BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE PAMPHLET 23-113
1 MARCH 1996

Supply

THE SUPPLY OFFICER GUIDE

This pamphlet tells new supply officers how to transition from the civilian world or from another Air Force specialty. It applies to active duty, US Air Force Reserve, and Air National Guard officers. It may not have all the answers you require; however, it was written by a cadre of select supply officers with a combined total of over 179 years of supply experience. Data was extracted from AFM 67-1, *USAF Supply Manual*, AFMAN 23-110, *USAF Supply Manual*, and supply schoolhouse course material. Send comments and suggested improvements on AF Form 847, **Recommendation for Change of Publication,** through channels to HQ USAF/LGSP, 1030 Air Force Pentagon, Washington DC, 20330-1030. With your help, we can always assure this guide remains a valuable and quality tool to assist our supply officers, both newcomers, and experienced officers alike.

Paragraph

Supersedes AFP 67-6, 9 May 1986
OPR: HQ USAF/LGSP (Col Al Smith)

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Tables

Attachment

Chapter 1

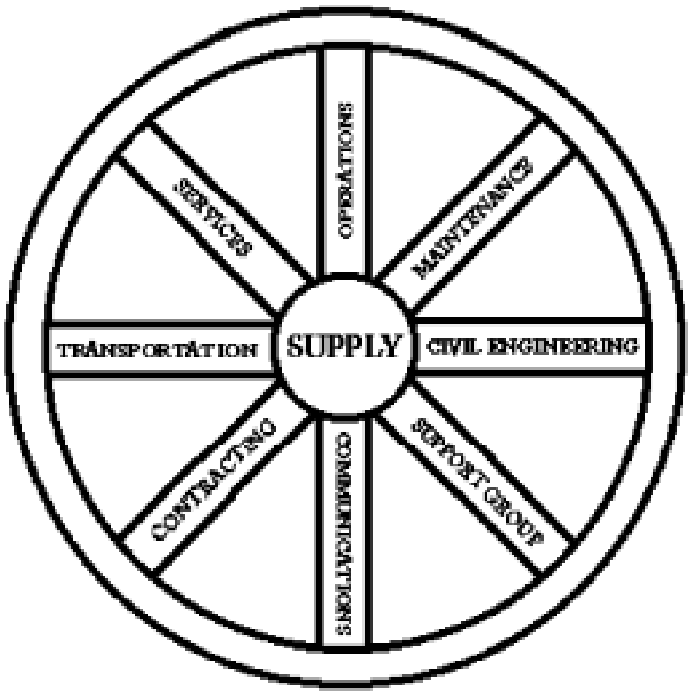
INTRODUCTION

1.1 Welcome. Welcome to the Supply Officer Career field! You are a vital part of the Logistics Officer Corps. Lt. General John Nowak, former HQ USAF/LG, said, "As we reduce our manpower and infrastructure, we must raise logisticians who understand the interrelationships between maintenance, supply, transportation ... Logisticians who are broad-based and understand more than one aspect of the logistics process." Without a good logistics system, our aircraft could not fly and our missiles could not be launched. The Air Force depends upon logisticians and the logistics community depends upon the supply officer for mission success. You are a vital link to the success of our mission. We have developed this pamphlet to assist you in becoming the best supply officer possible, meeting the challenges that every supply customer will give you, from the Wing Commander to the lowest ranking Airman on the flightline.

1.2 Overview. We have divided this pamphlet into 12 chapters. We have begun with an overview of the logistics career field, moving then to the supply officer's role with a paper written by Lt. Col Grace Moore, AIA/LGS. Next we will address the Supply Officer Training program, outlining the type of training available to you, from basic supply training to the Advanced Logistics Officer Course (ALOC). Then, we will outline the Air Force Supply Policy Structure, the objective Wing structure, and finally the base-level supply organizational structure, to include flight responsibilities. Once we have laid out the organizational structure, we will discuss the dual roles you as a supply officer will have, first as a customer of the wholesale suppliers, such as the Defense Logistics Agency (DLA) and the General Services Administration (GSA) and secondly, as a supplier to your retail customers. We will outline the automated systems you will employ and their interfaces, the support relationships between the host and satellite accounts and the support you will get from the Defense Information Systems Agency (DISA) Megacenters. Next we will move to supply contingency support and we'll conclude with taking you through the quality journey, and leaving you with some tips for success, including leadership and management tips, and some references to assist you in your duties as an Air Force Supply Officer.

1.2.1. As you progress, you need to focus on the Air Force mission, that is "to fly and to fight". It is a proven fact that "they don't fly without supplies and fuel" and it is your job to ensure the wing gets the supply and fuels support required to meet its mission.

Figure 1.1. Supply---The Hub Of Mission Support Operations.



" You want to know just how **important a role the supply community plays** in the Air Force---**Let Me Tell You**!! **Every** organization depends on **timely and effective** mission support from supply. Without it---**no Air Force mission could be accomplished. Supply** is the **vital hub** of **mission support** and don't you ever forget it!!" Col Al Smith, HQ USAF/LGS

Figure 1.2. Supply Fuels Specialty Badge.

1.2.2. Again, welcome to the supply side of logistics. Once eligible, we hope you will wear your Supply-Fuels Officer Specialty Badge with pride. Good luck in your new job and good reading!

Chapter 2

THE LOGISTICS CAREER FIELD

2.1. Conceptual Framework. Officers with broad experience are better prepared for command and senior officer positions. For example, the Logistics Group Commander manages supply, transportation, maintenance, logistics plans, and contracting. Hence the movement to the logistics AFSC at the field grade officer level. The logistics career field provides opportunities for officers among all logistics disciplines to crossflow between AFSCs to gain a better understanding of the whole logistics process. Bridge courses have been specifically developed within each logistics discipline to provide respective students an avenue to move from one logistics career field to another.

2.2. Logistics Officer AFSC Structure. This new AFSC structure went into effective 31 October 1995. Prefixes and Suffixes are used to identify commander billets, nuclear billets, etc.

Figure 2.1. Logistics Officer AFSC Structure.

Effective 31 October 1995

Career Area	AFSC	Air Force Specialty
Logistics	20C0	Logistics Group Commander
	21LX	Logistician
	21SX	Supply
	21MX	Space and Missile Maintenance
	21AX	Aircraft Maintenance
	21GX	Logistics Plans and Programs
	21TX	Transportation
	21XX or 64PX	Contracting

2.3. Logistics Career Path Figures 2.2 and 2.3 illustrate what happens to career progression when the barriers between disciplines are eliminated. Initial accessions will enter their core discipline where they are expected and required to develop an in-depth working knowledge. After initial assignment, a wide range of opportunities are available for crossflowing. The career path illustrates that the stovepiped paradigm is eliminated and forces the young officer to look across traditional discipline barriers. As illustrated by the career path, there are plenty of challenges and opportunities available to our logistics officers.

Figure 2.2. Logistics Career Pyramid.

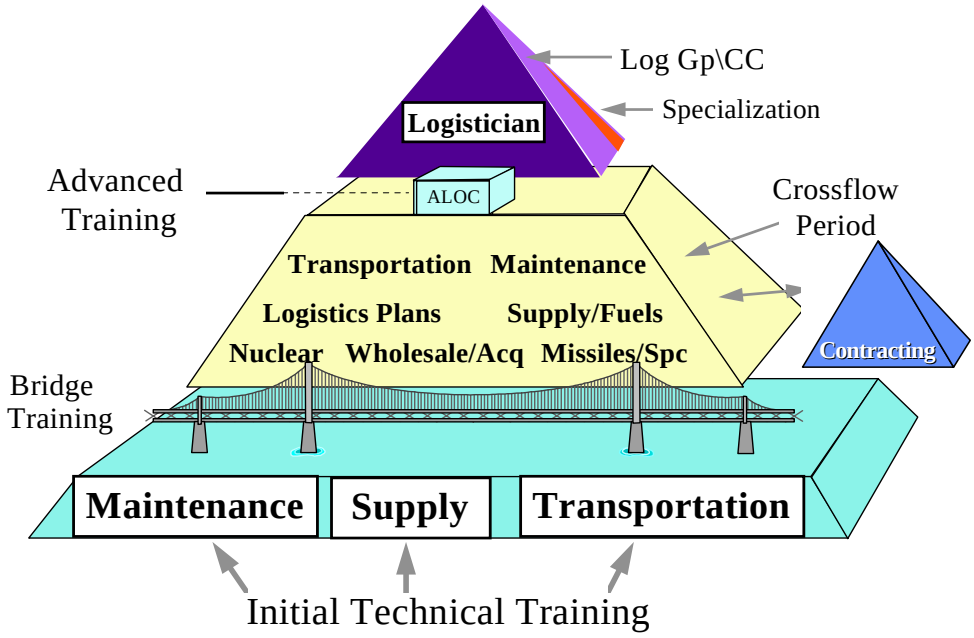


Figure 2.3. Logistics Career Path.

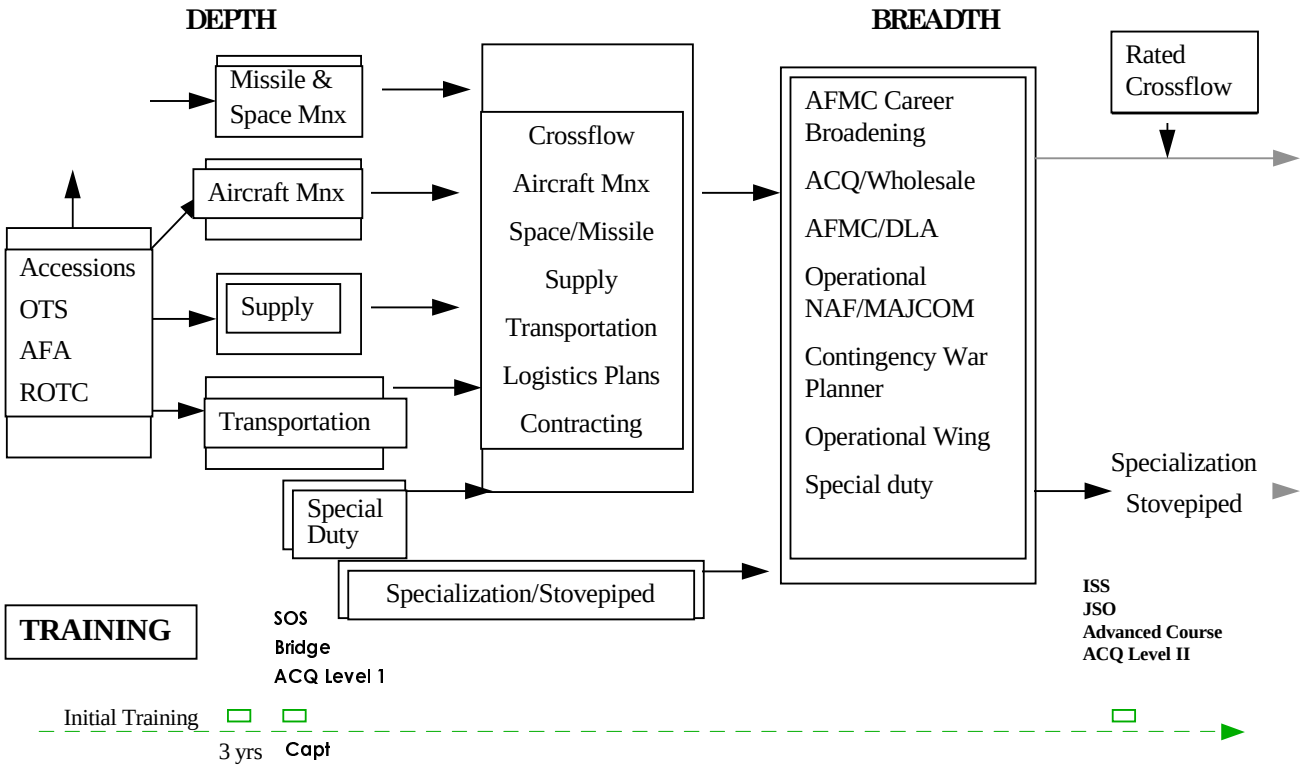
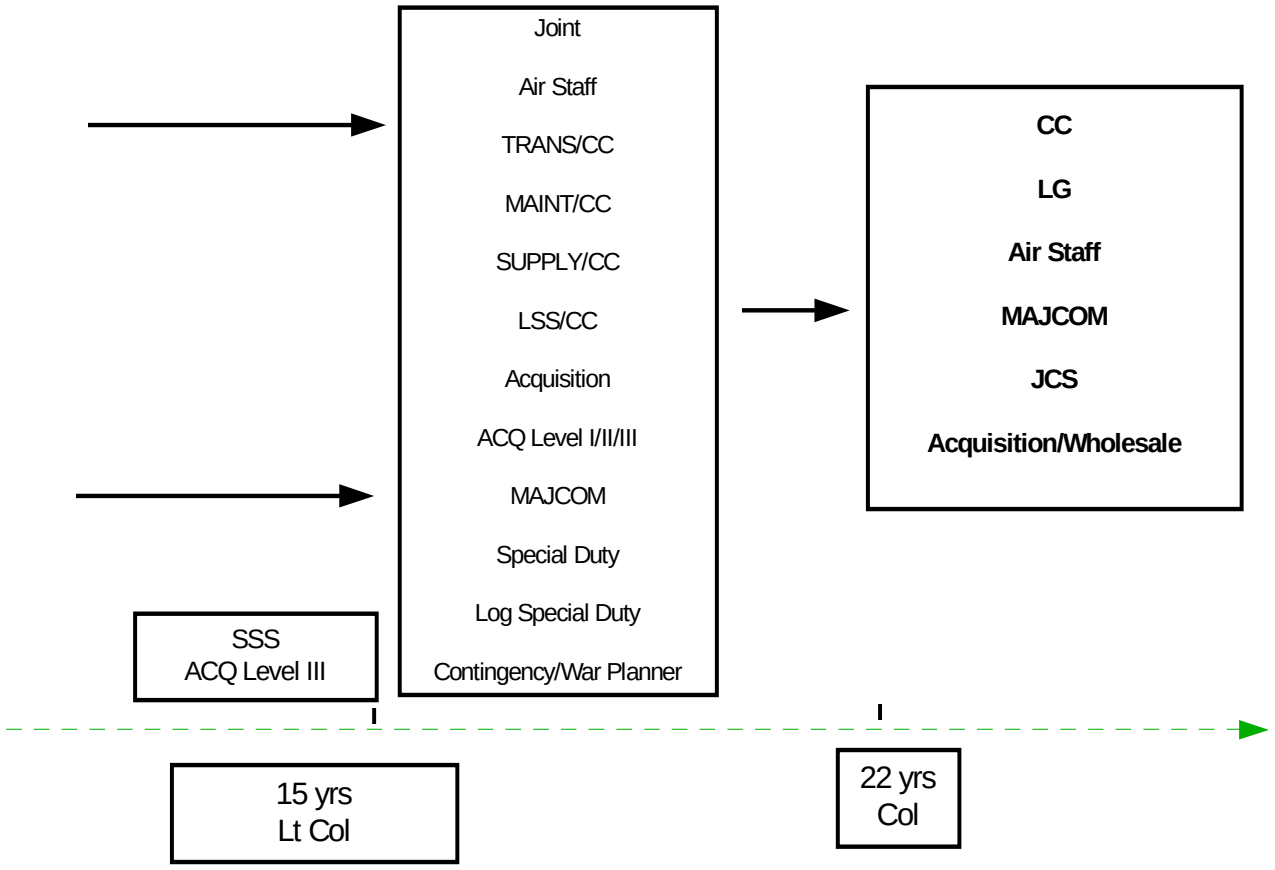


Figure 2.3. Logistics Career Path Continued.



Chapter 3

THE SUPPLY OFFICER'S ROLE

3.1. The Leadership Challenge. The following was taken from an article written by Lt. Colonel Grace Moore, AIA/LGS. She is a below-the-zone Lt. Colonel, with a wide array of supply experience, most recently serving as the commander of the supply squadron at Barksdale AFB, LA. She referenced the draft *Supply Management Officer Career Field Education and Training Plan* (1 May 95), AFR 144-1, *Fuels Management*, and AFP 144-3, *A Pamphlet For Fuels Managers* in her article.

3.1.1. It's an exciting time to be a supply management officer. Austere times, with continuing congressional downsizing efforts, accompanied by a reduced budget, necessitates looking at more cost effective and efficient processes to provide supply support to the warfighter. This field encompasses a wide spectrum of materiel management disciplines. The supply officer provides supply support to a variety of sophisticated ground, airborne and technical Air Force weapon systems. Supply leaders work mainly the retail supply but provide a significant volume of support to the wholesale community. They define mission requirements, manage high dollar inventories, and provide timely distribution of assets. These difficult times and new challenges in materiel management afford unique leadership opportunities.

3.1.2. A little over fifty percent of all authorized supply operations officer positions are at the second lieutenant through major level. The rest are supply management staff officer positions at the field grade level.

3.1.3. The supply management officer at the retail level provides support to base/wing missions. A base supply consists of five flights under the leadership of a supply squadron commander. The squadron commander, which is normally a field grade officer, wears two hats; one as the accountable officer or the chief of supply, and the second as the commanding officer. To command a squadron is truly one of the most rewarding positions to any officer. In the supply arena, this is especially challenging because of the high dollar inventories which range in the millions of dollars, and the leadership responsibility for several hundred personnel.

3.1.4. The five flights are generally organized into the Materiel Management, Combat Operations Support, Management and Systems, Storage and Distribution, and Fuels Management Flights. Each of the above flight commanders are usually

company grade officers who plan, organize, direct, manage, and operate supply and fuels management systems. The Fuels Management Flight Commander (FMFC) generally is the accountable officer for the petroleum account.

3.1.5. Supply officers plan and organize programs which support the wing mission for both airborne and non-airborne activities. They determine and establish organizational structure, personnel, and facility requirements, and make use of the most efficient space available for weapon system inventories. This also involves planning, determining, organizing, and scheduling formal training requirements, ensuring their personnel are properly trained. For example, in the Combat Operations Support Flight, the flight chief ensures the Mobility Readiness Spares Packages (MRSPs) are always maintained in optimum condition for rapid deployment in support of any contingency.

3.1.6. Supply managers administer and direct the retail supply, equipment, and fuels activities. These activities consist of financial, inventory, materiel facilities, and environmental management. These challenges involve determining, procuring and projecting materiel requirements, along with assessing current stock levels, equipment allowances and authorizations. In the fuels management flight, officers direct all fuels operations activities such as receipt of fuel from pipelines, trucks, rail cars, or marine vessels. In addition, they are responsible for the fuel dispensing systems, bulk storage facilities, cryogenics productions and storage, and the test and evaluation of fuels samples.

3.1.7. One of the main responsibilities of any officer is to prepare their organization for both its peacetime and wartime missions. This also applies to the supply field. Supply officers coordinate with staff and operating units on spares, equipment, and fuels activities necessary for mission accomplishment. This involves wartime planning and conducting exercises for mobility readiness.

3.1.8. Officers in the supply field are responsible for the accountability of all supply and fuel assets. This means strict compliance with all directives. Accountable officers implement approved standards, criteria, and safety measures. In addition, the FMFC resolves technical problems to safeguard against fire hazards.

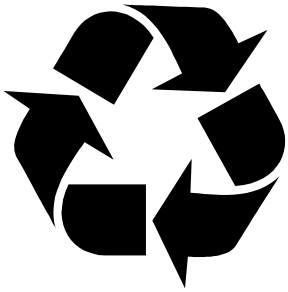
3.1.9. At the wholesale level, supply officers support the Air Force Materiel Command's five Air Logistics Centers (ALCs): Warner Robins (WR-ALC), Sacramento (SM-ALC), Oklahoma City (OC-ALC), Ogden (OO-ALC), and San Antonio (SA-ALC) depot operations. They are responsible for depot weapon system programs and life cycle support. This is a very challenging and interesting aspect of materiel management consisting of many different wholesale support and inventory disciplines. Many of the functions described above apply to the depot level. In addition, supply officers have the opportunity to work in the joint arena with the DLA and their many centralized support centers. Both jobs in AFMC or DLA involve materiel management responsibilities in support of the air logistics centers and support to the retail community; whereas the retail supply job provides operational support to the wing warfighter missions.

3.1.10. As you can tell from the above paragraphs, supply officers can work at the retail or wholesale level. In any of these areas, you'll gain invaluable leadership and managerial experience. In our career progression, as we strive to be a logistician, accountability for government property is inherent in whatever we do. The supply field will enhance your knowledge and compliment your experiences in the other logistics disciplines.

3.2. Lean Logistics Advocate. We have included a separate topic to discuss the role that supply officers play to implement lean logistics within the wing. While the supply systems identify the assets for ease of processing, it's your job to continually improve the processes to ensure reparables are moved to the repair facilities by the fastest means possible. The goal of lean logistics is to enhance combat capability while reducing annual operating costs. This is accomplished by adopting state-of-the-art business practices and streamlined processes by reducing infrastructure throughout the Air Force logistics community. These components include: smaller inventory, high velocity, reliable delivery, optimum repair flow, continuous improvement, and a determination to reduce investment. Base processes include: lean/two-level maintenance, smaller/tailored stocks, streamlined support packages, and a lighter mobility footprint. Together, with others members of the logistics team, you, the supply officer, serve as the lean logistics advocate.

3.3. Environmental Stewardship. A topic of paramount concern today is the protection of our natural environment, inland and coastal waterways, our lands, and our air. This area has the highest level of interest, and as such has rallied a call-to-arms to take quick action. The Air Force has taken a proactive approach toward the protection of our natural environment. This protection includes restoration and preventative actions. Programs such as the Environmental Compliance Assessment Management Program (ECAMP), Hazardous Materiel Pharmacy (HAZMART) and leak detection for underground petroleum systems are examples of this approach.

Figure 3.1. Recycling For Tomorrow.



3.3.1. ECAMP is a method to internally and externally view the environmental well being of your base. This is accomplished by a series of annual assessments conducted by base personnel and by your MAJCOM every two years. The HAZMART provides your base with a one stop storage/issue point for hazardous materiel for the base population. It allows organizations to receive/use partial containers of materiel, then return the unused portion to the HAZMART for issue to another customer. Another feature of the HAZMART could provide a fluorescent bulb crusher/separator and a aerosol can crusher to reduce hazardous waste for disposal. Leak detection systems are instrumental in reducing contamination of ground soil and the aquifer that effect the water table of many locations. These examples highlight the continuing emphasis the Air Force is putting on environmental issues. As you can see, supply officers have an important role to play as you manage both hazmat type supplies and fuel for the Air Force. Environmental stewardship is paramount and it's your job to ensure both you and your boss stay out of jail.

3.4. Types Of Assignments. If you have ever looked through the supply officer openings on the Air Force Personnel Center (AFPC) Officer Electronic Bulletin Board, you may have noticed openings available throughout the world in an array of positions. You can expect to see supply officers filling positions at base-level, Numbered Air Forces, MAJCOMs, and the Air Staff. Supply officers work at both the retail and wholesale level, with a number of positions in AFMC and DLA. Joint positions may be found for fuels qualified supply officers in both the unified commands and within the Defense Fuels Supply Center (DFSC).

3.4.1. Additionally, you will find supply officers working at HQ Standard Systems Group (SSG), the Air Force Logistics Management Agency (AFLMA), the supply schoolhouse, and at AFPC. You will also find supply officers assigned as exchange officers in foreign countries, and working on Foreign Military Sales (FMS) programs. Of course supply officers also have an opportunity to have the premier supply officer position, that of supply squadron commander. The competition is keen to get a commander's billet, but with the right attitude and supply background, a position should come your way, if you're up to the challenge.

Chapter 4

THE SUPPLY OFFICER TRAINING PROGRAM

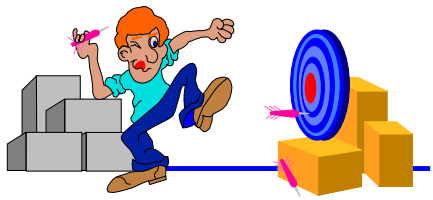
Figure 4.1. Training Tools.

4.1. Mission. Col Al Smith, HQ USAF/LGS, said "Preparing Supply Officers to meet the challenges of an ever-changing and dynamic world of logistics is the prime goal of the training program." The wide diversity and vital nature of Air Force missions demand nothing less than "**on time--on target"** supply support **each time--every time** both in a peacetime and wartime environment. Our career field recognizes the scope of responsibility, accountability, and mission support challenges that is inherent with every supply officer position. As such, the compelling need for developing knowledgeable, experienced and mission oriented supply officers to fill these challenging positions has been well established over time and is even more critical in today's environment. With the dynamics of an ever-changing world---we in supply recognize the need to be flexible---to change. But in order for change to be successful, three things must happen: **one must accept change, one must understand change, one must manage change.** We in supply have done all three and have changed our training program to respond to present and future requirements.

4.2. Philosophy. Now that the Air Force has embarked on a **new** philosophy of developing **"logisticians"** vice separate disciplines in the long term--the need for developing a strong cadre of core supply discipline officers is even more paramount. Accordingly, the entire supply officer training program has been revamped, from top to bottom with every course being totally rewritten to properly challenge and prepare the supply officers of today, tomorrow and the future. In addition, the Supply Officer Training Program also provides supply officers an Advanced Supply Management Course and Chief of Supply Stock Fund Course to further enhance their management skills and knowledge. Additionally, a full range of Air Force Institute of Technology (AFIT) logistics courses numbered 199-499 are available for supply officers to attend and further compliment their logistics training and professional development.

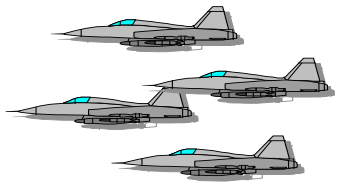
4.3. Training Scenario. Today, **all** officers entering the supply career field will attend one of two **"core discipline"** training courses. Officers entering the career field from civilian life attend the 12-week initial course. Officers cross-flowing from another logistics discipline, attend the 4-week bridge course. The major difference in the two courses is that the initial course allows the students to participate in more problem solving and hands-on type exercises, while the bridge course tends to rely on the officer's previous logistics background, experiences, and knowledge, limiting most topics to discussion and read-ahead course preparatory material. **All** officers, however, regardless of entry origination, participate in either the 90-day base-level supply rotational orientation (initial) or 60-day base-level supply rotational orientation (bridge) prior to attending the in-residence course at Lackland AFB, Texas. We are the only career field that uses the base-level rotational orientation program as part of our overall training program. Officers attending the in-residence courses have validated the orientation program as being a valuable tool which is highly conducive to the overall learning process.

Figure 4.2. On-Target Training.



4.4. Initial Course. The initial 12 week **"core discipline"** course is also offered in a split Phase I (6 weeks) and Phase II (6 weeks) to accommodate the special training needs of the "traditional" Air National Guard and Air Force Reserve Officers. Although the course is offered in two phases, it must be completed within two years to retain its integrity and quality. The bottom line in the supply community is that every officer that wears the Supply badge and carries the Supply AFSC is expected to be fully trained and qualified to meet the same "world class" quality standards of an Air Force Supply Officer. They are expected to be ready to perform with the same level of knowledge and experience in meeting their peacetime and wartime responsibilities. We in Supply train our officers with a **"total force"** attitude in a **"total force"** environment. A fully trained supply officer is a **"fully capable"** supply officer regardless of what part of the **"total force"** they represent.

Figure 4.3. Warfighter Focus.



4.5. Real World Focus. All of our Supply Officer courses are very dynamic, keenly focused on resource management, mission support, problem solving, analysis, etc. They superbly challenge the officers judgment/leadership skills with **"real world scenarios"**---which they will utilize throughout their career. Suffice it to say, officers that graduate from the supply officers courses today---will be the most finely focused, critically challenged and properly prepared officers that have ever come into the supply career field. These courses will not only prepare them for the immediate positions they will occupy by providing them with a **"core competency"**, but will serve as a strong foundation upon which they can continue to build their successful careers as **Air Force logisticians**.

Table 4.1. Initial Course Training Outline
Behavioral Statements

1. Introduction to the Air Force Supply System:
1.1. Air Force Logistics Systems
1.1.1. Define the term logistics
1.1.2. List the responsibilities of each logistics discipline
1.1.3. Identify levels of the supply system from customer through retail to wholesale and their responsibilities
1.2. Objectives of Supply
1.2.1. State the role of supply in supporting the Air Force mission
1.2.1. Determine the implications of AFR 20-14, DoD 4140.25M, and other pertinent directives, in terms of asset visibility, control, and accountability
1.3. The Supply Organization
1.3.1. Explain responsibilities of each policy level of the Air Force Supply structure
1.3.2. Identify the responsibilities of flights within the Base Supply Organization
1.3.3. Describe the relationship of Base Supply to other base organizations
2. Basic Fundamentals of Supply:
2.1. Supply Publications
2.1.1. Identify publications required for researching supply problems, procedures, or functional responsibilities
2.1.2. Research and interpret AFM 67-1 and AFMAN 23-110 to determine the proper course of action for supply problems/procedures
2.2. Identify selected supply data elements
2.3. Identify the basic transaction processes within the SBSS
2.4. Automated Supply Systems Support
2.4.1. Describe the automated system supporting the SBSS
2.4.2. Describe the post-post process
2.4.3. Describe the computer support base interface with satellite accounts
2.4.4. Identify the methods of data transmission
2.4.5. Solve a data transmission problem
2.4.6. Identify the purpose of the terminal/PC security program
2.4.7. Analyze selected supply problems to determine appropriate microcomputer applications
2.4.8 Describe the objective of rejects and management notices
2.4.9 Solve a rehoming problem
2.5. File maintenance
2.5.1. Identify record types
2.5.2. Analyze selected supply problems to determine whether to load, change, or delete item records
2.5.3. Correlate the purpose/management uses of the following processes/products:
2.5.3.1. SNUD
2.5.3.2. I&SG
2.5.3.3. M14
2.5.3.4. R02
2.5.4. Analyze selected supply problems to determine appropriate retrieval methods
3. Issue and Requisitioning Processes:
3.1. Issue/Due-out Process
3.1.1. Diagram the issue/due-out process
Table 4.1. Continued.
3.1.2. Evaluate selected due-out review and validation listings to determine corrective actions for potential problems
3.2. Mission Capability (MICAP) Processing
3.2.1. Diagram the MICAP reporting system
3.2.2. Evaluate MICAP cause and delete codes to determine corrective actions
3.2.3. Conduct a mock stand-up MICAP briefing
3.3. Requisitioning

3.3.1. Explain the Military Standard Requisitioning and Issue Procedures (MILSTRIP) process
3.3.2. Diagram the requisitioning process
3.3.3. Identify the objectives of the Tracer Action Required (TAR) and Materiel Obligation Validation (MOV) programs
3.3.4. Interpret applicable reports and inquiries to resolve requisitioning problems
3.4. Analyze supply support indicators to determine their impact on the account
4. Repair Cycle Management Process/Due-in From Maintenance (DIFM):
4.1. Diagram the repair cycle process
4.2. Identify selected data from the repair cycle record
4.3. Explain the use of DIFM detail records to control assets
4.4. Explain the following programs:
4.4.1. Awaiting Parts (AWP)
4.4.2. Critical Item
4.4.3. Time Compliance Technical Order (TCTO)
4.4.4. Time Change
4.5. Explain supply point procedures
4.6. Explain the two-level maintenance concept
4.7. Interpret reports and inquiries to solve a recoverable asset problem
4.8. Analyze supply support indicators to determine their impact on the account
5. Stockage Policy:
5.1. Principles of Stockage Policy
5.1.1. Identify the layers of inventory
5.1.2. Determine the costs involved in establishing inventory levels
5.1.3. Explain the concept of Economic Order Quantity (EOQ)
5.1.4. Explain the concept of a reorder point
5.2. Stockage Policy for Consumable Items (XB3)
5.2.1. Identify data elements on the item record used to compute demand levels for consumable items
5.2.2. Identify the criteria used to determine the range of stock for consumable items
5.2.3. Identify the factors used to determine the depth of stock for consumable items
5.2.4. Solve a consumable item stockage problem
5.3. Stockage Policy for Reparable Items (XF3/XD2)
5.3.1. Identify data elements on the item record and repair cycle record used to compute demand levels for reparable items
5.3.2. Identify the factors used to determine the range and depth of stock for reparable items
5.3.3. Differentiate between how reparable and consumable demand levels are established
5.3.4. Solve a reparable item stockage problem
5.4. Wholesale Requirements/Data Systems
5.4.1. Identify selected wholesale requirements/data systems
5.5. Adjusted Stock Levels
5.5.1. Explain the purpose of adjusted stock levels
5.5.2. Identify the processes used to establish and maintained adjusted stock levels
5.5.3. Solve an adjusted stock level problem
5.5.4. Explain the use of selected Spares Support Lists
Table 4.1. Continued.
5.5.5. Explain the use of mission change data
5.5.6. Solve a mission change data problem
5.6. Excess
5.6.1. Identify the types of excess
5.6.2. Explain the impact of the Air Force/DoD stock retention policy on the SBSS
5.6.3. Explain the excess reporting process
5.6.4. Solve selected excess problems

5.7. Analyze supply support indicators to determine their impact on the account
6. Equipment Management:
6.1. Diagram the equipment management process
6.2. Explain the authorization/allowance process
6.3. Explain how equipment requirements are forecast
6.4. Describe the AFEMS process
6.5. Identify selected equipment management programs
6.6. Analyze equipment reports and inquiries to determine actions necessary to resolve equipment asset management problems
6.7. Analyze supply support indicators to determine their impact on the account
7. Air Force Stock Fund:
7.1. Diagram the Air Force stock fund process
7.2. Explain the Air Force budget process
7.3. Explain the Stock Fund Operating Program (SFOP)
7.4. Identify the impact various stock fund transactions have on the stock fund ratio(s)
7.5. Explain how the Materiel Acquisition Control Record (MACR) factors are applied to control submission of requisitions
7.6. Solve a stock fund problem
7.7. Explain the base procured investment equipment funding process (3080, Budget Code Z)
7.8. Explain how specified transactions affect the supply account
7.9. Explain elements of the Depot Level Reparable (DLR) program
7.10. Solve selected DLR problems
7.11. Identify the concepts of the Defense Business Operations Fund(s) (DBOF)
7.12. Explain end-of-year close-out procedures
7.13. Analyze supply support indicators to determine their impact on the account
8. Principles of Storage and Distribution:
8.1. Explain the principles of storage and materiel handling
8.2. Describe the key types of storage facilities
8.3. Diagram the materiel flow
8.4. Explain the Storage and Issue process
8.5. Explain the application of mechanized materiel handling systems and storage aids
8.6. Explain selected storage and distribution programs
8.7. Identify special storage and handling requirements
8.8. Identify the impacts of:
8.8.1. AFOSH
8.8.2. Environmental Protection Agency (EPA)
8.8.3. Resource protection
8.9. Solve a warehouse management problem
8.10. Solve a storage and distribution problem
8.11. Analyze supply support indicators to determine their impact on their account
Table 4.1. Continued.
9. Inventory/Management Control Processes:
9.1. Diagram the document control process
9.2. Diagram the inventory control process
9.3. Explain selected transactions/programs that affect account integrity
9.4. Analyze selected management products to resolve an inventory control problem
9.5. Analyze supply support indicators to determine their impact on the account
10. Supply Mission Support Concepts and Operations:
10.1. Explain the bench stock process
10.2. Explain the retail sales process

10.3. Identify other selected supply support activities
10.4. Explain the weapon system support process
10.5. Analyze supply support indicators to determine their impact on the account
11. Basic Fundamentals of Fuels:
11.1. Major fuels publications
11.1.1. Identify publications required for researching fuels problems, procedures, or functional responsibilities
11.1.2. Interpret selected publications to determine responsibilities, procedures, or proper course of action for problems
11.2. Identify selected fuels and cryogenics safety concerns
11.3. Identify selected environmental concerns
11.4. Identify the functions of Fuels Automated Management System (FAMS) components
11.5. Define the relationship of the fuels officer with DFSC
11.6. Analyze problem scenarios to determine through which agency the fuels officer will coordinate appropriate actions
12. Fuels Flight Organization:
12.1. Identify the components within the Fuels Flight
13. Fuels Operations:
13.1. Identify the responsibilities within the Fuels Control Center (FCC)
13.2. Interpret data on AF Form 824 log sheets to identify problems and corrective actions
13.3. Identify the responsibilities of the distribution element
13.4. Identify the responsibilities of the storage element
14. Fuels Quality Control & Inspection (QC&I):
14.1. Identify the functions of Quality Control and Inspection (QC&I)
14.2. Analyze selected Quality Control and Inspection reports to identify adverse trends or adequacy of corrective actions
14.3. Analyze selected laboratory scenarios to determine required actions
15. Fuels Accounting and Administration:
15.1. Identify responsibilities of administration
15.2. Identify FMFC responsibilities in accounting
15.3. Diagram the requisitioning process
15.4. Determine corrective actions for selected resupply problems
15.5. Diagram the forms flow process during fuels receipts and issues
15.6. Determine corrective actions for excessive gains/losses
15.7. Audit selected inventory management documents for accuracy
15.8. Analyze the daily document folder to identify and resolve adverse trends
15.9. Define various fuel sales transactions
15.10. Explain the fuels stock fund process
15.11. Analyze a problem scenario to generate a REPOL report
15.12. Differentiate between the purpose of CFMS and Bulk Petroleum Facilities Report (506 Report)
15.13. Describe the management tools and computer systems available for decision support
15.14. Analyze problem scenario using selected management tools and computer systems and appropriate corrective action
Table 4.1. Continued.
16. Fuels Support:
16.1. Identify the functions of fuels support
17. Vehicle Management:
17.1. Explain the vehicle authorization process
17.2. Calculate refueler authorizations using published allowance standards and computer systems
18. Support Agreements:
18.1. Identify various types of support agreements
19. Fuels Environmental Concerns.
19.1. Identify the Base Environmental Coordinator’s role as it relates to fuels management
19.2. Define selected aspects of federal, state/local compliance guidelines

19.3. Solve a fuel spill problem scenario
19.4. Describe the various facility designs required by environmental guidelines
19.5. Differentiate among the various the various categories of hazardous materiel
20. Contingency/Wartime Mission Support:
20.1. Identify the purpose of selected operations plans
20.2. Identify the purpose of selected fuels support planning documents
20.3. Evaluate selected fuels support planning documents to determine adequacy of support for the mission
20.4. Differentiate between the wartime supply organizational structure and the peacetime structure
20.5. Activate a Supply Readiness Control Center to implement both wartime and peacetime plans
20.6. Explain the purpose of war readiness materiel (WRM)
20.7. Diagram supply action in support of mobility deployments
20.8. Describe the purpose of bare base equipment
20.9. Describe the purpose of selected wartime computerized management systems
20.10. Operate selected wartime computerized management systems
20.11. Analyze Status of Resources and Training System (SORTS) reports to identify potential problems and required management actions
20.12. Identify Operations Security (OPSEC) vulnerabilities within supply
20.13. Analyze supply support indicators to determine their impact on the account
20.14. Conduct an automated post-post exercise
21. Analysis of Supply Support:
21.1. Explain the Analysis Element's role in assessing supply effectiveness
21.2. Explain selected internal analysis programs
21.3. Analyze problem scenarios to identify potential fraud, waste and abuse
21.4. Describe selected oversight programs/agencies
21.5. Manpower requirements
21.5.1. Identify manpower requirements
21.5.2. Define the use of selected personnel listings
21.5.3. Analyze selected manning documents to determine current and projected strength
21.6. Analyze supply support indicators to determine their impact on the account
21.7. Present a "How Goes It" briefing
22. Supply Officer Professional Development:
22.1. Diagram the career development path
22.2. Diagram the enlisted/civilian career ladder
22.3. Differentiate between award categories
22.4. Describe the AF job rotation program
22.5. Describe the future directions of Air Force Supply

4.6. Supply Officer Base-Level Rotational Orientation. Each Chief of Supply uses a similar base-level rotation plan as outlined in Table 4.2 below. Major C. J. Jandt, Supply Squadron Commander at Osan AB, Republic of Korea and Major P.F. Waring, Supply Squadron Commander at Grand Forks AFB, North Dakota provided the genesis for the program we have outlined here.

Table 4.2 Supply Officer Base-Level Rotational Orientation Program.

FLIGHT	ELEMENT	90 Day Rotation Program	60 Day Rotation Program
Materiel Storage & Distribution		3 weeks	2 weeks
	Receiving	3 days	2 days
	Storage and Issue	2 days	2 days
	Pickup & Delivery	3 days	1 day

	Bench Stock	2 days	1 day
	Inspection	3 days	2 days
	After Hours Support	2 days	2 days
Combat Operations Support		3 weeks	2 weeks
	Parts Store / RSPs	5 days	4 days
	Mobility Bags	2 days	1 day
	Shop Service Center	5 days	3 days
	MICAP	3 days	2 days
Materiel Management		3 weeks	2 weeks
	Retail Sales	3 days	1 day
	Stock Control	5 days	4 days
	Equipment Management	5 days	4 days
	Customer Service	2 days	1 day
Management & Systems		2 weeks	1 week
	Inventory	2 days	1 day
	Document Control	2 days	1 day
	Remote Processing Station	2 days	1 day
	Funds Management	2 days	1 day
	Procedures & Analysis	2 days	1 day
Fuels Management		2 weeks	1 week
	Management	1 day	1/2 day
	Quality Control & Inspection	2 days	1 day
	Fuels Operations	2 days	1 day
	Bulk Storage	2 days	1 day
	Hydrants	2 days	1 day
	Fuels Support	1 day	1/2 day

Note: The Chief of Supply (COS) will hold weekly meetings with the officers in training to ensure satisfactory progress with this orientation program and to discuss the quality of training being received. Actual length of this program is flexible, as determined by the COS, based upon the individual officer's progress and past experience level. If an officer is ready before the 60/90 period is complete, the COS will contact HQ USAF/LGSP for concurrence to proceed with in-residence training. The COS will document the officer's progression on a locally developed form or the CTS, prior to the officer taking the bridge course "read ahead" test. The ultimate success of this program depends on pro-active Chief of Supply involvement.

Figure 4.4. Supply Officer Courses.

SUPPLY COURSES

COURSE NUMBER	TITLE	LOCATION	USER
L3OBR21S1 004	**Supply Operations Officer**	**Lackland**	**AF**
Initial skills course. For all new 21Sx accessions. Attendance required within 6-months of entering the supply career field. Officers must spend a 90-day orientation period in a field-level base supply, rotating through each flight and element prior to attending formal training.			
L3OLR21S1 000	**Supply Operations Officer**	**Lackland**	**AF**
Bridge Course for logistics officers possessing a fully qualified logistics officer AFSC. The officer must spend a 60-day			

orientation period in a field-level base supply, rotating through each flight and element prior to attending formal training.

L6OLU21S1 000 Supply Operations Officer **Lackland** **AF**
Supply Operations Officer (Read Ahead for Bridge Course) For officers fully qualified in another logistics AFSC and seeking supply qualification. Read ahead material for Supply Operations Officer Course L3OLR21S1 000.

L3OAR21S3 000 **Advanced Supply Management** **Lackland** **AF**

Advanced Skills Course. For Captains and above, with a minimum of six years supply experience.

L3OZR21S4 001 **Stock Fund for Chiefs of Supply** **Lackland** **AF**
For Chiefs of Supply and their deputies

LOGISTICS COURSES

PDS Code WR7 (WLOG 199) **Introduction to Logistics** **Wright Patterson** **AF**
For 2nd Lieutenants thru Majors pending assignment to any logistics career field from a non-logistics speciality.

PDS Code 1L4 (WLOG 299) **Combat Logistics** **Wright Patterson** **AF**
For Captains with a SECRET security clearance.

PDS JBH (WLOG 399) **Strategic Logistics Management** **Wright Patterson** **AF**
For Majors through Lieutenant Colonels and five to eight years in a logistics career field is highly desirable.

PDS JBJ (WLOG 499) **Logistics Executive Development** **Wright Patterson** **AF**
For Lieutenant Colonels through Colonels in a logistics career field specialty.

MASLD178007 **Logistics Management Graduate Program** **Wright Patterson** **AF**

ACQUISITION COURSES **PROVIDER** **USER**

CDC 6611 **Introduction to Acquisition Management** **ECI** **AF**

Figure 4.4. Continued.

AFIT SYS 200 Transportable **Acquisition Planning and Analysis** **AFIT** **AF**

ADVANCED LOGISTICS OFFICER COURSE (ALOC)

L3OLR21L1 000 **Advanced Logistics Officer** **Lackland** **AF**
Advanced Logistics Skills Course, for field grade officers in preparation for the fully qualified logistics AFSC 21L1. The course goal is to develop an officer who understands and is able to manage the balance and interface of the integrated elements of the logistics process to produce maximum support for the warfighting, operational, and training missions. The main thrust includes: managing the integrated logistics process at unit and staff level; relating the integrated logistics process to joint warfighting; to

include the wide spectrum on wholesale and retail logistics;
optimizing the acquisition process

Chapter 5

AIR FORCE SUPPLY POLICY STRUCTURE

Section A--Policy Structure

5.1. Supply Policy. Supply policy is established at various levels. The Air Staff issues broad guidelines both via policy directives and via the findings and conclusions of Supply Boards and Work Groups. These high level sources frequently task the MAJCOMs to write instructional guidance--or Air Force Instructions (AFIs). They also task HQ SSG to make software changes to the retail supply and fuels systems. MAJCOMs add to such policy with supplements. At base level, local procedures augment policy and supplements. Local procedures are necessary because each supply squadron is unique. The relationships it fosters with other base organizations are the key to providing customer support. The "standard, but flexible" structure of the supply squadron facilitates a custom approach to meeting customer needs and expectations.

5.2. Air Force Supply Executive Board (AFSEB). Supply policy is established at three main levels: (1) Air Staff, (2) MAJCOM, and (3) base-level. At the top of the Air Force supply organization is the Deputy Chief of Staff, Logistics. The Deputy Chief of Staff, Logistics is the focal point for policies and procedures in the areas of Transportation, Maintenance, Supply, Base Contracting and Logistics Plans and Programs. The Director of Supply is responsible for all policies and procedures dealing with supply. The Supply and Fuels Policy Division sets supply policy and fuels management direction. This division works in conjunction with the MAJCOM Chiefs of Supply through the AFSEB. The AFSEB has been a policy making body for nearly 30 years. It usually meets twice each year. The AFSEB Secretariat is HQ SSG/LGS. The charter is as follows:

5.2.1. To discuss the long range requirements of the Air Force supply system and formulate or approve proposed strategies for achieving these long range goals.

5.2.2. To review, evaluate, and approve the status of current initiatives designed to improve procedures/systems and provide guidance for further tasking.

5.2.3. To review, evaluate, and approve proposed initiatives for enhancing supply operations, and assign responsibility for pursuing these initiatives.

5.2.4. To exchange information concerning command-unique supply initiatives and determine if any have the potential for Air Force wide application.

5.2.5. To review and evaluate the workload and priorities of HQ SSG and the AFLMA to ensure these valuable resources are being effectively used.

5.2.6. To review and assess the status of supply manning and training, and to provide guidance and input to these processes.

Section B--AFSEB Workgroups

Figure 5.1. AFSEB Workgroups.

5.3. USAF Supply Chiefs Advisory Board. The USAF Supply Chiefs Advisory Board consists of Chief Master Sergeants, who are selected by their MAJCOM Chief of Supply to represent the supply enlisted of their command, not the "MAJCOM." Members serve at the discretion of their MAJCOMs. HQ USAF/LGSP directs membership changes as necessary to maintain a balanced mix of AFSCs and experience. The advisors to the USAF Supply Chiefs Advisory Board are the AFPC Supply Enlisted Functional Manager, Supply Schoolhouse, HQ SSG, and the AFLMA. Representatives attend meetings as called by the chairperson and meet to:

5.3.1. Review and comment on all proposed changes in the supply career fields. The board will accept comments and proposals on issues to be worked from any level within the supply community. The board may initiate and recommend changes for improving the supply system or management of supply personnel as it deems necessary and appropriate.

5.3.2. Provide an independent assessment of the impact of the changes on supply personnel. The board reviews issues from an Air Force perspective. To accomplish that, the board will be directly responsible to HQ USAF/LGSP when in session.

5.3.3. Report its assessments and recommendations to the appropriate Air Force policy decision level, normally HQ USAF/LGSP and the AFSEB.

5.4. Air Force Supply Wartime Policy Work Group (AFSWPWG). The AFSWPWG is a permanent forum established by and reporting to the AFSEB. The work group deals predominantly with spares-related matters, to include such issues as: authorizations, review process (range), computation (depth), allocation, reporting, information handling, use, accountability, prepositioning, and prestocking. The work group is organized along lines similar to the AFSEB. The AFLMA and HQ SSG serve as advisors. The AFSWPWG performs the following tasks:

5.4.1. Develops and recommends policy changes relevant to the supply wartime concept of operations.

5.4.2. Receives, screens, and assesses initiatives to improve the Air Force war reserve materiel (WRM) program.

5.4.3. Provides mid- and long-range planning for supply WRM computational systems and programs and wartime distribution and allocation systems.

5.4.4. Selectively entertains and solves those WRM problems perceived by the commands to be major irritants or roadblocks.

5.4.5. Provides linkage where necessary with other WRM forums, disciplines, and governing agencies for integration of total logistics warfighting capability.

5.5. Air Force Supply Training Advisory Council (AFSTAC). The AFSTAC is composed of representatives from all MAJCOMs, ANG, AFRES, and the Supply Schoolhouse. AFPC and HQ SSG serve as personnel and supply systems advisors as applicable. HQ USAF/LGSP serves as the chairperson and the Supply Schoolhouse serves as the Secretariat. The AFSTAC is responsible to the AFSEB for all areas of supply and fuels technical training, including the logistics bridge courses. This council meets as required when called by the chairperson and has the following charter:

5.5.1. To develop, review, and comment on new supply/fuels course material as applicable, ensuring these materials are technically sound and current, staying abreast of changing Air Force logistics policy.

5.5.2. To provide a functional assessment of changes to supply/fuels training programs through the Utilization and Training Workshop (U&TW).

5.5.3. To report its assessments and make recommendations to both the AETC training organization and to the AFSEB.

5.6. Air Force Stockage Policy Work Group (AFSPWG). The AFSPWG is a permanent group charged with the responsibility for research, study, evaluation, development, and refinement of stockage models and management techniques for reparable and consumable items of supply. Membership consists of all MAJCOMs, HQ SSG, and the AFLMA. HQ USAF/LGSP serves as the chairperson and the AFLMA serves as the secretariat. The AFSPWG's efforts will be focused primarily on supply stockage and inventory control policies and related logistics functions that affect or influence AF stockage requirements/inventory control policies and their corresponding interface with DoD inventory control point requirements and distribution systems. In this respect, the board will concentrate on such things as:

5.6.1. Development and application of computer simulation models designed to test and/or evaluate alternative reparable and consumable item stockage techniques.

5.6.2. Development and maintenance of a point in time and transaction oriented AF Stock Control Data Bank to analyze both wholesale and retail level supply performances, impacts of proposed policy changes, and input to applicable simulation models.

5.6.3. Non-demand supported (additives and adjusted levels) item stockage policies and procedures.

5.6.4. Reparable and consumable item inventory control policies and management practices as delineated by AFM 67-1, Vol III and AFMAN 23-110, Vol II

5.6.5. Redistribution materiel policies and procedures.

5.6.6. Interface and compatibility of wholesale and retail level requirements computation and inventory control systems with existing and proposed AF/DoD systems.

5.6.7. Impacts of proposed changes to AF and or DoD requirement and distribution systems upon related wholesale or retail level systems.

5.6.8. Source data and methodologies relative to forecasting demand, computation of order and shipping time (O&ST), and estimating variability of lead-time demand during O&ST.

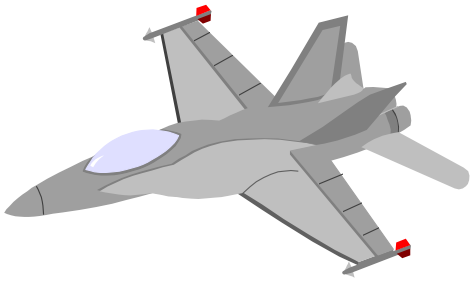
5.6.9. Development, refinement, and review of cost and performance variables incorporated in AF stockage formulas.

5.6.10. Performance of independent research related to stockage computation and associated inventory management concepts and procedures.

5.6.11. Performance of special or onetime studies, at the request of HQ USAF/LGSP, within the scope of the board's responsibilities.

5.6.12. As the AF focal point, to review, evaluate, and formulate recommendations relative to proposed changes to AF stockage models and related inventory management practices.

Figure 5.2. Weapon System Support.



5.7. Weapon System Support Work Group (WSSWG). The WSSWG is composed of representatives from all MAJCOMs, SSG, and HQ DLA. The WSSWG Executive Panel is chaired by HQ USAF/LGSP. The OPR of each task group is automatically a member of the panel. Associate members from the MAJCOMs and HQ SSG are appointed by HQ USAF/LGSP. The work group is organized using an executive panel and task group concept. A task group is established for each area to be reviewed/worked. For example: The mission capability-awaiting parts (MICAP-AWP) task group meets to discuss MICAP-AWP policy and procedural issues while a Critical Item Program (CIP) task group is working issues relative to the USAF CIP. The individual task groups report their findings and recommendations to the WSSWG for approval and subsequent actions as necessary. The WSSWG then reports its recommendations and actions taken to the AFSEB for policy decision(s). The WSSWG meets to:

5.7.1. Review systems used to report weapon system support deficiencies and the interfacing systems that respond in the areas of releasing materiel, distributing materiel, and applying intensive management.

5.7.2. Identify the actions necessary to improve upon these processes, with the goal of increasing weapon system readiness and sustainability.

Figure 5.3. Planning, The Key to Mission Success.

5.8. Supply Master Planning Work Group (SMPWG). The SMPWG is chaired by HQ USAF/LGSP. Membership consists of MAJCOM representatives, the AFLMA, and the SSG, who serves as the Secretariat.
The SMPWG works for the AFSEB to develop the Supply Master Plan and to ensure that future supply enhancements fully utilize current technological advances. Additionally, the SMPWG does the following:

5.8.1. Review and verify recommendations to improve or modernize the Standard Base Supply System (SBSS).

5.8.2. Update strategies supporting the objectives of the Supply Master Plan

5.8.3. Review recommendations for changes to supply policy, procedures, and automated data systems

5.8.4. Incorporate other work groups' (Stockage Policy, Wartime, Weapon Systems, etc.) initiatives, recommendations for policy changes, and system changes as they relate to the Supply Master Plan.

5.8.5. Monitor impacts of wholesale/retail interfaces on the Air Force supply system as a whole.

5.8.6. Work approved recommendations into the Supply Master Plan. Among other things, the recommendations may include SBSS policy and procedural matters.

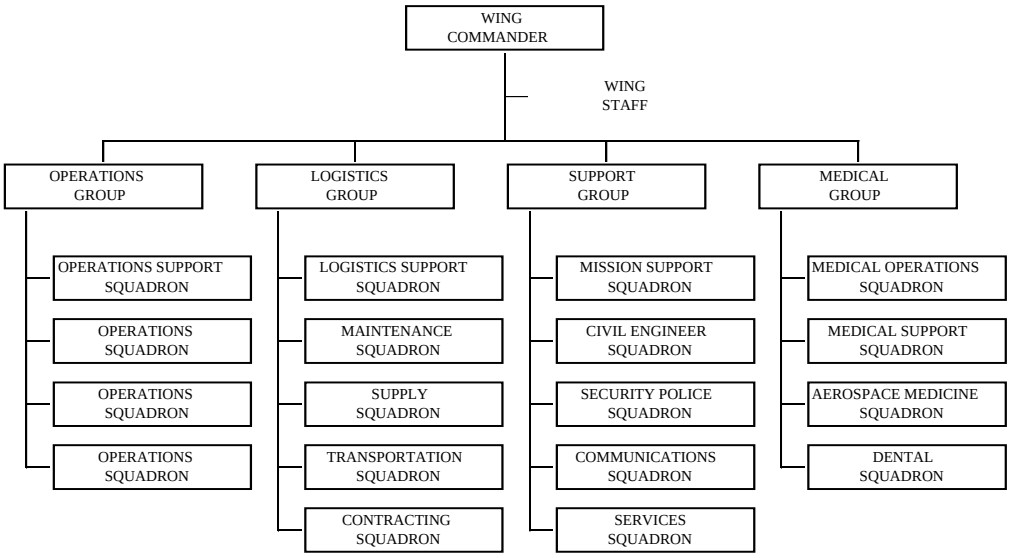
Chapter 6

WING ORGANIZATIONAL STRUCTURE

6.1. Objective Wing Structure. It is important that you know how you and your unit fit into the base-level organization structure. The diagram below depicts the typical "Objective Wing" structure. The supply squadron can be found within the Logistics Group.

Figure 6.1. Objective Wing.

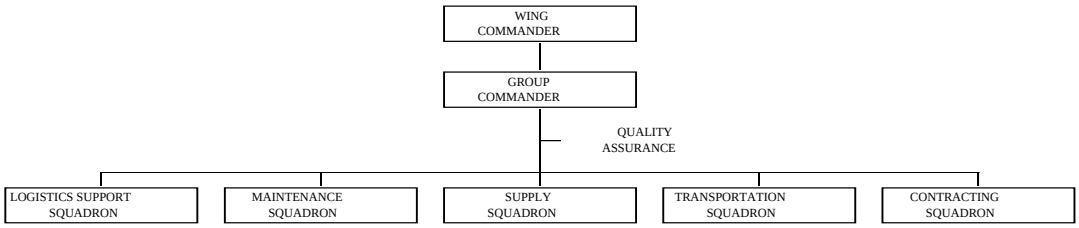
Typical Objective Wing Organization



6.2. Logistics Group Structure. The Supply Squadron is a vital part of the Logistics Group. This diagram depicts the typical Logistics Group and where the Supply Squadron fits.

Figure 6.2. Logistics Group.

Typical Logistics Group Organization

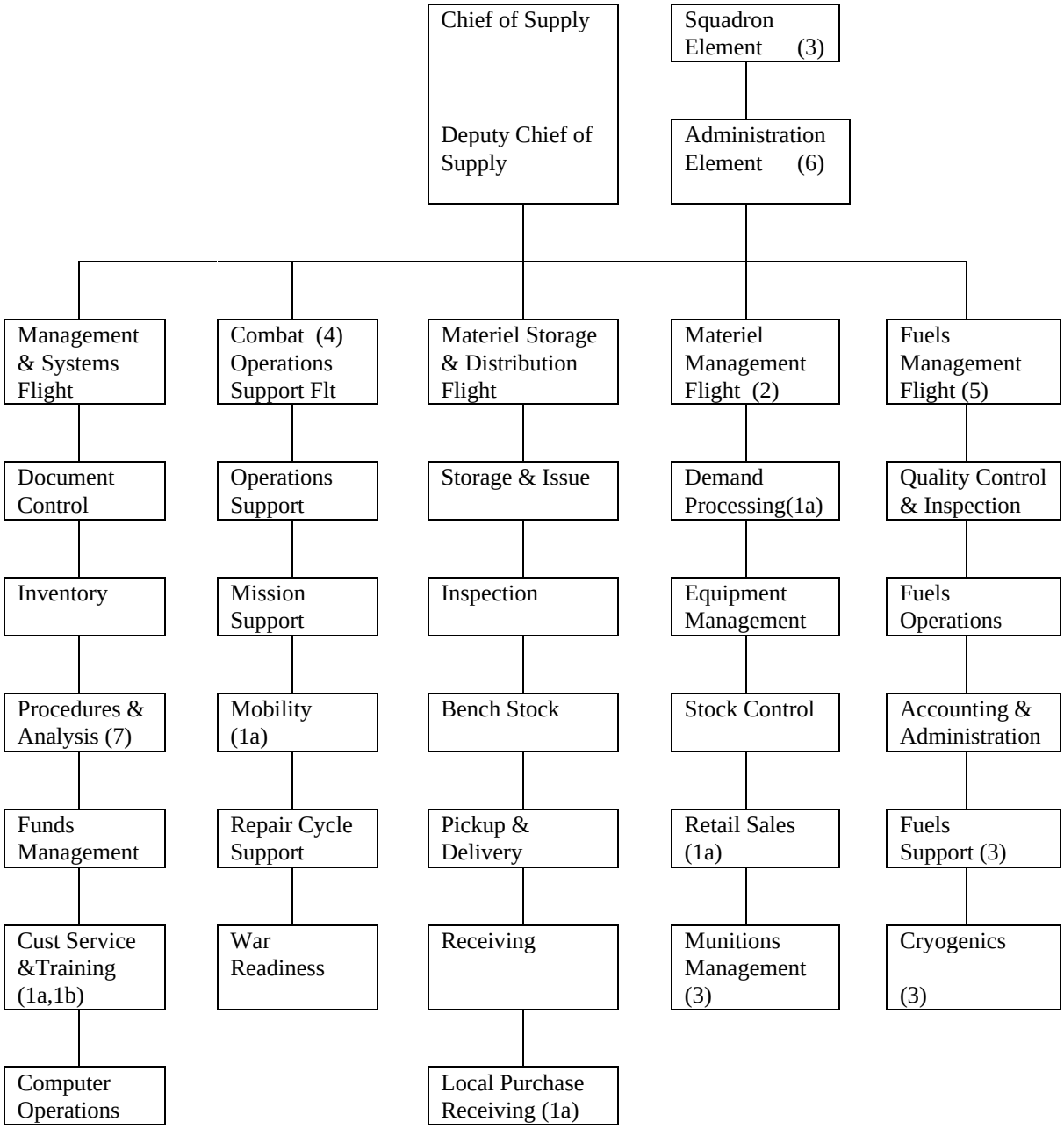


Chapter 7

BASE SUPPLY ORGANIZATIONAL STRUCTURE

Section A--The Supply Squadron

Figure 7.1. Standard Base Supply Organization Chart



NOTES: (1a) With MAJCOM approval, this function may be moved between flights. (1b) With MAJCOM approval, this function may also be comprised of resources from two or more flights. (2) At MAJCOM option, small and/or unique accounts may consolidate the Materiel Management Flight and the Combat Operations Support Flight processes. (3) When authorized. (4) At MAJCOM option, Combat Operations Support Flight functions may be decentralized to accommodate local support requirements. (5) At MAJCOM option, bases with only a ground fuels operation may have a Fuels Management Element in the Combat Operations Support Flight. (6) At the option of the Chief of Supply (COS), this element may be aligned under the Management and Systems Flight. (7) At the Chief of Supply option, the Supply Readiness Control Center (SRCC) may be a direct reporting activity to the COS or the Deputy Chief of Supply.

7.1. Supply Squadron Mission. The mission of base supply is to provide materiel to support Air Force worldwide wartime and peacetime readiness mission requirements. The supply system is tailored to effectively support different management requirements of various commodities and command missions. The primary focus is to support Air Force weapon systems in a wartime environment with peacetime tasks tailored to readiness and wartime requirements. The supply organization is established from the COS down to the flight level. Flights are divided into elements to promote efficiency. Any changes to the Base Supply organizational alignment below flight level are approved by the MAJCOM Chief of Supply. The objective of the SBSS is to support supply customers with the simplest, most effective, responsive, and efficient supply system possible. SBSS activities are organized into flight operations to perform functions of stock control, receiving, storage, issue,

turn-in, release or transfer of materiel, document control, reporting, and financial inventory accounting. The Fuels Automated Management System (FAMS) supports the processes employed by the Fuels Management Flight.

7.2. Chief of Supply and Supply Squadron Commander. The COS, a fully qualified supply officer possessing a 21S3 AFSC, is responsible to the commander or senior officer for an effective and efficient base supply operation. The COS manages the Unisys remote processing station (RPS) according to applicable directives. In addition to supervising the supply flights, the COS commands the supply squadron, manages the operation of the supply division complex, and serves as the base supply accountable officer. Resources, including personnel, funds, physical facilities, and equipment are allocated by the COS to the operating elements of the supply functions, including satellite accounts. The COS establishes a management analysis program to analyze the operation. Trend analyses are used to detect and improve undesirable conditions in the utilization of materiel, financial, and personnel resources. The COS acts as approving and certifying authority for inventory adjustments and ensures that all property losses are researched as required. The COS also serves as primary Stock Fund Manager of the General Support Division (GSD), System Support Division (SSD), and Reparable Support Division (RSD), providing fair distribution of inventory ceilings and maximum orders authorized. The COS is also tasked to ensure that all categories of authorized WRM are available, accurately reported, and kept in a high state of readiness.

Figure 7.2. Supply Leadership Team.

7.3. Deputy Chief of Supply. The Deputy Chief of Supply (DCOS) is the next senior military officer or civilian who is qualified to manage the supply account. The DCOS assists the COS in the daily operations of the supply account and acts for and in the name of the COS on all matters where the COS has so delegated. The DCOS takes care of the centralized planning requirements of the squadron, which includes wartime tasking, facilities, equipment, and personnel. This includes overseeing the preparation of supply portions of joint support plans, base support plans, collocated base support plans, and other contingency support plans.

7.4. Supply Squadron Superintendent. The supply squadron superintendent is normally the senior enlisted member (SEM) assigned to the squadron. SEM duties are usually performed as an additional duty to provide independent evaluations, assistance, and recommendations upon the specific request from the COS or flight chiefs. The SEM does not interfere with commander or first sergeant duties or responsibilities, but can be used for technical operation and enlisted personnel issues, which include utilization, job rotation, career enrichment, training, morale, welfare, motivation, recognition, awards, and decorations.

Section B--Flight Responsibilities

7.5. Management and Systems Flight. The Management and Systems Officer (MSO) supervises the elements of the Management and Systems Flight. This individual acts in the name of the COS when delegated that responsibility. The MSO manages the squadron reject program and appoints a security manager for the SBSS terminal security system. The MSO brings evidence of fraudulent activity or theft to the attention of the COS and initiates letters of request for criminal investigation of discrepant shipments and transfers to the Defense Reutilization and Marketing Office (DRMO).

7.5.1. **Customer Service and Training Element.** This workcenter consists of two areas—Training and Customer Service.

7.5.1.1. Training monitors on-the-job training (OJT), and ensures that the AF Form 623, On-the-Job Training Record, is properly maintained. It makes sure that personnel who have already received formal OJT upgrading, receive qualification training when assigned to a new job. This training is conducted using the specialty training standard (STS) for assignment and wartime positions. Training programs are developed to accommodate supply procedural changes or improve operational effectiveness when management indicators reflect potential trouble areas. The Training Element ensures that the Weighted Airmen Promotion System (WAPS) reference library is current and available. It also monitors squadron ancillary training programs, provides supply customers with base-level supply customer training, and ensures that all military and civilian personnel who are scheduled to attend formal technical training courses, meet all prerequisites.

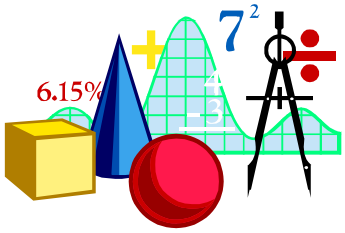
7.5.1.2. Customer Service acts as a single point of contact for customer assistance, such as complaints and questions. It ensures each complaint or problem is properly and promptly investigated and resolved, directing the customer, if necessary, to the proper person for resolving the problem. It uses follow-up actions to ensure satisfactory and proper resolution of the problem and notifies customers of the actions taken. Major or recurring problems are identified to the proper activity for corrective action. To do the above, this function maintains or has immediate access to management products needed for responsive support to customers. It provides current status of due-ins and due-outs when requested by the customer. It also acts as the supply price monitor and the focal point for suspected price discrepancies, forwarding suspected pricing discrepancies to the appropriate wholesale item manager for verification/possible correction.

7.5.2. **Procedures and Analysis Element.** This element interprets and gives guidance when there is a conflict with manuals. It develops, coordinates, and submits for publication supplementary directives to AFM 67–1/AFMAN 23-110, *USAF Supply Manual*. Operating instructions are developed where alternatives are authorized or where no specific procedures are given. These operating instructions include, but are not limited to, alert plans, duty hours, and after-hours support. Analysis is a supportive function used to ensure the good health of the supply account is sustained. Through statistical trend and problem analysis, it provides the COS and flight chiefs with capabilities to identify and resolve account deficiencies through a supply analysis program.

7.5.2.1. Procedures evaluates recommended changes to the SBSS prior to submission to the MAJCOM. It acts as the focal point for resolving problems with incoming and outgoing supply data through the Defense Data Network (DDN). Procedures resolves customer and COS problems not satisfactorily resolved by the operating units and acts as the single control point for special subject items. Difficulty reports (DIREPs) are monitored, controlled, and submitted. It receives all incoming shipments discrepancy reports and initiates corrective actions to prevent discrepancies from recurring. In conjunction with the supply systems monitor, personnel review the rationale portion of the software change listing as well as any advance documentation and procedural instruction messages (PIMs) received to determine the impact of the changes on the functions of the SBSS. All affected elements and supported organizations are advised of changes. Additionally, it prepares and coordinates on the supply portion of joint tenancy agreements. A file is kept of all active agreements which require supply and support actions. Deployment plans are maintained for supply personnel augmenting deploying units as directed by operations plans and orders. This shop also monitors replies to inspections, audits, and staff visits.

7.5.2.2. The objective of the Analysis Unit is to improve efficiency of the supply account. The COS or flight chiefs may request special analysis projects for suspected problem areas not identified in the statistical data. Statistical data are obtained and analyzed to determine supply account effectiveness. Training reports, surveillances and stock fund analyses are reviewed to stay current with the account's status and problems. Deficiencies and related analysis projects are identified and recommended to the COS and flight chiefs. Results of statistical and deficiency analyses, status of ongoing analyses, and projected new analysis requirements are presented at periodic "How Goes It" briefings. Analysis performs an analysis of incoming reports of discrepancy (ROD) to identify trends that require corrective action if requested by the COS.

Figure 7.3. Accurate Bookkeeping, Essential To The Wing.

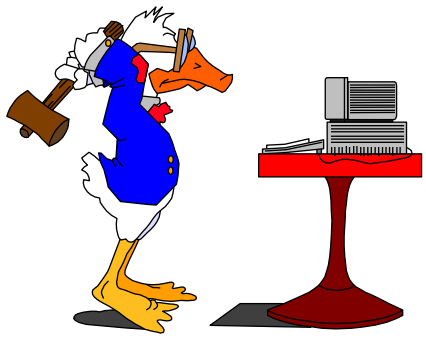


7.5.3. **Funds Management Element.** Funds Management is the liaison between Accounting and Finance (A&F) and personnel under the COS. It manages the GSD, RSD, and SSD operations of the Air Force Stock Fund (AFSF). Stock fund operating programs are developed for submission to the MAJCOM. Applicable supply reports and financial data are analyzed to provide the COS and staff with a report of actual stock fund operations. The Funds Manager participates as a member of the Financial Working Group and as a technical adviser to the Financial Management Board, base organizations, and satellites in the areas of operations operating budget, supply and equipment financial management. The manager coordinates stock fund operating programs with the base-level expense authority, monitors availability of funds of project funds management record (PFMR) funds, and coordinates with A&F to ensure that adequate funds are loaded to maintain day-to-day mission support sales. Surveillance is maintained in coordination with Stock Control on the impact of adjusted stock levels. The free issue and credit Y turn-ins portion of the Base Supply Surveillance Report (D20) is monitored for forced credit turn-ins and free issues. Due-ins, obligated due-outs, orders placed, and materiel acquisition control record (MACR) factors are monitored, using the applicable management products.

7.5.4. **Computer Operations Element.** This element is composed of the Automated Data Processing Equipment (ADPE) and the Distribution workcenters.

7.5.4.1. The ADPE function establishes operating schedules and maintains standards established by Air Force directives for control and operation of ADPE. Reports and listings are scheduled in coordination with applicable elements. Products and reports are monitored for accuracy and completeness. It ensures adequate stocks of supplies and forms are available and conducts ADPE training in support of the squadron.

Figure 7.4. Computer Support.



7.5.4.2. Distribution uses the instructions for distribution of end-of-day (EOD) products and ensures that all ADPE products are properly distributed. It operates the decollator, reviews documentation and reports for completeness prior to distribution, and ensures that all accountable and auditable output documents are controlled during all hours of operation.

7.5.5. **Inventory Element.** The Inventory Element either inventories or oversees the inventory of all items for which the COS is accountable and establishes complete and sample inventory schedules. All complete and sample inventories of in-warehouse assets are conducted with the assistance of the Storage and Issue Element. Reports of Survey are initiated when needed. Personnel assist with equipment inventories when requested by the owning organizational commander. This element researches inventory discrepancies and maintains a suspense file to ensure the prompt and accurate SBSS processing of inventory adjustments. Inventory discrepancies, adjustments, and trends are analyzed in conjunction with the Procedures and Analysis Element to determine causes and recommend corrective actions. Trend charts of inventory adjustments are maintained to identify areas of current and potential high loss. Reverse-post actions are initiated involving physical asset errors. Special inventories are conducted for items in an out-of-balance condition. The Inventory Element ensures prompt clearance of freeze codes and rejects that are associated with inventory. Supporting documentation for inventory adjustments are obtained and attached to the Consolidated Inventory Adjustment Register (M10). Certification and approval signatures are obtained on the original copy of the M10, which is then sent to the Document Control Element.

7.5.6. **Document Control Element.** This workcenter is the last document checkpoint in the SBSS for quality control. It ensures adequate surveillance over all documents and that each transaction is processed through the SBSS. Document Control personnel maintain document and report files to support accountability assigned to the COS. A suspense file is maintained to ensure all documents are promptly processed and quality controlled. The element also manages the delinquent document program. Letters of authorization are maintained to receipt for property. Document Control initiates reverse-post actions involving documentation errors and maintains record alteration (FIX) output documentation.

It is also charged with maintaining weapons and COMSEC source documents for automatic SBSS serial number reporting to and semi-annual reconciliation with AFMC, who in-turn report to the FBI and the National Security Agency respectively.

Figure 7.5. Fileable Documents, Key To The Audit Trail.

7.5.7. **Administration Element.** Admin is responsible for all incoming and outgoing correspondence. It submits timely non-computer prepared reports as required and keeps a current file of pertinent regulations and manuals. Administration controls and safeguards classified documents, monitors the Air Force suggestion program, keeps correspondence files a suspense system, and ensures the timely submission of report control symbol (RCS) reports. It acts as the single point of control for acquisition and distribution of administrative publications and blank forms for all functions physically located within base supply.

7.6. Materiel Management Flight. The Materiel Management Officer (MMO) is responsible to the COS for the effective and efficient management of all items in the FB (supplies) and FE (equipment) accounts. The MMO is also responsible for the FJ (engines) and FK (munitions) accounts when the officer is not assigned to another organization or when the FK account is not organized as a separate element directly under the COS. The MMO must be familiar with the base-level processes and their relationship with other elements of base supply, with AFMC, and other sources of supply, as well as all the associated computer system interfaces.

7.6.1. **Stock Control Element.** The heartbeat of supply, this element keeps the MMO informed on management data relating to the effectiveness and efficiency of operations and unusual circumstances or trends in stock control. It maintains close coordination with the Funds Manager and Equipment Management Element (EME) on such items as adjusted stock levels, the initial spares support list (ISSL) levels, and funds. The Stock Control element is made up of two areas—Requirements and Requisitioning.

7.6.1.1. Requirements is responsible for the fund requirement file (FRC) and accurate upkeep of levels to meet mission requirements. Requirements manages the excess program; prepares replies to messages, letters, and queries regarding base excesses; and reviews excess listings from other sources to determine if reported items can be used to fill requirements. It manages the adjusted stock level program and the shipment exception program. Shipment exception notices are processed to include post-post shipments and transfers to the DRMO. It prepares justification for retention and reinstatement of disposal items. Unserviceable assets are reviewed to determine the need for contract maintenance, including preparing the necessary documents and updates for items in contract maintenance. Equipment in stock and not in use is reviewed for redistribution. Personnel also monitor calibration, repair, and return (RAR) items, the C-Factor program, and the mission change program.

7.6.1.2. Requisitioning monitors the due-in program, requisition exception (REX), issue exception (IEX), shipment exception (SEX), and other requisitioning programs. Requisitioning also performs duties required for the effective interface with Base Contracting and conducts materiel obligation validation (MOV) reconciliations with sources of supply. It also processes the Local Purchase (LP) and MILSTRIP Research and Follow-up Report (M37), manages the supply difficulty program, and prepares replies to messages, letters, and queries regarding requisitions.

7.6.2. **Retail Sales Element.** Retail Sales is the workcenter responsible for direct sales or issue of individual equipment, tools, and expendable supplies to satisfy customer needs. It is divided into two areas—the Retail Sales Store (RSS) and Individual Equipment Element (IEE).

7.6.2.1. The RSS stores and issues administrative, housekeeping and other assorted items to include expendable handtools. The RSS maintains letters of authorization to receipt for property, and issues items across the counter through a self-service operation..

7.6.2.2. The IEE operates a centralized on-base issue, storage, and turn-in point for all items authorized by AFSC of duty. Files of AF Forms 538, Personal Clothing and Equipment Record, are maintained for personal retention non-expendable items. DD Forms 1348–1A, Issue Release/Receipt Document, and AF Forms 1297, Temporary Issue Receipt, are maintained for individual clothing, equipment, and supplemental items of individual issue. Individual clothing and equipment are

processed for cleaning, repair, or for transfer to DRMO as appropriate. Storage and issue and stock control functions, such as establishing adjusted stock levels, managing excesses, and processing incoming and outgoing clearances, are performed to effectively operate the IEE.

7.6.3. **Equipment Management Element (EME).** EME manages all equipment items maintained on authorized and in-use details and manages the Special-Purpose Recoverables Authorized Maintenance (SPRAM) program. The EME acts as the base equipment review and authorization activity and refers allowance and authorization and minimum level requests, which exceed technical capabilities and scope to the appropriate equipment review and authorization technical advisers. This element exercises approval authority for reduced authorizations, turn-ins, and significant technical data changes concerning all equipment items. Allowance and authorization change requests are prepared for submission to the equipment approval authority and higher headquarters, as appropriate. EME receives and processes all incoming equipment AF Forms 2005, Issue/Turn-in Request, and AF Forms 601, Equipment Action Request, and maintains a control register and suspense file for all AF Form 2005/601 actions. Using the latest Allowance Source Code (ASC) Listing, the EME reviews allowances for adequacy, recommends changes, and prepares necessary documentation. It ensures that equipment authorizations are kept within current allowances and initiates appropriate changes. The EME helps determine wartime additive mission equipment requirements that can be filled by joint-use equipment and also monitors WRM equipment and mobility requirements, ensuring these important requirements are on hand, on order, or included in appropriate budget documents. A current, complete file consisting of applicable allowance source documents is maintained. Custody receipt accounts files are kept and signatures are obtained when custodian authorization and custody receipt listings (CA/CRL) are updated. Assistance is provided to custodians on matters relating to their accounts and outgoing clearances are processed for equipment custodians. Errors detected by Air Force Equipment Management System (AFEMS) for host and satellite accounts are corrected and resubmitted as required and the Equipment Out-of-Balance Report (Q10) is annotated with corrective actions or justification for out-of-balance conditions.

7.6.4. **Mobility Element.** Mobility Element is responsible for all functions involved in the management of mobility bags and small arms, to include preparing, accounting, storing, reporting, and issuing. The Mobility Element also maintains mobility listings and mobility assets in a deployable configuration.

7.6.5. **Munitions Management Element.** If this element is authorized, it handles all functions involving inventory, accounting, and storage of munitions when the account is not assigned to another organization. It may be organized as a separate flight directly under the COS.

7.7. Combat Operations Support Flight. The Combat Operations Support Officer is responsible to the COS for the effective and efficient management of SBSS functions involved in direct customer support. This officer maintains direct interface with on-base materiel control offices to discuss adequacy of support, resolve problems, provide and receive information, and provide informal training as necessary.

Figure 7.6. Demand Processing.

7.7.1. **Demand Processing Element.** Demand Processing Element consists of Demand Processing, Research, and Records Maintenance Units.

7.7.1.1. Demand Processing acts as the primary point for submission and preparation of issue requests for expendable supply items received by base customers. In addition, this element exercises quality control, maintains a suspense system to ensure timely processing, and initiates verification of killed requests for high priority demands.

7.7.1.2. Records Maintenance maintains all records within the SBSS data base. It also maintains internal item records by processing stocklist changes received from AFMC to ensure internal records are updated properly, screening items not in the Stock Number User Directory (SNUD) against applicable stocklists, and processing inputs to update internal records accordingly. Records Maintenance manages the interchangeable and substitute (I&S) program and maintains the Stock Number Directory (M14), Interchangeable and Substitute Listing (R02), Delivery Destination Listing, and Reporting Organization File (ROF). Input suspense files are kept to ensure prompt clearance of rejects prior to preparation of the

Stock Number Directory. It also maintains a record of frozen items records and ensures prompt clearance of all freeze codes for which it is responsible. Records Maintenance prepares, controls, processes, and follows up on AF Forms 86, Request for Cataloging Data/Action, sent to AFMC item managers. Inputs are researched and prepared to add, change, or delete the organization, routing identifier, exception phrase, shipping destination, standard reporting designator, federal stock class/materiel management code (FSC/MMC), and routing identifier records to Department of Defense Activity Address Codes (DoDAAC) conversion records. Records Maintenance maintains updated copies of the indicative data portion of the Organization Effectiveness Report, the Routing Identifier Listing, Repair Cycle List, Shipping Destination Record, and Exception Phrase List. It also prepares and processes inputs to ensure Standard Reporting Designator (SRD) records are verified and loaded and coordinates with the Maintenance Cost System monitor to ensure mission changes, Core Automated Maintenance System (CAMS), Mission Capability (MICAP) Flags, and commodity codes are valid before loading.

7.7.1.3. Research identifies requested items to a national stock number (NSN) and researches all supply documents requiring item identification. It initiates inputs to load new item records and prepares DD Forms 1348–6, Non-NSN Requisition (Manual), for all expedite call-in requests for any non-cataloged items, ensuring that realistic purchase descriptions are prepared for all LP items. Research is the single point of contact for technical publication requirements and distribution for the COS activities. It maintains a current central research file of research materials as needed to support base-assigned and logistically supported equipment.

7.7.2. **Mission Support Element.** This element controls and requisitions all MICAP requirements and MICAP reporting. It establishes procedures for coordination and verification of MICAP data between supply and maintenance activities to ensure validity, prior to any off-base requisitioning action. MICAP serves as a key weapon systems support organization.

Figure 7.7. Teamwork.

7.7.3. **Repair Cycle Support Element (RCSE).** This element is the main point of contact with maintenance on all matters concerning due-in from maintenance (DIFM) items. It establishes and operates supply points. Maintenance personnel may operate supply points for aircraft tires, wheels, propellers, refueling booms, and control surfaces if assets are located within the maintenance shop; however, the RCSE ensures that these supply points are operating within the supply point operating procedures. This element maintains a DIFM suspense system, performs DIFM reconciliations, assists performing supply point inventories when requested, and monitors DIFM items. It also manages time change forecasts and technical order compliance (TOC) kits. In addition, this element checks for the status of all AWP due-ins and requests emergency procurement action when needed. The RCSE initiates inputs to add or delete applicable issue exception codes on item records, processes turnaround (TRN) transactions, manages the Air Force CIP item and base and command intensive management items programs.

7.7.4. **War Readiness Element.** The War Readiness Element receives, stores, and issues MRSP assets, in-place readiness spares packages (IRSP), mission support kits (MSK), and high priority mission support kits (HPMSK). It manages the war consumable distribution objective (WCDO) program, checks MRSP/IRSP assets for shelf-life expiration, and if designated, acts as the MRSP functional check monitor. This element serves as the single point of contact between base supply and organizations authorized COMSEC MRSPs and it helps to establish and maintain COMSEC MRSP details.

7.7.5. **Operations Support Element.** This element operates decentralized support workcenters within customer organizations when authorized by the MAJCOMs. Functions or portions of functions that may be performed in this decentralized element are demand processing, storage and issue, mission support, repair cycle support, war readiness support, and bench stock support. Some MAJCOMs refer to this function as the “Parts Store.”

7.8. Materiel Storage and Distribution Flight. The Materiel Storage and Distribution (MS&D) Officer is responsible to the COS for proper receipt, inspection, issue, storage, warehousing, materiel handling techniques, pickup and delivery, and related operational procedures pertaining to the processing, care, and protection of all supplies and equipment for which the COS has storage responsibility. The MS&D officer also maintains diagrams of supply storage areas showing the layout of each warehouse, storeroom, bay, and pallet storage area.

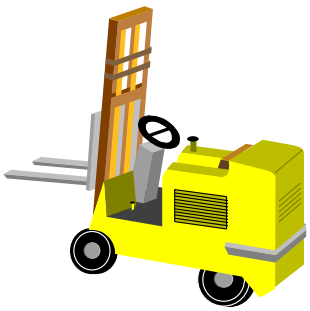
Figure 7.8. Warehousing.

7.8.1. **Inspection Element.** This element inspects supplies and equipment stored by the COS. It determines the condition, security classification, and identification of items received, stored, issued, shipped, and transferred. All identity changes for materiel are validated and processed within the responsibility of the COS. Inspection requests technical assistance from using maintenance activities and Demand Processing, when necessary, to identify items. Items delivered under contracts requiring acceptance at destination are also inspected for acceptance. A limited file of technical orders (TOs), to include time compliance technical orders (TCTO), and stocklists are maintained for identifying items turned in and for ensuring completeness of items. Issue requests are initiated for items required to bring incomplete assemblies to a serviceable condition. An aggressive surveillance inspection program is scheduled and maintained for items in storage to ensure that assets are ready for issue and that deterioration and corrosion are controlled. Required tags, labels, and markings are affixed to the property to reflect identity and condition. Historical, warranty/guaranty, TOC, and other applicable records for supplies and equipment in storage are kept current and are attached to items when the item is received, issued, turned in, or shipped. Inputs are prepared for condition and identity changes on items in storage as necessary. Inspections are performed on items covered by shelf-life codes (dated items) and when incomplete items are stored. Items subject to health hazards are monitored and coordinated with base medical services. Also, all items requiring demilitarization before transfer to DRMO are monitored and coordinated with appropriate activities.

7.8.2. **Receiving Element**. This element receives and processes incoming shipments and on-base turn-ins. It maintains a file of contracts and purchase orders, moves property to either the delivery area or the applicable storage area, and prepares and distributes required receiving and turn-in documents. Receiving also works with Base Contracting to coordinate on Local Purchase receipts.

7.8.3. **Storage and Issue Element**. This element moves property to storage areas and to the delivery area for issue. It stores all in-warehouse supply and equipment items (except retail sales, mobility, and MRSP/IRSP/MSK/HPMSK/WRM items) and provides secure storage and handling of classified and sensitive items. Inputs to add, change, or delete warehouse locations on item records are initiated. In addition this element maintains the central locator listing. This element operates the Base Civil Engineer (BCE) supply support facility if a separate facility is established. Items to be issued, shipped, or transferred are selected and moved to the appropriate area. Oldest items are issued first when dated item control applies. The Storage and Issue Element also validates warehouse locations in conjunction with complete inventories.

Figure 7.9. Storage and Distribution.



7.8.4. **Pickup and Delivery Element**. Once property is brought from the warehouse, Pickup and Delivery personnel deliver it to the using organizations. This element acts as the single control point for vehicles, except those assigned to fuels. It also picks up serviceable and unserviceable materiel for customer turn-in. A delivery storage area is maintained to provide secure storage and handling of classified and sensitive items. In addition, deliver personnel ensure that items requiring signature are receipted for by authorized individuals. The element also maintains a current Delivery Destination List and provides expedient delivery service to supply customers.

7.8.5. **Bench Stock Support Element**. This element places expendable items as close to the using activity as possible. It establishes bench stocks in coordination with the supported activities and maintains current lists of all items authorized on each bench stock. It reviews on-hand balances, replenishes, delivers, and bins bench stock items for on-base maintenance activities. Administrative, training, and other activities are provided this service if supply resources permit. Bench stock reviews are scheduled and conducted with supported organizations. A bench stock placard located at each on-base bench stock is established, maintained, and updated. This element is the customer's bench stock advocate, to discuss adequacy of support, resolve problems, provide or receive data, and provide informal training as necessary.

7.9. Fuels Management Flight. Collectively, the Fuels Management Flight Commander (FMFC) and Fuels Superintendent, the senior enlisted or civilian manager, are known as "Fuels Managers," and make up the leadership team that runs the Fuels Management Flight. Built around four main elements—Accounting and Administration, Fuels Operations, Quality Control & Inspection, and Fuels Support, the flight operates around-the-clock - 7 days a week, 365 days a year.

7.9.1. **Accounting and Administration Element**. This element is responsible for accounting, administration, and materiel control. The supervisor is responsible for the overall supervision of these functions.

7.9.1.1. Accounting is the focal point for all documentation concerning fuels transactions. Accountants compute fuel requirements; coordinate with agencies at various levels to ensure uninterrupted fuel support to meet peacetime and war readiness stockage objectives; and generally keep the FMFC apprised of the current inventory status and other pertinent information concerning fuels transactions.

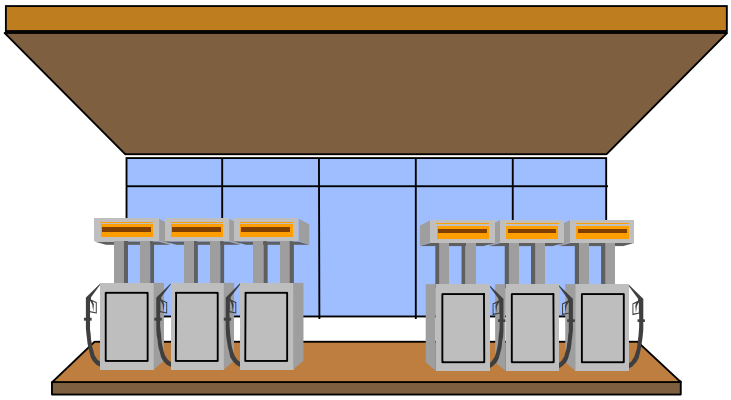
7.9.1.2. Administration provides the usual administrative support found in every organization. Specifically, they prepare and review all correspondence and reports; maintain required files of correspondence, reports, publications, directives, TOs; ensure proper paperwork distribution; maintain an effective suspense system; and develop and maintain a pyramid alert recall plan.

7.9.2. **Fuels Operations Element**. This is the largest element in Fuels Management Flight. It consists of a single supervisor who is responsible for controlling the interaction between the Storage and Distribution functions. This key supervisor controls or coordinates this interaction through the Fuels Control Center (FCC). FCC, Storage, and Distribution fall under the authority of the Fuels Operations Supervisor.

7.9.2.1. The FCC is the center, or "the heart" of the Fuels Flight. It is the focal point for the planning, coordinating, scheduling, directing, and controlling of all fuels operations. The FCC runs around-the-clock, 7 days a week and maintains the daily servicing log to record all fuel servicing transactions. FCC controllers maintain a close liaison with aircraft maintenance control concerning present and projected fueling requirements, and dispatch personnel and equipment for servicing operations on an immediate response basis. The fuels expediter is responsible for coordinating, directing, and assisting with fuel servicing operations on the flightline, helping the FCC controller manage the process. The fuels expediter works on the flightline as the "eyes and ears" of the FCC controller.

7.9.2.2. The term "bulk storage", in fuels language, identifies all types of fuel storage systems, other than those belonging to hydrant systems and service stations. Bulk Storage provides for the receipt, storage, and dispensing of fuel to truck fillstands, as well as the transfer of fuel between bulk storage and hydrant tanks. Receipt is usually by cross-country pipeline, railroad tank car, commercial tank truck, barge, or tanker.

Figure 7.10. The Automated Service Station.



7.9.2.3. The service station is just what you might expect, a gas station. It has a dispensing system and its own storage system for each grade of product issued. It provides automotive gasoline, diesel fuel, and other alternative fuels to all government vehicles and equipment.

7.9.2.4. Cryogenics Storage is responsible for the receipt, storage, transfer, and inventory of liquid oxygen (LOX) and liquid nitrogen (LIN). Storage tanks are normally of a 400, 500, 2000, or 5000-gallon capacity. Issues are made to maintenance-owned and operated oxygen and nitrogen servicing trailers; the most common trailer in use is the 50-gallon MA-1. Since LOX is the oxygen aviators breathe at altitude, quality LOX—free from impurities is the standard. Should an aircraft accident occur, the FMFC must ensure the LOX cart and tank used to service that aircraft are isolated for testing.

7.9.2.5. Fuels Distribution is the main workforce of the flight. These are the folks responsible for the actual delivery and issue of aviation and ground fuel products and demineralized water to aircraft, Aerospace Ground Equipment (AGE), other heavy equipment, and organizational tanks. Fuel is distributed through permanently installed hydrants and mobile refuelers. Preventive maintenance is performed at the operator level to prevent breakdowns and prolong the operating life of the equipment. Operator maintenance is done daily by a select group of vehicle operators at a designated point known as the vehicle checkpoint. Unsafe or inoperable equipment is taken out of service and reported to Vehicle Maintenance for repair.

7.9.3. **Propellants Element.** If you are in a missile wing, the Fuels Flight will also have the added responsibility of maintaining missile propellants. The Propellants Element is responsible for the effective management of propellant resources. Due to the extremely volatile nature of these propellants, precautionary measures must continuously be in effect to reduce the potential hazards of fire, explosion, and toxic reaction.

Figure 7.11. Laboratory Tool.

7.9.4. **Quality Control and Inspection (QC&I) Element.** Personnel in this element are assigned two very important tasks. First, they control product quality to ensure all fuel is kept clean, dry, and within specification from time of receipt to time of issue. Secondly, they inspect each other element to ensure the entire Fuels Flight performs safely, efficiently, and according to directives. The QC&I supervisor inspects and evaluates all fuels functions, looking at such areas as management effectiveness, accounting techniques and procedures, operational performance, ground safety, corrosion control, fire prevention, care of equipment and facilities, training, and procedures for product quality control. QC&I serves as the “eyes and ears” of the FMFC, looking at the nitty-gritty of the entire operation, in the same fashion as the Procedures and Analysis Element within the Management and Systems Flight.

7.9.4.1. The Base Fuels Laboratory obtains samples and conducts limited tests to evaluate the quality and cleanliness of both fuel and fuel-handling systems. Area laboratories—positioned throughout the world—perform more complex tests to determine actual chemical and physical properties of a product from samples submitted by base labs. TO 42B-l-1, *Quality Control of Fuels and Lubricants,* serves as the main reference guide for base fuels labs. This TO outlines, in detail, sample requirements, test procedures, and acceptable standards.

7.9.5. Fuels Support Element. This element consists of the Training, Mobility, and Materiel Control Units.

7.9.5.1. Training, in conjunction with supervisors, verify and ensure all personnel are qualified to perform their assigned duties. This is done by providing the upgrade training necessary to meet job knowledge and skill-level requirements. Training personnel also provide recurring qualification training to maintain proficiency levels and rotational training to provide a balance of skills within the flight. Development and implementation of a rotational training program should receive special attention, as it is critical in the development of future fuels organizations.

7.9.5.2. Many bases, though they may not have mobility equipment, may be tasked to deploy fuels personnel, products, or equipment. In such cases the Fuels Support Element supervisor usually acts as mobility monitor and ensures personnel identified for mobility have the necessary documents, individual mobility equipment, and required immunizations. Those bases selected to store equipment and train personnel in the use of specialized fuels mobility equipment and provide personnel for worldwide deployment can establish a separate Fuels Mobility function. The COS and FMFC should know all fuels mobility personnel and equipment requirements as outlined in each applicable operational support plan.

7.9.5.3. Materiel Control is the focal point for supply support throughout the Fuels Flight. It ensures adequate supplies and equipment are available, with special emphasis on supply discipline and proper use of the priority requisitioning system.

7.10. Conclusion. This concludes our summary of the alignment and functional responsibilities of a typical supply squadron. Each flight and element of the COS organization has an important role to ensure completion of the assigned mission. We have discussed briefly the duties and responsibilities of the COS complex. We have not covered category II/IIA or III/IIIA satellite functions; they are extensions of the functions discussed. The only difference would be that they operate on a much smaller scale than a larger supply organization. Regardless, the support provided by the supply/fuels team reaches every corner of the world.

Chapter 8

CUSTOMER RELATIONSHIP

Section A--Your Wholesale Suppliers

8.1. Suppliers. Base supply provides base organizations with supplies and equipment needed to perform their assigned missions. Your goal is to provide the correct item at the right time and place. Your suppliers are spread among many diverse organizations both within and outside the DoD. We refer to your suppliers as the "wholesale level" of supply which is everything above base level. The wholesale level performs worldwide supply management functions. The functions range from "cradle to grave" and include determining interservice requirements, cataloging items, distributing serviceable property, and disposing of certain unserviceable items. Wholesale supply consists of many organizations, agencies and services. We will discuss the roles of (1) AFMC, Routing Identifiers FxZ; (2) (DLA, Routing Identifiers S9x; (3) GSA; (4) Local Sources of Supply: (A) Local Purchase, (JBB, JBH), (B) Local Manufacture (JBD, JBE), (5) DRMO (JBR); (6) Lateral Support (Every base has a Routing Identifier beginning with a "D").

8.2. Air Force Materiel Command (AFMC). AFMC, with its headquarters at Wright-Patterson AFB, Ohio, has a significant support mission--to ensure readiness and sustainability of all Air Force weapon systems worldwide. AFMC ensures logistics support is available for peacetime training as well as wartime combat. AFMC fulfills this mission through a network of facilities that buy, supply, transport, and maintain everything needed to keep these weapon systems operationally ready. The facilities, located throughout the continental United States, consist primarily of five ALCs. They provide support with three primary functions: (1) procurement, (2) materiel management, and (3) maintenance. The command also provides management of Air Force fuels.

8.2.1. **Procurement.** Field organizations engage in more than 310,000 contracting actions annually. These purchases include computer chips, high-cost aircraft modifications, systems' overhauls, engineering and technical assistance, and an assortment of other equipment and services.

8.2.2. **Materiel Management.** AFMC buys, stores, issues, and distributes nearly 850,000 different Air Force supply items, in conjunction with DLA, who manages each ALC's storage and distribution activities. AFMC managed items are primarily related to specific weapon systems.

8.2.3. **Maintenance.** The command's field organization, with contractor support, provides depot maintenance, modification and repair of both complete aircraft and missiles and overhaul of exchangeable components for such systems.

8.2.4. **Fuels Management.** The Directorate of Aerospace Fuels (SA-ALC/SF), located at the San Antonio ALC, provides these fuels services (technical guidance, fuel quality control, engineering assistance, and fuels inventory and financial management). The Fuels Directorate also coordinates Air Force fuel requirements with the MAJCOMs before submitting them to DFSC, operated by DLA.

8.3. Defense Logistics Agency (DLA). The Defense Logistics Agency, part of the Department of Defense, is another combat support organization. With a network comprised of facilities at its main location, Ft Belvoir, Virginia, and various other geographic locations, it provides worldwide support to all armed services. DLA's civilian and military personnel (provided under joint staffing policies) support weapon systems and other commodities, undertaking many colossal-sized projects. DLA manages commodities, administers cataloging, and coordinates fuels-related functions.

8.3.1. **Management of Commodities**

8.3.1.1. "Cradle to grave" commodities management involves the following: (1) joint planning, (2) central procurement, (3) distribution, (4) disposal, (5) administration, and (6) assistance with technical and logistical services. Commodities management begins with joint planning with all services on parts for new weapon systems. It extends through production, and concludes with the disposal of materiel which is obsolete, worn out, or no longer needed.

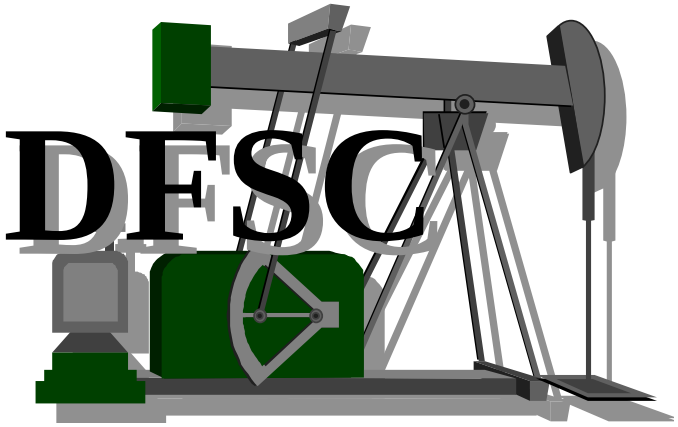
8.3.1.2. Procurement is a large and critical task. The military services determine their requirements for supplies and materiel and establish their priorities. DLA supply centers consolidate the services' requirements and procure the supplies in sufficient quantities to meet the services' projected needs. These supplies are stored and distributed via a consolidated network of depots from all the services and DLA.

8.3.1.3. Commodities management concludes with disposal and redistribution of equipment and supplies no longer needed by original DoD users. DRMO provides for the redistribution and disposal of these goods. Assets, matched against military services and federal agencies requirements, are transferred as needed. When DLA-managed equipment becomes surplus, it is offered to GSA and state agencies. If not needed by these government organizations, it is offered for sale to the general public. DRMO is also an important source of supply for Air Force organizations, especially now with limited budgets and force drawdown. Valuable serviceable assets and assets with minimal restoration costs are constantly being turned in from all service branches, and these assets are available for free-issue to supply customers.

8.3.2. **Federal Supply Catalog System.** DLA provides a critical support program--the Federal Supply Catalog System. This integral system, providing common nomenclature and national stock numbers for virtually millions of items, is available on CD-ROM as "FEDLOG." DLA manages the catalog system and maintains a data bank used to design, purchase, transport, store, transfer, and dispose of government supplies. There is a direct interface between the SBSS and FEDLOG.

8.3.3. **Fuels Management.** DoD has assigned responsibility for the coordinated procurement of petroleum products to DLA, which, in turn, delegated this responsibility to DFSC. DFSC, located at Fort Belvoir, Virginia, is the worldwide Integrated Materiel Manager (IMM) for wholesale bulk petroleum products. It is responsible for the procurement, storage, quality control and transportation of petroleum products from a source of supply to the end user. DFSC owns the fuel from the point of sale to the government until the Fuels Management Flight personnel issue the fuel to the end user. DFSC establishes procurement contracts with oil companies based on fuel requirements submitted from bases Air Force-wide. Bases send their requirements to their MAJCOM fuels offices, where they are consolidated and sent to DFSC. DFSC then awards contracts for fuel and sends the contract information back down the line to you. This information comes directly to you for ground products and through the appropriate Defense Fuel Region (DFR) for aviation products. DFRs are decentralized field organizations representing DFSC. They act as "middle men" between the Fuels Manager and oil companies to expedite the delivery of aviation fuels and handle any problems that might arise. Once you have the contract information, you place your orders directly with the oil company or contractor.

Figure 8.1. DoD Fuels



8.4. General Services Administration (GSA). GSA, created in 1949, is divided into two separate services, the Public Building Service (PBS), and the Federal Supply Service (FSS).

8.4.1. **Public Building Service.** The Public Building Service provides and maintains office and related working space for executive agencies through construction, purchase, lease, and rehabilitation of buildings (not including military installations).

8.4.2. **Federal Supply Service.** The Federal Supply Service procures many common use items. In turn, it offers them to customer agencies through a network of depots and self-service stores. GSA and DoD have an agreement to avoid duplication of stocks and procurement effort. Each is responsible for furnishing a certain stock class of items to the other. GSA supplies the following classes of items to the military: office supplies, floor covering, paper, floor wax, desks, and hand tools. The GSA Supply Catalog Guide and its companion GSA Supply Catalogs describe goods and services offered to customers and are available on CD-ROM.

8.5. Other Sources Of Supply. Government sources, such as AFMC, DLA, and GSA, provide Air Force users with the majority, but not all, needed commodities and equipment. When an item is unique or is not otherwise available from government sources, the Air Force seeks other sources to include: Local Purchase and/or Local Manufacture.

8.5.1. **Local Purchase.** Local purchase is an authorized source of supply. The Base Contracting office procures these items and the SBSS has a direct interface with the contracting system.

8.5.2. **Local Manufacture.** Local manufacture or fabrication of items at either the depot, intermediate maintenance, or base level is another source of supply, often employed to provide the items needed by your customers. Both maintenance and the civil engineers provide this manufacturing capability.

8.5.3. **Lateral Support.** Lateral support is an another important and significant method of supply, whereby bases exchange assets, particularly in the area of aircraft spares.

8.5.4. **Other Services.** The other services (Army, Navy, and Marines) are also wholesale sources of supply. When certain items or weapon systems are used by several services, one of the services will manage the item. For example, vehicle tires used by all services are managed by the Army.

Section B--Your Retail Customers

8.6. Customers. As a supply officer, you must recognize that everyone on the base is your potential customer. Your customers will come to you with their unique needs and wants. It is your job to satisfy their respective requirements in a professional and courteous manner. Customer service is paramount not only to a successful career but to the success of your wing. Although the types, number, and composition of supply customers differ from base to base (depending on the mission), Supply's prime objective usually revolves around the support of flying activities. Because of their size and/or significance to most Base Supply operations, we will examine the relationship between Base Supply and these customers: (1)Aircraft Maintenance, (2) Transportation, (3) Base Contracting, (4) Accounting and Finance, (5) Civil Engineering, and (6) Communications.

8.7. Aircraft Maintenance--Decentralized Supply Support. Maintenance, particularly aircraft maintenance, is a visible and valuable customer. An entire flight of the supply squadron, the Combat Operations Support Flight, is dedicated primarily to supporting maintenance. Each MAJCOM tailors the Standard Base Supply System (SBSS) to support its unique mission. This customized approach is based on decentralized support, designed to improve customer service. Decentralization involves relocating supply personnel, computer terminals, and spare parts from base supply to the aircraft maintenance area, thereby, getting the parts as close as possible to the flight line--the maintenance *customer*.

8.7.1. Each MAJCOM has its own system to provide decentralized support. AETC uses the Forward Asset Support Training (FAST); AMC has Aircraft Maintenance Operation Support Section (AMOSS); USAFE employs Dedicated Aircraft Supply Support (DASS); and ACC and PACAF implement the Combat Oriented Supply Organization (COSO).

8.7.2. When authorized by the MAJCOM, the Operations Support Element (in Combat Operations Support Flight) provides decentralized supply support within customer organizations. Functions or portions of functions that may be performed in a decentralized unit are: (1) Demand Processing, (2) Storage and Issue, (3) Mission Support, (4) Repair Cycle Support, (5) War Readiness, and (6) Bench Stock Support. Specific functions and operational requirements for the Operations Support Element and decentralized supply support units are normally outlined in MAJCOM and local supplements to AFM 67-1 / AFMAN 23-110.

8.8. Transportation. Transportation is a key support element required by every base activity. Supply's primary customer in Base Transportation is Vehicle Maintenance. Because funding restrictions have reduced the number of new USAF vehicles being procured, keeping the existing fleet operational is essential. Maintaining these vehicles is a challenge for both vehicle maintenance and supply personnel. This challenge is met with cooperation and coordination.

8.8.1. To facilitate this coordination, a materiel control operation is located within the vehicle maintenance activity. Materiel Control is usually manned by supply personnel. They receive, check, and verify demands from vehicle maintenance and forward them to base supply. Supply delivers parts to materiel control. The parts are temporarily stored, by vehicle registration number, until needed by transportation shop personnel. Materiel Control personnel pay particular attention to vehicles that are MICAP or "Vehicle Deadlined for Parts" (VDP). They work closely with MICAP personnel to obtain the needed parts and get the vehicles back on the road. Within vehicle maintenance, the "Refueling Maintenance" (RFM) element, maintains all fuels vehicles, including all mobile refueling equipment, such as R-11's and hydrant hosecarts.

8.9. Accounting & Finance. Because most of the transactions processed within supply involve monetary funds, many of Supply's computer records interface with those of A&F. This interface occurs between the SBSS and the Standard Materiel Accounting System (SMAS).

Figure 8.2. Financial Accounting.

8.10. Civil Engineering. Practically every activity on base deals with Base Civil Engineering (BCE). Supply is no exception. Supply has a two-fold relationship with civil engineers. First, supply personnel provide overall supply support to BCE. Second, BCE provides the Fuels Management Flight with liquid fuels maintenance (LFM) and other facilities support.

8.10.1. As a customer of Supply, BCE can merit a relatively high level of attention. Civil engineering projects range from emergency repair jobs to long-range construction programs. These projects also generate a large number of demands for supplies and equipment. When warranted, a materiel control operation, located within the BCE complex, provides supply support. The materiel control function processes requests for materiel and equipment, submits them through the SBSS, and monitors supply status.

8.10.2. BCE's LFM function provides the Fuels Management Flight with critical maintenance services for all fuels fixed facilities. When Fuels needs assistance in repairing, cleaning, or inspecting any part of the fuels system, LFM provides the know-how and technical expertise. In addition, LFM provides schematics for all fuel systems and calibrated gauging charts for bulk storage tanks.

8.11. Communications. On some bases, the Communications Squadron/Group (COMM) is a significant customer. It may be your largest customer. When warranted, a materiel control function provides support. In the Communications organization, the materiel control operation reports to the Chief of Maintenance. The materiel controllers' primary responsibility is providing the interface between supply operations and communications requirements. COMM is often a high-volume customer because of its many functions, including: (1) base communications--telephones, intra-base radios, and telecommunication center (TCC) equipment; (2) inter-base communications--high frequency radios, (cable, and satellite), (3) Air Traffic Control Operations--Traffic Control and Landing Systems (TRACALS); data processing equipment, and (4) numerous other information processing procedures.

Chapter 9

AUTOMATED SYSTEMS SUPPORT

9.1. Standard Base Supply System (SBSS)

9.1.1. **System Overview.** The SBSS uses standard automated inventory control policies and programming techniques to manage a wide range of retail commodities, including supplies, equipment, fuels, and war reserve materiel, for both active and reserve components of the Air Force. Computer support and financial accounting for the host and its supported satellite accounts are accomplished in a single computer configuration. Under the satellite concept, records of a satellite activity are integrated with the host computer records and are updated via remote terminals. The SBSS is the oldest and most mature of the Air Force's automation systems. It's also one of the largest. It supports 105 bases -- 100 main accounts and 250 satellite accounts. It was first automated in 1965, 30 years ago, starting out on the UNIVAC 1050-II computer hardware, with 32K of computer memory with 13 remote terminals. Now it has advanced to regionalized computer systems, mainframe base computers and PC microcomputers with worldwide connectivity, with an interface with 98 other ADS systems, both retail and wholesale. (See major ones below). It consists 1.3 million lines of code in 455 different computer programs. The SBSS processes on the Unisys 2200 mainframe computer. The software suite consist of Common Business-Oriented Language (COBOL) and Ada programming languages with the primary being COBOL 85. All software is maintained by the Electronic Systems Center's Standard Systems Group, at Gunter Annex, Montgomery, Alabama.

9.1.2. **Host Satellite Structure.** The SBSS has two broad kinds of accounts--primary and satellite. Primary accounts (category I) have computer capability, while satellite accounts (satellite category II/III) are small activities that do not need full Unisys support on site; a primary account provides the satellites with computer capability. Satellite accounts also allow for intensive management control of a limited range of materiel (satellite category IIA/IIIA). Satellite accounts managed by an on-site accountable officer are autonomous satellites. Those satellites managed by a category I accountable officer are non-autonomous. For example, if an account has a stock fund manager, it is an autonomous satellite. Satellite system designators are assigned as follows:

9.1.2.1. System Designator Code A. System designators beginning with A are assigned to most satellites. A is also assigned to FK accounts. Accounts with an A series system designator will have a type account code assigned for the SRAN in volume I, part two (for example, FB, FC, FE, or FK).

9.1.2.2. System Designator Codes B or C. B and C series accounts use the FG (satellites) stock record account number. This does not apply to munitions satellite accounts.

9.1.3. **SBSS Account Categories.** SBSS accounts are further identified by categories as follows:

9.1.3.1. Category I. Category I accounts (primary accounts) are the stock record accounts maintained on the SBSS data base to support host base. Category I accounts are identified by a numeric system designator code and a type account code. An example of a numeric system designator code is 01. The type account code is the alpha characters of the SRAN assigned in volume I, part two (for example, FB--base supply).

9.1.3.2. Category II. Category II accounts (satellite accounts) must fulfill two conditions: 1) They are additional stock record accounts, which include or could include the same item stock numbers as category I accounts on the same Unisys; 2) The category I accountable officer has management control of the account. Category II accounts have an alphanumeric system designator code (for example, A1, B1, or C1) and use the FG (satellites) stock record account number.

9.1.3.3. Category IIA (Limited Satellite Account). These accounts are identical to category II accounts except that the item stock numbers managed are limited to a specialized range of materiel instead of the full range of the type of materiel

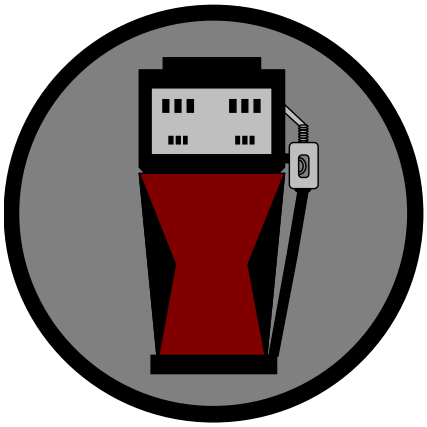
normally available. If an organization with a category IIA account desires other items that are not within the specialized range of materiel, they should obtain them from a designated category I account.

9.1.3.4. Category III (Satellite Accounts). Category III accounts may be one of the following: which include or could include the same stock numbers as category I accounts on the same Unisys. The satellite Chief of Supply has management control of category III accounts. The SBSS programming of these accounts, regarding system designators and type account codes, is identical to that described for category II satellite accounts. Air National Guard accounts are a special type category III satellite account.

9.1.3.5. Category IIIA (Limited Satellite Account). It may be necessary to operate a category IIIA satellite account if appropriate circumstances exist. Such circumstances include the need for separate leveling on a limited range of peculiar line items, great distances between the host support base and the satellite, or needs dictated by host-tenant agreements, etc. In category IIIA accounts, the item stock numbers managed are limited to a specialized range of materiel instead of the full range of materiel normally available. The satellite Chief of Supply has management control of these accounts.

9.2. Fuels Automated Management System (FAMS)

Figure 9.1. Fuel Systems.



9.2.1 **System Overview.** FAMS is the automated data system used to support the fuels operation. Like the SBSS, FAMS is maintained by HQ SSG, with programming at both Gunter and at the SA-ALC. It runs on UNIX-based PCs with a client/server network. The programming language is ADA and it employs commercial-off-the-shelf data base. It has three segments, FAMS-A; FAMS-B; and FAMS-C. They are described below:

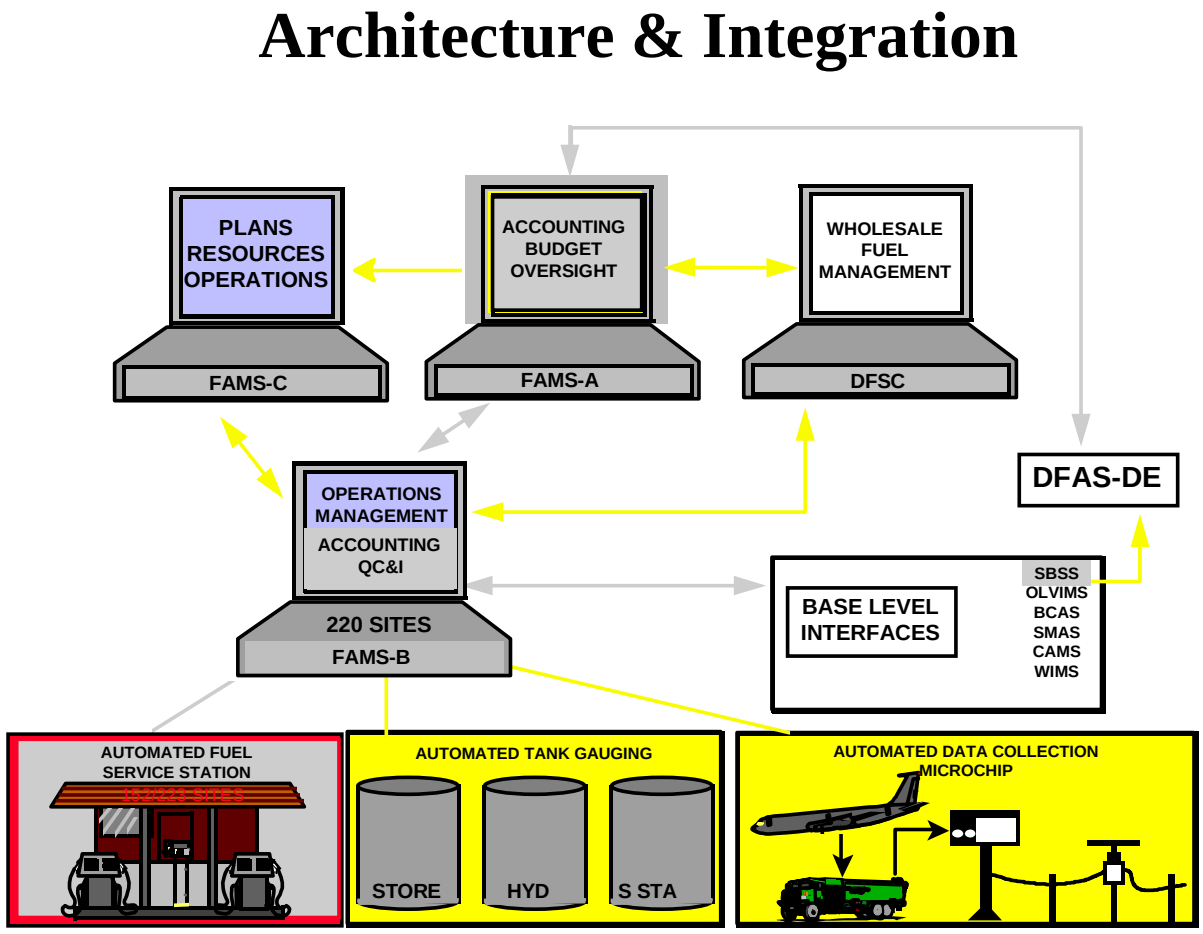
9.2.1.1. FAMS-A (Air Force Level) supports the Air Force resources management information system for the integration of inventory and financial records pertinent to the Fuels Division of the Air Force Stock Fund. Programming, budgeting, acquisition, and tracking of petroleum and special propellant fuels, chemicals, gases, and coal will be accomplished at this level. It will support the preparation, defense and execution of the annual Air Force Fuels budget. A direct interface with SBSS exists for processing fuels transactions. The SBSS generates electronic and paper reports used by MAJCOMs, Air Staff, and the Air Force Fuels Stock Fund managers at SA-ALC/SF. At the base locations, interfaces are grouped as base/regional interfaces and Air Force level interfaces. It also has a major interface with the REMIS system for collecting global table data about aircraft.

9.2.1.2. FAMS-B (Base Level) is the data source mechanism for the entire program. The objective is to automate base-level fuels management to improve inventory and financial accuracy, provide war-planning and capability assessment, and establish a near real-time reporting structure to support command and control. It captures data to support the budgetary process and provides for vertical data transmission. It includes the PETROL RAM projects, such as Automatic Tank Gauging. It also provides data for processing by other functional areas (CAMS, SBSS, etc.). It interfaces with FAMS-A, FAMS-C, and A&F's SMAS.

9.2.1.3. FAMS-C consolidates fuels equipment acquisition, distribution, and consumption data for accounting and energy reporting at the MAJCOMs. Its objective is to automate the Command-level fuels management to provide war-planning and capability assessment, and establish a near real-time reporting structure to support command and control. Consolidate fuels acquisition, distribution, and consumption data for accounting and energy reporting. It integrates operational support/capability information on petroleum resources and it stratifies information for use by senior operational planners to

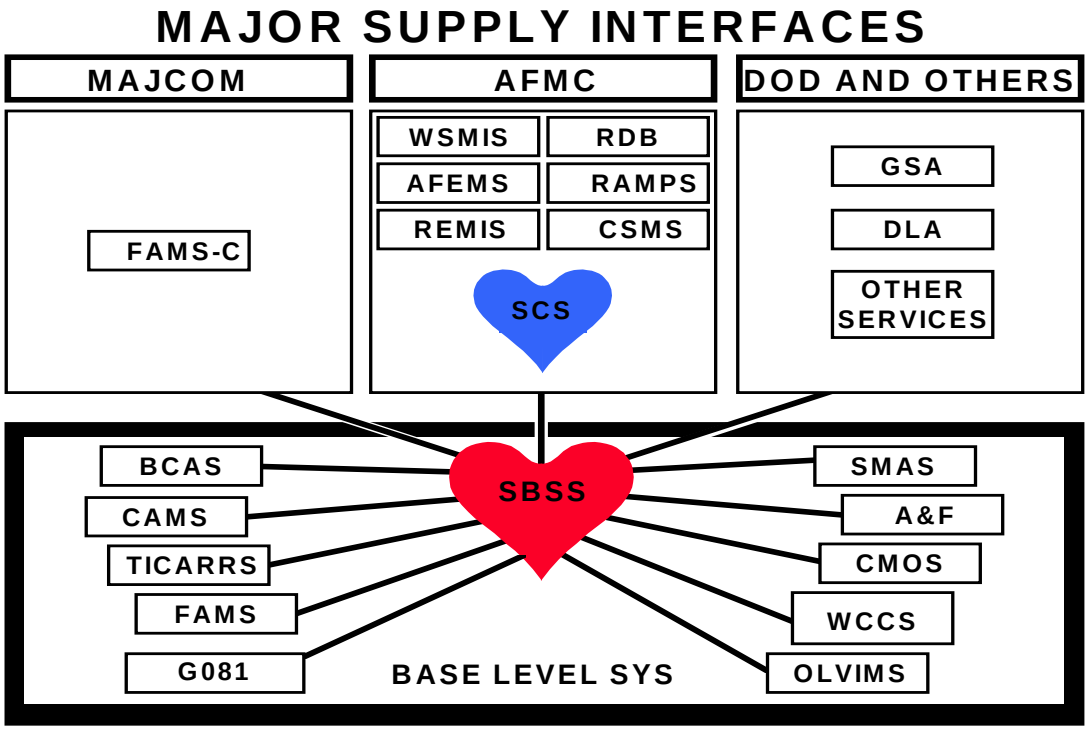
provide accurate capability assessment up through the Joint Reporting Structure, enhancing war-fighting effectiveness. FAMS-C will interface with base and Air Force-level FAMS.

Figure 9.2. FAMS Architecture.



9.3. Major Systems Interfaces. Logistics Systems cannot work independent of one another. All systems receive and send needed logistics data from other systems, both at the wholesale and retail levels. As you can see from the figure below, the base-level supply system has many interfaces to other systems, both at AFMC, DLA, and at base-level.

Figure 9.3. Figure Major Supply System Interfaces.



AFMC WHOLESALE SYSTEMS

AFEMS	(C001)	Air Force Equipment Management System
CSMS	(D226)	Combat Supplies Management System
RDB	(D200)	Requirements Data Bank
REMIS	(G099)	Reliability & Maintainability Information System
SNCS	(N/A)	COMSEC Serial Number Control System
SCSAS	(D184)	Serialized Control Small Arms System
SCS	(D035)	Stock Control and Distribution System
WSMIS	(D087)	Weapon System Management Information System
SNUD	(D071)	Stock Number Users Directory (Cataloging)
RAMPS	(D035C)	Recoverable Assembly Management Process System

BASE LEVEL

BCAS	(J016)	Base Contracting Automated System
CAMS	(G054)	Core Automated Maintenance System
TICARRS		Tactical Interim CAMS & REMIS Reporting System
AMOS	(G081)	CAMS for Airlift
FAMS-A	(D020A)	AF Fuels Automated Management System
FAMS-B	(D020B)	Base Fuels Automated Management System
CMOS	(D132)	Cargo Movement Operation System
WIMS	(F022)	CE Work Information Management System
SMAS	(H118)	Standard Materiel Accounting System
LOGMOD-B	(A200N)	Logistics Module - Base Level (COMPES)
OLVIMS	(B004)	On-Line Vehicle Interactive Management System
WCCS	(T014)	AF Wing Command and Control System

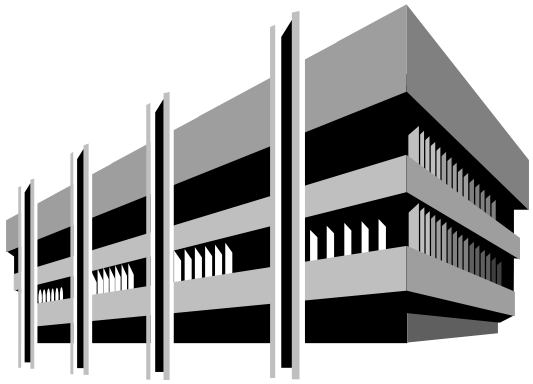
MAJCOM

FAMS-C	(D020C)	Command Fuels Automated Management System

9.4. Defense Megacenter Support. In November 1989, the Deputy Secretary of Defense directed each service to examine potential savings from the consolidation of DoD Automated Data Processing operations and design activities. Each service developed a separate proposal which was approved by the Deputy Secretary. Defense Management Report Decision 924

(DMRD 924) directed each service to proceed with their respective consolidation strategies. Part of the Air Force consolidation plan was to regionalize standard base level computer (SBLC) operations in the continental United States at the five Regional Processing Centers . Maxwell Air Force Base, Gunter Annex, was one of the five bases chosen and was also designated as the lead region for the SBLC consolidation effort. The Gunter Regional Processing Center opened its doors in the fall of 1991. As a further effort to streamline and consolidate within the Defense Department, DMRD 918 was signed in September 1992, designating the Director of the Defense Information Systems Agency (DISA) as the manager of the Defense Information Infrastructure and proposed to assign significant information technology assets from the services and other defense agencies to DISA, including the Regional Processing Centers being established as part of DMRD 924. In July 1993, the Defense Base Closure and Realignment Commission recommended the designation of 16 standardized, automated "Megacenters" to provide centralized operational support for DoD information processing. These Megacenters would be created by consolidating the workload from 59 major data processing centers into sixteen existing facilities. Again, Gunter Annex was chosen as a Megacenter site. The President approved the Commission's recommendations and forwarded them to Congress for action. The facility at Gunter Annex officially became the Defense Megacenter Montgomery on 1 April 1994. Within the CONUS, DISA operates other Megacenters to support Air Force activities at Ogden UT; Oklahoma City, OK; Warner Robins, GA; and San Antonio, TX. PACAF bases are supported from Pearl Harbor, HI, and USAFE bases are supported from Ramstein AB GE.

Figure 9.4. Defense Megacenter.



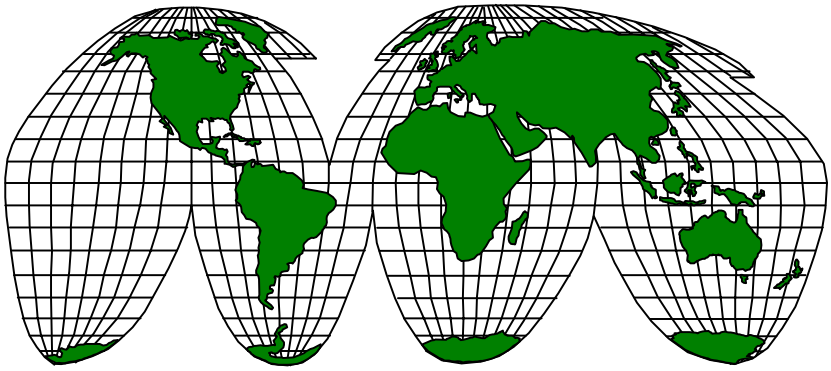
9.4.1. Here's the Montgomery DMC's Mission Statement: The Defense Megacenter (DMC) Montgomery provides data processing support to over thirty Air Force bases and Guard/Reserve sites in Alabama, Virginia, North Carolina, South Carolina, Tennessee, Georgia, Florida, Mississippi, Louisiana, Indiana, Maryland, New York, Washington DC, and Puerto Rico as well as Keflavik Naval Air Station, Iceland and Lajes Field, Azores. Production Operations Division of DMC Montgomery currently operates eight Unisys mainframe computers; software applications support several base-level missions including aircraft maintenance, supply, accounting and finance, personnel and flight records. In addition to the eight production computers, DMC Montgomery also operates seven Unisys mainframe computers dedicated to standard automated data system and command-unique software development, three Unisys mainframes which support HQ Standard Systems Group's Quality Assurance Division and one Unisys mainframe which supports the Field Assistance Branch (FAB) worldwide DIREP system. The Development Operations Division of DMC Montgomery supports the development, modification, testing, and release of over 240 standard and command unique automated data systems.

Chapter 10

CONTINGENCY SUPPORT

10.1. Mobility. Mobility is defined as the ability to go mobile is a quality or capability of military forces which permits them to move rapidly from place to place, while retaining their ability to fulfill their primary mission. Deployment is the exploitation of those qualities. The reason for deploying certain forces is to support and augment operations and contingencies anywhere in the world as rapidly as possible. The quicker the forces can be deployed, the quicker the threat can be addressed. Supply officers are expected to be able to move their people, WRM, and aircraft support packages in a moment's notice, and doing this smartly takes time for planning. Mobility exercises ensure successful execution when called upon.

Figure 10.1. Worldwide Commitment.



10.2. Supply Readiness Control Center (SRCC). The Chief of Supply has the option to establish wartime planning and mobility management as the SRCC. This may be a separate activity reporting to the COS/DCOS or a unit of the Procedures and Analysis Element. Responsibilities of this SRCC include but are not limited to the following areas:

10.2.1. **Deployment Plans.** Maintains deployment plans for supply personnel, ensures logistics details for all tasked unit type codes (UTC) are correct, and ensures all assets are maintained in deployable configuration, prepare and update charts, visual aids, checklists, letters, plans, maps, rosters, reports, and floppy/hard disks.

10.2.2. **Wartime and Mobility Programs.** Directs and controls wartime and mobility programs, reviews inspection reports, prepares and reviews statistical data, reviews and maintains OPLAN, related publications and policy letters for update, maintains supply checklists, conducts self-inspection of wartime readiness programs within the Supply Squadron and SRCC, and reviews and updates Materiel Movement Listing (COMPES Part III).

10.2.3. **Wartime and Mobility Personnel.** Manages wartime and mobility personnel, maintains personnel readiness folders, prepares passport/visa/birth certificate applications, manages Augmentee Program, appoints or assigns personnel to mobility positions, manages immunization requirements, maintains mobility briefing and recall roster, conducts semiannual mobility briefing, and prepares/conducts the employment briefing.

10.2.4. **Wartime and Mobility Management Reports.** Prepares wartime and mobility management reports, processes Dynametrics Microcomputer Analysis System (DMAS) analysis, and prepares quarterly Situation Report (SITREP).

10.3. War Readiness Materiel. According to AFMAN 23-110, Vol II, Part Three, in order to meet wartime supply/fuels support, the emphasis is on readiness, sustainability, responsiveness, and resupply. Thus, spares support is critical to the supply planner. As a result of an Air Staff initiative, the "spare is a spare" concept was adopted to integrate peace and wartime spares and eliminate the need to track wartime and peacetime spares separately. A spare is now a spare and all available spares will be used to achieve an aircraft availability goal and thus the highest combat capability. Under this concept, the new stockage categories for spares are readiness level and sustainability level.

10.3.1. Readiness Spares Packages (RSPs) are part of the readiness level and will, except for Forward RSP, be authorized as additive levels. RSP will be included with peacetime operating requirements as part of a total readiness requirement. The major types of RSP are mobility (MRSP) and in-place (IRSP).

10.3.1.1. MRSPs are air transportable packages of repair parts and maintenance supplies required to support planned mobility operations until resupply can be established. MRSP replaces the previous WRSK and HPMSK terminology.

10.3.1.2. IRSPs contain spares and repair parts required for base support of heightened readiness at the onset of a contingency. Additive in-place assets represent the delta between the peacetime operating stock (POS) expected to be available at the unit and the IRSP requirement.

10.3.2. WRM and mobility equipment include:

10.3.2.1. WCDO is prepositioned consumable items related to weapon systems or combat support activities to support OPLAN taskings. Major categories of consumables are non-nuclear munitions, POL, other energy commodities, aircraft guns and gun barrels, non-pyrotechnic chaff, dropsondes, film, photo processing chemicals, fire fighting agents, civil

engineering repair and construction materiel, and rations. Authorizations for these WCDO items are established by the MAJCOM WCDO Officer based on the authorizations in the WCDO guidance provided by the Air Staff. The Base Supply WRM Monitor loads and maintains the authorizations. War consumables are stored at the point of use (i.e., the base where they will be needed).

10.3.2.2. WPAR is WRM equipment and vehicles authorized through a WRM allowance standard.

10.3.2.3. Bare base equipment packages are WRM equipment packages which support bare base deployments. They include Harvest Eagle, Harvest Falcon, and Fuels Mobility Support Equipment (FMSE). These bare base systems are designed to give minimum essential troop housing facilities and operational support.

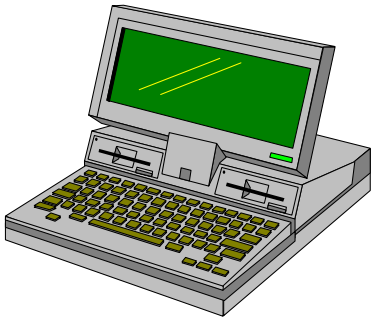
10.3.2.4. Harvest Eagle is an air transportable lightweight package of housekeeping equipment, spare parts, and supplies required for support in bare base conditions. Examples of Harvest Eagle equipment are water purification units, tents, showers, etc. Each kit is designed to provide housekeeping support for 1,100 persons.

10.3.2.5. Harvest Falcon is an air transportable package of hardwall and softwall (tents) shelters and equipment for housekeeping and aircraft support in bare base conditions originally designed for Southwest Asia. Support includes power and water distribution, billeting, dining, aircraft and vehicle maintenance, warehouses, fire rescue, rapid runway repair, airfield lighting, and administrative facilities. Harvest Falcon is designed to overcome host nation or US infrastructure limitations.

10.3.2.6. FMSE is a group of air transportable fuels assets designed to support refueling operations at bare bases. Examples of FMSE include the R-14 and R-25 dispensing systems, R-26, and PMU-27 dispensing unit, R-22 transfer pump, FFU-15E filter assembly, and the Area Bulk Fuels Distribution System (ABFDS).

10.3.2.7. Mobility bags are another vital part of the readiness requirement. Supply personnel provide important services to the wing by stocking and maintaining most wing mobility bag requirements. The types of bags are: A- general purpose; B- cold weather; C- chemical warfare; D-aircrew, and E-desert.

Figure 10.2. Contingency Computing.

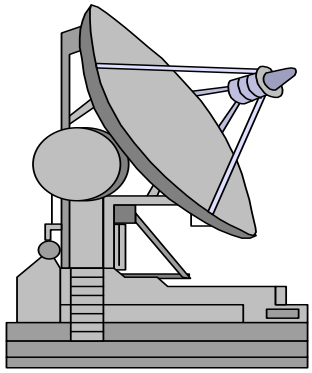


10.4. Contingency Processing System (CPS). **T**he CPS is a stand-alone PC-based program that will process supply transactions required to support the wartime mission. The system allows end-users to deploy with a PC, and printer, along with deployed kit details and basic item records. The system will process selected Wartime Category I reports, and some user-defined reports. The CPS has the capability to maintain and manage balances on detail and item records (an interactive database). It can handle receipts, shipments, issues, turn-ins, due-out release assets, and simultaneously update affected databases and appropriate transaction files. While in a stand-alone mode, it will operate by itself or in a network environment. When connectivity to a standard base level computer is established, it will act as a normal supply terminal utilizing the emulation package installed on the PC at the home base. This system can transfer files and data to and from an SBSS using a telephone modem or floppy diskettes in the stand-alone mode. CPS software is used at home station when extended post-post processing is required due to computer down-time for an extended period. Personnel trained in using CPS only have to learn one set of software, since only minor changes in processing is required for deployment processing.

10.5. Air Force Contingency Support Squadron (AFCSS). The AFCSS is assigned to Air Combat Command. Its mission is to provide automated supply support in the areas of MICAP, stock control, stock fund, A&F, off-line fuels accounting, computer operations, and supply RPS support, to warfighting CINCs in a deployed environment. It also provides resupply efforts until automated supply capability can be affected in the area of responsibility (AOR). Support is also provided to the North Warning System and to America's counter-narcotics operations. It has a full range of support capabilities that can be applied to situations requiring supply support. Within each of these levels of support, the AFCSS

and the deploying units have certain responsibilities. These levels are presented in descending order from maximum to minimum support provided by the AFCSS. The level of support required will be situationally driven and depends on the supported MAJCOM.

Figure 10.3. Satellite Communications.



10.5.1. **Demand Processing Support.** The AFCSS provides the maximum level of support as a demand processing function, and also posts receipts based upon customer notification that an item has been received. This method is particularly effective when supplying support to deployed combat communications or ground Tactical Air Control units. In this case, the AFCSS has maximum transaction responsibility, while the supported unit only has to FAX or call-in their requirements.

10.5.2. **CPS Support.** Units post necessary transactions using the CPS and interface with the AFCSS for required support. In this scenario, the unit's records are transferred to the AFCSS, and post-post transactions flow back to the AFCSS by batch telecommunications processing at various intervals. The responsibility to post transactions belongs to the unit while the AFCSS processes the post-post transferred records. Reject management for post-post transferred records is the joint responsibility of the AFCSS and supported units. The CPS level of support and conversion to in-line level must be practiced during exercises. For example, a unit deployed to Red Flag operates for a fixed period of time under the CPS concept and converts to the "in-line support" level on a given day of the exercise. This "practice" ensures units are prepared to function in multiple support environments during actual contingencies.

10.5.3. **In-Line Support.** If this level of support is selected, it involves terminal connectivity to the AFCSS via some type of telecommunications such as the DDN. At this level of supply support, units process transactions in a pre-post (real time) mode. As the units input transactions, they are updated instantaneously in the applicable AFCSS database. However, implementation of terminals requires extensive coordination with the satellite Chief of Supply, be it the AFCSS or another accountable officer, since accountable transactions are created and the operator of the terminal is acting for the accountable officer.

Chapter 11

THE QUALITY JOURNEY

11.1. Quality . With the emphasis on quality in today's Air Force, we felt it imperative to include this chapter in this pamphlet. Dr. Deming said it best when he wrote **"***Americans still care about quality. The country is full of intelligent, courageous people who would change if* <u>*they only knew*</u> how." The following quality information is taken from *The Quality Approach*, Fall 1993:

11.1.1. **Quality Air Force.** Quality Air Force is a leadership commitment and operating style that inspires trust, teamwork, and continuous improvement everywhere in the Air Force.

11.1.2. **Why Quality Air Force?** A quality-focused organization recognizes the need for improvement and wisely adapts to meet changing demands. Faced with shrinking resources and a dynamic international environment, today's Air Force is undergoing fundamental structural changes. A quality approach provides a framework to help us get better as we become smaller. It's simply not logical to reshape the Air Force into a smaller version of the "Cold War" Air Force; we must find

innovative ways to improve operations. Quality Air Force (QAF) allows us to better use our resources and improve our productivity through the ingenuity and collective strength of all Air Force members.

11.1.3. **What is Quality Air Force?** Quality Air Force is a leadership commitment and operating style that inspires trust, teamwork, and continuous improvement everywhere in the Air Force. It's the way for us to control the shape and style of tomorrow's Air Force. As an institution, we must be receptive to new ideas. We believe there's always room for improvement in our operations. Quality Air Force principles and techniques provide us with the tools needed to make those improvements. The concepts in Quality Air Force have a proven track record in the Air Force and in world-class organizations around the globe. Simply stated, we need it--and it works!

11.1.4. **Quality Air Force System.** Quality Air Force is an integrated system of three components built on Leadership. Quality Focus, the Improvement Process, and Quality in Daily Operations are the system elements.

11.1.5. **Leadership.** This is the foundation for the Quality Air Force system. Leaders set the vision, policies, priorities, and strategies. Their responsibility: foster an environment that inspires trust, teamwork, and pride. Leaders must maintain a customer focus as well as a systems perspective, and must not lose sight of their public responsibilities. Quality Air Force requires positive leadership actions, and it can't be delegated.

Figure 11.1. Quality Pyramid

11.1.6. **Quality Focus.** The quality focus encompasses strategic planning, senior-level guidance, and a quality cultural implementation throughout the Air Force. Strategic planning is the process by which an organization envisions its future and develops special strategies and plans to achieve that future. It is a top-to-bottom alignment of goals and objectives; this is planning that involves leaders at all levels, as well as front-line individuals. Strategic quality focus--incorporating the ideas of people who best know the processes--generates "buy-in" and success. Everyone must know the organizational plans and strategies, and understand how those plans and strategies relate to the mission and individual jobs.

11.1.7. **The Improvement Process.** This process uses a structured team environment and a disciplined approach, allowing Air Force members to work together toward a shared objective. This environment fosters empowerment and individual participation--that's crucial to achieving a Quality Air Force culture. This improvement process provides better products and services, stronger team and individual skills, teamwork, open communication, and a richer quality of life for us all.

11.1.8. **Quality in Daily Operations.** Quality in daily operations combines gains already achieved through process improvement with our daily responsibilities. It is applying the principles and practices of Quality Air Force to our daily activities, using tools and metrics as a part of our daily routine, working as a team, and making continuous improvement a part of the job. The integration of these elements balances our organizational activities:

11.1.8.1. Quality Focus identifies the priority issues.

11.1.8.2. The Improvement Process focuses continuous improvement efforts on the priorities identified

11.1.8.3. Quality in Daily Operations applies Quality Air Force concepts to our areas of responsibility.

11.1.8.4. This combination allows us to effectively and efficiently accomplish our organization's mission and prepare for the future.

11.1.9. **Quality Air Force Support Structure. T**he diversified mission of the Air Force requires specialized training, customized evaluation, and customer-focused education to meet the needs of the different commands. The Quality Air Force effort goes beyond installation or command boundaries; quality implementation needs a "commonality" that will benefit everyone.

11.1.10. **The Air Force Quality Council.** Air Force leaders recognize that a successful quality culture demands sustained senior leadership commitment and involvement. The Air Force Chief of Staff (CSAF) established the council in December 1991. Co-chaired by the Under Secretary of the Air Force and the CSAF, the council guides our progress toward establishing a quality culture. The council sends a strong message: our top leaders are personally and directly involved in Quality Air Force activities, including conducting training. It sets Quality Air Force policy and strategy, reviews action plans and assesses progress. It also guides the integration of quality into the curricula of all Air Force formal schools. The council has established and communicated its core values, principles, and operating style to the field. Reward, recognition, and assessment of Quality Air Force progress are also critical issues at the council level. A working group of the major command quality advisors meets regularly to assist in the preparation of issues that come before the council.

11.1.11. **Education and Training Strategy.** Education and training are mainstays of the Air Force career development system. We can best implement quality techniques by using the programs and systems already in use. During the course of military service, most of us will have the chance to function as a team member, leader, facilitator, or advisor. We may also deploy quality concepts as a mid-level manager, senior leader, or even as a quality council member. At key career transition points, personnel (civilian, enlisted, and officer) become eligible for education and training opportunities.

11.1.11.1. The architecture is a plan to integrate Quality Air Force subject areas into the curricula of existing Air Force courses. At entry level, all personnel receive introductory training. Civilians continue their quality education and training through Professional Continuing Education. Military members receive Quality Air Force training through both technical training and Professional Military Education. Specialized training with Quality Air Force courseware is offered by the Air Force Quality Center.

11.2. Blue-Two Program. Blue Two is a committee made up of aggressive E-5's or below with ten years or less Total Active Federal Military Service. Each member must have a minimum of on year experience in his/her AFSC. The committee reviews issues and formulates proposals from base, command, and Air Force perspectives. The committee is responsible to the major command Chief of Supply. This forum provides the **"**Blue Two**"** a voice in policy deliberations, supply operations, personnel issues affecting the supply career field, logistics support issues from a grass roots perspective and to promote esprit de corps throughout the unit and Air Force supply community. Committee leadership consists of a chairperson, vice chairperson, recorder, and committee members assigned from each base within each major command. Meetings will be held at least semi-annually, on a rotational basis at bases within each major command. This program has been very successful in the Pacific Air Force and in Air Combat Command.

Figure 11.2. The Briefing.

11.3. How Goes It. A supply support indicator basically provides a sign, symptom or index of how well a base supply account is functioning. The following supply support indicators are by no means a complete list of all the indicators applicable to a supply operation, however, we feel that they are some of the more common ones. A monthly How Goes It with your people will help you and your people use metrics to gauge the support you are / are not providing to your customers. The common indicators selected are grouped into support categories as shown in Figure 11.3 below.

Figure 11.3. How Goes It Categories.

HOW GOES IT CATEGORIES
1. Stockage Support Indicators
a. Stockage effectiveness
b. Item records with requisitioning objectives and zero assets
c. Bench stock due-out rates
2. Not Mission Capable Supply (NMCS) Indicators
a. NMCS rates
b. Mission capable cause code analysis
c. Mission capable deletion code analysis
3. Priority Support Indicators
a. Priority due-outs
b. Priority requisition rate
c. Urgency of Need (UND) A and B (priority demands) due-out cancellations
4. Warehouse Storage Indicators
a. Serviceable balance with no warehouse location
b. Warehouse refusals
c. Overall inventory accuracy
5. Repair Cycle Asset Support Indicators
6. Delinquent Reject Rate
7. Delinquent Document Rate
8. Reverse Post Rate
9. Fuels indicators
a. Response Times
b. Maintenance Programs
c. Number gallons pumped

11.4. Assessments. Assessments within the supply and logistics community come in various forms. External assessments include: Quality Air Force Assessments (QAFA), which measure how a wing is progressing along the Air Force quality journey. Items of interest from the Inspector General (IG) will be whether the quality journey is working at all levels of your organization. The IG will interview airman, NCO's and officers to ensure quality processes are in place, are properly documented and appropriate recognition is given when documented improvements are realized. Additionally, your squadron will be assessed on the unit self assessment that was submitted prior to the QAFA. They will validate that you have

documented your squadron's strengths and ensure you are working to fix items identified through your gap analysis. Your squadron strategic plan should be a roadmap to correct your identified shortcomings and a plan to meet your organizational goals in the future. Although the supply squadron will not receive a separate rating, your efforts will be reflected in how well the logistics group and your wing overall is judged at the end of the inspection. Air Force Audits can be requested by any level of command within the Air Force. These audits within functional areas are designed to identify shortcomings and concerns which are either perceived or real to ensure proper procedures are in place and that fraud, waste and abuse does not occur. Internal assessments are vital to ensure that proper procedures are being followed, customer focus is maintained and fraud, waste and abuse does not occur. Some examples of these are: Self-Inspection Programs which each element and flight thoroughly look at all their programs to ensure proper procedures are being followed.

Figure 11.4. Assessments.

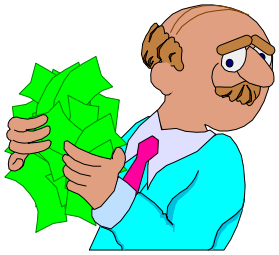
11.4.1. Internal Surveillance Programs are spearheaded by the Management and Systems Flight to insure compliance of procedures throughout the organization. Title 10 USC, is public law outlining our responsibilities to manage US Government property on behalf of the taxpayers. As you can probably expect, supply operations are good targets of opportunity for auditors and other inspection agencies. These programs are essential in keeping you and your commander out of jail.

Chapter 12

TIPS FOR SUCCESS

12.1. Lessons Learned. After 36 years in Supply and six jobs as a Chief of Supply, Colonel Steve dePyssler accumulated a few "lessons learned" which may help some of you. Although we had to modify some of his tips to fit into today's environment, his insightful parables of wisdom still hold true for today. We believe using his tips will go a long way towards your success as either a supply flight chief or squadron commander. The following tips were first published in AFP 67-6, *Supply Officers Guide*, 9 May 86.

Figure 12.1. Logistician .



12.1.1. Take care of your people, and they'll take care of you.

12.1.2. The mission of Supply is to keep the weapons system in commission and service to all of your customers.

12.1.3. Know the status of requirements computation and file status processing. The timely accomplishment of these two factors is required for responsive supply operations.

12.1.4. LEARN HOW TO READ AN INQUIRY. If you don't know how to read an inquiry, you really don't know the supply system.

12.1.5. Rely heavily on your internal surveillance program. It must supplement your personal knowledge of the status of the account. Use the cross-feed information on IG inspections and audit reports of other bases to form part of your internal surveillance checklists. Discrepant conditions noted at other bases may occur in your organization. Periodically review your own IG and audit reports to assure that the noted discrepancies no longer exist. Personally review the answers from the flights.

12.1.6. Absolutely do not allow any backlog to occur in your receiving line, turn-in processing, storage or issue. These lines must be cleared every day.

12.1.7. Your delinquent documents should be "zero." Take no excuses from anyone. If you can't reach "zero," then you could have a problem. Get a daily informal handscribed report direct from Document Control on the number of delinquent documents.

12.1.8. At least every 2 weeks, visit your aircraft and missile maintenance shops. Talk to the officers and shop chiefs—Ask them about the bench stocks, find out their supply problems and take POSITIVE action to take care of their problems. Write the problem down while you are talking to them and give them a written or phone reply ASAP. CHECK THE BENCH STOCK RED TAG FOR AN INDICATOR OF POOR SUPPLY SUPPORT.

12.1.9. Know your materiel control personnel intimately and maintain a close working relationship with them.

12.1.10. Within 30 days after you take over as COS and at least once every 6 months thereafter—arrange a separate meeting with all your other customers and discuss their supply and equipment problems. Some of these other customers are Services, Transportation, Communications, Flight Simulator, Civil Engineer, MWR, tenant units, Air National Guard, and Air Force Reserves. Visit the COPARS and COCESS operations.

12.1.11. Know the daily status of aircraft, missile, engine, AGE and COMM MICAP as applicable. Make a daily visit to the Mission Support Element. Take a keen interest in MICAP cause codes and delivery dates on MICAP items. Know MICAP and CANN trends.

12.1.12. Once a week, have an inquiry made on your top-10 MICAP items and PERSONALLY review it in detail. See if your people are doing their job—Was the NMCS caused because of bad due-ins or delinquent DIFMs or is verification poor because the same item appears as both a delayed discrepancy and a NMCS, or have your people taken aggressive action to work with the depot on hard-to-get items, or do the items have a high 70% of base repair and DIFMs are in maintenance.

Figure 12.2. Ask Around.

12.1.13. Know where you stand on a daily basis, concerning the status of DIFM. Are items in AWI or AWM status for excessive periods...are delinquency rates increasing? What/who are the contributors? Apply pressure where necessary to move reparable items.

12.1.14. Have a positive system that when you have a MICAP or CANN that Mission Support gets an inquiry and that one copy goes to the MMO for their critical review of due-ins, DIFMs, etc. Most MICAPs and CANNs occur because something or somebody didn't do their job. The worst thing that can happen in supply is an INVALID DUE-IN.

12.1.15. Review the D-14, Daily Base Supply Management Report, for the previous day or periodically during the month; also review the M32 Report. This will help you to get a feel for the volume of business your account is doing., issues, turn-

ins, reverse posts, warehouse refusals, due-in cancellations, total transactions processed, etc. Track a few of these items that pose a potential problem.

12.1.16. At least weekly, you should be briefed on the number of reverse post actions processed and the reason for each action. This is invaluable in learning why, what type and by whom mistakes are being made. Get the Training Element involved in this area too.

12.1.17. When you get a new 2nd Lt. or any officer, or any Senior Master Sergeant or Chief Master Sergeant, who has no Base Supply experience, don't give them a job and forget about them. Every inexperienced officer or senior NCO should be given "on-the-job training" in every flight in Base Supply for at least 60-90 days. A schedule should be prepared, covering every supply activity including fuels. They should work on the receiving line and physically receive property and work the documents. Have them receive calls and prepare issue documents in demand processing and work in Mission Support.

12.1.18. When you find a backlog, pitch in yourself—Don't be afraid to do some physical work.

12.1.19. Once in a while, spend a night finding out what goes on in your supply and fuels after-hours support operations when no one is around. You may be surprised.

12.1.20. Visit your dorm and dayroom at least monthly, more often if necessary, and talk to the people and find out their problems and living conditions. All the officers must visit the dorms and dayroom during nonduty hours. If necessary, put out a schedule to have one officer visit the dorm every week.

12.1.21. Have an "OPEN DOOR" policy and let the troops know you really want to help them.

12.1.22. During an ORI—Take your best officer and put them on nights for a 12-hour shift and you take the day 12-hour shift. Stop all ROUTINE call-ins and concentrate on your aircraft and missile support. DO NOT backorder any requests except verified MICAPs and require your or the night OIC approval to backorder an item. Know exactly where you stand at all times on supply effectiveness and delivery times. An Outstanding rating in these two items starts your ORI with a Big Plus Factor. Don't argue with the IG inspector, but be sure they have the correct story—Also, never, never complain to the IG inspectors about any of your customers. Be sure not to have a repeat—have a positive system to ensure all prior "gigs" stay corrected.

Figure 12.3. Leadership.

12.1.23. Be sure your officers are all aggressive and that they get out and visit the customers and their activities. Don't let them just sit behind the desk.

12.1.24. Walk through your warehouse—row by row—and make sure you don't have bulk excesses that aren't moving. Your Materiel Storage and Stock Control people should also be doing this.

12.1.25. Constantly look for new COMMON USE items that can be put in the Retail Sales Element. Every item that goes in the store reduces your workload in demand processing, computer, storage and issue, and delivery functions.

12.1.26. Check your sensitive storage area for potential RSS items. Also check for items you don't want to stock any more. Put them on "sale" in the RSS and put an "E" in your SPC on the item record to prevent stockage.

12.1.27. Set up a monthly informal luncheon with your NCO's (MSgt and above) and find out what is going on and discuss complaints and recommendations. Do not include any other officers—keep this between you and your Sergeants.

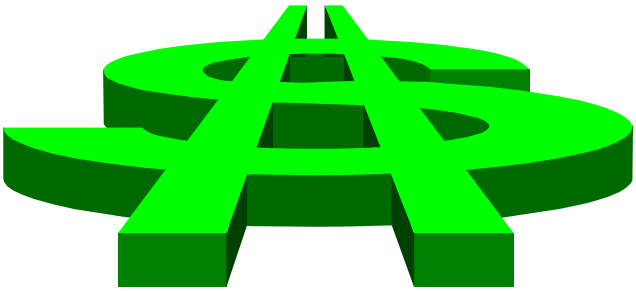
12.1.28. A weekly staff meeting with your senior people is a MUST—But don't let it take too long. One hour is MAX. Eliminate all unnecessary meetings both in Supply and outside Base Supply. Don't send two people when one is sufficient. Don't have backups for meetings. Far too much time is spent in meetings; therefore, reduce the time spent in meetings if they can't be eliminated. The more time people spend at meetings, the less time available to solve the problems and do the job. Have a 5-minute “stand-up” every morning with your flight chiefs, keep everyone standing, review rejects and other pressing topics.

Figure 12.4. Plan Ahead.

12.1.29. Have TREND charts or a TREND book so you know how you are doing. You decide what statistical data is required. Your analyst should update the data. Where possible, compare your statistics against the command averages. The most important statistic is TNMCB and CANNs. As a COS you can be excused for many things but a high TNMCB and/or CANN rate is inexcusable. That is your PRIME MISSION. A monthly “How Goes It” is a must for your senior people.

12.1.30. Know your Stock Fund operation. Closely review your Stock Fund goals each week. Know why your programs are not being met or your orders versus sales are off.

Figure 12.5. Funds Tracking.



12.1.31. Keep current on your equipment problems and status funding. Try to order the bulk of your equipment requirements in October and November.

12.1.32. Be extremely visible to all your personnel; visit the work areas throughout the complex on a frequent basis. Don't operate in a vacuum.

12.1.33. MACR—Most, repeat, most COSs do not know what they have loaded in the MACR even though this determines the supply support effectiveness you will give your customers in aircraft support, AWP support, bench stock, base service store, etc. Normally, you should be able to manage the Stock Fund with only stock replenishment and due-out dollar limitations. Try to manage, without MACR factor constraints that slow down requisitioning. Do you keep up with what is loaded? Do you know your MACR???

12.1.34. Handscribe Notes—You don't have to be fancy with correspondence. Use handscribed notes on letters, messages, etc., to expedite return of correspondence to your customers and directions to your people.

12.1.35. Maintain a folder on each officer—Get all the pertinent facts of their career, PME, education, objectives, etc., plus keep a record of the good things they did—plus problems. When OPR time comes around, you should check this folder.

12.1.36. Know the airmen promotion system—so you can help, guide, and "push" your people ahead. Know the WAPS promotion system. Also, on your MSgt and Senior MSgt EPRs, be sure you can justify the level of indorsement you are

requesting. Reserve the Level “A” indorsement for the ones you want promoted. A Level “A” indorsement is a must for promotion to Senior Master Sergeant and Chief Master Sergeant.

12.1.37. Know your Airmen and NCO's. Know their needs, the desires, and goals. When an award is deserved, make sure it is awarded. Talk over their education and the need to continue education. Take the time to review all EPRs and ensure that appropriate indorsements are acquired. Remember you are responsible for the development of the future Chiefs. Don't let airmen become stagnant in one area because they do an outstanding job in that area. Identify those with exceptional growth potential and make sure they get the experience exposure. Remember, take care of your people and they will take care of you. Dedicate no less than 2 hours each day to your people.

12.1.38. Insist on good housekeeping, cleanliness, and make your supply area look effective. Check your latrines, if they’re not up to speed, chances are neither is your squadron.

Figure 12.6. People--Your Most Valuable Resource.

12.1.39. Bottom line...take care of your people and they'll take care of you—Be a people person. Don't just talk about it—demonstrate it.

12.2. Leadership and Management Tips. Periodically the Leadership and Management Development Center at Maxwell distributes "Tips for Commanders." These tips contain many practical ideas/suggestions which are aimed primarily at Commanders, but there are many that you can also use at the flight level. We have extracted those that seem the most useable for the supply officer. Also, we included two additional topics at the end for your consideration. They have been used with great success in the New Jersey Air National Guard’s 108th Air Refueling Wing at McGuire AFB.

12.2.1. **Communication—Leaders' Awareness.**

12.2.1.1. Out-brief Program: As part of each person’s squadron out-processing, have the person scheduled for a one-on-one, private out-briefing with you. The interviews should be unstructured and free flowing and allow the departing members give their opinions and "speak their minds" on the problems that may exist in the unit and the good things they saw during their tour.

12.2.1.2. Birthday Greetings: First, you might develop a birthday card which depicts your flight, or the supply squadron. Then as each person under you has a birthday, you sign the card. This can be adjusted to include everyone in your element or flight.

12.2.1.3. Squadron/Flight Letter: This is a vehicle for your people to get information just about the squadron/flight. The letter can include information on sports activities, persons of the month, supply tips of the month, introducing new arrivals, awards, promotions, departures, reminders about scheduled events, and other pertinent information. Everyone should be encouraged to submit information to be included in the publication.

12.2.2. **Communications—Personnel Awareness.**

12.2.2.1. Flying Squadron Orientation: People from supply are provided a tour by member(s) of the flying squadron(s). Aircrew members escort six to eight people on a tour that includes: an aircraft static display, a visit to the control tower, and a tour of the flight simulator facility. A movie and informal discussion with aircrews in the squadron main briefing room ends the program. This could be expanded to include the maintenance complex and other major customers.

12.2.2.2. Safe-T-Day Program: You establish a goal for safety, work the pre-determined number of days without a reportable mishap, and provide an incentive for meeting the goal.

12.2.2.3. Mission and Vision Statements: Ensure comprehensive mission and vision statements, professionally lettered and framed, are prominently displayed in each workcenter. The mission statement fully describes how the workcenter fits into the overall mission of the wing. One for the squadron could be placed at the front door, or next to each of the workcenter mission statements.

12.2.3. **Appearance And Maintenance.**

12.2.3.1. Squadron Clean Up Day (SCUD): Spring and fall, a day is set aside for general clean up of the building and grounds. Try for a "light-hearted" atmosphere by clever publicity and arranging a lunch of pizza, beer and soft drinks. Spouses could bring dessert. A nominal charge could be made for the food. Tasks are drawn from a hat and usually involve heavy cleaning or light repairs that are not included in regular maintenance programs.

12.2.4. **Introduction Program—Supplemental Information.**

12.2.4.1. Unit History: A short handout is given to the new arrival during in-processing. This handout should briefly describe and explain the squadron's history, emblem, achievements, awards received, combat experiences, famous leaders and members, etc. This could also include the squadron's mission and vision statement.

12.2.4.2. Letter Home Program: Whenever new young airmen/officers arrive (especially if they are unmarried), you send a letter to their family. The letter indicates that the son or daughter has arrived safely, the family learns a little bit about the squadron, the base and the surrounding area and know that their son or daughter is a highly thought of and welcome addition to the unit and not just another warm body for pulling details. However, the individual should have a say in whether the letter is sent.

12.2.5. **Recognition.**

12.2.5.1. Club 95: Establish a "club" to recognize those individuals who have achieved an End-of-Course grade of 95 or above. You could also provide an incentive of a three-day pass to those individuals who "join" the "club."

12.2.5.2. Establish a Supply Squadron Leadership School and NCO Academy Graduates Board with name plates indicating names of the graduates from the squadron, their class number, and way to designate Honor Graduates.

Figure 12.7. Warrior Day.

12.2.6. **Esprit De Corps.**

12.2.6.1. Warrior Day: To remind your folks of the Air Force mission, one specific day each month is designated as BDU Day and for every military member in the squadron the uniform of the day is BDUs.

12.2.6.2. Picture Show: Take candid shots of individuals in the squadron doing their normal duties, and place them in a "collage" picture frame.

12.2.6.3. Congratulations Letters: Letters are sent to parents/spouses for promotions, awards and decorations. As indicated with new arrival letters, participation should be voluntary.

12.2.7. **Miscellaneous.**

12.2.7.1. Management/Continuity Guides: Prepare guides for each supervisory position. These are simple three-ring binders with pre-printed pages (fill in the spaces). A road map type of approach "where we have been, and where do we go from here," a diary of the day to day operations of the element, something each succeeding individual can digest rapidly and know what was going on.

12.2.7.2. Discourage the governmental mentality that says “Its close enough for government work”. Instill in the squadron that only the “best” is good enough for government work.

12.2.8. **Family Support Group.** Establish a squadron family support group. TDYs are difficult on the families left behind. Make sure the spouses know names and phone numbers of key personnel, i.e. commander, first sergeant, flight chief, and immediate supervisor. Have a senior member of the squadron call the spouse weekly to find out how the family is doing and if they need any type of help or assistance. Showing this type concern and compassion will pay huge dividends in morale and esprit de corps.

Figure 12.8. Family Focus.

12.2.9. **Community Relationships.** Remember that the Air Force is part of the local community and it can contribute significantly to the community’s “quality of life.” Encourage participation in such programs as “Adopt a highway”. Consider adopting an old-folks home, or a local school, where personnel could visit, send cards, help instruct, and perhaps conduct a reading program. Join and participate in local organizations, i.e., the Lions Club, American Legion, VFW, Elks Club, churches and synagogues, first aid squads, or volunteer fire departments. Your squadron and its people should be visible and proud representatives of the Air Force to your hosting community. Your supporting community will benefit and so will you.

GEORGE T. BABBITT, Lt General, USAF
DCS/Logistics

GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS

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DoD 4140.25M: *DoD Management of Bulk Petroleum Products, Natural Gas, & Coal*

DoD 4145.19-R: *Storage and Warehousing Facilities and Services*

DoD 5000.58: Defense Acquisition Workforce

DoD 5000.52-M: *Career Development Program for Acquisition Personnel*

AFPD 23-2: *Supplies and Materiel Management*

AFPD 23-3: *Energy Management*

AFPD 23-4: *Supply Management Business Area of the Defense Business Operations*

AFPD 23-5: *Reusing and Disposing of Materiel*

AFPD 25-1: *War Reserve Materiel*

AFI 23-201: *Fuels Management*

AFI 23-204: *Organizational Fuel Tanks*

AFI 23-207: *Aviation Fuel and Oil Issues to Contract, Charter, and Civilian Aircraft*

AFI 23-209: *Storage and Handling of Hazardous Material*

AFI 23-220: *Reports of Survey for Air Force Property*

AFI 37-138: *Disposition of Air Force Documentation - Policies, Procedures, and Responsibilities*

AFJI 23-208: *Military Service-Owned Retail Stocks in the DLA Materiel Distribution System*

AFMAN 23-110: *USAF Supply Manual*

AFMAN 23-111: *Management of Government Property in the Possession of the Air Force*

AFPAM 23-221: *Fuels Logistics Planning*

AFPAM 36-2611: *Officer Professional Development*

AFM 67-1: *USAF Supply Manual*

AFM 67-413, Vol 1: *Fuels Automated Management System (FAMS), End User Manual*

AFM 67-644, Vol 2: *Equipment Requirements Reporting System*

AFM 67-646: *Stock Fund War Reserve Requirements System: Users Manual*

AFM 67-825: *Combat Fuels Management System (CFMS): Users Manual*

AFM 67-826: *Combat Supplies Management System (CSMS): Users Manual*

AFP 67-2: *Supply Management Reference Book*
AFP 144-3: *A Pamphlet for Fuels Managers*

Helpful Reference

" The Logistics of Waging War, American Military Logistics 1774-1985" , Air Force Logistics Management Agency

Abbreviations and Acronyms

Abbreviation or Acronym	***Definition***
A&F	Accounting and Finance
ABFDS	Area Bulk Fuels Distribution System
ACC	Air Combat Command, Langley AFB VA
ACQ	Acquisition
ADA	Software Programming Language
ADPE	Automated Data Processing Equipment
AF	Air Force
AETC	Air Education and Training Command, Randolph AFB TX
AFA	Air Force Academy, Colorado Springs CO
AFB	Air Force Base
AFCSS	Air Force Contingency Support Squadron
AFEMS	Air Force Equipment Management System
AFI	Air Force Instruction
AFIT	Air Force Institute of Technology, Wright Patterson AFB OH
AFLMA	Air Force Logistics Management Agency, Maxwell AFB, Gunter Annex AL
AFM	Air Force Manual (previous designation)
AFMAN	Air Force Manual
AFMC	Air Force Materiel Command, Wright Patterson AFB OH
AFOSH	Air Force Office of Safety and Health, Washington DC
AFP	Air Force Pamphlet (previous designation)
AFPAM	Air Force Pamphlet
AFPC	Air Force Personnel Center, Randolph AFB TX
AFR	Air Force Regulation (previous designation)
AFRES	Air Force Reserve
AFSC	Air Force Specialty Code
AFSEB	Air Force Supply Executive Board
AFSF	Air Force Stock Fund
AFSPWG	Air Force Stockage Policy Work Group
AFSTAC	Air Force Supply Training Advisory Council
AFSWPWG	Air Force Supply Wartime Policy Work Group
AGE	Aerospace Ground Equipment
AIA	Air Intelligence Agency, Kelly AFB TX
ALC	Air Logistics Center
ALOC	Advanced Logistics Officer Course
AMC	Air Mobility Command, Scott AFB IL
AMOS	Airlift Maintenance Operations System
AMOSS	Aircraft Maintenance Operation Support Section
ANG	Air National Guard
ASC	Allowance Source Code
AWI	Awaiting Installation
AWM	Awaiting Maintenance
AWP	Awaiting Parts
BCAS	Base Contracting Automated System
BCE	Base Civil Engineer
CA/CRL	Custodian Authorization/Custody Receipt Listing
CAMS	Core Automated Maintenance System
CANN	Cannibalization
CC	Commander
CDC	Career Development Course

CFMS	Combat Fuels Management System
CINC	Commander-in-Chief
CIP	Critical Item Program
CMOS	Cargo Movement Operation System
COMPES	Contingency Operations/Mobility Planning and Execution System
COBOL	Common Business-Oriented Language
COCESS	Contractor Operated Civil Engineer Supply Store
COMM	Communications
COMSEC	Communications Security
CONUS	Continental United States
COPARS	Contractor Operated Parts Store
COS	Chief of Supply
COSO	Combat Oriented Supply Organization
CPS	Contingency Processing System
CSAF	Chief of Staff of the Air Force
CSMS	Combat Supply Management System
CTS	Course Training Standard
DASS	Dedicated Aircraft Supply Support
DBOF	Defense Business Operations Fund
DCOS	Deputy Chief of Supply
DD	Department of Defense (as used on DD Forms)
DDN	Defense Data Network
DFAS-DE	Defense Finance Accounting Service - Denver CO
DFR	Defense Fuels Region
DFSC	Defense Fuels Supply Center, Ft Belvoir VA
DIFM	Due-in From Maintenance
DIREP	Difficulty Report
DISA	Defense Information Systems Agency, Washington DC
DLA	Defense Logistics Agency, Ft Belvoir VA
DLR	Depot Level Reparable
DMAS	Dynametrics Microcomputer Analysis System
DMC	Defense Megacenter
DMRD	Defense Management Report Decision
DoD	Department of Defense
DoDAAC	Department of Defense Activity Address Code
DRMO	Defense Reutilization and Marketing Office
ECAMP	Environmental Compliance Assessment Management Program
EME	Equipment Management Element
EOD	End of Day
EOQ	Economic Order Quantity
EPA	Environmental Protection Agency, Washington DC
FAMS	Fuels Accounting Management System
FAX	Telefax
FAST	Forward Asset Support Training
FB	Supply Account
FBI	Federal Bureau of Investigation, Washington DC
FCC	Fuels Control Center
FE	Equipment Account
FEDLOG	Federal Logistics Data
FIX	Record Alteration Document
FJ	Engine Account
FK	Munitions Account
FMFC	Fuels Management Flight Commander
FMS	Foreign Military Sales
FMSE	Fuels Mobility Support Equipment
FRC	Fund Requirement Card File
FSC	Federal Stock Class
GSA	General Services Administration, Washington DC
GSD	General Support Division
HAZMART	Hazardous Materials Pharmacy

HPMSK	High Priority Mission Support Kit
I&S	Interchangeable and Substitute
I&SG	Interchangeable and Substitute Group
IEE	Individual Equipment Element
IEX	Issue Exception
IG	Inspector General
IMM	Integrated Materiel Manager
IRSP	In-Place Readiness Spares Packages
ISS	Intermediate Service School (Air Command and Staff College)
ISSL	Initial Spares Support List
JCS	Joint Command Staff
JSO	Joint Specialty Officer
LFM	Liquid Fuels Maintenance
LG	Logistics
LIN	Liquid Nitrogen
LOGMOD-B	Logistics Module - Base Level COMPES
LOX	Liquid Oxygen
LP	Local Purchase
LSS	Logistics Support Squadron
MACR	Materiel Acquisition Control Record
MAINT	Maintenance
MAJCOM	Major Command
MICAP	Mission Capable
MILSTRIP	Military Standard Requisitioning and Issue Procedures
MMC	Materiel Management Code
MMO	Materiel Management Officer
MNX	Maintenance
MOV	Materiel Obligation Validation
MRSP	Mobility Readiness Spares Packages
MS&D	Materiel Storage and Distribution
MSK	Mission Support Kit
MSO	Management Systems Officer
MWR	Morale Welfare and Recreation
NAF	Numbered Air Force
NATO	North Atlantic Treaty Organization, Shape, Belgium
NCO	Non-Commissioned Officer
NMCS	Not Mission Capable Supply
NSN	National Stock Number
O&ST	Order and Shipping Time
OC-ALC	Oklahoma City Air Logistics Center
OIC	Officer in Charge
OJT	On-The-Job Training
OLVIMS	On-Line Vehicle Interactive Management System
OO-ALC	Ogden Air Logistics Center
OPLAN	Operations Plan
OPR	Office of Primary Responsibility
OPSEC	Operations Security
ORI	Operational Readiness Inspection
OTS	Officer Training School, Maxwell AFB AL
PACAF	Pacific Air Force, Hickam AFB HI
PETROL	Petroleum
PFMR	Project Funds Management Record
PIM	Procedural Instruction Message
PME	Professional Military Education
POL	Petroleum Products
POS	Peacetime Operating Stock
QAF	Quality Air Force
QAFA	Quality Air Force Assessments
QC&I	Quality Control and Inspection
RAMPS	Recoverable Assembly Management Process System

RAR	Repair and Return
RCS	Report Control Symbol
RCSE	Repair Cycle Support Element
RDB	Requirements Data Bank
REMIS	Reliability and Maintainability Information System
REPOL	Bulk Petroleum Contingency Report
REX	Requisition Exception
RFM	Refueling Maintenance
ROD	Report of Discrepancy
ROF	Reporting Organization File
ROTC	Reserve Officer Training Corps
RPS	Remote Processing Station
RSD	Reparable Support Division
RSP	Readiness Spares Package
RSS	Retail Sales Store
SA-ALC	San Antonio Air Logistics Center
SBLC	Standard Base-Level Computer
SBSS	Standard Base Supply System
SCS	Stock Control and Distribution System
SCSAS	Serialized Control Small Arms System
SCUD	Squadron Clean-up Day
SEM	Senior Enlisted Member
SEX	Shipment Exception
SFOP	Stock Fund Operating Program
SITREP	Situation Report
SM-ALC	Sacramento Air Logistics Center
SMAS	Standard Materiel Accounting System
SMPWG	Supply Master Plan Work Group
SNCS	COMSEC Serial Number Control System
SNUD	Stock Number User Directory
SORTS	Status of Resources and Training System
SOS	Squadron Officer School, Maxwell AFB AL
SPC	Stockage Priority Code
SPRAM	Special Purpose Recoverables Authorized Maintenance
SRAN	Stock Record Account Number
SRCC	Supply Readiness Control Center
SRD	Standard Reporting Designator
SSD	Systems Support Division
SSG	Standard Systems Group, Maxwell AFB, Gunter Annex AL
SSS	Senior Service School (Air War College)
STS	Specialty Training Standard
SYS	System
TAR	Tracer Action Required
TCC	Telecommunication Center
TCTO	Time Compliance Technical Order
TDY	Temporary Duty
TICARRS	Tactical Interim CAMS & REMIS Reporting System
TNMCB	Total Not Mission Capable
TO	Technical Order
TOC	Technical Order Compliance
TRACALS	Traffic Control and Landing System
TRANS	Transportation
TRN	Turnaround Transaction
U&TW	Utilization and Training Workshop
UND	Urgency of Need
UNIX	Software Operating System
USAFE	United States Air Force Europe, Ramstein AB Germany
USAF	United States Air Force
USC	United States Code
UTC	Unit Type Code

VDP	Vehicle Deadlined for Parts
WAPS	Weighted Airmen Promotion System
WCCS	Wing Command and Control System
WCDO	War Consumable Distribution Objective
WIMS	Work Information Management System
WPAR	War Plans Additive Requirements
WR-ALC	Warner Robins Air Logistics Center
WRM	War Readiness Materiel
WSMIS	Weapon System Management Information System
WSSWG	Weapon System Support Work Group

Terms

Data Base--A collection of information stored in a computer, which you can access and manipulate as required

PC--Personal Computer, such as the Desktop III (386) or Desktop IV (486/586)

XB3--Expendable Item, consumed in use, usually not reparable, disposed of at base level

XF3--Reparable Item, repaired at the base level. The base also has disposal authority if the item is condemned

XD2--Reparable Item, either repaired at base or the depot; however, only the depot can authorize disposal