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# 65 PG.3 EXERC WHITEMAN PARTICIPATES IN AFGSC EXERCISE E ► WHITEMAN AFB HONOR GUARD PG. i,

#### The Warrior **News** Nov. 4, 2016 **The American Airman**

By Chief Master Sgt. Melvina Smith 509th Bomb Wing Command Chief

With every first term Airmen center (FTAC) class I am excited about our up and coming leaders entering our great Air Force. If you take the time to read the essay we highlight in each weeks paper from our FTACers, it's notable to see they know where they fit in the mission. Knowing the "why" and their role in this mission, helps them take us to new heights with their innovativeness, intelligence, and critical thinking skills.

To my newest FTACers and Team members: YES, YES, YES. Those are the answers to your questions. Yes, you made the right decision. Yes, you will go far in your career. Yes, you are an American Airman!

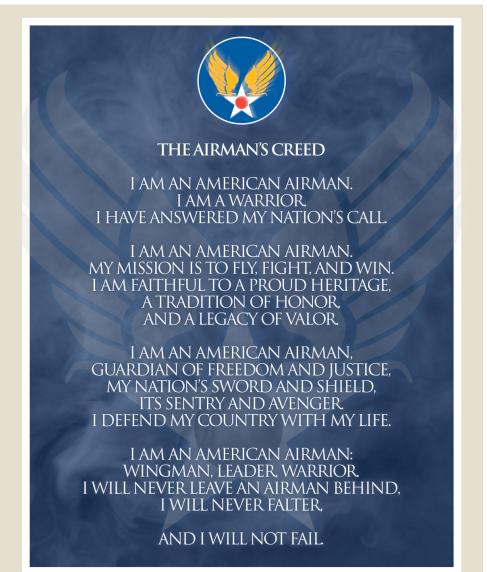
Welcome to the Team! Hopefully your in-processing ensured a smooth transition to your job, helped you understand the base and gained you some friends along the way. You made it! You've persevered from the day you took the oath to find out what our mission was all about. You marched to the music, low crawled through the dirt and phased through Technical School to become an American Airman. But you still have unanswered questions. What does it take to be an American Airman? Our creed carries the answers. Let's dive into its core to discover the Air Force mission, your role, and the rewarding benefits of carrying that title. To understand an organization as prestigious as the Air Force, you must first know its mission.

The mission of the Air Force is vital. Their words sum up our existence: fly, fight, and win...in air, space and cyberspace! Failure is not an option. No matter what your specialty is: Communication, Security, Emergency



**Chief Master Sgt. Melvina Smith** 

Management, Logistics, Maintenance, Intelligence, Weather, Air Traffic, Supply, Services, Personnel, or (state your specialty)... you contribute to the Air Forces' overall success. Our mission continues to evolve. 69 years



ago we earned the right to be a separate service; today we are the most dominant Air Force in the world. We lead the way in Air Superiority! Whether you decide to serve for 4 years or 30 years, your service will promote this great cause and you will always be an American Airman. Understanding the mission is critical to knowing your role.

We protect Liberty and all she stands for. Integrity first, service before self and excellence in all we do are your core values. Capitalize on these through community service, being the ambassador the world see us as, and putting others first. Aim for proficiency in your job and you will rise above the ranks. You are the Air Force's future leaders. Your role is rewarding and so are the benefits that follow.

The benefits of an American Airman are the best of any organization. You have the opportunity to travel all over the world, meet dynamic individuals to include foreign nationals, and experience different cultures. You receive 100% tuition assistance and medical/dental/life insurance benefits. But the biggest of them all is freedom, for an entire nation..which is priceless. It's a cause much bigger than you, and that alone makes this a worthwhile journey.

Although your journey began when you swore under oath, amazingly your journey will never end...but continue long after you retire or separate from the military. To be an American Airman is a privilege. When you question your role, I encourage you to go to the creed. It will define our mission, your role, and benefits of being in the Profession of Arms. To be an American Airman is to be a part of the Air Force mission; safeguarding liberty for your family and mine..and the generations to come. It's taking on a role...to be a part of something much bigger than yourself, and experience rewarding benefits...the ultimate reward; freedom of our nation. AirPower!

#### THE WARRIOR **Editorial Staff**

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The deadline for article submissions to the Warrior is noon Friday. If a holiday falls on Friday, the deadline then becomes 4 p.m. Thursday. Articles will be published on a space-available basis. Submissions do not guarantee publication.

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, 509th 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/ Airman Michaela R. Slanchik U.S. Air Force Senior Airman Desmond Ford, a 509th Security Forces Squadron defender, guards a B-2 Spirit during pre-takeoff inspections during Exercise Global Thunder 17 (GT17) at Whiteman Air Force Base, Mo., Oct. 27, 2016. Global Thunder is a training opportunity to exercise all U.S. Strategic Command mission areas and creates the conditions for strategic deterrence against a variety of threats.

## NewsThe Warrior<br/>Nov. 4, 2016How I fit into the mission

U.S. AIR FORCE EagleEyes WATCH.REPORT.PROTECT.

**NEWS BRIEFS** 

U.S. Air Force Eagle Eyes provides service members and civilians a safe, discreet and anonymous option to report criminal information, counterintelligence indicators or force protection concerns.

To submit a web tip go to http:// www.tipsubmit.com/WebTips. aspx?AgencyID=1111 or the AFOSI web page at http://www.osi.af.mil

How to report an anonymous tip using a smart phone:

1. Use the smart phone app

2. Manually select an agency

3. Choose USA then Federal Agency then select AFOSI

4. Create a passport, select New Tip and fill out the form with as much information as possible.

How to report an anonymous tip VIA text message:

Text "AFOSI" plus your tip information to 274637 (CRIMES)

#### Air Force Housing website

Visit www.housing.af.mil to find your new home with the Air Force. This website 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.

#### Stealth Lounge

If you are a young Airman, let the Stealth Lounge make your time at Whiteman more fun. Stop by after work to play some pool, darts, foosball, or the newest games on Xbox One or Playstation 4. The lounge opens at 4 p.m. during the week and noon on weekends. There is free dinner every Friday at 4:30 p.m. There are also free premium snacks and Wi-Fi. Come for the free stuff, stay for the fun and friends.

Please like the Stealth Lounge on Facebook to stay up to date on special events and tournaments.

#### 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 Today Saturdav Sunny Sunny Hi 69 Hi 68 Lo 47 Lo 45 Sunday Monday Mostly Sunny Mostly Cloudy Hi 67 Hi 66 Lo 45 Lo 47

#### By Airman 1st Class Delvin Marshall 509th Logistics Readiness Squadron

Joining the Air Force is one of the best things to ever happen to me. Coming from the 32 square mile island of St. Thomas, U.S. Virgin Islands, I would have never imagined being in the Air Force. When I heard that my family and I were coming to Whiteman, honestly, we were not excited. One, tropical weather is all we knew, two, I've never shoveled snow, and three, it was in the middle of nowhere. Then, I looked up Whiteman AFB and saw the B-2 and its mission. At that moment, I realized that not only did I join the Air Force but I was now a part of something that was greater than myself. I realized that Whiteman is the only base that operates the B-2. This



Airman 1st Class Delvin Marshall



is amazing because not everyone in the Air Force will get the opportunity to work alongside the B-2. From then, my mindset changed and I wanted to be a part of this great mission.

My job is materiel management and I work in the Logistics Readiness Squadron. My role in the Whiteman mission is to ensure that I learn my job to the best of my ability. I will do this by taking my CDC's seriously and paying attention to detail each and every day. Learning my job, being a team player, giving 110% every day, being motivated, focused and loyal to the Air Force organization will help me to be successful in fulfilling the Whiteman mission. The warehouse I work in has many different assets. The assets can range from paperclips to billion dollar machinery. I will make sure that everything is accounted for and where it needs to be at all times, so when Maintenance orders a part, whether a mission capable or just a routine order, the part is within reach and they receive it in a timely manner. This will ensure that the B-2 gets where it needs to be in a timely manner, which could save many lives and also allow the mission to be a success. Even though I am not actually flying the B-2 or working on it, my job still plays a major role because you can't fly without supply.

Being at Whiteman is a blessing and I am very happy to be a part of this team. I will do my best each and every day to ensure that the mission will always be a success.



BELOW ARE FOUR BASIC RULES THAT ALL MEMBERS OF TEAM WHITEMAN SHOULD FOLLOW REGARDING PERSONALLY OWNED FIREARMS.

1. TREAT EVERY WEAPON AS IF IT WERE LOADED. THIS RULE PREVENTS INJURY OR DAMAGE WHILE YOU ARE HANDLING OR TRANSFERRING POSSESSION OF A WEAPON. WHEN YOU PICK UP A WEAPON, EXAMINE IT AND MAKE SURE IT IS UNLOADED. WHEN YOU RECEIVE A WEAPON, NEVER ASSUME IT IS SAFE: CHECK THE CHAMBER TO MAKE SURE IT ISN'T LOADED.



ASSUME IT IS SAFE; CHECK THE CHAMBER TO MAKE SURE IT ISN'T LOADED. 2. NEVER POINT A WEAPON AT ANYTHING YOU DON'T INTEND TO SHOOT. THIS RULE ENFORCES AWARENESS OF THE DIRECTION THE MUZZLE IS POINTING AND POSITIVE IDENTIFICATION OF TAR-GETS.

3. KEEP YOUR TRIGGER FINGER STRAIGHT AND OFF THE TRIGGER. THIS RULE KEEPS YOU FROM FIRING A WEAPON BY MISTAKE AND REINFORCES RULE #2.



THERE ARE ALSO MEASURES EVERYONE SHOULD TAKE TO ENSURE PERSONALLY OWNED FIREARMS ARE PROPERLY STORED.

1. KEEP FIREARMS OUT OF THE REACH OF CHILDREN, YOUNG ADULTS AND PEOPLE WHO HAVE BEEN DRINKING ALCOHOL.

2. KEEP FIREARMS UNLOADED WHEN NOT IN USE.

3. KEEP FIREARMS AND AMMUNITION STORED IN SEPARATE, LOCKABLE LOCATIONS SUCH AS A GUN-STORAGE CABINET, LOCKER, WEAPONS SAFE, GUN RACK WITH LOCKS, OR A PORTABLE CAR-RYING CASE WITH LOCK.



**FRIDAY, NOV. 4** • 7 p.m. Doctor Strange (PG) Adults - \$6.25, children - \$4.00 **SATURDAY, NOV. 5 •** 7 p.m. Doctor Strange (PG) Adults - \$6.25, children - \$4.00

**SUNDAY, NOV. 6 •** 3 p.m. Doctor Strange (PG) Adults - \$6.25, children - \$4.00



## **Beat the Boss**

The Beat the Boss program is a monthly PT test competition between 509th Bomb Wing units that recognizes outstanding teamwork and devotion to fitness at the Squadron level. Active duty Whiteman Airmen who score the same or higher than the commander's score of 95.4% will earn a one-day pass, and those who score a 100% receive a one-day pass and one of the commander's coins.

Here are the Beat the Boss results:



Maj. Christopher Button 509th MDOS, 100% Master Sgt. Robert Schmiege 509th AMXS, 100% Senior Airman Isaac Hansen 509th MDOS, 100% **Staff Sgt. Edward Miramontes** 509th CES, 97.6% Maj. Joseph Knothe 394th CTS, 100% Airman 1st Class Justin Muldoon 20th ATKS, 97.9% Lt. Col. James Weir 20th ATKS, 97.7% **Chief Master Sgt. Melvina Smith** 509th BW, 97.7% **Capt. Albert Bond** 393rd BS, 97.3% Tech. Sgt. Dustin Majewski 509th MXS, 96.6% Staff Sgt. Julius Atienza 509th CES, 96.6% Master Sgt. Chad Faria 509th CES, 96.5% Senior Airman Ryan Carel 509th CES, 96.1% Airman 1st Class Jacob Lamberson 509th MXS, 96.1% Tech. Sgt. Jaclyn Haberman 509th MXG, 95.9% Staff Sgt. Kenneth Nixon 509th CES, 95.7% **Brig. Gen. James Mackey** ACC/A3, 95.6% **Senior Airman Matthew Nipper** 509th CES, 95.4%

## Sharp, crisp, motionless: Whiteman AFB Honor Guard



U.S. Air Force Senior Airman Jeffrey Pipkin, an A-team member of the Whiteman Air Force Base Honor Guard dresses a flag during a simulated funeral at Whiteman Air Force Base, Mo., Nov. 2, 2016. Made up of members from different units throughout the base, the Whiteman Honor Guard performs funeral and military honors in support of 99 counties in Missouri and 19 counties in Kansas, covering more than 70,000 square miles, one of the biggest areas of responsibility in all of Air Force Global Strike Command.

#### **By Senior Airman Joel Pfiester** 509th Bomb Wing Public Affairs

"On behalf of the president of the United States, the United States Air Force, and a grateful nation, please accept this flag as a symbol of appreciation for your loved one's honorable and faithful service."

For many spouses and family members, a funeral ceremony accompanied by this phrase may be the last impression they will have of the U.S. Air Force. It is up to the members of the Whiteman Air Force Base (AFB) Honor Guard to ensure that impression is a good one.

"We are humbled to provide honors for those who have guarded our freedom, and we do so with dignity, pride and respect," said Master Sgt. David Shaw, the Whiteman AFB Honor Guard NCO in charge. "Those being honored deserve the best and we are equipped to provide them with that. Although our schedules can be long and tedious, we understand that practice makes perfect, so we constantly train to ensure that we honor our heroes in the correct manner."

Comprised of members from different units throughout the base, the Whiteman Honor Guard performs funeral and military honors in support of 99 counties in Missouri and 19 counties in Kansas, covering more than 70,000 square miles--one of the largest areas of responsibility in all of Air Force Global Strike Command.

While the team performs a wide array of ceremonies, from color guard details to saber teams for weddings, the primary mission of the Whiteman Honor Guard is to provide funeral honors for veterans, retirees and active-duty members. There are three different types of funeral services provided, a two-man team is assigned for veterans, who perform a flag fold and the playing of taps; a six-man team for retirees, who perform a flag fold, taps and a firing party; and a team for active-duty members, where a team of 21 members perform the flag presentation, taps and a firing party.

No matter if it is an Airman's first day on

honor guard, or last, they are expected to perfect all movements throughout every drill and ceremony. To ensure that ceremonies go off without a hitch, the team consistently trains for approximately six hours a day. Since no funeral is ever the same, the team must be conditioned to keep their bearing and adapt to any situation that may arise at the grave site.

"One day, it was pouring down rain, and our GPS couldn't find the location of the cemetery," said Senior Airman Jeffrey Pipkin, an A-Team member of the Whiteman AFB Honor Guard. "We got lost, showed up late and the family was on site waiting.

"We were told we were not pallbearing and then at the last minute they told us we were. They also wanted us to fold two flags instead of one," added Pipkin. "It just goes to show that you can train over and over again, but you never really know how the service will go once you get there. It's important for us to be ready to adapt and overcome."

Adapting and overcoming are staples of being a ceremonial guardsman. When an Airman first arrives to honor guard, a lot of work must be done before they are sent to perform their first ceremony.

Each training class has a week-long orientation. Throughout the week the new honor guard members learn basic facing movements, flag folding procedures and memorize the Honor Guard Creed. They are issued their ceremonial uniforms, undergo a uniform inspection and train on perfecting a two-man ceremony before evaluations at the end of the training week.

On their final day of training, they are evaluated and undergo an hour long stamina test, where they perform facing movements and stand at the position of attention and the position of ceremonial at ease. The stamina test is designed to test their ability to maintain their bearing and simulate ceremonies where they could potentially be waiting in position for an extended amount of time. After completing the test and successfully passing evaluations, they recite the Honor Guard Creed and are ready to go out on their first detail.

"There is a lot of training to cover in the short week that we have the new recruits," said Tech. Sgt. Jon Summers, the assistant NCO in charge of the Whiteman AFB Honor Guard. "There is always room for improvement as well as new duties to learn during the rest of their tour in the honor guard."

"Although the instruction is different from the guidance they received in basic training, it gives these Airmen a refresher of military drills, bearing and, most importantly, a reminder of the importance of their duty to give back to those that served before us," added Summers.

Throughout the week, as well as the weekend, ceremony requests are sent in and teams are regularly traveling throughout the state to support them. Some ceremonies can be as far away as four hours one way, but the honor guard team is always ready to provide their services.

"The sense of pride you gain by laying fallen veterans to rest is easily the most rewarding part of the job," said Senior Airman Lane Starks, an A-team member of the Whiteman AFB Honor Guard. "Working with the Veterans of Foreign Wars and the local American Legions and listening to them share stories is always interesting. The importance and solemnity of the job and the long car rides really create a sense of camaraderie, and it's what makes the honor guard team such a tight-knit group."

In order to become a member of the Whiteman Honor Guard, Airmen must first express their interest to their supervision. Each squadron on base sends one or two Airmen, depending on the size of the unit. Once an Airman is accepted, they will be either full time, or part time. Full time is assigned to honor guard for six months straight, whereas part time rotates for 12 months; one month at their primary squadron, and the next month on honor guard.

Honor guard can be extremely rewarding, not only by broadening Airmen's career paths and providing a change of scenery from their primary job, but it also provides them with a sense of pride and honor.

"We are true professionals who hold the Air Force core values to heart, and we exercise them daily," said Shaw. "The honor guard is not ideal for everyone, but everyone here is ideal for the honor guard!"



U.S. Air Force Airman 1st Class Christopher Schacher, a fulltime member of the Whiteman Air Force Base Honor Guard fires his rifle during a simulated firing party at Whiteman Air Force Base, Mo., Nov. 2, 2016. Air Force retiree funerals are provided with a flag folding ceremony and presentation, a firing team and the playing of taps.

U.S. Air Force photos/ Senior Airman Joel Pfiester



Members of the Whiteman Air Force Base Honor Guard practice a six-man funeral ceremony at Whiteman Air Force Base, Mo., Nov. 2, 2016. Made up of members from different units throughout the base, the Whiteman Honor Guard performs funeral and military honors in support of 99 counties in Missouri and 19 counties in Kansas, covering more than 70,000 square miles, one of the biggest areas of responsibility in all of Air Force Global Strike Command.

## 509th LRS Airman receives Diamond Sharp award



U.S. Air Force photo/Senior Airman Danielle Quilla U.S. Air Force Staff Sgt. Ryan Jardina, a 509th Logistics Readiness Squadron vehicle management supervisor, receives a Diamond Sharp award from members of the First Sergeant's Council at Whiteman Air Force Base, Mo., Sept. 27, 2016. Jardina has been recognized for enthusiastically demonstrating and promoting esprit de corps among the squadron, base and community. Jardina planned a "Veterans Day Out" tour of Whiteman for 23 veterans from the Warrensburg Veterans Home. Furthermore, Jardina and his team visits the Veterans Home every Friday for story telling with the veterans.



## Weekly commander's message

Greetings, Team Whiteman!

As you may already know, we started this week on an incredible high note when our Total Force team successfully completed Exercise Global Thunder 17 (GT17) by executing an outstanding flyoff and show of force! Throughout GT17, Col Eaves and I were incredibly impressed with your professionalism and your unrivaled commitment to excellence – both of which were on full display throughout the exercise. GT17 was an opportunity for us to display to the world how effectively and efficiently we execute our nation's most important mission – Strategic Deterrence – and our entire team knocked it out of the park...we truly are America's Premier Bomber Force!

Following the culmination of GT17 here on Sunday, our normal flying operations continued throughout the week. Specifically, we rounded out the first month of our Fiscal Year 2017 Flying Hour Program by completing an impressive 96 B-2 sorties, as well as 288 T-38 sorties...a busy but outstanding first month of the new fiscal year!

I'd also like to remind everyone that yesterday was the 69th anniversary of a significant milestone in the long, illustrious history of the 509th. On that day in 1947, the 509th Bombardment Wing (BMW) was established at Roswell Field, NM, with a scheduled activation date of November 17th. At this time the recently formed Air Force identified a need to create organizations, ultimately called "wings", which



would carry the same numerical designation as the assigned groups. This new initiative, which was part of the "Hobson Plan", was initiated to reduce communication concerns and to streamline efforts. The 509th BMW was one of the first organizations selected to standardize this concept. Furthermore, with the establishment of the 509 BMW, the 509th Maintenance and Supply Group, as well as the 509th Airdrome Group, was created -- thus the rank and file we are familiar with today here at Whiteman was born!

I hope many of you are taking advantage of the 509th Bomb Wing "Down Day," which is scheduled for today. Chief Smith and I recognize that the path to success in an exercise like GT17 is paved by our Airmen, so please take this time to reset the clock and spend some well-deserved time relaxing with family and friends. That said, we know some of you will not be able to take advantage of this down day due to mission requirements; rest assured your leadership team will ensure you are afforded the same opportunity at a later date!

Speaking of resetting the clock, Daylight Savings Time is this weekend. Don't forget to set your clocks BACK one hour before going to bed on Saturday.

Enjoy your weekend and be sure to have a plan no matter what you may be doing. Remember, AADD is always up and running at 660-687-7433 and if you see something unsafe...say something!

Defend...Avenge!

Nuke PAUL W. TIBBETS IV Brigadier General, USAF Commander, 509th Bomb Wing

## CALLING ALL DORM RESIDENTS

On Wednesday, November 16, Chief Master Sgt. Melvina Smith will be hosting two mandatory dormitory resident all-calls at 7:00 a.m. and 3:00 p.m. at the base fitness center.

All dorm residents are required to attend one of the sessions and attendance will be tracked.

For planning purposes, the all-calls should last approximately 30 minutes. The doors will close 5 minutes prior to start. **Feature** 

## Strategic deterrence is a daily occurrence









#### By Senior Airman Joel Pfiester 509th Bomb Wing Public Affairs

Members of Team Whiteman recently completed Global Thunder 17 (GT17), a U.S. Strategic Command (USSTRATCOM) annual field training and battle staff exercise.

"Exercises like GT17 are an opportunity for us to demonstrate to our higher headquarters, our allies and our adversaries how we effectively and efficiently execute our nation's most important strategic mission," said Brig. Gen. Paul W. Tibbets IV, the 509th Bomb Wing commander. "Thanks to the efforts of our fully integrated

total force team, we clearly validated our safe, secure, effective and ready strategic deterrent capabilities here." The scenario for GT17 integrated a variety of strategic threats to the U.S. and assessed many of the craft used to support USSTRATCOM's global strike and bomber assurance and deterrence missions. Its stealth USSTRATCOM forces that are available to geographic combatant commanders, including space; cyber; intelligence, surveillance and reconnaissance; global strike; and ballistic missile defense assets.

In response to the scenario, Team Whiteman, which is comprised of active-duty Airmen as well as of Defense. Air National guardsmen, generated numerous B-2 Spirit aircraft throughout the exercise in support of USSTRATCOM objectives.

Because of the B-2 Spirit's unique and pivotal capabilities, Team Whiteman trains daily to ensure its premier bomber force.'

U.S. Air Force photos/509th Bomb Wing Public Affairs

operational readiness. The B-2, which is maintained and operated by Team Whiteman, is one of the key aircapabilities provide U.S. decision makers the capability to deter strategic attacks and, if necessary, penetrate the most secure defense systems to rapidly deliver its payload when called upon by the President and Secretary



"Brig. Gen. Tibbets and I are incredibly proud of the way our total force team performed during GT17," said Col. Kenneth Eaves, the 131st Bomb Wing commander. "Once again, we proved why our team is America's



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## News





## BHOP

## **Behavioral Health Optimization Program**

- For Active Duty, Dependents, and Retirees
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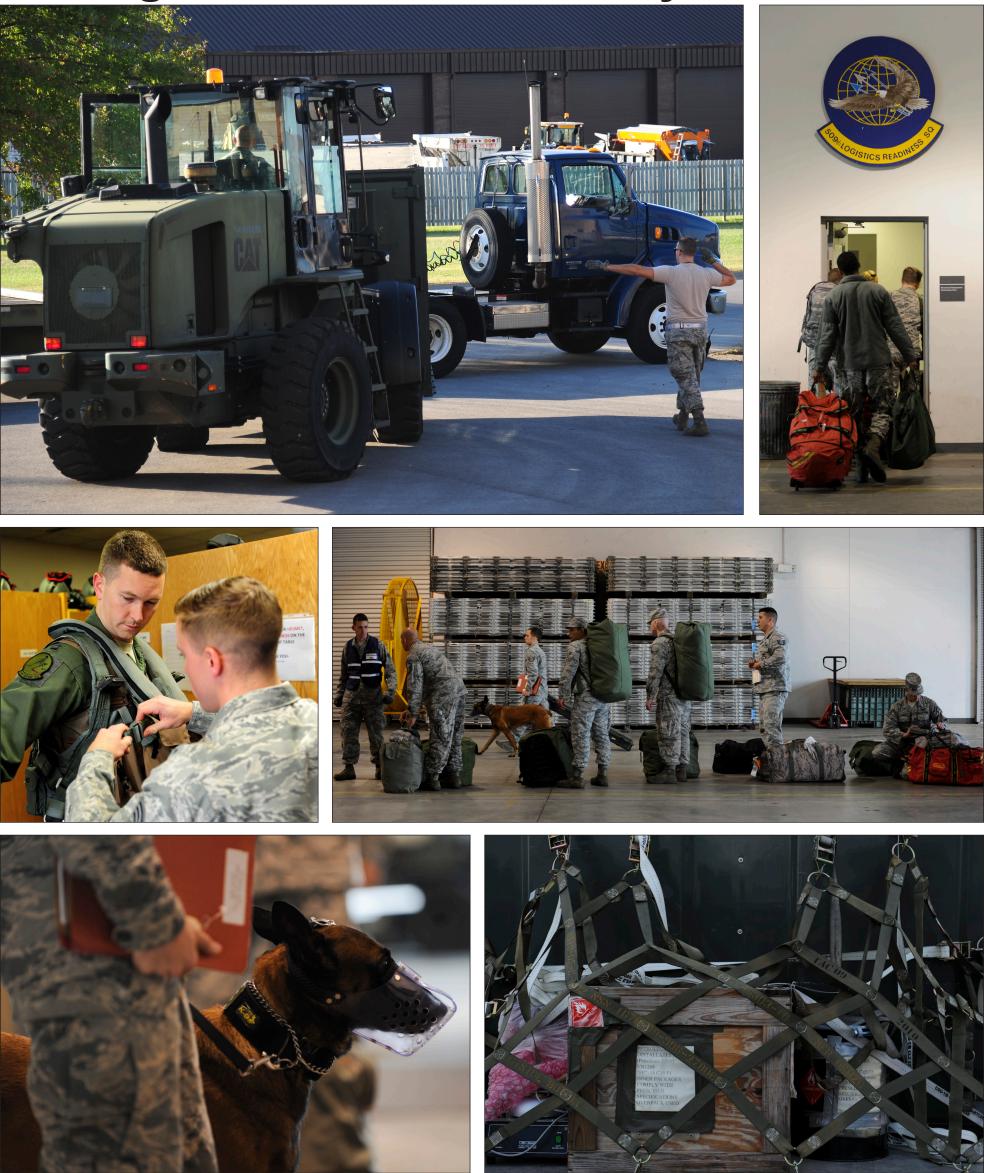
Call 660-687-2188 Ask for a BHOP appointment



**Strengthen your Physical & Mental CAF pillars** 

The Warrior Nov. 4, 2016

## Strategic deterrence is a daily occurrence



Members of the 509th Logistics Readiness Squadron process exercise players through a personnel deployment function line during exercise Global Thunder 17 (GT17) at Whiteman Air Force Base, Mo., Oct. 24, 2016. GT17 is U.S. Strategic Command's annual field training and battle staff exercise to train Department of Defense forces and assess joint operational readiness.

U.S. Air Force photos/Senior Airman Joel Pfiester and Senior Airman Danielle Quilla



## Uphold the Legacy

## AF takes initial steps to reduce training unrelated to primary missions

**By Tech. Sgt. Robert Barnett** Secretary of the Air Force Public Affairs

**WASHINGTON (AFNS)** – The Air Force plans to reduce training not related to Airmen's primary jobs in order to address concerns that excessive and nonmission related demands are impacting Airmen's ability to focus on and accomplish their core duties, officials announced Oct. 31.

As part of ongoing efforts to take care of Airmen and revitalize squadrons, Air Force leadership recently directed the "Airmen's Time" task force to review 42 ancillary training courses (i.e., training outside of an Airman's core job). Functional training requirements were not part of this review.

According to the official memorandum, of those 42 courses, the Air Force will eliminate 15 stand-alone training courses and streamline 16 courses reducing associated training time.

In a recent survey, Airmen identified 10 courses as the most burdensome. The service will eliminate or significantly reduce nine of them as part of this initiative.

Air Force leaders emphasized that while this is another positive step following the recent announcement eliminating some additional duties, more work remains.

"We've taken some modest steps to ensure we use our Airmen's time in the smartest way, but this is a journey," said Air Force Chief of Staff Gen. David L. Goldfein. "We'll continue to be deliberate about what we cut or streamline, but more is required as we continue to focus our efforts on the business of warfighting, respecting our Airmen's time, and still meeting the necessary requirements to take care of our mission and our force."

The courses reviewed include total force awareness training, which is required of all Airmen on an annual basis; selected force training, which is targeted to specific groups, including commanders, civilians and supervisors; event-driven training, which is triggered by some event, such as moving to a new assignment or duty station; and basic Airman readiness training, which is expeditionary-focused training required of all Airmen every three years.

While each of these training modules provide important information, the review found that many of the requirements duplicated information already provided in other trainings. These reductions will, in many cases, eliminate redundant requirements across the service.

"This initiative represents the next step in giving time back to our Airmen," said Air Force Secretary Deborah Lee James. "All these training requirements were created to provide valuable information to our Airmen. The intent was right, but as the lists of requirements increased, our Airmen spent more time away from their core duties."

Reducing ancillary training, according



#### UNITED STATES AIR FORCE

to Air Force leadership, is not intended to reduce emphasis on the need to have welltrained and educated Airmen. Instead, the effort is specifically designed to give the Air Force greater flexibility in how it meets and implements these requirements.

"Our Airmen are certainly busy, and that dynamic will likely not decrease in the foreseeable future. We understand that dynamic, and we're willing to accept some risk where we can to better balance our Airmen's time," said Chief Master Sgt. of the Air Force James A. Cody. "Computerbased training impacts our Airmen's time, so we're looking at what we can eliminate, consolidate or substantially relax to cut the demand."

The Air Force believes the initiative will benefit the total force by not only allowing active-duty Airmen more time to focus on their core mission but also giving Air National Guard and Air Force Reserve Airmen more time to focus on honing their core skill sets during drill, unit training assembly and annual tour periods. The initiative builds upon a similar effort from the Guard in 2015.

"Our Airmen have repeatedly stepped up to increased deployment tempos and manpower shortages," Goldfein said. "Reducing the number of hours our Airmen spend on non-critical training requirements goes directly to the heart of secretary James's priority of taking care of Airmen and our efforts to revitalize the squadron and is another small step in the right direction. Squadrons are the engines of innovation and esprit de corps and the warfighting core of our Air Force, and today, we are giving back time so our Airmen can better focus on their core mission."

Changes will be implemented between January and April 2017; however, Airmen are no longer required to complete the courses set for elimination. To ensure the revisions are implemented in a timely manner, all applicable Air Force instructions will be updated to reflect these changes no later than Jan. 1, 2017, and the Advanced Distributed Learning Service will be updated no later than April 1, 2017.

Headquarters Air Force will also establish a screening process to review new policies in order to identify areas that create additional duties or training requirements for Airmen in units. The goal is to prevent unchecked growth of these functions in the future.