

# THE

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Air Force Outstanding Unit

2008, 2011 & 2013 Distinguished Flying Unit



# COYOTE LOG



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# Winning is a habit

By Maj. Chris Hill

Commander, 190th Communications Flight



“Winning is not a sometime thing. You don’t win once-in-a-while. You don’t do things right once-in-a-while. You do them right all the time... Winning is a habit.” These words of Vince Lombardi, spoken to his players decades ago still ring true today. To do anything well requires practice, dedication and focus. The Air Force Core Values are also evident in Lombardi’s words; winning fairly, squarely and by the rules and doing things right all the time. Just as our Core Values inspire us to do our very best at all times, so did Lombardi’s words to his players. He believed playing with integrity, doing things right all the time – these were the traits of winners. Winning is a habit.

By definition, a habit is “a settled or regular tendency or practice, especially one that is hard to give up.” So, if a habit is something that requires regular practice so that it’s hard to give up – how do we get to the point of making it a habit?

Stephen Covey suggests that a habit is the intersection of knowledge, skill and desire. Knowledge is the theoretical paradigm, the WHAT WE DO and the WHY. Skill is the HOW TO DO. And desire is the motivation, the WANT TO DO. In order to make something a habit in our lives, we have to have all three. Knowledge and desire can only take a person so far, if I don’t have the skill, then the opportunity stops. All three skills are necessary for habits to form.

Creating a habit also requires us to understand and perhaps shift our paradigms – basically, the way we see the world, not in terms of our sight, but in terms of perceiving, understanding and interpreting.

The United States is a great example of a paradigm shift. The traditional concept of government for centuries was a monarchy, then a new paradigm was developed – a government of the people, by the people was introduced. Since then

our government has continued to experience paradigm shifts. Frank Koch presented a great example of a paradigm shift in Proceedings, the magazine of the Naval Institute:

*Two battleships assigned to the training squadron had been at sea on maneuvers in heavy weather for several days. I was serving on the lead battleship and was on watch on the bridge as night fell. The visibility was poor with a patchy fog, so the captain remained on the bridge keeping an eye on all activities.*

*Shortly after dark, the lookout on the wing of the bridge reported, “light, bearing on the starboard bow.”*

*“Is it steady or moving astern?” the captain called out.*

*The lookout replied, “Steady, captain,” which meant we were on a dangerous collision course with that ship.*

*The captain then called out to the signalman, “Signal that ship: We are on a collision course, advise you change course 20 degrees.”*

*Back came a signal, “Advisable for you to change course 20 degrees.”*

*The captain said, “Send: I’m a captain, change course 20 degrees.”*

*“I’m a seaman second class,” came the reply. “You had better change course 20 degrees.”*

*By that time the captain was furious. He spat out, “Send: I’m a battleship. Change course 20 degrees.”*

*Back came the flashing light, “I’m a lighthouse.”*

*We changed course.*

Principles are like the lighthouse. They are natural laws that cannot be broken. Principles are not values. A gang of thieves can share values, but they are in violation of fundamental principles. That’s what makes us unique in the Air National Guard. We share values, history and common goals – but most importantly we do all of it with a principle-based approach.

How do we put this into practical use? Consider the Air Force’s new inspection program. Under this construct we expected to have a principle based, practical process to ensure we are self-assessing and charting improvement while continuing to accomplish our mission. Gone are the days of preparing for in-

spectations, spending countless hours and dollars in preparation for a simulated war taking place somewhere in the late 1980’s.

Under this new system we are finally able to be graded on what we do and how we do it on a daily basis. We are essentially being inspected on our principles and our habits. The habits of the 190th have consistently been of winning. Whether it’s winning the Saunders Trophy in the 70’s, SAC trophies in the 80’s, deploying to the desert in the 90’s or the continual deployment cycle since the 2000’s, the 190th’s habit of winning and our “standard of excellence” is obvious, at least to us. It is up to us to take the opportunity to share that with the inspection team. It is our time, we get to show them how we do things, why we do them and what we are doing to improve. As we march towards our Unit Effectiveness Inspection, let’s focus on our habits and our principles. Remember, winning is a habit.

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## On the cover:

*President Barack Obama waves as he departs*

*Forbes Field, Topeka, Kans.*

*(Photo by Master Sgt. Allen Pickert)*

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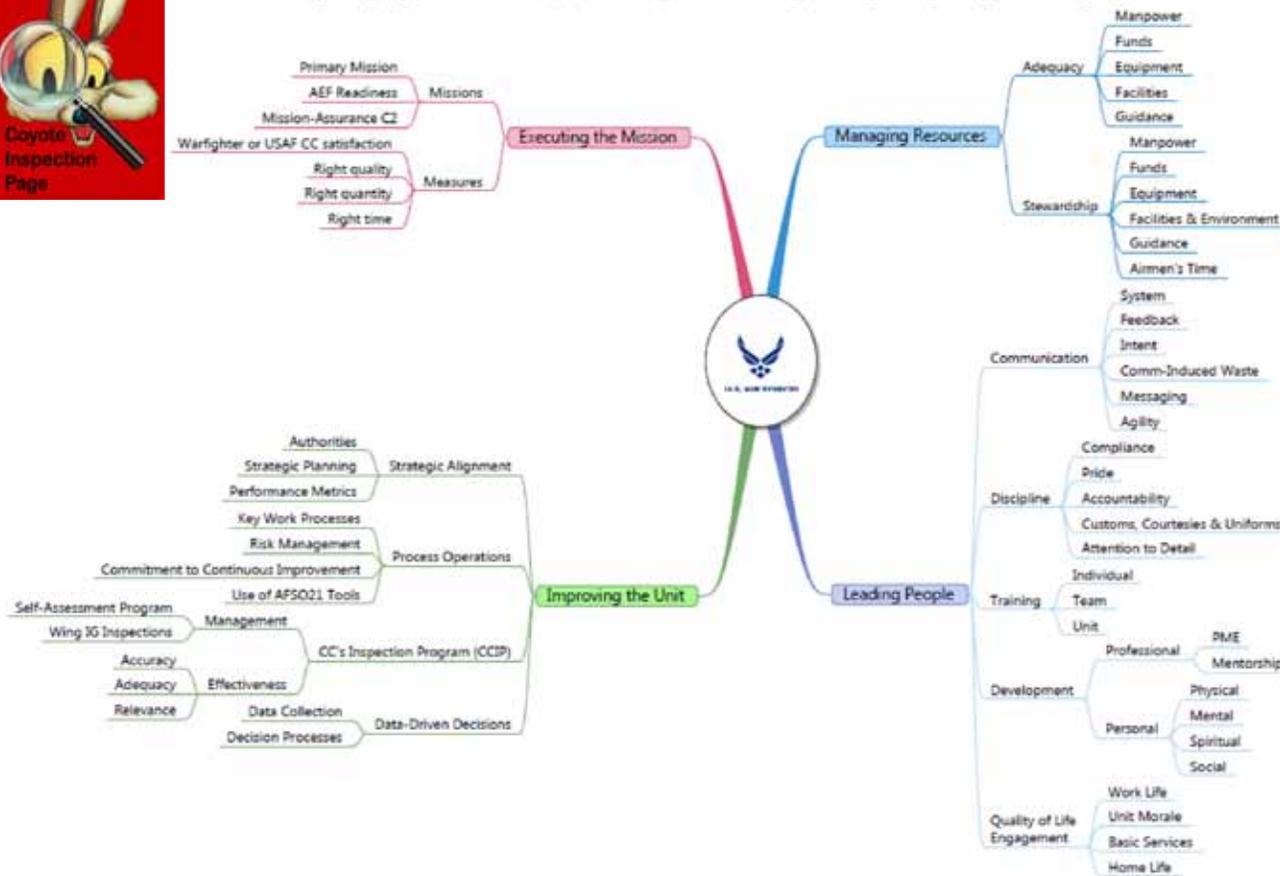
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## Major Graded Areas (MILE)

### Managing Resources Improving the Unit Leading People Executing the Mission



# Mission exercise/inspection calendar

By Lt. Col. Steve Thomas

190th Inspector General

Outstanding, Highly Effective, Effective, Marginally Effective, Ineffective

1. **OUTSTANDING** – Given for a UEI score between 85 and 100, this rating indicates the Wing meets/exceeds the criteria for a **HIGHLY EFFECTIVE** rating AND most or all of the following are consistently true:

- Mission activities, programs and processes are executed in an increasingly cost-effective manner.
- Results of long-term commitment to continuous process improvement are evident.
- Leaders' decisions and priorities demonstrate genuine care for their Airmen.
- Leaders are engaged to help Airmen achieve their own goals as well as the unit's goals.
- Widespread evidence of high proficiency, unit pride and cohesion.
- Programs and processes are institutionalized and produce highly reliable results.
- Programs are nearly deficiency-free, and efforts to benchmark and share lessons learned with other Wings are evident.
- Effective Management Systems are in place and are used to

maximum effectiveness at all levels.

2. **HIGHLY EFFECTIVE** – Given for a UEI score greater than 65 and less than or equal to 85, this rating indicates the Wing exceeds the criteria for an **EFFECTIVE** rating AND most or all of the following are consistently true:

- Mission activities, programs and processes are executed in a highly effective and efficient manner; personnel demonstrate high proficiency.
- CCIP is institutionalized, used to measure and report improvements in all 4 MGAs, and provide actionable feedback to HHQ on policy, guidance and resource adequacy.
- Continuous process improvement efforts are widespread and have improved efficiency.
- Most programs and processes are measured and repeatable, and produce reliable results.
- Risk-based criteria are habitually applied when allocating resources and making decisions.
- Programs have very few deficiencies and necessary waivers are in effect.
- Deliberate efforts to train, communicate, and engage Airmen are evident.
- Effective processes are in place to improve Airmen's quality

Continued on page 4

of work and home life.

i. Management Systems are mature and continuous improvement spans multiple programs.

3. **EFFECTIVE** – Given for a UEI score greater than 35 and less than or equal to 65, this rating indicates most or all of the following are generally true:

a. Requirements are met in all mission areas (Primary, AEF, Mission Assurance C2) and personnel are proficient.

b. CCIP provides the command chain an accurate, adequate and relevant picture of unit performance.

c. Resources are managed in an effective and compliant manner.

d. Leaders treat Airmen with respect and provide a healthy and safe work environment.

e. Continuous process improvement efforts are evident.

f. Critical programs and processes are measured and repeatable.

g. Risk-based criteria are often considered when allocating resources and making decisions.

h. Programs have few significant deficiencies and many necessary waivers are in effect.

i. Management Systems are present and continuous improvement occurs.

4. **MARGINALLY EFFECTIVE** – Given for a UEI score greater than 15 and less than or equal to 35, this rating indicates the Wing does not meet the criteria for an **EFFECTIVE** rating, and some or all of the following are consistently true:

a. Requirements are met in some but not all mission areas (Primary, AEF, Mission Assurance C2).

b. Unit personnel meet minimum performance criteria but with limited proficiency.

c. CCIP provides the command chain an accurate, though limited, picture of unit performance.

d. Some key processes and activities are not carried out in a competent or compliant manner, or are personality-dependent.

e. Little to no evidence exists of continuous process improvement efforts.

f. Resources and programs are not well managed.

g. Risk and resource scarcity are not deliberately considered in decision-making processes.

h. Deficiencies exist that significantly increase risk to Airmen, the mission or the Air Force.

i. Management systems have some elements but are not working in a cohesive process.

5. **INEFFECTIVE** – Given for a UEI score between 0 and 15, this rating indicates the Wing does not meet all of the criteria for an **EFFECTIVE** rating, and some or all of the following are consistently true:

a. Wing does not demonstrate ability to meet mission requirements.

b. Evidence exists of systemic non-compliance or widespread disregard for prescribed procedures.

c. The number and severity of deficiencies preclude or seriously limit mission accomplishment.

d. CCIP does not provide an accurate, adequate or relevant picture of unit performance.

e. Leaders do not treat Airmen with respect or do not provide a healthy and safe work environment.

f. Resources and programs are grossly mismanaged.

g. Management systems are not evident.

## Horizontal inspection program explained

**By Master Sgt. Alike Peterson**

*190th MICT Manager*

A horizontal (also referred to as a common core) program reaches across the wing and has a function in almost every unit on base.

Examples of some of the 190 Air Refueling Wing Horizontal programs follow.

--Antiterrorism (AT) Program Management

--Communications Security (COMSEC) Operations Management

--Deployment Management

--Emergency Management

--Fitness Program Management

--Government Travel Card Management

--Occupational Health

--Operation Security (OPSEC) Program Management

--Records Management

--Safety Management

--Security Management

--Self-Aid Buddy Care Manager

--Training Management

Horizontal programs have wing-level managers who direct the administration of the program. These individuals are responsible for safeguarding processes, and ensuring information from each unit is accurate and relevant. The wing-level manager has received specified training on the program they are managing. Horizontal programs have many different checks and balances to include Management Internal Control Toolset (MICT) communicators. Currently, MICT has 38 self-assessment communicators addressing the 16 horizontal programs. Furthermore, within MICT, managers have the ability to create checklists, manage checklist points of contacts, and assessments.

Wing-level managers ensure internal and external staff assistance visits (SAVs) are conducted; some SAVs are conducted on site, while others are conducted virtually. Squadron commanders are responsible for implementation, enforcement, and providing administrative support for the program. Unit-level managers execute the program and ensure compliance, based on requirements from the wing-level program manager.

With the expertise of the wing-level program manager and unit-level managers, each area can have an outstanding program. Furthermore, to ensure we're on target, good communication is key. Ultimately, these programs are important because they are wide-reaching and affect all base personnel, while confirming the wing is safe and mission ready!

# The importance of having your WITs

**By Senior Master Sgt. Troy Abel**  
*190th Inspector General Office*

Just when you thought the Air Force couldn't possibly throw another acronym at you – Bazinga! Here is the WIT, or Wing Inspection Team. As the newly detailed WIT manager, allow me to enlighten you.

The Wing Inspection Team is the largest component of the Commander's Inspection Program (CCIP...Bazinga!) that is made up of individuals who are subject matter experts (SME's... Bazinga!) in their AFSCs (you all should know this one). These SMEs are selected to be part of the WIT by the wing and group commanders. Their duties include providing inputs for scenario development, inspecting assigned areas/functions, evaluating scenarios, participating in hot washes, and providing inputs to the inspection report.

WIT members also assist the CCIP

director in validating and verifying the wing, group, and squadron self-assessment program results. The WIT has very similar but slightly more evolved responsibilities than the Exercise Evaluation Team, which existed under the previous inspection program.

All WIT members must be properly trained, certified in writing, and sworn-in by oath. WIT members are not assigned to the Inspector General office; rather they are detailed out of their normal work center to augment the IG team as an additional duty. The 190th currently has 72 WIT members both full-time and traditional, who were chosen to give ample coverage of career fields throughout the wing in order to provide the most comprehensive pool of SMEs. This is crucial in providing the necessary expertise to plan, execute, and evaluate exercises and inspections across the wing.

Any IG duty is a position of high

public trust. Therefore, personnel selected to be WIT members must possess attributes of the highest professional standards and moral character. In addition to these qualities, the WIT member should demonstrate adherence to the Air Force core values, be able to maintain a security clearance commensurate with the duties required, and present good military bearing and appearance.

The CCIP is designed to give the wing commander an accurate and readily available means to determine the wing's state of readiness and its ability to execute the mission. Without a proficient and professional Wing Inspection Team - that would not be possible. Although I have only had the privilege of working with them for a short time, I can assure you that you have a top notch team serving your commander. This will ensure that the 190th is ready and relevant as we navigate the ever changing future.

## 190th members show they are always prepared

Nearly 500 190th Air Refueling Wing members donned their chemical warfare gear in January to stay sharp and prepared for any deployed environment. The exercise is part of the new Air Force inspection program to ensure wings are always prepared, not just in time for an exercise. All wing members should be ready and proficient at utilizing the gear at any time.



*Photos by Tech. Sgt. Mandy Johnson*

# Boards: Do the work to prepare

**By Chief Master Sgt. Von Burns**

*190th Operations Group*

As a member of the Kansas Air National Guard, I have had several opportunities to chair the Airmen of the Quarter and Airmen of the Year boards. These opportunities have afforded me the privilege to learn more about the outstanding things our Airmen have accomplished here at the 190th Air Refueling Wing and within the local communities where they reside.

While sitting on these boards it becomes apparent who has prepared for the board and who has not. I have been known to ask the question to the member meeting the board how they prepared for the board. Some members will state their supervisor or first sergeant checked their uniform and quizzed them by reading practice questions. Others say the opposite, which means they have not prepared for the board.

It is imperative that we all prepare our members for success to include meeting a board. When I say we, I am referring to the chiefs, first sergeants, supervisors, and peers. By preparing our members, we are investing in their career, which ultimately sets them up for success. I strongly believe when we take care of our members, they will take care of us.

Another way I believe our members can prepare is through a mock board. A mock board is a practice board that provides our members an opportunity to rehearse their interviewing skills in an environment similar to an actual board. This is a great opportunity to become familiar with interview questions, proper etiquette, and response techniques. Board anxiety and apprehension often occur, which can be extremely uncomfortable for the member meeting the board. By participating in a mock board it allows the member an opportunity to overcome those fears prior to meeting the actual board.

When the member is participating in a mock board, we attempt to make the board as realistic as possible. The board members are observing the appearance,

military bearing, verbal communication skills, and how the member responds to questions. After the member answers all required questions, they are given an opportunity to ask questions of the board members. After all questions have been answered, the member is dismissed. The board discusses all the graded qualities and has the member return for immediate feedback. This is where the members are informed of the areas they can improve upon prior to the actual board.

Being familiar with your Air Force Form 1206, nomination for award, is something I believe the member meeting the board should have a part in constructing. It is not a great feeling when a board member asks you a question about an accomplishment from your AF 1206, and you the member have no idea what he or she is talking about.

Another tool that will assist the member meeting the board would be to review the 190th ARW Instruction 36-2801, particularly section eight which refers to the nominee's responsibilities. These instructions will inform you how to report, where to sit, and what to expect.

Being familiar with Air Force Instruction 36-2618, the Enlisted Force Structure, and AFI 1-1, the Air Force Standards, are great tools to review prior

to any board because they contain guidance on general responsibilities in regard to your respective rank. Both of these AFI's contain the Airman's Creed which is an important part of the Air Force culture that every Airman should be knowledgeable about. I would highly suggest having both AFI's inside your service coat jacket in case you need to refer to them during your board.

There are also examples on YouTube that show you what a successful and unsuccessful board look like. To see the videos search for "Are You Ready to Meet the Board?" If you want to be successful it starts with you utilizing your resources such as those mentioned earlier in this article. If you do not take the initiative to seek assistance from your chiefs, first sergeants, supervisors, and peers, it shows me as the board chairman that you do not take the boarding process serious. When you come prepared, it definitely shows how important the board process is to you and how successful you want to be in the Air National Guard.

I have taken part in several mock boards and those members who have participated, have informed me they are better prepared, more confident, know the expectations of the board, and are overall more successful.

## Board Preparation Checklist

- ..... Know your nomination package .....
- ..... Review 190th ARW Instruction 36-2801 .....
- ..... Be familiar with AFI 36-2618 and AFI 1-1 (You can bring it with you!) .....
- ..... Have knowledge of the Airman's Creed .....
- ..... Participate in a mock board .....
- ..... Look sharp, and be confident .....

# For Your Information

## Promotions

### Captain

Paul Deveaux, MXS  
Nicholas Johnson, ARS  
Courtney Neblett, MG



### Colonel

David Williams, MXG



KNOW YOUR LIMITS &  
HAVE A PLAN

### Don't Drink & Drive!

For a free ride home call  
the 190th ARW Command Post  
@ 1 (785)861-HOME (4663)

The Woman  
In This Car  
Was Killed By A  
Drunk Driver



She Had  
Two Children

## Coyote Grill February 27th Menu



### Saturday, February 7

#### Main Line

Steak, Chicken  
Cilantro Lime Rice  
Black Beans, Pinto Beans  
Corn, Fajita Vegetables  
Rolls  
Salad Bar

#### Desserts

Mexican Brownies  
Yellow Cake, Churros

### Sunday, February 8

#### Main Line

Breaded Catfish, Chili Macaroni  
Mashed Potatoes  
Cheesy Scalloped Potatoes  
Peas, Mixed Vegetables  
Rolls  
Salad Bar

#### Desserts

Brownies  
Yellow Cake, Churros

## DFAC Schedule

MXG(A)/SFS/LRS (A)	1030
CPTF/MDG/ARW/MSG	1100
OG/JFHQ/WF/LRS (B)	1130
MXG (B)/CE/CF	1200

Serving hours 1030 – 1230  
NO GROUP PICK-UP

## Appointments/Enlistments

A1C Nicholas Allbritton, OSS  
Enlistment Date: Dec. 18, 2014

A1C Michael Ruiz, CES  
Enlistment Date: Dec. 23, 2014

A1C Christopher Watkins, MXS  
Enlistment Date: Dec. 17, 2014

2LT Shane Dunn, AMXS  
Enlistment Date: Dec. 15, 2014

CPT Cody Fabricius, 117th ARS  
Enlistment Date: Dec. 15, 2014

### Distinguished Graduate

SSgt Adam Nelson  
Apprentice Cyber Systems Operations  
Specialist Course



## 190th ARW Marriage Retreat

Feb. 13-15

The  
Intercontinental  
Plaza  
KC MO

Lodging, Meals &  
Parking Included

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Moving? Don't forget to update your address:  
Visit vMPP to update your address. Please allow 2-3  
months for updates to reflect on your log.

To Coyote:



## *Coyote Heritage*



In honor of African American Heritage Month, here is a photo from 1959 with an unknown Airman training on a fire engine assigned to the 117th Tactical Reconnaissance Squadron in Hutchinson. Although nobody knows for sure, this photo could show one of the first African American members of the what would become today's 190th Air Refueling Wing.



Please record your story and send it to the historian's office at: 190th Historian, 5920 SE Coyote Dr., Topeka, KS 66619-5370.

