THE MOBILITY FORUM

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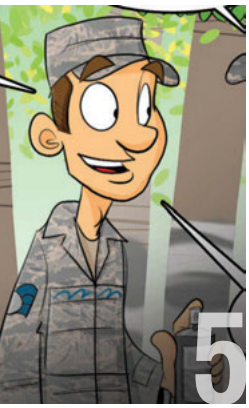
2017 SAFETY AWARD WINNERS

AMC Command Chief
Shelina Frey Shares Thoughts on
Full Spectrum Readiness

CONTENTS THE MOBILITY FORUM



ON THE COVER

A C-17 lands at an undisclosed location.

Photo by guvendemir

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CMSgt Shelina Frey, AMC Command Chief, thanks members of the 8th Expeditionary AMS for all they do to support the AMC mission. (Photo altered for security purposes.)

USAF photo by TSgt James Hodgman

AMC Command Chief Shelina Frey Shares Thoughts on

Full Spectrum Readiness

BY MS. KIM KNIGHT, STAFF WRITER

Total Force Full Spectrum Readiness. You may have heard the phrase and may even recognize some of its parts and pieces—but what does it mean when you see the words strung together? We asked the Command Chief for Air Mobility Command, CMSgt Shelina Frey, for some insight, and she broke it down into segments that are easy for all of us to understand.

"Most people in the Air Force are familiar with the term **Total Force**, meaning all our components: all uniformed and civilian members of the U.S. Air Force, active duty, Guard, Reserve, and the Civil Air Patrol," she explained. "We talk about our collective group—everyone under the Total Force umbrella across the entire **Spectrum**. Of course, **Readiness** ensures we are ready for whatever comes, from having our families prepared on the home front to the training we need to accomplish the mission and the expertise to win the fight. Now, we simply put it all together."

Frey then expanded on her definition.

"Whatever challenges the world presents," she said, "we must do everything possible to ensure our Mobility Airmen are 100 percent prepared for anything—from delivering equipment to helping search for a missing Argentine submarine; to delivering hope and relief to Hurricane Maria survivors in Puerto Rico; to refueling fighters in the Middle East."

Readiness affects rapid global mobility, according to Frey, because it allows for quick response when sending people, supplies, and aircraft into constrained and contested environments. But if Airmen do not incorporate safety measures from the onset, they may unintentionally insert challenges instead of providing solutions.

> Our Airmen hold the answers to confronting any challenges we may face. They are smart and they embrace innovation.

CMSgt Frey pauses for a photo with Airmen from the 6th Medical Group Mental Health office during her visit to MacDill AFB, Fla., December 12, 2016.

USAF photo by A1C Rito Smith

"No matter the circumstance, we will not compromise safety," she insisted. "Air Mobility Command places a premium on safety, adheres to guidelines, and complies with regulations. Otherwise, we could become complacent and end up losing people and equipment." That scenario, she said, is not an option.

"Force structure describes how personnel, weapons, and equipment are organized for the operations, missions, and tasks we face in an environment or conflict," she continued. "Our focus on Full Spectrum Readiness is essential, as it protects our national security. Readiness is critical to the entire Air Force, but AMC must meet the needs of all combatant commands who call on us for support. For example, our Expeditionary Mobility Airmen are in 23 countries at 77 locations around the world. We are essentially the glue that binds all of that together. That type of responsibility requires our Total Force team's dedicated commitment."

"Our Airmen hold the answers to confronting any challenges we may face," she explained. "They are smart and they embrace innovation. Through programs such as Phoenix Spark (a new grassroots innovation program), we encourage them to be a part of the solution. We are fortunate to have creative people across our ranks—people like TSgt Cory Kozlowski, whom I met at Yokota AB in Japan. He is working with an application company and Air Force Materiel Command to create a training program that will enable Airmen to work on a hologram image of the aircraft that they are training on while wearing a set of mixed virtual reality glasses. This type of training moves AMC and the entire Air Force into the future—for about the cost of a laptop."

Despite any challenges they may face, Frey insisted that Airmen have the ability to develop unique solutions. But AMC is doing its part, as well.

"Total Force Full Spectrum Readiness requires improving equipment and tactics used to meet the complex threats being developed by potential adversaries. As we grow the force, it's essential we provide them with quality training. Airmen can look forward to a Superintendent 101 course, a flight commander's course, and realistic operational exercises such as Mobility Guardian."

She said that Airmen who are methodical and like things in a certain order found something entirely different at Mobility Guardian.

"They can't go into war with a checklist or thinking that everything will line up the way they expect it to. Participants in Mobility Guardian overcame all the planned variables, challenges, and obstacles before them and learned many lessons that will help them succeed in real world situations, as well."

Frey closed by praising Airmen for their focus on Full Spectrum Readiness.

"It is how we do things day to day and how we prepare for the unforeseeable. We can't control when or how an enemy may challenge our readiness. So we prepare for all options every day, and it has to be Total Force. AMC is a critical component of the overall picture, and we must always maintain a high level of readiness."

Indeed we do … on both counts.

Brig Gen Lamberth Expounds on

Embracing the Red:

AN UPDATE ON AIR FORCE INSPECTION SYSTEM IMPLEMENTATION

BY MS. KIM KNIGHT, STAFF WRITER

In 2014, *The Mobility Forum* published an article about changes to the Air Force Inspection System (AFIS) and new Unit Effectiveness Inspection (UEI) process. It pointed out the tremendous lengths wings sometimes went to when preparing for an inspection—things that correlate to painting the grass green.

That may have been a stretch—or was it? Either way, the AFIS changes were intended to shift a commander's focus from menial, non-value-added tasks to efforts that make the Air Force as a whole more mission ready. So, is it working? Are today's inspections more meaningful? More importantly: are units focused on big-picture items that make our organization stronger and better prepared?

Brig Gen Kevin Lamberth, who serves as Inspector General, Headquarters Air Mobility Command at Scott Air Force Base, believes so.

"It is no longer about ramping up for an Inspector General visit," he said. "It is about continual self-assessment—commanders recognizing what they can and can't do due to limited manpower or resources. That continual assessment helps us achieve excellence and mission readiness every single day."

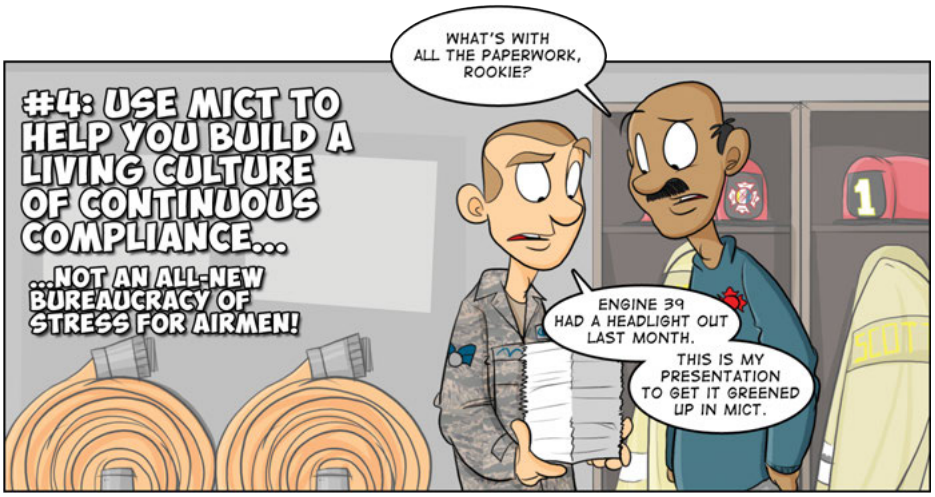
Indeed, the system can be a powerful tool for managing risks and articulating strong and weak points to headquarters, according to Col Brad Bridges, AMC Chief of Inspections.

Special thanks to TSgt Austin May, now working in ACC/PA, who provided the six selected panels of creative artwork for the article (out of the original 10) first published in the Summer 2014 issue of *The Mobility Forum*.

"Wings doing that successfully find support from headquarters," he explained. "They don't need to be green in their metrics all the time. They just need to understand and communicate where their risks are and where they need resources. The Inspector General (IG) no longer uses a wire brush to try and uncover every one of a wing's flaws. Instead, it is about validating the way that the wing can assess itself accurately."

Bridges added that in 2017, there was much less spin-up when an IG was coming.

"Granted, there is always a little polishing," he continued. "But in the past, every Airman worked



Conducting all inspections under the AFIS saves time, and Gen Lamberth agreed that wing commanders are increasingly more willing to admit that they simply can't do everything.

overtime to get ready. Now, folks assess themselves constantly and hold themselves accountable. When the IG comes, it is almost a non-event. Today, a commander calling something red is not necessarily a bad thing. It is identifying a need for resourcing or for a risk assessment at a higher level. Commanders are embracing this process."

Deputy Inspector General Col Lee Landis stressed that one change that helped was consolidating various inspections into a Capstone rather than preparing for and undergoing several inspections throughout the year, as was done in the past. "Units no longer need to prepare for multiple functional inspections for things like maintenance, logistics, services, ops, or air traffic control at various times of the year."

Conducting all inspections under the AFIS saves time, and Lamberth agreed that wing commanders are increasingly more willing to admit that they simply can't do everything.

"We work hard to come online at least once between Capstones to put boots on the ground to observe a readiness exercise that wings must do each year," he said. "We give them honest feedback—something to work at—by communicating with them earlier and more often than before. But asking units not to chase metrics—and instead assess themselves and find areas of non-compliance—is a cultural change, which takes time. It gives wing commanders a holistic look at the wing and allows them to set priorities and apply resources accordingly," he added. "Then we, the IG, come in and validate what unit-level inspectors find—but we don't hammer them, especially if they have detected and are addressing deficiencies. We want to be a helping hand, not a heavy hand."

He emphasized that determining what is red depends on priorities.

"For a high priority item like mission execution, for example, we want to be as good as we can possibly be. Mowing the grass twice a week versus once, well—a commander might want to address it but they are not likely to assign valuable resources to it. Commanders have finite resources—money, manpower, and material—so they must embrace some red items that are low on the priority list."

Lamberth said that despite its increasing effectiveness, the AFIS still presents challenges.

"Dialogue between the wing and the functional managers gets better every year, but one hurdle now is

how to include more virtual efforts so that we need fewer boots on the ground for inspections. Also, we need to help prioritize what is important for the wings and what contributes to readiness." Even so, Lamberth believes AMC is better because, under AFIS, being mission ready equals being inspection ready every day.

"It has raised the bar for excellence across the enterprise, improving effectiveness and efficiency. When commanders and inspectors at the wing level realize this and work to improve units over time, that's a win for the system."

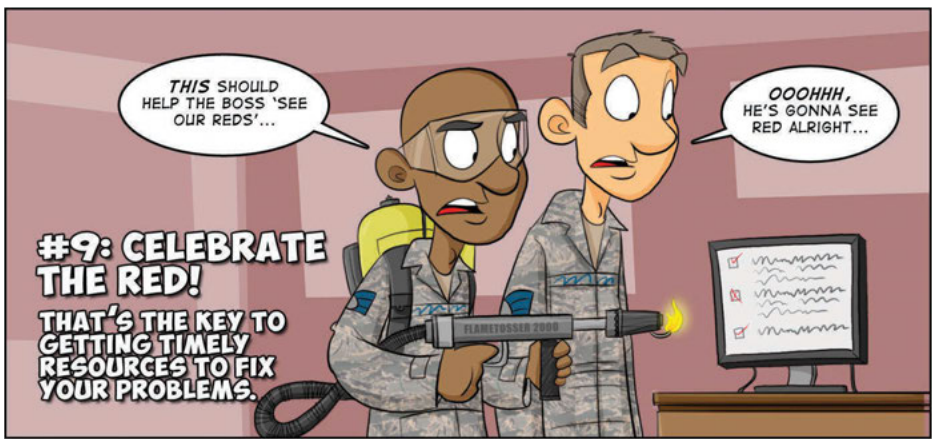
CMSgt Cody Bringham, AMC IG's Senior Enlisted Leader, agrees with that organizational overview. "Before, people focused on their own task or area," he said. "But with an AFIS culture, you see a wing in its entirety—how personnel accomplish the mission in totality versus individually. It is not about how something affects a certain area but how it affects the entire wing."

AFIS has not just taken hold in the active component but the Air Reserve Component (ARC) has made major strides in implementation as well. According to Brig Gen Alan Swartzmiller, the AF Reserve Command Inspector General, "The AFIS construct has been particularly useful in the ARC. With extremely limited resources and personnel availability, commanders are more in tune today with identifying wing priorities. Through the Commander's Inspection Program (CCIP), they can expand commander's intent into an inspection strategy and calendar that directly supports their priorities over lesser requirements that consume Airmen's time."

"It has raised the bar for excellence across the enterprise, improving effectiveness and efficiency. When commanders and inspectors at the wing level realize this and work to improve units over time, that's a win for the system."

In closing, Lamberth added that the CCIP is the cornerstone of AFIS and, along with this, is putting together a good Wing Inspection Team (WIT).

"When a commander embraces the CCIP and invests the time, personnel, and training for a highly effective WIT—the result is typically a high performing unit. The return on investment is high. If wings are chasing metrics and trying to make everything green, they are not necessarily focused on the right things. However, if a wing is able to set unit priorities, conduct exercises, and inspect and assess itself, it is probably setting a standard of excellence that we are shooting for."



How We Rationalize Shortcuts

BY MR. STEVE PANGER,
HQ AMC FLIGHT SAFETY

AMC has been working hard for a few years now on proactive safety. You've probably heard about common programs like LOSA, ASAP, and MFOQA. They identified underlying concepts that are important and deserve future study, such as **intentional non-compliance, normalization of deviance, and groupthink**. All are interrelated and I'll define them later, but here are a couple of recent safety incidents to illustrate them:

An aircrew was conducting a two engine running onload/offload (ERO) and failed to identify and respond to an engine overheat warning. This was partially due to the aircrew constantly clearing warnings due to changing cargo door and ramp reconfigurations, which most likely desensitized the crew to other caution messages. This is an example of intentional non-compliance of standard operating procedures (SOPs).

During a recent mishap, due to the common practice within maintenance debrief of summarizing the pilot-reported discrepancy from the aircraft maintenance logbook to G081 (the maintenance data collection system), critical verbiage from the original discrepancy was omitted when transferring information into G081. This intentional non-compliance of standard procedures and a normalization of deviance resulted in an inaccurate representation of the discrepancy to the production staff and maintenance leadership. Then, due to complacency, the production staff failed to read the original pilot-reported discrepancy and did not properly status the aircraft or elevate the seriousness of the discrepancy. Groupthink perhaps?

As military members, we might be tempted to rationalize taking shortcuts with checklists because we operate in conditions of stress and feel pressure to perform quickly. Some even rationalize that we SHOULD shortcut our safety best practices when faced with conditions that we perceive are urgent. Individuals in certain conditions rationalize shortcuts to themselves, thinking, "There's no time to waste. If I follow all the steps I'm supposed to, the mission will be delayed."

The LOSA Collaborative (contractors who have been overseeing AMC's LOSAs) defines **intentional non-compliance** as an error that meets one of four conditions:

1. The error is committed multiple times during one phase of flight.
2. The crew openly discusses intentionally committing an action that is against published SOPs.
3. The crew is time-optimizing standard operating procedures when time is otherwise available.
4. An aircraft handling error involves an increase in risk when more conservative options are available.

Some LOSAs identified intentional non-compliance as a major subject area. These intentional non-compliance errors might move away from an SOP without incident, accident, or consequence but could develop into a normalizing of deviance.

When we get away with taking shortcuts, we are, in a way, rewarded for taking them. We remember the path to successful outcomes; if a path involved shortcuts, it may compel us to take shortcuts again because it's a faster (and perhaps incorrectly considered more efficient) way to the successful outcome. Once we get enough previous successes that involved shortcuts under our belts, we let our guard down and consider standard procedures overkill. But the success might be based on luck—not skill.

When we rationalize shortcuts that are reinforced with positive (successful) outcomes, the shortcut becomes the new standard of behavior. When it happens on a large scale, no one within the organization notices because the behavior is the new "normal."

Diane Vaughan, when writing about the Space Shuttle Challenger, defined **normalization of deviance** in part as "… people within the organization become so much accustomed to a deviation that they don't consider it as deviant, despite the fact that they far exceed their own rules for the elementary safety."

It can be easy to get drawn into deviations in the military. We operate so often with stress, consequence, time compression, and changing conditions that taking shortcuts to expedite successful outcomes can itself become "normal."

Eventually, deviant behavior can become the norm, even grossly deviant behavior that seems outside the bounds of safety. This drift into failure can be slow, taking a significant amount of time for the new standard to become entrenched. Organizations often don't see it happening. They are deep in denial that anything is wrong and defiantly defend their methods as best practices—even defending close calls, near misses, and casualty events due to their "dangerous profession."

Irving I. Janus defined **groupthink** as "… a quick and easy way to refer to the mode of thinking that persons engage in when *concurrence-seeking* becomes so dominant in a cohesive group that it tends to override realistic appraisal of alternative courses of action."

A recent LOSA SIB indicated several factors have contributed to normalizing deviance. The first is 15 years of combat operations, which has robbed our crews of adequate training time and resources. The second is a false sense of security, where a crewmember safely gets away with omitting checklists or briefings until that one time when a situation changes just enough to cause a mishap. The third factor is over-proceduralization—in other words, rules or procedures that are over-designed and do not match up with operational realities of simple tasks can cause crews not to feel obligated to complete a checklist step, or an entire checklist, contributing to normalizing deviance. After repeatedly accepting this lower standard, it becomes normal for crews to deviate from the published standards and accept that as the new norm.

According to Roger Baker (2005), intentional non-compliance errors are "born from a lack of flight crew discipline, or a lack of procedural clarity that makes it difficult for flight crews to comply with SOPs as written, or deeper systemic/latent factors such as operations pressure, scheduling-induced fatigue, and/or morale." Baker contends that intentional non-compliance requires three factors: motivation (reward), high probability of success, and absence of peer pressure or reaction.

One could conclude that normalization of deviance is another form of group-think reinforced by absence of peer pressure or reaction, as Baker stated.

Intentional non-compliance errors may or may not progress into an undesirable aircraft state (checklist not run properly, aircraft system not configured correctly, etc.) but could indicate a deterioration in flight discipline.

A couple of recommendations to consider:

- Do not use past success to redefine acceptable performance.
  - Consider risk decision options after analysis and objective assessment of scenario-driven probability and severity.
  - There is a difference between ASSUMING risk and CREATING risk. Those who have normalized deviant behavior have been creating risk for so long that it feels normal. The more success they've had, the more normal it feels.
- Prevent groupthink; know and avoid its symptoms.
  - Ask someone on the team to represent opposing views, or ask everyone to voice their opinion before embarking on a mission or task.
  - Discuss areas of vulnerability in your area where it appears as though you may be drifting toward failure.
  - Discuss a close call or near-miss event where, in hindsight, it appears a contributing factor was a shortcut that members have taken repeatedly for a long time.

With few exceptions, aircrews and maintainers have been conducting safe and reliable missions and maintenance processes. Our intent is for this to persist. By continuing to conduct proactive safety programs, AMC Safety will help analyze root causes and educate AMC personnel about the pitfalls of intentional non-compliance, normalization of deviance, and groupthink behaviors.

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The 5 Levels of Military Flight Operations Quality Assurance Analysis Acceptance

BY MR. BILL KROUSE, AMC OPS RAMS

Most adults have heard of the "five stages of grief."[1] In 1969, Dr. Kübler-Ross, a renowned psychiatrist, postulated a theory that an individual experiencing the death of a loved one goes through five distinct stages of grief before being able to return to a "meaningful life." These stages are:

1. Shock and Denial
2. Anger
3. Depression and Detachment
4. Dialogue and Bargaining
5. Acceptance

While the acceptance of Military Flight Operations Quality Assurance (MFOQA) analysis cannot be compared to the loss of a friend or relative, a decade of conducting MFOQA analysis across the U.S. Air Force has shown there is a similar corollary associated with the acceptance level of MFOQA analysis. The levels of MFOQA acceptance are:

1. Denial
2. Disassociation
3. Questioning
4. Belief
5. One with the Force (my personal favorite)

1 The model was first introduced by Swiss psychiatrist Elisabeth Kübler-Ross, M.D., in her book *On Death and Dying* (Routledge, 1969).

Like Dr. Kübler-Ross's model, each level contains a set of characteristics or beliefs that hinder and impede the individual from progressing to the next level of acceptance. This article will highlight features of each level and examine what is needed to transition to the next one.

As previously mentioned, the first level of MFOQA acceptance is "Denial" or what I like to call the "This Stuff Is Fake News" level. Yes! A Chief of Flight Safety actually referred to MFOQA analysis as fake news during a gathering of fellow Chiefs of Safety. This comment typifies the quintessential belief held by individuals in this acceptance level, where they are certain there is no way another individual analyzing flight data can understand what the pilot was doing just by looking at the "ones and zeros" recorded by the aircraft. This misconception is mainly caused by the lack of understanding of what data the aircraft records, how the information can be interpreted, and what tools are available to display the analysis derived from the data.

An additional perception by individuals at this level is that MFOQA analysis is a scorecard of performance; therefore, any acceptance of the validity of MFOQA analysis is an acceptance of the concept that crews can be evaluated by just looking at flight data.

So why are Airmen stalling at this level? Most fliers are structure oriented; they like rules and do not like change. This generalization is especially true with senior fliers who grew up in the "Black Boot" days of Q3s for the smallest of errors. To transition out of this level, fliers must understand two facts. First, by regulation[2], analysis derived from data collected as part of the MFOQA program cannot be used to initiate punitive action. In fact, the MFOQA analyst de-identifies all analysis products before they are released. Basically, MFOQA analysis does not generate any threat to crews. Second, most everyone has seen the animations created by the Air Force Safety Center (AFSEC) to illustrate a mishap. No one questions the validity of those animations. The interesting fact is MFOQA analysis is generated using the same flight data. To transition to the next level of acceptance, the Airman must accept that MFOQA analysis is factual information and presents no threat to the individual.

The second level of MFOQA acceptance is called "Disassociation"

2 AFI DoDI 6055.19: *Aviation Hazard Identification and Risk Assessment Program (AHIRAPS)*, 3.2.e (2). Restricted data use. Data collected for, or analysis generated from, AHIRAPs must not be used to: (a) Monitor personnel performance to initiate qualification downgrade or decertification. (b) Take adverse personnel action, except as described in paragraph 3.2.e.(4).

Once individuals accept that they are human, the transition to the next level comes quickly.

or the "It's the Other Guy" level. This acceptance level is characterized by a general belief that the negative trends identified in MFOQA analysis can only be attributed to other pilots, other squadrons, or other MDSs. Call it a high level of confidence in their abilities or just pure ego, but individuals at this level cannot accept that the decisions they are making may be increasing the risk to the mission. There is a resistance to accept that operational pressures, external influences, and natural human factors could possibly affect their ability to successfully complete the missions. Naturally, to transition out of this level, the individual has to accept that any pilot on any given day can make a bad decision. Once individuals accept that they are human, the transition to the next level comes quickly.

The third level of acceptance is called "Questioning" or "I Don't Understand What I Am Looking At" level. Many crews spend a lot of time at this level. It is natural for data-centric individuals to want to understand what they are looking at before they take the total leap of faith. Airmen at this acceptance level question everything. For example: Does the software know when I configured the aircraft, what the planned approach speed was, or what weather was present? These are all excellent questions; however, the answers are dependent on the information that the aircraft records, which would be too large a topic to address in this article. Transitioning into this acceptance level is great; however, it brings added responsibilities for Airmen. Each aircraft has an MFOQA Process Guide developed to address the primary questions crews ask, outline what the aircraft records, and highlight the parameters currently being used for analysis. A copy of each MDS MFOQA Process Guide is stored on your EFB in the MFOQA folder and is also available from the MAFOPS website (**https://mafops.us.af.mil/Home**). Find a copy of your MDS MFOQA Process Guide and review it. Generate new questions and forward them to your training shop. If you know the MFOQA analyst, contact that person and generate a relationship of information sharing. If the entire command was at this level, half the benefits of MFOQA would be realized.

If the entire command was at this (third) level, half the benefits of MFOQA would be realized.

The fourth level of acceptance is called "Belief" or "I Believe, But What Do I Do With the Analysis?" level. Thankfully, this acceptance level is generally short lived. The Belief level is mainly caused by a lack in education at both the squadron and wing levels as to how analyses can be used. The high ops tempo across the Air Force adds another obstacle, in which crews, training staffs, and commanders feel they don't have the time to investigate new tools to improve safety, forcing individuals into a reactive mode instead of a proactive one.

A general characteristic that reappears at this level is the idea that MFOQA analysis is a scorecard. A related characteristic at this level is the idea that training missions should not be reviewed in the same manner as an operational sortie. This belief hinges on the perception that instructors are required to accept more risk when training new pilots. Both of these characteristics miss the fact that MFOQA analysis is meant to highlight risk, not to score or rate an event. A mishap on a training sortie is just as real as a mishap on an operational mission.

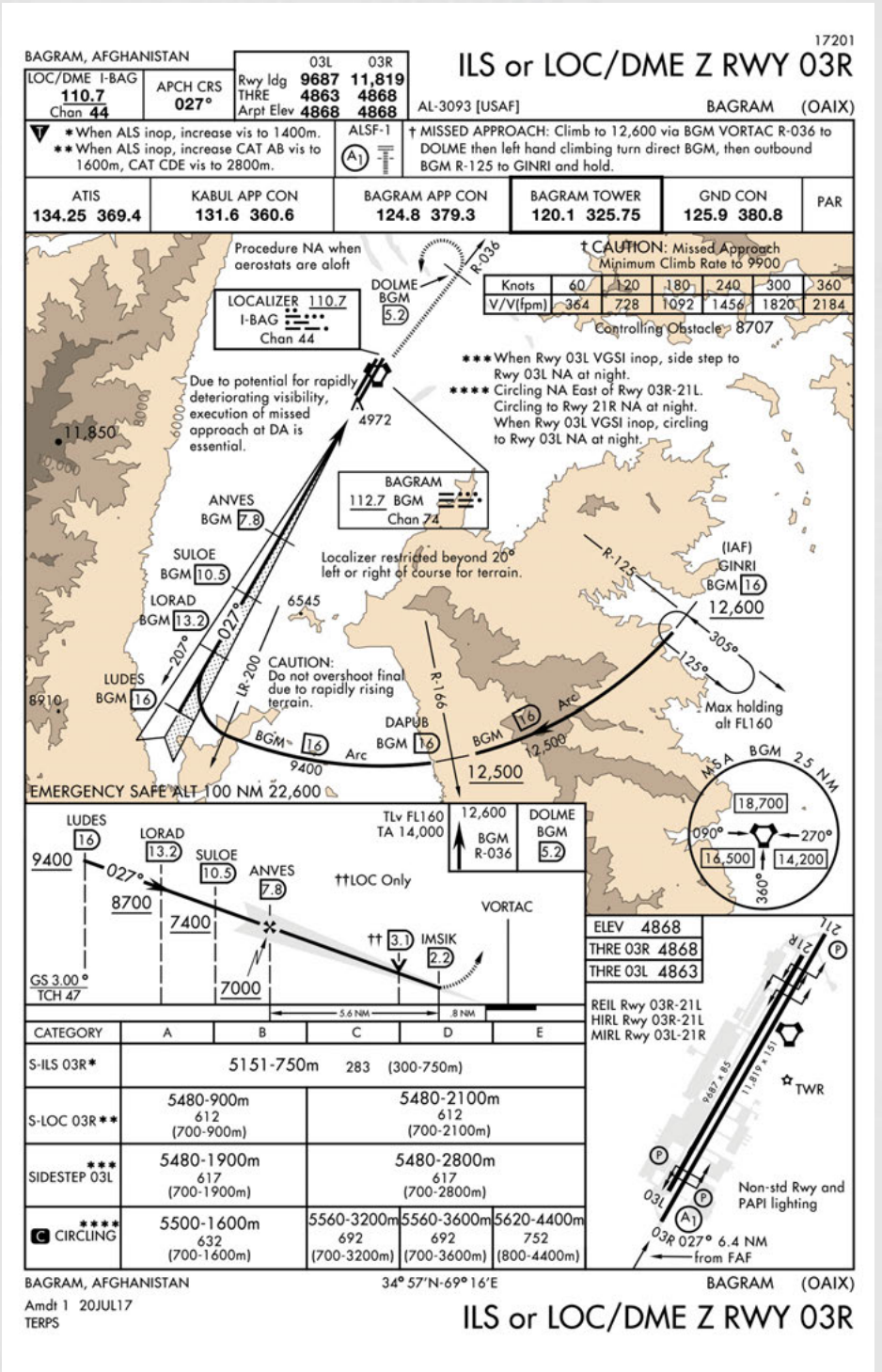
Here is an example of how MFOQA analysis was used for operational missions. Analysis showed a high number of unstable approaches at Bagram AB, Afghanistan, that were characterized by high rates of descent. The headquarters staff did a deep dive to find out what was causing the high rate of descent and discovered it was the mountainous terrain and air traffic control practices. The command's solution was not to go after crews but to develop mitigation options. Transitioning to the next acceptance level requires the individual to understand that the primary purpose of MFOQA analysis is to bring a closer eye on a location, event, or phase of flight with the intent to reduce risk.

The fifth and final level of acceptance is "One With the Force" or the "I Want More" level. No, you don't need a special Jedi gene or to endure an extensive training program to enter

Benefits include reduced risk, improved operational efficiencies, and improved command readiness.

this level. You just need to ask yourself, "What can MFOQA do for me?" This acceptance level is characterized by individuals looking for ways to use MFOQA analysis to their advantage, checking analysis products before flying into a new location, and/or forwarding requests for new analysis through their training or safety offices, or their chain of command. Leadership at this acceptance level reviews MFOQA analysis regularly to evaluate risk at locations where their crews are visiting, comparing their unit to the larger fleet average and requesting specific analysis from the command analyst. Individuals understand MFOQA analysis is a force multiplier for risk avoidance. They know how to interpret and use the analysis for mission planning and execution. Individuals at this acceptance level understand risk cannot be eliminated, but it can be mitigated. Benefits include reduced risk, improved operational efficiencies, and improved command readiness.

The journey through the five levels of MFOQA acceptance is unavoidable. The time spent at each level is not set and is heavily dependent on the amount of education that is provided, and the confidence that leadership supports the program. When commanders and senior leaders are pushing the benefits of the MFOQA program, Airmen will believe and start asking questions. Crews will start using the analysis as a tool during planning and mission execution. Information will flow both to and from the field. Leaders will better understand the risks they are asking crews to accept. Safety will improve, and risk will be reduced. If nothing else, hopefully this article has generated questions. Please initiate conversations at your squadron and contact the Ops RAMS branch at **a3.opsrams@us.af.mil** if you have any questions. Fly safe and use MFOQA to your advantage.



Approach into Bagram depicting the high terrain necessitating increased descent rates if vectored to final.

Graphic from NGA (National Geospatial-Intelligence Agency) FLIP (Flight Information Publication) website

AMC's Annual 2017 Safety Award Winners

Safety Officer of the Year
Capt Nicholas Rapp
19th Airlift Wing, Little Rock AFB, AR

Flight Safety NCO of the Year
MSgt Nicholas Mueller
305th Air Mobility Wing,
Joint Base McGuire-Dix-Lakehurst, NJ

Occupational Safety NCO of the Year
MSgt Justin Musall
735th Air Mobility Squadron,
Joint Base Pearl Harbor-Hickam, HI

Outstanding Safety Civilian of the Year
Mr. Richard Galley
43rd Air Mobility Operations Group,
Pope Army Air Field, NC

Safety Office of the Year
305th Air Mobility Wing,
Joint Base McGuire-Dix-Lakehurst, NJ

Outstanding Achievement Award for Weapons Safety
TSgt Joseph Stanley
22nd Air Refueling Wing, McConnell AFB, KS

Outstanding Achievement for Occupational Safety (Cat II)
436th Airlift Wing, Dover AFB, DE

Outstanding Achievement for Occupational Safety (Cat III)
628th Air Base Wing, Joint Base Charleston, SC

Outstanding Achievement for Occupational Safety (Cat IV)
62nd Airlift Wing, Joint Base Lewis-McChord, WA

Outstanding Achievement for Occupational Safety (Cat V)
724th Air Mobility Squadron, Aviano Air Base, Italy

Director of Safety Aircrew of Distinction Award
TORQE 61 Aircrew
317th Airlift Wing, Dyess AFB, TX

Director of Safety Aviation Maintenance Safety Award
726th Air Mobility Squadron,
Spangdahlem Air Base, Germany

Koren Kolligian, Jr. Trophy
SrA Brandon B. Deal
39th Airlift Squadron, Dyess AFB, TX

Risk Management Achievement
19th Airlift Wing, Little Rock AFB, AR

Aero Club Safety Certificate
436th Airlift Wing, Dover AFB, DE

Distinguished Motorcycle Safety Award
436th Airlift Wing, Dover AFB, DE

RiderCoach of the Year
SrA William B. Johnson
60th Air Mobility Wing, Travis AFB, CA

Well-Done Award
C-5 NLG-up Team
725th Air Mobility Squadron, Naval Station Rota, Spain

SSgt Taunee N. Tibbs
375th Operations Group, Scott AFB, IL

6th MXS Top-Coat Team
MacDill AFB, FL

Left to right: MSgt Nicholas Mueller (FSNCO), Maj Todd Susan (FSO), Capt John-David Webb (FSO), Lt Col Robert McAllister (COS), Mike Luna (USDA Biologist), John Horsfield (USDA Technician), and Jared Myers (USDA Technician).

Safety Office of the Year

305th Air Mobility Wing
Joint Base McGuire-Dix-Lakehurst, NJ

The 305th Air Mobility Wing (AMW) at Joint Base McGuire-Dix-Lakehurst (JB MDL) received the prestigious Safety Office of the Year award for fiscal year 2017 in recognition of outstanding achievements in flight safety. During this period, the 305 AMW synergized 18 joint and total-force partners—encompassing 88 units, 96 aircraft, and 42,000 personnel. The result? Zero on-duty ground, weapon, and flight Class A mishaps, an accomplishment they have repeated annually for over 20 years.

Lt Col Robert McAllister, Chief of Safety at the 305 AMW, said his "small but mighty team consists of only three full-time personnel. They've proven it's possible to accomplish great things with teamwork and support from leadership."

One example comes from MSgt Nicholas Mueller, the Flight Safety NCO, who helped secure the award

During AMC's 2017 Unit Effectiveness Inspection, the 305 AMW Safety Office was named an Exceptional Performer, and two members were individually recognized as Superior Performers.

with his efforts to build Bird/Wildlife Aviation Strike Hazard (BASH) kits. The Safety Office oversaw a $302,000 wildlife contract with the United States Department of Agriculture (USDA). "Every impact point is important," he said, "and to encompass the true bird migration, you need to encompass all strikes." AMC also highlighted their Office for mishap response "Go-Binders." Mueller "[updates] them quarterly to include every current phone roster, technical order, and Air Force Instruction—everything you could possibly need for an investigation."

Capt John-David Webb, the KC-10 flight safety officer, works closely with the BASH program and interfaces daily with the USDA. "Some of the most important data we gather," he said, "is which species transit the airfield. This data allows the USDA team to eliminate guesswork and tailor a BASH plan to those species."

BASH isn't limited to birds, however. The overpopulated whitetail deer in New Jersey have been a continuous threat to aircraft safety. In 2016, a C-17 actually hit a deer on Lakehurst, and last year, 27 deer were found roaming McGuire Field. Fortunately, nobody was hurt. Webb explained a surprisingly simple method to keep deer numbers down. "The most effective thing we've done is to just get everyone to close the gates on the airfield," he explained. "The biggest hurdle was getting everyone to buy in and just close the gates on their own." The safety office is currently working to automate some gates to make transit more seamless.

Teamwork continues as they work with their total force Reserve partners at the 514 AMW, who hosted four Mid-Air Collision Avoidance events. Some of the busiest airspace in the world is within 100 miles of JB MDL. Over 50 small civilian airfields fall within McGuire's airspace, serving thousands of civilian aircraft per year.

During AMC's 2017 Unit Effectiveness Inspection, the 305 AMW Safety Office was named an Exceptional Performer, and two members were individually recognized as Superior Performers. Three Safety Office members were asked to serve at AMC functions, including Exercise Mobility Guardian and the 2017 Tanker Line Operations Safety Audit Safety Investigation Board.

Other members of the team are Maj Todd Susan, Capt Matthew Bolado, and Capt Alex Turton, two of whom have recently PCS'd. Congratulations to the 305th Air Mobility Wing Safety Office on all of its accomplishments!

A C-17 Globemaster III from the 305th Air Mobility Wing prepares for takeoff at Joint Base McGuire-Dix-Lakehurst, N.J.

USAF photo by A1C Zachary Martyn

Director of Safety Aircrew of Distinction Award




TORQE 61 Aircrew

Maj Christopher Valliere, Capt Charles Storm, MSgt John Beal,
TSgt Lynzey Thornton • 317th Airlift Wing, Dyess AFB, Texas

On February 3, 2017, the crew of TORQE 61, supporting Operation Freedom's Sentinel, was assisting a Combined Joint Special Operations Air Component by airlifting troops and equipment that were performing unconventional coalition operations. On the night of the mission, a blizzard moved through Bagram Airbase, producing high winds, large amounts of snow, and low visibility that forced delayed operations. Due to mission priority, the crew accepted a waiver authorizing its departure from the base.

During the departure roll, seconds prior to the C-130J's takeoff refusal point, the pilot felt a strong pull on the aircraft to the left. The aircraft abruptly veered off centerline, losing traction and hydroplaning on slush towards a wall of snow bordering the runway. The crew's workload increased significantly when the aircraft's warning indications signaled the number two engine flaming out due to snow ingestion and unresponsive brakes due to the icy conditions. Upon performing the takeoff abort procedure, the pilot discovered his nose wheel had cantered completely offset, leaving him with only differential engine power to keep the aircraft on the runway surface. As the pilot adjusted the remaining engine's forward and reverse engine power for control, the copilot coordinated external support while the loadmasters secured the cargo compartment and ran emergency checklists for the flight deck.

The crew's teamwork and systems knowledge brought the aircraft to a complete stop on the runway. Their execution of crew resource management was the sole reason the aircraft did not depart the runway, saving 27 lives and a $70 million aircraft. The safety awareness and risk management these Airmen exhibited reflect great credit upon them, the 39th Airlift Squadron, Air Mobility Command, and the United States Air Force. Crew members and their roles that day were Maj Christopher Valliere as Aircraft Commander/Pilot, Capt Charles Storm as Copilot, and MSgt John Beal and TSgt Lynzey Thornton as Loadmasters.

Safety Officer of the Year

Capt Nicholas Rapp

19th Airlift Wing, Little Rock AFB, Arkansas

CAPT NICK RAPP is the Chief of Flight Safety at the 19th Airlift Wing, Little Rock AFB, Arkansas. He is responsible for ensuring C-130J operations involving 15,700 flight hours per year are safely executed at the 19 AW. He is also a C-130J instructor pilot and flies for the 41st Airlift Squadron at Little Rock AFB.

As Chief of Flight Safety, Rapp is responsible for the flight safety of the world's largest C-130 base. He works with Little Rock AFB's tenant units from the Air Education and Training Command, Arkansas Air National Guard, and Air Force Reserve Command to promote a proactive safety culture that contributed to zero Class A or B mishaps the past four years. During his last deployment to Afghanistan, he earned an AFCENT Aircrew Safety Award of Distinction for his leadership and actions during an engine loss immediately after takeoff, saving five lives and a $78 million aircraft. Additionally, Rapp led investigations into several C-130H/J Class C and D mishaps; his subsequent recommendations reduced potential future mishaps. Also, his work with Military Flight Operations Quality Assurance analysts to troubleshoot C-130 issues and determine solutions resulted in fewer unstable approaches.

Raised in the St. Louis area, Rapp commissioned in 2008 through the ROTC program at Southern Illinois University at Carbondale. After Undergraduate Pilot Training at Whiting Field Naval Air Station (NAS) in Florida and NAS Corpus Christi in Texas, he was selected to fly the C-130H and helped stand up the 537th Airlift Squadron at Joint Base Elmendorf-Richardson in Anchorage, Alaska. He later transferred to the 52d Airlift Squadron at Peterson AFB in Colorado. He transitioned to the C-130J, was assigned to the 41st Airlift Squadron, and has flown over 250 combat sorties in support of Operation Freedom's Sentinel and Operation Resolute Support.

Flight Safety NCO of the Year

MSgt Nicholas Mueller

305th AMW, Joint Base McGuire-Dix-Lakehurst, New Jersey

MSGT NICHOLAS MUELLER is the Flight Safety NCO for the 305th Air Mobility Wing (AMW), Joint Base McGuire-Dix-Lakehurst (JB MDL), New Jersey. He is responsible for implementing and managing the 305 AMW Flight Safety program, which oversees 12 units over five wings. Mueller engages with commanders, supervisors, and Unit Safety Representatives, providing oversight and guidance to ensure safe flying and maintenance operations. He seamlessly integrates 305 AMW Flight Safety operations with the 87th Air Base Wing (ABW), a host unit that provides installation support to 88 DoD mission partners that include Army, Navy, Marines, Air Force, FBI, and USDA.

His background is in KC-10 and C-17 maintenance, including Isochronal and Home Station Check Inspection, Section Chief, Dock Chief, Flying Crew Chief, Propulsion, Aerial Repair, and Military Qualification Training Program Instructor. Over the past year, Mueller led 11 wing-level programs; he was recognized as a Superior Performer by the AMC Inspection Team during the 2017 Unit Effectiveness Inspection. Additionally, AMC benchmarked two of his programs. Specifically, his Flight Safety Go-Binders were recognized as a best practice. He also trained 12 Logistics Readiness Management Instructors in a Privileged Information training course, authorizing them to present relevant mishaps to the Maintenance Group, resulting in an 8 percent decrease in mishaps from the previous year.

Mueller highlighted several airframe safety deficiencies to higher headquarters. One of them, a material deficiency with the C-17 main landing gear (MLG) shimmy damper, led to numerous MLG cracks and resulted in a fleet-wide replacement order. AMC Safety also asked Mueller to act as a safety representative for the Mobility Guardian exercise. His expert awareness and safety direction of 26 international partners resulted in the safe operation of 54 aircraft over 612 missions and zero mishaps during Mobility Guardian.

Occupational Safety NCO of the Year

MSgt Justin Musall

735th AMS, Joint Base Pearl Harbor-Hickam, Hawaii

MSGT JUSTIN MUSALL is the Safety Superintendent for the 735th Air Mobility Squadron, Joint Base Pearl Harbor-Hickam, Hawaii. He implemented the commander's safety program and provided safety program oversight and support to AMC's busiest en route squadron in the Western Pacific, including detachments in Australia and New Zealand. He monitors the annual movement of approximately 110,000 passengers and 20,000 tons of cargo over 9,000 missions.

Musall guided his unit to a perfect AMC Safety inspection, the first ever en route to accomplish this feat. Additionally, he identified an underground fuel tank fire hazard, bringing the Joint Base, Pacific Air Force, and Army and Air Force Exchange Service together to implement a quick resolution and avert potential fatalities and over $200 million in damages. He also identified the cause of four on-duty traumatic brain injury mishaps, which led to a 30-day awareness campaign. Musall was selected to co-author a Career Field Education and Training Plan and on-the-job training toolbox, which standardized upgrade training. He also instilled a sound safety culture—his unit secured six of eight group and wing quarterly safety awards. Plus, one individual identified improper tire servicing PPE, which led to an Air Force-wide policy change and garnered an Air Force Safety Well Done Award. The unit also won the 515th Air Mobility Operations Wing, FY17 Outstanding Achievement Award for Occupational Safety.

Born in Crawfordsville, Indiana, Musall joined the USAF in June 2004 and spent his first eight years as an Electronic Warfare technician before retraining into Safety. His dedication to service earned him the FY17 AMC Occupational Safety NCO of the Year Award, which joins numerous other awards, honors, and achievements he earned within and outside the safety arena during his career.

Outstanding Achievement Award for Weapons Safety

TSgt Joseph Stanley

22nd Air Refueling Wing, McConnell AFB, Kansas

TSGT JOSEPH STANLEY was Weapons Safety Manager for the 22nd Air Refueling Wing (ARW) at McConnell AFB, Kansas, from January 2015 until September 2017, where he revamped the 22 ARW Weapons Safety program. He was responsible for implementing and overseeing the Weapons Safety program and explosives activities, as well as providing safety oversight and support to four tenant units. This included explosives operations, storage facilities, and 14,000 pounds of explosives. Stanley ensured compliance of explosives safety standards for 19 base organizations across four MAJCOMs. He conducted safety inspections and oversaw 44 unit representatives to ensure regulatory compliance—protecting 6,200 personnel and $3.1 billion in assets.

While deployed to Bagram Airfield, Afghanistan, as the 455 AEW Weapons Safety Manager, Stanley was an integral part of Operation Freedom's Sentinel and Operation Resolute Support. He aided Weapons Safety Managers in Kandahar and Jalalabad, ensuring the protection of an aircraft parts store valued at $19 million. Stanley expertly managed a Weapons Safety program for CENTCOM's busiest logistics hub and safely intertwined personnel and equipment with over 2.3 million pounds of net explosive weight. Additionally, he played a role in the first operational use of the MOAB (Massive Ordnance Air Blast), which afforded him a chance to be on a chase plane to watch it being dropped. In September 2017, he was appointed Munitions Systems Section Chief and Delegate Munitions Accountability Systems Officer for the 22d Maintenance Squadron, Ammo Flight.

Originally from Green Bay, Wisconsin, Stanley entered the Air Force in 2002. He began his career as a Munitions Systems Apprentice before serving in various other positions and fields. Assignments prior to McConnell AFB include Davis-Monthan AFB, Arizona; Kunsan Air Base, Republic of Korea; and Eglin AFB, Florida. He has deployed in support of Operations Iraqi Freedom and Enduring Freedom.

RiderCoach of the Year

SrA William B. Johnson

60th Air Mobility Wing, Travis AFB, California

SRA WILLIAM B. JOHNSON has led the Motorcycle Safety Program for Travis Air Force Base, California, since 2016. As the Program Manager for Motorcycle Safety there, he manages the Motorcycle Refresher Course training and serves as the Chief Sport Bike Instructor. He is responsible for approximately 614 riders at Travis Air Force Base and must ensure that all riders are current on training requirements and that all riders attend the Motorcycle Refresher Course.

In addition to keeping Airmen current on training, Johnson also worked hand-in-hand with local law enforcement agencies and California Highway Patrol during 2017 to organize pre-season briefings concerning upcoming laws, hazard identification, and the importance of wearing the proper personal protective equipment. Additionally, he created a reimbursement program to provide funding for all motorcycle related training after the existing contract expired. This reimbursement program saved Travis Air Force Base $57,000 annually and reduced personnel workload by 50 percent. As the Chief Sport Bike Instructor, Johnson organized three mentorship rides that spanned five squadrons; he also taught 60 riders methods to inspect their motorcycles, cornering and leaning techniques, and ways of combating highway hypnosis.

Born in Clover, South Carolina, Johnson joined the Air Force in 2012. He participates in motorcycle track days throughout the state of California. Of all tracks he has had the opportunity to visit, he considers his favorite to be Mazda Raceway Laguna Seca on California's central coast. He currently works as an Occupational Safety Journeyman at Travis Force Base following a period of service at Minot Air Force Base in North Dakota.

Distinguished Motorcycle Safety Award

SSgt Lance Hughson

436th Airlift Wing Safety Office

Dover AFB, Delaware

The 436th Airlift Wing Safety Office, unit Motorcycle Safety Representatives, and six on-base RiderCoaches manage a highly effective Motorcycle Safety Program at Dover Air Force Base in Delaware. Their outstanding efforts resulted in zero Class A or B mishaps for the third year in a row and earned the group's receipt of Air Mobility Command's Distinguished Motorcycle Safety Award for 2017.

SSgt Lance Hughson from the 436th Airlift Wing Safety Office took the lead for managing the Dover AFB motorcycle safety program. He orchestrated the 11th Annual Motorcycle Safety Day on April 28, 2017, hosting the Delaware Office of Highway Safety, seven area motorcycle vendors, as well as numerous local motorcycle law enforcement officers. Throughout fiscal year 2017, Hughson oversaw the six qualified RiderCoaches and ensured 96 Dover AFB riders were effectively trained and licensed.

Approximately 250 riders attended the Motorcycle Safety Day event, which started with a mandatory pre-season briefing that Hughson developed and presented. This was followed later in the day by a training session on the airfield taxiway at Dover, where riders enjoyed the rare opportunity to practice high speed braking exercises. The successful Motorcycle Safety Day enabled motorcycle riders from throughout the base to get together and participate in events and/or displays that emphasized safety.

Outstanding Safety Civilian of the Year

Mr. Richard Galley

43rd AMOG, Pope Army Air Field, North Carolina

MR. RICHARD GALLEY is the Flight Safety Manager for the 43rd Air Mobility Operations Group (AMOG), Pope Army Air Field, North Carolina. Working with commanders, supervisors, and safety representatives, his guidance ensures safe maintenance and flight operations. His responsibilities include implementation and management of the aviation safety program for AMC's second busiest en route airfield. His oversight and support provides for the safe operation of 22 landing zones/drop zones with 33,000 aircraft operations annually.

His accomplishments include securing an Outstanding Performer rating in the AMC Unit Effectiveness Inspection; his flight safety program was rated Highly Effective. Galley was also awarded the 43 AMOG Staff Agency Outstanding Civilian (Category II) of the Year 2016. He wrote the group's BASH Plan, which implemented USDA support and yielded a reduction in wildlife strikes in excess of 50 percent. Also, his revised Mishap Investigation Response Plan ensures the timely response to aviation accidents under the 43 AMOG organizational structure. Among his career accomplishments, Galley volunteered as investigating officer of a Class B aviation mishap, sponsored two safety investigation boards (SIBs), and trained more than 30 SIB members and 10 squadron assigned flight safety officers. He is a graduate of the Air Force Safety Center Risk Management Course, is an OSHA 30-hour certificate holder, and is certified by the American Society of Safety Engineers.

Galley hails from Salisbury, Pennsylvania, and has a master's degree in Air Operations. He began his civil service career in 2016 after serving 23 years in the Air Force. In his military career as a C-130 navigator, he amassed nearly 3,000 flight hours and culminated as a flight safety officer. Prior to Pope, he and his family resided at Mountain Home AFB, Randolph AFB, Little Rock AFB, Ramstein AB, and Scott AFB.

So **That's** What I Signed Up For?

BY MS. JANET PURDY, STAFF WRITER

A few years back, my family was looking for a Saturday activity that was close, fun, and touristy. As we searched, we came across a nearby state park with sand dunes. We didn't have our own all-terrain vehicle (ATV) but found a recreational shop that would give a guided dune buggy ride. We were PUMPED! It looked like so much fun! In all of the excitement, I neglected to actually consider what I was about to do. I was just looking forward to a little time in the sun on the sand.

There I was—with my husband and 3-year-old son—buckling up in the back seat. As we took off on this adventure, our "chauffeur" began to pick up speed and head toward the dunes. The closer we got, the higher the dunes looked. And, to my surprise (or stupidity), there were numerous other ATVs driving randomly, hauling @&*. It appeared there were no designated trails (duh), just 25- to 75-foot dunes and 1,800 acres awaiting us on this adventure.

Don't get me wrong, it was a blast until we flew straight up a dune, unable to see what was coming up the other side.

It was a blind crapshoot. It's an easy way to get a rush but also an easy way to meet another ATV face-to-face or to roll over to avoid a head-on collision, possibly in mid-air. Although whip flags that enable you to see an ATV above the tops of dunes are typically required, the reaction time is brief.

For a moment, I wondered if maybe I was just inexperienced and didn't understand the pattern of travel. At that point, I didn't really want to know. The driver seemed confident and, hey, people do it all the time, right?

We finished our dune buggy ride that day with smiles, a few anxious moments, and a memory of a lifetime. I haven't been back—they no longer offer guided dune buggy rides—but I have many friends who frequent the dunes often with their own ATVs. It's a great tourism attraction to boost the economy in a small, rural town.

That was the good news. However, not everyone has a successful adventure. Unfortunately, there are grave statistics (no pun intended) when it comes to recreational ATV use. As reported in January 2017, the Consumer Product Safety Commission (CPSC) had received reports of 14,129 ATV-related deaths that occurred between 1982 and 2015. However, data collection for 2013–2015 is ongoing, and the number of deaths is expected to increase before the next annual report is prepared. These may merely be numbers to you, but they represent family members, friends, and coworkers. That's when safety hits home.

Not all accidents can be avoided and, as I thought when flying up the sand dune, people do it all the time, right? But there are tips for ATVs that can reduce the chances of an injury or fatality.

STANDARD GUIDELINES:

1. Always wear a Department of Transportation-compliant helmet, goggles, long sleeves, long pants, over-the-ankle boots, and gloves.
2. ATVs are designed to be operated off-road. Avoid riding on paved roads, as this increases the chance for an accident.
3. Never ride under the influence of alcohol or drugs.
4. ATVs are designed for a specified number of passengers. Don't exceed this number.
5. Ride an ATV that's appropriate based on your age.
6. Supervise riders younger than 16; ATVs are not toys.
7. Inspect your ATV before each ride: handlebars, tires, fuel, and fluids.
8. Take a hands-on ATV safety course.

Bottom line: think safety!

DID YOU KNOW...

Not all off-road vehicles are the same, and the All-Terrain Vehicle (ATV) is often confused with the Recreational Off-Highway Vehicle (ROV). But there are actually some very significant differences between the two, even if both types of off-roaders are four-wheeled and used for similar types of recreation.

Controls

ROVs have a steering wheel, acceleration foot pedal, and a brake foot pedal; they are driven. ATVs have a handlebar for steering, a throttle controlled by pushing a thumb lever next to the handgrip, and hand lever(s) for front and/or rear brake(s) and a foot pedal for the rear brake. Unlike ROVs, ATVs are ridden instead of driven.

Operators And Passengers

ROVs currently in the market are designed for an operator age 16 or older with a valid driver's license and one or more passengers. They generally have seats situated side by side (or a bench seat) and are equipped with operator and passenger seat belts. They are also equipped with a rollover protective structure, side retention features (hard plastic doors or sturdy canvas netting) and handholds.

Bronze Star Recipient Reflects on Dirt Strip Operations in Syria

Lt Col Robert Rayner received the Bronze Star Medal November 21, 2017, during a ceremony at Joint Base McGuire-Dix-Lakehurst, N.J. Rayner served as the senior airfield authority in Northern Syria in support of Operation Inherent Resolve November 2016 to February 2017.

USAF photo by TSgt Gustavo Gonzalez

BY MS. KIM KNIGHT, STAFF WRITER

Lt Col Robert Rayner, Commander 921st Contingency Response Squadron, Travis AFB, CA, part of the the 621st Contingency Response Wing at JB McGuire-Dix-Lakehurst, recently received a Bronze Star for his efforts in Syria that helped coalition forces eliminate ISIS in key regions. However, he is quick to recognize the contributions of all Airmen he served with while there.

"Receiving the Bronze Star was an incredible honor," he said, "but I was representing the group. I served with roughly 70 Airmen from the Contingency Response Wing and another 40 from AFCENT," he said.

Rayner explained the events leading up to the deployment.

"We open air bases in places where there's a dirt landing zone or maybe a runway without any infrastructure. Our mission statement sums it up well—we rapidly deploy elite mobility Airmen anywhere in the world to meet America's objectives. On November 3, we learned of a potential mission to open an airbase in northern Syria."

Turns out the dirt strip had no perimeter, no walls, no wire, and no entry control points. The team of around 100 Airmen, which included security forces, was tasked with increasing throughput of ammunition, cargo, or whatever was needed to get to the front lines in the fight against ISIS.

"We arrived in the middle of the night," he continued. "We stepped off the aircraft and personnel met us and took us to a few tents. The next morning, we received an overview of the security environment and immediately started working operations the next night. Our mission objectives were accountability, security, and safety. My chief responsibility was to ensure continuous mobility operations."

While there, the Airmen ensured the safe operations for mainly C-130 and C-17 aircraft. Obstacles included the weather—this was during the cold, wet months in Syria—and limited equipment and personnel early in the assignment to assist with continuous

Members of the AirOps team in Northern Syria in support of Operation Inherent Resolve.

USAF photo by SrA Jordan Castelan

airfield and camp construction projects. Communication with the host nation was also a challenge, and forces faced threats from insurgents, too.

"We were always mindful of the threat," said Rayner. "We had no instances of direct threat to the camp while we were there. But without a perimeter, we were always on edge knowing what could happen. We teamed up with coalition forces to aid in our protection, but we were our own force protecting that airfield."

Rayner stated his proudest moment was witnessing the initiative and posture of the Airmen during night-time operations. "From the Joint Operations Center, there was a video feed where I could observe download operations. Night after night when the loadmasters opened the cargo doors, three forklifts would be positioned single file ready to begin the down-load. This level of readiness ensured limited ground times for aircraft, which expedited their departure from the combat environment."

"We challenge our Airmen in austere environments like this, and I'm incredibly proud of what we accomplished," he explained. "Every Airman knew the importance of the mission and saw firsthand how their efforts affected the war against ISIS. We only had six Airmen unloading airplanes for 60 days, which is mindboggling but says a lot about CRW Airmen."

Rayner said the deployment was the highlight of his career thus far. When the 921 CRS departed on March 1, a full perimeter surrounded the base and its multiple living facilities.

"Operations increased over 300 percent while we were there," he said. "We established enduring airfield processes and landing zone operations, and then we handed it over to a newly formed squadron. We gauge our success by how a mission continues after we leave, and this mission continued in our absence. All of the Airmen involved in the effort deserve recognition for their hard work."

Not only was Rayner recognized for his leadership during this mission, but more than 50 of the Airmen on his team were also awarded decorations upon their return.

"It was an incredible mission supported by incredible Airmen. We learned the importance of always training hard because you never know when or where we will be called up next to support."

The 621 CRW is a bi-coastal unit located primarily at McGuire Air Force Base, New Jersey, and Travis Air Force Base, California. The wing is comprised of more than 1,500 uniquely skilled Airmen who main-tain a mission-ready, mobile force that is deployable within 12 hours of notice.

The Bronze Star, which dates back to World War II, is awarded for heroic achievement or meritorious service in combat zones. The 621st Contingency Response Wing at Joint Base McGuire-Dix-Lakehurst, New Jersey, recently hosted a Bronze Star Medal ceremony for seven Airmen who established crucial air hub operations during Operation Inherent Resolve. In addition to Rayner, the other six recipients were Col Rhett D. Champagne, Lt Col Blaine L. Baker, Capt Jacob W. Becker, Capt Andrew T. Schnell, SMSgt Christopher W. Wright, and SMSgt Ricky Smith.

The Strategic Airlift Capability in Pápa, Hungary:

A Dozen Nations, a Single Mission

BY MS. KIM KNIGHT, STAFF WRITER

In its efforts to help protect countless locations around the world, the U.S. Air Force sometimes sets up shop outside the continental United States. Thus, working with other countries is nothing new, but one partnership is a bit different from all others.

The Strategic Airlift Capability (SAC) program in Pápa, Hungary, is an international effort established in 2008 to provide airlift needs for its 12 participating nations: Bulgaria, Estonia, Hungary, Lithuania, Netherlands, Norway, Poland, Romania, Slovenia, and the United States—along with NATO Partnership for Peace nations Finland and Sweden. Col Bjorn Gohn-Hellum of the Norwegian Air Force is commander of the member nations' personnel in the Heavy Airlift Wing that operate the SAC C-17s.

"I am guided by the SAC Steering Board, which is an independent military organization," he explained, adding that the program gives smaller nations in Europe access to military capabilities they otherwise could not afford. Indeed, the lack of airlift capability in many European nations surfaced during the wars in Afghanistan. The concept then was to create a unit akin to NATO AWACS, so the 12 nations signed a 30-year memorandum in 2008, and Pápa Air Base became home to the program.

Three C-17 aircraft delivered in 2009 are Hungarian flagged, and SAC organizations employ approximately 260 multinational military and civilian personnel in Pápa. It is considered a Smart Defense initiative—a cooperative and cost-effective way of thinking about defense—and Gohn-Hellum thinks it has proven a success story in Europe.

"Those collaborations don't always work out, but everybody is getting what they need with this program," he said. "We operate within the budget and have reliable mission capable rates for aircraft. Those two factors help make this work, plus the nations are thrilled to have access to a fleet of C-17s. We don't have that access in Norway, so it's an aircraft I personally wouldn't have been able to fly."

As a Norwegian, he is having the time of his life and feels lucky to be there.

"Blending a dozen nations into a single unit is very different, even from anything in the United States. I came here a little naïve, thinking people are people regardless. I quickly learned we all come from different backgrounds with different values, which sometimes requires different leadership styles. But everyone here wants this to succeed, so it is a great opportunity and honor for me to lead them."

The unique setup is outside any command structure led by independent military organizations, and the commander selection method is unique, too. Four of the nations—Norway, Sweden, the Netherlands, and the United States—are bigger than the others and thus have access to six leadership positions. Concept of Operations (CONOPS) has defined who will lead, and when, during the program's 30-year duration.

"When I leave," explained Gohn-Hellum, "the U.S. vice commander, Col James Sparrow, takes over, and then it alternates between those four nations—but always with a commander or vice commander from the United States. The next time Norway commands is 2029, which is one reason I feel very fortunate."

Being at the right place at the right time has taught him how much there is to know about C-17s. "In addition to aircraft access, Europeans get high quality training about maintenance and safety procedures from the U.S.

Air Force," he added. "This unit is like a little university. People that come here learn, train, and then return home with much more knowledge."

So how are day-to-day mission operations determined and conducted? According to Gohn-Hellum, the 12 nations have a specific share of the number of flight hours relative to the total number of people there. Normally, flights consist of crews and planners from multiple nations. "A C-17 mission may carry one or two U.S. personnel, one Norwegian, one Netherlander, and one Swede. Working in this environment can be a complicated setup, but we are all trained in U.S. Air Force procedures so it works," Additionally, nations discuss strategic airlift needs at quarterly conferences, and they can withdraw from a mission they feel is too risky.

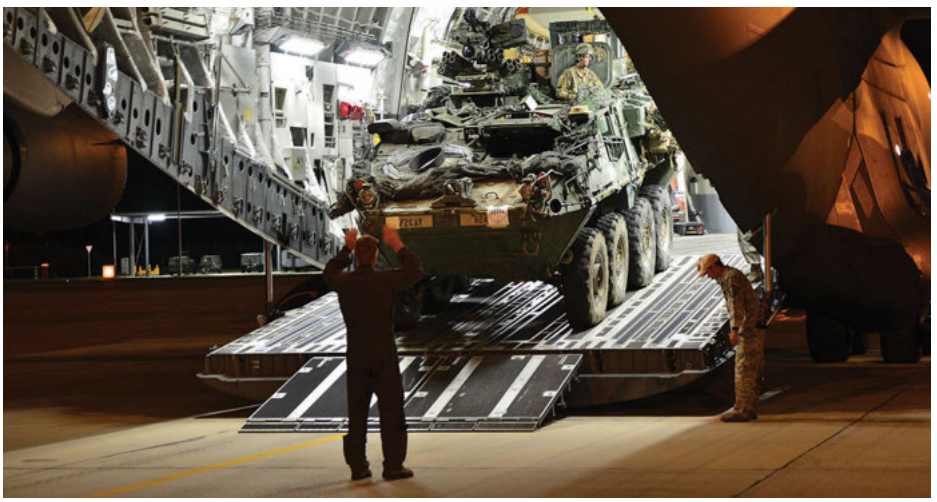
Early in the SAC program, about 80 percent of missions were to and from Afghanistan. Many still are, as well as to the Middle East, Africa, and within Europe. A recent example was evacuating Dutch citizens after a hurricane; other notable missions include humanitarian support efforts during the 2010 hurricane in Haiti and flood in Pakistan.

"We fly forces into exercises and provide strategic airlift—we've done an airdrop into Romania from Hungary, and we deployed to Italy to airdrop munitions into Germany. But we do other cool stuff, too," he added, citing tactical procedures, assault runways, air refueling, night vision goggles, and air evacuations.

Gohn-Hellum said when his tenure ends, he will return to Norway with great memories of the C-17 experience and of being commander in a true multinational unit. "The variety of what we do is huge, and being independent, operating without guidance from a command structure, has been a unique and rewarding experience. I have grown a lot!"

SAC carried Swedish forces to the island of Gotland in the Baltic Sea for exercise Aurora 17, Sweden's largest exercise in 20 years.

Photo by Capt Henrik Gebhardt



SAC supported exercise Saber Guardian 2017, with air drop and air land operations in Bulgaria and Romania.

Photo by Capt Henrik Gebhardt

Since 2009, the SAC team based at Pápa Air Base in Hungary have provided strategic airlift for its 12 member nations.

Photo by Mr. Tamas Fekete

A Short Ride with a **Lifelong Lesson**

BY MR. BILL FLEGLER, AS TOLD TO
MS. ARYN KITCHELL, STAFF WRITER

When I talk with people who ride or are going to ride, I want them to understand that they're going to go down eventually; it's just a matter of when and how bad. If you're not willing to accept that, you probably shouldn't ride.

My worst wreck was my fault. A good friend wanted a new motorcycle, and my ride group went to Oklahoma City to pick it up. We got going early that morning, looked at two or three motorcycles, finally found him one, came back home, and decided to do stuff to the bike. We started working on it, and next thing we knew, it was after midnight. That's when we decided to go for a ride.

We weren't drinking or doing anything ornery; we had just been up for a long time. I was always the guy up front since I had the most experience. Our group consistently did the same core route and then mixed it up after that. We had gone that way hundreds of times. I wanted to do a shorter ride that night, but I wanted to go by the lake, which is usually at the end of our route. I flipped it around so we could go to the lake first.

The weather was perfect for a midnight ride. Coming around the lake on our original route, I could roll about 60 mph. Doing that route backwards, we needed to slow down because of a nasty curve. I tapped my brakes repeatedly to tell the five guys behind me to slow down and watched my mirrors to make sure nobody came up on me. As we approached the curve, I realized I wouldn't be able to shut down in time to make the curve safely. My next thought was to find my exit strategy. I recognized a ditch that I knew was soft, grassy, and not too deep. I wanted to get in the ditch, scrub some speed off, slow it down, and lay the bike down.

"I had spent years with a sheriff's department and EMS, so I knew what NOT to do. I've watched people get up off the ground and then crumble like a sack of potatoes and die."

All of this raced through my mind as I approached the curve. I looked back at my group. I got it into the ditch and started to turn sideways—kind of what we call "flat track mode," when the tire is straight but the back end is coming around to try to scrub off speed as fast as possible. The guys still tell me it is some of the best riding they have ever seen.

I slowed to about 30 mph when the foot peg caught in the dirt. It was like hitting the end of a bungee cord—it launched me off the bike. I hit a half-inch steel cable that runs in between metal posts filled with concrete. I skidded down the cable, trying my best to do a tuck and roll to avoid impact, then hit the first steel post with the right side of my body. That impact flipped me around so I skidded further and hit the next post with my head. I didn't have a helmet on and felt my jaws snap closed. My body came to rest there.

I heard all the guys stopping, hollering, and freaking out. I told one friend to hold me still and not let me move no matter how much I begged him, then told him to call 911. I asked others to hold my neck and my head still and asked another to hold my body down. I knew something was seriously broken—possibly my neck—and I didn't want to worsen my injuries. I had spent years with a sheriff's department and EMS, so I knew what NOT to do. I've watched people get up off the ground and then crumble like a sack of potatoes and die.

I stayed calm despite the pain. When the paramedics arrived and loaded me in the ambulance, I started to lose comprehension of the situation. I remember the ambulance and its lights, and I remember getting to the emergency room but not much else until I woke up in intensive care. I learned what was broken and how bad everything was. The doctor said if I had been going a few more miles per hour, I would have been dead. I broke all thoracic vertebrae, broke ribs, punctured a lung, and punctured a kidney. I didn't break my skull, but I had a severe concussion and eight stitches in my head. I didn't break my neck, but I had serious whiplash. Turns out the best thing I did was have my group hold me down at the scene.

I was in intensive care for three days and remained in the hospital another two days. The bill was almost $18,000. Repairs to my motorcycle were less than $1,000, as it was virtually undamaged.

After I healed, my best friend convinced me to go for a short, easy ride alone so I could figure out if I wanted to ride again. I did that ride and I've kept riding since. Now, though, I am conscious about curves and work to get better at them. I still have flashbacks, too. The post I hit is still there and still has my blood on it. Seeing it reminds me that the wreck was no one's fault but my own. It also reminds me that no matter how good I am or how long I ride, things can happen.

Like I said before, if you ride long enough, you will likely go down, too. I hope my story serves to remind you of that—in a less expensive and less painful way than I experienced.

3 Steps to Tornado Safety

BY MS. JANET PURDY, STAFF WRITER

Approximately 1,200 tornadoes per year strike the United States, and they can occur anywhere at any time. There are areas with a higher prevalence, but just because you have never seen or experienced one doesn't mean you won't.

A tornado is a violently rotating column of air that extends from a thunderstorm to the ground and is typically visible as a funnel

cloud—but not always. Thunderstorms that produce tornadoes typically come with lightening and hail as well. These threats make it imperative to ***prepare, remain weather aware, and take appropriate action!***

PREPARE!

Tornadoes can come quickly. As a precaution, identify your shelter ahead of time, whether at home, work, school, etc.

- The best shelter is a safe room built to criteria established by the Federal Emergency Management Agency (FEMA) and the International Code Council.
- A house with a basement is another recommended shelter.
- In the absence of those two, stay on the lowest floor in a small center room such as a closet or bathroom, under a stairwell, or in an interior hallway with no windows.

Additionally, be sure to plan for covering over your head (e.g., blankets, mattress, or pillows).

REMAIN WEATHER AWARE!

When predicting severe weather, forecasters begin looking a day or two in advance at the development of temperature and wind flow patterns that may cause enough moisture, instability, lift, and wind shear to produce tornadic thunderstorms. This advance notice allows you to monitor the weather and watch for the following signs of a potential tornado:

- Large, dark, low-lying clouds.
- Strong, persistent rotation in the cloud base.
- Whirling dust or debris on the ground under the cloud base.
- Hail or heavy rain followed by either dead calm or a fast, intense wind shift. Many tornadoes are wrapped in heavy rain and can't be seen.
- Loud, continuous roar or a rumble like a freight train.

Numerous resources and weather alerts can keep you advised of impending severe weather. Local police and fire departments, emergency managers, FEMA, the Federal Communications Commission, the National Oceanic and Atmospheric Administration, and private industry are working together to make sure you can receive alerts and warnings quickly no matter where you are: home, school, work, or elsewhere in the community.

Public alert systems include warnings through broadcast, cable, and satellite communication, as well as radio. Many areas have opt-in text and email alert systems, and some have telephone notification systems through a Reverse 911 system. Check with your local emergency management agency for information on available options for your area.

TAKE APPROPRIATE ACTION!

Severe thunderstorm and tornado watch alerts are typically issued hours in advance of an impending weather event. A tornado warning, though, is not issued until a tornado has been sighted or indicated by weather radar. Therefore, a warning may not provide much time to prepare.

Once a warning is issued, take shelter immediately! If at home, work, school, or other frequented location, you should already have your shelter identified. If not, seek a safe location and cover your head.

If you are in your vehicle, seek the nearest sturdy shelter or drive out of the storm's path, if you have time. Cars can easily be tossed and destroyed.

Tornadoes can be destructive and unpredictable. Be ***prepared***, be ***weather aware***, and ***take appropriate action!***

Tornado Watch:

Tornadoes are possible. Remain alert for approaching storms.

Tornado Warning:

A tornado has been sighted or indicated by weather radar.

WEATHER ALERT MOBILE APPS

- FEMA: **www.fema.gov/mobile-app**
- American Red Cross: **www.redcross.org/prepare/mobile-apps**
- The Weather Channel: **www.weather.com/apps**

Feeding the Hungry with Humanitarian Aid

BY 1 LT JUSTIN CLARK,
315 AW PUBLIC AFFAIRS

Over 130,000 pounds of humanitarian aid was airlifted to relief organizations in Central American and Caribbean nations by the 315th Airlift Wing, Joint Base Charleston, Feb. 5, 2017 during a training mission that carried cargo as part of the Denton humanitarian program.

The cargo, which mainly consisted of food, was donated by outreach groups and humanitarian organizations within the United States. It provided an estimated 5.4 million meals to nearly 285,000 people—primarily children—in Nicaragua and Haiti.

The 315th Airlift Wing flew two Joint Base Charleston C-17 Globemaster III aircraft for the Super Bowl weekend missions to Haiti and Nicaragua. In addition to providing humanitarian relief, the mission also served as a valuable training opportunity for the Citizen Airman aircrew.

"It's really a twofold mission," said Lt. Col. Mark Pool, director of operations for the 300th Airlift Squadron. "We get to deliver the Denton cargo, and we get a lot of really good training out of it as well. We fly a lot from Charleston to Europe, downrange, and to AORs, but not that often do a lot of our young pilots and young loadmasters get to fly into these smaller countries that have a lot more difficult approaches, in non-radar environments, with a lot more terrain involved. The mountainous environment adds that extra level of training that we don't get in a lot of places."

Pool explained that the primary reason for the mission is the training benefit to the Reservist aircrews, who conducted aerial refueling, navigated through multiple countries' airspace, and offloaded cargo with limited ground support.

"You really see how many people you helped with all those pallets of cargo," said SrA James Noble, loadmaster with the 300th AS. "It's definitely a great feeling."

MSgt Drew Cheek, loadmaster with 300 AS, offloads humanitarian aid cargo from a C-17 aircraft in Managua, Nicaragua. The 315th Airlift Wing delivered the donated cargo to humanitarian organizations, which provided an estimated 5.4 million meals to children in extreme poverty in Nicaragua and Haiti.

USAF photo by 1 Lt Justin Clark

In total, the cargo included over 110,000 pounds of food, primarily in the form of dry rice and soup mixes, as well as over 9,000 pounds of school supplies, children's clothing, toys and stuffed animals, bicycles, and medical equipment such as wheelchairs, walkers, and canes. In Nicaragua, the cargo was delivered to World Mission Outreach, a charitable organization that distributes it to local children.

"It's a sense of pride with helping out," said Noble. "We've done a couple of these missions, and the crews really come together—it's a good bonding experience."

The Denton program, named for former Senator Jeremiah Denton, allows private citizens and organizations to use space

> **“We’re not just giving them food, we’re also teaching them how to grow it themselves.”**

available on military cargo planes to transport humanitarian goods to countries in need, without any added cost to the recipient nation or the Department of Defense.

“You see the impact of what you’re doing,” said 1 Lt Stewart Calder, co-pilot with the 300th AS. “It’s good training for us. It’s sometimes challenging flying into these places, and it’s nice because what you’re doing is very tangible.”

MSgt Drew Cheek, loadmaster with the 300th AS, said that the duration and timing of the mission helps to train the drill-status reservists.

“It’s a quick and efficient training for traditional reservists who have Monday through Friday jobs,” said Cheek, who also serves as an instructor and evaluator to the younger loadmasters. “Especially when there are fewer of us, it’s better for training reasons because they get more time hands-on.”

The U.S. Ambassador to Nicaragua, Laura Dogu, greeted the aircrew and welcomed the valuable aid supplies when the first aircraft arrived.

It was explained that these deliveries show that the American people are still willing to donate in order to help the people of Nicaragua, who want the best for their families.

Much of the food is used in daily feeding for up to 20,000 children, many of whom live in slums and in orphanages in Haiti and Nicaragua and receive one hot meal per day through World Mission Outreach’s distribution program. For many it is their only meal.

“I’ve been to Haiti, and had a minister there come up to me to shake hands with tears in his eyes,” said Cheek. “He said ‘I’m in charge of feeding 10 thousand kids and we ran out of food last week, and you just showed up with 60,000 pounds of rice.’ Whenever you have people who come up to you and talk to you and say things like that, that’s a huge difference. You know it’s going to somebody who needs it.”

Once offloaded and cleared through customs, the cargo was handed over to the aid organizations, which distribute it to multiple schools, orphanages, and the needy. The valuable food is monitored by the outreach organizations to ensure that it is distributed appropriately, and not resold on the black market or otherwise pilfered.

Amanda Sowards, mission director at World Mission Outreach, said that the donations totaled $60,000 worth of food, which is enough to provide a total of 5.4 million meals.

“One shipment is the majority of our food for the year,” said Sowards, whose organization feeds 15,000 children per day at 70 locations throughout Nicaragua, including schools and rural communities. One shipment makes a tremendous difference, she said, and that without these shipments their ability to provide hunger relief wouldn’t be possible, because local farmers don’t have the resources to provide the food needed.

Sowards explained that to promote food security, they teach agriculture classes in local schools.

“That way, students learn the fundamentals of how to bring food to their tables no matter what, and won’t be dependent on donations,” said Sowards. “We’re not just giving them food, we’re also teaching them how to grow it themselves.”

“We work in extreme poverty,” said Donna Wright, World Mission Outreach founder. “It’s not that we want to do this long-term or forever—you hope to get them out of that poverty eventually—but it’s the children who really suffer.”

Wright explained that malnutrition was a severe problem in the poor areas of Nicaragua, and that the feeding programs create a major impact on sustaining the poorest children.

“If a child doesn’t get anything but a half a cup of rice per day, it would sustain them,” said Wright. “The people will tell us that before we started feeding them, their children were sickly and unhappy. But now they’re happy, they’re healthy, and when we take things to them we’ll play with them, and they love on us, and when the children start loving on you like that, that’s worth all the hard work.”

Wright said that some of the most difficult parts of providing aid were securing the donations and the logistics of transporting it from the U.S. to their location.

The staffs at the aid organizations personally give out wheelchairs, medicines, vitamins, clothes, shoes, and other goods as they receive it.

The 300th and 317th AS are components within the 315th Airlift Wing, the Air Force Reserve unit located at the Joint Base. The 315th and Joint Base Charleston have supported the Denton program since 1987, when it was established.

AMC's Aerial Port LOSA Proof of Concept 2016-2017

BY CAPT TIA M. AHLF, HQ AMC, STANDARDIZATION AND RESOURCES BRANCH, SCOTT AFB, IL

The Line Operations Safety Audit (LOSA) is an observation program developed to gather safety-related data on environmental conditions, operational complexity, and human factor issues during everyday operations. LOSA contributes to proactive safety by identifying the threats Airmen face, the common errors personnel experience, and the best practices employed by the workforce to recognize, mitigate, and manage threats and errors before an incident or accident occurs.

In 2016, an aircrew LOSA identified errors in cargo configurations and airworthiness as threats to aircrew. These cargo threats led Air Mobility Command (AMC) to embark on a conceptual effort. AMC set out to determine whether the LOSA methodology, which had proven beneficial to the operational arena, could capture valuable threat and error management data within the air transportation community.

In September 2016, AMC initiated the Aerial Port LOSA Proof of Concept (PoC). AMC air transportation subject matter experts were trained as observers to conduct the audit and collect data that ultimately would determine if the operational safety program could be applied to aerial ports. A total of 102 observations were collected from four major cargo hubs (McGuire, Travis, Yokota, and Ramstein) across four functional port areas (cargo in-check, pallet buildup, load pull, and ramp operations). Contractors from the LOSA Collaborative analyzed the information and provided raw data to the Safety Investigation Board (SIB), initiating a Class E Safety Investigation. The SIB concluded with a presentation to the AMC commander in October 2017 that included recommendations for improvement and suggestions for preventing future mishaps. The SIB recommendations reinforced many things often highlighted as safety interest items within the aerial port community.

Aerial port operations are extremely complex and require aerial porters to be trained and knowledgeable in multiple highly technical functions. No commercial cargo airline expects its air transportation operators to be proficient in as many vastly different roles. This requirement, along with the high ops tempo, results in an unavoidably risky environment, making the LOSA process of identifying threats and errors and assessing risk management a valuable safety resource.

Use of all effective resources to improve safety within the air transportation community not only enhances day-to-day aerial port operations but also directly affects the safety of aircraft and crews. LOSA observations can lead to the discovery and recommendation of command level action items.

Without the non-attributional environment established by the LOSA observers, many of these critical areas for improvement would continue to go unaddressed.

This Aerial Port LOSA took place at some of AMC's largest, busiest aerial ports. These ports provided the most robust resources and proficiencies and likely gave the most accurate picture of AMC aerial port operations. For this PoC, the audit team and SIB members assumed that observations at these locations provided a reliable representation of conditions at other locations across the enterprise. This

SrA Daniel Romero, 62nd Aerial Port Squadron air transportation, secures cargo in preparation for airlift during a mobility exercise, December 1, 2017 on the McChord Field flightline at Joint Base Lewis-McChord, Wash. The exercise was intended to hone the ability of 62nd Airlift Wing and 627th Air Base Group Airmen to deploy forces and cargo anywhere, anytime utilizing global airlift.

USAF photo by SSgt Whitney Taylor

perspective was reinforced for SIB members, who noted a lack of standardization across the largest ports as one area of recommended improvement. Without the non-attributional environment established by the LOSA observers, many of these critical areas for improvement would continue to go unaddressed.

The significance of the anonymous safety audit was demonstrated in an interview with the LOSA observation team when an Airman stated, "Many of the new Airmen do not feel comfortable when they first begin to drive forklifts, which may lead to a mishap." The non-invasive nature of the audit allows operations to continue normally and allows observers to capture authentic behaviors—opposite the angelic behavior often seen during IG inspections. These unveiled audits offer insight to the most hard-to-capture threats in aerial port operations.

Another Airman stated, "There's a growing stigma against performing operations by the book, and those that identify non-compliance are essentially ostracized." The LOSA forum illuminates issues that have long been concealed—difficult to capture and correct—yet can greatly affect the safety of Airmen.

AMC's Aerial Port LOSA PoC was a success! The data captured provided a level of detail unavailable in any other safety or inspection program. HQ AMC intends to expand the program and conduct LOSAs at more aerial ports. Future LOSAs will audit additional aspects of port operations, such as special handling, aerial delivery, and load planning that will enable the command to discover previously undetected or undisclosed safety concerns and develop actionable solutions to improve the safety of Airmen across the enterprise.

MISHAP-FREE FLYING HOUR MILESTONES

A C-5M Super Galaxy assigned to the 22 AS takes off from Travis AFB, Calif.

USAF photo by MSgt Joey Swafford

8,500 HOURS

171 ARW, Coraopolis, PA

SMSgt Casey J. O'Connor

7,500 HOURS

171 ARW, Coraopolis, PA

Lt Col James P. Brown

6,500 HOURS

171 ARW, Coraopolis, PA

Col Gilbert L. Patton
Lt Col Bryan J. O'Neill
Lt Col Ross A. Paullet

5,000 HOURS

171 ARW, Coraopolis, PA

Col Raymond L. Hyland
Col Joseph R. Olszewski
Lt Col Jack C. Barnes
Maj Daniel M. Horwitz
TSgt William S. Paull

3,500 HOURS

171 ARW, Coraopolis, PA

Lt Col Jason R. Luhn
Lt Col John McCullough
Lt Col Michael Pasini
Lt Col Walter R. Ransom
Lt Col Scott B. Rushe
Lt Col William A. Schenck
Lt Col Ryan J. Sherbondy
Maj Scott S. Fisher
Maj Michael E. List
Maj Jeffrey A. Wisser
Capt Joshua H. Wood
MSgt Michael G. Schanck
MSgt Robert T. Winovich
TSgt Kirk M. Boring

2,500 HOURS

171 ARW, Coraopolis, PA

Lt Col Don Calkins
Maj Peter G. Chand
Maj Robert J. Guerriere
Maj Benjamin A. Hodgdon
Maj Ian W. Hurbanek
Maj Brandon K. Loosli
Maj Thomas J. Mahosky
Maj Gary W. McCullough
Maj Shaun R. McRoberts
Maj Robert E. Sheets
Maj Dana S. Stockton
Capt Kelman A. Khersonsky

TO SUBMIT MISHAP-FREE FLYING HOUR MILESTONES:

Send your request to: mobilityforum@us.af.mil

HQ AMC/SEE, 618.229.0927 (DSN 779)

Please submit as shown in the listings above (first name, last name, sorted alphabetically within rank).

QUICKSTOPPERS

The Quest For Zero: Achieved!

BY MAJ JOSH MILLER,
HQ AMC FLIGHT SAFETY

As of Thanksgiving 2017, Air Mobility Command had ZERO Class A or Class B open safety investigation boards for the first time in over 15 years. How does an organization achieve a goal of this magnitude?

The answer is simple. This goal was achieved by the hard work of all AMC Flight Safety Officers (FSOs), Flight Safety Noncommissioned Officers (FSNCOs), civilian safety professionals, and wing leadership across the command. Every day, AMC Flight Safety has the honor of working alongside these safety professionals who have proven they are the best in the business. Proactive safety programs such as ASAP, MFOQA, and LOSA have proven effective and would fail without the support of wing safety offices throughout Air Mobility Command.

Results of proactive safety efforts AMC initiated—and AMC safety personnel carried out over the last few years—exceeded expectations. The ASAP program has had a constantly climbing input rate since its inception. Results from the MFOQA and LOSA programs identified unnecessary hazards that were subsequently mitigated, demonstrating their importance as a cornerstone in the proactive safety realm. Finally, AvORM has morphed into a forward-looking, user-friendly tool that enables planners and aircrew to identify current and future fatigue hazards. All of this is made possible through the hard work and dedication of AMC's safety professionals at home and abroad.

We at AMC Flight Safety would like to sincerely thank all the FSOs, FSNCOs, civilian safety professionals, and wing leadership for their hard work and dedication to the safety mission. Because of the PEOPLE behind these benchmark programs, AMC continues to break safety barriers!

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A DAY IN THE LIFE

Portrait of SrA Selina N. Okyere, a crew chief with the 514th Maintenance Squadron, 514 AMW, Air Force Reserve Command, Joint Base McGuire-Dix-Lakehurst, N.J. Okyere created Global Life Savers Inc., a 501(c) nonprofit organization to teach basic first aid skills to the citizens of the Republic of Ghana.

USAF photo by MSgt Mark C. Olsen