

Crossroads



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Lajes Field, Azores, Portugal | Lajes in the Fight!

Family care plans crucial to family readiness, mission

By Master Sgt. James Richardson
65th Logistics Readiness Squadron

In today's Air Force, Airmen are deploying at an all-time high and spending more and more time away from their families. An Airman may deploy ten times without a significant event occurring. However, they should always be prepared for the unexpected.

Life here on the island seems very peaceful. We don't have the hustle and bustle of a big city, the tornadoes, the wild fires, and other natural disasters that happen so frequently throughout the world. This in turn leaves one with the false sense of security. Once again, are you prepared for the unexpected?

Technology has come a long way over the years. Meteorologists can predict within a few miles where a hurricane will strike. Airmen have all the latest technology to keep them out of harm's way. However, time and time again we hear someone say, "I never thought it would happen to me."

A first sergeant's role is to ensure everyone in their unit is prepared for the unexpected, whether it is mentally, emotionally, physically or financially. When families are involved, being prepared for the unexpected becomes even more essential.

If a loved one is thousands of miles away, in a hostile environment, and the unexpected happens, the person left behind needs to know their family is taken

care of. The unexpected also includes recalls, exercises, and emergencies. Far too often people say they cannot respond because they have no one to watch their children. AFI 36-2908 states all Air Force members with families will have family care arrangements that reasonably cover all situations, both short and long term. However, only the following are required to develop a written plan; single parents, dual military couples with family members, and members with civilian spouses who have unique family situations, as determined by the commander or first sergeant. Establishing a written family care plan assures the Air Force of an available force to meet all of its needs by making certain that each member has made adequate arrangements for the care of his/her family members.

"One of the four mission pillars of the 65th Air Base Wing is to provide ready and trained Airmen for expeditionary operations," said Col. JL Briggs, 65th ABW commander. "Part of being ready is having a Family Care Plan."

The Air Force currently uses the AF Form 357 to document family care plans. An AF Form 357 must be completed

within 60 days of arrival at a new duty station, with one exception; the commander or first sergeant may give a 30-day extension, if unforeseen circumstances arise. Military personnel who are dual-military or single parents must designate a primary short-term caregiver, a

primary long-term caregiver, an alternate caregiver and a temporary custody designee. The primary caregiver must be able to care for family members for any length of time the Air Force may require them to be absent from family members.

—Col. JL Briggs

"Our families deserve nothing less than our very best in preparing ourselves and them for a deployment."

A family care plan must be thorough and well thought out to support a family in case of the unexpected. A plan must ensure caregivers have access to adequate funds, the commissary and Base Exchange during an absence. In addition to the AF Form 357, parents should include additional information on a separate sheet of paper, attached to the form. Information should include the child's full name, date of birth, sex, school grade, name and address of school, school phone number, after-school care facility or routine care provider (if not

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**UCI
Countdown
127**

Days remaining
until Lajes Field's
Unit Compliance
Inspection



Where did I put that coin?

During his visit this week, Lt. Gen. Rod Bishop, 3rd Air Force commander, called Tech. Sgt. Michael Burton up to present him a coin. When he reached in his pocket, the general pulled out a key chain instead. With a look of slight disappointment on his face, Sergeant Burton's expression turned when they opted to give him a stripe in lieu of the coin. Sergeant Burton was promoted to master sergeant under the Stripes for Exceptional Performers program Tuesday. (Photo by Guido Melo)



A look at traits of bad leaders

By Maj. Jeffrey Ferguson
65th ABW Legal Office

President George Washington. President Abraham Lincoln. General William Tecumseh Sherman. General George S. Patton. All of these are people whose names immediately summon notions of the quintessential leader.

For those of us who have experienced even the smallest dose of Developmental Education (aka PME), we know that our studies tend to focus on those character traits that make great leaders. We hear them time-and-time again: integrity; sacrifice, values, selflessness, etc. We try to incorporate the desirable character traits into the fiber of our being, both professionally and personally, in pursuit of being a better leader and someone our subordinates can look up to.

But what about the character traits of bad leaders? There is another side to leadership that is rarely discussed and studied. Certainly we can all think of someone we would call a bad leader. Doesn't it make sense to study those characteristics that make bad leaders so we'll know what to be on the look out for in our leadership development? Doesn't it make sense to study the warning signs of undesirable character traits so that we don't undermine all of the hard work we've put into becoming better leaders?

In her book *Bad Leadership: What it Is, How it Happens, and Why it Matters*, Barbara Kellerman examines seven character traits, or flaws some would call them, which consume a person and arguably make them a bad leader. She also provides historical examples of leaders who have succumbed to at least one, many of them multiple numbers, of these flaws. The seven flaws she identifies are:

Incompetent The incompetent leader lacks the will or skill, or both, to sustain effective action. The reasons for incompetence are too numerous to list, but include a lack of education experience expertise, drive, energy ability to focus, flexibility, ability, stability and maturity, just to name a few.

Rigid The rigid leader is stiff and unyielding, and is unwilling or unable to adapt to new ideas, new information or changing times.

Intemperate The intemperate leader lacks self control. He or she is surrounded by people who are unwilling or unable to intervene. Typically, intemperate behavior plays out in private. When the behavior is exposed, it is often personally or professionally destructive.

Callous The callous leader is uncaring or unkind. The needs, wants, and wishes of the members of the group or organization are ignored or discounted by this type of leader.

Corrupt The corrupt leader lies, cheats, and steal, to such a degree they put self-interest ahead of public or group interest. Sadly, corruption is like a virus and no organization is immune. The path of corruption is easy to follow, and the benefits

are great.

Insular The insular leader minimizes or disregards the health and welfare of those outside the group or organization for which they are responsible. If you think about it, this is human nature. One group competes against other groups for scarce resources. The insular puts the group's interests ahead of the common interest.

Evil The evil leader commits atrocities and uses pain as an instrument of power. The harm done to members of the group is severe and can be physical, psychological or both.

In her book, the author discusses easily recognizable examples of bad leaders such as Garry Hart and Marion Barry, Jr. (intemperate), Rudolph Giuliani (callous), Former President Bill Clinton (insular) and, of course, Saddam Hussein and Adolph Hitler (evil).

It's highly unlikely any of us will obtain the notoriety or impact on world history to the scale many of these leaders did. Nonetheless, it is easy to see how many of these character flaws can work their way into a person's leadership style unbeknownst to the leader until it is too late.

Even in the mildest forms and at the lowest levels of leadership, any one of the above character flaws can appear in us or our organizations. The immediate supervisor who commits sexual harassment in the workplace or the flight commander who engages in fraternization with an enlisted flight member may be characterized as "intemperate." I'm sure we've all heard the phrase "That's they way we've always done it." This may well be an example of a leader who is "rigid." Not only can these character flaws surface at any level, they can have a devastating impact on an organization or to the mission.

Many of you reading this article may be thinking to yourself, "Some of the examples of bad leaders above were extremely effective leaders or were successful in a particular setting or for a specific period of time. What gives?" You are absolutely correct. At some point, all of the bad leaders were able to motivate people, sometimes entire nations, yet they still failed at specific times or entirely as leaders. Why?

There is no simple answer to this question, if an answer exists at all. As we are all aware, the life experiences that mold leaders, good and bad, are varied, complex and numerous. It is impossible to pick out one character trait that makes a person a great leader. Rather, I recommend you include the study of bad leadership in your professional development. Only by studying examples of bad leaders can we start to understand the character traits, recognize the warning signs before its too late, and become better leaders ourselves.

535-4240

actionline@lajes.af.mil

The Commander's Line is your link to me for suggestions, kudos and as a way to work problems or issues within the 65th Air Base Wing for which you can't find another solution.



Col. JL Briggs

Your chain of command should always be your first option for praise or problems — but when that's not the answer, call or e-mail the Commander's Line at 535-4240 or actionline@lajes.af.mil.

Col. JL Briggs

Commander, 65th Air Base Wing



The 65th Air Base Wing Public Affairs staff prepares all editorial content in the Crossroads. The Public Affairs Office (Unit 7710, APO, AE 09720) is located in Bldg. T-100, Room 240.

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Community Assessment

The Air Force-wide Community Assessment is coming and is an opportunity to share thoughts about the Lajes community.

The Assessment is completed approximately every 2 years and examines personal and family adjustment to the military, adaptation to the Air Force and community satisfaction.

E-mails will be sent to active duty members, spouses and DoD civilians any time between now and June.

All you have to do is click the link and respond.

Feedback is essential to Air Force-wide programs designed to improve the quality of life for active duty members, their families, and DoD civilians.

The survey is designed to identify community strengths and needs, as well as guide community action planning.

For more information, call Capt. Devin Marsh at 535-5177 or Elizabeth Schepeler at 535-3194.

Sergeant convicted of DUI

By **Tech. Sgt. Christin Michaud**
65th ABW Public Affairs

A technical sergeant assigned to the 65th Medical Operations Squadron was convicted by special court martial Apr. 25 of physically operating a passenger vehicle while intoxicated.

Tech. Sgt. Kelly Rupert pled not guilty to the charge of physically operating a passenger vehicle while intoxicated.

"This court-martial was a good depiction of how fair the military justice system is," said Capt. Keira Poellet, 65th Air Base Wing Legal Office and Trial Counsel for the court martial. "Sergeant Rupert had her day in court."

Once convicted, the next phase in the court martial process was sentencing.

In the sentencing phase, the prosecutor recommends a sentence. The convicted has the opportunity to give the members an unsworn statement before the members determine her sentence. Additionally, character witnesses and statements are also introduced for consideration.

The court members sentenced Sergeant Rupert, after a trial by a panel of at least 1/3 enlisted members, to a reduction in rank to E-5, forfeiture of \$900 for two months, hard labor for 30 days and restriction to Lajes Field for 60 days.

Sergeant Rupert faced a maximum of 6 months confinement, a bad conduct discharge, reduction in rank to E-1, a fine, and forfeiture of 2/3 base pay for up to 12 months.

"We have all heard of the dangers of drinking and driving, as to both safety and our careers as military members," Captain Poellet explained. "However, to put it in perspective, Sergeant Rupert was found guilty of driving while drunk through family housing. The consequences are about more than just someone's career and were far less severe than what they could have been had there been an accident."

The case will be reviewed by the special court-martial convening authority, Col. JL Briggs, 65th Air Base Wing commander, for possible mitigation.

PLAN continued from page 1

school age) point of contact and phone number for all dependents. Additionally, information indicating any special needs such as favorite toys, food, any special medical needs, language limitations, attention disorders, speech impediments, medications or phobias that caregivers should be aware of during the member's absence should be listed. Directions to the primary residence, schools, churches, routine care provider, and any other facilities the caregiver needs to be familiar with should also be listed.

Military members must execute a power of attorney for all caregivers/designees to allow for medical care, enrollment in school, and any other actions which may be necessary to ensure proper care of family members. Personnel should consider a power of attorney to act in loco parentis, as it may be required in some states; consult the legal office to ensure appropriate actions are taken.

Another important aspect of the plan is the requirement to designate a temporary custodian in the event of the member's death or incapacity, to assume temporary custody of children until the individuals will can be executed.

If at a minimum, the items listed above are completed, it will ensure service members have a thorough and well thought out plan.

"Our families deserve nothing less than our very best in preparing ourselves and them for a deployment," expressed Colonel Briggs. "Thinking through the possibilities is good risk management and critical if the worst happens. Lajes is known for a high level of performance at home and down range. Family Care Plans are an important part of our well deserved reputation. We'll be measured during the UCI on our compliance, but the true measure of success will be when your home station commander and first sergeant pull out the plan you created to care for your family. Do it today."

If you are a single parent, dual military couple with family members, or a member with a civilian spouse who has unique family situations and does not have an established family care plan, see your first sergeant today. Why? Because family care plans are crucial to family readiness and mission success.



Chowin' with the Chief

3rd Air Force Command Chief Master Sgt. Martin Klukas shares his experiences with members of the Lajes Rising Six during breakfast at the dining facility Tuesday. (Photo by Tech. Sgt. Jeremiah Erickson)



Today	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
11 a.m. Taste of Asia, chapel 4 p.m. Wing Recognition Ceremony, TORC 5 p.m. Teen Money Matters, LYP 6 p.m. Build Your Own Pasta Buffet, TORC 7 p.m. Teen Night Out, LYP 7 p.m. 10,000 B.C. (PG-13) 7:30 p.m. Cosmic Bowling 10 p.m. Theater closed - no movie	9 a.m. Chace Fitness Center open 10 a.m. Thrift Store open 10 a.m. Post Office open 4 p.m. Catholic Youth of the Chapel Sports Day 7 p.m. 10,000 B.C. (PG-13) 7 p.m. Teen Night Out, LYP 7:30 p.m. Cosmic Bowling 10 p.m. Theater closed	9 a.m. Chace Fitness Center open 9 a.m. Evangelical Service 10:30 a.m. Mass 11 a.m. Sunday Brunch, TORC Noon Library open Noon Mail pickup Noon Praise Service 2 p.m. 10,000 B.C. (PG-13) 7 p.m. Theater closed	Teacher Appreciation Week 10 a.m. Thrift Store open 10 a.m. Library open 11 a.m. Cantina-Style lunch, TORC 11 a.m. Dining Facility offers daily lunch specials 11:30 a.m. Daily Mass 4 p.m. Oceanview delivers on base	Extreme Summer early registration 9 a.m. Power of attorneys on a walk-in basis until 11 a.m. 10 a.m. EDIS Playgroup, LYP Noon Women's Bible Study, lunch provided chapel 5:30 p.m. Mongolian BBQ, TORC 6 p.m. AWANA, chapel	8 a.m. Transition Assistance Program - 3 day workshop, A&FRC 10 a.m. Thrift Store open 11 a.m. Bowl w/ your Boss special Noon Daily Fresh Breath, breathing, stretching, A&FRC 5 p.m. Family Night, bowling alley	8 a.m. Transition Assistance Program - 3 day workshop, A&FRC 9:30 a.m. Mothers of Preschoolers, chapel 9:30 a.m. Effective Communications, A&FRC Noon Beginner's Beading Class, Arts & Crafts

Community Bullfights

6:30 p.m. Saturday, Canada de Belem, Terra Cha; and Rua Padre Gregorio, Lajes; **6 p.m. Monday,** Pico da Urze (near Angra).

Job Opportunities

AAFES Theater Supervisor: AAFES is now accepting applications for a theater supervisor. Experience in theater operations and supervision is preferred. Ability/knowledge to operate/use systems, hardware and software. Applicants must be able to work a flexible schedule. Click on www.aafes.com and scroll down to AAFES employment to apply. For more information, call 535-3634.

OU Site Manager: The University of Oklahoma is seeking applicants for a full-time site manager. Minimum requirements are a bachelor's degree and experience in marketing, public relations and office administration. Prefer 18 months remaining on-site. Submit cover letters and resume by May 9 to Dr. Peggy J. Lerner, European Director, c/o apeuadmin@ou.edu. For details, call DSN 370-6687/6691 or 0049-6221-768118.

Certified Teachers: Lajes E/H School is seeking certified teachers who are interested in being considered for positions for next school year. If interested, or know someone coming into the community who is certified and interested, contact Jane Flores at 535-4151 or 295-57-4151.

NAF Openings: Library Aid, Club Operations Assistant, Materials Handler (Central Warehouse), Recreation Aid (Community Center), Child Development Program Assistant (CDC). Youth Center Positions: Recreation Aid, Recreation Assistant, and School Age Program Assistant. Details at www.lajes-services.com or by calling 535-5200/6582.

Fitness Center 535-6126

New Weekend Hours: Beginning Saturday new weekend hours at the gym are from 9 a.m. to 5 p.m.

Softball Season: Begins Monday.

Golf Season: Begins Wednesday.

Sports Advisory Meeting: 10 a.m. Thursday in the community center.

Survivor Challenge: 7 a.m. May 16. one team per squadron/4 people. Active duty military only. Register by May 12. POC: Tech. Sgt. Casey.

Open Volleyball: 6 to 8 p.m. Wednesdays beginning May 14.

Base Housing Excellence

Base Housing Facilities Excellence Day: Today and Saturday. Flowers, plants, shrubs, rocks for bordering, grass seed, top soil and use of tools for planting, including shovels, rakes, hoes and a lot more are available. Stop by Bldg. T-521 to pick up the available products; give name, address and amounts taken. Due to availability there may be limits set for even distribution and to give each person a fair chance. 535-6251/6489.

Pentagon Federal

Art Contest: Pentagon Federal Credit Union is looking for young artists to exhibit their work at Bldg T-202 until May 31. PFCU members will vote and prizes will be awarded to the most voted art piece in each age category. Contact 295-513-221 for details.

Gift Shop

Closure: The Silver & Gift Shop will be closed from May 17-31. It will be open daily through May 16. The shop will reopen June 1. POC: Rudy Wallace, 535-5216.

Island Tour

Lajes School Guided Tour: The Host Nation program, the Eco-Island Club and the Information Center of the Lajes E/H School would like to introduce a unique partnership with the community by offering a weekend tour of the Northern section of the island of Terceira to anyone interested. This will take place 10 a.m. May 10. Join in a carpool and ride to Vila Nova and Agualva Holy Spirit fest grounds for a quick lesson. The tour will then visit other sites of interest like Fajazinha, Quatro Ribeiras and Biscoitos, including the local wine museum. Lunch will be at the Restaurant Caneta in Altares. After lunch we proceed to Serreta Park. In case of inclement weather it will be rescheduled for May 17.

Classified Ads

E-mail classified ads to news@lajes.af.mil by 5 p.m. the Thursday prior to the week you need it published. Notify the Crossroads when items have been sold. Lajes personnel may also post ads at Lajesads.com. This site is not affiliated with the Crossroads.

For Sale: 97 Ford Ranger Extended Cab XLT 4x4, (159,500 miles) original owner, call Rick 295-905-311 \$3,400. Firm

Pet/House Sitter Wanted In Porto Martins: Are you tired of the dorm? Want to live in a real house sometimes? We are looking for a responsible person or couple to stay with our pets, 7 well-behaved, indoor/outdoor dogs, when we go on vacation or for long weekends. There are 4 big dogs and 3 small dogs, some with special needs. They love to play and walk/run but also like to settle in and watch some TV before bed. We are hoping to find a "permanent" sitter to establish a relationship with them and us before we go away. Salary negotiable. Please email: mayhewdriver@yahoo.com for an appointment

Amazing Nanny Available: If you are looking for a warm-hearted, caring and loving Nanny, then look no further. Iria has more than 27 years of experience. She has truly been a gift from above for us over the past 2 years. Especially great for dual-military or single parents. She's available anytime, day or night. Call AJ or Lori at 295-549-604 or 963-135-463.

WANTED: Donations needed! PCSing? Spring Cleaning? Please donate your unwanted items, such as clothes, household items, toys, books, etc. The High School uses your donations to raise money for traveling sports teams. Show your support and donate! We will pick up your donations! Email Lajes15@yahoo.com or call 295-549-206 Thank you!