

# WARRIOR



COMING TO YOU

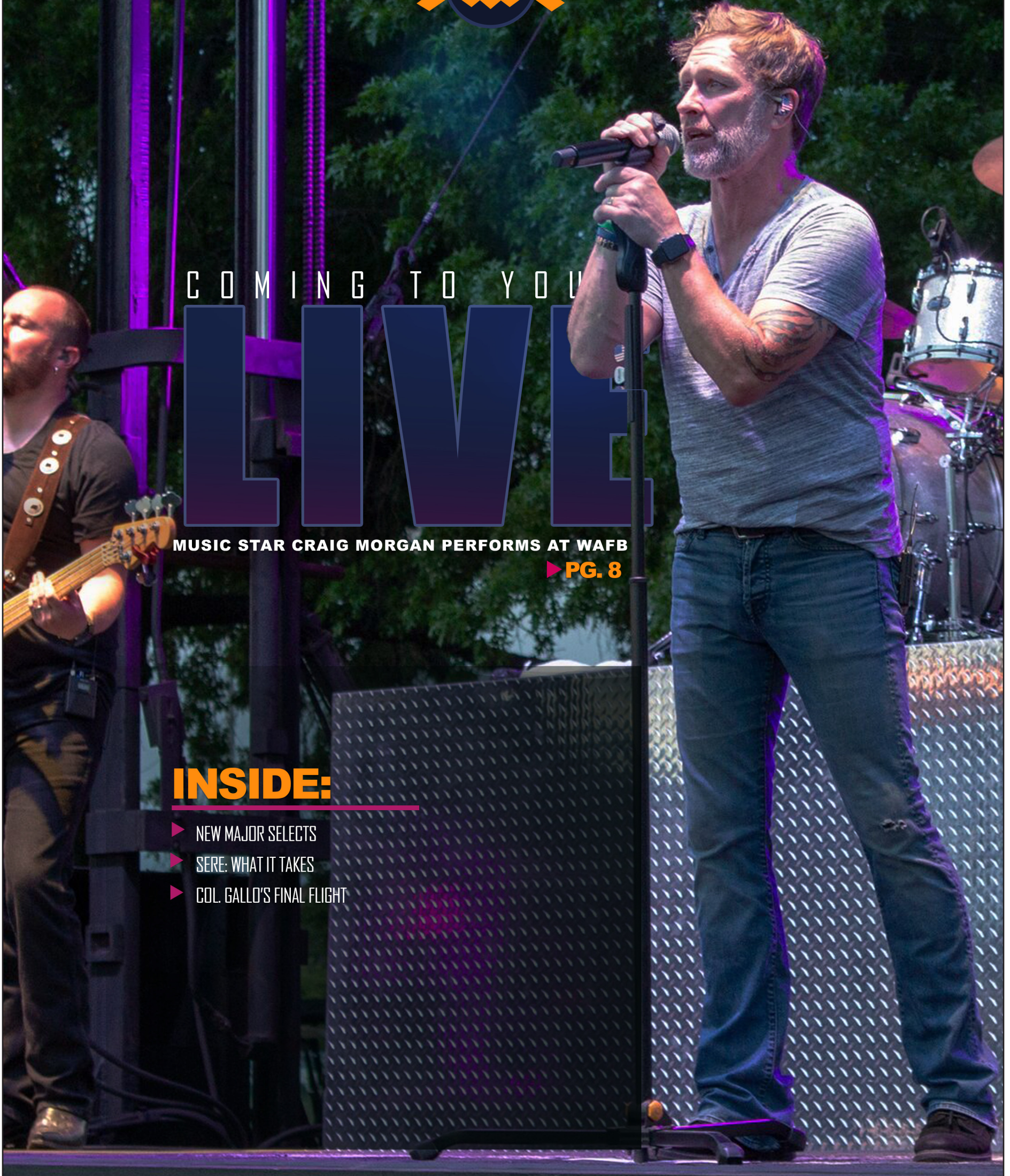
# LIVE

MUSIC STAR CRAIG MORGAN PERFORMS AT WAFB

► PG. 8

## INSIDE:

- NEW MAJOR SELECTS
- SERE: WHAT IT TAKES
- COL. GALLO'S FINAL FLIGHT





# The cost of tolerance over time

By Col. Ken Eaves  
131st Bomb Wing commander

Recently, I had the opportunity to talk with my wing regarding some issues we've had in the last few years that I thought needed to be discussed. I am a believer that we can only get better if we debrief how we do business (which is a topic I'll expand on in another article). I am not a big fan of punishing everybody for the transgressions of a few. However, I hope that we all can learn a little from this discussion, as I believe we can fail if we let our guard down.

So what happened that generated my all calls? Over the last few years, we have had four specific issues that drove commander-directed investigations across the wing. These issues involved unprofessional conduct, inappropriate relationships, disengaged leadership and toxic leadership. In every case, senior non-commissioned officers were involved, and in all but one, officers were involved.

In every case, I personally knew the perpetrators and frankly, until their issues were brought to light, I thought they were good – and in some cases, excellent – Airmen. These issues were not isolated events. They had gone on for quite some time. And in every case, it impacted Airmen – which impacted the wing and ultimately impacted the mission.

Here's the part that concerns me the most: in every case, supervision was involved. In some cases they were the actual perpetrators. But if not, they either tolerated the behavior, ignored the behavior or were so disengaged that they were oblivious to the behavior. It doesn't matter which one, because ALL ARE FAILURES!

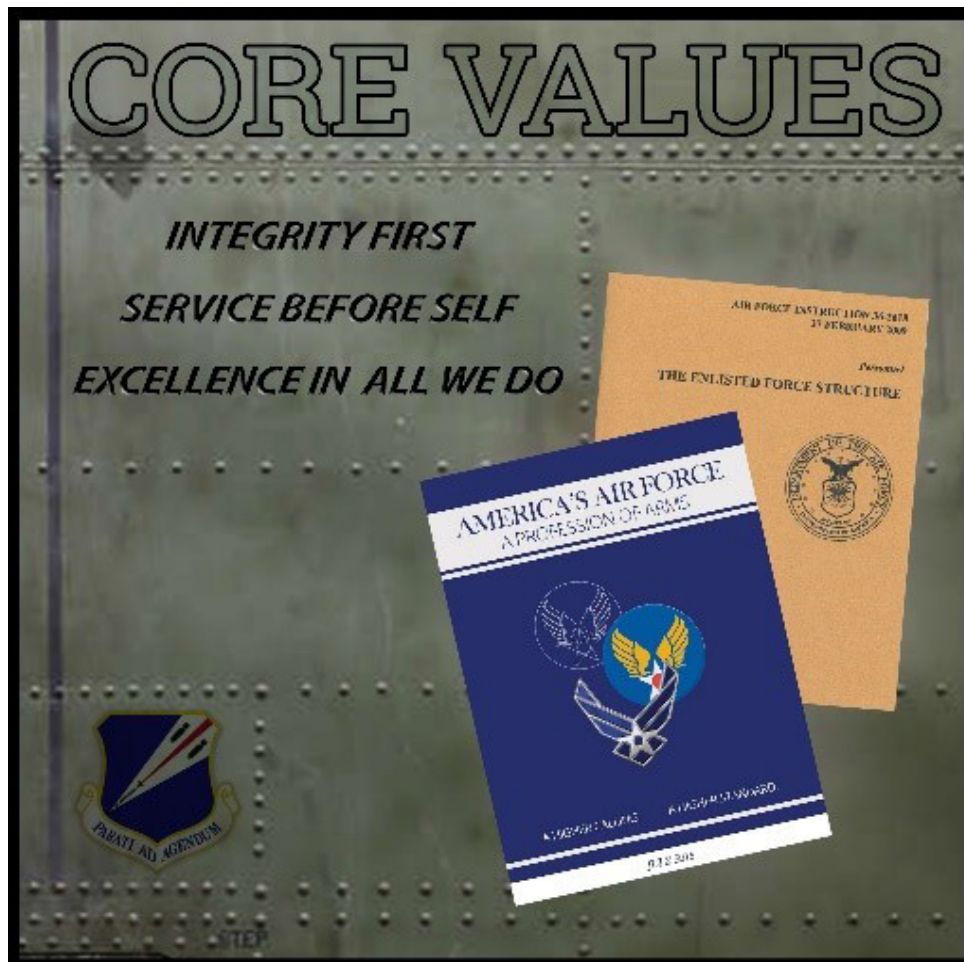
In these cases, none of these leaders woke up one morning and decided to not lead effectively. What I believe to be true is that all of them lost sight of our core values. More specifically, I believe they lost sight of our second core value: Service Before Self. For whatever reason, their own needs, desires or will became more important than the mission or the Airmen that they worked with or led. I also believe that the supervision or co-workers who should have addressed the issues also put themselves first.

If you are struggling with how I have drawn this conclusion, let me catch you up. If an individual perpetrates bad behavior that impacts the mission or Airmen, then it can only be because it benefits the individual somehow, or the individual believes it will benefit them. If someone doesn't take action to stop bad behavior, then they must have a personal reason for doing so (i.e. they are scared to engage, they are friends with the individual(s), they won't be liked if they say something). They have then put self over service. I cannot come up with any other conclusion or find any different way that bad behavior or not addressing bad behavior is self before service.

The reality is, it was not my desire in my commander's calls, or is it now, to dig into the individual actions so that we can point fingers. My desire is to really look at each case so that we can answer the question, "How did we get here?" The answer: tolerance over time.

As I said, none of these cases happen overnight. All of these situations started out small, and when left unchecked grew larger and larger over time until they finally blew up. What happens when you tolerate a wrong behavior over time? The organization and the Airmen define that behavior as normal behavior. It no longer stands out as wrong behavior, and nobody close to the situation thinks anything about it when it occurs.

What happens when a supervisor or leader



U.S. Air National Guard graphic by Staff Sgt. Colton Elliott

tolerates bad behavior over time – or even one time? That supervisor or leader has unofficially declared that bad behavior as acceptable. I have looked everywhere in Department of Defense and Air Force instructions, and I cannot find anywhere that mandates leaders to strive to be popular. I also could not find anywhere that they are directed to be everyone's "BFF – best friends forever." I can, though, find quite a few references where leaders are called to lead, where they are tasked to execute the mission, and where they are directed to take care of Airmen.

Our first core value is Integrity First. The little blue book "America's Air Force: A Profession Of Arms" defines integrity as "simply doing the right thing, all the time, whether everyone is watching or no one is watching." But what is the "right thing" if folks who are tasked to lead Airmen ignore issues and bad behavior? What is the "right

honestly and professionally said. Someone needed to put self aside and engage, at the first occurrence.

I do believe in these instances that there is a difference in messaging versus admonishment. A supervisor needs to message to all those individuals who witnessed the bad behavior that the behavior is not acceptable. That's why it needs to be addressed immediately and in public. However, any admonishment of the individuals needs to be done behind closed doors.

What if you are not the supervisor – or worse, you are lower in rank? Should that matter? If we go back to "The Little Brown Book" reference, did it say correct violations only of personnel that you outrank? No, it said to take action, period. But Green Dot has taught us that if we are not comfortable taking direct action, then we can delegate. In this case, tell someone who will take action. Tell a supervisor, a chief, a shirt or a commander.

**"I believe we can fail if we let our guard down."**

**- Col. Ken Eaves  
131st Bomb Wing commander**

thing" when the bar we all strive to meet continually moves? The little blue book also says that accountability is one of the virtues of the first core value. How can we hold ourselves or each other accountable if leadership continues to move the bar? News flash... we can't!

We know what issues were brought to light, and now we know why they happened; what we need to discuss is what *should* have happened. To discuss this, first we need to go to "The Little Brown Book", AFI 36-2618, paragraph 3.1.3, which states, "Airmen should correct personnel who violate military standards." If every enlisted Airman is mandated to correct violations, sorry officers, so are you. So someone... anyone... really, everyone should have spoken up the first time the bad behavior happened. Someone should have said, "Hey, that's not acceptable behavior." It doesn't have to be a grand event, it just needs to be

It disappoints me that I have to mention this, but what if you address the issue with your direct supervision and they don't take any action? This one is simple: use the chain of command, and if that fails, go see the Inspector General or Equal Opportunity office. Bottom line: Take some kind of action. A great organization holds people accountable to do the right thing. Great people hold themselves accountable to do the right thing, especially when no one is watching.

I could not be more proud of the 131st Bomb Wing or Team Whiteman; I do believe there are none better. But we can always improve. We need to ensure that 100 percent of the time we have a culture of dignity and respect. The mission requires it and the people deserve it. Unfortunately, your wing commanders cannot make this happen on our own... everyone in the organization must believe it and demand it personally.

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The deadline for article submissions to the Warrior is noon Friday. If a holiday falls on Friday, the deadline then becomes 4 p.m. Thursday. Articles will be published on a space-available basis. Submissions do not guarantee publication.

For more information, call the Warrior office at 660-687-5727, email 509.bw.pa@us.af.mil, fax 660-687-7948, or write to us at Whiteman Warrior, 509th Bomb Wing, 509th Spirit Blvd. Suite 116, Whiteman AFB, Mo., 65305.

To advertise in *The Warrior*, call the *Sedalia Democrat* at 1-800-892-7856.

## On the cover

Courtesy photo by Laci Spencer  
**Country music artist Craig Morgan performs during a concert at Whiteman Air Force Base, Missouri, June 16, 2018. Morgan sang his most popular songs, including "That's What I Love About Sunday," and interacted with the crowd off stage.**



NEWS BRIEFS



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2. Manually select an agency
3. Choose USA then Federal Agency then select AFOSI
4. Create a passport, select New Tip and fill out the form with as much information as possible.

How to report an anonymous tip via text message:

Text "AFOSI" plus your tip information to 274637 (CRIMES)

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**Air Force Housing website**

Visit [www.housing.af.mil](http://www.housing.af.mil) to find your new home with the Air Force. This website serves as a one-stop shop for Airmen and their families to obtain information about the housing options and support services available to them at Air Force bases worldwide.

**WEATHER**

<b>Friday</b>	<b>Saturday</b>
Cloudy	Chance of Showers
Hi 78	Hi 81
Lo 62	Lo 62

<b>Sunday</b>	<b>Monday</b>
Mostly Sunny	Chance of Showers
Hi 86	Hi 85
Lo 65	Lo 69

# Final B-2 flight for 509th Ops Group commander



U.S. Air Force Col. Brian Gallo, the 509th Operations Group commander, completes his final flight in the B-2 Spirit at Whiteman Air Force Base, Missouri, June 20, 2018, as he retires after 24 years of service. Gallo's family and fellow Airmen congratulated him after his flight. He is the outgoing commander of the flying component of the 509th Bomb Wing and a command pilot with more than 3,000 hours of flying time, including more than 120 combat hours.

## Congratulations new Major selects

**ANDREW L. COOPER**  
509th Munitions Squadron

**JAMES E. POWERS**  
393d Bomb Squadron

**CURTIS D. CORDON**  
393d Bomb Squadron

**JONATHAN R. POYSER**  
13th Bomb Squadron

**NICHOLAS L. CUNNINGHAM**  
509th Force Support Squadron

**KURT M. ROMMEL**  
509th Operations Support Squadron

**DANIEL W. ECKLEBE**  
393d Bomb Squadron

**JAMES A. SARVER**  
393d Bomb Squadron

**SHELLEY P. ECKLEBE**  
509th Bomb Wing

**GARY L. SAYRE**  
509th Medical Operations Squadron

**MICHAEL E. HAFFNER**  
393d Bomb Squadron

**JUSTIN P. SPENCER**  
393d Bomb Squadron

**KYLE HARRINGTON**  
13th Bomb Squadron

**HOLLY K. THOMPSON**  
509th Operations Support Squadron

**NATHAN G. HOCKING**  
509th Operations Support Squadron

**THOMAS J. TRADUP**  
13th Bomb Squadron

**ROSSER M. JONES**  
393d Bomb Squadron

**BRIAN L. WEHRY**  
509th Operations Support Squadron

**MAVERICK W. LEWIS**  
393d Bomb Squadron

**KYLE J. BOOMER**  
7th Air Force \*since PCSed\*

**ERIC W. LIPP**  
393d Bomb Squadron

**BRIAN B. CRUM**  
11th Bomb Squadron \*projected inbound\*



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SATURDAY, JUNE 23 • 7 p.m.

Deadpool 2 (R)

Adults - \$7.00

SUNDAY, JUNE 24 • 3 p.m.

Solo: A Star Wars Story (PG-13)

Adults - \$7.00, children - \$4.75



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# Maj. Rehmert assumes command of 509th MXS



U.S. Air Force photo by Airman 1st Class Taylor Phifer  
U.S. Air Force Col. Mark Riselli, the 509th Maintenance Group commander, passes the guidon to Maj. Phillip Rehmert, as Rehmert assumes command of the 509th Maintenance Squadron at Whiteman Air Force Base, Missouri, June 15, 2018. The 509th MXS sustains the B-2 Spirit's unique outer mold line to preserve the weapons system's low-observable characteristics, as well as maintains the group's support equipment and consolidated aircraft support system for the B-2 facilities.

5K

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• Runner show time is 0630

• Run start time is 0645

Volunteers can contact [amy.tordera@us.af.mil](mailto:amy.tordera@us.af.mil)  
or please call 687-5496

Whiteman Air Force Base Fitness Center



# SERE: What it takes



U.S. Air Force photo by Airman 1st Class Taylor Phifer

**U.S. Air Force Staff Sgt. Eddie Fore, a Survival, Evasion, Resistance and Escape specialist assigned to the 509th Operations Support Squadron, poses while wearing his green beret at Whiteman Air Force Base, Missouri. The green beret with the device is specific to the SERE career field. Specialists in other careers such as security forces, pararescue and combat control wear a different colored beret with a different device or patch on it.**

**By Airman 1st Class Taylor Phifer**  
509th Bomb Wing Public Affairs

Survival, Evasion, Resistance and Escape (SERE), trainees face long grueling days of simulated interrogation, sleep-deprived nights and nonstop activity that pushes them to their physical limits.

SERE trains Airmen in capture evasion, survival skills and the military code of conduct. The program was established at the end of World War II for military aircrew and special operations personnel who may be at high risk of capture. The times have changed but the fundamentals of SERE training and expertise are still relied upon today.

Trainees withstand these challenges to become experts and one day train other Airmen to survive in unpredictable situations.

U.S. Air Force Staff Sgt. Eddie Fore knows just what it takes to make it through the training pipeline. He has been in this career field for 12 years, and is currently a SERE specialist assigned to the 509th Operations Support Squadron at Whiteman Air Force Base.

“To become a SERE specialist there are a lot of steps, including a two-week selection course, multiple water survival training courses, parachuting and arctic survival, three weeks of field and combat survival, daily physical training, classroom work, technical school for six months and finally a one year period where you work on becoming a certified instructor,” Fore said.

Although Fore successfully endured the nearly two years of intense mental and physical training, it was something he never planned for when he joined the military.

“I honestly didn’t know about SERE until basic train-  
**See SERE, Page 6.**



Courtesy photo

**S-V-80-A combat survival students gather water from a stream in the Colville National Forest, Washington. To prevent water-borne illness from occurring, the students learned to add iodine tablets or bleach to purify the gathered water. The students also learned that leaving a bottle of water in the sun will result in water purification by the sun’s ultraviolet rays.**



# SERE

Continued from Page 5.

ing,” Fore said. “I went to the meetings for SERE and during the second meeting the selection cadre told us all to drop for push-ups. After about 10 minutes only two of us were left, and that’s when I knew I was going to go for SERE.”

Many Airmen attempt to become SERE specialists, but usually only about half the trainees will make it to the technical school graduation.

“My selection class started with around 35 people and only three of us graduated,” Fore said. “Then, when I got to my technical school, we started with 50 people and six months later we graduated with 26, which is a pretty typical ratio for the SERE pipeline.”

During his SERE training at Fairchild AFB in Washington, Fore encountered many challenges that forced him to conjure up the mental and physical strength to adapt and survive in different environments.

“It was mentally and physically draining, the instructors had us sleeping a few hours a night, eating very little food, and doing a ton of physical labor and training,” Fore said. “It was all geared towards teaching us to walk hard down life’s rocky road.”

“The hardest part throughout the whole process was dealing with the lack of sleep. We got around an hour or two a night for a week before we got a half day off to rest. After a while you learned how to work through it. But, the sleep deprivation was so bad, we had people who were in mid-conversation or standing in front of instructors during a teaching session who would fall over asleep.”

Although SERE training was one of the

toughest things he’s been through, Fore said he enjoyed the challenge and competitiveness that came with it.

“There were so many challenges throughout the process, but the biggest for me was the coastal phase,” Fore said. “Although we lived on the beach for a week, that phase was brutal. We didn’t have a lot of food, so we had to dig for clams and make nets from what was on the beach in order to catch our food. The instructors made us eat everything raw for the first few days, which was disgusting because I’ve never been a fan of shell fish, so that week I was the hungriest I’ve ever been.”

This phase pushed them to work as a team. They were running on very little food and sleep, so to survive that part of training they had to really pull together. Fore believes his determination not to quit, along with the comradery of the SERE trainees, helped him succeed.

In 2006, Fore finally graduated and received his sage green SERE beret. He began his career as a SERE specialist.

“One of the things I enjoy most about the job is that my day-to-day is almost never the same,” Fore said. “I can be teaching an ejection parachuting class, be out in a field for hours working with my aircrew on radio and evasion training, working with the Tactical Air Control Party guys and the A-10 Thunderbolt II’s during live fire training all in the same week.”

Because of his own rigorous training, Fore is confident that he is capable of preparing aircrews from Whiteman and elsewhere to survive and evade the enemy, should they ever need to do so.



U.S. Air Force Survival, Evasion, Resistance and Escape students learn how to use evasion methods in a simulated training environment during SERE Specialist Training at Fairchild Air Force Base, Washington. They also perfect skills such as building fires and improvised shelters, and learn proper emergency parachuting techniques. For more information about SERE, visit [www.gosere.af.mil](http://www.gosere.af.mil).

*Courtesy photos*



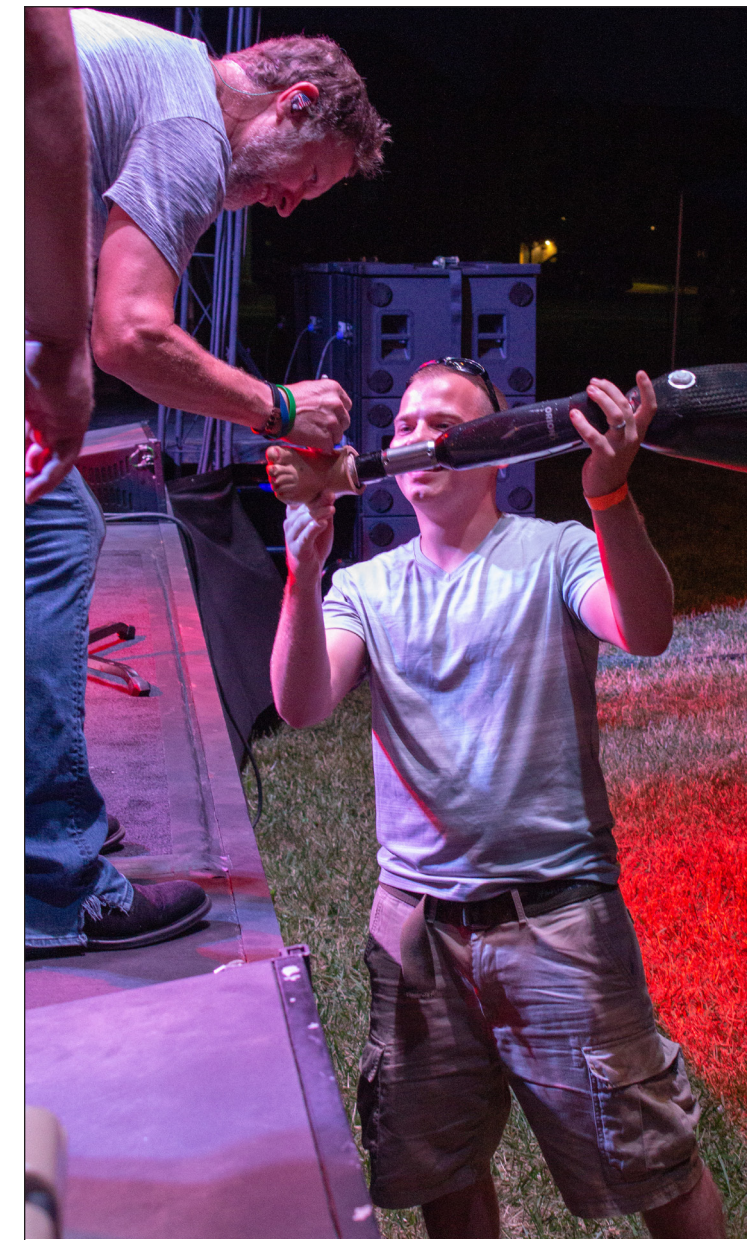


W H I T E M A N A I R F O R C E B A S E

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# Country music stars take the stage at Whiteman



Country music echoed throughout Whiteman Air Force Base on June 16, 2018, with singer Liz Moriondo and the Big Time Grain Co. band opening for music artist Craig Morgan. Concertgoers brought their own lawn chairs and enjoyed food and refreshments offered by the 509th Force Support Squadron during the show. Morgan served for 10 years in the U.S. Army and seven years in the Army Reserves before starting his music career. Morgan frequently performs at military bases and on USO tours.

*U.S. Air Force courtesy photos by  
Tech. Sgt. Kamlyn Grisham and Laci Spencer*

For more photos check out the Whiteman AFB Marketing Facebook page.



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# FIREWORKS PROHIBITED ON WHITEMAN AFB

In accordance with WAFB 32-2001, 10.10:

"The use of any fireworks is unauthorized on this installation without the written authorization from the Base Fire Chief, Weapons Safety Manager and the Mission Support Group Commander".

If you have any questions  
please contact the  
Whiteman Fire Prevention office  
660-687-6080/6083





WARRENSBURG CHRYSLER

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# B-1B fleet resumes flight operations



U.S. Air Force photo by Airman 1st Class Thomas Karol

A B-1 bomber takes off to participate in Combat Raider 18-2 at Ellsworth Air Force Base, S.D., May 14, 2018. Combat Raider is a joint exercise that involves multiple airframes from different bases to prepare Airmen and the Air Force for potential future conflicts.

## By Air Force Global Strike Command Public Affairs

**BARKSDALE AIR FORCE BASE, La.** -- Air Force Global Strike Command will resume B-1B flight operations this week, following the directed safety stand-down June 7.

The stand-down allowed the command time to thoroughly evaluate the egress components and determine potential risks before returning to flight.

"We have high confidence that the fleet's egress systems are capable and the fleet is ready to return to normal flight operations," said Maj. Gen. Thomas Bussiere, 8th Air Force Commander, responsible for the Air Force bomber force.

The Air Force Global Strike Command commander previously ordered a safety stand-down of the B-1B fleet after a safety investigation showed an issue with egress system components. The investigation is still ongoing.



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