



## 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. 21

MARCH 1986

### THIRD ANNUAL MOA SYMPOSIUM CRYSTAL CITY MARRIOTT - ARLINGTON, VIRGINIA 2 - 4 MAY 1986

The Third Annual MOA Symposium will take place on the weekend of 2-4 May 1986 at the luxurious Crystal City Marriott Hotel in Arlington. This Washington metro area hotel will provide symposium facilities, refreshments, meals, and receptions as part of the overall symposium fee. Advanced registration is \$130, or \$150 at the door. Room rates are \$54 per night per double. Individual event tickets will be available at the registration station during the symposium.

Built around a central theme of "Combat Readiness: The Maintenance Factors," the symposium will consist of workshops, major addresses, and a singular panel all aimed at identifying the ways maintenance organizations can contribute to the improvement of the maintenance officer profession and combat readiness.

A series of social events will create opportunities for MOA associates to meet and exchange views on the issues confronting our profession. A number of logistics-related defense industries will conduct exhibits and provide product information. Companies have been selected based upon their Air Force logistics-oriented products of special interest to maintenance officers.

This year's workshop format will greatly increase the opportunity for participation and information exchange. Attendees can select from a number of simultaneous workshops and participate in the areas of most significance to their interest. Attendees will be able to move from workshop to workshop as they see fit.

The entire symposium attendance will come together

for major addresses and for the combat readiness panel. Workshops for regional directors and MAJCOM/SQA advisors will be conducted followed by an association business meeting to review association happenings.

Social events will include cocktail receptions, an awards banquet, optional tours, e. g., a dinner cruise on the Potomac River, visits to Georgetown, Olde Towne Alexandria, or Washington's restaurants and clubs.

For those members needing air transportation, consider a space A flight or take advantage of the recent airfare reductions and military discount fare programs. In some instances military prices which are available to personnel on leave have been extended to their families. Two of the airlines which have announced changes in their discount programs are World Airways and Frontier.

Another option is to let your travel agent arrange the best flight for your money. The Springfield Travel Agency, the company handling our symposium, is completely familiar with the maze of travel regulations and rates and will be happy to handle all the arrangements, working within your specifications and guidelines. Give them a call in Springfield, Va., at (703) 451-2919. Tell them you are with the MOA symposium.

A complete agenda can be found on Page 14. Also included on that page is a registration form. We must have this completed form returned as soon as possible. The Crystal City Marriott and Springfield Travel need to complete the final arrangements.

## THE MOA MOUTH

This edition of the ER is representative of the diversity inherent in our maintenance profession. Articles, letters, and news of our Third Annual Symposium blend together to portray the numerous professional interests embraced by our associates. The flow of newsletter inputs has improved, and our editorial staff sends its thanks. A special request is sent out to two particular membership groups: headquarters staffers and missile maintainers. The ER seeks articles on aircraft, munitions, and missile maintenance projects and missile maintenance base-level operations for crossfeed purposes. Regional directors and MAJCOM/SOA advisors are requested to assist in this solicitation. There are numerous maintenance initiatives underway or under study that would contribute to the professional dialogue within our association.

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The Future Look '86 conference's introductory letter challenged logistics planners "to look beyond today's problems and focus on long-range objectives." Key ingredients in the planning process are the identification of goals and objectives plus the preparation of directives to guide future development. MOA is maturing rapidly and is in need of broad-based focusing on long-range objectives. Our third annual national symposium provides the only annual opportunity we have to collectively develop long-range plans for our association of maintenance professionals. The outcome of this exchange should be the establishment of association objectives and direction for the executive board. I solicit your active participation in our Third Annual MOA Symposium on 2-4 May 1986. The association needs your ideas and support. Consider giving MOA a weekend. Thanks.

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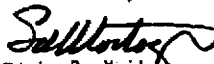
The invitations are out for a line-up of distinguished guest speakers to take part in our annual symposium. This year's gathering is meant to showcase our membership and to concentrate on member exchanges and not solely keynote addresses. The distinguished speakers will readily contribute to our understanding and appreciation of combat readiness factors.

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Regional activities continue to blossom. Hopefully such meetings and socials will become prevalent across our association and engender an association spirit as well as provide feedback to our executive board. To the regional directors and MAJCOM/SOA advisors who have organized local MOA activities, our association sends thanks.

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Our association membership stands at close to 900, and we have nominations pending which will move us toward the one thousand mark. Dues renewals are steadily coming in, and I would like to encourage associates to review their dues status and their personal grade, duty, and address information on file with us. The administrative taskings associated with keeping a current membership database have grown in proportion to our membership. Your assistance would be appreciated.

  
Edwin G. Moitz  
Lt Colonel, USAF  
President

## NOW IT'S MY TURN

Col Wright's article, "The Maintenance Officer Image," in the last newsletter has prompted me to comment. I support Col Wright's points for the most part but take exception to his overtone of "toughness." His is the predominant organizational perspective today; maintenance is tough, it's supposed to be tough, and it's supposed to have its share of problems. Col Wright would say, "Resources are scarce, quit sniveling, get the job done, do it well and impress senior leadership." Although a necessary short-term posture, I do not believe that attitude serves the long-term interests of maintenance.

Who says maintenance has to be so tough? Certainly there are inherent conditions in the job that are unpleasant. But shouldn't those in the more powerful positions in maintenance be spending their energies on making things a little less tough? Is it too much to expect the other subsystems of the Air Force such as training and logistics to produce timely and useable assets? We must constantly question priorities when so many serious obstacles are placed in the way of the mission. Maintenance faces so many constraints that coping with distractors and finding ways around problems has become indistinguishable from the job itself. Maintenance has equated that tough problem-solving with the job when they are not the same thing.

I have written an article with Dr. William Kane [Faculty, Western Carolina University] on this topic. I invite Col Wright and other interested MOA members to watch for it in the Air Force Journal of Logistics. The title is, "A Model of Aircraft Maintenance Constraints: Why Maintenance Can't Cure Its Malaise."

Wendy B. Campbell  
AFALC/EREM, Wright-Patterson

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It's not my turn but I can't resist. My hat's off to Col George Babbitt and his sensible response to Capt Rich Quick and the folklore surrounding this rated-nonrated pecking order (Dec 85 ER, "My Turn"). We've

got some bigger fish to fry in this maintenance/logistics business, and when we wimp around about pilots writing report cards, etc., we detract from our professionalism and blur our vision as to what is really important. I recommend we divert our anger/frustration at things that are wrong and think of each other as valuable members of an important team--that has a lot to do besides fret over the rated guys.

Col Albert R. L. Schmidt  
SM-ALC/MAW, McClellan

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Dues enclosed. However, this may be my last contribution. I see the MOA gradually becoming a Pentagon self-serving group. We are paying and you are using. A little less convening and a little more for the junior maintenance officer please.

Col W. C. (Chip) Morrison  
52 TFW/MA, Spangdahlem

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With reference to the article "TAC Maintenance Officer Training Program" (Oct 85 ER), I realize these comments are somewhat late; however, they are important.

As a July 1985 graduate of AMOC and an Air National Guard member, I strongly support TAC's approach in utilizing FTD training for ANG maintenance officers. The formal classroom aircraft maintenance officer course conducted at Chanute is too lengthy, particularly for the prior service maintenance officer who more than likely gained invaluable experience as an enlisted maintenance member in the Air Guard ranks. For those prior service officers with a nonmaintenance background, specific weapon system training would efficiently and effectively assist him/her in becoming a contributing maintenance manager over a shorter period of time. I believe the maintenance officer [See MYTURN, Page 4]

MYTURN [Continued From Page 3]. . . . .

training program requires streamlining to meet the needs of future ANG maintenance officers.

Excluding specific FTD training, additional required courses could encompass a few short management/leadership courses to include effective writing and speaking. Perhaps that may be accomplished during a one-month course at Chanute as opposed to the nearly six-month course. In addition, the length of time away from the home station probably lessens the number of qualified members who would consider volunteering to fill Air Guard maintenance officer vacancies. In order to increase the number of qualified applicants for available positions and enhance the maintenance officer's career, I urge the implementation of an FTD training program supplemented with a few management/leadership courses for future ANG maintenance officers.

Capt Mary J. Kight  
144 FIW/Avionics, Fresno ANG

After reading the description of the future TAC MO training program (Oct 85 ER, "MOA Mouth"), I have some comments on the proposed course outline. The intent to train the MO on the airframe he will see in TAC is commendable; however, I believe the course content described falls way short in preparing the MO on his new job in TAC, especially in Europe. The course should include a major section covering management. In particular, as an AMB chief, the MO must become an expert in plans and scheduling, debriefing, DIFM, tool control, vehicles and AGE management procedures, and aircrew training requirements. Regulations governing each area should be discussed and techniques taught on how to optimize each requirement. The average young MO is not prepared for what awaits him in his first TAC assignment. From first-hand experience of baptism under fire I believe if the above areas are not also included, the MO will be no more prepared than he is now.

Capt (Ret) Wilson D. Yates

A DAY ON THE RAMP

By Capt Fred Dinsmore  
96 BMW/SEW, Dyess

When I was a brand-new second lieutenant, I was driving along the road next to the flightline when I saw that one of the stanchions holding the rope between the road and flightline had tipped over. Being a young Butter Bar, I wanted to help our security police brothers and sisters. I pulled over, got out, and walked over to the stanchion. Finding it heavier than I thought it would be, I stepped over the rope with one foot to get better leverage. After standing the stanchion up, I immediately stepped back over to the correct side of the rope. I had noticed an AMS truck driving slowly by me as I was carrying out my noble endeavor, but since AMS and MMS (my squadron) weren't on speaking terms, I paid them no mind. As I was walking back toward my truck, red lights began flashing everywhere. "Some poor fool did something wrong," I thought.

I never made it back to my truck. The AMS rats had struck again. I spent several minutes with an M-16 pointed at my head and a police dog growling behind my right ear. After answering grueling questions at the SP station for days on end (well, maybe it was 30 minutes), my sweet smile and innocent eyes finally convinced our local Gestapo that I was not a KGB agent.

I breathed a sigh of relief when my NCOIC walked in. But, oddly, he ignored me and asked my guard, "I understand you have an MMS officer here. Where is he?" The bewildered member of the Air Force's Finest pointed to me. "Who's he?" asked my faithful friend, as he turned and walked out. As my guard began to back away from me fingering the trigger on his gun, I made two decisions. First, I knew exactly what my NCOIC's next APR would look like. Second, I would never be jacked up again!

I was wrong, though, because when I was a first lieutenant. . . .but that's another story.

## GETTING R&M INTO HARDWARE DESIGN

By Capt (Ret) Wilson D. Yates, III

Reliability and maintainability are becoming increasingly more important issues in the development of new weapon systems hardware. The emphasis had to come--much to the delight of the maintainer in the field and also the R&M engineer. This increase in R&M importance and influence on the design process has been slow. There has been, is, and will continue to be resistance (both in the military and in industry) by "old heads" who do not understand the value of R&M engineering. Attitudes are changing, though, and maintenance officers and their senior maintenance technicians can make a difference.

I was a maintenance technician and maintenance officer for over 20 years. Not once was the process of weapon systems design presented. Maintenance officer schools emphasized management of existing systems, never spending time to expose the maintenance officer corps to the process of getting R&M into hardware or to teach what maintenance officers could do to influence hardware design. For the last two and a half years I have worked in R&M engineering in industry. Even though the overall design process is complicated, R&M issues can be effectively addressed, and maintenance officers can influence hardware design. The following is a nickel tour of how R&M gets into the design.

The Air Force controls hardware development and design through a document called "the prime item development specification" or, in some circles, "the equipment procurement specification." This document is the basis for the contractual obligations between the Air Force and the contractor selling the hardware. The procurement specification spells out in detail what that piece of equipment is supposed to do; how it will function and interface with other equipment; and what degree of involvement safety engineering, human factors engineering, maintainability engineering and reliability engineering will take in the hardware development. It defines the military specifications and industry guidelines that will be used for standardization, and

goes so far as to even define the type of screws and color of paint to use. One of the main reasons that R&M has not been significant in the equipment design can be directly attributed to the procurement specification. Great pains have always been taken to describe in complete detail the design parameters to ensure that the hardware will function properly. However, R&M requirements (how long it will function before it breaks, how it will be maintained, and what happens when--not if--it breaks) have historically been vague and ambiguous. Two examples of this ambiguity are the inclusion of these standard sentences in the specifications: "the requirements for scheduled maintenance will be minimized," and "the use of common hand tools will be maximized." What does this mean? What test parameters can be applied to prove that scheduled maintenance requirements were minimized or that the use of common hand tools was maximized? Terms such as "minimize," "maximize," and other ambiguous adjectives have regularly been used to impose R&M requirements into hardware design. This practice must change if R&M is to effectively influence the design process. Here is what can be done.

Maintenance officers and senior maintenance technicians are assigned to and interact with Air Force SPO offices. The SPO normally represents the Air Force in matters pertaining to hardware development and design. The SPO and the contractor negotiate the procurement specification requirements and ultimately the hardware design. The contractor is going to build the hardware exactly as detailed in the procurement specification; he is under legal obligation to meet each "measurable" parameter in that specification. Instead of specifying "scheduled maintenance requirements to be minimized," specify "no scheduled maintenance will be permitted in the design" or "the only scheduled maintenance event permitted in the design will be lighting system check-out during preflight." Now we have a "measurable" parameter! The more definitive the requirements, the more R&M will be in the design. Learn and use the MILITARY-STANDARDS to your advantage. Get to know them better than I do and impose their requirements properly. [See HARDWARE, Page 6]

## MAINTENANCE DATA COLLECTION: BURDEN OR BLESSING?

By Capt James W. Smith  
AFIT/LSMA, Wright-Patterson

Maintenance managers have always fought an uphill battle to ensure timely and accurate collection of maintenance actions. To what avail? To produce volumes of reports to be constantly filed, spend countless hours editing and correcting errors, or achieving the desired accounting rates? Is there any value in this program? Probably more than many of us realize.

Accuracy of information in our maintenance data collection (MDC) has always been suspect. For good reason. MDC is typically an afterthought and we as managers do not manage the system; we manage the indicators we are rated by from the system. Having the target error rate, accounting for the target number of manhours, just filling a requirement for one more aspect of an often overwhelming job are unfortunate rules in managing MDC rather than exceptions. Of course, we all know that real decisions cannot be made from such data. We cannot identify true high manhour consuming events, establish realistic standards for performing maintenance tasks, or effect cost-effective product improvements from that type of data. Besides, most people know the only real use of MDC is at higher headquarters levels, and it all balances out in the long run. Our attitudes and how we manage MDC are the first improvements we need to make in the MDC system.

When was the last time you, the manager, knew before you entered a month how many direct labor hours you had available to accomplish our mission? No one enjoys the thought of overtime, but wouldn't it be nice to be able to predict how much and where the overtime was needed to meet our objectives? As much as people dislike overtime, when it is known and planned as opposed to shotgunned at 1500 hours on Friday afternoon, it is much better received and more productive. How long does it take your technicians to accomplish a given task in comparison to the MAJCOM average or Air Force-wide average? When was the last time you planned a deployment that had any reliable calculations behind the type and number of technicians that were taken or

in selecting equipment or spares predicted on reliability figures? I could go on and on, but the point is: there are daily needs for our evaluation and use of accurate information from our MDC system.

A real concern is what is done with our MDC inputs. Higher levels of authority make decisions based on our data. We cannot afford to take the casual attitude toward this aspect of our duties. Our acquisitions are based on MDC. Product improvement programs use our MDC. Wartime planning is based on our MDC. MDC is a very valuable source of information throughout the maintenance community. Think about your contribution to the quantity and accuracy of MDC. Are your inputs "garbage in"? If so, think about the concept of "garbage in-garbage out" because many people not only use our MDC, they believe in it!

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### HARDWARE [Continued From Page 5]. . . . .

ly. Interface with the subsystem manager and let him know what your concerns are and what you want to see in hardware design. If you get assigned to a SPD in an R&M function, then you can directly influence design. Impose the desired R&M parameters in the procurement specification and follow up during design meetings with the contractor. R&M parameters must be specified early and designed into the hardware--they cannot be added on later.

The high cost of maintaining weapon systems has thrust R&M into the limelight. R&M is important. Parameters imposed properly can make your job easier, require the use of fewer spare parts, and keep systems FNC longer. Ask questions and make your comments known. Yes, you can influence hardware design--if you learn how and if you act.

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Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.

George Patton

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## R&M INITIATIVES AS VIEWED FROM THE FIELD

By Maj Patrick C. Russell  
Air Force Flight Test Center/MCO, Edwards

Recently I was asked to provide specific R&M examples demonstrating what our technicians experience daily which makes their job difficult. After reviewing the returned in-puts, there were not many that I thought were new and not recognized by the maintenance community. What follows are some thoughts on USAF R&M initiatives collected from our maintainers at Edwards, tempered by experience.

At the AFFTC we frequently identify problems on new/improved weapon systems under test that impact R&M. However, the success rate in correcting these problems is low due to the complexity and cost associated with design changes after production or the design has been approved. The experience of many of our senior maintenance managers and technicians is that often the designer or builder deviates from directed specifications which result in R&M degradation at the expense of keeping operational capability and performance intact. We are concerned that the existing USAF weapon system acquisition process lacks sufficient directives and guidance to ensure R&M issues are properly dealt with. Does the prime contractor have too much authority concerning how a weapon system will be maintained and supported?

Serious R&M problems on the F-4 aircraft were eliminated on the F-15. However, the F-15 was seriously impacted in the late 1970s by an engine that became nonsupportable due to reliability problems resulting from specification deviations and misinterpretations. The F-4 has been noted for battery problems and again today we are experiencing battery/charging system problems on the F-16. While progress has been made with aircraft fasteners, we still have serious fastener problems, i.e., Davis nuts on the F-16 and the fasteners forward of the intakes on the B-1B.

There are many areas our maintenance technicians have identified that could be improved or changed to reduce aircraft downtime. What we do not have avail-

able to us in the field is what has been submitted in the past by others and either resolved or being resolved. Program agencies established over the past ten years to enhance R&M to include evaluating inputs from the field are:

-- Productivity, Reliability, Availability and Maintainability (PRAM) program office, ASD/RAX. This office was formed in 1975 to reduce current and potential operations and support costs and improve the effectiveness of Air Force operational systems, subsystems, and equipment. This is an AFLC/AFSC-manned organization.

-- The Air Force Logistics Management Center (AFLMC) at Gunter is chartered to "increase AF readiness and combat capability by developing, analyzing, testing, evaluating, and recommending new or improved concepts, methods, systems, or proceedings that enhance base-level logistics efficiency and effectiveness." In the AFLMC project summary of June 1985, there are 28 maintenance projects in work, many of which are R&M issues.

-- USAF R&M action plan 2000, 1 Feb 1985. The objective of this HQ USAF program is that R&M must be considered coequal with cost, schedule, and performance. Also a special assistant for R&M on the Air Staff (AF/LE-R) was established.

-- Air Force Coordinating Office for Logistics Research (AFCOLR, Wright-Patterson) is the focal point for administering the logistics research and development requirements program. The 1985 Air Force logistics research and studies program document (Aug 85) in Section III has 332 pages devoted to logistics needs and the studies in progress or planned. Many of these needs had been identified by field personnel. Section IV of the document defines the R&D logistics research efforts in 14 technology areas of which the first two are reliability and maintainability.

Four areas which are not hardware related but management related which are considered vital to increasing R&M:  
[See INITIATIVES, Page 8]

### MENTORSHIP

By LTC William D. Corley  
HQ PACAF/LGM

One of the most important intangibles during my career has been the willingness of my bosses and superior officers to encourage going for the brass ring while tolerating my inevitable mistakes. This was especially true during my formative years when stupidity or radical thoughts often seemed to be the order of the day.

Today undue caution on the part of our lieutenants and captains often seems to be the operative theme. I firmly believe, as mentors, that we bear the responsibility of encouraging innovative ideas, listening to our young maintenance personnel, and supporting them when they make mistakes during the learning process.

On the other hand, though, the preceding thought applies to us older troops. The youngsters must be made to understand the need for fresher, creative ideas--thinking in the abstract--while receiving solid assurance from us that occasional failure when striving or extending oneself is not only normal but expected.

The critical point we must impart is that mistakes made in good faith during the pursuit of excellence or change will not be looked at as a sign of imperfection or damage the young maintenance officer's career.

Two books that I would highly recommend in which mentorship is the prevailing theme are Jacocca, An Autobiography by Lee Jacocca, and Stormy Genius, The Life of Aviation's Maverick--Bill Lear by Richard Rashke. Jacocca's book in particular relates his approach to mentorship which may be helpful to some of our folks.

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Nothing in life is so exhilarating as to be shot at without result.

Winston Churchill

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### INITIATIVES (Continued From Page 7)

-- Evaluation of the aircraft maintenance management concept, i.e., does our maintenance concept match the weapon system design and intended use? Possibly the introduction of reliability-centered maintenance from the airlines MSB-2 concept is one step in the right direction.

-- Maintenance technician training and development philosophy. Is our USAF training development philosophy still based on the AFM 66-1 functionally-oriented specialist concept that evolved from WW II and the draft? Possibly Rivet Workforce is a partial solution.

-- Support equipment (SE) acquisition, management and support. Numerous examples exist in this area: proliferation (many of the same SE items made by different manufacturers); using old or improper use of existing SE to support new weapon systems (using the complex and expensive MHU-B3A/E bomb lift just to upload F-15 auxiliary fuel tanks); replacement SE does not always consider the ultimate user (the new Hobart generator A/M32A-86 has a much better electrical generating capability than the MD-3; however, it weighs twice as much and must have a tug to move it around rather than crew chiefs. The same is true for the new 3,600 pound liquid nitrogen carts (LN-2) versus compressed bottle carts and for the proposed new aircraft tow bars that weigh twice as much as the old MD-1.)

-- USAF weapon system design and project engineers and R&M engineers have limited visibility on what really happens in operational units. Assign new design and project engineers to maintenance activities for training or orientation. Give the senior USAF maintenance leaders functional control of R&M engineering resources.

I have had the opportunity here at Edwards the past 18 months to become more involved with R&M issues. One major R&M issue that I can confirm is that to get significant R&M improvements on new weapon systems it must be done during design. Once the aircraft is built and being flight-tested, even if it is a full-scale engineering development aircraft it is too late to make major design changes.

## THE B-1B IS FLYING

By Col James L. Wakefield  
96 BW/MA, Dyess

Seven months and 60 sorties later, we are pleased to report to the MOA membership that the B-1B is doing well in west Texas. For the first six months we experienced a 50% attrition rate which surprised the planners but which does not seem too unusual for a new, very complex aircraft being developed and fielded concurrently. Most of the problems were associated with flapper doors in the engine bleed air system, horizontal stab actuators, fuel leaks, windcreens, and TCTOs. Since the first of the year we have seen a much lower attrition rate. Our third aircraft arrived on a Monday. We flew a local pilot pro the next day and five full training sorties on the next four duty days. Not bad for a bunch of "blue-tuos" that many thought could not maintain such a complex piece of machinery.

We began with only five of 3,000 organizational-level tasks verified and available for use. Today we have verified over 850 tasks. We began with 18 trained technicians from Edwards. Today we have nearly 3,000 people qualified to work on the aircraft. Empty supply shelves are now half full. The Central Integrated Test System, an on-board diagnostic computer, is very impressive and doing an excellent job telling us where the aircraft hurts. A new fuel cell hangar, an expanded IMF, and three renovated DCM staff buildings are now occupied. In July we take the first four parking spots with CASS (fuel, power, cooling air and liquid).

Our big effort now is certifying the WSA and aircraft bomb bays and weapons software/wiring for use. This month we will do a five-aircraft "fit and function" test and start the long process of obtaining weapons safety rules. We are also beginning to increase the flying rate towards a maximum of 160 sorties a month. In the spring we will start to train maintenance folks from Ellsworth, MOB 2.

Everyone here is proud to be a part of the B-1B. It is a marvelous aircraft that gets better as we press on towards IOC which is six months away.

[The following article is a synopsis of discussions held at the Dec 85 Southeast Regional MOA conference.]

## AIRCRAFT SCHEDULING

By Capt Daniel E. McCabe  
363 AGS/NAAB, Shaw

How can we increase combat capability through aircraft scheduling? The answer is simple yet difficult to implement. Aircraft scheduling should be practiced as if we were at war. After all, are not we training in case we must go to war? This basically means more realistic wartime practices (combat sortie generations and employment exercise scenarios). More important, know your checkered flag scenario and practice it. Know what type of schedule you will fly, how you will operate, and then develop a realistic exercise plan.

In TAC more emphasis is placed on getting the sortie than fixing the aircraft. Do we as MOs know what kind of systems need to be operational in order to provide an effective training sortie? If we do not know basic operator requirements, we cannot make smart fly-versus-fix decisions. As professionals we must get out of the maintenance closet.

When fixing aircraft we need to make use of down time. Aircraft are kept off the flying schedule for a reason: maintenance. Do not just let the aircraft sit; do whatever you can on it at the time. Check for delayed discrepancies, TCTOs, time change items, or plain old scheduled maintenance. There should not be an aircraft sitting down without something to do.

The problem of trying to keep aircraft off the schedule can be solved by obtaining a training aircraft. Shaw AFB, which possesses RF-4Cs, has obtained an F-4C for training only. It does not count as a PAA aircraft--just a trainer. This allows one more aircraft to be used effectively.

The bottom line is: combat capability can increase through aircraft scheduling by realistic environments, fixing what is needed, and knowing the operator's business.

-----THE EXCEPTIONAL RELEASE-----

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Pacific - Col Paul Cwiklik, 5 AF/L6, Yokota AB, JA

Central Europe - LTC William T. Dillon, ATC Advisor,  
Ramstein AB, GE; AV 480-7552.

England - LTC Philip S. Duwel, 501 TMM/ADG, RAF  
Greenham Common, UK; AV 8-266-2265.

Puerto Rico - LTC Pedro J. Aponte, 156 TFG/MA (ANG),  
Muniz ANG Base, Puerto Rico.

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## ON THE ROAD AGAIN

### Retirements:

Col Frank Blazek - Now director of the defense systems programs for Dynamac Corp in Dayton.

Col Bill Neff - Formerly a DPML at Wright-Patterson. Now ILS manager of the F-110 and F-14 reengineering for General Electric in Cincinnati.

LTC Joe Bonpensiero - Terminal assignment was with the AF IG at Norton. Now with Cubic Defense Systems in San Diego.

Capt Joe Glenn - Last assignment was with HQ TAC/LGM. Now with BDM Corp in McLean, Va.

- This month Col Jim Knoblauch will be leaving Moody to become 9AF IG at Shaw.

- LTC Maurice Hatfield is remaining at Dyess but has moved from maintenance control officer of the 96 BMM to assistant DCM of production.

- Capt Mike Tucker will be moving from the 57 FWM at Nellis to the 86 AGS at Ramstein.

- Maj Joe Thompson left K. I. Sawyer for the warmer climate of Andersen where he is with the 3 AD.

### SM-ALC Movers:

LTC Jim Kiley from MAD to MM-1(R&M program manager).

LTC Jerry Price from Sunon to Industrial Products Division.

- Col Milton Felch left K. I. Sawyer for McConnell where he is the DCM.

- Capt James Roy was transferred from HQ TAC to the 4450 TAC Gp at Nellis.

- Col Luke Gill moved up from assistant DCM of the 355 TTM at Davis-Monthan to become the DCM.

### Graduating and Matriculating:

Col (Ret) Ron Hoelzer is pursuing a master's degree in accounting at the Business College of the University of South Florida.

Maj Len Campbell completed Armed Forces Staff College and is being assigned to the Combined Forces Command at Yongsan.

Maj Paul Haskell completed Armed Forces Staff College and has returned to the NGB/LGM at the Pentagon.

- Capt Craig Matt has left the 3 EMS at Clark for a career broadening assignment at MR-ALC.

- Col Rod Dale has been transferred from Reese to HQ AFLC/LOG-T6 at Wright-Patterson. Rod did an excellent job as MOA's Texoma regional director. Thanks!

- Our best guess in the last ER regarding 1Lt John Doggett's assignment was in error. He is not assigned to Whitman, but is with the 86 EMS at Ramstein.

- Capt Steve Baysinger has come in from the cold, leaving Eielson and reporting in to the AFLMC at Gunter.

### Need to Know Movers:

Maj Jack Ward from Loring to Offutt.

Col Bill Byrd from HQ TAC to Holloman.

Maj Greg Miller from OC-ALC to Nellis.

1Lt Hal Taylor from Eglin to Washington. McChord?

Maj Steve Farish from England to Mass. Hanscom?

Capt Greg Berdes from Tyndall to Birmingham, AL.

Capt William Eshbaugh from Hickam to Edwards.

1Lt Vic Wager from Tinker to Hahn.

Capt Erik Swanson from HQ AFLC to Keflavik.

Capt Terry Warren from HQ MAC to Wiesbaden.

Capt Mary Gordon from Laughlin to Bergstrom.

[See ROAD, Page 12]

**MEMBERSHIP**

Our membership roster totals 898. The following new members have been added to our rolls since the last issue of the ER.

- LTC L. B. (Jack) Blackwell, III, HQ TAC/LGQ, LANGLEY
- Maj Carl Blakeley, 56 TFW/63 AMU, MACDILL
- Col (Ret) Harry L. Brewer, NORTHROP, HAMPTON, VA
- 2Lt Terry L. Carpenter, 62 OMS, MCCORD
- 1Lt Kevin S. Cullis, 27 EMS, CANNON
- Col (Ret) Bobby M. Ellis, DAYTON
- 1Lt Curtis A. Eubel, 548 AGS, LAKENHEATH
- Maj Ronald L. Garvin, HQ TAC/LGW, LANGLEY
- Capt Connie L. Haney, 62 FMS, MCCORD
- Capt Belester Hill, Jr., 363 TFW/MM, SHAW
- 1Lt Larry A. Howe, 435 OMS, RHINE-MAIN
- Maj Theresa L. Hunt, 86 EMS/MAEM, RAMSTEIN
- Capt Michael P. Karr, HQ PACAF/LGX1, HICKAM
- Capt Paul D. McVinney, 435 TAW, RHEIN-MAIN
- 2Lt David P. Martin, 14 OMS, COLUMBUS
- Capt Kerry E. Martin, HQ SAC/LGXB, OFFUTT
- Capt Thaddeus J. Martin, HQ SAC/LGXR, OFFUTT
- Maj Wm. A. (Sam) Miller, 355 TFW/MAT, DAVIS-MONTHAN
- Capt Kenneth D. Mills, 36 EMS, BITBURG
- Col Kristian M. Mineau, 37 TFW/MA, GEORGE
- Capt Steven F. Orlomoski, 343 CRS/MACH, EIELSON
- 1Lt Freddie D. Peralta, SM-ALC/MMER, MCCLELLAN
- Capt Patrick C. Quigley, 48 CRS/MACH, LAKENHEATH
- Col William M. Rider, 388 TFW/MA, HILL
- LTC Rodney G. Scott, 62 MAW/AMA, MCCORD
- 2LT Tracy A. Siedendorf, 62 OMS, MCCORD
- Capt James W. Smith, FACULTY, AFIT, WRIGHT-PATTERSON
- Col H. Ronald Tollefson, HQ USAF/LEXP (ANG), PENT.
- Mr. Steven T. Whelan, EMBRY-RIDDLE/AMT PGM MGR, EUR
- 2Lt Frank T. Willis, 302 CAMS/MAOM, PETERSON
- Capt Audrey L. Wolff, 56 CRS/MACH, MACDILL
- 1Lt Robert M. Wood, Jr., 388 TFW/34 AMU, HILL

**ROAD (Continued From Page 11) . . . . .**

- 1Lt Elaine Seyman has been reassigned from the 363 AGS at Shaw to Lakenheath.

- LTC Jan Edeburn has changed hats, moving up from the 81 EMS/CC to the assistant DCM of the 81 TFW at Bentwaters.

**AFALC Movers:**

In July LTC Gary Kelly from Dhahran.  
Maj Larry Mullins from Zweibrucken.  
Capt Philip Bourgoine from Edwards to chief of the maverick support system division.

- Maj David Ekberg has been transferred from Clark to SA-ALC/MMI at Kelly.

**Pentagon Movers:**

LTC Larry McCourry from AF/LEXM to AF/IGI  
Capt Pat Doumit from Beale to AF/DPPTS

- This summer Maj Dave Stringer will return from HQ USAFE to attend ACSC.

- Capt Kim Plourde has left AFRES in Colorado for the Reserves in California.

- Col Fred Miranda has been transferred from HQ SAC to Wright-Patterson where he is the director of logistics in the B-1B SPO.

- 1Lt Bob Yarbrough has been reassigned from Hill to the 86th TFW at Ramstein.

- Maj Tom Brown has returned from Kadena and is the commander of the 355 CRS at Davis-Monthan.

- Capt Dave Underwood left Elmendorf for HQ TAC/LGQP.  
\* \* \* \* \*

**ZAPS**

We need writers--not just readers!

- Col Steve Long    Capt Gary Osborn    Capt Diana Richard
- Maj Don Lowery    Capt John Ruth    Capt John Taliaferro

**KEEP THE FAITH**

\* \* \* \* \*

## SNAPPY SALUTES

Our announcement in the last ER of the MOA members who had been selected for promotion to lieutenant colonel omitted one. Our warmest congratulations to James K. McDonald with the 4450 TAC Group at Nellis!

\*\*\*\*\*

Our congratulations to the following 17 MOA members who have been promoted to captain:

|                      |                      |
|----------------------|----------------------|
| Franklin J. Dolcater | Patrick W. Pickett   |
| Robert E. Dulong     | Frank W. Raises      |
| Curtis A. Eubel      | Trula M. Schmidt     |
| Larry A. Howe        | Vanessa G. Shaw      |
| Mark A. Lester       | Linda K. Smariga     |
| Patrick V. McCredie  | Michele G. Smith     |
| Joyce C. Martineau   | Victor E. Wager, III |
| Richard G. Matthews  | Robert M. Yarbrough  |
| Charles R. Nichols   |                      |

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MOA salutes member LTC Peter Schill, SA-ALC, directorate of maintenance for his selection as 1985 AFLC's aircraft maintenance field grade manager of the year.

\*\*\*\*\*

Selection of the Air Force Maintenance Effectiveness Award winners for 1985 was completed in February. Twelve units were singled out to receive these prestigious awards in recognition of their outstanding performance during FY 85. The winners by category are:

Outstanding OMS: 14 OMS, Columbus AFB, MS (ATC)  
Outstanding FMS: 47 FMS, Laughlin AFB, TX (ATC)  
Outstanding AMS: 380 AMS, Plattsburgh AFB, NY (SAC)  
Outstanding ABS: 48 ABS, RAF Lakenheath, UK (USAFE)  
Outstanding CRS: 3 CRS, Clark AB, RP (PACAF)  
Outstanding EMS: 4 EMS, Seymour Johnson AFB, NC (TAC)  
Outstanding MMS: 410 MMS, K. I. Sawyer AFB, MI (SAC)  
Outstanding GLMMS: 44 FMMS, Ellsworth AFB, SC (SAC)  
Outstanding CAM: 318 FIS, McChord AFB, WA (TAC)  
Outstanding DM: SM-ALC, McClellan AFB, CA (AFLC)

Outstanding Large C-EM: 6911 ESS, Hahn AB, GE (ESC)  
Outstanding Small C-EM: 629 TCF, Hesisch-Oldendorf AS, GE (USAFE)

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The following winners of the 1985 AFRES Maintenance Unit Awards were announced in December:

AFRES Outstanding Maintenance (Large Unit): 442 TFW, Richards-Gebaur AFRES Base, MO  
AFRES Maintenance Effectiveness Award (Small Unit): 924 CAMS, Bergstrom AFB, TX

## HAPPENINGS

Maxwell and Gunter Area . . . Maj Gene Leach, ACSC faculty and the AU advisor to MOA, is in the early stages of organizing a MOA get-together at Maxwell. In view of the high number of maintainers who pass through the University's professional military education courses, Maxwell offers an excellent opportunity for maintenance officers of all ranks to step back from the day-to-day sortie production scenarios and to think out the highs and lows about our business. If you can help Gene get the ball rolling, call him at 52170 or 52177.

Wright-Patterson . . . Any MOA TDYers at W-P on 19 March, stop by the O'Club between 1700 and 1900 hours for a local MOA meeting and social.

Ramstein . . . On 25 and 26 April, the active EurMOA chapter will conduct its prenational symposium to develop chapter inputs. Join them if you're in the area.

## OVERDUE DUES

If the post office has quit delivering mail to your address or if you left your last assignment on the run or if mail gets buried at the bottom of your in-basket for months, this notice is meant for you. MOA dues for 1986 in the amount of \$20 are now due and payable.

### SYMPOSIUM AGENDA

Friday, 2 May 1986

0900 - 1100 Registration  
1030 - 1130 Welcome Reception and Administrative Session  
1000 - 1230 Exhibits Open  
1230 - 1400 Luncheon  
Speaker: Deputy Assistant Secretary of Defense  
1430 - 1630 Workshops:  
Maintenance Tng: Officer & Enlisted Mentorship/Officer Career Development Regional Director/MAJCOM/SQA Advisors Bylaws Review  
1630 - 1800 Exhibits Open  
1800 - 1900 Cocktail Reception  
1900 - 2130 Awards Banquet  
Speaker: Air Logistics Center Commander

0900 - 1015 Business Meeting - President's Report  
1000 - 1300 Exhibits Open  
1030 - 1230 Workshops:  
Reliability and Maintainability  
Professional Standards  
Retirees  
1230 - 1400 Luncheon  
Speaker: Commander, AFLC LOC  
1400 - 1600 Panel: Combat Readiness: The Maintenance Factors  
1600 - 1800 Exhibits Open  
1800 - 2000 Cocktail Reception  
1900 - XXXX Optional Activities

Saturday, 3 May 1986

0800 - 0900 Coffee Bar/Pastries

Sunday, 4 May 1986

0900 - 1030 Buffet Breakfast  
Speaker: Pending  
1030 - 1130 Closing Session  
Workshop Reports  
Business Meeting Reports  
Course for 1987

[NOTE: Guests attending the receptions, luncheons, or dinner will be charged for the affair attended. Attendance by anyone, guest or member, for only one day of the symposium will be pro-rated.]

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.

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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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Nominee Rank & Name: \_\_\_\_\_

Duty Title, Orgn & Base: \_\_\_\_\_

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

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Nominee Rank & Name: \_\_\_\_\_

Duty Title, Orgn & Base: \_\_\_\_\_

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

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