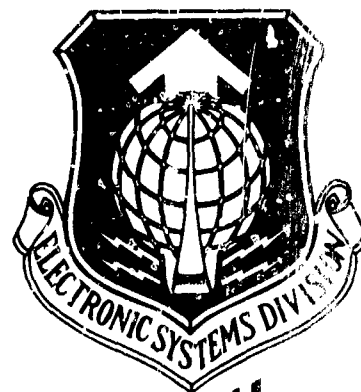


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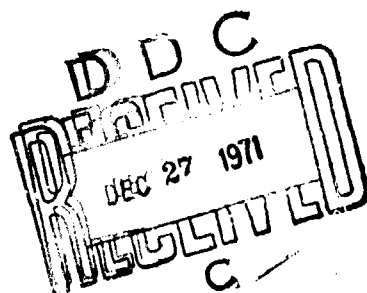
FUNCTIONAL ANALYSIS OF THE PERSONNEL AND LOGISTICS SUBSYSTEMS OF THE POST 1975 AIR FORCE COMPONENT COMMAND POST

October 1971

DEPUTY FOR PLANNING AND TECHNOLOGY
HQ ELECTRONIC SYSTEMS DIVISION (AFSC)
L. G. Hanscom Field, Bedford, Massachusetts 01730



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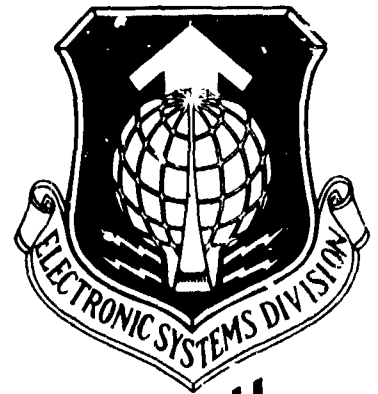
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LIST OF ILLUSTRATIONS

Figure		Page
1.3-1	PLSS Task Work Breakdown Structure	1-3
1.4-1	Minimum Force Level	1-6
1.4-2	Deployed Force Interfaces	1-7
1.4-3	Typical Flow; Functional Sequence to Respond	1-9
1.5-1	Study Approach	1-11
3.3.2-1	Assist AFFOR Commander in Management of Materiel Resources	3-11
3.3.2-2	Provide Materiel Staff Services in Support of the AFFOR Mission	3-12
3.3.2-3	Support Extended Planning	3-13
3.3.2-4	Perform Materiel Operations	3-14
3.3.2-5	Disseminate Materiel Data	3-15
3.3.2-6	Coordinate Materiel Staff Activities with Other Materiel Agencies	3-16
4.3.2-1	PSS Function No. 0.0, Assist TAF Commander in Management of Personnel Resources	4-8
4.3.2-2	PSS Function No. 1.0, Provide Personnel Staff Services in Support of the AFFOR Mission	4-9
4.3.2-3	PSS Function No. 1.5, Support Extended Planning	4-10
4.3.2-4	PSS Function No. 1.8, Perform Personnel Operations	4-11
4.3.2-5	PSS Function No. 1.9, Disseminate Personnel Data	4-12
4.3.2-6	PSS Function No. 2.0, Coordinate Personnel Staff Activities with Other Personnel Agencies	4-12
4.3.2-7	PSS Function No. 3.0, Perform Personnel Staff Office Administration	4-13
4.4.2-1	Communication Pathways for the USAF Personnel Data System	4-21

LIST OF TABLES

Table		Page
1.4-1	Typical Deployed Force Compositions	1-4
3.3.1-1	Collation of Materiel Staff Functions (4 Sheets)	3-6
3.3.2-1	Interrelation of LSS Functions to Supported Agencies	3-17
3.3.4-1	LSS Information Outputs and Users	3-26
4.3.1-1	Collation of Personnel Staff Functions (2 Sheets)	4-5
4.3.1-2	Interrelation of PSS Functions to Sources and Support Agencies (2 Sheets)	4-6
4.3.4-1	Distribution of PSS Information Outputs (2 Sheets)	4-20
5.3-1	Materiel and Personnel Staff Manning Associated with Three Deployed Force Levels (as Shown in TACM 55-45)	5-3
2-1	Functional Allocation Matrix (14 Sheets)	1-2

TABLE OF CONTENTS

Section		Page
1	INTRODUCTION AND STUDY CONTEXT	1-1
	1.1 INTRODUCTION	1-1
	1.2 REPORT OVERVIEW	1-1
	1.3 STUDY OBJECTIVES	1-2
	1.4 STUDY CONTEXT	1-2
	1.4.1 Tactical Air Force Missions, Force Levels and Command Structure	1-2
	1.4.2 Deployed Force Operational Phases	1-5
	1.4.3 Supporting and Interfacing Forces and Organizations	1-5
	1.4.4 Personnel and Logistics Subsystem Definition	1-8
	1.4.5 Current Versus Post-1975 Environment	1-8
	1.5 APPROACH TO FUNCTIONAL ANALYSIS	1-10
2	FUNCTIONAL ANALYSIS OF THE DEPLOYED AFFOR	2-1
	2.1 INTRODUCTION	2-1
	2.2 THE DEPLOYED FORCE	2-1
	2.3 AFFOR PERSONNEL AND MATERIEL STAFF FUNCTIONS	2-1
3	FUNCTIONS OF THE DEPUTY FOR MATERIEL (D/M) AFCCP	3-1
	3.1 FUNCTIONAL ANALYSIS PROCEDURE	3-1
	3.2 AFCCP MATERIEL STAFF FUNCTIONS IDENTIFIED BY AIR FORCE PUBLICATIONS	3-1
	3.2.1 Functions Described by TACM 55-45	3-1
	3.2.2 D/M Function Identification	3-2
	3.2.3 Functions Derived from Air Force Supply/Maintenance Regulations and Manuals	3-3
	3.3 SYNTHESIS OF MATERIEL STAFF FUNCTIONS	3-4
	3.3.1 Integration and Collation of Materiel Staff Functions	3-5
	3.3.2 Function Flow Analysis, Materiel Staff Functions	3-5
	3.3.3 Materiel Functions Supporting AFCCP and External Agencies	3-10
	3.3.4 Information Handling Functions	3-25
	3.4 Current Materiel Subsystem Functional Performance Requirements	3-25
	3.5 AFCCP Materiel Staff (LSS) Functions Summary and Conclusions	3-26
4	FUNCTIONS OF THE DEPUTY FOR PERSONNEL (DP), AFCCP	4-1
	4.1 FUNCTIONAL ANALYSIS PROCEDURES	4-1
	4.2 PERSONNEL STAFF FUNCTIONS IDENTIFIED IN SOURCE PUBLICATIONS	4-1
	4.3 SYNTHESIS OF MASTER SET OF PERSONNEL STAFF FUNCTIONS	4-3
	4.3.1 Correlation of Functions into Master Set	4-3
	4.3.2 Functional Flow Analysis, Personnel Staff Functions	4-3
	4.3.3 Personnel Functions Supporting AFCCP and External Agencies	4-8
	4.3.4 Information Handling Functions	4-18
	4.4 CURRENT PERSONNEL SUBSYSTEM FUNCTIONAL PERFORMANCE REQUIREMENTS	4-19
	4.5 PERSONNEL STAFF SUMMARY AND CONCLUSIONS	4-21
5	SUMMARY AND CONCLUSIONS	5-1
	5.1 INTRODUCTION	5-1
	5.2 SUMMARY OF DATA BASE, PROCESSING AND PERFORMANCE REQUIREMENTS	5-1
	5.3 DEVELOPMENT OF FORCE LEVEL EFFECTS (MIN/MED/MAX)	5-2

TABLE OF CONTENTS (Continued)

Section		Page
5.4	IMPACT OF POST-1975 AUTOMATED USAF SYSTEMS ON PLSS SUPPORT	5-2
5.5	INTERRELATIONSHIPS BETWEEN PERSONNEL, MATERIEL, AND OPERATIONS	5-3
<u>Appendix</u>		
I	PERSONNEL MATERIAL FUNCTIONS DERIVED FROM AN ANALYSIS OF THE OPERATION OF A DEPLOYED FORCE	I-1
II	DATA COLLECTION TRIPS	II-i
III	BIBLIOGRAPHY	III-1

SECTION 1 INTRODUCTION AND STUDY CONTEXT

1.1 INTRODUCTION

This report presents the functional analysis of the personnel and logistics subsystems of the Air Force Component Command Post (AFCCP) as projected to the Post-1975 time frame. Future reports will address the interfaces and information processing requirements of the personnel and materiel functions of the AFCCP staff. Limited experience and doctrine are available of the details of the concept of the AFCCP employed in a medium lower level conflict and in a fluid situation. Therefore, this report stresses the development of a detailed set of functions of the personnel and logistics staff. The principal guidance for this work was TACM 55-45 AFCCP and TACC Operations prior study work, and extensive interviews with Operations, Personnel and Materiel staffs of the Tactical Air Command. In addition, the activities of the USAF headquarters Readiness Centers, the Military Personnel Center, and the Air Force Logistics Command were examined.

Extensive use was also made of Air Force manuals and regulations which describe the in-CONUS or in-Garrison activities and duties of personnel and materiel elements at various organizational levels. The functions performed at levels roughly corresponding to the AFCCP such as the numbered Air Force (NAFs) and Major Commands (MAJCOMs) were evaluated for their direct applicability. This was done on the basis that the deployed Air Force Forces (AFFOR) on a contingency type of operation are sufficiently remote from their parent organization that a higher degree of managerial independence is required than would be typical within the 'normal' structure of a MAJCOM. Additional functions of the AFCCP personnel and Materiel staffs were identified by implication from the provisions of manuals and regulations governing the functions and responsibilities of lower level units at the Wing/Base and Squadron levels. The bulk of detailed personnel and logistics procedures are aimed at this level of organization.

The study team was specifically directed to avoid the use of AFFOR operations in South East Asia as a model. This was done because of the consensus that the SEA situation was unrepresentatively large and has been so long established as to more closely reflect in-CONUS activities. Furthermore, it was felt that current thinking as reflected by personnel in USAF, TAC, and contingency planning headquarters adequately reflected the implications of SEA on the AFCCP requirements. The background material and general approach describe above has permitted a substantial definition of Personnel and Materiel staff functions in

sufficient detail to permit development of information processing requirements. Upon the completion of the interface and reporting requirements the quantitative aspects of the processing functions will be established for the minimum, medium and maximum force levels specified in TACM 55-45. The final report of the program will then summarize the total requirement as projected into the Post-1975 time frame. As explained in paragraph 1.4.3 of this report, the Post-1975 time frame functional or operational requirements will include responses to currently recognized deficiencies in the extent, accuracy and timeliness of force resources management. Many of these needs have long been recognized by the responsible USAF agencies and it is an aim of this study to reflect the implications of projected solutions in a comprehensive set of information processing requirements.

1.2 REPORT OVERVIEW

This report is organized into three major sections which describe the problem, its analysis, and the results obtained. All of Section 1 is basically introductory. The detailed objectives of the program and the functional analysis are presented in paragraph 1.3. The assumptions made concerning the tactical air forces and their composition, missions, and the responsibilities of the AFCCP staffs are discussed in paragraph 1.4.1.

In order to comprehensively develop aspects of commonality in functions performed and information used by the personnel and logistics subsystem the definition of this subsystem was broadened to include the entire Personnel and Materiel staffs. Paragraph 1.4.3 describes the assumptions made regarding the basic differences between the current and Post-1975 environment. The final section in the introductory area presents the general approach used in conducting this functional analysis.

Section 2 briefly sets forth the organization of the functional analysis of the total deployed AFFOR. This analysis was conducted to derive personnel and logistics functions in the context of their direct and indirect relations to the Operations staff. The documentation of this analysis and the associated functional diagrams and allocation charts are contained in Appendix 1.

Sections 3 and 4 present the detailed analysis used to integrate the functions derived from force level analysis with those derived from other sources oriented to the Personnel and Logistics specialty areas. In addition, the resulting information processing requirements are presented.

The results of the analysis efforts are presented and summarized in Section 5. Appendices are also provided

to list data gathering visits made and a bibliography of documents employed in conducting the study.

1.3 STUDY OBJECTIVES

The objective of the Personnel and Logistics Subsystem Study (PLSS) is to determine the data base, communications, Processing, and reporting requirements for the Personnel and Materiel staffs of the Post-1975 Air Force Component Command Post (AFCCP).

The study of the operational requirements of the Personnel and Materiel staffs is a part of the SEEK FLEX program for automation support of the Post-1975 AFCCP. Achievement of performance equivalence among the staff elements of the Post-1975 AFCCP requires analysis of their required capabilities in sufficient time to affect the initial design. The present study provides an analysis of the Personnel and Materiel staffs with respect to the required performance, interfaces, and capabilities. The study encompasses:

- a. Functional requirements.
- b. Interface requirements.
- c. Performance requirements, including problem area identification and recommended solutions.

This report documents the functional requirements analysis tasks of this study. Figure 1.3-1, PLSS Task Work Breakdown Structure, relates these objectives to the statement of work tasks. The figure also shows the principle lower level study areas. While the study encompasses all personnel and materiel functions, the more specific objective is to establish the logistics and personnel data and support required by the Commander, AFCCP, and his operations staff in support of the primary mission. Other functions of the personnel and materiel staffs are analyzed only to the extent necessary to establish the interrelationship of the personnel and materiel functions in support of the operations staff to the other functional requirements. Such interrelationships include the relationship of functions, such as, monitor and supervise the logistics and personnel operations on the direct support to operations, the commonality of data base requirements, and the interface, other than operations, that must be implemented to support operations. Within the area of operations support, the personnel and logistics functions related to the support of the operations staff and the TACC are sub-grouped further to (1) support to extended planning (war plans and current plans division), (2) daily frag order planning (current plans division) (3) monitor, control, and adjustment operations (current operations division), and (4) assess and evaluate operations, equipment, operations services, and training programs (primarily the Tactical Operations Directorate, although all other Do elements assess and evaluate operations to some degree).

Under the study, the data base and processing requirement necessary to provide the required support will be established. Performance requirements such as message transmission rates, and data base capacity requirements at several force levels will be developed. Problem areas will be analyzed, and recommended solutions developed. This report is limited to the analysis of the functional requirements as required under Tasks 2 and 8. In this report, the functions and associated data requirements are described without regard to any specific 'implementation concept.' Any implementation concept that will be developed must be compatible with the current and planned operational procedures, report content and formats, and command and control structures. Furthermore, functions are developed and described in the context of today's typical command and control structure and tactical unit organization policy. The described functions are also readily relatable to the current Air Force operational, materiel, and personnel systems.

1.4 STUDY CONTEXT

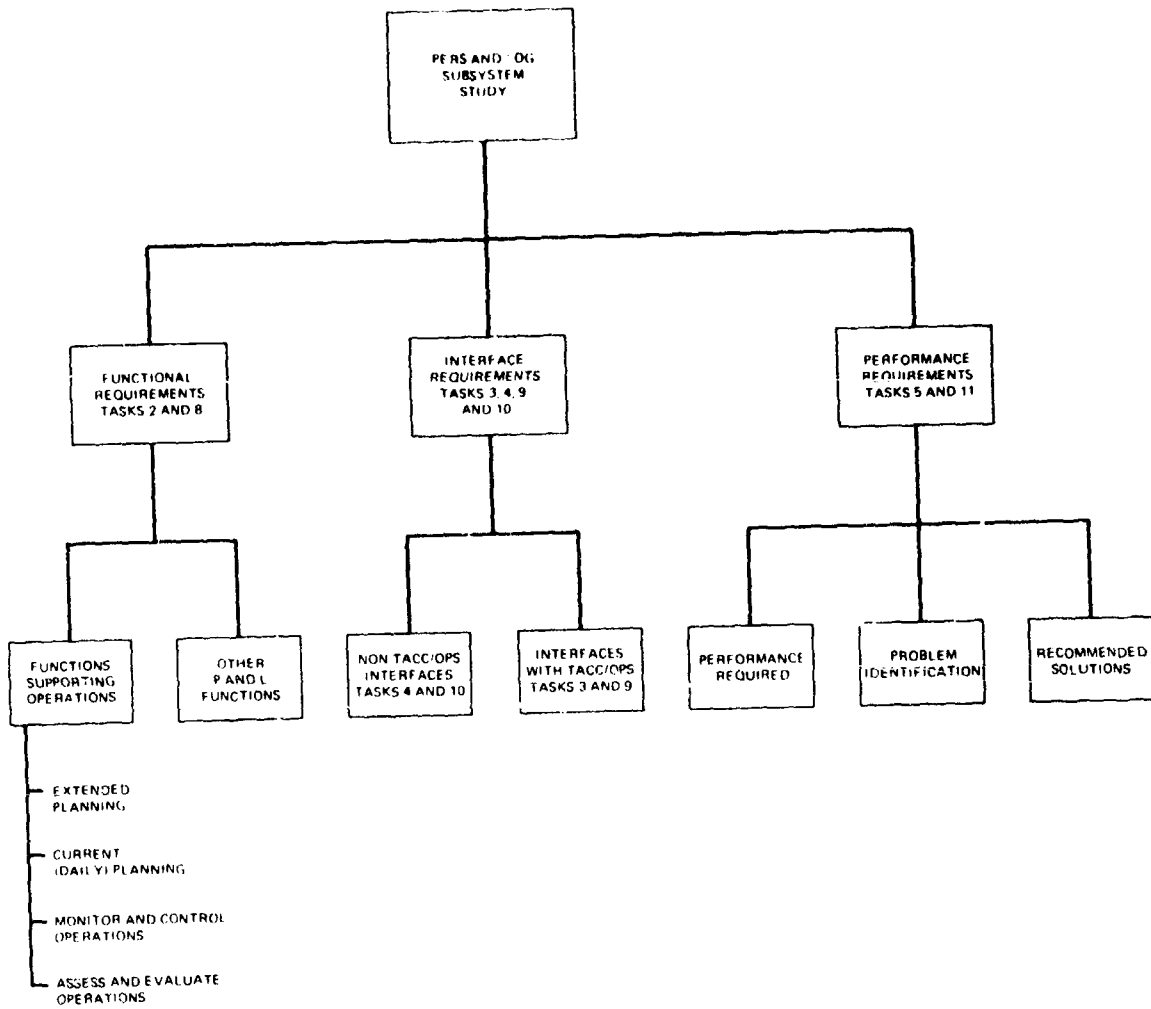
The employment environment used for developing the functional, interface and performance requirements for the personnel and logistics subsystems is that of sustained combat operations.

Functional requirements for personnel and materiel support are somewhat dependent on the employment environment. More significantly, however, interface requirements and activity levels that impact on performance requirements are environment dependent. Litton considers a combat environment to be the most consistent and reasonable employment environment for the personnel and logistics study. The reason for this is that the combat mission is the primary mission of the tactical air forces and the mission that imposes the most stringent requirements on the deployed personnel and logistics staffs. In accordance with the statement of work, the three typical force levels described in TACM 55-45 are used. For development of the functional requirements and the activity levels (currently being developed under Tasks 3 and 9) several operational modes or phases are assumed. The subsections that follow describe briefly those operational modes used to develop the requirements for the personnel and logistics subsystems.

1.4.1 Tactical Air Force Missions, Force Levels and Command Structure

The Air Force mission assumed for this study is a combat mission in a deployed situation. At all levels, typical command structures are assumed, with appropriate consolidation of personnel and materiel functions at the air base level.

Tactical Air Forces are organized and trained to conduct sustained air operations world-wide. The mission of deployed forces can be widely diverse. It may range from a show of force to full scale participation



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Figure 1.3-1. PLSS Task Work Breakdown Structure

in a general war. However, in this study, the mission of the deployed force is constrained to a combat mission of destruction or neutralization of enemy military forces. The resources deployed include fighter, reconnaissance, airlift and tanker units, and support units as required. The force levels used to develop the requirements are the low, medium and high force levels given in TACM 55-45, Air Force Component Command Post and Tactical Air Control Center Operations. Table 1.4-1 shows these typical force structures at the three deployment levels.

In a typical command structure, the wings are under the AFCCP, and the squadrons under the wings. Separate squadrons or flights may be and typically are directed under the operational control of the AFCCP.

The Tactical Air Control System (TACS) operations centers are under the operational control of the AFCCP and may in fact be viewed as elements of the AFCCP at dispersed operating locations.

The airbase is the primary operating location for all units. Typically, a wing and its squadrons will be collocated at a base although a wing is capable of supporting up to two squadrons dispersed to other bases. Reconnaissance, Fighter, Tanker and/or Airlift units may be collocated at a single base together with supporting units. Base support, including base personnel support and certain maintenance functions, will be consolidated, as appropriate to support all units at a particular base. Typically units not located at an Air Force Base, for example Direct Air Support Center and

Table 1.4-1. Typical Deployed Force Compositions

Unit	No. Deployed	Minimum Force	Medium Force	Maximum Force
Joint Force Headquarters		1	1	1
Supported Army Element		1 Division	1 Corps	1 Field Army
AFCCP		1	1	1
Tact. 1 tr Wings			2	4
Tact. 1 tr Sq in Wings		3	8	16
Reece Sq/Flt		1 Comp Flt	1 Sq	2 Sq
Tanker Sq/Flt		1 Flt	1 Sq	2 Sq
Airlift Wings			2	3
Airlift Sq		2	6	9
Mobile Com Gp/Element		1	1	1
Aerial Port Sq/Gp		1 Sq	2 Sq	1 Gp
TACC		1	1	1
CRC		1	1	1
CRP		0	1	2
FACP		2	3	4
ASRT		2	3	4
ALCT's		2	6	14
CCT's		1	2	3
DASC's		1	1	2
TACP's		*	*	*
Tact. Air Support Sq.		1		
* As Required				

its subordinate Tactical Air Control Parties and Forward Air Controllers, will be attached to an air base for materiel and personnel support.

The typical AFCCP organization structure that enables the Commander to command and control the assigned forces as described for the minimum force level in TACM 55-45 is shown in Figure 1.4-1. Within the Personnel and Materiel Staffs, the structure and manning varies with the deployment force size. For example, the Personnel staff for a MAJCOM may be a deputate having as many as four divisions, namely: Plans and Requirements, Personnel Actions, Personnel Services, and Administration. The personnel staff at the low force level is one officer and one airmen increasing to two officers and five airmen at the maximum force situation (reference TACM 55-45).

This level of manning in addition to being in sharp contrast to that of a MAJCOM is questioned on the basis of interviews with the personnel staff at TAC headquarters and upon consideration of the functions appropriate to a field command which is relatively isolated from normal support functions. In a contingency deployment, it is assumed that base level personnel support using Consolidated Base Personnel Offices substantially lags the deployment of forces; perhaps by as much as six months to a year or more. This assumption is partly based upon the fact that CBPOs employ commercial data processing equipment which could not be deployed.

For materiel, the low level manning is five officers and six airmen increasing to nineteen officers and twenty-seven airmen at the maximum force situation. The only other difference relevant to this study is that in the medium and maximum force situations a Director of War Plans is established under the Deputy for Operations.

1.4.2 Deployed Force Operational Phases

The study is concerned primarily with the typical operational employment phases of buildup, sustained operation, and force withdrawal as they affect personnel and materiel support.

The employment of deployed forces can be described in terms of three operational phases, a force build-up phase, a sustained operations phase and a force withdrawal phase. Each of these phases may impose somewhat different requirements for personnel and materiel support. This section describes the nature of operations in the three phases identified. Section 2 of this report will relate the materiel and personnel support requirements of these phases as applicable.

The build-up phase by definition is characterized by a flow of materiel and personnel into the objective area that exceeds the reverse flow plus the expenditure or attrition rates. Typically, the build-up phase will be characterized by a need to both increase the capacity

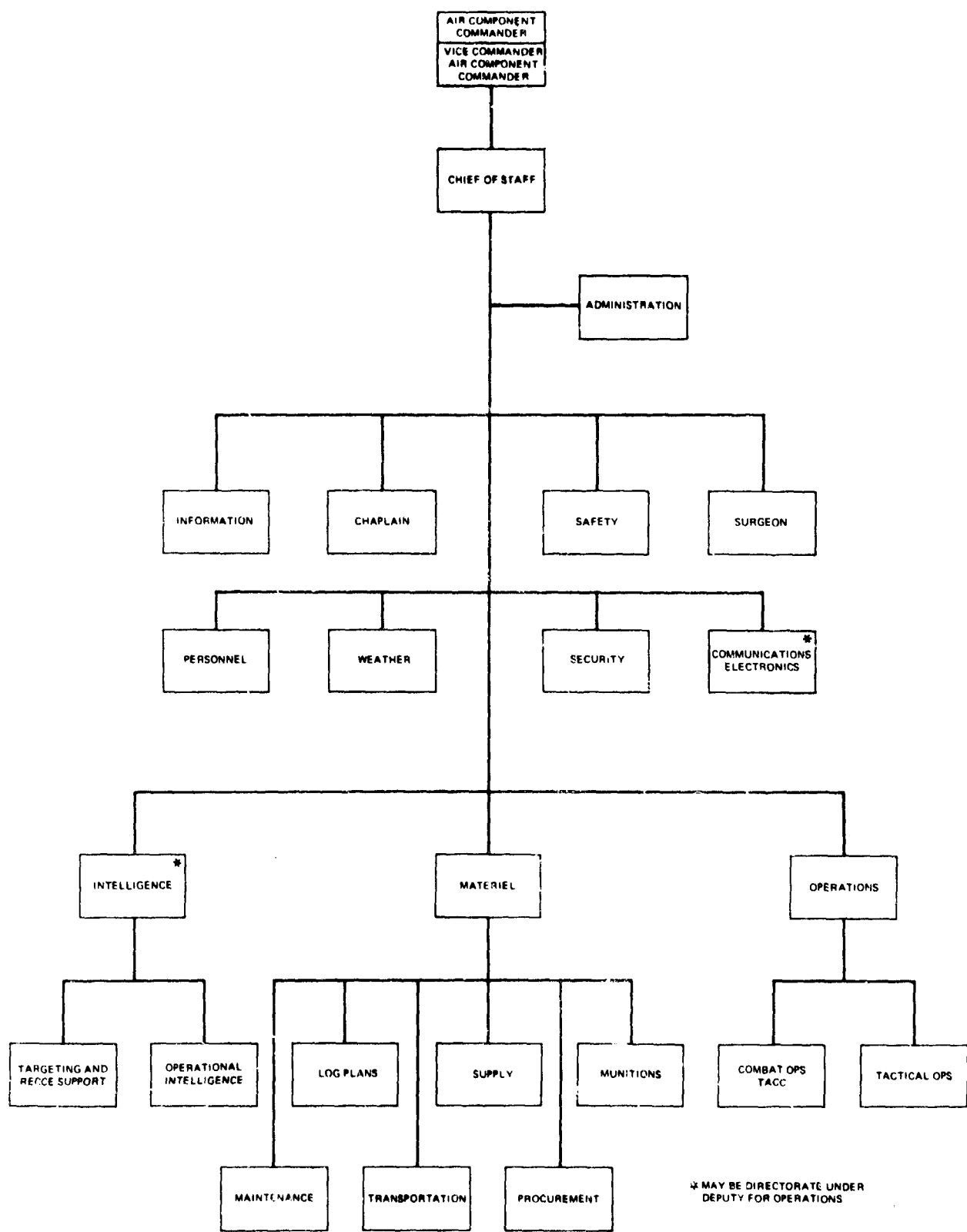
of the initial operational locations and to prepare and occupy new operating locations. The activity necessary to provide facilities for the force build-up will significantly impact the personnel and materiel staffs. Current doctrine specifies that the MAJCOMs will manage deployment of units for contingency operations while the Air Force Component Commander is responsible for commanding and controlling the employment of the deployed forces. Although the respective responsibilities for deployment and employment are clearly delineated, the AFFOR staff must monitor the force buildup as part of their force status responsibility. Even though the AFFCP is not normally the planning agency for the build-up, the personnel and materiel staffs participate in monitoring its accomplishment. If changes in the employment environment develop, they validate, and/or modify requirements for personnel and materiel to adjust the build-up as dictated by the mission requirements and the enemy operations.

During the sustained operations phase, two uniquely different situations can materialize. The one is a static situation, as concerns operating locations and force levels. In this situation, personnel and materiel resupply rates must be monitored and controlled. However, AFFOR activity levels and/or operations strategy and tactics may be changed, or contingency plans may be re-evaluated and changed. In such circumstances the impact of such changes on personnel and materiel support must be assessed. Another situation that can develop in a sustained operations phase relates to force relocation within the objective area. Force relocation may be associated with forward and retrograde move of ground forces. Mobility of operations is a normal aspect of many combat situations. Major impact on P and L functions is realized mainly when bases are established or abandoned and support elements are newly established or consolidated. Both of these situations impose demanding requirements on the personnel and materiel staffs by extending lines of communication and control during times of increased workload over continuing operations.

The withdrawal phase is similar functionally to the build-up phase and is regarded as a fully controlled operation on our own initiative. The only significant difference that is readily apparent is that in the withdrawal phase response time factors are likely to be much less critical but cost factors may be more important. The functional analysis has considered all of these operational phases in the development of the functional requirements.

1.4.3 Supporting and Interfacing Forces and Organizations

The organizations interacting with the deployed force include higher and lateral operational and supporting commands and agencies.



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Figure 1.4-1. Minimum Force Level

Figure 1.4-2, Deployed Force Interfaces, shows schematically the principle organization that interface with a deployed force. The interface may be either with the AFCCP Commander and his staff or with the deployed force operating units or both. The general interface, as it affects personnel and materiel, is as follows:

- a. Major Command - In any deployment, there will be one major command responsible for the deployed force, either the Tactical Air Command, USAFE, or PACAF. In any event, the Major Command responsible for the deployment will be a primary interface for materiel and personnel support. The Major Command Personnel Readiness Center and Logistics Readiness Center are the primary interface points for logistics and personnel activities.
- b. Home Bases - Another interface of the deployed forces which is significant for personnel and logistics support is that between the deployed units and their home bases. Logistics support in the TDY phase is provided by the home bases of the units deployed until other arrangements can be accomplished in the more immediate area of operations. In the case of short duration deployments such local capabilities may be instituted to only a limited degree.

The personnel records of AFFOR personnel are

retained at the home base CBPO as long as they are in TDY status. Information regarding personnel actions taken in the field is transmitted back to the home CBPO for entry into the personnel record file as required.

- c. Air Force Logistics Command - The AFLC is responsible for supplying and resupplying the deployed force and is, therefore, a primary and significant interface with the deployed force. The principal interface implemented is by the wing base materiel operating units, such as supply, procurement, and maintenance. The Deputy for Materiel, AFCCP, will monitor these interface functions but if action is required of the Deputy for Materiel it will normally be through the Major Command Logistics Readiness Center.
- d. JTF/JOC and Lateral Forces - These are primarily operational interfaces, except the Traffic Management Agency (TMA) (when established), and will probably not impact on personnel and logistics functions. The TMA is a joint force agency established to provide priorities and integrate the efforts of transport resources employed to support the JTF. The TMA, for example, is a prime interfacing agency within the objective areas with the Transportation Operating Agencies (TOA) such as MAC and MSTC and coordinates

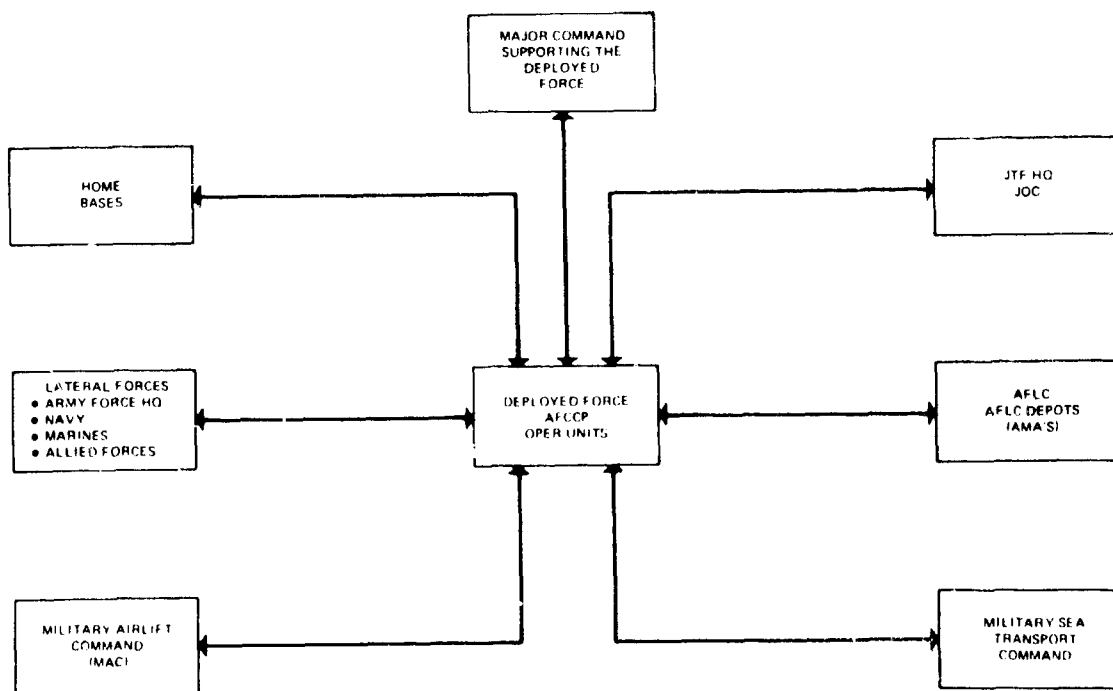


Figure 1.4-2. Deployed Force Interfaces

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personnel and materiel flow into, out of and within the objective area.

- e. Military Airlift Command (MAC) and Military Sea Transport Service (MSTS) - The MAC is responsible for aerial delivery of personnel and materiel into the objective area. The principal interface with the MAC is through the Aerial Port Squadron and a TMA. Similarly, the MSTS is responsible for personnel and supplies transported to the objective area by sea surface transport. The interface is through the port unit and the TMA. The primary input to the TACC relative to the arrival of personnel and supplies is to the ALCC (or the Airlift Section of the TACC). The interface with the personnel and logistics staffs will probably be through the operating units, for example, in monitoring the arrival of supplies in response to a NORS report.

1.4.4 Personnel and Logistics Subsystem Definition

The initial functional analysis of Appendix I spanned logistics and personnel functions of the entire force in order to develop the functions of the staff. The Personnel and Logistics Subsystems of the AFCCP are defined as identical to the Personnel and Materiel staffs of the AFCCP, but this does not preclude a redefinition of these subsystems as implementation concepts are developed.

The primary reason for equating the subsystem with the total staff element is that any other interpretation presupposes an implementation concept and a functional allocation that has not been justified by an analysis of the functions. The second reason for selecting this approach is the occurrence of similarities in the functional requirements, and the associated data base requirements, for support of operations and 'other functions.' There is, therefore, the need to analyze in considerable detail all requirements imposed on the personnel and materiel staffs, with emphasis on those functions that impose similar data base and processing requirements. This approach will enable development of implementation concepts which are compatible with the full set of functional requirements in the AFCCP.

In the analysis it is recognized that the implementation recommendations resulting from the study may well include the establishment of personnel and materiel staff functions. Recognizing that this option must be assessed, the functional analysis distinguishes between those sets of functions in direct support of operations and other functions. Such a separation will facilitate redefinition, as required, of the personnel and logistics subsystems as implementation concepts are developed.

1.4.5 Current Versus Post-1975 Environment

Evolving environmental factors require the personnel and materiel staffs to provide rapid and effective response to operations.

A tactical environment is a highly variable and changing environment. Only a part of the environment is known and controllable by the deployed force. The friendly forces, resources, capabilities and intentions are, in principle, known. Enemy resources capabilities and intentions are relatively unknown or, at best, embody many uncertainties. The physical environment itself is known in part only. The effects of weather, climatic factors and other environmental factors on the health and morale of personnel, on supply requirements, and on equipment failures are predictable in part only. These uncertainties require, in any employment situation, a rapid response capability. In this regard, it is the operations staff that must rapidly and effectively assess the current and projected situation (enemy and friendly status, the status of the environment, and political factors), and select the best course of action. It is the function of the supporting staffs to supply data on the current and/or projected status, and to provide the support necessary to implement selected actions or to develop contingency plans. Figure 1.4-3 illustrates the general process. The figure highlights the sequential string of operations and personnel and logistics functions and illustrates that if it is necessary to satisfy the operational time response requirements, operations will bypass the personnel and materiel staffs.

Within this context it is the function of the personnel and materiel staffs to provide timely response to operational requirements for personnel and materiel support. Timely response is, of course, relative. In recent years the capability of operations to respond rapidly to changing requirements has been developing rapidly. Increasing mobility has been provided through the use of air mobility for all units, air and ground. In-flight refueling and Bare Base support has further enhanced mobility. To exploit the mobility inherent in tactical air forces, new procedures are evolving. Automatic data processing for intelligence data handling and operations planning and control functions are being implemented. Of special relevance to the rapid response capability is the post-1975 automated TACC which is presently being developed to enhance the operations staff's capability to rapidly and effectively plan and control the forces.

It is not only the deployed forces, however, which will be provided with an increasing capability for rapid and effective response to contingencies. The supporting organizations such as Headquarters USAF, the Major Command Headquarters, and the Air Force Logistics Command, are all developing the capability to execute their responsibilities rapidly and comprehensively.

All of the above factors combine to impose increasing requirements on the AFCCP personnel and materiel staffs to respond to the operational requirements. The increased response capability of operations cannot

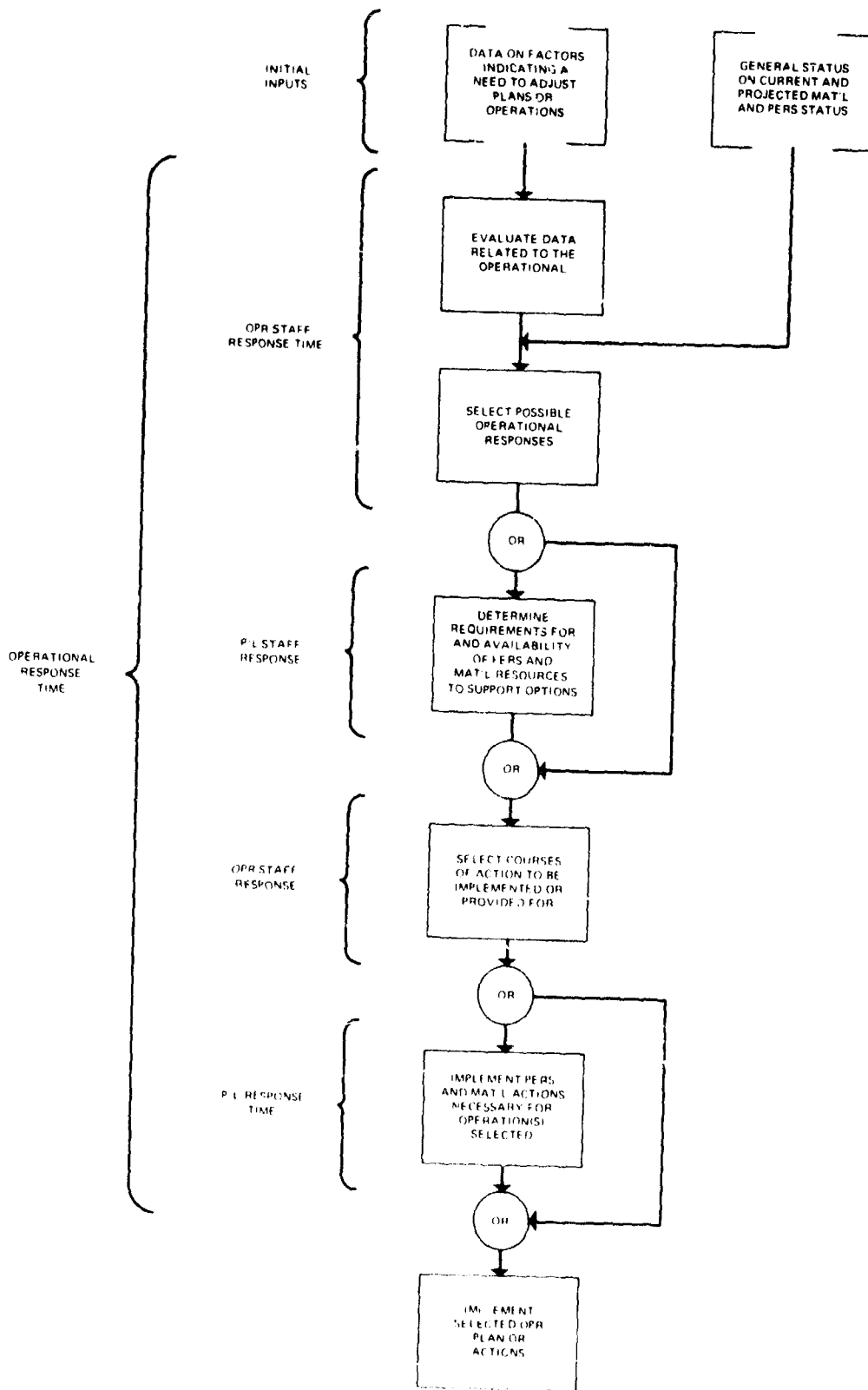


Figure 1.4-3. Typical Flow; Functional Sequence to Respond

be exploited unless the personnel and materiel staffs can provide timely data on the status of critical resources and can expedite the actions which entail the rapid response capability of all supporting commands. The experience to date on the planning and control of deployments is that the materiel and personnel staffs at MAJCOM and USAF Headquarters cannot provide the required support without the aid of automatic data processing. It can confidently be stated that in an employment environment the personnel and logistics staffs likewise will not be able to respond to operational requirements in a timely and effective manner without the support of automatic data processing.

1.5 APPROACH TO FUNCTIONAL ANALYSIS

The results of the data collection tasks are presented and the dual approach to functional analysis explained.

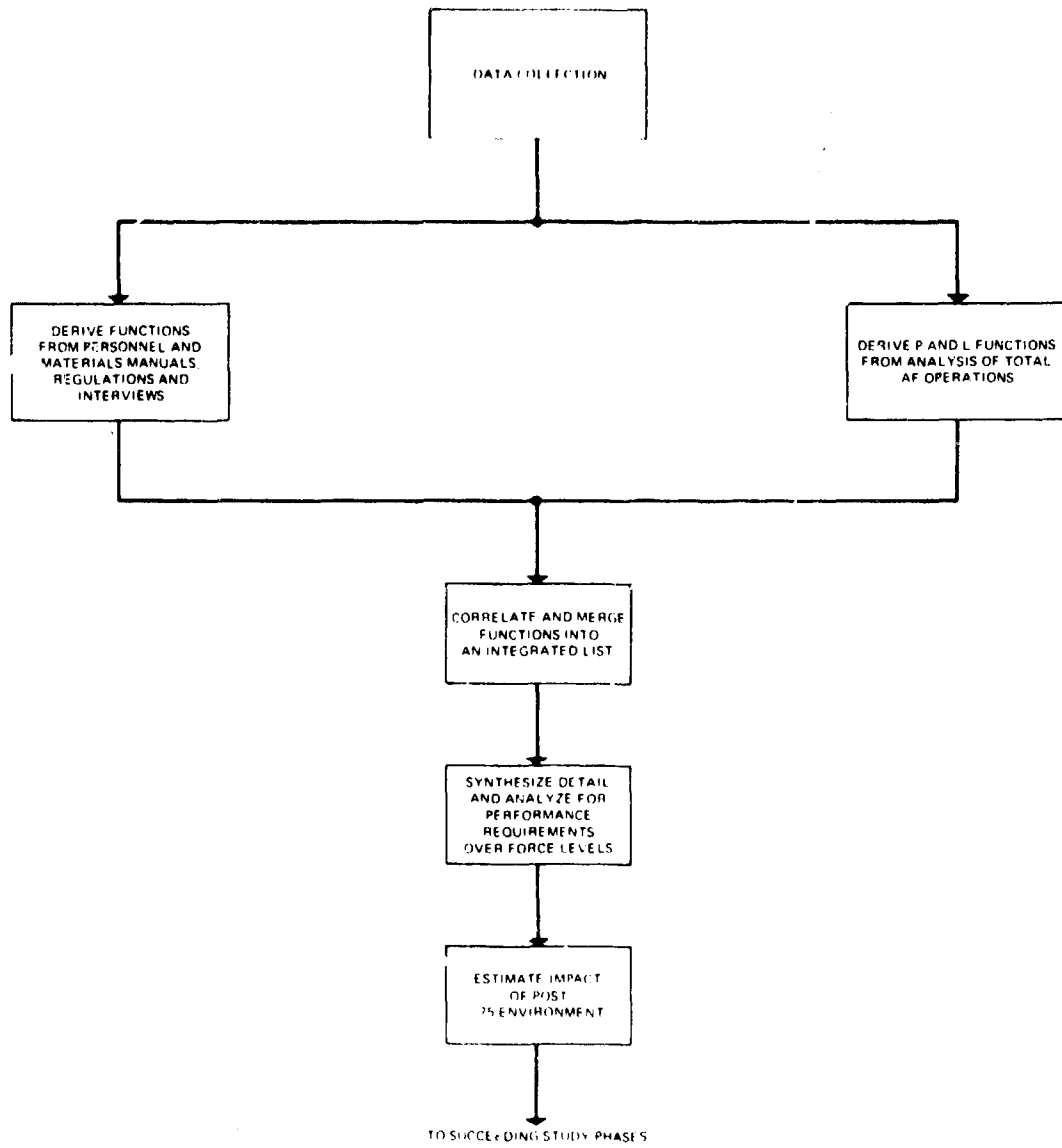
A significant input into the analysis of the functional requirements of the personnel and logistics subsystems was the information developed in the data collection tasks. Those data that related to the functional requirements were analyzed from the viewpoint of the operations staffs and the operations functions, and from the viewpoint of the personnel and materiel operations.

The data collection efforts provided good insight into the Tactical Air Command Concepts for deployment, the concepts for integrated command and control of deployed forces, future command and control automation concepts, and the operation of the personnel and logistics staff in an CONUS environment. Appendix II is a log of the visits made under the data collection tasks. Appendix III is a listing of Air Force documents reviewed under the tasks. With respect to the functions of the personnel and materiel staffs, much data on the CONUS procedures were obtained. Likewise, good data on the functional requirements, procedures, and automation concepts for the Headquarters, USAF and Major Command Personnel and Logistics Readiness Centers were obtained. However, relatively little information was available on the specific functions of the personnel and logistics staffs of a deployed force. There were no data available on the procedures of the AFCCP personnel and materiel staffs in the employment environment. However, this situation was expected and formed the basis for the analysis approach used.

Personnel and materiel support functions are derived from two relatively independent sources and then integrated into a master set of functions. The general sequence of overall analysis is depicted in Figure 1.3-1. One source used by Litton to develop functional requirements for the personnel and materiel staffs of the AFCCP was an analysis of the operation and materiel staffs of the AFCCP was an analysis of the operation of the deployed force; this analysis enabled derivation of one set of AFCCP personnel and materiel staff functions. In this analysis operational manuals provided the primary source data. Function flow analysis techniques were employed and the analysis was carried to a level of detail where personnel and materiel support functions could be identified or, conversely, where it could be established that no significant personnel and materiel functions would materialize. The personnel and materiel functions were then grouped and tabulated to provide a set of derived functions for the AFCCP personnel and materiel staffs.

The second source of functions for the personnel and materiel staffs used Air Force documents, regulations, and manuals, that listed or implied personnel and materiel staff functions. Source documents used included manuals and regulations directed primarily at Wing/Base level personnel and materiel operations and documentation of the functions of HQ-USAF, HQ TAC and HQ PACAF Personnel and Logistics Readiness Centers. The two sets of functions derived from somewhat independent sources were then correlated and a single master set of functions established. To facilitate correlation of the functions and to more clearly identify functions most specifically related to the support of the TACC, the personnel and materiel functions are grouped into three major application areas:

- a. Functions involving statistical trend analysis and extended planning.
- b. Functions involving maintenance, retrieval, and dissemination of current status data.
- c. Functions entailing supervision, monitoring and direction of personnel and materiel operations.



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Figure 1.5-1. Study Approach

SECTION 2 FUNCTIONAL ANALYSIS OF THE DEPLOYED AFFOR

2.1 INTRODUCTION

The functional analysis of the Personnel and Logistics Subsystem was based upon information contained in current Air Force publications and on data gathered in visits to various Air Force installations. A preliminary functional analysis of the operation of a deployed AFFOR was developed concurrently with the data collection tasks. This preliminary analysis and the associated function flows were revised as the data collection tasks progressed. For example, the Tactical Air Command changes in maintenance concepts, as contained in TAC Manual 66-31, 27 July 1970, required the reallocation of logistics functions at the wing, squadron and base level. The preliminary functional analysis as a whole was modified to incorporate these changes. The functional analysis has been prepared and presented using techniques based upon material in AFSCM 375-5. Functions performed within the AFFOR were identified, time sequenced and allocated to functional or operational areas within the AFFOR structure. Analysis was carried to the level necessary to allocate each function to a readily identifiable agency. Those functions performed by AFFOR personnel, logistics or materiel staff, and by subordinate elements were examined in detail to develop the functions of the personnel and logistics subsystem in support of the automated TACC. The functional analysis and allocation charts are presented in Appendix I.

2.2 THE DEPLOYED FORCE

A contingency deployment operation of an AFFOR was assumed; the three operational phases of build-up, sustained operation, and a force withdrawal were included. The sustained operations phase was assumed to be for a period greater than ten days to require establishment of a logistics pipeline.

The major functional areas in the operation of the deployed AFFOR are assumed to be:

- a. *Conduct Air Operations.* Functional activities centering mostly at the Air Force Component Command Post (AFCCP) but including the Tactical Air Control System (TACS), Air Force Communications Service (AFSC), mission aircraft, and the tactical air squadrons.
- b. *Provide Current Mission Support.* Functional activities of the deployed force elements directly supporting the air operation. These activities generally exclude the AFCCP, but include the TACS, the AFCS and the tactical squadrons.
- c. *Provide Combat Support.* Functional activities centering mostly at the tactical air base but including the Special Staff activities at the AFCCP. The functional analysis is based upon time-sequence of actions and is presented in the form of Function Flow Block Diagrams with accompanying functional descriptions.

The function flow block diagrams and functional description for the deployed AFFOR are contained in Section 1 of Appendix I of this report.

2.3 AFFOR PERSONNEL AND MATERIEL STAFF FUNCTIONS

The functions identified with the deployed AFFOR were allocated to primary functional areas such as war plans, intelligence, operational squadron, TACS, Mobile Communication Groups, other AFFOR elements, and the AFCCP personnel and materiel staffs.

Section 2 of Appendix I contains a tabular matrix showing this allocation. In cases where a function is not allocated primarily to the personnel or materiel staff at the AFCCP, some action may be required of these staffs to support that function. For example, the function of extended planning is allocated to the War Plans directorate under the Deputy for Operations; the AFCCP personnel and materiel staffs support Operations by preparation of appropriate annexes to the deployment plan. The tabular matrix shows these additional requirements placed on the AFCCP personnel and materiel staffs in support of other functional elements of the AFFOR.

Sections 3 and 4 of this report contain a further development of this functional allocation. Analysis independent of the deployed AFFOR investigation was made to determine personnel and materiel functions as derived from data search. Matrices are included in these sections which show how these independently-derived functions were collated and correlated with functions of the deployed AFFOR.

SECTION 3
FUNCTIONS OF THE DEPUTY FOR MATERIEL (D/M) AFCCP

This section describes the functions of the Materiel Staff of the Air Force Component Command Post of a deployed force, and summarizes the principal users of D/M information outputs.

3.1 FUNCTIONAL ANALYSIS PROCEDURE

The requirement, established in the statement of work, is to define the functions conducted by the D/M's staff at the AFCCP. Emphasis is to be directed towards those logistics activities which support the TACC, such as providing current status of resources information to the TACC, and predictions and planning factors based upon analysis of trends in consumption of resources and resupply.

Functions derived in this study are developed from two principal sources. The primary sources were the official publications, including Air Force regulations, Manuals, and other SPO-directed reference documents listing or implying D/M staff functions (these are described in Section 3.2). The other source was the set of functions derived from an analysis of the operation of a deployed air force and the logistics support necessary to support the operation (as described in Section 2 and Appendix I). The functions from the two sources were then suitably correlated and merged to form a master set of D/M staff functions required to support the deployed force operations.

3.2 AFCCP MATERIEL STAFF FUNCTIONS IDENTIFIED BY AIR FORCE PUBLICATIONS

The next three sections present the materiel staff functions as described in TACM 55-45, as identified in TM-LX-285/300/01, and as derived from Air Force Supply/Maintenance Regulations and Manuals.

3.2.1 Functions Described by TACM 55-45

The functions of the Deputy for Materiel Staff of the AFCCP as stated in TACM 55-45 are:

Deputy for Materiel assists the Commander in the provision of materiel support for the air component command and exercises staff supervision of subordinate organizations' materiel elements. Coordinates with other staff agencies to insure adequate performance of the function of the command in flying hours, maintenance and supply of all facilities, and the provision of base support. The deputy is comprised of these directorates:

a. Logistics Plans is responsible for:

- (1) Advising the Deputy for Materiel on matters pertaining to logistic plans and materiel requirements.
- (2) Developing materiel annexes for air compo-

nent plans and orders.

- (3) Providing staff supervision of subordinate unit logistic planning including mobility plans.
- (4) Conducting surveys of existing and projected operating locations.
- (5) Maintaining and operating a Logistic Readiness Center (LRC) as a focal point for the reception and dissemination of all materiel information to facilitate decision making of the AFCCP Commander.
- (6) Preparing and maintaining appropriate charts to depict status information required by the DCS/Materiel such as fuels, rations, engines, ammunitions, tanks and pylons, NORS rate, battle damage, aircraft and equipment, vehicle deadline for parts, and limiting factors.

b. Supply is responsible for:

- (1) Advising the Deputy for Materiel on supply matters affecting the air component.
- (2) Maintaining surveillance over equipment not operationally ready because of supply, insuring that proper supply action is taken.
- (3) Monitoring the requisition, receipt, storage, and issue of the various classes of supply.

c. Transportation is responsible for:

- (1) Advising the Deputy for Materiel on matters pertaining to surface and air transportation including such matters as terminal services, vehicle operations and maintenance, and requirements.
- (2) Providing staff supervision of subordinate unit transportation functions.

d. Maintenance is responsible for:

- (1) Advising the Deputy for Materiel on maintenance matters including maintenance of aircraft, armament, communications-electronics, and munitions.
- (2) Providing staff supervision of subordinate unit maintenance functions.

e. Munitions is responsible for advising the Deputy for Materiel on munitions maintenance and supply when the staff functions performed by the Maintenance and Supply directorates become extensive as the force size increases.

- f. Procurement is responsible for advising the deputy for materiel on procurement matters when the staff functions performed by the supply directorate become extensive as the force size increases.

Additionally, TACM 55-45, Chapter 10, Section B - Required Reports - identifies a number of reports on the status of the materiel resources, which are relevant to the materiel functions. These reports (voice or TTY) are submitted to the TACC through operations channels. These reports are:

- a. Tactical Unit Status Report: Status of A/C and crews.
- b. Tactical Unit Munitions Status Report: Status of munition and ammunition.
- c. TACS Facility Status: Status on non-operable equipment and estimated time return to operation.
- d. SAM/ADA Weapon Status: Includes operational alert status.

Other reports, while not specifically cited, are indicated by statements such as Chapter 6, Paragraph 11(9), with reference to the Airlift Branch of the ALCC/TACC: 'Maintain information on the status of tactical airlift capability (aircraft, crews, ALCE, CCTs, CCT equipment, and air terminals).'

3.2.2 D/M Function Identification

D/M Functions Identified by System Development Corporation, in Technical Memorandum TM-LX-285/300/01, 'Tactical Air Control System - 407L, Air Force Component Command Post Positional Analysis: Materiel, 27 June 1967.'

This report states that the following functions were derived from Air Force documents and discussions with Materiel personnel:

'The Materiel Element of the AFCCP supports the Air Force Component Commander in the provision of logistics support for the Air Force Component and exercises staff supervision over subordinate organizations' materiel elements. This Materiel Element provides the Air Force Component Commander with centralized management, planning, and control of the logistics resources deployed. It processes and displays current status information of the logistics resources deployed. It processes and displays current status information of the logistics posture of the deployed tactical air forces, maintains charts, graphs, and displays depicting current and background logistics information, and performs the logistics planning necessary for the implementation of any planned operations.'

Organization

'The Deputy for Materiel is responsible to the Air Force Component Commander for the overall operation of the Materiel Element and the execution of the following general logistics functions:

- centralized management and control of the tactical air force logistics effort;
- evaluating and coordinating the tactical air force logistics planning requirements for current and proposed tasks or missions; and,
- providing current, accurate information relative to the status of tactical air force logistics resources.'

'The organization of the Materiel Element of the AFCCP is dependent upon the scope and purpose of the operations plan being implemented.' (The Materiel Element is normally divided into six areas of responsibility, called Directorates. These Directorates are Supply, Logistics Plans, Maintenance, Transportation, Munitions, and Procurement. A brief description of the types of responsibilities of each Directorate follows.)'

Directorate of Logistics Plans (DMLP)

'The DMLP is responsible for:

- preparing the logistics annexes of the operations plans to be implemented;
- advising the DM on matters pertaining to Logistics Plans and Materiel requirements;
- compiling materiel data for briefing the Air Force Component Commander; and
- maintaining and operating the Logistics Readiness Center (LRC) which serves as a focal point for all materiel matters; receives, disseminates, and transmits all logistics status reports; coordinates requests for information/assistance; and maintains displays on the current status of critical logistics resources.'

Directorate of Supply and Services (DMS)

'The DMS is responsible for:

- providing current, accurate information relative to War Readiness Materiel (WRM) spares and spare parts; equipment; POL availability; and food, base exchange, and mortuary services;
- maintaining background records of Supply and Services resources;
- evaluating and coordinating Supply and Services requirements for current and proposed operations plans/orders;
- reviewing, analyzing, and evaluating Supply and Services data;
- recommending action to alleviate or solve air-

craft Not Operationally Ready, Supply (NORS); Engine Out of Commission for Parts (EOCP); and Aerospace Ground Equipment Out of Commission, Parts (AGEOCP); and

- preparing consolidated reports relative to Supply and Services for inclusion in briefings.'

Directorate of Maintenance (DMEM)

'The DMEM is functionally responsible for:

- providing current, accurate information relative to weapon systems and Aerospace Ground Equipment (AGE);
- maintaining background records of weapon systems and AGE;
- evaluating and coordinating weapon systems and AGE requirements for current and proposed operations plans/orders;
- reviewing, analyzing, and evaluating Maintenance data;
- recommending action to alleviate or resolve problems concerning 'aircraft Not Operationally Ready, Maintenance' (NORM); and
- preparing consolidated reports relative to weapon systems and AGE for inclusion in briefings.'

Directorate of Transportation (DMT)

'The DMT is functionally responsible for:

- providing current, accurate information relative to air and surface movement of personnel and/or cargo;
- maintaining background records of air and surface movement of personnel and/or cargo;
- evaluating and coordinating Transportation requirements for current and proposed operations plans/orders;
- reviewing, analyzing, and evaluating Transportation data;
- recommending action to alleviate or resolve Transportation problems; and
- preparing consolidated reports on Transportation matters for inclusion in briefings.'

Directorate of Munitions (DMA)

'The DMA is functionally responsible for:

- providing current, accurate information on Munitions supply status, Munitions maintenance, and weapons support functions;
- maintaining background records;
- evaluating and coordinating Munitions requirements for current and proposed operations plans/orders.

- reviewing, analyzing, and evaluating Munitions data;
- recommending actions to alleviate Munitions problems; and
- preparing consolidated reports on Munitions matters for inclusion in briefings.'

Directorate of Procurement (DMPR)

'The DMPR is responsible for:

- providing current, accurate information on Procurement activities;
- maintaining background records of Procurement activities;
- evaluating and coordinating requirements for current and proposed operations plans/orders;
- reviewing, analyzing, and evaluating Procurement activities information;
- recommending actions to alleviate Procurement activities' technical problems; and
- preparing consolidated reports on Procurement matters for inclusion in briefings.'

3.2.3 Functions Derived from Air Force Supply/Maintenance Regulations and Manuals

The functions tabulated below were in part derived from an analysis of the operation of the Wing/Base level supply and maintenance functions, and from selected MAJCOM and separate operating agencies responsibilities. For each function, the source document from which it was derived is given:

- a. Request and justify additional organizational and intermediate maintenance resources when deficiencies exist for a continuous workload (Paragraph 15, AFR 66-1).
- b. Negotiate with AFLC for depot level maintenance support to perform emergency workload, beyond force capability (paragraph 15, AFR 66-1).
- c. Coordinate with AFLC in developing improved procedures for organizational and intermediate level maintenance functions (AFR 66-1).
- d. Assist AFLC in determining depot level maintenance requirements for assigned equipment (AFR 66-1).
- e. Monitor the transfer of materiel requiring depot level maintenance to the appropriate Air Materiel Area (AMA) (AFR 66-1).
- f. Insure that subordinate units establish an effective procedure for screening reparable materiel to verify that all property forwarded to the depot for repair is unserviceable and beyond base repair authorization or capability (AFR 66-1).

- g. Monitor unit planning and programming for facilities required to carry out organizational and intermediate maintenance responsibilities (AFR 66-1).
- h. Develop and coordinate the policy and procedures for reporting ammunition data (AFR 67-79 and AFM 67-1).
- i. Monitor unit submission of TAC-K29 reports from Squadrons and Wings (TACR 66-18, June, 1970).
- j. Develop and/or evaluate recommendations on procedural deficiencies or proposed improvements within the standard base supply system (AFM 67-1, Vol. II, Part 2, Section B-3-2, May, 1970).
- k. Monitor and periodically report the status of supply discipline to the Commander, AFCCP, using criteria outlined in AFR 67-10.
- l. Participate in and report results of Maintenance Management Review Program (AFR 66-12 and AFR 66-1).
- m. Monitor unit compliance with Time Compliance Tech Orders (TCTO) for the deployed force (T.O. 00-20-10-4).
- n. Monitor periodic reporting of total dollar amounts of support, reimbursable and/or non-reimbursable by agency, and general procurement workload data for planning and management (AFPI 57-1802 and TAC Sup. 1 to Sec. 57; AFM 67-5).
- o. Develop the technical criteria governing the reclamation, condemnation, and demilitarization of systems and equipments (AFR 66-1).
- p. Monitor subordinate unit reporting of status of General Support Stock Fund to AFLC (AFM 67-1, Vol. I, Pt. 3, Ch. 6).
- q. Monitor subordinate unit periodic reporting of Assets and Consumption data of cost categories I and II, High Value items, and Stock Balance and Consumption Report (AFM 67-1).
- r. Monitor subordinate unit reporting of status, locations and requirements for propulsion units in deployed Air Force (AFM 400-1, TACM 171-14, and AFM 171-14).
- s. Maintain file of deployed force operations and war plans (Hqs TAC, Study and Analysis of C and C Requirements, 1965).
- t. Establish Command Policy and Directives for approving authority for inventory adjustments (AFM 67-1, Vol. II, Part Two, Section 3, May, 1970).
- u. Develop Command Policy guidance, and participate in determining optimum distribution of available O&M funds (AFM 67-1).
- v. Coordinate planning, cycling, and consolidation of purchasing or requisitioning of materiel so as to minimize documentation and processing workload, and to eliminate any unnecessary transportation costs (AFR 67-27).
- w. Monitor unit maintenance functions to insure implementation and performance of maintenance functions according to prescribed maintenance policies and procedures (Paragraph 15, AFR 66-1).
- x. Insure that bases possessing an intermediate maintenance capability establish a Wing-Base Repairable Review Board to review Not Repairable This Station (NRTS) actions to determine whether changes can be made effectively to improve base level repair capability (AFR 66-1).
- y. Analyze maintenance data, and prepare management reports on Force repair problems and procedures (AFR 66-1).
- z. Measure the capability to sustain established equipment readiness rates within authorized resources (Paragraph 11, AFR 66-1).
- aa. Insure that subordinate units collect and process maintenance data from all levels of maintenance through a central system to support maintenance and other logistic planning and programming (AFR 66-10).
- ab. Monitor changing operational requirements, and develop command materiel regulations to ensure responsive maintenance capability to sustain the deployed Air Force operations under all conditions (Paragraph 2, AFM 66-1, and TACM 66-31).
- ac. Assist staff agencies and subordinate units with supply problems that cannot be resolved by the agency concerned (TACM 20-1D).
- ad. For the Commander, AFCCP, conduct inspections to determine quality level of maintenance functions (Paragraph 7-5, AFM 66-1).
- ae. Review all requests for deviation from TACM 66-31, Vol. I, by Wing/Squadron Units, and forward approved requests to MAJCOM (Paragraph 1-7, AFM 66-1).

3.3 SYNTHESIS OF MATERIEL STAFF FUNCTIONS

The function derived from the analysis of the operation of the deployed forces, described in Section 2 and documented in Appendix I, and the functional requirements extracted and derived from the Air Force Manuals and Regulations described in paragraph 3.2 are integrated and collated. Following this step in the

analysis, system oriented functions are synthesized and these system functions are analyzed.

3.3.1 Integration and Collation of Materiel Staff Functions

The procedure used to develop an integrated set of materiel functions is explained and the results are presented in tabular form. The integration of the materiel staff functions was accomplished as specified in the subsequent paragraphs.

A subjective evaluation of the functions showed that all functions could be grouped into one of the following three major areas:

- a. Functions involving maintenance, retrieval and dissemination of current status data.
- b. Functions involving statistical analysis, analysis of trends and extended planning.
- c. Functions relating to monitoring, supervising and directing the materiel operations of subordinate units.

Functions (a) and (b) constitute the direct support to operations. The third function relates to materiel operations. It supports operations indirectly in that effective operational support cannot be provided unless effective materiel operations are maintained.

Recognizing these three functional areas, Table 3.3.1-1 (Collation of materiel staff functions) was developed. Section a of the table lists all functions involving maintenance, retrieval and dissemination of current status. The 'blocked paragraphs' in the right hand column under 'Materiel Staff Functions Derived from Air Force Documentation' are the materiel staff functions extracted from TACM 55-45, the SDC report TM-LY-285/300/01, and the supply and maintenance manuals and regulations. Except for editorial consolidation of like statements, the functions are verbatim quotes and include all functions from 3.2 that relate to maintaining status data. The function statement in the left hand column is the function statement from the analysis of the operation of the deployed force. The 'bullet statement' in the right hand column is the derived materiel staff function. These functions are a direct extract from Table 2-1 (Functional Allocation Matrix) contained in Appendix I of this report. Examination of the table will show that the analysis of the deployed force operations helped to develop the detail of the materiel staff functions.

Section b of the table lists in a similar manner all functions involving statistical and trend analysis and extended planning.

Functions relating to monitoring and supervising materiel operations are not tabulated in Table 3.3.1-1. They are, however, tabulated in Table 2-1 of Appendix I. It is simply noted here that the analysis of the Air Force Supply and Maintenance Manuals generated

considerable detail on the monitoring and supervisory functions. These functions are tabulated in paragraph 3.2. The analysis of the operation of the deployed force, which was intended primarily to develop details in the operational support areas, did not significantly expand on the supervisory functions.

3.3.2 Function Flow Analysis, Materiel Staff Functions

A Master Set of Materiel Staff Functions was developed by forming logical categories and subgroups of the functions assembled in the right-hand column of Table 3.3.1-1. Further ordering and interpretations of the titles, and their functional content area, have resulted in the synthesis of the following materiel staff functions.

Function	Title
0.0	Assist TAF Commander in Management of Materiel Resources (Figure 3.3.2-1)
1.0	Provide Materiel Staff Services in Support of the AFFOR Mission (Figure 3.3.2-2)
1.1	Receive Requirement for Materiel Staff Services Support
1.2	Collect, Record, and Store Materiel Data
1.3	Retrieve Materiel Data
1.4	Perform Statistical Analyses, Evaluations, and Summaries of Materiel Data
1.5	Support Extended Planning (Figure 3.3.2-3)
1.5.1	Survey and Evaluate Potential AFFOR Bases
1.5.2	Determine Constraints and Planning Factors
1.5.3	Determine Expected Force Posture
1.5.4	Prepare Materiel Annexes to Operations Plans and Orders
1.5.5	Maintain Plans and Data File
1.6	Support Frag Order Planning
1.7	Support Current Operations
1.8	Perform Materiel Operations (Figure 3.3.2-4)
1.8.1	Determine Deficiencies and Requirements
1.8.2	Monitor Performance of Materiel Support

Table 3.3.1-1. Collation of Materiel Staff Functions (Sheet 2 of 4)

Functions Derived from Analysis of Deployed Force Operations	Materiel Staff Functions Derived from Air Force Documentation
Section a. Functions Involving Maintenance, Retrieval, and Dissemination of Current Status Data (Continued)	
<p>1.4 Supervise Tactical Air Operations (Tactical Air Operations)</p> <p>1.7.2.5 Determine Resource Availability</p> <p>2.1.3 Report Readiness Status</p> <p>2.1.2.1 Aircraft Assigned to Tactical Unit</p>	<ul style="list-style-type: none"> o Provide maintenance data to operations. o Provide AFFOR deployment status of supporting units. o Determine the availability of materiel and logistics facilities and services. o Collate materiel and logistics readiness of AFFOR. o Receive and maintain maintenance records.
Section b. Functions Involving Statistical, Trend Analysis and Extended Planning	
<p>1.7.2.1 Receive Preliminary Ops Plan (D/Mat'l)</p> <p>1.1 Develop and Maintain War Plans (War Plans/TACC)</p> <p>1.1.6 Prepare Long Range Plans (War Plans/TACC) and</p> <p>1.7.2.7 Prepare Logistics Plan Annex (D/Mat'l)</p> <p>1.1.8 Plan AFFOR Deployment (within Objective Area) (War Plans/TACC)</p> <p>1.1.8 Plan AFFOR Deployment (within Objective Area) (War Plans/TACC)</p> <p>1.1.3 Determine Friendly AOB Capabilities and Limitations (D/Opr)</p> <p>1.7.1.5 Forecast Trends (D/Mat'l)</p> <p>1.7.2.8 Determine Long Range Logistics Requirements (D/Mat'l)</p>	<p>Maintains file of deployed force Operations and War Plans (derived from Headquarters TAC, Study and Analysis of C&C Requirements, 1965).</p> <ul style="list-style-type: none"> o Receive and maintain file of Operations Plans and Orders. <p>Develop Materiel annexes for Air Component Plans and Orders (TACM 55-45).</p> <p>Prepare adjustment to the logistics annex and the Operations Plan to be implemented, as necessary (TM-LX-285/300/01).</p> <ul style="list-style-type: none"> o Develop and maintain the logistics annex to Operations Plans and Orders. o Prepare logistics or materiel annexes to Operations Plans and Orders. o Prepare materiel/logistics annex for planned relocation. <p>Conduct site surveys of existing and projected operating locations (TACM 55-45).</p> <ul style="list-style-type: none"> o Conduct site surveys <p>Perform Logistics Planning necessary to implement any planned operation (TM-LX-285/300/01).</p> <p>Measure capability to sustain estimated readiness rates with authorized resources (AFR 66-1).</p> <ul style="list-style-type: none"> o Provide projected materiel and logistics status. o Develop AFFOR materiel/logistics trends, as required, to support Operations. o Determine long range logistics requirements to support Operations Plan(s).

Table 3.3.1-1. Collation of Materiel Staff Functions (Sheet 3 of 4)

Functions Derived from Analysis of Deployed Force Operations	Materiel Staff Functions Derived from Air Force Documentation
Section b. Functions Involving Statistical/Trend Analysis and Extended Planning (Continued)	
<p>1.7.2.10 Develop Logistics Replenishment Criteria (D/Mat'l)</p> <p>1.7.2.8 Determine Long Range Logistics Requirements</p> <p>1.7.2.2 Receive Materiel Messages (D/Mat'l)</p> <p>1.7.1.6 Detect Deviations</p> <p>1.7.3.5 Evaluate Logistics Data</p> <p>2.2.1 Load Mission Consumables, and</p> <p>2.2 Load Mission Expandables (Squadron)</p>	<ul style="list-style-type: none"> o Develop materiel and logistics replenishment criteria including pipeline. (Other logistics planning identified relates primarily to Monitor, Supervise, and Direct Materiel Operations.) <p>Compile materiel data for briefing the Air Force Component Commander (TM-LX-285/300/01).</p> <p>Advise on matters pertaining to logistics plans and materiel resources (TACM 55-45).</p> <ul style="list-style-type: none"> o Determine long range logistics requirements to support operations plan. <p>Evaluate and coordinate requirements for current and proposed Operations Plans/Orders in the following areas (TM-LX-285/300/01).</p> <ol style="list-style-type: none"> (1) Weapon Systems and AGE. (2) Supply and Services. (3) Transportation. (4) Munitions. (5) Procurement. <p>Review, analyze, and evaluate.</p> <ol style="list-style-type: none"> (1) Maintenance Data. (2) Supply and Services Data. (3) Transportation Data. (4) Munitions Data. (5) Procurement Information (TM-LX-285/300/01). <p>Conduct a continuing analysis of equipment performance data to determine areas for improvement and conditions where actual performance is not consistent with programmed performance predictions (AFR 66-1).</p> <p>Conduct maintenance engineering feasibility studies incident to proposed changes to systems and equipment in the objective area operating inventory (AFR 66-1).</p> <ul style="list-style-type: none"> o Receive requirements for analysis of materiel data. o Analyze materiel status and trends to identify problems which could affect current operations such as NORS, NORM, and critical inventory levels. o Evaluate AFOR materiel and logistics data. o Monitor and analyze expenditure rates of consumables and expendables necessary for aircraft operations: e.g., POL, LOX, and Ammo.

00798-20 (3 of 4)

- 1.8.3 Adjust Inventory and Resources
- 1.8.4 Maintain Data Files
- 1.8.5 Participate in Maintenance Management Review Program
- 1.8.6 Monitor Administration of Materiel Support
- 1.8.7 Provide Special Materiel Support
- 1.8.8 Provide Materiel Reports
- 1.8.9 Support Implementation of Ops Plans, Orders, and Adjustments
- 1.9 Disseminate Materiel Data (Figure 3.3.2-5)
- 1.9.1 Provide Current Resource Status
- 1.9.2 Provide Current Support Status
- 1.9.3 Report Expected AFFOR Posture (Trend Analysis)
- 1.9.4 Advise Commander and Command Staff of Critical Materiel Shortages
- 1.9.5 Maintain and Operate LRC
- 1.9.6 Provide Special Materiel Data Reports, as Required
- 1.10 Provide Materiel Staff Consulting Services
- 2.0 Coordinate Materiel Staff Activities with Other Materiel Agencies (Figure 3.3.2-6)
- 2.1 Consult with AFLC/AMAs, as Required
- 2.2 Report Results of Materiel Staff Operations to MAJCOM D/M
- 2.3 Support Other Materiel Agencies, as Required
- 3.0 Perform Materiel Staff Office Administration

Function flow diagrams relating the above functions are shown in Figures 3.3.2-1 through 3.3.2-6.

As an aid for the following discussions of the materiel staff support provided to the AFCCP and to external agencies, the tabulation shown as Table 3.3.2-1 has been provided. The materiel staff functions are listed in the left-hand column, and the various agencies

obtaining support from the materiel staff are arrayed as column headings across the top of the table. Check marks (X) at the intersections of the various rows with columns indicate direct support is provided by means of that row's 'Function' to the agency noted on that column heading. Indirect or secondary support will be noted, as appropriate, in the later discussions of materiel staff support users.

3.3.3 Materiel Functions Supporting AFCCP and External Agencies

As shown in Figure 3.3.2-1, most of the synthesized functions support more than one AFCCP staff or agency. Basically, this results from the variety of data or support activities conducted for the various staffs and agencies. The following paragraphs discuss the particular support provided under each of the Master Set of Materiel Staff Functions to the various staffs and agencies noted in Figure 3.3.2-1, with major emphasis upon the support of Operations:

Paragraph No.	Title
3.3.3.1	LSS Support to Command/Control (Operations)
3.3.3.1.1	LSS Support to War Plans/Tactical Operations
3.3.3.1.2	LSS Support to TACC (Current Plans, Current Operations)
3.3.3.1.3	LSS Support to AFFOR Commander
3.3.3.2	LSS Support of Other AFCCP Staffs
3.3.3.3	LSS Support of Lower Echelon Units
3.3.3.4	LSS Support of Higher Hqs, MAJCOM C/M; AFLC

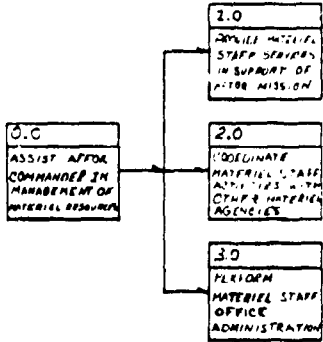
The presentation of the various support activities for the above noted agencies is concluded in Section 3.3.4, Information Handling Functions, with a summary tabulation of principal LSS information outputs and users (agencies).

3.3.3.1 LSS Support to Command/Control (Operations)

The materiel staff support at the AFCCP level to the Command/Control (Operations) staffs was determined to be quite complex. For this reason it was decided to address this problem in three steps or areas of interest: namely, War Plans, the TACC, and the AFFOR Commander. In this way, it will be easier to show the subtle yet basic differences in the status of resources support currently provided to these areas by the materiel staff at the AFCCP and by the operations staffs at the unit levels.

FUNCTIONAL FLOW DIAGRAM		TITLE
NUMBER	0.0	ASSIST AFFOR COMMANDER IN MANAGEMENT OF MATERIEL RESOURCES

NOT REPRODUCIBLE



 DATA SYSTEMS DIVISION LITTON SYSTEMS, INC. LITTON INDUSTRIES	SIZE	PREPARED BY	DATE	SHEET 1 OF 6
	A	APPROVED BY	DATE	

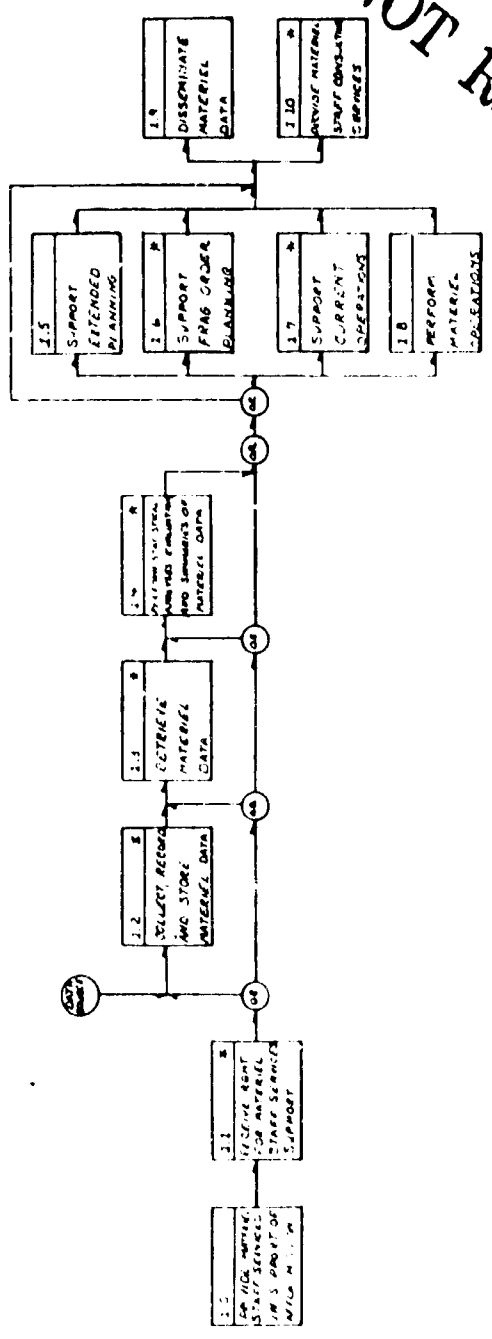
3-3148 A

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Figure 3.3.2-1. Assist AFFOR Commander in Management of Material Resources

FUNCTIONAL FLOW DIAGRAM	TITLE
NUMBER 1.0	PROVIDE MATERIEL STAFF SERVICES IN SUPPORT OF THE AFFOR MISSION

NOT REPRODUCIBLE



* DENOTES END OF FUNCTIONAL THREAD

DATA SYSTEMS DIVISION LITTON SYSTEMS INC. LITTON INDUSTRIES	SIZE	PREPARED BY	DATE	SHEET 1 OF 1.0
	A	APPROVED BY	DATE	

S. H. Guile

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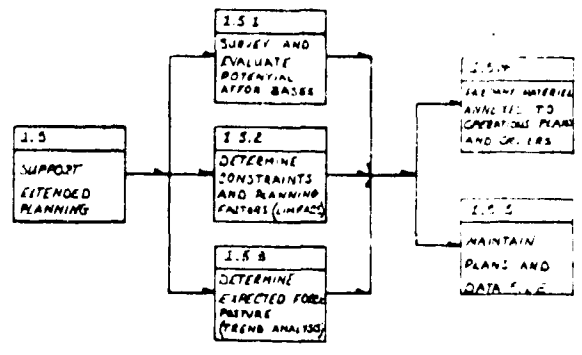
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Figure 3.3.2-2. Provide Materiel Staff Services in Support of the AFFOR Mission

FUNCTIONAL FLOW DIAGRAM		TITLE
NUMBER	1.5	SUPPORT EXTENDED PLANNING

NOT REPRODUCIBLE



 DATA SYSTEMS DIVISION LITTON SYSTEMS INC. LITTON INDUSTRIES	SIZE	PREPARED BY	DATE	SHEET 1 OF 1.5
	A	S. H. Guile	4-31-71	
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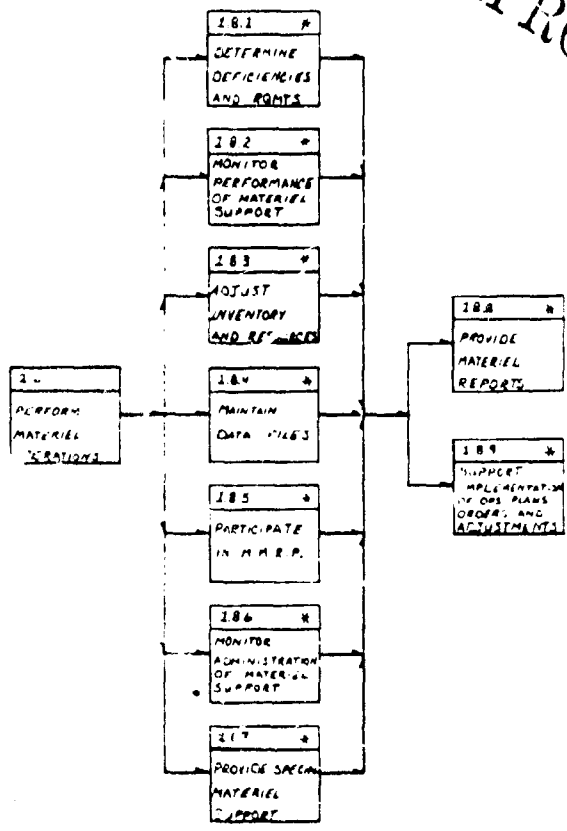
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Figure 3.3.2-3. Support Extended Planning

FUNCTIONAL FLOW DIAGRAM		TITLE
NUMBER	1.8	PERFORM MATERIEL OPERATIONS

NOT REPRODUCIBLE

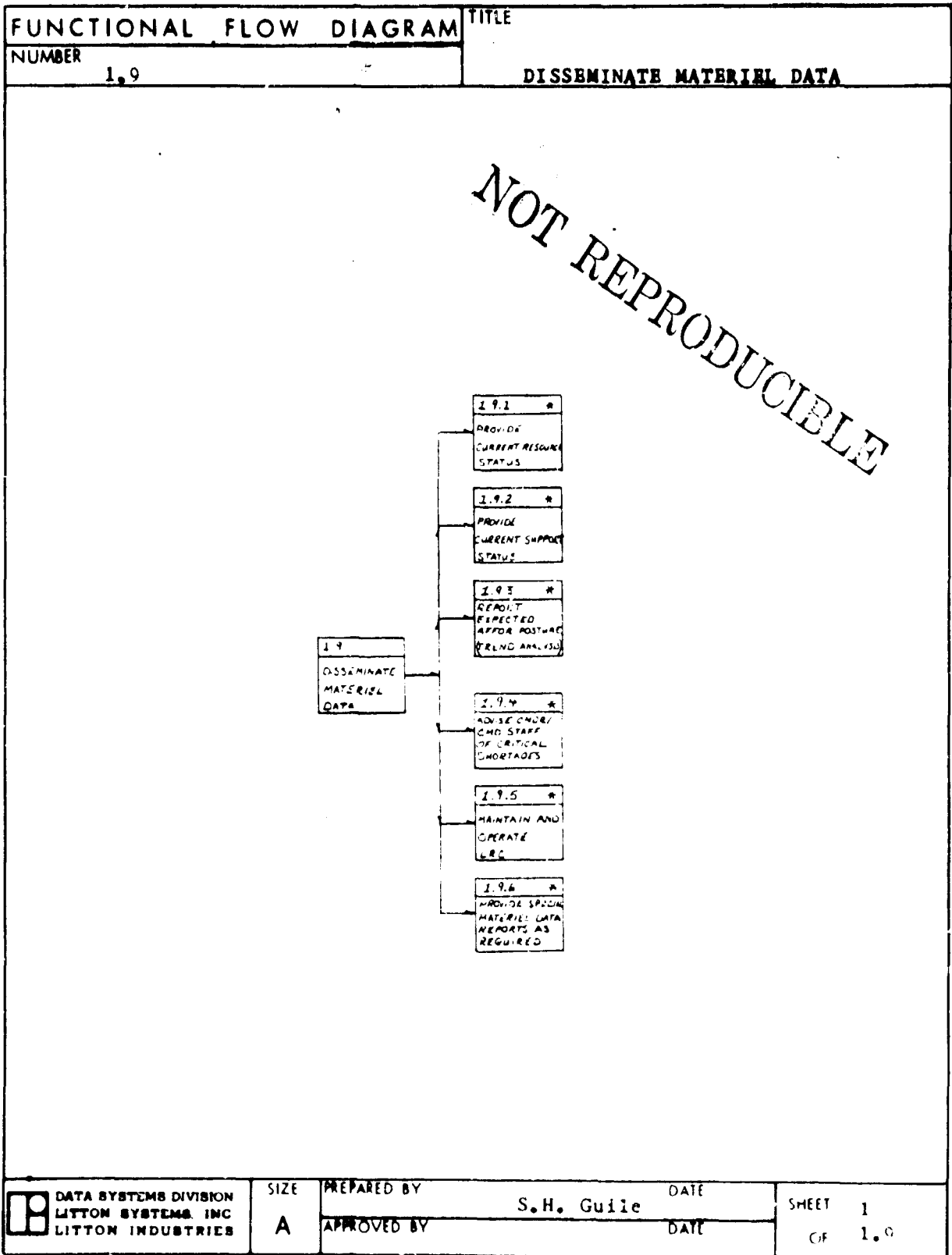


DATA SYSTEMS DIVISION LITTON SYSTEMS, INC. LITTON INDUSTRIES	SIZE	PREPARED BY	DATE	SHEET 1 OF 1.8
	A	S.H. Grille	8-31-7	
		APPROVED BY	DATE	

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Figure 3.3.2-4. Perform Materiel Operations



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	A	S.H. Guile	DATE	OF	1.0
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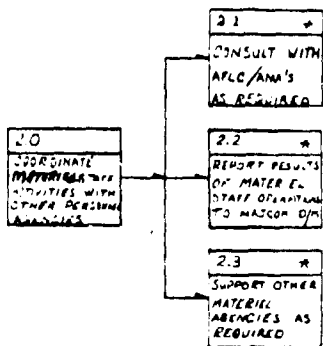
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Figure 3.3.2-5. Disseminate Materiel Data

FUNCTIONAL FLOW DIAGRAM	TITLE
NUMBER 2.0	COORDINATE MATERIEL STAFF ACTIVITIES WITH OTHER MATERIEL AGENCIES

NOT REPRODUCIBLE



 DATA SYSTEMS DIVISION LITTON SYSTEMS, INC. LITTON INDUSTRIES	SIZE A	PREPARED BY S. H. Guile	DATE 8-31-70	SHEET 1 OF 2.0
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Figure 3.3.2-6. Coordinate Materiel Staff Activities with Other Materiel Agencies

Table 3.3.2-1. Interrelation of LSS Functions to Supported Agencies

LSS Function	War Plans	Current Plans	Current Ops	AFFOR Cmdr	Other AFCCP Staff	Lower Echelon Units	Higher Hqtrs (MAJCOM) D/M and AFIC
LSS 0.0 Assist TAF Commander in Management of Materiel Resources				X			
LSS 1.0 Provide Materiel Staff Services in Support of the AFFOR Mission				X			X
LSS 1.1 Receive Requirement for Materiel Staff Services Support	X	X	X	X	X	X	X
LSS 1.2 Collect, Record, and Store Materiel Data	X	X	X	X	X	X	X
LSS 1.3 Retrieve Materiel Data	X	X	X	X	X		X
LSS 1.4 Perform Statistical Analyses, Evaluations, and Summaries of Materiel Data	X	X	X	X	X	X	X
LSS 1.5 Support Extended Planning	X			X	X		X
LSS 1.6 Support FRAG Order Planning		X					
LSS 1.7 Support Current Operations			X				
LSS 1.8 Perform Materiel Operations				X	X	X	
LSS 1.9 Disseminate Materiel Data	X	X	X	X	X	X	X
LSS 1.10 Provide Materiel Staff Consulting Services	X			X	X	X	
LSS 2.0 Coordinate Materiel Staff Activities with Other Materiel Agencies				X		X	X
LSS 2.1 Consult with AFIC/AMAs as Required						X	
LSS 2.2 Report Results of Materiel Staff Operations to MAJCOM D/M							
LSS 2.3 Support Other Materiel Agencies as Required						X	
LSS 3.0 Perform Materiel Staff Office Administration				X			X

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The status of resources data of primary concern to the operations staffs deals with the projected availability of a weapon system: i.e., a fully equipped and provisioned aircraft, an assembled ordnance load, and a trained and experienced crew. The numbers of particular types of aircraft, their locations, and readiness status, mission expendables and ground support services are key data required in the operations of the TACC. Operations is concerned primarily with use or employment of the weapon system as an entity.

The materiel staff is responsible to the AFFOR Commander for sustaining such use (and restoring availability) of the weapon system entities. As such, the materiel staff must deal with the many components (and associated supporting services) needed to restore the weapon system entities to 'available' status. The data base of the materiel staff is primarily oriented to these factors of concern.

3.3.3.1.1 LSS Support to War Plans/Tactical Operations

LSS Function 1.1 - Receive Requirements for Materiel Staff Services Support. The LSS support required by the War Plans staff of the AFCCP is for information needed in advanced or extended planning. Requests may range from requirements for surveys of potential AFFOR operating bases to the preparation/validation of Log Annexes for projected operations plans. There will be requirements for predictions of materiel support capabilities and resource levels for the near-term force posture. Generally, War Plans does not require data on the status of resources.

LSS Function 1.2 - Collect, Record, and Store Materiel Data. The materiel data files necessary to support extended planning include planning factors, and data on resources expenditure rates necessary to modify planning factors, establish trends in resource expenditures and to predict critical resource levels. To develop planning factors and trends, these data need to be related to levels of operational activity, such as, total flying hours or sortie rates. These requirements impose on the materiel staff the requirements to collect, record and maintain data on materiel resources critical to operations including:

- a. Expenditure and resupply rates on mission related resources that are expended, such as, POL, LOX, munitions, spares, expendable pods, and tanks, etc.
- b. Maintenance data, such as, maintenance man hours expended by type maintenance, e.g., aircraft maintenance, maintenance of ground support equipments and other mission critical facilities requiring maintenance.

To relate expenditure rates to operational activity levels, data must be maintained on the force postures and operating levels, such as:

- a. Force posture and resources level projection.
- b. Aircraft sortie rates and total flying hours.
- c. Total operating hours of critical support equipment, such as, power generators, and ground mobile equipment.

Additional data that must be maintained in support of extended planning includes:

- a. War/Operations Plans and Orders.
- b. Logistics Annexes and Adjustments.
- c. Site Survey Data (including alternate base data).

The data necessary to support tactical operations is basically the same as required to support planning. This is so because Tactical Operations is responsible for evaluating past operations. The data required to develop trends, make predictions and identify critical problems are the same data as that required to supply Tactical Operations with the analysis of materiel support and its relationships to operations.

LSS Functions 1.3 - Retrieve Materiel Data. Materiel data is retrieved as needed in categories as indicated in LSS Function 1.2.

LSS Function 1.4 - Perform Statistical Analysis, Evaluations and Summaries of Materiel Data. The statistical analysis, evaluations and summaries of materiel data required to support war plans are described in the subfunctions of Function 1.5 (Support Extended Planning). The primary purpose of statistical analysis evaluations and summaries in support of the Tactical Operations Directorate is to isolate problem areas where materiel support requirements may impact on operational procedures. Representative studies and analysis of materiel data may include:

- a. Maintenance man-hours expended on an identified set of resources used in an unusual way compared to normal maintenance requirements, for that resource.
- b. Comparative analysis of resource expenditure rates of selected units or spare parts requirements for selected facilities or equipments.
- c. Other comparative analysis of expenditure rates or factors of materiel resources and services related to units, equipments or facilities identified by tactical operations.

LSS Function 1.5 - Support Extended Planning. For this study, extended planning is construed to include the preparation of operations/war/mobility plans and annexes, feasibility, evaluation, validation, and special studies. Assessment, including site surveys as required, of potential AFFOR deployment bases and the associated logistics factors is also included. Detail discussion of such LSS support is presented in the following subfunctions, 1.5.1 to 1.5.6.

LSS Subfunction 1.5.1 - Survey and Evaluate Potential AFFOR Bases. In support of Extended Planning, the Log Plans organization 'conducts surveys of existing and projected operating locations' as cited in TACM 55-45. The particular features of each such location as they would (do) impact the proper providing of materiel support to the AFFOR must be identified, documented, and related for guidance to the War Plans staff. Related considerations in terms of supplementary support via AFLC/AMAs, other Services Support Agreements, and Host-Tenant Base Agreements are usually included in such evaluations of the potential AFFOR. Consequently, War Plans is thus provided with assessments of the materiel support factors applicable to new or changed operations and re-deployment plans.

LSS Subfunction 1.5.2 - Determine Constraints and Planning Factors. Materiel resource data are analyzed for war plans to develop planning factors and constraints with respect to contemplated military operations. A primary purpose is to isolate problem areas and develop suitable courses of action to insure effective materiel support to future operations. Representative studies and analysis include:

- a. Forecast available mission essential resources.
- b. Identify conflicting demands on mission critical resources.
- c. Develop materiel planning factors.
- d. Develop materiel limiting factors.
- e. Establish supply replenishment criteria (including pipeline).
- f. Establish consumption rates for representative operation.
- g. Establish redistribution cycles, including tear-downs and set-ups.
- h. Establish transportation requirements to support future operations.
- i. Identify other constraints developing such as, major maintenance requirements and time compliance technical order requirements.

LSS Subfunction 1.5.3 - Determine Expected Force Posture. A prime factor of interest to war plans is the expected AFFOR posture as it is affected by the resupply role of materiel resources.

The materiel support requirements of a newly deployed AFFOR with its aircraft in prime condition is obviously less than the support (both of parts and maintenance) needed after some months of operation. As the wear and tear of tactical air operations adds up, the same aircraft begins to require more substantive maintenance and replacements of components.

The deployed AFFOR initially operates from its War Readiness Materiels and, as necessary, from its

WRSKs, War Readiness Spares Kits. It is an objective of the overall materiel 'backbone' system (AFLC/AMA, MAJCOM D/M, and AFFOR D/M) to maintain the WRSKs at a 30-day level of support capability. It is another objective of the deployed AFFOR materiel organizations to establish the re-supply pipeline flows into the AFFOR in a matter of days. The experiences of recent contingencies have shown the difficulty of anticipating the unique support/supply requirements. A longstanding program at AFLC and RAND has been addressing the problems of pre-positioning potentially critical re-supply items in selected forward distribution locations. Without such re-supply capability, the original replenishment schedules for the AFFOR exhaust 'convenient' supplies; and new time factors must be developed.

The current status of resources data is adjusted through up-dates which frequently take the form of 'report-by-exceptions.' This daily status must be reconciled with the earlier levels, the scheduled, delivered, and distributed totals. Since this current status is the basis for any future posture projections, it must be as valid as possible. To satisfy these requirements the materiel staff must predict not only the resupply rates, but also expenditure rates. The studies and analysis identified under Subfunction 1.5.2 determine constraints and planning factors are all applicable to this subfunction. Other analysis specifically oriented to the determination of expected force posture relate to the specific effect of alternative actions possible once a critical problem or limiting factor is identified. Such studies may include:

- a. The potential effectiveness of alternative materiel actions that can be taken to alleviate the problem.
- b. The potential effectiveness of alternative operations/actions that can be taken to alleviate the problem.

LSS Subfunction 1.5.4 - Prepare Materiel Annexes to Operations, Plans, and Orders. The preparation of Materiel (Log) Annexes to Operations Plans and Orders is an important task in support of War Plans. It is the means whereby the logistics plan, necessary to support an operation is developed. The Log Plans organization performs this important service because it has the proper combination of resource data (planning factors, trend analyses, base surveys and evaluations, and inter-Service Support Agreements, etc.); ready access to all involved materiel organizations; and appropriate qualified personnel to interpret the requirements and reference data. Guidance regulations and manuals generally include the 400 series TAC manuals, TACM 66-3, TACR 67-2, AFM 35-10, and AFM 71-4 as well as previous operations or contingency plans, approved by the Commander of AFFOR.

The typical Log Annex contains major sections, such as:

- a. References (refer to guidance documents specified in the previous paragraph).
- b. Purpose (logistics policies, responsibilities, and planning guidance for the particular plan).
- c. Concept (Operations Objectives and Mission, and the Logistics Objectives).
- d. Logistics Responsibilities (Directives and details).
- e. Equipping (Mobility equipments, maintenance tools and kits, vehicle and cantonment area requirements, assigned airlift aircraft, personnel equipments and uniforms, and com and nav gear).
- f. Supply (Items by Classes, I through IX).
- g. Maintenance (Plans and Directives: e.g., IAW TACM 66-3).
- h. Munitions (As appropriate to Operational Objectives).
- i. Transportation (Aircraft and surface units, including dangerous cargo (AFM 71-4) directives).
- j. Materiel Services (Nature and special types: e.g., Mortuary).
- k. Base Procurement (Directives).
- l. Recovery/Return (Special Considerations: e.g., political).

LSS Subfunction 1.5.5 - Maintain Plans and Data Files. In support of extended planning activities by the War Plans staff, the Log Plans organizations, as noted above, maintains an extensive data and plans file. The unique and highly sensitive nature of these plans and force posture/trends/planning factors data has directed the localizing and restricted access to such files. Consequently, while each of the other D/M organizations (Maintenance, Supply, Procurement, Transportation, and Munitions) do maintain working data files, as required, the Log Plans files in support of extended planning must be kept separate and secure.

LSS Function 1.9 - Disseminate Materiel Data. Materiel data in support of War Plans requirements has been largely discussed and/or noted in the preceding sections dealing with support of extended planning: i.e., the subfunctions 1.5.1 to 1.5.6. Other materiel data of interest to War Plans is available through distribution of copies of the daily, weekly, monthly, or 'as required' reports of the component materiel organizations. Some representative examples are:

HAF-A1	Daily NORS Report
HAF-A40	Propulsion Unit Report
TAC-E19	Mission Equipment Shortage
TAC-K29	Maintenance Status Report
TAC-A25	Support Aircraft Status

TAC-A29	Aircraft Crash Recovery Report
TAC-E21	Vehicle Status Report TAC-S33 NORS/EOCP/AGE OCP/TD/OP Conditions

LSS Subfunction 1.9.5 - Maintain and Operate LRC. TACM 55-45 lists as a responsibility of the Deputy for Materiel, Log Plans 'maintain and operate a logistics readiness center as a focal point for the reception and dissemination of all materiel information to facilitate decision making of the AFCCP Commander.' The specific support required by War Plans and Tactical Air Operations from such a facility have already been described. Additional functions that can be included here relate to data on current status of critical importance to future operations. Typically, this will be data on current status of resources external to the employment environment that impact on the operation of the AFFOR. For example, replacement inertial (gyro) units for the navigation systems may be in short supply in the Air Force inventory, requiring resupply from the original manufacturer; or, the jet (turbine) engines may need a special magna-glo treatment to reveal incipient failure indications (hair-line cracks in the rotor assembly). This examination may only be available stateside, and trans-shipment and scheduling must be closely followed.

LSS Function 1.10 - Provide Materiel Staff Consulting Services. The War Plans staff is able to consult with the Log Plans organization of the D/Ms staff to obtain most of the information needed in extending planning. For guidance related to reserve capabilities or special requirements, consultations are held with the relevant organization: (i.e., Supply, Transportation, or Munitions) at the AFCCP level, as required.

3.3.3.1.2 LSS Support to TACC

As directed by the study Statement of Work, this particular topic receives major emphasis. Some very significant information was developed during the field trips for Data Collection and Interviews (Task No. 1). First, it was ascertained that direct LSS support to the TACC is:

- a. Not manifested in the current systems, as based on the recent experiences of both Operations and Materiel officers who were involved in relevant situations at the AFCCP levels.
- b. Not exercised in the many field exercises and CONUS deployments of recent years: e.g., Gamecock VI, VII, Bold Shot-Brim Fire, Exotic Dancer III (they are too brief to exercise materiel support).
- c. Not defined, detailed, or directed as to responsibilities and procedures by AF or TAC regulations or manuals, other than as provided in general

terms in TACM 55-45. There is extensive documentation pertinent to the Wing/Group/Squadron levels of interaction by Materiel and Operations staffs, but only TACM 55-45 for the AFCCP level.

In this context, the study has proceeded to identify and relate the materiel-type functions sometimes currently provided through operation channels which are necessary to TACC operations. For convenience, the TACC (Current Plans and Current Operations) will be addressed as a composite entity with appropriate delineation of the specific areas of differing support requirements for materiel data.

LSS Function 1.1 - Receive Requirement for Materiel Staff Services Support. The requirements of the TACC Current Plans and the TACC Current Operations Staffs are quite similar and concern the AFFOR current status of resources. Data required involves the operational availability of aircraft, crews, ordnance and their locations, other expendables and the availability of mission critical services for time periods of interest, nominally from immediately to several days forward.

It is an implicit requirement that operational constraints that may affect the potential uses of or effectiveness of such resources be provided to the TACC. For example, unusual delays in up-load or in turn-around times can result due to local shortages of load crews, needs to dismount and replace different types of ordnance pylons for different loads, mounting of external fuel tanks, etc.

LSS Function 1.2 - Collect, Record and Store Materiel Data. The materiel data files necessary to provide the TACC with data on the status and availability of mission critical resources include the current status of the resources previously identified as required to support War Plans and Tactical Operations. In support of the TACC however, more detail is required. Status data required includes the location of the mission critical resources, the quantities available, and their availability. Mission critical resources include:

- a. Status and availability of aircraft.
- b. Status and availability of ground and air transport.
- c. Supply levels by location of expendables including POL, LOX, munitions, critical spares, pods, tanks, etc.
- d. Location and availability of mission critical services such as maintenance capability, ground servicing, etc.
- e. Location and availability of ground handling equipments and services.
- f. Detailed data on aircraft status such as pylon configuration. g. Sensor availability, including ECM pods. Such data are needed not only to

establish the status of the resources which are mission critical, but to establish the availability of transportation that may be required to immediately relocate materiel resources from where they are to where they are needed.

LSS Function 1.3 - Retrieve Materiel Data. Materiel data are retrieved as required in the categories defined for Function 1.2.

LSS Function 1.4 - Perform Statistical Analyses, Evaluations and Summaries of Materiel Data, and LSS Function 1.5 - Support Extended Planning. The materiel staff support of the TACC can include such items as have been noted above under Functions 1.5.2 and 1.5.3 in support of War Plans. Such support would be to extended planning accomplished within the TACC and is subsummed under paragraph 1.5 (Support Extended Planning). Other than this, the TACC support does not involve statistical analysis, evaluations and summaries of materiel data.

LSS Function 1.6 - Support Frag Order Planning. The materiel staff support to the TACC in connection with this function is oriented to the Current Plans requirements for planning and scheduling next day missions. It primarily involves current status data identified under Function 1.2. Other materiel staff support, as noted under Function 1.4, involving analyses and evaluations of near-term capabilities for changed activity levels and ground service support at various AFFOR bases.

LSS Function 1.7 - Support Current Operations. The current operations staff of the TACC is concerned with the immediate and on-going activities as directed in the standing frag order. This is a real time activity with very little lead time for planning and data development. Consequently, the materiel staff support required by Current Ops of the TACC is that data showing immediate availability of particular aircraft, configuration (pylons), external tankage (if any), ordnance loads and air crews at the AFFOR bases, as well as the load crews and equipments that might be needed for reconfiguration or re-load of aircraft. The data required are those identified under Function 1.2.

LSS Function 1.9 - Disseminate Materiel Data. The materiel staff can provide required data to the TACC on request. Discrete data on resources are identified under Function 1.2. Representative groupings of data include:

- a. Aircraft available for mission assignment at time T:
 - (1) No. and type aircraft (model/design/series).
 - (2) Unit (wing/group/squadron).
 - (3) Unit location.
 - (4) Type crews.

- (5) Ordnance mounts (configuration).
 - (6) Alternate mount availability (by time T).
 - (7) Ordnance availability (by time T).
 - (8) Miscellaneous comments (special equipments, tanks).
- b. Reserve aircraft availability in emergency at time T:
- (1) No. and type aircraft (model/design/series).
 - (2) Unit (wing/group/squadron).
 - (3) Unit location.
 - (4) Type crews.
 - (5) Ordnance mounts (configuration).
 - (6) Alternate mount availability (by time T).
 - (7) Ordnance availability (by time T).
 - (8) Miscellaneous comments (special equipments, tanks).
- c. Aircraft Potentially Available by time T:
- (1) No. and type aircraft (model/design/series).
 - (2) Unit (wing/group/squadron).
 - (3) Unit location.
 - (4) Type crew.
 - (5) Ordnance mounts (configuration).
 - (6) Alternate mount availability (by time T).
 - (7) Ordnance availability (by time T).
 - (8) Miscellaneous comments (special equipments, tanks).
 - (9) Required action for availability of aircraft.
- d. Aircraft currently on alert status:
- (1) No. and type aircraft.
 - (2) Unit.
 - (3) Location.
- e. Consolidated logistics status reports.
- f. Analyses and evaluations of mission support capability.
- g. Critical items, current and near-term.
- h. Trend and planning factors data (force posture).

3.3.3.1.3 LSS Support to AFFOR Commander

The employment of the assigned tactical air resources by the AFFOR commander in combat operations, and the command and control thereof, is predicated on the capability of the Deputy for materiel and his organization to sustain the Air Force component in the field. The provision of responsive materiel support is the responsibility of the D/M at the AFCCP.

The preceding discussions of materiel support as provided to the War Plans staff and to the TACC staffs apply equally to the support required by the AFFOR commander. In addition, other support is provided as noted in the following functional areas:

LSS Function 0.0 - Assist AFFOR Commander in Management of Materiel Resources. The D/M of the Air Force Component Commander exercises staff supervision of the subordinate organizations' materiel elements to ensure responsive materiel support capability for the operations of the deployed Air Force component. In the development of this responsive materiel support capability, the D/M must interpret and promulgate command policies, guidance and directives, collect and process data, prepare and validate plans and operational orders, monitor, coordinate, and direct activities, and provide the Commander with information to facilitate his decision-making. Detail discussion of this assistance to the Commander is given in Function 1.8, Perform Materiel Operations.

LSS Function 1.0 - Provide Materiel Staff Services in Support of the AFFOR Mission. The D/M at the AFCCP provides this responsive support by two major activities. One involves coordination with the other AFCCP staff agencies to insure adequate performance of the functions of the Air Force Component in flying hours, maintenance and supply of all facilities, and the provisions of base support. The other major activity involves the provision of materiel staff support to operations and other AFCCP staffs.

LSS Function 1.1 - Receive Requirement for Materiel Staff Services Support. In addition to the routine and prescribed materiel staff services identified thus far, other requests may originate from the AFFOR commander in response to various needs. Special studies, summaries or reports may be directed from the parent MAJCOM or Hqs, USAF. Also, the AFLC/AMAs may call for special reporting procedures on critical items (Hi-value of long lead time), special investigations of abnormal support requirements/equipment performances, or cooperative development/resolutions of depot versus intermediate maintenance responsibilities in the AFFOR theater.

LSS Function 1.2 - Collect, Record, and Store Materiel Data. Sensitive or privileged informations in connection with Inter-Service Support Agreements, Host-Tenant Support Agreements, and other local procurement command guidance are maintained in protective custody by the D/M staff at the AFCCP. Others are data guidelines from the AFLC/AMAs in regard to the technical criteria governing the reclamation, condemnation and demilitarization of systems and equipments. Nuclear weapon data are part of this category of sensitive informations, which must be protected against improper access for data retrieval or against damaging the integrity (validity) of the data files.

LSS Function 1.3 - Retrieve Materiel Data. Any materiel data or combinations of such data may be provided to the AFFOR commander by the D/M staff at the AFCCP.

LSS Function 1.4 - Perform Statistical Analyses, Evaluations, and Summaries of Materiel Data. Special support in this area is a major concern of the D/M. It can include any or all of the types of analyses and evaluations cited under War Plans and TACC support. In addition, special informations for Hqs, USAF, parent MAJCOM and STRICOM/Joint Task Force requirements are provided to the AFFOR commander.

LSS Function 1.5 - Support Extended Planning. The D/M personally provides information to the AFFOR commander of the materiel support capability status, and of alternatives or opportunities to exploit available resources in greater degree. This support requires extensive experience in such roles and a substantial data base for interpretation and development of this critical support. The D/M employs materiel staff assistance as needed in this responsibility.

LSS Function 1.8 - Perform Materiel Operations. This responsibility of the D/M and his staff is discussed in considerable detail in paragraph 3.3.3.3, LSS Support of Lower Echelon Units.

LSS Function 1.9 - Disseminate Materiel Data. Appropriate detail and consolidated materiel status data reports are provided to the AFFOR commander by the D/M, with pertinent interpretations. A scheduled presentation (daily) provides generalized briefing information to the commander and his AFCCP staffs. In addition, the LRC provides required resource current status data to assist the commander in his decision-making.

LSS Function 1.10 - Provide Materiel Staff Consulting Services. As noted throughout this section on materiel staff support of the AFFOR commander, the underlying role of the D/M is that of a materiel advisor and consultant. In particular, this consulting support has the total D/M staff resources to provide detail understanding and visibility of the AFFOR posture. In addition, the exercise of staff supervision of subordinate materiel elements by the D/M provides him with indications of overall discipline, quality of performance, reserve capabilities and attractive options in exploiting support potentials for the AFFOR.

LSS Function 2.0 - Coordinate Materiel Staff Activities with Other Materiel Agencies. The D/M provides necessary interfacing, response to, and coordination with the other materiel agencies external to and associated with the AFFOR. Examples of this support activity include:

- a. Report of the status of supply discipline to MAJCOM Chief of Supply (AFR 67-10).
- b. Report results of Maintenance Management Re-

view Program to MAJCOM D/M (AFR 66-1, AFR 66-12).

- c. Develop status information required by DCS/Materiel (MAJCOM D/M), (TACM 55-45).
- d. Negotiate for depot-level maintenance support in emergency situations (AFR 66-1).

LSS Function 3.0 - Perform Materiel Staff Office Administration. The D/M establishes and directs his materiel staff organization in accordance with the AFFOR mission requirements. The effective administration of such offices and operating centers (LRC) as may be necessary is increasingly important. Data files (data bases) are becoming more sophisticated. Data management discipline is essential for the safeguarding of the integrity of the data bases. Since the AFFOR commander employs AFFOR information, in large part drawn from the materiel staff data bases at the AFCCP, he requires responsible control and administration of materiel staff office operations.

3.3.3.2 LSS Support of Other AFCCP Staffs

The materiel staff services and support provided to the AFCCP staffs, include in appropriate degree (with certain constraints due to sensitive data access requirements) the various topics noted heretofore in support of War Plans, TACC, and the AFFOR commander.

Special requests for non-military items, services and informations are accommodated as possible. For example, personal effects of transferred personnel may need transportation coordination, local (indigenous country) procurements may be required, accommodations for personnel and equipments may pose temporary shelter/storage problems, and various other requests from rations to reports can be expected and accommodated.

3.3.3.3 LSS Support of Lower Echelon Units

The Deputy for Materiel Staff at the AFCCP provides a variety of support and services for the lower echelon units of the deployed AFFOR. These include the dissemination of materiel data, assistance in expediting critical supply items, analysis and evaluation of materiel data, consultation services and staff direction of materiel operations. A detailed discussion of the Logistics Subsystem functions in this area of lower echelon unit support is contained in this section.

LSS Function 1.1 - Receive Requirement for Materiel Staff Services in Support of AFFOR Mission. Subordinate elements of the deployed AFFOR include both tactical and combat support units. A request for the AFCCP materiel staff to provide information, assistance, guidance or some other actions would generate this function. An example of this would be a request by a tactical unit, wing or base for assistance in obtaining a supply item from within the AFFOR to

return an aircraft to readiness from a NORS condition. Such assistance could be in the form of expediting the intraforce transfer/shipment of the required item.

LSS Function 1.2 - Collect, Record and Store Materiel Data. The AFCCP Materiel Staff will collect, collate, record and store materiel data received from subordinate units in the AFFOR. Examples of such data would be NORS and NORM rates, munitions, sensors and ordnance availability, readiness conditions and configurations, AGE use rates, K-18 reports and 66-110 reports to list just a few.

LSS Function 1.4 - Perform Statistical Analyses, Evaluations and Summaries of Materiel Data. Collated materiel data will be evaluated and AFFOR statistical analysis performed. Summary reports of AFFOR materiel operations are prepared and disseminated to higher agencies and subordinate units. Lower elements thus may compare their performance against that of similar elements within the AFFOR. In the same manner, the resolution of materiel difficulties in the areas of maintenance, munitions, transportation, and supply by one unit may forestall the experience of a similar difficulty by other because of the dissemination of evaluated data dealing with that problem. Similarly, this analysis and evaluation process will yield materiel and logistic trends valuable to subordinate unit materiel operations, and provides the D/M with visibility of the quality of the maintenance provided to the AFFOR.

LSS Function 1.5 - Support Extended Planning. The AFCCP materiel staff requests and receives resource status and other data from lower echelon units to support extended planning. In return, the materiel staff provides the lower units with guidance and assistance in the preparation of extended plans by the subordinate unit. An example of such support would be the development of mobility planning ground rules by the materiel staff for use by tactical and combat support units.

LSS Function 1.8 - Perform Materiel Operations. The AFFOR D/M will exercise staff supervision of the materiel operations of the deployed AFFOR. These operations include maintenance, munitions, transportation and supply activities performed by subordinate tactical and combat support units.

The D/M staff will provide staff direction of materiel activities within the deployed AFFOR and will provide assistance to lower elements in dealing with external agencies. The staff will collect materiel data, make evaluations and disseminate materiel operation reports.

Representative functional activities of the materiel staff in support of lower echelon units include:

- a. Determine deficiencies and requirements.
- b. Monitor performance of materiel support.
- c. Adjust inventory and resources across the AFFOR.
- d. Maintain data files.
- e. Participate in Maintenance Management Review Program.
- f. Monitor administration of materiel support.
- g. Provide special materiel support.
- h. Provide materiel reports.
- i. Support implementation of operations plans, orders and adjustments.

LSS Function 1.9 - Disseminate Materiel Data. Lower elements of the deployed AFFOR will be supported by the AFCCP Materiel staff which will disseminate materiel data at the direction of the Deputy for Materiel. Examples of this materiel data include changes in materiel manuals, operating procedures, command policy, materiel annexes to force operations plans, TCTOs, consolidated K-18 reports and other items of similar nature.

LSS Function 1.10 - Provide Materiel Staff Consulting Services. One of the functions of AFCCP Materiel Staff support to lower echelons is that of providing consulting services and guidance. This could include the establishment and maintenance of a data base larger than that of the subordinate units, from which data base information could be retrieved in response to a lower element request. A request for assistance on procedural matter may be answered through reference to the AFCCP data base. The Materiel Staff would make staff visits on request and provide guidance in materiel matters such as a base facility location or upgrading, establishing or revising procedures, and development of local operating methods.

LSS Function 2.1 - Consult with AFLC/AMAs, as Required. Follow-up action in contracting AFLC and/or AMAs after initiation of a NORS report by a lower element in the AFFOR is a support function of the AFCCP Materiel Staff. An additional action could be the tracing of critical supply items in the enroute pipeline to the AFFOR.

LSS Function 2.3 - Support Other Materiel Agencies, as Required. The AFCCP Materiel Staff will provide support to subordinate elements by dealing with other materiel agencies. These other agencies include the General Services Administration, Air Force Communications Service, contractor and technical representatives, adjacent command materiel echelons, and host country indigenous units.

3.3.3.4 Support of Higher Headquarters, MAJCOM Deputy for Materiel and Air Force Logistics Command

LSS Function 1.0 - Provide Materiel Staff Services in Support of the AFFOR Mission. The AFCCP Materiel Staff acts for the Deputy for Materiel and for the AFFOR Commander in providing materiel and logistics support to higher headquarters and to the Air Force Logistics Command. Such support is mostly in the area of coordinating materiel requirements, responding to data requests, and preparing reports on AFFOR and AFCCP materiel operations.

The Deputy for Materiel, MAJCOM, or AFLC may impose a requirement for action by or data from the AFCCP Materiel Staff. If such a requirement is received, the Materiel Staff will take the necessary action or provide the required data.

The AFCCP Materiel Staff receives materiel operations reports from subordinate elements in the deployed AFFOR. These reports are recorded, collated, and stored for retrieval. Information contained in these reports is used as the basis for preparation of consolidated or summary materiel reports by the AFCCP Materiel Staff to higher headquarters/AFLC.

Materiel data generating from the AFLC or from the Deputy for Materiel MAJCOM will be received by the Materiel Staff of the AFCCP. This data will be used by the Materiel Staff and, where pertinent, will be disseminated by the staff to lower echelons of the AFFOR.

LSS Function 2.0 - Coordinate Materiel Staff Activities with Other Materiel Agencies. The AFCCP staff will utilize DAFCCS communications to coordinate and consult with either AFLC or the appropriate AMA, as required to support AFFOR extended planning and on-going materiel operations. These actions will include expediting NORS supply items, traffic following of critical or forecasted critical items in the supply pipeline, coordination of emergency actions, and other matters affecting the materiel readiness of the AFFOR.

The results including accomplishments and deficiencies of AFCCP Materiel Staff operations will be reported to the Deputy for Materiel AFFOR; the AFFOR Commander; and, as directed, to the Deputy for Materiel MAJCOM.

LSS Function 3.0 - Perform Materiel Staff Administration. The AFCCP Materiel Staff will support the Deputy for Materiel MAJCOM, AFLC, the AFFOR Commander, and the AFFOR Deputy for Materiel with required staff administration, as required. These actions will include the preparation and publication of materiel reports, lists, annexes, and other instruments of materiel operations control.

3.3.4 Information Handling Functions

The D/M staff of the AFCCP provides materiel support to the AFFOR by means of the representative functions discussed above. It can be said that all of these functions involve information handling, in that the results or outputs of these functions can be shown as documentation and/or data. Consequently, the users of such outputs are one or more of the various supported agencies discussed in the preceding section. Table 3.3.4-1 specifies these users and a basic classification of such outputs. The users are arrayed across the top as column headings while the nine basic classes or types of outputs are shown as line items.

The expected or candidate users of the outputs are indicated by check marks in their columns opposite the particular output(s). Those users who should not, or need not, receive more than a particular subset of a particular output class are shown with parentheses around a check mark. Absence of any check marks indicates no identifiable functional utility to the user of such outputs.

While the information handling varies in detail, the information handling requirement is generally as follows:

- Retrieve data on the current status of a discrete resource or a discrete set of resources as required.
- Retrieve summary data on current status of resources.
- Conduct trend analysis and comparative analysis of historical data.
- Correlation analysis to predict future requirements or future status.
- Analysis of historical data to evaluate past performances.

3.4 Current Materiel Subsystem Functional Performance Requirements

The results of earlier investigations provide basis for belief that the DM staff agency of the AFCCP does have significant interface or interaction with the TACC and the War Plans staffs. Examination of the results of the Tactical Traffic and System Analysis study (reference No. ESD-TR-69-125) and Air Force Component Command Post Positional Analysis: Materiel (reference No. TM-LX-285/300/01) indicates specific messages being interchanged between the AFCCP DM staff agency and other AFCCP staff agencies. These messages reflect materiel status, deficiencies, trends, preparations, operations plans, etc.; and are defined in existing documentation.

The interactions of the DM staff of the AFCCP with other agencies within and without the deployed force are also documented in the references above. Related

Table 3.3.4-1. LSS Information Outputs and Users

LSS Information Output	Other AFFOR Elements						Higher Hqtrs			Lateral Command		AFFOR LRC	Maintenance Control Center
	War Plans	Current Plans	Current Ops	AFFOR CMDR	Other Hq Staff	Lower Echelons	JTF Hq	MAJCOM (LRC)	NAF (LRC)	AL LC/AMAs	Other Services		
1. Materiel Annexes to Operations Plans/Orders	X			X		X		X	X	X		X	X
2. Materiel Analyses	X	(X)		X	(X)	(X)	(X)	(X)	(X)	(X)		(X)	(X)
3. Summary of Materiel Resources	X	X	X	X	X		(X)	X	X	X		X	(X)
4. Materiel Status Reports	X	(X)	(X)	X	(X)	X	(X)	(X)	(X)	(X)		X	X
5. Critical Item Reports	X	X	X	X	(X)	X	(X)	X	(X)	X	(X)	X	X
6. Materiel Distribution Reports	X	(X)	(X)	X	(X)	X	(X)	(X)		(X)	(X)	X	X
7. Corrective Materiel Actions	(X)	(X)	(X)	X	(X)	X	(X)	(X)	(X)	(X)		X	X
8. Materiel Services Reports	(X)	(X)		X		X	(X)	(X)		(X)		X	X
9. Materiel Procurement Reports	(X)			X	(X)	(X)	(X)	(X)	(X)	(X)		(X)	(X)
10. Current Status Data as Required	X	X	X	X	X	(X)	(X)	(X)	(X)	(X)	X	X	(X)

X Indicates candidate user of all typical outputs
 (X) Indicates selective/limited outputs for such users.

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messages encompass materiel status, deficiencies, trends, preparations of operations plans, etc.

It is planned to incorporate the results of such earlier studies in the analyses of the LSS interfaces in Tasks 3 and 4 of this study. Based on the results of the functional analyses, as reported in this document, it will be possible to suitably extend the work of the above referenced studies. An objective of such further study will be the definition of the current system requirements for Materiel Staff functional performance.

3.5 AFCCP Materiel Staff (LSS) Functions - Summary and Conclusions

The AFCCP Materiel (D/M) Staff functions have been derived and assembled from the following sources:

- a. USAF and TAC Regulations and Manuals, Basic and Operational Doctrine.
- b. Study (SPO-directed) Reference Reports: e.g., Tactical Traffic and System Analysis (B.R.) and Air Force Component Command Post Positional Analysis: Materiel (S.D.C.).
- c. Observations of operational centers at TAC bases.

- d. Interviews with TAC Operations and Materiel Officers.
- e. Functional Analysis of a deployed AFFOR to the levels necessary to identify and assess the requirements for AFCCP Materiel (D/M) Staff support.

The study methodology involved the derivation of candidate functions based on AF/TAC regulations and manuals, and on the approved reference documents. Concurrently, candidate functions were independently derived in the functional analysis of the AFFOR and its requirements for Materiel Staff support at the AFCCP level. These sets of candidate functions were then correlated and merged into a master set. Guidance for this critical synthesis of a master set was based on:

- a. Direction from the study SPO (and the Statement of Work).
- b. Information developed during the interviews with TAC Officers.
- c. Extensive analysis experience by the Litton study team.

A function flow analysis, based on the master set of functions, provided preliminary visibility of the functional interrelationships. Assessments of the particular nature and extent of materiel support involved in specific functions were oriented to the various users: i.e., supported agencies. Table 3.3.2-1 shows the interrelationships between materiel support functions and users. Table 3.3.4-1 shows the nature of the outputs (support) provided to such users. The following tasks (3 and 4) of this study, to be reported in the next report, will extend and quantify these analyses, based on interface definitions, traffic profiles, and data base requirements.

The results of the LSS functional analysis indicate

that the role of War Plans support: i.e., support of extended planning, is of considerable magnitude. It is, in a number of respects, complementary to the TACC support role as identified in paragraph 3.3.3.1.2 and cited in the earlier reference studies. It is quite evident that any consideration of the materiel support provided to the TACC in the current system, and particularly for the post-1975 automated TACC, should be integrated with the support provided to War Plans (extended planning).

The Materiel Staff support provided to the AFFOR Commander encompasses that for War Plans and the TACC.

The interim results of this study of the Materiel Staff functions at the AFCCP are:

- a. The LSS support to the TACC (Current Plans and Current Operations) can significantly contribute to improved TACC operational performance by providing more detailed and more timely data on the status and availability of materiel resources.
- b. The data base requirements for LSS support of extended planning (War Plans) are complementary to those used in providing LSS support to the TACC. However, support to extended planning involves statistical analysis not required for current operations and FRAG order planning.
- c. The LSS support provided the AFFOR Commander (and other AFCCP staffs) imposes substantial information processing and data base requirements similar to those required for operations support.
- d. An LSS message traffic analysis for min/med/max deployed force levels will be required in order to determine the size of LSS data base, and the magnitude of the data handling, and data processing requirements for the three levels.

SECTION 4 FUNCTIONS OF THE DEPUTY FOR PERSONNEL (DP), AFCCP

This section provides a detailed analysis of the Personnel Staff of the AFCCP, (the Personnel Subsystem (PSS)), and a summary of the principal uses of PSS information outputs.

4.1 FUNCTIONAL ANALYSIS PROCEDURE

The PSS functional analysis procedure was similar to that used for the LSS as described in Section 3, paragraph 1. The requirement of the PSS given in the Statement of Work is to define the functions conducted in the PSS with detailed attention particularly given those functions which support the TACC. The pertinent PSS activities supporting the TACC consist of two categories; (1) activities providing current status information to the TACC on the mission essential personnel; and (2) predictions of personnel resource status effecting planning. The functional analysis of the PSS was derived from two sources, (1) DP functions established by the available Air Force documents and (2) Litton derived functions. The latter fill in 'gaps' resulting from the judged incompleteness of the available Air Force data and serve to provide a complete functional definition of the PSS.

The development of the PSS functional analysis was a three-step process. First, the Air Force established functions for the PSS as given in USAF, TAC, and System Development Corporations documents, were derived. These are quoted verbatim in paragraph 4.2. Secondly, a top level functional analysis was developed which relates the PSS functions to the AFFOR mission and to the functions performed by other AFFOR agencies; these are described in Section 2. Thirdly, the PSS functions from those two sources were then correlated and combined to synthesize a master set of PSS functions as described in paragraph 4.3.

The synthesized PSS functions given in the Master Set were then placed in the proper time sequence; paragraph 4.3.2 presents the PSS Functional Flow diagrams for the synthesized PSS functions. Paragraph 4.3.3.1 describes the PSS functions that support Command and Control (Operations) activities. Paragraph 4.3.3.2 describes PSS functions supporting other activities. Paragraph 4.3.4 summarizes the users of PSS information outputs.

4.2 Personnel Staff Functions Identified in Source Publications

This section lists Air Force established functions of the AFCCP Personnel Staff as given in various source publications.

- a. Personnel staff functions as stated in USAF Reg-

ulation 35-33, Military Personnel, Major Command and Intermediate Level Personnel Functions, 7 April 1969.

(1) Functional Responsibilities of the Plans and Requirements Division (Intermediate Headquarters)

- Develop, coordinate, and monitor personnel plans and operational plans.
- Assist in joint staff planning by preparing analyses of capability, developing the personnel and training requirements into proposed plans.
- Maintain cognizance of manning and manning capability to support out-of-cycle changes in mission requirements.
- Analyze personnel manning statistics and other personnel data furnished by the major command to isolate problem areas and recommend suitable courses of action.
- Help staff activities determine resources available for TDY assistance, including support of operations orders and maintenance of emergency wartime operations (EWO) capability.
- Administer, in coordination with higher headquarters, the selective manning of intermediate headquarters.
- Assure that personnel of intermediate headquarters programming and operations plans are accomplished, maintain capability to insure successful execution of continuity of operations plans.

(2) Functional Responsibilities of the Personnel Actions Division (Intermediate Headquarters)

- Administer Airman Promotion Program, convene boards, select airmen for promotion, and distribute quotas as directed by the major command.
- Demote airmen from grades to which the headquarters is authorized to promote.
- Promote or withhold temporary promotion of all 2d Ists and Veterinary Corps, chaplain, and judge advocate 1st Ists and issue orders effecting permanent promotion in the Air Force Reserves, if authorized by the major command.
- Process and finalize certain officer and airman separation actions, if general

- courts-martial authority has been established; provide staff evaluation, guidance, and analysis of separation actions for the command.
- Supervise administration of the personnel portion of the Rated Officer Management Program, review Flying Evaluation Board proceedings and voluntary suspension requests; award rating of command pilot, senior pilot, master navigator, if such authority has been delegated.
 - Supervise the airman aircrew and nonaircrew flying program, and the nonrated officer and warrant officer flying status program; issue appropriate aeronautical orders and control utilization of flying spaces.
 - Approve or disapprove recommendations for award of missileman badges.
 - Monitor the Officer Career Development Program to insure that intermediate command assignment actions and policies are in consonance with AFR 36-23.
 - Monitor Officer Quality Control (Integrity) Program (for example: AFR 36-2).
- (3) Functional Responsibilities of the Personnel Services Division (Intermediate Headquarters)
- Administer Personnel Services Programs in the following general areas, as delegated by the major command.
 1. Air Force Sport and Recreation Program.
 2. Decorations.
 3. Marriage in Overseas Commands.
 4. Unit Awards.
- (4) Functional Responsibilities of the Administration Branch (Intermediate Headquarters)
- Control correspondence.
 - Maintain DP functional publications library.
 - Supervise and provide guidance within the DP on establishing files, records disposition and retirement, and other administrative matters.
 - Act as the DP control agency for classified material and as the Top Secret control, when appropriate; maintain the DP security records, operate the DP security program; and serve as focal point for the DP internal security matters.
- Process the DP work-order requests and office-space allocations, and maintain required DP supply account records.
 - Maintain current DP operating instructions, procedures, and standards; DP organizational-functional charts; and DP publications and forms management programs. Control distribution, as required.
 - Monitor required records maintenance of civilian personnel assigned to the Directorate of Personnel.
 - Administer fund drives within the Directorate of Personnel.
 - Control expenditures of DP TDY and toll telephone fund allocations.
 - Act as the DP central point of contact and consolidating agency for routine information-gathering and special and general administrative matters that involve more than one division.
- b. Personnel staff function as stated in TAC Manual 55-45, Operations, Air Force Component Command Post and Tactical Air Control Center Operations, 7 January 1970.
- The Personnel Staff advises the commander on personnel matters, maintains liaison between subordinate units and command headquarters to insure assignment of qualified personnel, consolidates and submits personnel status reports as required, and advises command headquarters by most expeditious means of critical shortages affecting mission capability. The personnel staff actions required will, at some point as the size of force increases, dictate the replacement of the special staff agency with a general staff personnel deputy.
- c. Personnel Staff functions as stated in System Development Corporation Technical Memorandum TM-LX-265/100/01, Tactical Air Control System - 407L, Air Force Component Command Post Functional Analysis: Command and Staff, 30 November 1966.
- Personnel

The Personnel Staff advises the commander and his staff on personnel matters. At the Commander's discretion, this staff agency may become a Deputate

The following functions are listed:

 - Exercises staff supervision over subordinate units personnel activities.
 - Ensures assignment of qualified personnel.
 - Consolidates and submits personnel status reports as required.

- Advises command headquarters by most expeditious means of critical personnel shortages affecting mission capabilities.
- Establishes procedures for promotions within the Component and supervises the overall promotion program based on quotas and guidance from higher headquarters.
- Maintains field records for personnel assigned to the AFCCP.
- Interacts routinely with the Comptroller and Administrative Services.

4.3 Synthesis of Master Set of Personnel Staff Functions

As described earlier, the development of the PSS functional analysis was a three-step process by which a Master Set of PSS functions is synthesized from two sources (1) Air Force established functions as given in source documents and (2) a top level functional analysis relating PSS functions to those of other AFFOR elements.

4.3.1 Correlation of Functions into Master Set

Table 4.3.1-1 relates the Air Force established PSS functions as given in Column 2 to those functions derived from the top level functional analysis given in Column 1. Note that Section a. of Table 4.3.1-1 gives the PSS functions involving statistical/trend analysis and extended planning whereas Section b. of the table presents the PSS functions involving maintenance, retrieval, and dissemination of current status data.

The two sets of PSS functions specified in Table 4.3.1-1 were combined to form the Master Set of PSS functions listed in Column 1 of Table 4.3.1-2.

The interrelationships of the top level PSS functions given in Appendix I and the Master Set of PSS functions is shown in Column 2 of Table 4.3.1-2. Note that the PSS functions typically result from synthesis of the requirements of two or more top level functions. For example, PSS Function No. 1.1, Receive Requirement for Personnel Staff Services Support covers both No. 1.7.1.2, Receive Operations Requirement and No. 1.7.2.1, Receive Preliminary Operations Plan from the top level functional analysis.

The source of the PSS function is identified in Column 3 of Table 4.3.1-2 with reference to the USAF, TAC, and SDC (System Development Corporation) documents cited by title in 4.2. Column 4 of Table 4.3.1-2 indicates the agency supported by the function identified in the same row of Column 1. Note that the same PSS function may support more than one agency. For example, Function No. 1.4, (Perform Statistical Analysis, Evaluations, and Summaries of Personnel Data) supports War Plans, Current Plans,

Current Operations, the AFFOR Commander, other AFCCP staffs, and higher headquarters.

The specific nature of the support provided each agency by a particular PSS function is described in individual subparagraphs of 4.3.3. Before proceeding to those descriptions of each individual agency's specific PSS support requirements, a set of flow diagrams is next presented which depict the time sequencing of PSS functions.

4.3.2 Functional Flow Analysis, Personnel Staff Functions

The figures in this section present Functional Flow Diagrams for PSS functions as follows:

PSS Function

0.0 ASSIST TAF COMMANDER IN MANAGEMENT OF PERSONNEL RESOURCES (Figure 4.3.2-1).

1.0 Provide Personnel Staff Services in Support of the AFFOR Mission (Figure 4.3.2-2).

1.1 Receive Requirement for Personnel Staff Services Support

1.2 Collect, Record, and Store Personnel Data

1.3 Retrieve Personnel Data

1.4 Perform Statistical Analyses, Evaluations, and Summaries of Personnel Data

1.5 Support Extended Planning (Figure 4.3.2-3)

1.5.1 Perform Feasibility Studies

1.5.2 Determine Personnel Resources Available for TDY Assistance

1.5.3 Maintain Cognizance of TAF Manning Capability to Support TAF Mission

1.5.4 Prepare Personnel Annexes to Operations Plans and Orders

1.6 Support Frag Order Planning

1.7 Support Current Operations

1.8 Perform Personnel Operations (Figure 4.3.2-4)

1.8.1 Administer Personnel Services Program

1.8.2 Exercise Staff Supervision Over Subordinate Units

1.8.3 Process Officer and Airmen Separation Actions

Table 4.3.1-1. Collation of Personnel Staff Functions (Sheet 1 of 2)

1 FUNCTION DERIVED FROM ANALYSIS OF DEPLOYED FORCE OPERATIONS	2 PSS FUNCTION DERIVED FROM AIR FORCE DOCUMENTATION
Section a. Functions Involving Statistical/Trend Analysis and Extended Planning	
<p>1.7.2.1 Receive preliminary Ops Plans (D/Pers)</p> <p>1.1 Develop and Maintain War Plans (War Plans/TACC)</p> <p>1.1.6 and 1.7.2.7 Prepare Long Range Plans (War Plans/TACC)</p> <p>1.1.8 Plan AFFOR Deployment (within obj. area) (Ops)</p> <p>1.7.1.6 Detect Deviation (D/Pers Staff)</p> <p>1.7.3.5 Evaluate Personnel Data (D/Pers Staff)</p> <p>1.7.2.11 Advise Ops of Personnel Constraints (D/Pers)</p> <p>1.7.2.2 Receive Personnel Messages</p> <p>1.1.3 Determine Friendly AOB Capability and Limitations (War Plans/TACC)</p> <p>1.7.1.5 Forecast Trends (D/Pers)</p> <p>1.7.2.6 Forecast Resource Trends (D/Pers)</p> <p>1.7.2.9 Determine Long Range Personnel Requirements (D/Pers)</p> <p>1.7.2.10 Develop Personnel Replenishment Criteria (D/Pers)</p> <p>1.7.2.4 Review Personnel Resources (D/Pers)</p>	<p>Develop, coordinate, and monitor personnel plans and operations plans (AFR 35-33)</p> <ul style="list-style-type: none"> o Receive and maintain file of Ops plans o Develop and maintain personnel annex to Ops plans and orders o Prepare personnel annex o Prepare personnel annex <p>Analyze personnel manning statistics and other personnel data furnished by the major command to isolate problem areas and recommend suitable courses of action (AFR 35-33)</p> <ul style="list-style-type: none"> o Analyze personnel status and trends to identify problems which could affect current operations such as critical skills o Evaluate AFFOR Personnel Data o Identify and advise operations of personnel imposed constraints, such as critical skills <p>Assist in joint staff planning by preparing analyses of capability, developing the personnel and training requirements into proposed plans (AFR 35-33)</p> <ul style="list-style-type: none"> o Receive requirements for analysis of personnel data o Provide projected personnel status o Develop AFFOR personnel trends as required to support operations o Forecast personnel trends and trends in critical skill areas o Determine personnel requirements to support operations long term operations plan o Develop personnel replenishment criteria including replenishment pipeline establishment <p>Help staff activities determine resources available for JDY assistance, including support of operations orders and maintenance of emergency wartime operations (EWO) capability (AFR 35-33)</p> <ul style="list-style-type: none"> o Develop summary status reports as required on the status of personnel resources and personnel skills

Table 4.3.1-1. Collation of Personnel Staff Functions (Sheet 2 of 2)

1 FUNCTION DERIVED FROM ANALYSIS OF DEPLOYED FORCE OPERATIONS	2 PSS FUNCTION DERIVED FROM AIR FORCE DOCUMENTATION
Section a. Functions Involving Statistical/Trend Analysis and Extended Planning	
1.7.10 Prepare Summary Reports (D/Pers) Function not identified	Consolidate and submit personnel status reports as required (TM-LX-265/100/01) o Prepare and submit personnel summary reports as required Interact routinely with the Comptroller and administrative services (TM-LX-265/100/01)
Section b. Functions Involving Maintenance, Retrieval and Dissemination of Current Status Data	
1.1.3 Determine Friendly AOBCapability and Limitations (Ops) 1.3.1.3 Review Resource Status (TACC) 1.7.3.9 Provide AFFOR Deployment Status (D/Pers) 1.4 Supervise Tactical Air Operations (Tact. Air Ops) 1.7.2.11 Advise Ops of Personnel Constraints (D/Pers) 1.7.1.12 Initiate Personnel Data Search 1.7.2.5 Determine Resources Availability	Maintain cognizance of manning and manning capability to support out-of-cycle changes in mission requirements (AFR 35-33) o Provide current personnel status o Provide data as required on availability of critical skills o Provide personnel locator files o Provide personnel training status as required o Identify and advise operations of personnel imposed constraints such as lack of critical skills Maintain cognizance of manning capability in support of out-of-cycle changes in mission requirements (AFR 35-33) o Obtain data on status of personnel resources external to AFFOR o Determine availability of applicable AFFOR personnel resources

00798-2 (Sheet 2 of 2)

1.8.4 Supervise Personnel Portion of Rated Officer Management Program

1.8.5 Supervise Airmen and Officer Flying Status Program

1.8.6 Monitor Officer Career Development Program

1.8.7 Monitor Officer Quality Control Program

1.8.8 Ensure Assignment of Qualified Personnel

1.8.9 Administer Airmen Promotion Program

1.8.10 Administer Promotion Program for Certain Officers

1.8.11 Provide TAF Personnel Locator Services

1.8.12 Support Implementation of Operations Plans, Orders, and Adjustments

1.9 Disseminate Personnel Data (Figure 4.3.2-5)

1.9.1 Report TDY Personnel Status

1.9.2 Report Forecast Personnel Resources

1.9.3 Report Duty Status of AFFOR Personnel

Table 4.3.1-2. Interrelation of PSS Functions to Sources and Sup

1 Master Set of PSS Functions	2 Reference Top Level FFD No.	3 Source: USAF TAC SDC	4 Supported Agency						
			War Plans/ TAC Ops	Current Plans	Current Ops	AF/OR Cmdr	Other AF/CCP Staff	Le U	
PSS 0.0 Assist TAF Commander in Management of Personnel Resources									
PSS 1.0 Provide Personnel Staff Services in Support of the AF/OR Mission									
PSS 1.1 Receive Requirement for Personnel Staff Services Support	1.7.1.2 1.7.2.1	USAF TAC SDC	X	X	X	X	X		
PSS 1.2 Collect, Record, and Store Personnel Data	1.7.1.1 1.7.1.3 1.7.1.4 1.7.2.2 1.7.3.2	USAF TAC SDC	X	X	X	X	X		
PSS 1.3 Retrieve Personnel Data	1.7.1.4 1.7.1.12	USAF TAC SDC	X	X	X	X	X		
PSS 1.4 Perform Statistical Analyses, Evaluations, and Summaries of Personnel Data	1.7.1.5/6 1.7.2.4/5/6 1.7.2.8/9/10 1.7.3.3/4/5/6	USAF TAC SDC	X	X	X	X	X		
PSS 1.5 Support Extended Planning	1.4.3/4/5 1.7.2.11 1.7.2.7	USAF	X				X	X	
PSS 1.6 Support Frag Order Planning	1.7.1.7 1.7.1.8	USAF		X					
PSS 1.7 Support Current Plans	1.7.1.7 1.7.1.8	USAF			X				
PSS 1.8 Perform Personnel Operations	3.5.9	USAF SDC					X		
PSS 1.9 Disseminate Personnel Data	1.4.6 1.7.1.10/11 1.7.2.11 1.7.3.9 1.7.3.11	TAC SDC	X	X	X	X	X	X	
PSS 1.10 Provide Personnel Staff Consulting Services	1.7.2.12 1.7.3.10	TAC SDC					X	X	
PSS 2.0 Coordinate Personnel Staff Activities With Other Personnel Agencies									
PSS 2.1 Consult With Other Personnel Agencies As Required	3.4.1 3.4.2 3.4.3 3.4.4	USAF TAC SDC							
PSS 2.2 Report Results of Personnel Staff Operations to Other Personnel Agencies	3.4.1 3.4.2 3.4.3 3.4.4	USAF TAC SDC							

Table 4.3.1-2. Interrelation of PSS Functions.

1 Master Set of PSS Functions	2 Reference Top Level FFD No.	3 Source: USAF TAC SDC	Support			
			War Plans/ TAC Ops	Current Plans	Current Ops	AFFO Cmdr
PSS 2.3 Support Other Personnel Agencies As Required	3.4.1 3.4.2 3.4.3 3.4.4	USAF TAC SDC				
PSS 3.0 Perform Personnel Staff Office Administration	3.5.9	USAF				

Table 4.3.1-2. Interrelation of PSS Functions to Sources and Support Agencies (Sheet 2 of 2)

2 Reference Top Level FID No.	3 Source: USAF TAC SDC	4 Supported Agency							
		War Plans/ IAC Ops	Current Plans	Current Ops	AFFOR Cmde	Other AFCCP Staff	Lower Echelon Units	Higher Hqs.	Others As Specified
3.4.1 3.4.2 3.4.3 3.4.4	USAF TAC SDC						X	X	
3.5.9	USAF						X	X	Internal Self-Supporting Activity

00798-3 (Sheet 2 of 2)

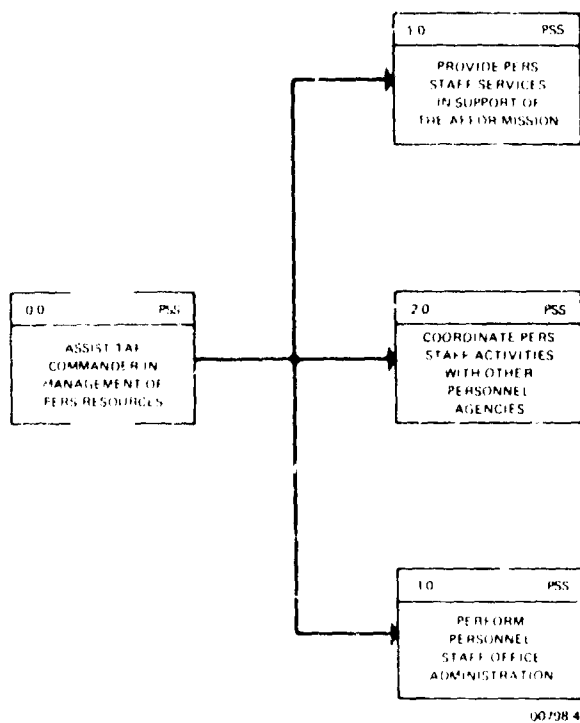


Figure 4.3.2 1, PSS Function No. 0.0, Assist TAF Commander in Management of Personnel Resources

- 1.9.4 Advise Commander and Command Staff of Critical Personnel Shortages
- 1.9.5 Provide AFFOR Personnel Training Status Reports
- 1.9.6 Provide Special Personnel Data Reports as required
- 1.10 Provide Personnel Staff Consulting Services

2.0 Coordinate Personnel Staff Activities with Other Personnel Agencies (Figure 4.3.2-6)

- 2.1 Consult with Other Personnel Agencies as Required
- 2.2 Report Results of Personnel Staff Operations to Other Personnel Agencies
- 2.3 Support Other Personnel Agencies as Required

3.0 Perform Personnel Staff Office Administration (Figure 4.2.3-7)

- 3.1 Control DP Correspondence and Forms Management
- 3.2 Control DP Fund Expenditures
- 3.3 Supervise DP Records Filing, Disposition, and Retirement

- 3.4 Provide DP Security Devices
- 3.5 Process DP Work Order Requests and Office Space Allocations
- 3.6 Maintain DP Supply Account Records
- 3.7 Maintain DP SOPs Instructions and Standards
- 3.8 Maintain DP Organizational-Functional Charts
- 3.9 Administer Fund Drives within the DP
- 3.10 Monitor Maintenance of DP Civilian Personnel Records
- 3.11 Maintain DP Functional Publications Library
- 3.12 Control DP Publications

4.3.3 Personnel Functions Supporting AFCCP and External Agencies

It was noted previously that although the same PSS function may support several agencies, the specific type of support provided may vary from agency to agency. The specific nature of the support provided each agency by the applicable PSS functions are described in paragraphs 4.3.3.1 through 4.3.3.5 for the following agencies:

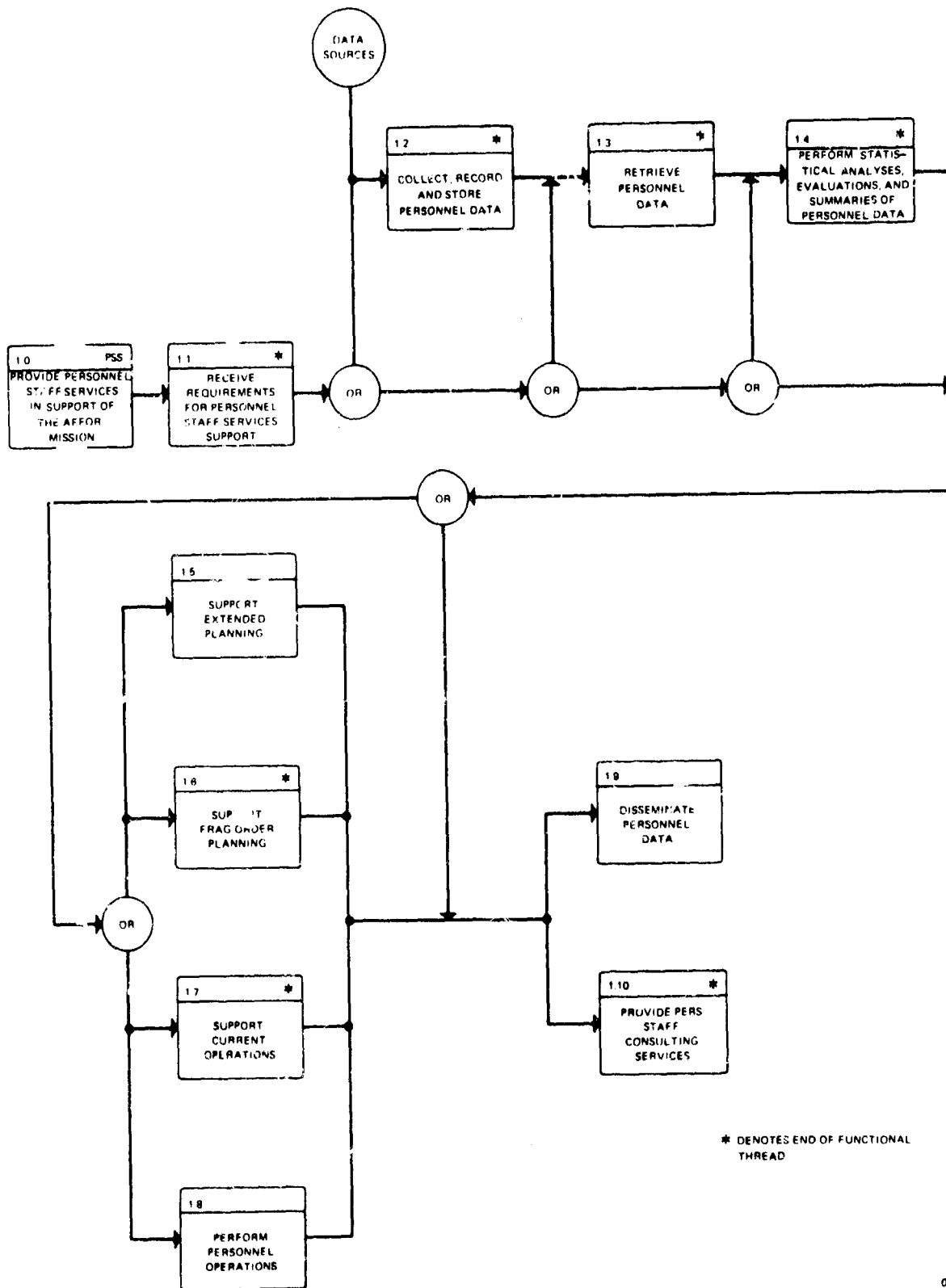
- a. PSS Support to Deputy for Operations.
 - (1) PSS Support to War Plans/Tactical Operations.
 - (2) PSS Support to TACC Frag Order Planning and Current Operations.
- b. PSS Support to the AFFOR Commander.
- c. PSS Support of Other AFCCP Staffs.
- d. PSS Interior Management Functions.
- e. PSS Support to Higher/Lateral/Lower Headquarters.

The discussion of individual agency requirements for PSS support is concluded in paragraph 4.3.4 which presents a summary of the major PSS information outputs and the agencies using these outputs.

4.3.3.1 PSS Support to Deputy for Operations

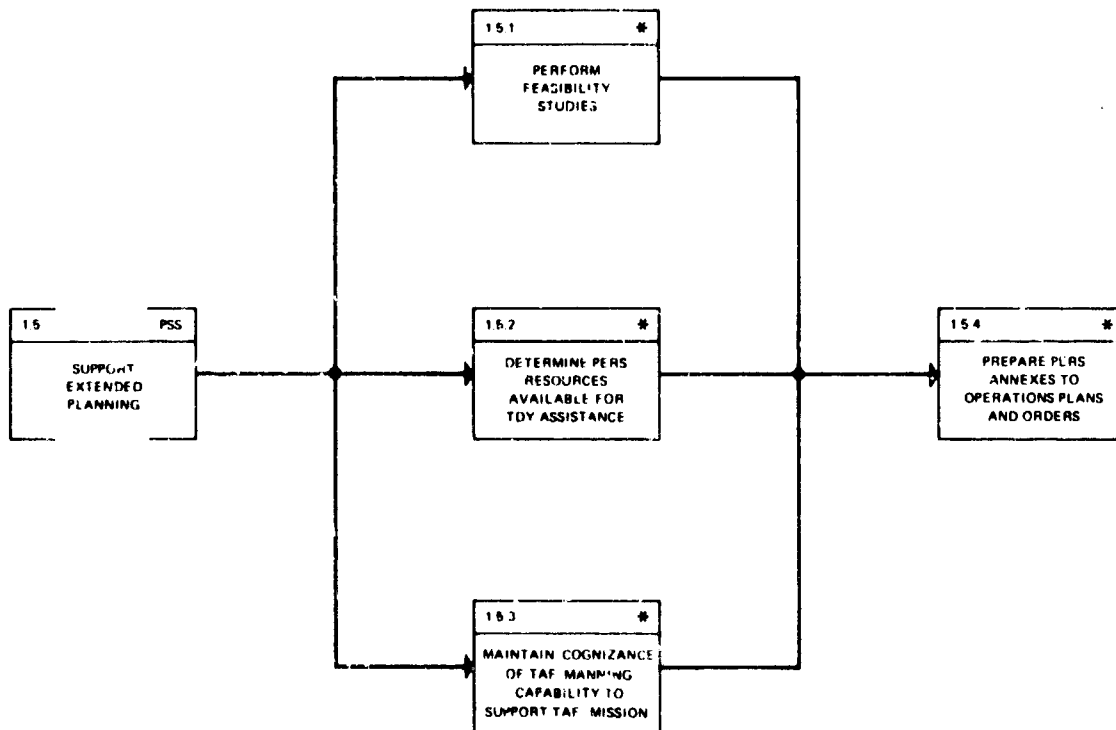
The PSS functions providing support to the various directorates of the Deputy for Operations (DO) were previously identified. The following sections present a detailed description of the support provided to War Plans/Tactical Operations, Current Plans, and Current Operations. Please note that the same PSS function often applies to several DO divisions; however, the particular features of support usually vary from division to division as will be specified clearly.

4.3.3.1.1 PSS Support to War Plans/Tactical Operations PSS Function 1.1 Receive Requirement for Personnel Staff Services Support



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Figure 4.3.2-2. PSS Function No. 1.0, Provide Personnel Staff Services in Support of the AFFOR Mission (00798-5)



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Figure 4.3.2-3. PSS Function No. 1.5, Support Extended Planning

The PSS support required by War Plans consists of providing forecasts of the future requirements for and availability of personnel resources at certain locations and times; estimates of the personnel resources available for TDY assistance; the development and application of personnel planning factors with respect to contemplated future military operations and deployments; feasibility studies; TAF manning capabilities studies; and the development of Personnel Annexes to Operations Plans and Orders.

PSS Function 1.2 Collect, Record and Store Personnel Data

Data files maintained by the PSS in support of War Plans include the following:

- a. Current authorized personnel by AFSC and unit of assignment.
- b. Current assigned personnel by AFSC and unit of assignment.
- c. Forecast available personnel resources by AFSC and unit of assignment.
- d. Personnel training status.
- e. Personnel duty status.
- f. Personnel not available for duty, reassignment and/or deployment.
- g. Personnel committed for future operations, reassignment, or deployment.

- h. Assigned personnel currently under mission or deployment orders.
- i. Projected replacements.
- j. Current and scheduled TDY personnel status.
- k. Projected personnel augmentations by AFCS.
- l. Deployed manning data.

In addition to the established data files, additional data may be collected by the PSS to fulfill special requests of War Plans.

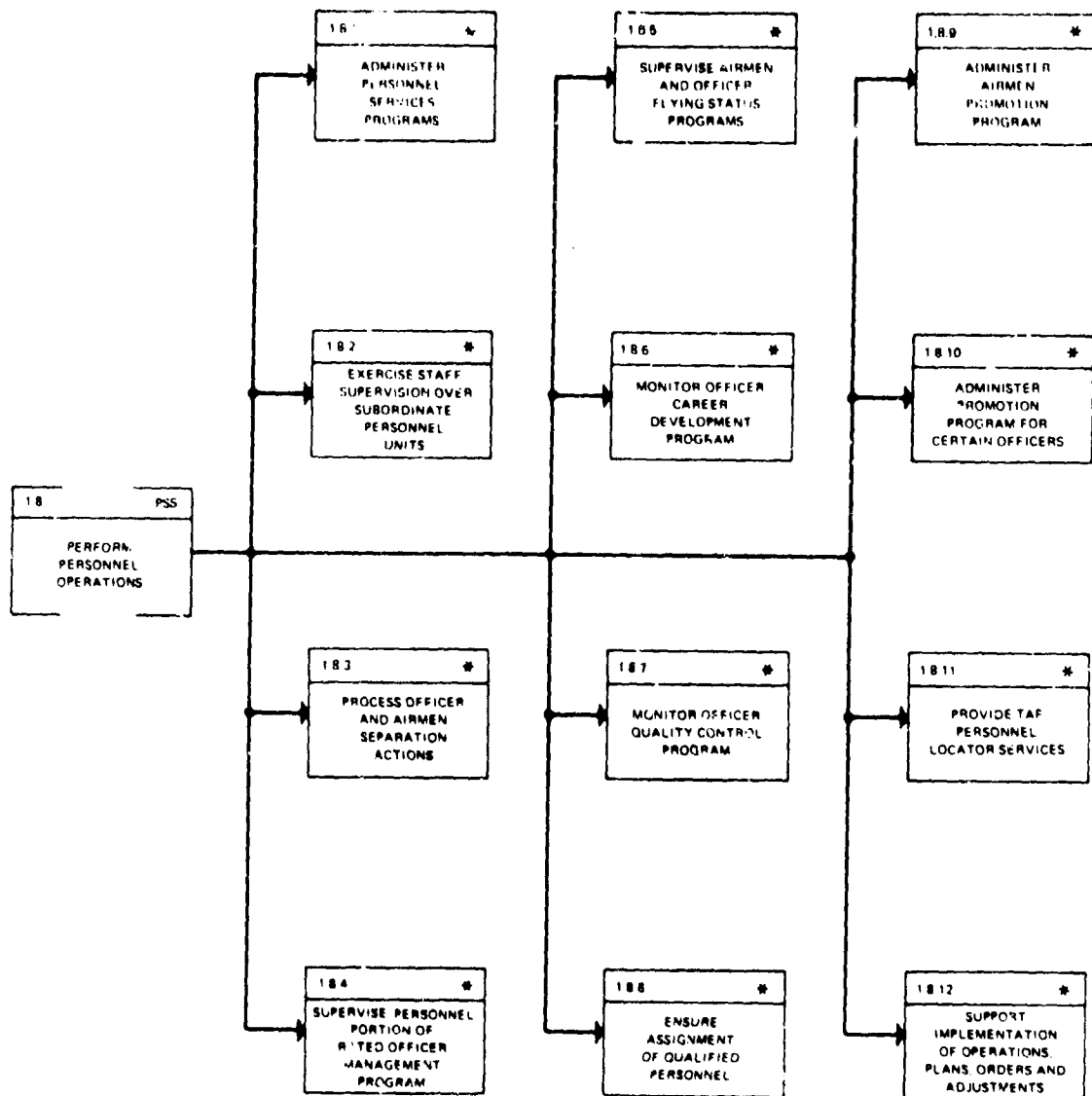
PSS Function 1.3 Retrieve Personnel Data

Personnel data are retrieved as required in the categories defined for Function 1.2 above. Additional categories of data may be retrieved per special request.

PSS Function 1.4 Perform Statistical Analyses, Evaluations, and Summaries of Personnel Data

Personnel manning and status statistics plus other personnel data are analyzed for War Plans with respect to contemplated military operations and/or deployments. A primary purpose of those analyses is to isolate problem areas and recommend suitable courses of action. Representative studies and analyses of personnel data include:

- a. Forecast available mission-essential personnel resources.



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Figure 4.3.2-4. PSS Function No. 1.8, Perform Personnel Operations

- b. Identify conflicting demands on mission-essential personnel.
- c. Develop personnel planning factors.
- d. Develop limiting personnel factors.
- e. Determine personnel capability to support contemplated operations.
- f. Identify and evaluate personnel patterns, trends, and problem areas.
- g. Identify available or potential remedies for personnel problems.

PSS Function 1.5 Support Extended Planning

Extended planning includes preparation of operations plans, operations orders (except for frag orders), and all contingency plans. Personnel staff support to extended planning is described in the following sections by subfunctions.

PSS Subfunction 1.5.1 Perform Feasibility Studies

The selection of a specific course of action from several alternative possibilities often requires War Plans personnel to evaluate the relative feasibility of each candidate action. The PSS assists the operations planners in this process by determining the feasibility, from a personnel resource viewpoint, of accomplishing each of the alternative courses of action. Essentially the PSS assesses feasibility by determining the manpower

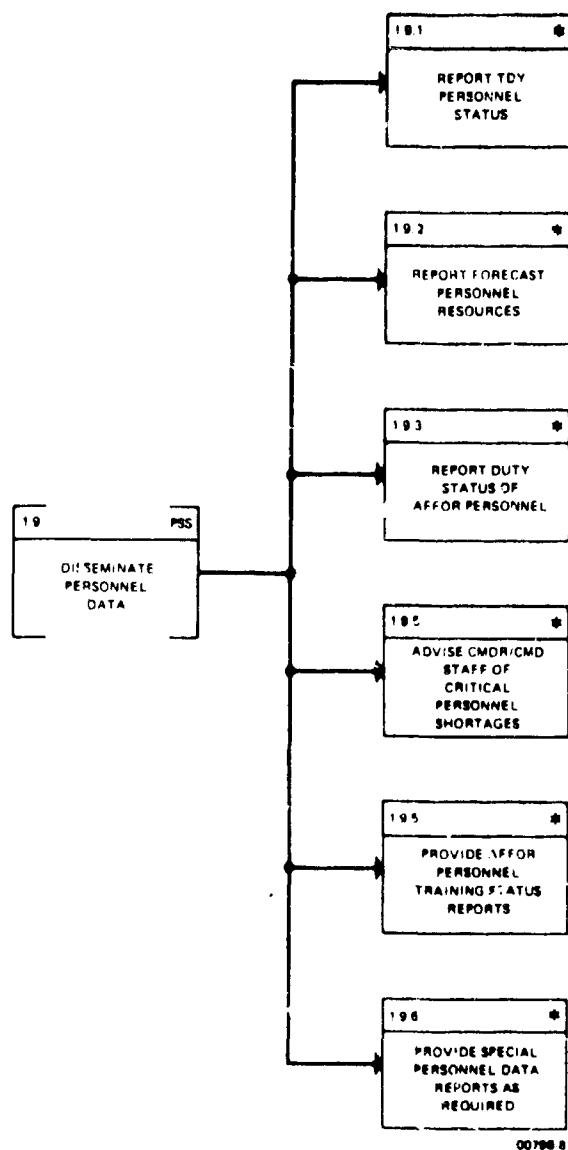


Figure 4.3.2-5. PSS function No. 1.9, Disseminate Personnel Data

required to implement an operation and then comparing the required manpower either with the available manpower resources or the resources that would be potentially available at some future time.

PSS Subfunction 1.5.2 Determine Personnel Resources Available for TDY Assistance

The PSS assists War Plans in determining the AFFOR personnel resources available for TDY assistance requested by other commands. Consideration is first given to whether such assistance can be provided without impairing accomplishment of the AFFOR mission. If this cannot be done, the extent of attenuation of AFFOR capability resulting from the loss of

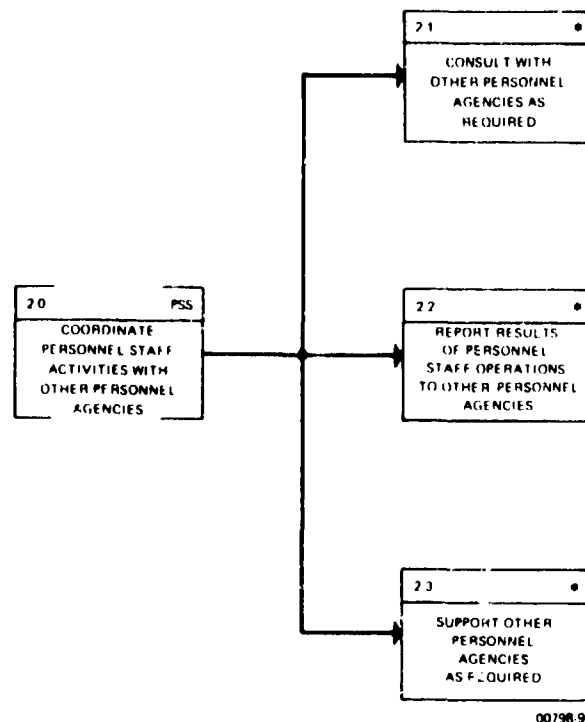


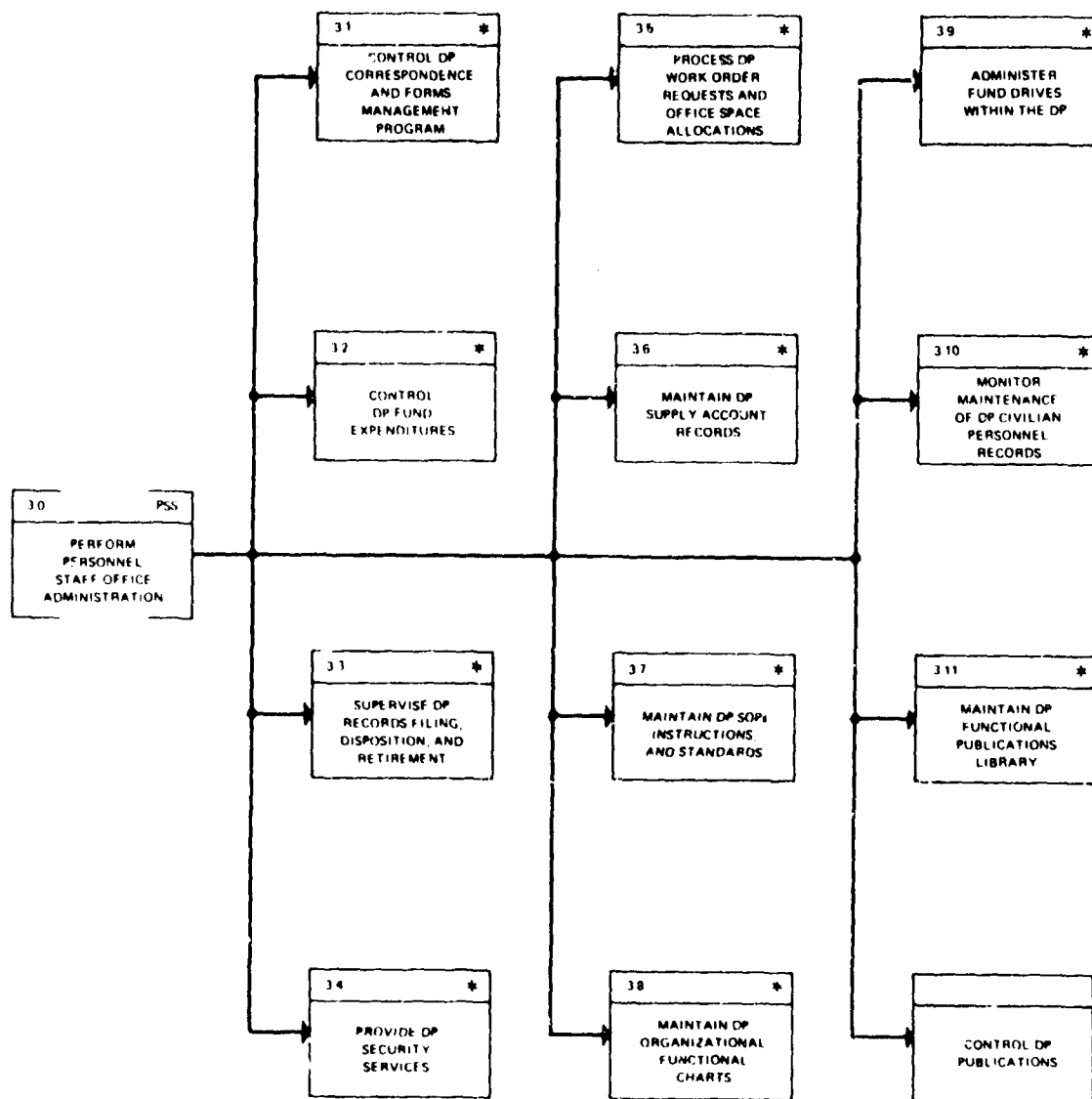
Figure 4.3.2-6. PSS Function No. 2.0, Coordinate Personnel Staff Activities with Other Personnel Agencies

requested TDY personnel assistance is then determined. Similar considerations apply when the possibilities for TDY assistance between elements of the AFFOR itself are being evaluated.

PSS Subfunction 1.5.3 Maintain Cognizance of TAF Manning Capability to Execute TAF Mission

The PSS maintains a continuing cognizance of the AFFOR manning capability to execute its mission. It does this by monitoring the current and predicted availability of mission essential personnel. Whenever one or more AFSC categories of personnel drop below a critical availability level, or such can be predicted to happen, immediate notification is given to War Plans.

The PSS assesses the AFFOR manning capability to accomplish changes in the AFFOR mission that are under consideration by War Plans. Whenever such changes entail enlargement of the AFFOR's scope of responsibility, the PSS determines the additional manpower augmentations required, if any to achieve the new AFFOR mission. If the AFFOR mission should become reduced in scope, the PSS ascertains the numbers and types of personnel reductions to be made.



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Figure 4.3.2-7. PSS Function No. 3.0. Perform Personnel Staff Office Administration

PSS Subfunction 1.5.4 Prepare Personnel Annexes to Operations Plans and Orders.

Personnel Annexes are prepared for operations plans, contingency/deployment plans, and operations orders per established procedures. Contents of the Personnel Annex will vary with the type of plan or order but will generally consist of the following data or subsets thereof:

- a. Manpower requirements, manpower sources, and unit strength requirements for both preplanned and immediate operations, contingencies, or deployments.
- b. Training required for implementation of a plan or order.

- c. Procedures and check lists for out-processing personnel prior to departure of an individual(s) for TDY within the employment area, and prior to release of individual(s) for return to home station.
- d. Procedures and check lists for in-processing personnel upon their arrival at an employment base and upon their arrival back at their home station.
- e. Procedures for maintenance of OJT records for individuals on extended deployments or TDY.
- f. Procedures for maintenance of mobility records for individuals on extended deployments or TDY.

- g. Security clearance required for personnel participating in the planned operation.
- h. Procedures for issuing TDY orders.
- i. Passport/visa requirements.
- j. Casualty reporting procedures.
- k. Personnel Status reporting procedures.
- l. Personnel clothing and equipment requirements.
- m. Procedures for participation in location, notification, and muster of personnel called up for contingency/deployment plan implementation.
- n. Procedures for participation in the preparation, publishing and distributing of travel orders for deployed personnel.
- o. Procedures for submittal and approval of personnel replacement/augmentation requirements.
- p. Identification and location of replacement/augmentation personnel held in reserve and procedures for their deployment.
- q. Straggler control procedures.
- r. Prisoner of War Procedures.
- s. Morale and personnel services including leave; medals and awards; postal service; exchange service; pay procedures; and troop information procedures.
- t. Rotation program procedures (if applicable).

PSS Function 1.9 Disseminate Personnel Data

Personnel data disseminated by the PSS to War Plans include the following:

- a. Personnel annexes to operations plans and orders.
- b. Personnel capability analysis.
- c. Summary of personnel resources available for TDY assistance.
- d. Personnel status reports including:
 - (1) Current authorized personnel by AFSC and unit of assignment.
 - (2) Current assigned personnel by AFSC and unit of assignment.
 - (3) Location(s) and current/future availability of personnel having certain AFSC(s).
 - (4) Forecast available personnel resources by AFSC and unit of assignment.
 - (5) Personnel training status.
 - (6) Personnel duty status.
 - (7) Personnel not available for duty, reassignment and/or deployment.

- (8) Personnel committed for future operations or deployment.
- (9) Assigned personnel currently under mission or deployment orders.
- (10) Projected replacements.
- (11) Current and scheduled TDY personnel status.
- (12) Projected personnel augmentations by AFSC.
- (13) Deployed manning data.
- f. Personnel location reports.
- g. Personnel staff services reports per special requests.

4.3.3.1.2 PSS Support to TACC Frag Order: Planning and Current Operations

The types of personnel staff support currently usually provided through operations channels are provided to Current Operations and for the daily Frag Order planning and relate principally to the current availability of personnel resources and skills. For this reason, the description of the functional support of these two TACC functional areas are combined.

PSS Function 1.1 Receive Requirement for Personnel Staff Services Support

The PSS support required by the TACC consists of providing the current availability and/or state of readiness of mission essential personnel at prescribed locations and times. Estimated capability of personnel resources to support specified near term operations (e.g., one to three days) are also supplied on request.

Of particular concern to the TACC is the status of those personnel most directly involved in air operations, e.g., air crews, aircraft ordnance and POL load teams, other flight line service personnel, TACS personnel, etc.

The PSS is also required to identify any critical personnel problems anticipated and to develop suggested remedial actions. The PSS must also identify and report any personnel limiting factors that would tend to constrain the scope or sustainability of planned near term air operations.

PSS Function 1.2 Collect, Record, and Store Personnel Data

Data files maintained by the PSS in support of the TACC include the following:

- a. Current authorized personnel by AFSC and unit of assignment.
- b. Current assigned personnel by AFSC and unit of assignment.
- c. Personnel training status.
- d. Available personnel resources by AFSC and unit of assignment.

- e. Personnel duty status.
- f. Personnel not available for duty or reassignment.
- g. Personnel committed for near term future operations or deployment (Current Plans only).
- h. Assigned personnel currently under mission or deployment orders (Current Plans only).
- i. Current and scheduled TDY personnel status (Current Plans only).
- j. Projected near term personnel augmentation data by AFSC (Current Plans only).
- k. Deployed manning data.

In addition to the established data files, additional data may be collected by the PSS to fulfill special requests of the TACC.

PSS Function 1.3 Retrieve Personnel Data

Personnel data are retrieved as required to the categories defined in Function 1.2 above. Additional categories of data may be retrieved per special request.

PSS Function 1.4 Perform Statistical Analyses, Evaluations, and Summaries of Personnel Data

Personnel manning and status data and other personnel data are analyzed for the TACC with respect to contemplated air operations. Personnel problem areas identified by PSS are examined and suitable courses of action recommended. Representative studies and analyses of personnel data are:

- a. Availability of mission-essential personnel resources.
- b. Identify conflicting demands on mission-essential personnel.
- c. Determine personnel capability to support contemplated near term operations.
- d. Identify mission-essential personnel problem areas.
- e. Identify available or potential remedies for personnel problems.

Additional analyses are performed per special request.

PSS Function 1.6 Support Frag Order Planning

The PSS supplies Current Plans with the current and near term availability, readiness, and status data on mission essential personnel at prescribed locations and times. Estimated personnel capability to support specified contemplated operations are provided. The mission essential personnel requirements associated with different air operations activity levels are identified. Available or potential remedies to personnel problems are identified. The PSS aids Current Plans personnel by determining the feasibility from a personnel resource viewpoint, of accomplishing each of several

courses of actions under consideration in the frag order planning process.

PSS Function 1.7 PSS Support to Current Operations

The PSS support rendered Current Operations is similar to that provided Current Plans as outlined in Function 1.6. The major difference is that Current Operations is concerned with personnel information relative to the current day's operations; Current Plans frag order planning, on the other hand, is concerned with personnel information for up to the next three days (approximately).

PSS Function 1.9 Disseminate Personnel Data

Personnel data disseminated by the PSS to the TACC include the following:

- a. Personnel capability analyses.
- b. Personnel status reports including:
 - (1) Current authorized personnel by AFSC and unit of deployment.
 - (2) Current assigned personnel by AFSC and unit of assignment.
 - (3) Locations and current/future availability of personnel having certain AFSCs.
 - (4) Forecast available personnel resources by AFSC and unit of assignment.
 - (5) Personnel training status.
 - (6) Personnel duty status.
 - (7) Personnel not available for duty or reassignment.
 - (8) Personnel commitment for future operations or deployments.
 - (9) Assigned personnel currently under mission or deployment orders.
 - (10) Projected replacements.
 - (11) Current and scheduled TDY personnel status.
 - (12) Projected personnel augmentations by AFSC.
 - (13) Deployed Manning data.
- c. Reports of personnel problem areas and available or potential remedies.
- d. Personnel location reports.
- e. Personnel staff services reports per special requests.

4.3.3.2 PSS Support of the AFFOR Commander

The PSS is the AFFOR Commander's staff agency that is responsible for planning, coordinating, and either implementing or supervising personnel resource management actions. The PSS acts solely on the basis

of the Commander's authority, i.e., it has no authority other than that delegated to it by the Commander.

All of the PSS functions that support War Plans/Tactical Operations and the TACC as described in 4.3.3.1.1 and 4.3.3.1.2, respectively, also are provided the AFFOR Commander. In addition, the Commander receives other types of PSS support as follows:

PSS Function 1.1 Receive Requirement for Personnel Staff Services Support

In addition to providing the personnel staff services prescribed by SOPs, regulations, manuals, and other established requirements originated by the AFFOR Commander and higher headquarters, the PSS must be prepared to fulfill requests for special personnel staff services.

Special requests may originate from any authorized source and are generally non-routine or aperiodic in nature. Special requests may originate from higher headquarters, e.g., Congressional or Inspector-General inquiries regarding complaints submitted by individuals. At the other extreme, special requests may originate with members of the AFFOR, e.g., and individual scheduled for a PCS transfer may request his departure be advanced one month to coordinate with his children's school schedule. The AFFOR Commander or his staff may originate a special request, e.g., the Commander might request an analysis of the effects on mission capability of projected shortages of certain AFSCs.

PSS Function 1.8 Perform Personnel Operations

Personnel operations are defined as those actions that implement management of personnel resources and which affect directly the individual officer/airman and/or the personnel data maintained on the individual officer/airman. Also included are those implementing personnel actions necessary to support operations plans, orders and adjustments.

PSS Subfunction 1.8.1 Administration Personnel Services Program

The PSS administers Personnel Services Programs in the following areas, as delegated by the major command:

- a. Air Force Sport and Recreation Program.
- b. Decorations.
- c. Marriage in overseas commands.
- d. Special awards and trophies.
- e. Unit awards.

PSS Subfunction 1.8.2 Exercise Staff Supervision Over Subordinate Personnel Units

The PSS assures that personnel actions at lower echelons pertaining to successful implementation of plans, programs, and orders of the AFCCP or higher

headquarters are appropriately accomplished. By institution of reporting procedures, as required, the PSS will monitor personnel transactions at the lower echelons and compare them to the planned personnel actions to assure correct and timely compliance.

PSS Subfunction 1.8.3 Process Officer and Airmen Separation Actions

The PSS processes and finalizes certain officer and airmen separation actions and provides staff evaluation, guidance, and analysis of separation actions for the command.

PSS Subfunction 1.8.4 Supervise Personnel Portion of Rated Officer Management Program

The PSS supervises administration of the personnel portion of the Rated Officer Management Program. It reviews Flying Evaluation Board proceedings and voluntary suspension requests. If delegated the authority, the PSS awards rating of command pilot, senior pilot, and master navigator.

PSS Subfunction 1.8.5 Supervise Airmen and Officer Flying Status Programs

The PSS supervises the airmen aircrew and nonaircrew flying program, and the nonrated officer and warrant officer flying status program. It issues appropriate aeronautical orders and controls utilization of flying spaces.

PSS Subfunction 1.8.6 Monitor Officer Career Development Program

The PSS monitors the Officer Career Development Program to ensure that the AFFOR assignment actions and policies are in consonance with AFR 36-23.

PSS Subfunction 1.8.7 Monitor Officer Quality Control Program

The PSS monitors the officer Quality Control Program and assures that administrative discharge procedures (unfitness, unacceptable conduct or in the interest of National Security) conform to AFR 36-2.

PSS Subfunction 1.8.8 Ensure Assignment of Qualified Personnel

The PSS will supervise AFFOR Classification, Testing, Formal Training, On-the-Job Training Programs to assure that all personnel are appropriately classified per their actual qualifications. The PSS will further assure that personnel are not assigned to AFFOR positions unless fully qualified for the position. The PSS will institute training actions to upgrade personnel qualifications as required to meet AFFOR needs.

PSS Subfunction 1.8.9 Administer Airmen Promotion Program

The PSS administers the Airman Promotion Program, convenes boards, selects airmen for promotion,

and distributes quotas as directed by the major command

PSS Subfunction 1.8.10 Administer Promotion Program for Certain Officers

The PSS promotes or withholds temporary promotion of all 2nd Lieutenants and Veterinary Corps, Chaplain, and Judge Advocate 1st Lieutenants, and issues orders affecting permanent promotion in the AFRs, if authorized by the major command.

PSS Subfunction 1.8.11 Provide TAF Personnel Locator Services

The PSS maintains the TAF Personnel Locator File showing the location, duty position, and organization of assignment for all AFFOR personnel plus those personnel of other services assigned to the TAF for liaison purposes. Locator services will be provided on a 24-hour basis to requesting agencies both within or external to the TAF.

PSS Subfunction 1.8.12 Support Implementation of Operations Plans, Orders, and Adjustments

Upon being notified of the decision to implement an operations plan, order, or adjustment the PSS performs the necessary supportive actions. The required PSS support will vary with the type of operation and might include any subset of the following personnel actions:

- a. Prepare and submit requisitions for additional required personnel to the appropriate sources.
- b. Monitor initiation and conduct of personnel training as required.
- c. Ensure proper accomplishment of procedures and checklists for out-processing personnel prior to departure of an individual(s) for TDY within the employment area, and prior to release of individual(s) for return to home station.
- d. Ensure proper accomplishment of procedures and checklists for in-processing personnel upon their arrival at an employment base and upon their arrival back at their home station.
- e. Ensure that proper OJI records are maintained for individuals on extended deployments or TDY.
- f. Implement procedures for maintenance of mobility records for individuals on extended deployments or TDY.
- g. Ensure that personnel participating in the planned operation have the proper security clearance.
- h. Monitor accomplishment of procedures for issuing TDY orders.
- i. Ensure that all passport/visa requirements are met.

- j. Monitor casualty reporting actions.
- k. Monitor personnel status reporting actions.
- l. Ensure that personnel clothing and equipment requirements are met.
- m. Participate in location, notification and muster of personnel called up for contingency/deployment plan implementation as required.
- n. Participate in the preparation, publishing and distributing of travel orders for deployed personnel as required.
- o. Receive, approve, and forward personnel replacement/augmentation requirements received from lower echelons as appropriate.
- p. Identify and locate replacement/augmentation personnel held in reserve and implement procedures for their deployment as required.
- q. Monitor straggler control and Prisoner of War procedures.
- r. Ensure proper provision of morale and personnel services including leave; medals and awards; postal service; exchange service; pay procedures; and troop information procedures.
- s. Monitor rotation program procedures (if applicable).
- t. Ensure that any other personnel actions pertaining to the successful implementation of operations plans and orders are accomplished properly.

PSS Function 1.10 Provide Personnel Staff Consulting Services

Personnel staff consulting services are provided to the AFFOR Commander and the other AFCCP staff agencies. Consultation services are provided on the following:

- a. Personnel problems and proposed solutions.
- b. Personnel procurement.
- c. Personnel training.
- d. Assignments.
- e. Promotions.
- f. Morale and welfare.
- g. Personnel status.

4.3.3.3 PSS Support of Other AFCCP Staffs

The other AFCCP staffs potentially have available to them all of the types of PSS support provided to the AFFOR Commander. In general, however, each particular staff agency will be primarily interested in personnel data related to its area. For example, the DM will primarily be concerned with the status of the AFFOR

maintenance, supply, transportation, procurement, and munitions personnel.

4.3.3.4 PSS Interior Management Functions

Activities included under this function include many of the administrative actions normally associated with any military office (subfunctions 3.1 through 3.9 plus a few subfunctions that are unique to a personnel staff office (subfunctions 3.10 thru 3.12). Each of the Subfunctions listed is self explanatory.

PSS Functions 3.0 Perform Personnel Staff Office Administration

- 3.1 Control DP Correspondence and Forms Management
- 3.2 Control DP Fund Expenditure
- 3.3 Supervise DP Records Filing, Disposition, and Retirement
- 3.4 Provide DP Security Devices
- 3.5 Process DP Work Order Requests and Office Space Allocations
- 3.6 Maintain DP Supply Account Records
- 3.7 Maintain DP SOPs, Instructions and Standards
- 3.8 Maintain DP Organizational-Functional Charts
- 3.9 Administer Fund Drives Within the DP
- 3.10 Monitor Maintenance of DP Civilian Personnel Records
- 3.11 Maintain DP Functional Publications Library
- 3.12 Control DP Publications

4.3.3.5 PSS Support to Higher/Lateral/Lower Headquarters

The PSS interacts with the personnel staffs at higher/lateral/lower headquarters as follows:

- a. PSS Function 2.0 Coordinate Personnel Staff Activities with Other Personnel Agencies.
- b. PSS Function 2.1 Consult with other Personnel Agencies as Required.

Consultations are held by PSS staff personnel with higher, lateral, and lower echelon personnel agencies on various personnel problem areas and proposed remedial actions. For example, the PSS may advise the MAJCOM DP that personnel of a certain AFCS are being deployed to the AFFOR without adequate prior training in the CONUS. Requests for additional TAF personnel resources are also submitted by the TAF to the MAJCOM.

PSS Function 2.2 Report Results of Personnel Staff Operations to Other Personnel Agencies

Personnel staff operations which are reported to other personnel agencies include:

- a. Personnel services actions.
- b. Officer and airmen separation actions.
- c. Rated officer management program actions.
- d. Flying status program actions.
- e. Promotion Program actions.

PSS Function 2.3 Support Other Personnel Agencies as Required

The general method by which the PSS supports other personnel agencies is by furnishing data in response to specific requests for same. For example, the PSS may be requested by the MAJCOM DP to investigate Congressional or Inspector-General inquiries on complaints submitted by individual AFFOR members.

4.3.4 Information Handling Functions

Users of PSS information outputs are described.

The PSS data processing activities produce information outputs that serve three general user classes:

- a. Other AFFOR elements.
- b. Higher/lateral commands/agencies.
- c. Within PSS staff element.

Table 4.3.4-1 identifies the major classes of information outputs provided to the three major user categories. Uses made of each item designated by row number in Table 4.3.4-1 is as follows:

- a. Row 1 - Personnel Annexes to Operations Plans or orders are used for action purposes by all elements of the AFFOR plus the Joint Task Force Headquarters. Information copies of certain operations plans (particularly those related to preplanned contingency operations) are often routed through the appropriate chain of command to various higher and/or lateral headquarters as appropriate.
- b. Row 2 - Personnel capability analyses are primarily used by AFCCP and JTF headquarters elements for planning and operations adjustment purposes. A personnel capability analysis may also be submitted to the MAJCOM and possibly to Headquarters, USAF (HAF) to provide support for AFFOR personnel procurement actions.
- c. Row 3 - A summary of personnel resources available for TDY assistance is used by AFCCP.

JTFCP, and MAJCOM headquarters where assistance to an external agency is being considered. Where the TDY assistance is intra-AFFOR the distribution is limited to the AFFCP and the affected lower echelons.

- d. Row 4 - Personnel status reports are primarily used by the AFFCP and JTFCP staffs plus the Personnel Readiness Centers at MAJCOM and HAF.
- e. Row 5 - Reports of personnel patterns, trends, and problem areas are used by the AFCCP and JTFCP staffs plus the DP staffs at MAJCOM and HAF.
- f. Row 6 - Personnel location reports are available to all elements shown including individual personnel except when distribution of the information is restricted for security reasons.
- g. Row 7 - Proposed solutions to personnel resource problems are restricted to distribution to the relevant AFCCP staffs.
- h. Row 8 - through Row 12 - Reports of the personnel operations shown in these rows are distributed to lower and higher personnel staff agencies; the AFFOR Commander (Administrative Office); the relevant unit of assignment, the individual(s) affected; and the home CBPO of assignment (for TDY personnel).
- i. Row 13 - Personnel procurement actions are distributed to all affected AFFOR elements and through channels to the appropriate higher headquarters.
- j. Row 14 - Personnel training status reports are used by AFFCP and JTFCP staffs for planning and force posture evaluation purposes and by personnel agencies at higher headquarters plus the home CBPO (for TDY personnel).

4.4 Current Personnel Subsystem Functional Performance Requirements

The current personnel subsystem has minimal interactions with either the TACC or the USAF Personnel Data System.

The results of investigations to date disclose that the current DP staff agency of a deployed force has minimal interface or interaction with either the TACC or other sections of the Deputy of Operations. Examination of the results of the Tactical Traffic and System Analysis (ESD-TR-69-125, May 1969) discloses no identified messages being interchanged between the DP and DO staff agencies. Evidently whatever personnel status information is needed by the TACC or other DO sections is obtained directly from the tactical units through operations channels. Undoubtedly, there are

messages exchanged between the DO and DP on personnel problems, status, trends, preparation of operations plans, etc., however, none of these have been identified in any of the available sources.

The interaction of the current DP staff of the AFCCP with the USAF Personnel Data System (PDS) is also minimal. In the PDS, the AFCCP is considered an 'intermediate' level of command; 'intermediate' signifying in between the Wing and Major Command (MAJCOM). Other echelons of command intermediate between MAJCOM and Wing include the NAF and/or Numbered Air or Aerospace Division (see p. 10 of AFM 26-2). The present PDS bypasses the intermediate echelons as shown in Figure 4.4.2-1. Note that the Consolidated Base Personnel Office (CMPO) has a remote terminal accessing the base computer.

The functions performed by the Director of Personnel of an Intermediate Command are defined in AFR 35-33 and include Administration, Personnel Services, Personnel Actions, plus Plans and Requirements. Major commands are enjoined specifically in AFM 26-2 to 'insure that unnecessary intermediate command workloads, such as acting as mere review or retransmittal agencies, are eliminated and that the functions actually assigned and performed are those which are essential to successful mission accomplishment.'

Personnel status data is therefore not currently routed to or through the intermediate command either in the basic PDS shown in Figure 3.3.1-2 or in 'free standing' systems such as the deployment reporting system. Furthermore, the future post-1975 PDS will likewise bypass the intermediate command per current planning.

At the present time, the DP of a NAF receives 'Feedback' reports from the MAJCOM data processing system. Representative of such reports are the following received by 7AF from PACAF:

- a. No - Name Allocations to 505 TCT Grp.
- b. Career Briefs for Colonel Intercommand Gains.
- c. Career Briefs on Lt. Colonels and Below Intra-commands.
- d. Alpha Roster of Officers Assigned to 504 TAS Gp.
- e. Rated Resources in Thailand.
- f. Colonels Assigned to SEA.
- g. Officers Assigned to Hq 7AF (Lt. Colonel and below).
- h. Projected IntraCommand Gains.
- i. Name Allocations to 505 TCT Gp.
- j. Airmen Assigned 504 TAS Gp by AFSC.
- k. DEROS Summary of Assigned Airmen for Following Year.

Table 4.3.4-1. Distribution of PSS Information

PSS Information Output	Users of PSS Information Outputs									
	Other AFOR Elements						Higher HQS			
	War Plans	Current Plans	Current OPS	AFOR CMDR	Other HQS Staff	Lower Echelons	JTI IUS	MAJ COM	HAI	DIV
1. Personnel Annexes to Operations Plans/Orders	X	X	X	X	X	X	X	X	X	X
2. Personnel Capability Analyses	X	X	X	X	X		X	X	X	
3. Summary of Personnel Resources Available for TDY Assistance	X			X	X	X	X	X		
4. Personnel Status Reports	X	X	X	X	X		X	X	X	
5. Reports of Personnel Patterns, Trends, and Problem Areas	X	X	X	X	X		X	X	X	
6. Personnel Location Reports	X	X	X	X	X	X	X	X	X	X
7. Proposed Solutions to Personnel Resource Problems	X	X	X	X	X					
8. Reports of Personnel Services Actions				X	X	X		X	X	
9. Reports of Officer-Airmen Separation Actions				X	X	X		X	X	
10. Reports of Rated Officer Management Program Actions				X	X	X		X	X	
11. Reports of Flying Status Program Actions				X	X	X		X	X	
12. Reports of Promotion Program Actions				X	X	X		X	X	
13. Reports of Personnel Procurement Actions	X	X	X	X	X	X	X	X	X	
14. Personnel Training Status Reports	X	X	X	X	X		X	X	X	

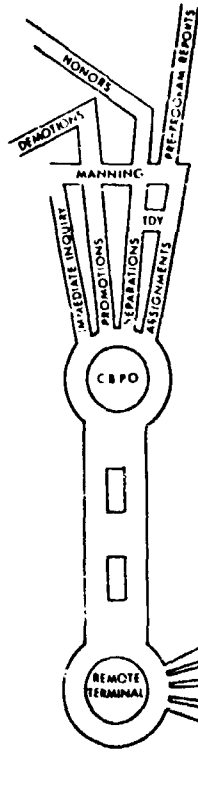
Table 4.3.4-1. Distribution of PSS Information Outputs

Users of PSS Information Output											
AFJFOR Elements				Higher HQS			Lateral Commands				Home CBPO
AFJFOR CMDR	Other HQS Staff	Lower Echelons	JTI HQS	MAJ COM	HAI	DIV	NAF	MAJ COM	Other Service		
X	X	X	X	X	X	X	X	X	X	X	
X	X		X	X	X						
X	X	X	X	X							
X	X		X	X	X						
X	X		X	X	X						
X	X	X	X	X	X	X	X	X	X	X	X
X	X										
X	X	X		X	X						X
X	X	X		X	X						X
X	X	X		X	X						X
X	X	X		X	X						X
X	X	X	X	X	X						
X	X		X	X	X						X

00798-11

**PHASE II BASE LEVEL
MILITARY
PERSONNEL SYSTEM**

THE SYSTEM



The Phase II Base Level Military Personnel System resembles a city map. The many "streets" leading into the first "traffic circle" - the CBPO - represent the numerous personnel actions which comprise the total Base Level Military Personnel System.

The CBPO, the hub of activity, is connected to the base computer by several remote device "streets". These "streets" are not one-way, but rather provide both input and output communication between the CBPO and the base computer. Other base level management areas such as Civil Engineering and the Accounting and Finance Office also have remote device "streets" which flow into the base computer "traffic circle". These remote device "streets" connect base level management areas with the computer, and afford a flow of data between reporting levels.

The base computer "traffic circle" leads to the AUTODIN communications terminal. Here, the "streets" narrow and it becomes evident the congestion of the "city" has passed. This "highway" environment is represented by the flow of data over AUTODIN to Major Commands and the USAF Military Personnel Center. However, only the current PDS-O and PDS-AI data will be transmitted over the narrower AUTODIN "highway", and consequently, not all of the personnel data provided by the Phase II Base Level Military Personnel System will flow to Major Commands and Headquarters, USAF.

00798-12

Figure 4.4.2-1. Communication Pathways for the USAF Personnel Data System

The personnel staff agency at headquarters intermediate between the CBPO and MAJCOM obtains information not only by such 'feedback' reports from the MAJCOM, but also by informal communications with the lower and higher echelons. It is possible that in the future system, the NAF may be provided a remote terminal accessing the data base at the MAJCOM. This suggests that we will need to carefully look into the possible implications of this alternative method of providing EDP accessibility to the PSS.

4.5 Personnel Staff Summary and Conclusions

The data collected on the current and planned personnel subsystem from reference documents and visits

to USAF agencies were analyzed to define the PSS functions. The functional analysis was concentrated on those PSS activities which support the AFCCP operations staff. Other PSS functions were also analyzed to the detail required to ascertain their interrelationships with the operations supporting functions.

The results of the PSS functional analysis indicate that greater PSS support is required by War Plans/Tactical Operations than is required by TACC F-ag Order Planning and Current Operations.

The PSS support required by War Plans/Tactical Operations consists of providing forecasts of the future availability of personnel resources at certain locations

and times; estimates of the personnel resources available for TDY assistance; the development and application of personnel planning factors with respect to contemplated future military operations and deployments; feasibility studies; TAF manning capability studies; and the development of Personnel Annexes to Operations Plans and Orders.

The PSS support required by the TACC Frag Order Planning and Current Operations consists of providing the current availability and/or state of readiness of mission essential personnel. Estimated personnel capability to support specified near term operations including relevant personnel limiting factors are also supplied on request. For both current and near term operations, the PSS identifies any personnel problems and suggests remedial actions.

Naturally, the scope of the PSS support provided the AFFOR Commander exceeds that provided within any other category. In addition to all the PSS support functions provided to the DO, the PSS also performs a large variety of personnel operations for the commander including Personnel Services, Separations, Flying Status Program, Career Development Program, Quality Control Program, and Promotion Program actions. The PSS additionally performs a large variety of personnel actions to support implementation of operations plans, orders, and adjustments. Personnel consulting services are also provided the Commander on personnel status, procurement, training, assignments, promotions, morale, welfare, and solutions to personnel problems. The PSS support provided other AFCCP staffs resembles that provided the Commander but is much more restricted in scope.

The support provided by the PSS to elements external to the AFFOR is minimal. This support generally consists of providing data on accomplished personnel staff operations, on personnel status, and in response to special requests for PSS assistance.

Although the types of messages received and dispatched by the PSS would be the same for min/med/max deployed force levels, the number of such messages would differ considerably as a function of force size. A message traffic analysis will be compiled for the three force levels during PLSS tasks 9 and 10. This analysis will provide a basis for estimating the relative data base size, manning, and data processing requirements for the PSS for the three force levels.

The current DP for the AFCCP has minimal interactions with either the TACC or the USAF Personnel Data system. Personnel status information needed by the TACC and other DO sections is currently obtained directly from the tactical units through operations channels. No data is available that indicates the nature of message exchanges between the DP and DO staffs for the AFCCP.

The interactions of the current DP staff for the AFCCP with the USAF Personnel Data System (DPS)

is also minimal. The DP for the AFCCP is presently bypassed completely by the PDS. Provision, however, is currently made for a DP of a Numbered Air Force (NAF) to receive 'feedback' reports from the MAJCOM data processing system. It is possible that in the future PDS, the NAF may be provided a remote terminal accessing the data base at the MAJCOM.

The overall impact of the post-1975 automation developments will require that the PSS have a near real time response capability. The PSS must have a data bank readily available that consists of individual, unit, and statistical records to support operations planning, adjustment, and resource programming activities. The data base must be inclusive enough to provide the prerequisite information, historical as well as current, to meet the specific analysis and planning requirements of the personnel staff, as well as those of the operations staff.

The increased PSS data processing capability required by the post-1975 environment can be achieved providing the PSS access to either the automated AFCCP capability or to the automated USAF Personnel Data System capability (or possibly to both). The relative advantages of each approach will need to be examined carefully.

The results of the PSS functional analysis tasks leads to the following conclusions:

- a. The information processing and data base requirements for PSS support to War Plans/Tactical Operations substantially exceed those for PSS support to TACC Frag Order Planning and Current Operations.
- b. The non-operations types of PSS support provided the AFFOR Commander and other AFCCP staffs impose substantial information processing and data base requirements on the PSS.
- c. Minimal information processing and data base requirements are associated with PSS support of agencies external to the AFFOR.
- d. A PSS message traffic analysis for min/med/max deployed force levels will be required in order to determine the PSS data base, manning and data processing requirements for the three levels.
- e. The possibility of providing EDP accessibility to the PSS by providing it with a remote terminal to the MAJCOM data system will need to have a near real time response capability in order to effectively provide the required support to an automated TACC.
- f. The relative advantages of providing the Post-1975 PSS access to the automated AFCCP capability or to the automated USAF Personnel Data System will need to be examined carefully.

SECTION 5 SUMMARY AND CONCLUSIONS

5.1 INTRODUCTION

This section of the report summarizes those factors and conclusions that are common to both the personnel and materiel subsystems of the AFCCP. The data base, information processing, and performance requirements are summarized. The effects of force levels on the personnel and logistics subsystems and the impact of post-1975 automated systems are discussed. The similarity of functional performance requirements in the areas of support to operations, other personnel and materiel functions and the requirement to couple personnel and materiel resources to provide critical services are also addressed.

5.2 SUMMARY OF DATA BASE, PROCESSING AND PERFORMANCE REQUIREMENTS

The data base, information processing and general performance requirements which were developed in Sections 3 and 4 are generalized and summarized below. It is emphasized in this listing that these requirements may be met by either manual or automated systems. The need for automation may be introduced and must be justified during the implementation of solutions to these requirements.

The qualitative data base requirements to support operations in the post-1975 time frame include the following categories of data which will be described in greater detail, quantitatively in the Interface Report.

- a. Data on the inventory of mission-essential resources, their location, status and availability for use. For personnel this includes air crews, other mission-essential operator personnel and maintenance personnel. For materiel this includes aircraft, aircraft expendables, armaments and munitions, mission-essential facilities and equipments, transportation, critical spares, etc.
- b. Planning factors which enable the P&L staffs to predict resource requirements based on such operational input factors as force size, sortie rates and/or casualty rates.
- c. Historical data on mission-essential resources which enables the P&L staffs to adjust planning factors based on actual consumption rates or resource demands so shortages or excesses do not materialize.
- d. Miscellaneous files such as operations orders, contingency plans, standing operating procedures, etc.

The general information processing requirements associated with current and future staff functions in support of operations include:

- a. Receive, record, store and retrieve:
 - (1) Personnel and materiel status, location, and availability data.
 - (2) War/Operations Plans and Orders.
 - (3) Facilities data.
 - (4) Resource consumption/resupply data.
 - (5) Personnel training and duty status data.
- b. Perform statistical analyses, evaluations and summaries of data including:
 - (1) Forecast available mission-essential resources.
 - (2) Identify conflicting demands on mission-essential resources.
 - (3) Determine planning and limiting factors.
 - (4) Determine resource capability to support contemplated operations.
 - (5) Identify and evaluate resource patterns, trends, and problem areas.
 - (6) Identify available or potential remedies for mission-essential resource problems.
- c. Disseminate resource data including:
 - (1) Materiel and personnel status and location reports.
 - (2) Resource capability analyses.
 - (3) Reports of resource patterns, trends and problem areas plus available or potential remedies.
 - (4) Forecast available resources.

The general performance requirements which have emerged from the analysis reflect both operational and timeliness needs in their definition; they include:

- a. In near real time provide data on a mission-essential resource identified by operations. Data required can include:
 - (1) Resource quantity possessed and/or available at a given location or a given set of locations (personnel of certain skills or material item or assembly).
 - (2) The near term (hours to a day or two) availability of such resources possessed but not currently available for use (e.g., due in from maintenance).
 - (3) The scheduled availability of replacement resources from supply channels (includes personnel).

- b. In near real time provide data on the availability of mission-essential services, a combination of personnel and resources.
- c. In near real time establish how rapidly a resource can be relocated within the objective area.
- d. To develop in hours to days, predictions of resource requirements and areas where resource levels are critical to support the Commander and his staff in future planning.

5.3 DEVELOPMENT OF FORCE LEVEL EFFECTS (MIN/MED/MAX)

A message traffic analysis will be required to determine the effects of force levels on the materiel and personnel staffs. The three force levels and associated DP and DM manning as defined in TAC Manual 55-45 are shown in Figure 4.4.1-1. Materiel and personnel staff manning associated with three deployed force levels is shown in Table 5.3-1. Note that the DP manning level ranges from one officer and one airman for the minimum size force to a total of two officers and five airmen for the largest size force. Manning for the D/M ranges from five officers and six airmen to 19 officers and 27 airmen for the minimum and maximum size forces, respectively.

Naturally, the master sets of PLSS functions described previously pertain to all three force levels. One must consider, however, the magnitude of effort (both manual and automated) required to accomplish those functions. The composition of the three forces is identical with respect to types of organizational units, the numbers or sizes of the units being the essential difference. One may expect therefore, that the types of messages received and dispatched by the PLSS, and the associated functions, would be the same. The number of such messages would differ considerably as a function of force size.

A primary concern during the accomplishment of the interface analysis tasks of the Statement of Work will be the determination of the types of PLSS input and output messages, their content, size, and frequency plus other related performance parameters. This information, when compiled for the three force levels, will then provide a basis for estimating the relative data base size, manning, and data processing requirements for the materiel and personnel subsystem. A related consideration is the PLSS implementation concepts for the three force levels. Conceivably, a local automation capability may be required only for the medium and maximum size forces. Under such circumstances the PLSS manning for the minimum size force would not necessarily be the smallest because it would have an increased manual processing requirement.

5.4 IMPACT OF POST-1975 AUTOMATED USAF SYSTEMS ON PLSS SUPPORT

The post-1975 Personnel and Logistics Subsystems (PLSS) will need to have a near real-time response capability in order to effectively provide the required support to an automated TACC.

The predicted 1975 environment was described in paragraph 1.3.5. It was noted there that not only would the deployed forces be provided with an increased capability for rapid and effective response to contingencies, but the supporting rear area commands and headquarters would also have increased capability. It was also noted that the increased response capability of the operations staff cannot be exploited unless the personnel staff can provide timely data on the status of critical personnel resources and can expedite the personnel actions that will enhance the rapid response capability of the supporting rear area commands.

The overall impact of the post-1975 automation developments will require that the PLSS have a near real-time response capability. With battle staff problems being worked in near real time on command and control computers, it will be necessary for the PLSS to answer battle staff questions 'now.' The PLSS must provide information on results of alternative courses of action by near real-time response. The status of deployments must be monitored in near real time.

The PSS must be able to very rapidly identify units or individuals to be tasked/moved for support of operations. Filler and augmentee personnel must likewise be identified and located quickly. The PSS must continually assess the ability to replace and/or augment personnel by intra-AFFOR transfers.

The LSS must be able to quickly ascertain the facility, equipment, supply, and transportation requirements for units or individuals scheduled for new tasks and/or movement. Supplementary equipment and supplies required to support operations must be identified and located quickly. The LSS must continually assess the adequacy of intra-AFFOR materiel resources and quickly determine and institute the appropriate replenishment actions as required when shortages either actually occur or can be predicted.

The PLSS must have data readily available that provides individual, unit, and statistical records to support operations planning, adjustment, and resource programming activities. The data base must be inclusive enough to provide the prerequisite information, historical as well as current, to meet the specific analysis and planning requirements of the personnel and materiel staffs, as well as those of the operations staff.

The increased PLSS data processing capability required by the post-1975 environment implies several implementation alternatives. These alternatives might involve a dedicated processor for the PLSS or the

Table 5.3-1. Materiel and Personnel Staff Manning Associated with Three Deployed Force Levels (as Shown in TACM 55-45)

Force Complements	Min	Med	Max
JTF	1	1	1
AFCCP	1	1	1
TAC Fighter Sq	3	8	16
TAC Fighter Wings		2	4
Composite Recon Fl	1		
Recon Sq		1	2
Tanker Flight	1		
Tanker Sq		1	2
Airlift Sq	2	6	9
Tactical Air Support Sq.	1	2	6
Mobile Comm Gp	1	1	1
Aerial Port Sq	1	2	
Aerial Port Gp			1
TACC	1	1	1
CRC	1	1	1
CRP		1	2
IACP	2	3	4
ASRI	2	3	4
ALCF	2	6	14
CCT	1	2	3
DASC	1	1	2
TACP		(As Required)	
<u>DM MANNING</u>			
Officers	5	10	19
Airmen	<u>6</u>	<u>15</u>	<u>27</u>
	11	25	46
<u>DP MANNING</u>			
Officers	1	1	2
Airmen	<u>1</u>	<u>2</u>	<u>5</u>
	2	3	7

PLSS could access either the automated AFCCP capability or to the automated USAF Personnel/Materiel Data System capabilities (or possibly to both). The relative advantages of each approach will need to be examined carefully.

5.5 INTERRELATIONSHIPS BETWEEN PERSONNEL, MATERIEL, AND OPERATIONS

Throughout the report the PLSS functions in support of operations and other AFCCP requirements has been addressed separately from functions relating to managing and supervising personnel and materiel operations. This was in accordance with the Statement of

Work and was a valid approach; an approach necessary to establish the operations support requirements. In summary, it appears that the two functional requirements are not separable. The personnel and materiel support required by the AFCCP commander and his Operation Staff cannot be provided unless subordinate personnel and materiel units function effectively under the supervision of the AFCCP personnel and materiel staffs. The single requirement for a rapid response capability to adjust and relocate resources within the objective area require this. Conversely, any capability provided to the personnel and materiel staffs to enable those staffs to provide more timely and responsive support will concurrently provide these staffs with an

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increased capability to monitor the personnel and materiel operations and to detect, in a timely manner, deficiencies in the operations which must be corrected.

Throughout the report the requirement for services has been addressed. One aspect of services was not adequately addressed because the task breakdown was personnel staff and materiel staff. The characteristic feature of services is that it is a combination of personnel and materiel resources necessary to provide a

service. Consideration of this fact leads to the conclusion that in the support of operations, and especially support to current operations and frag order planning, the combination of personnel and materiel resources is critical. This factor is likely to be most significant in the post-1975 environment where more than today special skills and special tools or equipments, both in scarce supply, may be needed to service the increasingly complex weapon and support systems that are being introduced.

APPENDIX I
PERSONNEL MATERIAL FUNCTIONS DERIVED FROM AN ANALYSIS
OF THE OPERATION OF A DEPLOYED FORCE

SECTION I
FUNCTIONAL ANALYSIS OF THE DEPLOYED FORCE

Introduction

To accomplish the functional analysis tasks, a preliminary functional analysis of the operation of a deployed AFFOR was developed concurrently with the data collection tasks. This preliminary analysis and the associated function flows were based upon information contained in Air Force and Tactical Air Command Regulations, Manuals and Pamphlets. As the data collection tasks progressed, and the visits to various Air Force installations developed more accurate data on the Tactical Air Command operation, Litton Data Systems Division updated the functional analysis. This updating by Tactical Air Command policies and procedures allowed a series of iterations to be made in the functional analysis. For example, the Tactical Air Command changes in maintenance concepts as contained in TAC Manual 66-31, 27 July 1970, required the reallocation of logistics functions at the wing, squadron and base level; the preliminary functional analysis was modified to incorporate these changes.

A contingency deployment operation of an AFFOR was assumed; the three operational phases of build-up, sustained operation, and a force withdrawal were included. The sustained operations phase was assumed to be for a period greater than ten days to require establishment of a logistics pipeline.

The major functional areas in the operation of the deployed AFFOR are assumed to be:

Conduct Air Operations. Functional activities centering mostly at the Air Force Component Command Post (AFCCP) but including the Tactical Air Control System (TACS), Air Force Communications Service (AFSC), mission aircraft, and the tactical air squadrons.

Provide Current Mission Support. Functional activities of the deployed force elements directly supporting the air operation. These activities generally exclude the AFCCP, but include the TACS, the AFCS, and the tactical squadrons.

Provide Combat Support. Functional activities centering mostly at the tactical air base but including the Special Staff activities at the AFCCP.

Functional 0.0 - Perform Deployed AFFOR Mission (Sheet 1)

The specific mission of the deployed force may be assigned by the Joint Chiefs of Staff, by Tactical Air Command or by Strike Command. These missions are assumed to require a contingency deployment outside the CONNUS of a force varying in size from a minimum of three fighter squadrons up to a maximum of sixteen fighter squadrons. The missions will vary from a show of force to a major air warfare operations. The

mission could be a purely airlift operation as was the case in the Congo emergency airlift. For this analysis, however, a combat mission was assumed.

Functional 1.0 - Conduct Air Operations

This is the function of the planning, conducting, and controlling aircraft missions. These missions can include counter-air offense and defense, interdiction, close air support, reconnaissance, electronic warfare, search and rescue, airlift, and aerial refueling.

Functional 2.0 - Provide Current Mission Support

This is the direct support of an outgoing air mission. Direct support includes the support provided by the Tactical Air Control System, the Air Force Communications System, ground support of the aircraft, and the control elements of the Tactical Air Control System that interfaces or interacts directly with the mission aircraft.

Functional 3.0 - Provide Combat Support

This function encompasses all elements that provide support of the combat force, including field maintenance, medical personnel, supply and all other elements of the deployed AFFOR, excluding direct mission support.

Functional 4.0 - Command Deployed Force

This is the function of the Commander of a deployed force. It will not be detailed to a lower level in this functional analysis.

Functional 1.0 - Conduct Air Operations (Sheet 2)

This is the function of planning, conducting and controlling fighter, reconnaissance, airlift, search and rescue and other tactical air missions. Encompassed in this function is the development of war plans, the provision of intelligence and target data, the planning and controlling of current operations, the staff supervision of tactical air operations, the execution of the air mission, the coordination of air operations with higher headquarters and lateral forces and the provision of personnel and logistics operations support.

Functional 1.1 - Develop and Maintain War Plans (Sheet 3)

Personnel of the Deputy for Operations Staff of the Component Post develop and maintain war plans. At low force levels, the function may be allocated to the Current Plans Division under the Director of Combat Operations. At higher force levels, a Directorate of War Plans may be established. The primary inputs to War Plans are Command guidance and direction,

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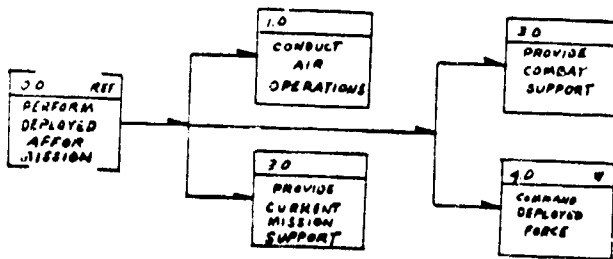
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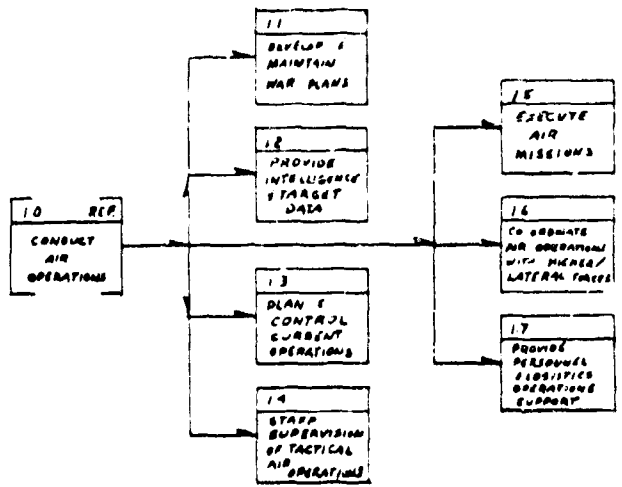
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CONDUCT AIR OPERATIONS

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SHEET 2
OF 32

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intelligence including target files and folders, intelligence on the enemy order of battle and the enemy's capabilities and limitations, an evaluation of the deployed AFFOR operational readiness, and the logistics and personnel capabilities and constraints of the deployed AFFOR.

Functional 1.1.1 - Determine Enemy's Possible and Probable Courses of Action

This function is derived from intelligence data furnished by the Deputy for Intelligence on the enemy's capabilities and limitations.

Functional 1.1.2 - Evaluate Enemy Order of Battle

This function is the determination of the enemy's capabilities and limitations.

Functional 1.1.3 - Determine Friendly Air Order of Battle Capabilities and Limitations

This is the Combat rating determination of operational units within the deployed AFFOR.

Functions 1.1.1, 1.1.2, and 1.1.3 occur simultaneously and are iterative in nature.

Functional 1.1.4 - Interpret AFFOR Objectives

Deputy for Operations Personnel interpret the objectives of the deployed force. This interpretation of the assigned AFFOR mission is based on Command guidance, the capabilities and limitations of friendly units, the enemy's possible and probable courses of action and upon the enemy ground and air order of battle.

Functional 1.1.5 - Establish AFFOR Priorities

Operations personnel develop the AFFOR objectives, assign priorities to air operations, and establish a time phased schedule for AFFOR operations.

Functional 1.1.6 - Prepare Long Range Operations Plans

Operations personnel will prepare plans for the near and long term employment and utilization of the resources of the deployed force.

Functional 1.1.7 - Develop AFFOR Command Policy

Operations personnel will prepare and disseminate, for the Commander, command policy. This policy will include the rules of engagement, target and mission priorities, reporting procedures and schedules, and other operational doctrine.

Functional 1.1.8 - Plan AFFOR Deployment

The initial deployment is planned and controlled by the deploying Command. Operations personnel in the deployed force, will plan for or participate with the deploying command in planning forces buildup and withdrawal. Within the objective area, Operations will plan relocations as required. These plans will include

buildup, leap frogging, retrograde deployment, and force withdrawals.

Functional 1.1.9 - Plan TACS/AFCS Deployment

The TACS/AFCS deployment plans will be prepared by the Communications-Electronics element of the AFFOR Staff. These plans will include initial site selection and a sequential establishment of the communications necessary to the deployed force.

Functional 1.2 - Provide Intelligence and Target Data (Sheet 4)

These are the major functions of the Deputy for Intelligence within the Component Command Post. Intelligence is based on information received from higher headquarters, from subordinate units through the Tactical Air Control System, and from lower elements and lateral forces through the Air Force Communications System.

Functional 1.2.1 - Receive Data From Higher Adjacent Commands and AFFOR Units

Information from higher commands will include evaluated data from other intelligence agencies and services. Adjacent commands and AFFOR units will provide strike reports and sighting reports from fighter squadrons, reconnaissance squadrons, forward air controllers, tactical air control parties and other elements.

Functional 1.2.2 - Retrieve Data From Intelligence Files

The Deputy for Intelligence Personnel will establish a data base from which target files, folders, and lists, and collated, evaluated and raw intelligence data can be retrieved.

Functional 1.2.3 - Receive Data From Reconnaissance Interpretation Unit

This is evaluated intelligence data based on photographic and electronic intelligence information received from reconnaissance flights and processed by the reconnaissance interpretation technical unit.

Functional 1.2.4 - Receive Sighting Reports

These reports are based on visual sightings of hostile forces by elements of the deployed Air Force and air elements attached to lateral forces.

Functional 1.2.5 - Collate Data

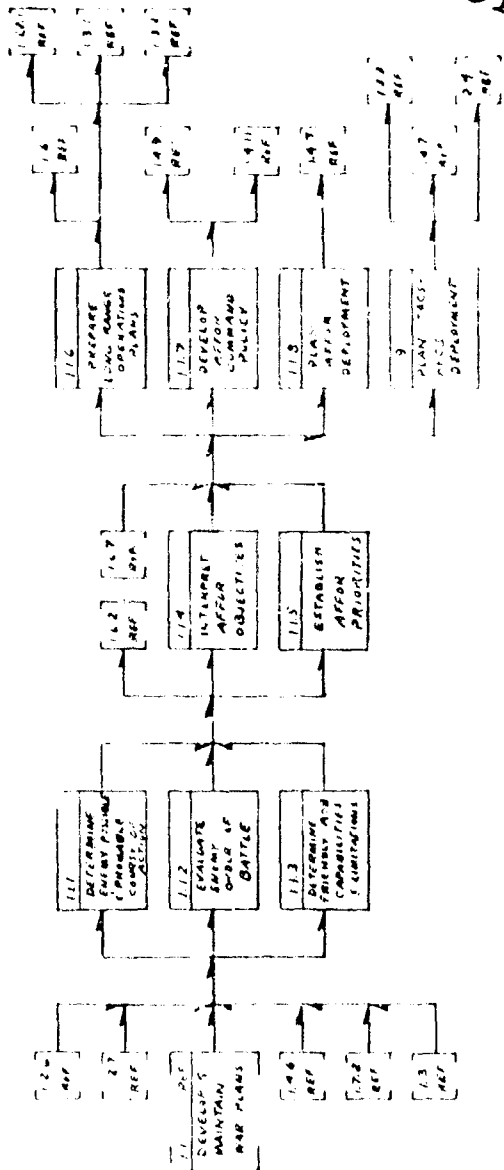
This is the function of grouping intelligence data into meaningful categories prior to final interpretation and evaluation.

Functional 1.2.6 - Evaluate Data

This is the function of evaluating collated data to gain meaningful information about the enemy forces.

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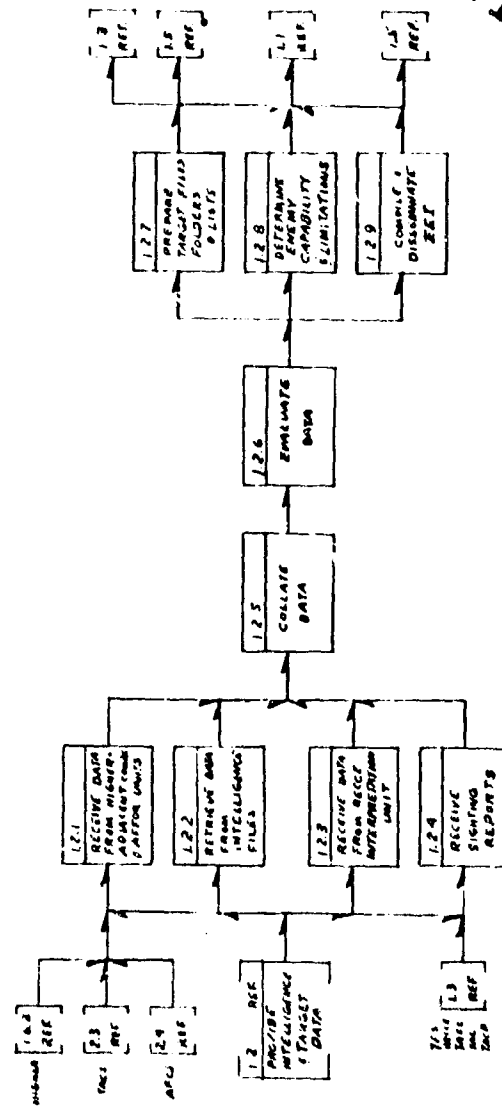
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PROVIDE INTELLIGENCE
AND TARGET DATA

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Functional 1.2.7 - Prepare Target Files, Folders and Lists

Once intelligence has been collated and evaluated, intelligence personnel prepare detailed target intelligence. This includes the preparation of specific target files, target lists by priority and the preparation and dissemination of general intelligence files.

Functional 1.2.8 - Determine Enemy Capability and Limitations

This is a major subfunction in the evaluation of the enemy. Intelligence personnel provide the AFFOR Commander and operations personnel with a determination of the enemy's capability to wage war both in the air and on the ground. In addition, they provide the AFFOR Commander and operations personnel with specific limitations of enemy forces. This latter may include a determination of his will to resist friendly attack.

Functional 1.2.9 - Compile and Disseminate EEI (Essential Elements of Information)

This is a part of the intelligence data collection plan. It is a list of elements of information prepared by intelligence personnel of needed categories of information on the enemy.

Functional 1.3 - Plan and Control Current Operations (Sheet 5)

These are the functions of the Tactical Air Control Center under the Deputy for Operations at the Air Force Component Command Post. These functions of the TACC include the development of current operations plans and orders, the preparation and issuance of the frag order, the monitoring and adjusting of current operations, and the supervision of the Tactical Air Control System and the Air Force Communications System current operations within the deployed force.

Functional 1.3.1 - Develop Current Operations Plans (Sheet 6)

The Operations Staff prepares current operations orders and daily frag orders based on the long range operations plan, command operations policy, resource status, target files and lists, and specific air support requirements.

Functional 1.3.1.1 - Determine Tactical Requirements

The Operations Staff determines the aircraft mission requirements required to implement the long range operations plan in the near term. This near term would include generally, the period of from one to five days in the future. These tactical requirements would include air support requests generated by the logistics elements of the deployed force, and air support requests generated by the Army and adjacent friendly forces.

Functional 1.3.1.2 - Determine Targets and Target Priorities

Using the target list prepared by the Intelligence Staff and the air support requests, the Operations Staff determines which targets will be targeted and the order in which they will be conducted.

Functional 1.3.1.3 - Review Resource Status

The air resources of the deployed force is reviewed by the operations staff. These resources include available aircraft, air crews, sensors, and munitions.

Functional 1.3.1.4 - Review General Apportionment

The long range operations plan prepared by the Operations Staff will establish the general apportionment for air operations. For example, tighter apportionment of 40 percent for counter-air, 40 percent interdiction, 20 percent close air support might be made. Twenty percent of the total airlift capability may be allocated for Navy use, etc. In current plans, such apportionments would be reviewed and necessary adjustments coordinated.

Functional 1.3.1.5 - Allocate Sorties

Operations personnel commit aircraft by number and type to the selected targets or missions.

Functional 1.3.1.6 - Select Ordnance and Tactics

Once Sorties are committed, selection of ordnance is made based upon the target characteristic, the type of aircraft allocated, and the available weapons resources. Tactics are also selected. Tactics are selected and the ordnance load or airlift load is established.

Functional 1.3.1.7 - Assign Resources

Sortie allocations are assigned to the various operational elements within the deployed force. Strike sorties are assigned to fought aircraft squadrons, reconnaissance sorties to the reconnaissance elements and airlift sorties to the airlift units of the AFFOR.

Functional 1.3.1.8 - Plan Routing

Operations personnel within the TACC supply general route planning information in the frag order as required. The time over target will be established. Additionally, general route planning may include the avoidance of enemy counter-air weapons, weather factors, the provision for alternate targets and alternate routes, and refueling points. The detailed mission planning is accomplished by the tactical unit.

Functional 1.3.1.9 - Review Policy and Directives

As a final step in the preparation in the operational frag order, the preliminary operations plan is subject to review for possible conflict with the overall long range operational plan and AFFOR policy.

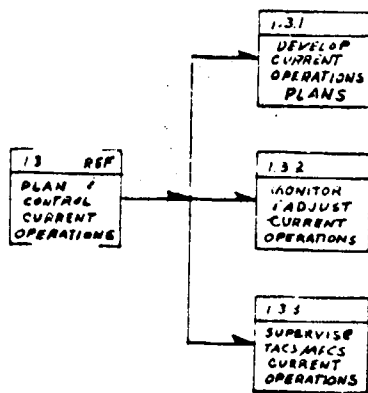
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PLAN AND CONTROL CURRENT OPERATIONS

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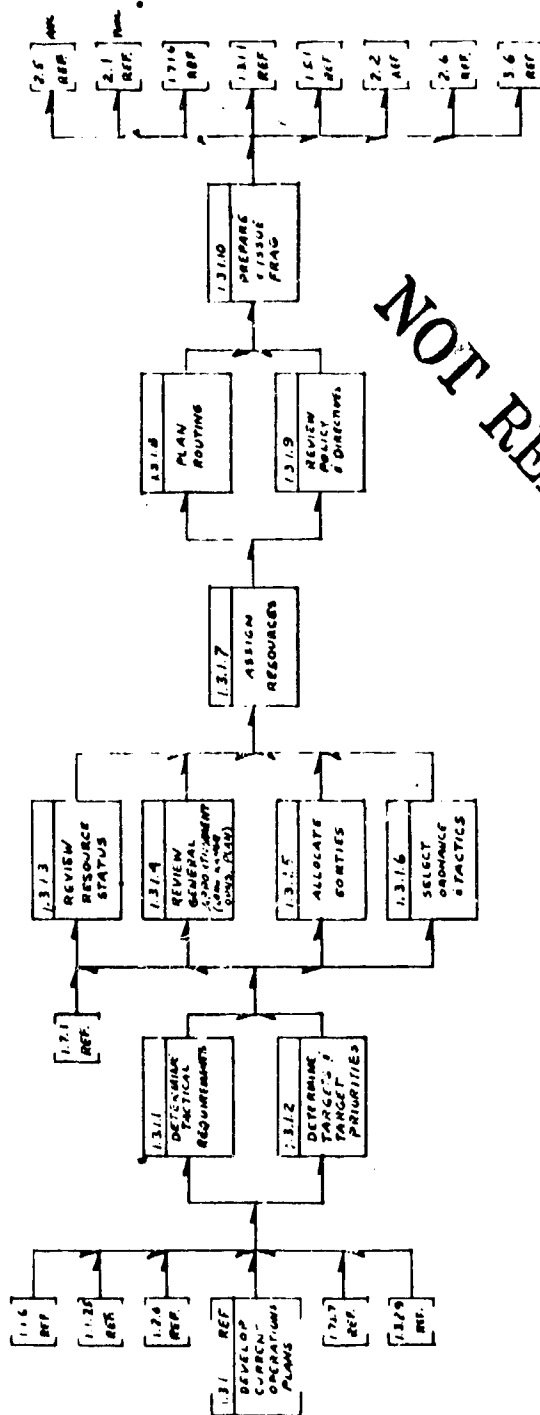
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FUNCTIONAL FLOW DIAGRAM

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SHEET 6
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Functional 1.3.1.10 - Prepare and Issue Frag

The frag order is the means used by the Director of Operations to convey current operations orders to the operational units. Timeliness in completion of the frag order and its dissemination to subordinate units is essential. The frag order, in effect, becomes the schedule for operations for the days air missions.

Functional 1.3.2 - Monitor and Adjust Current Operations (Sheet 7)

This is the current operations function within the TACC. This function assures compliance with the frag order or timely detection of deviations in and adjustments of the air operations.

Functional 1.3.2.1 - Receive Frag and AFFOR Command Policies

The frag order provides a schedule for air operations for current operations. The AFFOR Command policy provides guidelines for adjustments to the operations plan to accommodate deviations.

Functional 1.3.2.2 - Receive Friendly Order of Battle

The friendly ground and air order of battle must be readily available for comparison with the frag order and the monitor of current operations.

Functional 1.3.2.3 - Receive Enemy Order of Battle

Data on the enemy order of battle and any changes to the enemy order of battle are vital information needed to monitor the current air situation.

Functional 1.3.2.4 - Receive/Ground Environment

Knowledge of the current ground environment is required to plan immediate missions and to detect deviations from both the overall operations plan and the current operations plan.

Functional 1.3.2.5 - Receive Air Environment

The current air environment including flight tracks of interest is required to for air defense and to compare the actual air situation with the operations frag order and schedule and to permit timely detection of operational deviations.

Functional 1.3.2.6 - Monitor Current Operations

Operations personnel compare the current ground and air situation with the operations plan investigating flight tracks of interest and ensuring compliance with the frag order.

Functional 1.3.2.7 - Detect Operational Deviation

Operational deviations, such as delays, unacceptable results, troubles, or unforeseen opportunities are detected by Operations personnel. These deviations are

detected by comparing actual air operations with the schedule air operations generated by the frag order or by reports from air and ground units.

Functional 1.3.2.8 - Review Allocated Resources

Once a deviation has been detected, operations personnel review allocated resources for possible use and correction and adjustment of the current operations situation. Allocated resources could include on-call standby aircraft on strip alert, aircraft being turned around from previous missions, aircraft available but unallocated by the current operations order or aircraft that could be diverted to a mission of higher priority. It would include status of required ground support facilities if these are critical to the reallocation of aircraft resources.

Functional 1.3.2.9 - Determine Force Reallocation

If the detected deviation should reveal a target of higher priority than one to which an airborne flight is committed, diverting of the airborne flight would be possible. Further, a mission not airborne could be diverted from a lower priority to a higher priority target and an adjustment or force reallocation made to the higher priority targets. Ordinarily, if time permits or the situation warrants, the adjustment of current operations would be accomplished by the current plans division through issuance of a frag order change.

Functional 1.3.2.10 - Adjust Current Operations

If time does not permit, operations personnel will adjust current operations by scrambling a standby aircraft against the target, diverting an airborne aircraft from a mission of a lower priority to one of a higher priority, or by otherwise adjusting the air situation to accommodate the detected deviation.

Functional 1.3.3 - Supervise Tactical Air Control Systems/Air Force Communications System Current Operations (Sheet 8)

The Communications and Electronics Staff of the AFCCP supervise the TACS and AFCS to ensure adequate command, control, administrative and logistics communications throughout the deployed force. These personnel monitor TACS and AFCS communications status in coordination with the current frag order and the overall operations plan.

Functional 1.3.3.1 - Receive AFFOR Policy and Operations Plan, Prepare Communications-Electronics Annex

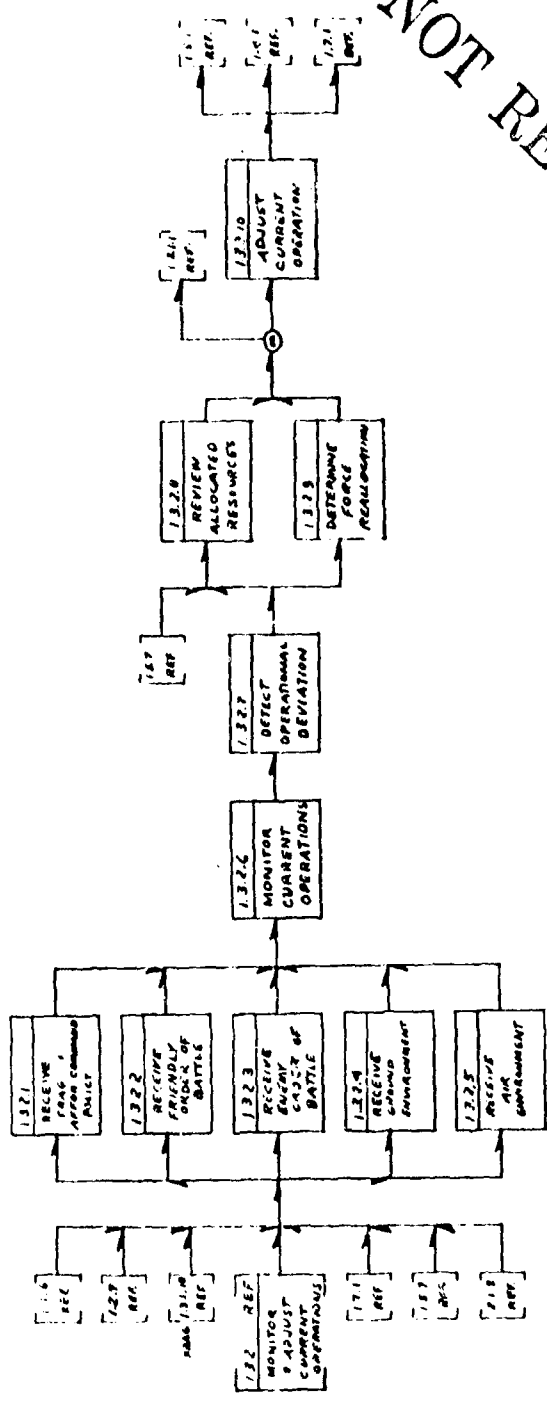
C-E Staff personnel receive AFFOR communications-electronics policy and develop the C-E Annex to the operations plan.

Functional 1.3.3.2 - Receive Communications-Electronics Annex to Frag Order

C-E Staff personnel at the AFCCP receive the C-E Annex to the frag order.

FUNCTIONAL FLOW DIAGRAM
 NUMBER 1.3.2

TITLE
 MONITOR AND ADJUST CURRENT OPERATIONS



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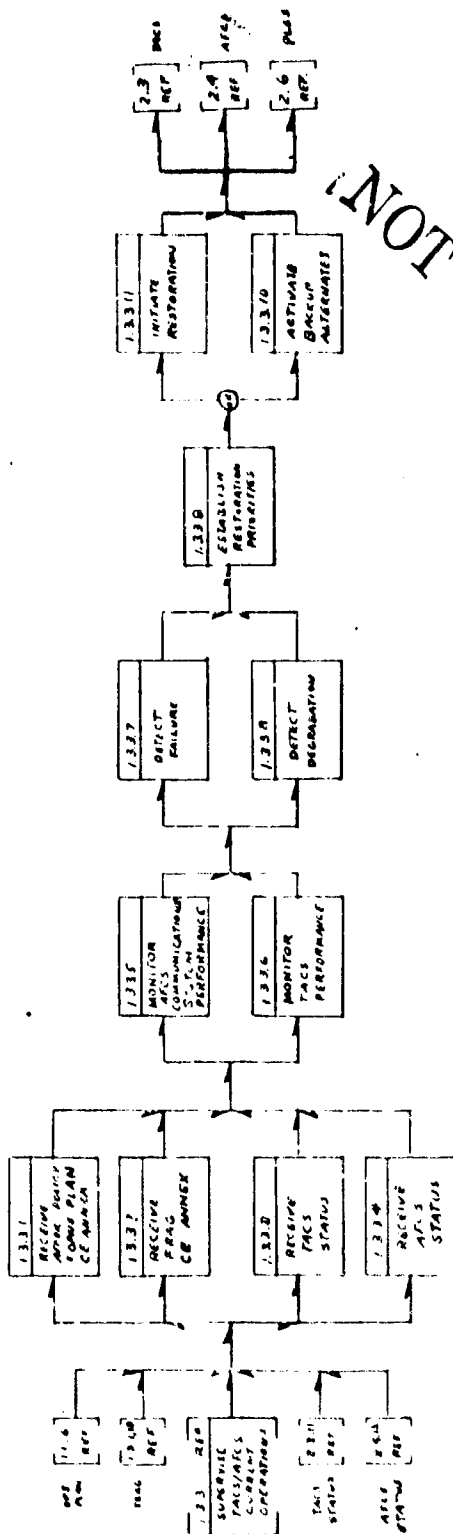
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FUNCTIONAL FLOW DIAGRAM

TITLE

NUMBER 1.3.3

SUPERVISE TACS/AFCS CURRENT OPERATIONS



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SHEET 8
OF 32

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Functional 1.3.3.3 - Receive TACS Status

The TACC Current Operations Division receives the current operational status of the TACS radar, and Communications facilities.

Functional 1.3.3.4 - Receive AFCS Status

The TACC Current Operations Division receives the status of AFFOR command and control circuits.

Functional 1.3.3.5 - Monitor AFCS Communications Systems Performance

The AFCCP C-E personnel monitor the AFCS communications operations and its status to ensure adequate communications within the deployed force, to higher commands and to lateral agencies.

Functional 1.3.3.6 - Monitor TACS Performance

TACC C-E Staff personnel monitor the equipment performance of the communications that tie the elements of the TACS together.

Functional 1.3.3.7 - Detect Failure

C-E Staff and TACS personnel detect failure within the AFCS or TACS system of elements or the communications tying those elements together to the TACC.

Functional 1.3.3.8 - Detect Degradation

C-E Staff and TACS personnel detect degraded performance of the elements of the TACS or AFCS within the deployed force.

Function 1.3.3.9 - Establish Restoration Priorities

In the event of failure or degradation of the TACS or AFCS communications or elements are detected, C-E Staff personnel will coordinate and establish priorities for restoration of service. These priorities will be based on the tactical situation and the availability of alternate resources, or other resources.

Functional 1.3.3.10 - Activate Backup Alternates

C-E Staff or TACS personnel will activate backup alternates to failed or degraded circuits or elements of the TACS or AFCS.

Functional 1.3.3.11 - Initiate Restoration

C-E Duty and/or TACS personnel will initiate the restoration of service according to the priorities established.

Functional 1.4 - Staff Supervision of Tactical Air Operations (Sheet 9)

Those functions within the Deputy for Operations of the deployed force which do not fall in the area of war plans or current plans and current operations fall into the area of tactical air operations. These functions include the supervision of training, evaluation of

weapons systems performance, evaluation of AFFOR personnel performance, coordination of tactical air operations with other agencies and the assessment of overall AFFOR air operations.

Functional 1.4.1 - Evaluate Current Operations

This function includes the evaluation of the current air operations against the overall operations plan produced by war plans.

Functional 1.4.2 - Evaluate Weapons Systems and AGE

Operations Staff personnel evaluate the performance of aircraft, munitions and AGE used by units of the AFFOR.

Functional 1.4.3 - Evaluate AFFOR Personnel Performance

Operations Staff personnel evaluate the performance and effectiveness of air crews and other personnel assigned to the deployed force.

Functional 1.4.4 - Evaluate Deployed AFFOR Readiness

Operations Staff personnel evaluate and determine the combat readiness (C-rating) of units, weapons systems and personnel assigned the deployed force.

Functional 1.4.5 - Evaluate Force Utilization

The effective use of available resources assigned the AFFOR are determined by the operations staff at the AFCCP.

Functional 1.4.6 - Prepare Reports

The Tactical Air Operations Staff at the AFCCP prepare summary and detailed reports including weapons systems and personnel evaluations, training schedules and summaries, deployment summaries, C-ratings and AFFOR readiness and utilization evaluations.

Functional 1.4.7 - Initiate and Monitor AFFOR Deployment

At the direction of Deputy for Operations, the Tactical Air Operations Staff initiates AFFOR initial and subsequent deployments. The staff monitors the deployment to ensure compliance with the AFFOR deployment plan.

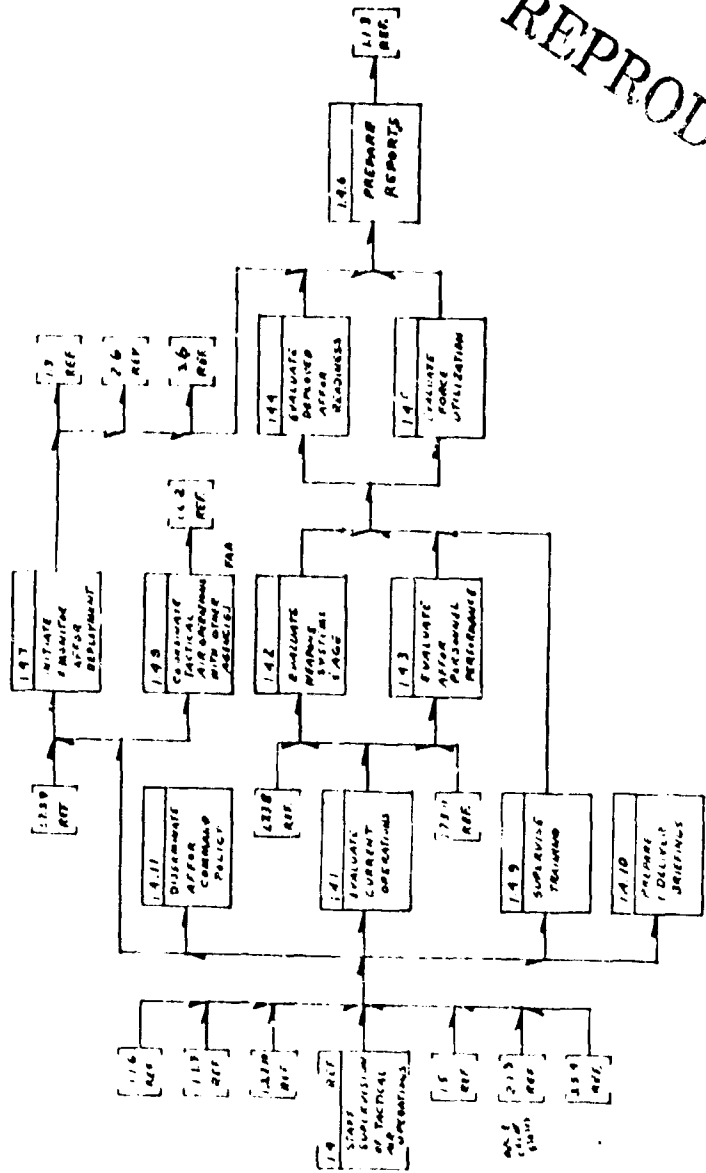
Functional 1.4.8 - Coordinate Tactical Air Operations With Other Agencies

The Tactical Air Operations Staff at the AFCCP will coordinate air operations, except missions planned and controlled by the TACC with adjacent forces, higher commands, or agencies such as FAA, host forces, etc.

FUNCTIONAL FLOW DIAGRAM
 NUMBER 1.4

TITLE
 STAFF SUPERVISION OF
 TACTICAL AIR OPERATIONS

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 OF 32

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Functional 1.4.9 - Supervise Training

The training of units and personnel assigned to the AFFOR is supervised by tactical air operations. Training schedules are issued, training monitored and the results evaluated by the Operations Staff.

Functional 1.4.10 - Prepare and Deliver Briefings

The Tactical Air Operations Staff will prepare and deliver command briefings as well as operational briefings to subordinate units.

Functional 1.4.11 - Disseminate AFFOR Command Policy

AFFOR Command Policy generated by war plans will be disseminated and monitored by the tactical air operations staff to ensure compliance.

Functional 1.5 - Execute Air Operations (Sheet 10)

This function includes those elements of the AFFOR actively engaged in the execution of air operations. These include the support elements to conduct pre-flight activities, the command and control of the mission, the flight including the take-off, cruise, strike or other execution of the mission return to base, the performance of post-flight activities.

Functional 1.5.1 - Conduct Pre-Flight Activities

Pre-flight activities include those of briefing the mission crew on their assigned mission in accordance with the frag order, the pre-flight preparation of the aircraft including the supply of ground power, and other aids to initiation of the mission.

Functional 1.5.2 - Control Mission

This is the function of providing direction and control of airborne aircraft by ground control agencies such as the DASC, CEC and CRPs. These directions and controls will include scramble orders, vectors, altitude changes, weather advisories, and other information required to control the airborne aircraft.

Functional 1.5.3 - Flying Mission

This is the take-off, climb, cruise to the mission area, execution to the mission, return, aerial refueling if necessary, and the landing of aircraft on operational missions.

Functional 1.5.4 - Perform Post-Flight Activities

This is the function of performing post flight inspection upon a mission aircraft, returning it to combat readiness through a replenishment function, or providing organizational maintenance to restore the aircraft to combat readiness, or sending the aircraft to intermediate field maintenance for repair. It also includes the debriefing of flight crews, in the case of airlift, the off loading of cargo; of reconnaissance, processing and interpretation of photographic or other sensor data.

Functional 1.5.5 - Report Mission Results

This function is the reporting of the results of a mission after debriefing of the flight crew and reporting the mission results to the Tactical Air Control Center. Mission claims or mission results are reported to intelligence, to the Tactical Air Control Center and to the Tactical Air Operations for overall evaluation of mission performance.

Functional 1.5.6 - Report Resource Status

As the result of the post-flight activities the mission aircraft is either turned around through replenishment or assigned to organizational or field maintenance. The resource status of the available aircraft is reported to the Tactical Air Control Center. In the case where an aircraft requires maintenance, the logistics subsystem receives data on the maintenance required. Air crew resource availability is reported in the same manner.

Functional 1.6 - Coordinate Air Operations with Higher Headquarters and Lateral Forces (Sheet 11)

This function is required to ensure the compliance of the air operations plan with the overall task force plan and permit liaison with higher headquarters with lateral agencies.

Functional 1.6.1 - Maintain Liaison With Higher and Lateral Agencies

To permit coordination with higher and lateral agencies, communications must be maintained with other elements of the task force, with the FAA, with the Air Force Logistics Command, with TAC Headquarters, with USAF Headquarters and with other possible agencies, such as Military Airlift Command, SAC, etc.

Functional 1.6.2 - Transmit, Receive and Report Messages

Reports and messages used to permit liaison and coordination with higher headquarters and lateral agencies are transmitted and received by the AFCCP.

Functional 1.6.3 - AFFOR Coordination-Air Annex to Task Force Operations Plan

This is the function of the internal coordination within the AFCCP in order to generate an air annex to the task force operations plan.

Functional 1.6.4 - Coordinate Air Operations Plan with Task Force Operations Plan

This is the coordination external to the AFCCP required to coordinate the air operations long range plan with the task force operations plan.

Functional 1.6.5 - Transmit Air Support Requests

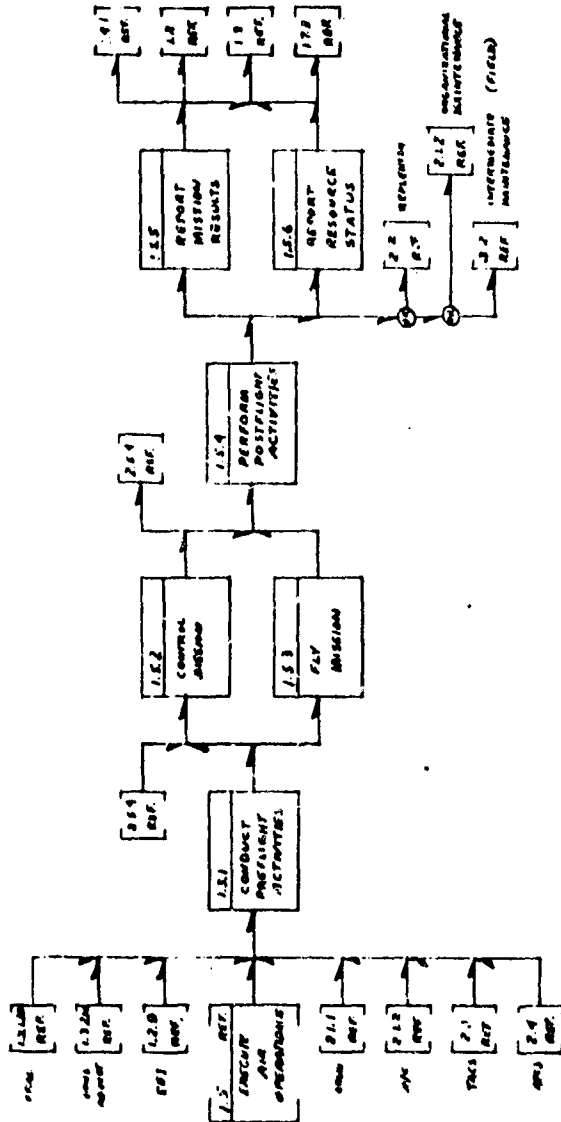
Air support requests for air strikes, for reconnaissance or for airlift generated by lateral agencies are transmitted to the AFCCP as required.

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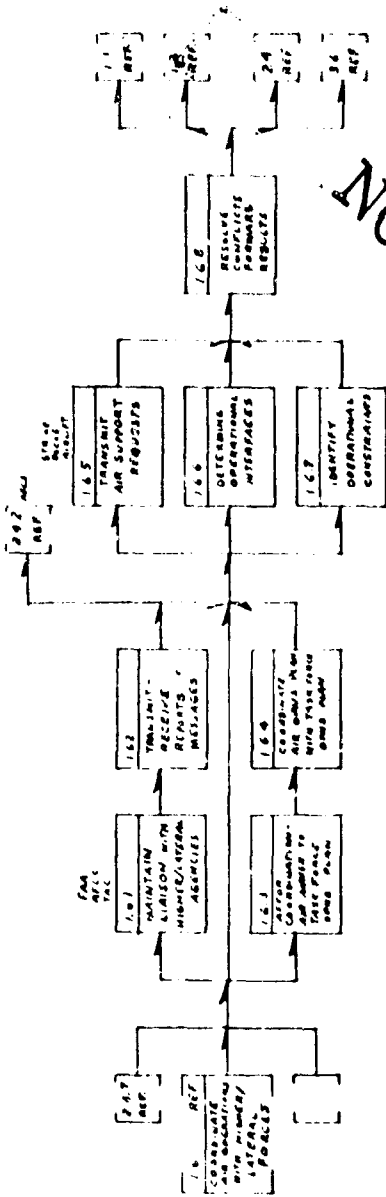
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3-3148 A



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Functional 1.6.6 - Determine Operational Interfaces

AFCCP personnel and maintain liaison with high and lateral agencies and in coordinating air operations plan, determine if there are any operational interfaces between the air operations and with task force operations.

Functional 1.6.7 - Identify Operational Constraints

In addition to determining operational interfaces, any constraints placed upon the air operations plan by the task force operations plan or by higher command or headquarters will be identified.

Functional 1.6.8 - Resolve Conflicts-Forward Results

Any conflicts arising from operational interfaces with the task force operations plan or any conflicts arising from operational constraints imposed upon the AFFOR by the task force operations plan or by higher command will be resolved and the compatible results forwarded to all agencies concerned.

Functional 1.7 - Provide Personnel and Logistics Operations Support (Sheet 12)

This is a function of providing personnel and logistics support to current plans and current operations section of the TACC, support of the war plans area of the Deputy for Operations, the support of the Tactical Air Operations Staff of the deployed Air Force Component Command Post.

Functional 1.7.1 - Provide Personnel and Logistics Support of Current Plans and Operations (Sheet 13)

This is the function of monitoring personnel and logistics operations within the deployed AFFOR, checking deviations in trends that will adversely affect the air operations, and of responding to operations requirements imposed by the TACC.

Functional 1.7.1.1 - Receive Priority and Routine Reports and Messages

Priority and routine reports and messages of the personnel and materiel and logistics elements concerned with current operations throughout the deployed AFFOR are received for processing.

Functional 1.7.1.2 - Receive Operations Requirements

The current plans and operations section of the TACC places a requirement in the form of a question or a request for data upon the personnel and logistics staff of the AFCCP.

Functional 1.7.1.3 - Review Reports and Messages for Application

Personnel and materiel staff personnel review the receive any priority and routine messages and reports for application to either personnel or logistics areas of interest.

Functional 1.7.1.4 - Enter or Retrieve Information into or from the Data Base

This is the functioning of entering new data, altering data, or requesting data from the data base by members of the personnel and materiel staff of the AFCCP. The data base may be manual or automated.

Functional 1.7.1.5 - Forecast Trends

Personnel and materiel staff members will monitor current personnel and logistics factors of the operating units and forecast trends of degradation, loss or improvement. These forecast trends will be provided to the current plans section of the TACC as required.

Functional 1.7.1.6 - Detect Deviation

Personnel and materiel staff members will monitor the personnel and logistics factors and detect any deviations from the current operations plan which will affect performance.

Functional 1.7.1.7 - Advise Operations of Action Taken

Personnel and materiel staff will advise the current plans and current operations sections of the TACC of any actions taken in the personnel and logistics area which will affect in some manner the current operations of the deployed AFFOR.

Functional 1.7.1.8 - Take Remedial or Corrective Action

When a deviation is detected by Personnel or Materiel staff members, a remedial or corrective action can be taken. P&L staff members will initiate such action and advise operations of this action.

Functional 1.7.1.9 - Evaluate Personnel and Logistics Operations Support

Personnel and Materiel staff members will evaluate the personnel and logistics aspects in support of current operations and route this evaluation to the tactical air operations staff to assist in the overall evaluation of the operation.

Functional 1.7.1.10 - Prepare Summary Reports

The personnel and materiel staffs will prepare summary reports detailing the personnel and logistics support of current operations. These summary reports will be prepared daily.

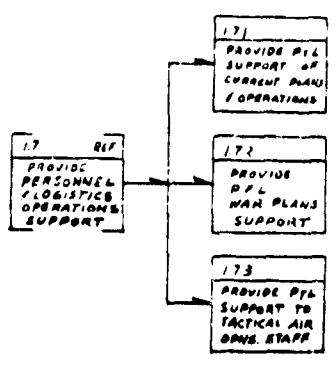
Functional 1.7.1.11 - Provide Required Data


In response to receipt of an operations requirement for data or other information, personnel and materiel

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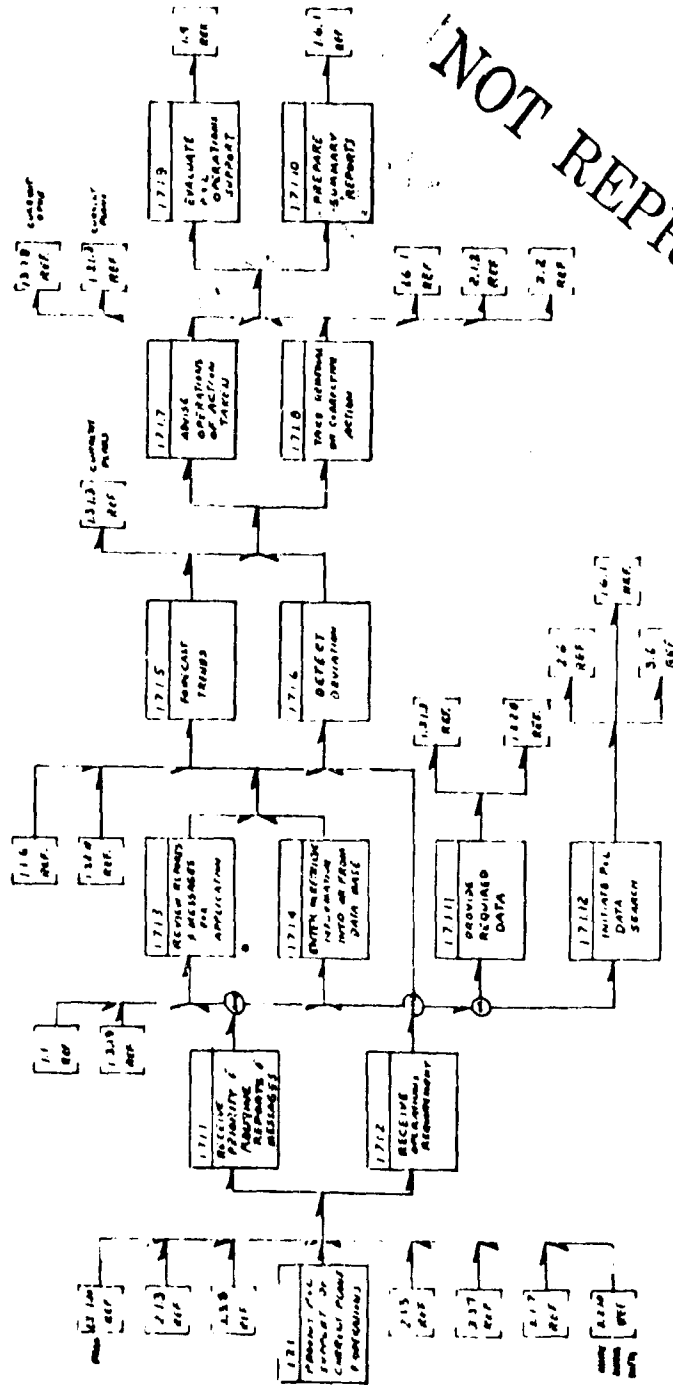
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FUNCTIONAL FLOW DIAGRAM

TITLE PROVIDE PERSONNEL AND SUPPORT OF CURRENT PLANS & OPERATIONS

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J-3148 A

staff personnel will provide the required data to the area of current operations concerned.

Functional 1.7.1.12 - Initiate Personnel and Materiel Data Search

If the required data is not readily available from either the data base or from personal knowledge of the personnel and logistics staff, a data search shall be initiated in the personnel and logistics elements of the deployed force.

Functional 1.7.2 - Provide Personnel and Logistics War Plan Support (Sheet 14)

This is a function of providing personnel and logistics support to the war plans element of the Deputy for Operations. This function includes the review of logistics and personnel resources, the determination of resource availability, the forecasting of trends, and the preparation of the personnel and logistics annexes to the operations plan. It includes the determination of long range logistics and personnel requirements and the development of personnel and logistics replenishment criteria. If discrepancies or trends affecting the personnel or logistics capability to support air operations are detected, the personnel and logistics staff at the CCP will initiate personnel logistics corrective or resupply measures.

Functional 1.7.2.1 - Receive Preliminary Operations Plans

In support of the war plans, the personnel and logistics staff at AFCCP will receive operations plans as a guide for the preparation of the personnel and logistics annexes of the operations plan.

Functional 1.7.2.2 - Receive Personnel and Logistics Status Messages

Subordinate personnel and logistics elements in the deployed AFFOR generate routine and priority personnel and logistics status messages to the AFCCP personnel and logistics staffs.

Functional 1.7.2.3 - Receive Command Policy Guidance

H1 Command Policy Guidance for personnel and materiel will be provided to the personnel and materiel staffs.

Functional 1.7.2.4 - Review Personnel and Logistics Resources

Personnel and materiel staff elements of the AFCCP will review personnel and logistics resources of the deployed AFFOR.

Functional 1.7.2.5 - Determine Resource Availability

Personnel and materiel staff members will determine the availability of personnel and materiel resources required to support operations plan.

Functional 1.7.2.6 - Forecast Resource Trends

Personnel and logistics staff members will forecast trends in and materiel resources of the deployed AFFOR.

Functional 1.7.2.7 - Prepare Personnel and Logistics Operations Plan Annexes

The personnel and logistics staffs of the AFCCP, after determining resources availability and trends, will prepare personnel and logistics operations plan annexes to the long range AFFOR operations plan. This may include directives, for the Commander, to subordinate units to develop the annex.

Functional 1.7.2.8 - Determine Long Range Logistics Requirements

Materiel staff members of the AFCCP will determine the long range logistics requirements of the deployed AFFOR in support of the long range operations plan.

Functional 1.7.2.9 - Determine Long Range Personnel Requirements

Personnel staff members at the AFCCP will determine the long range personnel requirements of the deployed AFFOR in order to comply with the long range operations plan.

Functional 1.7.2.10 - Develop Personnel and Logistics Replenishment Data

Personnel and materiel staff members will develop personnel and logistics replenishment criteria in order to support the long range operations plan. This replenishment criteria will include both intracommand transfer or movement of personnel and materiel and the requirements for resupply from the CONUS or major theatre command.

Functional 1.7.2.11 - Advise of Personnel and Logistics Operational Constraints

Personnel and logistics operational constraints are identified by the personnel and Materiel staffs at the AFCCP. These constraints or other factors which will influence the long range operations plan will be identified along with their impact upon operations of the deployed AFFOR.

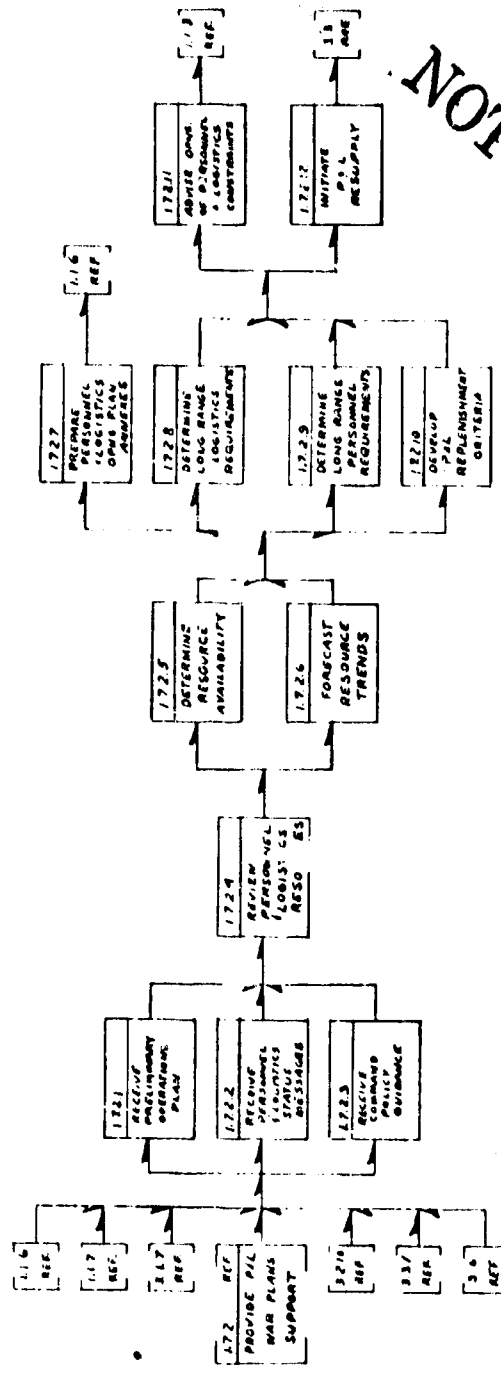
Functional 1.7.2.12 - Initiate Personnel and Logistics Resupply

Once personnel and logistics replenishment criteria have been established, the personnel and materiel staff members will initiate personnel and logistics resupply or other corrective measures both within the AFFOR by transfer of personnel or materiel or by pipeline from the CONUS or other higher headquarters support.

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3-3148 A

Functional 1.7.3 - Provide Personnel and Logistics Support of Tactical Air Operations Staff (Sheet 15)

This function includes the receiving and collating of personnel and logistics data, forecasting logistics and personnel trends, and evaluating personnel and logistics data of the deployed AFFOR in support with tactical air operations staff. It includes the analysis of weapons systems and AGE maintenance and its effects upon the overall air operations of the deployed AFFOR. In addition, this function includes the initiation of logistics and personnel remedial action, and the provision of personnel training status.

Functional 1.7.3.1 - Receive Logistics Data

The Materiel staff at the AFCCP will receive data on maintenance, supply, munitions and transportation within the deployed AFFOR and its subordinate elements.

Functional 1.7.3.2 - Receive Personnel Data

The personnel staff at the AFCCP will receive personnel data from unit subordinate to the AFCCP within the deployed AFFOR.

Functional 1.7.3.3 - Collate AFFOR Personnel and Logistics Data

The Personnel and Materiel staffs at the AFCCP will collate personnel and logistics data on the subordinate elements of the deployed AFFOR.

Functional 1.7.3.4 - Forecast Logistics Trends

Logistics staff elements of the AFCCP will forecast logistics trends from information reported from the subordinate elements of the deployed AFFOR. Such trends will indicate increased or degraded performance or materiel requirements in excess of the normal requirements in support of the long term operations.

Functional 1.7.3.5 - Evaluate Personnel and Logistics Data

Personnel and materiel staff elements will evaluate personnel and logistics data from subordinate units of the deployed AFFOR. The staffs will perform analysis and evaluation of weapons systems and AGE performance and of personnel and flight crew readiness within the tactical elements of the deployed AFFOR.

Functional 1.7.3.6 - Forecast Personnel Trends

Personnel staff elements of the AFCCP will forecast personnel trends in support of the tactical air operations staff, identifying potential deficiencies in those critical skills required to support the operations plan.

Functional 1.7.3.7 - Initiate Logistics Remedial Action

The materiel staff elements of the AFCCP will initiate logistics remedial action in the areas of maintenance, munitions, supply and transportation, in response to forecasted logistics trends which would degrade the performance of the deployed AFFOR and its response to the long range operations plan. These logistics remedial actions could include the institution of emergency airlift to supply required materiel to prevent degradation of AFFOR performance.

Functional 1.7.3.8 - Analyze Weapons Systems and AGE Maintenance

Materiel personnel at the AFCCP perform a maintenance analysis of weapons system and AGE performance, identifying areas of materiel breakdown or failure, or areas or units whose materiel rating drops to the point or is forecast to drop to the point where it will adversely affect the overall operations plan.

Functional 1.7.3.9 - Provide AFFOR Deployment Status

The personnel and materiel staff at the AFCCP will provide the tactical air operations staff with the status of units deploying within the objective area. This status will include the period covering the initiation of movements, en route, and emplacement of all operational and support elements.

Functional 1.7.3.10 - Initiate Personnel Remedial Action

The Personnel staff at the AFCCP will initiate personnel remedial actions in response to personnel trends which would degrade the performance of the deployed AFFOR in response to the operations plan. Such remedial actions would include the requisitions from higher or adjacent commands of personnel possessing critical skills or personnel, the lack of whom would seriously degrade the operation of the deployed AFFOR.

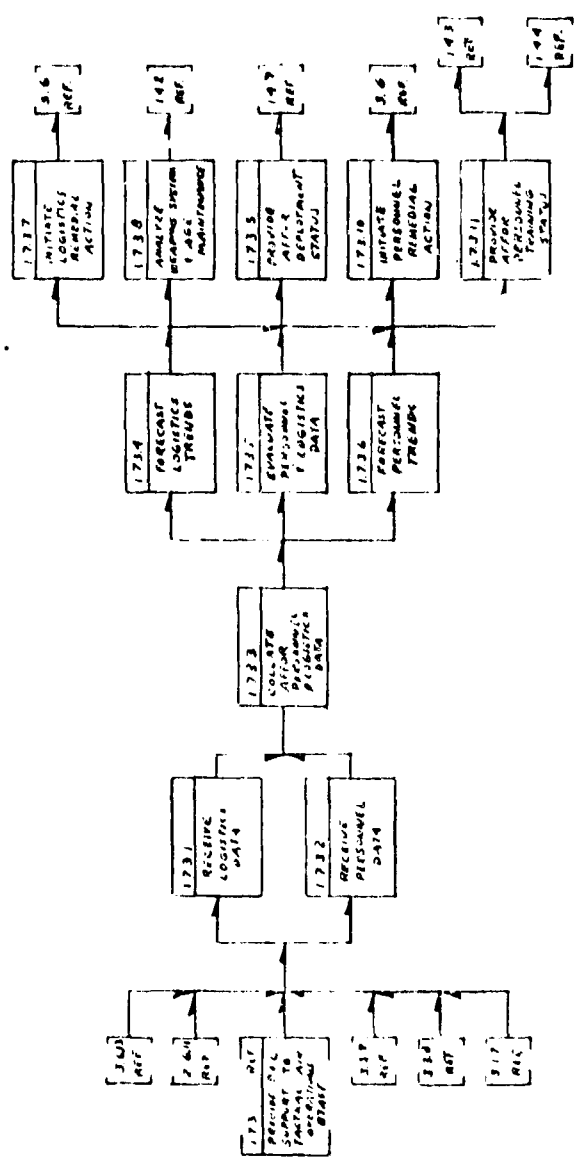
Functional 1.7.3.11 - Provide AFFOR Personnel Training Status

Personnel elements of the AFCCP will provide the training status of all AFFOR personnel to the tactical air operations staff which has the function of supervising and training of AFFOR units.

Functional 2.0 - Provide Current Mission Support (Sheet 16)

This is the function of supporting the current ongoing missions of the deployed AFFOR. This includes the provision of aircraft and air crews, the provisioning and replenishment of mission aircraft, including the loading of air cargo, the provision, operation and maintenance of the Tactical Air Control System, the provision, operation and maintenance of the Air Force Communications System, communications within the

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deployed AFFOR, ancillary support of current missions and the provision of personnel and logistics support of the current missions.

Functional 2.1 - Provide Mission Aircraft and Air Crews (Sheet 17)

This is a function of the tactical squadrons of the deployed AFFOR whether they are fighter, reconnaissance, airlift, search and rescue, or aerial refueling. Each squadron will provide a qualified air crew and mission aircraft and report the operational readiness of its aircraft and crews.

Functional 2.1.1 - Provide Qualified Air Crews (Sheet 18)

This function encompasses the functions of the qualification of air crew training, weapons system qualification, assignment to a tactical unit within the deployed AFFOR, maintenance of air crew weapons systems proficiency down to the selection by the tactical unit of an air crew for a specific assigned mission and the assignment of an air crew to a mission aircraft.

Functional 2.1.1.1 - Complete Air Crew Qualification Training

This is the function of the Air Training Command.

Functional 2.1.1.2 - Complete Weapons Systems Qualification

This is the function of Combat Crew Training.

Functional 2.1.1.3 - Assignment to Tactical Units

This is the function of assignment to Tactical Air Command and further assignment to a tactical unit within the deployed AFFOR.

Functional 2.1.1.4 - Maintain Crew Weapons System Proficiency

This function is carried out by the tactical unit under the direction and supervision of the tactical air operations section of the Deputy for Operations at the AFCCP.

Functional 2.1.1.5 - Select Air Crew for Mission

Upon receipt of a frag order, the tactical unit will select a specific air crew or air crews for a specific mission.

Functional 2.1.1.6 - Assign Air Crew to Aircraft

The tactical unit will assign a selected air crew or air crews to a specific aircraft for the specific mission required by the frag order.

Functional 2.1.2 - Provide Mission Aircraft (Sheet 19)

This function starts with an assignment of an aircraft to a tactical unit as part of the unit's inventory. This function is performed by the tactical unit, and includes materiel functions, such as phase maintenance, flight line maintenance, the maintenance of aerospace ground equipment, the maintenance of the air frame, munitions, sensors, and avionics. It includes the provision of unit ground transportation and supply, and finally, the assignment of the aircraft to the mission in response to the frag order.

Functional 2.1.2.1 - Aircraft Assigned to Tactical Unit

This is the end of thread. This is the assignment of the aircraft to the tactical unit for inclusion within that unit's inventory.

Functional 2.1.2.2 - Control Maintenance Activities

This is the function of controlling the maintenance activities within the tactical unit and includes the scheduling of maintenance activities, the supervision of maintenance, the identification of maintenance or materiel deficiency, and the preparation of the aircraft for assignment to a mission.

Functional 2.1.2.3 - Provide Unit Ground Transportation

This is the function of providing ground transportation for the unit and the support of its tactical missions. This includes field trucks or other transportation required by the squadron.

Functional 2.1.2.4 - Supply Tactical Unit

This function encompasses the receipts, storage, maintenance, and issuance of supplies including war readiness kits in support of the tactical unit operations mission.

Functional 2.1.2.5 - Conduct Phase Maintenance

This is the function of performing scheduled phase inspection of operational aircraft. This method of inspection affords the flexibility of performing a phase inspection at the location of the weapons systems whether it is at-home station or is deployed.

Functional 2.1.2.6 - Conduct Flight Line Maintenance

This is the performance of scheduled inspections of assigned aircraft and AGE pre-flight, post-flight, daily and periodic inspections. It includes the management and operation of the flight line.

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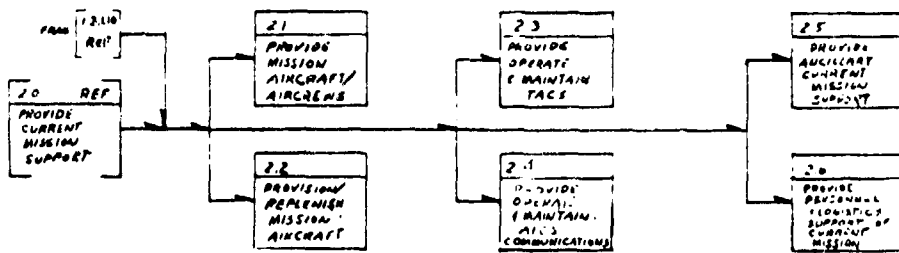
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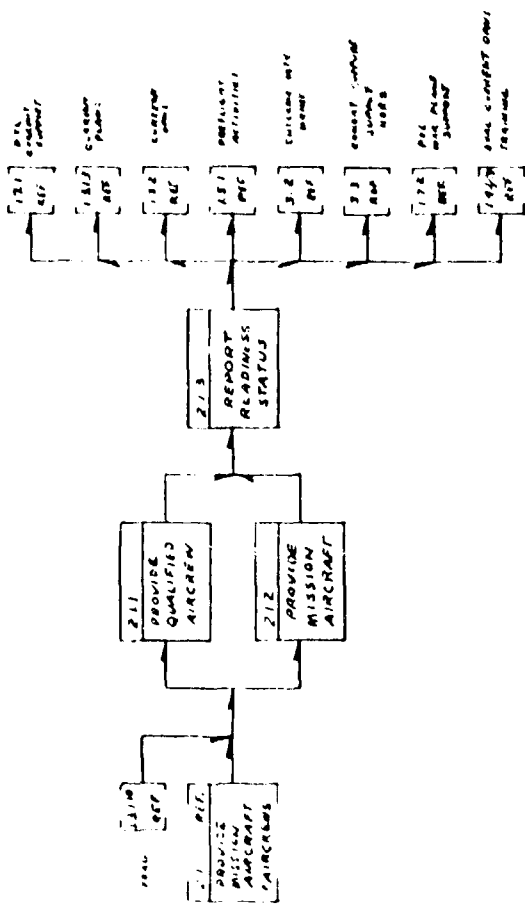
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J-3148 A

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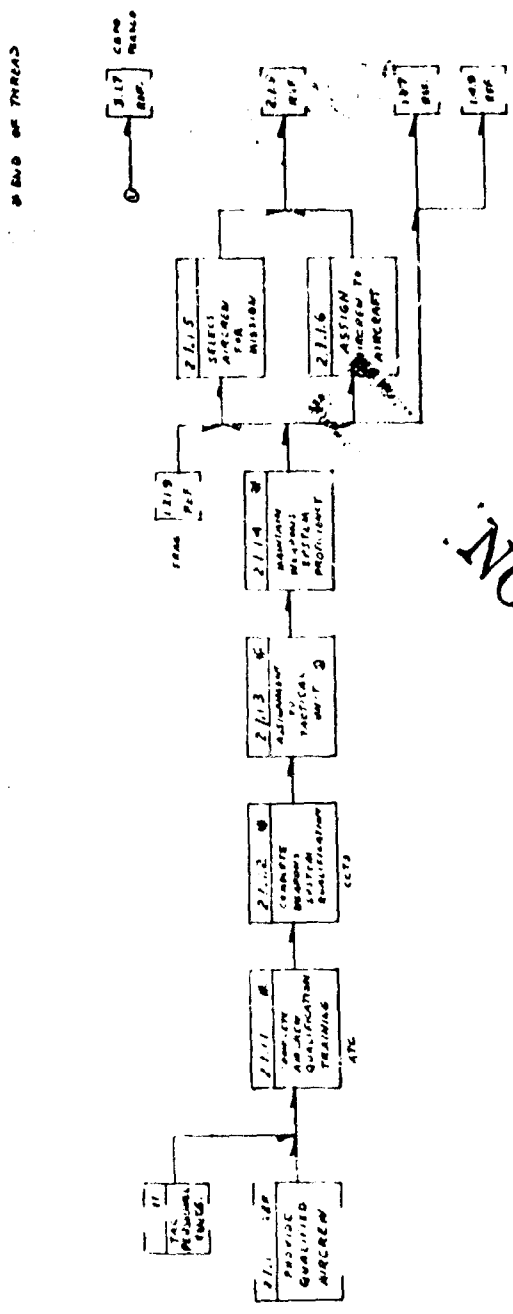
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		<i>RS Jones</i>	8-28-70	

J-3148 A

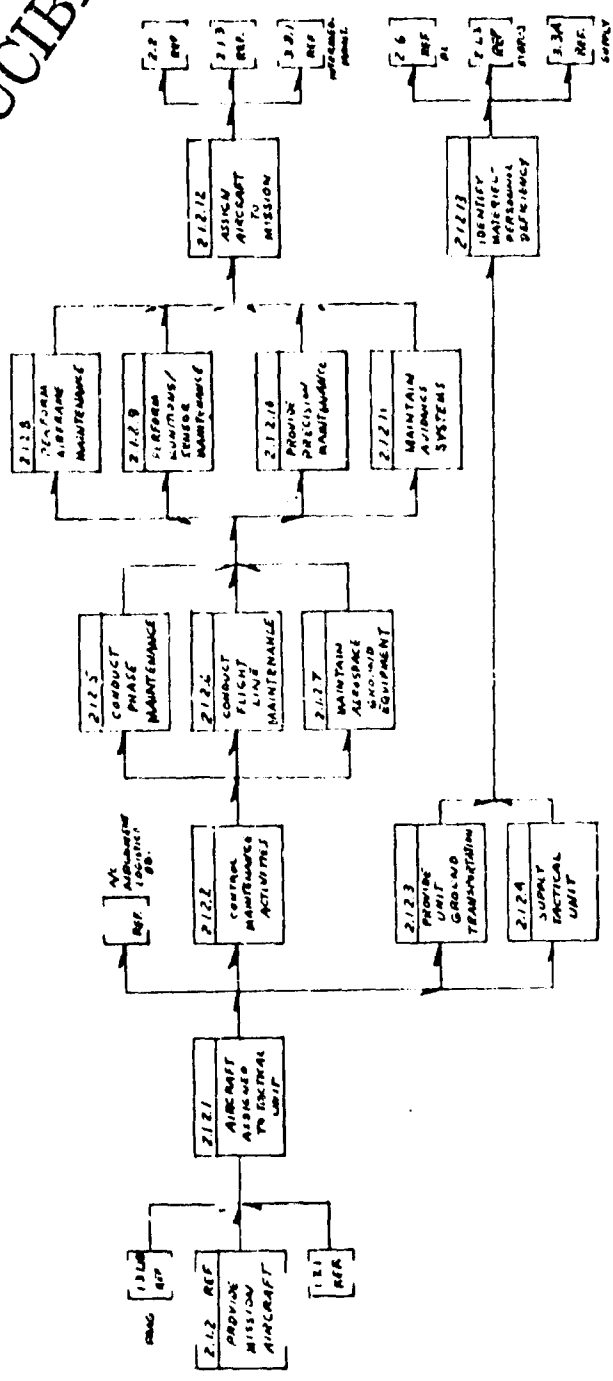


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				SHEET 18 OF 32

3-3148 A

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Functional 2.1.2.7 - Maintain Aerospace Ground Equipment

This is the function of maintaining Aerospace Ground Equipment in support of tactical operations. It includes the performance of daily and periodic inspections, unscheduled repairs and component replacement, servicing, pick-up and delivery of powered AGE, and the maintenance of records.

Functional 2.1.2.8 - Perform Air Frame Maintenance

This is the function of performing unit maintenance on the air frame on the assigned aircraft. It includes inspection and unscheduled repair and component replacement of air frame systems and subsystems.

Functional 2.1.2.9 - Perform Munitions/Sensor Maintenance

This is the function of performing maintenance upon aircraft munitions such as cannon, rocket launchers, sights, and sensors. Such sensors include airborne radar, IR equipment, and, in the case of reconnaissance squadrons, reconnaissance sensors such as photographic and electronic equipment.

Functional 2.1.2.10 - Provide Precision Maintenance

This is the function of providing for the maintenance of precision equipment such as inertial platforms, and the alignment and calibration of airborne precision equipment or subsystems.

Functional 2.1.2.11 - Maintain Avionics System

This function is the maintaining aircraft and AGE avionic systems within the tactical unit.

Functional 2.1.2.12 - Assign Aircraft to Mission

This is the function of allocating a specific aircraft to a specific mission laid on the tactical unit by the frag order.

Functional 2.1.2.13 - Identify Materiel or Personnel Deficiency

This is the function of identifying a materiel or personnel deficiency which could affect the capability of the tactical unit to carry out its assigned mission. In the case of materiel, this could be a tentatively identified NORS. In the case of personnel, it could be a tentatively identified critical skill deficiency within the tactical unit.

Functional 2.1.3 - Report Readiness Status (Sheet 20)

This is the function of preparing routine maintenance reports, for submission to higher headquarters or of reporting air crew and aircraft readiness the current operations and current plans of the TACC and of identifying critical problems existing of or forecasting to exist within the tactical unit. Reporting of

readiness status of aircraft and crews and munition status is through the Tactical Unit Operations Center.

Functional 2.1.3.1 - Prepare Routine Maintenance Reports

This is the function of preparing routine maintenance reports such as 65-110 report on aircraft status, the K-29 report required by TAC on aircraft status, and other routine maintenance reports.

Functional 2.1.3.2 - Report Air Crew and Aircraft Readiness

This is the function performed by the TUOC reporting status of operational ready aircraft and air crews, combat readiness and ability to support frag or planning for tomorrow's frag order.

Functional 2.1.3.3 - Identify Critical Problems

This function is performed at the tactical unit where a critical problem is identified. This critical problem can be either real or forecast to affect future operations.

Functional 2.1.3.4 - Unit Unable to Meet Frag

This is a problem identifying for some reason the tactical unit is unable to meet frag order. These could be by reason of battle actions, extension of turnaround time which would not allow the unit to meet the time over target or other scheduled control or it could be a personnel or materiel deficiency.

Functional 2.1.3.5 - NORS, NORM Identified

If an aircraft is not operationally ready because of lack of parts or because of lack of maintenance, a NORS or NORM condition is identified.

Functional 2.2 - Provision/Replenish Mission Aircraft (Sheet 21)

This is the function of loading mission consumables, mission expendables or in the case of airlift, to store a cargo payload aboard a mission aircraft and to report the aircraft operationally ready to perform its mission.

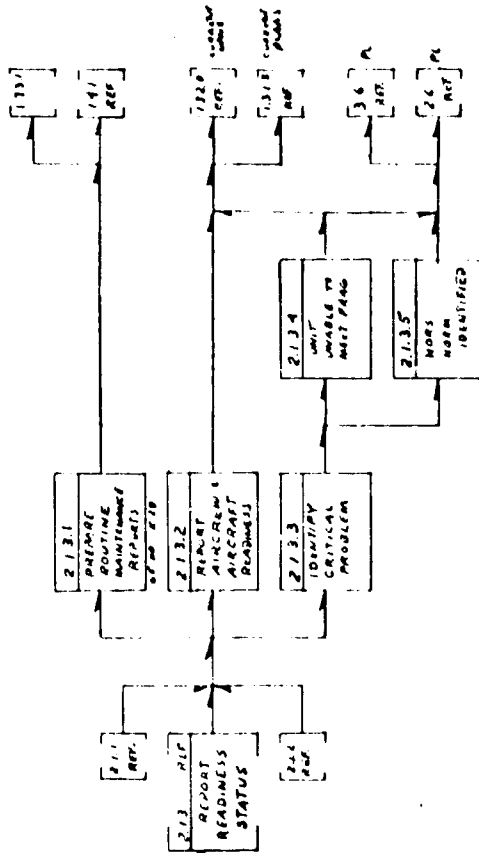
Functional 2.2.1 - Load Mission Consumables

This is the function of loading fuel, lox, water and other POL products aboard a mission aircraft. These consumables are utilized by the aircraft in sustaining aerial flight.

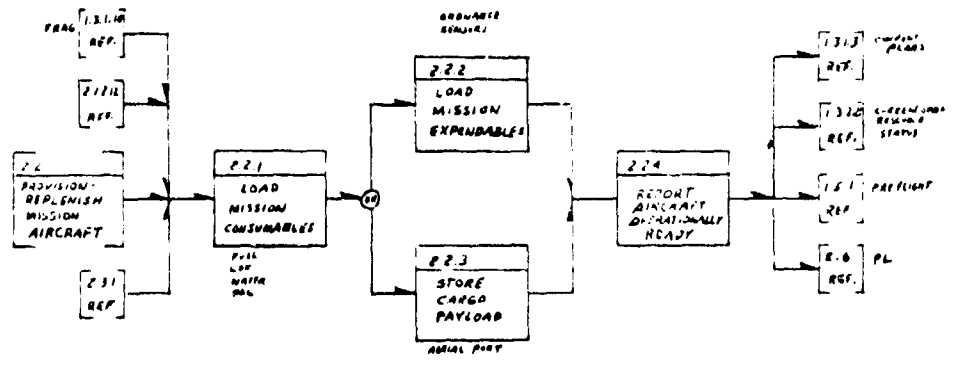
Functional 2.2.2 - Load Mission Expendables

Mission expendables are those mission items which are used in the performance of the operational mission but not to sustain aerial flight. Such expendables are ordnance, such as bombs, rockets, pylons, cannon, or other ordnance. Sensors in the case of a photographic flight, would require photographic film, magnetic tape or other electronic items.

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		APPROVED BY	DATE	OF
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3-3148 A

Functional 2.2.3 - Store Cargo Payload

This is a function of an airlift squadron or airlift mission only, and is the storage of cargo on an airlift aircraft by an aerial port unit.

Functional 2.2.4 - Report Aircraft Operationally Ready

The Tactical Unit Operations Center reports to the TACC that the aircraft and air crew are operationally ready to start the mission.

Functional 2.3 - Provide, Operate and Maintain Tactical Air Control Systems (Sheet 22)

The Tactical Air Control System is the command and control system of the deployed AFFOR. It is headed by the Tactical Air Control Center. The elements of the TACS are provided by the Tactical Air Control groups and Tactical Air Support groups and their subordinate squadrons. This function provides tactical air-to-air, point-to-point and air-to-ground primary control communications for the deployed AFFOR. It operates Control and Reporting Centers and Control and Reporting Posts as radar sites in support of the AFFOR operations. TACS incorporates the Direct Air Support Center, Tactical Air Control Parties including Forward Air Controllers, Flight Control Elements and Combat Control Teams, etc., to the ground elements of the task force. It includes the Tactical Unit Operations Centers at each base.

Functional 2.3.1 - Provide Tactical Air-to-Air Communications

This is the function providing tactical air communications when an AWACS airborne warning and control system is used as a command and control element of the deployed AFFOR.

Functional 2.3.2 - Provide Tactical Point-to-Point Communications

These are communications primarily between the CRCs, Sensor Reporting Posts CRPs, DASCs, and TUOCs and the TACC providing point-to-point communications.

Functional 2.3.3 - Provide Tactical Air-to-Ground Communications

These communications are used to transmit command and control messages between TACS ground elements and airborne mission aircraft.

Functional 2.3.4 - Maintain Primarily AFFOR Control Nets

These primarily command and control nets include the Air Requests net, the Tactical Air Direction nets, Tactical Air Control nets, Airlift Control nets, and in-flight reporting Tactical Air Traffic Control nets.

Functional 2.3.5 - Generate and Transmit Air Situation

This is the function of receiving the air situation at the radar sites and transmitting selected air traffic data to the TACC.

Functional 2.3.6 - Operate CRCs and CRPs

This is the function of manning and operating Control and Reporting Centers and Control and Reporting Posts.

Functional 2.3.7 - Operate Direct Air Support Center, Tactical Air Control Parties, Forward Air Control Parties

This is the function of deploying these elements and manning and operating them with supported ground units of the task force. The TACPs and FACPs generate Air Support requests; Close Air Support requests are processed by the Direct Air Support Center. Air support as requests as required are transmitted to the TACC for processing.

Functional 2.3.8 - Operate the TUOCs

This is the function of operating the TUOCs and of reporting resource status from the tactical units to the TACC.

Functional 2.3.9 - Receive and Display Air Situation

This function receives selected track data and displays the air situation of the deployed AFFOR area of operations for use by Tactical Air Control Center personnel.

Functional 2.3.10 - Support TACC Operations

This is the function of the Tactical Air Control Squadron of the Tactical Air Control group to support TACC operations with the equipment and personnel to assist the Deputy for Operations personnel with current plans and current operations of the deployed AFFOR.

Functional 2.3.11 - Report TACS Equipment and Communications Net Status

This is the function of providing the status of equipment and communications within the TACS to the TACC and/or the Communications-Electronics staff element of the AFCCP.

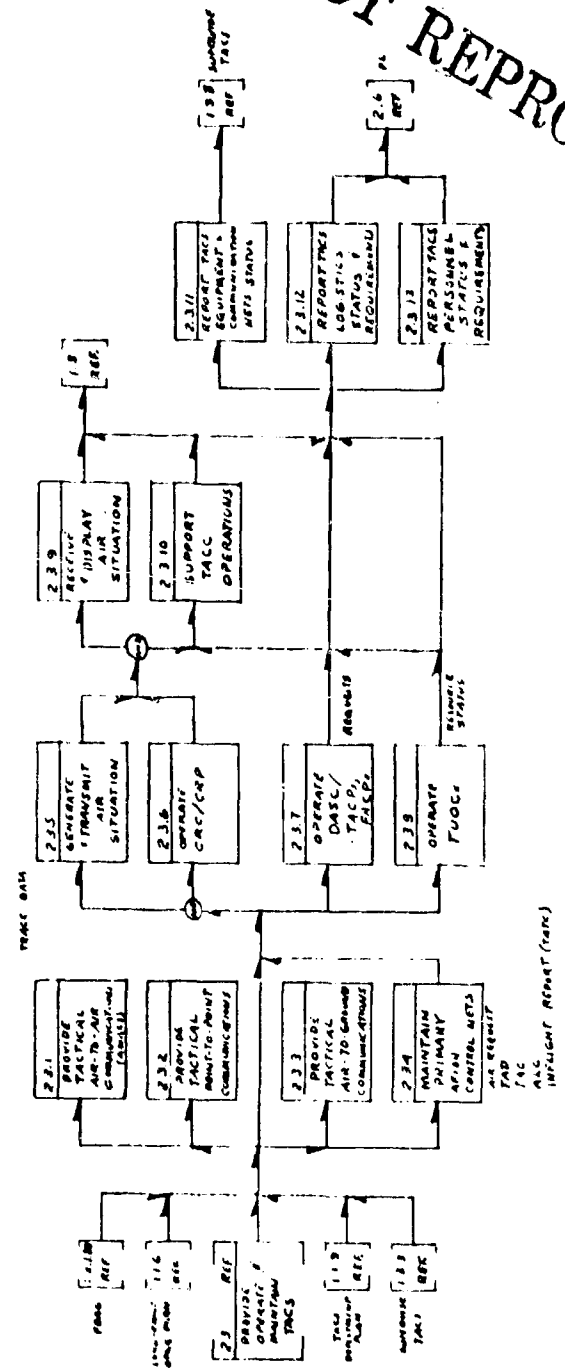
Functional 2.3.12 - Report Tactical Logistics Status and Requirements

This is the function of subordinate TACS elements to report their logistics status and future requirements to the supervisory Communications-Electronics staff of the AFCCP.

FUNCTIONAL FLOW DIAGRAM
 NUMBER 2.3

TITLE
 PROVIDE, OPERATE & MAINTAIN TACTICAL
 AIR CONTROL SYSTEMS

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Functional 2.3.13 - Report TACS Personnel Status and Requirements

This is the function of subordinate TACS elements which report their personnel status and any critical skill requirements to the C-E supervisory elements of the AFCCP.

Functional 2.4 - Provide, Operate and Maintain Air Force Communications Systems Communications (Sheet 23)

This is the function provided by elements of AFCS in support of the deployed force to provide command, administrative and logistics communications circuits to higher command, lateral agencies, and within the deployed AFFOR.

Functional 2.4.1 - Provide Command Communications Circuits

This is the function of providing command communications circuits between the TACC and the TUOC and other elements of the deployed force not serviced by TACS command communications.

Functional 2.4.2 - Provide Administrative Circuits

This is the function of providing administrative circuits between all elements of deployed AFFOR.

Functional 2.4.3 - Provide Logistics Communications Circuits

This is the function of providing logistics communications laterally to adjacent forces and within the deployed AFFOR.

Functional 2.4.4 - Provide DCS Entry to Higher Commands

The AFCS provides entries between the deployed AFFOR and defense communications and Air Force communications systems.

Functional 2.4.5 - Maintain AFFOR Headquarters Internal AFCCP Communications

This is the function of operating the Communications Center of the Air Force Component Command Post and for maintaining and operating the internal communications of the AFCCP.

Functional 2.4.6 - Provide Lateral Joint Force Communications

AFCS provides the AFFOR terminals for joint force communications with adjacent agencies of the task force.

Functional 2.4.7 - Maintain Deployed AFFOR Control Communications

AFCS provides the function of maintaining of dedicated intelligence combat operations, combat support, and the TACC TUOC communications within the deployed force.

Functional 2.4.8 - Maintain Navigational Aids

This is the function of providing navigational aids such as TACAN and beacon equipment to assist in the performance of air operations.

Functional 2.4.9 - Maintain Flight Facilities

This is the function of maintaining flight facilities such as tower and other non-command and control air-to-ground radio equipment and other flight facilities.

Functional 2.4.10 - Maintain Weather Communications

This is the function of providing dedicated weather circuits for staff weather personnel of the CCP, and other weather elements within the deployed force. Weather terminals themselves are provided by the Weather Service.

Functional 2.4.11 - Operate Base Communications Centers

This is the function of operating base telephone and other communications centers, including the base message center.

Functional 2.4.12 - Report AFCS Equipment Circuits Status

This is the function supplied by subordinate elements of AFCS to report their circuits and equipment status to the TACC and/or the C-E staff elements of the AFCCP in their function of supervising the AFCS.

Functional 2.4.13 - Report AFCS Logistics Status and Requirements

This is the function performed by the subordinate AFCS elements to report the logistics status and any long-term or critical requirements affecting AFCS support of the long-term operations plan.

Functional 2.4.14 - Report AFCS Personnel Status and Requirements

This is the function performed by lower elements of the AFCS to report status of AFCS personnel and any requirements for critical skills or numbers of AFCS personnel.

Functional 2.5 - Provide Ancillary Current Mission Support (Sheet 24)

This is the function of providing mission preparation, support by provision of safety services for flight operations, of providing advisory services, such as navigation aids and weather for control of elements which provide the mission aircraft, by control towers, GCA and CRC, and for the conduct of post-mission operations.

Functional 2.5.1 - Provide Mission Preparation Support

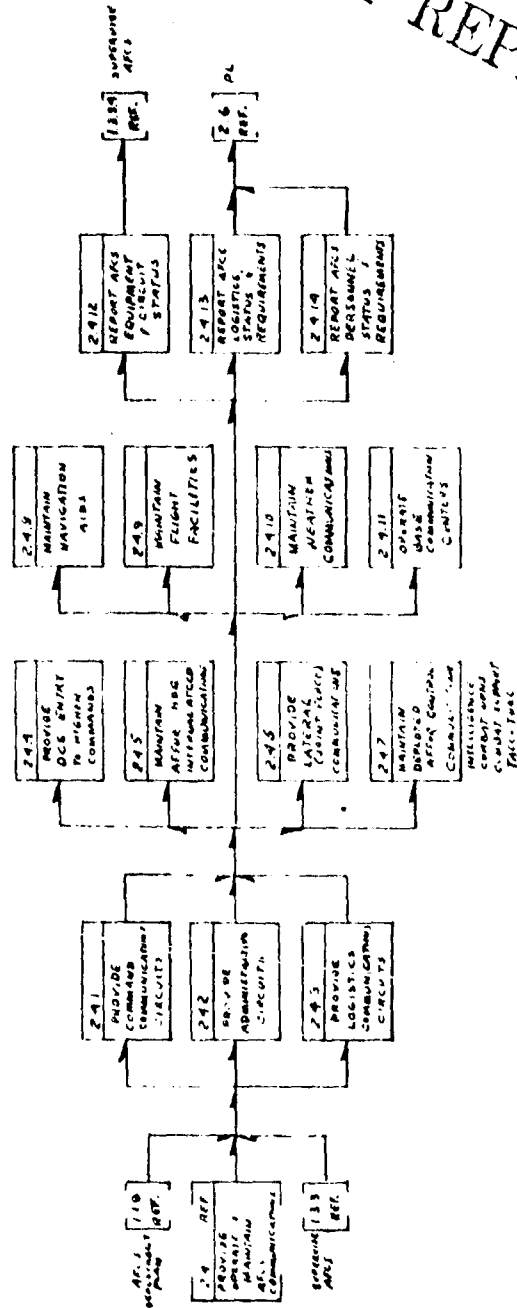
This is the function of providing the AGE used in the replenishment and provisioning of aircraft. This

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TITLE
 PROVIDE, OPERATE & MAINTAIN AIR FORCE
 COMMUNICATIONS SYSTEMS COMMUNICATIONS

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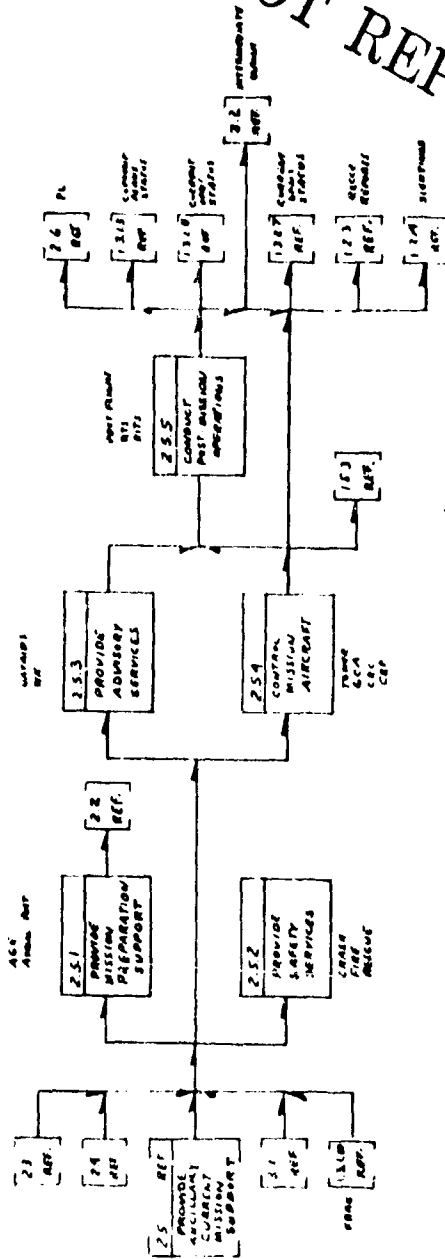
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PROVIDE ANCILLIARY CURRENT MISSION SUPPORT

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OF 32

3-3148 A

AGE includes such items as fuel trucks, bomb dollies, and armament transportation. This function also includes providing airport facilities for the staging and preparation of cargo loading for airlift operations.

Functional 2.5.2 - Provide Safety Services

This is the function of providing those safety services necessary for safe conduct of the operational mission at the home or supporting base of the tactical air operations. These services include crash trucks, and fire and rescue facilities.

Functional 2.5.3 - Provide Advisory Services

This is the function as a provision of the advisory services utilized in the conduct of air operations. They include navigation aids such as TACAN, weather and tactical air traffic control.

Functional 2.5.4 - Control Mission Aircraft

This is the provision of the control elements which provide guidance and command of mission aircraft during the flying of the operational mission. These include the control tower, ground controlled approach radar, the Control and Reporting Center, the Control and Reporting Post, Air Support Radar Teams, etc.

Functional 2.5.5 - Conduct Post Mission Operations

This is the provision for post-flight inspection of the aircraft. In the Tactical Reconnaissance squadron this post-flight includes the processing of the output of reconnaissance sensors, and the Reconnaissance Interpretation Technical Squadron which supplies the intelligence elements of the AFCCP with evaluation of reconnaissance flights.

Functional 2.6 - Provide Personnel and Logistics Support of Current Operations (Sheet 25)

This is the function performed primarily at the tactical unit at a tactical base which provides support of the current operational mission. This includes the receipt of the personnel and logistics reports, the forecast of operational supporting trends, the identification of deficiencies or deviations, and either the identification of a need for AFCCP assistance or of achieving of a local base solution to personnel and logistics problems.

Functional 2.6.1 - Receive Requests for Personnel and Logistics Data

This is the function of receiving a request by personnel and materiel staff members at the AFCCP for specific personnel and logistics data at the tactical base.

Functional 2.6.2 - Receive Support Operations Personnel and Logistics Reports

This is the receipt of personnel and logistics reports from tactical units concerning the personnel and logistics aspects of the operational mission.

Functional 2.6.3 - Observe Support Operations

This is the function performed by tactical unit personnel and logistics personnel by observation of support operations.

Functional 2.6.4 - Obtain Required Data

In response to requests from personnel and logistics data, this is the function of acquiring that data.

Functional 2.6.5 - Establish and Maintain Data Base

This is the function of establishing and maintaining a manual or automated data base of personnel and logistics support of current missions and support operations.

Functional 2.6.6 - Forecast Operational Support Trends

This is the function by personnel and materiel members at the tactical unit who forecast near and long term operational, personnel and logistics support trends.

Functional 2.6.7 - Identify Operational Support Deficiencies

This is the function of identifying deficiencies in support of current operations, such deficiencies could be an identified NORS, condition in aircraft maintenance, or a NORM condition of aircraft and AGE maintenance, or the identification of a critical personnel skill requirement.

Functional 2.6.8 - Detect Operational Support Deviation

In supporting the frag order, this function is the detection of a condition which would make the tactical unit unable to support the frag.

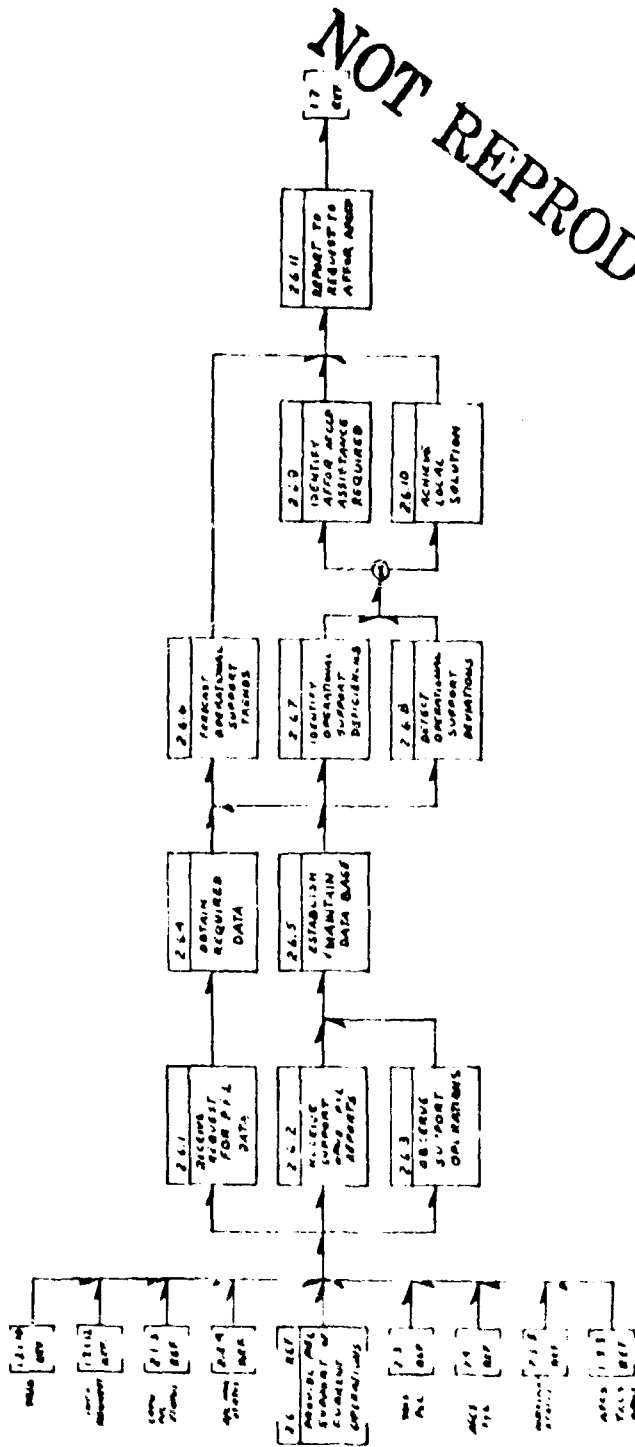
Functional 2.6.9 - Identify AFCCP Assistance Required

If a deficiency or deviation is detected and a local solution cannot be reached by the tactical unit or by the tactical wing, assistance by the AFCCP is identified.

Functional 2.6.10 - Achieve a Local Solution

This function would occur when an identified NORS condition of a tactical squadron is filled by a supply unit with the combat support element of the deployed force at that base. In the case of critical skill deficiency the temporary transport of the critical skill from one unit to another in order to support an operational mission would be a local solution.

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Functional 2.6.11 - Report To/Request To AFCCP

The function of requesting assistance from the AFCCP in order to solve a deficiency or deviation at the tactical unit. It is also the function of reporting a local solution to an identified deficiency or deviation.

Functional 3.0 - Provide Deployed AFFOR Combat Support (Sheet 26)

This is the function of providing air base support, performing intermediate maintenance, supplying the deployed force, providing special staff services, coordinating combat support with higher headquarters and lateral forces, and supervising, monitoring and adjusting combat support. The function performed under this 3.0 are generally found on the tactical bases and the combat support group and wing level.

Functional 3.1 - Provide Air Base Support (Sheet 27)

This is the function normally accomplished by a combat support group at each deployed base. It provides for base security, ground transportation, supervision of base operations, safety and training, provision of medical services, provision of base services, civil engineering, and the operation of a CBPO or PERSCO unit.

Functional 3.1.1 - Provide Base Security

This is the function accomplished by the security police squadron providing for internal and external base security. It also includes the provision for criminal investigation and local area intelligence.

Functional 3.1.2 - Provide Ground Transportation

This is the function provided by the transportation squadron of the combat support group to provide ground, light, medium and heavy transportation.

Functional 3.1.3 - Supervise Base Operation, Safety and Training

This is the function of staffing and operating base operations, staffing and operating the base safety office, supervising the local safety program, and staffing and operating base training facilities.

Functional 3.1.4 - Provide Medical Services

This is the function provided by medical squadrons, base hospitals, or other medical elements to provide medical services to the tactical unit.

Functional 3.1.5 - Provide Base Services

This is the function of providing food and housing for deployed AFFOR personnel on the tactical bases and also providing the same services at the CCP. These services include the provision of the commissary, service clubs, and exchange service.

Functional 3.1.6 - Provide Civil Engineering

This is the function provided by the Civil Engineering squadron in the combat support group for maintaining the tactical base including the runways, runway lighting, taxi ways, hard stands, revetments, roads, buildings, water supplies, sewage disposal, and other civil engineering tasks.

Functional 3.1.7 - Operate CBPO/PERSCO Unit

This is the function of providing and supervising the personnel administration of AFFOR personnel located on a tactical base or at separate sites assigned to a base for personnel support.

Functional 3.2 - Perform Intermediate Maintenance (Sheet 28)

This function is normally accomplished by the Field Maintenance Squadron of the deployed wing. It includes provision for the repair of aircraft, AGE, munitions, communications, armament and electronics systems, jet engine field maintenance, fabrication support, the maintenance of transit aircraft, the maintenance of quality control, and the keeping of records and making reports.

Functional 3.2.1 - Replace and Repair Aircraft Items

This is the function of replacement or repair of major aircraft subsystems or components. It includes the replacement of aircraft control systems, life support, and other major systems.

Functional 3.2.2 - Maintain Aerospace Ground Equipment

This is the heavy maintenance of aerospace ground equipment, including power units, prime movers, dollies, checkout equipment, test equipment, and other items of AGE.

Functional 3.2.3 - Provide Munitions Maintenance

This function is to provide heavy munitions maintenance including the replacement and repair by pylons, and other ordnance items.

Functional 3.2.4 - Maintain Communications, Armament and Electronics Systems

This is the function of heavy maintenance of communication, armament and electronic airborne equipment. It includes modular replacement or repair of these items.

Functional 3.2.5 - Maintain Jet Engine Field Maintenance/Jet Engine Build-Up Capability

This is the function of providing major repair and checkout of jet engines.

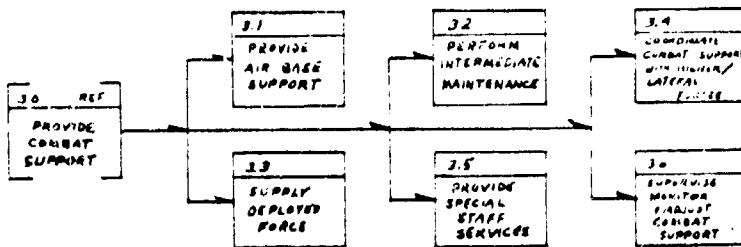
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PROVIDE DEPLOYED AFFOR COMBAT SUPPORT

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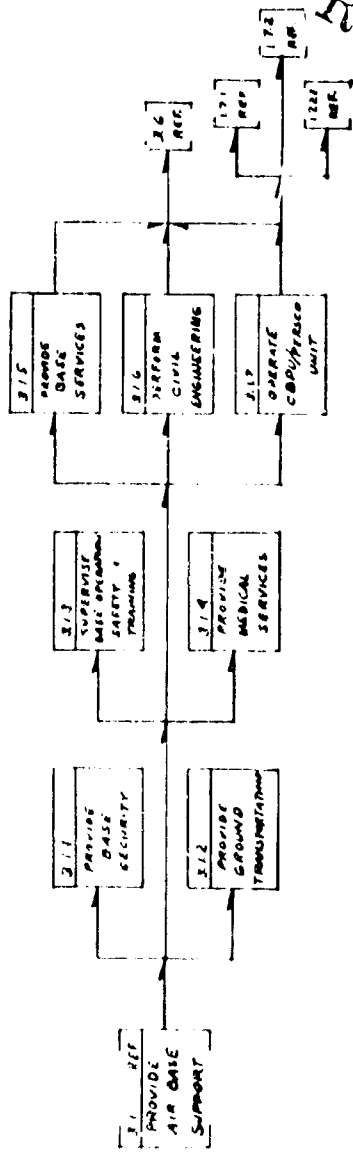
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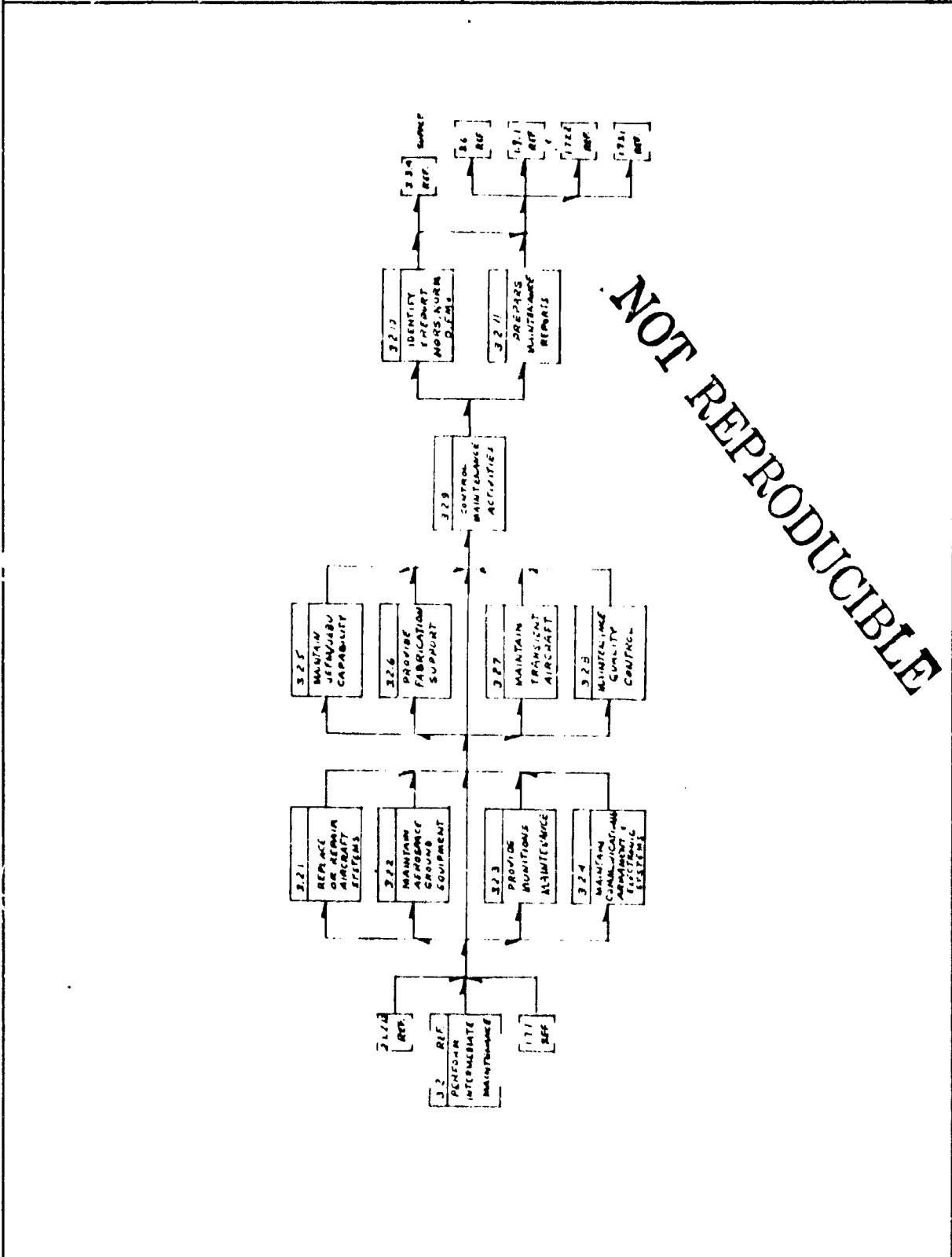
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3-3148 A

Functional 3.2.6 - Provide Fabrication Support

This is the function for providing machine shops, welding shops, sheet metal shops and other fabrication facilities to support the operational mission.

Functional 3.2.7 - Maintain Transient Aircraft

This is the function of providing flight line maintenance for transient aircraft at the tactical air base.

Functional 3.2.8 - Maintenance Quality Control

This is the function of quality control of field intermediate maintenance activities.

Functional 3.2.9 - Control Maintenance Activities

This is the function of scheduling, supervising field maintenance squadron activities.

Functional 3.2.10 - Identify and Report NORS, NORM, and DIFM

This is the function of identifying possible not operational ready supply and not operationally ready maintenance, or due in from maintenance conditions on aircraft which are under the control of the field maintenance squadron.

Functional 3.2.11 - Prepare Maintenance Reports

This is a function of preparing routine maintenance reports on the aircraft under the control of the field maintenance squadron.

Functional 3.3 - Supply Deployed Force (Sheet 29)

This is the function of operating materiel facilities and support equipment managing POL and supplies, managing supply activities and accounts, the initiation of NORS, and the reporting of supply activities on the tactical wing within the deployed force.

Functional 3.3.1 - Operate Materiel Facilities

This is the function of operating facilities for the receipt, storage and issuance of materiel and supplies.

Functional 3.3.2 - Provide and Operate Support Equipment

This is the function of providing and operating materiel support equipment, such as dock loading and other materiel handling equipment.

Functional 3.3.3 - Provide and Manage POL

This is the function of the receipt, storage and issuance of petroleum and lubricants, and of liquid oxygen supplies on the deployed tactical base.

Functional 3.3.4 - Provide and Manage Supplies

This is the function of receiving for and keeping accountability upon, issuing and keeping records on, the issuance of supplies to the deployed force.

Functional 3.3.5 - Manage Supply Activities

This is the function of managing the activities of the Supply Squadron within the Combat Support Groups on the deployed force bases.

Functional 3.3.6 - Maintain Supply Accounts

This is the function of maintaining accounts on supply items.

Functional 3.3.7 - Identify and Initiate NORS

When a tentative NORS condition is received from a tactical squadron, the supply squadron attempts to furnish the required part or parts. If no item is available on the base, a NORS is initiated. This condition is sent to the AFFOR CCP and to the AFLC item manager and system manager.

Functional 3.3.8 - Report Supply Activities

This is the preparation of routine supply activity reports and preparation of M-ratings.

Functional 3.4 - Coordinate Combat Support with Higher Headquarters and Lateral Forces (Sheet 30)

This is the function of coordinating combat support, reporting to higher command on combat support personnel and logistics matters. Coordinating combat support with host-country agencies, coordinating combat support with adjacent forces and providing guidance on AFFOR personnel and logistics matters with adjacent forces on Air Force areas of prime interest. An example of the latter could be supervising or providing guidance at a local base in the operation of multiple-command munitions supply system. In this case, possibly the Military Sea Transport Command or the Military Airlift Command would bring the ordnance into the area; Army ordnance personnel would tranship the ordnance to a bomb dump where Air Force combat support munitions squadron personnel would then prepare the ordnance for delivery.

Functional 3.5 - Provide Special Staff Services (Sheet 31)

These are functions performed of the AFCCP level by members of the commander's Special Staff.

Functional 3.5.1 - Supervise and Coordinate Medical Support

This is a function of the AFFOR senior medical officer; he advises the commander on medical matters and supervises and coordinates the subordinate medical elements of the command.

Functional 3.5.2 - Provide Information Services

This is the function of conducting external and internal information programs, including developing and maintaining an effective public relations program.

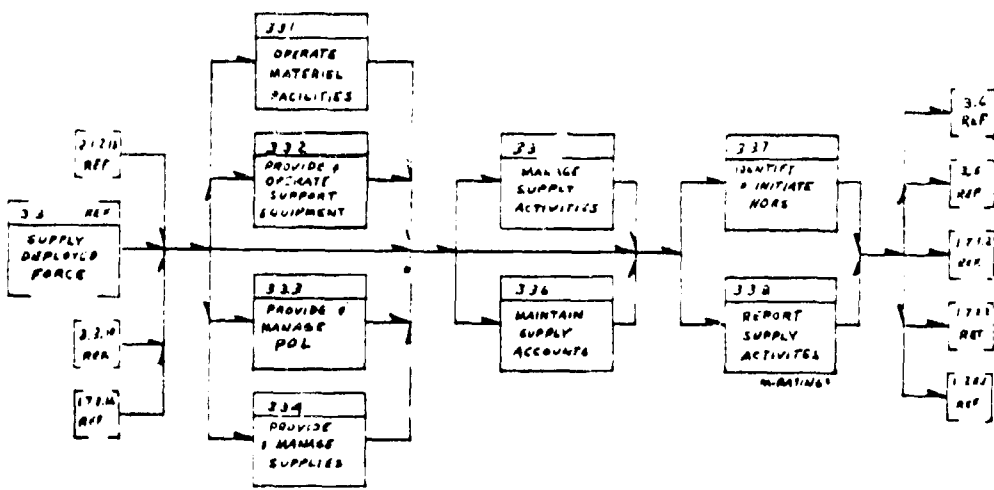
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NUMBER 3.3

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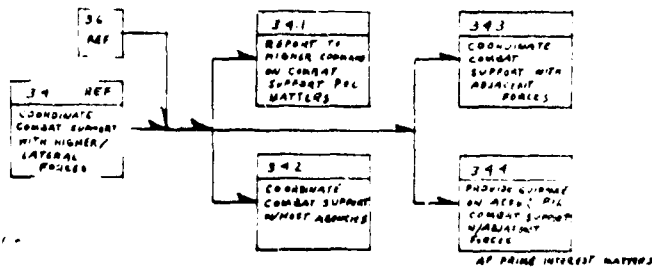




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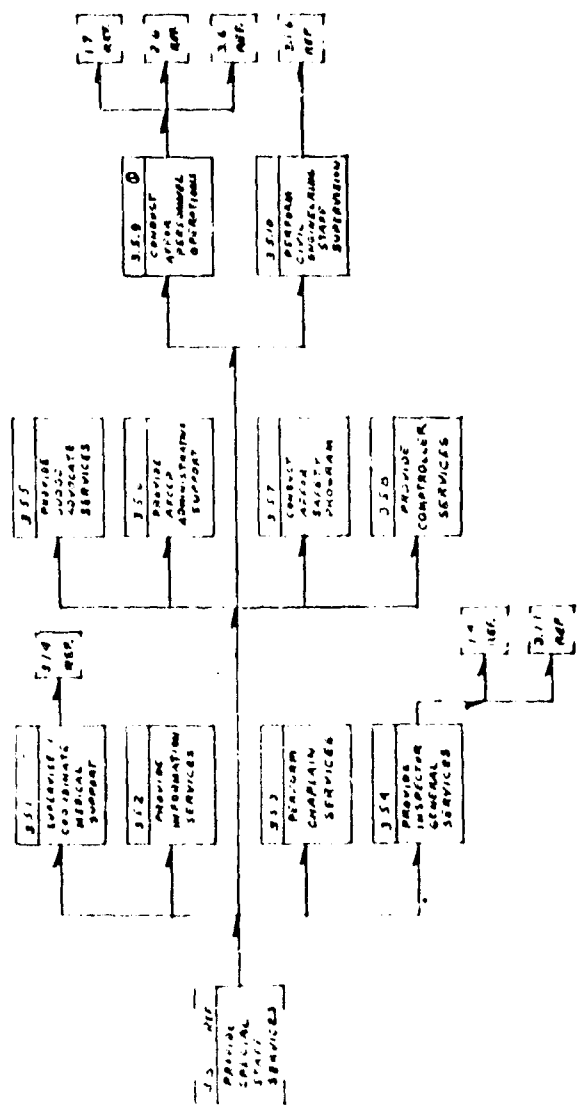


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Functional 3.5.3 - Perform Chaplain Services

This is the function of coordinating the religious activities of the command.

Functional 3.5.4 - Provide Inspector General Services

This is the function of advising the commander as to the capabilities of the units under his command and for the overall supervision of security of either the tactical base or of the deployed force.

Functional 3.5.5 - Provide Judge Advocate Services

This is the function of insuring the provision of legal services to subordinate units and of advising the AFFOR Commander on legal matters.

Functional 3.5.6 - Provide AFCCP Administrative Support

This is the function of providing administrative support to all the elements within the AFCCP complex. This administrative support will be the preparation of orders, clerical and other such support.

Functional 3.5.7 - Conduct AFFOR Safety Program

This is the function of supervising the command safety program and advising the AFFOR commander and his staff on safety matters.

Functional 3.5.8 - Provide Comptroller Services

This is the function of providing for finance and accounting services for the deployed force and for the operation and maintenance of the comptroller computer.

Functional 3.5.9 - Conduct AFFOR Personnel Operations

This, in a small force, would be a Special Staff function; it would be a General Staff function in a larger force deployment. This is the function of apprising the AFFOR Commander on personnel operations and directing and monitoring the personnel matters within the command.

Functional 3.5.10 - Perform Civil Engineering Staff Supervision

This is a function of performing staff surveys for future sites and advising the commander on civil engineering activities, and for preparation of civil engineering annex of the operations plan.

Functional 3.6 - Supervise, Monitor, and Adjust Combat Support (Sheet 32)

This is the function of supervising the operations of the combat support elements of the deployed force of the tactical base

Functional 3.6.1 - Receive Requests for Personnel and Logistics Data

This is a function of receiving a request from the TACC or the personnel or logistics staff at the AFCCP for personnel and materiel or logistics data at the tactical base.

Functional 3.6.2 - Receive Combat Support Reports

This is a function of receiving reports on the personnel and logistics to other operations of combat support elements at the tactical base.

Functional 3.6.3 - Monitor Combat Support Operations

This is the function of monitoring combat support operations and response to the AFFOR frag order.

Functional 3.6.4 - Establish and Maintain Combat Support Data Base

This is the function of establishing and maintaining a manual for automated data base on combat support operations at the tactical base.

Functional 3.6.5 - Forecast Combat Support Trends

This is a function performed by personnel and logistics personnel at the tactical base forecasting combat support trends. These trends include degraded performance or forecast shortages in the materiel and logistics areas or personnel critical shortages.

Functional 3.6.6 - Identify Combat Support Deficiencies

These deficiencies would be tentatively identified NORS or NORMS, critical skill shortages of an immediate nature, and other items which would affect the ability of the operational units to respond to the operations plan in the frag order.

Functional 3.6.7 - Detect Combat Support Deviations

This is a function performed by personnel and logistics and other combat support personnel and is the detection of operational deviations from the operational frag order.

Functional 3.6.8 - Evaluate Personnel Requirements

This is a function performed by personnel at the tactical base, evaluating requirements, identifying levels of critical skills and deficiencies, and determining future requirements to support the long range operations plan.

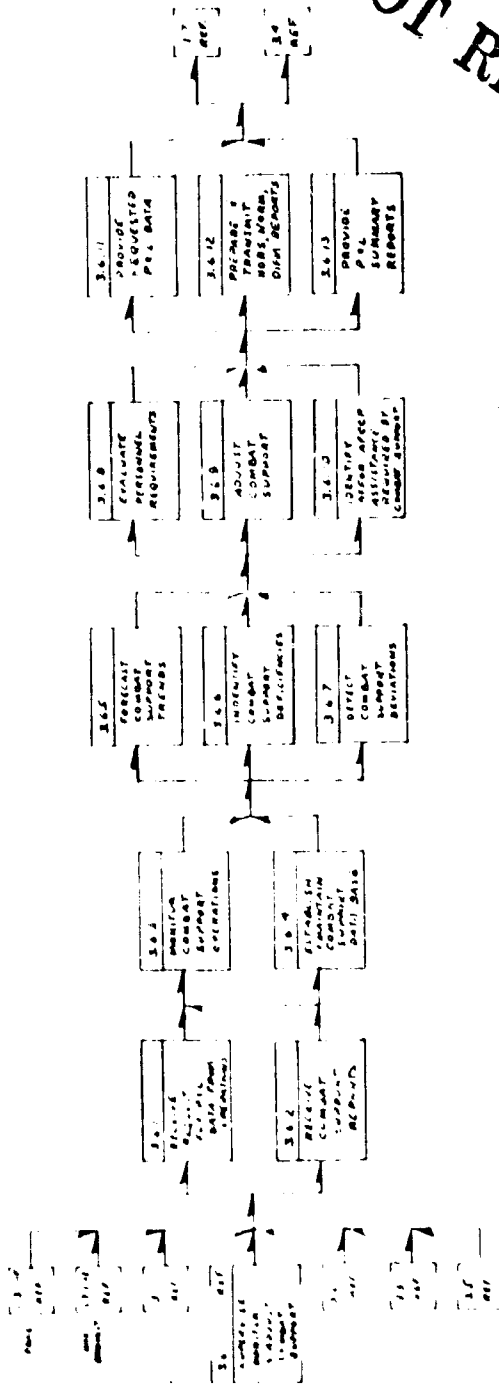
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Functional 3.6.9 - Identify AFCCP Combat Support Assistance Required

This is the function of identifying a combat support requirement which cannot be satisfied locally. Assistance by the Air Force Component Command Post is identified.

Functional 3.6.10 - Adjust Combat Support

This is a function accomplished by personnel and or materiel staffs of the AFCCP to adjust combat support to correct a deficiency or deviation.

Functional 3.6.11 - Provide Requested Data

This is a function of personnel and materiel personnel at the tactical base to provide the TACC or the personnel or materiel staff at the AFCCP with the requested data on personnel and logistics in the combat support area. This requested data will include base

mobility plans generated locally in response to the AFFOR deployment plan.

Functional 3.6.12 - Prepare and Transmit NORS, NORMS, or DIFMS

This is the preparation and transmission of NORS and NORM messages to the AFCCP and higher headquarters and the transmission of DIFM (due in from maintenance) messages to the AFCCP resulting in an increased resource status.

Functional 3.6.13 - Provide Personnel and Logistics Summary Reports

This is a function of personnel and materiel personnel to provide summary reports to the AFCCP. These reports will normally be of a routine nature and will include the forecast of personnel and logistics trends in the combat support area.

APPENDIX I
PERSONNEL MATERIAL FUNCTIONS DERIVED FROM AN ANALYSIS
OF THE OPERATION OF A DEPLOYED FORCE

SECTION II
FUNCTIONAL ALLOCATION

AFCCP Personnel and Materiel Staff Functions

Specific personnel and logistics functions were included in the functional analysis of the deployed force presented in Section 1.0 of this appendix. Table 2-1 of this appendix contains a tabular matrix showing the primary allocation of each function in the deployed AFFOR.

In many cases, functions allocated to areas other than those of the personnel and materiel staffs at the AFCCP require some action by these staffs.

Column 1 lists each function identified in the deployed AFFOR; Column 2, the primary area, agency or element which performs the function; Column 3, any primary or secondary function required of the AFCCP Personnel staff and generated by the primary function; Column 4, any primary or secondary function required of the AFCCP Materiel staff.

Function 1.1.6, Prepare Long-Range Plans

(Column 1) requires the War Plans or TACC Current Plans of the Deputy for Operations at the AFCCP to prepare long-range plans (Column 2). The personnel (Column 3) and materiel (Column 4) staffs at the AFCCP prepare the personnel and logistics annexes to these AFFOR long-range operations plan.

In another case, Function 1.3.16, Select Sensors, Ordnance or Payload and Tactics (Column 1), the Current Plans Section of the TACC (Column 2) selects sensors, ordnance or payload and the tactics to be used for a particular mission during the preparation of the frag order. The Materiel Staff (Column 3) advises operations of the status and availability of sensors, ordnance and pylons, and, in the case of an airlift, cargo. Airlift, ordnance and pylon configuration selections by Current Plans may assign a particular mission to a tactical squadron unable to comply with the TACC selection because of configuration constraints. The Materiel Staff (Column 4) of the AFCCP will maintain current configuration information on tactical unit resources in the Materiel data base.

Table 2-1. Functional Allocation Matrix (Sheet 1 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AF/CCP Personnel Staff Function	Column 4 AF/CCP Materiel Staff Function
1.0	Conduct air operations	See subfunctions	See subfunctions	See subfunctions
1.1	Develop & maintain war plans	Deputy for operators plans	Develop & maintain personnel annex to the operations plan	Develop & maintain logistics annex to the operations plan
1.1.1	Determine enemy possible & probable course of action	Intelligence	None	None
1.1.2	Evaluate enemy order of battle	Intelligence	None	None
1.1.3	Determine friendly AOB capabilities and limitations	Operations war plans	Provide current and projected personnel status	Provide current and projected materiel and logistics status
1.1.4	Interpret AFFOR objectives	AFFOR commander and operators	None	None
1.1.5	Establish AFFOR priorities	AFFOR commander and operators	None	None
1.1.6	Prepare long-range plans	Operations war plans	Prepare personnel annex to operations plan	Prepare logistics or materiel annexes to operations plan
1.1.7	Develop AFFOR command policy	AFFOR commander w/support by operators	Support AFFOR commander/develop personnel policy	Support AFFOR commander/develop materiel policy
1.1.8	Plan AFFOR deployment	Operations war plans/TACC	Prepare personnel annex for planned deployment	Conduct site surveys, prepare materiel/logistics annex for planned deployment Conduct site surveys. On a selective basis, determine whether equipment and supply assets available are adequate to satisfy current requirements (PACAF LRC). Estimate materiel requirements for the deployed force for specific operations plan (HQ USAF LAC). Compare estimated materiel requirements with current and/or projected assets, (LHQ USAF LRC)

(00798-1 of 14)

Table 2-1. Functional Allocation Matrix (Sheet 2 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
1.1.8 (cont.)				Estimate the number of days the deployed force, or units of the deployed at a specific location, can operate under specified sortie rates, or other specified alternative factors without reaching critical levels or resources. (HQ USAF-LPC)
1.1.9	Plan TACS/AFCS deployment	Same as 1.1.8	Same as 1.1.8	Same as 1.1.8
1.2	Provide intelligence and target data (including all subfunctions)	Intelligence	None	None
1.3	Plan & control current operation	Tactical air control center	See subfunctions	See subfunctions
1.3.1	Develop current operations plans	TACC current plans	See subfunctions	See subfunctions
1.3.1.1	Determine tactical requirements	TACC current plans	None	Provide operations with logistics and airlift cargo requirements for airlift planning
1.3.1.2	Determine targets and and target priorities	TACC current plans	None	None
1.3.1.3	Review resource status	TACC current plans	Provide data as required on availability of critical skills	Provide data as required on availability of aircraft, materiel support, ordnance, sensors, etc.
1.3.1.4	Review general apportionment	TACC current plans	None	None
1.3.1.5	Allocate sorties	TACC current plans	None	Provide operations with cargo data to assist in determining airlift requirements
1.3.1.6	Select sensors ordnance or payload & tactics	TACC current plans	None	Advise operations of sensor ordnance or payload availability e.g., critical pylon configurations

Table 2-1. Functional Allocation Matrix (Sheet 3 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
1.3.1.6 (cont.)				Provide data on pylon configuration, AGL and other support equipment which will affect resource selection for a mission assignment
1.3.1.7	Assign resources	TACC current plans	Adjust AF-OR personnel as required to support upcoming operation	None
1.3.1.8	Plan routing	TACC current plans	None	None
1.3.1.9	Review policy and directives	TACC current plans	None	None
1.3.1.10	Prepare & issue frag order	TACC current plans	None	None
1.3.2	Monitor & adjust current operations	Tactical air control center current operations	See subfunctions	See subfunctions
1.3.2.2	Receive friendly order of battle	Tactical air control center current operations	None	None
1.3.2.3	Receive enemy order of battle	Tactical air control center current operations	None	None
1.3.2.4	Receive ground environment	Tactical air control center current operations	None	None
1.3.2.5	Receive air environment	Tactical air control center current operations	None	None
1.3.2.6	Monitor current operations	Tactical air control center current operations	None	None
1.3.2.7	Detect operational deviations	Tactical air control center current operations	None	None
1.3.2.8	Review allocated resources	Tactical air control center current operations	None	Provide data on the status of AGL and ground facilities or maintenance resources critical to mission support

Table 2-1. Functional Allocation Matrix (Sheet 4 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
1.3.2.9	Determine force reallocation	Tactical air control center current operations	None	Reallocated support as required to support operations or as directed by operations
1.3.2.10	Adjust current operations	TACC current operations or current plans if time permits	None	None
1.3.3	Supervises TACS/AECS current operation (including subfunctions)	CE Staff at AFCCP and tactical operations	None	None
1.4	Staff supervisor or Tactical Air Operations	Operation	Provide personnel training status as requested	Analyze weapons systems and AGE maintenance. Provide maintenance data to operations. Provide AFOR deployment status of support unit.
1.5	Execute air operations	Operations tactical units	None	Report A/C and other resource status after post flight.
1.6	Coordinate air operations with higher/lateral forces	Operations	None	None
1.7	Provide personnel & logistics operations support	AFFOR personnel and materiel staffs	See subfunction	See subfunction
1.7.1	Provide PFL support of current plans and operations	AFFOR personnel and materiel staffs	See subfunction	See subfunction
1.7.1.1	Receive priority & routine reports & messages	AFFOR personnel and materiel staffs	Receive, validate & route priority & routine personnel reports & messages	Receive, validate & route priority & routine materiel reports & messages
1.7.1.2	Receive operations requirement	AFFOR personnel and materiel staffs	Receive & route operational data or other personnel requirement	Receive & route operational data or other materiel requirements
1.7.1.3	Review reports & messages for applicator	AFFOR personnel & materiel staffs	Review personnel reports & messages	Review materiel & logistics reports & messages
1.7.1.4	Enter or retrieve information into or from data base	AFFOR personnel & materiel staffs		

Table 2-1. Functional Allocation Matrix (Sheet 5 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AI/CCP Personnel Staff Function	Column 4 AI/CCP Materiel Staff Function
1.7.1.5	Forecast trends	AI/FOR personnel & materiel staffs	Forecast AI/FOR personnel trends as required to appropriate operators	Forecast AI/FOR materiel/logistics trends.
1.7.1.6	Detect deviations	AI/FOR personnel & materiel staffs	Detect personnel deviations which will affect current operations such as critical skills	Detect materiel deviation or deficiency which would affect current operations Analyze materiel status and trends to identify problems which could affect current operations such as NORS, NORM and critical inventory levels
1.7.1.7	Advise operations of action taken	AI/FOR personnel & materiel staffs	Advise operations of personnel action taken	Advise operations of materiel action taken
1.7.1.8	Take remedial or corrective action	AI/FOR personnel & materiel staffs	Take remedial personnel action	Take remedial materiel action
1.7.1.9	Evaluate P&L operations support	AI/FOR personnel & materiel staffs	Evaluate personnel operations support	Evaluate materiel operations support
1.7.1.10	Prepare summary reports	AI/FOR personnel & materiel staffs	Prepare & submit summary personnel reports	Prepare summary materiel reports
1.7.1.11	Provide required data	AI/FOR personnel & materiel staffs	Provide required personnel data	Provide required materiel data
1.7.1.12	Initiate P&L data search	AI/FOR personnel & materiel staffs	Initiate personnel data search at all levels of AI/FOR	Initiate materiel data search at all levels of AI/FOR
1.7.2	Initiate P&L war plans support	AI/FOR personnel & materiel staffs	See subfunction	See subfunction
1.7.2.1	Receive preliminary OPNS plan	AI/FOR personnel & materiel staffs	Receive & route preliminary operations plan Maintain operations plan file	Receive and route preliminary operations plan Maintain operations plan file
1.7.2.2	Receive P&L messages	AI/FOR personnel & materiel staffs	Receive & route personnel messages Receive requirement for analysis of personnel data	Receive & route materiel & logistics messages

00798 (5 of 14)

Table 2-1. Functional Allocation Matrix (Sheet 6 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
1.7.2.3	Rx. Command policy guidance	AFFOR personnel & materiel staffs	Receive personnel policy guides	Receive materiel & logistics policy guidance
1.7.2.4	Review P&L resources	AFFOR personnel & materiel staffs	Review AFFOR personnel resources and develop reports of personnel status & critical skills	Review AFFOR materiel & logistics resources
1.7.2.5	Determine resource availability	AFFOR personnel & materiel staffs	Determine the availability of applicable AFFOR personnel resources	Determine the availability of AFFOR materiel and logistic resources
1.7.2.6	Forecast resource trends	AFFOR personnel & materiel staffs	Forecast personnel trends and critical skills	Forecast materiel and logistics trends
1.7.2.7	Prepare P&L operations plan annex	AFFOR personnel & materiel staffs	Prepare personnel annex to operations plan	Prepare logistics and materiel annex to operations plan
1.7.2.8	Determine long range log requirement	AFFOR personnel & materiel staffs	None	Determine long range logistics requirements to support operations plan
1.7.2.9	Determine long range personnel requirements	AFFOR personnel & materiel staffs	Determine long range personnel requirements to support operations plan, including critical skills	None
1.7.2.10	Develop P&L replenishment criteria	AFFOR personnel & materiel staffs	Develop personnel replenishment criteria including replacement pipeline establishment	Develop materiel and logistics replenishment criteria including pipeline
1.7.2.11	Advise operations of P&L constraints	AFFOR personnel & materiel staffs	Identify & advise operators of personnel imposed constraints such as critical skill	Advise operation of materiel logistics imposed constraints such as NORS, NORM
1.7.2.12	Initiate P&L resupply	AFFOR personnel & materiel staffs	Initiate personnel pipeline & requisitions	Initiate logistics resupply
1.7.3	Provide P&L support to tactical air operations staff	AFFOR personnel & materiel staffs	See subfunction	See subfunction
1.7.3.1	Receive log data	AFFOR personnel & materiel staffs	None	Receive, validate and route materiel & logistics data

Table 2-1. Functional Allocation Matrix (Sheet 7 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
1.7.3.2	Receive personnel data	AFFOR personnel & materiel staffs	Receive, validate and route personnel data	None
1.7.3.3	Collate AFFOR P&L data	AFFOR personnel & materiel staffs	Collate AFFOR personnel data	Collate AFFOR materiel & logistics data
1.7.3.4	Forecast logistic trends	AFFOR personnel & materiel staffs	None	Forecast materiel & logistics trends affecting AFFOR operations
1.7.3.5	Evaluate P&L data	AFFOR personnel & materiel staffs	Evaluate AFFOR personnel data	Evaluate AFFOR materiel and logistics data
1.7.3.6	Forecast personnel trends	AFFOR personnel & materiel staffs	Forecast personnel trends affecting AFFOR operations	None
1.7.3.7	Initiate log remedial action	AFFOR personnel & materiel staffs	None	Initiate materiel and logistics remedial action
1.7.3.8	Analyze weapons systems & AGE maintenance	AFFOR personnel & materiel staffs	None	Perform maintenance analysis of deployed weapons systems & AGE of AFFOR
1.7.3.9	Provide AFFOR deployment status	AFFOR personnel & materiel staffs	Provide personnel locator file to operations	Provide support unit deployment status to operation
1.7.3.10	Initiate personnel remedial action	AFFOR personnel & materiel staffs		
1.7.3.11	Provide AFFOR personnel training status	AFFOR personnel & materiel staffs		
2.0	Provide current mission support	See subfunctions	See subfunctions	See subfunctions
2.1.1	Provide qualified air crew	Tactical squadron	See subfunctions	See subfunctions
2.1.1.1	Complete aircrew qual training	Air training command	None	None
2.1.1.2	Complete weapons system qual.	Combat crew training	None	None
2.1.1.3	Assignment to tactical alert	Tactical squadron	Receive CBPO/PERSCO report of assignment	None

Table 2-1. Functional Allocation Matrix (Sheet 8 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
2.1.1.4	Maintain weapons system proficiency	Tactical squadron	Provide operations with training status	None
2.1.1.5	Select aircrew for missions	Tactical squadron	None	None
2.1.1.6	Assign aircrew to aircraft	Tactical squadron	None	None
2.1.2	Provide mission aircraft	Tactical squadron	None	See subfunctions
2.1.2.1	Aircraft assigned to tactical unit	None	None	Receive maintenance records
2.1.2.2	Control maint. activities	Squadron	None	Monitor
2.1.2.3	Provide alert ground transportation	Squadron	None	Monitor
2.1.2.4	Supply tactical unit	Squadron	None	Monitor
2.1.2.5	Conduct phase maint.	Squadron	None	Monitor
2.1.2.6	Conduct flight line maint.	Squadron	None	Monitor
2.1.2.7	Maintain AGI	Squadron	None	Monitor
2.1.2.8	Perform air team maint.	Squadron	None	Monitor
2.1.2.9	Perform monitors sensor maint.	Squadron	None	Monitor
2.1.2.10	Provide precision maint.	Squadron	None	Monitor
2.1.2.11	Maintain avionics systems	Squadron	None	Monitor
2.1.2.12	Assign aircraft to mission	Squadron	None	Monitor
2.1.2.13	Identify materiel or personnel deficiency	Squadron	Receive personnel deficiency report if no local	Receive materiel deficiency report if no local
2.1.3	Report readiness status	Squadron	Collate personnel readiness status of ALLOR	Collate materiel and logistics readiness of ALLOR
2.1.3.1	Prepare routine maint. reports	Squadron	None	Receive routine maintenance reports
2.1.3.2	Report aircrew & aircraft readiness	Squadron	None	None
2.1.3.3	Identify critical problems	Squadron	Receive critical problem if no local solution	Receive critical problem if no local solution

(0798) (8 of 14)

Table 2-1. Functional Allocation Matrix (Sheet 9 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AI/CCP Personnel Staff Function	Column 4 AI/CCP Materiel Staff Function
2.1.3.4	Unit enable to meet frag	Squadron	None	Maintain & monitor status of NORS & NORMS
2.1.3.5	NORS/NORM identifier	Squadron	None	None
2.2	Provision/replenish mission aircraft	Squadron	None	None
2.2.1	Load mission consumables	Squadron	None	Monitor & analyze expenditure rates of consumables and expendables necessary for aircraft, e.g., POL, LOX, ammunition, etc.
2.2.2	Load mission expendables	Squadron	None	Same as 2.2.1
2.2.3	Store cargo payload	Squadron	None	None
2.2.4	Report A/C operationally ready	Squadron	None	None
2.3	Provide operate & maintain TACS	TACS	See subfunction	See subfunction
2.3.1		TACS	None	None
2.3.2		TACS	None	None
2.3.3		TACS	None	None
2.3.4		TACS	None	None
2.3.5		TACS	None	None
2.3.6		TACS	None	None
2.3.7		TACS	None	None
2.3.8		TACS	None	None
2.3.9		TACS	None	None
2.3.10		TACS	None	None
2.3.11	Report TACS equipment & comm def station	TACS	None	None
2.3.12	Report TACS logistics status & requirements	TACS	None	Receive TACS materiel and logistics status & requirement report

Table 2-1. Functional Allocation Matrix (Sheet 10 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
2.3.13	Report TACS personnel status & requirements	TACS	Receive TACS personnel status and requirements report	None
2.4	Provide operate & maintain AFCS comm	TACS	See subfunction	See subfunction
2.4.1 to 2.4.2		AFCS	None	None
2.4.13	Report AFCS log status & requirements	AFCS	None	Receive AFCS materiel & logistics status & requirements report
2.4.14	Report AFCS pers. status & requirements	AFCS	Receive AFCS personnel status & requirements report	None
2.5	Provide ancillary current mission support	AII OR	None	None
2.6	Provide P&L support of current operation	Personnel & materiel units/agencies at tactical wing or base	See subfunction	See subfunction
2.6.1	Receive request for P&L data	Personnel & materiel units/agencies at tactical wing or base	See subfunction	See subfunction
2.6.2	Receive support operations P&L reports	Personnel & materiel units/agencies at tactical wing or base	None	None
2.6.3	Observe support operations	Personnel & materiel units/agencies at tactical wing or base	Monitor support operations for personnel action	Monitor support operations for materiel actions
2.6.4	Obtain required data	Personnel & materiel units/agencies at tactical wing or base	None	None
2.6.5	Establish & maintain data base	Personnel & materiel units/agencies at tactical wing or base	See subfunction	See subfunction
2.6.6	Forecast operational support trends	Personnel & materiel units/agencies at tactical wing or base	Receive operations support personnel trends forecast	Receive operation support materiel trends forecast
2.6.7	Identify operations support deficiencies	Personnel & materiel units/agencies at tactical wing or base	None	None

(00798) (10 of 14)

Table 2-1. Functional Allocation Matrix (Sheet 11 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
2.6.8	Detect operations support directions	Personnel & materiel units/agencies at tactical wing or base	None	None
2.6.9	Identify AF1 OR AFCCP assistance required	Personnel & materiel units/agencies at tactical wing or base	Receive request for AFCCP assistance in personnel matter	Receive request for AFCCP assistance in materiel matter
2.6.10	Achieve local solution	Personnel & materiel units/agencies at tactical wing or base	None	None
2.6.11	Report to/request to AF1 OR AFCCP	Personnel & materiel units/agencies at tactical wing or base	Receive personnel report or request transmitted by tactical wing or base	Receive materiel or logistics report or request. Transmitted by tactical wing or base
3.0	Provide combat support	Tactical unit, base or wing	See subfunction	See subfunction
3.1	Provide air base support	Tactical unit, base or wing	See subfunction	See subfunction
3.1.1	Provide base security	Tactical unit, base or wing	See subfunction	See subfunction
3.1.2	Provide ground transportation	Tactical unit, base or wing	None	
3.1.3	Supervise base operation, safety and training	Tactical unit, base or wing	Receive personnel training status from squadron	None
3.1.4	Provide medic services	Tactical unit, base or wing	None	None
3.1.5	Provide base services	Tactical unit, base or wing	None	None
3.1.6	Perform aviad eng	Tactical unit, base or wing	None	None
3.1.7	Operate CBPO/PI RSCO	Tactical unit, base or wing	Receive reports of CBPO/PI RSCO operations	None
3.2	Perform intermed maint	Tactical unit, base or wing	None	See subfunction
3.2.1 to 3.2.9		Tactical unit, base or wing	None	None

00798-1 (11 of 14)

Table 2-1. Functional Allocation Matrix (Sheet 12 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
3.2.10	Identify & report NORS NORM DIFM	Tactical unit, base or wing	None	Receive NORS, NORM, DIFM reports
3.2.11	Prepare maint. reports	Tactical unit, base or wing	None	Receive maintenance reports
3.3	Supply deployed force	Tactical unit, base or wing	None	See subfunction
3.3.1 to 3.3.6		Tactical unit, base or wing	None	None
3.3.7	Identify and initiate NORS	Tactical unit, wing or base	None	Receive NORS report
3.3.8	Report supply activities	Tactical unit, wing or base	None	Receive reports on supply activities
3.4	Coordinate combat support with high/lateral forces	Tactical unit, wing or base	See subfunction	See subfunction
3.4.1	Report to higher command on combat support P&L matters	Tactical unit, wing or base	Receive reports from AFFOR unit and report to higher commands on AFFOR personnel matters	Receive reports from AFFOR units and report to higher commands on AFFOR materiel & logistics matters
3.4.2	Coordinate CSMP with hostile agencies	Tactical unit, wing or base	Coordinate combat support personnel matter with hostile agencies	Coordinate combat support materiel or logistic matters with hostile agencies
3.4.3	Coordinate CSMP with adjacent forces	Tactical unit, wing or base	Coordinate combat support personnel matters with adjacent forces	Coordinate combat support materiel & logistics matters with adjacent forces
3.4.4	Provide guidance on AFFOR P&L	Tactical unit, wing or base	Provide personnel guidance on combat support matters	Provide materiel and logistics guidance on combat support matters
3.5	Provide special staff services	AFFOR AFCCP special staff agencies	See subfunction	None
3.5.1 to 3.5.8		AFFOR AFCCP special staff agencies	None	None

Table 2-1 Functional Allocation Matrix (Sheet 13 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
3.5.9	Conduct AFFOR personnel operations	AFFOR AFCCP personnel staff	Supervise AFFOR personnel operations	None
3.5.10		AFFOR AFCCP special staff agencies	None	None
3.6	Supervise, monitor and adjust combat support	Tactical unit, wing base P&L staff	See subfunction	See subfunction
3.6.1	Receive request for P&L data from operations	Tactical unit, wing base P&L staff	Request personnel data from subordinate element	
3.6.2	Receive combat support reports	Tactical unit, wing base P&L staff	Receive combat support personnel reports	Receive combat support materiel and logistics reports
3.6.3	Monitor CS operators	Tactical unit, wing base P&L staff	Monitor combat support personnel operation	Monitor combat support materiel operations
3.6.4	Establish & maintain CS data base	Tactical unit, wing base P&L staff	None	None
3.6.5	Forecast CS trends	Tactical unit, wing base P&L staff	Receive combat support personnel trend report	Receive combat support materiel or logistics trend report
3.6.6	Identify CS efficiency	Tactical unit, wing base P&L staff	None	None
3.6.7	Detect CS deviations	Tactical unit, wing base P&L staff	None	None
3.6.8	Evaluate pers. requirements	Tactical unit, wing base P&L staff	Receive combat support personnel requirement evaluation	None
3.6.9	Adjust combat support	Tactical unit, wing base P&L staff	None	None
3.6.10	Identify AFFOR AFCCP assistance required by CS	Tactical unit, wing base P&L staff	Receive request for personnel assistance from subordinate element	Receive request for materiel or logistics assistance from subordinate unit
3.6.11	Provide requested P&L data	Tactical unit, wing base P&L staff	Receive requested personnel data from unit	Requested materiel or logistics data to operation

00798-1 (13 of 14)

Table 2-1. Functional Allocation Matrix (Sheet 14 of 14)

Number	Column 1 Function	Column 2 Primary Functions Allocation	Column 3 AFCCP Personnel Staff Function	Column 4 AFCCP Materiel Staff Function
3.6.12	Prepare and TX NORS NORM DIFM reports	Tactical unit, wing base P&L staff	None	Receive NORS, NORM DIFM reports
3.6.13	Provide P&L summary reports	Tactical unit, wing base P&L staff	Receive personnel summary reports	Receive materiel and logistics summary reports

00798-1 (14 of 14)

APPENDIX II

DATA COLLECTION TRIPS BY PLSS TEAM MEMBERS

The principal officers contacted/interviewed are listed, nominally in chronological order. Other individuals were often in attendance at the meetings, and as appropriate, follow-up sessions were reconvened at the offices of such other individuals.

1. *RAND Corporation*, Santa Monica, California, 7 May 1970

Mr. I. K. Cohen, Scientist, Management Sciences Department

Dr. R. Kaplan, Scientist, Management Sciences Department

Marco Fiorello, Asst. Manager, Management Sciences Department

"RAND activities in USAF Logistics Systems and LRC Studies"

2. *RAND Corporation*, Santa Monica, California, 18 May 1970

Mr. John Merck, Scientist, Personnel Systems

"Recent USAF Personnel Systems Developments"

3. *EST/ESLT/MITRE*, Waltham, Massachusetts, 20, 21 May 1970

Capt. David E. Rawlins, Cognizant Officer, PLSS Study

Mr. J. David Yates, Principal MITRE Advisor

"Study Direction and Guidance Discussions"

4. *TAC Headquarters*, Langley AFB, Virginia, 8-10 June 1970

Col. W. H. Cameron, C&C Automation Concepts

Lt. Col. Edsel Blackburn, C&C Requirements

Col. Thomas Morris, Operational Plans

Major H. E. King, DMM-GC

Major R. W. Scott, DML-MM

Col. J. L. Carkeet, Director, Personnel Systems

Lt. Col. Woodhouse, DML-O (LRC)

"Study context, requirements and data collections"

5. *USAF Headquarters*, Pentagon, Washington, D.C., June 11, 12, 1970

Lt. Col. P. P. Hill, AFSLPS (LRC at USAF C.P.)

Lt. Col. J. N. Ward, AFPDP-SK (PRC @ USAF C.P.)

Lt. Col. Earl Babcock, AFSC-SCL-TG

Maj. Gen. J. B. Kidd, Asst. Director, Personnel Planning

"Study context, requirements and data collections"

6. *TAC Headquarters*, Langley AFB, Virginia, 23-24 June 1970

Lt. Col. E. Blackburn – Requirements

Col. W. H. Black – Director, Log Plans

Maj. R. W. Scott – DML

"Detailed D/M functions and doctrine identification"

7. *AFLC*, Wright-Patterson AFB, Ohio, 25 June 1970

Lt. Col. Homer Beaver, MCCSD

"Study context, and data collection relevant to AFLC"

8. *Military Personnel Center*, Randolph AFB, Texas, 19 June to 2 July 1970

Col. Best, Director, Personnel Data Systems

Col. D. R. Coggins, AFPMD

Col. P. S. Bundick, AFPMDD

Lt. Col. M. R. Jacobs, AFPMBM

Lt. Col. R. A. Spinner, Mgmt. Systems Design Division

"Role of AFCCP Personnel Subsystem in relation to other elements of the USAF personnel structure"

9. *19th AF Headquarters*, Seymour-Johnson AFB, N. C. 13-14 July 1970

Maj. Gen. J. G. Wilson, Commander

Col. O. P. Farmer, Jr., Deputy for MEAFSA

Col. I. H. Shick, Deputy for Support

Lt. Col. W. G. Holder, Director, Log Plans

Capt. L. C. Nelson, Director of Military Personnel

"Study context, requirements and data collections"

10. *9th AF Headquarters, Shaw AFB, S.C., 15-17 July 1970 (Also, 507 Tactical Control Group, 68th Tactical Air Support Group, 363 Tactical Recon Wing, 29th Tactical Recon Sqdr.)*

Lt. Col. W. Adams, Chief, TACS Training Division (9 AF)

Lt. Col. R. S. Penney, Deputy Chief, Training Division (9 AF)

Lt. Col. A. E. Stillman, Deputy for Log Plans (9 AF)

Col. W. G. Mattson, Director, Ops Plans (9 AF)

Lt. Col. W. H. Edmunds, Asst. Deputy, C&E (AFCS & 9 AF)

Maj. R. E. Peters, Acting Director, TACC Facility (507 TCG)

Lt. Col. Hicks, Director for Plans (507 TCG)

Col. McCormick, Vice Commander (68 TASG)

Col. Mercer, Deputy for Materiel (363 TRW)

Lt. Col. T. Alexander, Vice Commander (29 TRS)

Capt. Alfred, Maintenance Officer (29 TRS)

"Study context, requirements and data collections"

11. *831st Air Division, George AFB, Ca., 10 August 1970 (Also, 479th Tactical Fighter Wing, 479th Combat Support Group)*

Col. Rotter, Director of Materiel (479 TFW)

Lt. Col. J. D. Gulas, DMMF (479 TFW)

Lt. Col. Fred Hoenniger, Deputy for Log Plans (479 TFS)

Lt. Col. T. C. Marine, Director of Personnel (479 CSG)

Capt. R. K. Peel, DP-CBPO (479 CSG)

Capt. T. H. Runholt, DMWSF (Supply) (479 TFW)

Col. Carl Lovell, DM (831 A.D.)

"Study context, requirements and data collections"

APPENDIX III
BIBLIOGRAPHY

SECTION I
AIR FORCE MANUALS AND REGULATIONS


<u>Number</u>	<u>Title</u>	<u>Date of Issue</u>
AFR 0-2	Numerical Index, Standard Air Force Publications	4-70
AFR 67-27	Criteria for Control, Supply and Positioning of Materiel	1-67
AFR 67-79	USAF Ammunition Reporting System	9-68
AFR 100-42	General Messages	4-69
AFM 1-1	USAF Basic Doctrine	8-64
AFM 2-1	TAC Operations, Counterair Interdiction CAS	6-65
AFM 2-2	TAC in Conjunction with Amphibious Operations	7-65
AFM 2-4	TAC - Tactical Airlift	8-66
AFM 2-5	TAC - Special Air Warfare	3-67
AFM 2-6	TAC - Tac Air Reconnaissance	12-65
[REDACTED]	[REDACTED]	[REDACTED]
AFM 10-2	Management, Use and Preparation of USAF Messages	6-64
AFM 11-1 (I)	AF Glossary	10-68
AFM 11-1 (II)	AF Glossary (Comptroller)	5-68
AFM 11-2	AF Manual of Abbreviations	8-69
[REDACTED]	[REDACTED]	[REDACTED]
AFM 30-3	Personnel Data System, Volume I	9-65
AFM 35-1	Military Personnel Classification Policy	7-69
AFM 55-3	AF Integrates C&C Operational Mgt. Proc	8-68

<u>Number</u>	<u>Title</u>	<u>Date of Issue</u>
AFM 55-11	AF Operational Reporting System	5-68
AFM 65-110	Standard Acrospace and Vehicle Status Report	8-68
AFM 66-1	Maintenance Management	2-70
AFM 66-267	Maintenance Data Collection Systems	9-69
AFM 67-1	USAF Supply Manual (excerpts)	8-70
AFM 67-79	USAF Ammunition Reporting System	9-68
AFM 75-1	Transportation of Materiel	3-69
AFM 76-1	LOGAIR Traffic	4-69
AFM 100-10	Guide and Cross Reference to CED Manuals	3-69
AFM 100-11 (I)	Basic C&E Concepts and Relationships	6-67
AFM 100-12	C&E Publication	12-67
AFM 100-14	Communications and Electronics Equipment Directory	1-69
AFM 100-16	Automated Communications	6-67
AFM 100-19	C&E Plant-In Place Records	12-65
AFM 100-32	Military and Commercial Communications Systems	8-67
AFM 100-37	Tactical Communications – Electronics Planning	11-65
AFM 171-9	Management of Data Processing Equipment	3-70
AFM 171-130 Vol. I	Base Level Military Personnel System (B-3500)	7-70
AFM 400-2	Air Force Logistics Doctrine	11-68

SECTION II
TACTICAL AIR COMMAND

<u>Number</u>	<u>Title</u>	<u>Date of Issue</u>
TACR 0-2	Index to Current TAC Regs, Manuals	2-70
TACR 10-1	Message Dispatch and Distribution on TAC Bases	1-70
TACR 23-16	Civil Engineering Squadron	4-70
TACR 23-24	Tactical Airlift Squadrons	5-69
TACR 23-31	Tactical Airlift Wings	5-69
TACR 23-62	Tactical Reconnaissance Wings	5-69
TACR 23-66	Tactical Fighter Squadrons	1-70
TACR 23-67	Tactical Fighter Wings	6-69
TACR 65-2	Time Compliance Tech. Order Management Program	10-66
TACR 66-10	Aircraft Status Reporting	6-70
TACR 66-18	Maintenance Status Reporting	7-70
TACR 69-9	Report of Avionics and Sensor System Equipment	6-70
TACM 1-1	TAF In Joint Operations	6-64
TACM 2-5	Airspace Control of Land Combat Areas	11-65
TACM 2-4	TACP, Tactical Air Control Party	5-65
TACM 2-6	Air Defense in Tactical Air Operations	1-66
TACM 2-8	TAC Intelligence Exploitation System	8-69
TACM 2-7	TAF Operations TACS	6-67
TACM 10-2	Address Indicating Groups and Predetermined Lists of Addresses for Correspondence	12-69
TACM 50-8	System Training Program	11-66
TACM 55-7	Command Post Operations	1-65

<u>Number</u>	<u>Title</u>	<u>Date of Issue</u>
TACM 55-12	TAC Reporting System	10-68
TACM 55-17	Combat Airlift Support Unit	7-65
TACM 55-21	Tactical Control Group Readiness Report	5-65
TACM 55-27	TACS Operations Manual	6-64
TACM 55-44	ACW Operations	7-69
TACM 55-45	AFCCP/TACC Operations	1-70
TACM 55-46	DASC/TACP Operations	12-69
TACM 66-31	Maintenance Management, Vol. I, II, TAC Groups	7-70
TACM 67-9	Organizational Supply Procedures	12-69
TACM 127-2	Missile, Explosives and Nuclear Safety Program	6-69
TACM 136-1	Vol. I, Munitions Systems Management	2-70
TACM 171-14	Data Processing and Reporting -- Materiel and Operations	1970
TACM 355-2	TAC Disaster Preparedness Program (Excerpts)	5-68
TACM 400-2	Standard Personnel and Mat'l F100 Tac Fighter Squadron	10-64
TACM 400-6	Standard Personnel and Mat'l C130 Airlift Squadron	9-63
TACM 400-11	Admin. and Log. Instr. for Operations Plans and Orders	8-69
TACM 400-12	Gray Eagle Bare Base Support	1-68
TACM 400-13	Admin. and Log. Instructions for Bare Base Support	3-67
TACM 400-15	Logistic Support for AFCCP Field Operations	8-64
TACM 400-21	Materiel Listing for Deployment of TACS	5-69
TACM 502-1	Materiel Services Improvement	5-70
TAC RCS:TAC-U60	List of Recurring Data Requirements	9-69
TAC Hqs	Monthly Maintenance Data Analysis Topics	1-70
TAC Hqs	1975 TAC Operational Concept	6-70

<u>Number</u>	<u>Title</u>	<u>Date of Issue</u>
		
TACP 55-43	TACS Equipment Pamphlet	3-69
TACP (Brochure)	Seymour-Johnson Air Force Base Directory and Base Guide	Fall-69
TACRP 67-1 Issue 4	TAC Summary-Supply and Service	4-70
479 TFW	Deployment Card Deck Listing	3-70
479 TFW	Mobility Plan 400-1	7-70

**SECTION III
OTHER MILITARY PUBLICATIONS**

<u>Number</u>	<u>Title</u>	<u>Date of Issue</u>
JCS Pub 1	Dictionary of U.S. Military Terms	1-66
JCS Pub 2	Unified Action Armed Forces	11-59
JCS Pub 7	National Military Command Systems	2-64
JCS Pub 8	Air Defense for Overseas Land Areas	5-64
JCS Pub 10	Tactical Communications and Control System Standards	5-66
JCS Pub 12	Tactical Communications and Control Procedures	11-66
US Army FM-100-26	The Air-Ground Operations System	1-70
Hq 19th AF	COM AFFOR OPLAN 776, "Bold Shot/Brim Fire"	7-70
Hq 19th AF	Mobility Plan 400-1	3-70
Hq 19th AF	Staff Directory	7-70
[REDACTED]	[REDACTED]	[REDACTED]
Hq 9th AF	The Tactical Air Control Center Within the TACS (507th Tactical Control Group)	1969
Hq 9th AF	Headquarters Directory	2-70
USAF Hqs OCS-NQPE-1	Integrated C&C System PRC - Personnel Emergency Estimator Capability	2-70
USAF	Conceptual Design of a Management Information System (Logistics) (Draft)	11-69
USAF	Personnel Readiness System (PRS) "Not Available" Reporting	2-70
USAF Pamphlet 70-4	Tactical Airpower (Background Information)	3-70
AF CR 68-24	The United States Air Force (Brochure)	1969

<u>Number</u>	<u>Title</u>	<u>Date of Issue</u>
AF Brochure	Of Flight and Bold Men	1969
AFP 70-9	USAF Highlights 1969	1-70
PACAF	Logistics Readiness Center	10-67
PACAF DCS/M 400-3	Logistics Readiness Center Operating Instructions	10-68

SECTION IV
OTHER DOCUMENTS

<u>Number</u>	<u>Title</u>	<u>Date of Issue</u>
AFMA	Glossary of Military Electronic Equipment, Armed Forces Management Association	1969
ESD-TR-69-125	Tactical Traffic and System Analysis Vol. I, Message Listings and Analysis	5-69
ESD-TR-69-125	Tactical Traffic and System Analysis Vol. II, Message Descriptions	5-69
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
ESD-TR-69-125	[REDACTED]	[REDACTED]
ESD	Tactical Airlift Management Analysis, LTV -- Report No. 416-08032	3-70
ESD	Tactical Airlift Operations Analysis, Continental United States, LTV -- Report No. 416-08031	3-70
ESD	Tactical Airlift Operations Analysis, Southeast Asia, Vol. I -- Introduction and Historical Review, LTV -- Report No. 416-08005	3-70
ESD-TR-70-147	Preliminary TACC Functional Requirements	1970
LTV	Tactical A/L Management Analysis	3-70
RAND Corp. RM-6036PR	VIMCOS: A Vehicle for the Investigation of Maintenance Control Systems	10-69
RAND Corp. RM-4672-PR	Base Operations-Maintenance Simulator	9-69
RAND Corp. RM-4848-PR	Integrating Base Maintenance Management by Unifying Its Information Systems in Manual and Computer-Assisted Environments	6-66

<u>Number</u>	<u>Title</u>	<u>Date of Issue</u>
TRW	407L System Description, TRW	1970
General Precision Librascope Group	Study and Analysis of Command and Control Requirements for TAC	1966
SDC TM-LX- 179/000/00	TAC Mission Functional Analysis	1966
TM-LX-237/000/1	TAC CRC/CRP Position Analysis	1966
TM-LX-285/300/1	AFCCP Positional Analysis: MATERIEL	1967
TM-LX-265/100/1	AFCCP Functional Analysis: Command and Staff	1967