

The Warrior **News** May 30, 2014

# Military discipline: The SJA's perspective

By Lt. Col. Todd Pennington

Staff Judge Advocate

As I near the end of my tenure as Staff Judge Advocate for the 509th Bomb Wing and Whiteman Air Force Base, I want to share a few observations about military discipline from my time here.

First, there is a real connection between military discipline and military effectiveness. Commanders know it because they see it in their own units; I know it because I see the discipline actions in all of the units. The Armed Forces impose requirements for physical fitness, duty hours, dress and appearance, and personal conduct because they force Airmen with sustained, observable self-discipline in the small things. If you can't trust someone with the small things, how can you trust them with greater responsibility? Some sneer at what they perceive as pointless rules and regulations. However, leaders don't impose these rules because they enjoy being petty: rather, these standards are the measure by which Airmen prove that they have the military discipline to stand fast and accomplish the mission when the time comes to operate in challenging and dangerous environments. Even aspiring Navy SEALs attending BUDS have to make their beds and submit to a uniform inspection every morning. There is an operational value in basic military discipline.

Second, irresponsible alcohol use is far and away the greatest contributor to legal trouble that derails some Airmen's military careers. It pains me every time I see an adverse personnel action - or a UCMJ case - begin because someone got drunk and then got stupid. Every Airman should understand this critical point: when you drink, your judgment is impaired but your legal responsibility for your actions is unchanged. In addition to Airmen





facing legal jeopardy following their own drinking, more and more I see Airmen being held accountable for failure to act when a fellow Airman is starting down that path. As Airmen, we do not have the option to look the other way on issues that impact military readiness.

Finally, as I look back on the cases we have processed through the Whiteman Legal Office during my time here, what strikes me most is how few cases we actually see. Our docket seems quite busy to the small staff at the legal office, but in fact only a tiny fraction of Airmen ever face adverse disciplinary action. The nature of our work at the legal office gives us visibility on most of those cases. However, when I have the opportunity to break away from the office and meet Airmen around the wing I relish the chance to see what most people see in the Air Force every day: disciplined, motivated, technically proficient Airmen who are proud of their skills and their contribution to the mis-

My challenge to the warriors of Whiteman AFB is be proud of your own military discipline... and pass it on to your wingmen, your subordinates, and those who follow after you. Because tomorrow's Air Force will only be as good as today's military

# We all know the importance of Roll Call

Chief Master Sgt. Stuart Allison 509th Mission Support Group

Roll Call reminds us of the need to communicate with one another.

This doesn't mean sending an email it means getting together as a group and continuing a dialogue. Roll Call encourages face to face communication. Roll Call creates a venue to connect and focus Airmen.

In my last commentary I highlighted power questions to focus, inspire, motivate and develop individual actions; the same principles can be applied to Roll Call.

Asking your team powerful questions will prompt them to evaluate their actions and motivations. From there, they will gain insight not just into what to improve but how to improve. You will also learn more about your Airman and gain a deeper understanding of who they are.

Use the following list of questions at your next Roll Call to prompt change from within your Airmen:

How can we increase teamwork?

How can we make work fun?

U.S. Air Force photo /Airman 1st Class Keenan Berry Chief Master Sgt. Stuart Allison is the superintendent of the 509th Mission Support Group at Whiteman Air Force Base, Mo.

How can we energize the work-center?

How can we create excitement in the

work-center?

How can we increase efficiency?

How can we empower the work-center?

How can we create exceptional results?

How can we boost results from excellent to outstanding?

How can we reward and celebrate

How can we give back to the local

One method of leadership across the armed forces is for a given directive that flows down the chain of command. While that method works with some decisions, it is

To propel true change in your Airmen, you must bring them into the decision-making process. They must be able to generate, and own, effective ideas. Some might object that this weakens your leadership-but it actually enhances it.

Allowing your Airmen to own the decision making process will increase their buyin for the decisions your unit makes.

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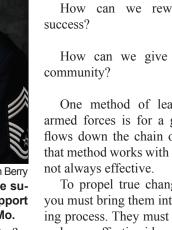
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# On the cover

U.S. Air Force photo/Staff Sgt. Nick Wilson Crew chiefs from the 509th Aircraft Maintenance Squadron marshal a B-2 Spirit Bomb Wings throughout Air Force Global Strike Command participated in Constant Vigilance, allowing Airmen to demonstrate Whiteman's ability to provide nuclear deterrence and global strike operations across the globe.



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## **NEWS BRIEFS**

#### **B-2 Barista Café**

The Mission's End is proud to announce the opening of the B-2 Barista Café. Hours of operation are Monday through Friday, 11 a.m. to 1 p.m.

#### Spirit Café

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It sounds so good I want to go to the Spirit Café too! So, don't waste time. Tell a friend and take a friend to the Spirit Café today!

#### Telephone news line set up for retirees

A toll-free telephone news line has been set up for retirees and surviving spouses who do not have computer ac-

By calling 1-800-558-1404, retirees and spouses can stay informed using this new easy-to-use menu-driven service. Callers can select from several different topics that are compiled from various electronic news sources.

Topics include pay and annuity matters, medical and health care, and other benefits and entitlements.

#### **CCAF GEM Program**

Military members avoiding taking classes because of work shifts, deployments or other time constraints have a new program to assist them. Community College of the Air Force degree requirements can be met through distance learning using the CCAF General Education Mobile (GEM), a partnership between CCAF and other schools. For more information call (660) 687-

#### **Air Force Housing Web Site**

Visit www.Housing.af.mil to find your new home with the Air Force. This web site 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

### **Today**

Chance of Storms Hi 83 Lo 66

Saturday Chance of Storms Hi 82 Lo 67

#### Sunday

Chance of Storms Hi 84 Lo 68

#### Monday Chance of Storms Hi 85

Lo 69

# CSAF provides 'initial feedback' to all commanders

Air Force Public Affairs Agency, Operating Location-P

WASHINGTON (AFNS) -- All supervisors are required to provide subordinates with an initial feedback, outlining expectations, standards and goals they can both work together to achieve.

Air Force Chief of Staff Gen. Mark A. Welsh III led the way by introducing the new Air Force Instruction 1-2 "Commander's Responsibilities" May 8 for commanders Air Force-wide.

AFI 1-2 is a six-page document that details the general's priorities and expectations for those officers who hold command positions. Topics range from conduct and responsibilities to Welsh's overall intent.

"It's important for all of us to be on the same page, especially when it comes to standards and conduct," Welsh said. "Our is to take care of the sons and daughters our nation has entrusted to us. This outlines how to accomplish that, while keeping consistency across all commands."

In addition to AFI 1-2, the Air Force inspection system has been in development for the last three years, the Secretary of the Air Force Office of Inspector General Chief of Policy Integration Maj. Justin Longmire explained. One of the biggest focuses was on what really mattered to commanders.

"For the first time, the Air Force now has an instruction which sets the minimum standard for successful command," said Lt. Gen. Stephen Mueller, the inspector general of the Air Force. "A great by product of this instruction is a standardized template for evaluating and inspecting all Air Force commander's along four common major

The AFI shows the specific expectations Welsh has for his commanders, especially in the realm of commander conduct.

According to the AFI, "commanders are required to display exemplary conduct as outlined in U.S. law." In addition, "commanders must be above reproach, both morally and ethically, and exemplify Air Force Core Values and standards in their professional and personal lives."

The AFI also delves into the responsibilities of commanders, from training and equipping Airmen, to resource management. Commanders are expected to execute the mission, lead people, manage resources and improve the unit, according

"AFI 1-2 provides 'commander's intent,' and outlines the expectations for commanders," Longmire said. "The Air Force Inspection System provides a congruent means of inspecting to those standards.

# Whiteman's Master Sergeant selects

Team Whiteman;

Please join us in congratulating our newest Master Sergeant Selects!

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WILLIAM CLARK JR - 509 CIVIL ENGINEER SO

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JOHNNIE CLEVENGER - 509 LOGISTICS READINESS SO

WILLIAM DAMICO- 509 MAINTENANCE GP

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SETH HERRELL-509 MAINTENANCE GP

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JENNIFER HUBER - 709 MUNITIONS SQ

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PETER LEBORGNE-509 CIVIL ENGINEER SQ

STEVEN EARL MARTIN - 509 MAINTENANCE GP

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PAUL ROSE - AMC AIR OPERATIONS

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## News

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# Diamond sharp!



Staff Sgt. Joseph Reames, 509th Aircraft Maintenance Squadron, was named the Diamond Sharp Award winner for March 2014. Reames' multiple efforts as the Personal Reliability Protection monitor and security manager leading up to the Constant Vigilance exercise contributed to the seamless execution of the exercise. He also revamped the squadron's physical fitness program, ensuring the 509th AMXS had one of the highest PT test pass rates in the wing.

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Speech T-Th

DAY SHIFT (9am - 1:20 pm)

American History T-Th

SESSION 2 (JUNE 30th - JULY 18th) 5pm - 9:20pm

Speech M-W

Principles of Management M-W

American History T-Th

DAY SHIFT (9am - 1:20 pm)

Comp. 1 M-W SESSION 3A (JULY 21st - AUG 7th) 5pm - 9:20pm

**Humanities T-Th** SESSION 3B (JULY 21st - AUG 22nd) 5pm - 9:20pm

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# Constant Vigilance confirms global deterrence capabilities



B-2 Spirits taxi on the flightline as part of Constant Vigilance at Whiteman Air Force Base, Mo., May 19, 2014. Air Force Global Strike Command routinely conducts training operations and exercises to confirm that forces and weapons can perform their mission when called upon.

## **By Airman 1st Class Joel Pfiester** 509th Bomb Wing Public Affairs

Team Whiteman participated in a command-wide training event May 12-20 that confirmed the base's ability to support nuclear deterrence and global strike operations.

Constant Vigilance 14 is an annual Air Force Global Strike Command training event designed to train and assess the command's ability to support its conventional and nuclear missions.

Whiteman participates in training operations and exercises on a regular basis to ensure our forces are ready to perform nuclear deterrence operations and long-range strike missions if and when called upon to do so.

"Constant Vigilance tested and confirmed the ability of both the 509th and 131st bomb wings to execute nuclear deterrence operations and long-range strike missions," said Brig. Gen. Glen D. VanHerck, 509th Bomb Wing commander. "Participating in this exercise enabled our outstanding Airmen to improve their combat readiness and ensure that we are ready to perform the global power mission on behalf of the United States."

The activities associated with the Constant Vigilance 14 are based on notional scenarios, and the timing of the exercise is unrelated to any real-world events.

Units all across base put in extra time and effort during the exercise, treating it as if it were a real-world scenario.

"Weapons don't move without the tow teams, and with a 100-percent delivery rate, I would say we performed flawlessly." said Senior Airman Justin Christoff, 509th Munitions Squadron conventional maintenance section. "These exercises are crucial to our nation's nuclear posture and to show the world that we have the capability to strike anywhere in the world at a moment's



A B-2 Spirit takes off during Constant Vigilance. Constant Vigilance is an exercise allowing Air Force Global Strike Command to demonstrate the command's flexibility and global reach, while testing its tactics, techniques and procedures.



Crew chiefs from the 509th Aircraft Maintenance Squadron wait for a B-2 Spirit to taxi the flightline as part of Constant Vigilance. Crew chiefs from the 509th Aircraft Maintenance Squadron are responsible for inspecting, troubleshooting and maintaining Whiteman's B-2 Spirits, ensuring the aircraft are combat ready to support global strike operations and nuclear deterrence.

U.S. Air Force photos/ Staff Sgt. Nick Wilson

## News



#### By the 509th Bomb Wing Safety Office

Part of being an Airman means putting service before self – as stated in the Air Force core values. In order to meet this obligation, you must keep yourself ready to fly, fight and win at all times, mentally and physically. If you don't do everything you can to prepare for participation in your favorite summer sport, you may end up being sidelined and unable to put service before self.

After you've prepared yourself for your favorite summertime sport, remember that each sport has its own risks, which can be mitigated by using risk management techniques. According to National Electronic Injury Surveillance System, a division of the Consumer Products Safety Commission, (http://www.pointssports. com/the-top-ten-injury-prone-summer-sports/) statistics for 2012, basketball has overtaken biking – with 569,746 injuries – for the single most accident and injury-prone summer activity; biking is second with 556,660.

Air Force Summer Losses: June to September 2009-2013

- 2,468 sports injuries on-duty
- Cost: \$5,087,459
- 1,628 sports injuries off-duty
- Cost: \$11,742,866

#### Civilian population risk data:

- More than 10,000 people receive treatment in emergency departments from Sports, Recreation and exercise each year.
- Approximately 715,000 sports and recreation injuries occur each year in school settings alone.

The most common basketball injuries are:

- Ankle Sprains
- Jammed Fingers
- Knee Injuries
- Deep Thigh Bruising
- Facial Cuts

• Foot Fractures

Some tips for preventing these injuries:

- Maintain proper fitness injury rates are higher in athletes who have not adequately prepared physically
- · After a period of inactivity, progress gradually back to fullcontact basketball through activities such as aerobic conditioning, strength training, and agility training.
- · Avoid overuse injuries more is not always better! Many sports medicine specialists believe that it is beneficial to take at least one season off each year. Try to avoid the pressure that is now exerted on many young athletes to over-train. Listen to your body and decrease training time and intensity if pain or discomfort develops. This will reduce the risk of injury and help avoid "burn-out."
- Talk with your coach and/or athletic trainer about an ACL injury prevention program and incorporating the training principles into team warm-ups
- The athlete should return to play only when clearance is granted by a health care professional.

Another resource for basketball injury prevention: http://www. stopsportsinjuries.org/basketball-injury-prevention.aspx

The next most injury-prone summer activity is biking (see Chapter 8 for a more in-depth look at bicycle safety). According to the American Association of Orthopedic Surgeons common biking injuries include: tendinitis, plantar fasciitis, abrasions, fractures, sprains, strains, and concussions. To prevent these injuries, start with proper equipment (such as a helmet) and proper preparation. For details, visit:

http://www.stopsportsinjuries.org/cycling-injury-prevention.

http://www.sportsinjuryclinic.net/sports-specific/ cycling-injuries/prevention

Here's an example of a severe cycling injury that caused an Airman to be on convalescent leave for a month. The Airman participated in a Tough Mudder race that was 12 miles long with 24 obstacles. He fell four feet to the ground while attempting to negotiate the last obstacle. The Airman broke his right leg in two places. While there may not have been anything the Airman could have done to prevent this injury, had he not been wearing a helmet, the outcome would have been tragic.

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# Former NFL star visits Team Whiteman

By Senior Airman Bryan Crane 509th Bomb Wing Public Affairs

Team Whiteman had the honor of meeting a Heisman Trophy winner and former National Football League running back when Herschel Walker visited here May 21, 2014.

As much as the Airmen were happy to meet him, Walker was honored to meet the Airmen, as he once dreamt of joining the

"It's always a great experience to come out and thank our military members for what they do," Walker said. "We as civilians don't always realize how important our military is, but I do and I think it's important to thank them."

During his visit Walker spoke to Team Whiteman about the and would not play as a freshman. adversities he has faced in life, and how it is okay to seek help if needed.

"Our military members are so important and they live a help if they need it," Walker said.

After his playing career ended, Walker was diagnosed with Dissociative Identity Disorder and spent a month in a behavioral

"My wife was telling me for months that I was scaring her but I didn't hear her," he said. "It really kicked in when I was award in 1982. going to injure another man over practically nothing. I then really heard my wife and what she was trying to tell me. I began reading my journals that talked about hurting people and I finally realized I had some really bad anger issues that I needed help with.

Before Walker was juking linebackers and scoring touchdowns, he faced many adversities, which fueled him to be the best he could be in his chosen field.

Walker said he when he was growing up he was overweight and had a speech impediment. His classmates would make fun of and a weight was lifted off my shoulders. I wasn't carrying a him and his teachers did not even attempt to help him improve.

"One day in eighth grade I got beat up and cried all the way home a voice came to me and told me to quit crying, nobody will ever beat you up again and no teacher will ever put you in the corner again. I took that negative experience and decided I

every day. He began reading books in front of a mirror to correct his speech. Before he knew it he was one of the top high school athletes in Georgia and was named valedictorian of his class.

"Scholarships were rolling in and everyone wanted me to come play football for them," Walker said. "I didn't want to go to college though, I wanted to go to the Marines. I just couldn't bring myself to tell my parents I wanted to skip college and join the military.

Eventually after a couple of coin flips he decided to go play football at the University of Georgia. However, upon hearing his decision the head coach of the Georgia Bulldogs told Herschel and his dad though he was excited for Herschel to be on the team, he didn't think he was ready for the competition

"Our first game of the season the coach told me again before the game that I wouldn't be playing," Walker said. "Next thing I know were down 15-0 against Tennessee in their stadium when stressful life. I want them to know there's no shame in getting you hear the Bulldogs fans start chanting 'We Want Herschel!' Coach had to put me in the game and we came back to win

> Walker would go on to help the Bulldogs win the 1980 College Football National Championship. He was a Heisman finalist his freshman and sophomore years before winning the

> Walker was the number-one draft pick in the United States Football league and played in the league for three seasons. After the collapse of the USFL, he went on to play another 12 seasons

Even after all his accolades and his achievements, Walker was never truly happy until he got help for his disorder.

"I'm finally happy," he said. "I had a fake happiness when I was struggling with this. I would laugh and smile but it wasn't true happiness. After I got help it was like a light bulb went on burden anymore."

Today Walker owns a variety of businesses and is a profes-



Herschel Walker, former NFL running back, addresses a crowd of Airmen at the Ozark Inn dining facility. During his visit, Walker discussed his appreciation for the military and all they and their families do.



Herschel Walker, former NFL running back, takes a moment to sign autographs for a group of Airmen at the Ozark Inn dining facility. Walker considered joining the military before accepting an athletic scholarship with the University of Georgia.



Herschel Walker, former NFL running back, speaks to Team Whiteman members in the Ford Theater at the Professional Development Center. Walker addressed the importance of resilience and seeking help when needed.



Herschel Walker, former NFL running back, addresses the crowd at the base theater. Walker spoke about how he overcame a speech impediment by reading books in front of a mirror.



Herschel Walker, former NFL running back, addresses Team Whiteman members at the base theater at Whiteman Air Force Mo., May 21, 2014. Walker spoke about the challenges he overcame both personally and professionally

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## **Feature**

# Dorm management provides smooth transitions



U.S. Air Force photo/Airman 1st Class Joel Pfiester

Staff Sgt. Antonio Pelayo, 509th Civil Engineer Squadron Airmen dorm leader, and Staff Sgt. Nicholas Anderson, 509th Civil Engineer Squadron Airmen dorm manager, pose in front of the Discovery Hall dormitory at Whiteman Air Force Base, Mo., May 15, 2014. Airmen dorm leaders are tasked with ensuring Airmen arriving at their initial duty stations are provided with quality living conditions.

# **By Airman 1st Class Joel Pfiester** 509th Bomb Wing Public Affairs

"I'm a peacock, you've got to let me fly!" is a mentality many young Airmen fresh out of their initial training can relate to.

These young Airmen have said goodbye to military training instructors from BMT and military training leaders of technical school, and hello to the "other guys."

The "other guys" are the Airmen dormitory leaders in charge of the unaccompanied housing facilities here at Whiteman.

ADLs are tasked with ensuring Airmen arriving at their initial duty stations are provided with quality living conditions.

"Primarily we are facility managers, so it's our job to maintain the facilities, to make sure the water is running properly and electricity is running well," said Staff Sgt. Nicholas Anderson, 509th Civil Engineer Squadron Airmen dormitory manager. "We don't actually do the maintenance, but we collect the information and ensure the work gets done."

Although Anderson enjoys his primary AFSC, he felt a change of scenery would be a way for him to experience something new.

"I wanted to do something different for a while, but I didn't want to cross-train or PCS," Anderson said. "My primary job is POL, and I do love my job, but I wanted something else to do for a little while to get a break. I wanted something that would give me a little more time with my family, but at the same time allow me to be able to stay here, and this duty afforded me both."

Other than ensuring all the building utilities are up to par, ADLs also attend different meetings pertaining to the dorms and the Airmen

living in them.

"We have a bi-monthly dorm council meeting, which is a group of members from the dorms that meet with the command chief and put together events such as an annual pool party on opening weekend," Anderson said.

Contrary to popular belief, the ADLs do not necessarily inspect the dorm rooms for cleanliness, said Anderson.

"We don't actually do inspections but if we find a room that is dirty or something like that then we forward that information to the first sergeants and let the squadrons handle that," Anderson said.

When ADLs check on rooms, they are doing health and wellness checks, or checking on rooms temporarily vacant due to deployments or leave.

"If Airmen are deployed or on leave we go in weekly to make sure there are no busted pipes and nothing that looks like it's been broken into," Anderson said. "We have 627 rooms here at Whiteman and we're required to maintain 95 percent occupancy, which is right at about 600 Airmen, so, on a daily basis we affect the lives of quite a large number of Airmen."

Dorm leaders play a vital role in ensuring Airmen arrive at their duty station and are able to accomplish their jobs without worrying about their living situation.

"Being an Airmen dorm leader is important to me because I have to ensure that all the Airmen under my supervision are provided with the best resources and the best facilities possible," said Staff Sgt. Antonio Pelayo, 509th Civil Engineer Squadron Airmen dorm leader. "They need to be comfortable in their living quarters so they can accomplish their mission to the best of their abilities."

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## News

# Technology offers more 'face time' with commanders

By Staff Sgt. Torri Ingalsbe, Air Force Public Affairs Agency, Operating Location-P

**WASHINGTON (AFNS)** -- New advances in digital technology now allow commanders to speak directly to Airmen, despite geographical separation.

The Global Content Delivery Service, or GCDS, is a real-time video moderated forum, which enables Airmen to ask questions, receive information and engage in face-to-face conversations with commanders from their individual work stations, anywhere in the world.

"The biggest impact is that Airmen who traditionally haven't been privy to information at a conference or seminar can now have live access to presentations, briefings, etc.," said Capt. Ken Malloy, who does strategic outreach for Lt. Gen. Michael Basla, the office of the Secretary of the Air Force Information Dominance and Chief Information Officer. "Airmen can interact with briefers and other participants as opposed to recorded sessions. Commanders can reach out to all their Airmen without geographical considerations as long as they have access to the (Department of Defense) network."

The technology, which was the result of concerted efforts from Air Force cyber professionals, the Defense Information Systems Agency, the Defense Media Activity, Air Force Space Command and industry, has already successfully been used in three major events, reaching more than 10,000 Airmen and saving approximately \$5.3 million in temporary duty costs.

One of these events included the first online "Air Force logistics day." In October of last year, Lt. Gen. Judith Fedder, Air Force deputy chief of logistics, installations and mission support, hosted the engagement which allowed members across the global Air Force logistics community to connect through the use of the GCDS presenter capability.

The online collaboration capability delivered presentations between two separate sites -- Tinker Air Force Base, Oklahoma and The Pentagon - in a live virtual conference. Participants could see presenters and presentations from both sites and ask questions using the text submission feature. At its peak, this event connected 1,175 participants from 15 locations.

"The overwhelming positive feedback coupled with the enormous TDY cost savings and global audience reach, provides opportunities for other Air Force organizations to capitalize on this game-changing resource," Fedder said.

The GCDS differs from other video conferencing systems in both its cost-saving capability and allowing for a larger audience size.

"Benefits include getting messages by senior AF leaders more widely disseminated and live," Malloy said. "Its global nature permits wider audiences for conferences and media engagements.

Malloy explained the GCDS is similar to watching an online streaming video, noting the only limitations to the system exist in the users' network capabilities. Anyone with access to a DOD network can participate in GCDS-hosted events, including Airmen who are serving in contingency operations.

"DCO and VTC are still viable collaborative tools, but GCDS can reach a broader audience where controlling access to the online video isn't a requirement," Malloy said.

The GCDS came at a time when two public affairs-led studies showed Airmen want information delivered to them directly and preferably face-to-face.

"The Air Force is leveraging existing technology to connect leaders with the field and save the Air Force money," Basla said. "This is a smart way to do business, and I encourage leadership at all levels to take advantage of this valuable online collaboration capability."

(Editor's note: Anyone interested in using GCDS Presenter, contact the GCDS Streaming Team at email: gcds-ps-streaming@akamai.com.)

# Origami workshop illustrates heritage



U.S. Air Force photo by Staff Sgt. Nick Wilson

Senior Airman Jonathan Mitchell, 509th Maintenance Squadron avionics back shop technician, and Keyaira Sims, wife of Senior Airman Jordan Sims, 509th Aircraft Maintenance Squadron, laugh as one-year-old Jordan Sims Jr., plays with a sword made of paper during the origami workshop at Whiteman Air Force Base, Mo., May 21, 2014. The event was part of Team Whiteman's Asian American and Pacific Islander Heritage Month celebration and educated attendees on various aspects of Asian and Pacific Islander culture.



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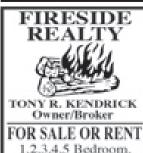
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