



# THE DANG TRUTH

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## CONTENTS

|   |    |
|---|----|
| 166th Communications Flight .....       | 1  |
| UEI Rapid Improvement Event .....       | 4  |
| Airman Spotlight.....                   | 5  |
| Promotions and Retirements .....        | 6  |
| HRA: Unconscious Bias .....             | 7  |
| Candlemaking Team-building Event.....   | 8  |
| Feathers of the Wing.....               | 9  |
| Dependent Care FSA .....                | 10 |
| Welcome our New Officer Recruiter ..... | 11 |
| Recruiting – JEEP program.....          | 12 |

### 2023 UPCOMING EVENTS

|           |                      |
|-----------|----------------------|
| 14 Dec    | FTS Holiday Party    |
| 6 Jan     | Senior Leader Conf.  |
| 15-20 Aug | UEI Capstone Re-look |

### DEVELOPMENTAL EVENTS:

|       |  |
|-------|--|
| 1 Dec | 1300-1400 MICT/IGEMS<br>Power Hour                 |
| 2 Dec | Conflict Management (TBA)<br>POC: SMSgt Fleischman |

## WHAT IS A JOINT INCIDENT SITE COMMUNICATIONS CAPABILITY (JISCC)?

*by SMSgt Daniel Spruill, 166th Communications Flight Senior Enlisted Leader, CISSP*

When most people think of “Comm,” they primarily think of their on-base communication support (e.g., desktop computer, email, internet access). While this support does make up a large part of the Base Comm mission, many don’t know that they are also tasked with a deployed Comm mission. The 166th Communications Flight (CFT) is also assigned and responsible for a deployed communications package called the Joint Incident Site Communications Capability (JISCC).

The JISCC is a deployable package of communications equipment that is used to support domestic operations, disaster response, and provide defense support to civil authorities. With this package, trained 166 CFT members can setup in an area that is



Members of the 166th Communications Flight install a satellite communications link in Washington, DC. This dish is part of a JISCC array. (courtesy photo)

lacking communication capability (for example, a region hit by a hurricane or tornado) and have multiple modes of communication available within a short time after arriving on-scene. Once connected, the JISCC provides its users with voice, data, video, and radio communications. The ability to provide these services comes primarily through a satellite link but can also utilize a wireless access point or even another JISCC terminal through a redundant communications link. Once connected, the JISCC

*See “JISCC” continued on page 2*

### Social Media Links:

Facebook:166th Airlift Wing Instagram:@166thAirliftWing Flickr: delawareairnationalguard

...And *that's* the DANG Truth!



*"JISCC" continued from page 1*



Once connected, the JISCC can provide wired and wireless internet, wireless IP phones, Voice-over-IP phones, commercial internet, and the DoD Network (AFNet). (courtesy photo)

can provide wired and wireless internet, wireless IP phones, Voice-over-IP phones, commercial internet, and the DoD Network (AFNet).

One of the most useful and unique features of the JISCC is the ability to allow otherwise disconnected agencies to communicate directly with each other. During the response to Hurricane Katrina in 2005 multiple federal, state, and local agencies along with the National Guard converged on the Gulf Coast to conduct disaster recovery operations. During this time, it was discovered that these agencies were not able to communicate with each other quickly and reliably due to the wide range of communications equipment used. Part of the purpose and design of the JISCC package was to address the inability of multiple agencies responding to an event

and not being able to work together or communicate with each other. The JISCC provides a cross-banding capability that can pull disparate communication equipment and signals into one. The JISCC now creates a link between first responders, local, State, and Federal agencies. For example, with the JISCC cross-banding, an Incident Commander who is on-scene using a hand-held radio can talk directly to someone on a cell phone on the other side of the country. Customers of the JISCC can range from civilian first responders and emergency managers to federal authorities and military commanders/personnel.

The JISCC is a National Guard capability Assigned as primary C2

communications for National Guard CBRN Response Enterprise elements (Homeland Response Force/CBRNE Enhanced Response Force Package). It is typically housed in and deployed using a mobile trailer that comes equipped with everything needed to setup and sustain operations. The package comes with a tactical tent, HVAC units, and multiple generators. In addition to the personnel, the only thing added for deployment is fuel, food, and water. The 166th

(in lieu of a tent) or for billeting a small team of JISCC members if needed. The JISCC package loaded in the trailer is made up of various components that, if needed, can also be loaded to and transported by military aircraft.

To successfully operate the JISCC, it takes a team of about 4-6 trained technicians of various skillsets. Each skillset focuses on a different component of the whole package (e.g., network, infrastructure, radio, etc.) with operators cross-training on each area to become multi-capable airman. The 166th



The JISCC is a National Guard capability Assigned as primary C2 communications for National Guard CBRN Response Enterprise elements (Homeland Response Force/CBRNE Enhanced Response Force Package). It is typically housed in and deployed using a mobile trailer that comes equipped with everything needed to setup and sustain operations. Here, Loadmasters of the USAF back the mobile trailer into an Air Mobility Command C-17 Globemaster III strategic airlifter. (courtesy photo)

Communications Flight has been able to make enhancements to their unit by acquiring an additional trailer that not only can deploy the package but can also be used as the JISCC operations center

Communications Flight is constantly training new members from different Comm AFSCs/specialties to have enough people to pull together a team as needed on short notice.

*See "JISCC" continued on page 3*



*"JISCC" continued from page 2*

The 166th Communications Flight has been operating a JISCC package for over 15 years. The package has gone through several major upgrades and variations over the years. During that time, the 166 CFT team has also served as national trainers on the JISCC system for technicians from Army and Air National Guard units all around the country. The team has conducted training with other ANG teams as well as assisting with the formal JISCC course taught at the 193rd Regional Training Institute, Bethany Beach Training Site.

In addition to training, the 166 CFT has participated in numerous exercises across the U.S. and has deployed the JISCC for several real-world deployments. Some of these include:

- Multiple Presidential Inauguration deployments providing communication capabilities to Tactical Operation Centers in and around the National Capitol Region
- Multiple joint deployments with the Army/Navy Reserves to provide communication services for medical staff during Innovative Readiness Training (IRT) operations serving disadvantaged communities
- Multiple nationwide Comm exercises (COMDEX) to test new and existing capabilities with other mobile Comm units
- JISCC personnel deployed to support hurricane relief operations for Puerto Rico both on the ground and at the ANGRC CAT



One of the most useful and unique features of the JISCC is the ability to allow otherwise disconnected agencies to communicate directly with each other. (courtesy photo)



Members of the 166th Communications Flight hold a Delaware state flag during a deployment to the United States Capitol in Washington, DC. (courtesy photo)

While the JISCC has potential uses all year long, the most heightened time of readiness exists between the months of June and November (Hurricane Season). While there are periods of system upgrade and personnel training that can affect our availability, the 166th Communications Flight pushes to keep the system patched and members trained and ready to deploy when called upon.

# UEI Rapid Improvement Event



166th Airlift Wing RIE Team - Left to right: Back row: Mr. Krams (Event Facilitator), MSgt Howard, Lt Col Anderson, Maj Stoeckle, Ms. Wilson, Lt Col Zook, CMSgt Minner, CMSgt Barone, SMSgt Lind, Lt Col Cretz, SMSgt Foulk, Lt Col White; Front row: Lt Col Boles, Maj Walsh, Capt Mutter, Maj Greene, Col Meartz (Team Leader), CMSgt Dugar, CMSgt Williams, Maj Azeltine and Lt Col Coward (NGB/IG). Not Pictured: MSgt Weiss (103 AW/IG) (courtesy photo)

In an effort to address the deficiencies identified during the recent Unit Effectiveness Inspection, the 166th Airlift Wing conducted a Rapid Improvement Event (RIE) October 24th through the 26th. Through rapid improvement events, organizations assemble teams to systematically improve performance on essential tasks, which strengthens combat effectiveness.

This event followed a Continuous Process Improvement & Innovation (CI2) eight step Problem Solving Process to identify key issues with the Unit Self-Assessment Program and develop sustainable solutions to help resolve deficiencies. Members from the 166th IG office facilitated the event. The team was comprised of a diverse cross-section of

wing Squadron Commanders, Senior Enlisted Leaders, and USAP Managers. Members of the ANGRC IG staff and the 103d AW

improvement targets, determining root causes, and developing countermeasures.

The majority of the

*"My involvement in the Wing's Rapid Improvement Event (RIE) has been eye opening. The Continuous Improvement and Innovation (CI2) methodology or blueprint used to structure the RIE has proven effective in that it has organized and guided the team towards solutions. Mr. Krams and Col Meartz have done well directing and keeping us focused on the task at hand, which is to create a more robust and standardized Unit Self-Assessment Program (USAP) and strengthen the self-assessment culture within the Wing. We're breathing new life into a process that will help foster continuous improvement and showcase our commitment to excellence."*

- SMSgt Matthew H. Foulk, Munitions Superintendent

IG staff were also present to offer suggestions and provide an outside perspective.

The three-day event was concentrated on the first five steps of the problem-solving process. These steps include clarifying the problem, identifying performance gaps, setting

countermeasures that were developed can be grouped into three basic lines of effort. First, the team sought to provide clarity to a vaguely defined AFI process by establishing a well-defined set of minimum wing standards. The second area endeavors to standardize USAP doc-

umentation and tracking throughout the wing to provide consistency and unity of effort. Finally, the team elected to mandate wing-wide focus periods to ensure airmen have adequate time to accomplish program requirements and to emphasize the priority of the USAP as it relates to the overall success of the wing and its mission.

The countermeasures developed during this Rapid Improvement Event will become effective in January 2024. There will be several orientation briefings and training events conducted over January RSD to ensure all airmen have a clear understanding of the path forward for the USAP. As with any CI2 event, the processes put in place will be evaluated and modified as needed to save time and eliminate waste.



# AIRMAN SPOTLIGHT

## SENIOR AIRMAN ARIANNA N. ALCOCER 166TH CIVIL ENGINEER SQUADRON CSS

I decided to join the Air National Guard before I graduated from high school. I enlisted a month prior to graduation. My biggest inspiration that drove me to join was my dad. My dad, Nicolas Alcocer, attended the Air Force Academy and then was active duty for 15 years before transferring to the New Hampshire National Guard and now Seymour Johnson where he serves under the reserves. When my dad would leave for the military I never understood at such a young age. As I got older I realized why he had to leave for as long as he did and it was so my family and other families could enjoy the things we may take for granted. Turning 18, about to graduate high school, and having a member in the Guard at the time, opened up a door for me to serve a purpose for something bigger than myself. Learning I could help others while still obtaining a college education was too good to turn down and this led me to raising my right hand while my dad recited the oath to me in front of our countries flag.

An obstacle I had to face was when I got my orders to leave for basic. This was particularly challenging for me because I had registered for my second semester of freshman year classes and now was being told I needed to drop everything, potentially fall behind academically, and prepare to leave. This was hard for me because the idea of getting off track for my expected graduation term was terrifying to me. I eventually realized education is not something that needs to be rushed. My training became the most important thing I needed to accomplish so I could begin doing what I signed up for.

My unit's mission is to ensure all personnel are able to deploy and prepared to support our fellow wingmen around the world. My technical training prepared me for this through running simulations and exercises of activities accomplished on a day to day basis. Basic training prepared me for my unit's mission by aiding me in developing the necessary skills to serve.

Outside of work I am a college student who is from New Hampshire. I am a Medical Diagnostics Major with a pre Physician Assistant concentration at the University of Delaware. My life consists of a lot of homework and exams but when I am free I enjoy spending time with my friends or going to the gym. I am also an active member of Alpha Epsilon Phi and do a lot of community work and fundraising for a student run awareness event known as UDance that raises money for young children with cancer. I am also a personal care assistant (PCA) which consists of providing medical care and companionship to the elderly within the comfort of their own homes.

The longer I am in the military as a member myself, the more I find myself enjoying it. I am always developing and obtaining knowledge from my supervisor and fellow wingmen. I see myself pursuing a career longer than just the initial six years. Hopefully I will be able to use my college degree to pursue a medical path within the Air Force and help others the best I can.

I would like to first thank the leaders in the guard because I know it must not be an easy job. I also would like to thank the Junior Enlisted force because I know if I am ever in need of help I will have people there for me to provide support with whatever need be. If I have learned anything as a young airman it is the Air Force is always adaptive and improving. There is always an opportunity to develop your skills.

My most memorable memory so far has to be my dad swearing me in. That meant a lot to me to have the person I looked up to growing up get me to where I am. Another memorable time for me was my training. I met so many people from all around the country and learned so much. I am still in touch with a lot of the friends I made while away.





# Promotions & Retirements

December 2023

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## **Promotions**

Angel Agostoermarrero to TSgt

Abigail Foxx to TSgt

Daniel Millea to TSgt

Matthew Roderick to TSgt

Rex Stone to TSgt

Brandan Hollis to SSgt

Brody O'Brien to SSgt

Abigail Hines to A1C

Britney Hines to A1C

Alexis Wilkerson to A1C

## **Retirements**

Maj Jonathan D. McGrath 166th COS

TSgt Ronald H. Trower, Jr. 166th LRS



# Being Aware of Your Unconscious Biases

By Senior Master Sergeant Faith C. Fleischman  
166 AW Human Resource Advisor



SMSgt Faith C. Fleischman  
Human Resource Advisor  
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Office – Located in the LRS Command Staff area

**H**ow do you choose your friends? Are they like you in some way? Perhaps they went to the same school, have similar hobbies, like the same sports teams, or have kids the same age as your kids. Chances are you have something in common with your friends. We tend to choose to hang out with people who are like us in some way. This is Similarity Bias and it is human nature. We have natural biases that help us choose the people with whom we like to spend time. There is nothing wrong with having biases; they are developed over time to help us categorize massive amounts of information that our brains try to simplify. The issue arises when a bias positively or negatively impacts someone else and creates an unfair advantage or disadvantage for others. What is important is that we are aware of our biases. Let's suppose you are sitting on a selection board... Do you hire the person who is most like you? Or do you hire the person who is best qualified for the position? If we don't consciously think about how our biases can influence us, we may choose the wrong candidate. When selected to sit on a promotion board, here are some things to think about; Do I prefer this candidate because he/she is like me? Or is this person the most competent? Did he/she answer the questions exactly the way I thought they should? Or did they provide a different perspective that might benefit the organization, even though it is not what I expected? This is not to say that we shouldn't choose the candidate who is most like us, if that person is truly the most qualified and the best fit for the position. Being aware of your biases can help you set them aside when making a decision to be sure you are choosing the best person for the right reasons. Important aspects to avoid biases in the workplace, and especially with Boards, include setting objective criteria.

This can help prevent you from being swayed by irrelevant factors. Share the "why" behind your decisions. This will help you double check your objectivity. And lastly, don't make assumptions based solely on stereotypes. Make decisions based on examining skills and supportable objective criteria.

If you'd like to learn more about Unconscious Bias, how the HRA can assist you, or would like to schedule training for your Section, Squadron, or Group please stop by my office or send me an email. Also, don't forget the HRA Diversity & Inclusion series courses are offered to the Wing either Saturday or Sunday of RSD. Check the RSD Plan and monthly base-wide email for locations and times. See you there!

| Human Resource Advisor: Diversity & Inclusion Wing-wide Courses |  |  |
|---|--|--|
|   | Times TBD  | Times TBD  |
| FY24  | Saturday   | Sunday   |
| November  | MENTORSHIP PROGRAM - SPEED MENTORING EVENT                                 | Coaching/Mentoring Methods                       |
| December  | Conflict Management  | HOLIDAY PARTIES                                  |
| January   | SENIOR LEADERS CONFERENCE  | Unconscious Bias                                 |
| February  | Microaggressions   |  |
| March   | NO CLASSES SCHEDULED   |  |
| April   | Navigating Leadership Challenges   | Understanding Diversity, Equity and Inclusion    |
| May   | MENTORSHIP PROGRAM - PANEL MENTORING EVENT                                 | Coaching/Mentoring Methods                       |
| June  | Managing Stress & Resiliency   | Emotional Intelligence                           |
| July  | NO RSD   |  |
| August  | Leadership & Effective Communication                                       | Four Lenses - Understanding Others Personalities |
| September   | Unconscious Bias   |  |
| POC:  | Human Resource Advisor (HRA)   | SMSgt Faith C. Fleischman                        |
| Email/Phone   | <a href="mailto:faith.fleischman@us.af.mil">faith.fleischman@us.af.mil</a> | 254-702-7260                                     |

# 166TH MXG HOLDS UNITE HOLIDAY CANDLEMAKING EVENT WITH HELP FROM CABERNET CANDLES ON 5 DEC



This candlemaking class was team-building event for Airmen that combined candle-making and mentoring to foster a positive and collaborative work environment. Team building is an essential practice in the workplace that fosters mutual support and collaboration among Airmen. It helps to develop relationships and build trust between each other, which enables them to perform at peak levels, feel valued, and focus on tasks. Team building also creates a sense of psychological safety that empowers Airmen to grow and learn from others. (courtesy photos)





# *Feathers of the Wing*

A historical perspective by BG (Ret.) Kennard Wiggins, Curator of the Delaware Military Museum

## A SHAVETAIL LIEUTENANT RETURNS HOME



General Spruance handing a flight helmet to a T33 instructor pilot in the early days of the Delaware Air National Guard. (Photos courtesy of BG Kennard Wiggins, Delaware Military Museum).

I served eleven years of enlisted service before I was commissioned in 1978. Despite all my leadership and management training acquired at AMS, it was still strange to come home and command the little shop to which I had once been an enlisted airman. My former peers were now my subordinates. Per the normal protocol, they called me “sir”, or Lieutenant when there were other officers, or visitors around. But within our little organization we were all on a first name basis. This was the National Guard after all, not the Pentagon. During my time with my unit I remained a familiar face to my team and to the rest of the organization. I still felt more comfortable oftentimes with the enlisted folks than my new officer peers.

Brigadier General William W. Spruance hosted an annual social at his home in Greenville. As a new lieutenant, my wife and I were invited. The Spruances had a palatial home with a swimming pool, and a little cabana thing where food was served. The origins of this gathering dated to the founding of the unit when all the fighter pilots got together after working hard.

There were legends of motorcycles being driven up the grand staircase and airplanes or jeeps being taken apart and put back together inside the house. I was way too insecure for any such shenanigans, and remained on my best behavior: polite, and very conscious of my greenness. But by the late 1970's the remaining fighter pilots were fairly senior officers who had grown older and the party was pleasant, but not very wild, although they talked a good game about the old days. Nevertheless, these parties helped me to break the ice and get to know my fellow officers on a less than formal “yes sir/no sir” basis.

The strength of the Guard is that we were all friends, neighbors, and in some cases, relatives. We weren't philosophically that far removed from the day when the militia elected its officers. Historically, the National Guard was mobilized as a unit and went to war with people from their own community.

A military historian writing of the Germans on the Eastern Front during WWII noted that they fought on after suffering terrible setbacks and wondered how they managed to last as long as they did against overwhelming odds. He concluded that because their soldiers were organized in units from their own home towns, they fought with more tenacity and zeal to protect their comrades. Their reinforcements and replacements came from the same towns, and if they were wounded, they were returned to their community to recover. The British did much the same thing with their regimental system. Some have argued the efficacy of this in modern war, but I submit that the principle remains the same, and is a force magnifier, especially under duress.



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# *166th Airlift Wing Welcomes Our New Officer Recruiter*



Please help us welcome  
**Technical Sergeant Michael Segars**  
as our newly designated Officer Recruiter. He  
will be the main POC for any Line Officer, Health  
Professions, and Pilots, just to name a few.

TSgt Segars can be reached at:  
**mobile: (302) 573-0022**  
**email: [michael.segars@us.af.mil](mailto:michael.segars@us.af.mil)**





# D.E.E.P.

-- Joint Enlistment Enhancement Program --

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## 5 EASY STEPS!

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3. YOU ENTER YOUR UNIQUE ID CODE
4. RECRUITERS CONTACT AND PROCESS THE LEAD
5. YOU EARN IF THEY JOIN!

CONTACT A RECRUITER FOR MORE INFORMATION



Army  
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