



Quarterly information for the AFGSC enlisted force

# Strike Chiefs' Enlisted Forum



UNITED STATES AIR FORCE GLOBAL STRIKE COMMAND

Vol. 2 Issue 3

Barksdale Air Force Base, Louisiana

Winter 2012

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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 [AF-GSCCCCWORK-FLOW@barksdale.af.mil](mailto:AF-GSCCCCWORK-FLOW@barksdale.af.mil) or you can find him on twitter [@StrykeChief](https://twitter.com/StrykeChief).

## Notes from the Chief

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

Welcome to another edition of our Quarterly Enlisted Forum. Let me start this edition by apologizing for not publishing the fall edition. No excuses; fell behind and let it slip so we'll be getting back on track with the winter edition. These past two quarters have been very busy for our command. We completed the 2012 enlisted promotion cycles and Air Force Global Strike led the Air Force in three out of the five promotion cycles.

Even better, as we dug down into each cycle we found that our Defenders out promoted their PL3 peers by as much as four percent! Air Force Global Strike Command started off the 2013 promotion cycle leading the Air Force in Chief Master Sergeant promotions! Bottom line: Air Force Global Strike has a challenging mission, but if you do well, you get recognized and promoted for that hard work.

We also completed our 3rd Global Strike Challenge. It was touch-and-go this year as budget constraints threatened to cancel the event, but the team figured a way to make it happen and we took time to recognize the best of the best.

We also had an opportunity to welcome the new Chief of Staff of the Air Force to several of our wings. General Welsh conducted his first official visits as our CSAF to our Missile Wings and our Air Force's only dual-nuclear capable base at Minot. Once again, our professional Airmen highlighted the nuclear deterrence mission to the

Chief and the amazing Airmen who maintain, operate, secure and support the nuclear enterprise, performing this vital deterrence mission non-stop, around the clock.

Additionally, we completed a full year of enlisted professional development opportunities which included: Striker Stripe, Missile Test Flight Orientations (FDE), Air Launched Weapon System Evaluation orientations, 2W2 technicians to the National laboratories and a cross flow of our defenders with the Navy Special Weapons Storage at Bangor, Wash.

More than 80 of our enlisted Airmen embraced these opportunities and we are poised to provide these same opportunities in 2013! Now as the holidays approach we are working Stripes for Exceptional Performers (STEP), the new Chiefs orientation and the 12 Outstanding Airmen of the Year awards period.

I would be remiss if I didn't re-emphasize 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*

### **8th Air Force**

Senior Airman Joshua L. Wheeler

AFSC: 1C351, PL-1 Area Supervisor

TIS: 3 years 8 months

TOS: 10 months

Marital Status: Married

- Decoded 12 Emergency Action Messages during CO-COM EX & initiated critical TF-204 actions--guaranteed rapid TF/CC response
- Managed five wings generation status; corrected 10 critical errors; kept CJCS/CDRUSSTRATCOM informed
- Recognized training need; drafted flight Nuclear C2 Emergency Action and general knowledge test--boosted training 25 percent



### **2d Bomb Wing**

Tech Sgt. Kris Wooster

AFSC: 4N071, NCOIC, Ambulance Services

TIS: 18 years

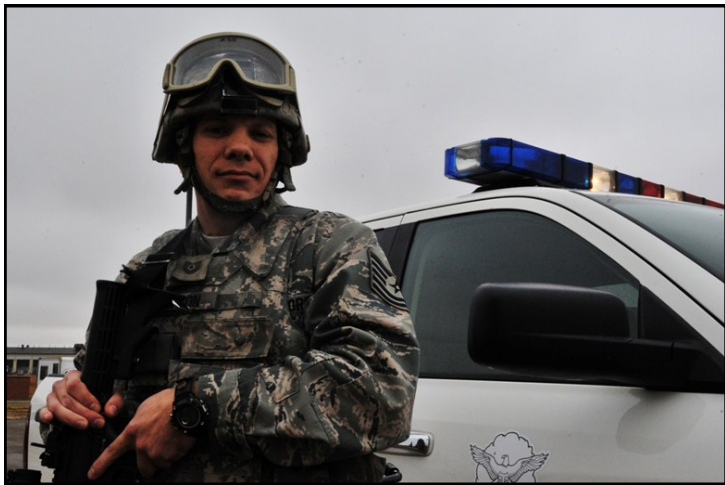
TOS: 3 years

Marital Status: Single

- 1st response/cardiac arrest victim; on-scene in 3 minutes/assessed LOC/applied automated defibrillator/established & maintained airway-revived pt
- Sustained msn critical op's/Amb Svs department 58 percent manned; worked additional 120 hours in 2 months--assured base/6.5K populace maintained ALS capabilities
- Conducted 1-wk NREMT refresher training during instructor shortage; 11 4N0s in-line for recertification-zero lapse in licensure/zero loss of \$10.5K in AF training funds



# AFGSC Unsung Heroes



### 5th Bomb Wing

Tech Sgt. Robert S. Leighton

AFSC: 3P071, PL-1 Area Supervisor

TIS: 12 years, 7 months

TOS: 2 years, 10 months

Marital Status: Married

- Led 82 SFS thru 13 tours of duty; flawlessly secured 5 BW resources--enabled 5 BW support of USSTRATCOM msn
- Area supervisor f/Global Thunder; ensured security of 17 AC--recognized as 5 BW/IG Outstanding Performer
- OSC f/three Security Incidents; detained eight suspects—actions led to zero loss of time during gen ops

### 509th Bomb Wing

Airman Gregory Furrage

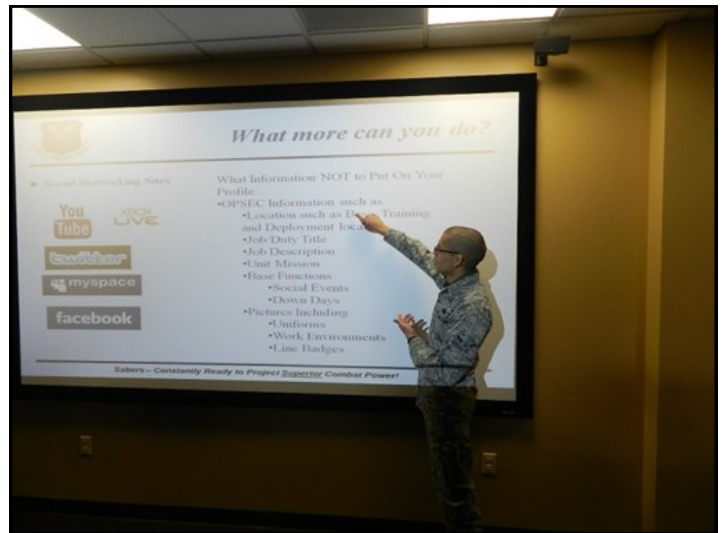
AFSC: 3D0X3, Cyber Surety Journeyman

TIS: 1 year

TOS: 8 months

Marital Status: Single

- Mentored local high school students on network defense, COMSEC, COMPUSEC, and INFOSEC-his dedication projected a positive rapport with the local community while preparing students for the National Cyber Patriot Competition
- Inventoried 10113 COMSEC items to clear the central office record; ensured 100% accountability to include destruction and hand receipts-critical to the success of Whiteman AFB's multiple missions
- Coordinated multi base, total force effort to correct a faulty electronic key management system; procured new back-up media drive at no cost to enable database transfer from antiquated equipment to new upgraded system







## AFGSC Unsung Heroes



### 20th Air Force

Senior Airman Anthony Leopardi

AFSC: Nuclear Training Instructor

TIS: 3 years, 2 months

TOS: 2 years, 10 months

Marital Status: Single

- Lead project officer for 20 AF/CC Change of Command & retirement festivities; headed 25 committee members/ organized & synch'd 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 research fund

### 90 MW Unsung Hero

Tech Sgt. Justin M. Jetton

AFSC – 3E871, NCOIC, EOD Quality Assurance

TIS - 9 years, 9 months

TOS - 2 years

- Conducted 12 section & 9 EOD operational evals; 59 processes/areas improved--CCs recieved honest flight health
- Wing EET rep; coordinated with XP & melded 22 EOD goals into MW exercises--met 100% obj--above MW expectations
- Lead trainer for Flt; instructed 13 personnel on 220+ tasks--nuclear surety msn always #1--100% deployment ready



*To Deter and Assure*



## AFGSC Unsung Heroes



### 91 MW Unsung Hero

Senior Airman Randee C. Eskew

AFSC - 2M053

Duty Title – Team Chief Facility Maintenance Team

Time in Service – 4 years, 2 months

Time on Station – 3 years, 7 months

Marital Status - Single

- Only 742/740 MS emergency work order '12 Code Change Facility Maintenance Team, Team Chief; cleared three priority one faults/41 work orders—dispatched 105 hrs/8 days
- Cannibalized brine pumps during Launch Facility anomaly emergency response; cooled guid-monitoring/comm racks with limited parts--saved eight sorties/91 MW's 99.77 percent alert
- Selected to be Air Force Global Strike Guardian Challenge Facility Maintenance Team Chief—committed 14 days to Technical data study/eight weeks training hands-on troubleshooting



### 341 MW Unsung Hero

Airman 1st Class Leigha Czerwinski

AFSC – 3E7X1, Fire Emergency Services Driver/Operator

TIS - 1 year, 2 months

TOS - 7 months

- Immediate EMS to horse fall victim; fished out retracted tongue/performed CPR--treated until airlifted/lifesaver!
- Driver for 35 grass fire incident/8 miles long; delivered suppression agent to crews--zero loss to wheat fields
- Only firefighter chosen for 6 credit hours Montana NREMT course--flight now compliant w/base vulnerability assessment

*To Deter and Assure*

## Tools for your toolbox

by Chief Master Sgt. Brian Hornback  
AFGSC Command Chief

There has often been a discussion between leadership versus management; many articles and writings have been made. There are just as many answers as there are debates. The main difference between managers and leaders is the way the two styles motivate people and teams to achieve objectives.

Leaders set the goals and new direction, challenging the status quo. They are visionaries and spearhead the team, motivating and leading them to reach this new direction. Managers on the other hand maintain the status quo, specializing on conformance to the standard and managing teams and individuals around these boundaries that have been set, organizing and directing to achieve the task.

“Leadership is doing the right things; management is doing things right.” - Peter Drucker

Leadership is one of the several facets of management. Often the same people wear different hats - both leader and manager - at different points in time. Although not essential, it certainly helps a manager if he/she is also a good leader. Conversely, leaders do well if they have some degree of management skills because it helps them envision the implementation of their strategic vision.

I'm often provided the opportunity to weigh in on some of our “leadership challenges” only to find that those same challenges are a management challenge and not a leadership one. Managers manage Manpower, Material, Money, Time and Space. Not having enough manpower is not a leadership challenge – executing the mission effectively with limited resources is.

While everyone wants to be a leader, remember that you



have to be a manager at the same time. Identifying limitations or shortfalls in your resources through sound management of them will better support mission success. Managing Unit Manpower documents, equipment, budgets, schedules and facilities is just as important as leading Airmen in mission execution.

Falling short of manpower, equipment, money or poorly produced work/facility schedules, as well as lack of attention towards facility maintenance and upgrades can lead to mission failure as quick as poor leadership. Being a manager doesn't sound as exciting or fulfilling as being the leader but is just as essential.

Remember, you may manage to get yourself into a problem that you cannot lead yourself out of.

Recommended Readings:

- *The One Thing You Need to Know: ... About Great Managing, Great Leadership, and Sustained Individual Success* - Marcus Buckingham
- *The One Minute Manager* – Kenneth Blanchard and Spencer Johnson

### ***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***

## Frequently asked questions

**Q: There have been many rumors concerning the direction, potential consolidation of, and changing of AFSC of our 3D0X1s. What is AFGSC's way ahead for this career field?**

A: AFGSC is following current HAF guidance with regards to the 3D0X1 career field. Currently, the HAF has allocated 144 FY14 POM enlisted billets to MAJCOMs and added them to the UMD effective FY14 and realigned ~1.3K 3D0X1 billets on UMD from Group CCK to CSS. And at this time, No AFSC changes/conversions to CSS billets are projected or allowed until further notice.

**Q: Do you foresee another round of DOS rollbacks on our horizon?**

A: Unfortunately yes. With high retention rates the Air Force uses force management tools such as DOS rollback as a method to manage end-strength. While there is no projected timeline for any future/additional DOS rollbacks, as long as we maintain these high retention rates across the Air Force you can expect future force management actions such as DOS rollback, CJR constraints and NCO retraining programs to ensure we stay within prescribed end-strength numbers.

**Q: There has been talk in the past years about Personal Reliability Program incentive pay; is it still on the radar for senior leadership?**

A: At this time there are no discussions



with regard to incentivizing PRP. 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.

One of the challenges with incentivizing PRP is how do you manage temporary decertification? Does incentivizing PRP bring about risk due to potential impact to pay when a person is brought down? PRP is not like flight pay or Air Traffic Control certification where they are certification/proficiency pay programs.

Being on PRP means that the individual is reliable and ready to work on or around nuclear weapons – one of the areas reviewed when looking at PRP certification is financial responsibility which further compounds incentive pay – could the loss of this pay, even temporarily, impact future reliability determinations?

**Q: When I arrived Minot, I quickly recognized who was in charge on a Launch Facility because of the baseball hat that had “Team Chief, Instructor or Evaluator” on it. After the ABUs came, these ball cap were removed from the AFIs, I feel that this has removed a certain amount of prestige from the Team Chief, Instructor and Evaluator status.**

**Can this AFI requirement be reviewed and possible changed?**

A: While there is no current initiative to bring back unit base ball caps you do have the capability to request a change to AFI 36-2903 through two venues: First, the *Air Force Virtual Uniform Board (AFVUB)*. Uniform Change Requests (UCRs) submitted through the Air Force Innovative Development Through Employee Awareness (IDEA) Program Database System. Submissions will be reviewed by the AFVUB, DCS, Manpower, Personnel & Services, and Chief Master Sergeant of the Air Force with recommendations submitted to the CSAF for final decision.

Second, refer recommended changes and questions about AFI 36-2903 to HQ AFPC/DPSIMC using AF Form 847, *Recommendation for Change of Publication*.

**Q: Is tuition assistance going to be cut back from the current 100 percent?**

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

AFGSC recently added approximately \$70,000 to our TA account to ensure our Airmen had adequate funds for their off-duty education.



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## Shirt's Corner— 'Your Opportunity'

By Senior Master Sgt.  
Michael Lantz  
AFGSC First Sergeant

"What will you do with your opportunity?" Each day, we are given multiple opportunities - opportunities to excel, opportunities to improve, even opportunities to fail. To be more specific, what will you do with your opportunity to have an impact on our Airmen?

Through our interactions with each other, we are afforded many opportunities to impact the lives and careers of those around us, regardless of whether you are an Airman Basic or Chief Master Sergeant.

Will you ignore your opportunity? Have a negative impact? Or will you have a positive impact?

Your opportunity will come in many different forms and at different times. Being a First Sergeant I am provided multiple opportunities to have positive and negative impacts on a daily basis.

For the majority of us we will get the bulk of our opportunities as supervisors and in our daily dealings with our fellow Airmen. It may be the opportunity to mentor someone on going to their next level Professional Military Education or discussing the importance of a Community College of the Air Force. These opportunities are important and obvious.

Some of the less obvious opportunities are the simple conversations we will have with each other. As I sat through a fatality briefing recently I wondered how often the supervisor or co-workers of the young Airman subject of the briefing had taken the time and talked with him about what was going on



in his life.

How many of these opportunities were ignored? Based on the briefing, I am sure there were very few conversations outside of work related subjects.

The Airman had multiple personal and financial issues, many of which were now obvious, but would they have come to light through the opportunity of conversation and interaction?

My opinion is the supervisor and co-workers had a negative impact by ignoring the opportunity they had with this young man.

I hate to throw in a "buzz" word but by simply being a good Wingman we will turn our opportunities into positive impacts with our fellow Airmen.

As a reminder - A Wingman concept as defined by AFI 36-2618 - Airmen take care of other fellow Airman. Being a good wingman

means you share a bond with other Airmen. You can be counted on to support each other, in all situations, both on- and off- duty.

Simple involvement such as a conversation creates a bond, a connection, where we can open up flows of information. As the stream of information is moving back and forth, we create a relationship where individuals connect with one other on issues such as sports, home town, cars, or any other similar interest.

The more we know about one another the more we are able to help or have an impact. Whether the impact will be positive or negative depends on you, the important part is not to pass it up or ignore the opportunities.

As we proceed through our daily lives we need to recognize and accept the opportunities presented to us.

*To Deter and Assure*



*Out and About—*



Command Chief Master Sergeant Brian Hornback, Air Force Global Strike Command, and Staff Sgt. Daniel B. Vehslage, flight engineer, survey the base on a UH-1N Huey during a visit to Minot Air Force Base Oct. 14-20. (Courtesy Photo)



Chief Master Sergeant of the Air Force James Roy operates the hoist inside a Minuteman Payload Transporter III van Nov. 20 at the T-9 maintenance trainer. Staff Sgts. Michael Adams and Michael Johnson, 341st Maintenance Operations Squadron team trainers, and Airman 1st Class Thomas Dekowski, a 341st Missile Maintenance Squadron tool room technician, observe and prepare to stow reentry system handling gear for transport. (U.S. Air Force photo/John Turner)