



Quarterly information for the AFGSC enlisted force

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

The overall purpose of this quarterly enlisted forum series is to connect with the enlisted corps of Air Force Global Strike Command, to recognize our unsung heroes, provide some useful tools for the toolbox and provide a forum for questions, thoughts and sharing of information.

Despite our natural differences across functional and operational lines in providing nuclear deterrence and global strike capabilities we all share a common theme – our dedication to service and the wearing of stripes in that service.

I am very pleased to have joined this Air Force Global Strike Team and the team of enlisted professionals across this command. I believe I'll find my time with you both challenging and demanding and request that you keep me on task – being your voice within Global Strike. My goal is to make our time together in AF Global Strike Command be personally and professionally rewarding for every Airman.

Thoughts:

As I stated in the beginning, I am very pleased to have joined this team and truth be told, this is very humbling for me to have the opportunity to serve as your command Chief. If you would have told Airman Hornback back in 1985 he would have the opportunity to serve as the senior enlisted advisor of a major command, I would have called you crazy.

However, I have been blessed



throughout my career to have been surrounded with outstanding supervisors and subordinates that provided me the opportunities to excel and afforded me the benefit of the doubt, even when I didn't earn it; the common thread throughout my career: clear, concise feedback and expectations both up and down the chain of command.

To help you achieve the goal of making our time together both personally and professionally rewarding for you, I'd like to take this opportunity to fully and candidly lay out my perspectives and expectations for the enlisted corps assigned to Air Force Global Strike.

Up front, I believe that when we enlist and sew the stripes of our Air Force and progress through the ranks, we must be willing to accept the responsibilities that come with each step. Our stripes do not just signify a pay grade; it's a rank. Our Air Force Specialties are not solely a "technical" job;

the stripes on our sleeves signify an age-old position of moral authority and responsibility.

The reason this perspective and appreciation of the role of the enlisted corps is so critical is the leadership role and visibility that comes with the stripes. No matter the rank, you are a leader and provide leadership to someone junior to you.

Inherent in that concept is the crucial responsibility to lead by example--especially your peers and subordinates. Those who do not accept or believe in their moral responsibility to lead by example are in the wrong line of work.

Expectations: It's important for you to grasp and comprehend the nature of your role and responsibility as an enlisted leader. These expectations are factors for EPRs, Decs, awards, HYT waivers, special duty and assignment requests, etc – the entire spectrum.

PME: Do it...no negotiation, no debate, no question. Completing the appropriate level of PME when eligible isn't just an expectation, it's a requirement levied upon us by AFI 36-2618. The need to complete this requirement goes far beyond promotion opportunity. At heart, this is a rock-bottom leadership by example matter.

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To Deter and Assure



8th Air Force
SSgt Ruth Walker

AFSC: 3D153
 Duty Title: RF Transmissions Supervisor
 TIS: 01 Sep 2004
 TOS: 21 June 2005
 Marital Status: Married
 - Managed AOC trouble tickets; opened/tracked/fixed 1K work orders--vital enabler for \$23M weapon system
 - Directed 370 preventive mx inspection schedules; prevented sys degradation--guaranteed 100% C4 adherence
 - Singing Hero! Over the past year has sung the National Anthem at OAY Banquet, POW-MIA Ceremony, Barksdale Airshow, 15 Retirement Ceremonies and 5 other base/community events--Lauded by 8th AF CC.

AFGSC Unsung Heroes



2d Bomb Wing
A1C Christopher Allison

AFSC: 2S031
 Duty Title: Storage and Issue Apprentice
 TIS: 8 months
 TOS: 5 months
 Marital Status: Single

- Devoted leave time to tornado stricken home town; distributed supplies/patrolled with law enforcement--aided 10K citizens/eliminated looting
- Solely responsible for four warehouse rows totaling 1K parts/10K units; impeccable parts over sight--zero errors last 90 days
- Meticulous! Revamped property in-check process; identified 12 discrepancies; prevented 12 a/c part refusals; guaranteed sortie generation

AFGSC Unsung Heroes



5th Bomb Wing
MSgt David Whitley

PAFSC: 3S271
Duty Title: NCOIC, 5 MDG Training Management
TIS: 18 years/11mo
TOS: 2 years
Marital Status: Engaged

- MSgt Whitley energized 5th Medical Group Education and Training section supporting 317 officer and enlisted medics across 21 AFSCs and 33 work centers; conducted extra AF trainers courses to boost qualified trainers cutting trainer/trainee ratio to 6:1--no CDC failures
- Proactive leadership ensured pharmacy volunteers received accelerated orientation--cut training time from 31 hours to 6; standardized training documentation--boosting both effectiveness and compliance; created annual training aid--poised to reduce staff confusion and boost compliance
- Volunteered at Domestic Violence Crisis Center, rallied group of medical gp Airmen to participate in "Walk a Mile her Shoes" domestic violence awareness event/trained 183 medics as Bystander Intervention Training facilitator--to date his involvement has helped 47 victims and raised \$19K

509th Bomb Wing
MSgt Shane Lacaille

AFSC: 4N071C
Duty Title: NCOIC, Clinical Operations Flight
TIS: 20 years
TOS: 2.5 years
Marital Status: Married

- NCOIC of \$2 million Joint Higher Headquarters clinic; supported ground force commanders/300 joint service members; 784 preventive exams/812 immunized--99% return to duty
- Piloted Chief of Staff high visibility program; instructed 63 members/24 hours in tactical combat casualty care techniques--compliance from 67 to 95% in 3 months
- Created first ever special operations command central mobile medical center; certified 12 joint aviation requirement special operations forces medics/improve health of 8,500 members--enabled 2,000 combat missions/20 countries





20th Air Force
Senior Airman Erin M. Robinson

AFSC – 3D051
Duty Title – KNOWLEDGE OPERATIONS TECHNICIAN
TIS - 03 Oct 2006 (4.7 yrs)
TOS - 17 Feb 2007 (4.3 yrs)
Marital status – Married

- QC'd/tracked over 250 evals/90 decs for NAF & three wgs--kept command section focused on task completion
- Facilitated \$150K IT purchase--led upgrade of 105 systems--increased NAF mission accomplishment by 30%
- Volunteer extraordinaire--Big Brother/Big Sister, Honor \ Flight, Special Olympics--exemplified positive AF image
- Aced two-day SharePoint trng--knowledge blueprinted 20 AF eval/award tracker--increased info flow 50%

AFGSC Unsung Heroes



91st Missile Wing
SSgt Jason W. Powers

AFSC – 1A151
Duty Title – FLIGHT ENGINEER
TIS – 15 Oct 1997
TOS – 1 July 2010
Marital status – Married

- Multiple Convoy and Flood Support Flights, aerial support assisted identifying potential compromise to nuclear security
- Professional DV support; gave passenger brief to SES Mr. Guerrero and 20AF/CC
- Directed precautionary landing after aircraft transmission malfunction, saved crew/\$4M aircraft

AFGSC Unsung Heroes



90th Missile Wing

Senior Airman Robert A. Redmond

AFSC – 3E351
Duty Title – STRUCTURAL TECHNICIAN
TIS – 20 FEB 2007
TOS – 10 SEP 2007
Marital status – Married

- Organized VA visit for 27 personnel; served lunch and provided activities for 65 veterans--enhanced morale
- Coordinated fence repairs for spouse of deployed Airman; repaired 45 LF of vandalized pickets--saved \$700
- Dedicated to subordinates; provided 20 hours of CDC training off duty--troops finished CDC's 9 months early

341st Missile Wing

Airman 1st Class Malcolm A. Hunter

AFSC – 3E0X1
Duty Title – ELECTRICIAN
TIS – 20 Oct 2009
TOS – 20 Jun 2010 - Present
Marital status – Single

- Proud MW Honor Guard mbr; executed retirement ceremony/honored N.WY/MT AOR vet--coined by SFS CC
- Readiness Support Team mbr/recovered downed UH-1 helo; transported/stood up UCC--secured incident scene/\$5M critical asset
- Aided AADD/MT Highway Patrol anti-DUI campaign; 22 hrs logged as driver--contributed to 68 MW "saves"



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Tools for your toolbox

I am often asked, what is the secret to making Chief Master Sergeant? The truth be told, there is no secret; there is no hidden path, secret hand shake or super secret checklist that will ensure an individual's promotion. Everything we ever needed to know to be successful in the military we learned in basic training. In that process, we were given all the necessary tools. We learned how to salute properly, how to wear our uniforms properly and learned the discipline to live our lives by the Air Force's core values of integrity, service and excellence. We were instilled with the confidence that we are all leaders and because I am a leader and others will look to me as an example. To succeed, merely look back to basic training and continue to apply and expand what you learned during that time.

There is no single silver bullet or single accomplishment that results in promotion to Senior or Chief Master Sergeant – the goal is sustained, consistent, outstanding performance over the course of a career. Building on those basic lessons learned from our Basic Military Instructors, having the moral courage to be a leader and a follower, and having the discipline to live by our core values of integrity, service and excellence will ensure a successful career and even more importantly lead to high achievements in the unit, wing and Air Force.

The cornerstone to these accomplishments is the first-line supervisor. Unfortunately, it is often the first-line supervisor who veers us off track. Have you ever heard, "Forget everything you learned in basic training." "This is the real Air Force, call me John or call me Jane?" This is where the breakdown in fundamental discipline begins--with leaders who "forget the basics." We must embrace discipline and understand that it is the foundation for a strong military and is essential for survival in combat and not



just the fast track to promotion.

If you are a supervisor, I encourage you to mentor and talk to your Airmen about consistent, sustained superior performance over the course of a career. If you're only giving your Airmen feedback twice a year, you are missing the point of feedback and setting your Airmen up for failure. Feedback is nothing more than communication, and it is essential. Give your Airmen a vector - a plan for a successful career. Feedback is fundamental to being a supervisor. As a supervisor, you should give feedback constantly. Constructive criticism and positive comments can be done in short feedbacks and with daily feedback, every Airmen will be given the tools necessary for success. You must also remain relevant. You need to know that being a leader in 2011 is much different than the '80s, '90s and 2000 – what worked for you when you were an Airman First Class may not be relevant today. Our service has changed dramatically in the past 5 years; build on those previous experiences, adapt your leadership, be that change agent and you will be successful.

If you are a subordinate; seek out feedback, ask questions and never be afraid to volunteer. Having a clear understanding of what is expected is paramount to mission success – if you don't understand, then you need to ask for clarification. Seeking out opportunities, whether they be volunteering for community service, details or even retraining, set you up for success. Every opportunity helps you realize it

is other people who help us achieve our goals or set us straight when we are headed in the wrong direction. These opportunities can provide motivation throughout your career and help in building that sustained superior performance.

Being a leader has always been tough and always will be. You have to willingly subject yourself to scrutiny from leaders, peers, and your Airmen. You have to face critics who are often big on words, but who seldom have the courage to put themselves in the breach. But as the saying goes, "someone has to do it." Don't get discouraged and always take comfort in the fact that you are doing your best. It doesn't matter how many stripes you have on your sleeve – you are all leaders. You wear the uniform of the fiercest fighting force in the world. Your uniform is respected around the globe. When people see you, they see pride and professionalism, they feel good about America. You give Americans the confidence that no matter what the mission, we can accomplish it. Your legacy is not the stripes you make but rather the leaders you build to replace you.

How does one make Chief Master Sergeant? By being an Airman everyday practicing the basics – focus on the mission and not the promotion, remember it's about your service and never forget where you came from.

Below are some recommended readings on leadership for your toolbox:

Leadership on the Line: Staying Alive Through the Dangers of Leading. Ronald Heifetz & Marty Linsky

Lincoln on Leadership: Executive Strategies for Tough Times. Donald Phillips

AFI 36-2618: The Enlisted Force Structure

Frequently asked questions

During my time around the command I'm often asked questions by either individuals or small groups. The discussions that follow often times stop with the individual or group yet are relevant to many more throughout the command, so I felt this a good place to put these questions and share the answers.

Q: Time on station at our Northern Tier bases?

A: This is the most frequently asked question out there. Recently AFPC conducted a study for the average time on station for Northern Tier Airmen. According to the data compiled, most Airmen at Minot, Malmstrom or FE Warren PCS at the 3-4 year time-on-station point--which is not significantly different from the average time on station at other CONUS bases.

Typically, Airmen staying on station longer than the average are due to not having an understanding the assignment options available or how to engage the process. Members have many options for reassignment, to include volunteering for a short- or long-tour overseas assignment, applying to fill open requirements through the EQUAL or EQUAL-PLUS systems, or applying for a Base of Preference. When Airmen compete for these assignments, time on station is the key factor in selecting the most eligible volunteer. AFI 36-2110, Assignments, provides instruction on how to apply and the many options that exist out there.

AFI 36-2110 provides a good foundation to understand the assignment process, however, there are some AFSCs that do have limited opportunities for assignments. For example, the 2M000 is just one of them: Assignment Limitation Code 50 positions (Maximized CONUS Stabilized Tour), with 5-year limits). These codes are established for 2M0XX positions at Vandenberg AFB (576 FLTS) and Hill

AFB just received approval for coding the AFMC personnel approximately 4-6 months ago (expect rotations beginning this assignment cycle). Additionally, the two Spacelift Wings at Vandenberg and Patrick are working to establish Code 50's on their positions as well.

The 2M0XX CFMs policy is that when personnel come off a code 50 assignment at the 576 FLTS (Vandenberg AFB) or Hill AFB, they will not be reassigned to another code 50 position and will be reassigned back to one of the operational units (ICBM or Cruise Missile). This will present stagnation and open up assignment opportunities for more 2M0XX Airmen.

Q: Tactical uniforms for TRF?

A: AFGSC/A4/7 and 20 AF currently working on standardized uniforms for TRF units. AFGSC/A4/7 is meeting the commodities council to have the ABSG added to the table of allowances (TA) for TRF units; once added/approved, ABSG will be moving to TRF units as the standard uniform.

Q: Nuclear Service Incentives?

A: Currently, a nuclear service ribbon and nuclear deterrence operations service medal is being reviewed and staffed at the MAJCOM. The staff is actively involved to determine proper requirements and qualifications such as: AFSCs, duty requirement, method of tracking, qualification criteria etc. After these issues are addressed, the proposal will be coordinated through the staff for AFGSC Commander approval then forwarded to HQ USAF for implementation. Operators and certain non-operators (support/medical personnel etc) contributing to the successful mission accomplishment of the nuclear enterprise will be considered for this recognition.

Q: Is perfection a realistic standard for the command?

A: Perfection is a big, bold statement and at first glance, extremely difficult

to attain. Some would say it is never attainable. But, travel with me a little deeper into this word and idea.

Webster's dictionary gets us a good start on understanding its true meaning. The definition of perfect actually has several connotations or variances. The one we connect to the most is being entirely without fault or defect. But there is more to the word, as the next descriptive simply states, satisfying all requirements.

So which is it? Well, it is both. Satisfying every requirement removes the fault or defect. If all the requirements are known and are met, then by definition you have reached perfection. Furthermore, perfection has become a buzz word erroneously linked to any and everything nuclear. In reality, the Air Force has judiciously limited its use and application.

Air Force Doctrine Document 3-72 Nuclear Operations is the genesis of our particular application of perfection. To quote from the foundational statements on page vii, "Perfection is the standard for the safety, security, and reliability of nuclear weapons operations." This gives three and only three actual lanes of perfection to swim in.

The old man Aristotle's deep brain enlightens us to a better use of the term "perfect." In his book, Delta of the Metaphysics, he defines perfection as that, which is complete, which contains all the requisite parts, which is so good that nothing of the kind could be better, which has attained its purpose.

If you stay within the focused lanes given and satisfy the requirements of Safe, Secure, and Reliable, then you have attained nuclear perfection.

If you have a question you would like addressed in this forum or one that you would like a direct answer from me, please send them to AFGSCCCCWork-flow@barksdale.af.mil, or follow me on Twitter @StrykeChief

Shirt's Corner— 'A Fitness Culture'

by Chief Master Sgt. Scott Maunu
AFGSC First Sergeant

Airmen must incorporate a year-round culture of fitness into their daily lives. Failure to maintain a year-round lifestyle may be to the detriment of the Airman as well as jeopardize mission accomplishment.

Is fitness a part of our Airmen's daily lives? Do we know, and are we being clear in our fitness expectations? Do we know the potential impact poor fitness can have on a member's career and our mission? Have we communicated the potential impacts to our subordinates? As enlisted leaders, we must ensure the answer to all these questions is "yes".

You may have seen where Airmen with long standing fitness regimens, ones they're putting effort into, and sticking to, fail to meet or exceed their minimum Fitness Assessment (FA) standards. In those rare cases, when pealed back, I found the most probable cause for the unsatisfactory FA was the Airman's caloric intake far exceeded the exercise needed in order to burn those excess calories. As leaders we must know what our Airmen are, or aren't doing, to stay fit. We must be direct with our inquiries. We need to ask how they're training, what their weak areas are, what their plan for improvement is, and specifically, what's needed in order for them to meet and exceed the standards? We should commend those exceeding our Air Force standards and must address our concerns and give clear expectations when we conclude our Airmen are not where they need to be.

As Airmen, we're charged with "always" meeting fitness standards. It's clear in our Enlisted Force Structure and just as clear is an NCO's/SNCO's responsibility to "lead the way" in our fitness program. Leading the way takes knowledge, not just of our Air Force fitness program requirements, but again, the knowledge of



where our Airmen are with their fitness level, and what their plan is to maintain or improve their physical fitness. It takes knowing, and communicating, what the consequences are of an unsatisfactory FA, or failure to maintain FA currency. Not just the basics; fitness program entry, intervention, potential adverse administrative actions, but those second and third order effects as well.

As is most things in life, it's all in the timing ... right or wrong, it often comes down to this fact. There are numerous restrictions regarding retraining, reenlistment and assignment eligibility, which could be impacted by an unsatisfactory FA score, especially if this score results in a referral EPR. We can't take it for granted all Airmen know, or really appreciate the reality of this. Reenlistment ineligibility equals promotion ineligibility and additionally, one must have a current and passing FA score to be selected for, and attend, Professional Military Education (PME). Finally, in all but exceptional cases (medical), a unit commander must make a discharge or retention recommendation to the installation commander when an Airman receives four unsatisfactory FA scores in a 24-month period.

Airmen who fail to meet the mini-

imum fitness standards have a negative impact on mission accomplishment. Think about the time and manpower at all levels spent on intervention alone. An unsatisfactory FA requires time away from the work center and the involvement of the Unit Fitness Program Manager (UFPM), Health and Wellness Center (HAWC), Exercise Physiologist (EP), medical, and the Airman's supervision when the Airman is placed in the fitness improvement program. Additionally, the Fitness Assessment Cell (FAC) will need to assess at a higher interval; 90 days vice semi annually or annually. Airmen non-current on their fitness FA, or those who earn an unsatisfactory score, render themselves ineligible for PME. Consider the additional workload for that Airman's leadership, the formal training office, and the Airman Leadership Schools and Academy staffs in finding short-notice replacements. Suffice to say there are other ways Airmen not meeting fitness standards impact our mission.

An unsatisfactory FA and/or, not maintaining currency can result in more than a "speed bump" to an Airman's career but hinder the mission as well. As enlisted leaders it is crucial we give clear expectations on fitness and understand all the potential impacts to an Airman's career when one fails to meet fitness standards. We must know what our subordinates' fitness levels are in relation to the standards and ensure they know the impact of an unsatisfactory FA. In doing so, we will show our Airmen the importance of incorporating a year-round culture of fitness into their daily lives.

For additional information on our Air Force fitness program, please go to:

<http://www.afpc.af.mil/affitnessprogram/index.asp>.

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

AFGSCCFWork-flow@barksdale.af.mil.

To Deter and Assure

Chief—Continued from Page 1

You can't exercise moral authority over your other Airmen needing to complete PME if you haven't completed yourself.

CCAF: Not a black-and-white issue like PME, but still very important. The rationale is obvious: the educational and training payback to our force is tremendous. Plus, completing CCAF requirements often motivates other Airman to continue self-improvement efforts, adding to their value to our force.

Additionally, CCAF is the community college of the Air Force and we are all members of the larger Air Force community and need to support it.

Professional organizations: We have a number of great, hard-working professional organizations on the scene today: AFSA and AFA are just a couple.

Many of the gains we've made over the past few years in benefits, entitlements, and quality of life can be credited to these organizations' efforts.

Unit/base/community activities: This is self-evident. Building a better, stronger force and community is one of our specific charges. Leading and supporting these activities is taking care of our own in its most basic form. The ideals of "sacrifice" and "service before self" come to the forefront here. Lean forward, pitch in, and make a difference.

Fitness & appearance: This is a no-brainer. Our most basic and most visible litmus test. This is one leadership by example responsibility that you absolutely can't hide from.

The minute you walk in the door, someone is going to form an impression of you based on what they see. Make sure it's the right impression.

Appearance and presence is often the key to effectiveness. Stay fit and ready. How you wear the uniform says volumes about your professionalism.

These are some basic perspectives and expectations, as you can see, they individually and collectively emphasize the values of leadership by example and moral responsibility. Their bottom line is "do the right thing," by our force and our people.

That's what we need and that's what I expect of our enlisted professionals in this command. Now that you have an understanding of where I come from I ask for your expectations of me and this position.

If you would like to share your thoughts and expectations please send them directly to me at AFGSCCCCWORKFLOW@barksdale.af.mil or follow me on Twitter @StrykeChief. I look forward to serving with you and hearing from you as well.

Quarterly mission photo highlight—

A 5th Bomb Wing B-52H Stratofortress executes a rapid launch exercise here April 13. As a finale to the two week-long exercise, several B-52s took off in rapid succession, signaling the end of the training mission. (U.S. Air Force photo/Airman 1st Class Jessica McConnell)