

February 2013



Beans & Bullets

**311TH SUSTAINMENT COMMAND
(EXPEDITIONARY)**

"SUSTAIN THE FORCE, SECURE THE VICTORY!"



COVER STORY
GATE KEEPERS
PAGE 9
*"IT BRINGS HUMANITY
TO THE FOREFRONT."*

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Beans & Bullets Staff

Lt. Col. James Billings

Master Sgt. Dave Thompson

Sgt. Phillip Valentine

Beans & Bullets welcomes story ideas, photographs and any information of interest.

All submissions are subject to editing by the 311th Public Affairs Staff



BRONZE STAR



Col. Charles Cobbs III receives the Bronze Star Medal, Afghanistan Campaign Medal and the NATO Medal at a ceremony conducted at the 311th Expeditionary Sustainment Command, Kandahar Airfield, Afghanistan, Feb. 06. Cobbs acted as a liaison to the Joint Sustainment Command—Afghanistan and the 311th ESC, which sustains the Soldiers through out Afghanistan.



COMMANDING GENERAL

TROJAN 6 SENDS:

It's hard to believe that we are almost six weeks past our Transfer of Authority ceremony here in Afghanistan. We're almost two months into this operation and, before you know it, we'll be talking about our redeployment.

But that time is not yet. We've done a great job at establishing our presence here and providing sustainment to our warfighters. I'm proud of the way the staff has come together. You're doing the right things and doing them well.

Things are going well – almost too well. That's a reflection of your skill and professionalism. But that leads to my concern right now: complacency. We can't afford it. It's way too early to pat ourselves on the back and say, "We got this."

As the fighting season approaches, we need to stay alert. Anticipate the possibilities. Prepare for the worst. Constantly ask yourself, "What if ...?" and plan accordingly. Take a look at your fighting position and ask yourself how you can make it better.

The great military strategist Carl von Clausewitz wrote, "There are very few men – and they are the exceptions – who are able to think and feel beyond the present moment." That is our challenge right now. We need to see beyond the present moment – when things are going well – and anticipate a time when things are not going as smoothly as they are now.

I'm also concerned about our resiliency. It's a term you've heard a lot about, but may not quite understand. Resiliency is all about "bouncing back" from tough days and tough times. We all go through struggles during a deployment – we get tired, we miss home, we miss our loved ones. Maybe there's been a setback in your personal life, or even professionally. Resiliency and those five components of Comprehensive Soldier Fitness help us to stay Army Strong. Stay in touch with your Families and friends. Keep doing PT. Find those things that keep you healthy emotionally, spiritually, socially.

Finally, keep it up. You are doing great work here – whether "here" is in Kandahar, Bagram, New Kabul City, Kuwait or even back in the States. I see the results of your efforts every day. Thank you for what you are doing for our country. I am proud to serve with you!

TROJAN 6 OUT

COMMAND SERGEANT MAJOR

A new month brought new challenges and the Soldiers assigned to the 311th Expeditionary Sustainment Command rose to the challenges and achieved excellence. I would like to thank you all for your dedication and hard work. I also remind you that there is a long road ahead. Take the time to remain resilient and continue to perform with pride. Make sure you are maintaining yourself physically, mentally and spiritually.

A critical aspect in maintaining Soldier fitness is to keep in contact with Family and friends. Informing loved ones back home keeps their minds at ease. They are in this fight also. It is a team effort, and to achieve total victory, we must all work together. I encourage each of you to reach out to someone. Just remember to keep operational security in mind at all times.



Brig. Gen. Scottie D. Carpenter



**Command Sgt. Maj.
Ted L. Copeland**

...Continued on next page

CSM CONTINUED...

I had the opportunity to travel to Kuwait recently to talk to our Soldiers assigned there. I had the honor to participate in their combat patch ceremony and afterwards, we had a great lunch discussing issues and the way ahead as we currently know it. I also received compliments on our Soldiers professionalism from Maj. Gen. Kurt Stein and Command Sgt. Maj. Tobin of the 1st TSC. The Soldiers and leaders of Detachment South are doing great things every day. Keep up the good work.

I would like to take a moment and thank the folks back home. Without you, we would not be able to sustain ourselves, which would make us unable to sustain the warfighters here in Afghanistan. Thanks for all you do.

Trojan 7

CHAPLAIN'S CORNER



Maj. Lawrence Allison

Blessed, Small Efforts

Small efforts that are repeated are far more powerful than big efforts that are made just once and then abandoned. Instead of hoping for a chance to make a big impact, take advantage of each opportunity you have to make a small impact.

Time works in your favor when you work in your favor with every little bit of time you get. You can achieve great things with modest efforts by persistently repeating those efforts.

Every moment is an opportunity to add a little bit to life's richness. Those little bits add up.

Each revolution of your car's engine moves the vehicle forward only a short distance. Yet with enough successive turns of the engine and tires, you can traverse an entire continent.

Just because the effort is small, doesn't mean it is insignificant. Just because you can't do it all at once, doesn't mean it is out of your reach.

Success and fulfillment are built on a day-by-day basis. Keep going, keep building, and enjoy the ride. - By Ralph Marston

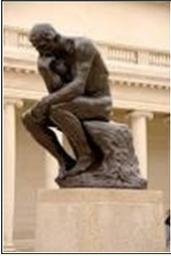
To our 311th Family, THANK YOU for all of your efforts. My prayer is that you all are blessed with inspiration and direction in your efforts to build our unit and families.



Blessings, CH Allison 311th ESC Command Chaplain ASAP-"Always Say A Prayer"



DEPUTY COMMANDING OFFICER



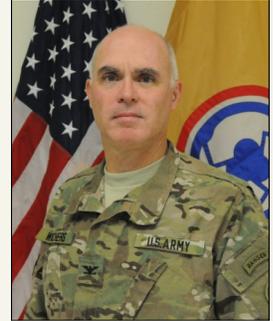
Thoughts from the Deputy.

“A good decision is based on knowledge and not on numbers (Data).”

Plato

Plato knew what he was talking about a few thousand years ago.

From data we gain information, from information we gain knowledge and from knowledge we gain wisdom. If you all remember our training at Fort Hood, we are always trying to achieve wisdom.



Col. Andrew Wichers

Support your local knowledge management representative and get in your operational summaries so we can all achieve knowledge, wisdom is a bit harder to achieve, but we can get there!

COMMAND CHIEF'S NOTES



CW5 Raymond Johnson

Contributions made by the warrant officers assigned to the 311th ESC, 1st and 3rd Sustainment Brigades, and their subordinate battalions, added to the success of sustainment operations across the Combined Joint Area of Operation-Afghanistan.

We have 13 warrant officer military occupational specialties assigned to the command. Listed are the Military Occupational Specialties; 251N Network Management Technician, 255N Information Management Technician, 350F All Source Intelligence Technician, 420A Human Resources Technician, 882A Mobility Officer, 890A Ammunition Warrant Officer, 915A Automotive Maintenance Warrant Officer, 920A Property Accounting Technician, 920B Supply Systems Technician, 922A Food Service Technician, 923A Petroleum Systems Technician, 948B Electronic Systems Maintenance Warrant Officer, 921A AirDrop Systems Technician.

The professional warrant officers that hold these MOSes/Profession of Arms provide technical advice to the NCOs and commissioned officers in the various sections of the command. The bulk of the warrant officers assigned are in the Support Operation (SPO) sections. Senior noncommissioned officers contribute an enormous amount of experience and knowledge to their assigned sections and their warrant officers contribution is the in-depth training and experience they bring to the table. The extensive training that each warrant officer receives at various stages in his or her career, prepares them to manage the systems and equipment throughout Army and in the command.

Sustainment is our bread and butter and the combatant commanders expect us to fulfill their request and also anticipate their request for replenishment. We have to be right all of the time and not some of time, the combatant commanders and their war-fighters, expect on-time supplies of bullets, rations, water, and many other classes of supply that enable them to take the fight to the enemy.

I commend the warrant officers, commissioned officers and noncommissioned officers of the command for fulfilling the symbol of 311th ESC's unit patch; we joke that it looks like the recycle logo, but we all know it means continuous sustainment support.

RESILIENCY TASK FORCE

Many of you may be sick of hearing the word by now, but it is extremely important to know. How is your Personal Resiliency Action Plan (PRAP) working for you? Have you tried any new exercise programs? Have you found new ways to communicate with your Family and friends? Are you making time for church or other personal time? Do you have a battle buddy that you feel comfortable with talking about your emotions? Did you have the chance to enjoy Salsa Night or make it to a Retrogrades show? These questions are all part of you being resilient throughout our deployment! They also cover the five pillars of Comprehensive Soldier and Family Fitness!

For this month's Resiliency section, I would like to focus on the Global Assessment Tool (GAT) survey. As the first tool for Comprehensive Soldier Fitness, the GAT allows Soldiers to assess their strengths in the emotional, social, spiritual and familial areas. The survey is only 105 questions and easily available online. The elements are quickly evaluated and displayed in a graph of four bars showing weakest and strongest areas. This gives you a quick glimpse at what your strengths are and what could use some attention to develop total comprehensive fitness. Soldiers, Family members and DA Civilians can find their respective surveys at the links below.

SOLDIERS
TAKE THE GAT HERE 

<https://www.sft.army.mil/>

DA CIVILIANS
TAKE THE GAT HERE 

<https://www.sft.army.mil/civilian/>

FAMILIES
TAKE THE GAT HERE 

<https://www.sft.army.mil/sftfamily/>



After taking the survey, you will be offered a variety of self-guided, online courses that can help you strengthen yourself in the emotional, social, spiritual and familial areas. Secretary of the Army John McHugh signed into action the new Ready and Resilient Campaign (R2C) and has launched our focus to help give you the power to take life into your own hands! Focus on what matters most to you and develop those strengths while working on improving all aspects of resiliency! The new R2C plan will be based on building physical, emotional and psychological resilience in our Soldiers, Families and civilians so they can in turn be better able to deal with the rigors and challenges of a demanding profession!

So give it a shot, even if you're not RED retake the survey, find out your strengths and areas to work on, see what's changed since you took it last! Focus on your Personal Resiliency Action Plan or if you don't have one, create one!

Encourage your family to join the Resiliency bandwagon and take theirs, too!

By 1st Lt. Erin Venturelli



INSPECTOR GENERAL'S NOTES

The Army Inspector General recently completed a series of trips to gauge the readiness of the Army. Lt. Gen. Peter Vangjel then updated his leader brief. Some of the highpoints in this brief are relevant to our mission here in a deployed environment. Leaders are held to a higher standard to be good examples, and promote and safeguard the morale, the physical well-being, and the general welfare of the personnel under his/her charge (10 U.S.C. 3553 explains in more detail).

An Organizational Culture "Iceberg" depicts the 90 percent of any informal components that you may not readily see. Many of these components are relational and behavioral that affect the formal considerations that are structural. To ensure a positive command climate and mission readiness, leaders must incorporate 100 percent of the "Iceberg" into their styles, strategies and operations. A recent survey conducted revealed the most desired characteristics in leaders from subordinates listed integrity/honesty, forward-looking, positive/optimistic and committed to excellence. Staffs often make mistakes in supporting their commanders by failing to be accurate and timely with the real picture, not verifying focused guidance nor using proper standards for recommendations, and failing to coordinate with other staffs and relevant agencies prior to submission to their boss for approval.

We have reinforced all of these areas within the 311th ESC so far and we must continue to work to improve our fox holes, build relationships among commands and staffs, and have the moral courage to provide real information to our leaders in a timely manner. Contracting Officers Representatives remain in the spotlight due to the difficult and complex requirements and contracts. Leaders MUST personally remain engaged in COR activities and provide oversight to those areas assigned under his/her control.

Lastly, counseling is still suffering at all levels. There are still leaders within the 311th ESC who have not completed an updated performance counseling session with his/her subordinates. We must continually provide feedback and opportunities for improvement and success. Vangjel's recommendations include to "fix the problem, not to fix the blame," and to avoid getting emotional by practicing emotional intelligence (self awareness, self regulation, motivation, empathy, and social skill). How are we doing in these areas as we approach work and problem solving with others?

See more Inspector General Comments on Page 13



Maj. Casey Miner



SURGEON

Protecting the Health of our Troops



**Lt. Col. Thomas Wells,
Command Surgeon**

This is a great time to remind ourselves as leaders, of Army Regulation 600-63, Army Health Promotion. Chapter 4-4, Suicide Prevention and Surveillance, covers suicide prevention strategies: "Army suicide-prevention focuses on maintaining individual readiness through overarching strategies that include developing positive life coping skills and encouraging help-seeking behavior to name two. All leaders must encourage and support various life coping skills programs available at the installation and within the local community. These programs should focus on developing life resiliencies, such as improving personal relationships, managing finances, dealing with stress or conflict, and preventing alcohol and drug abuse. All leaders will create a command climate which emphasizes and encourages help-seeking behavior.

Senior commanders will send periodic messages of concern, announcements, or statements that emphasize promoting the health, welfare, and readiness of the military community, encouraging help-seeking behaviors, and providing support for those who seek help. Commanders at all levels will eliminate any policy which inadvertently discriminates, punishes, or discourages any Soldier or Army employee from receiving professional counseling." This excerpt from AR 600-63 reinforces the commanding general's priority of a caustic-free environment and focus on resiliency through comprehensive and leader-led programs.



311 ESC Command Surgeon Cell



INFORMATION AWARENESS UPDATE

Don't get hooked by a Phishing expedition:

- Don't reply to email or pop-up messages that ask for personal or financial information, and don't click on links in the message.
- Don't cut and paste a link from the message into your Web browser - phishers can make links look like they go one place, but actually send you to a different site.
- Use anti-virus and anti-spyware software, as well as a two-way firewall, and update them all regularly.
- Don't send personal or financial information by email.
- Be cautious about opening any attachment or downloading any files from emails you receive regardless of who sent them.

Contractors accompanying the force who violate this policy may have their security clearance suspended/revoked and may be barred from US/ISAF installations resulting in their removed from theater.



COVER STORY

Blessed are the Gatekeepers

Sgt. Phillip Valentine, 311th ESC PAO

“Steadfast, serene, immovable, the same, year after year, through all the silent night, burns on forevermore that quenchless flame. Shine on that inextinguishable light.” Henry Wadsworth Longfellow, The Lighthouse.

And like a lighthouse, a gatekeeper is there to help guide the lost and fearful to a safe place.

The 311th Expeditionary Sustainment Command is implementing a gatekeeper program to help provide immediate help to those who have suicidal thoughts until a trained, behavioral healthcare provider can be contacted.

“Suicide prevention is very important, very serious and very real,” said Chief Warrant Officer 2 Edward Wright, a gatekeeper custodian assigned to the 311th ESC. “Since I volunteered, I was surprised at the number of people who either know someone who attempted suicide or who committed suicide.”

As a gatekeeper custodian, Wright gathers information from fellow gatekeepers for reporting purposes and helps give guidance to those involved in the program. He said the names of those who come forward are kept strictly confidential.

Gatekeepers are a fairly common sight among active duty Soldiers. Barracks room doors are marked with a sticker that lets troubled Soldiers know a trained and understanding gatekeeper is on the other side. For reserve Soldiers who live away from their unit, this is a new program.

“The gatekeepers are there to care for them, to listen to them and to be there for them,” said Wright. He believes gatekeepers will enhance the Army’s existing A.C.E program: Ask, Care and Escort. “It’s good for people to know that there are specific individuals to talk to. Sometimes Soldiers don’t want to feel judged by a supervisor, battle-buddy or co-worker.”

Gatekeepers will undergo Applied Suicide Intervention Skills Training, which is a two-day workshop. ASIST training is a performance-oriented, standardized program that results in certification. The ASIST workshop prepares individuals to recognize suicide warning signs and provide basic intervention skills.

“The training will give us a better understanding of the program and equip us to identify potential suicidal intent,” said Wright.

All ranks make up the list of the 311th ESC gatekeepers. Wright said that a wide-spectrum of people would be necessary to perform the task of gatekeeper, insuring Soldiers have several choices when it comes to reaching out to someone. “Every rank has stepped up to the plate and supported this mission,” said Wright.

Wright feels that this program is vital to Soldiers overall well-being.

“It brings humanity to the forefront. In a combat zone, we tend to forget the problems and issues that occur,” said Wright. “We have to re-iterate that people come first. With all of the technology available to us, the most important resource will always be people.”

EQUAL OPPORTUNITY

Black History Month

Dr. Clarence Ellis, Computer Scientist

Today's Army runs on computers, but many of us remember a time when they did not exist and still some cannot imagine life before the computer age. Computers have become a mainstay in our everyday lives both in the Army and at home.

Dr. Clarence Ellis became the first African American to receive a PH.D in Computer Science. One of five children raised by a single mother on the South Side of Chicago, IL, Ellis was introduced to computers in 1958. At the age of 15, he had a part time job as a security guard for an insurance company, guarding the company's new and very expensive computer. During the graveyard shift, Dr. Ellis would read the operating manuals that came with the computer. At this time computers used punch cards to record and enter data. One day, while reporting to work, a computer crisis occurred; the company had run out of punch cards. Ellis singlehandedly saved the company by changing certain settings on the computer to allow them to re-use the old punch cards. There began his life long passion in computer science. Despite his advanced contributions to the field, Dr. Ellis believes teaching an introductory Computer Science course is very important especially for students who are not majoring in the computer field as science has become increasingly enmeshed with our daily lives.

1) Which African American inventor published a Farmers' Almanac?

- a) Otis Boykin
- b) Madame Walker
- c) Benjamin Banneker
- d) George Washington Carver

2) Who was the first African American woman to receive a patent?

- a) Bessie Blount
- b) Madame Walker
- c) Sarah Goode
- d) Marjorie Stewart Joyner

3) Who was the first African American heavyweight champion as well as an inventor?

- a) Jack Johnson
- b) Lewis Howard Latimer
- c) Lonnie Johnson
- d) George Grant

4) Which inventor's last name became the "real _____"?

- a) John Lee Love
- b) John Standard
- c) John Christian
- d) Elijah McCoy

5) What was Black History Month originally called?

- a) The African American Festival
- b) Black History Celebration
- c) Black History Day
- d) Negro History Week

6) Which millionaire black entrepreneur and inventor started out by washing laundry?

- a) Madame C. J. Walker
- b) Granville T. Woods
- c) Sarah Boone
- d) Rufus Stokes

7) Which one of the following black inventors did not invent something related to food?

- a) Bessie Blount
- b) Lewis Howard Latimer
- c) George Washington Carver
- d) Lloyd Augustus Hall

8) Which inventor invented a railroad car coupler nicknamed the jenny coupler?

- a) George Grant
- b) Frederick Jones
- c) Andrew Jackson Beard
- d) Ernest Everett Just

9) Which of the following black inventors is alive today?

- a) Philip Emeagwali
- b) Otis Boykin
- c) Henry Blair
- d) Emmett W. Chappelle

10) Which of the following black inventors developed the blood bank?

- a) Mark Dean
- b) David Crosthwait
- c) John Lee Love
- d) Charles Richard Drew

Submit answers to: Master Sgt. Frances J. Abel-Galba
Equal Opportunity Advisor/EEO
frances.abel@afghan.swa.army.mil





**“SAFETY ISN’T JUST A SLOGAN,
IT’S A WAY OF LIFE”**



311TH ESC SAFETY GRAM

COMMITMENT TO SAFETY EXCELLENCE

Hello Trojans!!

Like food, water, and air—sleep is a necessity. When we don’t get enough sleep, our performance suffers and we put both ourselves and our fellow Soldiers at risk. We react slower, it’s harder to stay focused, it’s harder to think, and we get stressed more easily. We make more mistakes and make poor decisions and judgments. To make matters worse, the effects of sleep deprivation sneak up on us. In other words, when we don’t have enough sleep, we are not good judges of the impact that sleep deprivation is having on our abilities and performance.

A sleep deprived Soldier might fall asleep at the wheel and cause a vehicle roll-over. A sleep deprived Soldier-medic might administer the wrong dose of medicines. A sleep deprived Soldier on guard duty might not notice a threat or might react too slowly to it. A sleep deprived Soldier might transpose digits while entering coordinates into a fire-control system. More generally, a sleep deprived Soldier might make wrong tactical decisions. The bottom line is that sleep deprivation can get Soldiers killed!

Tips for Sleep Management

• Tips for Soldiers

- Don’t sleep in areas where there is regular activity;
- When sleeping, minimize exposure to noise and light - wear ear plugs and use blackout shades;
- Avoid over-the-counter “sleep aids,” – they cause grogginess but not actual sleep;
- Remember that some of our Battle Buddies may be on a different sleep schedule; show some consideration and keep quiet;
- Sleep whenever you can – even a little sleep is better than none, and several “catnaps” can add-up quickly.

• Tips for Leaders

- Develop a unit sleep management program that gives Soldiers at least 6 and preferably 7-8 hours to sleep out of every 24;
- Soldiers trying to sleep during the day require longer (or more frequent) opportunities to sleep to compensate for the body’s normal reaction to sleep cycle disruption;
- Never put your soldiers in a position where they must choose between sleep and something else they would enjoy;
- Arrange sleep schedules that give Soldiers opportunities to sleep at a consistent time;

• Remember...

- Your performance begins to suffer as soon as you start losing sleep;
- If you are struggling to stay awake, then your ability to function is already impaired.

311TH FAMILY READINESS



As I write this, we are chin deep in preparations for the upcoming Yellow Ribbon Event for the ESC families. Feb. 22-24 the 311th ESC Families will gather in downtown Los Angeles for a weekend of networking, resourcing, and resiliency building.

It will be a different atmosphere without our Soldiers. Instead, families will focus on how to 'be' a healthy Family during the dog days of deployment. Some of the classes offered include "Building Mental Toughness," "Battle Mind," and "Creative Problems Solving." Key callers from the FRG have been connecting with Families for a few months now and they are eager to put faces to names and spend some time together.

Volunteers who have worked together and spoken on the phone, building a network of support, will be able to sit across from each other and break bread. The best part is that Families will get a few days away from the day-to-day grind to focus on subjects that make them better able to stay healthy, and strong. This means our Soldiers will not only not need to worry as much about how their sweetie is doing, but also to come home to stable households and be able to mentally de-stress more effectively once redeployed.

On a final note, I have to say, the Family members have really stepped up to the volunteer plate to make this FRG happen. We now have 23 volunteers with an additional 13 completing training and paperwork in the next few weeks. As a volunteer myself, I find that this is the most effective way to stay connected, informed and encouraged. When you talk to your Family next time, remember to thank them for all they do, too. It is their hard work and dedication that makes all the difference for each Family in the 311th and the Army Family at large.

Julie Kelly, FRG Leader at 810-956-7876 or Julie.kelly@us.army.mil

PHOTO CONTEST



Think you have what it takes to be an award-winning photographer? Now is your chance. The 311th ESC is looking for a picture, from you!

Submit your picture and the information that describes the image to the Public Affairs Office. The winner will have their photograph posted on the next issue of the Beans and Bullets, the 311th ESC's Facebook page and the PAO portal. Judging will be conducted by public affairs personnel from various units. Photos due by the 12th of the month.



S H A R P



Sgt. 1st Class Michael Franz,

The Sexual Assault Prevention and Response Program reinforces the Army's commitment to eliminate incidents of sexual assault through comprehensive policy that centers on awareness and prevention, training and education, victim advocacy, response, reporting and accountability. Army policy promotes sensitive care and confidential reporting for victims of sexual assault and accountability for those who commit these crimes.



Master Sgt. Carol Cornejo, Deployed

We would like to take the opportunity to share the goals of the Sexual Assault Prevention and Response Program SAPR Program per AR -600-20.

1. Create a climate that minimizes sexual assault incidents, which impact Army personnel, Army civilians, and Family members, and, if an incident should occur, ensure that victims and subjects are treated according to Army policy.
2. Create a climate that encourages victims to report incidents of sexual assault without fear.
3. Establish sexual assault prevention training and awareness programs to educate Soldiers.
4. Ensure sensitive and comprehensive treatment to restore victims' health and Well-being.
5. Ensure leaders understand their roles and responsibilities regarding response to sexual assault victims, thoroughly investigate allegations of sexual assault, and take appropriate administrative and disciplinary action.

Please feel free to visit our office if you have any questions or concerns.

DSN 318-421-6617 Roshan 24 hours 079-522-8114, BLDG. 515-A



April Sexual Assault Awareness Month

If you have any ideas that you would like to share for activities IPR held every Wednesday 1130 KAF Education Center

For more information please contact SHARP Office.

I G C O N T I N U E D

Scott Eblin from the Eblin Group writes: "The Impact of Leader Freak Outs." Lost productivity ripples throughout the organization: When an executive freaks out, productivity goes out the window. People stop what they're doing and gawk. Or, they get too scared to do anything. Or, trying to head off another freak out, they start doing everything – usually pointless things – trying to anticipate what the exec really wants. In each of these cases, the important work isn't getting done. Eye rolls of disengagement: When the freak out is an executive's go to move, the people around him or her eventually disengage. They've seen it so many times before so they just roll their eyes (either visibly or to themselves) and move on. It was just another unpleasant episode in a string of episodes that drain everyone's energy and enthusiasm. Negative role modeling: Unfortunately, after witnessing regular executive freak outs, some in the organization may conclude that's how leaders roll and adopt the practice themselves. Pretty soon, this negative role modeling leads to a toxic culture in which nothing meaningful gets done. How to Avoid Freaking Out Yourself? If you find yourself looking in the mirror and see someone who's engaged in a few freak outs (I have), here are three quick questions to ask yourself the next time you feel one coming on: 1) How much does this really matter? A few years ago, Suzy Welch wrote a book called 10 – 10 – 10. The big idea was for any seemingly important situation, ask yourself, "Will this matter 10 minutes from now? Will this matter 10 days from now? Will this matter 10 years from now?" One thing for sure is it's not worth freaking out over things that won't matter 10 minutes from now. 2) Does this matter to anyone besides me? This is the ego check question. Is what you're about to freak out about all about you or is it actually for the good of the enterprise? 3) What alternatives to a freak out are available for making my point? This just in – there are lots of alternatives.

THE RETROGRADES—UNPLUGGED



The RetroGrades performed an acoustic show, Feb. 06, at Kandahar Airfield. The RetroGrades are made up of 311th ESC Soldiers including 1st Lt. Alexander Longo, Sgt. 1st Class Michael Puccio, Sgt. Christopher Garza and Sgt. Dean Lindstrom. Look forward to more concerts in the future.



PROVOST MARSHALS OFFICE



The Force Protection (FP) section provides advice to commanders regarding trends on crimes, force protection conditions and postures. The FP section also provides commanders with recommendations for improving their force protection posture based on formal vulnerability threat assessments of their units throughout Afghanistan. The PM section consists of Capt. Wesley Sands and Sgt. 1st Class Manuel Cano. They look forward to having a successful deployment assisting commanders and staff sections increase their force protection awareness through training and dissemination of relevant information.

"Of The Troops! For The Troops!"



POC: Cpt. Michael J. Mosso, DSN: 318-421-8044
 michael.mosso@afghan.swa.army.mil



**1st Annual Kandahar Madness
 3 on 3 Basketball Tournament**

Time: 2 Mar 1300 Start
 3 Mar 1000 Finals
 Deadline to Sign Up: 28 Feb
 Team Captain's Meeting:
 28 Feb 1800
 On MWR Court Bleachers.

Signup at: 311th HHC,
 MWR Gym, or email
 kafmadness@gmail.com



1st Place \$100 AAFES
 2nd Place \$50 AAFES
 3rd Place \$50 AAFES
 4th Place \$25 AAFES
 *note per player
 Special prize for MVP and
 MEP (Most Entertaining
 Player)!!
 All participants will receive a
 commemorative performance
 t-shirt
 Open to first 64 teams
 All Military, Nato and DoD
 Civilians

March 2-3 2013

Kandahar Air Field, Afghanistan

Sponsors



G - 3

The Heart of the Command



**Lt. Col.
Rob Martin
HOOAH! HOOAH!**

The G3 or Operations Staff, are the nerve center of the 311th ESC and we are on shift 24/7 to keep the commander and staff informed of operations throughout the command and within Afghanistan. The 311th has 4100 soldiers assigned to our command which requires the operations section to be the best every day, every hour, every minute.

The operation section is made up of three sections: Operations center, FRAGOs and orders, and Plans. Each section has a different focus, but each section must coordinate and synchronize with the other in order to issues out guidance and direction to the command. Over the last month we have issued over 62 Mission Orders and directives to our subordinates to execute critical missions in Afghanistan.

The Soldiers that make up the operations are a special sort of person who can handle multi-issues, tasks and requirements all at the same time. I am very proud to be a part of the Operations Staff and the dedication of our team to overcome adversity. At times it can be stressful, but it is the team and our support of each other that makes the difference. Each day we are bonding together and growing stronger as a team



**Sgt. Maj.
Mario Canizales
HOOAH! HOOAH!**

I would like to thank our Families and friends for your continued support, you are our true inspiration and we could not do this job without you. I could not be prouder of all the Warriors in the G3 as we surpass the 30-day mark. The G3 has refined our battle rhythm and this has in turn allowed us to take "Care package" breaks. Everyone who has ever deployed knows everything stops when "Care packages" arrive, keep them coming.

Get to know...



**Sgt. Joel Pinkard
G-3**

Years in Service: 12
 Favorite quote: "Fighting solves everything."
 Goals/Hobbies during the deployment: Advancement to Staff Sgt. And my hobbies are Jiu Jitsu, boxing, kick boxing, and weight training.
 Family: Wife - DeAna Pinkard, Son - Bradley Pinkard, Daughter - Jemma Pinkard

Pinkard served in the Navy and deployed twice in support of operations Iraqi Freedom and Enduring Freedom. He also supported Operation Southern Watch. Some of the places he visited during these tours are Australia, Tasmania, South Korea, Malaysia, New Zealand, Thailand, Japan and China. In the Army, he deployed to Iraq and currently serves with the 311th ESC in Afghanistan.





Kandahar Legal Center



LOCATION: BUILDING 245

Near Education Center

HOURS OF OPERATION

MON – FRI: 0900-1800

SAT – SUN: 1300-1700

DSN: 841-1163

CPT JOHN T. DRISCOLL, OIC

SSG WILLIAM S. MYERS, NCOIC

Legal Assistance Services on KAF

For all US Armed Forces Eligible
and DOD Affiliated Eligible Clients

Paralegal and Attorney Services

- Legal Counseling
- Notary
- Power of Attorney
- Armed Forces Specific Legal Advice
- Lease Agreement Issues, etc.

HISTORICAL NOTES

The withdrawal of Soviet combatant forces from the Afghanistan began on May 15, 1988 and successfully executed on Feb. 15, 1989 under the leadership of Colonel-General Boris Gromov who also was the last Soviet general officer to walk from Afghanistan back into Soviet territory through the Afghan-Uzbek Bridge. Under the Geneva Accords on April 15, 1988, the Afghanistan and Pakistan signed three instruments on principles of mutual relations, in particular non-interference and non-intervention, on the voluntary return of Afghan refugees, and on interrelationships for the settlement, which provided for phased withdrawal of foreign troops to begin on 15 May. The United States and the USSR also signed a declaration on international guarantees, stating they would both refrain from any form of interference and intervention.

In the first three-month period, it was reported that some 50,183 foreign troops had withdrawn. Another 50,100 left between Aug. 15, 1988 and Feb. 15, 1989.

The whole time, during the withdrawal over the border, troop convoys were coming under attack by Afghan fighters. In all, 523 Soviet soldiers were killed during the withdrawal.^[1]

The total withdrawal of all Soviet troops from Afghanistan was completed on Feb. 15, 1989, in compliance with the terms of the Geneva Accords signed 10 months earlier.

In a symbolic move, Lt. Gen. Boris Gromov was the last to walk from Afghanistan back into Soviet territory.

