

BEACON

514th Air Mobility Wing, Air Force Reserve, McGuire AFB, NJ



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BEACON

February 2005

EDITORIAL STAFF

Col. James N. Stewart
Wing Commander

2nd Lt. Robert N. Sperling
Chief, Public Affairs

MSgt. Donna T. Jeffries
Editor

SSgt. Monica Dalberg
Staff Writer

SrA Andre Dandridge
Staff Writer

Photo Processing
305th Communications Squadron
Visual Information Services

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FIRST SERGEANTS CORNER

10-step program for aspiring leaders

By **SMSgt. Michael Ferraro**
732nd Airlift Squadron, First Sergeant



SMSgt. Michael Ferraro

Before aspiring to be a successful leader, one must understand what is "leadership." There are many books and references on leadership, each with their own definition. Yet all of us know leadership when we see it, and we miss it when it's not there.

I define leadership as inspiring and influencing others to follow your vision, direction, and dream. In a bigger sense, this means getting people aligned and moving in one direction to complete a successful mission.

The following are my techniques and practical experiences that give Airmen, noncommissioned officers or senior noncommissioned officers a solid foundation to successfully lead, motivate and get the best from their teams:

■ **Never compromise your core values** - Most people I have asked in the military say they are inspired to follow leaders who stand for something. These leaders know their core values and are confident about them. Our Air Force Core Values of Integrity First, Service Before Self and Excellence in All We Do, instill a level of commitment and pride that influences our decision making, judgment, and ability to be successful.

■ **Optimism is a force multiplier** - Be optimistic. Optimism is contagious; so is pessimism. If your team is going to develop a positive, can-do attitude, you need to set the tone.

■ **Leadership Reading Program** - One of the greatest myths in the definition of leadership is that leaders are born and not made. While specific characteristics of some leaders such as charisma might be considered part of a person's personality, most of the capacities and competencies of leadership can in fact be learned. Developing or enhancing good reading patterns is hard work. The reward, however, is greater success for yourself and your organization.

■ **Life skills** - To be an effective member of the squadron or flight (whether commander, noncommissioned officer in charge or team member), you need skills in the functions of planning, organizing, leading and coordinating activities. The key to being able to use different skills at appropriate times.

■ **Ask questions and probe** - How a leader uses questions is important. Questions are powerful tools and can be seen as critical or confrontational if they are not phrased and/or delivered just right. A good leader will ask many questions in a variety of approaches.

■ **People first, quality always** - Good leadership, like good health, is the result of daily conditioning. What qualities lead to successful motivational management? Planning, teaching, delegating, encouraging independent thinking, team building, listening, and accepting responsibility. These are proven key qualities for becoming an effective leader.

■ **Lead by example** - People learn by observing and imitating the actions of other military members. Being a good leader yourself is the best way to teach your staff how to be successful in this role. Be fair in your decisions, set attainable goals, admit mistakes and articulate your vision.

■ **Write SMART goals** - Write down specific, measurable, achievable, realistic, and timely goals to make that vision come true. Review these goals every month to make sure you are on track.

■ **Be passionate and motivated** - Having a burning desire to be successful is perhaps the single and most important characteristic a leader can instill within the organization. This creates a force multiplier environment.

■ **Find a good mentor and coach** - Model your management style after someone who inspires you. This could be another military leader, coach or a longtime friend. It does not have to be one person, having multiple mentors can be beneficial. It's hard work to cut a path through the woods; it is much simpler to walk in someone else's tracks.

VIBES:

Has the recent Tsunami disaster changed your view of the world? If yes, how has it changed?



Maj. Henry Kappes
78th ARS

Our modern world remains vulnerable to catastrophies of a grand scale. I hope in the future, we as a world, devote more resources to aiding mankind and less to human conflicts.



TSgt. Timothy Downey
514th ASTS

Yes, it really shows that many people, organizations and countries can put their differences aside and come together to help those with a greater need than their own.



SSgt. Yanira E. Gonzalez
514th MSS

Yes, take advantage of each day and it's blessings. Always be ready for new challenges that come your way but, do so with God's wisdom and strength.



Brian R. Jensenius
714th AMXS

No, I have never underestimated the power of nature or the ability of other nations to come to the aid of those in need.



1st Lt. Kellie Morris
76th ARS

The event, however tragic that is, has not changed my view of the world. However, it has made me more appreciative of my family and the time I have with them.

514th member wins recruiting recognition for accessions

SrA Jorge Garcia earned top honors in the Air Force Recruiting "GET ONE" program by directly influencing five people to join the Air Force Reserve over a course of one and a half years.

Headquarters, Air Force Reserve Command presented SrA Garcia with a plaque and an Army and Air Force Exchange Services gift certificate for his achievement.

"I was shocked when I heard the news," said SrA Garcia, who regularly volunteers to accompany his local recruiter on visits to prospective recruits. "I didn't know anything was

going to come of it, I was just talking to everyone about my (military) experiences," he said.

Having four years of active duty Army experience, the 514th services apprentice said he joined the AF Reserve two years ago because of the quality of life it offered and because it was time to make a change in his military career.

In his civilian life, SrA Garcia works for a financial retirement company in New York. He was recently accepted a position to join the New York City police department and enters the academy in July.



"GET ONE" program increases manning

By CMSgt. (Ret.) Jim Stone

A not-so-new recruiting campaign is making a comeback within the 514th Air Mobility Wing. The "GET ONE," program has been around since the mid-1990's. "GET ONE" is a chance for reservists to "get" a friend to join the Air Force Reserve.

Normal attritions through retirements, separations, job conflicts and transition out of the local area can negatively impact wing personnel authorization numbers.

"Since 9/11 it's been a constant challenge for the recruiting staff to fill our wing's vacancies," said SMSgt. JR Richardson, senior recruiter, 514th Recruiting Squadron.

This is where the GET ONE unit referral program comes in.

Experience proves that enthusiastic, motivated reservists make excellent recruiters. Wing recruiters are asking every 514th member to take a look around them, not just at family and friends, but also co-workers and folks you meet in the course of your day.

If you know someone you think would be an asset to the Air Force Reserve – people you feel would make an outstanding fellow reservist – take a few minutes to talk to them. Tell them about the Air Force Reserve, why you're a member, and how it has enhanced your life. And don't forget to tell them about all the benefits associated with being a member of the armed forces.

If you think they are interested, or if they have questions, fill out a GET ONE referral coupon. Recruiters will contact them and, if they qualify, put them on the road to becoming a member of our great unit.

The 514th has a wide variety of jobs available and the wing is hiring.

Contact wing recruiters at 1-800-257-1212 or (609) 754-4303. Recruiters are searching for high-caliber people and with your help; the 514th Air Mobility Wing can maintain its personnel goals.

***This article is revised from its first print in June 1996.**

Annual awards banquet

514th honors best of 2004

By MSgt. Donna T. Jeffries
514 AMW Public Affairs



Mary Vanderwilt
Civilian of the Year Category II
514th MSG



SrA Soo Hoon Song
Airman of the Year
514th AMXS



SSgt. William V. Margle
NCO of the Year
514th CS



Vincent Rienzi
Civilian of the Year Category I
514th CES



SMSgt. Kevin E. Warbrick
First Sergeant of the Year
714th AES



Capt. Dennis Castro
CGO of the Year
514th AES

Fifty-nine wing members were singled out for their superior performance during 2004 at the 514th Air Mobility Wing Annual Awards Banquet held Jan. 8 at the McGuire En-listed Club.

For the first time in wing history two civilian categories were added to this year's nomination selections. Five civilians competed in category one for GS-1 through GS-8 employees and three competed in category two for GS-9 through GS-12.

The other 51 nominees were reserve members competing in one of the following five categories: company grade officer, Airman, non-commissioned officer, senior noncommissioned officer and first sergeant of the year.

Winners of this year's event include:

Vincent Rienzi, 514th Civil Engineer Squadron, GS-1 through GS-8; **Mary Vanderwilt**, 514th Mission Support Group, GS-9 through GS-12; **Capt. Dennis Castro**, 514th Aeromedical Evacuation Squadron, company grade officer of the year; **SrA Soo Hoon Song**, 514th Maintenance Squadron, Airman of the Year; **SSgt. William V. Margle**, 514th Communication Squadron, NCO of the year; **SMSgt. Anthony J. Rittwager**, 514th Maintenance Squadron, SNCO of the year; and **SMSgt. Kevin E. Warbrick**, 714th Aeromedical Evacuation Squadron, first sergeant of the year.

"Recognizing our people is the most important thing we can do," said Col. James N. Stewart, commander, 514th AMW, to an audience of more than 300 wing members and their guests.

The awards banquet, sponsored by the 514th First Sergeants Council, allows the wing to showcase some time honored military traditions such as wear of the formal mess dress uniform, setting of the Table of Honor, and showcasing the talents of our honor guards.

Guest speaker, retired CMSgt. John S. White, former wing command chief master sergeant, touched on the history of the Air Force Reserve.

"When it comes to the people who serve, both military and civilian, there is one trait that's been a constant from the birth of our country right up to the present; that golden thread, that constant trait that runs through all of you is patriotism," said Chief White.

Family members and employers were also given accolades for their support of the Reserve effort as Col. Stewart reminded everyone that the Reserve could not carry out its mission without their backing.

Winners from all seven categories move to the next level for a chance to be named the Team McGuire 2004 winner of the year. Participants will compete against nominees from the 305th Air Mobility Wing and 108th Air Refueling Wing Feb. 18 at the McGuire Awards Banquet held at the McGuire Enlisted Club.

* SMSgt. Anthony Rittwager was not available for a photograph due to his current temporary duty status.

McGuire Airmen participate in presidential inauguration

By A1C Rachel Martinez
305 AMW Public Affairs

A number of Airmen from the 514th Air Mobility Wing had the opportunity to participate in an event that comes along once every four years.

Twenty-four wing members along with several 305th Air Mobility Wing volunteers went to Washington D.C. to participate in the 2005 presidential inauguration held Jan. 20.

The 514th Civil Engineer Squadron explosive ordnance disposal sent one two-man team to support the Secret Service. The 305th Civil Engineer sent four two-man teams.

The EOD teams were tasked by the Very Important Persons Support Agency through their respective major command headquarters. EOD team members, along with team members from other flights, were called upon to ensure that the largest cordon in the history of inaugurations, some 100 city blocks, were swept and maintained by the EOD technicians working the event.



Photo by Scott Spitzer

Air Force troops march in the 2005 Presidential Inauguration Parade in Washington D.C. Twenty-four wing reservists participated in inaugural events from security to marching to attending some of the inaugural balls.

Fourteen 514th members joined the Reserve contingent and marched in the inaugural parade following the ceremony. The group arrived in Washington D.C. on Jan. 15 and began practicing Jan. 16. They practiced every day that week beginning at 4 a.m. Participants were chosen based on the fit-to-fight criteria, marching experience, endurance and availability.

“It was an honor and a privilege to represent my squadron and country,” said TSgt. Perry Costales, 714th Aeromedical Evacuation Squadron aeromedical technician.

Eight other wing members attended the Commander-in-Chief Inaugural Ball. In order to be eligible, participants must be active duty or active Reserve and have served in Afghanistan or Iraq. Names were drawn from a hat by the Pentagon inauguration committee.

SSgt. Tarun Patel from the 514th Communications Squadron was lucky to be chosen to attend three inaugural events.

For those who didn't attend any events this time, there is always the 2009 inauguration to look forward to.

Black History Month

Celebrating African-American heritage

By Capt. Janette Williams-Smith
917th Wing Military Equal Opportunity

Originally known as Negro History Week, Black History Month was established to honor contributions of African-Americans to this nation. Dr. Carter Woodson, African-American author and scholar, is credited with launching the first such celebration in 1926. The purpose was twofold – to educate non-black Americans about African-American history and culture and to instill among African-Americans pride in their heritage.

February was chosen in recognition of the birthday of President Abraham Lincoln, who signed the Emancipation Proclamation which ended slavery, and Frederick Douglass, an African-American abolitionist. In addition, February commemorates the founding of the National Association for the Advancement of Colored People in 1909.

It is the hope of the Military Equal Opportunity staff that we all embrace Black History Month and are mindful of the importance of African-Americans and others.

History defines conditions and relations that existed yesterday and many that exist today. There is a Swahili adage which says: “You are what you make of yourself, and not what others make you.” In fact, a positive identity or enhanced self-concept is critical for the academic, social and personal success of students everywhere. This is where Black history becomes important.

African historian John Henrik Clarke said, “History is not ev-

erything, but it is the starting point. History is a clock that people use to tell their time of day. It is a compass they use to find themselves on the map of human geography. It tells them where they are, but more importantly, what they must be.”

Having knowledge of ourselves and our past enables us to reject inferiority complexes, humiliation and cultural degradation.

We focus on Black History during the month of February. The theme for Black History Month 2005 focuses on a portion of that history: The Niagara Movement.

The Niagara Movement renounced Booker T. Washington's accommodation policies set forth in his famed “Atlanta Compromise” speech 10 years earlier. That speech urged integration into White Society.

A noted figure behind the movement is William Edward Burghardt Dubois, one of this country's most distinguished educators. While completing his graduate studies at Harvard, Dr. Dubois wrote an exhaustive study of the history of the slave trade – still considered one of the most comprehensive on that subject. In 1985, he was the first African-American to earn a Ph.D. from Harvard University.

In 1905, Dr. Dubois, John Hope, Monroe Trotter and 27 others met secretly in the home of Mary B. Talbert, a prominent member of Buffalo's Michigan Street Baptist Church, to adopt the resolutions that lead to the founding of the Niagara Movement.

The Niagara Movement's manifesto is, in the words of Dr. Dubois, “We want full manhood suffrage and we want it now... We are men! We want to be treated as men. And we shall win.” The movement was the forerunner of the NAACP.

Air Force's former top military lawyer to retire in reduced rank

WASHINGTON - Former Secretary of the Air Force, Dr. James G. Roche, has directed that Maj. Gen. Thomas J. Fiscus, the former Judge Advocate General of the Air Force, be retired in the permanent grade of colonel effective Feb. 1.

Retirement in the grade of colonel instead of major general will result in a future retired pay loss of approximately \$900,000 according to the Air Force budget office. The estimated loss of future retired pay is based on an additional life expectancy of 29.5 years, using IRS life expectancy tables.

The retirement grade determination follows an Air Force Inspector General investigation and subsequent nonjudicial punishment for several violations under the Uniform Code of Military Justice including conduct unbecoming an officer, engaging in unprofessional relationships, fraternization and obstruction of justice.

General Donald G. Cook, the Commander of Air Education and Training Command in San Antonio, imposed nonjudicial punishment consisting of the maximum permissible forfeitures of pay and a reprimand on Dec. 21.

Secretary Roche made the retirement grade determination after a review of the report of investigation and after considering recommendations from the Chief of Staff of the Air Force, General Cook, and a panel of the Air Force Personnel Council comprised of three lieutenant generals.

Before making his decision, Dr. Roche also considered General Fiscus' entire military record and matters General Fiscus submitted for consideration in the grade determination. Dr. Roche concluded that he had not served satisfactorily as either a major general or brigadier general.

In the report of investigation, the Air Force Inspector General substantiated three categories of allegations: unprofessional relationships with female subordinates (both officer and enlisted), inappropriate sexual advances toward female subordinates and improper relationships with female civilians. The incidents occurred over ten years and involved 13 women including 6 active

duty judge advocates, 2 paralegals, 1 civilian Department of Defense employee, and 4 other civilians.

When a commissioned officer retires, federal law requires the service secretaries to determine the highest grade the officer satisfactorily held over the course of his or her career.

"An adverse officer grade determination significantly reduces the retirement benefits of officers who perform unsatisfactorily," said Mr. Michael L. Dominguez, Assistant Secretary of the Air Force for Manpower and Reserve Affairs, whose job was to oversee the process. "It also provides the Secretary of the Air Force an additional mechanism with which to appropriately address misconduct. The retirement grade reduction imposes a substantial financial penalty for the officer's misconduct while leaving him some benefits from his long and otherwise distinguished military service."

General Fiscus will also lose the benefit of the privileges and respect normally afforded to retired general officers.

"The actions of Air Force leadership make it clear that such misconduct will not be tolerated, regardless of the grade or position of the offender," said Air Force Chief of Staff General John Jumper. "General Fiscus has now been held accountable for his misconduct under the Uniform Code of Military Justice and by retirement in a lesser grade."

The Inspector General report and nonjudicial punishment paperwork, which have been redacted to protect the identities of victims and witnesses, are available at <http://www.af.mil/library/studies.asp>.

General Fiscus served the Air Force for over 32 years and attained the highest rank and position available to a military lawyer. He now faces a review of his conduct under attorney professional responsibility standards.

The Deputy Judge Advocate General, Major General Jack L. Rives, has been and will continue to perform the duties of The Judge Advocate General pending the selection of a new Judge Advocate General.

Annual Citizen Airman, employer award competition begins

WASHINGTON - April 1 is the deadline to nominate reservists and their employers for Air Force Reserve Command's Citizen Airman Award and Employer of the Year Award.

The awards recognize both an enlisted person and an officer who deployed in support of current operations in 2004. The employer award honors the person who strongly supported the activation and deployment of one or more Citizen Airmen.

Nominees submit a one-page narrative of the reservist's contribution, a one-page narrative of how the employer helped his or her reservist and the Air Force Reserve, and a biography on the reservist or employer.

Nominations should be mailed to CMSgt. Troy McIntosh, 12313 Manchester Way, Woodbridge, VA 22192; faxed to DSN 227-9103 or commercial (703) 697-9103; or e-mailed to Troy.McIntosh@pentagon.af.mil to arrive no later than April 1.

After a panel reviews the nominations, AFRC Commander Lt. Gen. John A. Bradley will select the winning entries.

The Air Force Association will recognize the selected reservists and employers at its annual convention in Washington in September.

The awards program will pay the travel expenses of the employers and their spouses. Units will fund the selected reservists' trips.



KC-10 flights offered

Incentive flights aboard the KC-10 Extender are being offered to 514th Air Mobility Wing members during unit training assembly weekends. Those interested should contact their supervisor or first sergeant.

Seats are limited and names are being taken by units, on a first-come, first-served basis. For more information contact MSgt. Theresa Cooper at (609) 754-6768.

2005

Employer Appreciation Day

Nominate your civilian boss to attend June 18.

Deadline for nominations is May 1.

Employer: Mr. Mrs. Ms. Dr. Other:

(Circle one)

Last name:

First name:

Address to _____

mail invite: _____ (No zip = No invite)

Phone* Daytime () _____ Evening () _____ Fax () _____

Job Title: _____ Company: _____

Show your employer the mission of the 514th, the Air Force Reserve and your role in the wing.

Schedule of events will be in the information mailed to you and your employer.

Day will include:

- Continental breakfast
- Welcome by the wing commander
- Static displays of aircraft and hands-on displays from units throughout the wing
- Orientation flight in the KC-10 or C-17
- Lunch
- Optional tour of your workplace

Sponsoring reservist: Rank: _____ Unit: _____

Last name:

First name:

Daytime phone: () _____ Evening phone: () _____

Where to mail info to you: _____

(No zip = No invite)

An opportunity to observe an aerial refueling mission will be offered to employers. Space is limited so get your nomination in by the May 1 deadline. Nominations are intended for employers **who have not already flown** with the 514th Air Mobility Wing. Flights are *not* for family members or friends. The flight is pending approval by higher headquarters and is subject to cancellation for weather or operational reasons. Please ensure your employer understands this nomination is not a guarantee of a seat on the flight.

Return this form to 514th AMW/PA, 2217 W. Arnold Ave., McGuire AFB, N.J. 08641; fax number is (609) 754-5066; or e-mail the required information about you and your employer to 514AMW.PA@mcguire.af.mil.

* Information is subject to protection under the provision of the Privacy Act of 1974 (5 U.S. Code, 552a)

DEPLOYMENT BOUND

MOPP up, MOPP down

AF manual outlines protective dress code

The mission oriented protective posture for military members can change one minute to the next depending upon increased or decreased threat levels. Guidelines for each MOPP level are found in

AFMAN 10-100, Airman's Manual. The figures below show the varying stages from MOPP 1 to MOPP 4, where the full chemical defense ensemble is donned along with the protective mask.



MOPP 1



MOPP 2



MOPP 3



MOPP 4

MOPP 1: Wear overgarment and field gear; Carry overboots, protective mask & gloves

MOPP 2: Wear overgarment, overboots and field gear; Carry protective mask & gloves

MOPP 3: Wear overgarment, protective mask, hood, overboots & field gear; Carry gloves

MOPP 4: Wear overgarment, protective mask, hood, gloves, overboots and field gear

Flag folding ceremony altered

As a result of recent inquiries, interim guidance on flag folding ceremonies is provided until the new Air Force Instruction 34-12XX, that includes flags, is published.

A flag folding ceremony may be conducted at non-Air Force sponsored events such as retirements. Protocol offices should not indorse or recommend any particular script for these voluntary functions.

The Air Force does not indorse any

flag folding ceremony script. If a script is used, the flag should be introduced with a short explanation that this part of the ceremony is being conducted at the honoree's request and does not reflect an official AF position on the flag's symbolism.

A flag folding ceremony is optional, and if conducted, must be performed by volunteers. For more information, contact the 514th Air Mobility Wing public affairs office at (609) 754-3487.

Nominations sought for Guard, Reserve employer award

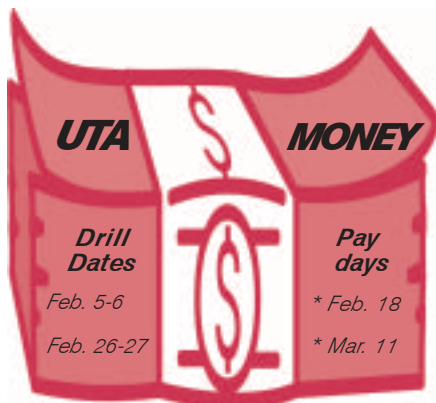
American Forces Press Service

The National Committee for Employer Support of the Guard and Reserve is accepting nominations for its 2005 Secretary of Defense Employer Support Freedom Award, given for outstanding support of employees who serve in the Reserve and National Guard.

The award was instituted in 1996 to recognize the significant contributions and sacrifices made by America's employers of National Guardsmen and reservists, ESGR officials said. This year, ESGR officials said they are reinstating the original parameters of the nomination process in which only guardsmen and reservists may nominate employers.

"Today, in support of the war on terrorism and the ongoing operations in Iraq and Afghanistan, an essential alliance has been formed, as many of America's employers have become inextricably linked to the nation's defense by sharing their most precious asset — their employees," said Bob Hollingsworth, ESGR executive director.

National Guardsmen and reservists can nominate their employers online at www.esgr.mil/. Nominations will be accepted through midnight Feb. 24. Recipients will be recognized Oct. 22 in Washington, D.C.



*Pay dates are subject to change. For information, contact your unit pay monitor.

514th Air Mobility Wing
Air Force Reserve Command
McGuire AFB, N.J. 08641-5218
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