

**There are many examples of senior leaders who failed to understand technology or disregarded its relevance to the battlefield. In some cases this was due to conservatism, pride, or even sheer stupidity, but in most cases it was due to an intelligent, well meaning leader inadvertently falling into a decisionmaking trap.**

# contemporary issues

## **Preventing Technological Failure in Future War Special Operations Training Center: Does 3-Level Maintenance Training Belong?**

**C**ontemporary Issues in this edition of the Journal presents two articles: “Preventing Technological Failure in Future War” and “Special Operations Training Center: Does 3-Level Maintenance Training Belong?” In the first article Colonel Day contends that the challenge of avoiding technological failure and decisionmaking traps in the future intensifies as the environment becomes more complex and the processes of change continue to accelerate. He makes the case that staying current on future trends requires constant vigilance. Leaders must proactively face the future and its challenges, and seek the knowledge to prepare for it. The implications of not doing so could prove disastrous. The hope for the future lies in having adequately prepared leaders who understand their own shortcomings and the traps they are prone to, organizations that are set up for cognitive

and structural diversity, and the right investments of our current resources to ensure the possession of the necessary technologies and weapons to wage war successfully in the nano-battlefields of tomorrow.

In the second article Colonel Miglionico asks the question “should the Air Force Special Operations Command (AFSOC) incorporate 3-level aircraft maintenance on-the-job training (OJT) as part of the Air Force Special Operations Training Center (AFSOTC)? He contends the current method of providing on-the-job training (OJT) for 3-levels using out-of-hide resources is adequate at best and needs improvement. If resourced properly with ample equipment and manpower, without degrading the existing aircraft maintenance organizations’ productivity, then AFSOTC is a viable option for ensuring 3-level OJT. He provides a roadmap to do just that.



# Special Operations Training Center: Does 3-Level Maintenance Belong?

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## Introduction

Should the Air Force Special Operations Command (AFSOC) incorporate 3-level aircraft maintenance on-the-job training (OJT) as part of the Air Force Special Operations Training Center (AFSOTC)? The current method of providing OJT for 3-levels using *out-of-hide* resources is adequate at best and needs improvement. If resourced properly with ample equipment and manpower, without degrading the existing aircraft maintenance organizations’ productivity, then AFSOTC is a viable option for ensuring 3-level OJT. The fiscally-constrained environment makes proper resourcing a challenge; it makes sense to consider options that include a total force initiative that takes advantage of the Air Force Reserve Center resources—both equipment and expertise. In order to create and sustain an efficient, successful maintenance training environment and continue high levels of support for the long war, it is imperative to look *outside of the box* for a solution.

Air Force instructions require major commands (MAJCOM) to ensure OJT for 3-level aircraft maintainers upon arrival at their units from technical school.<sup>1</sup> However, the Air Force instructions do not mandate how the training must be accomplished. MAJCOMs differ in their approaches to training. Some MAJCOMs (like Air Mobility Command [AMC]) have a relatively formal process for

ensuring the training gets accomplished. Regardless of which method a MAJCOM employs, one common theme exists throughout the Air Force: maintenance organizations are suffering from low maintenance manning and experience, and operations and deployment tempos are high. These factors result in maintenance organizations having difficulty in providing consistent, timely training while still trying to accomplish safe sortie generation both at home station and deployed. AFSOC is not immune to the difficulties seen throughout the Air Force with regard to training 3-levels. In addition, AFI 36-2232, *Maintenance Training*, states that the on-maintenance qualification training does not apply to AFSOC<sup>2</sup> and therefore, the command has the opportunity to determine the right process for its maintainers. The difficulties seen with high operations tempo and low maintenance manning and experience highlight the need for AFSOC to find a more efficient and effective process to ensure proper training. The newly established AFSOTC may be able to provide some much needed assistance to the AFSOC maintenance world.

## Current Maintenance Training Process

### Air Force Maintenance Training

The Air Force provides aircraft maintenance training to its new aircraft maintenance career field accessions. These new maintainers earn their initial 3-level qualification at Air



Education and Training Command formal training schools. Their training is general and not aircraft specific. It is incumbent upon the gaining organization to provide OJT for the new 3-level apprentice maintainers, and to prepare them for hands-on tasks for specific aircraft. OJT is two-fold: first, the 3-levels are provided training that gives them the basics necessary to be minimally productive in their particular maintenance discipline and second, they are provided OJT intended to upgrade them from a 3-level apprentice maintainer to a 5-level, journeyman status. This article will focus on the first part—OJT that elevates the 3-level apprentice from just being a *tech school graduate* to an apprentice maintainer that can perform some basic tasks. This training will be referred to in the remainder of this article as 3-level *top-off training*.

Why is top-off training important? New Airmen at technical school are provided general training. It is normal for a basic trainee to progress through basic military training, then graduate from technical school, and arrive at a base having never seen the type of aircraft he or she is assigned to work on. The basic technical school can only provide generic training; thus, it is important to provide weapon-system-specific familiarization once the Airman arrives to his or her first base. Once the Airman arrives, he or she will be put in a training status and will be in an upgrade program designed to take them from an apprentice 3-level to a qualified 5-level journeyman. The standard timeline for upgrading from 3- to 5-level is about 12 months but can vary greatly depending on circumstances and the individual maintainer. This top-off training is not designed to get the Airman to the upgraded skill level. It is simply to provide them familiarization and training so they are somewhat productive during the upgrade process. The Airman will still require supervision throughout the day; however, with proper top-off training the potential for mishaps is reduced, and the Airman may be able to assist in some tasks. This training can enhance the organization's productivity as the new 3-levels become capable on tasks such as aircraft towing, aerospace ground equipment operation, aircraft and equipment refuel/defuel, aircraft

marshaling, and other tasks. Any productivity from a 3-level adds to the productivity of the organization, so it is clear that each MAJCOM benefits from having a solid top-off training program. AMC has a superb program, although it has some challenges.

### AMC Maintenance Training

AMC established the AMC Maintenance Qualification Training Program (MQTP) and the Level I training is its mechanism to ensure 3-levels are provided adequate, useful top-off training. AMC supplemented the AFI 36-2232 training guidance and spelled out the formal requirements for entry level Airmen in flight line maintenance career fields. The AMC supplement indicates which maintainers are required to be enrolled in the MQPT program, the minimum maintenance tasks that they are required to be trained on, and the process for the enrollee to progress through the program. This level of detail ensures that the 3-levels are trained to a minimum standard level on tasks that the field deems are necessary for productivity in the maintenance organizations. The program is sound, but implementation has its challenges.

In an ideal world, there would be enough qualified 5- and 7-level maintainers to ensure safe reliable maintenance actions are performed and enough consistently available to provide training to the new 3-levels. The reality of the world today is that there are not enough experienced maintainers to accomplish the requirement. This shortage exists for many reasons, but there are two significant reasons. First, because of a standard maintenance manning level of 85 percent maintenance organizations are generally starting out behind the power curve. After several recent presidential budget directives, maintenance manpower authorizations have been reduced to what many professional maintainers consider bare minimums. Recent efforts to buy back maintenance authorizations are only slightly helpful, as most authorizations are being provided to new missions, not to fix shortages at existing units. Additionally, the increase in active-associate units (active duty Airmen assigned or aligned with Reserve or Guard units) has led to an increase in active duty authorizations. Even though there are more authorizations now, it takes several years to grow qualified maintainers to fill the authorizations. Thus, the pool of maintainers that exist now at active duty units will be decreased for the next few years to fill positions at active-associate units.

The aircraft experience level of maintainers provides the second reason for the shortage of qualified 5- and 7-level maintainers to train new 3-levels. The Directorate of Logistics (AF/A4) reduced the number of shred-outs attached to Air Force specialty codes. For example, the letter code that designated a maintainer as an F-15 crew chief was removed, and now that maintainer is coded as a more generic Combat Air Force (CAF) (fighter) crew chief. This means the CAF crew chief can be assigned to units with F-15s, F-16s, A-10s, and others. The end result is that a unit can (and does) end up with maintainers that are technically qualified as 5- or 7-level mechanics, yet they may have little to no experience on the particular type of aircraft flown by their unit. This shred-out removal affected AFSCs throughout maintenance, both from the fighter/bomber world, and the mobility world. The significance of this generalization of the experience base with respect to the 3-level training is that now the pool of experienced 5- and 7-level maintainers qualified to provide hands-on OJT to 3-level maintainers is reduced.

### Article Acronyms

AFB – Air Force Base  
AFRC – Air Force Reserve Center  
AFSOC – Air Force Special Operations Command  
AFSOCTC – Air Force Special Operations Training Center  
AMC – Air Mobility Command  
CAF – Combat Air Force  
CONUS – Continental United States  
DOPP – Dropped Object Prevention Program  
MAJCOM – Major Command  
MQTP – Maintenance Qualification Training Program  
MXG – Maintenance Group  
OCONUS – Outside the Continental United States  
OJT – On-the-Job Training  
SOF – Special Operations Forces  
SOS – Special Operations Squadron  
TDY – Temporary Duty  
US – United States  
USSOCOM – United States Special Operations Command

AMC developed a program called Focused Training to combat the shortage of trainers. In this program, they canvass the MAJCOM for volunteers for temporary duty (TDY) at units that have large training backlogs. The intent is for the volunteers to work on the flight line to free up the home unit maintainers so they can train their 3-levels. This program has met with some success, but the pool of available volunteers is low and the program is only a stopgap.

AMC's initiatives to ensure proper top-off training for its 3-levels are formal, adequate, but not easily sustained. Manpower constraints, number of maintainers, and qualification levels impact its ability to train the 3-levels. The issues that affect AMC's maintenance training are also present in AFSOC.

### **AFSOC Maintenance Training**

AFSOC maintenance organizations, like those of other MAJCOMs, need quality top-off training for its new 3-level maintainers. AFSOC maintenance is affected by manpower shortages and experience gaps similar to other commands. Additionally, AFSOC and the other MAJCOMS may face a slight reduction in manning percentages with the onset of the new missions (Global Strike Command and active-associate units). As the worldwide manning averages decrease because of new missions, the AFSOC manning averages will decrease accordingly. This will occur despite the fact that AFSOC maintenance manpower requirements will remain high as the operations tempo at home and abroad remain high because of the long war. AFSOC maintenance recognizes the situation they find themselves in and has initiated an effort to ensure its training program is able to meet the challenge.

The 1<sup>st</sup> Special Operations Maintenance Group (1 SOMXG) at Hurlburt Field, Florida assigned one of its squadrons, the 1<sup>st</sup> Special Operations Aircraft Maintenance Squadron (1 SOAMXS) the task of developing a tailored training program. The test program is focused on getting new 3-levels top-off training and upgrade training simultaneously. The program formalized the process so that the 1 SOMXG, like AMC, will have a standardized approach to providing OJT to its new maintainers. There were no additional resources provided to the 1 SOAMXS for this test, so the internal training is still taken out of hide.<sup>3</sup> It still remains to be seen if the value of taking qualified maintainers off the line to focus on training only will have a negative effect on the unit's maintenance productivity. The test is still ongoing, so the cost-benefit ratio has not been determined; however, initial response from the unit commander is positive.

Will the 1 SOAMXS be able to *crack the nut* on maintenance training and be able to develop an effective training program from within its own resources? If so, their success should be replicated throughout the 1 SOMXG and 27 SOMXG at Cannon Air Force Base, New Mexico. Can potential 1 SOAMXS successes also work in the nonstandard maintenance organizations in the overseas special operations groups? If so, then there is reason to be excited and to implement rapidly. If the 1 SOAMXS cannot develop an effective training program using internal resources, then an alternative solution must be found, possibly under the AFSOTC.

## **Air Force Special Operations Training Center**

### **Current AFSOTC Mission**

On 1 October 2008, AFSOC established the AFSOTC at Hurlburt Field, Florida.<sup>4</sup> The AFSOTC commander reports directly to the

AFSOC commander, and the center is one of AFSOC's six primary subordinate units.<sup>5</sup> The AFSOTC mission is to:

Develop a focused recruiting, selection, assessment, and training and retention program to ensure adequate numbers of personnel specialty and equipment. Missions include: planning, support, and command and control of tasked assets executing overt or clandestine special operations to disrupt, defeat, or destroy designated targets. AFSOC will establish an AF Special Operations Training Center (AFSOTC) to focus training and separate operations.<sup>6</sup>

The last sentence from the United States Special Operations Command (USSOCOM) *2007 Mission Guidance Letter* above is the heart of what AFSOTC is all about. The first commander of AFSOTC, Colonel Paul Harmon, further refined his role as the single commander responsible for carrying out the guidance in the *2007 Mission Guidance Letter*; with his specific intent to "consolidate initial qualification training—warfighters fight; trainers train."<sup>7</sup> This commander's intent clearly defines the direction that the AFSOTC was headed. Its reason for being was to allow the warfighters to focus on the combat mission, without the burden of having to provide initial training to personnel. The AFSOTC mission was to take initial training out of the operational units' hands and to provide them trained air commandos ready to contribute to the mission once they arrive to their respective units.

The AFSOTC mission provides mission qualification training for AC-130H/U, MC-130W, U-28, combat aviation advisors, nonstandard aviation, special tactics, deployed aircraft ground element, and intelligence, surveillance, and reconnaissance (ISR) exploitation mission areas.<sup>8</sup> The AFSOTC organizational structure (see Figure 1) is designed to provide training for the Airmen involved in the aforementioned mission areas.<sup>9</sup> It is important to note that the Air Force Reserve Center has a unit (5<sup>th</sup> Special Operations Squadron) associated with the AFSOTC. This Total Force relationship is a force multiplier, providing a cross-utilization of manpower, expertise, and experience between the active duty and Reserve forces.

This organizational structure is the second iteration as the AFSOTC is going through its planned growth.<sup>10</sup>

### **Future AFSOTC Mission**

The AFSOTC organization structure changed again in fiscal year 2010 as it expanded its role in aviator training (AC-130, EC-130J, PC-12, U-28) and sensor operator training.<sup>11</sup> The new organizational structure (see Figure 2) highlights these changes and shows the 5 Special Operations Squadron (SOS) chain of command going directly to the 919<sup>th</sup> Special Operations Wing (AFRC) at Duke Field, Florida and the association to the AFSOTC commander.<sup>12</sup>

The AFSOTC mission continues to grow, but the resources it utilizes are not additive to AFSOC. According to the Commander, United States Special Operations Command (COMUSSOCOM), the AFSOTC must be "resource neutral."<sup>13</sup> To be resource neutral, AFSOC had to move resources within the command to build up the AFSOTC. For instance, in order to establish manpower billets in AFSOTC for Combat Aviation Advisor training, the 6<sup>th</sup> SOS was required to give up 12 active duty billets to the AFSOTC.<sup>14</sup> This process was repeated throughout several AFSOC units so that the AFSOTC stand-up could remain resource neutral.

Understandably, warfighting units are uneasy about giving up billets, regardless of the projected benefits. The 319<sup>th</sup> SOS was

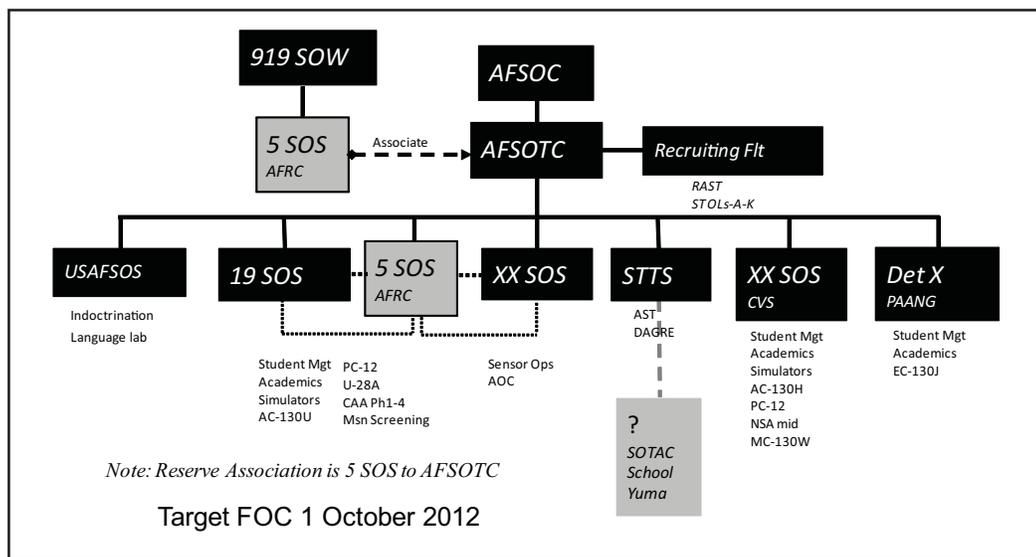


Figure 1. AFSOTC Organizational Structure

initially apprehensive about giving up some of its authorizations to the AFSOTC, but in the end the unit recognized the benefit as it gained better trained aircrews without impact to operations.<sup>15</sup>

Neither the AFSOTC mission, as described in the P-plan, or the AFSOTC organizational diagram, as resourced, account for inclusion of special operations aircraft maintenance training to be aligned under the AFSOTC umbrella.<sup>16</sup> The aforementioned documents can be interpreted as only being applicable to operations training. However, the door for expansion of the AFSOTC scope has been opened with the comments made by the AFSOC Vice Commander during the 2009 AFSOTC Change of Command ceremony, “Your mission is to recruit, assess, select, indoctrinate, train and then educate air commandos, other special operations forces and SOF enablers...”<sup>17</sup> The AFSOC/ CV statement provides a vision that AFSOTC can have a role in training support personnel and one could interpret the comments as guidance to AFSOTC to determine how they can best train the SOF enablers.

### 3-Level Maintenance Training in AFSOTC

The special operations maintainers are clearly SOF enablers and it can therefore be argued that inclusion of initial maintenance training under AFSOTC falls within the bounds of the AFSOTC responsibility. If the boundaries of AFSOTC are such that maintenance can be included, then the question remains, should it be included? If the answer is yes, then a sight picture on how to establish maintenance training in AFSOTC must be developed. The picture should include the scope of training to be provided, allocation of resources, and the desired organizational structure to include lines of authority.

#### Should 3-Level Maintenance Be Included in AFSOTC?

The short answer is “it depends.” Any change to the current process to train 3-level maintainers in AFSOC should result in better trained 3-levels and safe, effective, and efficient aircraft maintenance productivity at home station and at deployed sights around the globe. If a plan can be developed to include 3-level top-off training in AFSOTC and the aforementioned results attained, then the answer is a resounding Yes. If any plan to include 3-level top-off training in AFSOTC results in a less effective training program, or in a degradation in maintenance

productivity, then the change should not be made. It is imperative that any change to the training process does not include reducing the experienced manpower assigned to the AFSOC maintenance units. This will be difficult to accomplish with AFSOTC remaining resource neutral; thus, it may be necessary for AFSOC to identify manning offsets from nonmaintenance organizations within the command. Assuming this can be done, the next step is to determine the scope and scale of training.

### Scope and Scale of Training

The training process needs to be determined with two aspects in mind: scope and scale. First the scope of the training needs to be determined—specifically, which tasks the 3-levels should master in top-off training. Once the scope is determined, the next step is to determine the scale of the effort and which special operations maintainers to include in the 3-level top-off training. The target 3-level maintainers could range from those locally assigned (Hurlburt Field and Eglin Air Force Base [AFB]), to those assigned stateside (includes Cannon AFB), or to AFSOC maintainers worldwide (includes Mildenhall and Kadena). The scale of training will be important in determining how to resource the AFSOTC.

AMC’s Level I MQTP training model provides a sound, proven plan for scoping the tasks for 3-level top-off training. The tasks listed in AMC supplement to AFI 36-2232 include a multitude of tasks that once mastered, would enable a 3-level to be productive in a maintenance organization. The tasks are more specific than what the 3-level would have accomplished at basic technical training, yet specific enough to give him or her proper familiarity with the equipment they will be working on in his or her unit.<sup>18</sup>

- Technical order familiarization
- Flight line safety, precaution, and security
- Introduction to aircraft and airframe familiarization and egress
- Inspect and operate portable external electrical power unit
- Inspect and use ground maintenance stands
- Dropped Object Prevention Program (DOPP)
- Defensive systems familiarization (on applicable aircraft)
- Statically ground aircraft, if applicable
- Apply or disconnect external electrical power unit
- Perform wing and tail walker duties
- Perform jacking team member duties
- Perform refuel and defuel team member duties
- Open and close engine cowling
- Remove and install aircraft maintenance access panels
- Use aircraft interphone system

- Perform aircraft marshaling procedures
- Team communications

The AMC task listing above, with the exception of DOPP (AFSOC does not use this program) should be included in the scope of tasks assigned to the AFSOTC. The timeline for the 3-levels to master these tasks, assuming they are in a focused, controlled training environment is approximately 60 days. This timeline is not problematic if the units are resourced correctly and if the trainees are from the local area. For expansion of training to those outside the local area there are more issues to consider.

If the scale of the student pool extends beyond the local area, issues such as TDY funding, billeting, and time away from home station become factors to consider before including them in the scope of 3-level maintenance top-off training in AFSOTC. Additionally, the number of 3-levels special operations maintainers in the local area, CONUS, and OCONUS will need to be evaluated to determine reasonable and doable class throughput.

If 3-level top-off training is moved to AFSOTC, the scale should be deliberately metered, similar to the way the aviation training scale is projected in the AFSOTC.<sup>19</sup> Though metered, a clear goal of having a standardized training program for the command under AFSOTC is desired. Including all AFSOC 3-levels in the AFSOTC training center will prove beneficial in several ways. First, an all-inclusive approach ensures a standardized training syllabus from which the instructors can train. Next, a single training center will ensure a standard level of quality and experience of trainers. Finally, an all inclusive program under the AFSOTC will provide a single commander that can champion the training effort, using economies of scale. The following phased approach to include all special operations 3-level maintainers is recommended (see Table 1).

### Allocation of Resources

Determining how to resource 3-level top-off training in an organization that has no resident maintenance capability requires either a lot of funds or a lot of ingenuity. Since the AFSOTC is directed to be resource neutral, an out-of-the-box approach to resourcing must be taken. Resources would have to include personnel, equipment, and training devices. Of note, AFSOC recently purchased nine maintenance training devices and associated equipment for the Cannon AFB Field Training Detachment at a cost of \$19.9M.<sup>20</sup> The cost of maintenance training devices could jeopardize the resource neutral requirement. There are two key points to remember when

determining how to resource the AFSOTC to enable the center to take on 3-level maintenance top-off training. First, the effort should result in better trained 3-levels. Second, there must be no degradation in home station or deployed maintenance productivity. Ideally, productivity at home station and deployed locations would increase.

Can all of this be done in a resource neutral environment? Yes it can, but would require a cooperative total force initiative. By using the resources resident in the 919<sup>th</sup> Maintenance Group in concert with the 1 SOMXG and AFSOTC, a workable solution is possible. With the retirement of the 919 SOW's MC-130E fleet, it makes sense to capitalize on the special operations maintenance expertise that will be left behind.

In order for the AFSOTC to provide maintenance training, it will need qualified maintainers to serve as training instructors and it will need equipment and training devices to train the 3-levels. The MC-130E maintainers in the 919 MXG are qualified to train 3-levels on the majority of the tasks outlined in the recommended maintenance task listing. Some minor familiarization training will be required to qualify the instructors on the weapons systems variations in AFSOC. Under this concept, the 919 MXG would take the lead for AFSOTC 3-level maintenance top-off training at Duke Field. The organizational structure for AFSOTC in Figure 2 is recommended.

The cost of new training devices and equipment is not likely supportable and is not necessary to train the 3-levels on the recommended tasks. Retaining one or more of the retired MC-130Es as ground trainers would meet the majority of the aircraft training device needs while significantly reducing the costs associated with acquiring new devices. Additionally, reserving some of the aerospace ground equipment owned by the 919 MXG would provide a trainer for the majority of the ground equipment tasks. The shortfall with regard to aircraft trainers is the lack of specific aircraft types at Duke Field (MC-130H, CV-22, AC-130H/U, MC-130P). The tasks that require hands-on training on specific aircraft are minimal and can be accomplished by scheduling aircraft for that purpose at Hurlburt or Eglin.

In addition to capitalizing on the 919 MXG expertise for 3-level training, there is an opportunity to enhance the maintenance training and productivity of the AFSOC units as well. In conjunction with the MC-130E retirement and stand up of the AFSOTC 3-level maintenance training, it would be useful to embed 919 MXG maintainers in AFSOC maintenance units at Hurlburt and Eglin. Their expertise will be of value in training beyond the 3-level stage and will benefit the day-to-day productivity in the operational maintenance organizations.

### Conclusion

AFSOC should incorporate 3-level aircraft maintenance top-off training into the AFSOTC only if two important results can be achieved. First, the 3-level training provided by AFSOTC should be better than the current training received. Second, there can be no degradation in maintenance production at home station or at deployed locations as a result of the transfer of training responsibility. It is possible for AFSOTC to assume 3-level aircraft maintenance top-off training for the entire command, and efforts to develop a detailed roadmap should be accomplished.

Top-off training is important to the maintenance community throughout the Air Force. It is the process that can render new 3-

| PHASE     | 3-LEVEL TRAINEE POOL                                                 | TRAINING TASKS              |
|-----------|----------------------------------------------------------------------|-----------------------------|
| Phase I   | Local (Hurlburt Field, Eglin AFB)                                    | All AMC tasks (except DOPP) |
| Phase II  | CONUS (Hurlburt Fld, Eglin AFB, Cannon AFB)                          | All AMC tasks (except DOPP) |
| Phase III | ALL (Hurlburt Fld, Eglin AFB, Cannon AFB, RAF Mildenhall, Kadena AB) | All AMC tasks (except DOPP) |

**Table 1. Phased Approach to Include All Special Operations 3-Level Maintainners**

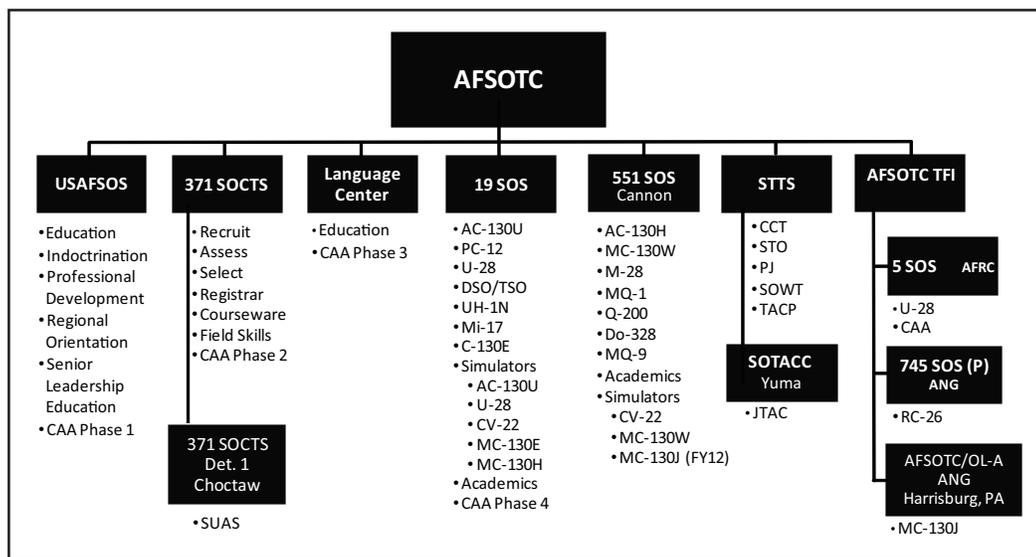


Figure 2. Recommended Organizational Structure for AFSOTC

level maintainers productive in their organizations without having to wait for them to complete 5-level upgrade training. Current Air Force instruction requires each MAJCOM provide hands-on maintenance qualification training to new 3-levels but does not provide specific, detailed guidance. AMC has formalized its program and developed a solid list of specific OJT tasks for 3-level maintainers to accomplish. The special operations maintenance group at Hurlburt Field is testing a formal 3-level training program that may be exportable throughout the MAJCOM if the benefits are deemed greater than the costs.<sup>21</sup> Of note, aircraft maintenance organizations are not provided manpower to accomplish top-off training—the resources come out of hide. The high operations tempo, low manning, and diminished experience levels in the aircraft maintenance communities present challenges in balancing quality training for 3-levels and sustaining safe, successful aircraft generation.

Moving responsibility for 3-level training to AFSOTC can help the maintenance community focus on maintenance productivity. The AFSOTC exists to “let trainers train, and to let warfighters fight.” However, as a resource neutral organization, AFSOTC does not have excess resources to tackle new responsibilities. With out-of-the-box initiatives, AFSOTC can tackle the task of leading the charge for 3-level maintenance top-off training.

Embracing a total force initiative with the 919<sup>th</sup> MXG can result in the resource sharing necessary to move maintenance training to AFSOTC. The MC-130E aircraft flown by the 919<sup>th</sup> SOW are scheduled for retirement, creating an opportunity to take advantage of potential excess special operations maintenance expertise and aircraft. A cooperative arrangement should be secured with an AFRC to create a maintenance detachment at Duke Field, Florida associated with AFSOTC. This training detachment would utilize 919 MXG maintenance experts to provide 3-level top-off training for all special operations maintainers. Use of retired MC-130Es as ground trainers and aerospace ground equipment owned by the 919 MXG would enable hands-on training to accomplish the majority of the training tasks. In addition, the cooperative agreement should include embedding maintenance experts from the 919 MXG in the special operations maintenance organizations at Hurlburt

Field, and Eglin AFB to enhance training and day-to-day operations in the active duty maintenance organizations.

There is truly a need to improve maintenance 3-level top-off training. AFSOC has a golden opportunity to utilize the newly established AFSOTC to take on this responsibility. If properly done, AFSOC can benefit from moving training to the AFSOTC. However, if proper resourcing cannot be secured, then the training should not be moved to AFSOTC.

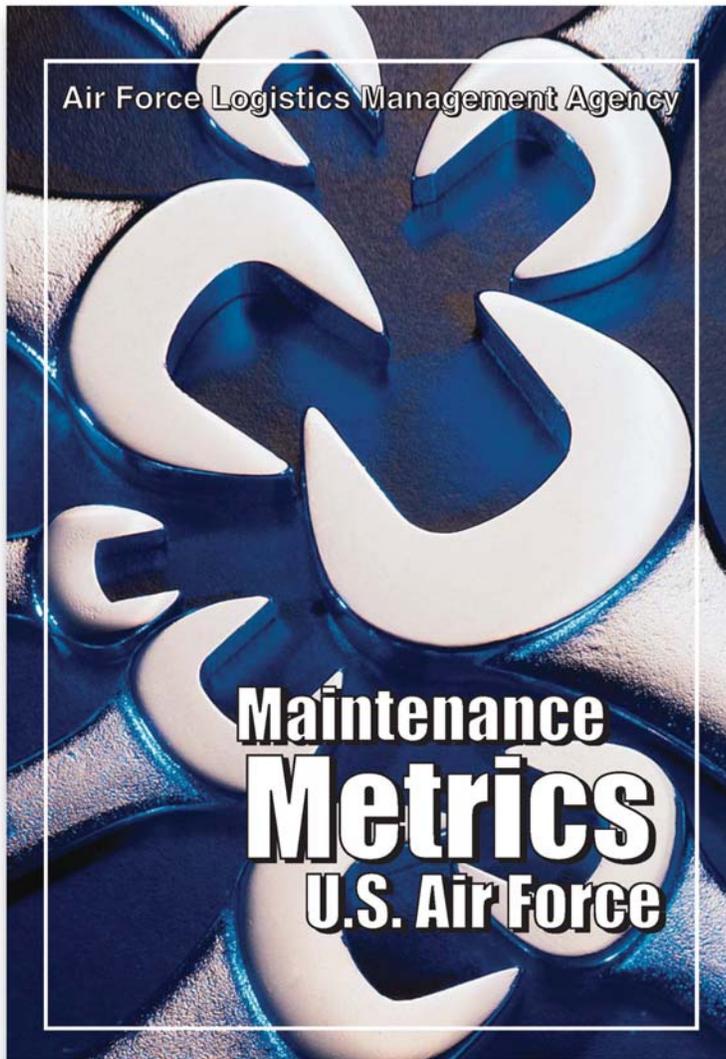
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9. Colonel Paul Harmon, Slide 5.
10. *Ibid.*
11. Colonel Paul Harmon, Slides 5-27.
12. Colonel Paul Harmon, Slide 27.
13. Author’s interview with Colonel Mark B. Alsied, Commander, Air Force Special Operations Training Center, 30 November 2009.
14. Colonel Paul Harmon, Slide 15.
15. Author’s interview with Colonel Mark B. Alsied.
16. Major General Kurt Cichowski, “Air Force Print News Today,” speech, AFSOTC Change of Command, Hurlburt Field, Florida, 18 August 2009.
17. *Ibid.*
18. Air Force Instruction 36-2232, AMC Supplement, *Maintenance Training*, 10 March 2008, 56-57.
19. Colonel Paul Harmon, Slides 4-29.
20. Author’s e-mail from Master Sergeant Maurice Plummer, Chief, Detachment 17, 317 TRS, Cannon AFB, New Mexico, 2 December 2009.
21. Although the test shows promising results, it is not yet conclusive and therefore not complete.

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Aircraft maintenance metrics are important. Don't let anyone tell you differently! They are critical tools to be used by maintenance managers to gauge an organization's effectiveness and efficiency. In fact, they are roadmaps that let you determine where you've been, where you're going, and how (or if) you're going to get there. Use of metrics allows you to turn off your organizational autopilot and actually guide your unit. But they must be used correctly to be effective.

This handbook is an encyclopedia of metrics and includes an overview to metrics, a brief description of things to consider when analyzing fleet statistics, an explanation of data that can be used to perform analysis, a detailed description of each metric, a formula to calculate the metric, and an explanation of the metric's importance and relationship to other metrics. The handbook also identifies which metrics are leading indicators (predictive) and which are lagging indicators (historical). It is also a guide for data investigation.

# AFLMA

**Generating Transformational  
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