

THE COMBAT EDGE

DECEMBER 1994





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THE RESPONSIBILITY OF COMMAND

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SAFETY IS THE CORNERSTONE OF SUCCESS

*as the "Stealth" Bomber takes to the skies over its new home at
Whiteman AFB, Missouri, with the 509th Bomb Wing.*

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THE COMBAT EDGE

**Air Combat Command
Safety Magazine**

GEN JOHN M. LOH
Commander

COL FACK ACKER
Chief of Safety

LT COL "NELLIE" BEARD
Editor

RON SMITH
Art Director

BARBARA TAYLOR
Awards Administrator

SGT MARK S. BAILEY
Staff Artist

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The Responsibility of Command

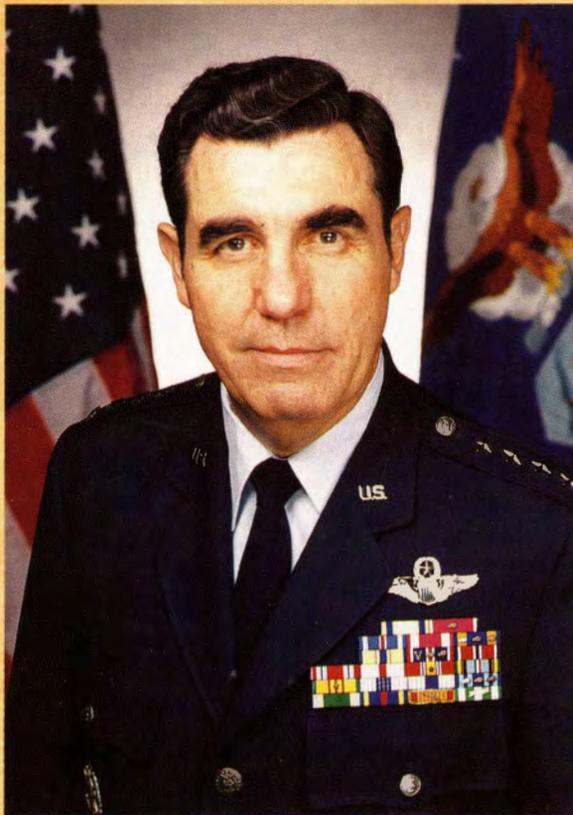
*Courtesy of ACC News Service and
Reprinted from Air Force Times 17 October 1994.*

The Air Force has been involved in several tragic and in each case preventable aircraft accidents during 1994.

Those incidents, including ones that have dominated headlines, have caused me to step back and review the way in which I view the responsibilities of commanders and the issue of absolute accountability within our Air Force.

I carefully have examined the results of investigations conducted into this year's tragic accidents.

One common thread that links the findings and conclusions of each of those investigations is that of insufficient direct commander awareness of, and involvement in, events that culminated in the tragedies. That failure to be involved and stay engaged contributed to a lack of focus and discipline on the part of



**General John Michael Loh
Commander**

subordinates.

All Air Force members should be deeply concerned about the findings from those incidents, and we need to focus on correcting any flaws and on command and what it means.

The tenets of command tran-

scend any individual case. Command is a sacred trust.

We deliberately surround the change of command with dignity and ceremony to dramatize the sacred meaning of military command.

A commander is not just the person in the top block of the unit's organizational chart. A new commander becomes a different person than he or she was prior to accepting command.

Commanders are awarded a special trust and confidence to fulfill their units' missions and to exer-

cise good leadership, discipline, justice, fairness and compassion in peace and war. Therefore, we must select our commanders with the utmost scrutiny and care — and for the right reasons.

Commanders must foster a strong sense of duty and service. They must create a vision and motivate and instill pride in team performance.

When the going gets tough, commanders must rise above the strife and lead.

The essence of command and leadership is to create a climate throughout the unit that inspires all to achieve extraordinary goals and levels of performance at all times and under all conditions, especially in the stress of combat.

So, when a commander violates this special trust and confidence by looking the other way and tolerating breaches of discipline, it is a matter of great concern and demands deep introspection.

When one member of a unit flaunts discipline and directives to the detriment of safety and mission accomplishment, the commander's obligation and loyalty must be to the rest of the members of the unit — those in the unit who are loyal, dedicated and working hard to deliver and support the unit's mission every day.

Protecting the few at the expense of undermining the many is to misplace loyalty and is a serious breach of the responsibility of command. Our people deserve commanders who understand the difference.

Honest mistakes in the execution of our demanding air missions — even when they result in injury or loss of equipment — can be and frequently are tolerated. We learn from these mistakes and put in place safeguards to prevent recurrence. We must apply common sense and sound judgment here.

We train and trust our people to perform in stressful,

difficult and sometimes hostile environment.

Because of that, we are obliged to provide them the same trust and loyalty that will allow them to make split-second decisions and carry out their missions with a feeling of security and confidence even when honest, explainable mistakes occur.

But a crime is different from a mistake.

The distinction lies in the culpability of careless or negligent acts or the degree of premeditation and willful disregard for directives, regulations and sound judgment.

Commanders must realize the difference between mistakes and crimes, and, in the case of the latter, must display the moral courage to protect the loyal many at the expense of the disloyal few.

Our people deserve quality leadership from all our commanders all the time.

I have jotted down some time honored principles that come to mind that apply to leadership and yearn for reinforcement today. Commanders must:

—Be the role models, leading by example as well as by authority and influence.

—Be open and accessible but not "one of the gang."

—Promote a positive vision and culture within the unit, not look the other way to avoid having to face a difficult problem.

—Distinguish between mistakes and crimes and deal with them differently.

—Apply discipline fairly and consistently across the board without regard for friendship, rank or other discriminators.

—Avoid favoritism, nepotism and cronyism in all their forms.

—Understand, and not misplace, trust and loyalty to the entire unit.

—And finally, commanders must understand when to administer discipline and compassion and not get the two mixed up.

Fortunately, in our Air Force, we are enriched with a plentiful supply of commanders at all levels who understand these principles and are applying them conscientiously and scrupulously at home and around the world.

They are real leaders in every sense of the word, and their people hold them in high esteem, would follow them anywhere, and risk their lives for them.

I see these commanders every day throughout Air Combat Command and our Air Force. We must not let the actions of a few overshadow their leadership, accountability and devotion to duty.

These commanders understand the responsibilities of their positions. They are accountable. They deserve our trust and support, and they have both in full measure. ■

Sandy

Sgt Matthew J. Thurlby
93 BW/SEG
Castle AFB CA

My wife and I were returning from a foster parent appreciation luncheon in Modesto CA not long ago. We had thoroughly enjoyed ourselves and were feeling pretty good about everything. We were traveling southbound on Highway 99, just south of the Livingston traffic light, when I saw a big cloud of dust as a small car literally rolled into the median. As traffic slowed down, I drove into the median and approached the vehicle.

I stopped to see if there were any injuries and if I could help. When I ran up to the vehicle, I saw two adults and two children. The dust hadn't even settled when the kids started screaming. The man jumped out of the car with only a minor cut on his head. The kids were screaming and moving around pretty well, so we decided to get the kids out of the car so we could work on the mom. The elder of the two children, a girl about nine, had a severe laceration going around her right ear. My wife basically held her ear in place with a disposable diaper (use whatever's available) while another woman, whose name I never learned, helped me work on the mom, "Sandy."

The woman who stopped to assist turned out to be a nurse, so I felt pretty good about working on Sandy with my knowledge of first aid and CPR. Sandy was in rough shape. There was blood all over the passenger door panel; and her long, sandy-blond hair was streaked with blood. Her face was swollen, probably from striking the windshield, or so I thought. Sandy was choking. We tried to clear her airway; and that's when we realized that her neck was broken. Her hands were shaking and we knew she was dying. The nurse was trying to support her head so Sandy

could get air into her lungs. We pulled her hair aside so we could find the laceration and stop the bleeding coming from the top of her head. When her hair was pulled away, we saw that her skull was fractured. The top of her head was split open, skin and skull. A couple of seconds later Sandy took one last heavy breath and then stopped breathing. Her hands quit shaking and she was gone. Paramedics arrived and put a white sheet over her lifeless body, while her husband and two children watched.

My wife and I will never forget that day. Strange how on our way home from a foster parent luncheon, we witnessed two children lose their mother. I still think about those two children crying for their mother and the father falling to his knees when he realized Sandy was gone.

As I looked around the area, I wondered what made the vehicle swerve off of the road into the median and roll over? You see, the car was going the speed limit so that wasn't the problem. What happened? The right rear tire blew out causing the driver to lose control and swerve into the soft sand of the median which caused the car to roll over.

Why did she die? Sandy came partially out of the window and then fell back inside as the car rolled.

Bruised

This is a story about how a friend of mine lost some fingers because he was worrying about his toes. It's true. This past fall Ole John (isn't it odd how it's never the

CMSgt Marvin E. Freeman
HQ ACC/SEG
Langley AFB VA

Sandy's head was caught outside of the car as it rolled; subsequently, her neck was broken and her head crushed. Sandy was dead when the car settled back on its tires. She was still trying to breathe when I arrived, even though she really wasn't there. In the span of two minutes, I watched her body go lifeless, two children lose their mother and a husband lose his wife. Did all this occur because of a bad tire? No! Sandy, her husband, and children **were not wearing seat belts.** That was **their** only mistake. The force of the car rolling threw Sandy out of the window. If she had been wearing a seat belt, this article would have never been written and I probably wouldn't have ever had the nightmares I had of those screaming children.

I do mishap investigations for a living. I've written about a number of deaths that I have investigated. But, this was the first time I had ever actually

witnessed a death. A very violent, senseless death. I don't ever want to go through that again. So, the next time you see me driving the Safety truck around the base and telling someone to put their seat belt on, please don't think I have nothing better to do with my time than harass the base populous: I'm only trying to save another "Sandy." ■

oes vs Missing Fingers

writer — but always "a friend, or some other guy") was cutting firewood at home with a chain saw. He was bracing the wood with his left foot and cutting 18-inch logs. John was wearing some very nice tennis shoes. You see, Ole John knew better but he just didn't want to take the time to change into his work boots. John had cut several piles of wood already, so his work area was starting to get a little cluttered. As he was buzzing through one of the remaining logs, the cut piece of wood curled over and started to fall to the ground. As he had done several times already, Ole John jumped back a few inches or so to keep the log from landing on his tennis shoe clad right foot. Well, this time something went wrong; he stumbled just a little and to regain his balance he threw his left hand up to grab the saw's bar guard. But, wouldn't you know it, his left hand contacted the still-running chain on the underside of the bar where the chain contacts the wood. In a split

second

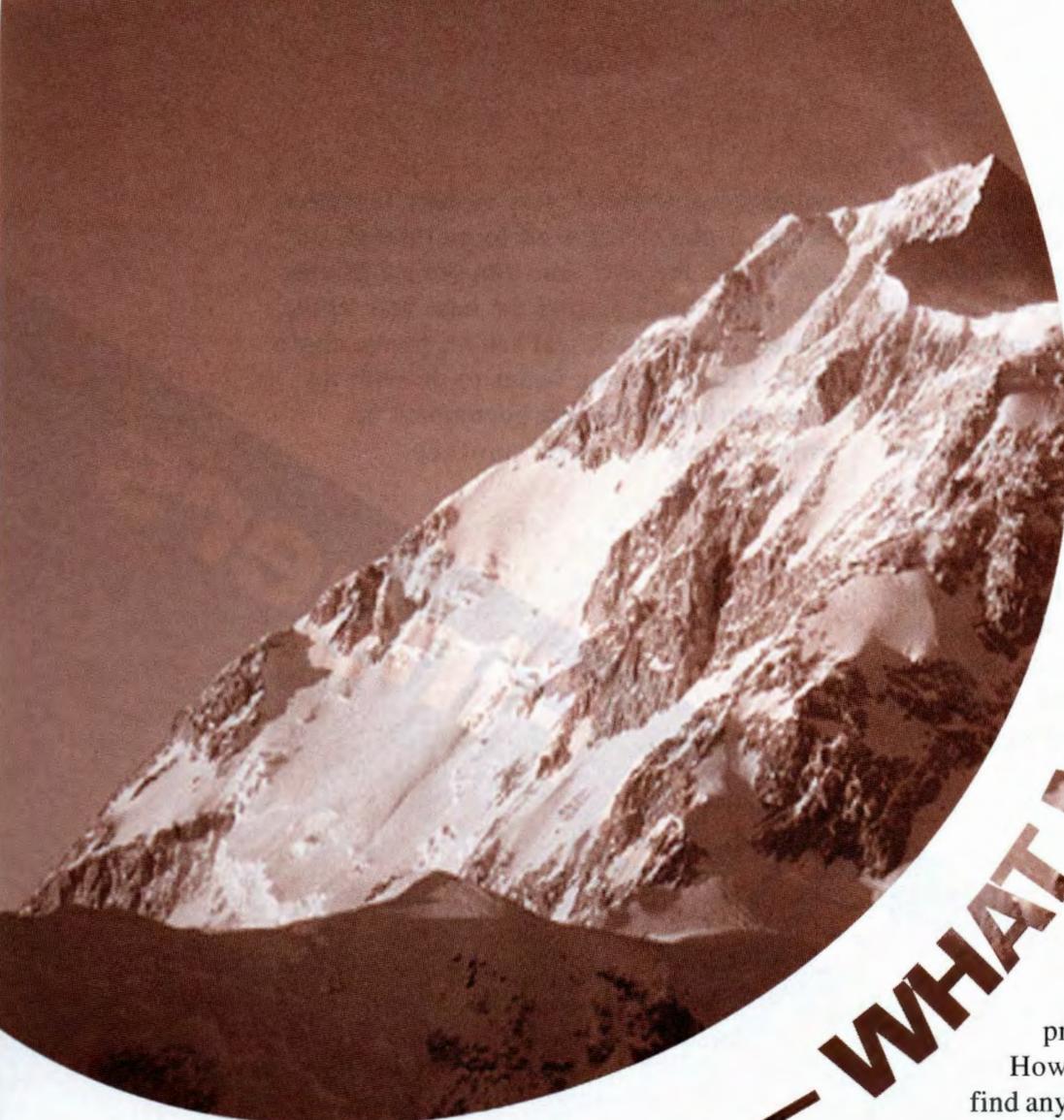
John lost two

fingers.

John tried to prevent a minor injury to his foot, but suffered a permanent disabling injury to his hand. Ole John didn't plan it that way; it just happened. Yet, his choices — first to not switch to the proper shoes and second to work in a cluttered workspace — were both bad ones.

This story points out the danger of carelessness with power tools. There are two main lessons here. One, wear the proper clothing when working with power tools. This includes not only heavy clothing to protect your skin and goggles to protect your eyes, but proper shoes to protect your feet. If Ole John had dressed properly for the work at hand (no pun intended), he wouldn't have needed to worry about his feet. The whole thing wouldn't have happened. But, perhaps more importantly: when using any power tool — be it a saw, a drill, or a sander — always watch the rotating, swirling, spinning, cutting end of the tool. It's the most important thing going on. The rotating/swirling/spinning/cutting part can rub off, slice, or cut your skin just as fast as it can do whatever work you're trying to get done. If you need to turn your attention to something else, make sure the action end of the tool has come to a stop and the tool is switched off.

If Ole John had it to do over again, I'm sure he'd do things a lot differently. Believe me, I learned from my friend's misfortune — I buy my firewood from a local businessman.



WHAT F-18s

— WHAT MOUNTAINS?

*Lt Col David W. Herlong
20 FW/SE
Shaw AFB SC*

I thought I'd mastered one of flying's basics: "fly your airplane first." But 10 years after I thought UPT had made that a part of my genetic code, bad weather, an overly helpful SOF and a mountain range proved me wrong.

I was supposed to take my F-16 two-ship from Hill AFB and fight two F-18s as part of a large local exercise conducted on the Utah Test and Training range. Earlier reports of deteriorating weather kept our adversary F-18s on the tanker as they waited for our update.

We checked in with our weapons controllers and cruised to the area where we found a bubble big enough for a 2 V 2 in the center. Resetting to our corner, we held for the F-18s and reviewed our game plan with our controller.

At our controller's call we pointed inbound, confident our squadron's extensive air-to-air training program would give us the edge.

However, neither #2 nor I could find anything on our scopes. The controller kept calling decreasing target ranges and the tension in both cockpits began increasing as we both stared at clean scopes. The controller called merge plot and eyeballs went out to see...nothing! Two more potatoes and now an excited controller called "Check Six!" to some fairly excited Viper drivers. I grabbed a handful of stick in a pitchback to our six while clearing the inside of my circle for the still invisible bogeys.

Part way through the turn, "Betty" (the F-16 Voice Caution and Warning System uses a female voice) gave me her soft "Caution" call. I eased off the G to see a caution light referring me to the flight control panel. There were a lot more lights illuminated there. A "Knock-It-Off" call and quick referral to the checklist preceded a successful reset of all lights. My next step was to "maneuver the aircraft" to see if the flight control advisory lights remained out. They didn't. So, it was back home — no

fight today. In a few minutes though, I would get to BFM a mountain for my life.

My wingman went to a chase position as we flew back for an arc to the ILS final for Runway 14 at Hill AFB. About 30 miles out on the approach we entered IMC that we knew would be with us until about 1,000 feet AGL, so #2 collapsed to close route. Those familiar with the terrain around Hill AFB (if not, grab an approach plate — it will get your attention) know a descent on an arc will put you face to face with the Wasatch Range of the Rocky Mountains. By the time you begin your turn onto final, the mountains will be a few miles in front of your nose with the tops 4,000 feet above field elevation at Hill AFB.

I was approaching the lead point for the turn inbound when the SOF gave me a call on VHF to double check my checklist completion. I flicked back to the page and quickly scanned the items, discussing one or two with him. I don't remember what he asked next because as he began a follow up question, I heard Salt Lake Center on guard: "Aircraft 15 miles north of Hill AFB imminent collision with mountains!"

I knew it was me. No thinking — just doing as I spun left for the bat turn of my life. But there was #2 on my left, tucked in for the weather. Though he had his dark visor down, I swear I could see his eyes as big as Bambi's as he realized my intention to pull into him. With no escape there, I rolled wings level and snatched the aircraft to what I thought would be straight up. I snapped to burner as the nose approached vertical but didn't check my airspeed which, by now, was surely lower than the 250 kts I had flown for the now abandoned approach. I broke out of the clouds at approximately 15,000 feet still accelerating and began a very unusual attitude recovery, while telling Approach where I was. My panic maneuver relit every caution light I had reset plus a few new ones, but I was still flying. My wingman had made his own vertical escape maneuver, and it was a relief to hear his call as he broke out a few miles away. Both badly shaken (and

shaking), we completed individual approaches and I went to tell the boss what had happened.

Glad to be looking back, I've taken not one but two lessons learned away from this. Obviously, fly your airplane first. I had lost a fundamental part of my SA — my position on an instrument approach in IMC. A simple "standby" call to the SOF would have allowed me to maintain my focus on the approach and avoid the overshoot toward the mountains. But, I got my priorities wrong — in safety-ese it's "task misprioritization." A basic lesson we all learn but can also forget and if you forget at the wrong time, you'll pay.

But I also learned a lesson as a SOF. When I'm "assisting" an IFE, I make sure I'm helping the situation — not complicating it. I make every effort to know the position and conditions of the emergency aircraft and try to pace my questions or inputs to the pilot accordingly. SOFs have a lot to offer emergency aircraft, but IFEs can rapidly increase pilot workloads. As a SOF, I'm there to lower that workload if possible — not add to it. ■

**I NEVER
SAW THE F-18s
AND I'M NOT REAL
SURE THEY WERE
THERE. BUT THE
MOUNTAINS I NEVER
SAW WERE THERE...
AND STILL ARE.**

Alcohol... You... a

Courtesy of the U.S. Department of Transportation National Highway Traffic Safety Administration.

Many still remember the late 1960s and the early 1970s, when the United States routinely reported more than 50,000 traffic deaths annually. In 1972, the figure was 54,589. Over one-half of these deaths occurred in alcohol-related crashes.

Compare this statistic with the estimated 1993 figure as reported by the National Highway Traffic Safety Administration (NHTSA). In that year, approximately 40,115 persons died in highway crashes, with 17,461 (44 percent) of these alcohol-related.

In the United States today, traffic crashes are the greatest single cause of death for every age group between 6 and 33 years — greater than deaths from other drugs, wars, or disease. Of those crashes, one-half are caused by someone's excessive consumption of alcohol or other drug

combined with climbing behind the wheel of a car, motorcycle, truck, or bus.

Many drivers and pedestrians, although aware of the safety and legal risks of impairment, do not know that their abilities may be impaired at levels of alcohol consumption lower than those established by states for DUI/DWI conviction. Many do not recognize that important skills can be diminished before a person reaches illegal alcohol consumption limits. Even decisions about the amount of alcohol to be consumed and whether to drive after drinking can be impaired in some people by relatively small amounts of alcohol or other drugs. Quite simply, operating a motor vehicle efficiently and safely requires full, unimpaired use of several mental and physical abilities acting in harmony and capable of split-second adjustments. Don't mar your holiday season with tragedy — don't drink and drive!



**Friends Don't Let
Friends Drive Drunk**

The Cost of Alcohol-Related Traffic Crash Injuries

* Alcohol was involved in 17,461 (44 percent) of the 40,115 traffic fatalities that occurred in 1993.

* In 1990, 1.2 million people were injured in crashes involving alcohol, and that is 22 percent of all motor vehicle crash victims.

* Alcohol was reported as a factor in 5 percent of all property-damage crashes.

* These alcohol-related crashes, injuries, and fatalities cost society at least \$46 billion in lost productivity, medical costs, property damage, and other direct expenditures.

* Alcohol-related fatalities in 1992 alone resulted in over 600,000 years of potential life lost before age 65 for the victims.

Myths and Facts Ab

Myth: "Alcohol is a stimulant."

Fact: Alcohol is a depressant. It acts on the central nervous system.

Myth: "Drinking coffee sobers me up."

Fact: Coffee cannot rid your system of alcohol. It just makes you

Myth: "I always stay away from the hard stuff."

Fact: Alcohol is alcohol. Beer has the same effect as straight scotch or a 5-ounce glass of wine.

Myth: "I'm bigger so I can handle my liquor better."

Fact: Size is only one factor in how much you can drink. Metabolism and impairment in motor reflexes and judgment can begin with the first

Myth: "Once I roll down the car window, I'm okay."

Fact: No amount of fresh, chilly air can reverse impairment. You

Myth: "I just drive slower."

Fact: Many people do, believing they can actually compensate for being slower. The truth is, impaired drivers are unsafe at any

Myth: "All I have to do is splash my face with cold water."

Fact: Splash all you like. You can even take a cold shower. It ma

Myth: "A drink or two makes me a better driver."

Fact: Even one drink can cloud your thinking, dim your vision, and put you and others on the road at risk of death or disabling inju

and the Holidays!

Keys to Keeping Your Friends and Family Alive

- * Don't drink and drive.
- * Never serve alcoholic beverages to anyone under 21.
- * If you drink, always plan ahead to designate a non-drinking driver.
- * Be a responsible party host:
 - Serve non-alcoholic beverages.
 - Serve high-protein food.
 - Control the amount of alcoholic beverages served — no open bars.
 - Ask alcohol-impaired guests to stay overnight or call a cab to assure them a safe ride home.
 - Take the keys away from an impaired guest
- * Report suspected impaired drivers to your state or local police.
- * Be a positive role model for youth.

Have a safe and joyous holiday season. Please, don't let alcohol and the senseless tragedy from impaired driving ruin the holiday season for you, your family, or anyone else.

ut Alcohol and Driving

ke an anesthetic to lower or depress the activity of your brain.

ervous wide-awake drunk. Only time reverses impairment.

One 12-ounce beer has as much alcohol as a 1.5-ounce shot of whiskey

, amount of rest, and food intake all play a part in how you handle liquor.
nk.

n nothing by rolling down a window or turning on the air conditioner.

impaired by creeping along at 22 mph. This can be very dangerous. Others
speed.

ake you cleaner, but it won't sober you up or make you a safe driver.

ow your reflexes. Small amounts of alcohol can impair your judgment

Delightful, Delicious, and Creative Alternatives

During the holiday season and anytime, offer your guests a choice of drinks, not just alcohol. Serve various types of juices, non-alcoholic punches and cocktails, tea, coffee, and soft drinks. Be creative!

Citrus Collins

Fill 10-12 oz. glass with ice cubes
2 oz. freshly squeezed orange or grapefruit juice
1 oz. freshly squeezed lemon juice
1 oz simple syrup
Fill with club soda. Garnish with half an orange slice and a cherry.

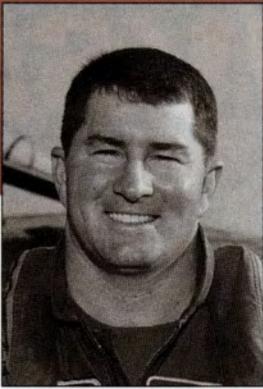
Mai-Tai

1/2 cup pineapple juice
1/4 cup club soda
1 Tbs.. grenadine syrup
1/4 cup orange juice
1 Tbs.. cream of coconut
In shaker or tall glass, combine ingredients; shake or stir to blend. Add crushed ice.

Lemon-Strawberry Punch

1 can (6 oz.) frozen orange juice concentrate, thawed
1 pkg. frozen sliced strawberries
1 can (6 oz.) frozen lemonade concentrate
1 quart carbonated water
1 quart ginger ale
Sliced bananas (garnish)
Sliced oranges or lemons (garnish)
Combine frozen lemonade concentrate, the strawberries (half-thawed with juice), and the orange juice. Place in a punchbowl with ice. Just before serving, add carbonated water and gingerale. Garnish with thin slices of orange or lemon.
20 servings.

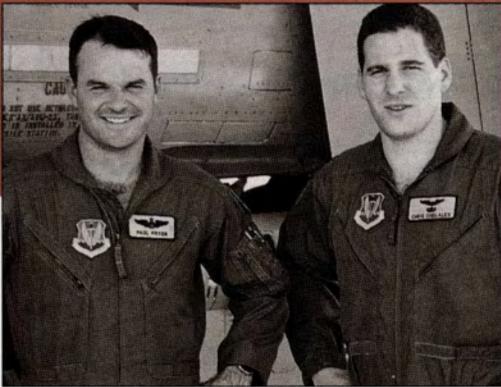




PILOT SAFETY AWARD OF DISTINCTION

Capt Kenneth D. Griffin, 60 FS, 33 FW, Eglin AFB FL

While flying a routine F-15 incentive flight during a recent Red Flag deployment, we finished working in the Edwards AFB Military Operating Areas and were preparing for an uneventful return to Nellis AFB. We were cruising at 15,000 ft just north of the Tonopah Test Range when I felt and heard a loud bang as my radar scope exploded and caught fire. Smoke quickly filled the cockpit. I immediately gang loaded my regulator and instructed my passenger to do the same. We accomplished the emergency checklist for electrical fire and shut down all electrical equipment except the radio. Although normally a restricted base, I decided to land at Tonopah since we were unsure of the extent of the fire. I declared an emergency and immediately turned towards the runway to set up for a straight-in landing. Unable to contact the tower for landing clearance, I switched to guard frequency, and stated my intentions. I landed, stopped the aircraft and we emergency ground egressed without further incident.



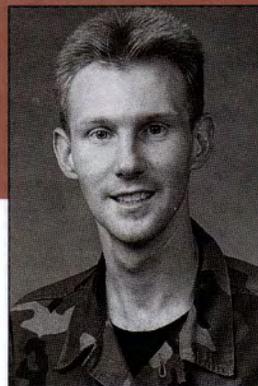
AIRCREW SAFETY AWARD OF DISTINCTION

*Capt Paul R. Pryor, Capt Christopher D. Chelales
561 FS, 4404 CW (P), APO AE*

While flying a combat loaded F-4G returning from an Operation Southern Watch mission, Captain's Pryor and Chelales experienced a loud explosion followed by sparks in the rear cockpit during the rejoin for a battle damage check. Serious airframe vibrations were immediately noted throughout the aircraft. The battle damage check revealed no external damage. Their aircraft was unable to maintain altitude, and a controlled descent was initiated at 300 knots. The #2 engine EGT was lower than Dash 1 limits, and airframe vibrations were so severe that the rear cockpit radar scope was unreadable. The #2 engine was shut down IAW checklist procedures. After shutting down the #2 engine, the airframe vibrations remained violent, and any power settings above 90% on the #1 engine increased the severity. The aircraft was descending through 20,000 ft and unable to maintain altitude in its present configuration. The closest suitable divert base was Jubail Naval Base, 30 miles east, near the Saudi Arabian coast. They were unable to contact Jubail tower. Landing clearance was relayed through approach control at Dhahran Air Base. Consideration was given to jettisoning their combat load if required, as they were losing altitude rapidly. They maneuvered their heavily loaded aircraft towards Jubail Airfield and arrived over the field at 9,000 ft, at which time they elected to retain their munitions. Maneuvering for a thrust deficient landing at an unfamiliar field, they approached the field in a position to perform a descending left hand 270 degree turn to land on runway 17. After landing, smoke was emitting from the intake and exhaust areas. They taxied the aircraft clear of the runway, shut down, and egressed the aircraft.

CREW CHIEF EXCELLENCE AWARD

SrA Stephen N. Barton, 388 MS, 388 FW, Hill AFB UT



Senior Airman Barton started teardown procedures on several F-16 main landing gear wheel and tire assemblies. During his teardown, he noticed a severe gouge on the inner wheel hub of one of the wheels. He immediately researched the inspection criteria using appropriate technical data and determined the wheel was worn beyond limits. Because this type of wear is extremely rare, he investigated the cause with the 421st Fighter Squadron, the owner of the defective wheel. The fighter squadron had already installed a new wheel and tire and was prepping the aircraft for flight. Airman Barton requested the removal of the wheel and tire to inspect the inner wheel hub for proper running clearance. When maintenance removed the wheel, the same type of wear damage was beginning to show on the inner hub. Further investigation revealed an improperly assembled main landing gear brake assembly! Airman Barton's attention to detail and tenacious follow-up led to the successful elimination of a potentially dangerous situation for equipment, personnel, and aircrew.

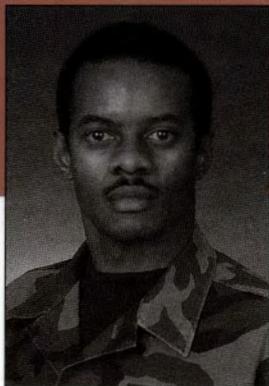
FLIGHTLINE SAFETY AWARD OF DISTINCTION

SSgt Richard A. Muntean, 335 FS, 4 WG, Seymour Johnson AFB NC



Staff Sergeant Muntean had spent the early morning hours participating in a local unit Phase I exercise. He was completing aircraft preparation procedures for his next weapons unload, when he noticed a munitions delivery truck with two trailers stopping in front of his location. The two occupants got out of the vehicle and walked to the trailers being towed. Minutes later, Sergeant Muntean proceeded to walk towards the delivery vehicle. One of the munitions personnel entered the truck, started it, and placed it in gear. Sergeant Muntean noticed the second munitions person was busily doing something between the two trailers. He immediately yelled for the driver to hold up, but the driver did not hear him. The driver proceeded to move the trailers forward, and Sergeant Muntean yelled three more times before the driver stopped. The munitions person between the two trailers was thrown to the ground by the second trailer, which was not yet disconnected from the first trailer. One of his legs was pinned to the ground by the right front wheel of the second trailer. By the time Sergeant Muntean made his way to the downed munitions person, he had already pulled his leg free of the trailer's wheel. An emergency hospital team was notified and the munitions person was removed from the flightline. The quick reaction of sergeant Muntean saved a fellow Air Force member from a serious and possibly fatal injury.

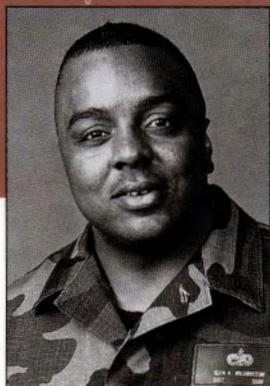
GROUND SAFETY INDIVIDUAL AWARD OF DISTINCTION



SSgt Anthony J. Chaney, 20 FW, Shaw AFB SC

A stellar performer, Sergeant Chaney's impact on the 20th Fighter Wing Safety Program has been immeasurable. When problems with ascertaining wing direction during F-16 hot pit refueling surfaced, Sergeant Chaney's insightful research and expertise resulted in reconfiguration of the site and use of new, lighter-weight material for the wind flags improving hot pit refueling operations, as well as creating a safer working environment for those involved. Sergeant Chaney took it upon himself to produce and develop a quality Local Conditions Course video, which greatly improved the wing Right Start Program and significantly reduced the workload of the Safety Office. Informative and entertaining, this video receives rave reviews from those who attend the course and from Ninth Air Force during our recent staff assistance visit. During one of our unit's local exercises, Sergeant Chaney developed an in-depth checklist providing excellent guidance on the unit's unique mission for the Safety Office and enabling the unit to operate without a single incident. Sergeant Chaney's commitment to safety is evident throughout the 20th Fighter Wing.

WEAPONS SAFETY AWARD OF DISTINCTION



SSgt Glen Washington, 421 CMT, 388 FW, Hill AFB UT

While performing duties as the 421st Combat Munitions Team (CMT) shift supervisor, SSgt Washington received a call from Maintenance Operations Center. They informed him of an explosives mishap involving a BDU-33 practice bomb on the flightline. Sergeant Washington immediately responded by dispatching his controller to accomplish the Emergency Action Checklist while he went to the flightline to investigate the situation. After the area was declared safe by E.O.D., he discovered the cartridge, (MK4 MOD3), had fallen out of the back of the bomb. Sergeant Washington inspected the BDU-33 IAW the T.O. and discovered the sleeve inside the bomb body that retains the cartridge in place was missing. The inspection of this retaining sleeve is not listed in the tech data. Sergeant Washington inspected the BDU-33 transport module where he discovered a second defective bomb casing. Recognizing the scale of the problem, he immediately notified the 421 FS Production Supervisor and OIC of the possibility of other defective BDU-33s already loaded on aircraft. A 100 percent download and inspection was accomplished. Inspection of the remaining bomb casings in the munitions buildup area revealed two more defective bombs. His quick thinking and take charge attitude defused a critical situation and eliminated the possibility of a serious explosive mishap.

UNIT SAFETY AWARD OF DISTINCTION

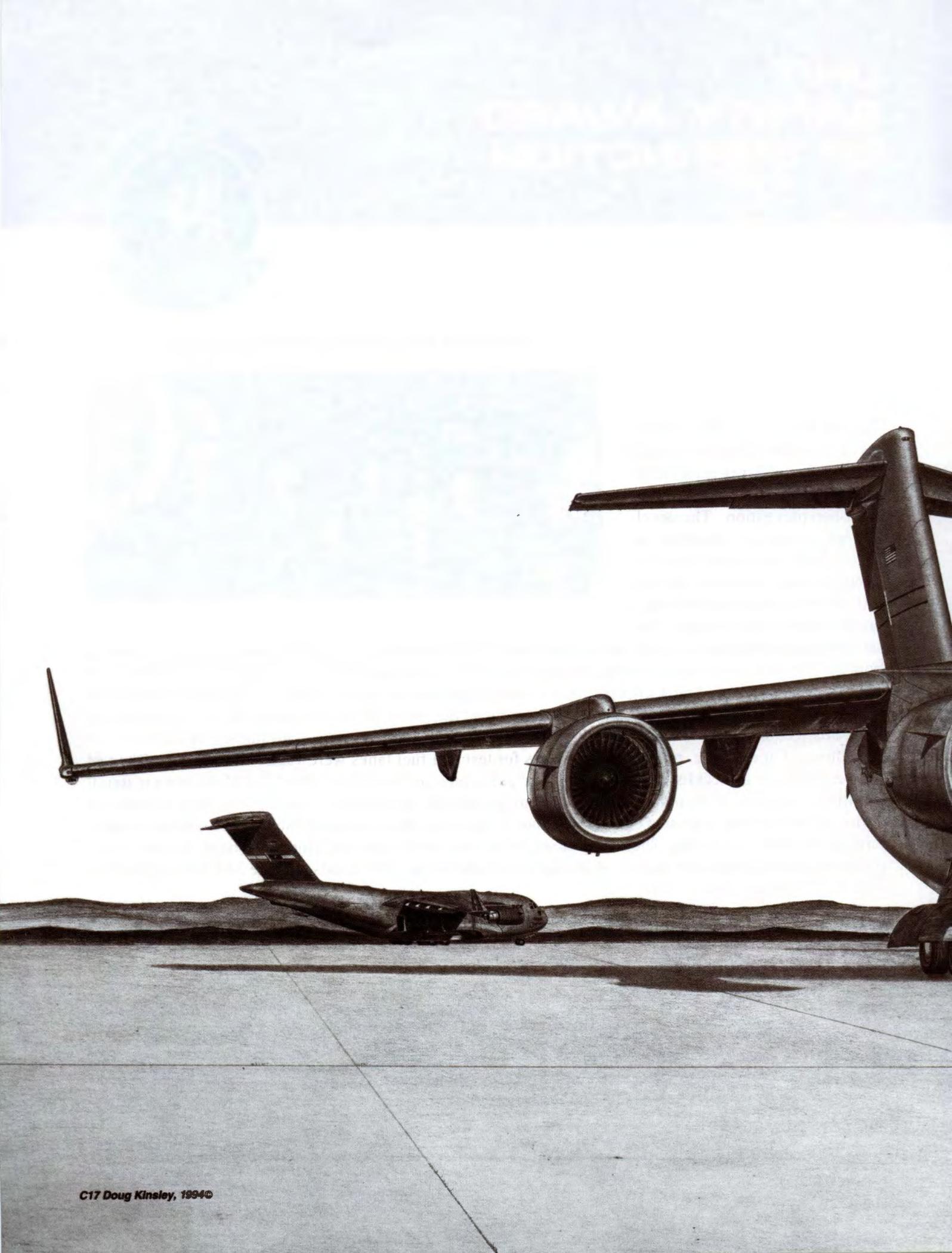


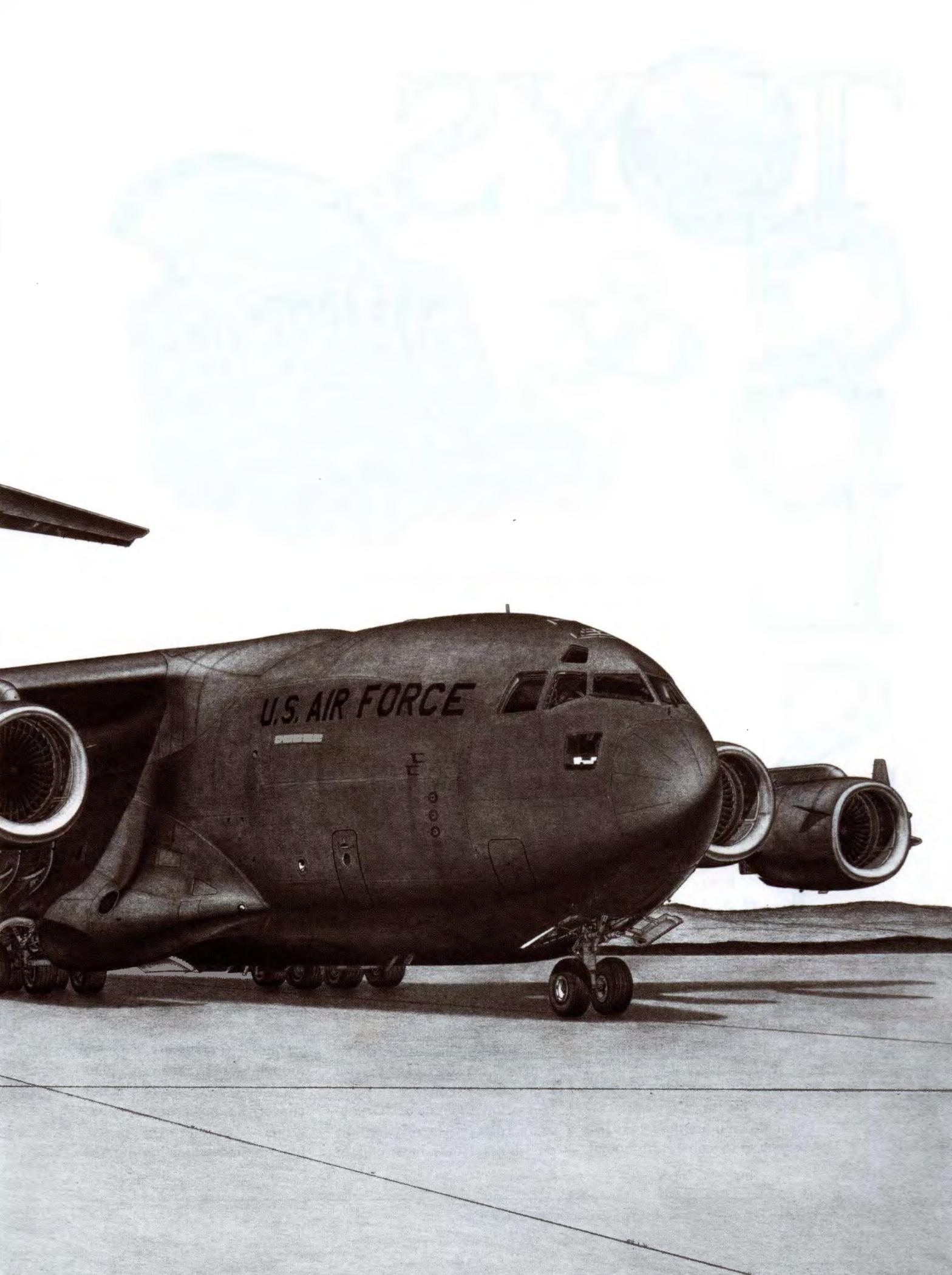
Engine Test Section, 388 MS, 388 FW, Hill AFB UT

The 388 MS Engine Test Section has distinguished itself as a highly safety conscious work center making several valuable contributions to mishap prevention. The development of a safety checklist for aircraft hush house operations ensured the safe operation of over 350 aircraft operations without a single safety related mishap. Fur-



thermore, the development of an in-house supervisor review program has resulted in zero safety discrepancies from quality assurance inspections for the last 15 months. Each supervisor is tasked on a regular basis to inspect an area of the Test Cell operation outside their normal responsibility. By documenting and correcting the findings, they have dramatically reduced the potential for mishaps to occur. Not stopping there, this section has discovered and submitted several safety related suggestions improving maintenance procedures. For example, refueling procedures for test cell fuel tanks were vague and unclear. The test section submitted a checklist containing specific guidelines and warnings. They also identified a material specified in tech data that could cause moisture to accumulate on electrical components. Tech data directs the use of plastic bags to protect electrical cannon plugs when disconnected which caused condensation to form and inhibited corrosion. They suggested a better, less costly material, cloth parts bags, that prevented condensation and premature failure of an electrical component. The mindset of the 388 MS Engine Test Section is obvious. Safety First!





U.S. AIR FORCE



Reprinted with permission from 9 AF Intercom.

*Maj Mike Davis
9 AF/SEF
Shaw AFB SC*

Eatchy title eh? I can hear the neurons crackling with anticipation. How is Elmo going to work this around to a schools issue....And where'd he get a name like "Elmo" anyway? While those are questions of cosmic proportion, they will have to wait for another time.

Believe it or not, before I strapped on this mighty "Zenith" (which by the way, hurts my back much more than 9 Gs in a Viper) and became earth-bound,

I actually logged a few hours slipping "surlly bonds" and "touching the face of God." In fact, I can recall one occasion when I actually experienced "divine intervention." Yep, I'm sure of it. The Heavenly IP shook the stick and said, "I have the aircraft." I didn't mind at all. Besides, I needed both hands to remove the seat cushion and seat kit from their new location. After I accomplished that somewhat surgical task, I flew what was probably the best recovery and landing of my life. But more important, I had learned a lesson which would last me a career...and for the mere price of a new pair of shorts!

I'm one of the fortunate ones who never really had to pay for a mistake or temporary loss of "Situation Awareness." Grudgingly, I do admit there's a remote possibility I may have experi-

enced one or two of those occasions (note: if you are a super hero, you probably cannot relate and should skip to the next article). Unfortunately, I've also been around the business long enough to have a collection of faces which come rushing to memory each time we toast those who weren't so fortunate. So, where are we going with this?

I was just reading over some notes from the last F-16 System Safety Group meeting when this little bullet caught my eye. It reads as follows: "CFIT, Controlled flight into terrain, is still a major concern in the F-16 community (No decrease in CFIT rates after new CARA installed)." (Personally, I'd have thought subterranean air combat would have been a major concern in any flying community!) Also, there were a few other bullets which highlighted

areas like "Pilot/Cockpit related hard/software improvements," and "ATC involvement in Class A mishaps," etc., etc.

Being able to see through this cleverly disguised information, I skillfully determined that in spite of all the new technology to increase capability, performance and safety we are still doing a swell job of bustin' our butts and messin' up paint jobs! At any rate, the above bullets bumped into the few remaining brain cells I still control and suddenly I was compelled to send out a **wakeup call**. No, I'm not talking about a revolutionary technique for setting up your avionics nor a secret plan that demonstrates my tactical genius. Actually the alarm bell I want to ring is much more basic.

MUTUAL SUPPORT and SITUATION AWARENESS; two things which were indelibly pounded into me when I was a young pup. There were briefings, discussions, and great bar-room orations on these subjects. What is it? How do I get it? How do I get it back if I lose it? How do I know if I've lost it? For the love of JP-4 (sorry, JP-8)!! Gang, this is **basic survival kit stuff!** Certainly these are still key essentials for the care and feeding of our pilots today! If these two subjects aren't on the regular menu at your local unit, something's wrong...very wrong! What do you think the flying fossils are for?

So how does this all tie together? Gather 'round close and I'll clue you in. When was the last time, in spite of your super-duper radar, you got to the merge without total SA? Never happens you say? So how come you or your wingie got morted out of

the fight? And if the "Big Sky" theory really works, why have there been so many mid-air collisions this year?

Have you found yourself asking any questions like: I wonder how Two got that pine branch attached to his pylon? I wonder why I keep getting this "ALT WARNING" on my HUD video? or the infamous "WHERE'D HE COME FROM?" How about the all-time favorite, "Where the hell is he going?" I'm kidding! I'm kidding! I just want to make you think!

When was the last time you wished you had reviewed that approach plate one more time? Have you ever wished you spent more time checking your wingman's six or your own 12 o'clock instead of getting buried in the cockpit? When was the last time you did what you "**thought**" the controller said?

SO, WHAT'S THE POINT? We have so many tools available to us today. We have fantastic new gadgets which are supposed to help us maintain better SA and mutual support to do the job more efficiently and ...safely, so we can do it again if need be. Yet we still plant a new crop of titanium every year. **It still comes down to the pilot...the "Human Factor."** We have to know how to use these things to build our SA and mutual support. If playing with the new toy is destroying our grasp of the situation, maybe we need to put in a little more ground work or spend a little time in the simulator.

Gang, the message is loud and clear! It's you and your wingman who have the final say in everything you do in the air.

No regulation, gadget or radio is going to save your butt by flying your jet out of a bad situation. (I know, that day is just around the corner; however you will probably have to flip a switch and guess what...). Our profession demands we maintain SA and Mutual Support at the highest possible level at all times! Taking some time to talk about all the ingredients of good mutual support and perhaps a few SA building techniques is a low cost - high return investment. **Bottom Line:** You absolutely must equip yourself with the survival basics. And perhaps, just as important, you must pass on the knowledge. Experience is an unforgiving teacher.

Just one more question to make the young jocks think (fossils take a break). Why do we build jets that will turn left or right? So we can do a 360 in either direction while we get our sierra together.

So, to all you "Pilots in Command," stay in command. Stay in command of your situation, your flight and your aircraft. Keep SA high. Not only your own, but everyone's. Provide that SA building Mutual Support when your wingie's clue-bird goes lost wingman. And one final challenge: Young jocks, you owe it to yourself to steal every bit of knowledge and experience you can from the fossils. And you old-craniums, you are not fulfilling your obligation to the fraternal order of aviators if you don't pass on what you know!

"Fly Smart"

Elmo





BREEDING A SAFETY CULTURE

Reprinted with permission from The ON GUARD, MAY 1994

*Lt Col David Super
National Guard Bureau*

"If you do what you preach, that's the culture of safety." Straightforward, easy to understand, Col Ron Speir, safety officer of Georgia's 165th Airlift Group, one of the Air Guard's high-hour outfits with an enviable flight safety record, uses just a few words to make his point.

Speir and his counterparts across the Army and Air Guard, all ranks, all units, use similar phrases to describe their viewpoint of safety programs that translate into top-notch, fully-ready and effective units. Their mission, one that has the full support of top leadership in the National Guard Bureau, is to see that every unit, every soldier and airman, understands and practices the culture of safety.

Guard leaders are using the phrase "culture of safety" to describe the situation where one unit can sustain accident-free operations year-after-year, while a similar unit in another location piles up painful and costly statistics.

"I have too much pride to act in an unsafe manner," explains Lt Col William Shawn, an Alabama Guard aviator assigned to the Army Guard Multi-Media Branch. "Across the board we have a highly professional, technically qualified force."

Shawn's claim is backed up by telling numbers. In fiscal year 1990, the Army Guard had no Class A accidents; the first time in history any service had accomplished such a feat. As of April 11, the Guard has once again flown over a year (to include 400,000 flight hours) without a Class A accident.

Shawn recalls a recent flight he took with a

CWO3 pilot he had not met until the evening of the mission. Before starting the aircraft, they conducted a thorough safety briefing between themselves and an enlisted crewmember, the kind of run-through that more complacent pilots could have ignored or hurried through. Without any prompting, these strangers — seasoned aviators — both brought their culture of safety to the cockpit.

In Speir's unit, cargo-haulers who pilot their C-130s to all parts of the globe "have a tough enough mission to do without going out and doing things you're not supposed to." He states the unit conducts twice-yearly safety surveys where any member, regardless of rank, anonymously can mention items they believe are unsafe. "We've gotten really good feedback on these. It's not to tattle-tale, but to point out weaknesses."

When the 165th reached the 100,000 accident-free hour milestone in January, its commander, Lt Col John Oldfield, congratulated the members with another cultural reminder, "Safety gets old, but so do the people who practice it."

Pennsylvania's 193d Special Operations Group, a unit that is working on a record that soon will span 40 years and 150,000 accident-free flying hours, has identified characteristics that contribute to good safety records. According to Lt Col E. Thomas Kuhn, vice commander of the 193d, the points include:

- * Attention to detail — No detail is unimportant and all can be improved upon.
- * Everyone's responsibility — Operations,

maintenance and support. Sometimes the link is less apparent, but from the commander to the newest recruit, we know it is there.

* Cockpit Resource Management — a term that has been in practice even before it had a name, CRM begins by scheduling each crew to its maximum strength and ends in a disciplined cockpit where each crewmember can raise questions about safety without fear of criticism or reprisal.

In the National Guard, where pilots tend to be older, often with active duty combat experience, the steady retirement of Vietnam veterans has raised another safety issue for aviators like Maj Dale Clelland, South Dakota's Army aviation safety officer. He urges all senior aviators to use their spare time to teach young, low-hour pilots their keys to career success.

Operating with lower budgets and less available "blade time" than a decade earlier, Clelland says these important lessons must be squeezed into every available moment. "You can't afford to talk about the scenery or last night's ball game, these guys have got to pass along what they know."

While aviation safety issues often are the most visible — major flight mishaps frequently result in fatalities and generate a great deal of publicity — ground safety issues have an impact on every member of the National Guard. Army and Air units have very visible safety programs to increase awareness and reduce accidents everywhere from a garrison office to the foxhole.

Capt T. Cowart, also an Alabaman assigned to the Multi-Media Center, uses the availability of hearing protection as an example of how things have changed. More than just cotton balls and not for the timid, the use of effective hearing protection devices is commonplace, especially in aviation, artillery and engineer units. "Now we have soldiers who are imbued with the notion that this (using safety equip-

ment and procedures) is a part of the job. It benefits them and they see it."

Cowart also encourages young officers and NCOs who are assigned safety duties as a collateral duty to not view the assignment as something they are "stuck with." Most of these safety personnel take their lessons to heart and practice good safety discipline for themselves and the benefit of others throughout their careers. This cadre of former safety officers, Cowart continues, is another link in the National Guard's safety chain. These troops stay with the Guard for long careers and help educate the steady stream of newcomers.

Lt Col Richard Sherman, chief of the Army Guard's aviation safety branch, reminds troops that safety programs and equipment do not impede a mission, they enhance it. That attitude is one of three "myths" about safety that Sherman says has no place in a well led military organization. Accidents should not be considered as a "cost of doing business," and they don't just "happen."

Maj Gen John R. D'Araujo Jr., Director of the Army National Guard, agrees. In a new brochure that is being distributed nationwide, the General advises: "In a career that has spanned more than three decades, I have learned many lessons. The most important, perhaps, is that no mission is a complete success unless you return from that mission with all your soldiers safe and sound."

"When I think about safety," he continued, "I realize that it is minor mistakes coming together at the wrong time that generally result in an accident. Accident investigators refer to this as 'the chain of events.' This is why I believe it is vitally important to question an act if you think it is unsafe, and to stop it, if you know it is unsafe." ■

SURVEY RESULTS

In our August and September issues, we asked you to participate in a survey so we could measure how well we're meeting your needs as a customer. We need your inputs to improve **The Combat Edge** and better serve you. From the 48,897 surveys available, we received 57 responses for a return of 0.12 percent. (Survey response is obviously an area where we need to get better.) To all the people who took the time to send us their opinions, **THANK YOU**. We enjoyed reading your thoughts (yes, we read every survey) and appreciate your honesty. Your comments are included in the "To The Point" section. To everyone who didn't send us a survey, we can only assume that we're satisfying your needs; otherwise, you would have told us.

Applicable portions of the survey have been reprinted along with your responses. For questions 1-3, 5 and 44, the numerical entries are percentages, i.e., 59 percent of our survey respondents read the magazine very often, 29 percent - often, etc. Question 4 reflects the order of preference for reading determined from the surveys.

1. How often do you read this magazine?
 - a. Very often (every issue) 59
 - b. Often (most issues) 29
 - c. Sometimes (some issues) 5
 - d. Seldom (very few issues) 7
2. How do you normally obtain this magazine?
 - a. Official USAF distribution (PDO) 91
 - b. GPO subscription/direct mail 5
 - c. Library 2
 - d. Co-worker, associate, friend 2
 - e. Other 0
3. How much of each issue of this magazine do you read?
 - a. All 26
 - b. Most 35
 - c. About half 18
 - d. Some 14
 - e. A little 7
 - f. Look at but seldom read 0
 - g. None 0

The responses listed for questions 8-42 are numerical averages and reflect how well we rated on the scales included in the survey. Remember, for questions 8-22 low numbers are good. We will continue to analyze the data and use the results in planning future issues of **The Combat Edge**.

Overall, we interpreted the data to indicate that **The Combat Edge** has been fairly successful in fulfilling its charter. Our goal is to prevent mishaps by providing accurate and useful information concerning flight, ground and weapons safety. The magazine staff is committed to improving our product for you -- the customer. We intend on doing just that, based on your responses.

Again, thanks to everyone who filled out a survey and now... how about an article? You can help make us better and correct the shortfalls you identified by sharing your experiences and expertise with your fellow readers. We are completely dependent on **YOUR** articles. **HAPPY HOLIDAYS!**

*The Staff of
The Combat Edge*

4. List the following magazines in your order of preference for reading (which one would you read 1st, 2nd, etc.):
 - a. **The Combat** 1
 - b. **Flying Safety** 3
 - c. **Road & Rec** 5
 - d. **Mobility Forum** 6
 - e. **Approach** 2
 - f. **TIG Brief** 4

Why? Information, most appropriate to duties, style, content, lessons, basic interests, professional interests.

5. How soon do you see a copy of this magazine after it is published?
 - a. One week or less 8
 - b. One to three weeks 74
 - c. Three weeks to a month 16
 - d. A month or more 2
6. What magazines or newspapers do you regularly read?

DAILY PAPER, AIR FORCE, AIRMAN

We are interested in your assessment of **The Combat Edge** magazine. When choosing an answer, write in the number corresponding to the extent you agree or disagree with each statement.

<i>Strongly Agree</i>	<i>Agree</i>	<i>No Opinion</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
8. The Combat Edge satisfactorily presents safety information.				1.94
9. The Combat Edge is as interesting as other publications I read.				2.35
10. The Combat Edge is as informative as other publications I read.				2.29
11. The level of reading in The Combat Edge should not be higher.				2.34
12. The articles in The Combat Edge are technically accurate.				2.22
13. Overall, the appearance of The Combat Edge is good.				1.58
14. Coverage of flight safety issues is adequate.				2.25
15. Coverage of ground safety issues is adequate.				2.29
16. Coverage of weapons safety issues is adequate.				2.45
17. The number of photos, illustrations and charts in The Combat Edge is sufficient.				2.30
18. The Combat Edge articles are informative.				2.01
19. The Combat Edge articles are interesting.				2.05
20. The Combat Edge magazine is useful to me personally.				2.23
21. Article topics are in tune with important trends.				2.30
22. The Combat Edge is an effective mishap prevention tool.				2.38

For the areas listed below, please rate each using the following scale:

<i>Poor</i>	<i>Fair</i>	<i>Satisfactory</i>	<i>Good</i>	<i>Excellent</i>
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
23. Covers		4.11	33. Article thoroughness	3.66
24. Layout (professional appearance)		4.16	34. Article variety	3.25
25. Article quality		3.68	35. Awards coverage (number and frequency)	3.47
26. Photographs		3.88	36. Award write-ups	3.63
27. Illustrations		3.81	37. Usefulness in my job	3.14
28. Information value		3.71	38. Timeliness of articles/issues	3.60
29. Use of color		3.92	39. Accuracy	3.75
30. Thought provoking nature		3.40	40. Usefulness in increasing expertise	3.38
31. Type (size and style)		3.88	41. Attractiveness	4.00
32. General interest/entertainment value		3.48	42. Overall value	3.81

43. Has a **Combat Edge** article ever saved your life or kept you from doing something dangerous?

YES -- 1

44. How would you rate this magazine in comparison with other publications dealing with the same or similar subject matter?

- | | | | | | |
|---------------------|----|--------------------|----|---------------|---|
| a. The best | 15 | c. Average | 29 | e. The worst | 5 |
| b. Better than most | 44 | d. Worse than most | 2 | f. Don't know | 5 |

ACColades

QUESTIONS OR COMMENTS CONCERNING DATA ON THIS PAGE SHOULD BE ADDRESSED TO HQ ACC/SEF, DSN: 574-7031

	TOTAL			ACC			ANG			AFR		
	OCT	THRU OCT		OCT	THRU OCT		OCT	THRU OCT		OCT	THRU OCT	
		FY95	FY94		FY95	FY94		FY95	FY94		FY95	FY94
CLASS A MISHAPS	1	1	21	1	0	11	0	0	9	0	0	1
AIRCREW FATALITIES	0	0	8	0	0	6	0	0	2	0	0	0
* IN THE ENVELOPE EJECTIONS	1/0	1/0	16/1	1/0	0	5/0	0	0	11/1	0	0	0
* OUT OF ENVELOPE EJECTIONS	0	0	0/2	0	0	0/2	0	0	0	0	0	0

* (SUCCESSFUL/UNSUCCESSFUL)

CLASS A MISHAP COMPARISON RATE

(CUMULATIVE RATE BASED ON ACCIDENTS PER 100,000 HOURS FLYING)

		MONTH											
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
ACC	FY 94	0	1.1	1.5	1.8	2.4	2.4	2.0	1.7	1.7	1.8	1.8	1.9
	FY 95	2.3											
8 AF	FY 94	0	0	0	0	0	0	0	0	0	0	0	0
	FY 95	0											
9 AF	FY 94	0	0	0	2.1	3.3	4.0	3.2	2.8	2.2	2.1	1.9	1.6
	FY 95	0											
12 AF	FY 94	0	0	2.0	1.6	1.3	1.1	.9	.8	1.4	2.0	2.4	3.1
	FY 95	7.1											
DRU	FY 94	0	14.9	8.6	6.7	11.2	9.5	7.9	7.0	6.3	5.7	5.3	4.6
	FY 95	0											
ANG	FY 94	0	1.9	2.6	2.2	2.7	3.7	3.2	3.4	3.5	4.0	3.6	3.3
	FY 95	0											
AFR	FY 94	0	0	0	0	0	0	0	0	0	1.4	1.3	1.3
	FY 95	0											
TOTAL	FY 94	0	1.2	1.7	1.8	2.3	2.7	2.1	2.1	2.2	2.4	2.3	2.3
	FY 95	1.3											

* (HOURS NOT AVAILABLE)

ACCOLADES

HONOR ROLL

Units without a "Command-Controlled" Class A flight mishap since the stand-up of ACC on 1 Jun 92, or their respective assimilation into the command.

1 FW
4 WG
5 BW
6 ABW
24 WG
27 FW
28 BW
33 FW
35 WG
42 BW
55 WG
65 ABW
79 TEG
93 BW
94 AW
99 WG
102 FW
103 FG
104 FG
106 RQG
107 FG

109 AG
113 FW
114 FG
116 FW
117 RW
118 AW
119 FG
120 FG
122 FW
123 AW
124 FG
125 FG
129 RQG
130AG
131 FW
132 FW
133 AW
135 AG
136 AW
137 AW

138 FG
139 AG
142 FG
143 AG
144 FW
145 AG
146 AW
147 FG
148 FG
149 FG
150 FG
152 ACG
152 RG
153 AG
154 ACG
156 FG
157 ACG
165 AG
166 AG
167 AG
169 FG

174 FW
175 FG
177 FG
178 FG
179 AG
180 FG
181 FG
185 FG
187 FG
189 AG
191 FG
192 FG
301 FW
302 AW
314 AW
347 FW
388 BG
366 WG
388 FW
403 AW

416 BW
419 FW
440 AW
442 FW
482 FW
507 FG
509 BW
552 ACW
906 FG
908 AG
910 AG
911 AG
913 AG
914 AG
916 ARG
924 FG
926 FG
928 AG
930 OG
934 AG
939 RQG

to the POINT



July Cover

You certainly caught a lot of flak concerning the March cover of *The Combat Edge*, and I agree with the writers in the "To The Point" section of your good magazine.

You need to put your flak suit on again, however, because the cover of the July issue also grossly violates good military discipline. Can you imagine the dress and appearance problems you might encounter in your 750-person squadron after the troops see the hair on the guy on the back cover? What ever happened to the old TAC standard of someone having to approve photos and pictures before they're published? There was a good reason for the process and I'm sure ACC still endorses it.

Thanks for an otherwise outstanding magazine.

Lt Col Frank Alfter
The Pentagon

Thank you for your interest in our magazine and your comments concerning our July 1994 cover. It was not our intention to grossly (or otherwise) violate good military discipline nor misrepresent the dress and appearance of our outstanding troops. We apologize for any discipline problems our cover may have caused.

As to your question about the old

TAC standard of someone approving photos and pictures, let me assure you that it has been improved and strengthened in Air Combat Command. In our working climate that inspires trust, teamwork, quality, and pride, the approval process has never functioned better. We will continue to move ahead (not backwards) in our quest for continuous improvement

Again, thanks for your thoughts and comments. We always look forward to hearing from our readers.

-Ed.

Awards

The nature and focus of *The Combat Edge* is safety. The members of our work center read every issue for the safety articles and issues that may affect our working environment. We believe your magazine performs an adequate job of addressing safety concerns and lauding maintainers and aircrews for their efforts above and beyond the call of duty. We believe it is admirable to single out and award acts of excellence in the line of duty (daily operations). However, we question the value of awarding or bestowing "excellence awards" which are routine maintenance as prescribed in technical order work cards.

Our case in point is the "Crew Chief Excellence Award" in the August 1994 edition. Our question is whether performing routine maintenance as directed by a technical order work card is justification for the award of excellence. We don't mean to denigrate the accomplishments of

LETTERS

"To The Point" is your forum for commenting on the content of past and present magazines, or what you'd like to see in the future. We will periodically publish "To The Point" as the volume of correspondence dictates. Letters may be condensed to fit our available space. If we can't publish all of the letters, we'll use representative views. In addition, we'll withhold your name if you desire. We'd like to hear from you — good or bad. Please send your cards or letters to:

Editor, *The Combat Edge*
HQ ACC/SEP, 130 Andrews St Ste 301
Langley AFB VA 23665-2786.

If you'd like, you can fax your comments to us at (804) 764-6362 or DSN 574-6362.

Airman Humphrey or the 391 FS. We empathize with the efforts of our fellow Eagle maintainers....

We hope that you continue to emphasize safety in your magazine. We hope that you do not single out airmen for simply accomplishing their jobs as directed within technical data. The "Crew Chief Excellence Award" should acknowledge maintainers performing feats above and beyond the call of duty, not simply for doing their jobs. We believe that finding a carded item on an inspection does not justify an article in your magazine.

142d MXS
Phase-Inspection Section

Thank you for your interest in our magazine and the awards program. We currently have a Quality Improvement Team (QIT) examining the entire awards process. We will pass along their recommendations as soon as they are available. We remain committed to mishap prevention through safety education, recognition and marketing.

-Ed.

I've been a regular reader of *TAC Attack* and *The Combat Edge* for almost 15 years.... I have found your magazine to be very informative and helpful to me in my work and in my private life. I especially liked the article on preventing back injuries in the March '94 issue, and it was this article that inspired me to suggest a topic for a future article in *The Combat Edge*.

We all hear that exercise is

very important to good health and longevity, but when I read articles that talk about exercise, they often are vague when it comes to giving instructions on beginning an exercise program. A good basic article on how to safely and effectively begin an exercise program might be helpful to both service and non-service people alike....

I have another suggestion concerning articles for *The Combat Edge*. It seems that there aren't a lot of new "there I was..." type articles being written for the magazine. As I mentioned before, I've been reading your magazine, and others like it, for quite a few years, so I've read hundreds of articles on many subjects. I believe that it would be good to "recycle" some of these past articles into the pages of *The Combat Edge* on a regular basis....

You might also consider reprinting articles that appear in the safety magazines that are published by other branches of the service. While Army, Navy, and Marine Corps aviation may be somewhat different from the Air Force, I'm sure they share a lot of common threads, and running articles written by members of other branches of the armed forces might be helpful to the ACC family....

The Combat Edge is a great magazine, and I hope that these ideas will contribute to its ongoing success.

Mr. Bob Balsie
Endicott NY

Thank you for your interest in our magazine and your suggestions for articles. We are working with the medical group and MWR to develop an article addressing exercise programs and how to get started. We are also researching articles from past magazines that would be appropriate for reprinting. Look for some of these articles in future magazines.

As you are well aware, our readers are also our authors. and we all look for new ways to present the safety

message. We appreciate you sharing your thoughts and ideas with us. Thanks for the help.

-Ed.

Survey Comments

Naturally, I want more flying related readings, but appreciate the mix of other career fields too. More on flying. Keep up the good work.

Start over! Model yourself after **APPROACH**. This will have to start with a top down attitude change. More "There I was..." stuff. How I almost killed myself. This stuff happens in the crew force but no one knows about it. Air Force safety publications are a joke! Dig for information. The story at the end of this issue (Aug '94) is a good start. The magazine should be full of these type articles!

Nothing about your C-130s, AWACs, EC-135s, RC-135s, C-21s. Only fighters, like the TAC days.

Great potential, need to improve general content. More Flight Safety information plus some systems knowledge on certain weapons systems that can help you out in a pinch. More "There I Was.../Lessons Learned less ground safety program person of the year stuff. Add things like high AOA maneuvering in the F-15, single engine considerations in a combat environment, how to cope with full aft wing sweep in the B-1/F-111, etc.

TAC Attack was better; but still not as good as **APPROACH**. More operational flying and less awards/ground and weapons safety. Have another magazine for them. Most of the copies we get stay pristine.

The Combat Edge is a waste of money and someone's time. Either make it geared to flyers or the

rest of us, but don't try to be all things to all people in one magazine. Great place for a cost cutting initiative. Disband and have one Air Force-wide magazine for non-flyers. Why does ACC need its own?

Get rid of the non-flying articles or give them their own magazine. More flying — no non-flying.

Would like to see more articles by aviators on close calls. I feel this type of information should dominate the magazine. Otherwise, an excellent job overall.

Less emphasis on ground/weapons safety. Dilutes operations message. Ops. Ops. Ops.

The Combat Edge has become "politically correct" since the reorganization. We need more lessons learned versus systems information. Also, delete articles like "What to look for in a new car." That's not flying — we need a **flying safety** magazine! Overall, the magazine is very diluted — most of the people I fly with agree 100 percent.

Stay the course, keep current with present trends, include a "quality corner." More maintenance issues.

I enjoy the magazine. Please know you are read and appreciated.

Do more on things that affect the flight line environment — their cause and how to prevent them. More on how the people on the front lines are coping with their problems and how they are solving them.

Try putting in more repair shop pictures versus the flying stuff. Both are obviously equally important, but think about the

customers (all of them) i.e. troops doing things! More articles dealing with the workplace, weapons storage area, load barn, and flightline loading operations. I believe it would be beneficial to publish "close calls" — rather than always mishaps. Maybe by publishing close calls we can prevent mishaps.

Add a "short takes" page or two. Include hot, up-to-the-minute news/stories/there I was/short briefs — follow up with articles later if needed.

Focus articles on ground and weapons safety. Real world events are good. Leave flying safety in the **Flying Safety** magazine.

Would like to see more statistical data between units and commands. More current military issues.

Please include more ground safety issues.

More ground safety articles because if it's an admin base the only safety issues are fire, traffic and ground safety. A letter to the editor column (actually a FAX to the editor these days). Stan Hardison is an excellent cartoonist! By and large, civilians carry the corporate knowledge at military installations. I would suspect that about one-fifth of the readers are civilians. It's rare that civilians are featured winning any awards or contributing to the general theme of Safety. Civilians in ground, fire and traffic safety could be recognized for outstanding achievements. Unsung civilian heroes are manufacturer test pilots who probably have a list, both mentally and on paper, of things to watch out for when taking new aircraft aloft. These small details to watch out for and what to do in response to the action of the new aircraft would be

interesting to know.

There are many more mechanics in the Air Force than pilots. Publications should reflect this. Perhaps a section devoted exclusively to maintenance concerns would improve this magazine. As it is now this magazine is of little use to the majority of the Air Force.

More maintenance related articles, even if they are old ones reprinted. Awards articles are great, but not when written in first person, "I did this, I did that." If what someone did was that commendable their supervisors or your staff should feel honored and obligated to tell their story for them, not make them toot their own horn.

More of how maintenance is to become better with more and more being placed on an unfamiliar mechanic field. I cannot think of anything you should print less of because we cannot have too much safety.

Non-aviation related safety articles such as September's "Back To School" are beneficial.

Add an E-mail address for comments on the magazine, also add a column for individuals to ask questions and then publish them. More awards. Add something like a letter to the editor.

To everyone who responded to our survey — thank you. We appreciate your time and effort. We are committed to giving our customers the best product possible and will consider each and every suggestion. As you may know, our articles all come from the people doing the work. If you haven't seen a particular type of article, it's because you haven't written it. Write down YOUR thoughts and send them to us.

-Ed.

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—Ed.

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Fleagle

LOOKS LIKE THIS WEATHER'S GONNA KEEP ME AWAY FROM HOME ANOTHER CHRISTMAS.



I AIN'T REAL BIG ON THIS HOLIDAY...



BUT IT SURE IS NICE BEING WITH FRIENDS, EXCHANGING GIFTS AN' SUCH.



HARRISON

GUESS I'LL JU'S HANG 'ROUND HERE AN' MAKE TH' BEST OF A SAD SITUATION.



MAN PARKED OUTSIDE ASK ME TO GIVE YOU THIS NOTE.



MEET ME OUT FRONT. I'M SURE I CAN GET YOU HOME IN TIME FOR CHRISTMAS.



SC

THIS SOME KINDA JOKE?



WELL I'LL BE DERN.



MERRY CHRISTMAS TO ONE AN' ALL AND WE'LL SEE YOU NEXT YEAR!



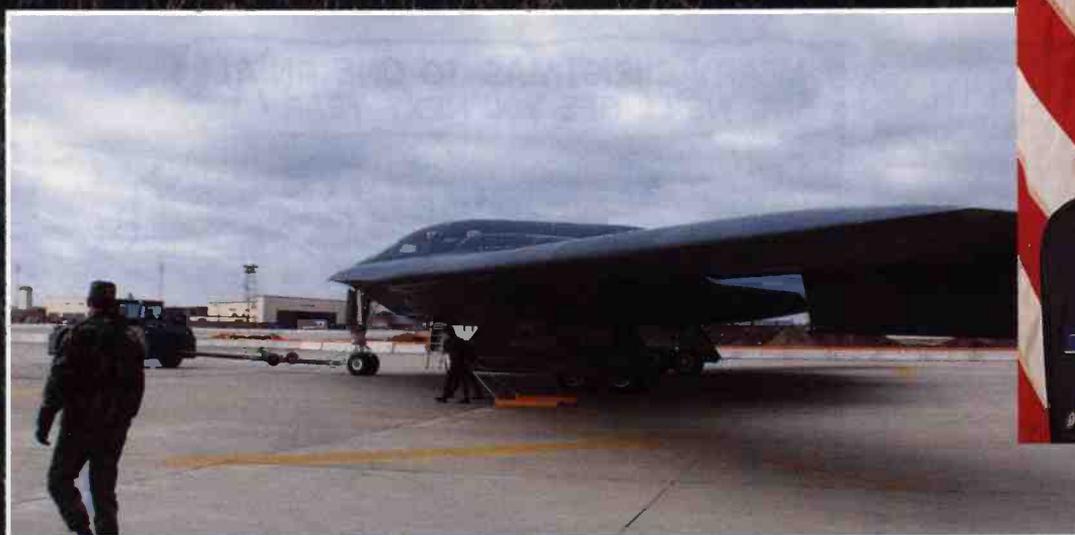
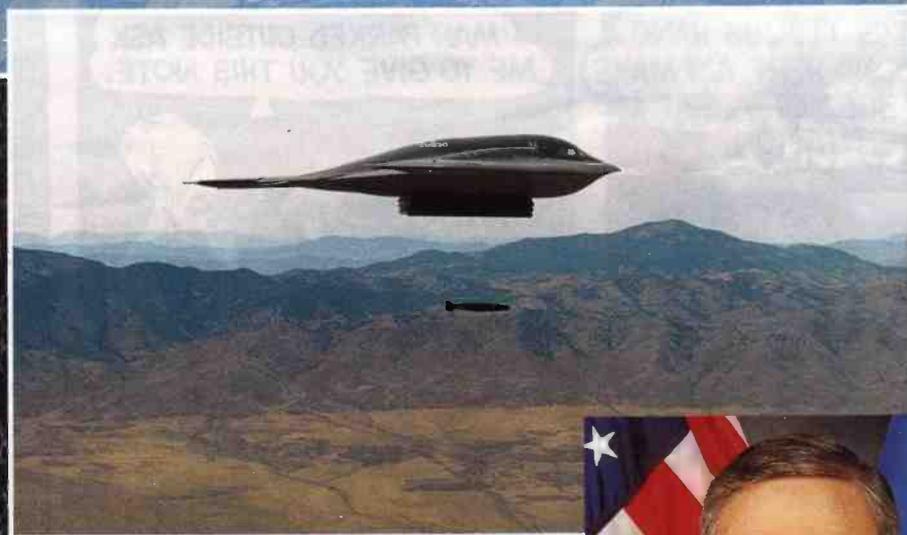
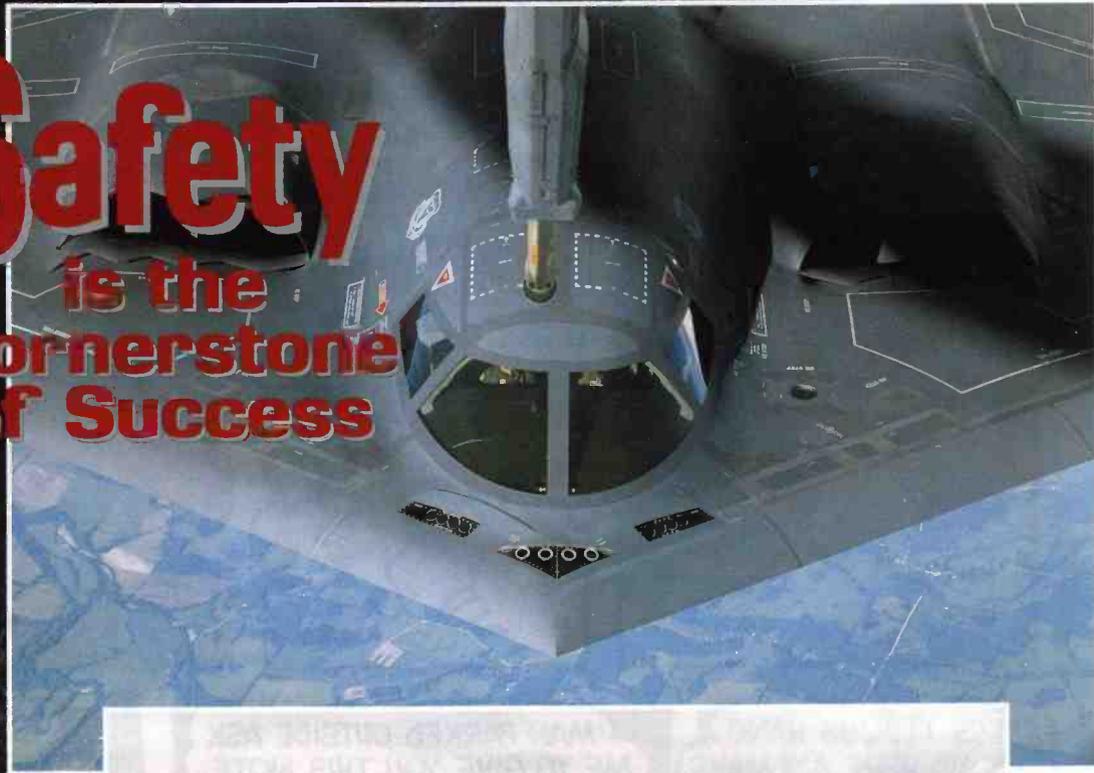


Safety is the Cornerstone of Success

On December 17 last year hundreds of dignitaries and thousands of excited well-wishers gazed into the overcast skies over Whiteman AFB, Missouri, straining for a glimpse of the first B-2 Advanced Technology "Stealth" Bomber, as it winged its way from its birthplace in Palmdale, California, to its new home at Whiteman AFB, Missouri, with the 509th Bomb Wing.

A mere five days later some of those same people watched in awe as the B-2 flew its first operational training sortie using 509th people and equipment.

That monumental feat was made possible because safety is not a *constraint* in the 509th Bomb Wing — it's the *cornerstone of success*.



Mr Brian A. Tripp, Maj Linda L. Britt, 509th Bomb Wing, Whiteman AFB MO

"Safety is woven into the fabric of the 509th — an integral part of our entire operation," said Brigadier General Ronald C. Marcotte, 509th Bomb Wing Commander. "The B-2 is the most complex, advanced weapons system the world has ever known and destined to be the centerpiece of "Global Power for America." As our capabilities mature and expand, our paramount concern is the protection of the people who fly and maintain it."

"But, integrating safety into B-2 operations didn't start with the delivery of the first aircraft," the general was quick to point out. "It's been a total team effort of the Air Force personnel, the contractors, the B-2 systems program office and the B-2 combined test force."

Joint efforts to identify and correct known and potential hazards paid off. Of the 229 safety action records opened, 192 are already closed. Sixty-five percent of the hazards were eliminated by design changes.

As of Oct. 31, the Air Force's newest bomber has flown 82 of 86 planned sorties -- an astonishing 95 percent success rate. The 509th has trained six instructor pilots and four basic pilots. The Wing has also safely completed its first ever inert MK-84 bomb delivery. Systems Safety Engineering Analysis for concurrent aircraft servicing has been completed, allowing safe maintenance of the B-2 in the docks.

At Whiteman, safety has been built into every B-2 dock and facility. Ninety-five per-

cent of all maintenance tasks, including aircraft fueling, oxygen servicing, running APU and engines, and loading weapons can be performed in the dock. All operational facilities have built-in spill containment systems to control hazardous material spills.

The 509th pilots and maintainers are proud of their safety record and work hard to maintain the high standards of the initial cadre of 400 hand-picked, visionary people who charted the waters of B-2 country.

The operational pilots have made numerous changes to the flight manual on critical safety issues such as engine start procedures, modified emergency procedures to prevent avionics damage, and establishment of weather minimums. They also developed a B-2 safety chase aircraft program and developed functional flight check out procedures.

"We have some of the Air Force's brightest people on our B-2 team, and we continually stress the fact that they are not invulnerable," said Col William M. Fraser III, 509th Operations Group Commander. "Safety is the key to everything we do. Think safety first and the mission will be accomplished."

The maintainers do their part by never letting down their guard as they learn the new system and train others. Twenty percent of the T.O. changes submitted have been changes that increased safety — and each new maintenance operation is evaluated for safety.

"We're proud of our suc-

cess and look forward to facing the challenges still ahead," said Lt Col Susan J. Dillard, 509th Logistics Group Deputy Commander. "We've got outstanding people who work hard at keeping safety at the forefront of our maintenance operations. The future looks bright."

Since that cold December day in 1993, the 509th has firmly built on the cornerstone of safety. But the foundation has just been laid. The second year of the operations will hold its own challenges for the Whiteman team as more B-2s arrive to fly alongside the four now on station.

Amid continued construction on the airfield, the B-2 maintenance docks, and support facilities, joint exercises, nuclear certification of airframe and crews, nuclear certification of facilities and equipment, and additional weapon releases, the 509th must transform Whiteman Air Force Base, and installation that has not had a fixed wing flying mission in 30 years, into the crown jewel of the national defense. And they must do it safely.

"We cannot accomplish our mission unless we make safety our first priority and carefully and methodically think through the consequences of everything we do — at every level," General Marcotte stressed. "Neil Armstrong once said, 'Think for nine seconds and act for one.' That's what we're doing at Whiteman — and it's working."

Is it any wonder the 509th's motto is: "Follow us." ■

