

ROCK SLATE

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Hard Rock
CASF

Pages 6-7



Healthy Relationships: Dealing With Conflict

Chaplain (Capt.) Timothy S. Rosenthal

386th Chaplain Services

"Chaplain, I volunteered for this TDY so I can get away from my shop, back home. Nobody got along. I come here, and it is no different."

This is a phrase chaplains hear a lot. Chances are that you've experienced conflict at work at some time or another. How we deal with conflict at work and at home has a lot to do with our own attitude. Some things we simply cannot control; on the other hand, we can control our attitudes and feelings but sometimes we choose not to.

When I was working on my doctorate 15 years ago, I studied leadership and staff relationships. I have led multiple-staff congregations as a civilian pastor and I have worked on large staffs in the military. Through formal schooling and, more importantly, perhaps, through the School of Hard Knocks, I developed these seven rules for dealing with conflict at work and at home. I pray that these simple rules might help us to deal with conflict and to build healthy relationships at work and at home.

1. Relationships are more important than being right. Obviously, operationally, there are right and wrong ways to do things. I'm talking about the times when we put our need to be right above all else. It's like the guy who comes into my office and says, "I won every single argument; I can't understand why she left me!" You can win the battle and lose the war.

2. Play fair; fight fair. No personal attacks or trying to destroy those with whom you disagree at home or at work. I've had my back-side chewed out before and it stings; but, when it was fair I learned and I grew from it. I'm thankful for a few of

them. Even if I felt misunderstood, I appreciated the ones that had my best interest and growth in mind.

3. Create a safe environment for disagreement. A husband or wife cannot have a healthy relationship if one doesn't feel that it is safe to disagree. While physical abuse springs to mind, there are also emotional threats and berating. Some use anger to control others. Relationships in the workplace are not healthy when there is constant fear of punishment and retribution with no room for simple errors. In the military, we must use proper channels and we must also disagree within the limits of good order and discipline. At the same time, maybe there are things that supervisors and their troops can do to create an environment for constructive and healthy dissent. Everyone benefits from that.

4. A staff/family that plays together well works together well. Units that have "mandatory fun" often reap the benefit of this dynamic. When we see people from work interact in non-threatening, social settings, we become more accepting of the way they filter their world. For example, some people are task oriented and less people oriented while others are energized by people and a crisis will make their energy flow. Each way of processing the world has something of value to contribute to an organization.

5. Most conflict stems from someone feeling like they were treated with disrespect. Conflict is rarely centered on the facts; it is almost always the way someone is treated. Respect goes up and down the chain. We are all worthy of human dignity.

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When parents do not respect their children—even when they are disciplining them—the conflict multiplies.

The same is true in work situations. We also live in a culture where disrespect for those in authority is a sport. That is just wrong and it is not tolerated in the military.

6. Address conflict with “I feel” not “you made me angry.” Own your feelings; don’t justify them. Don’t blame others for the way you feel. They may have done something wrong but they are not in charge of your feelings. They are responsible for what they do but you, alone, are responsible for the way you feel.

7. Whatever is not talked out will be acted out! This is huge! This is something upon which I can give a 100% guarantee. It is true in marriages, in parenting, and in staff relationships. If conflict is not discussed, it does not simply go away. Just the opposite! It will fester and grow;

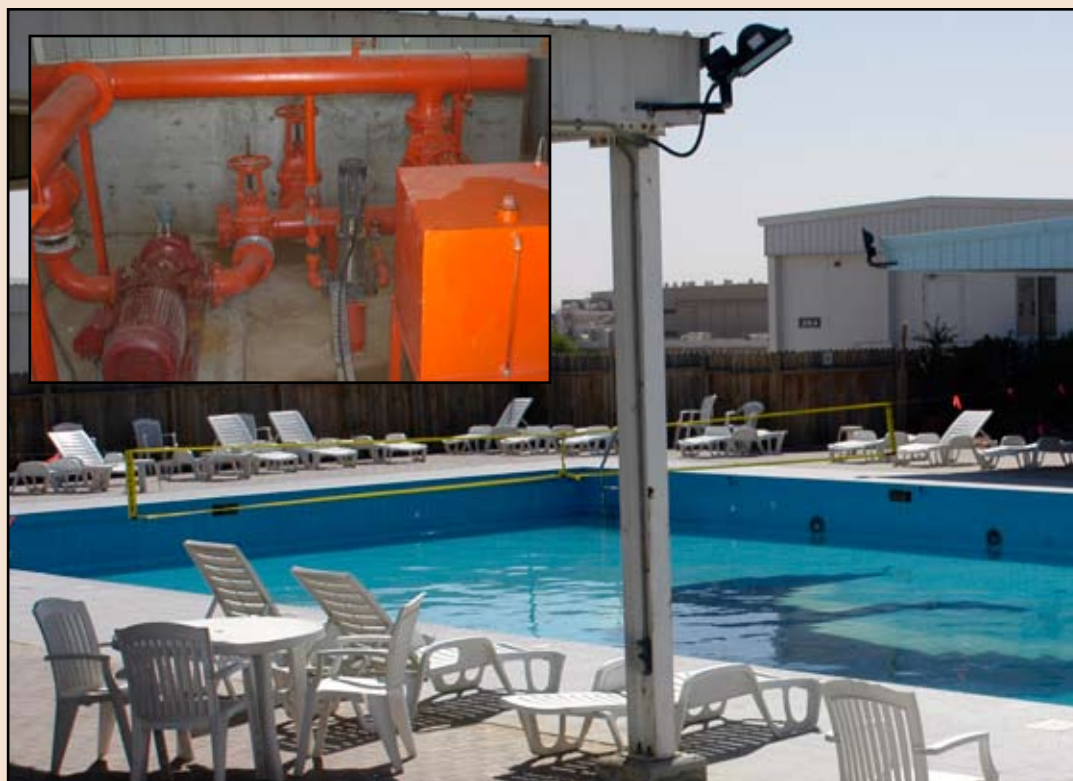
then, it will leap out in unhealthy ways. We will give “push back” on unrelated issues. People blow up over little things. People become passive-aggressive (getting back by doing nothing or disengaging.) Sometimes, family members or people in the unit even develop physical symptoms because of unresolved conflict: headaches, flu symptoms; grinding teeth; ulcers, and the like.

As a Christian chaplain, I draw strength from our sacred texts which contain the advice, “speak the truth in love.” My faith tradition is one that is rooted in grace: undeserved favor and forgiveness from God. This keeps me humble. Instead of looking to punish the wrong, it helps me to look for restoration; for, that is precisely what I believe God has done for me. I pray for a conflict-less rotation, but, should it arise in your shop or with your loved ones back home, I hope these seven guidelines might inspire you to grow through it and to approach conflict with a constructive, positive attitude.

THE ROCK SOFTBALL STANDINGS

Teams	Wins	Losses
<i>ECES</i>	4	0
<i>ESVS</i>	3	0
<i>EAMXS</i>	2	0
<i>ECS</i>	2	0
<i>Japan 2</i>	2	1
<i>ESFS/FPI</i>	2	1
<i>EOG</i>	2	1
<i>LSA 1</i>	2	2
<i>LSA 2</i>	2	2
<i>Japan 3</i>	1	2
<i>ELRS</i>	1	3
<i>MDG</i>	0	3
<i>Japan 1</i>	0	4
<i>ESFS/FP2</i>	0	4

Pump it up ...



Inset: Next to the Rock pool, hidden underground and accessed through an innocuous shed is a pump that provides water to the fire hydrants around Independence Circle.

Main: The pool is filled after an exercise by the 386th Expeditionary Fire Department drained it. Holding one hundred thousand gallons of water, the pool is the main water supply for the base in case of a fire emergency.

Air Force/Staff Sgt. Ian Carrier

Passing the guidon ...



Air Force/Staff Sgt. Ian Carrier

Col. Paul Curlett, 386th Air Expeditionary Wing Commander, passes the guidon to incoming 586th Mission Support Group Commander Col. Ronald Brooks as the outgoing Commander Col. Peter Micale looks on. The ceremony took place Tuesday, Oct. 10 at the Rock pavilion. Colonel Curlett recognized the support group's accomplishments under Colonel Micale's leadership and presented him with a Bronze Star for his outstanding performance during his tenure. "Colonel Micale can be proud because he has served the men and women of the 586th EMSG, the United States Air Force and our nation in truly outstanding fashion," Colonel Curlett said. "His Group has re-written history with some amazing accomplishments."

Family reunion ...



Air Force/Capt. Jeff Clark

Tech. Sgt. Cecilio Lindo, 43rd Expeditionary Electronic Combat Squadron mission crew supervisor, poses with his sister, Spc. Linda Lindo-Martinez. Specialist Martinez was at Camp Buehring on her way to Iraq for a year when Sergeant Lindo and leaders from the 43rd EECS arranged to visit with and present her a flag flown on a recent mission. Both siblings were grateful to their leadership for the reunion.

HTNR

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Nonjudicial punishment provides commanders with an essential tool to maintain good order and discipline and promotes positive behavior in Airmen without the stigma of a court-martial conviction. Below are Airmen who received nonjudicial punishment in August 2006.

A Staff Sgt. from the 386th Expeditionary Security Forces Squadron maltreated a female Senior Airman subject to his orders by making several deliberate and repeated offensive comments of a sexual nature, in violation of Art 93, UCMJ. He assaulted the same Airman by biting her earlobe, in violation of Art 128, UCMJ. He orally communicated certain indecent language to the same Airman on two separate occasions, in violation of Art 134, UCMJ. (Art 15: Suspended reduction to E-4, reprimand.)

A Senior Airman from 386th ESFS failed to go to his place of duty on two separate occasions, in violation of Art 86. He was also

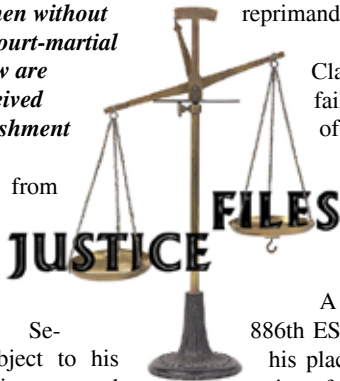
derelict in the performance of his duty by reading on post, in violation of Art 92, UCMJ. (Art 15: Suspended reduction to E-2, reprimand.)

An Airman 1st Class from 586th ESFS failed to go to his place of duty, in violation of Art 86, UCMJ. (Art 15: Suspended reduction to E-2, forfeiture of \$250 for 2 months.)

A Tech Sgt. from 886th ESFS was absent from his place of duty, in violation of Art 86, UCMJ. (Art 15: Reduction to E-5, reprimand.)

A Senior Airman from 886th ESFS was absent from his place of duty, in violation of Art 86, UCMJ. (Art 15: Suspended reduction to E-3, forfeiture of \$500 for 2 months, reprimand.)

An Airman 1st Class from 738th EAS failed to obey GO-1A, by wrongfully visiting the sleeping quarters of a member of the opposite gender, in violation of Art 92, UCMJ. (Art 15: Suspended reduction to E-2, forfeiture of \$200 for 2 months, reprimand.)



Shooting for dollars ...



Air Force/Staff Sgt. Ian Carrier

A four-on-four basketball tournament was held Sunday, Oct. 8 at the Rock gym. The 10 team competition raised money for the Combined Federal Campaign which kicked off Wednesday, Oct. 4. You can also support the CFC by participating in the "King of the Rock" one pitch softball tournament Oct. 29. The suggested donation is \$5.00 per person, or \$75. per team. Call 442-2208, 442-8277 or 442-3031 to register.

Octoberfest

Friday Oct. 20

Festivities start at the Flex at 5 p.m. and continue at the Pavilion and Independence Circle until at least 9:30 p.m. There will be lots of great food for dinner from 6-8 p.m. and fun games like a beer stein race, potato sack relay and bingo!

Note: Sign up sheets will be posted for all events at the Flex Recreation Center. For more information contact the Flex staff at 442-2005.

The Rock has own 'airport terminal for the sick'

Jennifer Svan

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Get injured in Iraq and you might find yourself strapped to a litter in the back of a bus on a bumpy gravel road. Soon enough, you'll find out where you are, but you won't be staying long.

The Air Force runs a Contingency Aeromedical Staging Facility (CASF) north of Camp Arifjan, Kuwait. (The U.S. military has asked that the location be undisclosed to the public due to host nation sensitivities.)

Servicemembers wounded in Iraq or Afghanistan often are flown into the facility to await further airlift to a military hospital in Landstuhl, Germany, or, from there, to get on another plane to the States, if their injuries are more severe.

"It looks like an old-fashioned hospital unit," said Col. Donna Lake, 386th Expeditionary Medical Group commander. "The doctor sees them, evaluates them, takes care of their medication and pain ... and gets them ready to fly again."

As Maj. Kevin Seeley, 386th Expeditionary Medical Group medical administrator put it: "It's an airport terminal for the sick."

Most of the CASF staff, which includes about 16 medical technicians, a critical care nurse, doctor and ground transport team, and a respiratory therapist, is from the 99th Medical Group from Nellis Air Force Base in Las Vegas.

On a recent evening, the facility's 20-some beds were empty. "It's feast or famine," one staffer remarked.

"We're working hard, or we're like this right now," said Tech. Sgt. Beydon Bailey, noncommissioned-officer-in-charge of nursing. "If we're like this right now, everything's OK further north."

Everything doesn't stay OK "further north" for long, as the CASF team has learned in just over a month downrange. The facility averages about 70 patients a month, officials said. During the last 4-month rotation of Air Force personnel, there were "up to 51 ... stacked in just litters right down the middle," said Lt. Col. Leslie Ness, CASF commander and contingency medical services corps administrator. "We haven't had that kind of surge, but we're ready."

Typical injuries range from shrapnel and gunshot wounds to hurt backs and ankles. Two servicemembers from Afghanistan recently passed through with leishmaniasis, a skin disease caused by the bite of a sand fly.

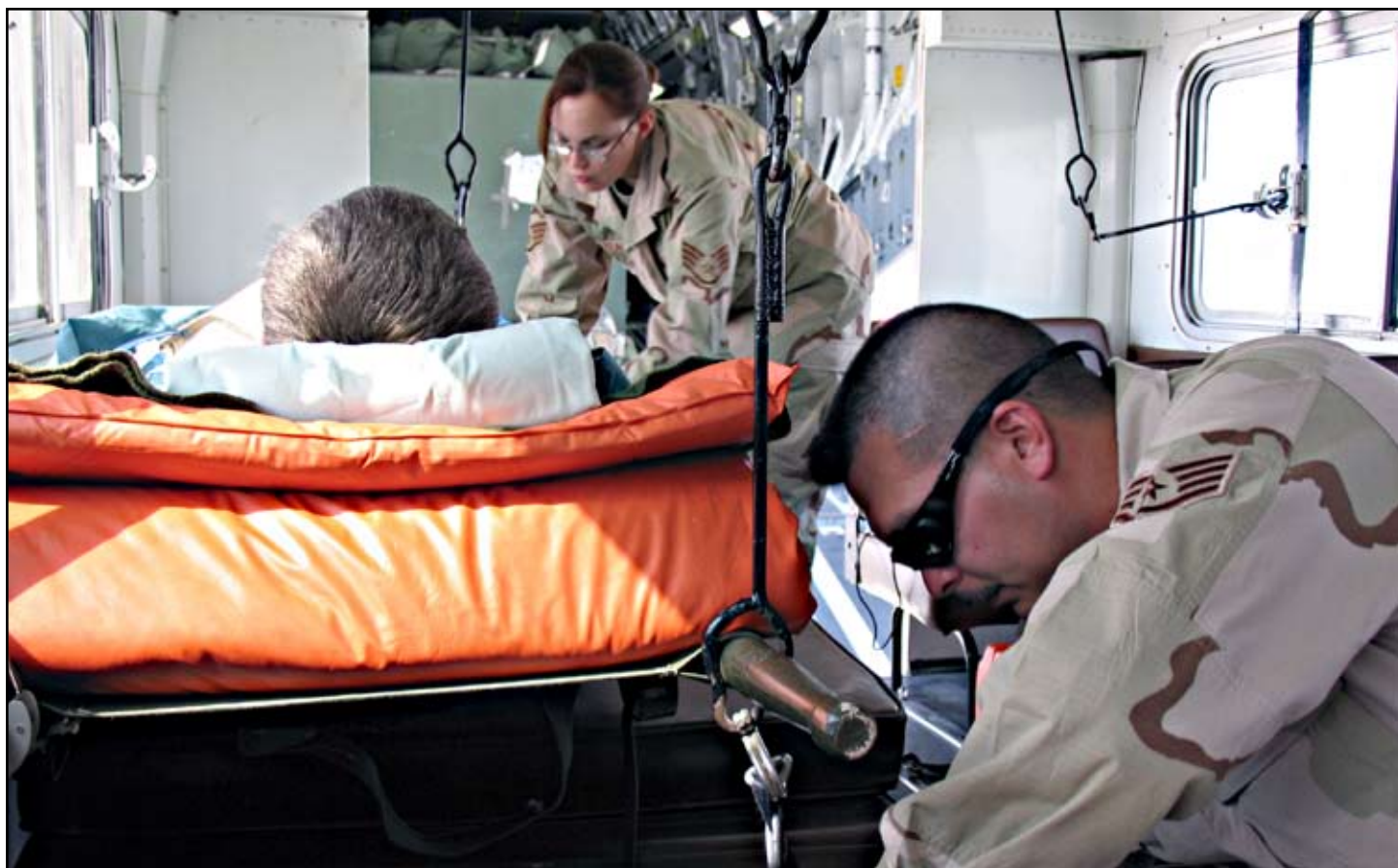
The air ambulances are typically C-17s and C-130s — cargo-hauling aircraft that can be configured for medical airlift — that have picked up patients at various locations up north.

"It's an organized system of moving the troops forward to Germany," Lake said. "It's to be more efficient. If the patient can wait a day, we group them and we move the sickest patients first."

CASF medical technicians and their ambulance-bus are there to meet the plane and transport the patients the short but bumpy distance to the medical facility. "We try to get them out of here within 24 hours," Ness said.

With the retirement several years ago of the Air Force's dedicated medical airlift workhorse, the C-9 Nightingale, evacuation missions are based on "opportunistic air," Ness said. The Joint Patient Regulating Management Center at Al Udeid in Qatar "exploits whatever airframe happens to be in the air. It could be carrying cargo, troops, whatever the case may be. Just about every airframe we have now can be configured to fly patients."

The transient servicemembers sometimes share their stories, said Capt. Stacey Balicki, CASF mission manager. "They're frustrated because they don't want to leave their units. They want to just get back to their buddies."





Hard Rock

CASF



Photos by Air Force/Capt. Jeff Clark



386th Air Expeditionary Wing Rock Solid Warriors



**Staff Sgt.
ERIC G. GLEASON**

386th Expeditionary Mission Support Group
3S071 MANPER-B Operator

Home unit/base: 55 MSS/DPMAR, Offutt AFB, Neb.

How do you support the mission here? As one of only two MANPER-B operators, I am responsible for the accountability of over 4,000 personnel in 9 different locations. "If a boot enters or leaves these areas, it is my job to know about it". I also assist with MPF functions like extensions, reenlistments, emergency leave, emergency release, change of duty status, and other actions that are needed in a deployed location.

How many times have you deployed and what makes this one unique? As a former US Marine I have actually deployed a lot to different hot-spots around the world, but this is my first deployment as a member of the USAF. The biggest difference is the quality of life. Things like running water and dormitories are nice and our Services brethren deliver a lot of good things to keep your mind off of things back home. Being here allows me the chance to get not only my body in shape, but also my spirit and mind, which is the complete Fit-to-Fight package.

How does your job differ in a deployed environment vs. home base? Well stateside I work in Outbound Assignments, which is an area that requires very specific expertise and I don't really deal with anything outside of that realm. Here it's a broad spectrum of things and you never really know what the day will bring. It is a privilege and honor to deploy with my brothers and sisters at arms supporting the GWOT.



**Senior Airman
Aaron C. ROST**

586th Expeditionary Mission Support Group
1N051 Intelligence Analyst

Home unit/base: 5th OSS/A-2 Minot AFB, N.D.

How do you support the mission here? Provide current and timely intelligence, enemy TTPs and Friendly operations, AOR tends to the Air Force convoys traveling in and out of Iraq.

How many times have you deployed and what makes this one unique? This is my first deployment, and being an ILO mission has made it very unique, working with the Air Force and the Army is sometimes challenging but very rewarding.

How does your job differ in a deployed environment vs. home base? At Minot I work in the Operations Intelligence shop supporting the B-52 bomber mission. I give Current Intelligence Briefs and Pre-Mission briefs very similar to what I do here. The major difference is the mission, it is tactical in the AOR vs. the strategic mission at Minot.