

MEMORANDUM

24 August 1973

From: 301
To : 01

Via : 30
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Subj: FLECOMPRON Eight Enlisted Ground Training; Proposed Improvements to

Ref : (a) VC-8 INST 1540.1E

Encl: (1) Report of Training for the Month of April 1973

1. It has become clearly apparent to me in the time I have been associated with VC-8 that the existing Ground Training Program for enlisted personnel in the Maintenance Department (as outlined in ref. a) contains a great many deficiencies which in the short run make our overall program inadequate, and in the long run, virtually assure continued adverse effects on squadron safety, professional development, morale and operational efficiency. It seems to me that regular and standardized training is essential to all naval units in continuing and sustaining their various missions, and in the case of a composite squadron such as VC-8, this requirement is made doubly important by the complexity and diversity of our operational commitments and our assigned equipment. Faced with this obvious need, then, it seems essential that these deficiencies at VC-8 be properly identified and corrected at the earliest possible time, and that an overall program be devised to insure that an adequate amount of goal-oriented training is, in fact, taking place on a regularly scheduled basis.

2. The following problem-areas are listed in their approximate order of relative importance, and they combine to make our current training program inadequate:

a. Lack of Command Support. There is very little top-level support for the training program(s) on a week-to-week basis. Operational commitments always take precedence over, and inevitably intrude into, scheduled training. Commitments are closely followed in priority by maintenance efforts in support of future commitments, and finally, important maintenance efforts which increase overall availability and readiness oftentimes are given priority over training activities. There is little thought given to what effect these maintenance and operational activities have on the scheduled training, and there is no effort on anyone's part to re-schedule or postpone training; rather, it is simply cancelled and another attempt is made the following week to hold some sort of division/branch training. Training is not considered very important or essential by most divisions - at least relative to the maintenance efforts - and it is looked upon by many as a hindrance rather than a help in accomplishing VC-8's missions. In short, there is little Command support or attention given to our training program, and as a result, only lip-service is paid in its execution.

b. No Overall Training Goals. Other than the general categories of Professional training and General Military training, there are no guidelines or goals associated with our training program. Each individual branch or division prepares its own schedule of GMT and appropriate professional training independent of all other branches or divisions, and there exists no intra-departmental

coordination, standardization or program coherence of any sort. As a result, a great deal of training is needlessly duplicated, emphasis is placed in different areas depending upon the instructor, and very little thought is given to the reason for, or the end result of, the training. In other words, should the training be oriented toward enlisted advancement, or toward professional knowledge directly beneficial to the squadron on a daily basis? Should it be aimed at developing a sense of squadron cohesiveness and military awareness, useful in running the squadron, or should it be a well-planned combination of all these factors? How much standardization should there be? Should we concentrate on rate training or on shop training? What would we like to see as a result of a one-year training program? In essence, what are the training goals?

c. Ineffective Use of Training Personnel. Oftentimes, the people best qualified to give certain types of training either are not available to give the training or are considered "too senior" to have to do anything but listen and critique others. While the value of making up lectures in terms of knowledge gained is fully realized, all too often the leaders of the Maintenance Department - the officers, the chiefs and the highly qualified first and second class petty officers - contribute very little to the actual training. The idea of pawning it off to the "Training Petty Officers", or to some other lesser personage, is a manifestation of improper Command support and direction, and is detrimental to the training program. Supervisors must contribute, and they must insure that people assigned training responsibilities are properly prepared and make a sincere effort to present the planned training lectures. Training responsibilities should be clearly delineated and training should be considered as an "all hands" effort.

d. Branch/Division Training Records are not Standardized. This needs little explanation except to say that once training goals are agreed upon and set, the training records should reflect those goals. They should be maintained so that they are easy to read, concise yet comprehensive, and standard in format.

e. Monthly Report of Training is Inadequate. The monthly report of completed training (see enclosure 1) in its present form contains very little relevant or useful information. With a well-planned training program, the total amount of professional and military training will be the same for each man each week. On-the-job training is a sort of nebulous type of training which is inconsistently logged and vaguely defined. It seems of questionable value to keep records of OJT if that information is not productively utilized. Training as a result of military formations seems equally questionable, and the net result of the monthly shop training figures can easily be distorted or misrepresented by combining the OJT and miscellaneous training with the regularly scheduled training. This oftentimes yields wide variances in monthly training hours per man. In effect, the monthly training report gives no information not already known, and little information for use in analyzing the effectiveness of our training program.

3. With the realization that there were a great many deficiencies in our training program, a number of meetings were held in April and May of 1973 to attempt to define the problems and come up with some proposed improvements. These meetings were attended by the Training Officer, the Assistant Maintenance Officer, the Personnel Officer, the Aircraft Division Officer, the Line Division Officer, the Avionics Division Officer and the I & E Officer. The following ideas and suggestions were put forth at these meetings, and were to be presented at a Department Head Meeting for consideration:

- a. Command support and emphasis must be given to the training program before viable improvements can be made. Training priorities must be set in relation to operational and maintenance commitments.
- b. Training must take place at regularly scheduled times and should be given in the afternoon (say, between 1400 and 1600) so as to include Night Check personnel.
- c. General Military training should be given to the entire Maintenance Department (Squadron) at the same time, followed by professional rate training, at separate locations. A suggested alternative to rate training was "specialty training" - i.e., professional training for specific groups, such as H-3 mechanic training or P-2 metalsmith training, etc., for those people who work on similar aircraft and face the same problems. The Jet Shop was evaluated and found to be suitable for the purpose of having squadron lectures for the assembled Maintenance (and Ops and Admin) Department(s).
- d. Syllabi were made out for professional rate training (for each rate) on an annual basis, and an annual GMT lecture schedule was proposed. Officers and supervisors would be strongly encouraged to prepare and present GMT lectures in particular, as well as supervising the preparation and presentation of professional rate lectures. Special provisions were discussed to insure that adequate advancement examination briefings could be provided prior to the exams.
- e. Standardized training jackets were proposed and centralized record-keeping procedures were discussed.
- f. Agreement was reached that a new and more pertinent Monthly Report of Training should be devised.
- g. Although a separate issue, aircrew training would also have a particular time set aside on a bi-weekly basis, and published ground training syllabi would be accomplished.

4. In short there were a great many good suggestions and ideas put forth at these meetings as well as the enthusiasm to put them into action. Certainly, these ideas are not all-inclusive, and undoubtedly some of them have flaws of one sort or another. It is felt, however, that while reformation and revitalization of the training program cannot take place overnight, these suggestions are a necessary step in the right direction. With proper Command support and direction, an excellent training program can be devised and implemented in a reasonably short period of time. Without that support, we will continue to muddle along, accomplishing little more than keeping our heads above water, while at the same time, slowly eroding our operational capabilities and losing our maintenance capacity. The proposed changes to our training program require little more innovation, force or initiative than are already being shown, and the potential for improvement in the areas of knowledge, morale, readiness and safety is great.

P.J. Lumianski

To: ~~CO XO~~ Warrant

FLEET COMPOSITE SQUADRON EIGHT

28 MAY 1973

Even 1st Lt did more than 3 maintenance shops!

FROM: TRAINING OFFICER
TO: COMMANDING OFFICER

DATE

SUBJ: REPORT OF TRAINING; MONTH OF APRIL

1. THE FOLLOWING IS A BREAKDOWN OF TRAINING IN MAINTENANCE SHOPS

SHOP	NUMBER OF PERSONNEL ASSIGNED	ON THE JOB MAN HOURS	PROFESSIONAL MAN HOURS	MILITARY MAN HOURS	TOTAL MAN HOURS	HOURS PER MAN
MAINT CONTROL	5	96.0	14.0	9.0	109.0	21.8
QUAL ASSURANCE	6	20.5	20.3	38.5	79.3	13.2
MATERIAL CONTROL	7	20.0	7.0	28.0	55.0	7.6
POWER PLANTS	28	338.0	73.0	169.0	576.0	20.6
AIR FRAMES	27	376.0	86.0	25.3	697.0	25.7
AME/PR	7	11.1	15.0	5.0	31.1	4.4
AVIONICS	18	37.8	172.0	60.0	269.8	15.0
ELECTRIC	18	203.3	85.6	150.0	438.9	24.7
WEAPONS	7	76.6	15.0	35.0	126.6	18.0
LINE	42	680.0	130.0	110.0	920.0	21.9
W/C 140	5	12.0	0.0	25.0	37.0	7.4

2.

	NUMBER OF MEN ASSIGNED	ON THE JOB MAN HOURS	PROFESSIONAL MAN HOURS	MILITARY MAN HOURS	TOTAL MAN HOURS	HOURS PER MAN
FIRST LT.	9	32.0	0.0	63.0	95.0	10.5
ADMIN		NOT AVAILIABLE AT THIS TIME				

3. OFFICERS TRAINING

	NUMBER OF MEN ASSIGNED	GROUND MAN HOURS	FLIGHT MAN HOURS	TOTAL MAN HOURS
	33	59.0	778.2	837.2

4. AIR CREW

	51	20.0	772.1	792.1
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