

DISCUSSION ITEM--CAPABILITIES

There are only three things that maintenance managers are expected to manage. These are people, equipment and facilities. For several years management has expected us to provide them with some means of projecting the capability of these assets.

In the late 50's some formula and techniques were developed for computing capability and every Analysis Section in the Air Force began "cranking them out."

We told management that they could support "X" quantity of sorties and flying hours with the people, airplanes, and available docks. Operations expected "X (1.2)" sorties and hours and got them. Maintenance management stood us at attention and told us that we gave them some bum information, and subsequently began to ignore the capability factors we furnished them. "Do you expect me to tell the DCO and the wing commander that we can only fly 'X' sorties when he knows darn well we are flying 'X (1.2)'?"

What we never could get this man to understand was that the capability figures we gave him were based on a normal workday month.

To expect an increase in direct labor to support an increased flying commitment requires a decrease in indirect things such as ground training, housekeeping, and maintaining the paper mill. It also requires overtime throughout the week and on weekends.

The same thing applied to our aircraft. If we said that our fleet could fly "X" sorties, and operations expected "X (1.2)" and got them, we were criticized for our "unreliable capabilities."

The manager who demanded our head for this ineptness could not understand that we were having to cut corners to meet the extended airframe requirement. The wing then jammed the aircraft through inspection, interferred with scheduled engine changes and accepted temporary fixes to discrepancies just to meet the required "X (1.2)" sortie commitment.

Needless to say, because of the extended flying commitment, our facility capability predictions were always short of what we needed so we were accused of missing the boat there too.

The Air Staff still expects a projection of capabilities of these resources. We are obligated to provide them. We are also obligated to tell management the ramifications of accepting a higher flying commitment than can be supported by these projected capabilities.