THE EXCEPTIONAL RELEASE

The **M**aintenance **O**fficer **A**ssociation **(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. 47 **SPRING 1992**

Letter From The President

— Mark B. Roddy, Colonel, USAF

Dear Fellow MOA Members,

It's a distinct privilege for me to be writing my first letter to you as MOA President. Along those lines, first things first: I want to thank Lt Col Don Wetekam for the absolutely superior job he did as MOA President for the last two years. Don put his heart and soul into this position, and the results he achieved reflect his hard work and dedication. Lest anyone think otherwise, Don was *THE* reason for the success of last year's super convention. I know you all join me in wishing Don all the best, and our hopes that he continues to be an active MOA member!

As for my role as YOUR president, I'd like to share a few initial thoughts about things I'd like to explore during my tenure. I very much welcome your input on these ideas, as we need to approach these items as a team. I would first like to focus on expanding our membership by coming up with a simple, straightforward nomination and approval process (this is one that is mostly internal to the MOA officers). I believe we should also explore the possibility of opening our ranks to more nominees from our sister services. As our military budgets decrease, "jointness" is going to be more and more prevalent. I think we can all learn from each other and maybe, in the process, avoid reinventing a wheel or two. Speaking of membership, a key point: some members think that once they leave the active ranks they must resign from MOA. *NOT SO!* We need and welcome our retired/separated members. Frankly, as the force draws down, these folks could be even more important as we all, sooner or later, look to "network" in the civilian world for post-active duty employment.

Another facet of MOA I'd like to look at is expanding our regional offices. This would give us a way to get information of note to all members in a hurry via the old "Pyramid recall" system. It could also give those of us in the Pentagon a potential source of outside-the-Beltway opinions, if we were trying to pulse the force on a key issue.

Finally, we need to plan and conduct another MOA Convention. Tentatively, we're looking at the Washington DC area again for our convention site. We're still working the details, but will be getting more information to you soon.

I look forward to working with you all and seeing as many of you as possible, either at conventions, visits to the field, or if you're here in the building. Stop by room 4A280 and say hello.

Thanks for the opportunity to serve you!

The Composite Wing Remembered

by Tom Suglio
ASD/YSLS Wright-Patterson AFB

Warning: *The Surgeon General has determined that the contents of this article may be flammable and steel toed combat boots are required to read it.*

The Winter 1992 issue of *ER* with Colonel Morrison's Letter to the Editor, Captains McCabe and Hotovec's articles had food for thought, provided a roadmap for the future, and for me personally, resurfaced my quest for the survival of skilled Knucklebusters.

I, too, have been wondering how 2-level maintenance will work when the basic assumption is that on the flightline the only system malfunctions will be LRUs. What happened to all of the wires, tubing, check valves, flow regulators and the hundreds of other components between those LRUs that can cause subsystem problems? Who is going to troubleshoot and figure it out? It would seem to me that once all of the costly LRUs were replaced **(troubleshooting by replacement)** in the subsystem and the problem was still there, an AMU-OIC is going to be standing in deep carpet trying to answer a question that he/she has no control over. This will happen when an outstanding "O" level type has to chase an APU gremlin for three months before he/she finds the faulty wire hidden in the bowels of the aircraft (actual recent event on a new aircraft).

· I was beginning to think that I, too, am one of the "old crowd", and only the old aircraft I worked had all that other equipment between the LRUs. But the new weapon systems coming out have all of that equipment between the LRUs also. Attorney Murphy says that at least half of the time, the problem will not be caused by LRUs.

If the blue-suit force is being reduced and 2 level maintenance is basically going to have certain AFSCs for each weapon system at composite wings, who is going to perform the maintenance when one weapon system does not have the personnel available on any given day to perform the required maintenance? Is the Hydraulic Mech going to leave his/her F-16 squadron and go over and work hydraulics in the A-10 squadron? The concept says no. What does reality say? If reality is all AFSCs work all of the weapon systems on base, then we will be doing what we did in the "old days." I see 2 level maintenance on multi-million dollar weapon systems not unlike taking your personal $35,000 car to the service department and the mechanic changing (at your expense) all of the sensors, modules, switches, bells, whistles, etc., because he did not have the "I" level diagnostic computer or Tech Order to find the gremlin. Of course, the other option would be for the mechanic to ship your car back to the manufacturer **(depot)**. We would not stand for that personally, so why would we allow it as "the maintainer whats in charge"? We may save one color of money with 2 level, but we may have to double up on another color to buy more articles or buy train loads of spares to meet mission needs.

I won't repeat Luke's aircraft mentioned in Col. Morrison's article, I will share with you a nuts and bolts daily routine at a composite wing in the hope that a snapshot of the future may show through. I started working at Luke as a civilian hydraulic wrench bender in 1966, attended FTD school on the primary fighter of the day (F-100). As new fighters were assigned, I attended FTDs on the A-7, F-4 and F-15. Besides the assigned fighters, we had other assigned aircraft (fondly referred to as station bombers) to work daily, but without benefit of FTD or FAM courses. If variety is the spice of life, we were spiced (not spaced) out from working on HH-43, C-47, T-29, HU-16, U-3A, and U-6A. Transit aircraft we worked were F-101, F-102, F-105, F-106, C-118, OV-10, T-37, T-38, B-57, F-111, A-1, A-10, C-130, C-141, C-123, C-7, C-121, A-4D, A-3D, F-14, F-9F, P-2V, and S-2F (list not all inclusive). Personally, I did not have a problem working so many different aircraft. I had come from working on the fly-away line at the Navy's bone yard and had worked on all airframes and subsystems of just about everything the Navy had (yes, the Navy puts new aircraft in temporary storage) at the time.

Looking back at those days, I know that if several of us civilians had not transferred from the bone yard over to Luke, a lot of broken transit aircraft would have had to wait for home base support to get "fixed." The rule of the day was to call around and find anyone who had experience **(even if you had just seen one once, you were qualified)** with the type of broken aircraft. A few of the Bluesuit wrench benders had the **skill** and **guts** to work on most of these aircraft, but that was the exception rather than the rule. It was not uncommon to take a broken component off of one of these aircraft and take it to our backshop and "repair it" ourselves. If we had 2-level maintenance, then waiting for home base support would have been the rule of the day. The GIs of that era were taught in Tech School how to build hoses, bend tubing and how to troubleshoot. When they came to us, their time as a "3" level was spent almost exclusively in phase. They learned component location and what made the aircraft tick real fast. That training was relative to the technology of the day.

Now it seems that the aircraft are leaping three steps at a time in technology while training for the maintainer is slipping backwards. It's odd that new aircraft are getting easier to fly and harder to maintain **(R&M?)**. The pilot receives years of training while the maintainer receives weeks of training. The pilot spends 2 hours a day with the aircraft, the maintainer spends 22 hours a day with it. Maybe CUT training helps somewhat. We did all of that before the world of specialization, too. However, as Col Morrison suggested, USAF aircraft mishaps were high, ground and air aborts were high, and a lot of maintenance was and is still self-induced **(not done right the first time)** due to a lack of knowledge, discipline, heavy workload or not paying attention to detail. Part of it could be blamed on that other war, Viet Nam and the time crunch for people (operators and maintainers) in SEA. However, this concept was born before the war. The only problem the war brought on for us "5" or "7" level maintainers was trying to get four or five "3" level maintainers at a time OJT'd to a "5" level in record time so they could be sent to SEA, while still maintaining the heavy amount of transit aircraft on their way to SEA.

continued on next page

I have no idea what the big picture was in those days (I saw it recently. It's on an Etch-A-Sketch, and somebody shook it before I could memorize it) or how senior leadership saw it, but I do know that all of those holes in the desert were not made by prairie dogs, a lot of pilots and maintainers had missing and/or scarred parts, when they survived. It doesn't do your heart a lot of good to see friends routinely come back from the range in plastic bags or one of your counterparts scattered all over the ramp. It was not all gloom and doom, however. Some of us came out of it with the knowledge that if you were the responsible individual **(TQM? oh no! That was "0" defects)**, such as a Dock Chief, **(answered the mail)** then you inspected it, even if it was an engine, autopilot, or radar "7" level inspection, because we knew that **all Phase inspection (look) work cards are nothing more than hardware inspections**. We (431s) could look at hardware and determine if something was right or wrong no matter what subsystem. Senior leadership of that day recognized those ideals and talents, so they designed it into the maintenance concept. Why are we throwing it away? Please tell me it's not unionization. Past articles in the *ER* have hit on the problem of the skilled technician pool drying up, and that possibly you would have to go outside and recruit skilled mechanics. How would anyone propose doing that? Those skilled mechanics (are us) were all trained in the military and "got out." Usually from burnout. The individuals who were really sharp carried the load and just flat got tired. Judging from the tone of the articles in the *ER,* we are still burning them out. I honestly hope that no offense is taken by this article. I am only trying to point out that from the oldest C-45 or F-51 to the newest aircraft, the down and dirty nuts and bolts maintenance tasks of our aircraft have not changed. However, our theory **(management)** of how to perform that maintenance is a moving target. The guys who spend the least amount of time with the aircraft still sit in the seat with one hand on the stick and the other on the throttle. Frank Luke, Jr. did that 75 years ago. How many times have we changed our maintenance management (concepts) in the same period? The maintainers never have solid ground to stand on for more than a few years (when new senior leadership "mandates a better way"). At best, improvements in actual maintenance tasks are miniscule each time we change. Is it really cost effective? The bottom line is that no matter if the stubby pencils are sterling silver with stars all over them, no mortal will ever be able to write management into maintenance Technical Orders that will result in the aircraft always being ready when needed.

So what has all of this reading told you? It should have told you that wrench benders are not necessarily good writers. More importantly, it should have told you that from a wrench bender's point of view, we have to invest more time and energy in protecting and nurturing a dying breed. The maintainers in the "Storm" were highly motivated because they could see the "Four Star" on CNN briefing film of their aircraft surgically installing large bombs in dixie cups. In peace time, he/she launches and recovers all day and have no idea what happens in between **(motivation?).** Take them to the range on a bus once in awhile, give 'em a box lunch and let them watch their aircraft do what they were designed to do. Make them feel like they are an integral part of the outfit. Let the Wing CC in his staff car pick up a maintainer with his tool box and drive him out to the flightline. Let the Wing CC and DCM make daily rounds through the maintenance complex, **(some maintainers have only seen their Wing CC in the base paper)** talk and sip coffee with the troops. Let an operator come down for the day and help remove panels. Have the operator ask the maintainer if the aircraft is ready to go, and when the maintainer tells him yes, the operator tells him to go check out a helmet and flight suit and climb in back **(accountability? TQ? Surely you jest.)** Movie stars and Heads of State receive rides. Why not the troops? After all, these folks have more blood, hide, sweat and tears invested in the aircraft than other individuals. If the troop has a personal emergency, fly him home in the back seat **(who needs cross country time anyway?)** When these types of things happen (I've been there and it's a hell of a motivator) you will see standing before you those **skilled, gutsy, lifer maintainers** that you're looking for. Motivators like these are a lot cheaper in the long run by showing the troops that the "Boss really does care about me," than it is to keep trying to harvest new crops of skilled maintainers continually. If the time and energy are not invested, then you will have to kept changing the management concepts and burning out your best performers to try to compensate. It has to start with senior leadership spending as much or more time with the maintainers as they do with the operators. That, my friends, is how a composite or any type of wing should work. Just like a smooth running watch. Let a single component of that watch burn out and the watch stops or won't keep time.

The same maintainance problems we have always had are going to still be with us for a while. Now it's my job to go to the manufacturers and high desert and see the things that are still going to make us scratch our *** and wonder how we are going to "fix it." It's apparent that the designers don't care. It's more profitable to care **(Blue-Two)** after the fact.

Well, now you have heard the maintainer's point of view. What you have read here are my personal experiences, but more importantly a lot of it what I am hearing and observing from the maintainers today. I don't have the power to fix it, but I can listen to them and pass it on to the responsible managers. If you see the challenges here, then I am glad I "invested the time." Good luck.

The MOA Business Office
Has a New Address:

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Lost Notes

Col Dennis G. Beck is now the 11 AF/LG.

Combat Logistics Support Squadron's — The AFMC Combat Arm

by Lt Col Howard E. Creek
Commander, 2954 CLSS, Kelly AFB, Texas

The Air Force is changing: building down, objective wings, base closures, Air Combat Command, Air Mobility Command, Air Force Material Command, just to name a few. The Air Force has eleven Combat Logistics Support Squadrons which will undoubtedly play a key role in our changing Air Force.

The mission of the Combat Logistics Support Squadron (CLSS) is to provide highly trained, worldwide deployable military teams to accomplish rapid Aircraft Battle Damage Repair (ABDR) and to augment packaging and supply operations. The CLSS complements this wartime mission by providing teams of maintenance technicians to accomplish depot level technical assistance on aircraft and associated components and also by providing teams of distribution technicians to provide supply and packaging support. There are five active duty CLSSs, one at each Air Logistics Center (ALC), and six reserve CLSSs, one at each ALC and one at Wright-Patterson AFB, OH. There is also a CLSS detachment at Kadena AB, Japan. Each CLSS is basically responsible for the aircraft managed at their ALC (i.e. 2952 CLSS, Hill AFB, UT is responsible for the F-4 and F-16; the 2951 CLSS, McClellan AFB, CA is responsible for the A-10 and F-111; etc.) Two of the CLSSs also have engine specialists; the 2953 CLSSS at Tinker AFB, OK, is responsible for the Oklahoma City ALC managed engines (F110, F108, TF33, etc.) and the 2954 CLSS at Kelly AFB, TX, is responsible for the San Antonio ALC managed engines (F100, TF39, T56, etc.).

The primary mission of the CLSS is ABDR and the squadrons performed this mission well during Operation Desert Storm. Approximately 106 battle damage repairs were accomplished by CLSSS teams. These repairs ranged from patching small holes requiring only a few hours to complete to repairing 187 holes in a B-52 which took seven days to complete and involved fuel tank repairs, patching formers and stringers, and repairing electrical and hydraulic lines. Additionally, during Desert Shield and Storm all CLSSs performed some level of depot repairs while they were deployed. Their depot level efforts included modifying aircraft, repairing crash damaged aircraft, and performing TCTOs on aircraft and engines. CLSS's also performed numerous organizational and field level maintenance activities such as aircraft phases, JEIM, end of runway checks, refueling, towing, and launch and recovery. Several CLSS ABDR teams were among the first units to deploy to the Area of Responsibility (AOR) and, therefore, were used to help set up the base infrastructure, build the tent city, drive trucks, fill sand bags, and work in MWR activities. ABDR was our prime mission and it had always been predicted to be a force multiplier. Desert Storm proved that it was, indeed, a force multiplier. Aircraft which sustained battled or crash damage and were repaired by CLSS teams, flew and additional 289 combat sorties. CLSS teams also accomplished several repairs on cargo aircraft, including a Civilian Reserve Air Force B-747 and Kuwait Air Force C-130.

CLSS packaging and supply teams also deployed to the AOR. A 29 person supply team and 16 packaging specialists went to Riyadh AB where they were involved in "building" the base. They helped construct six Harvest Bare hangars and 12 Harvest Falcon general purpose structures. CLSS RADS specialists helped set up and operate the Riyadh base supply system and the Transportation Management Office (TMO), and they worked in Headquarters, CENTAF where supply specialists helped to manage MICAP requisitions. Several CLSS supply personnel are still serving at various bases in the AOR.

During peacetime, CLSS maintenance personnel maintain their skills by performing depot level maintenance worldwide. Teams are frequently called upon to perform TCTOs, modifications, and depot level repairs on aircraft, components, and engines. They also do aircraft maintenance within the depot, integrating into the maintenance divisions and augmenting the civilian workforce. At Hill AFB and Kelly AFB, CLSSs have teams assigned to repair crash damaged F-16s and modify T-38s. CLSS team are often called to help deliver aircraft to Foreign Military Sales customers and teams have also been called upon to perform other jobs not normally performed by aircraft maintainers in the field. For example, one team went to Davis-Monthan AFB and built 10 K-Span hangers for the Aerospace Maintenance and Regeneration Center. Another team went to Moody AFB and repackaged mobility bags for the Tactical Air Command.

Supply and packaging specialists are constantly on the road during peacetime. They do packaging, inventory, warehousing, and rewarehousing associated with base closures, realignments, and aircraft conversions. They also perform numerous specialized packaging assignments such as packaging aircraft simulators, Avionics Intermediate Maintenance equipment, and specialized tooling. Supply personnel have also been called upon to help inventory and reconstitute Harvest Bare and Harvest Eagle kits.

CLSS teams will likely play important roles in the downsized Air Force of the future. With base closures and realignments, supply and packaging teams will remain in high demand. Maintenance teams will clearly be needed to perform more TCTOs and modifications and this workload will no doubt increase as the Air Force progresses toward levels of maintenance. CLSS teams can also be called upon for manning assistance if they are needed.

If you need a CLSS team, contact your MAJCOM/LGM/LGT/LGS who will initiate the T.O. 00-25-107 request through the respective ALC System Program Management Office. Additionally, every CLSS is always seeking good personnel to fill authorizations. Duty with a CLSS is a controlled three year tour and requires an application for Special Duty (AF Form 109) which is processed through your CBPO. CLSS duty is demanding with considerable TDY but if you like a challenge and have a good record of performance, submit a special duty application and you could very well become part of the CLaSSiest organization in the Air Force.

It's a Mod, Mod, Mod, Mod World

by Maj Gloria P. Jenkins
HQ USAF/LGMM

In this time of shrinking defense budgets, we are having to do more with less. Although our systems are aging and new threats appearing, we are faced with limited dollars needed to develop and buy brand new systems to correct deficiencies or add new capabilities. One alternative is to modify what we already have in the field.

During the past year, we have seen some major changes to our mod policy, driven primarily by major revisions to acquisition policy contained in DODI 5000.1, DODD 5000.2, and DOD 5000.2M. From our perspective, the formalized declaration in these documents that mods are acquisitions has put the mod process on the same track as new system acquisitions. The bottom line is that mods must now follow the same basic rules used for acquiring new systems.

For example, all mods must begin with a formal statement of the requirement, usually in the form of a Mission Need Statement (see AFR 57-1). Also, since Air Force acquisitions are directed through Program Management Directives (PMDs), all mods should have PMDs. Further, all mods over $25M require a formal Acquisition Program Baseline, which is used to document system changes to cost, schedule and performance during acquisition. Just like new systems, mods are placed into one of four acquisition categories — or ACATS — mostly determined by dollar value and level of oversight. This ACAT level then drives who must review the program and how much documentation is needed for each milestone (see DODI 5000.2, Part 2).

To help sort out some of these major changes, a Mod Summit was held in late 1990, with the AF Acquisition Executive (AFAE) and the Commanders of AFSC and AFLC, to address how mods would fit into the acquisition world. The first issue was to identify a single focal point — the belly button — for mods on systems which had already transferred from the acquisition command to the supporting command. The consensus was the person who had the responsibility for program management for the end system would be accountable for all mods to that system. This decision was in total sync with the chain of authority outlined in the DOD 5000-series (i.e., AFAE to Program Executive Officer (PEO) or Designated Acquisition Commander (DAC) to Program Manager).

This Mod Summit also looked at the policy for safety mods. The main objective was how to apply limited resources to true safety mods and expedite the mod schedules, which at times dragged beyond four years. The end result produced specific criteria which must be met before the mod is assigned a safety designator (see Final Draft of AFR 57-4, 14 Feb 92). Since safety mods require concurrence from the operating MAJCOM/CC, HQ USAF/SE, and the PEO/DAC, true safety mods receive funding priority from MAJCOMS and move on an accelerated installation schedule.

Another major change to our policy resulted from a tasking from AF/CV to simplify the mod process. After careful study by a trained Process Action Team using Total Quality Management methods, we pared the previous five mod classes to three: two temporary classes (one for special temporary missions and one for DT&E/OT&E) and a permanent class which now includes all previous Class III, IV, and V mods.

A more significant change to the overall mod process is tied closely with elimination of our AF Board and Panel structure and creation of Global Reach-Global Power (GR-GP) teams on the Air Staff. To illustrate, reliability and maintainability mods (old Class IV) used to be prioritized and advocated by HQ AFLC, then funded through a pot of money which they controlled. Now each MAJCOM must prioritize and budget for all its permanent mods by way of including permanent mods in the MAJCOM POM submission and updates. The GR-GP teams use these MAJCOM priority lists to help allocate Air Force resources for mod programs.

We are in the transition phase of implementing the concept of Integrated Weapon System Management (IWSM), which empowers a single Program Director with a seamless, cradle-to-grave responsibility for a weapon system. This IWSM process will be further aided in July 1992 by the creation of Air Force Materiel Command, which will replace our separate acquiring and supporting commands. This organizational restructure will undoubtedly impact our acquisition process and hence, cause our modification process to change again in the near future.

Currently, all the details for mods are contained in the final draft of AFR 57-4, Modification Approval and Management, dated 14 Feb 92. Since mods are acquisitions, however, the policy and procedural guidance now in AFR 57-4 is being incorporated into AF Supplement 1 to DODI 5000.2 and AFP 800-X. The projected completion date for these two documents is mid-year, at which time AFR 57-4 will be formally rescinded.

If you have further questions on specific aspects of our mod policy, please call the author at DSN 227-5158.

Logistics Officer Professional Development: A Perspective

by Capt Patricia A. Rose

"Congratulations, Trish, you've been selected for LOPD!"
"What?!"

I wasn't even a volunteer! I guess the Logistics Officer Professional Development selection board knew what I wanted better than I did. However, as so often has happened to me in the past, the assignments that I was not in favor of initially, ended up being wonderful experiences filled with opportunity and challenge.

I had been an Aircraft Maintenance Officer for seven years, four of which were spent in the schoolhouse at Chanute. As you could imagine, I was eager to get back to the flightline and the unique challenges of hydraulic lines and avionics components. That all changed as I packed my bags and headed to Sheppard AFB for Transportation Officer School and eventually Norton AFB as a Duty Officer with the 63rd Aerial Port Squadron.

My reflections of the past year are uniformly positive. It started with an extremely professional teaching staff at Sheppard. I considered the course easier than my initial maintenance training, but I don't know if it was really easier or if I had become more skilled at Air Force test taking throughout the years. I arrived at Norton during Operation Desert Storm/Shield, so life was hectic, to say the least. After the nine-to-five life of an ATC instructor, I was finally back to the world of twelve hour shifts and black coffee.

As a Duty Officer, I was responsible for facilitating the coordinated activities of Cargo Processing, Special Handling, Ramp Services, Fleet Service, and the Passenger Terminal to insure that the missions got off on time with the appropriate cargo and personnel. The flip side of this activity was the download procedure and it also had to occur expeditiously.

Sound familiar? It should. This was not much different from my experience as a maintenance officer. However, in maintenance, I was responsible for coordinating and motivating the actions of my various specialist sections to insure that the airframes were fully mission capable and got off on time. Both jobs require the same skills of leadership, awareness, and communicative ability.

The greatest challenge for me was one of language. When we fall into our separate professional niches, we tend to develop a unique language to convey our experience. I'm fairly fluent in Maintenance, speak a little Supply and Munitions, but Transportation was a new one on me. So I set out to conquer it as well.

Logistics Officer Professional Development continues on page 7

Career Progression for Logistics Officers

HQ PACAF/LG

Editor's Note: *The objective wing reorganization prompted many questions from logistics regarding their career path. In response to a HQ PACAF/LG message which outlined such concerns, the HQ USAF/LG staff coordinated a HQ USAF/LG and HQ USAF/XO response. We have asked all MAJCOMs to retransmit our response in its entirety for all units. To ensure further dissemination, we received permission from HQ USAF/LG to reprint the message in the Exceptional Release.* We encourage all MOA members to share its concepts with fellow logisticians.

PACAF has worked hard to implement the objective wing concept with three bases complete and all others charted for completion shortly after the first of the year. As you would expect, our folks have tackled this challenge aggressively and professionally. However, in this process, concerns have arisen from our wing commanders, operations group, and flying squadron commanders, as well as our logisticians. A prime concern is to identify the career paths for our logisticians. Related questions and concerns include the following:

A. Not less than seven maintenance officer slots have been lost in the wings, to include the deputy commander for maintenance and the assistant deputy commander for maintenance. Career paths for maintenance officers now must cut across both operations and maintenance. Who will look out for their career progression? Will the Chief of Maintenance positions in the fighter squadrons be assumed by aviators? Should aviators gain maintenance experience as young officers?

B. Transportation, supply and plans officers perceive their promotion possibility negatively influenced. The Maintenance Officer and Chief of Maintenance positions in the flying squadrons are more visible to the Wing Commanders and, therefore, earn more support for promotion. Should they crossflow to improve career progression? If so, when?

2. The impact of the reorganization on the junior folks, both officer and enlisted, is relatively small. Mid-level company grade officers and above, however, are now faced with a career identify problem — what to do and where to go?

3. We are addressing these concerns, but believe that we can best inform our people if we ensure consistency among the MAJCOMS and with the Air STAFF. Basically, we see the objective wing as providing the operations squadron commanders with all the tools needed to deploy smoothly and effectively and to ensure proper attention to both sortie production and long-term fleet health. Logisticians will continue to be a vital part of the success of our wings and the Air Force will continue to promote those with the highest demonstrated potential. Believe only experience will answer some questions — for example, how will promotion boards weigh the responsibility of the Chief of Maintenance in an Operations Squadron, vice that of the Commander of a small support squadron? While we work to gain this experience, we look forward to working the career issues with your staff and would greatly appreciate *your views on these issues..*

BT

Ref: A. HQ PACAF/LG 252300Z Oct 91 MSG (NOTAL)
B. HQ USAF/LG 152300Z Nov 91 MSG

1. Reference A highlighted concerns about logistics officer career paths. Reference B was our interim reply which noted that many of the issue raised in the PACAF message had not yet been fully staffed by us. Since that time, we have had an opportunity to study and work these issues. The comments raised by PACAF are relevant to all logistics officers. We therefore want to share some thoughts with all addressees on this subject.

2. The organizational changes and the drawdown have created a lot of uncertainty in the Air Force, and specifically in our professional logisticians. Given the needs of our country and the mission of the Air Force, we still consider our most important resource to be our people. The challenge of meeting unpredictable organizational and budgetary changes is one that deserves every bit of the attention it is getting, because we are committed to working hard to balance the needs of the individual and the needs of the service. We are open to any and all constructive concepts that may make our people more effective and confident in their vital roles of supporting our service.

3. There has been concern about maintenance officer authorizations being lost in the transition to the Objective Wing. Overall, the transition, which is occurring simultaneously with a reduction in the number of wings, results in a drop of 81 wing-level field grade authorizations. The losses are in the Maintenance Supervisor (minus 69) and Squadron Commander (minus 83) billets. Offsetting these is an increase of 71 slots in the O-5 Operations Squadron maintenance officer authorizations.

4. While there has been an overall drop in field grade authorizations, the reason is primarily due to the force drawdown. Yet as we downsize, the percentage of Maintenance Officer O-5 and /-6 authorizations has not changed significantly. FY91 O-5/O-6 slots were 25 percent of the total 40XX authorizations. Projections for FY95 show a reduction to 21 percent; however, maintenance officers comprise 46 percent of all logistics officers in the USAF. When 46 percent of lateral AFSC's, such as the 0046 positions in the Logistics Group are included, the percentage increases to 26 percent.

5. An outgrowth of this issue was a perception that opportunities for maintenance officers to be Squadron Commanders were going to be drastically reduced. It now appears that the overall reduction in Squadron Commander billets will not be as great as initially thought. For example, 46 percent of TAC's wings will have two maintenance squadrons in the Logistics Group in addition to the Logistics Support Squadron (LSS). The bottom line is the jobs are

still out there, and given the historical and continuing shortage of available field grade officers, opportunities for challenging positions remain the same.

6. The realignment of maintenance officer authorizations between the Operations and Logistics Groups raises a question about who should be the career mentor for these officers. The answer: their group commander. Regardless of a group commander's prior experience, they can call on their other group counterparts, MAJCOM LG's and LGM's, AFMPC and the LGM functionals on the Air Staff for guidance and suggestions.

7. As Group Commanders take on this responsibility, one of their concerns might be what a maintenance officer's career path should look like. We don't see a great change from the current career path. Lieutenants and Captains will begin at the Squadron level, probably as a Flight Chief, then progress through maintenance supervision duties in the maintenance squadron or LSS. They should next look for career broadening opportunities as ATC Instructors, FTD Commanders, AF Logistics Career Broadening or Logistics Officer Professional Development Programs. Following this, they would go back to the wing as an Operations Squadron Maintenance Officer, a Maintenance Squadron Commander, or compete for career broadening into the 0046 AFSC as an LSS Commander. The next step would be to MAJCOM/Air Staff positions, and then back to the wing as a Deputy LOG Group or LOG Group Commander.

8. There have been concerns about the possibility of operators displacing logisticians in key positions. To date we have not seen a movement in that direction. There is an advantage to having aviators more involved in support activities; however, with qualified logisticians to choose from, it seems to us that Wing Commanders will be the success of their operations of functional experts. We will monitor this situation and encourage placement of competent, experienced officers in positions where they can be most effective.

9. On the other hand, the availability of young aviators who are either awaiting a UPT slot or a cockpit vacancy offers an opportunity to immerse these officers in maintenance. We should actively pursue these banked officers; exposing them to maintenance early in their careers will enhance the maintenance/operations interface that is one of the key features of the objective wing.

10. Maintenance officers are not the only ones being affected by the objective wing transition. There have been similar concerns stated by transportation, supply and logistics plans officers, including concerns about their career progression in relation to maintenance officers. These officers need to know that their opportunity for command has actually increased with the formation of the LSS. Officers from any logistics discipline can fill this commander's billet. Additionally, officers need to be made aware of the crossflow opportunities in the logistics officer professional development program. Any career broadening assignment, at the proper time, is going to enhance an officer's value, regardless of his/her root career field.

11. In summary, while much as seemingly changed, not much has actually changed. There will continue to be a shortage of available field grade maintenance officers versus field grade maintenance officer authorizations. Demanding and rewarding assignments, including those as commanders or the maintenance officer in an operations squadron, will continue to challenge highly qualified officers. We need to recognize and spread the word on these two facts, and then emphasize this: the closer partnership between operations and maintenance inherent in the objective wing means that new players are going to be involved in logistics officer career progression. Many of these new players will not have extensive logistics backgrounds. They are going to judge an officer's career potential on how well that officer is performing now, versus comparing the officer's performance to their own past experience in logistics. It has never been more true: the most important job you can have is the one you're in today. If logistics officers focus on that and perform accordingly, we are convinced the opportunities for advancement, rewarding assignments, and most importantly, meaningful contributions to the Air Force will be as plentiful as ever. This is a coordinated LG/XO message.

NOW AVAILABLE: *AFRP* 11-1, Volume XLII Number 6, Special Supplement 1990, TIG Brief, Entitled "Desert Shield" getting ready — special issue which contains some lessons learned and memory joggers resulting from experiences in the desert environment. Contact your pubs office to obtain a copy.

Logistics Officer

continued from page 5

How did I do it? I used the same technique that was successful for me as a young maintenance officer. First, keep your mouth shut and listen to the experts. Concurrently, get out and about during your shift and observe the activities of the various sections. Finally, at every opportunity read the appropriate regulations and start asking pertinent questions. Although I don't consider myself fluent yet, I'm making progress.

I'm not privy to the overall plan for the LOPD program and the people in it, but I do know one thing. When I return to maintenance, my abilities will be enhanced by my transportation experience, just as my maintenance experience and connections have come in handy during tense moments between Aerial Port and Maintenance personnel. Bottom line, we're all on the same team, we just sometimes wear different color jerseys. Mine happens to be tie-dyed.

WANTED: Articles for the *ER*!! Share your experiences with your fellow maintainers. Send double spaced articles to MOA, 6729 Curran Street, McLean, VA 22101.

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Capt. Stephen G. Ash, International Training Program Manager
Mr. Al Barbero
Capt. Sherman W. Bear, Jr.
Mr. Jim Beaty
1Lt. Perry Beaver, 19 FMS/MAFS
Major David J. Beavin, OIC, Logistics Ops, 512th AW, Dover AFB, DE
Mr. George Benjamin
Col. Paul Bielowicz
Capt Mildred E. Bonilla, Bitburg AB, GE
Capt Lynn Francyne Cafiso, Aircraft Main.Officer, 12AF/LALL Bergstrom AFB, TX
Captain Sean P. Cassidy, Chief, Missile Maint./Elec. Div, 3360 TTG, Chanute
Major Charles E. Cather, Chief,Reports&Analysis Branch, WR-ALC/LFLR, Robins
Lt Col Donald J. Coakley, 347 Logistics Group Dept. Commander, Moody AFB, GA
Major Norm Cole, EMS Squadron Commander
Capt John B. Connolly, 79 Fighter Squadron, Sortie Gen Flight Comm, RAF
2 Lt Laurie A. Conrad, Assistant OIC, Viper AMU
Mr John Cooper
Capt Joseph E. Dalton, AM/MOC Instructor, Chanute AFB, IL
Maj. Kathy Dwyer
Major William N. Flannigan, Asst Deputy Commander for Maint., Myrtle Beach AFB
LtCol. Guy Fowl
Mr. Ron Frey
2Lt. Luis Gallegos, 70 GS AMU/MAA Moody AFB, GA
Mr. Judd Gambill
Capt. Kevin A. Gore, OIC 69FS Mood AFB
Col David E. Gorman, 9 AF, Director of Maintenance
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1 Lt Edmund J. Hebran, OIC Sortie Generation Flight, Minot AFB
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Capt Michael J. Littlefield, Maintenance Supervisor, 644 BMS, KI Sawyer AFB, MI
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Lt Col. Alan Niedbalski
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Capt Christopher D. O'Donnell, Chief, Munitions Branch, 16 AF Staff, Torrejon AB
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Mr. Bill Wiser
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1Lt Rebecca Appert, 347 FW Moody AFB, GA
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Maj Al Benelli, 68 FS/MA, Moody AFB, GA
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Capt Theodore Bobkowski, 37/OG Tonopah Test Range
Capt Richard W. Bulpin, 60 AGS/MHHI, Travis AFB, CA
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Col Charles E. Cunningham, Jr., 602 TAIRCW/LG, Davis Monthan AFB
Col Paul Cwiklik, HQ 9AF/ALG, Shaw AFB
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Col (Ret) Robert P. Lerandeau
Capt Michael J. Littlefield, Maintenance Supervisor, 644 BMS, KI Sawyer AFB, MI
Lt Col (S) Daniel M. Lombardi, 35 FS 8 FW Kunsan AB

Members Who Have Moved continued on the next page

MAC Quality Approach Certifies Mechanics

by Maj Gen John M. Nowak
Deputy Chief of Staff, Logistics and Engineering,
Military Aircraft Command

There will be something missing from the Military Aircraft Command flight line in the days to come. No longer will "quality" inspectors be lurking in the shadows waiting to inspect the completed work of "unsuspecting" mechanics.

Advocates of Quality Air Force in word and deed, the command is empowering their mechanics to do the jobs they're trained to do without a follow-up inspection.

Group commanders from major MAC installations met at Altus AFB, Oklahoma, early in March for an orientation to the new quality program. The Altus aircraft maintenance community, prototype test site for the new quality initiative, was extremely anxious to present the results of their efforts.

Col. John Beattie, the logistics group commander, facilitated program development over the last year and he just beamed as his people went up against a curious, if not skeptical audience.

"Well, you mean to tell me that we're going to trust our mechanics to inspect their own work?" asked a doubtful colonel. "I think the risk is just too great."

The response from an Altus chief said it all. "Sir, I'm here to tell you, you could have always trusted me to provide a quality product on your flight line, and if you think your inspectors were making a major difference in our product, you are kidding yourself.

"We knew how to game that system and so did the troops. In this system, there are no games, and our commitment as well as our responsibility is to give you an absolutely honest assessment of where we can do better and then to make sure the processes improve."

During the new program development, process improvement teams flourished in the Altus maintenance complex to the point where group problem solving became the norm.

The primary tenants of the evolutionary quality plan they created are:

- The certified mechanic — The CM is certified by the first-line supervisor as fully trained and having demonstrated proficiency to perform tasks without follow-up inspection and sign off his or her own work on the aircraft forms.

There is an annual and permanent-change-of-station certification review to ensure the mechanic's proficiency. The CM accepts responsibility in writing and demonstrates consistent participation in the total quality process.

- The certified master mechanic — The CMM is certified by the first-line supervisor and a locally developed review board. He or she is certified to perform a broad range of tasks outside the primary Air Force Specialty Code. This mechanic is a total quality expert.
- Inspection is eliminated and responsibility for building and managing a capable workforce who produce quality work all the time is placed with first-line supervisors. Inspectors rejoin the workforce at the unit level or are retrained to become quality advocates and facilitators.
- Quality is made an integral part of maintenance actions. Instead of completed jobs inspected, every job is expected to be done right and our people focus on continual review and improvement of the processes we work by.

The facts are fairly simple and straightforward. What's happening philosophically is earth shaking. MAC is now in a system where inherent trust will be the norm vs. inherent distrust.

To the mechanic on the flight line, this will mean a greater sense of self-worth and pride in accomplishment.

Certification tells the mechanic he or she is trained, ready and trusted to perform consistent quality work. In this encouraging environment a mechanic is able to address limitations and seek out training to fill any void in experience or skill.

Supervisors will operate more closely with those they supervise. In the Altus experience, supervisors spent two to three more hours per day in direct supervisory activities.

Implementing the new approach to quality is a tremendous challenge because of the major change in philosophy. The process now becomes decentralized, responsibility and accountability are pushed down to the lowest level, non-value added functions are eliminated and the process is customer focused.

Altus measures customer service in two ways. First, they measure the number of aircraft that have no maintenance required . . . that is, to say, from aircrew show to on-time departure there are no aircraft malfunctions or problems noted by the aircrew or the crew chief. Second, a survey is presented to the aircraft commander at debrief so any comments about service and aircraft condition are solicited on the spot.

These steps not only reinforce a customer service orientation, but also improve communication between the operations and maintenance communities.

Altus maintainers have set the stage for a quality culture that sets the stage for continuous improvement in the future. The effort and vision in their prototype provide a major contribution to the future success of MAC, Air Mobility Command, and potentially the Air Force.

Clearly, the new approach to quality will be a driving force in aircraft maintenance for many years to come.

Members Who Have Moved

continued from previous page

Maj Chris A. Matson, 100 LGS Sup Sq Commander RAF Mildenhall
LTC James C. Mattingly, HQACC/LGMM Langley AFB, VA
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Col James H. McIntyre, OC-ALC/LAP, Tinker AFB
Maj. Joel E. Melsha, 86 MS Ramstein AB, Germany
LTC Michael D. Meyer, AF Quality Center, Maxwell AFB, AL
LTC Phillip E. Miller, 18th Operations Group, Kadena AB, Japan
Lt Col Richard W. Milner, 463 LG/CV
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Maj. Marilee A. Molk, HQ AFOTEC/LGM, Kirtland AFB
Capt Michael E. Privette
Maj Eric Reffett, CADRE/ED
Capt Morris D. Reichman, 3753 FLDTS Sheppard AFB TX
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Col John T. Twilley, Retired
Maj James L. Van Antwerp, HQ AFOTEC/LGM
LTC (Sel) Dennis G. Willeck, 549 Joint Training Sq/MA, Nellis AFB, NV
Capt Eric N. Winn, Gunter AFB

MOA STATS

Maintenance Officer Association
6729 Curran Street, McLean, VA 22101
703/442-8780

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Help us out! If you know of any company that has job openings, runs seminars, publishes books, sells computer software, manufactures equipment, or does anything else of interest to maintenance officers, contact them for a possible ad. Or, if you prefer, tell our Business Manager, Dr. Armand B. Weiss, Associations International, 6729 Curran Street, McLean, VA 22101, telephone (703) 442-8780, and he will follow up.

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If you would like a 4¾" x 6¾" brass replica of the Maintenance Badge, simply fill out the form below. Mail your form and check, made payable to SAMOA, Lt Greg Atchison, 9320 Charter Point, San Antonio, TX 78250, AV 487-2023.

Name: _____

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Maintenance Officer Association

6729 Curran Street, McLean, VA 22101

I'm Not Lost, Are You?

LET'S KEEP IN TOUCH! The *Exceptional Release* is for all members. We want to know all about you. That includes the basics — name, address, etc. — and what's been happening to you lately. We're interested in both professional and personal news: graduations, promotions, or awards. MOA will print all "Lost Notes" — eventually. When space is at a premium in one issue, look for your news in the next. **Please note:** When you submit this form to us, we simply publish what you've written — "as is" — please make sure your information is complete, and in a style that reads like a short paragraph.

NAME_____

CURRENT ADDRESS_____

PHONE NUMBER_____

ADDITIONAL INFORMATION: Include such information as occupation, job changes, and promotions, interesting activities, advanced educational study.

If your "Lost Notes" has been missing from *I'm Not Lost, Are You?*, or if you have a question, please write to MOA, 6729 Curran Street, McLean, VA 22101.

Maintenance Officer Association
6729 Curran Street
McLean, VA 22101

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If you would like to nominate someone to MOA, please fill in this form, and mail it to:

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Nominator Information:

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Nominee Information:

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City, State, Zip: _____

Duty Title, Org., and Base: _____

MAJCOM: _____ Area: _____

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Name: _____

Change: ☐ Rank to: _____

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