

THE CARGO COURIER

Standiford Field ANGB, Louisville, Ky.

123rd Airlift Wing, Kentucky Air National Guard

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Brain-storm results in warehouse wonder

New opening posted for mobility bag mgr

By Capt. Ralinda Gregor
Asst. Public Affairs Officer

Process action teams, fishbone diagrams, facilitators, flow charts -- you may have heard these terms in quality awareness training and wondered if anyone had started using quality management to solve problems here at Standiford Field.

A group of KyANG members became intimately familiar with these terms and more when they used principles of quality management to improve the wing's ability to equip people when they deploy.

The "chemical defense equipment/mobility bag process action team" will soon see tangible results from its intense months of problem solving and immersion in quality management. As a result

of its effort, a new full-time position for a base mobility bag manager was advertised and work is underway to bulk store all the wing's chemical defense and mobility bag assets, said Senior Master Sgt. James Smith, the life support NCOIC and process action team leader.

While mobility bags may not be a major concern for the average KyANG member, it caused individual unit mobility managers serious headaches, according to Master Sgt. Sheila Atwell, another team member assigned to the 165th Airlift Squadron life support section. She and other mobility managers found an



KyANG photo by SMSgt. Dave Tinsley
Staff Sgt. Shawn Keller and Master Sgt. Sheila Atwell check bulk stored mobility equipment last month.

ally in Capt. Pat Wimsatt, the wing quality officer. Wimsatt dealt with the myriad of problems associated with mobility bags when he worked in supply and he was willing to see if a process action team could put some heads together and come up with a viable solution for the entire base.

Smith and Atwell were joined by Senior Master Sgts. Billy Milburn and Steve Otto, Master Sgt. Ralph Lowry, Tech. Sgt. Katrina Kerberg and Staff Sgt. Shawn Keller to form one of the wing's first process action teams which began meeting in August last year.

Team members learned first hand what a paradigm shift was all about. Initially, they believed they would be violating regulations if they didn't store the bags in a built-up configuration, Atwell said. Upon digging further, they found that Air Force regulations only required that they be able to issue bags in time to meet a tasking. Only a base regulation required the bags to be built-up; it was "the way we had always done it," she said.

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KyANG photo

Master Sgt. John Lundergan Sr., left, and Senior Master Sgt. Tim O'Mahoney taste-tested their secret cornbread recipe during the KyANG's 24th annual Bean Soup Feast and Open House, held March 24. See related item and photo on Page 8.

Commander's Column

Cooperative attitude fosters teamwork, improved quality

A caller left an anonymous recording on my telephone answering machine, accusing fellow guardsmen of volunteering to deploy to Germany in support of Provide Promise simply to receive the per diem reimbursement which he perceived to be a good deal. He just saw a newscast favorable to our unit and he felt the need to balance the story by telling the station how unjust we have been in selecting who will participate in Provide Promise. Fortunately, the newscasters had more important things to consider.

The record reveals that we have had a relatively balanced effort between traditional guardsmen and technicians in support of Provide Promise. Does this mean that we have not seen what appears to be selfishness on the part of some technician supervisors? Definitely not! But, it is the exception and certainly not the rule as the caller would like to believe.

In some cases we have been more se-

lective than usual due to the circumstances in which we find ourselves working to support this humanitarian relief effort. The workforce is made up of personnel from many different units making it difficult to ensure adequate supervision is available for those of you who are not at the level of training or proficiency that we would like. Have we been more conservative than necessary? Possibly!

But, this is serious business and I have the responsibility of ensuring that every pallet of supplies that our people touch reaches its destination in this war-torn area of the world on schedule. I admit that I have been more focused on the safety of our people and the needs of those faced with the devastation of war than with the attractiveness of the per diem rate. I have been more concerned that we have adequate facilities, food and quarters to get the job done than with the star rating of the hotel.

If each of us could be a little more



Brig. Gen. Stewart R. Byrne
123rd Airlift Wing Commander

kindhearted and a little less selfish, this would be a much better world. Think of a compliment, a kind word or a way to make life a little more pleasant for someone, and you will feel a lot better about yourself. Your supervisor and, yes, even your commander need a little encouragement once in a while. Self-righteousness is plaguing our country at the moment and we could all stand to be a little more caring.

We are taking a hard look at how we train to be prepared to deploy personnel in this new era of volunteerism where individuals are needed in place of units. This is a new problem that I am sure we can and will solve. In the interim, think about what I said -- we could all stand to be a little more considerate of the other person and a little less demanding. A cooperative attitude fosters teamwork and an improvement in quality. Who knows, you could be part of the solution. When the team wins, all of the members are winners -- even those held in reserve.

Customer service hotline set up for AFMPC

(AFNS) -- The Air Force Military Personnel Center has a hotline callers can use to reach the AFMPC commander with complaints, concerns or compliments. Hotline calls are recorded and go directly to Maj. Gen. Burt Davitte, AFMPC commander.

People can call DSN 487-5475, or commercial 210-652-5475, and leave a recorded message. Callers should provide their name, rank, social security number, telephone number and address, along with their comments or concerns.

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Deadline for submission is Sunday of each UTA, for publication in next month's issue. Articles may be delivered to the wing public affairs office in Building 7.

Take your boss on a C-130 plane ride?

By Capt. Steve Bullard
165th Airlift Squadron

Attention commanders and traditional guardsmen! Do you know employers who would benefit from observing the National Guard mission firsthand?

The Kentucky Committee for Employer Support of the Guard and Reserve is sponsoring four 1994 "Bosslift" programs designed to provide employers the chance to observe, firsthand, the type of military training and leadership activities of National Guardsmen and reservists. Bosslifts can serve to reward a supportive employer and possibly turn a reluc-

tant employer into an active supporter of his or her reservist-employees.

The year's first state-sponsored Bosslift will be June 21 at the Kentucky Air National Guard base. About 40 employers will receive morning briefings on the mission of the Air Guard, its operations in Bosnia, Somalia and Panama, and the role of the ESGR. The employers will be flown aboard a C-130H trainport plane with an afternoon visit to the Air Force museum at Wright-Patterson AFB, Ohio.

Fort Campbell will play host to a joint Kentucky-Tennessee Bosslift on July 20, with bus transportation and overnight lodging available to employers and su-

pervisors from across the state. The Fort Campbell visit will tentatively include helicopter and simulator missions and first-hand observation of Guard and Reserve units training in the field.

A Bosslift to Fort Knox is planned for Aug. 6-7, and one to Fort Riley, Kansas, is planned for Sept. 21-23.

Unit commanders and guardsmen who have employers wishing to participate in the Bosslift program should contact Steve Bullard, executive director of the Kentucky Committee for ESGR, at 502-491-4737. The address is Kentucky Committee for ESGR, 2303 Greene Way, Louisville, Ky., 40220-4009.

Chaplain's Column

We try so hard to tighten, when we should be loosening

By Chaplain (Maj.) Charles Smith Jr.
Installation Chaplain

Years ago there was a husky 13-year-old farm boy who was very ambitious. He worked from dawn to dusk and his father was very proud of him.

For the boy's 14th birthday, his father bought him a secondhand Gravelly mowing tractor. The Gravelly company made very fine tractors, and the boy was thrilled. He began to earn extra money by mowing yards and fields for neighbors and people in the nearby town.

The boy took great care of his machine; he washed it, cleaned the motor and shined the exterior.

One day he noticed the blade was dull. The boy carefully drove the tractor into the barn and turned it over to take the bolt off that held the blade on. Having been around ma-

chinery a lot, he knew to loosen a bolt by turning it counter-clockwise. He put a wrench on the bolt and turned it.

It only moved a tiny bit, and then it wouldn't budge. Now this boy was very proud of his physical strength. He was a star lineman on the school football team. But he couldn't move that bolt at all, and he wasn't about to ask his dad for help on such a routine matter.

Then he remembered what his father had told him about a similar situation. "Get a longer piece of pipe, and put it over the wrench handle to get some leverage." So he got a pipe and put it over the wrench handle. Then he pulled on the pipe. Nothing. Then he got under the pipe with his back and tried to lift it. But the bolt would not move.

Finally, in humiliation, the young man took the tractor in the family pickup to the Gravelly dealer in town. When he got there, the mechanic looked at the stuck bolt and said, "Wait a minute. Let me check something." And he looked up the

Minority Representation

Air Force racial minority representation increased by 7 percent during the past two decades.



model number.

Then he said, "I hate to tell you this, but for several years the Gravelly Company reversed the threads on that bolt. You've been tightening that sucker trying to loosen it. And don't worry about being strong, son, you've tightened it so bad we are going to have to burn it off with a torch."

The expression "let go, and let God" applies here. It's better to back off and evaluate things before we get "uptight." We try so hard to tighten when we should be loosening.



Photo is courtesy of Holloman AFB

1st Lt. Leslie DeAnn Crosby is the first female assigned to the Air Force Reserve to graduate from the Introduction to Fighter Fundamentals course at Holloman AFB, N.M. Crosby, a Desert Storm veteran, is the fourth female fighter pilot candidate to complete the IFF program. From Holloman, the lieutenant heads to Tucson, Ariz., for training in the F-16 Fighting Falcon. Ultimately, she'll be assigned to the 465th Fighter Squadron at Tinker AFB, Okla.

Women in combat policy changes, opens door to Guard, Reserve

KELLY AFB, Texas (AFNS) — The Department of Defense has announced policy changes that could open thousands of combat support jobs to military women.

DoD has a new standard definition for direct ground combat and has eliminated the "risk rule." Direct ground combat is now defined as "engaging an enemy on the ground with individual or crew-served weapons while being exposed to hostile fire and a high probability of direct physical contact with personnel of a hostile force."

If a unit meets all three of these tests, it means women will not be permitted to serve in that unit. Until now, women were barred not only from serving in ground combat units, but also from sup-

port units that faced the same risk of direct enemy fire. The so-called "risk-rule" will be rescinded Oct. 1.

The military services have until May to evaluate jobs now closed to women in light of the new policy and decide which positions can be opened to everyone. The Air Force has opened combat aircraft to women and currently employs women in 99.7 percent of its career fields.

Air Force women currently are excluded from five jobs: air liaison officer, combat control officer, combat controller, para-rescue, and tactical air command and control. Air Force officials in the Pentagon said they are reviewing these areas to see if any of the estimated 1,600 active-duty slots and 365 reserve component slots can be filled by women.

Killey departs Guard, takes command of 1st Air Force

Washington (AFNS) — An Air National Guard general has become the first officer to command a numbered Air Force unit.

Maj. Gen. Philip Killey, who had been director of the Air National Guard, assumed command of the 1st Air Force Jan. 28 at Tyndall AFB, Fla., said Kathleen Delaski, Pentagon spokeswoman. The unit is responsible for air defense under Air Combat Command.

The decision to put a Guard officer in charge of the unit was made in conjunction with the Pentagon's "Bottom-Up Review" and the integration of the Guard and Reserve into the overall mission of the Air Force, Delaski said during a Jan. 27 press briefing.

Killey replaces Maj. Gen. Lester P. Brown Jr., who is retiring after 34 years of military service.

As commander of 1st Air Force, Killey will be responsible for four air defense sectors — the northeast air defense sector, Griffiss AFB, N.Y.; southeast air defense sector, Tyndall AFB; northwest air defense sector, McChord AFB, Wash.; and southwest air defense sector, March AFB, Calif.

Killey will also serve as the Continental U.S. North American Aerospace Defense Region commander.

Visual info team tells Guard story from behind lens

By Capt. Ralinda Gregor
Asst. Public Affairs Officer

Have you ever wished you could hire an artist to design a logo for your unit? Wouldn't it be nice if you could get someone to produce a professional video of your next deployment or training event? Have you ever wished someone would bring a camera to drill so you could get good pictures of your section in action?

You can stop wishing. The base visual information support center can do all those things and more.

The visual information support center, or photo lab for you old-timers, has a tremendous audiovisual capability that has yet to be fully tapped.

"Ever since I got here in 1979 we've had a problem getting people to know what we do. We do more than just officer portraits," says Master Sgt. Terry Lutz, a member of the visual information support center.

The section can photograph and videotape deployments and training exercises for use on base or even for release to the news media if security and policy



KyANG photo by Staff Sgt. Drew Fritz. Despite no formal classroom training, Staff Sgt. Sonja Greentree mastered the skills needed to become DoD's Videographer of the Year and land a job at a popular Kentucky TV station.



KyANG photo by Staff Sgt. Drew Fritz. Master Sgt. Terry Lutz, the Air National Guard's 1993 graphic artist of the year, is also an accomplished photographer. The visual information support center does everything from official portraits, to video documentary, to illustration and design.

guidelines are not violated. "My troops are more than willing to go on deployments if the unit can fund their travel and per diem," said Senior Master Sgt. Dave Tinsley, the section chief.

The section also has an extensive graphics capability. They can produce color slides for briefings and can even design original computer graphics. Their equipment is state-of-the-art. "We just received equipment to do posters and banners," Tinsley added.

Not only does the section have a tremendous capability, their talent has been recognized as some of the best in the Air National Guard.

Lutz was named the 1993 ANG Graphics Artist of the Year with winning entries in the computer-generated and open categories. A skilled photographer as well, he also captured first place in the combat camera and picture story competitions.

Lutz says the other photographers in the section are also very talented. He noted that one of the active-duty judges for the ANG photography contest said, "I'd take those photographers from Kentucky with me anywhere."

Lutz downplays his accomplishments as a graphic artist. "I have been doing this all my life," he explains.

But another award-winning member of the visual information support center is new to the career field. Staff Sgt. Sonja Greentree worked in the base bio-environmental section until last year, when she had the opportunity to cross-train into the audiovisual career field, a long-time dream of hers.

"The base didn't have money to send me to school, so the other videographers gave me OJT [on-the-job training]," Greentree said. "I got hands-on training from July to September," she added.

That hands-on training paid off. Greentree earned a first place award in the combat camera category of the 1993 ANG cinematography competition. Her entry in the competition, a video story about the security police field training exercise conducted at Jefferson Memorial Forest, was the first official assignment she completed without her trainer. She later was named the DoD's Videographer of the Year.

Greentree says she had no prior experience in video production. She majored in interior design and worked as a theatrical designer. As a result of her training in the Air Guard, she recently landed a job editing the weekend news for WHAS-TV in Louisville.

Sweeping changes under way for Guard, Reserve missions

By Rudi Williams, American Forces Information Service

Former defense secretary Les Aspin's unprecedented restructuring of Army reserve components isn't the end to changes to the reserves, said Deborah H. Lee.

Sweeping changes in the way the Air Force, Marine Corps and Naval reserves do business is fast approaching, said Lee, assistant secretary of defense for reserve affairs.

Lee said her "top-line goal is to make the reserve components full partners in the total force."

"For example, for the first time, the Naval Reserve will have its own aircraft carrier," she said.

The carrier, USS John F. Kennedy, is undergoing a complete overhaul at the Philadelphia Naval Shipyard.

"An increased emphasis is being placed on reserve training for pilots and other reservists who work in a variety of

skills aboard the carrier. We'll also have a much larger part of the airborne mine countermeasure mission (helicopter minesweeping) than in the past."

She said the Air National Guard and Air Force Reserve missions will also increase. "We'll place increasing emphasis on several areas in which they've been superstars, namely, refueling and strategic airlift missions," she said. "Additionally, they'll pick up some of the B-52 and B-1 bomber missions."

There is a big difference between the views of the Clinton and Bush administrations on the National Guard's traditional domestic role -- responding to state governors' calls to protect people against floods, hurricanes and riots, and providing disaster relief -- is as important as the Guard's war-fighting mission.

Delivering more modern equipment to the reserve components tops DoD's list of things to do, Lee said. DoD's Bottom-up Review adopted a strategy called "compensating leverage," which rejects cutting active duty and reserve forces by equal percentages, Lee said. "Instead, we're looking for smart ways to use the reserves to reduce risks associated with the active duty drawdown. We're also trying to control our peacetime costs."

The strategy emphasizes readiness, which translates to additional training for reserve components. "Units must be ready to deploy when we need them," Lee said.

DoD is developing standards to ensure units slated to deploy first receive the most intensive management -- the people, equipment and training resources.



AFIS photo by Rudi Williams

"Units must be ready to deploy when we need them," explained Deborah Lee, the assistant secretary of defense for reserve affairs.

SGLI rates rise, but just barely

KELLY AFB, Texas (AFNS) - For the first time ever, servicemen's group life insurance premiums are going up, but only by one penny per \$1,000 of coverage. Beginning July 1, \$1,000 worth of coverage will cost 9 cents instead of 8 cents. This increase means the monthly premium for automatic coverage of \$100,000 increases from \$8 to \$9. The maximum level of coverage, or \$200,000, rises from \$16 to \$18 per month.

De Leon hopes to be Air Force undersecretary

WASHINGTON (AFNS) -- President Clinton has announced his intention to nominate Rudy De Leon as the new Air Force undersecretary.

De Leon, who must be confirmed by the Senate, would serve as chief deputy to Secretary of the Air Force Sheila E. Widnall. He recently served as chief of staff to the secretary and deputy secretary of defense.

Prior to his role at the Pentagon, De Leon was staff director of the House Armed Services Committee and directed the committee's 1992 review "Defense For A New Era, Lessons of the Persian Gulf War." De Leon was also instrumental in developing legislation for the transition benefit package enacted by Congress for military members.

His 18 years of experience in the federal government includes concentration on defense procurement policy and acquisition reform.

DoD boasts safest year; Air Force shines

By Evelyn Harris
American Forces Information Service
and Armed Forces News dispatches

Fiscal 1993 saw the fewest accidental deaths in the department's history, said DoD safety officials. Last year accidents killed 624 military members, compared with 712 in fiscal year 1992 and 941 in FY 1991.

Les Aspin, defense secretary when the latest statistics were released, said some of the decrease could be attributed to downsizing, but the accidental fatality rate is also showing steady improvement.

Through the diligence of DoD per-

sonnel and the steadily improving safety of military weapons, this rate dropped from .39 accidental deaths per thousand service members in 1992 to .36 per thousand in 1993, Aspin explained.

The department's overall aviation accident rate was two per 100,000 flying hours in 1993. The rate reflects major accidents involving a fatality or damage of \$1 million or more. The rate was almost four per 100,000 flying hours in 1980.

able trends in Air Force ground and flight safety. The Air Force boasted its second-best year for flying in 1993, with an overall class A rate of 1.34 mishaps per 100,000 flying hours, a drop from 1992's 1.65 rate.

Class A mishaps involve loss of life or an aircraft, or at least \$1 million in damage.

It was also the second-safest year ever for ground safety. There were four fewer private motor vehicle deaths than in 1992 and 32 fewer than in 1991. Also, there was a 50 percent reduction in private motor vehicle deaths involving alcohol.

Air Force also improves

The end of 1993 showed some favor-

Promotions at KyANG

The following members have been promoted in the Kentucky Air Guard and as reservists of the U.S. Air Force. Congratulations for a job well done.

To Airman (E-2)

Charles L. Ewing, 165th AS
Stephanie M. Harris, 123rd AMS
Neal B. Jones, 123rd TAC HOSP
Shelly E. Kruse, 123rd TAC HOSP
Jason S. Lainhart, 123rd SPF
James E. Palazzo, 123rd SPF
Martin L. Schafer, 165th AS
Gary W. Uebel, 123rd AMS

To Airman 1st Class (E-3)

Michael J. Butler, 123rd AMS
Patrick A. Crosier, 123rd AMS
Katherine M. Miller, 123rd AMS
Christopher T. Popplewell, 123rd AMS
Michael E. Slavey, 123rd AMS
Dawn L. Sweeney, 123rd TAC HOSP
Lowell R. Uebele II, 123rd SPF

To Senior Airman (E-4)

Matthew P. Bishop, 123rd RMS
Theresa A. Bland, 123rd MSS
Brian P. Burgin, 165th WEA FLT
Paula J. Collins, 123rd MSF
Jason S. Combs, 123rd AMS
Emil S. Jeffers, 123rd SPF
Pearl M. Kirk, 123rd LGS
Rodney D. Lee, 123rd SVS FLT
Laura L. Lunsford, 123rd TAC HOSP
Paula A. McKenna, 123rd RMS
Cary M. Mendelsohn, 123rd AMS
Frederick C. Michaels, 123rd MSF
James R. Parker, 123rd AMS
Thomas D. Schardein, 123rd RMS
Kevin M. Sullivan, 123rd AMS

To Staff Sgt. (E-5)

Angela C. Conner, 123rd TAC HOSP
Daphne D. Dotson, 123rd AMS
Cozetta E. Johnson, 123rd TAC HOSP
James A. McConnell, 123rd TAC HOSP
Daniel E. Paul, 123rd MSF

To Tech. Sgt. (E-6)

Lois A. Allen, 123rd LG
James W. Carlile, 123rd ALCS
Robert S. Cummins, 123rd ALCS
Michael A. Embry, 123rd TACHOSP
Pamela J. Wilkerson, 123rd AW



KyANG photo by SMSgt. Dave Tinsley

Maj. Knox "Dennie" Lewis, the KyANG's director of personnel, cites the oath of enlistment to Mary Ann McCullough, daughter of Tech. Sgt. Elke Adams. After basic training, Airman McCullough will be assigned to the 123rd Services Flight.

New uniforms being sported, some items in short supply

By Capt. Ralinda Gregor
Asst. Public Affairs Officer

You may have seen Brig. Gen. Stewart Byrne, Maj. Bill Ketterer and a few other KyANG members sporting the new Air Force uniform lately. With a little patience and perseverance, you too can join them in wearing the new service dress uniform.

The Air Force News Service reports that limited quantities of the new uniform are available at 41 military clothing sales stores.

Although the Standiford Field base exchange does not stock the new uniform yet, according to Connie Semmler, the exchange manager, it can be ordered from the Wright-Patterson AFB clothing sales store. Semmler can also order the new enlisted rank for blues and BDUs, but she says the new master sergeant rank insignia are in short supply. If the uniform items are in stock at Wright-Patterson, they normally are received here within four days after ordering, Semmler said.

Brain-storm improves warehouse

Continued from Page 1

"The way we had always done it" was not exactly the easy way. When each squadron maintained its own built-up bags, they had trouble making sure each individual's bag contained the proper items in the proper sizes, Smith added.

The mobility managers also had a difficult time inspecting bags for items that were obsolete. Even if the mobility manager knew exactly what was in each bag, it was still very time consuming to get into the necessary bags to remove obsolete items, Atwell explained.

The problem solving process was long and intense. The team met twice a week for three months. In between meetings, team members were required to research issues and prepare charts and graphs, said Smith.

"I thought it would be quick and

Currently, Wright-Patterson has a large selection of pants and rank insignia, says Esther Bender, a Wright-Patterson AFB clothing sales employee. She expects to have a full stock, including jackets, by May 15.

Before you show up to work in your new uniform, it would be a good idea to get checked out on where to place your rank, ribbons and badges. The answers aren't in AFR 35-10 yet, but the Air National Guard Readiness Center has published interim guidance on the wear of the new uniform.

According to Maj. Dennie Lewis, 123rd AW director of personnel, group commanders have this interim guidance. The base personnel office will provide additional guidance on wear of the new uniform to all units on base, Lewis said.

The mandatory wear date for the new uniform is Oct. 1, 1999.

Contact Semmler at the base exchange (361-2392) to order your new service dress uniform.

easy," said Kerberg, a team member assigned to the supply warehouse.

"As we went along we found a lot more things wrong than we originally thought," she said.

The team members did not have much previous quality training. "We learned as we went along," said Keller, also from the supply warehouse. Wimsatt, the team facilitator, often had to teach the team quality principles and techniques as they were needed.

In November the team briefed the wing quality council and the unit commanders on its recommendations. The team recommended all chemical warfare/mobility bag assets be consolidated and bulk stored. It also recommended hiring a full-time wing mobility bag manager. The wing quality council approved both recommendations, Smith said. "But most of the work lays ahead of us," he added.



KyANG photo
Retired-Col. Ed Hornung chows down at the Bean Soup Feast on March 24. A steady crowd of visitors toured the base and enjoyed a hearty meal of hot, spicy bean soup. Proceeds are expected to exceed last year's \$3,800. KyANG members are asked to turn in their tickets and donations this UTA.

Golf tourney set for May 24

All current and retired Air National Guard golf fanatics take note: The second annual Eastern Invitational Golf Tournament is set for May 24-27 at the Bay Tree Golf Plantation in Myrtle Beach, S.C.

The tournament entry fee is \$95 per golfer; it includes a three-day tournament, awards ceremony, a Tuesday night get-together and unlimited free play at Bay Tree in the afternoons (cart extra).

Lodging is available at Bay Tree (two bedroom condo for \$60 per night). Call Betty Green at 1-800-637-4177 or 1-800-726-9815.

The tournament is limited to 400 golfers. Entry fees are due by April 30. Contact Master Sgt. John Hourigan of the KyANG at 364-9460 for specific details.

In spite of the work that lays ahead, the team members appear enthusiastic about what they have accomplished. "We had a big incentive to solve the problem," Kerberg said, "and we had a good group that could work together."