



**FEB
2019**



CNATRA HQ

COMMUNICATOR

/ MISSION BRIEF

To safely train the world's finest combat quality aviation professionals, delivering them at the right time, in the right numbers, and at the right cost to a Naval force that is where it matters, when it matters.

/ WE ARE TEAM CNATRA

- We are "all in" for the mission
- We are professionals dedicated to improving ourselves, our team, and the naval services
- We lead with integrity, moral courage, and discipline
- We are accountable to the nation, our service, each other, and our families
- Integrity is our foundation

/ ADMIRAL'S SUGGESTION BOX

Got a suggestion? Click here for your direct line to Rear.Adm. Harris or copy and paste into address bar: <https://adss.navy.mil/applications/00sb.aspx>

There's also a physical suggestion box at the CNATRA quarterdeck.

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/ FEBRUARY IN NAVAL AVIATION HISTORY

- **Feb. 2, 2019** Funeral services held for retired Navy Capt. Rosemary Mariner, one of the Navy's first female jet pilots. In her honor, the Navy conducted the first all-female flyover.
- **Feb. 16, 1945** PB4Y-1 Liberators from (VPB 117) sink Japanese army cargo ship *Ida Maru* at Cape St. Jacques, French Indochina.
- **Feb. 21, 1991** During Operation Desert Storm, AV-8B aircraft from Marine Attack Squadron 331 conduct the first of 243 sorties off the deck of USS *Nassau* (LHA 4).
- **Feb. 27, 1973** First airborne mine sweep in a live minefield takes place in the Haiphong, Vietnam, ship channel by helicopters from Helicopter Mine Countermeasures Squadron 12 aboard USS *New Orleans* (LPH 11).



EL CENTRO, Calif. (Feb. 4, 2019) The U.S. Navy flight demonstration squadron, the Blue Angels, diamond pilots perform the diamond 360 maneuver over the Imperial Valley during a training flight. The Blue Angels are conducting winter training at Naval Air Facility El Centro, California, in preparation for the 2019 show season. U.S. Navy photo by Mass Communication Specialist 1st Class Ian Cotter

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SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

2/1/2019

MEMORANDUM FOR ALL DEPARTMENT OF DEFENSE EMPLOYEES

SUBJECT: Guidance

It is an honor and privilege to serve as your Acting Secretary of Defense. I pledge that I will do my utmost to protect our country and our people, just as you do each and every day.

In my new role, let me reaffirm that our National Defense Strategy and Department priorities have not changed. We will continue to drive tangible results along three lines of effort:

1. Restoring military readiness as we build a more lethal force;
2. Strengthening our alliances and building new partnerships; and
3. Driving business reforms for innovation and modernization.

These lines of effort are and will remain our unrelenting focus in the Department.

Our military has never been stronger, but we must not permit complacency to creep into our ranks. We are in an era of great power competition, with a multitude of complicated challenges around the globe, and our enemies constantly seeking ways to subvert our way of life. You – our uniformed and civilian personnel – remain our Nation’s most vital resource for ensuring peace and security. I am confident that our unifying strategy, organizational prowess, and unmatched human capital will enable us to confront any challenge that stands in our way.

So hold the line. Strive for excellence in your daily tasks. Build efficiencies and cohesion across your team. Keep us lethal and ready to solve any problem and defeat any foe who might foolishly attempt to stand in our way. Together, I am confident that the U.S. military will remain the most effective, most powerful, and most trusted fighting force the world has ever known.

Patrick M. Shanahan
Acting



OSD000947-19/CMD001138-19

/ Chief of Naval Air Training Reserve Component Holds Change of Command at National Aviation Museum

By Lt. Michelle Tucker, Chief of Naval Air Training Public Affairs

CORPUS CHRISTI, Texas – Chief of Naval Air Training (CNATRA) Reserve Component held a change of command ceremony at the National Naval Aviation Museum at Naval Air Station Pensacola, Florida, Jan. 25.

Capt. William L. “Wilbur” Angermann relieved Capt. Robert T. “Sideshow” Carretta as commanding officer during the ceremony and CNATRA Rear Adm. Gregory “Hyfi” Harris served as the guest speaker.

Harris congratulated Carretta on a job well done and credited him with leading a team focused on providing the fleet the very best naval aviators and flight officers. According to Harris, Carretta led the charge to increase Reserve component instructor pilot billets by more than 10 percent, enabling CNATRA to meet fleet manning requirements.

Harris also underscored the value of leveraging the knowledge and experience of Reserve component Sailors and Marines, calling them the “lifblood” of the command.

“You look at the bios for both Sideshow and Wilbur, and it is what the Reserve component is all about,” said Harris. “It is not a set path. It is not just one way to get to where you’re going. It is an incredible, rich diversity, that makes the active component significantly better.”

Colleagues, friends and family watched as the traditional change-of-command ceremony took place, marking the transfer of leadership. Carretta, a native of Fair Oaks, California, served two years with CNATRA. He has been reassigned as the commanding officer of NATO Allied Command Transformation Detachment Washington, D.C. In his civilian career, he is a former congressional staff member for the House Committee on Homeland Security.

Carretta first arrived at CNATRA in 1999 as an instructor pilot and, aside from one or two short absences, has been part of the CNATRA family for 19 years.

“It has been an honor to train the next generation,” said Carretta. “I’m glad to hand it over to ‘Wilbur’ and the new team to carry it on. It’s been great to bring in new students and watch them train in the T-45; to go from not knowing much about that aircraft, and year or so later to be a carrier qualified, winged Naval Aviator, and then get out to fleet to support the fight.”

Ready to take the helm, Angermann has accumulated more than 6,000 flight hours and 3,000 student sorties during his time as an active duty, then Navy Reserve aviator. He has completed multiple worldwide deployments and most recently served as chief staff officer of U.S. Fleet Forces Command in Norfolk. A native of New Hope, Pennsylvania, Angermann is a commercial airline pilot in his civilian life based out of Houston.

“It has been an honor to train the next generation.”

- Capt. Robert T. Carretta,

CNATRA, headquartered in Corpus Christi, trains the world’s finest combat quality aviation professionals, delivering them at the right time, in the right numbers, and at the right cost to a naval force that is where it matters, when it matters.



PENSACOLA, Fla. Colleagues, friends, and family gather at the National Naval Aviation Museum to witness the CNATRA Reserve Component change of command ceremony, Jan. 25. U.S. Navy photo by Ensign Quinn Nystrom

/ N4

On Jan. 10, Capt. Thomas Gibbons, leadership from CNATRA N4, CTW2, CNATRA Det. Corpus Christi and CNATRA Det. Kingsville swarmed upon Big House Barbecue to bid farewell to a great leader. Lt. Kevin Marshall assumed officer-in-charge duties toward the end of the OBOGS shutdown and beginning of the Pilot Production Recovery effort. As if that wasn't task saturation enough, he flexed his managerial prowess as he coordinated multi-organizational efforts to minimize production impact during two major hangar renovations and a Service Life Extension Program work up at Kingsville. He's a great OIC who is well respected and will be missed by all who have had the honor of working with him. His professionalism and skill set make him a prime candidate for recruitment in the CNATRA organization.



On Jan. 15 Capt. Thomas Gibbons and CNATRA Det. Whiting met at Sonny's Barbeque to say farewell to a great leader. Cmdr. Brown will report to Portland, Oregon, April 19, for an executive officer command assignment at the Navy Recruiting Center. Brown led the detachment for three years during times when production and quality was great, and during times when production and quality were failing. The failures were outside his control but Brown was instrumental in finding ways to right the ship and get quality under

control, even though it was not directly under his command to direct maintenance because of contract maintenance. It was his job to oversee contract operations and help make recommendations to correct problems, which he performed with the highest level of professionalism. His shoes will be hard to fill, but luckily there was a long turn over with his replacement, Cmdr. Tyler Frye. Brown's presence will be missed by all who had the opportunity to work with him. The detachment employees say, he is the greatest boss ever!



/ N4 WELCOME ABOARD!

Det. Corpus Christi welcomes Dean Manglona as our new QA/AZ. Dean joined the Marine Corps in 2003 and left active-duty service in 2013. While on active duty, Dean performed duties and responsibilities of Aviation Maintenance Administration, which included managing meticulous programs such as maintenance administration, logs and records, analysis, technical directives, and aircraft/engine accounting.

Since leaving the Marine Corps, he has taken roles in logistics management in both civil service and contracting. He served as a logistics analyst and an aircraft data technician with Fleet Readiness Center (FRC) East. In both positions, he worked closely with the Fleet Service Team (FST), logisticians, and engineers to provide support to all U.S. military and foreign commands.

In 2017, he joined the CNATRA N3 team as a contractor serving as the Naval Aviator Production Process (NAPP) analyst for AV-8Bs and KC-130s. In this position, he helped facilitate the fleet sustainment of pilot/crew master requirements.

In October 2018, Dean relocated to Corpus Christi, Texas, from Morehead City, North Carolina. As the quality assurance specialist he ensures all contractors conform to contractual requirements. In his free time, Dean is busy taking college courses.

N4 maintained our open lines of communication while celebrating this month's Birthdays during our all hands meeting.



Carlos Garcia, left, and Ray Castillo celebrated another year of wisdom.

/ N4 CIVILIAN OF THE QUARTER

Congratulations, Eliza Pena, for being named N4's Civilian of the Quarter. Great Job Eliza!



/ Navy's Newest Outlying Landing Field open for Training Operations

By Julie Ziegenhorn, NAS Whiting Field Public Affairs

MILTON, Fla. – Following an historic land exchange agreement between the U.S. Navy and Escambia County, the Navy's newest outlying landing field opened for helicopter training operations today, after years of collaboration and hard work.

To commemorate the completion of the field and the exchange of property, NAS Whiting Field held a ribbon cutting with representatives from the Navy, Escambia and Santa Rosa counties on Wednesday.

Escambia County handed over the keys to Navy outlying landing field Site X in Santa Rosa County, thus opening the site for operations. The Navy ceased operations Jan. 29 at NOLF Site 8 in Escambia County after nearly 8 decades of training aviators at the site.

"This has been a great journey with all the collaboration that has gone on between the different stakeholders and the community. It's great to literally watch this [effort] come in for a landing now and come to fruition," said Matt Coughlin, Assistant County Administrator, Escambia County.

Following initial discussions and coordination between the two parties a number of years ago, the President

signed the National Defense Authorization Act in 2015 that authorized the land exchange. In 2016, the land exchange agreement was formalized with the intention to transfer the property at Site 8 to the County, in exchange for a suitable landing field to replace Site 8.

Construction began in 2016, with Naval Facilities Southeast Region in Jacksonville, Navy Installations Command and Whiting Field coordinating with Escambia County project managers to ensure requirements for the training mission at NAS Whiting Field were met.

NAS Whiting Field Commanding officer, Capt. Paul Bowdich commented, "we're very excited that this unique land exchange project has come to fruition. The tremendous partnership we enjoy with Escambia County, Santa Rosa County and all the hard work from our NAVFAC Southeast partners, Deputy Assistant Secretary of the Navy Jim Balocki, Navy Region Southeast partners and our team here at Whiting Field have resulted in a fantastic new outlying landing field that will help Training Air Wing Five here continue to train the world's finest aviators."

During the ribbon cutting event, Rear Adm. Bette Bolivar, Commander, Navy Region Southeast, called the land exchange a "landmark event" that showcases the achievements possible when "our military installations and our communities work hand-in-hand."

"Never before has a fully functional and vital military airfield been exchanged for a newly constructed airfield that meets the same capabilities and training requirements. This is a monumental achievement to have brought this ambitious plan to fruition," the admiral commented.

NAS Whiting Field trains all of the Navy, Coast Guard and Marine Corps helicopter pilots, as well as a number of international students each year.

"Hundreds of student helicopter pilots start right here, every year, and they'll go on to do great things for our nation. And they'll be better and more skilled pilots all due to the enhanced training this site will bring to our student aviators ... We thank the leadership of Escambia County for their hard work and diligence in constructing this outlying field that the Navy is pleased to accept today," the admiral said.

Representing the Office of the Assistant Secretary of the Navy, Energy, Installations, and Environment, Mr. Jim Omans, Real Estate director said that the "exchange of NOLF Site 8 is the best example to date of unlocking real estate value. It is truly a win-win for the Navy and the community. We receive modern, state of the art facilities that support naval aviation readiness today, tomorrow, the foreseeable future. The community can create new jobs, increase its tax base, and improve the quality of life for its residents by redeveloping Site 8. This is truly the definition of a win-win."

The new outlying field, Site X, located in Jay, FL, is approximately 600 acres that affords helicopter students with land features so they can learn skills to advance as pilots in future helicopter platforms.

Site X has two pinnacles, earth platforms that provide students with tactical practice landing on a small raised surface. It also boasts a confined area landing feature that provides aviators practice in landing in tight areas surrounded by a wall of trees.

In addition, the runways and grass features give students and instructors the ability to fly a number of landing and flight techniques as they advance in their instruction.

Training Air Wing Five Commodore, Col. Dave Morris, U.S. Marine Corps, leads the aviation training at NAS Whiting Field and said, "one hundred percent of all Navy, Coast Guard and Marine Corps helicopter pilots train right here at NAS Whiting Field. This new outlying field provides our student aviators an outstanding platform to practice more options for tactical training and

to hone their flying skills. Additionally, the location of the new field is about half the distance as compared to Site 8, so it automatically makes us more efficient and effective. This field is an example of the community's tremendous involvement in supporting the training of our future aviators. We couldn't ask for better partners than we have in Escambia and Santa Rosa County."

Santa Rosa County commissioner Don Salter participated in the event recognizing the beginning of operations at NOLF Site X. He unveiled the new name Santa Rosa County has bestowed on the road adjacent to the field as Major Stephen W. Pless Medal of Honor Way. Pless was a U.S. Marine Corps major who received the Medal of Honor for extraordinary heroism and outstanding flying skills during the Vietnam War. Salter said it's an honor to recognize a great American hero by naming this new field's road after Major Pless.

MILTON, Fla. NAS Whiting Field Commanding Officer Capt. Paul Bowdich and Helicopter Training Squadron 8 Commanding Officer Cmdr. Jessica Parker, fly above the Navy's newest outlying landing field, Site X, in a TH-57 helicopter, marking the field's inaugural flight operations. U.S. Navy photo by Lt.jg. Ashley Koenig



MILTON, Fla. CO of NAS Whiting Field Capt. Paul Bowdich and CTW5 Commodore Marine Col. Dave Morris cut the ribbon to the Navy's newest outlying landing field, Site X, and firehouse. U.S. Navy photo by Susan Bird



BLACK HISTORY MONTH

FEBRUARY 2019



BLACK MIGRATIONS



COMMAND CYBERSECURITY READINESS



THE DO'S AND THE DON'TS



- ✓ Do secure your Common Access Card (CAC) and have it with you at all times
- ✓ Do complete annual DoD Cybersecurity Awareness Training
- ✓ Do perform a RESTART at the end of each workday
- ✓ Do protect personally identifiable information (PII)
- ✓ Do ensure appropriate markings of sensitive material, computers, and equipment with classification stickers
- ✓ Do stay alert and report suspicious activity
- ✓ Do lock your computer and mobile device when not in use
- ✓ Do contact your Command Security Manager (CSM), Cybersecurity Manager/Information System Security Manager (ISSM), ISSO, or Information Technology Point of Contact (ITPOC), if you recognize a potential computer event/incident or suspicious activity
- ✗ Don't leave your computer logged in and unattended, even for a few minutes
- ✗ Don't allow people to "piggyback" into restricted areas
- ✗ Don't bring smart watches or Fitbits into classified areas
- ✗ Don't use wireless mice or keyboards in classified areas
- ✗ Don't release classified information onto any unclassified network
- ✗ Don't share information with anyone not cleared to read it or has the need-to-know
- ✗ Don't connect any unauthorized storage devices (e.g., thumb drives) or personal or govt phones, or any other mobile devices
- ✗ Don't attempt to modify, change, or reconfigure any information system
- ✗ Don't install any unauthorized software
- ✗ Don't use any personal email systems for government use
- ✗ Don't hesitate to report any suspicious computer activity or potential computer event/incident to your Cybersecurity Manager / Information System Security Manager (ISSM), ISSO, Command Security Manager (CSM), or Information Technology Point of Contact (ITPOC)

If you suspect a threat to your system or possible electronic spillage:

- ✓ Do disconnect (unplug network cable) your system from the network
 - ✓ Do contact the CSM, ISSM/ISSO or ISPOC immediately
 - ✓ Don't shut down or reboot your computer
- ✓ Don't attempt to investigate the cause of suspicious activity yourself

Command Security Manager (CSM):

Allison Oser 361-961-2186

Command Information System Security Manager (ISSM):

Jeanni Gonzalez 361-961-5383

Alternate ISSM:

Daniel Cyr 361-961-5390



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

January 17, 2019

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

Our workforce is our greatest resource. As the Secretary of the Navy, I am strongly committed to capitalizing on and retaining our exceptional talent, enhancing performance through improved training, and ensuring that assigned tasks and missions are accomplished with the highest ethical standards. All Department of the Navy (DON) employees must have the freedom to compete on a fair and level playing field with equal opportunities.

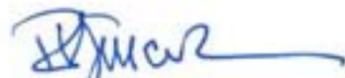
It is the DON's policy to provide equal employment opportunity (EEO) throughout all of its personnel/employment programs, management practices, and civilian workforce decisions, including, but not limited to, recruitment, hiring, appraisals, merit promotions, transfers, reassignments, training and career development, separations, benefits, and award and recognition programs.

The DON ensures that EEO protections are in place for all civilian employees and applicants against all forms of discrimination, regardless of their race, religion, color, sex, national origin, age, genetic information (including family medical history), or disability. All DON employees are free to exercise their rights under the civil rights statutes. Reprisal for engagement in protected EEO activity will not be tolerated.

I expect all commanders of civilian employees to maintain robust and effective EEO programs to proactively prevent discrimination and to promptly remedy it if it occurs. All supervisors and managers of civilians, including military personnel, are also responsible for both maintaining their personal EEO proficiencies through approved training and relevant EEO program engagement as well as for ensuring that all of their civilian employees remain informed of their respective EEO rights.

Workplace harassment will not be tolerated. All DON civilian employees and military personnel are expected to take personal responsibility for attaining and preserving an environment that is free from discrimination and harassment, and for correcting harassing conduct before it becomes severe or pervasive. Employees who feel that they have been subjected to unlawful discrimination should contact their command's EEO office.

Thank you all for your commitment to the DON's mission, dedication to our Core Values of Honor, Courage, and Commitment, and service to our nation.



Richard V. Spencer



/ N6 SPOTLIGHT

CNATRA Information Systems (N6) would like to recognize Tina Lopez located at TRAWING 2 Kingsville, Texas. Tina began working at NAS Kingsville as an IT contractor in 2010. Her primary duties included working on JMPS (Joint Mission Planning System) where she managed all software updates, created and maintained user accounts, and provided training and technical assistance as needed. In 2016, Tina was hired as an IT specialist with CNATRA N6 where her primary duties consisted of supporting student naval aviators, instructor pilots and the daily operational support of JMPS and TRANET computers for Ground Training classroom evolutions. Tina also played a vital role in providing IT support for 13 detachments in 2018, to include T-45 Weapons detachment in El Centro, California, and carrier qualification detachments in both Cecil Field and Key West, Florida. Tina's top notch customer service and exceptional work ethic was instrumental to the success of these detachments while meeting the high tempo demand of the CNATRA mission. Tina's countless contributions and dedication validates that our staff truly is our greatest asset.

/ N7 SHIPMATE IN THE SPOTLIGHT

We continue to have some awesome individuals come through our CNATRA front doors. Like most of us, we all have a story we are proud to share. These individuals who are assigned quarterdeck watch are bright and smart and they are eager to learn and begin their training. Ensign Warren is one such individual who shared his story with us and we would love to share with you as well. At the bottom of the story is a link you may want to visit and learn more of this young aviator in training.



ENS David "Sheppard" Warren
TW-4

ENS Warren is getting ready to start Primary training with VT-27. We wish him success as he follows his dreams!



THE WARREN FAMILY IS NOT YOUR TYPICAL FAMILY IN A LOT OF WAYS, BUT MOST NOTABLY THAT ALL FOUR OF PAUL AND PHILLIS' SONS ARE IN THE NAVY. IT ALL STARTED WHEN ARMY, THE OLDEST OF THE FAMILY, DECIDED HE WANTED TO GO TO THE NAVAL ACADEMY. THOUGH THE TWO GIRLS IN THE FAMILY DECIDED TO TAKE DIFFERENT PATHS IN LIFE, ARMY'S THREE BROTHERS, ARCHIE, CARPENTER, AND SHEPHERD, DECIDED TO CONTINUE THE TRADITION BY GOING TO THE NAVAL ACADEMY. WHILE AT THE NAVAL ACADEMY, ALL FOUR BROTHERS PLAYED WATER POLO AND UPON GRADUATING THEY ALL JOINED THE AVIATION COMMUNITY. ARMY '12, CARPENTER '16, AND SHEPHERD '18 AS PILOTS, AND ARCHIE '13 AS A FLIGHT OFFICER. ARMY IS MARRIED TO HIS WIFE CLARINE WITH TWO CHILDREN BLAKELY AND ANDREW AND HE IS CURRENTLY FLYING THE P-8 POSEIDON WITH VX-1 IN PATUXENT RIVER, MD AFTER RECENTLY FINISHING UP HIS SEA TOUR WITH VP-5 IN JACKSONVILLE, FL. ARCHIE IS MARRIED TO HIS WIFE SAMANTHA AND IS SERVING AS A SIM INSTRUCTOR WITH VT-4 IN PENSACOLA, FL WHERE HE TEACHES FLIGHT OFFICERS THAT HAVE SELECTED TO JOIN THE MARITIME COMMUNITY, RECENTLY COMPLETING HIS SEA TOUR WITH VP-4 IN WHIDBEY ISLAND, WA. CARPENTER IS ALSO MARRIED TO HIS WIFE AMANDA, AND HE RECENTLY WINGED IN CORPUS CHRISTI AND IS CURRENTLY IN THE FRS WITH VP-30 IN JACKSONVILLE, FL, WITH FOLLOW ON ORDERS TO FLY THE EP-3E ARIES II WITH VQ-1 OUT OF WHIDBEY ISLAND, WA. SHEPHERD IS CURRENTLY GETTING READY TO START PRIMARY TRAINING IN CORPUS CHRISTI, TX, WHERE HE HOPES TO BE ABLE TO JOIN HIS BROTHERS IN THE MARITIME COMMUNITY UPON COMPLETION OF PRIMARY.

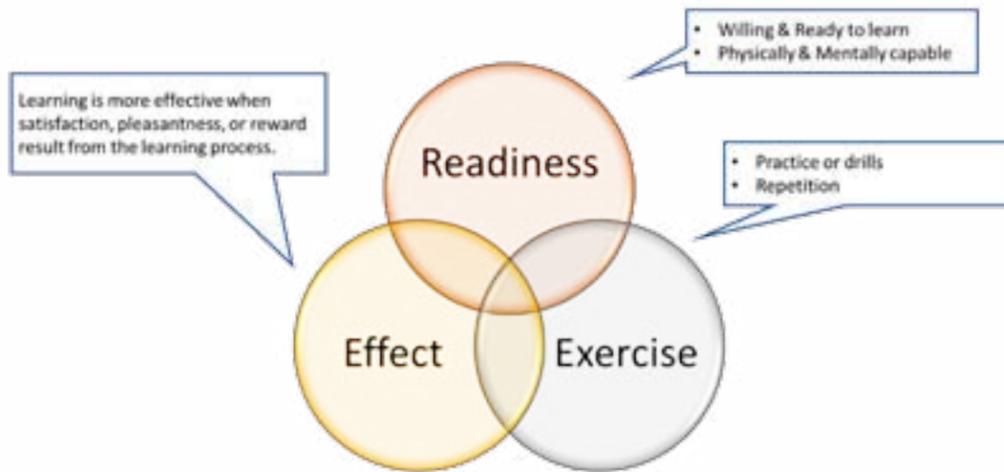
/ N7 MISSION

To plan, analyze, design, implement, evaluate, and maintain the training that safely delivers the world's finest combat quality aviation professionals.

/ INSTRUCTIONAL SYSTEMS DESIGN IN THE NATRACOM

The NAVEDTRA 134 Navy Instructor Manual Chapter 4's topic is the Principles of Learning. One such example are Thorndike's "Laws of Learning." At the onset of the 20th century, Edward L. Thorndike, a pioneer in the field of educational psychology, suggested three laws of learning. These "laws" were deemed accurate and reflective of the whole learning process, and as such, were generally accepted as facts. They were delineated as: The Law of Readiness, The Law of Exercise, and The Law of Effect.

Figure 1. Thorndike's Laws of Learning



Since that time, further research revealed the learning process to be a bit more complex. As such, an additional three laws were added to Thorndike's originals. The now six Laws of Learning are summarized below.

LAW OF EXERCISE

The Law of Exercise stresses that practice makes permanent and perfect (when taught correctly). Those topics most often repeated are easiest to remember. Rarely can the mind recall new concepts after a single exposure; however, every time it is practiced, learning continues and is further enforced.

LAW OF EFFECT

The Law of Effect involves the emotional reaction of the learner. Learning will always be much more effective when a feeling of satisfaction, pleasantness, or reward

accompanies or is a result of the learning process. Learning is strengthened when it is accompanied by a pleasant or satisfying feeling and it is weakened when it is associated with an unpleasant experience. An experience that produces feelings of defeat, frustration, anger, or confusion in a trainee is unpleasant. Usually it is better to show students that a problem is not impossible but is within their capability to understand and solve.

LAW OF PRIMACY

The Greek word *kairos* is defined as the most "timely" or "opportune" moment. Therefore, The Law of Primacy is a kairotic event for learning. This law states that the first instructional event often creates a strong, almost unshakeable, impression on the learner. For the instructors, this means what they teach the first time must be correct, as the students' first learning experience should be positive and functionally related to training. If a subject is incorrectly taught, it must be corrected. It is far more difficult, time consuming, and costly to provide remediation for a particular subject than it is to take the time to properly prepare for and teach it correctly the first time.

LAW OF INTENSITY

The Law of Intensity states that if the stimulus (experience) is real, a change in behavior (learning) is far more likely to occur. A vivid, dramatic or exciting learning experience teaches more than a routine or boring experience. A trainee will learn more from the real thing than from a substitute. Demonstrations, skits, and models do much to intensify the learning experiences of students.

dramatic or exciting learning experience teaches more than a routine or boring experience. A trainee will learn more from the real thing than from a substitute. Demonstrations, skits, and models do much to intensify the learning experiences of students.

LAW OF RECENCY

All things being equal, the things learned last will be best remembered. The opposite is also true. The longer a student is away from a new fact or understanding, the harder it is to remember. Reviews, warm-ups, and similar activities are all based on the principle that the more recent the exercise, the more effective the performance. Practicing a skill or new concept just before using it will ensure a more effective performance.

/ N7 WORD OF THE DAY

Learning. What is "learning?" Learning occurs when there is a change in behavior as a result of experience. This change is reflected in a person's newly acquired perceptions or thoughts, physical behaviors, emotional reactions or attitudes. Learning may or may not be directly observable. For example, it is easy to observe a student driving a car (physical skill), but attitudinal changes must often be observed over time and may only display themselves well after the training has ended.

/ A LEARNING ORGANIZATION

The Fifth Discipline: The Art and Practice of the Learning Organization (Senge 1990) is a book by Peter Senge (a senior lecturer at MIT) focusing on group problem solving using the systems thinking method in order to convert companies into learning organizations. In addition to "disciplines," which Senge suggests are beneficial to what he describes as a "learning organization," Senge also posits several perceived deleterious habits or mindsets, which he refers to as "learning disabilities."

The Learning Disabilities are: I am my position, the enemy is out there, the Illusion of Taking Charge, the Fixation on Events, the Parable of the Boiling frog, the Delusion of Learning from Experience, and the Myth of the Management Team.

In discussing "enemy is out there," Senge says,

There is in each of us a propensity to find someone or something outside ourselves to blame when things go wrong.

The "enemy is out there" syndrome is actually a by-product of "I am my position," and the nonsystemic ways of looking at the world that it fosters. When we focus only on our position, we do not see how our own actions extend beyond the boundary of that position. When those actions have consequences that come back to hurt us, we misperceive these new problems as externally caused. Like the person being chased by his own shadow, we cannot seem to shake them.

The "enemy is out there" however is almost always an incomplete story. "Out there" and "in here" are usually part of a single system.

/ BREAKFAST FELLOWSHIP

First N7 breakfast – breaking bread and enjoy some fellowship with CNATRA's great people, starting off our new year with a bang! If you were not there to enjoy the tasty hot meals, maybe you can join us next time.



/ Chief of Naval Air Training Ambassadors Represent Navy at School Career Day

By Anne Owens, Chief of Naval Air Training Public Affairs

Three Navy officers assigned to Chief of Naval Air Training (CNATRA) in Corpus Christi, Texas, helped broaden future career prospects of students at a local school, Jan. 31.

The group visited Incarnate Word Academy (IWA) in Corpus Christi as part of an annual career day designed to showcase a range of workforces from police and environmental scientists to pilots and naval parachutists.

Cmdr. Marcus Dodd, CNATRA training and standardization officer, Lt. Cmdr. Jason Fogle, CNATRA naval flight officer pipeline training officer, and Lt. Michelle Tucker, CNATRA public affairs officer, met with more than 40 students at IWA's elementary and Montessori schools.

"Career day inspires students at Incarnate Word to dedicate themselves to their studies and see that hard work can lead to an exciting career," said Claudia Ribalka, assistant principal.

Dodd explained the extensive training naval aviators must undergo in order to earn their "Wings of Gold" and continue their training to become jet pilots. Neither aviator said they knew, going through college, their careers would be in naval aviation. Fogle was a criminology major at Penn State University and went on to become a radar intercept officer for the F-14 Tomcat fighter aircraft and a weapons system officer for the F/A-18F Super Hornet fighter aircraft. Dodd was an economics major at North Carolina State University and said he decided to join the Navy to pursue pilot training. In the fleet, he flew the EA-6B Prowler electronic warfare aircraft.

"We were honored to be invited and excited to share our Navy experiences with these students," said Dodd. "We were impressed with the quality of questions and the depth of interest these students expressed."

Students had the opportunity to see what it takes to get a jet onto an aircraft carrier by examining a piece of arresting wire and a hand-held remote used by landing



Left: Students handle Naval Aviation props during a school career day.

Above: Lt. Cmdr. Jason Fogle demonstrates how to don flight gear for elementary students.

U.S. Navy photos by Anne Owens.

signal officers. Fogle demonstrated how pilots gear up for their flights in a g-suit.

Tucker enlisted in the Navy as a mass communication specialist. She designated as a Naval Parachutist in 2008 and spent three years with the Navy Parachute Team. Tucker also served with Fleet Combat Camera Pacific before attending Officer Candidate School in 2014.

"Any job you can have in the civilian world, you can have in the Navy," said Tucker. "On a ship, there are people making food, repairing equipment, washing clothes, and also landing and launching aircraft. Everyone works together as a team to support each other and to protect our country."

The students listened intently as each officer told their story, from childhood hobbies and interests to their Navy career to date, all underscoring the value of teamwork in accomplishing the mission.

"Being a pilot is a cool job that kids just love," said Ribalka. "It's so important for our female students to see women in the military, as well."

CNATRA, headquartered in Corpus Christi, trains the world's finest combat quality aviation professionals, delivering them at the right time, in the right numbers, and at the right cost to a naval force that is where it matters, when it matters.



/ Roswell a 'morale boost' to pilot trainees

By Lisa Dunlap, Roswell Daily Record

U.S. Navy Capt. Kevin Delano says Roswell can speed up training for Navy and Marine pilots this time of year, thanks to the city's airfield and the area's good weather.

The commodore of Training Air Wing 4, part of the Chief of Naval Air Training unit, describes Roswell as a "morale boost," and not only for the welcome signs along Main Street and in some local businesses, although he said those are appreciated.

More importantly, clear skies are helping student and instructor pilots training at the Roswell International Air Center meet their goals at a time that weather conditions at the Naval Air Station in Corpus Christi, Texas, often have them grounded.

The Corpus Christi area is prone to fog, low clouds, limited visibility and unpredictable weather during the early months of the year, Delano said.

"We've had fantastic weather for the first 10 days we've been here," he said. "It really gives us time to fly consistently. We get many flights out. ... It helps us be much more efficient here in Roswell. We aren't worrying about the weather near as much."

Navy and Marine student pilots arrived Jan. 20 and will be here until late March, along with 50 instructor pilots and 45 contract mechanics, or maintainers. During the next two months, 100 student pilots are expected, with new trainees coming in as the first trainees complete their primary flight training and progress to another level.

The students — recent college graduates from all over the United States and a group that includes about 12 women — have already taken ground school, but now they are learning to pilot a T6B Texan aircraft as one of the first steps in their military aviation careers.

"They all hit primary as their first opportunity to train on the airplane," explained Delano. "They go from having pretty much no experience, kind of getting out to the airplane for the first time, until we solo them. They get three solos by themselves. And then we finish them up and then move them up to an advanced trainer."

Based on their experiences during training and their desires, they either will continue at Corpus Christi for multi-engine aircraft training, head to Texas or Mississippi for jet training, or go to Florida for helicopter training.

Delano said that the training wing aims to do 100 missions a day while in Roswell, Monday through Saturday, from about 6 a.m. until about 11 p.m. Both students and instructor pilots are restricted to about 12 hours of flight time a day. Student pilots typically will do one or two events a day, while instructors will fly two or three times daily.

Delano said a key to training is for students to fly almost every day. When they have to sit out a few days at a time because of bad weather, they tend not to retain as much, he said.

Delano called the situation a "win-win" for Roswell and the training group. Training Air Wing 4 benefits from not only the mild weather but from relatively clear air space and the fact that other airfields are nearby so pilots can practice maneuvers. Meanwhile, Roswell's traffic controllers are able to train or hone their skills. The Roswell International Air Center also reaps some benefit as the Federal Aviation Administration considers airfield usage when making some of its funding decisions. Local businesses on and off the airfield also see some customers. All told, the Navy training is expected to contribute at least \$1 million to the local economy.

AV Flight, a fixed-base operator at the airfield, has been hosting Navy training groups since at least 2010, said its operations

manager Cassandra Melendez. The company provides fuel and some office and hangar space.

"It is always a pleasure to have them here," she said. "They are always very nice and polite. ... They just give a lot to the economy whenever they come."

Although Delano said the group does not have plans at the current time to meet with local civic groups or schools, he isn't ruling out that possibility. And while the pilots and mechanics stay busy, they do have Sundays for their own pursuits.

"Their primary focus is to be here and fly and train," he said. "They do have a little window to get out and

do some things like hikes, which I heard a few of them mention, or some other things."

He said he makes it a point to welcome all student pilots to Training Air Wing 4 and is pleased to see that they come from a cross-section of the country and with a strong commitment to their goals.

"I always think one of the more important things to ask them is, why are they here. Why are they part of naval aviation, Marine Corps aviation? It is always interesting to hear their answers. Family legacies. Be a part of something bigger and more important than the average thing. Be out and serve their country. ... They are all pretty excited about being here."

U.S. Navy Capt. Kevin Delano, front, heads up Training Air Wing 4 of the Chief of Naval Air Training unit as its commodore. Behind, Lt. Dane Robie of California and Ensign Renee Perry of Ohio prepare for a flight. Photo by Lisa Dunlap, Roswell Daily Record



/ This New Website Gives Exclusive Military Travel Discounts

By Patricia Kime, Military.com

Military personnel, retirees and their family members now have access to an exclusive discount travel website managed by Priceline.

American Forces Travel is a full-service travel booking site, offering hotel, flight, car rental and cruise deals as well as bundled or package deals that Priceline spokesman Devon Nagle said can save travelers an average of \$240 per person.

The site, which is available to active-duty military, National Guard members, Reservists, retirees and family members, as well as 100 percent disabled veterans and civilian Defense Department employees, officially went live Tuesday after having been beta-tested on several military bases for the past three months.

According to Nagle, the site offers discounts that have been negotiated specifically for military personnel, including hotel deals up to 60 percent off and cruise deals up to 80 percent off. Roughly 1.2 million hotels can be booked through the site, as well as the most popular flight and car rental brands, he said.

Brett Keller, Priceline chief executive officer, said that the company was thrilled to be selected by the DoD to “bring the site to life.”

“American Forces Travel was developed for a simple reason. The people who support the United States of America through military service have earned access to the world’s most exclusive travel deals,” Keller said.

A recent review of the site by Military.com found hotel deals in San Diego ranging from \$20 to \$50 off prices found on non-military travel websites, and car rental discounts ranging from \$10 to \$18 off per day for a minivan, SUV or convertible.

A non-stop round trip airline fare from the Washington, D.C., area to San Diego for a weekend in February was available for \$323 on Alaska Airlines, while the same flight was advertised as \$354 other travel websites. Still, non-stop flights for the same weekend on United could be purchased for significantly less on another website -- between \$200 to \$400 less.

Advantages to booking air travel through American Forces Travel include reduced fees for reservation changes and all flights being cancellable within 24 hours, according to the site. For cars, benefits include free cancellation on post-paid cars and larger discounts for prepaid rates.

Each AmericanForcesTravel.com transaction also will generate a commission that will go to the military services’ Morale, Welfare and Recreation and quality-of-life programs.

Nagle described the new site as a “labor of love for Priceline.”

“Members of the military are a unique community and deserve the opportunity to access great deals when they take vacations. With American Forces Travel, they can search for deals 24 hours a day,” he said.

Users can access the site by inputting their last name, date of birth and last four digits of their Social Security number when prompted. The DoD then verifies the information, and future travelers are ready to shop.

Nagle said Priceline does not capture or retain any of the verification data that is provided.

In addition to Defense Department service members, National Guard and Reserve and civilian employees, Coast Guard men and women and their families also can use the site.

Military members have had access to travel deals through base ticket and tour offices, as well as lodging through the Armed Forces Vacation Club, a no-fee membership group that offers week-long stays at resorts, apartments, condominiums and homes -- usually timeshare destinations -- in more than 100



Passengers arrive in Key West, Fla., aboard an American Airlines flight from Dallas/Fort Worth International Airport, June 9. Photo by Rob O'Neal/Florida Keys News Bureau via AP

countries on a space-available basis for about \$350 a week.

Armed Forces Vacation Club is managed by Wyndham Worldwide.

According to Nagle, Priceline was chosen to run AmericanForcesTravel.com by a competitive bidding process. Company executives said they -- and the

Defense Department -- see their website as a way to thank the military community.

“Until now, leisure travel was typically handled by travel agents on military bases. The DoD chose to create a new online platform that was modern, fast and widely accessible and to populate the site with the broadest and deepest collection of travel deals,” the Priceline release states.



A huge thank you to the Shore Manpower Requirements Determination team for helping us ensure the CNATRA is optimally manned now and into the future.

/ Official Explains Federal Tax Changes for Military Spouses

By Jim Garamone, Defense.gov

WASHINGTON -- Most service members and their families will see a reduction in their tax bills this year, but there are a number of changes in U.S. federal tax laws that they need to be aware of, said Army Lt. Col. Dave Dulaney, the executive director of the Pentagon's Armed Forces Tax Council.

"The last tax year has been quite exciting with all the changes that were made," Dulaney said. He noted that the Internal Revenue Service will start accepting tax returns Jan. 28 for tax year 2018.

A number of pieces of legislation affect military taxpayers, he said: The Tax Cuts and Jobs Act, the Veterans Benefits and Transition Act and the Combat-Injured Veterans Tax Fairness Act are just a few.

Tax Cuts for Troops

The Tax Cuts and Jobs Act will mean that most service members will see a reduction in federal taxes for 2018, he said. There is an overall reduction of 3 percent for most military families under this act, Dulaney said, in addition, the standard deduction doubled, as did the Child Tax Credit. "Because of these three things, most of our military families are going to see a substantial reduction in overall tax liability," he said.

There are also some special provisions that apply to military personnel. Service members who served in the Sinai Peninsula since June 9, 2015, are now eligible for the combat zone tax exclusion, the colonel said.

"This was retroactively applied and what that means is that since taxpayers have up to three years to file an amended tax return to make a claim for refund, those service members who served in the Sinai back in 2015 would be eligible to file an amended tax return, and they need to do it quickly," he said.

Service members with questions should go to their local tax assistance centers, Dulaney said, noting that this change should affect about 2,000 service members.

Members of the armed forces are still able to deduct

their unreimbursed moving expenses incurred during permanent change of station moves, he said.

There are changes to deductions for travel to drill for reservists. "Reservists cannot take deductions for drill duty expenses that are under 100 miles," he said. Those driving more than 100 miles can still take deductions.

Military Spouses

For military spouses there is a significant change as part of the Veterans Benefits and Transition Act of 2018. "This allows military spouses to elect to use their service member's state of legal residence for state and local taxes," he said.

In the past a spouse may have had to file a different state tax return because they had split legal residences. For example, if a service member with a legal residence of New York moved to Virginia and married a person with a legal residence from that state.

"Now, our military spouses can now elect to use the legal residence of the military member for purposes of filing their state and local taxes," Dulaney said. "Now military couples will no longer have to file different state tax returns ... additionally it will reduce the overall tax burden for military families."

"Because of these three things, most of our military families are going to see a substantial reduction in overall tax liability."

- Dave Dulaney

Injured Troops

Finally, the Combat-Injured Veterans Tax Fairness Act has been implemented for veterans who received disability severance pay and had tax withholding applied to the pay. "Now under the tax code, disability severance pay is not taxable under certain situations," he said. More than 133,000 veterans who have received this pay are eligible for relief under the act.

The vets have until July to file for a refund.

There are a number of aids for military personnel and their families as they prepare their taxes. Each base has a Volunteer Income Tax Assistance Program office that will help. To find your local office, visit Military OneSource.

The IRS offers information about free tax preparation.

Military OneSource also has information about military tax services in its tax resource center.