

TAC ATTACK

DECEMBER 1987



ANGLE OF ATTACK



How many friends have you lost to complacency? How many times have you almost killed yourself because of it? Many probably won't even read this article because of complacency; because they've "got everything under control," at least in their own minds. Regardless of whether you personally know someone that has been lost as a result of complacency, we continue to lose far too many valuable aircrews and aircraft to this single cause. While it's not listed as one of the major categories, complacency lurks just beneath the surface on far too many aircraft mishaps.

One of our TAC wing commanders recently went out among his fighter squadrons and asked the flyers for their definition of "complacency." Some of the aircrews' definitions of the word conveyed a negative feeling of "not caring," "smug satisfaction" or "no need to do this any better." Obviously in the minds of many, complacency seems almost synonymous with poor air discipline, sloppiness or doing things your own way in clear disregard of established procedures and the leader's directions. The commander then shared the definition from the dictionary:

"Complacency: self-satisfaction with an existing situation or condition, a feeling of security, often unaware of some potential danger, defect or the like."

That means that complacency is something that every single one of us can fall victim to at any moment — *you, me and the guy sitting next to you*, no matter how good any one of us thinks he is. There's nothing in that definition that says you've got to be in a bad mood or feeling reckless in order to have complacency sneak up and bite you. You just need to be

satisfied with the way you think things are right now and oblivious to the threats that are lying in wait for you — around the next corner, the next valley, the next event, the next turn in the pattern or the next second.

Complacency is a particularly appropriate term for those of us in the flying business. Obviously there is nothing static about flying. Except for helicopters, you're moving forward continually and each second brings a whole new set of circumstances that we have to be on top of. But, don't take it from me or the dictionary that complacency is a factor we must each reckon with. As retired Brigadier General Chuck Yeager, an active aviator with over 14,000 flying hours, shared in our January 1987 issue, "Complacency will kill you You just can't relax in an airplane, regardless of what you're doing."

As we look ahead to the end of the year, each of you can take pride in what you've accomplished during the past year. We've had one of our best years ever in every area. That means we've been doing our job and you've been doing yours. Keep safe over the holidays so we can all look back together this time next year. That will mean that we had an even better 1988. Happy holidays, Pardner.

Jack Gawelko
JACK GAWELKO, Colonel, USAF
Chief of Safety

TAC ATTACK

DEPARTMENT OF THE AIR FORCE



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DECEMBER 1987



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THE AIR FORCE*

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SOME THOUGHTS ON BEING A FIGHTER SQUADRON COMMANDER

Lt Col Scott Sonnenberg
TAC/DRWP

For those of us in the profession of flying fighters, being a squadron commander is a goal and dream that keeps us going through all the mobile and SOF tours, all of the simulator rides and those endless hours of Condition Black. The thrill of being told you have been selected is unforgettable, but so is the initial feeling of concern as you accept the awesome responsibility that comes with the job. I have been fortunate to have been able to observe numerous commanders in action, both good and bad, and I have also had the unique opportunity to sit in the hot seat. I would like to pass along some ideas that may help you future commanders start off on the right foot.

If there's one golden rule to begin with, it is simply to be yourself. Being selected as a squadron

commander does not require you to undergo a massive personality change. Your previous leadership style and personality were judged by your superiors to be successful; that's why you were chosen. If you suddenly change, people will notice and correctly judge that you have let the job affect you. This is a negative in the eyes of both your superiors and subordinates, and it costs you credibility. Just imagine Attila trying to use a low key, friendly approach, or Casper Milquetoast attempting a George Patton tirade. It just does not work. Stick with the behavior patterns that got you the job. Fighter pilots like consistency and predictability in their commanders.

Being yourself is just part of a broader issue involving credibility. Another aspect of credibility is in your actual flying capabilities. I do not believe that a fighter squadron commander must be the best pilot in the squadron. He should, however, be the best leader (or one of the best), and he should display that talent as often as possible. The only guidance I gave my schedulers was to put me as #1 as often as practical during normal flying, and always as #1 during exercises or contingencies. I firmly believe that the first man

**If you suddenly change,
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correctly judge that you
have let the job affect you.**



out the door in times of pressure should be the squadron commander. Let the ops officer run the squadron operations. That's what he's paid for. You are paid to lead, to set the example, to set the standard, to be out front. When

I do not believe that a fighter squadron commander must be the best pilot in the squadron.

you fly on the wing, and you should occasionally, be the best wingman in the squadron and let the flight leader lead. Obviously, do not let him do anything dangerous or stupid, but let him run the show and critique him afterwards (if he needs it). In the non-flying arena, don't avoid periodic testing. Nothing will cost you respect quicker than skipping out on ground testing. Prepare for the tests, take them and do well. This sets the standard and gets you into the books so you are as knowledgeable as everyone else. I used to bet the ops officer on the tests. This forced him to take them and study also. All of this adds up to someone who has his stuff together and is not afraid to put himself to the test. You have shown your squadron that you really do have the right stuff to be a squadron commander, and they will follow you to Moscow and back.



SOME THOUGHTS ON BEING SQUADRON COMMANDER

Some thoughts on being squadron commander

A squadron that knows their commander has faith in them is capable of some fairly impressive accomplishments.

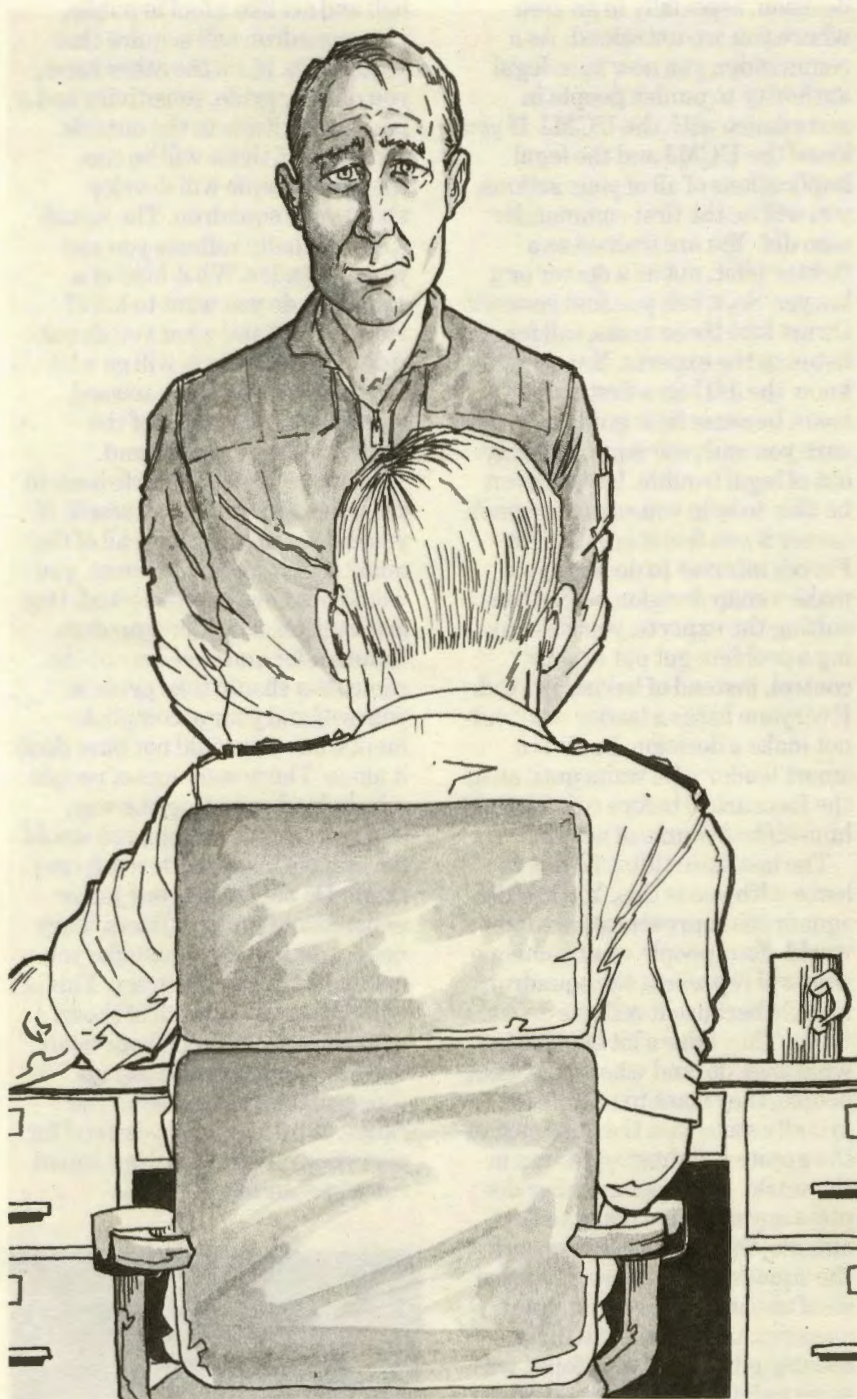
As time goes on, and the squadron realizes where you are headed, they will gladly get in step and become a team.

Now that you have shown everyone you have what it takes to be a squadron commander, be one. Do not be an ops officer or a flight commander. There are people assigned to those positions who have earned those jobs and are probably capable of doing them well. Give them a chance to do their jobs, just like you hope the DO will let you run the squadron. In most squadrons, the operations officer, by definition, is responsible for the squadron's flying program. Let him run it. Do not jump in unless there really is a problem. The schedulers and flight commanders should be going to him for operational guidance and direction. Those are his decisions to make and he is graded on them when OER time rolls around. That is not to say that the commander should not closely monitor what is going on, but he should do just that — monitor; not fill out the schedule. It is difficult not to jump right in, and using your legal authority, mess around with scheduling, tactics, etc. Every fighter pilot loves to do that, but you have moved beyond that. It is somebody else's turn now. If you start making ops decisions, you undermine your ops officer and confuse your squadron. They do not know who is in charge of what. Resist the temptation, bite your tongue and have some faith in your subordinates (until they prove they do not deserve it). If, after some private counseling sessions, your ops officer still is not doing the job, get rid of him. That is your responsibility to the squadron. Do not just move in and start doing his job. You do not have time for

that. You are a commander now, so command.

I've alluded to having faith in your subordinates. Think about this, if you look at a combination of native intelligence, formal education, can-do attitude and a sense of responsibility, fighter pilots fall in the top 1 percent of the population. If you cannot trust this group, who can you trust? I will be the first to admit that fighter pilots have done some pretty stupid things in the past, and their judgment has not always been flawless, but, all in all, they are a pretty conscientious group. Give them a job, tell them the rules and then stand aside. You will be amazed at how well they will perform. Occasionally, you will get burned. I did, but in the long term, they will see and feel that trust, and their sense of pride and dedication to mission success will grow. And the payback is tremendous. A squadron that knows their commander has faith in them is capable of some fairly impressive accomplishments. By having faith and showing trust, I do not mean to take a laissez-faire approach. The pilots must be told of the guidelines and rules, and the consequences of breaking them. If they break them, they should be disciplined appropriately. This tells the ones who are doing it right that the rules are not to be ignored. The secret to making the approach work is an old one called *effective communication*. There should never be a shadow of a doubt in any of your pilots' minds about your position on the importance of following established rules and regulations. Pilot meet-

A FIGHTER



ings, message boards, even newsletters, can be used. Never miss an opportunity to give discipline the proper emphasis it deserves. As time goes on, and the squadron realizes where you are headed, they will gladly get in step and become a team.

Rules and guidelines – I have seen squadrons with dozens of them. The last thing a fighter pilot needs is more rules to operate under. By the time you have gotten from the President down to the DO, you have probably received all of the rules, regulations and guidelines you need. I don't think the pilots need more. They do need to know, however, that you support the rules and will not tolerate their violation. The Air Force system is not perfect, but it does a credible job and must be supported. The obvious implication is that you have to live by these rules, too. If you tell your troops one thing, and then do another, you just blew all of the credibility and respect you needed to do your job. I asked only one thing out of my squadron, and that was to be professional in everything they did. Professionalism

Everyone makes mistakes throughout each day, but as long as they are honest mistakes, made in a conscious effort to do the right thing, we can all live with them.



SOME THOUGHTS ON BEING A FIGHTER SQUADRON COMMANDER

does not mean perfection. Everyone makes mistakes throughout each day, but as long as they are honest mistakes, made in a conscious effort to do the right thing, we can all live with them. There is a major difference between a mistake and a crime, and a professional makes only the former. If you, as the commander, make a mistake, admit it and press on. If you try to cover up or pretend it did not happen, you just lost your integrity. Your subordinates do not expect you to be perfect, just to do your job well. You should expect the same from them.

Don't ever make a knee-jerk

If you make a snap decision before consulting the experts, you risk having a problem get out of your control, instead of having it fixed.

decision, especially in an area where you are untrained. As a commander, you now have legal authority to punish people in accordance with the UCMJ. If you know the UCMJ and the legal implications of all of your actions, you will be the first commander who did. You are trained as a fighter pilot, not as a doctor or a lawyer. So, when you find yourself thrust into these areas, call for and listen to the experts. You should know the JAG on a first-name basis, because he is going to make sure you and your squadron stay out of legal trouble. He will even be able to help you save someone's career if you feel it is in the Air Force's interest to do so. If you make a snap decision before consulting the experts, you risk having a problem get out of your control, instead of having it fixed. Everyone hates a leader who will not make a decision, but it is a smart leader who waits until all of the facts are in before committing himself to a course of action.

The last little tidbit I'd like to leave with you is this. You are the squadron's representative to the world. Your people want someone who will represent the squadron in style because it reflects on them. They have a lot of pride in what they do, and when they meet people, they want to be able to proudly state that they are part of the greatest fighter squadron in the world. If the commander displays any negative traits to the outside, those get reflected onto the squadron members. If you act aloof and insensitive to support agencies, that attitude will be attributed to all of your folks, with some painful results. If you raise

hell and act like a fool in public, your squadron will acquire that reputation. If, on the other hand, you display pride, sensitivity and a positive attitude to the outside community, those will be the thoughts people will develop about your squadron. The squadron eventually reflects you and your attitudes. What kind of a squadron do you want to have? How you act and what you do outside of the squadron will go a lot farther than you think toward building the character of the organization you command.

So, we've come full circle back to the point about being yourself. If you did not already have all of the qualities I have talked about, you would not have been selected. One last caution, a fighter squadron commander and God are not the same. You should take pride in yourself and your accomplishments, but you could not have done it alone. There were lots of people who helped you along the way, and, without their help, you would never have made it. Do not forget them. Do not forget your junior enlisted and junior officers. They need your help now, just like you needed it fifteen years ago. This is where you pay back all of those who helped you. Keep your head on your shoulders and pay up those quarters you lose on the range. A little humility is good for everybody – even a fighter squadron commander. ➤

Editor's Note: Lt Col Sonnenberg is an O-6 selectee and served as commander of the 35th Tactical Fighter Squadron, Kunsan AB, Korea, before assignment to Headquarters TAC.

AIRCREW OF DISTINCTION

Captain John P. Regan, an F-16 student pilot, had just touched down for a normal full stop landing when the aircraft began to drift to the right as he began aerobraking. He attempted to counter the drift with rudder but the aircraft began to drop right wing low and drift further right. While countering the right roll with full left flaperon, Capt Regan quickly realized he would be unable to keep the aircraft on the runway and selected full afterburner to go around. Unsure if the aircraft would lift off, he prepared for ejection as he continued the go-around. The aircraft finally became airborne shortly before departing the right side of the runway and Capt Regan carefully maneuvered his aircraft away from the airfield.

While on the go-around, Capt Regan quickly analyzed his aircraft malfunction (the right gear had begun to fold even

though it indicated down and locked), arranged for a chase aircraft and discussed his problem with the SOF. The chase aircraft confirmed damage to both speedbrakes, the right ventral fin and right horizontal stabilator. While the right main gear appeared normal, it now indicated unsafe inside the cockpit. With only 900 pounds of fuel on board, Capt Regan completed the applicable checklists and prepared for an approach-end arrestment.

During maneuvering for a visual straight-in, heavy rainstorms caused Capt Regan to lose sight of the runway. Responding to heading corrections from the chase aircraft, he regained sight of the runway but then found he was higher than normal for the planned approach-end arrestment. Skillfully using idle power and speedbrakes to intercept the required glidepath, he touched down in the first five hundred feet of the runway and held the right wing up until successfully engaging the arrestment cable. The right main gear folded as the aircraft was stopped, but caused minimal damage at the low speed.

Capt Regan's time critical decision-making and superb flying skills prevented the certain destruction of a valuable combat resource. His outstanding demonstration of airmanship earned him the TAC Aircrew of Distinction.



Capt John P. Regan
72 TFTS, 56 TTW
MacDill AFB, FL

TAC tips

Tac tips

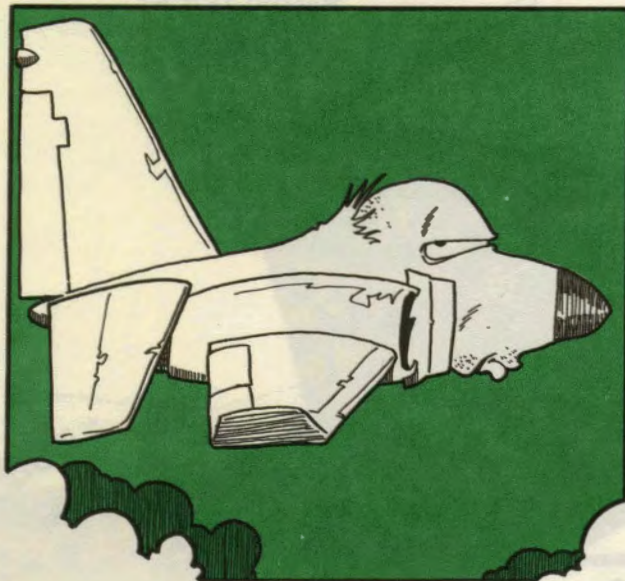
INTERESTING ITEMS,
MISHAPS WITH MORALS,
FOR THE TAC AIRCREWMAN

Think about it

Clearance delivery gave an F-4 crew departure instructions for a right turn to 090 after takeoff and climb to an initial altitude of 4000 feet. After takeoff, the crew performed their climbout as directed; but departure control directed an immediate maximum climb to avoid conflicting traffic inbound to a nearby municipal airport.

Later investigation found that an incorrect clearance had been issued to the crew. According to a letter of agreement, the departure should have been a left turn to 190 degrees. The controller working clearance delivery had realized he had made a mistake and had passed the correct instructions to the ground controller. Unfortunately, that individual failed to pass the information along to the aircrew.

Never accept a flight clearance without asking yourself if it passes the "common sense test." How does it match what you requested or expected to be given? Are you being directed to fly a heading or altitude that conflicts with other air operations or a physical obstacle such as mountains or surrounding high terrain? Make sure you're thoroughly familiar with existing standard departures and *ask the question* if you're given something that doesn't make sense.



Missing something

When an AIM-9 captive missile was returned to home base after a two-week DACT deployment, the weapons troops downloading it noticed that the gas grain generator had been fired. The dummy adaptor plug, designed to prevent such an incident, was missing.

When the F-4s and captive AIM-9s had first been deployed, the incident AIM-9 had been reported as inoperative by the aircrew. The missile was moved to a different rail on the same aircraft and later to an entirely different jet. During both of the missile switches, the weapon loaders failed to notice that the dummy plug was not in place. On each of the sorties flown, the aircrew failed to notice the plug's absence during their Dash 34 missile preflight. As a result, the gas grain generator and thermal battery worked as advertised during one of the air engagements. The missile had to be removed from use until the necessary repairs could be done.

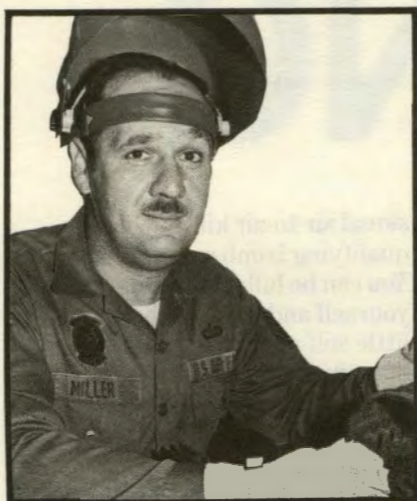
Misguided power

An F-16 was parked in the arming area, preparing for a night mission, when an RF-4 taxied from an adjacent parking spot. After making an initial right turn, the RF-4 stopped with its engine exhaust pointed toward the EOR marshaller standing in front of the F-16. As the RF-4 pilot applied power to resume taxiing, his exhaust blew the ground communications headset off the marshaller's head and past the front of the Falcon. The headset communications cord came off and was sucked down the F-16's intake.

The RF-4 pilot felt that he used normal or even less power than usual when he prepared to resume taxiing. Regardless, he was unaware of who his exhaust was pointing at when he stopped to await takeoff clearance. The arming area marshaller, directing his attention primarily toward the F-16 arming operation, was also unaware of the possible hazard from the RF-4's exhaust and was caught by surprise when his headset was blown off.

Situational awareness is crucial to a safe operation, no matter where you are—in the air or on the ground.

TAC OUTSTANDING ACHIEVEMENT IN SAFETY AWARD



When A1C Douglas R. Crouch entered his unit's metal processing shop, he immediately recognized the overwhelming odor of acetylene. He quickly identified a faulty

TSgt Jerry A. Miller
A1C Douglas R. Crouch
31 EMS, 31 TFW
Homestead AFB, FL



pressure regulator as the source of the leaking gas and closed the main valve to prevent any further leakage.

Acetylene is a highly flammable, heavier-than-air gas that does not readily dissipate. Aware that any source of ignition could cause serious damage, A1C Crouch informed TSgt Jerry A. Miller of the situation and began to evacuate other work centers in the building while TSgt Miller notified the fire department. TSgt Miller

then proceeded to evacuate additional work centers along with Airman Crouch. After ensuring all personnel were safely evacuated from the building, TSgt Miller and A1C Crouch stood fast outside the metals processing shop to prevent accidental entry and to direct the fire department to the scene.

The quick thinking and reactions of these two men prevented a major ground mishap and earned for them the TAC Outstanding Achievement in Safety Award.

NEVER STOP TRYING

**Major Philip C. Koch,
Arkansas ANG
188 TFG
Fort Smith, Arkansas**

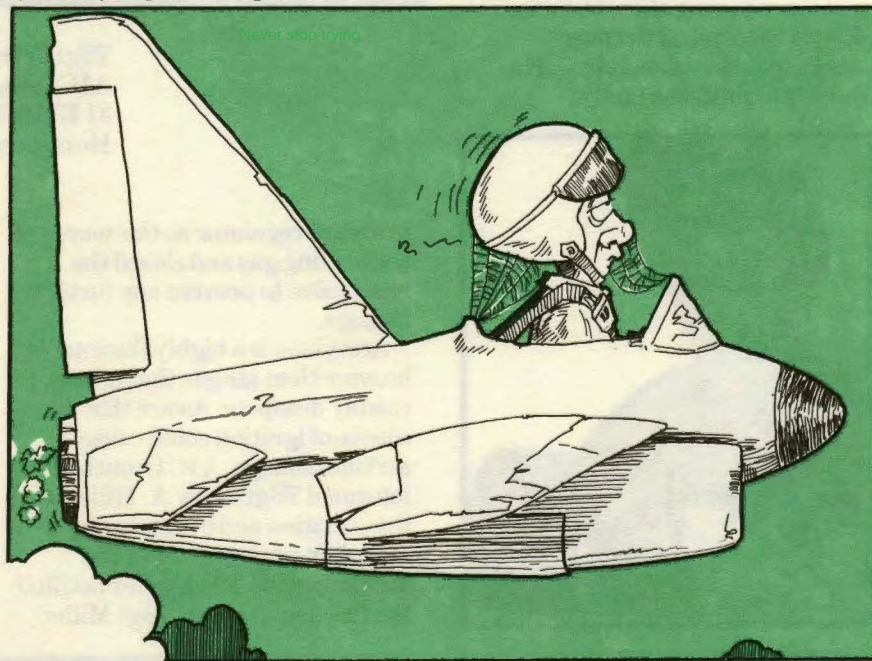
Did you ever wonder why fighter pilots have such a wide variation in ability from barely acceptable to highly competent? Is it natural ability, environment, experience or a combination of complex factors that make one fighter pilot better than another? I believe that all these factors have their effect, but there is one thing that determines which warriors will be the best. The best never stop trying.

Fifteen years of flying fighters have shown me three career phases when fighter pilots can slip into routines where they stop trying to develop their abilities. Before we look at each phase, let's agree on a few basic statements. First, *you* are ultimately responsible for your own development as a competent fighter pilot. Second, you can never know *all* there is to know about our profession. Third, no matter how good (or bad) you are, you can always get better. Fourth, if you stop learning in the fighter business, squadrons of pilots will pass

you by. Last, if you are not constantly trying to improve your ability, you are short-changing yourself, your peers and your country.

The first career phase where a fighter pilot can start to slip behind is the first operational assignment. You report eager and ready to go. You find yourself constantly on the wing with few decisions to make and very little attention as long as you stay in position, get an occa-

sional air-to-air kill and drop a qualifying bomb once in a while. You can be lulled into stagnation by yourself and others, where you do little self-study and hardly any meaningful mission preparation. You may find the ideas you do present are largely ignored. If you accept this situation, your development nearly stops. You will occasionally learn a lesson or two, but experience is a slow teacher and sometimes fatal.



This is the best time that you, as a young fighter pilot, will ever have to learn the skills of your profession. There is a tremendous amount of written material available at every squadron. Read everything you can get your hands on.



Don't expect an instructor or flight lead to spoon-feed you everything you need to know. There will always be at least a few older pilots in the unit concerned about the lieutenants. These concerned teachers (not necessarily IPs) can aid you in laying the foundation you will need throughout your career. Discuss your flying with them and ask questions about the things you don't understand. If this learning process is diligently pursued, your fighter career will blast away from the starting line. If minimal learning is accomplished, your progression will be greatly slowed. You will probably become that barely competent flight lead who knows the way to the local range and little else.

Let's now assume that you have worked hard and learned all you can in your first couple of assignments. You then enter the next phase of your career where this hard work is rewarded by increased responsibility. You are now a flight lead, instructor and perhaps a flight commander. Now

it's time to really build on the solid foundation you laid as a lieutenant. You get to plan, lead and instruct on missions that you design. But, after awhile, always being out front gets tiring. Sometimes wingmen don't appreciate the work that goes into a quality mission. They only seem to want to know the check-in time and the target. All the ranges become familiar to you and there appears to be no challenge anymore. This is only an illusion, but if followed it will lead to missions that consist of route formation to the range for quarters. This illusion must be avoided. There is always something that can spice up a mission. Make a dry, first-look attack on a target on the low-level en route to the range. Get your airspace manager to manufacture some new low-levels. The possibilities are limited only by inertia or imagination. If you fall into this trap of underachievement, you will miss your chance at developing flight leadership and the skills necessary to lead men into battle. You will also retard the development of the young guys following you, because they will be looking to you for their example.

Another illusion that can hit about the same time is the "King Kong complex." You have worked



and studied hard. You have the respect of all your peers. You have been to the Weapons School and won Top Gun in a weapons meet or two. In short, you are *somebody*. There is only one good way to fly fighters and that is your way. Not only does this attitude make you quite disagreeable and obnoxious, but it stops your own development. You may have stopped at an impressive level, but remember that no one ever knows all the answers or is so good that he can't improve.

The last stage of a fighter pilot's career is the reason for all that went before. You have been rewarded for your outstanding sustained performance with a squadron of your own. Even though you worked hard to get there, you are going to find your work is just beginning. Now you get to work on personnel, supply, maintenance, finance, public relations and everything except your primary wartime task. First, your sortie count dips drastically. Then, your flying ability starts to erode. You don't have time to keep up with new developments. Last, your airborne judgment starts to slip because it is seldom exercised. With all the distractions, you will have a more difficult time than ever maintaining your ability. But, as long as you remain in a position that will *require* you to lead your unit into combat, you owe it to them to maintain your professional flying skills. How can you do it? The same way you did all the other times during your career: through hard work, self-discipline and keeping your eye on the primary objective.

Can you make it through an entire flying career and never fall into any of these traps? Probably not. We will all, at one time or another and in various degrees, fall victim to taking the path of least resistance. The difference is that the real fighter pilots climb out of their stagnation and continue their quest. The best *never stop trying*.





WEAPONS WORDS

Better believe it

Some people snicker in disbelief at the suggestion that a little 25-pound BDU-33 practice bomb can be dangerous. After all, one of the reasons we use them for practice bombing is because they are so much less destructive than the real thing. Compared to live bombs, their spotting charge is puny. But BDU-33 practice bombs pose a serious potential danger to the men and women who handle them for a living. If you don't believe it, talk to Peter, James and John.

Peter is a line delivery crew chief who was transferring BDU-33s from an MHU-12M trailer to a wooden rack inside an aircraft shelter. While trying to place one of the bombs on the rack that keeps them off the floor, the bomb's striker plate contacted the concrete beneath the rack. KaPow! Peter's clothes caught on fire, and he was seriously burned from the waist down.



James was one of a group of workers clearing an access road at the range. Over 300 BDU-33s that had accumulated on the road had to be removed before it was safe to use. When he was placing one of the practice bombs in a front-loader bucket, it discharged in his hand. The blast fractured his hand and required a bone graft. The sad part was that James wasn't even an explosive ordnance disposal (EOD) specialist and shouldn't have been doing their work. A range supervisor incorrectly interpreted AFR 50-46 and thought it was OK to send him to clear the road.

You could have talked with John, another man with first-hand experience handling BDU-33s. But he's no longer with us. While trying to retrieve a BDU-33 from the range (for its scrap metal value), the young man was killed when it exploded.

Believe it. And work with BDU-33s like you believe it.

AIM-9 umbilical blocks - the story continues

Here is a classic situation in which five different individuals all missed an inspection item resulting in \$3000 damage and some wasted upper-level assistance.

A 30-day inspection was completed on a captive AIM-9 missile by a 7-level munitions technician and inspected by a 7-level munitions supervisor. This AIM-9 was subsequently loaded on an F-16. After the

download, the loading crew noted that the missile umbilical was separated from the guidance and control section.

Three different inspections were missed: the munitions personnel who failed to detect that the shear block was not properly installed; the loading crew who loaded the missile also failed to detect the improperly installed umbilical block; and the loading crew who removed the missile failed to investigate the cause of the unusual resistance felt during the unloading.

All three inspection items are referenced in the applicable tech orders . . . and the story continues.

Yep, it's broken

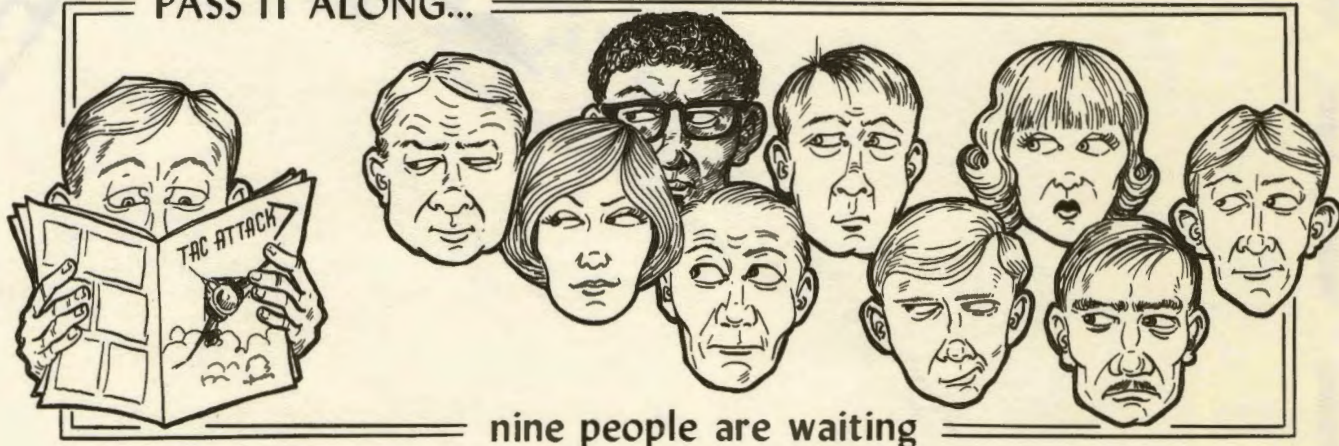
During a local exercise, an AIM-9M missile was inspected prior to upload. The load crew chief thought the missile's condition was questionable so he radioed maintenance operations for a technician to inspect the nicks and scratches on the missile's fins. When the munitions branch chief overheard the call, he also responded to the scene.

Upon arrival at the aircraft, the missile technician and the branch chief picked up the aft end of the Side-winder. This enabled the technician to get a better look at the other side. As the missile was picked up and rotated in the wall rack, the front end broke free from the velcro strap, allowing the missile to fall and shattering the IR dome. Fortunately, they were able to control the aft end and prevent further damage to the missile.

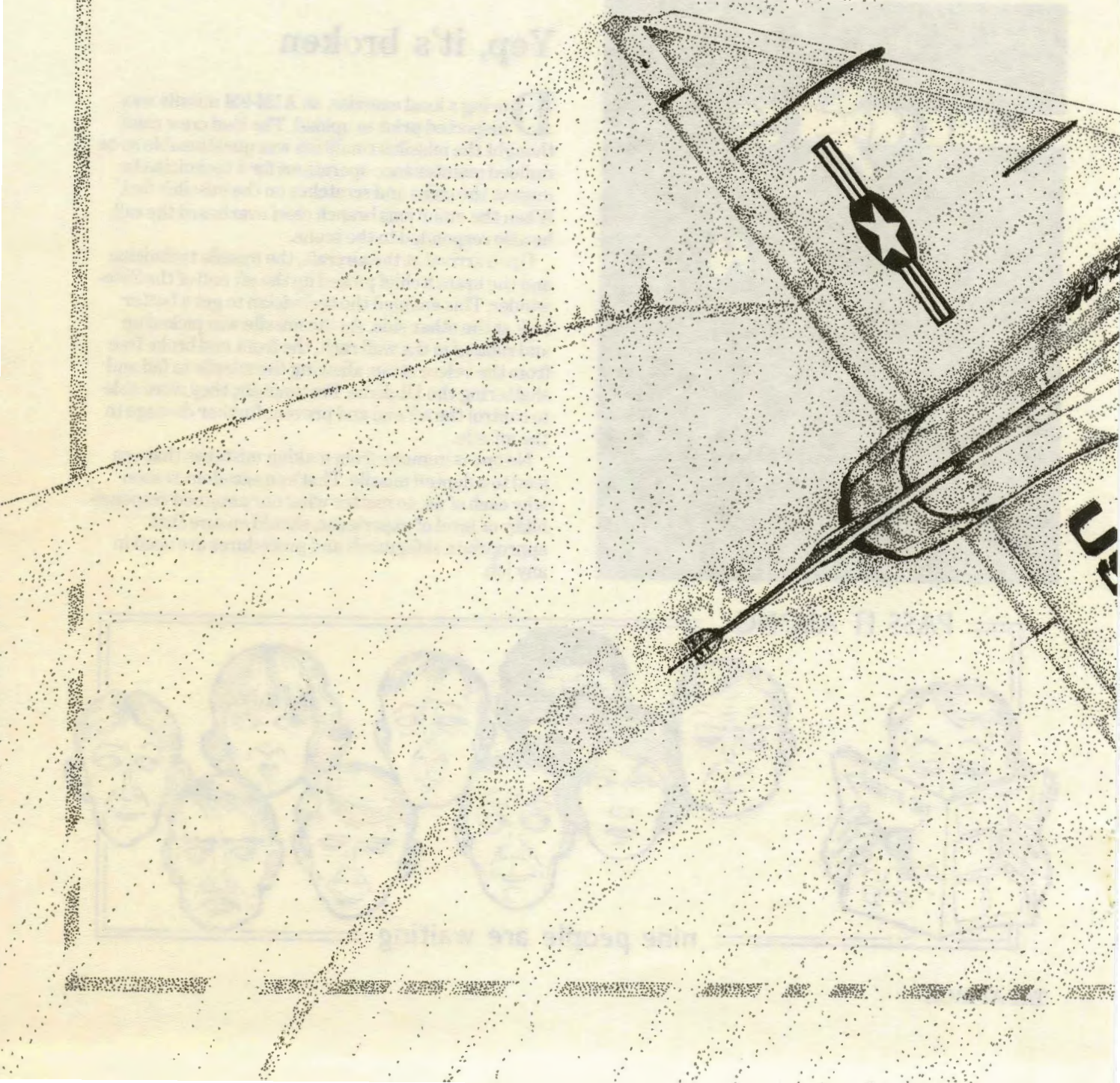
No one is immune from making mistakes that can lead to a dented missile. That's an excellent reason why each of us, no matter what our assigned responsibility or level of experience, should ensure that appropriate safeguards and procedures are used in any job.

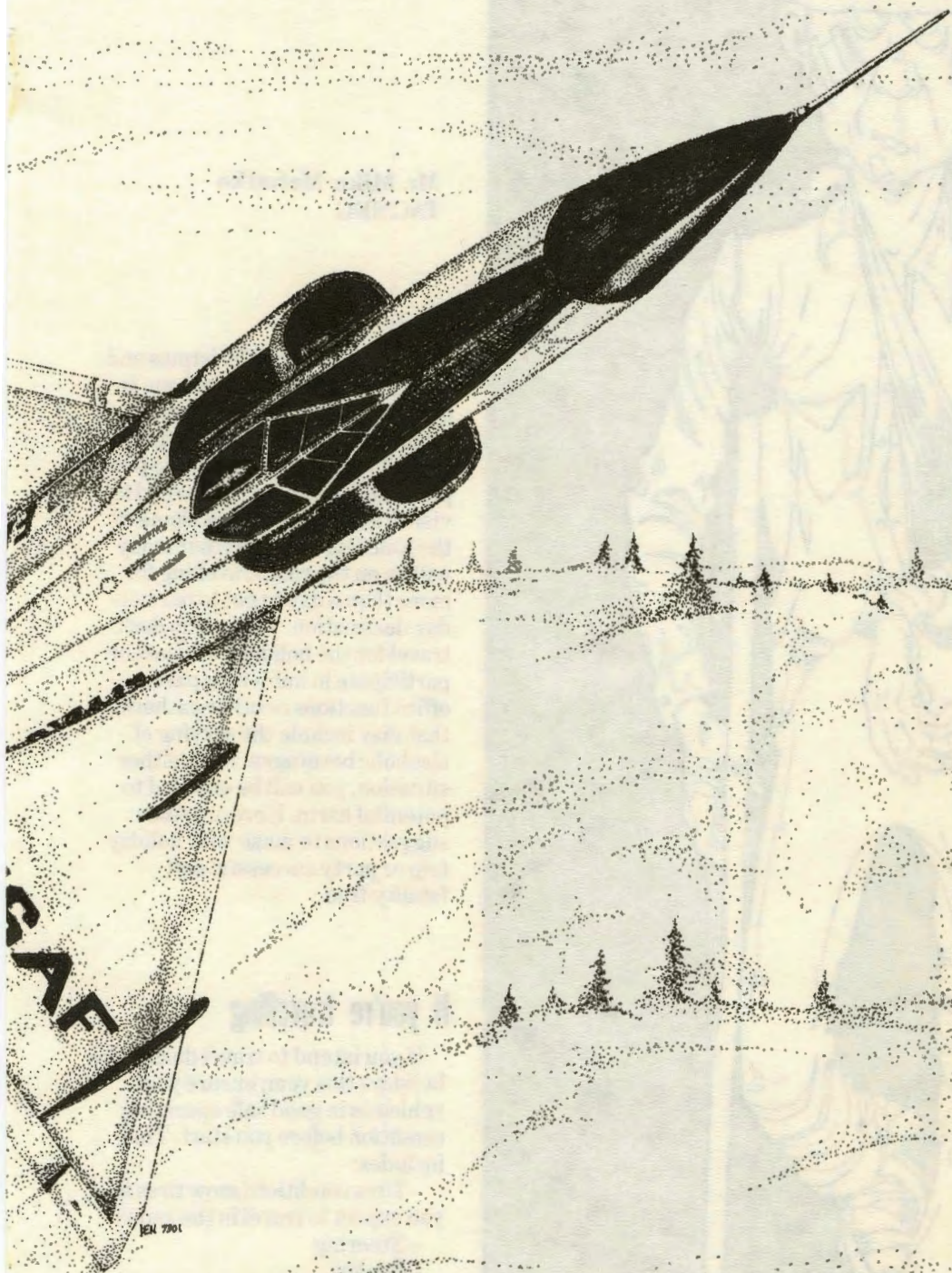


PASS IT ALONG...



F-102 DELTA DAGGER





SURV

Mr. Mike Mehalko
TAC/SEG

Once again the Christmas and New Year holiday season is upon us. Unfortunately, it also tends to be an especially dangerous time of year for our Air Force people. Many of us take to the road to visit friends or relatives. Some of the journeys are short, but many will be on the road travelling for more than a day to get to our holiday destination. Those who don't travel for the holidays will host or participate in numerous parties, office functions or other gatherings that may include the serving of alcoholic beverages. So, in either situation, you will be exposed to potential harm. Here are some suggestions to make your holiday trip or party successful and fatality-free.

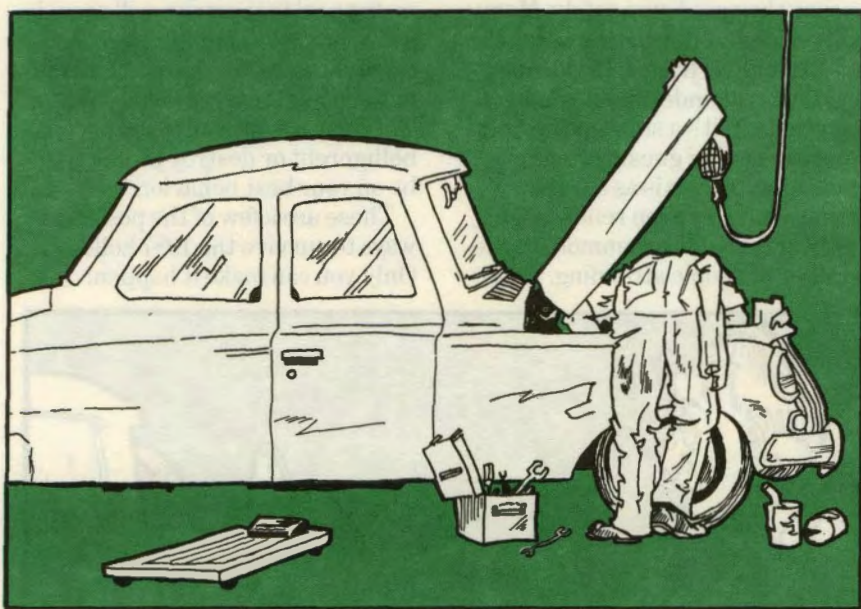
If you're travelling

If you intend to travel during the holidays this year, ensure your vehicle is in good safe operating condition before you start. That includes:

- Tires condition (snow tires if you expect to travel in the snow)
- Steering
- Brakes
- Heating systems (for cold country)
- Exhaust systems (carbon monoxide kills silently)



LIVING THE HOLIDAYS



—All glass areas (dirty windows/windshield are hard to see through and cause glare at night)

—Shocks (important for stability; especially with added weight)

—If a roof top carrier is used, remember this can change your vehicle's center of gravity and cause your vehicle to become top heavy.

—Road hazard kit for coping with vehicle breakdowns, including engine drive belts (fan, alternator, etc.), flares and so on.

—“Nice to have” items to make your trip more pleasant such as applicable maps, a current weather/road condition forecast as well as

current driver's license, insurance and vehicle plates.

Taking the time to plan your trip will be time well spent to avoid delays later because you forgot something, your car broke down or there were no vacancies at the motel where you planned to stay. Decide how much time will be needed to safely make the round trip. Rushing to get home is dangerous and can lead you to exceed the speed limit, drive while fatigued and become pre-occupied with getting back in time. It's always better to get an extension to your leave than to jeopardize you and your family.

Using appropriate safety equipment such as seat belts and child restraints cannot be overstressed. This is your insurance in case you're involved in a mishap. You paid for them when you purchased your vehicle; why not use them? Maybe you're a very safe driver, but you could be a victim of the other guy who isn't. If you're stopped and aren't using safety restraints in one of the many states now requiring them, you can be cited even though you're only passing through.

Alcohol should not be consumed in any amount during your trip. You're really placing yourself and your family at risk as well as the possibility of a DUI/DWI. Wait until you reach your holiday destination before you begin celebrating, and then only in moderation.

If you're staying at home

For those who plan to stay at home over the holidays, there will also be a number of dangers to avoid. Trips in the local area will be shorter, but there too you must be alert and watchful for the bad or drunk driver. With the number of parties going on, your chances of this occurring are high. The same defensive, alert driving is needed and the use of safety



SURVIVING THE HOLIDAYS

restraints is equally important.

If you attend a party as a guest or host a party, do it responsibly.

For the host

- Use the “Dedicated Driver” approach so only sober, non-drinking persons are driving. As a host in states with a dram law, you could be subject to legal consequences for the conduct of your guests.

- Stop serving alcohol at least two hours prior to the end of the party.

- Serve food or include a break-

fast as a party climax.

- Offer a variety of non-alcoholic beverages.

- Be a party monitor. To do so, you need to remain sober and look for those who may have exceeded their capabilities. You need to be a friend and stop their drinks to ensure they get home safely. Many will resist, but it is better to have a mad, but alive, friend. In the morning, they will understand what you have done. If it's a small gathering, consider having guests remain overnight, use taxis as a transportation source or even rent a large carryall that will accommodate the number of people attending. There

are a number of alternatives that you may choose from.

If you're attending a function somewhere on base, most units have a “Ride Home” program and no names are taken. If you feel you're intoxicated, agencies such as the clubs, security police or motor pool taxi service will provide a ride home or arrange for one. Such services are there to be used with no negative repercussions. This may not prevail if you become belligerent or destroy property so be on your best behavior.

These are a few of the possible ways to survive the 1987 holidays. Only you can make it happen! ➤



TAC FLIGHT SAFETY AWARD OF THE QUARTER



Captain Harvey L. Barker, Jr. is a dynamic and energetic flight safety officer whose programs have helped ensure an enviable flight safety record for the 355th Tactical Training Wing. As flight safety officer for the 333 TFTS, he has worked closely with maintenance and the additional duty flight safety officer to improve cross-communications on safety-related issues. His involvement around the flight line has had a significant impact on making the operations and maintenance relationship the best in the wing. One significant result has been the squadron's 3.0 abort rate and 1.4 air abort rate, which were the lowest in the wing.

Capt Barker works an aggressive aircraft maintenance tracking program through inputs from squadron pilots on aircraft-related problems. He then tracks corrective actions to ensure repeat discrepancies are held to a minimum. His frequent updates to the squadron commander on A-10 safety problems have also had a positive impact on squadron management.

Capt Barker has had considerable success as a mishap investigator. As an interim investigating officer for a transient F-4 Class A mishap, he did an excellent job of coordinating on-site recovery of the aircrew and aircraft wreckage.

His investigation and reporting of five A-10 Class C mishaps were accurate and identified the root causes. Lasting recommendations leading to improved aircraft safety resulted in each case.



Capt Barker's wing safety programs have been rated outstanding by 12 AF and were major contributors to the 355 TTW's flight record of 35 months without a Class A or B mishap.

He is one of the leaders in the flight safety office's spot inspection program through constantly monitoring operations and maintenance activities and reporting discrepancies through safety channels. Additionally, he has played a key role in automating the 355 TTW Flight Safety Office. His mastery of the new computer has resulted in a reduced workload for the air division safety administrative office and has enhanced an already strong trend analysis program.



Captain Harvey L. Barker, Jr.
333 TFTS, 355 TTW
Davis-Monthan AFB, AZ

Capt Barker's contributions as a flight safety officer to both 355 TTW and TAC flight safety have earned him the TAC Flight Safety Award of the Quarter.

CHOCK TALK

Incidents and Incidentals with a Maintenance Slant

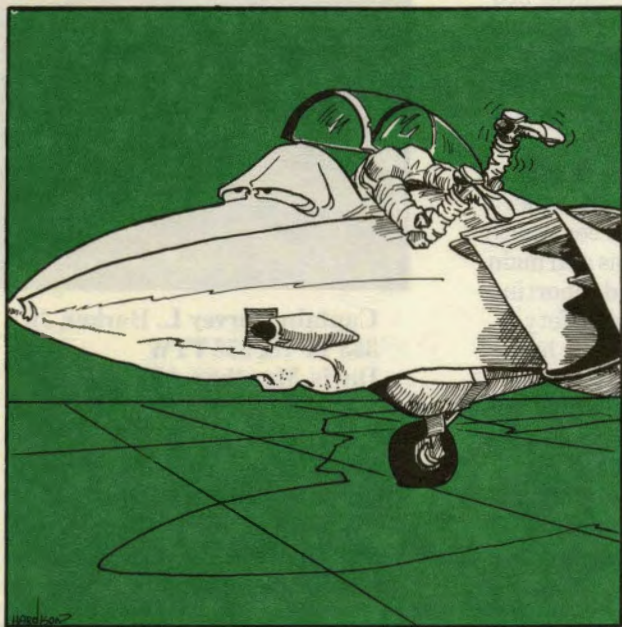
Switches: in position or out?

Our Navy friends recently had a mishap that provides some valuable lessons for all of us.

When an F-14 Tomcat went into a Navy A-7 base for a stopover, the crew could not get the canopy to lower after they had parked the jet. A plane captain (read *crew chief*) was leaning over the canopy rail to see if the seat was pinned while two other maintenance folks down in the nose wheel well serviced the open canopy with nitrogen. While all of this was happening, the canopy open/close switch was still in the closed position and had not been checked prior to servicing. As a result, the canopy closed on the plane captain's back, pinning him to the canopy rail. The specialist in

the wheel well heard him yell and started to dump the charge while the other specialist attempted to push the canopy up from the trapped plane captain's back. The plane captain finally pulled himself free but fell to the ramp, resulting in a sprained ankle, bruised knee and strained back while the canopy continued to close and trapped the rescuing specialist's right hand and arm. He was finally able to free his arm, suffering only minor bruises, as the canopy charge bled down.

Could a similar incident happen to us in the Air Force? You bet, and it has. Failure to ensure that cockpit switches are properly positioned during servicing may well result in the unexpected movement of aircraft parts. The failure to keep the canopy area clear of personnel during this incident could have resulted in death or serious injury due to the inadvertent closure. These cautions are worth practicing at any time, but they are particularly significant when you're working on unfamiliar aircraft.



Stop distraction, I wanna get off

An FCF pilot was putting his aircraft through its paces on a functional check flight following major maintenance. During one maneuver, he unloaded the aircraft to less than zero G and his ejection seat slid up the rails about three inches. When he returned to normal one-G flight, the seat slid back down where it should be. Sitting atop an ejection seat that's capable of taking the occupant on an exciting, unscheduled ride is not a very comforting feeling for any pilot.

After the jet landed, troubleshooters found the attaching bolts that hold the seat to the catapult weren't installed correctly. Apparently, the technician who installed the seat, after doing some work along the floorboard, forgot to raise the seat to check the bolts for proper alignment. His supervisor never checked the alignment either. Before he reached that step, he noticed the canopy rigging was off. The canopy distraction took his full attention, and he signed off the work on the seat without thinking about it again.

Distraction. It's a disease on the flight line and in the air. Not only are we susceptible to distractions, we're often its victims. How do we recover from distraction? Only by double-checking the checklist or work card from the top down on every job. Time consuming? You bet. Worth it? Ask the pilot.

Attenshun to dee-tail

You've heard it before, right? *Attention to detail.* It may be an overworked phrase, but the idea is critical to what we do in the Air Force. If you don't get a fund cite on your TDY orders, you don't get any money. If Finance messes up your pay, you find it hard to buy groceries.

An F-5 pilot discovered what happens if a minor detail like a cotter pin is left out of a supposedly completed job. During a functional check flight, one of the engines stuck at full military power and would not



respond to any throttle movements. High-powered flight is a thrill, but you can get too much of a good thing. The pilot finally had to shut the engine down and return to base for a single-engine landing.

The maintenance troops who took the engine apart found that the throttle cable was completely disconnected. A recent 600-hour inspection involved taking apart the throttle connection, but a vital cotter pin was left off when it was put back together. Neither the engine specialist who did the work nor the seven-level inspector could recall whether or not the pin was put back in. It probably wasn't. Only a small detail, but it played a vital role in the successful operation of the aircraft.

WHO DEALS THE CARDS?



CMSgt Ron Christiansen
TAC Ground Safety

When this issue of TAC ATTACK went to press, 45 of "our" people had lost their lives in off-duty accidents in the last 13 months. Most of them were on the highway, but some also occurred during recreation. These men and women are numbers to a lot of us but some of us knew them very well. They made an impact on our lives and the day-to-day work in our organization. If they had all been crew chiefs on one base, there would be two less squadrons of airplanes flying in that wing. If they had all been professionals at the CPBO, chances are you wouldn't be getting ID cards, paychecks, or assignments. If they had been in vehicle maintenance, we would have a whole fleet of non-working cars and trucks parked on base – and we would be walking!

But, they weren't from one unit. They were from a variety of jobs and locations. Each individual loss

hurt us! They were professionals who made the wrong decisions because they were young, eager, fun-loving and didn't think about the consequences. Driving after a couple of six packs of beer or a half-bottle of spirits is courting disaster. Not wearing seat belts can sometimes be a by-product of intoxication but usually it's the person's habit not to do so – and that's a shame. Not all of these people would be considered casualties today had they taken seat belts seriously as a safety precaution.

All the excuses used for downing a few brews or shooters, jumping in a car or on a motorcycle and soaring down the road are ridiculous. They range from "I can handle it" to "it's my life."

Laws have been instituted by our state governments and the Air Force to combat alcohol misuse and for the protection of vehicle occupants. But, all the laws in the land don't mean a thing if we're not willing to recognize their benefits to us. Rather, we rationalize about our individual rights and why we don't have to comply as opposed to

thinking about our lives, our families, and others – what are they worth?

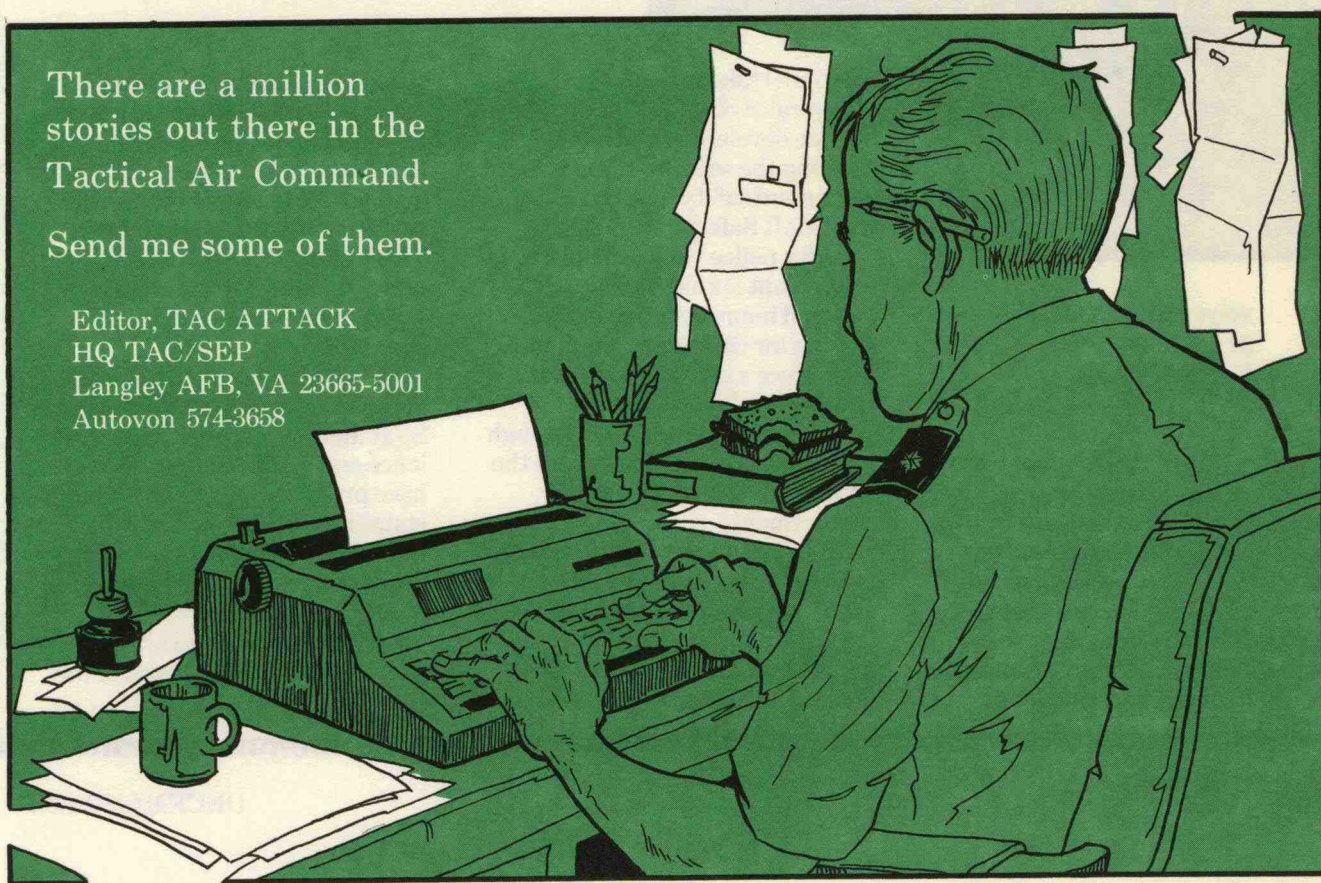
What's the answer? We have good educational programs which involve commanders, supervisors, and every Air Force member, but still TAC personnel lose their lives! Is strict enforcement of rules the only answer? No! On base, that's easy; but, off the installation is where the problem lies. The real answer is forming good habits and "getting smart" on the consequences of drug and alcohol abuse.

It's hard for folks to change, but we as officer and NCO leaders can help make it happen. When you talk to individuals or groups about promotions, job performance or career growth, include some caring words about decision making and personal responsibilities while off-base. Be involved with your personnel. When you see adverse attitudes, work to correct them! Don't ignore signs of trouble which are apparent in individuals. One solution to an off-base accident may be in your caring enough to give your best – YOU! ➤

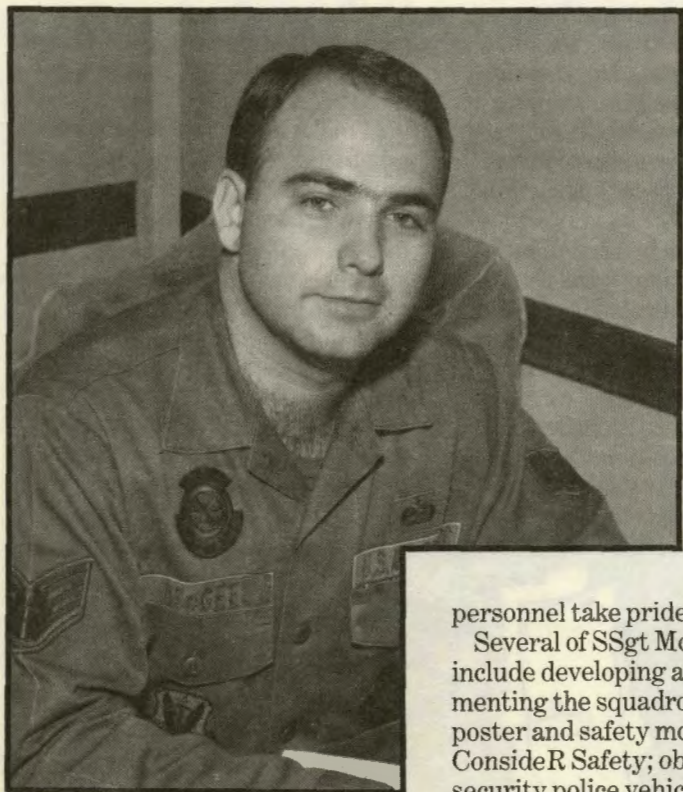
There are a million stories out there in the Tactical Air Command.

Send me some of them.

Editor, TAC ATTACK
HQ TAC/SEP
Langley AFB, VA 23665-5001
Autovon 574-3658



TAC GROUND SAFETY AWARD OF THE QUARTER



SSgt Daren W. McGee
33 CRS, 33 TFW
Eglin AFB, FL

SSgt Daren McGee's creativity and innovative approach toward the 33d Component Repair Squadron's safety program create an atmosphere where squadron members feel free to participate and share their ideas. As a result, the squadron safety program has become something that all unit

personnel take pride in.

Several of SSgt McGee's actions include developing and implementing the squadron's logo poster and safety motto: Consider Safety; obtaining a security police vehicle damaged in an accident for use during a Safety Day and improving the method of signing for OSHA appointments to produce a zero no-show rate. In addition, his Weekly Spot Inspection Program and thorough Form 5 documentation ensure the entire squadron meets safety requirements.

SSgt McGee constantly watches for ways to improve the unit's safety program. He has played a key role in the development and implementation of several safety policies including a squadron regu-



lation for identifying potential mishap victims; various briefings for newcomers and especially hazardous periods during the year (holidays/leaves) and hazardous condition reporting procedures. These efforts have improved the understanding and awareness of safety-related issues in the squadron.

The success of the 33 CRS safety program is largely attributable to SSgt McGee. His pursuit of excellence and quality safety practices have produced one of the most outstanding programs in his wing. His ongoing efforts have ensured proper awareness and recognition of safety matters in everyday operations and earned him the TAC Ground Safety Award of the Quarter.

TAC WEAPONS SAFETY AWARD OF THE QUARTER



As the 4440 TFTG's Weapons Safety and Ground Safety Officer, First Lieutenant Paul A. Metting provides guidance and direction for the safe receipt, storage and delivery of over 650,000 pounds of explosive munitions for Red Flag, Green Flag and Maple Flag exercises. His responsibilities also include explosive munitions safety for flag exercises at Nellis AFB, Indian Springs, Decker Field, Utah, and CFB Cold Lake, Canada, including such explosive operations as bomb build-up, bulletin boards, currency of weapons safety publications, explosive safety lesson plans, explosive safety training and training documentation. He also presents orientation briefings to 500 personnel and core unit

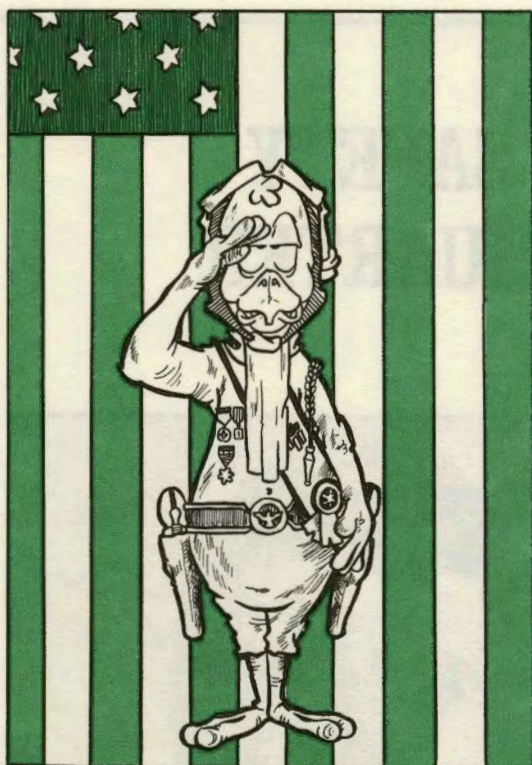
weapons safety officers. Lt Metting's personal involvement has played a significant part in a zero weapons mishap rate for Red Flag participants at Nellis AFB.

During Red Flag's annual Weapons Safety Inspection, the TFWC Safety Inspection Team commended Lt Metting's outstanding performance in coordinating and developing this very diversified and complex unit weapons safety program. The outstanding results Lt Metting has



1Lt Paul A. Metting
4440 TFTG, 57 FWW
Nellis AFB, NV

achieved in managing this program demonstrate the time and effort he has dedicated to the safety of the Red Flag program as well as his fellow workers and have earned him the TAC Weapons Safety Award of the Quarter.



FLEAGLE SALUTES

The 522d Tactical Fighter Squadron (TFS) and Aircraft Maintenance Unit (AMU) compiled a truly outstanding safety record during the first six months of 1987 through outstanding teamwork, supervision and attention to detail. During that period, the unit flew 1292 mission-ready sorties without a single Class A or B mishap and only five Class C's.

The 522 TFS/AMU team established this safety record while flying a third of their sorties in support of exercises and higher headquarters tasking, usually carrying inert or live ordnance. The exercises participated in included RED FLAG, CORONET LIGHTNING, QUICK FORCE, GREEN FLAG, SAND EAGLE, FIRST FIRE, COPPER FLAG, two Twelfth Air Force composite force training exercises and a wing ORI.

The 522 TFS and AMU have made an invaluable contribution toward the realization of an outstanding flying year while maintaining combat readiness through realistic training, earning them a Fleagle Salute.



Two TAC F-16 pilots experienced problems recently which earned them each a Fleagle Salute.

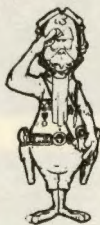
Lt Col Richard S. Grinnell, 62 TFS, 56 TTW, MacDill AFB, FL, had just taken off on the return leg of a cross-country sortie when his aircraft struck eight gulls. Two birds entered the engine intake and

six impacted the right wing. Because of a wet runway and heavyweight condition, he decided to continue the takeoff. Quickly analyzing the engine indications and condition of the flight control surfaces, Lt Col Grinnell decided to remain VMC below a 1200 foot cloud deck and turned his damaged fighter back for a straight-in approach and successful landing.

On a separate occasion, **Lt Col Clayton R. Frishkorn**, 309 TFS, 31 TFW, Homestead AFB, FL, had just entered an extended 10 mile initial when he noticed his engine RPM stuck at 83 percent power, regardless of throttle position. He declared an emergency and proceeded to high key.

Lt Col Frishkorn flew two 360 degree turns at high key

while accomplishing the emergency checklist and then began a simulated flameout approach. Unable to pick up the airfield because of weather, he accomplished another 360 degree turn at low key without results. He then proceeded to base key where he performed another two turns. With only intermittent sightings of the runway, he used the TACAN bearing pointer as his cue to roll out on final. At two and one-half miles out, he shut the engine down with the fuel master switch and completed a successful landing.

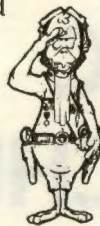


Mr. Lewis E. Major, 833 CSG, 833 AD, Holloman AFB, NM, has been directly responsible for turning a marginal safety program in the 833d Civil Engineering Squadron around within less than a year. He has fostered a new attitude within the squadron toward safe work and recreation among both military and civilian personnel. The result has been a markedly improved safety record during fiscal year 1987 over the previous year. His noted dedication to mishap prevention through increased job knowledge and attention to detail resulted in mishaps dropping from 12 to 4 over the previous year.

In charge of both the problem driver and two-wheel vehicle programs, Mr. Major has contributed to the unit's lowest two-wheel vehicle mishap rate ever. His efforts have ensured increased safety awareness, publicized techniques for safe vehicle operation and identified those operators most likely to encounter problems.

Mr. Major's efforts in improving

the ground safety program and record of the 833d Civil Engineering Squadron have earned him a Fleagle Salute.



MSgt John A Nash, 1 AGS, 1 TFW, Langley AFB, VA, was observing the installation of an F-15 gun system which required the removal of the right conformational fuel tank (CFT). He noticed a discolored area on the forward inside surface of the CFT and found that the paint had been scorched down to the bare metal. He traced the cause of the scorching to panel 46R where a quarter inch hole was discovered with a shorted wire bundle behind it. Had the problem gone unnoticed, the arcing could have penetrated the fuel tank, possibly causing a fire or explosion. MSgt Nash's attentiveness and thorough troubleshooting have earned him a Fleagle Salute.



The 523d Tactical Fighter Squadron, 27th Tactical Fighter Wing, Cannon AFB, NM, has continued its enviable record of flying without a Class A mishap to more than 120 months. It has done this while flying over 3100 hours and 1311 of some of the most demanding and difficult sorties found in TAC. In addition to several local exercises, the 523d participated in Red Flag, Quick Force, Long Rifle, Sand Eagle and deployed to Korea in March, 1987 for Team Spirit '87. All of these challenges were met without a Class A or B mishap. This safety

record is the result of an excellent unit safety program, an outstanding attitude toward flying safety and command involvement within the unit from the squadron commander down. Their achievements have earned the 523 TFS a Fleagle Salute.



1 Lt Keith E. Kolekofski, Jr., 1Lt Kenneth G. Sipperly and SSgt William C. Green, 56 TTW Helicopter Operations, MacDill AFB, FL, departed their home base in a UH-1P helicopter for a night training sortie. While flying at 400 feet AGL, both the master caution and transmission oil segment lights came on. Lt Kolekofski, observing the transmission oil pressure gauge dropping to zero, took command of the aircraft and analyzed the malfunction as SSgt Green, the flight engineer, reported a large amount of fluid trailing from the tail section. Lt Sipperly quickly declared an emergency and coordinated completion of the appropriate checklists.

Faced with imminent transmission failure, Lt Kolekofski maneuvered the aircraft for a night approach to the closest useable landing area, a section of the MacDill golf course. With the other two crewmen serving as spotters, he completed a safe landing in an area containing tall palms, swamps, lakes and sand traps. Their prompt, accurate analysis and handling of a critical in-flight emergency saved a valuable combat resource and earned them a Fleagle Salute.



TAC CREW CHIEF SAFETY AWARD

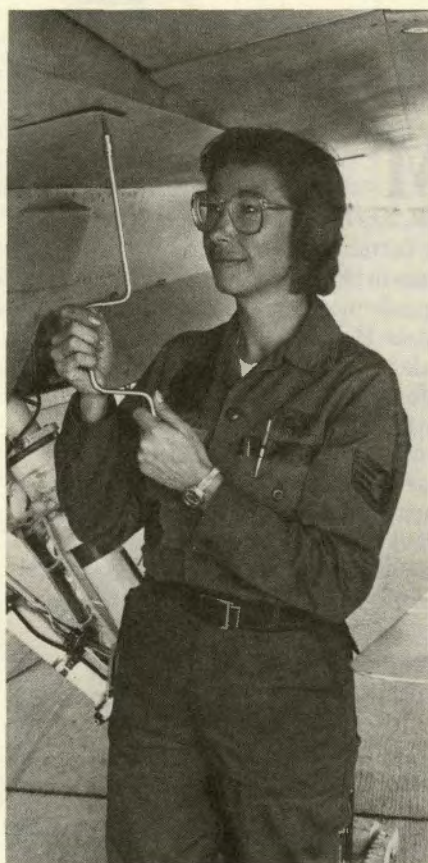


Staff Sergeant Helena M. Mott has distinguished herself by outstanding knowledge, job performance and safety awareness as an F-16 dedicated crew chief. During the past four months, her aircraft was maintained at 95 percent FMC rate while flying 89 scheduled sorties with no inflight emergencies or air aborts. This is largely a result of SSgt Mott's alertness and exceptional attention to detail. For example, on one sortie she noticed oil leaking from the jet's exhaust section. Although troubleshooting the problem produced no results, her persistence in investigating the problem revealed a problem in the gear box tower shaft causing engine oil to blow out the tail pipe. Continued engine operation could have resulted in a massive failure.

Her alertness on the flightline is exemplified by an incident while on deployment to another base. SSgt Mott noticed that a Navy F-14 making a turn onto the taxiway near her aircraft was experiencing engine problems.

Approximately three-fourths of the way through the turn, its only running engine had shut down. Realizing that the pilot no longer had control over his F-14 as it headed toward two parked F-16s, she removed the chocks from her aircraft and slid them in front of the moving F-14, preventing an otherwise inevitable collision. Her quick thinking and reaction prevented a mishap that would have caused significant damage to property and possible loss of life.

SSgt Mott makes practicing safety a part of her daily routine and sets an excellent example for young airmen to follow in learning safe maintenance procedures. Her safety awareness also extends to the unit foreign object damage (FOD) program. She is extremely conscious of the possibility for foreign object damage and has made numerous inputs to the unit's daily FOD program. SSgt Mott's outstanding performance and high level of safety mindedness have earned her the TAC Crew Chief Safety Award.



Staff Sergeant Helena M. Mott
474 AGS, 474 TFW
Nellis AFB, NV



TAC TALLY

CLASS A MISHAPS
AIRCREW FATALITIES
* IN ENVELOPE EJECTION
* OUT ENVELOPE EJECTION

* SUCCESSFUL/UNSUCCESSFUL

TAC		
OCT	thru Oct	
	FY 88	FY 87
4	4	5
2	2	3
3/0	3/0	3/1
0/0	0/0	0/0

ANG		
OCT	thru Oct	
	FY 88	FY 87
0	0	1
0	0	0
0/0	0/0	1/0
0/0	0/0	0/0

AFR		
OCT	thru Oct	
	FY 88	FY 87
0	0	1
0	0	0
0/0	0/0	1/0
0/0	0/0	0/0

TAC'S TOP 5 thru OCT 1987

1st AF	
class A mishap-free months	
86	318 FIS
33	325 TTW
21	57 FIS
21	5 FIS
10	49 FIS

9th AF	
class A mishap-free months	
56	33 TFW
29	507 TAIRCW
20	31 TFW
15	354 TFW
12	347 TFW

12th AF	
class A mishap-free months	
54	366 TFW
38	355 TTW
32	58 TTW
25	35 TTW
19	474 TFW

ANG	
class A mishap-free months	
219	182 TASG
203	110 TASG
178	138 TFG
160	177 FIG
155	114 TFG

AFR	
class A mishap-free months	
86	482 TFW
76	924 TFG
64	906 TFG
38	507 TFG
25	917 TFG

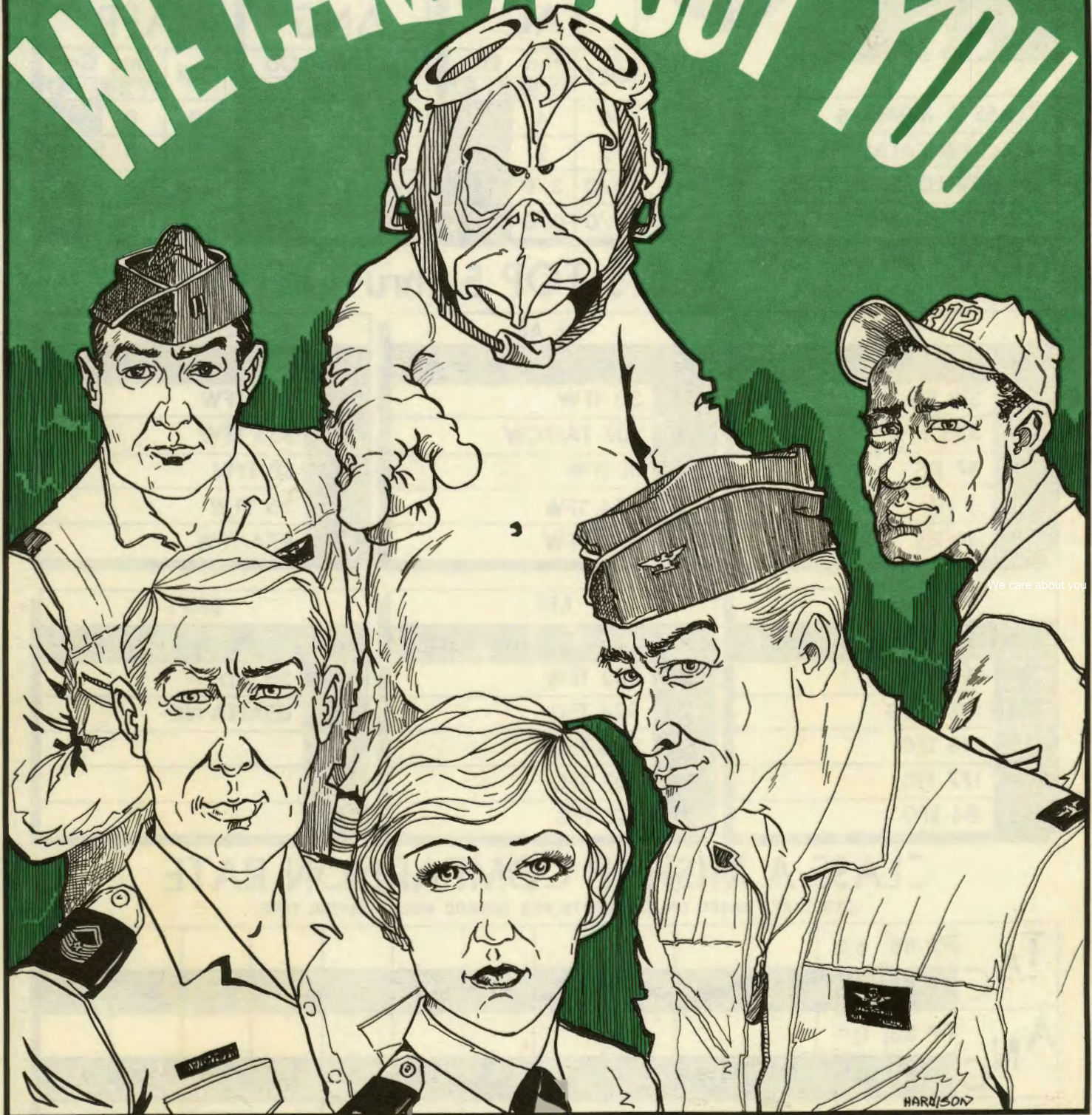
DRU's	
class A mishap-free months	
133	28 AD
3	USAFTAWC

CLASS A MISHAP COMPARISON RATE

(CUM. RATE BASED ON ACCIDENTS PER 100,000 HOURS FLYING TIME)

TAC	FY 88	6.0											
	FY 87	7.5	5.8	5.1	4.7	4.2	3.7	3.3	2.9	2.9	3.1	2.8	2.9
ANG	FY 88	0.0											
	FY 87	4.0	6.6	4.7	3.5	2.8	4.5	3.8	3.3	3.4	3.0	2.7	2.5
AFR	FY 88	0.0											
	FY 87	21.8	11.7	8.5	12.6	10.2	8.3	7.0	12.2	10.8	9.6	8.5	7.8
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP

WE CARE ABOUT YOU



PLEASE HAVE A SAFE HOLIDAY SEASON