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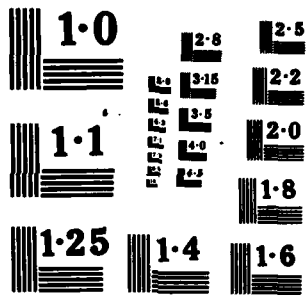
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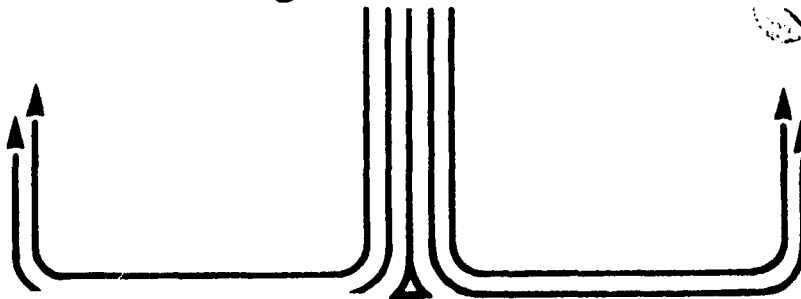
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STUDENT REPORT

UPT INSTRUCTOR FORCE
MAJOR WEAPON SYSTEM REPRESENTATION

MAJOR THOMAS L. JACKSON 85-1315
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TITLE UPT INSTRUCTOR FORCE
MAJOR WEAPON SYSTEM REPRESENTATION

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

**AIR COMMAND AND STAFF COLLEGE
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PREFACE

This paper examines the major weapon system (MWS) portion of the Undergraduate Pilot Training (UPT) instructor pilot force. The need to redistribute MWS representation within the instructor force is discussed. A proportional MWS representation plan, based on the average UPT graduate distribution, is proposed. Limitations of the current manning method and rated management issues affecting implementation of the proposed plan are evaluated. Although a basic knowledge of rated management issues would be helpful, a complete understanding of this study requires no previous personnel experience.

The author would like to express his appreciation for the administrative support provided by the Trainer Assignment Section, USAF Manpower and Personnel Center. Without their assistance this study would not have been possible.

ABOUT THE AUTHOR

Major Thomas L. Jackson was the T-38 Trainer Resource Manager at the Air Force Manpower and Personnel Center from July, 1981 to July, 1984. One of Major Jackson's primary responsibilities was to determine major weapon system resource quotas to meet annual UPT instructor pilot requirements. Daily contact with rated resource teams provided an opportunity to analyze the various rated management issues affecting the UPT instructor force.

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REPORT NUMBER 85-1315
AUTHOR(S) MAJOR THOMAS L. JACKSON, USAF
TITLE UPT INSTRUCTOR FORCE
MAJOR WEAPON SYSTEM REPRESENTATION

I. Purpose: To establish the need for a proportional major weapon system (MWS) representation plan for manning the Undergraduate Pilot Training (UPT) instructor pilot (IP) force.

II. Problem: During the recent growth in UPT production, MWS resources were allocated to UPT IP duty based on a fair share, ability to contribute, methodology. Restrained fighter resource participation, due to total force shortages, resulted in a disproportional representation of transport, tanker, and bomber (TTB) resources in the UPT IP force. Future pilot requirements in MAC and SAC indicate a reduction in their ability to continue support of UPT IP requirements at current levels. There is no long range manning plan to accomplish a redistribution of the MWS portion of the UPT IP force. In addition, the current method of manning the force lacks flexibility. This trait is necessary to properly size the career trainer representation and adjust the UPT IP force for specialized undergraduate pilot training requirements.

III. Data: To redistribute the MWS representation in the UPT IP force, this plan uses a proportional methodology based on the average annual UPT distribution. The data is extracted from the Rated Management Document. The proposed distribution

CONTINUED

is then compared to end FY84 MWS representation in the UPT IP force. This comparison specifically highlights shortages in fighter and trainer representation, and overages in the bomber resource. The disproportional representation of these particular resources and other issues affecting implementation of this plan are evaluated.

IV. Conclusions: Redistribution of the MWS portion of the UPT IP force is inevitable. The proposed proportional plan, based on the UPT graduate distribution, provides a simple, flexible, and equitable solution to alleviate current disproportional MWS representation.

V. Recommendations: HQ AFMPC, Rated Officer Assignment Branch should adopt a long range manning plan to redistribute the MWS portion of the UPT IP force. This plan should be evaluated at various issues meetings and proposed at the Rated Management Executive Conference. A five year transition period should be adopted to reduce the impact on resources requiring additional participation.

Chapter One

BACKGROUND

Several rated management decisions have directly influenced the current distribution of instructor pilots for Undergraduate Pilot Training (UPT). Some had long term consequences affecting current major weapon system (MWS) representation in the UPT instructor pilot (IP) force. An increased demand for instructors resulted from a corresponding rapid increase in pilot production from FY79 to FY84. UPT production rates nearly doubled in that period. A shortage of fighter pilots, and limited ability of transport, tanker, and bomber (TTB) resources to meet minimum UPT IP qualifications are examples of issues that influenced rated management decisions during this force buildup. Complicating the problem were several years of poor USAF pilot retention (3:1-3). The effects of these issues are examined after this explanation of the UPT IP force structure.

The demand for instructor pilots is met from two sources: First assignment instructor pilots (FAIPs) and major weapon system resources. The largest portion (60 percent) of the UPT IP force consists of first assignment instructor pilots. These pilots demonstrated the talent and maturity in UPT resulting in their retention in ATC as an instructor. After a three year tour in the UPT IP force, FAIPs are reassigned to major weapon systems. The number of undergraduate pilots retained in ATC fluctuates. In the last five years, when UPT production and demand for instructors was high and the capability of absorbing new pilots into major weapon system training was low, it was not uncommon to have 20 percent of the annual UPT production be retained as FAIPs. In real numbers, the annual number of FAIPs retained for IP duty varies from about 300 to 400.

The remaining portion of the UPT IP force is a mixture of pilots with prior weapon system experience. A solid cadre of MWS instructors is essential to provide program direction and student motivation. These MWS instructors insure student training is closely related to operational needs and realistic student assignment recommendations can be made (6:6-7). The total number of MWS pilots in the UPT IP force varies proportionally with the UPT production rate.

Retention problems diminished experienced pilots in most major weapon system groups to minimum acceptable levels by the early 80s. The remainder of experienced pilots in the 6-11 year group were the same resources needed to train new pilots. Hence, a natural competition developed between the operational needs for experienced pilots in their primary major weapon systems and the requirement for their aviation experience and supervisory skills in the UPT IP force. Because of the obvious experience drain, a fair share distribution methodology was developed for non-specific rated requirements like ATC IP duty. AF/MPME is the focal point for the determination of these rated requirements (3:3-1). "The basic method used to distribute these requirements is for each MWS group to support a share of each of these requirements, proportionately sized to its absorption capacity relative to the absorption capacity of the other contributing MWS groups" (3:3-5). Therefore, the MWS representation in the UPT IP force slowly moved away from a mirror image of the total pilot force. What evolved is a representation based on each weapon system's ability to contribute (3:3-1).

This period of rapid growth, poor retention, and competition for resources forced several other changes to UPT IP manning policy. First, ATC accepted a fighter manning goal of approximately 50 percent of the fair share requirement from FY78 to FY82 (6:9). The ATC/MWS fighter requirement for FY84 is 396 (3:3-7). Due to the total fighter pilot inventory shortfall, TAC limits FY84 fighter representation in ATC to 193 (3:12-7). Second, ATC allowed 50 percent of the TTB representation in the UPT IP force to be pilots who had not upgraded to aircraft commander in their major weapon system (6:9). Third, ATC agreed to an interim IP force mix percentage reversal. This mix is currently 60 percent FAIP/40 percent MWS (3:2-6). Finally, a career trainer program was established to ease absorption of new pilots into major weapon systems (3:1-3). Under this program, 25 MWS pilots and 50 FAIPs per year can be retained in the ATC force structure. These policies represented tough but practical solutions to rated management realities. Ramifications are reflected in the current UPT IP force structure.

This paper examines the MWS representation in the UPT IP force and evaluates current and future rated issues affecting the proportional distribution of that force. Management decisions discussed in this chapter constrain the current method of replenishing the UPT IP force. These limitations are addressed in the next chapter. Then, an alternate plan for determining MWS representation is developed in Chapter 3. Rated management issues affecting implementation of the alternate manning plan are evaluated in the final chapter.

**5 YEAR REDISTRIBUTION PLAN
(5 UPT WINGS & ENJUPT)**

***END FY 84 MWS REQUIREMENTS**

	REQUIRED	END FY84 ASSIGNED	▲	ANNUAL DISTRIBUTION
FIGHTER	230	161	-69	+13.8
RECCE	12	27	+15	- 3
BOMBER	62	134	+72	-14.4
TANKER	123	137	+14	- 2.8
STRAT/AIR	115	141	+26	- 5.2
TAC/AIR	88	94	+ 6	- 1.2
TRAINER	138	93	-45	+ 9
TOTAL MWS REP	768*	787	+19	- 3.8

Table 2. Five Year Redistribution Plan

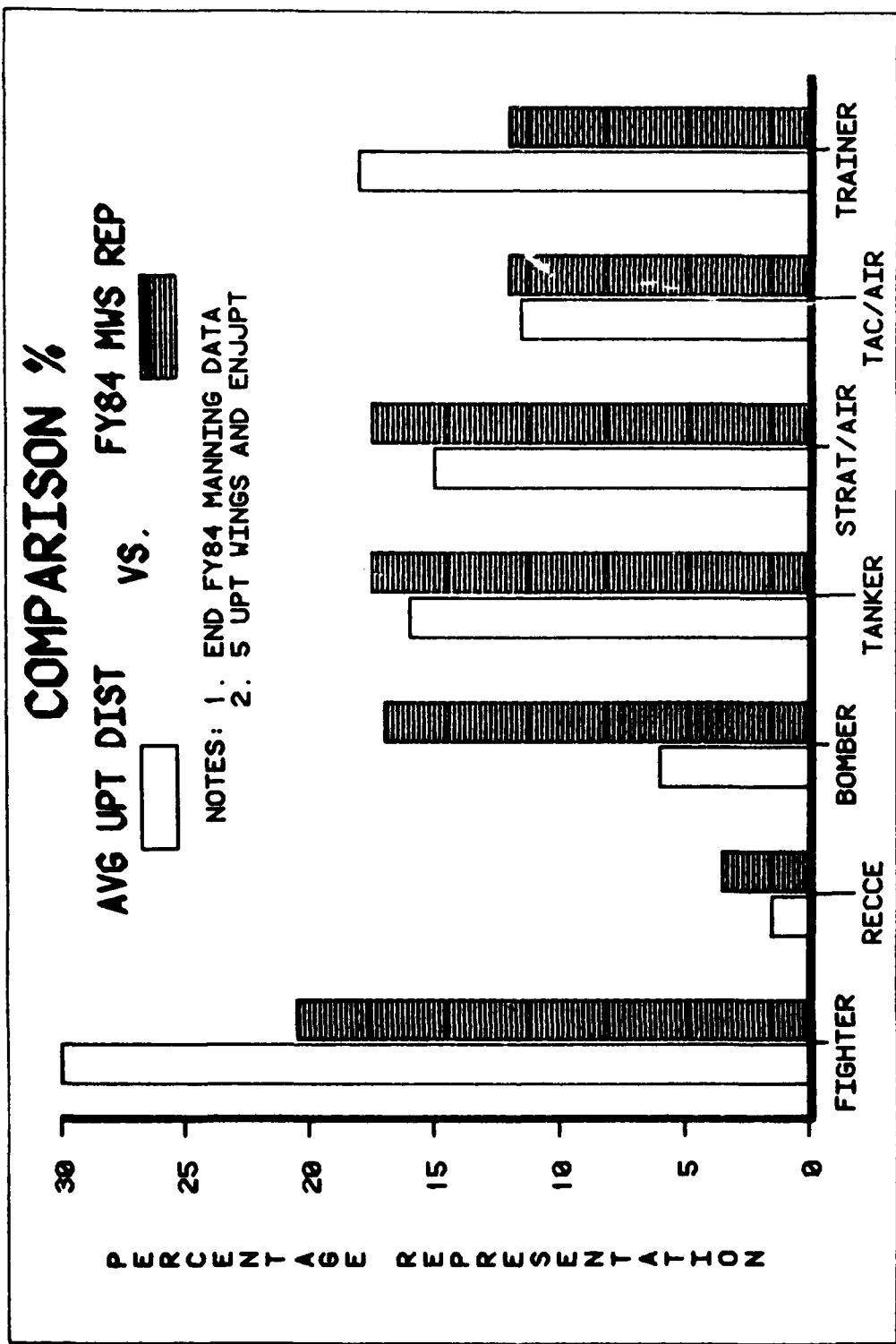


Figure 3. Comparison %

COMPARISON

A percentage comparison between actual MWS representation and the proposed proportional distribution is presented in Figure 3. This bar chart highlights areas of major differences such as the fighter, bomber, and trainer resources. A further analysis, using actual manning statistics is presented in Table 2. This table presents the annual gains and losses by weapon system, over a five year transition period, required to implement this plan. The differences between actual and proposed MWS representation, along with other issues affecting implementation of the proposed plan, are evaluated in the remainder of this chapter.

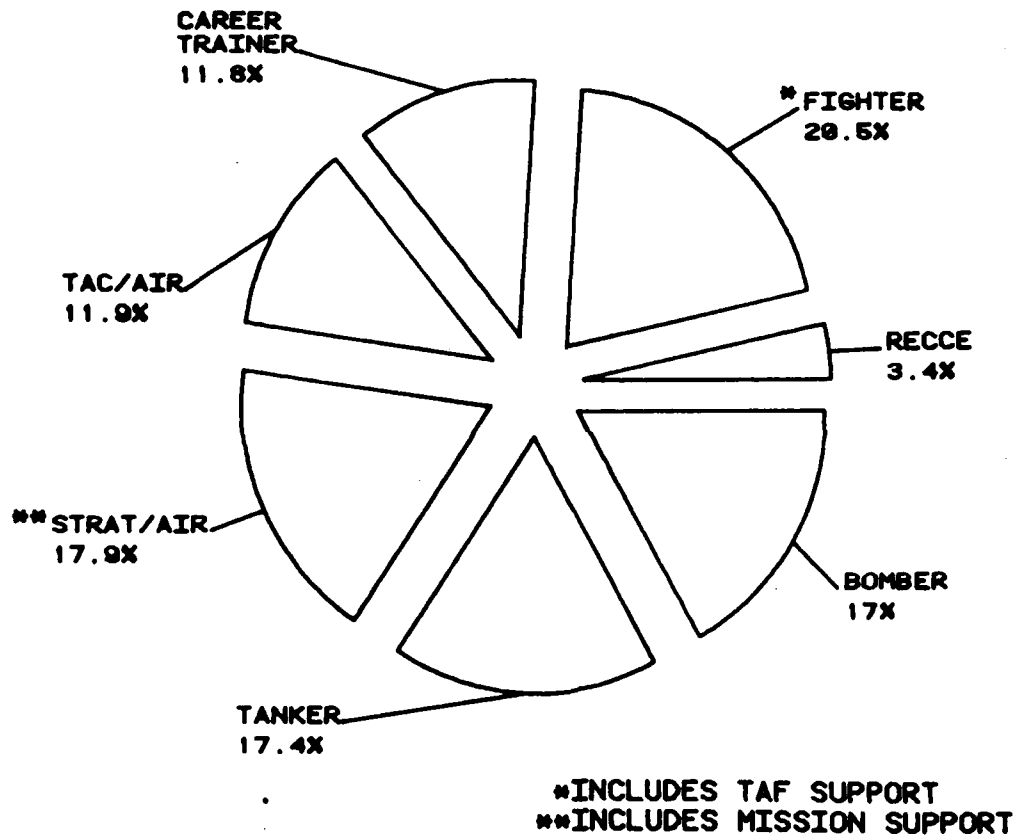
IMPLEMENTATION ISSUES

Low fighter pilot representation in the UPT IP force continues to be an issue. This shortage is the major cause of limitations to the current manning method discussed in Chapter 2. The difference between the proposed and actual representation of 69 fighter pilots (see Table 2) may seem overwhelming at first. In reality, it is not. TAC has limited fighter representation in ATC to 193 pilots (3:12-7). This is 37 pilots short of the proposed 230 requirement in the proportional representation plan. Over a five year implementation, that would equate to a seven pilot per year increase in the UPT IP force. Before discussing that increased requirement, an analysis of the current allotment is necessary.

ATC, TAC, and AFMPC must continue efforts to get 193 fighter pilots allocated to ATC into the UPT production force. The end FY84 assigned number of 161 (see Table 2) can be increased by assigning fighter pilots to ATC directly after their first fighter tour. These pilots are best utilized in instructor pilot or squadron supervisory positions where they get maximum interface with UPT students. Increasing fighter representation in the UPT production force will improve the process which matches pilot candidates' abilities and attitudes with aircraft and mission requirements (7:117). Eighty percent of the fighter pilots assigned to ATC in FY84 were captains (3:12-7). This trend must continue.

Another method of increasing fighter representation is to monitor fighter pilots assigned to ATC outside the UPT production force. Upon reassignment, insure those positions are backfilled by TTB or trainer pilots. This policy precludes assigning fighter pilots to ATC rated staff positions or pilot instructor training to the maximum extent possible. This reinforces the need to assign fighter pilots

MWS REPRESENTATION UPT INSTRUCTOR PILOT FORCE



NOTES: 1. 5 UPT WINGS AND ENJPT
2. 768 AUTHORIZATIONS
787 ASSIGNED

SOURCE: MPCR06
ATLAS #13687
SEP 84

Figure 2. MWS Representation

**MWS REQUIREMENT
(CUPT IP FORCE)**

* TOT AUTH X MWS REQT = MWS AUTH

COLUMBUS	306	40%	122
LAUGHLIN	321	40%	128
REESE	297	40%	119
VANCE	318	40%	127
WILLIAMS	<u>311</u>	40%	<u>125</u>
SUBTOTAL	<u>1553</u>		<u>621</u>
SHEPPARD (ENJUPT)	<u>181</u>	-	<u>147</u>
TOTAL	<u><u>1734</u></u>	34 (FAIPs)	<u><u>768</u></u>

* FROM APPENDIX A

Table 1. MWS Requirement

Chapter Four

APPLICATION AND EVALUATION

The purpose of this chapter is to examine major differences between the proportional MWS representation plan and the actual UPT IP force manning statistics. Issues affecting implementation of the proportional MWS plan are evaluated highlighting resources with the greatest comparable discrepancy. First, a comparison is made with actual MWS representation in the UPT IP force. The data used for this comparison is acquired from the MAJCOM manpower files and is formatted by AFMPC, Officer Force Analysis Branch. AFMPC Trainer Assignment Section receives a monthly analysis of assigned instructor pilots including MWS resource identification. End FY84 data used in this comparison is included in the Appendix.

MWS REQUIREMENTS

MWS requirements are determined in Table 1. End FY84 manning data and the UPT IP force mix agreements of the RMEC are used in determining these requirements. The total pilot authorizations for the five UPT wings equal 1553. Forty percent of those authorizations (621) require MWS experienced pilots. An additional 147 USAF pilot authorizations at ENJJPT are added to the MWS requirement. Therefore, the total MWS requirement for UPT production in September, 1984 was 768.

Actual MWS resource distribution of instructors assigned against those requirements is represented in Figure 2. The distribution is self-explanatory with the possible exception of the trainer portion. All trainer identified instructor pilots that are not FAIPs are represented in the MWS distribution. The rated management definition of a FAIP is a trainer identified pilot with less than six years commissioned service. Trainer identified pilots over six years are grouped into the general category of trainer. The pilots in the trainer portion of this distribution (11.8 percent) may not be formally selected into the career trainer track. Because they represent a greater experience level than the FAIP, all instructors defined as trainers will displace MWS requirements in this proportional representation plan.

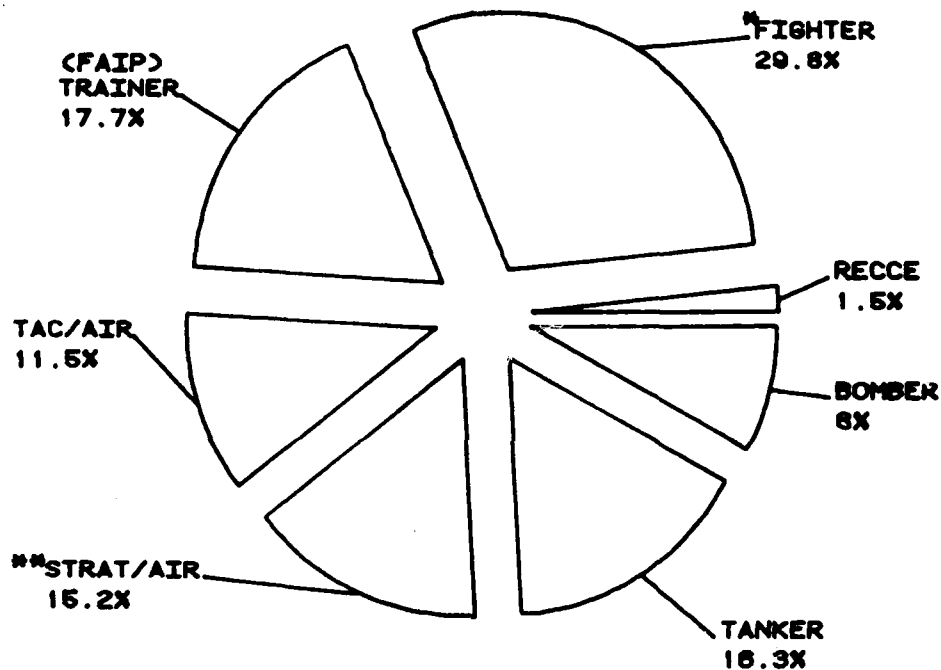
The following criteria is used in developing MWS resource proportions. Throughout the proposal, the fighter distribution includes TAF support pilots. The strategic airlift distribution includes mission support pilots. This represents the logical rated career progression for the majority of those resources. Note that the trainer portion (17.7 percent) remains in the proposed MWS distribution. This portion of the annual UPT production remains in ATC as instructor pilots. This simple formula determines a precise limit to career trainer/ MWS displacement in the UPT production force. Additional career trainers will be used in the MAJCOM staff and pilot instructor training.

MWS REPRESENTATION

The proportional distribution developed in Figure 1 is directly transposed to reflect proportional MWS representation in the UPT IP force. For instance, if the bomber resource is absorbing eight percent of the annual UPT distribution, then bomber pilots would represent eight percent of the MWS portion of the UPT production force. By using this proportional distribution, additional MWS quotas can be equitably distributed. Changes in UPT production rates, IP force structure, IP force mix, and syllabus requirements have traditionally required flexibility that the current method lacks. This equitable distribution method provides trainer resource managers with a precise management tool to define annual MWS quotas for the UPT IP force.

The proportional manning method used to determine MWS representation is a simple solution to a rather complex problem. Simplicity need not be resisted. After examining lessons learned from America's best run companies, Thomas J. Peters concluded that simplicity of form is a key to excellence. "One of the key attributes of the excellent companies is that they have realized the importance of keeping things simple despite overwhelming genuine pressures to complicate things" (1:36). He also found that simplicity of form enhances flexibility. "Beyond the simplicity around one underlying form, we find the excellent companies quite flexible in responding to fast-changing conditions in the environment and in dealing with the issues posed by the ubiquitous presence of matrix-like conditions" (1:308). Proportional MWS representation capitalizes on characteristics limiting the current manning methods: equality, simplicity, and flexibility.

AVERAGE UPT DISTRIBUTION FY85-89 FYDP (1710 PILOTS/YR)



*INCLUDES TAF SUPPORT (6%)
**INCLUDES MISSION SUPPORT (1.5%)

SOURCE: MAR 84
RATED MGT DOCUMENT

Figure 1. Average UPT Distribution

study to ignore that requirement, but to deliberately separate it from the issue of MWS requirements in the pilot production force. This is the heart of the issue. Once an acceptable manning method is developed for the UPT production force, it is likely that the overhead requirements can be resolved with a similar method.

Furthermore, this study does not separate line and staff requirements within the UPT wings. A small portion of pilots in each UPT wing (see Appendix) are assigned against wing staff authorizations. The majority of those pilots, although assigned to wing staff positions, continue to fly as instructors and have frequent and direct contact with the undergraduate pilot. This study includes those staff instructors as part of the total UPT production force.

Finally, this study stresses the need for maintaining quality MWS representation in the UPT IP force. Although that perspective may be shared by all MWS resource managers, this paper can only begin to highlight the issues constraining their ability to participate in this proportional representation plan. With these limitations of scope clearly defined, the next point of examination is the data base.

DATA BASE

The data base used in determining this proportional distribution of MWS requirements comes from a single source: the Rated Management Document. The wide distribution of this document provides easy accessibility for rated resource managers involved in UPT IP manning issues. The simplicity of this plan is derived from using a single reference. That reference source is the five year UPT distribution plan located in Chapter 7 of the Rated Management Document. Equality and flexibility are also inherent advantages of the proportional distribution plan to establish MWS quotas. These elements are evaluated as the proposed plan is developed.

UPT DISTRIBUTION

The UPT Distribution Chart (see Figure 1) represents the average annual pilot production distribution. Although fluctuation in annual weapon system distributions are minor, a five year average (FY85-89) for each weapon system resource is used in developing this proposal. Averaging the UPT distribution reduces the potential for radical annual adjustments in MWS representation in the UPT IP force.

Chapter Three

AN ALTERNATIVE MANNING METHOD

There is an alternate method of determining specific quotas to fill the major weapon system requirement of the UPT IP force. The basis for this method is a proportional representation of MWS instructor pilots equivalent to the UPT graduate distribution. This method provides a management tool for forecasting MWS quotas based on the need for equality, simplicity, and flexibility. Before developing the alternative method, limitations of scope are examined.

LIMITATIONS OF SCOPE

First, it is beyond the scope of this proposal to analyze the proper mix of FAIP and MWS pilots in the UPT IP force. Although ATC has accepted an interim 60 percent FAIP/40 percent MWS mix to assist Air Force absorption, they continue to stress a need to reverse this requirement as a long term objective (5:2-7). New rated management issues such as Career Trainer and SUPT could provide incentive for future evaluation of the IP force mix. This issue should continue to be an agenda item at the RMEC. The current IP force mix agreements of the RMEC are used in this proposal. Those agreements call for a 40 percent MWS representation at the five UPT wings and an 80 percent MWS representation at ENJJPT (3:12-7). The IP force mix at ENJJPT recognizes a steering committee limitation of 34 USAF FAIPs in that program. Although this proposed manning plan does not attempt to evaluate the proper FAIP/MWS mix, it has the necessary flexibility to adjust to any proportional mix adopted by the RMEC.

Another limitation in scope of the proposed plan is the UPT IP force definition. This proposal considers the UPT IP force as the total pilot requirement at the five UPT wings plus the total USAF pilot requirement at ENJJPT. These instructors are directly involved with production of pilots. This production force is the greatest area of concern when addressing MWS representation, experience levels, supervisory skills, and IP force mix. ATC also requires experienced instructor pilots for MAJCOM staff, Pilot Instructor Training, and other overhead requirements. It is not the intent of this

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replacements in excess of normal loss rates. The additional MWS quotas are normally allocated to the various resources in the same manner as the original quotas. This does nothing to alleviate current disproportional MWS representation.

The current manning method fails to address growth of the ATC career trainer force. Of particular concern is the number of career trainers that can effectively displace MWS pilots in the UPT IP force. On one hand, participating MAJCOMs view growth of the career trainer force as an opportunity to offset their quotas for UPT IP duty. After all, most career trainers were experienced MWS pilots who opted to stay with ATC. Conversely, ATC is concerned that displacing the MWS portion of the instructor force with career trainers slowly erodes the base of operational experience necessary to conduct effective training. Having a corps of experienced instructors (career trainers) to fill supervisory positions in the UPT IP force is an obvious advantage to ATC. But, there is a point where displacing MWS pilots will be detrimental to realistic training goals. There is middle ground to each of these positions. Unfortunately, the present method of manning fails to define precise limits of career trainer representation in the instructor force. Until a plan to size that displacement emerges, the debate remains on the philosophical level.

Finally, the current manning method lacks a redistribution plan to accommodate future force requirements of Specialized Undergraduate Pilot Training (SUPT). The Program Management Directive for SUPT tasks AFMPC to provide adequate qualified fighter and TTB experienced pilot resources to serve as instructors (2:2). ATC indicates the lead time to build the desired force mix for SUPT is three years. They project a required IP force mix of 37 percent FAIP, 20 percent career trainer and 43 percent MWS (5:2-8). A flexible manning method, capable of a controlled redistribution of MWS requirements and modest annual growth, is necessary to make this transition to SUPT.

The clear objective of the early 1980s was to achieve 100 percent manning of the UPT IP force and insure 40 percent of those instructors had MWS experience. That was achieved primarily by heavily tasking those resources with the greatest ability to contribute. Restrained fighter resource participation caused a disproportional representation of TTB resources in the UPT IP force. The current manning plan of replacing MWS losses will virtually freeze current MWS representation. Time is working against this status quo plan. New MWS pilot requirements, the aircraft commander/copilot ratio, and career trainer/MWS displacement are examples of issues requiring solutions the current system can not produce.

provides a pool of experienced pilots for future B-1 requirements. On the other hand, inventory deficits of fighter resources prevented TAC from meeting fair share requirements outlined in the Rated Management Document (3:3-7). These efforts achieved 100 percent manning of the MWS portion of the UPT IP force. However, MWS resources with the greatest ability to contribute provided pilots beyond a fair share representation of the total pilot population.

Can the current method of replacing MWS losses on a one for one basis be continued? Is this an appropriate long range manning plan for the UPT IP force? At the March, 1984 Rated Management Conference, MAC and SAC indicated problems in maintaining current levels of support as new weapon system requirements emerge. This constraint includes the formerly abundant but less experienced copilot force as well. MAC and SAC contend that future tanker, transport, and bomber requirements mandate that more experienced copilots be maintained within the weapons system to mature as aircraft commanders. SAC, MAC, ATC, and AFMPC were tasked to work together to totally size ATC instructor requirements versus TTB ability to support those requirements. The RMEC recommended that alternative and innovative methods to fill these requirements must be determined and agreed upon (3:11-7). These statements indicate that status quo is not a realistic long range plan for UPT IP force manning.

Another closely related issue limiting the current manning method is the growing TTB copilot representation in the UPT IP force. The mix of previous MAC/SAC aircraft commanders versus those who had not upgraded is approaching the 50 percent limitation ATC agreed to in 1977 (6:9). MAC and SAC addressed this issue at the March, 1984 Rated Management Conference. They recommended a re-evaluation of the type of pilot required to support the UPT IP mission versus the MAJCOM ability to support those needs. Additionally, it was suggested that minimum UPT instructor qualifications not reference source crew position (4:11-7). These statements indicate the difficulty TTB resources have with the current manning method. Requiring TTB resources to contribute at previously established proportions results in less experienced IP candidates being assigned to ATC. A long range plan to redistribute MWS resources in the UPT IP force could alter this trend.

The current manning method, based on a fixed number of projected MWS losses, is inflexible. Midyear fluctuations in requirements are normal, but not easy to forecast when annual MWS quotas are determined. Normally, instructor pilot requirements increase along with UPT production rates and syllabus requirements. These increases require MWS

Chapter Two

THE CURRENT MANNING METHOD

Air Force Manpower and Personnel Center (AFMPC), Trainer Assignment Section, is responsible for assigning pilots to UPT IP duty. Instructor pilot requirements are presented at the Rated Management Executive Conference (RMEC), chaired by AF/X00 and AF/MPC. At this conference, Air Training Command presents issues affecting the UPT IP force structure such as force mix, experience levels, and minimum qualifications for instructors. Issues and decisions raised at this biannual forum are published in the Rated Management Document. This document is the primary reference for rated force management and pilot distribution. The March, 1984 RMEC sized the MWS portion of the UPT IP force at 40 percent for the five USAF UPT wings and 80 percent for Euro Nato Joint Jet Pilot Training (ENJJPT) conducted at Sheppard AFB (3:12-7). The latter mix is based on an ENJJPT working group agreement to limit the number of USAF FAIPs in this international training environment.

The AFMPC, Trainer Assignment Section maintains this IP force mix by replacing forecast MWS resource losses with pilots from the same MWS background. For example, if there are 40 tanker pilots projected to complete a stabilized UPT instructor tour in FY84, the tanker resource manager provides an equal number of replacements. This method of determining replacement quotas maintains status quo of MWS representation in the UPT IP force. Although the FY84 statistics indicate 100 percent manning, there are limitations associated with the current manning method.

The annual quota allocation method perpetuates a disproportional representation between fighter and TTB instructors that developed during the rapid growth in UPT production. In the last five years, MWS resources were allocated to UPT IP duty with more emphasis on ability to contribute than regard for fair share representation (3:1-3). This was a valid assignment policy at the time. For example, as SAC phased out the B-52D force, UPT instructor duty presented an excellent option to bank excess pilots. These bomber pilots accumulate aviation gate credit and provide a valuable experience base of instructors for UPT. This

on their first satellite tour to ATC IP duty. This tour should capitalize on their squadron level operational flying experience. Backfilling ATC staff positions, currently held by fighter pilots, with experienced career trainers provides broadening opportunities for that growing force. These policies will result in increasing the fighter presence in the UPT production force closer to the 193 allocation.

Proper utilization of the current allocation is the first step in the initiative to gain additional fighter pilots necessary for the proportional representation plan. The next step is to justify a seven pilot per year increase over a five year period. Proportional representation of the fighter, attack, and reconnaissance (FAR) oriented ENJJPT program may provide the key to that justification. The majority of ENJJPT production is assigned to FAR systems. A mix of FAR and career trainer instructors at ENJJPT would be consistent with the proportional representation plan, if carried out to the wing level. As discussed earlier, approximately 80 percent of ENJJPT USAF authorizations require MWS pilots. End FY84 manning data reveals that less than 30 percent of those MWS requirements are being filled by FAR experienced or career trainer instructors. Even if all 37 additional fighter requirements (see Table 2) were added to the ENJJPT instructor force, combined FAR and career trainer representation would be slightly more than 50 percent. The key is to propose this increase in fighter pilot representation as a training investment that will enhance the quality of future FAR resources.

The difference of fighter representation required in the proposed proportional method and actual manning statistics in Table 2 can be resolved. The suggested initiatives will begin that process. As the following MWS resources are examined, the importance of manning the FAR requirement becomes apparent. As noted earlier, MAC and SAC indicated some difficulty in offsetting fighter shortages in the UPT IP force over the next five years (3:11-7).

SAC's greatest discrepancy in the UPT IP force MWS representation comparison is in the bomber resource. Chapter 2 outlined the conscious decision of the bomber resource managers to bank excess pilots during the B-52D phase out. Figure 3 clearly shows a degree of representation beyond the fair share methodology. This excess was an important contribution to offset the accompanying fighter shortfall during the same period. But, the problem is apparent. Pilot year demographics show that SAC will be short of 6-11 year group pilots from FY85 through FY88 (3:2-4). This is due to increased authorizations for B-1 activation and associated B-52 rebasing requirements. The proportional representation

plan recognizes the reality and urgency of this issue. Air Force rated requirements indicate that the bomber representation in the UPT IP force will decrease. The proportional plan developed in Table 2 allows for a deduction of over 14 bomber pilots per year over a five year transition period. These losses must be recovered by increasing fighter representation and some limited MWS displacement of the career trainer force.

The need to size the career trainer displacement of MWS requirements in the UPT instructor force is discussed throughout this study. The proportional representation plan sizes requirements for the career trainer force precisely the same as other MWS resources. Table 2 indicates another 45 trainers could be assigned to the UPT production portion of the instructor force without being over represented. Two sources are available to meet that requirement. First, career trainer selection boards meet semiannually to identify instructor pilots for the program. This process alone will meet the end FY84 trainer shortage identified in Table 2. Second, the initial cadre of career trainers previously released for career broadening assignments are now returning to rated duty. These officers can meet aviation service gates and fill critical supervisory positions within the UPT IP force. The proportional representation plan offers the needed compromise for the career trainer/MWS displacement issue. MWS resources will gain quota relief by continuing their support of the career trainer program. On the other hand, ATC is assured of some limitation to MWS displacement in the UPT IP force. Thus, proportional representation is equitably determined for all pilot resources.

Although the fighter, bomber, and career trainer resources indicated the largest discrepancy in end FY84 comparison data (see Table 2), more issues are hidden. MAC initiated a two year sustainability policy for strategic airlift force aircraft commanders to guard against declining experience levels (3:2-2). MAC found that support of pilot requirements external to the command has driven line unit experience levels close to the minimum. Initiatives designed to improve experience and stability of the fighter force have resulted in lower experience and stability in MAC systems (8:Atch 4). Although the C-17 is not projected into the inventory until after the five year transition recommended for this proposal, competing demands for experienced airlifters are evident. These realities reflect the overriding theme of the 1984 Rated Management Document: the restrained ability of MWS resources to support external requirements like ATC IP duty.

CONCLUSION

Recognition of the interrelationships developed in this chapter is crucial to understanding future MWS requirements for the UPT IP force. Redistribution of MWS representation in the UPT IP force is inevitable. Issue 84-6 of the March, 1984 Rated Management Document recommends that the MAJCOMs and AFMPC work together to size ATC requirements versus TTB ability to support those requirements over a five year period (4:11-7). Relief for the over represented TTB instructor pilots must come from a combination of fighter and career trainer resources through a controlled, rational manning plan. The proportional representation plan developed in this paper offers an equitable method for redistributing the MWS portion of the UPT IP force. The plan has the flexibility to absorb annual fluctuations in instructor force requirements and grow in the proper proportions to fill future SUPT authorizations. Finally, simplicity eliminates the "mirrors" from the annual MWS quota allocation system. The proportional representation plan is based on readily accessible data to all rated resource management teams. Simple mathematics is all that is required to determine UPT IP force MWS representation.

Issue 84-6 of the March, 1984 Rated Management Document recommends that alternative and innovative methods to fill ATC requirements must be determined and agreed upon (4:11-7). As a minimum, the proportional representation plan serves as a departure point for discussion leading to an acceptable solution to this issue. This plan should be evaluated by AFMPC, Rated Officer Assignment Branch and discussed at various rated management issues meetings. A five year transition, as proposed in Table 2, should be adopted to reduce the impact on resources requiring additional participation. Ultimately, the plan would require approval by the Rated Management Executive Conference.

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APPENDIX

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PREPARED: 04 SEP 88 ATLAS STAT SUPPLY INQUIRIES - STANDARD RUN # 476 EFFECTIVE DATE: 99 99 99

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COLUMBUS

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ID LO	CAT	DAFSC	ACFT	AU	GR	AUTH1	<6TRN	>6TRN	OTHER	FTR	REC	WEAPON	SYSTEM	GROUP	TAL	HELD	MSN
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GRIS	TRN	135B		03		3	2	0	1	0	0	0	1	0	0	0	0
K I	TRN	135B		03		3	2	0	0	0	0	0	0	0	0	0	0
LORI	TRN	135B		03		3	0	1	1	0	0	1	0	0	0	0	0
PEAS	TRN	135B		03		3	1	1	1	0	0	1	0	0	0	0	0
PLAT	TRN	135B		03		3	2	1	0	0	0	0	0	0	0	0	0
VANC	FOR	111Z		03		4	3	0	1	0	0	0	0	1	0	0	0
FOR	135C			04		0	0	3	0	0	0	0	0	0	1	0	0
TRN	104L			99		0	0	0	0	0	0	0	0	0	0	0	0
105B				99		0	0	0	0	0	0	0	0	0	0	0	0
106C				99		0	0	0	0	0	0	0	0	0	0	0	0
111F				99		0	0	0	0	0	0	0	0	0	0	0	0
111G				99		0	0	0	0	0	0	0	0	0	0	0	0
111M				99		0	0	0	0	0	0	0	0	0	0	0	0
111N				99		0	0	0	0	0	0	0	0	0	0	0	0
111O				99		0	0	0	0	0	0	0	0	0	0	0	0
111Z				03		0	0	0	0	0	0	0	0	0	0	0	0
111Z				99		0	0	0	0	0	0	0	0	0	0	0	0
114C				99		0	0	0	0	0	0	0	0	0	0	0	0
114H				99		0	0	0	0	0	0	0	0	0	0	0	0

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