

Accountability in ICBM force, Pg. 7/ CMSAF: Feedback essential, Pg. 11

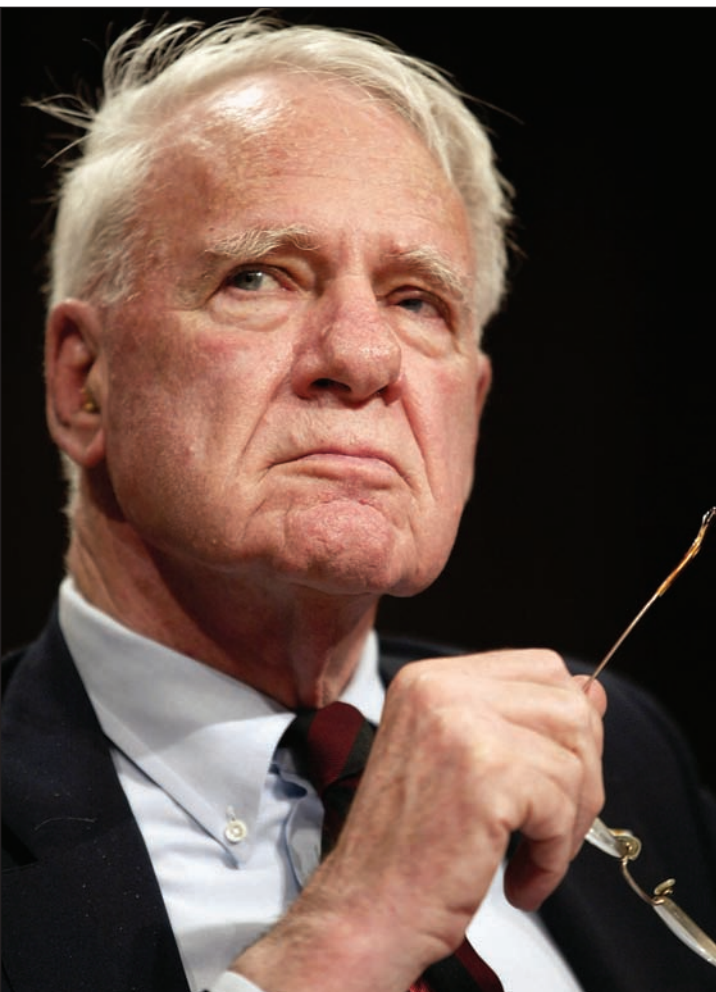
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Schlesinger, Who'd Helmed CIA, Pentagon, Dies at Age 85



Stephen Jaffe/Agence France-Presse — Getty Images
James R. Schlesinger in 2004.

By Terri Moon Cronk
American Forces Press Service

WASHINGTON – Former CIA director and defense secretary James R. Schlesinger died from complications from pneumonia today in a Baltimore hospital at age 85.

Schlesinger was considered a tough, forthright and outspoken leader throughout his career.

Schlesinger was considered an exceptional candidate for the top Pentagon job. His career history included university economics professor, the Rand Corp. director of strategic studies, and other senior government appointments as the former Atomic Energy Commission chairman, CIA director, and Bureau of the Budget assistant director, where he spent time on defense issues.

By the time he was nominated as defense secretary, Schlesinger had a formidable background in security affairs. President Richard Nixon tapped Schlesinger to become defense secretary in May 1973, the position for which he became best known. He took office July 2 at the young age of 44.

James Rodney Schlesinger was born Feb. 15, 1929, in New York City to a middle-class family. He married Rachel Line Mellinger in 1954, and the couple had eight children.

Schlesinger graduated from Harvard University with a bachelor's degree in 1950, a master's in 1952 and his doctorate in economics in 1956. Schlesinger was described as an intelligent and strong-willed conservative, whose professorial expertise led to controversy in his career in the federal government.

Serving as defense secretary until Nov. 19, 1975, Schlesinger was dismissed by President Gerald R. Ford, reportedly for insubordination over his demands for increased defense budgets, and disagreements with the administration, Secretary of State Henry Kissinger, and the Congress.

Throughout his government career and into retirement, a large part of Schlesinger's legacy was his goal to make certain that arms control agreements would never put the United States in an inferior strategic defense position against the then-Soviet Union.

Schlesinger enjoyed a rapport with U.S. military leadership, because he fought to give them more resources, consulted with them regularly, and agreed with many of their views. Schlesinger also opposed amnesty for draft resisters, and pressed for development

of more sophisticated nuclear weapon systems. His support for the A-10 and the lightweight fighter program -- later the F-16 -- helped carry them to completion.

Schlesinger also realized the importance in the post-Vietnam era of reinstituting the morale and prestige of the military services, to modernize strategic doctrine and programs to increase research and development, and to jumpstart a defense budget that had declined since 1968.

Because he regarded conventional forces as an equally essential element in the deterrence posture of the United States, Schlesinger wanted to reverse what he saw as a downward trend in conventional force strength. He said because Soviet nuclear capabilities were nearly at parity with the United States, the contribution to deterrence made by U.S. strategic forces had declined. He emphasized that one of the missions of conventional forces was to deter or defeat limited threats.

Schlesinger therefore dedicated much of his attention to NATO, noting that its conventional capabilities must be strengthened. He didn't agree that NATO did not need a direct counter to Warsaw Pact conventional forces because it could rely on tactical and strategic nuclear weapons, and said nuclear near parity between the United States and the USSR in the 1970s made that stand inappropriate.

In his discussions with NATO leaders, Schlesinger favored qualitative improvements in NATO forces, including equipment standardization, and an increase in defense spending by NATO governments by up to 5 percent of their gross national product.

Schlesinger had a succession of crises in the Pentagon that challenged his administrative and political prowess. In October 1973, three months into his tenure as defense secretary, Egypt and Syria launched the Yom Kippur War with a sudden attack on Israel. Israel's military was not performing well, and the USSR's efforts to restock the Arab antagonists complicated the situation for Israel.

Schlesinger said U.S. policy to avert direct involvement depended on Israel winning quickly. But as the Israelis faced large-scale military forces, the United States became involved by resupplying the Israeli forces. A cease-fire soon was declared, but after the USSR threatened to get involved to aid the Arab forces, the United States declared a worldwide forces alert.

The final chapter of the Indochina conflict also took place on Schlesinger's watch. While U.S. combat forces were out of South Vietnam in spring 1973, the United States kept a military presence in parts of Southeast Asia.

During Schlesinger's defense secretary confirmation hearings, a handful of senators heatedly questioned him when he said he would favor resuming U.S. bombing in North Vietnam and Laos if the North Vietnamese launched a major offensive against South Vietnam.

When North Vietnam did so in early 1975, however, the United States had few resources there to help South Vietnam, and it collapsed when the North overtook Saigon in late April of that year. It was then that Schlesinger announced the last helicopter evacuation of U.S. diplomatic, military and civilian personnel from Saigon.

In Schlesinger's quest to strengthen conventional and strategic U.S. military forces, he devoted much of his time to increasing the defense budget.

He noted the Defense Department was absorbing about 6 percent of the gross national product, the lowest percentage since before the Korean War, and that military manpower was at its lowest since before the Korean War. Defense spending, he said, came to about 17 percent of national spending, which was the lowest since before the 1941 attack on Pearl Harbor. With those figures, and with his concern over ongoing Soviet weapons progress, Schlesinger was a dedicated advocate of bigger defense budgets.

After leaving the Pentagon, Schlesinger wrote and spoke vehemently about national security issues, particularly the Soviet threat and the need for the United States to maintain adequate defenses.

When Jimmy Carter became president in January 1977, he appointed Schlesinger as his special adviser on energy, and later as the first secretary of his new Energy Department. After two years, Carter replaced Schlesinger at the Energy Department.

Following his federal government career, Schlesinger resumed his writing and speaking engagements. He was employed as a senior adviser with Lehman Bros., and Kuhn Loeb Inc., of New York.

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On the cover

U.S. Air Force photo/
Airman 1st Class Keenan Berry
U.S. Air Force Staff Sgt. William Park, 131st Maintenance Squadron Munitions Flight Conventional Maintenance Section crew chief, ensures the MHU-110 trailer is ready for an assembled munitions load at Whiteman Air Force Base, Mo., April 1, 2014. The trailer has a rated weight capacity of 15,000 pounds.

NEWS BRIEFS

Tax Center

The end of the tax season is quickly approaching. Please contact the tax center if you have not accomplished your tax return and would like our office to prepare them for you. The last day to file your tax return is 15 April 2014, however, the last day to E-file your return is 11 April 2014. Listed below is our contact information and what is needed to file your return.

Where: Community Center (Behind BX and across from the Ozark Inn) Phone number: 660-687-6014

Hours: M-Th 0800-1100

F - 1300 - 1600

If you have any questions and to set up an appointment, please feel free to contact the tax office at 660-687-6014.

Telephone news line set up for retirees

A toll-free telephone news line has been set up for retirees and surviving spouses who do not have computer access.

By calling 1-800-558-1404, retirees and spouses can stay informed using this new easy-to-use menu-driven service. Callers can select from several different topics that are compiled from various electronic news sources.

Topics include pay and annuity matters, medical and health care, and other benefits and entitlements.

CCAF GEM Program

Military members avoiding taking classes because of work shifts, deployments or other time constraints have a new program to assist them. Community College of the Air Force degree requirements can be met through distance learning using the CCAF General Education Mobile (GEM), a partnership between CCAF and other schools. For more information call (660) 687-2420.

Found Property

Keys, wallets, bicycles, jewelry and other items have been turned in as found property to Security Forces Investigation Section. To inquire about lost property, go to building 711, room 305, or call Detective Steven Scott at 660-687-5342.



WEATHER

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Lo 37	Lo 30

Sunday	Monday
Chance of Showers	Chance of Showers
Hi 59	Hi 58
Lo 40	Lo 41

Long-range Training Flight Exercises Capabilities



A B-2 Spirit strategic bomber conducts a low approach training flight over Hickam Air Force Base, Hawaii April 2, 2014. Two B-52 Stratofortress strategic bombers from Barksdale Air Force Base, La., and two B-2 Spirit strategic bombers from Whiteman Air Force Base, Mo., flew non-stop from their respective home stations to training ranges within the vicinity of Hawaii and conducted range training operations and low approach training flights at Hickam AFB.

By U.S. Strategic Command Public Affairs

OFFUTT AIR FORCE BASE, Neb. - Two B-52 Stratofortresses from Barksdale Air Force Base, La., and two B-2 Spirit bombers from Whiteman Air Force Base, Mo., recently flew non-stop from their home stations to training ranges in Hawaii to exercise the President's credible and flexible military options to meet national security obligations to the U.S. and its allies. Part of the mission was to conduct coordinated range operations amongst multiple airframes as well as test low approach training capabilities before returning to their bases.

"These long-duration, coordinated training missions allow our strategic bomber aircrews to execute synchronized global strike missions tailored to the needs of the combatant commander," said Maj. Gen. Scott Vander Hamm, commander, 8th Air Forces and Joint Functional Component Commander for Global Strike.

The mission, which spanned nearly 8,000 miles from home station to the drop site and back to the home installation, tested the ability for planners to coordinate operations between combatant commands and amongst multiple Air Force wings. The 20-plus hour training missions also demonstrated the U.S.' capability to provide a flexible and always-ready force to respond to a variety of threats and situations within U.S. Strategic Command's global

strike and strategic deterrence missions.


During the training mission, bomber crews enhanced their operational proficiency and readiness by releasing their inert ordnance on Hawaii's Pohakuloa military weapon range. They also honed their skills at operating during a long duration flight; an important element of U.S. Strategic Command's enduring deterrence capability.

"These tailored exercises are vital to assuring our nation's leaders and our allies that we have the right mix of aircraft and skill to strike at the time and place of our choosing," General Vander Hamm said.

The Department of Defense routinely conducts training missions to ensure the U.S. has a credible capability to respond to a variety of levels of threats and to provide the President a variety of options he may need to protect the nation or its allies and partners.

"Most bomber missions are long duration like this. The experience gained from this kind of training mission is invaluable," said Lt. Col. Ryan Link, 96th Bomb Squadron commander, Barksdale AFB. "We boost our coordination capabilities and flying skills, and our bomber force is better for it."

The B-2 and B-52 are long-range, multi-role bombers capable of delivering both conventional and nuclear munitions. Both bombers can fly at high subsonic speeds at altitudes up to 50,000 feet.



Team Whiteman,

The UCM Baseball Salute to Veterans Military Appreciation game is Saturday, April 5 at 1 p.m. Come watch the UCM Mules take on the Lindenwood Lions in a Mid-America Intercollegiate Athletic Associate doubleheader.

The game is at the Crane-Tompkins field, located at the corner of Main Street and King Street in Warrensburg.

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SUNDAY, APRIL 6 • 3 p.m.
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Diamond Sharp!



U.S. Air Force photo/Airman 1st Class Keenan Berry

U.S. Air Force Airman 1st Class Lesa Vaughn, 509th Maintenance Squadron knowledge operations manager, receives the February Diamond Sharp Award at Whiteman Air Force Base, Mo., March 31, 2014. Vaughn serves as a unit public affairs representative and is responsible for maintaining the Whiteman Airman's Council SharePoint site. She was elected secretary of the 509 MXS booster club for 2014, negotiated with a local restaurant to offer 20 percent discount coupons for every member and distributed an estimated 515 valentines for each member of the squadron.

Weekly Fire Prevention Safety Article

By Tech. Sgt. Chris Gunn
509th Civil Engineer Squadron

The weather outside is beginning to warm up, but there are days when rain will fall. Now is the time to ensure your lawn mowers are ready for the first cut, and the grill is fired up to grill those T-bone steaks.

You may be asking yourself, "How am I going to get the propane tank for the grill, or the gas for lawn mower, back to the house?"

Easy answer: your vehicle. But did you know, according to the National Fire Protection Association, automobile fires were involved in 10 percent of reported U.S. fires, and six percent of the U.S. deaths?

Vehicle fires are a serious thing and when you're transporting combustible fluids such as gasoline or propane, you want to ensure your vehicle is in tip top condition.

Before you head off to the gas station to fill up the gas can or exchange your propane tank take look at the following car fire safety tips.

How to prevent a car fire

- Have your car serviced regularly by a professionally-trained mechanic. If you spot leaks, your car is not running properly, get it checked. A well-maintained car is less likely to have a fire.

- If you must transport gasoline transport only a small amount in a certified gas can that is sealed. Keep a window open for ventilation.

- Gas cans and propane cylinders should be secured and never transported in the passenger compartment.

- Never park a car where flammables, such as grass, are touching the catalytic converter.

- Drive safely to avoid an accident.

Know the danger signs

- Cracked or loose wiring or electrical problems, including a fuse that blows more than once.

- Oil or fluid leaks.

- Oil cap not on securely.

- Rapid changes in fuel or fluid level, or engine temperature.

What to do if your car is on fire

- Pull over as quickly as it is safe to do so, be sure to use your signal as you make your way to a safe location off the road.

- Once you have stopped, TURN OFF the engine.

- GET everyone out of the car. Never return to a burning car for anything.

- MOVE everyone at least 100 feet from the burning car and well away from traffic.

- CALL 911.

Whiteman Fire Emergency Services would like you and your family to stay safe in your vehicle as you travel to your destination. If you have any questions about fire prevention, fire safety, or training, contact the Fire Prevention Office for information at 687-6080, 687-3748, or 687-6083.

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Whiteman fire fighters turn-up the heat



U.S. Air Force Chris Finkes, 509th Civil Engineer Squadron crew chief, left, and Senior Airman Tony Beaudry, 509th CES operator, extinguish the fire during controlled burn training at Whiteman Air Force Base, Mo., March 19, 2014. This training allows firefighters to get a feel for the fire as well as extinguish it.



U.S. Air Force Civil Engineer Squadron firefighters load a hose onto a fire truck. A hook must be properly placed to ensure rapid deployment for the next emergency.



U.S. Air Force Staff Sgt. Elva Haywood, 509th Civil Engineer Squadron crew chief, dons a self-contained breathing apparatus mask. This mask allows firefighters to access hazardous environments and prevent respiratory problems.

By Airman 1st Class Keenan Berry

509th Bomb Wing Public Affairs

A dark smoke-filled house is set ablaze. The high-pitched symphony of sirens reverberates in the distance. The echo of stomping boots sprinting toward the monstrous inferno. The cool, calm facial expressions worn by firefighters portray bravery and determination as they prepare to extinguish the blazing terror.

To many people this compares to a scene from a fictional movie. However, to the Airmen of the 509th Civil Engineer Squadron Fire Emergency Services flight, fiction can quickly become reality.

"We respond to emergencies and assist medically when there is need for it," said Senior Airman Anthony Beaudry, 509th CES driver. "We continually train so that we are prepared should we have to respond."

Firefighters train relentlessly to ensure mission success. The fire department supports the 509th BW mission by providing fire protection capabilities for the B-2, assets, base infrastructure and personnel who live, and work, on Whiteman AFB.

"Training is every day," said Emanuel Villegas, 509th CES crew chief. "We do training on ice water rescue, structural and aircraft live-fire training, and train on many other aspects of our career."

Ice-water rescue training allows Whiteman firefighters to take advantage of the Missouri's cold climate, practicing rescuing an individual who has fallen into a frozen body of water.

"The procedures for ice water rescues and technical rescues are laid out for us in our flight management plans," Villegas said. "Every firefighter, and those responsible for their crews, ensure the plans are reviewed. They are laid out step-by-step with what we do and how we perform our job here at Whiteman. Every place does things just a little bit different but we all fall under the Air Force 'umbrella'."

Additionally, firefighters are required to perform live-fire training quarterly. They use aircraft and structural live-fire trainers to practice extinguishing ablaze, and getting a "feel" for fires.

"There are a set amount of structural training fires. We conduct these quarterly, so we can meet required training hours," Villegas said.

The live-fire training area consists of both an aircraft rescue firefighting mock up and a two-story structural burn house. During the cold winter months, the aircraft live-fire trainer is shutdown, allowing water pumps to be removed, and the water drained to prevent freezing.

"Due to the winter months and our location, we are not always able to accomplish aircraft live-fire training because of winterization, safety hazard and freezing over," Villegas said. "We try to get aircraft live-fire training done within the 'good' weather months, April through October, to ensure everyone receives their required training hours and exposure to live-fire."

During a structural response to a house fire, Rescue and Command vehicles will respond. Depending on the severity and complexity of the structural house fire, an additional alarm may be sounded, resulting in additional personnel and equipment responding to the scene.

Proper care of the fire trucks and equipment is a vital aspect of a firefighter's duties. The firefighters ensure every truck is cleaned before each shift, and all equipment ready when needed.

Regardless of the situation or scenario, the main goals for firefighters remains safety and mission success.

"Every time we are faced with a situation, we must ensure each crew member is level-headed and prepared to do their job," Villegas said. "The community, our safety and lives lie in each other's hands, and we have full confidence in each other's ability to ensure everyone makes it out safe and sound. Failure is never an option and we want to ensure that 'Everyone Goes Home' at the end of a shift!"



U.S. Air Force Antony Beaudry, 509th Civil Engineer Squadron operator, dons an air pack. The air pack serves as an inhalation resource preventing firefighters from inhaling super-heated air.

U.S. Air Force photos/Airman 1st Class Keenan Berry

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Air Force leaders announce accountability actions, way forward for ICBM force

By Master Sgt. Amaani Lyle

Air Force Public Affairs

Agency Operating Location - P

WASHINGTON (AFNS) -- In a press briefing at the Pentagon March 27, Air Force officials announced the findings from the Malmstrom Air Force Base, Mont., test compromise investigations, to include accountability actions and a way forward for the ICBM force.

In January, Secretary of the Air Force Deborah Lee James and Air Force Global Strike Command commander Lt. Gen. Stephen Wilson announced a cheating incident involving 92 crew members at Malmstrom AFB. Wilson then launched a commander directed investigation and force improvement program to get to the bottom of the situation and to recommend needed improvements. Additionally, Secretary of Defense Chuck Hagel ordered the service to provide him a comprehensive plan to address the morale and ethics issues within 60 days.

James led with what the CDI initially confirmed, "we do have systemic issues in our missile community," highlighting that the CDI and FIP have a number of recommendations to address not only the climate within the nuclear community, but also to ensure Airmen recognize importance of the nuclear mission to national security.

She also addressed the topic of most interest -- accountability -- with 79 officers and 10 leaders receiving punishment in some form.

"Nine officers in leadership positions at Malmstrom (AFB) were recommended for removal," James said. "One officer submitted his resignation and will retire. None of these leaders were directly involved in a test compromise, but the commander directed investigation indicated that they failed to provide adequate oversight of their crew force."

"This indeed was a major failure in integrity," she said, speaking of the group of missile officers who had some type of involvement in the test compromise.

"Our Air Force core values, which are 'Integrity First, Service Before Self, and Excellence In All We Do', -- have to guide us in everything we do -- on and off duty; at home, in the office and on the battlefield," James said. "Integrity means taking action when you see something in your environment that's not right -- in your unit, among your peers, (with) your subordinates and your superiors."

To reemphasize the importance of core values and provide resources to commanders and senior non-commissioned officers, key plan components include a stand-down Wingman Day, evaluation of current curriculum at formal education and training venues and a launch of a core values resource center on the Air Force Portal, James reported.

Wilson said leaders launched a FIP that provides recommendations in four general areas: reforming organizational culture, empowering crew commanders, improving the quality and purpose of training; and reforming testing and evaluation.

"We are using this test compromise as an opportunity to make significant and important improvements across the enterprise," Wilson said. "The Force Improvement Program's purpose is to create an aggressive, action-oriented, field-influenced program with the goal of making substantial and lasting changes to the ICBM mission."

The FIP, Wilson explained, included a diverse 69-person working group comprised of Airmen from operations, maintenance, security forces, mission support and helicopter career fields and even Navy submariners and global strike bomber crews.

The program launched in February on the heels of the CDI, led by Lt. Gen. Mike Holmes, Air Education and Training Command vice commander.

"Based on the CDI, we can say that, across the 20th Air Force, leadership's focus on perfection led commanders to micromanage their people," Wilson noted. "They sought to ensure the zero-defect standard was met by personally monitoring and directing daily operations, imposing unrelenting testing and inspections -- with the goal of eliminating all human error."

To begin to change the culture, we will place greater emphasis on 1) how we train and 2) field evaluations that better assess crew performance in the operational environment, Wilson reported. "This will allow us to deemphasize the significance of scoring 100 percent on classroom tests while ensuring our crew force remains ready to perform the mission."

James reported in fiscal 2014 the Air Force earmarked \$19 million for the FIP including launch control center refurbishment and infrastructure repairs. The 20th Air Force also identified an additional \$3 million for quality-of-life requirements.

Similarly, the fiscal 2015 budget request, James reported, includes \$455 million to sustain the Air Force's Minuteman squadrons, intercontinental ballistic missile helicopter support and critical communications, with another \$154 million for readiness, training and launch control improvements.

"As we execute our funding in 2014 we're going to seek to rearrange as much as possible to fund these important programs -- in other words we're not going to wait; we're going to move forward," she said.

Still, James said the Air Force nuclear deterrence mission is not only critical to national security, but remains strong.

"Overall, I continue to have great confidence in this mission and the way it is being performed," James said. "For over 50 years our nuclear professionals have faithfully stood watch over America. This issues we have before us is tough (and) while we have made progress in recent years, there is more work to be done."

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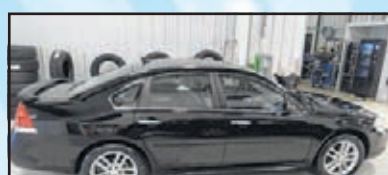
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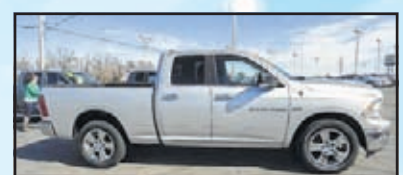
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The key to destruction

By Airman 1st Class Joel Pfiester
509th Bomb Wing Public Affairs

When engaging in a combat mission against the enemy our combat aircraft must be equipped with reliable munitions, ready to deploy at a moment's notice. Without munitions, combat aircraft are simply static displays.

The Airmen of the 509th Munitions Squadron Conventional Maintenance Section are responsible for building, testing and maintaining the munitions for different aircraft.

The first order of business is figuring out what munitions are needed, and how many need assembling.

"The flight-line squadrons will send us something called a Munitions Operations Projection," said Airman 1st Class Justin Christoff, 509th Munitions Squadron conventional maintenance crew chief. "It's basically a projection that lets us know what they need for missions or training."

The conventional maintenance shop works on several different types of munitions, said Christoff.

"We recently did a Mark-82 build," said Airman Roger Chupp, 509th Munitions Squadron conventional maintenance crew member. "We did more than three days and I think the most we did in one day was about 108 or 109. The total we did in three days was 248."

Another munition in the shop's arsenal is the GBU-31. The GBU-31 is a Joint Direct Attack Munition or JDAM. The JDAM weighs approximately 2,000 pounds.

After the munitions are assembled they are inspected to ensure the tail kits are working properly and everything is secure.

"The first thing we do is have a seven-level inspect them," Christoff said. "There's only one other shop that touches these bombs, which is Line Delivery, and it's not their job to be proficient on what the bomb should look like. It's our job to make sure we're putting out a good product that is going to be 100 percent on target every time."

Dealing with highly important explosives and equipment means

having to be ready to work at all times.

"We are on call 24/7, 365," Christoff said. "We have to 'turn-and-burn' a bunch. We don't want to keep those B-2s waiting on us. It's a \$2.2 billion piece of equipment that is useless without munitions."

The self-sufficient shop also has additional duties such as being in charge of the Composite Tool Kit, being a controlled area monitor as well as Airmen that monitor technical orders.

"We have people that monitor TOs and make sure they are up to date and that nobody is put in danger," Christoff said. "Our number one mission in AMMO is safety. Safety of personnel comes before anything else."

The shop abides by the cardinal principle of munition safety according to Airman Roger Chupp, 509th Munitions Squadron conventional maintenance crew member.

"It's the minimum amount of people around the minimum amount of munitions for a minimum amount of time," Chupp said. "If you have 20 people around a munitions operation, that's kind of a lot of people to look over and make sure they aren't doing anything wrong but if you have four or five then you're going to be accountable to every single person and you can make sure they aren't just messing around near a fuse. God forbid something happens, the casualties would be greater."

Safety precautions are fully implemented at the shop to ensure the overall mission of providing Whiteman with combat capability.

"The end result we're looking for is to put warheads on foreheads," Chupp said. "We can't do that if we're having guys losing fingers"

The tight-knit Conventional Maintenance crew takes a lot of pride in their job and there is a strong sense of camaraderie amongst them, said Chupp.

"There's a lot of pride that goes into this job. The people really make AMMO," Chupp said. "We are with each other all day, every day, five days a week. If we didn't like each other it would be bad, but we all love each other here."



Airmen from the 509th Munitions Squadron conventional maintenance section crew strap down two GBU-31 Joint Direct Attack Munitions to an MHU-110 trailer at Whiteman Air Force Base, Mo., April 1, 2014. The 509th Munitions Squadron conventional maintenance section is responsible for building, testing and maintaining munitions for different aircraft.



U.S. Air Force Staff Sgt. Joseph Hausman, 509th Munitions Squadron conventional maintenance section crew chief, tightens a bolt on a GBU-31 Joint Direct Attack Munition. The conventional maintenance shop works on several different types of munitions.



U.S. Air Force Staff Sgt. Kenneth Morgan, 509th Munitions Squadron Conventional Maintenance Section crew chief, marks the amount of KMU-556 tail kits in a storage container. The 509th Munitions Squadron conventional maintenance section is responsible for building, testing and maintaining munitions for different aircraft.



Airmen from the 509th Munitions Squadron conventional maintenance section use a munitions assembly conveyor to load munitions, using a device called the gantry, onto an MHU-110 trailer. The gantry is a sub-assembly of the MAC.



U.S. Air Force Staff Sgt. William Park, 131st Maintenance Squadron Munitions Flight conventional maintenance section crew chief (left), U.S. Air Force Staff Sgt. Joseph Hausman, 509th Munitions Squadron conventional maintenance section crew chief, and Airman 1st Class Zachary Howard, 509th Munitions Squadron conventional maintenance section crew chief assemble a KMU-556 tail kit to a GBU-31 Joint Direct Attack Munition. The GBU-31 weighs approximately 2,000 pounds.

Webcasts focus on civilian leadership development opportunities

Air Force Personnel Center
Public Affairs

JOINT BASE SAN ANTONIO-RANDOLPH, Texas (AFNS) -- Civilian Airmen will learn about available civilian leadership development opportunities during April webcasts tailored for specific grade groups, Air Force Personnel Center officials said March 26.

Hosted by the AFPC Civilian Force Integration Directorate, the webcasts support Air Force commitment to developing Airmen, said Joan Gudinas, the civilian developmental education program manager.

"The Air Force deliberately develops all Airmen to ensure they are able to fully contribute to the mission and achieve their own career goals," she said. "These webcasts will help civilian Airmen understand their growth options and enable them to plan their careers."

The Air Force Civilian Leadership Development Continuum, established in 2009, ensures civilians have opportunities to achieve necessary proficiency levels. In support of the continuum, the webcasts will focus specifically on opportunities necessary to develop people in tactical, operational and strategic levels. The one-hour webcasts dates and central standard times are as follows:

April 14

9 a.m. - GS-7 to GS-11 (tactical level) employees
2:30 p.m. - GS-12/13 (operational level) employees

April 15

9 a.m. - GS-12/13 (operational level) employees
2:30 p.m. - GS-14/15 (strategic level) employees

"We encourage supervisors to listen in, as well, so that they are able to assist and support their employees' development plans," Gudinas said.

Subject matter experts will be online to provide real-time answers to questions during the webcasts. The slides will be posted to the myPers DCO webcast site prior to the first session. To access the slides, go to myPers at <https://mypers.af.mil> and enter "2014 webcast."

Logging in to DCO

To join a webcast, go to <https://connect.dco.dod.mil/dpiwebcast>. Registered users should enter their user names and passwords. Non-registered Airmen can log in as guests and provide their full names and bases.

"You may log in 30 minutes before the webcast begins, but technical issues may prevent you from logging in once the webcast begins, so logging in promptly will help ensure you get the most out of the experience," Gudinas said.

Webcast questions and answers will be posted at the myPers DCO webcast area as soon as they have been validated and approved after each briefing.

For more information about developmental opportunities and other personnel issues, go to myPers at <https://mypers.af.mil>

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CMSAF Roll Call

Feedback: Essential for All Airmen

Roll Call! Airmen need feedback, meaningful and purposeful feedback to reach their full potential. The importance of feedback is not new to our Air Force, yet we often struggle to capitalize on this opportunity to strengthen our team. We all need feedback and we need it often...it enables us to accomplish great things for our nation, as individuals and as a team.

Whether we're brand new Airmen or seasoned veterans, we're all moving towards a goal, a destination...a target we'd like to hit in the future. To reach those goals, we need feedback. It's one of the most powerful influences on learning and achievement...it is essential to winning the fight, strengthening the team and shaping the future.

Feedback comes in many forms. It's anything or anyone that tells us where we are, how we're doing, where we need to go and how we need to get there. Feedback keeps us on track or puts us back on track; it clarifies how others perceive our performance. We must have feedback to fully reach our potential and capitalize on opportunities. It's something we need to do in our Air Force, and need to do well. Soon we'll have the tool to do it better than ever before.

In the coming months we'll release the Airman Comprehensive Assessment. As the name implies, it's comprehensive. The form facilitates a meaningful and purposeful dialogue between supervisors and the Airmen they lead. It includes a self-assessment, a detailed evaluation of current performance, and specific questions for the rater and ratee to discuss. It will take time, but it will be time well spent.

If you're a supervisor in our Air Force, you must provide feedback to those you lead. Good supervisors know their people; they know what's important to them, their goals and aspirations.

You have to know what's going on in their life well enough so you can support them, understand them and appreciate them. We owe our Airmen direction and guidance with clear expectations; feedback provides the forum. Supervisors must take the time to sit down with Airmen and have that conversation. It is a responsibility.

Airmen must seek and be open to feedback; this can be challenging, yet essential to reach your full potential. We must be honest and open with our concerns. We must take the time to



Courtesy graphic

understand our strengths and weaknesses.

We must ask our own questions, clarify the answers...and take action.

Our Air Force depends on Airmen who lead cutting-edge research, explore emerging technology and promote innovation across government, industry and academia. We vigorously pursue excellence that will catapult our force to even greater heights. We must rely on feedback, grow from it and be confident it's the pathway to winning the fight, strengthening the team and shaping the future.

SecAF discusses service's top priorities

By Sgt. 1st Class Tyrone C. Marshall Jr.
American Forces Press Service

WASHINGTON (AFNS) -- Air Force Secretary Deborah Lee James today provided a congressional panel with an overview of her top priorities for the Air Force.

Joined by Air Force Chief of Staff Gen. Mark A. Welsh III, James laid out the framework for her three top priorities for the House Appropriations Committee's defense subcommittee.

"Those three priorities are taking care of people, balancing today's readiness with tomorrow's readiness," she said, "and ensuring that our Air Force is the most capable at the least cost to the taxpayer."

Every job she's ever had always has come down to people, 100 percent of the time, James said. "So taking care of people, to me, means we need to recruit the right people, retain the right people," she added.

The secretary said developing people inside the force, and having a diversity of thought and backgrounds at the leadership table are needed to make innovative decisions and solutions going forward.

"We need to protect the most important family programs," she said. "We need dignity and respect for all -- and that includes combating sexual harassment and assault." It's also important to ensure everyone in the Air Force is living the service's core values of integrity, service and excellence all the time, James added.

The secretary noted two areas of that have generated controversy lately: force reductions and compensation.

"We are coming down in all of our components -- active, (Air National) Guard, Reserve and civilians," James said. "And we will rely more, not less, in the future on our Guard and Reserve."

That makes sense from both the mission standpoint and the budgetary standpoint, she



U.S. Air Force photo/Scott M. Ash

Secretary of the Air Force Deborah Lee James and Air Force Chief of Staff Gen. Mark A. Welsh III testify on the Air Force posture for fiscal year 2015 before the House Appropriations subcommittee on defense in Washington, D.C., March 26, 2014.

said. "But as we draw down it's not good enough just to get lower numbers," she added. "We have to reshape the force." At the moment, James told the panel, the Air Force needs balance -- it has too many people in certain types of career fields and too few in others.

On compensation, James said the fiscal year 2015 budget request includes "reasonable ways" to slow the growth in military compensation across the Defense Department.

"This was one of those hard decisions that nobody is really happy with," James said. "But it's necessary to ensure that we free up some money to plow back into both the readiness of today as well as the modernization of tomorrow." Fair compensation going forward, she added, also is part of taking care of the force.

James said her second priority is balancing today and tomorrow's readiness. Air Force readiness has suffered over the years, she said, particularly last year, when flying squadrons were grounded, civilians were furloughed and maintenance was delayed because of sequestration spending cuts.

"In (fiscal year 2015), we have fully funded our flying hours and other high-priority readiness issues," James said. "And if approved, we will see gradual improvements of readiness over time."

While it won't be overnight or in a year, the secretary said, "we'll be on a good path of getting toward where we need to be."

At the same time, the Air Force is looking to tomorrow, James said, and remains committed

to programs such as the F-35 joint strike fighter, the KC-46 refueling tanker, the long-range strike bomber, and two-thirds of the nation's nuclear triad: bombers and intercontinental ballistic missiles.

"We're committed to all of this," the secretary said. "We're funding these going forward as well as beginning to replace aging platforms."

The secretary noted her final priority is making every dollar count for the taxpayer. "To me, this means keeping acquisition programs on budget, on schedule," she explained. "It means auditability as a fundamental principle of our good stewardship."

It also means trimming overhead in the Air Force, including the 20 percent headquarters reduction Defense Secretary Chuck Hagel directed, she said, noting that she believes the Air Force will do even better than that.

James also emphasized the "very serious" impacts of reverting to sequestration-level budgets in fiscal 2016 and beyond, as current law requires.

"We do not recommend this," she said. "We feel it would compromise our national security too much." The bottom line is it's a bad deal for the Air Force, the Defense Department and the country, James said, as she urged Congress to support the higher levels of defense spending under President Barack Obama's budget.

James shared her vision of the Air Force in 10 years, projecting that it will be a highly capable, innovative and ready force.

"We will be a good value in everything that we do for our taxpayers," she said. "We will be able to respond overseas decisively through unparalleled air power, and we'll also stand ready to defend here at home when disaster strikes."

"We'll be more reliant, not less, on our Guard and Reserve," James continued, "and we will be powered by the very best airmen on this planet who live the culture of dignity and respect for all, integrity, service and excellence."

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FSS

April 2014

Fitness Center Aerobics Schedule

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1530-Cycle Blast(SR) 1 1630-Top It Off (FG) 1700-Outdoor Boot Camp(FG) 1730-Brazilian Ju Jitsu (AR)\$	0600-Circuit Cycle (SR) 2 0900-30/30 Fusion (FG/SR) 1230-Lunchtime Blitz (FG) 1630-Cycle Revolution(SR) 1745-Bootcamp (FG)	1115-Cycle Blast(SR) 3 1630-Guts & Glutes(FG) 1730-Brazilian Ju Jitsu (AR)\$ 1700-Outdoor Boot Camp(FG) 1800- Pilates (RC)	0530-Cycle Blast(SR) 4 0630-Cycle Revolution(SR) 1230-Lunchtime Blitz(FG) 1700-Brazilian Ju Jitsu (AR)\$	
1145-Tabata(FG) 7 1230-Lunchtime Blitz(FG) 1700-Cycle Blast(SR) 1745-Boot Camp(FG)	0900-Circuit Cycle (SR) 8 1530-Cycle Blast(SR) 1630-Top It Off (FG) 1700-Outdoor Boot Camp(FG) 1730-Brazilian Ju Jitsu (AR)\$	0600-Circuit Cycle (SR) 9 0900-30/30 Fusion (FG/SR) 1230-Lunchtime Blitz (FG) 1630-Cycle Revolution(SR) 1745-Bootcamp (FG)	1115-Cycle Blast(SR) 10 1630-Guts & Glutes(FG) 1730-Brazilian Ju Jitsu (AR)\$ 1700-Outdoor Boot Camp(FG)	0530-Cycle Blast(SR) 11 0630-Cycle Revolution(SR) 1230-Lunchtime Blitz(FG) 1700-Brazilian Ju Jitsu (AR)\$	
1145-Tabata(FG) 14 1230-Lunchtime Blitz(FG) 1700-Cycle Blast(SR) 1745-Boot Camp(FG)	1530-Cycle Blast(SR) 15 1630-Top It Off (FG) 1700-Outdoor Boot Camp(FG) 1730-Brazilian Ju Jitsu (AR)\$	0600-Circuit Cycle (SR) 16 0900-30/30 Fusion (FG/SR) 1230-Lunchtime Blitz (FG) 1630-Cycle Revolution(SR) 1745-Bootcamp (FG)	1115-Cycle Blast(SR) 17 1630-Guts & Glutes(FG) 1730-Brazilian Ju Jitsu (AR)\$ 1700-Outdoor Boot Camp(FG) 1800- Pilates (RC)	0530-Cycle Blast(SR) 18 0630-Cycle Revolution(SR) 1230-Lunchtime Blitz(FG) 1700-Brazilian Ju Jitsu (AR)\$	
1145-Tabata(FG) 21 1230-Lunchtime Blitz(FG) 1700-Cycle Blast(SR) 1745-Boot Camp(FG)	1530-Cycle Blast(SR) 22 1630-Top It Off (FG) 1700-Outdoor Boot Camp(FG) 1730-Brazilian Ju Jitsu (AR)\$	0900-30/30 Fusion(FG/SR) 23 1230-Lunchtime Blitz(FG) 1630-Cycle Revolution(SR) 1745-Bootcamp(FG)	1115-Cycle Blast(SR) 24 1630-Guts & Glutes(FG) 1730-Brazilian Ju Jitsu (AR)\$ 1745-EMT(FG)	0700-SARC Day SR 25 0530-Cycle Blast(SR) 0630-Cycle Revolution(SR) 1230-Lunchtime Blitz(FG) 1700-Brazilian Ju Jitsu	Family Fitness Day 26
1145-Tabata(FG) 28 1230-Lunchtime Blitz(FG) 1700-Cycle Blast(SR) 1745-Boot Camp(FG)	1530-Cycle Blast(SR) 29 1630-Top It Off (FG) 1715-EMT(FG) 1730-Brazilian Ju Jitsu (AR)\$	0600-Circuit Cycle (SR) 30 0900-30/30 Fusion CANCELLED 1230-Lunchtime Blitz (FG) 1630-Cycle Revolution(SR) 1745-Bootcamp (FG)			

Physical training uniform shortages through summer

WASHINGTON (AFNS) -- Airmen trying to keep chilly temperatures from affecting their workout may have a difficult time finding the Air Force improved physical training uniform, or IPTU, pants and jackets this spring and summer.

The new issued IPTU is made with a softer fabric and will replace the legacy physical training uniform, which was made of a material that created a swishing sound during movement. There will be a transition period as the legacy stock is depleted and the new stock is ordered. The shorts have already transitioned and the T-shirt is not affected.

"We are in the process of transitioning sources for the pants and jacket," said Chief Master Sgt. Kecia Uyeno, the Air Force uniform programs and policies chief. "We ex-

pect a full stock of the IPTU pants and jackets back in Army and Air Force Exchange Service stores no later than Oct. 1."

During the transition period, the chief encourages Airmen to rely on additional physical training uniform combinations outlined in Air Force Instruction 36-2903, "Dress and Personal Appearance of Air Force Personnel."

"There is a host of long-sleeve and form-fitting sportswear undergarment options available and perfectly within Air Force regulations to augment the uniform for inclement weather," Uyeno said. "Additionally, the legacy and PT gear jacket and pants also remain available."

(Courtesy of Secretary of the Air Force Public Affairs)

National Child Abuse Prevention Month

Courtesy of 509th Medical Operations Squadron Family Advocacy

For more than 30 years, April has been recognized as National Child Abuse Prevention Month. Each year the goal remains the same, to raise awareness among parents and members of the community in hopes of preventing cases of abuse and neglect.

"April is a time to celebrate the important role that communities play in protecting children," said Dana Livsey, Family Advocacy Outreach manager. "Everyone's participation is critical. Focusing on ways to build and promote protective factors, in every interaction with children and families, is the best thing our community can do to prevent child maltreatment and promote optimal child development."

In recognition and support of National Child Abuse Awareness Month, the Whiteman Air Force Base Family Advocacy Program has partnered with Balfour Beatty Communities, the Child Development Center, WAFB Pediatric Clinic, and the Airman and Family Readiness Center to offer the following events throughout the month of April:

• **Love and Logic Parenting Class:** This five-session parenting class provides practical, proven parenting strategies. Held every Tuesday in April from 10 a.m. to noon at the Professional Development Center, room 212.

• **Dads - The Basics:** A class taught by fathers and aimed at new and expecting fathers. Class is April 18 from noon to 4 p.m., at the Professional Development Center, room 213

• **Ask Dr. Dad and Friends:** Maj. Christopher Wilhelm, 509th Medical Operations Squadron's Pediatric Clinic, is featured along with other professionals in an open forum addressing childhood issues. This event is being held in conjunction with the Child Development Center Parent Advisory Board. Open to all, the event is April 23 from 2:30 to 4 p.m. at the Airman and Family Readiness Center.



• **Home Alone:** Training is designed to prepare youth to be left at home alone and provide tools for them to remain safe. Both youth and parents MUST attend together. This event is April 24 from 5 to 6:30 p.m., at the Balfour Beatty Community Center.

There are many risks factors that contribute to child abuse and neglect. The highest percentage of child maltreatment occurrences among military families is child neglect, related to lack of supervision or exposure to physical hazards. The Whiteman Family Advocacy Program works to strengthen families, and improve resiliency and competence among parents by offering a wide range of services.

During the month of April, and throughout the year, join Family Advocacy in making Whiteman Air Force Base a better community for children and families. Family Advocacy encourages all families to learn more about the warning signs of child maltreatment. Use your voice to report child abuse when you see it or if you suspect a child is being abused.

Make your home a safe environment for children, and be accessible to listen to a child who may be suffering from child abuse. Offer to help a friend if they are stressed, overwhelmed or overworked. Be patient with your children and help yourself. Don't be afraid to ask for help.

Get involved by volunteering at agencies that support children and families and stay informed about policies that impact children.

For additional information about promoting awareness and preventing child abuse, or to sign up for April's events/classes, contact Dana Livsey at 687-5509 or email Dana.Livsey@us.af.mil.

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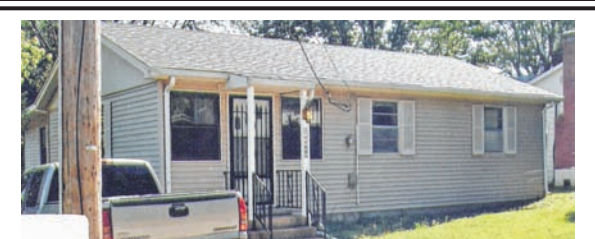
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