

445 MXS in the running for Chief of Staff Team Excellence Award

By Stacy Vaughn

445th Airlift Wing Public Affairs



The 445th Maintenance Squadron won at the Air Force Reserve Command level and is now competing at the Air Force level for the 2016 Chief of Staff Team Excellence Award.

Each year since 1992, the Chief of Staff Team Excellence Award has been presented by the Air Force Chief of Staff to a team that uses a systematic approach to enhance mission capability, improve operational performance and create sustained results. Competing teams must have completed a performance improvement within the last two years.

The 445th MXS submitted a team award for greatly reducing C-17 home station check flowtime. The HSC Team used new findings to immediately refine the inspection process and continuously exceeded the goal.

Capt. Sarah Ripma, facilitator, praised the efforts of her team on how far they've come over the years.

"I am so proud of the men and women who have been a part of our unit improvements. There are so many more people who currently invest in improving the unit beyond those listed on the event team, and I think the continued culture of squadron improvement is a true testament to the collective efforts of all of our members.

"The fact that we have even made it to the level of 1 of 5 semi-finalists is so impressive and worthy of accolade no matter who earns the final top selection. I look

forward to our future accomplishments as a squadron and as a team."

In addition to Captain Ripma, team members include Chief Master Sgt. Michael West, champion; Senior Master Sgt. Benjamin Riggs, process owner; team members: Master Sgts. Dennis Hartwick and Darrell Houston; Tech. Sgts. Michael Blake, Timothy J. Emberton, Jeremy First, Gerald Karkiewicz, Christopher Knight, Chad Lorenz, Brian Neill, Matt Spuhler and Stacy Tomkins; Staff Sgts. Kenneth Burkhardt, Joshua Dewitt, Toron Franklin, Ashley Roberts and Korey Smithward; and Ms. Nichole Morris.

"The 445th Maintenance Squadron supports the global strategic airlift mission by ensuring we have mission capable C-17s on the ready to deliver cargo around the world. To do this, we must ensure the aircraft are safe to fly which means we must accomplish a home station check every 120 days for each of our nine aircraft," said Chief Master Sgt. Michael West, 445th MXS superintendent/HSC champion.

West said a few years ago, HSCs were not well executed. The work wasn't divided evenly leaving some Airmen doing more work than others. There was no standardization to what work was being done. The wing was also faced with a 10 percent manning shortage in

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Photos by Tech. Sgt. Patrick O'Reilly

(left) Tech. Sgt. Toron Franklin, 445th Maintenance Squadron, aerospace repair journeyman and (right) Senior Airman Matthew Card, 445 MXS, aerospace maintenance apprentice perform routine landing gear inspections on a C-17 Globemaster III Jan. 23, 2017.

Save an Airman, be a mentor

By Lt. Col. Barry Crane

87th Aerial Port Squadron Commander

"I wish I would have known that." "Nobody ever told me that before." Have you ever heard those comments? I have. I've even made those comments myself. Sounds like I should have been mentored more effectively as a junior officer.

Yes, even you can save an Airman. It's called mentoring. While many people understand the mentoring concept there are those who do not implement any sort of mentoring. Everyone can be a mentor.

If you have not been a mentor to anybody, you are missing an effective way to make an impact in an Airman's career.

An effective mentoring program should help with developing leaders, retaining valuable Airman, and helping to shape and support your squadron's mission effectiveness. It starts with engaging squadron members, providing effective feedback and helping them shape their own personal and professional goals.

Keep the member engaged. This starts with communication. Discuss the focus of the section, the training plans, and the internal processes. Get your



Airmen engaged in decisions or at least let them see how you came to a decision. This is an easy way to get buy in from your subordinates. It also lets them see the decision-making process in person.

Give them effective feedback. Take an interest in getting to know your people and help guide them.

The Airman's Comprehensive Assessment is a very good start, but it's not enough. Here's the problem I see. We have a lot of experienced leaders retiring and Airmen have not been given the tools or feedback to ensure they've been effectively trained to transition into those roles. If we have a good succession plan in place, we have already identified and challenged that Airman. If they are already engaged, as noted in the paragraph above, providing

the right feedback will help guide that Airman and get them prepared to operate at the next level.

Help them shape achievable goals. It is fun to sit down with people to talk with them about their one, three or five year goals. What do they want to do when they "grow up." For some people they have not given it much thought.

Mentoring an Airman means helping them craft goals that are achievable and what doors (opportunities) are open to them. More often than not, they are the ones that will close the door on themselves and limit their potential.

Completing PME is one of those achievable tasks that will keep doors open and even open new doors. If you can't do it in residence, do it in correspondence. It can lead to a higher rank or a position of higher responsibility. This is where a mentor can help shape an Airman's future by outlining strategies on how to achieve the Airman's goals.

Mentoring all comes back to these simple things. Get excited about face-to-face discussions to help keep members engaged, provide the right feedback, and help shape their achievable personal and professional goals.

Believe it or not, every military member can save an Airman. Here's my challenge to you. Go mentor at least two Airmen this weekend. Send me an email at barry.crane@us.af.mil and let me know how it went.

Buckeye Flyer

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Equal opportunity services bridge more than race, gender gaps

- Prevention vs. intervention



Staff Sgt. Rachel Ingram

Maj. Audric Bills, 445th Equal Opportunity office director, and Capt. Nick Menza, EO officer, and their staff are available to serve Airmen who need their services. The office is open 8:30 a.m. to 4 p.m. during the Scarlet unit training assembly or by appointment on the Gray UTA. Airmen may call (937) 257-0237 or send an e-mail to 445aw.me@us.af.mil to set up an appointment.

*By Staff Sgt. Rachel Ingram
445th Airlift Wing Public Affairs*

Committed to eliminating social and institutional barriers, the 445th Airlift Wing's equal opportunity office works tirelessly to foster a healthy, efficient workplace environment for all Airmen.

"The equal opportunity office does a number of things," said Capt. Nick Menza, 445th AW EO officer. "Primarily, we act as subject matter experts on the two types of sexual harassment: quid pro quo, and hostile work environments, and unlawful discrimination against the six protected categories for military members."

Those protected categories are race, color, religion, national origin, gender/gender identity, and sexual preference.

Any military member may con-

sult the EO office at any time, without fear of reprisal.

"Reprisal is something many people worry about, but it's considered a crime in the military, and if it occurs, the inspector general may become involved," Menza said.

The EO office offers both informal resolutions, encouraging the member to use their chain of command, and often recommending mediated conversations within the workplace, and

formal complaints, which must be filed with the EO office within six months of the incident.

"For a formal complaint, we do notify the commander, the judge advocate general, and then initiate an investigation," he said.

In all cases, the staff exercise empathy to talk, and just listen, to members.

"It doesn't always end in a formal complaint," said Menza, who joined the EO team in 2014. "We don't always give advice, either. Sometimes, folks come in and just want to talk. They'll go through a box of tissues, then say 'OK, I feel better now. Thank you.'"

Beyond counseling members, the EO office provides HR (human resources) training, like diversity and inclusion or cross-cultural competency, to squadrons.

"The key is prevention versus

intervention," Menza said. "We've trained more than 200 members since 2015. Bystander intervention is a type of prevention."

At times, EO staff venture out to individual squadrons to conduct climate surveys.

"We inspect the work center and bathrooms, privately interview members at random, and examine awards program to ensure diversity and fairness," he said. "Climate surveys can also be conducted digitally, using the DEOCS [Defense Equal Opportunity Management Institute's Organization Climate Survey] system. We collect the data, look for trends, and provide an analysis to the commander."

Ultimately, military members are instructed to view their brothers and sisters in uniform based on three qualities, none of which correlate to the protected categories.

"It's merit, fitness, and capability," Menza said. "That's what it comes down to."

Thanks to a memorandum of agreement signed in October 2016, thousands of Airmen obtained access to equal opportunity and human resources services. The 445th AW EO office partnered with the 655th Intelligence Surveillance Reconnaissance Group to provide services to its nearly 1,000 members, and also helped facilitate other bases partnering with geographically separated units to provide these services.

"Along with welcoming the ISGR members, we coordinated with seven Air Force bases to secure EO, HR, and organizational climate survey (DEOCS) services for 11 other GSUs," said Maj. Audric Bills, director, 445th AW EO office.

As a result of this effort, even more Citizen Airmen now have the ability to access resources for situations involving unlawful discrimination or sexual harassment.



ASTS officer voted top physician by peers

By Staff Sgt. Joel McCullough
445th Airlift Wing Public Affairs

Maj. Michael Policastro, officer in-charge of Critical Care Air Transport at the 445th Aeromedical Staging Squadron, is not only looked up to by the Airmen in his squadron but also by his peers in his civilian job as an emergency medicine physician and toxicologist



Maj. Policastro

in Cincinnati, Ohio. For the third year in a row, Cincinnati Magazine named Major Policastro as one of the top emergency medicine physicians in Cincinnati, a recognition bestowed upon him thanks to his peers at Bethesda North Hospital in Cincinnati, Ohio.

"My favorite part of working in emergency medicine is that every day is different," said Major Policastro. "There is no routine day. Being able to intervene at a critical juncture of somebody's life and being able to have the capacity to intervene in a life or death situation is very rewarding."

When asked why he thought Policastro was voted as one of the top physicians three years in a row, Col. Jeffrey Beery, commander of the 445th ASTS, immediately answered, "I think it's his positive image. He has this drive about him that just makes things happen. He has a positive inspirational nature. He's intense."

Colonel Beery and Major Policastro not only work alongside each other at the 445th ASTS, the colonel also sends a lot of his critical patients from his personal practice to Major Policastro in Cincinnati.

"He's a physician's physician. A doctor who doctors really admire and call upon," Colonel Beery said.

As a reservist, Major Policastro carries that same endeavor he has in his civilian sector over to his military commitments as the officer in-charge of the CCAT team; a medical team consisting of a physician, nurse and a respiratory therapist that care for the severely wounded. The major led the 445th Airlift Wing to become one of Air Force Reserve Command's fully capable CCAT teams. In just six months as the officer-in-charge, Major Policastro was able to make this possible.

"CCAT is a very, very well respected entity that has high standards so to be validated with a currency in that is humbling. It makes me better. The Air Force has very high standards for its CCAT teams and maintaining that currency is paramount for the Air Force."

Reflecting back

on his medical career on both the civilian side and military side, Major Policastro said he has an advantage to having access to both military and civilian medical training.

"The leadership skills and medical training that I have received in the Air Force augments my civilian practice, which augments my military practice, said Major Policastro. "It's an absolute fact that I am better as a result of joining the Air Force. My training for CCAT has made me a better physician. The Air Force has made me a better physician."

(Stacy Vaughn contributed to this story.)



Courtesy photo

(left) Maj. Michael Policastro, 445 ASTS officer in charge of Critical Care Air Transport, helps perform a medical procedure as an emergency medicine physician and toxicologist in his civilian job in Cincinnati, Ohio. For the third year in a row, *Cincinnati Magazine* named Major Policastro as one of the top emergency medicine physicians in Cincinnati.

USO Serving Our Heroes Dinner



The USO will be hosting "Serving Our Heroes" dinner presented by Gary Sinise Foundation on Feb. 26, 2017, from 6 to 7:30 p.m. at the Wright-Patterson Air Force Base USO Center. The free dinner is held the fourth Sunday of each month.

The dinner is catered by Bob Evans and is meant to be like a "going home to mom's for Sunday dinner"

event. Participants may also enjoy games and activities to promote family time. Those without families are encouraged to join in at other tables so everyone can have that family experience, whether they are single or far from home.

Dinner is open to all ranks active-duty, Guard and Reserve, and families. To RSVP, please email Jeff Parker at: jeff.parker@usocso.org.



Citizen Airman attains AFRC recognition

By Staff Sgt. Rachel Ingram
445th Airlift Wing Public Affairs

Boasting more than 30 years of automotive service experience, Senior Master Sgt. Gregory L. Rose, 445th Logistics Readiness Squadron vehicle maintenance superintendent, now holds the distinct title of Air Force Reserve Command's 2016 Automotive Service Excellence Technician.

The Automotive Service Excellence technician certification, a nationally-recognized certification, is a series of eight tests which demonstrate total proficiency in all areas of automotive service.

The certification awarded by the National Institute for Automotive Service Excellence, a non-profit organization which aims to "improve the quality of vehicle repair and service by testing and certifying automotive professionals." Nearly 300,000 individuals currently hold the endorsement, yet one out of every three people who attempts the tests does not pass.

"The ASE certification expires after five years, and you have to take all eight tests again," Sergeant Rose said. "I've been certified five times."

Rose joined the Air Force in 1979 right after grad-



Staff Sgt. Rachel Ingram

Senior Master Sgt. Gregory Rose, 445th Logistics Readiness Squadron vehicle maintenance superintendent, holds the distinct title of Air Force Reserve Command's 2016 Automotive Service Excellence Technician after completing a series of tests to become proficient in all areas of automotive service.

uating high school. He spent seven years as a vehicle maintenance technician on active duty, then separated, but continued performing vehicle maintenance in his civilian career. Upon rejoining the military, this time as a reservist, Rose took over the vehicle maintenance section in the 445th LRS, using the opportunity to pass along his skills to newer Airmen in his squadron.

Beginning next month, Rose hopes to finally begin picking apart the individual mechanics of two vehicles recovered from the defense reutilization and marketing office (DRMO). The new addition will provide hands-on training the

vehicle maintenance section hasn't seen since prior to Rose's arrival.

"I'm heavy into the training aspect," he said. "I'll be able to go through each function with the maintenance crew and they can actually practice working with hydraulics, transmissions, and all the other inner workings of the vehicle. When we've fixed everything we can fix, we'll trade it out for a different vehicle...we can't wait to get started."

445th AW colonel promotions announced

445th Airlift Wing Public Affairs

Air Reserve Personnel Center officials announced results for the Calendar Year 2016 Air Force Reserve Line and Non Line Colonel Promotion Selection Boards Dec. 21, 2016. The boards selected more than 150 Citizen Airmen for promotion.

The selection boards convened at ARPC October 3 - 7 to determine those officers best and fully qualified to assume the next higher grade. Board members selected 186 of 1,521 officers considered. A complete list of Airmen selected



for promotion is available online by visiting the Air Reserve Officer Promotion page on myPers.

Categories considered during these promotion boards were: Air Force Reserve Line, Dental Corps,

Medical Corps, Nurse Corps, Medical Services Corps, Biomedical Sciences Corps, Chaplains and Line of the Air Force Judge Advocates.

Two reservists from the 445th Airlift Wing were selected.

Congratulations to the following promotees: Barry Crane, 87th Aerial Port Squadron and Lisa Shear, 445th Aerospace Medicine Squadron.

For more information, call the Total Force Service Center at DSN 665-0102 or 210-565-0102.



SPOTLIGHT

Rank/Name

Staff Sergeant
Charles Kilgore

Unit

445th Aeromedical
Evacuation Squadron

Duty Title

Aerospace medical
technician

Hometown

Harrison, Ohio

Civilian Job

Police officer (14
years) City of Cincinnati, Patrol Division
- Central Business
Section, Downtown
Services

Education

Pursuing first Com-
munity College of the
Air Force degree in

Applied Health Sci-
ence

Hobbies

Hiking, camping,
kayaking, spend-
ing time with family
(happily married for
19 years; two daugh-
ters ages 19 and 12)

Career Goal

Obtain my seven
level, advance to
master sergeant,
complete associ-
ate degree, obtain a
bachelor's degree and
paramedic license

**What do you like
about working at
the 445th?**

The "family" atmo-
sphere...everyone is



Shamae Jones

always willing to help
one another.

**Why did you join the Air
Force?**

I am prior service (Navy -
14 years service both ac-
tive duty and reserve
time), and wanted to

complete my 20 years
of service. I am also
a Christian and have
prayed for many years
to be able to serve in a
capacity where I could
serve others and my
faith. Service above self.

MXS, from page 1

critical maintenance career fields. It was then decided to create an HSC team to evaluate the process and look at what was being done with the available manpower.

The team took a look at what tasks each shop had and how to best coordinate all the career fields for this joint effort. A flow chart was developed, allowing each Airman to understand what to do and when. MXS invested in equipment, reducing the time it took to work on some of the identified bottleneck processes.

"To build a process all the shops could support, we had to look at what tasks each shop had and how to best coordinate all the career fields for this joint endeavor," said HSC team member Tech. Sgt. Chad Lorenz. "With this thinking, we were able to standardize a flow chart for the six variations of HSCs that we faced."

Lorenz said it wasn't easy but once they were able to identify how things were to flow, they had to come up with a new process and continuously repeat it.

"By drafting the flow chart at the planning meeting and publishing it on the floor, each Airman was able to understand what to do and when," Lorenz said.

As processes were set in place and tweaked, maintenance reduced the time it took to complete the inspection work cards from an average of seven days to a continuous three-day operation before transitioning into the fix phase of the HSC. The average time was reduced from 168 hours to 78 hours and yielded 90 hours of

non-mission capable time saved per HSC. The results yielded 82.5 additional days of aircraft availability for essential missions annually.

This led to the maintainers recapitalizing 432 hours of their technician's time that they could redistribute to other key tasks and professional development.

Per fiscal year, the Air Force is saving more than \$623,200; 18,326 man hours at a rate of \$34.01 per man hour.

"This savings was critical because like many of our fellow maintenance organizations, we, too, were undermanned and had a workload that required us to fly 104 percent of our scheduled flying hours," West said. "By reducing the time it took to accomplish this task, this directly contributed to our mission capable rate, which led all of Air Force Reserve Command at 93 percent."

The predictability of the HSC process put in place at the 445th Airlift Wing allows both Aircraft Maintenance Squadron and MXS to commit quarterly schedules with aircraft scheduled to fly immediately after HSC and the incorporated scheduled maintenance period.

"We've internalized the "continuous" in continuous improvement and now work to improve the process even further," said Senior Master Sgt. Benjamin Riggs, process owner. "We are working to make this a paperless process by eliminating the need to double document and store physical records."



News Briefs

Retirements

February 2017

Lt Col Richard Klarich, 89 AS
MSgt Edward Engel Jr., OSS
MSgt Courtney Thompson, AMDS
MSgt Scott Todd, AMDS
TSgt Jennifer Webster, MXG

Promotions

Airman

Luke Barnes, LRS
Jacob Conway, CES
Gianni Elliott, 50 IS
Kayla Liggett, ASTS

Airman First Class

Jacob Dietz, 87 APS
Matthew Jones, CES

Senior Airman

Richard Bullard, 87 APS
Rachael Cannon, AMXS
Kole Hargrave, CES
Morgan Lashbrook, 42 IS
Hannah Lee, 718 IS
Christopher Reeves, 87 APS
Brandon Walker, SFS

Staff Sergeant

Michelle Aholia, ASTS
Kellie Colarik, 64 IS
Nicholas Hoban, 49 IS
Anthony Marrazzi, AMDS
Clare Marshall, 42 IS
Anna Noel, AMDS
Isai Ortiz, 49 IS
Leeann Ryan, FSS

Technical Sergeant

Joshua Anderson, 655 ISRG
Christopher Brown, 42 IS
Michael Fetherolf, CES
Jordan Flowers, 655 ISRG

Mark Gardner, 16 IS
Jessica Hodge, LRS
Michael Ruark, 655 ISRG
Jory Smith, 655 ISRG
Eric Wadlington, 87 APS
Jonas Ware, 50 IS
Chanel Williams, 42 IS
Justin Williams, SFS

Master Sergeant

Nathan Mason, 16 IS
Nicholas Nickert, AMXS
Michael Pisani, 655 ISRG
Lisa Rider, AMDS
Andrea Wyrick, 50 IS

Senior Master Sergeant

Jacqueline Davenport, 655 ISRG
Daniel Hoffman, 655 ISRG
Amanda Hostetter, AES

Newcomers

Maj John Stamm, 655 ISRG
Capt John Pedro II, 87 APS
Capt Toia Sok, 14 IS
MSgt Gary Glaze, CES
TSgt Ryan Joffrion, OSS
TSgt Kyle Koot, 14 IS
TSgt Seth Ravert, OSS
SSgt David Colon, FSS
SSgt Nathanael Johnson, AMXS
SSgt Bryan Keiffer, CES
SSgt Michael Mahaney, AMXS
SSgt Austin Overbaugh, MXG
SSgt Danielle Pfarr, 87 APS
SSgt Andrew Sanderson, MXS
SrA Gage Brunswick, LRS
SrA Adkins
Kamahinaonawai, FSS
SrA Matthew Kobilis, MXS

SrA Austin Rollins, CES
SrA Charles Tryon, MXS
A1C Gabriella Bourke, 89 AS
A1C Kole Hargrave, CES
A1C Amanda McMillan, ASTS
A1C Corbin Miller, AMXS
A1C Terrence Raglin, 89 AS
A1C Dominic Slonkosky, AES
Amn Cedrick Jones, CES
AB Luke Barnes, LRS

Awards

Air Force

Commendation Medal

MSgt Marc Lee, MXG
TSgt Jennifer Webster, MXG

Air Force Achievement Medal

SSgt Andrew Brooks, SFS
SSgt Shayne Denihan, SFS

445th Annual Awards Banquet

The 445th Airlift Wing Annual Awards Banquet is April 1, 2017 at the National Museum of the United States Air Force. The reception is slated to begin at 6 p.m. and the program at 7 p.m.

The awards banquet will recognize those selected for Airman, NCO, senior NCO, company grade officer, first sergeant, field grade officer, recruiter, honor guard member, civilian, spouse, youth and squadron of the year. The winner of each category will be an-

nounced during the banquet.

Reservations may be made at: <https://invitations.afit.edu/inv/anim.cfm?i=323627&k=0163410F7950> for those making payments with a credit card. Reservations made using cash and check payments must be made in person in the public affairs office, building 4010, Room 171.

The cost is \$30 for technical sergeant and below; \$38 for master sergeant and above, and civilians; \$17 for children 6 to 12; and children 5 and under are free.

All reservations must be received by March 5, 2017.

The dress for the evening is semi-formal or mess dress for enlisted Airmen; mess dress for officers; and formal evening attire for civilians.

Any Airmen or civilian can nominate someone for spouse, youth, field grade officer, civilian or honor guard member of the year. Nominations should be submitted on an Air Force Form 1206 to 445aw.pa2@us.af.mil and include a photograph. Submissions are due no later than close of business March 5, 2017.

For more information, contact the public affairs office at 937-257-5784.





Members of the 445th Aircraft Maintenance Squadron install a life raft inside a C-17 Globemaster III Jan. 8, 2017, during the unit training assembly.

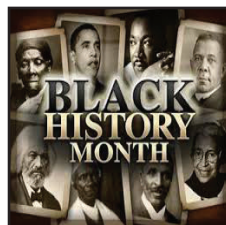


Photos by Tech. Sgt. Patrick O'Reilly

On the Web



DoD welcomes
new Sec Def
James Mattis



Celebrating
Black History
month



OSS Airman
receives Dia-
mond Sharp
Award

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