

Lesbian takes Air Force to court over dismissal

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### Lesbian takes Air Force to court over dismissal 'She didn't tell anybody,' lawyer says of U.S. policy

By AMY ROLPH  
P-I REPORTER

TACOMA -- When Maj. Margaret Witt appeared in court Friday, it was only the second time she wore her Air Force uniform since being placed on unpaid leave nearly two years ago. The other time was two months ago when she announced at a news conference that she had filed a lawsuit in response to being forcibly discharged from the Air Force.

A flight nurse and operating room nurse at McChord Air Force Base, the 19-year veteran was informed in March that she is being discharged for engaging in a lesbian relationship with a civilian from 1997 to 2003.

On Friday, Witt's lawyer, James Lobsenz, made a plea in U.S. District Court in Tacoma for the discharge to be halted -- and for the military's "don't ask, don't tell" policy on gays to be judged as needless.

"Homosexual people are already there," Lobsenz told Judge Ronald Leighton, who eventually will decide if the reservist will be reinstated.

The military's policy shouldn't apply in Witt's case, Lobsenz said, because it was an Air Force investigation that unearthed that she is a lesbian.

"She didn't tell anybody," Lobsenz said.

"They told her whole unit, and her whole unit still wants her back."

Witt was deprived of retirement points while on leave, Lobsenz said.

Her record -- which includes two presidential awards -- could be tarnished if she receives a general discharge instead of an honorable one, said Lobsenz.

Peter Phipps, a Justice Department attorney representing the



Witt

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Air Force, said it is too early to determine if any damage will result from the terms of Witt's discharge, since the terms have not been decided yet.

As for the issue of unpaid leave, Witt could have appealed the decision to the Board for Corrections of Military Records, Phipps said.

He said he is not positive the board could have ruled that Witt could continue to serve until her discharge, but he believes she should have made an effort to find out.

After court was adjourned, Witt said it was strange to hear her life discussed in court, but what really matters is how it ends.

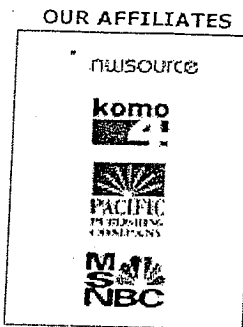
"It seems to come down to everyone discussing sex," she said.

Witt filed the lawsuit with the help of the American Civil Liberties Union of Washington. Lobsenz handled a similar case for the organization more than a decade ago, when he represented Army Sgt. Perry Watkins, who was also discharged for being gay.

The U.S. Court of Appeals ruled in 1989 that the Army could not discharge Watkins.

Leighton said he couldn't guarantee he would have a ruling out by next week, but that is his objective.

**P-I reporter Amy Rolph can be reached at 206-448-8223 or amyrolph@seattlepi.com.**



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Thursday, April 13, 2006

Local

# Decorated Air Force nurse, barred over lesbianism, sues

By MIKE BARBER  
P-I REPORTER

In 1993, Maj. Margaret Witt was a poster woman for the Air Force's flight nurse recruiting program.

In her career of 18-plus years, the decorated operating room and flight nurse from McChord Air Force Base earned stellar reviews for her work, which included helping to evacuate the nation's wounded troops and humanitarian missions to aid civilians.

In 2003, President Bush awarded her the Air Medal for her Middle East deployment and, later, the Air Force Commendation Medal, for saving the life of a Defense Department worker.

Less than a year later, after an Air Force investigation, Witt, a reservist, was drummed out.

Her offense: a committed relationship, but with another woman, a civilian, from 1997 to 2003.

On Wednesday, Witt, 42, challenged her forced discharge in a lawsuit filed in U.S. District Court in Tacoma against Air Force officials and Defense Secretary Donald Rumsfeld. The lawsuit, filed with the help of the American Civil Liberties Union of Washington, seeks to prevent Witt's discharge, citing her First and Fifth amendment protections of free speech and due process.

"I've been a proud Air Force nurse and officer for the past 19 years" mostly with the 446th Aeromedical Evacuation Squadron at McChord, Witt said, appearing in uniform in Seattle. She was flanked by her lawyers, ACLU staff attorney Aaron Caplan, and Jim Lobsenz, an ACLU volunteer lawyer from the Seattle firm Carney Badley Spelman.



Maj. Margaret Witt told a news conference Wednesday, "My objective is to go back to my unit and serve my country."

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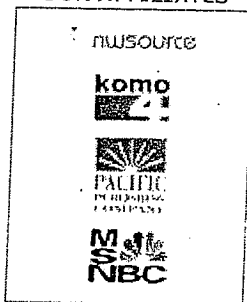
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"My objective is to go back to my unit and serve my country and help the injured troops -- who need me at this time," Witt said, her major's oak leaves, blue and white chief flight-nurse wings displayed on her uniform, along with a small insignia on her left sleeve that read "Sept. 11, 2001."

Lobsenz in 1990 successfully took the case of openly homosexual Army Staff Sgt. Perry Watkins of Tacoma to the U.S. Supreme Court, forcing the Army to re-enlist Watkins. He said he is optimistic about Witt's case.

An Air Force spokesman at the Pentagon said Wednesday that the service could not comment on the lawsuit.

In general, though, Congress created the law upon which the policy is based and would have to change it to alter the Defense Department's policies, the spokesman said.

"A service member's sexuality is considered a personal and private matter. We expect all service members to be treated with dignity and respect. We conduct extensive, recurring training to eliminate harassment of all types," the spokesman said in a printed statement.

Overall discharge rates for homosexual conduct in all branches of the military have declined from 0.6 percent in 1998, or 1,145 of 192,382 discharges, to 0.3 percent in 2004, or 653 of 196,993 discharges, according to Pentagon figures.

No one has a definitive reason for the decrease, the spokesman said.

Air Force Instruction No. 36-3209, section 2.20, says service members "shall be discharged" if they "engaged in, attempted to engage in or solicited another to engage in a homosexual act or acts" or "made a statement that he or she is homosexual or bisexual."

Congress, in enacting the 1993 law that President Clinton called the "don't ask, don't tell" policy, claimed that gay and lesbian service members would hurt unit cohesiveness and readiness.

However, 24 other nations allow openly gay soldiers, including such close U.S. allies as Australia, Israel and Britain, as well as other NATO nations, Lobsenz said. U.S. forces in Iraq and Afghanistan routinely serve with those nation's gay troops, he said.

Witt had kept her private life private. Or so she thought.

"Some allegations were made and an investigation was started," Witt said flatly. "I certainly didn't tell them."

Witt, who in civilian life works as a physical therapist, nurse and volunteer firefighter, said she was stunned when suddenly confronted in November 2004 following an Air Force investigation begun that summer

into her relationship.

The officer who was ordered to tell her broke down and cried, she said. Witt was ordered to go, keep quiet and not tell anyone why.

"I couldn't even say goodbye," she said.

After 18 years of service, Witt was told she could no longer report for duty, no longer be paid and no longer earn points toward retirement. Her promotion to lieutenant colonel was moot.

Last month, the Air Force, which has unfilled positions of flight nurses, sent her final discharge papers.

All that, court papers say, despite performance reviews that lauded how she stepped up to many and new responsibilities and was an excellent mentor often sought out by students and peers.

One review called her an "outstanding squadron and Air Force representative -- hand-picked to coordinate humanitarian mission and patient transport with multiple civilian, military, government and DOD agencies assuring continuity of care."

Her citation for the Air Medal, signed by Bush, notes that "her commitment to mission readiness and unrivaled clinical skills ensured the delivery of outstanding medical care to 140 patients during 18 sorties on C-130, KC-135 and C-17 aircraft while operating in an austere, hostile environment."

In 1993, the Air Force used her photograph in brochures used to recruit nurses.

Caplan, her lawyer, said indications are that many of Witt's troops are with her still.

"We know from people we have talked to in her unit that she is known as a superb officer, nurse and leader," Caplan said. "Even if she had to wear a patch saying her sexual orientation to get back in, they want her back."

Witt said she never wanted this attention but decided to sue after receiving her discharge letter March 6.

"I'm a very private person. I did my job to the best of my ability. I did it well. I don't think of the big picture," she said.

"It's just a waste of a good nurse, particularly now."

P-I reporter Mike Barber can be reached at 206-448-8018 or [mikebarber@seattlepi.com](mailto:mikebarber@seattlepi.com).

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## Lesbian officer wants judge to reinstate her

By Curt Woodward  
The Associated Press

TACOMA — Halting an Air Force nurse's discharge would rightly damage the military's "don't ask, don't tell" policy on gay service members, civil-liberties lawyers have told a judge.



Former U.S. Air Force Reserve Maj. Margaret Witt of Spokane

Lawyers for the American Civil Liberties Union, pointing to a U.S. Supreme Court ruling striking down a Texas sodomy law, are asking a federal judge here to reinstate former Air Force Reserve Maj. Margaret Witt.

Witt, 42, of Spokane, was forced out of her job as a military nurse in late 2004 after an Air Force investigation into her long-term relationship with a female civilian. She had been assigned to a medical-evacuation squadron at McChord Air Force Base near Tacoma.

The Pentagon has a "don't ask, don't tell" policy that prohibits the military from inquiring about the sex lives of service members but requires the discharge of those who openly acknowledge being gay.

Government lawyers are asking U.S. District Judge Ronald Leighton to dismiss the case, pointing out that courts have upheld the military's policy on gays. They also argue against the timing of Witt's lawsuit, saying her discharge has not been fully resolved pending a military hearing.

"There is a public interest in having the laws of the land that Congress and the president enacted be applied," Justice Department attorney Peter J. Phipps argued in court Friday. "There is also danger to the public interest when courts interfere with the military chain of command."

But Witt's case undermines the military's policy on gays, because the decorated officer's relationship with a female civilian couldn't have raised questions of favoritism or fraternization, attorney James Lobsenz argued Friday.

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In fact, Witt's suspension and looming discharge have negatively affected her former unit far more, Lobsenz told Leighton.

"Her unit wants her back," Lobsenz said. "Her unit is upset that she hasn't been there for the last 19 months. People have quit and have refused to re-enlist because she can't come back."

After Friday's hearing, Witt, wearing her blue dress uniform, told reporters that the abrupt discharge proceedings after about 19 years in active and reserve service have been chaotic for her personal and professional life.

"It takes away an entire career," she said. "It's almost like you were never there."

The relationship in question lasted from roughly 1997 to 2003.

Witt's attorneys are touting the U.S. Supreme Court's 2003 decision in Lawrence v. Texas, which struck down state statutes criminalizing gay sex as a violation of an individual's constitutional right to sexual privacy.

"The question is, does Lawrence demand, compel this court to find an act of Congress ... unconstitutional?" Leighton asked during Friday's hearing. "I think that's where we are."

Lobsenz acknowledged that drawing a distinction between Witt's relationship with a female civilian and other gay relationships between service members would bring a flurry of challenges to the Pentagon's present policy on gays.

"From where I sit, it would mean virtually the end of 'don't ask, don't tell,'" Leighton said.

A ruling on the two sides' motions could come in the next few weeks.

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Thursday, July 27, 2006

# Lesbian's 'don't ask, don't tell' challenge dismissed

## ACLU plans to appeal ruling on 19-year Air Force veteran

By GENE JOHNSON  
THE ASSOCIATED PRESS

Dealing Washington state gay rights advocates their second loss of the day, a federal judge on Wednesday dismissed a challenge to the military's "don't ask, don't tell" policy brought by a highly decorated Air Force nurse who was forced out of her job because she's a lesbian.

Air Force Reserve Maj. Margaret Witt, 42, of Spokane had asked U.S. District Judge Ronald B. Leighton to reinstate her, citing a U.S. Supreme Court ruling striking down a Texas anti-sodomy law. Leighton refused and dismissed her case after finding that the Texas decision did not affect the constitutionality of "don't ask, don't tell," the military's policy prohibiting inquiries about the sex lives of service members but requiring the discharge of those who acknowledge being gay.

The ruling came the same day the state Supreme Court upheld Washington's ban on gay marriage.

"When it rains, it pours," said Doug Honig of the American Civil Liberties Union, which plans to appeal Witt's case to the 9th U.S. Circuit Court of Appeals. "Major Witt is much decorated and has saved people's lives. The people she helped didn't care about her sexual orientation."

Witt, a 19-year Air Force veteran who had been assigned to a medical evacuation squadron at McChord Air Force Base near Tacoma, was suspended without pay in late 2004 after the Air Force received an apparently anonymous tip that she had been in a long-term relationship with a civilian woman. Her discharge is pending; the Air Force has not yet scheduled a hearing because she has requested to contest it.

"This court is not unsympathetic to the situation in which Major Witt currently finds herself," Leighton wrote. "Within the military context, she did not draw attention to her sexual orientation, and her colleagues value her contribution to their unit and apparently want her back. She has served her country faithfully and with distinction."

However, he concluded, the U.S. Supreme Court's 2003 ruling in

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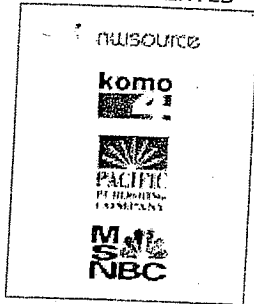
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
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Lawrence v. Texas, which struck down state statutes criminalizing gay sex as a violation of an individual's right to sexual privacy, had no effect on the constitutional analysis of "don't ask, don't tell." The policy has uniformly been upheld by the courts and remains valid, Leighton wrote.


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UNITED STATES DISTRICT COURT  
WESTERN DISTRICT OF WASHINGTON  
AT TACOMA

MAJOR MARGARET WITT,

Plaintiff,

vs.

UNITED STATES DEPARTMENT OF  
THE AIR FORCE; et al.,

Defendants.

NO. C06-5195-~~JKA~~  
RBL

DECLARATION OF MAJOR  
MARGARET H. WITT

I, MARGARET WITT, do hereby declare under penalty of perjury that the following facts are true and correct:

1. I am the plaintiff in this case. I have personal knowledge of the facts set forth here.

2. I entered the United States Air Force on March 27, 1987 when I began my officer training. I was commissioned as a Second Lieutenant on April 11, 1987. Since

DECLARATION OF MAJOR  
MARGARET H. WITT - 1

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1 that time I have been promoted as follows: to First Lieutenant on April 11, 1989; to  
2 Captain on April 11, 1991; and to Major on October 1, 1999. On October 1, 2003 I  
3 became eligible for promotion to Lieutenant Colonel. I ceased to be eligible for further  
4 promotion on November 4, 2004 when I received notice that I was going to separated  
5 from the Air Force.

6 3. My initial duty assignment was Operating Room Staff Nurse and Officer in  
7 Charge of Sterile Central Supply at Castle Air Force Base, California. In June of 1990 I  
8 was transferred to Wiesbaden, Germany where I served as Operating Room Staff Nurse at  
9 the 7100 Combat Support Wing Medical Center. In August of 1992 I was transferred to  
10 Scott Air Force Base, Illinois where I served as Flight Nurse, Nurse Scheduler, Medical  
11 Aircrew Training Officer, Flight Nurse Evaluator, and eventually as Chief of Medical  
12 Aircrew Standards and Evaluations, with the 375<sup>th</sup> Aeromedical Evacuation Squadron.  
13 Aeromedical Evacuation Squadron personnel are responsible for inflight management and  
14 care of ill and injured patients transported by military aircraft.

15 4. On December 16, 1995 I transferred from active duty to reserve duty, and I  
16 was reassigned to McChord Air Force Base, Washington, to the 446<sup>th</sup> Aeromedical  
17 Evacuation Squadron. As a reservist I report to McChord approximately 3-5 days per  
18 month for reserve duty. With the 446<sup>th</sup> I have served as Flight Nurse, Flight Nurse  
19 Examiner, Director of Weight Management and Physical Fitness, Officer in Charge of  
20 Ground Training, and, starting on April 4, 2004, as Standards and Evaluations Flight  
21

DECLARATION OF MAJOR  
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1 Commander. My assignment gave me management responsibility for over 200 flight  
2 nurses and medical technicians.

3 5. Over the course of my 19+ years with the Air Force, I have received the  
4 following medals: Meritorious Service Medal, Air Medal, Aerial Achievement Medal,  
5 Air Force Commendation Medal, Air Force Achievement Medal, Air Force Outstanding  
6 Unit Award, Combat Readiness Medal, National Defense Service Medal, Armed Forces  
7 Expeditionary Medal, Air Force Overseas Ribbon Long, Air Force Longevity Service,  
8 Armed Forces Reserve Medal, Small Arms Marksmanship Ribbon, Air Force Training  
9 Medal, and Global War on Terrorism Service Medal.

10 6. In January of 2003 I was deployed to Seeb Air Force Base, Oman in  
11 support of Operations Southern Watch and Enduring Freedom. As noted in the Air Medal  
12 citation which was awarded to me on May 14, 2003:

13  
14 "Major Margaret H. Witt distinguished herself by meritorious achievement  
15 while participating in sustained aerial flight as Medical Crew Director,  
16 320<sup>th</sup> Air Expeditionary Aeromedical Evacuation Squadron, 320<sup>th</sup>  
17 Expeditionary Operations Group, 320 Air Expeditionary Wing, from 12  
18 January 2003 to 17 February 2003. During this period Major Witt provided  
19 aeromedical evacuation services for multi-national coalition forces engaged  
20 in the global war on terrorism. Her airmanship and courage directly  
21 contributed to the successful accomplishment of important missions under  
extremely hazardous conditions and demonstrated her outstanding  
proficiency and steadfast devotion to duty. Major Witt's professional skill  
and dedication contributed immensely to the wing's operational  
aeromedical evacuation and airlift capability in support of Operations  
ENDURING FREEDOM and SOUTHERN WATCH. Her commitment to  
mission readiness and unrivaled clinical skills ensured the delivery of  
outstanding medical care to 150 patients during 18 sorties on C-130, KC-  
135 and C-17 aircraft while operating in an austere, hostile environment.

DECLARATION OF MAJOR  
MARGARET H. WITT - 3

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1 The professional ability and outstanding aerial accomplishments of Major  
2 Witt reflect great credit upon herself and the United States Air Force.”

3 7. Seven months later in December of 2003 I was awarded the Air Force  
4 Commendation Medal for my action in saving the life of a DOD employee who collapsed  
5 aboard a commercial flight. As noted in that commendation:

6 “Major Margaret H. Witt distinguished herself by outstanding achievement  
7 as Flight Nurse Examiner, 446<sup>th</sup> Aeromedical Evacuation Squadron,  
8 McChord Air Force Base, Washington. On 28 February 2003, Major Witt  
9 distinguished herself by coming to the aid of a critically ill passenger on  
10 board a commercial aircraft en route home from Seeb Air Force Base.  
11 Major Witt rendered emergency medical care to a 60 year old Department  
12 of Defense civilian who had collapsed on the floor of the aircraft. Using  
13 only the most basic medical equipment, Major Witt rendered life sustaining  
14 supportive care to the patient, consulted with the aircraft commander and  
15 made the recommendation that the aircraft divert to the nearest airfield with  
16 a hospital capable of caring for the patient. Her quick response to the  
17 emergency, her nursing professionalism, and dedication to the care to the  
18 patient without regard for her own personal injury and safety represent the  
19 best traditions of Aeromedical Evacuation. The distinctive  
20 accomplishments of Major Witt reflect credit upon herself and the United  
21 States Air Force.”

I was also recognized by World Airways for my action.

8. I have consistently received exemplary evaluations in my annual Officer  
Performance reports. For example, my most recent evaluation contains the following  
assessments by Major Kenneth Winslow and Major Thomas M. Hansen:

“As OIC of Ground Training, demonstrated excellent organizational and  
management skills by coordinating training and availability of airframes for  
certification of all squadron flyers on six different opportune aircraft;  
Instrumental in communicating and coordinating with multiple other  
aeromedical units for cross-certification opportunities increasing overall  
worldwide capabilities and mission readiness of each squadron member;  
Excellent mentor – created multiple unique training scenarios for students

DECLARATION OF MAJOR  
MARGARET H. WITT - 4

WIT004 plds hd 34201 4/13/06

CARNEY  
BADLEY  
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1 in initial upgrade training and requalification – often sought out by peers  
2 for advice on career advancement and educational opportunities; crated  
3 oversheets for certifications and training to streamline process and assure  
4 continuity of documentation; Takes on new responsibilities – stepped up to  
5 create schedule and bid for quarterly mission buys to assure quality training  
6 opportunities would be provided for returning deployed, and remaining,  
7 squadron members.

8 “Outstanding squadron and Air Force representative – hand picked to  
9 coordinate humanitarian mission and patient transport with multiple civilian,  
10 military, government and DOD agencies assuring continuity of care;  
11 Recognized leader – submitted by peers and selected by superiors as Officer  
12 of the Quarter Spring of 2003; Voluntarily assumed overall responsibility  
13 for multiple sections within the squadron during unit mobilization assuring  
14 continuity and standards were maintained for new students, continuation  
15 training, and evaluations.”

16 9. In September of 2003 defendant Colonel Mary L. Walker notified me that I  
17 was the recipient of the Officer of the Quarter Award for the 2003 Third Quarter. That  
18 award states that “The Officer of the Quarter Award is given only to those individuals who  
19 have demonstrated exceptional professionalism, leadership and service to our country. This  
20 Award is recognition for superior dedication not only to the United States Air Force, but to  
21 the civilian community as well.”

10 10. Because of my outstanding record of achievement and service, I was picked  
11 to be the “poster child” for Air Force Nurse Corps recruitment flyers in 1993. Photographs  
12 of me were included in AF Nurse Corps recruitment flyers and backdrops for over ten years.  
13 (See Exhibit A, attached).

14 11. I have served as a Volunteer Firefighter, and since 1999 I have been  
15 employed as a physical therapist.

DECLARATION OF MAJOR  
MARGARET H. WITT – 5

WIT004 plds hd 34201 4/13/06

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1 12. During the summer of 2004 I was informed by Major Adam Torem that on  
2 behalf of the Department of the Air Force he had begun investigating an allegation that I had  
3 engaged in homosexual acts with a civilian woman. This allegation is true. I was engaged  
4 in a committed and loving long term relationship with a civilian woman from July 1997  
5 through August of 2003, and during that time period we engaged in sexual relations with  
6 each other in the privacy of our home in Washington State.

7 13. I met her while attending the physical therapy school. She was never a  
8 member of the United States Air Force, or of any other branch of the armed forces, and was  
9 never a civilian employee of any branch of the armed forces.

10 14. My relationship with her ended because she desired to have a child and  
11 wanted the two of us to raise the child together as a family. I informed her that I did not  
12 wish to become a parent and did not want to raise a child with her. Because she did want  
13 this, we ended our relationship in August of 2003. She moved out of our house on in early  
14 November of 2003 after becoming pregnant. She went ahead with her plans to have a child,  
15 was artificially inseminated in October of 2003, and in July of 2004 she gave birth to a child  
16 as she planned.

17 15. I have never engaged in sexual relations while on duty. I have never engaged  
18 in sexual relations on the grounds of any Air Force base.

19 16. With the exception of Senior Master Sergeant James Schaffer, I never told  
20 anyone in the military about my relationship with my partner. He was and still is my  
21 neighbor, and he trained me as a firefighter while I was volunteering as a county firefighter.

DECLARATION OF MAJOR  
MARGARET H. WITT - 6

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1 He was a member of my unit, 446 Aeromedical Evacuation Squadron, and he was also a  
2 civilian friend and neighbor. While on our way to firefighting training he asked me how long  
3 my partner and I had been together, and I told him how many years it had been (three or four  
4 to the best of my recollection).

5 17. Other than SMSgt Schaffer, I never told anyone else in the military about my  
6 relationship with my partner. I kept this information to myself because I did not consider it  
7 to be anyone else's business. I understood that Air Force regulations dictated that anyone  
8 who told a military service member that they were homosexual could be separated from the  
9 service, and I wanted to pursue a military career so I never made any such statement.

10 18. Except SMSgt. Schaffer, I never told anyone at McChord Air Force Base that  
11 I was a homosexual. In the summer of 2004 a few people on base were informed that I was  
12 being investigated for homosexuality. I was contacted by Major Adam Torem in July of  
13 2004 and he advised me that he had been assigned to investigate the allegation that I had  
14 engaged in sexual relations with another woman. He told me that the only people who knew  
15 about his investigation were Colonel Mary L. Walker and Master Sergeant Theron Smith.  
16 When Major Torem told me that he was investigating my past relationship I declined to  
17 make any statement to him. Approximately one month after Major Torem contacted me, I  
18 was contacted by an Air Force chaplain who said he had been sent by the 446<sup>th</sup> Wing  
19 Commander to see if I wanted to talk to him at any time. He told me "I know what has  
20 happened and it's very unfair." I declined to speak with him as well.  
21

DECLARATION OF MAJOR  
MARGARET H. WITT - 7

WIT004 plds hd 34201 4/13/06

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1 19. I understand that Major Torem made a final report in which he correctly  
2 concluded that I had engaged in sexual relations with another woman. I further understand  
3 that this report was forwarded to my immediate commanding officer, Colonel Walker.

4 20. On November 4, 2004 I was ordered to report to the commander's conference  
5 room by Lieutenant Colonel Jan Moore-Harbert. When I reported there I met with Major  
6 Verna Madison and Lieutenant Colonel Moore-Harbert. At that time Lt. Col. Moore-  
7 Harbert informed me that Colonel Walker had ordered her to advise me that Colonel Walker  
8 would be initiating separation proceedings against me on grounds of my having committed  
9 homosexual acts. Lt. Colonel Moore-Harbert further advised me that Colonel Walker was  
10 going to sign an official notification letter the next day (November 5<sup>th</sup>) and that it would be  
11 sent to me by certified mail. Lt. Colonel Moore-Harbert said that a chaplain (not the same  
12 one who had contacted me in August) was waiting in an adjacent office to talk to me if I  
13 wished to do that. I declined to talk to him also.

14 21. Other than SMSgt. James Schaffer, to the best of my knowledge, the Wing  
15 Commander, Colonel Walker, Major Torem, Major Madison, Lieutenant Colonel Moore-  
16 Harbert, Master Sergeant Theron Smith, and two chaplains whose names I do not know, are  
17 the only people at McChord Air Force Base who have been told about my past relationship  
18 with my civilian partner. If there are any other people on the base who are aware of this past  
19 relationship, it can only be because Major Torem, Colonel Walker, or other persons involved  
20 in the investigation of my personal life, told them about it.  
21

DECLARATION OF MAJOR  
MARGARET H. WITT - 8

WIT004 plds hd 34201 4/13/06

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AF000726

1 22. Until Major Torem asked me if I wanted to make a statement in the summer  
2 of 2004, at no time in the 19+ years of my military career did any service member ever ask  
3 me if I was a homosexual, nor did any service member ever state or imply that they  
4 suspected that I was a homosexual. At no time has any service member ever indicated any  
5 unwillingness to work with me, or expressed any discomfort at having to work with me or  
6 under my supervision.

7 23. I love my job with the Air Force and I am very dedicated to my military  
8 career. I want very much to be promoted to Colonel, and to continue to serve my country. I  
9 want very much to earn a full military retirement pension, which I cannot do unless I have  
10 20 years or more of service. However, because Colonel Walker has initiated separation  
11 proceedings against me pursuant to Air Force regulations, as of November 4, 2004 I am no  
12 longer receiving any pay and I am no longer earning any service points towards a retirement  
13 pension. Colonel Walker's letter to me, dated November 5, 2004 states:

14 This is to notify you that I have initiated separation actions against you under  
15 the provisions of AFI 36-3209, due to homosexual conduct. Under the  
16 provisions of AFMAN 36-8001, Chapter 1, Table 1.2, Note 3, you may not  
17 participate in any pay or point activity pending resolution of separation  
18 action.

19 24. If I am discharged from service, even if I later prevail in this lawsuit and I am  
20 later reinstated to my present position at my present rank, I believe I will never be promoted  
21 to Colonel because there will be gaps in my military record, and for that gap period I will not  
be able to supply any officer performance reports. I will also be ineligible for professional  
military education ("PME") courses at the Air War College. Without such reports showing

DECLARATION OF MAJOR  
MARGARET H. WITT - 9

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AF000727

1 continuous good service and the appropriate PME, I will never be selected for promotion to  
2 Colonel.

3 25. If I am discharged from service I will never earn a retirement pension because  
4 I will not have 20 years of military service.

5 26. If I am discharged from service, for the rest of my life I will have to disclose  
6 the fact of my involuntary separation from the military to all future employers. An  
7 involuntary separation from the military is generally a stigmatizing fact which makes  
8 employers suspicious and less willing to offer positions of employment to the separated  
9 person. Moreover, the notice I received on March 6, 2006 states that the Air Force seeks to  
10 give me a General Discharge under Honorable Conditions. This is one level below an  
11 Honorable Discharge and would be highly stigmatizing. Finally, my papers would state the  
12 reason for my separation ("homosexual conduct") thereby informing every potential  
13 employer of my sexual orientation. It would make it far more difficult for me to obtain  
14 employment in the civilian sector.  
15

16 27. I have been supporting myself since November 4, 2004 solely upon my salary  
17 as a physical therapist. I have been surviving paycheck to paycheck, and I have had to dip  
18 into my savings each time an unusual expense such as medical care or car repair comes  
19 along. I receive approximately \$3220 (before taxes) from my employer. Prior to November  
20 4, 2004, I used to receive an additional \$780 (before taxes) every month as my military pay  
21 for my reserve duty, and additional flight pay per diem and annual two week tour pay. I  
have to make a monthly mortgage payment of \$1145. It has been difficult to make ends

DECLARATION OF MAJOR  
MARGARET H. WITT - 10

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1 meet. Since I was suspended from points and pay I have drawn down on my savings  
2 account by withdrawing approximately \$8,000.

3 28. The only reason I had any savings at all was because I saved the money I  
4 earned during my tour of active duty in Operation Enduring Freedom/Southern Watch. I was  
5 able to save approximately \$20,000 from my active duty pay at that time.

6 29. If I had not been suspended from points and pay in November of 2004, I  
7 would have been activated in 2005 and I would now be deployed as a flight nurse earning an  
8 annual salary of roughly \$60,000 per year (without including incentive pay which includes  
9 flight pay, hazardous duty pay, and per diem). The Air Force Reserve currently has a critical  
10 shortage of flight nurses. At my rank (Major) the Air Force Reserve currently (as of April 4,  
11 2006) has 121 vacancies for flight nurses. This is the largest number of vacancies for any  
12 duty assignment for officers in the Air Force Reserve. But for the fact that I have been  
13 separated from my unit and placed in limbo for the past 16 months I would be deployed and  
14 serving as a flight nurse either stateside or overseas in Qatar, Iraq or Germany.

15 30. It was my intention to take additional courses to become certified in Forensic  
16 Nursing but the cost of such instruction (roughly three to four thousand dollars) is something  
17 I cannot currently afford on my salary as a physical therapist.

18 31. Unless this Court grants this motion for preliminary injunctive relief and  
19 enjoins my discharge, I will suffer irreparable injury to my military career.  
20  
21

DECLARATION OF MAJOR  
MARGARET H. WITT - 11

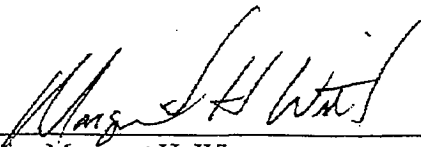
WIT004 plds hd 34201 4/13/06

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BADLEY  
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1 32. Unless this Court grants this motion for preliminary injunctive relief and  
2 orders that I be permitted to return to duty and to resume collecting pay, I will suffer  
3 considerable financial hardship.

4 DATED this 13th day of April, 2006.

5  
6   
7 \_\_\_\_\_  
Major Margaret H. Witt  
Plaintiff

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DECLARATION OF MAJOR  
MARGARET H. WITT - 12

WIT004 plds hd134201 4/13/06

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SPELLMAN

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**EXHIBIT A**



## Qualifications

To be commissioned in the Air Force Nurse Corps you must:

- be a graduate of a school accredited by the National League for Nursing, and recognized by the Air Force Surgeon General.
- have a bachelor of science degree in nursing.
- be 18 years of age and not yet 40.
- meet physical requirements.
- be a U.S. citizen.

## More Benefits

- Excellent starting salary with regular pay increases
- May enter active duty at higher rank based on education and experience
- Eligibility for a \$5K sign-on bonus
- Tax-free housing and food allowances
- Comprehensive medical and dental care
- Salary continues if you're temporarily disabled and unable to work
- Generous pension plan for those who qualify
- \$200,000 life insurance for less than \$20 a month
- On-base grocery and department stores offer discount prices
- 30 days of vacation with pay each year
- A chance to work, live and travel overseas

As an Air Force Nurse you'll be a respected member of the world's best aerospace medical team. Plus, you'll experience pride and satisfaction in serving your country. Add in the benefits and it's an unbeatable package.

There's more—an esprit de corps that develops quickly and easily among members of the Air Force. You'll build friendships that will last a lifetime—not only with the people you work with, but outside the medical field as well.

## Find Out More.

The Air Force Nurse Corps offers you the opportunity to develop all your talents. Contact an Air Force health professions recruiter today. Call 1-800-423-USAF or visit us at: <http://hp.airforce.com>.

Whatever you do in life—Aim High.

Air Force Health Professions  
 4500 9th Avenue NE, Suite 332  
 Seattle, WA 98105-4762  
 (800) 530-6962  
[usafhp@hotmail.com](mailto:usafhp@hotmail.com)

Information is subject to change.  
 HPN 00-003 is produced by Air Force Recruiting Service.

**Air Force Nurse Corps**

**Nursing & More**



# A Good Life Choice... The Air Force Nurse Corps

Choices we make in life determine which roads we travel. Many choose the easy way that, strouthine or...  
...inspire... while others choose to Cross into the Blue... path that takes them to new challenges and opportunities.

If you're open to growth, not The Blue you can experience what it takes to make a real difference in your career. Professionals set esteem and lifestyle.

When you're crossin' to the Blue, you discover the world of Air Force nursing. It's a world of all-encompassing and women who are leading the way for new frontiers—a world of amazing and possibilities without limits. A world where everything you do is different and important. Especially, you.

It's a great feeling knowing your skills are valued. And, for nurses, that's always been that way. Now, with a shortage of nurses everywhere, opportunities abound. Before you make a major career decision, take a look at all the force nursing.

# MAKE A DIFFERENCE





This is an opportunity for experienced Air Force nurses. Not everyone who applies is accepted, and those who are accepted usually serve a single tour.


### An Air Force Nurse

As an Air Force nurse, you'll be part of a military organization. This means wearing uniforms, learning and following regulations and Air Force customs and courtesies. Yes, this is different, but we'll give you the tools you'll need to feel at home.

While you're on active duty you will wear some form of military uniform. It may be scrubs, the battle dress uniform (BDUs) on wards and clinics, or service dress in an administrative setting. There are also uniforms for formal occasions, or for specialized duty such as flight nursing

After you enter active duty, you'll spend four-weeks and three-days at the Commissioned Officer Training course at Maxwell AFB in Montgomery, Ala. There you'll learn the military requirements of your new life—such as how to wear the uniform and what the standards are for personal grooming. For instance, if you're a woman, you don't need to cut your hair short, you just need to wear it in a style that is neat and clears the bottom edge of your collar.

You'll learn who and where to salute and you'll get experience working as part of a team. You'll also develop management and leadership skills. After you complete the course, you'll be sent to your first assignment.



## Nursing and More

The Air Force places high value on your nursing skills. Plus, it offers you the opportunity to develop all your talents. An Air Force nursing career has both depth and breadth.

As a member of the Air Force Nurse Corps you'll work side-by-side with some of the finest professionals in the field. You'll be an integral part of a team of physicians, pharmacists, dietitians, therapists and other allied health professionals. We'll put your professional expertise to work where it should be—in the care and well-being of patients.

The Air Force needs nurses who are energetic, honest, dedicated, visionary and caring. If that describes you, there may be a place for you on our health care team.

You may enter with specialized experience or you may get experience after joining our team. Here's a list of the specialties:

- Anesthesia
- Coronary Care
- Family Practice
- Intensive Care

- Medical/Surgical
- Mental Health
- Midwifery
- OB/GYN
- Operating Room
- Pediatrics

### Other Opportunities

If you meet the requirements, you may apply for one of our nurse practitioner programs—OB/GYN, midwifery, or anesthesia. Each program offers the opportunity for certification.

At times the Air Force provides emergency medical care during man-made and natural disasters. You may serve on an Air Force Mobility Hospital Team, ready to travel when the need arises. If so, you'll receive regular training in packing and preparing hospital supplies, setting up hospital tents and treating patients during mass casualty conditions.

An exciting, though limited, opportunity is flight nursing. Flight nurses are part of critical care transport teams. This program is open to experienced nurses only, and not everyone is accepted. If selected, you'll attend a six-week course that includes special

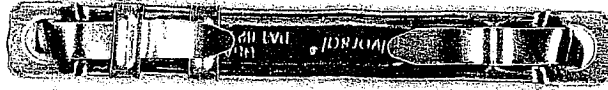
training in caring for patients under high altitude and shifting cabin pressures. The opportunity for traveling, flying and caring for patients at 30,000 feet is a challenge many nurses want.

### Professional Growth

If you want to earn a graduate degree, the Air Force has programs to help you pay expense Take approved courses during your off-duty time and we'll pay up to 75 percent of your tuition. Also, each year the Air Force sends qualified nurses to full-time graduate study courses at civilian universities. If you're selected, you'll receive your full Air Force salary and we'll pay your tuition and fees. Plus, you'll have opportunities to attend professional seminars and conferences.

### Leadership and Management

As an Air Force nurse and officer, you'll have opportunities for formal training as well as hands-on experience in leadership and management. In addition, there's no loss of seniority when moving to other hospitals and clinics.



**ORIGINAL**  
Volume III of III  
Respondent Exhibits & Board Exhibits

Personal Data  
Privacy Act of 1974  
(5 U.S.C. 552a)

# **RECORD OF BOARD PROCEEDINGS**

**MAJ MARGARET H. WITT**  
**FV** [REDACTED]  
**28 & 29 SEPTEMBER 2006**

# RESPONDENT'S EXHIBITS

AF000737

INDEX TO EXHIBITS  
Major Margaret H. Witt  
U.S. Air Force Reserve

1. Duty History Information
2. Awards and Decoration Information
  - A. The Air Medal (May 14, 2003)
  - B. The Air Force Commendation Medal (December 13, 2003)
  - C. The Aerial Achievement Medal (May 14, 2003)
  - D. The Air Force Achievement Medal (First Oak Leaf Cluster) (July 25, 1994)
  - E. The Air Force Commendation Medal (June 1992)
  - F. The Air Force Achievement Medal (January 31, 1989)
  - G. Combat Readiness Medal
  - H. Service Medal Award
  - I. Gallant Unit Citation
3. Officer Performance Reports
  - A. April 2004 to April 2005
  - B. April 2003 to April 2004
  - C. April 2002 to April 2003
  - D. April 2001 to April 2002
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  - F. April 1999 to April 2000
  - G. April 1998 to April 1999
  - H. April 1997 to April 1998
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- J. April 1995 to April 1996
  - K. April 1994 to April 1995
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  - N. April 1991 to April 1992
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  - Q. October 1988 to April 1989
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  5. Aircrew Information
  6. Current Duty Information
  7. Promotion Information
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  9. Service Information
  10. Flying History
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13. Letters of Appreciation
14. Recruitment Posters/Brochures
15. Certifications & Diplomas
16. Flight Evaluations
17. Nomination for Flight Nurse Instructor
18. Firefighter Certification
19. Colleges Attended
20. DD 214s from Active Duty

**DUTY HISTORY INFORMATION**

**NAME:** MARGARET H WITT      **RANK:** MAJ      **SSAN:** [REDACTED]      **DATE:** 30 JUL 2004

The Air Force Personnel Center database reflects the following duty history. It is listed chronologically with the most recent being displayed first. Duty history information for prior service or in another branch of service is not maintained in the database and will not be displayed. If there are any errors, contact your local servicing Military Personnel Flight (MPF).

Your duty history may be inaccurate if your Wing is currently under going a reorganization. No action is required if the information is correct, however, if your information is incorrect please contact your servicing Military Personnel Flight (MPF) for assistance.

If you are an Individual Mobilization Augmentee (IMA) and you find errors, please provide source documents (OPR's/EPRs, AF Form 2096, P-series order, etc). You can fax a copy of your duty history printout with source documents to DSN 926-6207 or commercial (303) 676-6207. If you have any questions, contact your program manager or HQ ARPC/DPAPA at DSN 926-6429 or toll-free at (800) 525-0102, ext 71292. (NOTE: HQ ARPC/DPAPA cannot make corrections, additions or deletions without a source document).

EFFECTIVE DATE	COMMAND LEVEL	DUTY AFSC	DUTY TITLE	UNIT	INSTALLATION
040403	ML	X46F3	STAND EVAL FLT CMDR	0446 AME SQ	MCCHORD
970127	ML	X46F3	FLIGHT NURSE EXAMINER	0446 AME SQ	MCCHORD
960413	ML	X46F3	FLIGHT NURSE	0446 AME SQ	MCCHORD
951216		0000	NONOBLIG NONPART RDY SECT RD	00RD RPC CM	MCCHORD
950731	WB	0000	CH MED AIRCREW STAN EVAL	0375 AME SQ	SCOTT
940701	WB	X46F3	EVALUATOR FLIGHT NURSE	0375 AME SQ	SCOTT
940502	WB	X46F3	MEDICAL AIRCREW TRAINING	0057 AME SQ	SCOTT
930928	WB	X46F3	NURSE SCHEDULER	0057 AME SQ	SCOTT
920801	WB	X46F3	FLIGHT NURSE	0057 AME SQ	SCOTT
920422	MC	9736	STAFF NURSE, OPERATING ROOM	7100 JZD CE	WIESBADEN
900607	MC	9736	STAFF NURSE, OPERATING ROOM	7100 JZD CE	WIESBADEN
900429	HP	9736	STAFF NURSE, OPERATING ROOM	0093 STR HP	CASTLE
880429	HP	9736	OIC CENTRAL STERILE SUPPLY	0093 STR HP	CASTLE
870715	HP	9731	STAFF NURSE, OPERATING ROOM	0093 STR HP	CASTLE
870519	HP	9731	STAFF NURSE, OPERATING ROOM	JDB HP	CASTLE

THIS DOCUMENT CONTAINS INFORMATION WHICH MUST BE PROTECTED  
 IAW AFI 33-332 AND DOD REGULATION 5400.11.  
 PRIVACY ACT OF 1974, AS AMENDED, APPLIES.



**AWARDS AND DECORATION INFORMATION**

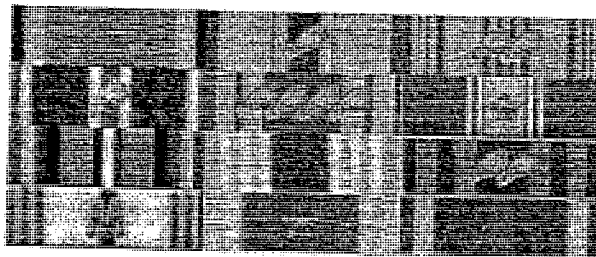
**NAME:** MARGARET H WITT      **RANK:** MAJ      **SSAN:** [REDACTED]      **DATE:** 30 JUL 2004

The Air Force Personnel Center files reflect that you are authorized to wear the following awards and decorations. They are listed in order of precedence and displayed as you would wear them on the uniform in accordance with current standards for dress and appearance. There may be unique circumstances (such as prior service in a different branch of the armed forces) which may authorize you additional ribbons and/or devices. For additional information, refer to AFI 36-2803 *The Air Force Awards and Decorations Program*, AFI 36-2903 *Dress and Personal Appearance of Air Force Personnel*, or visit your local Military Personnel Flight.

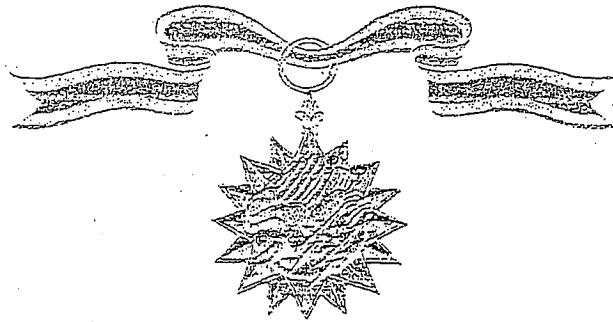
**AWARDS AND DECORATIONS**

**DEVICES**

- |  |   |
|--|---|
| 1. Aerial Achievement Medal                      | 0 |
| 2. Air Force Commendation Medal                  | 1 |
| 3. Air Force Achievement Medal                   | 2 |
| 4. AF Outstanding Unit Award                     | 5 |
| 5. Combat Readiness Medal                        | 4 |
| 6. National Defense Service Medal                | 1 |
| 7. Armed Forces Expeditionary Medal              | 0 |
| 8. AF Overseas Ribbon Long                       | 0 |
| 9. AF Longevity Service                          | 2 |
| 10. Armed Forces Reserve Medal with 1 'M' Device | 0 |
| 11. Small Arms Expert Marksmanship Ribbon        | 1 |
| 12. AF Training Ribbon                           | 0 |



THIS DOCUMENT CONTAINS INFORMATION WHICH MUST BE PROTECTED  
 IAW AFI 33-332 AND DOD REGULATION 5400.11.  
 PRIVACY ACT OF 1974, AS AMENDED, APPLIES.



# THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:

THIS IS TO CERTIFY THAT

THE PRESIDENT OF THE UNITED STATES OF AMERICA

AUTHORIZED BY EXECUTIVE ORDER, MAY 11, 1942

HAS AWARDED

## THE AIR MEDAL

TO  
MAJOR MARGARET H. WITT

FOR  
MERITORIOUS ACHIEVEMENT  
WHILE PARTICIPATING IN AERIAL FLIGHT

Major Margaret H. Witt distinguished herself by meritorious achievement while participating in sustained aerial flight as Medical Crew Director, 320th Expeditionary Aeromedical Evacuation Squadron, 320th Expeditionary Operations Group, 320th Air Expeditionary Wing, from 12 January 2003 to 17 February 2003. During this period, Major Witt provided aeromedical evacuation services for multi-national coalition forces engaged in the global war on terrorism. Her airmanship and courage directly contributed to the successful accomplishment of important missions under extremely hazardous conditions and demonstrated her outstanding proficiency and steadfast devotion to duty. Major Witt's professional skill and dedication contributed immensely to the wing's operational aeromedical evacuation and airlift capability in support of Operations ENDURING FREEDOM and SOUTHERN WATCH. Her commitment to mission readiness and unrivaled clinical skills ensured the delivery of outstanding medical care to 150 patients during 18 sorties on C-130, KC-135 and C-17 aircraft while operating in an austere, hostile environment. The professional ability and outstanding aerial accomplishments of Major Witt reflect great credit upon herself and the United States Air Force.

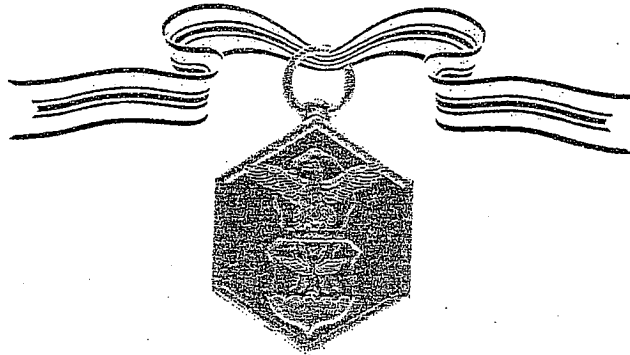
GIVEN UNDER MY HAND

14 MAY 2003

A handwritten signature in black ink, appearing to read "T. Michael Moseley".

T. MICHAEL MOSELEY  
Lieutenant General USAF





# DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

**THE AIR FORCE COMMENDATION MEDAL**

(FIRST OAK LEAF CLUSTER)

HAS BEEN AWARDED TO

**MAJOR MARGARET H. WITT**

FOR

OUTSTANDING ACHIEVEMENT

28 FEBRUARY 2003

ACCOMPLISHMENTS

Major Margaret H. Witt distinguished herself by outstanding achievement as Flight Nurse Examiner, 446th Aeromedical Evacuation Squadron, McChord Air Force Base, Washington. On 28 February 2003, Major Witt distinguished herself by coming to the aid of a critically ill passenger on board a commercial aircraft en route home from Seeb Air Force Base. Major Witt rendered emergency medical care to a 60 year old Department of Defense civilian who had collapsed on the floor of the aircraft. Using only the most basic medical equipment, Major Witt rendered life sustaining supportive care to the patient, consulted with the aircraft commander and made the recommendation that the aircraft divert to the nearest airfield with a hospital capable of caring for the patient. Her quick response to the emergency, her nursing professionalism, and dedication to the care of the patient without regard for own personal injury and safety represent the best traditions of Aeromedical Evacuation. The distinctive accomplishments of Major Witt reflect credit upon herself and the United States Air Force.

GIVEN UNDER MY HAND

13 DECEMBER 2003

*Eric W. Crabtree*

ERIC W. CRABTREE, Colonel, USAFR  
Commander, 446th Airlift Wing





# THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:

THIS IS TO CERTIFY THAT  
THE SECRETARY OF THE AIR FORCE  
HAS AWARDED

## THE AERIAL ACHIEVEMENT MEDAL

TO

MAJOR MARGARET H. WITT

FR [REDACTED]

FOR

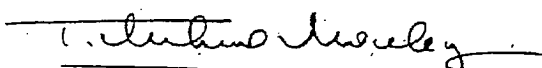
SUSTAINED MERITORIOUS ACHIEVEMENT  
WHILE PARTICIPATING IN AERIAL FLIGHT

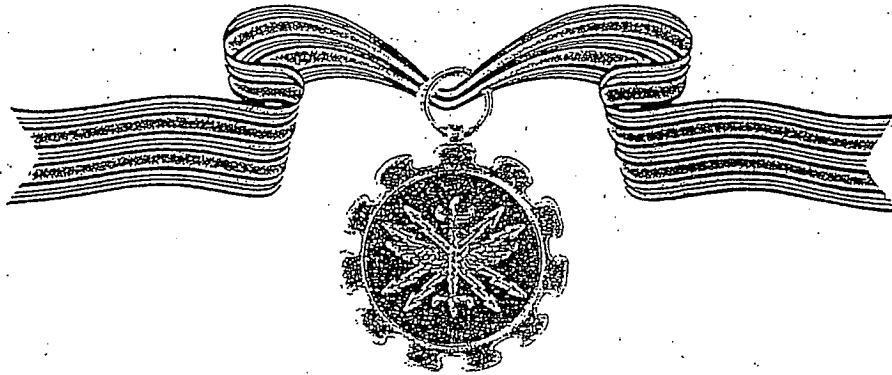
Major Margaret H. Witt distinguished herself by meritorious achievement while participating in sustained aerial flight as Medical Crew Director, 320th Expeditionary Aeromedical Evacuation Squadron, 320th Expeditionary Operations Group, 320th Air Expeditionary Wing, from 12 January 2003 to 17 February 2003. During this period, Major Witt provided aeromedical evacuation services for multi-national coalition forces engaged in the global war on terrorism. Her airmanship and courage directly contributed to the successful accomplishment of important missions under extremely hazardous conditions and demonstrated her outstanding proficiency and steadfast devotion to duty. Major Witt's professional skill and dedication contributed immensely to the wing's operational aeromedical evacuation and airlift capability in support of Operations ENDURING FREEDOM and SOUTHERN WATCH. Her commitment to mission readiness and unrivaled clinical skills ensured the delivery of outstanding medical care to 150 patients during 18 sorties on C-130, KC-135 and C-17 aircraft while operating in an austere, hostile environment. The professional ability and outstanding aerial accomplishments of Major Witt reflect great credit upon herself and the United States Air Force.

GIVEN UNDER MY HAND

14 MAY 2003



  
T. MICHAEL MOSELEY  
Lieutenant General, USAF  
Commander, USCENTAF



# DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT  
THE AIR FORCE ACHIEVEMENT MEDAL  
(FIRST OAK LEAF CLUSTER)  
HAS BEEN AWARDED TO

CAPTAIN MARGARET H. WITT


FOR

OUTSTANDING ACHIEVEMENT  
23 MARCH 1994 TO 30 MARCH 1994

## ACCOMPLISHMENTS

Captain Margaret H. Witt distinguished herself by outstanding achievement while assigned to 57th Aeromedical Evacuation Squadron, Scott Air Force Base, Illinois. Captain Witt responded to the inflight collision of a C-130 and F-16 aircraft at Pope Air Force Base, North Carolina on 23 March 1994. The first alert aircraft departed Scott Air Force Base within 1 hour of notification, exceeding the Air Force standard by 150 percent. Upon arrival at Pope Air Force Base, Captain Witt spent the next 12 hours at Womack Army Community Hospital helping to stabilize the critically injured Army personnel, many of whom had suffered 50 to 80 percent total body surface burns. Her efforts contributed directly to the rapid transport of these disaster victims to Brooke Army Medical Burn Center for definitive care. The distinctive accomplishments of Captain Witt reflect credit upon herself and the United States Air Force.

GIVEN UNDER MY HAND THIS 25th DAY OF July 1994

  
GREGORY J. ZENO, Colonel, USAF  
Commander, 375th Operations Group (AMC)



AF000746

DEPARTMENT OF THE AIR FORCE  
 HEADQUARTERS 375TH MISSION SUPPORT SQUADRON (AMC)  
 SCOTT AIR FORCE BASE, ILLINOIS 62225-5011

SPECIAL ORDER  
 GB-0145

01 AUG 94

By direction of the Secretary of the Air Force, and with the approval of the Commander, 375th Airlift Wing (AMC), each of the following is awarded the Air Force Achievement Medal for outstanding achievement during the period indicated. Award is effective on the close out date indicated.

GR	NAME	INCLUSIVE PERIOD	PAS CODE	OLC	COND
MAJ	ECKERMAN, JOSEPH G. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30	2	4
MAJ	MCLEMORE, CYNTHIA L. RDP DATE: 94 JUN 01	94 MAR 07 TO 94	SF1LFCRG MAY 31		4
MAJ	MURPHY, RONALD S. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30		4
CPT	FLEKAL, JULIA A. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30		4
CPT	HAGEMAN, CYNTHIA A. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30		4
CPT	MCCASKILL, CAROL L. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30		4
CPT	RALSTON, PAULA J. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30		4
CPT	SCHULTZE, ROBIN L. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30		4
CPT	WITT, MARGARET H. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30	1	4
TSG	ZITZELBERGER, RONALD A. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30	1	4
SSG	BATEMAN, MILES B. RDP DATE: 94 JUN 17	94 MAR 23 TO 94	SF1LFXSW MAR 30	2	4
SSG	BURRUS, ROBERT H. JR. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30	1	4
SSG	EFLETT, STANLEY R. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30	1	4
SGT	GLEADLE, TODD E. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30		4
SGT	GRAY, EDMOND V. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30		4
SGT	MCNAIR, JAMES R. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30	1	4
SGT	PEARSON, KELLY M. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30		4
SGT	RILEY, CHARLES J. RDP DATE: 94 JUN 08	94 MAR 23 TO 94	SF1LFXSW MAR 30	2	4

CITATION TO ACCOMPANY THE AWARD OF

THE AIR FORCE COMMENDATION MEDAL

TO

MARGARET H. WITT [REDACTED] FV

Captain Margaret H. Witt distinguished herself by meritorious service as Staff Nurse, Operating Room, 7100th Combat Support Wing Medical Center, Wiesbaden, Germany, from 7 June 1990 to 30 June 1992. During this period, Captain Witt's exceptional management of the General, Urology, and Plastic Surgery Services contributed immeasurably to the attainment of ultimate customer satisfaction. Captain Witt developed a comprehensive system for monitoring skill levels, and authored numerous lesson plans which greatly enhanced the staff's knowledge and technical abilities during a time of increased staff turnover. Her incessant commitment to excellence resulted in major contributions in achieving the medical center's mission while preparing operating room staff for casualties from Operations DESERT SHIELD and DESERT STORM. The distinctive accomplishments of Captain Witt reflect credit upon herself and the United States Air Force.

662

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 7100TH COMBAT SUPPORT WING (USAF)  
APO AE 091976

SPECIAL ORDER

GB-85

18 JUN 92

1. By direction of the President, the following is awarded the Meritorious Service Medal for meritorious service during the period indicated. The award is effective upon the closing date of the period of service indicated.

GRADE/NAME (OLC)	SSAN (LAST FIVE)	INCLUSIVE DATES	PAS	RDP/COND
MSG SADDLER, WALTER E. JR	***-*	25JUN89-31JUL92	WUODFBWS	7MAR92 1

2. By direction of the Secretary of the Air Force and with the approval of the Commander, 7100 CSW, (USAF), the following are awarded the Air Force Commendation Medal for meritorious service during the period indicated. Each award is effective upon the closing date of the period of service indicated.

GRADE/NAME (OLC)	SSAN (LAST FIVE)	INCLUSIVE DATES	PAS	RDP/COND
CPT MATIKIEWICZ, MOLLY A. (1)	***-*	25JUL90-30JUL92	WUODFBWS	4APR92 6
CPT PLANTE, PARKER P. (1)	***-*	20OCT90- 1SEP92	WUODFBWS	16MAY92 6
CPT WAKELEE, AMY L.	***-*	6JAN87-18MAY92	WUODFBWS	11APR92 6
CPT WITT, MARGARET H.	***-*	7JUN90-30JUN92	WUODFBWS	18APR92 6
SSG HUTCHINSON, PAUL	***-*	30JUL89-16NOV92	WUODFC8Q	23APR92 2
SSG JOHNSON, DOROTHY M. (1)	***-*	15AUG87-31AUG92	WUODFFQP	16APR92 1
SSG JOHNSON, STEVE (1)	***-*	14MAY90-13JUN92	WUODFGB5	7MAR92 6

FOR THE COMMANDER

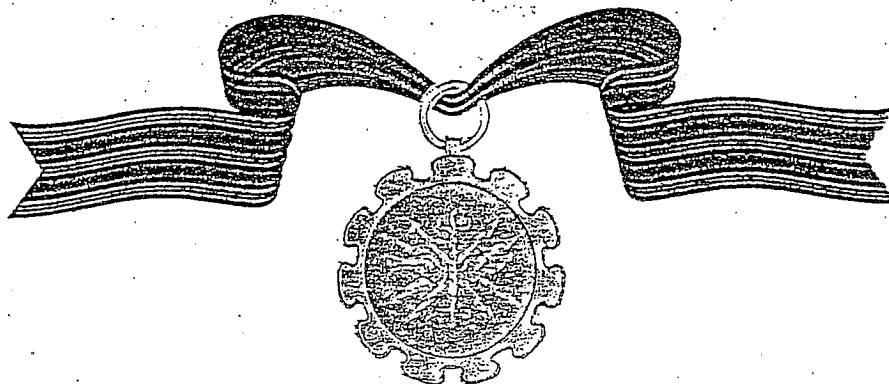


PEGGY A. HIGGINS, SMSgt, USAF  
Chief, Base Information Management

DISTRIBUTION:  
"LA"

SO GB-85





# DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT  
THE AIR FORCE ACHIEVEMENT MEDAL  
HAS BEEN AWARDED TO  
SECOND LIEUTENANT MARGARET H. WITT


FOR

OUTSTANDING ACHIEVEMENT  
15 JUNE 1988 TO 15 NOVEMBER 1988

## ACCOMPLISHMENTS

Second Lieutenant Margaret H. Witt distinguished herself as Health Promotion Coordinator, 93d Strategic Hospital, 93d Bombardment Wing, Castle Air Force Base, California. Lieutenant Witt established an effective Health Promotion Committee through interagency base-wide involvement. She spearheaded numerous projects for over 5,000 active duty personnel, their dependents, and retired beneficiaries. As chairperson of this Department of Defense directed program, she worked diligently to enhance education and awareness of healthful living which improved readiness, productivity, and morale.

GIVEN UNDER MY HAND THIS 31ST DAY OF JANUARY 1989

  
RICHARD D. MARTIN, Colonel, USAF  
Commander, 93d Bombardment Wing



AF000750

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 93D COMBAT SUPPORT GROUP (SAC)  
CASTLE AIR FORCE BASE, CALIFORNIA 95342-5065

SPECIAL ORDER  
G- 29

17 Feb 89

By direction of the Secretary of the Air Force, and with the approval of the Commander, 93D BMW (SAC), each of the following is awarded the AIR FORCE ACHIEVEMENT MEDAL for meritorious service during the period indicated. The award is effective on the TO date.

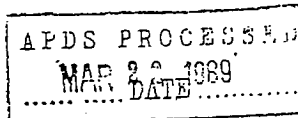
2LT WITT, MARGARET H., [REDACTED], 15 Jun 88 to 15 Nov 88, CHOSFDPN,  
RDP: 7 Dec 88; Condition 4.  
TSGT TESSMER, GARY R., [REDACTED], 25 Jun 88 to 10 Dec 88, CHOSFDDR,  
RDP: 25 May 88; Condition 4.  
SSGT GALLINA, LOUIS J. JR., [REDACTED], 14 Nov 86 to 27 Jan 89, CHOSFDSJ,  
RDP: 12 Oct 88; Condition 6.  
SSGT MCLELLAN, MERCEDES L., [REDACTED], 22 May 88 to 31 Oct 88, CHOSFH11, (10LC),  
RDP: 7 Dec 88; Condition 4.  
SGT ACOBA, DANCY D., [REDACTED], 8 Aug 85 to 10 Feb 89, CHOSFDLH,  
RDP: 14 Oct 88; Condition 2.  
SRA JAYNE, TERRIE J., [REDACTED], 16 Oct 86 to 10 Feb 89, CHOSF834,  
RDP: 3 Dec 88; Condition 2.  
A1C FODY, EUGENE H., [REDACTED], 8 Nov 86 to 27 Nov 88, CHOSFDXT,  
RDP: 7 Dec 88; Condition 6.  
A1C MCLAMB, ERNEST, [REDACTED], 12 Jul 87 to 18 Feb 89, CHOSFH11,  
RDP: 27 Dec 88; Condition 6.  
A1C WILSON, LARRY N., [REDACTED], 11 Jul 87 to 15 Feb 89, CHOSFDXT,  
RDP: 27 Dec 88; Condition 6.

FOR THE COMMANDER



PENNY D. MILLER, Captain, USAF  
Chief, Base Administration

DISTR "G"



DEPARTMENT OF THE AIR FORCE  
446th Aeromedical Evacuation Squadron (AFRES)  
1205 12th Street Northeast Suite 102W  
McChord Air Force Base, Washington 98438-1326

12 May 97

MEMORANDUM FOR 446 MSS/DPMPE

FROM: CC

SUBJECT: Combat Readiness Medal

IAW AFI 36-2803, Chapter 5, request the Combat Readiness Medal be awarded to the individuals listed below. These crewmembers have completed the required number of years of sustained professional performance IAW IMC 92-1, AMC SUP 1. Their qualifying periods are as follows:

<u>NAME</u>	<u>RANK</u>	<u>SSN</u>	<u>PERIOD</u>
Wilson, Toni J.	TSgt		900602-920601
			920602-940601
			940602-960601
Winger, Dennis R.	CMS		900602-920601
			920602-940601
			940602-960601
Witmer, Thomas	TSgt		900602-920601
			920602-940601
			940602-960601
Winslow, Kenneth H.	Cpt		900602-920601
			920602-940601
			940602-960601
Witt, Margaret	Cpt		920912-940911
			940912-960911
Zandstra, Marlene B.	Maj		900602-920601
			931008-951008



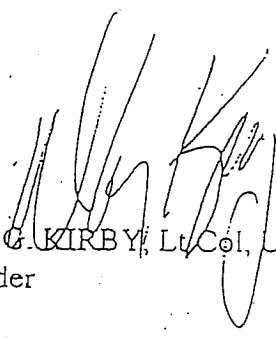
LINDA L. CARNEAL, Colonel, USAFR, NC  
Commander

1st Ind, to 446 AES/CC, 12 May 97, Subj; Combat Readiness Medal

446 OG/CC

MEMORANDUM FOR 446 MSS/DPMPE

Approved / Disapproved



DENNIS G. KIRBY, Lt Col, USAFR  
Commander

**SERVICE MEDAL AWARD VERIFICATION**

*(Continue on reverse, if necessary)*

NAME - FIRST MIDDLE INITIAL		GRADE	MEMBER'S INITIAL (Optional)
WITT MARGARET H		CAPT	
AWARD	OPERATION UNIT <i>(Each time the form is posted, the words "Last Entry" must be included after last item)</i>	INCLUSIVE PERIODS <i>(For additional instructions, see AFR 900-48)</i>	MEMBER'S INITIAL (Optional)
AFOWA	93 STRATEGIC HOSPITAL  7100 Combat Sup Wing Med CTR	01 JUN 88 - 30 JUN 90 SAC GA-052190  1 JUN 88 - 30 JUN 90 GA 065190	MHW
LAST ITEM			
SIGNATURE BLOCK OF PERSONS VERIFYING ELIGIBILITY		SIGNATURE	DATE
BARBARA L. BARLOW, TSgt, USAF NCOIC, AWARDS & DEC		<i>Barb Barlow</i>	30 Jan 94

RECEIVED CERTIFICATION IN NEONATAL RESUSCITATION

SELECTED BY SQUADRON TO ATTEND COURSE FOR ADVANCED TRAUMA LIFE SUPPORT CERTIFICATION --THE COURSE WAS CANCELED!

ASSISTED IN PLANNING OF SPECIAL MSN FOR NATO SURGEON GENERALS

INFO FROM LAST 3 YEARS FOR MSM

INITIAL RESPONDER TO POPE AIRCRASH  
HELPED TO STABILIZE PATIENTS IN HOSPITAL AS WELL AS ORGANIZE TRANSPORT  
(RECEIVED ACHIEVEMENT MEDAL FOR MISSION)  
-CAN GET DETAILS AND STATS IF CAN BE USED

MSN (MEDICAL)

--QUICK THINKING AND ACTION DURING INFLIGHT CARDIAC ARREST LEAD TO OUTSTANDING TEAM WORK DURING RESUSITATION EFFORTS OF PATIENT. CAPT WITT HAD THE FORTHOUGHT TO UTILIZE AN ADDITIONAL (ACLS)MEDICAL ATTENDANT TO ASSIST IN RUNNING THE CODE PROVIDING TOP NOTCH MEDICAL CARE.

--OUTSTANDING ASSESMENT SKILLS WHEN CARING FOR A DIABETIC PT EXPERIENCING A SEIZURE AND COMBATIVENESS ON THE AIRCRAFT. QUICK ACTION AND TREATMENT LEAD TO THE PROMPT RECOVERY OF THE PATIENT AND SAFE TRANSPORT OF ALL PATIENTS AND CREW IN A DANGEROUS SITUATION.

--CAPT WITT LEAD A QUICK AND CALM RESPONSE TO A COMBATIVE SEIZURE PATIENT. DUE TO HER QUICK ASSESMENT AND CREW COORDINATION THE PATIENT AND OTHER PASSENGERS WERE KEPT SAFE WHILE THE AIRCRAFT WAS DIVERTED TO A DESTINATION FOR EMERGENCY CARE. (THIS WAS A SEPARATE PT THAN THE ONE ABOVE)

--SAFELY TRANSPORTED AND INFANT FOR EMERGENCY SURGERY UTILIZING THE C-21 AIRCRAFT.

MSM (OPS)

--QUICK ASSESMENT AND DIRECTION IN AN EMERGENCY SITUATION ABOARD THE AIRCRAFT LEAD TO THE IMMEDIATE SAFE EVACUATION OF 20 PATIENTS(TWICE IN ONE MISSION!) CAPT WITT GRABBED THE EMERGENCY THERAPEUTIC OXYGEN BOTTLE ONBOARD THE AIRCRAFT FOR A PATIENT ON CONTINOUS OXYGEN, THUS ELIMINATING A POTENTIAL MEDICAL EMERGENCY AS WELL AND POSSIBLY SAVING THE PATIENTS LIFE.

--INSTRUMENTAL IN STARTING THE CREW RESOURCE MANAGEMENT TRAINING MISSIONS WITH THE 11AS.

RECOGNIZED IN ASEV AS "OUTSTANDING PERFORMER"

HELD NUMEROUS POSITIONS AT THE SQUADRON LEVEL IN LAST 3 YEARS

- LINE FLYER
- AECC LINE CALLER
- NOD (NURSE ON DUTY)- DRUG ROOM
- SCHEDULER
- INSTRUCTOR
- TRAINING OFFICER
- EVALUATOR

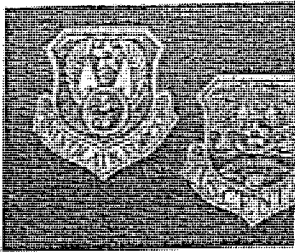
SELECTED TO REPRESENT SQUADRON FOR NUMEROUS PUBLIC/COMMUNITY EVENTS

- BRIEFED SEC OF AIR FORCE
- SELECTED TO BRIEF GEN SHALI--CANCELLED
- BRIEFED GEN RUTHERFORD
- LOCAL DIGNITARIES
- ROTC CADETS
- EXCHANGE STUDENTS FOR LOCAL UNIV.
- COMBAT CAMERA'S UPDATE OF AIR FORCE
- AMC/SCOTT PHOTO SHOOT (AND BASE DIRECTORY)
- BRIEFED SURGEON GENERALS WIVES AND STAFF
- SELECTED TO TRANSPORT ASTRONAUTS FROM SHUTTLE MSN

COMPLETED WING OFFICERS PROFESSIONAL DEVELOPMENT COURSE

COMMUNITY

- VOLUNTEER FOR AMERICAN CANCER SOCIETY
- MEMBER OF ASSOCIATION OF OPERATING ROOM NURSES
- VOLUNTEERED FOR NUMEROUS BASE BLOOD DRIVES WITH THE RED CROSS
- RECEIVED NUMEROUS LETTERS OF APPRECIATION FOR SERVICE AND PROFESSIONALISM FROM PATIENTS AND PASSENGERS -TO INCLUDE A FORMER CHIEF MASTER SERGEANT OF THE AIR FORCE.
- VOLUNTEER OFF DUTY TIME AT HOSPITAL PT DEPT
- DESIGNED 5 DIFFERENT PATCHES FOR NEW UNIT



# USCENTAF / UDPU DECORATION PROCESSING UNIT

GALLANT UNIT CITATION (GUC) AND MERITORIOUS UNIT AWARD (MUA) GUIDANCE

- [Award Status](#)
- [Directives & Policy](#)
- [Forms](#)
- [Citation Templates](#)
- [Unit Awards](#)
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NEW!

## Unit Awards

Unit	Award	Period	
<a href="#">193 SOW</a>	AFOUA w/Valor	23 Sep 01 - 30 Sep 02	<a href="#">* Click here to view subordinate uni</a>
<del><a href="#">320 AEW</a></del>	<del>AFOUA w/Valor</del>	<del>1 Mar 02 - 31 May 03</del>	<del><a href="#">* Click here to view subordinate uni</a></del>
<a href="#">332 AEW</a>	AFOUA w/Valor	19 Mar 03 - 1 May 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">379 AEW</a>	AFOUA w/Valor	1 Apr 03 - 31 Aug 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">380 AEW</a>	AFOUA w/Valor	1 Jun 02 - 31 May 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">386 AEW</a>	AFOUA w/Valor	1 Jun 02 - 31 May 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">410 AEW</a>	AFOUA w/Valor	1 Jan 03 - 21 May 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">40 AEW</a>	AFOUA w/Valor	10 Dec 02 - 1 May 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">376 AEW</a>	AFOUA w/Valor	4 Dec 01 - 31 Mar 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">153 AW</a>	AFOUA w/Valor	9 Oct 01 - 13 Oct 02	<a href="#">* Click here to view subordinate uni</a>
<a href="#">405 AEW</a>	AFOUA w/Valor	28 Dec 01 - 31 May 02	<a href="#">* Click here to view subordinate uni</a>
<a href="#">455 AEW</a>	AFOUA w/Valor	1 Nov 01 - 15 Sep 02	<a href="#">* Click here to view subordinate uni</a>
<a href="#">437 AW</a>	AFOUA w/Valor	11 Sep 01 - 30 Jun 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">455 AEW</a>	AFOUA w/Valor	16 Sep 02 - 15 Sep 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">484 AEW</a>	AFOUA w/Valor	24 Jan 03 - 15 Oct 03	<a href="#">* Click here to view subordinate uni</a>
<a href="#">621 AMOG</a>	AFOUA w/Valor	1 Jun 02 - 31 May 02	<a href="#">* Click here to view subordinate uni</a>

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 Last modified: 13 May, 2004 03:43:07 PM



**FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)**

**I. RATEE IDENTIFICATION DATA** (Read AFI 36-2406 carefully before filling in any item)

1. NAME (Last, First, Middle Initial) WITT, MARGARET H.		2. SSN [REDACTED]	3. GRADE MAJ (Non-EAD)	4. DAFSC X46F3
5. PERIOD OF REPORT From: 13 Apr 2004 Thru: 12 Apr 2005		6. NO. DAYS SUPERVISION 365	7. REASON FOR REPORT Annual	
8. ORGANIZATION, COMMAND, LOCATION 446th AEROMEDICAL EVACUATION SQUADRON (AMC) MCCHORD AIR FORCE BASE, WASHINGTON				9. PAS CODE T21LFLW0

**II. UNIT MISSION DESCRIPTION**

Augments active duty personnel in support of global patient movement requirements. Provides mission ready crews and ground support teams for contingency and peacetime operations. Upon notification to mobilize, deploys aeromedical evacuation crews, operations teams and supporting personnel with supporting assets to specified worldwide locations to perform both intertheater and intratheater aeromedical evacuation missions.

**III. JOB DESCRIPTION**

1. DUTY TITLE:

FLIGHT NURSE EXAMINER

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES:

Responsible for evaluating assigned flight nurses in performance of their crew duties. Serves as instructor to unqualified and noncurrent flight nurses. Responsible for care of patients being moved via aeromedical evacuation. Coordinates activities of the medical crew to accomplish patient care in flight as well as the safety of the patients and medical crew. Coordinates medical crew activities with the aircrew. SIGNIFICANT ADDITIONAL DUTY: Chief, Standards and Evaluation

**IV. IMPACT ON MISSION ACCOMPLISHMENT**

- Selected by Commander for Chief, Standards and Evaluation due to her extensive knowledge of mission flying regulations and her ability to manage and motivate squadron members to perform to their highest level
- Directly responsible for maintaining mission ready status of squadron members--all members tasked were current and qualified for deployment with no shortfalls; deployed locations noted outstanding performance
- Expertly managed transition of 84 flying personnel from MDS specific qualification to universal qualification
- Non-threatening, easily approachable, often sought out by squadron members for her depth of knowledge of the air evacuation mission and Air Force--extensive experience and people management skills valued by all
- Leader in achieving/maintaining clinical skills--certified in Advanced Cardiac Life Support before required of all flight nurses, Basic Life Support instructor, attended continuing education classes on burns and trauma

**V. PERFORMANCE FACTORS**

	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

VI. RATER OVERALL ASSESSMENT		RATEE NAME: WITT, MARGARET H.	
<ul style="list-style-type: none"> <li>- Dynamic senior nursing leader; recognized by peers for strong character, leadership skills and knowledge base</li> <li>- Committed to continuing squadron cohesion and morale; first in line to promote BBQ luncheons, softball games</li> <li>- Excellent role model of professional military officership, lifetime member of the Reserve Officer Association, sets the standard for professional conduct for junior officers and fellow peers to emulate for career success</li> <li>- Recognized by her peers for her expertise in flight evaluations; creatively develops realistic scenarios that test and tax the member to perform at their maximum level--scenarios drawn from wartime, real life experience</li> <li>- Knows and understands worth and dignity of subordinates and successfully integrates human element into daily management--stimulates creative effort in others by providing a challenging learning environment</li> <li>- Remarkable leader--exceeds expectations, achieves the unexpected and seeks out the best in other members</li> </ul>			
Last performance feedback was accomplished on: <u>20 Oct 2004</u> (Consistent with the direction in AFI 36-2406. If not accomplished, state the reason.)			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION THOMAS M. HANSEN, Major, USAFR, NC 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, WA		DUTY TITLE Chief of Stan/Eval	DATE 10 Jul 2006
		SSN [REDACTED]	SIGNATURE <i>Thomas M Hansen</i>
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
<ul style="list-style-type: none"> <li>- Exceptional flight nurse with superb clinical skills in the aeromedical evacuation patient movement system</li> <li>- Always ready to volunteer and support the mission whether in-garrison at home station or a deployed location</li> <li>- Exhibited remarkable leadership skills as Chief of Stan Eval, meticulously monitoring crew members currency, qualification and proficiency--ensuring 100% of squadron taskings met and outstandingly performed</li> <li>- Passion for excellence; high regard for having unquestionable integrity, leadership and professionalism</li> </ul>			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION JANETTE L. MOORE-HARBERT, LTC, USAFR, NC 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, WA		DUTY TITLE Commander	DATE 11 Jul 2006
		SSN [REDACTED]	SIGNATURE <i>Janette Moore</i>
VIII. REVIEWER		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION ERIC W. CRABTREE, Brig Gen, USAFR 446th Airlift Wing (AMC) McChord Air Force Base, WA		DUTY TITLE Commander	DATE JUL 21 2006
		SSN [REDACTED]	SIGNATURE <i>Eric W. Crabtree</i>
<p><b>Instructions</b></p> <p>All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.</p> <p>Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.</p> <p>Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p>Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.</p>			
IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate review by marking the appropriate box(es) if applicable.)		<input type="checkbox"/> ACQUISITION EXAMINER	<input type="checkbox"/> FUNCTIONAL EXAMINER
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		SIGNATURE	AIR FORCE ADVISOR DATE

**PROMOTION RECOMMENDATION**

**I. RATEE IDENTIFICATION DATA** (Read AFI 36-2406, Officer and Enlisted Evaluation Systems, carefully before filling in any item)

1. NAME (Last, First, Middle Initial) WITT, MARGARET H.	2. SSN [REDACTED]	3. GRADE Maj Non-EAD	4. DAFSC X46F3
5. ORGANIZATION, COMMAND, LOCATION 446th AEROMEDICAL EVACUATION SQUADRON (AMC), McCHORD AFB, WA			6. PAS CODE T21LFLW0

**II. UNIT MISSION DESCRIPTION**

Augments active duty personnel in support of global patient movement requirements. Provides mission ready crews and ground support teams for contingency and peacetime operations. Upon notification to mobilize, deploys aeromedical evacuation crews, operations teams and supporting personnel with supporting assets to specified worldwide locations to perform both intertheater and intratheater aeromedical evacuation missions.

**III. JOB DESCRIPTION**

1. DUTY TITLE:  
FLIGHT NURSE

2. KEY DUTIES, TASKS, RESPONSIBILITIES:  
Responsible for care of patients being moved via aeromedical evacuation. Coordinates activities of the medical crew to accomplish patient care in flight, as well as the safety of the patients and medical crew. Coordinates medical crew activities with the aircrew. **SIGNIFICANT ADDITIONAL DUTY:** Chief, Standards and Evaluation.

**IV. PROMOTION RECOMMENDATION**

- Member has been unable to participate since November 2004, due to a pending administrative discharge
- First DOD Base Health Promotions Officer for 6,000 active duty and 19,000 other beneficiaries at Castle AFB
- Operating Room nurse in charge of Flying Ambulance Surgical Trauma Team at Wiesbaden Germany, 1990-2
- Hand picked in 1993 to brief General Shalikashvili and SECAF Widnall on Global Aeromedical Evacuation
- Selected in 1993 as Medical Crew Director to retrieve NASA astronauts after shuttle landing at Edwards AFB
- Specifically rated as "Excellent" performer by AMC Chief of Stan Eval during 15th AF Stan Eval visit in 1994
- Medical Crew Director of initial crew dispatched to Pope AFB in response to multiple aircraft disaster, 1994
- Deployed in support of operations SOUTHERN WATCH and ENDURING FREEDOM flawlessly executing seven demanding missions on three different aircraft under austere conditions including multiple urgent patients

<b>V. PROMOTION ZONE</b>	<b>VI. GROUP SIZE</b>	<b>VII. BOARD</b>	<b>VIII. SENIOR RATER ID</b>
BPZ <input type="checkbox"/> I/APZ <input type="checkbox"/>		V0507A	0M4T2

<b>IX. OVERALL RECOMMENDATION</b>  DEFINITELY PROMOTE <input type="checkbox"/>  PROMOTE <input type="checkbox"/>  DO NOT PROMOTE THIS BOARD <input checked="" type="checkbox"/>	<b>X. SENIOR RATER</b>	
	NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION ERIC W. CRABTREE, Brig Gen, USAFR 446th Airlift Wing (AMC) McChord Air Force Base, Washington	
	DUTY TITLE Commander	
	SSN [REDACTED]	SIGNATURE <i>Eric W. Crabtree</i>

**Senior Rater:**  
Review previous OERs, OPRs, Education/Training Reports, and Supplemental Evaluation Sheets. May consider other reliable information that is not contained in the record of performance when completing the PRF. Evaluate the officer's performance and assess his or her potential. Write Promotion Recommendation (Section IV) in concise "bullet" format. Enter only the last four numbers of senior rater's SSN. Provide an accurate unbiased assessment free from consideration of race, sex, ethnic origin, age, religion, or marital status. Provide the officer a copy of this report approximately 30 days prior to the board for which this report is prepared.

**Officer:**  
Review record of performance, Officer Pre-Selection Brief, and PRF for accuracy. Prior to your board convening date, you must contact your senior rater to discuss if your PRF is not accurate, omits pertinent information or has an error. If your senior rater concurs, there are procedures to correct prior to the board (reference 36-2406, chapter 8). Per DOD Directive 1320.11, *Special Selection Boards*, paragraph 4.3., a supplemental promotion board "shall not consider any officer who might, by maintaining reasonably careful records, have discovered and taken steps to correct that error or omission on which the original board based its decision

**FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)**

RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial)	2. SSN	3. GRADE	4. DAFSC
Witt, Margaret H.	[REDACTED]	MAJ (Non-EAD)	X46F3
5. PERIOD OF REPORT		6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 13 Apr 2003	Thru: 12 Apr 2004	366	Annual
8. ORGANIZATION, COMMAND, LOCATION			9. PAS CODE
446TH AEROMEDICAL EVACUATION SQUADRON (AMC), MCCORD AFB			T21LFLW0

**II. UNIT MISSION DESCRIPTION**  
 Augments active duty personnel in intertheater patient movements and provides integrated trained crews for contingency operations. Upon notification to mobilize, deploys aeromedical evacuation crews and supporting personnel with supporting assets to specified worldwide locations to perform flying strategic aeromedical evacuation missions.

**III. JOB DESCRIPTION**  
 1. DUTY TITLE:  
 FLIGHT NURSE EXAMINER  
 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES:  
 Responsible for evaluating assigned flight nurses in performance of their crew duties. Serves as instructor to unqualified and noncurrent flight nurses. Responsible for care of patients being moved via aeromedical evacuation. Coordinates activities of the medical crew to accomplish patient care in flight, as well as the safety of the patients and medical crew. Coordinates medical crew activities with the aircrew. **SIGNIFICANT ADDITIONAL DUTY:** Officer in Charge (OIC) of Ground Training. Provides guidance and direct assistance to squadron members on the transition to the C-17 aircraft, as well as certification on six other opportune aircraft

**IV. IMPACT ON MISSION ACCOMPLISHMENT**

- Outstanding Mission Manager-Coordination with Aircraft Commander, Medical Crew of 10 and 50 Duty PAX for seamless transitions during training mission with three RONs, three hotel changes and two aircraft changes
- Performed five months of additional active duty to support squadron during increased operational tempo
- Exhibits excellent knowledge of all aspects of worldwide aeromedical evacuation operations and policies
  - Volunteered as OIC of flight scheduling for training and operational missions to assure readiness
  - Responsible for launch and recovery for all unit training and operational missions during 5-month period
  - Maintained continuity in mission readiness and worldwide patient movement by assuring unit annual tour positions and responsibilities were filled in a timely manner in a time of significantly less available flyers
- Requalified rapidly following surgery and rehab from injury while deployed to Southwest Asia

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

VI. RATER OVERALL ASSESSMENT

RATEE NAME: Witt, Margaret H.

- As OIC of Ground Training, demonstrated excellent organizational and management skills by coordinating training and availability of airframes for certification of all squadron flyers on six different opportune aircraft
- Instrumental in communicating and coordinating with multiple other aeromedical units for cross-certification opportunities increasing overall worldwide capabilities and mission readiness of each squadron member
- Excellent mentor--created multiple unique training scenarios for students in initial upgrade training and requalification--often sought out by peers for advice on career advancement and educational opportunities
- Created oversheets for certifications and training to streamline process and assure continuity of documentation
- Takes on new responsibilities--stepped up to create schedule and bid for quarterly mission buys to assure quality training opportunities would be provided for returning deployed, and remaining, squadron members

Last performance feedback was accomplished on: 12 Oct 2003 (Consistent with the direction in AFI 36-2406. If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION

KENNETH H. WINSLOW, Major, USAFR  
446th Aeromedical Evacuation Squadron (AMC)  
McChord Air Force Base, Washington

DUTY TITLE

Flight Nurse Examiner-Ch, Aircrew Trng

DATE

15 MAY 2004

SSN

SIGNATURE

*[Signature]*

VII. ADDITIONAL RATER OVERALL ASSESSMENT

CONCUR

NONCONCUR

- Outstanding squadron and Air Force representative--hand picked to coordinate humanitarian mission and patient transport with multiple civilian, military, government and DOD agencies assuring continuity of care
- Recognized leader--submitted by peers and selected by superiors as Officer of the Quarter Spring of 2003
- Voluntarily assumed overall responsibility for multiple sections within the squadron during unit mobilization assuring continuity and standards were maintained for new students, continuation training, and evaluations

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION

THOMAS M. HANSEN, Major, USAFR, NC  
446th Aeromedical Evacuation Squadron (AMC)  
McChord Air Force Base, Washington

DUTY TITLE

Flight Nurse Examiner-Flt Cmdr, Training

DATE

15 MAY 2004

SSN

SIGNATURE

*Thomas M Hansen*

VIII. REVIEWER

CONCUR

NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION

ERIC W. CRABTREE, Colonel, USAFR  
446th Airlift Wing (AMC)  
McChord Air Force Base, Washington

DUTY TITLE

Commander

DATE

MAY 18 2004

SSN

SIGNATURE

*Eric W. Crabtree*

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME; advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR

(Indicate review by marking the appropriate box(es) if applicable.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION

SIGNATURE

ACQUISITION EXAMINER

FUNCTIONAL EXAMINER

AIR FORCE ADVISOR  
AF000762

DATE

**FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ *argu COL*)**

<b>I. RATEE IDENTIFICATION DATA</b> <i>(Read AFI 36-2406 carefully before filling in any item)</i>			
NAME <i>(Last, First, Middle Initial)</i> WITT, MARGARET H.	2. SSN [REDACTED]	3. GRADE MAJ (Non-EAD)	4. DAFSC X46F3
5. PERIOD OF REPORT From: 13 Apr 2002   Thru: 12 Apr 2003		6. NO. DAYS SUPERVISION 365	7. REASON FOR REPORT Annual
8. ORGANIZATION; COMMAND, LOCATION 446TH AEROMEDICAL EVACUATION SQUADRON (AMC), MCCORD AFB WA			9. PAS CODE T21LFLW0
<b>II. UNIT MISSION DESCRIPTION</b>			
Augments active duty personnel in intertheater patient movements and provides integrated trained crews for contingency operations. Upon notification to mobilize, deploys aeromedical evacuation crews and supporting personnel with supporting assets to specified worldwide locations to perform flying strategic aeromedical evacuation missions.			
<b>III. JOB DESCRIPTION</b>			
1. DUTY TITLE: FLIGHT NURSE EXAMINER			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for evaluating assigned flight nurses in performance of their crew duties. Serves as instructor to unqualified and noncurrent flight nurses. Responsible for care of patients being moved via aeromedical evacuation. Coordinates activities of the medical crew to accomplish patient care in flight, as well as the safety of the patients and medical crew. Coordinates medical crew activities with the aircrew. <b>SIGNIFICANT ADDITIONAL DUTY:</b> Officer in charge (OIC) of Ground Training. Provides guidance and direct assistance to squadron members on the transition to the C-17 aircraft, as well as certification on four other opportune aircraft used for aeromedical evacuation (AE).			
<b>IV. IMPACT ON MISSION ACCOMPLISHMENT</b>			
- Volunteered for duty in support of operations SOUTHERN WATCH and ENDURING FREEDOM -- Voluntarily filled additional Air Expeditionary Force rotations on short notice assuring AE readiness -- Responsible for care on seven missions utilizing three different aircraft in an austere environment -- Safely and expeditiously transported over 75 patients and 150 passengers--provided life saving care to several critical cardiac patients, an urgent head trauma patient, and a severe hand trauma patient -- Excellent crew communication and coordination during transfer of 27 injured soldiers, including one urgent and four priority patients, and medical equipment to C-17 from C-130 aircraft with minimal ground times; resulting in safe, rapid transport for life saving treatment and definitive medical care - Unprecedented AE knowledge base--sought out by peers and numerous Critical Care Team members			
<b>V. PERFORMANCE FACTORS</b>	<b>DOES NOT MEET STANDARDS</b>		<b>MEETS STANDARDS</b>
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

**VI. RATER OVERALL ASSESSMENT**

RATEE NAME: **WITT, MARGARET H.**

- As OIC of Ground Training ensured rapid qualification of 100 percent of personnel on C-17 aircraft
- Volunteered to certify aeromedical evacuation crew members (AECMs) from numerous other squadrons on C-17, C-130 and C-141 aircraft, expanding mission capabilities for worldwide aeromedical evacuation
- Sets the example by seeking out and maintaining certification on three potential opportune aircraft for AE
- Demonstrates exceptional nursing, crew and mission management skills in all environments
  - Provided life saving medical aid for acutely-ill DOD civilian who collapsed on board World Airways
  - Utilized excellent mission management skills to coordinate with civilian pilot and crew members for diversion of aircraft back to Bahrain for immediate off-load and transport of patient for life saving care
  - Provided emergency medical treatment for airman during a structure fire potentially saving eyesight

Last performance feedback was accomplished on: 23 May 2002 (Consistent with the direction in AFI 36-2406.)  
 (If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION KENNETH H. WINSLOW, Major, USAFR 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Flight Nurse Examiner-Ch, Aircrew/Trng	DATE 12 May 2003
	SSN [REDACTED]	SIGNATURE <i>Kenneth H. Winslow</i>

**VII. ADDITIONAL RATER OVERALL ASSESSMENT**

CONCUR  NONCONCUR

- Seeks opportunities to interact with local agencies to promote community relationships and understanding
  - Volunteer speaker for over 100 elementary school students and parents from kindergarten to fifth grade
- Prepared a presentation for over 175 members of the 320 EAES on body mechanics and lifting techniques to assure safety of all AECMs performing at a high tempo of operations in an austere environment
- Recognized as key participant in overall excellent rating for Aircrew Standardization and Evaluation Visit

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION THOMAS M. HANSEN, Major, USAFR, NC 5th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Flight Nurse Examiner-Flight Commander Training	DATE 18 Jun 2003
	SSN [REDACTED]	SIGNATURE <i>Thomas M. Hansen</i>

**VIII. REVIEWER**

CONCUR  NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION DENNIS P. O'DONOGHUE, COL, USAFR 446th Airlift Wing (AMC) McChord Air Force Base, Washington	DUTY TITLE Commander	DATE JUL 27 2003
	SSN [REDACTED]	SIGNATURE <i>Dennis P. O'Donoghue</i>

**Instructions**

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

**ACQUISITION EXAMINER/AIR FORCE ADVISOR**

(Indicate applicable review by marking the appropriate box(es).)

ACQUISITION EXAMINER  
(If applicable)

AIR FORCE ADVISOR  
(If applicable)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE
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**FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)**

RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)

1. NAME (Last, First, Middle Initial) WITT, MARGARET H.	2. SSN [REDACTED]	3. GRADE MAJ (Non-EAD)	4. DAFSC X46F3
5. PERIOD OF REPORT From: 13 Apr 2001   Thru: 12 Apr 2002	6. NO. DAYS SUPERVISION 232	7. REASON FOR REPORT Annual	
8. ORGANIZATION, COMMAND, LOCATION 446TH AEROMEDICAL EVACUATION SQUADRON (AMC), MCCHORD AFB WA			9. PAS CODE T21LFLW0

**II. UNIT MISSION DESCRIPTION**  
 Augments active duty personnel in intertheater patient movements and provides integrated trained crews for contingency operations. Upon notification to mobilize, deploys aeromedical evacuation crews and supporting personnel with supporting assets to specified worldwide locations to perform flying strategic aeromedical evacuation missions.

**III. JOB DESCRIPTION**

1. DUTY TITLE:  
**FLIGHT NURSE EXAMINER**

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for evaluating assigned flight nurses in performance of their crew duties. Serves as instructor to unqualified and noncurrent flight nurses. Responsible for care of patients being moved via aeromedical evacuation (AE). Coordinates activities of the medical crew to accomplish patient care in flight as well as oversee the safety of the patients and medical crew. Coordinates medical crew activities with the aircrew. **SIGNIFICANT ADDITIONAL DUTY:** OIC of Ground Training. Provides guidance and direct assistance to squadron members on the transition to the C-17 aircraft weapons system.

**IV. IMPACT ON MISSION ACCOMPLISHMENT**

- Medical Crew Director for operational mission of 15 patients from Rhein Main Germany to Andrews AFB
- Provided mission coordination and support between ASF and AES support personnel and flight crew; ensured safe and efficient patient on-load and transport from alternate airfield under austere conditions
- Safely and expeditiously transported over 145 simulated casualties during Operation Seahawk 2001
- Provided essential crew coordination and guidance for rapid, seamless combat loading of C-17 aircraft to full capacity of 60 simulated combat casualties using minimal ground time
- Extensive knowledge and experience made her the number one candidate to be OIC of Ground Training
- Coordinated and implemented rapid upgrade training with new requirements to transition to the C-17 aircraft--over 50 percent of squadron flyers certified within first month of C-17 as the primary aircraft

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills [REDACTED]	<input type="checkbox"/>	<input checked="" type="checkbox"/>



VI. RATER OVERALL ASSESSMENT

RATEE NAME: WITT, MARGARET H.

- Strives to help AE improve quality of care by participating in cutting edge training opportunities
- Coordinated and supervised training and certification for eight C-130 aircrew members from a sister AE unit on C-17 aircraft during Seahawk 2001--expanded overall mission capabilities and readiness
- As Flight Nurse Instructor/Examiner, trained, certified, and qualified over 35 aircrew members from other active duty AF, AF Reserve, and ANG units on C-141 and C-17 aircraft
- Pursued opportunity for hands-on training aboard the Civil Reserve Air Fleet aircraft with new aeromedical evacuation equipment and expanded setup and configuration being tested
- Oriented a class of 20 Critical Care Air Transport Team students to C-17 aircraft--improved crew resource management (CRM) of patient care capabilities with AE crew and likelihood of overall mission success

Last performance feedback was accomplished on: 20 Sep 2001 (Consistent with the direction in AFI 36-2406.)  
 (If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION KENNETH H. WINSLOW, Major, USAFR, NC 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Flight Nurse Examiner-Ch. Aircrew Trng	DATE 6 May 2002
	SSN [REDACTED]	SIGNATURE <i>Kenneth H. Winslow</i>

VII. ADDITIONAL RATER OVERALL ASSESSMENT

CONCUR  NONCONCUR

- Assisted Brooks AFB research team to test a new aeromedical patient pallet system designed to increase C-17 patient load capacity to expand opportunities for more safe and efficient global patient movement
- Lauded by peers and subordinates as a team leader with extensive aeromedical and systems knowledge
- Excellent risk manager; using CRM, recognized potential patient care and equipment issues prior to on-load during exercise mission--optimized patient care capabilities and avoided time consuming changes

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION THOMAS M. HANSEN, Major, USAFR, NC 16th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Flight Nurse Examiner-Flight Commander Training	DATE 6 May 2002
	SSN [REDACTED]	SIGNATURE <i>Thomas M. Hansen</i>

VIII. REVIEWER

CONCUR  NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION THOMAS M. GISLER, JR., Colonel, USAFR 446th Airlift Wing (AMC) McChord Air Force Base, Washington	DUTY TITLE Commander	DATE 11 Jun 2002
	SSN [REDACTED]	SIGNATURE <i>Thomas M. Gislser</i>

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

ACQUISITION EXAMINER/AIR FORCE ADVISOR

(Indicate applicable review by marking the appropriate box(es).)

ACQUISITION EXAMINER  
(If applicable)

AIR FORCE ADVISOR  
(If applicable)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE AF000766
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**FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)**

**RATEE IDENTIFICATION DATA** (Read AFI 36-2406 carefully before filling in any item)

1. NAME (Last, First, Middle Initial) Witt, Margaret H.		2. SSN [REDACTED]	3. GRADE MAJ (Non-EAD)	4. DAFSC X46F3
5. PERIOD OF REPORT From: 13 Apr 2000 Thru: 12 Apr 2001		6. NO. DAYS SUPERVISION 365	7. REASON FOR REPORT Annual	
8. ORGANIZATION, COMMAND, LOCATION 446TH AEROMEDICAL EVACUATION SQUADRON (AMC), MCCHORD AFB WA				9. PAS CODE T21LFLW0

**II. UNIT MISSION DESCRIPTION**  
 Augments active duty personnel in intertheater patient movements and provides integrated trained crews for contingency operations. Upon notification to mobilize, deploys aeromedical evacuation crews and supporting personnel with supporting assets to specified worldwide locations to perform flying strategic aeromedical evacuation missions.

**III. JOB DESCRIPTION**

1. DUTY TITLE:  
**FLIGHT NURSE EXAMINER**

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for evaluating assigned flight nurses in the performance of their crew duties. Serves as instructor to unqualified and noncurrent flight nurses. Responsible for care of patients being moved via aeromedical evacuation (AE). Coordinates activities of the medical crew to accomplish patient care in flight as well as the safety of the patients and medical crew. **SIGNIFICANT ADDITIONAL DUTY:** OIC, Weight Management/Physical Fitness Section.

**IV. IMPACT ON MISSION ACCOMPLISHMENT**

- Demonstrates extensive knowledge of aeromedical evacuation, mission management, and patient care
- Safely and expeditiously transported over 70 routine, urgent, and priority patients and their attendants
- Augmented active duty crew providing timely and efficient transport of 30 routine and 2 urgent patients
- Recognized need for and initiated action plan to divert C-9 aircraft to pick up critically ill "urgent" patient
- Plan allowed for aircraft-to-aircraft transfer of patient ensuring expedient return for needed treatment
- Ensured rapid transfer of patient to meet crew duty day constraint while eliminating treatment delays
- Expanded and improved unit mission capabilities by voluntarily training and qualifying on C-130 aircraft
- Utilized flight instructor training and leadership to direct and lead two 5-member annual tour flight crews
- Volunteered as MCD and Flight Nurse (FN) on all 3 tactical contingency missions during Steadfast VII

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills [REDACTED]	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**VI. RATER OVERALL ASSESSMENT**

RATEE NAME: Witt, Margaret H.

- Continuously expanding personal and squadron member knowledge, increasing unit and force readiness
- Provided expeditious upgrade training and qualification for thirty squadron members on secondary aircraft
- Key instructor in certification and training of members of 4 aeromedical squadrons on new C-17 aircraft
- Supported FN with critical guidance for mission management and preparation for transport of critically ill newborn, allowing for seamless transition from hospital to aircraft to destination facility for required care
- Instrumental in providing numerous key scenarios for use in both training environments and checkrides
- Ensured realistic training for aircraft and patient emergencies as Mission Crew Coordinator for 10 flights
- Develops goal-oriented objectives and provides positive guidance for section member succession planning
- Maintains professional nursing certifications to include ACLS, BCLS Instructor, ABLS and ENPC

Last performance feedback was accomplished on: 18 Nov 2000 (Consistent with the direction in AFI 36-2406.)  
 (If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION DEAN M. WAGNER, Lt Col, USAFR, MSC 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Health Svcs Admin--Flight Commander Op	DATE 19 Apr 2001
	SSN [REDACTED]	SIGNATURE <i>Dean M Wagner</i>

**VII. ADDITIONAL RATER OVERALL ASSESSMENT**

CONCUR  NONCONCUR

- OIC, Weight Management/Physical Fitness Section, ensuring readiness for all unit members
- Used TQM methods to improve statistical measurements and meet squadron weight management goals
- Implemented revisions to weight management measurement process as directed by updated requirements
- Lauded for providing outstanding leadership and organizational skills during ASEV flight evaluation
- Key participant in three multi-command, contingency exercises expanding squadron and force readiness

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION LINDA L. CARNEAL, Colonel, USAFR, NC 46th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Commander	DATE 19 Apr 2001
	SSN [REDACTED]	SIGNATURE <i>Linda Carneal</i>

**VIII. REVIEWER**

CONCUR  NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION THOMAS M. GISLER, JR., Colonel, USAFR 446th Airlift Wing (AMC) McChord Air Force Base, Washington	DUTY TITLE Commander	DATE 5 May 2001
	SSN [REDACTED]	SIGNATURE <i>Thomas M Gisl</i>

**Instructions**

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

**X. ACQUISITION EXAMINER/AIR FORCE ADVISOR**

(Indicate applicable review by marking the appropriate box(es).)

ACQUISITION EXAMINER  
(If applicable)

AIR FORCE ADVISOR  
(If applicable)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE
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**FIELD GRADE OFFICER PERFORMANCE REPORT**

**PERSONNEL IDENTIFICATION DATA** (Read AFI 36-2402 carefully before filling in any item)

1. NAME (Last, First, Middle Initial) <b>WITT, MARGARET H.</b>		2. SSN [REDACTED]	3. GRADE <b>MAJ (NON-EAD)</b>	4. DAFSC <b>X46F3</b>
5. PERIOD OF REPORT From: <b>13 Apr 1999</b> Thru: <b>12 Apr 2000</b>		6. NO. DAYS SUPERVISION <b>366</b>	7. REASON FOR REPORT <b>Annual</b>	
8. ORGANIZATION, COMMAND, LOCATION <b>446TH AEROMEDICAL EVACUATION SQUADRON (AMC), MCCHORD AFB WA</b>				9. PAS CODE <b>T21LFLW0</b>

**II. UNIT MISSION DESCRIPTION**  
 Augments active duty personnel in intertheater patient movements and provides integrated trained crews for contingency operations. Upon notification to mobilize, deploys aeromedical evacuation crews and supporting personnel with supporting assets to specified worldwide locations to perform flying strategic aeromedical evacuation missions.

**III. JOB DESCRIPTION**  
 1. DUTY TITLE:  
**FLIGHT NURSE EXAMINER**  
 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for evaluating assigned flight nurses in performance of their crew duties. Serves as instructor to unqualified and noncurrent flight nurses. Responsible for care of patients being moved via aeromedical evacuation (AE). Coordinates activities of the medical crew to accomplish patient care in flight as well as the safety of the patients and medical crew. Coordinates medical crew activities with the aircrew. **SIGNIFICANT ADDITIONAL DUTY:** OIC, Weight Management and Physical Fitness.

**IV. IMPACT ON MISSION ACCOMPLISHMENT**  
 - My most effective, productive flight nurse examiner--respected and admired for leadership skills  
 - Squadron's "come to" person; the one we all seek out when there are system or procedure questions  
     -- flew three missions during STEADFAST VI; provided model transport of casualties  
     -- Demonstrated superior crew communication and coordination while interfacing with two air evacuation squadrons and the Army Medivac System--ensured safe, expeditious patient transfers  
     -- Obtained certification on C-130 aircraft, improving overall readiness and mobility capabilities of unit  
 - Superior skills and knowledge reflected in fact she was handpicked to be in first group qualified on C-17  
     -- Instructed and evaluated over 10 new crew members in aeromedical evacuation procedures in C-17  
     -- Led effort to ensure safe, rapid, and efficient transition of unit members from C-141 to C-17

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**VI. RATER OVERALL ASSESSMENT**

- Key member of unit leadership; dedicated, hardworking, and driven to success--well liked by all members Manifestly improved unit's readiness mission by completing Advanced Burn Life Support Course
- Exceptional trainer--during operational mission transported critically ill patient and Critical Care Air Transport Team (CCATT); provided infection control training, averting cross contamination
- Avid supporter of Air Force Reserve recruiting and retention efforts; volunteers to fly vital employer orientation missions--employers comment glowingly on her professionalism, dedication, and knowledge
- OIC of Weight Management and Physical Fitness; lauded for organization's compliance
- Comprehensive knowledge of in-flight medical care has resulted in numerous lives saved or improved
- Superior leadership and officership skills demand further challenges; she will succeed

Last performance feedback was accomplished on: 25 Oct 1999 (consistent with the direction in AFI 36-2402.)  
 (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION DEAN M. WAGNER, Maj, USAFR, MSC 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Health Services Admin-Flight Commander Support	DATE 27 Apr 2000
	SSN [REDACTED]	SIGNATURE <i>Dean M Wagner</i>

<b>VII. ADDITIONAL RATER OVERALL ASSESSMENT</b>	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
- Dynamic leader; excellent officership coupled with exceptional knowledge of AE mission and patient care - Demonstrated superior crew communication and coordination as OIC, annual tour to Hickam AFB -- As Medical Crew Director for mission alerted to American Samoa for heart attack patient, due exclusively to her efforts, launched in one hour of notification, averted life-threatening complications - Excellent flight nurse examiner, recommend assignment to leadership position in Training Flight		

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION LINDA L. CARNEAL, Colonel, USAFR, NC 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Commander	DATE 27 Apr 2000
	SSN [REDACTED]	SIGNATURE <i>Linda L Carneal</i>

<b>VIII. REVIEWER</b>	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION ALAN M. MITCHELL, Colonel, USAFR 446th Airlift Wing (AMC) McChord Air Force Base, Washington	DUTY TITLE Commander	DATE 4 May 00
	SSN [REDACTED]	SIGNATURE <i>Alan Mitchell</i>

**Instructions**

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<b>I. ACQUISITION EXAMINER/AIR FORCE ADVISOR</b> (Indicate applicable review by marking the appropriate box(es).)	<input type="checkbox"/> ACQUISITION EXAMINER (If applicable)	<input type="checkbox"/> AIR FORCE ADVISOR (If applicable)
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NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE