The DANG TRUTH

Mission First, Safety Always -- The Safe Way is the Delaware Way

Volume 53, No. 2 — February 2013

166th Airlift Wing, Delaware Air National Guard
New Castle ANG Base, Delaware

Operation Full Strength aims: gain, retain Airmen; recruit to 104 percent this fiscal year

By Tech. Sgt. Benjamin Matwey
Wing Public Affairs

In early October of last year, at the start of our current fiscal year, Wing Commander Col. Mike Feeley launched Operation Full Strength (OFS) after consulting with Delaware National Guard Assistant Adjutant General for Air Brig. Gen. Carol Timmons.

What is OFS? It is a marshalling of wing resources from headquarters, plus every group and squadron, in order to manage a variety of tasks that can be shifted away from the core recruiting staff to free them up to focus on what recruiters do best – finding the best recruits for the wing.

"We really want OFS to help take the burden off our recruiters for those things that can be done equally well by other unit members, or by specialized teams. Additionally, OFS will plan, organize, and execute activities and events aimed at driving more potential recruits to the recruiters doorstep," said **Senior Master Sgt. Mike Davis**, recruiting and retention superintendent, headquarters, Delaware ANG.

The goal of OFS is to allow our recruiters more time to focus on "putting people in boots," said Sgt. Davis. Potential recruits will experience more face-time with recruiters at multiple venues on and off-base, "ultimately improving our conversion rate of leads to enlistments," he said.

The big number:

97.4%

Wing manning as of January 2013

Some big and creative events are on the OFS horizon to facilitate having more 'face time' with potential recruits. According to Sgt. Davis, one event being planned is a Junior ROTC and ROTC open house later this year, modeled after a similar, successful event held several years ago. Another idea being shaped is a 'Bring a friend to drill' day. Other innovative ideas being planned for the Student Flight are getting members aboard unit C-130 transport aircraft to see and feel firsthand some of our training missions, and having members visit the Bethany Beach Training Facility managed by the Delaware Army National Guard. Additional imaginative concepts are being discussed.

One focus of OFS is to focus on changes to positively impact present and future members of the wing's Student Flight, which normally has 30 to 60 new members (all non-prior service members) on any given week.

Student Flight members spend monthly unit training assemblies on base awaiting a start date for the eight-and-a-half week long Air Force Basic Military Training at Lackland Air Force Base. Last year about 200 new recruits were in the unit's Student Flight.

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The DANG Truth

166th Airlift Wing Leadership

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Colonel Dave Byerly.....Vice Commander
Chief Master Sgt. Hank Rome.....
.....Wing Command Chief

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Editor's note: Digital issues posted on our Air Force Public Web site, and on our Facebook page (editions not mailed).

February UTA events

Feb. 1, Friday:

- **PT Testing**: 0730-0930, Wm. Penn H.S. (arrive at 0715; all participants must be in a military status approved by their unit; schedule prior to test date through Unit Fitness Monitor; must wear only the Air Force Physical Training Uniform; no exceptions/waivers permitted for any male/female uniform items.)

Feb. 2, Saturday:

- **PT Testing**: 0730-0930, Wm. Penn H.S.
- **Retirement ceremony:** Chief Master Sgt. Dawn E. Peet, Warrior and Family Readiness Director, 1530, Loeffel Room, Bldg. 2600, HQ, Delaware ANG

Feb. 3, Sunday:

- **PT Testing**: 0730-0930, Wm. Penn H.S.
- **Protestant Services**: 0745-0800, Bldg. 2815, SAT (Small Air Terminal) Hangar
- **Catholic Mass**: 0830-0930, Bldg. 2815, Small Air Terminal Hangar
- **SBI Duncan Leadership Award Ceremony**: 1400, Duncan Armory, New Castle Airport
- **Promotion ceremony:** 1530, Lt. Col. David Walker, to colonel, Loeffel Rm., Bldg. 2600, HQ, Delaware ANG

UTA schedule 2012-13

02-03	Feb 2013	01-02	Jun 2013
02-03	Mar 2013	13-14	Jul 2013
06-07	Apr 2013	03-04	Aug 2013
04-05	May 2013	07-08	Sep 2013

Personnel actions for January 2013

Enlistments:

MAJOR:
Orlando, Liza, 166 MDG

TECHNICAL SERGEANT:
Bennett, Kenneth, 166 FSS

SENIOR AIRMAN:
Nichols, Lindsay, 166 SFS

AIRMAN FIRST CLASS:
Ayers, Damon, 166 SFS
Greene, Joshua, 166 MXS
McFadden, Luke, 166 MXS
Sanger, William, 166 AMXS

Promotions:

To MAJOR GENERAL:
Thomas, Thomas A. Jr.

To COLONEL:
Byerly, James D., 166 AW
Walker, David B., 166 NWS

To MASTER SERGEANT:
Coale, Jeffrey, 166 LRS
Vanvalkenburg, Michael, 166 SFS

To TECHNICAL SERGEANT:
Brannan, Daniel, 166 SFS
Green, John, 166 MXG
Vaughan, Thomas, 142 AES

To STAFF SERGEANT:
Stern, David, 166 CFT

To AIRMAN:
Parkes, Sunshine, 166 LRS

Retirements:

Culley, Henry - Master Sgt., 166 MXS
Hydro, Brian - Tech. Sgt., 166 MXS
McMahon, Clifford - Master Sgt., 166 AMXS
Wysocki, John - Master Sgt., 166 LRS

DE ANG Recruiting:

1-800-742-6713, 1-866-NOW-DANG, or Local (302) 323-3444

DE ANG Retention:

(302) 323-3413

Web Resources:

166AW Air Force Public Web site:
www.166aw.ang.af.mil
166AW Facebook page:
www.facebook.com/166thAirliftWing
DE Air Guard Recruiting Facebook page:
www.facebook.com/DEAirGuardRecruiting
Public web site, DE National Guard:
www.DelawareNationalGuard.com
DNG Facebook page:
www.facebook.com/DelawareNationalGuard

Medical field job openings

Hiring for officers in multiple traditional positions; no closeout dates apply unless indicated Online: www.delawarenationalguard.com/join/air/air_officer/:

142nd Aeromedical Evacuation Squadron:
- **Flight Nurse**
- **Medical Service Corps Officer**

142nd Airlift Squadron:
- **GMO Flight Surgeon**

166th Medical Group:
- **Aerospace Medical Specialist, Dentist, Family Physician, Flight Surgeon, Internist, Medical Service Corps Officer, Physician Assistant, Surgeon**

Enlisted jobs

We're hiring for over a dozen enlisted job specialties: www.delawarenationalguard.com/join/air/air_enlisted/. For full career descriptions visit: www.goang.com (browse by state, unit or category).

Coming events

Feb. 12: 13th Annual Del. National Guard Prayer Breakfast, 7:00 a.m., Cavaliers Country Club, 100 Addison Drive, Newark, DE, RSVP by Feb 5. POC: Chaplain (LTC) Ed Brandt: (302) 326-7718 or (302) 593-4458.

Mar. 2: Promotion ceremony, Brig. Gen. Tom Thomas, National Guard Assistant to Commander, U.S. Cyber Command, to major general, 10:30 a.m., Loeffel Room, HQ, Delaware ANG.

Mar. 2: Delaware ANG 'Year 2012' Enlisted Recognition Banquet at Deerfield Golf & Tennis Club, 507 Thompson Station Road, Newark, Del., 19711, 5:00 p.m. RSVP by Feb. 21 to HQ DE ANG. Form found here: www.DelawareNationalGuard.com, or www.166aw.ang.af.mil.

Apr. 27: DNG Military Ball, Dover Downs

To: 166th Airlift Wing Base Personnel
From: Brig. Gen. Carol Timmons,
Assistant Adjutant General for Air
Subject: **Delaware Air National Guard Airmen of the Year for FY 2012**

I am pleased to announce that the following personnel have been selected as the ***Delaware ANG Airmen of the Year*** for FY 2012!

Airman of the Year:

Airman 1st Class Joseph L. Gilford

166th Civil Engineer Squadron

NCO of the Year:

Technical Sgt. David S. Gazzara

166th Civil Engineer Squadron/Explosive Ordnance Disposal Flight

Senior NCO of the Year:

Master Sgt. Jamie D. Kohr

142nd Airlift Squadron

First Sergeant of the Year:

Senior Master Sgt. Kathleen A. Walshshell

166th Medical Group

Honor Guard Member of the Year:

Technical Sgt. Bonifacio M. Tee, III

166th Security Forces Squadron

(Air National Guard photos/Staff Sgt. Nathan Bright)

Airman of the Year: Airman 1st Class Joseph L. Gilford, 166th Civil Engineer Squadron

NCO of the Year: Tech. Sgt. David S. Gazzara, 166th Civil Engineer Squadron/ Explosive Ordnance Disposal Flight

Honor Guard Member of the Year: Tech. Sgt. Bonifacio M. Tee, III, 166th Security Forces Squadron

Senior NCO of the Year: Master Sgt. Jamie D. Kohr, 142nd Airlift Squadron

(Photo not available at press time: First Sergeant of the Year Senior Master Sgt. Kathleen Walshshell, 166th Medical Group)

***Full Strength*, cont. from page 1**

Making good use of the trainees' valuable time on base is important, as the non-uniform wearing recruits may be in the flight for anywhere from several weeks to many months, awaiting BMT and follow-on Air Force technical school.

The emphasis on changing and improving Student Flight training day will focus on the 10:30 a.m. to 2:00 p.m. time period, said Recruiting Office Supervisor Master. Sgt. Tanya Harris. The morning routine of accountability, team building and camaraderie will continue, as will physical fitness activities.

Each member of the Student Flight will be shared between recruiters, their unit and other base subject matter experts who facilitate training.

Specifically, the Delaware ANG has reinstituted a Student Flight Sponsorship Program from the wing level on down. Each unit will provide manpower to help new recruits with job shadowing and other training to better involve them in what will be their future work unit after they complete BMT and their Air Force technical training school. This program will start during the February UTA.

A simple but important time-saving change will involve the transportation of Student Flight members. From now on, instead of recruiters picking up Students Flight members after they've spent two days at the Military Entrance Processing Station at Joint Base McGuire-Dix-Lakehurst, N.J., members of units where Student Flight members will be placed after schooling will make the round-trip drive. The intent is to give the unit members some quality time with the flight members, and save some valuable time for the recruiting staff. (MEPS is a Department of Defense joint-service organization whose function is to administer a complete physical examination as well as the Armed Services Vocational Aptitude Battery Test to determine qualifications.)

One thing that will not be continued is the use of Student Flight members as a temporary labor pool for routine or ad-hoc projects. Instead, "The focus will be on making the weekend drill experience more meaningful, where greater and more appropriate learning is accomplished, as well as having each new recruit experience a good dose of fun," said Col. Feeley.

Another new idea to improve time management and the quality use of that time is formalized training for Student Flight members to be headed up recruiting, and supported by the wing chaplain corps. To that end, **Protestant Chaplain Capt. Susannah Tulloch** and Sgt. Davis are developing a one-hour morning instructional period.

"There are a variety of things that attract people to the military – financial, family legacy, patriotic, or a friend who tells someone about the unit, and how much they like it," said Capt. Tulloch. "The [Student Flight] members have an amazing opportunity with their lives, and most have no prior experience," she said, emphasizing that "learning the flight members' prior reasons for joining is important as those can affect future expectations and motivations."

Our goal is to better prepare them [unit Airmen] for success," said Capt. Tulloch. Her attitude towards the new Airmen is, "We are putting trust and responsibility on you because you were selected and we believe you are worthy of the task."

Last year, Col. Feeley assigned four senior NCOs (Chief Master Sgt. Rick Collier and Senior Master Sgts. Jim Yetter, Mike Murphy and John Young) to work on a retooled Operation Full Strength in conjunction with coordinated efforts of our recruiting office staff. Each member has their own take on their involvement in OFS.

Chief Master Sgt. Richard Collier, 166th Medical Group, said he is involved "to assist and work in conjunction with the Recruiting and Retention office in any way possible to achieve the wing commander's goal of 104 percent manning by the end of FY13."

Senior Master Sgt. Jim Yetter, 166th Maintenance Squadron, said, "I was asked by leadership to join this team when it was 'born.' And there is great satisfaction in helping a young person get started on their military career and the look on their face when you have set them in the direction they want to go. I am looking for my replacement."

Senior Master Sgt. John Young, 166th Logistics Readiness Squadron Fuels Superintendent, said, "I am representing the 166th Mission Support Group on 'Operation Full Strength' and I guess I can say there are two main reasons why I'm here: I'm 100 percent dedicated to the mission and believe that to remain at the top of our game we must retain the best and the brightest individuals within our unit. I also believe that once my time has come to step down, I want both our unit and the Air National Guard to be fully staffed to handle the missions yet to come. We are continuing to keep the student flight busy on UTA weekends by introducing them to units like Security Forces, having them engage in training scenarios, meeting members of the CATM team to fire on the FATS system. Members of the student flight have had the chance to talk with the EOD team, wearing the Bob suit, checking out the robot. This (February) UTA 35-plus members will join a group from the Small Air Terminal and journey out to the drop zone. Operation Full Strength is not only about recruiting and retention, we show the new members how important all of AFSC's are to the wing. One team, one Fight."

Senior Master Sgt. Mike Murphy, a flight engineer in the 142nd Airlift

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Full Strength, cont. from pg. 5

Squadron, said, "I believe being part of this initiative allows for me to help generate and pass on new ideas from other Airmen that will help the wing reach its manning goals by the end of FY13. In addition, by being part of this team, I have been able to engage members of the wing to become actively involved with newly created ideas developed by OFS."

At each wing executive meeting, staff meeting and OFS meeting, the focus on recruiting remains paramount. Col. Feeley briefed the unit on Jan. 23 that he appreciates the help from many people across the base that has enabled the wing to reach 97.4 percent manning, and the continued efforts of many people to gain recruits. "I know there are a bunch of people stepping up, and that is good. We need to keep doing this to get to at least 104 percent manning," said Col. Feeley.

Left: Protestant Chaplain Capt. Susannah Tulloch, who is assisting the recruiting office with developing a one-hour instructional period for Student Flight members.

Below: Chief Master Sgt. Richard Collier and Senior Master Sgts. John Young and Mike Murphy, three of the core members of Operation Full Strength.

(Air National Guard photos/Tech. Sgt. Benjamin Matwey)

People are taking a 'Like' to our Delaware Air Guard Recruiting Facebook page

www.facebook.com/DEAirGuardRecruiting

By Tech. Sgt. Benjamin Matwey
Wing Public Affairs

Did you want to see some of the fresh-faced new recruits in our unit? Now you can view them easily, online! If you have a free Facebook account, just go to our recruiting office page, www.facebook.com/DEAirGuardRecruiting, and you'll quickly see faces of several of our new recruits.

Some images posted are of new recruits taking the oath of office, while others are when a new member completes Basic Military Training at Lackland Air Force Base, Texas, or even of Student Flight members exercising, drilling, or who were recent passengers aboard a unit C-130 aircraft training mission.

As the year progresses you'll see more images. The recruiting office is taking photos of prior service and non-prior service members and posting them on the recruiting Facebook page wall so people can see who joins our unit.

The Delaware Air Guard recruiting team also posts other helpful information targeted for people up to age 34, all of which is available for viewing and sharing with any Facebook user. A recent ANG video was posted showcasing aircraft maintenance careers.

Lately, the recruiting page has seen a big jump in visitor traffic. The last week of January page 'likes' more than doubling to over 140, with over 900 people 'reached' and over 100 people 'talking about' the page. Members from other units who are interested in joining our unit send inquiries to our recruiters using the Facebook message feature.

(Screen print of the DE Air Guard Recruiting Facebook page)

The recruiting Facebook page is a good way for prospective members to see more about the Delaware Air Guard and learn what it takes to join, all on their time, 24/7. All five members of the recruiting office are page content creators, able to post and make replies.

While practically every ANG unit has a Facebook page run by their public affairs office, a number of units also have another Facebook page run by their recruiting staff. Support by the wing public affairs managed page helps to direct visitors to the recruiting office page.

The wing Facebook page content is directed to a wide audience comprised of current members, their families and unit retirees to the interested community. That audience, according to Facebook metrics, includes New Castle County, the entire State of Delaware, and the local region to include Pa., N.J., Md. Va. and beyond. Interest in the www.facebook.com/166thAirliftWing page comes from local high school and college students, to Air Force active duty, reserve and Guard bases, plus members of other services both near and far.

Leadership Challenge Program course for enlisted, junior officers in early June

By Chief Master Sgt. Hank Rome
Wing Command Chief

The National Guard Bureau is conducting a Leadership Challenge Program June 3-7, 2013 with two classes offered. The Delaware Air National Guard will be hosting this event in the local area.

I need attendance in both classes. Anyone interested in attending either course please e-mail your names to me, Chief Rome: henry.rome@ang.af.mil

Currently, there are 18 openings for LCP-1 for enlisted E6-E8 and officer ranks of lieutenant to captain.

For LCP-2 there are 27 openings for enlisted E8-E9 and officer ranks of O4-O6 (major to colonel).

Class schedule details:
LCP-1: 3-5 June (18 seats available)
3 June 0800-1700
4 June 0800-1700
5 June 0800-1200
LCP-2: 5-7 June (27 seats available)
5 June 1230-1700
6 June 0800-1700
7 June 0800-1700

Subordinates will not be assigned a class with supervisor. The location will be held at a local hotel and will be announced as soon as the NGB accepts location based on availability.

The Air National Guard Leadership Challenge Program is developed by TSM Corporation out of Bartlett, Tenn.

The company bills the LCP as a unique, integrated use of multiple, proven psychological instruments to afford participants with a comprehensive look at themselves as leaders, allowing them to better understand how they and others operate. The leadership conference is aimed at enhancing attendees' leadership skills through self assessment. Throughout the course of the program, participants focus on typical leadership challenges such as conflict, change and personality differences. They learn how to deal with these different scenarios through self assessments, group discussions and activities.

Courtesy of Angela Pope,
AFNORTH Public Affairs

Leadership Award to Medical Group NCO

By Tech. Sgt. Benjamin Matwey
Wing Public Affairs

The Air National Guard recipient of the 2012 Colonel S.B.I. Duncan Leadership Awrd is Tech. Sgt. Marla P. Winner, an aerospace medical services technician assigned to the 166th Medical Group, Delaware ANG. A resident of Womelsdorf, Pa., she is a 2011 graduate of the Community College of the Air Force with an associate's degree in applied science/allied health, a 2011 graduate of the NCO Academy, and a 2012 graduate of American Public University with a B.A. in Business Administration. She is also a nationally registered emergency medical technician and certified nursing assistant. She began her military career in 2002, enlisting in the Air Force Reserve, 913th Medical Squadron, Willow Grove Naval Air Station, Pa., and transferred to the Delaware ANG in 2007.

(Air National Guard photo/ Tech. Sgt. Rob Meredith

Technical Sgt. Marla P. Winner, 166th Medical group, the Delaware Air National Guard recipient of the 2012 S.B.I. Duncan Leadership award.

Junior Enlisted Council meets Sunday for membership drive

By Chief Master Sgt. Hank Rome
Wing Command Chief

Join us for a Junior Enlisted Council membership drive meeting to solicit new membership. All E1-E6 ranks are eligible to become members. Meeting date/time: 3 Feb 2013 at 1300 (Sunday of Feb UTA). Place: Bldg. 2902 (new hangar, first floor break room).

Chief James Caudell is poised to break 10,000 hour safe flying mark

By Tech. Sgt. Benjamin Matwey
Wing Public Affairs

As soon as the weather breaks favorably, a career flying milestone for a Delaware Air National Guard aircrew member will occur when Chief Master Sgt. James Caudell, a C-130 loadmaster and the loadmaster section chief in the 142nd Airlift Squadron stationed at the New Castle ANG Base, will break the 10,000 hour safe flying mark. Chief Caudell now has 9,999 accident-free flying hours.

Chief Caudell has served in the unit since December 1974, and has 38 years of service in his current unit. He has experience in the last two airlift aircraft models starting when the unit had the original C-130A transport aircraft to the present-day C-130H model which was acquired in the mid-1980s. He has served as an aircraft loadmaster, an instructor loadmaster, a flight examiner and now a loadmaster superintendent. He has participated in as great a variety of airdrops and missions as anyone who has served in the unit. He will retire later this year after he reaches the mandatory retirement age with over 38 years of service.

He is a veteran of Operations Desert Shield, Desert Storm, Noble Eagle, Enduring Freedom, Iraqi Freedom, New Dawn and many other operations during wartime plus various other contingency operations, to include hurricane and other natural disaster and humanitarian relief operations affecting U.S. citizens in many states. He has seen service throughout Europe, to several nations in Southwest Asia and the Middle East to include Iraq and Afghanistan, South America, and several

nations along the Pacific Rim. He has gone to combat zones with his fellow members in every conflict the unit has participated in, to include the most austere environments. In his loadmaster role, Chief Caudell and his team have supported training and real-world missions of warfighters from every sister service and from many U.S. allies.

Chief Caudell resides in Bear, Delaware. His father, a World War II veteran of the Army Air Corps and then the Army Air Force, was also an early member of the Delaware ANG.

"Reaching this 10,000 hour milestone is the result of a career's worth of sacrifice and dedication. Chief Caudell epitomizes our core values. From the peaceful skies of Delaware, to combat areas over the far corners of the world, he has accumulated this time answering our nation's and state's call. The freedom of many relies on the diligence of Airmen and Soldiers like Chief Caudell," said 166th Airlift Wing Commander Col. Mike Feeley.

Only one other currently serving aircrew member of the Delaware Air Guard, Master Sgt. Jim Godby, has passed 10,000 hours of flying time, and one other currently serving aircrew member has over 8,400 hours.

This high-water mark of Chief Caudell's flying career equals nearly five years of flying aboard an aircraft covering normal full-time annual employment hours. A very rough comparison in the trucking industry might be a cross-country trucker obtaining one million miles travelling on a big rig in a career, minus the inherent danger of flying miltiplied by many military missions flown into active combat zones.

(Air National Guard photos/Tech. Sgt. Benjamin Matwey)

Chief Master Sgt. James Caudell gets some ground time working in base operations at New Castle.

(U.S. Air Force photo/Senior Airman Stephanie Carroll)

Members of the Delaware National Guard meet to assist District of Columbia police with crowd control during the 57th Inauguration Day events in Washington, D.C. on Jan. 21, 2013. The Delaware National Guard is joining nearly 7,000 other airmen and soldiers in providing security and assistance to local civilian authorities.

Communications Flight Airmen support presidential inauguration

by Maj. Jason Brugman
Commander,
166th Communications Flight

The 166th Communications Flight demonstrated cornerstone poise and professionalism when mobilized in support of President Obama's inauguration ceremony held Jan. 21, 2013.

As the first Joint Interoperability Site Communications Capability, or JISCC, team to become fully operational for this mission, our seven-person team maintained a perfect 100 percent uptime rate, providing critical communications capability to a 175 person multi-state task force.

This inauguration was unique for the Delaware Air Guard in that the 166th CFT interfaced with cyber network defense and combat communications Airmen from the N.Y. and N.C. ANG to integrate defensive cyber countermeasures and signal monitoring over the JISCC tactical package, neutralizing potential interference or mission interruption from adversaries.

This unique combination of 'Airpower' in the cyber arena sets the stage for future training opportunities and reminds us all that in addition to bringing you basic services like telephone and internet, your 166th CFT stands ready to deploy to the field to provide vital, interoperable connectivity when the state or nation calls.