

RAF COLLEGE CRANWELL

College Journal Extracts



1985-1986

1985-1986 - College Notes

CAREER BRIEF

AIR COMMODORE T W G CARLTON



Air Commodore Terry Carlton arrived at Cranwell to take up his present appointment as the Assistant Commandant Royal Air Force College Cranwell on 16 December 1985.

He was educated at Hertford Grammar School where he gained an RAF Scholarship for entry to the College as a flight cadet in 1955 as a member of No 73 Entry. On commissioning in 1958 he served on No 54 (F) Hunter Squadron at Odiham and Strathall. He transferred to the Lightning on its entry into service and served with No 111 (F)

Squadron from 1961 to 1965 and as a squadron commander, at the Lightning Operational Conversion Unit, RAF Coltishall, from 1965 to 1968. Following one year on the Air Staff at Headquarters Strike Command the Air Commodore attended the 1970 course at the RAF Staff College, Bracknell, before undertaking a further Air Staff tour at Headquarters Royal Air Force Germany. In 1974 he was promoted to Wing Commander and returned to the United Kingdom to command the RAF's first Jaguar Squadron at Coltishall. A tour on the Staff of the Central Tactics and Trials Organisation followed from where he was promoted to Group Captain and, from 1979 to 1981, served in the Operational Requirements Division of the Air Force Department in the Ministry of Defence. In 1982 he was appointed to command RAF Cottesmore and the Trinational Tornado Training Establishment. He left Cottesmore in November 1984 to attend the 1985 RCDS Course before his posting to Cranwell. He is married to Diana and has 2 children, aged 23 and 21, both of whom are unmarried and live in the family home in Buckinghamshire.

1985-1986 - College Notes

HONOURS AND COMMENDATIONS 1985-86

SERVICE PERSONNEL

Officer of the Most Excellent Order of the British Empire
Squadron Leader P D Cunningham (ex RAF Scampton)

Commendation by the Air Officer Commanding Training Units
Sergeant R Howard (now RAF Bruggen)
Senior Aircraftwoman C L Roddy

Commendation by the Air Officer Commanding-in-Chief Strike Command
Flight Lieutenant J F E Dimmer (ex RAF Kinloss)

Commendation by the Air Officer Commanding and Commandant
Flight Sergeant D R Allen

Commendation by the Air Officer Commanding-in-Chief Support Command
Flight Sergeant (now Warrant Officer) T C Monteith (now RAF Hereford)
Corporal A J Crosby

CIVILIAN PERSONNEL

Commendation by the Air Officer Commanding-in-Chief Headquarters Royal Air Force Germany
Flight Sergeant C Emerson (ex RAF Bruggen)

Commendation by the Air Officer Commanding and Commandant
Mr B R Maskill
Mrs S A Mahony
Mrs C S McCarroll
Mrs E A Jackson

1985-1986 - Course Awards (1)

COURSE AWARD WINNERS 1984-85

ANNUAL AWARDS 1984

The Annual Awards Ceremony was conducted during The Queen's Review of the College on 4 July 1985. Awards were presented by the Reviewing Officer, the Chief of the Air Staff, Air Chief Marshal Sir Keith Williamson GCB AFC ADC.

THE DEPARTMENT OF INITIAL OFFICER TRAINING

The Queen's Medal is awarded to the RAF or WRAF cadet who has proved to be the most outstanding cadet of the year in all aspects of Initial Officer Training and has the greatest potential for further development.

Winner: Fg Off J R Floyd BA GD/P No 81 IOTC

The Sword of Honour is awarded to the RAF cadet who has most distinguished himself in leadership during his Initial Officer Training.

Winner: Fg Off S J Ainsworth BSc Supplr No 74 IOTC

The Sash of Honour is awarded to the WRAF cadet who has most distinguished herself in leadership during her Initial Officer Training.

Winner: Fg Off D Hill BA GD/(GRD) (ATC) No 78 IOTC

The R S May Memorial Prize is shared between the winners of The Queen's Medal, Sword of Honour and Sash of Honour.

Winners: Fg Off J R Floyd BA
Fg Off S J Ainsworth BSc
Fg Off D Hill BA

The Prince Bandar Trophy and Prize are awarded to the officer who submits the best essay in a war studies subject within 12 months of graduation from Initial Officer Training at the Royal Air Force College.

Winner: Flt Lt G C Thomson BSc GD/P No 65 IOTC

THE DEPARTMENT OF SPECIALIST GROUND TRAINING

The AVM Sir Thomas Memorial Cup and The Minerva Society Prize is a conjoint award to the student of the Initial Specialist (Engineering) Course who has achieved the best overall performance of the year both in engineering studies and in Initial Officer Training at the College.

Winner: Flt Lt A Wilson No 20 BAEC

The Halahan Prize is awarded to the student who achieves the best all-round performance of the year in the Aerosystems Specialisation of the Initial Specialist (Engineering) Course.

Winner: Flt Lt A Wilson No 20 BAEC

The Chicksands Prize is awarded to the student who achieves the best overall performance of the year in the Communications-Electronics Specialisation of the Initial Specialist (Engineering) Course.

Winner: Fg Off D McMahon BSc No 24 BCEC

The Royal New Zealand Air Force Prizes are awarded to the students of each specialisation of the Initial Specialist (Engineering) Course who achieve the best performances of the year in applied technologies.

Winners: Fg Off C R Waldwyn BSc No 21 BAEC
Flt Lt G A Hawley No 20 BCEC

The Beckwith Prize is awarded to the student of an Initial Specialist (Engineering) Course who submits the best paper of the year on a selected engineering subject.

Winner: Fg Off D J Keep BSc No 23 BCEC

The Supply Prize is awarded to the student of the Initial Supply Course who has achieved the highest standard of the year in professional studies.

Winner: Plt Off R J O'Keefe No 354 ISC

1985-1986 - Course Awards (2)

THE FLYING TRAINING SCHOOL

The Kinkead Trophy is presented to the officer who is placed first in the annual combined final order of merit for flying and associated ground school subjects.

Winner: Flt Lt P N Tyson BSc No 48 IBFTC

The Michael Hill Memorial Prize is presented to the officer who is placed first in the annual combined final order of merit for applied flying.

Winner: Flt Lt P N Tyson No 48 IBFTC

THE GROUP CAPTAIN LOWE-HOLMES AWARD FOR SPORT

The Lowe-Holmes Award is made to the student officer or officer cadet from DIOT or commissioned student from DSTG or FTS undergoing Initial Specialist Training who, by active, cheerful and sportsmanlike participation, has given the greatest service to sports and sportsmanship at the College during either the summer or winter season. This award is not presented at The Queen's Review.

Winner: Fg Off P K Roberts - Summer 1984
No award was made for Winter 1984/85

THE DEPARTMENT OF INITIAL OFFICER TRAINING

The Sword of Merit is awarded to the RAF cadet of each course who has demonstrated outstanding ability, leadership and other officer qualities, and the greatest potential for further development.

Winners:			
81 IOTC	Flt Lt J R Floyd BA	GD/P	Dec 84
82 IOTC	Plt Off R J T Hemsley	GD/(GRD) (FC)	Mar 85
83 IOTC	A/Plt Off A P Bowen	GD/N	Apr 85
84 IOTC	Not Awarded		
85 IOTC	Not Awarded		
86 IOTC	Plt Off K Duell	GD/(AEO)	Aug 85
87 IOTC	Plt Off A W D Craig BSc	GD/P	Oct 85
88 IOTC	Fg Off J G Temple	GD/P	Nov 85

The Sash of Merit is awarded to the WRAF cadet of each course who has demonstrated outstanding ability, leadership and other officer qualities, and the greatest potential for further development.

Winners:			
81 IOTC	Plt Off J Mellor BSc	GD/(GRD) (FC)	Dec 84
82 IOTC	Plt Off V R Lance	Supplr	Mar 85
83 IOTC	Not Awarded		
84 IOTC	Fg Off L D Vaux	GD/(ALM)	May 85
85 IOTC	Plt Off J I Wheway BSc	Admin (Cat)	Jul 85
86 IOTC	Not Awarded		
87 IOTC	Plt Off S M Gillott BSc	GD/(GRD) (FC)	Oct 85
88 IOTC	Fg Off R M Browning BSc	Admin (Ed)	Nov 85

The Hennessy Trophy and Philip Sassoon Memorial Prize is awarded to the best all-round RAF or WRAF cadet of each course.

Winners:			
81 IOTC	Flt Lt P Beutement MSc BSc	Admin (Ed)	Dec 84
82 IOTC	Fg Off J Taylor	Eng	Mar 85
83 IOTC	Fg Off D W Brown	GD/(AEO)	Apr 85
84 IOTC	Fg Off S P McNamara	GD/(AEO)	May 85
85 IOTC	Fg Off P Millbank	GD/(ALM)	Jul 85
86 IOTC	Fg Off H K Pender BA	GD/(AEO)	Aug 85
87 IOTC	Plt Off S J Carter BA WRAF	GD/(GRD) (FC)	Sep 85
88 IOTC	Plt Off G J Williams BSc	Eng	Nov 85

The British Aircraft Corporation Trophy is awarded to the cadet, whether RAF, WRAF or Foreign and Commonwealth, on each course with the highest mark for professional studies.

Winners:			
81 IOTC	Fg Off J T Campbell Bsc	GD/P	Dec 84
82 IOTC	Fg Off R W Skedd BSc	GD/P	Mar 85
83 IOTC	Fg Off D R Wheeler BSc	GD/N	Apr 85
84 IOTC	Plt Off P K Jones BEng	GD/P	May 85
85 IOTC	Plt Off P A Arundell MSc BSc	GD/P	Jul 85
86 IOTC	Plt Off M C Hart BSc	GD/P	Aug 85
87 IOTC	Fg Off T F Fortune	GD/(AEO)	Sep 85
88 IOTC	Plt Off A C Pearce BSc	Admin (Ed)	Nov 85

1985-1986 - Course Awards (3)

The Overseas Students' Prize is awarded to the F & C cadet on each course who has the best overall performance in leadership, officer qualities and professional studies.

Winners:			
81 IOTC	Not Awarded		
82 IOTC	Not Awarded		
83 IOTC	2nd Lt M S A Ghurab	QEAF	Apr 85
84 IOTC	Plt Off A A Y Al Baluchi	SOAF	May 85
85 IOTC	Plt Off H S S Al Harthy	SOAF	Jul 85
86 IOTC	Plt Off H S S Al Yahyai	SOAF	Aug 85
87 IOTC	Plt Off S M S Al Mugbali	SOAF	Sep 85
88 IOTC	Not Awarded		

THE DEPARTMENT OF SPECIALIST GROUND TRAINING

The Whittle Prize is awarded to the student on the Aerosystems Engineering Course who has been adjudged the best student in terms of progress in studies and contributions to the success of the course as a whole.

Winner:			
4 ASEC	Sqn Ldr D R Smith BSc	Eng	Dec 85

The Royal United Services Institute Prize is awarded to the student who has been adjudged runner-up to the winner of the Whittle Prize.

Winner:			
4 ASEC	Sqn Ldr S P West MA	Eng	Dec 85

The Halahan Trophy is awarded to the student of the Aerosystems specialisation who achieves the best all-round performance on each Initial Specialist Training (Engineering) course.

Winners:			
23 BAEC	Fg Off P J Kirker RNZAF		Feb 85
24 BAEC	No course		
25 BAEC	Fg Off C A Wren BSc		May 85
26 BAEC	Flt Lt A H Newman BE RNZAF		Jul 85
27 BAEC	Fg Off M O Stammers		Nov 85

The Chicksands Cup is awarded to the student who achieves the best overall performance on the Communications-Electronics specialisation of the Initial Specialist Training (Engineering) course.

Winners:			
25 BCEC	No course		
26 BCEC	Fg Off C Taylor BSc		May 85
27 BCEC	Fg Off A L Dipper		Jun 85
28 BCEC	Fg Off M G Voss BSc		Sep 85
29 BCEC	Fg Off D M Atkinson BSc		Nov 85
30 BCEC	Fg Off B W Cox		Dec 85

The Royal New Zealand Air Force Trophies are awarded to the student of each specialisation of the Initial Specialist (Engineering) Training course who achieves the best performance in applied technologies.

Winners:			
25 BCEC	No course		
26 BCEC	Fg Off L T Bole		May 85
27 BCEC	Fg Off I P Goslin BSc		Jun 85
28 BCEC	Fg Off M S Sheard BSc		Sep 85
29 BCEC	Fg Off A F Cox BSc		Nov 85
30 BCEC	Fg Off B W Cox		Dec 85
23 BAEC	Fg Off P J Kirker RNZAF		Feb 85
24 BAEC	No course		
25 BAEC	Fg Off C A Wiseman BSc WRAF		May 85
26 BAEC	Flt Lt A H Newman BE RNZAF		Jul 85
27 BAEC	Fg Off M O Stammers		Nov 85

The Beckwith Trophy is awarded to the student of each Initial Specialist (Engineering) Training course who, irrespective of specialisation, submits the best paper on a selected engineering subject.

Winners:			
24 BAEC	No course		
25 BAEC	Fg Off D N Gill BSc		May 85
26 BAEC	Fg Off I S Yorston BA		Jul 85
27 BAEC	Fg Off D G Marson BSc WRAF		Nov 85
28 BAEC	Fg Off D R Tasker		Dec 85
29 BCEC	Fg Off A F Cox BSc		Nov 85
30 BCEC	Fg Off M P Goodall		Dec 85

The Supply Cup is awarded to the student who achieves the highest standard in professional studies on each course.

Winners:			
355 ISC	Fg Off L T Earle		Feb 85
356 ISC	Plt Off N M Moule WRAF		Apr 85
357 ISC	Fg Off S R A Barbour		Jul 85
358 ISC	Fg Off N J Peterson WRAF		Sep 85

1985-1986 - Course Awards (4)

THE DEPARTMENT OF AIR WARFARE

As the GD Aerosystems Course will not be completed until July 1986, no awards have been made.

THE FLYING TRAINING SCHOOL

The Hicks Memorial Trophy is awarded to the RAF pilot who is placed first in his course order of merit in Ground School.

Winners:		
49 IBFTC	Fg Off F M Magowan BSc	Jun 85
50 IBFTC	Flt Lt A J Ross BSc	Jul 85
51 IBFTC	Flt Lt N Meadows BSc	Jul 85
52 IBFTC	Plt Off J H Brough	Oct 85

The Dickson Trophy is awarded to the RAF pilot who, on completion of his training course, has shown most proficiency in applied flying.

Winners:		
49 IBFTC	Flt Lt S P Nelson BA	Jun 85
50 IBFTC	Flt Lt A J Owers BSc	Jul 85
51 IBFTC	Flt Lt S R Hawkins BSc	Jul 85
52 IBFTC	Fg Off M StJ J Gilbert BSc	Oct 85

The Battle of Britain Trophy is awarded to the RAF, Navy or Army pilot who, on completion of his training, is judged to be the best aerobatic pilot on his course.

Winners:		
49 IBFTC	Flt Lt A Neill BSc	Jun 85
50 IBFTC	Not Awarded	
51 IBFTC	Flt Lt S R Hawkins BSc	Jul 85
52 IBFTC	Flt Lt C J Betts BSc	Oct 85

The R M Groves Memorial Prize is awarded to the RAF pilot who is placed first on his course in the combined final order of merit for flying and associated ground school subjects.

Winners:		
49 IBFTC	Fg Off J M Magowan BSc	Jun 85
50 IBFTC	Flt Lt A J Owers BSc	Jul 85
51 IBFTC	Flt Lt S R Hawkins BSc	Jul 85
52 IBFTC	Plt Off J H Brough	Oct 85

1985-1986 - Exercise 'African Hold'

EXERCISE "AFRICAN HOLD"

This article has been prepared by Fg Off M H Burman, until recently a member of 51 IBFTC

One rainy winter's morning the members of an FTS course found themselves discussing the best way to spend the 2-month hold between basic and advanced flying training. Suggestions ranged from underwater basket weaving to watching the grass grow, until a voice suggested going to Kenya. Over the next 5 months the derisory laughter gave way to amazement as grants were obtained and the expedition took shape. So it was that 4 members of 51 course FTS found themselves standing at Kenyatta airport with the avowed intention of climbing Mount Kenya and 'experiencing the African way of life'.

The first 3 days were spent in Nairobi, gathering together supplies and information before setting off in a hired Landrover for the Maasai Mara game reserve in the south of Kenya. We were fortunate to go there during the annual Wildebeest migration, when tens of thousands of these animals pass through on their way to the Serengeti. As a result we had a very rewarding 2 days driving around seeing the wildlife. We had an intimate encounter with a troop of baboons when we discovered them raiding the Landrover. They were duly chased out and ran into the bush clutching packets of 'Smash', probably mistaking it for food.

The next stage of our journey took us north to the shores of Lake Naivasha. Just to the south of this lies Mt Longonot, a 9000-foot high dormant volcano which we had decided to climb to acclimatise ourselves to the high-altitude environment. We set off in the early afternoon having hidden the vehicle in some trees at the base of the mountain. We eventually reached the top after a hard climb up the steep slopes to be rewarded by the sight of the crater and a tremendous view across the rift valley. The journey down was relatively easy and no-one had any problems with the altitude.

The next day we drove West over the Aberdare mountains to spend a very enjoyable night at a game lodge. The good food and soft beds made a welcome change to

sleeping in tents and so we set off for Mt Kenya the following day in very good spirits.

We drove through the rain forests at the base of the mountain and spent the night at about 10,000 ft. The next day it was our intention to walk up the Sirimon track to 12,500 ft and then cross over 2 valleys to pick up the Liki track and follow it up to the Kami hut at 14,500 ft. However, when it was time to pick up the second track it became apparent that Kenyan maps were not as good as UK maps, and we were unable to locate the new track. We were faced with an exhausting cross country walk, until eventually we were forced to pitch tents in late afternoon at about 13,000 ft.



The summit of Mt Kenya.

After a fairly uncomfortable night with 4 people in a 2 man tent, we set off the next day to reach the Kami hut. During the afternoon we were caught in a heavy hail storm and so pitched camp to wait it out. The storm cleared in mid-afternoon and we set off again in bright sunshine, eventually reaching the Kami hut at about 4.30 pm. We discovered 5 other people were already there and so had to content ourselves with sleeping on the floor with a very active family of mice rummaging around us all night.

It had been our intention to climb the 2000 ft to Point Lenana the following day. Unfor-

tunately the snow line began just where we were, and not having anyone qualified to lead on snow we had to content ourselves with a last look before starting down the mountain. In late morning the skies clouded over and it began to rain heavily. Additionally, mist came down and added poor visibility to the problems of poor maps. After several adventures, including a rather unexpected encounter with a Water Buffalo, we eventually made it back to the Landrover in the early evening.

Following a welcome day of rest we set off for the farm of Peter Muembu, a Kenyan we had met through a contact in England. We met Peter and his family, friends and neighbours and then went for a walk around his farm, which is typical of those on which the majority of Kenyans live and work. On the 5 acres that Peter owned he had to grow enough food to feed his family and pay for his children's education. After an evening meal consisting of cabbage, maize and potatoes, all entirely home grown, we pitched tents in the back garden and retired.

We were woken at 5.30 am the next morning by a cock crowing. After a long and bitter discussion on how to deal with this unwelcome disturbance we took the easiest course and got up. The rest of the day was spent with Peter, touring the local area, including visits to a coffee co-operative, a cotton factory and a tea processing plant. We were all left with the impression that the native Kenyans had a hard time making a living. That evening we had our revenge on the avian pest which had woken us by eating it for supper.

We left Peter the next day and returned to Nairobi to drop off the Landrover. We then caught the train to Mombasa for a week's well-earned sand, sea and surf.

It was with great regret that we boarded the Hercules for the return to England. Our African trip certainly beat watching the grass grow.

1985-1986 - Boys Wing

65th ANNIVERSARY OF THE BOYS-WING (FIRST AND SECOND ENTRIES) RAF CRANWELL

This article has been prepared by Wg Cdr I H Wilkie RAF, Wg Cdr Coll Sec

We all associate Cranwell with the Cadet College, the first military air academy in the world, which was opened on 5 February 1920. However, there was also another establishment, the School of Technical Training for Boy Mechanics, which received its first boys in February 1920.

In his memorandum of 1919, which Churchill introduced into Parliament as a White Paper, Lord Trenchard described the training of the men of the new Royal Air Force as "the most difficult problem of all in the formation of the new force". He went on, "It has been decided to enlist those belonging to long apprenticeship trades, as boys, who will undergo a course of training, before being passed into the ranks of the Royal Air Force. The training of all these boys will eventually be carried out at Halton Park, where ample and well equipped technical workshops are already in existence. A scheme as been drawn up for the future enlistment of boys by means of a competitive examination. By this means it is hoped to secure a really high standard within the Royal Air Force".

In addition to the buildings that were already at Halton, the construction of stores, machine shops and barracks was needed to accommodate the 3000 youths who were to be recruited and based there. Lord Trenchard was determined not to rush the building programme for what was to become a

permanent home of apprenticeship training in the Royal Air Force. It was not finally completed until 1926.

In the meantime the first boys were recruited and sent to Cranwell for their training. No 1 Entry arrived at Cranwell in February 1920 and they were joined by No 2 Entry in September. No 2 School of Technical Training (Boys) was formed, usually known at Cranwell as the Boys Wing. Commanded by Wing Commander C F Kilner DSO, the Boys Wing was organized into 3 Boys Squadrons and a Headquarters Squadron consisting of the Service instruction and administrative staff. They were located in the East Camp occupying the buildings around the Parade Square, many of which are still in use. Academic subjects were taught by civilian instructors - English, Mathematics, Science and Mechanical Drawing, whilst technical subjects such as Aero-fitting, General Fitting, Carpentry and Rigging together with practical engineering were taught by Service officers and NCOs.

No 1 Entry should have passed out in December 1922 but, owing to an outbreak of Scarlet Fever in the Wing and the difficulties experienced in acquiring the technical equipment needed, they were given an extra 4 months technical training and passed out in 1923.

The first entry of aircraft apprentices to Halton was in January 1922 and, in the ensuing years Halton gradually supplanted Cranwell as the principal training establishment for aircraft apprentices.

On 5 September 1980, 57 ex-members of Nos 1 and 2 Entries celebrated their 60th Anniversary by revisiting Cranwell. The Senior Boy, Air Vice Marshal L W Cannon CB CBE, said at the time that there would probably be no more reunions; however, the Air Marshal, who seems to get younger as the years pass, recently suggested that we should consider a 65th Anniversary. The date chosen for the Anniversary was 6 September 1985 and 27 members of No 1 and 2 Entries came to Cranwell.

The day was a great success. The Boys were hosted by young cadets and their programme included a presentation on the history, development of training and the role of Cranwell today followed by luncheon and, in the afternoon, a drill test and a tour of the Campus. It was a great honour for all involved in the visit to entertain the Boys.

(We regret to report that Air Vice Marshal L W 'Bull' Cannon CB CBE died on 27 January 1986).



1985-1986 - DIOT News (1)

MOULDING OFFICERS FOR THE TWENTY-FIRST CENTURY

This article was prepared by Major G Connor USAF, the USAF Instructor on the Defence Studies Team, DIOT

The officers who will guide the RAF into the twenty-first century will emerge from the current generation of cadets completing Initial Officer Training. The transition into the next centenary is a psychological watershed; an emotional event that calls to mind a future dominated by technology where mankind becomes one with 'machine-kind' to meet and surmount the challenge of all social and scientific obstacles. The challenge of manipulating available resources to meet the Royal Air Force's missions in this environment is formidable.

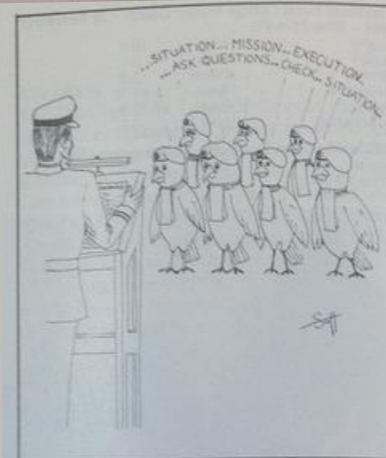
The mission of the Department of Initial Officer Training is to prepare future RAF officers to successfully meet the challenges of an uncertain future. The Department must provide each cadet with a solid core of knowledge and confidence in turn, creating a firm foundation for future professional growth. This reliance upon a highly-trained and highly-motivated cadre of professionals is a theme woven throughout the fabric of RAF history, recalling memories of Churchill's few, the Dambusters of 617 Sqn and others too numerous to list. Hence, Initial Officer Training must create a sense of professionalism to serve the officer regardless of the century. The skills provided are timeless in scope because the challenges that any officer must face will always be the challenges of the mission and the men.

The RAF officer must clearly understand the mission that is his personal and professional responsibility. Be it counting blankets or bombs, flying a desk or a Tornado, the mission must be paramount in his mind. The officer must clearly understand how his efforts contribute to the 'big-picture' of defence contributions to National Security. Only after he is convinced of the criticality of his contribution can he assume the mantle of the officer as a leader of people. Successful accomplishment of the mission depends upon his ability to lead and manage people.

Before offering any insight on the leader as manager debate, a general observation on people is required. An officer's organization is not comprised of desks, aircraft, blankets or buildings; the organization is comprised of people of an incredibly complex spectrum of personality, motivation and skill. To maximize their potential, an officer must LEAD, in a clear, decisive and humane manner.

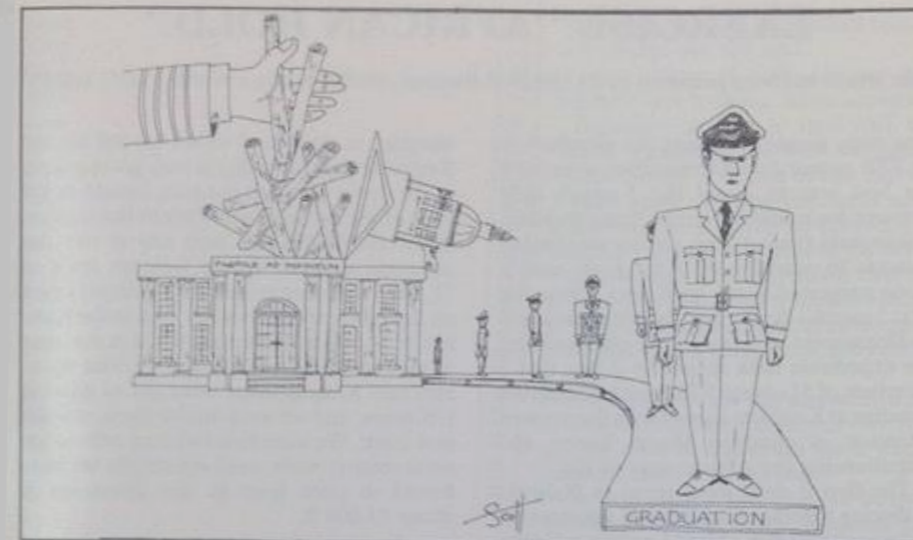
Without decrying the role of manager, Initial Officer Training imparts a clear distinction between leadership and management. As Field Marshal Lord Slim noted, "The leader and the men who follow him represent one of the oldest, most natural and most effective of all human relationships.

The manager and those he manages are a late product with neither so romantic, nor so inspiring a history. Leadership is the spirit, compounded of personality and vision - its practice is an art. Management is of the mind, more a matter of accurate calculation, statistics, methods, timetables, and routines - its practise is a science. Managers are necessary; leaders are essential." Cadets



attending IOT demonstrated the potential to lead during rigorous pre-course screening. At IOT they learn to be a 'military' leader dedicated to his mission and his men. In familiarizing themselves with this new 'art' they will learn to recite a never ending litany of leadership principles, traits and situations ad infinitum. This academic grounding is important only because it acquaints the cadet with the leadership lexicon and skills they will practise throughout the course and their careers. In this sense, IOT serves as an 18-week leadership laboratory where the only unpardonable sin is the failure to learn from your mistakes.

In the IOT environment cadets will observe leaders and followers in action, analyzing successful methods and discarding ineffective ones. They learn the importance of possessing a wide variety of leaderships tools and selecting the appropriate method for the situation, thereby improving the opportunity to successfully accomplish the mission, and it is here that we note a paradox; the training device used with greatest effect to prepare RAF leaders for the twenty-first century is not a microchip-dense 'hi-tech' black box but a cellulose-dense, first-century, 3 metre, 40 lb pine pole.



In the highly intensified training environment of IOT, a pine pole serves as a highly effective learning enhancement device. Use of the pine pole encourages a novice leader to clearly identify his mission and the most efficient path to its successful accomplishment. The fruits of ineffective leadership are enhanced fatigue and discomfort and unrealized goals. In this 'forgiving' training environment, however, these are small prices to be paid if practical and enduring leadership lessons are learned. Such abstract leadership qualities as integrity, discipline and sacrifice find tangible expression in a burden shared and a task completed and valuable leadership moulding occurs.

The leadership skills developed in this fashion carry other dividends because the difference between a Thetford pine pole of the present and an RAF TACEVAL of the future is a difference of degree alone. The skills required to develop an academic study programme for one's cadet flight at IOT are similar to those used by a Flight Commander on an operational unit who wants his aircrews to score well on systems knowledge tests. People who rationalize IOT as something other than the 'real' Royal Air Force are deluding themselves and overlooking the clear importance and demonstrated success

of leadership training in preparing the fledgling officer to meet the challenges of the twenty-first century.

Futurists such as Alun Toppler, Gerald O'Neill and Buckminster Fuller have given us glimpses of a future characterized by unbridled potential. Johnson's comment that 'Any problem posed by the mind of man can be solved by the mind of man', holds the hope that such historical problems as famine, pestilence, and disease may finally be within our capability for resolution. The military contributor to this future is to maintain the stability of National Security to allow the tools to address these problems to be developed and matured to required levels. More succinctly, war must be deterred and peace maintained to allow societies to devote critical resources to programmes of long-term potential, hence evolving the capability to meet ever increasing challenges to peace and security. The RAF officers of the twenty-first century must be prepared to contribute to the foundation of security and deterrence. The Department of Initial Officer Training is developing RAF leaders for the twenty-first century by toughening bodies as well as intellects, by familiarizing future Trenchards and Parks with the pine pole as well as the microchip.

1985-1986 - DIOT News (2a)

DEPARTMENT OF INITIAL OFFICER TRAINING – A, B, C, D AND NOW R (RECOURSEE) SQUADRON

This article has been prepared by Sqn Ldr P S Herbertson, until recently a member of the R Sqn DS

FORMATION OF R SQN

Officer training changed drastically in 1970 when the Graduate Entry scheme was introduced and the last Flight Cadet Entry, 101, commenced training. In 1980 a single-gate system was introduced when the Officer Cadet Training Unit at RAF Henlow joined with the Department of Initial Officer Training at Cranwell to form a common course for all combatant members of the Air Force. Running in parallel with this course was the Specialist Entrant and Re-Entrant Course for the medical, dental, PMRAFNS chaplains and legal branches and re-entrant officers and specialist entrants, such as Royal Observer Corps and Auxiliary Squadron Officers.

Since the introduction of the single-gate system, several innovations have been made in course design under the tutelage of the Department's master, HQ RAFSC, Brampton. The manning crisis took its toll with the loss of one Wing Commander and 4 Squadron Leaders from the establishment, coupled with, in recent years, a permanent deficit of junior officer Flight Commanders. In 1983 and 84, Group Captain (now Air Commodore) R M Robson and Wing Commander A B Stephens, took several strides forward in an attempt to improve the Course content to make it more acceptable and therefore easier to assimilate for today's youth. A further objective was to improve the pass rate. At the same time, thought was put to the cadet who at the end of 18 weeks training had failed to come up to the required standard. The existing system was to recourse these cadets for either 6, 12 or 18 weeks (depending on their degree of failure) back into one of the other squadrons and to integrate them into existing flights. These recourse cadets would then go through exactly the same course as before with no remedial training

specifically designed to combat their weaknesses. The requirement for a remedial training cell of some description was recognized and in February 1984 2 Flight Commanders (both now Squadron Leaders), Flight Lieutenants N MacLeod and FN Hutchinson, were tasked with the course design for a remedial flight system to run alongside a main course. Four pairs of remedial flights ran through under the control of Squadron Leader Cadets, initially Squadron Leader (now Wing Commander) G R Herring, then Squadron Leader R M Bonney-James (now Personal Staff Officer to the Air Officer Commanding and Commandant). The seeds had been sown for a successful, specially-designed course and the germination was made complete with the formation of a new squadron initially entitled The Recoursee Squadron, later trimmed to R Squadron. The Squadron was first commanded by Lieutenant Commander D J Fifield, Royal Navy, as a parallel role to his existing appointment as the Defence Studies Team Royal Navy Instructor. By January 1985 the Squadron was fully formed with a total of 9 instructors: Officer Commanding R Squadron, his Deputy Squadron Commander, 6 Flight Commanders and a RAF Regiment Flight Sergeant, capable of providing remedial training for up to 60 cadets split into 2 courses of 30 staggered by 6 weeks, on a 12 week course.

REASONS FOR RECOURSE

While every cadet is an individual and the failings of one may be totally different to those of another, trends have been observed and a course was therefore designed to cater for the weaknesses commonly found in recourse cadets. The biggest single reason for failure was under-confidence; in this category the cadet was not necessarily the young

18 year old but may well have been a graduate or the 40 year old ex-Sergeant who, in Initial Officer Training, found himself in a difficult, almost alien environment and suffered accordingly. In addition, the fact that the cadet had been recourse inevitably came as a blow to his self-confidence. This under-confidence had manifested itself with the cadet producing poor performances during the Leadership Camps on his original course; specifically, he was not able to cope in a changing scenario which required flexibility and decisive action when under stress. Frequently, recourse cadets found it difficult to relate to others when in the lead; they may have been poor subordinates or unable to make the necessary transition to a military lifestyle. In a Service that requires traditional standards, some cadets were recourse for poor officer qualities with all that entails; in addition, some failed to make the necessary transition socially.

THE REMEDIAL TRAINING PACKAGE

No 2 remedial courses have been the same, for the cadets have always been different from "the last lot", and the training programme has been continually fine-tuned to produce a better package for the next course. In addition, course content has been changed to reflect the needs of the individual cadet in order to combat specific weaknesses. Bearing these points in mind, the course is almost completely different from the main course, but designed to eventually bring the students back in line with their main course compatriots 3 weeks prior to Graduation, so that they finish where they left off some 12 weeks before. All cadets joining R Squadron have completed the basic course up to the end of the tactical camp in Week 15 of the 18-week course; they are often then sent on 2 weeks leave in which to relax and mentally and physically prepare themselves for the rigours ahead. After an introductory week, the cadets travel to the Royal Air Force Outdoor Activities Centre (OAC) at Grantown-on-Spey in the middle of the Scottish Highlands. At the OAC they complete 2 weeks of Practical Experience Training designed to place them in interesting and, at times, challenging situations where their leadership

skills can be developed and inevitably self-confidence boosted. For many of them, to complete all the activities is a considerable achievement. Activities at Grantown include a 3-day expedition usually on the West Coast, skiing, rock climbing, canoeing and mountaineering. On return to the College, they are fully debriefed on their performance to date, as indeed they are at frequent intervals throughout the Course. They then enter a phase of self-analysis and social skills in which they critically and honestly analyse one another's performance and personality; by this means the individual is encouraged to accept why he was recourse and what he needs to do in order to improve. Following this extensive look at themselves, they then discuss 2 war-time morale situations, one based on a RAF station, the other in Vietnam. In Week 5 of their course they spend 3 days in the field in a military training area. No leaders are appointed and it is up to the cadets to work out an efficient system for survival; this aspect of the camp places the cadets under particular stress. At the end of this physically and mentally very demanding camp they have a mass debrief where almost brutal honesty about one another is the order of the day. By this stage of the Course, the cadets are fully, sometimes painfully, aware of their performance and personality weaknesses, especially those which affect the way they get on with other people. They then return to Whittle Hall for Leadership Training, Written and Oral Communications and Defence Studies. An extensive public-speaking package, all video recorded and played back to the cadet, forms part of a lead-in to a course presentation based on a defence related topic, such as Churchill or the Arab-Israeli War, which is given at the end of the Course. Exercise Quarterback is the name given to the Service Writing revision phase of the Course, the American football quarterback being the linchpin and controller. However, at this stage the main emphasis of the Course switches to leadership; the cadets undertake a number of classroom leadership exercises which allow them to think more deeply about the functions of leadership and to develop their own skills accordingly. In Week 8 a command

1985-1986 - DIOT News (2b)

post exercise is mounted in which the cadets fill executive posts in a Harrier Field Force. This aspect of the Course is well received by the cadets for, in teams of 4, it places them in a position of realistic, albeit paperwork, responsibility in control of a site of 600 men. Up until this stage the cadets have not run parallel to their main course compatriots but they have followed a specially designed remedial package. In Week 9 they then start to move in line with the main course with the tactical camp. This camp is run in a military training area and the cadets work as ground defence commanders and personnel in a Harrier site-based scenario. Hopefully, all cadets will have at least one command post and one field lead as an active defence incident commander. With large courses the command post element is not always possible. On return from the tactical camp, the cadets spend their last 3 weeks alongside the main course taking those lessons that they missed due to their previous recourse.

ACCOMMODATION AND SQUADRON COLOUR

For the first 6 weeks of the Course, when in residence, the junior recourse is accommodated in Daedalus House. The building provides a palatial start to their course but forms the all important close knit community that

helps engender an early Squadron spirit. Oh for the South Brick Lines! For the second half of the Course, the senior entry is accommodated in College Hall. R Squadron cadets wear purple gorget patches.

CONCLUSION

R Squadron has been in existence for just over a year. In that short time it has provided a well-rounded, constructive remedial training system. For the first time, recourse cadets receive a flexible teaching package designed to cater for their specific areas of weakness. Under the direction of the Department's only 2 ex-fast jet pilots, Group Captain J M Curry and Wing Commander T R Cohu, the Director and Wing Commander Cadets respectively, the Squadron's Directing Staff are some of the most experienced instructors in the Department and provide a hard but fair approach. Cadets who graduate from the Squadron have certainly not undergone an easy course but leave the College well rounded junior officers with a greater awareness of their own abilities and increased self-confidence. While 30 weeks of training in no way matches 2½ or even 3 years, as under the Flight Cadet system, these newly commissioned officers have stepped up the first rung of the ladder. They then continue their officer development during their various professional training courses.



R Squadron Directing Staff

*FS D R Allen Flt Lt D R Asher Flt Lt P J Drissell Flt Lt I A Lumsden
Flt Lt (now Sqn Ldr) P S Herberison Lt Cdr D J Fifield (OC R Sqn) Flt Lt P Rooney*

1985-1986 - NATO Air Chaplains

NATO AIR FORCE CHAPLAINS VISIT COLLEGE

Members of the NATO Chaplains Consultative Committee visited the RAF College Cranwell on Wednesday 16 October 1985. During the visit they had the opportunity to see and meet cadets undergoing practical leadership exercises during their initial officer training, and to see and hear about the subsequent basic training given to those who join the engineering branch. After lunch, in York House Officers Mess, the visitors departed for RAF Waddington via Burghley House at Stamford.

The visit was part of a programme organised by the Chaplain-in-Chief of the Royal Air Force, the Venerable Glyn R Renowden, who hosted a conference for the chaplains from 14-18 October 1985. This was the first time since 1973 that the conference had been held in the United Kingdom. The visitors met in London on Monday, 14 October to commence a week-long programme

aimed at acquainting them with the RAF and its Chaplain Branch.

Whilst in London the delegates visited Saint Clement Danes, the Central Church of the Royal Air Force in the Strand, and the RAF Museum at Hendon. The programme also included visits to RAF Waddington and the Tri-national Tornado Training Establishment at RAF Cottesmore, where the senior British, German and Italian Air Force officers acted as joint hosts.

There was also an opportunity for the visitors to see something of the cultural heritage of the Host Country, with visits to Lincoln Minster and Oxford. The highlight of the conference was an address on "The Morality of Deterrence" by Group Captain Leonard Cheshire, VC, which was given on the last day of the conference at the RAF Chaplains' School, Ampport House, near Andover.



Members of the NATO Chaplains Consultative Committee.

1985-1986 - DAW News

DEPARTMENT OF AIR WARFARE ACTIVITIES 1985

Another busy year for the Department saw 719 students attending the various 1985 courses; of these 20 were civilians and 148 were officers from NATO, Commonwealth and Foreign countries. This again reflected a slight downward trend in the numbers and compares with the 1984 throughput of 736. One of the major factors affecting the department during the first half of the year was the absence of a GD Aerosystems Course. The syllabus of this course was completely re-

viewed to reflect the changing developments in technology and procurement. In consequence No 18 GD ASC did not take up residence until August. The Department has been tasked with introducing a 'Navigation Specialist Course' (NSC) in 1986 to replace the existing Staff Navigation Course held at RAF Finningley. Two additional staff officers have been attached to the Department staff to write the course syllabus and make the necessary arrangements for the course; the first NSC will commence on 7 April 1986.

The refurbishment of the York House Officers' Mess Kitchens was completed early in the year and in consequence the social life of the Department and courses returned to normal, though pressure continued to be placed upon the Mess by the closure of the College Hall for major repairs and the transference of a number of the DIOT Social facilities to York House.

The Department staff was again involved in a year of wide-spread travel to lecture on such topics as weapons, space, operational studies and electronic warfare to audiences in Canada, Holland, Belgium, Germany, Italy, Malaysia, Bangladesh, India, Kuwait and Oman as well as in many parts of Britain. These visits were all well received and the expertise of the Department specialists continues to be very much in demand for presentations and lectures all over the world.

The year has seen a large turnover of its senior staff. The new director, Group Captain G R Pitchfork, arrived in July 1985. In addition, following the posting of their predecessors, Commander G Hunt RN and Lieutenant Colonel H Keiling USAF joined the staff.

The annual gathering of the Flying Colleges and Air Warfare old boys for their association dinner took place in York House Mess on 30 May and was presided over by Air Chief Marshal Sir John Rogers. The Chief of the Air Staff, Air Chief Marshal Sir Keith Williamson was the principal guest. The next dinner is planned for 5 June 1986.



No 9 AIR WARFARE COURSE
Wg Cdr SHORT, Lt Col SAUTER, Wg Cdr MOSES, Wg Cdr MCKEE, Wg Cdr MCGILL, Wg Cdr JEFFERS, Wg Cdr HERBERT
Wg Cdr ANGELA, Lt Col BLOUIN, Wg Cdr DAVIES, Gp Capt GRIFFITHS, Wg Cdr ERSKINE CRUM, Wg Cdr GAMBOLD, Wg Cdr GRANVILLE-WHITE



No 50 AIR WARFARE COURSE
Wg Cdr WOOD, Wg Cdr WARD, Wg Cdr TAYLOR, Wg Cdr STEPHENS, Wg Cdr SPRACKLING, Wg Cdr SPENCER, Wg Cdr ROGERS, Wg Cdr MACKICHAN, Lt Col KIELING
Wg Cdr ANDERSON, Lt Col AURE, Wg Cdr BEAZLEY, Wg Cdr BURNETT, Gp Capt HARDING, Wg Cdr DIXON, Wg Cdr EVANS, Cdr HUNT, Wg Cdr KEARNEY



No 18 GD AEROSYSTEMS COURSE (1985-86)
Fl Lt MAXWELL, Fl Lt CLARK, Fl Lt COWLING, Fl Lt MARSTON, Fl Lt NEWBY, Fl Lt LEWIS, Fl Lt RODDIS
Fl Lt THOMSON, Fl Lt DAVIES, Fl Lt LAWER, Fl Lt AYRES, Fl Lt GOODENOUGH, Fl Lt CAIRNS, Fl Lt DIMMER, Fl Lt STEVENSON
Fl Lt CHAMBERS, Fl Lt & MED COOTE (IAF), Sqn Ldr OLIVER (RAF), Lt HORWOOD (RAF), Fl Lt HURMAN (RAF), Fl Lt STUEBER (FRG), Fl Lt ALLEGRI (IAF), Fl Lt PATCHETT (IAF)

1985-1986 - Space

SPACE IN THE DEPARTMENT OF AIR WARFARE

This article has been prepared by Wg Cdr D de Garis RAF, Directing Staff Weapons and Astronautics

Launching of the first Sputnik into Earth orbit in October 1957 surprised the world and triggered another technological competition between the two Superpowers. In the next four years the United States achieved 29 successful space launches against six by the Soviet Union. Indeed, by the end of 1961 four men had been into space: two Soviet cosmonauts had orbited the Earth whilst their two American counterparts had experienced sub-orbital rides. It was 14 years before Britain first launched its own satellite but long before that the importance of the military use of Space was apparent. Accordingly, in 1962 the Chief of the Air Staff directed the formation of a Royal Air Force Aerospace Briefing Team (ABT). The team has remained in existence and has the task of monitoring activities in Space and promoting within our Service an awareness of the military applications of Space developments.

Initially, the ABT was established within the College of Air Warfare located at RAF Manby in Lincolnshire. It survived the change of location to the RAF College Cranwell and now thrives within the Department of Air Warfare (DAW). Currently, the briefings are undertaken by two of the Weapons and Astronautics Section specialists and an electronics and communications expert from the Aerosystems and Electronics Warfare Section. The principle medium for spreading the Space message is the Senior Officers' Aerospace Study Period held three times each year at Cranwell. In the three days of each period a wide range of Space-related topics is covered by the three DAW staff augmented by highly qualified visiting lecturers. For instance, the United Kingdom's first astronaut-elect, Squadron Leader Nigel Wood, gave the mid-'85 course a fascinating insight into his task of launching the com-

munications satellite Skynet 4 from Shuttle.

Virtually all courses passing through DAW are treated to Space briefings at various depths (heights?) during their sojourns. Thus Air Warfare Courses, GD Aerosystems Courses, Senior Officers' Weapons Study Periods and Electronic Warfare Courses all get a taste of Space. However, the ABT does not limit its activities to Cranwell; it has regular engagements at the Royal College of Defence Studies, The Joint Defence College and the Service Staff Colleges. Additionally, there are specialist presentations to bodies such as RMCS Shrivenham and the Central Tactics and Trials Organization. Of course the appeal of Space extends beyond the Services and so individual team members often address University Air Squadrons, University Physical Societies and even the likes of the Holland and Kesteven Branch of the Dental Association!

Undeniably the many invitations to the Team derive from its enviable reputation developed through years of exhaustive research into Space topics. Other significant contributions to that reputation have come from the builders of the ingenious demonstration modes and the talented artists who have produced so many of the striking visual effects used in the presentations. These factors, coupled with the high level of topical interest in President Reagan's Strategic Defence Initiative, bring an increasing number of invitations for the Team's services both at home and abroad. This year alone the ABT has addressed defence colleges and military staffs in Bangladesh, New Delhi, Rome, Bonn, SHAPE, Portugal, The Hague, the Western European Union in Paris and our own MOD.

Before you are tempted to immediately volunteer for duty with the ABT it may be worth outlining a little of the distaff side. For a start, the tools of the trade when travelling constitute a bulky 100 kilograms of excess baggage. If the physical burden is not enough there is always the added frustration of having every Customs Officer worldwide

insist on inspecting the mysterious sounding geocentric errery from deep within the boxes. Then there is the systematic button-crunching and staining that certain 5-star hotels apply to tailor-made KID; although it does seem that the corresponding uniforms from RAF Stores are immune from such abuse...and the ability to hold desired creases. Added to all this is the risk of physical danger. In this vein, potentially the most sinister event was that which left a would-be mugger in Paris perplexed - he could not make himself understood to one of our intrepid travellers! More importantly, despite the physical dangers and in the face of all the frustrations, there is no hint that any of the Team members would like to leave their posts and thus there will be no space in 'space' for quite some time.

1985-1986 - 90 IOT Impressions (1)

IMPRESSIONS OF IOTC – THE RAF INITIAL OFFICERS TRAINING COURSE

This article has been prepared by Fg Off K Broeders WRAF, until recently a member of No 90 IOTC

I journeyed to Cranwell in a state of quiet disbelief, numbed both by the fact that I had been accepted and that I had taken this momentous step. I realized that it was one thing to feel patriotic at 3 pm on Christmas Day and another to throw over a secure, well paid job, attempt the notoriously tough Initial Officer Training Course and, if successful, devote at least the next 6 years to the active defence of the nation. Well, I wanted a challenge, a purpose and camaraderie, and here it was.

The first gathering of the Squadron was not as daunting as I feared it would be. It was not the meeting of demigods of youthful vitality summing one another up but a coming together of 120 people of all ages and backgrounds, with one common aim – to survive IOT and graduate as RAF officers in 18 weeks time.

The Initial Officers Training Course, IOTC, is divided into 3 main fields and 3 main phases; the fields being physical discipline, practical leadership and an officer's responsibilities and communications both Service and social; the phases lasting approximately 6 weeks each, encompass theory, practical application and simulation of both office and battle environments, covering the officer's behaviour in both peacetime and wartime roles.

Taking the oath was a moving moment of commitment. There would be many times over the next 18 weeks when I would think back to that moment and remember that a short spell of discomfort was a small price to pay for the purpose and sense of belonging such a vow could give.

The Squadron was divided into 13 flights and I was a member of lucky 13. Though of very different characters, the individuals pulled together as a team and our 'esprit de corps' grew out of an abundance of good-humoured banter and the gritty determination to survive as a team. This required

discipline, which I initially found to be one of the hardest aspects of the Course. I was not by nature a particularly passive, tidy or punctual person. University life was more 'prone' than 'laid back', and in my subsequent office experience smart dress and formality occasioned comment. Nevertheless, I soon found that assurance grew out of organisation, direction from self-control, and pride and achievement out of punctuality and hard graft. That was just from self-discipline; in a team you learn tolerance from the recognition of your own shortcomings. You make excuses for yourself only to find that you are the only one listening to them, and as you learn that you are not alone in your failures or your successes you begin to see yourself as others see you, which can be quite disturbing to your self-image.

Drill was a form of both self-and team-discipline. As a team improves in drill it improves in mutual co-ordination. Each individual is made aware of the way he moves and then must be considerate and acutely observant in adapting his pace and movements to suit group members until the team begins to move in perfect, or near-perfect, unison. Of course our progress is watched over by our beloved drill Flight Sergeant with his own inimitable blend of encouragement, discipline and wry humour reflecting it all too succinctly.

Another major aspect of physical discipline was endurance training, including sport and gym, all of which I approached with fearful apprehension. I was not particularly fit, thinking a gentle jog around the block was a good 'work-out'. On our first PT lesson the sergeant suggested a little warm-up run...it lasted 4½ miles! However my team helped me with constant encouragement, even re-running the last lap of races with me. The most gruelling of the physical training were the LAT runs. Officially named Leadership Agility Training we felt Long And

Traumatic was a more apt title. They involved running as a team in full combats, boots and equipment, over a 1½ or 3 mile cross country course over fields, through woods and up the aptly named 'Cardiac Hill'. My mental approach to these was one of unmitigated fear compounded of my dedicated belief in my own lack of fitness, the guilt of 'letting down' the Flight and the haunting vision of trudging in last under the scornful scrutiny of the Training Officer and waiting Squadron. To escape this, I went out each night on a short LAT run and later the long LAT run, and after a week or so I was startled to find myself actually enjoying the exertion, feeling a sense of purpose and achievement, especially when the effects were reflected in my team performance and we could stand at the finish, flushed with pride and exertion, cheering-on the other flights coming in.

In leadership instruction IOT does not attempt to give you set answers to set situations. It gives you a formula, to fit almost any situation, in which to channel one's addled thoughts once initial panic has subsided. It is better to be prepared for any eventuality with a sound skeleton formula than to be full of ready-made plans for situations which never arise. The emphasis is on initiative and management skills where one must balance the priorities of task, group and individual needs. We then consolidate these theoretical skills in practical application exercises. These are specifically designed to make you maintain control of a flight, co-ordinating manpower, materials and individual initiative to complete a seemingly impossible task in a seemingly impossible time. The time and resource limitations created the pressure which often affected the leader's decision and plan making. The exercises provided a wide range of situations and imagination could embellish the more spartan plots. It was ironic to use fantasy to supply realism but without something to fire their enthusiasm a team would often lack the sense of urgency and awareness that time pressure and a heightened sense of personal danger could create. In Camp One, we put both our physical training and leadership abilities to the test on Salisbury Plain in 2-3 hour long

leadership exercises covering 6-10 kilometres. In previous camps I found my navigation gave me problems. I found it impossible to translate distance on the map into kilometres to be covered on the landscape. In fact, I could see no correlation between what I saw on paper and the countryside around me. Being unsure of my direction, I was unsure in command. Under hesitant and dithering guidance the Flight was in a constant state of 'committee' and was naturally irritated and diversified. I had learnt my lesson – to lead you must 'know your stuff' or at least, use the people that do. Camp One lasted a gruelling 8½ days with exercises every morning, afternoon and evening, culminating in 'Top Dog', a 12 kilometre race during which the flight picks up a variety of barrels, 20 foot saplings, 100



Take this 20-foot sapling and...

foot lashings and other items of heavy equipment and races over hill and dale against other flights. It is a very spirited race, and when over we all went back to camp, put off our combats, donned out 'blues' and sat down to celebrate in style with a 'dining-in' followed by a cadet revue.

In the 'professional studies' part of the course we were instructed in all aspects of our future careers as RAF officers, from Defence Studies to etiquette and social responsibilities, from Welfare and communications to

1985-1986 - 90 IOT Impressions (2)

Air Force Law and Station organization. We began to realize the managerial, social and moral obligations of being an officer. The welfare and discipline of the men under your command is in your hands and a subtle balance must be maintained in both Service and social life, since an officer must also act as an example in both. Tone is all important, with senior and subordinate ranks alike, since people often take their tone from your own. In Oral Communications, we were instructed in the art of speaking successfully to people. We composed and presented several talks of varying length and examined the video recordings afterwards. It was startling to see the unintentional distractions caused by fidgets, tone of voice or even repeated idiosyncrasies. I had studied drama in College but found it of little help. It was easier to play a part before a sea of faceless strangers than to present a talk to ten people you knew. Thus my 2 minute talk, so carefully prepared, was abandoned on the lectern and I babbled incoherently for 4½ minutes before my Flight Commander humanely intervened. Preparation was good but as with leadership planning it was better to speak spontaneously from a set of key points than to reach out a set speech. The most confident Flight members were not always the most confident speakers. We all appreciated the change of stance from social to official as we began to give briefings. It felt much better to have information to get across in a command situation than a 'jolly anecdote' to impart; rather like being in costume with a script.

Often, to alleviate the theoretical bombardment, the Directing Staff would give talented theatrical presentations putting across the application of Welfare and Air Force Law lessons as lectures never could. Their ingenuity was employed once again in creating situations and characters which were to be used in the third phase of our learning process...the Office Simulator. For this we were each given a typical officer post and put into a station/office environment. We were then subjected to various routine and unexpected situations which an officer might find himself confronted with and which put to the test all the aspects of our professional training. They combined correspondence files,

and communications over the phone with welfare interviews, civilian complaints and the taking of disciplinary charges. This gave us all a good opportunity to consolidate our training and acquaint ourselves with office procedure. It was also great fun since the Directing Staff displayed great talent in their efforts to portray different characters and we duly responded in kind.

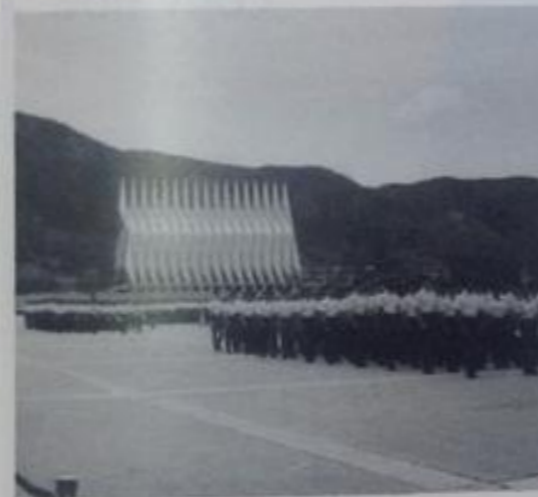
We then began a week of Regiment training in the basic use of firearms, battle tactics, first aid, gas attack procedures and other elementary skills for survival in almost any battle environment. There is a special quality in RAF Regiment Instructors; they combine informality with deadly seriousness, knock-about humour with efficient professional instruction. RT lessons were exciting and informative and the Regiment personnel are some of the most popular and respected people at the College.

The culmination of both our physical training and Regiment instruction was Camp Two, the 7-day simulated battle camp. In this, the Squadron was split into two opposing forces, Blue and Orange. A scenario was then created to lend a sense of realism. Each person was armed with either a rifle or a submachine gun and blank rounds. We both set up Camp deep in the wilds of a training ground digging trenches, camouflaging tents and setting up a command, intelligence and guard control centre. Then for 7 days we left civilisation behind in a world of combat missions, recce parties and ambushes, coping with gas attacks, enemy raids and directing staff injects. It was rather like being a partisan in the Resistance and sometimes we went for 36 hours of exercises without returning to Camp. It was one of the most exciting things I've ever done or taken part in and I would love to do it again. It pushed you to your limits of your endurance, initiative and spirits. It was a revelation to me, being fresh from comfortable civilian life, just how hardy, determined and enthusiastic I could be in such unlikely circumstances. The sense of fellow spirit and achievement at the end was wonderful although the Final Conflict did not live up to our impossible expectations.

Thus the Course had moved the learning process from group responsibility and

theoretical education to individual responsibility and practical experience finally preparing us for the final stage, Simulation, of both our peacetime and wartime responsibilities. Out of 120 original cadets, 86 graduated first time.

After graduation I was lucky enough to be selected for a cultural exchange with the USAF academy in Colorado Springs, and was therefore able to compare the two very different methods of training. The US Air Force has many different forms of entry catering for graduates, ex-service, etc. The Academy at Colorado takes cadets straight from high school and offers a four year course during which cadets study for a degree in physics, aeronautics and other related subjects. There are approximately 4,000 cadets going through Academy at any one time 85% of which hope to be pilots.



Marching into lunch.

The RAF, on the other hand, sends all its officers through Cranwell. They are from widely varying backgrounds and destined for service in any one of the branches in the RAF. Whereas the USAFA cadets emerged with a uniform education, attitudes and experience, Cranwell cadets were individuals throughout the entire course each

with something different to offer and uniformity existed only in dress and discipline. A degree in America is somewhere between 'O' and 'A' level GCE but usually covers several different subjects. The educational criteria for IOT is a minimum of 5 'O' levels including Maths but the course embraced honours graduates and experienced ex-servicemen alike. IOT candidates can apply through local Career Information Offices or in-service channels and all go through the Biggin Hill Initial Officer Selection. If they fail to get through IOT they can opt to go through a rigorous appeal board. USAFA candidates are nominated by their Governor and Senator and many resort to litigation and high court action when they are 'dropped'.

The sports facilities at USAFA are unparalleled by anything in this country, civilian or Service, and the standard of sporting prowess amongst cadets is the pride of the Academy. Often cadets were accepted on the strength of their sporting achievement. Limited finances in the RAF sadly restricts such facilities; nevertheless, Cranwell caters for a wide range of sporting interests and cadets can work on a high level of personal fitness or take up a new sport rather than compete with other people perhaps younger and fitter than themselves.

Overall, partisan though it may be, I prefer the Cranwell method of instruction. It offers an 18-week intensive training in almost all aspects of officer responsibility, many of which are not covered by the USAFA four-year course. It requires and improves discipline, fitness, initiative, leadership, communication and understanding without impairing individuality, and since Britain is a nation of individuals who respond to these qualities and yet who have an innate mistrust of 'perfect', stereotypical, embodiments of them, IOT produces the most effective kind of officer for its force. However IOT is only the basic introduction to a career in which one is constantly learning and developing, but as such it is both personally challenging and professionally sound.

1985-1986 - Trenchard (1)

RECOLLECTIONS OF LORD 'BOOM' TRENCHARD

This article has been prepared by Gp Capt Arnold Wall OBE RAF Ret'd,
31 Alton Street, Nelson, New Zealand.

I saw 'Boom' on four occasions between 1926 and 1943, and this is what I remember of him.

In December 1926 I was a first-term cadet at Cranwell, having been nominated to a cadetship by the Government of New Zealand. Our term was as yet too raw to comprehend fully Boom's stature in the service we were joining, but we could sense the ripple of excitement among College instructors and senior termers when it was announced that he was to take the passing-out parade at the end of the year.

It was a typically freezing Cranwell winter day, but a sunny one. We formed up on the parade ground, the great man and his entourage arrived, the inspection began. Boom was evidently in no hurry; he was taking his time, whereas some inspecting officers tended to strut when making an inspection. Boom seemed to stroll, refreshingly informal and relaxed. As he passed me I could get a good look at him. The first impression he made was of *bigness*. He was a tall man, heavily built, bearish – this accentuated by his great-coat – his head seeming on the small side for a man of his size. Heavy eyebrows, shaggy; eyes deep-set and rather close-set, very keen in expression but friendly; greying moustache worn rather more heavily than was then fashionable. His whole bearing was kindly and interested, an amiable Great Bear.

After the parade was dismissed all adjourned to the gym for speeches and prizegiving. We knew why he had been nicknamed Boom and were intensely curious to discover whether he would speak to us with the voice of a howitzer, but in this he was a disappointment. He was gruff, certainly, and loud and clear, but not a boomer, on this occasion anyway. What was abundantly obvious was that he was no silver-tongued orator. He gave no impression of having prepared what he was going to say but seemed to be thinking

on his feet, not enjoying it at all, barking out disjointed, half-finished sentences with considerable pauses for inward rumination. All the same, the strength of the man was the paramount thing, and though his delivery was anything but polished, the mind behind it was obviously no light-weight.

I wish I could remember even one single thing that he said, but I suppose one was so fascinated by watching him that one wasn't really listening.

The second time I saw him was early in 1929. By this time I was a P/O in 7 Squadron under the command of one Wing Commander CFA Portal, stationed at Worthy Down, near Winchester. Boom was about to retire, and the word went out that all permanent-commissioned officers in Britain were to gather in the RAF Uxbridge cinema to hear his farewell address.

Short-service officers everywhere, uninvited to this party, were quick to sense a dazzling opportunity: for one whole working day the Air Defences of Great Britain would be in their envious paws and, as the short-service boys at Worthy Down delightedly pointed out to us, a stick or two of 112- and 230-lb bombs on the cinema would open broad sunlight avenues to permanent commissions and promotion – P/O Prune might find himself in a seat on the Air Council in a matter of days....

Alas for these bright dreams – the day was dank and miserable, even the birds were grounded. My fellow ex-cadet, John Llewellyn, and I were driven up to Uxbridge by my flight-commander Chinky (FH) Coleman and his deputy, Pat (EPM) Davis, the one ex-RFC and the other ex-RNAS, both great chatterboxes and full of entertaining reminiscences of Boom in the brave old days of '18. So we arrived outside the cinema in a cheerful mood. Dozens of cars were parked there in the cold drizzle, scores of old buddies

who hadn't seen each other since the Armistice were greeting each other, making rendezvous for reunion in town after the ceremony; the mood was festive. But once inside the building it sobered up. We began to realise what it was we were here for, and this deepened when Boom and his Air Council made their way on to the stage.

He spoke as he had at Cranwell. Gruff, pretty inarticulate, but this was, I think, a prepared speech. I don't remember much of what he said, but one of his metaphors sticks in the mind. He stressed that all that he and his contemporaries had been able to do since the RAF was formed was to lay foundations for the future: 'Foundations (long pause), foundations for the future (pause). For you fellows to build on (pause). Could be a cottage, could be a castle. I don't know (pause). Nobody knows. Whichever it is, hope you'll find that the foundations are sound, strong....' The whole performance didn't last very long, and then we filed out into the cold and damp. The change in mood was quite extraordinary to witness. People stood about very quietly for a bit, as after a funeral, then dispersed.

The atmosphere in Chinky's car was the same. He and Pat said nothing for several miles, then talked quietly about Boom's successor; he was, they agreed, a good chap, the obvious choice, but.... Back in the mess we were greeted with ribald questions from our stay-at-home brethren. It wasn't easy to reply in kind.

The third occasion came in 1940, April, I think. By this time I had lost an eye flying in India and had had to transfer to the Equipment Branch. I'd had the great luck to be posted as a S/Leader to command No. 1 Air Stores Park, a mobile field unit supporting squadrons of the Air Component of the Army, the next-best thing to being with the squadrons themselves. We were operating from Bertangles, a village whose name is well known in RFC/RAF history, a few miles out of Amiens.

Component HQ at Arras rang one fine morning: Boom was in France, touring round various units and would be coming to us tomorrow. There were to be no special parades or fuss; we were to carry on just as

usual, show the Great Bear round and give him a simple lunch in the Mess. He would probably like to have a look at the men's billets, and to have a yarn with any old ex-World War I reservists, of whom we had a considerable number. Boom duly arrived at 1000 hours, punctual to the dot and accompanied only by his PA. He seemed not much older than when seen in '29; he was a bit hard of hearing but only slightly so, extremely affable, asked what I thought were very perceptive questions considering that he couldn't have had much first-hand knowledge of the mysterious arcana of equipment supply.

The main billet for the chaps was a long, bare room on the first floor of a wing of the local chateau, holding about 30 to 40 men. I took him up there, inwardly praying that it would be as clean and tidy as it usually was, and was not disappointed. At this time of day it should of course be empty, but in fact it had one occupant, an elderly, very quiet Corporal Driver MT who had had a mild dose of flu and on the MO's orders was taking the day off. He was sitting on his bed, properly dressed and shaved, thank God, and sprang up when we came in. I introduced him to Boom, and his usually rather morose face lit up: 'You won't remember me, sir, but for about two weeks I was your driver when you came out to France in 1918.' Boom was delighted. He did remember the chap, and the two of them began an animated discussion; the PA and I withdrew out of earshot – somehow it seemed the right thing to do – but it was pretty to watch the two old veterans chatting away with such great animation.

We then walked and drove round the dispersed sites and by 12 were back at the Mess, a small affair as we had only ten officers all told, and the building was the summer cottage of some Parisian family. Our cook was a character; he had been stationed at Bertangles in the first lot, but as a blacksmith, and he was remembered from those days by quite a few of the older villagers. He was no brilliant chef, but he could knock up surprisingly good meals from the rations.

Boom chatted to him, was offered a sherry and refused it, as we had been told he probably would, ate his blacksmith meal in

1985-1986 - Trenchard (2)

great good humour and, when it was finished, he drew me over to a map of NW Europe that we had pinned up on the wall. During the morning I had been skiting a bit about our mobility – we had proved that we could get the show on its wheels and away within an hour of a movement order – and Boom led off with this: 'You say you can be on the move at an hour's notice. That's good. Now, tell me where you'll be moving to.' Who the hell could know that? But one had to say something, and the best I could think of was 'Wherever Component HQ tell us to move, sir.' 'That's not what I hoped you'd say.' He sounded very serious, and all I could think of was to ask, 'What should I have said, sir? I hoped you'd say "Forward! Forward into Germany!"' I was disappointed in the dear old man, for I thought this was a damn silly thing for him to say. The Unit's morale was good and firm, no jitters perceptible, but at that stage of the phoney war few sane people would imagine that the German forces would crumble as easily as all that. It took me some time to realise that he was trying to gauge morale in that curious period and didn't necessarily mean what he said. Anyway, his good humour soon returned and he said pleasant things before he set off back to Arras.

The last occasion was in 1943. By this time I was on the directing staff of the wartime Staff College at Gerrards Cross. Each member of the DS had to give one set lecture to each course, and my pick was RAF History. My predecessor had, I thought, gone too far above the heads of the students; very few of them were pre-war regulars, and several came from the Dominions. What seemed best would be an almost kindergarten-level narrative of how and why the RAF became an independent service. There were quite a few things that I couldn't find explained in reference books, so I decided to tackle Boom, the fountainhead, for help with them. An appointment was gladly given and I went to the office he had somewhere near Blackfriars Bridge. He was in a dark suit, he still didn't seem to have aged much; he could still hear quite clearly. Tea and biscuits were laid on by a secretary, and off we went.

In these days, of course, one would have

taken a tape-recorder, but in 1943 one could take only a notebook. I took copious notes, naturally, and had them typed out. Like a damned fool I didn't leave a copy of them as, of course, I should have, in the Staff College library. The only copy was in a suitcase stolen a year or so later, so all I have to go on now is a far from perfect memory, 42 years later.

One of the most interesting parts of the discussion was his recollection of the bitter Admiralty/Air Ministry wrangling of the 1920s – the *Times* used to be full of angry letters by admirals with improbable names; but rather to my surprise Boom brushed these aside. He said, in effect, that the Admiralty were not the real danger to RAF independence; much sound and fury, but they had no real understanding of the subject. It was the War Office, and he was very emphatic about this, that – if they'd had a mind to – might all too easily have succeeded in setting the clock back. We were lucky, he said, that the CIGSs of the 1920s had been, on the whole, sensible men. Well then, what did he think about the Fleet Air Arm having obtained independence in the 1930s? 'Probably the best thing that could have happened'; he was very firm about this. He said that Churchill had in some way been responsible (his exact reasoning on this escapes me now), and went on to declare, 'Winston's been of great help to the Royal Air Force at times. (Pause, while he walks up and down swinging a bunch of keys on a long chain.) But he's always been a Navy man at heart...Big battleships...very impressive to him.' Then he suddenly said, 'Those Fleet Air Arm pilots...splendid fellows...none more gallant...no praise too high for them.' He was really moved when he came out with this.

I can recall with accuracy only two other matters he talked about, and these because I had always felt personal curiosity about them. Both trivial. The first was how the colour of the RAF uniform had been chosen, and by whom. There were two legends about this, both picturesque, and Boom might be able to settle the matter once and for all. One was that in 1917 the mills of Bradford had turned out a million or so yards of light-blue cloth for the Imperial Russian cavalry; this

was left on their hands when the revolution broke out and was still in store on 1 April 1918; it seemed eminently suitable for the new Service. According to the other account, the member of Air Council responsible for the choice of colour was in the habit of dallying in the boudoir of a celebrated musical-comedy star named Lily Elsie. When samples of colour were brought to him for decision he, very sensibly, decided to consult his fair Lily. 'This one, darling,' she is alleged to have said, picking out what we have worn ever since, 'because it matches the colour of my eyes.' Unfortunately, Boom could throw no light at all on this interesting question and was most apologetic that he could not. He had been much too occupied with more important matters at that time, and anyway had never been much concerned with questions of dress: 'Some Army men, you know, obsessed with uniforms...medal ribbons...all that kind of thing. I've never been interested (pause). Don't think I've ever been what they call properly dressed.'

Next I asked him about the design of the RAF ensign – could he remember? He cheered up at this. 'Yes, yes, I can tell you something about that. They (meaning his staff) came to me and said we'd have to have our own ensign. Brought me a painting of what they suggested. Explained light blue for the sky, the roundel, obvious. I thought it very good. But then they warned me that the College of Heralds, who know about these things, had said that the roundel wasn't acceptable. Wasn't heraldry. Couldn't be used. What did I think? I said I'd take it to His Majesty. He'd have to approve it anyway.' The Great Bear was enjoying this memory. 'Had to see King George about other things soon after that. Took the painting with me, showed it to him, told him I recommended it. Then I had to tell him that the Heralds wouldn't pass it...roundel not heraldry. "Well, Trenchard," he said, "if it wasn't heraldry before, it will be from now on." And he took up his pen and signed the drawing, there and then.'

Boom gave me a couple of hours of his time that day. The pity is that I was such an absolute fool as not to put the record into safe keeping; I'll never forgive myself for that.

1985-1986 - DSGT Presentation Room Opens

LADY SHIRLEY OPENS RAF COLLEGE CRANWELL PRESENTATION ROOM

On 30 September 1985 the new Presentation Room in the College's Department of Specialist Ground Training was formally opened by Lady Shirley, in memory of her husband Air Vice-Marshal Sir Thomas Shirley. Lady Shirley was accompanied by her son and daughter-in-law, Mr & Mrs Simon Shirley, and her daughter, Mrs Susan Walker. The Shirley Room will serve as a constant reminder of the Air Vice-Marshal, who gave so much to the RAF and the engineering branch in particular. Sir Thomas is already remembered, on an annual basis, when the DSGT awards are made; the Shirley Memorial Cup is presented to the student who achieves the best overall performance both in basic engineering studies and Initial Officer Training.

Air Vice-Marshal Sir Thomas Shirley KBE CB CEng FRAeS FIEE died on 16 January 1982 after a long and painful illness which he fought to the very end. He was 73.

Although he retired from the RAF in 1966, he devoted his life to the service that he loved and particularly to the recognition of the proper status of engineers in a technology dependent force.

Throughout his long and successful career he remained very proud of the fact that he had been trained as an Apprentice at Flowerdown. He was awarded a cadetship to

Cranwell and was commissioned as a pilot in 1930. He served as a pilot with Army Co-operation Squadrons until 1936 when he became a Technical Specialist Officer in Signals Communications but still within the General Duties Branch. He was then in the Middle and Far East on signals duties until 1941 when he became OC Signals Wing, a post he held until 1946. He held Signals Staff appointments until 1957 when he was made Air Officer Commanding and Commandant of the RAF Technical College at Henlow. He was probably the most notable of the Commandants at Henlow.

It was whilst he was Commandant that the College flourished, and many of the ex-cadets have achieved high rank. For 5 years he was the President of the Minerva Society, the association of ex-cadets.

After leaving Henlow he was Senior Technical Staff Officer in Fighter Command, from 1960-1964 Deputy Controller of Electronics in the Ministry of Aviation, and he was the last Air Officer Commanding-in-Chief of Signals Command until his retirement in 1966. He was ADC to King George VI from 1950-1952 and to the Queen from 1952-1953. He attended Staff College in 1946, Joint Services Staff College in 1948 and the Imperial Defence College in 1956.



Lady Shirley unveils the commemorative plaque in the New Presentation Room.



L to R: Gp Capt J M Walker, DDSGT Mrs Susan Walker Mrs Susan Shirley Lady Shirley Mr Simon Shirley Air Vice Marshall E H Macey, AOC and Comdt.

1985-1986 - Mr Amies

COMMENDATION FOR MR AMIES

Mr Leslie "Pop" Amies was presented with the British Empire Medal in recognition of his long years of service at the Royal Air Force College by Lord Trefgarne, Minister of State for Defence Support, at Admiralty House on 22 November 1985. Mr Amies started working at Cranwell in July 1946 and retired in January 1985. During 38 years exemplary and faithful service he filled a variety of Mess grades from batman to chief steward II in charge of personal services in York House Officers' Mess. Mr Amies was initially employed at the Royal Air Force College during the post-war Flight Cadet Training System. As a batman he epitomised the loyal, reliable valet and made a lasting impression on a large number of officers, many of whom reached very senior rank, who remember Mr Amies with affection and admiration. His notable virtues of selfless dedication and service were still to the fore well over 30 years later. Throughout his time at Cranwell Mr Amies earned the respect and admiration of everyone with whom he came into contact. Our congratulations to Mr Amies on this fitting recognition of a lifetime of dedicated service.



Lord Trefgarne, Minister of State for Defence Support, presents Mr Amies with his BEM.