

# SCOPE

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

## PA Guardsmen march, honor fallen heroes



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Wing celebrates women's history

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Dickinson appointed vice commander

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## SCOPE

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### THE VOICE OF THE QUIET PROFESSIONALS

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# CMSAF: Leadership vs. policy



By Chief Master Sgt. James A. Roy

Chief Master Sgt. of the Air Force

In my recent travels I have been hearing more and more requests for written guidance, specifically, direction on when to give decorations and policy on EPR ratings. I consistently get asked “...if an Airman fails a PT test, should he/she be automatically non-recommended for a decoration? Should our best Tech Sergeants be recommended for Meritorious Service Medals? Why is there no limit to the number of Airmen that can earn a 5 EPR rating?”

The idea that our trained supervisors want HQ-level direction on these issues disturbs me. What does it say about enlisted leaders when we ask for a list of specific options to pull off the shelf and plug in to a given situation?

Supervisors are empowered to determine when an Airman should be recommended for a decoration, and which decoration should be recommended. Guidance for this responsibility is clearly stated in AFI 36-2803, The Air Force Awards and Decorations Program.

We don’t need policy to mandate that a decoration will or will not be recommended after one PT failure, and we don’t want guidance stating that we can or cannot recommend our best Technical Sergeants for Meritorious Service Medals. In fact, AFI 36-2803 clearly forbids establishing these kinds of set conditions for denying or downgrading decorations.

We need to retain the option to make decisions on a case-by-case basis. As the leaders on the ground with firsthand knowledge about the situation, we are in the best position to make those decisions.

Supervisors should also specifically define what warrants their highest annual EPR rating and help Airmen earn that rating through development (education, training and experience). This is supposed to be documented through our feedback system. The last several times I have spoken to large audiences of Airmen, I asked how many were getting the appropriate required feedback. The response in all cases was extremely disappointing.

Establishing, communicating and maintaining clear standards is a fundamental building block of leadership.

Our leaders are charged with preparing Airmen to meet Joint force mission requirements. Part of the challenge in doing that is taking time to define goals, provide support to achieve them, and make case-by-case decisions on EPRs and decorations for each individual Airman. It seems like many of our Airmen are hoping for a set of one-size-fits-all solutions so they can delegate the tough decisions to policy.

Supervisors need to understand they are not “taking care of Airmen” by recommending decorations and giving ratings Airmen haven’t earned. In fact, this cripples Airmen -- and weakens the entire system -- by setting standards too low. As leaders, we should refuse to lower our standards to meet poor performance; instead, we should work to increase our Airmen’s performance to meet our highest expectations.

Our supervisors need to be reminded that there is no shortcut to developing tomorrow’s leaders. We cannot create pre-defined courses of action to adequately meet the needs of every situation.

We are growing the Airmen who will lead tomorrow’s force. It’s not a simple task, and it requires dynamic leadership.

[Bottom line,] We will not replace that leadership with policy.

## ON THE COVER



A member of the PaANG wears the name of Army Sgt. Edward Koehler, who was killed in action in 2011, on his rucksack during the 23rd annual Bataan Memorial Death March, White Sands, N.M., March 25. (Photo provided by Colonel Colleen Dickinson.)



# Promotions

For the month of March

## Promotion to Chief Master Sergeant

Thomas J. Horn	211 EIS
David G. Godin	201 RHS
Danny J. Wolfe	112 AOS

## Promotion to Senior Master Sergeant

John W. Adams	193 SFS
John E. Christ	553 BAND

## Promotion to Master Sergeant

Mark A. Caley	193 CS
Kevin T. Plucker	193 SFS
Micah E. Good	193 LRS
Phillip C. Shelton	193 LRS
Daniel L. Wright	211 EIS
James D. Callahan	211 EIS
Mark R. Simmon	211 EIS
Lori M. McCarty	553 BAND
Joshua A. Fickes	553 BAND
Brian R. Stike	553 BAND
Lewis L. Boone	112 AOS

## Promoted to Technical Sergeant

Donald R. Carter	193 SFS
Princess C. Glick	193 CES
Michael D. Carney	271 CBCS
Scott D. Thornsberry	211 EIS
Roy K. Miller	201 RHS
Kevin L. Low	271 CBCS
Myron M. Charowsky	553 BAND
Clay M. Sattazahn	553 BAND
Katie L. Brenneman	553 BAND
Andrew G. Lowe	553 BAND

## Promoted to Staff Sergeant

James C. Bowman	193 SOS
Jonathan M. Herb	271 CBCS
Clayton J. Belcher	553 BAND

## Promoted to Senior Airman

David A. Sclafani	193 MXS
Jordan T. Parrish	193 CF
Garrett A. Faber	193 SOS
Cassandra L. Price	193 SOW
Michael D. Gower	211 EIS
Alexandra D. Lenker	203 WF
Richard H. Shanaman	203 WF

## Promoted to Airman First Class

Paul M. Carnes	271 CBCS
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# News In Brief

## AF, Wing celebrate women's history

2/27/2009 - SAN ANTONIO (AFNS) -- Throughout history, women in the military have made significant contributions. This is especially true in the Air Force whether they are flying A-10 Thunderbolt IIs or commanding thousands of Airmen.

The month of March has been recognized as Women's History Month since 1987 to highlight women of the past and future. In March, Americans are encouraged to observe this month with appropriate programs, ceremonies and activities, and to remember throughout the year the many contributions of courageous women who have made this nation strong.



Guest speaker Brig. Gen. Allyson R. Solomon addresses members of the 193rd Special Operations Wing in celebration of Women's History Month, Saturday Mar. 10, 2012, Middletown, Pa. General Solomon serves as the principal advisor to the Governor and the Adjutant General in Md. and also serves as the Commander of the Maryland Air National Guard. (Photo by Tech. Sgt. Mariko Bender.)





# Airmen pay tribute to WWII, state's fallen

Story by Senior Airman Claire Behney

Public Affairs Specialist

Death March. The name itself seems menacing, but when it's part of a memorial to pay tribute to World War II heroes who fought and died defending the Philippine Islands, it seems much more harmonious. It was the thought of paying homage to our nation's and state's fallen service members that drove Col. John Dickinson, 193rd Special Operations Wing vice commander and Col. Colleen Dickinson, Pennsylvania Joint Force Headquarters-J6, to take on the challenge of the Bataan Memorial Death March.

The husband and wife duo, along with seven other Pennsylvania Guardsmen, participated in the 23rd annual Bataan Memorial Death March, White Sands, N.M., March 25.

The PA Guardsmen's participation in the Bataan Memorial Death March was also part of the PA Guard's tribute to the 39 PA Soldiers who have been killed in action since 9/11, March for the Fallen. Each of the PA Guardsmen marched on behalf of one of the fallen heroes of the state.

This year's Bataan Memorial Death March marked the 70th anniversary of the original Bataan march where tens of thousands of American and Filipino Soldiers were surrendered to Japanese forces and forced to march 80-miles in the scorching heat through the Philippine jungle. Thousands of these service members died and those who survived suffered as prisoners of war.

"The experience was unforgettable and moving," said Colonel Colleen Dickinson. "It was amazing to see the more than 6,700 marchers and over 1,000 volunteers all dedicated to memorializing those that died along with those that survived the ordeal; it was truly a humbling experience."

The experience required a lot of training and preparation for the Dickinsons. Their training wasn't your average training because the Bataan Memorial March isn't your typical marathon. The 26.2 course veers through the desert mountainous terrain of the White Sands Missile Range, and peaks at an elevation of 1,650 meters. Participants must also march in full uniform. But the biggest obstacle to train for was preparing to bear the weight of the 35-pound rucksack participants are

required to carry during the March.

"We have been training for about three months," said Colonel Colleen Dickinson during a training march in mid-March. "We have done about one long and one short march with the full pack weekly, along with two runs a week."

The duo is avid athletes who ski, run, and play golf, but for them the biggest challenge while preparing for the Memorial March was finding the proper footwear that was within uniform regulations and didn't tear up their feet. They went through three different boots until they found an adequate combination.

It was with a true teamwork mentality that the Dickinsons entered into the Memorial March.

"We're going to finish this thing together," said Colonel John Dickinson.

And together is how they crossed the finish line with a clocked time of 9:59:32. But the finish line didn't come easy as the March provided several challenges.

"The biggest challenge was not giving up," said Colonel Colleen Dickinson. "At mile two we started uphill until mile 17 and went about 8,700 feet above sea level which caused problems with your breathing and made your stomach feel queasy."

The temperature went above 88 degrees which also became a challenge, she said.

In spite of the challenges, the Dickinsons and the seven other

See Bataan, Page 5



Col. John Dickinson, 193rd Special Operations Wing vice commander and Col. Colleen Dickinson, Pennsylvania Joint Force Headquarters- J6, march 4 miles through Middletown, Pa., during a training march, March 19. The husband and wife duo joined seven other Pennsylvania service members and participated in the 23rd annual Bataan Memorial Death March, White Sands, N.M., March 25. (Photo by Senior Airman Claire Behney.)





# *Bataan Memorial March* Continued from page 4

PA Guardsmen were nine of the 435 individuals to finish in their division, which included three finishers in the top 10. Colonel Colleen Dickinson placed 4th out of the ten in her age bracket and Colonel John Dickinson finished 23rd out of 44 in his age bracket.

“We both really appreciated the opportunity to represent the Pennsylvania National Guard and march for the 39 members that gave the ultimate sacrifice,” said Colonel Colleen Dickinson.

“Overall it was a oving experience we will not forget.”

**Authors note:** *The March for the fallen occurred in three*

*parts and locations:*

*Part one occurred at Fort Indiantown Gap, March 24, with 20 service members parti in participating and marching 28 miles.*

*Part two occurred at the Bataan Memorial Death March, White Sands, N.M., March 25, and included the nine servicemembers featured in this article.*

*Part three occurred in Cambridge Springs, Pa., March 26, where 30 servicemembers marched.*

*All of the participants marched on behalf of one of the 39 fallen heroes and wore a rucksack weighing at least 35 pounds.*



*The 193rd Special Operations Wing hosted a change of command ceremony Sat., March 10. Col. Gerald Otterbein, Wing commander, accepts the colors from Col. John Dickinson who relinquished command of the 193rd Special Operations Group to Lt. Col. Scott Federico. Colonel Dickinson has been appointed to the position of vice Wing commander of the 193rd. (Photo by Tech. Sgt. Culeen Shaffer.)*

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.**

## Vice: 'Readiness' encompasses all aspects of life



*From the desk of Colonel John Dickinson*

Vice Commander

One of my priorities as the Vice Wing Commander is Readiness. Readiness is an important aspect of being in the military and identifies the ability of a military unit to accomplish it's assigned mission(s). Readiness evaluates assigned personnel and their level of training as well as equipment on hand and it's serviceability. DoD uses several reporting systems such as SORTS, DRRS, and ART... all military articles must have some acronyms... to evaluate unit's readiness and identify any trends that need to be addressed. Although these systems do provide valuable information, they do not tell the whole story.

After over 10 years of almost continuous deployments since 9/11, other concerns such as mental, financial, and family readiness have risen to the forefront and demand our attention. Our Chaplain staff along with our Wing Psychologist, Hope Cleaver, are available to support our personnel with their spiritual and mental readiness.

Financial planners, job fairs, hire veteran initiatives, and financial aid from the 193rd Association are just some of the resources available to assist with financial matters. Sandy Scott, our Family Readiness Coordinator, along with a dedicated group of volunteers are focused on supporting our airmen and their families through multiple programs such as Yellow Ribbon and Strong Bonds.

All the available resources along with supervisors, 1st sergeants and commanders working in concert with each other will aid our airmen in becoming more "resilient" in dealing with and reducing the stressors in our lives. But one challenge in accomplishing this remains - the stigma associated with asking for help. Traits, such as self-reliance and confidence, inherent in our military culture can hinder our airmen from asking for help. This is where each and every one of us can benefit by using the tried and true buddy system or as we call it in the Air Force the "Wingman" concept. I ask you to please seek help if you or your family need it along with paying attention to your fellow wingman and be ready to offer them a helping hand. In closing, I ask again... are you ready? Is your wingman?

### Rules of the Internet road

**BE A QUIET PROFESSIONAL:** There are reasons why our 193rd motto is, "Never seen, always heard." The safety of our Airmen is mission number one, so unless you have been asked specifically by command to do otherwise, leave mention of the 193rd SOW off your social media pages.

**YOU CAN'T UN-RING A BELL:** Once you put information on the Web, assume everyone can see it, including people who want to kill you and your fellow Airmen. OPSEC violations can be inadvertent, but no less deadly.

**IF YOU SEE SOMETHING, SAY SOMETHING:** If you see something on a fellow Airman's social media site that shouldn't be there, talk with them directly and ask them to remove it. This includes images that do not reflect well upon the Wing and our Core Values. If they refuse to do so, contact your Public Affairs Office and chain of command. If you believe you have seen a violation of OPSEC, immediately contact your chain of command.

**PERCEPTION IS REALITY:** You cannot simultaneously represent yourself as an Airman and a fool. Core Values extend to Internet usage and Airman are expected to protect OPSEC at all times. Follow all DoD, Air Force, AFSOC, Pa NG and Wing policies and always make sure you represent the military in good taste. If there are any questions, contact your Public Affairs Office.

**NO GOOD DEEDS GO UNPUNISHED:** Think you have some good photos or video from training or your mission that would look good on YouTube or your Facebook site? **Think again!** Images taken while on duty belong to DoD and must be vetted and approved by the public affairs office before posting to outside sources. Airmen are **NOT** authorized to post directly to the Web or to media sources without going through this process.

**WITH FRIENDS LIKE THESE, WHO NEEDS ENEMIES?:** Remember to thoroughly look into "friends" before you accept them into your Facebook site. Ask yourself if you really need to have them know information you posted to your page. Limit the amount of private information you share on your site.

**STAY IN YOUR LANE:** Per TAG and Wing policy, no organizations at any level are authorized to create or maintain official or unofficial "pages" for Facebook or any other social media. Please see your public affairs office for additional information, they are here to make you and the Wing look good at all times.







# Sounding Off

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

## Communication workshop scheduled

A spouse communications workshop will be held Sunday in the Blue Room, Building 76, at 12:30 to 1:30 p.m. Members and their spouse or any one that would like to enhance their communication skills is invited to attend.

## Photo illustration credit correction

The March edition of Scope contained an incorrect photo illustration credit. The article highlighting the recent ATARS bowling tournament showcased a photo illustration of the event, originally created by Richard Church.

## FSS commissioning opportunity

The 193rd Force Support Squadron is announcing a commissioning opportunity for a traditional guard Force Support officer. Qualified individuals seeking a commission opportunity as a Force Support officer should submit a cover letter, resume, military bio and AFOQT scores to Maj. Keith Littlewood, 193 FSS/FSO, at keith.littlewood@ang.af.mil no later than Sunday, 10 June 2012.

## Sexual assault awareness month

3/27/2012 - SCHRIEVER AIR FORCE BASE, Colo. --

Sexual Assault Awareness Month, observed in April, is the month dedicated to making a concerted effort to raise public awareness about sexual violence and how to prevent sexual assault [across the nation and DoD].

To report a sexual assault contact the Sexual Assault Response Coordinator 24/7 Hotline 567-SARC (7272).

For more information, visit the DoD web site at [www.sapr.mil](http://www.sapr.mil) and see article, *Sexual assault hurts one, affects all* on page 8. For complete story, visit <http://www.af.mil/news/story.asp?id=123297651>.

## ORI COUNTDOWN: ARE YOU READY?



## What's on the Menu

### Constellation Cafe

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

#### SATURDAY

##### Main Line:

Spaghetti with meat sauce  
Teriyaki chicken  
Mashed potatoes  
Garlic bread  
Broccoli  
Green beans

##### Snack Line:

Hamburgers  
Cheeseburgers  
Tuna salad sandwich  
Baked Beans  
French Fries

#### SUNDAY

##### Main Line:

Sweet and sour pork  
Beef stew  
Steamed rice  
Buttered noodles  
Cauliflower  
Corn

##### Snack Line:

Hamburgers  
Cheeseburgers  
Chicken Nuggets  
Baked Beans  
French Fries

##### Clancys:

Open from April - June and August - September



# Sexual assault hurts one, affects all

*Story by Tech. Sgt. Beth Del Vecchio*

451st Air Expeditionary Wing Public Affairs

4/11/2012 - KANDAHAR, Afghanistan (AFNS) -- April is Sexual Assault Awareness Month and the 451st Air Expeditionary Wing Sexual Assault Response Coordinator hopes to use this time to educate the Airmen of the wing on preventing sexual assault.

The Defense Department theme for this month's awareness campaign is "Hurts one. Affects all." This theme illustrates the importance of effectively dealing with a sexual assault before it causes irreversible damage to one of our own or a breakdown in the unit and subsequently mission effectiveness.

Capt. Ivan Jorge, 451st AEW SARC, has been a coordinator for a year and said there are various approaches to preventing sexual assault, but the most successful is bystander intervention.

"The concept of bystander intervention is where a third party, the bystander, witnesses certain behavior, that when left unchecked could lead to a sexual assault," Jorge said. "But if the bystander has the courage to step up and intervene she or he could defuse a potential sexual assault."

In other words, Airmen don't have to wait for a sexual assault to happen before they do something about it.

"You don't have to be a senior leader to intervene," he continued. "Intervention can be accomplished through various approaches, but the end should result in a positive outcome."

In line with the wingman concept, it's every Airman's responsibility to know how to respond to a victim of sexual assault.

"The time to figure out what you need to do is not when you have someone disclose to you that they have been sexually assaulted," Jorge said. "For most people, actions to take are quite simple and can be summarized in one or two simple steps. First, immediately call the SARC or a Victim Advocate."

Supervisors should always be alert to signs that may indicate something bad might have happened to someone, such as depression, alcohol abuse, drug abuse or threats of self harm.

Capt. Jorge said some of the most common mistakes that supervisors make when faced with a possible sexual assault situation are not offering or allowing members to contact a helping agency; not notifying the SARC or VA and CID of the situation themselves, which could result in personnel and legal actions against the supervisor per AFI 36-6001; and lastly, asking the member to explain what happened, which usually re-victimizes the member and automatically turns the statement into an unrestricted report.

The DoD Safe Helpline is also a great option for victims. It offers free confidential information to members who are victims of sexual assault by means of the internet at [www.safehelpline.org](http://www.safehelpline.org) or by telephone from DSN at 94 + 877-995-5247. This service is available 24 hours a day, seven days a week, worldwide.

To read the entire story, visit <http://www.af.mil/news/story.asp?id=123297651>.

## 193rd Airman named Air Force 'Athlete of Year'



*Col. Gerald E. Otterbein presents Airman 1st Class Emily Shertzer, a member of the 553rd Air National Guard's Band of the Mid-Atlantic, an award for Air Force Athlete of the Year. Shertzer holds the fastest female time in the history of the All-Guard Marathon Team with a time of 2:54, and she led the Air Force 2011 Armed Forces Marathon Championship when she finished with a US Olympic Marathon trials Qualifying Time of 2:45. (Photo by Tech. Sgt. Mariko Bender.)*