

WARRIOR



VETERANS DAY

HONORING SERVICE MEMBERS OF THE PAST PRESENT

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MEMBERS OF THE 509TH LRS PROVIDE GAS FOR THE TASK

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Mentoring: A Grass-Roots Approach for ANG Leaders

By Maj. John Arata
131 BW Inspector General

Why Mentoring?

Most of us have an influential person from our past who took time to guide us, shape us, and help us avoid pitfalls in building military careers. We shake our heads when we hear of career-altering results that arise from situations and wonder, “Why didn’t someone talk some sense into that guy?” On the positive side, most of us would say, “I wouldn’t be here today if it weren’t for so-and-so.” Yet, many of our airmen lack these types of relationships. How can an organization that meets just two days a month with such compressed demands on our time promote mentoring?

The constraints of the traditional guardsman schedule do not negate the benefits of mentors in our work and life. How many traditional leaders have the time to develop, implement, and maintain a full-scale mentoring program for their people? The simple answer is none, but perhaps laying the groundwork for a “grass-roots” approach is a way for busy leaders to promote the valuable process of mentorship in our squadrons.

A Grass-Roots Approach

Relatively few of us had a mentor like the one mentioned above from an officially sanctioned mentoring program. If it was from a squadron or wing-level program, the match is just as likely to have been an ill fit as it is to have been a good one. Most successful mentor relationships come from a natural, organic background. This might be termed the “grass-roots” approach. In this style of program, the commander or chief directs each member of the team to self-determine their own mentor. This allows the member to find an individual with whom they feel comfortable sharing personal weaknesses, beta-testing ideas, and asking about big decisions. A “me plus three” format is suggested. The individual finds someone whose own career progression reflects three (or five or ten) years further down a similar path. The individual chooses someone with whom they can easily get

in touch when needed. The initiation of the relationship can be at any level of formality that the member chooses. “I’m new here, and I was wondering if it would be all right with you if come to you in the future I ever had questions,” is an example of a formal approach. A less frequent and more natural approach might simply be, “Hey, can I ask you something?” The duration, frequency, and even the discontinuation of one mentorship to start another can be gently directed by the individual or the mentor as either needs without concern or involvement from the supervisor.

There should be some guidelines. Gender, age, and personal background should all be considered. If a supervisor finds that a member is seeking guidance from someone they would not recommend, he or she can steer the individual in another direction. Simply asking an airman about who they chose and why is a possible way to determine if the individual is starting on a course to a fruitful result.

The nature of the mentor relationship can be left to the individuals involved. Some will meet frequently by nature of a close work environment. Others may meet less often, or even by phone or e-mail if they are separated by distance. The important thing is that the relationship itself is productive and available on a regular basis as needed.

Sometimes the best mentor is someone who is quite different from the person they guide. Squadron members should also be encouraged to consider forging a mentor relationship with someone with whom they have been paired by assignment even if that person demonstrates a different personality type or leadership style. Those individuals who embrace this type of mentor should be forewarned that in these relationships, the benefits are often not recognized until years later. This is practical diversity in action where the differences that we hope to recruit can yield dramatic, positive results.

How to Support It

Mentors need guidance on how to listen. A mentor relationship can quickly break down if the mentor directs negative feedback toward the person instead of positive-

ly guiding behavior. An understanding that the individual being mentored is sharing a personnel-shaping aspect of their career may go a long way toward keeping the relationship forward-thinking rather than self-deflating.

Commanders and supervisors can own this program with relatively low time involvement. Place the onus on the mentored individual to get what they need from the relationship. Include a discussion on mentorship, both being mentored and mentoring, in every retention interview and personnel feedback. Ask who their mentor is and about how they have grown from that relationship. A keen ear will quickly tell if the process is beneficial. If it’s not all it could be, the supervisor could recommend making a positive change, or guide the individual toward a closer relationship with the mentor. Revisit the topic of mentoring in staff meetings and commander’s calls. Relate a story of how a mentor made a positive impact on your career. The old adage, “you get out of it what you put into it,” applies.

Once the process is in place, a supervisor can guide more closely when the situation requires. In a few cases, an individual who needs particular guidance could be assigned a mentor of the supervisor’s choosing as a non-punitive action to get an airman on the right track.

Encourage everyone to not only seek a mentor, but to also become one. Most of us know from experience that the best way to learn something is to teach it. Young NCO’s and even senior airmen can reap great personal benefits from bringing someone up in their fresh footsteps.

The Bottom Line

Grass-roots mentoring is a one-on-one form of informal supervision that inherently promotes the Air Force core values. The self-selecting nature of this style of program incentivizes people to seek advice more than they might if their only option is an assigned shop lead. Most importantly, units that have a mentoring program in place should find fewer “what-were-you-thinking?” moments, and an increase in mission effectiveness.

THE WARRIOR

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Beat the Boss

The Beat the Boss program is a monthly PT test competition between 509th units that will recognize outstanding teamwork and devotion to fitness at the Squadron level. Active duty 509th Airmen who score the same or higher than the commander's score of 96.3% will earn a one-day pass and those who score a 100% win a one-day pass and one of the commander's coins.

Here are the Beat the Boss results:

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99.1%



Staff Sgt. Bryan McCart
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99.5%

On the cover

U.S. Air Force photo/
Tech. Sgt. Miguel Lara

A U.S. flag is posted at a cemetery in Knob Noster, Mo., Nov. 10, 2015. The flags are posted to honor U.S. service members of the past, present and future on Veterans Day.

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| Lo 43 | Lo 45 |

Honoring Veterans: Past, present, future



U.S. Air Force photo/Tech. Sgt. Miguel Lara



U.S. Air Force photo/Tech. Sgt. Miguel Lara



U.S. Air Force photo/Airman 1st Class Jazmin Smith

LEFT: A U.S. flag is posted at a cemetery in Knob Noster, Mo., Nov. 10, 2015. The flags were posted to honor U.S. service members of the past, present and future on Veterans Day.

TOP RIGHT: A stone stands at a cemetery in Knob Noster, Mo., Nov. 10, 2015. The 'symbol of freedom' stone honors those who have served in the U.S. Armed Forces.

BOTTOM RIGHT: Members of the Whiteman Air Force Base Honor Guard present the colors during the singing of the National Anthem at the American Legion in Warrensburg, Mo., Nov. 11, 2015. The event celebrated veterans who have contributed to American history. Attendees had the opportunity to meet with "Rosie the Riveter," as well as current and past service members.

UCM hosts military appreciation game



U.S. Air Force photo/Airman 1st Class Michaela R. Slanchik

Members of the Pittsburg State University and University of Central Missouri (UCM) football teams look on as U.S. Air Force Brig. Gen. Paul Tibbets IV, the 509th Bomb Wing commander, performs a coin toss before the military appreciation football game at UCM in Warrensburg, Mo., Nov. 7, 2015. UCM hosted a military appreciation game to express gratitude to service members.

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442nd Change of Command



Presiding official Major Gen. Richard Scobee, 10th Air Force Commander, along with the 442d Fighter Wing, bid farewell to Brig. Gen. Hubert Hegtvedt former 442d FW commander, and hello to Col. Brian Borgen, 442d FW commander, at a Change of Command ceremony here Nov. 8. Hegtvedt's next assignment is the Reserve Deputy Director, Joint Staff J7, Suffolk Va.

"Brig. Gen. Hegtvedt has been a great commander and I'm extremely proud of his work," said Scobee. "He ran this wing better than anyone while taking care of his Airman and the community."

"I've learned a lot of leadership traits from Big Gen. Hegtvedt and I hope to emulate them. This wing will continue to operate at 100 percent," said Borgen.

"Col. Borgen is already well known in the wing. His passion will transcend to continue to the wing to continue in the future success of this great combat organization," said Scobee.

"Brig. Gen. Hegtvedt has done a great job here," said Scobee. "Col. Borgen will do a great job and the 442d FW is doing a fantastic job and will continue to do so."

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Chief West retires



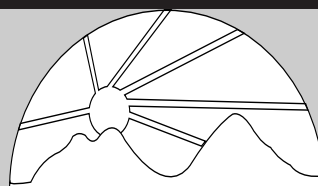
U.S. Air Force photo/Airman 1st Class Luke Hill

Chief Master Sgt. Terry West, former Air Force Global Strike command chief, is joined by his wife, Cindy, after his retirement ceremony at Barksdale Air Force Base, La., Oct. 22, 2015. West ended his 30-year career at AFGSC, where he advised senior leaders on matters affecting professional development, training, combat readiness, utilization, morale and mission effectiveness of the command's Airmen.

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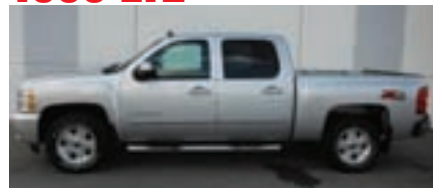
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FIND NEW ROADS™



U.S. Air Force Staff Sgt. Nicholas Flamm, a 509th Logistics Readiness Squadron fuels service center operator, performs bottle method at Whiteman Air Force Base, Mo., Nov. 3, 2015. This process ensures all potential contaminants of the fuel are processed through the filter and do not settle to the bottom of the sample container.

POL fuels the mission

By Senior Airman Keenan Berry
509th Bomb Wing Public Affairs

The 509th Logistics Readiness Squadron (LRS) petroleum, oil and lubricants (POL) flight works around the clock to fuel the diverse missions of Whiteman Air Force Base. With timeliness and proficiency, they are able to maintain fueling expectations for operational purposes.

The POL flight's mission is to ensure aircraft, vehicles and equipment receive fuel with a minimal amount of water and contains no contaminants.

The flight consists of multiple sections to include the fuels management team and fuels information service center (FISC).

The fuels management team is comprised of the flight superintendent and flight commander. They are responsible for all flight operations. The superintendent is the responsible officer who is charged with the safe handling of Defense Logistics Agency Energy (DLA Energy) fuel. This pertains to signing the account, ensuring all fuel is accounted for and all fuel transactions are processed.

"Our mission operates 24/7, 365 days," said U.S. Air Force Master Sgt. Beau Piper, a 509th LRS fuels operations section chief. "We ensure there are no contaminants and minimal water within the fuel."

The types of fuel the POL flight provides are jet A, diesel and gasoline. Jet A fuel is used for the B-2 Spirit aircraft. Plus-100 is an additive used to make the fuel burn at a higher temperature reducing carbon build up, thereby increasing thermal stability and productivity. The plus-100 is an additive that is injected into the fuel for the T-38 Talon and A-10 Thunderbolt II.

Piper said Jet A is the life blood of the aircraft meaning "bombs don't drop if the planes don't fly." Diesel fuel is used for vehicles and generators such as fire trucks, fuel trucks, tugs, snow removal equipment and emergency backup generators. All heavy equipment is diesel powered. Gasoline is used for more standard government owned vehicles.

When aircraft land, the POL flight is called upon to distribute fuel. The fueling process varies by aircraft, which can be a time-consuming endeavor. However, the B-2 has a different fueling regimen.

"It is an airframe unlike any other," said Piper. "This also means it is unique when it comes to refueling because most aircraft refuel when they land. The B-2 refuels prior to taking off, and where they refuel within their checklist varies upon maintenance actions occurring on the aircraft. This makes it difficult to tell when they want fuel, making it difficult to plan for them."

In addition, the POL flight is always prepared to refuel two B-2s at a time. To do this, they rely on a type 5 hydrant system.

"The type 5 hydrant system is an underground system which is the primary means of refueling this aircraft," said U.S. Air Force Staff Sgt. Nicholas Flamm, 509th LRS fuels service center operator. "There are four 400,000 gallon fuel tanks which are a part of our pump houses. The tanks contain the fuel and the pump houses pressurize the system and distribute fuel to the stands, docks and hardstands. As an aircraft needs fuel, the crew chiefs and our members will set up the pantograph and begin the fueling process."

When the flight members squeeze the control switch, it will relieve the pressure within the system; the pump house senses the drop in pressure and automatically turns on the pump to activate fuel flow. As more aircraft are refueling, it detects the decrease in pressure and distributes more fuel. Once the aircraft is full, the pump house senses an increase in pressure and turns the pumps off.

FISC involves administrative type operations such as the fuels service center. The center is the focal point of the flight; no fuel moves without them knowing about it. They track and dispatch all fuels operations, and handle the accounting and process transactions each day.

"The fuel is owned by DLA Energy and we are there caretakers," said Piper. "We are charged to distribute that fuel for them."

For the Airmen of the fuels management team, a key requirement for maintaining shop morale is camaraderie.

"Every day is an interesting day in the fuel management shop," Flamm said. "I enjoy working with these guys. This shop is an extremely tight-knit family and there's no other shop like it."



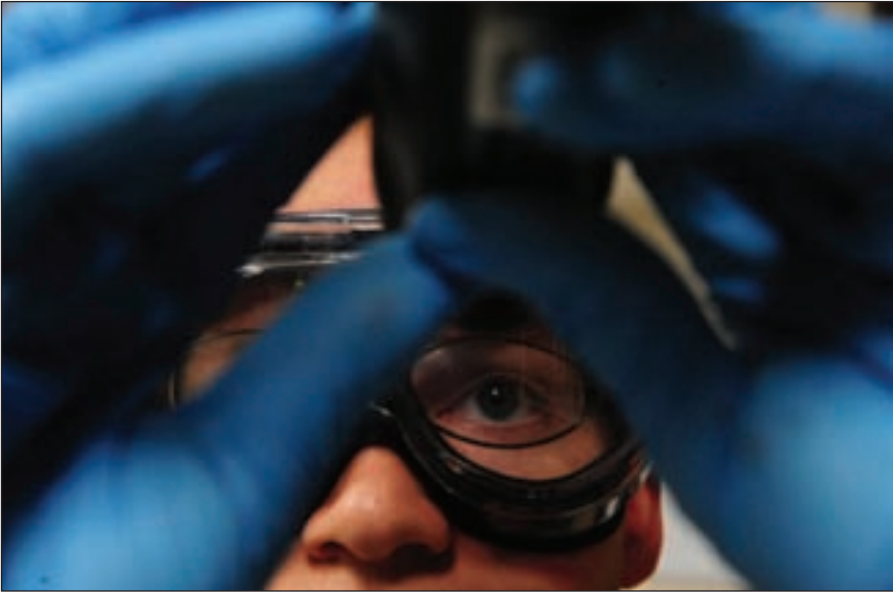
Rows of petry dishes lie across a shelf at Whiteman Air Force Base, Mo., Nov. 3, 2015. Fuel samples are placed into petry dishes as part of the process to check for impurities.



U.S. Air Force Airman 1st Class Jacob McSheffrey, a 509th Logistics Readiness Squadron fuels distribution operator, fuels an A-10 Thunderbolt II at Whiteman Air Force Base, Mo., Nov. 3, 2015. The fuels shop mission is to ensure aircraft, vehicles and equipment receive clean, dry fuel with no contaminants to assist members in accomplishing tasks. (U.S. Air Force photo by Senior Airman Keenan Berry)



U.S. Air Force Airman 1st Class Jacob McSheffrey, a 509th Logistics Readiness Squadron fuels distribution operator, fills out an Air Force form 1998, fuels billing transaction at Whiteman Air Force Base, Mo., Nov. 3, 2015. This process ensures the appropriate agencies are billed (through Defense Logistics Agency Energy) for the fuels issued. (U.S. Air Force photo by Senior Airman Keenan Berry)



U.S. Air Force Staff Sgt. Nicholas Flamm, a 509th Logistics Readiness Squadron fuels service center operator, utilizes a refractometer to measure fuel system icing inhibitor (FSII) levels at Whiteman Air Force Base, Mo., Nov. 3, 2015. This process ensures the FSII levels meet the Air Force specifications and keeps ice crystals from forming in the fuel during flight. (U.S. Air Force photo by Senior Airman Keenan Berry)

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7th Bomb Wing receives new commander



U.S. Air Force photo/Airman Quay Drawdy

Airmen salute information during the 7th Bomb Wing change of command ceremony Oct. 29, 2015, at Dyess Air Force Base, Texas. Col. David Benson assumed responsibilities for leading the 7th BW, which provides B-1B Lancers and combat-ready Airmen capable of delivering overwhelming long-range strike anywhere in the world within hours.

By Senior Airman Kia Atkins
7th Bomb Wing Public Affairs

DYESS AIR FORCE BASE, Texas -- Col. David Benson assumed command of the 7th Bomb Wing from Col.

Michael Bob Starr during a ceremony held here October 29. As commander, Benson is responsible for the health and welfare of more than 12,000 active duty members, civilian employees and family members. In addition, he provides

See 7th Bomb Wing, page 12

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7th Bomb Wing

Continued from Page 11

combat-ready B-1 aircraft, crews and associated combat support for global engagement taskings.

Benson received his commission from the United States Air Force Academy and began his career in the Air Force as a B-1B Lancer pilot. He later transitioned to T-38 instructor pilot before piloting the B-2 Spirit. Prior to being selected 7th BW commander, Benson held the position of the 509th Operations Group commander at Whiteman Air Force Base, Missouri.

Maj. Gen. Richard Clark, 8th Air Force commander, presided over the change of ceremony and shared words about Benson's career.

"Throughout your career, you have proven that you are in the top echelon of Air Force officers, and Dyess hit a Grand Slam when you were announced as the next wing commander," Clark said. "Time and time again you have demonstrated extraordinary leadership from your early days as an instructor pilot and weapons officer to your command of the 325th Weapons Squadron and to your most recent tour as the 509th OG commander."

Clark went on to talk about Benson's accomplishments as the 509th OG commander.

"During your command the men and women of the 509th OG deployed around the globe, to include Guam, Diego

Garcia, the United Kingdom on missions to deter aggression and reassure our allies that we are ready and we are here," Clark said. "Today we present you with your next opportunity: to lead the men and women of the 7th BW. They deserve the best, and that is why we selected you."

Benson, who was stationed at Dyess from 1994-1997, said he was thrilled to come back to Dyess, get back into the B-1 and be a part of the Abilene community again.

"The B-1 has gained a lot of capabilities since I left it back in '97, and I am excited to see those capabilities and to help those capabilities grow, but I am really excited to be a part of this legendary Dyess-Abilene relationship," Benson said.

I'm happy to go out and be a part of the community and also to get my family out into the community as well, he continued. The relationship that you all have here is known throughout the Air Force, and I am eager to be a part of it.

Through an extensive and successful Air Force career, Benson has not lost sight of what is important: people.

"My job is to learn who they are, what they do and how I can make the mission better, their lives better and also their families lives better," he said. "I am excited to be a part of the Dyess team and to help everyone excel to be the best that they can be as an Airman and as a person."

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Doolittle Raider honored with shadow box



U.S. Air Force photo/Staff Sgt. Carlin Leslie
The shadow box given to retired Lt. Col. Robert E. Cole from the 28th Operations Group, Ellsworth Air Force Base, S.D., Nov. 5, 2015. Cole is a B-25 Mitchell bomber co-pilot and survivor of the Doolittle Raid on Tokyo.

WASHINGTON (AFNS) -- People began trickling into the Hall of Heroes in the Pentagon. Roughly 15 minutes before go-time, it is filled to the brim. Everyone came there to see one person and hear his story; a story so historical and significant it could make anyone swell with pride.

Lt. Col. Richard E. Cole, one of two surviving members of the Doolittle Raiders, just turned 100 years old in September. He is as lively as ever and received a shadow box during his visit, Nov. 5.

"(It is) very nifty and appropriate," Cole said. "I accept it in honor and on behalf of

the rest of the guys, with sadness, that are not here to (receive it.)"

Incased in the wooden box were several patches to show the history of the bomb squadrons, two clips from bombs and a flag that was flown on Sep. 7, 2015 over South-west Asia in honor of Cole's 100th birthday.

"To be up here on stage with (Lt. Col. Cole) is honestly dizzyingly wonderful," said Col. John Martin, the 28th Operations Group commander. "Sir, you are beyond just a World War II hero, you are an American icon, a patriotic legend, and a big part of Air Force history ... at Ellsworth Air Force Base, inspiration is not very far away when we think about the cornerstone of our legacy and the Doolittle Raid. It motivates us (and) it inspires us to this very day."

Cole answered several questions from the anxious crowd, not skipping a beat when asked what was on his mind during the raid.

"There were several things on my mind," Cole said. "We had to deal with the fact that you are scared all the time, you have to learn to put that aside and think positively. You just don't dwell on things being bad."

In the end, it took 80 brave men, 16 aircraft and a huge risk to change everything about the war in the Pacific. Their actions inspired a nation and continue to inspire today's Airmen.

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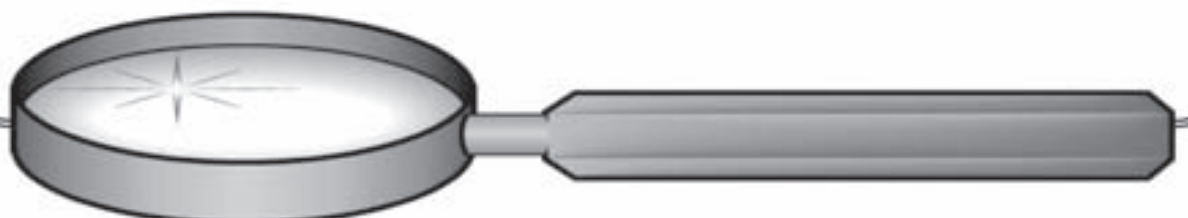


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CHEVY MYLINK,
FWD STK#P21541



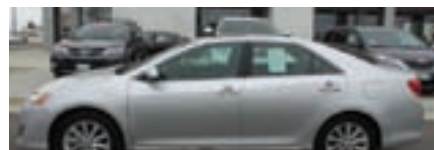
LIST: \$18,418

MCCARTHY PRICE: **\$16,998**

SAVINGS: \$1,420

2002 TOYOTA
CAMRY XLE

LTHR, HEATED
SEATS, ROOF
STK#X14080A



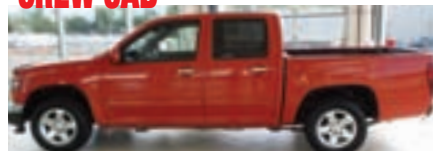
LIST: \$18,991

MCCARTHY PRICE: **\$17,489**

SAVINGS: \$1,502

2012 GMC
**CANYON 2WD
CREW CAB**

GREAT MILES,
HARD TO FIND
STK#X14054A



LIST: \$20,991

MCCARTHY PRICE: **\$17,917**

SAVINGS: \$3,074

2010 FORD
EXPEDITION

8 PSNGR SEATING,
LTHR, 4WD, V8
STK#P21489



LIST: \$24,991

MCCARTHY PRICE: **\$20,390**

SAVINGS: \$4,601

2014 HONDA
ACCORD EX-L

LTHR, ROOF, HTD
SEATS, BACKUP
CAMERA
STK#X13419A



LIST: \$22,997

MCCARTHY PRICE: **\$20,738**

SAVINGS: \$2,259

2012 TOYOTA
4RUNNER SR5

4WD, ROOF
STK#P21536



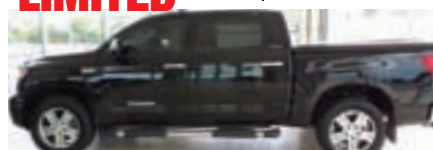
LIST: \$31,998

MCCARTHY PRICE: **\$29,999**

SAVINGS: \$1,999

2011 TOYOTA
**TUNDRA
LIMITED**

LTHR, NAV, DVD,
RF, 4WD, LOADED
STK#P21523



LIST: \$37,991

MCCARTHY PRICE: **\$34,611**

SAVINGS: \$3,380

2013 TOYOTA
TUNDRA 4WD

1 OWNER, CLTH
STK#X14071A



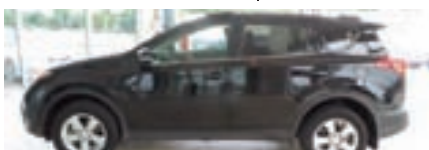
LIST: \$37,991

MCCARTHY PRICE: **\$36,588**

SAVINGS: \$1,403

2013 TOYOTA
RAV4 XLE

1 OWNER, ROOF,
BACKUP CAMERA,
TOYOTA CERTIFIED
STK#X13936A



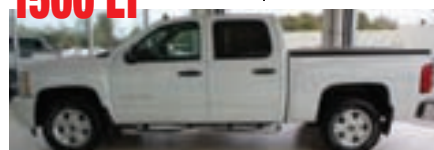
LIST: \$25,491

MCCARTHY PRICE: **\$20,990**

SAVINGS: \$4,501

2011 CHEVROLET
**SILVERADO
1500 LT**

4WD, CLTH, CREW
CAB STK#P21535



LIST: \$31,991

MCCARTHY PRICE: **\$29,801**

SAVINGS: \$2,190

PRICE PLUS TAX, TAG, TITLE AND FEES. WITH APPROVED CREDIT. VEHICLES SUBJECT TO PRIOR SALE.



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