



# CONTACT



Magazine for and about the Air Force Reservists assigned  
to the 349th Air Mobility Wing, Travis Air Force Base, California

Vol. 26, No. 8

August 2008



**349th AMW ready to answer call**

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## On the Cover

"Operation Hydra" - in progress: Members of the 349th Aeromedical Evacuation Squadron, Travis Air Force Base, Calif., go through their out-processing line, July 12, as they prepare to deploy on "Operation Hydra." Staff from Personnel Readiness, Family Readiness, and the Judge Advocate's office were on hand to assist members in preparing for deployment or to answer any questions. This particular "Operation Hydra" is an exercise which provides an opportunity for joint forces to practice responding to a possible earthquake scenario and includes the requirements for setting up a "bare base."



Cover photo by Master Sgt. Wendy Weidenhamer,  
349th Public Affairs



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# Fair, accurate evaluations

Each day I am amazed at the quality performers we have serving in the 349th Air Mobility Wing. At the same time, though less often, I am disappointed in the performance of a few. I am reminded that one of the tools that differentiate performance, is an individuals' Enlisted Performance Report.

We owe it to each member we evaluate to write a detailed and accurate description of their performance, training accomplishments, readiness and significant impacts. Most importantly you, as the rater, are responsible to make it happen when it's supposed to happen, as in timely. So when it's done, it should be done right. The Airmen, along with many others in the chain of reviewing and processing the members EPR, are impacted negatively when your lack of planning becomes their critical tasking. Know who you rate and when their EPR is due.

Why and how do we write EPRs? We write them to document performance, both the good and the bad, specifically to differentiate among our Airman's performance and to provide feedback to the ratee regarding expectations and objectives.

How we write them is connected to a number rating system, on a one to five scale. These ratings are considered your description of the ratee's duty performance and are not a precise measurement. These ratings are substantiated through endorsements within the member's chain of command.

EPRs in the old days served two purposes, to evaluate performance and to recommend for promotion or increased responsibility. Today, they serve those same two purposes with an additional impact on a few more areas such as assignments, special duties, retraining opportunities, awards, recognition and advanced Professional Military Education opportunities.

The EPR is a permanent record document, thus it is part of the member's permanent file. So, write your Airman's EPR the way you would want yours

written. Give it the same attention to detail, timeliness and completeness you would have devoted to your own report.

It is not only your responsibility in using the EPR process to document the best of the best and the good to average performers, it is also your responsibility to be accountable for the legitimacy of the document. Render fair and accurate, unbiased evaluations. This means you must document both the good and bad performance. Don't ignore misconduct or poor performance, you are not helping anyone and you certainly are not saving a career. In fact, you are inadvertently hurting your top performers.

You are the member's immediate supervisor, you are the rater. Your boss, your peers and the Military Personnel Flight can't tell you how to rate your people. But what they can do is evaluate your standards and your judgment. Always maintain documentation to substantiate your views. All written justifications should match the ratings given. This is about fairness and the impact on the Airmen's future and possible opportunities for advancement. So take the time to make it count.

Here is a short checklist, although not all encompassing, it is very helpful.

This is an excerpt taken from NCO Orientation Course Material, provided by Randolph :

- ☞ Review performance or records thoroughly,
- ☞ Make a list of accomplishments,
- ☞ Select the most significant accomplishments,
- ☞ Organize them into a sequence for maximum impact,
- ☞ Write all bullets, then use them where they'll count most,
- ☞ Don't use several bullets when one will do,
- ☞ Open with a line that grabs attention,
- ☞ Close with a line that captures potential,
- ☞ Write bullets in Action-Result-Impact format,
- ☞ When you're done, review, revise, revise, revise.



**By Command Chief Master Sgt.  
Christine A. Taylor**

As in all things, to be successful, you must be informed. It is important to note that the EPR process has recently been redesigned to be more streamlined and save time for the raters. The process is now electronic. One of the biggest differences Airmen will find in the new system is the addition of their physical fitness test results included on the EPR itself. Airmen will either be marked as meeting the standard (score of 75 or above) or not meeting the standard, (a score of 74.99 or below) and exempt (if they have a waiver). Airmen marked as "does not meet" in the fitness category will face a referral EPR. The new physical fitness evaluation applies to Officer Performance Reports as well.

In an article released by Vandenberg Air Force Base, they identified, with more specifics, some additions to the new process as well, such as, Airman can review and sign a performance report before it's processed. Digital signatures are also a breakthrough in the new evaluation system. Once signed all comments will be locked in and the form will be auto-dated. The electronic routing process will ultimately remove the MPF completely from the evaluation process and shift the responsibility to the groups.

Perhaps the biggest change the enlisted will notice is that the "recommended for promotion" sliding scale is gone. Now the rater will be asked how an Airman's performance meets standards. This is all the more reason to write your Airman's EPR the way you would write your own, spend the necessary time and capture the appropriate detail. Don't fall into the trap of doing an injustice to one of your best Airmen. Make sure, in both cases, good and bad, that the rating matches the write-up and that the write-up matches the performance of your airman. Be above all!



# Where do you get your ethics, morality?

by **Chaplain (Capt.) Andrew Edwards**  
349th Air Mobility Wing

**E**thics and morality - any great person, family, society, nation, or military service must have them. Without them we have a society flying at MACH 3 toward a mountain side. I write this after reading the recent article found in the Air Force Times which was based off of a speech given by General Norton Schwartz, our recently nominated chief of staff. I suggest everyone read it - it was inspiring!

I ask: "Can ethics and morality, often equated with various religions, continue to be relevant without a belief in God?"

Granted, not all religions, which believe in a God, have strong ethics. As a matter of fact one major religion only

requires that we have ethics when dealing with those who are adherents, not with infidels. I know this to be fact based upon my previous law enforcement experience. I bring up the subject because we are living during a time when moral relativism has become so much the norm that our society has become like a wave tossed to and fro, like a boat on the waves of a great tempest -- if we don't wake up we're going to be in grave danger!

I see a constant drift in our society toward "moral relativism" and "situational ethics." I believe it is important that we constantly return to our "spring" of ethics if want to continue to be a strong Air Force and be part of a great nation. Our nation will only be great as long as it continues to nourish itself from the "great spring" from which our morals and ethics flowed in history. When we change springs or lose our bedrock of morality, it won't be long after that we lose ourselves.

Consider this. Is it possible to have unchanging morals and ethics without an absolute source, without God? Some would like to think so, though history doesn't demonstrate it. People who believe in God believe normally believe in

"absolute truth" which comes from the 'One who is absolute' the creator of man.

You may say, "Now wait a minute, you believe what you want, and I'll believe what I want." Remember I'm just thinking out loud, thinking philosophically! Remember, I was an atheist until being converted to theism through logic and science. I remember all too well what life was like prior to allowing God in the equation. If we say "There is no God," we

are in a sense saying we are God, because only God can know absolutely everything, and unless you have checked under every rock of every planet, and probed the great expanse of space, then you can't tell me that there is no God. I submit to you that I have never met anyone who had

enough intellect, power, or strength that prompted me to worship them or consider giving them absolute control of my life or this world.

Consider for a moment what happens when God and religion are removed from the equation of morality. That experiment was already orchestrated by Hitler, Stalin and Mao. Think about it. Moral relativism will lead a person to believe that a person, or people, or society can decide what it "feels" is right, or is acceptable, based on a majority vote or the vote of few judges, or the leadership of one charismatic man. Oh, and yes, I know the argument "we can't legislate morality!" Really? Then why do think we have all those laws legislating stealing, murder, rape, pedophilia, etc.

Consider this fact. Hitler didn't like what he considered the human weeds of society, and he got a lot of people to buy into his philosophy, his ethics and morality. So, Nazis collected all weapons, and then collected the mentally and physically disabled. Then they gathered up anyone who didn't agree with or fit their new morality. Then they killed the Poles, the Jews, and began committing infanticide, because this fit their mentality

and world view! (Buy the way, did you know a woman who had close ties to the Nazi party brought abortion to America? Do a Google search on Margaret Sanger.)

If you were a communist then, destroying any remembrance of God or religion and its adherents was okay. Hey its okay because our ruler or society says so! You say, well if theistic religion is so great and so ethical, then why are all the wars in the name of God and religion? Most people don't realize that more people have been killed during peace under atheism, and communism, then due to religious wars. Only 6.98 percent of all wars, that's 123 wars in all history, were due to religion, out of a possible 1763 wars in all recorded human history (Vox Day, *The Irrational Atheist*, p. 97.) Hitler killed millions of those he ruled, Stalin tens of millions, Mao tens of millions and they are still dying.

My point, Jesus Christ's Golden Rule, in Matthew 7:12, was not the basis for Christian ethics and morality. Which could easily be twisted into "Do unto others as you think they would like to do to you." The true basis for ethics and morality comes from a higher source, and unchanging wellspring, a foundation that never changes - even if the polls say otherwise! When Jesus was asked, "Teacher, which is the greatest commandment in the Law?" Jesus answered, "'Love the Lord your God with all your heart and with all your soul and with all your mind.' This is the first and greatest commandment. And the second is like it: 'Love your neighbor as yourself.' All the Law and the Prophets hang on these two commandments."

I submit that you must love the source of truth in order to love ethics and morality in a constantly changing society. Where do you get your ethics and morality?



# WANTED: Honest Feedback

by Staff Sgt. Meredith Mingledorff  
349th Air Mobility Wing

First Term Airmen were called to the Travis Air Force Base theater Saturday for a feedback session with Col. Maryanne Miller, 349th Air Mobility Wing commander.

“My job is to hold you all accountable and keep this Wing moving in the right direction,” said Colonel Miller. “I need to know what is working and what isn’t and that requires honest communication from you guys.”

Colonel Miller introduced the group commanders and added, “You guys better not duck when you see us coming. You better look us in the eye, shake our hand,

and give us honest (and respectful) feedback about how we’re doing”

Guest speaker Col. Jim Patterson, 932nd Medical Group commander, Scott Air Force Base, Ill., spoke for several minutes about the pride and patriotism of our junior enlisted troops.

“It’s on your back that wars are won,” said Colonel Patterson, “You are the people that do the job and I think you are awesome! You are making a difference in this great country and you should be proud. I know I’m proud of you, I’m proud to be associated with you and I am in awe and impressed by you everyday!”

Patterson went on to speak of leadership and how it is a choice and

should not be taken lightly. He expressed concern for troops at all levels and said that it is the job of those in leadership positions to take care of their troops above all else.

“Leaders must have vision and that includes the vision to raise others up to take your place. It is our job, to train you, you are our replacements,” added Patterson, pointing to himself, the wing commander and four group commanders.

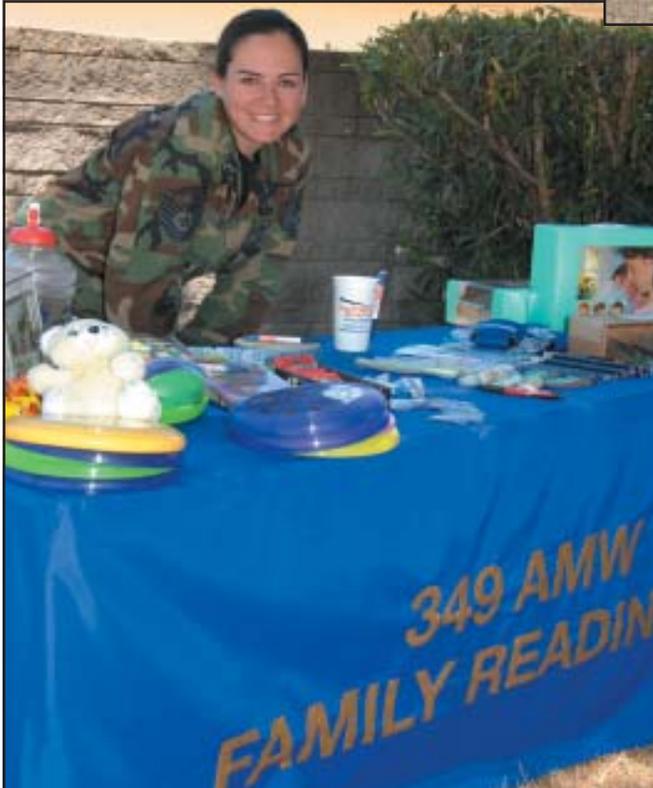
“When your group commanders come to you with questions they really want to know what’s going on,” said Col. Miller. “We are here for you, so speak up and tell us how we’re doing.”



Photo by Master Sgt. Wendy Weidenhamer, 349th Public Affairs

Col. Maryanne Miller, 349th Air Mobility Wing commander, addresses an audience of First Term Airmen at the Travis Air Force Base theater, July 12. Colonel Miller was looking for a feedback on how wing leadership was doing.

# 349th Airlift Control Flight's Family D



# Day -- time for a feast, fun in the sun

**Families Rock**



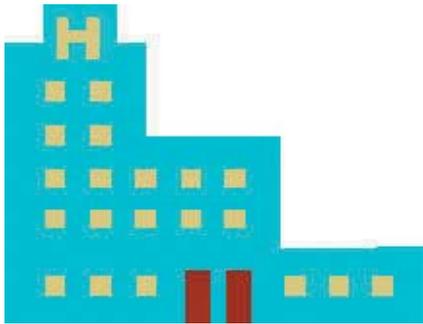
Photos by Master Sgt.  
Wendy Weidenhamer,  
349th Public Affairs

## Think 'Military Treatment Facility' if injured on the job

When an Air Force civilian employee is injured on the job, time can be vitally important in getting that injury treated. One of the best solutions for both the employee and the Air Force is to use the base military treatment facility emergency room, – yet few employees take advantage of this resource.

“A recent Air Force audit on the Worker’s Compensation Program found that less than 33 percent of injured employees seek out care at the MTF,” said Matt Newburn, Employee Management Relations program manager at the Air Force Personnel Center, Randolph Air Force Base, Texas. “Although the AF audit only looked at 12 bases; it showed that an additional \$3.4 million dollars was paid in workers’ compensation medical costs as a result of employees not using the MTF.”

The Worker’s Compensation Program pays 100 percent of a covered employee’s health costs, so if money isn’t a prime factor, why don’t injured employees go to



the MTF?

“We believe that injured civilian workers feel that they aren’t eligible to be treated at the MTF or that there won’t be room for them,” said Mr. Newburn. “But in most instances, that isn’t true.”

Most, but not all, base medical facilities have the resources to provide emergency treatment to a civilian injured on the job. The military treatment facility commander can provide care to federal employees based on space and facility limitations, staff capabilities, quality assurance concerns, effective use of the facility and resource and mission requirements. However, sometimes base MTFs experience temporary manning shortages as active duty members are deployed during wartime and other factors.

“Ask your supervisor if your base hospital accepts civilian employees for the initial treatment of a job related injury,” said Mr. Newburn. “Each Civilian Personnel Flight has a designated staff member who administers the installation injury compensation program. Your supervisor should contact that person to find out if your base can assist with a job related injury in an emergency.”

The Air Force would like to see an increase in MTF usage by civilian



**“We believe that injured civilian workers feel that they aren’t eligible to be treated at the MTF or that there won’t be room for them. But in most instances, that isn’t true.”**

**--Mr. Matt Newburn  
Employee Management  
Relations program manager**

employees injured on the job. Using the MTF will expedite treatment of the medical emergency and in time result in an overall reduction of injury compensation costs.

The saying is that “time is money.” When injured on the job, a federal employee can receive timely emergency health care for a job related injury by using the base hospital whenever it is available. (AFPC)

### The Airman’s Creed

I am an American Airman.  
I am a Warrior.  
I have answered my Nation’s call.

I am an American Airman.  
My mission is to Fly, Fight, and Win.  
I am faithful to a Proud Heritage,  
A Tradition of Honor,  
And a Legacy of Valor.

I am an American Airman.  
Guardian of Freedom and Justice,  
My Nation’s Sword and Shield,  
Its Sentry and Avenger.  
I defend my Country with my Life.

I am an American Airman.  
Wingman, Leader, Warrior.  
I will never leave an Airman behind,  
I will never falter,  
And I will not fail.

### Maintenance Quarterly Award winners 3rd Quarter 2008

Senior Noncommissioned Officer  
**Master Sgt. Raymond Lumaye**  
945th Aircraft Maintenance Squadron

Noncommissioned Officer  
**Staff Sgt. Sheryl Baza**  
945th Aircraft Maintenance Squadron

Airman  
**Senior Airman Autumn Ohlendorf**  
349th Aircraft Maintenance Squadron

## UNIT VACANCIES

AFSC	AFSC Title	Grade	#	AFSC	AFSC Title	Rank	#
11M3A	Mobility Pilot, C-5	Officer	1	3E052	Electrical Power Prod	SSgt	4
11M3K	Mobility Pilot, C-17	Officer	1	3E291	Pave & Const Eqp	SMSgt	1
12M3Y	Mobility Navigator	Officer	1	3E452	Liquid Fuel Sys Maint	SSgt	1
1A051	In Flight Refueling	SSgt	2	3E453	Environmenta	SSgt	1
1A151	Flight Engineer	SSgt	1	3E771	Fire Protection	MSgt	1
1A251	Aircraft Loadmaster	SSgt	6	3E851	Explosive Ord Disposal	SSgt	2
1A271	Aircraft Loadmaster	TSgt	1	3E891	Explosive Ord Disposal	SMS/CMSgt	1/1
1C351	Command Post	SSgt	1	3E951	Readiness	SSgt	1
1N051	Operations Intelligence	SSgt	1	3N090	Public Affairs	SMSgt	1
1N071	Operations Intelligence	TSgt	3	3P051B	Sec Frces/Combat Arms	SSgt	1
1N071	Operations Intelligence	SMSgt	1	3S251	Education & Training	SSgt	7
21R3	Logistics Readiness	Officer	2	41A3	Health Services Admin	Officer	2
2A551J	Aerospace Maint, C-5	SSgt	12	44M3	Internist	Officer	3
2A551L	Aerospace Maint, KC-10	SSgt	2	44Y3	Critical Care Medicine	Officer	3
2A571	Aerospace Maint	TSgt	1	45A3	Anesthesiologist	Officer	1
2A652	Aerospace Ground Equip	SSgt	6	45B3	Orthopedic Surgeon	Officer	1
2A655	Aircraft Hydraulic System	SSgt	4	46N3	Clinical Nurse	Officer	3
2A672	Aerospace Ground Equip	TSgt	1	46N3E	Clinical Critical Nurse	Officer	5
2A692	Aerospace Ground Equip	MSgt	2	48A3	Aerospace Medicine Sp	Officer	2
2A751	Aircraft Metals Tech	SSgt	1	48R3	Diagnostic Radiologist	Officer	1
2E173	Ground Radio Comm	TSgt/MSgt	1/1	4A000	Medical Admin	SMSgt	1
2T251	Air Transportation	SrA	17	4N091	Aerospace Medical Svc	MSgt	1
2T251	Air Transportation	SSgt	4	4N091	Aerospace Medical Svc	SMSgt	1
32E3G	General Civil Engineer	Officer	1	151J3	Judge Advocate	Officer	1
32E3H	EOD Engineer	Officer	1	5J051	Paralegal	SSgt	1

For more information about these vacancies, go to <https://www.afpc.randolph.af.mil/afpcsecure/MainMenu.asp>.

## PROMOTIONS



**Chief Master Sergeant**  
Chris N. Dinnell, 349th CS



**Senior Master Sergeant**  
David A. Johnson, 349th CMS  
William L. Travers, 312th AS



**Master Sergeant**  
Lonnie A. Clute, 349th CS



**Technical Sergeant**  
Neelie M. Bradley, 349th ASTS  
Katrina E. Brown, 55th APS  
Louann M. Cornell, 749th AMXS  
Darnell Green, 349th AMDS  
David F. Greene, 945th AMXS  
Delmora N. Holman-McClendon, 349th ASTS  
Amber D. Mathis, 349th OSF  
Jason T. Orendorff, 55th APS  
Bradley M. Philpot, 45th APS  
Talbert C. Reese, 79th ARS  
Norma Rodriguez, 349th AMW



**Staff Sergeant**  
Michelle T. L. Almond, 349th MDS  
Dexter L. Didulo, 349th CS  
Homer M. Lee, 349th MDS

Sweden G. Lerma, 349th AMDS  
Richard L. Manuntag, 312th AS  
William J. O'Sullivan, 349th EMS  
Adam L. Weber, 349th AMXS



**Senior Airman**  
Jose A. Berlanga III, 349th EMS  
Patrick J. Bloom, 301st AS  
Roy G. Burrage, Jr., 945th AMXS  
Shawn S. Halfacre, 945th AMXS  
Ricardo J. Ortega, 349th EMS  
Simon Z. Sarkis, 349th EMS  
Marvic C. P. Sibal, 945th AMXS  
Christopher C. Soule, 945th AMXS  
Lori A. Toy, 349th OG



**Airman First Class**  
Jordan M. Dean, 349th AMDS

(Promotions effective July 1, 2008)

# Women's Equality Day - women making a difference

by Staff Sgt. Tachaka L. Moore  
349th Military Equal Opportunity

August 26th of each year is designated in the United States as Women's Equality Day. Women's Equality Day was first established in 1971 and instituted by Rep. Bella Abzug, who was a well-known American political figure and a leader of the women's movement. She famously said, "This woman's place is in the House, the House of Representatives." Ms. Abzug was a 1947 Columbia Law School graduate admitted to the New York Bar in 1947 and was known for her work in the peace movement, civil liberties, and later feminism. She cofounded the Women's Environment & Development Organization to mobilize women's participation in international conferences, particularly those run by the United Nations. August 26th



commemorates the passage of the 19th Amendment, to the U.S. Constitution. The movement is known to have begun with the

Seneca Falls Convention in 1848, when women drafted a Declaration of Sentiments proclaiming they had the same rights as men. After years of petitioning, picketing, and protest parades, the 19th Amendment was passed by both houses of Congress and in 1920 it became ratified under the presidency of Woodrow Wilson. This amendment gave U.S. women full voting rights.

We celebrate Women's Equality Day to commemorate the tremendous positive change brought on by the Women's Movement. Countless millions of women have planned, organized, lectured, wrote, petitioned, lobbied, paraded, and broke new ground in every field imaginable, therefore changing our world. The change for women was especially beneficial for women in the armed forces. Women were critical to the success of the military's operation during World War I. According to Judy Bellafaire, historian at the Women in Military Service for America Memorial in Arlington, Va., "Without any doubt, they were exceptionally important. If they had not been desperately needed, it wouldn't have happened." Women served in many positions in direct support of military efforts. About 74,000 women served in the American Army and Navy Nurse Corps in World War II.

Military women were excluded from

combat positions, but that didn't keep some from being in harm's way. Some nurses were in or near combat zones or on ships. Today with an increased in operations tempo, female Soldiers are stepping up to take on some of the roles traditionally filled by males such as providing unit and convoy security. Some units, including military police, are using an increasing number of females for patrols outside the wire.



Today, American women are leaders in business, government, law, science, medicine, the arts, education, and many other fields. According to an article by Jone John Lewis, women-owned businesses account for nearly half of all privately held firms and are opening at twice the rate of male-owned businesses. Through vision, determination, and a strong work ethic, remarkable American women have broadened opportunities for themselves and women around the world. Women can be proud of the legacy of the Women's Rights Movement.

## Seventh Annual Operation Teddy Bear Golf Tournament

by Senior Master Sgt. Alice Munoz  
349th Air Mobility Wing

On Sep. 12th the 349th Air Mobility Wing Top Three Council will host the 7th Annual 'Operation Teddy Bear' Golf Tournament at Cypress Lakes Golf Course. Registration begins at 9 a.m. followed by a Shotgun start at noon. Prices are as follows: E1 to E4: \$35.00; E5 and above / DoD Civilian: \$46.00 and guests: \$50.00. Deadline for entry is Sep. 10th. E-mail team entry to: Leslie.Yu@travis.af.mil.

OTB is a 349th Top Three Council sponsored community service project that begins in early November and runs through the holiday season. Santa and his elves, along with assistance from many reservists in uniform, make the rounds bringing cheer and spreading good will to economically disadvantaged children; many of whom do not have much else to help them celebrate. Santa and his elves hand-deliver a Teddy bear and a bag stuffed full of goodies to each kindergarten and preschool child on Santa's "list." The bags contain coloring books, crayons, cookies, fruit, juices, candy canes and various other items donated by local merchants or purchased with money raised through fund-raising

events such as the golf tournament.

'Operation Teddy Bear' is a nonprofit organization and as such we rely on donations to reach our goal. This year we need to raise \$15,000 in order to provide this humanitarian service to the local children. OTB is hoping to add at least one new school to this year's outreach project. In addition to reaching the children, OTB volunteers will visit families residing at the Fisher House, critically ill and injured personnel at David Grant Hospital and also homeless families at the Heritage House in Fairfield. Last year OTB was able to visit a record ten schools, the Fisher House and David Grant Medical Center, and in so doing, touched the lives of more than 1,000 children in Vallejo, Fairfield, Vacaville and Dixon.

The 7th annual golf tournament is the first large scale fund raising project supporting OTB this year. We need your support in continuing to bring holiday cheer to disadvantaged children.

Golfers, please get your teams together and come out and support this great humanitarian fund-raising event. If you are not a golfer, please come out and assist us with the registration and prizes. It is truly a fun time! POCs for the event are Master Sgt. Leslie Yu at (707) 424-5353 and Senior Master Sgt. Alice Munoz at (707) 424-1368.

# RPA to EOD – ‘ABCs’ of filling AF civilian job

Most civilian jobs in the Air Force begin with a request for personnel action, or RPA. They end with an entry on duty date, or EOD. During the past 12 months, the entire process has taken an average of 136 days from the initial completion of the RPA to a person arriving for duty. Control of the process changes throughout between the selecting official, civilian personnel flight and employee candidate, but 62 percent of those days happen at the Air Force Personnel Center.

The 2007 historical averages plays out something like this: the base-level manager takes four days to complete the original RPA. The installation civilian personnel office takes 20 days to route the RPA through classification and other checks and balances.

By the time the RPA arrives at AFPC, the manager has had a vacancy for nearly 30 days. The RPA hits an AFPC Management Advisory Clearing House or MACH “inbox” and a personnelist opens the request immediately, which starts the AFPC clock ticking. This piece of AFPC staffing process historically takes 40 days.

During that time a number of actions are taking place, such as the requisition of the Priority Placement Program, management advisory, the announcement being built and an assessment tool being selected.

“Department of Defense standards suggest that a personnel action be processed in 45 days, meaning a listing of candidates is provided to the manager within that time,” said Col. James Sturch, director of Civilian Force Integration at AFPC. “So AFPC is actually exceeding the DoD metric with an average 40 day turn time.”

The statistics show the manager takes an average of 28 days to select an individual from the list of candidates and notify AFPC of that selection.

This time-line to ‘fill the seat’ can be reduced, according to Robbie Brown, technical advisor to the deputy director of Civilian Force Integration at AFPC. “We give managers up to 90 duty days to get back to us with a selection, but the earlier they respond with a selection, the faster we can process it,” said Ms. Brown.

When management has selected their top three candidates and gets

that selection into the system, AFPC goes into action to do the final determination whether those individuals can be appointed and make the job offer.

“The average time between selection and entry on duty is 44 days, but that time includes the individual’s relocation time, if needed,” said Ms. Brown. “Depending on the individual and manager’s needs, an EOD can be weeks or months. Those details are established during the job offer.”

Other contributing factors on the road to getting a person in the seat are government programs mandated by the Department of Defense, Air Force and now, the National Security Personnel System. A listing of job candidates, referred to as a certificate, must be reviewed based on the mandated programs.

“Some of our candidate certificates have hundreds of names and we must ensure that those candidates are qualified so we can provide a quality product to the selecting official,” said Ms. Brown.

One program that can potentially add time onto the hiring process is DoD’s Priority Placement Program. PPP promotes the rights and stability of civilian employees affected by changing manpower requirements, such as unit closure, mission change and Reduction in Force, and provides maximum opportunity for placement in other DoD positions. The list of “PPP” candidates must be checked/reviewed every time an RPA is opened for a fill action and follows a unique set of rules established by DoD.

“An individual ‘matches’ on a job if he or she is registered in a particular career field occupational series and matches the knowledge, skills or abilities identified in the job description for the particular vacancy,” said Ms. Brown, “and a name can match at any time during the vacancy announcement process until a candidate certificate is issued to the selecting official.”

While the PPP adds time to the overall fill action, AFPC works expeditiously to ensure managers get the right candidate listing for their vacancy. A program incorporated into AFPC’s process to that effect is the Management Advisory Clearing House or MACH.

The MACH makes initial contact with the selecting official to ensure the RPA is annotated with everything management wants. Their goal is to provide selecting officials a personal contact and serve as AFPC’s face to the customer.

“Many selecting officials will select every ‘box’ on the RPA’s recruitment source, not realizing the additional time added to the staffing process to review the candidates,” said Ms. Brown. “The MACH team walks through those items with management to help them narrow their recruitment choices, which saves time during the overall process.”

The National Security Personnel System offers some staffing flexibilities that can significantly reduce the hiring process time. Management can name request an employee who currently or previously performed work comparable to the vacant position. Also, management can do an NSPS ‘alternate certification’ request for a current Air Force civilian employee.

“We encourage selecting officials and managers to consider using the NSPS staffing flexibilities in lieu of standard competitive recruitment methods,” said Ms. Brown. “If a selecting official is unsure of all the options, our staffing personnel can discuss them during the management advisory portion of the hiring process.”

AFPC also has 22 career field management teams that are integrated with the personnel staffers to manage force development programs and ensure centrally managed positions are used for force development purposes to the maximum extent possible.

“The entire civilian fill process is very complicated,” said Ms. Brown. “It’s a progression of steps, and constant transfer of control, to make sure the best and most qualified person is hired. It takes all of us working together to ensure we place the right person, at the right time in the right place to serve our Air Force.” (AFPC)

# "ABOVE ALL"

## 349 AIR MOBILITY WING ANNUAL AWARDS BALL

Saturday, 18 October, 2008

Social: Six o'clock / Dinner: Seven o'clock  
(Dancing will begin after the Formal Program)

Delta Breeze Club Ballroom  
Travis Air Force Base, California

*Military: Semi-Formal / Mess Dress    Civilian: Formal*  
*Cost: \$30 for Club Members / \$32 for Non-Club Members*

*R.S.V.P. by 22 Sep 2008 (20% late fee after 22 Sep 2008)*  
*See E-Invitation to register and for menu selection*

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