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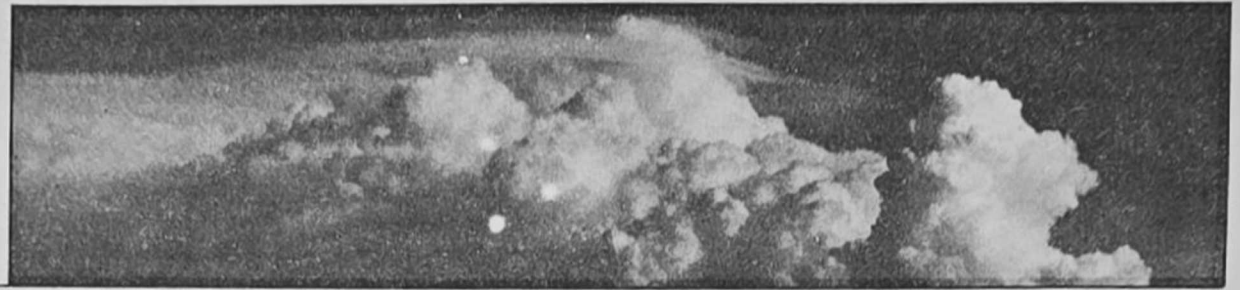


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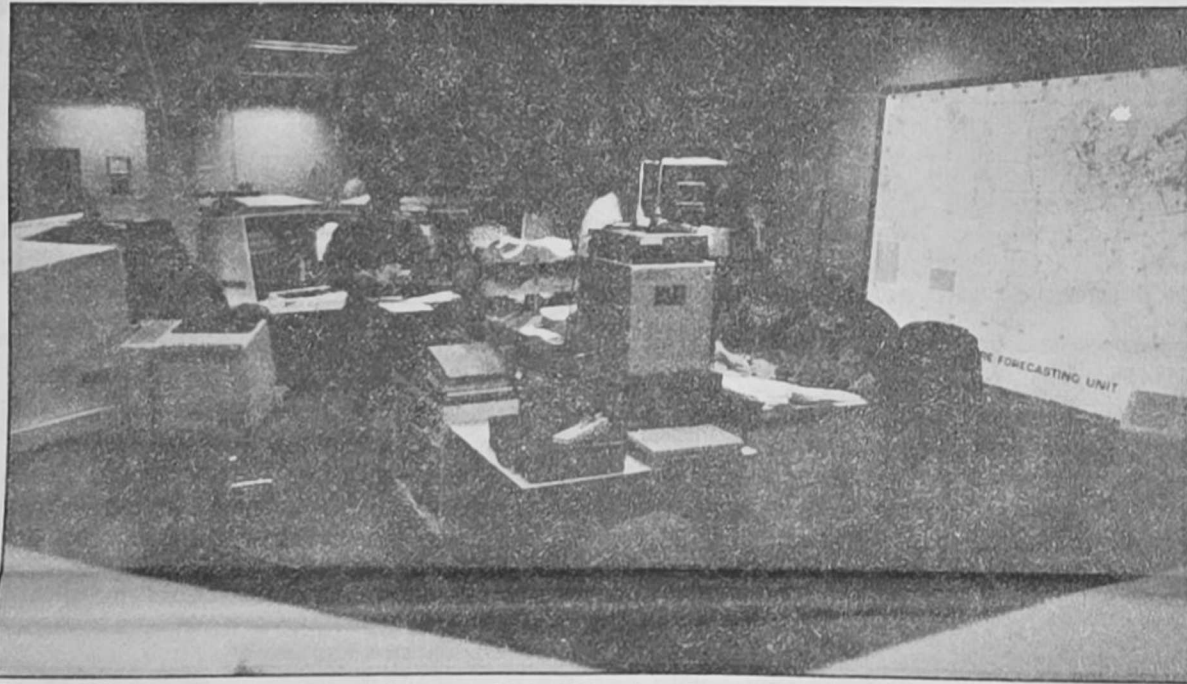


Air Force Global Weather Central Reorganizes

The Air Weather Service's Air Force Global Weather Central (AFGWC) at Offutt AFB, Neb., has completed a sweeping reorganization designed to streamline computer operations and the production of weather support to the Air Force and Army. Using the latest management principles, AFGWC was "downsized," "flattened," and "streamlined" through a program known as Sleek Structure.

Sleek Structure reduced the size of AFGWC by 98 people, "flattened" the management structure from seven divisions and over 20 branches to two divisions and 10 branches, and totally eliminated section-level management.

The reorganization also



Severe Weather Section at the Air Force Global Weather Central, Offutt AFB, Neb. The origination point of all point warnings and advisories for U.S. Department of Defense military installations. (U.S. Air Force photo)

eliminated three geographically separated operating locations. The AWS restructure divested AFGWC of a subordinate unit at Scott AFB, Ill., the U.S. Air Force Environmental Technical Applications Center.

The new AFGWC concentrates management and production of operational weather support charts and forecasts in the Operations Division. Previously, two separate divisions had performed production functions, while a third managed customer requirements and directed production to satisfy those requirements.

The reorganized Operations Division placed the responsibility for responding to the needs of customers

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NEW VISION

AF focuses effort toward better future

By TSgt. Sarah Hood
Air Force News Service
Kelly AFB, Texas

During a time of declining budgets and shrinking forces, Air Force senior leaders have formulated a beacon to help servicemembers and their families see where the Air Force is headed.

The "vision" is intended to "send out a sense of what we want to be in the future," said Air Force Secretary Donald B. Rice. "It should help remind us all of what we're striving for every day and how the particular missions and objectives that each of our organizations is working toward contributes to the larger corporate goal of the whole

Air Force institution."

The secretary, the chief of staff, the under secretary, and the Air Force four-star leadership together developed words that best express their view of what the Air Force should be:

"Air Force people building the world's most respected air and space force...global power and reach for America."

More than a slogan, the vision statement offers a glimpse into where the Air Force plans to focus its efforts for the future, Rice said.

The Air Force began its new strategic framework 18 months ago when Rice developed the Global Reach — Global Power concept,

which laid out the role of the Air Force in a modern and changing world environment.

The "vision" is intended to "send out a sense of what we want to be in the future."

Global Reach — Global Power will continue to be used as a title for the force's strategic framework, Rice said. But with the vision,

it's been given "a different spin."

"We're striving for a double meaning in that language," he said. "It's 'global power and reach.' And it's a 'reach for America.'"

In explaining the vision statement, Rice said: "Air Force people' is who we are. 'Building' says we didn't just start this yesterday. We already have a good outfit; we're going to make it better. 'The world's most respected air and space force' says in a nutshell what we want to be all the time. 'Global power and reach' is our mission, our contribution. And 'America' is our customer, our country."

The creation of the vision follows closely the Air

Force's restructuring initiatives announced by the secretary and the chief of staff.

The fundamental decisions on restructuring have been made, Rice said. The coming year will be a year of implementation.

"And that's going to involve probably most of the people in the Air Force before it's done."

On July 1, three new commands will stand up as five existing ones dissolve. Much of the work has already been done toward that effort.

"We already have a provisional headquarters in place for Air Force Materiel Command. We will be putting provisional headquarters

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Let's Tell Your Story

Now that we are in the post restructure mode, I'm happy to report the wheels of progress are gaining momentum. I've always had great admiration for our weather folk's ability to adjust, shift gears and charge ahead when confronted with a challenge.

As we move forward, I solicit your help on an over-looked area which needs a bit of fine-tuning - that's support for our newspaper. Until recently we had an excellent record on articles being submitted from weather units. This is showing signs of tapering off. I believe we've all been caught up in restructuring activities which have diverted our attention. As we now get established in our new routines, I enjoy you to renew your efforts in this important area.

By submitting your articles to the Observer, you inform people across the career field about you and your organization. Some recent examples include, "Weather Officer leads Way for

Shuttle Ferry Flight," and "New Van Puts Detachment at Full-Speed Ahead."

By supporting the Observer, your story gets the word out to the rest of the world. Highlighting your idea or way of doing things in the Observer might be the answer to a similar problem in another unit. The value is obvious.

So if you unit has a story let's share it with the rest of the weather family. The deadline for the Observer is the first week of the month for the next month's issue. Articles should be submitted in double-spaced draft along with support art or photos as appropriate to AWS/RMA, Attn: MSgt. Dave Black, Scott AFB, Ill. 62225-5008. Don't let the lack of photos curtail your submissions-if there's a story to tell that doesn't need photos, send it in. If you have questions about submissions, you can call Sergeant Black at DSN 576-2065.

I'm looking forward to hearing about you and your organization in the Observer.



Col. George L. Frederick Jr.
Commander, Air Weather Service

Perspectives

What a year! And what a future! We're fortunate that the Air Force senior leadership--specifically the Chief of Staff, Gen McPeak, and Secretary of the Air Force Rice--concluded that weather service is a critical core function of the Air Force of the future and must be maintained.

As I reflect on the future from my vantage point at Langley AFB, home of the Air Force's new Air Combat Command, it's clear we're experiencing unprecedented changes in the U.S. Air Force and the DOD.

As General McPeak says, the Air Force will become smaller, with less airplanes, people, and budget dollars; but, these "back-to-basics" organizational initiatives will produce a tougher, more capable fighting force. Pay attention to what's going on around you during these historic times--but not just as a spectator, be a participant!

In his just-released video, General McPeak says he needs **your** help--be a player! We're deeply involved with our TAC and SAC counterparts in our new role as a TAC DCS Operations directorate--striving to make the right things happen as we transition to an Air Combat Command J3-W.

Consider several of the issues and projects we've undertaken since Oct. 1, 1991, and how your particular talents and experience might contribute were you a member of our staff:

• **Manning the Objective Wing.** We strongly advocated a 14 member weather flight as the AF-wide model for the "objective" flying wing. Our advocacy, and yours, may be the critical key to retaining the resources necessary for effective weather support to Air Force and Army operations, worldwide. The emphasis is on **mission support!**

• **TAC/ACC Weather Inspection System.** We're

creating the inspection guides, criteria, and procedures that the Inspector General will use to evaluate TAC/ACC weather flights, Army weather units, and TAC/ACC gained ANG weather flights. We expect there will be two weather positions on the TAC, then ACC, IG team.

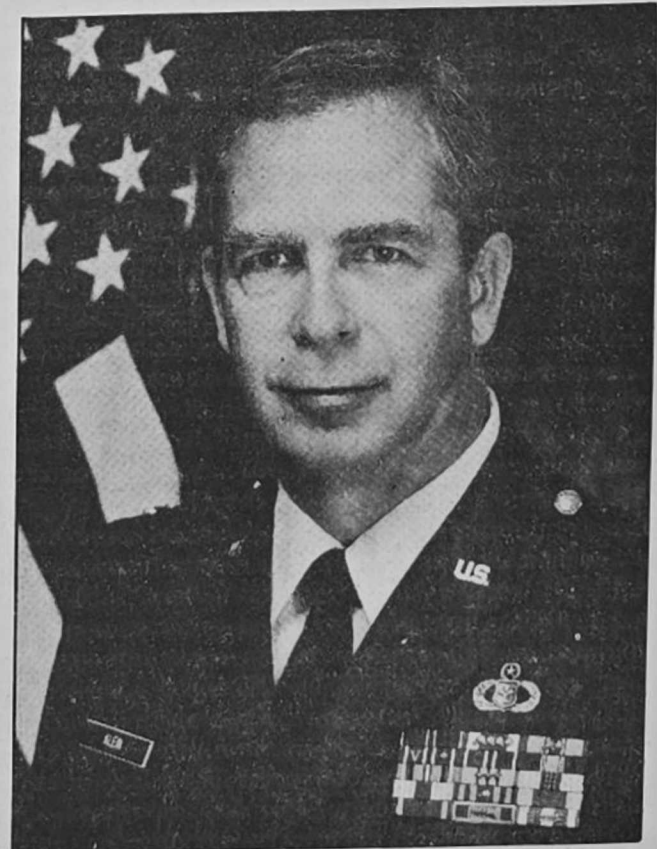
• **Weather Support to Special Operations Forces.** We're working with our SOCOM counterparts to determine the best possible structure for weather support to our nation's Special Operations Forces. In some cases, we've reached "interim agreements" to ensure mission support capabilities until the proper requirements documents can be processed and funded.

• **Reserve Component Weather Resources.** As the gaining command for 33 ANG weather flights with over 600 people and an additional 65 Individual Mobilization Augmentees (IMAs), we're committed to ensuring that Guard and Reserve officers, NCOs, and airmen receive the guidance and assistance they need to properly execute their missions.

• **Fielding New Weather Systems.** Like other MAJCOM DOWs, we're defining our role in integrating a new generation of automated, high-tech weather systems into field operations--systems like AWDS, NEXRAD, TAWDS, and our own Local Weather Distribution Systems (LWDS) are a few examples. Complicating this task is that we now must include the requirements of ACC units--not just those in TAC, plus a host of CONUS US Army customers. We expect there will be two weather positions within TAC DCS Requirements (TAC/DR) to improve weather considerations during the requirements-generation processes. We're also making sure the TAC communications community is part of the team all the way.

• **Army Weather Support.** Under the realignments, TAC picked up a big, new responsibility--providing weather support to US Army units in the CONUS and Panama. We have major responsibilities associated with the staff supervision of a 450

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Col. Thomas K. Klein
TAC/DOW

Col. George L. Frederick Jr.
AWS Commander
AWS Editorial Staff
MSgt. David L. Black
Editor

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Chanute Weather instructors win honors

Capt. Stephen L. Brueske won the Chanute AFB, IL, 3330th Technical Training Wing Company Grade Officer of the Year Award for 1991. MSgt. Raymond R. Reynolds won the 3330th Technical Training Wing Senior NCO of the Year Award for 1991.

"Captain Brueske and Sergeant Reynolds have been spectacular. Their contributions will have a positive impact on weather support into the 21st Century," said Maj. William C. Tallman, chief of the



Capt. Stephen L. Brueske

Weather Training Division.

Capt. Brueske is the chief of the Automated Weather Distribution System (AWDS) and Next Generation Weather Radar (NEXRAD) Curriculum Development Sections.

He directs the development and instruction for all AWDS and NEXRAD courses. The Minneapolis, Minn., native earned a bachelor of arts degree in chemistry from Bethel College, St. Paul. He entered the Air Force in 1984, and he completed the Basic Meteorology Program at Creighton University. He received a master of science degree in meteorology from Pennsylvania State University in 1990.

He was stationed at Hurlburt Field, Fla., prior to attending Penn State. He moved to Chanute AFB in May 1990.

Sergeant Reynolds has been in the Air Force since 1976. He was a Morse Systems Operator and an



MSgt. Raymond R. Reynolds

aircraft fuel specialist before retraining into the weather career field. His assignments include McGuire AFB, N.J.; Andersen AFB, Guam; Fort Lewis; Dolan Barracks, Germany; K.I. Sawyer AFB, Mich. He arrived at Chanute AFB in 1990. Sergeant Reynolds grew up in New Woodstock, NH., and holds a bachelor of arts degree from Eastern Illinois University. He has been appointed instructor supervisor of the new Weather Specialist Course.

Perspectives . . .

Continued from Page 2

member weather squadron (proposed to be a group) supporting the Army. We're also the lead USAF MAJCOM Directorate of Weather in determining a host of Army-related operational and organizational issues.

• **ACC Weather Support Concepts.** Supporting ACC will require us to be both evolutionary and revolutionary in our thinking. As our weather organizations evolve into customer owned and operated concerns, we're eliminating the tactical and strategic distinctions that gave them form and definition. We're creating a new culture: its foundation is our Air Weather Service heritage, its structure will rise from our new organizations: the fighter, bomber, training and airlift wings, and operations and weather groups to whom "our" people will be assigned.

• **TAC Quality.** The program many of you now

know as Total Quality Management, or TQM, is called TAC Quality at Langley, and it's not a program--it's a way of life, characterized by a leadership style which creates a working climate that promotes trust, teamwork, and continuous improvement. We're working this way already in TAC and will get even better as we transition to ACC, building on our long weather service history of customer-focused support, the quality training we received from MAC and AWS, and our new knowledge of quality as it relates to combat readiness.

• **Professional Development.** To paraphrase Yogi Berra, the weather career pattern "ain't what it used to be." But, the opportunities, perhaps not as plentiful as before, are still there for a challenging and rewarding career in the Air Force of the future. Within TAC, we've distributed a series of

informational packages on officer and enlisted professional development in the weather career field. Our best people will compete successfully for some of the best jobs in the Air Force--and I'm fortunate enough to be sitting in one of them!

This covers but a few of the issues we're working as TAC/DOW (ACC/J3-W). There are many others: EOTDA requirements, base closures, the composite wing, technical training, and Desert Storm after-actions are just a few that come to mind. We're going to need eager, qualified NCOs and officers to tackle this ambitious agenda. As our specific requirements become more firm, you'll soon see new ACC/J3-W staff positions on the job bulletin boards at CBPOs throughout the Air Force. So, if you are looking for challenges and the opportunity to excel, we have a home for you. I invite you to join the ACC team!

hot off the wire...

Inflation Detonation—Aerosol tire

inflators, which are becoming increasingly common, contain a flammable propellant that could explode under certain circumstances. Marketed under various brand names, aerosol inflators are widely sold to the public as a temporary fix for tires that have gone flat because of slow leaks and small punctures. Despite flammability warnings on the cans, many consumers are unaware of the dangers. Aerosols are recommended to be used only in emergencies. A consumer advisory group advised the following safety procedure in repairing a tire inflated by aerosol: first remove the valve core, then deflate and inflate the tire a few times. This procedure should remove all the flammable propellant and the tire can be safely repaired.

Too Bad For 1 On 1!—Sherry

Joyner, a sergeant at Det. 40, Air Force Global Weather Central, RAF Croughton, was selected as the U.S. Air Forces in Europe Female Athlete of the Year. The weather NCO was selected to the Air Force and Armed Forces Basketball team and attained the high point average for both teams. She now competes at Air Force level. Congratulations Sherry.

Travel, Leave Benefits—The

Secretary of the Air Force has extended permissive temporary duty travel and excess leave benefits to officers selected for early retirement. These benefits have also been extended to noncommissioned officers in grades E-6, E-7, and E-8 facing their high-year-of-tenure date. People in the above categories can take up to 10 days of permissive TDY or up to 30 days excess leave for job or residence searching. All retirees and separatees can also take up to seven days of permissive TDY to attend a Department of Defense-approved transition program seminar if one is not available at their duty locations. The general rules covering permissive TDY and excess leave apply to all who take advantage of these benefits. Permissive TDY must be approved by the unit commander and approval is subject to mission requirements. Excess leave places a member in a no-pay, no benefits status. Contact your local base personnel office for more information.

Job Listings —Transition assistance pro-

gram officials have updated and released a list of civilian employment opportunities to major commands throughout the Air Force. Although six companies have been deleted from the list, 25 new ones have been added. The new list contains 157 entries and is available at Family Support Centers, or education offices on Military Airlift Command bases, for use by people leaving the service. Each entry on the list provides the employer's name, address, phone number in most cases, and description of the openings available. Some entries also list pay and benefits. Updated lists are sent to MAJCOMs whenever enough new companies, positions or changes or changes warrant redoing the list. MAJCOMs then forward the lists to bases.

Missing Some Mail?—If your a

member of the Air Weather Association and did not get the January 1992 newsletter/roster package, then you did not send an address change notice to the Association when you moved. All of the Association's mailings go via 3rd Class bulk mail and cannot be forwarded to a new address. Furthermore, your address change order left with the post office expires in a year and the Association will not be notified of your new address after the expiration date of that order, even if your move was "official orders." Everytime the USPS advises the Association of an address change it costs 35 cents and the mail intended for you is discarded. Last year the Association experienced 225 address correction notices from the postal service. Many of those were labeled "forwarding order expired," "moved left no address," "attempted not known." Those members of the Association then go onto the "address unknown" list and will not get any of the mailings. If you didn't get the Association's January 1992 packet, you may not be aware that a FREE membership pin awaits your new mailing address. You are on the "address unknown" list since your USPS forwarding order has expired. Check the latest newsletter which was sent to every weather unit address. It gives the details on how to get your membership pin. You can assist in holding down the Association's costs by sending a change of address everytime you move. Send you notice to: AWA Locator (F. Smith), 4751 Knapp Way, Carmichael, CA 95608-5423.

From the Secretary of the Air Force

Words of Air Force vision guide us into future

By Donald B. Rice
Secretary of the Air Force

Air Force people building the world's most respected Air and Space Force ... global power and the reach for America.

These are the words of the new Air Force vision. Created by the senior leadership of the Air Force, these words will guide us into the future. Why a vision, you ask? We have mottos and mission statements. What's the difference?

A vision is a picture of the future—more than a slogan, it's what we want to be. Our mission describes what business we're in and why. The vision determines our direction. It's the way things could be, our best possible future, and it tells the organization what to care about in order to reach that future.

The world is changing around us. In response, we have led the Air Force into a deeper, more fundamental change than it has seen since its formation. The easy part — design-

ing the new structure — is over. We are now entering the most challenging phase — implementing the changes. For that we need the best efforts of every member of the Air Force, whether uniformed military or civilian, active or reserve component.

Air Force people is who we are — talented, well-trained, hard-working, deservedly proud, and the key to fulfilling our vision. Building conveys our tie from the Air Force of the past to the Air Force of the future. Those who went before us created the best Air Force in the world. Our task is to build on their work. The world's most respected Air and Space Forces describes what we always want to be. Our product is global power and reach — the full range of aerospace combat capability. And America, last and most important, is our country, our customer, our reason for existence.

As we publish this vision, and es-

Air Force people is who we are — talented, well-trained, hard-working, deservedly proud, and the key to fulfilling our vision.

tablish it throughout the Air Force, and beyond, we also call upon each of you to reach for approach, and seize the authority we'll be handing you to improve the processes you own or participate in. Every level of the Air Force will have to take the vision and trace from it their role in making it happen. The vision will be the same for all Air Force people, but the "how to's" are up to the people at every level at every base.

We are the best Air Force in the world today. But we want to keep improving the definition of the best, then beat it and define it anew. If we are to stay the best, we must keep striving for new ways of becoming the best, most respected Air Force. We must continually improve and innovate because we know potential ad-



Donald B. Rice

versaries are doing the same thing. Change is often unsettling. But change is also absolutely essential for growth. Embedded in this change are great opportunities for you, the Air Force and the nation.

From the Air Force Chief of Staff

Vision builds on top of wonderful AF heritage

By TSgt. Sarah Hood
Air Force News Service

WASHINGTON — When the Air Force decided a major overhaul was needed to streamline operations from top to bottom, senior leaders also agreed that a blueprint, a vision, was necessary to guide the Air Force through and well beyond the challenges of this decade, Chief of Staff Gen. Merrill A. McPeak said.

"Vision is an important concept," McPeak said. "A vision ought to be a picture of what we want to be, where we want the organization to go, what direction we want to take it."

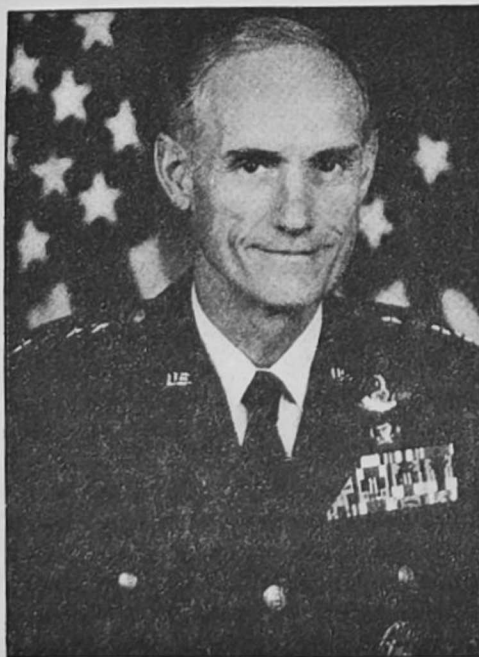
From a meeting last month to review strengths and weaknesses of the Air Force, the top ranking general officers and Secretary Donald B. Rice emerged with the vision statement for the Air Force: "Air Force people building the world's most respected Air and Space Force ... global power and reach for America."

Breaking the vision statement down into distinct parts, McPeak said it "identifies who we are — Air Force people — what our product is — global power and reach — and who are customer is — America.

"The vision says we are building. We're not starting from scratch," McPeak said.

"We're already the world's best Air Force. We're building on the shoulders of the many talented and capable people who came before us. We're building on top of a wonderful Air Force heritage.

"Finally, this vision statement says what we want to be — the world's most respected Air and



Gen. Merrill A. McPeak

The vision is the latest of a series of initiatives intended to guide the service through the turbulence and uncertainty facing not only the Air Force, but other military branches as well.

The new creed also comes in the wake of recent announcements that the Air Force will combine resources from three major combat commands into two new commands, coupled with other dramatic and sweeping changes taking place Air Force-wide.

Putting Strategic Air Command, Tactical Air Command and Military Airlift Command assets

We're already the world's best Air Force. We're building on the shoulders of the many talented and capable people who came before us.

Space Force. We want our friends to admire us, our enemies to fear us. In our hoped for future, everyone wants to cooperate with us, no one wants to fight us.

and missions into two new combat commands eliminates the long-debated artificial distinction between tactical and strategic airpower, McPeak said in an October speech in Los Angeles.

Other back-to-basics changes involve reorganizing the Air Force wing, eliminating unnecessary layers of management at all levels, taking a closer look at the manning needs and requirements of Air Force and Major Command Headquarters, and pushing authority and responsibility to the lowest level possible.

"I see the restructuring and the vision as complementary pieces, aimed at improving our combat capability and efficiency as an organization," McPeak said.

"Restructuring is not a way to improve the processes, it is a way to facilitate improvement in the processes. The vision is meant to inspire people to improve the processes they're working on."

Another important step in making the vision a reality is Total Quality Management. Total quality, a management philosophy on the national and international corporate scene, will be integral to the Air Force's conduct of day-to-day operations.

The Air Force will continue moving into the Total Quality Management environment, McPeak

Strong winds, fires ignite excellent Malmstrom WX support

By Capt. David M. Mucia
301 OSS/DOW

At Malmstrom AFB, Mont., strong winds are not an unusual event in October. However, the winds that occurred on October 16, 1991, were something to make you stand up and take notice.

With a cold High located in the Great Basin and an unusually strong Pacific cold front, the winds were forecasted to be gusting to near 60 knots at the base.

The winds began gusting early in the morning and continued to increase throughout the day. The winds, by themselves, were no longer a problem to Malmstrom AFB (the 301st Air Refueling Wing canceled its scheduled flying based on the forecast given early in the morning).

The 341st MW battlestaff was activated to deal with the rapidly changing situation. The outstanding coordination between the weather battlestaff briefer and the people who remained in the weather station allowed the battlestaff to make accurate and timely decisions about personnel safety and facility protection of the widely dispersed assets of the 341st MW.

Captain Mucia, the staff weather officer, arrived at the Command Post at 1:45 p.m. and briefed the partially assembled battlestaff. While waiting for the remaining members of the battlestaff, the situation continued to change rapidly.

At 4:20 p.m. Captain Mucia briefed the fully as-

"Wind gusts in excess of 70 knots at the missile sites were driving the grass fires with lightning speed. The personnel at one Launch Control Facility were forced to evacuate the surface buildings and take shelter in the underground crew capsule."

sembled battlestaff with information relayed to him by SSgt. Charles Elford (Wing Weather NCO) and Sgt. Karen Boss (duty forecaster). This included winds and temperatures relayed from the 20 Launch Control Facilities of the 341st MW, latest radar

information and changes to the forecast. With additional grass fires reported near four other missile sites the situation was very volatile and fluid.

By 6 p.m. the situation had stabilized sufficiently to allow Colonel Perryman (Vice Commander, 341st MW) to dissolve the battlestaff. The winds shifted to the NW behind the cold front and started to decrease. Meanwhile, fire fighting units from across the state, as well as Malmstrom AFB, were on location to control the fires.

Several items contributed to the outstanding support given to the 341st MW. SSgt. Tim Bondy (mid shift forecaster) made an excellent forecast of the synoptic elements that resulted in the winds. His timing on the passage of the frontal

system, winds and precipitation were admirable considering the fact that when he made his forecast the front was not even on land yet, but off the coast of Washington.

This accurate forecast allowed Sergeant Boss to start on top of the situation and remain there throughout the day. She issued and disseminated all of the needed warnings and advisories meeting all desired leadtimes. SSgt. Gary Bannick's (assistant superintendent, Weather Branch) and Sergeant Elford's capable assistance helped to keep the customers apprised of the rapidly changing situation. AIC Larissa Walker (duty observer) performed her duties well keeping the forecasters apprised of the changes in the winds.

Researchers study ways to combat "friendly fire"

By Jim Garamone
American Forces
Information Services

During the Persian Gulf war, 35 Americans were killed and 72 wounded by "friendly fire."

Eliminating these accidents is the thrust of research by the Army's Laboratory Command in Adelphi, Md., for the Department of Defense. Representatives from the Army's Training and Doctrine Command, the Air Force and Marines also are members of the team.

"We believe one friendly fire casualty is too many," said Dick Childress, the director of the Advanced Systems Concept Office at the command. "We are looking at every incident to see how it could have been prevented."

Friendly fire casualties during Desert Storm were often victims of the success of American technology, officials said. The war was quick and violent, and American technology provided "smart" weapons capable of hitting targets at long range.

Also, much fighting was conducted at night, in rain, in smoke and under enemy fire - the "fog of war" that clouds every battlefield. So, U.S. soldiers, airmen and Marines could detect

targets, but not always identify them adequately.

Another contributing factor was the desert. "There are few terrain features commanders can use to accurately mark their positions," Childress said.

The Global Positioning System helped, but commanders could not use it while buttoned up in a tank, he added. "The result was that units were displaced in front of other U.S. units that thought there was nothing ahead of them but the enemy."

One of the first changes made was that tanks can now use the Global Positioning System while buttoned up. Other changes were "quick fixes" made even before the ground fighting started.

"We placed thermal tape - tape that doesn't conduct heat - on all vehicles," Childress said. "This allowed gunners to see a pattern through their forward-looking infra-red sights even when the outline wasn't clear."

Service members also affixed beacons visible through night-vision devices. Troop testing with these beacons is still going on. More than 600 researchers are looking at other long-range solutions to friendly fire casualties.

"We're looking at focusing the identification process into the targeting system," Childress said. "This will be a 'brilliant' sensor. It will be able to locate targets and tell what it is." He said such a system could be operational in aircraft, ground vehicles and surveillance systems within seven years.

Laboratory Command is also working on "battlefield situational awareness." This means giving commanders a clear idea of what units are on the battlefield - American and allied, as well as enemy - and where they are placed. "We fielded a prototype command-and-control system

called 'Hawkeye' to Desert Storm," said Childress. "This gave real-time data to commanders and worked very well." He expects a "full-up Army command system" test in 1993.

Childress also is looking at making training more realistic. A robotic M-1 has been incorporated into training at the Army's National Training Center in California. "No one shot at it the first time we used it," he said.

In addition, 'virtual-reality' simulators are being used to duplicate the confusion of battle. This combines realistic visuals with the noise and explosions of

combat. "This adds the 'terror factor' that simulators haven't had," Childress said. "We've had master gunners come out of the simulator and say they forgot where they were, it was so realistic." He said there is no single solution to the problem of friendly fire casualties. "There's no silver bullet," he said. "We will continue to work on the various promising technologies to eliminate friendly fire casualties. We've been working on this problem for more than 20 years. There is a lot of 'gee-whiz' technology we can adapt to fight this problem, and we will look at it all."



Allied troops used thermal tape that doesn't conduct heat to produce special markings for friendly force identification. The tape was just one of many technologies used to prevent friendly fire accidents during Operation Desert Storm. (U.S. Air Force photo).

Weather Warriors brief Air Force Chief of Staff

By Capt. Terry Given
TAC/DOWRR

"Manly men," that's what Air Force Chief of Staff Gen. Merrill McPeak called two of Tactical Air Command's weather officers at a recent Pentagon briefing.

The general dispensed the ultimate compliment when briefed about the capture of Iraqi POWs by Air Force weather troops attached to the 1st Infantry Division out of Ft. Riley, KS.

He was also impressed by the fact that weather troops, attached to the Army's 3rd Special Forces Group, participated in the raising of the flag over the U.S. Embassy in Kuwait City.

Working in the dank, dark halls of the Pentagon, you might think it tough for General McPeak to stay in touch with what's going on at the operational unit level. To keep him and the Air Staff action officers in touch with the field, the Air Staff has developed the CSAF "Warrior Briefing" program.

The program invites operational officers and NCOs to brief significant items of interest to the Chief. As you might expect, many recent briefings have focused on the exploits of Air Force people in Operations Desert Shield and Desert Storm.

The weather community was recently given the opportunity to tell their story. On Oct. 31, 1991, Capt. John Murphy, 1OSG/WS,

Langley AFB, Va. and Capt. Mike McDonald, Det. 1, 5WS/CC, Fort Campbell, Ky. presented a briefing to General McPeak on weather support to Operations Desert Shield and Desert Storm. Captain McDonald spent his time out in the desert as Staff Weather Officer (SWO) to the 101st Air Assault Division, while Captain Murphy deployed to the relative luxury of Riyadh as OIC of the Tactical Forecast Unit, collocated with HQ USCENTAF.

Their briefing was the culmination of months of hard work and practices. Capt. Ted Wilz, HQ TAC/DOWOE, who deployed as SWO to the 12th Aviation Brigade out of Wiesbaden, Germany, was the action officer in charge of building the script and slides.

As you might imagine, for such a high-level briefing the first (second, third...) iteration was not the last.

Everyone from the 1FW/CC, Col. David McCloud, up through the TAC/CC, Gen. Mike Loh, got the chance to review the brief and recommend changes. Needless to say, the staff at the TAC Graphics shop became very familiar with Captain Wilz.

On Oct. 29, General Loh approved the briefing and it was cleared for presentation to the Chief. Captains Murphy, McDonald and Wilz packed their



During Operation Desert Storm AWS members took 21 Iraqi prisoners of war. (U.S. Air Force photo)

bags and headed up to Washington. On Oct. 30, they gave a practice brief to USAF Director of Weather Brig. Gen. John Kelly, and his staff, then a series of briefings open to Pentagon action officers. They finished with a presentation to Lt. Gen. Michael Nelson, the USAF/XO.

All that was left was the Chief of Staff. On the morning of Oct. 31, the weather warriors briefed General McPeak. According to Captain Murphy, the general was very pleased with the briefing. So pleased, in fact, that Captains Murphy and McDonald were invited back on Nov. 25 and 26, to brief Gen. Colin Powell, Chairman of

the Joint Chiefs of Staff, Dr. Donald Rice, Secretary of the Air

Force, and Dick Cheney, Secretary of Defense.



Capt. John Murphy
1OSG/WS



Capt. Mike McDonald
Det. 1, 5WS/CC

Armed services' blood stock dwindle

By Evelyn D. Harris
American Forces
Information Service

The response to calls for blood donations during Operations Desert Shield and Desert Storm was gratifying, but now the military blood program needs more, and Navy CDR David A. Reichman of the Armed Services Blood Program Office.

"We need a continuous supply of blood because fresh blood is only good for 35 days," said Reichman. He said only about 5 percent of the population donates regularly. Blood bank officials believe most regular donors gave blood during the Persian Gulf crisis. Donations then dropped off, partially because the need for more blood wasn't publicized, he said.

When it became clear that Desert Storm allied casualties would not be nearly as heavy as

projected, some donated blood was used to aid Kurdish and other refugees, as part of Operation Provide Comfort. Blood is still being sent to the Persian Gulf region to treat U.S. accident victims. It will also be used as a strategic reserve.

Blood is needed in the United States to treat diseases and accident victims year round, but particularly during the summer and winter holidays. Unfortunately, these are also the most difficult times to recruit donors, said Reichman.

DoD civilians, service members and family members who want to support the program should contact their local military medical facility for more information or call their respective service blood program office. Their numbers are: DSN 297-5054 or commercial 1-202-767-5054.

50 WX students graduate CCAF

MAXWELL AIR FORCE BASE, ALA. -- The record breaking tally is in and 6,575 airmen in the Air Force received two-year degrees from the Community College of the Air Force, in ceremonies held in October at bases worldwide.

The previous largest class was October 1986 when 5,262 degrees were presented to graduates. For 1991, combining the April and October classes, CCAF graduated more than 11,077 students -- exceeding 98,000 total graduates!

Among the degrees conferred in October, 50 were in Weather Technology.

CCAF, "the enlisted person's college," is the largest community college in the nation granting occupationally-related degrees to Air Force, Air National Guard, and Air Force Reserve enlisted people.

The "CCAF System" is the administrative staff at Maxwell AFB, Ala., affiliated schools, including professional military education, and education services offices Air Force-wide. CCAF is accredited by the Southern Association of Colleges and Schools, Commissions on Colleges.

The following weather technology students received their CCAF certificates:

- BARRETT, Ralph T.
- BECK, Larry D.
- BUCHANAN, Christopher L.
- BURKHOLDER, Stephen A.
- CARILLON, Jon D.
- CARLSON, Sabrina L.
- CORBITT, Patrick E.
- DIDONATO, Michael A.
- ESPARZA, Cynthia D.
- FERRO JR., Francis J.
- FIELDS, Francis J.
- FISHER, Mark S.
- FRANK, Derek F.
- GERTH, Richard R.

- GIFFON, Michael C.
- GROSS, Lawrence H.
- GRUBB, Charles E.
- GRUBER, Steven G.
- HARRIS, Edward C.
- HATHAWAY, George A.
- JOHNSON, Kevin O.
- JOYCE, JR., Robert J.
- KIELNECKER, Frank H.
- KINCAID, Scott R.
- KINSEY, David J.
- KRAETSCH, Robert C.A.
- LIVINGSTON, Eric S.
- LYNCH, James R.
- MARSHALL, George E.
- MARSICEK, Michael A.
- MCCOY, Michael G.
- MYERS, Thomas A.
- NITSO, George G.
- NUNEZ, Jose A.
- PAWLAK, Daniel T.
- PERRY, Clinton R.
- PINKERTON, Paul A.
- POST, Robin G.
- POWELL, Daniel J.
- RODGERS, Larry D.
- SCHACHT, Robert C.
- STRAW, Scott A.
- TIMPERIO, Michelle R.
- VERNOR, Eva J.
- WOLF, Robert J.
- YEH, Albert M.

AWS Salutes

Medals

Meritorious Service Medal:

JOHNSON, Maj. Allen C., AFGWC
PARHAM, TSgt. Robert R. Jr., AFGWC

Air Force Commendation Medal:

ANDERSON, TSgt. Earnest, Falcon AFB
BLACKFORD, TSgt. Erik
BLACKWELL, Capt. Keith G., AFGWC
BOERLAGE, Capt. Andrew P., AFGWC
EDWARDS, TSgt. Victoria L., AFGWC
ELYEA, TSgt. Mark L., Barksdale AFB
GAGE, SSgt. Chetwood V., McClellan AFB
HERMANSON, TSgt. Keith, Falcon AFB
JONES, Lt. Col. Charles D., Robins AFB
KLEIN, TSgt. Wayne E., Barksdale AFB, (IMA)
SMITH, SSgt. Danny H., AFGWC
STORZ, Capt. Mark, Falcon AFB
SILKENAT, SSgt. Glenn P., Falcon AFB
ZINK, Capt. Jeffrey W., Robins AFB, (IMA)

Air Force Achievement Medal:

DEARINGER, A1C Matthew, Falcon AFB
HART, Kathleen M., Castle AFB
MILLER, Suzanne F., Castle AFB
NOLEN, SSgt. Theilma E., Hurlburt Field
RAMSDELL, SrA Christopher P., Falcon AFB
REMEIKA, Capt. Michael F., Castle AFB, (20LC)
TOMES, SrA Michael H., Falcon AFB
TREVINO, A1C Claudio

Air Force Good Conduct Medal:

BEST, TSgt. Leslie C., AFGWC
BOOTS, A1C Guy W., AFGWC
DEOCARIZA, SSgt. Merryrut, AFGWC
HELTON, TSgt. Gary L., AFGWC
JETER, SSgt. Donald L., AFGWC
LYON, SrA Jeremy B., AFGWC
MCGURN, Michael S., AFGWC
ROACH, SrA Troy A., AFGWC
ROBERTS, SrA Kerry R., AFGWC
TYLER, SrA Darnell W., Andrews AFB
VINSON, TSgt. Charles G., Barksdale AFB, (20LC)

Southwest Asia Campaign Medal:

CARPENTER, 2nd Lt. Richard A.
COWART, SSgt. Jerry
HEYWOOD, Sgt. Stephen
HILL, MSgt. Scot M.
MEADE, Maj. Arthur C., Little Rock AFB
MENDONCA, A1C Howard J., Little Rock AFB
MORRIS, TSgt. Jeffrey L., Little Rock AFB
ORTIZ, Sgt. Oscar Jr., Little Rock AFB

AFGWC . . .

Continued from Page 1

under one boss and dramatically reduced the layers of management between the person who needs weather support and the person who produces it. It also put a single point of contact, the Global Duty Officer, in place to receive and respond to weather support needs 24 hours a day. The result is an organization more attuned to responding to the rapidly changing global commitments of the U.S. military.

In the 1990s, data automation has become an equal partner with traditional meteorology in the production of weather support. The reorganization of AFGWC reflects this, as the newly formed Systems Division combines all data automation functions, from systems acquisition to mainframe operations, in three branches under a single chief.

The Hardware Operations Branch assumed the mission of two former branches and operates computer systems valued in excess of \$130 million, including AFGWC's six

Unisys mainframe computers, a Cray supercomputer, a Teradata centralized database computer, the Satellite Data Handling System with its seventy minicomputers, and the Defense Meteorological Satellite Program Site III which processes and distributes satellite-derived weather data.

The Software Branch develops and maintains approximately four million lines of software code, covering the spectrums from computer operating systems to numerical weather prediction to data display and application programs. These 2,000-plus separate executable programs form the basis for every weather support product issued by AFGWC, including hundreds of daily products sent directly from AFGWC to customer without human interaction.

The new Systems Management Branch brings a wide variety of functions together for the first time. It manages the acquisition and evolution of new capabilities to meet customers' require-

To Technical Sergeant:

CHAMBERS, Gerald N., 123WF
KORICH, Richard, Chanute AFB
HOWARD, Clyde C. Jr., 209WF
PROCTOR, Freddy L., 181WF
RABOIN, Richard L., 101WF
RUDIS, Michael, Chanute AFB
TANJI, Alan N., 199WF
WILLIAMS, Allen L., 181WF

REID, TSgt. Robert T., Little Rock AFB
SCHEIDT, TSgt. Timothy J.
TREVINO, A1C Claudio
WALTERS, Capt. Mark S.

Humanitarian Service Medal:

CARPENTER, 2nd Lt. Richard A.
COWART, SSgt. Jerry
HILL, MSgt. Scot M.
JACOBS, Sgt. Mark D.
MCGILVRAY, Sgt. Scott A.

U.S. Coast Guard Special Operations Ribbon:

WEST, Sgt. Charles A., Kessler AFB

U.S. Coast Guard Meritorious Unit Commendation:

(1 Apr 89 - 28 Feb 91)
Det. 1, 7WW

Promotions

To Lieutenant Colonel:

PERRONE, Thomas J., 200 WF
TATTELMAN, Paul, 101 WF

To Major:

FOSTER, Dudley J. Jr., 156WF
JOHNSON, Fred R., 146WF

To Captain:

JOEST, Michelle E., 131WF
THOMAS, William L., 120WF

To First Lieutenant:

KRAGE, Stephen D., 204WF
HANAVAN, John F., 202WF
MAES, William C., Castle AFB

To Second Lieutenant:

GRUBER, Steven G., 208WF
HENDRICKS, David A., 207WF
PRINCE, Donald R., 209WF
PRUETT, Billy D., 105WF
SCHACT, Robert C., 113WF

To Senior Master Sergeant:

ROSEMIER, Stephen, HQ/AWS

To Master Sergeant:

GREENWELL, Douglas, 113WF
JOHNSON, Danny R., 123WF

To Staff Sergeant:

BARTLETT, William R., 127WF
BOUSQUET, Mark A., 207WF
FITZPATRICK, Shawn, 202WF
GOFF, John F., 146WF
LEBLANC, Ronald C., 131WF
LECHTHALER, SSgt. Brandon 203WF
MATTHEWS, Glenn, Altus AFB
MICHAELS, Brian S., 146WF
PHILLIPS, Connie J., 105WF
SCHWARTZ, Tiffany A., 113WF
SOJA, Jeffrey J., 131WF
VALDEZ, Everett B., 209WF
WILSON, David A., 181WF

Appointed to Sergeant:

ALCORN, Marvin D., 209WF
BIGSBY, Jeffrey A., 123WF
BOHLIN, Robert C. Jr., 199WF
CLONINGER, Ronald D., 156WF
CULLEN, John F., 202WF
FRENCHCOLVARD, Guy 209WF
KEE, Christopher L., 155WF
MORRING, Michele A., 200WF
ROWE, James E., 200WF
ROYE, Arthur L., 121WF
SEARLS, Robert C., 122WF
STRATIS, Timarion 123WF
VENSKE, Kenneth C., 127WF
WILSON, Brian T., 195WF

To Senior Airman:

GERTH, Richard R., Hill AFB
MILLER, Suzanne F., Castle AFB

To Airman First Class:

ALMSTROM, Andrew M., Andrews AFB
BRIDGEWATER, Jerrod, 122WF
CLAAR, Chad D., 210WF
DECANDIA, Peter J., 204WF
MORGAN, Jason M., 181WF
PITTSER, Terry L., 125WF
ROACH, Timothy G., 130WF
WILLISON, Kimberly M., Castle AFB

To Airman:

HICKEY, Kevin P., Castle AFB
LUCERO, Albert G., Norton AFB

Unit Honors

Senior NCO of the Year:

Barksdale AFB - LAND, Donald L.

NCO of the Year:

Charleston AFB/WX - MCALEENAN, SSgt. Mike
Barksdale AFB /WX- UNDERWOOD, TSgt. John W.

Airman of the Year:

Barksdale AFB /WX- GALARDO, A1C Jennifer L.

Company Grade Officer of the Quarter: (Jul-Sep 7)

7WW - MAGNAN, 2nd Lt. Scott G., Det. 3, 15WS
6WS - CHRISTIE, 2nd Lt. Michael S.
15WS - MAGNAN, 2nd Lt. Scott G., Det. 3
17WS - DIVECCHIO, 1st Lt. Michael D., Det. 9

Senior NCO of the Quarter:

7WW - HUDSON, SMSgt. Richard A., Det. 23, 17WS
HQ7WW- SANDBOTHE, MSgt. Albert J.
6WS - LANGLEY, MSgt. Terry L., Det. 75
17WS - HUDSON, SMSgt. Richard A., Det. 23

NCO of the Quarter:

AFSFC - BLACKBURN, TSgt. James R., Falcon AFB
Eaker AFB/WX-WESSENDORF, SSgt. Jay
7WW - NIEVES, SSgt. Carlos G., Det. 8, 17WS
6WS - LONG, SSgt. Terry L.
15 WS - KOMMER, SSgt. Ronald S., Jr., Det. 5
17 WS - NIEVES, SSgt. Carlos G., Det. 8

Airman of the Quarter:

7WW - MACIAS, A1C Jose, Det. 1, 17WS
6WS - MCGINNIS, SrA Timothy J.

17WS - MACIAS, A1C Jose, Det. 1

Education

Squadron Officer's School:

DAVIS, Capt. Carl W., Andrews AFB

NCO Academy:

HUZZ, SMSgt. James E., Falcon AFB

NCO Leadership School:

COX, Sgt. Tamara J., Hurlburt Field

Associate Degree from CCAF to:

CALDWELL, MSgt. Robert D., AFGWC
JOHNSON, SSgt. Kevin O., Charleston AFB

Reenlistments

ALBANESE, SrA Michael S., Kirtland AFB
CLARKE, Sgt. Robert D., Hurlburt Field
CONRY, SSgt. James P., AFGWC
EMERSON, SrA Raymond R., Altus AFB
FARRIS, SSgt. John D., Hurlburt Field
FORBES, SSgt. Steven E., Dover AFB
JONES, TSgt. William, Chanute AFB
LOURIDAS, SrA Michael J., McChord AFB
MILTON, MSgt. James, McClellan AFB
PLATT, CMSgt. Robert W., Hurlburt Field
RANDOLPH, TSgt. James R. Jr., Lajes Field
SHORE, Sgt. Julius T., Tinker AFB
SMITH, TSgt. Deborah J., Little Rock AFB
TYLER, SrA Darnell W., Andrews AFB

Retirements

ASHTON, Maj. Caleb B., Falcon AFB
HENDERSON, CMSgt. Philip D., McGuire AFB
HIGHAM, Lt. Col. William T., McChord AFB
LEWIS, MSgt. Craig A., Pope AFB
POGUE, MSgt. James Jr., Hurlburt Field

Submissions to Salutes

Request OLS, flights and squadrons consolidate inputs by alphabet and in the format presented in this column. (Format is extremely important to save time and typesetting errors). MAJCOM/DOW public affairs representatives or MAJCOM Public Affairs Offices may assist by receiving and consolidating their subordinate unit submissions and sending by the first week of each month to HQ AWS/RMA, Attn: MSgt. Dave Black, Scott AFB, Ill. 62225-5008. For more information contact Sergeant Black at DSN 576-2065.

head, empowering those who actually do the work with the authority to make key decisions, and placing greater emphasis on the needs of customers who use AFGWC products.

As a direct result of TQM, the reorganized AFGWC now includes a Product Improvement Branch. For the first time in AFGWC's history, a single organization has been created to analyze every aspect of the unit's production processes, from collection of weather data and observations worldwide to computer processing to actual production of weather forecasts and their distribution to Air Force and Army decisionmakers.

With the restructuring of weather support to the Air Force and Army, members of the weather community have begun to see many changes in the way AFGWC does business. AFGWC is actively seeking feedback on product quality, timeliness, and responsiveness to customers' needs.

The Current Operations

Branch (AFGWC/DOO), at DSN 271-5985, is the focal point for providing feedback on AFGWC products or for requesting AFGWC support during normal duty hours; the Global Duty Officer (GDO) is the 24-hour point of contact for feedback or to request AFGWC support. The GDO can be reached at DSN 271-2586.

The progress of the **Sleek Structure** reorganization was summarized by the Commander of AFGWC, Colonel Thomas E. Sieland: "The time for talking about TQM and restructure is over—now it's time to execute. We will put programs in place over the next year that will allow us to focus on improving the quality of our products and services, customer satisfaction, and management of major program acquisitions.

The result will be an AFGWC that is more responsive to customer needs, is able to make improvements in the way we do business, and can do a better job of planning for the future.

New Vision . . .

Continued from Page 1
 ters in place for Air Combat Command and Air Mobility Command right after the first of the year," Rice said.

"Everyone has a lot of work to do to get ready for the transition."

Air Combat Command will project firepower where and when needed, while Air Mobility Command will provide worldwide airlift and tanker support.

Other initiatives already under way include streamlining headquarters staffs

and eliminating air divisions, as well as a major overhaul of the way Air Force wings operate.

While reacting to the need to adapt to the changes in the world, the Air Force has continued to pursue the best principles of modern management as people conduct their daily business.

Most of the major commands have been working total quality management into their own operations, Rice said.

"As we worked the Air Force's overall TQM program, the chief(of staff)and I felt we should have a single vision statement for the Air Force, for the whole institution."

Total quality is a management philosophy designed to involve everyone in an organization in controlling and continuously improving how work is done. It includes a set of principles and procedures that guide tasks ranging from managing daily work

to strategic planning.

"Each of the commands and organizations under our total quality management approach will be developing their own missions and goals and objectives, right down to the lowest level of the organization," Rice said. Many organizations are already applying the key element of TQM—empowering people at the lowest level to participate in the process of improving the way work is done, "improving the way

we do business."

Rice says there will be a complete process that will let all individuals relate their goals and their missions to the overall mission of the Air Force.

"It has to start with a vision for the total institution that each of the specific missions and goals can be related to," Rice said. "We also hope that all of this will help instill and sustain a sense of pride in an institution that has the right to call itself the best, the most respected in the world."

McPeak: Vision is an important concept

Continued from Page 4
 said. That means people will develop a better understanding of the new language of leadership which is associated with Total Quality Management.

"In a TQM approach, top leadership has to state the direction it wants to take the organization. Then every member in the organization has to sign up to that. The leadership and everyone else in the organization

must have the will to carry it out," he said.

"We want to become a Total Quality Air Force." Total Quality Management is designed to involve everyone in an organization in continually improving how work is done. For the Air Force, this means looking for smarter ways to do business, centered on quality people doing quality work.

Without widespread acceptance of this vision it will remain just that ...

"only a vision," he said.

"It must be more than that. We must carry this vision through and make it reality. I ask all in the Air Force to read the vision (statement), think about it and help us act on it."

McPeak sees achieving a vision as an act of "sheer will, a question of tenacity. Once the entire Air Force commits itself to this vision of our future, it will become a very powerful tool."



Pay table with Proposed 4.2% increase

Effective 1 January 1992

Pay grade	2	3	4	6	8	10	12	14	16	18	20	22	26	
Commissioned officers														
0-10	6417.60	6643.50	6643.50	6643.50	6643.50	6898.20	6898.20	7280.40	7280.40	7801.20	7801.20	8323.50	8323.50	8842.20
0-9	5687.70	5836.50	5961.00	5961.00	5961.00	6112.50	6112.50	6366.90	6366.90	6898.20	6898.20	7280.40	7280.40	7801.20
0-8	5151.60	5306.10	5431.80	5431.80	5431.80	5836.50	5836.50	6112.50	6112.50	6366.90	6643.50	6898.20	7068.30	7068.30
0-7	4280.40	4571.40	4571.40	4571.40	4571.40	4776.60	4776.60	5053.50	5053.50	5306.10	5836.50	6238.20	6238.20	6238.20
0-6	3172.80	3485.70	3714.30	3714.30	3714.30	3714.30	3714.30	3714.30	3840.30	4447.50	4674.60	4776.60	5053.50	5480.70
0-5	2537.40	2979.30	3185.40	3185.40	3185.40	3185.40	3281.70	3458.40	3690.30	3966.60	4193.70	4320.90	4471.80	4471.80
0-4	2138.70	2614.60	2778.30	2778.30	2829.90	2954.70	3156.30	3333.60	3485.70	3638.70	3739.20	3739.20	3739.20	3739.20
0-3	1987.50	2222.40	2375.70	2628.60	2754.30	2853.00	3007.50	3156.30	3233.70	3233.70	3233.70	3233.70	3233.70	3233.70
0-2	1733.10	1892.70	2274.30	2350.50	2399.40	2399.40	2399.40	2399.40	2399.40	2399.40	2399.40	2399.40	2399.40	2399.40
0-1	1504.80	1566.30	1892.70	1892.70	1892.70	1892.70	1892.70	1892.70	1892.70	1892.70	1892.70	1892.70	1892.70	1892.70
Commissioned officers with over 4 years active duty as an enlisted member or warrant officer														
0-3 E	0.00	0.00	0.00	2628.60	2754.30	2853.00	3007.50	3156.30	3281.70	3281.70	3281.70	3281.70	3281.70	3281.70
0-2 E	0.00	0.00	0.00	2350.50	2399.40	2475.60	2604.60	2704.20	2778.30	2778.30	2778.30	2778.30	2778.30	2778.30
0-1 E	0.00	0.00	0.00	1892.70	2022.30	2096.70	2172.60	2248.20	2350.50	2350.50	2350.50	2350.50	2350.50	2350.50
Enlisted members														
E-9	0.00	0.00	0.00	0.00	0.00	0.00	2355.90	2408.70	2463.30	2519.70	2576.10	2626.20	2763.90	3032.70
E-8	0.00	0.00	0.00	0.00	0.00	0.00	1975.50	2031.90	2085.60	2139.60	2196.30	2246.70	2301.90	2436.90
E-7	1379.10	1488.90	1544.10	1598.10	1652.40	1705.20	1759.80	1814.70	1896.90	1950.60	2004.90	2031.00	2167.20	2436.90
E-6	1186.80	1293.30	1347.30	1404.60	1457.10	1509.60	1565.10	1645.80	1697.40	1752.30	1779.00	1779.00	1779.00	1779.00
E-5	1041.30	1133.40	1188.60	1240.20	1321.80	1375.50	1430.10	1482.60	1509.60	1509.60	1509.60	1509.60	1509.60	1509.60
E-4	971.10	1025.70	1086.00	1170.00	1216.20	1216.20	1216.20	1216.20	1216.20	1216.20	1216.20	1216.20	1216.20	1216.20
E-3	915.00	965.40	1003.80	1043.40	1043.40	1043.40	1043.40	1043.40	1043.40	1043.40	1043.40	1043.40	1043.40	1043.40
E-2	880.50	880.50	880.50	880.50	880.50	880.50	880.50	880.50	880.50	880.50	880.50	880.50	880.50	880.50
E-1	4785.70	785.70	785.70	785.70	785.70	785.70	785.70	785.70	785.70	785.70	785.70	785.70	785.70	785.70
E-1 <	4726.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chief of Staff	9755.60	Chief Master Sergeant of the Air Force 3686.40												

Note — Basic pay is limited to 8,733.30 by level V of the Executive Schedule

General Schedule

Effective Jan. 1, 1992

	1	2	3	4	5	6	7	8	9	10
GS 1	\$11,478	\$11,861	\$12,242	\$12,623	\$13,006	\$13,390	\$13,806	\$13,986	\$14,003	\$14,356
2	12,905	13,212	13,640	14,003	14,157	14,573	14,989	15,405	15,821	16,237
3	14,082	14,551	15,020	15,489	15,958	16,427	16,896	17,365	17,834	18,303
4	15,808	16,335	16,862	17,389	17,916	18,443	18,970	19,497	20,024	20,551
5	17,686	18,276	18,866	19,456	20,046	20,636	21,226	21,816	22,406	22,996
6	19,713	20,370	21,027	21,684	22,341	22,998	23,655	24,312	24,969	25,626
7	21,906	22,636	23,366	24,096	24,826	25,556	26,286	27,016	27,746	28,476
8	24,262	25,071	25,880	26,689	27,498	28,307	29,116	29,925	30,734	31,543
9	26,798	27,691	28,584	29,477	30,370	31,263	32,156	33,049	33,942	34,835
10	29,511	30,495	31,479	32,463	33,447	34,431	35,415	36,399	37,383	38,367
11	32,423	33,504	34,585	35,666	36,747	37,828	38,909	39,990	41,071	42,152
12	38,861	40,156	41,451	42,746	44,041	45,336	46,631	47,926	49,221	50,516
13	46,210	47,750	49,290	50,830	52,370	53,910	55,450	56,990	58,530	60,070
14	54,607	56,427	58,247	60,067	61,887	63,707	65,527	67,347	69,167	70,987
15	64,223	66,374	68,515	70,656	72,797	74,938	77,079	79,220	81,361	83,502

SENIOR LEVEL (SL)

Minimum \$77,080
 Maximum 112,100

SENIOR EXECUTIVE SERVICE

ES-1	\$90,000
ES-2	94,400
ES-3	98,600
ES-4	104,000
ES-5	108,300
ES-6	112,100

EXECUTIVE SCHEDULE

Level I	\$143,800
Level II	129,500
Level III	119,300
Level IV	112,100
Level V	104,800

OASD/FM&P

HQ AWS/PA
 SCOTT AFB, IL 62225-5008

BULK RATE
 POSTAGE & FEES PAID
 USAF
 PERMIT No. 798

no m