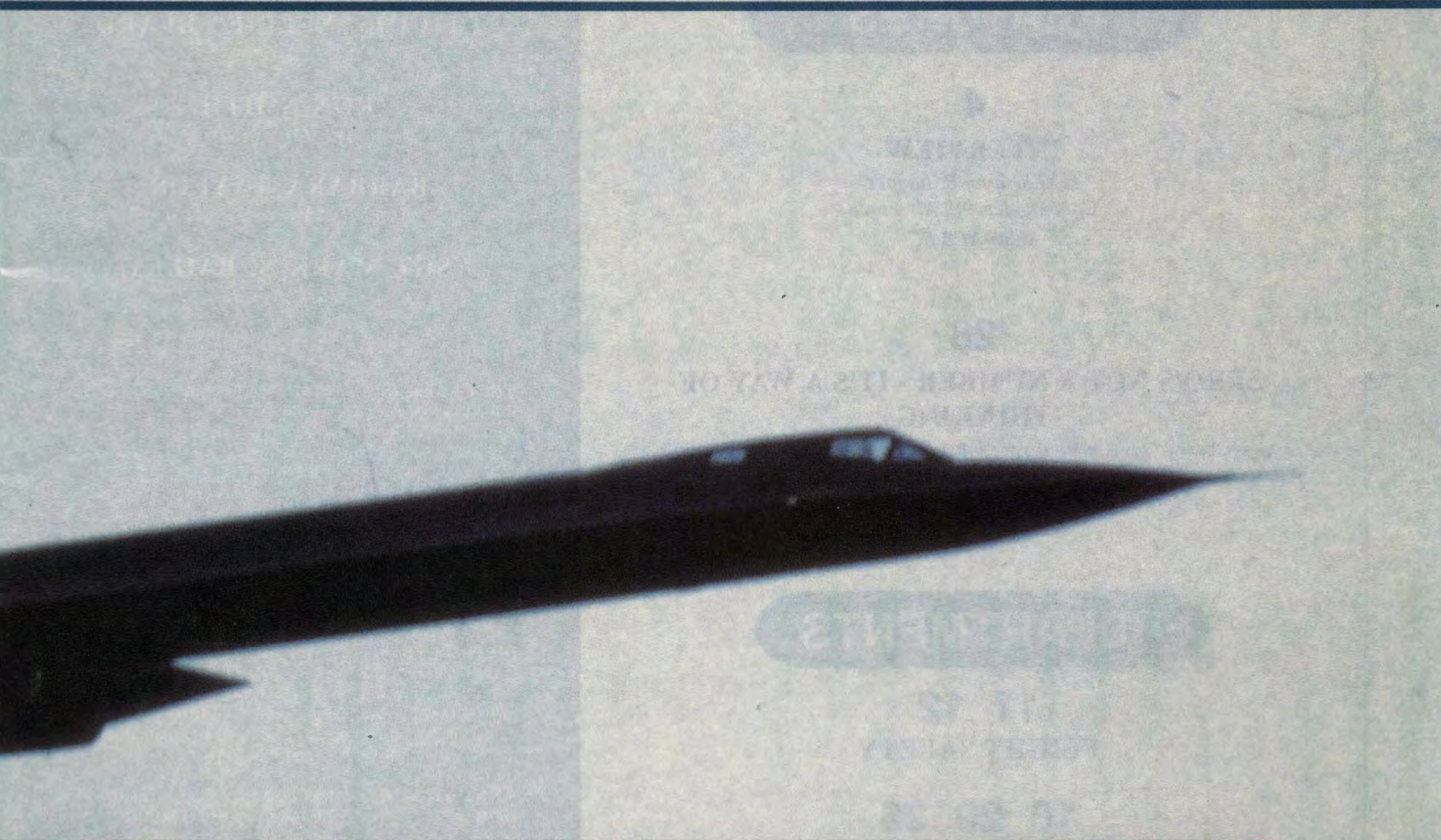


# THE COMBAT EDGE

APRIL 1995







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Commander, 9th Air Force  
Shaw AFB SC*

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### ZERO'S NOT A NUMBER - IT'S A WAY OF THINKING

*To have zero class A mishaps we must first believe that it is possible.  
Zero is a reasonable and attainable goal that we achieve everyday;  
only on rare occasions does something happen that causes a mishap.*

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# ACCent on Safety

**F**inally, winter is over and most of us are enjoying bonny spring weather. However, the near perfect weather we are enjoying right now is about to change soon to the hot sweltering days of summer. Plan ahead and prepare yourself and your people/co-workers. Watch your duty schedules, crew rest and other activities to ensure proper hydration and rest periods are provided. Our people will always be the most important key to our success in accomplishing the mission as well as preventing mishaps.

As I have been stressing in my briefings here at headquarters and on the road, the information we publish in *The Combat Edge* isn't just for on the job or in the work area. A lot of the mishap prevention information we provide is as applicable at home as it is at work. Take the information home and share it with your families. Sometimes we publish information that appears to have no relevance or applicability to our jobs. However, the tragedy of losing a loved one affects us both at home and at work; it impacts our job performance and ultimately mission accomplishment. Please use the information we provide not only to protect yourself but also your family.

With springtime comes high school proms and, unfortunately, the potential for tragedy as our teenagers go through this rite of passage. The number one killer of teenagers is drunk driving. More than 3,500 teens are killed and another 85,000 injured each year in car crashes involving alcohol. Not all have been drinking; some are passengers or innocent targets of people who drink and drive. Someone in the US is killed in an alcohol related traffic accident every 23 minutes. That someone could be your teenager. Discuss alcohol and drugs with your children, especially your teenagers. Use the Contract for Life and Prom Pledge (pg. 16-17) to avoid senseless loss and needless tragedy.

Finally, we are rapidly approaching the first of our ACC Safety Days for FY 95. Your commanders are depending on solid, meaty, useful inputs to make the program a success. If you haven't started planning your Safety Day program for May, you are probably behind the power curve. As always, I offer the assistance of the Safety Staff here at ACC to assist you in your efforts. Work hard, play hard — BE SAFE!

*Colonel Fack Acker  
Chief of Safety*



# INTERVIEW

**Lieutenant General John P. Jumper is the current Commander of HQ 9 AF and USCENTAF. The following is an interview conducted with him by the 9 AF Safety staff. In the interview he gives his perspective of contingency operations and safety concerns in the USCENTAF AOR.**



*Q. We understand that shortly after you assumed command of 9 AF and USCENTAF, you deployed to the Middle East as the Joint Task Force Southwest Asia Commander, heading up all coalition forces arrayed against Iraq. Could you tell us about that experience and how you viewed Saddam Hussein's threat?*

*A. You're right, I assumed command of HQ 9 AF and USCENTAF on 2 Aug 94 and immediately set out to learn all I could about my new AOR, which includes a 19-nation area, including the Middle East. When Saddam Hussein threatened Kuwait with an armored military attack in mid-October, I took a contingent of my USCENTAF staff with me to the AOR and assumed command of the Joint Task Force Southwest Asia. I must commend my staff and all the participating units. They were prepared for this contingency and their performance was superb. Our reaction to Saddam's power play—our rapid deployment of forces over there—let him know that we were not going to allow a repeat of 1990. In actuality, his threat to Kuwait may have been a misguided attempt to lift UN sanctions. It backfired though because his timing was off. There*





was some sympathy in the UN for lifting sanctions; and if he had just continued his course, many believe the sanctions would have been lifted in 6 months to a year.

*Q. What was your impression of the overall Vigilant Warrior operation?*

A. Well, first of all, there is no doubt in my mind that through a combination of in-place assets and deployed reinforcements, air power again caused a favorable military outcome—this time without a shot being fired. What really made it happen though, were the outstanding professional warriors who came together from all over the world. I traveled to every one of our facilities over there, and I saw people from throughout the Air Force living in difficult conditions — all doing their jobs with enthusiasm, commitment, and dedication. The fact that our people take the high standards that they maintain at home and export them over to those less than perfect conditions and sustain them, is something that makes our Air Force distinct. It pays big dividends.

*Q. Were there any significant problems faced during the beddown of forces?*

A. One of the biggest challenges we had during Vigilant Warrior was the safe and expeditious beddown of incoming forces. This is especially crucial when trying to fit large

numbers of aircraft onto limited ramp space and do it smartly. The biggest hazard associated with this type of operation relates to explosives. The same deadly weapons that we are using day to day to deter Iraqi aggression can create havoc on our ramp if we don't pay attention. To help us with this problem, Quantity Distance or Q-D rules have been established that dictate minimum distances between munitions, facilities, people and equipment. These rules are designed to prevent an accidental explosion from one location detonating other explosives or destroying valuable resources. There are some situations that have developed in the AOR, where we just don't have the room to meet all Q-D requirements. When this happens, these exceptions must be raised to wing commander level, acceptable alternatives have to be found and risk minimized. Then everyone exposed to this added risk must understand the implications of Q-D violations. By the way, if you don't fully understand the operational impact of Q-D considerations, you might want to read a Feb 95 article in *The Combat Edge* entitled, "Quantity Distance - What It Is and Why I Should Care."

*Q. What are your major concerns about day-to-day operations in the AOR?*

A. Obviously, my main concern is to effectively deter any Iraqi threat and maintain full capability to rapidly conclude any aggressive



foolishness on their part. That is only achieved by ensuring the safety of our people and the protection of our limited assets. I've already explained that I couldn't be more proud of our Air Force personnel; but when we deploy forward like this under fairly austere conditions, there is an inherent increase in risk. At every level we try to do everything we can to minimize those risks. Many of the hazards encountered in the AOR involve rapidly changing situations and compressed working environments that many of our people have never been exposed to. But the bottom line is, everyone has been taught basic safety principles and it's critical that these standards are not compromised when we deploy to unfamiliar areas. One of the major problems we encounter is what we call the "TDY syndrome." Everyone is there TDY for 90 days and trying hard to make things work and get things done. Sometimes there is a natural temptation to take shortcuts to get the job done. The fact is, we cannot afford to take shortcuts, most especially when we are operating in an unfamiliar environment. We continually need to stress that the only acceptable reason to deviate from normal safety practices is when there is no other way out, and then only when supervisors and commanders are involved in a risk management process.

*Q. Are you concerned that once these deviations occur, they tend to become ops normal?*

A. Absolutely! These approved deviations are only temporary. As soon as the requirement to deviate no longer exists, commanders and supervisors must ensure normal practices are reinstated. As General Fogleman has pointed out, "On a basic level, it's really about people using their heads, thinking things through, and doing the right thing." The process is actually quite simple. Front line people should be constantly alert for hazards and identify hazardous operations. In the AOR most of the problems that occur involve not having the right equipment, adequate space to do the job, or not knowing procedures. One unfortunate mishap we had last year kind of sums up this problem. An EOD crew entered a range without the right equipment and without researching and understanding AOR procedures. Their supervisors failed to ensure they were properly trained and equipped to do the job. The tragic result was an unexpected explosion that resulted in the loss of a hand and a leg by one of the crew. We can't afford mistakes like this, and direct supervisory involvement is the key to eliminating this type mishap.

*Q. Since Aug of 92, more*

*than 60,000 sorties have been flown in support of Southern Watch and more than 40,000 Air Force people have deployed to support that effort. During that time there has only been one Class A flight mishap, and it was caused by a system failure. What do you think accounts for that low mishap rate in such a high paced environment?*

A. I firmly believe it's because deploying units bring with them a focused, disciplined approach to accomplishing our mission. They've trained for this kind of tasking, they're ready and their execution has been flawless. I have every confidence in all our deployed units. They have all trained the way they intend to fight; and when you execute according to plan, you minimize losses. Our people have risen to the challenge; and due to their constant diligence, we have not had a Class A flight mishap since Nov 92. One thing I am concerned about, however, is that due to the tasking our deployed forces are faced with we have limited opportunity to fly continuation training sorties. As a result, aircrews are regressing in some proficiency areas because they don't have a chance to practice. Each unit needs to realize that fact and generate a spin-up program when they get back to home station.

*Q. I've heard that driving in the AOR is not much fun. Can*



*you comment on that?*

A. You're right! Driving in Saudi Arabia is, without a doubt, one of the most challenging activities I see each time I go to the AOR. Like stateside, the number one killer in the AOR is traffic related. We have lost four valuable Air Force professionals to traffic fatalities since Aug 92. Defensive driving is absolutely necessary. Since most host nation drivers don't pay attention to traffic signs and rules, drivers must learn to expect the unexpected. For those of you that may be tasked to support future operations in the AOR, I recommend you perfect your defensive driving techniques and never let down your guard.

*Q. One last question, Sir; in summation, what is your view of safety and how it relates to the mission?*

A. Well, I hope it is clear to everyone; safety is not just related to the mission; it is an integral part of the mission. Safety is not paramount, nor is it subordinate. Safety is the interwoven fabric that protects our people and equipment. If we take safety out of the equation, we help the enemy by putting our warfighting capability at risk. This, we must not do! ■

*Safety is not just related to the mission; it is an integral part of the mission. Safety is not paramount, nor is it subordinate.*

*Safety is the interwoven fabric that protects our people and equipment. If we take safety out of the equation, we help the enemy by putting our warfighting capability at risk.*





# A QUICK GUIDE TO

Capt Richard Rini, Ph.D.  
Chief of Aerospace Behavioral Health  
Langley AFB VA

# BEATING

**P**eople often ask, "How can I get rid of stress?" The answer is, "you can't! And, you don't want to!" The second most often asked question is, "what stress technique will make my stress go away?" The answer is, "There isn't any technique." Stress is inevitable and moderately desirable! Stress coping is a way of life!

Most people make the mistake of seeing stress as "bad." Stress is misperceived as an external, threatening event that disrupts their life. People also think there is a magic pill or action they can take to make it disappear. Neither belief is correct and both are passive thoughts that **increase** stress. Events and people interact to create their stress reactions. People perceive events passively as a powerful force that causes them bad feelings. However, people are responsible for their stress, how they feel, and how they use it to enhance or disrupt their lives. To beat stress you have to understand it, recognize your choices of actions, and act.

In order to beat stress, individuals have three stress coping choices they can make. We call these choices the "**Triple A Attack.**" You can **Alter** the event and remove its presence in your life. You can **Avoid** the event and remove your interaction with it and the attendant effects on you. You can **Alter yourself** by changing your psychophysical reaction (attitudes, expectations, plans, and physical/emotional response) to the event. Remember the words from the old poem that people are

"the masters of their fate...the Captains of their ships." *Stress* is living, but people make living stressful or enjoyable.

Stress can be broken down into three parts: (1) the **stressor**: any event that demands that a person change the status quo to react to it; (2) the **stress reaction**: an intense "fight or flight" response to a perceived threatening event that disrupts mind/body harmony; and (3) **stress coping**: a response that serves to resolve the event and maintain or return the person to mind/body harmony. Every event that happens to a person is, therefore, a *stressor*. However, a person can make the stressor *Eustress*: a demand that energizes, stimulates, or inoculates the individual, instead of *Distress*: a demand that fatigues, diminishes, or diseases the individual.

When people make "stress" an external enemy their reaction gets out of their control. They return to their primeval ancestors' survival tactics against the saber-toothed tigers and other enemies around them. They react with an emergency defense response of over-arousal of the body's adrenaline system to fight off the enemy. However, this reaction wears out their mind/body machine. Most people have learned, mistakenly, to constantly react to most events, good or bad, this way. They have a lifestyle of chronic stress and even positive events wear them out instead of giving them enjoyment. People make stress negative and set themselves up to be discouraged by the ever-present existence of stress in

# STRESS



living.

On the contrary, stresses are life challenges that can mobilize, stimulate, and teach people how to survive and live happily. Acceptance that stress is life; that stressors are the events that make life exciting, tragic, and interesting; and that stress reactions are internal states that need to be altered and made into balanced and relaxed responses, are the keys to surviving and thriving on stress. **CONTROL** of your "fight or flight" stress arousal reactions will reduce the wear and tear on your body and the negative feelings you have towards problems in your life. People must also take responsibility for their life situations! Learn to ignore what cannot be controlled and learn to control events that can be controlled. Learn also to create positive and rational attitudes that can turn negative and irrational reactions into useful ways of dealing with events. Seeing life's problems as obstacles and opportunities for growth, and not as impossible problems and awful catastrophes, helps the person mobilize assertive solutions to alter or avoid events that cause difficulty.

**Stress techniques** are various means individuals can use to alter and control themselves and their "fight or flight" stress reactions. Since humans have learned to be chronic "saber tooth tiger fighters" instead of peaceful

*People must also take responsibility for their life situations! Learn to ignore what cannot be controlled and learn to control events that can be controlled. Learn also to create positive and rational attitudes that can turn negative and irrational reactions into useful ways of dealing with events. Seeing life problems as obstacles and opportunities for growth, and not as impossible problems and awful catastrophes, helps the person mobilize assertive solutions to alter or avoid events that cause difficulty.*

"Buddhas," it is their job to unlearn this destructive reaction and train themselves in lowering general arousal. Learn to relax in the face of problems (and yes, even catastrophes). All people react to real threats initially with the stress reaction, but we can learn to then shut it down and create a balanced response to cope effectively with the problem. The optimal performance state for handling life's challenges is "relaxed-tension" or an alert, but flexible and loose response style.

Stress Coping involves a *process* whereby the person learns how to manage life events to resolve problems and grow from the outcomes. As the old newspaper comics character, Pogo, once stated, "We have seen the enemy....and They are Us!" Recognition of one's responsibility for stress and the ways to beat it is most of the battle.

The critical *technique* in the stress management process is the task of learning a relaxation technique. The **Relaxation Response** is the opposite mind/body response to life of the "fight or flight" response. Unfortunately, our ancestors needed "fight or flight" most of the time to survive. We do not need it often. However, we find relaxation a difficult task. Relaxation is the decrease of metabolic processes, conserving action, deactivating brain activity, and mellowing emotion. Relaxation is the process of *calming arousal*,



# A QUICK GUIDE TO BEATING STRESS

which clears the mind, improves physical reaction, and produces brain opiates, called endorphins, that turn emotions more positive and stress into eustress. A simple relaxation technique (that's not so simple) is to practice daily focused deep breathing. Assume a comfortable position in a quiet and low light room. Close your eyes and scan your body for tension. Begin with two deep, cleansing, and forceful breaths. Then start to inhale very slowly and comfortably through your nose. Fill your abdomen first and then move upwards and fill the rest of your lungs. Pause. Then exhale slowly and deeply through your mouth, making a quiet, relaxing whooshing sound as you let your lungs collapse. Let your mouth, tongue, and jaw relax. Focus all of your awareness on the sound and the feeling of your long and slow, relaxing deep breaths. When you exhale, let all of the tension go and feel loose, limp, warm, and heavy. Blank out all thoughts and just feel the relaxation. Continue deep breathing for 10 to 15 minutes each day. At the end of the session rescan your body and feel the difference. Say to yourself, "When I open my eyes, I will feel refreshed and alert" and then open your eyes and stretch. That's it! Just practice, practice, practice. It takes a lifetime to keep that good, relaxed state of being!

The second most important step in stress management is to assert yourself and handle the events that interact with you. When a person

*Life isn't  
supposed to  
be easy.  
Enjoy the  
challenges  
and take  
victory and  
defeats with  
equal  
measure.  
Your main  
goal is self-  
mastery and  
being able to  
contribute  
your  
successes to  
the lives of  
everyone in  
your life.*

faces a problem head-on with all his/her skills, they usually achieve a satisfactory result. Furthermore, you must be assertive and make emotion positive as well. To be assertive means to be **H.A.R.D.** (**H** - honest; **A** - accurate; **R** - respectful; and **D** - direct) in working with other people to find ways to resolve issues and remove obstacles to make life better.

Remember the Principles of Beating Stress: *You are responsible* for your life and thus for your stress. Keep a sense of *control* so you can transform any situation into a solution. *Think rationally* to know your goals and skills and to be able to see life as a *challenge* not a threat. Learn *intentional relaxation* and its cousin *cardiovascular exercise* to be able to stay healthy and control the mind/body system. Train in relaxation to always be able to return to a balanced state of reaction, avoid sickness, and achieve moderation and accuracy in response to problems. Finally, *assert yourself* in life to learn to solve problems and gain experience in coping. Being a good problem solver will inoculate you in the future from reacting with stress to similar life events.

Life isn't supposed to be easy. Enjoy the challenges and take victory and defeats with equal measure. Your main goal is self-mastery and being able to contribute your successes to the lives of everyone in your life. By mastering yourself, you can make stress work for you and enjoy life. ■



# NIGHT EMERGENCY LANDING

*Capt Richard E. Donnelly*  
*4412 RQS(P)/SE*  
*APO AE 09855-6500*

On 26 Nov 94, while deployed to Southwest Asia, Jolly 25 flight briefed for a night formation training sortie that included low level navigation, air refueling, and Night Vision Goggle (NVG) water operations. Although the weather was clear, there was no moon and visibility was only about 4-5 miles in haze. Preflight and takeoff were normal, and the flight departed Kuwait International for the low level navigation portion of the sortie. Terminal operations in the Landing Zone were cut short due to low illumination, and the flight headed out to the air refueling track, located approximately 20 miles offshore. After joining up with the HC-130, the lead aircraft moved into the left precontact position for dry contacts. The first contact and disconnect were normal. On the second run-in, just before contact with the drogue, the Master Caution light illuminated, along with the #2 hydraulic reservoir low light and the pilot assist system lights. Simultaneously, the aircraft yawed left and the collective popped up an inch and a half, causing the aircraft to jump. The sudden malfunction of the flight controls while very close to the HC-130 forced Jolly 25 to make an immediate move to the left, away from the tanker, requiring his wingman to take

quick action to give lead room to maneuver.

After getting safe separation from the tanker, the crew initiated the #2 Hydraulic System Leak checklist. The nearest landing area was a postage stamp of an island in the Persian Gulf, about 10 miles north. The flight headed for the island and began to descend. Low illumination and the hazy conditions made acquiring the island difficult, but superior airmanship and crew coordination resulted in a flawless boost off approach and touchdown. After shutdown, the crew found hydraulic fluid leaking from a quick disconnect fitting on a primary flight control servo. The number two aircraft recovered the crew and spent the rest of the evening ferrying maintenance and security personnel to and from the island.

This event highlights the fact that any of us may be called upon at any time to use exceptional airmanship to safely recover an aircraft. We practice emergency procedures during day VFR; but real emergencies can happen anytime, even on a dark night on the tanker over the water. Each of us is responsible for knowing the aircraft and using the resources available (our crew, wingman, etc.) to bring the bird home. ■



# STRESS AFFECTS FLYING *and*

**"A**ir Force pilots have a lot in common with highly successful people in the civilian world," said the Air Force's chief aviation psychologist. "But, when the president of General Motors has a bad day, it probably won't kill him."

Lt Col (Dr) Joyce Teters has seen firsthand the tragedy that can come when aircrew members are emotionally out of step. Since 1984, the aviation psychologist has worked closely with flying units. Today, she also helps mishap investigators at the Air Force Safety Agency at Kirtland AFB NM. She visited Cannon to tell flyers and their spouses a little about themselves and how to tell when they're getting behind the emotional power curve.

"You guys are controllers," Teters told about 150 aircrew members gathered at the officer's club, "not just in your aircraft, but at home, too."

"Flyers typically put emotional distance between themselves and their loved ones," she said. "You go TDY (emotionally) two weeks before you get in your jet to go. There is also a period of readjustment after a TDY that can lead to arguments, before you even leave the parking lot on the way home."

"Even at home aircrew members have a specific, methodical way of doing even simple chores like getting ready for work," she said. "Interruptions in these daily routines, where an aircrew member feels out of control, can

lead to stress," she said. "This stress will often appear as changes in behavior. It's these changes that the spouse, supervisors and peers should see as warning signs."

"Communication within families can help stop problems before they start," she said. Leadership involvement is also important. Leaders must do their best to honestly answer questions about the future, keep families informed and control rumors. "Rumors only increase the stress level," she said.

Positive spouse support groups are "immensely important" the doctor said. "There is tremendous talent out there (among spouses) that can be put to use to share ideas that work," she said.

"It's important for supervisors to know their people well enough that they notice what's out of the ordinary," said Lt Col John Oleksey, 27th Fighter Wing chief of safety. "Even then, the signs are not always obvious."

"You'll see the guy in your squadron who usually talks to you suddenly withdraw," Teters said, as one example of a behavior change. "If you ask, he'll never say



# Families

**Capt Mike Pierson**  
**27 FW/PA**  
**Cannon AFB NM**



something's wrong, he'll just say 'I'm OK, I just haven't been sleeping the past two nights.' And it's always the past two nights."

Stress in the Air Force worries the flight psychologist. "We're not seeing an increase in the number of mishaps, but we're seeing some devastating ones," she said. Recently, she helped investigators after the Blackhawk helicopter shootdown in northern Iraq and the B-52 crash at Fairchild AFB WA.

Teters said she's been seeing more stress factors and indicators in the Air Force over the past three years. "We've seen some pretty significant changes in the mission of the Air Force," she said. "We train people for war, then expect them to do humanitarian missions as well."

The end of the Cold War brought jarring changes for many Air Force people. For example, F-111 crews who once could count on being stationed in Europe are now consolidated at Cannon. With the Air Force's draw-down, F-111 crews and maintainers also face the on-again, off-again talk of the F-111's retirement. Cannon people are now collecting data to see if the high operations tempo is

affecting people. "We're seeing more assault, alcohol, domestic problems and financial cases," said Lt Col Jeff Chostner, wing staff judge advocate.

However, other offices that track problem areas say the jury is still out. Agencies, such as the 27th Medical Group's mental health clinic, are still combing through their statistics, looking for trends. "The operations tempo working group hopes to have their data analyzed soon," said Maj Dianna Williams, chief of the wing quality improvement center and the group's coordinator.

Teters hopes talks such as this will help prevent such tragedies. "Awareness is important. Once you know what's happening to you and your spouse, it's not so mysterious." Most important, though, is for people to take care of themselves by getting enough exercise, good nutrition and relaxation. ■

*From ACC News Service (ACC 94-191) 30 Nov 94*



# PILOT SAFETY AWARD OF DISTINCTION

*Capt Steven E. Clapp, 34 FS, 4404 CW(P)*

"I was just coming off the boom after refueling my F-16 on an Operation Southern Watch combat sortie when I heard a "warning, warning" and saw the engine warning light on. As I scanned the instruments, I saw nothing abnormal. As a precaution, I headed towards the nearest airfield as I tried to determine what the engine MFL 061 was. I found out that the MFL was for an EMSV data fail and it didn't mean anything to me except something was wrong with the engine. It was a moonless night so I put my wingman in trail to start looking in the checklist for any applicable items while I maintained A/C control and established an orbit within SFO distance of my nearest divert field, Hafr Al Batin, Saudi Arabia.

"It appeared that everything was under control, and I was trying to figure out why the warning light had come on when the RPM indicator started to fluctuate. RPM indications started going below 60%, and that's when the Engine warning light came back on. RPM indications went all the way to zero and stayed there. At the same time the engine SEC light came on; things started to go from bad to worse.

"I had been analyzing my options all along, and now it was time to make a decision. I had 9864 feet of usable concrete below me; the only problems being that I was having difficulty communicating with airfield personnel, there was no ILS and the next best runway was over 200 miles away. I knew my only option to land would be using the NAV and TGT pods to help me find and see the runway. If the engine quit, there would be no FLIR and, therefore, no possible way to help me find a currently blackened runway in the middle of the desert; I would have to eject. I made the decision to land the jet while I had the chance and before the engine got worse. Fortunately, the engine was now working as advertised in SEC.

"I lined up on runway heading and looked in the TGP to see how close the diamond was

to the runway. Seeing a FLIR image on the runway, I area-tracked the threshold. Knowing that the runway would appear under the diamond, I started to descend and set up a 5 degree glide slope. As I got within 5 miles, I saw the FLIR image of the runway in the HUD. I hoped I had done a good boresight. I continued down final putting the gear down and calling on Guard to get the lights turned on. I was now approaching the runway threshold and still hadn't actually seen the runway, only the FLIR image of where it should be. As I got down to about 50 feet I was about to go around when I caught a glimpse of the "real" runway and put the aircraft on the ground. It wasn't over yet.

"I now realized I had no good idea of how far down the runway I had landed or how much runway remained (no runway remaining markers). As I had just come off the tanker, I had about 10,500 pounds of gas, 2 GBU-12s, 2 AIM-120s, 2 AIM-9Ms and an ECM pod. No, I didn't punch my stores off and right now I wish I had. I later discovered there was a 12 knot quartering tailwind to add to my predicament. I started an aerobrake and got on the brakes. Being in SEC the nozzle remained closed and I wasn't slowing down nearly as fast as I wanted. I was slowing down as fast as I could with the thought of my still having to eject if I started to depart the prepared surface. These tense moments came to an end as I finally slowed to a stop and saw that I was about 100 feet short of the end of the runway. I taxied clear of the runway, shut the engine down, and got out of the jet. I noticed that the brakes were glowing pretty good and the left tire had gone flat. I got out of the immediate area and saw some airfield personnel coming towards me. I don't think they quite knew what to make of the situation; but when I told them I was an American with an aircraft problem, they relaxed and offered assistance. Once the brakes cooled off, I pinned the aircraft and waited for my service buddies to come get me."

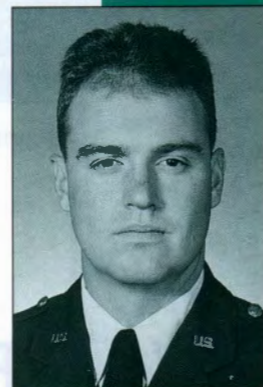


# AIRCREW SAFETY AWARD OF DISTINCTION

*Capt Philippe R. Darcy, Capt Jeffrey K. Fahnlander, 428 FS, 27 FW, Cannon AFB NM*

Captains Darcy and Fahnlander were departing from Cannon AFB in an F-111E "Aardvark" for Eglin AFB to participate in the 1994 William Tell exercise. Immediately after liftoff, they heard a loud "bang" and the right engine rolled back. The aircraft yawed right and began to descend. The crew immediately reduced AOA and were barely able to stop their sink at 100 feet AGL. After gear retraction they could only achieve a slight climb using full afterburner on the good engine. Passing 500 feet the vibrations and noise coming from the crippled side intensified, so they shut the right engine down. It seized instantly, increasing drag and forcing the crew to begin dumping fuel to maintain a climb. When a

safe altitude was finally reached, Capt Fahnlander began running multiple emergency checklists for engine failure, single engine landing, and a possible fire or ejection. After completing the necessary checklist items, they maneuvered the jet around for a single engine approach to a safe landing. Later inspection of the right engine bay revealed that one blade of the third stage fan broke off and penetrated the engine casing. This blade ricocheted off a mount and narrowly missed severing the main fuel line. The crew was millimeters away from an uncontrollable fire and ejection.



# CREW CHIEF EXCELLENCE AWARD

*SSgt Neil P. Jensen, 99 RS, 9 RW, Beale AFB CA*

Sergeant Jensen was asked to supervise a U-2RT aircraft towing operation into its launch shelter. While inspecting the aft section for any obvious fluid leaks, he noticed that the two piece horizontal stabilizer scissors were disconnected and the upper scissors had punctured a 3" x 3" hole in the outer skin of the aft fuselage. The scissors are usually held together by a slotted bolt, keyed washers, and a self-locking nut. This bolt assembly was designed for the likelihood of rotation during flight. Investigation revealed the probable cause of the bolt working its way out of the scissors was the missing keyed washer. This allowed the nut and bolt to back off over numerous flights. The aircraft was taken into

a maintenance hangar for an evaluation by Lockheed Technical representatives and Sergeant Jensen. They determined it would require extensive maintenance, above and beyond base level, to return the aircraft to fully mission capable status. Sergeant Jensen suggested the stabilizer scissors be reconnected and pitch trim system checked for proper operation for a possible one-time flight to a depot facility. The system checked good and his suggestion was approved. His keen knowledge of the aircraft flight control systems enabled him to detect the defect, which if it had gone unnoticed, could have caused an unstable aircraft in flight.





# MAKE A "CONTRACT FOR LIFE"

The SADD Contract for Life is a promise made by teens and their parents. Through the contract, teens and their parents make a vital commitment to each other. Families agree to talk about the issues of alcohol and other drug use, and impaired driving. The teenager promises to call home if he/she is ever faced with a situation where a driver has been drinking or using illicit drugs. The parent promises to be a lifeline — a source of advice or safe transportation home. Additionally, the parent promises not to jeopardize him/herself by driving under the influence or riding with an impaired driver.

The contract does not condone or permit teen drinking, but it acknowledges that teens may find themselves in circumstances where the driver they were depending on has made that mistake. By facilitating family communication before a dangerous situation occurs, the Contract for Life saves lives and helps bring and keep families together.

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## P P R O M P L E D G E

The SADD Prom Pledge is designed to help teens commit to a safe, sober celebration. Historically, prom time has been a time of increased risk for teens, as alcohol-related crashes have claimed many lives. By focusing on the potential danger and asking teens to make a commitment and a plan to be safe, SADD has begun to change the grim statistics.



### SADD PROM PLEDGE

This pledge represents my care and concern for myself and my friends.

I pledge that I will not drink or use drugs on prom night. Nor will I ride with someone who has been drinking or using drugs. I will also encourage my friends to have an alcohol-free and drug-free prom. I pledge to make this the safest prom ever.

This pledge is my vow to "CELEBRATE LIFE" wisely.

Student Signature \_\_\_\_\_

Date \_\_\_\_\_

Distributed by SADD, "Students Against Driving Drunk"



# CONTRACT FOR LIFE

## A Contract for Life Between Parents and Teenagers

Under this contract, we understand SADD encourages all youth to adopt a no-use policy and obey the laws of their state with regards to alcohol and illicit drugs.

**Teenager:** I agree to call you for advice and/or transportation at any hour from any place if I am ever faced with a situation where a driver has been drinking or using illicit drugs. I have discussed with you and fully understand your attitude towards any involvement with underage drinking or the use of illegal drugs.

\_\_\_\_\_  
*Signature*

**Parent:** I agree to come and get you at any hour, any place, no questions asked and no argument at that time, or I will pay for a taxi to bring you home safely. I expect we would discuss this at a later time. I agree to seek safe, sober transportation home if I am ever in a situation where I have had too much to drink or a friend who is driving me has had too much to drink.

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

Distributed by SADD, "Students Against Driving Drunk"



# FLIGHTLINE SAFETY AWARD OF DISTINCTION

*MSgt John D. Matheson, TSgt Michael E. Brown, TSgt  
Martin D. Mailhot, TSgt Raymond J. Felix  
Det 1, 148 FG, Tyndall AFB FL*



Upon completion of Flight Control System (FLCS) self test on an F-16, Sergeants Brown and Mailhot were preparing to service the "A" system hydraulics reservoir with the hydraulic test stand. Noticing flames coming from the top of the test stand, Sergeant Brown, in the aircraft cockpit, notified Sergeant Mailhot via the intercom. Sergeant Mailhot then shut down the test stand while flames were coming from the control panel area. Sergeant Felix grabbed the fire extinguisher and attempted to put out the fire. Due to the close proxim-

ity of two AIM-9Ls, a class 3 explosive storage locker, and an F-16 loaded with 20mm TP, it was decided to pull the test stand out of the alert pod. Sergeant Matheson started the bobtail which was still connected to the test stand. After Sergeants Brown and Mailhot disconnected the hydraulic lines from the stand to the aircraft, Sergeant Matheson towed the stand away from the pod. Once the stand had cleared the pod, Sergeant Felix was able to extinguish the fire. Sergeant Mailhot notified the fire department who upon arrival determined the fire was out.

# WEAPONS SAFETY AWARD OF DISTINCTION

*TSgt Shannon L. Middleton, Sgt Steven P. Sullivan  
388 MS, 388 FW, Hill AFB UT*



On 30 Nov 94, Sergeant Sullivan was performing a special inspection on four War Reserve Materiel (WRM) AIM-9 missiles. While inspecting the MK-36 rocket motors, he discovered the serial numbers did not have the required Air Weapons Bulletin (AWB) 222 markings. The AWB 222 inspection certifies that the rocket has been X-rayed ensuring the propellant is not cracked. Sergeant Sullivan immediately notified his supervisor, Sergeant Middleton of the situation. Sergeant Middleton contacted the item manager and checked the

rocket motors in question with the Air Force's master inspection list. Three of the rocket motors had been inspected and were serviceable, but the fourth rocket motor had failed the AWB 222 inspection because of a cracked propellant. Sergeant Middleton immediately placed the missile in unserviceable condition, completed the Tactical Missile Records documentation, and notified the War Reserve Monitor of the situation. Sergeants Sullivan and Middleton's strict adherence to technical data, along with the cooperation of the item manager, prevented a serious explosive and aircraft mishap during a vital wartime tasking.



# GROUND SAFETY INDIVIDUAL AWARD OF DISTINCTION

*TSgt Wendell M. Toliver, 47 FS, 917 FW, Barksdale AFB LA*



One Sunday night, Technical Sergeant Toliver stopped by his shop at the 47th Fighter Squadron Maintenance unit to get a personnel directory. While driving past the Petroleum, Oil, and Lubricants storage area, he noticed a strong jet fuel smell. He also saw a liquid running down the curb into the

storm drain. Sergeant Toliver got out of his vehicle and confirmed that jet fuel was running down the street. He immediately notified the Barksdale Air Force Base fire department. His prompt action prevented a serious mishap and limited environmental damage.

## SUPPLIER DESERVES SPECIAL RECOGNITION

One typical magazine feature that most publishers consider indispensable is photography. There is a great deal of truth in the old adage that a picture is worth a thousand words. Photos attract the reader and frequently lend clarification and validity to the written safety message. Although our authors occasionally provide some photography with their articles, we frequently must rely on outside sources. Although their organizational title has gone through multiple iterations, the people at the 11th Communications Squadron at Andrews AFB MD, have provided products and expertise for the safety publications of both TAC and ACC. We deeply appreciate their professional support in the past and look forward to working with them in all our future endeavors.





# SPRING FEVER

*Mr. Ricke A. Moore  
SWADS/SEG  
March AFB CA*

**I**magine yourself waking up in the morning, washing up and then getting dressed. You then go downstairs, brew some coffee and pour a bowl of cereal. Finally, you open up the newspaper and settle back for some nice relaxing quiet time. You hear the cute little birds chirping and the orange blossoms smell exquisite.

Suddenly, you begin to feel hot. The kitchen starts to close in on you, and an uncontrollable anxiety overwhelms you. An insatiable need to do some hard core work is burning up your insides. You get up and walk outside in a hypnotic state. The garage door opens and there it is...the "Super Duper, Turbo Charged" gasoline powered Weed Wacker.

Now if you are like me, you haven't started this wonderful high tech machine, let alone serviced it, since sometime last year. And by the way, you have removed the wacker guard. You know that round piece at the end of the shaft that cuts the cord to size, keeps the spinner in place and the grass and debris from flying all over the place.

Because this hunk of machine won't start the first time, you rip out the good old ether and give it three or four shots. Without hesitation, you go ahead and pull that rope handle because you don't care about the 6,000 rpms it'll rev up to when it starts. If it backfires, you won't have to worry about cutting the grass because you would have set it ablaze and also singed every hair off that face of yours.

No matter...it starts fine and it's running great. It's going everywhere it wants because of the centrifical force being generated as a result of the cutting cord extending about 4 feet from the spool. (Remember that guard?)

Boy, you're amazed at what one of these babies will cut. Garden hoses, your wife's favorite flowers, the TV and phone cables leading into the house. Man this thing can tear the paint right off the base of your house as it slings that fresh pile of dog doo two yards over.

Let's not forget that because that cutting line is four feet out, it will take the tips right off your tennis shoes.

By the way...about this time the spring loaded spool decides to come apart and throw the cord, spool and various machine parts everywhere. Plastic shrapnel slams into your legs. At least the family dog saw it coming when you cut the first garden hose and has run for cover.

I think you get the picture. Spring is coming and that feeling of emotional dullness can weigh heavily on you. All of us need to take care when we start our springtime jobs around the house. Routine home maintenance and cleaning can not only be dangerous — they can be fatal! ■



# ACColades

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

	TOTAL			ACC			ANG			AFR		
	FEB	THRU FEB		FEB	THRU FEB		FEB	THRU FEB		FEB	THRU FEB	
		FY95	FY94		FY95	FY94		FY95	FY94		FY95	FY94
CLASS A MISHAPS	0	3	9	0	2	5	0	1	4	0	0	0
AIRCREW FATALITIES	0	0	3	0	0	2	0	0	1	0	0	0
* IN THE ENVELOPE EJECTIONS	4	4/0	7/0	0	3/0	3/0	0	1/0	4/0	0	0	0
* OUT OF ENVELOPE EJECTIONS	0	0	0/1	0	0	0/1	0	0	0	0	0	0

\* (SUCCESSFUL/UNSUCCESSFUL)

## CLASS A MISHAP COMPARISON RATE

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

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	1.2	0.8	0.6	0.9							
8 AF	FY 94	0	0	0	0	0	0	0	0	0	0	0	0
	FY 95	0	0	0	0	1.8							
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	0	0	0	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	3.6	2.4	1.7	1.4							
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	0	0	0	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	0	0	0	0.8							
AFR	FY 94	0	0	0	0	0	0	0	0	0	1.4	1.3	1.3
	FY 95	0	0	0	0	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	0.7	0.4	0.3	0.8							
MONTH		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP

\* (HOURS NOT AVAILABLE)



# Fleagle

HOW MANY TIMES HAVE YOU WALKED INTO A MISSION THAT WAS JUST A LITTLE MORE COMPLEX THAN YOU THOUGHT IT TO BE?



THE DEMANDS OF THE TASK MADE YOU FEEL YOU WERE BEHIND DURING THE ENTIRE MISSION?

MAYBE FOR SOME OF THESE TENDERFOOTS, BUT NOT THIS OLD JOCK.



TH' SAME OLD SPIEL. I WONDER WHY I WASTE MY TIME SITTING THROUGH THESE NOD-OFF SESSIONS.



WHEN YOU HAVE AS MUCH EXPERIENCE AS I GOT, YOU DON'T HAVE TO LISTEN TO ALL THAT SAFETY STUFF.



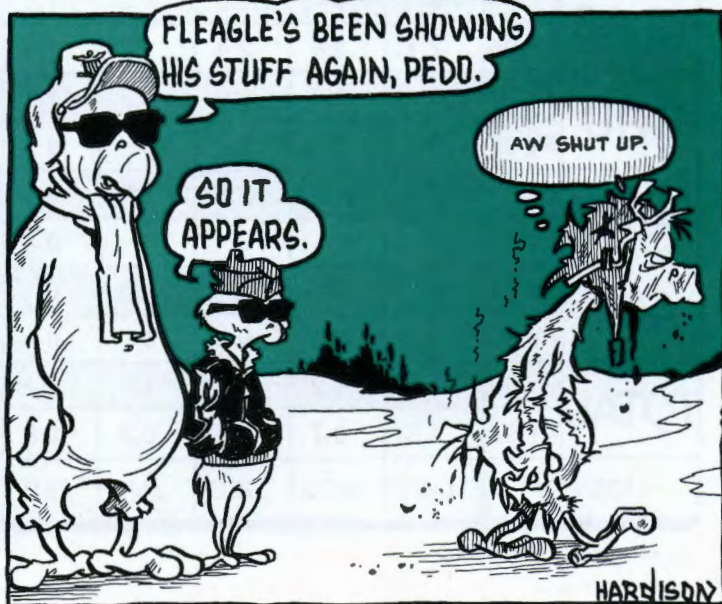
WHEN YOU KNOW YOU'RE AMONG TH' BEST, YOU JUJ' GO OUT AND DO YOUR THING.



FLEAGLE'S BEEN SHOWING HIS STUFF AGAIN, PEDD.

SO IT APPEARS.

AW SHUT UP.



HARDISON



# INSPECTIONS ■

## ***One Person's Perspective***

*MSgt William A. Hodgson*

*HQ ACC/SEW*

*Langley AFB VA*

**I**t is still 6 months or more away; but you can't stand to hear another word about the upcoming Nuclear Surety Inspection.

You're tired of meetings and sick of endless suspenses and the constant changing of the maintenance schedule. You hit a point where you might as well sit back and relax because you're headed for the longest ride of your life on the "MISHAP" express. Taskings stack up everywhere! You can't be viewed as the "bottleneck," the person preventing the successful preparation of the wing from taking place; so without hesitating, you let some tasks pass on down the line so quickly you barely have time to review or evaluate how they might affect your operations. Once this starts happening you might as well open the flood gates because you are headed down the tracks to a mishap. As more and more tasks are left unattended, the situation gets worse until the unthinkable happens — bang just like that you are involved with a mishap. If you're lucky, it won't be a major mishap and the equipment damage will be minor. As the dust settles, you find yourself trying to answer why this mishap occurred. As you review the events that led up to the mishap, you realize that because of preparing for the big inspec-

tion you let events overwhelm you and you missed the early warning signs. Signs that flashed in front of your face more than once — but you failed to see. All these signs were indicators you were heading for trouble. Your section experienced an increase in the number of personnel error Dull Swords, an increase in the number of Quality Assurance write-ups (both major and minor) and a downward spiral in the morale of your workers (both mid-level supervisors and worker bees). The mishap was preventable, but you didn't see the signs. The mishap occurred because everyone involved in inspection preparation experienced system overload as the maintenance, inspection, and training schedules were merged. I can't count on two hands how many times in my career mishaps have occurred because of this overload. A close figure would be about 15 to 20 if you count Defense Nuclear Agency Inspections, Nuclear Surety Inspections, and Higher Headquarters/NAF Staff Assistance Visits. (It has been my experience that, many times, people do not distinguish between SAVs and inspections.) Some people have a hard time with the phrase "I am here to help you." When you work on Nukes, it's certain, just like sunrise and sunset, you'll be visited by some type of higher headquarters team sometime during the year.



When I started in the nuclear weapons business in August 1977, it seemed like every 3 months we were preparing for an inspection of one type or another. As I slowly, and I do mean slowly, progressed up the ladder in the nuclear weapons field, I often wondered how I ever survived the endless cycle of crisis management that takes place before an inspection. I can remember my first Nuclear Surety Inspection. I was assigned to a Minuteman III, MK12 section at a northern tier base. As an airmen I could not believe how nervous and jumpy our senior leaders became at the mere mention that a higher headquarters inspection team would soon visit. It seemed that, all of a sudden, nobody in the maintenance bay was doing anything correctly. Everyone went back into training to learn how to perform in the base's local production of "Put on a show for the IG." What a deal! I joined the Air Force to see the world and was sent to the Great White North; and now as a sideline, I was going to be trained to be an actor. It was a grand production with team chiefs playing director and dictating every little detail. We learned the proper way to stand, where to sit, and what tools to preposition where. We were told to play the game and survive. Fail to play by the new rules and there would be casualties and lost careers.

*As a young staff sergeant, I figured I could solve this whole inspection mess. We would do the job by the book day in and day out so that when the inspection team showed up, my maintenance team never skipped a beat.*

In fact, we spent months learning a whole new way of doing maintenance even though we had built countless weapons the year before using our old "day-to-day" maintenance procedures. The most important thing we learned in training was that the inspection team was the enemy and they were to be avoided at all costs except during your assigned technical operation. All of this new on-the-job training extended the turn-around time for a Reentry System by 2 1/2 days. But, of course, once the inspection team left and the realities of the real world kicked back in, it was back to maintenance as usual — turn a Reentry System in 2 1/2 days and take a few days off. That first inspection left a lasting impression on me because it is not the way to do business! Time, equipment, and resources were squandered just to get through a 1-week inspection.

As a young staff sergeant, I figured I could solve this whole inspection mess. We would do the job by the book day in and day out so that when the inspection team showed up, my maintenance team never skipped a beat. Boy, was I wrong. I forgot to consider the inspector who comes into the unit wearing a black hat. You might have met one. It is the person who comes in with the attitude, "I know you are screwed up and I will prove it. I am the only



person in the Air Force who knows the correct way to perform these tasks." I made the mistake of telling this type of inspector that what my team did in the maintenance bay was safe, reliable, and didn't breach security. This inspector felt that my team made an unforgivable error of talking too much during the 4-hour operation. Somehow that translated into a mortal sin for my team. That didn't sit well with me because these were my guys and they needed an outstanding rating to receive a 3-day pass. Yes, some managers stooped so low as to offer bribes for us to do our jobs. And you are probably wondering what was my mistake. The important lesson I learned from this encounter with an inspector was you never, never, and I repeat never, tell an inspector during the operation outbrief to take his ##### to another base because my theater is closed. If you must attack the whole inspection system, how or why they do inspections, or in my case target specific individuals, wait until the final report is written! I can tell you that for sure we did not get an outstanding task rating nor was I even considered a professional performer. Well, from this inspection I learned that you must use tact when dealing with inspectors. Even with that, I still firmly believe that if you do business everyday the way you would if someone was look-

ing over your shoulder, inspections are a breeze.

How you react to news of an upcoming inspection might determine the outcome. To get through an inspection you need to follow a few easy steps.

- \* Know your strengths and weaknesses. How well do you manage your section? Do you have the ability to look at the whole picture or do you get bogged down on some minor part? Does it really take 25 hours to review a Composite Tool Kit program that might get a 5-minute spot check by the inspector.

- \* Know your people and their capabilities. Get the right person in the right job. Trust them to do their jobs. Delegate tasks to your people and make them part of your team. One of the major pitfalls I have seen is supervisors never trust their people or any of the programs they established so they feel a need to micro manage. Train your replacement so that one day you have to find a new job.

- \* Know when to stop preparing. Programs are checked and double checked. Some well established programs that met all the requirements during the previous inspection are trashed and before the new program is established guess who comes knocking on the door? The next thing you know you have either a marginal or unsatisfactory inspection rating. Don't reinvent the wheel or if

it's not broken, don't fix it. That is not to say you can't tweak it every now and again to keep it running smoothly. Review each program and judge them on their merits and how they affect the overall mission.

- \* Provide proper tools and training. These two go hand in hand. Without proper tools your training program is doomed to fail. If you train your new people the way you want them to do business day in and day out, inspections will never be a problem.

- \* Have a feel for your subordinates' morale. Good morale is an asset during any stress-filled tasking and bad morale is a detriment to even simple tasks. Supervisors need to be in tune with their subordinates.

- \* Know your inspector. Inspectors are human — treat them as such. Be ready for the inspection. Accent the positive but don't try to hide the negative. The next time an inspector walks into your section, show how well you do your job and explain how you are making it better.

Notification that an inspection team is about to visit your unit doesn't have to be the end of the world. Remember, in today's changing Air Force you don't have the time or resources to put on your local production of "Put on a show for the IG." Be ready because you should do business day in and day out like you would do it for an inspector. ■



# CONTROL STRESS

*Vicky Walsh*

**I**t doesn't take severe stress to short-circuit health or success. Even daily incidents that keep coffee cups filled and cigarettes lit can be harmful. It's not just a person with an overworked bundle of nerves who needs to control stress; it's anyone who handles responsibility. But before you can control stressful feelings, you have to acknowledge them.

"Some people assume that if they feel stressed, it flags an inability to cope, an unprofessional personality and perhaps even emotional instability," explains Leslie Gerson, health educator at Northwestern Memorial Hospital in Chicago. As a result, people often ignore stress signals. Instead, you should honestly assess how you feel. Read about others who have handled similar situations and talk to co-workers. You'll probably find that how you feel is not unusual and you may also receive some helpful hints.

## **Know your limits**

Even though the desire to achieve may be a positive stress factor, the desire to do the impossible is not. Some people believe that if they expect more of themselves, they will produce more. But that may lead to negative stress, not success.

"I can't do better than my best," says Stephen Vining, manager of Chicago Printworks, a quick-print business in Chicago. "If a client has a job that I don't have the staff, resources or equipment to produce, I have to turn away the business." So Vining tries to be as prepared as possible for future work requests. He has hired more workers,

bought more sophisticated equipment and keeps supplies well stocked.

But if all of your efforts still result in a mistake or missed deadline, don't feel overwhelmed. That may cause you to ignore the possibilities for control and create unproductive or negative stress. Recognize when you have done your best and learn from your experience. Perhaps you can redirect your efforts. A professional seminar may provide additional insights. If you decide to change your approach to stress, give yourself time to see results.

## **Learn to delegate**

Although delegation can relieve the stress of a busy schedule, some managers won't entrust tasks to their employees. You may be the best person to do the job, but both you and your employees benefit when you teach them how to do things right.

Don't let your employees stagnate. Involve them in decisions and give them the sense of control they need to avoid stress. Work with your employees to evaluate their capabilities. Make sure they understand priorities. Provide a procedures manual if possible. When you delegate new responsibilities or promote employees, you boost their confidence levels.

It's also important to consider factors that may stifle productivity. When an employee works a split shift, for example, it can feel like jet lag. Try to arrange schedules in such a way that minimizes stress. Repetitive tasks may lower concentration levels. You can help employees reduce mistakes and accidents if



# ON THE ROAD TO



## SUCCESS

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you vary tasks and extend break periods.

At Chicago Printworks, Vining frequently evaluates the work place. "I ask myself if I could get the job done with the resources available. Is there enough space and appropriate lighting? Does equipment make the area too warm? I can't make suggestions if I don't know what employees have to work with."

### **Control the uncontrollable**

Regardless of preparation, you'll still run into unforeseen incidents. For example, sophisticated equipment can break down. Alternate plans can reduce stress when the unexpected occurs.

Adjust your approach to a stressful situation so you can reduce its negative impact. For instance, make someone responsible for the phone so it won't interrupt your work.

It's important to understand that difficult situations are stress factors, not stress. Stress is your response to situations that you feel are uncontrollable. If you can't eliminate a stress factor, maybe you can eliminate your negative

response instead. Try to view the difficulty as a challenge.

### **Relax at home**

After hours, don't underestimate the importance of recreation. Take up a hobby or just relax. You may want to investigate some local programs that offer help with stress management.

Check with schools, churches, and hospitals to find a program that suits your needs. At Northwestern Memorial Hospital, for example, Gerson encourages students to exercise. She advises them to "start by doing something fun, because something stressful won't work." She teaches "power eating," and recommends that students eat as if in training to be an athlete, to increase energy and establish well-being.

One of the most important ways to reduce stress is to get a good night's sleep. One of Gerson's suggestions is to read before bedtime. "Let go of your obsessive thoughts and relax," she says. ■





# ZERO'S M

**Col Dennis D. Nielsen**  
**Air National Guard Director of Safety**  
**Andrews AFB MD**

**"F**ive, four, three, two, one...liftoff! We have liftoff!" We all remember these words and the special significance they had July 16, 1969. America and the world held its breath as Apollo 11 blasted into space on the first manned mission to the Moon. It was 8 1/2 years after President Kennedy outlined the ambitious American goal of putting a man on the Moon by the end of the decade. Many said it was impossible, impractical and

unreasonable. But, because one man had a vision, it became a reality.

### **Zero is Possible**

To have zero Class A mishaps, we must first believe that it is possible. Zero is a rea-

sonable and attainable goal that we achieve everyday; only on rare occasions does something happen that causes a mishap. In FY 94, the Guard flew 254,242 sorties with 11 Class A mishaps. This equates to less than 1/100th of a percent of the total sorties flown resulting in Class A mishaps. Just as each individual and unit commander has a zero Class A goal, so does the Air National Guard as an organization.

In the past, we published a mishap goal as a number: 1.2, 1.4, etc. By making our goal anything above zero and publishing it for all to see, we gave unspoken permission to have a certain number of mishaps. Of course, it was always going to be someone else or another unit that had the mishap. But, it was still accepted that it would happen. Lately, we have been establishing goals that are "less than or equal to," which moves us in the right direction — but we still have a way to go. We must never believe that if a goal appears unattainable based on historical data, it should not

*Determine that the  
thing can and shall  
be done, and then  
we shall find the  
way.*

*Abraham Lincoln*



# NOT A NUMBER -

## It's A Way of THINKING

be embraced. Sometimes, historical data and limiting assumptions are the product of restrained thinking from another time. Kennedy's vision to walk on the moon is a perfect example. No one had done it before, but it **was** possible.

The current thinking by many is that not attaining a goal is synonymous with failure. Therefore, to prevent failure we only set goals that we know we can achieve. This is a functional deficiency in the **way** we think that must be altered if we intend to achieve a zero mishap rate. If the mishap rate goes down because we are striving towards an ambitious goal, a positive outcome has resulted. We

should stop trying to **reduce** our mishap rate with incremental improvements that actually serve as permission to have mishaps and start working to **eliminate** mishaps altogether.

### **Accountability and Leadership**

We have always told the commanders that they are responsible for their flying program and their mishap prevention program. Of course, this is still true today, but we must also embrace the concept of peer accountability. Most individuals spend more time with their peers than with their commander. The open communication and shared

experiences within peer groups creates a powerful medium for establishing integrity or perpetrating breaches of integrity. Therefore, peer influence and peer accountability have a substantial impact on the organization.

Peer accountability is a concept which creates an organizational environment that regulates itself. No one in the organization will allow anything to happen that is not professional and in accordance with policies and directives that are backed by a foundation of integrity. If an individual strays, his/her peers will demand they come back into line. All unit members expect to be held ac-



countable for their actions and no one would perform an act that reflects poorly on their peers. Integrity is the foundation that a successful peer accountability culture is built upon. Unit members know who is operating outside the "box." They are the people who are always saying, "Rules are made to be broken." Or, they say, "We can't train properly within the current guidelines, so what we're going to do is...." These are the people who always have an excuse for what went wrong or why they didn't follow the rules. They blame someone else, higher headquarters or "the system." Peers need to identify these people, talk to them and convince them to alter their behavior. They must be told that the way they fly, think or work is not consistent with the organization's culture. They must understand that if they do not alter their behavior and/or thinking, they will be removed. Indeed, this movement toward integrity and professionalism must start at the top; however, to be properly maintained it must exist **within** and be an integral part of the organization.

Many times, a few individuals can influence the entire operation. Take the example of the old west lynch mob that goes to the jail demanding the sheriff turn over the prisoner. Most of the mob is there because a few excited people decided to take mat-

ters into their own hands. When the sheriff, standing with double barreled shotgun, exercises strong leadership, draws a line in the sand and explains, "First man who crosses this line gets his head blown off," reality sets in and the crowd disperses. Similarly, when strong leadership is exercised in a flying organization, proper control is maintained and a disciplined flying culture prevails.

### Engage to Correct

As I look back over the years, the causes of our mishaps appear to repeat themselves. We know what problems repeatedly occur. Usually we write a regulation or policy letter to correct something that has already happened, and we assume the problem is fixed. Then, a similar problem occurs. In many cases we **know** what or who the problem is. As I reflect upon past mishaps over the years, I find examples in the USAF, ANG and AFRES where unit members predicted that a mishap would occur. In the past, members even stated, "I know he's going to kill himself," and then he did. Although they knew he/she was a potential hazard, no one did anything to prevent the mishap. It is certainly morally wrong, if not criminal, to allow someone like this to continue flying until he kills himself or someone else. Knowing a practice, procedure or individual is danger-

ous is not enough — we must engage to correct that practice, procedure or individual. Action is the key to preventing mishaps before they occur.

The safety community is great at amassing copious amounts of data. Our mishap boards are composed of outstanding professionals who do an excellent job discovering causes, but this is always after the mishap has occurred. Although the investigation and accumulation of data is important, this alone does not prevent mishaps from occurring. Prevention, to be successful, requires individuals at all levels to analyze, identify and predict when and where the next mishap might occur; and then take action. A simple example of this can be found in a recent F-16 incident. The pilot was performing an FCF profile mission above the field when the engine quit. To his credit, he glided the jet in for a safe landing. A mishap was avoided because we predicted that this might happen and created guidelines to prevent a worse situation from developing. Remember, prediction combined with action is the cornerstone to prevention, and nobody can better predict where the next mishap will occur than the people flying and working on the airplane. The question is — will you take action?

**When will the next mishap occur?**



Only a soothsayer knows the answer. As we articulate our zero mishap program, there will be those who wait until a mishap occurs and then say, "See, I told you so." I would remind them that zero is a goal that we must continually work toward — one flight at a time. If we have a mishap, we start over — always working to attain zero.

Additionally, we must be careful not to overemphasize our mishap rates, because they are only a guide — at best. A mishap that occurs on the first day of the FY produces a very high mishap rate for that period. Conversely, one that occurs near the end of the FY has a smaller effect on the overall rate. Rates throughout the year can be misleading, especially when compared to other rates from prior years. Major General Shepperd, Director of the Air National Guard, has our office supply him with a revolving 12-month mishap rate. This system, we believe, is more representative of our current mishap trends.

We have good leaders in the Air Force, Air Force Reserves and Air National Guard. If we form a partnership and all work toward zero mishaps every flight, accepting nothing less, our overall mishap rate will certainly decline. We must not create goals that give unspoken permission to have mishaps. We in the Air National Guard, as well as our counterparts, can obtain a zero mishap rate — believing is the first step. As for us in the Air National Guard, write us down for a zero command and controlled mishap rate. We will obtain this one flight, one day, one month and one year at a time — there can be no other way! ■



**THE GOAL...**

**ZERO MISHAPS**

**ONE FLIGHT AT A TIME**



