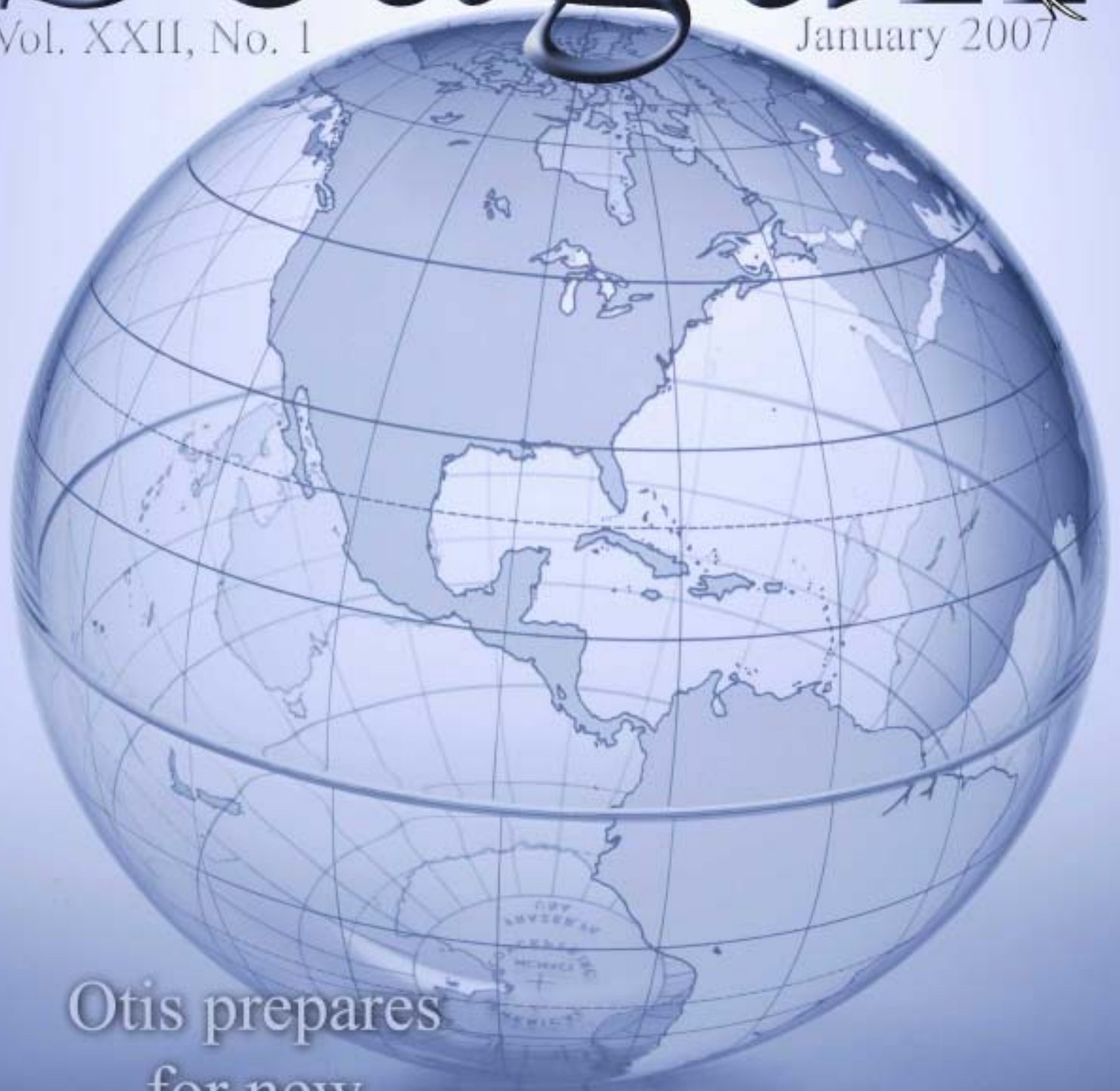


102nd Fighter Wing Seagull 11

Vol. XXII, No. 1

January 2007



Otis prepares
for new
global mission

From the command chief's desk

Undeniable truths of leadership

By Chief Master Sgt. Roy Piver
Command Chief Master Sergeant

In 1978 I began my supervisory career at the 102nd. Over the years I began keeping a list of things that became undeniable truths to me. It is not new information but an inventory of ideas I consider key to earning peoples respect and becoming an effective leader. I hope you find a few things on my list that will help you as you continue to lead and supervise the best wing in the Air Force.

Take responsibility for everything in your purview.

Be well informed and know what it is your subordinates do. Don't wait to be told. When you know you are right, go ahead and take action.

Tell the truth in every situation.

Never tell a white lie for convenience. People must be able to trust you! Do not spin the truth! Your folks will know spin when they hear it.

Honor your commitments.

Do what you say you are going to do even when it is difficult or inconvenient.

Be consistent in your decision-making.

Rationalizing a bad idea is trouble. Do not change your standards to fit the situation.

Correct or address problems immediately.

Intervene immediately if you are present when something is going wrong. Others are waiting for you to take action, so take it. Do not be paralyzed by fear or indecision.

Never humiliate anyone when admonishing them.

Making someone feel bad does not get lasting results. Use proper counseling techniques that will correct bad or unsatisfactory behavior.

Make sure people know what is expected of them.

Do not be afraid to set standards, and more importantly, enforce the standards you set.

Never take advantage of your position as it relates to time off or any other perk.

You don't have to explain to your subordinates when you have to leave work early in the day, but I guarantee you they know when you do.



Chief Master Sgt. Roy Piver

Never enter into a personal relationship with a subordinate.

Sooner or later, an unacceptable relationship will effect some decision you have to make, and will ultimately compromise any respect you may have earned.

Taking care of the troops is priority one.

Always fight to get your people what they need in order for them to do their job correctly.

Give credit to your subordinates in every situation.

It is they, not you that make things happen on a daily basis. If you get a great idea from one of your people, ensure that person gets the credit.

Share what you know.

Keep your troops informed of everything. Resist the urge to filter information; never speak negatively about a policy or directive.

Try to be the same person every day.

Try not to bring your personal baggage into the work place. We all want to work for someone who is even-tempered, stable and consistent.

Never speak ill of a subordinate or anyone else for that matter.

The time for criticism is not in an open forum with the troops. This also applies to the organization you work for.

Give the subordinate the benefit of the doubt.

No matter how awful it appears, wait to get both sides of the story. Things are seldom as bad as they first appear. It is difficult to say you're sorry to someone who is innocent of an indiscretion after you've "chewed them out." Always get all the facts first, as this will always benefit you in the long run.

This month...

Wing holds DGS job fair

In preparation for the Distributed Ground Station (DGS) mission, which is slated to be up and running by June 2008, the 102nd Fighter Wing held a DGS job fair during the December drill here.

Story on Page 5

Seagull

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Engineering chief is 'manager of the year'

It doesn't take long to notice that Chief Master Sgt. Frederick "Buddy" Manamon is a leader and committed to the Air Force mission

Story on Page 8

Lose the habit without losing your mind

This month every year millions of people will try to accomplish what will arguably be one of the most difficult tasks in an effort to improve their health and quality of life.

Story on Page 9

Film depicts the history of the 102nd

A documentary film "Legacy," the history of the 102nd Fighter Wing and the 101st Fighter Squadron, is now available for sale.

The film contains actual footage and numerous photographs of personnel and aircraft from the inception of the 101st in the early 1900s through the establishment of the wing after World War II right up to the present day activities involving 9/11 and current deployments.

It is a valuable history that each wing member may want to possess.

You may obtain a copy by making a minimum \$25 (tax deductible) contribution to the Massachusetts Air National Guard Historical Association Museum.

A copy of the film, either DVD or VHS, will be available at Arnold Hall during unit training assemblies.

The UTAs will be the primary means of obtaining a copy of the film.

However, many former members of the Wing and its affiliated units no longer visit Otis or subscribe to the Seagull, therefore we have no way of contacting them.

You could help the museum if you know the whereabouts of any former members by letting them know about the film's availability. Your assistance would be greatly appreciated.

Contact Tom Maguire at 508-759-3092 for more information.

Flynn Award nominations due

Nominations for this year's Master Sgt. Thomas Flynn Award are due no later than the end of the June 2007 UTA. Please take a few minutes to recognize and nominate a member you know who deserves recognition for doing so much for others.

Nominations should consist of a one-page narrative containing a description of the nominee's contribution to patriotism, morale, and concerns for their organization and community. Contact Master Sgt. Joseph O'Brien, 102nd Maintenance Squadron First Sergeant, for more information at extension 4859 or at joseph.obrien@maotis.ang.af.mil.

Tired of CDC's?, Can't get away? Check this out!

Qualified NCO's and Airmen can attend the Satellite NCOA or ALS program at home station two nights per week and receive full in-residence credit.

- Professionally develop yourself for leadership opportunities.
- Fulfill a requirement for future promotion opportunities.
- Receive one paid PT day for each night of class.
- Complete 10 hours of CCAF credit for NCOA or nine hours for ALS.

For more information contact, Master Sgt. Thomas Carmichael, thomas.carmichael@mabarn.ang.af.mil, ortcarmichael@angbne.org

Web design opening

Mass Air Guard Headquarters in Milford is looking for a versatile drill status guardmember (3A0X1/3S0X1/3C0X1) who has experience with Web site design. This individual will work directly for the Recruiting and Retention Superintendent and the maximum grade is Technical Sgt. If you are a traditional guardmember who fits the bill, contact Senior Master Sgt. Pete Johnson at 508-233-6541.

Toy drive great success

The Otis Air National Guard 1st Sgt. Council would like to thank everyone who donated to the *Santa in Blues* toy drive.

More than 300 items - ranging from children's toys to adult clothing - were collected during the two-month drive. All items were donated to the Hands of Hope Outreach Center on Cape Cod.

Great job unit members! You helped ensure underprivileged children and adults had a happier holiday!

What's for lunch?



Saturday, Jan. 6

Meatloaf or Spinach Lasagna

Sunday, Jan. 7

Spaghetti with meatballs
or Seafood Newburg

Drill dates 2007

Jan. 6-7

Feb. 10-11

March 3-4

March 31-April 1

May 5-6

June 2-3

Aug. 25-26

Sept. 15-16

Oct. 13-14

Nov. 3-4

Dec. 1-2

Seagull deadline

The deadline for submission of articles for the next Seagull is 2 p.m., Sunday, Jan. 7. No articles can be accepted after this deadline.

The public affairs staff has the right to edit all articles for content and length.

Items should be sent over the LAN to james.regan@maotis.ang.af.mil or prepared on a floppy disk, preferably in Word for Windows.

Articles on disk also should be submitted with a printed copy to the Public Affairs Office, Building 158, room 209. For more information call 508-968-4090.

Wing holds Distributed Ground Station job fair

By Senior Airman James P. Regan
Public Affairs

In preparation for the Distributed Ground Station (DGS) mission, which is slated to be up and running by June 2008, the 102nd Fighter Wing held a DGS job fair during the December drill here.

More than 100 unit members voluntarily attended the job fair and received a brief overview on the DGS mission. They were then encouraged to chat with representatives from the intelligence and communications career fields who were on hand to answer questions.

Senior Airman Christopher E. Penney, an information technology specialist with the 102nd Communications Flight, manned the communications table. He said people were most interested in hearing if he likes his job - he does - and the length of each technical training school. The communication schools range in length from seven weeks to 23 weeks.

"A lot of people have positive attitudes because they know comm is the wave of the future," he said.

Communications and intelligence, that is.

The majority of jobs directly associated with the new mission will be of those two career fields.

"It's a transition period for everyone. It's definitely something we've had to educate ourselves on in order to answer their questions," said Senior Airman Sharon M. Messina, an intelligence operations specialist.

The transition Senior Airman Messina speaks of is the switch from specializing in F-15 Eagle intelligence to

processing feeds from unmanned aircraft, or drones, all around the world in real time. The DGS personnel will be directly involved in five of the six steps in a "kill-chain" - find, fix, track, target, engage, and assess - "engage" being the exception. A DGS unit supports the Air Force's Distributed Common Ground System (DCGS), which processes, exploits and disseminates intelligence.

"Even as we pull troops out of Iraq the need for intelligence rises. Unlike past conflicts, the war in Iraq and Global War on Terror (GWOT) require more intelligence work and fewer kinetic strikes," said Maj. David V. McNulty, chief of intelligence for the 102nd FW.

Unlike DESERT STORM operations, which utilized large numbers of aircraft to strike large fielded forces, the GWOT requires significantly more intelligence to enable a few aircraft to strike pinpoint, Maj. McNulty explained.

The 102nd FW Military Personnel Flight was present at the job fair to assist unit members with ASVAB scores, school dates and security clearances. All of the positions directly associated with the new mission will require at least a secret clearance to attend training, and all will require a top secret clearance to work in the DGS. Acquiring such clearances can take some time.

"It's a lengthy process but no one seems to be too worried about it," said Senior Master Sgt. Paula Haddon, superintendent of the MPF, "We're here to assist unit members in any way we can."

Currently, there are six DGS units operating in the United States. Two are active duty units in California and Virginia. Four are Air National Guard units based in Nevada, Kansas, Arkansas and Alabama.

Eagles Nest upcoming events

January - Trivia Night! Begins at 5 p.m. Prizes awarded to top three teams. No more than six people per team. Menu to be determined, food will be available to purchase.

February - Battle of the Sexes game begins at 5 p.m. Menu to be determined, food will be available for purchase.

March - Trivia Night! Begins at 5 p.m. Corned Beef and Cabbage with one free green beer, \$5.

Are you a member of the Eagles Nest Club? Join or renew in January and get three months free for \$25; otherwise it's \$3 per visit.

Incentive rides

Photos by Technical Sgt. Reuben Hernandez-Gandia and Technical Sgt. Wes Smith



1st Lt. Christian A. Leighton, Civil Engineering Squadron



Maj. David M. Jaffe, Wing Deputy Staff Judge Advocate, with Lt. Col. Tim "Heater" Estep.

Incentive rides



Master Sgt. Thomas R. Rudzik, 102nd Maintenance Group



*Senior Airman Meagan M.
Cuthbert, 102nd Maintenance
Group*

Photos by Technical Sgt. Reuben
Hernandez-Gandia and Technical Sgt.
Wes Smith

Engineering chief named 'manager of the year'

By Senior Airman Matthew Benedetti
Public Affairs

It doesn't take long to notice that Chief Master Sgt. Frederick "Buddy" Manamon is a leader and committed to the Air Force mission. Similar to a town manager, he explains the functions of his role as the Civil Engineering Squadron superintendent and the infrastructure of Otis Air National Guard Base with a familiarity that reflects expert knowledge of the installation.

Like Patriots Coach Bill Belichick in Foxboro on a Sunday afternoon, he is in his element and prepared for any contingency here at Otis.

A Plymouth resident, Chief Manamon was selected as the "Outstanding Civil Engineering Manager of the Year" for the period of October 2004 through September 2005. This prestigious award is sponsored by the Society of American Military Engineers, the National Society of Professional Engineers and the Northeast Chapter of the American Association of Airport Executives as well as the Air Force Civil Engineering Community.

"He is an expert in his field and has earned a reputation for getting the job done," said Lt. Col. Eric Pauer, 102nd Fighter Wing, Civil Engineering Squadron commander. He went on to describe Chief Manamon as a true professional in everything he does.

Assigned to the 102nd CES as a superintendent, Chief Manamon leads 80 full-time civilian and military personnel as well as 103 traditional Air National Guard engineers in support of wing missions. His area of responsibility includes 110 buildings and a major airfield on the 1200 acres of Otis Air National Guard Base.

Last fall in the aftermath of Hurricane Katrina, Chief Manamon was instrumental in organizing eleventh-hour assistance to victims evacuated from the Gulf Coast to Camp Edwards.

The snowy winter brought its own challenges. Chief Manamon's snow removal team performed remarkably, clearing base roads and maintaining a fully operational airfield in blizzard conditions. By completing the mission successfully and without damage or injury, his team earned the wing commander's safety award.

Chief Manamon volunteered for duty in Iraq and served at Ali Air Base from May through September of 2006.

"We were chomping at the bit to be involved. Our deployment cycle had come up and we were put into

the bucket. We looked at each other as senior NCO's and decided we should all volunteer," he remembered. Forty members of the civil engineering unit followed suit and reported to Fort Indiantown Gap, PA, for pre-deployment training.

"We were very proud to be selected as the lead unit heading into theatre," he said.

The Iraq tour lasted about five months and tested the unit's ability to perform in a hostile environment.

"We lived in tents and completed the tasks assigned to us. It was gratifying to employ methods we had learned over several years of training," he said.

Systems in place at Ali Air Base were designed to be in place for three years and the engineers arrived after that time sequence.

"We worked long hours, but we were proud of our accomplishments," he said. Among other duties, CE members identified incorrect airfield lighting and implemented proper procedures, led damage assessment and post-attack accountability and designed a wind cone for airfield use, which was a significant improvement for flight safety operations.

Despite the austere conditions and stifling heat - 118 degrees some days - the unit stuck together and achieved the objectives of the mission.

"Morale was very high among our personnel. We were integrated with other guard and active duty units. I consider civil engineering a family, and we shared everything we got from home with one another," he recalled.

Master Sgt. Ken Bowman of Wareham has known Chief Manamon for several years and served with him in Iraq. "He is a great friend and serving in Iraq was a very

(continued on next page)



Chief Master Sgt. Frederick "Buddy" Manamon poses under a thermometer during his tour in Iraq. The heat forced the civil engineers to wear gloves to protect themselves from burns when using their equipment.

Up in smoke

How to lose the habit without losing your mind

By Senior Airman James P. Regan
Public Affairs

This month every year millions of people will try to accomplish what will arguably be one of the most difficult tasks in an effort to improve their health and quality of life.

The bad news is that they couldn't have picked a worse time of year. The good news is that it isn't impossible and there are tips to improve their chances of successfully kicking the habit.

"The holiday season is the worst time of year to quit smoking because of the added holiday stress," said Col. Maureen McCarthy, commander of the 102nd Fighter Wing Medical Group.

And it's not only your in-laws, the lack of parking spaces, and bad Christmas carols that make it difficult to drop that square. It's what some people find most enjoyable about the holidays.

Smokers enjoy lighting up while socializing with friends or after a big meal. On average, it takes seven attempts before a smoker successfully quits, said Col. McCarthy.

Col. McCarthy, a family nurse practitioner, is a reformed-smoker herself. She picked the habit up after completing nursing school and quit "cold turkey" a few years later.

Quitting "cold turkey" may have worked for her, but it's the most unsuccessful way according to statistics. Fortunately, there are several different methods people can try. Nicorette gum and patches both have good success rates, but Col. McCarthy warns that you must follow the instructions closely. "You need to make sure your using the proper milligram dosage per the insert instructions; failure to do so may result in sickness," she said.

While chewing on gum, or slapping a patch on your arm, will decrease the craving for nicotine, it will not help break the habit of lighting up and holding a cigarette. For this, Col. McCarthy recommends picking up a new habit – celery or carrot sticks, toothpicks or a bottle of water – to help replace a cigarette occupying your hands.

Prescription medication is also available, but it is not covered by health insurance plans due to the high relapse rate. Self-help groups, like smoking cessation, usually attract large numbers after the holidays and schedules can be found in your local newspaper. Advertisements for hypnotherapy or acupuncture specializing in anti-smoking therapy can also be found there.

Some will argue that losing the square means adding the pounds, but that's not always the case according to Col. McCarthy. "Cigarettes contain nicotine that is addictive and nicotine does suppress your appetite. Once you quit smoking, you usually gain 5-10 pounds. Food is a comfort for some people when they quit smoking and may start to snack between meals, but if you're eating healthy it's not a problem. Weight can always be lost, but lungs cannot," she said.

A good diet and exercise will certainly improve your day-to-day life, but if it's something your new at, pacing yourself is important. "We tell people to 'go slow and go low' so they set reasonable goals," Col. McCarthy said.

She recommended people who haven't been exercising should start with a power-walk, advance to a slow jog, and progress over time to a run. Cardio workouts are important and you can add the weight-lifting, yoga or Pilates later she added.

While a resolution to quit smoking sounds great, a strong personal commitment is the most important factor in success. "Personal motivation is the driving factor. Don't do it for someone else, do it for yourself," she said.

(Manamon, continued from previous page)

rewarding experience for all of us. It was a culmination of years of training, and we finally got the chance to go," Sgt. Bowman said. "Our unit is like a family and we know that we can count of each other."

Ali Air Base experienced sporadic enemy fire that usually occurred during the daytime, but one evening a mortar fell on the compound.

"It was unsettling and kept us awake for a few nights, but we got through it," Chief Manamon recalled. He was awarded the Meritorious

Service Medal for his service in Iraq.

"I am very proud to have a direct impact on the day-to-day mission requirements for the 102nd Fighter Wing as the facility manager and operations chief. Also, I am proud of the fact that the 102nd Civil Engineering Squadron maintains one of the highest retention rates in the northeast region for a civil engineering squadron."

Manamon's son, Andre, is a 2006 graduate of Massachusetts Maritime Academy and expects to receive his

commission in the Navy in early 2007. His daughter, Cassandra, attends North Hampton Community College and is scheduled to graduate in 2008.

Manaman is preparing his team for service next year along the U.S./ Mexican border as an element of Task Force Diamondback in support of Operation Jump Start. Lt. Col. Pauer knows they will be ready.

"Buddy is a fine leader and an outstanding citizen-Airman," he said.

Chapel Call

Chaplain (Maj.) David G. Berube



“A gentle answer turns away wrath, but a harsh word stirs up anger ... a hot-tempered person stirs up dissention, but a patient person calms a quarrel.”

Proverbs 15, verses 1 and 18

Once upon a time I was once working some long hours and under the stress of some important pending projects. That, added to life's routine stress, had me strung a little tight. Following one particularly stressful day, someone asked a question about the way I did a particular project. It wasn't an accusation, but that's how I heard it.

I wish I could say I followed the proverb above and gently and patiently worked through their question. I can say I always try to do that, it just didn't happen that day. I didn't feel very gentle, and I certainly wasn't patient enough to figure out if they were accusing me of anything. I responded out of my stress and anxiety. It wasn't pretty, and my harsh response lit a fire that needlessly damaged a good relationship.

If you've ever been harsh and hot-tempered like that and sparked a relationship fire, you know the fallout can be pretty rough. If you've never been there, you are truly

blessed.

For those of us who occasionally react with other than gentle and patient responses, and for those of us who haven't yet, I offer this as a word of reminder. Gentleness and patience help create a less stressful, more productive environment than harshness and hot tempers.

I offer this at the start of a new year because we continue to move through transition at the 102nd Fighter Wing. I suspect you and I will reach points when we've had it with the stress and pain that is inevitable in these times. At those moments when we have to choose one response or another, my hope and prayer is that we respond gently and patiently. When the next piece of information, request, or command strikes us the wrong way, I pray we will choose patience and gentleness. Not only will this "turn away wrath," and "calm a quarrel," but it will also keep our relationships and personal being healthy.

National Guard Trained Crisis Responder (TCR) Terrorism & Disaster Response Course

Friday, Feb. 9, 2007, 7:30 a.m. - 4:30 p.m.

Sunday, Feb. 11, 2007, 7 a.m. - 11 a.m.

Otis Air National Guard Base
Building 158

This two-day training program is designed to prepare participants to provide selected and specific crisis intervention services in the event of a disaster and/or the use of weapons of mass destruction. Participants will learn how to perform acute psychological crisis intervention, as well as other forms of emergency mental health interventions.

For more information please contact the Master Sgt. Rose B. Gould at 508-968-4508.

A new direction

By Senior Airman Alexis Colonna
Vice President, Airmen's Council

In the summer of 2005 there wasn't a soul associated with Otis Air National Guard Base that wasn't touched by the winds of change. Many of the base's seasoned employees, regardless of branch, seemed confident that we wouldn't make the final BRAC list. How could we be closed, as often as we've successfully protected national security and safety, by land, sea, and air? Well, we're still here, and very much open for business, according to the recent UCI results. It's true, decades of air defense missions are coming to an end here at the 102nd, and our aircraft are going to be nesting elsewhere; who's not going to miss them flying overhead? It doesn't change what we've accomplished or what we have yet to accomplish.

This is a confusing and uncertain time for many of us. For

newer unit members and new recruits who realize they are "low on the list" both in rank and tenure, their question is, "do I go or stay and hope there's a place for me, and will I manage to at least partially finish what I've started?" For those close to retirement, the concern may be "am I ready to retire?" And for the many somewhere in between, the seasoned technicians and AGR's, the questions are, "will I need to take a cut in rank, leave my home and family to cross train, and am I able and willing to cross train?" For all of us, the winds of change blow hard, despite outward appearances, such as our UCI performance.

We have a lot to be proud of, and we are very proud, but we are also uncertain. As the Cape Cod winter winds and chills set in, so does the new mission. For many of us, the next few months will bring us to warmer climates and the promise of something new, a new role in the world, a new mission, and the legacy of our proud aviation past to carry forward.

What's up with that check I got?

Submitted by Joint Force Headquarters
Massachusetts National Guard

Soldiers and Airmen from across the commonwealth are receiving reimbursement checks from the state as part of the Welcome Home Bill, which was passed into law November 2005.

As part of the bill, Massachusetts pays 50 percent of Guardmembers' monthly Soldiers Group Life Insurance program premiums for policies worth up to \$400,000, or 50 percent of an equivalent group life insurance program premium, provided that program's premium does not exceed the SGLI premium.

Implementing the program proved to be a challenge, however, because the Guard members' pay is funded federally, while the Welcome Home Bill is a state-funded program. Ultimately, it was decided the best solution was to send a check reimbursing the Massachusetts Guard Soldiers and Airmen for the insurance payments.

"Reimbursement was the only viable option; we couldn't do it through the federal pay system," said Joseph Wolfgang, Massachusetts National Guard director of administration and finance. "The Adjutant General determined the best solution was to send a reimbursement check annually, on the anniversary of the bill's passage."

Each Guard member received up to \$165, but — as you probably know — many were surprised by the check.

"I thought, 'Wow, free money,'" said Chief Warrant Officer Doreen Rose, of the Massachusetts National Guard Joint Force Headquarters in Milford, Mass.

Another challenge is that some members moved and didn't update their homes of record. Wolfgang estimated the number could be as high as 10 percent, which results in a lot of checks returned to the Guard, considering we have roughly 7,800 Soldiers and Airmen!

Leaders at all levels should remind unit members to update their homes of record with the National Guard.

Brig. Gen. Oliver J. Mason Jr., The adjutant general of the Massachusetts National Guard, said he was grateful to Gov. Mitt Romney, State Sen. Stephen Brewer, State Rep. Anthony Verga and other government officials for their work on the bill.

"It's a great holiday gift to our Soldiers and Airmen, and another example of the outstanding support the commonwealth has shown its service members," Mason concluded.



2nd Lt. Richard J. Haddon II poses with Col. Michael L. Wagget, commander of the ANG Training and Education Center and Maj. Gen. Roger P. Lempke, adjutant general of the Nebraska National Guard, after being presented with a Citizen Soldier Award at the Academy of Military Science at McGee Tyson Air National Guard Base, Tenn. The award honors an officer candidate's dedication and devotion to duty, honor and country; Lt. Haddon was selected by his fellow candidates.

Seagull

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