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.

| CERTIFICAT | TE OF AIRCREW | QUALIFIC | CATION | DATE CO | MPLETED 93 |
|--|---------------|---------------------|------------------------|-------------|---------------|
| I. | EXAMINEE | IDENTI | FICATION | | |
| NAME (Last, First, middle ! | r1LLa1) | | GRADE | NASS | |
| Kling, Hichael J. | | | Maj | | |
| ORGANIZATION AND LOCATION | | | ACFT/CREW POSITION | ELIGIBI | LITY PERIOD |
| 132 ARS, Dangor IAP ME | | | KC-135E/IP | Aug 94 | - Jan 95 |
| II. | | QUALIFIC | ATION | <u></u> | |
| GROUND PHI | SE | | PLIG | HT PHASE | |
| EXAMINATION/CHECK | DATE | GRADE | MISSION/CHEC | K | DATE |
| USAF Instrument | 28 Jul 93 | 99 | Qualification/Instru | ment | 4 Aug 93 |
| Qualification Open Book | 17 Jul 93 | 100 | | | |
| Qualification Closed Book | 28 Jul 93 | 2/100 | | | |
| Instructor Open Book | 19 Jul 93 | 100 | | | |
| | | | | | |
| QUALIFICATION LEV | EL | REST. | ADDITIO | NAL TRAININ | ic |
| QUALIFIED UNG | DUALIFIED | YES | DUE DATES | | |
| | | () | | • | |
| 1 | | NO | | | |
| EXPIRATION DATE OF QUALIFY | CATION | (X) | DATE ADDITIONAL TRAI | NING COMPLE | TED |
| COMMENTS (If more space la | needed, cont | inue on | reverso) | | |
| OURCEL VID THE BEREORY | lan. | | | | |
| OUTSTANDING PERFORMAN | ICE | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| III. | | CERTIFI | | | |
| TYPE NAME AND GRADE | ORGANIZATI | ON | SIGNATU | RE | DATE |
| | | - Y - | N R | | - |
| John L. D'Errico, | 101 ARW | | × | _ | BEAUG 193 |
| 2 REVIEWING OFFICER William I. Smith, Lt Col | 101 ARW | x | 6-1-1-C | <u>-</u> | 580023 |
| 3 FINAL APPROVING OFFICER Dennis W. Vanidestine, Col | 101 ARW | x | Donne with | - Andrew | 5 Aug 93 |
| I CERTIFY that I have b | een briefed a | nd under | stand the action being | taken thi | s date |
| DATE TYPED NAME A | ND GRADE OF E | XAHINEE | SIGNATURE / | Kom | |
| SAUG 93 Michael J.) | Cling, Maj | | 1 years of | / | |

AF FORM B MAY 85 (Computer Generated)

| | | | | \ | |
|------------|---|---------------|----------------------|---------------------------------------|---------------------|
| 1. | RATEE IDENTIFICATION DATA (Rec | 35 Al-R 35-10 | sarefully before til | ing in any item) | |
| 1. mga w | E (Last. First, Miodie Initial, | 2. \$5AN (In | tinde Suffix) | S. GRACE | 4. CAFSC |
| KI I NO | , MICHAEL J. | | | Capt | 1325T |
| 3. CRG | ANIZATION, COMMAND LOCATION | , | | 1000 | I A PAS CODE |
| | | | | | |
| 964 A | ir Warn & Ctrl Sq (TAC) Tinker AFB, OK | | | | TEOTFYRZ |
| 7. PER | OD OF REPORT | | . NO. DAYS OF | 3. RE | ASON FOR REPORT |
| FRO | M. 15 Jun 86 THPU: 14 Jun 87 | | SUPERVISION | 365 Ann | 1 |
| | | | <u> </u> | 365 Ann | 081 |
| 11. JOS | DESCRIPTION 1. DUTY TITLE AWACS Aircraft | | | | |
| 2 | EY DUTIES, TASKS AND RESPONSIBILITIES: RESPONSIB | le for, | supervises a | and directs | a 17-man flight |
| and m | ission crew during JCS-directed, worldw | | | | |
| | | | | | |
| | inates and executes the employment of t | | | | |
| one o | f the most sophisticated in the world. | Provide | s this skill | l to TAC, No | DRAD, PACAF and |
| USAFE | , as directed. Augments and advises 55 | 2d AWAC | Wing on E-3 | tactics and | d operations |
| | uropean, Middle East, and Pacific opera | | | | |
| | | | | | |
| | usly to meet any tasking or contingency | . Addit | ional Duty: | Squadron, | (DOI) Flight Crew |
| Train | ing Officer. | | | | |
| | | | | | |
| III. PER | FORMANCE FACTORS | FARI | | | w ! |
| 150 | crific example of performance required NOT OBSERVED | BELOW | SELOW! | | ABOVE! ABOVE |
| | 1101 005611725 | STANDARD | | STANDARD ST | TANDARD STANDARD |
| 1. | Dreadth) | | | | |
| Recei | ved Exceptionally Qualified rating on h | is lates | t simulator | evaluation. | . The evaluator |
| | Capt Kling was as steady as a rock in p | | | | |
| | | 1.322016 | SILUALIONS a | ing genousti | raced unsurpassed |
| | edge and expertise. | | | | |
| Z. | JUDGMENT AND DECISIONS (Consistent, O | 1_ 1 | | } | |
| Durin | g an Iceland deployment, he helped impr | OVE DECC | edures for s | cheduline | alert crews. It |
| | to be equitable for the crewmembers a | | | | |
| | - | na ennan | ced good rap | port between | III 900 ANACS |
| | and the aircrews. | · | | | |
| 3. | PLAN AND ORGANIZE WORK (Timely, | 1 1 | 1 1 | 1 1 | |
| Maint | ains training folders for 36 assigned s | quadron | pilots. He | successful | ly documents con- |
| | | | | | |
| | tion training, briefs new pilots and en | sures th | ey accompilis | u all the i | requirements |
| | sary for mission-ready status. | | | | |
| 4. | MANAGEMENT OF RESOURCES | 1 1 | | 1 1 | |
| While | deployed to Elf-One, he worked as staf | f pilot | ensuring E-3 | aircraft s | were in a cocked |
| | | | | | The In a cocked |
| contr | guration and ready to accomplish AWACS' | most hi | guty visible | mission. | |
| | | | | · · · · · · · · · · · · · · · · · · · | |
| 5. | LEADERSHIP (Initiative occept | } } | | | |
| Selec | ed as aircraft commander for exercise | Coronet | Sentry the | first AWACS | VALSUS AWACS COM- |
| petit | ion Wie participation simplificantly | | | II | TOTAL OCT |
| • | | ontribut | ed to the ov | erall succe | iss of the 964 |
| | in this test. | | | | |
| 6. | ADAPTABILITY TO STRESS (Sichle. | | | | |
| As an | Alteralt commander in AWACS' most dema | nding ne | acetime miss | ion NORAD | Alert he coor- |
| dinat | ed the E-3 scramble launch and helped s | | llu detent | Carrier air | arett, ne coot |
| | | occessio | rry detect a | Soviet all | craft inside the |
| | estal ADIZ. | | | | |
| 7. | ORAL COMMUNICATION (Clear, | - 1 - 1 . | . 1 | 1 1 | |
| A smoo | oth but authoritative style. His prese | ntations | and discuss | ion during | quarterly con- |
| | | | | | |
| | ion training briefings are superb. Fe | IIOw pire | ots comprime | ne ura boar | .cive, can-do acci- |
| tude. | | | | | |
| | WRITTEN COMMUNICATION (Clear, concise, organized) | 1. 1 | 1 1 | [[| |
| His me | ticulous attention to detail for conti | nuation | training fol | der write-u | uns received |
| admir | able comments from the HQ TAC standardi | | und and and a | | ips received |
| aumili | tore comments from the ho fac standards | zacion/e | valuation in | spectors. | |
| <u></u> | | | | | |
| 9 . | PROFESSIONAL QUALITIES (Attinide, | | | | |
| Total | dress, cooperation, bearing) Ly professional and superb AWACS repres | entative | Received | an outstand | line debriefine |
| | | | | | |
| | he carrier task force commander for hi | s partic | ipation duri | ng a classi | ried exercise. |
| | | | | | |
| | HUMAN RELATIONS (Equal opportunity | | | | |
| Carino | g and concerned. Involved in the needs | of this | coundres :- | d bic some | Davatas |
| | | | | | |
| | hours to squadron and flight projects. | Donates | sott-duty t | ime to serv | e in local church |
| work. | | | | | |
| A F FO | th and | | | | |

AF NOT 10 707 . PREVIOUS EDITION WILL BE USED.

OFFICER EFFECTIVENESS REPORT

| | | _ <u></u> |
|---|--|--|
| IV. ASSIGNMENT RECOMMENDATION: 1. STRONG | EST QUALIFICATION: JOB KNO | owledge |
| 2. SUGGESTED 108 (Include AFSC): Instructor | Pilot (K1325T) | |
| 1. ORGANIZATION LEVEL. SQUADOR | 4.71 | MING: 1987 |
| V. EVALUATION OF POTENTIAL: | | ming: 1707 |
| 1 | | |
| | | . |
| Compare the ratee's capability to assume increase | | |
| of other officers whom you know in the same gra by placing an "X" in the designated portion of th | | $ X \times X $ |
| by placing an x in the designated portion of th | e most appropriate block | |
| | | T |
| | | |
| | | |
| \ | | |
| | | |
| | | |
| RATER ADON INDOS RATER ADON INDORS | RATER ADON INDORS | RATER ADDN INDORS. |
| RATER ER RATER ER | RATER ER | RATER ER |
| | | |
| VI. RATER COMMENTS Captain Kling is one | | |
| aviation skills and vast leadership | potential. He makes thin | igs happen in a totally positive |
| way for AWACS. He demonstrated excep | otional leadership as an | E-3 aircraft commander during |
| sorties in support of the Vice President | | |
| central point of contact and dissemin | | |
| | | |
| | | his crew's ability to maintain |
| surveillance over large airspaces in | | |
| surge exercise, his careful planning | and preparation ensured | meaningful training for all |
| crewmembers. During three deployment | s to Elf-One, he flew 19 | operational sorties in support |
| of US commitments in the Persian Gulf | | |
| | - | , |
| aircraft commander on an extremely se | | |
| Stark. He also flew six operational | | |
| harsh, rapidly changing weather condi | | |
| tasking and is ready for the challeng | e of increased responsib | ility. Promote. |
| NAME, GRADE, BR OF SVC. ORGN, COMD, LOCATION | DUTY TITLE | DATE |
| ROBERT M. HAM, Maj, USAF | AWACS Flight Comma | nder 25 Jun 87 |
| | | GNATERE |
| 964 Air Warn & Ctrl Sq (TAC) | | 12/1 -+ M |
| Tinker AFB, OK | | |
| II. ADDITIONAL RATER COMMENTS | | HONCONCUR |
| lapt Kling's actions are always outst | anding for this squadron | . He does not let things |
| .appenhe makes them happen. During | a manpower-degraded sce | nario for a squadron mobility |
| xercise, he was selected to act as s | | |
| weveral weak areas in the squadron ch | | |
| | | |
| imely analysis isolated 15 weak area | | ble recommendations for improve- |
| ments. He is ready for increased res | ponsibility. Promote. | |
| | | ì |
| | | |
| AME, GRADE, BR OF SVC. ORGN, COMD. LOCATION | DUTY TITLE | . DATE |
| MICHAEL G. VOSMEIER, Lt Col, USAF | Operations Officer | 25 Jun 87 |
| 954 Air Warn & Ctrl Sq (TAC) | | NATURE C 4 L |
| | | 22:000 |
| inker AFB, OK | | |
| III. INDORSER COMMENTS | ~ | ONCONCUR |
| up: Kling is a highly professional o | fficer and a superior pil | lot. His participation in the |
| ighly sensitive operations in the Pe | | and an abouton chamb managers |
| | rsian Gulf after the atta | ack on the USS Stark received I |
| UESCANDING COMMENTS AND CONGRATULATI | | |
| | ons from COMEASTDEFOR. I | His actions reflect great |
| redit on this Wing and the Air Force | ons from COMEASTDEFOR. I | His actions reflect great |
| | ons from COMEASTDEFOR. I | His actions reflect great |
| | ons from COMEASTDEFOR. I | His actions reflect great |
| | ons from COMEASTDEFOR. I | His actions reflect great |
| | ons from COMEASTDEFOR. I | His actions reflect great |
| | ons from COMEASTDEFOR. I | His actions reflect great |
| redit on this Wing and the Air Force | ons from COMEASTDEFOR. I | His actions reflect great Promote. |
| AME. GRADE. BR OF SVC. ORGN. COMD LOCATION ANNE R. BECHLER, Colonel, USAF | ons from COMEASTDEFOR. I We need more like him. | His actions reflect great Promote. DATE 1 Jul 87 |
| AME. GRADE. BR OF SVC. ORGN. COMD LOCATION LYNE R. BECHLER, Colonel, USAF 32 Air Warn & Ctrl Wing (TAC) | ons from COMEASTDEFOR. I We need more like him. | His actions reflect great Promote. |
| AME. GRADE. BR OF SVC. ORGN. COMD LOCATION AND R. BECHLER, Colonel, USAF | Ons from COMEASTDEFOR. It. We need more like him. OUTYTITLE Deputy Commander for One of the C | Promote. DATE 1 Jul 87 |
| AME. GRADE. OF SVC. ORGN. COMD LOCATION LYNE R. BECHLER, Colonel, USAF 2 Air Warn & Ctrl Wing (TAC) inker AFB O'. | Ons from COMEASTDEFOR. I | Promote. DATE 1 Jul 87 |
| AME. GRADE. OF SVC. ORGN. COMD LOCATION LYNE R. BECHLER, Colonel, USAF 2 Air Warn & Ctrl Wing (TAC) inker AFB O'. | Ons from COMEASTDEFOR. It. We need more like him. OUTYTITLE Deputy Commander for One of the C | Promote. DATE 1 Jul 87 |

| I. RATEE IDENTIFICATION DATA (Reso | 1 AFR 36-10 | carefully before filling in | eny i | iem) | |
|--|-------------------|------------------------------------|----------|-----------------|---|
| 1. NAME (Last, First, Middle Initial) | 2. SSAN (fuci | lude Suffix) | 3. 0 | SHADE | 4. DAFSC |
| KLING, MICHAEL J. | | | Ca | pt | 1325T |
| 3. ORGANIZATION, COMMAND, LOCATION | | | | | 6. PAS CODE |
| 964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK | | ·································· | <u>.</u> | | TEOTFYRZ |
| 7. PERIOD OF REPORT | | SUPERVISION | - 1 | S. REASON FOR R | EPONT |
| FROM: 15 Jun 85 THRU: 14 Jun 86 | | 365 | 1 | Annual | |
| II. JOB DESCRIPTION I. DUTY TITLE: AWACS Africaft (| | | | | 614.55 |
| Responsible and mission crew during JCS-directed, worldwing JCS-directed, worl | | supervises and | | | |
| coordinates and executes the employment of the | | | | | |
| one of the most sophisticated in the world. | | | | | |
| USAFE, as directed. Augments and advises 552 | | | | | |
| for European, Middle East, and Pacific operat | | | | | |
| taneously to meet any tasking or contingency. | | | | | |
| Continuation Training Officer. | | | | | |
| | | | | | |
| III. PERFORMANCE FACTORS | FAR! | | | | WELL! |
| | BELOW STANDARD | BELOW! ME STANDARD STAN | DAR | ABOVE! | STANDARD |
| 1. JOB KNOWLEDGE (Depth. currency: breadth) O | | | | | $\geq \leq$. |
| Exceptionally qualified pilot. Selected for | | | | | |
| He proved to be an excellent choice. He comp | leted th | e simulator and | 1 f 1 | ight evaluat | ions |
| without a single downgrade. | | | | | |
| 2. JUDGMENT AND DECISIONS (Consistent, occurate, effective) | | | | السيار | |
| His incisive directions prevented any injury | | | - | | ring a |
| loss of cabin pressure on an active-air NORAD | mission | . His actions | res | sulted in | |
| safe recovery of both aircraft and crew. 1. FLAN AND DEGANIZE WORK (Timely: | | | | | _ |
| creative! | 1 | با معاملات معاد | لب | | |
| Key planner. He ensured proper training for | | | | | |
| tions enabled the squadron continuation train TAC MEI. | ing sect | Tou to receive | au | excellent do | itting a no |
| A MANAGEMENT OF DESCHIPCES | T | | | | |
| Manpower and material) He tracks the completion of semiannual traini | no requi | red for 45 squa | udro | on pilots. H | lis astute |
| management ensures each pilot maintains curre | | | | | |
| well ahead of schedule. | , | | | | |
| S. LEADERSHIP (Initiative, accept | | | | | $\overline{\mathbb{Z}}$ |
| Eagerly accepts responsibility. Enthusiastic | ally ens | ures successful | n i | ssion accomp | lishment. |
| Evaluator comments during the upgrade evaluat | ion debr | ief were summar | ize | d by "Capt K | ling is an |
| excellent asset to his squadron." | | | | | |
| 6. ADAPTABILITY TO STRESS (Stable, Rexible, dependable) | | | | | |
| Undaunted by two air aborts during a USCENTAF | sortie. | His stability | wa | s the essent | ial ele- |
| ment in reducing the loss of on-station time | and remov | ving the anxiet | ies | of other cr | ewmembers. |
| Mission resultssafe and successful. | | | | | N |
| 7. ORAL COMMUNICATION (Clear.) Superb Crew Driefings. Explains precisely who | | | | | 4 2 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 |
| | | | | | |
| roles intertwine for successful sortie comple | tion. n | is mission bite | 1 111 | Re remove at | I doduc. |
| 8. WRITTEN COMMUNICATION (Clear, | | | \neg | | |
| concise, organized) His accurate documentation of continuation tra | ainine ro | ecords enabled | co- | workers to t | rack the |
| status of each individual. His organization | | | | | |
| requirements. HQ TAC MEI rated the work Exce | | 10, #010 010010 | | | |
| PROFESSIONAL QUALITIES (Attitude. | | | \neg | | |
| Admirable attitude and bearing. He reflects | the fine: | st traits of an | Ai | r Force offi | cer. |
| Selected to fly with Peace Sentinel students | | | | | |
| | | | | | |
| 10. HUMAN RELATIONS (Equal opportunity participation, sensitivity) | | | | | \geq |
| Ardent supporter of equal opportunity and reco | | | | | |
| coordination of mission requirements with Cana | | ficers during M | apl | e Flag 86-2, | greatly |
| enhanced the image of the United States Air Fo | orce. | | | | |
| 1F FORM 707 PREVIOUS EDITION WILL BE USED. | | OFFIC | ER | EFFECTIVENI | ESS REPORT |

| EVALUATION OF POTENTIAL: Compare the ratee's capability to assume incre of other officers whom you know in the same by placing an "X" in the designated portion of | grade. Indicate your rating | 4. TIMING: 1987 | |
|---|--------------------------------|----------------------|---|
| EVALUATION OF POTENTIAL: Compare the ratee's capability to assume incre of other officers whom you know in the same | grade. Indicate your rating | 4. TIMING: 1987 | |
| Compare the ratee's capability to assume incre of other officers whom you know in the same | grade. Indicate your rating | | |
| of other officers whom you know in the same | grade. Indicate your rating | | |
| of other officers whom you know in the same | grade. Indicate your rating | | |
| by placing on "X" in the designated portion of | of the most appropriate block. | 1X1> | |
| | | | $\leq X $ |
| | | | |
| _ | | | 1 |
| | | | |
| |) | | |
| | | | 1 1 |
| RATER ADDN INDORS RATER ADDN INDORS | RATER ADDN INDO | ORS- RATER AD | DN INDORS |
| RATER ER RATER ER | | ER RAY | ER ER |
| Lowest 4 | | | |
| RATER COMMENTS Captain Kling has m | my vote for top qual | ity performer. He | : is a proven aviat |
| nd professional officer. Only six | c months after his u | pgrade, he already | demonstrates |
| eadership traits of a talented air | craft commander man | y years his senior | . At Maple Flag a |
| uick Force, his first two exercise | deployments as an | aircraft commander | , Capt Kling direc |
| ontributed to an amazing 100 perce | nt on-station rate. | He stringently a | dhered to all sort |
| iming requirements and aggressivel | | | |
| ctivity. During active-air NORAD | | | |
| nterest surveillance missions dete | cting untriendly ai | reratt entering US | airspace. The |
| esult was complete coverage of the | target during the | entire tasking. H | is devotion to duty |
| as been an important factor in mai | | | |
| orldwide. Capt Kling's dedication | | | |
| orce officer are absolute. He has | | | |
| fficult taskings. One of this un | ilt's rising stars. | Promote and selec | t for intermediate |
| ETVICE SCHOOL. | | | |
| | DUTY TITLE | | DATE |
| BERT M. HAM, Maj, USAF | AWACS, Flight | | 23June 86 |
| 4 Air Warn & Ctrl Sq (TAC) | SSAN | SIGNATURE | 200 2/ |
| nker AFB, OK | | 10000 | ,,,, <u>,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,</u> |
| ADDITIONAL RATER COMMENTS | Mconcou | Unoucouchu | |
| pt Kling is one of the Wing's top | | | |
| ve been extremely noteworthy. The | | | |
| ag and remarked that it was one oneed more pilots like him. Prom | | s in which he had | ever participated. |
| weed more priors like nim. From | ote: | | |
| | | • | |
| | | | |
| | | | |
| ME, GRADE, BR OF SVC. ORGN. COMD. LOCATION | DUTY TITLE | | DATE |
| CHAEL G. VOSMEIER, Lt Col, USAF | Operations O | officer | 1 |
| 4 Air Warn & Ctrl Sq (TAC) | SSAN | SIGNATURE | 123J-ne86 |
| nker AFB, OK | , } | 120 · / | Ohul - |
| | | | - Children Care |
| I. INDORSER COMMENTS | ACONCUR . | □ MONCONCUR | |
| pt Kling is a first class officer | | | |
| | | | professional job |
| ing and his crew and noted that the | | r. Promote! | |
| ing and his crew and noted that the had seen. That is typical of thi | is fine young office | | |
| | is fine young office | | |
| | is fine young office | • • • • | |
| | is fine young office | •• | • |
| | is fine young office | •• | |
| had seen. That is typical of thi | | • | |
| had seen. That is typical of thi | DUTY TITLE | | DATE 10 .lul 86 |
| had seen. That is typical of this ME. GRADE, BR OF SVC. ORGN. COMD. LOCATION MES R. STERK, Colonel, USAF | Commander | | DATE 10 Jul 86 |
| had seen. That is typical of this ME. GRADE. BROFSVC. ORGN. COMD. LOCATION MES R. STERK, Colonel, USAF 2 AWAC Wing (TAC) | DUTY TITLE | SIGNETINE | |
| had seen. That is typical of this ME. GRADE, BR OF SVC. ORGN. COMD. LOCATION MES R. STERK, Colonel, USAF | Commander | | 10 Jul 86 |
| had seen. That is typical of this ME. GRADE. BROFSVC. ORGN. COMD. LOCATION MES R. STERK, Colonel, USAF 2 AWAC Wing (TAC) | Commander | SIGNATURE SUS. GOVER | 10 Jul 86 |

| 1. RATES IDENTIFICATION DATA I Res | JAFR 36-10 | carefully before filling. | י אחר | (en) | |
|---|---------------|---------------------------------------|---|-------------------------|---------------|
| 1. NAME Hast, Fust, Middle Initial) | 2. SSAN /In | clude Sujiix) | , a. c | RADE | A. IIAFSC |
| KLING, MICHAEL J. | | | 1 (| Capt | 1323T |
| S. CRGANIZATION, COMMAND, LOCATION | | | | | 6. PAS CODE |
| 1964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK | | | | | TEOTFYRZ |
| 7. PERIOD OF REPORT | | S. NO. DAYS OF | 1 | S. REASON FO | RREPORT |
| FROM: 14 Dec 84 THRU: 14 Jun 85 | | SUPERVISION 16 | 2 | CRO | |
| II. JOB DESCRIPTION 1. DUTY TITLE: AWACS CO-PILOL | | | | | |
| 2. KEY DUTIES. TASKS AND RESPONSIBILITIES: Plans, co | | | | 1 | |
| Flans, co | ordinate | s and executes | the | employmen | t of the |
| E-3, a \$130 million weapon system that is on | | | | | |
| Provides this skill to TAC, NORAD, PACAF, US | | | | | |
| 552d AWAC Wing on E-3 tactics and operations | | | | | |
| operating theaters. Must respond and mobiliz | e instan | taneously to Jo | CS-d1 | rected de | ployments, |
| meeting any tasking or contingency. | | | | | |
| | • * | | | | |
| • • | | | | | |
| | | | | | |
| III. PERFORMANCE FACTORS | FAR? BELOW | serow! w | | ABOVE | WELLI |
| Specific example of performance required NOT OBSERVED | STANDARD | STANDARD STA | NDAR | D STANDAR | STANDAND |
| 1. JOB KNOWLEDGE (Depth, currency, breadth) | | | | | \bowtie |
| Excellent. Capt Kling was named distinguished | ed gradua | ate during his | init | ial E-3 f | light |
| training. His flying skills have rapidly pro | ogressed | ahead of his d | conte | mporaries | , and he is a |
| strong candidate for early upgrade to aircra | ft comman | nder. | | | •• |
| Z JUDGMENT AND DECISIONS (Consistent, | | | | | |
| Logical and perceptive. Anticipates what you | need be | efore you need | īt. | and is ris | tht on |
| target! When the Division Commander needed a | | | | | |
| notice, others were available, Capt Kling was | • | • | • | , | |
| 3. PLAN AND DEGANIZE WORK (Timely | T | | | | |
| Outstanding. He can handle the most complex | iobs wit | h offective re | | e Durine | a last |
| minute contingency mission, Capt Kling organi | | | | | |
| Detachment Commander praised his efforts. | ized the | entite mission | ı pra | miling paci | age. The |
| 4. MANAGEMENT OF RESOURCES | | | | | |
| (Mannawer and material) | | باء . ليسيا | | السيا | |
| Effective and efficient. Obtains the maximum | | | | | |
| not deployed, Capt Kling expertly assists, so | cheduling | ; flyers in a f | ligh | t that is | as oig as |
| some tactical fighter squadrons. | | | | | |
| 3. LEADERSHIP (Initiative, accept 7. responsibility) | | ا السبا | إسب | لـــا | |
| Confident and enthusiastic, Capt Kling thrive | es on res | sponsibility an | id ch | allenge. | He is an |
| excellent fole model for his peers, and his p | periorman | ice has earned | him | the respec | t of all who |
| know him. Destined to be a future Air Force | leader. | | | | |
| 6. ADAPTABILITY TO STRESS (Stable, Rexible, dependable) | لنسا | | لــــــــــــــــــــــــــــــــــــــ | | |
| Unshakable, even under severe pressure. Capt | | | | | |
| no-notice worldwide deployments with a poise | few other | rs possess. H | le ha | s the big | picture, and |
| his professionalism under stress proves it. | · | · · · · · · · · · · · · · · · · · · · | | | |
| 7. ORAL COMMUNICATION (Clear, | | | | | \sim |
| Capt Kling is an articulate and polished spea | ker. He | has delivered | a b | riefing on | Air Force |
| careers to a local high school Jr. ROTC group | , briefe | d VIP's on AWA | CS o | peration e , | and con- |
| ducted numerous mission briefings. All were | accompli | shed with pois | e an | d confiden | ce. |
| WRITTEN COMMUNICATION (Clear, concise, organized) | T | | \top | | |
| Totally thorough and accurate. Capt Kling is | superb1 | y talented in | prep | aring and | monitoring |
| ritten communication. Whether writing OERs | | | | | |
| Capt Kling is a valuable source of quality co | | | | | |
| 3. PROFESSIONAL QUALITIES (Attlade. | T | 7 | | | |
| dress cooperation, bearing) model officer. His positive attitude, impe | ccable b | and co | | ative atti | tude make |
| im our first selection when escorting, or fl | | | | | |
| learly shows through. | Jrug Alt | ", Reneral OII | TCGL. | s. The fl | Pur starr |
| 10. HUMAN RELATIONS (Equal opportunity | | | | | |
| participation, sensitivity) | لبيبا | <u> </u> | | | |
| ensitive, mature and strong. Solves problem | | | | | |
| ssues. Volunteered and helped coach this ye | ar's Spe | cial Olympics. | The | e smiles o | n the kids' |
| aces said it allthis man cares! | | | | | |
| F NOV 80 707 PREVIOUS EDITION WILL BE USED. | | OFFI | CER | EFFECTIVE | NESS REPORT |
| | | - | | U | CAGGIVIAGGS |

| IV. ASSIGNMENT RECOMMENDATION: | 1. STRONGEST QUALIFICATION: | Professional | knowledge and | leadership |
|--|--|--|--|--|
| 2. SUGGESTED JOB (Include AFSC). | E-3 Pilot (1325T) | | | |
| 3. ORGANIZATION LEVEL: | Squadron | A. TIMING: | 1986 | |
| V. EVALUATION OF POTENTIAL: | | | | |
| | | | | |
| Compare the mice's capability to assu | ma increased responsibility with the | | | = |
| of other officers whom you know in t | | | \mathcal{A} | the |
| by placing an "X" in the designated p | | IX | $(1 \times 1 \times 1)$ | Ĕ |
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| RATER ER RATER | ER RATER | ER RATER | RATER ER | |
| Lowest | | | | |
| VI. RATER COMMENTSOne of AWACS to | p performers. Capt Kl | ing has consist | ently demonstra | ted that he |
| is one of the best. His outst | | | | |
| from initial E-3 flight training | | | | |
| 1 | • | | | |
| Evaluation aircrew testing. He | | | | |
| Evaluation flight, he was unfla | | | | |
| that threatened to cancel the | | | | |
| NORAD Region Commander for his | efforts. Capt Kling h | nas a positive | attitude and hi | s bearing |
| is impeccable. When the Divisi | ion Commander requested | a co-pilot to | deploy with hi | m, our |
| squadron chose Capt Kling. He | | | | |
| deployed, Capt Kling assists in | | | | |
| | | | | |
| excellent results. In his limit | | | | |
| a coach in this year's Special | | | | |
| He is a hard working profession | | out the tough | jobs. This man | is going |
| | | | | |
| places. Promote ahead of his o | contemporaries. | | | • |
| places. Promote ahead of his on the company of the place of the company of the co | contemporaries. | | DATE | |
| | | aft Commander | | ZIN 85 |
| EDWARD J. SATTELY, Capt, USAF | | aft Commander | 14 | TUN 85 |
| EDWARD J. SATTELY, Capt, USAF 964 Air Warn & Ctrl Sq (TAC) | AWACS Aircr | | 14 | 74N 85 |
| EDWARD J. SATTELY, Capt, USAF 964 Air Warn & Ctrl Sq (TAC) Tinker AFB, OK | AWACS Aircr | SIGNATUR | 14 | TUN 85 |
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| PATCE IDE: TWITTING DATA P | 100000 | , |
|---|---------------------------------------|-------------------------------|
| 1. RATEE IDEN THICATION DATA (Read), NAME (Last, First, Middle Initial) | 2. SSAN (Include Suffix) | 3. GRADE 4. DAFSC |
| KLING, MICHAEL J. | 2. 3324 Manue Shijiki | CAPI M1063C |
| S. ORGANIZATION, COMMAND, LOCATION | | 4. PAS CODE |
| 46th Air Refueling Squadron (SAC), K.I. Sawy | er Air Force Base, Mich | ig an KTOSFH3D |
| 7. PERIOD OF REPORT | S. NO. DAYS OF | 9 REASON FOR REPORT |
| FROM 10 Mar, 83 THRU: 9 Mar 84 | JUST BY ISION | ANNUAL |
| II. JOB DESCRIPTION 1. DUTY TITLE WING BASE SENIOR I | STRUCTOR COPILOT KC-13 | 5 STAN/EVAL BRANCH |
| 2. MEY DUTIES, TASKS AND RESPONSIBILITIES. Wing level | l flight examiner respo | nsible for conducting |
| | | he alert status or readi- |
| ness to air refuel strategic nuclear bombers | | |
| fighter aircraft, under all types of weather Shares the aircraft commander's heavy respons | | |
| and mid-air fuel transfer to the nuclear bomb | | |
| tration, Stan/Eval Pilot Examinations Officer | | |
| , | , | |
| • | | |
| III. PERFORMANCE FACTORS | FAR! | well/ |
| | | ETS ABOVE ABOVE DARD STANDARD |
| i. JOB KNOWLEDGE (Depth. currency, breuditi) | | |
| Unsurpassed expert in KC-135 operations and p | procedures. One of the | best copilots in SAC. |
| Attested by his crew being awarded the 8 AF h | laster Crew Award and so | coring 100% in every |
| testing phase during our recent First Combat | Evaluation Group (1 CE) | VG) Visit. |
| accurate, effective; | | |
| Deliberate and confident. As a flight simula | | |
| actions which could affect the safety of Air Provides critical decisions to me and my staf | | |
| J. PLAN AND ORGANIZE MORK (Timetr. | 1 on the profittency of | . ove. 30 p.10cs. |
| Efficient and hard working. He is in charge | of evaluation paperwork | k and qualification data |
| on more than 120 individuals. He is responsi | ble for all certificate | es of aircrew qualifica- |
| tion being correct and complete. CEVG again | | |
| (Manpower and material) | | |
| One of my advisors on aircrew training and ev | aluation. Superior man | nager of flying time and |
| fuel. His direction of our stan/eval pilot e | xams and no-notice test | ing resulted in the Wing |
| being rated "Outstanding" in testing by I CEV | G | |
| responsibilities (| با رابا البا | |
| Mone better. His exemplary leadership result Crew Award. His leadership was significant i | | |
| Awardpresented to the air refueling unit wi | | |
| 6. ADAPTABILITY TO STRESS ISlable. | i i i i i i i i i i i i i i i i i i i | Totalice III all of ar. |
| Exceptionally cool under the most adverse con- | ditions. His well plan | ned and timely executed |
| actions resulted in the safe recovery of his | aircraft during a recen | t in-flight engine fire. |
| Scored 100% on all tests by the SAC Operation | | |
| 7. ORAL COMMUNICATION (Clear. | | |
| Articulate and self-confident. Completely at | ease while speaking in | any forum. Required to |
| periodically brief members of the Wing staff | on aircrew performance | during flight evalua- |
| LONS. | | |
| concise, organized) | | ا بکنا ہے۔ |
| Succinct and persuasive. A superb writer who | | |
| novice and experts with equal ease. Prepared evaluations and improve the expertise of our o | TANG | dardize flight simulator |
| 7. PHOFESSIONAL QUALITIES (Attitude. | | |
| dress cooperation rearing) Dedicated and motivated to the Air Force miss: | ion. Selected by the W | ing stall to provide air |
| refueling support for Operation Urgent Fury, t | • | • |
| tion from the Joint Chiefs of Staff for supert | | |
| 10. HUMAN RELATIONS (FOUND ORDORNOUS) | T | |
| Fully understands and practices sound human re | elations. Accomplishes | all tasks while keeping |
| for ale high in the Wing. Generously contribut | tes his time to Special | Olympics and all chari- |
| iles An active member of the Air Fares Asses | .ii | - d - 1 f |

AF NOV 10 707 PREVIOUS EDITION WILL BE USED.

OFFICER EFFECTIVENESS REPORT

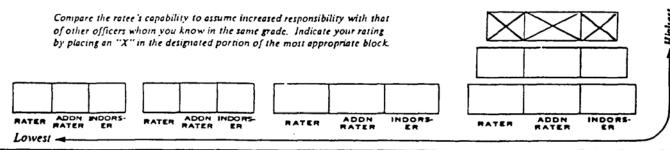
| | | ~•9 0, |
|--|--|---|
| IV. ASSIGNMENT RECOMMENDATION: 1.5 | TRONGEST QUALIFICATION: Job Knowledge | ` |
| 2 SUGGESTED 100 (Include AFSC). Pilot E- | 3A (1325T) | |
| V. EVALUATION OF POTENTIAL: | 4 TIMING: 1984 | |
| | | |
| Compare the ratee's capability to assume is of other officers whom you know in the so by placing an "X" in the designated portion | ame grade. Indicate your rating | Highest |
| | | |
| RATER ADDN INDORS RATER ADDN INDO | | DON INDORS: |
| RATER ER RATER EI | R RATER ER | ATER ER |
| VI. RATER COMMENTS Capt Kling epito | mnizes the professional officer. His f | lying progress since |
| graduation from Undergraduate Pil | ot Training has been outstanding. He | has continually sought |
| | ficiency by actively participating in | |
| lot Enrichment (ACE) program. Hi | s caliber as a copilot is rare and a v | ery valuable asset to |
| | gnificant in the 46th Air Refueling Sq | |
| | and the 8 AF Golden Tanker Awardpres | |
| refueling unit with the best airc | rew performance in all of 8 AF. In adulting our 1 CEVG evaluation, including | dition, the "Excel- |
| "Outstanding" rating for in-fligh | t evaluations and testing, is directly | attributable to the |
| hard work and extra effort Capt K | ling gave to making our stan/eval prog | rains a complete suc- |
| cess. His dynamic leadership abi | lity coupled with well thought-out pro | grams ensured that our |
| | evaluation. His selection for Squadr | |
| his crew being awarded the 8 AF M | aster Crew Award reflects his excellent | t potential. Inte- |
| | _ | ometa to Major. |
| | i | DATE |
| LILITAM U DATE TIT Compose HC | AF Chief VC-125 Chan/Fuel Branch | 0 4 01 |
| | | 9 Mar 84 |
| 46th Air Refueling Squadron (SAC) | SSAN SIGNATURE | 9 Mar 84 |
| 46th Air Refueling Squadron (SAC) K.I. Sawver Air Force Base, Michig | g an SIGNATURE | |
| 46th Air Refueling Squadron (SAC) K.I. Sawver Air Force Base, Michig VII. ADDITIONAL RATER COMMENTS | SSAN SIGNATURE | 11117 |
| 46th Air Refueling Squadron (SAC) K.I. Sawver Air Force Base, Michigan Additional RATER COMMENTS Capt Kling is an outstanding your | gan SIGNATURE SIGNATURE SIGNATURE SIGNATURE SIGNATURE | s the senior KC-135 |
| 46th Air Refueling Squadron (SAC) K.I. Sawver Air Force Base, Michig VII. ADDITIONAL RATER COMMENTS Capt Kling is an outstanding your stin/eval copilot, he provides in | gan Scanture Signature | s the senior KC-135 |
| 46th Air Refueling Squadron (SAC) (C.I. Sawver Air Force Base, Michigan ADDITIONAL RATER COMMENTS Capt Kling is an outstanding your stin/eval copilot, he provides in and proofing aircraft performance | gan Booncus inonconcus ing officer with enormous potential. As nvaluable assistance to Wing staff plan | s the senior KC-135 mers in computing ected missions. He is |
| 46th Air Refueling Squadron (SAC) K.I. Sawver Air Force Base, Michigania Additional RATER COMMENTS Capt Kling is an outstanding your stin/eval copilot, he provides in and proofing aircraft performance the expert as evidenced by his see ing support for the Grenada Rescu | gan Scanture S | s the senior KC-135 mers in computing ected missions. He is ling missions, includ- anding aircraft |
| 46th Air Refueling Squadron (SAC) K.I. Sawver Air Force Base, Michigan Additional Rater comments Capt Kling is an outstanding your stin/eval copilot, he provides in and proofing aircraft performance the expert as evidenced by his seing support for the Grenada Rescu commander and a headquarters staff | gan Scanture Scanture | s the senior KC-135 mers in computing ected missions. He is ling missions, includ- anding aircraft |
| 46th Air Refueling Squadron (SAC) K.I. Sawver Air Force Base, Michigania Additional RATER COMMENTS Capt Kling is an outstanding your stin/eval copilot, he provides in and proofing aircraft performance the expert as evidenced by his see ing support for the Grenada Rescu | gan Scanture S | s the senior KC-135 mers in computing ected missions. He is ling missions, includ- anding aircraft |
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| A6th Air Refueling Squadron (SAC) (C.I. Sawver Air Force Base, Michigan Additional Rater comments Capt Kling is an outstanding your stin/eval copilot, he provides in and proofing aircraft performance the expert as evidenced by his seing support for the Grenada Rescuentian and promote. PATRICK E. GALBRAITH, Colonel, U | gan Scanture Scan | s the senior KC-135 mers in computing ected missions. He is ling missions, includ- anding aircraft inue to challenge |
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| stin/eval copilot, he provides in and proofing aircraft performance the expert as evidenced by his setting support for the Grenada Rescu commander and a headquarters staff and promote. PATRICK E. GALBRAITH, Colonel, U. 410 Bombardment Wing (SAC) K I Sawyer AFB MI VIII INDORSER COMMENTS Capt Kling played a major role in recent CEVG evaluation. His compensabled the 46th Air Refueling Sq testing phases. This was the ult proficiency. I wholeheartedly in | SSAN SIGNATURE INONCONCUR I | s the senior KC-135 mers in computing ected missions. He is ling missions, includ- anding aircraft inue to challenge DATE 14 March 1984 formance during their ircrews superbly, and the inflight and s and Capt Kling's Select this out- |
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FACTUAL REPORT - ADDENDUM 1

ATTACHMENT 3-10

DCA00MA005

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|---|------------------------------------|-----------------------------|-------------------------------|--------------|-------------------|----------------------|
| RATEE IDEN | TIFICATION DATA (Res | AFR 36-10 car | efully before filling | in any item) | | |
| NAME (Last, First, Middle Initial) | | 2. SSAN (Inchid | e Suffix) | 3. GRADI | | 4. DAFSC |
| KLING, MICHAEL J. | | <u> </u> | | 11 | | M1063C |
| ORGANIZATION, COMMAND, LOCATION | (5AC) × 1 5 | AED | Michigan | | | KYOSFH3D |
| 46th Air Refueling Squadron | (SAC), N. 1. 3 | awyer Arb, | NO. DAYS OF | 9. RE | ASON FOR F | |
| | au: 9 Mar 83 | | 148 | 13 | ₹00 | |
| JOB DESCRIPTION 1. DUTY TITLE: | Wing/Rase Instru | uctor Copi | lot KC-135 S | tan/Eval | Branch | |
| 1. KEY DUTIES, TASKS AND RESPONSIB | ILITIES: Wind 1 | evel flinhi | t examiner r | esponsib | ie for co | onducting for the |
| imulator evaluations. Direc verall qualification of comb | tly responsible | to the bel | puty command ers and copi | lots. | Assists | aircraft |
| dow in maintaining the | alort status or | 22ani hkar | to air retu | el strate | eaic nuc | lear |
| ambane etratagic racadolisiss | ADCO ATTCEATE AT | no tactica | i fianter ai | rcrast. | ישטווע פו | Lypes or |
| eather, day or night, at var esponsibility of insuring ac | lable rendezvou: curate precise | s points. rendezvou: | snares the | r fuel ti | ransfer | to the |
| urlear homber ADDIIIUNAL D | UTTES: Standari | 3124L1011/E | valuation un | ound Tra | ining Mo | nitor; |
| tandardization/Evaluation Pi | lot's Examination | on Officer | • | | | |
| | | | | | | WELL! |
| II. PERFORMANCE FACTORS J Specific example of performance required | NOT OBSERVED OR NOT RELEVANT | FAR! BELOW STANDARD S | BELOW! N | REETS | ABOVE! | ABOVE STANDARD |
| 1. JOB KNOWLEDGE (Depth, currency, | | | | | | |
| Iruly exceptional. The recog | nized expert in | Stan/Eval | pilot's tes | ts. Con | firmed b | y the |
| 'Excellent" rating Stan/Eval | pilot examinati | ons receiv | ed from the | First Co | mbat Eva | luation |
| Group (1 CEVG), SAC's Standar | dization/Evalua | <u>tion team.</u> | The best c | opilot i | n this w | 1 ng! |
| accurate decision maker. As | rent. O | + 07 0/ 313 | tor be is r | esponsib | le for e | v a luat ing |
| other aircrew members' judgme | a riight simula | co with fl | vina directi | ves. Pr | ovides c | ritical |
| decisions to the wing staff o | n the proficien | cy of all | KC-135 pilot | s and co | pilots. | |
| 3. PLAN AND DRGANIZE WORK (Timel | ν. Ο | 1 1 | 1 1 1 | | 1 1 | \sim |
| An extremely capable and prod | uctive staff of | ficer. Un | canny abilit | y to pri | oritize | tasks and |
| to complete staff work well a | head of deadlin | es. His i | nnovative an | d meticu | lously p | lanned |
| pilot examinations were rated | "Excellent" by | 1 CEVG. | | | | |
| An expert on fuel conservation | n and technique | s. Optimi | zes flying t | ime and | fuet. E | valuates |
| squadron crews' mission plans | to assure the | maximum fu | el savings. | Result: | our un | it saved an |
| additional 7.3% more fuel tha | n a SAC directe | d qoal! | | | | |
| S LEADERSHIP (Initiative accept | 0 | 1 1 | - St - 2 / 5 v - 3 | CTOURA | 1 2 2 2 2 2 2 2 2 | Monitora |
| Leads by Example. Seized the | initiative by | streamiini | ng Stan/Evar | ombone | His pro | MONTEOT - |
| ing, making this program more rated "Excellent" by a higher | beadquarters is | ssuring qu nenection | ality Crew iii | ember 3. | mis pro | gran nas |
| 6. ADAPTABILITY TO STRESS (Stable. | ^ | 1 1 | 1 1 1 | | | |
| Level ne adedness and reliabili | ty under press | ure are hi | s trademark. | Quickl | y and ac | curately |
| replanned a mission in-flight | while under the | e scrutiny | of 1 CEVG e | valuator | s. Flex | ible in the |
| face of mission changes and s | hort suspenses | when the s | ituation dic | tates. | <u>Unsnakab</u> | 1 ^e |
| 7. ORAL COMMUNICATION (Chor, A polished Speaker. Lt Kling | oresents himse | If as a po | ised and art | iculate | speaker | whether |
| giving a formal presentation | or an informal | critique. | His present | ations a | re _extre | mely clear |
| and demonstrate a command of . WRITTEN COMMUNICATION (Clear, | all subject mat | ter. Supe | rb orator. | | | |
| 3. WRITTEN COMMUNICATION (Clear, | 0 | | المناه المسال | | 47 46 | |
| A talented writer. His repor | ts as Stan/Eval | Ground Ir | aining monit | or are w | eli chou | gnt out and |
| reflect insight for correcting articles in the Stan/Eval New | g training defi | ciencies o | r applaudilig s haina rate | d "Fxcel | lent" by | 1 CEVG. |
| A PROFESSIONAL QUALITIES (Allifude | | | 1 1 1 | 1 | , , | |
| Dynamic and dedicated officer | . His impeccab | le militar | y bearing wa | s the ba | sis for | his |
| selection to become the senio | r instructor co | pilot in S | tan/Eval. 0 | n three | occasion | s the wing |
| staff chose him to provide ai | rlift support f | or the 40t | <u>h Air Divisi</u> | on Comma | nder. | |
| 10. HUMAN RELATIONS (Equal opportunity) | ity | | | | | ivilian |
| A strong proponent of harmoni | Ous relations D | Force wav | of life to | local RO | TC cadet | s. An |
| active participant in communi | ty charity func | tions and | programs. Se | nsitive | to other | s' needs. |
| | | | OFF | ICER EFF | ECTIVEN | VESS REPORT |
| AF FACTUAL REPORT - ADDENDUM 1 | ATTACHN | ENT 0 44 | | | | |
| | ATTACHI | EN1 3-77 | | | DCA00MA0 | 05 |
| | | | | | | |



VI. RATER COMMENTS Lt Kling's potential for advancement in rank and responsibility is unlimited the possesses all those qualities sought by our future Air Force leadership. His selection the senior instructor copilot in our Standardization/Evaluation Branch testifies to his stepsuperior progress since his graduation from Undergraduate Pilot Training. He has continual sought to increase his experience and proficiency by actively participating in the Accelerat 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 Gro-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 Force, select him for Squadron Officer School in residence and promote.

WILLIAM H. HALL III, Capt, USAF
46th Air Refueling Squadron (SAC)
K. I. Sawyer AFB, Michigan

VII. ADDITIONAL RATER COMMENTS

DUTY TITLE Instructor Pilot KC-135

Standardization/Evaluation Branch

9 MAR 83

SSAN

SIGNATURE

C. C. D. T.

DOTY TITLE Instructor Pilot KC-135

Standardization/Evaluation Branch

9 MAR 83

SOURCE

DIVITION DESCRIPTION OF THE PROPERTY OF

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.

THOMAS M. MOONEY, Colonel, USAF

410 Bomb Wing (SAC)

K I Sawyer AFB MI

VIII. INDORSER COMMENTS

DUTY TITLE
Deputy Commander for Operations

14 Mar 83

SSAN

SIGNATION
DATE
DEPUTY Commander for Operations

14 Mar 83

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
LARRY D. FORTNER, Colonel, USAF
Commander

410th Bombardment Wing, (SAC)
K. I. Sawyer AFB, Michigan

COPIED ON CRYERK

| RATEE IDENTIFICATION DATA (Reud | AFR 36-10 carefully before fin- | →y in any item) | |
|--|---------------------------------|-------------------------------------|--------------|
| | 2. SSAN (Include Suffix) | 3. GRADE | 4. DAFEC |
| ING, MICHAEL J. | | 1 LT | M1063C |
| ORGANIZATION, COMMAND, LOCATION | | | 4. PAS CODE |
| th Air Refueling Squadron (SAC) K.I. Sawyer | | | KYOSFH3D |
| FROM: 13 Nov 81 THRU: 12 Oct 82 | SUPERXISION | SEMIANNUAL | REPORT |
| I. JOB DESCRIPTION 1. DUTY TITLE: Wing/Base Instructo | , | | |
| 2. KEY DUTIES, TASKS AND RESPONSIBILITIES: | Copilloc RC-133 3C | IN DAGI DIGICH | |
| ing level flight examiner responsible for co | nducting simulator | evaluations Assi | ete sir- |
| raft commander in maintaining the alert stat | us or readiness to | air refuel strates | ic nuclear |
| ombers, strategic reconnaissance aircraft an | | | |
| eather, day or night, at variable rendezvous | points. Shares the | aircraft command | ler's heavy |
| esponsibility of insuring accurate, precise | rendezvous and mid-a | air fuel transfer | to the nuc- |
| lear bomber. ADDITIONAL DUTIES: OIC Standar stan/Eval Ground Training Monitor. | dization/Evaluation | (Stan/Eval) Pilot | Exams and |
| frame and the state of the stat | | | |
| | | | |
| III. PERFORMANCE FACTORS NOT OBSERVED | FAR! | | WELL |
| I CONTRACTOR OR | BELOW BELOW! | MEETS ABOVE! | ABOVE |
| 1. JOB KNOWLEDGE (Depth, currency, | | | |
| Absolutely impressive. One of the best KC-13 | copilots in this | wing. This was ex | emplified by |
| the wing staff selecting him as the copilot to | - | • | |
| during a critical period of runway repairs. | | | |
| 2. JUDGMENT AND DECISIONS (Consistent, occurate, effective) | | | |
| A true professional. An independent thinker | whose decisions are | always sound and | correct. |
| His judgements on flight simulator evaluation | | | s and staff |
| rsunel alike. He has been commended on hi | s fairness on all ev | valuations. | |
| 3. PLAN AND ORGANIZE WORK (Timely, Creative) | | | \bowtie |
| Uncanny ability to prioritize tasks and compl | | | |
| meticulous planning and work as the Stan/Eval | | Facilities Inspec | tion (CAFI) |
| officer led to an outstanding rating in the r | ecent inspection. | · · · · · · · · · · · · · · · · · · | |
| 4. MANAGEMENT OF RESOURCES (Manpower and material) | L L | | |
| Consistently innovative. Despite the fact th | | | |
| sary items for the CAFI, he performed exception | onally in preparing | our offices for t | this inspec- |
| 5. LEADERSHIP (Initiative, accept | -1 1 | | |
| remansibility 1 | | | |
| Eagerly accepts responsibility. Lt Kling is guidance and insight into the technical area | | | |
| and off duty, he leads by example. | or RC-135 takeoti at | id persormance dat | a. Both on |
| 6. ADAPTABILITY TO STRESS (Stable, | II | | |
| Gool under pressure. On a weather divert dur | ing his annual in-fl | light evaluation | he was un- |
| daunted by three different landing base assig | | | |
| performance data. His unshakeable profession | | | |
| 7. ORAL COMMUNICATION (Char. | | | |
| A polished and poised speaker. Extremely art | iculate. Lt Kling w | as personally com | mended by |
| the Air Force Reserve Officer Training Corps | | | |
| organized classes he taught to visiting cadets | on the subject of | aeronautics. | |
| 8. WRITTEN COMMUNICATION (Clear, concise, organized) | | | $\geq \leq$ |
| A talented writer. His reports as Ground Tra | ining Monitor are we | ell thought out an | d reflect. |
| insight for correcting training deficiencies | or applauding excell | ent programs. Hi | s Stan/Eval |
| pilot exams are concise and unambiguous. | | , | |
| PROFESSIONAL QUALITIES (Attitude, dress, cooperation, bearing) | | | \geq |
| A professional. A future commander who epitor | | | |
| exceptional military bearing and behavior was | | | ouse for |
| civilian flyers when he was selected as the K | C-135 display <u>escort</u> | officer. | |
| 10. HUMAN RELATIONS (Equal opportunity participation, sensitivity) | | | $\geq \leq$ |
| A strong proponent of harmonious relations be | | | |
| actively supports the Air Force Equal Opportu | | | f-duty hours |
| instructing basic flight academic courses to | | | |
| AF 107% 707 FREY TOUS EDITIONS ARE OBSOLATIACH | MENT 2 42 OF | FFICER EFFECTS | MESS REPORT |
| PACTUAL REPORT - ADDENDON'T ATTACH | INITINI 2-12 | | |

| 1. STEC 1. SUGGESTED 308 (Include AFSC): KC-135 A | ongest qualification: T Aircraft Commander (| | | • |
|---|---|-------------|--------------|-------------|
| 3. ORGANIZATION LEVEL: Squadron | | 4. TIMING: | Jan 83 | |
| V. EVALUATION OF POTENTIAL: | | | | |
| | | | | |
| Compare the ratee's capability to assume incr | | [| | ∇ |
| of other officers whom you know in the same by placing an "X" in the designated portion of | | ا | | |
| by placing and it is not acting to the portion of | y the must appropriate block. | | | |
| • | | L | | |
| | | | | |
| | | | | |
| RATER ADDN INDORS- HATER ADDN INDORS- | | OORS- RA | TER RATER | INDORS. |
| Lowest - | | | | |
| VI. RATER COMMENTS Lt Kling is an outs | | | | |
| by the wing commander to join this self as a standout performer whose i | | | | |
| peers. He is an excellent example of | | | | |
| make the Air Force a career. Lt Kli | | | | |
| Pilot Training has been exceptional. | | | | |
| level by actively participating in t | | | | |
| to being a superb aviator, he is als | | | | |
| officer resulted in Stan/Eval receive | | | | |
| additional duties in Stan/Eval Pilot Lt Kling has taken upon himself the | | | | |
| community AFROTC-cadets in their fli | | | | |
| er and is ready for upgrade to aircr | aft commander. I re | ecommend th | is outstandi | ne officer |
| Squadron Officer School in residence | | | | Promote. |
| NAME, GRADE, BR OF SVC. ORGN, COMD, LOCATION | DUTY TITLE | | | DATE |
| WILLIAM H. HALL, III, Capt, USAF | Acft Comdr KC-135 | | | 13 Oct |
| 46th Air Refueling Squadron (SAC) | SSAN | SIGNATUI | RE . (/ (/ | 20 14 |
| K.I. Sawyer Air Force Base, Michigan | | - which | | |
| Lt Kling is an outstanding young of | George ficer with unlimited | potential. | His expert | ise in his |
| ing skills has rapidly expanded his | usefulness and abil | ities in al | 1 aspects of | Stan/Eval |
| operations and he has been selected | for upgrade to airc | raft comman | der at the e | arliest opp |
| tunity. His performance as the Star | n/Eval CAFI Project | Officer res | ulted in an | outstanding |
| rating from the inspection team. He | | | of a future | leader. |
| Augment this fine officer into the B | Regular Air Force. | Promote. | | |
| NAME, GRADE, BR OF SVC, ORGN. COMD. LOCATION | DUTY TITLE | | | DATE |
| THOMAS M. MOONEY, Colonel, USAF | Deputy Commander | for Operati | ons | 18 Oct 82 |
| 410 Bomb Wing (SAC) | SSAN | SIGNATU | 4 11 11 | |
| K I Sawyer AFB MI | | | | |
| VIII. INDORSER COMMENTS | A CONCUR | O NONCO | . , | / . |
| Lt Kling is one of the finest young | | | | |
| evaluations of KC-135 pilots during edgeable personnel. He is responsible | | | | |
| to local AFROTC cadets in their fli | | | | |
| select for Squadron Officer School. | | , | | |
| · | | | | |
| | | | | |
| | | | | |
| | DUTY TITLE | | | DATE |
| HAME, GRADE, BR OF SVC. ORGN. COMD. LOCATION | | | . 1 | |
| LARRY D. FORTNER COLORD LICAE | Commander | | | 5 M2 0 82 |
| LARRY D. FORTNER, Colonel, USAF | Commander SSAN | SIGNATUE | | 5 Nov 82 |
| | | SIGNATU | | 5 Nov 82 |

| I. RATEE IDE | FICATION DATA (Rea | d AFR 36-10 | carefully befor, willing | ng in any item) | |
|---|--------------------|-----------------|--------------------------|--|---------------------------------------|
| 1. NAME (Lust. First, Middle Initial) | | 2. SSAN (In | chide Suffix) | 3. GRADE | 4. DAFSC |
| KLING, MICHAEL J | | | | 1_LT | 10630 |
| S. ORGANIZATION, COMMAND, LOCATION | | | | | S. PAS CODE |
| Afth Air Refueling Coundres | (CAC) V T C | : a. m. a = A T | R Wishiss | | KAOCEMISE |
| 46th Air Refueling Squadron | T3475 T+ V + 1 + 2 | awyer_A | D. MICHIGAN_ | 1. REASO | N FOR REPORT |
| | | | SUPERVISION | J | |
| FROM: 13 MAY 81 THR | | | 162 | SEMI | ANNUAL |
| II. JOB DESCRIPTION 1. DUTY TITLE: UN | IT COPILOT KC-1 | 135 | | | |
| Performs SIOP alert duty, ass | ists aircraft o | ommander | in maintain | ing the alert | readiness to |
| air refuel strategic nuclear | | | | | |
| aircraft, under all types of | | | | | |
| aircraft commander in planning | | | | | |
| | | | | | |
| heavy responsibility of insur | ing accurate, p | recise i | endezvous an | d mid-air rue | l transfer to |
| the nuclear bomber. Computes | critical taked | off and l | anding aircr | aft performan | ce data. |
| | | | | • | |
| | | | | | |
| | | | | | |
| III. PERFORMANCE FACTORS | NOT GBSERVED | FARI | | | . WELL! |
| Specific example of performance required | OR NOT RELEVANT | STANDARD | BELOW! STANDARD S | MEETS ABO | |
| 1. JOB KNOWLEDGE (Depth, currency, | | | | | |
| breadth) | | لـــــاا | | | |
| Exceptional. Well above cont | | | | | |
| performance, plus associated of | command directi | ves. Co | nsistently a | chieves outst | anding results |
| on Standardization and Evaluat | | wing and | Squadron at | att highly im | pressed. |
| 2. JUDGMENT AND DECISIONS (Consiste | | L | | | \leq |
| Expert. Highly skilled in the | e process of a | ssociati | ng the varia | ble elements | of environmen- |
| tal, geographical and mechanic | cal data for in | terpreta | tion and imp | lementation o | f complicated. |
| technical takeoff performance | | | | | |
| 3. PLAN AND ORGANIZE WORK (Tunch | | , | 7 | The state of the s | |
| EffectToe: Accurately replant | 1) | | abe | والمستوال المستوار | |
| | | | | | |
| anticipating changes that mini | | | | | |
| strike, reducing airborne dela | sys thus saving | fuel an | d passengers | <u>valuable ti</u> | me. |
| 4. MANAGEMENT OF RESOURCES | 0 | | 1 1 | | |
| Plans Each Mission to obtain t | naximum trainin | g with a | minimum exp | enditure of f | uel and airframe |
| time. Ensures close adherance | | | | | |
| in-flight alterations. | | | | | |
| 5. LEADERSHIP (Initiative, accept | | | <u>}</u> | | |
| Innovative skillfully led 24 | civilian ques | ts thron | gh the cramp | ed quarters o | f two man |
| | | | | | |
| KC-135 trainer, stimulating vi | sitor interest | in flyi | ng and in the | e Alr Force w | ay of life. |
| | | - , | | · | |
| 6. ADAPTABILITY TO STRESS (Suble. | . 0 | | | | \leq \sqcup $ $ |
| Stable exible confiction for nuclear | alert in mini | mum time | . Successful | lly mastered | a multitude of |
| classified plans, passed diffi | cult tests, an | d briefe | d the Wing Co | ommander on E | mergency War |
| Order (EWO) operations while F | CS in-processi | ng and r | elocating qua | arters. | · · · · · · · · · · · · · · · · · · · |
| 7. ORAL COMMUNICATION (Cleur, | | 1 | | | |
| Self-awaufen Maintained a co | oncise and arti | culate m | anner of self | F-confident s | neaking while |
| being barraged with difficult, | | | | | |
| cartification laft the Com- | thought provo | ATING QUE | scrous by the | wing command | ser during EMO |
| certification. Left the Comma | inder and wing | scart th | oroughly and | positively in | mpressed. |
| a. WRITTEN COMMUNICATION (Clear, concise, pryanted) | 0 . | L | | | |
| Concise. Descriptive Business | Effort trip r | eports w | ere accurate | and logically | y structured. |
| His style is well adapted to t | he subject and | organiz | ed for ease o | of comprehens | ion. The trip |
| reports were well received by | | | | • | - 1 |
| 9. PROFESSIONAL QUALITIES (Attinude | | | | | |
| Displays high standard of inte | erity and stab | ility re | eardless of c | ircumatances | or workload |
| Military manner and bearing as | e alueus subst | andin- | Nie sesse | e i e uda cances | butan to but |
| Military manner and bearing ar | e atways outst | augrug. | ura eager at | citude contr | ronces to pigh |
| squadron morale. Outstanding | Air Force emis | sary whi | Te TDY. | | _ |
| 10. HUMAN RELATIONS (Equal opportunit | V | | | | |
| Equitable. Sets an unshakeabl | e example by h | is unbia | sed personal | dealings. H | as established |
| excellent working relationship | s with staff a | nd crew | members alike | . Actively | supports the Air |
| Force Equal Opportunity and Tr | eatment Progra | m . | | | ,, |

| | | | | | EST QUAL | | Dedicat | • | | | |
|--|---|--|--|-------------------------------------|--|--|--|--|---|--|------------------------------|
| IV. | ASSIGNMENT RECOM | MENDATION | l: 1. | STROF | SESI GUAL | I TION: | Dealcac | 100 | | | |
| | 2. SUGGESTED JOB / | Include AFSC | . Uina | St and | | | | Copilot (M | 110630) | | |
| | 3. ORGANIZATION L | | uring | Scand | at at Zat | L. III LVAI | | wing: Mid 1 | | | |
| | | | ıg | | | | | mid I | 702 | | |
| ٧. | EVALUATION OF POT | IENTIAL: | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | = |
| | Compare the | ratee's capabili | ty to assun | ne increase | d responsibil | lity with that | • | \sim | 1 | $1 \searrow 1$ | Highest |
| | of other office | ers whom you | know in th | e same gre | ide. Indicate | your rating | | | | | .₹ |
| | by placing an | "X" in the des | signated po | rtion of th | e most appro | opriate block | - | | | | .~ |
| | | | | | | | | ŧ | | } | Ī |
| | | | | | | | | Ĺ | 1 | | |
| | | | | | | | | | | 1 | ļ |
| | | 1 | 1 1 | - 1 | | | ſ | ĺ | 1 | 1 1 | - 1 |
| | | | | | | | | L | | | . } |
| | RATER ADDN INDO | S- RATER | ADDN IN | DC RS- | RATER | ADDN | INDORS- | RATER | RATER | INDORS. | , |
| | _ | | MATER | EH | | RATER | • • | | **** | | / |
| | Lowesi - | | | | | | | | | | |
| VI. | RATER COMMENTS | | | | | | | | | | |
| | Kling is a tre | | | a hie | | i to the | eaustr | on He is | | rior Air | Force |
| P.C | KITUR TR E CLE | mendous a | isset t | 0 1119 | crew and | 1 LO LNE | Squaut | on. Re 18 | a super | | - |
| off | icer, and demo | nstrates | superb | abili | ties as | a KC-13 | > cobif | ot. Embra | cing the | s new cas | KS |
| inv | olved with an | active to | ıctical | squad | ron, hie | pilot | skills | have matur | ed and a | refined i | nto en |
| ef f | icient science | The As | sistan | t Depu | ty Comma | ander fo | r Opera | tions note | d. with | praise. | his |
| 1 | iched chilibie | | - 61:- | he and | | Dad Fla | a Fight | er opereti | TI | OYe eunno | rrine |
| bo r | ished abilities | s during | a IIIg | nt sup | porting | Ked FIE | S LIBUT | er operaci | .0118 | ora anbho | rerng |
| Bus | iness Effort (| a TDY dep | oloymen | t usua | lly to | a non-SA | C insta | listion fo | r co-loc | ated lat | eral |
| CON | mand aerial re | fuelings) | train | ing in | Hawaii | and Flo | rida al | so found h | im high! | ly qualif | ied in |
| | duties. The | anith of | | ianca | ha haa | aninad i | n e sho | rt time, a | lane wit | th excell | ent |
| | | | | | | | | | | | |
| tec | hnical and comm | mand dire | ctive | unders | canding | , plus g | ood per | sonal rela | tionsal | ps, makes | Lt |
| Kli | ng an excellent | t candida | ite for | Wing | Standard | dization | and Ev | aluation D | ivision | duties. | Lt |
| | ng is a noted a | | | | | | | | | | |
| | | | | capit | al value | e to the | Air Fo | rce, and d | | g of adva | nce- |
| | | | | | | | Air Fo | rce, and d | | g of adva | nce- |
| _ | t. Promote. | | | | | | Air Fo | rce, and d | | g of adva | nce- |
| | t. Promote. | Send to S | Squadro | n Offi | cer Sch | 001. | Air Fo | rce, and d | | | nce+ |
| | | Send to S | Squadro | n Offi | | 001. | Air Fo | rce, and d | | DATE | nce- |
| NAM | E. GRADE, BR OF SVO | Send to S | Squadro | n Offi | cer Sche | 001. | | | | | |
| PAU | t. Promote. : E. GRADE. BR OF SVO L. M. MORAN, Ca | Send to S ORGN.COM pt, USAF | quadro | n Offi | cer Sche | 001. | ander_K | | | DATE | |
| PAU 46t | E. GRADE. BR OF SVO L. M. MORAN, Cap h Air Refuelin | Send to S ORGN.COM pt, USAF g Squadro | on (SAC | n Offi | cer Sche | 001. | ander_K | C-135 | leserving | DATE | |
| PAU 46t | E. GRADE. BR OF SVO L. M. MORAN, Can h. Air Refueling I. Sawyer AFB. | Send to S ORGN.COM Ot, USAF g Squadro Michigan | on (SAC | n Offi | Aircra | aft Comm | ander_K | C-135 | leserving | DATE | |
| PAU 46t | E. GRADE BROFSVO L. M. MORAN, Cap h. Air Refueling L. Sawyer AFB, ADDITIONAL RATER | Send to S ORGN.COM pt, USAF g Squadro Michigan COMMENTS | Squadro | n Offi | Aircra | ool. aft Comm | ander_K | C-135 SIGNATURE CLA 71,16 NONCONCUR | leserving | 12 Nov | 81 |
| PAU 46t | E. GRADE BROFSVO L. M. MORAN, Cap h. Air Refueling L. Sawyer AFB, ADDITIONAL RATER | Send to S ORGN.COM pt, USAF g Squadro Michigan COMMENTS | Squadro | n Offi | Aircra | ool. aft Comm | ander_K | C-135 SIGNATURE CLA 71,16 NONCONCUR | leserving | 12 Nov | 81 |
| PAU 46t VII. | E. GRADE BROFSVO L. M. MORAN, Ca h. Air Refueling I. Sawyer AFR, ADDITIONAL RATER Kling is rapid | Send to S ORGN.COM Pt, USAF g Squadro Michigar COMMENTS ly becomi | Squadro on (SAC | n Offi | Aircrassan Concurration highly | ool. aft Comm | ander K | C-135 SIGNATURE NONCONCUR adron copi | leserving | 12 Nov | .BL |
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