



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.

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AIRCRAFT AND MUNITIONS MAINTENANCE BADGE

By LTC Gary M. Austin
HQ USAF/LEYY

If the rumors have not reached you yet, plan on reserving a spot over your left pocket for the aircraft and munitions maintenance badge. The exact date for official release of the badge and detailed criteria for award have yet to be finalized, but the best guess is that it will be on the streets next summer. The badge will be authorized for wear by all aircraft and munitions maintenance personnel--officer and enlisted. The design has been approved by AF/LEY and was forwarded to the Air Force Uniform Board on 10 Sep 85. It is presently at the heraldry office for development.

The idea for an aircraft and munitions maintenance badge first surfaced in 1978 as a suggestion. It resurfaced again in 1981 and 1982. Each time it was disapproved, usually to prevent proliferation of badges on the uniform. However, in 1984 CMSgt Gene Garzone, AF/LEYY, took on the task of getting a badge authorized and approved. His efforts and those of his successor CMSgt Jim Frankland resulted in a successful campaign.



THIRD ANNUAL MOA SYMPOSIUM

The Third Annual MOA Symposium will be conducted in the Crystal City Marriott, Crystal City, Va., from Friday, 2 May, through Sunday morning, 4 May. Employing the same team that produced our very successful second convention in 1985, the Executive Travel Management Agency and the Marriott full-service hotel and convention facility have been contracted for an even more successful event in 1986. The dates of our annual get-together have been moved back to allow MOA members to take advantage of the fine spring weather in the Washington, D.C., area and the early arrival of income tax returns. MOA members are encouraged to start planning for a May getaway with their spouse or friends to take part in our third annual symposium. Preliminary hotel rates are quoted as \$54 per double.

The evolving theme for this year's gathering is "Combat Readiness: The Maintenance Factors." Following a format of individual workshops centered on maintenance issues and the objectives of our association plus a series of key addresses by leaders in the logistics and maintenance arenas, the goal of this symposium will be identification and discussion of both external and internal maintenance impediments to the achievement of weapon system combat readiness. Additionally, workshops concentrating on the development of association positions on training, mentorship, professional standards, and reliability and maintainability will be conducted by our association study groups. This national meeting promises to be the biggest and best yet. Start making your plans to be with us in May and help us continue our professional growth. Full symposium details will be forthcoming in our March ER.

THE MOA MOUTH

The recent holiday season was clearly evident at MOA headquarters as our input from associates slowed to a trickle in the areas of membership nominations and newsletter inputs. As your visits to the mailbox have shown you, business goes on as usual at this end, however. In addition to our annual dues renewal notifications, all associates recently were sent an updated MOA membership listing...837 names strong! Take some time to review that document and try to spot those fellow aircraft, munitions, and missile maintenance officers (active, Guard, Reserve, or retired) who haven't heard about our association yet. Send us their names and we will start the nomination process on your behalf. While you are sending us those nominees, also consider dropping us a note or an article for the newsletter. Like any human endeavor, a little feedback and support would be welcomed. Thanks.

In our continuing effort to highlight articles revolving around our association objectives, this issue of the ER includes a number of mentorship related pieces. Our association is intent on creating networks of mentors, a/k/a experienced maintainers, capable of assisting and advising all junior maintenance officers concerning AF officer careers and about the varied career opportunities available in the maintenance officer specialties. Lessons learned and experience sharing are key inputs for all maintainers. The information and career guides available are improving every day. Our newsletter contributes to that data bank and reaches an ever-increasing population of professional maintainers. One BCM's techniques for counseling his officers and providing them career information is reported along with a munitions officer's tips for training. A field report from a maintainer completing an AFROTC assignment provides good news about the reentry of engineering trained ROTC officers into the maintenance career fields. In view of the hardware/software complexities associated with weapon system support, this is a welcomed sign and one that was long overdue.

One of the greatest displays of mentorship in action that I have ever witnessed occurred outside of Shaw AFB on 7 Dec 1985 when Col Dave Wright convened a First Annual Maintenance Officer Conference hosted by the maintenance officers of the 363 TFW. Under the auspices of the MOA Southeast Region, the officers of the 363 conducted a professional exchange that can only be characterized as superb. Following a program of formal presentations by wing- and squadron-level officers, the conference focused on the maintenance elements of combat readiness.


The grassroots movement of MOA is best reflected by our associates' activities in Europe. Once again the greater Germany chapter of MOA has outdone itself. In this issue you will read about an event-packed MOA meeting at Ramstein that epitomizes what our professional growth as an association is all about. MOA reflects with great pride upon the sustained activities of our European Region and wishes regional director LTC Bill Dillon and MAJCOM coordinator LTC Marv Rosenthal continued success. The professional support of European MOA associates for regional activities is commendable. To catch the Euro-MOA spirit, plan on coming to our Third Annual MOA Symposium in May; our European brothers and sisters are coming with a series of proposals that will thrust MOA into the Twenty-First Century--in 1987!

Speaking of our Third Annual get-together, this ER announces the dates of the 1986 convention/symposium. While (See MOUTH, Page 3)

MOUTh [Continued From Page 2]

there is a significant amount of work ahead of us in pulling off an event of this magnitude, rest assured that the wheels are turning. This year's gathering promises to be another outstanding professional opportunity for our membership. Numerous regions are already on board with inputs for our convention committee and have identified associates to attend. Try to fit it in on your calendar--you won't be sorry.

Finally, the biggest news in the aircraft/munitions maintenance career fields serves as our lead article. The establishment and approval of a professional maintenance badge has finally arrived after years of deliberation. The maintenance badge will identify us to the "outside world." We in maintenance have always been able to identify each other by our inner glow. This outward form of recognition will contribute dramatically to the professional pride of maintenance men and women across the Air Force. MOA salutes the untiring work of the "Chiefs"--you've done it again, the right way!


Edwin G. Moitza
Lt Colonel, USAF
President

NOW IT'S MY TURN

Before I head back to the maintenance world, I thought you might be interested in where the young ROTC graduates are going in FY86. Among the interesting news is that we have over-procurred engineers and are now allowing some senior engineering majors to recategorize to pilot and navigator. Also, of 556 engineering accessions, the maintenance career fields will gain 85 engineering grads this year, including 64 aircraft maintenance and 21 munitions maintenance officers.

Projected nontechnical accessions (155) show an additional 22 aircraft maintenance and 5 munitions maintenance officers coming on board. Other logistics career fields gaining ROTC grads will be transportation (8), supply and fuels (9), and logistics plans and programs (5). As always, initial classification and accessions are based on needs of the AF, academic background, and personal desires.

Maj Christine A. Begunich
AFROTC, Florida State U.

CORRECTION

Thanks very much for your endorsement of our Maintenance/Munitions Officer Career Guide [See "MOA Mouth," Dec 85 ER]. We have now distributed more than 4500 copies to maintainers throughout the AF and continue to get calls for more. The response has been very gratifying. I must point out this book is an AF Logistics Management Center (AFLMC) product and is not related in any way to the LMDC as your article said.

I would appreciate your correcting this misprint so maintainers will know where to get more guides. Our project officer is Maj Terry Gaddis, AFLMC/LGM, Gunter AFB, AL 36114-6693, Autovon 446-4581.

Thanks again for the publicity.

Clarence T. Lowry
Lt Colonel, USAF
Director of Maintenance
AFLMC

MUNITIONS OFFICERS: WHERE DO I GET THE EXPERIENCE?

By LTC Jerry Isaac
AFISC/IGPF

A recent munitions functional management inspection pointed out loss of munitions expertise which had been gained over a period of years in Vietnam. Munitions stockage criteria, safety considerations, lack of exercise requirements, and lack of training munitions have added to the experience gap.

This situation brings to mind the excellent armed forces commercial on TV where a high school graduate has just been turned down for a civilian job because of his lack of experience. "But where can I get the experience?" he laments. Where, indeed, can the inexperienced munitions officer get the experience these days?

Fortunately, useful experience comes in a number of forms. Knowledge, for instance, can be readily obtained in peacetime. Knowledge of wartime tasking is particularly important. How many and what type of munitions will be required during what time periods?

Think through, over and over, the operations required to support this tasking. People, equipment, and munitions must be orchestrated to eliminate unnecessary actions and wasted time. If you are lucky, the orchestration will already have been planned and the means documented in munitions flow plans, operating instructions, annexes to OPlans, etc. If not, it should be accomplished. This is part of establishing an experience base.

Ask yourself frequently, "What if we had to go to war tomorrow?" This is not a far-fetched thought. Flare-ups in many parts of the world have occurred just that fast. The element of surprise has always been important in conflicts. Know what you would do in such a circumstance and be able to relay this information to others (inspectors included). For instance:

- What items make up the complete rounds of your tasked munitions? Are they all available in proper

quantities? If not, where are they coming from and how are they arriving?

- Where will you build up large quantities of munitions? Is the location suitable in all types of weather? Does it meet safety criteria? How will the munitions production line be set up?

- How will you interface with the flightline? Will munitions be delivered to a single, approved holding area, several holding areas, or directly to the aircraft?

- How will your people and equipment be divided up for continuous 24-hour operations? Are your people trained and have they practiced their wartime duties? Do you need to identify and train augmentees?

- What equipment will you need from other base agencies (lite-alls, compressors, forklifts, etc.). Has a base plan or other appropriate document verified that you will receive this equipment when needed?

The above are general examples that show how munitions officers can become competent in their wartime duties. Don't stop when you can answer these questions. Get into the specifics of each wartime task.

Don't leave a single question without a good answer. If you are on mobility, the questions are even tougher to answer. You need to know enough about your deployment base(s) to assure your ability to meet the mission.

Seek out people in your organization who served in Vietnam and participated in large-scale munitions operations. As an old cliché goes: "Hearing about it is the next best thing to being there." A word of caution, however: we probably learned as many bad lessons as good ones in Vietnam. So just because it was standard operation procedures, that doesn't necessarily make it a requirement (or even advisable) today.

[See MUNITIONS, Page 5]

MUNITIONS [Continued From Page 4]

Many munitions operations were not particularly well planned and just "happened." We seemed to have more time for trial and error during that conflict. The luxury of time may not be available during future conflicts.

Peacetime practice is essential in gaining experience and minimizing time required to react effectively to combat situations. In the past, munitions operations were conspicuously missing from exercises. That is changing. More and more munitions personnel are getting the opportunity to participate and gain valuable experience with today's criteria and requirements.

Don't let lack of Vietnam experience bother you in conducting today's business. Plenty of other valuable experience is available right here in peacetime. If you take full advantage of it, it will be enough.

[This article was reprinted from IIG Brief 6, June-July 1985.]

NOMINATIONS

Some MOA members still have questions or misunderstandings about the nomination process. We regularly receive letters asking, "What happened to Jane Doe's nomination? I nominated her three weeks ago."

To briefly review this process, our list of nominees goes to the membership committee once a month--on the 15th. The committee must vote on this list by the end of the month. Once the nominees are approved, the letters of notification are sent out, through the sponsor, to these prospective new members.

For example, if your nomination is received by us by 15 March, you should receive the notification letter for your nominee about 3 April. HOWEVER, if your nomination is received by us on 16 March or later, it will be held for the April list. You will not receive the letter of notification until approximately 3 May. SIMPLE RULE: In by the 15th, out by the 31st.

HAPPENINGS

Wright-Patterson . . . In the offing is a meeting of the W-P area MOA members on 19 March, from 1700 to 1900 at the O'Club. For details call LTC John Guilliano (785-4047; home 429-2083). Plan on attending!

Hill . . . Col Jay Bennett (OO-ALC/MAB) is looking for a few good MOA members willing to help put together an Ogden chapter meeting. Call him at 458-3766.

Greater Washington, DC . . . A MOA chapter tour and social is planned for late February/early March at 89 MAW, Andrews. Details will be mailed to area members.

REGIONAL NEWS

Central Europe . . . In the Dec ER we reported on the Central European Regional conference held on 15-16 Nov 85 at Ramstein. Further details of the conference have now been provided by regional director LTC Bill Dillon. Mr. John Dunigan of General Dynamics addressed the conference on "Maintenance--A Key Beneficiary of Advanced Technology. Of special note was the presentation from Messerschmitt-Boelkow-Blom from Munich/Manching. Messrs. Mart Nijpes, Helmut Amann and Dr. Vander Wert spent an all-too-short hour revealing historical, organizational, and personal insights of their company, highlighting its technology and international interfaces. The full context of these presentations will be printed in future ER issues. MOA tours included visits to the 906 FTD to observe F-16 conversion training programs, to the 86 TFW to witness an F-4 integrated combat turn, and to the USAFE Warrior Preparation Center's Threat Training Facility for a Warsaw Pact orientation. The conferees developed a series of discussion items and inputs for the MOA study groups on training, professionalism, mentorship, and R&M. The next Euro-MOA gathering is scheduled for 18-19 April 86. Call Bill 480-7552, Ramstein, for more details.

Southeast Region . . . One of the conclusions reached through a roundtable discussion at the Southeast Regional Conference on 7 Dec 85 [Dec ER] was the need for older maintainers to offer an organized mentorship program to sponsor young, developing officers.

THE MAINTENANCE OFFICER IMAGE

By Col David K. Wright
363 TFW/MA, Shaw

I have been somewhat disturbed by the tone and content of some recent articles and correspondence in the ER. It seemed to me heavily biased toward the negative. We maintenance officers were (yes, believe it or not, we were) sniveling. There seems to be some confusion on our part about our reason for being where we are professionally and where we are headed.

Let me point out three facts which are intuitive but perhaps have been overlooked: first, a maintenance officer will never be chief of staff; second, operations is not the enemy. Operations and maintenance are, in fact, partners. We are yoked together to drag the rest of the AF towards mission accomplishment. Last, our acceptance as professionals qualified for general officer rank depends not only on ourselves but on support from above.

Some of us during our formative years as flightline maintenance officers realized that many operational crew members and their supervisors were shallow, spoiled, immature people who were totally insensitive to the problems of maintenance. We were often the victims of their ignorance. However, how often did we try to understand operations problems and how often did the senior maintenance leadership try to educate operations to maintenance problems and needs?

At the last TAC DCM conference, the consensus was that maintenance had bigger problems with the logistics community and support functions than with operations. TAC has improved the relationship between operations and maintenance through several initiatives, not the least of which is the senior leaders' maintenance course taught quarterly by the TAC DCS/Logistics. Wing commanders, vice commanders, DOs, RMs, DCMs, and their assistants are required by the TAC commander to attend this special course. Maintenance people often cry, "We don't get no respect." That is not true in TAC.

We must realize philosophically and emotionally that

we are not museum keepers. Our job is not to restore aircraft to like-new condition and place it under guard. Our job is to generate the sorties, train the crews, and fight the war.

If we are to grow professionally and advance ourselves (and enhance our promotability), we must recognize that the real challenge is not technology but the age-old problems of leadership and the management of scarce resources. We must train and prepare our officers to accept a wider range of responsibility and to work as a team with operations. In terms of manpower and budget resources, we must educate command leaders to the costs the Air Force must bear of doing proper maintenance and supporting an ambitious flying program. We will never progress as a professional community if our image is one of churlish foot-draggers who whine and complain at each tasking. It is vitally important that we understand the big picture and be the best we can be with the resources available.

As an aside, it is often said we eat our young, and I suspect we do. But as professionals in the hardest job in the Air Force, do we want to be associated with less than the best? Why carry a mediocre person because he graduated from AMOC? You know and I know you can spot a loser in maintenance very quickly. Why not cut the losses early? I, for one, am proud of my commission and doubly proud of having served over 20 years as a maintenance officer. Maintenance is no place for the ineffective.

Finally, if we are to improve our collective lot, there remains the task of gaining support from the top leadership of the Air Force. We can educate ourselves, improve ourselves, and weed out the deadwood, but without that support from what L/G Howard Leaf called "the warlords," our stature within the officer corps will not change. We must impress upon senior leadership that being an operations squadron commander is good, but being a maintenance squadron commander is tougher. Anybody can lead 40 motivated, trained, college graduates, but how about a 1,000-person ABS or (See IMAGE, Page B)

PROFESSIONAL LOSS

By LTC Deryl S. McCarty
3 AGS/CC, Clark

I somehow feel that I may have lost my profession. I seem to remember growing up as a maintenance officer: long hours on the flightline (day and night), chasing errant parts into shops (who were on chow break), making CTKs (remaking CTKs, making CTKs), doing APRs, medals, AF2419s, MEIs, and ORIs (in strange locations with strange scenarios that matched peacetime constraints with wartime requirements). Generally, I was having the time of my life.

Then I "earned," they say, "a shot at command" (in my case, twice). Each change of command ceremony was a highlight of a lifetime. Each one charged with emotion and fraught with danger. Each one the best job I had ever had. But at first, each one made me feel that I had lost touch with my own profession. What happened?

First of all, look at the responsibilities you gain as commander: training (obviously marginal--one of your 40 master JPGs is filled out in purple ink, not blue ink); mobility ("What do you mean you didn't know that a rabies shot was required for a 30-day deployment to Antarctica?"); vehicle program (recall vehicles for the IG so they can tell us we don't have enough vehicles); morale (not enough money, not enough time off); safety; health and welfare (the next open hospital appointment is in 30 days if the doctor does not go on leave). Maintenance of our aircraft and equipment is also a (read THE) job for which a commander is responsible.

I learned again, each time more vividly, however, that these programs are not the sum of a commander's job: war is--in my particular case the generation and maintenance of America's best F-4s. But these programs, even though made difficult by successions of bureaucratic requirements, really are important to fighting. We need to tow aircraft and move people on and off the flightline (vehicle program); we must save our people and assets from peacetime harm so we have them to fight with if the time comes (safety). We have to remember that motivated, cared-for people can over-

come virtually any material shortage (morale) if they know the basics (training). And if you have never taken people to the hospital for pneumonia because their tent heater failed in windy, 20 degree F. weather or because they could not stand up to work because of a severe case of, ahhhh, welllll, a social disease, then you haven't lived (health and welfare).

I guess when it boils down to it, I haven't lost my profession--I'm just seeing a different part of it. In my mind I seem to have divided the maintenance business into two parts tied together with a common thread. The two parts are creation and application. The tie that binds: leadership.

The application phase is where most of us grow up. The application business is to launch and recover aircraft, schedule people and equipment, and generally make sure that we apply the people, the training, the tools, the equipment, the vehicles, and the supplies to meet our peacetime or wartime tasking. In other words, the application phase is to take the resources given to us and apply them intelligently to the flying task (though sometimes that also means talking ops into changing the task to allow us to do the best we can with what we have).

The creation phase is what commanders are into. We try to manage the people programs, the training programs, and the unit cohesiveness programs to create a fighting squadron. As important, we must create the maintenance and military discipline that will let the squadron fight well. What we have known since the beginning still applies: a disciplined fighting force not only has a high morale but is incredibly productive. If a commander can instill that super organizational pride and that personal sense of military and maintenance discipline, then we have created the force. We have created that maintenance capability which can be applied to launch, recover, arm, rearm, and generate the fighters, bombers, and the airlift we will need if the time ever comes.

[See LOSS, Page 8]

LOSS [Continued From Page 7].

In the final analysis, though, the maintenance officer, whether in application or creation (and the two do mix), is primarily in the business of leadership. It is the maintenance officer, at increasing levels of responsibility, who must determine what the creation and application is for, what and where the threat is, what resources will be needed to meet that threat or maintain that new equipment, and then help determine how we create and sustain the people resource to meet our tasks. Now I don't mean to infringe on the resource requirements creation tasks at ATC, AFLC, AFSC, or Hq USAF. Their job is the "macro" while ours at the wing level is the "micro." How are we at the wing/squadron going to take this super new aircraft and create a fighting force? How are we going to take our finest fighting lady--the F-4--and keep it ready? (That's no mean feat, folks!)

Whether in the creation or application part of maintenance, our job is to provide the tie that binds: leadership--intimately knowing our people, our equipment, our resources, and our tasking and making it all come together; showing the discipline so that when asked, we "can do" without anyone questioning our capability--because we know our capability and we know the challenge.

Unfortunately, leadership plays hell with such things as family life (ask my wife--I'm the lump who comes home at 1800, goes to bed, gets up at 0445), time off (none), leave (lost a group), hobbies (whazzat?). It means less chance for in-depth schooling (except AFIT), coaching kids' soccer teams, and even church and sports. Sorry about that, troops, but to lead takes time. Time to know people, to talk to your people (on all shifts), and to know your aircraft. That old saw about being a poor manager if you can't get your work done in eight hours may be true for managers, but we are paid for wartime leadership. And war or its prevention is hardly an eight-hour operation. Remember, we are in aircraft maintenance--that part of the Air Force that represents 30 to 40% of the base population and 60 to 75% of its equipment and monetary resources. That is a big chunk of America's treasure invested in

us. It is a giant responsibility for all of us, especially for the squadron commander.

But you know what? I am having the time of my life. The personal satisfaction you get from command is a permanent high. If you are ever offered the job, take it! The hours are even longer than you are used to as a flightline or AMU or munitions maintenance officer. The hospital must be visited, the squadron ball games must be supported, the section parties must be attended, prisons/prisoners must be visited, papers must be signed, and aircraft must be maintained and flown. In among all of those things war must be considered.

A commander who sends his/her people off to war untrained, ill-equipped, and unorganized is guilty of murder. The commander whose people are trained, equipped, and cohesive will make a lot of "the other SOB's die for their country" (apologies to Gen Patton). Even if all other things must go by the wayside (temporarily), war and how you would fight it, how you get there, and who you would take must be continually updated and revised. What equipment, how you can get the most stuff to a war zone in the minimal airlift we are going to have if the shooting starts are the critical questions that must be continually asked and answered.

Of course, it is not just commanders who must think of how maintenance must fight; it is all of us maintenance officers who must. It is our people, it is our job, it is our duty, it is our America!

IMAGE [Continued From Page 6].

any MMS? We must demand recognition for maintenance as the tough job that it is.

We need a recognizable fast track that is not based on a Pentagon assignment but rather on squadron and wing jobs that are high risk and hard to do. The difficult job facing the MOA is the fight for real recognition of working maintenance officers as professionals indispensable to the overall Air Force mission.

MOA CONVENTION DETAILS

DATES: 2, 3, and 4 May 1986

LOCALE: The Crystal City Marriott, Arlington, Virginia

ROOM RATES: \$54.00 (single OR double) per night

CONVENTION FEE: \$130 Advanced Registration
\$150 Registration at the Door

Fee Includes: Convention Registration
Two Luncheons
Awards Banquet (wine included)
Sunday Breakfast Buffet
Coffee/Refreshments at Meeting Rooms
Two Cocktail Receptions

RETURN TO MOA, P. O. BOX 2521, SPRINGFIELD, VA 22152

I'LL BE THERE!

----- My check/money order payable to MOA in the amount
of \$130.00 is inclosed for advanced registration.

----- Reserve ___ room(s) at the Crystal City Marriott.
I will arrive on ___ May 1986 and depart on ___
May. There will be ___ guest(s) with me.

I PLAN TO ATTEND BUT WILL REGISTER LATER.

SORRY, I CAN'T BE THERE.

NAME: _____

HOME ADDRESS: _____

HOME PHONE: _____ DUTY PHONE: _____

MOA SUBSYSTEMS

THE MENTOR SHIP

(OR: WHERE IS THIS BOAT GOING? DID I MISS IT?)

By Col John E. Hogan
89 MAW/MA, Andrews

Just as I thought I might see the bottom of my hold-for-later basket, a folder marked "MOA--Mentor Ship" was uncovered with a Sep 1985 letter from Ed Moitza appointing me chairman of a study group on mentorship. I had been stuffing notes and various scraps of paper into the folder, hoping that some magic combination of symbols, curses, or whatever would produce a work of art that all MOA members would regard as the ultimate in career guidance. As you can guess, nothing like that happened, and I decided to at least get organized to do what I was asked to do: chair a study group.

Before I displayed too much ignorance, I pulled out the dictionary and looked up the source of the term "mentorship" and found out that a mentor is a wise, faithful counselor named after the famous elderly friend and advisor of Odysseus (the hero of an ancient Greek epic, The Odyssey). Before Odysseus (Ulysses in Latin) went to fight in the Trojan War, he made Mentor the guardian of his son. You will have to read the story yourself to see how well old Mentor fulfilled his responsibilities. In any event, at least I had a vague idea of what this mentorship was supposed to be about.

Although I did not know it, I have been "mentoring" frequently in the past few years of my 22-year maintenance career. I have set up within my organization a career folder on each officer and notebook containing general information on assignments, promotion board dates, and other source data for counseling the officer or answering my boss as to who should fill the wing quota for a school or special assignment. I have frequently offered advice to maintainers and those officers not fortunate enough to be maintainers on some of the great challenges and rewarding jobs in our career field. I know that many readers of the ER have been mentoring quite successfully for years, and it occurred to me that in addition to chairing a study

group for a future convention, I should do two things: first, ask all MOA members through this article if they have any suggestions about what a mentor can or should do. Second, I should contact the four other members of my group in the DC area and meet somewhere in a place conducive to deep, heavy subjects like the one entrusted to me. Perhaps Taco Night at the Andrews O'Club when soft rock DJ is playing Twisted Sister or Iron Maiden music. Well, I've written an article--excuse the taco sauce.

Before I close, I just received an excellent letter from LTC Phil Jackson at AFMPC on Aircraft Maintenance/Munitions Officer Assignments News - '86. With source material like this, how can a mentor go wrong?

RETIREES WEST

By LTC (Ret) David W. George, II
Loral Data Systems, San Diego

I'm pleased you saw fit to appoint me as a retiree advisor. I accept and will do whatever I can to make MOA a success and a help to its members.

Retirees can make a significant contribution to MOA as I view it. We can understand most issues facing maintenance officers. We tend to lose touch with management and policy changes, but that's where the MOA can assist with staying informed. MOA is the closest link to our previous careers and in most cases we don't want to lose the link or the friendships. We retirees can help the active duty officers understand the "after life" and some of the opportunities that exist out here. We can share the transition issues that most will face and many should be planning for now. Some of us have elected to work in the defense industry and in many cases are close to trends and decision-making that affect our active duty associates; a few even make the decisions.

[See SUBSYSTEMS, Page 10]

SUB-SYSTEMS (Continued from Page 9)

There's a raft of ideas I do have and I'll share them with you soon. I'd like to participate in a task group to chart a course to make retiree participation in MOA beneficial to all. Please count on me to give it my best.

TAC ADVISOR

By Capt Virginia I. Shafer
HQ TAC/LGMB

As the recently appointed TAC advisor to MOA, I've put considerable thought into how I can serve MOA from my current position. As with any new organization, the key to continued growth is communication. This current reorganization should ensure that the "organization" communicates to the membership-at-large and, conversely, that the network appears sufficiently dispersed to gather the concerns and needs of the membership. But one more channel of communication is imperative: the membership must share among themselves.

This last point is the direction I believe I can help lead TAC. According to the career field guidebook recently published by the LMC, 25% of all maintenance officers are in my command. I don't know what percent of MOA members are in TAC, but it should be the lion's share. I would like to take a crack at developing a base-level MOA meeting "packet." I know a number of regional directors at the last convention spoke of regional meetings, but each one would take the planning of a mini-convention. I envision something like the breakfast Gary Sandiford arranged at Robins AFB. (Only I'm partial to Friday nights at the O'Club.)

If each base had a forum for exchanging their thoughts, concerns, and ideas, we could open the door to more people. (Let's face it--this is one busy business, and we're not usually looking for activities to fill our less-than-empty free hours!) The packet would include a meeting announcement--displaying the logo, of course--a suggested agenda, an overview of the

MOA goals for this year, a current list of MOA officers (specifically, that base's regional director's name and address), and a feedback sheet the base could return to me and/or the regional director for appropriate action.

I have a few issues for the study groups:

- Training: Perpetually update AMOC. AMOC should strive to be a step ahead, not a decade behind. See if Chanute and Lowry can't give the students a "peek at tomorrow;" current winds of change, what's in the labs, etc. I'm only 5+ years out of AMOC and 99% of what I learned is archaic.

- R&M: Figure out how we can stop beating dead horses. If we've found a fix for an old problem, good! Work on preventing tomorrow's problems: RTOKs, "Why do we have to try and duplicate a problem to know it's a problem?" Can we shift more attention to fixing the system that's supposed to fix problems? Namely, get on the product improvement program enhancement bandwagon. Remember, we're the choir!

- Professional Standards: Officership first; maintenance second. I'd hate to see us become just resume fodder or a help wanted/for hire billboard.

- Mentorship: Your first awareness must be mentorship. It is all we have now--whether positive or negative examples--and what you look at must feed back to the training and professional standards folks. My idea of base-level meetings also fits in your business.

DUES DUE

If, by the time you read this newsletter, you have not paid your 1986 dues, whip out your checkbook with MOA in mind.

THREE YEARS AT WRIGHT-PATTERSON

By Capt Joseph R. Rine, Jr.
21 TFW, Elmendorf

Although they sometimes do things different from the way we do, it is not necessarily wrong.

When I was a lieutenant if someone told me that I could go to school full time, be a security assistance program manager, or be an executive officer, I would not have believed them. I expected to stay in the mainstream of maintenance and at best get a staff job at a numbered air force. I was surprised to discover the variety of jobs available to the young maintenance officer. I will briefly go into the three jobs I had while at Wright-Patterson.

The AFIT program for 40XXs is a highly competitive 15-month program resulting in a master's degree in logistics management. There are 16 slots available for 40XXs. MPC selects the candidates for the upcoming June class in the late summer of the previous year.

The curriculum ranges from statistics to organizational behavior. The program is academic versus training, hence many hours are spent preparing for each class. The program is culminated by a thesis of your choice, another opportunity to excel. Although you are kept pretty busy, there are no surges, generations, TDYs, or week-end duty. Various sources inform me that this is the best master's degree program available for the 40XX (and the sources were not all AFIT instructors).

My follow-on to AFLC's International Logistics Center was another good deal. I was the program manager for Pakistan during my first year. My job was to ensure that proper logistics support was provided to the Pakistan Air Force. Although a temperature of 127 degrees F. at 0500 in Islamabad was a bit much, the job did have its good points. Working with the Pakistan Air Force, the U. S. Embassy, numerous contractors, AFLC, AFSC, TAC, and ATC was enlightening. I was especially fortunate to be associated with the Pakistan Air Force. As a group they are some of the most hard-working, intelligent, and sincere people I have ever met. As a result of my visits to Pakistan, I am certain I learned more from them than they did from me.

Since I did not screw that program up too badly, I was selected as the new commander's executive officer. I thought that all an exec did was proofread correspondence and serve coffee. I was wrong. I was involved in everything from the complete reorganization of the International Logistics Center (600 people) to preparing a logistics cost comparison between the F-20 and the F-16. I was surprised to learn that our senior officers not only listen to the thoughts of a junior officer but occasionally even use them. It is an eye-opener to experience the decision-making process of our senior officers. The security assistance business is amazing. I learned something new every day. There are 24 foreign liaison officers assigned to Headquarters AFLC. Their job is to ensure that we are getting the right parts and service to their Air Force. From an Australian wing commander to an Egyptian brigadier general, they are all professionals. I learned more about leadership and management in a week from my boss B/G Boyd than I did during my 15 months at AFIT or my two months at SOS.

I have described three different opportunities for junior officers: AFIT, security assistance, and executive officer. The first two MPC can help you with; the last is simply a matter of being at the right place at the right time. I am now stationed at Elmendorf with the 21 TFW. The jobs seem to keep getting more challenging and interesting.

* * * * *

The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on. . . . The genius of a good leader is to leave behind him a situation which common sense, without the grace of genius, can deal with successfully.

Walter Lippmann, "Roosevelt Has Gone"

* * * * *

MOA STATS

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MEMBERSHIP

Our membership roster totals 866. The following new members have been added to our rolls since the last issue of the ER.

Maj Raymond H. Andrieu, 86 CRS/MACH, RAMSTEIN
LTC William G. Bacon, 340 AREFW/AMA, ALTUS
Maj George R. Banghart, 363 AGS, SHAW
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Col Michael L. Beavers, 322 ALD/LG, RAMSTEIN
LTC Norman J. Beu, 42 BMW/AMA, LORING
Capt William L. Boatman, 343 AGS/MAAM, EIELSON
Maj John B. Borman, 171 CAMS/MAG(ANG), GTRR PITTS IAP
Capt Lawrence R. Bothorn, 48 TFW/MAMJ, LAKENHEATH
1Lt James M. Bruno, 343 AGS, EIELSON
Capt Deborah A. Bryant, 435 FMS, RHEIN-MAIN
LTC Dick Calta, HQ MAC/IGILM, SCOTT
B/G Harold N. Campbell, HQ USAF/LG, RAMSTEIN
Capt Ronald K. Canfield, 48 TFW, LAKENHEATH
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Capt Valerie J. Gonnerman, 21 EMS/MAEC, ELMENDORF
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Maj Jonny J. Hepler, 26 AGS/CC, ZWEIBRUCKEN
LTC Edwin T. Jungst, 305 FMS (IMA), GRISSON
Col Jay A. Kappmeier, HQ SAC/LGMM, OFFUTT
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LTC Gerald D. Main, 146 TAW/NA (ANG), VAN NUYS APRT
Capt Timothy J. Marinelli, 96 BMW/MAMJ, DYESS
Capt Vitor M. G. Marques, 363 AGS, SHAW
2Lt Susan L. Martz, 401 EMS/MAEMW, TORREJON
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1Lt A. Elaine Seyman, 363 AGS, SHAW
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LTC William C. Wright, Jr., 1 TFW/AMA, LANGLEY

A PENNY SAVED. . . .

With the last three MOA mailings, you may have noticed we have switched to the bulk, nonprofit rate for the newsletter and other mass mailings. While this bulk rate saves MOA a considerable amount of money in postage, you can save us even more by letting us know when you change your address.

To keep up with our members, we have asked the post office not only to forward the mail to your new address but to let us know what your new forwarding address is. For this service MOA pays the post office .30 cents for each corrected address. In order to save MOA some money and also to receive your MOA mail on time, add us to the "change of address" list that you use when you PCS.

ON THE ROAD AGAIN

- Capt J. H. Morgan left the 7391 MUNSS at Balikesir and is now with the USAFE IG.
 - Capt Scott Taggart has returned from Rhein-Main and has been assigned to the 62 OMS at McChord.
 - Maj Jim Putnam moved from Hill to Tyndall where he is the 325 CRS commander.
 - 1Lt John Doggett has moved from K. I. Sawyer to Missouri. Our best guess is that he's with the 351 SMW at Whiteman, but we need you to verify that, John.
 - 1Lt Jerry Tucker left Wurtsmith for the 44 SMW at Ellsworth.
 - Capt Randall Harvey changed seats at Hickam, moving from 619 MASS to the 834 ALD where he is chief of LRC.
 - Capt Sandra Grice was transferred from HQ 9 AF at Shaw to the 18 TFW at Kadena.
 - Maj Ed Goldsmith was reassigned from the 533 FTD at Hill to Mountain Home. More details, please, Ed.
 - LTC Larry Meylink has moved from HQ AFLC to SA-ALC.
 - LTC Lee Warren left HQ SAC for McConnell with the 381 SMW.
 - Col Monty Trusty, formerly the DCM of the 325 TWW at Tyndall, is now at HQ TAC.
 - Capt Rod Mayton moved over from the 21 TFW/CCE at Elmendorf to become the chief of the 43 AMU there.
 - Capt Jessie Guerrero was reassigned from HQ SAC to the 35 TFW at George.
 - Maj Mary Hamlin has switched hats, moving from 12 FTW/MAQ at Randolph to commander of the 12 OMS.
 - Capt Ron Thompson was reassigned from Torrejon to George where he is with the 35 ABS.
 - Capt Richard Bean left Nellis for a career broadening tour with WR-ALC.
 - 1Lt Robert Ratcliffe moved from the 436 AMS at Dover to the 316 TAG/MAMJ at Yokota.
 - Capt Joseph Glenn has retired from the Air Force. His last assignment was with HQ TAC/LGW. Joe has taken a position with the BDM Corp., of McLean, Va., as a logistics staff member. Much good luck!
 - Capt Kevin McAndrew will be leaving Eielson in March for an assignment with the 416 AMS/MAAS, at Griffiss.
 - Capt Johnny Ball moved was transferred from Barksdale to Ramstein where he is the weapons safety officer with the 316 AD.
 - LTC Doug Lohr has left AFOTEC at Kirtland to become the 318 FMS chief of maintenance at McChord.
- * * * * *
- KEEP THE FAITH
- * * * * *

SNAPPY SALUTES

Hats off to Capt Teresa Harris, 401 EMS at Torrejon, who was selected as the 401 TFW junior officer of the quarter.

MOA salutes the USAF Outstanding Maintenance Officers for 1985 recognized for their outstanding contributions toward improving maintenance operations. Among those honored are MOA members LTC Jim Applewhite, S1 TFW/ANA at Osan, as the aircraft maintenance field grade manager, and Maj Brian Brady, 52 EMS/CC, Spangdahlem, as the munitions maintenance field grade manager.

The General Lew Allen, Jr., Trophy for 1985 has been presented to MOA member LTC Deryl S. McCarty, commander, 3 AGS at Clark. Col McCarty's squadron generated more sorties and loaded more munitions than any other organization in PACAF during 1985.

PROMOTIONS

Congratulations to the following MOA members who are recent lieutenant colonel selectees:

Ronald L. Barber	Michael D. Menietti
Thomas R. Brown, Jr.	David C. Miller
C. Len Campbell	Richard W. Milner
Robert B. Dobbs	Mark B. Roddy
Charles L. Foote	Rex W. Romhild
William E. Frankhauser	Gerald H. Sinnacher
John H. Fullerton	Gregory D. Stanley
David E. Goran	Billy Kit Stewart
Clifton L. Hardison	Jack D. Ward
W. Michael Hogan	Eddie B. Mowack
Daniel G. Joyce	

Two MOA members were selected for promotion to brigadier general: Philip L. Metzler, Jr., and John M. Nowak. Our very best wishes!

ASSIGNMENT NEWS '86

By LTC Phillip L. Jackson
Chief, Maintenance/Munitions Officer Assignment Section
HQ AFMPC

In the maintenance officer business, lead time is the essence of an orderly assignment system, so it is not too early to start looking at what will happen in 1986. Some of you already know that you are going to move because of your DEROS, end of controlled tours, or professional military education entry or graduation. Others will be approaching three years time-on-station while even others have become vulnerable as non-volunteers for overseas assignments.

Prior to calling AFMPC, prepare yourself for a meaningful conversation with your career field assignments officer. Take the time to think through your current situation and your career goals. Talk to your supervisor and commander, as well as your DCM, about your career plans and get his/her assessment of whether you are aiming too high, too low, or are right on target. The next step is to determine what type job and level of assignment make sense for you and then work with AFMPC to find out where those opportunities are.

ZAPS

Hear ye! Hear ye! We are ready to begin publishing the ER every six weeks. What a milestone! Now all we need are articles. White-knuckle time is here for the MOA editorial staff! (We've never failed to publish but it's been mighty close sometimes, folks.) If your thoughts stray along the lines of mentorship, R&M, training or leadership, that is right in keeping with MOA's focus. But whatever the subject, please share your ideas with the rest of your fellow maintainers. Articles are requested from the following individuals. As for the rest of you, don't wait to be zapped.

M/G S. T. Ayers	Maj Chico Motley
Capt Allen Benelli	Col Ross Schmall
Capt Nick Costa	Capt Earl Shafer
Col Jere Miller	Maj Dick Stocchetti

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