



Nevada National Guard

INSPECTOR GENERAL

SITUATIONAL AWARENESS BULLETIN

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BULLETIN BOARD ITEM



When you are commanding, leading [Soldiers] under conditions where physical exhaustion and privations must be ignored; where the lives of [Soldiers] may be sacrificed, then, the efficiency of your leadership will depend only to a minor degree on your tactical or technical ability. It will primarily be determined by your character, your reputation, not so much for courage—which will be accepted as a matter of course—but by the previous reputation you have established for fairness, for that high-minded patriotic purpose, that quality of unswerving determination to carry through any military task assigned you.

**-General of the Army
George C. Marshall (1941)**

CORE VALUES—A key component of good leadership!

If you recall, our last Quarterly SAB emphasized the importance of leaders caring for and properly developing their subordinates. In this edition we will focus on a key component of good leadership...core values. Although each of the services core values are slightly different, each of the services core values encompass the same basic attributes that we expect members of that service to demonstrate. Ranging from integrity to service before self core values are the fundamental beliefs of a person or organization. They are the guiding principles that dictate behavior and action and can help people to know what is right from wrong. While some people or organizations might expressly publish their core values, often the best way to identify these values is to see how people act and behave. A core value is only a true core value if it actively influences behavior and if the people or the organization lives by it. In the profession of arms it is especially important that we inculcate these values in every individual and ensure that we live by them. When it comes to good leadership it is critical that these core values be resident, but more importantly, that they are visible to personnel within the organization. The visibility of these core values is what helps to establish the culture of an organization and in the end helps to distinguish good units from marginal ones. Some of you may be saying, “yea, I hear you, but you’re not telling me something I haven’t already heard before...so why do I need to continue reading this bulletin?”

My pitch to you is twofold. First, just take a moment to reflect upon the following questions:

- **CAN YOU RECITE YOUR SERVICE’S CORE VALUES FROM MEMORY AND ACCURATELY EXPLAIN THEIR MEANING AND THE ESSENTIAL COMPONENTS OF EACH VALUE?**
- **DO YOU ALWAYS EMULATE YOUR SERVICES CORE VALUES, BOTH ON AND OFF DUTY?**
- **DO YOU ALWAYS HOLD YOUR SUBORDINATES ACCOUNTABLE FOR ANY ACTIONS, AND/OR BEHAVIOR WHICH COMPROMISE THE INTEGRITY OF ANY VALUE?**

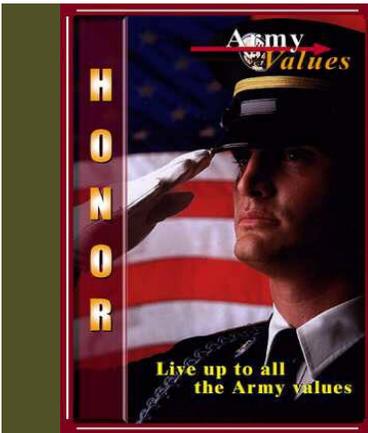
If you answered no to any of these questions, or even hesitated in answering yes, then I highly encourage you to read on. Secondly, if you answered yes with confidence, it’s still a very good idea to read on to confirm your stance, or to at least take the opportunity to reflect upon these **Values**. In our profession, it is imperative that we display total commitment to **Our Values**; that we emulate them, frequently communicate the importance of them to our subordinates, and that **Our Values** are reflected in all our actions. Whether Air Force or Army, the importance of **Our Core Values** is clearly articulated in the following statement provided by Dr. Sheila Widnall, 18th Secretary of the Air Force.

Core values make the military what it is; without them, we cannot succeed. They are the values that instill confidence, earn lasting respect, and create willing followers. They are the values that anchor resolve in the most difficult situations. They are the values that buttress mental and physical courage when we enter combat. In essence, they are the three pillars of professionalism that provide the foundation for military leadership at every level.”
- Secretary Sheila Widnall



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Army Values

- **Army (FM 6-22, Army Leadership, dated October 2006)** – By taking an oath to serve the Nation and the institution, one also agrees to live and act by a new set of values—Army Values. The Army Values consist of the principles, standards, and qualities considered essential for successful Army leaders. They are fundamental to helping Soldiers make the right decision in any situation. The trust Soldiers have for each other and the trust of the American people, all depend on how well a Soldier embodies the Army Values.

- **LOYALTY:** Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.
- **DUTY:** Fulfill your obligations. Duty extends beyond everything required by law, regulation, and orders. Professionals work not just to meet the minimum standard, but consistently strive to do their very best. Army leaders commit to excellence in all aspects of their professional responsibility.
- **RESPECT:** Treat people as they should be treated. Respect for the individual is the basis for the rule of law—the very essence of what the Nation stands for. In the Army, respect means treating others as they should be treated. This value reiterates that people are the most precious resource and that one is bound to treat others with dignity and respect.

“Loyalty is the big thing, the greatest battle asset of all. But no man ever wins the loyalty of troops by preaching loyalty. It is given him by them as he proves his possession of the other virtues.”
- Brigadier General S. L. A. Marshall (1947)

“The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army...He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.”
-Major General John M. Schofield

- **SELFLESS SERVICE:** Put the welfare of the Nation, the Army, and subordinates before your own. Selfless service means doing what is right for the Nation, the Army, the organization, and subordinates... A strong but harnessed ego, high self-esteem, and a healthy ambition can be compatible with selfless service, as long as the leader treats his people fairly and gives them the credit they deserve. The leader knows that the Army cannot function except as a team. For a team to excel, the individual must give up self-interest for the good of the whole.

- **HONOR:** Live up to all the Army Values. Honor provides the moral compass for character and personal conduct for all members of the Army. Honor belongs to those living by words and actions consistent with high ideals. Honor is the glue that holds the Army Values together. Honor requires a person to demonstrate continuously an understanding of what is right. Living honorably, in line with the Army Values, sets an example for every member of the organization and contributes to an organization’s positive climate and morale. How leaders conduct themselves and meet obligations define them as persons and leaders. Honor demands putting the Army Values above self-interest and above career and personal comfort. For Soldiers, it requires putting the Army Values above self-preservation. Honor gives the strength of will to live according to the Army Values, especially in the face of personal danger. It is not coincidence that our military’s highest award is the Medal of Honor. Its recipients clearly went beyond what is expected and beyond the call of duty.

“War must be carried out systematically, and to do it you must have men of character activated by principles of honor.”
-George Washington



INTEGRITY: *Do what's right—legally and morally.*

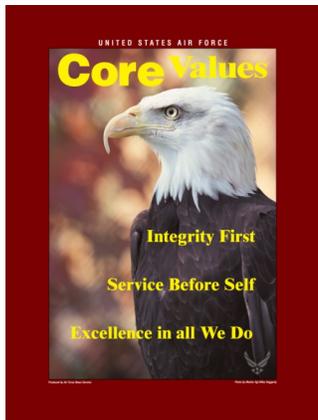
Leaders of integrity consistently act according to clear principles, not just what works now. The Army relies on leaders of integrity who possess high moral standards and who are honest in word and deed. Leaders are honest to others by not presenting themselves or their actions as anything other than what they are, remaining committed to the truth. Here is how a leader stands for the truth: if a mission cannot be accomplished, the leader's integrity requires him to inform the chain of command. It is the leader's duty to report the truth and develop solutions to meet the standard with honor and integrity. Leaders of integrity do the right thing not because it is convenient or because they have no other choice. They choose the path of truth because their character permits nothing less. Just as important, that

*"No nation can safely trust its martial honor to leaders who do not maintain the universal code which distinguishes between those things that are right and those things that are wrong."
-General Douglas MacArthur*

leader should do what is right, even at personal cost. Leaders cannot hide what they do, but must carefully decide how to act. Army leaders are always on display. To instill the **Army Values** in others, leaders must demonstrate them personally.

PERSONAL COURAGE: *Face fear, danger, or adversity (physical and moral).* Personal courage takes two forms: physical and moral. Good leaders demonstrate both. Physical courage requires overcoming fears of bodily harm and doing one's duty. It triggers bravery that allows a Soldier to take risks in combat in spite of the fear of wounds or even death. Moral courage is the willingness to stand firm on values, principles, and convictions. It enables all leaders to stand up for what they believe is right, regardless of the consequences. Leaders, who take full responsibility for their decisions and actions, even when things go wrong, display moral courage. Moral courage also expresses itself as candor. Candor means being frank, honest, and sincere with others. It requires steering clear of bias, prejudice, or malice even when it is uncomfortable or may seem better to keep quiet.

*"The concept of professional courage does not always mean being as tough as nails, either. It also suggests a willingness to listen to the Soldiers' problems, to go to bat for them in a tough situation and it means knowing just how far they can go. It also means being willing to tell the boss when he is wrong."
-William Connelly, Sergeant Major of the Army (1979-1983)*



Air Force Core Values

Air Force (AFDD 1-1 Leadership and Force Development, dated 8 November 2011) Our Core Values define our standards of conduct. Our standards of conduct define how Airmen should behave when interacting with others and when confronting challenges in the environment in which we live and work.

INTEGRITY is a character trait. It is the willingness to do what is right even when no one is looking. It is the —moral compass—the inner voice; the voice of self-control; the basis for the trust that is essential in today's military. But integrity also covers several other moral traits indispensable to national service.

- **Courage.** A person of integrity possesses moral courage and does what is right even if the personal cost is high.
- **Honesty.** Honesty is the hallmark of the military professional because in the military, our word must be our bond. The bottom line is we don't lie, and we can't justify any deviation.
- **Responsibility.** No person of integrity is irresponsible; a person of true integrity acknowledges his or her duties and acts accordingly.
- **Accountability.** No person of integrity tries to shift the blame to others or take credit for the work of others; "the buck stops here" says it best.



Air Force Core Values (Continued)

INTEGRITY (Continued)

- **Justice.** A person of integrity practices justice. Those who do similar things must get similar rewards or similar punishments.
- **Openness.** Professionals of integrity encourage a free flow of information within the organization. They seek feedback from all directions to ensure they are fulfilling key responsibilities, and they are never afraid to allow anyone at any time to examine how they do business.
- **Self-respect.** To have integrity also is to respect oneself as a professional and a human being. A person of integrity does not behave in ways that would bring discredit upon himself or the organization to which he belongs.
- **Humility.** A person of integrity grasps and is sobered by the awesome task of defending the Constitution of the United States of America.

“The Air Force is not a social actions agency. It is not an employment agency... The Air Force exists to fight and win wars—that’s our core expertise. It’s what allows us to be called professionals. We’re entrusted with the security of our nation. The tools of our trade are lethal, and we engage in operations that involve risk to human life and untold national treasures. Because of what we do our standards must be higher than those of society at large. The American public expects it of us and properly so. In the end, we earn the respect and trust of the American people because of the integrity we demonstrate.”
-General Fogleman

SERVICE BEFORE SELF: Tells us that professional duties take precedence over personal desires. At the very least it includes the following behaviors:

Rule following: To serve is to do one’s duty, and our duties are most commonly expressed through rules. While it may be the case that professionals are expected to exercise judgment in the performance of their duties, good professionals understand that rules have a reason for being, and the default position must be to follow those rules unless there is a clear, operational reason for refusing to do so.

Respect for others: Service before self tells us also that a good leader places the troops ahead of his/her personal comfort. We must always act in the certain knowledge that all persons possess fundamental worth as human beings.

Discipline and self-control: Professionals cannot indulge themselves in self-pity, discouragement, anger, frustration, or defeatism. They have a fundamental moral obligation to the persons they lead to strike a tone of confidence and forward-looking optimism. More specifically, they are expected to exercise control in the following areas:

- **Anger:** Military professionals—and especially commanders at all echelons—are expected to refrain from displays of anger that would bring discredit upon themselves and/or the Air Force.
- **Appetites:** Those who allow their appetites to drive them to make sexual overtures to subordinates are unfit for military service. Likewise, the excessive consumption of alcohol casts doubt on an individual’s fitness, and when such persons are found to be drunk and disorderly, all doubts are removed.
- **Religious toleration:** Military professionals must remember that religious choice is a matter of individual conscience. Professionals, and especially commanders, must not take it upon themselves to change or coercively influence the religious views of subordinates.

Faith in the system: To lose faith in the system is to adopt the view that you know better than those above you in the chain of command what should or should not be done. In other words, to lose faith in the system is to place self before service. Leaders can be very influential in this regard: if a leader resists the temptation to doubt ‘the system’, then subordinates might follow suit.



EXCELLENCE IN ALL WE DO: Directs us to develop a sustained passion for the continuous improvement and innovation that will propel the Air Force into a long-term, upward vector of accomplishment and performance.

Product/service Excellence. We must focus on providing services and generating products that fully respond to customer wants and anticipate customer needs, and we must do so within the boundaries established by the taxpaying public.

Personal Excellence. Military professionals must seek out and complete professional military education, stay in physical and mental shape, and continue to refresh their general educational backgrounds.

Community Excellence. Community excellence is achieved when the members of an organization can work together to successfully reach a common goal in an atmosphere free of fear that preserves individual self-worth. Some of the factors influencing interpersonal excellence are:

- **Mutual respect.** Genuine respect involves viewing another person as an *individual* of fundamental worth. Obviously, this means that a person is never judged on the basis of his/her possession of an attribute that places him or her in some racial, ethnic, economic, or gender-based category.
- **Benefit of the doubt.** Working hand in glove with mutual respect is that attitude which says that all coworkers are ‘innocent until proven guilty’. Before rushing to judgment about a person or his/her behavior, it is important to have the whole story.

Resources Excellence. Excellence in all we do also demands that we aggressively implement policies to ensure the best possible cradle-to-grave management of resources.

Material resources Excellence. Military professionals have an obligation to ensure that all of the equipment and property they ask for is mission essential. This means that residual funds at the end of the year should not be used to purchase ‘nice to have’ add-ons.

Human resources Excellence. Human resources excellence means that we recruit, train, promote, and retain those who can do the best job for us.

Operations Excellence. There are two kinds of operations excellence—internal and external.

- **Excellence of internal operations.** This form of excellence pertains to the way we do business internal to the Air Force—from the unit level to Headquarters Air Force. It involves respect on the unit level and a total commitment to maximizing the Air Force team effort.
- **Excellence of external operations.** This form of excellence pertains to the way in which we treat the world around us as we conduct our operations. In peacetime, for example, we must be sensitive to the rules governing environmental pollution, and in wartime we are required to obey the laws of war.





CONCLUDING COMMENT

Our Core Values define who we are, in a profession unlike any other. They also serve other critical purposes, such as: They depict the price of admission in to our service; they point to what is universal and unchanging in the profession of arms; they help us get a fix on our organization’s ethical climate; and they also serve as beacons vectoring us back to the path of professional conduct. We must know them, embrace them, and display them in all we do. It is what is expected of our profession; they are the foundation of our standards which must never be compromised under any condition.

The unailing formula for production of morale is patriotism, self-respect, discipline, and self confidence within a military unit, joined with fair treatment and merited appreciation from without. It cannot be produced by pampering or coddling an army, and is not necessarily destroyed by hardship, danger, or even calamity...It will quickly wither and die if soldiers come to believe themselves the victims of indifference or injustice on the part of their government, or ignorance, personal ambition, or ineptitude on the part of their leaders.
—General Douglas MacArthur

152nd Airlift Wing welcomes new Inspector General



152nd Airlift Wing: It is our distinct pleasure to welcome LtCol Shelly Assiff as the new 152nd Wing Inspector General. Shelly’s long and distinguished career with the Nevada Air Guard will prove invaluable in her new capacity as the “eyes and ears of the commander” but ultimately her greatest contribution to the unit will be her assisting those personnel in need. We are excited about the potential Shelly brings to the IG community and we are looking forward to her doing great things. From all of us in the State IG office... **Welcome Aboard!**

Nevada National Guard - Inspector General’s

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