



THE EXCEPTIONAL RELEASE



The Maintenance Officer Association (MOA) is committed to enhancing the USAF mission by improving the maintenance world. Although comprised primarily of USAF maintenance officers, MOA is not associated with the United States Air Force or any other organization.

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MAINTENANCE AND THE R&D MISSION

By Col Jey E. Younger
3246 TESTW/MA, Eglin

As you probably know, Eglin stretches along the beautiful Emerald Coast of the Florida panhandle. The base and its land ranges encompass some 724 square miles or 464,000 acres. Within this vast complex there are a variety of organizations serving many different Air Force missions, one of which, the 3246 Test Wing, has a special relationship with the maintenance and munitions community. That special relationship is because of the unit's mission (and its inherent complexity), the challenges created by test resources, and the opportunity to support Air Force R&M goals.

The Test Wing provides comprehensive test and evaluation support for both the Armament Division (AFSC) and the Tactical Air Warfare Center (TAC). Testing involves a diverse spectrum of major Air Force systems, principally nonnuclear armaments and electronic combat systems. It is this "tip of the sword" role which creates unique opportunities and challenges for the new, as well as the seasoned, maintenance officer. Here, new weapons and systems are frequently first introduced to "blue suit" maintenance.

The very nature of the research and development mission requires a complicated set of support resources. At Eglin these include: real-time data processing, telemetry systems, time/space/position instrumentation, simulation facilities, and electromagnetic test environment, photo data, electro-optical systems, and a host of airborne systems and aircraft. Each of 63 assigned aircraft (16 different MDSs) are individually Class II-modified to perform certain test-required

functions. Maintenance, technical, and supervisory roles are greatly complicated by this mix of aircraft and modifications. For example, a young integrated avionics technician--there is no special manning--might work an F-15, an F-16, and an F-111 in sequence, each with different hardware, software, and filled with orange (Class II mod) wire. The avionics remote target shop also has unique capabilities and problems. This last year the shop installed remote control devices on armored personnel carriers, trucks, tanks, jeeps, and even a 65-foot boat.

The maintenance/munitions officer's role in controlling the quality and quantity of maintenance is further complicated by the intersection of multiple disciplines at the aircraft. For it is here that engineer, contractor, AFOTEC, special instrumentation, technical support, operations, and user-command maintenance personnel all want a piece of the action. Can you imagine maintaining an aircraft with two days of fit, function, and performance testing followed by six hours of engineering pretime, two 1.5-hour sorties, and two hours of posttime? During a recent month, the sortie utilization rate for F-15s was a respectable 16.3 sorties per possessed; however, the hourly utilization rate (with all that ground test time) soared to 40.4 hours per possessed.

Test items introduce yet another complication for maintenance. Here the maintenance officer is quickly introduced to preliminary tech data, blueprints, and [See R&D, Page 5]

FROM THE PRESIDENT

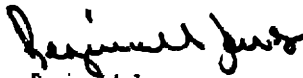
MOA IN TRANSITION

The favorable growth of the MOA since 1982 attests to the strong interest in our organizational purpose among professional maintainers. We are 978 members strong as of this ER printing, and nominations for new members are arriving each day. It is my view, however, that the growth in membership is eclipsed by our beginning professional maturation. If the ER reflects our view of the significant issues for Air Force maintainers--and I believe it does--we have grown from an organization concerned principally with the trivial, self-serving arguments on rated versus nonrated issues to one with much broader professional concerns (training, product improvement, R&D, etc.) This broader and more responsible view of the issues facing Air Force maintainers will serve MOA and the Air Force much greater than the favorable growth trends. I, along with the Policy Council, am committed to sustaining MOA's favorable growth as well as MOA's professional maturation. We have come a long way, but we have a long way to go.

In a nutshell, the continued progress of MOA depends upon a well-thought-out strategic plan--one which defines what we intend to do to achieve organizational objectives, including financial objectives. While we are not neglecting the day-to-day operation of MOA, the Executive Board is concentrating on the future. We believe we need to expand our revenue base--annual dues alone won't keep us healthy and vibrant. We recommended, and the Policy Council approved, omitting publication of the September ER. This was a cost-saving action designed to stay within our financial resources for calendar year 1986. (Please see our detailed Treasurer's Report on page 12.) The 1987 budget is structured so that the regular nine issues of the ER are guaranteed. The ER is our lifeline--we need to keep nine issues a year, and we must come together annually at a national convention to take the pulse of the membership.

Finally, the financial resources within our organization do not allow us the opportunity to base the management of our organization outside the Washington, D. C. area. We operate with a secretary and a volunteer staff. Until we are financially able to defray the cost of the movement of the various Policy Council members to a central meeting location, it is my intention to continue to support the central management of MOA in the Washington area. This is a practical matter, with no intention to create or perpetuate the perception of a so-called Pentagon Mafia.

MOA is on the move. My objective will be to keep it on the path of a first-rate professional association. Over the coming months I intend to share with the membership actions which I believe are necessary to achieve this objective. Suggestions and recommendations from the membership will be appreciated and accepted. Remember, it is your organization!


Reginald Jones
Colonel, USAF
President

NOW IT'S MY TURN

The ER has great potential as a clearing house of information pertinent to maintenance officers. I would like to read an article about the current status of plastic media paint stripping. Will future weapons systems have QBQSS and QBIGS? Do you even know what that means? Maybe you work in AFOTEC, Systems Command, or a directorate of material management. Why not write an article and share your lessons learned?

Capt John L. Easley
WR-ALC/MAD, Robins

I enjoyed Larry Matthews' perspective on "What MOA Is Not" in the July issue of the ER. It reminded me of the old story of the mice who wanted to cut their losses by installing an early warning system to alert them to the inbound threat (also known as Hanging a Bell Around the Neck of the Cat). The scheme was great in committee, sounded terrific in briefings, sailed through DSARC, but it kind of fell apart when they tried to select the mouse to bell the cat.

It's true that Captain Blue II knows what's wrong in maintenance. You know and even I know. But... who's going to tell the leadership? Who's going to bell the cat? If the membership wants MOA to become involved as an outside influence in Air Force policy, then we better raise the dues, hire a known and respected person to act as an executive director and spokesman like the Big Boys do. Otherwise, let's just continue as a newsletter organization where we can trade ideas, track friends, and provide support for the brethren.

Col David K. Wright
OQ-ALC/MAB, Hill

I read with great interest LTC Peter Larsen's letter in the July ER. Col Larsen hit the nail on the head on the type of activity the user command must engage in to get real product improvement into our weapon systems

and what we are trying to do in our efforts to streamline the product improvement process with our Rivet Improve initiative. It is imperative that we get the user more involved in the product improvement process, especially in the identification of deficiencies on our weapon systems and the search for corrections to these deficiencies.

This is specifically what we are doing in the initial phases of our Rivet Improve initiative by eliminating Cat II nonquality materiel deficiency reports (NDR). The MDR system has become a process of useless scorekeeping and meaningless actions to meet suspenses. It is not geared to fixing the problems that really count. We are in the process of replacing it with a process that brings the user of the equipment and the fixer of the equipment face to face in a product improvement working group (PIWG). The PIWG has the responsibility to identify the problems that really count, find a fix for the problems, and agree to a priority and game plan to make the required weapon system improvements. We will also develop a weapon system master plan (WSMP). This plan will represent the corporate Air Force position on the required improvements. The WSMP will increase our visibility on weapon system improvement requirements and improve our ability to effectively program and fund the required improvements for the weapons system.

The bottom line is that this process needs the personal attention and spirit like that shown in LTC Pete Larsen's letter, to identify the improvements that must be made, and then provide the momentum to get them implemented. This is the essence of Rivet Improve and R&M 2000. We must get the improvements that make the most improvement to a weapon system's combat capability on that weapon system quicker.

After years of watching this process, I remain convinced of four fundamental truths: first, people using and fixing the equipment know more about it than anyone else; second, these people usually have a suggestion to fix it; third, these people are usually [See MY TURN, Page 4]

MY TURN [Continued From Page 3]

not asked; and fourth, the process as we know it today tends to suppress this kind of activity. We must change that. My challenge to all maintenance officers is to get involved. You and your people know what and where the problem items are. We are providing you with a better system to get your problems fixed--now it's turn.

L/6 Leo Marquez
HQ USAF/LE

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What would you think about starting a column in the ER called "From a Commander's Perspective"? It would give us MOA members who are squadron commanders (or the equivalent) the opportunity to express maintenance command unique problems, ideas, gripes, etc., and to get feedback from other commanders on how they're commanding (or is it commandeering?) their units. I would be glad to author the first "Commander's" article, especially since it has been years since I last contributed to the ER.

Has any member (or members) of MOA ever considered starting a job placement service for its retiring/separating members? The Retired Officers' Association has an excellent program perhaps worth emulating or imitating for MOAers exclusively.

LTC Bob Drewitt  
3246 FMS/CC, Eglin

[Ed. Reply: Great idea about regularly publishing items from a commander's perspective. We have published quite a few articles from squadron commanders, but we could do a column of shorter items if our hard-working commanders could make the inputs. Of course, the same could be said about DCNs, company grade MOs, SAC/TAC/MAC MOs, retired MOs. . . . Which groups can submit enough material to justify their own column?

One of our MOA members offered to start a placement service for retiring MOs. The plan was subsequently approved by the Policy Council but was never acted upon by the previous administration.]

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**ORDER FORM**

Our past president, LTC Ed Moitoza, was responsible for having MOA lapel pins made, using the MOA logo. They are for sale at \$5.00 each, which includes the cost of postage. To receive your pin, fill out the order form below (or a reasonable facsimile thereof) and mail it, along with your check, to MOA, P.O. Box 2521, Springfield, VA 22152.

I would like \_\_\_\_\_ MOA lapel pin(s) at \$5.00 each.

Enclosed is my check for \$\_\_\_\_\_.

RANK & NAME (Please Print): \_\_\_\_\_

ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

R&D [Continued From Page 1] . . . . .

drawings. Then there are local checklists, unfamiliar terms, constant configuration changes, and a scheduling system which must react tomorrow to the success or failure of the test item on today's go. F-16 ballistics software testing is one example. A goal of this program is to qualify munitions off of the F-16 in an automatic release mode. As many as nine distinct avionics LRU software configurations for 14 assigned aircraft have been flown. A computerized LRU compatibility matrix was locally developed to track aircraft authorized to fly specific configurations.

At Eglin special challenges await the munitions maintenance officer. Within the storage area there are 12 compatibility groups stored in 40 structures rated at 2,510,000 pounds net explosive weight. Munitions control handles some 828 mission requests per month from 850 standard and 650 locally stock-numbered items. Day in and day out the 12 assigned four-man load crews maintain 111 different munitions certifications. The EOD mission is demanding. Last year 130,000 duds were cleared from 8,500 acres using locally-developed techniques and equipment. A test will frequently require the total recovery of a full-up munition dud for intricate analysis by engineers or contractors. In these cases remotely-controlled equipment, developed or modified by the Eglin EOD branch, is used. After being located, the munition is excavated using Hymac (the remotely-controlled back-hoe) and transported by Robbie the Robot to the remotely-controlled saw where the fuse is separated from the munition.

With more than 1,000 active test programs, wing maintenance officers recognize their special and growing responsibilities toward R&M. Eglin's professionals are deeply involved in service reporting, data collection, and technical interface with engineers and contractors. The unit was largely responsible for 17 service reports submitted on the F-16's airborne self-protection jamming system. Several engineering changes were incorporated into the AGATS-36 (tow target), and Air Force Aeronautical Lab contractor personnel recently visited Eglin for a first-hand view of problems stemming from previously fielded pod systems. While

service reporting, failure and repair rates data, and the parts warranty programs hold great R&M promise, site surveys by design engineers offer one of the most efficient methods. After visiting Eglin, one Westinghouse engineer stated: ". . . this survey was an eye opener, much more than I ever expected. . . . The survey genuinely enlightened me to problems faced in the real world as a result of my designs."

We at Eglin would like to continue to encourage armament and electronic designers to visit Eglin for this look at the real world where often complicated systems must be maintained by 5-level technicians. For those loggies in the program offices, the mix of resources and capabilities at Eglin may offer your engineers an ideal location for a site survey. It is a small thing to do for Blue Four, and the Emerald Coast is a great place to visit or work.

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## HAPPENINGS

Eglin - Maj Terry J. Lee, 33 CRS/CC, has reported that on 20 August the maintenance squadron commanders at Eglin hosted their First Annual 33 Tactical Fighter Wing Maintenance Officers' Career Day. Included on the day's agenda were discussions on maintenance career opportunities and career planning, a computer briefing from MPC, and a MOA presentation which brought forth several nominations for membership.

Nellis - On 9 September a MOA reception was held at the Nellis O'Club sponsored by LTC (Ret) Larry Matthews who was in the area on business. LTC Jim Cushman, 474 TFW/AMA, and LTC Ray Krueger, 57 TTW/AMA, were the organizers and promoters. All maintenance officers in the Nellis complex were invited. Thirty-seven MOAs attended, about half of them MOA members. Larry presented a brief on MOA which covered the organization's history, purposes, and demographic make-up. Results? A good discussion, a good time, and a lot of enthusiasm for MOA.

## COMO REVISITED

By LTC Jesse C. DeHay, Jr.  
21 AGS/CC, Elmendorf

Over the past 12 years or so we have seen COMO grow from a concept to a productive, combat-oriented organizational structure for TAF maintenance. In the early struggle to convince those who were comfortable with 66-1 that the direct combat sortie producers on the ramp needed more enthusiastic support from the back shops, POMG (now COMO) became the "state religion." Public criticism was dangerous. I once witnessed the firing of a career maintenance DCM--a below-the-zone major, lieutenant colonel, and colonel. The MAJCOM commander said, "I will not have that POMG nonsupporter in my command any longer." I hope we have moved beyond that mentality. (If not, my next article will probably be from a supply depot somewhere in the midwest.)

I think it is time to take another look at COMO to see if we can make it even better. Keep the same decentralized principle; just do some fine tuning. Based on my experience (as a NAF/LGM staffer, EMS maintenance supervisor, EMS commander, MAJCOM/LGM staffer, MAJCOM maintenance/munitions IG inspector, and now as an AGS commander) in the TAF since COMO started, I think the AMUs still spend too much time convincing the back shoppers that more enthusiastic support is needed on the flightline. And the back shoppers still spend too much time convincing the AMUs that their nonflightline work is also important.

What's the solution? I say do away with the AGS. It is nothing more than a loose federation of highly independent AMUs combined in an administratively convenient unit. So where would we put the AMUs? Certainly not in their TFSs. The TFS commanders are already overwhelmed with the management of their pilots. We already proved that did not work in Viet Nam, anyway. So where? Put the AMUs at the branch level in what we now call EMS and CRS--one AMU per maintenance squadron. If the wing has more than two AMUs, form new maintenance squadrons around each AMU by moving branches from EMS and CRS to make each maintenance squadron approximately equal in size. Use the

AMU as the basic building block--at the branch level--for each maintenance squadron, and add branches from EMS and CRS until each maintenance squadron has about the same number of people. Don't constrain yourself by trying to put similar branches in the same squadron. The more different they are, the better it will work.

What will this do for us? It will bring all the maintenance squadron commanders, maintenance supervisors, and maintenance superintendents directly into the business of supporting the AMUs. Obviously, they will have to support their own AMU. But in order to survive, they will also have to support all the other AMUs. If my maintenance squadron owns the fuels shop, my fuels shop will support my AMU. If I expect top-notch support from another squadron's corrosion control shop for my AMU, I am also going to make sure my fuels shop supports that squadron's AMU. And so on. These are just examples, and I don't mean to single out those shops as being "COMO nonsupporters." Not at all. But admit it. The AMUs spend far too much time calling for people who are "on the way." And the people who are not yet "on the way" spend far too much time explaining that the critical work they do when they are not on the flightline is also important. That is why we need more managers involved in working out the optimum balance between the AMUs and the back shops.

This proposal would also provide a more senior maintenance officer to deal independently with each TFS. Each maintenance squadron commander would be able to spend more time dealing directly with his or her single TFS commander counterpart--and vice versa--which would result in better ops/maintenance relationships. This structure would also enhance the trend toward more generalist 9-level, chief, and maintenance officer AFSCs. The squadron commanders, maintenance supervisors, superintendents, maintenance officers, and senior NCOs would have more opportunity to broaden their perspectives earlier in their careers. Making the maintenance squadrons more equal in responsibility, pressure, visibility and size will also increase opportunities for squadron commanders and maintenance [See COMO, Page 7]

COMO [Continued From Page 6]. . . . .

supervisors, and superintendents to move to different jobs. For example, if you have been an AGS commander for two years or so, you are probably ready for a change. But moving from AGS to EMS, CRS, or the maintenance operations division is considered to be a regression--not good when you meet the promotion board. If the assistant DCM position is already filled, you are stuck where you are. These new squadrons I am proposing would be more similar than they are now but they would still be different enough to provide a challenge for someone who moves from one to another.

What about maintenance squadron competition? Right now it is hard to compare AGS, CRS, and EMS. They are too different. Making them more similar will give us all the advantages we now have with similar AMUs in competition with each other, and we will not lose the AMU competition, either. How about balancing the workload? How many EMS and CRS commanders and maintenance supervisors, and superintendents work longer hours than their AGS counterparts? Why is it so hard for AGSs to find the time to write APRs, decoration nominations, awards packages, and the like? What about ORIs? If the AMUs have their act together, CRS and EMS do not have much to do in an ORI. So the ratings for those who stand and wait seem to follow whatever AGS gets. The CRS and EMS usually deserve the ratings they get, but they do not have much of a chance to prove that in an ORI.

What about those few wings that only have one TFS (or equivalent) and one AMU? Maybe this organization would not work for them any better than the present COMO structure. But if it is a 24 PAA TFS, why not break it up into two 12 PAA TFSs and go for it? That seemed to be all right for the F-4E squadrons at Taegu and Osan. (Maybe that would ease the TFS commanders' problems, too.)

What about those AGSs that have a weapons services branch (WSB)? Would that mean they would have to break the load crews into flights and put one weapons flight in each AMU? Of course not. A WSB could go in any squadron--the type of support they provide the AMUs is

no different from any other branch. The same with the weapons standardization section (WSS). If you already have weapons flights in each AMU, the WSS could go in any maintenance squadron. There will be those who will insist that the WSS has to have its own empire on the DCM staff. I don't believe it. The type of support the WSS provides to those AMUs that have a weapons flight is also no different from any other branch. On the other hand, if you do have a WSB in one squadron, I would say the WSS should be in the same squadron--the maintenance supervisor should have the say-so over how his or her load crews are trained and certified if they are all in one branch in the same squadron.

Well then, speaking of the DCM staff. What about them? Why not break up those holy empires and put them in the maintenance squadrons, too? Same principles: you support my maintenance squadron and my AMU, and I will support yours. Well, maybe that is going too far too fast. Let's first try breaking up the AGSs and putting one AMU in each maintenance squadron.

We would have to change the names of the maintenance squadrons. EMS and CRS would not fit anymore. How about using the number of the squadron's TFS and AMU? The 43rd Tactical Maintenance Squadron has a nice ring to it. It would have the 43 AMU and it would support the 43 TFS.

What about it? Any counter proposals? Let's quit thinking of COMO as a sacred cow and come up with a better way.

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## ZAPS

Don't let calendar year 1986 go by without contributing an article to the newsletter.

Capt Paul Aunspaugh  
Capt Paul Bowman  
Col Paul Cwiklik  
Maj (Ret) Paul Fox  
Capt Paula Gunton

Maj Paul Haskell  
LTC Paul Lambert  
Capt Paul McVinney  
LTC Paul Reid  
LTC Paul Thompson

## THE GENESIS OF THE POOR R&M

By LTC Ronald L. Andrea  
20 AGS/CC, RAF Upper Heyford

We are not getting good R&M because we are not asking for it. A good case study is LANTIRN. After a decade of buying single-seat, day-VFR fighters, we realized most of the world is usually covered by darkness or clouds, so we requested a system which would allow F-16 and A-10 pilots to see in the dark, terrain follow, sort tanks from nontanks, and aim IR Mavericks. LANTIRN is on its way to delivering these capabilities.

What about R&M? The system is still in development, but clearly it will be a support nightmare. Because of size and complexity, it was designed with LRUs, but the optics of the targeting pod did not allow LRU packaging. Work on the laser or IR systems requires taking the half-ton pod to a shop. Because of the same optics, the shop must be cleaner than a PMEL with an optical bench which fills a NAVAIR shelter (which is how the clean-room environment is to be attained. Remember, LANTIRN is to go wherever A-10s and F-16s go.)

Don't mutter at HQ TAC, the SPO, or the contractor. It is a requirements process that subordinates supportability to capability. R&M issues invariably lose in the design trade-offs compared with a capability such as that recently validated over Tripoli. Targeting pods are force multipliers, but the Libyan mission also proved that the lack of reliability is a force reducer.

LANTIRN, while extreme, is not an isolated case. We are fielding engines, electronics, and weapons which, even if they fulfill their operational promise, may not work when pilots need them. This will not change until we expand the current trinity of "on time, on cost, and on target" to include "on line." R&M is not just a money or manpower issue; it is a war-fighting and readiness issue. R&M 2000 has the right words but we need action. Giving R&M equal weight requires saying "no" to that increment of capability, the implementation of which degrades supportability more than it increases capability. It requires contract incentives and penalties. R&M, too, can be a force multiplier if we have it.

## MINUTE BY MINUTE

Under the leadership of Col Reggie Jones, regular executive board meetings are now held every other week. Members are welcomed to attend these meetings or to write directly to the board if there is an issue they would like addressed. Call a board member for the date and place of the next meeting. The following synopsis sets forth the actions taken in the past meetings.

28 Aug 86 - The board recommended to the Policy Council that: 1.) in order to cut expenses, only one newsletter be published for the remainder of the year and that revenue be raised by increasing new memberships, by contacting previous members about renewing their memberships, and by selling lapel pins; and 2.) 1986 dues be waived for all individuals joining MOA in Nov, Dec, and Jan, in return for payment of 1987 dues.

The board agreed to: 1.) discontinue the practice of requiring former members to pay past dues before renewing their memberships but to require that their nominations be approved by the Membership Committee and Policy Council in accordance with the bylaws; and 2.) have the assistant treasurer furnish a budget for 1987 by 3 Oct.

4 Sep 86 - The board recommended to the Policy Council that the secretary's proposal for an hourly wage of \$13.43 be approved retroactively to 1 Sep.

The board agreed to: 1.) inquire into the services of an accountant to audit MOA's books and to recommend an accounting system; 2.) seek legal advice to determine if MOA is properly operating as a nonprofit organization; 3.) select nominating and elections committees; 4.) select advisors to fill vacancies; and 5.) defer until 3 Oct the recommendation on a 1987 dues increase.

Sep 86 - The board agreed to: 1.) withdraw the vote on an executive director, as suggested by a Policy Council member, until MOA becomes financially solvent; 2.) have the president submit a report to the membership on MOA's financial status and explain why MOA must be Washington-based; and 3.) announce board meetings and publish a synopsis of the meetings in the ER.

## DEPOT MAINTENANCE

By Capt John L. Easley  
WR-ALC/MAD, Robins

The logistics community is comprised of many more disciplines than just maintenance. It includes supply, transportation, contracting and engineering. Yet maintenance itself is a complex arena. Maintenance officers are involved in field- and depot-level maintenance, systems acquisitions, and a myriad of other jobs that might surprise you.

I have been assigned to the Directorate of Maintenance at WR-ALC for 18 months and have worked in the engineering and planning branch and the production branch of the aircraft division. Recently I have been made the deputy chief of the plant management division. When I arrived I did not understand the PDM process or depot operations. I found the organization in an AFM depot easier to understand if I compared it to an organization I already knew, like a wing. In a depot the MA is roughly equivalent to the DCM in a very, very large wing. Under the MA at WR-ALC are three product divisions and several support divisions. Other depots will be organized generally the same with some variations in the mix of product and support divisions.

The airborne electronics division (MAI) is a product division similar in function to an AMS/CRS. It repairs and bench-checks avionics components from all over the Air Force. The industrial product division (MAN) provides back shop support similar to an FMS/EMS. Here you will find machine shops, plating shops, and even a blacksmith shop. The third product division is the aircraft division (MAB) where the rubber meets the road, like OMS/ABS. This neat little analogy breaks down when trying to compare the functions of the support divisions, especially plant management (MAD). It is more analogous to a civil engineering squadron. The basic functions of MAD are to act as the focal point in new construction programs, modify existing maintenance facilities, and manage the tool control program. MAD issues and controls the tools, tool kits, and tool rooms for all three product divisions. What a headache! Other support divisions are quality assurance

(MAQ), resource management (MAW), and management support (MAA).

All three product divisions are basically organized the same way. Since I am most familiar with MAB, these remarks will be confined to its operation. There are three large branches in MAB: engineering and planning (MABE), scheduling and inventory (MABS), and production (MABP); and two smaller branches: test flight (MABF), and operations (MABO). The planners in MABE are responsible for the preproduction planning of the workload and process planning of the actual aircraft. The preplanners make a master work package for each weapon system. The three weapon systems handled at Robins are the C-130, C-141, and F-15 aircraft. If the system program managers (SPM) want a new area inspected or a modification or TCTO added to the work package, the preplanners ensure that the operations, material, and manhours are loaded into the package. In turn, the process planners take the master package and tailor it to the needs of an individual aircraft. The process planners determine if a specific aircraft requires a PDM or a PDM/ACI, whether it will be painted or not, etc. Once the aircraft has arrived at depot, the planner calls a predock meeting. There are representatives at this meeting from MABS, MABP, MABF, MAQ, and the program administration office (they work for the Directorate of Material Management (MM)). One of the functions of the predock meeting is to review the incoming write-ups on the aircraft. If the discrepancy is not safety of flight and is determined to be field-level maintenance, it will not get worked. By definition, "Depot maintenance serves to support lower categories of maintenance by providing technical assistance and performing maintenance beyond their responsibility" (JCS PUB 1). Depots are not in the business of clearing delayed discrepancies for field units; it is too expensive.

Here's why: each year the SPM (representing the MM) takes the master work package provided by the MA and sits down with AFM headquarters in the maintenance requirements review board (MRRB). The MRRB goes [See DEPOT, Page 10]

DEPOT [Continued From Page 9]

through the package item by item. The result is an agreed-to figure on how many manhours will be needed to send the aircraft through the depot. Those manhours and other depot maintenance resources translate to appropriated funds that the depot maintenance industrial fund (DMIF) is paid each year by its customers. Money is changing hands. For that reason the SPM looks at its integral maintenance function as if it were just another contractor. This means that the negotiated versus actual manhours, high frequency/low frequency write-ups, and work required that is over and above the negotiated work are all closely examined--in other words, what work actually needs to be done, how much it is going to cost, and who is paying for it. Delayed discrepancies and other field-level work just are not budgeted for.

After the predock meeting is accomplished, the work package for the specific tail number is turned over to the schedulers in MABS who then track the progress of the aircraft through its various phases of work. The schedulers maintain the workbooks for each aircraft and ensure that the operations are stamped off when completed in the same manner as a dock coordinator does in an isochronal or phase dock. The schedulers can always tell how far the aircraft is into its schedule and how far it is from completion. They also order the parts and maintain the supply logs. The mechanics order parts through the equivalent of a forward supply point run by MABS. If the part is not on hand, MABS places the requirement on the Directorate of Distribution (DS), the equivalent of base supply, and MABS then tracks its status. Since the schedulers have the most current information on the aircraft, it is not surprising that they are the ones who send the gain/loss messages. When necessary, the schedulers also initiate the paperwork to request an extension of an aircraft in depot. If granted, this extension will generate an aircraft and missile maintenance production compression report after which Headquarters AFMC and the MAJCOM will be notified of the reason for the extension and the projected output date.

The people who make it all work are in MABP. There

are a lot of them, too--over 1,800 civilian personnel assigned to the production branch. They expend roughly 2.5 million manhours to produce over 300 aircraft each year. This is done at an approximate cost to the customer of over \$40.00 per hour for labor and materials. The exact cost figure is very closely scrutinized and frequently updated. Remember: this is just to support one product division. Surprisingly the MABP workforce is comprised of only nine basic skills: aircraft mechanic, sheet metal, electrician, hydraulics, enginers, radio, paint, depaint, and NDI--a far cry from the specialized maintenance organization to which I have been accustomed. The production supervisors are challenged with a dual goal to produce the aircraft on schedule and below the negotiated figure of manhours. In order to do that s/he needs the support of both planners and schedulers. In turn, the planners need the support of the production supervisors to achieve their goal of reducing the overall manhour package. Likewise, the schedulers need the support of the planners and production supervisors in order to maintain their schedules. To make it work, it must be a team effort.

In summary, depots are not designed to clear delayed discrepancies and are not extensions of the field units. Depots perform major modifications, repairs, and inspections beyond the capability of field units. That became clear to me the first day when I saw C-141s stripped to bare metal with no engines or pylons, and when I saw C-130s with no wings or stabilizers. When I saw these aircraft and the kinds of corrosion being found and the sort of repairs being made, I realized the vital service depots are providing to the Air Force.

\* \* \* \* \*

I do not believe that civilization will be wiped out in a war fought with the atomic bomb. Perhaps two thirds of the people of the earth might be killed, but enough men capable of thinking, and enough books, would be left to start again, and civilization could be restored.

Albert Einstein

\* \* \* \* \*

## MOA STATS

Maintenance Officer Association  
P. O. Box 2521  
Springfield, VA 22152

[MOA has been classified as a nonprofit organization by  
the Internal Revenue Service.]

### EDITORIAL STAFF

LTC Gary M. Austin  
LTC David M. Reed

Marian M. Matthews

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| USAFE-LTC Marv Rosenthal | RetWest-LTC(Ret) Dave George   |
| AFRES - Maj Warren Payne | RetEur-Col(Ret)D. Stephenson   |
| ANG - LTC Roger G. Steen |                                |

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hall, UK

Puerto Rico - LTC Pedro J. Aponte, 156 TFB/MA (ANG),  
Muniz ANG Base, Puerto Rico.

\*\*\*\*\*

**SNAPPY SALUTES**

Capt Joe Rine, 21 EMS, was selected as Elmendorf's Company Grade Officer of the Quarter (April - June 86).

\*\*\*\*\*

Congratulations to the following MDA members who were recently promoted:

To captain:

|                         |                        |
|-------------------------|------------------------|
| Heidrun Andrews-Mlodzik | Christopher P. Randel  |
| Richard P. Bieser       | Katherine J. Russell   |
| Richard D. Briddell     | Michael G. Sampler     |
| Steven M. Brown         | Elaine Seyman          |
| John D. Doggett         | Halbert F. Taylor, Jr. |
| Billy J. Gully          | Jerry W. Tucker        |
| Nancy R. Kirk           | Anthony D. Vallera     |
| John A. McCrary, Jr.    | Robert W. VanGorder    |
| Patricia V. Mack        |                        |

To colonel: (\* indicates selection to senior service school)

|                         |                    |
|-------------------------|--------------------|
| John T. Agnew           | John E. Long       |
| Gary M. Austin*         | Deryl S. McCarty*  |
| Dennis G. Beck          | James H. McIntyre* |
| Stuart C. Bradley       | James W. Miles     |
| John H. Covi            | Robert H. Petersen |
| James H. Cushman, III   | C. Dennis Portz*   |
| John R. Desiderio*      | David M. Reed*     |
| Gary D. Eppier          | Thomas E. Reiter*  |
| James D. Farrar, Jr.    | Antonio Reyna      |
| Silas Felton            | James A. Shutt     |
| Rafael A. Goyco         | Douglas D. Stormo  |
| Gary T. Herman          | Paul A. Thompson*  |
| Edwin C. Humphreys, III | Richard F. Trainor |
| John T. Jacobs          | Kenton R. Ziegler* |
| Michael J. Kenna        | Eric A. Zimmerman  |
| Paul J. Lambert*        |                    |

\* \* \* \* \*  
KEEP THE FAITH  
\* \* \* \* \*

**TREASURER'S REPORT**

Submitted By  
Maj Robert D. Griswell, Assistant Treasurer

**INCOME STATEMENT (Projected Thru Dec 86)**

|                         |  |               |                    |
|-------------------------|--|---------------|--------------------|
| <b>Revenues</b>         |  |               |                    |
| Membership Dues         |  | \$18,970.00   |                    |
| Convention              |  | 7,223.95      |                    |
| Miscellaneous           |  | 239.00        |                    |
| Interest                |  | <u>108.88</u> |                    |
| <b>Total</b>            |  |               | <b>\$26,541.83</b> |
| <b>Expenses</b>         |  |               |                    |
| Secretary's Salary      |  | \$10,325.25   |                    |
| Computer/Printer Rental |  | 900.00        |                    |
| Postage                 |  | 1,858.44      |                    |
| Bulk Fee                |  | 100.00        |                    |
| Newsletter Printing     |  | 4,084.37      |                    |
| Miscellaneous Printing  |  | 675.19        |                    |
| Xerox Fees              |  | 166.58        |                    |
| Supplies                |  | 315.34        |                    |
| Executive Travel        |  | 460.58        |                    |
| Convention              |  | 8,064.97      |                    |
| Money Market Fee        |  | <u>72.85</u>  |                    |
| <b>Total</b>            |  |               | <b>\$27,023.57</b> |
| <b>NET</b>              |  |               | <b>(\$ 481.74)</b> |

\*\*\*\*\*  
**BALANCE SHEET (14 Oct 86)**

|                             |  |                 |                    |
|-----------------------------|--|-----------------|--------------------|
| <b>Cash Assets</b>          |  |                 |                    |
| Checkbook Balance           |  | \$ 1,818.73     |                    |
| Money Market Balance        |  | 2,156.10        |                    |
| Petty Cash                  |  | 1,000.00        |                    |
| <b>Other Assets</b>         |  |                 |                    |
| MDA Seal                    |  | \$ 25.00        |                    |
| MDA T-Shirts                |  | 150.00          |                    |
| MDA Lapel Pins              |  | <u>175.00</u>   |                    |
| <b>TOTAL ASSETS</b>         |  |                 | <b>\$ 5,324.83</b> |
| <b>Equities</b>             |  |                 |                    |
| Obligated Expense Due 12/86 |  | \$ 3,596.01     |                    |
| Membership                  |  | <u>1,728.82</u> |                    |
| <b>TOTAL EQUITIES</b>       |  |                 | <b>\$ 5,324.83</b> |

## ON THE ROAD AGAIN

### HQ MAC Movers:

LTC John Fullerton from Dover to MAC as chief of the training management division.  
Maj Robert Massengale from Altus to MAC as chief of the logistics curriculum division, airlift operations school.

### AFLC Movers:

Capt P. J. Vasquez from Mildenhall to AFLC/IG.  
Capt Hank Silva from OC-ALC AFLC/IGIM.  
Maj Graydon Hicks from Hill to AFLC-LDC as F-16 system control officer.

- LTC Sam Farace moved from the 323 FMS/CC at Mather to the 47 FTW at Laughlin where he is the assistant DCM.

- Maj Karl Lewandowski has not moved to Pennsylvania from the Presidio of Monterrey as announced in the last ER. He is with the USOMC as the Air Force and Navy training officer, in Sanaa, Yemen. No wonder we thought he was in Pennsylvania!

### Graduating and Matriculating:

Capt Ricky Fennell from 4950 TESTW at Wright-Patterson to AFIT.  
1Lt Jim Barefield from SDS to Dyess.  
Capt Howard Buehler from AFIT to 3246 OMS/MAOM, Eglin.  
Capt Tom Folmar from AFIT to AMRAAM/SPO, Eglin.  
LTC Al Blomgren from 934 TAG (AFRES) at Minneapolis-St Paul Airport to AWC at Maxwell.  
Capt Robert McMahon from AFIT to HQ TAC/LGQP.  
Capt Mary Jo Feroglia from AFIT to 3098 AVDS at Kirtland.

- Capt John Douglas has returned Stateside from Rhein-Main and is at WR-ALC/MANS, Robins.

- Maj George Tittle has assumed command of the 1 EMS at Langley. His previous assignment was with the 4477 TES at Nellis.

### HQ TAC Movers:

LTC Jim McIntyre from Moody to chief, special management office, R&M.  
Capt Evonne Kowitz from Osan to chief, plans and product improvement branch.  
B/G Henry Viccellio from SA-ALC/CV to TAC/LG.

- M/G Richard Gillis is now the commander of AFALC at Wright-Patterson. He was formerly the HQ ATC/LG.

- Capt Ginger Shafer has been reassigned from HQ TAC to BI TFW, Bentwaters.

### Need to Know More:

LTC Bill Norton from USAF/IG to Taequ.  
Capt Darrell Holck from McClellan to Wright-Pat.  
Capt Vanessa Shaw from Laughlin to Bitburg.  
Maj Dave Nakayama from Bitburg to Maxwell.  
2Lt William Hundley from Grissom to Dyess.  
LTC Stan Gooch from HQ DNA to Offutt.  
LTC Silas Felton from Wright-Pat to Maxwell.  
B/G (Ret) Stan Brown from Virginia to California.  
Capt James Sebree from Laughlin to San Antonio.  
Capt James Frowein from MacDill to North Carolina.  
Capt Bennie Thurman from HQ PACAF to Tinker.  
Maj Jim Hass from Moody to Maxwell (AFSC?).  
Col Charlie Coleman from Bentwaters to Mildenhall.  
Capt Raymond Mattox from Barksdale to Alabama.

- Capt Larry Battin has transferred from the 27 EMS at Cannon to HQ PACAF/IGILA, maintenance branch.

- Capt Barbara Osburn has left Davis-Monthan to become the chief of maintenance of the 431 TES at McClellan.

- Maj Dan Willison has moved up from maintenance supervisor of the 6515 OMS at Edwards to command that same organization.

- Maj Nick Costa will be leaving the 436 AMS at Dover for the 487 TMW/LGX at Comiso AB, Italy.  
[See ROAD, Page 14]

ROAD [Continued From Page 13] . . . . .

**Andersen Movers:**

Maj Roger Lesser from Charleston to 605 MAAS.  
Capt Ed Schopperth from HQ SAC to 43 AMS/MAAS.

**Pentagon Movers:**

LTC Jay Epprecht from Langley to AF/LEX.  
Capt Valerie Gonnerman from Elmendorf to AF/Studies  
and Analysis.  
M/G Thomas LaPlante from HQ PACAF/LG to AF/LEX.  
Maj Lyndi Balven ASD/TAF to AF/PRPRJ.

**McChord Movers:**

Capt Robert Kincaid from HQ TAC/IGIM to 31B FIS.  
LTC Tom Morris from HQ MAC to 62 FMS/CC at McChord.  
1Lt Terry Carpenter from 62 FMS to 62 OMS.  
Maj Ralph Haynes from HQ ATC to 25 AD as chief,  
weapons systems maintenance.

- LTC Bob Carpenter has left AF/LEYV and is now the  
assistant DCM of the 28 BMM at Ellsworth.

**Elmendorf Movers:**

Capt Don Miller from the maintenance ops center to  
combat plans.  
Capt Rod Mayton from the AMU to maintenance ops  
center.  
Maj Earl Hanson from maintenance ops officer to 21  
CRS/CC.  
LTC Jesse DeHay from 21 AGS/CC to maintenance ops  
officer.  
Capt Joe Rine from the 21 EMS munitions branch to  
the maintenance branch.  
Capt Steve Brunin from 43 AMU assistant DIC to DIC.

- Maj Pat Ivey changed assignments at Robins from 19  
OMS/MAOS to 19 AMS/CC.

- Maj James Shockley has moved from the 60B CAMS/CC at  
Ramstein to HQ EUCCOM at Vaihingen as the logistics  
plans staff officer for the J-4/7.

- In November Capt Candi Kocourek will be leaving  
Eielson for HQ SAC/LBY.

- The Swigerts have returned to the States from Upper  
Heyford. After graduating from academic instructor  
school at Maxwell, Diane became an ROTC instructor at  
Arizona State University. Rob will be the maintenance  
supervisor for FMS at Williams.

**Eglin Movers:**

LTC Cullen Davidson from HQ AFSC/IG to 3246 AMS/CC.  
Capt Ken Lynn from Lakenheath to USAF TAMC/LGMH.

**RAF Mildenhall Movers:**

Capt Sarah Morelos from 513 OMS to job control DIC.  
Capt John Krumrine from Langley to 3 AF/LGM.

**Davis-Monthan Movers:**

2Lt John Heyne to DIC of the 358 AMU.  
Maj Richard Kind from Dhahran to 355 AGS/CC.

- Capt Frank Raises has been reassigned to Tinker as  
DIC of the 964 AMU, 552 AGS. His previous assignment  
was Keesler.

**DD-ALC Movers:**

Col Dave Wright from Shaw to DD-ALC/HAB.  
LTC Rich Frome from the DSY shop to MAM-1.

**Rhein-Main Movers:**

Maj Al Rodriguez from 435 OMS to maintenance opera-  
tions officer.  
Capt Larry Howe from 435 OMS to maintenance opera-  
tions center.

- Col Karl Berroth has returned from Osan where he was  
the LG of the 314 Air Division. He is now special  
assistant for ILS at Space Command.

[See ROAD, Page 15]