



Quarterly information for the AFGSC enlisted force

# Strike Chiefs' Enlisted Forum



UNITED STATES AIR FORCE GLOBAL STRIKE COMMAND

Vol. 1 Issue 2

Barksdale Air Force Base, Louisiana

Fall 2011

## Notes from the Chief

by Chief Master Sgt.  
**Brian Hornback**  
AFGSC Command Chief

Welcome to the second edition of our Quarterly Enlisted Forum. In keeping with the original intent of this forum, the following is intended to provoke thought, provide advice and guidance, and present you a venue to ask questions and an opportunity to share your comments or concerns. Our overall objective is to continue to be the finest enlisted force in the world. Being the best enlisted force in the world takes a lot of work. It takes significant commitment and dedication. It relies on courage, tenacity and innovation. More importantly it takes your personal involvement.

Being an Airman is something we should all be proud to. As Airmen, we should all be disciplined, full of initiative, team players as we are members of the same team! We need to look beyond our work centers, our squadrons, and our wings. We should not operate in an "every man for himself/herself" fashion. We must be the best in the world at what we do if we're to execute our mission.

It has been a very busy quarter; we entered into the 101 critical days of summer on a high note with zero reportable mishaps but have since struggled with motorcycle safety incidents. We've had devastating floods affecting our teammates at Minot – the team came together and raised more than \$15,000 in contributions for Operation Warmheart to help offset the impacts of this flood and I truly appreciate everyone's actions and efforts to help your fellow Airmen. We celebrated the second anni-



versary of Global Strike Command. We have watched, waited and wondered through some very trying events as our government continues to work through these economic challenges. As we roll into September, I ask that you remember Sept. 11, 2001. On that day 3,030 people were killed in New York, Washington and Pennsylvania. On Sept. 14, President Bush, standing on the rubble of the World Trade Center towers, said, "I can hear you. The rest of the world hears you. And the people who knocked these buildings down will hear from all of us soon."

The terrorists have heard from you and I. They're hearing from you and I as we defend the homeland directly in Operation NOBLE EAGLE. They're hearing from you and I as we continue to take the battle to the terrorist stronghold of Afghanistan in Operation ENDURING FREEDOM: Airmen, have given their lives to bringing down the tyranny of the Taliban and crushing the terrorist

training camps of Al-Qaida They have heard from you and I as we advanced the cause of freedom and democracy, bringing down the sadistic dictatorship of Saddam in Operation IRAQI FREEDOM

And they continue to hear from you and I, day by day, as we perform our Nation's Strategic Nuclear Deterrence mission and provide global strike options for combatant commanders – evident when three B-2s effectively destroyed the Libyan Air Force in a single mission.

Whatever the job may be, you are a vitally important part of the bigger mission of defending our homes, defending America, defeating terrorism, and advancing the cause of the universal ideals of human dignity and freedom I encourage you to work hard, with a strong sense of purpose Work safely and to the standard of excellence Concentrate and stay mission focused Your work is important!

I appreciate the opportunity to share this forum with you and honored to serve with each of you. If you would like to share your thoughts or have a question, please send them directly to me at [AFGSCCCCWORKFLOW@barksdale.af.mil](mailto:AFGSCCCCWORKFLOW@barksdale.af.mil) or you can find me on twitter @StrykeChief.

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*To Deter and Assure*



## AFGSC Unsung Heroes



### 8th Air Force

Airman 1<sup>st</sup> Class Christopher Wildes

AFSC: 3D132, Cyber Transport

TIS: 1 year, 11 months

TOS: 1 year, 1 month

Marital Status: Married

- Lead crypto software upgrade technician; created template/streamlined update on 12 crypto devices--100% compliant with NSA standards
- Engineered training network; installed 10 PCs/fixed projector/built fiber optic cable--ensured critical AOC Joint weapon system training
- Supported AFGSC Video Teleconference shop; keyed crypto devices/provided mission capabilities--ensured vital C4 for AFGSC senior leadership

### 2d Bomb Wing

Tech. Sgt. Kimberly D. Sisk

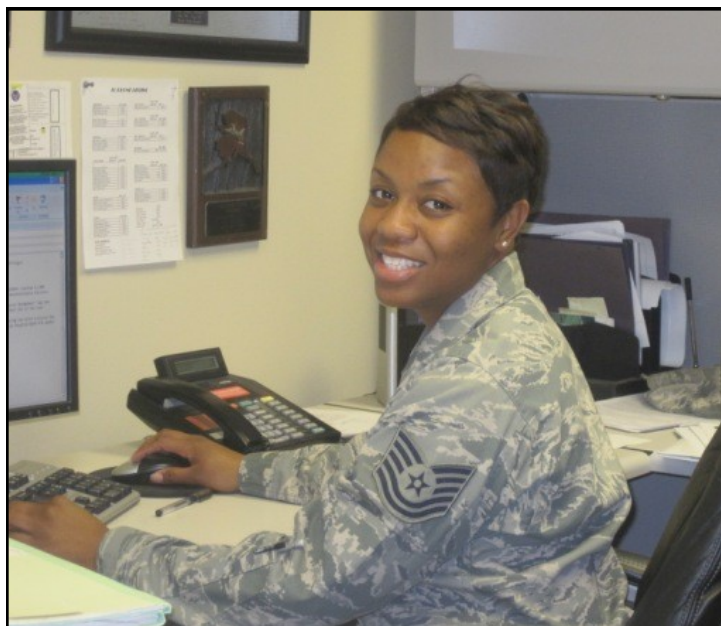
AFSC: 1C072-NCOIC, Aviation Resource Management Systems

TIS:13 years, 3 months

TOS:2 years, 1 month

Marital Status: Single

- Recently returned from 191 day deployment to Bagram AB in support of Operation ENDURING FREEDOM--tracked 15,000 hours/3,000 sorties in support of combat operations and 200 intelligence, Surveillance, and Reconnaissance missions.
- Innovative NCOIC! Implemented BAFB 1C0X2 OJT program leading to the 2010 USAF Aviation Resource Management "Sgt Dee Campbell Award" and her leadership skill led to squadron's recognition as the 2010 AFGSC's "Best OSS of the Year"
- International AF ambassador! Served on the Bagram's African American Heritage Committee during the Multi-Cultural Day event; assisted AOR SARC by improving victim advocates response times; volunteered at Egyptian hospital/BAFB PTA member





# AFGSC Unsung Heroes



## 5th Bomb Wing

Staff Sgt. Derrick Holman

AFSC: 2W071, Crew Chief, Conventional Maintenance  
 TIS: 10 years, 1 month  
 TOS: 9 years, 7 months  
 Marital Status: Married

-300+ community volunteer hours donated toward the 2011 flood. Even though SSgt Holman's residence was flooded, he still volunteered numerous off duty hours to aid and assist 5 military and 3 civilian families. Further, he spent 20+ hours filling sandbags for City of Minot citizens that required additional assistance.

-Hand-picked by Sqd Ldrsp to lead an 11 person team competing in AFGSC Challenge 2011. His team is recognized by MXG leadership as the best of the best, selected to represent 5 MUNS to compete in this MAJCOM bomb building/rodeo competition. The team is well assembled & focused to compete against 6 other Bomb wings. Once he accepted this role as team lead, he's been 100% committed to their success - even while repairing his own flooded/ devastated home.

-Personally responsible for the scheduling, trailer flow plans, inspection, lot selections, and supervising the build-up of two mass bomb builds totaling 595 M117/Mk-82 bombs.



## 509th Bomb Wing

Staff Sgt. Andrea L. Scheving

AFSC: 1C151-NCOIC, the NCOIC of Air Traffic Control Training and Standardization Flight  
 TIS: 3 years, 1 month  
 TOS: 1 year  
 Marital Status: Married

- Managed RAPCON training program; revised local area knowledge; supported 25 personnel and accomplished 10 certifications--qualification time cut 20 percent
- Directed flawless Turkish MEDEVAC mission; prioritized/ coordinated flight route--18 Iraqis received advanced care
- Team 5/6 Ways Means Public representative; devoted 35 hours as Ruck co-lead; mentored Airman/raised \$1,200 for Wounded Warriors



## *AFGSC Unsung Heroes*



**20th Air Force**  
Tech. Sgt. Jason House

AFSC – 2M0X1  
Duty Title – Missile Radio Command Evaluator  
TIS - 10 years, 4 months  
TOS - 2 years, 1 month  
Marital status – Married

- Developed/secured cable AFTO 22; recognized by AF IDEA program--innovation saved AFGSC \$127K annually
- Evaluated 7,020 Emergency Action Message tests; provided a seamless transition of Continuous Evaluation Program to contractors--reduced manpower reqmts by 20%
- Facilitated 20 AF-directed AFSO21 event; developed Ultra High Frequency analysis guidelines--guaranteed failure resolution

### **90 MW**

Senior Airman Nathaniel P. Giblin,

AFSC - 3P051  
Duty Title - Convoy Response Force Leader  
TIS - 4 years, 3 months  
TOS - 1 year, 7 months  
Marital status - Married

- Epic performance as a tactical leader during 2011 Nuclear Surety Inspection. His textbook tactics key to 90 MW "Excellent" Security rating
- Delivered an eye watering 25-minute post brief to NSI inspectors; unrivaled motivation; "Superior Performer" honors--only 90 SFG member so recognized
- Earned recognition as 90 MW Top 3 Association, Airman on the Month for June 2011





# AFGSC Unsung Heroes



**91st Missile Wing**  
Senior Airman Luis Velasquez

AFSC – 3P051  
Duty Title – Tactical Response Force Breacher  
TIS – 3 years  
TOS – 2 years, 5 months  
Marital status – Married

- Executed flawless brief to USSTRATCOM/CV; conveyed USAF breacher ops--coined for excellence
- Assisted Minot Emergency Operations Center during historical flooding of Minot; fielded 34 calls in 10 hours/ dispatched rescue teams—averted loss of life
- Dedicated 4 days/30hrs towards flood response/ recovery; filled 1.5K+ sandbags/cleared debris & relocated personal property--saved local civilian family \$10K

**341st Missile Wing**  
Staff Sgt. Ethan Minery

AFSC - 3S051  
Duty Title - Customer Support Supervisor  
TIS - 5 years, 4 months  
TOS - 1 year, 3 months  
Marital Status - Married

- Refurbished the MPS Customer Service waiting area--using self-help, he emptied/painted/acquired seating for new customer waiting area—effectively tripling capacity and improving throughput. He did this in 72 hours, with zero customer disruption and saved \$5K by doing it self-help.
- Redesigned the database we use to track inbound personnel--automated the suspense/follow-up system to deliver notifications to First Sergeants--eliminated overdue sponsor appointments.
- Complete/staffed requests to MSG/CC to approve 6 agency request letters--using a process he codified, zero have been returned for correction/additional information.



## Frequently asked questions

**Q:** Can we receive extra pay or a cost of living allowance for Northern-tier, remote isolated assignments?

**A:** According to [defensetravel.dod.mil](http://defensetravel.dod.mil), CONUS COLA reviews are considered annually. Updates are completed in December and are effective in Jan. An area is considered high cost if the non-housing cost of living for that area exceeds the threshold percentage. The law (37 USC 403b) authorizes the Secretary of Defense, in consultation with the Administering Secretaries, to establish a threshold not lower than 108 percent of the national average non-housing cost of living.

In determining a threshold for CONUS COLA, essentially defining what is meant by a high-cost area, the objective is to (a) maintain the member's purchasing power over his/her career and (b) do this in the most cost-effective manner.

Again, the purpose is not to maintain a member's purchasing power at any given location, but over his/her career. Consequently, not every area that has an index over 100 would receive an allowance.

The term threshold is similar to the term absorption used in explaining out-of-pocket housing expenses members incurred under BAH. Under CONUS COLA, when the threshold is set at 108, members absorb at least eight percent of the average expenses above Standard City, or the national average cost of living.

This means that members assigned to locations where the average local costs are greater than eight percent above the national average for non-housing costs and the threshold for that year has been set at 108, will receive CONUS COLA to offset their additional expenses.

For example, an area with a COLA index of 115 would be eligible for a COLA payment of seven percent. An area with a COLA index of 107.9 would not receive CONUS COLA.



**Q:** Are there any changes coming to PRP?

**A:** There are numerous policy changes to DoDR 5210.42-R in progress, it will be a Manual vice a Regulation. One of the changes being reviewed is: Removal of Temp Decertification. Once the re-write is complete AFMAN 10-3902 will require updating to comply with new DoD directive. Current guidance is to be complied with until then.

AFGSC Procedural Guidance Manual (PGM) to standardize procedures and standardized PRP medical forms (which will also provide examples) has been approved by AF/A10 and currently being staffed to AFGSC/CC.

The staff has conducted training to standardize Certifying Officials procedures; CMA Medication Guide updated and published as well as reviewing possible future changes and courses of action to lessen the burden of present for duty rates due to PRP implications.

**Q:** Are these Enlisted Development Teams (EDT) vectors replacing the assignment system?

**A:** No. EDTs are currently formed in several enlisted AFSCs; 1C3, 2W2, 2M0, 3P to name a few. The overall goals of these DTs are to balance career growth opportunities, Air Force needs, and individual preferences while focusing on the development of the members in those career fields.

They are aimed at improving the identification of the right Airman, for the right job at the right time. Their objective is to deliberately develop certain grades individually through a carefully tailored series of experiences and challenges combined with education and training opportunities. The vectors are the collective recommendation for experience level, training and/or education opportunity, or position type that a member should consider for in their next or subsequent assignment; these vectors do not necessarily constitute an actual assignment.

**Q:** Is there anything being done to help reduce the number of Security Forces Airmen we have on PRP?

**A:** PRP is a critical program and many challenges arise in executing the program. Global Strike Command recognizes this and is committed to the best program possible. Currently, there is an AF-level PRP study, which is exploring alternatives to PRP for Security Forces.

One of these alternatives includes potentially removing PRP requirements from certain Security Forces team member positions. There is value to possibly utilizing the Arming and Use of Force criteria only for arming Security Forces in nuclear weapons environments. If the PRP/Arming requirements change at OSD and AF level, AFGSC can certainly leverage the effect of not requiring all Security Forces to be on PRP.

Although the time table for resolution is TBD, AFGSC is engaging with our HAF counterparts to determine the appropriate options concerning Security Forces and PRP.

**Q:** How can we go about procuring the funding necessary to sustain the mission, such as helicopters and helicopter maintenance, training, basic gear, etc.?

**A:** Notifying your leadership on what

*To Deter and Assure*

## More FAQs

is required is essential. They will determine if critical shortfalls exist that require wing and/or command funding assistance. Command funding baselines are advocated by AFGSC Program Element Monitors to ensure mission requirement priorities are funded at basic levels and balanced with other competing command priorities.

**Q:** What are the funding priorities?

**A:** Sustainment of critical mission readiness, providing AF standard level of services and funding Overseas Contingency Operations receive the command's highest priority.

**Q:** With the Nuclear Enterprise refocus, effort should be made towards leveraging newer weapons systems and aircraft platforms that directly support nuclear weapon operations. Has a way forward been identified on upgrading the Huey helicopter to the Blackhawk helicopter?

**A:** The USAF is in the process of purchasing the Common Vertical Lift Support Platform (CVLSP) to fill the UH-1N's capability gap--speed, payload, range, endurance and fleet size. We're going to have a full an open competition. We're expecting the first iron to arrive in FY14.



**Q:** Also, has there been talk of allowing AFGSC to arm helicopters that directly supporting CONUS convoy operations?

**A:** Yes, there are discussions and these will be defined in requirements if applicable.

**Q:** How are the cuts to the defense budget going to affect the Air Force in the next few years?

**A:** We will always have more requirements than funding. DoD reductions over the next several years will require the AF to operate more efficiently and decide what weapon systems and capa-

bilities will continue to be required for national security while operating in a more austere budget climate. AFGSC will continue to advocate for the necessary funding to deter and assure.

**Q:** What conditions must be met to resume PCS movements to Minot?

**A:** No personnel are in PCS hold status at this time. All personnel who were in hold status due to the flooding at Minot have since been diverted to other locations or allowed to PCS into Minot. We will work backfills with AFPC as conditions on the ground at Minot allow.

**Q:** What is command's thought on the proposed retirement changes?

**A:** The Department of Defense is currently reviewing the DBB's recommendations. Any recommendation to change the military retirement system must be approached with thoughtful analysis, to include considerations of impacts to recruiting and retention.

While the military retirement system, as with all other compensation, is a fair subject of review for effectiveness and efficiency, no changes to the current retirement system will be made without careful consideration for both the current force and the future force.



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## *Out and About*



Command Chief Master Sgt. Brian Hornback visits with members of the 341 Missile Wing Office of Special Investigations during his first visit to Malmstrom Air Force Base July 9-13. (Courtesy photo)



Command Chief Master Sgt. Brian S. Hornback, Air Force Global Strike Command Chief, Barksdale La., answers a question during an interview with Mr. Steve Ninotta and Senior Airman Anthony Gamez, 3rd Combat Camera Squadron, July 26, 2011 at the Grand Hyatt Hotel, San Antonio, Texas. About 600 Airmen participated in the Air Force Sergeants Association's Annual Professional Airmen's Conference in San Antonio, Texas. (U.S. Air Force photo by 3<sup>rd</sup> Combat Camera Squadron)



Command Chief Master Sgt. Brian Hornback visits with the Tactical Response Force of the 91st Missile Wing at Minot Air Force Base, N.D. (Courtesy photo)

*To Deter and Assure*



## *Tools for your toolbox*

My grandfather was a very wise man. Although he never said much, what he did say often caught me off guard and I really never understood the underlying meanings until much later in life. My fondest memories of Grandfather are immersed in this quiet man's actions and the truth in what he said. One saying in particular, "Don't kill no dead snakes." is one I would repeat for years mainly because I liked the sound of it and more importantly it made me laugh.

I thought it was meaningless, but it had kind of a ring to it that I just couldn't help but repeat. Yet, that clever remark has taken a deeper meaning over the years. Why fret and fear over things that we have no control over? Why waste time and energy on things that have no value?

I talk to Airmen every day that are frustrated because they're trying to revive relationships and issues that are already settled; frustrations about decisions and changes that are out of their control. When, in fact, we all need to take inventory in those actions that we do have control over and take advantage of them.

If it's your decision, then make it. Don't wait for someone to make it for you. If you're in a position to influence a decision, then do so – influence where and when you can to make things better for our Airmen and our Air Force by being involved in those processes when you can.

There are plenty of people who sit on the sidelines and make disparaging comments about leadership and grouse about issues. They often display a lack of understanding about the issue they are addressing and seldom have insight to the big picture. It's easy to sit on the bench. It's a lot tougher to be a quarterback or be "in the game."

Negativity can spread throughout a unit and affect morale, especially if it comes from senior NCOs or officers. If you are a second term or career air-



man, you are part of the leadership and management process of the Air Force. You signed up to be a leader, and you have an obligation to support leadership and to contribute positively.

If you cannot make the decision or influence it, then it's our responsibility to follow and support those decisions. Not agreeing with the decision is fine, not following or carrying out the duties due to a disagreement is not. Do your best to mitigate any negative impacts by controlling the areas you own.

Bottom line in all of this is the only thing one truly controls is their attitude. Each individual takes responsibility for his or her own attitude. There are those who are miserable in even the best conditions and at the best assignments, and their bad attitude permeates throughout the unit. Take charge of your attitude – control what you can, influence where and when you can.

My grandfather's grammar may have needed some work but his, "Don't kill no dead snakes" conveyed the right message. Don't worry about things that are out of your control. Instead, focus on what you do control and you'll be successful in your career and in life.

Remember attitude is everything – so pick a good one!

### **Enduring Questions:**

What have you done today and what will you do tomorrow to continue to grow as a leader in our Air Force... both personally and professionally?

What have you done today and what will you do tomorrow to improve your leadership/followership qualities?

What have you done today and what will you do tomorrow to develop your replacement?

What have you done today and what will you do tomorrow to understand/communicate the mission...and where you fit in?

### **Leadership readings:**

- The Energy Bus; 10 Rules to Fuel Your Life, Work and Team with Positive Energy. Jon Gordon
- Start with Why; How Great Leaders Inspire Everyone to take Action. Simon Sinek

## Shirt's Corner— 'Professional Military Education'

by Chief Master Sgt. Scott Maunu  
AFGSC First Sergeant

Team, last quarter I wrote about individual responsibility as it pertains to AF fitness standards. This quarter's article continues the theme of individual responsibility, with a focus on Professional Military Education (PME) attendance.

In that last edition I highlighted Airmen who become non-current on their fitness assessment, or those who earn an unsatisfactory scores, render themselves ineligible for PME. Why? ...because physical fitness is an integral part of PME.

Physical Training (PT) is not only important for a healthy life style, but is also vital to the positive image of our enlisted corps. Currently, the PME curriculum cadre is looking at PT as a leadership vehicle for team building and efforts are underway to incorporate PT as a part of a "Leadership Laboratory Module."

The cornerstone of the enlisted corps, AFI 36-2618, *The Enlisted Force Structure*, or A.K.A Little Brown Book, tells us, specifically in paragraph 4.1.16, "Secure and promote PME and professional enhancement courses for themselves and subordinates to develop and cultivate leadership skills and military professionalism."

In other words, when selected for PME, GO and leaders get your subordinates there. I have seen some Airmen exert more effort to avoid attendance than it would take for them to complete the PME course. What these Airmen (with capital "A") tend to overlook is the criteria used in the student selection process. The first is an individual's Date of Rank (DOR). When an Airman requests and receives a deferment it is for that specific course. That same Airman will be selected for the next available course.

This is not to say that there are not legitimate deferments ... absolutely,



there are. The criteria for Mission, Humanitarian and Medical deferments are clearly identified in AFI 36-2301 *Developmental Education*, paragraph 26.2. and Airman who qualify should be submitted. However, it is of paramount importance the deferment submission be done in a timely manner. The deferments need to be processed and sent to AFPC PME scheduling NLT 45 days prior to class start date.

Another common reason an Airman might be prevented from attending PME is based on his or her AF Form 422, Physical Profile. All physical profiles must be submitted to the FSS Formal training section as quickly as possible for coordination with the appropriate school.

Airman with permanent profiles should still submit copies to the FSS Formal training section as quickly as possible so the school cadre is aware and can accommodate the individuals duty restrictions. Failure to pre-coordinate physical profiles will result in an Airman's return to their home station and at unit expense.

Late submissions of deferments, physical profiles and selection Report

on Individual Personnel (RIP) could result in a fellow Airman receiving a short-notice notification or, even worse, that class seat going vacant. As is fitness, PME is very much an individual responsibility.

To determine eligibility vulnerability, individuals should make contact with their servicing MPF Formal training section to determine their location on the student eligibility roster. Once selected, complete the selection RIP and return it to the FSS Formal training section as quickly as possible. If PME attendance at the time of selection is not possible, engage with your unit First Sergeant as quickly as possible.

As professional members of the greatest Air Force in the world, we owe it to our fellow warriors and wingmen to be the very best Airmen we can be. Professional Military Education aides us on this journey and provides us the tools to *Deter and Assure!*

If you have questions or comments, please send them to me at:

[AFGSCCFWork-flow@barksdale.af.mil](mailto:AFGSCCFWork-flow@barksdale.af.mil).

***To Deter and Assure***



*Quarterly mission photo highlight—*



Minot Air Force Base, N.D.—Air Force Global Strike Command Airmen, Minot city officials, the National Guard, and the Corps of Engineers work together to prepare for the worst flood in the city's history. On June 22, 2011, the river breached the levees, requiring the immediate evacuation of over 11,000 Minot residents. (U.S. Air Force photo/Staff Sgt. John D. Comer)

***Air Force Global Strike Command Mission:***

***Develop and provide combat-ready forces for nuclear deterrence  
and global strike operations...***

***— Safe***

***— Secure***

***— Effective***

***to support the President of the United States and combatant commanders***

***To Deter and Assure***