

SCOPE

193rd Special Operations Wing - Pennsylvania Air National Guard - Middletown, Pa.



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SCOPE

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Wing Command Chief Perspective

By Command Chief Master Sgt. Steven Hile

Wing Command Chief

As Brig. Gen. Eric G. Weller, Wing commander, and I travel to different meetings, training venues and organizational functions we often get questions and concerns about communications. What we do not often get is specifics about what is exactly wrong with communications. We answer the general questions and inform Airmen on where to get answers on things like missions; new missions; manpower; finances/budget; awards, both individual and Wing awards; inspections. Normally we ask for any follow-up questions or more specifics as it relates to communications. Often I find members are stunned and don't expand. When I press I begin to find out where their frustration lies, so let's talk about the 21st Century and the changing work place environment as it relates to communication.

My research, listening, and just plain old experience indicate we have a changing environment, which increases the complexity of communication within the workplace. Because of the way we interact we often communicate with Airmen in which we have no particular control over. Yes we set the standards as leadership/management and in the old days we could order (face-to-face) the Airmen to accomplish the tasks, now the days of ordering Airmen to do something and expecting them to respond fully are somewhat in the past. This is because so many requirements are now self-responsibility. Systems are set for a member to accomplish many things on their own.

The point is our Airmen reject the dictatorial style of leadership and our Guardsmen can be overwhelmed with all the tasks that need completed in just one weekend. If it is not specific you cannot

count on personal responsibility; however, there is a fix as long as we understand it. What I see is our Airman desiring more of a "participatory style" of communication so they fully understand what is expected. Simply sending an e-mail message with expectations will leave you on the disappointing end of the outcome. Meaning we (management, supervisors, leadership) thought we communicated; however, it is impossible for our Guardsmen to keep up and in turn feel they are not meeting the standards and then the big realization is it's a direct result of non-participatory style of management and communication. Yes it is true our younger generation communicates more on the electronic side, while our older generation communicates more with face-to-face conversation; however, I feel this is opposite when it relates to certain communication pieces. The electronic side of communication gives the options of "delete", "save it for later", or let me see what else is in my 100 unread messages from one UTA to the next. The next thing you find out is the task was not completed at the end of the UTA and now you feel the Airmen has not followed your requirements.

So the idea behind participatory communications is meeting with your Airmen, provided them with a schedule of events, and discussing your expectations. Bottom-line, participate with them so they can plan, train and meet your expectations effectively. Consider when you were growing up; remember that chore list you got. This was your parents' communicating their expectations and holding you accountable until they were met. Now just think how your Airmen will feel if they met all of your expectations. They would feel successful and accomplished because of your effective communications style. Give them their chore list for the weekend and not electronically, but face-to-face. Allow a brief time for questions and then send them on their way to accomplish your expectations. Have them follow-up

ON THE COVER



Tech. Sgt. Thomas Nancarvis, 193rd Communications Squadron, places a support rod on a satellite dish during Joint Lightning 2011 at Fort Indiantown Gap. Joint Lightning is a two week exercise that brings communications squadrons together to foster standardized operations in a combat environment. (Photo by Tech. Sgt. Matt Schwartz)



News In Brief

Officer Professional Development Seminar scheduled

The Officers Seminar for 2011 will be 16-19 August at the ANG Schoolhouse, Fort Indiantown Gap. This year's seminar will have many special guest speakers and military subject experts. They will provide four days of interactive leadership training. It will be a time for you to meet and communicate with other officers. The registration form can be found on the 193 SOW Portal Pages under the topic "Education and Retention". Return email registration to Chief Master Sgt. Wayne Isett (Ret) at wayne.isett.ctr@ang.af.mil, or mail to 193 MSG/IM, 81 Constellation Court, Middletown, Pa. 17057-5086. Registration deadline is Aug. 7. Rooms are available at the ANG Schoolhouse Lodging Facility. You will be billeted two to a room. A motel room cannot be utilized unless there are no rooms left at the ANG Schoolhouse. Room reservation can be made by emailing ang.school.reots.omb@ang.af.mil. Information about orders, lodging and pay should be addressed to your squadron orderly room or Tech. Sgt. Pamela Nee pamelanee@ang.af.mil. If you have any curriculum questions please contact Seminar OIC, Lt Col Dan Bailey Daniel.bailey2@ang.af.mil or Seminar Facilitator, Wayne Isett.

New York Air Guard supports NASA's final shuttle mission

ROME, N.Y. (7/11/11) -- New York Air National Guard members, working with the Eastern Air Defense Sector, supported the launch of NASA's final space shuttle mission June 8.

An HC-130 Hercules and pararescue jumpers assigned to the 106th Rescue Wing were on hand at Patrick Air Force Base, Fla. to provide rescue support if Atlantis astronauts had been forced to abort the mission and bail out of the spacecraft.

To read the rest of this story click here: <http://www.ng.mil/news/archives/2011/07/071111-shuttle.aspx>



Promotions

For the month of June

Promoted to Master Sergeant

Joseph M. Garber	193 MSG
Jason D. Maldonado	193 LRS
Steven R. Yingst	271 CBCS

Promoted to Technical Sergeant

Cory R. Frantz	193 LRS
Andrew P. King	193 FSS
Jeremy L. Weaver	193 CES
Dustin L. Winter	193 CS
Brian L. Smith	193 MXS
Gary D. Lum Cheong	271 CBCS
Ryan J. Lash	112 AOS

Promoted to Staff Sergeant

Jonathan W. Hempfing	193 MXS
Dominick R. Kulakowski	201 RHS
Daniel J. Nicholson	148 ASOS

Promoted to Senior Airman

Kyle E. Anthony	193 MXS
Jason L. Rohrbaugh	193 MXS
Nyrel J. Shearer	193 SFS
Amanda Ziegler	193 MXS

Promoted to Airman First Class

Trevor S. Bontrager	193 SF/211 EIS
Jessica A. Greene	193 SF/193 OG
Jonathan M. Jones	193 SF/211 EIS
Cody A. Miele	193 SF/201 RHS
Anthony Marquez	193 SF/271 CBCS
David Miller Jr	193 SF/201 RHS
Michael T. Mione	193 SF/201 RHS
Matthew M. Patti	193 SF/201 RHS
Anthony M. Pavoncello	193 SF/193 SFS
Alex M. Reichard	193 SF/193 SFS
Brandon Rutt	193 SF/193 SOS
Alicia M. Sabatini	193 SF/193 MXS
Christopher M. Shirk	193 SF/193 MXS
Matthew R. Weneck	193 SF/271 CBCS
Jason M. Yoder	193 SF/211 EIS



Special Operations commands train at Joint Lightning exercise

Story by Senior Airman Claire Behney

Public Affairs Specialist

The grounds of the Air National Guard Schoolhouse, Fort Indiantown Gap, Annville, Pa., was recently transformed into a forward operation base. The FOB was the simulated combat environment for this year's Air Force Special Operations Command's Annual Joint Lightning communication exercise, held June 6 to 17.

Servicemembers and Department of Defense employees from around the globe participated in the exercise, bringing together a vast amount of knowledge, capabilities and communications toys for the purpose of practicing how they deploy as a total force.



Members of the 1st Special Operations Communications Squadron from Hurlburt Field, FL, raise the radio antenna during Joint Lightning 2011 at Fort Indiantown Gap. Joint Lightning is a two week exercise that brings communications squadrons from active and reserve components of the Air Force to foster standardized operations in a combat environment. (Photo by Tech. Sgt. Matt Schwartz)

“The purpose of Joint Lightning is to bring all the cyber commands from Air Force Special Operations Command together to practice how we deploy, because we deploy as a total force organization with Guard, Reserve and active duty personnel,” said Maj. James Coughlin, Air Force Forces Support Division, Communications Directorate Headquarters, Air Force Special Operations, who was also the Joint Operations Air Component commander for the exercise. “We also have personnel from Marines Special Operations, Special Operations Command Pacific and Defense Information Systems Agency to work on our interoperability to practice here in garrison what we’re going to do when we deploy.”

Their branches of service and locations might be different, with participants hailing from Alabama, Massachusetts, New York, and as far as Kadena Air Base, Japan, but their mission is the same.

“As Special Operations Forces our job under the United States Special Operations Command is to go out and do smaller tier events; whether it’s homeland defense support, direct action and sometimes it’s humanitarian missions, we have to go out where the Department of Defense and the United States Government require a smaller footprint or a small signature and that’s our job,” said Maj. Coughlin.

For the Guardsmen participating in the exercise there was a unique challenge that they worked to meet, Senior Master Sgt. Ronald Rolfe, superintendent for the flight systems transmissions services, said. That challenge was to increase the traditional Airmen’s familiarity with the high tech communications equipment because only working with it two days a month makes it difficult to retain the fluency required to navigate the equipment.

AFSOC has given us the communication toys that we play with. We have to see what we don’t have on the road right now, bring that to the exercise and we do our best to train on it, said Sergeant Rolfe.

Practicing like they fight and maintaining knowledge of equipment is key to upholding what is required of communicators in their career field.

“The National Guard and the Reserves are helping headquarters AFSOC maintain and fulfill our deployments,” said Albert Reyna, Air Force Special Operations Command Expeditionary Communications Contingency Plans manager and Joint Lightning exercise coordinator. “We rely heavily on the Air National Guard to keep us communicating and keep AFSOC dominating the air like we do.”

Achieving mission success while deployed comes from the combined efforts of communicators, regardless of branch of military service.

“The uniqueness about the communicators is we don’t have a specific air frame that we provide services for and within the communications team we’ll get communicators from the Air National Guard, the Air Force Reserve, active duty units, and the Air National Guard itself is very important to our mission,” said Reyna.



New kind of Hope joins forces with Medical Group

Story by Senior Airman Claire Behney

Public Affairs Specialist

There's a new face at the 193rd Special Operations Wing and as part of the Wing's medical team, she's here to assist all Wing members. Hope Clever was recently hired as the Wing's full-time director of physiological health and she's here to provide for the mental health needs of members.

The position of wing director of physiological health was recently created by the Air National Guard to provide mental health support to Airmen both pre and post deployments and has the vital role in ensuring Airmen are assessed and receive treatment or help as needed.

who can direct those types of programs is very important."

Recent findings have shown an increase in the incident of suicides in Guard and Reserve members. After reviewing these findings, the Department of Defense decided to take action.

"DoD started to look at the issue and they saw that one of the problems is we come back from war and immediately step out of our uniform into our civilian clothing and we go back to our life," said Col. David Gann, Medical Group commander. "We don't seem to have the opportunity to unwind and debrief and get to understand the feelings and emotions that come from being at war."

have the day-to-day stressors, but then when the drill weekend comes and we put on the uniform we come here and we have other unique stressors to face to be prepared to hold up to our oath when we said I will support and defend the Constitution with my very life."

The purpose of adding Hope to the team is to interface with the already present resources, such as the Chaplain's office and the Family and Airmen Readiness office, and provide physiological insight to develop a path that will be tailored to someone's specific needs.

"If a person is in crisis I'll be working to de-escalate them and more than likely making a referral for the proper services," said Clever.

So while the resources for assisting an Airman and their family before and after a deployment are plentiful, the multiple options could become overwhelming. Clever's role will be to evaluate a person's physiological health and help to point them in the right direction to get what they need.

"We needed someone who is not only highly skilled at talking with an individual, providing the right assessment and reassurance, but somebody who can take all the different departments of behavioral health and weave them together so we have a consolidated program," said Col. Gann. "We're all unique and even though we experience similar stressors our responses are going to vary."

While Clever is here to provide her professional physiological input, her duties will not be to schedule one-on-one counseling services, she said.

"I want members to know we're not impervious to stress and things are going to happen and now we have a personal resource who we can turn to here at the Wing," said Col. Gann.



Hope Clever, Wing director of physiological health, has recently been added to the Wing's medical team. Her full-time position was recently created by the Air National Guard to provide an additional resource for Guard members' mental health needs. (Photo by Tech. Sgt. Culeen Shaffer)

"The Air Guard is the only service component that does not have military members, who are mental health professionals or technicians," said Air Force Maj. James Coker, chief of public health and prevention for the Air Guard surgeon's general office. "We do not have that career field in the Air Guard, so putting someone

It's with that sentiment in mind that Clever was brought to the Wing. Previously working in the outpatient center of Chambersburg Hospital, Clever has the credentials to provide for Wing members.

"We in the military have to deal with some unique stressors," said Colonel Gann, "As citizen Airmen we not only



Comptroller Flight awarded organization of year

Story by Senior Airman Claire Behney

Public Affairs Specialist

When it comes to Comptroller Flights, the 193rd Special Operations Wing's is above all others. Taking home three awards for fiscal year 2010, the 193rd Comptroller Flight has shown they're a tremendous asset to the Wing and its mission.

The 193rd Comptroller Flight has earned the honor of the Financial Management and Comptroller Organization of the Year, a first for the Flight. They also received Financial Services Office of the Year, which pertains to the personnel funding and accounting side of the house. Master Sgt. Darin Wildasin, lead accounting technician, won the senior non-commissioned officer Outstanding Ready Guard Member award for his efforts and accomplishments with the Flight.

"I don't know if it's just luck or the area of the country where we've come from or if it's the level of support we receive from our commander, or all of those things that really make our folks outstanding and really make us able to do what we do as effectively as we can," said Lt. Col. Kimber Connelly, 193rd Comptroller Flight commander. "It just makes the job so much easier when we have dedicated, enthusiastic, positive, can-do people and that's what we've got in this office and that's what really is one of the key things that allows us to continue to perform at the level we do with the volume of work that we have to accomplish and I am just very lucky to have such an outstanding group of professional working here."

The Flight is currently in the top three of the Air National Guard for workload, which was determined by the recent man-power study that was conducted. Colonel Connelly credits this to the uniqueness of the mission. Because of this distinct mission the 193rd Comptroller Flight is the only one in the Air National Guard that receives funds from two separate commands, Air Force Special Operations Command and the National Guard Bureau.

Colonel Connelly said it requires a continual focus on the mission, mission requirements and constantly working the details on a day-to-day basis for the Flight to stay on top of their workload and what is required of them.

"I take pride in being a part of all the awards, but as an office we strive to be the best and getting that recognition out of NGB was certainly exciting for us," said Sergeant Wildasin. "The last few years we've been getting some of the under awards as part

of the shop, but to get 'the big one' this year so the entire Flight could be recognized for their contributions is certainly exciting."

The Flight is no stranger to annual awards. Last year the Flight won Outstanding Financial Analysis Office of the Year and Senior Master Sgt. Michelle Kerstetter was awarded as Outstanding Superintendent of the Year.

For Sergeant Wildasin, the winner of this year's senior NCO Outstanding Ready Guard Member, the year has been gratifying on many levels.



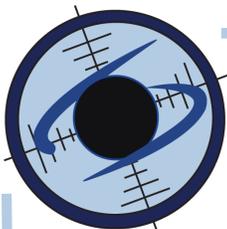
Tech. Sgt. Steven Hansman, 193rd Comptroller Flight accounting technician assists Airman 1st Class Corey Leggett, 193rd Security Forces Squadron with some fiance related material. The Flight strives to have outstanding customer service to meet the needs of Wing members. (Photo by Tech. Sgt. Mariko Bender)

"I'm certainly proud of the accomplishments and I don't take it lightly by any means...it just comes natural to work hard at what I do and I think the results kind of speak for themselves," said Sergeant Wildasin.

Working hard is a requirement for the Flight when their customer service is extended to over 1,700 Airmen, 380 technician and 110 Active Guard Reservists.

With several new projects already on the horizon the next fiscal year, the Flight is sure to be in for another busy year and successes are bound to follow, based on their track record.

"It's certainly a job that keeps me busy and has its challenges, but the successes as you can see are rewarding in their own right," said Sergeant Wildasin.



Have a story to tell, job vacancy or an announcement?
Scope can work for you, contact the public affairs office.

**All Scope submissions must be received
by the Sunday of the UTA prior to the desired run date.**



Sounding Off

What you need to know to keep you flying...

193rd Benevolent League announced

The 193rd Special Operations Wing Benevolent League is now the single focal point for Wing, group, and squadron charitable events in the future. Any charitable event that takes place outside the gates or any charitable event taking place on base must be vetted through the league.

The 193rd Benevolent League provides oversight and liability protection for the commander, the Wing and the Pennsylvania Air National Guard.

If you would like to raise money for a charity please contact the league at their e-mail, 193sow.benevolentleague@ang.af.mil.

WSO position opening

The 193rd Special Operations Wing is looking for the Pennsylvania Air Guard's best and brightest who possess a passion to fly to apply for a current vacancy as a weapon systems officer.

Application boards will be held on October drill and complete packages are due no later than Sept. 30. Packages must include a cover letter, resume, official college transcripts, a copy of most recent physical, AFOQT scores, AF FM 24, a minimum of three letters of recommendation and if applicable, a copy of private pilot license, DD 214, NGB 22 and all OPR's/EPR's.

Send packages to 193rd SOS/DOOW, WSO Recruiting: Capt. Kathleen Pearson 76 Constellation Court Middletown, PA 17057.

Don't wait until the last minute; schedule your AFOQT now and get your application in today!

For additional information stop by the WSO section or contact Capt. Kathy Pearson, 193rd WSO section supervisor 717-948-2473 or kathleen.pearson@ang.af.mil

Equal Opportunity Officer opening

The 193rd Equal Opportunity Office is accepting applications from qualified individuals seeking to retrain into the EO career field and serve as the Wing's Equal Opportunity Officer. Applicants must possess the ability to speak distinctly and communicate well with others, skills in completing structured tasks, professional military bearing and appearance, and prior qualification in any AFSC at the 5-skill level or higher.

Packages must include a letter of intent stating the reasons for wanting to retrain into the EO career field and resume. If not currently a commissioned officer, a copy of AFOQT scores must be included as well.

Selected applicants must be available to attend and complete the Academy of Military Science for commissioning, Defense Equal Opportunity Management Institute's Reserve Component Course and Force Support Officer Course.

Send packages electronically to Maj. Don O'Shell, director of equal opportunity, to donald.oshell@ang.af.mil by Aug. 1.

New DD-1351-2 form announced

SAF/FM has approved the use of digital signatures on the new May 2011 version of the DD 1351-2. The previous March 2008 version of the form will become obsolete Oct. 1. If you have any questions regarding this change please contact the Comptroller Flight customer service desk at DSN 423-2388. The new form is available now and can be obtained in CF office or L:\Shared\FM-Group Public Access\2011 Travel Voucher.

What's on the Menu



Constellation Cafe

Hours of operation 11:30 a.m. to 1:00 p.m.

SATURDAY

Main Line:

Swedish meatballs
BBQ chicken
Noodles
Peas
Cauliflower

Snack Line:

Fish sandwich
Burgers
Baked beans
Hush puppies

SUNDAY

Main Line:

Three-bean chili
Pork chop
Rice
Corn
Brussel sprouts

Snack Line:

Hot dog
Burgers
Baked beans
French fries

Clancys:

Open from Apr - Jun and Aug - Sep

Need space for a working lunch?

The atrium is now available for working lunches and can accommodate up to 24 people. Call extension 2456 to reserve this space 48 hours in advance.



Airmen fulfill leadership, managing, mentoring roles



By Chief Master Sgt. Daniel S. Hartzell

Regional Support Group Superintendent

We hear the words leadership, managing and mentoring on a regular basis and many people use them interchangeably. What is really meant by these words and who has ownership of these processes? Each one of us must have the desire to achieve these roles and consequently, the responsibility to do them well. A leader must have followers, a manager must have tasks to complete and a mentor must have a willing protégé. In the Air Force, we are trained to move between these roles on a regular basis depending on the situation in which we are placed. The ability to determine what role you are engaged in can determine your success or failure in your mission.

General Omar Bradley, also known as the “Soldiers General” in WWII, has a few famous quotes that are meaningful to all Airmen, non-commissioned officers and officers. He stated, “The test of a leader lies in the reaction and response of his followers. He should not have to impose

authority. Bossiness in itself never made a leader. He must make his influence felt by example and the instilling of confidence in his followers. The greatness of a leader is measured by the achievements of the led. This is the ultimate test of his effectiveness.” Additionally he is quoted with saying, “The greatest leader in the world could never win a campaign unless he understood the men he had to lead.”

Do we inspire other Airmen to go above and beyond? Do we lead by example and get to know the men and women that we work with or do we sit back at our desk and let others take care of our Airmen? We must each be great followers before we can become good leaders. We must all get out from behind our desks and spend time getting to know the people that we are accountable for leading. Take ownership of them and make them want to do more than they think they are capable of doing. If a leader or manager cannot leave their office for an hour to talk to their Airmen, they are not supervising properly. Delegate the responsibility of the shop to the future managers and leaders. That is how the Airmen will learn.

To our Airmen: Work to become a great protégé and seek others out to mentor you and other Airmen. Find someone that holds the values that you admire and ask them for mentoring. Spend time with them to listen, observe and learn. You are becoming the great follower and future manager by stepping up to the plate and assisting your supervisors. Your goal should be to complete work and accept responsibilities at the higher grade long before you get promoted into that position. Have high expectations of yourself, your leaders and those around you.

To our NCO’s: Work to move from manager to leader. To be known as

someone who inspires others is one of the greatest complements one can receive. Many NCO’s will continue in the role as a manager and will perform well at getting tasks completed, passing inspections and moving people through skill levels. These are valuable assets that the Air Force needs, but developing and achieving leadership skills will help inspire everyone to work at the next level. Each of us needs to ask ourselves what are the leadership skills that we look for in others and do we have those skills ourselves.

To our officers: Mentor, coach and communicate with your staff. They want to talk with you and understand the bigger picture, the financial aspect, the strategic planning and most importantly, the mission. They are closest to equipment and training, so we can learn from them in providing new ideas and solutions. Communications should be in both directions. Keep them involved and engaged, but allow them the opportunity to learn for themselves. Every manager has been given opportunities to learn and make mistakes. Leaders must take that knowledge and use it to mentor others and develop careers. We are all in the business of training our replacements.

Lead, follow or get out of the way is a commonly used phrase and we need to be prepared for each of these scenarios. We have the ability to do all three, but do we have the desire or skills to do any of them? Our career should be one that tracks through the process of moving from protégé, to manager and then to leader. Accurate and truthful self-evaluation of our abilities and career is a trait that leaders usually have in great abundance. Be humble, honest, and sincere, do what you say you are going to do and success will follow you throughout your career.

Wing (continued from Page 2)

with you to ensure they have met the requirements. This is “participatory” communication with your Airmen.

In summary consider how you are communicating. Consider using a more participatory communication style with your Airman. Be sure they know where to find all the big picture items that are consistently briefed and take the time to inform your Airmen about significant information. Also I must add, following

orders is part of our responsibility and if not followed there are consequences. Nowhere in this article am I suggesting this is not still part of how we operate. It is one form of communication; however, I ask us to adopt the new term of participatory communication. I truly believe this will assist in overcoming some communication concerns and will most definitely support our most precious resource; our Airmen.