

# Lessons Learned From Aviation Culture Workshops

Analysis by Naval Safety Center—Code 10

**I**n-rate training and GMT are implemented poorly throughout the fleet. Operational commitments often result in maintenance training being conducted as OJT, or simply cancelled completely. This deficiency leads to decreased morale and directly impacts both professional development and enlisted advancements. Squadrons must establish dedicated training time for personnel to maintain task proficiency and competency. —*Training should not be the first thing cancelled when workload conflicts arise.*

*Read the following articles in this issue to learn how important training can be when faced with an emergency: “Equipment Failure Can Occur When You Least Expect It!” and “Save The Day! And A Million Bucks...”*

**Intrusive Leadership**—The most respected commanding officers are those who get out of their offices and into the workcenters. The good news is that many commanding officers are doing this; however, many junior officers are not interacting daily with their Sailors. Junior-officer mission and tactical-training requirements have caused them to lose focus on the people that they are leading. Sailors are saying they seldom see members of the wardroom in the workcenters; and commanding officers are shifting the branch and division-officer responsibilities to the CPOs, which further exacerbates the situation. A caste system is being created, which negatively affects the morale of the junior enlisted personnel. Additionally, the information-technology environment has substantially reduced the amount of human interaction at all levels. This environment could be creating a cadre of future leadership that is much less people-oriented. —*Leadership by e-mail never will replace “leadership by example.” Intrusive leadership is nothing more than being personally involved in your Sailors’ daily lives (morning meetings, presence in the workcenter, shift-change turnover, tool inventories, etc.).*

*Read the following article to realize the positive impact intrusive leadership has within some fleet commands: “Maintenance ORM—It Works!”*

Squadron operating procedures (SOPs) need to be

Navy photo by Matthew J. Thomas



An AT1 teaches a class how to perform a safety check.

documents that the squadrons live by. If the squadron is not following any part of the SOP, the remainder of the document becomes ineffective. Some squadrons are assigned real-world tasking commitments that require SOPs to be violated routinely. This method of doing business creates the perception among aircrew that SOPs only are followed until they “get in the way.” SOPs must be a living document that all members of the squadron adhere to in meeting all mission requirements. —*Are all members of your command familiar with, and adhering to, applicable SOPs?*

*Read the following articles for further insight on following the rules all the time: “‘Can Do’ Meets Reality” and “Blown Away by the Effectiveness of PPE.”*

**Maintenance goals**—Squadrons should be careful when tying maintenance goals with “secure time,” because Sailors will be more apt to take shortcuts to meet these goals. Sailors often comment that they are not given adequate time to meet proper maintenance procedures because of operational commitments.

*Read the following article to see how Christmas vacation and pre-deployment leave can cause a good maintainer to make a bad mistake: “The Flying Wrench.”* ✂