

THE EXCEPTIONAL RELEASE

The Maintenance Officer Association (MOA) is committed to enhancing the USAF mission by improving the maintenance world. Although comprised primarily of USAF maintenance officers, MOA is not associated with the United States Air Force or any other organization.

ISSUE NO. 6

AUGUST 1983

IMPRESSIONS FROM THE INTERVIEWERS: SENIOR OFFICER VISIBILITY

By Wendy Campbell
AFHRL/LRLC, Wright-Patterson

Having had the opportunity over the last three years to travel extensively to several maintenance organizations in conjunction with a study our laboratory performed, I thought I might share in this forum some of our impressions of an important aspect of the organization that we feel determines a large part of the "health" of an organization and is totally within the control of the senior officers.

First, let me briefly outline the study and its purpose. Many of you have heard the early results of the study at various DCM conferences and are familiar with what we did. The Air Force Human Resources Laboratory, in February 1980, contracted with Applied Science Associates, Inc., to jointly conduct a study entitled "Analysis to Improve the Maintenance Environment." We have just completed visits to 27 bases and interviewed 2,000 Air Force maintainers about the problems and difficulties with maintenance in the Air Force today. We asked only general questions about what made the jobs tough, what could be improved, and what was good about and working smoothly within the organization. The subjects were interviewed privately, and they talked about whatever topics they chose which were related to the Air Force in general and maintenance in particular. We always interviewed the DCM and his key senior managers and supervisors, and then sampled the various skill levels within the 31XXX, 32XXX, 42XXX, 43XXX, 44XXX, and 46XXX career fields in the squadrons. We interviewed subjects on active duty in aircraft maintenance in SAC, TAC, MAC, ATC, PACAF, and USAFE, in

missile maintenance, in the Air Force Reserve, and Air National Guard. The 2,000 subjects generated approximately 18,000 statements in over 200 different topics. This perceptual data base is resident on a computer at AFHRL, Logistics and Human Factors Division, Wright-Patterson AFB, and is used for ongoing analysis and for the formulation of future research.

Primarily, a group of seven of us (composed of research psychologists, retired AF maintainers, and current Air National Guardsmen maintainers) rotated and shared the responsibility of these interviews. After conducting interviews on an installation for 8 to 10 days, we became very familiar with the tone and climate of the organization. During each of the outbriefings with the DCM and his staff, we informally shared our collective perceptions of the organization and explained what would be happening to the data gathered there. Without exception, we were told how surprised they were that we had captured the real problem areas and essence of the organizations so quickly. As we analyze and present this data to interested audiences throughout the Air Force, we are more certain that we have accurately represented the problems in Air Force maintenance today as perceived by the people who work there.

I have one relatively straightforward point to make in this article, and it is something I stress after getting concurrence from the other interviewers. The [See VISIBILITY, Page 4]

MOU

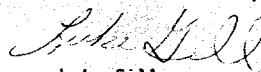
[Continued From Page 2]

Regional Directors

So far we have six members who have agreed to serve as MOA regional directors: Col James Wakefield at Fairchild, Col James Flasch at Langley, LTC Jim Miles at MacDill, LTC Dave Butler at England, LTC Bill Dillon at Ramstein, and Maj Roger Buettell at Kirtland. A few more replies are overdue. If any of you would like to serve in this capacity, particularly if your job puts you in contact with a lot of maintenance officers, drop a line. Duties are not totally set in concrete yet, but consist of basically acting as a conduit for information to and from the membership since we cannot always wait three months to put out information that necessitates a reply in a timely fashion. Letters, phone calls, and personal contacts would all be used to contact members. More on this later.

A Final Word

We need participation from all the membership. Please help to keep your organization active, productive, and professional.



Luke Gill
Lt Colonel
President

NOW IT'S MY TURN

Many years ago in a five-sided land far, far away, the pushers of the paper rallied around the desk and decided the world of Air Force should be standardized. Out in the units there would be no more LGN; they would change all that and, while they were at it, they would change everyone's office symbols around so we would no longer be confused.

The operators did not object because they became DO, not OOPS; the administrators did not mind--they were DA, not ADD; the public relations people did not care--they became PA for public or private affairs. But the benders of the wrenches would become MAs. This hearty breed raised much ado about being referred to as a slangy mother and voiced much objection about the sanctity of motherhood and the insults to motherhood by referring to maintenance as MA.

The administrators promised faithfully the MA referred only to how letters were addressed or distribution was labeled--it had no reference to the person in the job. It was still the Chief of Maintenance or the DCM. They then vowed never to refer to the DCM as the MA. But, alas, they have broken their promises. Today maintenance all over the world is referred to as the MA.

The time has come for maintenance toads to unite against the paperwork bureaucrats and get the respect we deserve. Let's do away with this MA crap and get a title that does not degrade motherhood. Use the initials MX, MN, MT, MC, DM, CM or anything but MA.

LTC Don Shelhammer
96 BMW/AMA, Dyess

THIS COLUMN VOICES OUR MEMBERS' COMMENTS AND OPINIONS.

VISIBILITY.

[Continued From Page 1]

visibility of the senior officers counts--a lot! I believe that it probably counts more than you realize and more than you give it credit for. DCMs and squadron commanders who are visible on a regular basis get a tremendous amount of payback for very little effort. Our data substantiate this point, and we interviewers personally believe it is a major factor in those organizations we see which we would label as really outstanding. This is not to say that every organization does not have its share of problems, but the organizations in which things seem to work more smoothly always had senior officers (and staff) who were visible.

There are right and wrong ways to be visible. Perhaps some of these examples will point out the necessity to be visible in a positive and consistent manner. Being visible does not mean a lot of effort, but consistently coming around says that you care.

"The DCM comes in the shop quite a lot. The squadron commander also comes in to see how things are going. It makes you feel good to know that he knows what is going on and cares."

"Our commander is a great guy. He has helped the squadron a lot. He put the pride back. He worked in maintenance and understands us. He comes out on the line and talks to people doing maintenance. It makes me feel good. It's good to know that he has time to come out. It makes me work a little harder."

When subjects talk about poor management, visibility tends to be a component of the problem.

"Management is our biggest problem. The E-7s, -8s, and -9s don't stick up for their people. The DCM is bad, too. He only drives through the area and talks to our controller, the E-8, and the lieutenant and doesn't come out to see the troops."

"The supervisors should spend more time on the flightline. I never see the branch chief on the line

talking to one of the troops. When he does come out, he only talks to people his rank. The DCM is different. He will come right up to us when we're doing a job and ask us how we're doing. He treats us like we're important and that he cares. You won't find any people that don't like and respect him."

There is a fine line between being visible and showing you care and "getting in the way." Some supervisors often end up technically micro-managing.

"The commander seems to want to run everything himself. He does a lot of bitching and moaning on the flightline and is always bugging people."

Also, supervisors' good intentions are noted, but their rare appearances are what count.

"The hardest thing I have to do is to get someone from the squadron to come to my shop and pat people on the back. The squadron commander always says he's going to but only shows up every two or three months. My guys work hard and they want to be recognized just like everyone else."

One final point is that visibility should be directed toward everyone and not only occur when there are problems.

"I think if the supervisors would come around and see us once in a while, especially those of us on the grave shift, it would help a lot. We never see the first sergeant or commander unless something is wrong. Why do we only see them when there is a problem?"

As the statements point out, visibility goes hand in hand with caring about your people. I believe most of the senior people interviewed in this study are dedicated to getting good maintenance and do care about their folks. So given that you care, try to show it more often by consistently walking around and talking to people. Try to catch everyone once in a while and not just say you will do it or end up only coming [See VISIBILITY, Page 5]

QUESTIONNAIRE RESULTS

We had 41 responses from 192 MOA members (at that time), for a 21% response rate. Here are the specifics:

- 79% said MOA can help the maintenance officer corps.

- 66% want MOA to remain a select group.

- 61% said "Hell no" to an Air Staff tour. The remainder was equally divided between "yes" and "tell me more."

- 95% answered "all the above" as to why professional maintainers do not often want to be DCMs.

-- A couple of members said that there are rewards and satisfaction under the "right" wing commander.

-- One of our senior members allowed that we did not provide enough choices to answer that question. In other words, the right troop with the right attitude--a professional--will seek the DCM job and succeed at it. Hear! Hear! It goes back to the comment in "The MOA Mouth": Let's quit crying in our beer and go do the job.

We have saved some of the more thought-provoking comments from Al Schmidt, Red Stewart, Jim Sonnenberg, and others for the next newsletter. They are sure to generate many comments.



There are two good things we can say about baldness: it's certainly neat and pretty permanent.



KEEP THE FAITH



VISIBILITY.

[Continued From Page 4]

around when there are problems. Finally, do not try to do their jobs when you do get around; they do not need you looking over their shoulders.

Throughout this study we have identified problem areas within maintenance which do require almost monumental efforts and big bucks to fix. We all know there are no easy answers to problems of training, low experience levels, and insufficient manpower. But here is a problem with a relatively easy fix. No doubt anyone in maintenance (or even around it for a while, like me) is sensitive to extraordinary demands on the time of senior staff. But it is a question of priorities. We believe, from our vantage point, that the payoff to the well-being of the organization makes it well worth a few missed suspenses.

WAITING IN THE WINGS

For the next newsletter (maybe as early as October) we would like articles from the following members. For some, we have taken the liberty of suggesting a subject, but individuals are free to choose their own.

From the illustrious Col Karl Berroth: Perhaps "Comparisons of a DCM in TAC, PACAF, and USAFE."

Maj Mel Byers - an honest-to-god volunteer!

LTC James Cushman: How about "Impressions of a New Guy on the IG Team"?

Capt Lisa Long: Our membership would be interested in the perceptions of a company grade officer who has ABS, ENS, and CRS experience: comparisons thereof.

As soon as Col John Nowak gets his household goods unpacked, we are certain he will pen an article for us.

LTC Reed Kimzey is another volunteer. Now that kind of participation is exactly what MOA needs!

SORTIE COMBAT EFFECTIVENESS: THE OPS AND MAINTENANCE LINK

By Col Rocco Torre
HQ PACAF/IGILA

[Col Torre's comments: The following article highlights how the TAF, and in particular PACAF, is including more and more "maintenance"—in this case munitions maintenance—in developing challenging ORI scenarios. We in PACAF, although not the first to incorporate actual SCLs in sortie generation, have expanded the realism of our tasking by involving all elements of munitions, from the storage folks to the load crews, in meeting ORI frags. We're now taking it a step further by tying ops and maintenance together in the real measure of mission capability, "sortie combat effectiveness."

We're excited by what we've seen on recent ORIs. The training our ORIs are providing PACAF units is building readiness at least as much as, if not more than, other exercises. As maintenance inspectors, we get a lot of satisfaction seeing our munitions people, ANUs and fighter squadrons joining forces to "meet the frag"—especially when the IG had tasked them with what they can expect in war.]

We all know that an effective combat mission involves many critical actions, the most obvious being a mission ready aircraft properly configured and generated in time to meet the event and a well-trained aircrew flying a successful sortie.

In PACAF we are improving the integration of the maintenance and operational aspects of flying combat sorties by increasing realism in our ORI scenarios. The IG team develops an air tasking order (frag) for the employment phase using actual wartime standard conventional loads (SCL) and a sortie generation rate commensurate with the USAF War and Mobilization Plan (SMP) or applicable OPlan. The tasking is normally for four days, and each sortie requires a munitions load. The frag also contains a time over target (TOT) for each mission and a compressed aircraft turn time, requiring integrated combat turnarounds to meet the events. Our evaluation of unit performance demands

that operations and maintenance analyze their joint capability to "meet the frag," and then coordinate their actions throughout each flying day. The interdependence of ops and maintenance functions is made very clear.

An upcoming change to PACAF ORI criteria recognizes this and combines operations and maintenance performance data in rating sortie combat effectiveness (SCE). Although aircrew success during ORI events and maintenance sortie generation effectiveness will still be individually evaluated and rated, the total combined effort to produce successful combat missions will be assessed when determining overall wing SCE.

For maintenance to receive credit for a generated sortie, the aircraft must be configured as fragged or have had one-half the SCL loaded and unloaded, as appropriate, and the aircraft must be confirmed in sufficient time to meet the mission profile and range requirement. Additionally, the aircraft system being employed must effectively function during the specific event being flown. Ground losses resulting from maintenance nondeliveries or nonspared ground aborts will also reduce sortie generation effectiveness results. Units will not be penalized for any sorties lost or noneffective due to factors beyond their control.

Tasking also requires that when munitions are unloaded they must be returned to the storage/operating area before reuse. There, one-half the SCL must be unloaded from trailers, removed from suspension equipment (if preloaded), disassembled (except missiles), reassembled, preloaded on suspension equipment (if required), and reloaded on trailers. When missiles are part of the SCL, one-half must be offloaded from the trailer into all up-round containers (AUR), or if AURs are not available, onto missile storage stands and then reloaded on trailers. (Preloaded AGM-65s must be re- [See SORTIE, Page 9]

SORTIE

[Continued From Page 6]

placed on launchers as part of this process.) Munitions can then be used again to generate aircraft.

These actions closely duplicate the time and motion required to recycle munitions trailers and break out, assemble, deliver, and load ordnance for combat sortie generation.

Within operations a specific number of sorties flown on tactical scenario missions will be evaluated. The tasked mission must include a demonstration of suitable tactics and ordnance delivery accuracy to be considered successful. Sorties may be noneffective for operations when:

- The tasked mission is not flown because of aircrew nonavailability or lack of qualification.
- Aircrews do not demonstrate navigation proficiency in conjunction with other required events.
- TOT requirements are not met.
- Aircrews do not demonstrate proper threat knowledge and countermeasures throughout all phases of the mission.
- Aircrews do not react properly to adversary situations and do not demonstrate self-defense capability.
- Aircrews do not adhere to rules of engagement, briefed flight procedures, flight element integrity, radio discipline, etc., according to scenario threats and flight safety considerations.
- Weapons delivery effectiveness criteria are not met.

Using data from both operations sortie combat effectiveness and maintenance sortie generation effectiveness, the IG will determine a rating to reflect an assessment of the wing's overall combat capability.

This approach to looking at the total wing effort will provide a better picture of how all elements of a combat sortie tie together to produce mission success.

MAINTENANCE OFFICERS AND AFOTEC

**By LTC Rodney Koutny
HQ AFOTEC/LSM**

Ever hear of the Air Force Operational Test and Evaluation Center? Previously called the Air Force Test and Evaluation Center (AFTEC), it employs about 45 maintenance officers--25 at the Headquarters and 20 at detachments. Located in Albuquerque (Kirtland AFB), HQ AFOTEC is responsible for planning, conducting, and reporting on the operational (versus developmental) testing of all major weapon systems, munitions, communications, and space systems. We have four detachments that actually execute tests while the Headquarters staff is primarily responsible for planning and reporting. There are essentially only two areas that are evaluated--operations (operational effectiveness) and logistics (operational suitability). Generally, we plan, measure, and report on four areas within logistics--availability, maintainability, reliability, and logistics supportability. Our work at the Center has an academic perspective, and having a little statistics, reliability, or software background helps when wrestling with the embedded computer freaks or the "Poisson Distribution" analysts--both of whom are all over the place. We like to think that the little bit of grease still under our fingernails or the memory of the smell of JP-4 exhaust fumes will let us inject a little more reality into the test and evaluation process. If you are interested in applying some of the stuff they teach at Grad Log, if you have paid your dues on the flightline, and if you can handle staff work, maybe we have a place in the sun for you.

You can never listen yourself into trouble.

MOA STATS

Maintenance Officer Association
 P. O. Box 2521
 Springfield, VA 22152

MOA STAFF

LTC Luke Gill, President/Editor
 Col John Duckworth, Vice President
 Capt Wiley Mahan, Treasurer
 Maj John Smith, Assistant Treasurer
 Col Bob Dundervill, Counsel
 Ms. Marian Matthews, Administrative Secretary

TREASURER'S REPORT
 (As of 31 July 1983)

Submitted by Capt Wiley Mahan

CORRECTED BALANCE CARRIED FORWARD FROM 1982	\$ 473.18
INCOME	
Dues	\$4,130.00
EXPENSES	
Administrative Services	\$1,351.00
Postage	284.58
Newsletter Printing	455.49
Stationery	77.30
Administrative Supplies	35.17
 Total Expenses	 <u>2,203.54</u>
CURRENT BALANCE AS OF 31 JULY 1983	\$2,399.64

MOA CONVENTION

We are planning the First Annual MOA Convention in

Hampton, Virginia, in the fall. Col Jim Flasch, TAC/LGM staff, has agreed to act as the OPR, assisted by the recently retired LTC Bill James. At present, we plan on using the Chamberlin Hotel, a large, stately, old hotel, located at the entrance to Fort Monroe which is a 10-minute drive from Langley AFB. The approximate agenda is as follows:

Thursday	1730-1900	Cocktail Party
Friday	0900-1600	Working session with topics to be determined. (Briefings, presentation of papers, debates, and round-table discussions are all appropriate.)
	1900	Dinner at a local restaurant.
Saturday	NLT 1200	Check-out.

We need feedback on time, topics, and numbers of participants. Room rates at the Chamberlin are \$49 (single or double) in October and \$35 in November. The advantage of November is that in the first week-end, the Veterans Day holiday falls on a Friday and may offer a better alternative than using a day of leave. We need a commitment if you plan on attending. Send a \$25 check to MOA by 30 September in order to assure your reservation. Whether you can make it or not, you are encouraged to submit agenda topics. Basically, we need the total support of all MOA members if the convention is going to get off the ground. Any questions, call me, Jim Flasch, Bill James, or Carol at the Chamberlin (804) 723-6511.

This quarter there were more contributors of articles and letters than we had room to print. Those articles will be printed in the next or succeeding issues of the newsletter. If enough contributors respond for the next issue, we will put out a newsletter in October rather than in our regularly scheduled month of November. Stockpiling articles will permit us to publish on alternate months rather than on a quarterly basis.

THE MUSHROOM CLOUD

By Maj Roger Duettell
HQ AFLC NSO/LDMO

One of the more enjoyable events at Kirtland recently was the visit of Col Joe Verna and LTC Luke Gill who spoke to 30 munitions people. For the first time in our military careers, the attendees got a decent briefing on how the functional manager sees munitions and some fine background on how our O-6s got to where they are. The briefing was much more refreshing than the corporate BS dished out by MPC. LEYM could give the folks at Randolph some good pointers on how to really communicate with the folks in the field.

Bang

On 1 Aug 83 the AFLC Nuclear Support Office is under the Director of Special Weapons at Kelly AFB due to the AFLC reorganization. When all else fails, reorganize! A flurry of activity gives the appearance of progress.

Bomb

At Sandia National Laboratories, in Livermore, CA, there is a public highway running through the center of the complex. On 21 and 22 Jun 82, anti-nuke demonstrators attempted to block the street to prevent Sandia employees from going to work. Writing in the Sandia Labs newspaper, the editor stated: "Our Livermore lab brethren on both sides of East Avenue survived admirably the inconvenience of human roadblocks on their way to work. When it comes to nuclear disarmament, I can appreciate reasoned debate. I cannot appreciate, however vivid the TV coverage, rampant naivete that leads mobs in the street to embrace unilateral disarmament. The same for deliberate obstruction--whether of ideas or avenues. I believe it is clear by now that the comparative peace the world has enjoyed since 1945 is largely the result of a balance of nuclear capabilities among the major nations. All nations have always had some weapon of last resort. If we beat every one of our swords into plowshares, we had better be able to convince an enemy our stones are absolutely lethal."

"THE MUSHROOM CLOUD" WILL BE A REGULAR FEATURED COLUMN.

MOVERS

- In mid-July Col Kevin Kelly became the DCM of the 51 TFW at Osan AB, replacing Col Red Stewart who moved to Clark AB as the DCM of the 3 TFW.

- In August Col Steve Long, will become the PACAF Deputy Director of Logistics.

- 1Lt Everett Pincolini left the 366 EMS at Mountain Home for HQ USAF/LGMP.

- Col Dick Watson retired from the Air Force, leaving his position as the LG of the 41 RNRW at McClellan. He is presently at the family homestead at Chatham, Va.

- LTC Aulay MacRae moved from HQ USAF to take over as the Division Chief of the Requirements Division DCS Technical Training at HQ ATC.

- After finishing AWC, Col Steve Powers was assigned to the 26 TRW at Zweibrucken as the DCM.

- Capt John Taliaferro moved from HQ MAC to the 435 TAW at Rhein-Main.

- Col Ron Walker moved from HQ USAF/LEYY to be the assistant DCM to the 48 TFW at Lakenheath. Col Jay Bennett, an ICAF graduate, has replaced Col Walker on the Air Staff.

- Maj Walter Worley is now attending the Naval Post-graduate School in Monterey, CA.

- B/G Lee Greer assumed the duties of vice commander, DC-ALC in June.

- LTC Larry Matthews has retired from the Air Force at HQ USAF/LEYM, staying in the D. C. area to form his own training consulting firm, TechIranS.

- Maj Jack Warner was transferred to the 960 AWACS in Keflavik as the DCM.

- Maj Fred Graham left the Air Staff for 50 TFW, Hahn.
[See MOVERS, Page 12]

MOVERS.

[Continued From Page 11]

- LTC Dave Butler took over as the DCM of the 23 TFW at England. His assistant DCM is LTC Whitney Broussard who came from the AFROTC faculty at Troy State University.
- Col Ron Hoelzer retired from the Air Force at HQ AFLC/LOA and moved to Tampa, Florida.
- LTC Ron Sams, the HQ USAF/LEY exec, will become the DCM of the A-10 squadron at Taegu.
- Capt Larry Kays left for the 2954 CLSS as commander in June; however, we don't have a clue where that is.
- Maj Donald Searles left the 8 EMS at Kunsan to become the 58 AGS commander at Luke. Replacing Don as commander of the 8th is Maj Leonard Schmidt.
- LTC Jim Cushman has reported in to HQ TAC as the IGIN division chief.
- Maj Dave Csintyan is now attending Armed Forces Staff College in Norfolk after his assignment to HQ AFMPC.
- LTC Frank Todd has been reassigned as the assistant DCM to the 1 TFW at Langley.
- Capt Polly Peyer moved from HQ TAC/LGMC to take an ASTRA assignment at HQ USAF/ACBM.
- Col Greg Fowl left HQ USAF/LEY for an assignment at HQ SAC/DOT.
- The last word on Col John Nowak was that he was going to Hill after completing ICAF.
- B/G Richard Gillis will soon become the HQ ATC LG. He is presently the vice commander of WR-ALC.
- Maj Jim Sonnenberg has moved from Kunsan to Kirtland. Tell us where, Jim.
- Capt Joe Glenn moved on down the road to HQ TAC/LGW.
- LTC Ed Moitoza has completed his tour at Bitburg and reported for duty at HQ USAF/LEYY.
- LTC Bill James, formerly at HQ TAC/LGMQ, has retired from the Air Force and runs the Tidewater Division of TechTrans at Hampton.
- Maj John Edenfield has completed ACSC and has become commander of the 48 AGS at Lakenheath.
- Col Bob Lerandeau, formerly with the TAWC at Eglin has retired from the Air Force and taken a position with McDonnell Douglas in Saudi Arabia.
- 1Lt Michael Woodie completed his tour at Clark and was reassigned to the 317 OMS at Pope AFB.
- Maj C. E. Motley will attend ACSC this fall, leaving Chanute as commander of the 3345 CMS.
- Maj Dave Miller has left AFISC to become chief of the maintenance branch of NATO AWACS at Geilenkirchen.
- LTC Don Shelhammer will depart Fairchild to take over as the assistant DCM of the 96 BW at Dyess.
- LTC Ed Humphreys completed ICAF and will step in as the Chief of Palace Log at AFMPC.
- Capt Wayne Smith moved over to the 1 TFW at Langley.
- Leaving HQ USAF/LEYY, Maj Lykes Henderson headed for Saudi Arabia.
- Col Don Edwards left the PACAF IG for the DCM job of the 67 TRW at Bergstrom.
- From HQ SAC, Capt Christine Begunich went to ROTC at Florida State University.
- LTC John Merryman left Reese for Osan, but that's all we know. Need more info, John.
- Col Tom Ringley is now HQ USAF/LEY deputy director.