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“Cultivate Airmen, Create Pilots, CONNECT”

Columbus Air Force Base, Miss.

April 5, 2019

NEWS AROUND TOWN

Water Lantern Festival

On May 4 Tupelo will be hosting a Water Lantern Festival. This festival is filled with fun, happiness, hope, and great memories that you'll cherish for a lifetime. This is a family friendly event that can be shared by everyone. Friends, families, neighbors, and lots of people that you haven't met can come together to create a peaceful, memorable experience. Tickets for sale online.

Nelly with TLC and Flo Rida

Nelly, TLC and Flo Rida, American Hip Hop artists, will be performing at the Tuscaloosa Amphitheatre July 23 in Tuscaloosa, Alabama. Tickets for sale online.

Visit us online!
www.columbus.af.mil

New Salem Baptist Church welcomes you!

7086 Wolf Road
3 miles south of Caledonia, MS
(662) 356-4940
www.newsalembaptistcaledonia.com
Pastor: Bro. Mel Howton

SUNDAY
Worship Service - 8:00 & 10:30 am
Sunday School (all ages) - 9:15 am

SUNDAY EVENING
Youth Drama & AWANA - 4pm
Discipleship Training - 5pm
Evening Worship - 6pm

WEDNESDAY
Kid's Drama - 6 pm
Adult/Youth Bible Study, RAS, GAS & Mission Friends - 6:30 pm
Nursery available for all services.

St. Paul's Episcopal Church

318 College Street • Columbus

Holy Communion at 8:00 & 10:30 a.m. on Sunday

(childcare provided)

St. Paul's Episcopal Church
The Rev. Anne Harris
328-6673 • www.stpaulscolumbus.com

Find us on facebook.

RENT-A-SPACE

406 Wilkins Wise Rd.
www.columbusrentspace.com
662-327-5656



A \$25.00 donation will be made to www.woundedwarrioroutdoors.com on behalf of any CAFB Personnel who rents a storage space.

STORAGE AUCTION

Saturday, April 6, 2019
at 10:00 AM

GATEWAY CENTER MINI STORAGE

217 N McCrary Road
Columbus, MS 39702 662-329-4187

Located behind the Gateway Shopping Center


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Golden Triangle Autism Center

a division of Community Counseling Services

The Golden Triangle Autism Center teaches educational, social, communication and language, behavioral, and self-help skills using Applied Behavior Analysis (ABA) techniques to support the needs of children with autism, developmental delays, learning difficulties, and challenging behaviors within a variety of settings.

Each instructor of Golden Triangle Autism Center has experience and intensive training providing services to individuals with autism, developmental delays, learning difficulties, and behavioral challenges. In addition, each instructor holds a Registered Behavior Technician (RBT) credential. A Board Certified Behavior Analyst oversees all cases.

Please call or visit our website for more information.
662-391-1964
www.csms.org/autism-disorder-services

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Vol. 43, Issue 13

Weather

Friday Thunderstorms High 76°F Low 62°F	Saturday Rain High 76°F Low 66°F
Sunday Thunderstorms High 75°F Low 62°F	Monday Thunderstorms High 78°F Low 65°F

Forecast provided by the 14th OSS Weather Flight

News Briefs

Chief Recognition Ceremony

Senior Master Sgt. Wade Steinback will be recognized for his promotion to chief master sergeant at 6 p.m. April 12 at the Columbus Club. RSVP by April 10 @ <https://invitations.afit.edu/inv/anim.cfm?i=438258&k=06624A0B7E5F>

Wing Newcomers Orientation

All new active-duty service members are required to attend the Wing Newcomers Orientation starting at 8 a.m. April 16 in the Kaye Auditorium. The Wing Newcomers brief is a great way to learn about all the organizations on base and get a feel for how Columbus operates. Spouses are also encouraged to attend.

SUPT 19-08/9 Graduation

Specialized Undergraduate Pilot Training Class 19-08/9 graduates 10 a.m., March 15 at the Kaye Auditorium.

Inside



Feature 8

The Blaze Arena highlighted in this week's feature.



Scouts, Boy Scouts of America members look inside a T-38C Talon March 30, 2019, on Columbus Air Force Base, Miss. The scouts were able to see each training airframe the 14th Flying Training Wing uses to create the next generation of military aviators.

Scouts take part in 2-day camporee at Columbus AFB, connect with Team BLAZE

Airman 1st Class Keith Holcomb
14th Flying Training Wing Public Affairs

Over 150 members of Scouts, Boy Scouts of America, visited and toured Columbus Air Force Base, Mississippi, to learn about various jobs in the military and the 14th Flying Training Wing's mission March 29-31.

The scouts arrived March 29 to set up tents near the SAC Lake, where they camped for two nights. The next day, scouts split into troops to visit the 14th Mission Support Group's military working dog section and fire station, the 14th Operations Support Squadron's air traffic controllers, and the 14th Medical


See CAMPOREE, Page 5

COLUMBUS AFB TRAINING TIMELINE

PHASE II		PHASE III		IFF		WING SORTIE BOARD			
Squadron	Track Select	Squadron	Graduation	Squadron	Graduation	Aircraft	Required	Flown	Annual
37th (19-24)	Apr. 5	48th (19-08)	Apr. 19	49th (19-GBC)	Apr. 30	T-6	324	402	13,696
41st (19-25)	Apr. 19	50th (19-08)	Apr. 19			T-1	129	116	4,685
						T-38	168	189	5,411
						IFF	65	69	2,229

Brig. Gen. Kristin E. Goodwin, the Commandant of Cadets, United States Air Force Academy, Colorado, is the guest speaker for Specialized Undergraduate Pilot Training Class 19-08's graduation at 10 a.m. April 19, 2019, in the Kaye Auditorium.

* Mission numbers provided by 14 FTW Wing Scheduling.



14TH FLYING TRAINING WING DEPLOYED

As of press time, 51 TEAM BLAZE members are deployed worldwide. Remember to support the Airmen and their families while they are away.

Deployment numbers provided by the Installation Personnel Readiness Office.

Vietnam veterans recognized during pinning ceremony



U.S. Air Force photo by Senior Airman Beaux Hebert

James Hardy, retired Army sergeant first class, cuts a cake during the 50th Vietnam Memorial Pinning Ceremony March 29, 2019, on Columbus Air Force Base, Mississippi. The ceremony, hosted by the Columbus AFB Base Exchange and Commissary, was in honor of the veterans and the 50th anniversary of the Vietnam War.

Silver Wings

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Submission Deadline

The deadline for submitting copy for next week's SILVER WINGS is noon Monday. Articles may be dropped off at the public affairs office or e-mailed.

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The SILVER WINGS staff reserves the right to edit or rewrite all copy submitted when necessary. All photos are U.S. Air Force photos unless otherwise stated.

Submit all advertising to the Columbus, Miss., Commercial Dispatch advertising department one week prior to desired publication date. The advertising department can be reached at (662) 328-2424.

2019 US Air Force Test Pilot School applications due May 29

Kat Bailey

Air Force's Personnel Center
 Public Affairs

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Application packages for the 2019 U.S. Air Force Test Pilot School selection board are due by May 29.

The USAF TPS selection board will convene at the Air Force's Personnel Center at Joint Base San Antonio-Randolph July 29-Aug. 2, and will consider Total Force officer and current Air Force civilian applicants to attend training as early as July 2020.

Test pilot, test combat systems officer and test remotely piloted aircraft pilot positions are open to officers, while flight test engineer positions are open to both officers and civilians. Applicants from all aircraft types

and backgrounds may apply, and all applicants must have strong academic and technical experience.

The Air Force has expanded the list of eligible Air Force Specialty Codes for the experimental flight test engineer course to include officers from the 17D, Cyberspace Operations Officer, and 13S, Space Operations Officer career fields, to help support multi-domain operations. Officers with a 17D or 13S core AFSC are highly encouraged to apply for TPS.

"Test pilot school ensures Air Force mission dominance by training officers and civilians to lead and conduct full-spectrum testing and evaluation of aerospace weapons systems," said Maj. James McDonald, AFPC assignments officer.

According to McDonald, civilian appli-

cations for flight test engineers are handled much like the military application process for test pilot positions, and specific instructions are detailed in the TPS Personnel Services Delivery Memorandum. Civilians compete directly for flight engineer spots and the selection board considers them in the same pool as military applicants. Any Department of the Air Force civilian selected for TPS will be required to sign a mobility agreement as well as a five-year Continued Service Agreement.

The USAF TPS trains pilots, CSOs and flight engineers to develop, test and evaluate the newest aircraft and weapons systems. Program graduates earn a Master of Science in Flight Test Engineering through Air University. In addition, the school conducts exchange programs with the U.S. Na-

val, United Kingdom and French test pilot schools to train fixed and rotary wing pilots and flight test engineers.

McDonald said applicants should use the new forms attached to this year's TPS PSDM on myPers or available on the TPS website at <https://www.edwards.af.mil/units/usaftps>, rather than the forms posted on the Air Force e-Publishing website. Also new this year is a template for a Resume of Flying Experience.

Find additional information about rank requirements, eligibility criteria, process and other specifics on myPers. Select "Any" from the dropdown menu and search "Test Pilot."

For more information about Air Force personnel programs, visit the AFPC public website at <http://www.afpc.af.mil/>.

Wilson, Goldfein outline to Senate committee Air Force progress, need for larger force

Secretary of the Air Force Public Affairs

WASHINGTON — Ending the week much as it began, Secretary of the Air Force Heather Wilson and Air Force Chief of Staff Gen. David L. Goldfein told the Senate Armed Services Committee, April 4, that the Air Force must grow to meet – and defeat – security threats at home, globally and in space in an era of great power competition.

"In fiscal year 2020, we will continue to build a more lethal and ready Air Force, while fielding tomorrow's Air Force faster and smarter," Wilson and Goldfein said in a joint posture statement to the committee. The hearing marked the third congressional appearance of the week by Wilson and Goldfein devoted to the Air Force's posture, budget and mission.

As in separate hearings, April 2, before the House Armed Services Committee and House Defense Appropriations Subcommittee, the Air Force's two senior leaders cited findings from the independent and bipartisan National Defense Strategy Commission to explain the stakes and their vision for building "the Air Force we need."

"Regardless of where the next conflict occurs or which adversary it features, the Air Force will be at the forefront," the Commission said.

They also bluntly emphasized the necessity of Congress providing predictable and uninterrupted funding so the Air Force can properly plan and execute the missions and mandates in the National Defense Strategy.

"No enemy in the field has done as much to harm the readiness of the Air Force than the combined impact of artificial spending restrictions, worsened by operating for 10 of the last 11 years under continuing resolutions of varied and unpredictable duration," the joint statement says.

"Let's be clear. We cannot fully implement the National Defense Strategy to protect America's vital national interests with unpredictable and constrained budgets. We must come

together to find a way forward," they said.

Building a more lethal and ready force

Another, equal necessity, they said, is increasing the number of operational squadrons to 386 from the current 312. The additional squadrons will provide the tools needed to meet requirements in the National Defense Strategy and to "prevail over our highest priority competitors." The analysis from which 386 was derived included thousands of simulations and war games "produced an unmistakable conclusion: the Air Force is too small for what our nation needs."

"It's no surprise that the Air Force we have is smaller than the Air Force we need," Wilson told the Defense Appropriations Subcommittee, April 2.

The service, in the fiscal year 2020 budget, is set to continue the development and purchase of key weapon systems to include the KC-46, B-21 and F-35 while also investing in modernized F-15EX's to replace the aging F-15Cs.

"We remain committed to the F-35 and its game-changing capabilities, and will continue purchasing 48 aircraft each year," they said.

Wilson and Goldfein also continued to urge that Congress pass a supplemental spending bill. That legislation includes funds to repair Tyndall Air Force Base that was heavily damaged by Hurricane Michael in October and Offutt Air Force Base that was submerged last month by 7 feet of water in some places when the Missouri River flooded.

While Wilson and Goldfein anticipated a broad range of questions on topics such as the impact of climate change and local, such as strategies for addressing groundwater contamination, they continued to highlight a core set of issues.

Ensuring readiness is one. When fiscal year 2020 ends, they said, the Air Force will increase by 4,400 Airmen and 5,143 civilians. That growth follows 2019 in which the Air Force increased pilot production by graduating 1,211 pilots

with production expected to hit 1,480 in 2020.

"We are more ready for major combat operations today than we were two years ago. More than 90 percent of our pacing squadrons are ready to 'fight tonight' with their lead force packages," Wilson and Goldfein said in their Fiscal Year 2020 Posture Statement to Congress.

The service's space budget also increases in fiscal 2020 with a 17 percent increase over the 2019 budget, building on advances and further accelerating efforts to protect and defend the nation's ability to operate in space.

The top service leaders will also affirmed the importance of a safe, secure and effective nuclear deterrent. The Air Force provides two-thirds of the nation's nuclear triad and 75 percent of the nuclear command, control and communications capability, they told the Armed Services Committee.

"Since the end of the Second World War over 70 years ago, every president and every Congress has supported the nuclear triad as a vital element of our national defense. We must continue to do so," they said in the joint statement.

Fielding tomorrow's Air Force faster and smarter

Yet another continuing priority is updating the Air Force's acquisition system to make it faster and more efficient.

In this era of great power competition, Wilson and Goldfein said, "We cannot win this contest with an acquisition system from the Cold War. We must move fast to stay competitive, and we are fundamentally transforming what we buy, how we buy it, and from whom we buy it."

They noted the advances the Air Force has realized in speeding up and streamlining the acquisition process. To date, the service has eliminated 78 years of "acquisition schedule time" and saved \$15 billion in the last nine months. There is heightened focus – and results – from using prototypes, tailored acquisition strategies and agile software development, they said.

Mon	Tue	Wed	Thur	Fri	Sat/Sun	Long Range Events
8	9 Lowndes Young Leader Visit	10	11	12 Purple Up! Day, Support MOT-MC, wear purple Chief Recognition Ceremony, 6 p.m. @ Club Lawn, 7 p.m. @ Youth Center Lawn	13/14 14th: Air Force Reserve Birthday	April 22: Earth Day April 24: Administrative Professional's Day April 26: 50th FTS Change of Command April 27: 12th Annual Citywide Unity Picnic April 30: IFF Class 19GBC Graduation
15	16 Wing Newcomers, 8 a.m. @ Kaye Auditorium	17	18	19 SUPT Class 19-08/09 Graduation, 10 a.m. @ Kaye Auditorium	20/21 20th: Spring Fling, 9 a.m.-noon @ Club 21st: Easter Holiday	April 30: Enlisted Promotions/Quarterly Awards May 3: 14th OSS Change of Command May 7: Wing Newcomers May 10: Military Spouse Appreciation Day

Columbus Air Force Base Information and Events

Join our Facebook page at Columbus AFB Living, Twitter at @columbusafbliving, Instagram at columbus_afb_living, or visit our website at www.columbusafbliving.com to keep up to date with all the great events happening around base. Check out the calendar on the website for important Airman and Family Readiness Center events. For more information, contact 434-2337.

Get Connected with Your New Base App!

As a way to connect people together, Columbus Air Force Base launched a new app to connect Airmen and families to the mission and community! The app is available on all app stores and can be found by searching 'Columbus Air Force Base'.

Lunch Buffets at the Overrun

Enjoy daily lunch buffets Tuesday through Friday at the Columbus Club. Daily buffets include: Tuesday – Tacos and Nachos \$9, Wednesday – Chicken Wings and Pasta \$10, Thursday – Southern Style \$10 and Friday – Fried Catfish \$10. Club Members receive a \$2 discount. For more information, contact 434-2489.

Free Breakfast for Club Members

Start your morning off at the Overrun with free breakfast for club members and \$8 for non-members from 6:30–9 a.m. April 16. Become a club member and save! For more information, contact 434-2489.

Youth Summer Camps

The Youth Center offers a variety of camps during the summer to keep the kids from getting bored. Contact the Youth Center for a full list of camps available through August. For more information call 434-2504.

Spring Fling

Mark your calendars for April 20 starting at 9 a.m., and join the Youth center along with the Columbus Club for a fantastic Spring Fling! Free activities include: Egg hunt, bounce castles, Easter Parade, face painting, petting zoo, games, and more!

A special Easter themed brunch buffet will be available, \$8 club members, \$10 non-club members, FREE for children 8 and under. Call 434-2504 for more information.

Overton Square Crawfish Festival

Ride in comfort to Memphis, Tenn. and visit historic Bayou Overton Square Crawfish Festival. Enjoy lots of crawfish, streets full of vendors, art, music and a little something for everyone. This festival is free to enter and food and beverages are for sale. Make sure you bring CASH!

Transportation will leave the Library parking lot at 9 a.m. and depart the festival at 5:30 p.m.

Price is \$20 per person ages 6 and older, \$15 per person ages 6 and older for families of deployed military and Single Airmen. Transportation only. Deadline to sign up is April 12. Call 434-7861 for more information.

Escape Tuscaloosa

On May 5 from 1-7 p.m., come and experience a mental and physical adventure game. Players will follow a sequence of clues, hints, puzzles, riddles and strategy with a tactical approach. Players have 60 minutes to solve the mystery and 'escape' the room. After you successfully escape, we will stop at Chuy's Mexican Restaurant for dinner and Cinco de Mayo celebrations! Ticket price is \$28 per person and includes, transportation and entrance to escape room. The firm deadline to sign up for this event is April 22. Contact ITT 434-7861 for more information.

Old Mountain Outdoor Adventures

On April 13 from 8 a.m. to 4 p.m., ride with Outdoor Rec to Winona, Miss. and spend the day high above the trees zip lin-

ing through some beautiful scenery. Price is \$35 per person includes, transportation, equipment, training, and unlimited access to four separate zip lining courses. Sign up by April 8. For more information call 434-2507.

Theme Thursdays at the Overrun

Join us April 18 and 25 for Theme Thursdays, this month's theme is Show us your Talent!! Can you sing? Can you dance? Come and woo the crowd and enjoy \$0.45 wings, drink specials and sports games on TV's. Call 434-2489 for more information.

Fitness Expo

Kick-off National Physical Fitness and Sports Month at the fourth annual Fitness Expo on May 1. The expo will feature organizations specializing on wellness, sporting goods, and various other health relates industries. For more information call 434-2772.

Fitness Run

The National Fitness Month 5K will be held May 3 at 7 a.m. The run is free and will start and end at the Fitness Center. For more information call 434-2772.

Assignment Night Transportation

Book Assignment Night transportation with ITT! Reserve the bus, the van or both! The cost is only \$30 per hour for Columbus and local areas; a \$30 deposit is required and applied to the total cost of reservation. Reservation must be a minimum of four hours and reserved in person. For more information, contact 434-7861.

Martial Arts

Martial Arts classes are available at the Youth Center every Tuesday and Wednesday from 5-6 p.m. receive two free introductory classes, contact the Youth Center for more information at 434-2504.

Exclusive Military Vacation Packages

Did you know that you can book exclusive military vacation

packages at ITT? Packages include Universal Studios and Disney destinations. To book your vacation at www.americaforcestravel.com or visit your ITT office at (662) 434-7861.

Storytime Schedule

The Base Library is offering Storytime on Tuesdays at 10 a.m. for ages 3–6 years, Fridays at 10 a.m. and 3:30 p.m. for ages newborn–2 years, and 10 a.m. on Saturdays for all ages. For more information, contact 434-2934.

FSS Gift Cards

Make your shopping easier! Purchase or redeem your FSS Gift Card at the following locations: Arts and Crafts, Bowling Center, Café at Whispering Pines, Child Development Center, Columbus Club, Information Tickets and Travel, Outdoor Recreation or the Youth Center. For more information, stop by any of these locations.

Horse Boarding Available

The CAFB Riding Stables usually has stall space available. For pricing and more information, contact Outdoor Recreation at 434-2505.

Free Mango Languages

Learn a new language today! Free Mango Languages available at the Base Library; real-life conversations in over 70 languages. For more information, contact 434-2934.

Play Paintball

Outdoor Recreation offers paintball for groups or individuals. You must book twenty-four hours in advance; 17 years old and under must be accompanied by an adult. The cost is \$15 per person for party of 10 or more; \$20 per person for party of nine or less. You must purchase paint balls at Outdoor Recreation for \$50 per case of 2,000. For more information, contact 434-2505.

The Overrun is Open Friday Nights

The Overrun is open Fridays 4:30 p.m. until midnight. Excluding Graduation nights. For more information, contact 434-2489.

Lawn Mower and Bicycle Repair

Outdoor Recreation is now offering lawn mower repair and self-help bicycle repair. For more information, contact 434-2507.

Hobby and Craft Instructors Needed

Do you have a hobby or craft project you can share with others? Arts & Crafts is looking for craft instructors. For more information, contact 434-7836.

Wood Shop is OPEN!

The Wood Shop is back in business! They are open Mon-Thurs. from 10-5 and Saturday 8-4, call 4347836 for more information

Referees Needed

Referees needed for various sports at the Fitness Center. For more information or to sign up, contact 434-2772.

RV Storage Lot

Don't clutter your home space, park with us. Outdoor Recreation offers a great place to store your RV year around. You will have 24-hour access and can pay monthly or yearly. For more information, call 434-2505.

Instructors Needed

The Youth Center is seeking instructors for tumbling classes, dance classes, piano and guitar lessons. For more information, contact the Youth Center.

What is the Columbus Air Force Base Education Center Professional Manager Certification (PMC)?

- A professional credential awarded by the Community College of the Air Force to formally recognize the individual's advanced level of education and experience in leadership and management, as well as professional accomplishments.

- The program provides a structured professional development track that supplements Enlisted Professional Military Education and the Career Field Education and Training Plan.

- Senior NCOs and enlisted leaders requested CCAF establish a professional credentialing program which recognizes the SNCO's leadership and management education, skills and experience.

Why a certification?

Professional credentialing is important to the Air Force and our Airmen for several rea-



Courtesy graphic

sions:

- Helps develop a more diversely skilled workforce.
- Broadens professional development of our Airmen.
- Validates the Airman's professional knowledge and skills gained through Air Force technical education and training.

- Helps prepare our Airmen to meet mission challenges of the future.

- Prepares Airmen for transition to civilian life.

*Once individuals retire, separate or are commissioned, they are no longer eligible.

Program requirements

- Mandatory requirements:
- Awarded the 7 skill-level (Craftsman).
- Complete Airman Leadership School or equivalent EPME (In-residence or correspondence).
- Complete NCO Academy or equivalent EPME (In-residence or correspondence).
- Complete SNCOA or equivalent EPME (In-residence or correspondence).
- Complete a total 30 semester hours of leadership/management coursework consisting of AF EPME, civilian courses, and/or

College Level Examination Program/DSST credit received.

- Must be E-6 thru E-9.
- Awarded CCAF degree.
- Recommended for certification by the unit commander or commandant.

Program management

The PMC Program is managed and administered by the CCAF Credentialing Programs Flight (CCAF/DEAL). Please refer to the FAQ located on the CCAF COOL website for further information. You may also contact the CCAF Credentialing Programs Flight by email ccaf.deal@us.af.mil and telephone Comm: (334) 649-5020 DSN 749-5020. CCAF Public website: https://afvec.us.af.mil/afvec/Public/COOL/Default.aspx . Information can also be located on the Air Force Virtual Education Center (AFVEC).

VIEWPOINT

Lead people effectively not efficiently

Joseph Coslett

90th Missile Wing

EE. WARREN AIR FORCE BASE, Wyo. — A good test of leadership is how your team reacts to a fire drill. In the moment of a crisis or exercise, will your team be professional or juvenile? How the team handles a drill or an exercise directly reflects on how well you prepared them.

Throughout my career when conducting fire drills, I was instructed on my responsibility to get out of the building within minutes during a fire drill, and also where people needing assistance should go. I also learned about the different roles people play to ensure a successful evacuation. All this sounded great... then came the alarm.

The drill started, I witnessed people questioning the need for the fire drill, the way to exit, who was responsible for what role, what they needed to do before they exited and what they were not getting done. People went to the bathroom, talked, laughed and treated the drill like a joke and/or an inconvenience.

Let us pause for a moment and draw a comparison to how we lead people.

According to "The Seven Habits of Highly Effective People," you have to lead people effectively, not manage them efficiently, to build trust and an effective team.

Most supervisors, managers and leaders can state what steps are needed to lead people effectively. They give clear guidance, roles, expectations and feedback. They may even have some cool catchphrases like: "People first, mission always" or "people are our priority."

After the initial introductions, people are considered part of the mission and, in many cases, become an afterthought.

We have a tendency to focus on the mission and run people as another transaction through email or by assigning tasks. Supervisors, managers and leaders will run people efficiently to get to the next task. This forms a habit of transactional leadership. When change or conflicts arise in a transactional environment, drama will ensue. Because people are creatures of habit, we will resort to quick-fix solutions, such as simple punishments or resolutions. However, if we don't take the time to find the underlying reason for the conflict, it will repeat and generate dysfunction within the team, preventing you from accomplishing the mission.

According to "The Five Dysfunctions of a Team," the main team dysfunctions are absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results. Does your team have some of these challenges? Then you may be a team in name only.

A supervisor, manager or leader practicing transactional leadership will deal with inappropriate behavior during the fire drill by issuing mass guidance or group discipline and expect a change in behavior. That will last right up until they check their email – forcing them back to the real mission. This sends the message that other things are more important, it takes too much time to properly deal with, and it is not worth the conflict.

This is efficient, but not effective leadership.

The true goal is to use transformational leadership to create a culture of commitment. Leaders need to sell change or growth by using motivation and inspiration to promote change, proactive engagements and prioritizing group progress over individual.

The solution to building a good team and successfully completing a fire drill are similar.

First, establish a clear vision. In the fire drill example: Everyone gets out quickly and safely to save lives. The objective is to get more than 150 people outside within two minutes. The leader can find efficient processes to save time, but to meet the vision you need to get people to change their behaviors. There cannot be a time limit to change their behavior. We are what we constantly do, which makes excellence a habit.

With clear expectations, leaders have to demonstrate what success looks like. Be a role model.

Next, ensure people understand the performance standards. This will not be the same for everyone. No cutting corners; take the time to ensure people understand the importance of changing their behavior. Through good storytelling, vision, persuasion, conversations and role-modeling, the leader can ensure understanding.

Review progress and adjust course. When the next fire drill comes you will see a significant change, but likely will not see perfect results. That is the time to address individual behaviors for those not meeting the standard, instead of doing "group therapy" or group discipline, which does not work and tends to demotivate.

What actions would you need to take? You could have mini-drills and monitor until individuals meet the goal. Then, by the next drill, you will see those who do and don't meet expectations. It will become clear this way of leading is not an easy process, but it does unite the team toward a common objective.

Follow the same process when leading your people to build a team.

During the next fire drill, I challenge you to be a role model, observer, change agent and leader to make it better.

Make time and lead your people effectively as it relates to the mission, too. As you do this, you will see the culture in your team become more productive, positive and a model for others to follow.

BLAZE Hangar Tails: C-17 Globemaster

Mission

The C-17 Globemaster III is the newest, most flexible cargo aircraft to enter the airlift force. The C-17 is capable of rapid strategic delivery of troops and all types of cargo to main operating bases or directly to forward bases in the deployment area. The aircraft can perform tactical airlift and airdrop missions and can transport litters and ambulatory patients during aeromedical evacuations when required. The inherent flexibility and performance of the C-17 force improve the ability of the total airlift system to fulfill the worldwide air mobility requirements of the United States.

Background

The C-17 made its maiden flight on Sept. 15, 1991, and the first production model was delivered to Charleston Air Force Base, now known as Joint Base Charleston, South Carolina, on June 14, 1993. The first squadron of C-17s, the 17th Airlift Squadron, was declared operationally ready Jan. 17, 1995. The Air Force originally planned to buy 120 C-17s. Current budget plans increased the total number to 223 aircraft.

The C-17 is operated by Air Mobility Command at Travis AFB, California; Dover AFB, Delaware; Joint Base Lew-

is-McChord, Washington; Joint Base Charleston, South Carolina, and Joint Base McGuire-Dix-Lakehurst, New Jersey.

The Air National Guard flies C-17s from the 172d Airlift Wing, Jackson, Mississippi, and the 105th Airlift Wing, Stewart ANGB, New York. Additionally, Air Force Materiel Command operates two C-17s at Edwards AFB, California, and Pacific Air Forces operates aircraft at Joint Base Elmendorf-Richardson, Alaska, and Joint Base Pearl Harbor-Hickam, Hawaii.

The Air Force Reserve Command operates aircraft at March Air Reserve Base, California, and Wright Patterson AFB, Ohio. Air Education and Training Command has 17 aircraft at Altus AFB, Oklahoma.

General Characteristics

Primary Function: Cargo and troop transport

Prime Contractor: Boeing Company

Power Plant: Four Pratt & Whitney F117-PW-100 turbofan engines

Thrust: 40,440 pounds, each engine

Wingspan: 169 feet 10 inches (to winglet tips) (51.75 meters)

Length: 174 feet (53 meters)

Height: 55 feet 1 inch (16.79 meters)

Cargo Compartment: length, 88 feet (26.82 meters); width, 18 feet (5.48 meters); height, 12 feet 4 inches (3.76 meters)

Speed: 450 knots at 28,000 feet (8,534 meters) (Mach .74)

Service Ceiling: 45,000 feet at cruising speed (13,716 meters)

Range: Global with in-flight refueling

Crew: Three (two pilots and one loadmaster)

Aeromedical Evacuation Crew: A basic crew of five (two flight nurses and three medical technicians) is added for aeromedical evacuation missions. Medical crew may be altered as required by the needs of patients

Maximum Peacetime Takeoff Weight: 585,000 pounds (265,352 kilograms)

Load: 102 troops/paratroops; 36 litter and 54 ambulatory patients and attendants; 170,900 pounds (77,519 kilograms) of cargo (18 pallet positions)

Unit Cost: \$202.3 million (fiscal 1998 constant dollars)

Date Deployed: June 1993

Inventory: Active duty, 187; Air National Guard, 12; Air Force Reserve, 14



U.S. Air Force Photo by Tech. Sgt. Gregory Brook

A C-17 Globemaster III aircrew from the 317th Airlift Squadron, 315th Air Reserve Wing, conducts semi-prepared runway operations training after takeoff from Joint Base Charleston S.C. March 27, 2019. The C-17 is capable of rapid strategic delivery of troops and all types of cargo to bases throughout the many U.S. areas of responsibility.



U.S. Air Force photo by Heide Couch

A U.S. Air Force C-17 Globemaster III performs a fly-by prior to the "Thunder Over the Bay" Air Show at Travis Air Force Base, Calif., March 29, 2019. In addition to the C-17 Globemaster III, the two-day event featured performances by the U.S. Air Force Thunderbirds aerial demonstration team, U.S. Army Golden Knights parachute team, flyovers, and static displays. The event honored hometown heroes like police officers, firefighters, nurses, teachers and ordinary citizens whose selfless work made their communities safer and enhanced the quality of life.

Movie on the Lawn

A showing of the movie *Mary Poppins Returns* will premiere at 7 p.m. April 12 on the lawn behind the Youth Center. Popcorn and refreshments will be offered.

Visit www.columbus.af.mil to learn about Columbus AFB agencies and other important information.

Air Force Readiness Programs

(Editor's note: All activities are offered at the Airman & Family Readiness Center unless otherwise specified. For more information about any of the activities listed, call 434-2790.)

Heart Link

The next Heart Link is from 8:30 a.m.-noon April 11 in the A&FRC. This half-day program is open to all spouses of active duty military members assigned to Columbus AFB. Attendees will receive information about life in the Air Force, in the local area and at Columbus AFB from local subject matter experts including spouse leaders. To register or for more information, please call A&FRC at (662) 434-2790.

Wing Newcomers Orientation

The next Wing Newcomers Orientation is from 8 a.m.-2:30 p.m. April 16. This event is mandatory for all newly arrived military and DoD civilian personnel, and spouses are encouraged to attend. This base-wide CONNECTION orientation begins at the Kaye Auditorium and consists of a guided base tour. To register, please contact your unit CSS, or for more information, please call the A&FRC Relocation Manager at (662) 434-2701/2790.

Smooth Move Relocation Workshop

The next Smooth Move is from 10-11 a.m. April 23 in the A&FRC. Highly encouraged for first-time and over-seas relocating members. Get the very latest moving information straight from base-wide relocation assistance agencies. Learn what to expect before you move with information from Tri-Care, Housing, Military Pay, TMO, Medical Records and A&FRC. Be sure to bring and ask any relocating questions you may have during his event.

Hearts Apart

The next Hearts Apart is from 5-7 p.m. April 25. This monthly social event is for family members whose sponsor is deployed, on a remote tour or TDY for more than 30 days. To register or for more information, please call A&FRC at (662) 434-2790.

Air Force Recovery Coordination Program

A Recovery Care Coordinator (RCC) will be providing assistance from noon-5 p.m. May 8; 8 a.m.-5 p.m. May 9; and 8 a.m.-noon May 10 at the A&FRC. The Recovery Coordination Program (RCP) streamlines and improves the way care and support is delivered to wounded, ill, and injured Airmen and their families. The RCP provides the support of a RCC who guides the Airman and family along their road to recovery. Those eligible include wounded, ill and injured Airmen who: (1) have a serious illness or injury, (2) are unlikely to return to duty within a specified amount of time, (3) may be medically separated from the military. Additional details are available by contacting the Columbus AFB A&FRC at (662) 434-2790.

Newly promoted Airmen recognized



U.S. Air Force photo by Melissa Doublin

Leadership from the 14th Flying Training Wing stand with a group of newly promoted Airmen March 29, 2019, during Enlisted Promotions on Columbus Air Force Base, Miss. At the end of every month, Team BLAZE gathers to congratulate their fellow Airmen in their accomplishment.

Transition Assistance Program GPS (Goals, Plans, Success) Workshop

The next Transition Assistance Program (TAP) workshop is from 7:30 a.m.-4 p.m. May 6-10 and includes seminars on: Transition, Military Occupational Code Crosswalk, Financial Planning, Health Benefits, Mississippi Department of Employment Security, Department of Veterans Affairs, Disabled TAP and Department of Labor. Preseparation counseling is required before attending, and recommended attendance is 12-24 months prior to separation/retirement. Spouses are encouraged to attend with their sponsor. To register or for more information, please call the TAP Manager at (662) 434-2631/2790.

Career Exploration & Planning Track Workshop

The next Career Exploration & Planning Track workshop is from 8 a.m.-3 p.m. May 13-14 in the A&FRC. This workshop helps members identify skills, increase awareness of training and credentialing programs, and develop an action plan to achieve career goals. To register or for more information, please call A&FRC at (662) 434-2790.

Federal USA Jobs Workshop

The next Federal USA Jobs workshop is from 9-10:30 a.m. May 15. This is a workshop on writing resumes, applications, and job search using the USAJobs website. To register or for more information, please call A&FRC at (662) 434-2790.

Bundles for Babies

The next Bundles for Babies workshop is from 1-3:30 p.m. May 16 in the A&FRC. This program is designed for active-duty AF members and/or their spouses who are pregnant or have a child 4 months old or less. Attendees will learn about finances, labor and delivery, and infant care. A \$50 gift card sponsored by the Air Force Aid Society will be provided for each qualifying child. To register or for more information, please call A&FRC at (662) 434-2790.

Entrepreneurship Track Transition Workshop

The next Entrepreneurship Track Transition workshop is from 8 a.m.-3 p.m. May 22-23. This workshop is conducted by the Small Business Administration for veterans and all base personnel interested starting up and operating their own business. To register or for more information, please call A&FRC at (662) 434-2790.

Pre- and Post-Deployment Tour Briefing

These briefings are mandatory for active-duty personnel who are either deploying or returning from deployment or a remote tour. The briefings are held daily at the A&FRC. Pre-deployment is at 9:30 a.m., and post-deployment is at 1:30 p.m. Please contact A&FRC at (662) 434-2794/2790 for more information.

Pre-Separation Counseling

This counseling is a mandatory briefing for personnel separating or retiring, and is to be

completed at least 90 days prior to separation. It may be completed up to 12 months prior to separation or 24 months prior to retirement. Counseling is held daily at 8:30 a.m., and it takes approximately 60 minutes. Please contact A&FRC at (662) 434-2790 for more information.

Employment Workshop

An employment workshop on local and base employment opportunities is held every Wednesday, 1-2 p.m. This program provides military families and DoD civilian members individual assessment and career counseling to assist with local employment, preparation for future endeavors via education, job search, or self-owned business objectives in the local area. For more information, please call A&FRC at (662) 434-2790.

Personal Financial Readiness

Need help with financial matters? Want to make the most of your money? The Personal Financial Counselor (PFC) can help you and your family: manage finances, resolve financial problems and reach long-term goals such as education, buying a home and planning for retirement. PFC services are at no cost, private and confidential. Please contact the PFC at (662) 998-0411/434-2790 or e-mail PFC.Columbus@USAF@zeiders.com, located in the A&FRC.

Chapel Schedule

Whether you are new to Columbus Air Force Base or have been around for a while, our parish communities welcome you to join us as we worship, fellowship, and encourage one another. For more information, please call 434-2500.

Catholic Community

Sundays:
3:30 p.m. – Religious Education, grades K-9 (Start in Fall)
4 p.m. – Choir Practice
4 p.m. – Confession (or by appointment)
5 p.m. – Mass
1st and 3rd Sunday - Fellowship Meal following Mass
Tuesdays:
11:30 a.m. – Daily Mass (Phillips Auditorium)
Wednesdays:
11:30 a.m. – Adoration (Phillips Auditorium)
2nd Saturday of each month - Faith Ablaze

Protestant Community

Sundays:
9 a.m. – Adult Sunday School
10:45 a.m. – Community Worship Service (Donut Fellowship following)
3rd Sunday of Each Month - Protestant Faith Ablaze
Wednesdays:
6 p.m. - AWANA: Begins September 26th (Open to all denominations)
Thursdays:
5:30 p.m. – Student Pilot Bible Study (Open to all denominations)

Columbus AFB kicks off Month of the Military Child with parade

Airman Hannah Bean

14th Flying Training Wing Public Affairs

The 14th Flying Training Wing celebrated the first day of Month of the Military Child with a parade April 1.

Lt. Col. Bennet Burton, 14th Mission Support Group deputy commander, announced a proclamation to begin the month long celebration.

In 1986, the secretary of defense proclaimed April as the Month of the Military Child. Burton narrated this designation as a recognition of the contributions and sacrifices military children make as their parent or parents serve this great nation.

The month of April is set aside every year as a time to honor and recognize the sacrifices made by military families worldwide, with an emphasis on dependent children whom experience military family members serving at home and overseas.

“The Month of the Military Child is basically where we acknowledge the children for the entire month,” said Victoria Bentley, Columbus Air Force Base Child Development Center assistant program manager. “It’s putting an emphasis on the children and giving them a moment to shine and do cool activities because they make just as much of a sacrifice if not more.”

Military life impacts every member of the family, right



down to the youngest member. As dependents, children bear a difficult burden as they selflessly share their parent with the military. Military children endure separations because of deployments and frequent reintegration into new schools every few years; however, these experiences make them unique and resilient.

As the month celebration continues, families will be able to participate in many activities, such as a Purple Up Day and

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a Movie on the Lawn April 12, a and Spring Fling April 20 which will feature egg hunts for various age ranges, face painting, petting zoo, games bounce castles and more.

“We celebrate our children’s energy, wonder and resilience,” Burton said. “We are honored to be a part of their lives and our child’s journeys to continue to grow and learn. Let the celebration begin!”



U.S. Air Force photo by Airman Hannah Bean

Lt. Col. Bennet Burton, 14th Mission Support Group deputy commander, announces a proclamation during the Month of the Military Child parade April 1, 2019, on Columbus Air Force Base, Miss. The parade and proclamation officially began the Month of the Military Child for Columbus AFB.



U.S. Air Force photo by Airman Hannah Bean

Child Development Center caregivers show off their Purple Up shirts April 1, 2019 on Columbus Air Force Base, Miss. One upcoming event for Month of the Military Child is “Purple Up” Day, where everyone wears purple in honor of military children.

CAMPOREE

(Continued from page 1)

Operations Squadron’s Aerospace and Operational Physiology Flight.

“Our scouts had a great time,” said Jeremy Whitmore, scout executive of the Pushmataha Area Council. “I was a part of the 2014 camp-out on Columbus AFB and I would say 2019’s visit met or exceeded what we experienced last time.”

As the troops woke up March 30, they made breakfast and gathered in the Kaye Auditorium, where Col. Samantha Weeks, 14th Flying Training Wing commander, thanked them for visiting and explained the 14th FTW mission and why the Scouts BSA are important to the community and the base.

Whitmore also noted this was a great event for the first all-female troop to participate in and explained Weeks was a strong role model for every troop in attendance.

Following their time in the Kaye, Lt. Col. John Macasek, 49th fighter Training Squadron commander and cub master for Pack 9 in Caledonia, then ushered the troops to the flight line where they took a group photo and organized into separate groups to begin their tours.

“I’m pretty actively involved with the cub scouts and the boy scouts, so they reached out to me and we worked together to make the event happen,” Macasek said.

Scouts visited the air traffic control tower and the radars, the fire station where they participated in a fireman’s challenge. They also were able to observe a military working dog demonstration, check out each of the airframes flown at Columbus AFB, and even experienced the Bary chair in the AOP flight.

The camporee was an effort by Team BLAZE to connect with adolescents within the community and inspire them to continue to work hard and achieve their future goals.

A few select scouts even wrote essays for a competition to win 30 minutes in a simulator. Many of the winners spent the full time flying and asking questions about being a pilot.

Macasek said the scouts were



U.S. Air Force photo by Airman 1st Class Keith Holcomb

Scouts, Boy Scouts of America members pitch their tents March 29, 2019, on Columbus Air Force Base, Mississippi. Scouts from the local area spent three days and two nights on Columbus AFB camping and touring facilities.

“We feel the leadership, integrity, and values of the Air Force align well with scouting and we appreciate the opportunity to help expose the troops to what the Air Force has to offer,” Whitmore said.

motivated and excited to learn about the Air Force and jobs that are available not only in the military, but in the civilian world as well. “This was a great way to show them what we do as an Air Force and hopefully had a positive influence on their choice to serve however they can,” Macasek said.

After the tour the troops ate and slept in the tents, while it rained. Whitmore said overall he was hap-



U.S. Air Force photo by Airman 1st Class Keith Holcomb

Scouts, Boy Scouts of America members try to push a tire with 14th Civil Engineer Squadron firefighters March 30, 2019, on Columbus Air Force Base, Mississippi. There were many hands-on activities to teach scouts of all ages what different careers in the Air Force do.

py with the weekend and is thankful for the opportunity to bring the scouts onto base once again.

“We feel the leadership, integrity, and values of the Air Force align well with scouting and we appreci-

ate the opportunity to help expose the troops to what the Air Force has to offer,” Whitmore said.

Blaze Arena: Airmen boost gas mask confidence with new chamber



U.S. Air Force photo by Airman 1st Class Jake Jacobsen

Tech. Sgt. Justin Nutter, 14th Security Forces Squadron, ties up his rubber boot as he puts on chemical biological, radiological and nuclear gear March 28, 2019, on Columbus Air Force Base, Mississippi. The good practice of putting on safety equipment plays a big role in the CBRN training to build confidence in Airmen so they will be ready to enter the chamber.



U.S. Air Force photo by Airman 1st Class Jake Jacobsen

Airmen suit up to enter the Blaze Arena gas mask confidence chamber March 28, 2019, on Columbus Air Force Base, Mississippi. The Airmen volunteered as a way to boost the efficiency and readiness of the total battle force at Columbus AFB.

Airman 1st Class Jake Jacobsen
14th Flying Training Wing Public Affairs

The new way ahead for chemical biological, radiological and nuclear training at Columbus Air Force Base began March 28, as 17 Airmen donned their gas mask and stepped into the Blaze Arena to build their gas mask confidence.

Columbus AFB is now currently one of two Air Education and Training Command bases with a gas chamber, which helps enhance squadron readiness here.

“About a year ago, when the process started, I reached out to AETC and asked, ‘Hey does any-

one have a gas chamber, Columbus Air Force Base would like to get one?’” said 2nd Lt. Riley Quinlan, 14th Civil Engineer Squadron Emergency Management Flight commander. “The writing is on the wall to return to readiness and here at Columbus so, we decided to bring in the mass confidence training chamber to an already great CBRN training which would help us elevate and produce war fighters.”

Challenges of bringing this to Columbus AFB varied from the time aspect of it all to regulations regarding the gas because it is considered munition.

“A hurdle that we had was the facility itself and parameters that we had to fall within as far as safety,” said James Cross, 14th CES Installation Emer-

gency Manager. “We can’t expose the whole base to this, so we had to find a location to put a permanent or semi-permanent structure away from crowded parts of the base.”

Cross said his team looked at the map and decided they would go to where old camp readiness was because there were no structures to impede construction. He said there was only a concrete pad and it was overgrown with brush, so all they had to do was clear some area.

Instructors who would be teaching the class had to be trained as well as go through a trial run in the chamber. They also led mock classes to build their confidence. The class is about one to two hours de-

pending on the class size and how many instructors are available. After classroom time, students go out to Blaze Arena for hands-on training.

“In a training scenario safety is number one so we had to work with safety to ensure we took the proper steps so that when we expose someone to the gas there are no safety issues attached to that,” Cross said.

The requirement to stay current for CBRN training has recently changed from every three years to 18 months, so all Airmen have to go through unless there’s a medical condition that would prevent them. Anyone deploying has to be up to date with CBRN training and current through their deployment.

“Just like anything in the Air force, CBRN flows for change, so they decided to up the training for more emphasis on CBRN and overall readiness,” Quinlan said. “It is for that reason we decided the mask confidence chamber was the way to go.”

Emphasizing the theme of producing war fighters, the squadron decided to include a push up challenge to instigate warrior ethos. After Airmen remove their gas mask in the chamber, they are

challenged to do as many push ups as they can before exiting the chamber.

“We figured if we pit people against each other that they would push others a whole lot harder than they normally would in the gas mask confidence chamber,” Quinlan said. “The previous record was 45 and on March 28, the record was broken with 61 pushups and again right after when someone did 75. The goal is to motivate and push each other in harsh conditions.”

The Blaze Arena is going to significantly increase the readiness for Columbus AFB and one of the tale tell signs of that is the enthusiasm behind it.

“Last week when we made the gas mask confidence chamber live to the base, we sent the word out to unit schedulers to ask who wanted to do CBRN training and every class became booked for months ahead,” Quinlan said. “That just speaks to Columbus AFB and the Airmen we have here, as well as the desire and warrior ethos we have inside of us.”

Blaze Arena improves training and readiness by providing an avenue for Airmen at Columbus AFB to improve their ability to fight.



U.S. Air Force photo by Airman 1st Class Jake Jacobsen

The first class for the Blaze Arena gas mask confidence chamber stands outside their bagged up gear, March 28, 2019, on Columbus Air Force Base, Miss. The 14th Civil Engineering Squadron worked the Blaze Arena operation for over a year and are one of two Air Education and Training Command bases with a gas mask confidence chamber.



U.S. Air Force photo by Senior Airman Beaux Hebert

Staff Sgt. Kyaries Williams, 14th Security Forces Squadron, begins to take off his gas mask in the chamber, March 28, 2019, on Columbus Air Force Base, Mississippi. The Blaze Arena is the newest addition to Columbus Air Force Bases facilities in preparation for Airmen readiness.