

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. 12

OCTOBER 1984

WANTED: EXPERIENCED NUKE OFFICERS

By LTC Thomas A. Gluntz
FCDNA/FCI, Kirtland

A number of recent MOA articles have addressed the need for qualified munitions officers to support sortie generation in our Tactical Air Forces. Considering the modernization and build-up of these forces, along with their organizational structures, this emphasis is both natural and needed. However, the other side of the coin in our business, the nuke side, is also hurting in this area. All too often this is compounded by the lack of real experience in our 463XX senior NCOs.

Over the past two years as a "black hat" inspector for Field Command, DNA, I have had the opportunity to visit some 50 nuke-capable service units worldwide. Regardless of which service or which command, the success or lack of success during the technical operations is dependent upon experience and effective training.

In one area, we in the Air Force are at a bit of a disadvantage compared to other services. That is, both the Army and the Navy rely heavily on warrant officers and in the Navy limited duty officers who spend their entire careers in the nuclear weapons business. Believe me, these individuals, filling slots we would assign to lieutenants and captains, have a wealth of knowledge and experience that is truly impressive.

The majority of these warrant officers and limited duty officers has spent over 20 years in special weapons bays. In the Air Force this level of experience lies solely in the top 3 NCO ranks. Our master sergeants and above, who have grown up in the 463 career field, are impressive and more than adequately

provide the experience that is so absolutely necessary. The problem we face today, though, is that there are not enough of these 463-grown sergeants to go around. Many of the technical sergeants and above we see today running the nuke shops and sections are cross-trainees with little or no hands-on nuke maintenance experience.

I have been told we will have to live with this lack of experience at the direct supervision level for at least the next few years. Where this problem really gets serious is when these cross-trainee supervisors are led by officers who themselves have spent their formative years following the currently attractive career broadening path to future progression.

Now back to experience and effective training. Real effective training is much more than just going through the steps of the checklist on the Type III. This may get us by so long as nothing goes wrong or is out of the ordinary. However, as soon as a situation other than the norm is encountered, this type training does not provide the knowledge or tools necessary. Experience is the key--the experience that passes on to the hands-on technicians the means for success; the experience that knows Murphy's Law is at work; experience that demands a training program that does much more than fill the squares of the certification form. Experience--I am convinced we need it but I am not sure where it is going to come from under our current policies. I do know, however, that an officer who has cut his teeth in the nuke business realizes the [See NUKES, Page 3]

THE MOA MOUTH

Regional Directors

We have had numerous changes due to recent PCSs which have resulted in a couple of vacancies. LTC Lowell Grimaud has taken over California from LTC Gary Eppier. Maj John Edenfield has PCS orders to the USAFE IG Team after just agreeing to take over the England directorship (he must have known something!). We need a replacement in England. Also, Col Al Schmidt is improving his golf handicap at Air War College, leaving the Texas/Oklahoma region vacant. LTC Doug Robinson has replaced Maj Jim Garlitz in the Nevada/Utah region, and Maj Rob Moore has replaced Maj Lyle Wallman in the PACAF region. The Northeast region is STILL unfilled. This is our smallest region (in terms of MOA members). New membership lists will be going to the regional directors by the end of next month.

T-Shirts

LTC Joe Fillare, a man for all seasons, has managed to con a T-shirt maker into producing T-shirts with the MOA logo for next to nothing--like \$6.00 including postage. We are ordering 100 initially. Send the money, size [XL (44-46), L (42), M (40), S (38)], and color preference (light blue or yellow), and within a couple of weeks you should be the first troop on your block wearing a MOA T-shirt. Please mark "T-Shirt" on the outside of the envelope. Also do not include any other MOA matters (nominations, changes of address, etc.) with your check. Capt Jim Case has volunteered to have patches made in Korea. We will let you know when this gets firmed up.

Property Disposal, Zero Overpricing, and Horror Stories

In the past couple of months it has been impossible to pick up a newspaper without finding a story about how much money the Air Force is wasting by throwing good parts away. Also, we have paid a lot for coffeemakers for the C-5. It's not true the way it was written. We have some problems, but we are working on them. Col Al Schmidt is leading an extraordinary effort to examine solutions even as I write this. More to come.

Dues

The Policy Council voted to keep the annual dues for 1985 at \$20.00. As has been our practice in the past, the Council also voted to reduce the dues to \$10.00 for those people joining MOA in September, October, and November. Those joining MOA in December and January will receive those one or two months free in exchange for the \$20.00 payment of 1985 dues.

September Nominations

Because the MOA secretary moved last month, no nominations were sent to our membership committee in September. We are combining the September list with the October one which will go to the committee on 15 October. Marian stayed in Springfield, so we were still able to keep our secretary. Bear with us while we get the paperwork caught up again.

Nominating Committee

In accordance with the MOA bylaws, the names of the members of our Nominating Committee have been sent to the Policy Council for approval. The names of these committee members will be announced in the December ER.

Luke J. Gill

Luke J. Gill
Lt Colonel, USAF
President

NUKES (Continued From Page 1)

importance of good effective training. He knows that it is the number one factor for survival, and it is reinforced during every single NSI, DNSI, MSET, and IG inspection.

What really scares me is that if our policies do not change, one day soon I am going to walk into a SAC MMS with the following type manning.

Commander - A sharp senior major; rated; in his first nonflying assignment.

Maintenance Supervisor - A 9-year captain with the following assignment history: Year 1 in a SAC MMS as the nuke branch OIC; Year 2 in the same squadron as the loading OIC; Years 3-5 spent broadening in SAC OMS squadrons; Years 6-8 in USAFE with an A-10 wing.

Nuke Branch OIC - A lieutenant in the job about a year.

Nuke Branch NCOIC - A SMSgt cross-trainee from the 462 field; about two years' nuke maintenance experience.

Bomb Shop NCOIC - A MSgt cross-trainee from the 461 field; less than two years' nuke experience.

Crew Chief - A SSgt; two years' previous experience in SAC; the rest spent in USAFE.

Crew - Made up of five-levels, each of whom upgraded from the three-level sometime during the past 18 months.

Could this happen? You better believe it! (We have inspected outfits which approached the above.) Will the nuke maintenance area survive the inspection? They very well could, but I would not bet my career on it. Most important, is nuclear surety well served? I do

not think so. What can be done to solve the problem? That is the tough question and I am not sure there is an easy answer. Time should solve the problem of the lack of 463 senior NCOs who have grown up in this field--if we can keep them. But time will not solve the problem for the officer slots so long as Air Force policy makes it more attractive to "broaden" outside the munitions arena than to stay in it.

I truly believe that sufficient challenge and broadening is available within the munitions career field itself. Do not get me wrong. I am not against cross-pollination between munitions and aircraft maintenance; in fact, I think it is prudent, but it appears that the approach today is for officers to bail out of munitions as soon as possible and to stay out at almost any cost, the prevalent impression being that to make rank you had better be on the flightline and not in the bomb dump. Unless this impression is changed (be it an accurate assessment or merely perceived), the experience and capability so necessary in the munitions business will never really be available.

CONVENTION NEWS

Work has begun on our Second Annual NDA Convention. We are looking at the month of March here in D. C. More details in the December ER.

ZAPS

The exchange of opinions and ideas is vital to the growth of NDA. We need you to share your thoughts with the rest of our members in the December issue of the newsletter. The deadline for that issue is 30 November. Read all about it from:

Capt Gil Chavez
LTC Joe Besch
B/G Dick Gillis
Maj John Guiliano
Maj Jim Havard

1Lt Ken Lynn
Dr. Craig Moore
Col Joe Sabin
Col Glenn Sutton
Maj Dick Yoder

NOW IT'S MY TURN

Let's stop attacking MPC!

MOA benefits: Need to work maintenance officer certification, i.e., see DOD 5010.16c, SOLE, AFIT, and NCMA Certification for Loggies and Contract Troops. We could call it Certification in Aircraft MX Production/Manufacturing. I also feel we should work with CCAF for maintenance officers to obtain credit for our courses in AMOC, staff, intermediate, ECI, other AFIT, safety, FOD, and accident investigation. CCAF could issue us a transcript that MOA/AFIT could issue the Certificate in Aircraft/Missile/Munitions Maintenance Management. This should be worked at AFIT/CCAF for credit for our courses and identification of the basic courses (about five) and ten advanced courses offered us that we could obtain credit toward professional certification.

Logo that some day may turn into a MO badge.

We should be pushing the Uniform Board for a new fatigue uniform for aircraft maintenance troops.

I feel you guys can also in the future look at employment assistance like SOLE, NCMA and TROA does.

Also Personal Affairs advice to assist members on matters dealing with jobs, i.e., active duty, education, training, retirement planning, and employment.

Calling cards with MOA on it.

Keep up the good work.

LTC Lowell Grimaud
6515 OMS/CC, Edwards

I guess that MOA members can say anything they want in the ER, but I sure hope this publication doesn't become a Wailing Wall for maintenance officers. The last couple of issues have had articles and letters

moaning about our plight--hard work, no recognition, no rewards, too much job responsibility with no monetary or promotion compensation, can't compete with the rated force. . . and so it goes. One recent letter writer even stated that he could not "honestly. . . sit down and tell a young MO to stay on board, especially a nonrated MO."

Holy Mackerel! I must be nuts! I have told, do tell, and will continue to tell young MOs to stay on board. In fact, I will do anything to keep them on board--if they're good. Isn't that what we're supposed to do? Gosh A'mighty!

For every unsuccessful story, there are lots of success stories, however you want to measure success. As for all the hard knocks and all the rest of the stuff that goes on in the business, isn't that why we like the business--because of the challenges? What the heck! Is this maintenance stuff supposed to be easy? Somewhere along the line someone forgot to tell me that.

I've never joined the Downtrodden Maintenance Officers' Club, and I hope not many officers out there have either. Hopefully, we're all too busy trying to do good!

Col Tom Ringley
HQ USAF/LEY

There seems to be a major dilemma facing the young MO and their career advisors. It's not a new problem, but still it begs for a digestible answer. The question? Which is more important to a junior MO: concentrating on mastering the job of sortie production or concentrating on ascension to the senior ranks? Of course, the easy answer is DO BOTH! Sounds easy, but I think it's a bit impractical.

With most assignments lasting two to three years,
(See NYTURN, Page 5)

NY TURN (Continued From Page 4)

there are few opportunities to choose a career path. Career advisors stress the big picture--lots of variety in mission and management level. DCMs, however, want people who can make the tough decisions correctly time and time again. That ability comes only with system experience! If an MO is nothing more than someone to go to meetings, then we all need a titular change to admin officer. If an MO can't go to the scene of a problem, hear the evidence, and make a decision, what's he there for? Call it crisis management, if you will. Those who don't recognize life on the flightline are out of touch. Or are they?

There is a school of thought that advocates macro-management--leave the details to the NCOs. MOs are generalists, not specialists. Their job is to oversee the big picture, ride herd on the operation, and provide generalized guidance. Maybe that's true! But maybe it is only true for some people. Why must every MO run the same maze? Would a SAC DCM prefer a maintenance control officer with 20 years' experience in tankers and bombers, or 20 years equally divided between everything with wings? Maybe it's just a rumor, but a lot of MOs believe that multi-MAJCOM square-filling is essential to going "somewhere." Why is that? Why is it so wrong to strive for continuity in one's life, even at the expense of advancement? There are folks who would rather stay on the line than go to HQ--anything. Does that make them less valuable an MO? If you query certain career-advice sources, you will find yourself steered away from older aircraft towards the newest. Subtle hints infer that too much association with old systems will taint you in some way. Is C-130/C-141/T-38 maintenance less important than F-16s and B-1s? Are we to assume that the cream of our peers are skimmed off to headquarters and new aircraft? What are we that are left behind? Are we doing ourselves wrong by supporting a caste system?

Sometimes I think it would be great if we could mark a block on our 90s that says, "Officer chooses to remain with current weapon system until such time as he/she no longer continues to be productive. At that time, retirement will be welcome! Yes/No." But that

will never be, so let's get realistic and get back to our opening question. Should a mid-career MO take an assignment that is similar to the current one or seek something different? If the guy is really good at launching sorties, extremely knowledgeable about the airframe, and in love with his work, how can we justify advising him to go to a job he knows little about? Sure, there is a percentage out there who will eventually be HQ USAF/LEYM folks; but there is a larger number of MOs who will beat themselves silly for 20+ years generating aircraft with dedication, skill, and old-fashioned loyalty who will retire at major and L/C--not because they aren't good people because they are. We cannot all make colonel. Sheer numbers will not allow it. Why, then, can't some of us elect to remove ourselves from that rat race and be allowed to be the very best at our jobs that we can possibly be? Is sanity not worth more than retirement grade?

I've often envied some of my counterparts in the Guard and Reserves. Those MOs are some of the most knowledgeable, experienced people I've ever known. They don't spend three to six years studying an aircraft only to be taken off that system and told to start over. They don't meet their replacement and hear his complaints about having to leave the job you don't want to go to, and hear his dissatisfaction about taking the job that you really don't want to leave. The Guard, Reserves, and commercial aviation understand how to use qualified MOs. Are we missing something?

Wherever MOs come together, some of these questions surface. I sincerely believe that an honest answer is due. A good coach does not tell everyone to try out for quarterback. We are no less a team, and we need to work some humanity into our force management system. I don't believe it is really necessary to guide everyone down the same road. Some would be proud to specialize in one system for the rest of their career. They wouldn't be ashamed to retire at O-4 because of it. But that is not one of the choices--yet. For now, we work for balance based on mission needs, personal goals, and the obsession to reshuffle the deck every [See NYTURN, Page 6]

MYTURN [Continued From Page 5].

three years. But individual MOs must still make some career decisions, and we don't always know what's best. To be or not to be a jack-of-all-trades or a master of one? I really don't know! Opinions, anyone?

Capt Lawrence Hartman
3800 ABW/MA, Maxwell

I accept the gauntlet! I would like to open a discussion of the future of the maintenance officer. As I've seen this business over the past five years. I need to be more than an aircraft maintenance officer. I need to be a logistics officers. As an AMU OIC, I began immersing myself in the problems of my fellow loggies; I didn't want to give supply any more trouble, and I certainly had to learn how to keep my vehicles rolling! When I entered the DCM staff, voila, log plans and I had to become good buddies. I had very little exposure at Chanute, so I became one of many self-taught logisticians. (Lowry helped with the technical side of munitions maintenance.) I propose we maintain our specialties for the first years of our careers, adding more of the other logistic disciplines to tech school. But then at the field-grade level, our focus should shift into other logistics areas. By the time we put on lieutenant colonel, we should be well versed in all aspects of logistics, so no matter what position we fill, we'll have the knowledge to work in harmony. Whether made formal by AFSC or not, this is the avenue I'm pursuing in my career. I'm still amazed at how many maintainers can't speak supply or log plans and vice versa, even at the O-5 level!

Capt Ginger Shafer
HQ TAC/LGND, Langley

THIS COLUMN IS INTENDED TO VOICE OUR MEMBERS' COMMENTS AND OPINIONS.

KEEP THE FAITH

THE MUSHROOM CLOUD

By Maj Roger Buettell
OL SA-ALC/NSQ-SMN

Murray for the vocal five per cent! Keeps the other 95 per cent of us thinking--I hope.

Bang

The FMI of the munitions career field has been published. The formal document is entitled, "FMI of Training and Utilization of Munitions Officers," PN 83-628, 11 Oct 83 - 13 Jul 84. If you want to read a condensed version, read Capt Tim Seratt's "Now It's My Turn" article on page 3, Issue 10, June 84 of the ER and the response of M/G Lewis Curtis in Issue 11, Aug 84. General Curtis and Capt Seratt have said in one and one-half pages what it took the IG nine months to conclude.

Bomb

Everyone talks about rights these days. Let me talk to the other side of the coin which is responsibility--a word too often forgotten in the equation. At this time your voting officer or representative should be the most important and visible person in your organization. There is a responsibility that goes with what we fight, win, and possibly die for--the responsibility as citizens of the United States to VOTE, be it for Reagan/Bush or Mondale/Ferraro. For example, in 1976 Ford lost to Carter in the State of Ohio by less than one vote per precinct. Because of a margin of 597 votes, South Dakota changed the course of U. S. history in 1962 by electing its future (and to date only) candidate for President, Senator George McGovern.

Literary intellectuals at one pole--at the other scientists. . . . Between the two a gulf of mutual incomprehension.
Charles Percy Snow

~~THE EXCEPTIONAL RELEASE~~

[The following memorandum, dated 17 Sep 1964, from Secretary of the Air Force Verne Orr and Gen Charles A. Gabriel, Chief of Staff, was sent to the commanders of all major commands and separate operating agencies.]

SUBJECT: Reliability and Maintainability of Air Force Weapon Systems - ACTION MEMORANDUM

For too long, the reliability and maintainability of our weapon systems have been secondary considerations in the acquisition process. It is time to change this practice and make reliability and maintainability primary considerations.

Reliable weapon systems reduce life-cycle costs, require fewer spares and less manpower, and result in higher sortie rates. Similarly, maintainable weapons require fewer people and lower skill levels, and reduce maintenance times. Equally important, good reliability and maintainability improve the mobility of our forces--fewer people and less support equipment to deploy. They reduce dependence on airlift and prepositioning, while increasing our ability to generate sorties.

We must emphasize reliability and maintainability throughout the acquisition process--from requirements definition through concept development, design, production, and acceptance. Everyone must insure reliability and maintainability requirements are met through every step of the process. Reliability and maintainability must be coequal with cost, schedule, and performance as we bring a system into the Air Force inventory.

Our efforts, however, should not be confined to new or future programs. Many current systems will be with us into the next century. We need to make modifications which provide proven increases in reliability and address specific problems of maintainability.

To institutionalize the Air Force commitment, L/G Bob Russ and L/G Leo Marquez are forming a working group of logisticians, operators, and acquisition specialists to develop an Air Force-wide action plan with specific recommendations and suspenses. This will be reported to us in early December.

In the meantime, insure your people pay the utmost attention to reliability and maintainability needs as they prepare requirements, review specifications, and devise strategies. We need our best effort across the Air Force on this issue.

HAPPENINGS

By LTC William T. Dillon
86 ENS/CC, Ramstein

The European Regional NOA Conference is scheduled at Ramstein on 26 and 27 October. The purpose of the conference is twofold: first, a set of recommendations to LTC Gill and NOA; second, camaraderie and, hopefully, increased membership.

The first day, Friday, 26 October, there will be three formal presentations by General Curtis, Maj Dave

Miller and his GAF DCM counterpart who will give their views on NATO maintenance, and Capt Guy Vanderman who will give his views on munitions officers in the maintenance career field--a topic in Gen Curtis's area of emphasis. There will be a social that night for NOA members and their spouses/guests in the Daedalian Room at Ramstein Officers' Club.

On Saturday, 27 October, there will be six hours of seminar, the object of which is to give NOA some inputs from the European region.

A TSGT'S MARVELOUS SOLUTION TO A PHASE DOCK PROBLEM

By LTC Peter H. Larsen
6594 Test Gp/MA, Hickam

As a brand new director of logistics in a unit where I did not know a soul, I pretty much felt like a duck in a new world. Worse yet, I discovered I had some flying machines unique to anything this country boy ever saw. This gadget had more gearboxes, drive shafts, and machinery that flopped around than my Uncle Ned's old harvester. Even with my lightning-quick mind, it did not take long to understand the real meaning of the adage, "one hundred thousand moving parts and all of them critical."

Still, I could not help but fall in love with the HH-53. This puppy could do more tricks than Wildly Wicked Wanda. Frontwards, backwards, sideways, up, down, catamompas, she could do it. If I wanted to know how an FCF was going, I just stood out in the parking lot and watched. And the people that maintained them--my goodness, they were wonderful. I mean, these folks were mechanics. They got right in the innards and with a tap here and an adjustment there fixed anything. Change a landing gear?--this group would be insulted if you even thought of mentioning a specialist. They kept their helicopters clean and flying great, and the crews loved everybody. What more could I ask for?

Well, there was one tiny little thing. Somehow a QA report had gotten mixed up among my Superman comics, and I noticed it said my HH-53 phase was unsatisfactory. I finally got around to mentioning this to my chief of maintenance who was also new on the job. He said he thought that was the way it had always been, and he was pretty much right. Going back through some of the past reports, you could kinda detect a long string of unsatisfactory phases. Looking at the discrepancies, it appeared that in some cases the only reason for the unsatisfactory report was it was the lowest rating available for QA to give. There were also a couple of other things that sorta gnawed on me between naps. An awful lot of fixing was going on after the phase was supposedly done, and two weeks on backline kinda mucked up the flightline. Anyhow, I

figured I ought to talk to my chief of maintenance again. I did, and he said he would get with the super sergeants and have them try something. This mostly consisted of simple little things like having all the cowlings processed together, coordinating the specialist support, and having the crew chief accompany the bird through phase. He also did some people-jockeying and somehow got a tech in a job always held by a master. To help him along, he told QA to get tougher.

Like usual, I got distracted and thought no more about it until I stumbled across the report on the first phase under new management; still unsat, but a much higher unsat. Better yet, backline was down to less than a week. Then all of a sudden the next one comes out excellent and the backline was down to two and one-half days. Well, let me tell you, buddy, one each tech sergeant had this slow-mover's attention, and I was darned if I could figure out how he did it.

Only thing to do was ask him, so I did. Turns out he had been watching the whole thing for a while and was positive the problem was not people. He had a good set and they worked hard. Not knowing what else to do, he thought he would start by concentrating on doing all the work card items. Then, just to be sure nobody was having any problems with them, he did some supervisory follow-up. Once he got through that part, he more or less sat back, watched the specialists, and worked out those little glitches that always seem to come up when your priority is around last. After the specialists got done in an area, his troops checked it out to see that nothing got too bugged up. If they found something, they went ahead and fixed it. Finally, when the phase looked like it was done, they went back over the whole thing to see if everything was dry as a bone, tight as a drum, and dry as a whistle. And just for the heck of it, they even went over the paperwork. Called QA and, lo and behold: AN EXCELLENT WITH VIRTUALLY NO DISCREPANCIES NOTED.

Doggone, this maintenance business is easy. Makes you wonder if we couldn't try putting something like this in the book.

NOMINATED TO MOA BY: _____ PHONE: _____

Nominee Rank & Name: _____
Duty Title, Orgn & Base: _____
Rated: YES NO (If "Yes," give brief synopsis of
maintenance duty history.)

Nominee Rank & Name: _____
Duty Title, Orgn & Base: _____
Rated: YES NO (If "Yes," give brief synopsis of
maintenance duty history.)

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maintenance duty history.)

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Duty Title, Orgn & Base: _____

Rated: YES NO (If "Yes," give brief synopsis of maintenance duty history.)

ISS, NEWPORT STYLE

By Maj David P. Csintyan
8 CRS/CC, KUNSAN

America's (now Perth) Cup, Clam Bakes, Lobster Races, Blue Blazers and Grey Flannel Slacks--welcome to the Navy War College. Yearly the Air Force sends 12 Intermediate Service School candidates and 12 Senior Service School candidates to this prestigious, 100-year-old learning institution. I was fortunate to be among the 24 officers who graduated in the June '84 Centennial class.

The college is unlike any other officer PME institution in the country. Uniforms are shed (except for service chief visits) to remove service/grade barriers, and most of us immediately sensed a *deja vu* of college days long since past. The college does not have a commandant; it has a president--a Navy rear admiral. The college runs from August through June on a trimester basis. You will find highly-qualified civilian professors discussing lofty issues during the strategy and policy semester. On to Naval operations for the second trimester (after all, joint service is what it is all about!), and you finish with a dose of defense economics and decision-making.

In class/lecture, time is held to a minimum ranging from the extremes of six hours per week in strategy and policy (sans the "700 page" reading workload per week to prepare papers) to a fairly rigorous schedule in naval operations to mull over tactics and operations. The school is demanding; however, the payback far exceeds the investment. It is a year to step out of the Air Force blue and devote your time to reading and thinking on all the military history and current issues that the exigencies of operational life may not have easily provided the time to do.

One maintainer a year goes. I would wholeheartedly recommend that maintenance ISS candidates list this as a choice on the Form 90. There are no strings attached to the college with respect to a follow-on assignment. The toughest part of the post-college world is getting this darn chem gear to feel as good as my blazer did!

[The following article, submitted by LTC Lowell Grimaud, was excerpted from the *Sons of Zulu*, London, UK, 1978.]

PROJECT WARRIOR

By Aubrey Elliott Collins

In April 1818 on the plains of Southern Africa on multi-tribal lands, the nation of Zululand was born. The Ndwandwe tribe was lured by young Zulu warrior, Chief Shaka, to Okli Hill which was strategically located away from any source of water.

Shaka, a dedicated warrior, was not put off when his supply officers stopped issuing steel-toed sandals from Individual Equipment. He trained his warriors to fight without footwear and withstand the pain of hot sand under their feet. Further, he used his analysis staff to calculate required stores of food, water, weapons and positioned them on top of Okli Hill.

Outnumbered three to one, Shaka utilized his walking commissary (herd of cattle) as a decoy to divide the enemy who took the bait and followed the cloud of dust for miles. Shaka then surged his troops with their broad, stabbing short swords and clubs in close combat with the enemy. The Ndwandwe, use to fighting warriors who also used long spears, were not prepared for infighting and depended on the fallen spears of their enemy for spares. Shaka, understanding their lack of adequate weapons storage, utilized young summer hires to race around the battleground and pick up the fallen spears, depriving the Ndwandwe of recycled weapons.

The battle waged for days, without hot refueling (water, beans, and weapons). The Ndwandwe were forced to break off in large numbers and forage for food and water to quench their thirst and replenish their strength. Over seven thousand warriors were lost in that April of 1818, and the Nation of Zululand was born.

Without an understanding of maintenance and supply, the young warrior, Shaka, would have clearly been defeated by the numerically superior enemy.

MOA STATS

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

[MOA has been determined to be a nonprofit organization by the Internal Revenue Service.]

MOA STAFF

LTC Luke J. Gill, President
 Col Johnny D. Duckworth, Vice President
 Capt Wiley Mahan, Treasurer
 LTC John B. Smith, Assistant Treasurer
 Marian M. Matthews, Administrative Secretary

RETIRED FOUNDING FATHERS

LTC Larry I. Matthews, Founding President
 LTC William B. James
 Col Richard J. Watson

TREASURER'S REPORT

Submitted by Capt Wiley Mahan

BALANCE BROUGHT FORWARD FROM 1983	\$ 823.75
INCOME	
Dues	\$8,220.00
EXPENSES	
Administrative Services	3,058.00
Postage	826.50
Newsletter Printing	1,019.11
Stationery	176.54
Administrative Supplies	<u>2.74</u>
Total Expenses	\$5,082.89
CURRENT BALANCE AS OF 30 SEPT 1984	\$3,960.86

REGIONAL DIRECTORS

Northeast (ME, MA, CN, VT, NH, DL, RI, NJ, PA) - Unfilled.

East Central (VA, WV, KY, MD, NC) - LTC James D. Farrar, HQ TAC, AFCLC LG, Langley AFB, VA; AV 432-4404.

Southeast (SC, GA, FL) - Capt Gary Sandiford, WR-ALC/MA, Robins AFB, GA; AV 468-6475.

South Central (AL, MS, LA, TN, AR) - Col David L. Butler, DCM, 23 TFW, England AFB, LA; AV 683-5506.

Great Lakes (MI, IL, IN, OH, NY) - LTC James N. Townsend, HQ MAC/IGIM, Scott AFB, IL; AV 638-2311.

North Central (ND, SD, MN, WI) & Mid-West (NE, KS, MO, CO, ID) - LTC John Covi, HQ SAC/LSMQ, Offutt AFB, NE; AV 271-6420.

Oklahoma & Texas - Unfilled.

Southwest (NM & AZ) - Maj Roger B. Buettell, AFCLC Nuclear Support Office, Kirtland AFB, NM; AV 244-0606.

Nevada & Utah - LTC Doug Robinson, 4450 TAC GP/AMA, Nellis AFB, NV; AV 682-3119.

California - LTC Lowell Grimaud, 6515 OMS/CC, Edwards AFB, CA; AV 350-2770.

Northwest (OR, WA, MT, WY, ID, AK) - LTC Jack S. Mathews, 92 MMS/CC, Fairchild AFB, WA; AV 352-2167.

Central Europe - LTC William T. Dillon, 86 EMS/CC, Ramstein AB, GE; AV 424-1110, ask operator.

England - Unfilled.

PACAF - Maj Robert Moore, HQ PACAF/LGMHP, Hickam AFB, HI; AV 449-9929, ask o/s operator.

MEMBERSHIP

Our membership roster totals 421. The following new members have been added to our rolls since the last issue of the ER.

Maj Donald A. Aho, 552 CRS/CC, TINKER
 Col Clement E. Bellion, HQ ATC/LGM, RANDOLPH
 1Lt Paul A. Bowman, 388 TFW/MACP, HILL
 Col William B. Byrd, Jr., HQ TAC/LGN, LANGLEY
 Capt Ronald D. Carbon, HQ MAC/CST, SCOTT
 Capt Pamela D. Carter, HQ PACAF/IBILA, HICKAM
 Capt Edward L. Collins, 26 CRS/MACH, ZWEIBRUCKEN
 Capt Melvin J. Cooper, 23 TFW/CH OPS DIV, ENGLAND
 Mr. Don H. Delk, 21 CRS/MACH, ELMENDORF
 Capt Fred Dinsmore, 401 AGS/613 AMU, TORREJON
 Capt Kathleen D. Dwyer, 4488 AGS, HILL
 Capt John R. Edinger, 31 ARRS/MA, CLARK
 1Lt Gary M. Fletcher, 21 AGS/43 AMU, ELMENDORF
 LTC Ronald H. Fox, Det 5, AFDTEC, EDWARDS
 Maj Edwin A. Goldsmith, 533 FTD/CC, HILL
 Maj Robert D. Griswell, STUDENT, ACSC, MAXWELL
 LTC Dennis G. Haines, HQ PACAF/LGM, HICKAM
 Col Dale L. Hensley, HQ 3 AF/LG, MILDENHALL
 Maj Graydon K. Hicks, 388 CRS/CC, HILL
 Maj Wm. Michael Hogan, 513 FMS, MILDENHALL
 Maj Peter R. Inglis, 6151 CANS/MACH, SUWON
 Maj Larry Jennings, 438 FMS/CC, MCGUIRE
 Capt Tricia M. Jennings, 203 FTD/CC, MCGUIRE
 Capt Peter D. King, 57 FWW/MAS, NELLIS
 Col James L. Knoblauch, 347 TFW/MA, MOODY
 Capt David M. Lewis, 26 TRW/MAMJ, ZWEIBRUCKEN
 Capt William C. McCammon, HQ AFMPC/MPCROSIB, RANDOLPH
 LTC Wm. Joe McCormick, 23 EMS/CC, ENGLAND
 1LT Patrick V. McCredie, 4488 AGS/MABD, HILL
 Capt Robert H. McMahon, 21 EMS/MAEN, ELMENDORF
 Capt Jeanne G. Meronek, 4488 AGS, HILL
 Capt Phillip C. Miller, Jr., HQ ATC/LGMA, RANDOLPH
 LTC (Ret) James R. Mitchell, KAY & ASSOC, CHICAGO
 Capt Thomas J. Owen, HQ USAF/LEXX, PENTAGON
 2Lt Michele G. Smith, 388 EMS/MAEC, HILL
 Capt David A. Spencer, 388 TFW/MND, HILL
 Col Arthur L. Staden, 6510 MSUG/MA, EDWARDS
 LTC John B. Steele, 26 AGS/CC, ZWEIBRUCKEN
 Col J. Harry Stow, AFRDTC DET 590/CC, UNIV. OF NC
 Capt Mark A. Taylor, HQ AFMPC/MPCROSIB, RANDOLPH

Capt Ronald E. Thompson, 401 AGS, TORREJON
 Capt John W. Weaver, AFLO/LSG, DHAHRAN
 Capt Lindsey T. Williams, 92 BW/MAMJ, FAIRCHILD
 2Lt Robert H. Yarbrough, 388 TFW/4 AMU, HILL

COMMAND INFLUENCE

By Maj Charles G. Westfall
 DET 5, AFDTEC, EDWARDS

I have just returned to the States after three years in Europe as the 52 EMS commander. It was the most rewarding assignment I have had in my 16 years in the Air Force. This was the first assignment I can say I loved.

What made the job so great? The first and most important factor was the people--officers, NCOs, and airmen who were willing to work long, hard hours to make the mission happen. Those people met the day-to-day USAF tasking with ease and supported several Air Staff taskings outside our theatre of operations equally well.

The mission was a factor. We knew why we were in Europe. We could travel to East Berlin and see how the other side lived. We knew we were part of the first line of defense. We practiced as we planned to fight. Our (USAF's) readiness helped keep the peace in Europe.

There were frustrations and bad days, but they are forgotten as I reflect on my three years. My biggest regret is that command is usually a once-in-a-career opportunity. The bottom line is that a command in USAF, or any other operational command, will give you the chance to lead men and women who are willing to work their butts off to hack the mission. The Army has a saying, "Lead or get the hell out of the way." Keep the hangers-on in staff jobs--out of the way! Do not be like several of my contemporaries who have avoided command. The officers are the leaders in the Air Force. True leaders have the ultimate job: command.

ON THE ROAD AGAIN

- LTC Deryl McCarty moved over from the 3 TFW/MAM at Clark to become the 3 AGS commander.
- Capt Vince Marizzaldi left HQ TAC/LGQP to be the AMU OIC of the 41 ECS at Davis-Monthan.
- LTC Jerry Wax changed jobs, moving from commander of the 48 EMS at Lakenheath to the maintenance control officer slot.
- Col Ed Albritton completed ICAF and was assigned to HQ USAF/LEXP.
- Capt Howard Ruehler transferred from Ft. Leavenworth, Kansas, where he was the TAC-LO to the Army, to Oklahoma City. We don't know any more than that.
- Capt Earl Shafer was reassigned from the 49 AGS at Holloman to HQ TAC/LGMA where he is the F-15 avionics manager.
- LTC Don Potts left Elmendorf where he was 21 EMS/CC and reported for duty at HQ TAC/LGNQP.
- LTC Paul Reid changed jobs at Wright-Patterson from VAWOSC to AFIT/LSMA.
- LTC Stuart Bradley moved from Norton to 12 FTW/AMA at Randolph.
- Col Frank Todd has been reassigned from 1 TFW at Langley where he was assistant DCM to the SA-ALC/MAW at Kelly.
- Maj Sharla Cook has joined the academic ranks of those attending ACSC at Maxwell. She was previously in an AFCLC career broadening assignment at McClellan.
- Capt John Ruth has been selected for an AFCLC logistics career broadening assignment at Hill. He was formerly at HQ USAF/IGILM.
- Col Jack Hogan moved up from 89 MAW/MCS at Andrews to become 89 MAW/MA.
- In October LTC Joe Fillare will become the assistant MA of the 89 MAW, leaving his former post of 89 OMS/CC.
- LTC Joe Pappé moved up to become the LG of the 4200 TES at Edwards--that's SAC's test evaluation squadron covering the B-1, B-52, and F-111 test programs.
- Col Al Schmidt left the 552 AWACS at Tinker to attend AWC at Maxwell.
- Col Richard Taubinger, formerly the DCM of the 52 TFW at Spangdahlem, was transferred to the SM-ALC/MMC at McClellan.
- Maj John Edenfield has been tapped this month for a job with the USAF/IG. John has been the commander of the 48 AGS at Lakenheath.
- Maj Chuck Westfall left Spangdahlem to become the deputy for logistics, common strategic rotary launcher at Det 5, AFOTEC at Edwards.
- Capt Gil Chavez has been assigned to the 6586 Test Sq at Holloman where he is chief of maintenance. He was previously at Eglin with the 3214 OMS.
- LTC Bob Drewitt left Gunter AFMPC to become the 3211 FMS commander at Egin.
- Maj Paul Duke transferred from Altus to the 605 MASS/LGM at Andersen.
- In October Capt Byron Hinton will leave the 3330 TTW at Chanute for San Antonio. Any particular job assignment, Byron?
- LTC Jerry Price leaves HQ PACAF/LGNW to become the commander of the 6151 CAMS at Suwon.
- After leaving Eielson, Capt Mike Walters will then out at Williams where he will be the commander for the 528 FTD.

[See ROAD, Page 15]

RAMMO: RAPID ASSEMBLY MUNITIONS MAINTENANCE ORGANIZATION

By Capt Guy R. Vanderman
50 EMS/WAEM, HAHN

I have been concerned with rapid assembly of munitions (RAM) capability for some time now. Like Seratt (ER, Jun 84), I know the TAF is kidding itself by using training configured aircraft surge capacity as the primary indicator of combat capability. Our base has been working the problem for about a year now by trying to provide realistic training to our munitions personnel while complying with the demanding simulations caused by current evaluation techniques.

Unfortunately, the command has not been much help in developing a creditable RAM program. Staff people seem to devote priority toward what type of facility would be most comfortable for our troops to work in and which type of compressor would be needed to run the power tools. The assumption is already made that we do not have the ability to support the mission now, but sometime in the future we may. I am especially concerned about the emphasis on future capability, real or imagined, being used as the solution for our present lack of the same capability. Instead, the emphasis needs to be placed on ability to support the mission now!

On our own, instigated by maintenance/munitions officers who are not second-rate and with the help of senior NCOs who have the first-line experience, we have developed and tested RAM procedures and scenarios. Various configurations of personnel and equipment have been evaluated and that which works is kept and what looked good on paper but did not pan out in the field has been discarded. The end result is a RAM capability that I would match against anyone. It came about due to training, not tools or equipment; more important, not just talking about the training but doing it over and over.

Our munitions area personnel, all AFSCs and augmentees (lots of), routinely conduct large-scale exercises involving the assembly of hundreds of bombs. It is a pleasure to watch each team increase its RAM

capacity as it gets more practice and develops an economy of effort. The most striking discovery has been that there is no substitute for dispersal, concealment, mobility, and the KISS concept.

Virtually each storage igloo we have in our AMMO area containing bomb bodies also contain the components to assemble to complete rounds. A loss of specific buildings might limit but not stop our RAM effort. Various tests show, for us, that hand tools are just as fast or faster than power tools for assembling GP bombs. Also, very simply designed and constructed 4x4 rails are the most efficient, mobile, and easiest to replace unique equipment required. It might not be pretty or fancy but it works!

I have been listening to people complain, talk, and cry about the inability to provide AMMO support to our sortie-producing sisters in the AMUs. However, we decided a long time ago that the AMMO spirit would find a way and were not about to be outflown by our pilots. We can build up and deliver anything they can drop and more! AMMO, RAMMO, AMMO.

ROAD [Continued From Page 14]

- 1Lt Vic Wager has moved over from the 552 AWACS at Tinker to the 964 AWACS as the AMU OIC.

- Capt Joe Polasek has moved from the 552 EMS at Tinker to Elmendorf. Tell us what you are doing there, Joe.

- In October Capt Joe Brozema will become chief of the 834 LRC at Hickam. He was formerly with 619 MASS at Hickam.

- LTC Pete Larsen left Carswell to become the new LG at the 6594 Test Group at Hickam.

- Maj Jim Garlitz has been transferred to HQ USAF/LEYY after an assignment at Nellis with the 4450 TAG GP/MAA.

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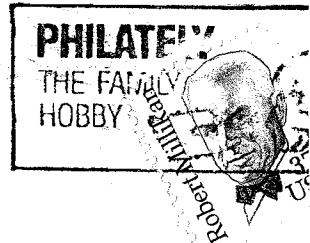
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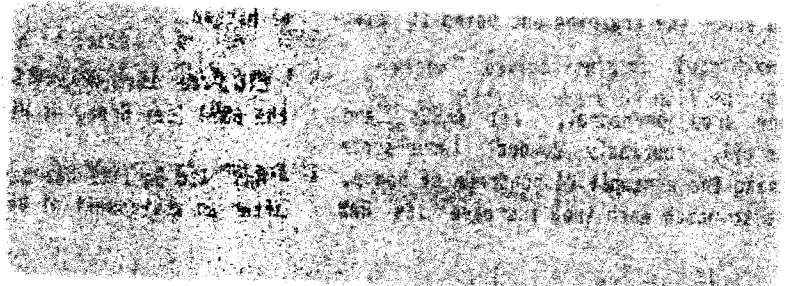
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