



Celebrating America

Tiffany Bell, spouse of MSgt Bob Bell from JFC HQ Brunssum, takes a buggy ride with her children Bailey and Shelby during the Tri-Border America Fest on 7 July. The day long fest at the base sports field was held in celebration of the U.S. Independence Day holiday and featured children's rides, food, bands, sports events, muscle cars, a motorcycle race and fireworks at the end of the night. More than 1,000 people from the tri-border area came to the base to celebrate the U.S. national day.

Text and photo Capt. Richard Komurek

Former Component member's case changes German vehicle taxation procedure

By Lt. Col. Michael P. Kleiman

Impacting Component personnel from European Union nations, the Düsseldorf finance court recently overturned the application of a one-time tax on the owner of a vehicle, which had been purchased in Germany, but who had transferred the license plate or sold it in another country of the European Union.

After receiving a tax bill from the customs office in Heinsberg on a car bought while assigned in Geilenkirchen, a former Component member from Denmark opted to

challenge the legality of the charge and ultimately prevailed.

"This legal issue relates to a practice that the German fiscal authorities introduced five years ago concerning taxation of vehicles purchased by eligible Component personnel under the tax relief program," said Stefan Kaiser, Component Legal Advisor (LAO). "At that time, Germany started taxing vehicles under this program, either after these individuals departed the Component to another EU country or after they sold their vehicles in one of those countries."

Working through the SHAPE Legal Advisor, LAO protested that vehicle

tax and attempted to negotiate with Germany's Ministry of Finance, but to no avail.

Since the enactment of the tax relief program in 2002, LAO has assisted 20 plus cases involving organizational alumni from EU nations who have been subsequently billed following a license plate change or vehicle sale. Some of these individuals decided to pay.

Computation of the one-time tax consisted of 19 percent value added tax, and sometimes an additional 10 percent of customs, based on the vehicle's residual worth.

"Our office has not worked any new cases in the last few months, and given the recent court decision, it is unlikely the topic will resurface for the time being," said Kaiser. "On the other hand, if it does, please let the LAO know, so that we can react."

Not affected of the foregoing are vehicles purchased under the tax relief program which are sold to the German economy or whose tax exempt status is changed to a normal German registration: In these cases value added tax needs to be paid at the German customs office after the Component VAT office (SWPM) has processed the relevant paperwork.

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LEADERSHIP FORUM



Sitting in the United States Army's Command and General Staff College auditorium in the spring of 2000, I felt I would soon be 'victimized' again by the leadership lecture series. A monthly forum on leadership and philosophy provided to over 1,100 military students including over 110 international officers by a US or international senior officer. As could be anticipated by an audience this large, you had all types in attendance. Clearly, a silent minority was going to sleep during the lecture... regardless. Another group would take copious notes, while others would decide in the first few minutes if they would end up in the sleeping group, or listen and take notes.

The Marine Colonel began by providing his take on field exercises and the command group roles and responsibilities. Each member of the team would have a part to play, etc, etc. I was starting to feel a little sleepy. But, then he began to describe what really happens when a major simulated event unfolds, for example when a bomb goes off in a certain area. In this simulated exercise inject he would go and find the most junior officer in the area... and shout directly at him or her, "Do something Lieutenant!"

Or "What's the plan" or "What do you recommend?" At first I thought, wow that's brutal... especially if you're the poor lieutenant (LT), getting barked at by a senior Marine Colonel. How unfair... the Colonel's in charge not the LT. Why put the poor LT in the hot seat? The Marine Colonel now had my attention.

Of course, over the next hour or so, the Marine Colonel described in definitive detail the elements of EMPOWERMENT. The Colonel knew what needed to be done, but in order to train his staff he wanted his LT and others to feel the stress and ownership of the situation. You bet the next time anyone was around the colonel's command staff, they

knew they would be expected to be ready to act and lead... even if it may involve making mistakes, they knew they couldn't hide.

Individual EMPOWERMENT is critical to successful organizations. Here at the E-3A Component, we

Do something Lieutenant!

are entering a time of incredible opportunity and challenges. NATO mid-term (NMT) is or will very soon be 'everyone's business'. Every branch, section and wing must continually think about how to maximize the efficacy of the NMT system. Truly, NMT is no longer someone else's problem. Agencies like FC, NAPMA, and PPC will continue to work program level and system challenges... specifically, procuring what is needed to fix or aid many of our already highlighted areas of concern. But, to a greater extent, individuals and their great ideas and inputs will define the degree of NMT success, now and in the future.

Although we have the legacy system to use as the backdrop or departure point to continue the NMT journey, we are in some ways in uncharted territory. To incorporate NMT fully into the Component every aspect of Doctrine, Training, Organization, Leadership, Plans, and Procedures are currently being examined and/or modified. Some areas will have significant change, where other areas will not be touched.

However, change is hard and organizational change involves a sense of loss... especially in losing a legacy system that most of us are very comfortable operating or maintaining. The Kubler-Ross Grief Model addresses emotional responses associated with organizational change. The four stages are in order,

Denial, Resistance, Exploration and Commitment. These emotional states are normal, but they can manifest themselves in behaviours (especially the first two stages) that can create obstacles or impediments to embracing change. In the first two stages, denial and resistance respectively, a sense of mistrust and fear are typical reactions.

We don't like it, and we usually let our opinions be known. Trust-building activities include education,

awareness and orientation and will normally lead to an improved familiarity and comfort factor. This helps to alleviate the emotional stress of change.

Interestingly, when we realize we will be unable to STOP the change or we finally embrace it to some degree, we move to the third stage, exploration, where we begin to explore our individual new roles and

expectations. Basically, we are asking what will this change specifically mean to ME at work or in MY life. Commitment, the last stage, is when we truly start to 'make the difference'. Commitment = buy in!

Arguably, the best and brightest ideas do not normally originate at command level, it is in the body of the organization that creativity and problem solving breathes life.

This can only happen when, as individuals, we are committed to the program and its successful outcome. The challenge is for each and every one of us to reflect and suggest new tactics, techniques or procedures in our respective areas of expertise.

The point is that there is no central brain trust as we integrate this new system. All of us collectively are the providers of feedback essential to the maturation of the system. It will be up to all of us to continue to make a difference... we are empowered and charged to 'Do something'.

Top military award for two German soldiers

By Capt. Peter Gerisch

On Wednesday, 20 June two German soldiers, SSgt. Sebastian Senne (right) and Airman Patrick Meller, working within the Supply Squadron were honoured with a top German Military Award - Ehrenkreuz der Bundeswehr - for their quick response to a colleague who suffered a seizure whilst driving a truck on base.

The condition of the soldier was critical and had it not been for the quick reaction and the administration of first aid by these two soldiers to stabilize their colleague until medical assistance arrived, the situation could have been much worse.

For their personal commitment and outstanding and exemplary actions, SSgt. Senne was awarded

the Silver Medal and Airman Meller the Bronze Medal.

On behalf of the E-3A Component and Supply Squadron we extend our congratulations to SSgt. Senne and Airman Meller.



Photo Marcel Dassen



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Financial Controller 'sails' back to Kiel

By SMSgt. Johan Hijmenberg

After 28 years in NATO, with half of them served here at the E-3A Component, Mr. Klaus Böttcher, Financial Controller, said his final goodbye on 29 June. True to form, he remained heavily involved within the Finance Division up to the very last days before his retirement. "The financial settlement of the 25 years celebration still has my attention," he said.

Since his beginning at the E-3A Component, Böttcher has been the principle Financial Advisor to seven Component Commanders. He began in 1993 with a budget of 171 Million Euros and ended in 2007 with a budget of 264 Million Euros. This in itself was no easy task.

"To convince the participating countries every year that we needed more money was a hard thing. It was always a challenge to bring in the right justifications to persuade them," Böttcher said.

During his farewell reception on 6 June at the Officer's Club, many speeches spoke favourably of the long-time Financial Controller.

"Klaus has been the keystone

of the E-3A Component financial management for many years. He has kept us financially on course and we are very grateful for his sound advice and good comradeship," said Col. Jelle Zijlstra, Deputy Commander.

In his younger years he was a successful and excellent sportsman. Swimming, athletics and gymnastics were his favourite sports. "I started training at a very young age", he says. He participated in many championships. "I won four times the gymnastics championship in Schleswig-Holstein", the 65-year old controller mentions with pride in his eyes.

In October he will move back to the north of Germany. "My wife and I will settle ourselves in Kiel; there lie our roots," he said. He and his wife both studied in the town on the Baltic Sea. It was also his home base when he joined the German Navy in 1962 for two years. Those two years he spent on fast patrol boats as a tactics and operations officer and later left the navy as a sub-Lieutenant.

The navy years were very important for him. In that timeframe he discovered his greatest hobby. "In those years I learned how



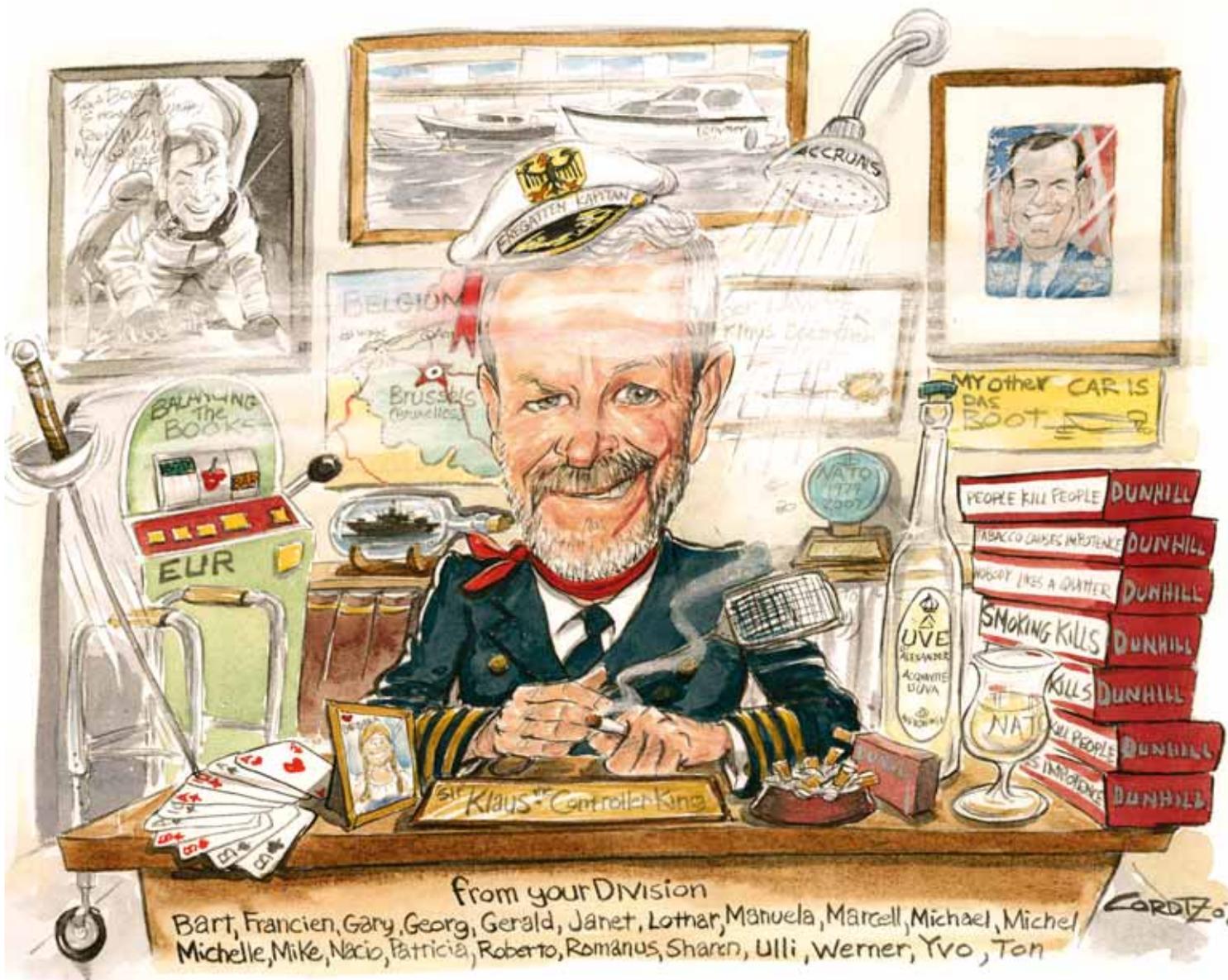
Former Component Commander, (now) Lt. Gen. Klaus-Peter Stieglitz (left) and his wife Dr. Susanne Stieglitz (second from right) were one of the many guests at the farewell of Mr. Klaus Böttcher and his wife Barbara. Photo Courtesy PIO

to sail which I still enjoy today." Besides a sailing boat in Kiel he also owns a motorboat in Lemmer, the Netherlands.

After he finished his studies as a full professional lawyer in 1973 he had postings at HQ Allied Air Forces Central Europe (Ramstein), HQ Northern Army Group, MOD Bonn and the German Delegation to NATO, he arrived in 1993 at the E-3A Component as Financial Controller. During his time at Ramstein he couldn't sail. When he couldn't be a

skipper he decided he could become an aircraft commander. So then he became a private pilot. "I flew 185 hours in several small aircraft", he says, "until 1988 when I was witness to the disastrous crash of the Italian show team Freccia Tricolori during an air show at Ramstein. After that I didn't feel comfortable anymore and I took the decision to stop flying."

Looking back over his years at the Component, Böttcher has many fond memories of the people he worked with here. With fun he remembers boat trips that he made in the Caribbean Sea together with the previous Chief of Staff, Col. Fehrenbach, the previous Base Support Wing Commander, Col. Evers and the previous Deputy Information Technology Wing, Lt. Col. Stassen, and their wives. "We sailed four times in the Caribbean Sea around the British and American Virgin Islands and from Martinique to Grenada. Those were wonderful trips with blue skies and harmony," he said.



From your Division
Bart, Francien, Gary, Georg, Gerald, Janet, Lothar, Manuela, Marcell, Michael, Michel
Michelle, Mike, Nacio, Patricia, Roberto, Romanus, Sharon, Ulli, Werner, Yvo, Ton

For his farewell Mr. Klaus Böttcher received an engraved ship's bell and a caricature from the Finance Division.



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There are menus right on the table that are in dutch and english. The whole front of the restaurant is non-smoking, with a couple tables in the back for smokers. The atmosphere is fun and airy, full of windows and sunshine. The walls are painted a sunny yellow with the occasional coffee bean or bagel motif. The tables are spread out, not packed one on top of the other. There is also outside seating where you can enjoy a view of the market square.

So, if you are in need of a break and need to feel a little bit of home, or if you just miss bagels and a big coffee, head on over to Bagels & Beans. It's GOOOOOND!

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Air shows



Text and photos
SMSgt. Johan Hijmenberg

Several times this summer operational and maintenance crews fly to destinations in Europe and North America to show the E-3A Component colours. In the weekend of 30 June to 1 July, E-3A aircraft made a showing at events in Erfurt, Germany; Waddington, United Kingdom and Koksijde, Belgium.

Many people around the world hope that an E-3A visit will happen close to their homes or holiday area. The AWACS is always a hit at every air show because it's one of the few aircraft that is open to the public.

The air shows are divided between the flying squadrons. Pointed for Koksijde was Squadron 3. The crews under the lead of deployment commander Maj. Luc Colin answered the numerous questions from thousands of visitors on both days from 0900 until 1900. "The number of visitors was so high that we had to close the line well over one and a half hours in advance of the show end time to avoid disappointing the waiting crowd," said Maj. Colin.

After two days of public speaking you hear the effects on the crewmembers in their vocal cords... they are rough, very rough.

Photo Reginald Lycke, Belgian Air Force



Beside information given to the public also media interest was around. Deployment commander Maj. Luc Colin gives an interview to the Belgian national TV station VRT.



While visitors are in line to go into the aircraft crewchief Gerrit Vos checks one of the engines.



Better safe than sorry!



The roll-over-simulator full in action.

Text and photos Heidi Soerensen

We all know it – but sometimes we do not do it. That sentence complies with many things in life, but of vital importance and with a deadly consequence is the fact that many of us do not always use our seat belt.

The reasons can be many, including driving only a short distance, at slow speed or in a safe area. However the statistics show that 80% of all traffic injuries could have been avoided using the seat belt.

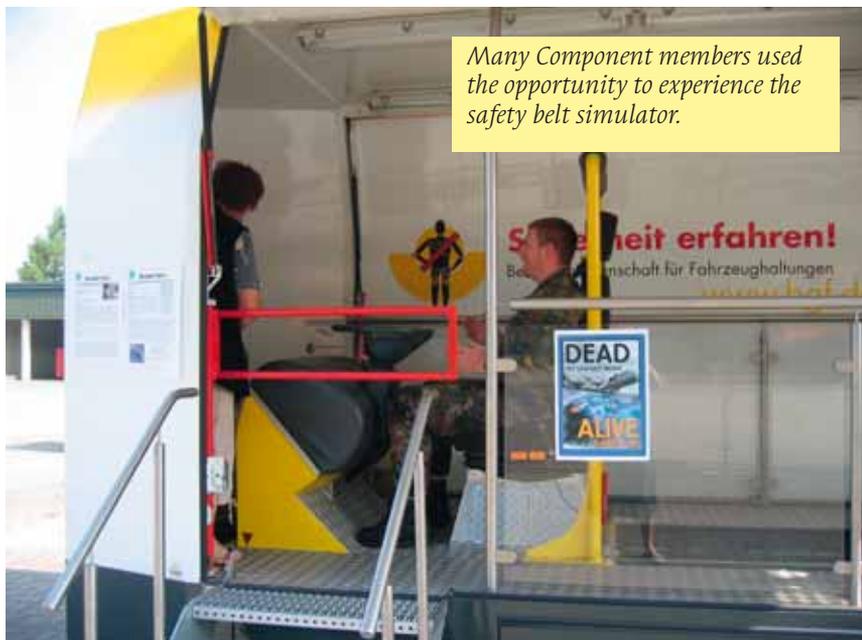
One way to synchronize knowledge and behaviour is by experience. To this end, on 5 June the Safety Division offered seat belt awareness training at the motorpool. The programme allowed Component members to try out simulated traffic accidents and to feel a 'little pain'. In the 'safety belt simulator' you were placed in a car seat, riding four meters before hitting a simulated parked truck with an impact that lifted your body from the seat. Colleagues watched with nervous smiles, knowing it would be their turn too. It was a big surprise for all of us, when the speed was revealed – that 10 km/hour actually felt like at least 40 km/hour.

The other simulator was a 'roll over simulator', that besides having a free rollercoaster ride under controlled circumstances, it also demonstrated the importance of wearing a seat belt.

When a truck is involved in a traffic accident it normally rolls on one side – and that starts with a speed less than 30 km/hour; the same is true for forklift trucks. In any case, drivers not wearing a seat belt are at risk of being severely injured or even killed by the weight of the truck hitting them in the roll over.

In addition, the Safety Division displayed several 'accident fact sheets' to support the seat belt awareness training with actual Component cases and enhance our knowledge that fastening your seat belt is truly a lifesaver. The first and so far only fatal work accident experienced by the Component was an on-base vehicle accident at FOB Aktion in 1999, where the victim suffered from fatal injuries as a result of not wearing his seat belt.

A total of 90 Component members completed the training and the Safety Division plans to offer this training opportunity once again in 2008.



Many Component members used the opportunity to experience the safety belt simulator.

Vacancy Announcements

Applications are invited for the following posts:

Senior Cook, AGK SWF 0090, Advertisement Number 07022, NATO Grade C-4, assigned to the Food Management Section, Food Services Branch, Services Squadron, Base Support Wing. This post is due to be filled as soon as possible.
Closing date: 31 Jul 2007.

Senior Engineer (Infrastructure), AGK SIS 0010, Advertisement Number 07026, NATO grade A-3,

assigned to the Infrastructure Office, Base Administration Division, Base Support Wing. This post is due to be filled as soon as possible after 30 April 2008.

Closing date: 9 Aug 2007.

For further details, please visit the Component Information Portal (WISE) under Headquarters, PEC, Recruitment/Services Section or review the advertisement posted in Building 8.

Note: Only applications of qualified personnel will be considered.

Record!

In June 2007, alone, there were more than 1,400,000 million hits on www.e3a.nato.int. That's a new Component record!

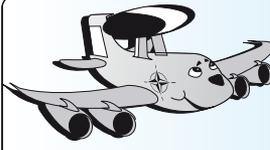
Park & Sell Flea Market

Another Park & Sell will be held tomorrow, Saturday, 14 July. The Park & Sell (flea market/garage sale type event) is held the 2nd Saturday of each month through October. It is located at the U.S. Dental Clinic Parking lot (next to the NATEX grocery store) on the Geilenkirchen NATO Air Base.

Sellers should show up and set up between 0900 & 1000 on the

morning of the event, no reservation required. Sellers pay a \$5 non-refundable fee. Shopping lasts from 1000-1300. Interesting items and good bargains can be found there and it is especially good for incoming and departing personnel to buy and sell items unique to the area, for example, 220-volt items. Open to all NATO ID cardholders.

For more info contact Greg Johnson at 0049 (0)2451 632258.



PLANE SPOTTER

This aircraft landed at Geilenkirchen Air Base

Do you know what it is?

SEE PAGE 12



Photo by A1C Florian Hueftle

Mr. Ray Webb

We have received the sad news that a retiree, Mr. Ray Webb, sadly passed away after three weeks in intensive care trying to recover from a serious operation. He fought bravely but unfortunately suffered a second heart attack and didn't recover in the hospital on Wednesday, 27 June.

Ray was one of the originals at the E-3A Component. He was one of the pioneers who helped to shape the Jet Shop into what it has become today. We remember Ray as one who was meticulous and highly intelligent. He had a wicked English sense of humour but above all he didn't suffer fools gladly.

He used to come into work now and again for a coffee and talk over old times. Sadly no more. He retired from the Component three years ago after being made redundant and settled down in Landgraaf. His wife Ellie and two daughters Patricia and Jackie survive him.

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A historical journey through the E-3A Component's past

By Heidi Soerensen

In this issue of NATO Skywatch, we will continue to look back at the Component's heritage by running a fourth original article from the past. Browsing through the large collection of past issues there is a front-page that is different from the others.

It is not a picture of the E-3A or the TCA, but, on the other hand, it's the 'Component's third aircraft'. Another major milestone was reached in 1993, when the Component received U.S. Air National Guard KC-135 tanker support. Call sign 'ESSO' could not be more obvious. With this story, we highlight the U.S. Air National Guard (ANG) tanker units and provide some valuable knowledge of this invaluable support to the E-3A Component.

This original photo is from the Skywatch, 15 January 1993 and shows the first ANG crew in Geilenkirchen, coming from Chicago. The first landing took place on 5 January and not wasting any time or drop of gas, the first air-refuelling sortie was flown the next day over northern Germany. This was the beginning of the long-lasting cooperation between the NATO AWACS and the ANG tanker units.

The ANG flies many different types of aircraft and they operate globally, supporting various exercises as well as real world operations like Desert Storm during the Gulf war. It was during Desert Storm that the ANG first came in

contact with the E-3A Component, who was looking for tanker support for Operation Anchor Guard. Since then, the relationship has come a long way. The contract is negotiated every second year and always includes the support of two KC-135s and a total of 26 ANG personnel, which consists of 17 maintenance and 9 aircrew members.

One of the first original flight crewmembers was Lt. Col. Rick Keasey. From 1993 to 2006 he completed approximately 10 Geilenkirchen two-week rotations. Since August 2006 Lt. Col. Keasey has been the ANG Liaison Officer. He is the only ANG representative at MOB Geilenkirchen and is stationed here for four years. In the beginning the Liaison Officer rotated every third month, but with the purpose of getting more continuity it was changed to a more permanent position. Among his responsibilities are: negotiating contracts, in-processing new ANG tanker units every two weeks and coordinating air-to-air refuelling requests.

Contrary to the E-3A Component members, the ANG personnel are always on a two-week rotation. That means that the U.S. ANG schedules a different ANG tanker unit to Geilenkirchen every second week. For example, to cover this coming August, the Component will receive ANG tanker support first from New Jersey, then Ohio and Hawaii. Flying from Hawaii is a two-day flight and the duration is more than 20 hours! For an outsider this set-up could get really confusing and make one wonder 'is that really possible with a new crew every second week!?'

As the ANG units prove daily here at the component, this complicated task is indeed possible and is done very successfully year after year.

"Air-to-air refuelling is dangerous, but also very controlled. Where two big aircraft are flying within 6 meters from each other it requires vigilance, attention and accuracy. Lots of coordination between the pilots and the boom operator must be done," says Lt. Col. Keasey. "But the ANG tanker crews are the best and the most experienced in the world. The pilots and the boom operators are doing the same thing every day for up to 30 years or more. They do not get new assignments or change tasks. They are simply specialist in air-to-air refuelling. I am proud of the ANG Tanker Units and their expertise."

A regular week for the ANG tanker unit includes an average of two sorties per day, except from every second Monday and Friday that is normal rotation days and therefore only one sortie is flown. An average sortie for the ANG tanker is four hours long and has two to three AWACS receivers. On a three-hour air-to-air refuelling track the KC-135 off-loads approx. 50,000 pounds of fuel.

When a new ANG tanker unit lands at the Component, its first task is to off-load cargo, which includes six pallets of maintenance equipment. After that the 26 crewmembers receive a 45 minute briefing while the 9 flight crewmembers receive an additional 20 minute flight briefing before the ANG tanker unit is ready to support the E-3A Component for the next two weeks.

"Everybody needs gas, so wherever in the world you see a NATO or U.S. flying operation, the ANG tankers is probably there too," says Lt. Col. Keasey. For the last 14 years the ANG has always had a warm welcome in Geilenkirchen. "As long as this Component has AWACS we hope to continue supporting them. The ANG personnel always look forward to their rotation at Geilenkirchen and they enjoy their time here."

Over the next coming weeks, we will continue to publish a series of original articles, and we hope you will look forward to looking back at the Component's past.

Calling "Esso": Tankers here for the long haul



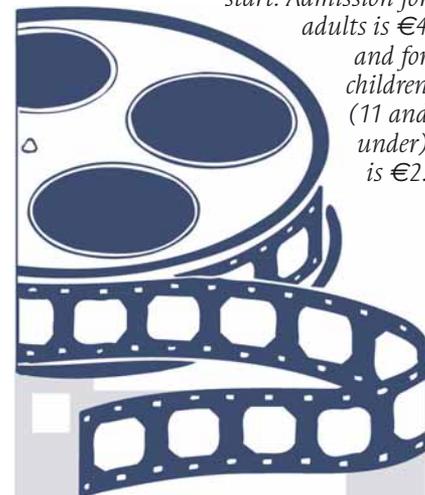
The U.S. Air National Guard KC-135 crew which flew the first air refuelling sortie from Geilenkirchen on 6 January, pose beside their tanker. (Photo by Eriard Siedlaczek)

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VOLVO

HQ FC Bayern wins Outdoor Soccer League 2007

Text and photo A1C Florian Hüftle

This year's Outdoor Soccer League is finished and the champion is HQ FC Bayern, trained by Mr. Werner Schumm. Despite having eleven participating teams coming from the base as well as mixed international teams off base, HQ FC Bayern won against them all and succeeded once again in winning the trophy.

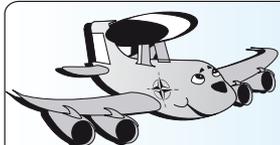
Although ten victories in ten games sounds very dominating, HQ FC Bayern was not the established Champion before the last match day, when it came to the 'final' between HQ FC Bayern and ZVBW from Niederheid, placed in second position to this time. The match ended 5-2 for HQ team.

"HQ FC Bayern has not been beaten once during the tournament," says Schumm. "Especially I'm happy about the high quality of the competition and also the referees. It's great that the number of participating teams increases year after year and that we also have teams from off base. Also it's great that we have a new sports field on base, so the risk of getting injured is now less."

Other teams such as Supply, Roth Survivors, Balilla, Littoria, AMS, San-Staffel, Polish team, Flying Eagles and Tommy Tiger also showed thrilling matches with concentrated passion for soccer and it was often a hard fight up to the final whistle.



With success keeper Michael Fohrmann from HQ FC Bayern defended his goal against the opponents. Only 18 times in ten matches he was defeated.



PLANE SPOTTER

It was a Belgian SF-260 Marchetti joining the E-3A Component at its 25 years anniversary. The Aermacchi SF-260 is a light aircraft marketed as an aerobatics plane and a military trainer. The first prototype flew on 15 July 1964. The military versions are popular with smaller air forces, which can also arm it for use in the close-support role.

The pilot and up to two passengers – or pilot and one student in trainer versions – are accommodated under a broad, extensively glazed canopy. The SF-260 holds the airspeed records for aircraft in its class over the 100 km (62 mile) and 1,000 km (621 mile) closed circuits.

Results

Team	Pos	Pts	GP	Won	Tie	Lost	GF	GA	GD
Headquarter FC Bayern	1	30	10	10	0	0	66	18	48
ZVBW	2	24	10	8	0	2	63	29	34
AMS	3	24	10	8	0	2	42	25	17
Polish Team	4	18	10	6	0	4	43	20	23
Flying Eagles	5	15	10	5	0	5	44	38	6
Roth Survivors	6	15	10	5	0	5	44	62	-18
Supply	7	13	10	4	1	5	32	42	-10
Tommy Tiger	8	11	10	3	2	5	32	36	-4
Littoria	9	6	10	2	0	8	25	52	-27
Balilla	10	6	10	2	0	8	17	45	-28
San-Staffel	11	1	10	0	1	9	23	64	-41

'Rainbow AWACS'

Personnel and aircraft of the E-3A Component make landings and take-offs at airfields at many different locations, countries and continents. It always gives the opportunity to make unique photos.

But one doesn't always have to fly that far from NATO Air Base Geilenkirchen to make a good photo. On 18 June Mr. Paul Dodd, Electrical and Environmental Systems Instructor, had to recover four E-3A aircraft from Cologne – Köln – where they were parked after the 25-years anniversary weekend, he shot this 'rainbow AWACS' around 2100 hrs. The rainbow lasted for 15 minutes.



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