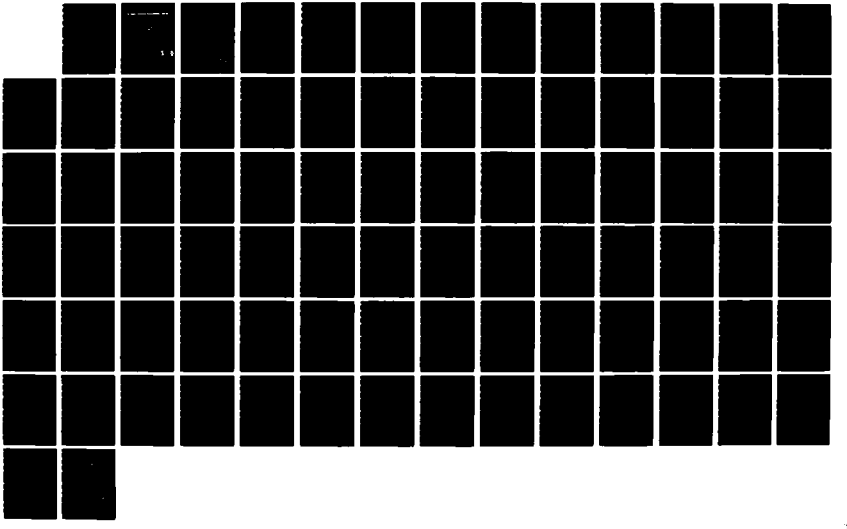
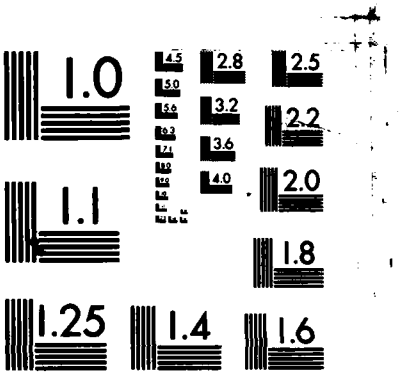
AD-A165 874 WARTIME INFORMATION REQUIREMENTS FOR TRANSPORTATION(U) 1/1
AIR FORCE LOGISTICS MANAGEMENT CENTER GUNTER AFS AL
V D WASEM JAN 86

UNCLASSIFIED F/G 15/5 NL

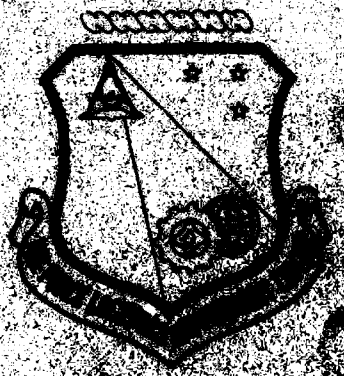




MICROCOPY RESOLUTION TEST CHART

AD-A165 874

AIR FORCE LOGISTICS MANAGEMENT CENTER



[redacted]

DTIC FILE COPY

DTIC
ELECTE
MAR 2 8 1986
S D

AIR FORCE LOGISTICS MANAGEMENT CENTER
GUNTER AFB, AL 36114

86 3 4 063

ABSTRACT

This report identifies informational shortfalls within a transportation squadron when it is deployed to a combat environment. It describes the environment we expect to operate in and the effect the environment may have on automated data processing equipment. Several informational shortfalls were identified, and recommendations were made to satisfy those requirements.

EXECUTIVE SUMMARY

The objective of this study was to:

- Review current transportation procedures and how they support the wartime mission during contingency situations.

- Identify those elements of information which are considered to be minimum essential requirements for a transportation squadron/element operating in a contingency.

The approach taken to complete these objectives was to first query each of the major commands for their inputs concerning informational needs and forms or regulations requirement for transportation squadrons at deployed sites. These replys assisted in developing a survey which was used to interview/survey transportation personnel participating in Team Spirit '85, Tactical Air Command (TAC) transportation squadron commanders, and working-level MAJCOM representatives. Results of the surveys were tabulated and put into prioritized lists. These lists were used to identify the most likely essential elements of information and to identify informational shortfalls.

Study conclusions follow:

- Electrical power at deployed sites will likely be intermittent and of poor quality.

- Exchanging electronic digital information to or from a deployed site will likely be difficult.

- Present methods of capturing and retaining personnel data are satisfactory; however, they are not standard across all commands.

- A method of collecting information concerning the condition of the transportation infrastructure of a host nation or occupied country is needed.

- A method of collecting information concerning the availability of local resources is needed.

- A generic inventory control and reporting system which could be used in the control of equipment, expendables, and small items is needed in all areas of transportation.

- A comprehensive vehicle inventory system is needed.

- A method of tracking and identifying individual vehicle driver qualifications is needed.

- The vehicle maintenance branch at a deployed site needs a vehicle maintenance management system which is operable on a micro computer.

- A specific listing of regulations or forms needed at a deployed site could not be identified. However, a prioritized listing was developed and can be used for planning purposes.

- It would not be timely enough to rely solely on computer generated forms at a deployed site. However, any computer program designed for transportation should incorporate the ability to self-generate the proper forms in the event preprinted forms are not available.

- AF Form 868, Request for Motor Vehicle Services, should be supplemented by a columnar ledger or similar form.

TABLE OF CONTENTS

CHAPTER 1

THE PROBLEM

BACKGROUND

This project was originally proposed by HQ TAC/LGT (Appendix A) and later cosponsored by HQ PACAF/LGT. The original study proposal identified four existing or potential problem areas for transportation automation efforts. These problem areas are:

- Nonstandard equipment and operating systems.
- Systems not designed with a deployment capability.
- Systems are developed for peacetime situations, and wartime requirements have not been established.
- Transportation uses many different types and large quantities of forms which may not be readily available during war.

Shortly after the study request was received, the Air Force awarded the Small Computer Requirements Contract (SCRC). This contract made microcomputers more readily available to base-level units and provided a de facto hardware standard across commands. At about the same time, the Navy began work on a joint Air Force/Navy contract for a transportable or deployable microcomputer system. Because these two initiatives satisfied the first two problems, we decided to concentrate the study effort on the other problem areas.

PROBLEM STATEMENT

In a contingency or wartime situation, transportation squadrons/elements will likely be deployed to bare base environments where they must operate at surge levels with minimum manning. The essential information requirements to meet this mission have not been defined. The information needs and the required forms and regulations for the three primary areas of base-level transportation: vehicle management, vehicle maintenance, and traffic management (surface and air) should be identified.

RELATIONSHIP TO OTHER INITIATIVES

Since it was likely this project would result in follow-on projects, the relationship to other initiatives was reviewed from two view points. First, from the view point of the project itself, was anyone doing a similar study? Second, will any recommendations resulting from this project conflict with other transportation initiatives? Results of this research are discussed in Chapter 2.

CHAPTEK 2

RESEARCH

OBJECTIVES

The three objectives of this study were:

Review current transportation procedures and how they support the wartime mission during contingency situations.

Identify those elements of information which are considered to be minimum essential requirements for a transportation squadron/element engaged in a contingency.

Produce a final report of findings and recommendations to serve as a decision point for follow-on projects.

APPROACH

Following is a description of activities conducted to meet the above objectives and arrive at a prioritized, concise list of information, regulations, and forms requirements:

A literature search was accomplished using the facilities of the AFLMC technical library, the AU library, and the Defense Logistics Studies Information Exchange (DLSIE). Additionally, several discussions were held with members of the Data System Design Office and Logistics Management Center transportation staffs to determine what transportation information studies have been either completed, dropped, or are in-work that may assist, conflict, or duplicate this effort. A listing of these projects and their status is in Appendix B.

We contacted a number of MAJCOM transportation staffs requesting they identify essential contingency information, forms, or regulations required for successful operations.

The MAJCOM inputs and individual expertise from AFLMC transporters assisted in building a comprehensive survey/interview guide used to interview transportation personnel participating in Team Spirit '85, a major tactical exercise held each year in Korea. Additionally, 19 TAC transportation commanders and 12 working level MAJCOM representatives were surveyed. The interview guide is at Appendix C and the results of the survey/interview are at Appendix D.

DISCUSSION

The interview guide consisted of current task listings and information "requirements," regulations, and forms for each of the three areas of transportation. Since several of these categories contained an unusually

large number of data items (83 in the case of Traffic Management Office forms), a modified rank ordering within each individual category was used to prioritize the list. Each respondent was first asked to assess each item and determine if it was an essential informational element for the successful operation of a transportation squadron during a contingency. Next, the respondent was asked to rank order the top 10 items (of those marked) within each category. Only the top 10 were ranked, since "respondents may grow careless in ranking ... ten or more items" (Stone) and it may have lead to erroneous results if more than 10 had been ranked.

This ranking scheme was later given relative weights and used to quantify the list and rank order each item from most important to least important. These prioritized lists were then used to determine if an item was essential by subjectively weighing both the rank order weight and the percentage of "yes" responses. The purpose of this initial data gathering effort was simply to gain knowledge of the most likely essential elements of information and was not intended to statistically prove or disprove any particular theories. In the final analysis, MAJCOM inputs, survey results, personal interviews, and AFLMC staff experience were all used in arriving at conclusions and recommendations.

RESULTS

This section discusses observations at Team Spirit '85, results of the survey, and the study in general. Personal observations at Team Spirit '85 and comments made by field personnel indicate that current operational procedures are satisfactory. Additionally, respondants to the survey did not offer any suggestions to improve current procedural methods. However, informational needs do require improvement in some areas. The following discussion establishes minimum requirements and identifies informational shortfalls. In this section we discuss eight separate areas:

Expected environment
Make up of squadron personnel
External constraints
External resources
Inventory control
Capability assessment
Minimum essential manuals and forms
General Findings

During the course of this study, we found each branch of transportation had similar informational shortfalls and these shortfalls all fit into the subject areas mentioned above. Specific problems within these areas are identified in the following sections, while solutions or recommended courses of action to solve the problems are discussed in Chapter 4.

This portion of the study was to determine the working environment, particularly with regard to the use of automated data processing equipment (ADPE). This information is important because of the increasing role computers are playing in peacetime transportation issues. If it is assumed we practice in peace the way we expect to operate in war, then we should buy

hardware and design software capable of operating efficiently and reliably in most wartime scenarios.

Several basic elements have to be present for a computer of any kind to operate effectively. First is a source of power. Second is a dry, relatively clean working area. And third, although not a physical operating requirement, is some method of exchanging processed data with the user.

Microcomputers, as opposed to their larger cousins, minicomputers and mainframes, are the most tolerant of power fluctuations. Additionally, microcomputers require very little power and can often operate on batteries. Nevertheless, for extended use, microcomputers will require some source of external power. It is our belief, even during times of war, transportation units will have access to AC 220/110 volt, 50/60 cycle power. If power is not available directly from the host nation (such as Korea which uses 110 volt power) it will be available from generators. The problems will be one of reliability (Is it available when and where needed?) and quality (Is it consistent in terms of voltage and cycles?). Even in the best of times, availability and quality of electrical power in foreign countries is not as good as power in the U.S.

Observations of the power source at Kimhae AB, Korea during Team Spirit '85 clearly demonstrated the shortfalls of foreign power supplies. One captain, who had been at several Team Spirit exercises, stated that their small minicomputer, which is housed in a permanent facility, often required "rebooting" due to power fluctuations, even though a line filter was attached to the power source. Similar conditions were reported by participants of Bright Star, the annual JCS exercise in Egypt. Likewise, locally generated power, such as that from diesel powered generators, falls short of the high quality power we are accustomed to in the U.S. Additionally, any power source is susceptible to failure because of lack of fuel, sabatoge, enemy actions, etc.

The second requirement for a computer system is a somewhat clean operating environment. This does not appear to be a serious problem since, respondents of the survey believe we will, as a minimum, be housed in tents; and if conditions warrant, the tent will be heated. Even if the tent has a dirt floor, it will be a satisfactory operating location for a microcomputer if only minimal care is taken to keep the system and the storage media clean. Microcomputers have proven themselves to be extremely rugged and capable of operating reliably under a variety of conditions. The Air Force Logistics Management Center (AFLMC) successfully used a microcomputer at Grenada during Urgent Fury to run the Deployable Mobility Execution System (DMES), and the Data Systems Design Office has used micrcomputers in the cold of Alaska and the heat of Honduras to run the Computer Aided Load Manifesting System (CALM).

Although not an essential requirement, a third area of interest for an effective computer system is some method of exchanging data between computers and some method of getting information (processed data) to the ultimate user. Effective management could be severely limited by an ADP system if it is not possible to exchange the information with all levels of management.

If the users of computers are in close proximity to each other, then sharing information is generally not a problem, since, as a minimum, floppy

disks or printouts can be physically exchanged. By close proximity, we mean at least on the same base or within easy commuting distance. On the other hand, if users are separated by more than an easy commuting distance, then the exchange of data is more easily handled by other means. The primary method is the electrical transmission of digitized information over phone lines using a modem. Unfortunately, this method has unique problems of its own.

Typically, long distance information exchanges take place over normal telephone lines and the data is electronically transmitted to the user. However, to complete the transmission, it is necessary to have a reliable telephone network and survey respondents believe telephone communications at all levels will probably be poor. Reliable, quality, telephone service such as we enjoy in the U.S., simply does not exist throughout most of the world. Telephone service in foreign countries during peacetime often falls short of the quality needed for data transmission, and we believe the wartime system will be totally unreliable. Additionally, some foreign telephone systems (particularly in Europe) are electrically different from those in the U.S. and require special equipment for data transmission.

With this portion of the study, we generally learned the power supply would be unstable and unreliable, the physical operating location will be marginal to satisfactory, and the exchange of data over long distances will be difficult, if not impossible. The barriers mentioned, however, do not necessarily exclude ADP (microcomputers) from effective wartime duty. As long as transportation personnel understand the limitations of ADP in a wartime environment and plan to deal with those limitations, then microcomputers can help solve the problems of informational shortfalls and increase wartime capability.

SQUADRON PERSONNEL

It was suspected, and confirmed with the survey and through interviews, the squadron commander's most immediate concern upon arriving at a bare base and assuming the command of an unfamiliar squadron would be his people, their qualifications, capabilities, experiences, and utilization. Since a squadron can be made up of resources from several different bases, the squadron commander needs some minimum amount of information about his people and needs to be able to access the information on a routine basis. Squadron commanders would, as a minimum, require a name and rank listing of their assigned personnel. Other information identified as critical in the survey results includes (in order of importance): Air Force Specialty Code (AFSC), Social Security Account Number (SSAN), security clearance, special skills list (skills which are unique and useful, but may not be directly job related), and local address.

Although the above elements were considered as critical, a number of other elements were considered important. These included position held in squadron, prior jobs held in transportation units, duty hours or shift presently working, names of next of kin, years of actual functional area experience (functional area is the area where the individual is currently working as opposed to other transportation experience), past disciplinary actions, location of home station, home station address, years of actual transportation

experience, issued equipment list, and home station phone number. Some of the above information needs are maintained elsewhere -- primarily the CBPO. If the information is immediately and directly essential to the performance of the mission, then it should be maintained in the squadron and in a manner where the squadron commander can access the information quickly. A listing of those informational elements which should be maintained are at Appendix E.

AF Form 624 is the only personnel data form available for Air Force-wide use. Unfortunately, most of the information needs mentioned above are not on the AF Form 624, and this form is not a standard item for unit orderly rooms. However, most commands have their own personnel data card (see Appendix E for representative examples) which is a more comprehensive variant of AF Form 624. The individual major command forms generally have specific blocks for most of the items identified above, or provisions can be made to enter the information in the supplemental remarks area of the form.

The first major areas discussed, environment and personnel, were concerned with the general aspects of commanding a deployed squadron. That is, those things which affect the squadron as a whole and are not necessarily associated with any of the particular branches of the squadron. The next areas of interest are external constraints, external resources, inventory control, and capability assessment. Deficiencies in these areas applied equally to vehicle management, vehicle maintenance, and traffic management. Each of these general topics is discussed separately along with unique requirements noted wherever it is appropriate. We then address manuals and forms considered important, and last, we address miscellaneous issues or concerns which did not readily fit into any other area.

EXTERNAL CONSTRAINTS

For the purposes of this study, external constraints refer to any physical obstacle or condition located off base which may interfere with the successful completion of mission requirements. Generally, we are referring to the basic condition of the host or occupied country's transportation infrastructure. The general condition of the infrastructure should be of concern to both vehicle operations and traffic management. Although provisions exist for other agencies to move cargo off base (for instance, the Army has most overseas surface movement responsibilities), it is not unusual for the base-level transportation squadron to become heavily involved in off-base movements using organic resources. Additionally, the urgency of a movement or lack of communications to coordinate a movement with the responsible agency may necessitate shipment by organic means. As stated earlier, the bare base squadron is expected to be composed of individuals from other units throughout the world; therefore, it is unlikely squadron personnel will be totally familiar with in-country transportation capabilities or the condition of the transportation infrastructure.

Although most transportation units (particularly overseas) have some method of tracking infrastructure information, individuals interviewed and personal experiences indicate there is no formal or standard means to actively seek out and record the information. Transportation units operating during peacetime do not have a means to actively collect and maintain infrastructure

intelligence on in-country road systems, rail systems, inland waterways, seaports, and air fields. A method of gathering details on items such as the general condition of roads, the height limit or weight limit of bridges or tunnels, traveling times, service facilities, the general condition of docks, unloading capabilities at docks, or harbor draft limits does not currently exsist. Although the Joint Operation and Planning System (JOPS), begins to address these requirements, it falls short of providing the necessary information for the deployed transportation squadron commander.

Two database files within JOPS provide information on most major airports (the APORT file) and seaports (the PORTS file) throughout the world. Unfortunately, the files fall short of supplying the necessary micro detail of the internal transportation infrastructure. Access to the JOPS system is limited and generally only accessible at the MAJCOM level. The system is also inflexible since it can not be easily tailored to an immediate and unique situation. Additionally, the system is designed to run on a large mainframe computer and could not be easily operated in a bare base environment. Although, users of the JOPS system only require two weeks of formal training, several extra months of continous on-the-job training are required before they become proficient enough to get the desired information quickly and accurately.

EXTERNAL RESOURCES

As with external constraints, those resources that may be available to the bare base squadron commander during war are generally not known. Knowledge pertaining to the availability of local supplies would be extremely important during a surge situation.

In the vehicle operations area, the primary concern of survey participants was the availability of fuel. Of secondary concern is the availability of locally obtainable items such as chains, tie down devices, jacks, and snow chains.

In the vehicle maintenance area, visibility of locally available spare parts is a primary concern. Although the availability of spares will vary from one location to another, the overall availability of compatible parts in a overseas location is generally poor. A secondary concern is the availability of expendables routinely used in maintenance such as welding rods, oxygen, acetylene, and grease.

Similar to vehicle operations and vehicle maintenance, traffic management is also concerned with expendables available in the local area such as lumber, plywood, nails, and small hand tools. However, we believe it would also be important to know the availability of indigenous manpower, particularly stevedores. Generally, external resource information requirements are similar enough across all branches of transportation so one system could adequately handle the needs of each.

INVENTORY CONTROL

The third area concerning commanders was inventory control. This need is closely related to capability assessment because severe shortages could impact mission accomplishment. However, we treat this area separately because inventory control deals only with equipment, where as capability assessment considers manpower as well.

Inventory control is a requirement in peacetime as well as during war. The issue, however, becomes more critical during war since the lack of even the simplest items could hinder or prevent critical mission accomplishment. The primary concern of deployed squadron commanders is knowledge of their vehicle inventory. Information concerning the alignment of vehicles and the overage or shortage of particular types of vehicles could be extremely valuable. Often, the squadron commander will have as many as 200 or more vehicles for which he is responsible. Knowledge of the type and general condition of these vehicles will play an important part in mission decisions. Currently, this information is normally maintained in a journal, ledger, or on a status board with a grease pencil. This method is cumbersome and can lead to errors. Air Force Logistics Management Center Project #LT850104, Computer Assisted Transportation System (CATS) -- Fleet Analysis will solve this problem. Additional information on this project is contained in Appendix B.

Additionally, the vehicle operations branch has a number of critical assets it must control. These assets include vehicle jacks, spare tires, tow and tie down chains, tire chains, etc. Currently, these items are recorded and controlled, in most cases, with a card file index system.

Like vehicle operations, vehicle maintenance has tools and equipment requiring inventory control. Additionally, they should have current information of all spare parts, both those on hand and backordered. This system must have reporting capability to the commander, so he can easily determine areas of the mission being affected by the lack of operational vehicles.

The traffic management area has no unique requirements for inventory control. However, they do need to have the basic capability to inventory and keep track of equipment and expendables. This is especially true at bare base units where most initial supplies and equipment come from Harvest Eagle. It is likely a single equipment inventory system could be designed to work equally well for all branches of transportation.

CAPABILITY ASSESSMENT

Currently, transportation capability assessment seems to be based on the commander's or branch chief's "gut feeling" for what they can accomplish. Unfortunately, this reaction may be based on incomplete information, since we have already established the commander doesn't always have knowledge of inventory and is likely to be unfamiliar with the skills, capabilities, and experience of his people. In order for the commander to make an accurate assessment of his capabilities, he needs information from an inventory system, a personnel system, and knowledge of available external resources. These

pieces of information will allow him to make decisions based on available manpower, vehicle assets, and supplies. Concise, real-time reporting gives the commander the ability to make accurate capability assessment judgments.

A requirement in the vehicle operations area identified the need for a system to report individual vehicle driver qualifications. This system exists today and was developed by the Air Force Logistics Management Center (AFLMC), Gunter AFS, AL. The system is called Computer Assisted Transportation System (CATS)--Driver Evaluation Module and was released to all MAJCOMs in Sept 1985. Information on this project is available by contacting the AFLMC and requesting copies of Project #LT840101.

Better capability assessment information in the vehicle maintenance area can be accomplished by providing the squadron commander with concise reporting on numbers and types of vehicles down for parts or maintenance, reports on inventory, and reports on available manpower.

The traffic management branch is similar to vehicle maintenance since knowledge of present or projected requirements, inventory on hand, and available manpower can determine the capability of the branch.

MINIMUM ESSENTIAL MANUALS AND FORMS

This section of the study reports findings concerning regulations, manuals, and forms which were considered essential in a deployed environment. The survey results for these findings are somewhat difficult to interpret. As stated earlier, statistical results from the survey should not be construed as quantitatively meaningful or statistically conclusive. Instead they should be used simply as indicators to offer some idea as to what was determined essential by the respondents. By comparing both the relative weight and the percentage of respondents who indicated a particular manual or form was essential, we can get a general idea where the line should be drawn between those deemed essential and all the others. Rather than attempting to list all manuals or forms for each area of transportation which were considered essential, we have simply drawn a cut-off line in each listing of forms and regulations contained in Appendix D. The cut-off line, although based on both numerical survey data and information gathered through interviews with survey participants, is purely judgmental. Therefore, the area immediately below or above the line is in a gray zone and could be arbitrarily discounted or included depending on the particular situation at the deployed site.

One object of this portion of the study was to determine if the minimum essential forms should be computerized in such a way deployed units could print any desired blank form from ordinary plain bond paper. Our opinion is the mission is not going to be held up for lack of the proper paperwork or form. One individual, who was involved in the Grenada operation, stated the passenger manifest for the returning students was a "slightly used paper hand towel," and the mission was successful even though the proper form (DD Form 2132, C-141 Passenger/Cargo Manifest) was not available. Additionally, the speed of computer printers is not fast enough to produce forms on a routine basis (except in small quantities), and it would not be prudent to use our computer resources in this manner. Our own tests show the printing of a

typical one page form can take as long as 2 1/2 minutes. Where as, if we print only the data elements needed to fill in a preprinted form, printer time is decreased to less than 20 seconds. Of course, these times will vary with the size and complexity of any given form. Therefore, the idea of deploying with the intent of generating all forms by computer should not be considered as the primary source of forms. However, if future computer programs, particularly in the TMO area, can be developed to use either printed forms or self-generated forms, then we should incorporate the option in the program with the intent of using self-generated forms as an emergency backup in the event preprinted forms are not available.

GENERAL FINDINGS

While observing the vehicle dispatch function at Kimhae AB, ROK during Team Spirit '85, we watched the dispatcher use a notepad for his dispatch record instead of the required AF Form 868, Request for Motor Vehicle Services. Once daily operations were complete and dispatch requests slowed down, all notepad entries were then transferred to 868's in order to satisfy regulations. These actions not only doubled the paperwork effort, but also pointed out the 868 may not be the best device to log and keep track of dispatches. This point has also been raised by the Air Force Logistics Command (AFLC) in a September 1985 (Appendix F) message which requests approval to use either the AF Form 868 or the AFLC Form 3333 which is a simple columnar sheet allowing up to 27 entries.

It appears use of a columnar form or a specially designed ledger would be more convenient for the dispatcher and give a better audit trail of dispatch activity. Copies of AF Form 868 and AFLC Form 3333 are located at Appendix F.

CHAPTER 3

CONCLUSIONS

This project had two objectives: first, determine if current transportation procedures support the wartime mission during a contingency and, second, identify the minimum essential information requirements for a transportation squadron. Our conclusion is current procedures do basically support the wartime mission; however, there are some areas which need improving. Our findings identified 12 areas where improvements can be made.

First, although somewhat obvious, electrical power sources in foreign countries probably will not be able to provide the dependable power needed by microcomputers, not only in transportation, but base wide. This area concerned us, because we believe the answer to some of our information shortfalls will entail additional dependence on automated data processing equipment. Although power will be available through host nation support or site generated, we have concluded it will be unreliable. This same condition exists with locally generated power. If we intend to go to war with microcomputers and depend on them to increase mission capability, then we must procure and stock standby, uniterruptable power systems (UPSs) to ensure we have continuous, reliable electrical power. Provisions to purchase this type of equipment do not exist on the current microcomputer contract.

Second, we believe communications over normal telephone lines will be difficult during a contingency and any effort to exchange information electronically will be impaired. Therefore, any upward reporting of information, normally accomplished electronically over telephone lines, should have an alternate method as a back up.

A third finding deals with the capturing and use of personnel data. Normally, information about deployed personnel is written on a command unique personnel data card and then filed. This procedure seems to be satisfactory, even though, the specific card used is not standard throughout the Air Force. Since most deployed transportation squadrons are expected to be relatively small (less than 100 personnel), we do not believe any other personnel information system should be developed.

Our fourth area of concern is with the transportation infrastructure of our host or occupied country. Although we recognize the Army, in most cases, will provide in-country surface transportation, we also recognize organic, base-level assets will likely play an important role in surface movements. In these cases the deployed transportation squadron commander will be making movement decisions based on his knowledge of local conditions. Because of this, it is important he has as much information as possible about the transportation infrastructure. Constraints such as tunnel heights, bridge weight limits, or any other roadway constraints need to be known to the squadron commander. Information on all modes of transportation including rail, ocean vessel, inland waterway, or indigenous capabilities need to be actively gathered and standardized for wartime use. The "standardized Airfield Survey Checklist," AFLMC Project #LX841201, begins to address this problem, but more detail, as well as point-to-point information, is needed. A

standardized system to gather this type of intelligence does not currently exist and needs to be developed.

The next information deficiency is knowledge of locally available resources. In many cases, expendables, such as some petroleum products, acetylene, or welding rods, may be readily available in the local area. As mentioned above, the "Standardized Airfield Survey Checklist" begins to answer the necessary questions; however, greater detail is needed. A system to gather and store information concerning locally available resources will add to the commander's ability to complete his wartime mission.

An additional requirement is an equipment inventory system. Currently, a transportation squadron commander who deploys to a contingency area will have little knowledge of the available transportation related equipment contained in a Harvest Eagle package. Some system to quickly inventory and then determine mission capability or mission shortfalls is needed for such items as small hand tools, tow chains, spare vehicle parts, lumber, and other equipment or expendable items used routinely in a transportation squadron.

A second inventory system is needed solely for the purpose of tracking vehicles. Current methods of using grease pencils on plexiglass or index cards are not adequate to give fast, error-free information concerning vehicle use or alignment. This type of information would increase the commander's ability to more equitably place the right assets where they are needed most to enhance mission accomplishment.

Also identified as necessary was some method to quickly assess driver qualifications. This system would allow the commander to easily identify trained operators for unique or specialized equipment such as snowplows or cranes. This capability would increase mission capability by readily identifying available manpower resources.

The next area is the lack of a deployable vehicle maintenance management system. During peace we use computers to manage our vehicle maintenance activities. However, at a deployed site during war where we may operate from a mobile maintenance facility, we will not have the luxury of large mainframe computers to help manage our maintenance effort even though the workload and number of vehicles could be even greater than we are used to during peace time. We need to develop a deployable, automated, vehicle maintenance system to help improve mission sustainability.

No specific listing of regulations, manuals, or forms could be identified as essential for deployment. It was impossible to determine the needs of every scenario without including nearly all those we use routinely during peace. However, it was possible to make prioritized listings which could be used for planning purposes to determine the needs for a particular situation.

We determined it would not be practical to routinely generate all forms with a computer. Current printers are slow and valuable time would be wasted printing the entire form. Instead, preprinted forms should be used. However, where possible, computer programs should be written so computer generated forms could be generated in emergencies.

The last finding deals with the use of Air Force Form 868, Request for Motor Vehicle Services. This form can not be used efficiently in a surge situation and should be replaced by a columnar pad. Use of a columnar pad as an alternate method of tracking dispatches or requests for services could enhance efficiency.

Chapter 4 gives specific recommendations to correct those areas which we found to be deficient in informational requirements.

CHAPTER 4

RECOMMENDATIONS

Battery backup and electrical power filtering devices should be procured and stocked with forward based supplies (Harvest Eagle, etc.) or identified to deploy with mobility units. (OPR: USAF/LETX)

Transportation automation efforts requiring upward reporting or the exchange of information should not depend solely on electronic means. The physical exchange of hardcopy print outs or mass storage media should always be available as an alternate means of exchanging information. (OPRs: DSDO and AFLMC/LGT)

Develop a standard method to collect critical information concerning a country's transportation infrastructure. (OPR: USAF/LETX; OCR: AFLMC/LGT)

Develop a standard method or procedure to gather information on critical locally available resources. (OPR: USAF/LETX ; OCR: AFLMC/LGT)

Develop a flexible inventory system for controlling squadron assets. (OPR: DSDO; OCR: AFLMC/LGT)

Develop a scaled-down, version of the Vehicle Integrated Management System (VIMS) for use on a microcomputer. (OPR: DSDO; OCR: AFLMC/LGT)

Any automation effort developed for transportation should use normal preprinted forms for applications requiring forms. However, in the absence of forms, the program should have the capability to self-generate the necessary forms from plain bond paper. (OPR: DSDO and AFLMC/LGT)

Design a ledger-type form to supplement AF Form 868. (OPR: AFLMC/LGT as tasked by USAF/LETN)

BIBLIOGRAPHY

Blair, Maj Robert L. **ADP Backup -- An Evaluation.** Student Paper #LD49015A. Leadership and Management Development Center, Air University, Maxwell AFB, AL. 1981

Byers, Richard. Project Manager: **Transportation Operational Personal Property Standard System.** AV 446-4903. AFTPC/DSDO/LGTT. 1985

Colson, Frank J. **Automated Analysis for R & A.** AFLMC Report #780105-1. Air Force Logistics Management Center, Gunter AFS, AL. December 1978

Dietsch, Lt Col David A. and Lowry, Maj Clarence T. **Wartime Automation Requirements For Maintenance.** AFLMC Report #800402. Air Force Logistics Management Center, Gunter AFS, AL. November 1982

Gagnon, Jack. Project Manager: **Military Supply and Transportation Evaluation Program.** AV 446-4541. AFTPC/DSDO/LGTT. 1985

Gagnon, Jack. Project Manager: **Military Standard Transportation and Movement Procedures.** AV 446-4541. AFTPC/DSDO/LGTT. 1985

Gagnon, Jack. Project Manager: **Traffic Management Workload Reporting and Productivity System.** AV 446-4541. AFTPC/DSDO/LGTT. 1985

Mark, CMsgt George R. **Personnel Support for Contingency Operations (PERSCO) Mobile Minicomputer System, Test Loading Operational Test and Evaluation.** MAC Project #17-/LD51411A. USAF Airlift Center, Military Airlift Command, Pope AFB, NC. 1981

Rudder, Robert. Project Manager: **On-Line Cargo Movement System.** AV 446-4541. AFTPC/DSDO/LGTT. 1985

Stone, Eugene F. **Research Methods in Organizational Behavior.** Goodyear Publishing Company, Inc. Santa Monica, CA. 1978.

Stubbs, Maj Gregory D. **Movement Control: Enhancing Defense Transportation System Support for Resupply During Contingency Operations.** Student Paper #2315-81. Air and Command and Staff College, Maxwell AFB, AL. 1981

Van Scotter, Capt James. Project Manager: **Computer Aided Transportation System.** AV 446-4464. AFLMC/LGT. 1985

Walker, Maj Harry. Project Manager: **Freight Documentation Automation.** AV 446-4464. AFLMC/LGT. 1985

Volkman, Col Thomas L. **Computers -- America's Achilles' Heel.** Student Report #LD50867A. Leadership and Management Development Center, Maxwell AFB, AL. 1982

Watts, W. Bruce. **In-House Minicomputers Bring Problems for Functional and Data Automation Personnel.** Student Report #LD52461A. Leadership and Management Development Center, Maxwell AFB, AL. 1982

Wiley, Robert. Project Manager: On-Line Vehicle Integrated Management System. AV 446-4585. AFTPC/DSDO/LGTV. 1985

Winters-O'Neal, Kathleen, Project Manager: Austere Location Vehicle Management Equipment System (ALVEMS). AV 446-4464. AFLMC/LGT. Gunter AFS, AL. 1985

APPENDIX A

COPY OF ORIGINAL STUDY REQUEST FROM TAC

TITLE: Deployment and Utilization of Transportation Automated Systems in a Wartime or Contingency Environment.

PROBLEM: New computerized transportation systems are now being developed for vehicle fleet management, cargo processing, mobility processing, hazardous cargo management, etc. Following problems characterize these efforts:

a. Each system is being developed independently. There has been no thought toward standardizing equipment and operating systems.

b. With few exceptions, none of the systems are designed with a deployment capability.

c. Data bases for these systems are based upon peacetime requirements. Wartime/contingency requirements which are much smaller than peacetime requirements have not been established.

d. Each system generates far too many pre-printed forms as hard copy documentation. This requires large stocks of forms to be deployed or locally procured in the overseas area. This may not always be possible.

OBJECTIVE: Develop deployable transportation automated systems which run on common hardware; share peripheral devices such as printers; have common operating systems to simplify operator training; utilize minimum essential data bases to conserve critical computer storage space; and utilize plain paper for printing hard copy documents.

DISCUSSION: In a contingency or combat situation, transportation squadrons/elements will be deployed to bare base environments where they must operate at surge levels with minimum essential manning. Deployable desk top computer resources are available in the market place which could significantly enhance operational effectiveness if procured for such purposes. State-of-the-art dot matrix printers could generate necessary documents without needing pre-printed forms. These capabilities need to be analyzed and incorporated into transportation system designs so that the benefits of automation can be realized when and where it is most needed -- the austere bare base located in a combat zone or contingency area.

OPR: TAC/LGT
8 Jun 83

APPENDIX B

CURRENT TRANSPORTATION INITIATIVES

Military Supply and Transportation Evaluation Program evaluates performance against established Uniform Material Movement and Issue Priority System (UMMIPS). Status: Operational

Military Standard Transportation and Movement Procedures shipment of cargo within the Defense Transportation System (DTS), e.g., LOGAIR, MAC, Gov't Vehicle, etc. Status: Operational

Traffic Management Workload Reporting and Productivity System (T-WRAPS): A data and workload statistical collection system which uses punch card input for computer generated products. Status: Operational

Deployable Mobility Execution System (DMES): Provides a computer assisted aircraft load manifesting capability. It eliminates manually computing aircraft load distribution and allows on-the-spot ability to react to last minute changes in cargo weights, types of aircraft, allowable cabin load (ACL), frustrated cargo, number of passengers, etc. Status: Complete for Hewlett-Packard computer. Has been rewritten for the Zenith Z-100 computer and renamed Computer Aided Load Manifesting (CALM). Status: Both programs are in worldwide use.

Transportation Coordinator Automated Command and Control Information System (TC ACCIS): Applies data automation at working (base/unit) levels (Army, Marine, and Air Force) to improve in-place planning and execution during crisis situations. Prototype system based on state-of-art minicomputer technology, with on-line terminals at selected work stations. Designed to provide upward reporting. Status: Project funded and active under new guidance.

On-Line Vehicle Integrated Management System (OLVIMS): Replaces the current, batch-oriented Vehicle Integrated Management System (VIMS) with real time state-of-art software and will be expanded to enhance capabilities, such as work order preparation. Status: prototype completed; implementation pending additional study.

Computer Assisted Transportation System (CATS): Designed to improve the capabilities of base-level vehicle operations units to provide mission support. The project consists of three modules: Driver Evaluation, Fleet Analysis, and Dispatch. The CATS program runs on a Z-100 computer. Status: The Driver Evaluation portion is complete and available for worldwide distribution. Fleet Analysis is scheduled for prototyping in February of 1986. The Dispatch module is in development.

Freight Documentation Automation (FDA): Automates the preparation of Surface Freight and Packing and Crating documentation to include GBLs, shipping labels, TCMD data, IDC data, and the tonnage distribution roster. The system is being developed on the Z-100. Status: Anticipate completion by April 1986.

Transportation Operational Personal Property Standard System (TOPS): A DoD project headed by HQ MTMC to standardize operating procedures throughout DoD and to use automation to reduce the manual administrative workload associated with the preparation, control, and distribution of documents and the maintenance of registers, rosters, and files related to personal property actions. Status: ConUS implementation will begin Sept 1986 and should be completed by Sept 1987.

On-Line Cargo Movement System (OLCMS): This large project is designed to bring total automation to the freight portions of the Traffic Management Office. Overall development of the project is being done by the Data System Design Office, with the Air Freight portion of the project being done by the Air Force Logistics Command. Depending on how quickly this project progresses, it could be a good source of functional information in the cargo area and would eliminate a substantial amount of research effort. Status: Funds are available. Project is in requirements stage.

APPENDIX C

INTERVIEW GUIDE

TABLE OF CONTENTS

BACKGROUND

This project was proposed by HQ TAC/LGT and HQ PACAF/LGT is co-sponsor of the project. The proposal has been expanded to study information requirements for transportation squadrons/ elements operating during a contingency situation. In a contingency or wartime situation, transportation squadrons/ elements will likely be deployed to bare base environments where they must operate at surge levels with minimum manning. The essential information requirements to meet this mission have not been defined. This project will determine the information needs for the three primary areas of base-level transportation; vehicle management, vehicle maintenance, and traffic management (surface and air). After the minimum information requirements are identified, we will initiate new projects (based on this project's recommendations and conclusions) to develop appropriate methods for capturing, processing, and reporting information. For the purposes of this study, we assume that the minimum wartime information needs will be a subset of peacetime information needs and wartime information needs will use data currently collected to support peacetime information requirements.

OBJECTIVES

a. Review current transportation procedures and how they support the wartime mission during contingency situations.

b. Determine minimum essential information requirements for vehicle management, vehicle maintenance, and traffic management which would apply to any theater of operations during a contingency. Postulation of a specific scenario will be avoided in order to concentrate on a description of the basic factors which are present in all situations.

c. Produce a final report which will serve as a decision point for any additional actions or projects.

PROJECT PHASES

This project will be accomplished in five phases. Phase 1 will be an initial data gathering phase consisting of a trip to HQ PACAF and various points in Korea to observe Team Spirit '85. Phases 2 through 4 will be to identify and formalize the information needs of vehicle management, vehicle maintenance, traffic management - surface cargo/pax, and traffic management - air cargo/pax. These phases will draw primarily on information gathered during Team Spirit, but will also include personal experiences of functional MAJCOM representatives. Phase 5 will consist of writing a final report of findings and recommendations.

INITIAL DATA COLLECTION METHOD

The general theory of this data collection effort centers around the assumption that our major exercises (Team Spirit, Reforger, Brim Frost, etc) accurately simulate a "typical" wartime scenario. By studying these exercises we should be able to determine information needs and ascertain whether present methods of capturing, processing, storing, and disseminating the information are meeting transportation wartime requirements. The primary method of determining information requirements will be to interview exercise participants. However, in addition to interviewing participants of Team Spirit, an AFLMC representative will also observe transportation activities and attempt to determine informational needs.

GENERAL INTERVIEW GUIDE

BACkGROUND INFORMATION:

What is your rank? _____

Total years in Air Force? _____

Total years in transportation career field? _____

Total years in the vehicle operations area? _____

Total years in the vehicle maintenance area? _____

Total years in traffic management area:

HHG? _____

Pax Travel? _____

Packing and Crating? _____

Surface Cargo? _____

Air Cargo? _____

How many major exercises (Team Spirit, Reforger, Bright Star, etc) have you participated in as a transporter? _____

Did you have Vietnam experience as a transporter? _____

This interview guide is designed to be filled out by individuals who either have been or are likely to be deployed to a contingency environment and placed in a position of leadership over a squadron/element. The purpose of the interview is to help determine what minimum information is required to operate a transportation squadron during the initial days of hostilities.

Please answer each question with either a 1, 2, 3, 4, or 5, based on the following scale:

1 -- strongly agree
2 -- agree
3 -- mixed emotions or cannot decide or determine
4 -- disagree
5 -- strongly disagree

OPERATING ENVIRONMENT:

1) I will be deployed to a relatively safe operating area where basic needs such as shelter, messing facilities, latrines, and medical facilities, etc. are available. _____

2) I expect my squadron to be made up of individuals from a number of different locations who may not have worked together before. _____

3) I anticipate having, as a bare minimum, a heated tent as both a working facility and/or living facility. _____

4) I anticipate having access to standard 110 volt power either from local sources or generators. _____

5) I expect local, on-base telephone communications to be in good working order most of the time. _____

6) I expect in-country telephone communications to be in good working order most of the time. _____

7) I expect worldwide telephone communications to be in good working order most of the time. _____

8) I expect message traffic to be reliable, secure, and responsive to transportation needs. _____

PERSONNEL INFORMATION REQUIREMENTS:

Mark the square for those items which you believe are important to know about the personnel in your squadron. (i.e., if you were maintaining a card file of squadron personnel, what type of information would you include on each card) Remember: some of this information may be maintained for you by other organizations and would be available to you on request, therefore, only include minimum essential information which you need ready access to in order to more efficiently run your squadron.

X - A Name and Rank roster is assumed essential

____ [] - Social Security Number

____ [] - AFSC

____ [] - skill level

____ [] - security clearance

____ [] - past disciplinary actions, including drug incidents

____ [] - prior positions (jobs) held in transportation

____ [] - position (job) held in your squadron now

____ [] - years of actual transportation experience

____ [] - years of actual functional area exper. (current job)

____ [] - location of home station | assumed on

____ [] - home station address | remote or

____ [] - home station phone number | extended

____ [] - names of next of kin at home station | TDY

____ [] - local address

____ [] - duty hours or shift

____ [] - issued equipment list (tools, parkas, etc.)

____ [] - special skills list (haz mats trng, refueling mx, mobility experience, pallet build up trng, etc)

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

VEHICLE MANAGEMENT

GENERAL INFORMATION:

Mark the square for those items you feel are essential elements of information necessary to the effective operation of the Vehicle Operations branch. (The word "visibility", as used below, refers to the ability to gain ready access and use information which has been placed in some logical order. Names and phone numbers in a card file, vehicle records in a file cabinet, or spare parts information in a computer data base would all have visibility.)

____ [] - visibility of equipment (tire chains, jacks, local road maps, etc)

____ [] - visibility of local road conditions/hazards (i.e., narrow bridges, low underpass, tunnels, etc.)

____ [] - visibility of vehicle inventory & custodial responsibility, including actual vehicle owner if vehicle is deployed from another unit

____ [] - CA/CRL type listing

____ [] - capability to track and store dispatch records

____ [] - visibility of real time dispatch status

____ [] - visibility of known future dispatch requirements

____ [] - visibility of unit driver qualifications

____ [] - capability to track driver qualifications

____ [] - ready access to host-country regulations or support

____ [] - ready access to list of local vehicle rentals

____ [] - ready access to list of local vehicle operators

____ [] - method to determine fleet capability shortfalls

____ [] - tracking of vehicle utilization for future analysis

____ [] - visibility of local area fuel availability

____ [] - tracking of organic surface movement requirements

____ [] - visibility of off-site support requirements

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

VEHICLE MANAGEMENT

Note: On the next several pages there are a large number of forms and regulations listed. We will ask you to identify which ones you believe are essential or vital to the performance of your mission. Please do not go down the list and mark those you feel are important, but rather try to think of those you need and then go to the list to see if we have them listed. If it is listed, then go ahead and mark the square. If it is not listed, then add it to the bottom of the respective list. In this way we believe we will avoid the tendency to mark everything. Our goal is to determine what, in your opinion, is really important and vital to the mission.

ESSENTIAL FORMS:

Mark the square for those forms you feel are essential to the effective operation of the Vehicle Operations branch.

____ [] - AF 171 Request for Driver Training

____ [] - AF 601 Equipment Action Request

____ [] - AF 868 Request for Motor Vehicle Service

____ [] - AF 1252 USAF Vehicle Servo-Plate

____ [] - AF 1297 Temporary Issue Receipt

____ [] - AF 1800 Vehicle Inspection (Gen Purpose)

____ [] - AF 1812 Vehicle Inspection (P-6, P-8, etc)

____ [] - AF 1890 Vehicle Inspection (P-10, P-15, etc)

____ [] - AF 1994 Fuel Issue/Defuel Document

____ [] - AF 2005 Issue/Turn-In Request

____ [] - DD 518 Accident-Identification Card

____ [] - DD 626 Motor Vehicle Inspection

____ [] - DD 836 Special Instruction for Motor Veh Drivers

____ [] - DD 1360 Vehicle Operator Record of License Exam

____ [] - AFTO 244 Industrial/Support Equipment Record

____ [] - AFTO 371 Vehicle Inspection (Fuel Servicing)

____ [] - AFTO 373 Vehicle Inspection (AGE, Snow Removal)

____ [] - AFTO 4xx Vehicle Inspection (463L, MHE)

____ [] - SF 46 Vehicle Operator Identification Card

____ [] - SF 91 Operator's Report of Vehicle Accident

____ [] - SF 149 U.S. Gov't National Credit Card

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

VEHICLE MANAGEMENT

ESSENTIAL REGULATIONS:

Mark the square for those regulations you feel are essential to the effective operation of the Vehicle Operations branch.

____ [] - AFM 77-2 Manual for the Wheeled Veh Driver

____ [] - AFM 77-3 Contingency Vehicle Management

____ [] - AFM 77-310/I Acquisition, Mngt & Use of Vehicles

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

VEHICLE MAINTENANCE

GENERAL INFORMATION:

Mark the square for those items you feel are essential elements of information necessary to the effective operation of the Vehicle Maintenance branch. (The word "visibility", as used below, refers to the ability to gain ready access and use information which has been placed in some logical order. Names and phone numbers in a card file, vehicle records in a file cabinet, or spare parts information in a computer data base would all have visibility.)

____ [] - visibility of stocked, on-hand spares

____ [] - visibility of spares shortages for critical assets

____ [] - ready access to locally available spares sources

____ [] - impact assessment measurement due to VDP/VDM

____ [] - visibility of assets (tools, equipment)

____ [] - tiny VIMS (a microcomputer version of VIMS)

____ [] - visibility of vehicles down for parts

____ [] - visibility of vehicles down for maintenance

____ [] - tracking of parts failures for future analysis

____ [] - listing of local sources of expendables (oxygen, welding rods, grease, etc)

____ [] - D04, Daily Document Register or similar report

____ [] - D18, Priority Monitor Report or similar report

____ [] - D22, VIMS Material Trans List or similar report

____ [] - R26, DIFM Listing or similar report

____ [] - Q11, Org Bench Stock Listing or similar report

____ [] - M30, Dueout Validation Listing or similar report

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

VEHICLE MAINTENANCE

Note: On the next several pages there are a large number of forms and regulations listed. We will ask you to identify which ones you believe are essential or vital to the performance of your mission. Please do not go down the list and mark those you feel are important, but rather try to think of those you need and then go to the list to see if we have them listed. If it is listed, then go ahead and mark the square. If it is not listed, then add it to the bottom of the respective list. In this way we believe we will avoid the tendency to mark everything. Our goal is to determine what, in your opinion, is really important and vital to the mission.

ESSENTIAL FORMS:

Mark the square for those forms you feel are essential to the effective operation of the Vehicle Maintenance branch.

____ [] - AF 754 Work Order Log and Q/C Record

____ [] - AF 1823 Vehicle and Equipment Work Order

____ [] - AF 1827 Minor Maintenance Work Order

____ [] - AF 1828 Vehicle Historical Record

____ [] - AF 1829 Refueling Equip., Insp. Data Record

____ [] - AF 1831 Indirect Labor Hour Time Card

____ [] - AF 1832 Record of Cannibalization

____ [] - AF 1839 Refueling Equip. Hose Installation and Hydrostatic Test Data Record

____ [] - AFTO 70 Tire Inventory Control Record

____ [] - AFTO 91 Limited Technical Insp. - Motor Veh.

____ [] - AFTO 1577 Unservicable (condemned) Tag, Material

____ [] - AFTO 1577-2 Unservicable (repairable) Tag, Material

____ [] - AFTO 1574 Servicable Tag, Material

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

VEHICLE MAINTENANCE

ESSENTIAL REGULATIONS:

Mark the square for those regulations you feel are essential to the effective operation of the Vehicle Maintenance branch.

____ [] - AFM 67-1 Supply (portions for Mat Control)

____ [] - AFM 77-310/II Vehicle Maintenance Management

____ [] - AFM 77-310/V Short Vehicle Integrated Mngt System

____ [] - AFM 300-4/III Unclassified Data Elements

____ [] - T.O. 00-5-1 AF Technical Order System

____ [] - T.O. 00-5-2 Tech Order Distribution & Requisition

____ [] - T.O. 00-20-1 Preventive Maintenance Program

____ [] - T.O. 00-20-2 Maintenance Data Collection System

____ [] - T.O. 00-20B-5 Veh & Base Support Equip Inspection Sys

____ [] - T.O. 00-25-172 Grnd Service of A/C and Static Grnd/Bond

____ [] - T.O. 00-25-240 Uniform Repair/Replacement Criteria

____ [] - T.O. 00-25-246 Selection, Inspect, & Service of Tires

____ [] - T.O. 00-25-249 Maximum Repair Allowance Codes

____ [] - T.O. 00-35D-54 Material Deficiency Reporting System

____ [] - T.O. 00-85-20 Engine Shipping Instructions

____ [] - T.O. 34-1-3 Inspection & Maintenance - Shop Equip

____ [] - T.O. 36-1-3 Painting, Marking USAF Vehicles

____ [] - T.O. 36-1-5 Processing Veh. for Storage/Shipment

____ [] - T.O. 36-1-7 Preparation for Cold Weather Areas

____ [] - T.O. 36-1-23 Servicability Standards

____ [] - T.O. 36-1-27 Vehicles, MHE, and Construction Equip

____ [] - T.O. 36-1-42 Warranty Procedures for AF Vehicles

____ [] - T.O. 36-1-50 Motor Vehicle Maintenance Guide

____ [] - T.O. 36-1-52 Preparation and Corrosion Treatment

____ [] - T.O. 36-1-58 Gen Rqmnts for Repair of Lifting Devices

____ [] - T.O. 36A-1-6 Installation of Seat Belts

____ [] - T.O. 36A-1-112 Intermediate & Depot Repair of Vehicles

____ [] - T.O. 36A-1-1301 Vehicle Management Index File

____ [] - T.O. 36A2-1-5 Installation of Special Equip on Comm. Design Vehicles

____ [] - T.O. 36C-1-4 Dielectric Testing of Insulated Aerial Manlift Devices

____ [] - T.O. 36Y31-1-1 Removal of Rust & Sediment from Fuel and Oil Servicing Trucks

____ [] - T.O. 37A-1-101 Fuel, Water, and Lub. Dispensing Equip.

____ [] - T.O. 38-1-5 Processing/Inspect Nonmounted Engines

____ [] - T.O. 38-1-23 Install Spark Arrestors on Engines

____ [] - M series T.O. Repair of Military Specific Vehicles

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

TRAFFIC MANAGEMENT

GENERAL INFORMATION:

Mark the square for those items you feel are essential elements of information necessary to the effective operation of the Traffic Management branch. (The word "visibility", as used below, refers to the ability to gain ready access and use information which has been placed in some logical order. Names and phone numbers in a card file, vehicle records in a file cabinet, or spare parts information in a computer data base would all have visibility.)

____ [] - visibility of local surge capability (i.e., local sources of lumber, sources of stevedores, sources of forklifts, etc)

____ [] - visibility of on-hand supplies (lumber, boxes, etc)

____ [] - cargo tracking system (from time rx'd from supply to time delivered to consignee)

____ [] - visibility of local port, rail head, or truck dock capabilities including names & numbers of contacts

____ [] - visibility of scheduled airlift pax/cargo arrivals or departures

____ [] - visibility of scheduled surface pax/cargo arrivals or departures

____ [] - capability assessment based on resources on hand

____ [] - visibility of cargo clearance status

____ [] - visibility of personnel authorized to sign 1387-2

____ [] - easy access to hazardous material shipping instructions

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most

critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

TRAFFIC MANAGEMENT

Note: On the next several pages there are a large number of forms and regulations listed. We will ask you to identify which ones you believe are essential or vital to the performance of your mission. Please do not go down the list and mark those you feel are important, but rather try to think of those you need and then go to the list to see if we have them listed. If it is listed, then go ahead and mark the square. If it is not listed, then add it to the bottom of the respective list. In this way we believe we will avoid the tendency to mark everything. Our goal is to determine what, in your opinion, is really important and vital to the mission.

ESSENTIAL FORMS:

Mark the square for those forms you feel are essential to the effective operation of the Traffic Management branch.

____	[] - AF 96	Passenger Manifest
____	[] - AF 127	Traffic Transfer Receipt
____	[] - AF 232	Pouch Mailing Tag
____	[] - AF 1003	MICAP Label (2 1/4" X 4 1/2")
____	[] - AF 1004	MICAP Label (3" X 6")
____	[] - AF 2511	Mobility Schedule of Events
____	[] - AF 2512	Mobility Schedule of Events - A/C
____	[] - AF 2514	Deployment Load List
____	[] - AF 2515	Ramp Coordinator Log
____	[] - AF 2516	Troop Commander's Itinerary
____	[] - AF 2517	Air Cargo Courier Log
____	[] - AF 2518	Deployment Packing List
____	[] - DD 836-1	Briefing for A/C Commander Tran Exp
____	[] - DD 1149	Requisition and Invoice Shipping
____	[] - DD 1149c	Requisition and Invoice Shipping Doc
____	[] - DD 1249	Special Assgn. Airlift Mission
____	[] - DD 1252	Customs Declaration for Pers Property
____	[] - DD 1253	Mil Customs Inspection (Label)

____ [] - DD 1253-1 Mil Customs Inspection (Tag)

____ [] - DD 1299 Application for Ship/Store of Pers Prop

____ [] - DD 1384 Trans Control and Movement Document

____ [] - DD 1385 Cargo Manifest

____ [] - DD 1387 Mil Shipment Label (all 3 priorities)

____ [] - DD 1387-1 Mil Shipment Tag (all 3 priorities)

____ [] - DD 1387-2 Special Handling Data/Certification

____ [] - DD 1387-2c Special Handling Continuation Sheet

____ [] - DD 1392 Data Message Form

____ [] - DD 1502-1 Frozen Medical Material Shipment

____ [] - DD 1750 Packing List

____ [] - DD 2130 C-5A Pax/Cargo Manifest

____ [] - DD 2131 C-130 Pax/Cargo Manifest

____ [] - DD 2132 C-141 Pax/Cargo Manifest

____ [] - DD 2133 Joint Airlift Inspection Record

____ [] - SF 400 Explosive A

____ [] - SF 401 Explosive B

____ [] - SF 402 Explosive C

____ [] - SF 403 Non-Flammable Gas

____ [] - SF 404 Flammable Gas

____ [] - SF 405 Flammable Liquid

____ [] - SF 406 Flammable Solid

____ [] - SF 407 Oxidizer

____ [] - SF 408 Organic Peroxide

____ [] - SF 409 Poison Gas

____ [] - SF 410 Poison

____ [] - SF 411 Irritant

____	[] - SF 412	Irritant (with skull and crossbones)
____	[] - SF 413	Radioactive (white) - I
____	[] - SF 414	Radioactive (yellow) - II
____	[] - SF 415	Radioactive (yellow) - III
____	[] - SF 416	Corrosive
____	[] - SF 417	Empty
____	[] - SF 418	Spontaneously Combustible
____	[] - SF 419	Dangerous when wet
____	[] - SF 420	Biomedical Material
____	[] - SF 421	Danger-Peligro (Cargo A/C only)
____	[] - SF 422	Magnetized Material
____	[] - SF 430	Dangerous
____	[] - SF 431	Explosives A
____	[] - SF 432	Explosives B
____	[] - SF 433	Non-flammable Gas
____	[] - SF 434	Oxygen
____	[] - SF 435	Flammable Gas
____	[] - SF 436	Chlorine
____	[] - SF 437	Poison Gas
____	[] - SF 438	Flammable and Modification
____	[] - SF 439	Combustible and Modification
____	[] - SF 440	Flammable Solid
____	[] - SF 441	Flammable Solid W
____	[] - SF 442	Oxidizer
____	[] - SF 443	Organic Peroxide
____	[] - SF 444	Poison
____	[] - SF 445	Radioactive
____	[] - SF 446	Corrosive

____ [] - OF 70 Fragile (2 1/2" X 1 1/2")

____ [] - OF 71 Fragile (4" X 4")

____ [] - OF 72 Fragile (6" X 6")

____ [] - OF 77 Caution-Unscrew this bung slowly

____ [] - OF 78 Caution-Magnetic Equipment (50 ft)

____ [] - OF 80 999 Label (2" X 2")

____ [] - OF 81 999 Label (4" X 4")

____ [] - OF 82 999 Label (8" X 8")

____ [] - OF 85 Fragile-Magnetic Tape

____ [] - OF 9B Radioactive Material Warning (Label)

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

TRAFFIC MANAGEMENT

ESSENTIAL REGULATIONS:

Mark the square for those regulations you feel are essential to the effective operation of the Traffic Management branch.

____ [] - AFR 71-4 Preparation of Haz Mat for Air Shipment

____ [] - AFR 71-9 U.S. Air Force Packing

____ [] - AFR 71-10 CONEX/MILVAN Control and Reporting

____ [] - AFR 75-1 Transportation of Material

____ [] - AFR 75-4 Logistics Over the Shore Ops Overseas

____ [] - AFR 75-8/I Movement of Personnel

____ [] - AFR 75-12 Border Clearance, Customs for U.S. entry

____ [] - AFR 75-25 Movement and Storage of Pers Property

____ [] - AFR 76-2 Airlift Planning Factors

____ [] - AFM 76-3 Standard Loads in C-130

____ [] - AFM 76-4 Standard Loads in C-141

____ [] - AFR 76-6 Movement of Units in A.F. Aircraft

____ [] - AFM 76-12 Standard Loads in C-5

____ [] - AFR 76-13 Mngt System for 463L Pallets and Nets

____ [] - AFR 76-26 Blue Bark Passengers

____ [] - AFR 76-30 Aerial Ports

____ [] - AFR 76-38 DOD Common User Airlift Transportation

____ [] - DODR 4515.13 Air Transportation Eligibility

____ [] - DODR 5030.49 Customs Inspection (PA)

____ [] - DODDY 4000.25 DoD Activity Address Dir (DODAAD)

____ [] - DODR 4500.32 Mil Standard Trans & Movement Procedures

(Write in anything else you believe to be essential)

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

____ [] - _____

Now rank the top 10 elements of information you have marked as being essential. Please indicate on the line next to the square which of your marked items is, in your opinion, the most critical piece of information to have. One is highest -- ten lowest. If you have marked less than 10 items, stop after the highest item marked. There is no need to rank more than 10.

APPENDIX D

INTERVIEW RESULTS

This appendix contains the results of the survey in Appendix C. This survey was administered to participants of Team Spirit '85, TAC transportation squadron commanders, and working-level MAJCOM representatives. There are eleven separate sections:

System Environment
Personnel Information Requirements
Vehicle Management General Information
Vehicle Management Essential Forms
Vehicle Management Essential Regulations
Vehicle Maintenance General Information
Vehicle Maintenance Essential Forms
Vehicle Maintenance Essential Regulations
Traffic Management General Information
Traffic Management Essential Forms
Traffic Management Essential Regulations

Each of the separate sections contain information on the total number of individuals who answered questions in that particular section, the total number of variables in the section and, finally, fifteen (15) columns containing the actual survey results. The fifteen columns are as follows:

VAR -- This column is simply the variable number as it was listed on the survey sheet.

YES -- This column is the number of survey respondents who indicated that a particular variable was important.

NUMBERS 1 through 10 -- Once a respondent had indicated which variables he believed were important (those marked YES), he was then asked to rank the top ten. These columns represent the number of respondents who ranked each particular variable as number 1 (the highest priority) to number 10 (lowest). The totals of these 10 columns do not necessarily add up to the total of YES responses, since in most cases, respondents marked more than 10 variables as being important, but were only given the opportunity to select the top 10 when it came to ranking them.

WGT -- This column is the relative weighting calculated by assigning an inverse weight value to each weight category, adding up the total weight values and, then, dividing by the total number of respondents for the particular section. For example, a variable having 3 responses in the number 1 category, 2 in the number 2 category, 7 in the number 3 category, and 0 responses in 4 through 10 would have a total weight value of 104. (i.e., 3*10 + 2*9 + 7*8 + 0*7 + 0*6 + ... 0*10 = 104) The relative weighting is then arrived at by dividing 104 by the total number of respondents (records) for the particular section. If the section had a total of 30 respondents then the relative weight would be 104/30 = 3.47. The variables are rank ordered by WGT within each section.

% -- This column is the percentage of YES answers divided by the total number of respondents (records).

VARIABLE NAME -- This column is simply the name of the variable in question. For formatting purposes, the column has been truncated to 36 characters. The complete variable name can be found in the survey (Appendix C).

*** Note: As discussed in paragraph 2-36, a cut-off line is drawn on the form and regulation sections for each of the three transportation branches. Above the line are those forms or regulations which are considered essential items at a deployed site.

SYSTEM ENVIRONMENT

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME
2	41	11	26	2	2	0	0	0	0	0	0	9.12	1.00	DIVERSE SQUADRON MAKE UP
3	41	5	25	4	5	2	0	0	0	0	0	8.63	1.00	TENT AS MINIMUM
1	41	2	23	10	6	0	0	0	0	0	0	8.51	1.00	SAFE OPERATING AREA
4	41	1	29	4	5	1	0	0	0	0	0	8.39	1.00	STANDARD 110 VOLTS
5	41	0	16	15	9	0	0	0	0	0	0	7.90	1.00	GOOD ON-BASE PHONE SERVICE
8	41	2	9	14	16	0	0	0	0	0	0	7.93	1.00	GOOD MESSAGE CAPABILITY
7	41	0	10	14	15	2	0	0	0	0	0	7.78	1.00	GOOD WORLDWIDE PHONE SERVICE
6	41	0	7	15	17	2	0	0	0	0	0	7.66	1.00	GOOD IN-COUNTRY PHONE SERVICE

TOTAL NUMBER OF RECORDS = 41
TOTAL NUMBER OF VARIABLES = 8

PERSONNEL INFORMATION REQUIREMENTS

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME
2	35	17	9	2	2	1	0	0	0	3	0	7.51	0.90	AFSC
1	31	10	2	2	3	3	3	2	1	0	2	5.15	0.79	SSAN
4	32	0	2	0	6	5	3	3	3	0	1	4.90	0.82	SECURITY CLEARANCE
3	27	1	9	5	4	3	1	1	0	0	1	4.79	0.69	SKILL LEVEL
17	30	1	3	5	2	6	4	4	3	0	1	4.44	0.77	SPECIAL SKILLS LIST
14	28	2	3	3	3	4	3	0	3	3	1	3.77	0.72	LOCAL ADDRESS
7	23	3	5	0	4	2	1	1	0	2	1	3.31	0.59	POSITION HELD IN SQUADRON NOW
6	28	1	1	4	2	3	3	1	4	0	0	2.92	0.72	PRIOR JOBS IN TRANSPORTATION
15	23	0	1	3	2	5	3	2	2	3	1	2.90	0.59	DUTY HOURS OR SHIFT
13	19	2	1	0	2	1	1	4	2	0	3	2.83	0.49	NAMES OF NEXT OF KIN
9	16	2	0	2	2	1	3	0	1	1	0	1.95	0.41	YEARS OF ACTUAL FUNCTIONAL AREA EXPE
5	20	1	0	1	3	0	3	2	2	3	2	1.95	0.51	PAST DISCIPLINARY ACTIONS
10	24	0	0	3	0	0	1	2	3	5	3	1.51	0.62	LOCATION OF HOME STATION
11	17	0	0	0	1	1	4	0	4	0	3	1.23	0.44	HOME STATION ADDRESS
8	15	0	1	0	0	2	1	2	2	2	1	1.15	0.38	YEARS OF ACTUAL TRANSPORTATION EXPER
16	18	0	0	1	1	0	0	6	0	1	1	1.08	0.46	ISSUED EQUIPMENT LIST
12	18	0	1	0	1	0	1	3	0	3	2	1.05	0.46	HOME STATION PHONE NUMBER

TOTAL NUMBER OF RECORDS = 39
TOTAL NUMBER OF VARIABLES = 17

VEHICLE MANAGEMENT GENERAL INFORMATION

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME
3	26	7	3	2	3	2	1	0	0	0	2	5.10	0.87	visibility of vehicle inventory & cu
8	24	5	4	2	2	2	1	2	1	0	1	4.83	0.80	visibility of unit driver qualificat
1	26	1	6	2	5	2	2	0	1	2	0	4.80	0.87	visibility of equipment (chains jack
2	24	2	2	2	3	6	2	1	2	2	0	4.50	0.80	visibility of local road conditions/
7	26	0	2	4	3	2	5	4	0	0	4	4.27	0.87	visibility of known future dispatch
6	23	1	4	5	1	2	1	0	4	1	1	4.17	0.77	visibility of real time dispatch sta
15	23	3	0	2	0	4	1	2	5	1	3	3.43	0.77	visibility of local area fuel availa
13	23	2	1	3	2	1	0	2	3	1	3	3.17	0.77	method to determine fleet capability
4	18	5	2	2	0	0	0	0	0	3	2	3.07	0.60	CA/CAL type listing
16	21	0	0	1	3	0	2	5	2	2	1	2.33	0.70	tracking of organic surface movement
17	22	0	1	0	1	3	2	2	1	3	2	2.10	0.73	visibility of off-site support requi
11	23	0	0	1	2	1	3	1	2	5	0	2.10	0.77	ready access to list of local vehicl
12	16	0	1	1	1	1	2	2	0	1	3	1.77	0.53	ready access to list of local vehicl
9	14	0	2	0	0	2	2	2	1	1	0	1.77	0.47	capability to track driver qualifica
10	19	0	0	0	1	0	2	3	4	0	1	1.40	0.63	ready access to host-country regulat
5	15	1	0	1	0	1	0	2	0	1	0	1.13	0.50	capability to track and store dispat
14	12	0	0	0	0	0	0	0	0	3	2	0.27	0.40	tracking of vehicle utilization for

TOTAL NUMBER OF RECORDS = 30
TOTAL NUMBER OF VARIABLES = 17

VEHICLE MANAGEMENT ESSENTIAL FORMS

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME	
3	29	13	5	3	1	1	1	2	0	0	0	7.50	0.97	AF 868	Request for Motor Vehicle
4	28	6	7	4	4	1	0	0	1	1	1	6.50	0.93	AF 1252	USAF Vehicle Servo-Plate
19	23	5	3	4	1	2	2	1	1	1	0	4.90	0.77	SF 46	Vehicle Operator Identific
6	26	1	2	7	2	4	4	0	1	1	0	4.90	0.87	AF 1800	Vehicle Inspection (Gen Pu
14	17	0	3	3	2	4	1	0	2	2	0	3.47	0.57	DD 1360	Vehicle Operator Record of
20	23	1	0	1	2	0	4	5	2	2	2	2.80	0.77	SF 91	Operator's Report of Vehic
9	14	0	1	0	4	2	2	1	0	1	0	2.17	0.47	AF 1994	Fuel Issue/Defuel Document
5	12	0	2	1	2	1	1	2	1	0	1	2.10	0.40	AF 1297	Temporary Issue Receipt
21	15	0	2	1	0	2	0	1	1	3	3	1.80	0.50	SF 149	U.S. Gov't National Credit
16	15	1	0	1	2	0	1	2	2	1	0	1.77	0.50	AFTO 371	Vehicle Inspection (Fuel S
18	16	1	0	1	0	3	0	3	1	0	1	1.73	0.53	AFTO 4xx	Vehicle Inspection (463L M
2	18	1	1	0	2	1	0	2	0	2	1	1.73	0.33	AF 601	Equipment Action Request
7	13	1	0	0	1	0	2	0	2	0	0	1.10	0.43	AF 1812	Vehicle Inspection (P-6 P-
17	13	1	0	0	1	0	1	0	2	1	0	1.00	0.43	AFTO 373	Vehicle Inspection (AGE Sh
8	13	1	0	0	0	1	1	1	0	2	1	1.00	0.43	AF 1890	Vehicle Inspection (P-10 P
1	9	0	0	0	1	1	1	1	1	0	3	0.93	0.30	AF 171	Request for Driver Trainin
12	5	0	1	0	1	0	1	0	0	0	0	0.70	0.17	DD 626	Motor Vehicle Inspection
13	6	0	0	0	0	1	0	1	1	0	1	0.47	0.20	DD 836	Special Instruction for Mo
10	6	0	0	0	0	0	2	0	0	0	1	0.37	0.20	AF 2005	Issue/Turn-In Request
11	8	0	0	0	0	0	0	1	1	1	1	0.33	0.27	DD 518	Accident-Identification Ca
15	2	0	0	0	0	0	0	0	0	0	0	0.00	0.07	AFTO 244	Industrial/Support Equipme

TOTAL NUMBER OF RECORDS = 30

VEHICLE MANAGEMENT ESSENTIAL REGULATIONS

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME	
2	25	6	8	6	2	0	0	0	0	0	0	6.47	0.83	AFM 77-3	Contingency Vehicle M
3	22	13	7	0	0	0	0	0	0	0	0	6.43	0.73	AFM 77-310/I	Acquisition Mngt & Us
1	19	3	4	9	1	0	0	0	0	0	0	4.83	0.63	AFM 77-2	Manual for the Wheele
5	3	2	1	0	0	0	0	0	0	0	0	0.97	0.10	SUP TO 77-310	added by field person
4	2	0	1	0	1	0	0	0	0	0	0	0.53	0.07	AFM 52-4	added by field person
7	2	0	0	0	0	1	0	0	0	0	0	0.20	0.07	AFR 77-4	added by field person
6	1	0	0	0	0	0	1	0	0	0	0	0.17	0.03	AFR 177-111	added by field person

TOTAL NUMBER OF RECORDS = 30
TOTAL NUMBER OF VARIABLES = 7

VEHICLE MAINTENANCE GENERAL INFORMATION

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME
1	29	7	7	5	3	4	0	0	1	1	0	7.69	1.00	visibility of stocked on-hand spares
2	25	4	4	4	2	6	2	2	0	1	0	6.14	0.86	visibility of spares shortages for c
7	27	4	5	3	3	2	4	1	1	4	0	6.10	0.93	visibility of vehicles down for part
8	27	5	5	1	2	5	1	2	2	1	3	5.90	0.93	visibility of vehicles down for main
5	25	3	2	3	5	1	3	4	1	0	1	5.10	0.86	visibility of assets (tools equipmen
3	25	1	3	5	4	1	5	3	0	0	0	5.10	0.86	ready access to locally available sp
6	16	3	1	2	1	2	0	0	4	1	2	3.10	0.55	tiny VIMS (a microcomputer version o
10	18	0	0	2	1	0	5	4	2	1	1	2.52	0.62	listing of local sources of expendab
11	14	1	0	2	1	2	1	0	2	2	1	2.10	0.48	D04 Daily Document Register or simil
12	15	0	1	0	1	3	1	2	2	3	1	2.07	0.52	D10 Priority Monitor Report or simil
4	14	1	0	1	3	1	1	1	0	2	2	2.07	0.48	impact assessment measurement due to
15	13	0	0	0	1	0	2	2	4	1	2	1.41	0.45	Q11 Org Bench Stock Listing or simil
16	13	0	0	0	2	0	1	0	2	3	2	1.14	0.45	M30 Dueout Validation Listing or sim
14	9	0	0	1	0	1	0	3	1	0	1	1.03	0.31	R26 DIFM Listing or similar report
9	8	0	0	0	0	1	0	1	2	1	2	0.69	0.28	tracking of parts failures for futur
13	3	0	0	0	0	0	0	1	0	1	0	0.21	0.10	D22 VIMS Material Trans List or simi

TOTAL NUMBER OF RECORDS = 29
TOTAL NUMBER OF VARIABLES = 16

VEHICLE MAINTENANCE ESSENTIAL FORMS

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME	
4	28	9	5	9	3	1	0	1	0	0	0	8.21	0.97	AF 1828	Vehicle Historical Re
2	27	14	8	2	1	0	0	0	0	0	0	8.10	0.93	AF 1823	Vehicle and Equipment
3	19	0	7	7	4	0	1	0	0	0	0	5.24	0.66	AF 1827	Minor Maintenance Wor
1	18	2	4	5	6	1	0	0	0	0	0	4.97	0.62	AF 754	Work Order Log and D/
7	19	0	0	1	2	6	7	3	0	0	0	3.62	0.66	AF 1832	Record of Cannibaliza
5	15	1	1	0	5	3	1	2	2	0	0	3.14	0.52	AF 1829	Refueling Equip. Insp
10	19	0	1	0	2	3	5	3	2	2	1	3.07	0.66	AFTO 91	Limited Technical Ins
8	15	0	1	2	1	4	1	4	1	0	1	2.79	0.52	AF 1839	Refueling Equip. Hose
9	16	0	1	0	2	4	1	1	3	3	0	2.45	0.55	AFTO 70	Tire Inventory Contro
11	11	0	0	0	0	0	1	3	3	0	4	1.03	0.38	AFTO 1577	Unservicable (condemn
12	8	0	0	0	1	0	1	0	1	4	1	0.83	0.28	AFTO 1577-2	Unservicable (repaira
13	6	0	0	0	0	1	0	0	2	0	1	0.45	0.21	AFTO 1574	Servicable Tag Materi
6	4	0	0	0	0	0	1	0	0	1	2	0.31	0.14	AF 1831	Indirect Labor Hour T
14	1	0	0	0	0	0	1	0	0	0	0	0.17	0.03	AF FORM 2005	added by field person

TOTAL NUMBER OF RECORDS = 29
TOTAL NUMBER OF VARIABLES = 14

VEHICLE MAINTENANCE ESSENTIAL REGULATIONS

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME	
2	21	15	1	1	0	0	1	0	0	0	0	5.93	0.72	AFM 77-310/II	Vehicle Maintenance M
1	15	0	6	4	2	0	0	1	0	0	0	3.59	0.52	AFM 67-1	Supply (portions for
9	17	1	3	2	5	0	2	0	0	1	0	3.45	0.59	T.O. 00-20B-5	Veh & Base Support Eq
20	19	3	0	0	3	4	2	0	3	2	0	3.38	0.66	T.O. 36-1-23	Servicability Standar
35	19	1	1	2	2	2	3	1	3	1	0	3.14	0.66	K series T.O.	Repair of Military Sp
3	10	0	5	2	0	1	0	1	0	0	0	2.45	0.34	AFM 77-310/V	Short Vehicle Integra
23	12	2	2	0	1	1	2	0	1	1	1	2.31	0.41	T.O. 36-1-50	Motor Vehicle Mainten
5	11	0	3	3	1	0	0	0	0	1	0	2.07	0.38	T.O. 00-5-1	AF Technical Order Sy
13	17	0	1	0	2	2	1	4	0	0	1	1.97	0.59	T.O. 00-25-249	Maximum Repair Allowa
18	15	1	0	1	2	0	0	4	1	1	1	1.86	0.52	T.O. 36-1-5	Processing Veh. for S
12	10	0	1	1	0	1	3	1	0	0	1	1.48	0.34	T.O. 00-25-246	Selection Inspect & S
16	9	0	0	0	0	3	1	0	2	1	0	1.07	0.31	T.O. 34-1-3	Inspection & Maintena
6	7	0	0	3	1	0	0	0	0	0	0	1.07	0.24	T.O. 00-5-2	Tech Order Distributi
14	8	0	0	2	0	0	0	2	1	0	0	0.93	0.28	T.O. 00-35D-54	Material Deficiency R
31	11	0	0	1	1	1	0	0	1	1	0	0.90	0.38	T.O. 36Y31-1-1	Removal of Rust & Sed
21	7	0	0	2	1	0	0	0	1	0	0	0.90	0.24	T.O. 36-1-27	Vehicles M-E and Cons
10	4	0	0	1	1	1	1	0	0	0	0	0.90	0.14	T.O. 00-25-172	Grnd Service of A/C a
19	12	0	1	0	0	0	0	1	2	1	1	0.76	0.41	T.O. 36-1-7	Preparation for Cold
8	6	0	1	0	0	2	0	0	0	0	1	0.76	0.21	T.O. 00-20-2	Maintenance Data Coll
17	9	0	0	0	0	1	0	3	0	0	1	0.66	0.31	T.O. 36-1-3	Painting Marking USAF
27	9	0	0	0	0	0	1	1	1	1	1	0.52	0.31	T.O. 36A-1-112	Intermediate & Depot
29	7	0	0	0	0	0	1	1	1	1	0	0.48	0.24	T.O. 36A2-1-5	Installation of Speci
28	7	0	0	0	1	0	0	0	1	2	0	0.48	0.24	T.O. 36A-1-1301	Vehicle Management I
24	9	0	0	0	0	1	1	0	0	1	1	0.48	0.31	T.O. 36-1-52	Preparation and Corro
11	6	0	0	0	1	0	1	0	0	0	2	0.48	0.21	T.O. 00-25-240	Uniform Repair/Replac
22	6	0	0	0	0	1	1	0	0	0	2	0.45	0.21	T.O. 36-1-42	Warranty Procedures f
25	7	0	0	0	0	0	1	1	0	1	0	0.38	0.24	T.O. 36-1-58	Gen Rqmnts for Repair
32	4	0	0	1	0	0	0	0	0	1	0	0.34	0.14	T.O. 37A-1-101	Fuel Water and Lub. D
30	5	0	0	0	0	0	1	0	1	0	2	0.34	0.17	T.O. 36C-1-4	Dielectric Testing of
34	6	0	0	0	0	0	0	1	0	1	2	0.28	0.21	T.O. 38-1-23	Install Spark Arresto
7	5	0	0	0	0	1	0	0	0	1	0	0.28	0.17	T.O. 00-20-1	Preventive Maintenanc
4	1	0	0	0	0	0	0	0	1	0	0	0.10	0.03	AFM 300-4/III	Unclassified Data Ele
33	2	0	0	0	0	0	0	0	0	0	0	0.00	0.07	T.O. 38-1-5	Processing/Inspect No
26	6	0	0	0	0	0	0	0	0	0	0	0.00	0.21	T.O. 36A-1-6	Installation of Seat
15	2	0	0	0	0	0	0	0	0	0	0	0.00	0.07	T.O. 00-85-20	Engine Shipping Instr

TOTAL NUMBER OF RECORDS = 29
TOTAL NUMBER OF VARIABLES = 35

TRAFFIC MANAGEMENT GENERAL INFORMATION

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME
5	28	5	7	6	4	5	0	0	0	0	1	7.59	0.97	visibility of scheduled airlift pax/
6	26	3	6	5	3	3	3	2	0	1	0	6.48	0.90	visibility of scheduled surface pax/
2	27	3	4	2	5	7	2	2	0	1	1	6.21	0.93	visibility of on-hand supplies (lumb
1	27	4	3	4	4	3	3	2	3	1	0	6.17	0.93	visibility of local surge capability
4	27	1	4	4	6	4	4	2	2	0	0	6.14	0.93	visibility of local port rail head o
7	25	0	1	3	3	0	2	2	4	1	1	5.76	0.86	capability assessment based on resou
9	24	1	1	2	0	5	3	2	4	4	2	3.79	0.83	visibility of personnel authorized t
3	19	3	0	2	2	0	3	3	2	0	4	3.34	0.66	cargo tracking system (from time rx'
10	24	0	2	0	1	1	4	4	3	0	1	3.21	0.83	easy access to hazardous materials s
8	21	0	0	1	1	1	2	5	3	3	5	2.45	0.72	visibility of cargo clearance status

TOTAL NUMBER OF RECORDS = 29
TOTAL NUMBER OF VARIABLES = 10

TRAFFIC MANAGEMENT ESSENTIAL FORMS

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME	
21	21	7	1	0	3	1	2	3	0	0	0	4.41	6.72	DD 1384	Trans Control and Mov
25	24	3	0	4	1	4	2	1	3	1	2	4.14	6.83	DD 1387-2	Special Handling Data
1	21	3	3	3	4	0	0	1	1	0	0	4.00	6.72	AF 96	Passenger Manifest
22	21	2	6	0	1	2	2	1	0	0	1	3.72	6.72	DD 1385	Cargo Manifest
2	22	0	4	3	1	1	4	2	1	1	0	3.66	6.76	AF 127	Traffic Transfer Rece
14	16	3	2	1	1	1	1	1	1	0	0	2.79	6.55	DD 1149	Requisition and Invoi
8	19	0	1	2	1	1	2	2	3	0	2	2.31	6.66	AF 2514	Deployment Load List
31	13	3	0	1	1	1	0	1	0	0	0	1.90	6.45	DD 2131	C-130 Pax/Cargo Manif
32	15	1	2	1	1	1	1	0	0	0	0	1.86	6.52	DD 2132	C-141 Pax/Cargo Manif
23	17	1	0	1	2	0	0	3	1	2	0	1.76	6.59	DD 1387	Mil Shipment Label (a
6	16	1	0	1	2	0	2	1	1	1	0	1.76	6.55	AF 2511	Mobility Schedule of
4	16	2	1	0	1	2	0	0	0	0	2	1.72	6.55	AF 1003	MICAP Label (2 1/4" X
30	13	1	0	2	1	2	0	0	0	0	0	1.55	6.45	DD 2130	C-5A Pax/Cargo Manife
20	11	2	1	1	0	1	0	0	0	0	0	1.48	6.38	DD 1299	Application for Ship/
16	12	1	0	0	0	1	0	2	1	1	1	1.03	6.41	DD 1249	Special Assgn. Airlif
7	11	1	0	0	0	2	0	2	0	0	0	1.03	6.38	AF 2512	Mobility Schedule of
27	15	1	0	1	0	0	0	1	1	1	2	1.00	6.52	DD 1392	Data Message Form
33	9	1	0	0	0	1	1	0	0	1	0	0.79	6.31	DD 2133	Joint Airlift Inspect
5	12	0	1	0	0	0	1	1	1	0	0	0.72	6.41	AF 1004	MICAP Label (3" X 6")
34	18	0	0	1	0	0	1	0	1	1	1	0.66	6.62	SF 400	Explosive A
13	13	0	1	1	0	0	0	0	0	1	0	0.66	6.45	DD 836-1	Briefing for A/C Comm
29	9	0	0	0	1	0	1	0	1	1	0	0.59	6.31	DD 1750	Packing List
12	11	0	0	0	1	0	0	0	1	3	1	0.59	6.38	AF 2518	Deployment Packing Li
9	10	0	0	1	0	0	1	0	1	0	0	0.55	6.34	AF 2515	Ramp Coordinator Log
17	10	0	0	1	0	0	1	0	0	0	1	0.48	6.34	DD 1252	Customs Declaration f
35	20	0	0	0	1	0	0	1	0	0	1	0.41	6.69	SF 401	Explosive B
24	11	1	0	0	0	0	0	0	0	1	0	0.41	6.38	DD 1387-1	Mil Shipment Tag (all
71	10	1	0	0	0	0	0	0	0	0	0	0.34	6.34	SF 444	Poison
70	7	1	0	0	0	0	0	0	0	0	0	0.34	6.24	SF 443	Organic Peroxide
36	18	0	0	0	0	1	0	0	1	0	1	0.34	6.62	SF 402	Explosive C
26	9	1	0	0	0	0	0	0	0	0	0	0.34	6.31	DD 1387-2c	Special Handling Cont
18	8	0	0	0	1	0	0	0	0	1	1	0.34	6.28	DD 1253	Mil Customs Inspectio
79	13	0	0	0	0	1	0	0	0	1	1	0.31	6.45	OF 80	999 Label (2" X 2")
80	11	0	0	0	1	0	0	0	0	0	0	0.24	6.38	OF 81	999 Label (4" X 4")
15	4	0	0	0	1	0	0	0	0	0	0	0.24	6.14	DD 1149c	Requisition and Invoi

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME	
10	7	0	0	0	0	0	0	1	0	1	0	0.21	0.24	AF 2516	Troop Commander's Iti
55	12	0	0	0	0	0	1	0	0	0	0	0.17	0.41	SF 421	Danger-Peligro (Cargo
52	12	0	0	0	0	0	1	0	0	0	0	0.17	0.41	SF 418	Spontaneously Combust
63	12	0	0	0	0	0	0	1	0	0	0	0.14	0.41	SF 436	Chlorine
81	7	0	0	0	0	0	0	0	1	0	0	0.10	0.24	DF 82	999 Label (8" X 8")
64	13	0	0	0	0	0	0	0	1	0	0	0.10	0.45	SF 437	Poison Gas
28	3	0	0	0	0	0	0	0	1	0	0	0.10	0.10	DD 1502-1	Frozen Medical Materi
3	5	0	0	0	0	0	0	0	1	0	0	0.10	0.17	AF 232	Pouch Mailing Tag
58	11	0	0	0	0	0	0	0	0	1	0	0.07	0.38	SF 431	Explosives A
82	7	0	0	0	0	0	0	0	0	0	1	0.03	0.24	DF 85	Fragile-Magnetic Tape
59	11	0	0	0	0	0	0	0	0	0	1	0.03	0.38	SF 432	Explosives B
19	6	0	0	0	0	0	0	0	0	0	1	0.03	0.21	DD 1253-1	Mil Customs Inspectio
83	8	0	0	0	0	0	0	0	0	0	0	0.00	0.28	DF 90	Radioactive Material
78	9	0	0	0	0	0	0	0	0	0	0	0.00	0.31	DF 78	Caution-Magnetic Equi
77	5	0	0	0	0	0	0	0	0	0	0	0.00	0.17	DF 77	Caution-Unscrew this
76	5	0	0	0	0	0	0	0	0	0	0	0.00	0.17	DF 72	Fragile (6" X 6")
75	6	0	0	0	0	0	0	0	0	0	0	0.00	0.21	DF 71	Fragile (4" X 4")
74	11	0	0	0	0	0	0	0	0	0	0	0.00	0.38	DF 70	Fragile (2 1/2" X 1 1
73	12	0	0	0	0	0	0	0	0	0	0	0.00	0.41	SF 446	Corrosive
72	13	0	0	0	0	0	0	0	0	0	0	0.00	0.45	SF 445	Radioactive
69	9	0	0	0	0	0	0	0	0	0	0	0.00	0.31	SF 442	Oxidizer
68	9	0	0	0	0	0	0	0	0	0	0	0.00	0.31	SF 441	Flammable Solid W
67	10	0	0	0	0	0	0	0	0	0	0	0.00	0.34	SF 440	Flammable Solid
66	8	0	0	0	0	0	0	0	0	0	0	0.00	0.28	SF 439	Combustible and Modif
65	8	0	0	0	0	0	0	0	0	0	0	0.00	0.28	SF 438	Flammable and Modific
62	12	0	0	0	0	0	0	0	0	0	0	0.00	0.41	SF 435	Flammable Gas
61	12	0	0	0	0	0	0	0	0	0	0	0.00	0.41	SF 434	Oxygen
60	11	0	0	0	0	0	0	0	0	0	0	0.00	0.38	SF 433	Non-flammable Gas
57	12	0	0	0	0	0	0	0	0	0	0	0.00	0.41	SF 430	Dangerous
56	13	0	0	0	0	0	0	0	0	0	0	0.00	0.45	SF 422	Magnetized Material
54	11	0	0	0	0	0	0	0	0	0	0	0.00	0.38	SF 420	Biomedical Material
53	10	0	0	0	0	0	0	0	0	0	0	0.00	0.34	SF 419	Dangerous when wet
51	11	0	0	0	0	0	0	0	0	0	0	0.00	0.38	SF 417	Empty
50	14	0	0	0	0	0	0	0	0	0	0	0.00	0.48	SF 416	Corrosive
49	15	0	0	0	0	0	0	0	0	0	0	0.00	0.52	SF 415	Radioactive (yellow)
48	13	0	0	0	0	0	0	0	0	0	0	0.00	0.45	SF 414	Radioactive (yellow)

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME	
47	14	0	0	0	0	0	0	0	0	0	0	0.00	0.48	SF 413	Radioactive (white) -
46	16	0	0	0	0	0	0	0	0	0	0	0.00	0.55	SF 412	Irritant (with skull
45	12	0	0	0	0	0	0	0	0	0	0	0.00	0.41	SF 411	Irritant
44	14	0	0	0	0	0	0	0	0	0	0	0.00	0.48	SF 410	Poison
43	13	0	0	0	0	0	0	0	0	0	0	0.00	0.45	SF 409	Poison Gas
42	11	0	0	0	0	0	0	0	0	0	0	0.00	0.38	SF 408	Organic Peroxide
41	13	0	0	0	0	0	0	0	0	0	0	0.00	0.45	SF 407	Oxidizer
40	16	0	0	0	0	0	0	0	0	0	0	0.00	0.55	SF 406	Flammable Solid
39	15	0	0	0	0	0	0	0	0	0	0	0.00	0.52	SF 405	Flammable Liquid
38	17	0	0	0	0	0	0	0	0	0	0	0.00	0.59	SF 404	Flammable Gas
37	15	0	0	0	0	0	0	0	0	0	0	0.00	0.52	SF 403	Non-Flammable Gas
11	6	0	0	0	0	0	0	0	0	0	0	0.00	0.21	AF 2517	Air Cargo Courier Log

TOTAL NUMBER OF RECORDS = 29
TOTAL NUMBER OF VARIABLES = 83

TRAFFIC MANAGEMENT ESSENTIAL REGULATIONS

VAR	YES	1	2	3	4	5	6	7	8	9	10	WGT	%	VARIABLE NAME	
1	28	11	4	4	3	2	0	1	0	0	0	7.41	0.97	AFR 71-4	Preparation of Haz Ma
4	22	8	5	0	2	0	3	1	1	0	0	5.55	0.76	AFR 75-1	Transportation of Mat
21	21	4	1	1	1	3	2	1	3	1	1	3.72	0.72	DODR 4500.32	Mil Standard Trans &
6	20	0	3	4	2	0	2	4	2	0	1	3.66	0.69	AFR 75-8/1	Movement of Personnel
8	15	0	2	4	3	3	1	0	0	0	0	3.24	0.52	AFR 75-25	Movement and Storage
9	17	2	2	1	3	1	1	0	4	0	1	3.14	0.59	AFR 76-2	Airlift Planning Fact
2	15	0	1	4	1	3	0	3	0	0	1	2.72	0.52	AFR 71-9	U.S. Air Force Packin
18	17	0	1	3	0	3	3	2	0	1	2	2.69	0.59	DODR 4515.13	Air Transportation El
20	15	1	2	0	1	0	2	2	2	0	1	2.07	0.52	DODDY 4000.25	DoD Activity Address
10	14	0	0	2	3	2	0	1	1	2	0	2.07	0.48	AFM 76-3	Standard Loads in C-1
11	16	0	1	0	1	2	3	0	1	0	3	1.69	0.55	AFM 76-4	Standard Loads in C-1
19	12	0	0	0	2	2	1	2	1	1	0	1.52	0.41	DODR 5030.49	Customs Inspection (P
13	16	0	0	1	0	1	1	2	1	0	2	1.10	0.55	AFM 76-12	Standard Loads in C-5
7	13	0	2	0	0	0	0	1	2	2	0	1.10	0.45	AFR 75-12	Border Clearance Cust
12	10	0	0	0	1	0	2	1	0	2	0	0.86	0.34	AFR 76-6	Movement of Units in
17	11	0	0	0	1	0	0	1	2	2	0	0.72	0.38	AFR 76-38	DOD Common User Airli
15	11	0	0	0	0	1	0	2	0	3	0	0.69	0.38	AFR 76-26	Blue Bark Passengers
14	7	0	0	1	0	0	0	0	1	0	1	0.41	0.24	AFR 76-13	Mngt System for 463L
3	5	0	0	0	0	0	1	0	0	1	0	0.24	0.17	AFR 71-10	CONEX/MILVAN Control
5	6	0	0	0	0	0	0	0	1	1	0	0.17	0.21	AFR 75-4	Logistics Over the Sh
16	7	0	0	0	0	0	0	0	0	1	0	0.07	0.24	AFR 76-30	Aerial Ports

TOTAL NUMBER OF RECORDS = 29
TOTAL NUMBER OF VARIABLES = 21

APPENDIX E

CRITICAL PERSONNEL INFO

AF FORM 624

AU FORM 301

ATC 1116

SAC 177

CRITICAL PERSONNEL INFO

This is a rank-ordered listing (most important first) of personnel data items considered to be critical information elements for the transportation squadron commander. Complete survey results for this section are in Appendix D. Appendix C, the survey itself, contains additional explanation of the individual variables.

VARIABLE	WGT	%
Name and Rank (obviously essential)		
AFSC (Air Force Specialty Code)	7.51	.9
SSAN (Social Security Acnt Numb)	5.15	.79
Security Clearance	4.90	.82
Skill Level	4.79	.69
Special Skills List	4.44	.77
Local Address	3.77	.72
Position Held in Squadron	3.31	.59
Prior Jobs in Transportation	2.92	.72
Duty Hours or Shift	2.90	.59
Names of Next of Kin	2.03	.49
Years of Actual Func Area Exp	1.95	.41
Past Disciplinary Actions	1.95	.51
Location of Home Station	1.51	.62
Hcme Station Address	1.23	.44
Years of Actual Trans Experience	1.15	.38
Issued Equipment List	1.08	.46
Home Station Phone Number	1.05	.46

NAME (Last, First, Middle Initial)	GRADE	DUTY PHONE	ORGANIZATION/OFF SYM	BOX NO.[1]	DM
LOCAL ADDRESS[1]				HOME PHONE[1]	
FORWARDING ADDRESS/ASSIGN AUTH.[1]					
ADDITIONAL DATA *(See AFR 11-24)*				EST ARR. DATE	
				RNLTD	
				DEPARTURE DATE	

(THIS FORM IS SUBJECT TO THE PRIVACY ACT OF 1974 - See Reverse)

I ( ) DO ( ) DO NOT give consent to release my home address, home telephone number and other personal data contained in my Locator File to any person who is not otherwise authorized to receive the information under AFR 11-24 and AFR 12-35.

SIGNATURE	SSAN[1]	DATE

AF FORM DEC 79 624 PREVIOUS EDITION WILL BE USED. **BASE/UNIT LOCATOR AND PSC DIRECTORY**

NOTE 1: Information protected under the Privacy Act; Requires consent for release outside the DOD. (See AFR 12-35)

AUTHORITY: 39, U.S.C. 406 and 10, U.S.C. 8012; EO 9397.

PRINCIPLE PURPOSE(S): Source document of information in base/unit personnel locator and postal directory; record of consent to release data. SSAN used for positive identification.

ROUTINE USE(S): Answers official and unofficial requests to locate personnel and readdress incorrectly addressed personal mail.

DISCLOSURE IS VOLUNTARY: However, refusal to provide the information could result in the individual not being contacted for official/personal/emergency matters and nondelivery of personal mail.

RECORD OF DISCLOSURES OF INFORMATION			CONSENT	
DATE	REQUESTER AND ADDRESS	NATURE AND PURPOSE OF DISCLOSURE	YES	NOT RQD

☆ U.S. GOVERNMENT PRINTING OFFICE 1988-000-000

AU FORM 301 SEP 83 — PERSONNEL DATA (See reverse for PAS)

LAST NAME - FIRST - MIDDLE INITIAL	GRADE	SSAN	PAFSC	DAFSC

The Base Locator is the only office that may disclose SSAN, home address, forwarding residence address and home telephone number to the public. Release for official requests is authorized and no record of disclosure is required.

DUTY/ORGANIZATION	DUTY PHONE	SCTY CLNC	DATE ASSND	NAME AND PHONE NO OF SUPERVISOR

DOE/COMSN	DOR	PROM LINE NO	TAFMSD	ODSD	DOS	DOB	PLACE OF BIRTH

MIL STATUS	SEP RATIONS	LOCAL ADDRESS (No. street, city and state)	PCS NO. AND LOCKBOX NO.	BKS AND RM NO.	HOME PHONE
	☐ YES ☐ NO				

☐ MARRIED ☐ SINGLE	SPOUSE'S NAME	NO. DEPN	NAME & ADDRESS OF PERSON TO BE NOTIFIED IN CASE OF AN EMERGENCY

MEDICAL INFORMATION

MEDICAL PROBLEMS ☐ YES ☐ NO (If yes, complete block below)	ON WEIGHT CONTROL PROGRAM ☐ YES ☐ NO	AGE	HEIGHT	WEIGHT

STATE THE NATURE OF YOUR MEDICAL PROBLEM(S). CHECK IF YOU ARE TAKING PRESCRIPTION MEDICATION ☐ YES ☐ NO
(If your answer is YES, state what the medication is.) (Continue on reverse)

REMARKS / ADDITIONAL INFORMATION (Continue on reverse)

STUDENT INFORMATION

SEMINAR/CRSE NO.	CLASS NO.	AUDITORIUM SEAT NO.	FLIGHT	SHIFT	ENTRY DATE	GRADUATION DATE

LAST NAME - FIRST - MIDDLE INITIAL	GRADE	SSAN	PAFSC	DAFSC

TDY INFORMATION

PERMANENT DUTY STATION	MAJCOM	ORGANIZATION	NAME AND PHONE NO. OF SUPERVISOR/COMMANDER

FORWARDING MAILING ADDRESS (Complete address, including ZIP code)

REMARKS/ADDITIONAL INFORMATION

THE INFORMATION ON THIS FORM IS SUBJECT TO THE PRIVACY ACT OF 1974

1. AUTHORITY: 10 U.S.C. 8012
2. PRINCIPAL PURPOSE(S): To provide unit commander and/or supervisor with data in case of emergency and for processing routine personnel actions.
3. ROUTINE USES: To process leave requests, promotion verification data, assignment and other routine personnel actions. SSAN is used for positive identification and to access systems of records filed by SSAN.
4. WHETHER DISCLOSURE IS MANDATORY OR VOLUNTARY AND EFFECT ON INDIVIDUAL OF NOT PROVIDING INFORMATION: Disclosure is voluntary. Failure to provide information could result in delayed notification in case of emergencies and/or erroneous information when processing personnel actions. Disclosure of SSAN is voluntary; however, failure to provide it may preclude receiving changes to personnel actions.

ATC FORM 1116 JUL 80 PREVIOUS EDITION IS OBSOLETE. THIS FORM ALSO OBSOLETES AFSNCOA FORM 17, DATED FEB 79.

PERSONNEL DATA (See reverse for PAS)

LAST NAME - FIRST - MIDDLE INITIAL			GRADE	SSAN		PAFSC	DAFSC
The Base Locator is the only office that may disclose SSAN, home address, forwarding residence address and home telephone number to the public. Release for official requests is authorized and no record of disclosure is required.							
DUTY/ORGANIZATION		DUTY PHONE	SCTY CLNC	DATE ASGND	NAME AND PHONE NO OF SUPERVISOR		
DOE/COMSN	DOR	PROM LINE NO	TAFMSD	ODSD	DOS	DOB	PLACE OF BIRTH
MIL STATUS	SEP RATIONS ☐ YES ☐ NO	LOCAL ADDRESS *(No. street, city and state)*			PCS NO. AND LOCKBOX NO.	BKS AND RM NO.	HOME PHONE
☐ MARRIED ☐ SINGLE	SPOUSE'S NAME	NO. DEPN	NAME & ADDRESS OF PERSON TO BE NOTIFIED IN CASE OF AN EMERGENCY				

MEDICAL INFORMATION

MEDICAL PROBLEMS ☐ YES ☐ NO *(If yes, complete block below)*	ON WEIGHT CONTROL PROGRAM ☐ YES ☐ NO	AGE	HEIGHT	WEIGHT

STATE THE NATURE OF YOUR MEDICAL PROBLEM(s). CHECK IF YOU ARE TAKING PRESCRIPTION MEDICATION ☐ YES ☐ NO
(If your answer is YES, state what the medication is) (Continue on reverse)

REMARKS / ADDITIONAL INFORMATION *(Continue on reverse)*

STUDENT INFORMATION

SEMINAR/CRSE NO.	CLASS NO.	AUDITORIUM SEAT NO.	FLIGHT	SHIFT	ENTRY DATE	GRADUATION DATE

LAST NAME - FIRST - MIDDLE INITIAL	GRADE	SSAN	PAFSC	DAFSC

TDY INFORMATION

PERMANENT DUTY STATION	MAJCOM	ORGANIZATION	NAME AND PHONE NO. OF SUPERVISOR/COMMANDER

FORWARDING MAILING ADDRESS *(Complete address, including ZIP code)*

REMARKS/ADDITIONAL INFORMATION

THE INFORMATION ON THIS FORM IS SUBJECT TO THE PRIVACY ACT OF 1974

1. AUTHORITY: 10 U.S.C. 8012 and EO 9397.
2. PRINCIPAL PURPOSE(S): To provide unit commander and/or supervisor with data in case of emergency and for processing routine personnel actions.
3. ROUTINE USES: To process leave requests, promotion verification data, assignment and other routine personnel actions. SSAN is used for positive identification and to access systems of records filed by SSAN.
4. WHETHER DISCLOSURE IS MANDATORY OR VOLUNTARY AND EFFECT ON INDIVIDUAL OF NOT PROVIDING INFORMATION: Disclosure is voluntary. Failure to provide information could result in delayed notification in case of emergencies and/or erroneous information when processing personnel actions. Disclosure of SSAN is voluntary; however, failure to provide it may preclude receiving changes to personnel actions.

LAST NAME - FIRST NAME - MI	GRADE	SSAN	DUTY PHONE	DUTY OFFICE/SHOP

ORGANIZATION	INSTALLATION	PAFSC	DAFSC	HOME PHONE

SERVICE DATA	DATE	SERVICE DATA	DATE
DEPARTURE		DAS	
RNLTD		TAFMSD	
EST ARRIVAL		PLSD/TAFCSD	
DOB		ODSD	
DOR		SVC COMMITMENT	
DOS		ASGD ORGN	

AERONAUTICAL RATING	MONTHS SVC IN SAC

CURRENT DUTY TITLE

RELIGION PREFERENCE

DEPENDENTS

NUMBER OF DEP	MARRIED ☐ YES ☐ NO	NAMES			

LOCAL ADDRESS, QUARTERS, OR BARRACKS *(Box No)*	FORWARDING ADDRESS *(Include order no)*

I do/do not give consent to release my home address, home telephone number and other personal data contained on this form to any person who is not otherwise authorized to receive the information under AFR 11-24, Para 5a, and AFR 12-35.

SIGNATURE

DATE PREPARED

SAC FORM APR 80 177 REVISED

PERSONNEL DATA *(This form is affected by the Privacy Act. See Privacy Act Statement on Reverse.)*

LAST THREE SERVICE SCHOOLS		COLLEGE CREDIT OR SEMESTER HOURS			
COURSE	DATE COMPLETED	NAME	HOURS	DEGREE	MAJOR SUBJECT

DUTIES LAST FIVE YEARS

DATES	TITLE/POSITION	ORGANIZATION

REMARKS

PRIVACY ACT STATEMENT

1. **AUTHORITY:** 5 USC 301, 10 USC 8012, 44 USC 3031, EO 9397.
2. **PRINCIPAL PURPOSE(S):** Provide means for directorizing insufficiently or incorrectly addressed military personal mail. Used to identify individual's background, experience, and education. SSAN is necessary to make positive identification of the individual.
3. **ROUTINE USES:** Used in delivery of mail items and locating personnel assigned to the unit/squadron. Used by supervisors needing a personal record on personnel assigned. Used locally to locate and administer programs and personnel within a squadron, staff agency, section, or office.
4. **WHETHER DISCLOSURE IS MANDATORY OR VOLUNTARY AND EFFECT ON INDIVIDUAL OF NOT PROVIDING INFO: MANDATORY.** Refusal to divulge information could result in the nondelivery of mail matter and failure to contact individual for official business or emergency matters.

ATTACH 1" X 1¼" PHOTOGRAPH HERE

☆ U.S. G.P.O. 1981-765-007/3384 REG. #6

APPENDIX F

AFLC MESSAGE

AF FORM 868

AFLC FORM 3333

LMC-2

ROUTINE

PTA: 0028 * 247 1601:45

RTTUZYUW RUVHILL3798 2471602-UUUU--RUCLMXA.
ZNR UUUUU
R 041401Z-SEP-85- 041401Z
FM OO-ALC HILL AFB UT//CC//
TO AIG 10965
INFO ZEN/OO-ALC HILL AFB UT//MMA//
BT
>UNCLAS
)SUBJ: : INITIATIVE L5AH342486
1. REQUESTED WAIVER: AFM 77-310, VOL I, PARA 2-4B(1)
2. CURRENT PROCEDURE: THE CITED REGULATION REQUIRES THAT ALL, : REPEAT ALL, VEHICLE DISPATCH REQUESTS BE ENTERED ON AF FORM 868 (REQUEST FOR MOTOR VEHICLE SERVICES).
3. PROPOSED PROCEDURE: : THE AFLC FORM 3333 (DAILY VEHICLE CONTROL SHEET) IS CURRENTLY BEING USED TO RECORD ALL CARGO, WRECKER, CRANE AND MHE RETRIEVAL DISPATCH REQUESTS ON A DAILY BASIS. DURING MOBILITY EXERCISES AND OTHER CONTINGENCY OPERATIONS, THIS FORM IS USED BY THE SUB MOTOR POOL (SMP) TO RECORD DISPATCHES. THE BASE MOBILITY PLAN IDENTIFIES THIS FORM (PREVIOUSLY OO-ALC FORM 309) AS THE PRIMARY RECORD FOR SMP DISPATCHES, TO INCLUDE TAXI DISPATCHES. REQUEST WAIVER OF AFM 77-310, VOL I, PARA 2-4B (1) REQUIREMENT TO RECORD ALL VEHICLE DISPATCH REQUESTS ON AF
PAGE 2 RUVHILL3798 UNCLAS
FORM 868. REQUEST AUTHORIZATION TO USE AFLC FORM 3333 OR AF FORM 868 TO RECORD ALL VEHICLE DISPATCH REQUESTS. EXPERIENCE WITH THE AF FORM 3333 HAS PROVEN OF VALUE IN DAILY OPERATIONS AS WELL AS DURING MOBILITY EXERCISES.
4. ANTICIPATED BENEFITS: : A DISPATCHER CAN RECORD 27 DISPATCHES ON ONE FORM, RATHER THAN USING 27 SEPARATE FORMS. EASE IN MAINTAINING APPROPRIATE RECORDS IS THE MAIN BENEFIT FOR THIS ITEM.
5. METHOD OF TRACKING: N/A.
6. SUBMITTER: SHIRLEY J. NELSON, 2849/TP, AV 458-6837.
7. COORDINATED BY 2849/XP ON 19 JULY 1985.
BT
#3778
NNNN

LGT

REQUEST FOR MOTOR VEHICLE SERVICES

DATE	TIME OF CALL
☐ RADIO TAXI ☐ U-DRIVE ☐ NONRADIO TAXI	
NAME OF REQUESTER	DUTY PHONE
NAME OF USER AND ORGN	PHONE AT LOCATION
PICKUP LOCATION	
DESTINATION	☐ DROP OFF ☐ ROUND TRIP
DATE REQUIRED	TIME REQUIRED
TIME OF DISPATCH	TIME OF PICKUP
EST USE TIME / TIME RELEASED	DISPATCHER'S INITIALS
VEHICLE TYPE	
DRIVER'S NAME	CALL NUMBER

SEE REVERSE SIDE FOR SPECIAL INSTRUCTIONS

AF FORM MAR 79 868 PREVIOUS EDITION WILL BE USED.

DAILY VEHICLE CONTROL SHEET					DISPATCHER		DATE		SHIFT				PAGE OF PAGES
									TIME				
ADM NO.	VEHICLE TYPE	OPERATOR	REQUESTER	REPORT TO	PHONE NUMBER	REPORTING ADDRESS	DESTINATION	MATERIEL OR PASSENGER	CALL REC'D	TO REPORT	DIS-PATCHED	IN/LAG	REMARKS

REDUCED COPY

ORIGINAL IS LEGAL SIZE

AFLC FORM JAN 81 3333

END

DTIC

4-86