

APPENDIX E

59

1 active duty who'd actually been doing the job, because
2 we didn't have to spend a lot of time training them.
3 They knew the system, they knew their ins and outs,
4 which was nice to have somebody who is up to speed when
5 they came in.

6 Q. On a number of occasions you served as her rater?

7 A. Mm-hmm.

8 Q. For OERs?

9 A. Mm-hmm. Actually those would be OPRs.

10 Q. OPRs?

11 A. OER is enlisted.

12 Q. Got my wires crossed from another case I did about
13 twenty years ago.

14 A. You did.

15 Q. Why is it that you would be the rater for several years
16 in a row for Major Witt as opposed to anybody else?

17 A. You go back to those flights, and one of the flights is
18 our training flight. And at that time I was the Chief
19 of Air Crew Training. And she was an instructor within
20 that section. I was a section officer in charge. And
21 she worked for me, with me in that section as one of
22 the instructors. So I was her immediate supervisor.

23 (Exhibit No. 1 marked for identification)

24 Q. I believe you can tell me if I have missed any, but I
25 believe that you served as her rater for three

1 consecutive years starting with this one.

2 Do you recognize what you have been handed as
3 Exhibit No. 1?

4 A. Yes.

5 Q. What is it?

6 A. It is a Field Grade Officer Performance Report. That
7 is an annual report done on all officers.

8 Q. Is that your signature sort of up at the top of page --
9 towards the top of Page 2?

10 A. Yes.

11 Q. I don't know whether, would you have had a reason in
12 the last week or two, perhaps, preparing for this
13 deposition, to look at this document?

14 A. Yes.

15 Q. And so you have looked at it within the last week or
16 two?

17 A. Yes.

18 Q. Okay. In the box marked "Key Duties", that description
19 doesn't seem to change too much over this year, the
20 next year, the following year?

21 A. Those are pretty much standard for her position as a
22 Flight Nurse Examiner.

23 Q. But if we could start there?

24 A. Mm-hmm.

25 Q. There is some military terminology that I'm not

62

1 intervention would be needed.

2 Q. You know Major Thomas Hansen?

3 A. I do.

4 Q. I just want to make sure that these concur boxes work
5 both ways. It is my understanding that when the
6 additional rater checks concur, that means he or she
7 concurs with the rater's assessment. Does it work the
8 other way around?

9 A. No, because I sign ahead of time.

10 Q. I see, okay.

11 A. It is not a two-way street, it is a one-way up.

12 MR. LOBSENZ: One-way up. All right. This
13 is Exhibit No. 2, '02-'03.

14 (Exhibit No. 2 marked for identification)

15 Q. You have been handed Exhibit No. 2. Do you recognize
16 that as the OPR that you completed for Major Witt the
17 following year?

18 A. Yes, I do.

19 Q. That would be April of '02 to April of '03; correct?

20 A. Correct.

21 Q. Now, I'm not sure, but it appears to me that there are
22 really aren't any major differences between her duties
23 this year than the previous year. But could you check
24 me on that and tell me?

25 A. No, I read it, that is correct.

63

1 civilian?

2 A. Mm-hmm.

3 Q. I take it that is not something you personally
4 observed?

5 A. Correct.

6 Q. And neither is the comment about the care for the
7 airman that potentially saved his eyesight?

8 A. Correct.

9 MR. LOBSENZ: One more of these.

10 (Exhibit No. 3 marked for identification)

11 Q. Do you recognize Exhibit No. 3 as the OPR that you
12 completed as rater for Major Witt for the year April of
13 '03 to April of '04?

14 A. Yes.

15 Q. If we compare the duties description this year to the
16 previous two years, are there any significant
17 differences there?

18 A. No.

19 Q. What about under "Impact on Mission Accomplishment" are
20 there significant additional or different areas in
21 which she made an impact this particular year?

22 A. I would say the five months of additional active duty
23 to support the squadron to get everybody ready during
24 the -- another again step-up of our deployment of folks
25 in support of OPERATION ENDURING FREEDOM and IRAQI

64

1 A. Yes, Major Witt contacted me and asked if I would sign
2 this letter in support of her position.

3 Q. Okay, was that, do you know, was that an email contact,
4 a telephone?

5 A. It was in person.

6 Q. In person, okay. And were you willing to do that?

7 A. Yes.

8 Q. Did you have any hesitation about doing that?

9 A. Very little.

10 Q. What was the little part?

11 A. Well, knowing how it would affect my personal career in
12 the Air Force. But I didn't dwell on that very long.

13 Q. Did you understand at the time that you were asked that
14 she was going to have a board proceeding?

15 A. Yes.

16 Q. Did you understand that your letter, if you provided
17 one, was going to be provided to the board?

18 A. Yes.

19 Q. And you understood that the board was going to be
20 deciding whether to recommend to the Secretary of the
21 Air Force her discharge?

22 A. Yes.

23 Q. So you said it had very little?

24 A. Mm-hmm.

25 Q. And I think I understand what you mean. But again,

65

1 what are you worried about?

2 A. Depending on how some people perceive that or if they
3 started investigating -- I don't know, I guess a
4 messing with me and my career, asking questions, just
5 doing things, depending on how the politics of it all
6 worked out, it could just make it difficult to progress
7 and go places.

8 Q. Okay. Do you recall that you recommended at the end of
9 your letter that she be retained in the military?

10 A. I do.

11 Q. And that was contrary to the actions of Colonel Walker
12 in initiating the discharge; right?

13 A. I don't know, because I don't know what -- I never saw
14 or heard Colonel Walker speak specifically to what her
15 recommendations were.

16 Q. It was contrary to somebody who was processing --

17 A. Correct.

18 Q. -- the discharge.

19 And you were slightly concerned that that might
20 come back to haunt you.

21 A. Yes.

22 Q. Bite you in the butt.

23 A. Right.

24 (Exhibit No. 4 marked for identification)

25 Q. Take as much time as you want, but do you recognize

66

1 mischaracterization.

2 A. I know she had been accused of that. She had never --
3 she had never told me personally what her sexual
4 preference was.

5 Q. Okay.

6 A. I knew it had been alleged in this proceeding that was
7 taking place.

8 Q. Did you know that a lawsuit had been filed?

9 A. Yes.

10 Q. So in light of that, okay, and you had never heard her
11 after the allegation you had never heard her deny it
12 either?

13 A. Correct.

14 Q. So why did you give the opinion that she should remain
15 in the military notwithstanding the fact that at least
16 you had not heard her deny the allegation?

17 A. Well, I think that was the whole part of it. There is
18 a lot of people that may do things outside of the
19 military that may be alleged or not alleged. And I
20 didn't know, like I said, she had never indicated to me
21 that she was or she was not. So therefore, not
22 knowing, I didn't have any personal reason to think
23 that she should be discharged from the Air force, and
24 that she was actually an asset to our unit.

25 Q. Okay. What about if she was retained, if this panel

67

1 had recommended that she been retained, and she had
2 been retained, and come back to the unit, do you think
3 there would have been problems reintegrating into a
4 unit now that it was such widespread knowledge given to
5 the allegation?

6 MR. BUCKINGHAM: Objection, speculation.

7 Q. What she was doing in her private life?

8 A. I don't think so.

9 Q. Why don't you think so?

10 A. I guess I'm speaking from personal. Personally I don't
11 know that one way or the other people's private lives
12 that we don't share has anything to do with our
13 mission.

14 Q. Okay.

15 A. And I try not to speculate on what people do outside
16 the Air Force. And her behavior within the Air Force
17 was, as far as I was concerned, outstanding and well
18 within what was required of her.

19 Q. So as far as your personal opinion is concerned, what
20 she does outside the Air Force doesn't matter as long
21 as her performance in the Air Force is good?

22 A. As long as that outside behavior doesn't somehow impact
23 our ability to do our mission.

24 Q. So if in this case the Court were to order her
25 reinstated --

68

1 A. Mm-hmm.

2 Q. -- in the 446th, do you think there would be problems
3 if the unit having that accomplished?

4 MR. BUCKINGHAM: Objection.

5 A. Not that I can think of.

6 Q. Now, if I go back in time to -- I tend to use
7 November 4, 2004 as sort of a dividing line. Because
8 that is the day that it was communicated to her that
9 Colonel Walker started the discharge proceedings.

10 MR. BUCKINGHAM: Objection, based on facts
11 not in evidence.

12 Q. But if we go to the period of time before that?

13 A. Mm-hmm.

14 Q. Did you suspect prior to that time that she was
15 lesbian?

16 A. No.

17 Q. Did you ever give it any thought at all?

18 A. No.

19 Q. So it wasn't something that you ever spent any time
20 thinking about, I take it?

21 A. (Witness nods)

22 MR. LOBSENZ: You have to answer out loud.

23 A. No.

24 THE WITNESS: I'm sorry, no.

25 Q. Okay. Did you ever fly on any training missions with

69

1 respond to a subpoena?

2 A. No.

3 Q. In the spring of, I think it is -- I can't remember if
4 it was 2005, I think, or 2006. But there was a period
5 of time when the legal team for Witt did collect a lot
6 of affidavits from members of the unit.

7 A. Okay.

8 Q. And then they were filed.

9 A. Okay.

10 Q. In Federal Court.

11 Do you recall ever hearing anyone in the unit
12 discuss the propriety or the wisdom of those people
13 having executed affidavits?

14 A. No.

15 Q. No. In the summer of 2009, as I understand it, there
16 was a ceremony for the 50th anniversary of the creation
17 of the squadron?

18 A. Yes.

19 Q. Did you attend that?

20 A. Yes, I did.

21 Q. That was on base?

22 A. Yes.

23 Q. Do you recall whether or not Major Witt attended that
24 celebration?

25 A. I believe she did.

70

1 Q. Can you recall having any interaction, any interaction
2 with her at that?

3 A. Yes.

4 Q. What do you recall?

5 A. Hi, how are things. Just superficial chitchat about
6 how things are going in her life, no specifics.

7 Q. Do you recall whether or not Colonel Moore-Harbert
8 attended that?

9 A. Yes, she did.

10 Q. Did you at any time see Colonel Moore-Harbert
11 interacting with Major Witt?

12 A. Not that I recall.

13 Q. At any time during that ceremony did you see anyone
14 appear to be -- appear to you to be reacting negatively
15 to Major Witt's presence?

16 A. Not that I recall.

17 Q. Did you attend the retirement ceremony of Sergeant
18 James Shafer?

19 A. I did.

20 Q. Do you remember whether Major Witt attended that?

21 A. I don't, specifically.

22 Q. Okay. Did you attend the retirement ceremony of
23 Heather Julian?

24 A. I did.

25 Q. Do you remember whether Major Witt attended that?

71

1 another, I have the original of this. Were you here
2 when this was --

3 MR. BUCKINGHAM: No.

4 MR. LOBSENZ: You were not?

5 COLONEL CARNES: I was.

6 MR. LOBSENZ: You already have some copy of
7 this somewhere.

8 MR. BUCKINGHAM: Okay.

9 MR. LOBSENZ: And if you want, this is the
10 original, I can take this out for you to look at for
11 today.

12 MR. BUCKINGHAM: Okay, that is fine.

13 MS. KUNG: The original is actually big and
14 in color.

15 (Exhibit No. 5 marked for identification)

16 Q. (By Mr. Lobsenz) The court reporter has marked a Xerox
17 of a photograph of Exhibit No. 5. First of all, do you
18 recognize the photograph?

19 A. Yes.

20 Q. What is it?

21 A. It is a picture of the flight line at McChord Air Force
22 Base with a C-17 and a 141.

23 Q. Is this photo routinely used for any specific purpose?

24 A. Usually when people change units or leave, we give them
25 a picture of this. This picture.

72

1 Q. If you would look where I have got my finger?

2 (Indicating)

3 A. Yes.

4 Q. Is that your signature, "Kenny W."?

5 A. Yes.

6 Q. Can you read what it says there?

7 A. "Margie - You are my hero."

8 Q. Does that bring back any memories of any particular
9 event?

10 A. No.

11 Q. Okay. You do not remember the circumstances under
12 which you signed this photo?

13 A. No, I don't.

14 Q. And you don't remember the circumstances under which it
15 was presented?

16 A. No, I don't specifically.

17 Q. That is fine. It was quite some time ago.

18 A. Yes.

19 Q. I guess the last question I would have is: And why did
20 you say you are my hero?

21 A. Because I think she does a great job at being a flight
22 nurse. She was somebody I looked up to and, I thought,
23 did the job extremely well.

24 MR. LOBSENZ: Okay. Thank you. I don't have
25 any further questions.

73

FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)

RATEE IDENTIFICATION DATA <i>(Read AF 36-2406 carefully before filling in any item)</i>			
1. NAME <i>(Last, First, Middle Initial)</i> WITT, MARGARET H.	2. SSN [REDACTED]	3. GRADE MAJ (Non-EAD)	4. DAFSC X46F3
5. PERIOD OF REPORT From: 13 Apr 2001 Thru: 12 Apr 2002	6. NO. DAYS SUPERVISION 232	7. REASON FOR REPORT Annual	
8. ORGANIZATION, COMMAND, LOCATION 446TH AEROMEDICAL EVACUATION SQUADRON (AMC), MCCHORD AFB WA			9. PAS CODE T21LFLW0
II. UNIT MISSION DESCRIPTION Augments active duty personnel in intertheater patient movements and provides integrated trained crews for contingency operations. Upon notification to mobilize, deploys aeromedical evacuation crews and supporting personnel with supporting assets to specified worldwide locations to perform flying strategic aeromedical evacuation missions.			
III. JOB DESCRIPTION			
1. DUTY TITLE FLIGHT NURSE EXAMINER			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for evaluating assigned flight nurses in performance of their crew duties. Serves as instructor to unqualified and noncurrent flight nurses. Responsible for care of patients being moved via aeromedical evacuation (AE). Coordinates activities of the medical crew to accomplish patient care in flight as well as oversee the safety of the patients and medical crew. Coordinates medical crew activities with the aircrew. SIGNIFICANT ADDITIONAL DUTY: OIC of Ground Training. Provides guidance and direct assistance to squadron members on the transition to the C-17 aircraft weapons system.			
IV. IMPACT ON MISSION ACCOMPLISHMENT			
<ul style="list-style-type: none"> - Medical Crew Director for operational mission of 15 patients from Rhein Main Germany to Andrews AFB - Provided mission coordination and support between ASF and AES support personnel and flight crew; ensured safe and efficient patient on-load and transport from alternate airfield under austere conditions. Safely and expeditiously transported over 145 simulated casualties during Operation Seahawk 2001 - Provided essential crew coordination and guidance for rapid, seamless combat loading of C-17 aircraft to full capacity of 60 simulated combat casualties using minimal ground time - Extensive knowledge and experience made her the number one candidate to be OIC of Ground Training - Coordinated and implemented rapid upgrade training with new requirements to transition to the C-17 aircraft—over 50 percent of squadron flyers certified within first month of C-17 as the primary aircraft 			
V. PERFORMANCE FACTORS		DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.		<input type="checkbox"/>	<input checked="" type="checkbox"/>

AF FORM 707A, 20000601 (EF-V3)

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74

EXHIBIT NO. 1

AF001368

K Winslow

VI. RATER OVERALL ASSESSMENT RATEE NAME: WITT, MARGARET H.

- Strives to help AE improve quality of care by participating in cutting edge training opportunities
- Coordinated and supervised training and certification for eight C-130 aircrew members from a sister AE unit on C-17 aircraft during Seahawk 2001--expanded overall mission capabilities and readiness
- As Flight Nurse Instructor/Examiner, trained, certified, and qualified over 35 aircrew members from other active duty AF, AF Reserve, and ANG units on C-141 and C-17 aircraft
- Pursued opportunity for hands-on training aboard the Civil Reserve Air Fleet aircraft with new aeromedical evacuation equipment and expanded setup and configuration being tested
- Oriented a class of 20 Critical Care Air Transport Team students to C-17 aircraft--improved crew resource management (CRM) of patient care capabilities with AE crew and likelihood of overall mission success

Last performance feedback was accomplished on: 20 Sep 2001 (Consistent with the direction in AFI 36-2406.)
If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION KENNETH H. WINSLOW, Major, USAFR, NC 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Flight Nurse Examiner-Ch. Aircrew Trng	DATE 6 May 2002
SSN	SIGNATURE <i>Kenneth H Winslow</i>	

VII. ADDITIONAL RATER OVERALL ASSESSMENT CONCUR NONCONCUR

- Assisted Brooks AFB research team to test a new aeromedical patient pallet system designed to increase C-17 patient load capacity to expand opportunities for more safe and efficient global patient movement
- Lauded by peers and subordinates as a team leader with extensive aeromedical and systems knowledge
- Excellent risk manager; using CRM, recognized potential patient care and equipment issues prior to on-load during exercise mission--optimized patient care capabilities and avoided time consuming changes

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION THOMAS M. HANSEN, Major, USAFR, NC 16th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Flight Nurse Examiner-Flight Commander Training	DATE 6 May 2002
SSN	SIGNATURE <i>Thomas M Hansen</i>	

VIII. REVIEWER CONCUR NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION THOMAS M. GISLER, JR., Colonel, USAFR 446th Airlift Wing (AMC) McChord Air Force Base, Washington	DUTY TITLE Commander	DATE 11 Jun 2002
SSN	SIGNATURE <i>Thomas M Gisl</i>	

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

ACQUISITION EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box(es).)	ACQUISITION EXAMINER (If applicable)	AIR FORCE ADVISOR (If applicable)
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

75

FIELD GRADE OFFICER PERFORMANCE REPORT (MA *gru COL*)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)

NAME (Last, First, Middle Initial) WITT, MARGARET H.	2. SSN [REDACTED]	3. GRADE MAJ (Non-EAD)	4. DAFSC X46F3
5. PERIOD OF REPORT From: 13 Apr 2002 Thru: 12 Apr 2003	6. NO. DAYS SUPERVISION 365	7. REASON FOR REPORT Annual	
8. ORGANIZATION; COMMAND, LOCATION 446TH AEROMEDICAL EVACUATION SQUADRON (AMC), MCCORD AFB WA			9. PAS CODE T21LFLW0

II. UNIT MISSION DESCRIPTION

Augments active duty personnel in intertheater patient movements and provides integrated trained crews for contingency operations. Upon notification to mobilize, deploys aeromedical evacuation crews and supporting personnel with supporting assets to specified worldwide locations to perform flying strategic aeromedical evacuation missions.

III. JOB DESCRIPTION

1. DUTY TITLE:
FLIGHT NURSE EXAMINER

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for evaluating assigned flight nurses in performance of their crew duties. Serves as instructor to unqualified and noncurrent flight nurses. Responsible for care of patients being moved via aeromedical evacuation. Coordinates activities of the medical crew to accomplish patient care in flight, as well as the safety of the patients and medical crew. Coordinates medical crew activities with the aircrew. **SIGNIFICANT ADDITIONAL DUTY:** Officer in charge (OIC) of Ground Training. Provides guidance and direct assistance to squadron members on the transition to the C-17 aircraft, as well as certification on four other opportune aircraft used for aeromedical evacuation (AE).

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Volunteered for duty in support of operations SOUTHERN WATCH and ENDURING FREEDOM
- Voluntarily filled additional Air Expeditionary Force rotations on short notice assuring AE readiness
- Responsible for care on seven missions utilizing three different aircraft in an austere environment
- Safely and expeditiously transported over 75 patients and 150 passengers—provided life saving care to several critical cardiac patients, an urgent head trauma patient, and a severe hand trauma patient
- Excellent crew communication and coordination during transfer of 27 injured soldiers, including one urgent and four priority patients, and medical equipment to C-17 from C-130 aircraft with minimal ground times; resulting in safe, rapid transport for life saving treatment and definitive medical care
- Unprecedented AE knowledge base—sought out by peers and numerous Critical Care Team members

V. PERFORMANCE FACTORS

	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

76

EXHIBIT NO. 2
K. Winslow

VI. RATER OVERALL ASSESSMENT		RATEE NAME: WITT, MARGARET H.	
<ul style="list-style-type: none"> - As OIC of Ground Training ensured rapid qualification of 100 percent of personnel on C-17 aircraft - Volunteered to certify aeromedical evacuation crew members (AECMs) from numerous other squadrons on C-17, C-130 and C-141 aircraft, expanding mission capabilities for worldwide aeromedical evacuation - Sets the example by seeking out and maintaining certification on three potential opportune aircraft for AE - Demonstrates exceptional nursing, crew and mission management skills in all environments <ul style="list-style-type: none"> - Provided life saving medical aid for acutely-ill DOD civilian who collapsed on board World Airways - Utilized excellent mission management skills to coordinate with civilian pilot and crew members for diversion of aircraft back to Bahrain for immediate off-load and transport of patient for life saving care - Provided emergency medical treatment for airman during a structure fire potentially saving eyesight 			
Last performance feedback was accomplished on: <u>23 May 2002</u> (Consistent with the direction in AFI 36-2406.) <i>(If not accomplished, state the reason.)</i>			

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION KENNETH H. WINSLOW, Major, USAFR, 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Flight Nurse Examiner-Ch, Aircrew Trng	DATE 12 May 2003
SSN [REDACTED]	SIGNATURE <i>Kenneth H. Winslow</i>	

VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
<ul style="list-style-type: none"> - Seeks opportunities to interact with local agencies to promote community relationships and understanding <ul style="list-style-type: none"> - Volunteer speaker for over 100 elementary school students and parents from kindergarten to fifth grade - Prepared a presentation for over 175 members of the 320 EAES on body mechanics and lifting techniques to assure safety of all AECMs performing at a high tempo of operations in an austere environment - Recognized as key participant in overall excellent rating for Aircrew Standardization and Evaluation Visit 			

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION THOMAS M. HANSEN, Major, USAFR, NC 5th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington	DUTY TITLE Flight Nurse Examiner-Flight Commander Training	DATE 18 Jun 2003
SSN [REDACTED]	SIGNATURE <i>Thomas M. Hansen</i>	

VIII. REVIEWER		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION DENNIS P. O'DONOGHUE, COL, USAFR 446th Airlift Wing (AMC) McChord Air Force Base, Washington	DUTY TITLE Commander	DATE JUL 27 2003
SSN [REDACTED]	SIGNATURE <i>Dennis P. O'Donoghue</i>	

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Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

ACQUISITION EXAMINER/AIR FORCE ADVISOR <i>(Indicate applicable review by marking the appropriate box(es).)</i>		ACQUISITION EXAMINER <i>(If applicable)</i>	AIR FORCE ADVISOR <i>(If applicable)</i>
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE		DATE

77

FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)

RATEE IDENTIFICATION DATA (Read AF 36-2406 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial)	2. SSN	3. GRADE	4. DAFSC
Witt, Margaret H.	[REDACTED]	MAJ (Non-EAD)	X46F3
5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT	
From: 13 Apr 2003	Thru: 12 Apr 2004	366	Annual
8. ORGANIZATION, COMMAND, LOCATION			9. PAS CODE
446TH AEROMEDICAL EVACUATION SQUADRON (AMC), MCCHORD AFB			T21LFLW0

II. UNIT MISSION DESCRIPTION
 Augments active duty personnel in intertheater patient movements and provides integrated trained crews for contingency operations. Upon notification to mobilize, deploys aeromedical evacuation crews and supporting personnel with supporting assets to specified worldwide locations to perform flying strategic aeromedical evacuation missions.

III. JOB DESCRIPTION
 1. DUTY TITLE:
FLIGHT NURSE EXAMINER
 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES:
 Responsible for evaluating assigned flight nurses in performance of their crew duties. Serves as instructor to unqualified and noncurrent flight nurses. Responsible for care of patients being moved via aeromedical evacuation. Coordinates activities of the medical crew to accomplish patient care in flight, as well as the safety of the patients and medical crew. Coordinates medical crew activities with the aircrew. **SIGNIFICANT ADDITIONAL DUTY:** Officer in Charge (OIC) of Ground Training. Provides guidance and direct assistance to squadron members on the transition to the C-17 aircraft, as well as certification on six other opportune aircraft

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Outstanding Mission Manager-Coordination with Aircraft Commander, Medical Crew of 10 and 50 Duty PAX for seamless transitions during training mission with three RONS, three hotel changes and two aircraft changes
- Performed five months of additional active duty to support squadron during increased operational tempo
- Exhibits excellent knowledge of all aspects of worldwide aeromedical evacuation operations and policies.
 - Volunteered as OIC of flight scheduling for training and operational missions to assure readiness
 - Responsible for launch and recovery for all unit training and operational missions during 5-month period
 - Maintained continuity in mission readiness and worldwide patient movement by assuring unit annual tour positions and responsibilities were filled in a timely manner in a time of significantly less available flyers
- Reqaured rapidly following surgery and rehab from injury while deployed to Southwest Asia

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

78

EXHIBIT NO. 3
R. Winslow

VI. RATER OVERALL ASSESSMENT		RATEE NAME: Witt, Margaret H.	
<ul style="list-style-type: none"> - As OIC of Ground Training, demonstrated excellent organizational and management skills by coordinating training and availability of airframes for certification of all squadron flyers on six different opportune aircraft - Instrumental in communicating and coordinating with multiple other aeromedical units for cross-certification opportunities increasing overall worldwide capabilities and mission readiness of each squadron member - Excellent mentor--created multiple unique training scenarios for students in initial upgrade training and requalification--often sought out by peers for advice on career advancement and educational opportunities - Created oversheets for certifications and training to streamline process and assure continuity of documentation - Takes on new responsibilities--stepped up to create schedule and bid for quarterly mission buys to assure quality training opportunities would be provided for returning deployed, and remaining, squadron members 			
Last performance feedback was accomplished on: <u>12 Oct 2003</u> (Consistent with the direction in AFI 36-2406. If not accomplished, state the reason.)			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
KENNETH H. WINSLOW, Major, USAFR 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington		Flight Nurse Examiner-Ch, Aircrew Trng	15 MAY 2004
		SSN [REDACTED]	SIGNATURE <i>Kenneth H. Winslow</i>
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
<ul style="list-style-type: none"> - Outstanding squadron and Air Force representative--hand picked to coordinate humanitarian mission and patient transport with multiple civilian, military, government and DOD agencies assuring continuity of care - Recognized leader--submitted by peers and selected by superiors as Officer of the Quarter Spring of 2003 - Voluntarily assumed overall responsibility for multiple sections within the squadron during unit mobilization assuring continuity and standards were maintained for new students, continuation training, and evaluations 			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
THOMAS M. HANSEN, Major, USAFR, NC 446th Aeromedical Evacuation Squadron (AMC) McChord Air Force Base, Washington		Flight Nurse Examiner-Flt Cmdr, Training	15 MAY 2004
		SSN [REDACTED]	SIGNATURE <i>Thomas M. Hansen</i>
VIII. REVIEWER		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
<p>NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION</p> <p>ERIC W. CRABTREE, Colonel, USAFR 446th Airlift Wing (AMC) McChord Air Force Base, Washington</p> <p>DUTY TITLE</p> <p>Commander</p> <p>DATE</p> <p>MAY 18 2004</p> <p>SSN [REDACTED]</p> <p>SIGNATURE <i>Eric W. Crabtree</i></p>			
<p>Instructions</p> <p>All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME; advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.</p> <p>Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.</p> <p>Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p>Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.</p>			
IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate review by marking the appropriate box(es) if applicable.)		ACQUISITION EXAMINER	FUNCTIONAL EXAMINER
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		SIGNATURE	DATE

25 September 2006

MEMORANDUM FOR REVIEWING AUTHORITIES

FROM: Kenneth H. Winslow, Major, USAFR, NC

SUBJECT: Character Reference for Maj Margaret Witt

1. I am the acting Flight commander of Operations for the 446th AES, McChord AFB, WA. This involves executing all of the necessary policies and procedures for missions flow by this squadron. This involves multiple missions each month to ensure the currency and qualification of over 100 members. I have been on active duty for 10 months this call up. I was assigned to Ramstein AB, Germany as Medical Crew Director (MCD) from December 2005 to April 2006. I flew to the AOR in support of OIF. Then was assigned to Travis AFB, CA from June 2006 through August 2006. Previously I was assigned as MCD to Kandahar AF from November 2003 to March of 2004.

2. I met Major Witt in April of 1996 when she joined the 446th AES. I was fortunate to be able to work with her in training and as a flight nurse examiner. Her wealth of knowledge was invaluable to me and members of the squadron. Her nursing skills and previous active duty experience combined to make her one of the best nurses in the unit. Multiple times I was aware that many members would ask to fly with her and to be assigned an active duty tour with Major Witt to gain from her experience. This was not limited to other nurses but also the enlisted ranks. Her reputation as a leader among nurse and enlisted members is second to none. She always did the right thing for her troops. Major Witt could always be counted on by her colleagues and subordinates. She leads by example and her loss to this squadron, wing and the Air Force would be enormous. She has set the standard for officers in this unit.

3. I am aware that Major Witt faces involuntary discharge for allegedly engaging in homosexual conduct and making statements that she is a homosexual. I have never seen any inappropriate conduct by Major Witt that would indicate she is a homosexual. I have never heard her make any inappropriate comments about homosexuality or any reference to her sexuality. In my opinion Major Witt should remain in the military.

4. Kenneth H. Winslow, Major, USAFR, NC

23231 SE 48th ST

Issaquah, WA 98029

H-425-392-6956

C-425-503-7303

E-mail - flyinm@peoplepc.com

EXHIBIT NO. 4

K. Winslow

80

WITT-001241

Respectfully Submitted,
Kenneth H. Winslow, Major, USAFR, NC

