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WARRIOR

Letter to Airmen: RAND study

WASHINGTON (AFNS) -- Many of you have recently been invited to participate in the 2014 RAND Military Workplace Study.

This web-based survey assesses your recent experiences with military workplace relations, professionalism and personal safety. It's not "just another survey."

This one is part of our newly designed, recurring set of surveys that will allow both the Air Force and the Department of Defense to establish baselines and measure progress against issues that keep you or those around you from feeling like the critically important member of the team that you are. We've worked hard to stagger these surveys so we periodically give each of you a chance to help us improve the Air Force without burying you in surveys over time.

This week marks the mid-way point for the survey and I want to personally thank



the 30,000 plus Airman who have already completed it. The secretary and I appreciate getting your direct feedback on these issues.

If you have been invited to take the survey but have not completed it yet, I hope you recognize its importance and will find a few minutes to sit down privately and

answer these questions about your experiences. It really doesn't take long and your input is critically important to making our Air Force a better place to live and work.

This survey can be completed using a government computer during duty hours or on a smartphone or home computer. The RAND Corporation, which is conducting the study, will protect the confidentiality of your survey responses. No one in the Air Force or in the DOD will ever be able to identify your individual survey responses.

By just taking a few minutes of your time to complete the survey, you will help us provide a stronger and healthier workplace for all Airmen. No one else can give us your perspective; we need to hear it!

Thanks for your help with this, and thanks for the incredible things you do every day! Continue to take care of each other.

MARK A. WELSH III
General, USAF
Chief of Staff

World Suicide Prevention Day September 10, 2014

The following article is from the International Association for Suicide Prevention
<http://www.iasp.info/>

World Suicide Prevention Day in 2014 is significant because it marks the release by the WHO of the World Suicide Report. The report follows the adoption of the Comprehensive Mental Health Action Plan 2013-2020 by the World Health Assembly, which commits all 194 member states to reducing their suicide rates by 10% by 2020.

The World Suicide Report is the most comprehensive, up-to-date record of the current status of suicide prevention internationally.

It outlines the epidemiology of suicide, presenting the most recent data from countries across the world. It discusses major risk and protective factors for suicide, paying particular attention to those which are modifiable. It presents the evidence for key interventions that show promise in reducing suicidal acts. It describes the overarching national suicide prevention strategies that have been introduced in a number of countries, highlighting their common features. It then collates this information and makes recommendations about the future direction of suicide prevention activities in different countries and cultures.

The World Suicide Report will prove to be an invaluable resource for those working to prevent suicide and has a specific focus on informing stakeholders working in policy development and implementation. It will offer lessons for governments in countries where suicide prevention has not yet become a priority on the policy agenda. It will provide guidance for clinical and non-clinical services about potentially useful interventions designed to reduce suicidal behavior in vulnerable individuals. It will provide an important context for those who have been bereaved by suicide or have thought about suicide themselves, helping them to understand that they are not alone and that there is hope. In this sense, the World Suicide Report reflects the connectedness theme of World Suicide Prevention Day at all levels.

Suicide is a major public health problem. The psychological pain that leads each of these individuals to take their lives is unimaginable. Their deaths leave families and friends bereft, and often have a major ripple effect on communities. Every year, over 800,000 almost people die from suicide; this roughly corresponds to one death every 40 seconds. The number of lives lost each year through suicide exceeds the number of deaths due to homicide and war combined.

Suicide is the fifth leading causes of death among those aged 30-49 years in 2012 globally, and is the second leading cause of death in the 15-29 years age group in 2012 globally. Overall, it is estimated that during 2012 for each adult who died of suicide there were 27 others who made suicide attempts. In 2012, suicide accounted for 1.4% of all deaths worldwide, making it the 15th leading cause of death.

Mental disorders (particularly depression and alcohol use disorders) are a major risk factor or suicide in Europe and North America; however, in Asian countries impulsiveness plays an important role. Suicide is complex with psychological, social, biological, cultural and environmental factors involved.

The International Association for Suicide Prevention (IASP) and the World Health Organization (WHO) are committed to preventing suicide. These organizations recognize World Suicide Prevention Day as an important day in the international calendar. World Suicide Prevention Day brings together individuals and organizations with an interest in suicide prevention, and mobilizes efforts to save lives.

Efforts to prevent suicide have been celebrated on World Suicide Prevention Day – September 10th – each year since 2003. In 2014, the theme of World Suicide Prevention Day is 'Suicide Prevention: One World Connected.' The theme reflects the fact that connections are important at several levels if we are to combat suicide.

Connectedness is crucial to individuals who may be vulnerable to suicide. Studies

have shown that social isolation can increase the risk of suicide and, conversely, that having strong human bonds can be protective against it. Reaching out to those who have become disconnected from others and offering them support and friendship may be a life-saving act.

Connectedness can also be understood in terms of clinical care. Mental illness, particularly depression, is an important risk factor for suicide. Internationally, treatments for mental illness have improved, but access to these treatments remains unequal.

Primary care providers, often the first port of call for people with mental illness, are not always able to diagnose and treat mental illness. Specialist mental health care providers are not always available, so referral options may be limited. Even when services are available, they are not always sufficiently well coordinated to provide optimal care. People with mental illness often 'fall through the cracks,' particularly – but not exclusively – in developing countries.

Connectedness and collaboration between services is also important at this level in preventing suicide. The right service or individual clinician must be available at the right time for someone with mental health problems, and must be able to offer and deliver effectively the full range of treatment options.

Finally, connectedness is necessary at a national and international level. Many clinical and nonclinical organizations are working towards the goal of preventing suicide, but their efforts are not always synchronized. World Suicide Prevention Day has proved to be very successful in encouraging organizations to coordinate their efforts and learn from each other. It has also assisted those who have been bereaved by suicide in making themselves heard in discussions about suicide prevention. This has sharpened the focus on activities that are effective in preventing suicide.

For additional resources, visit <http://www.af.mil/SuicidePrevention.aspx> or call the 509th Medical Group at 687-4341.

THE WARRIOR

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For more information, call the Warrior office at 660-687-6126, email Whiteman.Warrior@us.af.mil, fax 660-687-7948, or write to us at Whiteman Warrior, 509th Bomb Wing, 509 Spirit Blvd. Suite 116, Whiteman AFB, Mo., 65305.

To advertise in *The Warrior*, call the *Sedalia Democrat* at 1-800-892-7856.

On the cover

U.S. Air Force photo/
Staff Sgt. Brigitte Brantley

Retired U.S. Air Force Col. Henry Fowler, a former F-4 Phantom II pilot, talks to attendees at the Air Force Ball about his time as a prisoner of war, Sept. 6, 2014, at Whiteman Air Force Base, Mo.

NEWS BRIEFS

Disposition of Personal Effects

Any person with claims for or against the estate of Tech. Sgt. Shane Swanson, 509th Aircraft Maintenance Squadron, please contact 1st Lt. Anthony Polizzi at 660-687-1427.

Spirit Café

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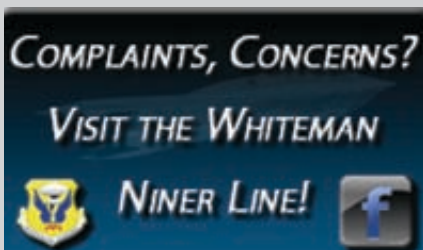
If you have any questions regarding this program, you can contact your unit First Sergeant or Master Sgt. Stephen Thomas, the AFRC In-service Recruiter, at 687-1868.

Air Force Housing Web Site

Visit www.housing.af.mil to find your new home with the Air Force. This web site serves as a one-stop shop for Airmen and their families to obtain information about the housing options and support services available to them at Air Force bases worldwide.

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.



WEATHER

Today	Saturday
Chance of Showers	Sunny
Hi 62	Hi 63
Lo 50	Lo 43
Sunday	Monday
Mostly Sunny	Chance of Showers
Hi 71	Hi 74
Lo 46	Lo 57

Air Force revamps AEF

WASHINGTON (AFNS) -- The Air Force will deploy Agile Combat Support Airmen under its redesigned air expeditionary force construct October 1.

The primary purpose of the redesign was to look at ways to deploy more ACS Airmen with their units and standardize dwell times across the Air Force as much as possible to present a consistent Air Force capacity to the warfighter.

While the construct was approved in April 2013 by Air Force Chief of Staff Gen. Mark A. Welsh III, the first deployments under this construct will be October 2014. Under the revised AEF construct, installations will deploy larger numbers of Airmen from the same unit under a 1:2 deploy-to-dwell ratio for active component, ACS Airmen. The revised construct establishes an 18-month battle rhythm where an Airman may deploy for six months and be home for 12. This will allow wings to more effectively posture their forces to meet global mission requirements as well as continue home station training.

In the past, Airmen deployed as individuals or small elements via "tempo bands" based on their Air Force specialty codes. Those Airmen met downrange from bases across the Air Force.

"Our Airmen have performed superbly in their individual deployments under the current AEF structure for the last 11 years," Welsh said. "This new construct will facilitate even better teamwork and unit performance during deployed operations. I visited a deployed squadron last year that was manned by 81 Airmen from 41 different bases! While we've proven we can be successful with that approach, we believe the new AEF model is a more efficient way to get the job done."

While there are some other subtle changes, the most noticeable change to ACS Airmen will be a stabilized battle rhythm at 1:2 deploy-to-dwell ratio. Some Airmen will see this battle rhythm as an increase in their deployment vulnerability. Requirements for most

skill sets have remained constant. However, those who deployed less frequently may be more vulnerable. Not all Airmen will be selected for deployment in their vulnerability window.

Air Force leadership has worked very hard to secure 1:2 as the standard battle rhythm therefore reducing the number of Airmen who will deploy at rates greater than 1:2. While this is the goal, there may still be some high-demand specialties that may deploy under a different scheduling construct.

"Previously, Air Force specialty codes played a large role in determining an Airman's battle rhythm and deployment location; the redesign focuses on aligning Airmen to deploy with their unit," said Col. Stephen Hart, the Chief of War Planning and Policy Division. "Deploying with members of their own unit increases continuity of work, allows our junior Airmen to deploy with their supervisor, trainers, and enhances the skills and management of wing missions."

According to Hart, there are benefits to the Airmen and to the service, as it allows the Air Force to better understand its available capacity and it allows Airmen to have a better idea of when they will be deploying within the given year.

For Airmen maintaining expeditionary readiness, it's "business as usual." Airmen should continue preparing themselves and their families for the reality of deployment, and ensure they are ready to go when called.

For more information on AEF battle rhythm and individual base dwell times, Airmen should contact their local unit deployment manager or base deployment manager.

(Senior Airman Jason J. Brown, 633rd Air Base Wing Public Affairs, contributed to this article.)

(Information courtesy of Air Force Public Affairs Agency OL-P)

E-cigarettes are unregulated, health officials scrutinize use

By Airman 1st Class Erica Crossen
375th Air Mobility Wing Public Affairs

SCOTT AIR FORCE BASE, Ill. -- E-cigarettes have an allure that have made gas stations and tobacco shops alike sell them throughout St. Clair County. This is not unlike the grip regular cigarettes may have had on generations for decades, whether from advertisements, social pressure, or perhaps claims of being a healthier alternative to cigarettes.

For all the similarities between cigarettes and e-cigarettes, there are some differences that have some concerned about e-cigarettes' use and increase in popularity.

Hannah Williams, a health fitness specialist at Scott's Health and Wellness Center, said, "They are not yet regulated by the Food and Drug Administration, and very little research exists on their long term effects on health or use as a quitting aid."

At Scott, e-cigarette users must follow the same rules as if using regular cigarettes. For instance, they must use e-cigarettes in designated smoking areas.

This year, it is estimated that 14 percent of 13 to 17-year-olds were using e-cigarettes, according to the U.S. Centers for Disease Control and Prevention. Middle and high school students have shown an increase in the use of e-cigarettes that has doubled in one year from 4.7 percent to 10 percent in 2012.

On August 8, attorneys general from more than half of U.S. states have pressed the FDA to enforce regulation on e-cigarettes and their sales, in the hopes young people would be less likely to start smoking e-cigarettes, according to an

Illinois Attorney General press release.

Illinois was among the states to submit a letter to the FDA to restrict the advertisements and flavorings of e-cigarettes, to reduce the appeal to children and adolescents according to public health advocates.

Illinois Attorney General Lisa Madigan said, "Manufacturers and their advertisers are targeting young people with flashy marketing campaigns," she said, "We appreciate the FDA's first step toward regulating e-cigarettes, but the agency must strengthen its proposal to make sure more young people do not become addicted to nicotine."

The FDA examined a couple of the leading brands of e-cigarettes, concluding the samples did contain carcinogens and other toxic chemicals.

Also, in addition to not being regulated, the manufacturers of e-cigarettes perform little or no quality control. This includes varying levels of nicotine in e-cigarettes labeled as one particular amount of nicotine, and even the nicotine-free e-cigarettes contained low levels of nicotine.

Smokers may use e-cigarettes to get past anti-smoking laws, which could escalate their habit enabling them to use it in more places. This may make quitting even harder in the first place.

E-cigarette users may tell you a different view for how they use them. It may be about how they came to use e-cigarettes, which has been used by some to come down from a conventional cigarette addiction.

"I used e-cigarettes specifically to quit smoking cigarettes," said Senior Airman Jonathan Olson, an Airman stationed at Scott.

"I can decide how much nicotine I want to

use."

Nicotine in and of itself is a stimulant, as caffeine is, and both, in an excessive amount can have detrimental health effects. In fact, last year, caffeine withdrawal was added to the American Psychiatric Association's Diagnostic and Statistical Manual of Mental Disorders, or DSM-5, just as nicotine withdrawal is listed with some similar effects on the body.

E-cigarette use may seem to some, as similar to purchasing their afternoon coffee.

Olson said for someone who uses e-cigarettes daily it isn't really less expensive, but what you pay for it monthly really depends on how much it is used.

"There are dozens of options; different tanks and juices," he said, "and there are a whole range of choices in e-cigarettes from high-end to low-end."

"The comparison between cigarettes and e-cigarettes is in the one common element of nicotine," said Olson.

Williams said, "Nicotine is an addictive substance no matter the delivery method."

Olson doesn't personally believe the FDA regulation would be a negative thing for e-cigarettes, as the industry would still be popular among consumers with regulation, although likely more expensive.

Health concerns for not only young people, but any e-cigarette user, may come out of the emerging e-cigarette market as lawmakers move toward continued research and regulation.

Williams encourages people who smoke to use an FDA-approved aid to quit, along with counseling, and the HAWC is a great place to turn for help, she said.

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Chiefs' Choice Award



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

U.S. Air Force Tech. Sgt. Florenda Mullinex, 509th Bomb Wing legal office paralegal, receives the Chiefs' Choice award Aug. 27, 2014. Tech. Sgt. Mullinex created a private organization for the Asian Pacific American cultural committee, which is open to all wing personnel. The private organization was created to provide an opportunity for Airmen to learn about cultures that make up the community. She was also nominated and elected as the group's vice president.

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Enlisted evaluation and promotion systems implementation timeline



WASHINGTON (AFNS) -- In July, the chief of staff and chief master sergeant of the Air Force announced a series of incremental changes to the Enlisted Evaluation and Weighted Airman Promotion Systems scheduled for implementation from August 2014 through January 2017.

The evaluation and promotion systems changes are slated for implementation in a phased manner for the Regular Air Force, or RegAF, during the next 18 months, and for the Air Reserve Components, or ARC, during the next 30 months. The announced changes focus on ensuring the Air Force accurately documents duty performance and uses it as the driving factor in selecting Airmen for promotion.

"We understand there is naturally a thirst for information on this topic," said Lt. Gen. Samuel D. Cox, deputy chief of staff for manpower, personnel and services. "With a rollout of this magnitude, it's important that we synchronize the release of information with implementation of the changes. We're committed to providing clear guidance and advance notice to our Airmen, supervisors and commanders for each phase of this dynamic program; to that end, we've carefully scheduled a phased rollout over the next 30 months."

Airmen can expect periodic updates on each phase of the new program prior to the actual execution or implementation date. Information will be provided in a timely and standard manner to cover the main areas of these program changes and in a variety of ways to include articles and posts on myPers, the Air Force Portal, AF Link and AFPC.af.mil as well as social

media question and answer sessions.

Additionally, to help answer more detailed questions and provide base-level expertise, the Air Force Personnel Center will also publish change management messages and will hold webinars for combatant command, major command and force support squadron personnel to educate them on the specific changes associated with each phase of the rollout.

The Air Force has now provided an implementation timeline to help shape expectations and let Airmen know when they should see information covering each phase of the rollout, Cox said.

A pictorial version of the timeline will be available on the myPers site this week and the projected execution schedule is attached as a related link to this article for downloading. The following is the implementation timeline showing when information on each topic will be available:

• **Near term (August – October 2014):**

■ Eliminate RegAF technical sergeant change of reporting official, or CRO, reports – announced Aug. 15, 2014

■ Establish RegAF technical sergeants static close out date, or SCOD, of Nov. 30; announced Aug. 15, 2014

■ Publish 2015 E7 promotion testing window

■ Establish/Publish new master sergeant promotion eligibility cutoff date

■ Establish/Publish technical sergeant promotion eligibility cutoff date

■ Establish RegAF staff sergeants SCOD

■ Eliminate RegAF staff sergeant CRO reports

■ Announce changes to the WAPS calculations for E5 through E9 promotions

■ Announce new master sergeant evaluation board details

■ Announce changes to enlisted performance report calculations for SNCO promotions

• **Mid Term (November 2014 – March 2015):**

■ Eliminate senior airman and below CRO reports

■ Establish RegAF senior airman and below SCODs

■ Release new chief master sergeant performance report (AF Form 912)

■ Eliminate RegAF and ARC chief master sergeant CRO reports

■ Establish RegAF and ARC chief master sergeants SCODs

■ Eliminate RegAF senior master sergeant CRO reports

■ Establish RegAF senior master sergeants SCOD

• **Spring 2015:**

■ Release new master sergeant/senior master sergeant performance report (AF Form 911)

■ Announce stratification restrictions for RegAF senior master sergeant and master sergeant reports

■ First promotion release with WAPS changes in effect (15E6)

■ Eliminate RegAF master sergeant CRO reports

■ Establish RegAF master sergeants SCOD

• **Summer 2015:**

■ Release new RegAF airman basic through technical sergeant performance report (AF Form 910)

■ Announce force distribution guidance for RegAF airman basic - technical sergeant

• **Fall 2015:**

■ Establish ARC senior airmen and below SCODs

■ Eliminate ARC senior airman and below CRO reports

• **Spring - Fall 2016:**

■ Eliminate ARC senior master sergeant CRO reports

■ Establish ARC senior master sergeant SCOD

■ Eliminate ARC technical sergeant CRO reports

■ Eliminate ARC staff sergeant CRO reports

■ Establish ARC technical sergeant SCOD

"Our commitment to the entire force is to be completely transparent and provide the details of each phase a few months prior to implementation," Cox said.

For more information, visit myPers, select "search all components" from the drop down menu and enter "27948" for enlisted evaluation changes or "27949" for enlisted promotion changes in the search window. For a quick, by rank synopsis for RegAF, click here.

(Information provided by the Secretary of the Air Force Public Affairs Office)

Working towards recovery this month and every month

Contributed by 509th Medical Group

National Recovery Month is a national observance that educates Americans on addiction treatment and mental health services that enable those with a mental and/or substance use disorder to live a healthy and rewarding life.

The main focus of the observance is to laud the gains made by those in recovery from these conditions. It spreads the positive message that behavioral health is essential to overall health. It also shows that prevention works, treatment is effective, and recovery happens.

Now in its 25th year, the observance highlights individuals who have reclaimed their lives and are happier and healthier in long-term recovery and honors the providers who make recovery possible.

There are millions of Americans whose lives have been transformed through recovery. These successes often go unnoticed by the broader population; therefore, Recovery Month provides a vehicle to celebrate these accomplishments.

This year's theme is, "Join the Voices for Recovery: Speak Up, Reach Out," and encourages people to openly speak about mental and substance use disorders and the reality of recovery.

The Whiteman Mental Health Clinic offers many forms of prevention as well as recovery services to include mental health, substance abuse (ADAPT) and family advocacy. If you have any questions, or for more information please contact the Mental Health Clinic at (660) 687-4341.

Do you have what it takes to be a mentor?

By 509th Force Support Squadron

The Knob Noster School District is looking for volunteers to mentor at risk students in their schools. A mentor volunteers one hour per week to help a student understand the complexities of school subjects be it math, geography, English, science, trigonometry, history, algebra, etc. Chances are you have what it takes to make a difference in a child's life, by donating one hour of your time each week mentoring a student.

Joan Carter, lead mentor volunteer said, "Time is the one commodity that cost nothing and everything all at once. The time you spend with a student is so valuable. So many

times, students hear, 'I don't have the time to help you' from loved ones who mean well. You will never regret the time you spend with a student. In fact, it's just the opposite. You'll look forward to the time you spend with your mentee."

Sign-up is easy. Contact the Airman & Family Readiness Center at 687-7132 and register to be a mentor. Fill out the required application, and after the background and security clearance is complete, we will forward your name and contact info. They will train you to be a mentor and match you with a student. The rest is up to you and your student. You have the chance to make a difference, and the child has the chance to excel.





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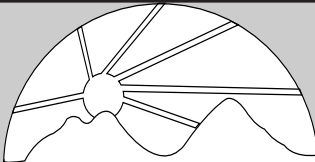
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Chamber of Commerce—2nd Thurs. of each month.
Call Husineh Curtis @ 660-238-6201 for more info.

Masons—2nd & 4th Thurs. 7:00 p.m. - Knob Noster Masonic Lodge AF & AM

Garden Club—1st Thurs. of each month 6:30 p.m. - Trails Regional Library - Knob Noster Branch

Alcoholics Anonymous (AA)—Every Fri. 8 p.m. - Basement of Methodist Church • Every Mon. Noon - Bldg. 3007, Behind Chapel "The Old Housing Office" at WAFB

Knob Noster Board of Aldermen—1st & 3rd Tues. each month - Basement of City Hall

Whiteman Area Piecemakers Quilt Guild—3rd Thurs. each month 7 p.m. - Methodist Church

AMVETS—Membership Dinner 1st Tues. each month 6 p.m. - AMVETS Building

VFW—1st Fri. each month 7 p.m. - VFW Building

VFW Auxiliary—1st Fri. each month 7 p.m. - VFW Building

Boy Scouts - Troop 509 Methodist Church, Peter Blaszczyk, 660-563-6333

Cub Scouts - Pack 405 Bill Sander 687-1154

Cub Scouts - Pack 509 Methodist Church

Girl Scouts - Jo Ellen Elwell 563-3514

Freedom of Road Riders, Local 33 - 3rd Sun. 1 p.m. - AMVETS Building

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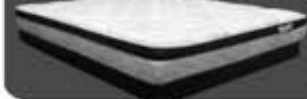
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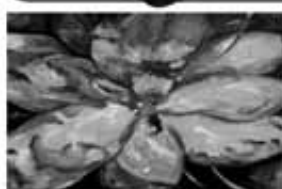
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Whiteman celebrates Air Force's 67th birthday



U.S. Air Force Brig. Gen. Glen VanHerck, commander of the 509th Bomb Wing, and Airman 1st Class Corey Lewis, an individual protective equipment journeyman with the 509th Logistics Readiness Squadron, Whiteman Air Force Base, Mo., cut the cake during the Air Force Ball, Sept. 6, 2014, in nearby Warrensburg. Each year during the ball, the longest-serving Airman joins forces with the shortest-serving Airman for this tradition.



U.S. Air Force photos/
Staff Sgt. Brigitte N. Brantley

Chaplain (Capt.) Kenneth Johnson, a chaplain from at Whiteman Air Force Base, Mo., enjoys some cupcakes during the Air Force Ball. Throughout the evening, which celebrated the service's 67th birthday, attendees were treated to a formal dinner before hearing from the evening's guest speakers.



Members of the Whiteman Honor Guard circle around the "missing man" table as a bagpiper plays "Amazing Grace" during the Air Force Ball. Observed at many formal ceremonies, this ceremony honors Service members designated as prisoners of war or missing in action.



Airmen and guests from the 509th Medical Group at Whiteman Air Force Base, Mo., celebrate the Air Force's 67th birthday. Nearly 500 attendees spent the evening honoring the Air Force's contributions to America's military.



U.S. Air Force Brig. Gen. Glen VanHerck, commander of the 509th Bomb Wing at Whiteman Air Force Base, Mo., talks to attendees at the Air Force Ball. The event celebrated the service's 67th birthday and gave Airmen a chance to reflect on tradition and heritage.



Attendees at the Air Force Ball celebrate the service's 67th birthday during a ceremony. The formal event gave Service members and their guests a chance to reflect on the Air Force's traditions and legacies.



Retired U.S. Air Force Col. Henry Fowler, a former F-4 Phantom II pilot, talks to attendees at the Air Force Ball about his time as a prisoner of war. After surviving six years' captivity in North Vietnam, Fowler went on to become a staff judge advocate.

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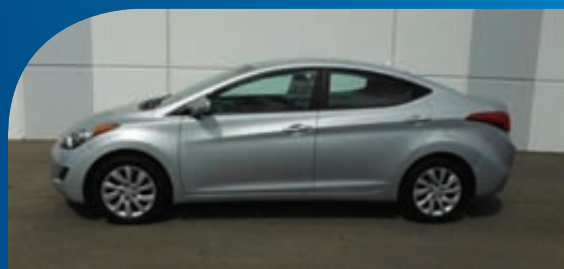
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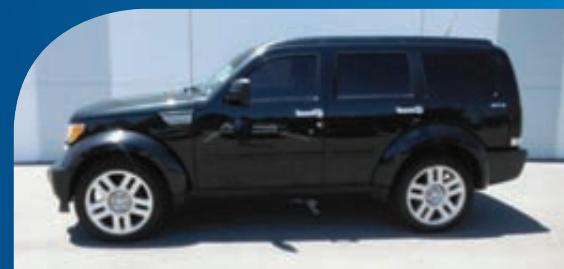
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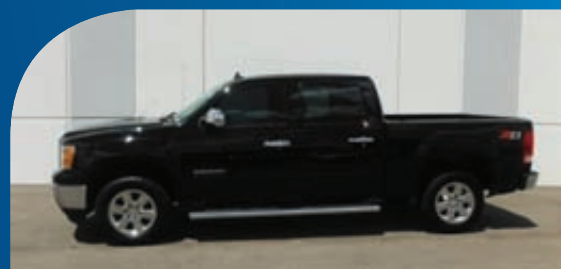
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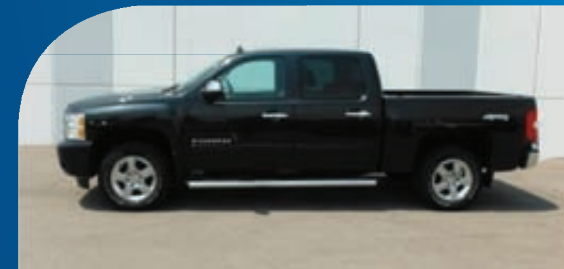
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CMSAF discusses 'way ahead' for Airmen



U.S. Air Force photo/Senior Master Sgt. Lee Hoover

Chief Master Sgt. of the Air Force James A. Cody speaks to an audience of current, former and retired Airmen at the Air Force Sergeants Association Professional Airmen's Conference in Jacksonville, Fla.

By Rich Lamance
Air Force News Service

JACKSONVILLE, Fla. (AFNS) -- The Air Force's top enlisted leader focused on the future force, the new enlisted evaluation system and professional development during the Air Force Sergeants Association Professional Airmen's Conference here Aug. 19.

Chief Master Sgt. of the Air Force James A. Cody addressed an audience of Airmen, former enlisted and retired NCO members of the association where he talked about the challenges of a smaller Air Force and the impact it is having and will have on its Airmen.

Cody emphasized that today and tomorrow's Air Force will be the smallest, most globally engaged force in its history and that programs such as evaluations, promotions and professional education will need to evolve as the Air Force as a service evolves.

"If we're going to develop leaders of the future, and ask them to do things that today we don't even know have to be done, we have to evolve," Cody said.

Cody said he believes that Airmen develop along a path much like the structure of a pyramid.

"If we're going to develop Airmen of the future, it's important not to just measure Airmen functionally, not to just make sure they are exquisite at their job. They have to have greater breadth and depth in a professional force like this. You have to think about the development of special duties and how it builds an Airman in a different way."

Cody said he believes the Air Force needs to look at how to manage Airmen as a human capital strategy, looking out for the needs of the Air Force, while continuing to purposefully nurture and grow its Airmen along the way.

"When you have a smaller force, you have to make sure

the Airmen have the skill sets needed," Cody said. "Maybe 10 years ago, this idea that (Airmen) would have a lot more say in what (they) would be doing for our Air Force was reasonable. We had enough people to allow for it, we had enough qualified people to do what we needed to do.

"When you get smaller, you can't do that. You can't allow yourself to fall short because the minute you fall short you're creating that hole for everyone to catch up. If we need you to do something as a staff sergeant, we need you to do something as a staff sergeant. So that when you're a master sergeant you'll have the skills to do what our Air Force needs you to do."

Cody said he believes that Airmen have to rethink about what their commitment to serve is about. "You can't be solely functional. You can't be so connected that when your Air Force asks you to do something else that you can't be the most dedicated Airman and do what your nation expects."

Cody said that the enlisted evaluation system today, from an execution standpoint and from a human factor, cannot be executed. That is why changes will be critical.

"For the first time, performance will count. Most of our Airmen are outstanding performers," he said. "They exceed expectations. That doesn't mean we're going to promote all of them at the same time. That's not possible. It never has been possible. They can be great performers but it's just not quite their time. So that's where we're going.

"We're still going to promote the same number of people. This year there were 9,600 people selected for staff sergeant. If we had this new system in place, and we were getting ready to promote, guess how many people would get promoted -- about 9,600. It would be the same amount of people it would just be a different group of people.

"This has to evolve. You're the most educated, the most experienced, the most dedicated Airmen in the history of the world. We're going to reevaluate the factors. We're going to

phase these things in to give Airmen time to adjust to it. We're going to put performance first. You'll know exactly what's expected of you and if you don't do it, you won't progress."

Cody also said that moving forward, the education Airmen receive will be really important.

"There's been a study by the Department of Education, from kindergarten all the way through to PhD-level work, that says blended learning is the best way to learn. Use a mix of online with a mix of residence brings them a higher level of cognitive ability. We value both. We've already gotten there with the Senior NCO Academy."

Cody said the feedback he has received has been that the course is difficult, but feels that if Airmen aren't pushing themselves, they're not improving. "We're looking to take you to the next level as leaders. We've already started to adjust curriculum at the NCO academy. There will be every opportunity for Airmen to take the courses they need to meet their window of opportunity for promotion."

But Cody made it clear that all Airmen have a role in, not only their careers, but in helping the Air Force grow and evolve in the years ahead.

"Times ahead will be uncertain, and it will be Airmen just like you who will take us through that," he said. "This has been the toughest time in my career, seeing Airmen who have done everything the Air Force has asked them to do, and we've had to look them in the eye and say 'thank you but we're unable to ask you to serve any longer.' I wish it could be different, so do the SecAF and chief of staff.

"But at the end of the day, we're here to do what our nation needs us to do. This is our Air Force and we're the world's greatest Air Force. Although we're going to be the smallest Air Force in our history, we're going to be an extremely capable and credible force because of you. I cannot be more proud of our Airmen and what you do every day."

Candle with care



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

Have you ever had friends or family over for the evening and just before they arrive light a candle to get the warm comforts of home smell? If so, than take a few minutes to read these safety tips. Candles smell and look nice but are still are open flames that can ignite anything.

- Keep candle at least 12 inches away from anything that can burn.
- Use candle holders that are sturdy, and won't tip over and on a uncluttered surface
- Never leave children alone in a room with a burning candle.

• Blow out all candles when you leave the room or go to bed. Avoid the use of candles in bedrooms or areas where people may sleep.

• Think about using flameless candles in your home. They look and smell like real candles.

• If something does catch on fire get out and call 911.

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Composition 2 M-W

American History T-Th

Human Resource Management T-Th

SESSION 3A (OCTOBER 20th - NOVEMBER 7th) 5pm - 9:20pm

Humanities T-Th

SESSION 3B (OCTOBER 21st - NOVEMBER 21st) 5pm - 9:20pm

College Algebra M-W

College Algebra T-Th

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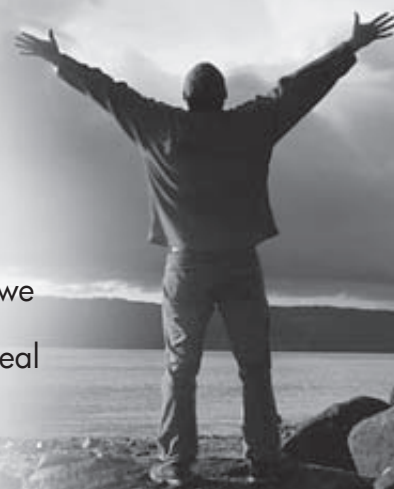
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