



Quarterly information for the AFGSC enlisted force

Strike Chiefs' Enlisted Forum



UNITED STATES AIR FORCE GLOBAL STRIKE COMMAND

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What We Value:

- Individual responsibility for mission success
- Critical self-assessment of our performance
- Uncompromising adherence to all directives
- Superior technical and weapons system expertise
- Pride in our nuclear heritage and mission
- Respect for the worth and dignity of every Airman
- Safety in all things large ... and small

If you would like to share your thoughts or have a question, please send them directly to Chief Hornback at AFGSCCCWORKFLOW@barksdale.af.mil or you can find him on twitter @StrykeChief.

Notes from the Chief

by Chief Master Sgt.
Brian Hornback
AFGSC Command Chief

Welcome to another edition of our Quarterly Enlisted Forum. This past quarter has been very busy for our command. We completed the 12 Outstanding Airmen of the Year awards with one of our Airman, Senior Airman Bryenna Brooks, 2 Medical Group, representing AFGSC as one of the Air Force's 12 Outstanding Airmen.

We also completed our inaugural NCO professional development forum, STRIKER STRIPE; where 48 of our hand-selected NCOs from across command spent three days learning more about leading in the nuclear enterprise. This event was a huge success and had some distinguished speakers such as the Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff, Sgt. Maj. Bryan Battaglia; The Command Senior Enlisted Leader for U.S. Strategic Command, Chief Master Sgt. Pat Alston as well as Dr. Mary Bartlett, providing valuable insight on the suicidal mind.

As a command we rowed 11,872 miles (almost halfway around the world) as part of the AFGSC rowing challenge. Leading the pack and going to London with Robi Powers and American 300 is Staff Sgt. Jarrod White, F.E. Warren Air Force Base. Jarrod rowed an amazing 1,307,043 meters/812 miles.

The "Do something amazing this summer" challenge has begun as well. This challenge will send three win-

ning Airman to California for a behind the scenes look at JHC Hero Racing Team's pre-Baja 1000 training camp as they prepare to run the Baja 1000 off-road race through the deserts of Mexico. The Hero Racing Team features "Monster" Mike Schultz a competitive driver who designed his own prosthetic in order to continue racing.

We also entered in to the 101 critical days of summer with very few reportable mishaps and I appreciate your leadership in taking care of your fellow Striker and yourselves this summer.

In August, the command will celebrate our third anniversary of standing up. We still have much work in front of us. As we endeavor to mature as a MAJCOM, you can be assured that AFGSC is focused on the future. In fostering the maturation process, we have addressed many initiatives the command can be proud of.

In so doing, we rolled out the STRIKE NOW program. This program provides an opportunity for all Airmen to forward their ideas on how to improve any area in AFGSC. The great part of this program is that all ideas will be thoroughly reviewed by our staff and only the AFGSC/CC can say "no" to a submission.

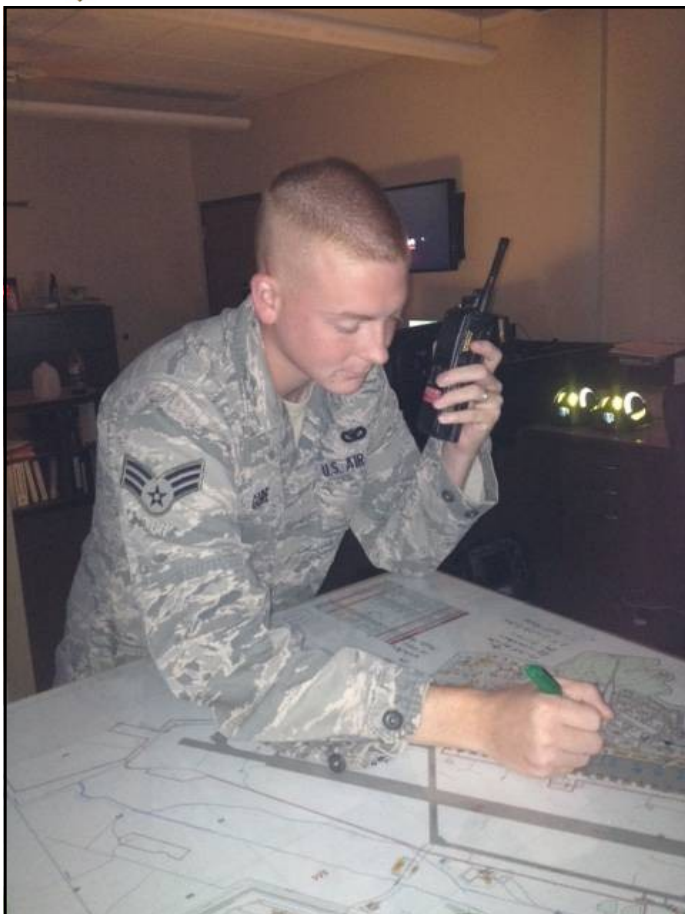
If you have an idea that will make your jobs better, faster, cheaper or if you have an idea to make a change to an AFI, Technical Order or just something that needs changing please visit: <https://afgsc-p.eis.af.mil/default.aspx>.

I appreciate the opportunity to share this forum with you and I am honored to serve with each of you.

To Deter and Assure



AFGSC Unsung Heroes



2d Bomb Wing

Senior Airman Caleb T. Gore

Duty Title: Desk Sergeant

TIS: 2 years 5 months

TOS: 2 years. Arrived 18 July 2012

Marital Status: Married

- Seized 14 grams marijuana/plant; investigated/caught 2 residents & ID'd felony offender--kept BAFB narcotics free
- Conducted high-risk traffic stop on violent subj; re-established order/prevented injury--actions preserved life
- Controller for MPA/FLOTUS visit; provided in-depth C2 for security plan--DV visit to community unimpeded/msn success



Lt. Gen. Jim Kowalski, commander Air Force Global Strike Command and Chief Master Sgt. Brian Hornback, command chief AFGSC, present Senior Airman Bryenna L. Brooks, 2d Medical Operations Squadron aerospace medical services technician, with AFGSC Outstanding Airman of the Year honors here April 5. (U.S. Air Force photo by Airman 1st Class Benjamin Gonsier)

To Deter and Assure

AFGSC Unsung Heroes



5th Bomb Wing

Master Sgt. Bradley Sufka

AFSC: 2A571, B-52 Production Superintendent

TIS: 17 years, 8 months

TOS: 2 years, 9 months

Marital Status: Married

- Leads 605 maintenance professionals; directed fix actions for 776 pilot reported discrepancies/sustained 76 percent mission capable rate, 2nd Quarter 2012--5 MXG General Lew Allen Award Winner
- Integrated 2 & 5 BW for Exercise CONSTANT VIGILANCE; generated 17 aircraft & loaded 240 missiles with a 99% missile effectiveness rate—17 for 17 fly off, first in over 12 years
- Directed four, \$8.1M Nuclear Weapons System Evaluation program uploads; critical data objectives met/validated --100% reliability/on time launches

509th Bomb Wing

Airman 1st Class Lacie Carmody

AFSC: 3NOX2, Broadcast Journalist

TIS: 1 year, 2 months

TOS: 6 months

Marital Status: Single

- Instrumental to B-2 Spirit tours; 65+ BCC/DVs/civic leaders briefed; devoted 20 hours fostering base/community relations
- Actively pursuing CCAF in Public Affairs; enrolled in State Fair Community College earning 9 credit hours; achieved academic honors with 4.0 GPA
- Responsible for drafting 509 BW/CC Memorial Day speech; over 1,200 personnel briefed; garnered accolades from wing leadership





AFGSC Unsung Heroes



20th Air Force
TSgt Dawn Hauser

AFSC: 3P071, Manager, Standardization and Evaluation Branch

TIS: 13 years, 7 months

TOS: 1 year, 7 months

Marital Status: Married

- Lead project officer for 20 AF/CC Change of Command & retirement festivities; headed 25 committee members/organized & synchronized events for 500 dignitaries & guests--leaders applauded
- Managed NAF's weekly Personal Alarm System operational tracking program; monitored and identified shortfalls among 78 systems across three MWs--senior leaders informed/security deficiencies averted
- Rallied 121 volunteers in support of Southern Colorado Food Bank; devoted 95 hrs, raised \$400 & provided 491lbs of food for people in need
- Selflessly led NCO & Amn council team members during "Relay for Life" events; efforts raised \$535 towards Cheyenne's \$118K contribution to the American Cancer Society

90 MW Unsung Hero

TSgt Tyler Bloemer

AFSC – 4A271, NCOIC, Biomedical Equipment Repair

TIS - 10 years, 4 months

TOS - 2 years, 11 months

Marital status - Married

- Master technician; certified 1042 medical equipment items valued at \$417.4M; completion rate at 100%; beat the AF average by 10%
- Facilitated 7 clinic renovations; optimized facility space and ensured compliance with life safety codes; kept \$1.7M projects on schedule
- Oversaw \$2.1M facility electrical upgrade; coordinated outages for 12 flights; prevented patient care disruptions to a 20.1K beneficiary population



AFGSC Unsung Heroes



91 MW Unsung Hero

A1C David Morey

AFSC - 3P031

Duty Title – Convoy Response Force Member

Time in Service – 1 year, 2 months

Time on Station – 8 months

Marital Status - Single

- Response Force Leader for 11 nuclear weapon convoys; secured critical components in support of \$53M assets over 8.5K sq mile missile complex-- fulfilled POTUS nuclear intent, "Safe/Secure/Effective"
- Revamped Convoy Response Force fitness program; scored a perfect 100% on annual Physical Training test-- contributed 19 hrs improving flight average to over 91%-- four excellent in 2 months
- Participated in AFGSC Rowing Challenge sponsored by American 300; totaled over 15K meters--Minot Air Force Base placed 1st in command... awarded \$50k by AFGSC/CC



341 MW Unsung Hero

SrA Lacy N. Crummey

AFSC – 3P051, WSA Entry Controller

TIS - 2 years, 10 months

TOS - 2 yrs, 3 months

- Scored 92% on WSA/EC QC evaluation; processed 75+ vehicles & 400+ escorted personnel--NWSS tenets maintained
- Deployed to Eskan Village/KSA; responded to three bomb threats & searched 600 vehicles--800 personnel secured
- Advocate of Big Brothers/Sisters; volunteered 40+ off duty hours with her "sister"--fostered community relationships

Tools for your toolbox

by Chief Master Sgt.

Brian Hornback

AFGSC Command Chief

I think it is safe to say that a leader accomplishes nothing without followers. So, if we agree on this concept, why does the word "follower" bring about negative images or even better yet, why doesn't anyone proudly disclose that they are a follower?

Webster's dictionary and a Google word search on "leadership" produces many definitions and each one paints a picture of strength. Yet I challenge you to find "followership" in the dictionary at all. And even better yet, if we agree that it takes followers for the leader to accomplish the mission, then why when it comes to followership do we not embrace that role?

Why should the follower get more respect? I believe the best follower is at least as valuable as the best leader? The best follower asks thought-provoking questions, provides constructive criticism, and gets clarification before he or she takes action. The best followers compel their leader to strengthen their problem-solving and communication skills.

The best followers bring solutions, or at least proposed courses of action, whenever they brings challenges to the leader. And finally, the best followers take ownership of their leader's decision, regardless whether they agree or disagree, and champion the decision as if it were their own. This is called loyalty and we must all possess it, reward it when present, and admonish it when absent.

As a Major Command Command Chief, I use and rely on my followership skills to successfully represent all Airmen of this command.

I offer these six questions to gauge your strength as a follower:



1. Do I know and understand what my leader expects of me?
2. Have I earned my leader's trust by displaying my loyalty?
3. Do I present solutions or courses of action when I present challenges?
4. Do I provide relevant and timely information to my leader before he makes decisions?
5. Do I champion my leader's decisions throughout my organization as if they were my own?
6. If I disagree with a decision do I champion in public and critique respectfully in private?

I'm proud to be a senior enlisted leader in Air Force Global Strike Command, but more importantly I'm proud to be a follower of the many great leaders in our organization!

I am proud of my role as a follower. It does not make me weak. It makes me and my organization strong!

Leadership Readings:

The Difference Maker: John Maxwell

The Killer Angels: Michael Shaara (Note: great lessons on the dual role of leader-follower)



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Command Chief:
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Frequently asked questions

Q: I understand that enlisted PME may be changing?

A: Yes, currently AETC is working on plans to change EPME as we currently know it. EPME Next presents a different look and feel for the future of enlisted education. The development of the EPME Next model has been guided by three objectives: a) refine enlisted PME to ensure the enlisted force receives the right education at the right time, tied to a continuum of service and learning, b) maintain the integrity of enlisted professional military education as a viable and effective force development tool and c) ensure effective and efficient delivery of EPME within a culture of cost consciousness.

EPME Next transforms ALS, NCOA and AFSNCOA into blended learning courses and the CMSgt Leadership Course into a facilitated distance learning course. I will ensure to provide more information as it becomes available.

Q: Can space 2M0s jobs be a special duty assignment? There were concerns about the Space 2M0s. An experienced nuke 2M0 goes to a space 2M0 job and



then never comes back to the nuke jobs.

A: Yes, space 2M0 jobs could be transitioned to a special duty assignment, if initiated by the 2M0 Career Field Manager. However, in 2011 all 2M0s assigned to the Space Launch Groups were assigned an Assignment Availability Code 50 (CONUS Maximum Stabilized Tour), which limits their tour in these positions to 4 or 5 years. Consequently, personnel assigned to space should rotate back to the nuclear

community after their tours are complete.

Q: When do the Consolidated Commander Support Staff new positions show up at our squadrons?

A: Air Force Corporate Structure deliberations considered three sourcing COAs. CORONA Top 2012 selected COA 1: Fully fund Group/Sq CSS requirement (832 billets). HAF is working to determine how the billets will be funded, as well as personnel assets to fill the positions. The timeline for when the billets will be placed on UMDs has not been determined, but is under further study.

Q: What's the status of the Nuclear Service medals?

A: Currently, a nuclear service ribbon and nuclear deterrence operations service medal has been reviewed and staffed at the MAJCOM and AFPC. The AFGSC/CC Commander approved and forwarded to HQ USAF for consideration/implementation. HQ USAF has engaged our staff on some clarifications and the command should have the final determination soon.

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

Shirt's Corner— 'Core Values'

By Senior Master Sgt.
Michael Lantz
AFGSC First Sergeant

I made it! I finally made it! Nov. 3, 2011, was one of the greatest days of my career. This was the day my Commander, Vice Commander and Chief knocked on my door at home and informed me I was selected for promotion to Chief Master Sergeant.

My first thought was "I made it, I finally made it." However, over the coming hours and days I quickly realized how wrong I was. The phrase I was looking for was not "I made it" but "we made it." Given the opportunity to read General Bill Looney's book "Exceeding Expectations, Reflections on Leadership" reminded me of the leadership principles which helped me achieve the success I have had and enabled me to get that wonderful news on Nov. 3.

Throughout the book General Looney highlights a non-inclusive list of outstanding leadership principles any leader at any level, military or otherwise would be smart to include in their toolbox. Some of these leadership principles include; Lead from the front, Risk and Return, Decide to Decide, Enforcing the Standards, Integrity, and The Power of Balance. Every one of the principles mentioned in the book are important and as leaders we should try to utilize as many as we can. Two of the principles General Looney discussed in his book rang the loudest in my heart as being instruments to my success "The Power of Empathy" and "Humility".

Spending my formable first years in the Air Force as a Security Forces member, I quickly realized all of us were Airmen with a capital "A" but we were not treated equally and each of us had our unique issues and challenges. This realization provided me with the aptitude throughout my career, especially as a supervisor and leader, to consider all potential impacts of a deci-



sion. I feel this empathy allowed me to make the best leadership decisions for the Air Force and for my Airmen. As typical within the Security Forces career field the burden of supervision was placed on me early in my career.

As a young supervisor my best leadership lessons came from observing my peers and supervisors in action. These observations provided me with ample examples of good and bad leadership decisions and how these decisions have a tremendous impact on our Airmen, both positive and negative. Fortunately for me I was one of those individuals who was impacted by some of those decisions, both good and bad. I say fortunately because this helped me to develop a better empathetic understanding of leadership decisions. The understanding that while decisions need to be made, they should not be made without regard for our Airmen.

I understand the needs of the Air Force come first; however, a good leader must consider how the results of his or her decisions will impact our Airmen's lives and factor this impact

into your decision making process. This level of empathy led me to know and understand my next leadership principle, humility.

The first time I learned about the promotion process for Senior NCOs to Senior Master Sergeant and Chief Master Sergeant I was astonished. In my mind, up until this point in my career it had been completely dependent on me to get myself promoted, and now under the SNCO promotion process I was going to have to rely on two Chiefs and a Colonel's analysis and scoring of my career brief. This revelation so amazed me that I stood up and questioned the Chief giving the brief about this process. This Chief quickly shot back with "I hope you don't think it was all you who got you promoted this far."

His reply made me mad but after a couple of days of reflecting I understood what the Chief was talking about. While I was the one studying the PFE, taking the test, and making

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Out and About—

Command Chief Master Sgt. Brian Hornback, Air Force Global Strike Command, speaks to a group of Airmen at the 90th Missile Wing, F.E. Warren Air Force Base, during his visit there June 24-27.

Shirt — Continued from Page 8

sure I had good EPRs, if it wasn't for my supervisors taking care of me, my subordinates supporting me, and my peers mentoring me along the way, I would not have been able to achieve the success I had up to that point in my career. Additionally, if I wanted to continue on a successful career path I needed to consistently embrace that principle of humility.

General Looney states it best in his book when he said "It's not that hard, but it takes a commitment to your people, your organization, and yourself. It's understanding that leadership is all about the followers not the leaders, and then demonstrating that appreciation

through your every actions. Understand, appreciate, and live this philosophy as a leader and both you and your organization will exceed expectations."

Under the leadership principle of humility I would be remiss if I did not include the recognition of families. Without the faithful and dedicated support of our families we could not achieve anywhere near the level of success we have this far. I know for me, without the support of my family and their unconditional love, support, and commitment to me, my career and our military life together, I know my achievements would be far fewer and my Air Force career probably a lot shorter. To all military families, thank you and God bless you!

By the afternoon of Nov. 3, 2011, when most of the Air Force had the opportunity to scrutinize the Chief promotions list for familiar names, I had received an overabundance of congratulatory emails from the people I had worked with over the past 23 years. These emails may have been filled with words praising my success but to me, they reminded me just how important each one of these individuals were to my receiving that visit by my Commander and getting the great news of making Chief. Without the sound understanding of the leadership principles of empathy and humility, I know there would have been no knocking on my door on the fateful day of Nov. 3, 2011.

To Deter and Assure