

THE COMBAT EDGE

JUNE 1992

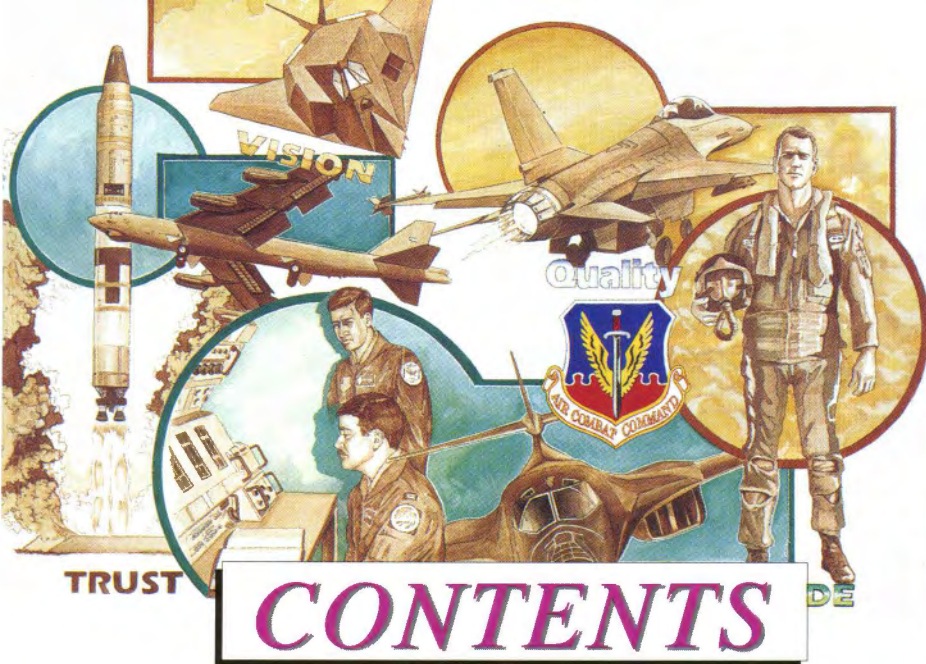


Quality



Bastley

PRIDE



JUNE 1992

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VOLUME 1

ISSUE 1

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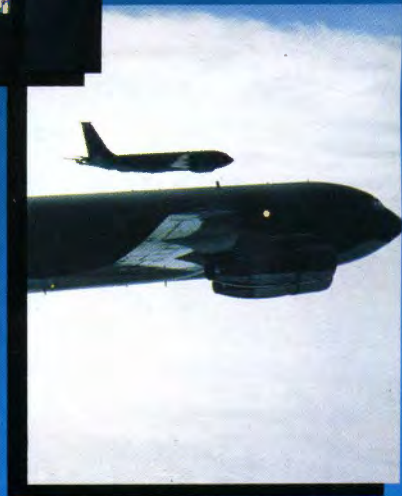
This illustration shows elements of TAC and SAC's proud history of more than 40 years. Air Combat Command is poised and ready to provide versatile combat forces worldwide - ensuring U.S. influence into the 21st century.

**THE COMBAT
EDGE**

Air Combat Command
Safety Magazine



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ACCent on Safety

Colonel Bodie R. Bodenheim
Chief of Safety

Welcome to Air Combat Command and **The Combat Edge**. The world as we knew it for over four decades has undergone a profound transformation with the stand up of Air Combat Command. The change attendant in building a new command provides each of us with new realities, new challenges, and new opportunities. It can also bring uncertainty and concern which can demoralize and paralyze combat capability if there is not a solid foundation upon which to build. The honorable traditions and proud heritages each and every member of the ACC team brings with them will provide that foundation during this initial period of transition. Our quality culture will continue to foster a leadership style and working climate that inspires trust, teamwork, and continuous improvement. However, with so much change taking place, and the potential to focus our attentions away from our day-to-day operational business, it may be easy for us to become distracted and lose sight of our goal of safe, efficient, and effective operations. Good communication is the key to preventing the distraction and loss of direction that sometimes accompanies change. Commanders, supervisors, and workers must all talk with one another to ensure everyone is focused on the task at hand. The importance of good, clean, open lines of communication, both up and down the chain of command, cannot be overemphasized.

The disturbing increase in off-duty fatalities possibly indicates that Air Force people are distracted by all the change and uncertainty that presently surrounds them. Our off-duty fatalities are running significantly above both the two- and three-year historical average as we approach the summer. Most deaths during the 101 Critical Days (30 May to 7 Sep 92) will occur in traffic-related mishaps and will involve a lack of judgment and self-discipline as causal factors. We are dedicated to stopping this tragic waste, but we need everyone's help. The ACC team is depending on everyone, whether safety professionals, commanders, supervisors, or workers, to combat distraction, stress, and poor judgment so that all of our people are protected, both on and off duty.

Again, welcome to the ACC team and your mishap prevention magazine, **The Combat Edge**. Throughout the coming months, we'll all become better acquainted with one another and more comfortable with our role in the new command. In the meantime, let me emphasize -- this is **YOUR** magazine! It will only be as good as you make it through your articles, inputs, and feedback. We are committed to giving you the best quality product possible, but we can't do it alone -- we need you and your ideas to continually enhance the ACC culture of safety.



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General John M. Loh
Commander

Welcome to Air Combat Command and a whole new Air Force. Our victory in the cold war changed the world we live in. Like our predecessors at the end of World Wars I and II, we must adapt airpower to fit America's needs now and in the future. We are beginning this new era with a new Air Force.

Starting from the ground level and working up, our leadership created new commands that enhance our ability to provide global power and global reach for America. Air Combat Command unites the awesome firepower of our predecessors SAC and TAC. It was formed to create one mighty air arm to complement the sequenced and synchronous application of joint American military power.

Our performance in the Gulf War validated many of the changes we made in the Air Force in the 1970s and 1980s. Realistic training, an increased ops tempo, and investment in technological superiority

AIR COMB

THE WAY OF THE FUTURE

helped us win quickly, decisively, with overwhelming advantage and few casualties. Air Combat Command will build on that foundation.

Realistic training, and the proficiency and flexibility we gain from it, begins with an assessment of the threat we expect to face. Each unit should reassess its designed operational capability and O-Plan tasking, intelligence estimates of current threats, the requirements set out in the 51-50 or 50-16 series of regulations and scrutinize its training program based on them. Every supervisor should be familiar with this information and ask if his or her training program matches the tasked mission.

Air and missile crews aren't the only people who benefit from realistic training. Prime Beef, Prime Rib, Red Horse, and Medical Teams were all better able to do their job in the Gulf because of the practice they had back home. As we become a smaller force, we must maintain the highest level of

AT COMMAND



GLOBAL POWER

FOR AMERICA

proficiency in every unit and every skill. Our future success depends on it.

But we can't become so intent on realism that we lose sight of our objective in training. Training programs prepare us for war. They reinforce basic skills through repetition and practice. Doing that successfully doesn't require us to face the most demanding threat environment every time we fly. Although training is very different for our missile crews, realism is still very important. Always following procedures precisely in training builds the discipline we count on in war. Every crew is different, and our training programs should recognize that. Mission complexity must vary based on the needs of the people involved. It should take the crew's experience, proficiency, and currency into consideration as well as the weather, newness of the equipment, or any other factors that may have an impact on the mission or ride.

Training must also be safe. ACC inherited strong safety cultures from both SAC and TAC, but ACC can be even better. As we strive for continuous improvement in all our operations, safety must remain foremost in everything we do. We don't want to lose people, planes, missiles or other resources needlessly. Human factors are the leading cause of mishaps. We can change that. The only right way in ACC is the safe way. By working together we can continue to improve our culture of safety -- in the air and on the ground.

Safe, realistic training at the unit level lets us make the most of Red Flag, Bomb Comp, Olympic Arena, Gunsmoke, and other events that let our people put it all together. Safe, realistic training ensures the next time we are called to fight, ACC will be ready to provide **GLOBAL POWER FOR AMERICA.** □

Two's In

Capt Ghevond Hookassian



hat I'm about to share with you is a dangerous situation I never expected to be in. I'm an experienced pilot, although a new aircraft commander. I've been a flight safety officer, and pride myself on being thorough, professional and safe!

There I was...at Castle AFB for pilot upgrade in the KC-135. It was my fourth sortie, scheduled for a Minimum Interval Takeoff (MITO) launch, cell formation lead change, and a rendezvous with two B-52s in air refueling track 7BA. I was confident, becoming more and more comfortable in the left seat.

The morning started out with the MITO briefing. I gave a thorough one, leaving nothing to chance. Then my cell mate briefed the portion of the mission he would lead. We discussed the cell breakup and concluded by setting the time for mission debrief.

Upon arrival at the weather shop, we decided that our MITO launch would now be a cell launch due to the low-lying clouds and fog. We completed our duties at base ops and departed for the aircraft.

Shortly after takeoff, the clouds engulfed us. As briefed, we used our interplane radio to ensure altitude separation and the TACAN to navigate the many turns required on the ROUDY ONE departure. We fought spatial disorientation through numerous climbs and turns and finally reached level-off altitude. Skimming the tops of the clouds,

we proceeded with the lead change. So there I was...

Phew, now I can relax! As number two, all I have to do is follow lead and call "Two" or "Lead, you're on fire!" I know what to do, and I have an experienced copilot (3,000 flying hours) on board as well as an instructor pilot. We're backing up lead, and everything looks good.

The rendezvous goes well, and I maneuver to echelon formation as we roll out on track. Looking good...60 degrees and two miles from lead, airspeed right on. My instructor jumps into the right seat as the receiver closes.

As the instructor pilot and I discuss correct visual references, the navigator calls us moving forward of the "line." Our receiver is at 30 feet and closing, so I'll correct position after he gets into contact..."20 feet...10 feet...contact!"

Now I can pull back the power. I'm already 5 knots below air refueling speed and can't seem to drop back. The navigator expresses concern as he calls us farther ahead of the line. Popping in and out of clouds, I reduce power again. We slow to 265 KIAS (10 knots "slow") as the nav reminds us of our



worsening position for a third time. What's going on?

Finally...we seem to be correcting back to position. We're still skimming the weather, but during a brief break in the clouds, the navigator takes the radar for a weather scan. At 265 KIAS, I add power so we don't fall too far behind. Back into the clouds, and again we start creeping ahead of the line! What the @S#* is going on?

Yet a third time, I pull back the throttles and start returning back into position, but at 260-265 KIAS I'm way too slow. Realizing that we need to try something else to gain spacing, we make small S-turns. This seems to be working as we approach the left-hand turn on track. I'm back up to 270 KIAS and approximately 1 1/2 miles on a 30-40 degree line aft.

Perfect! All I have to do is maneuver slightly left to be in position for the turn. At last, things are starting to look normal! The navigator confirms our improving position and takes the radar for another weather scan. Just then, we reenter the weather.

I decide to delay my turn several seconds after lead makes his turn to gain additional spacing. The navigator says that lead should be making his turn right about...**NOW!** As we delay, I ask the nav to check lead's position in the turn. Just as the nav locates lead on the radar, I look outside to see him and his receiver passing 500 feet below our air-

plane. To make matters worse, the boom operator calls "disconnect." Oh, *@&S?! I immediately call the receiver and tell him not to descend. I repeat myself and ask him to remain at precontact. The IP calls for lead to turn left, and we delay to be sure we are well clear before we turn.

As we regain a normal pulse and breathing rate, we decide to keep the radar to monitor our spacing from lead. Needless to say, we maintain more-than-adequate spacing from lead for the remainder of refueling! Cell split up goes well, and the rest of the mission is uneventful. At the cell debriefing, we found out that lead flew the entire refueling leg at 265 KIAS, 10 knots below the proper airspeed. No wonder we had trouble maintaining position.

Lessons learned: First, fly whatever it takes to maintain a steady platform for your receiver and do what you need to remain in position. Had this been a large cell formation, it would have been even uglier. Second, talk to lead! When something is different than briefed, call lead and clarify the situation. There is a tendency to be complacent when you have several experienced crew members along--don't be! Third, always use the radar to monitor your position while in the weather, especially when approaching turns. Remember these lessons, and flying cell will go much smoother and safer. □

SITUATIONAL

HIDING IN THE MAP CASE?

Maj Pat Tank
HQ ACC/SEF

I had just completed a TX course in the F-15. After a quick MQT checkout, I was declared MR with a grand total of 40 hours UE time. The bad news was that it was February and the squadron was night flying. The good news was I had a few hundred hours of night flying in a previous aircraft, although this was several years prior.

The mission flown was a 2v2 similar night intercept. I was accomplishing a night intercept requirement carried over from the MQT program. The weather in the area was layered from the surface all the way up. My flight lead directed me to 3-5 NM lead trail as briefed. This allowed me to work the radar and still keep track of him with the IFF interrogator. As we were running the intercept, we were continually going in and out of the ragged, layered decks. It was taking the majority of my brain cells just to maintain level flight. I was attempting to work the radar and keep track of lead with little success.

After two intercepts, lead told me he was going to climb to the next higher block. We did a 180° turn back toward the bandits.

As I started the turn I selected mil power and set about 10° nose

high on the ADI. I then noticed that lead was drifting off the VSD. No problem, I'd pick him up again when I rolled out of the turn. I then concentrated on setting up the radar for the next intercept. Without realizing it, I had channelized my attention on the radar for quite a while. As I glanced at the ADI, it indicated a pure vertical attitude of 90° nose high. The airspeed was decreasing rapidly and then stopped at 0 knots. As the nose began to fall, the yaw departure warning tone came on and I knew this was not good.

I immediately neutralized the controls and checked the altimeter which showed 29,000' MSL. At least I had plenty of altitude to recover. It was very disorienting as the nose fell, since I was in the weather at the time. Eventually, the jet stabilized nose low after several gyrations and the airspeed indicator finally started moving again. I recovered and the IP knocked-it-off shortly

The weather in the area was layered from the surface all the way up. As we were running the intercept, we were continually going in and out of the ragged, layered decks.



AWARENESS

thereafter. He said the weather was too bad and we should rejoin and RTB. I thought that was an excellent decision after the experience I had just been through. RTB was uneventful; and after the formal debrief, we went to the bar for a beer. It turns out that 3 of the 4 jets in our flight were all doing unusual attitude recoveries at the same time, including the IP who was smart enough to call KIO.

It is obvious that I failed to pay attention to the right thing at the right time. My attention was channelized on working the radar and not “flying the jet.” There have been a number of operator error mishaps involving problems of inattention. To maintain “SA” (situational awareness), you must devote an appropriate amount of attention to each task within the time available. The amount of time you spend focusing your attention on these tasks is very difficult to measure. Your level of training and experience determines how much time you will need. When your attention is distributed among many activities, it is very easy to channelize on the wrong thing at the wrong time, as in my case.

Prioritization of tasks must be managed through discipline. We must be disciplined enough to recognize distractions or low-priority tasks and allocate an appropriate amount of time to manage them in the proper sequence. We must also recognize dangerous situations developing and cope with them before they become critical. The ultimate responsibility for managing tasks, allocating time and maintaining situational awareness rests solely with the aircrew.

Summarizing, situational awareness is a dynamic process which requires constant reallocation of attention to the right priorities. We all know an attention lapse of only a few seconds at the wrong time can be deadly! Keep your SA out of the map case as you “fly and fight.” □

Situational awareness is a dynamic process which requires constant reallocation of attention to the right priorities. We all know an attention lapse of only a few seconds at the wrong time can be deadly!

WEAPONS SAFETY

-- *A Look*

As we step forward into Air Combat Command, we take with us history and tradition which have thrived on continuous improvement as well as a culture of safety that is unparalleled. The three disciplines of the Weapons Safety program (Explosives, Missile, and Nuclear) will remain familiar and unchanged. We will continue our efforts to develop "all-around" munitions and pursue safe and reliable munitions designs that are less sensitive to heat and shock trauma.

However, we must remember that as munitions they are still subject to the same laws of physics as the black powder munitions of our forefathers. They also remain as lethal to anyone or any resource when they are initiated -- whether by delivery to an intended target or by accident at home station. The outcome is devastating.

Therefore, the formula for success in Weapons Safety will remain the same in our new command as it was in our previous commands. We must keep a constant vigil to ensure operational procedures are followed, exposures are kept to the minimum to meet the mission, and the proven quantity-distance criteria contained in AFR 127-100 are obeyed.

It is difficult to argue with success, and our success with this formula is a measurable one. We have reduced the total number of weapons safety incidents by 55 per cent over the last 5 years. During DESERT STORM, we inventoried, handled, shipped, stored, and performed maintenance on over 85 million net explosive weight pounds in an austere and inhospitable environment, while prosecuting an air war of unprecedented pace and magnitude. This was accomplished with no Class A mishaps, one Class B mishap, and four Class C mishaps. Results this dynamic are only achievable when people are properly trained, knowledgeable of procedures, and demonstrate their abilities through constant practice.

To The Future

The future of weapons safety in Air Combat Command is a bright one. The environment we work in is a familiar one, and the parameters we work within are predictable. We must continue our efforts to enhance mishap prevention by improving our procedures. We must strive to improve our weapons designs and work together to ensure adherence to regulations and just plain smart practices.

The formula is known, the results are measurable -- the only requirement is for the ACC team to apply themselves to the culture of safety. □

Maj J.J. Hepler
HQ ACC/SEW
Langley AFB, VA



Where's Your

FOCUS

Major Michael H. McQuinn
340 AREFW/SE
Altus AFB OK

As I complete my Air Force career, I look back on 20 years of change, growth, and successes and forget the failures; but to be fair, we must at least examine the paths we have taken and the precautions we have observed which ensured our victories. Well before you quit reading this article thinking this is some big history lesson, let me bring this down to simple terms we can all understand. I only want to share with you a few lessons I learned many years ago which have stuck with me and have been the framework of my success as an instructor pilot.

Many years ago in a small village somewhere in California, shortly after the time when they took the fabric off the KC-135 to finally place the now beloved durable silver skin, I attended Central Flight Instructor Course (CFIC). Actually, it was 1978. It just seems like a long time ago as I observe the youth now arriving in the command. The story goes like this:

As in every training course you have ever attended or ever will, it seems the first day is always spent welcoming you to your upcoming training plus collecting data and the like. This was no different. Now for any aviator, just the opportunity to attend CFIC was a great honor and challenge. I had dreamed of it since my first exposure to flying the KC-135. So, it took little prompting from the wing commander to raise my morale when he arrived to give us our welcoming talk and congratulate us on being selected to attend the course. As he told us we were the pick of the litter and were going forth after this course to carry the torch of training back

to our units, we all looked at each other with great admiration.

The afternoon's activities started, and we finally got down to business. We broke up into groups of pilots, navs, booms, gunners, etc., for more specific briefings by those of our own specialty. The first thing that happened was the Chief of CFIC got up before my group and made a statement I will never forget. Now remember, for me just attending CFIC had been the culmination of years of study, work, and flying experience. The Chief of CFIC stood before us and boldly and calmly, I might add, said, "Our experience has shown that 50 per cent of you will attempt to land the airplane gear up while you're here." Well, you probably think I was devastated by this figure. **WRONG!** The first thing I did was look around the room to figure out who the idiots were that would be stupid enough to pull such a faux pas. You see, as a pilot, I've always thought we all have a certain nature of, "It won't happen to me," based upon our experience, confidence, or

whatever. As I listened, I had no problem picking those certain individuals most likely to attempt such a foolish stunt. As Paul Harvey would say, "Don't get ahead of me now."

The opening day events were quickly forgotten as we moved at a rapid pace into the flight and academic training designed to mold us into productive instructors. We learned many things in the days that followed the opening ceremonies. But then came that fateful night mission where I learned, contrary to popular belief, if you don't make the "main thing" the "main thing," it **can** happen to you.

It all began as a routine night training mission. We were back in the local pattern with me in the right seat flying one of my specialties -- a three-engine rudder power-off approach to a planned low approach. I was taking great pride in reciting to my supervising instructor all the tidbits of knowledge I had learned, including the techniques required to fly such a highly successful demonstration. As I look back on that night, I'm sure what was about to happen must have been painfully obvious to everyone except me. My instructor looked on with great interest and chose just the right times when my speaker would silence to ask me some well placed questions. It was either that or the radio would interrupt thus diverting my attention from the most important task at hand; that of flying the aircraft and making sure procedures were accomplished. It was only after I began my missed approach and called for the gear to come up that I realized I had never ensured it was even lowered in the first place!

If this has never happened to you, or you have never made a stupid mistake in the airplane, you have either been taught excellent techniques or **YOU HAVE BEEN LUCKY, SO FAR!**

In safety (mishap prevention), we learn from the mistakes of others. We use those failures to fix the problems so no one else gets hurt in the same way. The one thing we have never been able to fix is the human mind. For example, yours truly sitting there listening to the Chief of CFIC and never thinking I

was going to be one who attempted to land the airplane gear up. However, I did learn from that experience and as soon as I climbed back out of my boots, I vowed I would never let this happen to me or anyone I fly with again. Flying a great approach or completing a difficult maneuver is begun by accomplishing the necessary steps of normal procedures. You've got to make the "main thing" the "main thing..." **FLY THE AIRPLANE!!!**

Today we are challenged with great stresses in the military from every corner. We are downsizing our forces, shifting internally from command to command, plus we are faced with closing bases, different structures, and challenges we have not seen since the beginning of our Air Force heritage. Yet, we cannot allow ourselves to become complacent with an attitude that it's not going to happen to us or allow ourselves to climb into an aircraft when we are not focused on what we are doing.

Fact: We, in the aircraft, are the only ones with the ability to ensure the safety and success of the mission we are flying. Every level of command and supervision is emphasizing concern for safety. This comes as no surprise as the influence for both quality and safety should be a top down emphasis, where the standard for quality and safety originates at the commander level and is echoed down every level of supervision to the lowest level of operation. The bottom line is this: It really doesn't matter how concerned your supervisor is about safety, or how good a safety staff you have in your wing when you're out flying a mission. The most important factor is **YOUR** attitude towards safety and you making the "main thing" the "main thing." You are the most important link in the success or failure of your mission. Don't let yourself be a lesson for others to study. Make it a personal commitment to be a positive influence in the success and safety of every mission you fly. In everything you do, make the "main thing" the "main thing," and **FLY THE AIRPLANE FIRST!** □

SAFETY AT

Brig Gen James L. Cole, Jr.
USAF/SE
Washington DC

You stand at the threshold of a truly historical moment as we stand up the flag of a new major command. The activation of Air Combat Command not only brings increasing challenges, but also opportunities for all of us.

Thanks to Major General Croker's leadership as the Provisional Commander of Air Combat Command, many of these challenges have already been met and successfully resolved.

Safety has been a central concern as the new command forms up. We have done our best to capture those flight, ground, weapons safety, and nuclear surety programs that have proven so valuable to SAC and TAC in the past. I am convinced we will realize great benefits from retaining and adapting the best of these programs that have made the Air Force both safer and more combat effective.

Some of you may believe safety to be a nebulous concept; something that is difficult to clearly define and articulate. I sincerely believe a solid safety program is essential to a combat organization like Air Combat Command because safety is a force

protector and multiplier.

Let's assume we had been satisfied with the 1978 Class A flight mishap rate of 3.16 per 100,000 flying hours. That rate over the past twenty-four

years would have cost us approximately 500 additional aircraft or about 20 squadrons. That represents a tremendous loss of capability.

The men and women of the US Air Force made last year the safest in our history. The reason is clear. Fierce focus on the mission and staying alive kept our priorities in proper perspective. The crucible of war and the

imminent risk of death really snaps things into focus. We must capture, while still fresh in our minds, the lessons learned in the Gulf War. We cannot be satisfied with the status quo. We've done well, but we can and must do better. In these times of reduced budgets and force drawdowns, we especially need to preserve our people and our equipment. We need a clear philosophy and a sound plan to carry Air Combat Command and Air Force safety into the 21st Century.

Recently, I had the opportunity to speak with General Michael Von Rosen, Swedish Attache to the US and former Swedish Air Force Chief of Safety. In the Swedish Air Force, "safety" boils down to one word... "honesty." At first this seems too simple, but it really strikes at the heart of the matter. We need leaders — commanders and super-

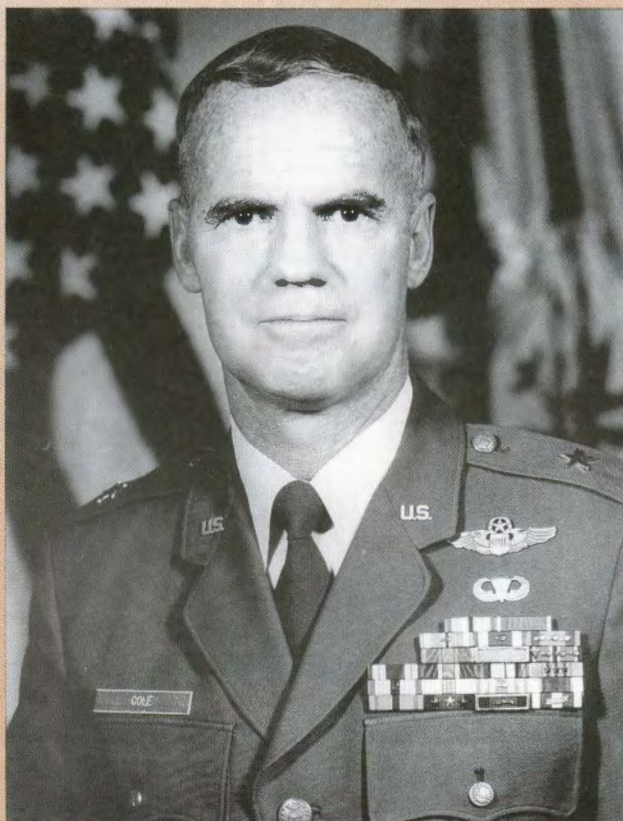
THE THRESHOLD

visors — who care for their people and resources. Honest leaders, with the courage and intestinal fortitude to recognize the risks involved in accomplishing the mission and who will honestly strive to protect their resources. We need frank and direct communication from the lowest levels to the highest levels to identify unsafe situations. We need to honestly assess how we train. We do not need to take unnecessary risks training in tactics we will not employ. If you are not comfortable doing your job because you are not getting the proper training or currency of training, be honest and tell your commander or supervisor.

We all need to be honest and remind ourselves that safety is **not** paramount. The mission is paramount, always has been, and always will be. The only way to do it right is by accurately assessing and aggressively managing the risks. Another air force in another part of the world said it best when they described their philosophy on how to preserve combat capability through risk management... "It is permissible to die in combat — if you must. It is not permitted to die in peacetime."

There is only one way to win a war. You strip the enemy of its people and resources while preserving your own. This is also the key role of safety. Our would-be adversaries know, as we demonstrated in

DESERT STORM and in our day-to-day training, the US Air Force will bring the most awesome force to bear upon them without subjecting our people and machines to unacceptable risks.



Risks can be managed, but there is one variable which is difficult to control — the human interaction that causes mishaps. This is one reason we are trying to apply what we know about human factors involvement in mishaps to all the safety disciplines. Our people must understand their limitations and those within their working environment that increase susceptibility to mishaps. I am convinced that if we are going to make any dramatic, positive changes in our mishap rates, we must accurately identify and aggressively work those human factors which are in-

volved in most, if not all, our mishaps.

This is an exciting time for Air Combat Command. The joining of SAC and TAC has created the finest operational flying combat command in the world.

As you raise your new flag, it is imperative you elevate safety to the same level of primacy and emphasis as proficiency, professionalism, and pride. If you don't we simply will not be able to afford the losses. With our commanders in the lead, safety must be studied diligently, emphasized consciously, and practiced universally by everyone at every level. The consequences of doing anything less are unacceptable. □

Air Combat

OUR VISION

AIR FORCE PEOPLE

**BUILDING THE WORLD'S MOST
RESPECTED AIR AND SPACE FORCE ...**

**GLOBAL POWER AND REACH
FOR AMERICA**



OUR GOALS

- * **IMPROVE OUR COMBAT CAPABILITY** by meeting ACC quality performance measures in operations, maintenance, logistics, and training programs.
- * **EMBRACE A CULTURE OF ACC QUALITY** in everything we do, creating a leadership style and working climate that inspire trust, teamwork, and continuous improvement.
- * **BUILD AIR COMBAT COMMAND** and instill it with the heritage of the past and the vision of the future -- delivering global power for America.
- * **IMPROVE SAFETY PERFORMANCE** by fostering a culture of safety in the air and on the ground.
- * **CREATE A SPIRIT OF WELLNESS AND FITNESS** in all our people through quality physical, mental, and spiritual programs.

Command



OUR STYLE

- * *Create a working climate that inspires trust, teamwork, quality, and pride.*
- * *Give everyone a stake in the mission and its outcome.*
- * *Delegate responsibility and authority. Accept accountability.*
- * *Set goals. Measure progress. Reward performance.*
- * *Deliver quality products to all our customers.*
- * *Strive for a culture of continuous improvement. Make it better.*

ACC QUALITY

A LEADERSHIP STYLE which creates a WORKING CLIMATE that promotes TRUST, TEAMWORK, and CONTINUOUS IMPROVEMENT.

101 CRITICAL DAYS

CMSgt Hester
HQ ACC/SEG
Langley AFB VA



Why is it called "101 Critical Days?" It could just as well be named the "killing season" or "the summer of discontent." Whatever we call it, the fact is that the number of killed and injured during this time from Memorial Day to Labor Day is nearly as great as the rest of the year.

In an effort to keep this summer from being one that is remembered because of a tragedy, each unit should have a thorough summer campaign emphasizing the "WE CARE ABOUT YOU" and "DESIGNATED DRIVER" programs. This can only be accomplished through leadership emphasis and the involvement of everyone at all levels in order to reach the maximum number of people.

Your campaign should have started prior to Memorial Day and continue through Labor Day. In past years, summer months have been accompanied by an increase in fatalities and personal injury mishaps. History indicates that 40 Air Force military personnel will die in off-duty mishaps during this period. During the summer, our folks tend to place

"safety" on the backburner and allow themselves to become vulnerable to mishaps. We must remember that mishaps don't just happen, they are caused. They often occur due to a lack of knowledge, chance taking, or disregarding established safety

Each unit should have a thorough summer campaign emphasizing the "WE CARE ABOUT YOU" and "DESIGNATED DRIVER" programs.

practices and procedures. Mishap prevention must be a part of our everyday lives both on and off the job.

Alcohol and speed don't mix. Still, people try it -- and even more so during the summer. Almost 55 percent of all automobile mishaps

are caused by alcohol misuse. Letting a drunk driver behind the wheel of a car or boat is like launching a defective missile. Someone will get hurt! **"Friends just don't let friends drive drunk!"**

The arrival of summer brings not only fun and relaxation, but possible heat-related illnesses from overexposure. Most people visit the beach or a nearby lake or pool sometime during the summer. Unfortunately, some are ill-prepared individuals who will insist on overdoing their "fun in the sun" and suffer the consequences of too much heat, sun, and water. Ease into your sun exposure, you have all summer.

We must ask ourselves, "How can we keep our friends from injury?" One way is for supervisors to identify troubled employees.

101 DAYS

This starts with knowing your people and identifying those who need help and the kind of help needed. Look for marginal performance, find out why, and then provide the assistance needed. If there is a possible drug or alcohol problem, get them to the right agency. If there are personal problems, get them the proper counseling. When do you step in? When job performance or lifestyle is declining. Proceed quickly before the problems compound but

don't try to diagnose the problem yourself. Instead, refer your people to the right person or agency. Follow up on their treatment and give them support -- which is crucial. This is all part of being a good supervisor and, more importantly, a friend -- which is what the "WE CARE ABOUT YOU" initiative is all about.

The success of the "101 Critical Days" campaign will depend largely on the support given by each commander, supervisor, and

worker. **YOU** should make every possible effort to ensure that your people are aware of the increased risks associated with the summer season. Emphasize to everyone the need to consider these risks, make responsible decisions, and be aware of the smart way to enjoy the delights of the summer season.

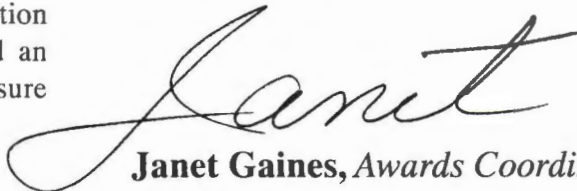
□

AIR COMBAT COMMAND SAFETY AWARDS PROGRAM

Hang in there folks, "it" will eventually arrive!

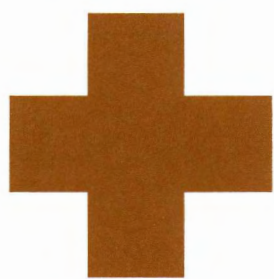
Are you wondering if there is going to be a SAFETY AWARDS PROGRAM in Air Combat Command? The answer is YES! MOST DEFINITELY! The program is being developed by a Safety Quality Improvement Team and will be established by an ACC Supplement to AFR 900-26 which is currently under revision. The team believes an awards program is a vital core function of safety with the basic objective of mishap prevention through recognition of quality actions. We are striving to build an unparalleled program -- THE BEST -- to ensure

the acknowledgment of quality safety performance in all disciplines. This recognition will stimulate and nurture a working climate that promotes trust, teamwork, and continuous improvement throughout the units. Be on the lookout for a message delineating the particulars of ACC Safety Awards in June. If you have questions, please call us at (DSN) 574-3658.



Janet

Janet Gaines, Awards Coordinator



FIRST AID KITS

DO YOURS COME FIRST?

SSgt Steve Vogel
442 CES/SE
Richards-Gebaur AFB MO

How long has it been since you have seen your first aid kit? Is it in its rightful place, or is it hidden where it may not be found in an emergency? What does it contain; and of its contents, how much of it is outdated or expired?

These are all questions that those of us who are involved in safety should ask ourselves on a regular basis. I never thought of these questions myself until recently, when my alternate Safety NCO and I were conducting our quarterly unit self inspection and found that the unit to which we belong had not been in compliance with AFOSH standards or, more specifically, OSHA regulations concerning first aid kits found in CFR 29 1926.50.

It's quite embarrassing for me to say that the first aid kits that my assistant and I found in our unit contained only half of what is recommended by OSHA; and of that half, most of it was outdated and

expired. Another problem was the fact that none of the kits were at a specific location where personnel would know where to find them in a hurry. Equally important, it was obvious that these kits had not been inspected for years.

Common sense will tell you basically all you need to know about what should be contained in a first aid kit, where it should be maintained, and how to keep it updated; however, read the standards and get familiar with them. It will only help.

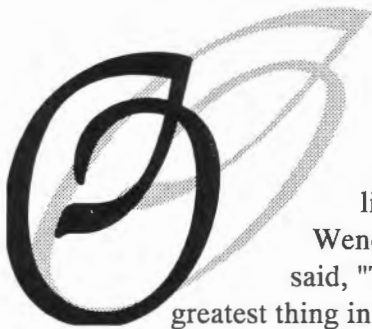
The recommendations that OSHA sets forth for the contents of first aid kits are as follows:

Remember to inspect your first aid kits on a monthly basis yourself; and as prescribed by OSHA, have a physician inspect them once every year. Learn from my experience; don't let your FIRST aid kits come last. A life may depend on it. □

Sterile Adhesive Bandages
2 inch Sterile Gauze Pads
3 inch Sterile Gauze Pads
Adhesive Tape
Triangle Bandages
Roller Bandages
Scissors
Tweezers
Needle
Bar Soap
Cold Pack

Ammonia Inhalants
Moistened Towelettes
Antiseptic Spray
Latex Gloves
Aspirin/Non-Aspirin Pain Reliever
Eye Wash
Rubbing Alcohol
Hydrogen Peroxide
Safety Razor Blade
Lubricant

SANDS OF TIME



Mr Cal Faile
HQ ACC/SEG
Langley AFB VA

liver Wendell said, "The greatest thing in the world is not so much where we stand, as in what direction we are moving." This is true today more than ever before.

Who would have believed just a year ago that the world would change as much as it has or that SAC and TAC would go away and Air Combat Command would become the largest command in the Air Force? It's like looking into an hour glass and watching the shifting sands of time changing shape as they gently fall from top to bottom.

General Loh recently said in an interview in the **Defense News** that, "If you don't change when the market changes, you lose out." As safety professionals, we must be flexible and we too must change. We must evaluate the complexity of the changes. Changes affect everyone -- some more than others. With change comes a higher degree of risk. Personnel at all levels must be cognizant of the

Positive change will encourage positive attitudes which, in turn, will help keep our personnel alive and uninjured during these changing times.

effect changes have on people around them.

One of the by-products of change is stress. People become apprehensive about the possibility of losing their jobs, being reassigned, etc. These concerns can and do affect judgment. With the many changes going on throughout the command, the risk of injury and death multiplies. If current mishap trends continue, we may experience the highest mishap rate in five years. This is primarily due to off-duty private motor vehicle fatal mishaps. We can and must turn this adverse trend around. We must get more involved with our people and let them know that "WE CARE" about their welfare both on and off the job. We must recognize that although the mission comes first, people are our most valuable resource. They are the keys to the success or failure of mission accomplishment. We must seek a new direction to com-

bat the losses of our personnel.

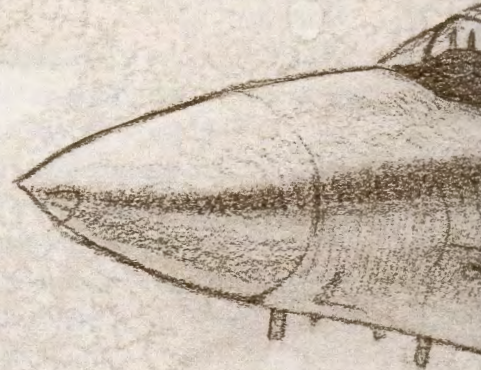
What direction will you take? Will you sit back and let changes occur as they may, or will you charge ahead and seek innovative ways to make the changes positive for all personnel? Positive change will encourage positive attitudes which, in turn, will help keep our personnel alive and uninjured during these changing times.

The sands of time are constantly changing. These are historical times. We are, in effect, making history. There will be a lot of "firsts" in the coming months, and a very important "first" is Air Combat Command. We would like to enter this era with all our personnel alive and free of injury. It is a challenging time for everyone. In the past, we met adverse challenges and overcame diversity with great success. The level of future success depends on which direction you take. **WELCOME TO ACC SAFETY.** □



Ever wonder how much things have changed, or not changed over the years in relation to flying safety? Just in case you have, I thought I would share this excerpt from one of my prized possessions, the Pilots Information File, dated 1 May 1943. You be the judge.

- Ed.



Flying Safety

Then
and
Now



May 1, 1943



Flying Safety

PILOT FAILURE IS THE CAUSE OF 70 TO 80 PERCENT OF ALL AIRCRAFT ACCIDENTS

PILOT FAILURE RESULTS FROM

- ★ IGNORANCE
- ★ DISOBEDIENCE
- ★ CARELESSNESS
- ★ BAD JUDGMENT

In the campaign to defeat these enemies of safety, proper authorities have prescribed rules, regulations and standard practices; but they can only point the way—

SAFETY OF FLIGHT DEPENDS UPON YOU

- ★ KNOW THE RULES
- ★ ABIDE BY THE RULES
- ★ KEEP CONSTANTLY ON THE ALERT
- ★ USE CONSIDERED JUDGMENT

- ★ PLAN IN ADVANCE FOR POSSIBLE EMERGENCIES AND WORK OUT IN YOUR OWN MIND PROCEDURES YOU PROPOSE TO FOLLOW FOR EACH.

General check-out procedure requires a pilot to demonstrate his proficiency on any type of aircraft before being cleared to fly it.

Check-out procedures are prescribed locally by Commanding Officers, setting forth minimum time in cockpit familiarization, taxiing, and minimum number of landings. Careful study of the Handbook of Flight Operating Instructions of the particular model of the airplane to be flown is required.

Do not be satisfied with minimum requirements for check-out. No pilot was ever too familiar with his plane.

If you are not certain that you know and understand the airplane you are about to fly, **it is your right and duty to request further instruction and more time.**

Do not be satisfied merely with check-out. After you have been certified as qualified for a type of aircraft, **watch constantly for new information, flight restrictions, and special instructions issued from time to time.** All these will be found in the Transition Flying Training Index.

Finally, you must always check the particular airplane you are about to fly and **make certain that you are familiar with all modifications, special equipment, and the present condition of the airplane.**



There are uniform traffic rules for flying the airways.

Know the rules.

Plan your flight in accordance to the rules.

Adhere strictly to your flight plan (except as provided for in the rules).

Keep on the lookout for other traffic.

On local flights, be sure you know the local regulations and restrictions. When in doubt, use common sense and courtesy.

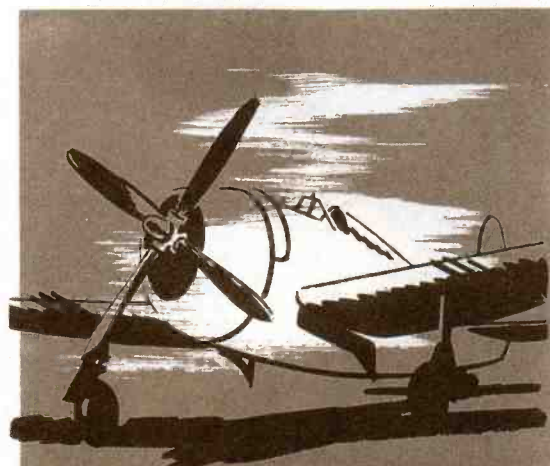
If possible, ask for traffic information.

Conform to local traffic pattern.

Keep constantly alert.

Keep away from other aircraft in flight.

Don't be an Air Hog!



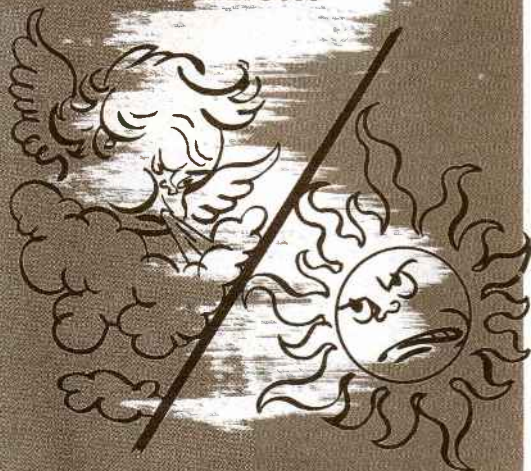
The most important rule of safety is:

KNOW THE AIRPLANE YOU ARE ABOUT TO PILOT

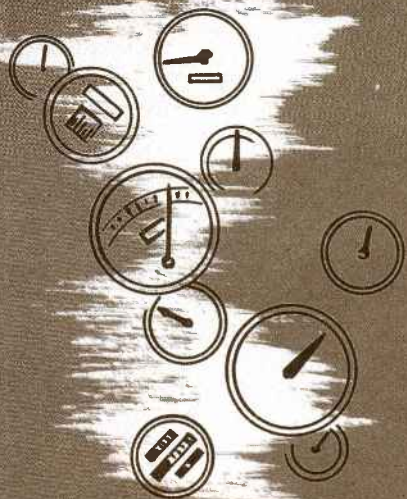
KNOW AIR TRAFFIC RULES AND REGULATIONS



KNOW WHAT THE WEATHER IS ON YOUR PROPOSED LINE OF FLIGHT



KNOW YOUR INSTRUMENTS



KNOW HOW TO USE YOUR OXYGEN EQUIPMENT



In almost every case where weather is the cause of an aircraft accident, it is chargeable to **Pilot Error**: because the pilot didn't know what kind of weather he was going to encounter.

Do not take a chance on doubtful weather.

Beware of icing conditions.

Remember that your carburetor may ice under almost any temperature conditions, summer or winter. All it needs is moisture.

If you run into bad weather conditions go around, not through, or turn back.

The safest maneuver in doubtful weather is the 180-degree turn!



Instrument Failure seldom causes aircraft accidents. When it is a contributing cause, it is usually the pilot's fault for not using them correctly.

Know how to check your instruments.

Know instrument procedures.

Trust your instruments.

The most important safety rule in instrument flying is: have confidence in your instruments, in yourself, and in your ability to fly instruments.

Such confidence can only be developed by practice; take advantage of every opportunity to use the Link Trainer, to make hooded flights, and to fly on instruments under proper supervision.

Do not be satisfied with the minimum requirements for an instrument rating.



Accidents that are chargeable to lack of oxygen are usually due to **Pilot Error**. There is always more than one source of oxygen. If you know your equipment, you can avoid trouble.

Be sure your oxygen mask fits properly. Adjust it before take-off.

Know how to switch from one source of oxygen to another.

Begin the use of oxygen soon enough.

Remember that even a short period of oxygen starvation ruins your judgment.

More than half of all aircraft accidents occur on the ground. Practically all taxiing accidents are 100% carelessness.

Keep your eyes open. Look ahead of you, look behind you, look above you.

If you are taxiing a "blind" airplane, zigzag enough to know what is in front of you.

Keep your radio tuned to the tower, listen for warnings.

Do not taxi within 100 feet of the line without a crew man in full view in front of you, guiding you by hand signals.

Taxi slowly.

Be sure you know how to operate the emergency brake system on your plane.

The chief hazards on take-off arise from engine failure and poor piloting technique.

Be sure your engines are properly warmed up and functioning perfectly before beginning a take-off.

Do not take a chance on an engine that doesn't "rev up" on the ground.

If an engine fails on take-off **get the nose down** and decide instantly on your procedure:

Is there enough landing field left to stand a chance of getting down?

Can you find a spot approximately straight ahead for a forced landing?

Do not try to stretch your glide.

Above all do not bank. Remember your plane stalls at higher speed on a bank than in level flight.

If you must crash land, be sure to get the landing wheels up.

Most landing accidents are due to overshooting.

On your approach, **keep your plane enough above stalling speed to have full control.**

If you have misjudged on your approach, there is no disgrace in going around again.

Do not try to show off.

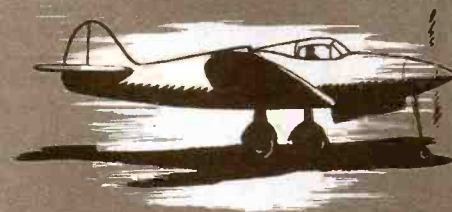
Never try maneuvers with an airplane unless and until you know such maneuvers are permitted in that type of airplane.

Remember that altitude above you will never help you get out of trouble.

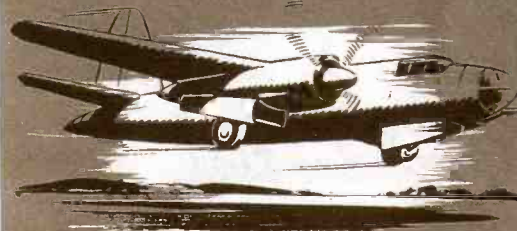
Finally

FLYING IS AN EXACTING, SERIOUS BUSINESS. IT DEMANDS EVERYTHING YOU HAVE OF KNOWLEDGE, ATTENTION, EFFORT, JUDGMENT, AND SKILL. IF YOU GIVE IT ANY LESS THAN YOUR BEST, IT EXACTS A HIGH PRICE FOR YOUR MISTAKES.

**KEEP CONSTANTLY ALERT
IN TAXIING**



**USE EXTRA PRECAUTION
ON TAKE-OFF**



**ON LANDINGS, PUT YOUR
WHEELS ON THE FIRST
THIRD OF THE LANDING
STRIP**

At all Times

COMPLACENCY & ASSUMPTIONS,

Are they an unintentional release?

The following events happened over three duty shifts and involved several qualified individuals:

We are constantly reminded about doing our job safely and in the right way. But, all too often, we get so mission involved that we tend to forget where we are and what we're doing. That's when complacency and assumptions settle in and jobs don't get completed.

DAY ONE (Day Shift): Aircraft 001 landed from its last sortie of the day code 3 with weapons release problems. At base X, aircraft crew chiefs would install the safety devices into the practice bomb dispenser if there were any bombs left in the dispenser, and the load crew would install BDU-33 safety blocks before downloading; this was a common event.

This day was a perfect example of Murphy's Law. The aircraft crew chief recovered the aircraft by himself that day and failed to install a dispenser safety device in station 6, where there was a hung BDU-33. The aircrew had called in a code 3 weapons release problem, but never relayed the problem

to the crew chief. The day shift weapons expeditor only had one load crew to work with and they were doing an Integrated Combat Turnaround (ICT).

So, the weapons expeditor in his rush to accomplish as much as he could before going home, drove up to aircraft 001 and, not seeing any safety devices, assumed the dispenser was empty and wrote on his expenditure sheet that all bombs had been dropped. The expeditor then wrote up the weapons release problem on the specialist dispatch sheet for swing shift to fix.

DAY ONE (Swing Shift): While getting a briefing from the day shift expeditor, the swing shift

expeditor dispatched his two load crews to start configuring the next day's flyers. Since aircraft 001 wasn't one of the next day's flyers, the weapons expeditor told the load crew to cross load the bomb dispenser from aircraft 001 onto aircraft 002 which was a next day flyer and do a functional check.

The load crew was actually a sub crew of two individuals; they went to aircraft 001 and not seeing any safety devices, closed the doors on the dispenser to download it. These two individuals failed to check and notice a BDU-33 practice bomb loaded in station 6 of the dispenser. The dispenser was downloaded onto the MJ-1 bomb lift truck and transported to aircraft 002 where the sub load crew loaded the dispenser. Just as the upload was completed, they were called away to work another problem. The aircraft forms were not completed by the load crew, because they had previously been pulled and were being checked for problems by the aircraft crew chief. So, the load crew just made a mental note of the upload meaning to tell mid shift about it. This word, apparently, never got passed.

DAY TWO (Mid Shift): Because of work overload, the mid shift expeditor called a day shift load crew in early to help out. When they arrived, the expeditor directed the load crew to start doing functional checks on the flyers.

The first aircraft to be worked was 002. The three-man load crew proceeded to set up for a functional check. The number one and number three men were to work on setting up the bomb dispenser for the functional check; the number two man was up in the cockpit setting up switches and doing the normal cockpit safety checks.

External power was hooked to the aircraft and the crew opened the dispenser doors to check if the dispenser bomb retaining arms were closed for the functional check. The number one and number two men verified the arms were closed by manually closing them with their hands. All stations were checked including station 6; yes, the one with the BDU-33 still in it.

The number one and number two men were on the comm sets going through the checklist; the number three man was standing at the rear of the dispenser watching the stepper (intervalometer) switch which reflects which station is getting firing voltage.

The number one man then went to see if the number two man had the switches set up correctly, because he was depressing the bomb release button and the stepper switch was not moving.

As the number one man was going up to the cockpit, the number two man continued to depress the bomb release button. As the

number three man was observing the stepper switch, station 1 then 2, 3, 4, 5 and 6 worked as advertised. The BDU-33 was released onto the ramp.

The blast from the BDU-33 blew the number three man's right ear protector off and singed the right side of his head. He was taken to the hospital. Luckily, he was not seriously injured and was released for duty.

We could point the finger too easily at not enough people to do the task at hand. But, that is an excuse, not a reason. We are constantly reminded about doing our job safely and in the right way. But, all too often, we get so mission involved that we tend to forget where we are and what we're doing. That's when complacency and assumptions settle in and jobs don't get completed. Documentation is not accomplished. Inattention sets in during a routine that prevents us from noticing something unexpected or out of the ordinary. For those of you who read this article in disbelief and say it would never happen to me, well, that's what the number three man said as I was interviewing him: "I never thought it would happen to me!" □

**MSgt Richard P. Sirois
USAF WTC/SEW
Nellis AFB NV**

Fleagle

SURE DON'T SEEM NATURAL TO LAY 'ROUND HERE ON PEA ISLAND... OUT OF A JOB.



YOU FLEAGLE?

YEAH.

I'M TINY. TH' FOLKS AT AIR COMBAT COMMAND WOULD LIKE TO TALK TO YOU.



YOU KNOW WHAT THIS IS ALL ABOUT, TINY?

NO.



FLEAGLE, I WOULD LIKE TO OFFER YOU A SPOT ON OUR TEAM.



YA'MEAN A JOB? YEAH, SURE, YOU BET!!



YOU'LL BE WORKING QUITE A BIT WITH TINY AND MOLE. SO I SUGGEST YOU GO OUT AND GET TO KNOW THEM.



TINY, MOLE, WAIT UP. I'D LIKE TO TALK TO...



IT APPEARS OUR BUDDY FLEAGLE AIN'T BEEN AROUND THAT MANY MISSILE SILOS, TINY.

LOOKS THAT WAY, MOLE.



WHO, WHERE, AND HOW MANY?

SAC and TAC are history. ACC is “the new kid on the block” with a formidable foundation of experience, skills, and hardware to carry out the Global Reach, Global Power mission. We at *The Combat Edge* are proud and excited about our piece of the action. However, all of our efforts to provide valuable safety information to our readers are in vain if the distribution function fails.

To reduce the confusion and help ensure that everyone can enjoy our premier edition, we basically merged the distribution lists of *Combat Crew* and *TAC Attack*. That was about as much fun as a root canal, but somebody had to do it. We realize that 1 June ushers in the redesignation and/or relocation of many of our strategic and tactical assets. Although we attempted to incorporate a lot of these changes in the distribution list, we still need help. This is where you come in.

Take a look at the distribution information on page 3 to determine your authorized quantity. It differs if you are Air Force or other DoD. If you have a servicing Publications Distribution Office (PDO), submit your requirements to them via local procedures. They, in turn, will notify us of their overall quantity needs. That brings up a key point. The decentralization of funding for USPS services obligates everyone to closely scrutinize their postal spending. We estimate that our monthly magazine mailing costs will approach \$1,000. The more we can take advantage of bulk mailing to a base or

installation, the more we can minimize those costs. If you do not have access to PDO or other similar central distribution services, then we are the POC and will maintain your unit on our US Postal Service (USPS) address listing.

If you have concluded that we are your distribution POC, then send us an AF Form 764a or a letter to start, change quantity, or cancel your requirement. If you are submitting a change of address, please include your old address as it appears on the shipping label. We also take calls, friendly or otherwise, at (804) 764-3658 (DSN 574-3658) between 0700 and 1700 ET. Take time to check your shipping label now (yes, sift through your trash can) and verify name, unit, office, address, and please — your nine-digit zip code. We have done a lot of guessing here, so we can use some accurate input. You will note the lack of punctuation and the use of capital letters on your shipping label. While it may look a bit strange, it facilitates the USPS Optical Character Recognition (OCR) sorting process.

Our vision at *The Combat Edge* is **mishap prevention through information**. Let’s work together to make Air Combat Command safer and more effective than SAC or TAC ever dreamed of being. Sharing your experiences with others is an excellent means to help us reach that goal. Write them down and send them to the editor of *The Combat Edge*. You’ll both be glad you did!

Ron Smith, Art Director





VISION

TRUST