

PERSPECTIVE

THE PHILIPPINE AIR FORCE AIR POWER JOURNAL

VOLUME 2020



**AIR POWER ELEMENT:
THE AIR FORCE RESPONSE TO
GLOBAL OUTBREAK**

PERSPECTIVE

The Philippine Air Force Journal Volume 2020

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EDITOR'S NOTE

To “Heal as One” was and still is the rallying point of the Philippine Air Force’s role in the government’s ongoing efforts to contain and control an unseen enemy. The threat of the COVID-19 pandemic forced the implementation of drastic measures and community quarantine to stop the spread of the deadly virus. Establishments were forced to shut down, health protocols were strictly observed, alternative work arrangements were implemented, and the vulnerable young and old were kept off the streets. All kinds of the movement were in freeze while hospitals filled to the brim.

With the rampant disruption caused by the pandemic, the men and women of the PAF did not cease to deliver selfless service as they showcased their Diwa, Galing at Malasakit during these unprecedented times. Thus, the PAF increased its civic missions that are focused on transporting COVID-19 related equipment such as swab specimens, virus testing kits, blood bank reagents, medical supplies, and Personal Protective Equipment (PPE).

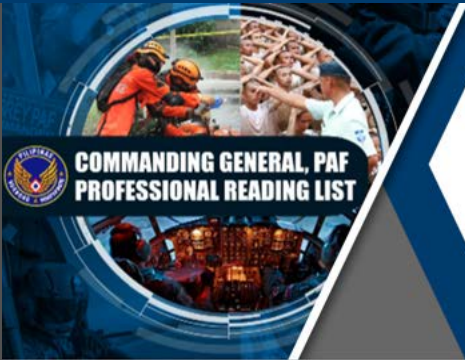
The “New Normal” may change everything, but some things remain, such as the complexity in our security environment. The theme “Air Power Element: The Air Force Response to a Global Outbreak,” highlights the diverse and unconventional role of the PAF in conducting missions despite the pandemic. Articles in this journal are centered primarily on the mitigation solutions that the PAF Units instigate for the continuity of operations. Most of the articles showcase the AETDC support functions in combating the pandemic to deliver a dynamic, progressive, and innovative education, training, and doctrines for the PAF. Although tasks are demanding and challenging, the PAF will continue to be heroes that can overcome the direst of situations.

The Air Warfare Center encourages PAF personnel to submit articles that promote Air Power and will be of significance to the PAF. If you would like to request a copy or have any comments or suggestions in this journal, you may email us at topspeed account: aetdc.awcaperdd or at awcaperdd@gmail.com. We hope you enjoy reading this issue. Stay safe, and we can get through this together.

ABOUT THE COVER



The cover presents the global outbreak of the coronavirus disease 2019 (COVID-19) and how the PAF has taken action to contain and prevent the spread of the deadly virus. After WHO declared public health emergency of international concern, the PAF as the primary responder, has fully supported the government in all efforts towards Healing as One without compromising its mandate in defending and securing the nation and the people.



AIR POWER ADVOCACY: ADAPTING TO THE NEW NORMS OF TODAY'S TIME

By: Ms. Inah Marielle T. Lopez

As the number of COVID-19 positive patients rises, so does the demand for the government's response in maintaining stability and public safety throughout the nation. A lot of things have changed since the first recorded local transmission in the country last 07 March 2020. From buying groceries to going to work to earn a living, Filipinos had to adapt to several unexpected customs such as buying groceries through online shopping. The schools have been temporarily closed to ensure the safety of the students, teachers, and other school personnel. But does learning have to stop there?

The whole citizenry undeniably feels the Philippine Air Force's dedication to serving the nation. The Command has been keen and active in supporting the government's ongoing efforts in containing the virus through flight support missions and ground operations. Nevertheless, this pandemic did not hinder the organization's eagerness to improve their knowledge about the military profession. In line with the thrust of nurturing a culture of excellence, the Command established a Professional Reading Program. The Professional Reading Program is a strategy that will motivate personnel to read books or any form of literature that is related to their profession. It aims to advocate intellectual maturity and promote Air Power and learning leadership from skilled practitioners.

What is the CG, PAF Professional Reading List?

The CGPAF Professional Reading List comprised topics focused on military advancement. It improves the PAF personnel grasp of what military education should be.

The CG, PAF PRL composed of six (6) distinguished topics:

- Leadership and Management
- Military History and Strategy
- Air Power Studies in War, Campaigns, and Battles
- National Security and Regional Strategic Environment
- Technology and Innovation
- Military Reform and Transformation

Each topic and book recommendation was to ensure the positive outcome of the said Professional Reading Program. Further, all subjects correspond with Professional Military Education (PME).

The following are examples of books and periodicals under each section:

Leadership and Management

- Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones by James Clear
- The Five Dysfunctions of a Team: A Leadership Fable by Warrior Politics: By Patrick M. Lencioni

Military History and Strategy

- History of Philippine Aviation by Avelino L. Zapanta

- Rampage: MacArthur, Yamashita, and the Battle of Manila by James M. Scott

Air Power Studies in War, Campaigns, and Battles

- Why Air Forces Fail: The Anatomy of Defeat by Robin Higham and Stephen J. Harris
- Military Strategy, Joint Operations, and Airpower: An Introduction by Ryan Burke, Michael Fowler, Kevin McCaskey

National Security and Regional Strategic Environment

- Strategic Environmental Assessment in Action by Riki Therivel
- Global Borderlands: Fantasy, Violence, and Empire in Subic Bay, Philippines by Victoria Reyes
- Regional Security in Southeast Asia: Beyond the ASEAN Way by Mely Caballero-Anthony

Technology and Innovation

- The Innovators: How a Group of Hackers, Geniuses, and Geeks Created the Digital Revolution by Walter Isaacson
- Steve Jobs by Walter Isaacson
- Technology and Military Doctrine: Essays on a Challenging Relationship by Irving Brinton Holley Jr. Major General, USAF, Retired.

Military Reform and Transformation

- The Tipping Point: How Little Things Can Make a Big Difference By Malcolm Gladwell

- The World Is Flat: A Brief History of the Twenty-first Century by Thomas L. Friedman
- Sapiens: A Brief History of Humankind by Yuval Noah Harari

To surpass the typical notion of simply being the country's protectors against terrorists and insurgents, PAF personnel must showcase their eagerness to further their learning capabilities and understanding of their profession. Recognizing military education as an essential instrument towards development will subsequently aid in achieving a well-informed and competent PAF personnel.

Currently, the rampant spread of the virus is becoming a problem for the whole country that resulted in the cessation of face-to-face classes among students. Thus, the need for an online class, through Video Teleconferences, is necessary to maintain the continuity of gaining knowledge. In conclusion, the need for a resilient approach in this pandemic shall not hinder the PAF towards professional progression. The CG, PAF Professional Reading List is accessible in the PAF website.



ABOUT THE AUTHOR

Ms. Inah Marielle T. Lopez was born in Pangasinan and raised in Manila. She earned a degree in Consular and Diplomatic Affairs at De La Salle-College of Saint Benilde. After university, she worked as an intern under Policy and Press Release Team at the Office of Senator JV Ejercito and spent 4 years in the food and beverage industry as the the HR and Administrations Manager. She is now the Research Analyst of the OA-5.



ISRS: A RESILIENT AIR POWER ELEMENT

By: 1LT EGON BRYAN V CARBOLLEDO PAF

2020 is a year that its notoriety will be remembered decades or centuries from now. It is the year where the world is plaguing with the novel coronavirus, which mercilessly claimed thousands of lives, and disrupted social and economic activities, leaving no exceptions from superpowers to the poverty-stricken countries around the world. Aside from this pandemic, we also have the Taal Volcano eruption, devastating floods in Indonesia and South Korea, locusts plague in East Africa, and deadly explosions in Nigeria and Beirut, to name a few. The PAF and the Armed Forces as a whole did not deter in fulfilling their mandated tasks to uphold the sovereignty and integrity of the national territory.

The past decades made the world a battleground versus terrorism and transnational crimes, which also resulted in the evolution of the Philippine security environment brought by internal and external factors. On the external security challenges, the Philippines involved in the on-going tension in the West Philippine Sea due to overlapping territorial claims. Also, the security situation becomes more complex due to insurgency, secessionism, proliferation of illegal drugs, and human trafficking that challenges our internal security. With the emergence of these threats, there is a great need for the 300th Air Intelligence and Security Wing (AISW) (Prov) to transform and address these challenges.

Determined to fulfill its mission, the PAF through 300th AISW (Prov) takes full cognizance of the need to address current and emerging security and defense challenges in PAF's future operating environment as it envisions to become "A professional and credible Unit, capable of providing accurate, timely, and relevant intelligence.

Through the years, this Unit continually upholds its mandated task by providing Air Intelligence and Counterintelligence operations in support of the PAF Mission. Jumpstarted by the AFP Modernization Program, this Unit has been persistent in advancing its capabilities that paved the way to its transformation toward a credible Intelligence, Surveillance, and Reconnaissance (ISR). A sustained Near-Real-Time ISR capability that will create an impact to the AFP by enabling decision advantage for Joint Warfighting/Forces Commanders and provides situational awareness to enable the Integrated Air Defense.



The arrival and operationalization of the Unmanned Aerial System to include the Hermes 450s and 900s are part of the continuous development of ISRS capabilities for day and night operations. One of the capabilities is to attain information dominance and to compliment the requirements of Integrated Air Defense System and in support to the establishment of Anti-Access/Area (Sea) Denial joint posture to defend the country from hostile forces within territorial baseline; to strengthen maritime security vis-à-vis Air to Air Defense



threats and challenges; and to sustain air, ground and intelligence operations in support of security and stability and law enforcement operations.

Within the next ten years, security challenges and the character of conflict will evolve as a result of rapid advances in technology, broader effects of globalization, worsening climatic conditions, changing world order, and growing influence of non-state actors in the local, regional and international arenas. Similarly, the potential for unforeseen disruptive events cannot be discounted, threats to territorial integrity, sovereignty, and broader national interests are also emerging that challenges the military towards national security.

With the current operational tempo, perhaps this organization could debunk Marcus Aurelius when he said, “Never let the future disturb you. You will meet it, if you have to, with the same weapons of reason which today arm you against the present.” Equipped with new weapons of reason through constant innovation, safety culture, doctrine enhancement, transformational training, efficient material acquisition, establishment of essential support structure and facilities, and relentless stakeholders’ engagement proved that 300th AISW (Prov) is adaptable, astute, resilient, and indeed a game changer.



ABOUT THE AUTHOR

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960TH AMDG ELEMENT: THE CENTAURS' RESPONSE TO A GLOBAL OUTBREAK

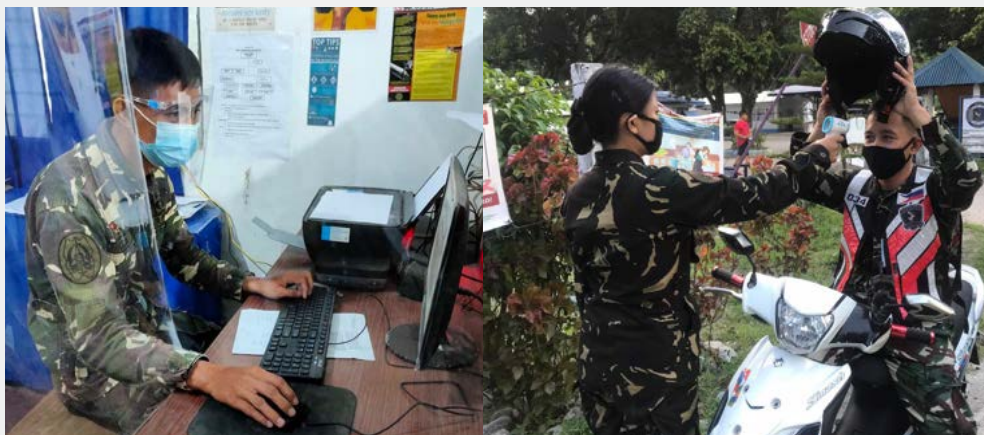
By: 2LT JOLLY JOY D CORNETA PAF

In December 2019, an infectious disease caused by severe acute respiratory syndrome was first identified in Wuhan, Hubei, China-the Coronavirus Disease 2019 (COVID-19). The World Health Organization declared the outbreak a Public Health Emergency of International Concern on 30 January 2020 and a pandemic on 11 March 2020. The COVID-19 is a new disease that spreads when people are in close contact, and one person inhales small droplets produced by an infected person, symptomatic or not. People with this disease are most infectious when they show symptoms but may be contagious for up to two days before symptoms appear. They remain infectious for an estimated seven to twelve days in moderate cases and an average of two weeks in severe cases. As of today, there is no known vaccine or specific antiviral treatment for this disease. The outbreak is a major destabilizing threat. It has rapidly spread worldwide, affecting economic, natural, and social challenges to the whole human populace.

Air Force Response

The COVID-19 pandemic has been the world's top concern. This alarming phenomenon caused a devastating impact on our economy and resources which challenged our health services capability and our government. The PAF strategy diverted to

another approach, giving priorities to stop the spread of COVID-19 while performing its mission. The effort to fight this pandemic is a challenging mission for the PAF personnel who work day and night tirelessly to deliver genuine service in response to this pandemic. As one of PAF Units ground forces, the 960th Air and Missile Defense Group (AMDG) undertakes preventive measures heightening the DIWA, GALING, at MALASAKIT to fight and stop the COVID-19.



DIWA. All 960th AMDG personnel follows minimum standard health protocols and adheres strictly to implementing the CG, PAF Command Guidance, on COVID-19 prevention. Dissemination through TI&Es and safety reminders has been very proactive. Every Centaur is frequently reminded to fill out honestly the PAF HRMIS personal contact tracing form. Further, 960th AMDG sanctions its personnel who disobeyed protocols such as not wearing a face mask and not following social distancing at least one meter apart. These sanctions are not to degrade its personnel but to remind them to embrace the “New Normal.”

GALING. On 09 May 2020, three personnel of this Group

were augmented to the AFP Health Service Regional Joint Task Force-National Capital Region Comprehensive and Responsive Elements (AFP HS RJTF-NCR CARE) to undergo training on COVID-19 specimen collection at Enderun Colleges Swabbing Center, in Fort Bonifacio, Taguig. It highlights our personnel's flexibility and agility to respond in any situation that is needed to perform the mandated task with efficiency. Centaurs risking their health, separated from their families, and selflessly rendering their service as frontliners despite the danger of catching the said virus.



MALASAKIT. The 960th AMDG also exceeds in rendering a helping hand to the community's call by providing manpower and transportation assistance. During the start of the community lockdown last 18 March 2020, this Group provides security support at Brgy Calantas, Floridablanca, Pampanga, to man checkpoints together with law enforcement agencies. Likewise, COVID-19 civic missions were also conducted with strict adherence to protocols to prevent the spread of the virus such as the distribution of gardenia bread in collaboration with Gardenia Bakeries Philippines to the affected residents and frontliners within the Group's AOR. This Unit's initiative showcases how the Group can extend the effort to ease civilian suffering and support health care frontliners.

Amidst the pandemic, the Group continuously take the LEAD and trains its personnel to prepare for the incoming Ground-Based Air Defense System. Training and workshops were conducted with the new standard approach that of observing social distancing, hand washing, and wearing of face masks. Individual Physical Readiness Training is continuously implemented by all personnel to maintain their physical fitness thus strengthen their immune system to help fight the virus.



Actions taken by this Group highlight our responsibility to help reduced the impact of this global outbreak. It forced us to adjust to a new standard scheme and challenge our discipline to overcome these unprecedented threat. Although our capability is limited, we have to endure and continue to soar as ONE in accomplishing our mandate.



ABOUT THE AUTHOR

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“PHILIPPINE AIR FORCE ENTERPRISE RISK MANAGEMENT: A PROACTIVE SOLUTION FOR POSTERITY”

By: Air Force Strategy Management Office

The COVID-19 has caused a domino effect in the world, crippling several states across the globe. Even without a pandemic, every state already has vulnerabilities within that may be exploited to the detriment of the state’s populace. The pandemic has definitively shown world leaders the stark reality that the entire world operates as an interconnected system. What is happening in one part of the world may not have a direct impact on the Philippines, but it can eventually affect us no matter how minuscule it is. An organization is a state in microcosm. Akin to the world, an organization like the Philippine Air Force (PAF) cannot operate in complete isolation from other organizations. To prepare only for things within arm’s reach is to ignore a multitude of threats that can affect the PAF in the long-run. In an environment that works as a system, the threats that abound it also have interconnecting consequences, which calls for a systematic response. This is why the response of the PAF to this daunting task and the ongoing pandemic is a proactive solution for posterity, which comes in the form of the PAF Enterprise Risk Management (ERM).

The PAF ERM encompasses the identification of potential events that may have harmful effects to the PAF, the planning for the course of action to manage the said risk to be within its risk appetite, and ensuring the timely achievement of organizational objectives. The PAF ERM adopts the traditional definition of risk, which is defined as “potential for loss or damage when an external

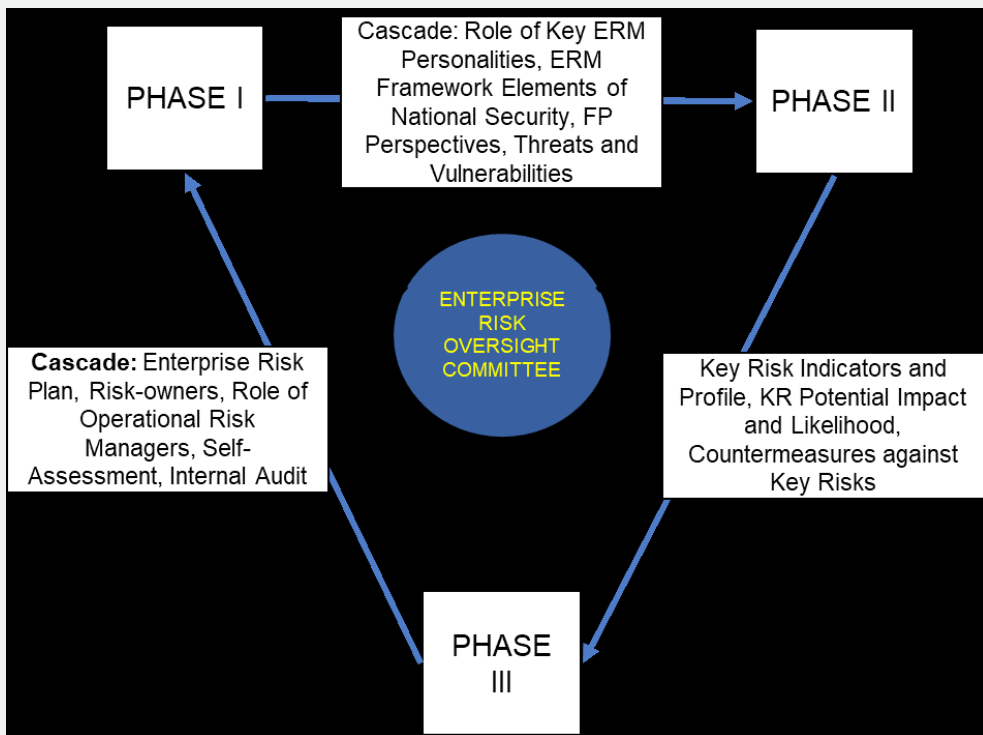
threat targets existing internal vulnerabilities of the organization impeding the achievement of the organization's objectives." The PAF acknowledges that no organization can ever fully prepare for what is yet to come, and it addresses it through building a robust and cogent overarching framework of management-the PAF Strategy Management System (SMS). The PAF SMS puts premium on the interconnectedness of different processes allowing the ERM to work in harmony with other operations of the PAF. The effectiveness of both the PAF SMS and ERM rests on the commitment of PAF personnel across all levels of the organization to remain aware of their environment and be willing to follow through the established processes in pursuit of the timely attainment of organizational objectives.

Although ERM is new to the PAF, Risk Management is not. Risk Management is a matter of protocol for any Air Force around the world. Management of risks in the PAF takes the form of safety management, project-level risk management, among other things. However, as forwarded by different scholars in the field, the effectiveness of risk management relies on the "complete organization" that goes against the traditional or compartmentalized approach to risk management. The PAF ERM aims to bridge the gap between an operational and tactical approach to risk management towards a more strategic or systematic model. To illustrate, one can use the example of Business Continuity Plans and Measures (BCPM). The BCPM is the immediate response of the PAF to the COVID-19 pandemic. It is intended to address primary concerns of each office and unit in the PAF to lessen its effect on their respective day-to-day operations. The implementation of the BCPM has been effective so far. However, it must be pointed out that the BCPM is not a long-term, nor even a medium-term, it is one mechanism for the PAF against the COVID-19 pandemic. The BCPM is meant only

to address the immediate concerns of a single office or unit, but the plans within it are not designed to work jointly with the BCPM of other offices or units. Thus, there is a pressing need for an overarching plan or framework, integrating short-term, medium-term, and long-term actions to manage risks, including the possible prolongation of the COVID-19 pandemic or possible emergence of something similar to it.

With the limited resources afforded to the PAF, prioritization and trade-offs are to be expected, and each trade-off carries particular risks. Thus, risk management must be embedded in every part of the organization to ensure that all grounds are covered. The PAF took importance on the integrated processes and systemic awareness that reflected in the three phases of the PAF ERM: Phase I: Threat and Value Chain Analysis; Phase II: PAF Enterprise Risk Portfolio and Countermeasures Development; and Phase III: PAF Enterprise Risk Communication and Monitoring. Each phase is composed of several steps. The Phase 1 of PAF ERM or the “Threat and Value Chain Analysis” is performed concurrently or sequentially with the Stage 1 of the PAF Strategy Management System (PAF SMS), which is to Develop the Strategy. Afterward, Phase II of PAF ERM or the “PAF Enterprise Risk Portfolio and Countermeasures Development” is performed concurrently or sequentially with Stage 2 of PAF SMS which is to Translate the Strategy. Lastly, the Phase III of PAF ERM or the “PAF Enterprise Risk Communication and Monitoring” is performed concurrently or sequentially with PAF SMS Stages 3 and 5 – which is to Align, Monitor and Learn the Strategy.

The PAF ERM was, and still at its nascent stages when COVID-19 took a tight grip on several states in the world, including the Philippines. The policy for the PAF ERM has been approved by the Commanding General, PAF, in July 2020. AFSMO leads



and ensures continuous engagement activities of the PAF with its Stakeholders, mainly the PAF Multi-Sector Governance Council (MSGC) members, to help the PAF in building its ERM. A particular development in this area happened during the 8th MSGC Regular meeting last 25 June 2020. The members of the MSGC committee on Strategy Assessment and Review suggested seeking the expertise of a Risk Management professional from SM Prime Holdings, Inc., one of the affiliated companies with the MSGC member, Atty. Siegfried Mison, to explore the idea of convening a Best Practices Sharing with the said company to delve on topics about Risk Management, Disaster Resilience, and Business Continuity. Atty. Mison was receptive to the idea and is currently

engaging the PAF for the finalization of the actual timeline for said activity.

The development of the Risk Portfolio and Risk Countermeasures will happen simultaneously with the impending review and recalibration of the PAF Flight Plan 2028. The resulting portfolio and action plan will then be cascaded to the Staff and all PAF Units for alignment and constitution of formal risk management at their level, and for awareness. Moving forward, once the ERM has been fully implemented and embedded in the PAF, the plan is to continue engaging and building partners within and outside the PAF.

The role of the PAF expanded along with the definition of the term “security.” It went from what once was purely a defense-centric role to one that encompasses contribution to national development and security. Traditionally, a military arm like the PAF is expected to prepare for worst-case scenarios involving inter-state and intra-state conflicts. Preparing for a health pandemic does not exactly fall under its purview, but times have changed. Organizations are now expected to remain responsive and prepared amidst an ever-changing, multi-dimensional, complex, and unpredictable environment, and the PAF ERM is all about that – thoroughness and relevance. By preparing for the worst-case scenario, the PAF is opening itself to its best years of service, because an organization is only as good as its weakest link. The best way to deal with risks is to lessen the vulnerability of an organization by improving its military capabilities and internal systems and processes.



PAF RESERVISTS IN ACTION: PERFORMING AN ACTIVE ROLE IN THE FIGHT AGAINST THE PANDEMIC

By: MGEN ARTHUR M CORDURA PAF

On 08 March 2020, at the onset of the COVID-19 pandemic, President Rodrigo Roa Duterte signed Proclamation Nr 922 placing the country under a state of a public health emergency. The succeeding days saw the new normal unfolds. Thus, personnel movement was restricted, public transportation was suspended, and non-essential business establishments were closed. As a result, the economy took a big hit, which categorically brought unfamiliar adversity to the Filipino people.



As the departure from the status quo sets in, and daunting challenges were on hand, the government took measures but admittedly overwhelmed to keep things intact. Undeniably, additional

workforce was needed to assist the AFP and other frontliners to effectively implement the protocols instituted to curb the spread of the deadly virus. The PAF Reserve Force, under the directive of the Unified Commands and Higher Headquarters, was utilized to support in Civil Military Operations, Law Enforcement Support Operations and Socio-Economic Activities.

PAF Reservists under the supervision of Air Reserve Centers, strategically located throughout the archipelago, heeded the call of duty and readily volunteered to serve the nation and fellow countrymen. They either assisted or were a vital part of different relief operation programs pursued by the Command, Local Government Units (LGUs), Non-Government Organizations (NGOs), and private enterprises and individuals. Their participation in the activity includes but not limited to hauling, repacking, and distribution of relief goods and food packs to less fortunate families affected by the COVID-19 crisis.



More importantly, under the request of the LGUs, PAF Reservists assisted in ensuring that the Social Amelioration Program (SAP) of the DSWD and Local Government were secured and distributed orderly. The PAF Reservists guaranteed that health protocols were properly observed during this activity especially that SAP distribution was conducted outdoors, and physical presence by beneficiaries is required, thereby allowing the face to face transactions, which exposed both claimants and frontliners to an increased probability of contamination to the virus.

PAF Reservists were also tapped to secure the boundaries of their respective barangays, municipalities, cities, and provinces from access to unauthorized individuals. In partnership with the Philippine National Police (PNP), they assisted on border control and quarantine checkpoints thus ensure that policies on personnel movement are properly implemented. This contributed to preventing the local transmission of the virus and making contact tracing less strenuous to implement.



The PAF Reservists likewise participated in the “Ahon Lahat, Pagkaing Sapat (ALPAS) Kontra COVID” Program of the Department of Agriculture. They were involved in the planting of seeds, harvesting, and distributing crops to target individuals.

Furthermore, the “Laang-Kawal,” as the PAF Reservists are also known of, have manned several Emergency Centers in the provinces demonstrating knowledge in Command and Control and skill in Radio Operations. With the Reservists behind the telephone and handheld radios, they provided significant information to ensure the immediate and timely response of ground units on emergencies related to the COVID-19 pandemic.

Equally important is the role of the Philippine Air Force Affiliated Reserve Units (PAFARU). These are a well-meaning organization with a formal partnership established with the PAF. They offered the use of their capabilities by allowing PAF to utilize their equipment and personnel to support the government efforts. Some

of which are the Air Asia Philippines offered the use of their aircraft, pilots, and crew to ferry stranded passengers to their respective places, and the Philippine Eaglecom Society Inc. used their drones for aerial monitoring in the NCR area. The Clark Development Corporation donated PPE, goods, and other resources necessary to the PAF. It is evident that many more are stepping forward to contribute selflessly to help ease the burden of the government.

Finally, as the world grapples with winning the fight against this pandemic, the country's Armed Forces will be as vigilant as ever to be true to its mandate. It is noteworthy to recognize the PAF Reservists' role in this challenging times. They have exhibited the PAF core values of Integrity-Service above Self-Teamwork-Excellence-professionalism (InSTEP) in their deployment as frontliners. They have manifested the virtues of a true PAF soldier with DIWA, GALING, MALASAKIT which vividly shown as they volunteer to be of impact of greater service to our citizens. Confidently, we can say that with an abled PAF Reservist Force, the PAF can Take the LEAD, Soar as ONE to Excellence.



ABOUT THE AUTHOR

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THE PHILIPPINE AIR FORCE STRATEGY IN RESPONSE TO THE GLOBAL PANDEMIC

By: MAJ JESSE GLENN A GAGARACRUZ PAF

Almost all countries in the world are facing the challenges brought about by the new coronavirus (COVID-19) disease. This unseen enemy has been adversely affecting all countries in the world at the onset of 2020 without having any signs of slowing down. As of the second week of August, there have been 19 million confirmed cases around the world. More than 119,000 of these confirmed cases are from the Philippines, hence, controlling the increasing number has remained to be the biggest challenge for our government to address. The national strategy has been implemented by organizing an Inter-Agency Task Force (IATF) to address the COVID-19 pandemic. To strengthen the government's approach, the Republic Act 11469 "Bayanihan to Heal as One Act," also known as the "Bayanihan Act," was passed. A second Bayanihan Act or the "Bayanihan to Recover as One Act" is expected to be approved to further aid the various sectors in the fight against COVID-19. As the national government is gauging the pandemic's impact on the economy, health care services, and the general populace, the government relentlessly pursues measures that would mitigate the spread of the disease.

The PAF Strategy Against COVID-19

The Philippine Air Force, as a partner for national security and development, is one of the agencies at the forefront in assisting

the government in addressing this pandemic. The PAF, with its capabilities, significantly contributed to the overall efforts of our government in containing the pandemic outbreak. It has effectively and efficiently employed air assets as well as deployed personnel in the different parts of the country and even abroad. Likewise, it has enhanced its safety and security protocols in its air and ground operations.

Effective Command and Control

The CG, PAF organized the PAF COVID Task Force composed of different PAF Unit Commanders headed by the Vice Commander, PAF. The PAF COVID Task Force has been activated to streamline the Command's COVID response. The PAF Task Force oversees the implementation of national guidelines from the established minimum health safety protocols to optimizing these protocols by adopting best practices and conducting additional security procedures in different PAF bases. To minimize risk, the Command has implemented the "work from home" and the reduced 50 percent workforce schemes. Effective command and control in this time of pandemic are crucial in synergizing the PAF's efforts and safeguarding one of our most important assets in the organization – the PAF personnel.

PAF Efforts in Containing the Outbreak

The challenges faced by the PAF during this pandemic were not easy, and these pushed the PAF to adapt to the new norm. Imbued with the qualities of "DIWA, GALING at MALASAKIT" PAF personnel still able to perform their mandated tasks despite the limited Personal Protective Equipment (PPE) at the onset of the pandemic. Initially, the PAF deployed security frontliners as force

multipliers to PNP and LGUs in different quarantine facilities. More than 400 PAF security personnel were deployed as of August 2020 in affected areas in the country. The Command has procured PPE and supplements for deployed security frontliners to ensure their protection from the virus. Various stakeholders have likewise donated PPE to sustain PAF frontliners.

<https://www.doh.gov.ph/sites/default/files/health-update/dc2020-0174.pdf>

National laboratory system

Between the current 16 certified laboratories conducted COVID-19 testing, the daily testing capacity is estimated at over 3,900 tests, with the Research Institute for Tropical Medicine (RITM) still conducting the largest number of tests per day

Laboratory assessments are ongoing between RITM, DOH, and WHO in Tacloban, Surigao and Cotabato.

An additional 6,000 Xpert SARS CoV 2 cartridges are expected next week, on top of the 3,000 cartridges delivered this week: 7,500 cartridges are provided by the Philippine Business for Social Progress (PBSP) through the Global Fund, and 1,500 via the ADB).

RITM's National Tuberculosis Reference Laboratory (NTRL) will be conducting training on the use of Xpert technology for COVID-19 testing next week for a selected number of laboratories.

17 April 2020



Joint laboratory assessment teams with experts from RITM, DOH, and WHO travelling with Air Force plane, delivering a PCR machine



The PAF has been relentless in providing airlift transport to both materiel and personnel essentials in containing the outbreak. The PAF C-130 was sent to China to pick up PPE and medical equipment, including PCR machines for testing samples. These essential medical supplies were then timely transported by other PAF assets to different parts of the country where they are most needed, like Cebu, Iloilo, and Zamboanga. Locally Stranded Individuals (LSIs), including foreign nationals have been safely transported to their respective destinations when commercial travel was grounded as additional measures for safety. More than 1.4 million pounds of

cargoes and more than a thousand passengers were transported by the PAF.



In this crisis, the Filipino spirit of “Bayanihan” remains. Reaching out to our distressed kababayans has been one of the PAF’s ethos of “Malasakit.” The PAF has been instrumental in the delivery of essential goods to families affected by the ongoing quarantine. Relief goods were packed and delivered by PAF personnel to far-flung areas inaccessible by most transportation.



The PAF also constructed additional Emergency Quarantine Facilities (ECF) for COVID-19 patients in partnership with civilian stakeholders to help decongest hospitals and other medical facilities. Nine ECFs were constructed within Metro Manila and six were constructed in Bulacan and Batangas.



The pandemic has affected the lives of millions of people. It has changed the way of living even after a cure or a vaccine reaches the populace. Going back to the new normal will be an understatement as we will be embracing what technology and the internet taught us during the period of the quarantine. As of writing, our fate and future are still unclear, but what is certain is that the PAF will always be ready to give its support whenever and wherever needed. Now is the best time to consolidate all efforts and work together as one. This will show the true spirit of being a Filipino, showcasing the true value of diwa, galing, at malasakit.



ABOUT THE AUTHOR

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900TH AFWG: MADE TO WEATHER THE STORM

By: CPT RAJIV B CAPATOY PAF

The 900th Air Force Weather Group (Thunders) is the distinct Unit of the PAF that delivers nationwide environmental situational awareness to the Air Force, Army, joint warfighters, Unified Commands, National Intelligence Community, and Government stakeholders. The Group and subordinate weather squadrons, are tasked to collect, analyze, and generate a comprehensive weather database of the forecast, climatological, and local weather products.



While the majority of people across the country are advised to stay at home, the 900th AFWG is working around the clock to provide specialized meteorological services, through observations, forecasts, and climatological studies to support the AFP and other Government Agencies.

Amid the escalating COVID-19 pandemic, countries around the world are facing widespread disruptions not only on the health of their population and economy but also on their military. Not only PAF personnel can be severely ill but also quarantine measures can seriously thwart military operations. Meanwhile, the 900th AFWG is prudent to conduct its specialized missions while deploying additional forces to curb and control COVID-19 across Metro Manila.

Weather as Force Multiplier: Owning the Weather

In support of the country's fight against the deadly virus, 12 personnel of 900th AFWG extended support to Law Enforcement Agencies through augmentation in Joint Task Force – National Capital Region (JTF-NCR). These brave Thunders were deployed to aid the PNP and LGUs in the implementation of 'Oplan Galugad' (curfew), personnel were tasked to augment checkpoints, support the implementation of Modified Enhanced Community Quarantine (MECQ) rules, and secure the perimeter.

Despite the current national crisis, the Thunders indomitably completed the Basic Weather Course (BWC) to 21 students from various branches of service composed of five Officers from Philippine Air Force, four Enlisted Personnel from Philippine Coast Guard, two Enlisted Personnel from Philippine Navy, and ten Enlisted Personnel from 900th AFWG. This is in support of the Strategic Initiatives of the PAF Flight Plan 2028, which is to achieve a Credible Air Defense Posture for a "Capable Joint and Combined Forces Enabled." During the conduct of BWC, various learning platforms were maximized, and minimum health standards were judiciously observed to protect the instructors and students.

Across the archipelago, deployed Thunders are closely working with ground troops and force multipliers in critical areas

of operations that will impact national security and development. These areas of operations vary from Unified Commands, TOGs, and various PAF units as they continue with combat, logistics, and rescue missions. Skilled personnel of 900th AFWG is essential in every mission for they provide credible and timely weather services in support of air and ground operations. More importantly, to showcase the importance of Air Power, members of the 900th AFWG provide vital weather briefing to VIP (Government Officials/IATF Officials/Senior Officers) before their respective flights.



Weather Made to Order

Even with the manifestation of the deadly virus, the 900th AFWG, in partnership with the Department of Agriculture – Bureau of Soils and Water Management (DA-BSWM) and 220th Airlift Wing (220th AW) are ever committed to deliver selfless service to the nation. Utilizing the infamous N-22 Nomad piloted by 900th AFWG and 220th AW aircrew, a total of 215 sacks (5,375 kilograms) of salt were dispersed over the skies of Region 2. The weather modification mission endured for 14 days with a total of 10 sorties or 08+28H of flying time.

The successful conduct of weather modification benefitted at least 386,000 hectares of rice and corn farms in the Cagayan Valley region. The weather modification operations will help recover crops under the vegetative and flowering stages throughout the 16 municipalities of the Region.



ABOUT THE AUTHOR

CPT RAJIV B CAPATOY PAF is a member of PAF Officer Candidate Course Class 2012. Presently, he is the Assistant Director for Operations of the 900th Air Force Weather Group.



THE AIR FORCE MIGHT: SEIZING THE GOLDEN HOUR IN RESPONSE TO NATIONAL SECURITY CHALLENGES

By: AW Andrea J Israel PAF

The Philippine Air Force highlighted the importance of Air Power by playing their significant roles in responding to natural and human-made disasters, and in performing its mandated tasks to internal security in the first semester of the year 2020.

The Philippines, given its archipelagic setting, faces several natural and human-made calamities and disasters. Having the fastest and convenient mode of transportation, the PAF responded during the eruption of Taal Volcano by performing immediate evacuation operations to the affected residents and conducting aerial surveys over the affected area that helped government authorities to assess the extent of damage of the eruption.



The PAF also performed a total of 1,176 flying hours in conducting Humanitarian Assistance and Disaster Response (HADR) Operations when a series of earthquakes struck Batanes and Central Mindanao and when Typhoons Tisoy and Ambo resulted to damages to livelihood and properties in Bicol and Eastern Visayas Regions. Search, and Rescue teams were deployed to the devastated areas, and relief items were quickly transported to aid the affected families.

As a force provider, the PAF contributed to the overall accomplishment of the AFP operations in support of the Unified Commands. The PAF has flown a total of 6,109 flying hours to keep up with the operational tempo and COVID-19 related flights.



Further, the PAF employed its air assets and displayed their might in Air Power through the intensified operations and information collection such as leaflet drops which led to the neutralization of target CPP-NPA-Terrorists (CNTs), Dawlah Islamiya personallites, and illegal drug pushers. Also, the PAF was instrumental in the

recovery of firearms, confiscation of endangered lumbers, and illegal drugs in the said operations. As a result, 15 CNTs were neutralized on 10 May 2020 in Misamis Oriental. The operation was considered to be one of the most successful joint operations between the PAF and the Philippine Army, resulting in no casualties from the Government Forces.

At the outbreak of the COVID-19 pandemic, President Rodrigo Roa Duterte declared the implementation of the Enhanced Community Quarantine in Metro Manila and other provinces.

In support of the Inter-Agency Task Force for the Management of Emerging Infectious Diseases, the Air Task Group was established by the PAF, which were immediately sent out to quarantine facilities and checkpoint areas to ensure the safety of the public against the spread of the virus.

The PAF utilized its air assets as the government's workhorse to urgently and conveniently deliver the medical equipment and supplies needed. The different fixed-wing aircraft and helicopters of the PAF such as the C-130, C-295, NC-212i, and the Nomad N-22B/C of the 220th Airlift Wing; C-295 and Fokker F-28 aircraft of



the 250th Presidential Airlift Wing; UH-1H/D helicopters of the 205th Tactical Helicopter Wing; SF-260 trainer aircraft of the AETDC; and the S-76 Sikorsky helicopter of the 505th Search and Rescue Group were prepositioned in strategic locations in the country using the hubs and spokes approach. The PAF has ferried a total of over one million lbs of PPE, medical supplies, and equipment, and has transported a total of 1,227 foreign and local individuals to and from Villamor Air Base in Pasay and other provinces in the country.

Moreover, the PAF also observes heightened preventive measures and protocols in going in and out of its bases nationwide, such as thermal scanning and disinfecting respective areas and facilities to limit any unwanted exposure of PAF personnel to the virus. PAF personnel also exhibited their creativity and skills by formulating 70% ethyl alcohol, creating protective face masks made out of plastic bottles, 3D printed face shields, and improvised handwashing stations. PAF units also conducted loudspeaker operations and leaflet drops in far-flung areas to inform the public about the causes and effects of the COVID-19.

Rest assured that PAF personnel will continue to work round-the-clock in performing its mandated task in helping our fellow countrymen in these times of adversity.



ABOUT THE AUTHOR

AW Andrea J Israel PAF is a graduate of Bachelor of Arts in Journalism and Strategic CMO Officers Online Course. She is a former Information Officer I at the Air Force Public Affairs Office.



RESPONDING TO THE PANDEMIC: A 555TH MOTOR VEHICLE SQUADRON COVID-19 EXPERIENCE

By: MAJ RICHARD T FLORES PAF

While still recovering from the dismay brought about by the Taal Volcanic Eruption, the 555th Motor Vehicle Squadron (MVS) has faced yet another challenge through the emergence of the COVID-19 pandemic. With limited human resources and platforms, the Squadron has painstakingly lived one day at a time to respond to the demands of the stakeholders. With transportation as being at the forefront of the pandemic, the Squadron has responded to every mission it was directed through the proper guidance and support of the Command and 550th Air Base Group (ABG) stewardship. In these challenging times, we cannot deny the fact that mobility is one of the most important segments in the military organization in order to provide flexible, timely, and adaptive support to the whole nation.

However, the experience in responding to this pandemic is unique and challenging because it is like fighting a war in a different dimension since the enemy is unseen, but you know it is just lurking around you, and you can never tell where and when it will strike. The operations of the workplaces were severely disrupted due to the threats posed by the unseen enemy. Functioning under the “new normal,” the 555th MVS is guided by its mission to provide land transportation requirements in support of the ground mobility of the Command, has tried its best to ensure that its operations are performed despite these threats.



It is also under these circumstances that the 555th MVS has adopted measures on how to perform its Mission Essential Functions. New safety protocols have been implemented during work and even in non-work hours. The personnel are required to wear PPE complying with the minimum health standards set by the Command and the local government. The sanitation/disinfection of the offices and vehicles is a daily routine, and physical distancing is strictly implemented. Handshakes and

social gatherings are avoided, and all are required to accomplish the contact tracing monitoring of the Command. Also, with the support of the Command, the Squadron has installed vehicle separators to minimize the loading capacity of the vehicles to ensure the safe distancing of passengers at all times and to avoid the spreading of the virus.

The 555th MVS was also instrumental during the declaration of the Enhanced Community Quarantine for the entire Luzon. During this time, the Squadron has provided support to the Command by ferrying military augmentees to PNP checkpoints to the different areas in Batangas, augmented vehicle operators to ferry health care workers, ferried goods to market outside the base for them to continue their operations, and cater their customers. The Squadron also ferried the Civilian Human Resources living outside the base



from and to their homes, supported the “Libreng Sakay” project of the Lipa City government, supported the distribution of relief goods to the different barangays of Lipa City, supported the FAB Officers and EP Ladies Club in distributing food and PPE to the frontliners, and supported the Base Sanitation and Loud Speaker Operations for public announcements inside the Fernando Air Base.

With the irony of the situation, the Squadron Commander of the 555th MVS has witnessed some valuable wisdom during these times. The Squadron Commander also learned that despite all the challenges and limitations of the AETDC, it remains steadfast to face any trials that are on its way. The selfless leaders in the upper echelon who took over in these difficult circumstances were persistent and decisive in guiding and supporting the units to continue our mission with pride and reliability. A positive and enthusiastic group of co-workers who have tirelessly offered their time and themselves to become productive even when the times are



tough, and the risks are high. I have seen the civilian community who were satisfied and appreciative of our help. It is in these times that I learned the value of service and teamwork. And for that, it is in these times that I feel blessed, happy, and proud to be a part of PAF!



ABOUT THE AUTHOR

MAJ RICHARD T FLORES PAF graduated from De La Salle – Lipa with a Bachelor's Degree of Science - Major in Business Management. He joined the military belonging to POTC Class of 2007 and was Called to Active Duty in September 2008. He took his Squadron Officer School at Maxwell, Air Force Base, Alabama, USA. He is presently the Director for Personnel of the 440th Aircraft Maintenance Group.



TO BLOOM WHERE THINE ART PLANTED

By: 1LT GEMADEL M SIAPNO PAF

Like the pods blown by the wind, our nation beset in chaos had scattered and had blown us too many different directions.

CONFLICTS IN MINDANAO – as it has always been. A militarized zone. A battleground for conflicting ideals and principles. This has created turmoil in our country ever since. Despite the efforts of our government to win peace in its land, enemy forces have never been outnumbered. Marawi Seige, bombing in Jolo Cathedral, though happened years ago, its remnants of fear amongst the Filipinos remain. Terrorism is the misguided enemy we fought.

ERUPTION OF TAAL VOLCANO – a tragic natural phenomenon is something that is out of our control. This disastrous occurrence has shaken not only our country's plate tectonics but also its tranquil people. Calamity is the unsurmountable enemy we fought.

OUTBREAK OF COVID-19 – the pandemic that has disparaged all the country's operations. The virus is an unseen enemy that we try to win over at present.

Every year, we are bound to face challenges. Yet, 2020 has been tragic to begin with. Just like seed starting to sprout, attacked by a caterpillar, Filipinos were welcomed by the sudden noise from Taal Volcano after its long silence. Then, just when we are about to

rise from the calamity, another unforeseen enemy has appeared. We were all caught off-guard by the many foes – both seen and unseen. However, being in the profession of arms and having been memorized by heart the Military Professionalism written by Charles de Gaulle, we remain steadfast in our sworn oath of protecting the sovereignty of the country and its people. We tried to look firm and strong, unshakable of the adversities. More importantly, it taught us to be flexible amidst disinclinations, to be compliant amidst resolution, to be prepared amidst uncertainties, for that is how the system always works best for us. With the core values embedded in our whole-being, we keep ongoing.

With Integrity – for a lot of other national operations rely upon our service; though only a few may have identified us, as members of the PAF, we remain true to our cause: to aid power, to continue to train leaders, and to make sound decisions. That even in the faced of danger, we continually do what our moral compass dictates.



With Service – to offer our services whole-heartedly when required, as a service-oriented unit.

With Teamwork – as there is no me and you in OUR TEAM for we are always expected to work as one.

With Excellence – for whatever we do we must always bring out the best in us.

With Professionalism – to put everything that we learn to practice and be flexible and adaptive to many challenges of the rapidly changing environment.

The PAF Non-Commissioned Officer School (NCOS), with its primary mission of providing Professional Military Education to the Enlisted Personnel of the PAF, greatly contributes to the mission accomplishment of the organization as a whole. Among the main assets of the organization – airmen, aircraft, and air base, human resource is the solid foundation of every operation. Thus, providing a standard education and training to the future leaders of the NCO Corps is our main goal. Amidst certain circumstances that forced us to multi-tasks – from assisting the affected families of Taal Eruption on their evacuation in the delivery of relief goods, to manning the checkpoints, delivering PPE and specimen for laboratory testing, we never compromised the quality of education that we offer. When we are told to put the training on hold to protect the health of our students during the COVID-19 outbreak, this did not hinder the School in nurturing future leaders of NCO Corps. Hence, the School discover another way of delivering the education and training by making use of technology-based training program that paves the way to adhere with the safety protocols in preventing the spread of the COVID-19 disease.

Indeed, as frontliners, circumstances ask us to make sacrifices in the call of service for the nation. All these challenges put our core values to the test. Nevertheless, amidst the differences in principles and ideas that create barriers among our citizens, we, the uniformed personnel, remain neutral and continue to fight and defend our nation. Amidst the tragedies that we face and catastrophes shaking the Filipino masses day by day, we continue to be heroic soldiers who never cease to help those who are in dire need. Amidst the economic crisis that grips the neck of the Filipino nation, we continue to stand against these adversaries, believing we would be able to surmount all this, for we are Filipinos—a country with citizens of indomitable spirits.

The blowing wind may be strong for now, but there will come a time it will tire and settle. That most opportune time will be coming soon. This time, we just have to continue to grow. We must continue to bloom.

Like the seed-bearing pods that flew and glide when blown by the wind hard, we do not know which direction the wind might bring us. We just have to put in our minds and hearts that wherever the wind may brought us, wherever we may land, we must promise to bloom where thine art planted.



ABOUT THE AUTHOR

1LT GEMADEL M SIAPNO PAF is a member of PAF Officer Candidate Course Class of 2015. She is currently assigned at the PAF Non-Commissioned Officer School, AETDC as the School Secretary and Director for Logistics.



AIR POWER: CHASING EXCELLENCE AMIDST COVID OUTBREAK

By: CPT KRISTINA MARI M GUTIERREZ PAF

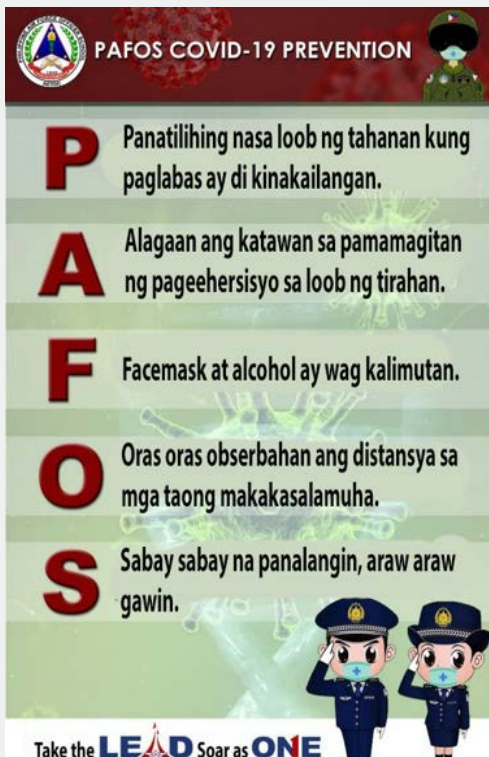
The famous line of Stephen Hawking, “Intelligence is the ability to adapt to change,” sums up how the Philippine Air Force Officer School (PAFOS) reverberates its prowess in delivering excellence amidst the perilous effects of the COVID-19 outbreak.

Known for its dignified role of influencing officers for future command and higher responsibilities, PAFOS has remained steadfast and incessant in outpouring excellence and shaping competence to future leaders of the PAF while battling an unpredictable and anxious feat that overwhelmed the first morbid half of the year 2020.

The year 2020, like a visual acuity that allows us to see clearly, indirectly tells us to brace for what we are about to see. Befalling before our eyes are the chaos and uncontrollable ferocity displayed by the power of nature. The aggressive spurs of ashes spewed by the child-like tantrums of Taal Volcano were felt in the first quarter of CY 2020. Although it posed fright and risk to many, it did not hamper the goal of the school in maintaining a conducive learning environment and pursuing its purpose of providing quality education for the students of Squadron Officer Course. Fortunately, the school has sustained and carried every bit of learning tools before the convening of classes programmed in the first half of the year. But what could almost paralyze and continuously interrupt

the progressive implementation of knowledge transfer is the threat caused by COVID-19. In as much as we Filipinos wanted to go on and move forward with our normal lives, the freight of this pandemic limit and hold us otherwise. Though the challenges brought by this unfortunate crisis were far more morbid than what we have experienced in the first quartile of this year, PAFOS is determined to find ways to extend its purpose of competent molding leaders equipped with managerial and leadership skills worthy of emulation.

At present, the school has continuously battled against the risk brought about by the COVID-19 outbreak and fortunately winning its feat through the following initiatives and measures that were religiously observed and implemented to mitigate the spread of the deadly virus:



The infographic features a dark red header with the PAFOS logo and a soldier in a green uniform. Below the header, five green horizontal bands contain the acronym letters and their corresponding instructions. At the bottom, there are two cartoon police officers in blue uniforms and the slogan 'Take the LEAD Soar as ONE'.

P Panatiliing nasa loob ng tahanan kung paglabas ay di kinakailangan.

A Alagaan ang katawan sa pamamagitan ng pageehersisyo sa loob ng tirahan.

F Facemask at alcohol ay wag kalimutan.

O Oras oras obserbahan ang distansya sa mga taong makakasalamuha.

S Sabay sabay na panalangin, araw araw gawin.

Take the **LEAD** Soar as **ONE**

PAFOS has crafted an SOP on Student Administration during COVID-19 Crisis to ensure adherence of all its students on the school’s Students Clean Airmen Scheme and COVID-19 Prevention guidelines.

The core principle of the current Commanding General, PAF, in the attainment of the organization’s vision, which is MALASAKIT, is relatively appropriate in the current crisis that our nation, as well as the rest of the world, has been battling for quite some time now.

MALASAKIT or simply compassion is the most appropriate action that everyone should infinitely display and express to help heal our nation. Further, the MALASAKIT scheme, which is subdivided into three (3) with specific procedures, pertains to the prevention and mitigation of the spread of COVID-19 that is religiously observed by the personnel of this school.

MAL - Monitoring Phase

In this phase, everyone is susceptible to carrying the virus that is why every individual is required to adhere with the Rules and Regulations implemented to the public.

Mitigate/minimize the spread of virus/disease through strict monitoring of every individual coming in and out of the office/house/unit.

Acquire a list of Persons with Probable and Suspected cases to closely keep an eye to those individuals who were exposed to people suspected of the disease.

Look for symptoms of COVID-19 manifested by any individual and immediately notify appropriate authorities for further monitoring and verification.

ASA - Screening Phase

In this phase, all must submit themselves to proper screening conducted by law enforcement, government agencies, and school/medical facilities to curtail the spread of the virus.

Adhere to the implementing rules and regulations set by higher authorities during the crisis.

Submit oneself voluntarily for proper screening methods.

Answer the health screening questionnaire/survey truthfully to detect potential diseases that may appear to be asymptomatic.

KIT - Treatment and Sustenance Phase

In this phase, an identified/infected person is provided with the necessary interventions and assistance to prolong further their life of a person, as well as help sustain their healthy well-being.

Keenly observe the Persons with Probable and Suspected cases for appropriate application of medical interventions.

Integrate continual psychological assistance and spiritual support to those infected individuals.

Treat Persons with Probable and Suspected cases continually without discriminating behavior, more so, strengthen the support system given to those patients towards the sustenance of lifeforce to go about each day.

These dogmas contain all the strategies, ways, and means to improve wellness and prevent surfacing health issues which were critically studied and tested by committed health practitioners. It is through their erudition, determination, commitment to studies, and experiences that we gained the ultimate labor on how to adapt and survive this dark and peril pandemic.

The ultimate relevance of chasing excellence amidst the COVID-19 pandemic to the current set up of the PAF is that it shapes the behavior, dictates the approach, and orchestrates the scheme on



how the organization is going to fight and achieve dominance and advantage in times of crisis. Conduct of Professional Military Education courses were delivered in the many facets and avenues of approach such as Video Teleconferencing thru Zoom Application, Google Meet, and Google Classroom. While changing the course of education, so as the progression of individuals' ability to adapt to the situation succeeded.

The jointness of change and adaptation paved the way for pursuing excellence in the middle of the new normal. With this concept of jointness,

producing quality and competent officers were not delayed through flawlessly orchestrating modified learning tools and avenues in attaining the ultimate mandate of our organization that is, to train and equip human resource for the furtherance of competency and excellence in our working force.

As we venture into the most sophisticated years of the technological arena, the organization must brace itself for immense probabilities of technological complexities on platforms for education, which becomes less interacting and more superficial. Given the challenge of imparting knowledge traditionally, PAFOS has won its battle by upholding its mission on preparing leaders possess

excellent communication skills coupled with sound and strategic decision-making attributes.

With that, I, therefore, concede that the best lesson learned in this time of crisis is adapting various effective doctrines that are conservative to the welfare of the many, be it in warfare or garrison area. With continuous sharing of knowledge and up-to-date instructions given by PAFOS, students will certainly acquire essential and vital information leading to the optimization of air superiority emphasized in Military Decision-Making Process (MDMP), which in turn is the ultimate goal of the Air Force.

On a personal note, given that our administration upholds moral obligations and immeasurable compassion to the nation, truly, I am confident that our country will reach farther in terms of development in many facets. As we traverse our progression as one nation, I have full confidence that we can be at par or exceed the capabilities of other nations that are ahead of us right now. It is during peace that we essentially prepare to survive and endure the agony or crisis. The time will come, our country will be capable of developing our very own capabilities based on how we intend to fight and soar up high.



ABOUT THE AUTHOR

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A WEAPON OF AFP HEALTH SERVICES AGAINST THE PANDEMIC

By: COL EDGAR M CARDINOZA PAF (GSC)

The World Health Organization declaration of COVID-19 as a Public Health Emergency of International Concern on 30 January 2020 led to the activation of the COVID-19 National Task Force (NTF) to implement measures to prevent, test, trace, isolate, treat and reintegrate COVID-19 cases in the country. Guided by the National Action Plan against COVID-19 crafted by the Inter-Agency Task Force (IATF) on Emerging Infectious Diseases, the COVID-19 NTF formed the Task Group Response Operations whereby the Armed Forces of the Philippines play a vital role thereby activating the AFP Health Service Regional Joint Task Force-National Capital Region Comprehensive and Responsive Element (AFP HS RJTF-NCR CARE) under the leadership of AFP Health Service Commander COL EDGAR M CARDINOZA PAF to support the government in the different operations to beat COVID-19.

As AFP's operating arm, AFP HS RJTF-NCR CARE has been in constant endeavor to perform its mission to provide health care services in response to the COVID-19 pandemic. The AFP HS RJTF-NCR CARE was tasked to operate three mega COVID-19 Isolation Facilities, one (1) Mega Swabbing Facility, as well as augmentation of personnel and supplies in areas (Cebu and Bacolod) with surge of cases overwhelming their health care facilities. In all these operations, the Philippine Air Force has been crucial in providing

its air assets for transport of human resources, medical supplies, laboratory equipment and supplies from outside as well as within the country.



The Philippine Air Force air assets significantly contributed to the transport of equipment and supplies needed by the Department of Health to support the different laboratories that were put up to detect COVID-19 specifically the RNA Extraction machines, Polymerase Chain Reaction machines, swabbing test kits and Transport Media. The rapid availability of these resources led to the successful implementation of the Expanded COVID-19 Testing in the country allowing more high risk populations to be tested including the frontliners. Similarly, the availability of air assets for the deployment of military Emergency Medical Teams to include ten Medical Corps officers, 12 Nurse Corps officers and 11 Enlisted Personnel) to Cebu provided the much needed support for Camp Lapu-Lapu Station Hospital and Cebu Doctors' University Hospital which led to the containment and appropriate management of infected AFP personnel and civilian populace in Cebu City.



The continued transport of key personnel to areas with outbreaks for situational review, transport of equipment needed by the different national quarantine and isolation facilities, and supplies needed by mega swabbing facilities and testing laboratories has allowed sustenance of these facilities that impact greatly on the current status of our country's proper management of COVID-19 cases and AFP's commitment to its call of duty for the Filipinos.

The interoperability between AFP HS RJTF-NCR CARE and PAF has been crucial to the sustainment of AFP's mandate to provide necessary assistance to the national government in this war against COVID-19.



ABOUT THE AUTHOR

COL EDGAR M CARDINOZA PAF (GSC) hails from Pangasinan. He is a graduate of BS in Commerce Major in Accounting and earned two Master's Degree, namely, MAED Major in Values Education and MPM Major in Development and Security. He is presently the Commander of the AFP Health Service Command



**CONTROL MEASURES IS OUR
PANDEMIC RESPONSE:
WE DELIVER QUALITY AIRCRAFT
MAINTENANCE IN ADHERENCE
TO PUBLIC SAFETY COMPLIANCE**

By: 1LT RYAN F REYES PAF

The 440th Aircraft Maintenance Group (AMG) always performs its vital role in providing quality, safe, and well-maintained air assets to the pilots of the AETDC. Its core competency in delivering airworthy aircraft to support the flying operations of the PAF has always been evident in its day-to-day operations. Its standards and best practices reflect the level of safety imposed on its crew that blends with their expertise, proficiencies, and experiences. Despite logistically challenged to sustain its fleet for flying operations, nevertheless, the Group still lives with its mantra to “Quality and Safety.”

The daily maintenance of the Group is challenging that requires attention to its procedures, yet a normal one. Everything seems usual until COVID-19 hit the entire world in January 2020. When the first case of the said disease was confirmed in Manila, the entire nation was alarmed. As this disease spread to some areas of Lipa City, control measures were strictly implemented. Checkpoints, quarantine passes, use of Protective Personal Equipment (PPE), social/physical distancing and personal disinfection became the pandemic response to prevent the spread of contagion. As such, aircraft maintenance operations are slightly affected, but we are able to continue our mandated tasks while implementing safety measures to protect ourselves from possible infection.

The arrival of COVID-19 Testing Kits in the Philippines from other countries became the primary resort to test randomly the citizens who have symptoms and probable infection. The government sought urgency to distribute these testing kits in parts of Luzon, Visayas, and Mindanao islands for massive testing. In this given circumstance, the PAF actively played its role in the immediate distribution of these kits to the different islands of the nation. Joint Task Force CoVid Shield Visayas and Joint Task Force CoVid Shield Mindanao tapped the PAF as one of their working arms. Hence, the PAF leadership initiated to utilize the AETDC air assets, SF260FH in particular, as the means of transportation for the distribution of COVID-19 Testing Kits to the different regions of the archipelago.



On 31 March 2020 to 16 May 2020, the 440th AMG provided two (2) SF260FH aircraft with its well - experienced pilots to transport specimens, test kits, and PPE from Mactan to Tacloban and vice versa to immediately address the needs of the DOH in connection with the COVID 19 pandemic. The pilots successfully transported limited medical requirements, blood bank reagents, and swab samples. Its crew and aircraft system specialists were deployed at Mactan-Benito Ebuena Air Base, Lapu- Lapu City to safeguard and maintain its air assets.

Through the continuous effort of the Philippine government to fight the COVID-19 pandemic, this Group also provided two SF260FH aircraft deployed at Edwin Andrews Air Base, Zamboanga City. The pilots successfully transported Research Institute for Tropical Medicine Test tubes to Butuan, Cotabato, and Laguindingan, Cagayan De Oro. With the valuable maintenance service of its crew and aircraft system specialists, the pilots were able to pick-up specimens in Tawi-Tawi.



Meanwhile, at the Headquarters 440th AMG, personnel firmly complies with the DOH Health Advisory while performing its mandated mission. As the demand requires in keeping the aircraft flying, different safety measures are crafted in compliance with the public health response on the pandemic. The primary response being implemented is social distancing and wearing of protective face masks and face shields as its minimum safety protection. As aircraft are being prepared for pre-flight and post flight inspections, it is

subject to disinfection with the prescribed chemical.

To instill to its personnel the importance of health and safety, this Group with all its squadrons developed the 440th AMG Clean Airmen Scheme aligned with the Command guidance. This guides the personnel that before the start of their daily routine, their body temperature are monitored by the use of a thermal scanner and disinfected by hand sanitizer and footbath. This is considered as the first layer of defense against the pandemic.

As COVID-19 cases are continuously increasing, our personnel have started adapting alternatives to protect themselves from contamination with the disease. The most recent include devising a transparent wall of plastic curtains or acetate to ensure that social and physical distancing is observed, and other safety precautions against the pandemic are strictly enforced.

The above-stated measures are the innovative ways of this Group on how to fight COVID-19. But as most medical experts say, the most powerful weapon to fight against any disease is knowing the right information and to always keep a healthy mind, body, and spirit.



ABOUT THE AUTHOR

1LT RYAN F REYES PAF was enlisted in PAF in 2006 and joined Probationary Officer Training Course in 2011. He is presently the Admin and Operations Officer of the 443RD Field Maintenance Squadron, 440TH AMG, AETDC.



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RESCUE



PAFOCS RESPONSE TO A GLOBAL OUTBREAK

By: P2LT MA ELOISANDRIA YVETTE B SILVA PAF

The Philippine Air Force Officer Candidate School (PAFOCS) strives to achieve excellence in its every endeavor. However, leading the way to excellence is never an easy task. Leading with excellence comes with motivating, empowering, and capacitating subordinates. To attain such power and authority, the preservation of its resources is necessary. The School's vision of producing capable and credible future leaders comes with challenges and trials, but with unity and perseverance, everything is possible. But then again, what if circumstances are not really in its favor?

In the first quarter of the year 2020, a pandemic caused by Coronavirus, commonly called "COVID-19," spread in the Philippines wherein the government, church, families, schools, and economy are greatly affected. Thus, according to the World Health Organization, a pandemic means a worldwide spread of a new disease. An influenza pandemic occurs when a new influenza virus emerges and spreads around the world, and most people do not have immunity on it.

During this time, the government has thought about all possible solutions to contain this virus and stop the spread of it. Likewise, the Armed Forces of the Philippines (AFP) strives harder to continue accomplishing its mission. With that, the PAF undertakes several preventive measures on the spread of this virus. All PAF Bases, especially the AETDC, implemented the "NO MASK, NO

ENTRY” Policy and all persons and vehicles entering and leaving the Base shall also present quarantine pass. Each unit strictly implements decontamination procedures to ensure the safety and welfare of each personnel.

In pursuit of attaining the school’s mission despite this global problem, the PAFOCS Commandant has been quick-witted and full of initiative. He spearheaded the crafting of alternative solutions and planned not to delay the delivery of learning to his students while securing their safety as well as his personnel. All the activities were carefully executed and performed while continuously adhering to COVID-19 guidelines and protocols. Additionally, the School also crafted its own “Clean Airmen Scheme” to be strictly followed by the students and its personnel.



Inside the School’s Facilities

PAFOCS barracks is the home of the future leaders of the PAF. It is where the students were developed, trained, and molded to become leaders with character and competence. To maintain the

safety of the students in their so-called “home,” the School initiated safety measures and set-ups inside the barracks.

Before entry to the barracks, everyone must step on the footbath, check on the body temperature and sanitize hands. Upon entry, it will be noticed that the interior of the PAFOCS barracks was altered to follow and observe social distancing. The rooms were altered and divided to create partition among the students occupying the same room producing two to three students per room/division. They shall also occupy the bunks alternately, if the first student occupies the lower bunks, the next student shall occupy the upper bunks, and so on. If it’s inevitable due to the limited number of rooms, students occupying the lower bunks next to another student occupying the lower bunks shall put acetate plastic as a barrier to prevent the spread of the virus.

Moreover, in other buildings of the School, such as the Admin Building and Alumni Hall, safety protocols are also observed. The School has designated one (1) entrance for all personnel entering the premises. In the lobby, the duty facilitates the checking of body temperature and ensures that everyone who enters must sanitize their hands and footwear through the contactless sanitizer and footbath, respectively. Furthermore, the personnel should observe social distancing inside offices and ensure that at least twice a day, their station has been sanitized.

During the conduct of Activities

The students of PAFOCS are confined inside its perimeter upon reception. Thus, they are considered as “one family” living in the same roof. They all have the same daily activities, and they interact with each other almost all of the time.

With the guidelines being implemented among all PAF personnel, the School adapts to the “new normal.” In all students’ activities involving mass formations such as physical development, cleaning of AOR, drills and ceremonies, and accounting, the students shall maintain a two-arm length distance in all directions in adherence to social distancing protocol. Moreover, the students are strictly required to wear a protective face mask and face shield at all times. The same also applied to organic personnel.



The classroom set-up has also been changed to avoid overcrowding of students in one place. They shall sit one-meter apart from each other. Classroom instructions have been modulated, and the use of online learning platforms were implemented. For practical exercises, social distancing is still strictly implemented with other protocols but not hampering the learning outcome of such activity.

In messing, before entering the mess hall, everyone must always sanitize their footwear through the designated footbath

and sanitize their hands. The Tactical Officers and Military Training Instructors supervising the messing, avoid physical contact with the students and still observe social distancing. Additionally, maximum of eight students are allowed per table.

With this kind of situation, PAFOCS sought the needs of the students for emotional and spiritual wellness. Thus, Religious Services were conducted in a spacious facility such as the PAFOCS Mess Hall.

Lastly, PAFOCS, ensures that students and organic personnel who are in skeletal duty are confined inside the School premises to prevent further transmission of the virus.

Indeed, this COVID-19 situation is a test. It tests the capability of the School to maintain its composure in accomplishing its mandated mission despite the pressure of fear in safety and health of everyone.

Battling with this situation is a clear manifestation of one's courage, dedication, and patriotism in the service towards excellence while displaying "DIWA, GALING at MALASAKIT." This is a challenge that the School will never surrender and will always create its way of producing the best efforts to survive this pandemic.



ABOUT THE AUTHOR

P2LT MA ELOISANDRIA YVETTE B SILVA PAF hails from Cavite and is currently undergoing training in PAFOCS belonging to PAF OCC "SINAGLAWIN" CL-2020.



SPEEDING AGAINST THE CORONA SHOCKWAVES

By: LTC TERESO T BADAYOS II PAF

In an unforeseen circumstance, the world was shaken by the shockwaves of a deadly corona. It moves in an extraordinary pace prompting cases all over the world to skyrocket – wearying the capabilities of the healthcare system. When facing an unseen enemy, everyone gazes for result to obstruct this conflict. And when time is of the essence, appropriate solutions are important.

There were many great stories about people who stood out and offered solutions at the height of the enhanced community quarantine. It was the wee hours of March 24th when Dr. Glenn Angeles introduced “Ar. Will Ti” to us. “You guys might need tents? We can make about 200sqm in 3-5 days” he said. They were offering to extend our hospital capabilities as cases become challenging. They chose to tap the military to assist their team for this endeavor knowing the AFP’s competences. With funding sponsors handled by the Executive Director of the AIM-DBI, Mr. Prim Paypon, the project began rolling. Instantaneously, the first Emergency Quarantine Facility (EQF) prototype was built inside the Bonifacio Naval Station within that week.

Speed and scalability are the values used by “Ar. Will” and the team as everyone battled against time. Using flexible materials, the Office of the Chief Engineers, the Army Engineering Brigade, and the 355th Aviation Engineering Wing were able to build 75 EQFs with

more than 1,000 beds all over the Metro including nearby provinces. Volunteer workers, engineers, architects, LGUs, and medical organizations, worked together with the team to extend hospital capacities and functionally accommodate suspected cases.



Looking at this kind of response, it is easy to point out where air power transpired. Battling COVID-19 calls speedy solutions that are aimed at rapid results. In one of the teaching documents from the Air University entitled Air Power, it says “speed permits air power to respond or react quickly to changing situations... air power’s speed allows it the flexibility to quickly change from one mission objective to another.” The fast spread of the disease can be decelerated by operating faster than the enemy (disease). The EQF team scaled the project to different areas considering the different struggles encountered. The labor, materials, and movements must be synced in order to address a systematic timeline. It is not easy to construct 75 units in 75 different locations facing constraints. Not to mention, the danger of the disease is lurking around. Thus, everyone was reminded to operate fast and safe. At the end, the team successfully laid their endeavors with high hopes of helping solve the crisis in extreme courage under pressure.



ABOUT THE AUTHOR

LTC TERESO T BADAYOS II PAF is a graduate of BS in Management Accounting in Ateneo de Zamboanga University. He was commissioned in PAF on 05 February 2004 and took his Squadron Officer Course at Air Force Base, Alabama, USA in 2013. Currently, he is the Assistant Chief/Assistant General Manager of the AFPEBSO.



PAF CIVILIAN HUMAN RESOURCES COPING TO COVID 19 CHALLENGES

By: Ms. Charito Montano Civ HR

In December 2019, the news on pneumonia-like cases was detected in Wuhan, China. However, very few people, if at all, initially took an interest as, in the reports, it was just a new strain of flu virus. What was appalling was, in a matter of days, the unknown virus had spread rapidly to many parts of the globe, causing an unprecedented number of people to suffer from pneumonia-like symptoms to respiratory failure. Infected cases and death tolls rose every day, yet the origin was still unknown. The World Health Organization (WHO) has declared a pandemic. Everyone became apprehensive. Governments all over the world were forced to mobilize resources to ensure that necessary safeguards are put in place to prevent the spread of the virus further. Assumptions were made, yet there was no clear treatment to protect oneself from being infected. Only health protocols and social distancing kept the contagion at bay. Meanwhile, human-to-human transmission is quickly spreading.

The pandemic is at its worse. The uncertainties are all over. Companies and industries have to partially shut down operations or have to resort to an innovative scheme to do business if they are to survive. Our government has to deliver the needed services to the people. The demand for essential services was high; people were lockdown in their homes, the sick have to be given the needed care, facilities for those affected by the virus have to be established and sustained, unemployment was on the rise. People were anxious.

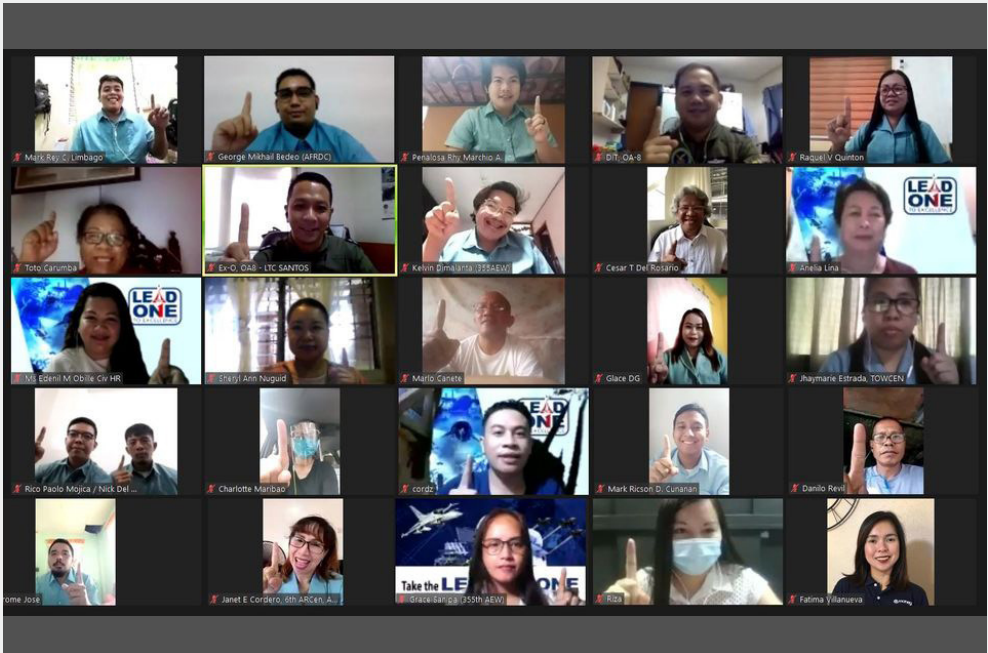
Meanwhile, the presence of health workers, both military and Civilian Human Resource are badly needed in Military Treatment Facilities. Despite the risks, dedicated PAF personnel, specifically the pilots and crew, the medical and allied medical workers, the security and maintenance personnel, and the other front liners have to face the daily work challenge, if only to serve our people.

The call for people to stay at home, particularly those belonging to the vulnerable sector, was made. Mobility was limited to those with essential tasks and urgent deliverables. The grand challenge of COVID-19, however, was not a deterrent for the Civ HRs of the Command to stop delivering the required outputs. When the instructions to restrict Civ HRs from reporting to work was declared, the initial arrangement was for my team and the supervisors to meet online to discuss unacted documents pending in our respective offices. The instantaneous guidelines to stay at home left us with no time to prepare for how things will be facilitated. The apprehension on the use of technological innovations was common since not all have explored the full potential of video teleconferencing at work; neither could we claim proficiency in its use. The use of cellphones and email offers very limited opportunities to engage directly in the planning and formulation of policies and programs, which is our main function.

Further, the need to maintain connectivity with Unit and Office Civilian Supervisors has to be undertaken on a regular basis, to ensure that they are well guided and updated on the latest instructions. Navigating on the “unknowns” during the early part of the pandemic was a tough challenge. Personnel action pertaining to requests like retirement, resignation, transfer, awards and recognition, performance rating, and grant of incentives must be done without fail. Release of pay and allowances have to be

efficiently processed and accomplished on time. Supplies and logistics have to be issued despite the community quarantine. Aircraft maintenance and engineering work have to be accomplished based on set timelines. Another challenge that Civ HRs faced was ensuring the unhampered recruitment and selection of applicants and the promotion of in-service contenders to available vacant positions. The process of administering the Qualifying Examination has to be undertaken with great cautiousness and strict observance of health protocols.

On learning and development, the lockdown was an opportunity to implement online classes with Subject Matter Experts and Instructors utilizing their presentation skills and creativity in the delivery of their assigned topics, ensuring a high-quality learning experience to the participants.



Six months after the declaration of the State of Calamity, the Civ HRs have adapted to the “new normal” with greater proficiency in the use of technology. Work targets and timelines are accomplished as scheduled. Alternative Work Arrangements allows flexibility in the performance of assigned tasks. Policies continue to be rolled out, and meetings are conducted with much ease and efficiency. Interaction and interconnectivity through virtual methods keep everyone updated on the latest information and guidelines.

Adjusting to the remote work environment was definitely not easy to accomplish, but given the attributes, competence, and dedication of Civ HRs in the PAF, no challenge is ever difficult to do. It has been proven; it has been done.



ABOUT THE AUTHOR

Ms. Charito Montano Civ HR is currently the Director for Civilian Affairs of OA-1. She completed her Master in Public Management at the Development Academy of the Philippines. She has been working in the PAF for 34 years.



OCSAF RESPONSE TO THE COVID-19 PANDEMIC

By: COL MARIA SOCORRO E POSADAS MC (GSC)

In the first week of February 2020, Military Treatment Facilities (MTFs) of the PAF bases were immediately instructed by the Chief Surgeon to prepare in response to a novel coronavirus that may infiltrate the Philippines at some point. A “nCoV control program” was initiated to handle possible cases that may enter the airbases. Triage areas at all entry points were set up to screen personnel, isolation areas for suspected cases were identified, and precautionary measures were imposed. These were the immediate actions implemented in those early times. The succeeding days, weeks, and



months made many adjustments due to the changing protocols and guidelines, both from local and international. A Technical Working Group was created to formulate a contingency plan, guidelines, and protocols for PAF during the COVID-19 situation. The Office of the Chief Surgeon Air Force (OCSAF) maintained a calibrated phase to respond accordingly to the worsening effect of this new virus that has eventually affected the whole world.



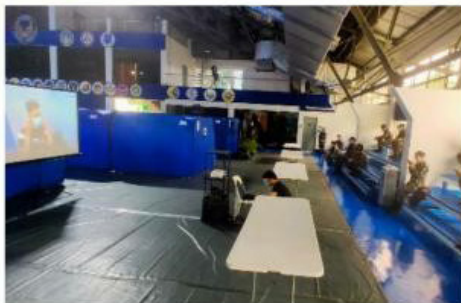
With more explicit knowledge of COVID-19 infection, the interim health guidelines have gradually stabilized. The Chief Surgeon's Office crafted different algorithms and protocols for PAF following the guidelines of higher Headquarters, Department of Health (DOH), and other leading government agencies. This aimed to secure PAF personnel in the continuous performance of their duties. The said protocols specifically focus on (1) passengers boarding military aircraft; (2) troop movements from base to base; (3) pre- and post-deployment; on reporting to office/units from home; (4) availing of emergency travel abroad, and coming from abroad; (5) screening and conducting urgent meetings; (6) Aeromedical

Evacuation of COVID-19 patient; (7) management of PUM, PUI and tested positive COVID-19 patients, (8) concessionaires and the handling and preparation of food items; (9) cleaning and disinfection of facilities, (10) handling dead bodies of COVID-19 victims; (10) release of information; and (11) handling specimens by land or air transportation. Likewise, the SOP on PAF Health Services Implementing Guidelines for COVID-19 was crafted. The algorithms include a self-assessment tool when exposed (Close Contact) to positive COVID-19 case; RT-PCR Test (Post Swab), PAF Military Treatment Facilities Triage (PAF Management of COVID-19 Cases; PAF Management of COVID-19 Confirmed cases; Pilots and Aircrew members with possible exposure to a confirmed COVID-19 Passenger (In-Flight); and PAF Personnel returning to Work.



One critical component to detect COVID-19 cases is to understand its dynamics and determine how and where it will spread through surveillance. Effective screening, rapid laboratory testing,

contact tracing are the tools used to strengthen surveillance of the infection among PAF bases. Last July 2020, this Office facilitates mass swab testing at Col Jesus Villamor Air Base in coordination with MOA Arena PNP Facilitators, Philippine Coast Guard, and Lakeshore Swabbing Center. This Office requested test kits and other materials needed to conduct this program. Also, MTFs were utilized in the swab testing of all aircrew in coordination with the local DOH-RESU. A base-phasing plan was created for the continuity of mass swabbing in all PAF bases. More so, PAF personnel were trained by the DOH to be swabbers to augment in the mass swab testing.



At present, 55% of PAF personnel were already tested. Quarantine facilities were constructed in different PAF bases, and mega quarantine facilities were also established for those asymptomatic and mild cases.

A program for infection prevention and control to protect health workers and PAF personnel inside the base became one of the priorities in this response. Early on, OCSAF has facilitated the provision of Personal Protective Equipment (PPE), medical supplies, and medicines needed for COVID-19, amounting to 21 Million Pesos, which was shouldered by stakeholders for the PAF. The said acquisitions include six ventilators from AFPMBAI, three video laryngoscopes, 12 air purifiers, isopropyl alcohols, disinfectants, and other medical supplies. Recipients are MTF, line units of PAF, and deployed PAF personnel. Preventive medicine such as vitamins, flu and pneumococcal vaccines were requested from DOH and distributed among PAF personnel to boost their immunity.



To further mitigate the impact of the COVID-19 pandemic, related trainings were conducted by this Office, such as the contact tracing course; and health workers' clinical management of the COVID-19 infection webinar. Multi-media campaign was initiated to provide the PAF personnel and their dependents the needed knowledge to prevent contamination. Likewise, webinars on Mental Health were held among health workers and PAF personnel. Moreover, debriefing and mental health support were also given to COVID-19 patients for a holistic approach of their recovery.

There is a lot more to be done with this outbreak. This Office, along with the different MTF, extends all effort to secure the safety and health among PAF personnel to different PAF bases. As a way ahead, a review of the various protocols will be held, and a retrospective study of PAF cases will be considered for future reference. A sustained procurement program will be ensured by this Office to address the logistical requirements during this pandemic. Strengthening the MTFs capabilities in employing Telemedicine is also an innovative way to prevent further infection. It is also the priority of this Office to protect frontliners while performing their duty. With all these, the OCSAF remained steadfast to accomplish their every day mission.



ABOUT THE AUTHOR

COL MARIA SOCORRO E POSADAS MC (GSC) hails from Pampanga and was commissioned on 03 November 1994. She is currently the Chief Surgeon, Air Force.



HEALING AS ONE: OPERATIONS AND COMMITTED PEOPLE FOR A SUCCESSFUL MISSION ACCOMPLISHMENT

By: Sheryl B Dela Cruz

New Normal: PAF Best Practices to Education and Training

While a huge part of Batangas is still on the onset of recovery operations, from when, almost six months ago, when Taal Volcano erupted and posed looming threats around its heavily populated area, we are now faced again by another challenge, and this time in a global scale, the COVID-19.

To immediately address the threat and further prevent the spread of the Coronavirus, the government has implemented drastic measures community quarantines to minimize the movement of people. Some establishments and industries were temporarily closed. Some opted for an alternative work arrangement while some were fortunate enough to work from the confines of their homes. The men and women of the PAF never ceased to deliver selfless service showcasing their DIWA, GALING at MALASAKIT during these unprecedented times.

Now, let us take a closer look on some of these noble missions, programs, and key personalities joined together to achieve one goal that is to “Heal as One”

Joint Task Force Corona Virus Shield (JTF CV-Shield) Air Operations

Due to the suspension of air and sea travel, public transport, and freight brought about by the implementation of the Enhanced Community Quarantine (ECQ) across the country, the mobility of people and goods was greatly affected. It is for this reason that PAF increased its civic missions related to the battle against COVID-19.

Mainly utilized PAF aircraft for these particular missions were the NC212i light utility transport planes, C295 medium-lift planes, and C-130 cargo planes. However, due to its Petroleum Oil and Lubricants consumption capacity and cost, PAF also mobilized four of its training aircraft for more reasonable fuel use and faster transport service, which is the SF-260FH from AETDC, FAB in support of the JTF CV - Shield.

The primary purpose of this mission was to transport COVID-19 related equipment such as swab specimens, virus testing kits, blood bank reagents, medical supplies, and Personal Protective Equipment (PPE).

On 30 March 2020 and 04 April 2020, the PAF Flying School with the AETDC's Instructor Pilots (IPs) were deployed to Mactan (RPVM) and Zamboanga (RPMZ) and safely completed its missions and returned to Fernando Air Base (FAB) on 30 May 2020.

Strict prevention and safety measures were observed before and after the mission. Consequently, all pilots underwent extensive medical check-ups, proper wearing of PPE, disinfection, and isolation in holding areas. Likewise, stringent measures to ensure safety were also applied on cargoes before and after loading in the aircraft.

MAJ KENNARD F MARTIN PAF, the Squadron Commander of 102nd Pilot Training Squadron, PAF Flying School was one of

Instructor Pilots who participated in the noble mission along with 11 others for the first batch which flew on 31 March-19 April 2020, while the second and third sorties with eight IP each performed their missions on 19 April-16 May 2020 respectively.

Capability Program in Blended Distance Learning and E-Learning

The present COVID-19 pandemic not only had significant implications for transportation and jobs but also magnified its effects on education, that is why as short term solution, countries around the world have decided to close schools to contain the virus and decrease contamination.

The disruption caused by the pandemic has brought a lot of pivoting in the educational landscape, particularly on how the academic and training institutions are responding to the “New Normal.”

Training Development Center’s (TDC) best practices and innovation expand the learning horizon and influence of the PAF by networking with reputable education and training institutions inside and outside the AFP. The initiative enables the PAF through the TDC to forge a partnership, collaboration, and learning opportunities with identified institutions to improve education and training practices especially in the prevalence of the “New Normal.”

As a way to improve the delivery of products, and services of managing the education and training system of AETDC, the TDC recognizes the need to innovate and address the current needs of PAF schools, especially in the period of the pandemic.

The contribution of TDC created a huge impact through the engagement with various learning and training institutions that are trailblazers in modern education by using different and effective approach such as E-Learning, Distance Education, Virtual and Augmented Reality, Learning Management System, and other Educational Technology platforms.

TDC used “blended learning” in the recently conducted Instructors Qualification Course (IQC) the first course designed and programmed to implement the said methodology. This new approach in education is a combination of online educational materials and opportunities for interaction online with traditional place-based classroom methods. It requires the physical presence of both teacher and student with some elements of student control over time, place, path, or pace. The blended learning provides more dynamic, flexible, responsive, relevant, and updated implementation of curriculum and teaching methodologies. TDC is the first ever to use the blended approach that is innovative and effective for the conduct of its courses and faculty enhancement activities.

Retaining Learning and Enhancing Capabilities

Learning is a “never-ending process,” thus, one should never stop learning. Every day is an opportunity to learn and an opportunity to discover new things. Things that may provide effective solutions to challenges that has brought constant changes and demands of time. Learning is the knowledge acquired through education and experiences. Thus, education plays an important role in fostering effective learning.

The TDC with its mission to “Manage the education and training system of AETDC to provide quality capability programs to

the PAF” believes that faculty enhancement is essential since it supports the mission of AETDC as it seeks to strengthen academic and military programs and enhance course curriculum towards achieving excellence in PAF military education. Hence, TDC implemented the Instructor Continuing Proficiency (ICP) Program to enhance the competence of the PAF personnel performing instructor or trainer duties to different schools and training institutions of PAF.

Every quarter of the year, TDC is conducting ICP programs that cover different topics that are essential in enhancing instructor proficiency not only in the field of education, which includes instructor and curriculum development, but also in the field of research, and among others. The Center established a strong collaboration with



other education and training institutions, inside and outside of AFP. TDC recognizes the significant contributions of these institutions as they have already considered trailblazers in modern education and training techniques such as E-Learning, Distance Education, Virtual and Augmented Reality, Learning Management Systems, and other Educational Technology (EduTech) expertise.



The experience gained in the initiatives and best practices of the Center is the realization of effort between TDC and its stakeholders using Educational Technology platforms in conducting faculty enhancement activities. The activity also capacitated the Center to improve the management as well as the education and training system of AETDC. The best practices of TDC: Expanding the Learning Horizon and Influence of the PAF through stakeholders engagement and blended education and continuing learning promotes academic collaboration not only by TDC but by PAF and other trailblazers in other private learning institutions.

In response to the situation, adapting to the new normal in



education is mandatory. Therefore, the implementation of distance learning, e-learning, and other alternative modes of learning delivery should observe minimum health protocols such as wearing face masks, physical distancing, and proper hygiene.

To provide excellent capability programs to PAF personnel, the TDC has also adapted the new normal scheme. TDC offers the following courses – The Instructor Qualification Course (IQC) and Curriculum Development Course (CDC).

On 01 June 2020, the TDC conducted its IQC Class 03, it was attended by eight Officers and 15 Enlisted Personnel. To comply with IATF and Command guidelines. IQC for this year was modified and came up with a blended distance learning, e-learning, and face to face learning. The online platforms used were Zoom, Google classroom, and Google forms. This 106-hour course molds students to become a competent classroom manager and facilitator.

In August 2020, the TDC held its modified CDC to prepare current and potential development team members with essential skills and knowledge on crafting a Competency-based Curriculum or Program of Instruction (POI) using the ADDIE process of curriculum development based on AFP's Curriculum Development System (CDS).

MAJ ROSS MAR P VILLAREAL PROF is the Commanding Officer of the Training Development Center since it was founded in September 2017. He oversees the proper conduct of TDC's learning program and at the same time, one of the Subject-Matter-Experts (SMEs) in the IQC and CDC. TDC's monthly activities were successfully carried out. As a frontliner in advocating educational technology and applying innovative methods/approaches in learning, he has been invited to be a speaker in Cyberwide Webinars on

Education and Training. With the Vibal Group, Inc, MAJ VILLAREAL, as host, has graced two webinars, namely: “Military Education and Training: The New Now” in June 2020 and “Molding Leaders of Character: Lessons from Military Education” on 13 July 2020 to speak on the relevance of military education and training in our organization. The webinars were watched and participated by over 140k viewers.

Task Force Central to Help in Cebu’s Fight Against COVID-19

The alarming spike of coronavirus cases in Cebu City has prompted President Rodrigo Duterte to take necessary action for the city. Meanwhile, to help in the ongoing effort to contain the disease in the said area, Task Force Central (TFC), which consists of 32 military medical teams, was established.

Among the strong members of TFC is CPT JOHN MICHEAL ABOLAR, Nurse Corps, AFP. He was assigned at Fernando Air Base Hospital (FABH), AETDC. He received a short notice from the Office of the Chief Nurse Air Force (OCNAF) informing him as part of the medical team to be dispatched in Cebu and help the City’s health workers fight against Covid-19 pandemic. He was cleared at AFP Medical Hospital – V. Luna General Hospital a day before their send-off on 28 July 2020 onboard PAF C-130.

The 32 members of the medical team were grouped into two. The group composing of 11 members, as detailed at Central Command, and the remaining 21, where CPT ABOLAR belongs, were assigned at Cebu Doctors University Hospital. They were further divided into three (3) groups to render the 12 hours shifting of duties. All members underwent precautionary swab testing and flu vaccination before their scheduled flight.

CPT ABOLAR is one of the most diligent personnel whose services are always readily available in FABH since the beginning of the outbreak. From Information Drives to Triage duty on the chilly wee hours outside the Main Gate of FAB, he dedicatedly participated in all of these. Sir Abo showed his commitment to serve despite lack of sleep and rest; he would still join the hospital's MedEvac team in bringing patients to Air Force General Hospital and AFP Medical Center

JTF Sulu Aeromedical Evacuation (S7) Team

For nearly 100 years, the mobility of patients by air has been an essential component of the military medical health system. An early rescue and rapid transport of the patient to a facility for stabilization is very effective and vital as survival depends on the early provision of life-saving care at the scene.

Hence, the operating troops of Joint Task Force-Sulu, JTF S AE (S7) team provides aeromedical evacuation services and other related health care services at Camp Teodulfo Bautista Station Hospital (CTBSH), Bus-Bus, Jolo, Sulu Province.

The JTF AE (S7) team is composed of AFP Technical Services such as Medical Corps - one Flight Surgeon and a Nurse Corps - Flight Nurse, and two Aeromedical Technicians. MSg Dino A Panliboton PAF, was one of the Aeromedical Technician of FABH, AETDC, who was deployed in CTBSH, Jolo, Sulu on 01-30 June 2020.

MSg Panliboton and other members of the JTF AE (S7) team had a very fulfilling experience since they have successfully air-evacuated 16 patients and performed six aeromedical evacuations

missions. Additionally, the team also assisted in CTBSH Emergency Room in giving urgent medical care for 26 battle wounded patients. Moreover, they have also provided assistance in the transport of COVID-19 swab specimens via UH-1H helicopter.

Civilian Nurse in a Military Treatment Facility this Pandemic

If the nature of one's work is indispensable, all the more, his/her services are needed during times of crisis. While others were excused from reporting to their respective offices and units, a Civilian Human Resource working in a Military Treatment Facility (MTF) performed their duties untirelessly.

Ms Rosalia S Gabriel, is a civilian nurse that has been serving the PAF for more than 30 years. She's rendering her services at FABH, AETDC as the Emergency Room Head Nurse, a member of the Hospital Infection Control Team, and the Coordinator for Philippine Integrated Disease Surveillance and Response (PIDSRS) since 2013. Because of her critical role in the hospital, her service is more needed than ever during these trying times.

Ms Gabriel was very honest to admit that she fears that her work poses a significant risk for her to be exposed to the virus. Meanwhile, her unforgettable experience during this pandemic was when she dealt with patients suspected with COVID-19 in a restricted area in the workplace. Nonetheless, her passion and commitment to work prevailed, saying, "Whatever the situation is, the show must go on. There is no excuse, because this is part of my job, and I have sworn to be dedicated to my profession."

There are heroes in every crisis, and in every disaster, and there is also a chance to display selflessness and sacrifices. In this

article, you have seen the important roles of each personnel. Indeed, the most important element for Air Power is its personnel.

Therefore, to “Heal as One,” requires the participation of every single personnel not only in PAF but with the help of other stakeholders as well. Amidst the COVID-19 pandemic, the service being delivered by each personnel, no matter how big or small, contributes significantly to the successful accomplishment of the PAF mission.



ABOUT THE AUTHOR

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7C'S OF RESILIENCY AND COPING MANAGEMENT AGAINST THE PANDEMIC

By: LTC ALEKHINE C TINIO MC

The Fernando Air Base Hospital (FABH) is a Level I hospital of the Air Education, Training and Doctrine Command (AETDC) which for 68 years operates as the provider of inclusive healthcare services to active duty service members, their dependents, and authorized civilians in order to prevent diseases, restore health, and maximize readiness. With a bed capacity of 70, it offers various supports through medical civic actions, sending medical teams in times of calamities, ambulance services to patients, and in-service lectures as being one of the Mentors at heart to this Command.

Like the evolution of the Armed Forces brought about by the changing peace and security challenges, the FABH originated from the unseemliness of WWII. Its maiden flight in 1953 offered a 15-bed capacity with very limited capabilities in healthcare. Due to the changing and increasing need to support personnel undergoing training and tenants of Fernando Air Base, the hospital was reorganized and evolved into a Level I Military Treatment Facility (MTF) in compliance with the Department of Health (DOH) in promoting health and preventing illness to Barangay Fernando and nearby municipalities. Today, the 2-storey building can accommodate 70 in-patients, providing essential ancillary services, promoting community health, and responding to a national emergency.

The start of the calendar year was distressing that it threatens the strategy and stability of this Military Treatment Facility (MTF). The sudden Taal Volcano Eruption without anything else at hand had a significant impact on giving health services. But that didn't stop this hospital in providing such medical care to the evacuees. After the natural disaster, here comes the epidemic which emerges to something worst—Global Pandemic; and came to the concern of everyone else. Being a medical expert, mastery of tranquility and flexibility in a life and death situation is a character one must-have.



The MTF come up with an arrangement acquiring the Resiliency of Dr. Kenneth Ginsburg, M.D. Resiliency is the capacity of a system, be it an individual, a forest, a city, or an economy, to deal with change and continue to develop (Ginsburg, 2006). It is about how humans and nature can use shocks and disturbances like a financial crisis or climate change to spur renewal and innovative thinking. In line with the ability to thrive in an environment of change and uncertainty, how FABH reacted and coped on this health crisis

that threatens the lives and well-being of all the people in and around Fernando Air Base (FAB)?

It is around in February 2020, when the COVID-19 hits the Philippines. Filipinos, having a strong mentality and a happy-go-lucky attitude; they believe that they have that strong immune system, and the virus will vanish in the summertime. Still, confirmed cases in the country have been increasing. Based on the tracker of the DOH as of 28 July 2020, there are 53,649 Active Cases in the country with 1,842 Active cases within Region IV-A: CALABARZON. According to WHO, Coronavirus Disease-2019 (COVID-19), formerly known as Novel Corona Virus 2019 (NCoV-19), is an infectious disease caused by a newly discovered coronavirus which can transmit from person to person. Most people infected with the said virus will experience mild to moderate respiratory illness and recover without requiring special treatment. Additionally, older people and those with underlying medical problems (cardiovascular disease, diabetes, chronic respiratory disease, and immune-compromised like cancer patients) are more likely to develop serious illness.



As everyone worries for their well-being, especially the health practitioners for the upcoming battle, this MTF is already preparing for the encounter with the said virus and assuring the Command that this hospital may not be equipped to cater such patient, but it exerts much effort to prevent and manage the said virus to this Air Base.

Adopting the 7C's of Resiliency against the Pandemic Best Practices

Being the only Military Treatment Facility (MTF) of the locale, this Unit prepares the following to deliver a quality health service to its clientele despite being a Level I hospital; the response of FABH to the environmental catastrophe tested the hospital's reliance and ability to recover. This hospital adopted the 7C's of Resilience by Dr. Kenneth Ginsburg, M.D to reorganize the entire facility to comply with social distancing, educating and monitoring of all military students in AETDC, collect and transport COVID-19 specimens, donning and doffing of PPE for the frontline medics and evacuate suspected cases. Adding to this, is the conduct of an information campaign in the entire FAB regarding the transmission of the disease:

CONTROL

AETDC provided FABH a sense of control in handling and managing cases of COVID-19 within the Base. Guided by the Inter-agency Task Force (IATF) resolution and DOH Memorandum, Unit and Command protocols were crafted to include SOPs on consultation, treatment, and isolation of patients.

- The FABH conducted ExeCom of two hospital policies mentioned below that will serve as guidelines to this Command:

a. AETDC Implementing Guidelines for COVID-19 dated 25 March 2020 (interim). This SOP is setting forth the guidelines, procedures, and protocol for the management of Suspect and Probable cases formerly known as Persons Under Monitoring and Under Investigation and confirmed cases of COVID-19. Additionally, this SOP may prevent or limit the transmission of the said virus with this Command, and it adopted the protocols and guidelines about social distancing. It also guides the management of the personnel with travel history from the infected areas with DOH/ DFA sanctions; and as the locale of Lipa City with the guidance of the Local Government, the Fernando Air Base was in the General Community Quarantine (GCQ) dated 16 May 2020. As an initiative, this MTF creates the second SOP as a strategic plan in delivering health services without any violating protocols of the DOH.

b. SOP Nr 01 of FABH on the Limited Out-Patient Consultation and General Physical Examination Guidelines (GPE) during Coronavirus Disease-2019 Situation under General Community Quarantine dated 09 June 2020. This SOP encompasses the conduct of limited out-patient consultation and GPE of AETDC personnel, tenant units, and their dependents. It also includes the strict implementation of Social Distancing and mandatory wearing of face masks within the hospital premises. This SOP is the backbone of the entire operation to respond and adapt to the “new normal scheme” that was declared by the NEDA on behalf of the IATF.

COMPETENCE and COPING

Building competence in connection with the outbreak is not all about skills in the medical management of the disease. Patients who manifest symptoms are psychologically devastated by the stigma of avoidance and chances of recovery. FABH helped

patients admitted to understanding the significance of isolation, medication, and evacuation to build patients' confidence to recover. All personnel who undergone isolation and quarantined where provided treatment in accordance with the protocols set by Higher Headquarters. While earning the competency, coping is a healthy way of getting through a difficult situation. Withdrawals and denials are very common in the early days of the symptoms. Nevertheless, FABH encouraged patients who went on quarantine and to include this MTF as well to develop healthier coping strategies. The AETDC fabricated a quarantine area that was initiated request by this MTF to separate COVID-19 cases from other illnesses:

Coping Strategies:

- a. Daily Thermal scanning to the personnel who are undergoing quarantine period;
- b. Provision of 14-days quarantine among post-deployed pilots, aircrew, and security personnel utilizing the above-mentioned quarantine facilities;
- c. Lockdown of FABH, no patients from outside Air Base;
- d. TI&E re Coronavirus Disease-2019 (COVID-19);
- e. Triage and Handwashing Area;
- f. Isolation Area at ER for probable COVID-19 Patient;
- g. Placement of Hand Sanitizer Dispensers at Hallway/ Strategic areas;
- h. Regular Disinfection of Quarantine Facilities, Ambulance, and Vehicles entering the base;



- i. PVC screen for selected sections of FABH as a barrier to contain the spread of the virus; and
- j. Designating a room for proper wearing of Personal Protective Equipment (PPE) – How to Put On (Don) and Take Off (Doff).

CONFIDENCE

During the crisis, confidence-building worked in two ways. Whenever a COVID-19 suspect is discharged from hospitalization, it boosts the morale of doctors and allied health professionals. It means that for every successful case handled, and it brings the MTF closer towards the reliability AETDC in handling COVID-19 suspects competently. Further, every discharged patient develops awareness in avoidance of possible exposure to the disease. Another way of boosting the morale of this Unit is ensuring that this hospital is capable of having Rapid/Swabbing Test Kits through the help of the Office of the Chief Surgeon Air Force (OCSAF), other LGUs, and NGOs. This makes them competent that despite being a Level I hospital, it strives harder to deliver quality health service and to save lives.



CONNECTION

In advocating activities, hospital personnel is trained to listen and encourage patients to express emotions to develop trust. This Unit is equipped with personnel skilled in counseling and debriefing. Other than that, FABH extends its services through the Distribution of Leaflets regarding COVID-19.

CHARACTER

During interviews in Triage or interactions at the ward when giving a declaration form, patients are allowed to explore their values and beliefs. Hospital staff helped patients to promote spiritual health by allowing the patient to verbalize positive beliefs without negating them.

CONTRIBUTION

Immediately upon discharge, patients were taught and encouraged to share skills and techniques in avoiding the disease to their respective offices, household, or within their circles while observing social distancing. Such activities help the patient develop self-worth and feel THAT he/she is contributing to the safety of the Command. One of the services offered by this MTF is the Troop Information and Education (TI&E) re COVID-19, signages for consultation, and Limited Physical Examination as preparation of the hospital's "New Normal" Scheme regulation of supplies and distribution of donations related to COVID-19 to this Command.

As the pandemic embraces the whole atmosphere of the Philippines and despite the discrimination, shortage of supplies related to COVID-19, lack of manpower, the pressure, and sleepless

nights, the frontliners of this Unit didn't stop looking for alternative measures on how to manage such patient with COVID-19 because still, this hospital sticks to the mission of providing quality medical health services to military personnel, students, trainees, dependents and authorized civilians and render aeromedical services within its Area of Responsibility. Thus, it led to the reorganization of this Unit and forming the coping strategies with the adoption of the 7C's of Resiliency.



The Essence of Coping Management against the Pandemic Lessons Learned

In the 68 fruitful years of FABH, this global pandemic strengthened the health service providers even more, as they strive more challenging to gain a strategic approach in coping with COVID-19. Conserving their efforts against the overwhelming number of cases in the locale and the personnel to be trace, some people might be devastated, but the health services of this hospital didn't affect the challenges from the Taal Eruption to present. In correlation to the "InSTEP" of the Philippine Air Force, they stand in Integrity on what they have sworn, delivering undeniable Service

to its patients through Teamwork and dedication and practicing Professionalism at all times. Hence, this hospital, with its mission, will continue to evolve and develop towards the future of the PAF and the AFP as well.

During the crisis, the operation of the medical personnel is based on what is instilled to them by the AFP policies; however, facing this global pandemic, the medical professionals stick to their profession as they are the ones who have the expertise to render with the field of their specialization. For decades, the burden of medical and surgical emergencies, regardless of the quantity, was negligible considering the specialties and workforce available in the Unit. When the entire AETDC faced two compounding burdens: the eruption of Taal Volcano that dislocated numerous households to include personnel of this Unit and the bloating cases of suspect/probable and confirmed COVID-19 cases in the country that worn-out frontline medics of this Command increasing their risks of contracting the disease.



One of the obstacles that the medical frontliners encountered is the lack of supplies related to COVID-19 such as Personal Protective Equipment, vitamin-C, alcohol, gloves, surgical mask, etc. – these supplies are the defense of this hospital, but there was a lack of sources due to the Enhanced Community Quarantine that was declared by the President of the Republic of the Philippines. Regardless of the insufficient supplies, this hospital continues to look and maintain a relationship with a stakeholder as an exchange for a loyal partnership and to strengthen the rapport between this Unit with the organization. The following are some of the contributors to this MTF to include LGUs and NGOs, which are of great help to this Unit.

While this hospital had a tedious time in looking for a guarantor, they also conducted TI&E to this Command to raise awareness with regards to the updates of the virus. However, due to lack of workforce, this MTF finds it very hard to cascade information as the demand for work was overwhelming, so this hospital distributed leaflets as a substitute to TI&E.

The feeling of destruction was not in the vocabulary of the medical staff as they have the assurance that this hospital is geared up for the said battle but not until this Command had a confirmed case. The realization of apprehension that this virus is invisible as we cannot see when, where, and how it will occur. As of this moment, some of the organic personnel of this Command had exposure to a confirmed COVID-19 patient/s or to a person who was exposed to COVID-19 patient. Thus, it is necessary to do a contact tracing. The complexity of contact tracing is challenging as it depends on the disclosure of the person exposed to such confirmed patient, some personnel doesn't confess themselves as they fear to undergo the quarantine period and the discrimination itself, so this hospital comes up with a contact tracing scheme.



Having tons to do, this hospital still gives lectures through Video Teleconferencing (VTC) to minimize exposure and to contain the spread of the virus. This MTF sought to have continuing education and training for the proper management and prevention, considering the fact that COVID-19 is like zero visibility – unable to see and might not feel anything (asymptomatic). It is necessary to keep informed and be knowledgeable about preventing from spreading the said virus.

As time goes by, due to the succeeding stressful events, many organizations were evolving through online services as a response to conflict, natural disasters, and displacement. Stress arises when an individual perceives a discrepancy between the physical or psychological demands of a situation and the resources of his/her biological, psychological, or social systems (Sarafino, 2012). However, it is normal to feel anxious because of these traumatic events as this is the normal reaction of a person's body, wherein it is normal to act "abnormal" as it calls for it (fight or flight response). According to Lazarus and Folkman (1984), Coping Theory – coping is the "person's constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands that

are appraised as taxing or exceeding the person's resources" in which there are many ways of coping with stress. Therefore, the effectiveness depends on the type of stressor, the particular individual, and the circumstances.

On the other hand, this MTF takes advantage of the term "psychosocial" with regards to dealing with how to cope up with COVID-19. As stated in the Oxford English Dictionary, the term pertains to "the influence of social factors on an individual's mind or behavior, and to the interrelation of behavioral and social factors; also, more widely, pertaining to the interrelation of mind and society in human development", in which it implies a very close relationship between psychological and social factors. Psychological factors include emotions and cognitive development—the capability to learn, to perceive, and to remember. Social factors are concerned with the capacity to form relationships with other people and to understand and follow culturally appropriate social codes. (National Academy Sciences, 2003)

Clearly, the definition above emphasizes the influence that social factors have an impact on human thoughts and behavior, which influence the thoughts and behaviors of an individual's social world. At this time of difficulty, some personnel/ residents at this Air Base have a stigma when a medical team visits a specific family/ Unit. The neighborhood has a tendency to discriminate such family/ Unit that they thought they are contagious.

Mental health is as important as medical health in today's crisis; having psychological problems unconsciously is dangerous. The thought of being okay doesn't mean a person is totally fine. So, this MTF thought about having a "one call away" service through putting the local number of this Unit in the posted tarpaulins and the

leaflets. With the help of the Psychology Majors of this hospital, the medical staff is skilled in giving initial Psychosocial Support to those who are willing to help. Though some are not interested, still this MTF gives importance to it and is ready to extend a hand if necessary.

Lessons Learned:

1. Strengthening the relationship with a Stakeholder;
2. Conducting Troop Information and Education (TI&E);
3. Contact Tracing Scheme;
4. Continuing Education and Training for the Proper Management and Prevention; and
5. Offering a Psychosocial Support

Participating in public health and safety messaging to help battle COVID-19 is now everyone's responsibility. Everyone has a role to play in flattening the curve. As a soldier, abiding with the Command guidance is the key to overcoming the crisis facing today's problem. And the need to work together is what brotherhood is all about. This is what uniformed personnel are all called for. As a member of the Philippine Air Force, it is to Take the Lead in helping the country heal and Soar as One healthier Air Force.

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LTC ALEKHINE C TINIO MC was born and raised in Lobo, Batangas and joined the military in 2004. He is a graduate of BS Medical Technology and finished his Doctor of Medicine at the Far Eastern University NRMF, Institute of Medicine in 2001. He became a certified Anesthesiologist in 2009. Currently, he is the Commanding Officer of the FABH, 550th ABG, AETDC.



ADAPT TO THE NEW NORMAL, PRESERVE THE BASIC

By: PAF Basic Military School

Charles Darwin once said, “It is not the strongest of the species that survives, but rather, that which is most adaptable to change.” But how can we survive if it turned the whole world upside-down?

The Air Force response to a global outbreak inspires us that we are capable of surviving hardships and disasters that come along our way. The AETDC continues to uphold and accomplish its mission to educate and train personnel and provide doctrines in support of the Philippine Air Force mission by gracefully adapting to the new normal while preserving the basics.



The Philippine Air Force Basic Military School (PAFBMS) is unstoppable in providing the foundation of basic soldiery by adapting to the new ways, encompassing the virtues of Loyalty,

Professionalism, and Discipline. These guiding virtues must be preserved and inculcated into the heart of every PAF personnel for them to cope up and survive with unprecedented challenges. We uphold **LOYALTY**, not only to the Philippine Air Force but also to our mission and pledge to serve our nation even at the cost of our lives being the frontliners during this pandemic and in any calamity. We demonstrate **PROFESSIONALISM** as we gracefully adapt by innovating solutions towards our advancement. The PAFBMS personnel created Virtual Motion Study as an alternative in conducting lectures for trainees to be on track. It is one way of shifting from the traditional classroom-type lectures to contemporary modes of learning. Videos of the lecturer on the subject/topic for the day were presented. This kind of teaching method is a transformative and innovative move as it shows the creativity and resourcefulness of the School in filling the minds of the trainees with knowledge and skills without compromising the health and safety of students and instructors.

DISCIPLINE is exemplified through strict adherence to the COVID-19 mitigation health protocols. Instructors and personnel observed physical distancing in the conduct of physical development, drills, marksmanship training, foot march, field training exercises, Sunday worship, mess, and other training-related activities to prevent the spread of the virus by reducing close contacts and interaction with each other. This practice will not compromise the dedication of the Military Training Instructors in providing an excellent standard of learning that will be beneficial in the military career of the trainees. More importantly, this moral compass daily calisthenics of BMT Class 2020 Alpha keeps us from being distracted by fear, wearisome, and threats that may hinder us in attaining our mission placing the Armed Forces of the Philippines and the Philippine Air Force's success above self. Discipline is the willingness to cooperate in working



toward the accomplishment of defined goals while demonstrating a high degree of interactive teamwork. Sustained by strong leadership, high professionalism, and personal standards, we are bound by a strong sense of tradition and belonging to an organization of which we are immensely proud. The new generation of Airmen may have different experiences and expectations but they have every bit as much potential as those who have gone before. It is the PAFBMS responsibility to unlock that potential for the benefit of the individual and the organization.

When will this pandemic last, is still unknown, but we have already survived the Taal volcano eruption before the pandemic came. How eager are we to achieve BETTER normal? We are the species most adaptable to changes that Charles Darwin is referring to in his quote. With this journey, life will always be filled with unexpected battles. Fears and constant anxieties would sometimes cripple our faith and stability, but let us not be weakened for we are armed with intellectual readiness from Air Education, Training and Doctrine Command. Hence, MENTORS will continue to train through the pandemic. This global outbreak will not hinder us to LEAD and SOAR as ONE towards our mandates by reminding every military personnel that if a change has come, requiring us to adapt the NEW, we must keep preserving, indoctrinating, and going back to BASIC.

POINTS OF VIEW

Unprepared. That is the apt word to describe most of us when the global crisis caught us in March. Thinking that it was to last for a weekend only, I decided to get the first slot on the scheduled four-day work plan adopted by the office following the proposal of the Civil Service Commission. I wanted to be the first to avail of the four-day work week because I had plans for the weekend of the coming week. No. The plans went kaput as the following Monday, all civilian human resources were almost banished from their work areas except for those in the medical and allied fields or those with pressing and very critical tasks and deliverables.

Following the complete lockdown, I found myself confined in my rented room in the barrio, my office work and tasks being brought there by duty personnel from the office. My only source of information from the goings on beyond that room was news on TV and the sporadic live announcements brought by the local barangay officials. Then, the situation became from bad to worst – total lockdown, away from my family in a cramped room right smack in the midst of “contamination”, more people from the area where I stay were infected and the numbers grew by the day.

Being a senior citizen, I was not allowed to go out for the duration of the temporary lockdown. I prayed for a means to go home, since my husband, himself a senior, cannot just travel to fetch us from the barrio to Nueva Ecija. After completing the 15-day quarantine with my daughter, I was informed that I can go home, courtesy of kind souls who willingly transported us.

Days later, after that fateful morning, I was to realize that it was not only me that benefitted from the PAF’s benevolence and

kindness. I later knew that the PAF is in the forefront of the country's struggle to contain and control the alarming spread of the COVID-19. The pandemic sent all personnel, not just its medical staff, neck-deep in everyday operations to quell the dreaded virus. Most of the PAF personnel were directed and assigned to compose Joint Task Forces (JTFs) as the pandemic required the full cooperation of the branches of service of the AFP.

The PAF's very own frontliners, medical and health practitioners got involved as members of the different JTFs – from manning checkpoints and quarantine areas to assisting government agencies as well as civilian entities in transporting medical supplies, relief bags for affected communities and extending other needed services such as providing transport to Locally Stranded Individuals (LSIs) who were cleared to go back to their provinces.

It's been months since the onslaught of the global pandemic that changed everything. In spite and despite of the dreaded unseen enemy, the PAF remains true to form – for God, country and people.

by: **Marilou R Padre Juan Civ HR**

Since the beginning of 2020, terrible news had struck throughout the different media platforms, whether human-made or natural catastrophes that had to be determined. The Philippine Air Force mission demands its personnel to work continuously over long hours in these times of global outbreak. These Coronavirus missions have been keeping the PAF takes steps to assure continuous operations, readiness, and capabilities. Air assets are prepositioned in different air bases to readily transport limited food and medical supplies to nearby provinces and cities. As it demands ingenuity and flexibility to Heal as One, the PAF medics and health personnel are strictly following and ensuring compliance with guidelines issued by the World Health Organization. The leaders are working closely

with local public health officials to actively monitor the health of our PAF personnel and the nation. It is on this challenging times that the PAF military personnel have always show agility, adaptability, and resiliency in times of peace and war.

by: **2LT IMMANUEL HOPE A DOLOJAN PAF**

What actions and responses have been employed by the PAF to be able to address this issue? We may not have the luxury of time to spare during the lockdown, but our actions towards coronavirus could give us a bigger perspective, which may help our communities around the country of being well informed with the seriousness brought about by the said virus. Accordingly, the PAF had been very active in its response in delivering realistic first-hand information to its personnel thru the use of social media and other related means.

Nonetheless, as the PAF is one with the world in putting an end into this pandemic, it has already adapted into using critical components in the detection, identification, and monitoring of the spread of COVID-19, the principles of surveillance and contact tracing in particular. They had been very effective in ensuring that information collected has become an appropriate response in the isolation of cases within the PAF premises.

With this simple yet effective way to control the spread of the coronavirus disease, the PAF was able to isolate somehow those suspected with the COVID-19 disease and prevented its spread specifically to different PAF Bases. The decisive and bold action of the PAF leadership slowed down the spread of the coronavirus. As such, these initiatives, coupled with a high sense of discipline, somehow brought aspirations to our comrades-in-arms, that there would come a time when everything will again be on a normal footing.

by: **TSg Joel Emerson V Teves PAF**

Unseen. As the whole world battle against the SARS-CoV-2, indeed, wars are fought not only with arms and ammunition but with a strong and healthy body, mind, and spirit. Like all other wars, today's battle puts a premium on the intelligence corps in gathering vital information to aid decision making and achieve victory. For this fight, the leading questions are: where is the enemy, and where will it strike next?

The intelligence corps in this pandemic is the COVID-19 testing lab. Health workers and other members of the AFP are the advance guards known as "Swabbers." They gather raw information through nasopharyngeal and oropharyngeal swabs from suspected persons, and transmit it to a nearby laboratory. These swabbers are trained well not only in swabbing people safely but also in preventing themselves from contamination. The amount of information they have gathered is proportionate to the success or failure of the campaign against SARS-CoV-2. Well, a person doesn't have to be a healthcare worker to swab; as long as he/she is appropriately trained and equipped with PPE, he/she can surely be one.

Despite the terror and the seemingly dilemma that the country is facing, our government will continue to pursue measures and bear a hand to aid the people with their current needs. As for the AFP, it has been proactive in its mandate to secure its people and the state. As PAF personnel, being deployed to different places without getting sick enables me to fulfil my duty of winning the fight against the deadly virus. As a swabber, we never cease to fight until the enemy was discovered and controlled. I hope that everyone also abides with the safety protocols imposed by the government and that be disciplined to forego comforts until we return to normal.

by: **A2C John Allison V Clavano PAF**



AIR TASK GROUP-NATIONAL CAPITAL REGION

By: COL JOHN RESNER P JAYME PAF (GSC)



THE CG, PAF LTGEN ALLEN T PAREDES PAF with ATG-NCR Commander COL JAYME PAF (GSC) conducts TI&E and visit to deployed personnel to check their condition and status of their morale



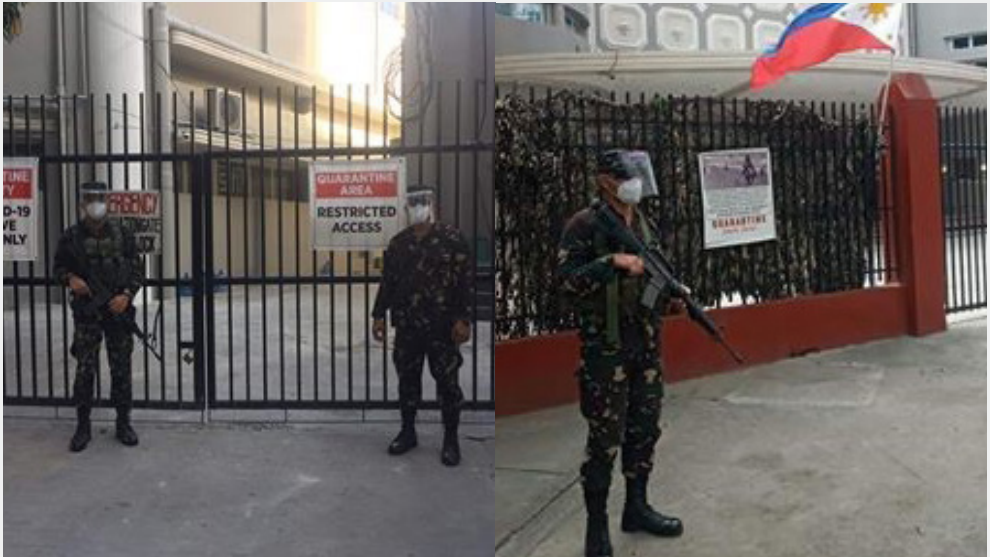
ATG-NCR personnel provided security personnel augmentation to PNP counterparts in the conduct of checkpoints operation by checking of quarantine pass, implementing social distancing and wearing of facemask as part of the new normal within metro manila.



One of the primary duties of ATG-NCR is to man the different quarantine facilities by providing security within the establishment to guard the safety of its personnel and the patients guided by the command trust of diwa, galing at malasakit. The ATG personnel continuously faced the challenges without fear to help fight and prevent the spread of COVID-19.



Valiant PAF personnel detailed as swabbers performed swab tests at the lakeshore mega swabbing facility in partnership with JTF-NCR Care that caters not just the men in uniform but also the different civilian sectors to help fight against COVID-19.



ATG-NCR personnel also manned different quarantine facilities that caters all COVID-19 positive patients in partnership with the Armed Forces Philippines Health Service Command (AFPHSC), by providing security personnel to ensure that the facility is safe and secured.



ABOUT THE AUTHOR

COL JOHN RESNER P JAYME PAF (GSC) graduated Bachelor's Degree in Aeronautical Engineering at PATTS College of Aeronautics. He underwent his Probationary Second Lieutenant training at PAF Reserve Command, eventually, Called to Active Duty on 01 October 1991. He is the Air Task Group-NCR Commander, concurrently, the Director for Operations of the 520th ABW at CJVAB, Pasay City.



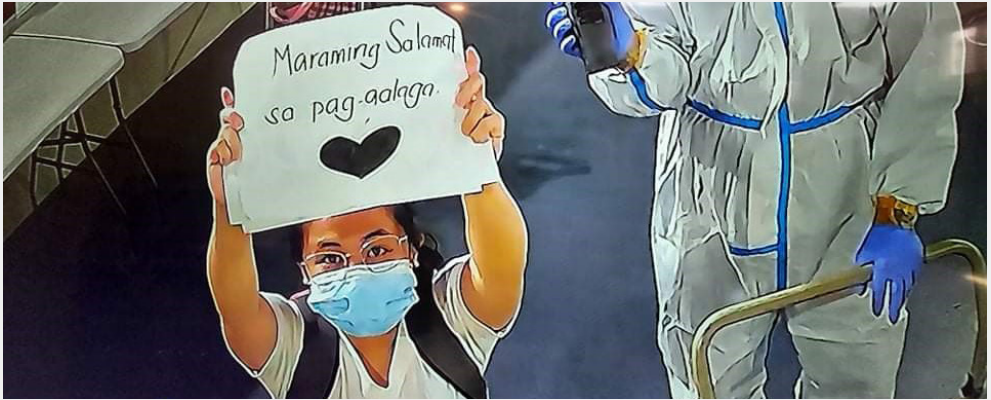
TASK GROUP - NINOY AQUINO STADIUM

By: LTC JACQUELYN C CLOMA NC



Post Psycho-social Processing (PSP) team pose with Military Nurse Facilitator at Ninoy Aquino Stadium COVID-19 Isolation Facility. TG-NAS recognizes the promotion of Mental Health as an integral factor for the over-all wellness of patients as a response to the global outbreak.

PSP is a process used by a health care provider to assist people in crisis (confirmed COVID-19 patients) and survivors. Direct intervention for individuals or groups of individuals aimed to help the victims deal positively with the severe emotional impact of the crisis, to provide education about current and anticipated stress responses and information about stress management.



A female patient showed her appreciation to the frontliners of Task Group-Ninoy Aquino Stadium COVID-19 Isolation Facility thru the CCTV camera for the care and attention she received during her 14-day quarantine period.



Task Group-Ninoy Aquino Stadium sends off two (2) recovered patients. The Task Group is a collaborative effort among different agencies - government and private. (Persons in Grey shirt - Stellar Manpower Agency personnel, for the janitorial and utility service provider; PAF personnel forming the JTF-NCR, security provider; Admin personnel for administrative service; Personnel in scrubs - Medical Corps Officers and Nurse Corps Officer, health care monitoring provider from AFP Health Service Command.



Another send off photo to seven (7) recovered patients



ABOUT THE AUTHOR

LTC JACQUELYN C CLOMA NC was Called to Active Duty on 01 December 2004. She became the Chief Logistics Officer and concurrently the Chief Nurse of the Mega Temporary Treatment and Monitoring Facility (TTMF)-the Ninoy Aquino Stadium COVID Isolation Facility at Rizal Memorial Sports Complex, Manila on 10 April 2020. She was later designated as the Executive Officer/ Chief Nurse of the said facility on 16 June 2020 to present.



WOMEN EMPOWERMENT IN LEADERSHIP

By: MAJ APPLE GAY LUMANTAS MEDROSO PAF

The military, from the very start, has been an altruistic organization impartially focused on serving only the nation's interests and created as a male-dominated organization. The Philippine Air Force from its history was a bastion of male machismo where brave and daring men took their wings and conquered the skies, it has been a status quo, and no one questioned it. Those men took honor and give the prestige to service; however, they recognized that there were possibilities and opportunities for women to fly with them in the skies.

The military institution, in particular the Air Education, Training and Doctrine Command (AETDC), now began to make way for women leaders and recognize their leadership capacity and capability, though we still find women in positions with administrative functions and relegated to duties that require keeping things in order. The AETDC aims to develop women leaders across various spectrums of the military hierarchy, starting with basic military training, officer candidate, PME courses, and even specialization courses. Noteworthy to mention during his stint as the Commander, AETDC, we have a female Corps Commander at PAFOCS and a female Student Officer who finished at the top of her class and garnered the McMicking and Rivera award; the highest award in flying training during military pilot training. These fetes prove that women are already accepted and recognized.

The success stories of the long line of women who took the challenge and stepped up to be at par with the men will never be complete without giving due recognition to the men who saw these women as equals – in skills, determination, and thirst for new challenges. One of the first few men who saw the potentials of women in the Air Force is no less than the current Commander of the AETDC – MGEN FERDINAND M CARTUJANO PAF.

While women empowerment is yet to become a byword thru the provisions of the Magna Carta of Women, then COL CARTUJANO PAF saw the technical viability of the Air Force Adjutant Document Information System. This system will readily generate data of PAF personnel, and he tapped a young female lieutenant MAJ APPLE GAY L MEDROSO PAF (then 1LT MEDROSO), to head the big project. Before the enactment of the Magna Carta of Women, the Commander, AETDC, already manifested trust and support for women to reach their full potential as an Officer. MGEN CARTUJANO PAF (then CPT CARTUJANO) was the tough yet persevering and encouraging Instructor Pilot of a young aspiring female pilot who later became the first female Muslim rescue pilot of the PAF, COL ROSEMAWATEE A REMO PAF (MNSA) (then 1LT ABBARANI PAF).

MGEN CARTUJANO PAF still shows his utmost faith and confidence in driven and focused women who can make a lot of difference. He is one of the few officers who believed that women hold half the sky. He sees the capability of women and assured that women's empowerment is dynamic and continuous to thrive in the once male-dominated place of work. He designated two women officers to handle the Air Warfare Center that mandates to develop PAF Doctrines for the Advancement of Air Power – his once intrepid student pilot as the current Commanding Officer, and her assistant is the female officer that handled the data project.

Fast forward to recent times...after the recognition for women's capabilities and the PAF's paradigm shift that included a focused attempt at women empowerment, the AETDC has two epitome' of real women empowerment and tasked to take the helm of the AWC, the primary unit in the PAF in advocating Air Power through doctrine development relevant to air defense operations by 2022. That is women empowerment of the highest order.



ABOUT THE AUTHOR

MAJOR APPLE GAY LUMANTAS MEDROSO PAF is presently the Executive Officer of AWC, AETDC. She was born in El Salvador City, Misamis Oriental. She studied Bachelor of Science in Education at Xavier University, Ateneo de Cagayan. She also attended various Gender Peace and Security Trainings and other related GAD trainings both locally and abroad.

At her core, she is an advocate for women empowerment in the truest sense of the word and strikes a surprising balance between work and home. She believes and thrives in team work and values every single contribution and opinion raised to her. Underneath her uniform, she is Mama to Ken, Simone, and Snow. Beyond rank and designations, she is married to a seasoned pilot, LTC SIMON MEDROSO PAF.

From 31 March to 19 April 2020,
the Philippine Air Force C-130
has transported a total of 89,755.36 kgs
of government-procured PPEs from
Xiamen International Airport in China
to Col Jesus Villamor Air Base in Pasay City.

