



Airmen stay ready for ...
ACTION

PAGES 14-15



Create precision through job satisfaction

Commentary by 1st Lt. Kris Lee
321ST MISSILE SQUADRON

F.E. WARREN AIR FORCE BASE, Wyo. — Do you like your job? Do your Airmen like their jobs? If you answered no, why? How you answer those questions can say a lot about your organization. Believe it or not, you can create a better workplace for your Airmen.

At the bare basics, think about what people need and want from a job. Abraham Maslow's book, "A Theory of Human Motivation," tells us that each person has a hierarchy of needs: physiological, security, belongingness, esteem and ultimately self-actualization

needs. Money is a prime motivator to work, but job satisfaction requires much more. It requires a job that creates belongingness, esteem and self-actualization. It requires opportunities for growth, advancement and achievement.

This is where you, the leader, come into play. A primary goal of leadership is to influence the performance of followers to accomplish a goal. That's easy to say, but putting it into practice can be convoluted and confusing. Performance is the product of ability and effort. If the ability is low, it is unlikely any amount of effort will result in high performance. Likewise, if the effort is low, high performance is doubtful. If your team's

Commander's Commentary

performance is low, you must ask which area is lacking: ability or effort. We assume your people are properly trained such that the question becomes, "How do I influence my people to put in more effort?"

Everyone has personal goals and every organization has goals for mission success. To influence people to put in more effort, one approach is to align people's personal goals with the goals of the organization. If your organizational goal is to complete paperwork with zero errors, and you have an Airman whose goal is to

be off an hour early next Friday, you can align the personal goal with the organizational goal. This is one way to achieve external motivation, but our focus is on creating internal motivation — creating high performance through job satisfaction.

American psychologist Frederick Herzberg found that job dissatisfaction and job satisfaction are not related. The factors that lead to dissatisfaction are not the same as those that lead to satisfaction.

Hygiene factors leading to job dissatisfaction are: policy and administration, supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life, relationship with subordinates,

status and security.

Motivator factors leading to job satisfaction are: achievement, recognition, the work itself, responsibility, advancement and growth.

While these lists certainly aren't all-inclusive, it points out a very important concept, keeping "hygiene factors" in check is important to keep people from becoming dissatisfied, but you will not create satisfaction and motivation by focusing all of your attention there. People find true job satisfaction when their need for self-actualization is fulfilled — when you provide them with opportunities that lead to achievement, recognition, increased

See LEE Page 27

How I lead: Take care of self, others; take risks



Commentary by Senior Master Sgt. Lucero Stockett
6TH AIR REFUELING SQUADRON

In the last 16 years of my career, I came to understand there is no one simple way to lead.

I have been blessed to have had situations in my life that have led me to come up with my own version of how to be a better leader. What I am about to share may or may not work for you, but hopefully, you can gain an insight into who I am and how I lead.

First and foremost, take care of yourself in all pillars of life: physically, spiritually, mentally and socially. This may sound a little selfish, but think about it; when a person is not at 100 percent in their

Enlisted Commentary

own pillars of life, they are not capable of giving 100 percent to others around them. When you take care of yourself and meet your needs, you are more qualified and postured to take care of those who need you.

Secondly, take care of others. This is where we get into servant leadership and the responsibility to take care of those who are entrusted to our care. Our job as senior leaders is to take care of our

Airmen, to instill that desire in them to belong to something greater than themselves and, ultimately, train them to replace us.

Thirdly, take risks. The Air Force didn't become the best Air Force the world has ever known without taking risks. We took a risk in 1947 and we continue to take risks to meet the demands of the ever-changing world. Innovation is something we continue to pursue and that doesn't happen without taking risks. When you take risks, you get out of your comfort zone, and that's when real growth begins. If you are always comfortable with

what you are doing, then are you really growing? I took a risk in 2013 when I volunteered to leave my comfortable flying job to become a military training instructor. To this day, that was the best decision I ever made. The amount of growth I experienced, along with the knowledge and support system I gained is invaluable.

Lastly, don't be afraid to fail. We are not perfect and we will make mistakes. You may hear people say, "If you are going to fail, fail forward." That couldn't be

See STOCKETT Page 21

Birds of prey swoop down onto Travis for Earth Day festivities



U.S. Air Force photo/Heide Couch

Children attend a California Raptor Center presentation on local birds of prey April 24 at Travis Air Force Base, Calif. As part of the Earth Day event, participants were educated on raptor biology, rehabilitation, conservation and species identification during the CRC visit.

Tailwind

Travis AFB, Calif. | 60th Air Mobility Wing

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The Tailwind is published by the Daily Republic, Fairfield, California, a private firm in no way connected with the U.S. Air Force.

While most of the editorial content of the Tailwind is prepared by the 60th Air Mobility Wing Public Affairs office for its Web-based product, the content for the Tailwind is edited and prepared for print by the Daily Republic staff.

Content of the Tailwind is not necessarily the official view of, nor is it endorsed by the U.S. Government, the Department of Defense or the Department of the Air Force.

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Correspondence can be sent to the 60th Air Mobility Wing Public Affairs staff, Tailwind, 400 Brennan Circle, Bldg. 51, Travis AFB, CA 94535-2150 or emailed to 60amwpa@us.af.mil.

Deadline for copy is 4:30 p.m. Friday for the following Friday's issue. Swap ads must be brought to Bldg. 51 by noon Monday for possible print in that Friday's issue. Emailed or faxed Swap Ads are not accepted.

Those on base wishing to receive home delivery of the Tailwind can call 427-6975 today.

For information on paid advertising and on base circulation, call 425-4646. Correspondence can be sent to: Daily Republic, 1250 Texas St., Fairfield, CA 94533 or faxed to 425-5924.

Visit the Travis public web site at <http://www.travis.af.mil>. Read the Tailwind online at <http://tailwind.dailyrepublic.net> or by accessing the Travis SharePoint.

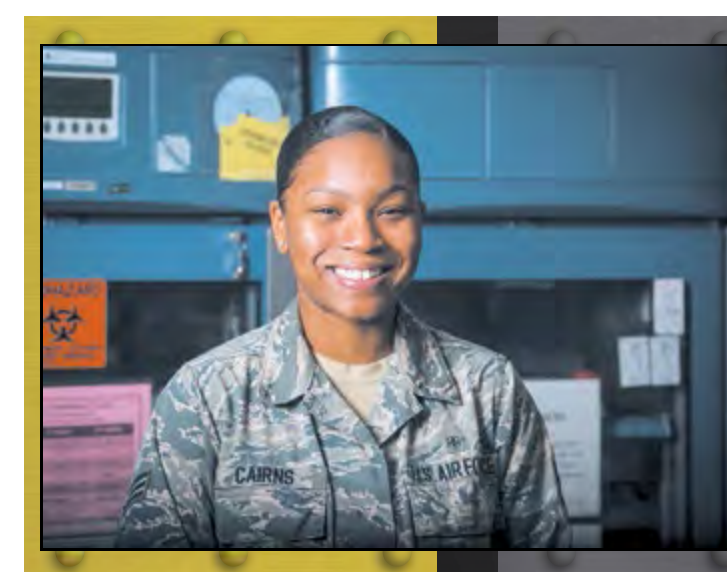
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On the cover

Staff Sgt. Jeffry Cardenas, 22nd Airlift Squadron C-5M Super Galaxy flight engineer, enters a C-5M aircraft during a pre-flight inspection April 29 at Travis Air Force Base, Calif.

U.S. Air Force photo/Master Sgt. Joey Swafford



U.S. Air Force photo

WARRIOR OF THE WEEK

- Name:** Senior Airman Jade Cairns.
- Time in service:** Two years.
- Unit:** 60th Medical Diagnostics and Therapeutics Squadron.
- Family:** Spouse, Senior Airman Brian Cairns.
- Duty title:** Medical laboratory technician.
- Hometown:** Riverside, California.
- What are your hobbies?** Obtaining a Bachelor of Science degree. Cooking, volleyball, photography, crochet, yoga, hiking and traveling.
- What are your goals?** I want to finalize my Community College of the Air Force degree and continue my education by
- What is your greatest achievement?** Joining the Air Force.

Exchange ready for 'Pamper Mom With Pretty' event

Lorraine Harris-Ortega
TRAVIS ARMY AND AIR FORCE EXCHANGE

Military moms deserve a little extra pampering this Mother's Day, and the Army & Air Force Exchange Service is making sure they get it. On May 4, the Travis Army and Air Force Exchange Service is hosting a "Pamper Mom With Pretty"

beauty event. Military shoppers can enjoy great deals on beauty products, including:

- \$5 off a \$30 beauty purchase (with coupon).
- \$15 off a \$60 beauty purchase with the MILITARY STAR® card (with coupon).
- Free wristlet with a \$30 purchase of fragrances or cosmetic.

Military moms do so much not only for their families but also for the military community," said Phonda Bishop, Travis Army and Air Force Exchange General Manager. "The Exchange wanted to celebrate them with this special event." The coupons will be available to shoppers at the Exchange. Coupons are valid only for the day of the event, and

are limited to cosmetics, fragrances, bath and body, hair care, skin care and nail products. Offers are valid in-store only. For more information, or to schedule an interview shoppers can contact Lorraine Harris-Ortega at Travis Army and Air Force Exchange at 707-437-4633 extension 215 or by email at harrisortegal@aafes.com.

Block party raises awareness of sexual assault, other dangers



U.S. Air Force photo/Airman 1st Class Cameron Otte

Lt. Col. Jonathan Anderson, 60th Air Mobility Wing deputy director of staff, hands down his son, Aaron, to Staff Sgt. Ronald Spence, 60th Civil Engineer Squadron fire inspector, during a burning building simulator April 26 at Travis Air Force Base, Calif. The simulator was part of the Sexual Assault Prevention and Response Block Party. The Air Force Sexual Assault Prevention and Response Office's mission is to educate, advocate and collaborate to respond to and stop sexual assault and its harmful effects.

Woodside High students riff with Band of Golden West



U.S. Air Force photos/Airman 1st Class Christian Conrad

1) A student from Woodside High School in Woodside, Calif., plays a guitar April 25 with the U.S. Air Force Band of the Golden West at Travis Air Force Base, Calif. The BOGW outreach program invites high school band students to practice with the BOGW and receive hands-on coaching with its jazz band, concert band, vocal ensemble and string orchestra. 2) Staff Sgt. Michelle Doolittle, left, and Senior Airman Stephanie Allen, right, Band of the Golden West vocalists, coach Woodside students April 25 at Travis Air Force Base, Calif.

AAFES hosts pet photo contest in May

Lorraine Harris Ortega
ARMY AND AIR FORCE EXCHANGE

Smile big and show off your canines – or felines, rabbits, birds or any pet.

The Army & Air Force Exchange Service at Travis Air Force Base, California, along with Blue Buffalo pet food, is again hosting the Patriot Pet Just Say "Treat" Photo Contest.

From now through May 31, Travis AAFES shoppers can submit a patriotically themed photo of their furry friends at ShopMyExchange.com/sweepstakes for a chance to win. One grand-prize winner will receive a \$1,000 Exchange gift card, while four first-place winners will receive \$500 Exchange gift cards.

"Most pet owners love posting pictures of their fur-babies," said Phonda Bishop, Exchange general manager. "With this Exchange contest, service members and their families can win great prizes by doing just that. We're hoping a Travis Army and Air Force Exchange service member's pet takes the top prize."



Army and Air Force Exchange graphic

PJs sharpen skills during exercise Razor's Edge

Airman 1st Class Kristine Legate
355TH WING PUBLIC AFFAIRS

DAVIS-MONTHAN AIR FORCE BASE, Ariz. — The 48th Rescue Squadron from Davis-Monthan Air Force Base participated in exercise Razor's Edge April 8-18.

Razor's Edge is a two-week long exercise in which pararescuemen train to be better prepared for unilateral and joint combat search and rescue operations in any situation and environment. To meet these expectations they endure rigorous training reflective of real-world scenarios that they may encounter.

This Razor's Edge included combat rescue officers, pararescuemen, survival, evasion, resistance and escape specialists and multiple combat mission

support personnel from the 48th RQS, members from the 943rd Aerospace Medical Squadron and 60th Medical Group critical care air transport and tactical critical care evacuation teams and support from the 79th RQS, 88th Test and Evaluation Squadron, 563rd Operations Support Squadron Aerial Delivery Support Branch and 71st Special Operations Squadron.

"Before each team deploys we do a thorough mission analysis of the combat zones they'll be deploying to," said Master Sgt. Sean Herlihy, 48th RQS Guardian Angel flight chief. "We look at the most probable courses of action with regard to (infiltration) and (exfiltration) platforms that the teams will most likely be using."

With this information, the 48th RQS sets up scenarios to test the team's abilities. This iteration

of Razor's Edge had the pararescuemen deal with a multitude of distance problems that required personnel and heavy equipment parachute drops and water extractions.

"We have teams who are capable of parachuting into the water and we have helicopter teams who are capable of recovering isolated personnel in a maritime environment," Herlihy said.

Going through these exercise scenarios prior to their deployment helps the team establish a clear vision of what's to come and arms them with the skills to successfully execute their core function of personnel recovery down-range.

"It's a fantastic effort from both operations and logistics, and a tremendous amount of man hours goes to it from all sides," Herlihy said.



U.S. Air Force photo/Airman 1st Class Kristine Legate
U.S. Air Force pararescuemen assigned to the 48th Rescue Squadron at Davis-Monthan Air Force Base, Ariz., conduct exercise scenarios during Razor's Edge, a two-week long pre-deployment exercise April 12 at Parker, Ariz. Practicing real-world scenarios helps pararescuemen execute their core function of personnel recovery in austere environments.

Mortuary affairs specialist provides reverence

Staff Sgt. Nicole Leidholm
ARMED FORCES MEDICAL EXAMINER SYSTEM

DOVER AIR FORCE BASE, Del. — In the United States Army, there is a career field known as a mortuary affairs specialist, or a 92M.

Soldiers in this career field perform duties related to deceased personnel. This includes searching for fallen and missing service members, helping to disinter remains and assist in the preparation and preservation of remains.

U.S. Army Cpl. Daveson Tamanyon and Spc. Kellysha Fahn, 54th Quartermaster Company mortuary affairs specialists, are two of the 92Ms on temporary duty to the Armed Forces Medical

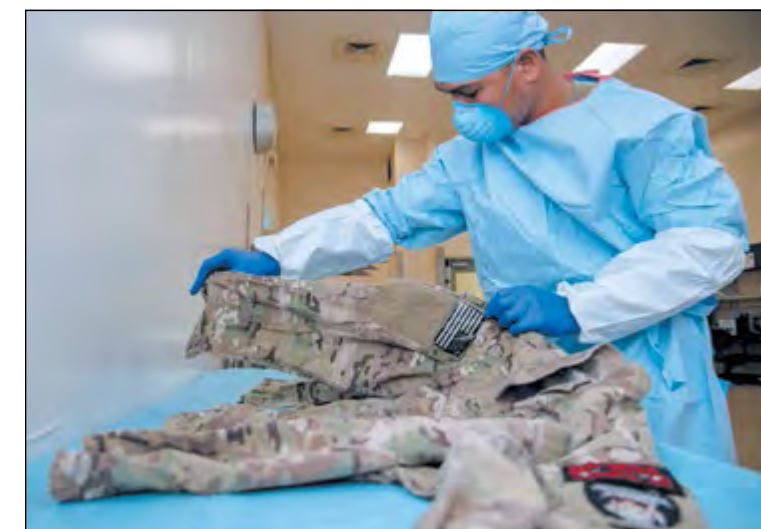
Examiner System.

"Our primary mission is to bring the fallen home," said Tamanyon. "We also assist in missions like personnel recovery with Defense POW/MIA Accounting Agency as well as morgue rotations at our home state at Fort Lee, Virginia."

U.S. Army Sgt. 1st Class Libtobra Brooks, AFMES senior mortuary affairs NCO of the Office of the Armed Forces Medical Examiner, said having the TDY 92Ms is a huge asset.

"The AFMES organization benefits because it can utilize the people who are willing to do what most cannot," said Brooks. "Their presence has allowed this mission to run smoothly in a time

See MORTUARY Page 21



U.S. Army Cpl. Daveson Tamanyon, 54th Quartermaster Company mortuary affairs specialist, lays out a U.S. Army uniform during a training exercise April 4 at the Armed Forces Medical Examiner System at Dover Air Force Base, Del.
U.S. Air Force photo/Staff Sgt. Nicole Leidholm

Officials observe climate impact in Arctic

Secretary of the Air Force Public Affairs

ARLINGTON, Va. — A contingent of senior Air Force leaders and other high-ranking officials, are visiting multiple locations across the Arctic April 27-May 3 in an attempt to better understand operational challenges and refine approaches for meeting the changing security dynamics in the region.

"The Arctic has always been a vital, indispensable part of any strategy to ensure the security and prosperity of the United States, our allies and our partners," said Maj. Gen. Brian S. Robinson. "While that has not changed, there are new activities and concerns in the Arctic, and our allies and partners are on the front lines of those changes.

See ARCTIC Page 26



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PUBLIC AFFAIRS

JOINT-BASE SAN ANTONIO-RANDOLPH, Texas — The Air Force Civilian Service held a job fair concentrated on skilled-trade candidates April 22-23.

The event focused on filling more than 300 skilled-labored Air Force positions in the San Antonio and surrounding areas, including Altus and Laughlin Air Force Bases, Texas.

"Without a coordinated team effort with our mission partners, these job fairs wouldn't be possible," said Mike Brosnan, Air Force's Personnel Center Talent Acquisition chief. "When we prepare for a job fair of this magnitude, it's important to have AFPC talent acquisition consultants, staffing and classification teams, unit human resources liaisons, servicing civilian personnel staff and hiring managers working together."

The event was open to the public and pre-screened more than 50 candidates who were invited to interview for positions. Overall, the event garnered more than 250 applicants with tentative job offers given to more than 80 candidates on the spot.

The Joint Base San Antonio area still has more than 1,000 open positions to fill across various occupations, with skilled trades such as aircraft maintenance and civil engineering having the most.

AFCS plans on hosting more than 80 job fairs across the United States during fiscal year 2019 and anticipates adding more than 3,000 qualified civilians to the Air Force workforce.

"Civilian employees are critical to continuity and leadership,

See **WORKERS** Page 22



U.S. Air Force photo/Staff Sgt. Chris Drzazgowski

A KC-10 Extender refuels an F-35A Lightning II above an undisclosed location, April 30, 2019. The KC-10 and its crew were tasked to support aerial refueling operations for the F-35A's first air interdiction during its inaugural deployment to the U.S. Air Forces Central Command's area of responsibility.

F-35As fly first combat employment

U.S. Air Forces
Central Command

SOUTHWEST ASIA — Two U.S. Air Force F-35A Lightning II aircraft conducted an air strike at Wadi Ashai, Iraq, in support of Combined Joint Task Force - Operation Inherent Resolve, April 30.

This strike marked the F-35A's first combat employment.

The F-35As conducted the airstrike using a Joint Direct Attack Munition to strike an entrenched Daesh tunnel network and weapons cache deep in the Hamrin Mountains, a location able to threaten friendly forces.

"We have the ability to gather, fuse and pass so

much information that we make every friendly aircraft more survivable and lethal," said Lt. Col. Yosef Morris, 4th Fighter Squadron commander and F-35A pilot. "That, combined with low-observable technology, allows us to really complement any combined force package and be ready to support AOR contingencies."

The F-35As, recently deployed from Hill Air Force Base, Utah, joined the Combined Forces Air Component team in the U.S. Central Command area of operations on April 15. This marks the F-35A's third deployment and first to the CENTCOM AOR. In preparation for deployment, crews prepared and trained on the aircraft

for the AFCENT mission.

"We have been successful in two Red Flag exercises, and we've deployed to Europe and Asia," said Morris. "Our Airmen are ready and we're excited to be here." Red Flag is the U.S. Air Force's premier air-to-air combat training exercise which includes U.S. and allied nations' combat air forces.

There are many Airmen ensuring the planes are ready for their combat missions.

"This jet is smarter, a lot smarter, and so it can do more, and it helps you out more when loading munitions," said Staff Sgt. Karl Tesch, 380th Expeditionary Aircraft Maintenance

Squadron weapons technician.

A central tenant to the F-35A's design is its ability to enhance other battlefield assets. In this case, the aircraft joins the combined joint airpower team already in place to maintain air superiority and deliver war-winning airpower.

"The F-35A has sensors everywhere, it has advanced radar and it is gathering and fusing all this information from the battlespace in real time," said Morris. "Now it has the ability to take that information and share it with other F-35s or even other fourth generation aircraft in the same package that can also see the integrated picture."

Program aims to speed OTS for enlisted leaders

Air Education and Training Command Public Affairs

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Air Education and Training Command officials are reimagining how Airmen are developed and are announcing two beta course tests that would shorten the officer commissioning program for senior noncommissioned officers, April 30.

The proposed beta tests, called Officer Training School-Accelerated Commissioning Program, will shorten the program from 40 training days to 14 training days and take place at Maxwell Air Force Base, Alabama. The

first test is scheduled to begin in August 2019. The first beta test includes 36 candidates: 26 active duty Air Force, five Reserve and five Guard officer candidates in the ranks of master sergeant to chief master sergeant. Candidates must have completed the SNCO Academy course via in-residence or distance learning (Course 14) and been selected for OTS via the normal board process.

The shortened training capitalizes on AETC's Continuum of Learning initiative, which integrates education, training and experience in developing Airmen.

It may be possible to

See SNCOS Page 22



U.S. Air Force photo/Airman 1st Class Kyle Cope

Tech. Sgt. Tim Shelton, 435th Air Ground Operations Wing quality assurance chief inspector, checks his equipment April 25 during exercise Rapid Weasel at Spangdahlem Air Base, Germany. Rapid Weasel was the cooperative effort of several Air Force units that came together to test their ability to rapidly project combat power.

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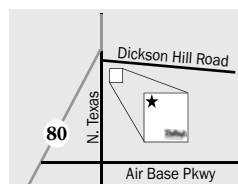
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Exercise boosts readiness

Airman 1st Class Kyle Cope

52ND FIGHTER WING PUBLIC AFFAIRS

SPANGDAHLEM AIR BASE, Germany — Members of the 52nd Fighter Wing participated in exercise Rapid Weasel April 24 and 25 at Spangdahlem Air Base, Germany.

“Rapid Weasel was a demonstration of the 52nd FW’s ability to rapidly project combat power by opening an airfield, refueling and re-arming fighter aircraft, then quickly departing to other locations,” said Lt. Col. Leonardo Tongko, 435th Contingency Response Squadron commander.

Rapid Weasel was a readiness exercise for Spangdahlem AB to continue to improve its procedures and increase readiness.

“It is important that we have these type of exercises to allow us to combine and test our capabilities as one team as rapidly as we can to start generating the mission,” said Capt. Robert Bligh, 435th CRS maintenance flight commander. “This in turn allows us to learn and develop new techniques and procedures

that we can share with other units and our NATO allies. These exercises also enable us to think outside of our norms of home station operations to what future potential operating locations might be.”

The exercise was a cooperative effort between the 52nd FW and units from five other wings.

“More than 100 Airmen across 24 different career fields participated in this event,” Tongko said.

The integrated effort provided the team with more opportunities to simulate different situations and test the overall response to each of those scenarios.

“It was great working with the 52nd FW as the host base for this exercise,” Tongko said. “Working in conjunction with our 521st Air Mobility Operations Wing counterparts on the Air Mobility Command ramp allowed us to replicate different scenarios, as well as different types of airfield environments from main operating base and austere locations while doing so in a controlled environment.

This type of host-base integration not only gives us the support needed to execute safely, but it truly allows us to push the envelope of integrating combat capabilities.”

This year’s Rapid Weasel was the first of several possible exercises with the Rapid Weasel teams.

“The past five months have been challenging but rewarding,” Bligh said. “Working with all the agencies and key players allowed all of us to learn from one another to provide multiple solutions that made this exercise a success. I can’t thank enough all those involved from the initial thought of this exercise to its execution. This was just the first of what I hope to be many future iterations with these organizations.”

Rapid Weasel leadership felt the exercise was a success, will propel integration of innovation and would help drive the Air Force in the direction Air Force Chief of Staff Gen. David L. Goldfein wants to see the Air Force go.



Airmen ready for action

U.S. Air Force photos/Master Sgt. Joey Swafford



1) Capt. Andrew Pagenkopf, 22nd Airlift Squadron C-5M Super Galaxy pilot, teaches other C-5M pilots on the new weather monitoring system April 29 aboard the aircraft at Travis Air Force Base, Calif. The C-5M is a strategic transport aircraft and is the largest aircraft in the Air Force inventory. 2) Staff Sgt. Brian Edwards, 22nd AS C-5M flight engineer, uses the intercom to speak with other C-5M crew members during a pre-flight inspection. 3) Airman 1st Class Brian Sieruc, right, and Master Sgt. Christopher Grima, 60th Aircraft Maintenance Squadron C-5M maintainers, troubleshoot a faulty switch aboard a C-5M. 4) 1st Lt. Kimberly Webb, 22nd AS C-5M pilot, looks on as another pilot goes over the new C-5M weather monitoring system. 5) Staff Sgt. Jeffrey Cardenas, right, and Staff Sgt. Brian Edwards, 22nd AS C-5M flight engineers, talk while looking at pre-flight checklists. 6) Sieruc troubleshoots a faulty switch aboard a C-5M.



New records tie care together

Dave Marks

NAVAL HOSPITAL TWENTYNINE PALMS
PUBLIC AFFAIRS OFFICER

TWENTYNINE PALMS, Calif. — Two basic rules of life are: 1. Change is inevitable and 2. Everybody resists change. That's according to business management guru E. Edwards Deming.

Air Force Maj. Gen. Lee Payne and his team of military healthcare professionals visited Naval Hospital Twentynine Palms April 17 to brief the command on the launch of the new electronic health record, MHS Genesis, which replaces the stand-alone legacy systems (CHCS, Essentris, Ahlta) and integrates all aspects of care in the military health system into one seamless portal. It connects the provider to the patient and offers a host of user-friendly features from messaging to prescription refills.

Maj. Gen. Payne, an emergency-department physician with nearly 32 years in the Air Force, is the MHS Genesis health-record functional champion, reporting directly to Rear Adm. Raquel Bono, Director of the Defense Health Agency (DHA).

Maj. Gen. Payne recalled



U.S. Navy photo/Dave Marks

Air Force Maj. Gen. Lee Payne, right, is escorted April 17 into Naval Hospital Twentynine Palms by hospital commanding officer, Navy Capt. Nadji Hariri, for a site visit on the launch of MHS GENESIS, the military's new electronic record-keeping system.

that back to 2006 he was the commander at David Grant Medical Center (Travis Air Force Base), and was charged with implementing Ahlta, a legacy electronic health record. "People were not happy," he said. "People didn't like change and some were actually quitting. So, when they tell me they love Ahlta and they love Essentris, what they're saying is, they don't like change."

"The earlier systems served us well," the Major General said, but they are outdated in

terms of security, safety and accessibility. "What we hope to do better this time is to help you understand why we're making this change and do a better job of helping you make the change," Maj. Gen. Payne said. Access to your medical information from anywhere on the planet is one clear advantage of MHS Genesis. "In the legacy systems, medical information is stored on local servers. Medical treatment

See RECORDS Page 20

Continue coverage after retirement

TRICARE.mil Staff

When you retire from active duty or turn age 60 as a retired reserve member, your TRICARE coverage changes.

After either of these Qualifying Life Events, you must take action and enroll in a TRICARE retiree health plan so that you and your family members don't have a gap in your TRICARE coverage after retirement.

Typically, you have up to 90 days after your retirement date to enroll in a TRICARE plan as a retiree. If you don't, you and your family members will only be able to get care at a military hospital or clinic if

space is available.

Each service is responsible for updating the Defense Enrollment Eligibility Reporting System with your retirement date. Until that date is posted to DEERS, you can't enroll in a retiree TRICARE plan.

In some cases, the retirement date doesn't show up in DEERS until days or even months after you've retired. For the time being, the Defense Health Agency is allowing retiring members and their eligible family members up to 12 months from their retirement date, or turning age 60 for retired reserve members.

See COVERAGE Page 19

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920TH RESCUE WING PUBLIC AFFAIRS

PATRICK AIR FORCE BASE, Florida — Asan Bui was born at sea 44 years ago this month.

Adrift in the ocean, aboard a wooden boat, Bui's father and expectant mother found themselves pitted against all odds along with their five children, ages 2 to 11.

Now a commander in the Air Force Reserve, Lt. Col. Bui shared his story, explaining that his parents were South Vietnamese refugees fleeing political persecution and the possibility of death at the end of the Vietnam War.

After a lengthy, bloody conflict in Southeast Asia, communist-led combatants overran American-backed South Vietnamese military forces on April 30, 1975, in what is known as the Fall of Saigon. The event triggered a mass exodus of approximately 1.6 million refugees, who fled the region for fear of retribution, according to the National Archives.

Bui explained that his father, Chien Van Bui, a South Vietnamese soldier in the 232nd Artillery, wanted to stay behind and fight for the land he knew



U.S. Air Force photo/Senior Airman Brandon Kalloo Sanes

Lt. Col. Asan Bui, 920th Communications Flight commander, holds a photo of his late father, Chien Van Bui, April 6 while on duty at Patrick Air Force Base, Fla.

and loved. However, with the North Vietnamese Army and Viet Cong advancing, the father of five, with a sixth on the way,

was forced to make a life-altering decision; either flee the beloved country he fought for, or stay behind and risk losing his family.

"Anyone that fought alongside the United States would be killed or imprisoned in re-education camps," said (Asan) Bui. "I have personally spoken with individuals that have gone through this brutal ordeal and survived. Some were not released for over a decade and still carry the traumatic scars."

Those who suffered in these camps endured hard manual labor, intended to forcibly change their personal and political beliefs, he elaborated.

With the clock ticking, his family carefully slipped away from their coastal village in a small fishing boat. According to Bui, they drifted into the vast South China Sea, anxious about the future and worried about threats of piracy and unpredictable weather. Adding to their stress, supplies were limited, and the boat was filled well

See FORWARD Page 20

Coverage

From Page 17

"This 12-month period is longer than the standard QLE period of 90 days," said Mark Ellis, TRICARE Select Program Manager, DHA.

TRICARE Select

Starting on Jan. 1, 2018, TRICARE Select replaced TRICARE Standard and Extra. TRICARE Select is a self-managed, preferred provider network plan. TRICARE Select is a fee-for-service option in the United States that allows you to get care from any TRICARE-authorized provider.

Enrollment is required to participate. TRICARE Select Program Manager, DHA. "This allows plenty of time to update DEERS and enroll in a TRICARE health plan as our new retirees adjust to civilian life."

Coverage must begin effective the day after you ended your previous TRICARE coverage, and any TRICARE enrollment fees must be paid retroactive to that date.

Continuing TRICARE health care coverage isn't automatic following these QLEs. If you don't enroll in a plan after retiring from active duty or turning age 60, you'll lose TRICARE coverage and only be able to receive care at military hospitals and clinics if space is available.

After the 12-month period, you may only enroll in or make changes to your health plan during the annual TRICARE Open Season or following another QLE.

You'll need to make sure you update your and your family's information in DEERS. You and your family members will also need new identification cards upon the sponsor's status change. No matter when you enroll within the 12-month period, coverage begins on the first day of your retirement and you must pay all enrollment fees back to that date.

Retiring from active duty

If you're retiring from active duty, you previously paid nothing out of pocket and your family's costs were minimal (if covered under TRICARE Select). As a retiree, you'll now pay retiree costs for care. Depending on the retiree TRICARE health plan you choose, you may see an increase in your enrollment fees, deductibles, copayments, cost-shares, and other fees.

Retired reservists turning 60

If you're a retired reserve member who turns age 60 and were enrolled in TRICARE Retired Reserve, your TRR coverage ends the day you turn age 60 and become eligible for

TRICARE Prime

A managed care option

available in Prime Service Areas in the United States; you have an assigned primary care manager who provides most of your care.

TRICARE Prime or TRICARE Select coverage. You must have your retirement fully completed with your service personnel office or command. This means your retirement pay is processed and activated with the Defense Finance and Accounting Services.

To confirm your retired status is properly reflected in DEERS, visit <https://www.dmdc.osd.mil/milconnect> or call the DEERS Support Office (1-800-538-9552).

Once DEERS is accurate, enroll in a TRICARE health plan based on your residence within 12 months from your 60th birthday. As a retiree, you'll pay retiree costs such as enrollment fees, deductibles, copayments, and cost-shares.

Health plan options

You and your family members may be eligible for one of the following TRICARE health plans:

- TRICARE Prime, if residing in a Prime Service Area.



TRICARE graphic

- TRICARE Select or TRICARE Overseas Program Select.
- US Family Health Plan.
- TRICARE For Life.

Visit the TRICARE Plan Finder to learn more about your options. Once you enroll in a TRICARE health plan, you also have pharmacy coverage.

Dental and vision options

Retiring service members and their eligible family members have the option to enroll in the Federal Employees Dental and Vision Insurance Program.

You don't have to be enrolled in a TRICARE retiree health plan to purchase dental coverage. However, you must be enrolled in a TRICARE health plan to potentially qualify to purchase vision coverage through FEDVIP. For more information about FEDVIP and to check your eligibility, visit the FEDVIP website.

Learn more about retiring with TRICARE by downloading the Retiring from Active Duty Brochure and Costs and Fees Sheet. Take command of your health and understand your benefits before you retire.

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Lt. Col. Asan Bui runs alongside Senior Airman Kevin Frazier to cheer him on during a physical training test Jan. 13 at Patrick Air Force Base, Fla. Both men are a part of the 920th Rescue Wing's Communications Flight, with Bui serving as the commander. Frazier expressed his gratitude and said the support helped him beat his previous record.

Forward

From Page 18

beyond capacity with extended family and friends.

"There wasn't enough food or water," said Bui, explaining the predicament as told by his family. "We were floating in the ocean for days before being spotted by a helicopter crew, which relayed our location to a U.S. military vessel, initiating the rescue."

Shortly thereafter, his mother went into labor giving birth on the very ship that saved them from near death. They eventually docked at a staging area near Camp Asan, Guam, where refugees were processed for resettlement within the U.S.

His parents affectionately named him after the camp.

Decades later, Bui's life has come full circle as he commands the communications flight within the 920th Rescue Wing, a combat-search-and-rescue unit located at Patrick Air Force Base, Florida. The unit is also tasked with peacetime missions; most recently supporting hurricane relief operations in the Carolinas after Hurricane Florence and the Florida

Panhandle after Hurricane Michael.

He has served 19 years in the Air Force, with experience in several fields including acquisitions, cyber and special operations, all while spending countless hours volunteering for his church and community. And yet, Bui insists he wants to do more.

"We started out very poor and experienced discrimination early on," said Bui. "But my father had faith, never quit and led from the front. These qualities were essential to our survival and have been with me throughout my career."

Two American families have come to mean a lot to Bui, the Irwins and the Johnsons, because they sponsored his family when they first arrived. He described their help as critical because they provided food, housing and other invaluable resources, which jumpstarted their new lives.

"I want to honor those (military and sponsors) that have sacrificed so much for my family and the Vietnamese refugees," said Bui. "Especially the Vietnam Veterans. I hope to return the favor by reinvesting in this nation."

Bui aims to accomplish this goal through military service and philanthropy.



Chien Van Bui, an artilleryman in the South Vietnam army, relays artillery rounds during the Vietnam War.

"This country will provide you with opportunities, but you have to take ownership and responsibility... Then you have to run with it."

"My father ran with it."

Records

From Page 17

facilities don't have access to each other's information; and the VA is the same. With MHS Genesis, medical information is stored in the cloud. All of the data is in one place, yet we can access it from anywhere in the world," Maj. Gen Payne said.

"It has an incredible capability on an accounting level to document procedures," Maj. Gen. Payne said. If Corpsman X inserts an IV or performs a particular procedure, we can pull that encounter out of the system. We can't do that with the current legacy systems.

"It's not about saving money, it's basically to improve care. To help us get to a more standardized approach across the whole military health system and reduce unwanted variability. We'll see some areas where the system allows us to have more efficiencies. Overall, it's not about reducing manpower, it's about delivering better healthcare - from military entry all of the way to the VA."

Naval Hospital Twentynine Palms Commanding Officer, Captain Nadji Hariri, said Maj. Gen. Payne's visit "was both enlightening and productive. It was highly advantageous for me and my staff to get this perspective on the way forward and to get an appreciation for the enhanced capabilities of the new system."

Maj. Gen. Payne said it was very helpful visiting the Marine Corps Air Ground Combat Center.

"You can feel the necessity to support the operational mission. It's very helpful for me to be able to come here and see the Marines on this base. I see it as an overarching transformation in the military health system to support readiness," Maj. Gen. Payne said.

The MHS Genesis system is being deployed in "waves" depending on geography and infrastructure. It was initially deployed in the Pacific Northwest in 2017 as a test run for initial operational capability. Initial bugs and operational discrepancies were identified and corrected. The system will continue to be deployed throughout the Defense Health Agency between now and 2024.

Stockett

From Page 2

more accurate. There is not enough space in this article to tell you about all my failures. Those who say they haven't failed have probably never taken risks or left their comfort zone. At the end of the day,

don't make failure an option, but don't be afraid of it when it shows up at your front door.

I hope that the next few years of my career will be as great as the last 16 and I look forward to the challenges the future will bring. I also hope that what I have shared will help you develop your leadership process.

Mortuary

From Page 7

when we have limited personnel."

Tamanyon added how the job is not for every person.

"Not everyone can handle the things we deal with, but our job is just as important as every other job in the military," said Tamanyon. "We take pride in what we do."

Both Tamanyon and Fahn have different reasons for choosing this challenging military occupation.

For Fahn, she sought a job that didn't confine her to a desk while testing her abilities.

"This job has humbled me," said Fahn. "It made me realize that we must seize every moment we have before it's our time to go. I feel a sense of pride just being a part of the process. Men and women took the oath

to protect our country and the least we could do to honor them is make sure they are treated with dignity and respect before returning them to their loved ones."

Tamanyon originally wanted to be in the infantry, following in his uncle's footsteps as a Sapper, a combat engineer. Following his interest, he chose the 92M MOS.

The job isn't without difficulties, to include depression.

"Depression amongst soldiers is a serious issue," said Fahn. "We must take the time to check on our fellow battle buddies."

Despite the rigorous standards, the job is a rewarding one.

"Even though we as an MOS live in the shadows, we walk tall because the contribution we give is its own reward," said Brooks. "We ensure that someone's loved one is taken care of."



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Workers

From Page 11

building a lethal and ready Air

Force,” Brosnan said. “The AFCS team is ready to support installation hiring requirements in order to help achieve the Air Force mission.” To learn more about the Air Force Civilian Service, career opportunities and future events, visit <https://www.afciviliancareers.com/>.



U.S. Air Force photo/Melanie Rodgers Cox

Officer Training School cadets in OTS class 16-07 take the oath of office during their graduation parade at Maxwell Air Force Base, Ala. on June 17, 2016. In April, Maxwell announced two beta courses, called Officer Training School-Accelerated Commissioning Program, that will shorten OTS from 40 training days to 14 training days for selected senior NCOs.

SNCOs

From Page 12

expand this concept and explore other opportunities to award competency credit for education, training and experience throughout the enterprise.

Ultimately, the aim is to drive agility and flexibility in our processes and programs so that we can more efficiently and effectively deliver qualified, trained, educated and experienced Airmen to meet mission requirements.

Following the completion of the beta tests, the program will be evaluated with measurable criteria to determine the value provided the Air Force and the Department of Defense.

Senior NCOs selected for

the OTS-Accelerated Commissioning Program (OTS-ACP) beta tests scheduled for August and October 2019 were selected through the normal, current OTS board selection process. These senior NCOs voluntarily applied to OTS, and those Airmen selected for OTS by the January-February 2019 selection board were then reviewed by members at Air Force Recruiting Service to find candidates who were master sergeants and above and had completed SNCOA either by correspondence or via in-residence. The OTS-ACP is not a program to which Airmen apply directly; instead candidates for OTS-ACP are selected from the pool of OTS selects, using the normal OTS application process.




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Arctic

From Page 7

This trip provides important, firsthand insight on how our partners are preparing for a shifting landscape and how we can best adapt our policies, activities, and partnerships to successfully meet the emerging challenges in the region.”

The group includes Robinson, along with Air Force Lt. Gen. Jerry Harris, Brig. Gen. Michael G. Koscheski as well as senior Air Force officials Kenneth E. Bray and John M. Trumpfheller. All of them are touring facilities in Norway, Finland, and Sweden to see how Arctic allies and partners of the U.S. view security and operate in the region's harsh conditions. The trip also offers opportunities for representatives of the countries to discuss joint operations and other activities that contribute to the shared interests and priorities of each country.

The visit is especially important given changes in the Arctic's climate and environment, which have increased activity in the area from nations and commercial interests. Also notable is its timing, since the Department of Defense is required to deliver to Congress a detailed strategy for the region by June 1.

The visit is just the latest effort on the part of the Air Force to develop an Arctic strategy nested within DoD objectives. In broad terms, the DoD's objectives are to prevent and deter conflict in the Arctic and prepare to respond to a wide range of challenges and contingencies, with the ultimate goal of a secure and stable region where U.S. national interests are safeguarded and nations work together to address challenges.

As an Arctic nation, the U.S. has long been active in the region. Key allies and partners in the Arctic include: Canada, Norway, Iceland, Denmark, all NATO allies and NATO's Enhanced Opportunity Partners, Sweden and Finland. These nations work together in numerous fora to address shared regional concerns, e.g., fisheries management, shipping safety, scientific research.

Lee

From Page 2

responsibility, advancement and growth.

Creating genuine opportunities takes intentional planning. In my career field, missile operations, I found that a good place to start is by changing the way authority is delegated.

Some of my crew commanders have taken care of the “commander roles” such as delivering the mission planning brief, making tactical decisions in simulator training and taking care of the administrative duties. That left me feeling like my only job was to be a second set of hands to launch intercontinental ballistic missiles. Given that the U.S. has never launched an alert ICBM, my job was pretty minimal.

You might be thinking, “Wow, what an easy job! How can you complain?” You're not wrong – it was easy. My “hygiene factors” were in check, but I had zero factors leading to satisfaction. I didn't hate the job, but it wasn't motivating.

Other commanders afforded me the opportunity to deliver the mission brief, make

decisions and fill out paperwork and awards packages. Those times made me feel important. When I delivered briefings I gained public speaking skills and was recognized at the table. When I made tactical decisions and guided my crew through the mission, I felt accomplished. When I learned how to fill out officer performance reports and awards packages, I gained an important career skill and grew as an Airman.

Those commanders, by delegating authority and responsibility to the lowest level, created factors that fulfilled my needs that the paycheck alone could not. Their leadership created job satisfaction that directly impacted my performance. I was taught how to fulfill the roles of the commander as a deputy, and I can pay it forward for my deputies. This gives me opportunities to develop and help my subordinates grow, further adding to my sense of accomplishment and satisfaction.

What can you do as a leader to give Airmen recognition, responsibility, advancement, or personal and professional growth? The answer to this question can change your answer to my first question.



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