oh, my gosh ..."
he said, his voice trailing off. "It hits you
that bad. The sound and the music hit
you that bad."

Retired Lt. Col. Rick Blair started play-
ing as a teen-ager in Syracuse, N.Y., in
1947 before enlisting in the Air Force, join-
ing the Pipe Band and, later, leading it.

"I was captivated," he said.

Playing for the leader of the free world,
leading the march of the 1997 Rose Pa-
rade and other events stoked Sergeant
Gunn's musical and patriotic fervor.

"Are you kidding? I could die today
and be pretty happy with my musical
career," he said. "These opportunities
are once in a lifetime. I wouldn't trade
them for the world."

Pipers worldwide are ingrained parts
of funerals for police officers and fire-
fighters, a practice brought to the United

Master Sgt. Scott Gunn plays the Highland pipes with the Band of the Air Force Reserve's quintet "Southern Aire." Sergeant Gunn said piping is about "blowing, squeezing and wiggling."



States
by Irish and
Scottish immi-
grants. In addition,
pipers, according to schol-
ars, were some of the first people
on the battlefield. For these reasons
and others, Mr. Blair said he strives for
something deeper when he plays.

"The pipes become an alter ego," he
said, "and that's what people come to
see and hear. It's an instrument that de-
livers a certain 'E Pluribus Unum' for
the country."

Mr. Bosworth, a retired 28-year Air
Force band veteran, welcomed home
Vietnam prisoners of war and casualties
from the barracks bombing in Beirut,
Lebanon, during performances.

"They all meant something," he said.

Bagpipe Jokes

**How do you get two bagpipers to play
in perfect unison?
Shoot one.**

**Why did the chicken cross the road?
To get away from the bagpipe recital.**

**What's the difference between a lawn-
mower and a bagpipe?
You can tune the lawnmower, and the
owner's neighbors are upset if you bor-
row the lawnmower and don't return
it.**

**How is playing a bagpipe like throwing
a javelin blindfolded?
You don't have to be very good to get
people's attention.**

**What's the difference between a dead
snake in the road and a dead bagpiper
in the road?
Skid marks in front of the snake.
-- (Sources unknown)**

Air-
man Varella, a
vocalist who's never
played an instrument, said
she sees the journey as one of fulfill-
ment.

"It's a cool instrument," she said. "The
sound is awesome. The history is amaz-
ing. Once I learn this, it is something I
can do for the rest of my life. It's not just
a military thing."

Recalling that Monday afternoon in
1963, Mr. Jones said the Air Force Pipe
Band's influence on his life cannot be
overstated. He still has the sheet music
on which he wrote "President
Kennedy's Welcome to Sean Lemass,"
signed by the president and the former
Irish prime minister.

"I was a really lucky guy," the retired
25-year veteran said. "The experience I
had playing professionally for the Air
Force all those years ... you can't repro-
duce that."

■ ■ ■

The Air Force Pipe Band played the dirge
until the pallbearers set the president's casket
beside the grave.

When the last notes escaped their
chanters, the band members stood on the
grassy hillside and grieved with the nation.
The notes of their tune dissolved as the eu-
logy for America's 35th president hung in
the cold afternoon air, the band's place on the

The Message

High-speed advertising helps program reach employers

Story and photos by Tech. Sgt. Jason Tudor

Retired Col. Gene Hebert sat on the short grass 30 feet from the whirlwind of activity inside a pit box at Dover International Speedway. As members of the pit crew danced around the blue-and-silver sedan, Mr. Hebert watched with excitement as the race car sped away, acrid tire smoke in its wake.

For Mr. Hebert, Delaware committee chairman of the National Committee for Employer Support of the Guard and Reserve, the pit stop represented a relationship: the pit crew — employers — helping the driver — the employee — during a crucial time period.

Through a partnership with Richard Childress Racing Inc., the NASCAR Busch series car got 200 tries or laps around the Dover track to send its message to the 50,000 or so people gathered Sept. 25 for the Stacker 2 Hundred. Mr. Hebert realizes the visibility of the ESGR car to Delaware business owners in the stands and the racetrack's sky-boxes can't be undervalued.

"Delaware's economy depends on a strong work force," Mr. Hebert said. "When we can talk to employers — or communicate with them using methods like this — and help them be satisfied, that's when the ESGR works."

With more than 4,000 Airmen activated, Air Force Reserve Command depends on ESGR to get the word out to employers about their rights and responsibilities during a call-up.

The Department of Defense agency "gains and maintains active employer support for all public and private employers," said Tom Bullock, ESGR public relations manager. It does this "for the men and women of the National Guard and Reserve as defined and demonstrated employer commitment to employee military service."

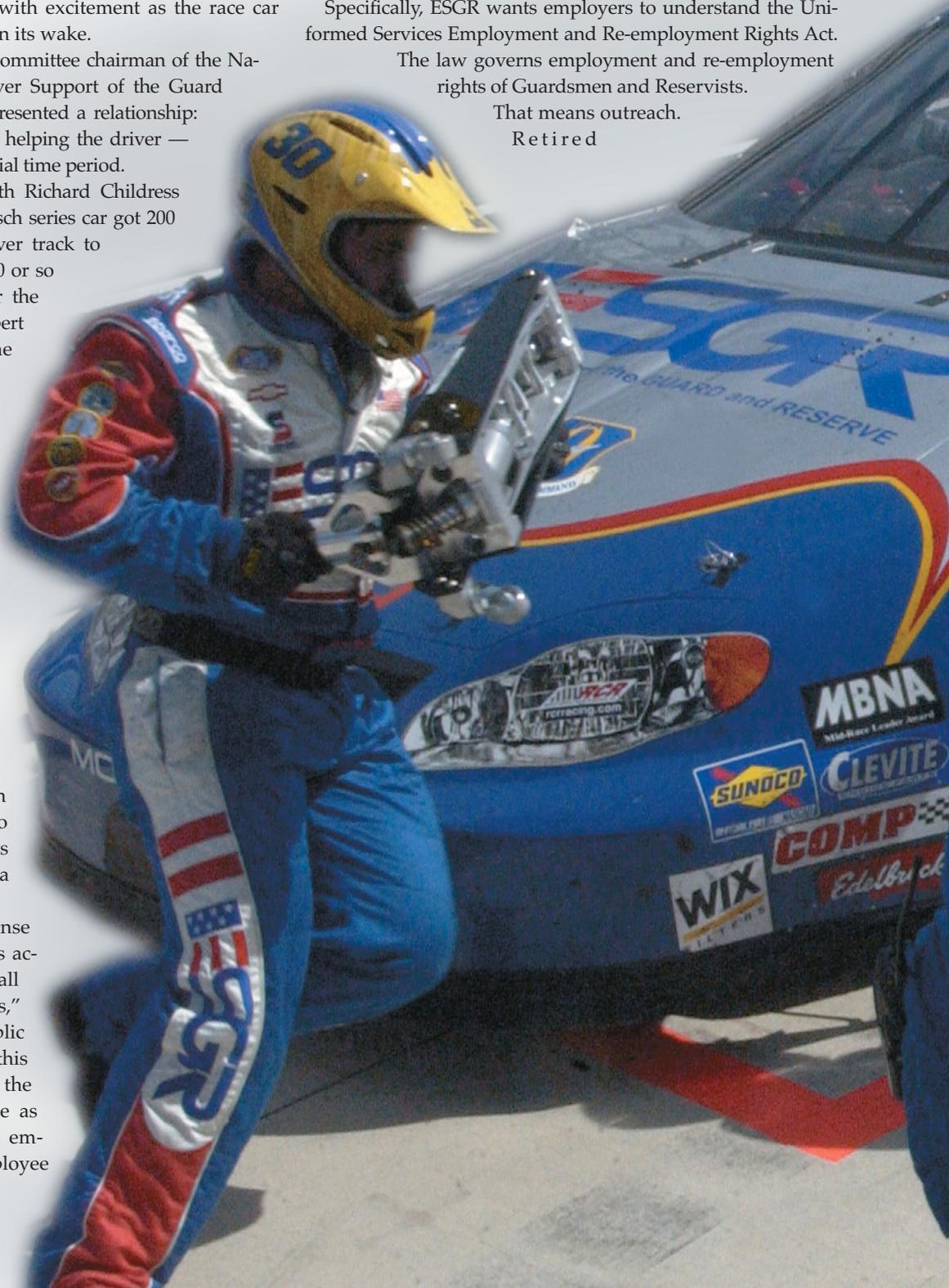
"When a Reservist is called away from a steady job to serve, tensions can rise between the Airman and the employer," Mr. Bullock said. "In some cases, the employer may not understand the law or the rights given to the employer under the law."

Specifically, ESGR wants employers to understand the Uniformed Services Employment and Re-employment Rights Act.

The law governs employment and re-employment rights of Guardsmen and Reservists.

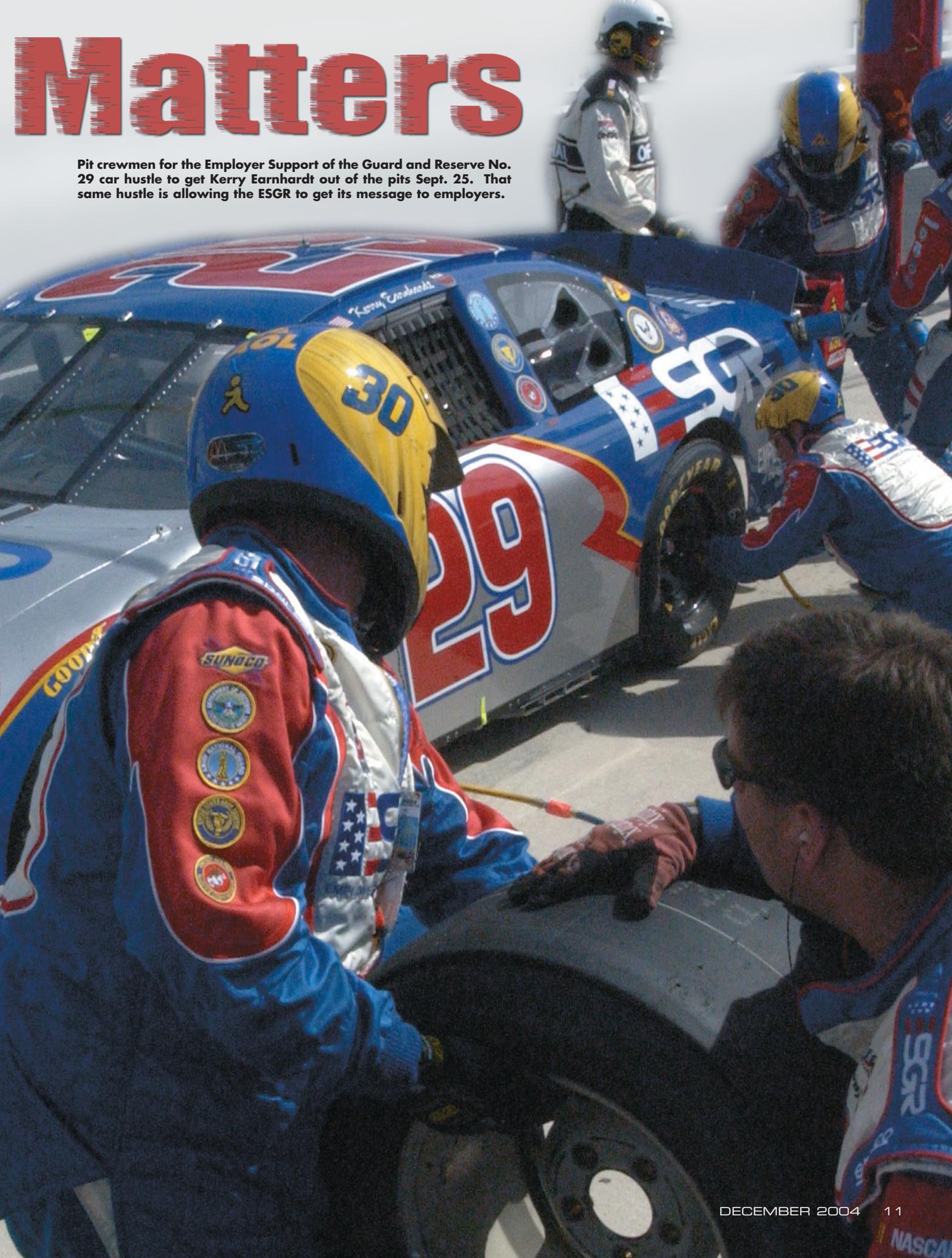
That means outreach.

Retired



Matters

Pit crewmen for the Employer Support of the Guard and Reserve No. 29 car hustle to get Kerry Earnhardt out of the pits Sept. 25. That same hustle is allowing the ESGR to get its message to employers.



Marine Corps Maj. Gen. Bob Hollingsworth leads that outreach. If ESGR is the body that sustains employer relations, then Mr. Hollingsworth is its heartbeat, shaking hands, clapping shoulders and evangelizing the program to whomever he meets.

The former commander of Marine Corps Reserve Support Command stood front and center for the Dover race and extended a hand at a Dover Air Force Base meet-and-greet the night before.

"That's really what it's all about," said Mr. Hollingsworth, appointed by President Bush in 2001 to his current post of

executive director of ESGR. "We want to reach employers and ensure they clearly understand that — as we shift out of a Cold War mentality — a lot of the burden shifts onto them."

Mr. Hebert, a 35-year veteran of the Air Force Reserve, said he understands what employers face when an Airmen puts the 9-to-5 on hold for service to country. Sometimes, that means challenges.

"Smaller businesses have a more difficult time than the larger ones, which can absorb the loss of one or two employees," he said. "There's also a lack of predictability. When will the Reservist be

back? How long will he be gone?"

The No. 29 NASCAR Busch Series race car, accompanied by its static display twin, accomplishes one part of the outreach. Through five races in California, Delaware, Illinois, Texas, Florida, more than 250,000 spectators have seen the ESGR-sponsored race car make the rounds. Drivers like Tony Stewart, Ricky Craven and, at the Dover race, Kerry Earnhardt, provide the celebrity fuel for the message.

"The race is special for us because we all want to support the Guard and Reserve," said Mr. Stewart after the California race in May.

The sponsorship also racks up television advertising time. Measured by Joyce Julius and Associates, airtime means advertising dollars. During the Dover race, the ESGR-sponsored received 26 seconds of airtime equating to about \$20,000 in value, according to Joyce Julius.

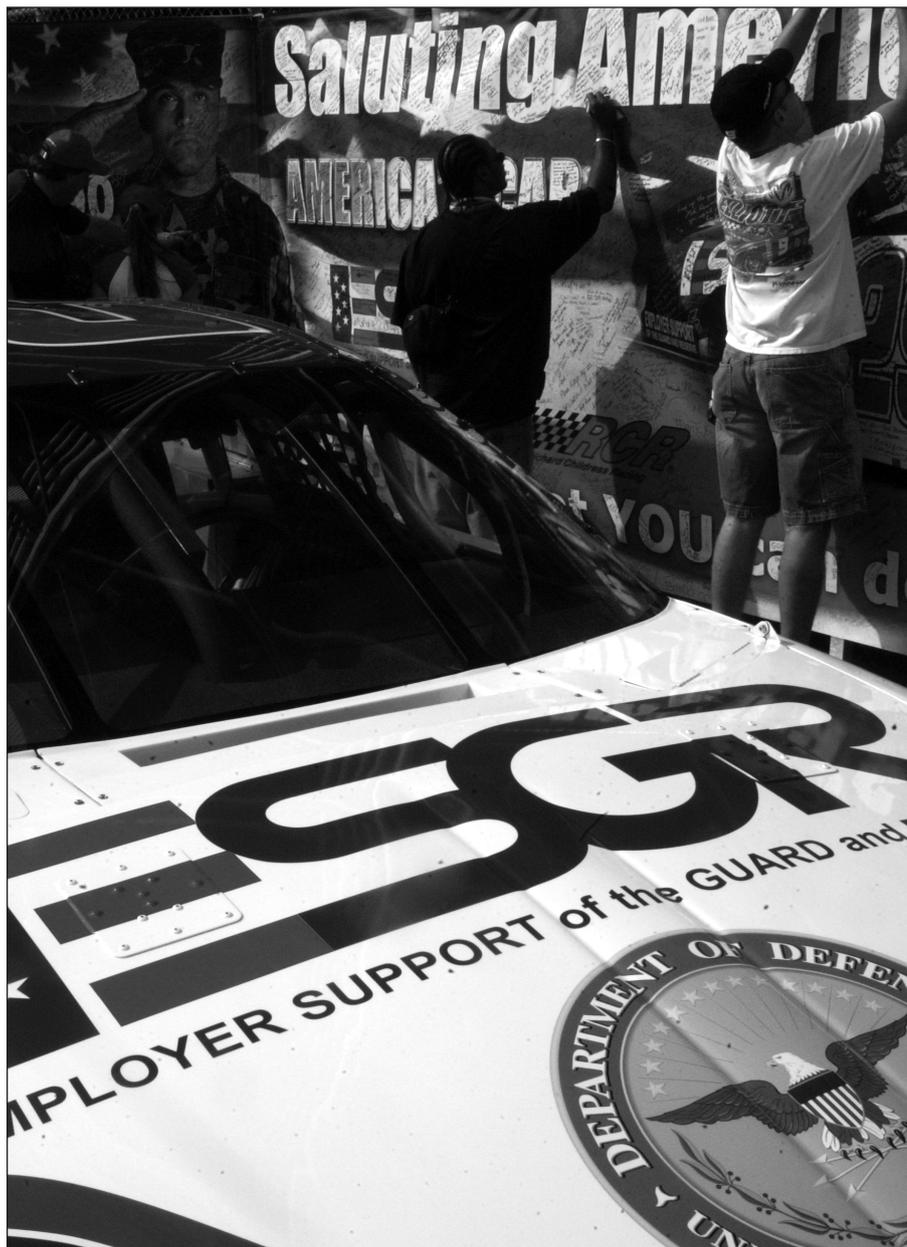
When neither car is out in the public eye, the ESGR's 4,500 volunteers and 55 committees are hustling the message elsewhere through the Employer Outreach Program. The program's goal this year was to "partner with local chambers of commerce to host ESGR breakfast forums that are designed to salute local employers who have demonstrated 'above and beyond' support."

Employer Support of Guard and Reserve expected to reach about 10,000 people in 48 states, according to Mr. Bullock. Lt. Gen. John A. Bradley, commander of Air Force Reserve Command, said he wants that outreach to grow even more.

"I'm not sure we've used them as much as we could in the Air Force Reserve. We need to work at being more tied in with ESGR organizations at the state level," the chief of Air Force Reserve said. "It's a very important organization. It's not just a 'feel good' organization that supports the military. It actually helps individuals."

Meanwhile, ESGR presented its Freedom Award to 15 businesses in September. Started in 1996, the Freedom Award is presented by the Department of Defense to recognize the significant contributions and sacrifices made by America's employers of the Guard and Reserve.

However, it's the race car that's helped ESGR hit victory lane for employers, according to Mr. Hollingsworth.



Race fans sign a banner before the race saluting members of the armed forces serving overseas with the display car in the foreground. ESGR has collected several banners and sent them to troops. More than 5,500 people had signed this banner by the time the green flag waved at Dover.



Members of the ESGR pit crew push their car toward a NASCAR inspection station before the race. As the mechanics got the race car ready to drive, fans got to see a full-size replica show car in front of the main grandstand. Fans were also allowed to sign a large banner that would later be sent to troops in the Middle East.

That process started when Richard Childress, owner of Richard Childress Racing Inc. and the No. 29 car, took a trip to Baghdad.

"It's very important for all employers to support their employees who are defending our country in the Guard and Reserve," Mr. Childress said earlier this year.

Mr. Earnhardt said getting the message to employers and those serving was the real win.

"You can't say enough for what the troops do for us," the racer, who did a stint in the Junior Reserve Officer Training Corps program at South Rowan High School in China Grove, N.C., said. "It's amazing the support we get from the military. Richard (Childress) has told

me stories about how the guys just light up when they meet him. It shows."

However, for Mr. Hollingsworth and ESGR, the rubber meets the road when Reservists are able to serve their country without encountering any problems from their employers.

When Airman 1st Class Heather Robinson found out in May that her deployment to the Middle East had been extended 30 days — she had already been in theater 100 days — she could have been worried about her civilian employer.

Would her bosses at the Workers Credit Union in Fitchburg, Mass., complain? No way, Airman Robinson said. Would they understand? Yes.

"Although I only had a few days notice (three) before I came here, my employer has helped me out," she said. "They were caring and flexible with me throughout this experience."

As the race winds down, Mr. Hebert watches the ESGR car finish 23rd. It's still a victory in his mind.

"Our national security depends on a strong military," Mr. Hebert said. "When we can reach employers and help them be satisfied; when employers know enough to call and ask ESGR questions; when employers know their responsibility under the law and are willing to work with their Guard or Reserve employees, that makes all the work worthwhile." ★

Making an IMPACT

Advisers find recruiting sales model works with retention, too

By Bo Joyner

For years, Air Force Reserve Command recruiters have been successfully using IMPACT™ selling to bring new people into the Reserve. Now, the command's career assistance advisers are using the same system to keep Reservists in.

IMPACT — Investigate, Meet, Probe, Apply, Convince and Tie it up — is a commercial, off-the shelf sales model customized for the Air Force Reserve that focuses on finding out each individual customer's needs and then working to meet those needs. It is taught at the Air Force Recruiting School for all Air Force Reserve recruiters. Reserve recruiters have been using IMPACT since 2000.

"Before 2000, Reserve recruiters were having a tough time making goal. After 2000, they've made goal every year," said Master Sgt. Rodney Wagner, NCO in charge of retention and participation programs at Headquarters AFRC, Robins Air Force Base, Ga. "When we saw how successfully the IMPACT system was being used on the recruiting end, we thought it might help us out on the retention end as well."

Early in 2003, the command assembled a team of mobile IMPACT trainers to deliver the training to Reserve career assistance advisers in the field. Since that time, team members have conducted 25 training sessions at 20 different locations, training more than 450 wing, group and unit career assistance advisers along with a handful of other key people. Nineteen training sessions are planned for this fiscal year.

"I'm excited about the IMPACT system because (prior to its implementation) there had been no system for career assistance advisers to follow to try and persuade people to remain in the Air Force Reserve," said Senior Master Sgt. Kathy Solis, career assistance adviser for the 446th Airlift Wing, McChord AFB, Wash. "You just tried your best and hoped for the best.

"Now we have a system with six distinctive steps to follow to maximize our counseling techniques. I found out what I

was doing wrong. Retirement is important to me but isn't necessarily important to a 19-year-old who is trying to figure out what to do on a Saturday night. I learned that they stay for their reasons, not yours or mine."

"Before IMPACT training, I did not take the time to gather information about the Reservist," said Master Sgt. Sylvia Swinson, career assistance adviser for the 916th Air Refueling Wing, Seymour Johnson AFB, N.C. "I would simply ask

questions to hopefully reach common ground. IMPACT has shown me that a key to assisting is knowing what is important to Reservists and how the things that matter can be coupled with their career. Many times we have to decipher the smaller, yet important, issues to get to the real concerns. IMPACT confirms that understanding the personal and professional concerns of our Reservists helps to retain them."

Although Reserve career assistance advisers have only been using IMPACT selling for a short time, the results have been very encouraging, said Senior Master Sgt. Bryant Whiteley, chief of the Recruiting Training Branch. He compared retention rates for the first three quarters of fiscal 2003 — before career assistance advisers received IMPACT training — to the first three quarters of fiscal 2004 — after they had received the training — at three Reserve locations. What he found was that the retention rate among first-term airmen was up 37 per-

cent, the retention rate among second-term airmen was up 47 percent, and the retention rate among career airmen was up 20 percent.

"From a recruiting standpoint, that's great news," said Sergeant Whiteley. "For both readiness and economic reasons, we would much rather retain the trained Reservists we already have in uniform than bring new people in off the street. Higher retention rates lead to lower recruiting goals, which improves the quality of life for our recruiters."

"It takes about \$18,000 to bring someone in off the street and train him at a three-skill level," Sergeant Wagner said.

**"RETIREMENT IS IMPORTANT TO
ME BUT ISN'T NECESSARILY
IMPORTANT TO A 19-YEAR-OLD
WHO IS TRYING TO FIGURE OUT
WHAT TO DO ON A SATURDAY
NIGHT. I LEARNED THAT THEY
STAY FOR THEIR REASONS, NOT
YOURS OR MINE."**

**Senior Master Sgt. Kathy Solis
Career assistance adviser
446th Airlift Wing
McChord Air Force Base, Wash.**

The first B-1B bomber placed in inviolate storage to be recalled to active duty makes its way to Dyess Air Force Base, Texas.

Bomber Recall

Reservists help bring B-1B back from the boneyard

A crew of Air Force Reservists from Tinker Air Force Base, Okla., completed the first step in a process to bring a "retired" B-1B bomber back to active duty.

The aircraft, nicknamed "Guardian," was the first B-1B authorized by Congress to return to active-duty service after being placed in inviolate storage at the Air Force's Aerospace Maintenance and Regeneration Center, Davis-Monthan Air Force Base, Ariz. AMARC is commonly called the boneyard.

"Inviolate storage allows us to indefinitely preserve national aerospace assets," said Col. Lourdes Castillo, AMARC commander. "Our AMARC team can rapidly return them to service in response to emergent needs."

Reservists from Tinker's 10th Flight Test Squadron, led by Lt. Col. Steve Adams, flew the aircraft from Arizona to Dyess AFB, Texas, Sept. 2. Despite several pre-existing maintenance issues, Maj. Mike Tamez, chief of B-1 operations and a Reserve flight test weapons systems officer with the 10th FLTS, said the 1 1/2-hour flight went off without a hitch.

"It was awesome to have her airborne again after such a long downtime at AMARC," Major Tamaz said. "The engineers, mechanics and crew chiefs from the Tinker AFB maintenance crew, along with outstanding AMARC support, made this first of several B-1B regenerations a great success."

The Tinker maintenance crew responsible for preparing the aircraft for its flight to Dyess AFB was from the 654th Combat Logistics Support Squadron.

"The aircraft was in great shape," said Tech. Sgt. Jerome Howard, 654th CLSS team chief. "Very little maintenance was required beyond the required time change items that were due."

At Dyess, the aircraft will undergo an acceptance inspection. Once that is complete, the plane will be flown to the Oklahoma City Air Logistics Center at Tinker AFB for programmed depot maintenance before returning to service later this fiscal year.

Guardian was placed into storage in early 2003 as part of a plan to downsize the B-1 fleet from 92 to 60 aircraft and improve overall mission-capable rates. The plan worked, as the fleet's mission-capable rate improved nearly 20 percent. However, changing world events had an impact on B-1 operations, resulting in a need for additional aircraft to maintain "an adequate number of combat, training, test and attrition reserve B-1s," said Gen. Hal Hornburg, Air Combat Command commander.

Earlier this year, General Hornburg directed that Guardian be recalled from storage to active service to support the global war on terrorism.

The 10th FLTS is directly assigned to the Oklahoma City ALC. Its primary mission is to provide test crews to perform functional check flights of B-1, B-52, E-3 and KC-135 aircraft after depot maintenance overhaul and repairs are complete.

"The Air Force Reserve 10th Flight Test Squadron was proud to deliver this asset back to the war fighters at Dyess AFB, and we look forward to working with AMARC and the Tinker regeneration team again in the near future as more B-1s are called back into service," Major Tamaz said. ★

(Maj. Rich Curry, chief of public affairs for the Reserve's 507th Air Refueling Wing at Tinker AFB, and 1st Lt. Daniel King and Rob Raine of the AMARC public affairs office at Davis-Monthan AFB contributed to this story.)



Staff Sgt. Richard Norris, 654th Combat Logistics Support Squadron, Tinker Air Force Base, Okla., makes final preflight preparations for the B-1B's return to service.

PHOTOS BY TERRY VANDENHEUVEL

MISSION COMPLETE

Marathon man runs race of a lifetime

Story and photos by
Tech. Sgt. Gerald Sonnenberg

Maj. Brian Kissinger runs the last leg of the Air Force Marathon with his daughter, Gabby, by his side. Major Kissinger didn't let a brain tumor "the size of a baseball" keep him from completing the 26-mile run.



It was a steamy July day in 2003, and the heat radiated from a tennis court where two men were competing. In the middle of the match, one of the men, Brian Kissinger, fell to the court's hard surface, his body soaked with perspiration. His tennis partner, a paramedic, called 911, and an ambulance rushed the Air Mobility Command major to the hospital at Scott Air Force Base, Ill.

Doctors stitched a cut in Major Kissinger's scalp. As a precaution, they ordered a computerized tomography, or CT, scan of his brain. What was first thought to be a case of heat exhaustion soon became a fight for life and death for the 35-year-old husband and father of three young daughters.

The scan revealed a tumor "the size of a baseball," Major Kissinger said. Suddenly, his previous bouts with headaches and memory loss made sense. A sister had died of a brain tumor as a young child before he was born. Now, barely a month into his assignment at Scott AFB, he was facing the possibility of a similar fate, without the comfort of his family, which was still in Charleston, S.C.

Major Kissinger, an Air Force Reservist serving a controlled tour as a Reserve liaison on the AMC staff, spent eight years on active duty and then served as a traditional Reservist at Charleston AFB before accepting the Scott AFB assignment. Having had no chance to relocate his family, he had to tell his wife, Priscilla, and daughters, Alexa, Gabby and Belle, about his illness by phone.

"Like with any life-threatening illness, it was frightening," Major Kissinger said.

In good health, up to that point, and very athletic, the major said he cried at the nearly overwhelming thought that he might die. A navigator, he was also saddened at the prospect of not being able to fly again. For comfort, he turned toward his faith and went to the base chapel to talk to a chaplain.

Doctors recommended surgery and chemotherapy. But because they believed the growth in Major Kissinger's brain was a stage two, or slow growing, tumor, doctors said immediate action wasn't necessary. He decided to wait until September to give him enough time to move his family to Illinois and

get everybody settled.

"The separation made it more difficult, but the ER docs and staff at the Scott hospital were great," Major Kissinger said. "They performed all the pre-surgery tests and treatments. The actual surgery was done at Barnes-Jewish Hospital in St. Louis in mid-September."

Major Kissinger motioned with his hands as he talked easily about the procedure. With a thick head of hair, it's difficult to see where a large incision over his right frontal lobe was made to expose bone that was removed to give surgeons access to the tumor.

"They stitched it all up and put in titanium screws with mesh," he said.

The surgery confirmed what doctors had suspected — that the growth was a stage two tumor. Major Kissinger began a chemotherapy regimen. Thankfully, he said, doses are low and in the form of a pill. Every six months he undergoes a precautionary MRI scan.

"I'm in cycle eight out of 24," Major Kissinger said. "Five days on (medication), 23 off. And every month they take a blood sample to make sure my white blood cell count is all right. If it's too

low, it can indicate something is wrong.”

Early on, when he was in the hospital while doctors were diagnosing his condition, Major Kissinger decided that no matter what happened, he didn't want to sit around feeling sorry for himself. Before his youngest child was born, he had run a couple of marathons. Even though that was 10 years earlier, he decided he wanted to compete in the 2004 Air Force Marathon at Wright-Patterson AFB, Ohio, which was scheduled for Sept. 18. He started practicing for the event by following a beginner's regimen for marathon running.

“This included a long run on Sunday, then two or three training runs during the week,” Major Kissinger said. “And I had a couple of days of cross-training in there, too.”

By the time the marathon was about 100 days away, the major was running 25 to 30 miles a week. He increased the mileage as the race got closer.

A month out, he ran a 33-mile “ultra” marathon, which, he said, “took a toll on his knees.” At that point, he exchanged long runs for more low-impact cross-training.

In addition to improving his health, Major Kissinger said his exercise routine improved his state of mind. Also helping in this department was a growing list of runners — current and former co-workers, both military and civilian — who were assembling around Major Kissinger to raise money for the American Brain Tumor Association.

On Sept. 15, less than three days before the event, Major Kissinger woke up in an ambulance after his body's seizures had awakened his wife. His doctors determined that a chemical imbalance had caused the seizures, so they adjusted his medication, which took care of the problem.

Two doctors said it was OK to run, while two other doctors and his wife didn't want him to compete.

Being this close to his goal, he couldn't quit. So, with the help, support and encouragement of friends and family, he made it to Wright-Patterson and the starting line wearing a “Brain Guy” T-shirt emblazoned with the the words “Exercise is Terminal Wellness.” People he didn't know were holding up signs of encouragement.

“It was awesome,” Major Kissinger said. “After being in the hospital on Wednesday and Thursday (Sept. 15 and 16), I was excited about being there and accomplishing my goal, despite a minor setback,” he said. “I know how lucky I am and how in a blink of an eye my condition can get worse.”

Major Kissinger said he felt great during the race, but at the 12-mile mark his right knee “gave out.” He hobbled and limped his way toward the finish line with daughter Gabby clapping by his side.

“There was no way I was going to give up,” he said.

It took him six hours to finish, about twice as long as his personal best time for a marathon, but that didn't matter. He made it and, in the process, had raised more than \$2,000 for the American Brain Tumor Association.

“I hit a bump in the road, but I have a lot of friends and family praying for me,” Major Kissinger said. “When we ran the marathon Sept. 18 (the Air Force's birthday), it was almost one year to the day that I had my surgery.”

With a smile and the sound of determination in his voice, he added, “My first marathon was a milestone. With my recovery, this is a milestone that says I'm almost completely healthy, even with the chemo. That makes it pretty special.

“Another reason I did this was to raise money for and awareness about brain tumors. So far the MRI's have been negative. I'm the healthiest patient at the oncology office, and I realize a lot of people have worse things happening to them. I feel fortunate.” ★

(Sergeant Sonnenberg is assigned to the 932nd Airlift Wing public affairs office at Scott AFB.)



Major Kissinger poses with his boss, Col. Peter Wangler, and friends Suzie and Tim Hurst outside the main gymnasium at Scott Air Force Base, Ill., before a training session for the Air Force marathon.

Air Force Reserve Command Selects Command Chief

The former top NCO within 10th Air Force is now Air Force Reserve Command's command chief master sergeant.

Chief Master Sgt. Jackson A. Winsett took over the position from Chief Master Sgt. Cheryl D. Adams in November. Lt. Gen. John A. Bradley, chief of Air Force Reserve and AFRC commander, selected Chief Winsett from among 20 nominees. Air Force Reservists from all categories

— traditional Reservists, individual mobilization augmentees, air reserve technicians, and active Guard and Reserve members — applied for the privilege of occupying the command's top enlisted position.

Chief Winsett is the fourth command chief AFRC has had since it was established as a major command in 1997 and the 12th person to hold the top enlisted job in the Reserve since March 1973.

The position of AFRC command chief master sergeant is a three-year controlled tour at Robins Air Force Base, Ga.

The duties involve communicating with the commander on problems, concerns, morale and attitudes of the enlisted force and, in turn, ensuring the commander's policies are known and understood by the enlisted force.

"My concern is for the enlisted force and the utilization of the force," Chief Winsett said. "I anticipate working hard for the next 36 months ensuring the needs of the enlisted corps are met."

Chief Adams, who began serving as the AFRC command chief master sergeant in February 2001, was the first

Officers travel to England for leadership development

By Staff Sgt. Angela Blazier

Nineteen Air Force Reservists from various bases across the United States joined their counterparts from four other countries Aug. 1-6 to participate in an International Junior Officer Leadership Development Seminar at Prince William of Gloucester Barracks in Grantham, England.

IJOLDS, organized annually by the Professional Development Center at Headquarters Air Force Reserve Command, Robins Air Force Base, Ga., provides Air Force Reserve and international reserve junior officers an opportunity to train together.

"I am a staunch believer in this kind of training," said Brig. J.A.J. Thomson, deputy inspector general to Britain's Territorial Army, in addressing the participants. "Young officers are the lifeblood of the reserves. This conference is about the building of relationships. ... this conference is to help you understand a different point of view."

As part of the seminar, participants were required to take part in a leadership reaction obstacle course. The officers were divided into groups, which had to successfully accomplish a command task within a given time period. Instructors evaluated the officers' ability to lead and contribute to a team.

"It's about putting people under pressure to understand how they will react," said Capt. Ian Mountain of the Territorial Army. "You don't really find out what people are like until you put them under pressure. There is an element of experience in doing these tasks — elements of success, which are the fundamentals of leadership."

In addition, participants took part in a planning exercise in which they were given a mission scenario with various objectives. They had 40 minutes to memorize the mission particulars and formulate a plan to accomplish mission goals. Each team discussed its individual plan, and then the group selected one plan as the best.

One by one, each person had to recite specific details of his or her own team's plan as well as the group plan without the use of notes. British facilitators questioned the students in an antagonistic manner, insisting on quick and detailed responses, in an effort to teach the students to think and react under pressure.



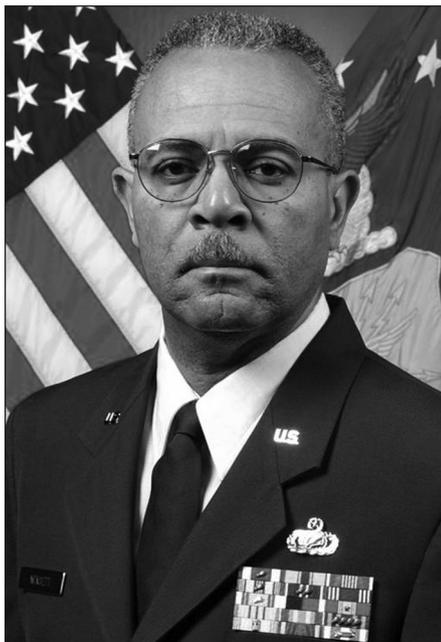
STAFF SGT. ANGELA BLAZIER

First Lt. Darren Ray (left), 815th Airlift Squadron, Keesler Air Force Base, Miss., and Capt. Tim Peters, Armored Battalion 393, Bad Salzungen, Germany, help Capt. Catherine Ferris, 22nd Air Force, Dobbins Air Reserve Base, Ga., over an obstacle during an exercise at the 2004 International Junior Officers Leadership Development Seminar in England.

"We sampled some different leadership training styles," said Capt. Rob Fritts, 442nd Fighter Wing, Whiteman Air Force Base, Mo. "And while they all may differ, the manifestation and exhibition of leadership is quite personal, regardless of nationality. If there was one thing I learned from this once-in-a-lifetime opportunity, it was there are different ways to approach and solve problems, and there can be more than one right answer to any problem."

Air Force Reserve junior officers, unit reservists as well as individual mobilization augmentees, who are interested in participating in IJOLDS may contact Mickey Crawford, program manager, at DSN 497-0933 or commercial (478) 327-0933 for information on nomination procedures. Ms. Crawford's e-mail address is mickey.crawford@afrc.af.mil. Also, information about IJOLDS is available on the AFRC intranet (https://wwwmil.afrc.af.mil/hq/dp/dpi/home/Professional_Development_Center.htm) available from a military computer. ★

(Sergeant Blazier is assigned to the 442nd FW public affairs office at Whiteman AFB.)



Chief Winsett

African-American woman to hold the title of command chief on active duty for a major command. She is being considered for a position within the Office of the Assistant Secretary of the Air Force for Manpower and Reserve Affairs. If selected she will report for duty in the Pentagon as early as Dec. 1.

Chief Winsett entered the Air Force Reserve in 1981 after serving on active duty in the U.S. Army from 1966 to 1969 with tours in Berlin, Germany, and in the Republic of Vietnam.

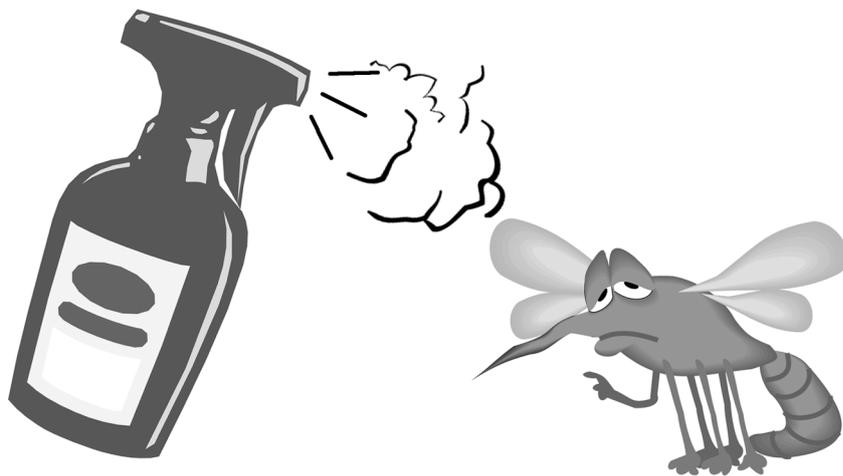
His duties in the Air Force Reserve included assignments as an administrative specialist, military personnel flight specialist, group career adviser, first sergeant and command chief master sergeant.

He served as the senior enlisted adviser for the 442nd Fighter Wing at Whiteman AFB, Mo., before becoming the command chief for 10th Air Force.

In his civilian career, Chief Winsett worked for the Federal Deposit Insurance Co. and owned a consulting firm. He retired from both occupations, devoting the last three years to full-time service in the Air Force Reserve.

Chief Winsett has lived in Lexana, Kan., since 1989. He is married and the father of one daughter and two sons.

The chief holds a bachelor of arts degree in psychology and business and a master of arts degree in business and counseling. (*1st Lt. Lance Patterson, Headquarters AFRC public affairs, Robins Air Force Base, Ga.*)



DEET: Don't deploy without it

By 1st Lt. John Fage

Whether hiking in the woods at home or serving in the sands of the Middle East, Airmen need to shield themselves from biting insects with a repellent.

The active ingredient in most skin-applied repellents is N, N-diethyl-m-toluamide, commonly referred to as DEET. It's a must on almost every deployment checklist and for good reason. DEET protects troops on the ground from mosquitoes, deer ticks, biting flies, chiggers, fleas and other insects.

"Insect bites are a painful nuisance and may even be a source of disease," said Maj. Martin Alexis, bioenvironmental engineer in the Directorate of Health Services, Headquarters Air Force Reserve Command, Robins Air Force Base, Ga. "DEET serves as a first line of defense against biting insects and vector-borne diseases."

Vector-borne infectious diseases — those transmitted by a carrier or transporter such as an insect or other organism — continue to emerge and strengthen because of changes in public health policy, according to officials at the Centers for Disease Control and Prevention in Atlanta. As these diseases evolve, they become less susceptible to drugs.

While all Airmen should use DEET, they don't. Some people are skeptical about using it, wondering how something that repels insects can be a good

thing to put on their hands, arms, face and neck.

"Maybe it's sticky or uncomfortable," Major Alexis said, "and time for baths/showers in the (area of responsibility) can be limited." However, if they don't protect themselves, he said, Airmen risk contracting diseases such as malaria and leishmaniasis.

Approved by the Environmental Protection Agency in 1957 as an active ingredient, DEET was developed by the U.S. Department of Agriculture in 1946. According to the EPA, about 38 percent of the American public uses DEET-based products.

DEET blocks emissions of carbon dioxide from the body. Carbon dioxide acts like a homing device, guiding pesky mosquitoes to their dinner.

The World Health Organization, the U.S. Army and the CDC all recommend the use of DEET-based products as an effective and safe way of protecting against biting insects.

The Consumer Specialty Products Association lists some important tips to keep in mind when using DEET:

- Always follow the directions.
- Do not soak clothing or bedding with DEET-based repellents.
- The more DEET in the product, the longer the protection lasts.
- DEET-based repellents should be applied to exposed, unbroken skin. ★

(Lieutenant Fage is assigned to the HQ AFRC public affairs office at Robins AFB.)

NCO Aids in Search for MIA Remains

A member of the 939th Air Refueling Wing at Portland International Airport, Ore., put his civilian and military experience to good use in October as a member of a missing in action field recovery team sponsored by the Joint POW/MIA Accounting Command.

During his trip to Vietnam, Senior Master Sgt. Richard Duke, 939th Maintenance Operations Flight, and the rest of his teammates attempted to recover MIA evidence from five sites.

"I became involved in Vietnam as a 19-year-old Marine in 1966," Sergeant Duke said, "and became interested in the country then. I've been back a number of times over the years, studying Southeast Asia's early Funan civilization, the precursor of the Khmer civilization of Cambodia."

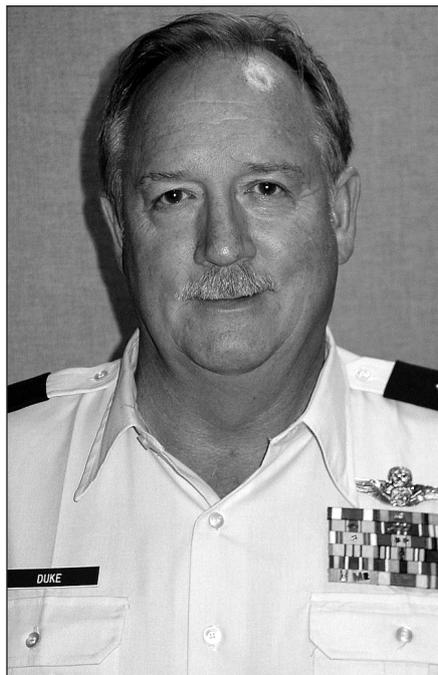
After being released from the Marines, Sergeant Duke moved to Hawaii, where he earned a degree in anthropology. While in Hawaii, he joined the Air Force Reserve. During the war in Iraq last year, the sergeant took part in more than 50 combat search and rescue missions. Prior to officially converting to an air refueling mission April 1, 2003, the 939th was a rescue wing.

His knowledge and ability in anthropology and archaeology, as well as his experience as a rescue aircraft loadmaster, brought him to the attention of the Joint POW/MIA Accounting Command. Based on his civilian and military expertise, JPAC officials invited him to join their October mission to Vietnam.

JPAC's overall mission is to achieve the fullest accounting of Americans missing as a result of the nation's wars. Teams, are dispatched to sites where remains have been sighted or where research indicates remains might be located.

According to JPAC officials, more than 1,800 people are still listed as missing from the Vietnam War, more than 8,100 from the Korean War and more than 78,000 from World War II.

"I've been associated with the military for almost 40 years now," Sergeant Duke said. "I started my career during the Vietnam conflict. I am both humbled and honored, as I near the end of my career, to return to Vietnam and help re-



Sergeant Duke

unite our MIAs with their families." (Roger Edwards, 939th ARW public affairs)

C-141 Schoolhouse Closes at Wright-Patterson

Air Force Reserve Command shut down its C-141 schoolhouse Oct. 14.

A ceremony marked the closing of the school, officially called the C-141 Formal Training Unit managed by the 445th Airlift Wing at Wright-Patterson Air Force Base, Ohio. Use of the facility, the only one of its kind in the Air Force, ended because all C-141s will retire by 2006.

The school opened in January 2002 for C-141 pilots, loadmasters and flight engineers. The Air Force moved the school from Altus AFB, Okla., to Wright-Patterson in 2001.

Although the school closed, the Reserve unit will still run a flight simulator for training.

"Eventually the C-141 simulator will be dismantled and the space made available for a C-5 simulator," said Maj. Linda Moore, AFRC acquisition adviser. "The alteration to the simulator facility is part of the military construction project for the 445th Airlift Wing."

Wing officials expect to get the first C-5A in October 2005. C-5s are the largest aircraft in the Air Force. (AFRC News Service from a 445th AW news release)

Memo Improves Job Protection for Guardsmen, Reservists

Attorney General John Ashcroft and Labor Secretary Elaine Chao have signed a memorandum of understanding to ensure employment rights of people returning from military service are vigorously protected.

The memorandum streamlines and strengthens enforcement of the Uniformed Services Employment and Re-employment Rights Act of 1994. Congress passed the act to safeguard the employment rights and benefits of service members upon their return to civilian life.

"The brave men and women protected by (the act) voluntarily set aside the comforts of civilian life and stepped in harm's way," Mr. Ashcroft said. "We owe it to them to make sure that their employment rights and protections are fully and vigorously protected upon their return from military service."

"Our (service members) have been there for us, so now it's our turn to step up our efforts for them," Ms. Chao said. "This agreement will strengthen enforcement of (the act) by ensuring faster resolution of (its) cases and quicker enforcement action by the government when it is necessary."

The memorandum deals exclusively with each department's role and responsibilities in the enforcement of the act. The attorney general has delegated his responsibilities to the civil rights division of the Department of Justice and the U.S. Attorneys' offices.

The Department of Labor has delegated its responsibilities to the veterans' employment and training service and the office of the solicitor.

The memorandum will streamline the enforcement process, allowing the two agencies to work closely and effectively to ensure the protection of service members' rights. When a complaint raises an "issue of immediate and significant harm" and each agency agrees that the complaint appears legitimate, it may be referred for enforcement immediately, officials said. This prevents two agencies from working on the same issue, wasting time and resources.

Department of Labor officials also is-

sued new regulations strengthening the act's protections. Besides the new regulations, Ms. Chao and the DOL's veterans' employment and training services have taken other steps to reduce the rate of violations, including:

- Providing briefings on the act to more than 158,000 service members and others.
- Responding to almost 26,000 requests for technical assistance.
- Distributing more than 240 televised public-service announcements.
- Addressing most of the major human resource and employer organizations. (*American Forces Press Service*)

Reserve Hands Off Operation Deep Freeze Missions

Air Force Reserve Command C-141C aircrews will stop flying Operation Deep Freeze airlift missions to Antarctica in February.

When the new season starts in August 2005, mission responsibility will revert back to the active-duty 62nd Airlift Wing, McChord Air Force Base, Wash. The Reserve took responsibility for the mission almost four years ago while McChord transitioned from C-141 to C-17 aircraft.

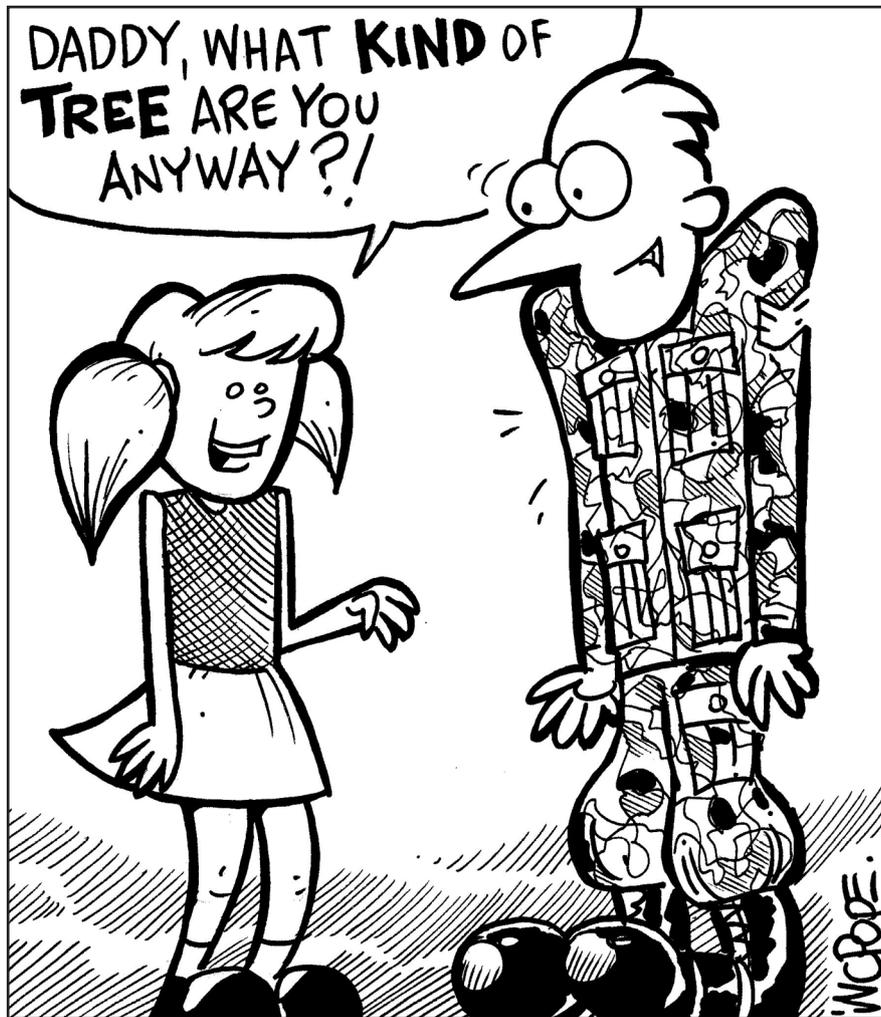
"Currently, the Reserve holds the Operation Deep Freeze brain trust. Our crews are the most skilled in the Air Force when it comes to this challenging mission," said Lt. Col. Steven Strader, a command C-141 pilot in the Directorate of Operations' Aircrew Standardization and Evaluation Branch, Headquarters Air Force Reserve Command, Robins Air Force Base, Ga. He will be an Operation Deep Freeze mission commander in what he calls "one of the most fulfilling missions in the Air Force."

Weather conditions are extreme in Antarctica. Summer high temperatures at McMurdo Station average just below freezing, and intense winds can blow ice and snow particles around for days at a time, reducing visibility to near zero.

"Because of all of these abnormal caveats, all our crew members are highly skilled and qualified instructors or evaluators," Colonel Strader said.

Reservists from the 445th Airlift Wing, Wright-Patterson AFB, Ohio; 452nd Air Mobility Wing and Fourth Air Force, March Air Reserve Base,

Pope's Puns



CARTOON BY MASTER SGT. W.C. POPE, WESTOVER AIR RESERVE BASE, MASS.

Calif.; and Headquarters AFRC will form mixed crews to move National Science Foundation researchers and equipment from Christchurch, New Zealand, to McMurdo Station on the Ross Ice Shelf in Antarctica.

The three-phase Operation Deep Freeze season runs from August through mid-February. Phase one, called "Winfly," was completed in August by Air Force active-duty C-17 crews who delivered advance teams and equipment to McMurdo Station.

Active-duty and Reserve crews are in charge of the second and third phases, called "Mainbody" and "Redeployment," respectively. Mainbody ran from late September through mid-November, while Redeployment will go from late January through mid-February.

According to Colonel Strader, a three-year veteran of Deep Freeze mis-

sions, flying to the coldest, driest and windiest place on Earth requires extensive mission planning.

The flight from Christchurch to McMurdo takes slightly more than five hours.

"It's not a long flight, but it's a long day, start to finish," the colonel said.

Mission planning involves trade-offs so the planes can carry the maximum amount of cargo.

"We trade off fuel for cargo," Colonel Strader said. "We take as much fuel as we can, but it's never enough for a round trip to McMurdo.

"We calculate a PSR — point of safe return — for each flight. That is the point en route to McMurdo where we commit to either continuing or turning back to Christchurch or an alternate landing location." (*Phil Rhodes, HQ AFRC public affairs, Robins AFB*) ★

Pipe Dreams

Bagpipers master unusual
instrument to continue
rich military tradition

Page 6

