



# Strike Chiefs' Enlisted Forum



UNITED STATES AIR FORCE GLOBAL STRIKE COMMAND

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## Notes from the Chief

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

Welcome to the third edition of Strike Chiefs Enlisted Forum Quarterly. I thought I would open this forum with some thoughts from CMSgt Pat Acheson, HQ AFGSC Enlisted Force Development Programs Manager:

I find one of the most rewarding and awesome leadership responsibilities we have is communicating with, and knowing our Airmen. As I'm out and about, one question I often receive is on our enlisted heritage, or more specifically, the perceived lack of enlisted heritage.

Most recently, this topic came up during conversation with an NCO. As we stood there, in our service uniforms, this NCO cited the number of uniform changes they had experienced during their 17 year, Air Force career.

During the conversation, I couldn't help but notice the NCO wasn't wearing their ribbons. In fact, the NCO wasn't even wearing their function badge! Yes, the wear is optional, but please allow me to get on my soapbox for a moment.

Our ribbons are significant parts of our heritage and identity. They represent a great many things about us and our Air Force careers. Our function badges and ribbons display much about us as Airmen. Where we've been, what we do and have done, how we've done it, as well as the amount of time we've served, and mostly likely, that we've served it honorably.

Additionally, by displaying our



function badges and ribbons we demonstrate our service pride and show we're overachievers. I say "overachievers," because we took that extra two minutes to place those optional ribbons on our service uniforms.

We've made the conscious choice to exceed a standard and what better way to make that first impression than to show all we're proud of being an Airman? Proud of who we are and we are willing to do more than is required. Without ever speaking a word, each of us is able to make this impression on others.

Each day we make history for our Air Force. Most Airmen won't earn a decoration for valor or bravery and we most certainly must capture and celebrate those extraordinary feats as they serve as an inspiration to us all. However, they're not the only medals, decorations and awards we must celebrate.

An Airman's third achievement

medal is no less important than the first one awarded. Let's be proud of who we are and what we are. We've earned those awards, decorations and functional skill levels. Our ribbons demonstrate our enlisted heritage and are a tangible display of both ours, and our families' commitment to a higher cause. All of our ribbons put together weave the tapestry of our AF's enlisted heritage ... let's show our colors!

CMSgt Acheson highlights the importance of heritage and identity as an Airman but he also highlights the hallmark of this command – high standards. It is often said that you can go into a unit and tell within 30 seconds what kind of standards are being set by the leaders.

You can tell by uniform appearance; by the way people sit in their chairs; whether or not they stand up when an officer or superior enters the room, or whether or not they have enthusiasm and by what kinds of questions they ask. Solid leaders will always insist on high standards. They spread enthusiasm and pride in their units.

Pride in our heritage, pride in being an Airmen and pride in not just meeting standards but exceeding them.

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## AFGSC *Unsung Heroes*



### 8th Air Force

Tech. Sgt. Amanda Bradley

AFSC: 3DO72, NCOIC, System Administration

TIS: 14 years, 8 months

TOS: 4 years, 10 months

Marital Status: Single

- Led 10 member system admin team; provided key support to warfighters during Ex GLOBAL THUNDER—lauded by AOC CC
- Technical expert; oversaw import of AOC air pictures to Google Earth—provided visibility to USSTRATCOM/ adopted as daily real-world practice
- Took care of Airmen; provided home-cooked meals every day to brand new Airmen in dorms—with dining facility down, ensured one healthy “hot meal”

### 5th Bomb Wing Bomb Wing

Staff Sgt. Joshua S. Stillwagon

AFSC: 1C751, NCOIC, Airfield Management Training

TIS: 9 years, 9 months

TOS: 3 years

Marital Status: Married

- Established work standards, procedures, and priorities for 10 Airfield Management personnel—provided 100% shift coverage while at and below emergency staffing levels—maintained airfield/aircraft safety standards IAW AF/FAA requirements
- Monitored ongoing airfield construction projects estimated at a total of \$2.5M+—implemented required construction checks to verify contractor and safety compliance—coordinated short notice escort schedule for Alternate Parking Apron construction project
- Leading Minot AFB Airfield Management transfer to mandated electronic training records system—handpicked by AFGSC Airfield Management Functional Manager as Air Force Standardization in Training Review Team member



# AFGSC Unsung Heroes



## 2d Bomb Wing

Senior Airman Christopher Fultz

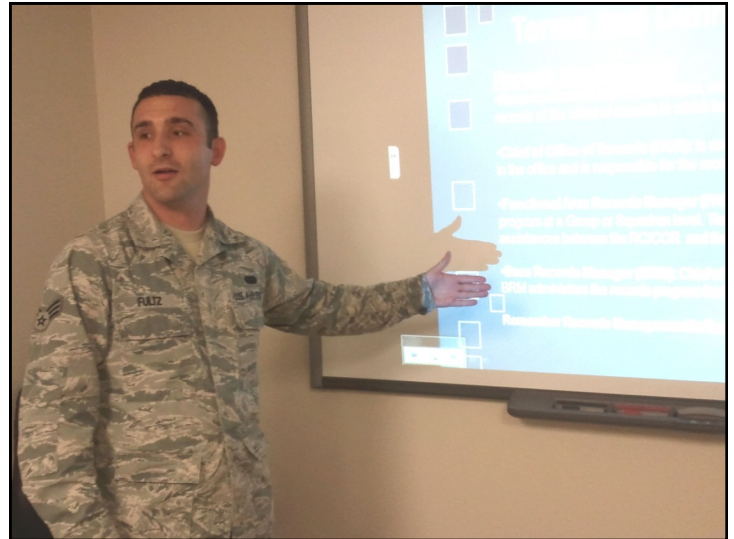
AFSC: 3D051, Knowledge Operations Manager

TIS: 5 years, 2 months

TOS: 1 year, 4 months

Marital Status: Single

- Destroyed 3K lbs of FOUO & Privacy Act info; zero violations--ensured integrity of NARA/Federal policies
- Exemplary job knowledge; turned 25 RCs/ broadened customer knowledge/skills--increased percentage by 20%
- Technician Expert! Verified/fixd 40 file plans; 0 security discrepancies--guaranteed 100% record accuracy



## 509th Bomb Wing

Tech. Sgt. Jesus Guerra

AFSC: 3P071, Security Forces

TIS: 11 years, 5 months

TOS: 11 months

Marital Status: Married

- Committed to 360 hours of training airmen for Air Force Ranger Course; resulted in 28 combat infantry skills evaluated with a 100 percent graduation rate.
- Security Forces Global Thunder 2011 key operation leader achieved STRATCOM key PL1 alert mission.
- Assistant planner for the Whiteman AFB Civic Leader Tour ensured a successful emersion of the Vice Chairman AF/CVA.



## AFGSC Unsung Heroes



### 20th Air Force

Tech. Sgt. Justin Dennison

AFSC – 5JO71

Duty Title – NCOIC, Military Justice

TIS - 11 years, 8 months

TOS - 2 years, 7 months

Marital status – Married

- Led 2 undermanned offices through 23 courts-martial and 46 nonjudicial punishment actions; detailed review of checklists, court documents--ensured 100% accuracy of all administrative actions
- Skillfully scrutinized and secured funding for 28 key/ expert court-martial witnesses; flawlessly managed/ tracked \$70K+ in funding--cases conducted on time with zero mission hiccups
- Earned Bachelor of Science in Professional Aeronautics, Aviation Safety and Management--garnered summa cum laude honors with a 4.0 GPA and accepted into competitive graduate program

### 90th Missile Wing

A1C Thomas Asmus,

AFSC – 2M032

Duty Title – Vehicle Equipment Section (VES) Technician

TIS – 1 year 5 months

TOS - 1 year

Marital status - Single

- Airman First Class Thomas D. Asmus is the 90 MW winner of the Lieutenant General Leo Marquez Award as the Outstanding Missile Maintenance Technician of 2011.
- His superb management of the \$40 thousand hazardous gas detection equipment account led to an approved Air Force IDEA submission and saved the Air Force \$14 thousand.
- His first-rate organizational skills guaranteed the timely calibration of the section's \$8.6 million Test Measurement and Diagnostic Equipment account garnering zero discrepancies on 915 equipment items during the 2011 Nuclear Surety Inspection.



## AFGSC Unsung Heroes



### 91st Missile Wing

Tech. Sgt. Kevin Golden

AFSC – 2M071

Duty Title – NCOIC, Wing Facilities

TIS – 15 years, 11 months

TOS – 2 years, 2 months

Marital status – Married

- Motivated leader; coordinated on 91 MW bldg improvements, construction planning/oversight of \$119M in assets
- Excellent performer; inspected over 100 fire/safety equipment items--100% pass rate on base fire dept inspections
- Dedicated FM; created 78 work orders on 35 projects for 48 buildings--safe, secure, and reliable guaranteed!



### 341st Missile Wing

A1C Julie Bittinger

AFSC – 3P031

Duty Title – Security Response Team Leader

TIS - 2 years 2 months

TOS - 1 year 9 months

Marital Status - Single

- NSI LF recap "game changer", she killed 8 threats and disabled 2 vehicles. She was called out by AFGSC IG/CC and coined by AFGSC/CC and 341 MW/CC.
- A1C Bittinger attended AMU and earned 7 credit hrs towards her CCAF degree.
- A1C Bittinger attended a Breast Cancer Awareness walk in Washington, DC. It was a 3 day/60 mile walk and she helped raise \$2.3K for Susan G. Koman Race for the Cure.



## AFGSC Unsung Heroes



### 16 Munitions Squadron

MSgt Justin Lanes

AFSC – 2W271

Duty Title – NCOIC RS/RV Maintenance

TIS – 14 years 6 months

TOS – 2 years 6 months

Marital Status – Married

- Forged 2011 Nuclear Surety Inspection success; 3 of 11 areas rated Excellent--Inspector General Identified 7 Superior Performers/1 Outstanding Team
- Coordinated 760 man hrs of Weapon Storage Area first responder training--postured Explosive Ordnance Disposal/Fire Department and Security Forces Priority Level 1 contingency operations
- Taught 55 hours bible school; mentored 18 children--infused morals/developed character & positive Air Force image

### 15 Munitions Squadron

A1C Cater Strader

AFSC – 2W251

Duty Title – Reentry System/Reentry Vehicle Maintenance Team Member

TIS - 2 years 5 months

TOS - 1 year 11 months

Marital Status – Married

- Technical savant, team member on 6 technical ops during Jun 11 NSI with DTRA Oversight; awarded "Professional Team"--AFMC/IG coined efforts
- Performed 356 certified technical operations; immaculate 100% QA pass rate/lauded "Outstanding Team Member"--unit met USSTRATCOM FY11 force commit goal, first in 6yrs
- Inspected, packaged and turned in 160 excess MM III classified components; redistributed critical AF assets to field units/depot--unit recouped \$1 million in carcass costs



## Frequently asked questions

Q. Is it possible for the Wings to do a survey to find out what type of entertainment/activities the Airmen would like to see/do at their respected Wings? Also, once the results were compiled, if AFGSC could help to bring them to the base?

A. Wings are able to survey their base personnel through a variety of avenues. Force Support Squadrons may conduct paper or electronic surveys or they may conduct focus groups to get targeted input from a select portion of the population such as dorm residents or personnel with children under ten years of age.

Additionally, various other base level organizations such as the Top-3, 5/6 Club, and Chiefs Group can and should be soliciting input from base personnel on ways to improve the quality of life at their base.

AFGSC is currently actively engaged with the USO, Armed Forces Entertainment, and base FSSs to bring additional entertainment to bases throughout the command. Input from Airmen will be helpful as we continue our initiative. However, some desires may not be able to be satisfied due entertainment/activity costs and funding limitations.

Q: With the current budget constraints,



will any of this affect Military Tuition Assistance (TA)?

A. There is no current plan being communicated for changes to the TA dollar cap of \$250 per semester hour or \$4,500 annually. Also, although there have been media reports regarding a possible decrease from 100% to 75% coverage for TA costs, there are no proposals I'm aware of that would do so.

Q: We have been in the process of re-invigorating the nuclear enterprise for the past couple of years. At this time, it seems as though we are receiving

some sort of inspection almost every other month. In light of upcoming changes, what can be expected the future inspection schedule to be like?

A: AFGSC has been working with AF/IG in combining inspections in order to build more "white space" or training time for the wings. This combination of effort will reduce the amount of time any inspection team is on your particular base (from 14-15 every two years to 8 every two years), as most cats and dogs are signing up to join us during our scheduled inspections.

We recently completed our first Combined Unit Inspections (CUI) at Barksdale and we are using this inspection as a benchmark to make adjustments for future inspections. These are the first stages of implementing our Inspection Efficiency Process.

Q: What is the status of the Nuclear Service Ribbon?

A: The Nuclear Deterrence Operations Service Medal and the ICBM Operations Support Ribbon have completed all internal staffing and is currently being staffed for AFGSC/CC signature. Once we have the final signatures the package will be forwarded to HAF for consideration.



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## Tools for your toolbox

As an enlisted professional we have responsibilities to perform effectively as both leaders and followers and often times these actions must be performed simultaneously. Every Airman, regardless of rank, is a leader. Whether you have a formal position of leadership or you're the youngest Airman in a group, someone is looking to you for action and how you chose to respond has a profound impact on those around you.

As enlisted leaders, there are things we have little control over, things that are worked by experts at the Air Staff, Defense Department or congressional level. However, there are things that we do have control over. For example, though we do not control the budget our Air Force gets through the corporate process, we do control the management of those resources allocated to us to complete the mission.

Take inventory of those areas you control (shift schedules, work priorities, equipment, etc) and affect a positive change. Your Airmen expect that out of their leaders and supervisors expect that out of followers. Once you have identified those areas you control, it is even more important that you communicate those barriers that exist outside of your control to the Chain of Command. We need to put factual information regarding those barriers into the hands of leadership that can remove them.

As we face these trying economic times, it is paramount that enlisted leaders and leaders at all levels, find better ways to accomplish the mission and it starts with identifying what is within your control and then communicating barriers or constraints up the chain. People facing overwhelming challenges or barriers will always resort to innovation to overcome them. We must encourage all Airmen, regardless of rank and TOS, to be innovative and to constantly look for new and better ways of doing their jobs.



Brainstorm! Look at every task and try to figure a way of doing it better and more efficiently. Successful people and units never give in or give up, they work even harder in the face of adversity.

As a follower, we must understand that each of us has a stake in the outcome of our units successes. We are bound to do our best to make our units succeed. By communicating shortfalls and barriers in a factual manner our leaders can prioritize actions for mission success. We should go to work every day with the questions in mind, "How can I make my unit better? What can I do to make our team succeed?" We must never develop an 8 to 5 mentality. Commit to a 24-hour-a-day philosophy to make our Air Force, our homes and our community's better places to live and work. Our leaders expect that from us. We must remove ourselves from the stovepipe mentality and understand how we fit into the "big picture."

We must not think of Quality of Life solely in the terms of more pay, larger housing and retirement packages but rather having the equipment (cold weather gear, tools, etc), training (tech training, OJT, etc) and experience nec-

essary to accomplish the mission within prescribed timelines. Having more pay, housing, etc is fine, being unable to complete your mission due to lack of or faulty equipment or adequate training/experience may drive your duty hours to a point where you cannot enjoy those other qualities of life and your life falls out of balance.

Whether an airman basic or a CMSgt, we all fill the dual role of leader and follower and are links in the Air Force Global Strike chain. Our chain is only as strong as its weakest link. Control those areas you own, affect positive change when and where you can as a leader.

Identify barriers to mission accomplishment to your leaders as a follower. Our Air Force is better than it has ever been. That's because of all of you - airmen, NCOs, SNCOs, officers and civilians who, everyday, give their all and are the best at what you do.

### Leadership readings:

Military Leadership, In Pursuit of Excellence: 6<sup>th</sup> Edition

Leading Change: John Kotter

The Difference Maker; Making Your Attitude Your Greatest Asset: John Maxwell



# *The Sound of Nuclear Deterrence is Deafening*

by Chief Master Sgt. David Nordel  
20th Air Force  
Command Chief Master Sgt.

As I complete what I like to call my "first lap" around 20th Air Force it amazes me to see our Airmen executing what some would call a less than "sexy" mission.

I ask myself how many mission sets in our Air Force ask us to never fly a sortie, maintain 24-hour constant state of readiness and do it from a subterranean environment, which could be called out of sight, out of mind?

As a former cold war warrior, I find it amazing that as the Soviet Union slowly shutdown their military, the one thing they chose to keep healthy and fully maintained was its Intercontinental Ballistic Missile, or Rocket forces; the thought being it was the foundation for recovery.

Roll the clock forward today and 9,600 U.S. Airmen of 20th Air Force continue to maintain 450 ICBMs in a constant ready state as our nation's only continuous alert force. It is a daily part of our STRATCOM commander's task force and one can argue the one mission set that every combatant commander takes to work each day.

In fact, our warriors literally switch their 20th Air Force patches to Task

Force 214 patches daily as they transition to the missile field for alert and to fulfill Combatant Command responsibilities.

As I like to remind our Airmen, our national leaders take them and their

mission around the world every day to assure enemies and allies that we are serious about our commitment to deterrence and proliferation control.

Our subterranean warriors with names like Chef (The key to morale most would say), Facility Manager (fixing and keep everything running in the living complex), Cop, Missileer or maintainer work in places like Delta-1 in Max, N.D., or Hotel-1 near Gurley, Neb., (A far cry from Bagram, Fallujah or Camp Leatherneck...but more closely connected than we all know). They provide deterrence and the foundation for the global maneuver necessary to execute our nation's intent and direction.

I think it is time we celebrate the 50 plus years of positive contributions. Remember this mission is not sexy, there are no campaign ribbons, and there aren't cheering crowds that greet us after being deployed to the field. As a civilian told me in the airport one day "I thought all those missiles have been

gone for some-time."

Quietly and humbly I responded, "this is America's ICBM force...ELITE Airmen!" In this elite service, we have been the 'Ace in the Hole' when needed, and seldom have we asked 'what's in it for me.'" The three words that come to me are...PRIDE, PRECISION AND

PROFESSIONAL

Our Airmen and this mission amaze me. When I look at what we provide our nation on a daily basis I can't help but wonder, how many wars have they prevented, how many lives have they



saved, how many Americans never had to go into harm's way, and how many adversaries have said "not today" when considering attack or other malice on America and its interests?

As we continue to strengthen our Nuclear Enterprise and maintain the foundation for a strong nuclear triad, it is an excellent time to reflect on the days past and look at why we built our deterrent force. We have to remember to take care of this enterprise as we move forward to sustainment goals that may require my grandchildren to do this mission.

Nuclear deterrence is quiet; so quiet, it is deafening. Deafening to our adversaries and comforting to our allies.

As your Command Chief, I thank each and every silent warrior in our 20th Air Force and Nuclear Enterprise. No castle worth living in can stand without a solid foundation. You provide that for our families our nation and our allies. You have provided this without fail even in the most adverse times.

Our country continues to sleep well as we go about our silent and humble business of 24/7 strategic nuclear deterrence—God Bless and God Speed...

—Chief

*To Deter and Assure*

## Shirt's Corner— 'Taking Time'

by Chief Master Sgt. Scott Maunu  
AFGSC First Sergeant

Shirt do you have a minute? This Shirt's answer to that question has typically been words to the effect of "always for you."

However, recently reviewed the "WING LEADERSHIP, Guide to the AEF" and I am remiss as my response really should have been, and from here out will be, "always for you ... and yours." As Airmen we know what our responsibilities are when it comes to being prepared to deploy. At times that can seem daunting, particularly as our deployment departure date nears and we tend to think more and more about our families in our absence.

We know preparation is the key to success and we should know, our First Sergeant is here to help. If not, we now know and in fact, to use a quote from a great chief we serve, it's "in the job jar."

To paraphrase what that leadership guide has to say on the First Sergeant's deployments roles and responsibility: Assists members to get their personnel affairs in order prior to deployment. This includes wills and family care plans.

The Shirt ensures members know about available programs, to include reduced interest rates and tax-free savings programs. Additionally, they ensure families are taken care of and are



informed of the programs available to them, including "PLAYpass," video conferencing, chat through the Defense Connect Online, free oil changes, etc.

During the deployment, Shirts ensure families are contacted regularly and let them know who to contact if they have any issues or concerns. Shirts have much help here, both those in the deployed Airman's work centers and Key Spouses in the organization assist greatly in keeping contact with family members.

For those who are due to deploy,

congratulations on what is sure to be a rewarding experience. Wish you the best in your pre-deployment preparations and know your Shirt is there to assist. Your first sergeant has a minute ... and then some, to assist you in your preparation as well as to ensure families are contacted and assisted as needed. Please contact your first sergeant when you're preparing to deploy and wish you a safe one.

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

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

### ***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***

*Quarterly mission photo highlight—*

Barksdale Air Force Base, La.—Staff Sgt. Zachary Younger, dressed as the 341st Missile Wing mascot, “Roadkill,” greets his teammates as they arrive Nov. 6 for the second-annual Global Strike Challenge Technology and Innovation Symposium and score posting events Nov. 7-9. The competition is designed to build a culture of excellence and esprit de corps to motivate bomber, missile and security forces Airmen to new levels of performance and achievement. (U.S. Air Force photo by Master Sgt. Corey A. Clements)

*— Continued from Page 1*

Exceeding standards can be as easy as taking the time to put the rack of ribbons on your chest.

It has been another busy quarter, not only did we complete Exercise GLOBAL THUNDER 12, exercising our capability to respond to National Security objectives but also affirming our deterrence operations while building competency in our global strike mission. We also completed our second Global Strike Challenge event, highlighting the commitment and dedication to the Air Force Global Strike mission through competition.

We kept the focus on our brothers and sisters at Minot, still recovering after the floods of the spring, securing over \$200,000 in donations to help offset those cost to our Airmen and their families.

Now that Thanksgiving is over and the mad rush for Christmas and the New Year quickly approaches I wanted to take some time and let you know how much I appreciate your sacrifice and dedication to this great country.

You are charged with executing the day-to-day grind of exercises, inspection preps, weekend duties, deployments, missile alerts and daily flying.

All of these things are equally important in carrying out our missions of nuclear deterrence and global strike.

Your quiet dedication is the backbone of the United States military and what allows us to do our job no matter where or when! You have committed yourselves to a calling that is unlike any other. Thanks for being a member of the greatest Air Force team ever assembled!

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.

***To Deter and Assure***