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Personnel

AFRC MENTORING PROGRAM



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This AFRC pamphlet (AFRCPAM) supports Air Force Policy Directive (AFPD) 36-34, *Air Force Mentoring Program*, and augments Air Force Instruction (AFI) 36-3401, *Air Force Mentoring*. It is suggested guidance only and not mandatory in nature. This pamphlet applies to all headquarters and unit program military members assigned to the Air Force Reserve Command. It provides mentoring guidance for headquarters and unit level commanders and supervisors. Mentoring for individual mobilization augmentees (IMA), civilians, Active Guard Reserve (AGR), and active duty personnel is included in the active Air Force program as defined by the AF publications listed above. The goal of Air Force Reserve Command (AFRC) mentoring is to bring about a cultural change in the way we view professional development. This is a supervisory mentoring program with the immediate supervisor designated as the primary mentor (a wise trusted advisor, a teacher or coach) for each of their subordinates. This designation in no way restricts the subordinate's right to seek additional counseling and professional development advice from other sources or mentors. Not all mentors are supervisors, but all effective supervisors should be mentors. Mentoring is typically focused on one person; group mentoring is beyond the scope of this pamphlet.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

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Chapter 1

AFRC MENTORING

1.1. Mentoring Defined. The primary purpose of any mentoring program is to systematically develop the skills and leadership abilities of the less experienced members of an organization.

1.2. Principles. This pamphlet is based on three principles: mentoring is an inherent responsibility of leadership, supervisors must know their people and accept responsibility for them, and supervisors must accept responsibility for their subordinates' professional development.

1.2.1. Mentoring is essential to support the Air Force and AFRC missions. Mentoring offers a cost effective approach to growing and grooming a seasoned workforce. The need to institutionalize corporate knowledge becomes a strategic issue if we are to remain successful in a changing environment. People are more effective at carrying out the mission when they are professionally prepared to assume the duties and responsibilities commensurate with their grade or position. The objective of mentoring is to prepare each individual for the specific and general responsibilities they may be required to assume during the course of their career.

1.2.2. The supervisor is crucial to successful mentoring. Several programs exist to help focus attention on a subordinate's professional development. These include performance feedback, professional military education (PME) programs, academic education opportunities, assignment policies, recognition programs, and the individual's own personal development goals and actions.

1.2.3. This guide makes mentoring an integral part of a supervisor's leadership activities and helps develop well-rounded, professional, and competent leaders.

1.3. AFRC Program. Mentoring is not a promotion enhancement program; instead, mentoring is a professional development program designed to help each individual reach their maximum potential. However, mentoring requires more than just career guidance. It also must cover Air Force and Air Force Reserve Command history and heritage; air and space power doctrine; and Air Force core values and professional ethics. **Chapter 4** through **Chapter 8** of this pamphlet expand on these areas to provide the tools necessary for being an effective mentor.

Chapter 2

ADMINISTRATIVE PROCESS

2.1. Session Frequency. For mentors of military personnel (AB-CMSgt and 2Lt-Col), mentoring will be in conjunction with the subordinate's feedback session (initial/follow-up and mid-course as applicable based on grade). Governing directive for the military feedback program is AFI 36-2406, *Officer and Enlisted Evaluation Systems*. Of course mentoring can be initiated by the supervisor/subordinate at any time without waiting for formal notification. The process should be designed by the wing and/or individual unit to minimize administrative management and handling. A suggested sample feedback/mentoring flow process follows.

2.2. Commander's Support Staff (CSS) Responsibilities. The CSS acts as coordination, distribution, and filing center for military personnel. Upon notification, the CSS prepares a wing/unit commander's cover memorandum (**Attachment 1**) and attaches the suspended computer performance feedback notification along with the appropriate performance feedback worksheet, and AFRC Form 141, **Mentoring Process Guide** (**Attachment 2**). Upon completion of the feedback/mentoring session, the supervisor returns the endorsed cover memorandum to the CSS for filing in the subordinate's personnel information folder (PIF). This feedback notice should indicate "A performance feedback/mentoring session was conducted on, with appropriate date." Do not file "feedback form or mentoring process guide in the PIF; maintain and dispose of according to AFMAN 37-139, *Records Disposition Schedule*."

2.2.1. The CSS is the office of primary responsibility (OPR) for any mentoring administration inquiries regarding the military mentoring program. There is no requirement for up-channel reporting by the CSS to the servicing MPF.

Chapter 3

MENTOR'S ROLE

3.1. Mentor's Responsibilities. Mentoring is an inherent responsibility of leadership. Supervisors should know their people and accept personal responsibility for them. Accordingly, each supervisor must take an active role in the professional development of the people they supervise. Supervisors provide feedback, inspire, encourage, and serve as a positive role model. They also mentor; it is the part of a leader's responsibilities that enhances our profession by promoting leadership.

3.1.1. Before conducting a performance feedback and mentoring session, the supervisor should complete a review of the subordinate's duty performance and personnel records to determine their current level of professional development. The optional AFRC Form 141 serves as a checklist of topics that can be used to enhance the mentoring session. Only fill in areas deemed applicable by the supervisor.

3.1.2. The session should, as a minimum, address those areas selected by the mentor and listed on the AFRC Form 141. An expansion of each of these subjects is covered in [Chapter 4](#) through [Chapter 8](#) to further enhance effective mentoring.

3.2. Mentor Types. Mentors assume numerous different roles during the course of a mentoring relationship. There are four basic roles the mentor will assume during a mentoring partnership. Understanding and mastering these roles will enhance the mentoring scheme and assist the protégé. These four roles are:

3.2.1. Teaching: The basis for the mentoring partnership. The Air Force Reserve requires personnel that are trained in the job they are employed to do. It is the mentor's first responsibility to ensure the protégé is given the skills to do the job. Teaching is an activity that takes place across the command everyday and is enhanced by providing the protégé the opportunity to display their skills.

3.2.2. Guiding: Growing the protégés potential by leading them through organizational and technical skills by utilizing exercises designed to enhance their career growth and professional potential. This is accomplished by facilitating, not directing. The main goal of guiding is to develop self-confidence through the successful employment of risk taking. Challenge with new task the protégé is capable of mastering with little assistance and little chance of failure.

3.2.3. Counseling: Counseling is a more formalized mentor's role. Designed to help the protégé to identify career aspirations through the use of long and short term goals and by identifying potential barriers and obstacle to goal realization. This is the formalized portion of the mentoring relationship that is captured during the mandated mentoring session.

3.2.4. Challenging: In the USAFR we have required raters to serve as mentors. As a rater and first line supervisor you are in a unique position to challenge the competency and abilities of your protégé. This is accomplished by identifying areas that require improvement and by building on proficiencies in others. It is important to clarify expectations and standards and to assist in the planning phase to eliminate shortcomings.

Chapter 4

CAREER GUIDANCE

4.1. Mentor's Role. Of primary concern in the mentoring program is growing future leaders, both officer and enlisted. In order to accomplish this it is incumbent upon mentors to provide career guidance that will assist in developing future leaders. In order for this guidance to be effective we must incorporate Reserve command and organizational vision into the protégés goals. As a coach, teacher, and mentor it is important to convey to the protégé that our main concern as mentors is the success of their careers.

4.2. Protégé's Role. On the AFRC Form 141, Part I, the subordinate should define his or her vision/ goal of where they project themselves to be in 5 years. As stated in [3.2.3](#), mentors assist in identifying barriers and obstacles. It is important for the protégé to define their career goals and to understand the academic courses, assignments, technical skills, and attainability of those goals. Mentors assist protégés in understanding this process and help them develop strategies to accomplish goals and overcome barriers.

Chapter 5

PROFESSIONAL DEVELOPMENT

5.1. Skill Assessment. *Professional development is another critical aspect of mentoring. Part II of the AFRC Form 141 defines nine areas for consideration in determining a subordinate's ability to achieve his or her 5 year goal. These areas should be assessed by both the subordinate and supervisor to determine the areas for improvement which will have the greatest impact in attaining their 5 year goal. It should be noted the skill assessment in Part II of the Mentoring Process Guide focuses on projected requirements to meet the subordinate's goal, while the assessment done on the applicable performance feedback worksheet focuses on current performance. To enhance the mentoring process, a brief explanation of the nine areas is listed below.

5.1.1. Interpersonal Development. This is the ability to get diverse groups to work together effectively and productively. It includes the ability to influence, negotiate, and gain commitment from others in order to accomplish goals, as well as other required skills of a good communicator.

5.1.2. Communication Skills. This area includes all aspects of communication including writing, speaking, and listening skills. It also includes presentation abilities, selling, and persuasion.

5.1.3. Technical Expertise. Every job description includes the technical ability required for any given job. This area requires knowledge of skill requirements, as well as an awareness of resources available to develop the technical knowledge, needed for a job.

5.1.4. Conflict Resolution Skills. This area goes beyond simple negotiation and centers on the knowledge necessary for creative problem solving, counseling, and stress recognition. It also includes perception and analysis of a problem or conflict.

5.1.5. Time Management. This ability involves decision making, delegating and organizational skills, and personal time-management style. A great deal of emphasis is placed on self-direction and motivation in achieving personal objectives.

5.1.6. Goal Setting. This area focuses on understanding the goal-setting model, creative thinking, and the use of visioning skills. The ability to lay out plans and strategies to achieve those plans is emphasized.

5.1.7. Preparation for Management. Not all good workers are good managers, and this competency addresses those qualities necessary to manage others--such as team building, delegation, effective leadership, understanding behavior, and performance objectives.

5.1.8. Executive Development. This area combines mission assimilation with vision and long-range planning and includes political and social awareness, as well as financial planning ability. Executive development skills refer to the use of intuition, insight, leadership, and creative thinking.

5.1.9. Physical Fitness. All members of the Air Force must be physically fit to support the increasing and changing requirements of the Air Force mission. Cardiorespiratory (aerobic) fitness is the single best indicator of total physical fitness. Health benefits from an active lifestyle increase productivity, maintain a higher level of readiness, and decrease health-related problems.

*Mentoring for Success, by Sandi Strohmeier, Distributed by Target Training International, Ltd., Scottsdale, AZ. Reprinted by Permission.

5.2. Skill Enhancement. The purpose of conducting the exercise at **5.1.** is to identify areas in which the protégé may require additional skills enhancement. You may find it necessary to prioritize to determine which areas require the greatest focus or immediate attention. Mentors have a unique bank of knowledge acquired through years of service and experience and should rely upon it to assist in prioritizing and providing suggestions on acquiring the training necessary to enhance the skills needed to accomplish their personal and professional goals. There are several methods listed below in which a reservist could enhance their skills.

5.2.1. Formal training courses are available to reservists and tend to occur in a classroom setting. Formal training for a military member would tend to focus on an individual's job skills.

5.2.2. There are numerous media available to unit members, books, magazines, professional publications, and electronic media covering most topics or areas of interest. There is a list of suggested readings accompanying this pamphlet as well as the basic AFI.

5.2.3. Developmental assignments. The Air Force offers assignments designed to bolster the knowledge, competency, and leadership abilities of its members. Some examples include but are not limited to AFIT Air Force Fellows Program. Special Duty Assignments offer career-broadening opportunities for many individuals.

5.2.4. Professional Military Education (PME) is not only required at various points in an individual's career for advancement, it also provides for further education in the military profession as well as leadership training.

5.2.5. Shadowing/Work observation are excellent opportunities for your protégé to determine if the career path they have chosen for themselves is both attainable and would fit into the scheme of what they would like to do with their careers and their lives.

5.2.6. It is important to note that after the protégé has initiated their course of skills enhancement, the mentor should again discuss with them their short and long term plan and determine if their efforts are fulfilling their needs.

Chapter 6

AIR FORCE HISTORY AND HERITAGE

6.1. AF History. This chapter addresses Air Force and Air Force Reserve Command history and heritage. As we mentor our future Air Force Reserve leaders, it is critically important for them to understand the root beginnings of our service and how it has grown and served our nation's defense. The selected readings, contained in **Attachment 3**, summarize to the best extent possible the distinguished heritage we blue suiters share in common. In addition, in attachment 2 of AFI 36-3401, there is a suggested reading list that encompasses a wide variety of our Air Force's rich history and heritage.

6.2. Unit Level History. Just as important in our quest to understand the big Air Force/Air Force Reserve Command picture is the acknowledgment of the significant contributions made by the protégé's assigned wing, group, squadron and/or unit. To learn more about a unit's heritage, contact the wing historian or public affairs office.

6.3. Female and Minority History. Women and minorities have added significantly to our history and heritage as an Air Force. **Attachment 3** contains a list of suggested readings that focus on these important contributions.

Chapter 7

AIR AND SPACE POWER

7.1. Air Force Roles and Missions. Knowledge of the Air Force air power roles and missions is an important area that young officers and enlisted personnel should learn. There are numerous areas where more information can be obtained and supervisors should encourage subordinates to read and understand air power. These include AFM 1-1, Volume 1 and Volume 2, *Basic Aerospace Doctrine of the US Air Force*; *The Nation's Air Force Issues Book*; *USAF Almanac*; and the *Air Force Magazine*. For ongoing information, refer to the internet: <http://www.hq.af.mil>, then to the Air Force Web Site.

7.2. Space Roles and Missions. Knowledge of space power roles and missions is another important area that should be stressed to all subordinates. Sources include *Worldwide Missions: Unified CINCs' Views from The Officer*, September 1996; *The Nation's Air Force Issues Book*; *USAF Almanac*; and the *Air Force Magazine*. For ongoing information, refer to the internet: <http://www.hq.af.mil>, then to the Air Force Web Site, then Sites, reference Air Force Space Command. The selected reading contained in **Attachment 4** provides an in-depth look at space power from space history to the future of Air Force space program. In addition, at the beginning of **Attachment 4**, there is a suggested reading list on air and space power.

7.3. Air Force Reserve Roles and Missions. Just as important to the knowledge of air power roles and missions and space power roles and missions is one's understanding the Air Force Reserve Command roles and missions. Suggested readings for Air Force Reserve Command roles and missions are *Air Force Reserve Road Map to the Future*, HQ AF/REL, Commander's Review, Air Force Reserve Long Range Plan, RFPB Reserve Component Program. Additional information is available on the internet: <http://wwwmil.afrc.af.mil>.

Chapter 8

CORE VALUES/ETHICS

8.1. Core Values. Understanding our core values is an integral part of the development of our people. With the Air Force's diverse make-up and myriad of functions, our core values provide the unifying elements that bring all of our members together.

8.1.1. Integrity is essential. It's the inner voice, the source of self-control, and the basis for trust imperative for any organization to work effectively and efficiently over the long haul. Its doing the right thing when nobody's looking. Its standing up for fairness and honesty in a world often characterized by a "me first" attitude. Integrity is not always easy to practice. Its a tough and demanding challenge. It is knowing the right thing to do and having the moral fortitude to do it. When people in an organization lose their integrity, an organization is in serious trouble. Outstanding leaders have sources of inner direction that is an ethical compass to guide them through the pushes and pulls of daily life. They have, in short, the courage to act on their convictions.

8.1.2. Service before self is particularly important for those Americans who have volunteered to serve in the nation's armed forces. Selfless acts of courage and service fill our military history books. Someone once said, "There are no heroes; only ordinary men and women caught in extraordinary circumstances." Our nation's Medal of Honor winners are perfect examples of what normal people can do when they place service before self. "Service before self" builds teamwork, inspires others, and more. It enables selfless acts of courage. Effective teamwork is an important aspect of service. Effective leaders recognize the synergy of the group is stronger than the combined efforts of each individual. That's true in any organization.

8.1.3. Excellence in all we do is a difficult concept. It can easily be misread as perfectionism or concern about details. On the contrary, excellence is the stuff that makes greatness. It's the difference between just getting by and soaring. Excellence is the quest to achieve full potential. To constantly see problems and challenges as opportunities involves a passion for excellence. Excellence sets apart the significant from the superficial, the lasting from the temporary. Those who pursue it do so because of what is in them, not because of what others think or say or do. A commitment to excellence is neither popular nor easy. But it is essential.

8.2. Professional Ethics. What does it mean "to adhere to professional ethics?" Simply, it means conforming to all the rules in the *Joint Ethics Regulation* ("the JER," DoDD 5500.7-R.). These rules cover required ethics training, "freebies" the individual can (and can't) take from people who don't work for the government, how he or she can and can't use government property and manpower, conflicts of interest, and many other specific ethics topics. More generally, though, "adhering to professional ethics" requires the subordinate to set the highest example for fellow employees. They report any suspected violations when they see or hear about something on the job doesn't look right to them. They perform their duties not only to promote government efficiency and economy, but also to inspire public confidence in government operations.

JAMES E. SHERRARD III, Lt General, USAF
Commander

Attachment 1

COMMANDER'S MEMORANDUM

A1.1. The following is a sample of a commander's memorandum:

MEMORANDUM FOR _____

FROM: Wing or Unit Commander

SUBJECT: Mentoring/Performance Feedback Notice (PFN)

1. This is notification that a mentoring/feedback session is due on _____. Attached you'll find a Performance Feedback Notification, (optional) AFRC Form 141, and an AF Form 724 A/B, or AF Form 931/932 as appropriate.
2. The mentoring portion of the session should challenge the ratee to look to the future. The subordinate, with your assistance, should develop a career plan and identify skills needed to attain long range goals. As a supervisor it is your responsibility to take an active role in the professional development of the people you supervise. Use applicable segments of the AFRC Form 141, AFI 36-3401, and AFRCPAM 36-3401 for suggested topics of discussion, and suggested readings.
3. Performance feedback should review the performance of the subordinate, providing helpful comments to assist the ratee's improvement. Guidance for preparation and conduct of an effective performance feedback session is in AFI 36-2406. **Annotate completion of the mentoring and performance feedback sessions on the (PFN).**
4. The mentoring/performance feedback session is a private discussion between the rater and ratee. While it is not an official record, it is a medium for supervisors to provide helpful comments for subordinates to improve current performance and consider the future. Supervisors should provide the **original copies of all counseling forms** to the member while keeping a copy for themselves. As a minimum, supervisors must maintain their copies until the subordinate's next OPR/EPR is completed.
5. Please complete endorsements on the PFN and return it to your Commander support staff. Your suspense to the completed performance feedback notification is _____. If you have any questions or need any other assistance please contact _____.

Signature of Commander

Attachments:

1. MPF Performance Feedback Notice
2. AFRC Form 141
3. AF Form 724A/B, 931/932

Figure A2.2. Sample of AFRC Form 141, Reverse.

<p>7. Preparation for Management (<i>Leadership, Delegation, Team Building, Human Resource Management, Planning Skills, Mentoring Ability, Analyzing Performance Objectives</i>)</p> <p>a. Needs <i>Leadership skills; mentoring skills</i></p> <p>b. Assigned Activities <i>Ref reading list contained in AFI 36-3401 and AFRCPAM 36-3401 (mentoring skills)</i></p>	
<p>8. Executive Development (<i>Political and Social Awareness, Vision and Long Range Planning, Mission Assimilation, Creative Thinking, Intuitive Skills, Delegating Style, Leadership Skills, Financial Analysis, Building Coalitions</i>)</p> <p>a. Needs <i>none</i></p> <p>b. Assigned Activities</p>	
<p>9. Physical Fitness (<i>Cardio-respiratory exercise, strength training, diet, and nutrition, desirable body composition, substance abuse, wellness examinations</i>)</p> <p>a. Needs <i>Maintain good health and fitness</i></p> <p>b. Assigned Activities <i>Set and adhere to a regimen of proper diet and exercise--outside readings on the subjects, consult with physician, enroll in fitness center activities on and off station</i></p>	
<p>PART III AIR FORCE HISTORY AND HERITAGE</p>	
<p>1. Air Force</p> <p>2. Air Force Reserve Command</p> <p>3. Wing/Squadron</p>	
<p>PART IV AIR AND SPACE KNOWLEDGE</p>	
<p>1. Air Power Roles and Missions</p> <p>2. Space Power Roles and Missions</p> <p>3. AFRC Roles and Missions</p>	
<p>PART V CORE VALUES/ETHICS</p>	
<p>1. Air Force Core Values</p> <p>a. Integrity <i>Setting the standard by doing the right thing</i></p> <p>b. Service Before Self <i>Put the team's well-being before your own</i></p> <p>c. Excellence In All We Do <i>Doing it right, first time, every time</i></p> <p>2. Professional Ethics <i>Know the code of ethics were expected to live by...live the code</i></p>	
<p>ADDITIONAL COMMENTS</p> <p>*** In Block II every item may not be applicable to each individual</p> <p>**** Parts III-V are written in detail for your review (see AFRCPAM 36-3401). Your increased knowledge in these areas will improve your effectiveness as an AFR leader.</p> <p><i>Statements in Bold italic are only possible discussion items which could occur during a mentoring session. Actual "handwritten" items would be determined by the mentor and protege as the mentoring session developed.</i></p>	

Attachment 3

USAF/AFRC HISTORY AND HERITAGE

A3.1. The commander of AFRC provides the following additional reading list:

A3.1.1. Jeanne Holm, *Women in the Military*, Presidic Press.

A3.1.2. M. C. Devilbiss, *Women and Military Service (A History, Analysis, and Overview of Key Issues)*, Air Univ Press.

A3.1.3. Alan L. Gropman, *The Air Force Integrates (1945-1964)*, U.S. Government Printing Office.

A3.1.4. Gary A. Donaldson, *The History of African-Americans in the Military*, Krieger Publishing Company.

A3.1.5. Binkin, Eitelberg, Schexnider, and Smith, *Blacks and the Military*, The Brookings Institution.

A3.1.6. Brenda L. Moore, *To Serve my Country, To Serve My Race*, NYU Press.

A3.1.7. Charles Francis, *Tuskegee Airmen*.

A3.2. The Office of the Air Force Historian provides the following excerpt from Lawrence A. Benson's *Golden Legacy, Boundless Future, A Capsule History of the United States Air Force*. Also, the Director of Historical Services, Air Force Reserve Command, provides an in-depth accounting of the history of the Air Force Reserve.

On September 18, 1997, the United States Air Force (USAF) celebrates (sic) it's 50th birthday. One half century earlier, the National Security Act of 1947 created the USAF as a separate armed service. Appropriately enough, President Harry Truman had signed the legislation for this while aboard his "Sacred Cow," the C-54 presidential aircraft that served as the "Air Force One" of its day.

The official lineage of today's USAF began four decades earlier. On August 1, 1907, the U.S. Army Signal Corps formed an Aeronautical Division. This action came only 3 years after the Wright Brothers flew the world's first powered airplane at Kitty Hawk, North Carolina. At first, however, the Aeronautical Division was mainly interested in balloons and dirigibles instead of heavier-than-air flying machines. The Army had already used manned balloons for aerial observation during the Civil War and Spanish American War in the 19th Century. The Aeronautical Division accepted delivery of its first airplane from the Wright Brothers in 1909. Under the leadership of brave pioneers such as Capt. Benjamin D. Foulois, a small band of early Army airmen experimented with various aircraft and formed an operational unit, the 1st Aero Squadron, in December 1913.

On July 18, 1914, as a result of Congressional legislation, the Army established the Aviation Section of the Signal Corps to improve its fledgling flying capabilities. Just a few weeks later, Europe plunged into the massive military struggle that became known as World War I. The Central Powers (primarily Germany, the Austro-Hungarian Empire, and the Ottoman Empire) fought the Allied Powers (led by Britain, France, Italy, and Russia). By April 1917, when the United States entered the war on the side of the Allied Powers, each of the major combatants had developed aircraft industries far superior to that in the United States.

Despite optimistic plans and ample funding, the United States proved unable to catch up to the European nations in aviation technology. Responding to criticism of the American aircraft effort, Presi-

dent Woodrow Wilson created the Army Air Service and placed it directly under the War Department on May 24, 1918. By the time of the armistice in November 1918, the Air Service had grown to more than 19,000 officers and 178,000 enlisted men, while American industry had turned out 11,754 aircraft (mostly trainers). The Air Service soon lost most of these people and planes in a rapid demobilization right after the war.

Although failing to deploy competitive combat aircraft, the United States had sent many fine airmen to Europe. Flying mostly French-built planes, they distinguished themselves both in allied units and as part of the American Expeditionary Forces (AEF) led by Gen John J. Pershing. By the time Germany surrendered, Brig Gen Billy Mitchell had honed many of the AEF's aero squadrons and groups into a formidable striking force. Although the outcome of the Great War was decided primarily by horrible attrition on the ground and a strangling maritime blockade of Germany, air power had shown its potential for autonomous offensive operations as well as providing valuable support to surface forces. The United Kingdom had recognized the importance of air power by creating the Royal Air Force, independent of the British Army and Royal Navy, in April 1918.

Despite a bitter struggle by visionaries such as Billy Mitchell, the United States did not follow the British lead and create a separate air force. The Army Reorganization Act of 1920 made the Air Service a combatant arm of the Army, and the Air Corps Act of 1926 changed its name to the Air Corps on July 2 of that year. On March 1, 1935, General Headquarters Air Force (GHQAF) assumed command of Air Corps tactical units, which previously had been parceled out to regional Army corps commands. Yet even after Germany, Japan, and Italy began to build up their armed forces, the Air Corps (as well as the rest of the Army) remained a small, peacetime establishment with only limited funds for growth or modernization.

After September 1939, when Adolf Hitler launched World War II by invading Poland, the Air Corps began a steady growth from 26,000 personnel and fewer than 2,000 planes. On June 20, 1941, the Department of War created the Army Air Forces (AAF) as its aviation element and shortly thereafter made it co-equal to the Army Ground Forces. (The Air Corps remained as one of the Army's combat arms, like the Infantry).

Expansion of the AAF accelerated after the surprise Japanese attack on Hawaii in December 1941 propelled the United States into the war. Under the leadership of Gen Henry H. ("Hap") Arnold, the Army Air Forces oversaw mobilization of the nation's aviation industry and deployment of the largest air armada of all time. The AAF's inventory encompassed a wide range of training, transport, pursuit, attack, reconnaissance, and bomber aircraft. These included the ubiquitous C-47 Skytrain, the splendid P-51 Mustang, the rugged B-17 Flying Fortress, and the awesome B-29 Superfortress. Drawing upon American industrial prowess and human resources, the AAF reached a peak strength of 80,000 aircraft and 2.4 million personnel. It organized this huge air armada into major commands, numbered air forces, air divisions, groups, and squadrons. These conducted a wide range of air operations over every theater of battle from the jungle-clad islands of the Southwest Pacific to the sun-baked deserts of North Africa, from the icy waters of the North Atlantic to the snow-capped peaks of the Himalayas.

By the last year of the war, the quantity and quality of AAF aircraft and airmen dominated the skies over both Germany and Japan, all but paralyzing their war economies. Air power did not win the war by itself but did make possible the Allies' total victory over the Axis powers--punctuated in August 1945 when two B-29s dropped atomic bombs on Japan.

Much as it did a quarter century before, the United States immediately demobilized its armed forces after World War II. Based on the AAF's wartime achievements and future potential, however, the United States Air Force won its independence as a full partner with the Army and the Navy on September 18, 1947.

The threat posed by the Soviet Union and communism soon convinced American leaders to strengthen US military forces especially air power. The role of the new USAF in breaking the Soviet blockade of Berlin in 1948 demonstrated the value of air capabilities in this new "Cold War." The USSR's detonation of an atomic bomb in 1949 accentuated the importance of long range bombers, such as the Air Force's giant B-36 Peacemaker, and modern air defenses. The Air Force expanded its efforts to foster science and technology with an ambitious Research and Development (R&D) program.

The Soviet-backed invasion of South Korea by communist North Korea in June 1950 drew the USAF into a brutal 3-year conflict. The Air Force soon used new jet fighters, such as the deadly F-86 Sabre, to establish air superiority over the Korean peninsula. In concert with Navy and Marine aviation, the USAF helped protect United Nations ground forces with close air support and the interdiction of enemy reinforcements and supplies. The war ended in 1953 after an armistice with China and North Korea, but the Air Force kept a large number of units stationed in the Pacific to help contain communism. It also began a massive buildup of the forward-based U.S. Air Forces in Europe, from England to Turkey. These units provided the cornerstone of North Atlantic Treaty Organization (NATO) capabilities against the Soviet-led Warsaw Pact for the next four decades.

Invention of the powerful hydrogen bomb and the promise of long range rockets accelerated the arms race between the superpowers in the 1950s. Under the bold leadership of Gen Curtis LeMay, the Air Force's Strategic Air Command (SAC) became the preeminent instrument of American defense strategy. Standing continuous alert for the rest of the Cold War, SAC's arsenal of bombers, such as the long-range B-52 Stratofortress, was joined in the 1960s by intercontinental ballistic missiles, such as the Titan and Minuteman. Together with the Navy's missile-launching submarines, these powerful weapons comprised America's nuclear deterrent "triad." With the development of launch vehicles and orbital satellites, the Air Force mission also expanded into space.

Possession of strong strategic forces helped the United States prevail in crises provoked by Soviet probes in Berlin and Cuba during the early 1960s. Communist expansion in Southeast Asia, however, posed new and difficult challenges. In 1964 the United States began full-scale military operations on the side of South Vietnam. With the use of air power constrained for political reasons, both Air Force and Naval Aviation had to support a protracted and unpopular counter-insurgency effort against a determined and elusive foe. Tactical aircraft, such as the versatile F-4 Phantom II, performed in a wide variety of roles from aerial combat and interdiction to close air support, while SAC B-52s "carpet bombed" remote jungle strongholds. Not until the Linebacker Operations of 1972, however, was air power brought fully to bear against North Vietnamese forces and facilities. Although American air power compelled the enemy to sign a peace treaty in January 1973, US forces were no longer available in 1975 when North Vietnam launched a successful invasion of the South.

In the 1970s the USAF invested as much of its reduced budgets as possible in modernizing its aircraft and missiles while continuing to expand its role in Space. The Air Force developed such new weapon systems as the A-10 Thunderbolt II, F-15 Eagle, F-16 Fighting Falcon, E-3 Sentry, and M-X Peacekeeper. It also made great progress on satellite-based communications, reconnaissance, warning, weather, and navigation systems. But the Air Force did not receive adequate resources to maintain full readiness of its existing conventional forces. Meanwhile, the Soviet Union continued to develop and pro-

duce new and improved weapons at an even faster pace while building up its combat forces in Europe and the Far East to alarming levels.

The military balance began to shift back in America's favor after 1979. The Soviet invasion of Afghanistan and the humiliation of the American hostages in Iran confirmed the need to improve US military capabilities. The ensuing American defense buildup of the 1980s allowed the Air Force to expand its force structure, enhance its training and readiness, and deploy a wide range of advanced new weapons and other systems. Its units engaged in several contingency operations, such as the seizure of Grenada in 1983 (Urgent Fury), the raid on Libya in 1986 (El Dorado Canyon), and the invasion of Panama in 1989 (Just Cause). These operations demonstrated steadily improving capabilities of the Air Force and its sister services to conduct joint operations.

Meanwhile, the progress the United States was making in new technologies--such as "stealthy" airframes, sophisticated information networks, and space-based defenses--helped convince a more enlightened Soviet leadership that their inefficient economy could no longer afford to compete in the Cold War. The tearing down of the Berlin Wall in 1989 marked the final days of the Warsaw Pact and presaged the breakup of the USSR itself a few years later.

Ending of the Cold War, however, did not mean completion of the USAF's mission. Even though no longer having to keep nuclear forces on constant alert against a Soviet first strike or to base large forces overseas ready to fight World War III, the USAF's inherent speed, range, and flexibility gave America what Secretary of the Air Force Donald B. Rice called "global reach, global power."

The Air Force's well-trained personnel and sophisticated weapons lived up to this slogan during Operation Desert Storm in early 1991. Deploying half-way around the world in Operation Desert Shield after Saddam Hussein invaded Kuwait, they helped win one of the most lop-sided battlefield victories in military history. Advanced aircraft, such as the unstoppable F-117 Nighthawk, delivered an arsenal of precision guided munitions with the help of sophisticated information and navigation systems, including those on space satellites. Under the control of Lt. Gen Charles A. Horner, the intensive 6-week air campaign neutralized Iraq's air defenses, decapitated its command structure, and demoralized its once feared army. Air power allowed Coalition ground forces to liberate Kuwait and quickly drive into Iraq--with fewer casualties than those suffered by the United States in a typical week of the Vietnam War.

Without the Soviet threat, however, the United States no longer needed the large force structure that stood guard during the Cold War. Recognizing the need for streamlining, the Air Force in the early 1990s underwent the most complete reorganization since its establishment. It consolidated from thirteen to eight major commands (for example, replacing the Strategic and Tactical Air Commands with a single Air Combat Command) and did away with various lower echelon headquarters. It also inactivated many proud wings and squadrons, closed once valuable bases, and downsized from more than 600,000 military personnel in the late 1980s to under 388,000 in 1996.

Although smaller in size, the post-Cold War Air Force has been called upon for increased participation in contingency operations. In addition to maintaining units in the Persian Gulf area (Southern Watch) and Turkey (Provide Comfort) to deter Saddam Hussein from threatening his neighbors, the Air Force has supported humanitarian and peacekeeping operations in places like Somalia (Restore Hope), Rwanda (Support Hope), Haiti (Uphold Democracy), and the Balkans (Provide Promise and Deny Flight). To help stop a barbaric civil war in Bosnia, USAF aircraft made precision strikes against Serb targets in Operation Deliberate Force during late 1995. After this first air campaign ever conducted by NATO, the USAF then supported implementation of the Dayton Peace Accords through Operations Decisive and

Joint Endeavor. On the volatile Korean Peninsula, the Air Force continued to keep units combat ready as it had for more than four decades.

Today the pace of technological change moves ever faster. At the same time, America's role in fostering democracy and stability in the world is more complex than ever. With these challenges in mind, the Air Force commemorates its 50th anniversary looking eagerly to the future while remembering the lessons and achievements of the past.

HISTORY OF THE UNITED STATES AIR FORCE RESERVE

The Early Years, 1916-1945

The United States Air Force Reserve traces its origins to the National Defense Act of June 1916. Among its provisions, the act authorized a reserve corps of 2,300 officer and enlisted aviators. Following America's entry into the First World War in April 1917, the War Department organized the First Reserve Aero Squadron in May 1917 and ordered it and a second squadron to active service soon after that. During the war the reserve program provided approximately 10,000 pilots, graduates of civilian and military flying schools who served as Reserve Military Aviators.

The Air Corps Reserve did not escape the neglect that afflicted the American military establishment in the 1920s. The program was ill-defined and suffered from a shortage of money and modern equipment. During the 1930s, Congress funded modernization of the Army Air Corps; benefits soon reached the Reserve. By late 1940, there were 2,300 Air Corps reserve officers on active duty. At the end of 1941, the United States having now entered World War II, there were more than 19,400 Reservists on active duty with the Army Air Corps, including 9,257 pilots.

Post-War Programs, 1946-1950

The first post-World War II Air Reserve program, directed by the Air Defense Command, took the form of a "flying club" with no objective beyond offering pilot proficiency training in World War II-vintage trainers and P-51s. On 1 July 1946, the Reserve's first postwar training flight took place at Memphis, Tennessee. After its establishment on 18 September 1947, the United States Air Force began investigating the idea of using organized units for the "flying club," but the United States Air Force Reserve, established on 14 April 1948, struggled with a continued shortage of both funds and modern aircraft.

The Air Force acknowledged the weaknesses that plagued its reserve and worked to devise a more realistic and effective program. However, it took direct intervention from President Harry S. Truman, in Executive Order 10007 (15 October 1948), to bring matters to a head. In response to this directive, the Air Force vested oversight of the Air Force Reserve program in the Air Staff-level Office of the Special Assis-

tant to the Chief of Staff for Reserve Forces, headed by Lt Gen Elwood R. Quesada. The Air Force also established, on 1 December 1948, the Continental Air Command (CONAC) to manage the Reserve field program.

General Quesada and the CONAC staff created a five-part Reserve program for Fiscal Year 1950. It included mobilization augmentees, corollary units, Table of Organization and Equipment (T/O&E) units, Volunteer Air Reserve training units, and a series of extension courses open to all Reservists. Planners initially believed that the first two categories were more important, but the T/O&E units soon became the head of the reorganized and revitalized Air Force Reserve. This force included five light bombardment and twenty troop carrier wings. Air Force Reservists now trained, for the first time, in tactical units designated for mobilization on short notice during crises.

The Korean Mobilization

The FY 1950 program had been in operation for little more than a year when the Korean War broke out in June 1950. During the buildup that followed, all 25 Air Force Reserve T/O&E units, with their 30,000 assigned personnel, came on active duty, as did almost 119,000 individual Reservists from the three other parts of the Air Force Reserve. These 149,000 Reservists, and more than 46,000 members of the Air National Guard, provided a substantial augmentation to the active duty Air Force, which in June 1950 numbered only 416,000 officers and enlisted personnel.

Ten of the mobilized Reserve wings remained intact. The Air Force disbanded the other fifteen and reasigned their personnel as fillers throughout the Air Force. Three wings--the 452d Light Bombardment Wing, (Long Beach, California), and the 437th (Chicago, Illinois) and 403d (Portland, Oregon) Troop Carrier Wings--served tours in East Asia, while the 433d Troop Carrier Wing (Cleveland, Ohio) deployed to Europe. Six other troop carrier wings -- the 435th (Miami, Florida), 516th (Memphis, Tennessee), 434th (Atterbury Air Force Base, Indiana), 443d (Hensley Field, Texas), 375th (Pittsburgh, Pennsylvania), and the 514th (Mitchel Air Force Base, New York)--formed the core of Tactical Air Command's newly created Eighteenth Air Force.

Rebuilding the Air Force Reserve, 1952-1958

The Air Force Reserve made significant contributions to the active force during the Korean War, but the reserve's wartime service decimated its ranks, disrupted its organization, and exposed structural and conceptual weaknesses. As a result, the Air Force spent several years after the war rebuilding its Reserve force and redefining the Reserve concept.

The Korean mobilization showed that individual reserve records were badly organized and out of date. On 1 November 1953, the Air Force established the Air Reserve Records Center in Denver, Colorado, to centralize and standardize Reserve record keeping. In 1965, to recognize its growing responsibility for a

range of Reserve personnel and mobilization services, the Air Force established this organization as a separate operating agency and redesignated it the Air Reserve Personnel Center.

A long-range plan for the Air Reserve Forces (which included the Air National Guard and Air Force Reserve) implemented in FY 1953, called for an Air Force Reserve program that included fighter-bomber, troop carrier, tactical reconnaissance, and pilot training wings. In January 1955, the Chief of Staff of the Air Force established a mobilization requirement for fifty-one Air Reserve Forces wings, including twenty-four Air Force Reserve wings. By the end of FY 1955, the Air Force Reserve flying unit program consisted of twenty-four wings--thirteen troop carrier, nine fighter-bomber, and two tactical bombardment. In 1956, the Air Force added the first Reserve air rescue squadron. The Reserve inventory in that year included C-119s, C-46s, F-80s, F-84s, F-86s, and SA-16s.

In addition to the flying units, the Air Force Reserve program of the mid-1950s provided training for non-flying units and individual Reservists. The individual mobilization augmentee (IMA) usually received active duty training with the organization they reported to upon mobilization. There were also a variety of programs that provided training to IMAs as well as individual Reservists who had no wartime assignment and who received no pay for the training time, although they accumulated credit toward retirement. In 1954, the Air Force established the Air Reserve Center program by consolidating the Volunteer Air Reserve training units of the 1950 program with various other elements. At their peak in 1958, the centers trained more than 60,000 Reservists. During the 1950s, the Reserve non-flying unit program included aerial port, medical, airways and air communications squadrons as well as postal, censorship, maintenance, supply, engineering, communications, air depot, personnel processing, and security police units.

Between 1952 and 1955, Congress passed three laws that had a significant impact on the reserve program. The Armed Forces Reserve Act of 1952 standardized pay and training groups and established the Ready, Standby, and Retired mobilization categories; the Reserve Officers Personnel Act of 1954 established a permanent system of promotions for Reservists; the Reserve Forces Act of 1955 doubled the size of the Ready Reserve, imposed a Reserve-wide training obligation, and authorized the recruitment of personnel who had no prior military service. In January 1958, the Air Force implemented the Air Reserve Technician program under an agreement with the Civil Service Commission. The program provided a permanent cadre of civil service employees who were also key military personnel in the Air Force Reserve units.

Expanded Operational Activity During the 1950s

In the mid-1950s, Air Force Reserve flying units began to conduct peacetime missions for the Air Force. Normal peacetime troop carrier wing training generated airlift the active force used to help meet its own commitments. In 1956, Reserve troop carrier wings moved US Coast Guard equipment from New York to several sites in the Caribbean during Operation 16-Ton. In 1957, Reserve transport units began Operation Swift Lift, flying airlift missions in support of Tactical Air Command, and in 1958 they inaugurated Operation Ready Swap, transporting equipment between Air Material Command bases. They were also flying humanitarian airlift missions and dropping paratroopers for the Army.

Reorganization and Realignment

In 1957, the Air Force reduced the Air Force Reserve flying unit program to forty-five troop carrier and five air rescue squadrons. The Air National Guard assumed the fighter mission when the Air Force found that Guard and Reserve fighter squadrons could not fulfill the air-to-air mission and that the Tactical Air Command could not absorb the fighters as an air-to-ground support force. These operational considerations, coupled with economies imposed by the Eisenhower administration, drove a reduction in the number of Reserve units.

A major reorganization of the Air Reserve Forces management structure occurred in 1960, when the gaining major commands assumed responsibility for supervising the training and inspecting of Air Force Reserve units. The Air Force also redirected the Reserve's individual training program. The reserve training centers gave up most of their instructional responsibilities in favor of a new program of support units and bases. Defense Department auditors did not share the enthusiasm of most of the Reservists involved, and by 1965 the program had been eliminated. At the same time, Continental Air Command's numbered air forces were inactivated and replaced by Air Force Reserve regions. Reservists filled 85 of the 100 staff positions in each region, a concept that gave Reservists their first role in the management of Reserve programs above the unit level.

The Berlin Crisis, 1961-1962

The Air Force activated several Air Force Reserve C-124 troop carrier units, who conducted operations out of home stations, to augment active duty forces during the crisis that developed following the construction of the Berlin Wall in 1961. In addition, Reserve air rescue squadron personnel served voluntary 60-day tours to provide rescue coverage during the deployment of Air National Guard fighter units to Europe.

The Cuban Missile Crisis, 1962

On 28 October 1962, the Air Force activated (for one month) one C-123 and seven C-119 troop carrier wings and six aerial port squadrons following the discovery of Soviet offensive missiles in Cuba. The units operated from their home stations and deployed aircraft and crews to support the buildup of forward operating locations in the southeastern United States and to prepare for a possible airborne assault on Cuba. Air Force Reserve air rescue squadron members again served voluntarily, along with the 14,000 Reservists mobilized with their units. As the crisis abated, 442 aircrew members remained on active duty for an additional 15 days to help return dispersed Air Force units to their home stations.

The Air Force Reserve and the Vietnam Decade, 1965-1975

Although there were no mobilizations until 1968, the Air Force Reserve was involved in the war in Southeast Asia and other contingencies from February 1965, when a C-124 from Richards-Gebaur Air Force Base landed in Saigon, to June 1975, when Air Force Reserve medical personnel completed their work in the Operation New Life refugee camp at Eglin Air Force Base, Florida.

Reserve C-124 crews flew, on a volunteer basis, into Southeast Asia until November 1972, when the last C-124 left the Air Force Reserve inventory. Not long after the C-124s began their operations over the Pacific, other Reserve C-119, C-123, and C-124 units participated in an airlift of troops and equipment into the Dominican Republic (November 1965). Reserve C-119 units assumed responsibility for the Military Airlift Command's route in the Atlantic and the Caribbean, freeing active duty four-engine transports for service in support of the growing Southeast Asia commitment. The C-119 missions continued until March 1973, when the last of them left the Reserve inventory.

In March 1968, the Air Force established the Air Force Reserve airlift associate program. Reservists maintained and flew C-141s, and later C-5s, assigned to collocated active duty MAC airlift units. From the outset, associate crews flew missions to Southeast Asia for MAC. Reserve C-124, C-130, C-141, and C-5 airlift units, as well as a C-9 aeromedical evacuation unit, also periodically augmented MAC during crises that strained the command's active resources. Individual Reserve aircrews ferried aircraft to and from Southeast Asia while others instructed American and allied aircrews in the operation of C-119s and C-130s. Both C-119 and C-124 units transported US Army units to cities around the United States during Garden Plot operations conducted in response to the upheavals that rocked the nation during the summer of 1968. Reserve C-141s later supported the exodus from Southeast Asia, returning freed prisoners of war in 1973 and evacuating American personnel and refugees in 1975.

The conflict in Southeast Asia was not the sole province of Air Force Reserve flying units. Support units and individual Reservists did their part as well. Medical specialists, civil engineers, aerial port personnel, lawyers, chaplains, and other Reservists made significant contributions.

Korea and Southeast Asia Mobilizations, 1968-1969

President Lyndon B. Johnson mobilized Air Force and Navy Reserve forces in January 1968, following the North Korean seizure of the USS Pueblo. The Air Force activated two Reserve military airlift wings and five C-124 groups, plus an HC-97 equipped aerospace rescue and recovery squadron, on 26 January. On 13 May, to replace shortages in the Strategic Reserve, the Air Force mobilized a tactical airlift group, three aerial port squadrons, a medical service squadron, and an aeromedical evacuation squadron. All were released from active duty by June 1969.

Postal Strike, 1970

In March 1970, the Air Force Reserve's two air postal and courier groups at Dobbins Air Force Base, Georgia, and Hamilton Air Force Base, California, were mobilized for a few days during a brief postal worker's strike.

The Arab-Israeli War, 1973

From 14 October to 15 November 1973, Air Force Reserve aircrews from the six associate airlift wings participated in C-141 and C-5 flights carrying supplies to Israel during the Yom Kippur War. Of 650 Reservists who volunteered, 286 aircrew members flew into the Middle East, including 183 who made flights directly into Israel. The latter group included 24 all-Reserve crews. At the same time, 1,495 Reserve crew members flew normal MAC missions, again freeing active duty personnel for flights to the Middle East.

A Bill of Rights and a Dual Hat

In part to thwart a Department of Defense attempt to merge National Guard and Reserve components, in December 1967, Congress passed Public Law 90-168, "The Reserve Bill of Rights and Vitalization Act," to guarantee the integrity of the separate Reserve components. As a consequence of this act, the Air Force organized the Office of Air Force Reserve in January 1968 under Maj Gen Tom E. Marchbanks, Jr., a Reservist recalled to active duty, who, as Chief of Air Force Reserve, became principal advisor to the Chief of Staff of the Air Force on Reserve matters as well as the primary Air Staff action officer for them.

On 1 August 1968, Headquarters Continental Air Command was discontinued at Robins Air Force Base, Georgia. Its personnel and resources transferred to Headquarters Air Force Reserve, which the Air Force activated at Robins as a separate operating agency under Maj Gen Rollin B. Moore, Jr., on the same date. Forty percent of the staffs of the two new agencies were Reservists, and the Air Force granted them a wide range of authority to oversee the Air Force Reserve program, a situation unique among the military services. To unify the Reserve's management structure, in 1972 the Air Force authorized the Reserve's second Chief, Maj Gen Homer I. Lewis, to wear two hats, those of Chief of Air Force Reserve and Commander, Headquarters Air Force Reserve.

The implementation of Public Law 90-168, following the establishment of the air reserve technician program in 1958, was the second of three significant cornerstones of Air Force Reserve readiness. Public Law 90-168 placed the Reserve management structure in the hands of reservists.

The third cornerstone of readiness was the Air Force's willingness to equip the Reserve with modern equipment and to turn over significant real-world missions to the air reserve component. The first step in this modernization process began in March 1968, when the Reserve units began converting to the C-130 at Ellington Air Force Base, Texas.

Implementing Total Force

In August 1970, Secretary of Defense Melvin R. Laird announced the Total Force Concept whereby the Reserves became the initial source of augmentation of the active forces during crises, rather than the draft. Three years later, Defense Secretary James R. Schlesinger proclaimed the Total Force Policy, which integrated active, guard, and reserve forces into a homogeneous whole. As part of the Total Force Policy, Reserve units would be expected to meet the same readiness standards as active units. At the same time, the armed services were directed to adopt training, equipment, facilities, and manning policies that assured that Reserve forces could meet these standards.

As modernization proceeded and the size of the active duty Air Force decreased, the Air Force Reserve acquired a variety of new missions. Reservists flew EC-121 airborne warning and control aircraft to Iceland to patrol the North Atlantic and C-130s to the Panama Canal Zone to support activities in Central and South America. Other added responsibilities included aerial spray, airborne fire fighting, gunship, air refueling, and weather reconnaissance, missions that had to be flown when needed, not when Reserve crews were available during periodic training days. Finally, in the late 1960s, as A-37s became available from the war in Southeast Asia, the Air Staff augmented the Reserve's combat capability by reassigning jet fighters to its inventory. The first A-37s arrived in 1970.

The Air Force Reserve's non-flying units likewise, became part of the Total Force as well. On a unit and individual basis, civil engineers, security police, medical personnel, Reservists from all specialties routinely deployed around the world in the discharge of their varied peacetime missions such as humanitarian and nation-building endeavors.

In 1976, Maj Gen William Lyon, third Chief of Air Force Reserve, replaced the Air Force Reserve regions with numbered air forces oriented toward the gaining commands in an effort to improve Reserve unit readiness. The numbered air forces assumed their place in the chain of command and quickly played roles in supporting the Panama deployments and planning equipment conversions. The Reserve leadership tested its new chain of command and its command control procedures through the Redoubt series of exercises, where Reserve units demonstrated their ability to mobilize, deploy, and operate effectively. The exercises attracted close scrutiny from the gaining commands and the Air Staff, all of which were well-satisfied with what they saw.

By late 1978, the Chief of Staff of the Air Force noted that the Air Force Reserve was no longer a "partner" of the Air Force, it was "part" of it. In recognition of this, in 1980 MAC and Headquarters AFRES agreed that the Air Force Reserve would provide thirty-eight C-141 crews to support the newly-formed Rapid Deployment Joint Task Force.

Rules concerning Reservist availability changed in December 1980, when President Jimmy Carter signed Public Law 96-584 which, among other things, gave the President more flexibility in ordering Reservists

to active duty, raising from 50,000 to 100,000, the number he could recall for up to 90-days without a declaration of war or proclamation of a national emergency,

The Air Force Reserve in the 1980s

Modernization continued throughout the 1980s. In addition to various C-130 transport models and special application variants, the Reserve aircraft inventory included F-4, A-10, and F-16 fighters, and CH-3E, HH-3E, HH-1N, and UH-1N helicopters. The Air Force Reserve and the Strategic Air Command expanded the associate program, establishing KC-10 associate units at Barksdale Air Force Base, Louisiana, March Air Force Base, California, and Seymour Johnson Air Force Base, North Carolina. The Air Force Reserve accepted, on an unit-equipped basis, its first C-5 at Kelly Air Force Base, Texas, in 1985 and its first C-141 at Andrews Air Force Base, Maryland, one year later. In 1987, the Reserve added another C-5 equipped unit at Westover Air Force Base, Massachusetts. The non-flying and support unit program expanded as well. Reserve contingency hospitals appeared at Lackland Air Force Base Texas; Travis Air Force Base, California, and Scott Air Force Base, Illinois, while aerial port and maintenance units were activated in Hawaii and Guam. The Reserve established electronic security squadrons at Brooks Air Force Base, Texas, and Offutt Air Force Base, Nebraska, and a military training squadron at Lackland Air Force Base, Texas. Reserve engineering and service units evolved from an immobile base support force to mobile combat and service units.

Reserve units also provided humanitarian support around the globe throughout the 1980s. Rescue and recovery units were in action continually. Three units evacuated sixty-one people following the eruption of Mount St Helens in May 1980 but most missions operated on a smaller scale. In November 1980, members of the 302d Special Operations Squadron, deployed to Nellis Air Force Base, Nevada, rescued seventeen guests trapped on balconies of the blazing MGM Grand Hotel in Las Vegas.

The 907th Tactical Airlift Group at Rickenbacker Air National Guard Base, Ohio, provided the Air Force with its only aerial spray capability. The mission later transferred to the 910th Airlift Wing, Youngstown-Warren Regional Airport Air Reserve Station, Ohio. The unit sprayed millions of acres annually for weed control as well as fighting outbreaks of moths, beetles, mosquitoes, and other pests. It helped put down infestations of encephalitis-bearing mosquitoes in Minnesota in 1983 and grasshoppers in Idaho in 1985.

The 815th Weather Reconnaissance Squadron, (later redesignated the 53d Weather Reconnaissance Squadron), Keesler Air Force Base, Mississippi, tracked hurricanes and would eventually become the Air Force's only unit dedicated to this mission.

Other Reserve C-130s equipped with specialized airborne fire fighting systems responded to wild fires across the United States. Reserve C-130s provided humanitarian airlift throughout the western hemisphere, while a Reserve C-141 flew tents to Soviet Armenia following a devastating earthquake there in

1988. During the decade, Reservists also responded to natural disasters in Central and South America and Hurricane Hugo and the California earthquake in 1989.

In 1985, Air Force Reserve aircrews scored near-sweeps in performance competitions involving active, Reserve, Guard, and allied air units. The 452d Air Refueling Wing, March Air Force Base, California, emerged as the overall winner of the Strategic Air Command's Bombing and Navigation Competition. The 94th Tactical Airlift Wing, Dobbins Air Force Base, Georgia, won MAC's Volant Rodeo airlift competition. The 419th Tactical Fighter Wing, Hill Air Force Base, Utah, took top honors in Gunsmoke 87, the Air Force's gunnery meet.

In June 1987, Air Force Reserve rescue personnel won the overall Air Force search and rescue exercise (SAREX) awards and they did well in a subsequent international SAREX. In October 1987 and October 1989, Air Force Reservists, Maj Danny Hamilton and Capt Patrick Shay took the Top Gun award in Gunsmoke '87 and '89, respectively.

Reserve aircraft and personnel participated in the full range of Air Force operations throughout the 1980s. In 1983, associate aircrews and aeromedical evacuation teams evacuated wounded Marines following the destruction of their headquarters in Beirut, Lebanon, while an Air Force Reserve C-141 crew evacuated the first Americans from Grenada to Charleston Air Force Base, South Carolina, Operating from Iceland, two Reserve F-4 crews from the 89th Tactical Fighter Squadron, Wright-Patterson Air Force Base, Ohio, intercepted two Soviet Bear bombers over the Atlantic Ocean in September 1987, a first for Reservists. Six months later, a Reserve aircrew from the 459th Military Airlift Wing, Andrews Air Force Base, Maryland, landed the first C-141 at Palmerola Air Base, Honduras, during a joint-service exercise.

In May 1989, during Operation Nimrod Dancer, Reserve C-141s and C-5s moved troops and equipment to Panama as tensions increased there. Seven months later, Reservists participated in Just Cause, the intervention in Panama that ousted Manuel Noriega. Air Force Reserve crews flew more than 1,500 hours and 455 transport and air refueling sorties, while AC-130 gunships flew 29 sorties and fired more than 7,000 rounds of ammunition. A wide range of AFRES non-flying units were also directly involved.

The Persian Gulf War, 1990-1991

During the 1970s and 1980s, Reservists had only limited chances to demonstrate their ability to carry out extended operations. Iraq's invasion of Kuwait on 2 August 1990 offered the United States Air Force the opportunity to evaluate the results of its twenty-year commitment to the Total Force. By the summer of 1990, the Air Force Reserve had attained a high state of readiness. Most units met or exceeded manning goals, and unit personnel were fully trained and combat ready, according to gaining major command-established standards. Flying units were equipped with a variety of modern, first-line combat-ready weapon systems, including A-10s, C-5s, C-130s, C-141s, F-16s, HH and CH-3 helicopter gunships and KC-135s. Headquarters Air Force Reserve at Robins Air Force Base and its three subordinate numbered air forces (Fourth at McClellan Air Force Base, California; Tenth at Bergstrom Air Force Base, Texas; and

Fourteenth at Dobbins Air Force Base, Georgia) oversaw the operation of 21 wings, 36 groups, and 335 squadrons, 58 of which were flying squadrons. These Reserve units and personnel contributed significantly to the Air Force units available for deployment to the Persian Gulf.

The Volunteer Phase. As the United States began marshaling its forces for the operation that became known as Desert Shield, Headquarters AFRES took preliminary steps to ascertain what level of support the Air Force Reserve could provide under what circumstances. Unit commanders asked during the August 1990 unit training assemblies, which of their personnel might be available to serve as volunteers if they were needed during the crisis. The units also looked closely at the state of readiness of their equipment and personnel to deploy on short notice if they were mobilized. Initial calls for volunteers came soon thereafter, and Reservists responded in large numbers. By 20 August more than 15,300, or about 22 percent of all Air Force Reservists, had volunteered to serve.

Associate operations and maintenance personnel were among the first Reservists to become actively involved in the crisis. Air Reserve Technicians assigned to Military Airlift Command (MAC)-gained associate strategic airlift units at Travis and Norton Air Force Bases in California, McChord Air Force Base, Washington, Charleston Air Force Base, South Carolina, Dover Air Force Base, Delaware, and McGuire Air Force Base, New Jersey, joined their active duty counterparts at these bases. The first Reservists to reach the theater were members of a C-141 crew that landed in Saudi Arabia the morning of 8 August. Reservists supported the airlift flow that moved the first American units into the theater, and they remained in the forefront of the deployment effort as it unfolded. At Westover Air Force Base, Massachusetts, Reservists assigned to the 439th Military Airlift Wing established a staging base to support flights to and from Europe and Southwest Asia.

Air Force Reserve KC-135Es with volunteer crews and support personnel, built around a cadre from the 940th Air Refueling Wing, Mather AFB, California, formed part of a composite tanker force deployed to the theater on 11 August. A few days later, an Air Force Reserve C-130 unit formed around the 94th Tactical Airlift Wing, Dobbins Air Force Base, Georgia, staffed completely by volunteers from several Reserve units, left American bases for the theater, although this force spent a few days in the United Kingdom before it reached the Gulf. A second group of Reserve C-130s, drawn largely from the 440th Tactical Airlift Wing, General Mitchell International Airport, Wisconsin, replaced the initial package in mid-September. By 22 August, Reserve volunteers had logged more than 4,300 flying hours and had moved 7 million tons of cargo and 8,150 passengers to the theater.

The effort was not without its costs. On 29 August, a C-5 flown by an all-Reserve, all-volunteer crew from the 68th Military Airlift Squadron of the 433d Military Airlift Wing, Kelly Air Force Base, Texas, crashed on takeoff from Ramstein Air Base, Germany. The aircraft carrying medical supplies and other equipment to the Gulf, had seventeen men and women on board. Thirteen died, four were injured. Ten of the seventeen were Reservists. Of these ten, nine died and one was injured. The Reservist who survived, SSgt Lorenzo Galvin, Jr., a loadmaster, subsequently received the Airman's Medal for his efforts to rescue the other victims of the crash. The nine who died in this crash were the only Reservists to perish during the conflict.

Initial Call-Ups. Although many reservists served as volunteers throughout the war, the Department of Defense soon realized that it needed the authority to recall portions of its reserve components to support the rapidly expanding commitment of forces in the Persian Gulf. On 22 August 1990, President Bush authorized the call-up of 200,000 Reservists for 90 days under the authority of Title 10 United States Code, Section 678b. The next day Secretary of Defense Richard B. Cheney granted the Air Force authority to call up 14,500 members of the selected reserve, either those assigned to the unit program or individual mobilization augmentees (IMA).

This decision, the first significant, conflict-related call-up of the Reserve component since 1968, marked the beginning of a process that would eventually see more than 20,000 Air Force Reservists called to active duty. Reserve C-5 and C-141 units, both associate and those equipped with aircraft of their own, were among the first called, and further call-ups through late October focused on strategic airlift units. The first C-130 tactical airlift units were called up for deployment in early October. These soon took the place of the volunteer C-130 unit in the theater.

The terms of the recall would eventually change twice before the war ended. On 13 November 1990, the President extended the recall from 90- to 180 days. Two months later on 19 January 1991, President Bush declared a national emergency and ordered the partial mobilization of the Ready Reserve for up to twelve months, an act that affected 360,000 personnel in all services. Secretary Cheney authorized the Air Force to mobilize 52,000 of its personnel (although it never called that number). He also directed that all units and personnel previously recalled or serving as volunteers be switched to partial mobilization status.

While attention focused on the flying units and their maintenance personnel, thousands of other Reservists in all functional areas supported Desert Shield from bases in the United States, Europe, the Middle East, and the Gulf. Firefighters, security police, aerial port personnel, supply, transportation, and administrative specialists, civil engineers, cooks, doctors, lawyers, chaplains, and others were involved. They served at their home stations, at other bases left short of personnel when active duty forces deployed, at staging bases throughout the world, where they augmented facilities over-burdened by the flow of personnel and equipment, and in the theater of operations itself. In percentage terms, Reserve medical personnel were among the most heavily involved. In expectation of massive casualties that fortunately never came, all Air Force Reserve medical units, and virtually all of their assigned personnel were eventually called to active duty. They, like their active duty counterparts in other specialties, served throughout the world, including the Gulf.

Call-Ups Continue. Call-ups of additional Reservists continued throughout the second stage of the build-up, which began in mid-November. With most of the strategic airlift and a part of the tactical airlift forces already recalled, the focus shifted to support personnel from many specialties, with maintenance, aerial port, civil engineering, security police, and medical areas predominating.

In late November, the Air Force Reserve's first (and, as it turned out, only) tactical fighter unit to be recalled was alerted for call-up. The 706th Tactical Fighter Squadron of the 926th Tactical Fighter Group, an A-10 unit stationed at Naval Air Station New Orleans, Louisiana, deployed to Saudi Arabia in early January. In early December, the 439th Military Airlift Wing was activated at home station, Westover AFB, Massachusetts. Wing personnel had been operating the base as an east Coast staging facility since 17 August, the recall brought all unit personnel to duty to support operations at the base.

The last and largest block of recalls came in early January, when about 7,000 Reservists received orders. By about 1 February 1991, there were more than 17,500 on active duty. About 3,800 were officers, 13,700 enlisted personnel. Roughly one in four were women. Approximately 1,800 were Air Reserve Technicians, 1,300 were Individual Mobilization Augmentees, and more than 500 were members of the Individual Ready Reserve. More than 7,800 were in medical specialties.

Combat Operations The onset of the war in mid-January found Air Force Reserve units in action throughout the theater. The strategic airlift forces continued to shuttle personnel and equipment into Europe and to bases in the Gulf. Tactical airlift forces played a major role in the redeployment of forces in northern Saudi Arabia, as commanders set up what became the dramatic left hook into Iraq. The A-10s, operating from bases close to the front lines, attacked the full range of ground targets, including Iraqi Scud missiles. Reserve AC-130s and HH-3E helicopters also support special operations and search and rescue missions. (See [Table A3.1](#)).

Table A3.1. AFRC Involvement in Desert Shield and Desert Storm.

<u>Associate</u>	<u>Hours Flown</u>	<u>Pax</u>	<u>Tons Cargo</u>	<u>Gals Fuel Delivered</u>
C-5	51,600	119,000	252,000	
C-141	100,000	78,500	110,000	
KC-10	<u>15,500</u>	<u>4,000</u>	<u>34,000</u>	6,240,000
Total	167,100	201,500	396,000	
 <u>Unit-Equipped</u>				
C-5	29,000	54,000	121,000	
C-141	12,000	13,000	19,000	
C-130	21,500	40,000	24,000	
<u>KC-135</u>	<u>9,400</u>	<u>1,200</u>	<u>70</u>	3,500,000
Total	71,900	108,100	164,070	
 <u>Tactical</u>				
<u>A-10</u>	<u>3,300</u>	<u>1,400</u>		
AC-130	180	59		
HH-3E	<u>85</u>	<u>47</u>		
Total	3,565	1,506		

Combat Operations. In combat, Reservists claimed their share of noteworthy firsts during the war. Capt Bob Swain, a pilot from the 706th, scored the first-ever A-10 air-to-air kill when he destroyed an Iraqi helicopter. Crews from the 1650th Tactical Airlift Wing (Provisional), a unit composed of aircraft, aircrews, and maintenance and support personnel drawn largely from the Reserve's 914th Tactical Airlift Group, Niagara Falls, New York, and the 927th Tactical Airlift Group, Selfridge Air National Guard Base, Michigan, made the first tactical resupply air-drop of the war, delivering eight pallets of food and water to marines dug in along the Kuwait border. Another 1650th crew flew the first C-130 into liberated Kuwait International Airport, delivering communications equipment. Yet another C-130 crew flew the first tactical aeromedical evacuation mission of the ground campaign for a number of wounded marines. During one day of combat, Lt Col Greg Wilson of the 706th and his wingman, 1st Lt Stephan K. Otto of the Tactical Air Command's 354th Tactical Fighter Wing, Myrtle Beach AFB, South Carolina, destroyed ten mobile Scud launchers and a pair of ammunition dumps, then helped F/A-18s destroy ten more Scuds.

In three months (from January through March 1991), the sixteen C-130s of the 1650th flew more than 5,000 hours and 3,200 sorties. In 42 days of combat (from mid-January through the end of February), the 18 A-10s of the 706th flew more than 2,100 hours and 1,000 sorties. They expended almost 85,000 rounds of 30mm cannon ammunition, 300 Maverick air-to-ground missiles, 430 cluster bombs, and 1,200 Mark-82 iron bombs. While a number of the A-10s sustained varying degrees of damage in combat, no Air Force Reserve aircraft were lost during the war. Nor were any Reservists killed in combat.

The mobilization reached its peak on 12 March 1991, with almost 23,500 Air Force Reservists on duty. Of these, more than 20,000 were assigned to 215 Reserve units, 2,300 were IMAs, and 960 were members of the Individual Ready Reserve (IRR) or retirees. Most of the latter were medical personnel. The Department of Defense authorized the gaining major command commanders to demobilize Reservists, consistent with military requirements on 8 March 1991. Most Reservists had been demobilized by late June, but a handful remained on active duty through August.

The Air Force Reserve in the 1990s

The end of the war did not see the end of Air Force Reserve activity in Europe or the Gulf. Provide Comfort, the effort to deliver relief supplies to Kurdish refugees in southern Turkey and northern Iraq, began on 7 April, supported by Reservists from the 302d Tactical Airlift Wing, Peterson Air Force Base, Colorado, and the 32d Aeromedical Evacuation Group and 74th Aeromedical Evacuation Squadron, both from Kelly Air Force Base, Texas. Arc Wind, the use of Reserve C-130s to move returning personnel from East Coast bases to their home stations, also began at about this time.

Effects of the Gulf War. After the war, Reservists considered what they had learned as a result of ten months of effort. The Air Force Reserve had been ready when the call came, a vindication of decisions to organize, equip, and train Reserve units to a high level of combat readiness. Reservists demonstrated that volunteerism remained a viable option, at least during the early stages of a crisis, but the war also showed that some form of call-up or mobilization was necessary if the Air Force Reserve was to provide the full image of its capabilities for long periods of time.

The support Reservists--and their active duty counterparts--received from the American people during and after the war also played a role in convincing them that their efforts had been appreciated. While most enjoyed the parades and "perks" that came their way after the war, many Reservists later reported that the large crowds of grateful Americans they found waiting for them when they returned were among the most memorable of their experiences.

Post-War Operations. Not all of the events of 1991 were war-related. The 944th Tactical Fighter Group, Luke Air Force Base, Arizona, was the best F-16 unit and took second place overall at Gunsmoke 91. Lt Col Roger A. Disrud, an A-10 pilot assigned to the 442d Tactical Fighter Wing, Richards-Gebaur Air Force Base, Missouri, earned Top Gun honors at the competition

In June, crews of the 445th Military Airlift Wing (Associate), Norton Air Force Base, California, participated in Operation Fiery Vigil by helping evacuate those fleeing from the eruption of Mount Pinatubo near Clark Air Base in the Philippines. The 446th Military Airlift Wing, another associate unit, also assisted in the operation when its home station, McChord Air Force Base, Washington, became a processing area and the largest group of personnel, nearly 13,000, arrived from the Philippines. The 67th Aerial

Port Squadron, Hill Air Force Base, Utah, and the 440th Mobility Support Flight, General Mitchell International Airport, Wisconsin, at McChord for training, also responded to the call for volunteer support. They worked around the clock, doing everything from unloading aircraft to assisting families with food and clothing and caring for and entertaining the children.

The 445th Military Airlift Wing flew the first humanitarian aid mission to Mongolia, airlifting almost 20 tons of emergency medical supplies. Crews from the same unit also became the first Reserve aircrews to perform a three-week strategic inter-theater deployment. The 729th Military Airlift Squadron, operating from Yokota Air Base, Japan, and 730th Military Airlift Squadron, operating from Kadena Air Base, Japan, carried cargo and passengers to destinations in Asia, the South Pacific and the Middle East. On another humanitarian mission in mid-December, a C-5 from the 439th Military Airlift Wing, Westover Air Force Base, Massachusetts, carried almost 140,000 pounds of aid including blankets, cots, and medical supplies to Moscow to help meet critical shortages in the crumbling Soviet Union.

In the aftermath of the Persian Gulf War, the Air Force Reserve became heavily involved in humanitarian relief efforts in the former Soviet Union, eastern Europe, Africa, and the Persian Gulf region. In February 1992, Reservists participated in Operation Provide Hope. The US State Department sponsored operation consisted of transporting food and medicine to the Commonwealth of Independent States. By July 1992, Reserve activities turned toward Bosnia-Herzegovina (formerly Yugoslavia) when the United States joined the United Nations' relief mission, Operation Provide Promise. Reserve aircrews, aerial porters, and maintenance personnel operated out of Rhein-Main AB, Germany, and airlifted supplies and medicine to the war-torn towns of Sarajevo and Zagreb. By the time C-130 operations ended in May 1994, AFRES units flew 2,872 sorties for more than 5,900 flying hours while deployed units transported over 17,500 tons of cargo and carried more than 5,000 passengers.

After C-130 missions ended, Reserve associate unit aircrews flew active duty C-141s stationed at Rhein-Main AB, on Provide Promise support missions. As tensions mounted in Bosnia-Herzegovina, Reserve fighter units participated in Fiscal Year 94 in Operation Deny Flight, the enforcement of the no-fly zone over the troubled land. Reservists flew combat air patrol and reconnaissance missions from Aviano AB, Italy. In April 1994, Reserve air refueling units contributed two KC-135 tankers and about 100 AFRES personnel as part of the Air Reserve Component's involvement in Deny Flight operations. Deny Flight ended on 21 December 1995, when NATO assumed peacekeeping responsibility under Operation Joint Endeavor. By the time Reserve activities for Deny Flight ended, Reservists had flown over 6,258.60 flying hours and 2,056 sorties.

Under Joint Endeavor, Reserve C-5, C-130, C-141, C-17, and KC-135 aircraft transported cargo and troops and provided air refueling support. Reserve aeromedical personnel were also deployed to support the movement of any injured personnel. From 7 December 1995 until 21 December 1996, when Joint Endeavor was renamed Operation Joint Guard, Reservists had flown about 500 missions for more than 4,500 hours and transported more than 3,500 passengers and 14.5 million pounds of supplies. As part of Joint Endeavor, Reserve fighter units stationed at Aviano AB, Italy, supported the NATO no-fly mission entitled Operation Decisive Endeavor/Edge, by providing close air support to troops in Bosnia. In December 1996, this mission was renamed Deliberate Guard.

In Fiscal Year 1993, Reservists also contributed to relief efforts in Somalia. Reserve aircraft and aircrews operated out of Mombassa, Kenya and other locations and flew in supplies to help alleviate the plight of millions of starving Somalians. Reserve C-130 units contributed 99 sorties, 226.4 flying hours and carried 812.3 tons of cargo. In November 1992, the United Nations launched Operation Restore Hope, a massive relief effort for Somalia. American and other peacekeeping troops were now stationed in Somalia. Reservists flying C-130s, C-5s, C-141s and tanker aircraft on an unit-equipped and associate basis airlifted supplies and provided aerial refueling support. In addition, medical and aerial port personnel also participated in the operation. During Restore Hope, Reserve flying units, primarily associate, carried more than 16,000 tons of cargo and transported more than 14,000 passengers.

Beginning in 1993 and continuing through 1996, reservists also made noteworthy contributions to Provide Comfort II, the enforcement of another no-fly zone, this time over northern Iraq, and humanitarian airlift to Iraqi Kurds. Reserve rescue, airlift, and special operations units flew HC-130s, C-130s, and MH-60Gs from Incirlik AB, Turkey. Reservists also supported Southern Watch, the enforcement of the United Nations' no-fly zone over southern Iraq, with forward deployed HH-60Gs and HC-130s.

Beginning in August 1994, Reserve strategic airlift and aerial refueling units took part in Support Hope, the United Nations' sponsored Rwandan relief efforts. During a seven week period, AFRES units carried 6,929.5 tons of equipment of relief supplies and 4,481 passengers and flew 350 sorties for 1,880 flying hours.

In mid-September 1994, AFRES forces were poised, alongside their active duty counterparts, for the military restoration of democracy in Haiti. Once the operation changed from an invasion to a peaceful occupation, AFRES participation focused on airlifting personnel and supplies. By the time AFRES support ended in mid-October, Reservists had flown 390 sorties for 1,085,8 hours, delivered 3,358 passengers and transported 2,434.6 tons of cargo. More than 1,100 AFRES personnel from 37 units with 60 aircraft took part in Haitian operations.

Reservists also played major roles in disaster and humanitarian relief efforts. In late August 1992, Hurricane Andrew devastated south Florida. The massive storm had a particularly large impact on the Reserve community as Homestead Air Force Base, home of the 482d Fighter Wing and the 301st Rescue Squadron was destroyed. In the days immediately following the storm, the 301st Rescue Squadron's HH-60 helicopters and crews saved 137 lives, operating from the unit's temporary location, Kendall-Tamiami Airport. Other Reservists ranging from civil engineers to medical personnel to security police provided varying forms of aid. Reserve units from around the country flew in relief supplies. During a three-week period following the storm, Reservists flew 266 missions, carried 4,387 passengers, and 7,314.7 tons of cargo. In March 1993, a massive late-winter storm struck west central Florida and the 301st Rescue Squadron responded again by rescuing 93 people. In 1994, Reservists supported relief efforts following the crash of US Air Flight 427 near Pittsburgh, Pennsylvania, and in 1995 after the bombing of the federal building in Oklahoma City, Oklahoma. In 1996, Reservists provided assistance after the crash of ValuJet Flight 592 over the Florida Everglades and following the explosion in Dhahran, Saudi Arabia, which killed and

wounded American service personnel. Under the so-called Denton Amendment to the Foreign Assistance Act of 1985, Reserve airlift units transported donated humanitarian aid supplies such as medical equipment and foodstuffs throughout the world.

Hurricane relief efforts continued to be a major Reserve program. In late August 1992, Hurricane Omar struck Guam and the 445th Airlift Wing, Norton Air Force Base, California, flew in emergency generators. The next month, Hurricane Iniki struck Hawaii and wreaked damage on the islands of Kauai and Niihau. Reserve associate aircrews responded by flying in disaster relief personnel and supplies and evacuating hundreds of people. In 1995 and 1996, reservists responded following the destruction wrought by Hurricanes Felix, Marilyn, and Bertha by carrying relief supplies and emergency personnel to the east coast of the United States and the Virgin Islands.

Organizational Changes. All of these actions took place in the midst of significant organizational changes. From October 1991 until June 1992, Reserve numbered air forces were completely reorganized to mirror their active duty counterparts. The organizations now focused on operations, logistics, and safety issues. At the same time, the entire Reserve unit program underwent a massive reorganization effort as part of an Air Force-wide initiative. The Strategic Air Command, Tactical Air Command, and Military Airlift Command were all inactivated on 1 June 1992 and replaced by the Air Mobility Command and Air Combat Command. Reserve units were reassigned to new gaining major commands. In addition, AFRES units were renamed to more accurately reflect their missions. Tactical and strategic airlift units were redesignated as airlift wings and groups. Most Reserve units at one base were now joined under one wing or group to comply with objective wing and group configurations. The 434th Air Refueling Wing, Grissom Air Force Base, Indiana absorbed the 930th Fighter Group and became the 434th Wing, the Reserve's first composite unit. On 17 February 1997, Headquarters Air Force Reserve was redesignated as Headquarters Air Force Reserve Command. This marked the first time the Air Force Reserve attained major command status.

Mission and Equipment Changes. Reserve units continued to be upgraded with front-line aircraft and new missions. The F-4 left the inventory in 1991 and fighter units flew F-16s and A-10s. The 317th Airlift Squadron, an associate unit at Charleston Air Force Base, South Carolina, was activated in April 1992 to begin training as the first Reserve C-17 associate unit. The Air Force Reserve also added to its airlift capability when the 907th Airlift Group, Wright-Patterson Air Force Base, Ohio, became the Air Force Reserve's second unit to be equipped with C-141s. In January 1993, the Reserve's first space unit, the 7th Space Operations Squadron, was activated at Falcon Air Force Base, Colorado. On 1 October 1993, the Air Force Reserve added the B-52H to its inventory when the 93d Bomb Squadron was activated at Barksdale Air Force Base, Louisiana. On the same date, all AFRES C-130 units changed gaining command from Air Mobility Command to Air Combat Command. The action was taken in compliance with Chief of Staff of the Air Force, General Merrill A. McPeak's realignment of Air Force organizations. As part of this, the Air Force Reserve's associate units had the "(Associate)" dropped from their unit designation on 1 October 1994, although there was no change in the way the units were organized or operated related to this action. On 1 January 1995, the Air Force Reserve expanded the associate program by activating the 931st Air Refueling Group at McConnell Air Force Base, Kansas. On 15 March 1996, the Reserve gained its first associate airborne warning and control squadron, the 970th Airborne Air Control

Squadron, when it was activated at Tinker Air Force Base, Oklahoma. It was assigned to the concurrently activated and collocated 513th Air Control Group. On 31 March 1996, the Reserve's first-of-its-kind unit, the 4th Combat Camera Squadron, was activated at March Air Reserve Base, California. On 1 April 1996, the Air Force Reserve returned to providing A-10 training. The 47th Fighter Squadron, Barksdale Air Force Base, Louisiana, converted from an operational fighter to a training mission. On 17 March 1997, the Air Force activated a first type of unit, the 820th Security Force Group, Lackland Air Force Base, Texas, to provide rapidly deployable force protection. The unit supervised seven flights that came from the Air Force Reserve Command, Air National Guard, and five active duty major commands. On 1 April 1997, reflecting Air Force desire to better manage resources, Reserve C-130 units changed gaining command from Air Combat Command back to Air Mobility Command.

Reserve units also continued to do well in Air Force-level competitions. In 1992, the 446th Airlift Wing (Associate), McChord Air Force Base, Washington, took home the General William G. Moore, Jr., award as the "Best Air Mobility Wing" at Air Mobility Command's Rodeo 92. After achieving a perfect score, a crew from the 79th Air Refueling Squadron, March Air Force Base, California, won the first "Best KC-10 Air Refueling Crew" trophy ever offered at the competition. The 440th Airlift Wing, General Mitchell International Airport, Wisconsin, won the "Best Air Mobility Wing" trophy during Rodeo 93, as well as four other "best" awards. The 446th Airlift Wing, also did well again, taking five C-141 awards. In Rodeo 94, the same unit, repeated as best C-141 wing and won several other awards as did the 916th Air Refueling Group (Associate), Seymour Johnson Air Force Base, North Carolina, and the 934th Airlift Group, Minneapolis-Saint Paul International Airport Air Reserve Station, Minnesota. In Rodeo '96, the 446th Airlift Wing again won the best C-141 wing award and the 349th Air Mobility Wing, Travis Air Force Base, California, won the best C-5 wing prize. In 1996 the Reserve participated for the first time in William Tell, the Air Force's air-to-air weapons competition and came away with maintenance team and F-16 top gun awards. For updated AFRC History go to: <http://wwwmil.afrc.af.mil>, select HQ AFRC Directorates, select Historical Services, select "A brief history of the Air Force Reserve."

Commanders/Chiefs of the Air Force Reserve

Chief of Air Force Reserve

Commander, HQ Air Force Reserve

Maj Gen Tom E. Marchbanks, Jr
16 January 1968 - 1 February 1971

Maj Gen Rollin B. Moore, Jr
11 August 1968 - 26 January 1972

Maj Gen Homer I. Lewis
19 April 1971 - 15 March 1972

Brig Gen Alfred Verhulst
26 January 1972 - 15 March 1972

Chief of Air Force Reserve and
Commander, HQ Air Force Reserve

Maj Gen Homer I. Lewis
16 March 1972 - 8 April 1975

Maj Gen William Lyon
16 April 1975 - 15 April 1979

Maj Gen Richard Bodycombe
17 April 1979 - 31 October 1982

Maj Gen Sloan R. Gill
1 November 1982 - 31 October 1986

Maj Gen Roger P. Scheer
1 November 1986 - 31 October 1990

Maj Gen John J. Closner
1 November 1990 - 31 October 1994

Maj Gen Robert A. McIntosh
1 November 1994 - *7 Jun 98

Maj Gen David R. Smith
8 Jun 98-24 Sep 98

Lt Gen James E. Sherrard III
25 Sep 98-

*On 17 February 1997, Headquarters Air Force Reserve attained a MAJCOM status when it was redesignated Headquarters Air Force Reserve Command.

Attachment 4**SPACE POWER**

A4.1. The following is a suggested reading list focusing on the Air Force space program:

A4.1.1. *Deke!*, by Donald Slayton.

A4.1.2. *The Heavens and Earth*, by Walter McDougall.

A4.1.3. *Space in the 21st Century*, by Richard S. Lewis.

A4.1.4. *Military Space*, by Lyn Pitton, David De Garis, Richard Winterton, and Richard Harding.

A4.1.5. *Space Power Interests*, by Peter Hayes.

A4.1.6. *Guide to Military Space Programs*, by C. Richard Whetan.

A4.1.7. *America Plans for Space*, by National Defense University.

A4.1.8. *Air Command and Staff College*, Professional Readings:

A4.1.8.1. *Looking Backward to See Ahead in Space*, by Professor I.B. Holley, Jr.

A4.1.8.2. *Space: A New Strategic Frontier*, by Lt Gen Thomas S. Moorman.