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From the Top: FOC-Initiative Improves the Way We Operate

Commentary by Lt Gen Charles E. Stenner, Jr.,
Commander, Air Force Reserve Command

The 21st century security environment requires military services that are flexible — capable of surging, refocusing and continuously engaging without exhausting their resources and people. Moreover, the 21st century fiscal environment is becoming ever-more constrained as rising nations and pressing national interests compete for limited resources.

In this challenging environment, the Air Force Reserve has never been more relevant. It has provided sustained operational capability for nearly 20 years — at high ops tempo for the past eight years. And the Reserve provides cost-effective Tier 1 readiness to the nation available for strategic surge or on-going operations.

However, we cannot take for granted the high level of commitment our Reservists have thus far demonstrated. We must do our best to ensure their continued service. Accordingly, we are undertaking enterprise-wide actions to make service more predictable for our Reservists. The actions taken under AFR 2012 — Full Operational Capability will contribute to the overall health of the strategic reserve and improve the sustainability of Reserve and Air Force operational capability required by the war fighters of this new century.

Air Force Reserve Command FOC will improve the way the command manages and presents forces to the Air Force and force providers. Air Reserve Personnel Center FOC will improve Reserve and Air National Guard personnel administrative and management capabilities. And Office of Air Force Reserve FOC will improve Reserve interaction among the Headquarters U.S. Air Force staff to better support the chief of the Air Force Reserve, chief of staff of Air Force and secretary of the Air Force in discharging their service responsibilities.

Key elements of AFRC FOC Under the FOC initiative, major commands will continue to support standardization of AFRC organizational, training and equipping activities. However, the administrative roles currently performed by gaining MAJCOMS related to sourcing and presenting AFRC forces will be performed by AFRC. AFRC functional managers will manage consolidated functional portfolios consisting of Reservists from unit, individual mobilization augmentee and Individual Ready Reserve programs.

To more efficiently meet combatant commander requirements, AFRC will assume full responsibility for identifying and scheduling Reservist participation in aerospace expeditionary force requirements and mobilization

/demobilization activities through the Air Force force presenter to the regional unified command force providers (Air Combat Command for U.S. Joint Forces Command, Air Mobility Command for U.S. Transportation Command and Air Force Special Operations Command for U.S. Special Operations Command).



Consolidating these functions within AFRC will make the job of presenting Reserve forces simpler, easier and faster for AFRC functional managers and more responsive to the Air Force force presenters (ACC, AMC and AFSOC). Moreover, centralizing enables AFRC managers to readily integrate both voluntary and involuntary participation into a single force presentation process.

Key elements of ARPC FOC Through the ARPC FOC initiative, ARPC and the Air Force Personnel Center will become full partners — fully integrated in AEF cycles — providing customer service to all deploying Airmen. ARPC will be the central servicing facility for any type of mobility preparation all the way to post-mobilization follow-up. All services will become institutionalized in a force presentation model that includes all three staffs.

Key elements of AF/RE FOC Through the AF/RE FOC initiative, the Office of Air Force Reserve staff will conduct an in-depth analysis of its structure, organization and processes to optimize the ability to support the chief of Air Force Reserve in carrying out his Title 10 responsibilities. The staff will assess all applicable mission directives, Air Force instructions and other publications to illuminate capability gaps between Title 10 responsibilities and current processes.

The staff will also assess opportunities to develop and publish standard operating procedures between AF/RE and other Air Staff offices, as well as AFRC and ARPC, to more clearly delineate duties of all Air staffs concerning matters affecting the Air Force Reserve.

Under AFR 2012 — Full Operational Capability, the Air Force Reserve will not only be combat ready and responsive to daily operational needs, but service will become more predictable for Reserve Airmen and more sustainable in meeting the war-fighting demands of the 21st century.

Brain Injury Screening Required Before and After Deployment

by Master Sgt. Michael Blair
452nd Air Mobility Wing Public Affairs

MARCH AIR RESERVE BASE, Calif. -- It's mandatory. All Airmen must undergo specific testing for a possible injury before going into a combat zone.

Concerned the concussion of an explosion may cause brain injury, the Department of Defense created the Neurocognitive Assessment Tool. The U.S. Army began using the NCAT in 2006. As of July 23, 2008, DOD requires all service members to take the test within 12 months before deployment.

According to the U.S. Army Medical Department, a mild traumatic brain injury or concussion can affect a person's ability to work. Changes include a slower reaction time, headaches, irritability, memory impairments and difficulty sleeping. NCAT was developed because the symptoms may be mild and difficult to diagnose.

"It's like a hearing test for the brain," said Amanda Snay, an Automated Neuropsychological Assessment Metrics proctor who tests March ARB Airmen before they deploy.

"It can't hurt you," she said. "It only takes 10 to 15 minutes on average, and the results are only used as a baseline to see if there has been injury to the brain."

Before they deploy, the Airmen sit in front of laptops and answer questions to judge their memory and reaction time. There is no pass or fail. Scores are stored in a Washington, D.C., database and only used if an Airman experiences a concussion. The test is only used to determine changes in mental function.

Test results before and after the injuries are compared to determine if there has been a change in an Airman's mental capabilities and to allow for better treatment and care.

Yellow Ribbon Program Helps Families During Deployment

By Capt. Doreen DesJardins,
Deployment Cycle Support Manager

The Yellow Ribbon Program is a Joint Service Guard and Reserve program established to ease the informational and emotional hardships of deployment for service members and their families. The Yellow Ribbon program embraces the whole-family concept—Airman, spouse, children, parents, grandparents and siblings. We are all affected by deployment, whether we are the deployer or the ones left behind. Yellow Ribbon events address each phase of the deployment cycle – pre-deployment, deployment, 30 days after return, 90 days after return, 180 days after return (when standard benefits end). Each event is tailored to meet the specific needs of the Airman and family at that stage.

As the new fiscal year begins, the YRP is continuing to broaden the program to ensure as many deploying Airmen and their families can enjoy the benefits of Yellow Ribbon events as possible. With that in mind, Headquarters Air Force Reserve Command has a new team member, Captain Doreen DesJardins, who is dual-hatted as the South Region and Individual Mobilization Augmentee/Individual Reservist Deployment Cycle Support Manager. She will work with the Readiness Management Group Director of Operations to publicize YRP events across the continental United States, Hawaii and Alaska and to make sure deploying and returning IRs are able to attend with their families.

Pre-deployment events focus on preparing for separation, what to expect during deployment, services and benefits for the member and family, and available resources in the myriad of situations that may arise during deployment. Speakers and representatives for the pre-deployment event will include Military One Source, commanders, chaplains, psychological health advocates, military family life consultants, Operation Military Kids representatives and many others. The events are geared to be informative in an active setting. The goal is to empower. There is always on-site daycare for children under age five. Operation Military Kids also provides special activities for the older children to prepare them for their hero's departure and teach them how to keep in contact during the deployment.

Events during deployment gather spouses, parents and children together to

share and support each other. Team-building and communication activities help alleviate stress and build bonds between family members and with the base service providers. In addition, YRP team members share helpful information.

Post-deployment events help families navigate the transition to reintegration. Anyone who has deployed or is aware of someone who has, knows there are a multitude of details to handle when they return. Whether the issues are pay or travel claims, reconnecting with family or coworkers, navigating the Veterans Administration or Employer Support of the Guard and Reserve, everybody needs a place where they can have their questions answered, fears and expectations relieved, and gather with their fellow deployers and families.

Any IRs deploying away from home for 90 days or more, whether overseas or stateside, are eligible to attend the YRP series of events. Unit Reserve Coordinators or base IMA administrators can provide dates and locations of events. As IRs, you may choose to attend an event near your home so your family can attend and learn more about local military services. Single service members are authorized to bring up to two family members, and married service members are authorized to bring up to three family members.

For more information contact Captain Doreen DesJardins, Yellow Ribbon Event Manager, at doreen.desjardins@us.af.mil.



Andrews' RPO Transitions to RMG RPO

A recent audit revealed that manning challenges have resulted in problems servicing Individual Reservists (Individual Mobilization Augmentees and Participating Inactive Ready Reserve). As a result, Lt. Gen. Charles Stenner, AFRC Commander has authorized a one year Consolidated Reserve Pay Office (RPO) Test at the Readiness Management Group (RMG) beginning February 15, 2010.

This test will transition military pay services for Individual Reservists currently serviced by Andrews RPO to RMG RPO located at Robins AFB, GA. RMG RPO's Customer Support hours will be extended from 0730 to 1800 EST to accommodate customers transitioning during this period.

For more information contact Calvin Shelby, RMG Chief, RMG/RPO at 478-327-1388 or email RMG/RPO@us.af.mil.

Year of the Air Force
Family



Military Disciplinary Actions

Commanders and first sergeants, in concert with the Office of the Staff Judge Advocate, are responsible for ensuring good order and discipline within the Readiness Management Group. There are many avenues available to meet this responsibility, including trial by court-martial, Article 15, administrative discharge, and the U.S. Magistrate's Court. Actions recently reviewed by the RMG legal office for the third and fourth quarters (July-December) include: A

master sergeant from Det. 22 was found guilty in Louisiana Criminal Court and received a sentence of fifteen years imprisonment and a fine for possession with intent to distribute.

Court Martial - A technical sergeant from Det. 22 was convicted in a special court martial for using marijuana and sentenced to forfeiture of \$1,685.00 pay per month for three months and hard labor without confinement.

Dismissal - A lieutenant colonel from Det. 12 was convicted in a general court martial and sentenced to dismissal, and seven months of confinement for possession of child pornography . A colonel from Det. 11 was convicted in a general court martial and sentenced to a dismissal, confinement for 20 months and fined \$40,000.00 for unprofessional relationship and travel voucher fraud.

News Briefs

Retroactive Stop-Loss Pay Authorized

Current and former Reservists and Guardsmen who were involuntarily extended on active duty beyond an approved separation or retirement date as a result of stop-loss may be eligible for retroactive stop-loss special pay compensation.

The 2009 War Supplemental Appropriation Act set aside \$534.4 million to compensate Airmen and members of the reserve components serving on active duty who were adversely affected by stop-loss between Sept. 11, 2001, and Sept. 30, 2009. The Air Force used stop-loss during Operation Enduring Freedom in 2001-2002 and Operation Iraqi Freedom in 2003.

Eligible members will receive \$500 per month for each month or portion of a month they were retained past an established separation or retirement date and served on active duty as a result of stop-loss. Members of the reserve components must have served on active duty during stop-loss.

"Most point- or pay-gaining activities qualify for active-duty time, including annual training and Reserve training tours," said Steve Hannan, director of personnel program management at Headquarters Air Reserve Personnel Center in Denver.

Approximately 3,400 reserve component Airmen may have been affected by stop-loss. Some may no longer be a part of the formal Air Force family.

"We will do everything we can to ensure every eligible service member receives this entitlement," Mr. Hannan said. "That includes spreading the word to veterans' groups and the many informal military communities."

The payment is also payable to legally designated beneficiaries of deceased or incapacitated Airmen.

Individuals have until Oct. 21, 2010, to file claims. The ARPC officials will evaluate claims based upon historical records as well as any supporting documentation submitted by the applicant.

If ARPC rejects a claim by an Airman or qualifying family member, the application will be returned along with a letter detailing appellate procedures, Mr. Hannan said.

Those serving in the Air Force Reserve or Air National Guard when stop-loss, or their legally designated beneficiaries, may download and submit a stop-loss claim application from the Air Reserve Personnel Center's virtual Personnel Center-Guard and Reserve Web site at <https://arpc.afrc.af.mil/vPC-GR>, or call the Total Force Service Center at (800) 525-0102 for assistance.

Uniform news

The sage green fleece may only be worn over the Air Battle Uniform (ABU) top, and is not authorized to be worn solely over a T-

shirt, thermal underwear and similar undergarments, when worn as an outer garment.

The uniform board has authorized wear of the sage green fleece without name tapes and rank as an outer garment until Oct. 1, 2010. Both the black and the green fleece without tapes and rank may be worn as a liner to the APECS. The black fleece will phase-out Oct. 1, 2010. New sage green fleece outer garments will be made available first to deployed Airmen. For more information, read the Air Force Print News story at <http://www.af.mil/news/story.asp?id=123172393>.

Additionally, Airmen are authorized to wear the battle dress uniform cold weather Gore-Tex and field jacket with the current airman battle uniform. Supply of ABU cold weather garments is affected by delivery trends. To ensure Airmen are equipped for adverse weather, the "mix and match" policy has been extended until May 1, 2010. Read more at <http://www.af.mil/news/story.asp?id=123171735>. Limited Period Recall Program Deadline



How To Donate to Haiti Relief Efforts

The DOD Combined Federal Campaign Office is encouraging DOD employees who wish to contribute to do so via a supporting charity of their choice. The U.S. Agency for International Development is recommending cash contributions as the most effective way to help. USAID has provided a list of relief organizations and further information on its Web site at: <http://www.usaid.gov/> ("How Can I Help" is on the right side of page).

Limited Period Recall Program Deadline

As of Dec. 31, 2009, Air Force Personnel Center is no longer taking applications for the Limited Period Recall Program for rated officers. Applications for non-rated positions and the Permanent Recall Program will continue to be processed. For more information contact Detachment program managers.

Reservists Must Register Civilian Employer Information Annually

By Staff Sgt. Celena Wilson
Headquarters Air Force Reserve
Command

Increasing deployment requirements and operational commitments pose a major challenge to not only Reservists and their families but also civilian employers. In particular, some small businesses and public agencies like hospitals and police and fire departments in rural towns throughout the country may have a tough time coping when their employees leave to fulfill military commitments.

It can be particularly devastating when military duties take multiple employees away from a single civilian employer at the same time, thus leaving the organization short of invaluable resources and unable to adequately replace them.

To help prevent this from happening, in March 2003 the Department of Defense mandated all traditional Reservists, individual mobilization augmentees/ individual Reservist, Individual Ready Reserve members and Air Reserve Technicians, regardless of their service affiliation, to register their civilian employer information and job skills on the DOD Civilian Employer Information Web site.

In addition to helping protect small businesses and public agencies from being severely impacted by losing multiple reservists at the same time, the database is one tool used by the Employer Support of the Guard and Reserve to inform service members and employers of their rights and benefits from the Uniformed Services Employment and Reemployment Rights Act of 1994.

According to the CEI Web site, the immediate goal is to “increase the effectiveness of the Department of Defense's employer outreach programs by identifying employers directly affected by DOD policies and mobilizations. The department will then be better able to assess actual employer needs and identify possible incentives to encourage employer support for reserve participation.”

Upon joining the service, Reservists are required to log in to the Web site and enter all of the requested information. Afterward, at least on an annual basis, they must log in to the Web site and check their information, even if there are no changes from the year before.

“One of the biggest obstacles we are facing is simply not being able to get the word out about the new annual

requirement and stress how important having this information is,” said Didier S.D. Opotowsky, chief of the Field Activities Branch in the Directorate of Manpower, Personnel and Services at Headquarters Air Force Reserve Command. “With this collection of information, the Department of Defense will have a direct line of communication between the need to fulfill the mission and keeping our Reservists' civilian employers informed. This site also gives our members a connection to information pertaining to the USERRA.”

A recent addition to the requirements might be responsible for the low compliance rate, Mr. Opotowsky said. “Anyone who holds a first-responder position in their community needs to ensure that box is checked,” he said. “This is a new addition to the site, so if a member updated his or her information a few months ago but did not have the first-responder requirement, the system pushed the update out as incomplete.”

In addition to using the Air Force Portal to access the Web site, Reservists can log in from a home computer to <https://www.dmdc.osd.mil/app/esgr/> and can gain access with a user ID and password or Common Access Card.

DLA Team in Iraq “Taking Out the Trash”

by Defense Logistics Agency Strategic Communications

A team led by two Defense Logistics Agency Reserve noncommissioned officers working from a base north of Baghdad is “taking out the trash” from operations in several different areas of Iraq.

In a recent visit to Contingency Operating Base Speicher, near Tikrit, DLA Director Navy Vice Adm. Alan Thompson heard from the leaders of DLA Support Team – Iraq how team members are sorting through military waste material to determine its final disposition, which may mean recycling or burning the waste or processing items to be “demilitarized.”

Thompson was accompanied on his trip to COB Speicher by Army Brig. Gen. Thomas Richardson, commander of Defense Supply Center Columbus, Ohio, and Air Force Brig. Gen. Scott Chambers, commander of Defense Supply Center Philadelphia.

The three senior leaders saw firsthand the progress being made by an expeditionary disposal and remediation team led by Army Sgt. 1st Class Robert Rodriguez and Air Force Tech Sgt. Karoline Diaz, an individual reservist assigned to DLA.

“Since taking over this mission in July, our team has processed almost 4.5 million pounds of military waste, which vastly improved the organization and environmental impact of the COB Speicher landfill,” Rodriguez said during a briefing.

Since July the team has removed more than 4 million pounds of scrap metal – 195 truckloads – and 10,000 pounds of plastic – 20 truckloads – from the area.

Diaz described how trash piled high in a disorganized mess when she and Rodriguez arrived this summer has now been reorganized by type and the volume reduced significantly. Before

the waste material can be removed, it must be sorted by hand into categories that include scrap metal, tires, spent ammunition casings, inert weapon components, plastics, and items to be demilitarized, the two NCOs explained. Demilitarization removes the offensive capability of an item that could — in the wrong hands — be used against U.S. forces.

After the briefing and a tour of the landfill area, Thompson said he was impressed with the scope of the mission.

“Until you see it for yourself, you just can't imagine the volumes of waste these military members are dealing with,” he said. “And their enthusiasm and focus on the mission is inspiring.”

He also told the reservists they are doing important work helping the U.S. military draw down its presence in Iraq. “We want to return the areas we're using back to the Iraqis in much better condition than we found them in,” the admiral said.



Tech. Sgt. Karoline Diaz, individual reservist assigned to Defense Logistics Agency, briefs DLA Director Navy Vice Adm. Alan Thompson (left) and Air Force Brig. Gen. Scott Chambers, commander of Defense Supply Center Philadelphia, during their recent visit to Contingency Operating Base Speicher, near Tikrit, Iraq