

The 161st Air Refueling Wing - Phoenix, Arizona



The COPPERHEAD

Copperheads, D-Backs Team Up



Arizona
Air National Guard

Volume 1, Issue 1

July 2010

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Return of The COPPERHEAD

By 2nd Lt. Matt Murphy

As the Year of the Air Force Family officially comes to a close, thoughts, memories, and impressions of all those with whom we serve, support us as we serve, and those who have moved on in one form or another remind us of the importance of our own



**Year of the
Air Force
Family**

Air Force Family.

Historically base newspapers or newsletters were the mechanism for learning about events, awards, promotions, and general newsworthy events. The Copperhead has long been a tradition of the 161st Air Refueling Wing and with this issue it returns as what is hoped to be a quarterly publication to recap what the outstanding airmen of this unit have done throughout the year.

While this issue will span the first six months of 2010, future issues will be geared towards a quarterly review of important announcements, events, promotions, deployments, and stories of how we serve.

It is awe inspiring to listen to, read about, write about, or experience the many facets of the 161st family. From training to deployments, inspections to exercises, during drill or after hours we build bonds with our fellow Copperheads that create friendships and memories to last a lifetime.

As a Wing we look forward to sharing your piece of history, your moment of accomplishment, your story of struggle and success as we create memories we can share with our friends, family, and our community. It is with privilege and pride we serve together and will have the opportunity to share our stories in the "Return of the Copperhead."

On the Cover

Former Diamondbacks star Luis Gonzalez with the 161st Wing Commander Steven Balsler, unveiled new nose art on a KC-135 Stratotanker featuring a new D-Backs logo.

On hand was the D-Back 's mascot Baxter who had his moment on the aircraft as he waived to the crowd from the pilot 's window. Many members of the Wing had an opportunity to take pictures and get autographs with Gonzalez.

Photos by MSgt. Kelly Deitloff

The 161st Air Refueling Wing - Phoenix, Arizona



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Visit us on the web at www.161arw.ang.af.mil

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A 21st Century Wing

By Col. Steve Balsler

The 161st Air Refueling Wing takes its place in history with the efforts of Copperheads past and present, but nothing will compare to the future of this 21st Century Wing. We are no longer part of what was once considered a conventional National Guard unit serving only one weekend a month and two weeks a year. Instead, we are a team of professional Airmen who respond to the military needs of Arizona and heed the call for national support with contingency operations giving whatever it takes to accomplish the mission.

Distinguished visitors and high ranking officials visiting our base have difficulty telling us apart from the operational Air Force. With over 2500 flying hours and over 300 missions last year alone, it is hard to tell the difference. Our Wing is a team of highly qualified, deployable professionals who step up when asked, and that attitude and dedication makes its mark in the public eye. I applaud the efforts of our Airmen and extend my thanks to the family and friends who support us as we serve at home and abroad.

With changing times and economic pressures we must remain diligent in our efforts to stand out and above. The 161st is the right place for the KC-X next generation refueling tankers. We cannot become complacent at exceeding the standard and show that there is no better place than here for those aircraft in the future.

At any given time about 15 percent of our unit is deployed, our Operations Group has been backfilling for the operational Air Force for over a year, and our **Maintenance Group's exemplary** inspection and practices keep our current aircraft in top condi-

tion to meet the challenges and requests made of our unit. These are examples of the quantity and quality of work we must maintain.

As with every call to serve, there is time to come home from a job well done. Soon many members of Security Forces and a number of individual deployed Airmen will return. We look forward to having them home with their families and congratulating them for their service and sacrifice.

I want to remind everyone out there about the importance of safety and security going forward. We need to take care of ourselves and one another. We do not want to lose anyone to a mistake or a preventable situation. Be a good wingman. Use caution this summer while traveling and participating in recreational activities. Always be concerned about situational awareness and keep an eye out; especially if you are traveling out of the country. Remember to obey laws and follow protocol. If you are enjoying recreational vehicles or participating in events that may present risk to yourself, a family member, or friend, take the time to properly inspect equipment, wear protective gear, and do not mix such activities with alcohol or anything else that may endanger you or someone else.

The wingman principles are there for a reason and with many facing economic challenges, they all too quickly pour over into other problem areas where we need to talk to each other and make sure our unit members are okay. If you are having financial struggles, family problems, or personal concerns; know that there are many resources available for you and your family. Military One Source (www.militaryonesource.com),

our Family Readiness Director, your supervisor, or the chaplains are here to help you in your time of need and my door is always open. Do not be afraid to ask for help. We take care of our unit members and we want you to give us the opportunity to do so.

As we look to the fourth quarter **to wrap up "days and dollars,"** now is the time to approach your supervisor about completing annual training or other requirements you may need to maintain and advance your career and position. Your **individual success leads to the unit's** success of shining as a 21st Century Wing.

Focus on metrics to help us achieve by tending to your medical, AFSC, and promotional requirements. Be compliant with policies and procedures; especially if you use a government travel card. Sometimes it is the little things that add up when it comes to inspections and readiness compliance. Above all, be safe.

Again, let me personally thank every airmen, family member, and friend who support you and **our unit's success. We are a** family and together we will become the unit by which others are measured.



OUR VISION:

Flexibility

Integrity

Readiness

Sustainability

Teamwork

FIRST to exceed the needs and expectations of our community, state, and nation.





A Message from the Mission Support Group

By Col. Kyle Kobashigawa

The 161st Mission Support Group performs a wide range of functions to include Security Forces, Civil Engineering, Communications, Personnel Management, Services, Logistics, Environmental Management and Contracting support. This professional group of over 400 personnel provides wartime and peacetime support of critical missions to support the Wing, our local communities, state emergencies, national requirements, and overseas operations.

The personnel of the 161 MSG have been extremely busy over the last several months and I would like to give you a brief overview of our mission. Although, the Wing recently completed a rigorous Unit Compliance Inspection in November 2009 the pace and activity within the Wing has not slowed down.

After a successful inspection, the Security Forces Squadron immediately began preparation for their mobilization in support of Operation Enduring Freedom. The Air Mobility Command Inspector General recognized the Installation Security Team and Security Forces Standardization and Evaluation Section as exceptional team performers. Currently, the SFS has 42 personnel mobilized for over seven months for OEF and one personnel deployed in support of a classified RAVEN mission. The SFS personnel have continued to perform their base security mission with the highest level of professionalism. The base has undergone several exercises and visits from Distinguished Visitors and the Security Forces personnel have performed flawlessly.

The Security Forces also hosted the Security Forces ANG/A7 conference in Glendale, Ariz. with outstanding reviews.

The Civil Engineering Squadron is responsible for all construction, facility maintenance, fire protection, emergency management, and real property for the 161st. The CES was recognized by the AMC/IG as having the best Energy Management

program seen to date. The AMC/IG coin was presented to Master Sgt. Ryan Kemp, and Individual Recognition was presented to Master Sgt. Aldaberto Murietta and Tech Sgt. Steven Hollingshead. The Fire Emergency Services Operations Team was recognized for their outstanding team performance and the CES was recognized with an overall excellent. The CES currently has 11 personnel deployed in support of OEF and two personnel in support of Operation Iraqi Freedom. The CES has also been tasked to mobilize 38 personnel in support of SOUTHCOM from July 10 through Jan. 11.

The Communications Squadron repairs and maintains all communications equipment and infrastructure for the 161st (to include classified and non-classified) and they also manage **the Wing's records and documents**. This talented group of professional work day in and day out to insure the complex computer systems are maintained at the highest levels of efficiency.

Master Sgt. David Zibell was presented an IG Coin from the AMC/IG due to his outstanding performance during the inspection. COMM personnel have deployed in support of every major contingency to include **Master Sgt. Zibell's recent six month deployment in support of AFRICOM**.

The Force Support Squadron has recently combined the Military Personnel Flight and Services Flight into the FSS. This diverse squadron offers a variety of services to the members of the Wing to include military and civilian personnel management, manpower, education and training, awards and decorations, enlistments, retirements, separations, deployment preparation, food services, morale, welfare, recreation, base gym, and many more responsibilities. The FSS was essential in coordinating and verifying the numerous personnel who were recognized during **the Wing's Hometown Heroes**

Celebration and Yellow Ribbon Reintegration Program. Tech Sgt. Schaller recently competed in the Fifth Annual Military Culinary Competition in Washington, D.C. bringing back new skills and techniques used to enhance the Aerospace Dining Facility. Senior Master Sgt. Sweet and Staff Sgt. Islava were recognized for the outstanding military service by the Arizona Foundation for Women. The FSS currently has three personnel deployed in support of OIF and four personnel recently returned from six month deployments in support of OEF.

The Logistics Readiness Squadron also provides a wide variety of services to the Wing. The LRS is comprised of four major areas Supply, Traffic Management Office, Vehicle Maintenance, and Petroleum, Oils and Lubricants. Master Sgt. Richard Harmon was also recognized with an IG coin from the AMC/IG due to his outstanding performance during the Unit Compliance Inspection. Within these four major areas each has a myriad of missions; however, the main mission for the LRS is to support KC-135R aircraft and maintainers. The LRS has been constantly tasked over the last year for personnel to support local, state, national, and overseas requirements.

Vehicle Maintenance, Supply, and TMO personnel responded within hours to drive emergency support equipment to assist the Army National Guard and State Emergency Management Personnel to assist civilians trapped in Northern Arizona during a severe snow storm. Six personnel are currently deployed in support of OIF, OEF, and SOUTHCOM, with 13 personnel scheduled to deploy in the next several months.

Environmental Management Office is a two person shop responsible for the management of all environmental compliance and regulatory issues to include, pollution prevention, recycling, air quality, water quality, hazard-

ous waste management, natural resource management, and overall environmental quality of the Wing and its geographically separated unit. The EMO has numerous inspection throughout the year and normally has at least one no notice inspection from numerous agencies, to include the City of Phoenix, Maricopa County, Arizona Department of Environmental Quality, National Guard Bureau, the Air Force Inspector General, and the Environmental Protection Agency. Documentation, Training, and Compliance must be held to exacting standards to avoid fines and criminal penalties.

The EMO has done an outstanding job of maintaining the highest standards and qualities which is a tribute to all the members of the 161 ARW and 107th Air Control Squadron. Without the cooperation and dedication of every member within the Wing the EMO would have an impossible task. Another small yet essential office within the Wing is the Base Contracting Office (two full-time and two traditional). The Contracting Office is responsible for all acquisitions outside of the Supply system to include the Government Purchase Card Program, Construction Contracts, Service Contracts, and Equipment purchases. Although, limited in staffing the Contracting Office has unlimited heart, Master Sgt. Kelly Dodson deployed for six months in support of OIF and was recognized as the Outstanding Senior NCO in the theater of operations. The Contracting Team was also recognized for their outstanding performance and received the Team Recognition from the AMC/IG.

As you can see the MSG is comprised of a diverse group of professionals performing at the highest levels of service and commitment to the Wing, local community, state and the nation. We are proud of our mission and proud of what we do to support you.



Chief's Corner

By Chief Master Sgt. Jim Nedved

I wanted to talk about the importance of our honor guard and an opportunity for you to join. I believe in this program and its importance and look forward to congratulating its new members.

Providing honors to our nation's heroes is perhaps one of the most rewarding and satisfying acts any of us can perform. The Honor Guard has the awesome responsibility of representing the Air Force and the United States, as friends and families say their last farewells to loved ones who have proudly served our country. We are often told that our presence was the most important aspect of the ceremony.

Please join us and help us nobly express our nation's gratitude to these fallen heroes, and remind their families the importance of the sacrifices they made. Information for funeral directors.

The Honor Guard does more than just funerals. Not only do they participate in active duty and veteran funerals they also perform color guards at many different activities such as retirements, promotions, changes of command and community events. The Honor Guard helps other squadrons perform for the base reveille and retreat ceremonies, and support local events such as basketball and hockey games, parades, and weddings.

How do I join?

Joining is simple, talk to your supervisor and First Sergeant. Once they give their approval you can call the Honor Guard office, set up a meeting and schedule your week of qualification training. You may also complete and mail our application to let us know you have an interest. The NCO in-charge of the honor guard has more information that you and your supervisor may want to review, just call and get the ball rolling.



Volleyball Court Finished and Approved for Use



Photo by MSgt, Charles Wade

The Copperheads Junior Enlisted Council Volleyball Court has final approval. Get ready to serve, dig and spike this fall with the official kickoff challenge: The Chiefs Council verses Copperheads JEC. This project would not be possible without the teamwork and volunteers of CES, FSS Services, Base Safety Office, Life Support Parachute Shop, JEC and mentorship from key leaders across the base. (Submitted by Tech Sgt. Dena Hallaren, President of the CJEC)

VISIT US ON THE WEB!



The official web site of the 161st Air Refueling Wing is located at

<http://www.161arw.af.mil>

For questions, submissions, or general inquiries, please contact the Public Affairs Office by emailing 2nd Lt. Matt Murphy matthew.murphy.1@ang.af.mil

Or Senior Airman Michael Matkin Michael.matkin@ang.af.mil



Chaplain's Corner

By Lt. Col. Michael Sproul

Well, it is summer again. You know it is summer in Arizona when you get up before the sun comes up and your thermometer says that it is over ninety degrees. Even though I have lived here in Ariz. all my life and my wife is a native of the desert, it is still tough **when it doesn't get below 90.** The good news is that by July the days are already getting shorter and we know Oct. is just a few weeks away. We know time will pass and it will be cooler soon. We number the days until cooler weather returns.

The Bible talks about numbering days as well. We read in Psalm 90:12, **"So teach us to number our days that we may gain a heart of wisdom."** The author is talking about dying. He knew that while **he didn't know how long he had to live,** he did realize that his days on the Earth would be finite. He wanted to be aware of every day to do life in such a way that he would use his time here wisely.

We always laugh and say, "the only two things that we can be

sure of in life are death and **taxes."** **We laugh because it is so true.** We spend a lot of time preparing for our taxes, but how much time do we spend thinking about numbering our days so that we live for wisdom? Making wise choices in life so that you can live with little or no regret is a great gift that you can give to yourself and others.

The chaplains are available during the UTA, but also through the month to help you on your spiritual journey. Please stop by our office in Building 10 and pick up a business card or come to one of our services. The Catholic Mass is at 1400 on Saturday in the **Commander's Conference Room.** On Sunday at 0700 the LDS study is in the **Commander's Conference Room** and the General Protestant service is in the Pang Club.

Let's spend this summer not just counting the days until it gets cooler, but also counting the days of our lives so we can become wiser in His ways!



Chaplain Staff (left to right): Chaplain (Lt. Col.) Mike Sproul (480) 323-0937 Tech. Sgt. Laura Dale (480) 773-4599 Chaplain (1st Lt.) Lance Schrader Staff Sgt. Johnny Baltz Staff Sgt. Jonathan Myers Chaplain (Capt.) Eric Brown Chaplain (Capt.) Thad Todd

"Serving in Your Midst"

161st Air Refueling Wing Holiday Party

Saturday December 11th, 2010 at 6pm

Hilton Pointe at Squaw Peak

All rooms are suites and the National Guard Rate is \$69

1 King or 2 Queens and a pull out sofa

The night's events include the Hospitality Suite, Silent Auction, Live Band, Cash Bar and of course fun and fellowship

There will be discounts on Golf and the Spa

Childcare will be on premises from 5-10PM for a small fee

\$10 per child, maximum of \$30 per family

Ticket Prices:

E1 - E4 \$20 — E5 and Above \$40 — All Officers \$50

TICKETS GO ON SALE AUGUST DRILL...

GET YOUR TICKETS EARLY!

50/50 RAFFLE EVERY DRILL

AT THE CHOW HALL AND PANG CLUB!!

RACE FOR THE CURE for Breast Cancer

When - Sunday Oct. 10, 2010

Where - Wesley Bolin Plaza in Phoenix

What - 5K or 1M run or walk or if you can't attend you can

SLEEP IN FOR THE CURE

Why - So we can help fund the science to find the cure

Who - AZ NG warriors, family, friends, colleagues, everyone!

How Many - goal is at least 100 team members

Deadline to join the team is Sept. 23, 2010

Log into www.komenphoenix.org and join our team named: **161 ARW Copperhead's**



Introducing the Arizona National Guard Yellow Ribbon Program

By Glenn Klassen



While supporting OEF/OIF, the Minnesota National Guard experienced unusually difficult challenges that proved the need for additional support for both the Warrior and their families.

They improved the deployment cycle and “pioneered a program in hopes of changing how Soldiers and Airmen are reintegrated back to their communities.” Called “Beyond the Yellow Ribbon,” “the program is named as reminder that the support of Soldiers and Airmen cannot end when they return from deployment and the yellow ribbons are untied.”

For more information, go to www.btyr.org.

“This is not a program, it is process. And it’s not the military’s process alone. It takes all the resources of the local, county, state and federal government, along with every non-profit organization that’s willing to help.” - Chaplain (Lt. Col.) John Morris

As a result of Minnesota’s efforts, the DoD Yellow Ribbon Reintegration Program was authorized by the National Defense Authorization Act of 2008. This opened the program to all National Guard members in every state.

In Arizona, your Yellow Ribbon team is a highly skilled staff composed of both Arizona National Guardsmen and civilians. Together they produce “events” or seminars that are held at specific times during your mobilization or deployment cycle. They provide information, services, referral and outreach opportunities for the service member and your family, including youth and children. Single Airmen also benefit. Below is an example of a typical Yellow Ribbon schedule:

- Event 1 – Family Preparation Activity (90 days prior to deployment – with family)
- Event 2 – Family Regeneration Activity (30 days prior to reunion)
- Event 3 – Reintegration Activity (30 day post deployment – with family)
- Event 4 – Reintegration Activity (60 day post deployment – with family)
- Event 5 – Post Deployment Health Reassessment Activity (90 day post deployment - without family)

Event 1 consists of “deployment training” for your spouse and children, or if you are single, for your parent or significant other. Military benefit/entitlement subject matter experts are on hand to assist your family make important decisions regarding these benefits. Meanwhile, your children are cared for by experts who also guide them through activities related to the deployment. You will also be introduced to your community support providers such as the American Red Cross, Veterans Service Organizations, YMCA, and many others.

Event 2 assists the family prepare for the “reunion.” Extended deployments and six month mobilizations place the family in stressful situations. Coping with change, new “normals” and a missing parent creates challenges for those that remain behind. The counseling and training provided at this event will provide the family the tools needed for a successful reunion.

Event 3 brings the military member and his or her family back together for a wellness check. Military Family Life Consultants provide counseling, education and a friendly environment to provide assistance with challenges facing the entire family.

Event 4 is designed for the family to complete counseling and bring closure to the deployment cycle.

Event 5 is for the military member only. Post Deployment Health Assessment is done privately and ensures that any injuries, ailments or physiological problems are identified and the individual extend on active duty to solve these problems, or directed to the US Department of Veterans Affairs.

In closing, Yellow Ribbon is by far the single most improvement to our deployment process. **“Military families don’t want to be rescued.” “They want the resources to help themselves.”** General Craig R. McKinley, Chief National Guard Bureau.

Arizona Yellow Ribbon Air Guard Liaison – Mr. Charles Wade (602) 267-2111

Mr. Glenn Klassen

Director, Airman and Family Programs

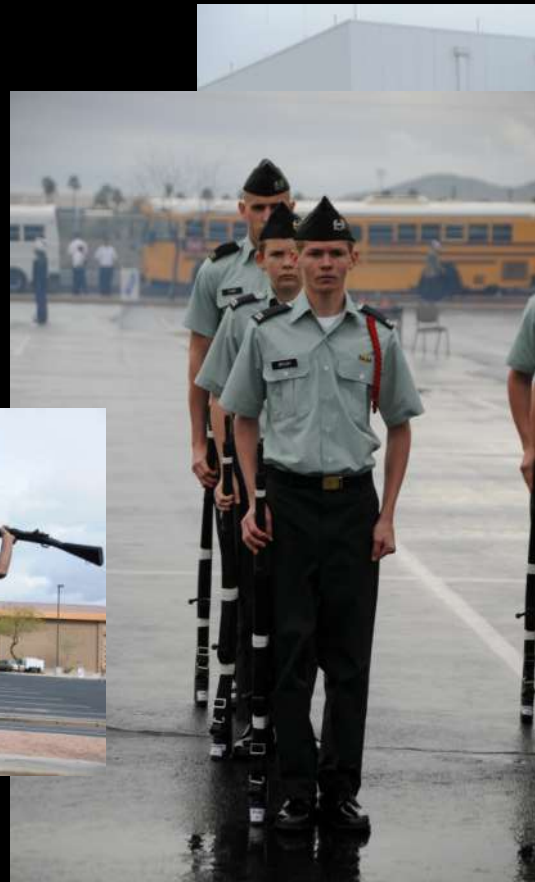
161st Air Refueling Wing

Phoenix, Arizona





10th Annual West Mitchell J



By Senior Airman Michael Matkin

Sharply dressed uniformed participants in polished dress shoes marching in formation come to a stomping halt. The young men and women are the epitome of having military bearing and these young men and women are not servicemembers. They are high school students, and competitors in the 10th annual West-Mitchell Invitational Drill Meet. The Cadets came to win.

JROTC Cadets from around Arizona and Texas arrived at the 161st Air Refueling Wing, Phoenix to compete. This year 30 schools and more than 1,000 students showed up for the competition vying for trophies and the bragging rights that go along with them. Hosted by members of Sons of The American Legion Post One, the popularity of the drill meet is becoming

larger and more competitive than ever.

"This is what we practiced for all year," said cadet 2nd Lt. Luke Oldham, Alpha Company Executive Officer, Casa Grande High School, Casa Grande, Ariz. "It was a great chance for us to [showcase] everything we have been working on."

"It is truly inspiring to see the dedication, perseverance, hard work and training the cadets have put into this," said Col. Steven Balser, Wing Commander of the 161 ARW. "They take extra time out of their extracurricular activities to do what needs to be done to compete and then they take one step more, giving it their all."

Units and cadets received evaluation

under various categories in regulation, exhibition, inspection, and armed and unarmed competitions. The competition also featured an armed and unarmed drill down competition. A drill down is similar to the Simon Says game. Cadets follow a series of commands and those who miss a step are eliminated while those who follow the commands continue to compete until one person remains.

The winner of the unarmed drill down was Jake Suss from Deer Valley High School, Glendale, Ariz. The winner of the armed drill down was Jocelyn Johnson from Westview High School, Avondale, Ariz.

Although not everyone was able to take home a trophy, the cadets are all winners in their own

right, said Sgt. 1st Class Ron Brawner, drill instructor for Alhambra High School, Phoenix. He said that learning and competing in drill sets the cadets up for future life endeavors by teaching valuable life lessons such as attention to detail, discipline and awareness of ones surroundings.

During the closing remarks, Arizona Attorney General Terry Goddard congratulated the cadets, instructors and their families for their hard work and time they put into preparing for the competition. "You make us all proud. I know that you are all going to have extraordinary success in your future careers because what you have done here makes you ready," said Goddard.



Junior ROTC Drill Competition



Photos by Senior Airman Courtney Enos,





Medical Team

By Senior Airman Michael

Alarms sound as security forces and
servicemembers respond to an
aircraft engine explosion and
provide self-aid buddy care to
injured airmen crying out for
help. Soon after, medical teams
arrive assessing patients and
preparing them to be moved to
a location away from the flight
line.

As the scenario unfolds at the
161st Air Refueling Wing, the
emergency medical teams re-
spond with speed, expertise and
care, unconcerned that this is
only an exercise – to them it is
real-world. **“Our teams take
these scenarios very seriously,**
said Lt. Col. Stephen Geesling,
Exercise Evaluation Team Chief.
These scenarios provide prepara-



Photos by Senior Airman Courtney Enos, Master Sgt. Charles Wade, and Master Sgt. Kelly Deitloff





Phoenix Prepares for Accidents - Unit Members Participate in MARE

Michael Matkin

ration and training by simulating real-world events that so that base servicemembers are able to successfully react and treat the injured.

Teams from the Medical Group, Security Forces and the Fire Department conducted an in-depth Major Accident Response Exercise (MARE) and Mass Casualty Exercise (MCE) here June 6, in a continuing effort to train and prepare base servicemembers to respond to a mass casualty incident.

Overall, MAREs and MCEs can simulate a number of events such as an aircraft crash, hazardous waste exposure or a terrorist attack. For this MARE and

MCE an aircraft had a simulated engine failure with an explosion, which caused a fire, with approximately 20 casualties.

“This exercise was a great opportunity to test our capabilities and to evaluate the Wing’s response to an emergency,” said Lt. Col. Geesling.

The overall objectives of this exercise was to implement and evaluate the base’s Comprehensive Emergency Management Plan, to coordinate a mutual response to a major accident with the Phoenix Fire Department and to evaluate the base’s first responders ability to provide adequate service in response to a major aircraft acci-

dent.

“The reason behind this exercise is to test our Homeland Security Medical Response,” said Chief Master Sgt. Kelly Rose, Superintendent of the Medical Group. **“We need to be able to evaluate our triage capability and patient accountability.”**

At the end of the day, the exercise evaluators discussed how the medical squadron performed during the many events. They evaluated the use of proper medical procedures, techniques and what they did right or wrong throughout the day.

“Overall, we did very well,” said Chief Rose.





Services Performs SPEK Exercise in Six Hours

By Senior Airman Michael Matkin

No matter where troops deploy they need to eat, and being able to eat a hot meal can make a big difference in the positive morale of Airmen. Providing hot meals to forward-operating servicemembers requires specialized equipment and a well trained team from the Force Support Squadron.

During the May Unit Training Assembly FSS servicemembers from 161st Air Refueling Wing, Phoenix completed readiness training in setting up a Single

Pallet Expeditionary Kitchen also known as a SPEK.

“The SPEK is a kitchen that we use in contingency operations for a bare bones type situation ... as they wouldn’t have cold food items for about the first 30 days of the deployment,” said Staff Sgt. Misty Marie Caudle, FSS services specialist.

The SPEK system is one complete pallet, consisting of a three-section tent, flooring, pot and pan racks, tables and other mis-

cellaneous equipment.

Sergeant Caudle said it takes about five hours to set it up depending on the number of people involved and that the first hot meal can usually be served within nine hours of arrival; serving up to 550 people per meal.

“Training on how to set up a SPEK is important, because if we ever deploy to a bare-bones location we need to know how everything fits together, espe-

cially since the box it comes in is **part of the kitchen,”** said Sergeant Caudle.

“Learning how to set up the SPEK has really been a great opportunity because having hands-on experience solidifies the learning process and I know if we were deployed we could easily set it up and be feeding the troops in minimal time,” said Sergeant Caudle.

Moving ImPORTant Cargo Aerially

By Senior Airman Michael Matkin

Good things come in all sorts of different packages: large, small, heavy and light. This is especially true when the package contains essential equipment for a servicemember to complete their job. Acting as force multipliers, members of the 161st Air Refueling Wing Logistics Readiness Squadron Aerial Port Flight, ensure war fighters get their equipment and more importantly, that the equipment gets there safely.

In support of the Wing’s upcoming NATO deployment to Germany, members of the AP flight loaded six pallets containing maintenance equipment onto one of the Wing’s KC-135 aircraft.

“This has been a great real-world training opportunity in load planning and utilizing our material handling equipment since our shop doesn’t get an opportunity to load a lot of cargo because our base’s main mission is air refueling,” said Master Sgt. Perry Toro 161 ARW AP load planning NCO in-

charge. **“We also completed our first joint inspection with the Maintenance Squadron.”**

Once the cargo is ready for shipment Aerial Port completes a joint inspection with the unit the equipment belongs to. During this inspection they confirm the weight of the items and check to make sure the dimensions are configured for the aircraft it will be loaded upon. Servicemembers from Aerial Port then inspect the cargo to make sure it complies with Air Transportation shipment regulations, such as making sure the correct tie-down restraints are being used. They also make sure that if there is any HAZMAT material that the proper paperwork is filed and a placard is visibly on the container. Finally, they inspect the condition of the pallets, bins and nets to make sure they are serviceable and that the cargo is properly palletized.

Before the cargo is loaded onto the aircraft AP servicemembers utilize a computer program



Members of the 161st Aerial Port Flight guide a K-Loader closer to a KC-135R at Phoenix Sky Harbor Air National Guard Base, July 11, 2010. Personnel conducted training during a real world mission. (U.S. Air Force photo by Master Sgt. Charles M. Wade)

called the Automated Air Load Program System. The users input the weight and dimensions of the load and the computer balances out the load based upon the type of aircraft; organizing the cargo making sure that the bins and pallets are loaded in the correct position based upon their weight

in the aircraft for safety to the aircrew and the aircraft.

“The airmen did an awesome job,” said Sergeant Toro. **“They completed some great training and did it with a sense of urgency associated with real-world exercises - mission complete.”**



Military Outstanding Volunteer Service in Africa

By 2nd Lt. Matthew Murphy



Uganda. The first part of Sergeant Zibell's tour began in Djibouti at U.S. Naval Camp Lemonnier. Tasked with communications support and training to understand how to assemble, use and transport a SIPR, NIPR, Access Point, also known as a

Master Sgt. David Zibell of the 161st Air Refueling Wing Communications Flight recently returned from deployment where he served under the Combined Joint Task Force – Horn of Africa. As a volunteer Sergeant Zibell left for his mission in Nov. of 2009 returning in late April of 2010 serving approximately 150 days performing anti-terrorism training, humanitarian efforts, and communications support.

The CJTF-HOA employs an indirect approach to counter violent extremism, conducting operations to strengthen partnership and regional security capacity to enable long-term regional stability, prevent conflict and protect U.S. and Coalition interests. It is comprised of service members from each military branch of the U.S. Armed Forces, civilian employees, and representatives of coalition and partner countries. The Combined Joint Operating Area consists of Sudan, Ethiopia, Eritrea, Djibouti, Somalia, Kenya and Seychelles. Outside the CJOA, CJTF HOA is operating in a Liberia, Rwanda, Uganda, Tanzania, Mauritius, and Comoros. Sergeant Zibell spent his time in Djibouti and

“SNAP” terminal to establish communications as the joint service team traveled to Uganda to train the Uganda People's Defense Force or UPDF.

“We spent about five or six weeks learning how to set up and tear down the equipment for the SNAP,” said Sergeant Zibell. “The satellite is a critical communications tool allowing us to reach back to the command center at Camp Lemonnier,” he added.

Sergeant Zibell has 20 years of experience as a Radio Technician in the Air National Guard. During the training, the team had opportunities to serve the local community as well and perform humanitarian efforts as well.

“We were able to spend about three to four days a week at the local orphanage feeding babies, changing diapers, and putting them to bed,” said Sergeant Zibell. A stark contrast for members of a highly trained communications team preparing for down range activities, Sergeant Zibell explained he and other servicemembers were able to play soccer with the boy's orphanage and complete work projects at schools like hanging ceiling fans and performing other repairs.

“It was fun helping the people of Africa. The work with the babies was especially fulfilling,” says Sergeant Zibell. For his efforts, he received Military Outstanding Volunteer Service Medal from the Chief of Staff J.R. Dixon at Camp Lemonnier. The medal recognizes those members of the military who perform substantial volunteer service to the local community above and beyond the duties required as a member of the United States Armed Forces.



Illustration of the Military Outstanding Volunteer Service Medal

After completing the training, Sergeant Zibell deployed to Camp Kaseny, Uganda to install and replace an older communications system with the new SNAP terminal.

In addition to setting up the satellite, Sergeant Zibell and a team of about 25 other U.S. servicemembers helped train the UPDF in anti-terrorism training. **“We built a mock village for the UPDF to practice close quarters combat tactics,” said Sergeant Zibell.**

He continued seeking out opportunities to serve the local community in Uganda as well. Sergeant Zibell and other team members went to the local orphanage to perform repairs and cleaned the facility, helping out wherever they could.

Their efforts were rewarded with some downtime that afforded some members of the team to explore the country. Sergeant Zibell had the opportunity to work with a cheetah refuge in Djibouti and take a safari in Uganda where he saw much of the African wildlife and had a **“close enough” encounter with a black mamba snake.**



Photos courtesy of Master Sgt. David Zibell





PROMOTIONS

Congratulations to the following individuals for their hard work in achieving their next level of rank and responsibility:

MSG	ACEVEDO, JAIME L	AB	ERIVES, SAMANTHA O	SMS	PALMER, SHAWN D
CPT	AMAVISCA, SIMON A JR	MSG	FITZGERALD, PAUL R	1LT	PEARSON, LELABETH S
SMS	APPLEN, KIM M	SMS	FOREMAN, MARK A	AMN	PINA, THOMAS J JR
TSG	ARES, TROY G	1LT	GADD, SILAS S	TSG	PINE, RONALD D JR
SSG	BAILEY, WAYNE D	SSG	GERACI, BRYAN J	TSG	POOLE, TERRENCE
SSG	BAKER, DEVIN K	MAJ	GIBSON, GEORGE R III	SRA	POOLE, WAYNE A JR
SSG	BALTZ, JOHN R	A1C	GOODELL, JAMES B	LTC	POPE, DAVID H
A1C	BASIL, ADRIAN J	SSG	GRASSEL, MICHAEL RYAN	A1C	PORTER, JOHN D
SRA	BELCHER, BRADLEY S	SSG	GUERRA, STEPHEN BUCK	1LT	PRESTON, NATHAN G
TSG	BLANK, GEOFFREY S	SSG	GUERRERO, ELIZABETH A	TSG	PROULX, MARK S
COL	BREWER, GARY D JR	SSG	GUIDRY, PAUL D	SRA	PULLEY, BARRY G II
MSG	BRILL, REGINA M	CMS	GUTIERREZ, DANIEL D	SSG	RICHARDS, CHRISTOPHER A
CMS	BRONSON, KRISTIN L	SSG	HANSON, JAMES E JR	CPT	ROBERTS, MICHAEL C
MSG	CABINATAN, DANFORD P	SRA	HANSON, JAMI L	2LT	ROBERTS, TAUNA KATHERINE
AB	CABINATAN, DANFORD PAUL JR	MSG	HENION, ELIZABETH A	1LT	ROBERTSON, JEFFREY D
2LT	CAPPS, SHANNA R	SRA	JOHNSON, WILLIAM B	A1C	ROCKRICH, JONATHAN P
SSG	CASEY, TRAVIS M	SRA	KEENEY, JULIE B	SSG	ROJAS, JONATHAN ESQUERRA
SSG	CASTEEL, BRYAN LEE	SRA	KEENEY, TREVOR MARTIN	MSG	ROSALES, JOSEPH F III
1LT	CHAVEZ, TOMAS A	SSG	LEACH, JUSTIN ADAM	A1C	ROSALES, RUBEN A
SMS	CONLEY, DEANDRE	A1C	LERMA, MIGUEL R	MSG	SAVELKOUL, SCOTT A
TSG	CONWAY, AUDRA M	SSG	LINZMEYER, JAMES T	SSG	SHIDELER, DUSTIN L
SSG	COOK, JEREMY T	TSG	LOPEZ, AMANDA ROSE	TSG	SMITH, TRACI L
SRA	CRAIG, LISA M	1LT	MARTINEZ, WILLIAM J	MSG	SPAETH, CHRISTOPHER C
2LT	DAHM, ERIKA B	SMS	MASON, CYNTHIA A	TSG	STRELNICK, CRAIG W
TSG	DALELANINGA, LAURA J	LTC	MATTHEWS, MARC R	SSG	TOTH, STEFAN IACOV
2LT	DEAN, CODY C	SRA	MCBEE, SHAWN P	TSG	TURNER, JEON R
SSG	DEEGAN, BILLIESUE	2LT	MCCALLA, KIT C	AMN	UNREIN, TAYLOR D
TSG	DEES, DAVID BRIAN	TSG	MCKNIGHT, ROOSEVELT JR	TSG	VALDOVINOS, SABAS
SRA	DIAZ, CHRISTIAN	SSG	MILLS, KEVIN J	MSG	VIGENSER, TIMOTHY P
TSG	DIAZGONZALEZ, JOSE E	A1C	MISCHUNG, CALEB C	MAJ	WALL, STEPHEN M
SMS	DILLMAN, JUDY A	SRA	MORALES, SAMANTHA L	SSG	WHITE, RACHAEL M
MSG	DODSON, JAMES	MSG	NARRO, JOHNNY	SSG	WHITEHORN, CATHY L
LTC	DONALDSON, PATRICK W	TSG	PACHECO, RAMIRO		



HURTS ONE. AFFECTS ALL.



**PREVENTING SEXUAL ASSAULT
IS EVERYONE'S DUTY.**

SARC Information

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paul.aguirre@ang.af.mil



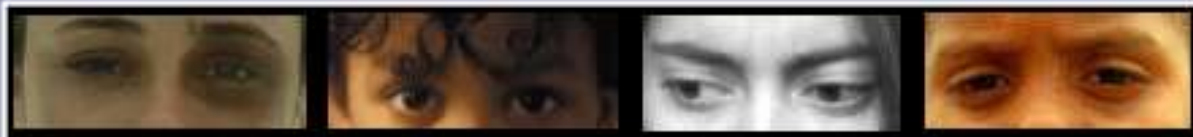
MyDuty.mil





combat organized crime syndicates trafficking in persons

Be a voice...



sex slaves and child prostitutes - human faces of modern day slavery

Photographs Courtesy of the Department of Justice, The Protection Project at Johns Hopkins University - SAIS, and the United Nations Office on Drugs and Crime.

report human trafficking

e-mail us at
hotline@dodig.osd.mil

"There's a special evil in the abuse and exploitation of the most innocent and vulnerable. The victims of sex trade see little of life before they see the worst of life - an underground of brutality and lonely fear. Those who patronize this industry debase themselves and deepen the misery of others. And governments that tolerate this trade are tolerating a form of slavery."

President George W. Bush
September 23, 2003

STATEMENT OF DEFENSE



To report fraud, waste, mismanagement, and abuse of authority within the Department of Defense.

Send written complaints to: Defense Hotline, The Pentagon, Washington, D.C. 20301-1900
800.424.9098 Commercial: 703.604.8799 www.dodig.osd.mil/hotline



Air National Guard Member Services and Tips

Online Personnel Services and Total Force Center Support

Do you want to avoid waiting in line at your Military Personnel office? Did you know that you can perform many personnel actions from your home using a variety of online services? For ANG members, the virtual Personnel Center -Guard and Reserve (vPC-GR), the virtual Military Personnel Flight (vMPF), and the Personnel Record Display Application (PRDA) are all online services and available for your use 24/7. Some of the applications available in vPC-GR include, initiate and process decoration nominations; request corrections or changes to your federal awards and decorations; view your duty history and request a correction or change to your duty history; submit a voluntary separation discharge/resignation or retirement application; write, sign, and submit **evaluation's including LOE's and request a copy of your EPR/OPR forms.** Applications for your use in vMPF include view/print a visual display of your federal awards and decorations; view your data verification brief, access your record review and update some of the data; as well as update your emergency data information. The Personnel Record Display Application (PRDA) allows you to view and print forms from your official military personnel record.

You can access vPC-GR, vMPF and PRDA from the AF Portal, www.my.af.mil, under the Top Portal Links section. For an all inclusive view of what services are available, please refer to the Online Personnel Services Brochure. A copy can be obtained from your Military Personnel office or you can view/print a copy from the Air Force Portal, Life and Career Tab, ANG Page

The Total Force Service Center is available for customer support and provides processing for online

services. Contact the Total Force Service Center (TFSC) at 1-800-525-0102 if assistance is needed.

Awards and Decorations

Have you just been awarded a federal award or decoration? Well now you can view/print a visual display of your Federal Awards and Decorations using virtual Military Personnel Flight (vMPF). Do you want to recognize outstanding airmen? You can use virtual Personnel Center -Guard and Reserve (vPC-GR) to initiate and process decoration nominations such as Meritorious Service Medal (MSMs), Air Force Commendation Medals (AFCMs) and Air Force Achievements Medals (AFAMs). Access vMPF and vPC-GR systems from the AF Portal, www.my.af.mil, under the Top Portal Links section.

Retirement/Voluntary Separations or Discharge

Wow...how time flies when you are having fun! You can't believe it has been at least 20 plus years since you were in Basic Training and wondering what in the world was I thinking! It is now time to say good-bye and **transition into that new career you've** been dreaming about. Remember you do not have to wait until drill weekend to begin the separation/retirement process. You can start the process at home with online services. Go to virtual Personnel Center – Guard and Reserve (vPC-GR) to submit a voluntary separation discharge/resignation or retirement application. You can access vPC-GR from the AF Portal, www.my.af.mil, under the Top Portal Links section.

Proof of Service Letter/20 Year Letter

Do your current goals include purchasing a new home, refinancing your current residence, applying for a new job or preparing for military retirement. Just a reminder when you start gathering the necessary paperwork **the Veteran's Administration,** bank or credit union requires, you can utilize online services to **request a "Proof of Service Letter" from virtual Military Personnel Flight (vMPF) or a "20-year letter" from virtual Personnel Center – Guard and Reserve (vPC-GR).** If you're stepping off into a new career you apply for retirement using vPC-GR if an ANG unit member and vMPF if an ANG Statutory Tour member. You can access these systems from the AF Portal, www.af.mil, under the Top Portal Links section.

Evaluations, Evaluation's

Is it time to draft, sign, or submit an evaluation and you cannot attend the scheduled Unit Training Assembly this month? Did you know that you can keep the process moving using online services? In virtual Personnel Center- Guard and Reserve (vPC-GR) you can write, sign, and submit evaluations, including LOEs. You can also request a copy of previous EPR/OPR forms. If needed, you can view your evaluation data to include reporting official information in virtual Military Personnel Flight (vMPF). You can access vPC-GR and vMPF from the AF Portal, www.my.af.mil, under the Top Portal Links section.

Electronic Military Personnel Records

If you are planning to go to the Force Support Squadron on drill weekend and ask for copies of forms from your military personnel record – think again – be-

cause electronic records are now available and you can access them 24/7 from your home! Just use the Personnel Record Display Application (PRDA) to view and/or print forms from your official military personnel record. You can access PRDA from the AF Portal, www.my.af.mil, under the Top Portal Links section.

Duty History

Every job position you've held in the Air National Guard is important and should be properly documented in your military personnel record. You can use virtual Military Personnel Flight (vMPF) to view your duty history and request a correction or change to your duty history. If **you're already in vPC-GR,** you can request corrections to your duty history from there as well. You can access vPC-GR and vMPF from the AF Portal, www.my.af.mil, under the Top Portal Links section.

Updating your Personnel Information

Have you recently had a change in your status? Did you get promoted, reenlist, married, divorced, move into a new home/apartment, have an addition or reduction to your household or sent a child off to college? If any of the circumstances mentioned above or any others have occurred in your life; this is a reminder to review your personnel military records and to submit the required supporting documentation to correct or update your personnel data. You can review and update some of your personal data online using virtual Military Personnel Flight (vMPF) or contact your **servicing Commander's Support Staff or Military Personnel Section.** Access this system from the AF Portal, www.my.af.mil, under the Top Portal Links section.



Got a Problem? The IG Can Help!

Reference: AFI 90-301 / Form: AF IMT 102



Inspector General (IG)
Major Denise Sweeney

(602) 302-9331 / DSN: 853-9331
Located 161 ARW HQ Building 10

• Who may file an IG Complaint?

- Any Air Force military or civilian member may file an IG complaint. It is always best for the actual “victim” or person who witnessed the alleged

• What types of complaints are appropriate?

- Any Fraud, Waste, and Abuse (FWA)
- Reprisal, Restriction, and Mental Health Evaluation
- Any violations of law, AF instructions, or policy
- *The subject of your complaint must be an AF Program or person*

Individuals should attempt to resolve FWA issues and personal complaints at the lowest possible level, using command channels, before elevating them to the next higher level or to the IG. Complaints more than 60 days from date of occurrence will normally be dismissed unless there are extraordinary circumstances. In addition to investigating complaints, the IG may also dismiss, assist, transfer, or refer your inquiry for resolution.

AF Hotline (800) 538 - 8429

20 Great Links from MWR Vacations, Travel, and More!

1. <http://www.govvacationrewards.com/welcome>
2. http://www.armymwr.com/travel/offdutytravel/great_travel_deals.aspx
3. <http://www.rockymountainblue.com/>
4. <http://www.govarm.com/>
5. <http://www.covepoconoresorts.com/getawayclub/>
6. <https://www.satovacations.com/>
7. <http://www.shadesofgreen.org/home.html>
8. <http://old.armymwr.com/portal/travel/traveldeals/sandalsbeaches/indexs.html>
9. <http://www.military4life.com/mwr>
10. <http://www.armymwr.com/travel/offdutytravel/afvc.aspx>
11. <http://www.afvclub.com>
12. <http://www.militarycampgrounds.us/component/content/article/15-arizona/36-fort-tuthill-recreation-area>
13. <http://www.lukeservices.com/>
14. <http://www.dmforcesupport.com/>
15. <http://www.azstateparks.com/>
16. <http://www.ohranger.com/>
17. <http://www.usmc-mccs.org/fitnessrec/>
18. <http://hickamservices.com>
19. <http://www.mwrtoday.com/>
20. <http://www.afrceurope.com/>

101 CRITICAL DAYS OF SUMMER

Between Memorial Day and Labor Day, the AF places great emphasis on the safety of Airmen and their families through the Critical Days of Summer Campaign, that's due to begin this year 28 May and extend through 7 September. During the last three campaigns, we've lost an average of 19 Airmen, and last year we experienced 21 fatal mishaps. Thirteen of these were PMV-4, off-duty fatalities. Alcohol was involved in 33 percent of these incidents. During the past 10 years, we lost an average of 24 Airmen per year during the summer months. While we've made some slight improvement during the past few years, we are far from our goal of zero preventable fatal mishaps. It takes each of us to save lives, and we have a responsibility to teach, mentor, and provide the right message for everyone — from children to adults — to make a difference.

This year's campaign urges everyone to:

Live to Play, Play to Live!



ANNOUNCEMENTS and OPPORTUNITIES

Pilot Training Opportunity

The 161st is pleased to announce an upcoming Undergraduate Pilot Training hiring board. The 161st encourages and will give emphasis to qualified in-unit applicants. The timeline for this hiring board will be as follows: Aug. 2010 UTA-UPT board informational presentation. This will be an opportunity for any interested current applicants or future applicants to learn about the UPT process, and will be presented by recent UPT selectees if possible. Applications will be due by Sept. UTA. Interested

applicants will be contacted via email, based on previous inquiries, as well as new requests. Applicants may email their intention (and questions) to apply to 161UPT@azphoe.af.mil, and will be sent the 2010 application. The 2010 application is being updated and should be similar to **the '09 application.** (FYI- Although this is the old email system, it forwards to the proper contacts). Interviews will be held on the October 2010 UTA.

PANG Patriots Scholarship

Applications are available throughout the year for two semester awards of \$500, from the Phoenix Air National Guard Patriots interest group. Applicants can be any enlisted member in good standing of the 161 ARW, and working toward their first baccalaureate degree. Applicants must carry

seven hours minimum and maintain at least a 2.5-4.0 grade point average. The next application deadline is Nov. 15, 2010. For an application and more information, Contact Glenn Klassen at 602-302-9199, or glenn.klassen@ang.af.mil.

Tutoring Available

TUTORING: Free and unlimited tutoring, in a variety of subjects, is now available online for all service members and their families. A new service provided by the Department of Defense matches youths and adults with certified, professional tutors at Tutor.com <http://www.tutor.com/military-programs>. This assistance is available for all branches of the service.

Tutors can assist students in more than 16 subjects as well as standardized tests. Tutors will also work with

parents desiring instruction on effectively tutoring their children. Military service members and their

dependents around the world can work with a certified, professional tutor online 24/7 to get help with homework, studying, test prep, resume writing and more. Tutors are available for Sailors and their families at www.tutor.com/navy <http://www.tutor.com/navy>. To access the site, eligible personnel must first sign in to Navy Knowledge Online <https://www.nko.navy.mil/portal/home/> and click on the "Reference" tab, found on the right side of the page.

DRILL and EVENT SCHEDULE

Remaining UTA for 2010

August: 7-8

September: 11-12

October: 2-3 (AT October 4-6)

November: 6-7

December: 4-5

Upcoming Events

Fall Festival: Oct. 16

Hometown Heroes: Dec. 4

UCI and HIS re-inspection: May 13-16

ORI: 5-16 June 2012

Operational Readiness Training Program

C2 orientation, held at the 161 ARW Sept. 27th through Oct. 2nd.

War Skills Combat Lab, held at Volk Field May 20th through the 26th, 2011.

Full Scale Exercise, held at Volk Field Aug. 14th through the 20th, 2011.

Operational Readiness Exercise, held in Alpena April 14th through the 20th, 2012.

Nuclear Operational Readiness Inspection, held at the 161 ARW, June 5th through the 8th, 2012.

Operational Readiness Inspection, held at Volk Field June 9th through the 16th, 2012.



The COPPERHEAD



Arizona Air National Guard

3200 E. Old Tower Road
Phoenix, Arizona 85304

Phone: 602-302-9235
Fax: 602-302-9199

Home of the 161st Copperheads!

We 're on the web!

www.161arw.ang.af.mil

Our Mission

The 161st Air Refueling Wing is postured to respond to the needs of the Governor of Arizona and the President of the United States on a moment's notice. Our primary mission is to provide aerial refueling of military aircraft and transportation of personnel, patients and cargo anywhere, anytime. We also have many enabling mission sets to include trained aircrews, aircraft maintenance professionals, a medical group, civil engineering, security forces, logistics readiness, services and more. We deploy hundreds of people every year to support the nations needs and are committed to our citizen airman culture.

OUR VISION: Flexibility - Integrity - Readiness - Sustainability - Teamwork

FIRST to exceed the needs and expectations of our community, state, and nation.



Cultural Leadership Workshop Encourages Airmen To Be Difference Makers

By 2nd Lt. Matt Murphy

What is Cultural Leadership? According to retired service-member and class instructor **Bruce Stewart**, "cultural leadership is a leadership framework designed to develop effective leadership in a world of increasing differences, uncertainty, and complexity. Cultural leaders seek to bridge the gap between members of the organization, member groups, and between organizational members and the organization mission and values. Inherently, cultural leaders are activist leaders who first and foremost are focused on taking **actions to make a difference.**"

The course offered to full-time and traditional guardsmen from the southwest region was sponsored by Chief Master Sgt. Johnny Smith as a part of the

state's diversity program. The course focused on five acts to become an effective cultural leader: Connect, Lead, Influence, Change, and Build.

"I was very pleased with training that the diversity lab provided. I initially thought that it would be a lecture based forum where we would learn how to make the Air Force more diverse place, but the training was interactive, it offered a lot of emotional buy in, and we really got to see how the training can change a workplace in a matter of a couple days.

The most important thing that I learned from the training was the importance of going out and meeting people around that base, learn who they are, why

they are unique, and how to use the those qualities to make the Air Force **stronger,**" said Staff Sgt. Jonathan Myers, Chaplain Assistant.

"I really enjoyed the camaraderie and the idea of getting out of our shell. Their were great take away ideas for **mentoring other Airmen,**" said Wing 1st Sgt. Judy Dillman. When asked about the most



Cultural Leadership Class May 2010. 161st Air Refueling Wing attendees included 1st Sgt. Judy Dillman (Front, 3rd from left) Senior Airman Dana Ashton (Front, 2nd from right), 2nd Lt. Matt Murphy (Back 5th from left), Staff Sgt. Jonathan Myers (Back 5th from right), and Tech Sgt. Laura Dale (Back 2nd from right).

important piece of knowledge to share from the course, Sergeant **Dillman said, "No matter your rank, we are all difference makers. Everyone is important. You leave an impression."**