

Kūkā'ilimoku

Vol. 56 No. 11

Nov 2009

HIANG leadership maps future

by Lt. Col. Charles Anthony, HIANG
Director, JFHQ Public Affairs

Leaders of the Hawaii Air National Guard both officers and enlisted, spent three full days in October hashing out the HIANG's near, mid, and long term strategy for the organization. Using PACAF developed Strategic Alignment and Deployment method; the team used insight, experience, imagination, and a lot of lively discussion to create a clear, actionable map for the future.

HIANG commander, Maj. Gen. Darryll Wong says that the HIANG has grown so complex that it needs a road map to ensure that it remains ready and relevant while dealing with dramatic changes. "We will change in the next three to four years more than we have changed in the last 40 years," said Maj. Gen. Wong. "We must develop our strategic priorities on where we need to be and how to get there and align those priorities with all the units as well as prioritize the use of our resources," he added.

According to the workshop facilitator and HIANG AFSO21 Program Lead,

Capt. Brian Abrigo, the purpose of gathering the HIANG leadership together was to provide the HIANG with a sustainable, actionable and enduring strategic tool that is accessible and understandable to HIANG

Airmen. "This Strategic Map shouldn't be a glossy pamphlet left on our desks, but information that is referred to consistently to ensure what we do today sets an aligned and sustainable foundation for the future." adds Abrigo.

Some of the questions asked at the session included: 'is the HIANG Strategic Map focused, relevant, and easy to communicate?' and 'do the objectives



See SA&D page 8



photo by Tech Sgt. Cohen A. Young

CAMP SMITH, HAWAII - U. S. Pacific Command Commander, U. S. Navy Admiral Robert F. Willard (right) introduces General Xu Caihou (left), the Vice Chairman of the Central Military Commission of the People's Liberation Army, to PACOM staff members at Camp H. M. Smith, Hawaii on Nov. 2, 2009.

General Xu recently visited Washington D. C. and met with Defense Secretary Robert M. Gates before visiting U.S. Pacific Command.



Commander's Call: Communication is key

by Col. Joseph K. Kim, Commander 154 WG

Aloha! I've spent a lot of time discussing the notes from the leadership off-site we held in early October. At that meeting, your Senior leaders, and representatives of the junior Officer and Enlisted

corps met to identify the issues impacting our mission readiness.

One of the top concerns voiced at the off-site was the flow of clear and effective communication throughout the organization. In other words, our messages and guidance and your feedback are not effectively being passed up and down the chain of command.

Your frank and honest feedback is invaluable to the 154th Wing. Your experience and continuity across the spectrum of mission and mission support are our core competencies and strengths as Guard members.

You have many vehicles for providing feedback, from staff meetings, unit visits, email, and even the MEO and Inspector General and higher. Whatever method you choose, I ask that you give your leaders

and supervisors the first shot at addressing your concerns. You would want and deserve the same courtesy.

Please accept my heartfelt gratitude for your hard work and heightened sense of urgency during our IRRE this month.



Although we just finished a very successful ORI this year, our transition from Strategic to an Operational Guard means more frequent deployments with less notice. We need to be ready to fight tonight, whether an operational contingency or natural disaster. This abbreviated exercise enabled us to keep our mobility processes ready, distribute new equipment, validate our mobility folders as well as clear up a few open write-ups from previous

inspections.

As always, please thank and take care of your families and loved ones as we approach another Holiday Season.

Hope to see many of you at the Hawaii National Guard Birthday Ball on the December 12!

Deep breath in



photo by Staff Sgt. Andrew Jackson

Capt. Nathaniel Duff, 154th Medical Group, administers the H1N1 flu vaccine to a Hawaii Air National Guard member, Nov. 8. All Guardsmen are required to receive the vaccine to limit the impact of the H1N1 flu.

Kuka'ilimoku

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All photos are United States Air Force photos unless otherwise noted.

COMMANDER
Col. Joseph K. Kim
STAFF
Capt. Regina Berry
PAO

Tech. Sgt. Betty J. Squatrito-Martin
PA Representative
Published by
154th Wing Public Affairs Office

Fight stress, take care of personal well being

by Command Chief Master Sgt. Robert S. K. Lee III, 154 WG



Aloha All! The month of November began with some very disturbing and tragic events. These events have been based on individuals expressing their frustrations by maiming and/or killing innocent people.

Among many factors that prompt these types of behaviors are: mental, emotional, or physical strain caused by anxiety, which is stress.

There are many different stressors in our life. For example, the economy can be one of the main causes of stress due to personal financial instability, personal relationships or work related events.

We are coming up on the Holiday Season, and believe it or not, this very festive time of year generates an enormous amount of stress. We all need to be cognizant of the signs of stress, and we need to stand ready to act when we see someone in emotional distress or someone

experiencing signs of depression based on some factor of stress.

Let us not forget, in order to help, we need to be in superb shape, mentally, emotionally and physically. If we are not healthy in every aspect of our being, we will not be equipped to help others or, more importantly, ourselves, and those that depend on us. We need to take and maintain control of our personal lives by addressing overall weaknesses and putting the proper attention to that area to heal, cure and strengthen ourselves.

Promise yourself that you will dedicate time everyday to taking care of those weaknesses that can stave off the stressors lurking around the corner.

I know, we are all busy, but as the old adage goes, "You can pay now or pay later." Paying later means you could pay dearly.

Life has many wonderful things to offer, do not let it be marred by something that you could have prevented by just taking a little time to take care of yourself!

Let's Roll!!!!



Air National Guard Command Chief Master Sgt., Chris Muncy, visits HIANG Oct. 6. (Top Left) Command Chief Master Sgt. Muncy poses with 154th Wing Logistics Readiness Squadron. (Top) Tech. Sgt. Mark Valenzuela, 297th Air Traffic Control Squadron with Command Chief Master Sgt. Muncy following a tour of the new TRN-26C, a dual channel tactical air navigation system. (Bottom Left) Command Chief Master Sgt. Muncy poses with 297th Wing Airfield Systems shop.

204 AS sets a benchmark in Reno

by 154 WG/PA

The 204th Airlift Squadron became the first ever Air National Guard, C-17 team to participate in the aerial demonstrations at the Reno Races, in Reno, Nev., in September.

The three-day event set a benchmark in the unit's history when the demonstration team flew a ten minute tactical profile each day, pushing the limits of the C-17 in front of more than 200,000 people in attendance.

During previous years, the unit went to the races but was not part of the aerial demonstrations. The squadron previously participated in the races by setting up a static display and performing fly-bys for the crowd in between races. It wasn't until 2009 that the unit was asked to perform a full flight demonstration.

Five highly experienced crew members, Lt. Col Gregory Woodrow, Lt. Col. Robert Chow Hoy, Capt. Joel Gushikuma, Master Sgt. Kurt Uchimura, and Master Sgt. Chad Thompson put on a "jaw dropping" performance. Their performance secured a spot for a return to next year's races.

Flying was not the only thing the 204 AS brought to the races; they also brought the Aloha Spirit.

Every year members of the 204 AS host a luau for the participants of the races and other military units. As the "spread" gets bigger each year, more people participate in the festivities.

The menu consisted of 20lbs of kalua pig, lomi salmon, haupia, and other island favorites.

Over 300 plates were served in one and one-half hour. None of this could have been done without the culinary skills of Master Sgt. Ro-

Brandon Chang, 204 AS this interaction proved to be very beneficial, not only to the 204 AS but the entire HIANG.



Courtesy photo

204th Airlift Squadron's C-17 Globemaster III poised for aerial demonstration during the Reno Races in Nevada in September.

lando Espinosa who took charge as the head chef.

The event provided the C-17 crew the opportunity to interact with veterans, military units, and the general public. According to 1st Lt.

services we provide," he added.

We have managed to do a great job at maintaining our heritage, not only as a squadron, but as proud members of the Hawaii Air National Guard, said 1st Lt. Chang.

"It is a very humbling experience when people figure out that the flag we represent is not British or Australian flag but the Hawaiian flag," said 1st Lt. Chang. "It feels great to put Hawaii on the map and represent the HIANG. People really appreciate the sacrifices we make in this organization and they're truly thankful for the



Courtesy photo

Demonstration Team: Capt. Joel Gushikuma, Lt. Col. Gregory Woodrow, Master Sgt. Kurt Uchimura and Lt. Col. Robert Chow Hoy



photo by Tech. Sgt. Tony Tolley

SOUTHWEST ASIA -- Tech. Sgt. Gerard Akaka, 386th Expeditionary Civil Engineering Squadron emergency operations center manager, goes over pandemic plans and emergency support functions at the emergency operations center during a pandemic flu virus exercise held at an airbase in Southwest Asia Sept. 30, 2009. Sergeant Akaka is deployed from the Hawaii Air National Guard's 154th Civil Engineering Squadron, Hickam Air Force Base, Hawaii.

“Inspector General complaints”

by Lt. Col. Tomah-lani Noh, 154WG/IG

A key goal of the Inspector General Complaint Resolution Process (CRP) is to facilitate a complaints resolution environment that promotes confidence in our Air National Guard leadership. Assurance that an individual's privacy will be safeguarded to the maximum extent practical encourages voluntary cooperation and promotes a climate of openness in identifying issues requiring leadership intervention.

Specifically, the IG has the responsibility to safeguard the personal identity and complaints of individuals seeking assistance or participating in an IG process such as an investigation. While this does not mean that communications made to an IG are

privileged or confidential, it does mean that disclosure of those communications (and the identity of the communicant) should be strictly limited to an official, need-to-know basis.

Any issues that an individual would like to keep confidential should be addressed by our Chaplain staff.

Any issue that pertains to race, color, national origin, religion, sex should be addressed by our Military Equal Opportunity staff.

As a reminder, if you are experiencing frustration at work, unfair treatment in your work environment, let us help you resolve the issues rather than going home and “kicking the dog.” That is why we are here.

We belong to a great organization that is really busy working with mil-



lions of dollars in military assets – yet our most important asset is YOU.

If we can be of any assistance, just email me at tamahlani.noh@hibick.ang.af.mil.

News Briefs



**Major General Darryll
D. M. Wong**

**Commander, Hawaii
Air National Guard**

*requests the pleasure of your
company to the*

*Hometown Heroes Salute
Ceremony*

*on Sunday, the sixth of
December*

two-thousand nine

ten o'clock in the morning

Hanger 19

Hickam Air Force Base,

Hawaii

*Military: Duty Uniform
Civilian: Business Attire*

Care Packages

Units wanting to send care packages to deployed personnel must fund postage from other than government sources. Payments for care packages can come from personal or unit fund-raising funds and be sent via USPS post office. Sending care packages through official government mail channels is considered fraud, waste & abuse of official funds.



If there are any questions please contact Tech. Sgt. Cardenas 448-7287.

Nov promotions

Promoted to MSgt. (E-7)

154 MXG	Amrich, Timothy W.
169 ACWS	Cruz, Christopher W.
154 CF	Edwards, A. Jason
169 ACWS	Lum, Lisa A.
154 SFS	Marzan, Nicholas M.

Promoted to TSgt. (E-6)

292 CBCS	Hakala, Jesse M.
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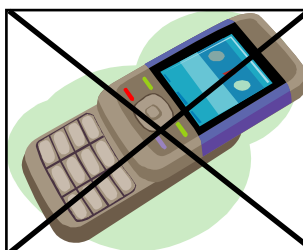
Promoted to SSgt. (E-5)

154 MXS	Anes, Raynell K.
297 ATCS	Isidro, Marvin A.
154 MXS	Lupski, Michael M.
154 MDG	Mayo, Ashley I.
154 OSS	Menino, Roxanne
154 MXS	Pialda, Thom T.
154 MXS	Smith, Andrew D.
297 ATCS	Sunio, Lance M.
154 MXS	Turbeville, Travis

Flightline and cell phones don't mix

During the IRRE exercise a number of cell phones were observed on the F-15 flightline. As a reminder per AFI 21-101_ANGSUP-I 14 April 2008; para. "1.16.1. (ANG) Personal electronic or communication devices

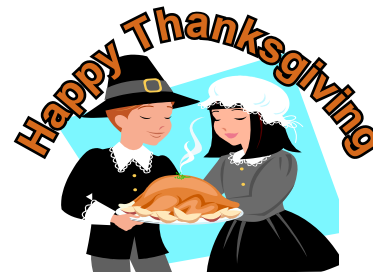
(e.g., cell phones, beepers, pagers, portable music / video players, electronic



games) are prohibited on the flightline, munitions areas, hangars, and/or other industrial work areas.

This prohibition does not include common areas such as office areas, break or locker/ready rooms.

Government equipment issued for the performance of official duties must be appropriately marked/identified and are exempt from this prohibition. This guidance will be included in a coordinated Wing Operating Instruction.



First Sergeant opportunity



The 154th Wing has openings for First Sergeants.

Applicants should be

in the grade of Technical Sergeant or currently in the grade of Master Sergeant. Technical Sergeants that apply must be eligible for immediate promotion to Master Sergeant.

- Must be highly motivated and capable of fulfilling the role of the First Sergeant as prescribed in chapter 1 of AFI 36-2113.

Submit application packages to: CMSgt Rob Lee, 154th Wing/CCM by close of business, Nov. 13, 2009. (Address puka envelope: "HQ 154 Wing/CCC")

The positions are open to all current HIANG members that meet the criteria.

For additional information please review AFI 36-2113.

If you have questions regarding these positions, please contact Chief Rob Lee at 655-7078 or e-mail: robert.lee@hihick.ang.af.mil

**154 WG
Drill Dates
Dec. 5-6, 2009
Jan. 9-10**

Be thankful, despite growing adversity

by Lt. Col. Robert K Nagamine,
HQ 154 WG Chaplain

There seems to be many different challenges that affect us and the world around us. With the downturn of the economy, we are faced with strong headwinds as we attempt to recover from our recession and our relatively high unemployment.



Our state is faced with significant budget problems and even executing furlough days for our children within our public educational system. This, of course, is an attempt to handle the budget crisis. Such a drastic measure as this, is one that I have not seen in my lifetime, until now. On top of that, in the midst of this global recession, American Samoa was hit by a tidal wave and the Philippines by typhoons, storms and flooding.

Sometime ago, during a Thanksgiving service, I heard someone say, "Everything that I have is broken, but I am grateful for what I have." Such words were so real and frank that I can't forget them. Sometimes we might feel the same way.

There is a Scripture passage that

addresses how we should face adversity. "Though the fig tree do not blossom, nor fruit be on the vines, the produce of the olive fail and the fields yield no food, the flock be cut off from the fold and there be no herd in the stalls, yet I will rejoice in the Lord, I will joy in the God of my salvation. God, the Lord, is my strength; he makes my feet like hinds' feet, he makes me tread upon my high places." Habakkuk 3: 17 - 20

I believe that we can still have joy in the face of adversity, because there is hope for all of us and God can give us strength to carry on.

At times, we must count our blessings. Though it seems like a distant past, it was actually this year that we did so well in the ORI. I believe God helped us and gave us the strength to score an "Excellent" rating. As you flip the pages of your memory for this year, remember how God helped you personally to survive all of the challenges that you faced.

As we celebrate Thanksgiving and reflect on all we must be thankful for, let us remember that with God



we have all of the hope and strength to face another year. Whatever may come our way, we must keep striving and working toward good goals.

Let us pray for and help, whenever and wherever we can, those who have been affected by the calamities of our world.

WORSHIP SERVICES

General Protestant Service

12:30 p.m. - 1:00 p.m., UTA Sundays, Bldg. 3416, 2nd floor, Na Koa Conf Room.

Catholic Services

5:00 p.m., Saturdays, Nelles Chapel

10:30 a.m., Sundays, Chapel Center

Jewish Services

7:30 p.m., Fridays, Pearl Harbor Aloha Chapel on Makalapa Road.

Buddhist, Muslim or other faith groups

call either the Wing Chaplain's office at 448-7275 on drill weekends or during other times the Chapel Center at 449-1754.

You ain't nothing if you ain't got a plan

Brig. Gen. Stanley J. Osserman, AAG

A wise old "redneck" once told me, "If you ain't got a plan, you ain't got s!*t." No, I'm not getting desperate quoting "redneck philosophy," but I've found that advice crude, but true. It just so happens that I've spent most of the month of October doing "planning" related activities, at all levels; HIANG Birthday Ball, Hometown Heroes, HIANG Strategic Planning and AFSO21 Strategic Alignment and Deployment (SA&D), and Strategic Planning System review of the ANG "Roadmap."

First of all, for those of you that attended my pinning at the State Capitol (you are forgiven if you

missed it, it was a 5-4-9 Monday!), you know that one of the key pillars of my philosophy of leadership is "Ke Akaku," or having a vision of the future, in other words--a plan. But having a plan is simply not enough. A wise man (not a "redneck" this time) once said, "A vision without action is just a hallucination." A solid plan, therefore, is one that is actionable, achievable and one that you can communicate to those who share your mission. Leaders, by definition, need to have plans; otherwise, they are leading no one, and can go no place, except maybe by

See OSSERMAN page 9

SA&D

support the priorities and goals [of the organization]?’

The stated mission of Air Force Smart Operations for the 21st Century, AFSO21 is to strengthen the ability of every Airman to drive improved mission performance in line with Air Force strategic goals and objectives through continuously improving processes, strengthening management effectiveness and shaping mindsets and behavior. The SA&D method enhances AFSO21 by providing the HIANG with strategic governance, senior leader accountability, and operational alignment missing in previous Continuous Process Improvement efforts. This will ultimately allow HIANG Airmen to “see” that what they do adds value not only to their own sections, but to the entire HIANG organization.

Organizers say that AFSO21 is not just another quality management technique. “We are seeking to continuously improve our processes with a measurable number of problems solved and incorporated into our way of performing our missions,” said Maj. Gen. Wong.

The next step in the process is to put the Strategic Plan in action by conducting quarterly meetings, build a team to accomplish objectives and tasks, and educate and train our HIANG members, said Capt Abrigo.

Tips for filing travel voucher

by Finance154 WG

Members who deploy or go on temporary duty have a tendency to overlook the complications of filing travel vouchers upon their return to their duty station.

The procedures for taking care of the Government Travel Card are either un-

overlooked. The following are a few suggestions to avoid any complications when filing a voucher and voucher...



known or

lowing are any com- or rejects both a final an accrual

• All three signatures, claimant, reviewer and approving official, are needed to process the final travel voucher. Do not forget this, as it is the most common reason travel vouchers are rejected.

• Only one copy of all orders and receipts are needed.

• On your DD Form 1351-2, section 16, POC Travel, needs to be completed for reimbursement of mileage. Members who do not “own/operate” the vehicle are not authorized to be reimbursed for mileage.

Celebrating the “Year of the Air Force Family”

by 154 WG/PA

The Secretary of the Air Force, Michael Donley and the Chief of Staff of the Air Force, Gen. Norton Schwartz, designated July 2009 - July 2010 as the “Year of the Air Force Family.”

The Year of the Air Force Family is about helping people reach their goals, both personal and professional, while maintaining a war time operations tempo.

The Air Force family is defined as: Active Duty, Guard and Reserve Airmen, Single Airmen, Civilians, Spouses, Children, extended family members, retirees

and community partners.

The year of the Air Force family is built around four pillars of excellence: Health and Wellness, Airmen and Family Support, Education,

Development and Employment, and Airman and Family Housing. During this year, the Air Force will focus on Airmen and their families in recognition of their dedication and service to the nation at war.

“The strength of the nation’s Air Force is not the platforms we operate or the technologies we employ, as good as they are,” General Schwartz said. “It is our Airmen and their families. The Air Force is a great place to work, live, and play. Our intent is to make it even better.”

Log on to <http://www.af.mil/yoaff/index.asp> to learn more about the “Year of the the Air Force Family.”



photo from <http://www.af.mil/yoaff/index.asp>

Osserman

accident. By the way, plans do not always work out exactly as you want them to, but often developing the plan provides the insight and understanding needed to accomplish your task much more effectively. Even if the plan is not perfect, it teaches you how to plan better next time. So here's a quick recap.

Okay, the planning for Hometown Heroes is in high gear (you can tell by the stressed out Command Chief in the blue skirt!). The key thing to remember is that we all work and train hard toward one goal, to do our missions. The folks that have gone down range and done a great job for our nation deserve to be recognized with their families, so plan to help us recognize our own "Heroes" at hanger 19 on Dec. 6, at 10 a.m.

The HING Birthday Ball is the next weekend and with special hotel packages at great rates, and with all the fundraising we've been doing (Thanks Jason and Merv and all those who have really stepped up) we are going to be able to have a great event and keep the cost down. Just so you know, I actually DO read after action reports from prior events, I am painfully aware that several dozen members of the HI-ANG are allergic to "best dress and/or mess dress" but we will have medical personnel standing by in case you look too good for your own safety and require Benadryl to keep from having a serious reaction. Do that fox or stud in your life a favor and dress them up and take them out to a classy event.

We also know December tends to get crazy, and we looked for a better time, but all the folks with the biggest brains in the HING couldn't figure a better date, so think of it as a chance to just unwind for one evening then go to Waialeale the next day for Holiday shopping!

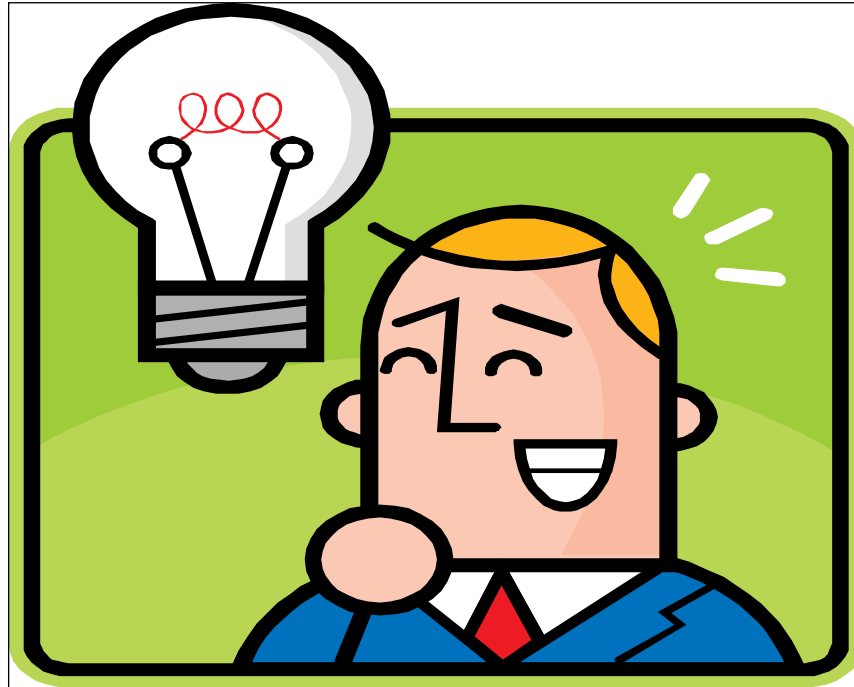
There are probably two or three of you out there that still haven't heard of Air Force Smart Operations for the Twenty First Century, A.K.A. "AFSO21". If you haven't, just call Col. Garnett at the 201st Combat Communications Group, and he'll be glad to get you up to speed (just kidding, he's going to kill me for that).

AFSO 21 is a set of tools we are using to improve the way we do our missions, and save money/time. Many of the tools are familiar to our "traditional members" who use these processes in their civilian life and others

who remember Stephen Covey's tools and techniques. What makes this different from "Quality Air Force" is that we're not trying to change the Air Force into a nice "business model" operation, we are taking tools from business and applying them where they make sense to improve how we get our job done.

The HIANG had a team from PACAF gather about 30 of us senior leaders (officer and NCO) up to speed on the tools in the tool kit. You can expect that we will have more opportunities to get more of you trained in the coming months. I'll cover the S, A & D in a later article.

Lastly, I've been involved at the national level of the ANG in several events aimed at building a strategic road map for the Air National Guard. The three biggest developments here are the fact that the process currently being used by Lt. Gen. Wyatt is a "field driven" planning model, not a bunch of folks from NGB sitting in a dark room and making things up as they go. Experienced folks from the field build some options, coordinate them with the folks in D.C. then all



the TAGs have the final say on where we ALL go from here.

The second thing is that, NGB is finally getting creative in procuring funds for many of the things we've been doing for our State and nation "out of hide" (I actually think they've broken the code here, but it will take a few years to see if it all works).

And last, but not least, like Hawaii, ANG leadership is getting serious about force development, meaning that we are streamlining processes to get our members the right work experience to lead our units and NGB itself (officer and NCO). This includes opportunities to work at NGB, go to PME in residence, bring people from NGB to the field for short periods to re-ground them, get "joint" experience and experience at the state HQ, and doing it all with lasers so there is absolutely no blood on the floor when it's all over!

There's no doubt, that the HIANG today is very different than the HIANG I joined over 30 years ago. Some folks may feel uncomfortable with the "new" HIANG, but that's natural, but one thing hasn't changed about the HIANG, we are still a world class military force, and we have the best members in the world to work with! Aloha,

HIANG takes eighth consecutive volleyball title

by Tech. Sgt. Michelle Thomas
154 WG/PA

Members of the Hawaii Air National Guard volleyball team edged out the active duty 15th Logistics Readiness Squadron team in three sets to take the base intramural volleyball championship at the base gym on Hickam Air Force Base, Nov. 4.

This year marks the eighth consecutive time the HIANG has captured the volleyball championship.

The final championship match consisted of three sets, each set lasting no more than 60 minutes. The HIANG team took the first set, 25-13; 15th LRS came back strong in the second set defeating the HIANG 25-21. The HIANG rallied to take the third and deciding set, 14-12.

"We lost one game to the 15th LRS during the regular season, but came back and beat them when it counted," said Tech. Sgt. Ryan Hunt, an aircrew flight equipment technician with 203rd Air Refueling Squadron.

"It was great to see team members

working together and find ways to win points," said HIANG Commander Maj. Gen. Darryl Wong, who was in attendance.

The 14 member team, coached by Tech. Sgt. Stephen Lorenzo, started the season in September and played a total of 12 matches, winning all but one.

Playing for the HIANG:
Stephen Lorenzo, 169 ACWS (coach)
Clint Ikei, 169 ACWS
Ryan Hunt, 203 ARS
Kai Kahele, 204 AS



courtesy photo

(Left) Maj. Gen. Darryll D. M. Wong with the winning HIANG volleyball team along with team member's children.

Ronnie Saqui, 154 WG
Richard Cox, 109 AOG
Stanley Snow, 154 WG
Robert Kin, 154 SFS
Brad Pactol, 203 ARS
Salofi Leasiolagi, 154 SFS
Marcus Dellasala, 201 IS
Richard Costa, 154 MSF
Myles Kimura, 203 ARS
Morris Niibu, 169 ACWS



Highlights from the 2009 HIANG Softball Tournament. LXIX took first place in the double elimination tournament.



★

2010

SECRETARY OF DEFENSE

EMPLOYER SUPPORT

FREEDOM AWARD

★

**To all Guard and Reserve service
members and their families—**

**Nominate your employer for the Secretary
of Defense Employer Support Freedom Award,
the highest award given by the U.S. Government
to employers for their exceptional support of
employees serving in the Guard and Reserve.**

We All Serve.

NOMINATIONS ACCEPTED
NOVEMBER 2, 2009 – JANUARY 18, 2010
AT WWW.FREEDOMAWARD.MIL

ESGR is a Department of Defense agency established in 1972. Its mission is to gain and maintain employer support for Guard and Reserve service by recognizing outstanding support, increasing awareness of the law, and resolving conflict through mediation.

