

Serving the men and women of the 434th Air Refueling Wing, Grissom ARB, Ind.

President signs '10 defense act

WASHINGTON (AFNS) -- President Barack Obama signed the fiscal 2010 National Defense Authorization Act during a ceremony at the White House Oct. 28.

President Obama hailed the act, which contains \$680.2 billion in military budget authority, as transformational legislation that targets wasteful defense spending.

The authorization act provides for a 3.4 percent pay raise for military members, improves care for wounded warriors and expands family leave rights.

Money also is budgeted to fund programs that address "real and growing threats," President Obama said. Such systems, he said, include the F-35 Lightning II joint strike fighter, the littoral combat ship and more helicopters and reconnaissance support for deployed U.S. forces.

The authorization act contains \$130 billion to fund overseas contingency operations in Iraq and Afghanistan and it also provides \$6.7 billion for thousands of all-terrain, mine-resistant, ambush-protected vehicles.

"Secretary Gates and I both know that we can't build the 21st century military we need unless we fundamentally reform the way our defense establishment does business," President Obama said. He cited a report that found cost overruns totaling \$296 billion across 96 major defense projects over the last year. That amount of money, the president said, would have paid for troop salaries and military family benefits for more than a year. (AFNS)



Photo by Staff Sgt. Mark Orders-Woempner

Tech. Sgt. Zachary Gaumer, a logistics planner with the 434th Logistics Readiness Squadron, stands watch in a defensive fighting position during a recent Operational Readiness Exercise.

So how do you define leadership?

By Lt. Col. Matt Joganich
28th Civil Engineer Squadron

ELLSWORTH AIR FORCE BASE, S.D. -- Sixteen years ago, I stood on the parade ground at the Medina Annex on Lackland Air Force Base, Texas, anxiously waiting to accept my commission as a brand new second lieutenant.

Moments before my uncle asked me to raise my right hand, he pulled me aside and said, "Matt, in a few minutes, you're going to be a lieutenant and outrank more than 80 percent of all Air Force personnel. You'll be expected to lead from this day on and I have two pieces of advice for you: Make sure you take care of your people. If you do that, they'll take care of you." (You'll have to wait for the second piece of advice.)

A few minutes later, I was a second lieutenant in the Air Force, my gold bars were shining in the Texas summer sun, and all I could think was "OK, now what? What do I know about leading?"

I thought about what my uncle said, and he was right. I've never forgotten his advice, but I soon realized there was much more to leadership.

Leadership is a nebulous concept. We think we know what it is, or, at least we know what it isn't, and trying to provide an exact definition is difficult at best. But what are some of the qualities or traits of good leadership? Undoubtedly, it embodies our core values of service before self, integrity first, and excellence in all we do, but there has to be more.

I can't give you a laundry list of what leadership is made of; it's different for everyone. Pick up a dozen different books on the subject, and you'll get a dozen different answers and perspectives. What follows isn't anything from a text book or a leadership seminar, but reflections on some common qualities of leaders I've been fortunate enough to be associated with. The qualities are by no means all encompassing, but are the ones that seem to stand out and hopefully provide you something to reflect on as well.

Ironically, one of traits that stood out the most was followership. Intuitively, leadership, when broken down to the most fundamental definition, implies being out in front of others and that the "leader" is typically the senior ranking person; however, some of the best leaders are those that lead by being led.

One of my previous bosses operated by the philosophy that he would "point the boat in the direction it needed to go" and then let his action officers "make the boat go." He would listen to their suggestions and recommendations; if they made sense, he'd let them press on. If the suggestions or recommendations didn't quite make sense, he would simply redirect with simple suggestions or subtle hints, and then let them proceed as if the ideas were their own. In either scenario, he'd follow along, providing support where and when needed and ensure the action officers received the recognition.

Another significant trait that follows suit with "leading from behind" is the lack of ego. Don't get me wrong;

having an ego is important. It's what makes us competitive and pushes us to higher levels of performance. Unfortunately, sometimes people forget to keep their ego in check and take on an air of artificial importance. That doesn't make them bad leaders per se, just more difficult to follow since people like that tend to stifle creativity and organizational self-worth.

I'd be willing to bet most of you reading this have worked with people like that. I have. One boss in particular was what I consider extremely intelligent. The problem was, he thought so too, and he'd tell you as much. He was a forward thinker and accomplished a lot of great things, but in doing so, he stepped on a lot of other intelligent people. It makes me wonder how much better we would have been with a simple "ego check."

In his book "My American Journey," former Secretary of State and retired Army Gen. Colin Powell discusses ego and the importance of not confusing confidence and arrogance. He highlights the point with a story about President Lincoln during the Civil War. It seems that one day a telegraph operator at the War Department informed President Lincoln the Confederates had captured numerous horses and a Union brigadier general, but the operator was surprised when the president showed more concern for the horses. Apparently President Lincoln explained his concern with the comment that, "I can make a brigadier general in five minutes. But it's not so

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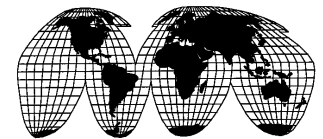
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Volunteerism alive and well at Grissom

Grissom personnel are involved in some very unique activities during their off-duty hours. From building houses for Habitat for Humanity to racing at the local drag strip, base personnel are active participants in the local community. Recently, doing volunteer work for disabled military veterans has been added to the list.

This volunteer outreach to the disabled military veteran community has been a joint effort between the Howard County Veterans Service Office, the Grissom Airman and Family Readiness Office and the Seasoning Training Flight.

Bob Ladd, an Air Force veteran and Howard County Veteran Service Officer, got the ball rolling when he mentioned a specific challenge one local disabled veteran was having. The individual was housebound and not

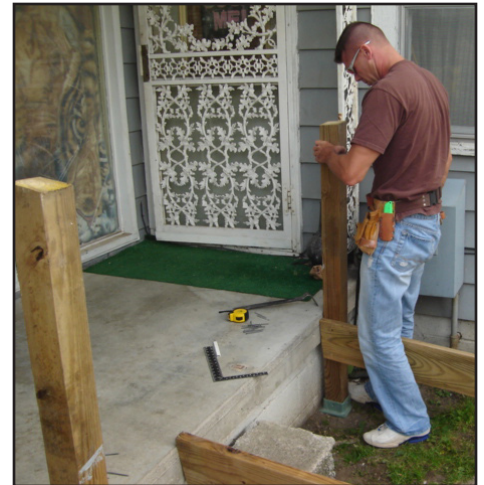
even able to leave for doctor appointments. His home was not handicap accessible and did not have a wheelchair ramp.

When the individual's situation came to light, base personnel sprang into action. Capt. Jeff O'Toole, Master Sgt. Paul Tomlinson, Staff Sgt. John Borland and Senior Airman Michael Wilson worked to build a ramp. The materials for the ramp were donated, as well as the off-duty time of Grissom personnel, so it did not cost the disabled veteran anything and there was no cost to the government.

Everything went so well, from the donated materials to the new friendships made, the scenario was repeated on several occasions to help other disabled veterans.

But the outreach to disabled veterans

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Air Force photo

Master Sgt. Paul Tomlinson works to shore up the foundation of a ramp being built for a local disabled veteran. Sergeant Tomlinson, along with other members of the 434th Air Refueling Wing, donated their off-duty time to construct the ramp.

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easy to replace 100 horses."

Talk about relative importance. Dovetailing into this, remember the second piece of advice I mentioned? In the same breath my uncle told me to "... not let my rank go to my head because I'll need my people more than they need me." Again, something I've never forgotten.

Of all the traits and qualities that comprise leadership, the one I think garners the most "capital" with subordinates is humility. While the notion is intertwined with the lack of ego, it's difficult to discuss one without the other. It seems the most effective leaders also maintained an unassuming nature about them.

Looking back, two distinct episodes stand out and exemplify different levels of humility. The first occurred during a change of command where the incoming commander called his new unit by the wrong designation. What I find interesting is that the unit's three chiefs discretely pulled the new commander aside during the reception and informed him of the unintentional mistake, but yet he refused to admit he was wrong. In fact, he even went as

far as telling the chiefs (and the other 200 plus unit members) they were wrong and he couldn't have made a mistake since his notes had the correct unit designator.

How effective do you think he was after that episode? A dose of humility and perhaps a little self-deprecation would have made a world of difference for his next two years in command.

The second episode is a little more vivid and involved a group commander I worked for when I was a brand new captain. During a tour of our construction projects, he became incensed because he didn't understand why one project was under way and another one was on hold. Within seconds, the chief and I were standing at attention, and the colonel was yelling and cursing at us at the top of his voice while slapping the eagles on his collar. An hour or so after my significant emotional event, the colonel appeared in the doorway of my office, and apologized profusely, not only for his behavior, but also for the fact that he was wrong and I was right. My respect for him grew exponentially,

and do you know what? At that point in time I would have followed him just about anywhere just because he was "big enough" to admit he was wrong and took the time to come apologize in person.

As I mentioned earlier, these are only a few leadership qualities that stand out from my career. There are so many more, but what makes up leadership is different for every person.

Regardless of your rank or position, you are a leader; whether you think so or not. What I challenge you to do now is to spend some time reflecting on what you think a good leader is, and then work to make those traits yours.

In closing, I want to leave you with a quote I came across during my recent deployment. It's pretty simple really, but the words speak volumes.

"The day Soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership," Secretary Powell said.

Airmen train for upcoming inspection



Staff Sgt. Ben Mota, a public affairs specialist with the 434th Air Refueling Wing, left, and Senior Master Sgt. DeAngulo, 434th Mission Support Group, look for aggressors during a recent Operational Readiness Exercise. The ORE tests the base's ability to deploy Airmen and the Airmen's ability to survive and operate in a deployed location.



Tech. Sgt. Evan Adams, a paralegal with the 434th Air Refueling Wing, holds an M16/A2 rifle, while guarding a building during a recent Operational Readiness Exercise. The ORE tests the base's ability to deploy Airmen and the Airmen's ability to survive and operate in a deployed location.



Photos by Staff Sgt. Mark Orders-Woempner

Master Sgt. Kevin Yeager, a personnel readiness specialist with the 434th Military Personnel Flight, scans the horizon for aggressors from his defensive fighting position during a recent Operational Readiness Exercise.

Heartland Warrior

Recruiter focuses on air reserve technicians

By Senior Airman Andrew Davis
375th Airlift Wing Public Affairs

Covering a five state region, including Indiana, Master Sgt. Gary Garnto has his hands full; traveling quarterly to meet with commanders, potential recruits, hiring officials, and coordinating with civilian personnel lists from five separate states.

Sergeant Garnto is the sole Midwest Air Force Reserve Technician recruiter.

A former security forces member of 15 years, Sergeant Garnto got into recruiting eight years ago and was recently assigned as the ART recruiter.

"I recruit for the Air Force Reserve Technician Program, which is personnel that are in the Air Force Reserve but also hold a federal job position on base as well," said Sergeant Garnto. "They are typically folks just coming into the Reserve, whether they are members from other branches or Airmen leaving active duty that are looking to stay in the federal system."

Sergeant Garnto goes above and beyond what a normal recruiter does; helping personnel throughout the hiring process, making sure applicants turn in the best package possible and drastically improving their chances of getting a job.

"They (applicants) can apply through USAJOBS.gov by themselves,



Sergeant Garnto

but without an ART recruiter they don't have that person diving through their package and checking on it," said Sergeant Garnto. "They can't always call these places and check up on the status, but I can, I basically oversee their package and the entire hiring process.

"Really one of my main jobs is to ensure their package is the best one they can turn in. Reviewing it if it needs some corrections or work I'll tell them that and give them advice on what to change here and there to make it a better package for a higher rating. The higher rating the better chance they have of getting hired," he added.

The speeding up and simplifying of the hiring process is one of the main perks of utilizing an ART recruiter to find a federal job.

"If you compare them (applicants) to applying just through USA jobs to say guy who is already in the Reserve coming to me and applies it is by far faster and simpler," said Sergeant Garnto. "I send their package directly to the special examining unit in Georgia. Where it's a long process through USA Jobs, but with me within a week or so we can have your package sent out to the SEU and from there it's a more simple process."

"Optimally we would like to hire fully qualified folks coming off of active duty or folks already doing the job in the Reserve," said Sergeant Garnto. "But we also have the opportunity to hire folks coming right off the street.

"But they have to know that they are required to join the Reserve. They can get rated and get a tentative job offer but without being in the Air Force Reserves these ART slots are not available to be accepted until they are physically qualified to become a member of the Air Force Reserve," added the sergeant.

For more information, on ART career opportunities contact Master Sgt. Gary Garnto at (618) 593-1526 or via e-mail at gary.garnto-02@scott.af.mil.

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did not stop with building ramps. Other base personnel donated their time and talents to help a family re-start a garden in their backyard. The husband and wife are both disabled veterans and wanted to grow fresh vegetables for their four children, two of which have disabilities.

When the call went out for help, wing personnel readily responded. Chief Master Sgt. Tamara Jones, Tech. Sgts. Rusty Hunter, Jay Fulkerson, Timothy Everhart; and Staff Sgts. Joshua Dipert and Anne Schwartz teamed up on their off-hours to weed and till an existing garden, put a fence

around a second garden, assemble an awning and build a sand box for the children.

Later, a second team of wing personnel consisting of Staff Sgts. Mark Garcia and Stephen McPherson and Senior Airmen Makayla McClintock, Gerard Merchant and Tyler Stephens donated their off-duty time to help maintain the garden as well as tilling another site.

"It feels great to help our own. A large number of volunteers showing up at the disabled veteran's doorstep gives the vet a sense of connection to our military family. These disabled

veterans have not been forgotten and their service to our nation is appreciated. They enjoy our inherent camaraderie while sharing stories and reconnecting to today's generation of warriors," said Tech. Sgt. Nathaniel Greathouse.

Other individuals who supported the projects included Maj. Obadiah Smith, Senior Master Sgt. Tim O'Brien, Diana O'Brien, Master Sgts. Jackson Barnett, Bill Archer and Rob Hoffman; Tech. Sgts. Zachary Guamer, Ed Bazan, Erin Baker, Senior Airmen Rachelle Chance and Chassity Howieson, and Mr. Weston Smith.



Photo by Staff Sgt. Ben Mota

K-loader training

Fleet Witmeyer, a civilian mechanic for Grissom, provides training instructions to John White, a civilian ground maintainer, on the operation procedures of the 25K aircraft loader. During his second day of training Mr. White prepares to maneuver the loader while Mr. Witmeyer guides him through the procedures from the outside of the machine.

Commander relocates

Lt. Gen. Charles E. Stenner Jr., commander of Air Force Reserve Command, moved his permanent residence from Bolling Air Force Base, D.C., to Robins AFB, Ga.

In the past the commander, who also serves as chief of Air Force Reserve, has lived in Washington and worked at the Office of Air Force Reserve in the Pentagon.

General Stenner routinely left Washington and traveled to Headquarters AFRC at Robins AFB and other locations to fulfill his dual-status duties. Those duties will continue. The only difference is the general now resides at Robins AFB.

Associate units forming

Air Force Reserve Command and Air Mobility Command are working

to establish three active associate flying squadrons.

About 500 Regular Air Force Airmen will associate with the Air Force Reserve by 2012.

The 52nd Airlift Squadron stood up Oct. 3 at Peterson Air Force Base, Colo.

The C-130 squadron will associate with the Air Force Reserve's 302nd Airlift Wing and help fly and maintain the wing's 12 C-130H aircraft.

The 345th AS at Keesler AFB, Miss., is slated to stand up next year and associate with the Air Force Reserve's 403rd Wing and its eight C-130J aircraft.

The 912th Air Refueling Squadron is projected to activate at March Air Reserve Base, Calif., in October 2010 and associate with the Air Force Reserve's 452nd Air Mobility Wing, providing aircrews and ground sup-

port people for the wing's 12 KC-135 Stratotankers.

Expanding hours

To increase customer support to Air Force civilian employees and applicants around the world, officials at the Total Force Service Center have expanded the hours civilian personnel experts are available to discuss employment, benefits and entitlements.

While representatives are still available to answer general questions 24 hours a day, those with expertise in civilian matters are now available Sunday, 3 p.m. - 11 p.m., Monday through Thursday, 7 a.m. - 11 p.m., and Friday, 7 a.m. - 6 p.m. CST.

Applicants who have questions about civilian positions with the Air Force for which they are applying may call the TFSC at 800-525-0102

Heartland Warrior

Programming

Master Sgt. George Rebus, (left) NCOIC of Grissom's ground radio maintenance shop, directs Staff Sgt. Sean Stump, a radio maintenance technician, in the programming of two way radios used during a recent operational readiness exercise. Insuring that all systems and equipment operated effectively was a key to successfully completing the exercise.



Photo by Staff Sgt. Chris Bolen

Act ends controversial personnel system

WASHINGTON -- With President Barack Obama's signature Oct. 28 on the 2010 National Defense Authorization Act, a controversial pay-for-performance personnel system is abolished.

About 220,000 Defense Department employees who had come under the National Security Personnel System will transition back to the long-standing General Schedule system, but that will take time, a senior official said.

Tim Curry, acting program executive officer for NSPS, said department officials could start transitioning employees in six months. They have begun a comprehensive planning process, he explained, with the goal of ensuring a smooth and orderly transition of employees and organizations out of NSPS.

"The department is going to proceed deliberately and cautiously without unnecessary delay," Mr. Curry said. The transition will take place organization by organization, he said to minimize disruption. Meanwhile, employees under NSPS will remain in that system.

"It took three years to bring those

220,000 employees into the system," Mr. Curry said. "Congress recognized that it was going to take time ... to do it right."

The new law gives Defense Department officials six months to develop and submit a plan to Congress detailing the transition.

The whole transition must be finished by Jan. 1, 2012.

"We will work under NSPS for the time being, while we are working on the transition plan," Mr. Curry said. "When we're at the point where employees come out of the system, ... the law ensures that no employee's pay will be reduced when converting out of NSPS."

Employees outside of NSPS are not affected by the change.

Officials in Mr. Curry's office also are studying the new law's other civilian personnel ramifications. He said these include requirements for performance management, hiring flexibilities, training requirements and the department's ability to go back to Congress for added personnel flexibilities.

"We're looking at what that means

and how to proceed," Mr. Curry said. "We're just assessing the impact and how to move forward."

The major complaint about NSPS was that it was overly complicated and that no employee understood the pay pool process, Mr. Curry said, pledging that department officials will take the lessons from the NSPS experience as it moves ahead.

"We'll be particularly mindful of issues surrounding complexity and transparency," he said. "Those are certainly important considerations to ensure employees understand and accept and buy into any rules that will be put in place."

Civilian employees under NSPS finished a rating cycle at the end of September. These workers will receive performance ratings and payouts effective in January under NSPS, Mr. Curry said.

A provision of the act requires that employees with Level 2 ratings or higher are guaranteed a pay increase in January that's at least equivalent to the pay increase that applies to General Schedule employees. (AFNS)



Air Force photos

Volunteers from the 434th Maintenance Group spent a cold, chilly evening helping to clean and wash an EC-135 aircraft at the Grissom Air Museum. The EC-135 was once an active aircraft at Grissom as it was flown by the 305th Air Refueling Wing when Grissom was an active duty base.

Maintainers preserve history at air museum

By Lt. Col. Gary Lockard
Public Affairs staff

It was late on a chilly Saturday fall afternoon with temperatures barely cracking the 40 degree mark. Three reservists with the 434th Maintenance Group had already completed a full day of work as part of their monthly Unit Training Assembly at Grissom Air Reserve Base. Now, in their off-duty time, they had a number of choices of what to do for the evening.

Go for pizza? Chill out with their buddies and watch sports on TV? Have a nice hot meal at the Grissom Club? Instead of any of these options, they decided to put on some extra layers of clothes and volunteer their time to wash and clean one of the historical aircraft on display at the nearby Grissom Air Museum.

Their goal for the evening was to help Ron Myer, chairman of the Grissom Air Museum, to clean an EC-135L Post Attack Command and Control aircraft that is part of the museum's outdoor display. At one



Staff Sgt. Matthew Camp, an aircraft mechanic from the 434th Maintenance Squadron, prepares to wash an EC-135 on display in the outdoor section of the museum.

time, the EC-135 was an active part of Grissom as it was flown by the 305th Air Refueling Wing when the base was an active duty facility.

"It was quite cool, but wearing the wash gear mixed with the manual labor of scrubbing created so much heat, we were sweating," explained Senior Master Sgt. Chuck Hoover, one of the volunteers. "It was actually perfect weather even with the cool

wind blowing across the runway and through the old aircraft museum yard."

To help give the Grissom trio a quick start, Mr. Myer, along with Richard Muchler, aircraft and facility coordinator for the museum, had the required equipment in place. Even so, the work ran well into the late evening as darkness fell over the museum area but none slowed down until the job was completed.

Other individuals who assisted with the aircraft wash were Staff Sgt. Matt Camp, and Senior Airman Mark Peavler.

Mr. Myers' wife, a local second grade school teacher, was on hand with hot meals to make it a more pleasant experience.

"As chairman of the Grissom Air Museum, I simply want to express a huge thanks for the volunteer effort put forth by Chuck Hoover, Mark Peavler and Matt Camp for offering their time," explained Mr. Myers. "These 434th Airmen volunteered to suit up, during a misty October cold afternoon, to accomplish a task to desperately needed."