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Stay focused, finish your rotation strong

Chief Master Sgt. Brooke McLean

386th AEW command chief

Does anyone remember watching former Dallas Cowboy Leon Lett recover a fumble and rumble down the field on the way to an apparent touchdown in Super Bowl XXVII?

The Cowboys were way up and the touchdown, while not important for victory, was going to be a crowning triumph for the defensive lineman. If you remember the play, you definitely remember the image of Buffalo Bills wide receiver Don Beebe coming out of nowhere and knocking the ball from Lett's hands just before he crossed the goal line. It was not the way Lett wanted to finish the play or how many people would remember him.

For many of us at the Rock, we are entering into the most dangerous and troublesome time of our rotation. We are near the goal line and approaching pay dirt. We have accomplished an incredible amount during our four month, six month, or one year rotation. This wing routinely reaches 95 percent mission effectiveness in support of the daily flying schedule. We also have been assigned and established new standards of excellence for non-traditional missions like detainee operations, camp mayor teams, and long-haul convoy missions. Through a series of construction projects for mission enhancement and quality of life improvement, we have witnessed the transformation of our base from an expeditionary air base to, in my opinion, the best base in the AOR.

The pitfalls faced during the end of any rotation are similar in cause and, primarily, they fall into two categories: Lack of focus and lack of discipline. Sound simple enough, don't they? The cause may be simple but the results can be varied and problematic.



Air Force/Maj. Tom Crosson

Airman 1st Class Eric Prihoda, left, mounts a propeller to a C-130 *Hercules* engine as Airman 1st Class Joshua Berge assists with a crane Aug. 10. Both Airmen are assigned to the 386th Expeditionary Aircraft Maintenance Squadron.

We see the trouble caused by the lack of focus and discipline show itself in a number of ways. Safety is one aspect...people forget to wear seatbelts, reflective belts get left in the room or office and stationary traffic barriers become more difficult to avoid. Injuries around the workplace can increase as well. We accept a certain degree of risk in nearly every action or mission we perform in the military. Our business is dangerous enough without the added complication of losing focus.

Another area where the lack of focus and discipline manifests itself is noted in the rise of General Order number one violations. Rules we KNOW we can't break...rules we have ensured we don't even get close to breaking somehow find their way into the void of focus and discipline. The statistics from across the AOR show a dramatic

increase in G.O. number one violations in the last month and the infractions cover the spectrum of the order.

We are all vulnerable to the lack of focus—it's a normal thought process to start thinking about what happens after you return home. Looking at previous discipline problems will show that rank is not a factor in whether you stumble on the way to the finish line. I know of high ranking officers and senior enlisted personnel who fumbled at the goal line to include alcohol violations and pornography charges. Again, don't allow yourself to think you aren't vulnerable to fall into the trap.

So how do you survive the last days of your deployment and finish strong? There's no magic solution but here are some tips:

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Peer Pressure is Effective

Maj. Tim Tole

886th ESFS commander

When I was a small boy and made poor choices with my friends, my parents used the timeless phrase, "So if Johnny jumped off the bridge, you're telling us you'd jump off, too?"

I use to hate to hear them say that, but they were right: I could not allow other's poor choices to drive my decision making simply because I wanted to "fit in." That said, by setting a good example and enforcing standards, peer pressure can be a positive force.

We can all think of examples of negative peer pressure: Being persuaded to try recreational drugs or influenced to drink more alcohol than is prudent or safe, cheating on professional military exams because "others are doing it and they haven't been caught" or perpetuating a cover up for marital infidelity "because what goes on TDY, should stay TDY."

Likewise, positive peer pressure is pretty easy to spot as well: Encouraging a friend to take a college course or to study for a Professional Fitness Examination, motivating and helping a teammate get and stay physically fit, encouraging friends to seek marital counseling when they're having problems, or enforcing uniform, dormitory or safety standards.

Generally speaking, you won't normally receive criticism when applying positive peer pressure.

After all, we all recognize and heed good advice when we hear it, right? But what about when you positively "pressure" a peer to adhere to a particular standard they've been violating? Will you back off when that peer, perhaps a close friend, negatively responds to your admonishment? Will you ignore that problem in the future because you're afraid of a healthy, constructive confrontation?

Let's face it, some standards are simply easier to ignore than others. For example, sloppy or incorrect uniform wear might not be at the top of your personal list of priorities as it "doesn't directly hurt anyone." On the other hand, blatant safety infractions such as unsafe driving, lack of protective gear, or incorrect weapons handling procedures might get your attention and cause you to take action. Selective enforcement of established standards, however, creates confusion and negates the unanimity we have as members of the Air Force. Conversely, a unified enforcement of our service standards creates the proper mindset among all members and ensures our personnel don't look to others to handle problems they should handle themselves. Don't look to the "other guy" to enforce our standards, YOU are that "other guy!" How you conduct yourself and how you allow others to conduct themselves is important to our success as a viable military force.

I often hear personnel state, "Leaders enforce standards." That's true enough, but I choose much broader use of the word "leader" than most invoke:

When it comes to enforcing standards, all of us should assume a position of leadership. Doing so takes a degree of personal courage — you won't make friends (you might lose a few, too), but self-policing through the use of positive peer pressure is the best way to enforce standards and ensure mission success.



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Curlett holds his first commander's calls

Staff Sgt. Ryan Hansen

The new leader of the 386th Air Expeditionary Wing held his first commander's calls this past week and talked about his vision for the Rock.

Col. Paul Curlett, who took command July 4, spoke to his Airmen in four different sessions at the Rock Auditorium and told them what they could expect from him as their commander.

"My belief has always been if you take care of the people, the mission will take care of itself," he said. "My command team is here to take care of you. We're here to do the best we possibly can to provide you the best environment you can possibly have in a deployed location."

The colonel thanked members of AEF 1/2, who will be rotating out through the next six weeks, for their hard work and dedication over the past three months. However, he also reminded them not to lose focus on the mission as they get ready to return to their home station.

"Please don't get to the point where you're so interested on getting home that you lose focus on everything that is going on around you here," Colonel Curlett said. "I want to be out there to shake your hand for a job well done as you get



Air Force/Maj. Tom Crossor

Col. Paul Curlett, 386th Air Expeditionary Wing commander, talk to members of the wing during one of four commander's calls the colonel held this past week at the Rock Auditorium.

on that rotator, so stay focused and finish strong."

The commander talked about his time as an enlisted troop and told those in attendance that he believes it has played an important role in making him who he is today.

"I'm very proud to be prior enlisted," he said. "I think it helps me shape my relationship with the enlisted force and how much I appreciate what you bring to the fight. We have the best enlisted folks in the world."

As a 30-year Air Force veteran that has been deployed more than 10 times in his career, Colonel Curlett shared his thoughts on how to succeed while in a deployed location. He said the keys are to do your duty, pay attention to your surroundings, be a good wingman, enforce the standards, help maintain the base, look for opportunities to improve and stay safe.

"During my deployments I've seen a lot of things that I thought were great and some things that didn't work so well," he said. "So hopefully while I'm here I can share some of my lessons with you so that you don't have to learn the hard way like I did."

The colonel also spoke about issues in which he has zero tol-

erance for. He will not tolerate discrimination, breaking of general order number one, any disrespect for our host nation, disrespect of Air Force rules and regulations and technical order violations.

"These aren't new to anybody," Colonel Curlett said. "Everyone knows the Air Force has zero tolerance on a whole wide range of things. If we find you guilty of any of these, I will follow it all the way through, so help me out and don't do these type of things."

He then got into some Rock specific issues regarding the wear of the physical training uniform, cultural travel, community life and hazards.

"I know these are hot topics because I hear about them a lot," he said. "We'll review all of this stuff and we'll do what is smart. I listen to the chiefs, I listen to the Top Three and that will all factor into any decisions that I make."

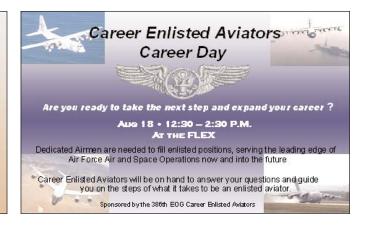
Colonel Curlett closed the session by reminding everyone why we are here, to remain vigilant and how he feels about everyone deployed here.

"I feel like you're all part of my family," he said. "And I certainly don't want someone in my family getting hurt, so I will do my best to take care of you, but I need you to take care of each other too."

A Healthy Fear of Commitment!

- Unless you are a warranted Contracting Officer, federal law prohibits entering into
 contracts or making modifications to existing contracts on behalf of the government.
 An "unauthorized commitment" represents an agreement that is not binding solely
 because the government representative who made it lacked the authority to enter into a
 contract on behalf of the government.
- Endstate: Unless you are a Contracting Officer, do not buy anything for the Government, do not indicate to a vendor that an order will be forthcoming, and do not make adjustments to existing contracts. You may find you have caused an "unauthorized commitment," which is punishable by disciplinary action and/or forfeiture of pay!

If you have any questions, contact Tech. Sgt Laura Sherman at 442-2085.



New airline security measures apply to AMC

Airline travelers are facing new security measures at the nation's airports today that promise to disrupt flights and cause a domino affect around the world.

The Department of Homeland Security increased airport and air travel security measures in response to a foiled plot by extremist to blow up aircraft bound from the United Kingdom to the United States. There are about 106 daily flights per day between the countries.

The same measures apply to people traveling on any Air Mobility Command-chartered aircraft, a command spokesman at Scott Air Force Base, Ill., said.

"Air Mobility Command follows (Transportation Security Agency) guidelines," the spokesman said.

The command is also working to release more details on any new guidelines that may affect travelers on AMC charters and military aircraft, he said.

Homeland Security officials raised the threat level to red for all flights from the United Kingdom to U.S. airports. It also raised the threat level to orange for all other commercial flights bound for American airports.

British police arrested 21 suspects in connection with the plot, which might have targeted up to 10 aircraft. The nation's security threat level is now at its

highest -- critical.

"Over the last few hours, British authorities have arrested a significant number of extremists engaged in a substantial plot to destroy multiple passenger aircraft flying from the United Kingdom to the United States," Homeland Security Secretary Michael Chertoff said in a statement today.

"Currently, there is no indication, however, of plotting within the United States," he said. "We believe that these arrests have significantly disrupted the threat, but we cannot be sure that the threat has been entirely eliminated or the plot completely thwarted."

At the same event, FBI Director Robert Mueller Well said, "This had the earmarks of an al Qaeda plot."

As part of the new measures, passengers will not be able carry certain items on aircraft. Banned from carry-on luggage are any kinds of liquids or gels, like beverages, hand and suntan lotions, toothpaste, hair gels, creams or similar items.

Passengers can carry medications, but must have a prescription with a name that matches the name on the airline ticket. They also can carry insulin and other essential non-prescription medicines. And parents can bring baby formula, breast milk or juice on board.

<u>Unit Travel Representatives</u>

- 386th AEW TSqt. Walpole
- 386th EOG/EOSS SrA Glanzer
- 43rd EECS MSgt. Jones
- 737th EAS SSgt. Kibler
- 738th EAS SrA Stordeur
- 386th EMXG MSgt. Conrad & SSgt. Weber
- 386th EMSG MSgt. Tucker & MSgt. C. Smith
- 386th ECES SMSgt. Patterson & SSgt. Russell
- 386th ECS Mr. Trevino & A1C Kreis
- 386th ESFS SMSgt. Brush & MSgt. Ford
- 386th ESFS/FP- SSgt. Blackwell & SSgt. Martin
- 386th ESVS SrA Haney & SrA Audi
- 386th ELRS SSgt. Falcon
- 386th ECONS TSgt. Vice & MSgt. McClain
- 386th EMDG- Lt. Col. Grantham, Maj. Behan & MSgt. Willis
- 5th EAMS MSgt. Rose & MSgt. Byrd
- 586th EMSG & 886th ESFS Capt. Hammond & MSgt. McElhinney
- 732th EMSG Maj Mosqueda, Capt. Taylor & MSgt. Steffani
- CDDOC Air Force SSgt. Herrod
- CDDOC Navy SKCS Gustafson & SKC Estes
- Det. 2402 MSgt Robertson
- CENTCOM Army 1SB Coleman

FOCUSED -

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- 1. Focus on your accomplishments write them down, update or develop a continuity book, or make a list of FAQs for your replacement. You have learned a tremendous amount about how things operate here and passing that knowledge along will help maintain the mission success we enjoy. This will also help you formulate ideas about how to answer questions when you return you should be ready to tell people what you did here.
- 2. Tune in to the news and understand how significant you are to our country. Our mission here is far from complete and this region continues to struggle

with violence and conflict. Sixteen years ago this base was overrun by Iraqi Army forces and our world and our Air Force changed nearly overnight. Almost five years ago we watched airliners crash into the World Trade Centers and we mourned the loss of over 3,000 brothers and sisters, moms and dads, and sons and daughters. We are in a long-war against terrorists who seek to destroy our way of life and we owe it to ourselves, our families, and our nation to stay sharp.

3. Have the right attitude and acknowledge the challenges of seeing your rotation come to an end. I have watched many Airmen prepare to redeploy in the last year and even more over the course of my career. Those

who have done it best and finished the strongest were the Airmen with the best attitude. When your "ultimate incentive flight" aka, the rotator, is delayed and your plans for getting home at a given time begin to dissolve, the people with the right attitude and who know the leadership of the Air Force is working for them become the leaders and keep everyone focused.

4. Help others stay focused. Reach out to a friend or coworker who you see is struggling to the finish line. The person most likely to see a drop-off in performance or attitude is a friend or a coworker, and this is certainly not limited to supervisors. If you notice small, isolated instances, don't wait to try to

help. A lack of focus can occur at all levels and we owe it to everyone to be the helping hand that pulls a fellow warrior to the finish line.

Big Leon Lett played 121 regular season games during his career and helped the Dallas Cowboys win three Super Bowls but in the minds of many he is remembered for his weak finish rather than all the good. The last month of your deployment is just as important as the first month and the mission we perform for our country isn't slowing down. You have been called to serve during one of the most difficult times in the history of our Air Force and you have performed with pride, passion, and professionalism. Finish strong and return with honor!

Decorated Vietnam veteran back at war

C-130 Hercules earned a Purple Heart following heroic takeoff, landing

Staff Sgt. Ryan Hansen

386th AEW/PA

It may be surprising to hear that the 386th Air Expeditionary Wing has a Vietnam era Purple Heart recipient working here at the Rock.

However, it's even more surprising to hear that the combat veteran is actually a C-130 Hercules deployed from Ramstein Air Base, Germany.

On the flight deck of aircraft 63-7865 is a plaque telling the story of one of the hardest working aircraft in the Air Force inventory.

According to the certificate, on June 1, 1972, the aircraft was assigned to the 21st Tactical Airlift Squadron at Ching Chuan Kang Air Base, Taiwan, when it took a mortar round through engine number three while sitting on the flightline of Kontum Air Base, Vietnam.

After a maintenance recover team replaced the engine, the aircraft was once again ready to fly. But just as the pilot Lt. Col. Lyn Mulkey taxied the C-130 down the flightline for takeoff, the new engine failed to start, forcing a three-engine takeoff. Despite taking even more incoming mortar rounds that punctured the wings and inflicted heavy damage to

its other engines, the colonel got the aircraft airborne.

The war-torn C-130 could only reach 1,000 feet due to its damage and had to make an emergency landing at Plieku Air Base, Vietnam, where it was determined that the combat aircraft would need two new wings and a four engine

replacement.

To many in the air mobility community, its stories like this that the C-130 is known as the workhorse of tactical airlift. It has proven itself for many years and continues to be leaned upon heavily in Operations Iraqi Freedom and Enduring Freedom.

"It's just an awesome aircraft," said Chief Master Sgt. Clement McGrath,



Air Force/Staff Sgt. Ryan Hansen

(Above) On the flight deck of aircraft the Rock.

63-7865 is a plaque that tells the story of how the C-130 Hercules earned a Purple Heart during Vietnam. (Left) The aircraft sits on the flightline during one of its rare down days here at

"It's the only one I've ever seen," said Chief McGrath, who has been a maintainer for 29 years. "It's very impressive for sure."

The aircraft's history is not limited to Vietnam era either. It once again proved its meddle a few years ago when it flew through an ice storm over Europe, according to Sergeant Stahn.

"There are some dents up front, but that's all you can really see from it," said the six year Air Force crew chief, who is familiar with the aircraft from his home station. "It sure is a tough one."

The decoration is also a tribute to the hard working maintenance crews that continually get the aircraft ready to go on a daily basis in 120 plus degree heat.

"Sure it's hard to keep aircraft that are 40 plus years old flying," Sergeant Stahn said, "but it sure beats working on a computer."



superintendent of the 386th Aircraft Expeditionary

Maintenance Squadron. "It can go anywhere at anytime and it's been everywhere around the world."

The aircraft's dedicated crew chief here wasn't surprised when he saw the plaque.

"This just shows the reliability of these aircraft," said Staff Sgt. Tim Stahn, who is with the Green Aircraft Maintenance Unit. "Three quarters of the C-130s we have here are from the early sixty's and served in Vietnam and they're still going strong today."

Although it's probably not the only one in existence, no one in the squadron can recall seeing another Purple Heart for an



Staff Sgt. Ryan Hansen

386th AEW/PA

Their mission statement is simple – save the lives of troops on the ground in Iraq by providing an electronic shield around them.

That's the job of the 43d Expeditionary Electronic Communications Squadron in a nutshell. Everyday of the week the Bats, as they are known, take to the air to actively support coalition warfighters in harm's way by providing electronic combat coverage.

As one of only two electronic communications squadrons in the Air Force, the 43d EECS' special skills are in high demand. They, along with their sister squadron, the 41st EECS, are part of the 55th Electronic Combat Group at Davis-Monthan Air Force Base, Ariz., and have been continuously deployed to the AOR since Spring 2004.

"I'm incredibly proud of everybody here with us," said Lt. Col. Steve Miller, 43d EECS commander. "We have guys that have been deployed here four and five times now and their dedication to the mission is just amazing to me."

While the 41st EECS is responsible for Operation Enduring Freedom, the 43d EECS takes care of Operation Iraqi Freedom.

"We work with three major divisions on the ground: the 1st Marine Expeditionary Force and the Army's 101st Airborne and 4th Infantry Division," Colonel Miller said.

A typical mission for the 43d EECS consists of eight-to-nine hours of flying high above the Iraqi ski. While in the air they respond to joint tactical air strike requests, which basically tell the Bats where their help is needed.

"Through JTASRs they tell us where, when and what they need to have targeted," Colonel Miller said.

And the numbers don't lie. So far this year the 43d EECS has supported more than 1,125 JTASRs and last year they answered more than 1,500 requests.

"It's known as electronic close air support or non-kinetic CAS," said Maj. Arvid Opry, 43d EECS director of operations. "Basically we are providing a protective shield for 150,000 ground troops and Iraqi civilians."

Although the requests are large, the number of personnel and aircraft in the squadron is relatively small. The 43d EECS maintains a high mission effectiveness rate by relying on roughly 35 operations personnel and about 35 maintenance troops, who are from the Red Aircraft Maintenance Unit of the 386th Expeditionary Aircraft Maintenance Squadron.

"The mission we do here is really motivational," said Capt. Joe Schmidt, OIC of Red AMU. "We have a lot of guys that are here for their third or forth time and even with that much time away from their families, they still love to come over here and do this."



Tech. Sgt. Phillip Patterson, a mission crew supervisor with the 43d Expeditionary Electronic Communications Squadron, prepares his station for a mission into Iraq recently.

The 43d EECS operates a fleet of EC-130H *Compass Calls* to accomplish their important mission. At first glance these aircraft appear to be the same as the rest of the Rock's C-130, however they are not. The crew on board uses this heavily modified airframe to disrupt enemy command and control communications.

"The antennas really stand out, especially the one they call the cheese cutter," Colonel Miller said. "Basically from nose to tail we have receiv-

er antennas and jamming antennas that help us do our mission."

Through all the deployments and long work hours, including more than 320 sorties this year including more than 2,600 combat flying hours, it's supporting the forward deployed troops that keep Airmen of the 43d EECS motivated to get the mission done.

"The biggest thing for me is the team





(Top) Capt. Matthew Butterworth, a co-pilot with the 43d EECS, talks to the command post before taxiing onto the runway. (Above) 1st. Lt. Josh Coakley, a mission crew commander with the 43d EECS, checks his equipment before takeoff.

effort I see out here," Captain Schmidt said. "We've got guys who normally work in the back that wouldn't

> have anything to do with us, but here they want to step in and help where they can."

"When people come to the squadron they're aware of our ops tempo," Major Opry said. "And at the three year point they can

shift out, but most of them stick with it."

To me that really shows the dedication they have to the mission and the squadron."

Second Bat Hits 1,000 Hours

In the aircrew world what was once almost unheard of is now becoming more common.

On Aug. 2, Master Sgt. Tony Roy, a flight engineer with the 43d Expeditionary Electronics Communications Squadron, surpassed 1,000 combat flying hours.

While just a few years ago this would have been an absolutely incredi-

ble feat, the number may soon become a regular event with the continuous deployments of the Bats.

Sergeant Roy is the second member of the 43d EECS to earn a 1,000 hour patch following Tech. Sgt.



Roy

Russell Olekshuk, an electronic intelligence operations specialist, who hit the mark back in April.

However, just because we're starting to see it more often, does not mean the feat is not significant.

"It's still amazing and it shouldn't be overlooked," said Lt. Col. Steve Miller, 43d EECS commander. "These guys are real high timers and their dedication is impressive."

Sergeant Roy is on his fourth deployment to the AOR with the Bats. And although it would be very easy to be fed up with the time away from his family, he actually says he enjoys the challenges and loves the mission.

"I almost feel like I'm at home here," he said. "The importance of the mission really keeps us all going."

Sergeant Roy is a 17 year veteran of the Air Force. He said it's because of these constant deployments he feels a teamwork with the Bats that the has not felt anywhere else in his career.

"We're a little different than the other side of the (operations) house. We're constantly deployed together, we all know each other, so there's really no learning curve at all."

While Sergeant Roy is just the second member of the 43d EECS to hit the 1,000 combat flying hour mark, there are at a few more who will be hitting it soon.

"It's going to become commonplace for our guys," Colonel Miller said. "We've bought a bunch of patches because we know a lot of people are going to do it."

385th Air Expeditionary Wing Rock Solid Warriors



Master Sgt. James Tucker

386th Expeditionary Mission Support Group
Superintendent, Manpower & Organization

Home unit, base: 4th Manpower Requirements Squadron, Buckley Air Force Base, Colo.

How do you support the mission here? I ensure we have the essential manpower requirements to execute our mission. I review and evaluate organizational structures and manpower positions on the Deployment Requirements Manning Document. I assist the wing leadership to identify and coordinate requests for additional manpower. I validate work center workload associated with mission changes or modifications. "I get you the spaces, so you can get the faces," is my typical manpower slogan!

How many times have you deployed and what makes this one unique? This is my second deployment. The opportunity to use the different manpower tools, Time Study, Flow Chart Process Analysis and Operational Audit to validate workload and manpower requests have made this deployment unique. It's not very often we have the chance to use all these methods in a year. During this rotation our office has applied these tools to ensure we have the right size "Boots on Ground."

How does your job differ in a deployed environment versus home base? At the 4th Manpower Requirements Squadron I focus on developing Air Force manpower standards for peacetime operations. I capture Air Force wide functional expertise and operational concepts to identify manpower needs parallel to workload levels. They are valuable tools used to support Air Force program planning and personnel end strength. On the Rock, I focus on getting commanders the skilled warfighters to support the Global War On Terrorism.



Senior Airman Earl White III

586th Expeditionary Mission Support Group, Det. 1
Communications, Computer Programming

Home unit, base: Air Force Research Laboratory, Kirtland Air Force Base, N.M.

How do you support the mission here? I'm an Information Management Officer for the unit. I install new programs on computers and patch existing ones when they have security flaws. I also work with the camp Signal (Air Force communications equivalent) people to restore connectivity to computers in the unit when it goes down. Outside of that, I track accountability of radios and cell phones for the unit, assist with the flag-flying program and work with anti-terrorism and force protection.

How many times have you deployed and what makes this one unique? This is my first deployment, and aside from that distinction, it's the first time I've ever worked with members of all branches, in an environment where I have to be much more dynamic than simply programming a computer in an office. Finally, in the camp command cell I've learned a lot about leadership, even as an Airman.

How does your job differ in a deployed environment versus home base? There's much more variety to my job here than there is at my home base. At my home base it would be feasible to be focused on one or two significant projects for days or even weeks, while that's not possible here. Here we have to deal with things as they come up, which makes for a much more exciting experience. I never would have moved 12,000 pounds worth of Texas barriers in support of the AT/FP program working at my home base.