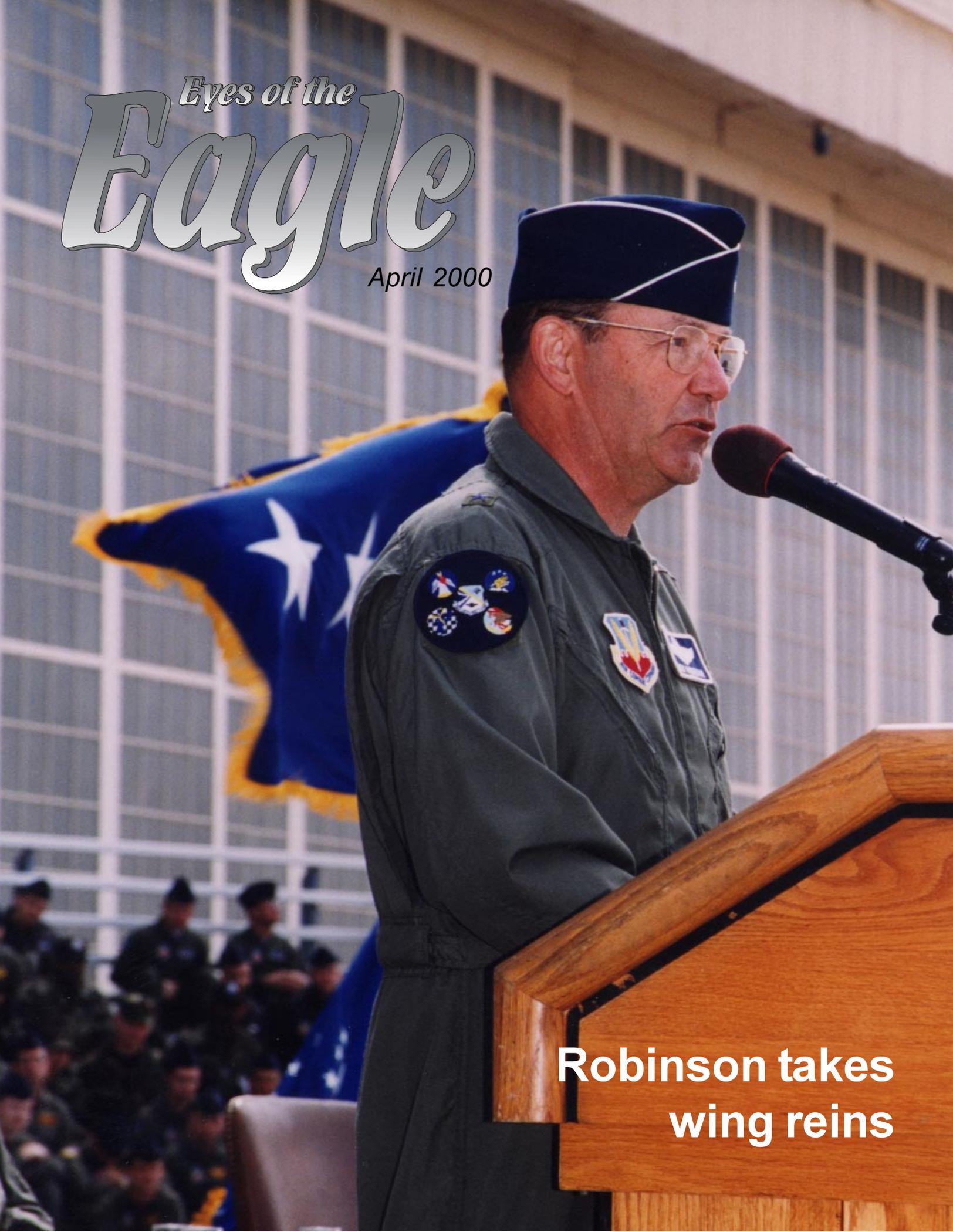


Eyes of the
Eagle

April 2000



**Robinson takes
wing reins**

Command refines focus on generating combat sorties

By TSgt. RIAN CLAWSON

12th Air Force Public Affairs

Units throughout 12th Air Force are implementing a new initiative to refocus flying operations on the critical task of keeping war fighters and war birds at the peak of combat readiness.

The initiative, called Combat Flightline, began in February and will have 12th AF units examine flying and maintenance schedules, refocus on maintenance training, refocus the designated crew chief program, and put rigor and integrity back into maintenance documentation programs.

“We’ve moved away from what makes us famous – generating the world’s best combat sorties,” said Lt.

Gen. Doc Foglesong, the 12th AF commander. “Twelfth AF is going to move back to what we know works.”

A team from the headquarters visited

“**We’ve moved away from what makes us famous – generating the world’s best combat sorties**”

Lt. Gen. Doc Foglesong
12th AF commander

wings to identify the strengths of the initiative and identify ways to improve it. The result of the visits was a common profile that sets tough, but attainable standards, headquarters officials said.

At the heart of the initiative is the standard for completing scheduled sorties. Units will strive for a unit-controlled scheduling effectiveness that is appropriate for their assigned aircraft.

To reach various maintenance goals, units will implement several supporting actions such as the “dedicated crew chief” and the “stripes back to the flightline” programs. The dedicated

crew chief program returns to the concept of committing a crew chief to a particular airframe, while the stripes back to the flightline program moves more experienced maintainers from staff jobs back to the flightline and their primary responsibility: keeping the war birds flying.

Within the 552nd Air Control Wing, changes have already begun to make this initiative a reality. Subtle but recognizable improvements include sortie scoreboards located throughout the wing, using dedicated crew chiefs and putting experienced maintainers back on the flightline.

Other changes within the wing include tracking data in such areas as maintenance documentation and training, supply, safety mishap rates, software updates and communications security kit delivery.

“All of the areas we are measuring will help us focus our improvement efforts and contribute directly to mission accomplishment,” said Brig. Gen. Ben Robinson, 552nd ACW commander.



Photo by Eddie Edge

Lt. Gen. Doc Foglesong, 12th Air Force commander, reviews 552nd Logistics Group performance indicators during a visit to Tinker and the wing March 14.

Inside

Eyes of the Eagle

April 2000 Volume XXII, Number 4
Magazine of the 552nd Air Control Wing

COMMANDER

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Survey status

The results of the 1999 Chief of Staff of the Air Force Survey are in. How did the wing stack up?

10

The public affairs staff can be reached at (405) 734-5570. The mailing address is: 552 ACW/PA, 7481 Sentry Blvd., Suite 117, Tinker AFB, OK 73145-9012. The Wing web address is www.awacs.af.mil. This funded Air Force magazine is an authorized publication for members of the U.S. military services. Contents of the EYES OF THE EAGLE are not necessarily the official view, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Air Force. The editorial content is edited, prepared and provided by the public affairs office of the 552nd Air Control Wing, Tinker Air Force Base, Okla. All photographs are Air Force photographs unless otherwise indicated.

ABOUT THE COVER

Brig. Gen. Ben Robinson became the 29th commander of the 552nd Air Control Wing March 15. Find out where he came from and where he plans to take the wing on page 8. *Photo by Eddie Edge.*



Piping hot

Two wing members participate in a band of a different breed.

13

Departments ...

Command Corner	2
Scanning the News	6
News	7
Features	12
Viewpoint	14
Applause	15
Hidden Hero	16

552nd AGS notes

Congratulations to squadron members who won wing Communications and Information Professionalism awards: MSgt. Marc Hill (Senior NCO) and TSgt. James Delap (NCO).

SrA. Mauricio Kossler, SrA. Shawn McDuff, A1C Stephen Drewery, A1C Darrell Hughes Jr. and A1C Michael Sumner all scored greater than 90 percent on their CDCs.

Team Tinker recognized the following 552nd AGS members for their Base Honor Guard efforts: Honor Guard Supervisor of the Year was MSgt. Traci Wood, and the Esprit De Corps winner was SSgt. Johnny Davis. Additionally, A1C Peter Reiley was named the Honor Guard member of the quarter for October through December.

The squadron annual award winners were SrA. Carlton Zurovec (Airman), MSgt. Traci Wood (NCO), and MSgt. Roger Gray (Senior NCO).

The flight annual award winners were SMSgt. Michael Stoklosa, MSgt. Michael Little, MSgt. Bobby Smith, MSgt. Roger Gray, MSgt. Traci Wood, TSgt. Mark Nolan, TSgt. Clark Christensen, SrA. Anthony Boyer, SrA. Carlton Zurovec, A1C Francis Bradbury, A1C Thomas Hensley and A1C Elaine Reyessibly.

The following people were recently selected for below-the-zone promotion to senior airman: A1C Peter Reiley, A1C Matthew Miller, A1C Tracy Rosales, A1C Isaac Thornton and A1C Martin Torres. Thumbs up to our recent "Pat on the Back" recipient, A1C Shawn Kill.

Our January 552nd Logistics Group Professionals of the Month were SrA. Shawn McDuff and SSgt. Anthony Wilson; and our February 552nd Aircraft Generation Squadron Maintenance Professionals of the Month were A1C Brannon Elder (Airman) and SSgt. Robert Mitchell (NCO).

AROUND THE WING

Editor's note: "Around the Wing" provides an avenue to highlight activities or events within your unit or office that might not otherwise be a story. If you have an item of interest you would like to see published, call the public affairs staff at 734-5570 or contact your unit public affairs representative.

SMSgt. Christopher Cwiklinski was recently selected as the 552nd Air Control Wing and Team Tinker Senior NCO of the Year. Congratulations to all for a job well done.

552nd OSS notes

The 552nd Operations Support Squadron is proud to welcome AB Bobbie Hill, Capt. Tom Parks, Capt. Jeffrey White, Capt. Jason Wild, Capt. David Caskill, Lt. Col. Ronald Wiegand, Maj. Robert Huber, Lt. Col. Michael Adams, Maj. Arthur Henry and SSgt. Clay Taylor into the OSS family. A fond farewell goes out to Capt. Chandra Robeson, Capt. Felix Montero, SrA. James Wynn and Capt. William Haag. They will be greatly missed!

MSgt. Douglas Stover retired March 3 after nearly 22 years of proud service to his country. It was a great pleasure to have him spend his last years here with us in the 552 OSS. God Speed and best wishes in all of your future endeavors.

552nd CSS notes

Welcome to Capt. Steve Bailey and William Riley. Farewell to MSgt. John Peterson, who recently retired after 22 years of dedicated service – good luck!

We would also like to welcome a new arrival: Reagan Brianna Andree, daughter of TSgt. Rodney and Heather Andree, arrived February 29 at 11:04 a.m.

Congratulations to our Outstanding Flight Superior Performers: A1C Joseph Ketchum, Software Flight; Capt. Shawanda Primm, Operational Test Flight; and SSgt. Vanne Metzger, Software Services Flight.

The Outstanding Team Superior Performers are: Christopher Wells, Charles Lowery, Diane Griffin, Susan Foughty, Carol Dwyer, Karen Doughty, Doug Gulley, Michael Walsh, Capt. Shawanda Primm, 1st Lt. John Caranta, TSgt. Rodney Andree, TSgt. Todd Sapp, SSgt. Brett Bittle, SSgt. Brain Frazier, SSgt. Robert Rummel, SrA. John Hastings, SrA. Manuel Matute, SrA. Tommy Woods and A1C Brian Foreman – all members of the ASCIET Support Team.

Congratulations also to Janice Johnson for being selected as the 12th Air Force Civilian of the Year. Thank you all for a great job.

965th AACS notes

The 965th AACS has been a hub of activity over the past couple of months. The Enlisted Advisory Council has been meeting and has elected a new President - SrA Joseph Levine, Vice President - SSgt. Jordy Ward and Treasurer - A1C Desiree Freeman. They are looking to do some terrific things with squadron issues.

Alpha Flight is currently working on getting 30/35 version E-3 models and will reportedly sell them for around \$60. For more information, contact SSgt. Jerry Bobo at 4-4402.

Bravo Flight has a new flight commander, Maj. Rod Haley. Capt. Darren Humiston has PCS'd to Geilenkirchen and 1st Lt. Amy Johnson has taken a position as flight commander at Keflavik Naval Air Station, Iceland. They have also been doing great things with their mentoring program at Dewey Elementary School and are still looking for vol-

See Wing, Page 6

Wing, from Page 5

unteers who want to get out and work with the community. Contact 1st Lt. Charles Jones at 4-5243 for more information.

Charlie Flight's SrA. Travis Rockers earned honors as the Wing CT of the Year. Charlie Flight also welcomes their new flight commander, Capt. Marshall Joslin and bids farewell to A1C Kelly Collins.

Delta Flight is currently remodeling their flight, so stop by and check it out.

Echo Flight's flight commander, Maj. Arnaldo Fonseca, was recognized as the March Hidden Hero, and SrA. Tara Farr earned below-the-zone honors.

TSgt. Marq Marques was step promoted and SrA. Brett Arrington received his staff sergeant stripe on a supplemental board.

The 965th would like to welcome 2nd Lt. Edward Goebel, 2nd Lt. Rachel Williams, Capt. Christopher Ingleton, 2nd Lt. Seth Reagan, A1C Jeremy Whitley, SSgt. James Wynn, SrA. Eduardo Osorio, Maj. Michael Cribbs, TSgt. William Jones and 2nd Lt. Shadica Tucker.

552nd CRS notes

The 552nd Component Repair Squadron welcomes SrA. Brian Burke, A1C Christopher Barnes and A1C Andrea Marabella to the squadron. We look forward to working with each and every one of you!

Good luck and thank you for a job well done to the following individuals: TSgt. Duane Ball, who is retiring; SSgt. Marcus Wiseman and SrA. Eugene Yanga are PCSing; A1C Brent Chance and A1C David Hall are PCAing; and finally, Senior Airmen John Hutchins, Kyle Scott and Edward Tijerina are separating.

Congratulations to our award win-



ners: the February Logistics Professionals are MSgt. James Brown, TSgt. Carl Huss and A1C Kathleen Hogle; finally, A1C Andrew Griggs and A1C Orlando Valles will be promoted below-the-zone.

963rd AACS notes

The 963rd Airborne Air Control Squadron proudly welcomes the following individuals to the Blue Knight family: Capt. William Kagie, 2nd Lt. Daniel O'Boyle, SrA. Jeffrey Hudson, A1C Tommie Hodges, AB Tiffany Mallett and 2nd Lt. Alan Docauer.

Sadly, we must say goodbye to a few members of the squadron: SSgt. Jeffrey Westlake, Capt. Daryl Page, Capt. Lisa Fulcher, SSgt. Clay Taylor, SSgt. Michael Grove and TSgt. Cris Woolard. Your contributions to the squadron will be missed.

966th AACS notes

The 966th Airborne Air Control Squadron would like to recognize SrA. Jamie Eckert and SrA. Jason Taylor, who judged at the Western Oklahoma Science Bowl. By generously taking time from their busy schedules, they helped make a great contribution to our local community. They were both impressed by how advanced most of these students' projects were.

We'd like to congratulate all the 966th graduates from ALS class 00C — Senior Airmen Tony Calvert, Brian Curtis and David Mohajerin, who was also a distinguished graduate and received the Airman Leadership Award.

964th AACS notes

The 964th Airborne Air Control Squadron welcomes 2nd Lt. Jonathan

Crosby, TSgt. Kevin Gray, A1C John Goodson, A1C Freddy Torres, A1C Justin Lutz, MSgt. John Prickel, 2nd Lt. Mark Walker, Maj. Ilias Kavorgias, Capt. Steven Thomas, Lt. Col. Peter Rowan, Lt. Col. Michael Adams, MSgt. Christopher Thetreau, 2nd Lt. Anthony Marek, Amn. Rachael Herron, 2nd Lt. Mark Walsk, 2nd Lt. Patrick Porotele, 1st Lt. Thompson Wofford, SSgt. James Peters, Capt. Greg Howe, 1st Lt. Daniel Ronneberg, TSgt. Thomas Shimus, Amn. Erinn Williams, Capt. Grignon Pierre, Capt. David Gaedecke, Capt. Janel Egana, Capt. Vinny Lappano, SSgt. Donna Besley and our new first sergeant, MSgt. Scott Martin.

We bid a fond farewell to SSgt. Jeff Pricher, SrA. Chris Richardson, SSgt. Michael Palmisano, SSgt. Jesus Rivera, Capt. Joel Winton, SrA. Nicholas Fasciglione, Capt. Jeff White, SSgt. Joe Flemming, Capt. Tom Parks, SSgt. James Bradley, 1st Lt. John McGregor, TSgt. Vergil Caskey, 1st Lt. Ed Cantrell and SrA. Raina Hudson.

This month the squadron has had a quiet month. We participated in another Sentry Leap while two crews participated in the ASCIET exercise in Savanna, Ga.

DUI free

The 552nd Air Control Wing has not had a driving-under-the-influence or driving-while-intoxicated incident for 117 days as of March 31.

Courtesy of 552nd ACW/SE

Tourney time

The Tinker First Sergeants Association will hold its Spring Bowling Tournament beginning at noon May 5. The tournament will include five-person teams playing a 9 pin, no tap format. Entry fees are \$11 each, and include shoes and lunch. Contact your unit first sergeant to sign up.

Emergency contact

Tinker Air Force Base is one of 22 Air Force installations now affiliated with the Armed Forces Emergency Services Center at Fort Sill.

The center, which can be reached toll free at (877) 272-7337, provides around-the-clock coverage for military members, including emergency contact services, travel arrangements and arranging emergency loans.

For additional information, contact your first sergeant or the Tinker Family Support Center.

Education offerings

Oklahoma City University is accepting applications for the May cycle of the on-base Master of Business Administration degree program.

This degree program offers classes in an accelerated 10-week format. The cycle begins the week of May 22 and continues through the week of July 24. Prospective students are encouraged to submit applications for admission to the OCU on-base representative no later than April 27. For more information please contact the OCU Tinker office at 9-2306.

Altus hosts air show

ALTUS AIR FORCE BASE, Okla. - The world's top-rated combat aircraft will perform here for crowds at the Altus Air Round-up 2000 April 29-30, the air show office announced here today.

The U.S. Air Force F-15 Eagle demonstration team will appear both days, performing a variety of aerobatic combat maneuvers. Two F-117 Nighthawks, the world's first operational class of stealth fighters, will also appear at the air show.

"It's not very often you get to see all these high performance jets in the same place," Col. Jim Richards, 97th Air Mobility Wing vice commander, said. "This air show's going to provide a terrific cross-section of our Air Force: it's fast,

dynamic, and powerful."

The fighters join a wide variety of other military and civilian aircraft at the air show, including the Air Force Thunderbirds and the World War II fighters and bombers of the Confederate Air Force.

Also featured is the U.S. Army Golden Knights, the country's premier parachuting team.

The two-day air show—the largest in the history of western Oklahoma—is free and open to the public.

For more information on the aircraft or the airshow, the public is encouraged to access the base's air show web site at <http://www.lts.aetc.af.mil/airshow>.

FOD fighters

Sharpen the pencils and find the sketch pads because the annual Foreign Object Damage poster contest is about to begin. All military and civilian employees at Tinker are eligible to enter the contest through May 5. Its purpose is to increase awareness of the damage foreign objects can cause to aircraft engines.

The winning entries will be announced in mid-May and entered in the National FOD poster contest August 8-10. The first place winner in the base-wide contest will receive a day off with pay and the second place winner will receive a half day off with pay. Entries must be employees' original ideas and can be drawn by hand or computer generated. Professionals will later work them into computer images.

Those interested in trying their hand at poster design must submit entries to 72OSS/OSAM by May 5. Entries must be submitted on 8 1/2-by-11 inch paper with the entrant's name, routing symbol and extension on the back.

Each person will be limited to a maximum of five entries. The submissions must also be in good taste and in the best interest of the Air Force.

For more information, call ext. 4-5328.

 552nd Air Control Wing Sortie Productivity (As of March 30)				
Flying Squadron	Monthly Goal	Monthly Sched.	Sorties Sched.	Sorties Flown
963rd AACS	31	33	30	29
964th AACS	29	31	30	40
965th AACS	33	35	33	30
966th AACS	54	57	56	53
Wing totals	147	156	149	152

Source: 552nd OSS/OSOA

Officials break ground for new OG building

By **SSGT. STEVE MARCINIAK**

Public Affairs

An effort to alleviate crowded conditions for the 552nd Operations Group, more than a decade in the making, finally came to fruition March 30 when officials broke ground for a new facility.

The result will be a three-story, 73,000 square foot building, estimated to cost nearly \$11 million. It is scheduled for completion in August 2001, and will house the group's 964th and 965th Airborne Air Control Squadrons. Additionally, the building will be home to the 552nd Air



An artist's rendering of the new building.

Control Wing life support functions and the base mobility center, replacing Bldg. 224.

Initially requested in 1989, the project has been the victim of tight budgets and delays for nine years. But in August, the contract was awarded to Scott Guernsey Solutions of Oklahoma City, and the notice to proceed with the project came March 27.

"This is an important day," said Brig. Gen. Ben Robinson, 552nd Air Control Wing commander. "This project has come up on the scope and gone away many times."

Currently, the three flying squadrons that share Bldg. 282 are limited to roughly 10,000 square feet. Once the new facility is completed, that space will nearly double to 18,500 square feet.

"It's been said before that if everybody we have deployed came home, we wouldn't know where to put them," Robinson said.



Photo by Laura Bachelor

Wing and contractor officials, including Col. John Kennedy and Brig. Gen. Ben Robinson (second and third from left, respectively), dig the first shovels of dirt for the project.

He added that this project represents an improvement in quality of opportunity for the members of the group by giving them an adequate place to work.

Once completed, the area will take on a different look. In addition to the new facility, Bldg. 224 will be demolished and a new parking lot will be built in its place.

Attention!

Nearly 50 members of the 964th Airborne Air Control Squadron stand at attention prior to a retreat ceremony March 8 at the base flag pole, in front of building 460. A different squadron performs the ceremony each month as a way to pay respect to the flag and to reinforce Air Force customs and courtesies.



Photo by Eddie Edge

New wing commander returns to Tinker roots

By **SSGT. STEVE MARCINIAK**

552nd Air Control Wing Public Affairs

The 552nd Air Control Wing welcomed Brig. Gen. Ben Robinson as its new commander March 15 when he accepted the wing's flag from Lt. Gen. Doc Foglesong, 12th Air Force commander.

Robinson, however, won't need an orientation tour of the base, as this is his third assignment to the wing.

He assumed command from Brig. Gen. Lee McFann, who will become the director of plans for the North American Aerospace Defense Command at Peterson Air Force Base, Colo. Robinson comes to Tinker from Barksdale AFB, La., where he was vice commander for 8th Air Force.

"It's a great day for Linda and I, a great day to be back in Oklahoma and a great day to command this wing," he said.

"This wing fights America's wars whether it's a cold war, a shooting war or a drug war, and we'll continue to do that in the future. Because of that, we've got to reinforce our successes in readiness, reliability and sustainment, and we do that through retention and recruitment."

Robinson spoke of developing the E-3 and the radar system not as a platform, but as a capability that is enhanced by joining with other command and control, surveillance and reconnaissance platforms, such as Rivet Joint, Joint Stars, Predator, U-2 and assets of other services.

"We are going to have a seamless ca-



Brig. Gen. Ben Robinson and his wife, Linda, cut the cake at the post-ceremony reception.

pability where we will not be seen as platforms and orbits and targets ... we will be seen as a continuous command and control capability that allows us to use airpower as a maneuver force that is effects based and commanded by an airman."

The new commander followed a different path to his new position than many others. He entered the Army in 1969 as a private, then was commissioned as a warrant officer upon completion of helicopter pilot training. Af-

ter flying 350 combat missions in South Vietnam, he entered Officer Training School at Lackland AFB, Texas, and received his Air Force commission as a second lieutenant in 1973.

Robinson went on to complete undergraduate pilot training and was assigned to the B-52. Upon completion of training in 1975, he was assigned to Wurtsmith AFB, Mich., where he was a standardization and evaluation instructor, co-pilot and supplies management officer.

In 1977, he returned to helicopters, flying CH-3s at Shaw AFB, S.C., as an aircraft commander, instructor pilot, evaluator pilot, flight commander and chief of wing training. In 1980, he began his first tour at Tinker with the 963rd Airborne Air Control Squadron, where he was an E-3 pilot and aircraft com-



Members of the 965th Airborne Air Control Squadron pass in review before the official party and distinguished guests at the 552nd Air Control Wing change of command March 15.

mander. He later became the wing chief of plans and programs.

In 1983, he was reassigned to Tactical Air Command at Langley AFB, Va., where he was the chief of Tactical Air Control Systems Branch for the Directorate of Plans and Programs. Then in 1986, he attended the Armed Forces Staff College at Norfolk, Va., and the following year, became the chief of doctrine, concepts and initiatives for the U.S. European Command at Stuttgart, West Germany.

In 1990, he returned to the U.S. for training: first at undergraduate space training at Lowry AFB, Colo., then at Air War College, Maxwell AFB, Ala. He moved on to Cheyenne Mountain Air Station, Colo., in 1991, to serve as commander of the Space Defense Operations Center; deputy chief, Combat Centers Division; and chief, Space Control Operations Division, U.S. Space Command.

In 1994, he returned to Tinker, where he served as the 552nd Operations Group commander for the next 16 months.

He moved on to Robins AFB, Ga., where as the 93rd Air Control Wing commander, he prepared the wing for the initial operational capability declaration for the E-8C Joint Stars platform. In 1997, he moved on to the Pentagon, where he served for two years as the deputy director, command and control, Deputy Chief of Staff for Air and Space Operations.

The general said that while he's proud to be part of the wing's past, he looks forward to the challenges that lie ahead. "(The future is) going to be characterized by partnerships, by innovation, and by supporting and reinforcing the (wing's past successes).

"Quality of life is high, and we're going to add to that and expand quality of opportunity — the opportunity for everyone of you every day to come to work and live up to 100 percent of your ability in a barrier-free environment, where there is zero tolerance for any form of



Photos by Eddie Edge

Brig. Gen. Ben Robinson, right, receives the flag and command of the 552nd Air Control Wing from Lt. Gen. Doc Foglesong, left, 12th Air Force commander. Also pictured is Command Chief Master Sgt. Charles McKeever.

harassment," he said before the ceremonial formation.

Robinson holds a bachelor's degree in industrial management from Eastern New Mexico University, Portales, N.M., and a master's degree in industrial management from Central Michigan University, Mount Pleasant, Mich. He is a distinguished graduate from Squadron Officer School, Maxwell AFB, Ala. He has completed the U.S. Marine Corps Command and General Staff Course and Air Command and Staff College by correspondence, and Seminar XXI - Foreign Politics, International Relations and The National Interest, Massachusetts Institute of Technology.

He stressed the importance of education, from professional military education to civilian off-duty endeavors, and pledged support at all levels to helping ensure wing members are allowed to pursue academic goals.

"Education is the key to our future," he said. "It is what took me from being

a private in the Army to a brigadier general in the Air Force. Whether you stay with us or get out, education is going to make you a better citizen, and if you stay with it, it's going to help us accomplish our mission better."

He is a command pilot with more than 4,000 hours in the B-1, B-2, B-52, CH-3, CH-47A/B/C, E-3, E-8, TC-18 and UH-1D/H. His medals include the Defense Superior Service Medal, Legion of Merit with oak leaf cluster, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal with two oak leaf clusters, Air Medal with eight oak leaf clusters, Air Force Commendation Medal, Army Commendation Medal with oak leaf cluster, and the Joint Service Achievement Medal.

For Robinson's wife Linda, this assignment marks a homecoming, as she is a native Oklahoman, born and raised in Shawnee. Two of the Robinson's four children reside in the Oklahoma City area with five grandchildren.

Survey says: wing headed in right direction

By **MSGT. ANDREAS TERVO**

Manpower Office

The 552nd Air Control Wing results of the Organizational Climate section of the 1999 Chief of Staff survey show improvements in every major unit level factor measured when compared to the 1997 survey results.

The Quality of Life section portion is not broken down to unit level and is reported by higher headquarters.

The organizational climate section measured 13 key unit-level factors. These included job characteristics, resources, core values, supervision, leadership, training and development, teamwork, participation/involvement, recognition, unit flexibility, general satisfaction, unit performance outcomes and job enhancement.

Air Combat Command added another category, titled history. Job enhancement is a new factor added in 1999. Two factors from the 1997 survey, general organizational climate and job satisfaction, were combined into one factor called general satisfaction for the 1999 survey.

Each factor is scored according to the percentage of positive responses. A positive response is one where the survey taker chooses "slightly agree," "agree" or "strongly agree" when answering the question(s) for that factor. The number of questions per factor contained between one and nine questions, with the average being between four and five.

Our highest scoring factor was job characteristics with 89 percent positive response, an increase of three percent over the 1997 score. Unit performance outcomes and supervision were next with 82 percent each. These increased by one and two percent, respectively. These were also the highest three fac-

tors, in the same order, in the 1997 survey. Training and development, teamwork and job enhancement (new for 1999) all reported 81 percent satisfaction, with the first two up two percent since 1997. Core values, participation/involvement, leadership and general satisfaction ranked in the 79- to 71-percent range. Improvements here ranged from one percent for participation/ involvement to an impressive eight percent increase for leadership. The new factor, general satisfaction, which combined two different 1997 factors, was rated at 71 percent. The two prior factors, general organizational climate and job satisfaction, revealed 55 and 67 percent satisfaction, respectively, in 1997.

The percentages for recognition, unit flexibility and resources suggest further opportunities for improvement. Recognition showed 68 percent positive response, up from 63 percent in 1997. Unit flexibility was slightly lower, at 66 percent, but increased six percent when compared with 1997.

Our greatest challenge is resources, which received a 65 percent satisfaction rating. Although this factor fell two positions to last place, it still increased one percent since 1997.

The history factor added by ACC asked only one question, whether your unit did something with the 1997 survey results. Only 57 percent of the survey respondents felt that their unit did something with the last survey's results. This deserves some thought. The fact that all 13 factors improved since the 1997 survey suggests that things were done

with the 1997 results. However, the improvements were probably not made known.

It is important to "advertise" changes made based upon survey results. This tells the people who took precious time to take the survey know that their time was well spent and that they did make a difference.

Although many may not have known it when they took the 1999 survey, their participation in the previous survey did prompt changes which improved our wing.

In addition to the overall wing results, the survey generated nearly 90 additional lower-level reports produced and distributed to group, squadron and flight commanders. Each person who had previously been designated to receive a report was contacted to ensure they had received it and also to see if they needed any assistance in interpreting the results.

While ensuring the reports got to the right person was a challenge at times with our high TDY rates, the results at each level have been, or soon will be, briefed at the appropriate level.

One question that comes up frequently is "How do I know that the survey questions actually measure what we are trying to measure?"

The answer is that the survey people at Randolph AFB, Texas, contracted Michigan State University to statistically analyze the reliability and validity of the question set. The questions scored well in this analysis.



Desert duty

AWACS reaches SWA milestone

By 2ND LT. JULIE EILERMAN

363rd Air Expeditionary Wing Public Affairs

PRINCE SULTAN AIR BASE, Kingdom of Saudi Arabia (AFP) — March 15 marked an important day for the members of the 363rd Expeditionary Airborne Air Control Squadron responsible for flying the Airborne Warning and Control System. The squadron reached a deployment milestone of 3,500 consecutive days serving in Saudi Arabia.

However, those 3,500 may seem a bit deceiving when considering the true amount of time the AWACS crews have been supporting operations in this area.

The squadron was first deployed in March 1979 to April of that same year to support Operation Flying Star. Those 46 days in theater were just the beginning. A little more than a year later, in October 1980, the squadron again deployed to this region in support of ELF-1, and they remained in this area until April 15, 1989. They returned to the region once again for Desert Shield in August 1990 and according to the commander, are still going strong. So in total, the squadron has accumulated almost 7,000 days in country.

The critical duty of the AWACS community encompasses three on-going operations, Operation Northern Watch, Operation Southern Watch and counter drug operations. The people who support those operations come mainly from Tinker Air Force Base, Okla. However, they have received assistance from squadrons in Alaska and Japan.

The National Command Authority views the AWACS as the platform to see what other Air Forces are doing according to Lt. Col. Ross Lampert, 363rd EAACS commander and a member of the 964th AACS while at home.

“We are the premier surveillance command and control platform,” he said.

Such accomplishments do not come without some sacrifice. Many of the squadron’s members are deployed for many days a year, and Lampert says 200 days is not outside the realm of possibility for some of the crew positions. He said



Photo by SrA. Shad Eidson

Capt. Mike Miller, Lt. Col. Manny Lopez and 1st Lt. Luis Lugo, members of the 363rd Expeditionary Airborne Air Control Squadron, coordinate control of fighter aircraft activity from inside an E-3 Sentry aircraft.

some jobs have more people, therefore reducing their TDY rate but other positions are spreading the responsibility between a few people, increasing their operations tempo.

The normal rotation for the squadron runs from 45 to 60 days.

And it’s not just the crews in the air who make up the heart and soul of the squadron. Lampert said much of the credit for the success and capabilities of the team belongs to the maintainers.

“They put in long hours and during the summer they work through tremendous heat. They get none of the credit and none of the glory, and they deserve much more,” said the commander.

Even though only a fraction of the people who have traveled here to support the AWACS mission are here to celebrate, the satisfaction and glory of the recent benchmark goes to all the men and women who have served here as part of the AWACS team.



Find out what’s going on in the Air Force on line at

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Every Wednesday



Bagpipe music helps draw wing members to heritage

BY 2ND LT. CHRISSY FREY

Public Affairs

When your fellow wing member tells you he has joined a band that performs downtown you often don't think of the "skirl of bagpipes."

SSgt. Carl Strack, 552nd Logistics Support Squadron, said he has always been interested in bagpipe music and is proud to be playing for the Oklahoma Scottish Pipes and Drums, a pipeband made up of people from throughout the local area. All of the members share a common love for bagpipe music.

The OSPD annually plays in the St. Patrick's Day parade and Bennigan's St. Patrick's Day celebration. They



Carl Strack, bass drummer for the Oklahoma Scottish Pipes and Drums, performs at the Scottish Heritage Festival.

also perform for private parties and out-of-state Scottish Festivals.

He was asked to join the group about two years ago when SSgt. Mitch Lowry, 964th Airborne Air Control Squadron, and Stew Joslin, a Defense Megacenter employee, needed a bass drummer.

Lowry has been playing the pipes for five years. As pipe major, he calls the tunes to be played, sets the tempo and acts as a pseudo band director.

Family influenced Lowry to join. His great-great grandfather immigrated from Scotland and settled in Kentucky. His father attempted to take part of his Clan MacLaren heritage and learn the pipes, but eventually handed them off to his son. After receiving them in the mail, Lowry's father called to say he would pay for lessons.

"It is not only my heritage, but is also part of our military heritage as well," said Lowry. "Pipers have been a vital part of the British military for hundreds of years, and still are assigned to regiments. More pipers won the Victoria Cross in World War I than anyone. Pipers were even involved in the American Revolution."

The interest in bagpipes didn't build as quickly for others, though.

"At first, I wasn't as enthusiastic about Scotland, purely for the fact that I didn't think I had a cultural connection,"

said Strack. "To be quite honest, I was jealous of my wife's Scottish lineage and wonderful history, but when I found out that my mother's maiden name had possible Scottish ties, I jumped in with both feet."

Strack's mother-in-law and her family are from Scotland. Their enthusiasm inspired Strack to learn more about his own lineage. For him, it gives a connection to share with his spouse.

The tartan cloth Strack's kilt is made from represents Clan Buchanan. His mother's maiden name

of Giberson (a variant spelling of the name Gibson) provides his link to this Scottish clan. He is also a member of the Clan Buchanan Society International.

Strack's most memorable event was the 1999 Scottish Heritage Festival when he marched as part of the massed bands for the first time. Pipebands and entertainment came from a number of



Photos by 2nd Lt. Chrissy Frey

Pipe major Mitch Lowry leads the band March 25 in Midwest City.

See Bagpipes, Page 13

Bagpipes, from Page 12

different states and Canada.

“To be accepted and to perform in a group of over 50 professional pipers and drummers is a thrill I will always cherish,” said Strack.

This year, five pipebands, including the Royal Canadian Air Force 402 (City of Winnipeg) Squadron Pipes and Drums, took to the field and entertained the crowd at the event, held March 25 and 26 in Midwest City.

“The 2000 Scottish Heritage Festival will hold a place in my heart because this was my first experience performing with a world-renowned professional military pipeband like the 402 Squadron, and this gives me great inspiration to attain the skills necessary to perform at that level,” said Strack.

Each year the festival gathers people of Scottish descent and those who have an interest in the culture. It provides a gathering place for Scottish enthusiasts from other states and countries. Other Celtic cultures were also included.

“This year’s festival was very enjoyable and rewarding,” Strack said. “I gained experience competing with the band for the first time, enjoyed the company of old friends and gained some new ones. I enjoyed the Scottish atmosphere and I am looking forward to next year’s festival”.

They are also looking forward to many other events in the future to include the Tartan Day Festival, Medieval Faire in Norman, and numerous other parades and festivals. New band members are joining and all are excited for the competitions to come.

Training program prepares mission crews for combat

BY CAPT. BEDE LOPEZ

964th Airborne Air Control Squadron

Just months after high school and college graduation, our newest airmen could find themselves in a combat theatre. Gone are the days when we had years to train them for the challenges they’ll face. However, these newest flyers are extensively trained and that training is repeated so frequently that they have every reason to expect success.

Training these young war-fighters in their trade is no small task. In September, members of the 964th Airborne Air Control Squadron took a giant step toward ensuring combat readiness in the squadron and expanded this to the wing in November. Captains Greg Kraut and B.J. Lopez implemented a forward-looking program dubbed “Combat Focus”, aimed at increasing crew combat effectiveness in simple, frequent steps. The squadron implemented the program in phases.

The program started at the squadron level, where each training-sortie crew received a Combat Focus briefing from squadron tactics staff during mission planning. The briefings educate the aircrews on current rules of engagement and identification matrix for the theatre the squadron will deploy to next. The crew plans a simulator scenario to conduct during the flight. The simulations are tailored to crew requirements and training needs and can be complex, like a

large force exercise, or simple, like a dogfight between fighters. The frequent repetition of the rules for each theatre helped crewmembers apply them correctly.

“It gives us a good interchange of information,” said Capt. Todd Arvidson, who has participated in the program. “Our newer people are learning this (information) sitting on the ground that I learned over the desert at 32,000 feet in (10 rotations to Southwest Asia and Turkey).

Each Friday, all 350 squadron members participate in some type of Combat training. Once a month, the whole operations group participates, making the training available to nearly 1,000 people. This effort formalized the training and offered it at frequent intervals.

In this age of such dynamic global climate, combat readiness among professional military forces is paramount. Thanks to programs like Combat Focus, members of 552nd Air Control Wing are leading the way toward achieving this goal and ensuring the war-fighting capability of the United States Air Force.



Photo by Capt. Curtis Bass

Capt. Greg Kraut (standing), 964th Airborne Air Control Squadron Chief of Tactics, teaches composite force employment tactics to a group of air weapons officers.

Area schools help overcome hurdles

BY 1ST LT. DAVID MCCOY

552nd Computer Systems Group

How many times does this happen? You sign up to start taking those dreaded college classes like everyone has encouraged you to do, only to find out the next day that you will be going TDY for a long period of time right in the middle of the class.

As a result, you will miss the midterm, be unable to turn in the report assigned as a course-long project until long after the due date and you will barely be able to attend any classes prior to the comprehensive final exam. What do you do?

Just about everyone would see that this is not a good time for the class and drop it before it is too late to get their enrollment fees back in full. If you agree, then you too would make the same mistake that many folks in the 552nd Air Control Wing

make that causes them to never complete their classes.

Dr. Lola King, chief of base education services, said that the universities and programs they offer all understand the military student life and the complications it can bring.

“The common perception is that TDYs will interfere with your class taking, but we have always been able to support a student’s TDY requirements,” she said.

“Many universities have made special arrangements to be able to accommodate for TDYs, including video taping classes so you can review them upon return, or having electronic coursework that can be completed (and) turned in via e-mail.

“There are also entire courses that can be done remotely over the Internet. Each squadron Combat Education POC has access to an encyclopedia of independent study courses and course programs,” she said.

The choices, once you start looking in to them, are

seemingly able to integrate into even the highest ops tempo and TDY rates.

However, this is not the only problem that causes wing members to avoid taking classes. The university may stand behind service members, but not all professors seem to follow through with the same sympathy. What do you do when your professor hands out a syllabus that, to the dismay of the military student, states that attendance will count for 15% of your grade? When your job forces you to miss class, how can you make the grade?

Again this is merely a myth. Many professors make such statements to prevent the lazy student from simply cutting class. As a serious military student, most professors are more than willing to work with you and your tough and sometimes unfriendly TDY schedule.

“The students who so faithfully serve this country are typically found to have the same character qualities in class: they are so responsible and conscientious in the

areas of both keeping in touch with the professor and keeping up with course work during TDY’s that I am glad to work with them to resolve schedule difficulties,” said Londa

The common perception is that TDYs will interfere with your class taking, but we have always been able to support a student’s TDY requirements.

Dr. Lola King
Chief, base education services

Martin, a Rose State College professor.

That same sentiment rings true with many area schools.

“The universities we work with seem to all share an unofficial policy to support and work with military students and their demanding schedules. We will work with any student and the university to overcome difficulties in class and work schedule conflicts,” according to King.

In short, there is no excuse for letting TDY rates and ops tempos stop your continued education. There are more ways than you can probably count to work around your absences, and keep working toward a degree. Don’t let what you could do today be put off until tomorrow. If you have questions or concerns you can visit the base education services office in building 201E or call 9-7408.

Promotions

To MAJOR

Ty Moyers 966th AACS
 Andrew Crouse 964th AACS
 Ralph McHenry Jr. 552nd OSS

To CAPTAIN

Ian Hassell 552nd CSS

To FIRST LIEUTENANT

Darion Harden 552nd EMS
 Nelson Nels 964th AACS
 Robb Pritchard 964th AACS

To MASTER SERGEANT

Matthew Mudra 964th AACS
 William Zook 552nd CSG
 Kevin Gray 966th AACS

To TECHNICAL SERGEANT

David Michels Jr. 963rd AACS
 Rory Thompson 552nd OSS
 Arthur Ford 552nd AGS
 Benjamin Wilkes 963rd AACS
 John Nolan 966th AACS
 Raymond Esquivel 965th AACS
 Michelle Robinson 552nd LSS
 George Bradley 552nd CSS

To STAFF SERGEANT

Katrina Stanley 552nd EMS
 Stephen Kneller 552nd AGS
 Jason Lewis 552nd AGS
 Jason Ratliff 552nd EMS
 Shawn McDuff 552nd AGS
 Billy Boerner 552nd LSS
 Darrin Shacklett 552nd CRS
 Jennifer Mixell 552nd CRS
 James Law Jr. 552nd CRS
 Stephen Arnold 964th AACS
 Ray Peters 752nd CSS
 Mark Limerick 552nd EMS
 Jay Blunt 965th AACS
 Samuel Kegler Jr. 552nd CSG
 Carrie Ann Patten 966th AACS
 Daniel Dye 552nd TRS
 Larry Kisner Jr. 552nd CSS
 William Lohan 963rd AACS

To SENIOR AIRMAN

Michele Orr 966th AACS
 Barry Haynes Jr. 963rd AACS
 Bradley Burnham 963rd AACS
 Michelle Mattison 964th AACS
 William Halbert 964th AACS
 Shana Reeves 964th AACS
 Joshua Whited 964th AACS
 Brian Cagle 963rd AACS
 Jeremy Saylor 552nd AGS
 Ronald Wiskup II 552nd EMS
 Arkenny Wade 552nd ACW
 Ernest Moran III 965th AACS
 Brent Coakley 965th AACS
 Keith Sturtz 552nd AGS
 Robert Green 965th AACS
 Jewel Pryor 965th AACS
 Andrew Melone 965th AACS
 Hope Williams 965th AACS

To AIRMAN FIRST CLASS

Jason Satterwhite 964th AACS
 Grier Zimmerman 552nd AGS
 Mathew Phillips 552nd AGS

Lucas Hunt 552nd CRS
 John Farr 552nd OSS

To AIRMAN

Renee Pushlar 552nd AGS
 Cody Franks 552nd AGS
 Gregory Voss Jr. 552nd CRS
 Gabriela Avendano 552nd LSS
 Robert Dillon 752nd CSS
 Tami Lindenbusch 552nd LSS
 Eric Hellman 552nd CRS
 Matthew Parker 552nd EMS

Decorations

AIR FORCE COMMENDATION MEDAL

SSgt. Juliana Cramer 552nd OSS
 SSgt. Bernard Schultz 552nd AGS
 TSgt. Lonnie Barton 552nd ACW
 SSgt. Jeffery Hyder 552nd ACW
 SSgt. Wendy Jendrick 552nd ACW
 TSgt. Paul Bray 552nd EMS
 SSgt. Christopher Coleman 552nd EMS

AERIAL ACHIEVEMENT MEDAL

SrA. Jennifer Barron 963rd AACS
 Capt. Sven Brown 963rd AACS
 SrA. Mark Hermanns Jr. 963rd AACS
 A1C Travis Kanhoff 963rd AACS
 TSgt. Johnny Lemons 963rd AACS
 Capt. Michael Martin 963rd AACS
 A1C James Collins 964th AACS
 SrA. Theresa DiGregorio 964th AACS
 Capt. Beth Dittmer 964th AACS
 SSgt. Craig Drury 964th AACS
 SrA. Richard Duken II 964th AACS
 1st Lt. Paul Hutchison 964th AACS
 Capt. Bede Lopez Jr. 964th AACS
 SrA. Kimberly Petersen 964th AACS
 SrA. Mark Rogers 964th AACS
 1st Lt. Kelly Strong 964th AACS

SrA. Susan Troutt 964th AACS
 1st Lt. Christopher Vorse 964th AACS
 Capt. Richard Bruce 965th AACS
 SrA. Jeffrey Kellogg 965th AACS
 SrA. Alan Pelletier 965th AACS
 TSgt. James Romano 965th AACS
 Maj. Dexter Sapinosa 965th AACS
 SSgt. Robert Willis 965th AACS
 TSgt. Thomas Cole Jr. 966th AACS

MERITORIOUS SERVICE MEDAL

MSgt. John Mehl 752nd CSS
 MSgt. William Burns 552nd CRS
 Capt. Scott Bradley 552nd TRS
 MSgt. Gregory Twyford 552nd EMS

Reenlistments

SSgt. Sivad Pope 552nd LG
 SSgt. Juliana Cramer 552nd OG
 MSgt. Cary Jordan 552nd OSS
 SSgt. Eric Bailey 552nd CSS
 SSgt. Frank Manning 552nd CSS
 SSgt. Christopher Betancourt 552nd AGS
 SrA. Jeffrey Janetski 552nd AGS
 SSgt. Cornelius Wooten 552nd CRS
 TSgt. Charles Dial Jr. 552nd CRS
 TSgt. Scott Ferree 552nd CRS
 SSgt. Patrick Miller Jr. 552nd ACW
 SrA. Jason Erhard 963rd AACS
 SSgt. Michelle Wilson 963rd AACS
 SrA. Michael Nentwich 964th AACS
 SSgt. Cindy Daniels 552nd EMS
 SMSgt. Michael Dortch 552nd EMS
 SSgt. Tod Pade 552nd EMS
 SSgt. Mark Pelfrey 552nd EMS

Retirements

Lt. Col. Stanley Pricer 552nd OSS
 TSgt. Ralph Schreiner 552nd AGS

STEP to it



Photo by Dave Faytinger

Lt. Gen. Doc Foglesong, left, 12th Air Force commander, speaks with TSgt. Marq Marques, 965th Airborne Air Control Squadron, and his wife, Debra, following a flight Mar. 14. Foglesong surprised Marques with his new rank during the flight, becoming the first person to be promoted onboard an airborne E-3 through the Stripes to Exceptional Performers program.

Hidden Hero

Name/Unit: SrA. Jessica Allen/552nd CSS

Duty title: Software engineering process analyst

Time on station/in squadron: 3 years, 3 months

Major volunteer projects in the last year: Group blood drive coordinator, tornado cleanup, mentor at Eisenhower Elementary School, squadron and group organizations

Why do you volunteer: *It is very satisfying to be able to make a difference in people's lives and to put a smile on their faces!*

Project you enjoyed working with the most: *Working with the kids at Eisenhower Elementary.*

Other hobbies: *Reading, gardening, hiking, horseback riding, sewing, singing, travelling and learning new things.*



CSAF's reading program features enlisted pilots

WASHINGTON — The Chief of Staff's reading program, which began in 1997, is designed to promote personal professional development for all Air Force members, civilian and military.

The program aims to instill both a deeper sense of pride in our rich heritage and a stronger understanding of our role in meeting our nation's security objectives. Each quarter, one of the books from the CSAF's Reading List is spotlighted as the book of the quarter. Air Force members of all ranks and grades are encouraged to

read the featured title, which is available in all Air Force libraries.

This quarter's featured book is "They Also Flew: The Enlisted Pilot Legacy, 1912-1942," by Lee Arbon. Arbon traces the history and achievements of enlisted aviators from their earliest days in flight through 1942. From the start, these "sergeant pilots" struggled to earn their wings in a military organization that traditionally reserved pilot positions for commissioned officers.

Arbon argues that enlisted personnel were allowed to earn their wings to offset a shortage of officers entering the Signal Corps Aeronautical Division and later the Army Air Corps. They filled in the gaps when and where they were needed. They flew fighters, bombers, transports, and trainers during wartime, and some paid the ul-

timate price for their service. Between the wars, they were involved in airmail operations, aviation races, weather data flights, aerial acrobatic contests, and forest fire patrols. Many became instructor pilots and flight test pilots.

As World War II approached, pilot training resumed for new enlisted personnel as the demand for pilots was at a premium. However, this action created animosity among those who wanted all pilots to be officers.

As a consequence, most active duty enlisted pilots were ordered to extended duty as reserve officers. Enlisted pilots were a dying breed, and in November 1942, the U.S. Army Air Forces concluded that upon graduation, enlisted aviation cadets would be promoted. (AFPN)