

POW/MIA run a time to ...

REMEMBER

PAGES 14-15

Reinforce belonging to build team unity

DYESS AIR FORCE BASE, Texas — Is it mission or people first? There are different arguments to justify either stance.

I believe that if it were people first, everyone would get what they wanted from the Air Force and we, as an organization, would shy away from placing people in risky or dangerous situations.

Of course, what we do is inherently dangerous and much depends on our success. Therefore, I like to say that I am a “mission first, people as much as we can” leader.

At first glance, this can be seen to downplay the importance of our people. However, the mission only needs to take priority over people in select



Commentary by Col. Daniel Diehl
7TH OPERATIONS GROUP

circumstances.

This is rarely true in training. I also argue that, even with mission constraints, the Air Force takes better care of its people than almost any other organization out there.

Of course, we are most successful at taking care of our people when the individual Airman has a sense of belonging. Only then is this business more than a job and, instead, a family working together to accomplish something greater than ourselves.

In case you didn't know, we are different than other organizations. We are different because we exist to defend an ideal. We swear allegiance to that ideal in the form of the United States Constitution and serving that ideal is a 24/7 endeavor.

Commander's Commentary

This type of service requires a different approach, one where just showing up and doing your daily duties is not enough. Our employees aren't applying for a job in their local community where they maintain their current family relationships, same old circle of friends, sleep in the bed they've slept in for years, listen to the same radio stations and frequent their childhood restaurants.

Instead, their family and friends say goodbye as we take them to a different state, train them in a completely new life with unique customs and courtesies and then ship them to the four corners of the world. There, we give them a new bed to sleep in and provide meals around a

different table and expect them to instantly feel comfortable in an alien environment.

The Air Force effectively adopts our Airmen into the military family. The adoption is successful when a bond forms between the family and its new member. That bond is a sense of belonging.

Unfortunately, the Air Force as an entity cannot provide the individual Airmen a sense of belonging. This sense of belonging is born and nurtured in face-to-face interactions. It starts with how we welcome new members to our sections, flights and units. We nurture it when we rally around each other in our times of need. We reinforce the sense of belonging when others see how we take care of our own.

When we simply show up and put in our time at work, when we treat our service as simply a job, we fail the family and we fail at

taking care of our people.

Face-to-face leadership is key to promoting this sense of belonging. We must know more about each other than simply how we are progressing in our training to see when someone is in need. We most effectively take care of our people when Airmen at all levels promote a culture of family working together to accomplish the mission.

There are no metrics to track how well we know each other and the minute we add one, that too becomes simply a box to check in our daily duties. When we treat our workplace as a family environment, we enable the bond to form with our new family members. The people as much as we can statement takes on a new meaning when we quit looking to the Air Force to take care of people and, instead, accept our individual responsibility to take care of each other.

Mission-ready has become mission-first at any cost

Commentary by Airman 1st Class Octavius J. Thompson
71ST FLYING TRAINING WING PUBLIC AFFAIRS

Enlisted Commentary

VANCE AIR FORCE BASE, Okla. — During the Resilience Tactical Pause last month, I had the chance to reflect on resiliency and the state of today's Air Force.

To me, it seems our status of always being ready turned into the mission coming first at any cost.

The mission coming first has become the driving force for the eight, 10 or 12-hour shifts we work because that's what is needed to get the job done.

The emphasis on the mission, often at the expense of off-duty, personal time, seems rooted in the events of Sept. 11, 2001, the day our nation was attacked by a foreign enemy. Our military quickly

transitioned from a peacetime military to one on the offensive.

Even though I have not been deployed or served in combat, I see the effects of 9/11. Those attacks 18 years ago have left our military on the edge and ready to deploy at a moment's notice.

I have witnessed the mission taking precedence over the mental, social and spiritual aspects of some Airmen as they battle their personal hardships to get the mission done. I believe Airmen want to

speak up about their problems, but are accustomed to suppressing their feelings to complete the mission as their predecessors did 18 years ago.

For almost two decades the military could not afford to slow down or drop its guard in fear of what might come next.

As a result, Airmen are taught phrases to push through pain during basic training. Phrases like, “Keep it together,” “Stay the course,” “Suck it up,” or

See THOMPSON Page 23

Mobility Guardian builds partnerships

Airman 1st Class Cameron Otte
60TH AIR MOBILITY WING PUBLIC AFFAIRS

Travis Air Force Base is serving as staging for the Mobility Guardian 2019, which kicked off Sept. 8 at Fairchild Air Force Base, Washington, and continues through Sept. 28.

Aircraft, equipment and personnel from multiple installations were positioned at Travis prior to deploying to Washington for MG19. MG19 is Air Mobility Command's largest training event with more than 4,000 joint and international service members integrated to hone their skills and improve partnerships.

Among the organizations supported by Team Travis were security teams assigned to the 820th Base Defense Group from Moody AFB, Georgia, airfield assessment teams from the 621st Contingency Response Wing and members of the Royal Australian air force.

“Here at Travis AFB we are serving as an aerial port of embarkation for multiple elements who are processing through,” said Capt. Andrew Kibellus, 821st Contingency Response Squadron aerial port flight commander. “Training for real world situations in exercises like these serves to sharpen all mobility Airmen in the United States Air Force along with partner nations as we recreate the contingency response structure within our elements, enabling rapid global mobility and adaptive basing.”

Kibellus said there are several benefits to training with international partners.

“Over time, we have noticed, in global terms, more of our deployments are becoming joint operations,” said Kibellus. “Therefore, we share operating



U.S. Air Force photo/Heide Couch

Royal Australian Air Force Wing Commander Alan Brown, No. 383 Contingency Response Squadron, talks with members of the RAAF Task Element 640.10.5 after a Mobility Guardian mission brief Sept. 11 at Travis Air Force Base, Calif. Mobility Guardian is Air Mobility Command's full spectrum readiness exercise, which is designed to strengthen and improve integrated teamwork.

areas with our partners, which is essential to the mobility construct of the Air Force's capability to communicate with other nations.

“Knowing how to interact with partner nations and how they do business

in terms of transporting personnel and equipment is crucial in getting the mission done successfully,” Kibellus said. “During combat support or humanitarian missions, we share equipment, airfields and potentially each other's

aircraft depending on what the mission requires.”

Communication in such an environment is crucial and was a key part of

See PARTNERSHIPS Page 22

Tailwind

Travis AFB, Calif. | 60th Air Mobility Wing

Air Force

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60th Air Mobility Wing commander
- 2nd Lt. Mike Longoria
Officer in charge of command information
- Tech. Sgt. Traci Keller
NCO in charge of command information
- Tech. Sgt. James Hodgman
- Senior Airman Jonathon Carnell
- Airman 1st Class Cameron Otte
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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.

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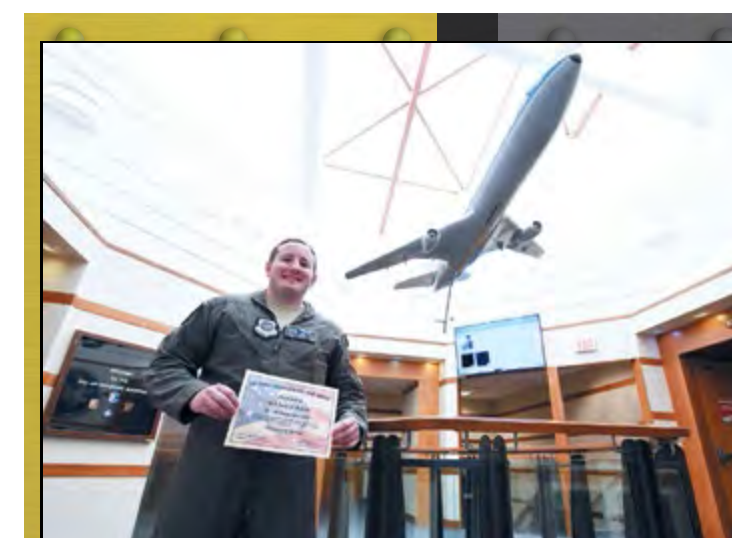
Table of contents

- Commentaries 2
- The Flip Side 13/16
- Cover story 14-15
- Worship services 20-21
- Classifieds 24-25
- Parting Shots 27

On the cover

Senior Master Sgt. Mark Welling, 860th Aircraft Maintenance Squadron assistant aircraft maintenance unit superintendent, carries the POW/MIA flag, Sept. 20 at Travis Air Force Base, Calif.

U.S. Air Force photo/Heide Couch



U.S. Air Force photo

WARRIOR OF THE WEEK

Name:
Senior Airman Sam Ralphs.

Unit:
6th Air Refueling Squadron.

Duty title:
In-flight refueling operator, KC-10 squadron scheduling Airman.

Hometown:
Trussville, Alabama.

Time in service:
Three years.

Family:
None.

What are your goals?
Bachelor's in three years, get selected for a rated slot at Officer Training School, retire from Air Force.

What are your hobbies?
Fishing, outdoors, video games, new places to eat.

What is your greatest achievement?
Losing 30 pounds to join the Air Force; accomplishing all the goals that I have set.

Inspection team key to readiness

Senior Airman Jonathon Carnell

60TH AIR MOBILITY WING PUBLIC AFFAIRS

Travis Air Force Base defenders transition into full battle gear as the base heightens its security posture.

Airmen across Travis AFB scramble to find shelter after a report of a mock gate-runner. Emergency teams are dispatched to investigate.

While this is all happening, the giant voice is heard, "Exercise, exercise, exercise."

It takes months to coordinate an exercise between the installation's Inspector General Inspections Office and base leadership. The IG serves as the "eyes and ears" for the commander. The office has two sections: complaints and inspections.

The inspections team oversees exercises and partners with senior leadership to ensure the 60th Air Mobility Wings' target areas for improvement are identified in an effort to enhance mission capabilities. Members of the inspection team are responsible for evaluating every exercise.

"WIT members are subject matter experts of certain areas and evaluators of how well the team can meet their objectives," said Tech. Sgt. Ashlie Steele, 60th Aerospace Medicine Squadron Bioenvironmental Engineering NCO in charge of readiness and operations. "There's a lot of research that goes into an exercise. We try and set up scenarios to be as realistic as possible."

Realistic exercises allow units to see their strengths and learn from their mistakes.

"Overall, we assess readiness, discipline, efficiency and economy by providing oversight in conducting inspections and investigations," said



U.S. Air Force photo/Senior Airman Jonathon Carnell

Tech. Sgt. Ashlie Steele, 60th Aerospace Medical Squadron bioenvironmental NCO in charge of readiness and operations, stands in front of the 60th AMS Bioenvironmental Engineering Shield Sept. 19 at Travis Air Force Base, Calif. Steele is also a Wing Inspection Team member where she assists in the evaluation of her unit when they are in an exercise.

Wasiewski. "Exercises represent a low threat environment where our Airmen have the space to make mistakes and learn from them in order to become the mission-making juggernaut that

we are." Every exercise the IG coordinates has a common goal in mind. "When we do an exercise, our intention is to make the 60th AMW and our reserve

and contingency response wings better, which is why we have such robust exercises," said Bill Hoeft, 60 AMW IG inspections planner.

See TEAM Page 22

Month seeks to save lives

Staff Sgt. Charles A. Metts III

11TH MEDICAL SQUADRON

JOINT BASE ANDREWS, Md. — September is National Suicide Prevention Month.

It's an opportunity to increase public awareness about the warning signs of suicide and provide information about the resources available to aid someone in crisis. Furthermore, this month will show how individuals, organizations, and communities can work together to save lives.

Suicide is the 10th-leading cause of death within the United States and number one in the military. According to the Defense Suicide Prevention Office, the military had 267 Active Duty, 89 Reserve, and 124 Guard suicides last year alone.

What are risk factors? Risk factors are characteristics or behaviors that increase the risk of suicide. History of substance abuse, increased irritability, impulsive behavior, isolation, feelings of hopelessness and helplessness, loss, and significant stressors are all risk factors.

Isolation can be a feeling of not wanting to go out or socialize with others, but it can also be a feeling of alienation by those around you. Loss can come in many forms. Most of us think of the loss of friends, family, or loved ones. However, it can also appear in the form of loss in income, a significant relationship, or a duty position.

One of the leading factors of suicide is stress. Stress is all around us and comes in so many forms it is hard to keep track of! However, not all stress is bad. If the stress you are experiencing drives you to

See SAVE LIVES Page 18



1

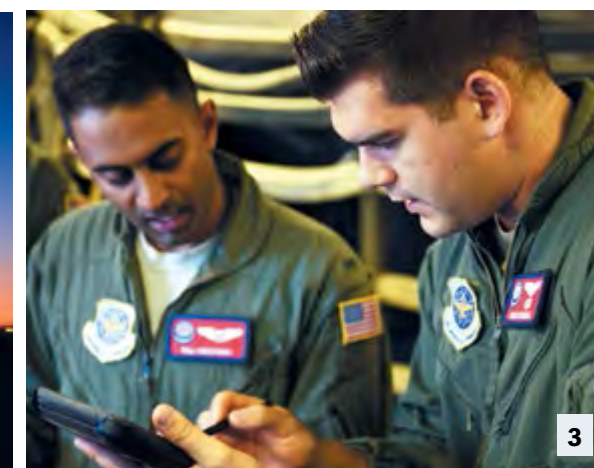
U.S. Air Force photos/2nd Lt. R. Michael Longoria

1) A Navy EA-18 Growler approaches a Travis Air Force Base, Calif., KC-10 Extender Sept. 19 near the U.S. and Canadian border. An aircrew from 9th Air Refueling Squadron refueled three Growlers in support of Mobility Guardian 2019, Air Mobility Command's largest full-spectrum readiness exercise. MG19 validates the Air Force's readiness to conduct mobility operations against threats described in the 2018 National Defense Strategy.

KC-10 refuels Navy Growlers in exercise



2



3



4

2) A KC-10 Extender is parked on the flightline Sept. 19 at Travis Air Force Base, Calif. The KC-10 was one of 46 U.S. aircraft that joined aircraft from 29 international partners for Mobility Guardian 2019, Air Mobility Command's largest full-spectrum readiness exercise. 3) Capt. Kyle Lengyel, 9th Air Refueling Squadron pilot and aircraft commander, discusses an upcoming mission with 1st Lt. Raj Kristipati, 9th ARS co-pilot, Sept. 19 at Travis. 4) Airman 1st Class Garrett Waltman, 9th ARS KC-10 Extender boom operator, walks toward the front of a KC-10 after refueling Navy aircraft Sept. 19 near the U.S. and Canadian border.

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TRICARE open season set to begin Nov. 11

Capt. David Ellison
 6TH MEDICAL SUPPORT SQUADRON

MACDILL AIR FORCE BASE, Fla. — If you would like to make changes to your or a family member's TRICARE health plan for 2020, your opportunity is fast approaching with this fall's TRICARE Open Season.

Open season is an annual month-long period when you can enroll in or change your health care coverage plan for the next year. It occurs every year from the Monday of the second full week in November to the Monday of the second full week in December. Any enrollment choices you make during this time will take effect on Jan. 1.

This year, TRICARE open season takes place Nov. 11 to Dec. 9. During TRICARE Open Season, you can enroll in or change your TRICARE Prime or TRICARE Select health plan. If you remain eligible for TRICARE coverage and make no changes during open season, then you will keep the same plan for 2020. In addition, you may also change your type of

enrollment during this time, such as switching from individual to family coverage.

If you are enrolled in TRICARE Prime or TRICARE Select, there is one other way you and your family can change your health plan outside of Open Season. This occurs if you or a family member experience a Qualifying Life Event. A QLE is a change in your life, such as marriage, birth of a child, or retirement from active duty, which could mean that different TRICARE health plans are available to you. A QLE opens a 90-day period for you to make enrollment changes, and a QLE for one family member means that all family members can make enrollment changes. Depending on your eligibility, a QLE might enable you and your family to enroll in a new TRICARE health plan; or, change your health plan coverage. For more information, visit www.tricare.mil/lifeevents.

During TRICARE Open Season or in the 90 days following a QLE, you have three methods to make an enrollment decision:

1. Online: Go to the

See **TRICARE Page 19**

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Dobbins airpower on full display at Eager Lion

Senior Airman Josh Kincaid
 94TH AIRLIFT WING PUBLIC AFFAIRS

DOBBINS AIR RESERVE BASE, Ga. — These airmen stay Reserve Ready by continually working to improve their skillsets and their operability, both of which can be honed by an international exercise such as Eager Lion 2019.

Marking its ninth iteration, Eager Lion is a multilateral exercise hosted by the Hashemite Kingdom of Jordan from Aug. 25 to Sept. 5. It is designed to exchange military expertise and improve interoperability among partner nations, and considered the capstone of a broader U.S. military relationship with the Jordanian Armed Forces.

Jordan is one of U.S. Central Command's strongest and most reliable partners in the Levant sub-region. Approximately 7,500 personnel from the United States, Jordan and 23 other nations were scheduled to participate in the exercise.

Dobbins Air Reserve Base was the primary provider of air support for EL19. They supplied and operated two C-130H3s, which were instrumental to several key exercises.

The exercises from EL19 were based on fictitious adversaries, but focused on counter-terrorism, integrated air and missile defense, maritime security and border security. All of which couldn't be possible without the air support from Dobbins and its Reserve Citizen Airmen.

"This has been one of the best exercises that I've been on," said Capt. Anthony Toste, a C-130H3 pilot from the 700th Airlift Squadron. "We have had the opportunity to do so many types of missions since we've been here. Anything from the Rapid Air Land, to flying around, being able to meet with different users from different countries and to work with them, from airdrops to low-levels. We've done pretty much

See **EAGER LION Page 18**



U.S. Air Force photo/Senior Airman Josh Kincaid
 Two loadmasters from the 700th Airlift Squadron scan out of the rear of a C-130H3 while flying over the landscapes of Jordan during Exercise Eager Lion on Sept. 1.

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An Air Education and Training Command Women's Fly-In Event participant guides a girl through a virtual reality during the Girls in Aviation Day event held by the North Texas Chapter of Women in Aviation International at the Frontiers of Flight Museum Sept. 21 at Love Field in Dallas. These are held across the country, but Dallas is the biggest event with more than 3,000 attendees.

AETC hosts women's fly-in event in Texas

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

AIR EDUCATION AND TRAINING
COMMAND PUBLIC AFFAIRS

FORT WORTH, Texas — Air Education and Training Command hosted a fly-in event in Fort Worth Sept. 18-21; one that brought together a small group of Air Force aviators ranging from fighter to cargo pilots, boom operators and load masters to special aviation operators.

The AETC Women's Fly-In event recognized, valued and leveraged the differences and similarities which make the

Air Force better and stronger—a diversity that is necessary to become a more lethal force.

The annual fly-in is intended to accomplish that goal by giving networking opportunities designed to enhance professional contributions and motivate the next generation of female aviators.

Approximately 110 participants flew in for the event from locations as far as Japan, Hawaii and across the United States. Women of all ages, ranks and career paths had a few minutes together to talk and learn from each other with the goal of gaining a mentor,

mentee or a just a fellow aviator who can share knowledge and experiences of being a woman in aviation — as they can be few and far between.

Lt. Gen. Brad Webb, Air Education and Training Command commander, gave opening remarks and addressed the rated-flyer diversity issue. The general said although he hasn't had much experience flying with women during his career, his goal is to be an advocate for women aviators and listen to their needs.

In addition to Webb, other guest speakers included: Lt. Gen. Jacqueline Van Ovost,

Headquarters Air Force director of staff; Maj. Gen. Jeanne Leavitt, Air Force Recruiting Service commander; Col. Samantha Weeks, 14th Flying Training Wing commander, Columbus Air Force Base, Mississippi; and Lt. Col. Shelly Mendieta, Air Force Warfare Center Operations director.

Mendieta began her speech with statistics about women in aviation.

"In 2018, there were 465,513 pilots in the U.S.," she said, "24,197, or 5.2%, were women. 66,345, or 20%, of the Air Force are women. Of those, there are 655 flying

pilots, 308 combat systems officers or navigators and 217 air battle managers, 64 fighter pilots and 40 weapons systems officers."

These statistics show how small of a group women are in the military. Because of that, Capt. Alaina Dent, Shepard AFB 80th Flying Training Wing T-38 instructor pilot, said she believes it's important for women to stand together.

"This event is significant because it provides us with the ability to connect with women in rated jobs and network with the women around us who are

See WOMEN Page 17

Air Force reduces barriers for pregnant aviators

**Secretary of the
Air Force Public Affairs**

ARLINGTON, Va. — The Air Force recently updated a policy to reduce restrictions on pregnant women who perform flight duties.

Effective immediately, remotely piloted aircrew, missile operations duty crews and certain fully qualified pilots are authorized to perform their assigned duties during pregnancy without a medical waiver.

"We recognize that each pregnancy is as unique as our professional female aviators we trust to operate our weapon systems," said Lt. Gen. Dorothy Hogg, Air Force surgeon general. "We're empowering women to work closely with their obstetrician and flight medicine providers to pick a path that is tailored to their individual needs, while ensuring we're doing everything to support them throughout their pregnancy."

Hogg further explained that no Airman will ever be forced to fly while pregnant, even those pregnancies deemed as uncomplicated by medical professionals. Airmen who have pregnancies without complications and choose to continue to fly may change their mind at any time.

The change, reflected in the Medical Standards Directory, is one of several policy adjustments made in recent months intended to remove obstacles female Airmen face when considering long-term service in the Air Force.

"We are also reviewing occupational hazards in the aviation environment to see if we can open up the opportunities for trained aircrew to perform flight duties on the full portfolio

See BARRIERS Page 17

AMC commander talks readiness

**Air Mobility Command
Public Affairs**

NATIONAL HARBOR, Md. — Throughout the Air Force Association's Air, Space & Cyber Conference, Sept. 16-18, at National Harbor, Maryland, defense and Air Force leaders spoke about the need for change as the Department of Defense focuses its attention on great power competition at the direction of the 2018 National Defense Strategy.

Addressing a room of Airmen, reporters, and defense researchers, commander of Air Mobility Command, Gen. Maryanne Miller, explained how her command is adapting to meet the demands outlined by the strategy.

"The operational environment is changing, and mobility forces must evolve with it," she began. "That's why, over the past year, Air Mobility Command has transformed into a warfighting component command."

Miller explained that like Air Forces Central Command, U.S. Air Forces in Europe & Air Forces Africa, and Pacific Air Forces, AMC has become a Joint and Combined Forces air component command, restructured to provide direct coordinating authority for more effective command and control of mobility forces.

"Through this transformation, we're more responsive to the Combatant Commands, and we're able to better position our mobility forces to compete, deter and win with speed and agility," said Miller.



U.S. Air Force photo/Tech. Sgt. Robert Barnett

Gen. Maryanne Miller, Air Mobility Command commander, participates in the Expanding the Competitive Airlift Edge panel Sept. 17 during the Air Force Association Air, Space and Cyber Conference in National Harbor, Md. The ASC Conference is a professional development conference that offers the opportunity for Department of Defense personnel to participate in forums, speeches and workshops.

In line with this transition into a warfighting command, Miller told the audience AMC is preparing for full-spectrum conflict through large-scale exercises like Mobility Guardian 2019, currently taking place in the Pacific Northwest from Sept. 8-28. The exercise is designed to test the command's capabilities in a contested, degraded, and operationally-limited environment.

"As we speak, more than 2,500 Total Force Airmen are deployed to locations throughout Washington State, participating in our command's premier exercise," she said. "They are joined by 1,500

Joint and international partners to validate our transformation efforts and ability to conduct mobility operations against the threats identified in our National Defense Strategy."

Miller explained that as AMC's premier exercise and

largest full-spectrum readiness exercise to date, Mobility Guardian 2019 helps test the nation's ability to conduct rapid global mobility operations, including her command's four

See READINESS Page 26

Family Eye Doctors near Travis AFB

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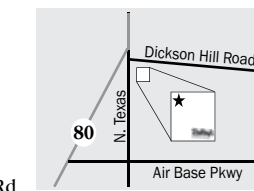
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33rd FW fires AIM-9X missiles for first time

**Airman 1st Class
Heather Leveille**
33RD FIGHTER WING

EGLIN AIR FORCE BASE, Fla. — For the first time, Airmen from the 33rd Fighter Wing fired AIM-9X missiles from F-35A Lightning II Sept. 17-19 at Eglin Air Force Base, Florida, during exercise Combat Archer.

“The 33rd Fighter Wing is crossing another important milestone this week as we take on a short notice Weapons Standardization and Evaluation Program tasking to load, carry and fire seven AIM-9X missiles in support of Combat Archer,” said Chief Master Sgt. John Lang, 33rd FW weapons manager.

Loading live missiles doesn’t happen often at this training wing, and it was the first time some Airmen were able to participate in a live load. Combat Archer brings the unique experience of being able to load live munitions outside of actual combat.

“When the opportunity was presented, both operations and maintenance eagerly accepted the challenge, even though the unit had not previously exercised this capability and didn’t have the usual six-months advanced notice,” Lang said.



U.S. Air Force photo/Airman 1st Class Heather Leveille

Weapons load crew members assigned to the 58th Aircraft Maintenance Unit, Eglin Air Force Base, Fla., move an AIM-9X missile Sept. 19 during exercise Combat Archer. Exercise Combat Archer provides the ability to train and evaluate weapons systems under simulated combat environments.

After the tasking came down, Airmen across the 33rd FW quickly started organizing all the moving parts to ensure everything was set for the load.

“The 33rd Maintenance Group’s weapons standardization team began generating a

weapons loading certification plan,” Lang said. “The 33rd Aircraft Maintenance Squadron launched its effort to validate launch system reliability and collect information from operational F-35 units currently using the AIM-9X.”

Safety became a main concern with live munitions.

“AIM-9X is new, and we have not worked with it before,” said Master Sgt. Milton Avant, 58th AMS weapons section chief. “Like with any munition, we have to be safe and do our

research to find out everything we need to know about the AIM-9X, so we can train the guys to do the load appropriately.”

Part of the research was to become familiar with the AIM-9X as much as possible.

“The AIM-9X is an air-to-air missile, and it is more technologically advanced than the AIM-9 missiles we have used in the past,” Avant said. “The AIM-9X is smarter than its predecessor, making it a good fit for the F-35.”

The 33rd FW got the opportunity to load live munitions this week because of the Weapons Standardization and Evaluation Program.

“Throughout the year, the Weapons Standardization and Evaluation Program comes through and visits different units and do what they call Combat Archer,” Avant said.

Combat Archer has been conducted since the late 1970s and is used to help Airmen be better prepared for combat missions.

“Combat Archer is important because it provides an ability to train and evaluate weapons systems under simulated combat environments, to include firing live missiles against remotely piloted targets,” Lang said.



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DLA national account managers adapt to goals

Dianne Ryder

DEFENSE LOGISTICS AGENCY

FORT BELVOIR, Va. — Maj. Jared Newman jokes that “poof” logistics happens every time an Air Force mechanic reaches for a repair part or an F-16 Fighting Falcon aircraft is marshalled out to the runway for takeoff. But as deputy chief for Air Force fuels and materiel management policy, Newman knows there’s no hocus-pocus in the availability of supplies and mission-ready aircraft. Instead, they are the result of deliberate planning and his service’s tight relationship with the Defense Logistics Agency.

DLA’s seven-member Air Force National Account Manager team works with logisticians and planners at Air Force headquarters to increase service readiness. Led by Col. Ryan Bakazan at DLA headquarters, the team has customer support representatives at Air Force Materiel Command at Wright-Patterson Air Force Base, Ohio, and Air Force Installation and Mission Support Center in San Antonio.

DLA’s relationship with Air Force headquarters shapes how the agency adapts its goals and initiatives to those of the service. It also extends to lower levels, connecting supply chain

managers with mechanics on the repair shop floor who need help getting parts quickly, Bakazan said.

“That’s mostly what we deal with in the Air Force, a part for a downed jet that they need some DLA assistance on,” Bakazan said, adding that his team’s role is to connect customers like Newman with subject matter experts.

“It’s knowing the DLA enterprise, whether it’s here at the headquarters or the major subordinate commands we have around the globe,” he said. “It’s knowing who to call and linking up the right people so we can work the issues for the customer.”

A key focus for the Air Force NAM team is helping the service achieve 80% mission capability for systems like the F-35A Lightning II and the F-16 fighter jets by the end of fiscal year 2019.

Increasing the number of pilots ready to fly is another priority.

“There are a lot of variables,” Bakazan said. “Recruits have to complete all their training missions so they can come out as fully qualified pilots. Where DLA comes into it, is you have to have enough fully mission-capable jets on the runway.”



U.S. Air Force photo/Senior Airman Cody Dow

Tech Sgt. Nicole Finnegan, 97th Logistics Readiness Squadron noncommissioned officer in charge of storage, showcases the supply facility to Chief Master Sgt. Erik Thompson, 19th Air Force chief, in March at Altus Air Force Base, Okla. DLA’s Air Force NAM team helps Air Force logisticians obtain equipment and parts for various aircraft.

DLA is increasing parts support for seven weapons systems to improve aircraft availability and increase flying hours, he added. The service also requested DLA suspend disposal of all parts associated with those systems. And a joint analysis of parts for the seven aircraft was conducted by DLA Aviation, DLA Logistics Operations, the NAM team and the Air Force Sustainment Center.

“I would highlight the role we have with the MSCs, particularly

DLA Aviation. We talk with DLA Aviation more than any of the other MSCs just because Air Force spare-parts support is big, but DLA Troop Support is also a big partner,” Bakazan said.

The NAM team is also working with DLA Troop Support and Air Force leaders in the rollout of new uniforms, including timelines of where they will be issued and when.

Newman said he speaks with the Air Force NAM team weekly, if not daily, especially as the service migrates property management data into DoD’s Defense Property Accountability System, used to track more than 2 million assets.

“Working with DLA employees like Joe Stossel, who’s the DPAS program manager, has been incredibly helpful,” he said. “We really value those partnerships.”

DLA is also supporting the Air Force’s implementation of

Condition-based Maintenance Plus, or CBM+, a program designed to decrease aircraft downtime through preventive maintenance.

“CBM+ is a way to better predict maintenance issues on aircraft and then respond in a timely manner,” Newman said, adding that CBM+ algorithms allow Airmen to measure a part’s health and predict when it will need to be replaced, thereby triggering timely orders for DLA-managed parts. Waiting until a part is broken before ordering it increases the time a system is mission-incapable.

“That’s problematic because that affects all of DLA’s demand-driven forecasting. If we didn’t order any parts for a year or two, those contracts would go silent” and parts would be unavailable, Newman said.

A lot of the Air Force’s successes are tied to the service’s relationship with the NAM team, he continued.

“This current NAM team has been great to work with and a lot of the members are coming out of our supply chain organizations, so we all know and trust each other,” he said.

The relationship is strengthened by biweekly meetings where action officers discuss issues and upcoming events.

“So we have those scheduled forums to talk about open issues or raise concerns and to build rapport,” Newman added.

Finding the right point of contact in an organization as large as DLA can be intimidating for Air Force logisticians, Bakazan admitted. And not knowing who to call could give them a reason to go elsewhere for support.

His advice to customers: call the NAM team.

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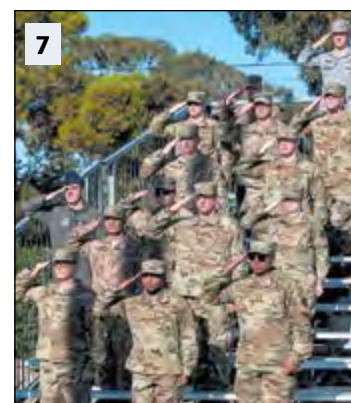
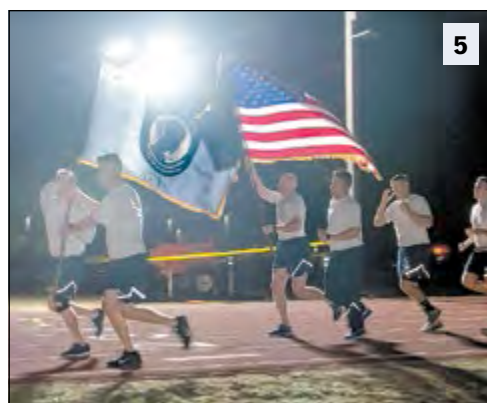
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1) Master Sgt. Shaun Leahy, 821st Contingency Response Support Squadron first sergeant, carries the Prisoner of War flag during the POW/MIA 24-hour remembrance run Sept. 19 at Travis Air Force Base, Calif. Service members, civilians and family members kept the U.S. and POW/MIA flags in constant motion for a 24-hour period. 2) Master Sgt. Marc Henderson, 60th Air Mobility Wing Legal Office defense paralegal manager, carries the POW/MIA flag Sept. 20 at Travis. 3) First sergeants from Travis run on the fitness center track with the flags. 4) The sun rises as members of the 60th AMW Legal Office run on the fitness center track. 5) Members of the 860th Aircraft Maintenance Squadron run on the fitness center track. 6) The Chiefs' Group carries the flags. 7) U.S. Air Force service members render a salute during a POW/MIA remembrance ceremony Sept. 20 at Travis.

Barriers

From Page 9

of Air Force platforms,” said Lt. Gen. Jacqueline D. Van Ovost, Air Force director of staff and adviser on the Air Force’s Diversity and Inclusion efforts. “We’re focused on eliminating barriers in our existing policies that signal to female Airmen and potential recruits that becoming a parent and being an aviator, controller or missile operator in our service are incompatible.”

This latest move eliminated a standardized regulation regarding pregnancy and created a policy that’s fully informed by the member’s individual situation and the advice of her

professional medical team.

“Pregnancy is a planning factor that our Air Force policy makers and line commanders need to incorporate into daily business,” said Lt. Gen. Mark Kelly, Air Force deputy chief of staff for operations. “As more women join the aviation workforce in the 21st century, we are taking proactive steps to ensure that our policies are revised now – to effectively execute the mission, retain our current workforce and attract the next generation of Air Force aviators.”

Changes were made to the existing process for Airmen who are fully qualified to fly, which expanded the time parameters for flying while pregnant, eliminated the

requirement for a higher headquarters waiver (for Airmen with uncomplicated pregnancies to be able to return to flight), and delegated authorities regarding the issue down to the local level.

“I am excited that our trained aircrew now have expanded options to continue maintaining their flying proficiency and essential qualifications in the air during pregnancy,” said Lt. Col. Jammie Jamieson, Air Force chief of reserve operations integration, fighter pilot and member of the

Air Force Women’s Initiative Team. “Flying is a sport and a perishable skill, so being able to minimize time out of the air helps preserve their individual skills and readiness, and retains the Air Force’s significant investment in them.”

Jamieson, who was the first operationally qualified female F-22 Raptor pilot assigned to a combat coded unit and is a parent of three, stressed the importance of ongoing policy reform.

“I’m really proud to be part of the team supporting the

CSAF’s (Air Force chief of staff’s) vision for our Air Force to better represent the demographic and cultural diversity of the nation we are privileged to serve,” Jamieson continued. “The Women’s Initiative Team has done a lot of work this past year to tackle many of these policy barriers. Destigmatizing pregnancy across the aviation workforce is essential in attracting female citizens to join our Air Force team.”

Worldwide mobility restrictions applied to all Airmen during pregnancy remain in place.

Women

From Page 8

so successful,” she said. “To get big things done, we need to reach out and ask for help. If I ever need something, I know I can call any of these ladies and they will be there.”

The aviators also participated in a female fitment event during an aircrew flight equipment seminar. A team of anthropometric data collection specialists took body measurements of the women to calculate averages and ultimately create uniforms and body armor that are more flattering and functional for the women who wear them, as ill-fitting uniforms can create problems for combat effectiveness.

“I’m just at the cusp of the seating height for the aircraft,” Dent said. “I have a different body type than what the flight suit was designed for. With the flight suit being long in my torso area, I’ve noticed an issue with bunching during my flights. The team is looking to solve these issues that cause discomfort and disadvantages by understanding the range of body types that are actually wearing these uniforms.”

The final day of the event was spent volunteering at the “Girls in Aviation Day” event held by the North Texas Chapter of Women in Aviation International at the Frontiers of Flight Museum at Love

Field in Dallas. These are held across the country, but Dallas is the biggest event with more than 3,000 attendees.

The women volunteered to speak on panels, facilitated flight simulators, assisted with iPad air-traffic control games, explained airfield operations, answered questions and, most importantly, served as examples for all the young women attending.

“There are a lot of little girls out there who don’t know that being in aviation, whether that’s as a pilot, flight attendant or a boom operator, is something they can do,” Dent said. “Seeing all these amazing women in uniform can really put the image in their head and inspire them.”

Young women having these experiences and being able to imagine themselves as a woman in aviation is extremely important, as the Air Force needs as many strong women on the team as possible, no matter which part of the total force – active, guard or reserve – they choose to serve in. Leavitt drove that point home during her speech.

“Our job is to inspire, engage and recruit the next generation of Airmen,” she said. “When we find talent in society, whether that be physical strength, moral strength, mental strength, grit or determination, I want to find the best match, full or part time, in or out of uniform. One team. One Air Force. Many components.”

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Eager Lion

From Page 7

everything a C-130 has to do.”

The Rapid Air Land consisted of the C-130H3 loading up British and Jordanian military members and quickly dropping them off on an airfield to simulate an airfield takeover, said Tech. Sgt. Andrew Cline, a 700th AS loadmaster.

“Airdrops, that’s our bread and butter,” Cline said. “You can tell that we’re not a big, huge plane (such as a C-130, but we have the capability to load up and drop equipment. We can do heavy equipment, which would be Humvees, tanks, anything that can fit on the platform. For personnel, we have the capability of going out of the tailgate or the parachute doors.”

That same tailgate was utilized by Special Operations Forces Soldiers during the multinational airborne operation, commonly known as the Friendship Jump, during the final exercise of EL19. It was an opportunity to integrate forces in a multilateral environment, operate in realistic terrain and strengthen military-to-military relationships.

Being in the Middle East may seem cut and dry when it comes to predicting the weather, but pilots and jumpers rely heavily on accurate weather briefs to affirm that they’re



U.S. Air Force photo/Senior Airman Josh Kincaid

A C-130H3 from Dobbins Air Reserve Base, Ga., banks right as part of a controlled turn in a flight formation during Exercise Eager Lion on Sept. 1 in Jordan. Exercise Eager Lion is a multi-national exercise where Dobbins Air Reserve Base is the primary provider of air support.

being as safe as possible during these exercises.

“My weather briefs have been focused on giving pilots and jumpers up-to-date information on weather patterns before they were airborne,” said Staff Sgt. Shayne Welsh, a weather supervisor augmented from the 28th Operational Weather Squadron at Shaw Air Force Base, S.C. “Wind patterns greatly affect the jumpers, especially once their parachute has been deployed.”

Aside from military

exercises, Dobbins Airmen also got to experience the unique culture and views Jordan has to offer.

“In the air we’ve had the opportunity to go over the Dead Sea, which was beautiful,” said Cline. “In Jordan, it’s very diverse. There’s super, super flat where it’s desert and there are other parts where it’s very mountainous and then just seeing the city of Amman – it’s pretty cool.”

The exercise came to a successful conclusion, but Dobbins Airmen had one more task ahead of them. Hurricanes Dorian and Gabrielle blocked their path back home, but they had a trained weather professional onboard.

“The surprising continuation of Hurricane Dorian up the east coast of the U.S. added another element to my mission,” said Welsh. “Then Hurricane Gabrielle proved to be another hindrance to arriving

home on schedule. Tracking the hurricane’s path accurately allowed our pilots to take the safest route back to Dobbins for what I would call a successful mission.”

The hurricanes delayed the return home another two days. The civilian employers of these service members understand their role in all of this and that it’s comforting to know that they have jobs waiting for them when they get home.

“I think being a Reserve Citizen Airman can be a challenge,” said Toste. “It’s good though because I can go back to my civilian employer and I can show them that this is what we’re doing for our country and this is how you’re supporting the military and what we’re doing in order to create a good environment, good exercises and working with an international community.”

Save lives

From Page 4

become better, motivates you to be successful, and/or leads to positive outcomes then that would be considered positive stress.

When normal everyday stressors never find any relief or outlet, that is when it turns into bad stress, or distress. This can take the form of work stress, financial stress, relationship/social stress, legal stress, administrative actions and medical issues such as chronic pain or illness. The presence of even one of these can cause significant distress. There is no “one size fits all” for stress, because it is based on individual perceptions. This is important to understand because what one person may find as a walk in the park may be the hardest situation to deal with for another person.

We can all play a role in preventing suicide, and it doesn’t require a grand gesture or complicated task. Helping someone feel included and supported can make a big difference during a challenging time. The “Be There” campaign emphasizes that small actions, like calling up an old friend, checking in on a neighbor, or inviting a colleague on a walk, are thoughtful ways to show someone you care.

Your actions can help someone going through a tough time feel less alone. If you notice someone who may be struggling, simply taking the time to ask them if they are ok can sometimes make all the difference. “Be There” is being a good Wingman.

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TRICARE

From Page 6

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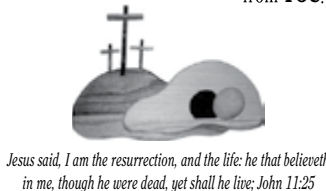


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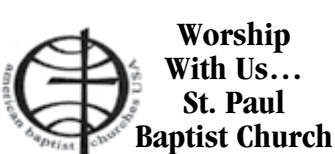
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Partnerships

From Page 3

the exercise; something that was displayed when U.S. Airmen and RAAF airmen shared equipment.

“We loaded pallets of

medical and fire relief supplies, Humvees and Razor off-road vehicles, into a C-5M Super Galaxy,” said Airman 1st Class Anthony Sauma, 60th Aerial Port Squadron air transportation journeyman. “This exercise was a great opportunity to experience how

our allies perform in similar situations to prepare themselves. We shared ideas and methods of how we would usually complete missions, which helps everyone improve.

“It’s essential for everyone to be on top of their game, so we are ready to take action when the time comes,” Sauma added. “If we aren’t on top of our game when it really counts, then cargo could get delayed, which could cause people to get hurt or even die.”

Being ready to project American power anytime, anywhere is a constant focus for Travis AFB, home to the largest air mobility wing in the U.S. Air Force, added Kibellus.

“At Travis AFB, we train like we fight to ensure we’re always prepared for any and all crises that may arise,” he said.

Team

From Page 4

With each exercise, multiple agencies come together to resolve a variety of problems. This teamwork is essential to mission success, Hoeft continued.

As of Sept. 20, Travis held had two exercises in 2019, Golden Thunder and most recently, Golden Edge. The base is planning a third before the end of the year.

“Knowing each other’s roles is important,” Steele said. “We have different jobs, but whether you’re bioengineering or emergency management, we have one goal: get the mission done.”

Steele wants Airmen to know that when they’re performing in an exercise, it’s ok

to not know something but to trust their training and learn from their mistakes.

“If there is a concern in a target area and we don’t know what the issues are, then we cannot come up with a plan to fix it,” Wasiewski said. “That is why we rely so heavily on the Wing Inspection Team. We could not get Team Travis to the performance level it is at without WIT.”

Hoeft foot-stomped the importance of being mission-ready and not getting a 100% rating during an exercise is fine. It’s how the team strives to fix the target areas that matter.

“We just want to be prepared,” Hoeft said. “The responsibility of being ready as a base falls on all of us. It’s important we do all we can to improve upon our deficiencies and grow.”



U.S. Air Force photo illustration
Airman 1st Class Octavius J. Thompson

Thompson

From Page 2

“Drive on.”

These phrases unconsciously lead to the mind set of ignoring how you feel even when it hurts. Airmen cannot show weakness or emotion because it tells the world that our forces are weak. At least, that is the mindset I have witnessed.

As far as the mission goes, these phrases fit the part because it means you are a team player, tough and resilient. This identity works for the military and the mission, but it does not work when Airmen take this mindset into their personal lives.

When it comes to expressing oneself, I have found that Airmen are not good at asking for help and have learned to hide their emotions and pain. Because we are all focused on getting the mission done, sometimes we forget to check on our wingman.

In no way is this because we do not care about the Airmen around us. It is the result of constantly focusing on the mission, afraid to fail, wanting to live up to leadership’s expectations.

For the Airman reading this, I challenge you, when you have a problem, put yourself first and ask for help. Take a moment to show your wingman you feel their suffering and that it is OK to acknowledge that pain.

In my short career the Air Force has taught me if you see a problem you fix a problem. I can’t fix the current problem in the Air Force. But I think an honest dialogue between leadership and Airmen could be a good start toward a fix.

I am the product of the mission coming first for decades. I hope to be around as the focus shifts to the Airman becoming as important as the mission.

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Readiness

From Page 9

core competencies of airlift, air refueling, aeromedical evacuation and global air mobility support. Additionally, she added that exercise participants have

honed their skills at executing forcible entry, airfield seizure, strategic deterrence and humanitarian relief operations.

"It is imperative that we outpace our adversaries and best position the mobility air forces to defeat the threats of tomorrow," said Miller.

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Travis greets Chief Wright with ... OPEN ARMS

U.S. Air Force photos/Tech. Sgt. David W. Carbajal

1) Chief Master Sgt. of the Air Force Kaleth O. Wright speaks to Airmen during an all call Sept. 24 at Travis Air Force Base, Calif. 2) Wright during the all call. Wright visited several 60th Air Mobility Wing organizations and the 621st CRW to learn more about the diverse mission at Travis. 3) Wright smiles while speaking to Master Sgt. Christopher Bates, 571st Mobility Support Advisory Squadron, during his visit to Travis. 4) Staff Sgt. Justin Burke, 821st Contingency Response Squadron security forces, briefs Wright on the controls of an Air Force MRZR tactical vehicle.



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