



Police Week honors officers

PAGES 14-15



Don't fake it 'til you break it – do better

“Fake it 'til you make it.” This is a popular saying I have heard throughout my Air Force career and it honestly scares me sometimes.

When used to describe pretending to have an optimistic, confident mindset to get past self-doubt or insecurity, it can be right on target. More often, it's stated by someone who doesn't know how to do a task or answer a technical question.

Rather than ask for help or admit a lack of knowledge, they wing it and hope that if it's



Commentary by Maj. Michelle Baxter

60TH LOGISTICS READINESS SQUADRON

wrong, someone else will fix it or that it will not be caught until they are long gone. In the operational environment, the phrase really means “fake it 'til you break it” and we can't afford to accept this mindset.

We have been empowered by our most senior leaders to make the best decisions possible to get the job done. U.S. Air Force Secretary, Heather Wilson was clear in her

Air Force directive publication message in August 2017, “We trust you can make the right

Commander's Commentary

decisions based on our values, your training, the mission and your experience. ... The focus will be identifying best practices and concentrating on values, mission and results.”

This guidance has given us the latitude to incorporate continuous process improvement and innovation into our daily operations – to work smarter and more efficiently. This also puts the onus back on us to know our jobs and do them right to get precise, desired results. We have to be confident

in our wingmen's, and our own, ability to identify when things aren't under control, to ask for assistance and to know that by working together, the job can be done safely.

We can't afford to accept a culture where we say “good enough” and “close enough.” We can and must be better. If you aren't there yet, if you don't have the training or the experience, don't sacrifice your integrity to fake it. Failing to ask for help or just a second set of eyes isn't worth putting yourself or others in danger. How many accidents, audits or other major actions consuming years of manpower can probably be traced back to a five-second

decision where someone failed to say something?

That said, we are in the military and there are times when we are asked to accept more risk, to rise to meet the challenges that our jobs and our leaders require. At those time, we employ risk mitigation, give it our all and have the courage to ask for help if our reach temporarily exceeds our grasp. We shouldn't accept giving anything less than our best, whatever level our best may be, and strive to continue to improve. Don't fake it until you break it or say it's good enough for government work. Challenge yourself to not only do it right, but to do it better.

Lead people effectively, not efficiently to build trust

Commentary by Joseph Coslett
90TH MISSILE WING

Commentary

F.E. WARREN AIR FORCE BASE, Wyo. — A good test of leadership is how your team reacts to a fire drill. In the moment of a crisis or exercise, will your team be professional or juvenile? How the team handles a drill or an exercise directly reflects on how well you prepared them.

Throughout my career when conducting fire drills, I was instructed on my responsibility to get out of the building within minutes during a fire drill, and also where people needing assistance should go. I also learned about the

different roles people play to ensure a successful evacuation. All this sounded great ... then came the alarm.

The drill started, I witnessed people questioning the need for the fire drill, the way to exit, who was responsible for what role, what they needed to do before they exited and what they were not getting done. People went to the bathroom, talked, laughed and treated the drill like a joke and/or an inconvenience.

Let us pause for a moment and draw a comparison to how we lead people.

According to “The Seven Habits

of Highly Effective People,” you have to lead people effectively, not manage them efficiently, to build trust and an effective team.

Most supervisors, managers and leaders can state what steps are needed to lead people effectively. They give clear guidance, roles, expectations and feedback. They may even have some cool catchphrases like: “People first, mission always” or “people are our priority.”

After the initial introductions, people are considered part of the mission and, in many cases, become an afterthought. We have a tendency to focus on the mission and run people as another transaction through email or by

assigning tasks. Supervisors, managers and leaders will run people efficiently to get to the next task. This forms a habit of transactional leadership.

When change or conflicts arise in a transactional environment, drama will ensue. Because people are creatures of habit, we will resort to quick-fix solutions, such as simple punishments or resolutions. However, if we don't take the time to find the underlying reason for the conflict, it will repeat and generate dysfunction within the team, preventing you from accomplishing the mission.

See COSLETT Page 26

Teddy's Watch offers free care for families

Senior Airman Christian Conrad
60TH AIR MOBILITY WING PUBLIC AFFAIRS

Whether you're accident-prone or a shut-in, David Grant USAF Medical Center at Travis Air Force Base is a place every Travis Airman eventually needs to visit to be cleared for duty.

As the proverbial center of the web for operational readiness at Travis, the hospital plays a key role in ensuring the readiness of military members.

But the idea of attending various appointments may seem daunting for service members whose schedules often revolve around their children's, making the process of being cleared for duty seem like an unending one.

That's where Nicole Hall comes in. Hall is the manager at Teddy's Child Watch, a free child care service based inside DGMC with the purpose of providing parents the option of dropping their children off with on-site care providers while they attend their appointments.

Hall, who has a bachelor's degree in human development and family studies from the University of Alabama, said the program is all about providing military families with a little peace of mind.

“For most military parents, their kids are going to come first no matter what,” Hall said. “What we try to do is make it easier for them to care for their kids while also caring for themselves.”

Hall and Cheyenne Dion, a Teddy's Watch volunteer and Hall's second-in-command, have been at Travis for two years and one year, respectively. As military spouses, they said they understand how important it is to stay on top of readiness requirements and just how beneficial extra help can be.

“Something I've noticed from my husband is that readiness and



U.S. Air Force photo/Senior Airman Christian Conrad

Nicole Hall, Teddy's Child Watch manager, center, joins Cheyenne Dion, right, and Ashley Winston, left, both Teddy's Child Watch volunteers, in posing for a photo inside the care center's playroom May 21 at Travis Air Force Base, California. The mission of Teddy's Child Watch is to provide service members the free option of dropping off their children while attending medical appointments at David Grant USAF Medical Center.

Comprehensive Airman Fitness is a lot like a game of Jenga,” Dion said. “If one piece of the tower is out of whack, it can be disastrous. I think Teddy's Child Watch is a way for us to prop up those

sort of precarious sections – those sections that look like they might fall – so that you can do what you need to to bring it all back under control.”

The pair also made it clear that

Teddy's Child's Watch is a service available to all service members.

“When active-duty spouses deploy, it

See CARE Page 22

Tailwind

Travis AFB, Calif. | 60th Air Mobility Wing

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On the cover

From left to right, Airman 1st Class Jayson Joiner and Christopher Smith, Senior Airman Zoey Sacre, and Staff Sgt. Jacob Rodriguez 60th Security Forces Squadron, fold the flag during a ceremony May 17 at Travis Air Force Base, California.

U.S. Air Force photo/Heide Couch



U.S. Air Force photo

WARRIOR OF THE WEEK

Name:
Senior Airman Charlotte Stenzel.

Unit:
60th Air Mobility Wing
Command Post.

Duty title:
Emergency actions controller.

Hometown:
Temecula, California.

Time in service:
Four years.

Family:
None.

What are your goals?
Body building competition (bikini), bachelor's degree in sports and health sciences, then master's degree in sport medicine,

promoting to staff sergeant, finalizing Community College of the Air Force this quarter.

What are your hobbies?
Working out, hiking, rock climbing, visiting wineries.

What is your greatest achievement?
Enlisting in the Air Force.



U.S. Air Force photo/Alejandro Pena

A U.S. Air Force F-22 Raptor, assigned to the 3rd Wing, takes off from Joint Base Elmendorf-Richardson, Alaska, during exercise Northern Edge 2017, May 11, 2017. Northern Edge 2019 is one in a series of U.S. Indo-Pacific Command exercises that prepares joint forces to respond to crises in the region. The training provides the opportunity to hone current and test future applications of combat operations and weapons capabilities.

Northern Edge kicks off in Alaska

Master Sgt. Miguel Lara III
PACIFIC AIR FORCES PUBLIC AFFAIRS

JOINT BASE PEARL HARBOR-HICKAM, Hawaii — Approximately 10,000 U.S. military personnel will participate in exercise Northern Edge 2019 (NE19), a joint training exercise hosted by U.S. Pacific Air Forces, scheduled for May 13-24, 2019 on and above central Alaska ranges and the Gulf of Alaska.

NE19 is one in a series of U.S. Indo-Pacific Command exercises in 2019 that prepares joint forces to respond to crises in the Indo-Pacific. The exercise is designed to sharpen participants' tactical combat skills, to improve command, control



U.S. Air Force photo/Tech. Sgt. Araceli Alarcon

Two F-16 Fighting Falcons with the 13th Fighter Squadron from Misawa Air Base, Japan, taxi to the runway during Northern Edge 2017 at Eielson Air Force Base, Alaska, May 26, 2017.

and communication relationships, and to develop interoperable plans and programs across the joint force. Personnel from U.S. military units stationed in the continental United States and from U.S. installations

in the Indo-Pacific will participate with approximately 250 aircraft from all services, and five U.S. Navy ships. For the first time in 10 years, a Pacific Fleet aircraft carrier will be participating in the exercise.

Participants will serve as part of a joint task force, which will help enhance multi-service integration and exercise a wide range of joint capabilities

Major participating units include: U.S. Indo-Pacific Command, U.S. Pacific Air Forces, U.S. Pacific Fleet, Marine Corps Forces Pacific, Air Combat Command, Air Mobility Command, Air Force Materiel Command, U.S. 3rd Fleet, Air National Guard, Air Force Reserve and U.S. Naval Reserve.

NE19 is the largest military training exercise scheduled in Alaska this year with virtual and live participants from all over the United States exercising alongside live players.



Travis sergeants make E-7

Kat Bailey
AIR FORCE'S PERSONNEL CENTER
PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Air Force officials selected 4,733 technical sergeants for promotion to master sergeant out of 19,422 eligible for a selection rate of 24.34 percent in the 19E7 promotion cycle.

The promotion rate for the 19E7 master sergeant cycle is lower than the 29.60 percent rate in the 2018 cycle.

Of those eligible holding a promote now recommendation, 90.2 percent were selected, 74.60 percent of those holding a must promote recommendation were selected and 12.80 percent of Airmen holding a promote recommendation were selected.

Selectees' average time in grade was 3.49 years and time in service was 13.56 years. The average selectee's overall score was 537.03, based on point averages of 10.80 for decorations, 72.00 for the promotion fitness examination and 69.87 for the specialty knowledge test.

The following individuals from Travis Air Force Base, California, were selected for promotion:

- | | |
|-----------------|------------------------|
| Ronald Abbate | Michael Ault |
| Brian Akery | Shaun Barlow |
| Adriana Almeida | Warren Binyard |
| Peter Amaro | Matthew Blevins |
| Angelica Asaeli | See E-7 Page 23 |

McConnell greets Travis civic leaders



U.S. Air Force photos/Airman 1st Class Amy Younger

1) Kelly Bria, honorary commander from Travis Air Force Base, California, suits up in biochemical protective gear May 14 during a Civic Leader Tour at McConnell AFB, Kansas.

2) Mark Lillis, executive director at The Leaven in Fairfield, California, checks out a boom from a KC-135 Stratotanker during a civic leader tour May 14 at McConnell Air Force Base, Kansas. Civic leader tours are designed to increase community leaders' awareness and understanding of AMC's role in military operations and national security.

3) Col. Joshua Olson, 22d Air Refueling Wing commander, left, talks with former Vacaville Mayor Len Augustine, Travis Air Force Base, Calif., during a civic leader tour May 14 at McConnell AFB, Kansas.



Wilson praises Airmen, expresses her gratitude

Charles Pope
SECRETARY OF THE AIR FORCE
PUBLIC AFFAIRS

JOINT BASE ANDREWS, Md. — Two years and nine days since becoming the 24th Secretary of the Air Force, Heather Wilson bid a formal farewell, May 21, to the institution and its Airmen, expressing gratitude for the opportunity to serve and declaring, "I will always be an Airman."

"I lived a blessed life," Wilson said in a 15-minute speech which reflected on her tenure as the Air Force's highest-ranking civilian official.

She praised the skill and dedication of Airmen while comparing lessons learned from gardening as a corollary for the qualities that make for good leaders and an effective Air Force secretary. You need a plan, she said; you need friends to help, meaning allies, and "as long as it's safe, let people tinker with the tools."

"Our Airmen ... tinker and fix things in new ways," she said, extending the reference. "Let your people tinker with the tools. ... As a leader, you have to think about the long term and strengthen the positive culture."

"Every one of you in this hangar, every single one of you, is a leader," Wilson said, speaking at Joint Base Andrews in Hanger 3, surrounded by her family, senior Air Force leaders, including three former secretaries, approximately 900 Airmen and a B-2 bomber.

Wilson's comments came at the end of the two-hour ceremony in which she was praised

for her service and her achievements. Wilson announced her resignation in March after she was selected to be president of the University of Texas, El Paso. Her last day as Air Force secretary is May 31.

In a clear reference to what she sees as her legacy, Wilson told the crowd that a good gardener is someone who "accepts with confidence you won't be able to be able to harvest all the fruits of your labor" and embraces the "beauty of work well done on something good."

While Wilson reflected on two years as secretary by highlighting the achievements and contributions of Airmen across the Air Force's global enterprise, other speakers focused squarely on Wilson herself.

"You have been the leader we needed at this exact time in our Air Force," Air Force Chief of Staff Gen. David L. Goldfein said, praising Wilson. "As an Airman's Airman, you have served as a driving force for positive change."

Under her direction and in partnership with Goldfein, the Air Force became both more prepared and nimble in the last two years. A shortage of more than 4,000 active duty maintainers that greeted Wilson when she arrived in 2017 has been closed to zero. Aggressive efforts to streamline the procurement process has shaved 100 years off traditional timelines while a series of major contracts approved in recent years saved more than \$17 billion.

Wilson has been a catalyst as well driving innovation.

See WILSON Page 20

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Block party brings fun times



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

1) Pressley Garcia, California Dreaming Spring Block Party attendee, rides a mechanical bull May 18 at Travis Air Force Base, California. The 60th Air Mobility Wing chaplain's office hosts quarterly block parties to promote goodwill and camaraderie among Travis Airmen and their families.



2) Keaton Evans, California Dreaming Spring Block Party attendee, climbs a rock wall May 18 at Travis Air Force Base, California.

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Civic leaders go to basic training

Air Mobility Command

SCOTT AIR FORCE BASE, Ill. — Air Mobility Command civic leaders toured the 37th Training Wing at Joint Base San Antonio-Lackland, Texas, May 1-3 as guests of Gen. Maryanne Miller, AMC commander.

The 37th TRW, otherwise known as the "Gateway Wing," is the largest training wing in the Air Force, and the first stop for all enlisted Air Force recruits on their journey to becoming Airmen.

"It was important for our leaders to experience the vital role of the Basic Military Training program and see firsthand how our trainees are transformed into motivated, disciplined warrior Airmen with the skills and desire to serve in our Air Force," Miller said.

The 23 attendees are serving a three-year tour in the AMC civic leader program – designed to educate key civilian influencers from communities surrounding Air Force installations and prepare them to serve as advocates for Airmen and their families.

The three-day tour started with a walk through the newest Airman Training Complex, a trainee's home for eight and a half weeks, followed by observance of the coin ceremony in which nearly 800 trainees officially earned the title of "Airman."

"My confidence in America's next generation was heightened after watching these dedicated young men and women step forward and heed the call to serve their country," said Tom Burkett, AMC civic leader from Tampa, Florida. "Just watching their transformation from civilians to Airmen was so inspiring to me, and seeing their families and friends beam with pride

See BASIC Page 21

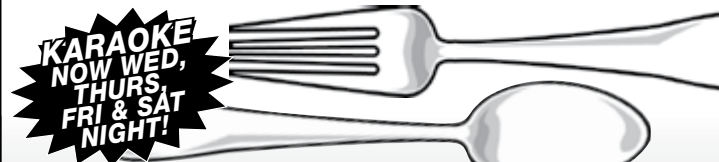
Run honors fallen aerial porters



Airmen from the 60th Aerial Port Squadron gather for their annual 5K run that honors fallen aerial porters May 16 at Travis Air Force Base, California. The 60th APS ran in honor of Airman 1st Class Patricia Roy, who died in 2017.

U.S. Air Force photo/Airman 1st Class Jonathon Carnell

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48TH FIGHTER WING PUBLIC AFFAIRS

ROYAL AIR FORCE LAKENHEATH, England — The 93rd Fighter Squadron F-16C Fighting Falcons and 482nd Fighter Wing support personnel from Homestead Air Reserve Base, Florida, participated in Dissimilar Air Combat Training with U.S. Air Forces in Europe units, as well as partners and allies in the region, May 21.

The 93rd FS's goals during this Flying Training Deployment were to sharpen combat readiness, exercise the ability to operate from a deployed location and strengthen strategic partnerships.

"We came to conduct training with our USAFE and Royal Air Force partners to help prepare our men and women for contingency operations," said Lt. Col. Lindsey Lamb, 93rd FS operations director. "This not only made us better by sharpening our sword and readying us for combat,

but the training itself and the partnerships we developed with the host nation was wonderful."

During the two-week FTD, the squadron's primary focus was working with USAFE and RAF units, demonstrating the U.S. Air Force's ability to integrate a Total Force team during training and operations.

Air Guardsmen and Reservists provide critical support throughout the U.S. Air Forces in Europe-Air Forces Africa theater by deploying to the area of responsibility and building relationships with partners and allies. During the FTD, the 93rd FS flew more than 136 sorties and accumulated nearly 180 flying hours.

"Almost every sortie we flew from here was with either our USAFE partners, the Bolars (492nd FS) or with the RAF," said Capt. George Cook, 93rd FS F-16 fighter pilot. "It was a great learning opportunity and the overall training experience was fantastic."



Courtesy photo

Summer is a time when every Airman should rejoice. The beautiful weather is cause to explore the corners of not only the United States, but also countries across the globe, as Airmen are engaging in worldwide operations. However, with those adventures come risks. Airmen are encouraged to have a plan, understand their local hazards and practice good risk management.

Stay ready, safe in summer

Josh Aycock

AIR FORCE SAFETY CENTER PUBLIC AFFAIRS

KIRTLAND AIR FORCE BASE, N.M. — While June 21 is the official beginning of summer, Memorial Day weekend acts as the unofficial kickoff to the summer season for many Air Force families. The weather is in that sweet spot between not too hot, and not too cold. Many families are enjoying an extended weekend together. Friends gather to barbeque and take time to honor those who died while serving the United States. Simply put, it is a great jumpstart for the season to come.

As Airmen approach and plan for summer activities, leadership at all levels should take the time to discuss risk management and highlight hazards Airmen may encounter during the upcoming months. The Air Force's top three leaders began that conversation in a tri-signature memorandum recently sent to all Airmen.

"As you execute our Air Force mission or participate

in summer activities with your family and friends, please use what you have learned about risk management," the memo read. "Plan for the unexpected, make wise choices and avoid unnecessary risks."

The memo also emphasized how personal safety directly ties to Air Force readiness. Over the past decade, preventable accidents on and off duty have tragically claimed 16 Airmen lives on average per year during the summer months.

"A loss of life to a preventable accident impacts not only the Airmen and their families, but the entire Air Force and how we get the mission done," said Maj. Gen. John T. Rauch, Air Force chief of safety. "That's why it's so important for Airmen and leaders to understand risk management isn't something that you simply focus on part time. It is a method of understanding what your hazards are, mitigating those risks where possible, and accepting risk at the appropriate levels, both on and off duty."

Rising temperatures lead to more time spent outdoors, traveling to enjoy family vacations and increased chances of dehydration, exposing Airmen to more risk during the summer months. While Airmen commonly acknowledge these risks, they do not always register risks in the moment.

"Many of us tend to want to turn our brains off and relax when summer hits, however the opposite needs to happen," said Bill Parsons, Air Force Safety Center's Occupation Safety division chief. "Don't let your guard down in the summer."

Parsons continued that one hazard in particular stands out as often overlooked.

"Every year we lose Airmen to water-related activities and many times it's simply due to lack of preparation," Parsons said. "Airmen must intimately understand the hazards presented by water, whether it is temperature, depth, currents, or adding alcohol and sleep deprivation into the mix."

See SUMMER Page 23

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U.S. Air Force photo/Airman 1st Class Amy Younger



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Events recognize police week

1) 60th Security Forces Squadron defenders render a salute during a retreat ceremony May 17 at Travis Air Force Base, California. Travis honored fallen civilian and military law enforcement officers with several events during National Police Week from May 12-19. 2) From left to right, Senior Airman Kyree Joppy and Senior Airman Dennis Marshall, Staff Sgt. Gerald Styles and Staff Sgt. Cleveland Greene, 60th SFS Phoenix Ravens, make their way through the Battle of the Badges obstacle course May 13 at Travis. 3) Airman 1st Class Nathaniel McKay, U.S. Air Force Band of the Golden West trumpet player, plays taps during a retreat ceremony May 17 at Travis. 4) Lt. Col. Troy Pierce, left, 821st Contingency Response Squadron commander, has his photo taken by Master Sgt. Michael Gogue, right, 60th SFS first sergeant, during the Jail and Bail event May 13 at Travis. 5) Airmen from the 60th Diagnostics and Therapeutics Squadron's radiology department push a High Mobility Multipurpose Wheeled Vehicle during the Battle of the Badges obstacle course May 13 at Travis. 6) Staff Sgt. Callie Abern, 60th SFS noncommissioned officer in charge of standardization and evaluation, rings a bell during a retreat ceremony May 17 at Travis.

Cost-saving travel initiative looks to save \$5M annually

Air Force Installation and Mission Support Center Public Affairs

JOINT BASE SAN ANTONIO-LACKLAND, Texas — A new travel payment process for pipeline students, initiated by the Air Force Installation and Mission Support Center, is projected to save the Air Force \$5 million a year.

The new process — switching which billing account is charged for travel — is a small change yielding tremendous benefits, said Darryl Hamilton, AFIMSC's Installation Support Directorate, traffic management chief.

"We are basically switching from one card to another: a centrally billed account card to a unit card. The only difference is what card the travel management company charges when student travel is booked. It's that simple," he said.

When the Air Force pays for pipeline student travel with a government-issued, centrally billed account travel card, the charges include a transaction fee of nearly \$67 for each student. With 30,000 to 40,000 Airmen completing basic military training and transitioning into Air Education and Training Command technical schools every year, those fees add up.

"The transaction fees assessed by the Defense Finance and Accounting Service cost the Air Force millions of dollars each year," Hamilton said.

To save the Air Force money by reducing the number of high transaction fees, the AFIMSC Installation Support Directorate's traffic management branch recently began focusing on driving down the number of travelers using a centrally billed account. The branch first worked with the Logistics Readiness Division of the Air Force Directorate of Logistics and the Air Force Financial Management and Comptroller

Office to influence a Department of Defense policy requiring all DoD employees to use their individual travel card for official travel.

Next, because pipeline students don't have individual government travel cards, AFIMSC began testing unit card use for their official travel in 2018.

"We're constantly looking for ways to save the government money and make processes more efficient," Hamilton said.

Using a unit card is nothing new. It allows transportation officers to consolidate all students with the same line of accounting to one transaction fee, but they have never been used for this purpose, said Gina Hoover, AFIMSC traffic management specialist.

"For years, different organizations — including the Air Force Band, sports teams and units with unique group travel requirements — have used a unit card to procure transportation services, but it's never been tested on a large scale such as moving BMT graduates to technical school and technical school students to their first duty stations," she explained.

The Air Force started testing the new process at Keesler Air Force Base, Mississippi, in October 2018. The second phase was launched April 1 at Joint Base San Antonio-Lackland. So far, the concept has already saved the Air Force more than \$100,000, Hamilton said.

In addition to the obvious cost benefit, the reconciliation process is now a lot more streamlined and efficient, said Andrew Burton, passenger travel manager at Keesler AFB.

"We found, on the user level, the reconciliation of payment has dropped from several days to minutes," he said.

For the AFIMSC team, the benefits of finding and implementing cost-savings extend beyond efficient travel management.



U.S. Air Force photo/Airman 1st Class Monica Roybal

An F-22 Raptor taxis on the flight line during the Combat Archer 19-8 exercise May 14 at Tyndall Air Force Base, Florida. Combat Archer 19-8 allowed leaders to monitor the lifespan of a missile to assess execution performance by maintenance crew members, aircraft armament systems members and aircrew members.

Airmen come together for Combat Archer exercise

Airman 1st Class Monica Roybal

325TH FIGHTER WING PUBLIC AFFAIRS

TYNDALL AIR FORCE BASE, Fla. — The 325th Fighter Wing is approaching the conclusion of Combat

Archer 19-8 that was conducted in conjunction with the ongoing Checkered Flag 19-1 exercise at Tyndall Air Force Base, May 6-17.

The Combat Archer exercise, also known as the Weapons Systems Evaluation

Program, is the Department of Defense's largest air-to-air live-fire evaluation exercise. Squadron leaders monitor the lifespan of a missile to assess execution performance by maintenance crew members,

See EXERCISE Page 20

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U.S. Air Force photo/Airman 1st Class Madeleine E. Remillard

Airmen Paul Heron and Kindle O'Connell, 365th Training Squadron F-15 avionics course students, demonstrate how they work as wingmen: One of them working with the hands-on training and the other guiding from technical data on a tablet May 8 at Sheppard Air Force Base, Texas. Instructors from the 365th TRS coordinated to do away with traditional, antiquated paper training materials and transitioned to teach an entire course using tablets, a teaching method today's Airmen are accustomed to. The first class to use the tablets will graduate in August.

365th TRS rides Air Force innovation wave

**Airman 1st Class
Madeleine E. Remillard**

82ND TRAINING WING PUBLIC AFFAIRS

SHEPPARD AIR FORCE BASE, Texas — Air Force leadership has made a call to action for Airmen to get innovative — to get creative, to take risks, to utilize all their skills and be unafraid to fail.

Chief Master Sergeant of the Air Force Kaleth O. Wright said it is crucial for the Air Force to innovate so that it can win a new war.

"Some of you in this room will

take to war in 10 to 20 years," Wright said during his address to the Air Force Association's Air Warfare Symposium. "So, we have to think about the technology and the innovation that we need 10 to 15 to 20 years from now. We have to start thinking about it and start building it right now."

Sheppard Air Force Base's 365th Training Squadron F-15 avionics course accepted this challenge: riding the Air Force innovation wave.

Instructors from the 365th TRS coordinated to do away with

traditional, antiquated paper training materials and transitioned to teach an entire course using tablets, a teaching method today's Airmen are accustomed to. The first class to use the tablets will graduate in August.

While many training squadrons have implemented the use of handheld technology for the storage and teaching of technical data, the 365th TRS F-15 avionics course is the first to disperse all course information electronically. Upon beginning the course, each Airman was given a tablet containing files with 94 training

days, 12 chapters and 900 workbook pages worth of F-15 avionics information.

Tech. Sgt. Cody Kirkpatrick, 365th TRS F-15 avionics course instructor, has played a key role in implementing technology. He is the first instructor to teach a course entirely using the tablet.

He spoke about the many benefits he has seen his Airmen reap as a result of going virtual.

"Most of these Airmen are coming to us straight out of high school,"

See **INNOVATION** Page 19



U.S. Air Force photo/Kevin Lewis

Capt. Sarah Woody, deputy course director for the Critical Air Transport initial course at the United States Air Force School of Aerospace Medicine, presents her Inspire talk titled "Thought for Food" May 16 at the Dayton Convention Center Theater in Dayton, Ohio.

Tech expo spreads knowledge

Bryan Ripple

88TH AIR BASE WING PUBLIC AFFAIRS

DAYTON, Ohio — Seven people from Air Force Research Laboratory technology directorates across the country presented inspiring talks at the fourth AFRL Inspire event held May 16 at the Dayton Convention Center in front of more than 500 attendees.

Sponsored by AFRL's Learning Office, Inspire showcases the innovative ideas and passionate people AFRL has to offer as they provide entertaining and thought-provoking talks.

This year's Inspire event, themed, "Breaking the status quo," also highlighted advancements in 16 different research areas as part of AFRL's Tech Expo.

"AFRL Inspire is an opportunity for the Air Force Research Laboratory to inspire both our current and our future workforce and to inspire our stakeholders who depend on AFRL to deliver technology," said Maj. Gen. William Cooley, AFRL commander.

"The Inspire team has been phenomenal, and we've had such high interest in terms of the number of people who wanted to be speakers at Inspire," said Dr. Teresa Bennett, AFRL chief learning officer.

"The hard part was the down selection process because we'd like to have everyone be able to speak. It's very inspiring to bring into light what we do and what our workforce is really all about."

With more than 6,000 people assigned at Wright-Patterson Air Force Base and geographically separated locations across the country, some AFRL personnel may not be aware of what others are doing in support of the mission, which covers a huge array of technology research and development.

"Inspire presents an opportunity to communicate across the laboratory," Cooley said. "Today, more than technology, it's really about the people. This is where we get to hear the human side of the story as to where their passion comes from. This is an opportunity to

highlight just a few of our workforces who bring incredible passion to AFRL every day."

At the Tech Expo, J.D. Bales, a mechanical engineer and Christopher Falkowski, a facilities engineer, both assigned to AFRL's Materials and Manufacturing Directorate, were on hand to discuss their lightweight milk stool, which is designed to save fuel, time and reduce manpower requirements among C-130 units across the Department of Defense.

"The original request came from a C-130 loadmaster from Air Force Special Operations Command, who had spent many years carrying the old milk stool, which is used to prop up the rear bottom ramp door," Bales said. "He asked us if we could help him out with a lightweight milk stool."

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Innovation

From Page 18

he said. "They've gone from using hand-held devices in school like iPads, tablets or Chromebooks, then coming into the Air Force and learning from paper. That's just not how they receive information. By learning from the tablets, they are learning faster and retaining more."

Kirkpatrick explained that as he lectures, a PowerPoint presentation is displayed on a smart TV at the front of the classroom and Airmen also have the slides on their tablets, closely following along and highlighting or taking notes as they go.

Don't take just Kirkpatrick's word as to the effectiveness of innovation in the classroom.

Airman Jonathan Radecki, 365th TRS F-15 avionics course student, also attested to the usefulness of the tablets for training and for the convenience of having the tablet while on the go.

"The best part of the tablets is the flexibility," he said. "All the files are already on there. So as we learn, we don't have to scramble to write everything down, just listen and use the highlight feature or take extra notes on the sides. It's nice that if we have the tablet, we have

everything we need to study. It's definitely easier for me to learn this way."

The Airmen have their tablets with them for classroom lectures, hands-on training in the hangar and even with them in the dorms at the end of the duty day, allowing Airmen to study wherever they go, even without internet connection.

"Our hope for the future is that once Airmen graduate basic military training and arrive at tech school, they will receive their tablet and it would follow them into the operational Air Force," Kirkpatrick said.

Although this may sound like a very pricey investment, Master Sgt. Brion Kennedy, 365 TRS F-15 avionics flight chief, said it would actually save the Air Force money in the long run.

"By purchasing a tablet, roughly \$200, or similar device for each Airman, and using it for the entirety of their training, in tech school and on the job, it would eliminate the need for classroom equipment like desks, overhead projectors and dual monitors," he said. "Everything is right there in the palm of their hands."

Kirkpatrick said another possibility for the future of tablet training is a self-paced course.

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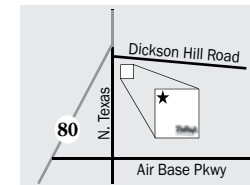
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Exercise

From Page 17

aircraft armament systems members and aircrew members.

“Combat Archer is readiness,” said Lt. Col. Vaimana Conner, 83rd Fighter Weapons Squadron commander. “In addition to providing confidence to senior leaders, it also ensures both the operations and maintenance crews are ready to employ in combat in an air-to-air environment.”

Exercise participants from across the Air Force, to include members from the 494th Fighter Squadron, 67th FS and the 94th FS, employed variations of live air-intercept missiles against unmanned aerial targets that were remotely operated by the 82nd Aerial Target Squadron. The aircrew battled against the simulated threats over the Gulf of Mexico.

While Combat Archer 19-8 is an extensive exercise on

its own, Tyndall AFB leaders combined the operation with Checkered Flag 19-1 because of their complementary objectives that focus on air-to-air conflict.

“There is a lot of synergy with the two exercises, but they are two separate exercises with their own objectives,” Conner said. “In addition to evaluating the systems during Combat Archer, this was also an opportunity for the squadrons to practice and train for something they can’t do anywhere else.”

According to Conner, more than 40 aircraft and 800 personnel participated in the exercises, making it the largest training operation since Hurricane Michael.

“This exercise is all about readiness,” Conner said. “(The Airmen) were definitely well-prepared, especially in this austere environment currently at Tyndall and the challenges that come with operating in a state of recovery. They were able to outstandingly execute their mission.”



U.S. Air Force photo/Staff Sgt. Rusty Frank

Secretary of the Air Force Heather Wilson listens as Air Force Chief of Staff Gen. David L. Goldfein gives his remarks during her farewell ceremony May 21 at Joint Base Andrews, Maryland.

Wilson

From Page 5

She spearheaded the analysis which said the “Air Force we need” must increase to 386 squadrons from 312 to confront threats in an era of great power competition. Wilson was also a key architect of an ambitious upgrade for the service’s science and technology strategy released in April. That document will serve as a blueprint to better identify, develop and deploy breakthrough

technologies in the future.

Wilson is leaving a considerable mark on the institution and its total force of 685,000 Airmen worldwide. She helped develop and manage the Air Force’s annual budget of more than \$138 billion and was an influential voice directing strategy and policy development, risk management, weapons acquisition, technology investments and talent management of Airmen across a global enterprise.

She was a central figure in efforts to strengthen and build the Air Force to meet new

global threats, particularly those posed by Russia and China. She was a strong advocate for increasing overall readiness and addressing personnel shortages that affected the Air Force’s ability to fulfill any mission at any time.

Overall, the Air Force is 17 percent more ready today than it was when she was confirmed. Wilson was a strong advocate for streamlining the contracting process when possible and injecting a more entrepreneurial approach.

In his remarks, Goldfein said Wilson will be remembered for “setting the conditions to build a more lethal and ready force we need for the future fight” while also paving the way “for the future Airmen who will follow in our footsteps.

And while hardware is important, Goldfein said Wilson, “understood the priority is with the people and improving the quality of service and quality of life for our uniformed volunteers and their families is where it starts.”



U.S. Air Force photo

Air Mobility Command civic leaders observe the graduation ceremony of United States Air Force Airmen, May 3, at Joint Base San Antonio-Lackland, Texas. The civic leaders toured the 37th Training Wing as guests of AMC Commander Gen. Maryanne Miller.

Basic

From Page 11

brought tears to my eyes and a lump in my throat.”

Brig. Gen. Joel Jackson, AMC Operations, Strategic Deterrence and Nuclear Integration deputy director, accompanied Miller in support of the visit.

“This is a great opportunity for our civic leaders to see what it really takes to become an Airman,” Jackson said. “From their base involvement they have observed great Airmen at work, now they have seen how they are trained.”

The group also traveled to the Basic Expeditionary Airmen Skills Training to witness how the Air Force trains Airmen for the battlefield environment with a mock deployment. Civic leaders were then paired with trainees in their seventh week of training for a Meal-Ready-to-Eat lunch and discussion.

In honor of the “Year of the Defender,” civic leaders were immersed into the world of security forces training, with several stops at the 343rd Training Squadron where they participated in domestic response training scenarios as well as the virtual hands-on Firearms Training Systems.

The tour culminated in attendance at the BMT graduation where they witnessed those nearly 800 Airmen complete

training and take the oath of enlistment.

“They walked a little straighter (after) and with more confidence because of the mindset shift they had assumed,” said Bobby Pancake, civic leader from Dover Air Force Base, Delaware. “They are now the future legacy of the greatest Air Force on earth. We were honored to be there, and we were proud of their commitment, service and sacrifice.”

Miller hosted an executive session prior to the civic leaders departing, sharing AMC’s priorities and her vision for the command. The discussion afforded the group to identify several areas where civic leaders can help the command address challenges in new and innovative ways using resources that haven’t been tapped into previously.

“Now, as representatives of their respective communities, they can return home with the information they learned and share it with their communities,” said Jackson.

AMC civic leaders are focused on initiating positive change and improvements in the areas of professional license reciprocity and advancing Science, Technology, Engineering, Arts and Mathematics (STEAM) curriculums in schools near Air Force bases.

“We retain families and that’s where you come in,” Miller said. “You are the strength behind the families. The work you do in your communities cannot be overstated.”

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Care

From Page 3

can sometimes turn a house upside down," Hall said. "And that can suck not only for the spouses at home working to hold down the fort, but for that deployed Airman worrying about the welfare of their family. But what shouldn't add to that suck is the extra anxiety that comes with not knowing how you'll be able to bend yours and your children's schedules around your doctor visits. We're a staff made up of people who understand that and cater to that."

That understanding is something Jennifer Williams, a spouse of an active-duty Airman, said she appreciates.

It was no walk in the park to move to Travis while 20-weeks pregnant with four young children at home, Williams said.

"Teddy's Child Watch allowed us to focus on our family and health during the stress of that move," she added. "We didn't have family or friends nearby when we moved, and it would have been extremely difficult to arrange child care during my prenatal appointments

and my kids' check-ups. Teddy's Child Watch gave us one less thing to worry about while navigating the challenges of military life. Teddy's Child Watch even cared for one of my children at a moment's notice when another needed to go to the emergency room."

Two years later, Hall still looks after the Williams children. She said, for her, the challenges of military life are no match for the bedrock community that's been established by the many families who've called Travis home over the years.

"I think the key to any successful institution is just the basic act of caring about other people," she said. "I think there's a lot to be said of us all being in the same boat and living lives that are pretty comparable to one another. We all know that child care can be expensive, so we made our services free. We (also) know that it's important to vet our child care providers, so we properly vet all our staff, top to bottom. We know how hard it can be to have kids as active-duty service members or as military spouses, so we work every day to make it that much easier and

stress-free."

Williams said she's thankful for the service and comfort Teddy's Child Watch provides.

"There was a time during my most recent pregnancy that I thought of switching insurance and delivering at another facility," she said. "I decided to deliver at DGMG largely because of Teddy's Child Watch. I'll forever be grateful to them for supporting my family during such a hectic time."

Even as the deployability of Airmen becomes more important and Travis' operations tempo begins its summer peak, Hall remains undeterred in the work that will inevitably face the care center.

Doing a job well means being fit – not only physically, but mentally, emotionally and socially, she said.

"At the end of the day, we're here to help Airmen and their families cultivate that level of holistic fitness, and that's exactly what we're going to do."

Teddy's Child Watch hours are Monday through Thursday 8 a.m. to 2 p.m. and Fridays 8 a.m. to 1 p.m. For more information, call (707) 423-3376 or e-mail teddyschildwatch@gmail.com.

E-7

From Page 4

- | | |
|---------------------|--------------------|
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| Tynesha Branch | Lindsey Martell |
| Reginald Brown | Brenda Martinez |
| Christop Castleman | Grace Massey |
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| Kristopher Mack | Christopher Wuest |
| Cartalo Madison | Bruce Zaragoza |

Summer

From Page 12

Alcohol is another major hazard that often impairs good risk management. Over the past five years, 66 Airmen deaths occurred throughout the summer.

"It's not that Airmen don't know that alcohol impairs their decision making ability, because I'm confident the Air Force takes every opportunity to emphasize and re-emphasize that message," Rauch said. "What's missing is a well thought out plan before engaging in their chosen activities. Excessive alcohol, poor judgement and summer activities with the lack of a plan simply don't mix."



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Coslett

From Page 2

According to "The Five Dysfunctions of a Team," the main team dysfunctions are absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results. Does your team have some of these challenges? Then you may be a team in name only.

leader practicing transactional leadership will deal with inappropriate behavior during the fire drill by issuing mass guidance or group discipline and expect a change in behavior. That will last right up until they check their email – forcing them back to the real mission. This sends the message that other things are more important, it takes too much time to properly deal with, and it is not worth the conflict.

A supervisor, manager or

This is efficient, but not

effective leadership.

The true goal is to use transformational leadership to create a culture of commitment. Leaders need to sell change or growth by using motivation and inspiration to promote change, proactive engagements and prioritizing group progress over individual.

The solution to building a good team and successfully completing a fire drill are similar.

First, establish a clear vision. In the fire drill example: Everyone gets out quickly and safely to save lives. The objective is to get more than 150 people outside within two minutes. The leader can find efficient processes to save time, but to meet the vision you need to get people to change their behaviors. There cannot be a time limit to change their behavior. We are what we constantly

do, which makes excellence a habit.

With clear expectations, leaders have to demonstrate what success looks like. Be a role model.

Next, ensure people understand the performance standards. This will not be the same for everyone. No cutting corners; take the time to ensure people understand the importance of changing their behavior. Through good storytelling, vision, persuasion, conversations and role-modeling, the leader can ensure understanding.

Review progress and adjust course. When the next fire drill comes you will see a significant change, but likely will not see perfect results. That is the time to address individual behaviors for those not meeting the standard, instead of doing "group therapy" or group discipline,

which does not work and tends to demotivate.

Follow the same process when leading your people to build a team.

During the next fire drill, I challenge you to be a role model, observer, change agent and leader to make it better.

Make time and lead your people effectively as it relates to the mission, too. As you do this, you will see the culture in your team become more productive, positive and a model for others to follow.

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1) Over 200 people participated May 18 in the ninth annual Gold Star Families 10K Ruck March at Travis Air Force Base, California. The ruck march honored 22 Gold Star families and their loved ones who lost their lives while serving their country.

Ruck March honors Gold Star... FAMILIES

U.S. Air Force photos/Louis Briscese

2) Diane Layfield, the mother of Lance Cpl. Travis Layfield, provides remarks May 18 during the ninth annual Gold Star Families 10K Ruck March at Travis Air Force Base, California. The ruck march honored 22 Gold Star families and their loved ones who lost their lives while serving their country. 3) Col. Victor Beeler, 60th Mission Support Group commander, provides remarks during the ninth annual Gold Star Families 10K Ruck March at Travis.





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