

ER

Winter 2015

**Leadership Should
Never Be Taken
Lightly**

Lt Col Christopher Hall



**Organizational Compliance Model:
*One Perspective on How to Make Your Unit
Mission Ready!***

Maj Michael Boswell

**Flying Training Resiliency:
A Team Effort**

Mr. Gilbert Montoya and Mr. John Aguilar

DLA Energy Airmen Selected for LEAP

Ms. Elizabeth Stoekmann

**AFIT's Role in the Deliberate
Continuum of Learning for 21X
FGOs**

Capt Michael Schumacher

THE EXCEPTIONAL RELEASE

WINTER 2015 - CONTENTS



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Professionals Shaping the Military Environment

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| | |
|---|-----------|
| President's Log | 1 |
| ER's 2015 Exceptional Writer's Awards | 4 |
| From the E-Ring | 5 |
| Lt Gen John B. Cooper | |
| Senior Leader Perspective | 9 |
| Brig Gen Roy-Alan C. Agustin | |
| SES Speaks | 18 |
| Mr. Gilbert Montoya and Mr. John Aguilar | |
| Focus on a Chapter Leader | 30 |
| Focus on a CGO | 34 |
| Organizational Compliance Model: One Perspective on How to Make Your Unit Mission Ready! | 39 |
| Maj Michael Boswell | |
| DLA Energy Airmen Selected for LEAP | 51 |
| Ms. Elizabeth Stoeckmann | |
| Leadership Should Never Be Taken Lightly | 55 |
| Lt Col Christopher Hall | |
| AFIT's Role in the Deliberate Continuum of Learning For 21X FGOs | 57 |
| Capt Michael Schumacher | |

President's LOG (ISTICS)



Dennis P. Dabney
LOA President

Esteemed Members,

I hope this message finds you back to your respective units, offices and agencies after the National Symposium. Hopefully, you are enjoying new contacts and business connections as well as putting to good use the plethora of professional development gained during the course of the week. Whether you attended the symposium in person or joined the discussion virtually, I am truly grateful for the association's loyal membership and greatly appreciated your participation in and contributions to our annual gathering.

I have to extend my sincere appreciation to the LOA Executive Board: Chris Boring, VP, Brad Leonard, CFO, Lynn Arias, CIO, and Jondavid DuVall, COO, newly appointed Chief Learning Officer, Steve Martinez, and Chief Acquisition Officer, Lee Olyniec, EventPower, volunteers, guest speakers, and panelists. Most of all, I must thank Rick Dugan for masterfully putting together another home run event hosting over 700 attendees from chapters world-wide.

I also need to thank our corporate sponsors Northrop Grumman (Platinum), Boeing and

Lockheed Martin (Diamond), General Electric (Gold) and over 30 exhibitors for their on-going support of LOA and its goals. This edition of the ER will include a recap of the Symposium so make sure you check that out. We are already hard at work planning and incorporating your feedback into the 2016 L.I.V.E. Symposium so look for more details via the LOA Pulse and social media soon. In the meantime, LOA is LOOKING FORWARD. Here are just a few examples:

As part of the 2015 Strategic Plan, LOA created several new Acquisition Officer chapters and expanded our membership drive efforts to focus on the Acquisition career fields with the assistance and vision of Capt Richard Hanberg and Capt Shawna Matthys. The Acquisition Officer Association chapters target all military and civilian career fields that impact the acquisitions environment. The community is a diverse grouping of combat enablers whose goal is to deliver superior air, space, and cyber capabilities to our warfighters. The AOA mission is to help develop acquisitions professionals, foster innovation, and to strengthen the collaborative network that is unique to our mission set.

We are committed to ensuring our recent technical school graduates and civilian PAQ Interns receive complimentary 1 year memberships and are working agreements to offer a similar incentive to Acquisition Officers and Civilians upon graduation of their equivalent basic course.

Our Chief Operating Officer and Chief Learning Officer are currently in discussion with our corporate partners to host a series of Industry Webinars in 2016 focusing on Leadership, Professional Development, and Transitioning the Military.

For the second year, we have partnered with Races For Awareness to host our annual LOA 5K/10K to raise funds for our enlisted scholarship. This year LOA raised over \$2,700 exceeding our goal!

The Exceptional Release is our flagship professional journal, providing articles on current issues relevant to both public and private sectors and available to an exclusive audience of over 4,000 acquisition, technology, and logistics professionals, leaders, and decision makers working in both government and industry. The national staff is in the early discovery phase to receive proposals from industry under a new model, so we can potentially renew a long tradition of providing the ER in hard copy every quarter.

During my closing comments at the LOA Symposium Awards Luncheon, I shared how inspired I was when I left my first “MOA” conference in the early 90’s and I continue to be inspired by not only the symposium but our membership and chapters. Now that we are all back to our respective places of business, it is the chapters that will continue the dialogue and professional development until we meet again. I will continue to work with LOA Chapter Ambassador, Capt Carrie Kerner to ensure that the lifeblood of this association, the Chapter, remains viable and effective

Please send feedback or comments to president@loanational.org. I am LOOKING FORWARD to hearing from you.

Sincerely,

Dennis P. Dabney

2015 Exceptional Writer's Awards

Company Grade Officer

Capt Russell Williams

Organic Airlift vs. MILAUG: What's the Score?

(Spring 2015)

Field Grade Officer

Lt Col Tim Pettit and CMSgt Brian Tobin

Strategic Management throughout a Weapon System's Life Cycle:

The Case for Supply Chain Resilience

(Winter 2014)

Civilian

Ms. Kimberly Woodruff

Back into the Blue: The B-52 Regeneration Project

(Spring 2015)

Honorable Mention

TSgt Richard Liveoak

AFSO21 Event for Osan's A-10 Phase Dock

(Winter 2014)



Lt Gen John B. Cooper, Deputy Chief of Staff for Logistics, Engineering, and Force Protection Headquarters U.S. Air Force, Washington, D.C.



How AF Logistics Will

Operate in a Contested/Denied Environment

Greetings Air Force logisticians! In my last ER article, I talked about some of our current initiatives that are making us a more capable enterprise. I also mentioned that one of our major efforts right now is to address how AF Logistics will operate in a contested and denied environment. The world we live in today is unpredictable, complex, and potentially more dangerous than any other time in our history. Our logisticians will need to be more agile and innovative to operate in an Anti-Access/Area Denial (A2/AD) environment. This is one of the biggest challenges our Log nation will face in the future.

The future cannot be predicted with certainty, but there are emerging global trends that tell us we need to change the way we operate as a logistics community. Increased attacks on our cyber systems, the growing influence of China through the build-up of man-made islands in the Pacific, tensions with Russia, and the continued political uncertainty in the Middle East are just a

few of the challenges we face. These global challenges confront the balance of power and present potential deviations to the traditional military strategies of past US alliances and partnerships.

Many of our past and present military operations work on the premise that we have secure permanent or deployed assets in or close to the area of operations. This requires prolonged periods to build-up assets to support sustained operations. For example, during Operation DESERT STORM/DESERT SHIELD, it took months to amass forces and supplies to counter the Iraqi government's aggression. It's also taken several years to build-up air bases in Bagram and Kandahar. In the current and rapidly-changing global environment, we must assume that our enemies will likely deny our ability to operate in this paradigm.

History also suggests that adversaries (both state and non-state actors) will seek to exploit critical vulnerabilities by attacking our airfields, fuel supplies, supply depots, weapons inventories, communications, and IT networks. To support operations in an A2/AD environment, logisticians will need to rethink existing assumptions and employ new operational concepts that support nuclear, conventional, irregular warfare, and non-kinetic capabilities using a reduced footprint and with greater agility. We must be able to operate in a globally-connected manner, both defensively and offensively. This means our logistics operating concepts must evolve to meet these new challenges.

At the September 2015 Air and Space Conference, the CSAF released the Air Force Future Operating Concept (AFFOC) which includes two logistics focused vignettes - "Special Forces Resupply" and "Aerial Port of the Future." These "Loggie" vignettes feature how future logisticians could leverage emerging technologies like additive manufacturing, miniaturization,

robotics, automation, and stealth to place an adversary on the "horns of multiple dilemmas." They further highlight the need for logisticians to actively pursue new concepts and capabilities to leverage the ever-increasing technological advances required to counter the proliferation of future A2/AD threats.

There are several Enterprise-level initiatives looking at how we should operate in A2/AD environments. The first is Long Duration Logistics Wargame (LDLW) which is examining, validating, and quantifying logistics support and sustainment gaps and shortfalls in the Agile Combat Support portfolio. LDLW is also developing repeatable processes for accurate and credible logistics and sustainment wargaming to inform future strategy and investments. Our goal is not to treat LDLW as a single wargame, but as a process that contributes to strategic agility, deterrence, assurance, crisis stability, and escalation management while allowing our forces to have access and move freely in contested environments.

We are also tackling cyber-security to figure out current vulnerabilities, find ways to eliminate those vulnerabilities, and teach our Airmen how to be active sensors. Logistics Ability to Survive and Operate (Log ATSO) will educate our logisticians on how to fight through and continue to operate in a cyber-compromised environment. Further, by developing Log ATSO Training, Tactics, and Procedures (TTPs), we will be able to detect, evaluate, and respond to an adversary's exploitation, degradation, or destruction of mission critical logistics systems. Log ATSO TTPs will also ensure future logisticians are sufficiently trained to identify and report anomalous cyber system behaviors in a timely manner.

Finally, we must continue to have the best, most well-trained Loggies in the world. In order to achieve this, we need to ensure our training and education programs enable all of you to

be your best. Over the next couple of months, your senior logisticians will be refining the logistics Human Capital Strategy, to deliberately identify the required skill sets needed to face the future and ensure our training programs provide those skill sets. Our logistics force of the future will need to be able to adapt swiftly to any situation or enemy action. It is crucial that we develop logistics leaders who can exploit maturing technologies, introduce new operational concepts to solve important logistics problems, and facilitate the integration of new capabilities from developers to our Warfighters. We need to leverage the full innovative potential of our Airmen.

Our ultimate goal is to ensure we achieve Global Vigilance, Global Reach, and Global Power. For us to succeed in future conflicts, we must strive towards a Globally Integrated Agile Logistics enterprise. Our call to action includes gaining a better understanding of the strategic guidance given to us in Air Force Strategic documents. We must also be aware of emerging technologies and find new ways to use them within our logistics processes. Finally, we must be open to learning outside our stovepipes to be better leaders for our Airmen in this changing environment. When we achieve these actions, our logistics community will positively shape the future of our Air Force. Thanks for all you do!

**Lt Gen John B. Cooper,
Deputy Chief of Staff for Logistics, Engineering, and Force Protection
Headquarters U.S. Air Force, Washington, D.C.**



With Brigadier General Roy-Alan C. Agustin, Director of Logistics, Engineering and Force Protection, Headquarters US Air Forces in Europe and US Air Forces Africa, Ramstein Air Base, Germany.

USAFE A4:

Set the Theaters in Europe and Africa

Contributing Authors: Col Matt Kmon and Capt Adam Tardif

Set the Theaters (StT) in United States Air Forces in Europe-Air Forces Africa (USAFE-AFAFRICA) is an initiative designed to align the processes of AF and Joint Planners with those of global resource managers to ensure adequate posturing strategies with respect to constrained combat support capability, capacity and access. Our StT effort is not unique to our two theaters or to the Air Force, as joint logisticians strive to set the conditions to rapidly respond to a full spectrum of contingencies and to prevent and deter aggression, and when necessary win in combat. Joint Publication 4-0, Joint Logistics, outlines an iterative planning process which closely mirrors what StT does for the Joint Force. Remaining cognizant of current operations

planning endeavors, analyzing theater logistics supportability of operations, and informing senior leadership of the findings with the end goal of affecting change at the tactical level are responsibilities of COCOM and theater-level logisticians. Logisticians use StT to feed Theater Campaign Planning with sound logistics inputs and bolster sustainability across the spectrum of operations.

Lately, USAFE-AFAFRICA's missions have been on the forefront of the world news headlines. At the onset of 2014, USAFE was planning a transition from supporting combat

Logisticians use StT to feed Theater Campaign Planning with sound logistics inputs and bolster sustainability across the spectrum of operations.

operations in Afghanistan to a train, advise, and assist mission. Within months, we were responding to Russian

aggression in Eastern Europe, the Ebola outbreak in Africa, the quickly evolving ISIS threat, and subsequent mass immigration into Europe, and now increased forward-presence obligations in Turkey. Additionally, Theater Security Packages (TSPs) consisting of fighter aircraft capabilities from the continental United States rotating to forward bases in Eastern Europe stood up to augment USAFE's efforts to enhance interoperability with NATO allies.

The three National Military Objectives as stated in the 2015 National Military Strategy (NMS) are to deter, deny, and defeat state adversaries; to disrupt, degrade, and defeat violent extremist organizations (VEO); and to strengthen our global network of allies and partners. Both

Europe and Africa are very important to American national

In both Europe and Africa, strategic partnerships and strategic access are critical as we partner with allies to address emerging threats and ensure peace.

interests, but are very different from each other. Europe encompasses mostly progressive

democracies, well-developed infrastructure and is the center of 25% of the world's economy. Africa's land mass is more than three times the size of the United States and its many developing countries do not have the capability to address emerging threats within their borders and their local regions. In both Europe and Africa, strategic partnerships and strategic access are critical as we partner with allies to address emerging threats and ensure peace. Given our theaters span three continents and 104 countries, USAFE-AFAFRICA plays a critical role in all of the NMS objectives. In USAFE-AFAFRICA we project the Air Force Vision of the World's Greatest Air Force, powered by Airmen, Fueled by Innovation, and its mission to "Fly, Fight and Win in Air, Space and Cyberspace through the concept of Forward, Ready, and Ready Now!

However, since the end of the Cold War, USAFE's assigned personnel, aircraft and bases have drawn down in response to the changing security conditions and an increasingly constrained resource environment. When the Berlin Wall fell, there were 25 Main Operating Bases (MOBs), 72,000 Active Duty personnel, and 34 aircraft squadron with approximately 800 aircraft supporting

United States
European Command
(USEUCOM).
Today, USAFE-
AFAFRICA is
approximately 75%
smaller with only six
MOBs, 32,000
Airmen and 203



aircraft in 10 aircraft squadrons supporting not only US European Command (USEUCOM), but US Africa Command as well. As General Phillip M. Breedlove, Commander of USEUCOM,

From a logistician's perspective, it is clear that there is a need for more robust and synchronized USAF logistics capabilities in our theaters.

stated, "There is simply no substitute for our forward presence in Europe. It is

the bedrock of our ability to assure our allies and to deter real and potential adversaries, and to respond in a timely way."

Thus, the decreased military footprint, increasing demand for readiness, and absence of formal plans to cover the entire spectrum of contingencies drives a need for a new toolkit for assessing, analyzing, evaluating and executing on the part of today's logistician in USAFE-AFAFRICA. Although our forward presence is a key advantage, the extremely close proximity of potential adversaries eliminates crucial reaction time between the initiation of enemy action and contact with friendly territory or forces. With available airlift and distribution hubs at a premium, in concert with the unique constraints of Anti-Access and Area Denial (A2/AD) environments in both our theaters, we are charged to leverage all means available to lean forward and ensure the right stuff is available in the right place, and at the right time to not only support today's operations but those we project in the future. From a logistician's perspective, it is clear that there is a need for more robust and synchronized USAF logistics capabilities in our theaters. Executing StT in the European and African theaters reinforces our trajectory to be "Forward, Ready, Now **AND** Tomorrow!"

The Right Stuff

I recently visited our War Readiness Material facility in Europe and saw 30 pristine soft-skinned Humvees, each with less than 100 miles on the odometer. Although the vehicles had been stored and meticulously maintained, there had been no demand in decades for these assets. The first step in StT is to define the “gap” between what personnel, equipment and supplies currently exist in theater, and those we need to make available for operations. The tools which help us are numerous, and include modeling and simulation programs as well as lessons learned

If we intend to utilize an allied base for combined operations during wartime, it is important that the base capabilities can support all airframes which will conduct operations through it.

through training exercises, command-level strategic and

operational planning, and real-world operations being conducted in theater. Air Force Materiel Command (AFMC) is already heading up the creation of a Long Duration Logistics Wargame (LDLW). This is a logistics-focused modeling and simulation program designed to better quantify timelines and to identify critical limiting capability factors related to time, distance and capacity in theater resources. It is intended to fill the void in support planning left by operations-centric exercises and allow logistics professionals to assess the operational and tactical effects of an Agile Combat Support plan for a given operation. Additionally,

This is a logistics-focused modeling and simulation program designed to better quantify timelines and to identify critical limiting capability factors related to time, distance and capacity in theater resources.

exercises such as BLUE FLAG and AUSTERE CHALLENGE provide data points of what will be required to support notional future operations. Finally, new and on-going real world operations such as the rotational TSP give us insight into critical asset availability (e.g. POL,

vehicles, AGE) at key allied bases. Using a combination of all of these data points yields more precise estimates on what assets will be required and in what quantity.

The Right Place

Base Support Plans (BSPs) and Pre-deployment Site Surveys (PDSSs) are crucial reference tools as we ensure assets are postured at the most feasible bases which meet operational requirements. For example, if an allied base is in the right location to forward-base fighters, but a recent PDSS shows support facilities in disrepair, then it may require exploring new basing options or planning and programming for resources to improve the base's capabilities. Other crucial considerations we incorporate regarding sustainment priorities are the advances in technology and new aircraft that will be arriving into theater, such as the F-35 and KC-46. If we intend to utilize an allied base for combined operations during wartime, it is important that the base capabilities can support all airframes which will conduct operations through it.

If a base is located in a strategically advantageous location but requires infrastructure improvements or asset build-up to meet the end-state requirements, we will strive to capitalize on available funding opportunities, such as exercise-related construction, the NATO Security Investment Programme (NSIP) or the European Reassurance Initiative (ERI), to make this happen. The ERI was established by President Obama in order to bolster interoperability between the US and its NATO allies. Starting with Fiscal Year 2015, we have leveraged ERI to enhance assets and support facilities at allied bases to bolster the NATO readiness posture.

The Right Time

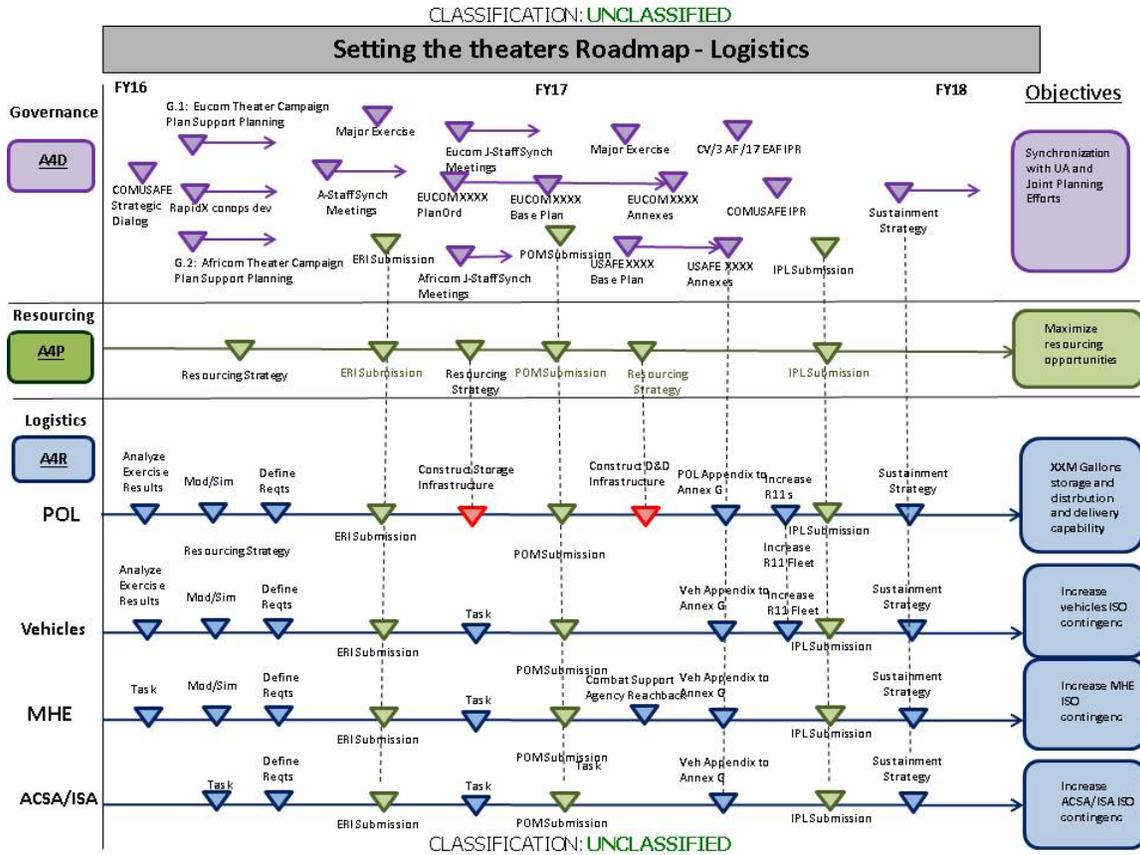
Ensuring assets are in place on time is contingent on increasing velocity, capacity and availability. Assets required to support earlier phases of an operation may need to be pre-positioned in War Reserve Materiel (WRM) while others can be brought in via air or surface lift depending on the urgency of need. It is also feasible that, through all of the previously described work our logisticians conduct, we discover that certain assets do not exist in sufficient quantity in the Air Force inventory. This is one of the concerns that StT is designed to help us get ahead of for our planning.

All of this work culminates in a Plan of Actions and Milestones (PoAM), much like the template seen in Figure 1 below. This is the solution set for the areas of improvement identified through the work previously described. You may be thinking, “Wow, that’s a ridiculous amount of triangles!”, but this allows us to summarize our goals and time-phased course of action in a product that we can then socialize with senior leadership. We can also use the PoAM to feed resourcing gates such as the Program Objective Memorandum (POM), end-of-year funding, and

We can also use the PoAM to feed resourcing gates such as the Program Objective Memorandum (POM), end-of-year funding, and COCOM Integrated Priority Lists (IPL).

COCOM Integrated Priority Lists (IPL). In addition, we will use this

product to communicate our goals to key Air Force logistics agencies such as AFCEC, DLA, DLA-Energy, etc. Chances are good that some of the issues we’ve identified are already on their scope, and they are poised to support our efforts.



Continued wargaming, modeling and simulation using tools such as command-level exercises and LDLW in conjunction with the PoAM will drive changes at the tactical level. Bolstering of WRM stocks, TPFDD adjustments for feasibility, increased dispersal, and improvements made to capabilities at allied bases through ERI are the true end result. All of these will create a new “current state” and thus feed the next cycle of StT. As the nature and scope of USAFE-AFAFRICA operations have changed significantly since January 2014, so it will change in the future, making StT an iterative process. Ultimately, Theater Campaign Planning must always be met with sound logistics input to ensure success. In the words of General Alfred M. Gray, Jr., 29th Commandant of the Marine Corps, “As we select our forces and plan our operations...we must understand how logistics can impact on our concepts of

operation...Commanders must base all their concepts of operations on what they know they can do logistically.”

What we, as logisticians, owe the Warfighter is clear: Get the right stuff to the right place at the right time. Set the Theaters will help us get there by establishing long-term logistical goals and a clear plan to achieve them. Air Force-wide, we are all feeling the pain of the manpower shortfalls. We at the MAJCOM staff level are no different. With the constant influx of short-notice requirements, it is easy to get locked into the day-to-day tactical response to taskers. We must be deliberate in regularly setting aside time every day to focus on operational and strategic efforts and where we are headed in the long term. Set the Theaters is how USAFE-AFAFRICA logisticians are getting after it, building and synchronize our logistics capabilities to achieve theater campaign plan strategic objectives.

Ultimately, Theater Campaign Planning must always be met with sound logistics input to ensure success.

ABOUT THE AUTHOR:

Brigadier General Roy-Alan C. Agustin is the Director of Logistics, Engineering and Force Protection, Headquarters US Air Forces in Europe and US Air Forces Africa, Ramstein Air Base, Germany. As the Director, he is responsible for combat support and logistics, to include oversight, policy, guidance, training and resources in support of USAFE personnel in 10 wings and 99 operating locations. He provides policy and guidance for aircraft maintenance and munitions maintenance, as well as support for transportation, supply, logistics plans, civil engineers and security forces. Finally, he supports the deployment, basing, sustainment and redeployment of Air Force forces across the continuum of operations in both the European and African theaters.



SES SPEAKS

With Gilbert J. Montoya Director of Logistics, Engineering and Force Protection, Headquarters Air Education and Training Command, Joint Base San Antonio Randolph, Texas



Gibert J. Montoya

Flying Training Resiliency: A Team Effort

Contributing Author: Mr. John A. Aguilar

The US Air Force is critically dependent upon AETC to produce an uninterrupted flow of the right mix of aircrews on-time to meet operational demands.

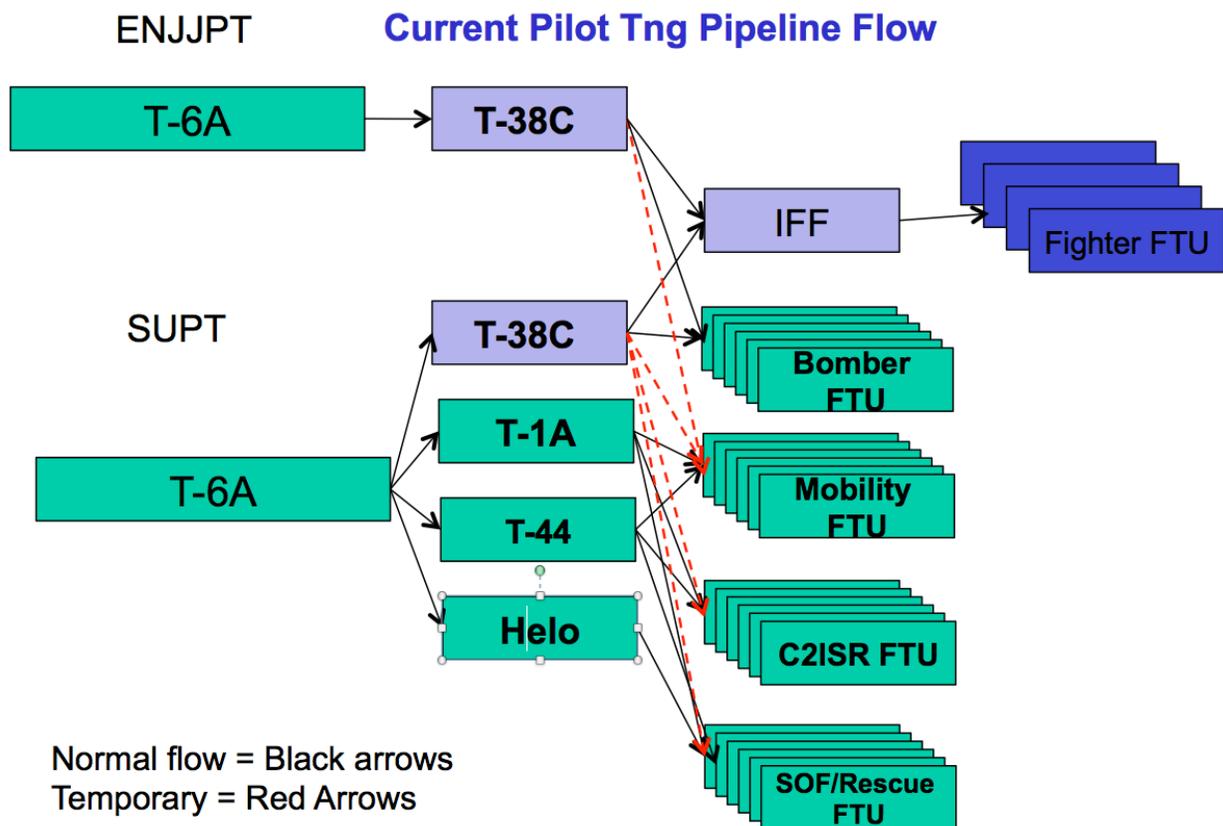
In the vast, complex environment of aircraft sustainment, many issues big and small can stop the aircrew production machine. AETC, the First Command, is positioned to provide a sustained flow of qualified aircrews to the operational commands...or not.

When arriving at AETC, you are struck by the sheer size, diversity and operational tempo of this MAJCOM. AETC operates and maintains 27 diverse aircraft, including training, fighters, airlift, rotary wing, and gliders. AETC racks up 420,000 flying hours and 305,000 sorties per year at its 14 locations, accounting for 33% of hours flown in the Air Force, more than any other

The US Air Force is critically dependent upon AETC to produce an uninterrupted flow of the right mix of aircrews on-time to meet operational demands.

MAJCOM. Each of these 14 locations has a unique mix of military, civilians and contractors to make the mission happen. AETC by itself would be the world's 5th largest Air Force with 1456 aircraft.

A training unit like the 14th Flying Training Wing at Columbus AFB, with its 233 aircraft will launch a sortie every 3 minutes of the flying day -- "a beehive of activity". The AETC fleet of 1456 aircraft consists of 1083 training aircraft in the undergraduate program that turns "pedestrians into aircrews" for the USAF, as well as other Services, allies and partner nations. For the next phase of training, 223 aircraft provide graduated aircrews mission-specific training to transition into their operational aircraft assignments. In addition, the USAF Academy flies 61 aircraft to introduce cadets to the world of flying and AETC maintains 89 ground trainers dedicated to training maintainers and aircrews on operations not requiring flight.



AETC's fleets range from the oldest KC-135 tankers (average age 52 years) and T-38 trainers (average age 47 years) to the newest F-35s and CV-22s, plus intimate involvement in the planning of future aircraft like the KC-46 tanker and T-X Advanced Trainer Systems. Early command involvement, as we acquire systems and work out the kinks, is important since AETC is the first command to receive and fly new aircraft systems as they enter the Air Force inventory. Interestingly, with 56 F-35 aircraft (one third of the total fleet) AETC currently has more F-35 aircraft than the lead command, Air Combat Command, or the Navy and Marines.

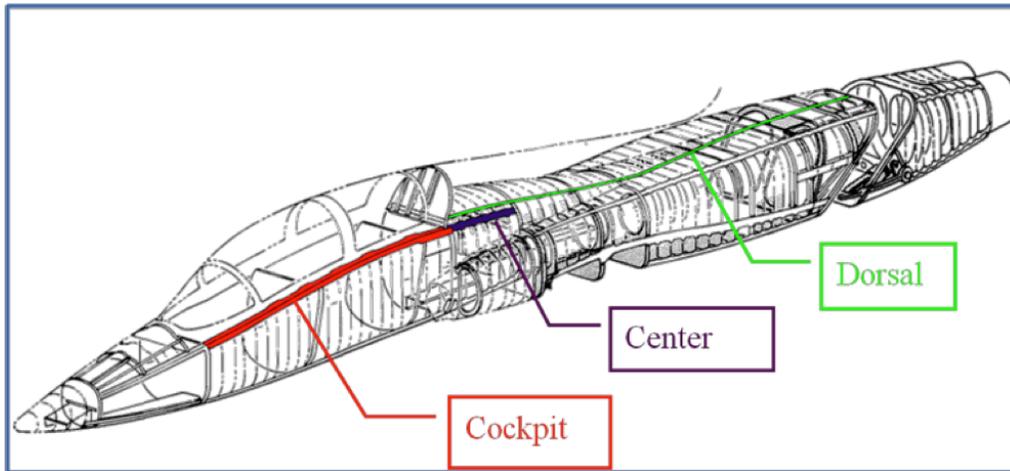
As Air Force aircrews in the operating commands develop, perform, mature and ultimately retire from flying, AETC is charged with sustaining a steady, uninterrupted stream of qualified aircrews ready to step in and execute their mission. Any programmed flying day lost is a training opportunity lost that we can't get back. So it is critically important to the rest of the

| | |
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| <p>So it is critically important to the rest of the AF that this production machine (i.e. First Command's responsibility) operates smoothly, and without stopping.</p> | <p>AF that this production machine (i.e. First Command's responsibility) operates smoothly,</p> |
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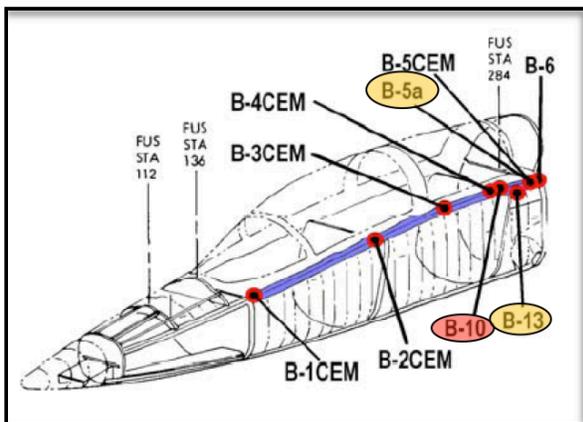
and without stopping. This requires planning and foresight coupled with close coordination among operators and maintainers to effectively employ the scarce resources of instructors, aircraft, facilities and equipment.

First Command has done a noteworthy job of sustaining the flow but there have been challenges.

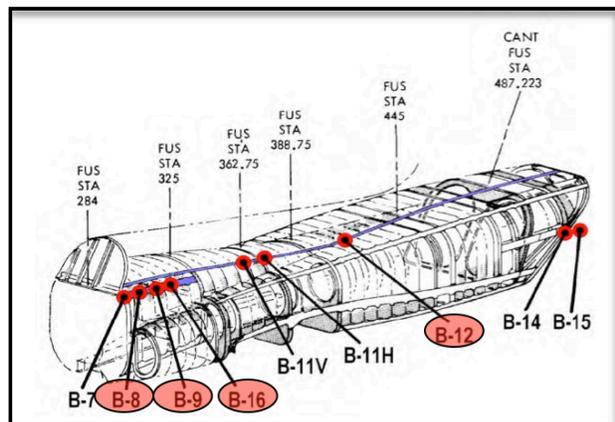
T-38 Extraordinary Measures



TCTOs Cover Fatigue Critical Structural Longerons (Cockpit, Center and Dorsal) and the Lower Wing Skin (Not Shown)



Cockpit Longeron FCLs



Upper Center and Dorsal Longeron FCLs

Engineers from the System Program Office (SPO) discovered fatigue critical locations on the T-38 aircraft when it underwent full scale fatigue testing on the fuselage. Along with subsequent fatigue/fracture analysis, the affected structural components/areas included:

1) the upper/lower center longerons, located in the forward fuselage, 2) cockpit longerons, 3) lower wing skin at and major wing spars and 4) the steel dorsal longerons.

The Longerons are the skeletal parts of the aircraft that run lengthwise along the fuselage. Extensive study and analysis by our team revealed that the majority of the T-38 fleet had overflowed newly established safety inspection intervals on critical structural longerons, which did not leave technician an opportunity to detect possible cracks prior to a catastrophic failure. Additionally, there was the potential for lower wing skin cracks that had been identified through field inspections. A preliminary safety risk assessment indicated a Hazard Risk Index (HRI) of 8 [i.e. catastrophic severity, remote probability]. These two issues yielded the requirement to re-baseline the fleet risk and implement new recurring structural inspection requirements to ensure fleet safety. Due to the required structural inspection timelines; high number of hours required to accomplish the inspections (400+ hours); limited depot capacity; and various logistics constraints, it was highly probable that aircraft would be grounded due to non-compliance with proposed Time Compliance Technical Orders (TCTOs) that would mandate inspection by a specified date or the aircraft would be taken out of service. However, a SPO/AETC integrated process team developed and executed a plan to rapidly execute the required inspections while minimizing impacts to the mission and organic depot stand-up:

Extensive study and analysis by our team revealed that the majority of the T-38 fleet had overflowed newly established safety inspection intervals on critical structural longerons, which did not leave technician an opportunity to detect possible cracks prior to a catastrophic failure.

1. Temporary extension of existing depot contractor support scheduled for termination exclusively to execute mandated inspections.

2. Executed rapid action contracting action to utilize NASA facilities and contracted Maintenance personnel at Ellington Field (Houston) and El Paso to execute inspections.

3. Mobilized civil service and contracted maintenance resources at AETC field Maintenance units to execute inspections. This required acquiring added manning at Civil Service-centric maintenance bases and expanding capacity at contracted maintenance bases.

4. Secured additional depot facilities at Randolph AFB to allow organic facilities upgrades to occur on time.

This was a monumental effort that ultimately resulted in only a few short-term groundings and minimal impact to flying training but demanded extraordinary actions and significant expenditure of resources to establish a supply chain and expand the maintenance capacity.

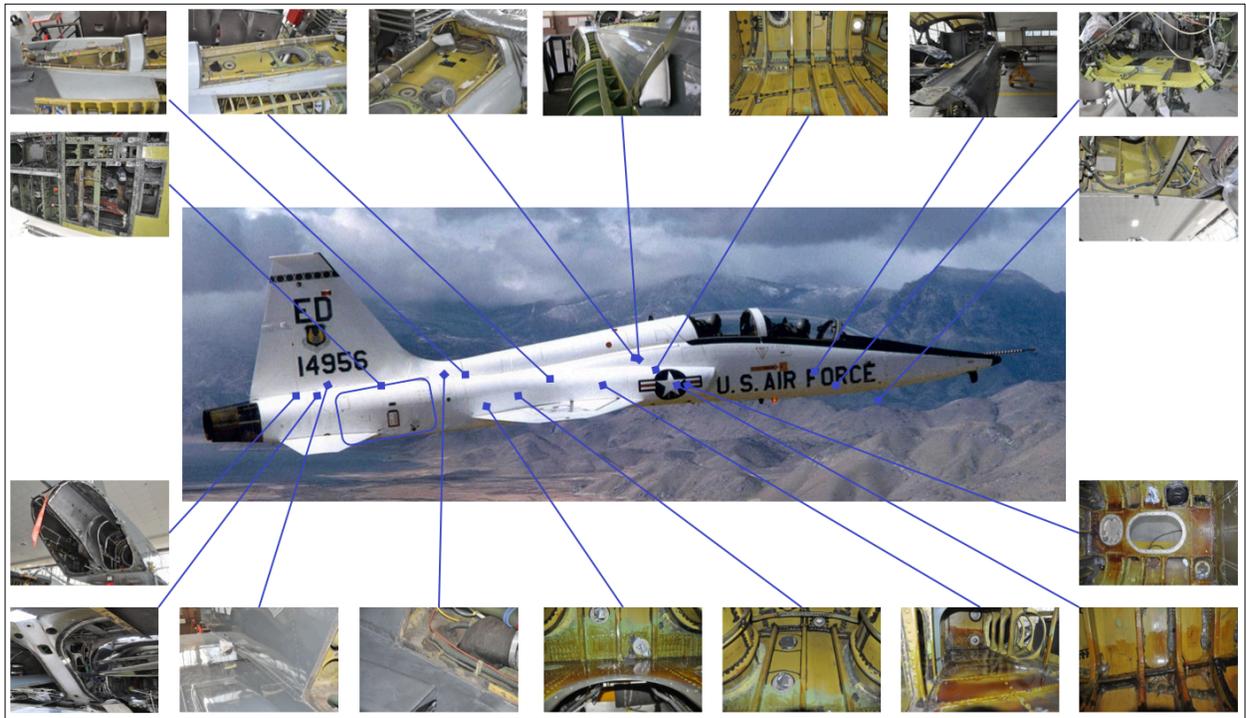
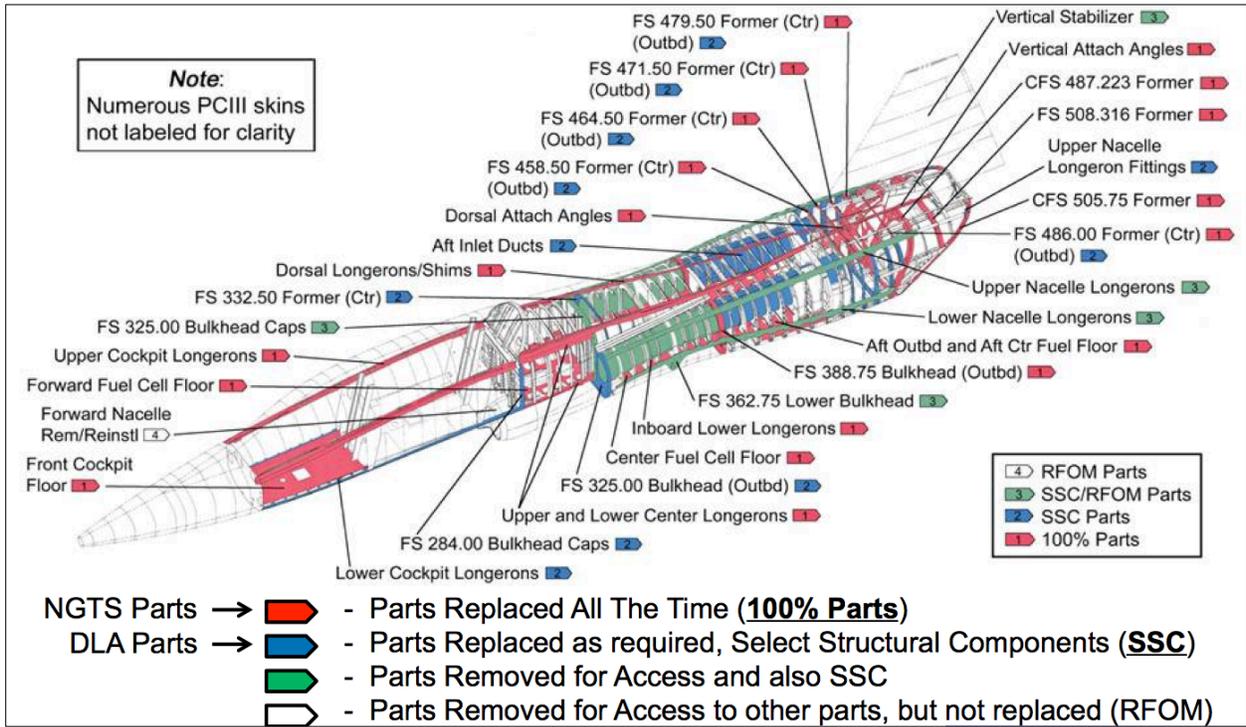
The long-term sustained solution developed is the Pacer Classic III. Pacer Classic (PC) is

The Air Force's goal is to sustain the T-38 weapon system to 2029; and PC III is the proposed solution to ensure the structural service life of the T-38 fleet out to 2029 and will replace all TCTO-inspected structural longerons.

the name given to T-38 sustainment programs that integrate essential aircraft improvements to include key

structural replacements into one modification. Since 1981, there have been two PC programs for the T-38. In terms of structural components, PC I (1981-1993) addressed replacement of the aluminum dorsal longeron with an improved steel longeron. PC II (1992-2000) continued with structural replacement activities such as the Cockpit Enclosure Modification (CEM) and a critical bulkhead. The Air Force's goal is to sustain the T-38 weapon system to 2029; and PC III is the proposed solution to ensure the structural service life of the T-38 fleet out to 2029 and will replace all TCTO-inspected structural longerons.

F-16 Rapid Response



In August 2014, the Air Force's F-16 aircraft fleet experienced numerous Canopy Sill Longeron (CSL) cracks due to fatigue, with the greatest impact in AETC units. The high occurrence in AETC was attributed primarily to an intense training mission and more frequent landings. Of the 1051 F-16s in the inventory, 100 were discovered to have cracks requiring repair. In AETC, 47 of 111 aircraft (42%) were determined to be not flyable until they were repaired. This grounding would cripple the fighter training mission. This condition demanded swift action and close coordination among the F-16 SPO, AETC and defense industry partners to quickly identify, develop, manufacture and field a life-extending repair. The Engineers at the F-16 SPO determined there were no allowable CSL cracks at the critical locations. As such, all aircraft found to be cracked were removed from flying status pending SPO engineering disposition/repair instructions. The engineering team developed short- and long-term get-well plans.

In August 2014, the Air Force's F-16 aircraft fleet experienced numerous Canopy Sill Longeron (CSL) cracks due to fatigue, with the greatest impact in AETC units.

The SPO's short-term plan was to substitute 47 fasteners in the area of the CSL cracks with stronger fasteners to prevent cracking. The F-16 SPO published repair procedures and stood on-call to support field units. The Supply team fenced off parts for USAF F-16 repairs. Lockheed Martin (LM) provided engineering data for repair procedures to the F-16 SPO's technical team.

The long-term plan included the external strap doubler repair or CSL replacement. For the doubler repair, SPO engineering identified a robust strap material type; and with the strap repair initially accomplished by depot field team at unit locations, the strap repair service life was sufficient to meet life expectancy. For CSL replacement, the Defense Logistics Agency (DLA) ensured parts supportability. As corrective action plans unfolded, AETC helped itself by

adjusting flying training plans. Since most two-seat F-16s were affected, AETC developed scenarios that allowed student and instructor pilot to accomplish the mission in two single-seat aircraft versus the one two-seat aircraft. This intense effort resulted in returning the AETC training fleet to full training capacity by January 2015, two months sooner than originally projected.

T-6 Stand-Down

Another example of challenges to sustaining the flow of qualified aircrews was the T-6 maintenance and supply challenges that came to a head in the summer of 2015 at Laughlin AFB. Laughlin, along with the four other AETC undergraduate training bases, shared fleet-wide constraints in two areas: supply support and a technical issue in the rudder control system that resulted in binding or jamming of the rudder. These two issues limited aircraft available by delaying aircraft repair due to lack of parts or grounding aircraft for investigation. The parts shortages, which were substantial at all bases, had resulted from a poor transition of the Contractor Operated Maintenance and Base Supply (COMBS) contract. At Laughlin this meant 20 of its 103 aircraft were not flyable due to supply.

But at Laughlin, local manning shortages further compounded fleet-wide challenges. Laughlin's maintenance

Another example of challenges to sustaining the flow of qualified aircrews was the T-6 maintenance and supply challenges that came to a head in the summer of 2015 at Laughlin AFB.

enterprise manning was 89% filled, but effective manning was estimated at 79% due to high numbers of new employees needing training and hands-on experience. Further compounding Laughlin's dilemma was the lack of training for the Egress Shop personnel responsible for maintenance of the ejection seats, resulting in damage to ejection seat munitions. This required a

one-time inspection of the entire fleet that stopped production at one of the largest of five factories in the command until processes could be evaluated, corrected and restarted. Ultimately, over 20 munitions items were discovered with damage and were removed. Subsequently, the T-6 SPO, AETC and Laughlin implemented a series of corrective actions that recertified the entire Egress workforce and re-baselined the Laughlin T-6 fleet. Corrective actions included:

1. Loaned a total of 12 aircraft from other bases to sustain flying operations
2. Conducted site assistance visits by AETC Headquarters that revealed multiple areas in need of improvement: leadership, training, maintenance practices and documentation.
3. Manning assists to help alleviate personnel shortages.
4. Authorized a MSgt billet to lead the egress section (temporarily filled for 120-days by manning assist from another base). The Laughlin fleet, with an infusion of leadership, supported by AETC Headquarters and the SPO is on its way to recover capacity to meet the flying hour requirements by May 2016; however it is paced by the availability of engine and electronic instrument display components.

Aside from technical issues that arise, periodically AETC will be challenged to exercise flexibility and agility, and adjust its plant capacity significantly to adapt to changing demands. The solutions to the challenges identified in this article were truly a team effort, resulting in unique approaches for the specific circumstances. It could not have been done unless everyone was “all in”. The T-38 and F-16 aircraft are examples where the USAF had the resources to make timely decisions and fully leverage the capability and capacity of its SPO, using command and industry partners. The T-6 at Laughlin could have weathered the storm of local issues, significant as they were, had the supply chain not suffered a long term breakdown due to

COMBS contract transition that left the fleet weak with many grounded aircraft not mission capable for supply.

The pilot undergraduate program currently operates at five Air Force bases: Columbus, Laughlin, Randolph, Sheppard and Vance. Previously Moody and Reese shared the training workload. As recently as FY06, Moody had a 41,000 flying hour program with an assigned

As pilot production requirements increase, perhaps these bases will be required again. As demands change yet again, with growth of the Air Force F-35A fleet on top of declining resources in this budget conscious environment, the First Command is looking, during the remainder of this decade, for capacity in some familiar place.

strength of 46 T-6As and 68 T-38Cs. Until FY96, Reese had a 37,000 flying hour program with an assigned strength of 11 T-1s; 53 T-37s; and 14 T-38s. In each

of these cases as the fleet demand declined, AETC adjusted and realigned aircraft. As pilot production requirements increase, perhaps these bases will be required again. As demands change yet again, with growth of the Air Force F-35A fleet on top of declining resources in this budget conscious environment, the First Command is looking, during the remainder of this decade, for capacity in some familiar place. Logistics challenges abound in AETC as we are keeping aircraft longer than we ever imagined. We are therefore challenged to build resiliency into our processes to be more predictive and agile; provide insight and reduce variance where possible.

So what have we learned? The reality is that the USAF keeps its weapons systems much longer than commercial industry. Long-term sustainment, modernization and upgrades are a way of life. Sustaining a supply chain long beyond a standard lifecycle is a way of life. It is essential to invest in the sustainment tools (robust supply chain management, engineering and technical

data) up-front during the acquisition process that provide the DoD the agility to meet technical and logistical challenges.



ABOUT THE AUTHORS:

Gilbert J. Montoya is a member of the Senior Executive Service (SES) and is the Director of Logistics, Engineering and Force Protection, Headquarters Air Education and Training Command, Joint Base San Antonio-Randolph, TX. He leads a diverse directorate of 155 people focused on the command’s mission of “Recruiting, training, and educating airmen to deliver airpower for America”.

John A. Aguilar is the Deputy Division Chief, Maintenance Division, Headquarters Air Education and Training Command, Joint Base San Antonio-Randolph, TX. He leads a division of 68 people focused on supporting the Air Force’s largest fleet of 1456 aircraft.

FOCUS ON A CHAPTER LEADER

1Lt Jessica Monaco, Vice President, Lowcountry Chapter,
Joint Base Charleston, SC



Vital Statistics

Hometown: Westerville, Ohio

Education:

University of Akron
BBA Supply Chain and Operations
Management
BBA Human Resources
Management

Embry-Riddle Aeronautical
University
MS Logistics and Supply Chain
(in-work)

Family: German Shorthaired
Pointer- Vaught, Tabby cat- Sunny

Past Duty Titles (list most current
first): Air Freight Flight
Commander
Materiel Management Flight
Commander
Maintenance Support, OIC
Fuels Management Flight
Commander

ER: What do you like most about being a loggie?

The intricacies of the entire logistics process from
originator to user is simply amazing. It is such a

great feeling to see the impact of my Airmen's hard work on the news effecting and aiding other
countries knowing how hard they have worked. Logistics impacts every process on base and

seeing all the effort and pride everyone around me puts into their work makes me proud to be a loggie. The people truly do make a job and I have been extremely lucky in that regard.

ER: What was your biggest learning moment? Being the Materiel Management Flight Commander as an O-1 with 110 people all looking to me for answers was a sink or swim moment. I learned a lot not only about Supply, but about the type of Officer I wanted to be. Once I moved onto Air Frieght with about 120 people, I realized every flight is going to be a different learning moment. As an LRO, we are constantly learning. The diversity of our career field keeps me on my toes and keeps my face in the regulations. I've learned to trust but verify on multiple



occasions and that is something I will always keep with me...A particularly challenging learning moment was working with a 22 year MSgt while my SMSgt was deployed. I had to not only keep my tasks orientated,

but his as well, QCing every product before it left the flight. This became very time consuming when the quality of work was poor. I learned much quicker what was considered acceptable work and what wasn't.

ER: What are you most proud of in your time on active duty? My proudest moment came during a negative time. One of my flights was having issues with a SNCO sexually harassing Airmen. It had apparently been going on for years, but the Airmen never felt comfortable telling

anyone in leadership, due to favoritism or backlash. They finally felt comfortable (somehow) with me and I eventually had about 10-20 different Airmen come forward and tell me their story. The allegations turned out to be true SNCO after a CDI and they were demoted. It was a surreal feeling knowing I had not only earned my Airmen's trust, but I was able to help with a problem that had been plaguing this flight for years. Watching the relief come to their faces when I told them the final verdict, made me so proud to be there with them. I know this action is what helped make some of the Airmen decide to stay in the military.

ER: This is an inspiring story. What was the most helpful resource or training you utilized to help you during this ordeal? What most helped me through this ordeal was the support of my commander and senior enlisted. We roll our eyes sometimes at the core values, but it really was



knowing my own integrity was on the line that made me realize I needed to step in. Wanting my Airmen to know I wasn't going to let them down and that they were heard were the most important factor in the entire situation.

ER: As a recognized leader in your local LOA Chapter, what activities/events are you most proud of?

I was just put into this new LOA seat but I am excited to revitalize our program. We had been going through the motions for a few years but I want to make LOA as great as it was when I first joined. We have multiple speakers and meetings planned along different trips and tours to our partners around Charleston. Our scholarship program is back in the works, along with a local LOA newsletter.

ER: What trips and tours do you plan on taking with LOA? We have a great relationship with the Marines at Beaufort MCAS, after taking a trip there to see the F-35; we hope to bring more Marines to JB Charleston for a tour. Supply Marines took a trip through our Material Management Flight and really enjoyed it. We also hope to take a trip to the South Carolina Ports here in Charleston for a better look at our civilian partners.



FOCUS ON A CGO

1LT Sean Johnson, Maintenance Flight Commander, 437th Maintenance Squadron, Joint Base Charleston, SC.



IN THEIR OWN WORDS...

There's no doubt about it... logistics is a dynamic profession. If one thing remains constant though, it is the need to be flexible and adaptable. This is true at home and abroad. Leave it to the Company Grade Officer (along with many other valued service members) to face that challenge with gusto and get the job done right the first time. It is not always the loggie with the most years in service that is called to the job either. It is time to throw them a bone by putting them in the spotlight. Take for example... 1Lt Sean David Johnson.

1Lt Johnson is from Great Falls Montana, and graduated from Freed-Hardeman University with a Bachelor's of Science degree in Environmental Biology. He began his journey in the Air Force in the Air National Guard as an enlisted F-15 Crew Chief in the 120th Fighter Wing. 1Lt Johnson commissioned through Officer Training School in February 2013. Having spent three years in the Air Force, he has already served as the Assistant Gold AMU OIC in the 437 AMXS, and the 437 MXG Commander's Exec. He presently serves as the Maintenance

Flight Commander in the 437 MXS at Joint Base Charleston in South Carolina, where he lives with his wife Sammie and his son Nash.

The *ER* asked 1LT Johnson to share his thoughts on being a leader...in his own words.

1LT Johnson on his proudest

moment(s): Seeing needed areas of improvement within my span of control and executing better processes to see real improvement measured in the Command's metrics.

For Example, JB CHS was recently slated to experience a reduction in Primary



Aircraft Inventory (PAI) with several aircraft going to Backup Aircraft Inventory (BAI) status.

A major challenge we foresaw is that our maintenance processes would only be manned per the 36 aircraft PAI requirement in spite of the fact we would still possess the additional 12 aircraft belonging to BAI. The scheduled maintenance cycle on a C-17 must be carried out every 120 days regardless of flight time or usage and foresight showed that a manning shortage was not too



far behind the reduction in PAI if we didn't find a way to do more with less people. After measuring the capacity of my Flight's maintenance throughput, we were able to reorganize schedules,

achieve better turnover between shifts, communicate more effectively and ultimately increase the maintenance capacity 11% with a surge in over 800 gained labor hours per month. This truly is a proud moment for me and I couldn't have done it without such a great leadership team within the Flight.

1LT Johnson on keeping leadership skills honed: My leadership skills have stayed sharp by building a leadership team that I can rely on. Once my team understands my expectations and gets me as a person, I can rely on them to sanity check my ideas and execute our leadership plan. Thanks, SMSgt Sullens!

My current flight has a strong civilian presence with all of my most experienced technicians filling civil service roles for decades now. Upon arrival, I found a mostly segregated workforce with civilians not used to having input or voice in how the Flight was run or how everyday affairs were carried out. This was an immediate foul to me and had to be fixed. Incorporating them into their own monthly "Town Hall" meeting allowed each civilian to lend their voice. Promoting those that were capable to lead the civilians side allowed them to bring up concerns and my biggest impacts as a Flight Commander have come from their suggestions. That was a huge win for my people.

A very important part to improving my leadership skills is my reliance on phenomenal mentorship from my squadron commander and group leadership. Without them, I'd be floundering. Thanks, Maj Clark!!

1LT Johnson on the leadership skills/traits that are most important to logistics officers: Planning, Foresight and Communication. Incorporating my resources with experience into "doing what I can with what I have, where I am" is the definition of being a good logistician.

1LT Johnson on his aspirations: That's a pretty broad question so I'll answer it as such: improve every day. Accept challenges learn from my mistakes and share my experiences with my peers and mentors are my daily focus. In the end, I'd like to have a successful career as my life's work and still have a family that recognizes me and likes me when I'm done.



1LT Johnson's Shout outs:

My senior nco leadership that work hard every day and tolerate another "Lt." My squadron and group leadership that have directed my energy and desires to take care of my people. Last but not least, Col Demetrius Walters, currently an AF Fellow, who really pushed me to commission and lead others.

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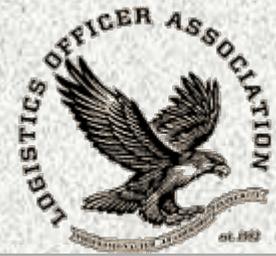
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Organizational Compliance Model:

One perspective on how to make your unit mission ready!

By: Maj Michael Boswell



The Air Force began fiscal 2014 with about 330,700 active duty airmen and a goal to bring its end strength down to 310,900 by the end of fiscal 2015 — a reduction of 19,800 airmen in less than two years. With the force restructuring the Air Force had almost 316,500 active duty airmen as of November 2014. While USAF numbers continue to change and our global military commitment remains unchanged, the true challenge for today’s leaders is determining and executing those duties necessary to continue to make the USAF the most formidable air and space power the world has ever seen. Having been blessed to be a commander, I often contemplated how to lead through such significant organizational change. While there are a host of tools the Air Force gives its leaders to successfully lead, a grass roots analysis and back-

The USAF inspection and compliance model has shifted from the old “black hat” inspection days to daily compliance.

to-basics approach is necessary to resolve this leadership challenge. At no other time in US military history has it been more important to review processes and ensure the force is able to maintain proper balance with such drastic overhauls. Leaders must maintain an organization that is fully compliant and consistently executes all tasks, no matter how great or small, with the same level of focus. This article will define organizational compliance and presents a four-step model to help ensure an organization’s compliance as we move through this era of fiscal and structural change.

Today's Air Force has moved towards a more internally sustained and compliant organization with such programs as the Commanders Inspection Program and tools like the Management Internal Control Tool (MIC-T). The USAF inspection and compliance model has shifted from the old "black hat" inspection days to daily compliance. With these changes, the question still remains, how can a commander or leader move towards greater organizational compliance? To begin, it is necessary to possess a fundamental understanding of what constitutes compliance. Organizational compliance is a phrase usually tossed into discussions to address a void that exists within a group's ability to perform its responsibilities. A quick internet search on the subject does not reveal an exact definition of this concept. Rather, there are a plethora of articles that present this idea in specific functional arenas. There is little empirical data, academic discussion or research that discusses this seemingly intuitive concept for the Air Force. When contemplating this topic a basic assumption is that, if compliance involves "following the rules," then organizational compliance entails following the organization's rules. However, this logic does not truly capture the essence or complexity of managing such an immense endeavor as that of organizational compliance.

Author and acclaimed management guru Phillip Crosby noted that, "Quality is the result of a carefully constructed cultural environment. It has to be the fabric of the organization, not part of the fabric." In short, organizational success can be defined by how well an organization is compliant with its own rules, cultural norms and values. In any organization, particularly those that have an industrial base, compliance is paramount to overall safety and mission success. To continue with Mr. Crosby's analogy, the quilting pattern used by a leader to "sew" in the vertical, horizontal, or otherwise exotic designs, equates to organizational standards. A set of standards can be defined as "an acknowledged measure of comparison for quantitative or

qualitative value; a criterion.” Before an organization can be compliant, it must have established rules and criteria by which to operate. In the USAF, these standards come in the form of instructions, regulations, technical orders, and other codified rule sets. Additionally, there are unwritten guidelines that, although not codified, define how the force operates, a violation of which would be considered “taboo.” Whether clearly defined, specific to one sub-community or applicable to the whole, adherence to standards sets the foundation for organizational success.

The next aspect of compliance is consistency. The Oxford Dictionary defines consistency as “the quality of achieving a level of performance which does not vary greatly in quality over time.” A quilt maker must be constant in how he or she sews various patterns; otherwise the final product would be uneven and poorly made. Similarly, such a repetition of behavior, combined with an established pattern or standards, is what makes an organization compliant. Author Jim Rohn once wrote, “Success is neither magical nor mysterious. Success is the natural consequence of consistently applying basic fundamentals.” Simply put, standards plus consistency equals organizational compliance.



Figure 1: Organizational Compliance Defined

Now that we have established a working definition for organizational compliance, how can a leader ensure that it is tightly woven into every aspect of the organization? There are several ways to accomplish this task. However, this article narrows them down to a four-step model that involves: establishing a baseline organizational assessment; identifying the compliance target; identifying or developing measurements of organizational effectiveness; and recognizing the organizational tolerance for variation.



Figure 2: Organizational Compliance Model

Before we can begin discussing the baseline organizational assessment, it is important to note that a leader must understand the complexity of the task. Compliance is a multi-planed spectrum of activities, ideas, and concepts that often overlap and traverse a continuum. This concept is three-dimensional in nature and, in its simplest form, is akin to a geometric problem.

Compliance is a multi-planed spectrum of activities, ideas, and concepts that often overlap and traverse a continuum.

However, compliance is often treated much like linear arithmetic. A simple way of

understanding this idea is that compliance can be broken down into individual planes. A single compliance plane is a group of similar standards or rules within an organization. A plane can be functionally specific or categorical in nature. Whether involving dress codes, safety matters, or clerical standards, an organization will have a multitude of planes that need to be addressed in order to make it holistically compliant. Furthermore, within each plane there is a spectrum of compliance or non-compliance. An organization may simultaneously reside on several spectrum points given the standards or rules to which it must adhere. With this assertion in mind, it is important to understand that an organization can move fluidly between fully compliant and non-compliant states throughout each plane and spectrum. The true challenge for a leader is learning how to manage the task of being fully compliant in all areas at the same time.



Figure 3: Organizational Compliance Spectrum

Once the notion of the compliance continuum is understood, a leader must identify where the organization resides on the compliance scale by performing a baseline organizational assessment. During this step, the leader is establishing a compliance reference point for an organization. Arguably, this may be the easiest step in the process. This is due, in part, to the fact that most organizations have checklists and reference guides. As a leader accomplishes this assessment, he or she must be careful to ensure that the organization is conducting a transparent and honest evaluation. Logically, if an organization is conducting its own assessment, there is

high potential for a biased result, thus skewing the baseline evaluation. If possible, using an outside organization to perform the assessment will yield the greatest accuracy and provide the best start to this process.

After the baseline is established, a leader must present the findings, clearly communicate to the unit where the organization currently resides, and explain where the organization needs to be in the future.

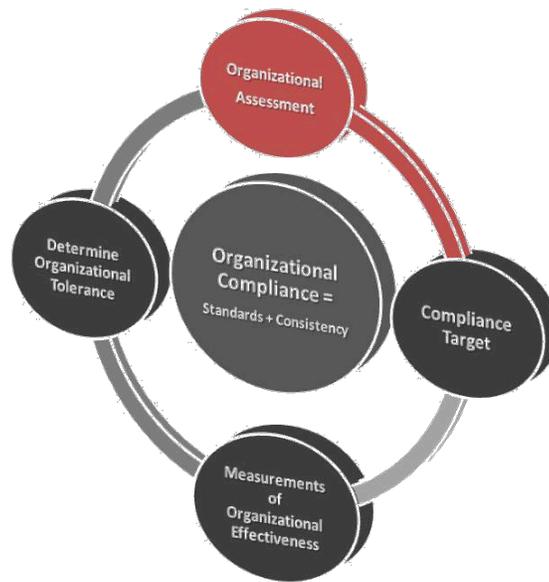


Figure 4: Organizational Assessment Portion of Model

It is critically important that a leader communicate the “where” to everyone in the organization. Regardless of an individual’s status or position, every member in the organization is important to its overall success. Additionally, the leader must ensure that the timeline(s) for achieving compliance are realistic

and achievable. The organization’s leader must

establish compliance priorities so

It is critically important that a leader communicate the “where” to everyone in the organization.

that members within the organization understand the leader’s focus, thus applying the correct attention to priority items. For example, if industrial safety is lacking or needs improvement, that issue may outweigh the need to renovate an outdated filing system. This is not to say that the latter is not important, just that the consequences for a violation of one standard can be significantly more costly than another.



Figure 5: Compliance Target Portion of Model

Once the starting and ending points have been established, an organization must ensure that it has accurate measurements to communicate progression or regression. These measurements can be established by metrics or new measurements to indicate the way forward. While all measurements of effectiveness are metrics, not all metrics are measurements of effectiveness. A leader must be able to identify those measurements that are true indicators of an organization’s whereabouts as they relate to overall compliance. These metrics represent areas in which the USAF must improve the most. There are certainly hundreds of thousands of

metrics that are reviewed each year. While most are thought to be measurements of effectiveness, not all actually are. Metrics should communicate to a leader how the organization is performing and where improvements are needed. In many instances, we are culturally groomed to want and need instant gratification. This can be satisfied through data mining versus statistical information that is objective, comprehensive and mathematically sound.

When applied correctly, statistically accurate leading and lagging indicators are amongst the most effective methods of evaluating an organization. Leading and lagging indicators are investment terms coined by economists as predictors of stock variations and as mechanisms for identifying trends that may predict future stock levels or market events. The military has adopted these terms for predicting trends and occurrences within the organizational structure. Developing a causal method of linking standards or measurements to missions is also an important consideration in this analysis.

When applied correctly, statistically accurate leading and lagging indicators are amongst the most effective methods of evaluating an organization.

Leading indicators are actions, activities or measurements that are potential predictors of future events. For example, a yellow traffic light indicates the coming of a red light.



Figure 6: Measurements of Organizational Effectiveness

Conversely, lagging indicators are actions, activities or measurements that follow an event. In the same example, a yellow light is a lagging indicator for the green light because yellow follows green. A leader must also closely observe coincidental indicators. This is a lesser known and often overlooked fiscal term that is lost in our military lexicon. Coincidental indicators occur at approximately the same time as the conditions they signify. In our traffic light example, the green light would be a coincidental indicator of the associated pedestrian walk signal. Rather than predicting future events, these types of indicators change at the same time as the actions, activities or measurements being assessed.

There are other methods available to categorize leading and lagging indicators. Leading indicators can be qualified as overarching measurements established by higher headquarters as a method to assess the overall readiness of a unit and include the AEF Reporting Tool and the Aircraft Mission Capable rate. For example, leading indicators may involve covert organizational actions, activities or measurements that are indicative of a greater organizational climate. Moreover, leading indicators can be more overt indicators for organizational compliance. Examples of lagging indicators include basic annual training statistics that are low and significant delinquencies in the government travel card program. Barring isolated, significant events, if these are normal and acceptable standards, then an environment exists in

A leader must also be realistic regarding his or her expectations as to where the organization is going and what potential setbacks may occur.

which compliance is not the norm.

The final aspect of achieving organizational

compliance is identifying organizational tolerance. A leader must determine what the levels of acceptable deviation are within the spectrum of organizational compliance. This tolerance can be imposed by regulations, higher headquarters, or another enforced method. A leader must also be realistic regarding his or her expectations as to where the organization is going and what potential setbacks may occur. Furthermore, the military as an organization functions more like a living organism rather than a mechanical automaton. As such, its ability to be compliant is fluid and changes frequently. When members retire or rotate into different positions, the organization's dynamics change. This fluctuation must be accounted for in striving to achieve the organization's goals. The entire organization must understand and accept that some fluctuation is tolerated within the standard, but not beyond a certain point.



Figure #7: Determining Organizational Tolerance

Once that threshold has been met, the leader must either continue as planned or refocus efforts. While seemingly intuitive, this may be extremely difficult for a leader to accept, especially as he or she juggles several areas requiring improvement. There is an inherent desire within leadership to ensure that everything is compliant at the same time, but the reality of the matter is different. As resources become scarcer, effective leaders must be able to prioritize efforts and make the determination as to where the weight of effort will be placed.

There is an inherent desire within leadership to ensure that everything is compliant at the same time, but the reality of the matter is different. As resources become scarcer, effective leaders must be able to prioritize efforts and make the determination as to where the weight of effort will be placed.

In closing, entrepreneur and author Jim Rohn once

wrote, “Success is doing ordinary things extraordinarily well.” In an organization, true success does not usually lie in some ground-breaking, innovative idea, but rather is realized through hard work and dedication to meeting the standards. However, before a leader hits the ground running,

he or she should understand the necessity of organizational compliance through meeting the right standards with consistency. Once that notion is accepted, a leader must accomplish a baseline assessment that identifies where an organization falls within the compliance spectrum. This is the foundation for the way forward. After the assessment and baseline have been established, a

Compliance is a fluid activity and a leader must accept this fact in order to be successful.

leader should develop his or her road map to success. This is a realistic way ahead detailing

where the organization is expected to be within a given timeframe. Compliance can only be accomplished with measurements of effectiveness, such as leading and lagging indicators or another methodology utilized by the organization as a whole. These measurements are used to communicate progress or regression in the compliance spectrum.

Making an organization more compliant is identifying and communicating organizational tolerance to the entire unit. Compliance is a fluid activity and a leader must accept this fact in order to be successful. While an organization may move towards compliance in one or more areas, it may fall short in other areas. This is where establishing priorities and standing by organizational tolerance is critical. As the Air Force continues to reshape fiscally and physically, so too must the way the mission is accomplished daily. For the USAF to continue to be the most formidable Air and Space power on the planet, it must successfully navigate future challenges more effectively and efficiently. The first step towards overall mission success starts with the basis of organizational compliance.

ABOUT THE AUTHOR:

Maj Michael “Boz” Bozwell is the Commander of the 96th Logistics Readiness Squadron at Eglin AFB, FL.

DLA Energy Airmen

Selected for LEAP

By: Elizabeth Stoeckmann



They stand out among their comrades; they're nominated by their commanders; and they're among the exceptionally well-qualified noncommissioned officers in their Air Force career field. MSgt Keith Grady and MSgt David Janes are Logistics Education Advancement Program (LEAP) NCOs assigned to Defense Logistics Agency Energy Operations Center and work on fuel-related logistics issues at the Air Force and Department of Defense level. "This is a very prestigious opportunity," said MSgt Grady, a 12-year airman. "It's very humbling to be the one percent selected for a LEAP position in the fuels community." MSgt Janes, a 16-year veteran, said he always wanted to be in LEAP and work for the Air Force Petroleum Agency.

MSgt Grady and MSgt Janes report to DLA Energy's Defense Fuel Support Point Management and Direct Delivery Fuels directorates, respectively, and are two of only four airmen in their career field selected for a LEAP NCO position in the National Capital Region. Of the four LEAP positions, two are assigned at the Pentagon and two are assigned at the McNamara Headquarters Complex, Fort Belvoir. "I was nominated by my squadron commander and chief master sergeant through my major command and selected for the Headquarters Air Force Fuels Rotation Program for a four-year assignment," Grady said. Unlike Grady, Janes was already assigned to a position at AFPET before he was selected to LEAP. "I am the start of the new selection process that requires LEAP NCOs to serve two years at AFPET and two years at DLA Energy," Janes said.

MSgt Grady explained members are initially assigned to the AFPET, located in the McNamara Headquarters Complex, for two years to gain higher headquarters operations and staff knowledge

The LEAP is a career broadening education program designed to provide selected NCOs with on-the-job experience and training in special fuels logistics areas. While the program has evolved in recent years, the original objective of the program remains the same: to provide accelerated professional development and career broadening for exceptionally well qualified noncommissioned officers within the Air Force fuels career field.

prior to being assigned to a LEAP position. Once in the position, members rotate

throughout the different DLA Energy commodity business units for the final two years. MSgt Grady most recently completed a rotation in Direct Delivery Fuels before coming to DFSP Management's Facilities Management division. In four months, he will rotate to another Energy business unit until his rotation is complete in July 2016. Grady's Direct Delivery Fuels supervisor said the work ethic he displayed quickly endeared him to the division.

Similar to his colleague, MSgt Janes spent four months with the DLA Energy Operations Center before moving to DLA Energy Quality and Technical Support directorate's Quality Operations division for four months and now most recently working for Direct Delivery Fuels. "The LEAP NCOs are exceptional team members that are highly motivated and dedicated to meeting the DLA Energy mission," said former Direct Delivery Fuels Ground Fuels Division IV Chief, Gerald Tinner. The LEAP is a career broadening education program designed to provide selected NCOs with on-the-job experience and training in special fuels logistics areas. While the program has evolved in recent years, the original objective of the program remains the same: to

provide accelerated professional development and career broadening for exceptionally well qualified noncommissioned officers within the Air Force fuels career field.

MSgt Janes explained his participation in the LEAP allowed him visibility and exposure to the day-to-day DLA Energy business unit operations. “The biggest eye-opening experience was when I worked in Quality (Operations,)” Janes said. “If there was ever a suspected quality issue, everyone knew their role, they meshed well together to come up with a solution and way



ahead for the services ... and unlike when you are on the ground you don't get to see that first hand.” While in Quality Operations, Janes said he performed a site visit with a quality assurance representative aboard a ship witnessing a tanker loading at the Chevron Richmond Refinery in Richmond, CA, in July. Janes said he's looking forward to more of the “wow-factor” experiences as he moves through the DLA Energy business units.

It took training and a breath of experience in operations, fuel support, quality assurance and the fuels laboratory to qualify him for the LEAP opportunity, MSgt Grady said. “While I was at AFPET, I bounced around to the military construction division, operational division and requirements and automation division ... all of which prepared me for what I’m doing in DLA Energy today,” he added. Today, Grady is performing optimization studies and working fuels issues for Facilities Management. “Last week, we went to General Mitchell Air National Guard Base, Milwaukee, Wisconsin, for a site visit,” he said. “The location requested DLA Energy look at the facility for a potential commercial pipeline in support of their refueling mission and requirements.” “This particular optimization study will determine the best cost savings to the government and the requesting organization,” Grady said.

Both senior NCOs agreed the opportunities in the LEAP provide a direct link to the career field manager, extensive exposure, experience and a great stepping stone for future career assignments. “Running a fuels flight is my ultimate goal,” Janes said. “To have a hundred people to mentor and share this information with before my enlistment is up is important to me.” “My ultimate goal is to be the Headquarters Air Force fuels career field manager ... creating policy for the entire fuels community,” Grady said. “Everything I have learned (at AFPET and DLA Energy) is invaluable experience in meeting that goal.” Both airmen said they have seen some of the sharpest senior noncommissioned officers come through this program, and recommend anyone interested in pursuing something similar should talk to their leadership about development opportunities in their career field.

Leadership Should Never Be Taken Lightly

By: Lt Col Christopher Hall



Some of you may ask, “What does it mean to take command?” To each and every one of us, such an undertaking can mean many different things. There are numerous leaders who have come and gone before me and have taken on the great responsibility of command.

Taking command is about sacrificing your time to lead and to help find those answers in order to move your team forward through those uncharted challenges.

Their answer and mine to the question is: it is about Leadership!

Taking command requires self-sacrifice. Self-sacrifice is the giving of one’s time, talents and resources to ensure the well-being of others. There will be times that your men and women



will need you to go above and beyond the call of duty. Every commander in the USAF is charged with organizing, training and equipping his or her Airmen with the tools and resources needed to fight our nations’ wars. Our Airmen are resilient, tenacious, daring and creative; but sometimes they need to stand on the shoulders of their leaders in order to complete tasks that are unique or unforeseen. Taking command is about

sacrificing your time to lead and to help find those answers in order to move your team forward through those uncharted challenges.

My hope during my leadership journey is that I am transparent so that my Airmen know who I am and what I stand for. In my view, it is imperative for each member on the team to understand his or her role and that also includes the captain of the team. To take on a leadership role in any organization or even within your family is a privilege; one that should never be taken lightly. Being in charge of the morale, health, and welfare of a unit brings about great burdens as well as unimaginable joys. I appreciate the fact that I have the ability to affect the lives of so

many both professionally and personally. Having that responsibility forces me to look myself in the mirror and ensure that I am not only enforcing the standards, but living by them as well. Taking



command is leading by example and displaying all of our Air Force's Core Values--"Integrity first, Service before self and Excellence in all we do." I hope to be the shining beacon that will provide my unit the leadership, guidance and confidence wherein we can do anything, together.

ABOUT THE AUTHOR:

Lt Col Christopher Hall is the Commander of the 86th Vehicle Readiness Squadron Ramstein AB, Germany. He leads 221 military plus 122 civilians to ensure the efficient management of the Air Force's largest vehicle fleet with over 1,800 vehicles valued at more than \$184M.

AFIT's Role in the Deliberate Continuum of Learning (DCoL) for 21X FGOs

By: Capt Michael Schumacher



DCoL Overview

The Air Force Institute of Technology (AFIT) and HAF/A4L recognize that a knowledge gap often exists for 21X Field Grade Officer (FGOs) when moving into certain logistics billets. In order to better prepare these officers for their next assignment or deployment, the School of Systems and Logistics (AFIT/LS) is developing 25 DCoL courses aimed at “Just-In-Time” education. These courses are based on the 2013 Logistics Readiness Officer Career Field Education and Training Plan (CFETP) DCoL guidance (p. 14) which states:

“Quality education and training and timely progression through skill levels play an important role in the Air Force’s ability to accomplish its mission. Therefore, it is essential that senior leaders involved in education and training do their part to plan, develop, manage, conduct, and evaluate effective and efficient education and training programs.”

Unfortunately, voids often exist in this “progression” because of a lack of related job experience, subject matter knowledge, or turnover. A 21X FGO may not have an adequate amount of each component. The traditional response to this is to

In order to better prepare these officers for their next assignment or deployment, the School of Systems and Logistics (AFIT/LS) is developing 25 DCoL courses aimed at “Just-In-Time” education.

“figure it out” on the job. This might work when you have extra time or you are at a lower hierarchy in the organization where the impact of inexperience is not as significant. However, in the positions you will fill as an FGO this will rarely be the case.

Greater consequences may occur when 21X FGOs aren’t prepared for the assignment in which they are placed. Leaders understand that officers in logistics career fields can be put into almost any job and succeed due to their ability to adapt to the environment. The question is not whether a 21X FGO can learn spontaneously, we know they can. But rather, how can AFIT shorten the learning curve before the officer is on the job and set them up for success? This is where DCoL courses come in. The course developers, your fellow 21X officers, want to support logisticians across the enterprise to achieve mission accomplishment.

Current DCoL Course Overview

Unlike some distance learning courses, DCoL courses are not meant to be box-checking courses to pad an OPR or help win awards. They are designed to prepare specific 21X FGOs for specific positions. DCoL courses are mission focused, deliberate education.

DCoL courses are three to six hours in length and reside in an interactive, blended learning environment allowing the 21X FGO to take advantage of various learning styles. Tools such as group online discussions, case studies, and instructor interaction take the courses from

They are designed to prepare specific 21X FGOs for specific positions.

traditional “click and stare” online learning to a modern, challenging environment designed to maximize critical thinking skills. AFIT currently plans to offer each course multiple times a year.

The courses will not make a 21X FGO an expert in a new position, but they will provide an overarching, big picture view of the job. The courses focus on each position from a

The courses focus on each position from a leadership perspective and provide references, terminology, and background that will make the first weeks on the job far more palatable.

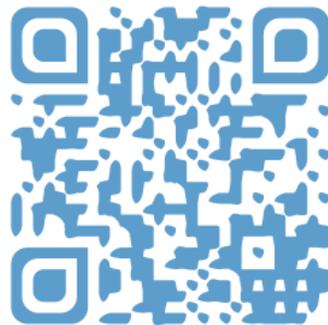
leadership perspective and provide references, terminology, and background that will make the first weeks on the job far more palatable.

Courses and Enrollment Process

Figures 1 and 2 list the applicable billets and cross-referenced course titles for the DCoL courses. Currently, 12 courses are available and the final 13 will be phased in by early FY17.

Enrollment is a simple process.–Go to the link below and follow the instructions:

<http://www.afit.edu/ls/page.cfm?page=685>



| Billets | |
|-----------------|------|
| Position | Code |
| SQ/CC | 1 |
| Dep GP/CC | 2 |
| NAF | 3 |
| MAJCOM | 4 |
| COCOM | 5 |
| Air Staff | 6 |
| Joint Staff | 7 |
| Depot | 8 |
| ACQ | 9 |
| LCL | 10 |
| Joint Logistics | 11 |

Figure 1: DCoL Course Billets

| DCOL Course Title | | Code | Live Date |
|-------------------|---|--------------|-------------|
| 21X301 | Staff Level Planning | 3,4,5,6,7,11 | Available |
| 21X302 | Budget Basics for Logisticians | 1,2 | Available |
| 21X303 | Working Capital Fund Basics for Logisticians | 4,6,8,9,10 | Available |
| 21X304 | Army Logistics - An Airman's View | 3,5,7,11 | Available |
| 21X305 | USMC Logistics- An Airman's View | 3,5,7,11 | Available |
| 21X306 | Navy Logistics- An Airman's View | 3,5,7,11 | Available |
| 21X307 | Multinational Logistics | 3,5,7,11 | Available |
| 21X308 | Inventory Control | 8,9,10 | Available |
| 21X309 | Theater Logistics (Deployed Airman's Perspective) | 5 | Available |
| 21X310 | AF Weapons System Sustainment | 2,4,8,9,10 | Available |
| 21X311 | Depot Maintenance Operations | 8,9,10 | Available |
| 21X312 | Programming and Budgeting Basics for Logisticians | 4,6 | Early FY 17 |
| 21X313 | Strategic Sourcing | 4,8 | Early FY 17 |
| 21X314 | A Logisticians Role in Domestic Incident Response | 5,7,11 | Early FY 17 |
| 21X315 | A Logisticians Role in Foreign Humanitarian and Disaster Assistance | 5,7,11 | Early FY 17 |
| 21X316 | Materiel Distribution | TBD | Early FY 17 |
| 21X317 | Supplier Management | 8,10 | Early FY 17 |
| 21X318 | 21XX LRO DO/CC Functional Prep Course | 1 | Early FY 17 |
| 21X319 | Field Maintenance Operations -Wing/Regional Sustainment Perspective | TBD | Early FY 17 |
| 21X320 | Theater Logistics (Sustainer Perspective) | TBD | Early FY 17 |
| 21X321 | Materiel Disposition | 7,8,11 | Early FY 17 |
| 21X322 | Field Maintenance Operations -Depot Sustainment Perspective | TBD | Early FY 17 |
| 21X323 | Logistics Deployment Leadership | 1,2,5 | Early FY 17 |
| 21X324 | Deployment Planning | TBD | Early FY 17 |
| 21X325 | Materiel Planning | TBD | Early FY 17 |
| 21X326 | Measure & Performance Management | TBD | Early FY 17 |

Figure 2: DCoL Timeline/Cross Reference

As the Air Force and AFIT expand distance learning within the education arena, specific, tailored courses aimed at well-defined jobs will become increasingly important. Leveraging technology, strategic guidance, and the DCoL model will help ensure the logistics enterprise receives the *right education at the right time for the right position*.



ABOUT THE AUTHOR:

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LOA CHAPTER CROSSTALK

Barbarossa Chapter - Ramstein AB

Submitted by: 1LT Kedar Choksey



Members from the Barbarossa Chapter at Ramstein AB joined together as they cheered on the local football game. It's a great thing to have a strong community of Logisticians in Germany, considering we are so far from home. Our local chapter allows the members to grow both professionally, as well as develop friendships off-duty.

The Barbarossa Chapter headed to Porsche headquarters in Stuttgart, Germany where they were able to get an inside look at the logistics and manufacturing of these magnificent vehicles. Everything was labeled and had barcodes. When a vehicle went to the production line; a barcode was automatically scanned that alerted an automated robotic bin to show up at the warehouse; a computer printed out the parts needed for that specific model; and the bins that contained those parts turned green then red once the part was pulled by the warehouse technician.

The Barbarossa Chapter headed to Porsche headquarters in Stuttgart, Germany where they were able to get an inside look at the logistics and manufacturing of these magnificent vehicles. Everything was labeled and had barcodes. When a vehicle



The robotic bin then drove itself to the production line and sync'd up with the car.

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