



THE AIR UNIVERSITY



BRIDGING THE CORE VALUES GAP

SQUADRON OFFICER SCHOOL
THINK TANK 14C





Overview



- Define the Problem
- Introduce Core Values Gap
- Identify Contributing Factors
 - Zero-Defect Standard
 - Misunderstanding of the Wingman Concept
 - Education and Training Gap
 - Reporting Programs
- How to Bridge the Core Values Gap



Task



Recent violations of the AF Core Values by Airmen at all grades have caused some observers to question the ethical and moral health of our service. From a CGO perspective, what is the problem and what should Air Force senior leaders do to reinforce our service's commitment to its Core Values?



BLUF



WHAT WE SAY



WHAT WE DO





Methodology



- Case studies
 - Malmstrom Cheating Scandal
 - USAFA Cheating Scandal
 - Lackland BMT Scandal
- Focus groups and interviews
 - AWC panel
 - SNCO panel
 - SOS CGOs



Is There A Problem?



- Survey of Officers and SNCOs in 1981*
 - 77% felt pressured to compromise integrity in job related situation
- Survey of ACSC students in 2007*
 - 78% felt pressured to compromise integrity in job related situation
- SNCO & AWC Panel, CGO interviews in 2014

There IS a problem and it has been around for a while

*Maj Jeffrey York, *Why We Lie*, 2007



Tip of the Iceberg



Missileers Cheat on Test

AF Commanders Encourage
Cheating On Tests

Pilots Log Hours & Missions
They Don't Fly

AF Dumps Hazardous Material to
Pass Inspection

Commander
Disseminates
Dirtypurple Materials

Acquisition Certification
Tests Compromised



What is the Problem?



The Core Values, especially Integrity First, have lost connection to mission accomplishment.

**CORE
VALUES**

MISSION



What Drives the Gap?



- Zero-Defect Standard
- Misunderstanding of the Wingman Concept
- Education and Training Gap
- Reporting Programs



Zero-Defect Standard



- Metric-driven culture creates incentive to cut corners
- We strive to achieve the image of excellence
- Perfection has been confused with excellence





Wingman Concept



- Peers protecting peers
- No expectation of personal accountability





Education & Training Gap



- Core Values relegated to accessions training & PME
- Leaders not educated on importance of training Core Values at units
- Leaders not trained how to train Core Values at units
- Core Values not emphasized in daily operational culture



Reporting Programs



- Disincentives to report violations
- No protection
- Not designed to discover or fix root cause



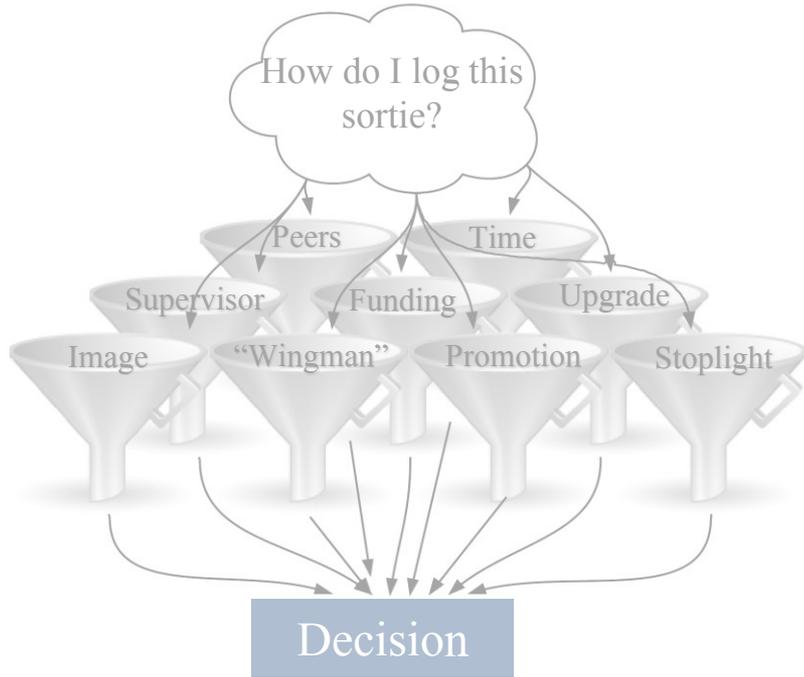
How to Bridge the Gap



- Step 1: The Core Values Check
- Step 2: Educate & Train Leaders
- Step 3: Equip Leaders
- Step 4: Reform Institutions



Step 1: The “Core Values Check”

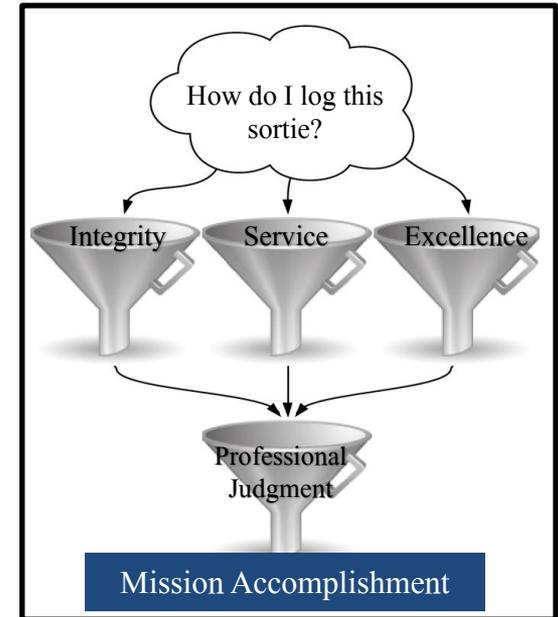




Step 2: Educate & Train Leaders



- Revise training at commanders' courses
 - Do *not* give another Core Values lesson
 - **Educate** commanders on how they affect unit
 - **Educate** commanders on how to operationalize Core Values at their units
 - **Train** commanders to use the Core Values Check
- Leverage current commanders' courses
 - CCLD creates initial lesson for Eaker Center "test"
 - Assumed by new AETC office after stand up
 - CCLD creates lesson for senior mentors at squadron commanders' courses
 - Eventually expand to all AETC PME





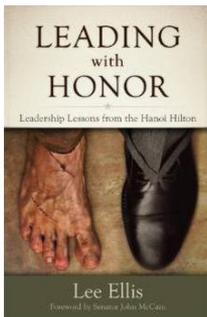
Step 3: A Core Values Toolkit



TED Talk-style Forums



Positive Heritage
Examples



Film & Book Lists

- The Toolkit is *not* mandatory
- Material exists, but not in one place
- Number of mouse-clicks matters
- Toolkit test:
 - “I am an over-saturated squadron commander; can I get to Core Values material in *three clicks or less*?”
 - Can I tailor the material to *my own* unit and leadership style?



Step 3: A Core Values Toolkit



(continued)

- Social media is not going away
- Commanders can easily learn Facebook and twitter
- Direct communication to Airmen at all levels
- Keep Core Values on the radar *without* forcing it down Airmen's throats

The image shows a screenshot of a social media profile for Mark A Welsh III. The top part shows his Twitter profile, including his name, handle @GenMarkWelsh, and a bio that reads "Official Twitter account for Luke AFB, Arizona-56th Fighter Wing". Below this, there are statistics for tweets (150) and following (98). Two tweets are visible, both from Mark A Welsh III, with the second one mentioning "Powerful msg @AF_Acader part of the solution. Join our Details".

The bottom part of the screenshot shows a Facebook page for "Luke AFB, Arizona-56th Fighter Wing". The page features a large image of an F-35 fighter jet. The profile picture is the 56th Fighter Wing logo. The page has 4.6 stars (171 ratings) and 6,828 likes. The bio reads: "Welcome to Luke Air Force Base's official Facebook fan page. We will post the most recent news, videos, photos and blog posts from our Airmen at Luke." Navigation options include "About", "Suggest an Edit", "Photos", "DVIDS Unit News", "Likes", and "Events".

#LittleBlueBook



Step 4: Reform Institutions



- Encourage reporting of systemic issues
 - Limited protection for voluntary reporting
 - Similar to whistleblower protections in civilian world
- Investigate root causes of Core Values violations
 - Independent investigation
 - Look for underlying cause, not perpetrator
 - Immunity for witnesses



Summary



**CORE
VALUES**

Core Values Check
Leader Ed & Trng
Leadership Toolkit
Policies

MISSION





Research Methodology



- The development of this research and position paper relied on scholarly articles, historical case studies, and focus groups with senior officers and noncommissioned officers (NCOs).
- Scholarly research was primarily used to inform the group's understanding of ethical decision-making:
 - Kohlberg's 6-stage model of ethical decision-making
 - Published works with a specific focus on ethics in the Air Force.
- Case studies were used to provide tangible examples of what drives ethical decision-making in the Air Force.
 - Malmstrom missileer cheating scandal, 2014
 - AF Academy cheating scandal, 2012
 - Dover Mortuary scandal, 2011
 - The case studies highlight specific behaviors or ethical climates and do not necessarily characterize the culture of the Air Force as a whole.



Research Methodology (cont.)



- Two focus groups were conducted to assess the extent to which the Core Values inform operational decision-making
 - Senior NCOs: personnel, basic military training, and first sergeant backgrounds.
 - Air War College students: 10 O-5s and O-6s from various Air Force career fields, along with one O-5 from the U.S. Army.
- Lastly, the members of this Think Tank group drew on their personal backgrounds as CGOs in both assessing the problem and formulating ways forward.
 - Eight captains from the following career fields:
 - Medical Services (x2)
 - Pilot
 - Judge Advocate
 - Logistics
 - Air Liaison Officer/Tactical Air Control Party (TACP)
 - Intelligence (x2)



CC Education Snapshot



- AWC focus group provided a lens into the extent to which squadron commander education addresses the Core Values, especially Integrity First.
- Ethics were NOT taught at squadron commander education courses, other than with examples of how not to behave as a squadron commander
- Squadron commanders were not given training on how to train ethics at their squadron
- Focus group consensus: training on how to train ethics would be beneficial prior to taking command



CC Education Snapshot



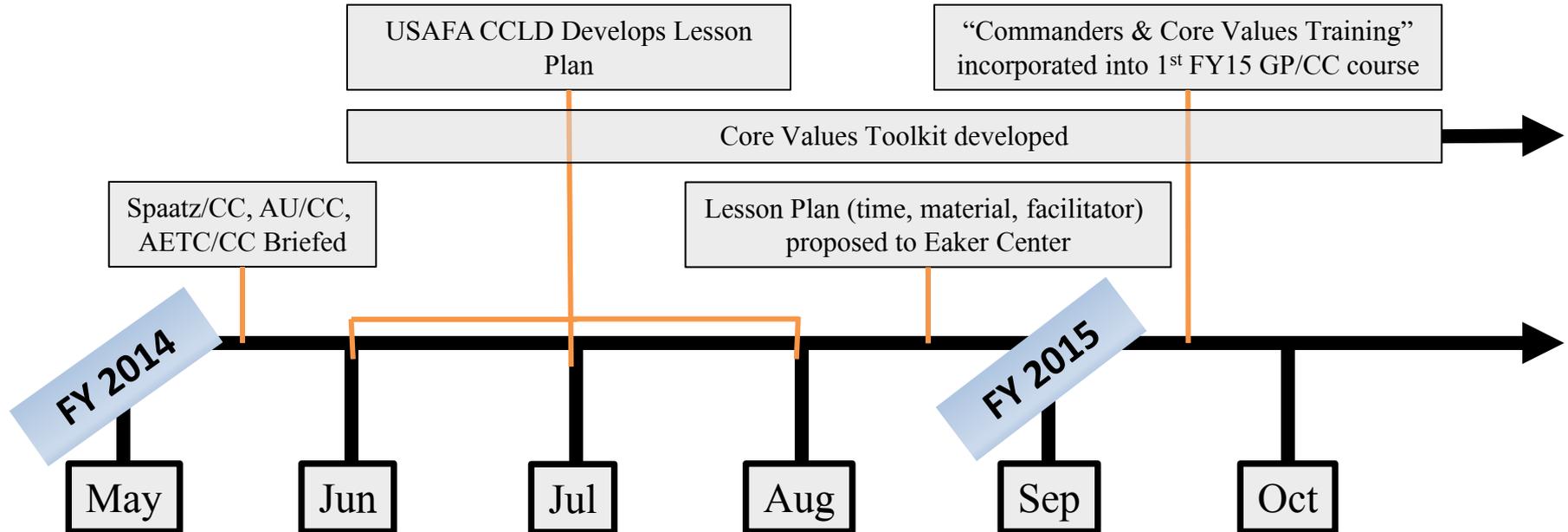
- Wing Commander Course Areas of Instruction
 - Administration = 0.5 hours
 - Evaluation/Critique = 0.5 hours
 - Command/Leadership = 14.5 hours
 - Support Services = 20.0 hours
 - Legal/Judicial = 2.5 hours
 - Mission = 4.0 hours
 - Total curriculum hours = 42.0
- Selected courses of instruction:
 - Media Lab
 - Chaplain Issues
 - A6 Issues
 - Civil Engineering Issues
 - A4/7 Issues
 - Services
 - Legislative Liaison



Gp CC Course Implementation Timeline



- Group Commander Course at the Eaker Center would serve as a starting point
- This timeline could be adapted to Squadron Commander course





CC Education Snapshot



Group Commander Course schedule outlined in red (Wg/CC Course depicted alongside)

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Time
Group	Wing	Group	Wing	Group	Wing	Time
0700-0715	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	0700-0715
0715-0730	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	0715-0730
0730-0745	CS Welcome	CS Welcome	Continental B'fast	Continental B'fast	Continental B'fast	0730-0745
0745-0800	CS Welcome	CS Welcome	Continental B'fast	Continental B'fast	Continental B'fast	0745-0800
0800-0815	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	0800-0815
0815-0830	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	0815-0830
0830-0845	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	0830-0845
0845-0900	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	Continental B'fast	0845-0900
0900-0915	Student/Mentor Intro	Student/Mentor Intro	Continental B'fast	Continental B'fast	Continental B'fast	0900-0915
0915-0930	Student/Mentor Intro	Student/Mentor Intro	Continental B'fast	Continental B'fast	Continental B'fast	0915-0930
0930-0945	Student/Mentor Intro	Student/Mentor Intro	Continental B'fast	Continental B'fast	Continental B'fast	0930-0945
0945-1000	Student/Mentor Intro	Student/Mentor Intro	Continental B'fast	Continental B'fast	Continental B'fast	0945-1000
1000-1015	Financial Mgmt	Financial Mgmt	Continental B'fast	Continental B'fast	Continental B'fast	1000-1015
1015-1030	Financial Mgmt	Financial Mgmt	Continental B'fast	Continental B'fast	Continental B'fast	1015-1030
1030-1045	Financial Mgmt	Financial Mgmt	Continental B'fast	Continental B'fast	Continental B'fast	1030-1045
1045-1100	Financial Mgmt	Financial Mgmt	Continental B'fast	Continental B'fast	Continental B'fast	1045-1100
1100-1115	Lunch	Lunch	Lunch	Lunch	Lunch	1100-1115
1115-1130	Lunch	Lunch	Lunch	Lunch	Lunch	1115-1130
1130-1145	Lunch	Lunch	Lunch	Lunch	Lunch	1130-1145
1145-1200	Lunch	Lunch	Lunch	Lunch	Lunch	1145-1200
1200-1215	Incident Command	Legislative Liaison	Lunch	Lunch	Lunch	1200-1215
1215-1230	Incident Command	Legislative Liaison	Lunch	Lunch	Lunch	1215-1230
1230-1245	Incident Command	Legislative Liaison	Lunch	Lunch	Lunch	1230-1245
1245-1300	Incident Command	Legislative Liaison	Lunch	Lunch	Lunch	1245-1300
1300-1315	Incident Command	Legislative Liaison	Lunch	Lunch	Lunch	1300-1315
1315-1330	Incident Command	Legislative Liaison	Lunch	Lunch	Lunch	1315-1330
1330-1345	Incident Command	Legislative Liaison	Lunch	Lunch	Lunch	1330-1345
1345-1400	Cyber Operations and Support	Cyber Operations and Support	Inspector General	Inspector General	Inspector General	1345-1400
1400-1415	Cyber Operations and Support	Cyber Operations and Support	Inspector General	Inspector General	Inspector General	1400-1415
1415-1430	Cyber Operations and Support	Cyber Operations and Support	Inspector General	Inspector General	Inspector General	1415-1430
1430-1445	Cyber Operations and Support	Cyber Operations and Support	Inspector General	Inspector General	Inspector General	1430-1445
1445-1500	Cyber Operations and Support	Cyber Operations and Support	Inspector General	Inspector General	Inspector General	1445-1500
1500-1515	Cyber Operations and Support	Cyber Operations and Support	Inspector General	Inspector General	Inspector General	1500-1515
1515-1530	Cyber Operations and Support	Cyber Operations and Support	Inspector General	Inspector General	Inspector General	1515-1530
1530-1545	Cyber Operations and Support	Cyber Operations and Support	Inspector General	Inspector General	Inspector General	1530-1545
1545-1600	Chaplain	Chaplain	A1 Issues	A1 Issues	A1 Issues	1545-1600
1600-1615	Chaplain	Chaplain	A1 Issues	A1 Issues	A1 Issues	1600-1615
1615-1630	Chaplain	Chaplain	A1 Issues	A1 Issues	A1 Issues	1615-1630



Ethics Training Toolkit Examples



- Commanders could use some of the following to generate discussions on integrity at their units:
 - Readings:
 - *Leading with Honor: Leadership Lessons from the Hanoi Hilton*
 - *True Faith and Allegiance: The Burden of Military Ethics*
 - CSAF Reading Lists
 - Films:
 - “Twelve O’Clock High”, “Glory”, CSAF Movie Lists
 - “Capt X” or “Amn Y” letters
 - “Ethical Lens Inventory” (<http://www.ethicsgame.com/exec/site/eli.html>)
 - This list is a very small introduction
- For further information on how to build a commander’s ethics training toolkit, see Lt Col Bridget Gigliotti’s Air War College paper: *What is the Air Force’s Ethical Fitness Score?*, 13 February 2014.



#*LittleBlueBook*



- The original *Little Blue Book* offers advantages over AFI 1-1
 - 1997 *Little Blue Book* is focused solely on the Core Values
 - AFI 1-1 addresses Core Values among other rules and regulations, which distract from the Core Values
- 1997 *Little Blue Book* explains *why* the Air Force adopted the Core Values and how Integrity, Service, and Excellence help the mission
 - “The Core Values tell us the price of admission to the Air Force itself”
 - “They point to what is universal and unchanging in the profession of arms”
 - “They help us get a fix on the ethical climate of an organization”
 - “They serve as beacons vectoring us back to the path of professional conduct”
- “Flood the airwaves,” then let it speak for itself
 - Having a physical copy of the *Little Blue Book* would be a bonus, but is not crucial
 - It’s easier to generate discussion with an actual book rather than an “app”



Reporting of Systemic Issues



- Basis for limited protection
 - Voluntary disclosure to first sergeant, commander, or IG personnel
 - Purpose of disclosure is to prevent further infractions
 - Modeled from ADAPT Self-Identification program in AFI 44-121
- Scope of limited protection
 - Statement cannot be used for punitive UCMJ action
 - Statement cannot form independent basis for demotion or discharge
- Use of statement
 - Statement can be used as evidence against others
 - Statement can be used to recover assets or impose financial liability
 - Statement can be used to remove anyone from positions of trust
- Exceptions
 - Not a truly “voluntary” statement
 - Statement covers (or includes) crimes against victims other than U.S.
 - Disclosing party was predominant person responsible for infraction
 - Disclosing party continues to participate in infraction without authority



Root Cause Investigations



- Basic premise
 - Special investigating officer appointed by IG
 - Independent from criminal investigations
 - Investigating officer can require interviews from any necessary witness
 - Modeled from safety investigation boards in AFI 91-204
- Scope of Investigation
 - Determine root causes for violations
 - Make recommendations to commanders
- Protection of witnesses
 - Not privileged testimony
 - Witnesses receive testimonial immunity



Realistic Ethics Training



- Current practices
 - Base newsletter publications of crimes and punishments
 - “War stories” by experienced former commanders
 - No formal system for documenting the ethical wrong for future use
- Scope of training within squadron
 - Commanders brief redacted results of investigations and punitive actions
 - Commanders ensure briefs do not violate Privacy Act considerations
- Scope of training Air Force-wide
 - Ethics Office collects narratives already produced by legal offices
 - Ethics Office redacts and publishes vignettes and case studies on AF Portal



Step 2: Core Values Toolkit



- Commanders draw on toolkit to employ Core Values Check at unit level
 - Toolkit is *not* a mandatory CBT
 - Allows commanders to pick and choose training tools relevant to their units
- CCLD “owns” and disseminates the information
- Toolkit ideas:
 - TEDTalks Air Force style
 - Positive heritage examples
 - Vignettes of good/bad behavior
 - Film clips, reading lists
 - Core group mentorship
 - *#LittleBlueBook*



Core Values Training Toolkit Ideas



- TEDTalks Air Force Style
 - “Ideas Worth Spreading”
 - Core Values & mission
 - Save talks for later
 - Best talks are shared



TED. <https://www.ted.com/>

Gen Mark Welsh, USAFA 1 Nov 2011



Core Values Training Toolkit Ideas



- Positive heritage examples



Artist: Maxin McCaffrey, Air Force Art Collection 1970.062



Air Force Art Collection 1997.206



Core Values Training Toolkit Ideas



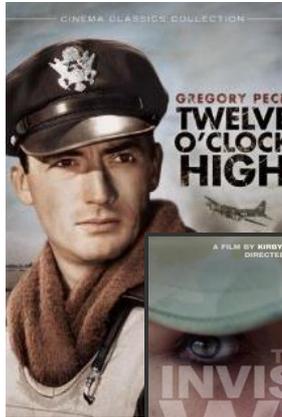
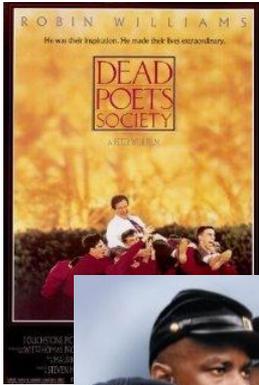
- Vignettes of good behavior
 - Commanders highlight personal stories of their Airmen using the Core Values to drive mission decisions
 - Commanders share personal stories
- Vignettes of bad behavior
 - “Capt X” or “Amn Y” letters
 - Brief results of CDIs conducted throughout Air Force
 - Adapt Status of Discipline process to Core Values violations



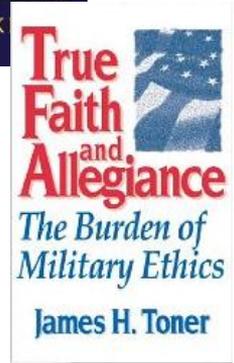
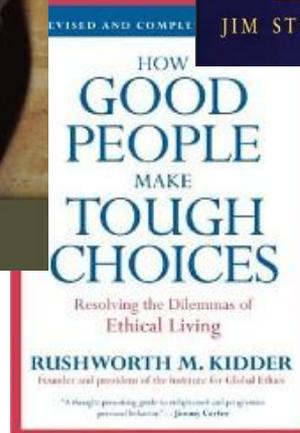
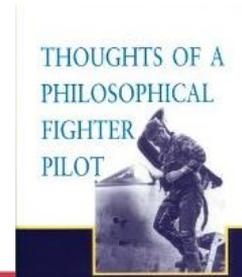
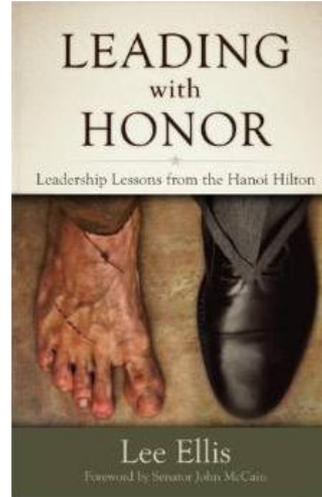
Core Values Training Toolkit Ideas



- Film clips



- Reading Lists



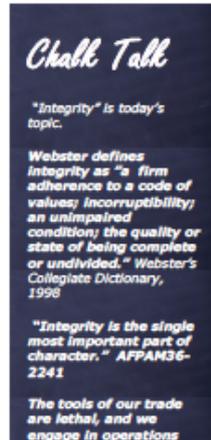


Core Values Training Toolkit Ideas



- Peer Group Mentorship
- USAFE Core Group concept
 - 6-8 person groups
 - Mentor/Peer directed (fosters team mentality)
 - Discussion points disseminated by senior leaders

Core Groups: Air Force Values – Warrior Virtues



Core Groups - Integrity

USAFE AIRMAN Core Group POC--SMSgt Jason Steege...jason.steege@ramstein.af.mil

The Mission goals of the Core Groups are:

- Build meaningful community within squadrons
- Produce meaningful peer conversation on the Values and Virtues of being an Airman

Group Composition and Rules of Engagement

- Group size is small (5-10)
- Ranking person in group is lead
- One hour total length
- Everyone participates
- No one should dominate time
- Maintaining the continuity of the group month to month is ideal
- Shared opinions are valued in and out of the group time
- Pass ideas up the chain if group agrees

Integrity – Conversation Plan

1. (10 minutes) Where were you born?

How long did you live there before you moved?

(extra question) Did you play sports growing up? If so what was your favorite?



Core Values Training Toolkit Ideas



- *#LittleBlueBook*
 - Show commanders how to use digital media to keep Core Values visible without forcing them down their unit's throats
 - Tweet/post on facebook Core Values related material.
 - “Follow,” for example, the CCLD and Gen Welsh (Twitter profiles pictured) for ideas worth re-tweeting
 - See next slide for 1997 LBB vs/ AFI 1-1



Mark A Welsh III
@GenMarkWelsh
Official Twitter account for the 20th Chief of Staff of I
#CSAF

Following doesn't=endorsement. · af.mil/About

TWEETS 150 FOLLOWING 98 FOLLOWERS 2,449

 **Mark A Welsh III** @GenMarkWelsh · Apr 23
ICYMI @PressClubDC Strategic agility is about changing tl
everything, our @usairforce's call to the future bit.ly/QEZM0
Details

 **Mark A Welsh III** @GenMarkWelsh · Apr 20
Powerful msg @AF_Academy. Everyone is not part of the p
part of the solution. Join our pledge bit.ly/1qTS0gx
Details

[Go to full profile →](#)



USAFA CCLD
@CCLDSocialMedia

CCLD is USAFA's primary organizational agent to execute & integrate
efforts for character & leadership development across mission
elements. RT not = endorsement

US Air Force Academy · usafa.af.mil/commandant/ccl...

TWEETS 515 FOLLOWING 110 FOLLOWERS 100

 Followed by USAFA (Official).

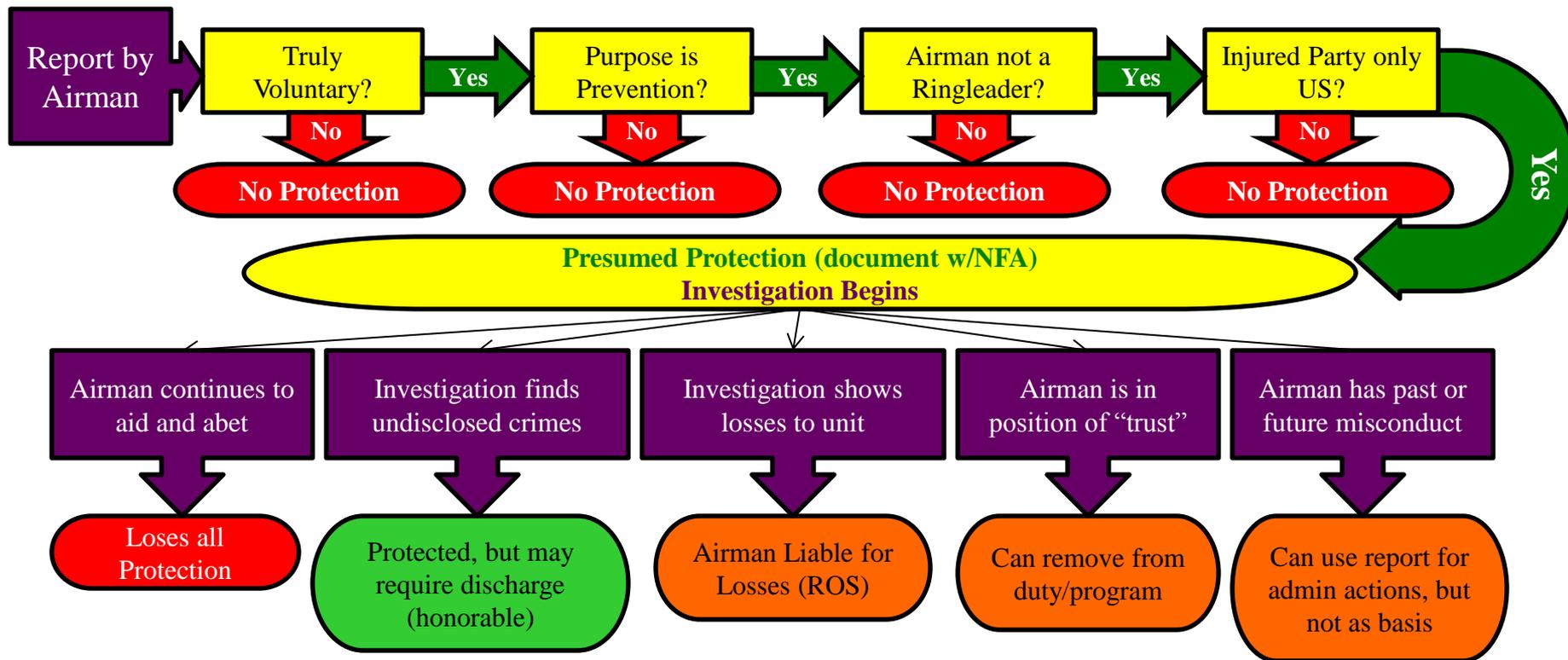
 **USAFA CCLD** @CCLDSocialMedia · 23h
@DrRhysMurphy you are welcome!!
Details

 **USAFA CCLD** @CCLDSocialMedia · Apr 25
Here is an #inspiring TedTalks video that will change your perception! #leadership
#character ow.ly/wb1Nu
Details





Protected Reporting





Root Cause Investigations



Incident Occurs

**Investigator Appointed
(Various Agencies)**

Allegations Developed

Investigative Plan Produced

Witnesses Interviewed

Evidence Collected

Subject(s) Interviewed

Report Produced

Command Receives Report

Command Takes Action

Reprimand, NJP, Court-Martial

**Investigator Requested by CC and
appointed by IG**

Root Cause Theory Developed

Investigative Plan Produced

Witnesses Identified (including Subjects)

**Immunity Requested through Legal
Office**

Immunity Granted

Witnesses Interviewed

**Report Produced (Redacted and
Unredacted)**

Command Receives Reports

Unit Training