

Changes to help recruiting

A reorganization of Recruiting Service began last summer to prepare for increased non-prior service enlistment goals. More than 350 new authorizations and four new squadrons will be added (three in FY 81 and one in FY 82) to the command.

In late March 1981 the FY 82 NPS goal was increased from 73,800 to 80,800 and even larger goals are expected in the coming years. Based on analysis of market changes which have occurred over the last five or six years, a team of headquarters planners in coordination with recruiting group managers have projected boundary changes to recruiting groups, squadrons, and even flights. Real attempts were made to balance the size of the squadrons as much as possible in order to

equalize the support workload in vehicles, APRs, housing, etc.

Prior to the reorganization, for example, some squadrons had a few as 40 recruiters assigned and others had as many as 90. Yet all 32 squadrons have nearly the same size squadron management staff--approximately 20 people. Viewing this imbalance as a management inefficiency the planners tried to establish a balance between squadrons (50 to 60 NPS recruiters assigned) to improve supervisory span of control. "This will not be possible in all cases," said Capt. Dennis Sturm, Directorate of Plans and Policy, Headquarters Recruiting Service," and it's easy

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Mexico trip set for recruiters

Officer program recruiters will compete again this year for round-trip air fare and eight days and seven nights in the vacation resort of Cancun, Mexico.

The Reserve Officers Association of the United States (ROA), will once again sponsor the incentive award which will go to the top enlisted recruiter in one of the three officer programs - OTS, Medical and Nurse recruiting. This year's program is designed to boost officer program EADs between Oct. 1, 1980 and Aug. 31, 1981 as well as "selects" in the bank as of Aug. 31, 1981.

The winning recruiter from last year, MSgt. Jerry McKenzie, 3546th Recruiting Squadron, praised last year's competition saying, "That trip was the high point of my Air Force career. The accommodations were great, and the white sandy beaches and beautiful scenery made the winning effort all worthwhile." He also added, "I'd like to see more incentives like this, because I think it

would create a great deal of interest in recruiters."

This year's selection process is being broadened to allow squadrons to nominate three candidates to their respective groups - one from each officer program. Each group will also nominate their top OTS recruiter, top nurse recruiter and top Health Professions recruiter. A board of officers and NCOs at the Recruiting Service Headquarters will select the overall winner for the trip.

"This generous offer by the ROA is indicative of the support we receive from professional military organizations," said Brig. Gen. Thomas C. Richards, Recruiting Service commander. "Our

officer program recruiters are continually faced with some stiff challenges, and they will not get any easier. This is an excellent way to recognize them for a job well done."

Tentative plans call for the trip to take place during the first two weeks in October. The winning recruiter and spouse will be flown to Cancun from their home for the week-long stay. According to this year's project officer for the Cancun competition, Lt. Col. Benjamin Varn, "This program affords a lot of hard working officer recruiters the opportunity to compete for an incentive award comparable to those on the NPS side of recruiting."

New colonels, chiefs named

The names of 17 Recruiting Service officers and noncommissioned officers were included on the recently released promotion lists for lieutenant colonel and chief master sergeant.

Seven majors in the command will be pinning on silver leaves during the coming months. They are; Majors Harold N. Hansen, 3549th Recruiting Squadron; William B. Maxwell, 3505th Recruiting Group; Sarah J. Hester, 3566th RSq.; James E. Watson, 3568th RSq.; Harry C. McMillin, Hq ATC, Officer Commissioning and Management; James F. Wortman, and Linda Schroeder, Recruiting Service Headquarters.

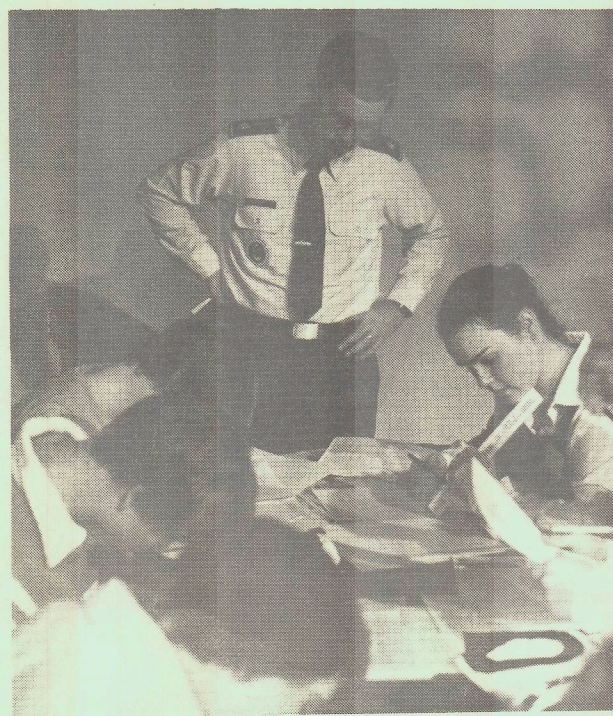
Ten NCOs from throughout the command will pin on new 'chief' stripes this year. They are: SMSgt. Charles W. Johnson, 3511th RSq.; Raoul J. Girard Jr., and Charles F. Council, 3533rd RSq.; Talmadge N. Brown and Bobbie T. Kent, 3539th RSq.; Arnold G. Berry, 3504th Recruiting Group; Percy Brazier, 3541st RSq.; Ronald W. Brodeur, 3554th RSq.; Glen L. Masters and Alfred B. W. Smith, Recruiting Service Headquarters.

These individuals will be promoted during the next 12 months according to their sequence number.

To the winner

A patio overlooking a large swimming pool. Green trees and grass running out to a white sandy beach. All of these are part of the reward to the top Officer Program recruiter. Cancun is a Mexican resort full of things to do and places to see. (Photo by Walt Weible)





Help

Maj. Ray Crockett, 3505th Recruiting Group Advertising and Publicity officer, observes as student journalists work on a newspaper layout exercise. (Photo by 2nd Lt. Marv Ellis)

Students experience Saturday seminar

A group of Fort Wayne, Ind., area high school journalists took advantage of an opportunity recently to learn more about their craft, compliments of the Air Force.

Sponsored jointly by the 3550th Recruiting Squadron and WANE-TV in Fort Wayne, the Saturday journalism seminar attracted two dozen student editors and photographers from local high schools.

Students were broken into two sections. One group emphasized writing, editing and newspaper design, taught by Maj. Ray Crockett, '05th Group chief of advertising and publicity. The second section was aimed at photographers and photo editors, concentrating on photo layouts, and taught by Air Force photojournalist TSgt. Mike Green. Sergeant Green instructs at the Defense Information School.

WANE provided facilities for the seminar and included a tour of the station to demonstrate that there is "life after print." Becky Haxby, WANE public affairs director, arranged for the station's participation.

"Other than the promotional items we handed out, we made no effort to do any real recruiting," Major Crockett said. "We wanted to show the blue suit and give the students an opportunity to pick up additional skills. In the process, however, we did wind up talking Air Force."

"The dividends from an event like this are long-term. We hope it will have a positive effect on Fort Wayne recruiting in the future."

The 'Chief' speaks on pay,

Air Force Chief of Staff Gen. Lew Allen Jr., made the following observations in a recent interview with the Air Force News Service:

- On pay and entitlements: "Pleased but not satisfied."

"I view the issues of pay and entitlements as critical to the future effectiveness of the Air Force. I'm convinced that the decision makers in the administration and in the Congress understand that our people's needs have to be met if this country is to retain a quality Air Force. The people of America have spoken and their elected leaders are taking action to ensure we stay on the right track.

"We have been successful in a number of areas. The 11.7-percent pay raise, the fair benefits package, and the Nunn-Warner Amendment have done much to help reverse the trends of the last decade. I see these improvements as a direct reflection of the public's changing attitude toward the military to one of support for a strong defense and a recognition of the value of military service.

"I am pleased with the latest compensation gains -- but not satisfied. With the effects of inflation on everyone's paychecks, it is still tough for many of our people to make ends meet.

"It is important that Air Force people everywhere understand that I intend to continue to give the issues of pay and entitlements my personal attention."

- On what is being done for the enlisted force: "A very high priority"

"The whole question of ensuring a highly trained, professional enlisted force revolves around the quality of life the Air Force can offer. We are in a retention struggle we must win. We have to do all we can to keep our highly skilled personnel in the service.

"Pride in service to their country and the vital work our enlisted force performs are strong factors encouraging them to stay with us. But the retention of these skilled people also depends on other important things like the place where they live, where they eat, where they shop and the medical care they receive. In short, the quality of

Air Force life

life within the Air Force. Our enlisted force deserves the best. I view my role as ensuring they get the best.

"I have instructed my staff to look at every area impacting on the quality of Air Force life and assess whether we are meeting our responsibilities. We are working toward improvements of dorms, dining halls, base exchanges and commissaries, child-care centers, clinics and hospitals.

"We want to see a reduction of the economic impacts associated with permanent-change-of-station moves. The Air Force is pressing for added benefits such as new GI Bill. We are also pursuing medical improvements such as a new dependent dental care plan.

"Our enlisted Air Force is the finest in the world. They are high-caliber professionals who believe in this country and who deserve to be treated right. We insist that our people meet stringent standards and we must treat them accordingly."

- On the Air Force family: "We've got work to do!"

"Most of our career people have families. If we can't keep these families satisfied with the Air Force and the life it offers them, they will leave the service. We just cannot afford to lose these good people.

"An Air Force career will always pose certain challenges to a family. It goes with the very

nature of our business. However, the Air Force can also deliver many real advantages to building a strong, well-rounded family. Our task is to do the best we can to ease the burdens the Air Force family encounters as the demands of service are met. We must recognize the importance of a member's family on his ultimate ability to perform. We have work to do in this area.

"If family members have a perception that the Air Force has a low regard for family interests and welfare, and a number of them do, then we are clearly not doing the job.

"There are a number of initiatives we are taking in this 'Year of the Family' -- including financial, educational and recreational programs to make a fresh start at fostering better family life opportunities within the Air Force -- to bring our Air Force family closer together."

- On today's Air Force: "The mood has changed."

"The mood of America has changed. Today an Air Force uniform is once again a symbol of pride in a strong America.

"The American people place a great deal of trust in us. Each of our members has a unique responsibility to maintain that trust -- that confidence.

"I believe the Air Force is at center stage -- in the spotlight. I don't want that spotlight to reflect anything less than the best." (AFNS)

3503rd top NCOs

The 3503rd Recruiting Group recently honored three noncommissioned officers for their performance during the first quarter of fiscal year 1981. TSgt. Melvin M. Tuggle, 3531st Recruiting Squadron, was selected the OTS NCO of the Quarter; TSgt. Nicholas A. Nero, 3537th Recruiting Squadron, was selected Support NCO of the Quarter; and SSgt. Charles H. Roberts, 3522nd RSq., was named Production NCO of the Quarter for the Group. Col. Gene T. Broyles, 3503rd Recruiting Group commander, selected the winners.

Miracle: Recruiter's doctor heads emergency medical team

By Capt. Steve Knechtel
3511th Recruiting Squadron

The staff sergeant was unable to control his excitement. He appeared to be floating up and down the hall of the Squadron headquarters. Grinning from ear to ear, he frantically waved the February 81 issue of *Airman* Magazine in his right hand while desperately clutching another five copies in his left hand.

"That's my doctor," he kept exclaiming. "I know him. I brought him in the Air Force," he continued. It was evident that SSgt. David J. Welch was beaming with satisfaction -- the elusive type -- more commonly known as job satisfaction. And there's nothing more rewarding or exhilarating to an individual than experiencing a sense of accomplishment for a job well done.

The feeling associated with being involved in any successful campaign, program, operation, etc. is a highly motivating force. Sergeant Welch of the 3511th Recruiting Squadron Medical Team was enjoying it all on this blistery February morning.

When he finally settled down to earth, we got our first chance to find out what all the commotion was about.

An article entitled, "Miracle" by SMSgt. Dave Sheeder in the February issue of *Airman* described the life-saving efforts of a handful of dedicated Air Force people. Capt. (Dr.) Dai Vinh, a general surgeon at the Andrews AFB Malcolm Grow USAF Medical Center was one of those people.

Bryan Yarnell, the 17-year-old son of MSgt.

Malcolm Yarnell of Loring AFB, Maine, was involved in a farming accident late last September near Limestone, Maine. Bryan had the right side of his body crushed beneath a 10-ton potato harvester.

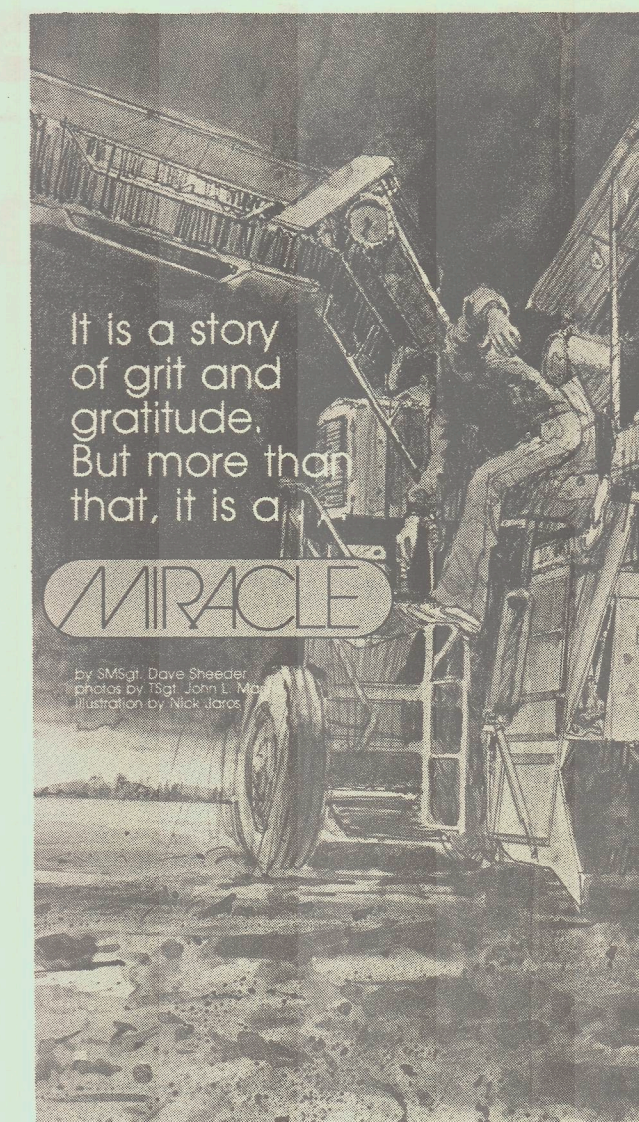
Due to the multiple injuries and serious condition of Bryan, he was medically evacuated to the Medical Center at Andrews, Maryland - 1500 miles south of Loring, via a KC-135 Stratotanker.

When the patient arrived, Dr. Vinh and his staff went into action in the Intensive Care Unit (ICU). Blood was drawn for testing, a pressure sensor was inserted in a vein in the chest, and a tube inserted between the right ribs into the chest cavity to reinflate a collapsed lung.

The blood test results showed that Bryan's blood level was one half below normal, indicating hemorrhaging deep inside the abdomen. Immediate surgery was required.

Although Sergeant Welch was hundreds of miles away in Pittsburgh, at the time of this life-saving operation, he can take pride in the fact that he was, in some small, indirect way, involved. It was hard work and relentless efforts last spring that brought Dr. Vinh onto active duty in the Air Force in July 1980.

Dr. Vinh headed the team of surgeons, assisted by Dr. Chong Vanky and Capt. (Dr.) Kent R. Ellis. An incision down the center of the abdomen revealed internal bleeding from lacerations of the liver and at the area between the small and large intestines. At this point Bryan had lost three liters of blood, about one half of the body's blood supply. Had they delayed much longer, the patient would've gone into shock.



It is a story of grit and gratitude. But more than that, it is a

MIRACLE

By SMSgt. Dave Sheeder
Photos by 1st Sgt. John L. Ma
Illustration by Nick Jorces

The cover art of the *Airman* Magazine article depicts the beginning of what turned out to be a happy story.

'52nd Tops 100 percent mark

WRIGHT-PATTERSON AFB, Ohio -- The 3552nd Recruiting Squadron made history on March 9 when it became the first Recruiting Service organization nationwide to meet its Fiscal Year 1981 non-prior service objectives.

The squadron's commander, Lt. Col. Willis N. Ward, termed the accomplishment a "real milestone event that highlights some terrific work by the squadron's recruiters and support staff."

"Our people have worked hard," added CMSgt. Richard Young, operations superintendent, "and the results are becoming increasingly evident. I think this is a fitting tribute to a superb team effort -- not only the recruiters, but also the AFEES teams and the squadron headquarters staff.

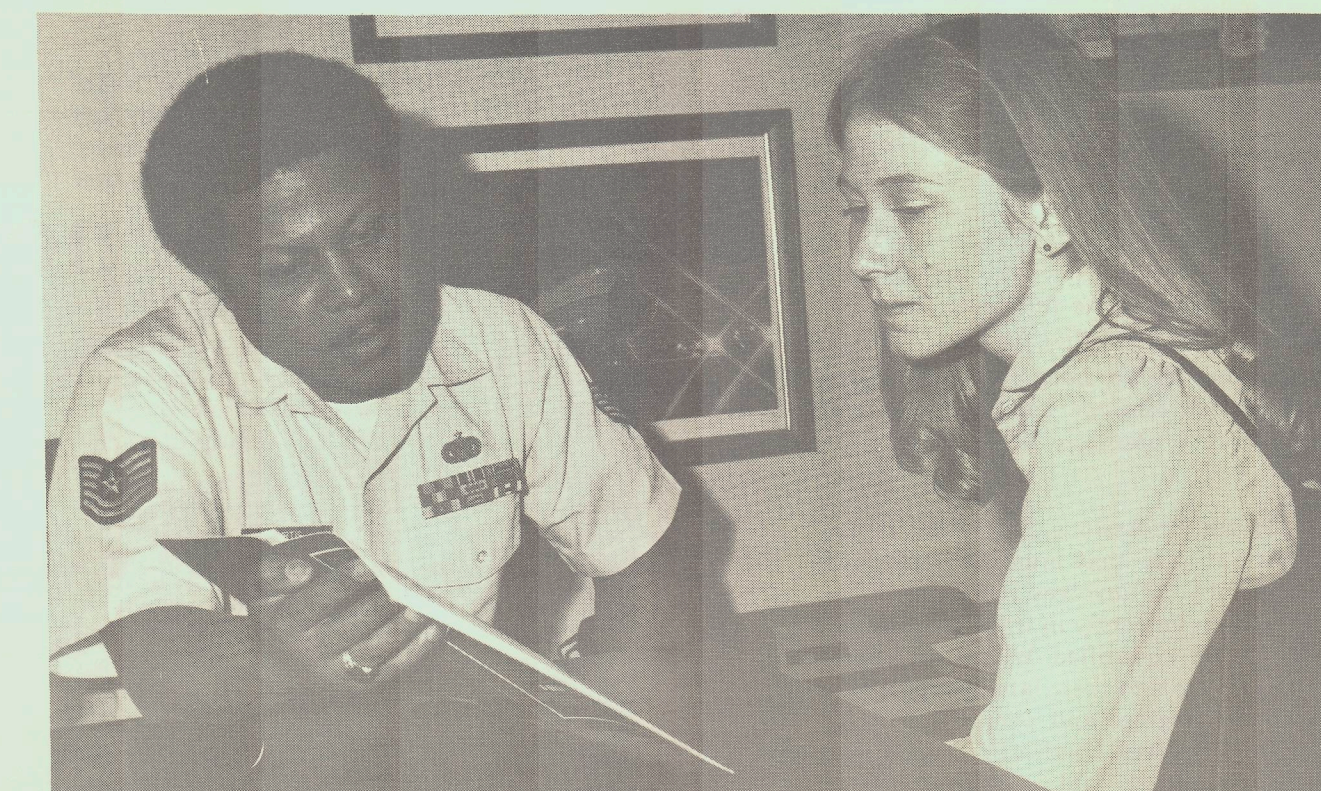
"Our last three months' DEP production was in the 130 to 150 percent range," the chief continued. "That kind of volume, coupled with some outstanding booking by the Cincinnati and Columbus AFEES crews were what made this achievement possible."

The squadron has a FY 81 non-prior service EAD goal of 2,173. Last year the unit "went over the top" on June 19, and ended up enlisting 2,239 members for 107.3 percent of the active duty goal.

Janet Lacey, an applicant of Piqua, Ohio recruiter TSgt. Dave Curtis, put the squadron over the 100 percent mark. A senior at Troy High School, she expects to enter active duty on July 22 in the band career field.

"It was nice to be the recruiter connected with this event," Sergeant Curtis said on learning that Miss Lacey's enlistment had put the squadron over the 100 percent mark. "But it could have just as easily been someone else. I was only trying to do my job as part of the team."

(Editor's Note: Just two hours after the 3552nd Squadron achieved their enviable record, another squadron in the 3505th Recruiting Group, the



Over
the
top

TSgt. Dave Curtis, 3552nd Recruiting Squadron recruiter in Piqua, Ohio, reviews Air Force career information with Janet Lacey, a senior from Troy High School in Troy, Ohio. Miss Lacey's entry in the delayed enlistment program with a July 22

projected active duty date put the 3552nd Squadron over the 100 percent mark for FY 81. A trumpet player, Miss Lacey plans to perform with an Air Force Band. (Air Force Photo)

VIEWPOINT

Quality makes a difference

Quality people - that is the primary goal we all seek as Air Force recruiters. We are looking for the best qualified people to become members of the Air Force family because they are the Air Force of tomorrow.

The young men and women you talk to today will form the nucleus of the future force. They will be the leaders and mid-level managers of a highly complex and essential part of our national defense forces.

Over the last two decades, the Air Force mission has become more diversified and more technically intensive and the people in the Air Force are more capable and motivated than their counterparts of only a few years ago. Each of us in our own way is responsible for that increase in the quality of the people.

However, the future holds greater challenges.

The recruiting environment will become more difficult as will the tasks we expect our personnel to perform. We can make sure that Air Force people are up to that challenge by bringing in men and women who are highly qualified.

The best single indicator we have of the

success a person will attain in the Air Force is the high school diploma. The high school graduate is obviously an individual who has the ability to "stick to it." Completing high school is a very valid predictor that the enlistee will complete basic, tech training and a full term of enlistment.

Our figures show that non graduates, including GEDs, are much more likely to drop out early. In fact, non high school graduates leave the Air Force before completing a full term of enlistment at two times the rate of high school grads. Non graduates also have about four times as many courts martials, five times as many Article 15s and six times as many adverse discharges when compared to the total force.

Is our present quality satisfactory? Yes! Today's enlistee is as capable as any of the past.

Can we do better? Yes, again. Hard work and determination are the tools we can use to improve our high school graduate rate.

Most of the work involved in improving the high school grad rate will fall to you, the

field recruiter. However, you have many "selling points" that can assist in your effort. We have a strong "stay in school and graduate" policy. Make sure your counselors and principals are aware of it. You can establish and improve your image in the community by stressing this to applicants who have already "dropped out."

Other vehicles that will assist you are the technical training and educational opportunities available in the Air Force. These are strong selling points to the recruits who want to learn a vocation or earn a college education.

It's no easy task, but our immediate goal, for the good of our future Air Force, should be to strive for a 95 percent high school graduate rate. While we must make the overall number of recruits needed to fill critical vacancies, we want the highest possible quality. Let's work together to make this objective a reality!

Thomas C. Richards

Shooting for your support - AFA

The Air Force Association, a nonprofit organization dedicated to a strong national defense and better benefits for all Air Force people, will conduct its annual membership drive

The Air Force RECRUITER

Brig. Gen. Thomas C. Richards.....Commander
Lt. Col. Hubert C. Moore.....Director of Advertising and Publicity
Maj. Harry R. Sunderland.....Chief, Publicity
TSgt. Wayne W. Bryant.....Editor

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All photos are official Air Force photos unless other indicated.

throughout Air Training Command, April 13 through May 15.

According to Col. Jim Youngson, ATC budget director, who is serving as the ATC point of contact for the AFA drive, this year's goal is to recruit at least 1,200 new AFA members from within the command.

"We'd like to do better than that and return ATC to the primacy we held five years ago when we recruited more than 3,000 members for AFA," Youngson said.

"The AFA has been supporting the Air Force for more than 35 years. Now it's our turn to support AFA," he added.

Membership in the organization is open to all

Air Force people, making AFA the only organization that represents all grades. Its membership strength currently exceeds 155,000, affiliated with 285 chapters located in all 50 states.

Those who have served in the U.S. armed forces as well as civilians who are interested in keeping abreast of national security issues are also eligible for AFA membership.

Benefits to members include a subscription to the monthly Air Force Magazine, eligibility for several low-cost insurance programs, discounts on brand-name consumer products and a discount on car rentals.

Membership dues are \$13 for one year and \$36 for three years. (ATCNS)



Medic's Corner

(Editor's Note: The following Medic's Corner was submitted by the 3504th Recruiting Group, Lackland AFB, Texas. It was written by Capt. Daniel Mayer, chief of Health Professions Recruiting.)

Health Professions Recruiting is an important task that must be performed successfully. It involves recruiting individuals currently in training and those who are fully qualified. We recruit people from their early-20s to their late-50s; people with Bachelor Degrees and people with Doctoral Degrees. Health Profession recruiters must use all available resources to successfully recruit in his complex area.

One of the best resources available to health profession recruiters is the squadron trainer. This individual is proficient in recruiting sales techniques, general criteria,

strategy, overcoming objects and a great deal more. Ask your trainer to role-play with you both as the applicant and also as the recruiter. Both parties will learn from these sessions and a better understanding of each other's problems may result.

Another way recruiters can obtain help is by working with trainers on when and how to use the telephone. This instrument is the key to recruiting success and is invaluable when used properly. The trainer can listen to recruiters and evaluate their telephone techniques and recommend other approaches and techniques that may be helpful.

They can also be helpful in developing squadron HP recruiting strategies and ensuring that recruiter referral credit is supportive of the HP programs and the squadron competition system. Trainers can serve as the liaison between HP recruiters

and the operations people, which will greatly enhance a solid recruiting effort. Further more, they are proven winners anxious to get involved in HP recruiting. What more can we ask for?

We in the '04th Group firmly believe in a total team approach to HP recruiting. The trainer is the key ingredient to ensuring our HP recruiters receive continuous, comprehensive training at the local level. We also feel that the trainers' efforts in HP recruiting go a long way toward building solid rapport between our HP recruiters and the rest of the squadron recruiters. An added benefit is a knowledgeable individual at the squadron who will ensure a smooth transition for newly assigned HP recruiting officers and NCOs. Working together as a team, our recruiters are involved and successful.

Air Force Health Care Begins Here

Looking good is good for recruiting success

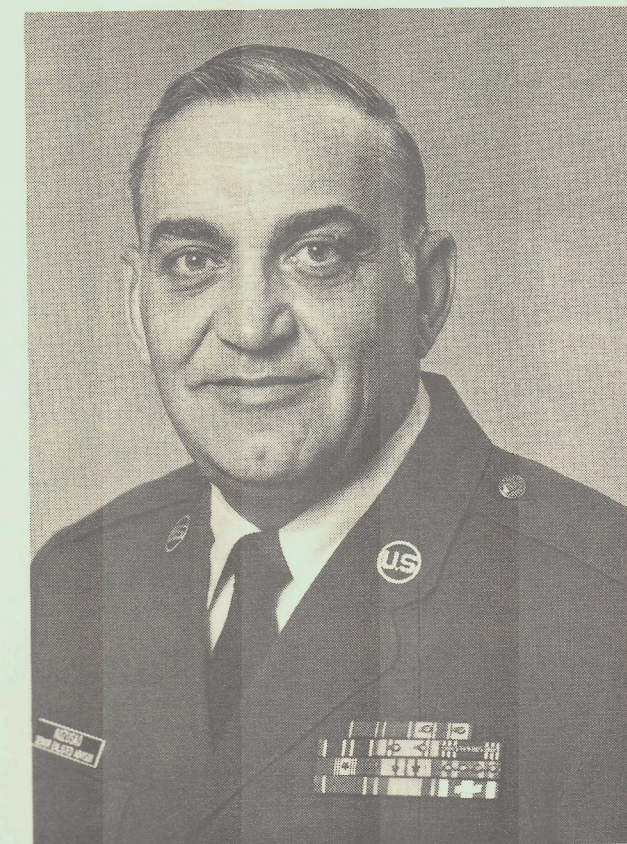
By CMSgt. Joseph J. Kozusko
Senior Enlisted Advisor

Professionalism is what our job is all about!

Gen. Lew Allen Jr., Air Force Chief of Staff, recently said, "Ours is a profession based on common bonds of service to country, commitment to mission above self, and an abiding sense of duty, honor and loyalty ... I believe now is the time to strengthen our dedication to these ideals ... Ensuring that all of our people adhere to the highest standards of personal discipline, appearance and performance is an important first step toward that objective."

We are professionals; in our job, in our integrity, and in the way we look. Every day recruiters go into the civilian community and represent the Air Force to young people throughout the nation. How we look forms the first impression many people have of the Air Force.

It doesn't matter how well you tell the Air Force story if that story is overshadowed by how you represent it. Your dress, attitude and bearing tell people how proud you are to be



Chief Kozusko

wearing the uniform, and says a lot about you and the Air Force.

Just as a professional athlete stays in shape so that he or she can do his or her best, no recruiter can afford to "look bad" and expect to succeed in the difficult recruiting market.

The late President John F. Kennedy said, "Physical fitness is not only one of the most important keys to a healthy body, it is the basis of dynamic and creative intellectual activity. The relationship between the soundness of the body and the activities of the mind is subtle and complex. Much is not yet understood. But we do know what the Greeks knew: that intelligence and skill can only function at the peak of their capacity when the body is healthy and strong; that hardy spirits and tough minds usually inhabit sound bodies."

Looking sharp both in uniform and out can mean the difference between being a marginal recruiter or a successful one. We all know the standards, that knowledge should be enough.



CMSAF tells how AF stands

Pay, working conditions and home life all affect Air Force quality of life, CMSAF James M. McCoy told the House Appropriations Committee's Military Construction Subcommittee here.

Testifying with top enlisted personnel from the other services, Chief Master Sergeant McCoy said, "Overall, we would benefit both the member and the armed forces by improving some of the living conditions off and on base. We want our people to say, 'The Air Force and armed services really care about me and my family.'

"Spare parts, working conditions and cost-of-living allowances for overseas single people need to be addressed again," he added.

Comparing today's working conditions to what it was like when he came in, he said, "In many cases we are still using the same facilities that we had in the early days, particularly work facilities."

Cost-of-living allowances are needed for single people overseas, Chief Master Sergeant McCoy asserted. "It is a tragedy that these young people cannot get the extra money to pay the increased rates for haircuts, gasoline and other incidentals of life."

Noting that living and working facilities are equally bad for officer and enlisted people, he said, "If it were not for self help in the Air Force, I don't know what our facilities would look like. I know senior enlisted advisors, first sergeants and supervisors who have taken money out of their pockets to fix up a day- or break-room because they can't get it any other way. They do it because they want to have a decent place in which to work and live."

The Air Force's top enlisted person said, "I think one of the things the military person today does not receive is respect from the American society for wearing the uniform. We don't see large numbers of airmen and soldiers traveling in uniform. We see them in restrooms changing into civilian clothes before they get on an airplane or take a bus or train because of the abuse and disrespect they often get from their fellow travelers.

"Hopefully this tide has changed." (AFNS)

Perpetuate

Members of the Oklahoma City AFES point to their reminder to "Perpetuate" which is prominently displayed in the AFES. The liaison NCOs realize that perpetuation doesn't stop at the recruiting office, it's everyone's business. The NCOs' MSgt. Johnny Scamardo, TSgt. Louis Hill, TSgt. Bobby Creager and MSgt. Mel Douthit all practice what they preach. (Photo by TSgt. Marv Dries)



Happy to be there but not really knowing why, is all a part of being a child. This little girl was part of the homecoming of the 52 Americans at Stewart.

Every form of camera, from still to motion picture, lines the hill in front of the 3516th Squadron headquarters.



Welcome

Members of the 3516th Recruiting Squadron and their families were on hand at the arrival with a sign welcoming the returnees. The squadron's headquarters recently

moved to Stewart Army Subpost and though it was almost unknown, Stewart became the center of activity upon the return of the hostages.

Stewart?

A place of pride for 3516th Squadron

Before a very special Sunday in January, it was difficult for headquarters personnel of the 3516th Recruiting Squadron to explain where we were located.

But on January 25, 1981, all of that changed. Where are we stationed? At Stewart ... you know ... the places where the 52 hostages first landed in the United States!

That Sunday, Stewart, normally a very quiet little civilian airport and Army Subpost, was the focus of national attention. The press corps, several hundred strong, was restricted to a hill about a half mile from the flightline. Our headquarters building is on that hill so the cameras, crews and television equipment of the major networks and radio stations were literally set up in our front yard.

Everyone in the Squadron turned out for this event of a lifetime. Members of the 3516th took the squadron's American flags down to the route

the buses would take to West Point. A couple of families got together and made a sign saying, "The Air Force Recruiters Welcome You Home!." Everyone had a yellow ribbon on, a flag to wave, a big smile to wear.

If you could use one word to sum up all the excitement, the thrill, the relief and the joy of the day, it would be PRIDE.

Pride in being part of the community selected to host the homecoming and reunion; pride in being members of the Air Force that contributed so much in the homecoming effort; and most of all, the pride in being Americans!

As one little boy so poignantly pointed out to his mother who was complaining about not being able to see through the dark windows of the buses, "Mommy, it doesn't matter that we can't see them. It's only important that they can see us." Welcome Home.

Story and Photos by

1st Lt. Laura Grant

3516th Recruiting Squadron



The aircraft that brought the 52 Americans to the United States, taxies to a stop at the Stewart parking ramp.

Though the tinted windows did not permit anyone to look in, the returnees were able to see the activity on their arrival.



Hermitage honors returnees

By Capt. Steve Knechtel
3511th Recruiting Squadron

America's renewed patriotism was never more evident than on Valentine's Day in the rural Western Pennsylvania community of Hermitage.

No, you won't find Hermitage on the map, but it drew national attention during the 444-day American hostage ordeal in Iran. It was here at the Hillcrest Memorial Park that American flags were proudly raised daily on the cemetery lawn -- one for each day of captivity.

Approximately 30,000 people converged on the town, located 72 miles north of Pittsburgh, for a freedom celebration on February 14th. There were several reasons for this outpouring of national spirit. One was to give six of the former hostages a chance to see firsthand how their country honored them during their captivity. Another was to have Michael Metrinko extinguish the Freedom Torch, lit by his father on the 100th day of his son's captivity. The occasion was also used to unveil a monument dedicated to the eight servicemen who died at "Desert One" when the rescue attempt was aborted last April.

The monument, donated by the people of Scranton, PA, consists of an eagle with its wings spread in flight and a plaque listing the eight deceased commandos. At the base of the monument is a new symbol, the Flame of Eternal Freedom, which was ignited simultaneously by the six former hostages in attendance.

It was also announced that a scholarship fund had been established for the 17 children of those who died or were disabled in the ill-fated raid.

The day's activities began with church services

at St. Michael's Church. From there, the entourage of dignitaries and guests paraded down East State Street to the Avenue of the Flags in the cemetery. The parade included two color guards: a Joint Services Color Guard consisting of four local recruiters and an Air Force Color Guard of reservists from the 910th TAG in Youngstown, Ohio. TSgt. Robert L. Bachman of the 3511th Recruiting Squadron represented the Air Force in the Joint Service Color Guard which led the parade.



Members of the Hermitage joint service color guard, including TSgt. Robert L. Bachman, 3511th Recruiting Squadron recruiter. (Air Force Photo)

30 Years
of service
sees many
changes
for 3544th
secretary

ARLINGTON, Texas - "Change has been the only constant" during her 30 years as a civil servant. That's the way Ms. Kaye Gassaway, 3544th Recruiting Squadron Commander's secretary, sums up her career to date.

She started out working for the Army Provost Marshal at Hot Springs, Arkansas, in 1945. Later, along with her husband, an Air Force NCO, she continued civil service in Bermuda, England, Spain, New Mexico, Louisiana and, ultimately, Texas.

In May 1965 she joined the old recruiting Det. 404 at Dallas Naval Air Station. She reminisces: "Recruiting was easy in those days with the Vietnam war brewing, the draft catching a lot of the age-qualified young men and many of them trying to avoid Army induction. Things were less organized and mechanized - more seat of the pants. Recruiters were not responsible for so many specialized programs as they are today but they did have a great deal more involvement in the details of recruiting, processing and enlisting applicants."

Ms. Gassaway recalls several reorganizations over the past 15 years and says the one pending later this year will bring the '44th Squadron boundaries back to what they were when she initially joined it. She has served under eight different detachment/squadron commanders and watched the unit grow from 33 to its present 60 bag carriers.

"My job has even become less complex" notes Ms. Gassaway. "When I started here, there were no budget or personnel NCOs and only one person in logistics and A&P. So I had to be a jack-of-all-trades as well as a secretary."

During her three decades of career civil service, Ms. Gassaway has established an enviable record of performance. She has received six

awards for Sustained Superior Performance, three Outstanding Performance ratings and a Group award for Outstanding Air Force Civilian Executive Support Technician. She has also earned a Certificate of Achievement from the Fort Worth Federal Business Association.

While presenting her 30 year pin recently, Lt. Col. Donato Lombardi, the squadron commander, cited Ms. Gassaway as one of his "most valuable resources." He and his staff, along with the field recruiters, have learned to rely on her advice, assistance and outstanding support. That's one thing that hasn't changed.



Kaye Gassaway, 3544th Recruiting Squadron, receives her 30-year certificate from Lt. Col. Donato Lombardi, squadron commander.

HONOR ROLL

12 or More Club

This category recognizes those recruiters who enlisted 12 or more NPS on active duty for February.

NAME	EADs	SQ/FLT
SSgt. Clarence B. Hayden III	14	37F
TSgt. Jackie L. Barnes	13	41C
SSgt. Clarence L. Birdshaw Jr.	13	33D
TSgt. Richard J. Cadille	12	13G
TSgt. Michael C. Clare	12	67C
TSgt. James F. Dacier	12	62A
SSgt. Steven Irvin	12	191

12 or More Net Reservations

This category recognizes those recruiters who obtained 12 or more Net Reservations for February.

NAME	NET RES	SQ/FLT
SSgt. Alvin R. Cain	19	54E
TSgt. James M. Riggs	18	45D
SSgt. Mark E. Linderman	18	13F
MSgt. Clarence L. Johnson	16	31A
TSgt. James L. Gammon Jr.	16	31D
TSgt. Kenneth A. Waters	16	37D
SSgt. Philip W. Barnett	16	52D
SSgt. James T. English	15	13B
TSgt. Jackie L. Barnes	14	41C
TSgt. Richard C. Greer	14	37F
TSgt. James I. Guy	14	52E
TSgt. Ronald B. Hughes	14	31C
SSgt. Steven J. Beecher	14	61G
SSgt. James R. Jordan	14	15B
MSgt. Michael W. Twaroski	13	13F
SSgt. Alvin C. Burns Jr.	13	31A
TSgt. Frederic A. Smith Jr.	13	13B
SSgt. Charles R. Roberts	13	32E
MSgt. David Carter	12	31D

MSgt. Lloyd C. Crews Jr.	12	41A
MSgt. Stanley G. O'Neil	12	33A
TSgt. Dennis D. Burr	12	41C
TSgt. Carl J. Davis Jr.	12	50C
TSgt. George P. Helms	12	31A
TSgt. Terry G. Walker	12	37A
SSgt. James L. Lepant	12	11A

150 Percent Club

This category recognizes flights and their supervisors who met or exceeded 150 percent of their monthly EAD goal for February.

NAME	GOAL/ACC	PERCENT	SQ/FLT
MSgt. Robert J. White	23/50	217	41C
SMSgt. Delmer K. Best	30/58	193	37F
SMSgt. Paul E. Pittman Jr.	28/48	171	33D
MSgt. John C. Newberry	22/37	168	43D

Flight Net Res Club

This category recognizes flights and their supervisors who met or exceeded 150 percent of their monthly Net Reservation goal for February.

NAME	GOAL/ACC	PERCENT	SQ/FLT
TSgt. Robert J. Dowd Jr.	29/71	245	13B
MSgt. Robert E. Jacques	29/70	241	13F
MSgt. Allan A. Bain	35/79	226	52D
SMSgt. Norman M. Partelow	27/55	204	68C
MSgt. Marziano P. Ragnone	37/75	203	54E
MSgt. Kenneth J. Hunter	24/48	200	11A
SMSgt. David L. Gundie	18/36	200	68D
MSgt. Donald E. Long	30/59	197	66A
MSgt. Robert J. White	27/52	193	41C
MSgt. Nathaniel Jett	35/67	191	37D
SMSgt. Delmer K. Best	31/59	190	37F
MSgt. Michael R. Brennan	19/36	189	16G
MSgt. Carl L. Lind	14/26	186	55E
SMSgt. Harvey D. Clubb Jr.	37/68	184	37A
MSgt. John H. Boyden	29/53	183	19G

MSgt. Raymond L. Beggs Jr.	23/42	183	69F
MSgt. John D. Tate	33/59	179	54D
MSgt. Dennis J. Buedel	22/39	177	45D
MSgt. Gerald W. Yochin	53/92	174	31C
MSgt. Albert W. Secrest	47/81	173	32
SMSgt. Bobby W. Edwards	33/57	173	31
MSgt. Donald J. Cardany Jr.	25/43	172	18B
TSgt. George M. Durbin	27/46	170	43F
MSgt. William L. McCormack Jr.	30/51	170	16C
MSgt. Apolinar Pina Jr.	30/51	170	66B
MSgt. John W. Hege	40/67	168	32C
MSgt. James R. Rohl	19/31	163	50C
MSgt. William P. MacAllister	31/50	161	18E
SMSgt. William B. Patrick	36/58	161	35H
MSgt. James E. Bell	23/37	161	19H
SMSgt. Charles R. Norman	48/77	160	31E
MSgt. Tommy R. McDonald	30/48	160	33G
SMSgt. Joseph C. Wells	23/36	157	52F
MSgt. Edgar H. Eggleston Jr.	32/50	156	16A
TSgt. Fred J. Heger Jr.	29/45	155	53A
SMSgt. Sidney D. Rogers	20/31	155	43F
MSgt. William E. Armstrong	22/34	155	50F
SMSgt. Terry G. Simmons	35/54	154	32A
MSgt. Raymond E. Chambers	32/49	153	18A
MSgt. Walter G. Jones	19/29	153	11D
MSgt. Stephen W. Childers	25/38	152	68B
MSgt. Dale A. Fritz	25/38	152	52E
MSgt. Jack G. Verveer	25/38	152	55B
MSgt. Adam R. Babilon	27/41	152	18C
MSgt. Lee Jarmon	47/71	151	15A
MSgt. Charles L. Caldwell Jr.	38/57	150	31F
MSgt. Wayne A. Rager Jr.	26/39	150	67C
MSgt. Eugene E. Scandrol	24/36	150	11B
TSgt. Walter G. Kugelman Jr.	26/39	150	15B

The following flight and supervisor who inadvertently left off the Honor Roll for the month of November 1980

NAME	GOAL/ACC	PERCENT	SQ/FLT
MSgt. Kenneth J. Wellens	22/39	177	55A



CROSSFEED

It's busy

If you've tried to call the Air Force's toll-free telephone number recently, you know it has been temporarily out-of-service. Due to a change of contractors handling lead fulfillment, the number was 'down' for a couple of weeks. The number is back in action and a new contractor is now processing leads. The new contractor, Computer Print Systems Inc. (CPSI), should be providing complete service (including reports) by May 1, 1981. The address for the Opportunities Center and the Liaison NCO at the center have not changed. The phone number of the LNCO, MSgt. Curtis E. Moore, is Comm. (215) 542-9190. If you experience any problems with the Opportunities Center contact the Lead Management Branch, Headquarters Recruiting Service, AV 487-4701 or Comm. (512) 652-4701.

Flying police officers

The 3550th Recruiting Squadron recently sponsored an orientation flight in a KC-135 Stratotanker for members of various police and law enforcement departments in the Indianapolis area. Flying out of Grissom AFB, the police officers were greeted by Col. Delmar English, Grissom base commander, and received a briefing on Air Force law enforcement from Maj. Floyd Bryant, chief of Security Police for the base.

Need help? Call the chaplain

Air Force people in need of help often turn to a chaplain, and that includes recruiters.

Sgt. Bonnie Smith, the Air Force recruiter working in Melrose Park, Ill, sought the aid of Chanute AFB Chaplain (Lt. Col.) Theodore Krause in reaching Walther Lutheran High School in Melrose Park.

A parochial school in Sergeant Smith's zone, Walther Lutheran has been a difficult school for the recruiter to get into. It has high academic standards and a heavy college preparatory emphasis.

Chaplain Krause visited the school with Sergeant Smith and the 505th Air Force Band of the Midwest. A Lutheran chaplain at Chanute, Colonel Krause conducted a service for the students. "He spoke to them on their level," Sergeant Smith said, "talked about things they could relate to." Chaplain Krause did so well that, to his astonishment, the students gave him the first applause he had ever received after a service.

The 505th Band wrapped up with a program that had students clamoring for more.

"Walther Lutheran had little or no exposure to the Air Force," Sergeant Smith said. "Colonel Krause and the band have increased our visibility, and the chaplain made students aware of the role of religion in the Air Force."

Sergeant Smith reports that responses to a mailout she made to the school just before the chaplain's visit are double those of past mailouts. "It has to be one of the top school functions I've had," she said.

'Wolf Pak' performers

Six 3511th Recruiting Squadron members were honored recently for their performance. MSgt. Lowell H. Rollyson, F Flight supervisor received the Meritorious Service Medal; as did MSgt. Richard A. Snyder, operations supervisor for the squadron. TSgt. Edward G. Anderson, SSgt. Harry J. Parsons Jr., SSgt. Herbert D. Schuler Jr., and SSgt. David J. Welch each received the Air Force Commendation Medal. The awards were presented by Col. Dale R. Ullrich, 3501st Recruiting Group commander during ceremonies at the squadron headquarters.

Training is tops

Two new 3514th Recruiting Squadron recruiters are anxious to spread the word about

Air Force training in their job as recruiters. Sgts. Ann Muckell and Kelly Hill, office partners at the White Plains, N. Y. Recruiting Office, both are positive that their Air Force training is a "Great Way of Life."

A former White House photographic lab technician, Sergeant Muckell, was out of the Air Force for several years when she was asked to speak at a high school career day on photography. Her talk went so well, one of the students joined and she convinced herself how much she missed the Air Force. With the help of White Plains recruiter MSgt. Ken Shelley, she re-entered the Air Force. "I like to help people," says Sergeant Muckell, "and that's why I came into recruiting."

Sergeant Hill says, "My father was in the Navy for 17 years, and I was sort of born in the military. You can't beat the Air Force for training and for the variety of jobs open to you. That's the message I want to give to everyone I meet."

COI boosts CSEP fair

By Maj. Ray Crockett
3505th Recruiting Group

The 3505th Recruiting Group continues to lead Recruiting Service in the new College Senior Engineer Program (CSEP), and events like a recent CSEP "job fair" at Purdue University may help explain why.

Lieutenants Jerry Eisley (OTS) and Marv Ellis (A&P) of the 3550th Recruiting Squadron worked to organize the officer selection team interviews held in Lafayette, Ind., where Purdue is located. The '50th's B Flight supervisor, MSgt. Wade Hoffman, and OTS recruiter SSgt. Dave Marshall were also keys to the event's success.

A COI event was held the evening before interviews began, during which key Purdue faculty members and prospective applicants viewed a presentation by Lt. Col. Howard Bethel of the

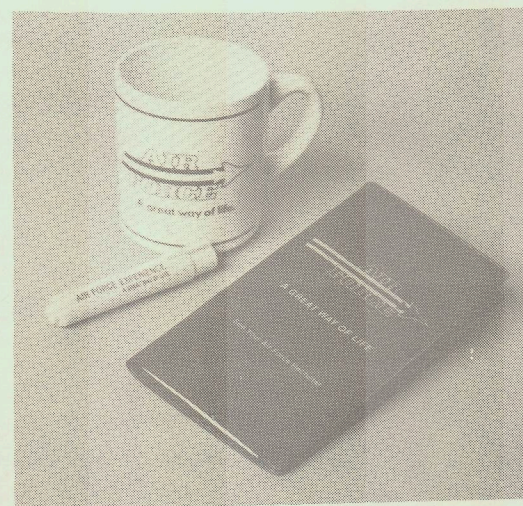
Aeronautical Systems Division at Wright, Patterson AFB, Ohio. The appointment list for the next day was virtually doubled at the COI.

Maj. Russ Griffith, Group OTS recruitment chief, assisted with the interviews, as a total of 15 persons attended the Friday-Saturday sessions.

Advertising for the selection team was placed in the local daily newspaper, as well as the campus paper—the Purdue "Exponent." Posters were printed and radio advertising was purchased to complement a 1,750-piece mailout to engineering students at Purdue and Rose-Hulman Universities. Total cost of the ad campaign was \$2,900.

Results were dramatic: six CSEP applications, and one application each for engineer, pilot, and AFIT advanced degree programs. Six engineers are still being worked for possible application.

'Newies' and 'oldies' due this year



Advertising projects either on their way to the field or due out in the near future include several new items as well as "old reliable" ones.

Included in the issue of new projects is a chalk guard supporting the NPS program, for teachers and counselors in high schools. Also a new COI coffee cup for use with COIs who are especially helpful.

The 1981 version of the pocket notebook calendar was sent out last month and you can look forward to the desk memo pads in May.

The new recruiter sales kits have run into some production problems, but are expected to be ready for delivery in early May.

Television PSA spots featuring aircraft like the FB-111 and the lengthened C-141 B, are ready and should be delivered in early May.

Reproduction of several mandatory films has been completed and restocking of the film storage area at Norton AFB, Calif., is underway. The films should be available in early June.

According to Recruiting Service officials, these new projects and the "old reliables" should be a tremendous benefit to recruiters throughout the country. As always, recruiters are urged to use them wisely and in the areas where they'll do the most. If you have a question on any of the projects contact your group or squadron advertising and publicity officer.

Three tie for honors

Three recent graduates of the Recruiting Officer Course, Lackland AFB, Texas tied for Sales Award honors. Capt. Julia W. Madsen, now assigned to the 3561st Recruiting Squadron; Capt. Charlotte J. Joyce, 3531th RSq.; and 1st Lt. Mark A. Bishop, 3552nd RSq., were named top sales winners. Capt. Richard B. Lamb, Jr., now assigned to the 3531st RSq., was named the

winner of the Speech Award during the same graduation.

Other graduates were 1st Lt. Steven W. Hatcher, 3542nd RSq.; 2nd Lt. Joseph W. Graham, 3552nd RSq.; and Capt. Thomas F. Rentz, assigned to Headquarters Air National Guard, Andrews AFB, Md.



Tapes

Sgt. Mark Moore is the newest addition to the Recruiting Service broadcasting team. Mark went to work as a civilian disc jockey in Springfield, Ill. following his initial tour in the Air Force. After a short while, he "corrected his error" and returned to the Air Force. One of his first projects will be to start recording your Christmas and New Year radio spots. (If everyone wants one, we're going to need plenty of lead time.) Why not order one to thank the community stations or to invite high school seniors to visit your office during their holiday school break. You can place your special holiday spot order with Mark by calling one of the regular production telephone numbers: (FTS) 748-3808, (AV) 487-3808, (commercial) 512-652-3808. (Photo by TSgt. Buster Kellum)

Questions answered on OTS

by Capt. Bill Harry
Air Force Manpower and Personnel Center

Most of you are familiar with the various sources of our officer accessions - OTS, AFROTC, and the Air Force Academy - but judging from the many questions we answer each day for civilians, active duty enlisted members, and interested officers, there are few people outside of the Air Force Manpower and Personnel Center who thoroughly understand how the Air Force's annual officer accession requirements are established. Of course, officer accessions are used to sustain the force, so by definition accessions must offset yearly losses and/or effect desired increased or decreases to the total strength of our officer corps.

One of the best ways to describe the process is to say that we "back into it. It all originates each year in the complex budgetary formulation process. After the objective officer end strength number is determined in the Pentagon, we project the number of officer separations and retirements for the year. This tells us how many new officer accessions are needed to arrive at the objective end strength number.

That's the easy part. Now we must distribute this total accession number among the various Air Force officer skills and sources of commission (Academy, ROTC, OTS). The first slice of the accession pie goes toward the congressionally established UPT and UNT requirements since our mission is to fly and fight. First, all physically qualified Academy cadets who desire to attend Undergraduate Flying Training are allocated a pilot or navigator slot. The remainder is divided

between OTS and ROTC to give both an opportunity to offer flying training to their recruits. The remaining officer accessions are dedicated to all other nonrated AFSCS. Of course, the highest proportions go to career fields which are currently undermanned, or which have growing program requirements. AFSCS which are well-manned or have fewer requirements will receive fewer accessions.

Now, we're ready to reslice the pie by source of commission. First, we estimate the graduating AF Academy Class' AFSC desires. We then allocate enough accession requirements to AFROTC for its graduating seniors. The remaining accession requirements become goals for Recruiting Service and OTS production.

The nonrated AFSC allocations between OTS and AFROTC are made proportionately based on each source's share of the total, nonrated, non-technical accessions for that year. Each AFSC also has women "objectives" (neither floors nor ceilings) determined individually based on a methodology incorporating the US-wide market of women with appropriate college degrees, predicted propensity to enter military service and the number of positions within each career field which can be filled by a woman. By public law, women are prohibited from entering combat jobs.

The preceding description indicates that the annual determination of how many, or what kind of officers should be accessed to EAD from each commissioning program, is a very structured process constrained principally by an end of fiscal year officer strength objective and career field manning requirements.

HERE 'N THERE

Academy honors

Two Recruiting Service noncommissioned officers; TSgts. Donald G. Truesdell, 3567th Recruiting Squadron; and Virgil L. Warner, 3552nd RSq., have been recognized following their graduation from the ATC NCO Academy. Sergeant Truesdell was awarded the Greater San Antonio Chamber of Commerce Citizenship Award as a member of Class 81-3. The award is determined by fellow members of the graduating class based on good citizenship, high moral standards, cooperative attitude and participation in civilian community activities. Sergeant Warner was presented the Distinguished Graduate Award. This honor is presented to those students who graduate in the top 10 percent of their class.

Brothers by bar

Capt. Russ Zurawka, 3505th Recruiting Group Chief of Operations, recently assisted in his brothers graduation ceremony at Lackland AFB, Texas. Captain Zurawka pinned on his brother Gary's new second lieutenant bars following completion of Officer Training School.

Three for the Woods

SSgt. Mark Wood, a recruiter assigned to the 3553rd Recruiting Squadron, is the oldest of three Woods who have chosen the Air Force "Great Way of Life." The newest is Amn. Anita Wood, who recently graduated from technical training as a communications analyst and is assigned to Elmendorf AFB, Alaska. A brother, SSgt. Tim Wood is a security policeman at Rickenbacker AFB, Ohio. The only hold-out is brother John, who is presently a trucking company mechanic.



SSgt. Barbara Costino, 3515th Recruiting Squadron, McGuire AFB, N.J. has been named that bases' Military Woman of the Year. Sergeant Costino who recruits in Woodbury, N.J. and was singled out for her community involvement with the Big Sister Program, National Organization of Women and Catholic Youth Organization. She also speaks on crime prevention and drug abuse throughout southern New Jersey. (Air Force Photo)

Recruiters blazing Olympiad

Don't forget about the new recognition program announced in January to honor those recruiters who bring exceptional numbers of Non-Prior Service applicants on active duty. At the halfway point, the following recruiters have accessed 40 or more EADS towards "their" Olympiad medal.

NAME	EAD	SQ/FLT			
TSgt. James F. Dacier	71	62A	TSgt. Richard J. Cadille	51	13G
SSgt. Charles H. Roberts	68	32E	MSgt. James C. Thompson, Jr.	51	35A
TSgt. Jeffrey C. Kampion	64	61G	TSgt. Robert E. Warren	51	33D
MSgt. George H. Schaefer	64	61G	TSgt. Ronald B. Hughes	50	31C
SSgt. Clarence L. Birdashaw, Jr.	60	33D	MSgt. James A. Bethea	50	31E
MSgt. Patick W. Coward	60	33D	SSgt. Paul Godleski	50	35A
TSgt. James J. Besmer	60	54B	TSgt. Jackie L. Barnes	48	41C
TSgt. Johnnie K. Reynolds	53	37E	MSgt. Jerry W. Michaelis	48	61G
MSgt. Charles S. Tache, Jr.	52	13F	SSgt. Michael L. Vickers	47	31A
SSgt. Irving C. Keck	52	62D	MSgt. Charlie H. McMullin	47	31F
			SSgt. Robert E. Pruett	47	33C
			MSgt. Maxie W. Williams III	47	33F
			TSgt. Roger J. Smith	46	13C
			TSgt. Garian L. Adams	46	61F
			TSgt. George S. Bell	44	62A
			TSgt. Leo J. Mutti	44	68A
			SSgt. Melvin B. Cooper	43	32E
			SSgt. Alvin R. Cain	43	54E
			SSgt. Richard B. Lant	43	69B
			SSgt. James C. Cheek	42	13F
			TSgt. Thomas C. Farrell	42	33A
			SSgt. Emmanuel J. Vaughn	42	51C
			SSgt. Michael R. Zellner	41	16C
			SSgt. Ronald H. Cannon	41	33C
			SSgt. Joseph R. Gohra	41	35D
			TSgt. Ernest R. Daughtery, Jr.	41	41C
			TSgt. William W. Phillips	41	44F
			TSgt. Charles Brown, Jr.	41	55A
			Sgt. Jeffery W. Johnson	40	19D
			TSgt. James N. Harris	40	52D
			TSgt. Charles L. Nix	40	54C
			TSgt. David D. Pedersen	40	55C
			MSgt. Roger A. Routsong	40	61F
			SSgt. Virgil L. Francis, Jr.	40	66B

Reorganization will balance squadrons

Continued from page 1

to see why. Recruiting Service is just too large and too complex to make across the board changes. During the reorganization we have had the challenge of making worthwhile changes where we could while maintaining production and recruiting force stability--and improving where we could within the limited resources we have had available."

To allow for possible delays in receiving the proposed FY 81 authorizations, the reorganization was planned in five phases. This was done to ensure essential actions were completed, yet full commitment to the reorganization was withheld in the event resources subject to Congressional approval were ultimately denied.

During the first phase two squadron headquarters were relocated to military installations from commercially-leased space. The 3516th moved from Milford, Conn. to Stewart Army Subpost, Newburgh, N.Y., and the 3519th from Bedford, Mass. to Pease AFB, N.H. These moves were completed in November 1980. In addition to the improved quality of life factors for

personnel assigned to the squadron headquarters and better host-base support, Recruiting Service netted leasing savings of nearly \$60,000 annually.

The second phase was the survey of available space. Here the objective was to locate suitable office space for three new squadron activations and two relocations. Concluded in December 1980, government space was located at Mather AFB, Calif. for the new 3563rd Squadron; at Westover AFB, Mass. (currently an AFRES base) for the new 3512th Squadron; and, at Lackland AFB, Texas for the relocation of the 3541st from Kansas City to San Antonio. Government space could not be located at Richmond, Va., the proposed site for the 3534th Squadron, so the decision was made to locate the new headquarters at Salem, Va. in commercial space. In addition, it was necessary to lease commercial space for the relocation of the 3539th from New Orleans to Little Rock, Ark. since no government space could be located in the Little Rock vicinity. The 39th will be renumbered the 3548th and realigned under the 3504th Recruiting Group. Restructuring of all the geographic squadron areas surrounding these units based on market analysis is complete and will be implemented in October.

During phase four the majority of the make-ready work will be done. Assignments will be made for the 356 new personnel authorizations. These are spread throughout the command with the majority going to the squadrons; 171 authorizations have been designated as NPS recruiters. Each group identified specific locations for the allocations they received. Advance personnel staffs are scheduled to arrive in the new squadron locations by the end of July to assist in establishing operations.

According to Captain Sturm, "this is the

heavy-work phase and will require a tremendous amount of coordinated activity at all levels of command to make it work. Virtually every aspect of our support function has had to be adjusted or established on the affected units. We've made excellent progress thus far. I'm not exaggerating when I say that the preparatory work done by the units involved has been exemplary. Their efforts are really what's making it happen. We have a great many people out there who know how to get the job done."

These preparatory actions will culminate phase four in a formal transfer of geographical territory between squadrons and groups on Oct. 1, 1981. These will include the squadron relocations, activations, and formal realignment of the 3542nd Squadron at St. Paul, Minn., from the 3504th Group to the 3505th. Additionally, the El Paso AFEES area currently aligned under the 3567th Squadron, Denver, will be realigned to the 3504th Group, under the 3541st Squadron and the Amarillo AFEES area will be realigned from the 3544th Squadron, Arlington, Texas, to the 3567th Squadron.

The final portion-phase five--calls for the activation of one more squadron in the Charlotte/Raleigh, N.C. area. When this occurs, squadron boundaries in the southeast portion of the country (the 3533rd and 3537th) will be adjusted to accommodate the new squadron. This section is contingent upon the opening of a new Tampa, Fla., AFEES which has now been set for October 1. "As you can see," concluded Captain Sturm, "a great deal of work has gone into the planning and execution of the reorganization. We are extremely optimistic that the new changes will provide recruiters and their supervisors improved opportunities for success."

Replacement

Recruiter send applicant to old job

SSgt. Jim Askins, 3545th Recruiting Squadron recruiter in Farmington, Mo., recently provided his own replacement for the job he held prior to coming on recruiting duty. An applicant, John G. Baker, met all the qualifications and selected the Administrative area as his choice. After his tech school graduation he was assigned to Scott AFB, in

the Directorate of Personnel Systems, Military Airlift Command Headquarters, working for Lt. Col. Bill Harrison. While on leave, he returned to talk with his recruiter and discussed his new job. After some time Sergeant Askins and Airman Baker discovered they not only had worked for the same person, but Baker occupied Askins' old desk.

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