



# FIGHTER LINE

NAS JRB FORT WORTH CARSWELL FIELD

301ST FIGHTER WING



Vol. 34, No. 6

ONE AIR FORCE, SAME FIGHT ... AN UNRIVALED WINGMAN

June 7, 2008

## NEWS BRIEFS



They are here and they carry a potential for danger in your lives. The 101 Critical Days of Summer program offers a video for everyone at <http://www.afsc.af.mil/shared/media/document/AFD-080521-027.wmv>; watch and learn.

### Spring Fun Run scheduled

The 5K Spring Fling Run is Friday, June 6, 2008. Registration will be at 10 a.m. at the gym, the run begins at 11 a.m. The registration fee is \$10 per person and \$5 for groups with six or more runners. Call Donna Johnston 817.782.7770 for more details.

### Legal business

If you need a Will or Power of Attorney during a UTA call Master Sgt. Smigielski or Tech. Sgt. Faison at Legal office at 817.782.7620 for an appointment. Let them know if you are deploying as deploying members have priority.

### Remember...

The 301st Fighter Wing "B" UTA is June 21-22.



### Practice makes perfect

Information is checked and double checked during the recent 301st Fighter Wing Phase I Exercise at the Naval Air Station Joint Reserve Base Carswell Field, Texas. It is important to prepare and practice wartime skills. Working in chemical suits and encumbered in protective equipment whether it's flying jets, loading bombs, fixing the runway or securing the perimeter is another important aspect of this exercise. The goal is keeping you trained, equipped and fit to do the wartime mission and return home safely. (U.S. Air Force Photo/Tech. Sgt. Julie Briden-Garcia)

## Secretary of the Air Force Resigns

**Washington, DC** — Since November 3, 2005, it has been my privilege to serve this country as the 21st Secretary of the Air Force. I have relished the opportunity President Bush gave me to lead

the strongest Air Force in the world during a time of war, and I have marveled at the tremendous accomplishments of our Airmen and civilians in their valiant defense of this country and its inter-

ests. It has been an honor and pleasure to serve as their Secretary while working side-by-side with

**(SECAF, continues on page 2)**



Lt. Col. William Kountz  
301st Maintenance Group  
Commander

# 301st Maintenance reorganization involves transformation

statements from General Moseley that encapsulate the reason for the reorganization. First, he said, "I believe the most effective formula is to structure the Air Force units by mission and not by function, and aligning maintenance units responsible for sortie generation together with the flying squadrons they support is best for our Air Force."

the Quality Assurance Flight will move directly under the Operations Group Commander and the maintenance management functions of Plan, Scheduling and Documentation, Analysis and Maintenance Operations Center will move to the Operations Support Squadron. This organization will ensure the Operation Group, our primary combat element, has the resources necessary to maintain ready Airmen and aircraft for global deployment.

currently in the Maintenance Group and the Logistics Readiness Squadron and Aerial Port Squadron from the Mission Support Group. All three of these squadrons will move in whole to the Materiel Group.

Additionally, during this wing reorganization, the Program Action Directive also directs an internal reorganization of the Logistics Readiness Squadron to meet Logistics Readiness transformation goals. The global wing structure positions the logistics functions for future transformation initiatives.

To follow along with the concept of being structured based on mission, the current Maintenance Group will be replaced by the Materiel Group to meet the wing's entire logistics requirements. The Materiel Group will be responsible for repair cycle, distribution, materiel management, deployment operations, and logistics planning.

Again, I encourage all Airmen in the wing to understand this reorganization, support the initiative and do your part to make it a smooth transition. Regardless of organizational structure, this wing has a long standing tradition of excellence and teamwork.

To accomplish this, the Materiel Group will consist of the Maintenance Squadron

I know we will embrace this change and show once again that we are "An Unrivaled Wingman" ready to support the CSAF.

When I was asked to write an article for this month's Fighter Line I was given a suggested topic of the upcoming reorganization. The timing to talk about this is perfect since Chief of Staff Air Force General Michael Moseley just released the Global Wing Organizational Structure, Program Action Directive to officially initiate the reorganization.

General Moseley also said, "The squadron is the building block of Air Force organization structure, and they must be organized for success." The new Global Wing Organizational Structure puts these ideas into a wing structure ready to meet the Air Forces ongoing transformation.

With these concepts in mind, the current Aircraft Maintenance Squadron will be moved under the Fighter Squadron as a Maintenance Flight responsible for sortie generation. This will put the primary combat sortie generation elements together as one team focused on sortie production ready to deploy and fight in any environment. In addition to sortie production, the Operations Group will be responsible for fleet health and Quality Assurance functions.

I'm sure some of you are saying, "reorganization, not again?", but I'd remind you that flexibility is the key to air power. The dynamic environment of a nation at war, reductions in manpower and recapitalization of our Air Force inevitably drives us to change over time. I encourage everyone to read about this reorganization, understand the reasons and embrace the change.

To meet these requirements

I believe there are two

## (SECAF, continued from page 1)

General Moseley and the magnificent patriots serving in the Department of Defense and the United States Government to win today's fight, take care of our people, and prepare for tomorrow's challenges.

Recent events convince me

that it is now time for a new leader to take the stick and for me to move on. Therefore I plan to tender my resignation to Secretary Gates. Even as I do, my heart, my thoughts, and prayers remain with America's Airmen who will continue to do magnificent things for this great country.

Michael W. Wynne  
Secretary of the Air Force

## FIGHTER LINE

Fighter Line is an Air Force Reserve funded publication for members of the U.S. military services.

Contents of the Fighter Line are not necessarily the official view of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Air Force.

Editorial content is edited, prepared and provided by the 301st Fighter Wing public affairs office, NAS Fort Worth JRB Carswell Field, Texas. All photographs in the Fighter Line are Air Force

photographs unless otherwise indicated.

**Deadline for unsolicited submissions is close of business Monday after the "A" schedule unit training assembly.**

Articles should be typed, single-spaced, and, if possible, submitted via email to the public affairs office at [301fw.pa@carswell.af.mil](mailto:301fw.pa@carswell.af.mil).

For more information about the Fighter Line, call the 301st Fighter Wing public affairs office at 817-782-7170.

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**301st Fighter Wing**

Airman of the Quarter  
April - June 2008



**Senior Airman  
Terra S. Swint**

**Aircraft Structural Maintenance  
Repairman**

301st Maintenance Squadron

**301st Fighter Wing**

NCO of the Quarter  
April - June 2008



**Tech. Sgt.  
Adam J. Neff**

**Electronic Warfare Systems  
Journeyman**

301st Maintenance Squadron

**301st Fighter Wing**

Senior NCO of the Quarter  
April - June 2008



**Master Sgt. Ross A.  
Wood, Sr.**

**AFRC Honor Guard Program  
Superintendent**

301st Mission Support Group



Lt. Gen. John Bradley unclasps a watch for Lamia, a 10-year-old Afghan girl he met last winter during a humanitarian aid drop to her village. Jan Bradley, wife of General Bradley, spearheaded a donation drive that collected several boxes of supplies specifically for Lamia and her village of Shakal and were presented here May 30. General Bradley is the Air Force Reserve Command commander. (U.S. Air Force photo/Capt. Toni Tones)

## Operation brings children hope

**Tech. Sgt. Stephen Bailey**  
Public Affairs

Most charitable endeavors begin with an interesting story no one would dare believe in a million years. Just ask Lisa Yancy.

Thinking she was carrying on a conversation with an average female volunteer about a charitable relief program called Operation Care Mission, the young Air Force bride soon found out this nice lady, named only as Jan, was in reality Mrs. Jan Bradley, wife of Air Force Reserve Command Commander Lt. Gen. John A. Bradley.

“It’s really funny when you think about it,” Lisa said. “I wanted to participate in a program to help people out and when I asked a friend who to talk to, the name came back, Jan Bradley. I really had no idea who I was communicating with, but honestly, Mrs. Bradley is a wonderful and compassionate lady and so down to earth.

“When she told me about the Afghanistan relief effort and how she and her husband were working hard at making a difference; I immediately knew this was something I needed to get involved in.”

And so, it began. In fact, she wasted little

time in getting her husband, Lt. Col. Chris Yancy, 301st Operations Group deputy commander, and their four children hard at work in implementing the Operation Care Mission within the Dallas/Fort Worth area.

Operation Care Mission is a nonprofit, nondenominational, private, charitable organization comprised of military and civilian volunteers dedicated to the welfare of the people of Afghanistan and especially to the children. Donations include basic necessities such as school supplies, shoes, clothing, blankets, hygiene items, medical supplies, nutritional supplements and similar items from a multitude of sources, and distributes humanitarian aid throughout the Afghanistan theater of operations. Most of the refugees who receive items live in remote villages or refugee camps with limited access to the most basic amenities of life. Operation Care Mission works to ensure the future of a free and democratic Afghanistan, and to provide a secure, peaceful, and nurturing environment for its children. Additionally, the effort helps our troops within the Provisional Reconstruction Teams win the hearts and minds of the Afghani people as they assist these remote villages.

Just recently, Col. Vic Kuchar, a the founder



and big supporter of Operation Care Mission and one who has made more than 40 trips to the Afghanistan and Iraq region since 2001, spoke at JRB Carswell. “It was a very inspiring and eye-opening event,” Colonel Yancy said, “which the colonel spoke frankly of how Operation Care Mission is literally changing lives and bringing hope to a desolate area. Those who attended appeared to be charged up and motivated to ensure this year’s program is the best yet.”

Operation Care Mission efforts have started throughout the United States with people working tirelessly in collecting needed items as well as informing people of the humanitarian efforts being distributed to the Afghanistan people. Lisa Yancy’s involvement in this area has shown great promise and has sparked an enormous response in helping our fellow man.

“In the beginning we just started doing what we could, but all along I knew I needed a plan to increase our efforts – so I came up with an idea,” said Colonel Yancy.

The idea involved Mrs. Yancy’s job and the government students she teaches at Tarrant County College. She issued a campus challenge which really got heads turning, not only at her school but at several other schools as well.

“I got our student ambassadors involved, the University of North Texas Legal Eagles, Stephen F. Austin Amnesty International; SMU Honors Program and Texas Christian University – we also had several high schools and middle schools volunteer to help out,” said Mrs. Yancy.

The work began with a few hundred students who went from store to store, showing pictures of the Afghanistan people and their children, asking them to do what they could to support this humanitarian effort. And that’s all it took. Little by little the donations grew so much that the donations began to overtake the Yancy’s house – because there was nowhere else to store them.

**(OPERATION,  
continues on page 5)**

**(OPERATION, continued from page 4)**

“Our house was completely overtaken to the point we could hardly move,” Lisa remembers. “There were boxes stacked in the garage, in the kitchen, and then stacked in the bathrooms – it was crazy. But the funny thing about it was that it never got frustrating because we knew we were doing a good thing.”

“My wife is definitely a go-getter – when she sets her mind to do something – look out,” Colonel Yancy said.

Within just a few months of beginning the Operation Care Mission effort, the donations had grown to the point that a new storage location had to be found. “My house was completely full,” explained Colonel Yancy. Col. Kevin Pottinger, 301st Fighter Wing commander, who was aware of the charitable effort from its beginning, said he was, ‘happy to do what he could.’ He assisted in locating a warehouse facility on base where the donations could be transferred so they could be properly boxed, marked and prepared for shipping by the end of November 2007.

By now, the donations had grown to a staggering 11,800 pounds, a surprising amount collected in such a short time.

“It seems like we had so many people in this area who wanted to do something good for the people in Afghanistan and for our own military,” said John Kinnear, vice chairman Fort Worth Airpower Council. “I also saw the importance of Operation Care Mission and have made many efforts to encourage volunteers and participants towards pouring out their hearts in this effort. We are proud of our military and the work they do.”

During the next few weeks and on the weekends, the warehouse was crowded with both students and military volunteers. “Chief Kermit Keen, 301st Logistics Readiness

Squadron chief of plans and programs, was very instrumental in spreading the word for volunteers and in palletizing the loads to get them ready to ship,” Colonel Yancy explained. “The chief really worked his magic to get things done. With enough lead time, I’m confident we have the ability to collect an airplane full of supplies by ourselves. But if we can’t ship directly in country, it really doesn’t matter. We would have failed without Chief Keen and his 301st FW logistic volunteers.”

By the end of November, a C-17 had taken five military pallets of supplies and equipment to Washington D.C., where it was joined by other donations, totaling more than 39,000 pounds of clothes, coats, blankets, picks and shovels, diapers, tents and tarps and much more.

“The responses we had were overwhelming and at times emotional,” said Lisa Yancy. “I have never been involved in such a liberating and powerful event as Operational Care Mission.”

The results also affected the young children who helped out. Lisa’s daughter had a project at school making tee shirts for a school event. Once the shirts were done, they realized one of the words was misspelled and the school was planning on getting rid of them. Without a thought, she went into the principal’s office and asked for the shirts so she could include them in the Operation Care Mission. The principal agreed and the effort received 800 additional shirts.

“I’m so glad our teachers got us involved in Operation Care Mission,” said Jason Said, vice president of the Student Council of the Ambassadors at Tarrant. “The event was truly amazing. This project helped us all receive a better world view and helped us better appreciate everything we have. The teachers really

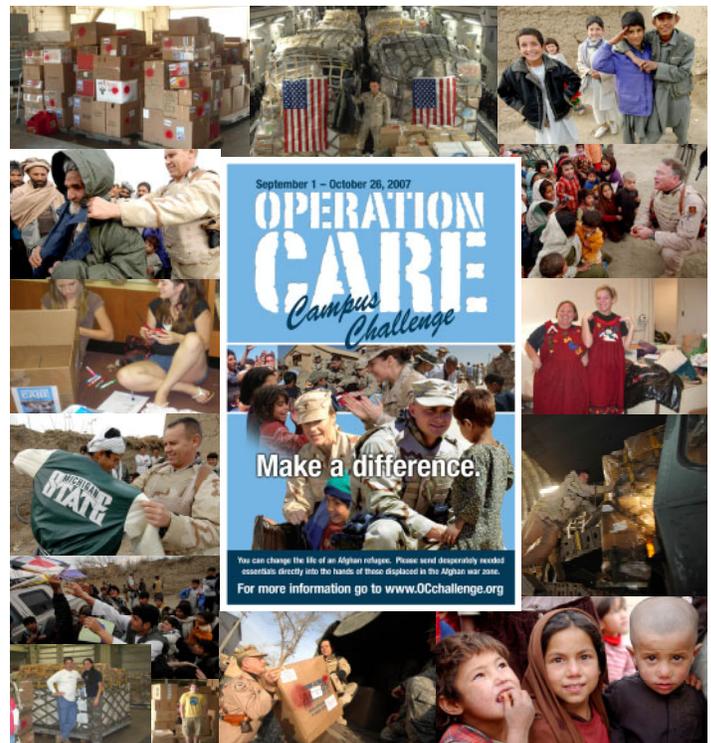
deserve the biggest credit since they helped organize and encouraged us to get involved. For me the most surprising thing was how everything happened so fast and that so many were willing to give so much. It’s a powerful thing to see people work so hard for people they don’t know – that’s what I call making a difference!”

As for the winner of the contest, some would say everyone was a winner, but for most, it’s seeing good things come to adverse and harsh situations hoping to make them a little better.

“This year we begin Operation Care Mission in September with even a greater goal for donations,” said Lisa. “As an incentive, a fellow teacher at Stephen F. Austin University, Texas, has agreed to shave her head if their students raise more donations than the other schools. She has got such pretty long hair – it might just be worth it to let her win!”

**Volunteers needed for Operation Care Mission**

If you’d like to volunteer your time and talents, send Lt. Col. Chris Yancy a message at [Christopher.yancy@carswell.af.mil](mailto:Christopher.yancy@carswell.af.mil) or [Chris.yancy@charter.net](mailto:Chris.yancy@charter.net) or call him at 817.798.6320. Volunteers are needed with experience as *Web Page Manager; Graphic Artist; Donation Manager Packing Team Leads* (operating on base); *Collection Team Leads* (Operating throughout the metroplex); *District / High School Coordinator; Chapel Coordinator; Airlift Team Lead; Media Relations Lead*; and volunteers for each of these different teams. Coordination efforts are expected to begin July 1 with intense concentration from Aug. 15 - Nov. 15.



**Operation Care Campus Challenge 2007 – The First Year**

Over 11,200 pounds of clothing, tents, blankets, tools, construction materials and medical supplies departed Fort Worth on 20 Nov 2007 and were combined for a total of 38,000 pounds of cargo on 12 pallets in Washington DC that arrived in Afghanistan via Air Force C-17 Globemaster cargo plane on November 30th. Due to **YOUR** efforts, this huge shipment of vital supplies arrived to the refugees before the onset of a harsh winter. The pictures speak for themselves and a smile is worth a thousand words. Thanks for making a huge difference!! We look forward to exceeding expectations again next year!  
Dr. Lisa and LtCol Chris Yancy

**101 Critical Days safe****Motorcycle safety course returns to Carswell**

**Senior Master Sgt.  
Michael Sherman**  
Safety Office

Ok everyone, the Motorcycle Safety Foundation course is back up and running but it's now located here on base. To take the course you will have to provide your own motorcycle; in the future they are hoping to have some loner bikes available to ride.

At the end of this article, you will find the upcoming schedule for the MSF courses and vehicle AAA safety course. Please contact me to arrange a time to take the course. For those who have submitted paperwork in the past, prior to the class shutting down earlier this year, please send me an email at [michael.sherman@carswell.af.mil](mailto:michael.sherman@carswell.af.mil) so I

can get your paperwork resubmitted to the instructor.

The base is following what is written in the Base Policy Letter covering what safety gear to wear when riding your motorcycle on base. For a copy of this policy, contact Senior Master Sgt. Michael Sherman, 301st Fighter Wing Safety office at 817.782.6878.

Here is a listing and dates of all the classes available through the end of the year:

**AAA Drivers Improvement -**  
June 3, 19; July 9, 30; Aug. 4, 26; Sept. 15, 29; Oct. 6, 20; Nov. 3, 17; Dec. 4, 16, and 22.

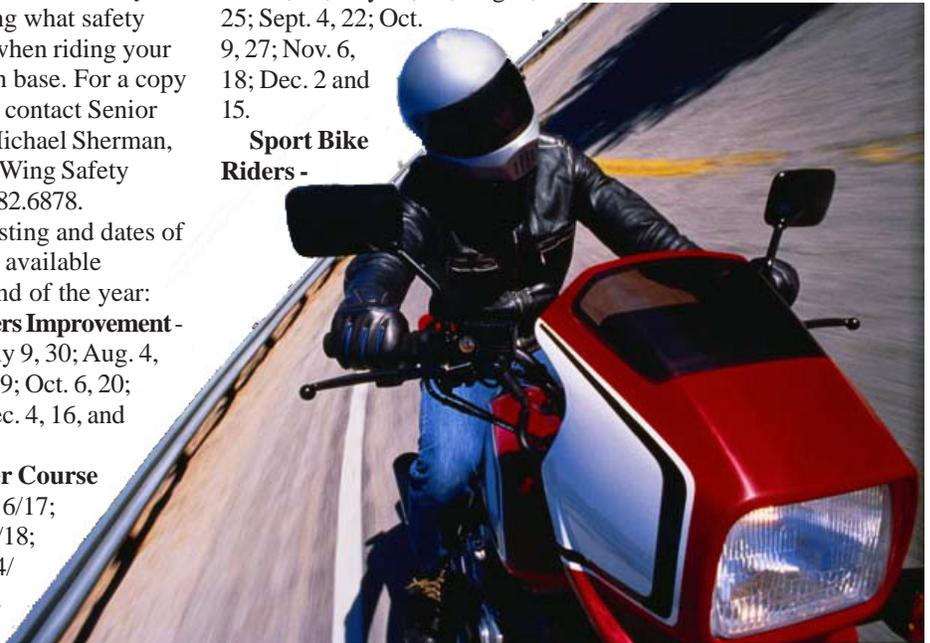
**Basic Rider Course**  
- June 12/13, 16/17;  
July 15/16, 17/18;  
Aug. 12/13, 14/  
15; Sept. 9/10,  
11/12; Oct.

14/15, 16/17; Nov. 10/11, 12/13;  
Dec. 8/9 and 9/10.

**Experienced Rider Course -**  
June 5, 30; July 10, 28; Aug. 7, 25; Sept. 4, 22; Oct. 9, 27; Nov. 6, 18; Dec. 2 and 15.

**Sport Bike Riders -**

June 27; July 8, 23, 25; Aug. 5, 20, 22; Sept. 17, 19; Oct. 21, 28; Nov. 4, 20; Dec. 17 and 18.

**Safety Center site has something for every Airman**

**John Cochran**  
Air Force Safety Center

**KIRTLAND AIR FORCE BASE, N.M. (AFP)**— You don't have to be a safety professional to benefit from the products and services of the Air Force Safety Center. Commanders and Airmen in every career field have something to gain by checking out the material on the Safety Center's Web site.

That's the message senior officials here want Airmen everywhere to know.

"Safety is vital in the lives of all Airmen, and we have resources that can help everyone in the Air Force," said Bud Redmond, Air Force deputy chief of safety and executive director of the Safety Center.

"In addition to material that supports the safety pros out in the field, such as statistical data on mishaps, trend analysis and

year-to-date summaries of fatalities and injuries, we've posted a <http://afsafety.af.mil/seg/101Days/101Days.shtml> collection of tools that will help commanders and supervisors at all levels meet the challenges of keeping their people safe while accomplishing the mission. Just about any safety information that anyone would want to know is available on our Web site," Mr. Redmond said.

The site has a video on driving safety featuring a NASCAR driver; current and back issues of Flying Safety Magazine, Wingman and Weapons Journal; downloadable safety posters; public service announcements; a list of available training courses; and more.

"With warmer weather fast approaching, our people will be traveling and spending more time outdoors," said Mr. Redmond. "That's why the Air

Force runs the '101 Critical Days of Summer' safety campaign each year, to raise awareness and help people prepare for and take part in their activities with an eye toward safety."

The Safety Center has an online section dedicated to the <http://afsafety.af.mil/seg/101Days/101Days.shtml> '101 Days' campaign.

"We encourage all Airmen to visit our site and review what's there," Mr. Redmond said. "If you're looking for something and don't see it, send an e-mail or call one of the phone numbers listed and talk it over with our staff experts. Most likely, we'll be able to fulfill your request. If you need the information, chances are good that others are seeking it, too, so your request will help more than just your own organization. That's another way for you to be a good wingman."

The Air Force's top safety officer appears in a video for the service's annual "101 Critical Days of Summer" safety campaign, which began May 23 and ends Sept. 2.

In the production, Maj. Gen. Wendell Griffin, the Air Force chief of safety and commander of the Air Force Safety Center, addresses driving, riding motorcycles, water sports and other recreational activities.

Summer is a season of greater risk to Airmen because they spend more time traveling and engaged in outdoor activities from Memorial Day through Labor Day than they do in the fall, winter and spring, according to safety officials.

The four-minute video is available for viewing on the Air Force Safety Center's Web site, <http://www.afsc.af.mil/shared/media/document/AFD-080521-027.wmv>.



## Chief of Staff U.S. Air Force resigns

**Washington, DC** — Recent events have highlighted a loss of focus on certain critical matters within the Air Force. As the Air Force's senior uniformed leader, I take full responsibility for events which have hurt the Air Force's reputation or raised a question of every Airman's commitment to our core values. For the past 36 years I have been privileged to serve my country as an Airman in the United States Air Force in peacetime and combat. I was honored and humbled to be appointed the Air Force's 18th Chief of Staff and have been proud to serve our Airmen and their families. Upon taking office, I worked hard with Secretary Wynne to ensure the Air Force provided the right forces at the right time to help our Nation and allies win the Global War on Terror.

I think the honorable thing to do is to step aside. After consulting with my family, I intend to submit my request for retirement to Secretary Gates. The Air Force is bigger than one Airman, and I have full confidence that the Air Force will continue working with the Joint team to win today's fight, take care of its Airmen, and meet tomorrow's challenges. I love the Air Force and remain proud of America's Airmen.

*T. Michael Moseley  
Chief of Staff  
United States Air Force*

## Some civilian career updates clicks away

**RANDOLPH AIR FORCE BASE, Texas (AFP)** — Air Force Personnel Center officials here recently introduced a new self-service application as part of its ongoing commitment to civilian force development.

The Electronic Civilian Record Update, or ECRU, gives civilians preparing to meet a development team panel the ability to perform Web updates on certain civilian career information, such as developmental and professional military education, and duty titles.

The new capability, built on an existing software application, is an interim solution for helping force development

teams resolve an ongoing issue of not having employee records updated in time before the panels meet. The self-service updates performed by employees give career development team members a clearer picture of the workforce and helps them to more effectively develop future leaders and meet the needs of the Air Force.

Air Force officials are working an initiative, in conjunction with officials from the Department of Defense, that will give all Air Force civilians the ability to update their education, training and special qualifications (certifications, professional licenses) through My Biz. My Biz is a self-service module that is part of the Defense Civilian Personnel Data System. Using My Biz, civilians have the capability to update work e-mail addresses, work and home telephone numbers, handicap codes, ethnicity and national origin, and language. However, other critical pieces — such as education — are “view only.” In the future, My Biz will provide additional update capabilities.

For more information, visit <http://ask.afpc.randolph.af.mil> AFPC's “Ask” Web site and search for “ECRU.”

## Qualified Airmen can request campaign medal stars

**RANDOLPH AIR FORCE BASE, Texas (AFP)** — A recent memorandum from the Office of the Under Secretary of Defense provides guidance on the wear of campaign stars on both the Afghanistan and Iraq campaign medals.

The campaign stars recognize servicemembers for participating in designated campaign phases within the areas of responsibility for both awards.

In order to qualify for the campaign stars, Airmen must first qualify for the campaign medals by having served in the area of eligibility for 30 consecutive or 60 nonconsecutive days, and must provide official source documentation to confirm their participation in the AOE. Approved decorations, performance reports or travel vouchers can be used as official documentation.

Airmen become eligible to wear the campaign stars by serving one or more days in the following campaigns:

### For Afghanistan:

Liberation of Afghanistan - Sept. 11 to Nov. 30, 2001; Consolidation I - Dec. 1, 2001 to Sept. 30, 2006; Consolidation II - Oct. 1, 2006, until a date to be determined.

### For Iraq:

Liberation of Iraq - March 19 to May 1, 2003; Transition of Iraq - May 2, 2003 to June 28, 2004; Iraqi Governance - June 29, 2004 to Dec. 15, 2005; National Resolution - Dec. 16, 2005, until a date to be determined.

If an individual's initial inclusive period of deployment overlaps one or more of the approved campaign phases, the Airman will be entitled to the appropriate number of campaign stars.

Active duty members, Guard, Reserve and veterans who qualify for to wear the campaign stars with the medals can contact their servicing personnel unit or the Air Force Contact Center at 800.616.3775 to update their records.

## Deployment info now visible on vMPF

**RANDOLPH AIR FORCE BASE, Texas (AFP)** — Air Force Personnel Center officials here have taken another step to support Airmen and ensure all members know their air expeditionary force deployment status. Airmen can now access this information through the center's virtual military personnel flight, or vMPF.

This capability provides real-time visibility for Airmen and is consistent with the initiative to cease production of the often misplaced or missing AEF identification card.

Upon login to vMPF, Airmen can view the initial page that shows a box containing their AEF deployment status. This includes their AEF indicator, rotation period and the date their commander assigned them to a specific AEF.

This initiative is another step toward meeting the Air Force chief of staff's mandate to ensure all Airmen are assigned to an AEF and provided with maximum AEF predictability to prepare themselves and families for the possibility of an upcoming deployment.

Airmen with questions about their AEF deployment status can contact their unit deployment manager.

# Do you lead with integrity



from the First Sergeant's desk

## Senior Master Sgt. Pearlette Ullrich

301st Aircraft Maintenance Squadron First Sergeant

We are all educated about the many leadership methods and programs such as books, the academies, and seminars that are available. The best lessons on leadership are based on experience. However, observing another's experience can provide us valuable lessons. There's a common thread in leadership programs and experience — that common link is "integrity". Integrity is absolute in wholeness, honesty, and trust. Our values will be viewed as injustice, falsehoods, hidden agendas and prejudices without integrity.

A leader moves a subordinate member into another position under a different leader with the perception that the individual is being rewarded, while in silence, the intent being to dump his problems on someone else. A true leader would talk openly to the subordinate about their shortcomings. *What is the greater good?*

A leader endorses a subordinate member for a promotional opportunity by signing recommendations with the intent to provide access to their leaders and to legitimize publicly running

down that member's performance, attempting to ensure a negative future for that member. A true leader would not write a recommendation for a subordinate and then recommend to the hierarchy not to recommend. *What is the greater good?*

A leader displays symbols of hate towards race, gender, age, class status, or religious beliefs for the purpose of "fun" or the leader, who keeps walking while observing an inappropriate touch. A true leader would not forego addressing the incident even if the potential victim said it was okay, because in our professional environment, it is never okay. *What is the greater good?*

A leader that selects their favorite for an opportunity and that favorite does not live up to the tasks; silently they disappear, perhaps into the civilian world or sometimes another unit. A true leader would choose the best person for the job and start coaching their favorite to be better. *What is the greater good?*

We are all in a profession that gives us the right to legally kill another human being. Integrity cannot be compromised. Integrity must be absolute in wholeness, honesty, and trust. Integrity is the only thing that cannot be stolen or taken away from you. You lose your integrity when you give it away. A leader's character and their actions are judged based upon their expectations for the greater good.

Do you lead with integrity?



Spring time brings people together to enjoy a crawdad boil. These creatures are also known as crayfish and mud bugs but, if cooked correctly, can be delicious. (upper right) Jessica, 2 and a half years old, and her dad, Chief Master Sgt. Ricky Hester examine dinner. (lower right) A couple willing participants give the menu a taste. (U.S. Air Force Photo)