

THE SECTOR

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Training focus and priorities for the year ahead

by Col. Joseph F. Roos, 224th Air Defense Group Commander

Greetings everyone! I hope you all had a good summer and are getting settled into your fall routines (school, raking leaves, etc...). As we begin a new fiscal year several unit wide processes begin anew. Some examples include a new budget, new IG Inspection plan and new training priorities. Today I'd like to take a few moments to discuss some of the focus areas for our training this year.

In the past few months there have been changes in all levels of our leadership: CSAF, NGB, NORAD CONR and EADS. With new leadership comes updated and revised priorities. As an example I've chosen a few quotes from the CSAF's August 2020, Accelerate Change or Lose publication which have helped to shape our Fiscal Year 2021 (FY21) training priorities.

"...we must be prepared to address our competitors' attempts to hold the U.S. Homeland at risk with unconventional, conventional and nuclear force."

"We must also develop ways to enable our Airmen to rest, recover, and train for the future."

"Leaders at all levels must train to make quality decisions at the speed necessary for competition and combat timelines while creating an environment in which all Airmen understand their contribution to the challenges we must collectively solve. Leaders must develop future leaders who can do the same."

General Brown's mindset is carried forward thru each subsequent level of command and are incorporated into our training priorities for FY21. Our training priorities can be broken down into three categories. The first is directly related to our operational NORAD mission. As stated above "we must be prepared to address our competitors' attempts to hold the U.S. Homeland at risk with unconventional, conventional..." In order to prepare as directed by the CSAF we will train to the following priorities:

- Practice recognizing, operating and responding to degraded mission capabilities
- Practice the Cruise Missile Defense (CMD) mission
- Exercise mission capabilities to execute expected limited Counter Small Unmanned Aerial System (C-sUAS) mission requirements

The second category of training is focused on our installation and may or may not have a direct correlation to the actions of our competitors. These priorities are critical to ensuring our facilities and personnel are protected from manmade and natural emergencies and events.

- Practice Force Protection Condition (FPCON) procedures up to and including FPCON Delta
- Practice Continuity of Operations (COOP) during a Public Health Emergency
- Practice Crisis Action Team (CAT) operations when state/national media publicity and casualties are involved

Finally, our third leg of training priorities gets after the need to "creating an environment in which all Airmen understand their contribution to the challenges we must collectively solve." Without the focus on preparing our entire workforce for their assigned missions we will not be a whole unit. In addition, we MUST create time in our training to "develop future leaders" in order to carry on the mission.



Col. Joseph F. Roos

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Focus and priorities...continued from the previous page

- Build training requirements to get DSG and augmenting personnel mission ready for assigned work center
- Conduct Professional Development training for all ranks

What I ask of each member of the 224th ADG is to focus 100% on each training opportunity that we are given and to take as much away from it as possible. We never know when we will have our last opportunity to train for something before it actually happens!

Stay clean, stay safe and stay calm!

Rooster

EADS celebrates Air Force Birthday



Col. Paul Bishop, left, watches as the Airman Raven Buchwald, the unit's youngest member, cuts a cake on Sept. 18 in celebration of the Air Force's 73rd birthday. The socially-distanced ceremony was held in the Building 703 foyer. *Photo by Tim Jones, 224th ADG Public Affairs.*

Former EADS Commander is new Deputy Director ANG

article by Air National Guard Public Affairs

JOINT BASE ANDREWS, Md. -- In 1985, newly-commissioned 2nd Lt. Dawne L. Deskins arrived at her first duty station, McChord Air Force Base, ready to take on the job of an air battle manager. Initially, Deskins joined the U.S. Air Force for the education benefits and intended to only serve her four-year commitment. Nevertheless, unique career opportunities, excellent mentorship, and the right timing led Deskins on a different path.

Nearly 37 years later, now Maj. Gen. Deskins is making history by becoming the first non-pilot and first female to serve as the deputy director of the Air National Guard.

Throughout her seasoned military career, Deskins has held numerous leadership positions at multiple command levels. She believes each of these roles taught her a different lesson that, ultimately, brought her to where she is today.

The first 10 years of Deskins' Air Force career were with the active duty component where she learned to lead as a weapons director, instructor, and more. In 1995, Deskins transitioned to the Air National Guard and joined the Eastern Air Defense Sector in Rome, New York. Over the next 19 years, Deskins served as a flight, mission crew, and vice commander, culminating her NY ANG career as the first female EADS commander.

"As I began to come up on my 30-year mandatory separation date, my plan was to retire as the commander," said Deskins. "Then, the Air National Guard director at the time offered me the opportunity to come out to Washington D.C. to work the Air National Guard's Sexual Assault Prevention and Response program and promote to one star. That was in 2014."

Deskins continued to climb the ranks of nation-level leadership, taking on roles such as the U.S. European Command's deputy director of partnering, security cooperation and missile defense, the National Guard Bureau's director of manpower and personnel, and becoming the first non-pilot to serve as the ANG's director of air, space and cyber operations.

As the first female DDANG, Deskins knows that her rise in the ranks resonates with service women force-wide.

"Early on in my career, I remember just wanting to be judged on my abilities, my experience, and how well I did my job. I felt that my gender should be irrelevant," said Deskins. "As I've gotten more rank, I've learned the importance of highlighting that I'm a woman in leadership. Not because of me personally, but so that other women know that this is an opportunity they can attain. They can achieve this too."

Deskins' selection as the first non-pilot and first female DDANG introduces a new era of leadership diversity for the Air National Guard.

"Look at the diversity of our force; we have Airmen from all backgrounds," said Deskins. "If we only build teams with the same viewpoints, we will have blind spots. We make our best decisions when we bring together people that have different ideas. Because when we leverage our diversity, we get to better solutions every single time."

For the next four years, Deskins will assist ANG Director Lt. Gen. Michael Loh on formulating, developing and coordinating all policies, plans, and programs affecting more than 107,700 Airmen and civilians across the Air National Guard. While serving as the DDANG, Deskins vows to continue her personal mission of advocating for diversity, so that all Airmen everywhere can also dare to aim high.



U.S. Air Force Maj. Gen. Dawne L. Deskins, the Deputy Director of the Air National Guard, poses for a photo at the Pentagon in Arlington, Va. Deskins is making Air National Guard history by becoming the first non-pilot and first female to serve as Deputy Director. Air National Guard photo by Tech. Sgt. Morgan R. Lipinski

Unit Effectiveness Inspection starts Oct. 15

by Senior Master Sgt. Adam Kujawski, 224th ADG Inspector General Superintendent

Not everyone has been through a Unit Effectiveness Inspection (UEI), but I bet a lot of you have and didn't know it. The purpose of a UEI -- ours is scheduled for Oct. 15-19 -- is to evaluate the efficiency, readiness, discipline and resource management of our unit. This is done to ensure our focus is on mission readiness, as well as building a culture that strives to comply with guidance while performing our duties. This is how the work and actions of every Airman in the unit contributes to the overall success of the UEI.

We use the Commander's Inspection Program (CCIP) and the Unit Self-Assessment Program (USAP) throughout the year to ensure we are meeting these expectations. The EADS IG office conducts inspections looking to identify our strengths, weaknesses and undetected non-compliance. We have many strengths. We have also identified some deficiencies, and took actions to correct them. This is the purpose of these programs. No unit is perfect, but through continuous evaluation and self-assessment we can improve our processes, ensure we are complying with guidance, and request waivers for any areas where we cannot comply.

The mission of the UEI IG team is to highlight any areas that are non-compliant and therefore, undetected risk to mission accomplishment that we have not already uncovered. The inspection has four Major Graded Areas (MGA): Managing Resources, Leading People, Improving the Unit and Executing the Mission. At the end of the inspection, the team will give the unit a grade that could range from "Ineffective" to "Highly Effective".

There will be approximately 20 inspectors speaking with Airmen from various sections throughout the unit, asking them about their training plans, their file plans, their checklists and their ability to accomplish their given mission. Documents may be reviewed, reports may be validated, and equipment may be inventoried. If you are approached by a member of the UEI team, be courteous and honest. Answer any questions they may have, and if you don't know the answer, simply tell the inspector you will find out the answer...then be sure to follow up.

This inspection is not something we need to get ready for, it is something we have been preparing for, and we are MISSION READY.



On the cover: A Security Forces Airman checks temperatures at the Entry Control Point as part of the unit's ongoing mission assurance efforts. See story on page 6 for more info. *Photo by 224th Support Squadron Security Forces.*

Eastern Air Defense Sector continues mission while avoiding COVID-19

by Tim Jones, 224th ADG Public Affairs

The following article appeared on the Department of Defense web site on Sept. 16.

<https://www.defense.gov/Explore/Features/Story/Article/2347163/eastern-air-defense-adapts-to-continue-mission-while-avoiding-covid-19/>

The COVID-19 pandemic has forced military units both large and small to find creative ways to maintain a healthy force while still defending the nation.

One of these organizations is the 224th Air Defense Group, the New York Air National Guard unit that provides the personnel for the Eastern Air Defense Sector's federal mission.

As a headquarters element of the Continental U.S. North American Aerospace Defense Command/1st Air Force, EADS defends the area east of the Mississippi River against possible air attack. It's an all day, every day, no-fail mission.

In March, Army Maj. Gen. Raymond Shields, the New York adjutant general, ordered the state's Title 10 federal missions to continue without interruption. The 224th responded immediately. Initial efforts focused on the Battle Control Center.

An operations floor housed within a restricted facility, the BCC receives radar and communication feeds from sources across the eastern U.S. This data is used to build a constant, real-time air picture of the air traffic east of the Mississippi River.

Airmen at the BCC monitor the air picture around the clock. They determine whether a radar track is an inattentive pilot, a flock of birds or a threat.

When it could be a threat, the BCC takes action to counter it, which can include scrambling fighter aircraft.

Computers, radars and radios are key components of the BCC. The most essential component however, are healthy, well-trained airmen.

"We can't create trained air battle managers, radar technicians, and weapons and aircraft controllers overnight. And there's no place we can get them from quickly," said Air Force Col. Paul Bishop, the EADS commander. "Making sure our core operational force remains healthy is really the only way we have to achieve mission assurance."

At the pandemic's outset, a dispersion and isolation strategy was put in place.

All non-essential personnel began teleworking, reducing the transmission threat to staff on the operations floor and other vital areas.

This was reinforced by strict social distancing protocols, mandatory mask-wearing, constant reminders to wash hands and stringent equipment and facility cleaning measures.

The most labor-intensive step was re-designing the operations floor to meet social distancing guidelines. Dozens of monitors, computers and desks were rearranged or removed, and hundreds of cables and wires were re-routed.

Completed in mid-August, the re-design allows personnel to maintain six feet distance during both real-world operations and training missions.

These measures have been successful, Bishop said.

Despite New York's high COVID-19 case counts early in the pandemic, only one EADS member contracted the virus in the last six months.



Before COVID: The operations floor could be a crowded space, with Airmen working elbow to elbow. Eastern Air Defense Sector photo.

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Avoiding COVID...continued from the previous page

"The member was exposed outside the facility and quickly recovered," Bishop added.

As the pandemic continues, commanders have responded by instituting additional protective measures.

The centerpiece of the new measures has been education, said Air Force Col. Joseph F. Roos, the commander of the 224th Air Defense Group.

"We have an intelligent work force clearly focused on remaining healthy, and it's made communicating the protective measures and continually evolving health information much easier," he said.

"We're helped by the fact that our airmen and civilian employees realize that it's not just about them," Roos added.

"Our members live in the surrounding communities. Their spouses work at local businesses, and their children attend local schools. They're invested in eliminating the spread of COVID-19 and are very receptive to the health information provided to them," he said.

Installation health screenings were implemented in June. Security personnel conduct mandatory temperature checks at the facility's gate and ensure members are healthy before allowing entry.

Virtual systems like Microsoft Teams and Zoom are used for staff meetings and drills, reducing transmission risks.

Even existing technologies, such as the ultraviolet disinfection system on the BCC's air handlers, play a role.

Installed in 2019 to reduce dust and dirt, the UV system destroys more than 99% of all airborne contaminants, including viruses, providing an unseen layer of defense in the mission assurance battle.

"Technology has been very helpful," Roos said. "It's enhanced our operation in several areas, but the fundamentals are still the fundamentals, and we stress them every day: wear your mask, stay six feet apart, wash your hands and only come to the office when it's necessary."

It was apparent early on that the "isolation and dispersion" strategy could wreak havoc on the ADG's morale and mental health, Bishop said.

For airmen used to working long shifts shoulder-to-shoulder on a crowded operations floor and in small offices, the sudden switch to limited manning was jarring, he said.

"It was evident from the start that one of our biggest challenges was keeping our airmen connected," Bishop said. "It's hard. Nothing replaces in-person communication, but we've taken multiple steps to let our people know they are not alone."

To boost morale, the ADG has continued with virtual promotions and awards events, broadcasting them online so members can celebrate the successes of their fellow airmen.

The unit has also hosted a series of online social events, such as the traditional first Friday gatherings.

These efforts have been augmented by the careful management of manpower to limit fatigue. Leaders at all levels have also made it a point to constantly remind staff of the air defense mission's importance and the importance of each airman.

"We've successfully navigated the last six months and provided the mission assurance our leaders demand and the nation requires," Bishop said. "Our effort has been successful because our airmen and civilians have done everything necessary to keep us safe and healthy."



After COVID: An operations floor photo from late August shows how the re-designed floor provides room to maintain social distancing. Photo by Tim Jones, 224th ADG Public Affairs.

Drive Innovation: From ideas to insight to fully-fielded revolution

By Dr. Brian Tuttle, 224th ADS/DOM

Air Force leadership encourages us to “drive innovation” without directly telling us what an innovation is. It leaves us to figure out what it means. We must realize that not every good idea is a grandiose innovation. So what is innovation? Although it does not provide us a definition, the innovation vision of our most senior leadership is a good starting point:

- “[In order] to foster innovation at the level of command that makes the greatest impact, our leaders want us to tackle the most pressing readiness and national security challenges. We ask that you aggressively collaborate with each other and higher headquarters along the way. We must continue to THINK big, start small, and Scale Fast!” (*Air Force Innovation Handbook*, 9.)
- “*Evolve innovative operational concepts.* Modernization is not defined solely by hardware; it requires change in the ways we organize and employ forces. We must anticipate the implications of new technologies on the battlefield, rigorously define the military problems anticipated in future conflict, and foster a culture of experimentation and calculated risk-taking. We must anticipate how competitors and adversaries will employ new operational concepts and technologies to attempt to defeat us, while developing operational concepts to sharpen our competitive advantages and enhance our lethality.” (*National Defense Strategy* (2018), 7.)
- “*Organize for Innovation.* The [DOD’s] management structure and processes are not written in stone, they are a means to an end—empowering the warfighter with knowledge, equipment and support systems to fight and win. Departmental leaders will adapt their organizational structures to best support the Joint Force...Leadership is committed to changes in authorities, granting of waivers, and securing external support for streamlining processes and organizations.” (*National Defense Strategy* (2018), 10.)
- “[The National Guard’s] unique operating model postures us well for developing innovative solutions to 21st century problems. It enables us to implement novel, reimagined, material, and non-materials solutions toward improving readiness and mission capabilities. We want to capture the innovative spirit of our Soldiers and Airmen—new and experienced—who look at problems every day in uniform and in their civilian jobs. Through their skills we will develop more creative and better systems and solutions. We will build a culture of willingness to change and develop leaders that cultivate innovative thought by empowering teams to think freely, experiment, and take risks.” (*National Guard National Defense Strategy Implementation Guide*, 19.)
- “A failure to imagine was a root cause for our inability to defend against the two most significant homeland attacks in U.S. History—Pearl Harbor and 9/11. In both cases, we failed to address our vulnerabilities and recognize obvious signs of impending attack...In recognizing our vulnerabilities, we must create a culture of experimentation and exploration to connect the dots in new ways, uncovering undiscovered opportunities and illuminating blind spots. Our focus is not to account for every unforeseen event, but to eliminate adversary opportunities and minimize the consequences.” (*NORAD Commander’s Perspective*.)

From this sample we can glean some characteristics (but not a definition) of Air Force innovation, which:

- Improves mission readiness, the ability to counter any threat to our national security.
- Challenges our assumptions about the world and questions our capabilities.
- Involves recognizing trends and finding insight (“connecting the dots in new ways”).
- Reduces waste of time or money by changing our business processes.
- Is generated through cross-functional collaboration, experimentation, and refinement.
- Might involve novel thinking or transporting solutions from one context to another.
- Is scalable beyond the small so as to create a widespread positive effect.

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Drive Innovation... continued from the previous page

Although not the only definition, the *Baldrige Excellence Framework* offers more precision: “**Innovation means making meaningful change to improve your organization’s products, services, programs, processes, operations and business model with the purpose of creating new value for stakeholders.**” “Making change” suggests that a good idea for something new is not an innovation until it is actually implemented. The change must be “meaningful,” not simply for its own sake or “personality-dependent” (as AFI 90-201, 3.5.4.2 describes “marginally effective” processes). Even if the change is small, it should lean toward big improvement that “creates new value for stakeholders” by improving the quality of a product and/or reducing the cost of the process that makes it. The greater the number of stakeholders, the more innovative.

Let’s look at an example. **Is Pathfinder an innovation?** If it works as advertised, it will deliver more value by improving the quality of one of the Battle Control Center’s key products (an air picture) and reducing the time it takes to generate it. So it should create great value for many stakeholders within NORAD and for its customers, the American people, to whom we provide air defense services. Yet, notice all of the “ifs,” “shoulds,” and “maybes.” **Until it is fielded as a system of record, Pathfinder is not an “innovation.” We must continue to drive.**

In *Stoking Your Innovation Bonfire*, Braden Kelley writes, “Innovation is driven by insights and execution... Innovation transforms the seeds of invention into a solution valued above every existing alternative.” In order to “Drive Innovation,” we must watch trends to gain insight into emerging threats and opportunities. We must imagine ways to use new ideas and inventions to improve our most critical processes—the ones that most affect our mission readiness. We must become ready for threats that we have not yet practiced fighting against. We must be willing to accept risk (perhaps containing it by piloting new tools and methods), fail, gain insight from failure, and find what works best. Whether the idea is completely new or sparked by observing the processes of another type of organization, cross-functional collaboration creates more stakeholders and facilitates greater optimization. Such activities “Drive Innovation,” but we must continue to “drive” until insights become a better new normal—a fully-fielded revolution.



Table top exercises creating shared EADS-FAA “lexicon”

by Master Sgt. Jason Rutherford, 224th Support Squadron

Since July 2016, the Eastern Air Defense Sector (EADS) has experienced events that led us to rethink how we cooperate with the Federal Aviation Administration (FAA) to ensure that we have all the necessary capabilities to detect and defeat the next air attack on America. These communication events left us vulnerable and highlighted the need to have a better partnership with the FAA. In order to create better partnerships, EADS leadership, AFNORTH A6, Air Combat Command, and the FAA agreed that regularly scheduled table top exercises would allow for each entity to better understand each other, along with enabling the creation and sharing of best practices.

In July of 2017, an inter-agency tabletop exercise between the following entities occurred:

- Air Defense Sectors (ADS)
- AFNORTH Air Force Communication Control Center (ACCC)
- Department of Homeland Security (DHS)
- FAA subject matter experts
 - Operation Control Centers (OCC)
 - NAS Defense Program (NDP) Team
 - FAA Telecommunications Infrastructure (FTI)-Harris

This was the first exercise of its kind and magnitude with all of these organizations collaborating to address a common problem. The most significant challenge to overcome was the differences in lexicon that existed between the ADS and FAA. Lexicon is a noun, defined by Merriam-Webster as “the vocabulary of a language, an individual speaker or group of speakers, or a subject.” (<https://www.merriam-webster.com/dictionary/lexicon>).

The language, or lexicon, that the FAA employs in their day-to-day operation does not always line up with the way we at EADS communicate. For instance, they called our “expansions” a “roll-over” to the other Sector. We use “cyber” to reference normal day-to-day operations in the communications career field but to them the term cyber is indicative of malicious network actions and is very sensitive. In order to establish interagency communications, we collaborated with the FAA to create a shared lexicon based on existing FAA terminology.

FAA uses the term Air Traffic Control (ATC) Limited and ATC Zero when defining the magnitude of an outage. Based on that, the new shared lexicon includes the terms Air Defense Limited, Air Defense Zero, Air Defense Anomaly and Air Defense Cyber. These terms are used by the EADS Communications Focal Point (CFP) and the ADS to report the level of outage to the FAA. Upon hearing these specific sets of verbiage, the FAA implements their local response procedures specific to the term spoken, ensuring the ADS receives the proper level of response necessary to mitigate the issue in a timely manner. Since July of 2017 we have had four multi-day table top exercises at different locations to include the Western Air Defense Sector, Midstate OCC in Kansas City, Missouri and two at the Atlantic OCC in Atlanta, Georgia. These exercises have resulted in the FAA providing rapid responses to, and restoral of, major outages that have affected both Sectors. The lesson is this: the lexicon between all of the mission partners that EADS interacts with in defense of the homeland may not be the same, but if we take the time to understand each other’s roles and responsibilities we can adapt and work in unity to ensure that we can Detect and Deter the next Air Attack on America.



Three Det 1 augmentees receive Army Achievement Medals



On Sept. 28, the Air Missile Defense Task Force Anaconda and the 224th ADG Detachment 1 recognized the selfless service of three enlisted Air National Guardsmen: Senior Airman Timothy Destito (224th ADS, NYANG), Senior Airman Alexis Balbuena-Saavedra (601st Air Operations Center, FLAANG) and Airman 1st Class Daniel Silva (224th ADS, NYANG). On short notice and in the midst of the COVID-19 pandemic, these Airmen volunteered to augment Det 1 for two months in order to assure the JADOC's mission. For their outstanding efforts, each Airman was awarded the Army Achievement Medal and received the 224th ADG Det 1 Commander's Commendation. Pictured above, from left to right, are Col. Patrick Thompson, US Army, Commander, Task Force Anaconda; Senior Airman Balbuena-Saavedra, Airman 1st Class Silva, Senior Airman Destito and Lt. Col. Michael Pelphrey, Det 1 Commander. *Article by Lt. Col. Joshua Jessup, 224th ADG Detachment 1 Operations Officer.*

Det 1 Hosts Ice Cream Social with new DPH

by Master Sgt. Melissa Sterpin, 224th ADG Detachment 1 NCOIC of Intelligence & Security/Additional Duty 1st Sgt

Earlier this month, the 224 ADG's new Director of Psychological Health, Karen Z. Silcott, came down to meet our Det 1 members for the first time. To entice everyone to come out, Tech. Sgt. Acain put together a successful ice cream social at the JADOC picnic area, which was convenient for members who were on shift and their families. We had a great turnout and were blessed with a beautiful fall day. At the social, members learned about the resources available to them to more effectively cope with the many stressors we are experiencing during these unprecedented times, including anxiety, virtual schooling, and family separation.

The visit could not have come at a better time because JADOC crews have been under a very grueling schedule due to the mission assurance measures associated with the COVID-19 pandemic. We are now entering the sixth month of our mission assurance plan, which is essentially a re-occurring monthly deployment. Every three weeks, our crew members spend 14 consecutive days away from home and family: seven days in semi-isolation followed by seven straight 12-hour work days. Our crews and staff are hard-working and dedicated professionals who are resiliently pushing through, and are now better informed and more appreciative of the resources DPH provides.



Pictured, left to right, is DPH Karen Silcott, Master Sgt. Melissa Sterpin, River Beechum, Tech. Sgt. Janelle Acain, and Maj. Claude Hibbert. Photo courtesy of Master Sgt. Sterpin.

Canadian Detachment participates in 40th annual Terry Fox Run

by Master Cpl. Marie-Pier Grimard-Berubé, EADS Canadian Detachment

On Sept. 20, the Canadian Detachment, EADS participated in the annual Terry Fox Run, raising money for cancer research and marking the 40th anniversary of Terry Fox's Marathon of Hope across Canada. In all, 23 individuals participated in this year's event either in-person or virtually, raising \$425 for the worthy cause.

Terry's Story, taken from the Terry Fox Foundation <https://terryfox.org/terrys-story>: Terrance Stanley Fox was 18 years old when he was diagnosed with bone cancer and had his right leg amputated above the knee. While hospitalized, he was inspired to raise funds for cancer research. He trained intensively for 18 months for what he called 'Marathon of Hope'; an east to west cross-Canada run to raise money and awareness for cancer research. Embarking on April 12, 1980 with little media coverage, he ran approximately 26 miles each day through Canada's Atlantic Provinces, Quebec, and into Ontario, garnering attention and collecting significant donations to his cause. The spread of his cancer eventually forced him to stop running on Sept. 1 after 143 days and 5,373 kilometres (3,339 miles) and cancer ultimately cost him his life at just 22 years of age. For 40 years, Terry's "Marathon of Hope" has inspired Canadians from all walks of life to run and raise funds. To date, over \$750 million has been raised in his name worldwide for cancer research.

To donate to the Cdn Det EADS team contribution for the Terry Fox foundation you can do so at www.terryfox.ca/CanadianDetEADS, or you can donate directly to the Terry Fox Foundation at <https://terryfox.org/>.



Canadian Detachment participants in the Terry Fox Run, pictured from left to right, were: Capt Ashley Duda, Capt Rob Bauer, LCol Josh Klemen, MCpl Adam Kittson, Capt Adam Murray, Sgt Patrick Flynn, MCpl Jeff Feenstra, WO Don Ellery, Sgt Shane Burden, Lt Greg Janes, and MCpl Marie Grimard-Berubé. Photo submitted by Warrant Officer Don Ellery.

Grimard-Berubé completes Adirondack 46 challenge

by Warrant Officer Don Ellery, Canadian Detachment Unit Warrant Officer

Master Corporal Marie-Pier Grimard-Berubé, Senior Human Resources Administrator for the Canadian Detachment is the newest member of the ADK forty-sixer club!

"ADK46er.org" describes an ADK46er as an individual who has climbed all 46 mountain peaks which are over 4000 feet in elevation in the Adirondacks Mountains of upstate New York; a total climbing ascent of approximately 79,300 feet. According to the organization, interest in hiking the peaks began in the 1920's at a time when only 12 of the peaks had established trails. The 46er club, which has tracked the accomplishments of its members since it was founded in 1948, reports just over 12,000 people have successfully completed the 46 peak challenge.

MCpl Grimard-Berubé's one year, 11 month, 19 day challenge spanned 296.68 miles in total distance and 164 hours and 20 minutes of hiking time. Her journey began with Porter Mountain, elevation 4069 feet, and concluded with Saddleback Mountain, elevation 4515 feet. Her longest single hikes were 33.2 kilometers (20.63 miles) when she accomplished Redfield and Cliff Mountain peaks, and 13 hours 30 minutes when she conquered five peaks in the Dix range.



MCpl Marie-Pier Grimard-Berubé celebrating completion of the 46er challenge atop Saddleback Mountain. Photo courtesy of MCpl Grimard-Berubé.

Command Chief Master Sgt. Maureen Dooley Retires

article by New York Division of Military and Naval Affairs

LATHAM, New York--Forty-one years after enlisting in the Air Force, Rome resident and New York Air National Guard Chief Master Sergeant Maureen Dooley is hanging up her uniform.

Dooley was recognized for eight years of service in the Active Air Force and 25 years in the New York Air National Guard during a formal retirement ceremony on Friday, Sept. 18, 2020 at New York National Guard headquarters in Latham.

Dooley's most recent assignment was Command Chief Master Sergeant for the 5,600-member New York Air National Guard. She was the senior enlisted Airman in the force, reporting directly to Air Force Major General Timothy LaBarge, the commander of the New York Air National Guard, as his advisor on enlisted issues.

Air Force Major General Dawn Deskins, the deputy director of the Air National Guard, acted as the presiding officer for the retirement ceremony. Deskins was formerly the commander of the Eastern Air Defense Sector in Rome where Dooley served from 1995 to 2018. The Eastern Air Defense Sector is responsible for the air defense of the United States west of the Mississippi.

She praised Dooley's professionalism, "energy, and commitment to the mission." On Sept. 11, 2001, for example, Dooley was the enlisted Airmen responsible for identifying hostile aircraft flying over the nation.

Throughout her career, Dooley has left a mark with many people, Deskins said. "If we did not have COVID, this room would be filled to the rafters with people who wanted to be here," Deskins said.

In her remarks, Dooley thanked her family and friends for their support during her career, as well as those she served with. "There is not a better profession than the profession of arms and not a greater group of people I would like to face those challenges with," she said.

"When you are doing a job that you love so much and you are doing it with your heart and soul, it is not a job," she said.

During the ceremony she was presented with the Legion of Merit in recognition of her years of service, as well as gifts from those she served with.

Dooley is a native of Danielson, Connecticut. After joining the Air Force in 1979 she served as an aircraft maintenance specialist on the F-4E and then the F-15 fighter and the T-33 training aircraft before leaving the active Air Force.

In 1994, Dooley enlisted in the New York Air National Guard and joined what was then the Northeast Air Defense Sector (NEADS), part of the North American Aerospace Defense Command, and is responsible for identifying and tracking aircraft flying over the United States and Canada. Dooley worked in tracking and identification positions and also served in weapons director, air surveillance, mission crew controller and non-commissioned officer positions at NEADS, now known as the Eastern Air Defense Sector or EADS.

She served as Flight Superintendent and Operations Superintendent before becoming the Chief Enlisted Manager of the 224th Support Squadron in 2014. She served as the senior enlisted leader at the 224th Air Defense Group from 2016 until January 2018.



Maj. Gen. Dawne Deskins, the Deputy Director, Air National Guard and former EADS Commander, officiated the Sept. 18 retirement ceremony for Chief Master Sgt. Maureen Dooley, the outgoing NYANG Command Chief. Chief Dooley served at EADS from 1995 to 2018. New York Division of Military and Naval Affairs photo by William Albrecht.

Adapting to change, COVID-style

by Mr. Colt Brumm, 224th ADG Safety and Occupational Health Manager

One of the key principles of risk management is that the control measures that you need to have in place are driven by the hazards that you identify. Not every situation or activity is going to need the same control measures, which is why you are required to wear a seat belt when riding in a car, but not when you are sitting at your desk. An extension of this principle is that when conditions change, you need to be alert for new hazards that may require different control measures.

Over the next few weeks, you are going to see this idea play out in our approach to managing the threat from COVID-19 on our Rome installation. Our conditions are changing, and our control measures need to adapt. In response to operational needs and lower infection rates in our surrounding communities, our unit leaders have identified an opportunity and a need to have more personnel report for duty on the installation rather than telework. This will

enable us to better accomplish those functions which have been difficult or impossible via telework, but each additional person breathing the same air increases the COVID-19 risk. We also continue to learn more about how this virus is transmitted, in particular as it relates to “airborne” transmission. Lastly, the regulations from the Air Force and our local governments are continually changing in order to help contain the spread of the virus. Given the critical nature of the work that many of you do, it is important that we account for and adapt to these risks in our COVID-related policies.

In the coming weeks, you will see a variety of changes to our COVID-19 control measures. For example, all personnel will now be required to wear masks at all times on the installation, regardless of the distance from others (no more “6 foot rule”), unless you are actively eating/drinking (and social distancing, of course) or are alone in a 1-person, walled office with the door closed. Also, in most cases meetings will continue to be held on Teams, even if all meeting attendees are on the installation. For those meetings that really do need to be held in-person, like counselling sessions or hands-on training, they will need to happen in a meeting space rather than in an individual office. This is just a sampling of the new guidelines, but it should help to give you a sense of the type of changes to expect.

Overall, the new policies are being implemented to help keep each of you as safe from COVID-19 as we can and to ensure that keep the mission going. Remember that these measures are temporary, and we will work our way back towards “normal” as conditions permit. In the meantime, thank you all for your diligence and flexibility in these very strange times.



Why is the Insider Threat significant?

by Mr. Brad Ramie, 224th ADG Information Protection

Why is the INSIDER THREAT Significant?

An insider can have a negative impact on national security and industry. Resulting in:

- Loss or compromise of classified, export-controlled, or proprietary information
- Weapons systems cloned, destroyed, or countered
- Loss of technological superiority
- Economic loss
- Loss of life



Recognize INSIDER THREAT Indicators

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • Failure to report overseas travel or contact with foreign nationals • Seeking to gain higher clearance or expand access outside the job scope • Engaging in classified conversations without a need to know • Working hours inconsistent | <ul style="list-style-type: none"> • with job assignment • Insistence on working in private • Exploitable behavior traits • Repeated security violations • Attempting to enter areas not granted access to • Keeping classified materials in an unauthorized location • Attempting to access sensi- | <ul style="list-style-type: none"> • tive information without authorization • Obtaining access to sensitive information inconsistent with present duty requirements • Sudden reversal of financial situation or a sudden repayment of large debts or loans |
|---|--|---|

How Can YOU Help?

- You and your Security Managers are the first line of defense against espionage. Help protect our national security by reporting any suspicious behavior that may be related to a potential compromise of classified information
- Be aware of the actions of those around you and report suspicious activity

Stay Vigilant

Often we let our guard down during the celebration of the holidays but our adversaries are watching and waiting for seams (gaps) in security at all times. Use the following tips year-round:

- Be alert for unusual situations
- Be mindful of the insider threat
- Be aware that the adversary is always watching
- Be prepared to respond to crisis situations

If you notice something suspicious, report it to your security office or appropriate law enforcement agency.

Intergroup conflict and terror management theory

By Maj. Carter Matherly, 224th ADS

Continuing our conversation on bias and intergroup conflict from last month I wanted to introduce and discuss Terror Management Theory (TMT). In the world of psychological theory TMT is relatively new being first proposed in 1986 by professors Jeff Greenberg, Sheldon Solomon, and Tom Pyszczynski. The theory is based on the anthropological study *The Denial of Death*, written by Ernest Becker in 1973.

At its core the theory follows a logic chain of self-realization and preservation. It states that as cognitively aware beings we all can contemplate and understand death. As a result, we undergo psychological distress and engage in self-preservation methods to avoid the inevitable. In other words, we all realize we will one day pass. And as a result, defeating death becomes an all-consuming task, what else is more important than survival?

So, what does this have to do with bias and conflict? It's in how we cope with the concept of death. We are not all stricken we fear searching for the fountain of youth or some alchemic remedy. We counter the mortality salience (MS) condition, the realization that death is inevitable, through our cultural beliefs which in turn influence our self-efficacy or self-esteem. Inducing MS is as simple as being exposed to ideas of mortality or differing world views/expressions. How secure we are in our own world views can reduce the intensity of MS.

The construction of cultural norms, values, and ideals all serve as ways to overcome death. Research has shown that while we cannot physically overcome death individuals have overcome the psychosocial stress of MS through reminders of how well they adhere to their cultural values. Instances where individuals are not adhering to our individually expected cultural norms (generally predicated by world views) will therefore induce MS and cause threat to our ability to defeat death. Research has demonstrated MS can be induced simply by seeing someone wearing a different clothing style than your own.

Empirical research has shown that once in a MS condition studies have shown participants will negatively evaluate members of differing groups more harshly while evaluating members of their own group more positively. Additionally, individuals are more likely to use other observable attributes of a person to determine if they are likely more similar or different in world views and evaluate them accordingly. This entire process occurs sub-consciously.

Ultimately, reminders of death and other world views cause our sub-conscious to seek psychological equanimity and that is accomplished through 'dug in' adherence to our cultural ideals. Individuals who subscribe to different, not just conflicting, cultural ideals are then at risk of increased negative evaluations and enhanced negative bias. The same cultural stimuli that cause MS become the same attributes we adversely discriminate against in order to make them less influential.

Being secure in our own world views leads to increased self-efficacy and reduced negative intergroup evaluation. Realizing that another person's religion, race, clothing, lifestyle, culinary habits, language, accent, or political beliefs cause you measurable distress might be an indication that you have fallen victim to the principals of TMT. Just as implicit bias can be overcome through cognitive identification, so can the negative effects of MS described by TMT and research.



Stanbro reenlists

Master Sgt. Jeremy Stanbro, the NCOIC of the 224th Support Squadron’s Mission Defense Team, reenlisted on Sept. 30. 1st Lt. Dana Aube, left, administered the enlistment oath.



Buchwald promoted to A1C

Airman 1st Class Raven Buchwald (right) received his new rank at Sept. 24 promotion ceremony held in the Building 703 auditorium.



The Combined Federal Campaign (CFC) is a nearly 60-year federal workplace giving tradition that has raised more than \$8.4 billion for charitable organizations. It is one of the largest workplace giving campaigns in the world. The funds raised each fall through this campaign help neighbors in need around the corner, across the nation, and throughout the world.

WHY GIVE THROUGH THE CFC

The CFC is **your** campaign (as a member of the federal community) and has some special benefits. Here are a few great reasons to give through the CFC.

1. **GIVE THROUGH PAYROLL DEDUCTION.** Spreading your gift over the year makes it automatic, easier at tax time, and it really adds up for your favorite causes!
2. **GIVE TO MULTIPLE CHARITIES.** Make all of your charitable donations and pledge volunteer hours in one place.
3. **GIVE FOR COLLECTIVE IMPACT.** When we give together, it means bigger checks for charities.



This year’s CFC Project Officer is 1st Lt Philip Gentile. Squadron representatives are: 224th ADS DOA -- Tech. Sgt. Thomas Carr and Tech. Sgt. Joshua Stevenson. DOB: Tech. Sgt. Timothy Deckard and Staff Sgt. Shane Burrows. 224th SS: Staff Sgt. Brandon Silvernail. 224th SFS: Staff Sgt. Stephen Brink and Senior Airman Annamarie Roberts.

Payroll Tax Deferment: What you need to know!

Effective dates:

- 1 Sep to 31 Dec 2020

What it does:

- It is a deferment of the 6.2% Social Security Tax that comes out of our paychecks each month.
- That equates to about \$192 extra each month for a SSgt with six years service.

Who it affects:

- Those with taxable income less than \$8666.66 monthly or about \$104,000 per year.
- This includes grades E-1 through O-4.

Will it have to be paid back?:

- YES! Unless congress acts to forgive the debt, the government will take out **DOUBLE** the Social Security Tax for the period 1 Jan to 30 Apr 2021. That's \$384 a month that SSgt will be paying in Jan!
- That means a significantly reduced paycheck starting in January for four months.

Be Prepared! Don't let January's lower paycheck surprise you. Save now to prepare for eventual repayment.

For more information read the news release at [irs.gov](https://www.irs.gov):

<https://www.irs.gov/newsroom/guidance-issued-to-implement-presidential-memorandum-deferring-certain-employee-social-security-tax-withholding>

information provided by Maj. Peter Onan, 224th ADS

Reminder: Update e-mail address on common web sites

The conversion to new Cloud-Hosted Enterprise Services (CHES) e-mail requires all members to ensure their accounts on commonly-used web sites have their new e-mail address (the us.af.mil address). Some of the most commonly-used sites are listed below.

Information provided by Master Sgt. John McCormick, 224th Support Squadron Cyber Operations Superintendent

ADLS- <https://golearn.adls.af.mil/login.aspx>

AEF Online- <https://aefonline.afpc.randolph.af.mil/default.aspx>

AF E-Learning - <https://usafprod.skillport.com/skillportfe/custom/login/usaf/seamlesslogin.action>

AF Portal – <https://www.my.af.mil/>

AFPAAS- <https://afpaas.af.mil/cas/login>

AFRIMS- <https://afrims.cce.af.mil/afrims/rims.cfm>

ARCNET- <https://arcnet.sso.cce.af.mil/arcnet/Members/Home/MemberProfile>

AROWS- <https://arows.sscno.nmci.navy.mil/arows/secure/login.jsp>

CITIBANK (GTC)- <https://home.cards.citidirect.com/CommercialCard/ux/index.html#/login>

Defense Travel System (DTS)- <https://dtsproweb.defensetravel.osd.mil/dts-app/pubsite/all/view>

JOINT KNOWLEDGE ONLINE- <https://jkodirect.jten.mil/Atlas2/page/desktop/DesktopHome.jsf>

LeaveWeb- <https://leave.af.mil/login>

MICT- <https://mict.us.af.mil/MyProfile.aspx>

MILCONNECT- <https://milconnect.dmdc.osd.mil/milconnect/>

MY PAY- <https://mypay.dfas.mil/#/>

MY PERS- https://mypers.af.mil/app/utills/submit/profile_updated

MY VECTOR- <https://myvector.us.af.mil/>

TBA- <https://tba.cce.af.mil/IMDSTWeb/servlet/index>

TSP- <https://www.tsp.gov/index.html>

VMPF- <https://ww3.afpc.randolph.af.mil/vmpf/Hub/Pages/ConfirmInfo.asp>



October is Domestic Violence Awareness Month. The military respects, supports and defends victims of domestic abuse. If you or someone you know is at risk, reach out to your local Family Advocacy Program or call the National Domestic Violence Hotline. Learn more: www.militaryonesource.mil/United-to-End-Domestic-Abuse

THE SECTOR

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