

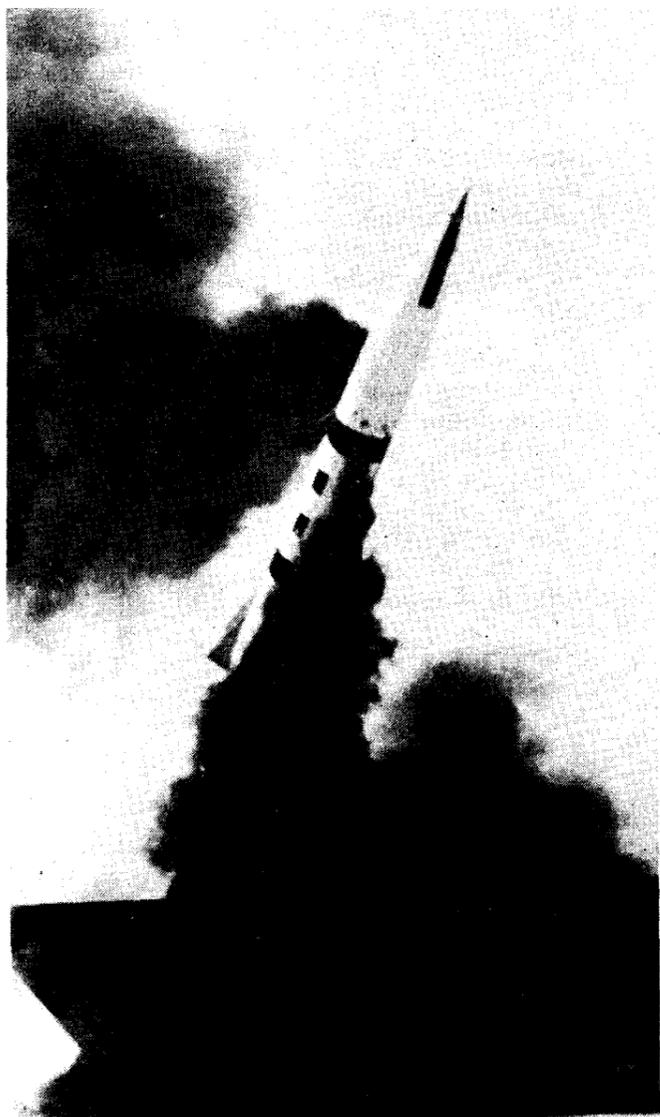
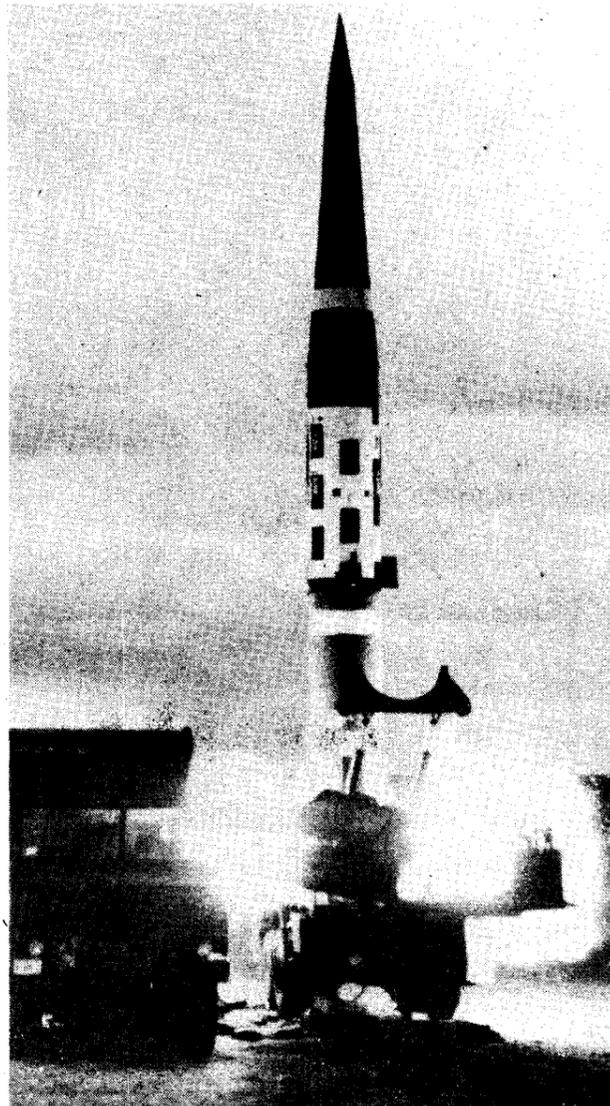
The Redstone Rocket

VOL. XXVII; NO. 20 OCTOBER 4, 1978

READINESS IS ..

.. keeping that LIGHT

GREEN



inside

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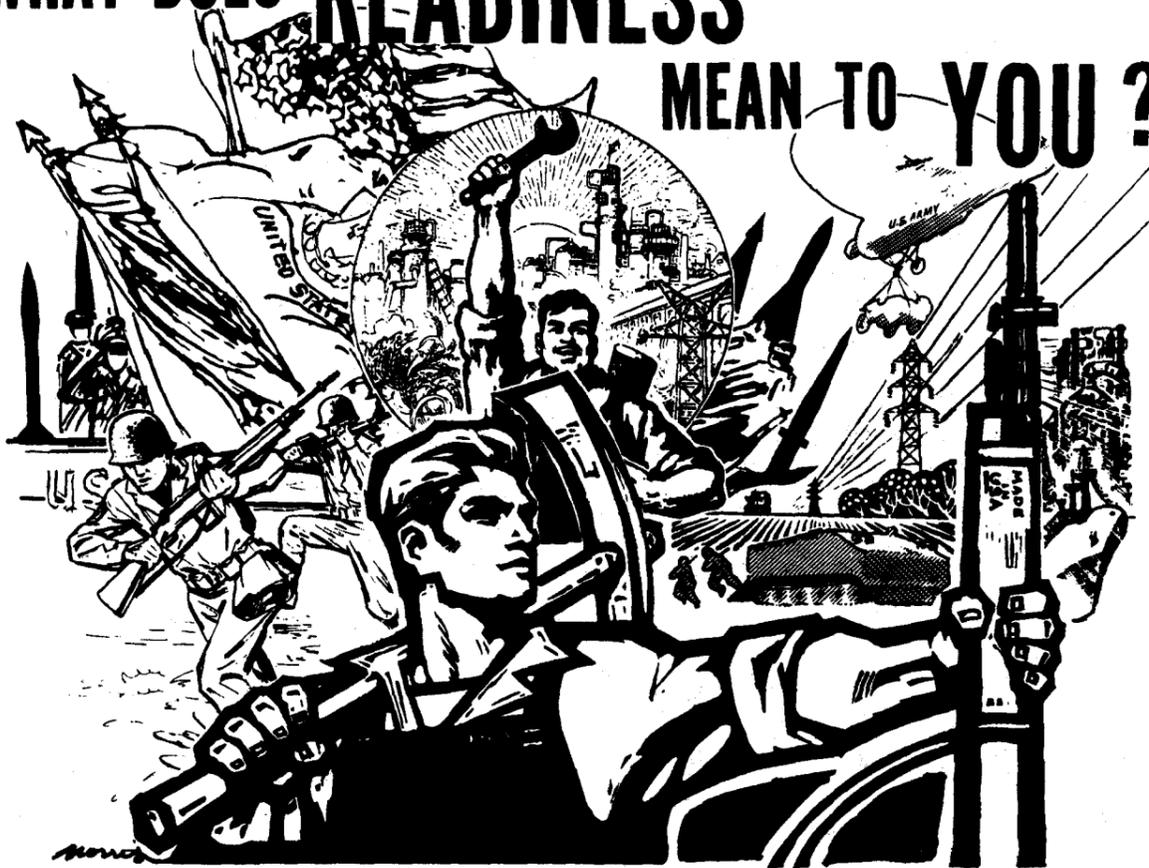
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OPINION

WHAT DOES READINESS MEAN TO YOU?



Think readiness

MIRCOM managers have heard two words often from their commander recently.

MG Louis Rachmeler has been saying "Think Readiness" loud and often. He said it again last week at an Officers Call and he went on to say this too:

"Readiness — like Beauty — is in the eye of the beholder. In our case, the beholder is the user and readiness is what he says it is.

"Think Readiness is my way of reminding myself and everyone I come in contact with that our primary mission — our only mission — is readiness, support to the user.

"Think Readiness is my way of saying to everyone in the command, Readiness is where the emphasis goes; that's what gets priority; that's what gets your best effort.

"I know each of you has many decisions to make every day. Many things compete for your attention. When you are sorting it all out, Think Readiness. If you have a choice to make, decide in favor of Readiness. That's where our priority goes. That's where we commit our resources first. That's where your attention should be and stay . . .

"I want that thought to be the thought that motivates everyone in this command."

MIRCOM workers talk about readiness

What does readiness mean to you?

That's what people in all kinds of positions, ranks and grades at MIRCOM were asked recently.

Many — including supervisors, stenographers, clerks, and a variety of specialists in all areas — taken by surprise, said things like this: readiness means being prepared, or: having the right thing in the right place at the right time, or: being ready to fight.

Some gave careful thought to the question mulled it over and came back with an answer later.

Such was the reply of a contract specialist who said, "To me readiness means that we have taken the precaution to be prepared so we have the ability to act immediately in defense of our nation against any kind of overt, active aggression."

Others gave answers they were composing as they talked. A deputy project manager said that readiness means ready to move—to go—anything it takes to have unit personnel and hardware ready, and with the support to perform their function.

One director said that readiness has to be interpreted into something meaningful for his people. He said his organization is always ready to respond to those who have a

readiness mission, and they do respond when they realize the need.

To an official in one project office, readiness means an operating missile system that the commander is happy with. "People in project offices are highly aware of what readiness means," he said.

One worker concerned with inventory management said, "Readiness means the ability to step up activity at any given installation, and that we would have the repair parts in stock to support the operation."

An engineer sees readiness as a test — in Army terms — to see what condition a unit is in — red, green or amber.

A major working with readiness every day said, "To me readiness always means the will and ability to respond in time to counter the threat effectively." For him, he said in part, readiness boils down to finding faster and more accurate ways to measure the ever changing material readiness condition of MIRCOM weapons in the field and report . . . promptly what we need to do at this level to pick up material readiness when it begins to fall in specific units in the field.

From a deputy project manager comes the definition that readiness means that combat material the Army needs to fight

with is in ready position with all the repair parts and logistical support it needs.

Said one secretary, "Readiness means you're well prepared for any emergency. People need to understand that the parts they all contribute to readiness. Readiness means being alert."

"Readiness is the capability of a unit to have its equipment people together so they can perform their mission," said a lieutenant colonel.

A man in the equipment specialist field has a keen appreciation for readiness. "It's a problem for many of us," he said. "We who see the urgency are often separated geographically from those who have to complete the loop to have weapons ready on the line. Equipment must be combat ready and the troops properly skilled to maintain it. We need the proper tech manuals, to be sure the design is maintainable, and all tools and supplies available."

A director said, "Readiness means getting the equipment to the soldier in time and at the most reasonable cost."

The division supervisor in one directorate said that readiness means being able to do what has to be done when it needs to be done.

"Readiness means having those boys out there ready to fight," a contracting officer said.

A deputy director sees it this way — readiness here means that everything we do is aimed toward that goal. It should be the foremost thing in all our minds. Readiness starts long before the battle begins — it takes careful planning, execution and timeliness. This is the measure of our success when the weapon is used.

One person's comment sums up what several said in various ways — "Readiness means the capability of reacting quickly if we have a war — it means having the weapons ready."

THE REDSTONE ROCKET

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Missing engineer found dead in plane wreckage

Bill Hodge, missing since August, has been found dead in the wreckage of a light plane down in a wooded area near Princeton, Ky. He was an engineer with the MIRCOCM Product Assurance Directorate.

Hodge came to Redstone in 1962 from Kansas City, Mo. He was a graduate of the University of Missouri. His known next of kin include his mother, Mrs. Verna Hodge, and a sister, Mrs. Alexander Rihm, both living near Albany, N.Y.

Hodge was to report back to his job Aug. 11. Presumably he went down in a bad weather squall line on Aug. 10, the date he was to fly a light plane from Osceola, Wis. to the North Huntsville Airport in Meridianville.



VISITS COMMISSARY—BG Leo A. Brooks, Commander of the U.S. Army Troop Support Agency, Ft. Lee, Va., talks with Pvt. Pam Schroff about meats for sale in the

Redstone commissary during his recent visit to the Arsenal. Schroff is assigned to MEDDAC.

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CPT Jack Wolfe, Combat Dev. — “It means that the Army will be able to do the job at the time required with operational equipment and well trained soldiers.”



PV2 Al Oswald, 7th S.C. — “Readiness is to be able to defend our country or to be able to help out another country in a time of need. Readiness means just that, ready for anything.”



PV2 Dortha Quinn, Co. A — “It means that if a war comes up, we’ll be able to handle it.”



SGT John Holland, HHC, MIR-COM — “The ability to be able to support any activity the U.S. is involved in, no matter what the mission is. To be alert for any problems which occurs, and to be on the defense for the country.”



SP4 Chris Baylis, 291st MP Co. — “Total readiness for a combat situation and also to help out the civilian community in times of natural disaster.”

SP5 Morgan Sutton, Co. A — “. . . that the Army is ready to go to battle with enough manpower and fully trained soldiers to do their duty and protect our country. And, every soldier should take pride in his body and physical condition, so he can perform and give 100 percent if we should go to war.”

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Item manager decides on money, equipment

By KATHY HOUSE

The item manager is the backbone of readiness.

At least Carmon Gill, an item manager here at Redstone, thinks so.

Gill has many arguments to back up his statement.

"In the over-all readiness program his (the item manager's) function is to see that appropriate equipment is in the hands of the troops or someplace strategically in reserve," Gill said.

An item manager determines what kind of equipment is needed, how much is needed, and where it is needed by the use of computerized data. If an item has been fielded for less than two years, the computer uses engineered estimates as data on the item to determine an estimated supply need. After an item has been in the field for two years, estimated supply is based on its record of demand.

An item manager also decides when equipment should be bought. Here again he uses the computer to make a supply control study.

But the computer's study is not the final say.

"The study only gives you what the machine has been programmed with," Gill said. "It is the basis of the study."

Possible computer errors

The study does not stop with the computer's read-out because it is always possible that there was an error in the data base information, or that a mistake was made in programming the information—or both.

It is up to the item manager to make correct decisions.

"The final responsibility is with the item manager to say what dollars and what equipment," Gill said.

As a matter of fact, the bulk of readiness dollars is approved for spending by item managers. Item managers only have the authority to approve limited amounts of money — say a few thousand dollars — but these smaller amounts add up.

That is why there is such pressure on the item manager to make sure his data is correct.

Despite the limitations of the computer, Gill says his job would be "almost impossible" without it — "the paperwork would go on forever."

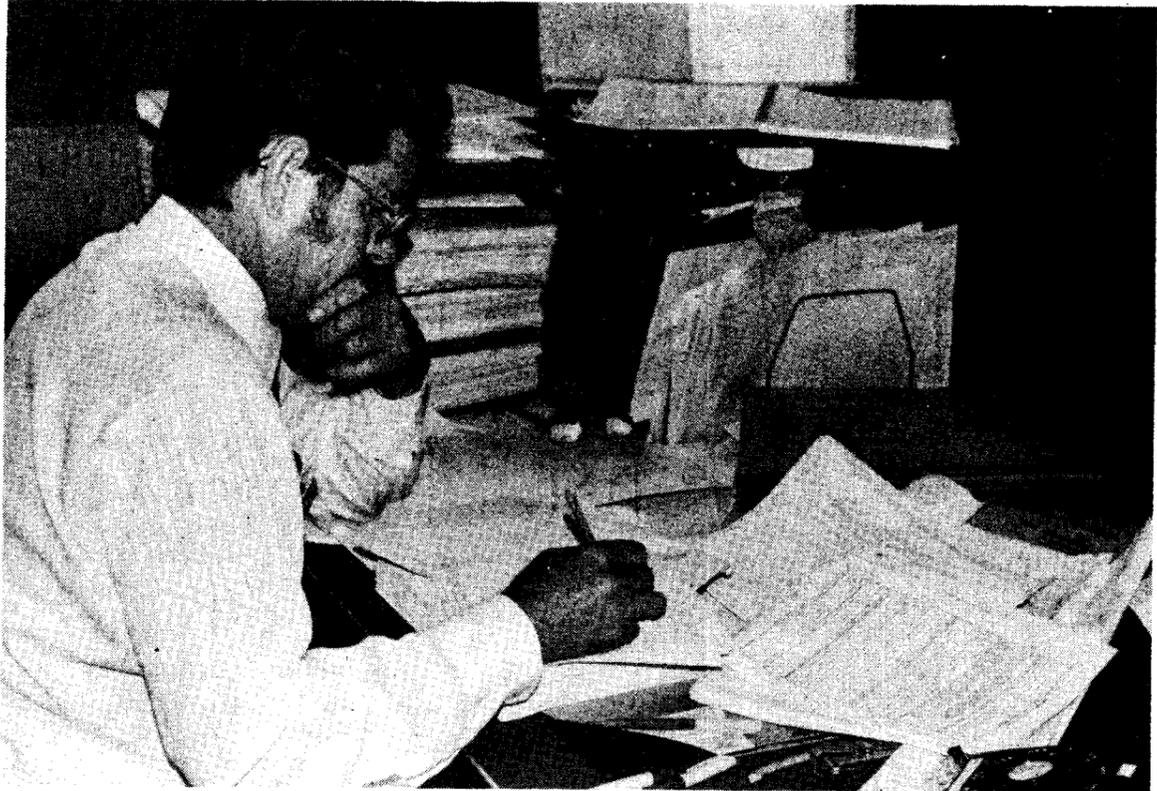
After deciding that a certain piece of equipment should be produced, it is an item manager's responsibility to take all possible actions to see that it is produced and delivered on time.

Works with procurement

A procurement officer negotiates a contract according to the needs specified by the item manager. The procurement officer basically supervises the contractor's work, though he consults with the item manager.

The item manager has the final decision on some problems, such as whether or not to grant an extension to a contractor. Also, since he requested the contract in the first place, the item manager is the one consulted if the materiel is not ready.

"If an explanation is required by higher command, the item manager answers," Gill said.



Item manager Carmon Gill deals with a massive load of paperwork

Gill said there were many problems in working with contractors. He said the government was trying to improve readiness by recruiting more contractors: "The more reputable contractors we have to build and repair the equipment, the more ready we'll be — we won't depend on just one contractor to produce."

But according to Gill, this expansion also leads to problems. In order to get more sources of supply, the Army is turning to more small contractors, but small contractors sometimes do not have the resources to handle big projects, said Gill.

He admitted that if a contractor is delinquent, the best decision is not always to terminate the contract. Sometimes time and money lost in renegotiating would be a greater readiness problem than waiting extra months for the original contractor to finish the job.

Since many contractors sub-contract part of their job, the government may also have problems with these sub-contractors. Then, Gill said, the item manager's problems are "multiplied and compounded."

Supports foreign sales

Along with all his duties for the U.S. government, an item manager may also support foreign military sales customers. This means that in addition to keeping reserves for U.S. troops at home and abroad, the item manager may have to worry about supplying an entirely new geographical area.

Foreign military sales are "a ballooning thing," and are becoming a large part of the item manager's job, said Gill.

Asked about the present readiness condition of the U.S., Gill replied that he thought the missile maintenance technicians were very good. He said missile maintenance requires the highest caliber of people and added: "I think they're doing a good job, according to what I get from the field," he said.

According to Gill, any problems with maintenance are due more to the sophistication of equipment than to any lack of ability of the troops.

Gill said the new emphasis on modular design of equipment should improve readiness. With modular equipment, maintenance men at the unit level need only discover which module is defective. It can then be pulled out and replaced very easily. The defective module is sent to support level maintenance to be checked out and repaired.

But overall, Gill places the responsibility for readiness on the individual rather than just on improvements in the system.

"If everybody thinks readiness, takes a positive attitude, and doesn't work under the idea all the time that nothing is going to happen, then readiness would be an assured thing," he said.

Army, industry meet in symposium

Army and industry got together at Redstone this week to exchange ideas on development and transfer of manufacturing technology supporting weapon system production.

"We're seeking ways to improve manufacturing methods and transfer that technology among Army-industry teams," said Richard Kotler, symposium chairman of MIRADCOM's Engineering Laboratory, which sponsored the symposium.

Kotler said that some 14 industries were to gather with Army representatives at the day-long symposium Tuesday. Brig. Gen. (P) Frank Ragano, MIRADCOM Commander, was to welcome attendees.

MIRADCOM is emphasizing innovation not only in weapon system development but in manufacturing technology as well to get soldiers the weapons they need — at the lowest possible cost.

Identifying a manufacturing problem and attempting to solve it is not enough, the Army feels. For the good of the country, improvements in manufacturing technology should be shared throughout the producing community.

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MIRCOM workers keep HAWK on guard

By BOB HUBBARD

Hawk is the free world's unblinking sentinel.

The Redstone-developed missile, dubbed the Army's 'bullet with a brain,' guards the skies of the United States and more than a score of masters encircling the globe against low to medium altitude air attack.

Since the sun never sets on Hawk, the vigilance of the Army Missile Materiel Readiness Command (MIRCOM), which supports Hawk worldwide, never relaxes.

"Hawk readiness is a twenty-four hour a day, seven days a week job," said John Robins, civilian deputy to Col. Howard Whittaker, the Army's Hawk Project Manager at Redstone Arsenal.

Robins and Capt. James Fairall, Hawk Readiness Officer, talked about Hawk Readiness this week, what happens when there's a problem, MIRCOM's and the Army-industry team's role solving the problem, and the project office philosophy: "an ounce of prevention is worth a pound of cure."

"We must keep attuned to a large number of systems, both U.S. and international, to maintain and keep them operational," Robins and Fairall agreed. "That means we must do whatever is needed in the field."

One recent problem was the "wet missile" report.

In the winter of 1977, soldiers in Europe reported that humidity indicators in a significant number of Hawk missiles had turned from blue — which is good — to pink — which is bad! The missiles were not operationally ready.

"We immediately geared up a second shift in our Theater Readiness Monitoring Facility in Europe, manned by Letterkenny Army Depot and Raytheon personnel, to correct the missiles," Robins said.

The facility routinely samples quantities of stockpiled missiles every year and sends the data back to MIRCOM's Product Assurance Directorate for evaluation to determine missile readiness. The Hawk Project Office reacts and takes action based on that data.

(No maintenance is required on Hawk missiles in the field because missiles go directly from the production line to the launcher as "certified rounds." Soldiers make a simple check and if the missile is no-go, it's sent back to the facility for checking.)

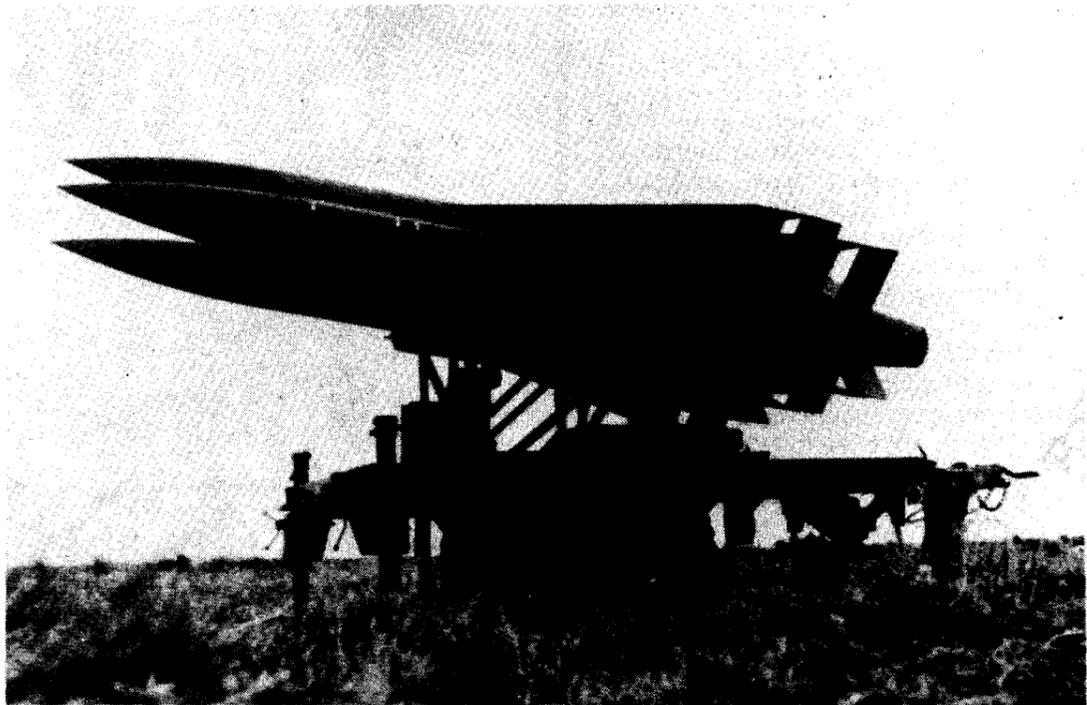
"It was thought at first blush that we knew the problem and wouldn't have to go into deep diagnostics to solve it," Robins said. "But when we tried to duplicate the problem, and couldn't, that convinced us we didn't really know what the problem was."

So Hawk, MIRCOM and MIRADCOM and Raytheon began an all out assault on the problem.

"We pulled back ten of the defective missiles into the Raytheon plant for close scrutiny," said Robins. Meanwhile, MIRCOM's Product Assurance Directorate and MIRADCOM's Ground Equipment and Missile Structures Directorate launched a formal investigation to discover the root cause of the wet missiles.

Robins said the Army missile community at Redstone, working closely with Raytheon, even had to set up a new computer routine to predict what was happening in the design. This total effort paid dividends.

"We found that the basic design did not have enough margin and needed better seals," Robins explained, defining margin



Hawk battery in field

as a factor of confidence built into equipment that the equipment will do what it's supposed to do — and a little extra.

"We also found that certain vendors were delivering less than quality products and that those had to be upgraded. But, in sum and substance, we found the problem, we duplicated the failure, applied the corrective action and we are assured that we can get at least a five-year tactical storage life."

Robins praised the entire team effort which made the short term corrections and found the root cause of the problem as a basis to provide a permanent solution.

"Corrective actions have been placed into the production line and I'm happy to say that we will have deliveries from those changes later this fall. In the meantime, we have gone into theater readiness monitoring facilities around the world and have upgraded those capabilities so that missiles going through those facilities can be equipped with improvements.

"The whole team effort will take about eighteen months, to find and correct the problem, and see results from new deliveries," he said.

Robins said the key to Hawk readiness revolves around 'margins' — as opposed to reacting to problems.

"If we know what the missile margins are, and watch them through the theater readiness monitoring facilities, then we can detect and correct problems before they impact readiness in the field. In this case, we did have a minor impact with missiles that turned pink but we got at the problem fast enough so that it was not a serious problem."

And if the Hawk team had responded only by changing the pink missiles back to blue, and not finding the root cause, the Army, in Robins' opinion, "... would not be truly responding to the real needs of the field because we just don't have enough people to go around the world every year and put on double shifts."

But the granddaddy of all Hawk problems, a continuing problem since Hawk went into the field, has been the modulator oscillator (mod osc), a component in the continuous wave radar that sends out the initial burst of radio frequency energy that tracks the target.

"The mod osc is our top attention getter," Fairall said. "We just couldn't keep the item in good supply so consequently, about

a year ago, we got all the team together, Army and contractor engineers, publications experts, maintenance and supply experts, everybody.

"We found that our biggest problem was training troops in the field because the mod osc, an electronically complex item, cannot easily be calibrated and aligned.

So Curtis James, of MIRCOM's Maintenance and Engineering Directorate, a renowned expert on mod osc initially went to Europe and later to Korea teaching the troops, as he had done on several occasions before, how to align the mod osc, keep the bugs out of it, and keep it in good running operation.

"Since that time, we've greatly reduced the number of components coming back for depot repair," Fairall said. "Prior to Curtis' visit, we had a lot coming back and that costs money. While these items are in the pipeline coming back to depot, we have to buy servicable stock to issue back to the field.

"By reducing the number of items coming back through the system, you reduce costs in buying new items."

Another problem was supply.

"We were trying to feed eight battalions in the thirty second air defense command, all of whom were authorized to requisition items from the national inventory control point. When you are trying to make issues to that many people at once you invariably end up with one guy having a bunch of servicable on hand and another guy having none."

Fairall said the project office made arrangements for one unit, the 4th Ordnance Company in Europe, to requisition items and that streamlined the supply line considerably.

"The idea to have the fourth ordnance company issue the items was to get a more homogeneous flow of servicable items," Fairall said. "Since that time, we have seen a drastic reduction in both failure items and demands from the field for servicable items."

That was the short term solution.

The root cause solution was to engineer the mod osc out of the continuous wave radar and replace it with a klystron which is easier to maintain and at least several times more reliable.

"Early next year, this product improvement will be incorporated into all improved Hawk systems," Robins and Fairall said.

Announcements

Warrant Officer course

The Huntsville Reserve School (3392nd) will conduct the Warrant Officer Senior course in the Huntsville-Decatur area.

A two-year program, the course includes two inactive duty training phases and two active duty phases. Students unable to attend the ADT phases may complete them by correspondence.

Students must be a Warrant Officer of any Army component in the grade of W4, W3, W2 on the promotion list, or a graduate of a branch advanced course.

Interested persons should contact LTC Keith (876-1969) or CW4 Webb (876-3333) by October 15.

Art lecture

Dr. J. W. von Moltke will give a slide-lecture presentation on the art of Albrecht Durer at UAH on October 8.

The lecture will be held in Science and Engineering room 127 at 7:30 p.m.

Von Moltke is the director of the Kunsthalle in Bielefeld, West Germany. He studied art history in Berlin, Munich, and Frankfurt. He has worked in the Wallratt Richartz Museum in Cologne and in the South African Gallery in Cape Town.

The program is being sponsored by the UAH German Club and the Friends of German Culture, in cooperation with the Goethe Institute in Atlanta.

OWC fashion show

The Redstone Arsenal Officers' Wives' Club will hold a brunch and fashion show 10:00 a.m. Tuesday, Oct. 10, in the Redstone Arsenal Officers' Open Mess. Formal fashions will be shown by a local department store. Reservations may be made by October 6th by contacting one of the following ladies: Mrs. R. Daniel, 837-6234; Mrs. C. Goodridge, 837-4548; Mrs. R. Patterson, 837-8052; or Mrs. W. Bieneman, 837-7114. Cancellations will be taken until noon on Oct. 9 by Mrs. E. Lee, 837 2759.

Speleological Society

The local chapter of the National Speleological Society will meet Wednesday, October 4, at 7:30 p.m. in the auditorium of Toftoy Hall on Redstone Arsenal. This building is across from the Redstone theater on Patton Road. A program will be held at the meeting.

Everyone interested in the sport of caving is encouraged to attend. For more information contact Dave Gazaway at 881-6724.

AFGE Local meets

AFGE Local 1858 regular membership meeting will be held this month on the third Monday, Oct. 16, in Bldg. 5250, Room A-115, at 6:00 p.m., because of a holiday on the regular second Monday meeting night.

Holiday notice

Aetna Insurance representative M. Charles Weatherbee, who is scheduled to come to the Civilian Personnel Office on the second and fourth Mondays each month, will not visit the Arsenal Oct. 9 since it is a holiday. He will be here Oct. 23.

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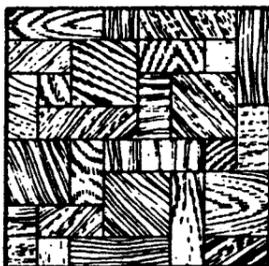
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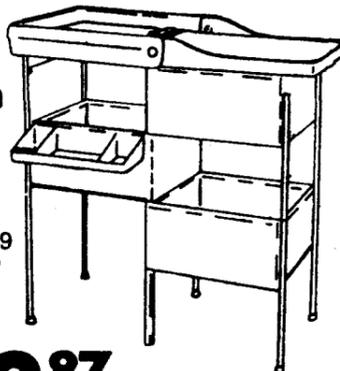
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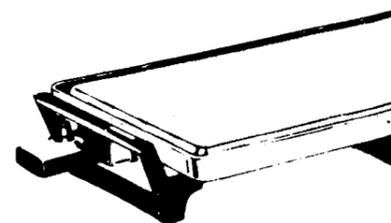
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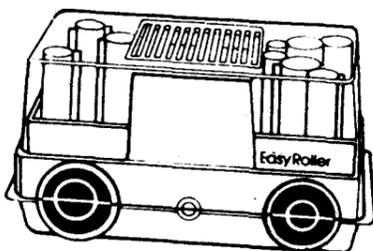
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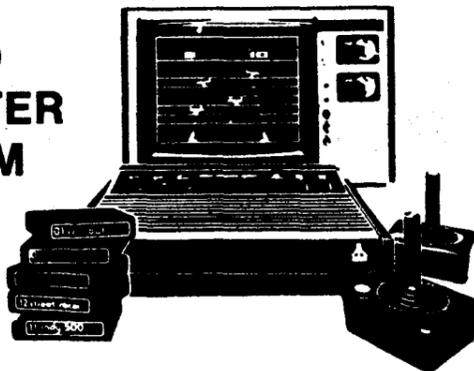


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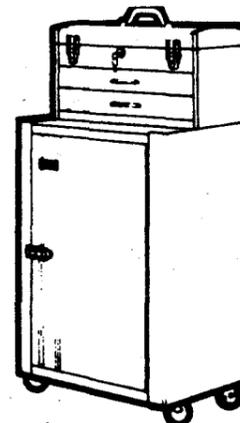
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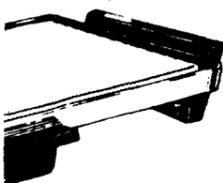
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Center offers overview on missile readiness

By KATHY HOUSE

We hear a lot about readiness these days. But how is readiness judged? And who judges it?

The mission of MIRCOM's Readiness Evaluation Center (REC) is to provide an overview of the readiness condition of missile systems all over the world.

REC is now developing a new procedure for reporting the readiness of missile systems. Maj. John Baggett, head of REC, said the new procedure will be tailored to missile systems and will provide more detailed information.

Baggett said that the present procedures for determining readiness are an attempt to rate both materiel and troop readiness. REC is primarily interested in knowing the condition of the missile equipment alone.

Baggett also said that current procedures only record whether or not a complete system is ready to go — the records do not show which part of the system is faulty.

Missile system equipment status reports have always been made daily, by the operator. They record the condition of each piece of inoperable equipment.

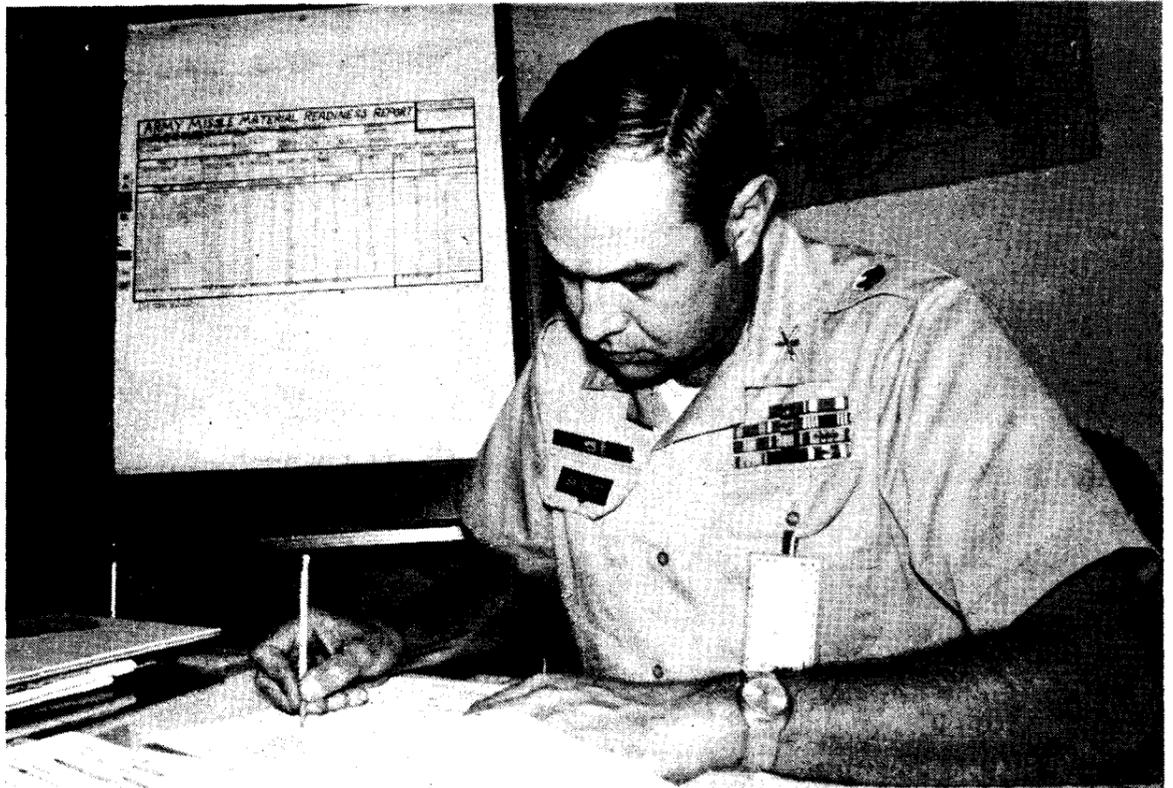
REC has proposed developing a new missile system material readiness report which would combine the existing battery level equipment status reports (STAPORT) with an existing ordnance missile repair form (AMC 139) used at the direct support maintenance level.

The new system would provide three major benefits. First, since the reports are to be made daily, it will be possible for MIRCOM's National Inventory Control Point to respond faster to parts requests.

In addition, the monthly consolidation of these reports will permit REC to brief the commander monthly on the readiness performance of missile systems worldwide. At present, REC reports to the commander quarterly.

The third major benefit is that REC could determine exactly which components fail most often in the missile systems. Instead of just being "go" or "no-go", readiness ratings could be related to specific stock numbered parts causing low readiness ratings.

Baggett stressed that the average soldier will not have to do more work in order to use



Maj. John Baggett prepares a missile readiness report from the Readiness Evaluation Center

the new form. It has been designed to reduce duplication, and therefore might even cut down on the soldier's paperwork.

REC's suggestions have sparked interest throughout the Army. There is a counterpart study going on at the Fort Bliss Air Defense School. Baggett said he has also received help from project managers of all the missile systems, particularly the HAWK project manager.

DARCOM will review the new form and the draft of the AR which would regulate its use.

In conjunction with the Deputy Chief of Staff of Logistics and with the Deputy Chief of Staff of Operations, the new AR and readiness forms will be tested by the 31st Air Defense Brigade in Florida from January through March.

Baggett said that DA may want further tests in Europe. If not, the new forms could be in use as early as June or July.

REC itself has become something of a

model organization throughout the Army. Baggett said that most commands do not have a centralized readiness office.

"MIRCOM is leading the field in that area," he said.

Baggett is enthusiastic about new ideas to improve readiness.

"In readiness, you need flexibility," he said. "Flexibility in thinking and flexibility in the evaluation of what needs to be done."

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SOM Arline aids MMCS readiness

PFC Frederick Arline, September Soldier of the Month, was glad to accept an assignment at Redstone even though he had never heard of the arsenal before.

He just told the recruiter, "I want to work in electronics."

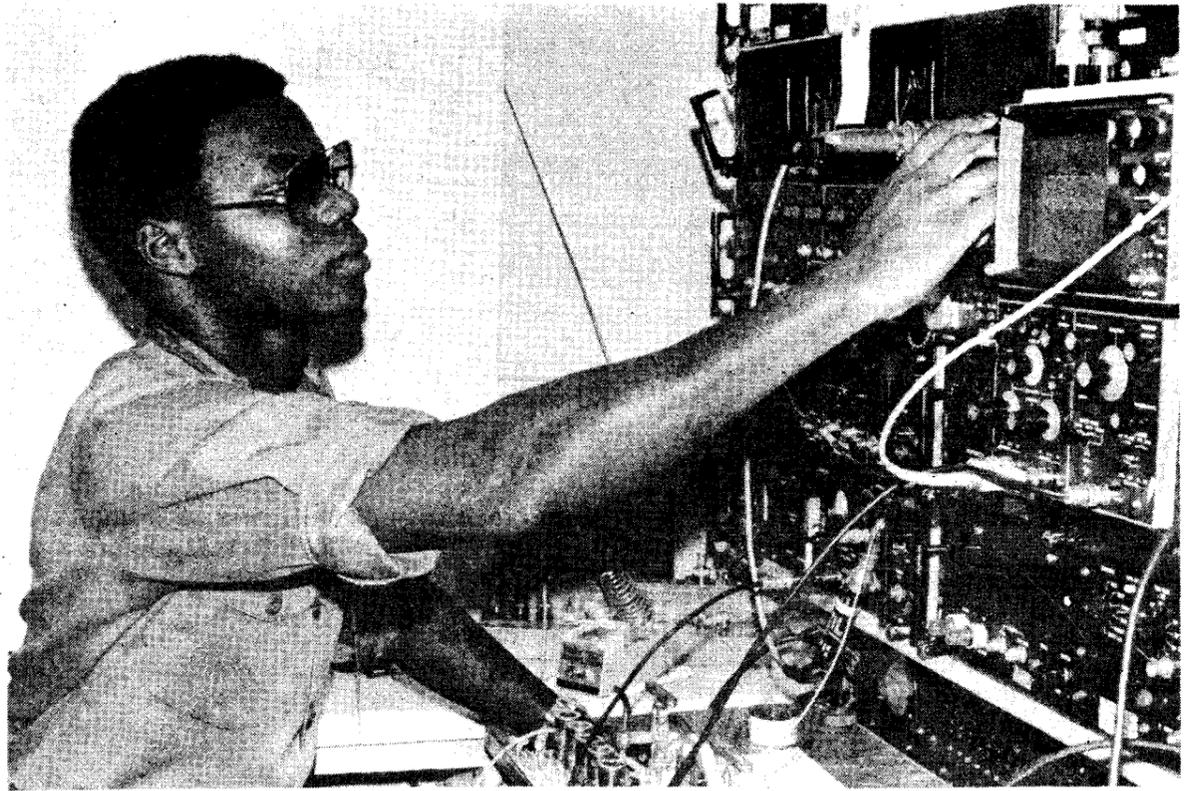
Arline now works in the Electronics Maintenance Branch of MIRCOM. He serves the Readiness Command as a HAWK radar repairman, supporting MMCS.

Arline repairs electrical components in equipment used by students training at MMCS. His work is essential to readiness since it keeps the equipment in top shape for the technicians to train on.

Arline has been in the Army for just a little over a year. A Miami native, he enlisted in July, 1977, and went through basic training at Fort Jackson.

In October, 1977, Arline was transferred to Redstone, where he attended MMCS. In June, 1978, he was assigned to MIRCOM.

Arline hopes to increase his technical knowledge. He is now attending Calhoun College part-time, taking courses toward a degree in science.



September Soldier of the Month PFC Frederick Arline, MIRCOM, checks out components in training equipment

ACS volunteers receive awards

The Annual Army Community Service (ACS) Awards ceremony was held Sept. 20 at the NCO Club. Gen. Rachmeler was guest speaker and presented the volunteer staff with awards. During the past year the ACS volunteers contributed over 4700 hours helping others.

The following volunteers received awards: Lindy Pefley, Dessie Johnson, Grace Nixon, Mary Fritinger, Janet Scott, Thelma Way, Mary Morgan, Trudy Covell, Vickie Gilly, Julia Torres, Yuki Harp, Patricia Youngs, and Donna Nienaber.

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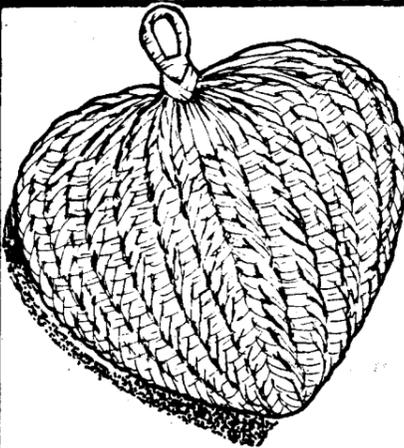
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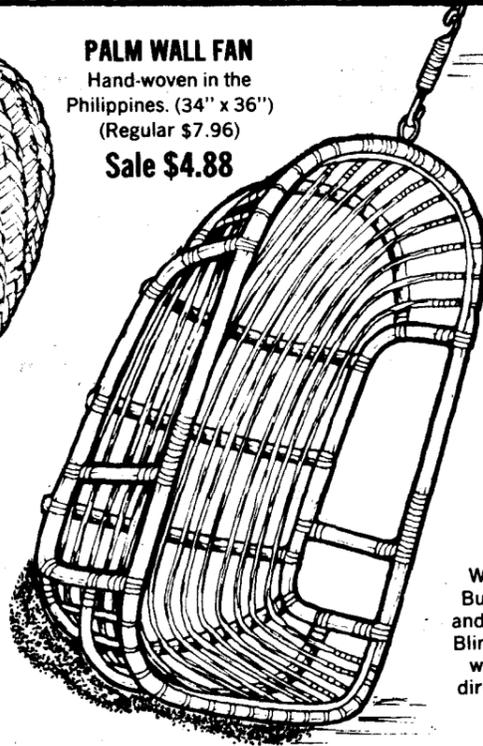
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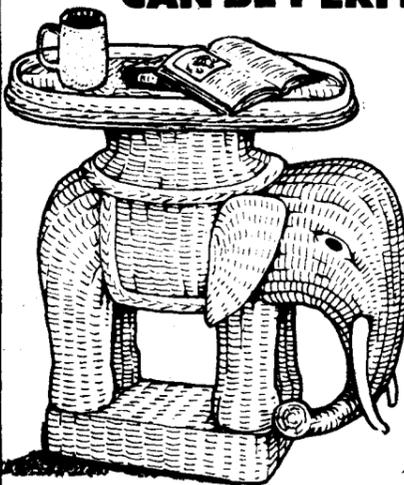
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Major sees readiness from both sides

By HELEN REED

Readiness is being ready to fight at an instant's notice. It means all you're supposed to have in the way of materials, manpower and training. One small part missing in a missile system can have a chain reaction on the whole system.

Readiness means doing you job every day of the year so that on that one day when everything must go right, it will.

It's something most people don't think about, but if you don't do your job well every day, then eventually things are going to catch up with you.

Major Mary A. Emmons

Major Mary A. Emmons has a very clear view of the part her organization has in keeping Army missiles ready to fight. She has seen both sides of the picture.

Just before she came to Redstone and the Repair Parts Branch of the MIRCOCOM P&P Directorate, she was in Korea as a supply officer with the 38th Air Defense Artillery Brigade.

"It gives you a totally different outlook on what you are doing here in the States when you have a very distinct impression of what effect your responsiveness or non-responsiveness is going to have on a unit in the field," she says.

"When a missile system is down because of repair parts problems there is a total feeling of insecurity on our military people's part. You really feel it in a place like Korea when you're standing on a remote site, can physically see the enemy and you know the missile system behind you may not fire. It makes a serious thinker out of you. It is a very sobering experience."

With that background, she works assiduously at keeping contracts for repair parts moving.

Requirements for repair parts start with

Army missile-armed units world wide and are sent back and accumulated in the Materiel Management Directorate. Item managers there tell P&P what to buy and how many. P&P may buy on one requisition the requirements for many units.

Who gets the contract to fill a particular order is a matter of law — a whole lot of laws which control the Army's buying.

How fast the parts are actually in the Army's hands depends on a lot of things.

"If the parts are readily available, the contractor can make delivery in a short time, but if it is something that requires complicated manufacture, the time can be much longer," Emmons explains.

The Repair Parts Branch in P&P is divided into teams of specialists to buy for particular systems. Four teams buy for Hawk, Hercules, Dragon, Redeye, 2.75 inch rocket, LCSS, Lance, TOW, Metrology and Calibration, Chaparral-FAAR and Pershing.

Once a contract is awarded, P&P's job becomes one of production management to assure delivery on time. The specialists in P&P get help from a wide variety of expertise in other fields, including technical and legal offices.

The major says that the age of some of our weapon systems can cause problems. "The people who originally made the items may have gone out of business. When we need that part again we may have to find a totally new source. In addition, many of the substances used have changed over the years due to advances in state-of-the-art. So we may not only have to find a new contractor but a substitute for the material," she explained.

"Many people may think buying repair parts is simple, but missile parts are likely



MAJ. Mary A. Emmons

to be complex, and must be manufactured. The process is often a matter of fabrication and testing of a complex component. Only through sincere team efforts, contractor and government, are we successful in getting material in the field in time and quantities necessary to support the troops."

Emmons says she has wished contractors could spend some time on a missile site so they could better understand the urgency in getting repair parts to tactical units.

Emmons has been in the procurement field since 1973. She was asked to select a specialty and was sent to school to earn her masters degree. Originally from Maine, she was first a teacher, but felt she wasn't quite contented. "I always wanted to be in service. It is a very rewarding and challenging career," she says.

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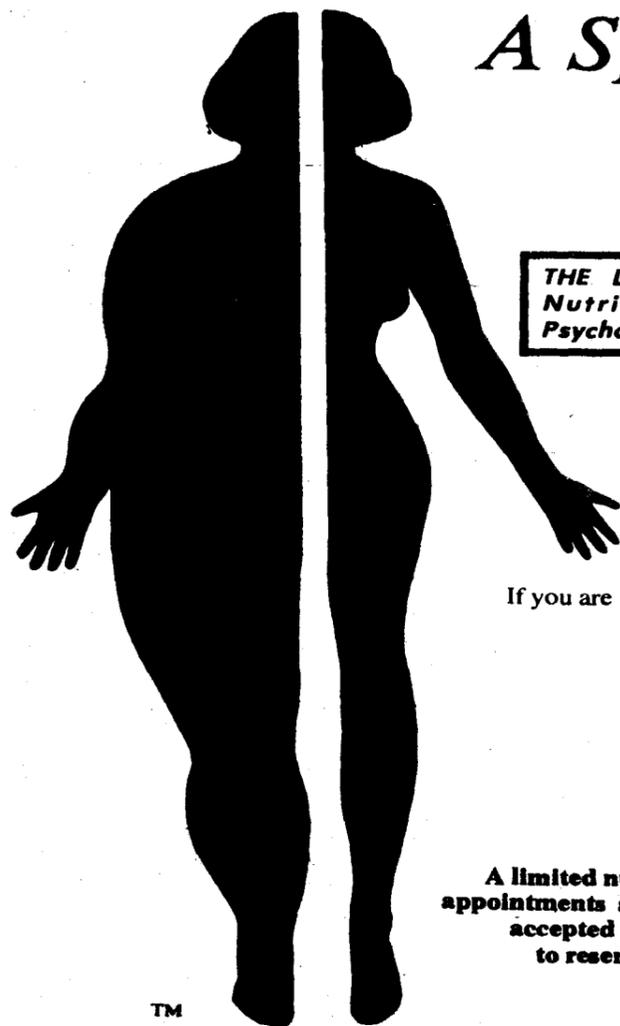
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17-641 Computer Architecture	TT 4:30-6:40	Scaff
21-611 Management Responsibilities & Practices	TT 4:30-6:40	Jackson
21-614 Organizational Development	TT 6:50-9:00	Psahas
24-551 Government Contracting	MW 6:50-9:00	Andrzejewski
24-795 Modern American Federalism	Hours Arranged	Jackson
27-631 Reliability and Maintainability	TT 6:50-9:00	TBA
31-504 Quantitative Methods for Managers	TT 6:50-9:00	Watson
31-544 Mathematics of Signal Analysis	MW 4:30-6:40	Gilbert/Lowe
34-691 Optical Propagation	MW 4:30-6:40	Wyman
90-621 Master's Project	Hours Arranged	Staff
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Depot workloading — a balancing act

By RALPH PERRILL

For those persons charged to manage the "depot maintenance workloading" for missile system rebuild is to wrestle a two-headed alligator — get a good hold on one end of the beast and the other can bite you. To those with the onerous task the Gettysburg Address applies — they are not long remembered, but what they do is long remembered and can make or break the readiness of missile units throughout the world.

The depot workloading people must travel in many cross currents of responsibilities and communication. Dollars to act come from a source in DARCOM after the determination has been made with the item manager and DESCOM as to the needs of the year. Also, each year maintenance projections for the next five years are updated. They must be in constant communication and coordination with all the depots involved in missile system rebuilding.

Much of the readiness condition of the tactical unit whose equipment is involved depends upon that unit. In some cases the hardware, or iron as the depot workloading managers are prone to refer to it, is not sent to the depots by units. When this occurs adjustments must be made in workload of the depots — such as picking up another maintenance item which may have been laid aside originally.

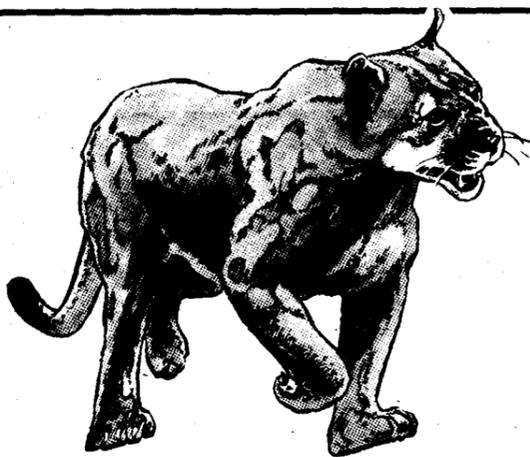
The depots can be loaded only to a ceiling of hours. All five depots now working on missile items are on a fixed price basis, and no provision can be made to up the manhour available in the depots from year to year. The cruel fact is that the manpower in the depots has been lowered in past years. So the vital and special rebuild work they do must be carefully scheduled to flow evenly.

To keep all hands informed as to the success of work accomplishment through the depots, the workloading people issue an important document monthly. It is known

as the PSR, Program Status Report. From this information flowing back to the originators of the requirements, the people along the system of management can see how the work load and balance among jobs is progressing. Because the workforce in the depot is static the load must be balanced throughout the year.

The people in MIRCOC's workloading units stand in the center of the information flow among the depots, item managers, DESCOM and the organization providing the funds. This past year they managed \$132 million of which \$71 million plus flowed into depots where almost 3.5 million manhours were expended.

But for all the success that the workloading people have been turning out, the two-headed alligator is biting. As the manpower allotments to the depots has dropped, more work is being contracted out. In the long run this costs the system more to obtain the same result.



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