

MO NEWS

January 2004

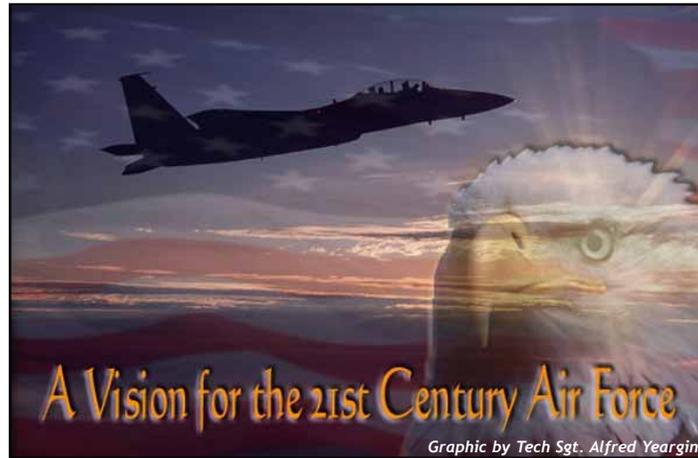
Strategic Partnership Campaign Plan

New approach aims to get more 'blue-suiters doing blue-suit' work

By Maj. Mike Williams
HQ USAF, Competitive Sourcing and Privatization Division

The Air Force Competitive Sourcing and Privatization Division has designed a strategically focused, nontraditional approach to determine the feasibility of leveraging a strategic partner to succeed with multiple leadership initiatives. These initiatives involve examining structure, new technologies and demographic issues.

We are working with representatives from Headquarters U.S. Air Force Personnel, the Office of the Secretary of the Air Force for Acquisitions, and Headquarters Air Combat Command's Program Management Squadron to finalize this new approach. This new approach will operationalize a concept for consolidating contracted activities (Air Force-wide) within a functional area under one contract. The proposed contract will contain an expansion provision. This provision will include the same type of commercial activities in conjunction with re-competing existing most efficient organizations. It will also include the conversion of other activities that are unrelated to core competencies. We named this project the Strategic Partnership Campaign Plan. This plan is one of the Air Force's first efforts to move to a performance-



based, output-oriented business approach, as opposed to the current input-oriented, regulatory and compliance-based constructs.

The SPCP is both an integral component and a natural extension of the work performed by the Human Capital Task Force, Core Competency Review and customer service transformation projects. Like those projects, the purpose of the SPCP is to support the President's Management Agenda and the Department of Defense's transformation of business activities. The SPCP also supports our commitment of getting "blue-suiters doing blue-suit" work. An overarching objective is to form a strategic partnership with the private sector for performing work that is not military essential, not inherently governmental, and is unrelated to core competencies. By achieving this ob-

jective, the Air Force and DOD will be able to shift critical resources to stressed career fields in support of operational requirements.

Here's the current grand concept: We plan to implement the SPCP by following a three-phased approach, which will be prototyped using the Personnel and Manpower and Organization community as the first study area. Phase One (establish baseline) and Phase Two (develop transition plan) are in progress and are scheduled to run concurrently into the early part of this year. Phase Three (execute transition plan) is scheduled to begin this April.

Anticipated benefits include the following:

- increasing Air Force functional involvement in establishing a strategic plan for the Air Force
- reducing costs by re-

ducing overhead associated with contract administration and standardizing the level of services

- getting the Air Force out of businesses that are unrelated to core competencies
- shifting resources to meet operational requirements.

Issues still need to be worked as part of implementing the SPCP. They include finding new funds to execute the plan, meeting the objectives of Small Business Administration programs, satisfying the interests of national unions, and sourcing additional manpower to meet the short-term surge requirement for contracting and functional areas involved. A critical element of this plan is to create an exportable process that can be applied across the Air Force and potentially throughout DOD.

This strategic vision is so profound that DOD policies toward utilizing the Office of Management and Budget's Circular A-76 process must be reconsidered. We'll be working that aspect of this initiative also. If anyone has any ideas in this regard, please let us know. Only through a proven success will a new and different fundamental DOD policy on the application of the OMB Circular A-76 process be considered.

MO NEWS

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Manpower Agency**

HQ USAF/DPM

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AFMIA becomes AFMA

Brig. Gen. W.P. "Bear" Ard, director of Manpower and Organization, and Col. William C. Bennett Jr., Air Force Manpower Agency commander, unveil the new AFMA guidon during a recent re-designation ceremony. The new name represents a shift in mission priorities to better support today's expeditionary Air Force. See story on Page 6. (Photo by Mr. Richard Salomon)

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Commands on tap for the next



The next issue of the MO News will be available in April.

The Air Force Reserve Command and the Air Force Special Operations Command are on tap to provide information for that issue.

Submissions are due to the editor by March 12.

Submitters are encouraged to include photos, graphics or any other imagery that would highlight the submission. Please include full identification of people (full name, rank

and title) in photos and spell out all acronyms on first reference.

In addition, send photos and graphics as separate files (.jpg or .jpeg) – not embedded in Word, PowerPoint or e-mail documents. See the information at left for further guidance.

For more information, call Mr. Richard Salomon at DSN 487-6598 or e-mail him at Richard.Salomon@randolph.af.mil. Mail submissions to mo-news@randolph.af.mil.



AFMC's new tool aids performance management mission

The Air Force Materiel Command's performance management program now has a Web-based management tool that will help streamline the information flow of performance data to commanders. It will also help provide a mechanism for intervention and for proactive management actions.

This tool, called the Strategic Management Information System, was developed to meet these objectives. SMIS will also be used to track strategic plan implementations and outcomes.

SMIS has been operational since January 2003 and is expected to be fully capable by fiscal 2005. SMIS is based on a "balanced scorecard" of metrics, as defined by Drs. Robert Kaplan and David Norton (the recognized architects of the balanced scorecard). Metrics and performance targets have been identified in

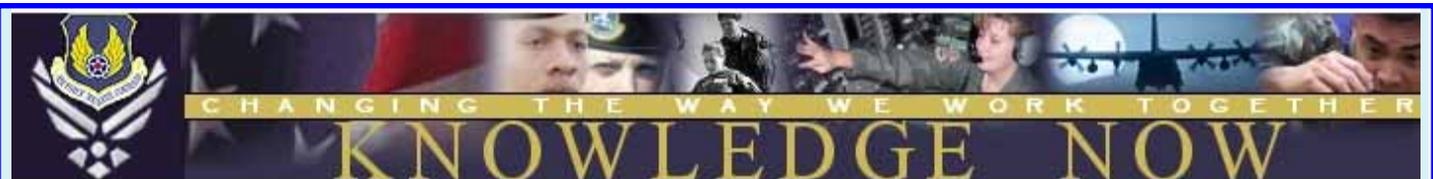
customer effects, internal processes, learning and growth (workforce and infrastructure), and in the financial area.

Although it is not yet a balanced scorecard, SMIS currently conveys three sets of metrics in three scorecards: command (AFMC), major command, and strategic/improvement Initiatives. Both the MAJCOM and strategic scorecards are still in development. As AFMC works to re-address goals and standards from a customer perspective, these areas will begin to be populated. Also, as cause-and-effect relationships among metrics are examined, SMIS will have the necessary linkages to portray a balanced scorecard.

The data, used to populate the command scorecard and the initial iteration of the MAJCOM scorecard, is being provided by the various metric owners at

headquarters. It is being provided from data systems such as the Weapon System Management Information System and the Enterprise Data Warehouse. Since SMIS is not intended to compete with or replace detailed "analysis" IT systems, SMIS links provide a "quick-look" assessment. However, the system does provide a "drill-down" capability by center, weapon system, process, etc. The intent is for users to be able to drill-down deep enough to identify problems.

SMIS is currently being considered to convey the Air Force logistics balanced scorecard and the Purchasing and Supply Chain Management balanced scorecard. For more information, visit <https://smis.msg.wpafb.af.mil>. (Courtesy of the Air Force Materiel Command)



AFMC's integrated Web site, Knowledge Now, has a cleaner look with all the functionality of the three previously separate Web sites. Use Knowledge Now (<https://afkm.wpafb.af.mil/>) to locate and access the latest policy direc-

tives, forms, federal acquisition regulations & supplements, common practices, sample formats, expert wisdom & advice, guides, management support tools, and more.

If you have ideas or suggestions on

how to approve this Web site, contact Mr. Neil Reinsmoen or Mr. Steven Wypiszynski at DSN 986-2356. Access to this site is limited to military (.mil access) computers. (Courtesy of AFMC)

AOC, other air war terms explained

By Master Sgt. Kelly Myers

*ACC Manpower Requirements,
Headquarters and Special Activities*

The Air and Space Operations Center is the Air Force entity designated for the Commander of Air Force Forces to command and control the air war. When the air war includes Navy and Marine fixed-wing aircraft, the AOC becomes the Joint Air and Space Operations Center. When the operation becomes combined with international air forces, the AOC is called the Coalition Air and Space Operations Center.

The Commander Air Force Forces is the leader of all the blue-suiters in the operation, whether it's an AOC, Joint Air and Space Operations Center, or the Coalition Air and Space Operations Center. This individual is usually the Joint Forces Air Component commander. In other words, if it's got U.S. wings, he's the boss. The Air Force Forces staff provides support to blue-suiters in the theater — beds, bullets and beans. The air commander can be positioned aboard a ship and is referred to as a "JFACC afloat," but this doesn't mean the Joint Forces Air Component commander is a naval officer. The Coalition Forces Air Component Commander can be from any country represented in the coalition, but that person is usually a senior U.S. Air Force officer, since we normally have the bulk of the force.

This command process may seem fairly easy, but, in practice, it takes intricate coordination among many coalition partners and their command and control structures. For example, the 7th Air Force commander at the Korean Peninsula is the Coalition Forces Air Component commander. This commander operates from a Coalition Air and Space Operations Center known as a Hardened Theater Air and Space Control Center. In addition, that person is also Commander Air Force Forces. This individual is also Deputy Commander, U.S. Forces Korea; Commander, Air Component Command, Republic of Korea and U.S. Combined Forces Command; and Deputy Commander in Chief, United Nations Command. The command and control structure in place allows this commander to fulfill all these roles and missions.

In a most simplified example, here's a description of the AOC. The AOC is organized around three fundamental processes:

- The Combat Operations Division -- fully engaged in fighting the day's air war
- Combat Plans -- poised to look at the following day
- The Strategic Plans Division -- focused beyond the other two to help shape the air war for the coming days.

To place greater emphasis on this

critical command and control system, the Air Force has classified the AOC as its own weapon system. Although Air Force aircraft is what usually comes to mind when the term weapon system is used, the underlying principle for the term applies to the AOC. For example, a trained F-15E Strike Eagle pilot at Seymour Johnson Air Force Base, N.C., can fly an F-15E at RAF Lakenheath, England, or at some other deployed location. With standardized tactics, training, and procedures, the same concept is being implemented for the AOC. A communications or intelligence specialist trained for the AOC at Barksdale AFB, La., can deploy to any other fixed or deployed AOC and immediately be an effective member of the team.

The Air Force Doctrine Directive-2 indicates the AOC, the Joint Air and Space Operations Center, or the Coalition Air and Space Operations Center are the focal points for air operations planning and execution. These centers are where centralized planning, direction, control, and coordination of air and space operations occur for those forces the Commander Air Force Forces controls. The Commander Air Force Forces is vital to the concept of centralized control and decentralized execution. The AOC makes it happen.



"We are now engaged in a global war with an elusive and resilient enemy who does not employ traditional means of warfare. These new realities underscore the absolute necessity to adapt our force. As airmen, I ask you to treat "transformation" as a mindset rather than a process. It is a state of mind that is willing to explore adaptations of existing and new systems, doctrines, and organizations — one that will allow us to be truly relevant in the era in which we find ourselves."

— Dr. James G. Roche, secretary of the Air Force
Remarks to the Air National Guard Senior Leadership Conference, Dec. 15, 2003

Manpower consultants offer plenty in their ‘bag of tools’

By Mr. L. J. Schoffstall
Chief, MO, 91st Space Wing,
Minot AFB, N.D.

Even though functional departments and higher headquarters determine manpower standards, commanders often associate manpower offices with “cuts, black hats, and smoke ‘n mirrors.” It’s time to break that image!

It is important that commanders know the services that a manpower office can provide them. When a manpower technician visits a commander concerning authorization changes, those changes and how we can help need to be explained.

Commanders often aren’t aware that the manpower office has the technical expertise to perform consultant services. Most commanders have at least one manpower area they feel needs improving. As consultants, we can examine problems and processes across the base.

I realize, however, that some people don’t like outsiders looking at their home turf. But if we, as manpower consultants, explain what we offer in our “bag of tools,”

they would surely appreciate the help.

The key to any successful program is a professional approach. Here are a few rules to remember before you start a consultant project:

- √ Be competent and honest
- √ Place the client’s interests first
- √ Maintain independence of thought and action
- √ Hold the knowledge of clients in strict confidence
- √ Strive to improve professional skills
- √ Observe and advance



professional standards of management

√ Maintain high standards of personal conduct.

The consultant business is built on integrity. Be professional in your dealings and give your client the best process improvement services possible.

I can talk to you all day about the “do’s” and “don’ts” of consulting, but the name of the game is to assist the customer. By utilizing this service properly, you not only place the manpower office in a good light, but you also end up with a delighted customer.

Luke AFB officer shares top 10 ‘pearls of leadership wisdom’

By Lt. Col. John Sieverling
56th Operations Group, Luke AFB, Ariz.

LUKE AIR FORCE BASE, Ariz. (AETCNS) – I’d like to share a few pearls of leadership wisdom I gained from the experiences I’ve had during my career. Below are 10 phrases I have used in welcome briefings, commander’s calls and mentoring sessions. Moreover, I contend they apply to anyone in a supervisory role, regardless of rank or career field.

10. Trust your instincts. Sticking with my gut reaction never failed me. Just like trying to correctly answer that tough, multiple-choice question on an exam, odds are your first choice is probably the right one. Certainly be bold if necessary, but if something

smells a bit fishy about that new idea, trust your experience. The hair on the back of your neck is standing up for a reason.

9. If you have to ask someone who’s been drinking if they are OK to drive, they aren’t. Drinking and driving is the number one off-duty problem that continues to plague our service by taking innocent lives, tearing families apart and ruining careers. Never ask over-imbibing buddies for their car keys – demand them.

8. Delegate authority, not responsibility. Delegation is one of the simplest yet most overlooked ways to lead and develop future supervisors. I’m not talking about the unpleasant or menial aspects of your job, but a task that requires your temporary authority and poses a leadership challenge for your troop. Give them enough rope to work with, but remember, you are still responsible. Don’t micromanage. Provide a vector, set a suspense and offer guidance as necessary.

7. Get the resources and get out of the way. Very few units these days have expanding manning rosters and budgets. Once your organization has the

tools required, stay out of the way and let the experts do what they do so well.

6. Praise in public, punish in private. Frequent chest-swelling “attaboys” in front of peers do incredible things for boosting individual performance and unit morale. From my experience, you can never praise enough. On the flip side, never punish or embarrass a subordinate in front of the other troops, whether out of your own frustration or to teach them a lesson. Using “reply all” e-mails to publicly admonish a subordinate in front of the electronic group is weak leadership, plain and simple.

5. Sixty-hour workweeks create stepchildren and veterans. There are times when the job demands 12-hours on, 12-hours off or more, but too often this temporary schedule somehow becomes the rule instead of the exception. I have seen too many marriages fail and sharp airmen of all ranks leave active-duty due to ever increasing work requirements that workaholic supervisors should have addressed.

(See *LEADERSHIP*, Page 7)



AFMIA re-designated as AFMA

By Mr. Richard Salomon
Air Force Manpower Agency

The Air Force Manpower and Innovation Agency officially became the Air Force Manpower Agency Dec. 1.

According to Col William C. Bennett Jr., AFMA commander, the new name represents a shift in mission priorities to better support today's expeditionary Air Force.

"AFMA's mission must focus on quantifying manpower requirements for capabilities throughout the full-spectrum of conflict, from in-garrison peacetime to wartime deployment requirements," said Bennett. "This change represents a significant shift from our previous Annual Planning and Programming Guidance focus of most efficient manpower requirements for home station and peacetime functions."

Capability-based manpower deter-

minants will be the primary tool used to obtain this objective. This tool will quantify manpower for multifunction capabilities that support the Air Force's concepts of operations.

The name change does not mean that AFMA will de-emphasize their efforts to identify process improvements through CBMDs, A-76 competitive sourcing studies, or performance management initiatives. For example, AFMA's performance management team will continue to supply Air Force senior leaders valuable performance information to help them determine where improvements are needed. Their efforts help provide a target for the Office of the Secretary of Defense's move to performance-based budgeting.

AFMA is a field operating agency that reports directly to Headquarters U.S. Air Force Directorate of Manpower and Organization. AFMA currently has one



squadron and four divisions: The Air Force Manpower Requirements Determination Squadron, the Competitive Sourcing Division, the Information Systems Division, the Performance Management Division, and the Headquarters Support Division. AFMA also has a subordinate flight, the Air Force Manpower Readiness Flight, located at Fort Detrick, Md.

AFMA will continue to play a pivotal role in measuring and documenting the Air Force's manpower requirements.

Required grades important to the AF Grades Allocation Process

By Mr. Bryant Stone
Air Force Manpower Agency

Every two years, the Air Force allocates enlisted and officer grades. The Air Force Grades Allocation Process for fiscal 2005/2006 will be getting underway shortly. The purpose of the grades allocation process is to ensure that all Air Force units get their fair share of grades. However, some units will not get their fair share because their required grades are not up to date. **Required grades are a key part** of the Air Force Grades Allocation Process, which provides the baseline for the development of the fair share distribution of Air Force grades.

Here is some background on the grades process. The grades allocation process is an important program that benefits the Air Force in three ways:

- It provides a fair share distribution of grades from lieutenant colonel to airman first class to all commands based on required grades in the command Manpower Data System.

- It ensures the number of authorized officer and enlisted grades do not exceed ceilings established by Congress, the Department of Defense and the Air Force.

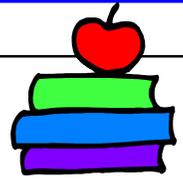
- It provides the personnel community a target for managing personnel accessions, training requirements, promotions and assignments.

We will develop "grade factors," which are the percentages of each grade allocated to the commands. These percentages are applied to a command's end-strength or Future Years Defense Plan whenever there are changes based on allocations from Air Staff. There are two very important facts to remember when it comes to grade factors. First, the grade factors are based on required grades of authorized positions. Therefore, if **your** required grades are inaccurate, **your** grade allocation will be inaccurate. Second, if the grade factors are not reapplied when end-strength changes, your command grade struc-

ture will be incorrect. So, we strongly encourage all commands to ensure their MDS database (their unit manpower document) is up to date and is as accurate as possible. These updates should be completed by the end of April to ensure that the correct required grades are on authorized positions. The baseline for this allocation will be fiscal 2005/2004 from the April 2004 end-of-month MDS central snapshot.

It is important for your base, your command, and the Air Force that we get the grade allocation as accurate as possible. So remember, scrub those required grades and utilize those grade factors. The Enlisted and Officer Grades Allocation Handbooks are available at AFMA's Web site: https://www.afmia.randolph.af.mil/mip/mips/spec_studies/GradeAllocations.htm

For more information, call DSN 487-6291 or 487-2349.



Changes in the works for manpower courses

By Capt. Dona L. Byron
Instructor Supervisor,
Manpower Courses, 335th
Training Squadron

In the technical training realm, and especially with manpower courses, change is inevitable. Technical review teams and utilization and training workshops have been meeting over the last six months to discuss the future of the Manpower and Organization's officer and enlisted courses.

After each meeting, more information about what should be taught and the level of learning required for each student is brought forth. These changes range from deleting obsolete material, to creating new training guides on tasks such as capability-based manpower determination. Some tasks can be accomplished swiftly, while others require extensive research and development of new material.

Does this mean that the schoolhouse will close its doors

to update course material? Definitely not! For fiscal 2004, we have nine officer, six apprentice, and five craftsman courses scheduled. For fiscal 2005, we are looking at increasing our apprentice classes to eight. So, while the courses are undergoing revision, classes will still be taught and students will still graduate.

For the officer course, we will continue training manpower officers until at least September 2004. After that, officers may be directed to attend a manpower/personnel course that is designed to prepare them to be section commanders. I say "officers may be directed" because, as we all know, nothing is in stone when it comes to the merger of the officer career fields. In this vein, the Eaker College for Professional Development, Maxwell Air Force Base, Ala., stands ready to assist with any new course development when the information is finalized. Until that time, we will

continue to train our officers until the new course is operational.

The U & TW for the enlisted courses finished in September 2003. Currently, we are still waiting on final reports on what needs to be changed in our curriculum. When we receive the changes, the entire instructor staff at the Manpower Schoolhouse, Keesler Air Force Base, Miss., will focus on developing the updated apprentice and craftsman courses as quickly as possible. While we update and develop course material, we will frequently call on you — the experts across the manpower career field — to assist us in ensuring we have the most current and accurate information for our courses. If you are called upon to assist, please understand that we are not trying to levy additional work on an already task-saturated people; we are just working toward our ultimate goal, which is creating

the most perfect training product for our future manpower analysts.

Overall, the rewrite should have a seamless effect on the career field as my professional staff works hard to complete the updates in a timely manner. However, understand that the manpower courses are not the sole property of us who work at Keesler. These are OUR manpower courses—the responsibility of more than 700 of us who live, work, and train in the manpower community. With that in mind, please provide us your input. Let us know what we are doing well and where we can improve. Also, if you have training aids that you use in your manpower office training programs, please provide them to us. We will gladly incorporate interactive and relevant material into our current and future courses. We are proud to be able to serve you.

LEADERSHIP

4. Make the boss say "No." If your staff meetings or e-mails to subordinates contain phrases like, "What's the latest on project X?" or "Are we making any progress on program Y?," then you are losing the battle. Never make the boss continually ask for updates, but instead have him or her say "No" to several proposals and "Yes" to the best option. Bring the boss solutions, not problems.

3. The most dangerous thing we do accomplishing the mission is driving to and from work. The scariest part of my job is getting to the base and back each day. In my F-16, I am in control. Outside the main gate, however, I am completely at the mercy of that red-light-running idiot talking on his cell phone while spill-

(Continued from Page 5)

ing hot coffee in his lap. Wear your seat belt and drive defensively.

2. There is always tomorrow. There is no peacetime task we must perform or chance we must take that cannot be accomplished later. Scores of ground and flight mishaps could have been prevented if, when things weren't going according to plan, someone called a "knock-it-off" and addressed the problem after a fresh start.

1. Make sure your troops see how much you enjoy your job. Leadership made simple — have fun at work. A boss who is having a blast is incredibly contagious. Show your troops why they should stay in our undermanned, overworked company. Incredible job satisfaction awaits.

Air Force Parent

Pin Program



yourguardiansoffreedom.com

Solid training programs key to success in the field

By Chief Master Sgt. Lou Wetzel
388th Fighter Wing, Hill AFB, Utah

As a Manpower and Organization chief in the 388th Fighter Wing, Hill Air Force Base, Utah, I had the opportunity to attend the 2003 Utilization and Training Workshop last October. This year, Chief Master Sgt. Ralph Jones, manpower enlisted career field manager, changed the process slightly by inviting wing-level representatives to provide input from the field; this change definitely enhanced the process. The purpose of the U&TW is to quantify and validate apprentice (3-level), journeyman (5-level), and craftsman (7-level) training requirements for our career field. The career field manager, along with all the major command functional managers, reviewed the Career Field Education and Training Plan line by line with all subject-matter experts present. It's quite an interesting process. In addition, we reviewed and updated the MO Recruiting Handbook.

During the workshop, it became evident that little on-the-job training was being performed in the field. It appears that many MO chiefs are under the impression that the apprentice course will provide a completely qualified manpower

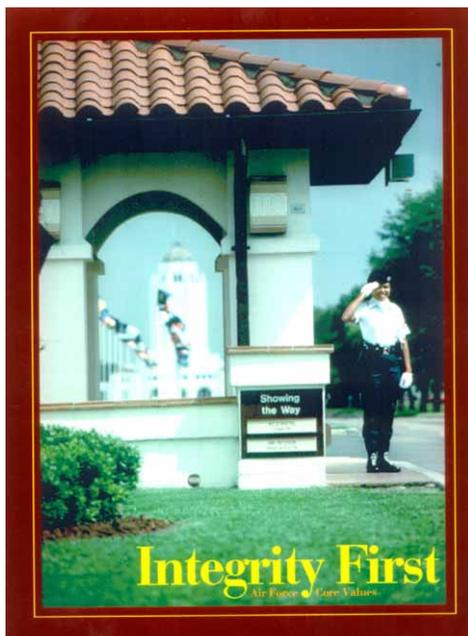
analyst. This training is an initial skills course and only introduces students to different aspects of manpower. An MO chief cannot expect a 3-level to perform on his or her own. Every manpower office should have a structured training program in place and should include informal training, OJT, computer-based training and other creative initiatives. This concept applies to enlisted members, as well as civilians and officers. One can never stop learning, especially in this career field.

It doesn't take a lot of effort to put together a sound training program; this effort would be a good job for the MO superintendent. The CFETP outlines training individuals should receive to develop and progress through their career. The CFETP can also help determine areas of expertise that are needed in the manpower office. Ask yourself, "What's the experience level?" By doing this, you are accomplishing a needs assessment. Once you know your needs, a training program can be as simple as scheduling a couple of hours a month to discuss an area in your MO that lacks expertise. Or, if the office would benefit from a more structured program and there's a need to increase presentation skills, direct your people to teach a class.

It all depends on the office environment. The Air Force Manpower Agency has a myriad of training resources at <https://www.afmia.randolph.af.mil>. We use their quality training packages quite extensively in our training program—no reason to re-invent the wheel.

One area I find challenging is getting people to delve into Air Force instructions. To deal with this issue, I instituted *MO Monthly Questions*. Every month, I develop five MO questions based on our CFETP needs and Air Force instructions. I give my folks three weeks to complete them, and then we discuss the answers and sources at one of our weekly MO meetings. It takes minimal time and forces them to research Air Force instructions. We even have fun discussing the questions because it turns into a competition to see who has the correct answer.

The bottom line is that every manpower office needs a training plan to guide individuals through their careers. A training plan provides job knowledge and proficiency, increases responsibility, encourages advancement, and is beneficial to the Air Force. Besides, aren't we supposed to be training future leaders to replace us?



MO Spotlight

Years in Air Force

21

Long-term goal

To make chief

Hometown

Shephardsville, Kentucky

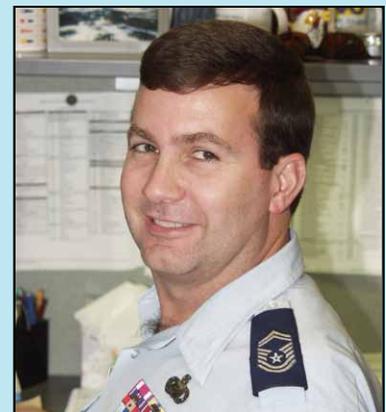
Hobbies

Sailing, snowskiing

Favorite movie

Braveheart

(Send *MO Spotlight* information and photos to mo-news@randolph.af.mil.)



Senior Master Sgt. John Clark
Air Force Manpower Agency



(From left to right) Monica, Lydia, Ann, Randy and Joseph Glick “cup up” coleslaw at the Meals on Wheels kitchen in Great Falls, Mont. The Glick family was recognized as one of four families nationwide by the Points of Light Foundation National Family Volunteer program. Lydia and Randy traveled to Baltimore, Md., last year to attend the Points of Light Foundation national convention and receive their award. (Courtesy photo)

Malmstrom MO family earns national volunteer award

Mr. Randy Glick, a man-power technician at the 341st Space Wing’s MO office, Malmstrom Air Force Base, Mont., has a passion for helping others. In fact, the entire Glick family (wife, Ann; Monica, 16; Joseph, 14; and Lydia, 12) have gone out of their way to touch the lives of those less fortunate in the Great Falls, Mont., area.

The Glick family was recently recognized for their efforts with a Daily Points of Light Award. Based in Washington, D.C., the Points of Light Foundation advocates community service through a partnership with the Volunteer Center National Network.

The Glicks work with many in their area to make sure that seniors’ needs are taken care of. Last year, the squadron in charge of the Thanksgiving dinner for needy se-

niors was overseas and the agency did not have the resources to prepare for the event. The Glick family saw this need, came in and took charge. They advertised in the base newspaper for volunteers and solicited local donations. For Thanksgiving Day, they recruited more than 30 Air Force families in the Meals on Wheels kitchen. This group completed the project and delivered 300 meals and strengthened relationships between young base families and seniors in the area. In the past, they have also organized the delivery of Christmas presents to seniors.

The entire Glick family has enjoyed the opportunity to fill in, sometimes at the last minute, delivering Meals on Wheels. They not only personally deliver meals, but find other volunteers to help out.

The Glick children invite their teenage friends to come along, which provides young people the opportunity to interact with the senior population.

The Glicks also work with the Retired and Senior Volunteer Program in distributing boxes of food to low-income seniors every other month. They have taken on a rural area about 15 miles from the city, visiting with the isolated seniors they serve. They have also been successful in finding other families to help cover the wide-open spaces. Along with other special events, the Glick family participates each year with the Foster Grandparent Program’s annual dinner. The family’s trademark is showing up with a rose for each of the program’s volunteers.

Census data shows that

the community of Great Falls is growing older quickly. Seniors’ needs are growing, but resources are diminishing. In response to these needs, the Glick family continues to develop an on-going relationship and interest with the senior population. They have come in on evenings and weekends for the past three years to prepare meals and make treats for the seniors who benefit from the Meals on Wheels program.

They have also given countless hours of service to the Cascade County Historical Society, the Montana State Fair, the Great Falls Symphony Association, and the Great Falls Spinners and Weavers Guild. (Courtesy of the Points of Light Foundation & Volunteer Center National Network)



Radio idea nets big bucks

Staff Sgt. Al-Quaddir Vines, 45th Space Wing's Communications Squadron, Patrick Air Force Base, Fla., recently earned \$10,000 for his idea to train in-house NCOs, instead of contractors, to perform certain tasks. Col. Everett H. Thomas, 45th SW vice commander; and Alexandria Mullins, IDEA program manager, presented Staff Sgt. Vines the \$10,000 check during a small ceremony at the wing headquarters building. Staff Sgt. Vines' submission explained how the Air Force could save money by training two land mobile radio quality assurance evaluators to program and install more than 3,000 new trunking radios. By having the QAEs perform the work, the wing saved \$303,607 and provided valuable training for the in-house military staff. *(Courtesy photo)*



Qatar greeting

Master Sgt. Brenda Ledermann, a resource management consultant at Warren Air Force Base, Wyo., is currently serving as a manpower requirements manager at Al Udeid Air Base, Qatar. People can send their deployment photos and stories to mo-news@afmia.randolph.af.mil. *(Courtesy photo)*



October sweep

Members of the 552nd Air Control Wing's MO office, Tinker Air Force Base, Okla., won in all quarterly award categories in the Maintenance Operations Squadron for October. Tech. Sgt. Jeffrey Threet (left) earned Junior NCO of the Quarter, 1st. Lt. Fred Saunders (right) earned CGO of the Quarter, and Master Sgt Efreem Adams won Senior NCO of the Quarter at the squadron level and for the wing. *(Courtesy photo)*