

## What's Inside

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## ALS Dedication Ceremony scheduled Tuesday

The Robins Airman Leadership School will be dedicated in honor of Staff Sgt. Felicia Rivers on Tuesday at 11 a.m..

"Her contributions not only to her job, but to the community, exemplified what we expect of our folks when they leave the Airman Leadership School," said Master Sgt. Ronald Smith, school commandant.

Rivers, a contract specialist with the Operational Contracting Division, died from cancer in April 2011. She was involved with various community

activities, and volunteered at a local orphanage.

She was a native of Pensacola, Fla., graduating from Pensacola High School where she excelled in extracurricular activities, including the Air Force Junior Reserve Officer Training Corps.

She joined the Air Force in 1999, and served with the 96th Security Forces Squadron at Eglin Air Force Base before arriving at Robins in 2005.

# ROBINS REV-UP

December 7, 2012 Vol. 57 No.49

## Monday Blues requirement comes to end

At Robins, the requirement for mandatory wear of blues on Monday has been rescinded, but personnel are reminded of their responsibilities as far as what is required for good order and discipline, according to Chief Master Sgt. Patrick Bowen, Installation command chief.

"We made a decision as an installation," said Bowen, reiterating that Air Force members are welcome to continue wearing blues, making sure to maintain proper dress and appearance.

Headquarters Air Force rescinded the policy dictating the wear of blues on Mondays and delegated the decision on uniform wear to major command commanders. The decision took effect Monday.

Air Force Materiel Command, Robins parent command, also rescinded the policy, noting, "uniform wear policy for all military personnel should be commensurate with the expected duty that day, or as directed by workplace supervisors."



Installation Commander Col. Mitchel Butikofer, left, presents Brig. Gen. Cedric George, Warner Robins Air Logistics Complex commander, a CFC Early Bird recognition plaque. The base raised more than \$1.46 million this year.

## Robins surpasses CFC goal

Robins has once again topped its goal for the Combined Federal Campaign, which ended in late November.

The base raised \$63,000 more than its \$1.4 million goal.

"We did it!" said Jani Le, campaign chair. "Thank you to all the key workers and monitors for the amazing support."

"Our people are amazing," added Col. Mitchel Butikofer, installation commander. "Not only did our CFC volunteers step up, but the entire base populace, which showed its charitable spirit once again."

Robins has met or exceeded its goal every year during the last 11 years. In 2011, the local workforce pledged more than \$1.5 million.

CFC is the world's largest annual workplace charity campaign, which includes more than 200 individual campaigns. It includes pledges made by federal civilian, postal and military donors to support eligible non-profit organizations which provide health and human services worldwide.

Last year, nearly one million federal employees pledged more than \$272 million to participating charities.

## CSAF directs health and welfare inspections

Air Force commanders, including those at Robins, have begun conducting health and welfare inspections.

The inspections are a tool routinely used by unit commanders, command chiefs, and first sergeants.

Air Force Chief of Staff Gen. Mark Welsh tasked commanders

during a Nov. 28 wing commanders call to examine their work settings and ensure Airmen consistently apply standards of professionalism and respect.

"Over the past months, I've discussed with our commanders, leaders and supervisors the importance of pride and performance," said Welsh. "When Airmen work

in a setting consistent with our core values, they perform with honor and distinction – they deserve nothing less."

The purpose of this inspection is to reinforce expectations for the workplace environment, correct deficiencies, and deter conditions that may be detrimental to good order and discipline. Commanders

will look for and remove unprofessional or inappropriate items which hinder a professional working environment.

"This is about commanders being commanders," Welsh said. "The underlying principle for the inspection is our core values, and the bottom line is that it's the right thing to do."

## Home for the Holidays



U.S. Air Force photos by MASTER SGT. ROGER PARSONS  
Clockwise from top, upon his return from deployment, Senior Airman Tyler Shell, 461st Aircraft Maintenance Squadron, holds his 7-month-old daughter Brooklyn, as his wife, Cera, looks on.

Staff Sgt. Jason Mann, 116th Maintenance Squadron, is greeted by his wife, Cassandra, and daughter, Emma.

Team JSTARS troops receive a warm welcome home for the holidays in the early morning hours Monday. About 50 JSTARS operations, maintenance and support personnel returned home from a three-month deployment to an undisclosed location.



## Program sustains professional workforce

BY JENNY GORDON

jenny.gordon@robins.af.mil

By investing in the maintenance workforce, the new Professional Maintenance Certificate Program is helping develop leaders with a broad understanding of the logistics enterprise.

"The program encompasses training, education and experience," explained Abe Banks, Warner Robins Air Logistics Complex Training Division chief. "It recognizes all of the things that people accomplish, and provides a roadmap they can work toward throughout their entire career."

The program was developed in response to a Department of Defense Logistics Human Capital Strategy. Air Force Materiel

Command, in turn, created a professional certificate program framework which requires technical, fundamental, and leadership and management competencies in maintenance support – one of four logistics workforce categories. The other three are supply management; deployment, distribution and transportation; and life cycle logistics.

"What we are trying to do is develop an enterprise-wide maintenance professional," said Ken Hall, chief of the Logistics Home Office which oversees the program. "To me this is a good program for someone who wishes to advance in their career. If you seek out an opportunity and know what your goal is, then this provides a way to get there."

The program, which is currently open

only to General Schedule employees, the voluntary program conducted its first open session to accept applications from June to August.

The next open season, in the spring of 2013, will include both General Schedule and Federal Wage System employees.

Basically how the program works is as an employee completes each of the five levels of training requirements throughout his or her career, they undergo continuing and formal education, career broadening, leadership development and maintenance experience, mentoring, certification and proficiency documentation.

For an entry-level employee with less than two years' experience, the road map



# Page Two

## *Tribute to those who served*

Naomi Gerson, Camellia District director, The Garden Club of Georgia, Inc., and Col. Patricia Ross, 78th Air Base Wing vice commander, place a wreath in front of the Blue Star Memorial Marker, honoring the men and women of the Armed Forces, which was dedicated during a ceremony Nov. 30 at the Museum of Aviation. Retired Maj. Gen. Cornelius Nugteren, former Warner Robins Air Logistics Center commander, was the guest speaker.



U.S. Air Force photo by SUE SAPP

## Energy Champions



U.S. Air Force photo by SUE SAPP

Nick Johnson, at right, accepts the first Energy Innovation Award from Commander Kill-A-Watt, for the 402nd Software Maintenance Group facilities team. Steve Bowen, 579th SMXS, was also named Energy Champion Award winner. Also pictured L-R, front row, Tom Jenkins, Brian Daniel, Derrick Andrews and Steve Bowen; back row, Tom Harrison and Terrill Griger.

## WORKFORCE

Continued from 1

consists of completing requisite training (with supervisor approval), obtaining a higher education degree and achieving the minimum amount and type experience; ultimately this will culminate into a level 5-category known as an enterprise logistician.

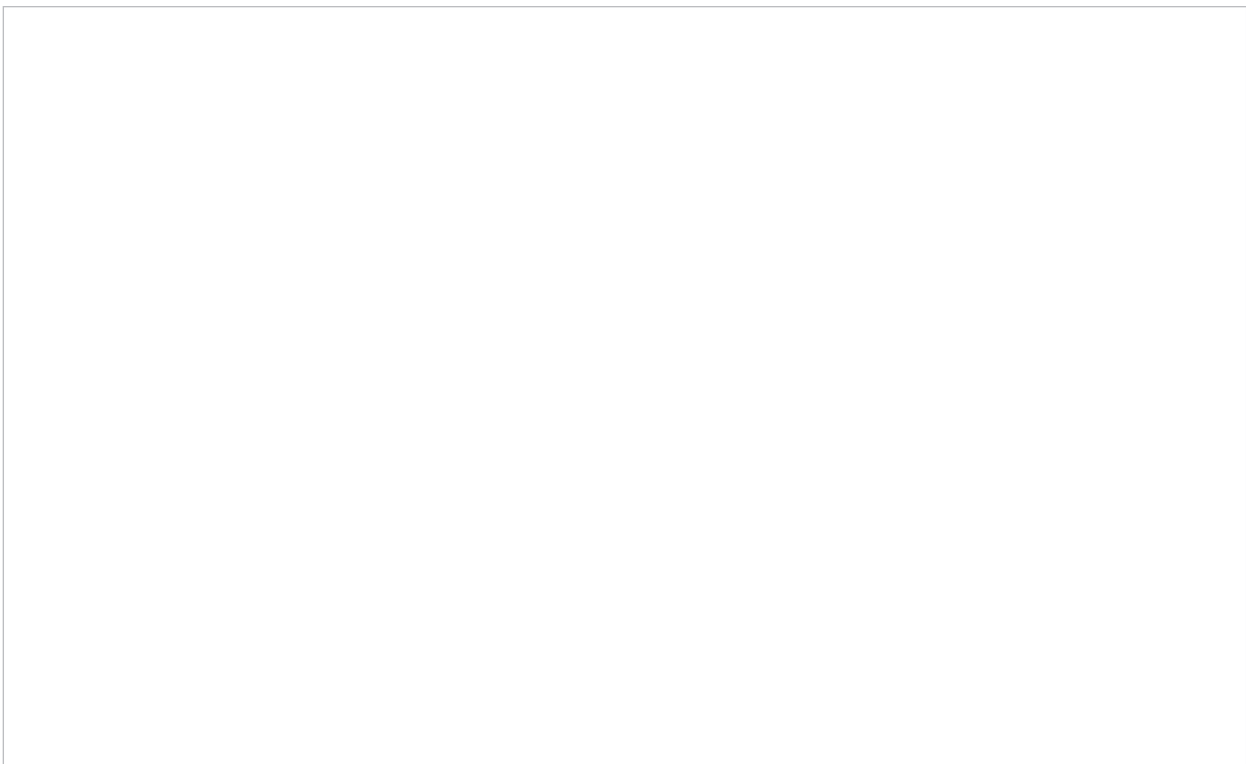
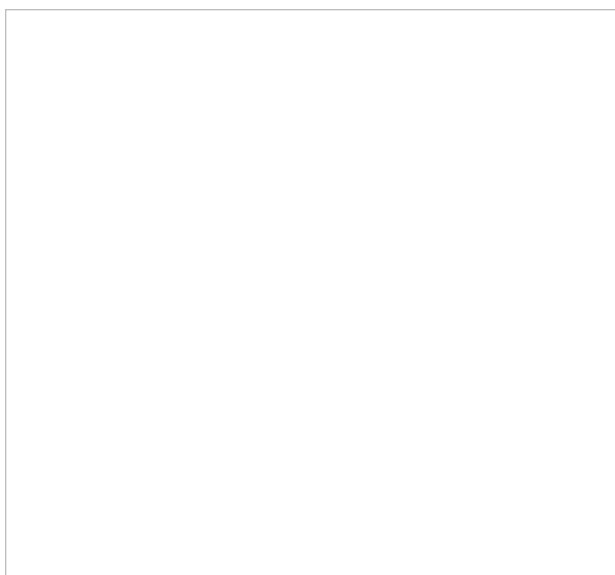
At this stage, an applicant will have completed eight years of maintenance experience, a masters degree, endorsement of his or her second line supervisor, and expe-

rience in two additional workforce categories aside from maintenance.

“This is our view of someone who has a very broad perspective of maintenance, as well as a very deep perspective of all the intricacies involved in that,” said Banks.

A career roadmap provides a way to formally recognize the skills and experience of the maintenance workforce not only at Robins, but at Hill and Tinker Air Force bases, since all three Air Logistics Complexes are implementing the program at the same time.

Think twice,  
energy has a price.





# AIR FORCE

NEWS FROM AROUND THE

## SecAF declares, 'Modernization can't wait'

The Air Force's senior civilian addressed the importance of modernization and the challenges ahead for the Air Force at the 2012 Aerospace and Defense Investor Conference in New York City Nov. 29.

"Among the most difficult challenges facing the Air Force is the need to modernize our aging aircraft inventory as the defense budget declines," said Secretary of the Air Force Michael Donley. "New threats and technologies require new investments."

Donley conveyed the careful strategic choices made in crafting the service's budget, highlighting the importance of research, development, procurement and construction -- "investments in future capability."

He specifically addressed the need for modernization among fighter, tanker, bomber, space and intelligence, surveillance and reconnaissance platforms as "high-priority investments," while other important capabilities like a new trainer and joint surveillance and target attack radar system are not yet funded.

"The plans and resources available for modernization are not optimal, but we are making tough choices to keep them workable with the right priorities for the future," he said. "Further reductions in defense would make these choices even harder."

To read more, visit [www.af.mil](http://www.af.mil).

## General Paul Selva takes command of Air Mobility Command

Gen. Paul Selva took the reins as commander of Air Mobility Command during a recent change-of-command ceremony as the legacy of leading global mobility operations was passed to him from Gen. Raymond Johns.

Selva comes to AMC from Headquarters Pacific Air Forces, Joint Base Pearl Harbor-Hickam, Hawaii, where he served as the vice commander.

He succeeds Johns, who retires from the Air Force later this year after 35 years of service.

"To the men and women who represent AMC, I can't tell you how proud I am of what you have accomplished ... making the impossible possible," said Selva. "You are the heart and soul, and I'm proud to be your commander."

To find out more, visit [www.amc.af.mil](http://www.amc.af.mil).

## Airmen conduct rescue off the Coast of Mexico

Air National Guardsmen from the 129th Rescue Wing successfully completed a complex, overwater rescue of an injured seaman from a Marshall Islands flagged merchant vessel Nov. 29.

The 129th Rescue Wing received a call from the U.S. Coast Guard concerning an injured worker aboard the cargo vessel, which was about 300 miles off the coast of Mexico.

The ship hand had suffered a serious head injury requiring treatment beyond the capabilities of the vessel's medical staff. Due to the vessel's remote location in the Pacific Ocean and the immediate need for

## Cyber Flag

Personnel of the 624th Operations Center, at Joint Base San Antonio-Lackland, conduct cyber operations in support of Air Force network operations and the joint requirements of Air Forces Cyber, the Air Force component of U.S. Cyber Command.



U.S. Air Force photo by WILLIAM BELCHER

medical care, the 129th RQW accepted the mission.

An HH-60G Pave Hawk helicopter, accompanied by a MC-130P Combat Shadow refueling aircraft, departed Cabo San Lucas, Mexico, in the morning and flew to the merchant vessel's location.

To read more, visit [www.af.mil](http://www.af.mil).

## AFNIC simulator enables realistic training for Cyber Flag 13-1

Air Force Network Integration Center engineers recently provided support to U.S. Cyber Command's annual cyber exercise, Cyber Flag 13-1 at Nellis Air Force Base, Nev.

A joint cyberspace training exercise, Cyber Flag is designed to provide realistic training opportunities for a number of Department of Defense commands to deter and, if necessary, defeat a cyber attack against the department.

To provide this training, USCYBERCOM called upon the expertise and capability of AFNIC's Cyber Force Integration Team. For over 10 years, this team has managed and maintained the Air Force's Simulator Training Exercise range, which simulates the service's three-tiered network operations and security structure, giving cyber operators valuable hands-on experience within a safe, secure environment that is separate from the operational network.

To find out more, visit [www.afspc.af.mil](http://www.afspc.af.mil).

## NORAD provides website, apps to track Santa

Children of all ages will be able to track Santa Claus on his annual journey, thanks to the North American Aerospace Defense Command.

The "NORAD Tracks Santa" website at <http://www.noradsanta.org> is up and running. The



U.S. Air Force photo by STAFF SGT. HEATHER COZAD

## Combat skills

Airmen from the 606th Air Control Squadron try to pinpoint the source of gunfire outside the perimeter of their base during recent combat readiness training at Spangdahlem Air Base, Germany.

site features a holiday countdown, daily activities and video messages from students around the world and more, officials said, and it is available in English, French, Spanish, German, Italian, Japanese, Portuguese and Chinese.

To read more, visit [www.af.mil](http://www.af.mil).

## Air Force Sustainment Center

# Leadership model for success

### Leaders need goals.

But, not just organizational goals; effective leaders need to target specific characteristics in order to continually grow in their leadership skills.

"Leaders of great organizations modify their behavior to achieve impossible results," Lt. Gen. Bruce Litchfield, Air Force Sustainment Center commander, said. "Effective leaders are always looking to grow and improve themselves."

General Litchfield highlights some specific leadership characteristics in what he refers to as the "Air Force Sustainment Center Leadership Model."

The commander's intent with the model was to assist leaders in taking care of their people, accomplishing the mission and preparing for the future. The success of any organization depends largely on the effectiveness of leadership at all levels and the AFSC leadership model presents a holistic approach to gaining effectiveness and efficiencies.

We will meet our demanding mission through teamwork and empowering our workforce to develop a culture that breaks through constraints," he said. The leadership model provides a guide to do just that.

AFSC must focus on the people, processes and resources needed to support the warfighter. This requires our leadership to provide the proper care, training and attention to our employees. It means allocating our resources to include facilities, infrastructure, IT systems, equipment, tools, funding and parts are positioned to best support the mission.

But according to the commander, the lynchpin that binds this model together is AFSC's ability to continually improve our processes. "Our goal for process improvement is 'art of the possible' -- achieving world-record results and being the best in the business," General Litchfield said, "Our leaders need to

give their workforce the ability to make those improvements."

The model explains that 'Art of the Possible' is about reaching beyond today's limitations to grasp previously unimagined heights of performance. It is about challenging each other to recognize opportunities, eliminate constraints, improve processes and optimize resources to achieve world-record results.

"It isn't about working harder, cutting corners or jeopardizing workplace safety; but about expanding our vision of what is truly possible and refusing to settle for marginal improvements," he said.

The general is looking to leadership at all levels to help him reach these "Art of the Possible" results. He expects leaders to focus on the characteristics of teamwork, accountability, respect, transparency, credibility and engagement as the behaviors to emulate when striving for success.

Everyone in the AFSC is accountable for improving their processes and making today better than yesterday, while making tomorrow better than today. Leaders across the AFSC should establish measurable goals (metrics) for their organization and be able to demonstrate whether or not they've "had a good day."

This type of transparency is a key for success, General Litchfield said. "We should be able to walk into any work center, look at the metrics and know whether or not we're meeting expectations and what we need to do to exceed them."

The AFSC Leadership Model outlines how the general expects the organization to succeed in the future.

"It's my job to make everyone in this organization successful," General Litchfield told the AFSC leadership. "And, it's your job to make everyone in your organization successful."

## ROBINS REV-UP

COMMANDER  
Col. Mitchel Butikofer

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## SUBMISSION GUIDELINES

Submissions must be received by 4 p.m. Wednesday, the week prior to the requested Friday publication.

They should be e-mailed to [lanorris.askew@robins.af.mil](mailto:lanorris.askew@robins.af.mil) and [vance.janes@robins.af.mil](mailto:vance.janes@robins.af.mil)

Submissions should be of broad interest to the base populace. For information, call Lanorris Askew at 472-0806.

## DELIVERY

To report delivery issues, call 472-0802.

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# On the Fly

## Flu shot rate nears 98 percent

The Robins Flu Vaccination Program has met its goal of 90 percent participation. Team Robins had an overall 97.9 percent participation rate.

The 78th Medical Group has flu vaccines available. It's mandatory for active duty members and required for health-care workers involved in direct patient care, as well as for child development center workers.

As influenza cases increase throughout the state, the best protection against the flu is the vaccination. The 2011-2012 vaccine will protect against the influenza A H3N2 virus, influenza B virus and the H1N1 virus that emerged in 2009 to cause a pandemic.

For more information, call 327-7922.

## 78th MDG, Mercer partnering

The 78th Medical Group has partnered with the Mercer University School of Medicine to begin hosting Family Medicine clerkship

opportunities for students at the Robins Clinic. The first student began Nov. 13, with plans to host additional students in the future.

## Found property

The following is a list of found property found at Robins:

(1) silver support bracket approximately 3 feet in length with a metal tag attached, (4) silver metal catwalk support parts with metal tag attached, (3) Panel/Floor Stand "Downing Display INC." cases black in color, (1) hard drive, and (1) Indamixx notebook with case and charger.

To claim any of these items, contact Staff Sgt. Monica Carloss at 472-7850.

## Eleventh Street just north of Bldg. 660 will be closed Tuesday until at least Dec. 28.

The reason for the closure is the scheduled demolition of an awning on the north side of Bldg. 660.

The entrances behind the base commissary and the entrance into Bldg. 963 will not be affected. Signs will be posted to redirect traffic.

For more information,

or to report potential problems caused by the closure, contact Ray Tuten at 497-2941.

**Equal Opportunity refresher training** for employees will be conducted in the Heritage Club Ballroom Jan. 23 from 9 to 11:30 a.m. and 1 to 3:30 p.m., and on Jan. 24 from 1 to 3:30 p.m.

EO refresher training for supervisors will be Jan. 22 in the Heritage Club Ballroom from 9 to 11:30 a.m. and 1 to 3:30 p.m., and on Jan. 24 from 9 to 11:30 a.m.

For more information, call Susan Carey or Jeanette Draughorne at 497-2131.

**The following leave recipients have been approved** through the Voluntary Leave Transfer Program:

*Katie Morgan* of AFRC. POC is Jan Brister, who can be reached at 497-1323.

*Lori Shad* of AFRC. POC is Jan Brister, who can be reached at 497-1323.

To have a leave recipient listed here, email [lanorris.askew@robins.af.mil](mailto:lanorris.askew@robins.af.mil).

Space permitting, submissions will run for two weeks.



The Air Force has a new mascot to help fight against solid waste. **CHUCK-IT** targets children between the ages of 5 and 12 and is the latest addition to the "Win the War Against Waste" tool kit – designed specifically to support the Air Force's worldwide solid waste management objectives.

For more, visit [www.afcec.af.mil](http://www.afcec.af.mil).

# 'Long Shot'

By Harry Paige



If you have an idea for a 'Long Shot' comic, contact Geoff Janes at [vance.janes@robins.af.mil](mailto:vance.janes@robins.af.mil), or Harry Paige at [harry.paige@robins.af.mil](mailto:harry.paige@robins.af.mil).

SUSPICIOUS ACTIVITY? CALL 468-EYES

## EEO Lessons Learned

A rigger leader for the Navy alleged that the agency subjected him to a hostile work environment based on race (African-American) when the agency failed to address his concerns when a coworker displayed a hangman's noose in the workplace.

The Equal Employment Opportunity Commission found that the agency was not liable for the incident. The claim involved a single incident and management's response, which occurred over the span of a few days.

The EEOC found the noose incident was sufficiently severe to alter the terms and conditions of the leader's employment and create an abusive work environment.

However, there was no basis for imputing liability to the agency because when management learned of the incident, it took prompt action by removing the coworker from her assignment,

conducted a thorough investigation, counseled the coworker about her conduct, and ensured the coworker would never work in the same area as the leader again.

The EEOC noted that the coworker expressed remorse and offered to apologize. Management did not allow the coworker to apologize because it was concerned it would be perceived as interfering with the leader's right to take action. The chief briefed supervisors and his subordinates about the incident and that any intentional discriminatory acts would not be tolerated. There was no claim or evidence that any similar conduct or incidents recurred in the workplace.

The EEOC found the agency showed that it exercised reasonable care to prevent and correct the harassing behavior.

### The ruling

The Department of Defense was

not liable for this incident of harassment in which a coworker displayed a noose in the workplace, because it took an immediate and appropriate response to address the incident.

### What it means

A single incident of a hostile work environment can be sufficiently severe to alter the terms and conditions of a complainant's employment and create an abusive work environment. However, the agency will not be liable for the incident if it takes immediate and appropriate action to stop the harassment.

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# EVERYONE LOVES A PARADE



Maj. Gen Craig Gourley, Air Force Reserve Command vice commander and his wife, Carla, participate in the Warner Robins Christmas parade.



U.S. Air Force photos by SUE SAPP



Above, Santa and Mrs. Claus made a special appearance in the Warner Robins Christmas Parade, which made its way down Watson Boulevard Saturday.

Left, the 5th Combat Communications Group was just one of dozens of military and civilian organizations in the parade.

## WINGMEN WANTED

AIRMAN AGAINST  
DRUNK DRIVING –  
335-5218;  
335-5236;  
335-5238



U.S. Air Force photos by SUE SAPP

## Installation's newest food operation opens

Above, Base leadership participates during the recent grand opening of "The Quick Turn," the 78th Force Support Squadron's newest food operation in Bldg. 2062. Right, Maj. William Kerr, Air Force Materiel Command Installation Contracting Division deputy, submitted the winning name, which was chosen from 590 entries. The Quick Turn, formerly the flight line dining facility, is now open to all Team Robins members.



<b>FRI</b>	<b>SAT</b>	<b>SUN</b>	<b>MON</b>	<b>TUE</b>	<b>WED</b>	<b>THUR</b>
<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>

## EVENTS AND ACTIVITIES

### ON TAP

#### **First Friday**

Today, 5 to 6 p.m.  
Heritage Club  
All ranks welcome  
For details,  
call 472-7864.

#### **Free Coat at the Coat Closet**

Today and Saturday  
5 to 9 p.m.  
Youth Center  
For details, call 468-2110.

#### **Give Parents A Break**

Saturday  
12 to 4 p.m.  
CDC East and  
School-Age Program  
For details, call 468-5805.

#### **Baking with Jackie**

Christmas Cookies  
Dec. 8  
6 p.m.  
Youth Center  
For details,  
call 468-2110.

#### **Football Sunday Specials**

Pizza Depot  
BBQ Riblets and fries  
\$6.50  
Club members receive  
10 percent off  
For details,  
call 468-0188.

#### **Pizza Depot's Monday Lunch Special**

Dec. 10 and 17  
Soup and Sandwich  
\$5.75

For details,  
call 468-0188.

#### **Breakfast with Santa**

Saturday  
9 to 10:30 a.m.  
10:30 to 11:30 a.m.  
(exclusive time for  
deployed families)  
Youth Center  
For details,  
call 468-2110.

### UPCOMING

#### **USAJobs**

#### **Resume Writing**

Thursday  
9 to 11 a.m.  
Bldg. 794  
For details,  
call 468-1256.