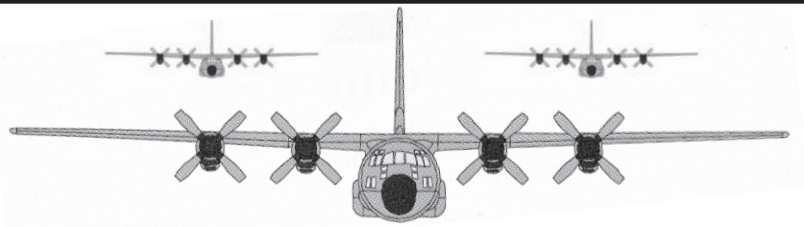


The 914th Airlift Wing

NIAGARA

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NIAGARA FALLS AIR RESERVE STATION

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Niagara Airmen enter AEF bucket

914th Airlift Wing operations and maintenance personnel depart Niagara in September as the wing enters its Air Expeditionary Forces rotation overseas.



Communication, Cooperation, Coordination

Changing roles and increasing operations tempo calls for a shift in C's

By Lt. Col. Kelvin McElroy, 914 MXG

As a young 2nd Lieutenant I was told that there were three C's you must master to be an effective officer. Those C's were the ability to Command, Control, and Communicate. Today our changing roles and increased operations tempo call for a shift in C's.

In today's environment of "Integration," when all businesses, organizations and military units are learning their processes, priding themselves with doing more with less and pooling resources, the new C's we must master as leaders now are communicating, cooperating, and coordinating.

If you were to ask any leader today about the basic secret to a healthy business, organization or military unit, I'll bet communicating, cooperating, and coordinating would be the three pillars of a strong foundation for any organization's long-term success.

For the purpose of this article, let's call them "C3." C3 was missing in some of the most notable military and business failures in our history - so much so that the translations of war scholars consider it a critical component of any operation. Centuries ago, Sun Tzu, the venerable Chinese military expert wrote about the most elemental ingredient of C3 - "Communication." He wrote, "...discipline and organization structure is the system of level-to-level communication requiring a fair, consistent and clear communication." How true, using as an example the level of success the 914/107 AWs received in pulling together to receive an "Outstanding" score overall during the Associations'

current inspections.

Communication affects the overall effectiveness of a system. "Communication is the springboard of the other components of C3 - "Cooperation" and "Coordination." Much has been made by Department of Defense leadership about the concept of "jointness." Our current Joint Doctrine is a product of expensive lessons learned about the less than desirable effects of inter-service rivalry and at times, the failure to properly cooperate and coordinate the actions of the various branches of the military.

We are now in a period of continued transition and multiple challenges. Just to give a few examples — our maintenance and operations groups continue to move forward with co-locating shops, sections, and functions to better serve the flying mission. We have several units whose wartime missions are changing and we continue to have personnel deployed throughout the world.

To keep the momentum, it is going to require we work together as a team not only within the 914th, but with our 107th partners helping to make this happen. We can no longer think only of what is best for our unit or our functional area because each action we take affects other functions within the Association, as well as other units of the Air Force Reserve and Air National Guard. Recently the Air Force Reserve Chief Lt. Gen. Charles E. Stenner was quoted saying he "wants to get away from TFI [Total Force Integration] and



Photo by Senior Airman Stephanie Clark

Lt. Col. Kelvin McElroy

just say "Air Force mission integration" because "There's going to be no sole owners of any missions out there."

I challenge you to go beyond your comfort zone and think through your intended communication before you act. Ask yourself, "How will my message or action affect the very large team I am now a part of?" "Will what I do help us to achieve our goals, or will it create hardship or confusion for others because I didn't use C3?" Likewise, as you think through your actions, consider what a poorly-planned or last-minute request could cause those we rely on to support our mission. It only takes a moment for you to take an action, but the far reaching effect of your action can cause others great confusion and consternation as they are forced to react to our failure to properly communicate, coordinate and cooperate.

Without C3, there is no team; there's only a bunch of unrelated parts operating in isolated and very small circles. With C3 as a part of the way we do business as members of an Association, we will achieve unity of effort and successfully meet each and every challenge presented, as shown recently in the "Outstanding" score given as a team.

Keep the momentum going and keep up the great work.

THE NIAGARA FRONTIERSMAN

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Team Niagara Cup

On September 24, 2009 the first Team Niagara Cup was held. Military and civilian personnel from the 914th and 107th units participated in fitness/team building activities. These activities consisted of: Volleyball, Track Relay, WNY trivia, Ladder Golf, Kan Jam, Bean Bag Toss, and Basketball Free Throw. The purpose of this event was to promote teamwork and camaraderie amongst both units. The 914th and 107th Maintenance Groups won the event. Jerry Slipko, 914th Services Marketing Director, would like to thank everyone who served on the executive committee for the event as well as all of the volunteers, sponsors (Wegmans, Cricket Cellular Phones, and West Herr Dealerships, no federal endorsement of sponsors intended) and participants that made the event a success.

Photos by Staff Sgt. Joseph McKee





Photos by Senior Airman Stephanie Clark



Food, family and fun!

On Saturday of the September unit training assembly, military and civilian employees of the base along with their families attended the annual 914th Family Day at the base. Adults and children were treated to food, music, games and more. Many thanks to all the participants and organizers who made this picnic a special event.



Photos by Senior Airman Stephanie Clark

Base to host financial education workshop

You are invited to attend the financial education workshops entitled "Money in Motion."

The workshops are scheduled for the following Wednesdays from 11 am -12 pm in the Falcon Club: October 7, 14 and 28. All workshops are free of charge. A buffet lunch will be offered at \$6.95 for club members and \$7.95 for non-club members.

Each workshop is unique and will provide information that is different from the other sessions. Feel free to attend all three sessions or the session of interest to you.

This event is open to all military, dependents and civilian members. RSVP to Brande Newsome no later than Monday, October 5 with your plans to attend.

Also, October is National Domestic Violence Awareness Month. To help commemorate the month and to promote PEACE in the home, everyone is encouraged to wear purple on October 30.



Photo by Senior Airman Stephanie Clark

“What’s New?”

The month....season.... Commander.... First Sergeant....agreed; “the only thing constant in life is change.” If you look around, you will notice plenty of new things and people, but there is one thing that many units have an abundance of and that is Newcomers.

Since February 2009 the size of the Newcomers flight has ranged from eight to 31 with most months becoming larger than the previous. These Newcomers come to your unit with virtually all of the ancillary training requirements completed and ready to get to work. Here’s what you can do to prepare for them:

First, be prepared; have a supervisor selected for them prior to their arrival and make sure that supervisor knows who they are.

Second, be informed; a Newcomers packet is sent to the unit for every Newcomer. It includes required train-

ing certificates, list of attended briefings, an ARCNet training summary, as well as other pertinent documentation and notes specific to that Newcomer. You **MUST** share this information with the appropriate offices of responsibility to efficiently and effectively process your Newcomer at the unit level.

Third, be motivated; you have a **READY** Newcomer. Use the time as you should—on training and/or executing **your mission!** According to Chief Master Sergeant Craven, 30th Aerial Port Squadron, “Contrary to the past, the morning the Newcomer arrives at the squadron, they are ready to immediately start their AFSC upgrade training,” stated the chief.

Enough said.

What You Need to Know

As we enter the flu season and the possibility of increased instances of H1N1, we want the HQ AFRC staff to know what each of us can do to stay healthy.

What can I do to protect myself from getting sick?

Don't put off getting your regular flu vaccine. The H1N1 vaccine is given at a separate time, so getting your flu mist or shot early will allow you to get the H1N1 when it is available. If HQ AFRC receives a limited quantity of the H1N1 vaccine, priority will be given to people working in mission essential functions.

How is the virus transmitted?

Flu is transmitted from person to person by the small droplets formed from a sneeze or cough. These droplets don't stay in the air very long, but land on our hands or other surfaces, and are then most commonly passed by shaking hands, kissing, or touching something recently touched by an infected person, and then touching our own face.

Take these everyday steps to protect your health:

- Cover your cough. Use a tissue or cough into your sleeve.
- Wash your hands often with hot water and soap. Alcohol-based cleansers are also effective.
- Avoid touching your eyes, nose or mouth. Germs spread this way.
- Try to avoid close contact (< 6ft.) with sick people.
- If you are sick with flu-like illness, CDC recommends that you stay home for at least 24 hours after your fever is gone except to get medical care or for other necessities. (Your fever should be gone without the use of a fever-reducing medicine.) Keep away from others as much as possible. Avoid normal activities, including work, school, travel, shopping, social events, and public gatherings.
- Follow public health advice regarding school closures and avoiding crowds.
- Be prepared in case you get sick and need to stay home for a week or so; a supply of over-the-counter medicines, tissues and other items will help avoid the need to make trips out in public while you are sick and contagious.

If I have a family member at home who is sick with H1N1 flu, should I go to work?

People who are well but who have an ill family member at home with H1N1 flu can go to work as usual. You should monitor your health every day, and take everyday precautions listed above. HQ AFRC/CC may consider allowing alternate work schedules for individuals who need to care for sick family members or who have family care issues due to school closures.

Are there medicines to treat H1N1 infection?

Certain antiviral drugs (i.e., oseltamivir (Tamiflu®)) will lessen the severity of the H1N1 infection. However, it must be given within a day or so of the onset of symptoms. During the current pandemic, the priority use for influenza antiviral drugs is to treat severe influenza illness (for example hospitalized patients) and people who are sick who have a condition that places them at high risk for serious flu-related complications.

How long can influenza virus remain viable on objects (such as books and doorknobs)?

The influenza virus can survive on surfaces and infect a person for 2 to 8 hours after being deposited on the surface.

What household cleaning should be done to prevent the spread of influenza virus?

To prevent the spread of influenza virus it is important to keep surfaces (especially bedside tables, surfaces in the bathroom, kitchen counters and toys for children) clean by wiping them down with a household disinfectant.

What is CDC's recommendation regarding "swine flu parties"?

"Swine flu parties" are gatherings during which people have close contact with a person who has H1N1 flu in order to become infected with the virus. The intent of these parties is for a person to become infected with what for many people has been a mild disease, in the hope of having natural immunity to H1N1 flu virus that might circulate later and cause more severe disease. CDC does not recommend "swine flu parties" as a way to protect against H1N1 flu in the future. While the disease seen in the current H1N1 flu outbreak has been mild for many people, it has been severe and even fatal for others. There is no way to predict with certainty what the outcome will be for an individual or, equally important, for others to whom the intentionally infected person may spread the virus.

More information can be found at <https://wwwmil.sg.afrc.af.mil/SGP-1/H1N1%20Swine%20Flu.htm>



NIAGARA FALLS AIR FORCE HONOR GUARD

To Honor with Dignity

Honor, honesty, fairness, and integrity. These are big words that are not taken lightly by the members of the Niagara Falls Honor Guard. The Honor Guard performs over 200 details a year, to include military, colors, and flag folding ceremonies. The Honor Guard is looking for Air Force members who are willing to commit for one year and assist two days a month on orders to perform these ceremonies. Each member will go through a 5 day class and be issued a HG ceremonial uniform. For further information please go to our Web Page, <http://www.914services.com/honor/> or call Master Sgt. Jon Saunders at 716-236-3182.



Complaint Numbers

914 AW IG Hotline: (716) 236-3361
AFRC Hotline: (800) 223-1784

“One heart, one hope, one destiny, one flag from sea to sea.”

~Kate Brownlee Sherwood

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Photo by Senior Airman Stephanie Clark

Assumption of command

Lt. Col. Kelvin McElroy (pictured right) receives the 914th Maintenance Group guidon from Col. Allan Swartzmiller during Lt. Col. McElroy's assumption of command ceremony during the September unit training assembly.