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Commander's Corner



Soldiers, Department of the Army Civilians, Program Management teams, Contract personnel, Family and Friends of the AFSBn-KAF, I hope that everyone enjoyed their holiday season and that everyone was able to spend time with family and friends and not worry too much about those of us deployed far away from home. It is never easy, but it is a cost that sometimes must be paid. Our Christmas party went well and all in

attendance had fun. The “Ugly Sweater” competition was a close race and the gift exchange was fun to watch. The caroling karaoke was a great way to finish the evening off.

Happy New Year to our friends, family and members of AFSBn-KAF and may it bring good luck and fortune to all. January brings a busy month full of new requirements and high expectations. Our battalion continues to provide excellent sustainment support to the Warfighters operating across our battle space and we continue to receive positive comments from the leadership of those we support. We have many distinguished visitors due in over the next few weeks and I know they will be impressed with your efforts.

The retrograde of equipment continues to grow in importance and we will work very hard to

meet or exceed our monthly goal for equipment shipped home. It is a critical mission and vitally important to the overall wellbeing of our Army and the units back at home. Be proud in knowing that we make a difference each and every day in the execution of our mission.

Thanks once again to all of our great family members and friends back home. We could not do what we are required to do every day without the love and support you each provide. Have a great month.

Stay Safe and Stay Focused!

Trust and Loyalty!

On Point!

-Excellence 6

Around the Footprint...



Sergeant Major's Desk



In order to enhance the goals for the battalion we need to continue to improve in the area of teamwork. Below is the definition of teamwork with the understanding that those of us assigned to the AFSBn-KAF will embrace this it and make it something we all share.

Teamwork is defined as a joint action by a

group of people, in which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group. The most effective teamwork is produced when all the individuals involved harmonize their contributions and work towards a common goal.

Some characteristics of good team members are:

1. Members of a team work interdependently of one another.
2. Members make a conscious effort to be honest, respectful and listen to every person's point of view.
3. Members participate equally in decision making, but understand that the leader may have to make the final decision.

I would like to close with a quote about teams by Amber Harding, "Contrary to

popular belief, there is most certainly an 'I' in team. It is the same 'I' that appears three times in responsibility."

-CSM White, Excellence 7

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dvidshub.net/publication/413/on-point

The Executive Officer's Pen by Maj. Andrew Shumway



I hope everyone in battalion knows by now that I'm the executive officer. If you don't you really haven't been paying attention. The part that may not be known is that I'm a big believer in leaving things in better shape than I found them.

As the executive officer, one of my jobs is to run the staff. That means that I act as the go-between for the battalion commander and the staff. I take his taskings, develop them and break them down into staff-specific chunks. Then I pass them out to the appropriate staff section(s) with a due date. Later, I come back and check on progress, work out problems, offer guidance and generally make a pain of myself until the tasking is complete. When it's complete, I evaluate the result and make sure it is complete and sufficient. If I think it is, then it goes to LTC Bush for his approval.

I have that job because someone has to see the goal that LTC Bush is steering the battalion towards and break it up into pieces that the staff can work on. Without an XO, the staff tends to work in their own lanes and tailor their solutions to what works best for their areas, not what works best for the battalion's goals.

Another one of my jobs is to re-

solve issues between staff members. So when someone comes to me with a complaint, I investigate and collect up all the relevant facts. Then I do my best to come to an unofficial resolution that can be agreed upon by all parties involved. If the issue involves a tasking, I ensure that the goal of the tasking is not compromised by the resolution. There's a lot more to it than that, but that's a good description for a "one over the world" view.

I'm also charged with maintaining situational awareness of everything that LTC Bush sees so that I can take over as the battalion commander, should that become necessary. That means I sit in on a lot of the meetings that he goes to, and he and I talk about what he's focused on at any given time. I also act as a filter. By that I mean that frequently people want to bring stuff to the commander for his decision. I will look at what's being presented and determine if there are any additional facts that he will need to know prior to making a decision. Sometimes the facts are all there, but I know that he's already leaning in another direction, so I will direct that additional justification be specified (the stuff is just too weak).

I'm the primary trainer for the staff in staff techniques. That means that I develop the primary staff leads (who should be developing their teams – if they're not, shame on them) and provide training on how to be part of the staff, how to run their sections and so on. It doesn't mean that I'm the subject matter expert in each staff area. The staff principals are the SMEs in their own areas.

In addition to being the SMEs in their area, I expect that they will be professionals. Professionalism is definitely an attitude, but it's also more than that.

Professionals constantly seek self improvement. That's one of the

reasons professionals get more money than non-professionals. They are expected to continually improve their capacity to handle their own job and their supervisor's job. I expect this of the staff. I don't think it's been part of the expectation in the past as we have too many on the staff who are "irreplaceable". That is, performance drops off dramatically when certain individuals go on leave. We also have too many on the staff who have no concept of what it takes to get promoted besides time in grade.

On the subject of promotion: very few people have ever gotten promoted by telling the boss "no." Most promotions come from being able to solve the problem for the boss and find a way (or an alternative) to let the boss do what they're trying to do. Remember that the battalion commander has other factors influencing his decision besides the ones that each staff section sees. So, when he's asking for something that doesn't make sense or is too hard, there's a reason for it. If that reason hasn't been communicated, ask.

Professionals improve their organization. They do that by improving procedures, training subordinates, conserving resources or whatever they can find that will help. Once a weakness is identified in their area, a professional will develop solutions to mitigate the weakness, without waiting to be told to do so.

There are other characteristics of being a professional, but I'll avoid going into them for now. I'll leave it with what I've covered so far. I intend to continue to improve the staff as long as I'm here. Our mission is to support the troops out fighting the war. In order to do that as best we can, we have to be the best possible staff we can be.



“Well, world peace would be nice...”

Spotlight: Team Shindand surges for retrograde by J. Elise Van Pool



The Logistical Task Force and Logistical Support Element co-located on the Army Material Command compound at Shindand Airbase is increasing its capability in preparation for the upcoming retrograde of U.S. and coalition forces out of Afghanistan.

“We have more than doubled the number of people here,” said Robert Coffey, LSE Chief.

The LTF and LSE, also known as Team Shindand, will be taking on several new missions as

Soldiers begin leaving Afghanistan as part of President Obama’s drawdown of surge forces. These missions include maintenance operations for the forces remaining and facilitating the removal of non-mission essential equipment from theater back to the U.S. These will be in addition to the maintenance and sustainment services already provided to local units by AMC personnel.

“After 10 years of sustaining and equipping our Warfighters we are faced with the challenging mission of removing non-essential equipment off the battle field,” said Lt. Col. Paul Martinez, LTF officer in charge. “Our redistribution property assistance team personnel bring a wealth of logistical expertise and knowledge to assist units so [they] have a successful equipment turn-in.”

Team Shindand will also sustain a field support maintenance team to replace the outgoing maintenance company.

“The FSM provides maintenance capabilities to service and repair tactical vehicles for US Forces and Coalition Forces in our region,” said Martinez. “[The] FSM also provides H-VAC mechanics, communications-electronic repairs and an outstanding Allied Trade Shop with skilled welders and machinists.”

Not only have they brought in additional people to execute the mission, they have built up their infrastructure to accommodate them. The compound also has a new gym facility for use by the Soldiers and Civilians

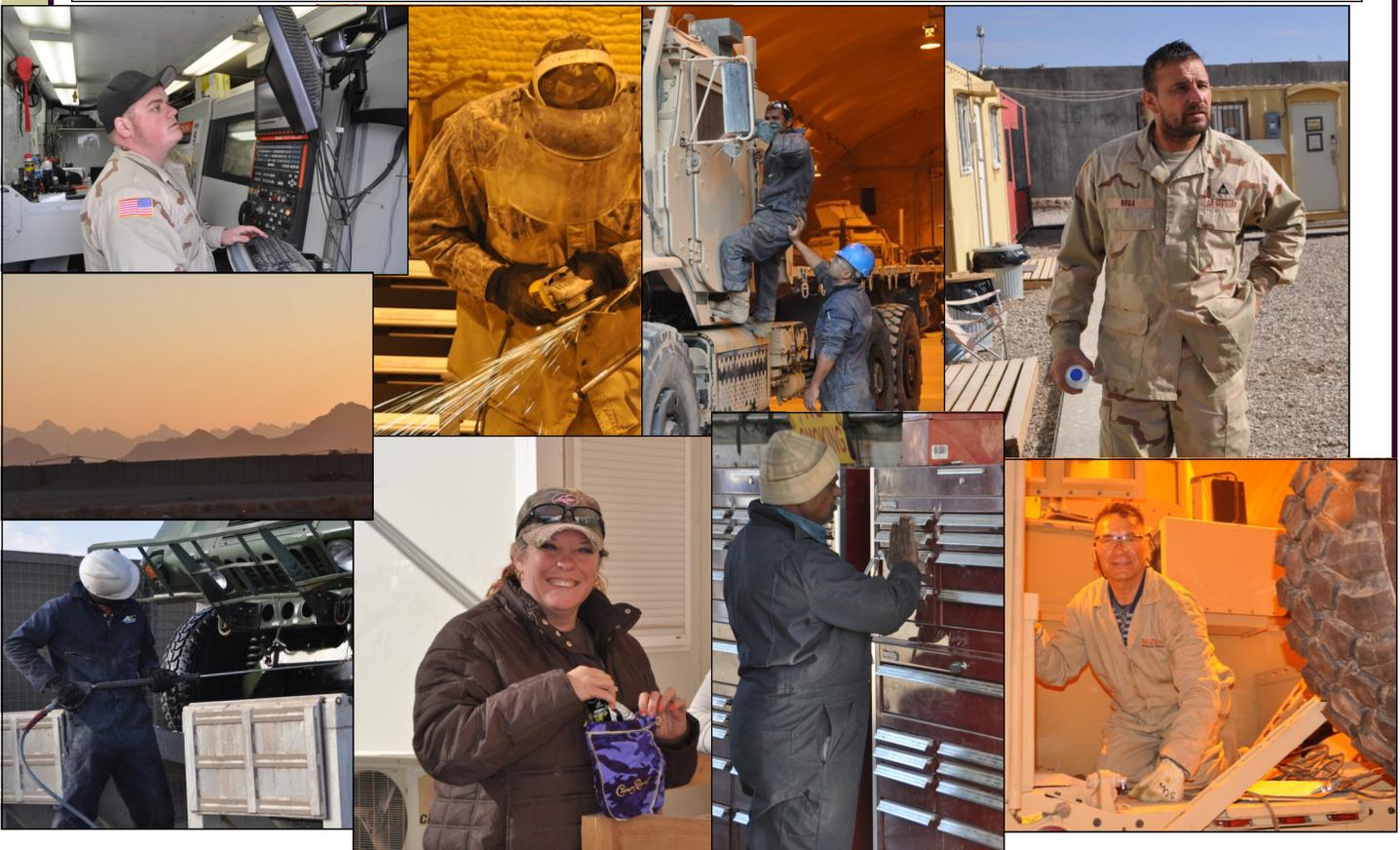
living on the compound.

“It is going to make a difference in morale, our health and a way to release the stress,” said Coffey.

Despite being at a remote location in Afghanistan and the relatively small the number of Soldiers and Civilians on Team Shindand, they are ready to continue their support to ongoing missions and the upcoming retrograde.



Out on the FOB: Photos from Shindand and Leatherneck



T-Hawk gives Marines, Soldiers eyes on the battlefield by J. Elise Van Pool

Soldiers and Marines are getting a new unmanned aerial vehicle that will give them real time intelligence on the battlefield.

The T-Hawk UAV system is being fielded to Soldiers and Marines by field service engineers located at Army Material Command compound at Camp Leatherneck. The systems will give small units the ability to collect real time intelligence while on missions with a system that is organic to their unit.

“It lets us get the information we need,” said Marine Cpl. Harry Hall, from Los Angeles, Calif., of Marine Combat Logistics Regiment 25.

A small group of field service engineers from Honeywell, teach Marines and Soldiers how to operate the system.

“We teach them the principles of flight and how the vehicles perform,” said Giovanni Lahoz, from Rio Rancho, N.M., a field service engineer with Honeywell, the company that makes the T-Hawk.

After a short four-day class, the units are ready to pilot the system on their own on missions.

“It’s easy to setup and is a good asset for us to have,” said Marine Sgt. Daniel Rabenstein from Altoona, Pa., also with Combat Logistics Regiment 25.

The T-Hawk allows units to quickly get real-time intelligence on the battlefield

without having to rely on higher headquarters to provide them with air assets.

“When we are out we have to rely on air assets not organic to us. With this we can get it in the air quick and get a look at something,” said Rabenstein.

“It provides a low level asset they can employ any time,” said Lahoz. “It gives them that flexibility.”



Command Vision

An accomplished, agile and adaptive organization comprised of skilled and disciplined Soldiers, DA Civilians and contractors who will succeed in any type of mission for our Nation.

A diversified formation that values discipline, initiative and integrity, and respects each team member as someone who volunteered to serve a cause greater than oneself.

A disciplined, combat-experienced organization which all others aspire.

Man in the K-Span: What do you want for Valentine's Day?

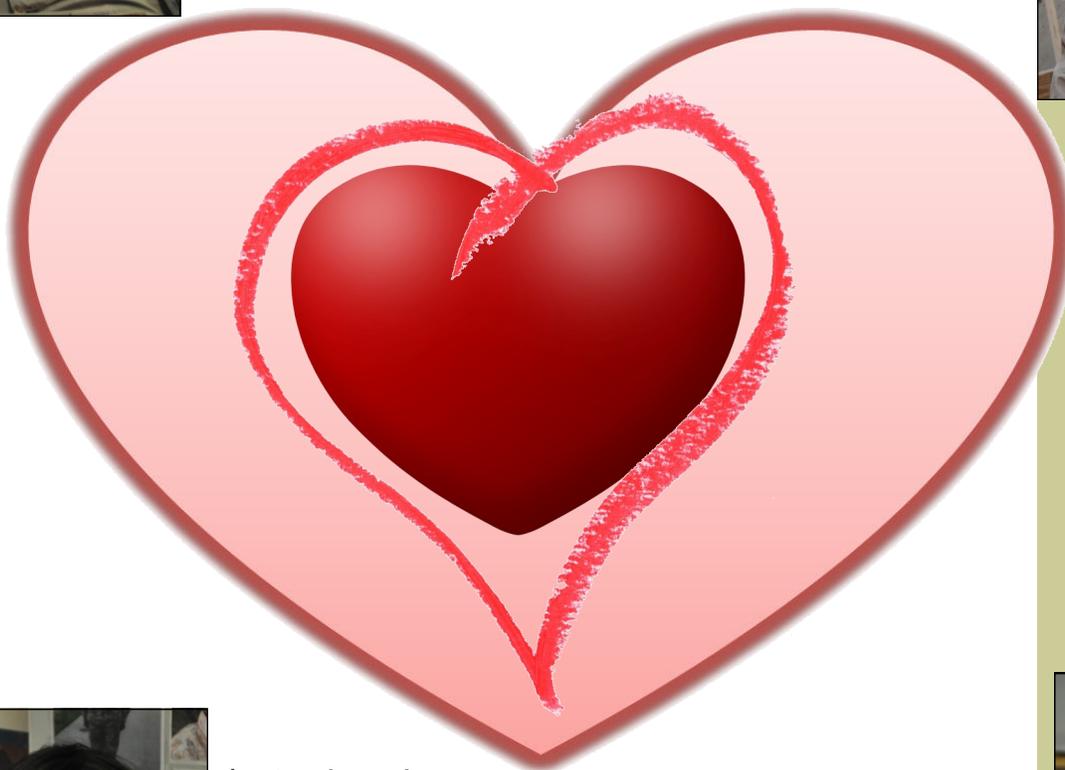


A big meal with family all together, or I could take a 60 inch TV.

~Carlos Navrveaz
Battalion Property Book Officer

I wish I had flowers. It's something you don't see around here.

~Rose Mundy
Administrative Assistant
MRAP RRAD

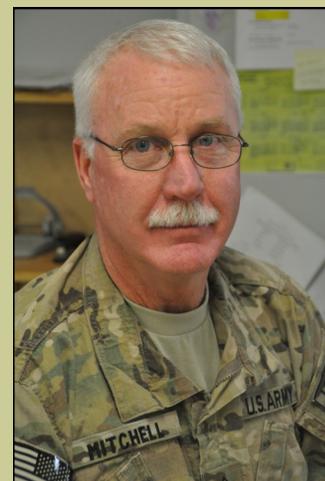


A nice hot shower, my nice king-size bed, with Chick-Fil-A.

~Sherri Fields
Budget Analyst

Being home with my family would probably be the nicest thing.

~MSG Mark Mitchell
SPO NCOIC



We would also like to welcome the following individuals to the battalion.

Belcher, Terry
 Brodeur, Brandon
 Coker, Barry
 Cooper, William
 Cordis, Winston
 Encinas, Michael
 Fantacone, Anthony
 French, Dale
 Harris, Bobby
 Herring, Reginald
 Highsmith, Robert
 Jacobs, Clyde
 Jenkins, Larry
 Keeling, Jimmie
 Kristiansen, Sandra
 Ramey, Ronald
 Ravenell, Kevin
 Rudd, Brian
 Santos, Tony
 Sherman, David
 Shoaff, Robert
 St. Clair, Jerry
 Waldrep, Joseph
 Williams, Marion



Last Words by the Editor by J. Elise Van Pool



We are quickly approaching the time where the retrograde will begin in earnest. It is an important job that is vital to the future of the Army. Although it may not seem like it from our little foxhole, successfully retrograding the Army's equipment from Afghanistan will help sustain the force for future missions.

It is important that we tell our families and the American people what an important mission

we have and how we are doing it well. The story of AFSBn-KAF and how we sustained the warfighter while retrograding his equipment will be one of the big stories of 2012.

I need you to help me tell your story. If you have a big milestone or an achievement it's important to share that information with the rest of the unit, with your Families and with the American people. What we do here is important and we need to tell that story.

Secondly, if you are having a morale boosting event, please share that information with me so I can document it and share those photos and stories with the rest of the battalion. Sharing the fun times helps us become a better team.

At the very least it is important to share this information with your family and friends, so they have a little idea what life is like for your out here. There are various outlets the brigade has to share such information. They include the brigade Facebook and Flickr pages, in addition to Army.mil and the battalion and brigade newsletter, all of which are available online.

I welcome any suggestions you might have for photo opportunities, stories or writing you would like to share. I can be contacted anytime at the following:

elise.vanpool@us.army.mil

D-4 visits AFSBn-KAF



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