

## **Attachment 3**

**to Operational Factors / Human Performance Group Chairman's Factual Report - Addendum 1**

**DCA00MA005**

## **ATTACHMENT 3 - USAF/ANG EVALUATIONS, THE CAPTAIN**

This attachment contains United States Air Force and Air National Guard evaluation information provided to the Safety Board by the family of Michael Kling.

CERTIFICATE OF AIRCREW QUALIFICATION					DATE COMPLETED 4 Aug 93		
I. EXAMINEE IDENTIFICATION							
NAME (Last, first, middle initial) Kling, Michael J.			GRADE Maj		SSAN [REDACTED]		
ORGANIZATION AND LOCATION 132 ARS, Dangez IAP ME			ACFT/CREW POSITION KC-135E/IP		ELIGIBILITY PERIOD Aug 94 - Jan 95		
II. QUALIFICATION							
GROUND PHASE				FLIGHT PHASE			
EXAMINATION/CHECK		DATE	GRADE	MISSION/CHECK		DATE	
USAF Instrument		28 Jul 93	99	Qualification/Instrument		4 Aug 93	
Qualification Open Book		17 Jul 93	100				
Qualification Closed Book		28 Jul 93	Q/100				
Instructor Open Book		19 Jul 93	100				
QUALIFICATION LEVEL			REST. YES ( ) NO (X)	ADDITIONAL TRAINING			
QUALIFIED	UNQUALIFIED			DUE DATES			
1				DATE ADDITIONAL TRAINING COMPLETED			
EXPIRATION DATE OF QUALIFICATION Jan 95							
COMMENTS (If more space is needed, continue on reverse)							
OUTSTANDING PERFORMANCE							
III. CERTIFICATION							
TYPE NAME AND GRADE		ORGANIZATION	CONCUR			SIGNATURE	DATE
			Y	N	R		
1	FLIGHT EXAMINER John L. D'Errico, Maj	101 ARW			X	[Signature]	25 AUG 93
2	REVIEWING OFFICER William I. Smith, Lt Col	101 ARW	X			[Signature]	5 AUG 93
3	FINAL APPROVING OFFICER Dennis W. Vanidestine, Col	101 ARW	X			[Signature]	5 AUG 93
I CERTIFY that I have been briefed and understand the action being taken this date							
DATE	TYPED NAME AND GRADE OF EXAMINEE			SIGNATURE			
5 AUG 93	Michael J. Kling, Maj			[Signature]			

AF FORM 8 MAY 85 (Computer Generated)

1. RATEE IDENTIFICATION DATA (Read AFR 35-10 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial)	2. SSAN (Include Suffix)	3. GRADE	4. OAFSC
KLING, MICHAEL J.	[REDACTED]	Capt	1325T
5. ORGANIZATION, COMMAND LOCATION			6. PAS CODE
964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK			TEOTFYRZ
7. PERIOD OF REPORT		8. NO. DAYS OF SUPERVISION	9. REASON FOR REPORT
FROM 15 Jun 86 THRU: 14 Jun 87		365	Annual
11. JOB DESCRIPTION 1. DUTY TITLE AWACS Aircraft Commander			
2. KEY DUTIES, TASKS AND RESPONSIBILITIES: Responsible for, supervises and directs a 17-man flight and mission crew during JCS-directed, worldwide deployments on a recurring basis. Plans, coordinates and executes the employment of the E-3, a \$130 million weapons system that is one of the most sophisticated in the world. Provides this skill to TAC, NORAD, PACAF and USAFE, as directed. Augments and advises 552d AWAC Wing on E-3 tactics and operations for European, Middle East, and Pacific operating theaters. Must respond and mobilize instantaneously to meet any tasking or contingency. Additional Duty: Squadron, (DOT) Flight Crew Training Officer.			
III. PERFORMANCE FACTORS			
1. Specific example of performance required	NOT OBSERVED	FAR/ BELOW STANDARD	BELOW/ STANDARD
1. JOB KNOWLEDGE (Depth, current, breadth)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Received Exceptionally Qualified rating on his latest simulator evaluation. The evaluator said Capt Kling was as steady as a rock in pressure situations and demonstrated unsurpassed knowledge and expertise.			<input checked="" type="checkbox"/>
2. JUDGMENT AND DECISIONS (Consistent, accurate, effective)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
During an Iceland deployment, he helped improve procedures for scheduling alert crews. It proved to be equitable for the crewmembers and enhanced good rapport between 960 AWACS staff and the aircrews.			<input checked="" type="checkbox"/>
3. PLAN AND ORGANIZE WORK (Tactical, creative)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains training folders for 36 assigned squadron pilots. He successfully documents continuation training, briefs new pilots and ensures they accomplish all the requirements necessary for mission-ready status.			<input checked="" type="checkbox"/>
4. MANAGEMENT OF RESOURCES (Manpower and material)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
While deployed to Elf-One, he worked as staff pilot ensuring E-3 aircraft were in a cocked configuration and ready to accomplish AWACS' most highly visible mission.			<input checked="" type="checkbox"/>
5. LEADERSHIP (Initiative, accept responsibility)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selected as aircraft commander for exercise Coronet Sentry, the first AWACS versus AWACS competition. His participation significantly contributed to the overall success of the 964 AWACS in this test.			<input checked="" type="checkbox"/>
6. ADAPTABILITY TO STRESS (Stable, flexible, dependable)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
As an aircraft commander in AWACS' most demanding peacetime mission, NORAD Alert, he coordinated the E-3 scramble launch and helped successfully detect a Soviet aircraft inside the US coastal ADIZ.			<input checked="" type="checkbox"/>
7. ORAL COMMUNICATION (Clear, concise, confident)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
A smooth but authoritative style. His presentations and discussion during quarterly continuation training briefings are superb. Fellow pilots compliment his positive, can-do attitude.			<input checked="" type="checkbox"/>
8. WRITTEN COMMUNICATION (Clear, concise, organized)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
His meticulous attention to detail for continuation training folder write-ups received admirable comments from the HQ TAC standardization/evaluation inspectors.			<input checked="" type="checkbox"/>
9. PROFESSIONAL QUALITIES (Attitude, dress, cooperation, bearing)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Totally professional and superb AWACS representative. Received an outstanding debriefing from the carrier task force commander for his participation during a classified exercise.			<input checked="" type="checkbox"/>
10. HUMAN RELATIONS (Equal opportunity, participation, sensitivity)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring and concerned. Involved in the needs of this squadron and his community. Devotes extra hours to squadron and flight projects. Donates off-duty time to serve in local church work.			<input checked="" type="checkbox"/>

IV. ASSIGNMENT RECOMMENDATION: 1. STRONGEST QUALIFICATION: Job Knowledge  
 2. SUGGESTED JOB (Include AFSC): Instructor Pilot (K1325T)  
 3. ORGANIZATION LEVEL: Squadron 4. TIMING: 1987

V. EVALUATION OF POTENTIAL:

Compare the ratee's capability to assume increased responsibility with that of other officers whom you know in the same grade. Indicate your rating by placing an "X" in the designated portion of the most appropriate block.

[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			↑ Highest
RATER ADDN INDOORS- RATER ER			RATER ADDN INDOORS- RATER ER			RATER ADDN INDOORS- RATER ER			RATER ADDN INDOORS- RATER ER			
← Lowest												

VI. RATER COMMENTS Captain Kling is one of our top aircraft commanders. He has exceptional aviation skills and vast leadership potential. He makes things happen in a totally positive way for AWACS. He demonstrated exceptional leadership as an E-3 aircraft commander during sorties in support of the Vice President's campaign against drug smuggling. He served as the central point of contact and disseminated all necessary information to Customs agents on the E-3. These agents were notably impressed with Capt Kling and his crew's ability to maintain surveillance over large airspaces in the Southwestern US. While flying in support of 1 TFW's surge exercise, his careful planning and preparation ensured meaningful training for all crewmembers. During three deployments to Elf-One, he flew 19 operational sorties in support of US commitments in the Persian Gulf. His exceptional abilities warranted selection as aircraft commander on an extremely sensitive operation after the airborne attack on the USS Stark. He also flew six operational sorties from Iceland. His performance, complicated by harsh, rapidly changing weather conditions, was superb. Capt Kling can handle any difficult tasking and is ready for the challenge of increased responsibility. Promote.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
ROBERT M. HAM, Maj, USAF 964 Air Warn & Ctrl Sq (TAC) Winker AFB, OK	AWACS Flight Commander	25 Jun 87
SSAN	SIGNATURE	
[REDACTED]	[REDACTED]	

VII. ADDITIONAL RATER COMMENTS  CONCUR  NONCONCUR  
 Capt Kling's actions are always outstanding for this squadron. He does not let things happen--he makes them happen. During a manpower-degraded scenario for a squadron mobility exercise, he was selected to act as squadron director of operations. He ably pointed out several weak areas in the squadron checklist for mobility procedures. His accurate and timely analysis isolated 15 weak areas and he forwarded possible recommendations for improvements. He is ready for increased responsibility. Promote.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
MICHAEL G. VOSMEIER, Lt Col, USAF 964 Air Warn & Ctrl Sq (TAC) Winker AFB, OK	Operations Officer	25 Jun 87
SSAN	SIGNATURE	
[REDACTED]	[REDACTED]	

VIII. INDOORSER COMMENTS  CONCUR  NONCONCUR  
 Capt Kling is a highly professional officer and a superior pilot. His participation in the highly sensitive operations in the Persian Gulf after the attack on the USS Stark received outstanding comments and congratulations from COMEASTDEFOR. His actions reflect great credit on this Wing and the Air Force. We need more like him. Promote.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
WAYNE R. BECHLER, Colonel, USAF 92 Air Warn & Ctrl Wing (TAC) Winker AFB OK	Deputy Commander for Operations	1 Jul 87
SSAN	SIGNATURE	
[REDACTED]	[REDACTED]	

I. RATEE IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial)	2. SSAN (Include Suffix)	3. GRADE	4. DAFSC
KLING, MICHAEL J.		Capt	1325T
5. ORGANIZATION, COMMAND, LOCATION			6. PAS CODE
964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK			TEOTFYRZ
7. PERIOD OF REPORT		8. NO. DAYS OF SUPERVISION	9. REASON FOR REPORT
FROM: 15 Jun 85 THRU: 14 Jun 86		365	Annual
<b>II. JOB DESCRIPTION</b> 1. DUTY TITLE: AWACS Aircraft Commander 2. KEY DUTIES, TASKS AND RESPONSIBILITIES: Responsible for, supervises and directs a 17-man flight and mission crew during JCS-directed, worldwide deployments on a recurring basis. Plans, coordinates and executes the employment of the E-3, a \$130 million weapons system that is one of the most sophisticated in the world. Provides this skill to TAC, NORAD, PACAF and USAF, as directed. Augments and advises 552d AWAC Wing on E-3 tactics and operations for European, Middle East, and Pacific operating theaters. Must respond and mobilize instantaneously to meet any tasking or contingency. Additional Duty: Squadron, Flight Continuation Training Officer.			
<b>III. PERFORMANCE FACTORS</b>			
<i>Specific example of performance required</i>	NOT OBSERVED	FAR/ BELOW STANDARD	BELOW STANDARD
		MEETS STANDARD	ABOVE/ STANDARD
			WELL/ ABOVE STANDARD
1. JOB KNOWLEDGE (Depth, currency, breadth)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exceptionally qualified pilot. Selected for upgrade to aircraft commander in minimum time. He proved to be an excellent choice. He completed the simulator and flight evaluations without a single downgrade.			<input checked="" type="checkbox"/>
2. JUDGMENT AND DECISIONS (Consistent, accurate, effective)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
His incisive directions prevented any injury to crewmembers or damage to the E-3 during a loss of cabin pressure on an active-air NORAD mission. His actions resulted in safe recovery of both aircraft and crew.			<input checked="" type="checkbox"/>
3. PLAN AND ORGANIZE WORK (Timely, creative)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Key planner. He ensured proper training for all squadron pilots. His significant contributions enabled the squadron continuation training section to receive an Excellent during a HQ TAC MEI.			<input checked="" type="checkbox"/>
4. MANAGEMENT OF RESOURCES (Manpower and material)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
He tracks the completion of semiannual training required for 45 squadron pilots. His astute management ensures each pilot maintains currency and all continuation training is completed well ahead of schedule.			<input checked="" type="checkbox"/>
5. LEADERSHIP (Initiative, accept responsibility)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eagerly accepts responsibility. Enthusiastically ensures successful mission accomplishment. Evaluator comments during the upgrade evaluation debrief were summarized by "Capt Kling is an excellent asset to his squadron."			<input checked="" type="checkbox"/>
6. ADAPTABILITY TO STRESS (Stable, flexible, dependable)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Undaunted by two air aborts during a USCENAF sortie. His stability was the essential element in reducing the loss of on-station time and removing the anxieties of other crewmembers. Mission results--safe and successful.			<input checked="" type="checkbox"/>
7. ORAL COMMUNICATION (Clear, concise, confident)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Superb crew briefings. Explains precisely what is expected of crewmembers and how individual roles intertwine for successful sortie completion. His mission briefings remove all doubt.			<input checked="" type="checkbox"/>
8. WRITTEN COMMUNICATION (Clear, concise, organized)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
His accurate documentation of continuation training records enabled co-workers to track the status of each individual. His organization and clarity were crucial during extensive TDY requirements. HQ TAC MEI rated the work Excellent.			<input checked="" type="checkbox"/>
9. PROFESSIONAL QUALITIES (Attitude, dress, cooperation, bearing)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Admirable attitude and bearing. He reflects the finest traits of an Air Force officer. Selected to fly with Peace Sentinel students during his aircraft commander upgrade training.			<input checked="" type="checkbox"/>
10. HUMAN RELATIONS (Equal opportunity participation, sensitivity)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ardent supporter of equal opportunity and receptive to the needs of others. His tactful coordination of mission requirements with Canadian officers during Maple Flag 86-2, greatly enhanced the image of the United States Air Force.			<input checked="" type="checkbox"/>

AF FORM NOV 80 707

PREVIOUS EDITION WILL BE USED.

OFFICER EFFECTIVENESS REPORT  
DCA00MA005

FACTUAL REPORT - ADDENDUM 1

ATTACHMENT 3-5

IV. ASSIGNMENT RECOMMENDATION: 1. STRONGEST QUALIFICATION: Job Knowledge, Leadership

2. SUGGESTED JOB (Include AFSC): Instructor Pilot (K1325T)

3. ORGANIZATION LEVEL: Squadron

4. TIMING: 1987

V. EVALUATION OF POTENTIAL:

Compare the ratee's capability to assume increased responsibility with that of other officers whom you know in the same grade. Indicate your rating by placing an "X" in the designated portion of the most appropriate block.

RATER			ADDN RATER			INDORS-ER			RATER			ADDN RATER			INDORS-ER		
RATER			ADDN RATER			INDORS-ER			RATER			ADDN RATER			INDORS-ER		
RATER			ADDN RATER			INDORS-ER			RATER			ADDN RATER			INDORS-ER		

← Lowest

VI. RATER COMMENTS Captain Kling has my vote for top quality performer. He is a proven aviator and professional officer. Only six months after his upgrade, he already demonstrates leadership traits of a talented aircraft commander many years his senior. At Maple Flag at Quick Force, his first two exercise deployments as an aircraft commander, Capt Kling directly contributed to an amazing 100 percent on-station rate. He stringently adhered to all sortie timing requirements and aggressively coordinated with the host units any changes in mission activity. During active-air NORAD sorties while deployed to Alaska, he participated in high interest surveillance missions detecting unfriendly aircraft entering US airspace. The result was complete coverage of the target during the entire tasking. His devotion to duty has been an important factor in maintaining successful operations of the E-3 weapons system worldwide. Capt Kling's dedication and commitment to the Air Force and to a career as an Air Force officer are absolute. He has proven potential for increased responsibilities and more difficult taskings. One of this unit's rising stars. Promote and select for intermediate service school.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
ROBERT M. HAM, Maj, USAF 964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK	AWACS, Flight Commander	23 June 86
SSAN	SIGNATURE	

VII. ADDITIONAL RATER COMMENTS

CONCUR

NONCONCUR

Capt Kling is one of the Wing's top new aircraft commanders. His performance and progress have been extremely noteworthy. The 509th BMW Vice Commander flew with Capt Kling at Maple Flag and remarked that it was one of the finest sorties in which he had ever participated. We need more pilots like him. Promote!

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
MICHAEL G. VOSMEIER, Lt Col, USAF 964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK	Operations Officer	23 June 86
SSAN	SIGNATURE	

VIII. INDORSER COMMENTS

CONCUR

NONCONCUR

Capt Kling is a first class officer and aircraft commander. The 9th AF/DO flew with Capt Kling and his crew and noted that they did outstanding work and the most professional job he had seen. That is typical of this fine young officer. Promote!

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
JAMES R. STERK, Colonel, USAF 552 AWAC Wing (TAC) Tinker AFB, OK	Commander	10 Jul 86
SSAN	SIGNATURE	

U.S. GOVERNMENT PRINTING OFFICE: 1980-333-212

I. RATEE IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any items)			
1. NAME (Last, First, Middle, Initial)	2. SSAN (Include Suffix)	3. GRADE	4. IAFSC
KLING, MICHAEL J.		Capt	1323T
5. ORGANIZATION, COMMAND, LOCATION			6. PAS CODE
964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK			TEOTFYRZ
7. PERIOD OF REPORT		8. NO. DAYS OF SUPERVISION	9. REASON FOR REPORT
FROM: 14 Dec 84   THRU: 14 Jun 85		162	CRO
<b>II. JOB DESCRIPTION</b> 1. DUTY TITLE: AWACS Co-Pilot 2. KEY DUTIES, TASKS AND RESPONSIBILITIES: Plans, coordinates and executes the employment of the E-3, a \$130 million weapon system that is one of the most sophisticated in the world. Provides this skill to TAC, NORAD, PACAF, USAFE and, as directed, augments and advises the 552d AWAC Wing on E-3 tactics and operations for European, Middle East and Pacific operating theaters. Must respond and mobilize instantaneously to JCS-directed deployments, meeting any tasking or contingency.			
<b>III. PERFORMANCE FACTORS</b>			
<i>Specific example of performance required</i> 1. JOB KNOWLEDGE (Depth, currency, breadth)	NOT OBSERVED	FAR/ BELOW STANDARD	BELOW STANDARD
Excellent. Capt Kling was named distinguished graduate during his initial E-3 flight training. His flying skills have rapidly progressed ahead of his contemporaries, and he is a strong candidate for early upgrade to aircraft commander.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. JUDGMENT AND DECISIONS (Consistent, accurate, effective)			
Logical and perceptive. Anticipates what you need before you need it, and is right on target! When the Division Commander needed a topnotch co-pilot to deploy with him on short-notice, others were available, Capt Kling was selected.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. PLAN AND ORGANIZE WORK (Timely, creative)			
Outstanding. He can handle the most complex jobs with effective results. During a last minute contingency mission, Capt Kling organized the entire mission planning package. The Detachment Commander praised his efforts.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. MANAGEMENT OF RESOURCES (Manpower and material)			
Effective and efficient. Obtains the maximum productivity out of every mission. When he is not deployed, Capt Kling expertly assists, scheduling flyers in a flight that is as big as some tactical fighter squadrons.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. LEADERSHIP (Initiative, accept responsibility)			
Confident and enthusiastic, Capt Kling thrives on responsibility and challenge. He is an excellent role model for his peers, and his performance has earned him the respect of all who know him. Destined to be a future Air Force leader.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. ADAPTABILITY TO STRESS (Stable, flexible, dependable)			
Unshakable, even under severe pressure. Capt Kling has handled airborne emergencies and no-notice worldwide deployments with a poise few others possess. He has the big picture, and his professionalism under stress proves it.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. ORAL COMMUNICATION (Clear, concise, confident)			
Capt Kling is an articulate and polished speaker. He has delivered a briefing on Air Force careers to a local high school Jr. ROTC group, briefed VIP's on AWACS operations, and conducted numerous mission briefings. All were accomplished with poise and confidence.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. WRITTEN COMMUNICATION (Clear, concise, organized)			
Totally thorough and accurate. Capt Kling is superbly talented in preparing and monitoring written communication. Whether writing OERs or accomplishing mission paper work, he excels. Capt Kling is a valuable source of quality control for squadron correspondence.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. PROFESSIONAL QUALITIES (Attitude, dress, cooperation, bearing)			
A model officer. His positive attitude, impeccable bearing, and cooperative attitude make him our first selection when escorting, or flying with, general officers. The right stuff clearly shows through.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. HUMAN RELATIONS (Equal opportunity participation, sensitivity)			
Sensitive, mature and strong. Solves problems with an awareness of the human side of the issues. Volunteered and helped coach this year's Special Olympics. The smiles on the kids' faces said it all--this man cares!	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>

F FORM NOV 80 707

PREVIOUS EDITION WILL BE USED.

OFFICER EFFECTIVENESS REPORT  
DCA00MA005

FACTUAL REPORT - ADDENDUM 1

ATTACHMENT 3-7



IV. ASSIGNMENT RECOMMENDATION: 1. STRONGEST QUALIFICATION: Professional knowledge and leadership  
 2. SUGGESTED JOB (Include AFSC): E-3 Pilot (1325T)  
 3. ORGANIZATION LEVEL: Squadron 4. TIMING: 1986

V. EVALUATION OF POTENTIAL:

Compare the ratee's capability to assume increased responsibility with that of other officers whom you know in the same grade. Indicate your rating by placing an "X" in the designated portion of the most appropriate block.

[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			↑ Highest
[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			
[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			
[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			[ ] [ ] [ ]			
Lowest ←												

VI. RATER COMMENTS: One of AWACS top performers. Capt Kling has consistently demonstrated that he is one of the best. His outstanding accomplishments include being a distinguished graduate from initial E-3 flight training, and scoring 100 percent on his annual Standardization and Evaluation aircrew testing. He is cool and calm under pressure. During a NORAD Operational Evaluation flight, he was unflappable while helping to correct a pressurization malfunction that threatened to cancel the sortie. He received a letter of commendation from the 26th NORAD Region Commander for his efforts. Capt Kling has a positive attitude and his bearing is impeccable. When the Division Commander requested a co-pilot to deploy with him, our squadron chose Capt Kling. He is involved in every aspect of flight operations. When not deployed, Capt Kling assists in flight scheduling and flight administration, all with excellent results. In his limited spare time, he is involved in many civic projects. He was a coach in this year's Special Olympics. Capt Kling is a valuable asset to this squadron. He is a hard working professional who actively seeks out the tough jobs. This man is going places. Promote ahead of his contemporaries.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
EDWARD J. SATTELY, Capt, USAF 964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK	AWACS Aircraft Commander	14 JUN 85
SSAN	SIGNATURE	
[REDACTED]	[REDACTED]	

VII. ADDITIONAL RATER COMMENTS  CONCUR  NONCONCUR

Captain Kling is the best co-pilot in my flight. His outstanding performance during training is indicative of his abilities and positive attitude. His rapid progress since training clearly shows that he will be ready for an early upgrade to aircraft commander. Captain Kling is an exceptional officer who displays initiative, proficiency and resourcefulness. Promote this outstanding officer at the earliest opportunity, and augment into the Regular Air Force.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
LAURENCE A. JOHNSON, Maj, USAF 964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK	Flight Commander	14 JUN 85
SSAN	SIGNATURE	
[REDACTED]	[REDACTED]	

VIII. INDORSER COMMENTS  CONCUR  NONCONCUR

Capt Kling is an excellent officer and a talented aviator. His ability to quickly grasp the AWACS system has been second to none. He is often relied upon to fly the tough missions because he always produces superior results. Capt Kling is destined to be a topnotch aircraft commander when eligible to upgrade. A welcome addition to this unit, he has a bright future. Promote.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
JAMES R. STERK, Colonel, USAF 552d AWAC Wing (TAC) Tinker AFB OK	Commander	15 Jul 85
SSAN	SIGNATURE	
[REDACTED]	[REDACTED]	





RATEE IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any item)

1. NAME (Last, First, Middle Initial) KLING, MICHAEL J.	2. SSAN (Include Suffix) [REDACTED]	3. GRADE 1 LT	4. DAFC M1063C
ORGANIZATION, COMMAND, LOCATION 46th Air Refueling Squadron (SAC), K. I. Sawyer AFB, Michigan			5. PAS CODE KYOSFH3D

PERIOD OF REPORT FROM: 13 OCT 82 THRU: 9 Mar 83	6. NO. DAYS OF SUPERVISION 148	7. REASON FOR REPORT CRD
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JOB DESCRIPTION 1. DUTY TITLE: Wing/Base Instructor Copilot KC-135 Stan/Eval Branch  
 2. KEY DUTIES, TASKS AND RESPONSIBILITIES: Wing level flight examiner responsible for conducting simulator evaluations. Directly responsible to the Deputy Commander for Operations for the overall qualification of combat-ready aircraft commanders and copilots. Assists aircraft commander in maintaining the alert status or readiness to air refuel strategic nuclear bombers, strategic reconnaissance aircraft and tactical fighter aircraft, under all types of weather, day or night, at variable rendezvous points. Shares the aircraft commander's heavy responsibility of insuring accurate, precise rendezvous and mid-air fuel transfer to the nuclear bomber. ADDITIONAL DUTIES: Standardization/Evaluation Ground Training Monitor; Standardization/Evaluation Pilot's Examination Officer.

II. PERFORMANCE FACTORS

Specific example of performance required	NOT OBSERVED OR NOT RELEVANT	FAR/ BELOW STANDARD	BELOW STANDARD	MEETS STANDARD	ABOVE STANDARD	WELL ABOVE STANDARD
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1. JOB KNOWLEDGE (Depth, currency, breadth) Truly exceptional. The recognized expert in Stan/Eval pilot's tests. Confirmed by the 'Excellent' rating Stan/Eval pilot examinations received from the First Combat Evaluation Group (1 CEVG), SAC's Standardization/Evaluation team. The best copilot in this wing!	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. JUDGMENT AND DECISIONS (Consistent, accurate, effective) Accurate decision maker. As a flight simulator evaluator, he is responsible for evaluating other aircrew members' judgment and compliance with flying directives. Provides critical decisions to the wing staff on the proficiency of all KC-135 pilots and copilots.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. PLAN AND ORGANIZE WORK (Timely, creative) An extremely capable and productive staff officer. Uncanny ability to prioritize tasks and to complete staff work well ahead of deadlines. His innovative and meticulously planned pilot examinations were rated "Excellent" by 1 CEVG.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. MANAGEMENT OF RESOURCES (Manpower and material) An expert on fuel conservation and techniques. Optimizes flying time and fuel. Evaluates squadron crews' mission plans to assure the maximum fuel savings. Result: our unit saved an additional 7.3% more fuel than a SAC directed goal!	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. LEADERSHIP (Initiative, accept responsibility) Leads by example. Seized the initiative by streamlining Stan/Eval Ground Training Monitoring, making this program more effective in assuring quality crew members. His program was rated "Excellent" by a higher headquarters inspection team.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. ADAPTABILITY TO STRESS (Stable, flexible, dependable) Levelheadedness and reliability under pressure are his trademark. Quickly and accurately replanned a mission in-flight while under the scrutiny of 1 CEVG evaluators. Flexible in the face of mission changes and short suspenses when the situation dictates. Unshakable.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. ORAL COMMUNICATION (Clear, concise, confident) A polished speaker. Lt Kling presents himself as a poised and articulate speaker whether giving a formal presentation or an informal critique. His presentations are extremely clear and demonstrate a command of all subject matter. Superb orator.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. WRITTEN COMMUNICATION (Clear, concise, organized) A talented writer. His reports as Stan/Eval Ground Training Monitor are well thought out and reflect insight for correcting training deficiencies or applauding excellent programs. His articles in the Stan/Eval Newsletter contributed to its being rated "Excellent" by 1 CEVG.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9. PROFESSIONAL QUALITIES (Attitude, dress, cooperative, bearing) Dynamic and dedicated officer. His impeccable military bearing was the basis for his selection to become the senior instructor copilot in Stan/Eval. On three occasions the wing staff chose him to provide airlift support for the 40th Air Division Commander.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10. HUMAN RELATIONS (Equal opportunity participation, sensitivity) A strong proponent of harmonious relations between all people, both military and civilian. Volunteered to present a briefing on the Air Force way of life to local ROTC cadets. An active participant in community charity functions and programs. Sensitive to others' needs.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

EVALUATION OF POTENTIAL:

Compare the ratee's capability to assume increased responsibility with that of other officers whom you know in the same grade. Indicate your rating by placing an "X" in the designated portion of the most appropriate block.

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← Lowest												

VI. RATER COMMENTS Lt Kling's potential for advancement in rank and responsibility is unlimited. He possesses all those qualities sought by our future Air Force leadership. His selection as the senior instructor copilot in our Standardization/Evaluation Branch testifies to his steady superior progress since his graduation from Undergraduate Pilot Training. He has continually sought to increase his experience and proficiency by actively participating in the Accelerated Copilot Enrichment (ACE) Program. His revision of our Ground Training Monitoring Program provides our wing with a more fair and orderly evaluation process and assures our timely correction of curriculum deficiencies. His work was highly praised by First Combat Evaluation Group--particularly his innovative testing program which was acclaimed as a model for other units to emulate! His key contributions insured that our Stan/Eval Branch was rated "Excellent" during that evaluation. He has gained a solid reputation for high quality staff work, superior aeronautical skill, and unquestioned expertise in tanker systems knowledge and procedure. He is definitely ready for upgrade to aircraft commander. Augment this officer to the Regular Air Force, select him for Squadron Officer School in residence and promote.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
WILLIAM H. HALL III, Capt, USAF 46th Air Refueling Squadron (SAC) K. I. Sawyer AFB, Michigan	Instructor Pilot KC-135 Standardization/Evaluation Branch	9 MAR 83
SSAN	SIGNATURE	
[REDACTED]	[REDACTED]	

VII. ADDITIONAL RATER COMMENTS  CONCUR  NONCONCUR  
Lt Kling ranks in the top 5% of all junior officers under my command! His pilot examination and ground monitoring programs in the Standardization/Evaluation Division were rated "Excellent" during our First Combat Evaluation Group inspection and were acclaimed by these evaluators to be models for other units. He daily provides strong leadership to our stan/eval program. He has unlimited potential. Offer him increased responsibilities. Select for Squadron Officer School in residence and tender a Regular Commission. Promote.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
THOMAS M. MOONEY, Colonel, USAF 410 Bomb Wing (SAC) K I Sawyer AFB MI	Deputy Commander for Operations	14 Mar 83
SSAN	SIGNATURE	
[REDACTED]	[REDACTED]	

VIII. INDRS-ER COMMENTS  CONCUR  NONCONCUR  
Lt Kling is one of the 410th BMW's best copilots! His superior performance in the Wing Standardization/Evaluation Branch attests to his solid ability as a pilot and staff officer. The "Excellent" rating that Branch received from the First Combat Evaluation Group reflects the quality of his work. He contributed significantly to the 46th Air Refueling Squadrons' selection for the 40th Air Division Outstanding Tactical Unit Award and the General Carl A. Spaatz Memorial Trophy for 1982--awarded to the best tanker unit in the Air Force! He is an exceptional young officer fully capable of handling difficult staff assignments. His performance justifies selection for Squadron Officer School and augmentation into the Regular Force. Promote rapidly.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
LARRY D. FORTNER, Colonel, USAF 410th Bombardment Wing, (SAC) K. I. Sawyer AFB, Michigan	Commander	20 March 1983
SSAN	SIGNATURE	
[REDACTED]	[REDACTED]	

COPIED ON GOVERNMENT COPIER 6

RATEE IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any item)

1. NAME (Last, First, Middle Initial) ING, MICHAEL J.	2. SSAN (Include Suffix) [REDACTED]	3. GRADE 1 LT	4. DAFSC MI063C
ORGANIZATION, COMMAND, LOCATION 4th Air Refueling Squadron (SAC) K.I. Sawyer Air Force Base, Michigan			5. PAS CODE KYOSFH3D
PERIOD OF REPORT FROM: 13 Nov 81 THRU: 12 Oct 82		6. NO. DAYS OF SUPERVISION 120	7. REASON FOR REPORT SEMIANNUAL

1. JOB DESCRIPTION 1. DUTY TITLE: Wing/Base Instructor Copilot KC-135 Stan/Eval Branch  
2. KEY DUTIES, TASKS AND RESPONSIBILITIES:

Wing level flight examiner responsible for conducting simulator evaluations. Assists aircraft commander in maintaining the alert status or readiness to air refuel strategic nuclear bombers, strategic reconnaissance aircraft and tactical fighter aircraft, under all types of weather, day or night, at variable rendezvous points. Shares the aircraft commander's heavy responsibility of insuring accurate, precise rendezvous and mid-air fuel transfer to the nuclear bomber. ADDITIONAL DUTIES: OIC Standardization/Evaluation (Stan/Eval) Pilot Exams and Stan/Eval Ground Training Monitor.

III. PERFORMANCE FACTORS

1. Specific example of performance required	NOT OBSERVED OR NOT RELEVANT	FAR/ BELOW STANDARD	BELOW STANDARD	MEETS STANDARD	ABOVE STANDARD	WELL ABOVE STANDARD
1. JOB KNOWLEDGE (Depth, currency, breadth) Absolutely impressive. One of the best KC-135 copilots in this wing. This was exemplified by the wing staff selecting him as the copilot to compute Emergency War Order (EWO) performance during a critical period of runway repairs. Scored 100% on all exams.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. JUDGMENT AND DECISIONS (Consistent, accurate, effective) A true professional. An independent thinker whose decisions are always sound and correct. His judgements on flight simulator evaluations are highly respected by crew members and staff personnel alike. He has been commended on his fairness on all evaluations.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. PLAN AND ORGANIZE WORK (Timely, creative) Uncanny ability to prioritize tasks and complete staff work well ahead of deadlines. His meticulous planning and work as the Stan/Eval Commander's Annual Facilities Inspection (CAFI) officer led to an outstanding rating in the recent inspection.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. MANAGEMENT OF RESOURCES (Manpower and material) Consistently innovative. Despite the fact there were no funds available to procure the necessary items for the CAFI, he performed exceptionally in preparing our offices for this inspection.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. LEADERSHIP (Initiative, accept responsibility) Eagerly accepts responsibility. Lt Kling is often consulted by his peers and superiors for guidance and insight into the technical area of KC-135 takeoff and performance data. Both on and off duty, he leads by example.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. ADAPTABILITY TO STRESS (Stable, flexible, dependable) Cool under pressure. On a weather divert during his annual in-flight evaluation, he was undaunted by three different landing base assignments in determining critical field and aircraft performance data. His unshakable professionalism aided immeasurably in a safe recovery.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. ORAL COMMUNICATION (Clear, concise, confident) A polished and poised speaker. Extremely articulate. Lt Kling was personally commended by the Air Force Reserve Officer Training Corps (AFROTC) commander for the informative and well organized classes he taught to visiting cadets on the subject of aeronautics.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. WRITTEN COMMUNICATION (Clear, concise, organized) A talented writer. His reports as Ground Training Monitor are well thought out and reflect insight for correcting training deficiencies or applauding excellent programs. His Stan/Eval pilot exams are concise and unambiguous.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9. PROFESSIONAL QUALITIES (Attitude, dress, cooperation, bearing) A professional. A future commander who epitomizes the professional military officer. His exceptional military bearing and behavior was illustrated during our recent open house for civilian flyers when he was selected as the KC-135 display escort officer.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10. HUMAN RELATIONS (Equal opportunity participation, sensitivity) A strong proponent of harmonious relations between all people, both military and civilian. He actively supports the Air Force Equal Opportunity Program. He contributes many off-duty hours instructing basic flight academic courses to local community AFROTC students.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

AF FORM 707 NOV 79

PREVIOUS EDITIONS ARE OBSOLETE

FACTUAL REPORT - ADDENDUM 1

ATTACHMENT 3-13

OFFICER EFFECTIVENESS REPORT

DA FORM 8005

IV. ASSIGNMENT RECOMMENDATION: 1. STRONGEST QUALIFICATION: Technical Knowledge  
 2. SUGGESTED JOB (Include AFSC): KC-135 Aircraft Commander (1065C)  
 3. ORGANIZATION LEVEL: Squadron 4. TIMING: Jan 83

V. EVALUATION OF POTENTIAL:

Compare the ratee's capability to assume increased responsibility with that of other officers whom you know in the same grade. Indicate your rating by placing an "X" in the designated portion of the most appropriate block.

<table border="1"> <tr><td> </td><td> </td><td> </td></tr> <tr><td>RATER</td><td>ADDN RATER</td><td>INDORS-ER</td></tr> </table>						RATER	ADDN RATER	INDORS-ER	<table border="1"> <tr><td> </td><td> </td><td> </td></tr> <tr><td>RATER</td><td>ADDN RATER</td><td>INDORS-ER</td></tr> </table>						RATER	ADDN RATER	INDORS-ER	<table border="1"> <tr><td> </td><td> </td><td> </td></tr> <tr><td>RATER</td><td>ADDN RATER</td><td>INDORS-ER</td></tr> </table>						RATER	ADDN RATER	INDORS-ER	<table border="1"> <tr><td> </td><td> </td><td> </td></tr> <tr><td>RATER</td><td>ADDN RATER</td><td>INDORS-ER</td></tr> </table>						RATER	ADDN RATER	INDORS-ER
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Lowest ←									Highest ↑																										

VI. RATER COMMENTS Lt Kling is an outstanding officer and superior copilot who was handpicked by the wing commander to join this selectively manned division. He quickly established himself as a standout performer whose initiative and conscientiousness make him a model for his peers. He is an excellent example of the qualities sought in today's Air Force and wishes to make the Air Force a career. Lt Kling's flying progress since graduation from Undergraduate Pilot Training has been exceptional. He has continually sought to increase his experience level by actively participating in the Accelerated Copilot Enrichment Program. In addition to being a superb aviator, he is also an excellent staff officer. His work as Stan/Eval CAF officer resulted in Stan/Eval receiving an outstanding rating from the inspection team. His additional duties in Stan/Eval Pilot Exams and Ground Training are noteworthy. In addition, Lt Kling has taken upon himself the task of preparing and instructing airmanship to local community AFROTC-cadets in their flight instruction program. He is definitely a top performer and is ready for upgrade to aircraft commander. I recommend this outstanding officer for Squadron Officer School in residence and augment into the Regular Air Force. Promote.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
WILLIAM H. HALL, III, Capt, USAF 46th Air Refueling Squadron (SAC) K.I. Sawyer Air Force Base, Michigan	Acft Comdr KC-135 Stan/Eval Br	13 Oct 82
SSAN	SIGNATURE	
	<i>[Signature]</i>	

VII. ADDITIONAL RATER COMMENTS  CONCUR  NONCONCUR  
 Lt Kling is an outstanding young officer with unlimited potential. His expertise in his flying skills has rapidly expanded his usefulness and abilities in all aspects of Stan/Eval operations and he has been selected for upgrade to aircraft commander at the earliest opportunity. His performance as the Stan/Eval CAFI Project Officer resulted in an outstanding rating from the inspection team. He possesses the qualifications of a future leader. Augment this fine officer into the Regular Air Force. Promote.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
THOMAS M. MOONEY, Colonel, USAF 410 Bomb Wing (SAC) K I Sawyer AFB MI	Deputy Commander for Operations	18 Oct 82
SSAN	SIGNATURE	
	<i>[Signature]</i>	

VIII. INDORSER COMMENTS  CONCUR  NONCONCUR  
 Lt Kling is one of the finest young officers in the 410th Bomb Wing. His instructions and evaluations of KC-135 pilots during flight simulators produced highly qualified and knowledgeable personnel. He is responsible for course preparation and instruction on airmanship to local AFROTC cadets in their flight instructor program. Augment, promote rapidly and select for Squadron Officer School.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
LARRY D. FORTNER, Colonel, USAF 410 Bombardment Wing (SAC) I Sawyer AFB MI	Commander	5 Nov 82
SSAN	SIGNATURE	
	<i>[Signature]</i>	

RATER/INDORSER NAME/DATE

I. RATEE IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any item)																																																																																
1. NAME (Last, First, Middle Initial)	2. SSAN (Include Suffix)	3. GRADE	4. DAFSC																																																																													
KLING, MICHAEL J.	[REDACTED]	1LT	1063C																																																																													
5. ORGANIZATION, COMMAND, LOCATION		6. PAS CODE																																																																														
46th Air Refueling Squadron (SAC), K. I. Sawyer AFB, Michigan		KYOSPH3D																																																																														
7. PERIOD OF REPORT		8. NO. DAYS OF SUPERVISION	9. REASON FOR REPORT																																																																													
FROM: 13 MAY 81 THRU: 12 NOV 81		162	SEMIANNUAL																																																																													
II. JOB DESCRIPTION 1. DUTY TITLE: UNIT COPILOT KC-135 2. KEY DUTIES, TASKS AND RESPONSIBILITIES: Performs SIOP alert duty, assists aircraft commander in maintaining the alert readiness to air refuel strategic nuclear bombers, strategic reconnaissance aircraft and tactical fighter aircraft, under all types of weather, day or night, at variable rendezvous points. Aids the aircraft commander in planning and plotting each mission. Shares the aircraft commander's heavy responsibility of insuring accurate, precise rendezvous and mid-air fuel transfer to the nuclear bomber. Computes critical takeoff and landing aircraft performance data.																																																																																
III. PERFORMANCE FACTORS <table border="1"> <thead> <tr> <th>Specific example of performance required</th> <th>NOT OBSERVED OR NOT RELEVANT</th> <th>FAR/ BELOW STANDARD</th> <th>BELOW STANDARD</th> <th>MEETS STANDARD</th> <th>ABOVE STANDARD</th> <th>WELL ABOVE STANDARD</th> </tr> </thead> <tbody> <tr> <td>               1. JOB KNOWLEDGE (Depth, currency, breadth)                Exceptional. Well above contemporaries. Has total comprehension of aircraft systems and performance, plus associated command directives. Consistently achieves outstanding results on Standardization and Evaluation testing. Wing and Squadron staff highly impressed.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td>               2. JUDGMENT AND DECISIONS (Consistent, accurate, effective)                Expert. Highly skilled in the process of associating the variable elements of environmental, geographical and mechanical data for interpretation and implementation of complicated, technical takeoff performance data, allowing operation at near maximum aircraft limits.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>               3. PLAN AND ORGANIZE WORK (Timely, effective)                Effective. Accurately replanned a trans-oceanic flight returning from Hawaii while airborne, anticipating changes that minimized ARTCC route alterations caused by the ATC controllers strike, reducing airborne delays thus saving fuel and passengers' valuable time.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td>               4. MANAGEMENT OF RESOURCES (Efficient, economical)                Plans each mission to obtain maximum training with a minimum expenditure of fuel and airframe time. Ensures close adherence to optimum altitude flying when mission changes dictate in-flight alterations.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>               5. LEADERSHIP (Initiative, accept responsibility)                Innovative. Skillfully led 24 civilian guests through the cramped quarters of a two man KC-135 trainer, stimulating visitor interest in flying and in the Air Force way of life.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td>               6. ADAPTABILITY TO STRESS (Stable, flexible, adaptable)                Stable. Certified for nuclear alert in minimum time. Successfully mastered a multitude of classified plans, passed difficult tests, and briefed the Wing Commander on Emergency War Order (EWO) operations while PCS in-processing and relocating quarters.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>               7. ORAL COMMUNICATION (Clear, confident)                Self-assured. Maintained a concise and articulate manner of self-confident speaking while being barraged with difficult, thought provoking questions by the Wing Commander during EWO certification. Left the Commander and Wing staff thoroughly and positively impressed.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td>               8. WRITTEN COMMUNICATION (Clear, concise, organized)                Concise. Descriptive Business Effort trip reports were accurate and logically structured. His style is well adapted to the subject and organized for ease of comprehension. The trip reports were well received by BAF and HQ SAC.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td>               9. PROFESSIONAL QUALITIES (Attitude, dress, cooperation, bearing)                Displays high standard of integrity and stability regardless of circumstances or workload. Military manner and bearing are always outstanding. His eager attitude contributes to high squadron morale. Outstanding Air Force emissary while TDY.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td>               10. HUMAN RELATIONS (Equal opportunity, participation, sensitivity)                Equitable. Sets an unshakeable example by his unbiased personal dealings. Has established excellent working relationships with staff and crew members alike. Actively supports the Air Force Equal Opportunity and Treatment Program.             </td> <td><input type="radio"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>				Specific example of performance required	NOT OBSERVED OR NOT RELEVANT	FAR/ BELOW STANDARD	BELOW STANDARD	MEETS STANDARD	ABOVE STANDARD	WELL ABOVE STANDARD	1. JOB KNOWLEDGE (Depth, currency, breadth) Exceptional. Well above contemporaries. Has total comprehension of aircraft systems and performance, plus associated command directives. Consistently achieves outstanding results on Standardization and Evaluation testing. Wing and Squadron staff highly impressed.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2. JUDGMENT AND DECISIONS (Consistent, accurate, effective) Expert. Highly skilled in the process of associating the variable elements of environmental, geographical and mechanical data for interpretation and implementation of complicated, technical takeoff performance data, allowing operation at near maximum aircraft limits.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	3. PLAN AND ORGANIZE WORK (Timely, effective) Effective. Accurately replanned a trans-oceanic flight returning from Hawaii while airborne, anticipating changes that minimized ARTCC route alterations caused by the ATC controllers strike, reducing airborne delays thus saving fuel and passengers' valuable time.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	4. MANAGEMENT OF RESOURCES (Efficient, economical) Plans each mission to obtain maximum training with a minimum expenditure of fuel and airframe time. Ensures close adherence to optimum altitude flying when mission changes dictate in-flight alterations.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	5. LEADERSHIP (Initiative, accept responsibility) Innovative. Skillfully led 24 civilian guests through the cramped quarters of a two man KC-135 trainer, stimulating visitor interest in flying and in the Air Force way of life.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	6. ADAPTABILITY TO STRESS (Stable, flexible, adaptable) Stable. Certified for nuclear alert in minimum time. Successfully mastered a multitude of classified plans, passed difficult tests, and briefed the Wing Commander on Emergency War Order (EWO) operations while PCS in-processing and relocating quarters.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	7. ORAL COMMUNICATION (Clear, confident) Self-assured. Maintained a concise and articulate manner of self-confident speaking while being barraged with difficult, thought provoking questions by the Wing Commander during EWO certification. Left the Commander and Wing staff thoroughly and positively impressed.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	8. WRITTEN COMMUNICATION (Clear, concise, organized) Concise. Descriptive Business Effort trip reports were accurate and logically structured. 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Actively supports the Air Force Equal Opportunity and Treatment Program.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Specific example of performance required	NOT OBSERVED OR NOT RELEVANT	FAR/ BELOW STANDARD	BELOW STANDARD	MEETS STANDARD	ABOVE STANDARD	WELL ABOVE STANDARD																																																																										
1. JOB KNOWLEDGE (Depth, currency, breadth) Exceptional. Well above contemporaries. Has total comprehension of aircraft systems and performance, plus associated command directives. Consistently achieves outstanding results on Standardization and Evaluation testing. Wing and Squadron staff highly impressed.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>																																																																										
2. JUDGMENT AND DECISIONS (Consistent, accurate, effective) Expert. Highly skilled in the process of associating the variable elements of environmental, geographical and mechanical data for interpretation and implementation of complicated, technical takeoff performance data, allowing operation at near maximum aircraft limits.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>																																																																										
3. PLAN AND ORGANIZE WORK (Timely, effective) Effective. Accurately replanned a trans-oceanic flight returning from Hawaii while airborne, anticipating changes that minimized ARTCC route alterations caused by the ATC controllers strike, reducing airborne delays thus saving fuel and passengers' valuable time.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>																																																																										
4. MANAGEMENT OF RESOURCES (Efficient, economical) Plans each mission to obtain maximum training with a minimum expenditure of fuel and airframe time. Ensures close adherence to optimum altitude flying when mission changes dictate in-flight alterations.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>																																																																										
5. LEADERSHIP (Initiative, accept responsibility) Innovative. Skillfully led 24 civilian guests through the cramped quarters of a two man KC-135 trainer, stimulating visitor interest in flying and in the Air Force way of life.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>																																																																										
6. ADAPTABILITY TO STRESS (Stable, flexible, adaptable) Stable. Certified for nuclear alert in minimum time. Successfully mastered a multitude of classified plans, passed difficult tests, and briefed the Wing Commander on Emergency War Order (EWO) operations while PCS in-processing and relocating quarters.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>																																																																										
7. ORAL COMMUNICATION (Clear, confident) Self-assured. Maintained a concise and articulate manner of self-confident speaking while being barraged with difficult, thought provoking questions by the Wing Commander during EWO certification. Left the Commander and Wing staff thoroughly and positively impressed.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>																																																																										
8. WRITTEN COMMUNICATION (Clear, concise, organized) Concise. Descriptive Business Effort trip reports were accurate and logically structured. His style is well adapted to the subject and organized for ease of comprehension. The trip reports were well received by BAF and HQ SAC.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>																																																																										
9. PROFESSIONAL QUALITIES (Attitude, dress, cooperation, bearing) Displays high standard of integrity and stability regardless of circumstances or workload. Military manner and bearing are always outstanding. His eager attitude contributes to high squadron morale. Outstanding Air Force emissary while TDY.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>																																																																										
10. HUMAN RELATIONS (Equal opportunity, participation, sensitivity) Equitable. Sets an unshakeable example by his unbiased personal dealings. Has established excellent working relationships with staff and crew members alike. Actively supports the Air Force Equal Opportunity and Treatment Program.	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>																																																																										



