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Flying Operations

PLANNING AND SCHEDULING AIRCREW AND AIRCRAFT USAGE



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This instruction outlines procedures for planning and scheduling flight crew members and the operational use of aircraft within the 92d Air Refueling Wing. Active participation of commanders, operations, and logistics staff is essential. This instruction governs the scheduling of flying, ground, standby, and maintenance actions as they affect the use of aircraft and crews in support of operational and training requirements. This instruction supplements DoD 4515.13R, AFI 11-221, AFI 11-222, AFI 11-401, AFI 21-101, AMCI 21-101, AMCI 11-206, and AMCI 11-208.

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Chapter 1

INTRODUCTION

1.1. General. Sound management of limited resources is essential to maximize operational and training effectiveness of an organization. Sound management of the scheduling process begins with the carefully developed Yearly Operations Plan (YOP). The YOP serves as the basis of monthly and weekly scheduling activities to ensure yearly training objectives are met. All training and operational requirements for the next year should be included in the YOP.

1.1.1. The YOP is the basis for all plans and schedules produced throughout the year. It is updated quarterly in the Quarterly Operations Plan (QOP). The QOP is updated monthly and published as the Monthly Operations Plan (MOP). When deviations from the YOP are required, the quarterly and weekly schedules are adjusted and taskings kept within unit capabilities. OSS and LSS scheduling must work closely together keeping each other informed of taskings that affect the use of aircrews and aircraft.

1.1.2. The objective of the scheduling process is to safely and efficiently maximize the use of the wing's resources. In developing a viable schedule to support the wing's mission, operational requirements, allocated flying time, and maintenance capability must be considered. The degree of accuracy in the planning process will vary depending on mission taskings, resources available, and geographic location. Resources, such as aircraft, flying hours, aircrews, equipment, parts, and maintenance manpower, determine the unit's ability to meet operational and training requirements. If a lack of resources is identified for an operational tasking from the Tanker Airlift Control Center (TACC), wing resources will be identified to satisfy taskings in the following sequence: standby alert, higher headquarters taskings, and training sorties.

1.1.3. OSOR/OSOK will document all deviations to the printed schedule and analyze them with the goal of reducing excessive deviations.

1.1.4. The scheduling process is directly tied to both the wing and group's strategic quality plan. Through the policies established in this instruction, OSO and LGLS directly support the following Wing and Group Goals:

1.1.4.1. Wing.

1.1.4.1.1. Achieve the highest state of readiness.

1.1.4.1.2. Meet our air refueling and airlift customers' requirements in a safe and reliable manner.

1.1.4.1.3. Constantly improve our capability to operate and live safely.

1.1.4.2. Operations Group.

1.1.4.2.1. Provide the most responsive, reliable, and safe air mobility in the world.

1.1.4.2.2. Achieve and maintain the highest level of readiness for aircrew and operations support.

1.1.4.2.3. Constantly improve our capability to operate and live safely.

1.1.4.2.4. Ensure Fairchild AFB aircraft flow seamlessly from local to national and international airspace and back without undue burden to our co-users, controllers, and neighboring community.

1.1.4.3. Logistics Group.

1.1.4.3.1. Ensure all aircraft are properly configured and mission ready within the prescribed time limits.

1.1.4.3.2. Launch properly configured aircraft safely and on time.

1.1.4.3.3. Recover and return aircraft to mission-ready status in minimal time.

1.1.5. Through this effort of tying the wing and group objectives to our fundamental operating instruction, we strive to provide the best air mobility for America through reliable air refueling and airlift--worldwide!

1.2. Responsibility:

1.2.1. Commanders and supervisory personnel at all levels are responsible for compliance with the provisions of this instruction. The development of accurate schedules and adhering to them with minimum changes is essential for optimum aircrew and aircraft use. Commanders at all levels must resist the natural urge to make minor changes to plans and schedules. Even minor changes can cause far-reaching consequences, schedule instability, and the possible failure to achieve wing goals.

1.2.2. Successful mission accomplishment depends on fully manned, trained, and experienced scheduling staffs. Each squadron commander, along with OG/CC and LG/CC, must ensure all scheduling staffs are fully manned and working closely together to provide the best support for the wing's mission.

1.2.3. Operations requirements and logistics capabilities must be carefully considered to provide safe, reliable aircraft to meet mission needs. Commanders must be alert to the detrimental effects of mismatches between operations requirements and logistics capabilities. When less than 100 percent of requested flying hours are funded, careful use of available resources is necessary to maximize training and operational capability

1.2.4. The OSO is the focal point for coordinating directly with operations squadrons, maintenance squadrons, operations group, logistics group, wing, TACC, and all subordinate agencies for all scheduling issues.

1.3. Maximizing Sortie Production. Several scheduling techniques, such as quick turns (see [Attachment 1](#)) and establishing appropriate launch and recovery blocks, are used to provide the greatest number of sorties.

1.4. Definitions.

LGLS refers to 92 LSS/LGLS Plans, Scheduling and Documentation

OSOX refers to 92 OSS/OSOX Wing Long Range Plans and Taskings

OSOK refers to 92 OSS/OSOK Mission Development Branch

OSOR refers to 92 OSS/OSOR Wing Departure and Reliability Analysis Section

OGT refers to 92 OGT Operations Group Training

1.4.1. AMC Deployment Analysis System (ADANS). The air refueling component of this database is one part of AMC's integrated mobility and scheduling system.

1.4.2. Attrition Sorties. Sorties added by maintenance scheduling that compensate for actual losses due to maintenance considerations, weather, operational considerations, Federal Aviation Administration (FAA) restrictions, etc. These sorties ensure maintenance provides the number of sorties specified in the sortie contract. They reflect seasonal and experience variations. NOTE: The number of attrition sorties is based on an analysis of historical data adjusted for the conditions expected for the period being scheduled. The monthly schedule will clearly identify attrition sorties. If attrition is different than planned, adjustments to the schedule will be made to prevent exceeding maintenance capabilities.

1.4.3. Block scheduling. A system of aircraft scheduling that coordinates takeoff and landing times with maintenance work shifts.

1.4.3.1. Command and Control Information Processing System (C2IPS). AMC's unit command and control system. Links command and control data from multiple functional areas.

1.4.4. Dead Shift. Normally minimum manned maintenance shift between 0000L-0700L.

1.4.5. First Sortie after Major Maintenance (FSAMM). The first sortie flown after Isochronal Inspection or a refurb.

1.4.6. Global Decision Support System (GDSS). AMC's worldwide network of command and control computers.

1.4.7. Ground Alert Aircraft. Any aircraft designated as part of the ground alert force (see Standby Ground Alert, [1.4.17](#)).

1.4.8. Military Airspace Management System (MASMS). An airspace management computer located at Offutt AFB that allows units assigned air refueling tracks and areas to manage their airspace requirements.

1.4.9. Modular Training. Ground training that is accomplished in a specified block of time.

1.4.10. Required Sorties. The minimum number of sorties required for a crew member to remain Mission Ready. The number of sorties varies by crew position and experience.

1.4.11. Scheduling Deviations. Changes to the printed weekly flying schedule that occur after the daily change sheet is published. Scheduling deviations are categorized as follows:

1.4.11.1. Cancellation: A sortie on the printed flying schedule that does not take off within 3 hours after the printed takeoff time. The termination of a scheduled sortie will be classified as either a ground abort, mission canceled prior to takeoff, or air abort, mission canceled after takeoff.

1.4.11.2. Addition. A sortie flown that was not printed on the weekly flying schedule. NOTE: If an aircraft takes off 3 hours after its printed takeoff time, it is shown as both a canceled and added sortie.

1.4.11.3. Early/Late Takeoff. This occurs when a scheduled sortie becomes airborne more than 20 minutes early or 14 minutes late. When a sortie takes off or lands outside of this window, OSOR

investigates the reason in coordination with maintenance analysis and reports its findings to the OG/CC, LG/CC, and AMC/MRO.

1.4.11.4. Other. Any other changes made to the printed schedule (e.g., crew members, fuel loads, etc.).

1.4.12. Departure Reliability Delay Factors. When a schedule deviation occurs, it is important to identify the root causes to help improve future plans. Delay Factors are categorized as follows:

1.4.12.1. Weather. A delay caused by inclement weather including takeoff delays caused by adjusting flight plans for actual winds, thunderstorms, reduced visibility or runway/taxiway snow removal.

1.4.12.2. FAA. A delay caused by FAA direction or restrictions.

1.4.12.3. Higher Headquarters. A delay caused by specific direction or taskings from HQ AMC TACC, 15 AF or any other execution authority.

1.4.12.4. Sympathetic For Receiver. A delay caused by the receiver.

1.4.12.5. Scheduling. Any delay caused by a scheduling error.

1.4.12.6. Maintenance. Delays caused by maintenance's inability to accomplish required actions in preparation for flight or an aircraft system failure requiring maintenance on the equipment.

1.4.12.7. Other. Delays that aren't covered by the above categories. This category includes delays for flight lunches, cargo/passenger support, base operations, weather briefing, or crew communications.

1.4.13. Scheduled Sortie. An aircraft scheduled for a flight by tail number on the weekly flying schedule and confirmed on the daily flying schedule change sheet. Functional check flights (FCF) and alert launches are excluded.

1.4.14. Sortie. The flight of a single aircraft from takeoff until landing, as determined in AFI 11-401.

1.4.14.1. Quick Turn (QT). A procedure used to re-launch aircraft with minimum ground time and minimum maintenance. [Attachment 1](#) provides additional details.

1.4.14.2. Engine Running Crew Change (ERCC). A procedure used to turn aircraft with engines running and minimum ground time. [Attachment 1](#) provides additional details.

1.4.14.3. Thru-flight Sortie. A sortie flown with an aircraft that has landed and takes off again within the valid ground preflight period. There must be no fuel unloaded and the aircraft cannot have maintenance problems preventing the subsequent mission for this sortie to be accomplished. Must meet either ERCC or QT requirements.

1.4.15. Sortie Contract. The QOP is a written agreement between operations and maintenance specifying the number of sorties and hours to be flown during the next quarter. This contract resolves any shortfalls between operations requirements and maintenance capabilities.

1.4.16. Spare Aircraft. Additional aircraft designated on the flying schedule to back up one or more scheduled sorties. Each spare aircraft will be preflighted by maintenance prior to the crew showing for the first sortie of the day. Spares will be designated as follows:

1.4.16.1. One spare for each sortie with priority code 1A(x) and 1B(x).

1.4.16.2. Additional spares for CDV, JCS-directed, and any other significant missions.

1.4.16.3. One spare (if available) for every 10 sorties not already requiring a spare. Round five or more up to the next whole number (i.e., 15 sorties require two spares).

1.4.17. Standby Alert Aircrew/Aircraft. Any aircrew/aircraft that is designated to support the 92 ARW's assigned standby alert mission.

1.4.18. Training Period. The continuation training program is based on a static 6-month training interval (1 Jan-30 Jun, 1 Jul-31 Dec).

Chapter 2

AIRCREW SCHEDULING

2.1. General. Aircrew training/operational requirements directly influence the scheduling process for both operations and maintenance.

2.1.1. Squadron Scheduling Offices:

2.1.1.1. OSS/OSO will maintain two offices (OSOX and OSOK) to serve the group and wing scheduling functions.

2.1.1.1.1. OSOX is responsible for developing the YOP, QOP, MOP and actively managing the wing's flying hour program. OSOX will be manned with a minimum of two highly qualified schedulers. The Chief of OSOX will be the Deputy OSO and act as the Flight Commander in the OSO's absence.

2.1.1.1.2. OSOK is responsible for developing the weekly schedule based on the MOP developed by OSOX. OSOK develops the weekly schedule using a scheduling program accessible to all scheduling agencies via the Local Area Network (LAN). OSOK will be manned with five schedulers and a Chief of Short Range Scheduling. The Chief should have previous OSOK scheduling experience. The five OSOK schedulers will be assigned to OSOK for a 15-month tour.

2.1.1.2. Operational Squadrons: The four operational squadrons must establish a scheduling office manned with a minimum of three individuals. These schedulers report directly to the Operations Officer for scheduling issues. Scheduling is a very time consuming and significant duty. Consequently, scheduling will be the only significant additional duty for these individuals. Squadron schedulers fill assigned sorties provided by OSOK with crew members to fill training and operational requirements. Each unit will also appoint a person to serve as a modular training focal point.

2.2. Aircrew Scheduler Training:

2.2.1. The OSO will establish an aircrew scheduler training program. A scheduling continuity book will be developed and maintained by OSOK to provide training and operating guidance.

2.2.2. OSOX will be the focal point of the squadron scheduler orientation class. This class will be offered on a quarterly basis and all schedulers should attend within 3 months of starting scheduling duties.

2.3. Aircrew Scheduler Retainability. To provide continuity and effectiveness, individuals assigned to aircrew scheduling should have 12 to 18 months retainability.

2.4. Responsibilities:

2.4.1. OSO will identify and elevate through TACC any training requirements/taskings that can not be met within the allocated flying hours or logistics capabilities.

2.4.2. OSOF is responsible for the submission of Daily Tanker Activity Reports and collection of SORTS data for the Group.

2.4.3. Group Training (OGT) will develop qualification/upgrade training plans designed to meet wing training objectives within the allocated flying time.

2.4.3.1. Each squadron will develop operations plans (YOP, QOP, and MOP) and program each crew/individual to fly sufficient numbers and types of missions necessary to meet the following requirements:

2.4.3.2. Initial/upgrade/requalification/difference training.

2.4.3.3. Mission Qualification Training.

2.4.3.4. Continuation Training.

2.4.3.5. Wing Directed Training.

2.4.3.6. Higher Headquarters directed missions.

2.4.3.7. Initial/recurring academic and training device requirements.

2.5. Programs and Charts. Scheduling programs and charts should be accessible to aircrews and may be located on any media (e.g., computer printouts, three ring binders, etc.). Optimally, the crews should have real time access to the latest schedule change via information on each squadron's LAN. If this is impractical, squadron schedulers will ensure the latest changes are posted in the squadron in a timely fashion.

2.6. Communications. The OG/LG will determine what communications systems are required for each scheduling agency. Wing schedulers are authorized, but not limited to, cellular phone (duty scheduler), base pager (duty scheduler), two-way radios, laptop computers, answering machines, and DSN access from off base locations.

2.7. Description of the Monthly Operations Plans. There are four types of monthly plans: Initial, Working, Semi-final, and Final. Each of these plans is a refinement of the one preceding it.

2.7.1. The Initial Plan: One of 12 monthly operations plans contained in the YOP. All other operations plans are refinements of this plan. The initial plan must include:

2.7.1.1. Proposed ground events (MOD training, dental appointments, etc.).

2.7.1.2. Proposed exercises, squadron training days, and Wing Goal Days.

2.7.1.3. Proposed leave schedule.

2.7.1.4. Proposed/known TDYs. (ITUDs, SOS, CFIC, PUP, Business efforts, etc.).

2.7.1.5. Proposed standby alert schedule.

2.7.1.6. Proposed sorties, hours, training, and checkride activity.

2.7.1.7. Other known requirements.

2.7.2. The Working Plan. This represents the current month of the QOP and basically consists of updated, initial plan information. The working plan must include:

2.7.2.1. Firm exercises, Wing goal days, and Squadron Training days.

2.7.2.2. Proposed fly days for each crew/crew member.

2.7.3. The Semi-final Plan. This represents the 2d month of the rolling 3-month QOP period. The semi-final plan is developed from the working plan and must include the following refinements:

2.7.3.1. Firm leave schedule.

2.7.3.2. Other known training/operational requirements.

2.7.4. The Final Plan. This represents the 1st month of the 3-month QOP period and is a refinement of the semi-final plan. It will include all known activity for crews, crew members, initial quals/upgrades, and assigned/attached staff flyers. It will count in those items that are difficult to project for more than 1 month. As a minimum, the final plan will include the following additions/refinements:

2.7.4.1. Firm ground events.

2.7.4.2. Specific dates for mission planning.

2.7.4.3. Attrition sorties identified (if needed).

2.7.4.4. A firm standby and flying schedule.

2.7.4.5. Firm training and check ride activity.

Chapter 3

AIRCRAFT SCHEDULING

3.1. General. This chapter provides uniform, objective guidelines for the development of schedules and establishes policies and procedures applicable to maintenance organizations.

3.1.1. Aircraft scheduling is a key element of a unit's planning process, influencing the entire maintenance and operations community. A well developed plan/schedule is a basic element of mission success. Aircraft scheduling is the responsibility of the LG.

3.1.2. Maintenance manpower authorizations are normally not sufficient for 24 hour per day maintenance coverage. Therefore, schedules should allow most of the maintenance effort to be accomplished in 2 daily work shifts.

3.1.3. Maintenance scheduling will consider attrition when planning the flying schedule. Historical data must be analyzed and attrition factors updated to reflect unit seasonal and experience variations. Attrition factors are applied by maintenance to determine the number of extra sorties that must be planned to ensure the number of contracted sorties are provided. The QOP and monthly maintenance plan will identify attrition sorties based on aircrew and aircraft availability in addition to all other sorties. An attrition sortie will not be assigned to a specific aircrew until a required sortie is lost.

3.2. Goals and Policies. All actions are accomplished to attain established goals and are planned and scheduled according to specific policies. Goals must be stated in relation to specific policies (what is desired/required, who is responsible, how often is the activity scheduled, etc.). **Figure 3.1.** and **Figure 3.2.** are minimum scheduling goals and policies

Figure 3.1. Scheduling Goals.

GOALS & POLICY

GOAL: To accomplish unit training and maintain readiness, using existing resources, while maintaining quality of life work standards.

POLICY: Distribute flying activities equitably throughout the AGS organizational structure. This provides an equitable number of preflight, launch, and recovery actions in each SGF. It allows each flight chief to better predict requirements and obtain maximum utilization of assigned personnel.

GOAL: Equalize the operational hour distribution as uniformly as possible throughout the month, utilize the maintenance force without resorting to overtime.

POLICY: Consider both operational and maintenance requirements when preparing the operational schedule. Maintenance capability must be given prime consideration. If maintenance capability is exceeded for extended periods, maintenance quality will suffer, and ultimately, mission requirements will not be met.

GOAL: Minimize "peaks and valleys" maintenance workloads.

POLICY: Evenly distribute sorties through the month; spread the workload throughout the entire aircraft/fleet work force.

GOAL: Maintain inspection dock flow.

POLICY: Isochronal inspections are forecast for a minimum 3-month periods. Forecasts are adjusted monthly. Minimal changes should be made to the monthly forecast since time change components requirements are submitted based on the monthly schedule.

POLICY: Pre-inspection meetings should be conducted prior to input.

POLICY: Plan inspections to minimize NMCM status over weekends and holidays.

POLICY: Scheduling TCTOs in conjunction with Isochronal inspection is desired.

3.3. Scheduling Process:

3.3.1. **Quarterly Planning.** Maintenance scheduling is required to maintain a quarterly forecast (QOP) of maintenance requirements for each sortie generation flight. The forecast for the 2d and 3d months will contain known requirements, e.g., PDM, alert cycles, TDY, Isochronal Inspection, Equipment Excellence Program (Refurb), aircraft wash, Time Compliance Technical Order (TCTO), special inspections, and any other known requirements/commitments. Even though each of the preceding items may change, quarterly planning is essential to prepare for more detailed monthly and weekly schedules. The selection of aircraft serial numbers for standby alert and TDY deployment will be based on a thorough evaluation of the past performance of the aircraft and its systems. The foundation for quarterly planning is described in paragraph 4.5. of this instruction. Isochronal inspections and aircraft refurbishment will be forecasted as far into the future as possible to support tasked ITUD commitments.

3.3.2. **Monthly Planning.** Monthly maintenance plans are the first refinement to the maintenance QOP. The QOP shows known scheduling requirements, e.g., PDM, standby alert, TDY, and special inspections. To develop a monthly maintenance plan, use this data plus any required attrition sorties and known calendar and hourly inspections occurring during the applicable month. All PDM inputs, scheduled transfers, aircraft training requirements, and special activities are integrated with extracts from the GO81 data base for -6 inspection requirements, time change/special inspections, and workable TCTOs. Review the plan for balance and flow. If any overall activity reveals peaks and valleys, adjust the schedule to distribute evenly that activity over the complete month. All known requirements, including utilization of aircraft and final adjustments to the schedule, will be published in the Monthly Maintenance Plan. **Figure 3.2.** portrays a typical monthly schedule and includes those requirements that must be included in every sortie generation flight (SGF) maintenance plan.

3.3.3. Weekly Utilization and Maintenance Planning:

3.3.3.1. **Short-range planning.** Aircraft schedulers must continuously refine and provide additional details for weekly and daily planning. The quarterly/monthly plans are used as guides in planning and scheduling maintenance. With a better long-range plan, fewer changes will need to be made. The purpose of the weekly maintenance and utilization plan is to refine the monthly maintenance plan and provide additional details (**Figure 3.3.**). Adjustments to the plan are made to accommodate unforeseen operations and maintenance problems, such as missions added by higher headquarters, cancellations due to bad weather, and attrition factors. Once published, the weekly schedule provides the final contract for both operations and maintenance. Deviations from the schedule should be held to an absolute minimum. All aircraft and equipment should be required to meet the schedule and all planned maintenance should be accomplished as specified.

3.3.3.2. **The development process.** Extract all known maintenance requirements not requiring change or update from the current monthly maintenance plan. The current monthly maintenance

plan is the basic source document used in the development of the weekly plan. These requirements include dock inputs and completion times, PDM input/output, washes, aircraft maintenance training requirements, and other scheduled maintenance activities. Coordinate with documentation for changes to attrition, inspection schedules, time changes, TCTOs, document reviews, etc., and with aircraft systems analysis.

3.3.3.3. Operational requirements. Before computing maintenance support requirements, operations requirements must be known. The working schedule will show takeoff and landing times, flight duration, fuel loads, equipment configurations, and aircrew training requirements. It is extremely important schedulers familiarize themselves with crew training requirements to provide maximum utilization of the aircraft. After receiving the operations requirements, extract the tail numbers selected to fly during the coming week from the monthly maintenance plan. It is the scheduler's responsibility to decide whether maintenance can support the proposed operational schedule without exceeding maintenance resources. Coordination with SGF production superintendent is necessary.

3.3.3.4. Adjustments to The Weekly Schedule. Schedulers must be constantly aware of the location and status of aircraft and equipment, because schedule changes can occur at any time. These changes occur because of short-notice missions added by TACC, failure of the aircraft or equipment to perform its assigned mission, component or system failure, or non-availability of flight crews. After a change is directed, the scheduler must base his/her solution on the aircraft's capability, maintenance status, configuration, and most importantly, the impact on the long range plan. Schedulers will ensure all changes are made per paragraph 4.7. of this instruction and that proper coordination and notification of all affected work centers is accomplished.

3.4. Minimizing Deviations. Selection of the proper aircraft to fly specific missions can spell the difference between mission accomplishment and failure. Therefore, all schedules should be developed with the utmost care. If the schedule is prepared properly, all the scheduler needs to do is to add the necessary details to keep deviations to a minimum. There are no set rules for this process, but there are certain factors that must be considered in making the selection.

3.4.1. Utilization schedules to which only minor changes are required are those that were carefully prepared initially. Proper selection of the best aircraft for the requested sortie is dependent upon awareness of the current circumstances, aircraft status, and sortie type to be flown. Good long range planning directly affects good short range planning. Ideally, the weekly schedule should be an extract from the monthly schedule. However, adjustments normally must be made when developing the weekly schedule. Specific mission requirements can affect the tail number selection. Selection of an alternate aircraft over the original preference should be one that causes the least disruption to the overall plan. To do this, coordinate with the production supervisors, the crew chiefs, and the shop chiefs.

3.4.2. Determine which of those aircraft scheduled to fly on the monthly plan are actually capable of performing this mission. This information can usually be obtained from the operations scheduler or production supervisors.

3.4.3. Determine which aircraft are in commission. If six sorties are required and only five of the aircraft are FMC, check with the production supervisor for the latest estimated time in commission (ETIC). If the ETIC suggests the aircraft will not be able to fulfill the sortie requirement, select a replacement aircraft that will cause the least disruption to the weekly schedule.

3.4.3.1. Ensure the aircraft are properly configured. Indiscriminately downloading and uploading aircraft with primary and alternate mission equipment can waste many maintenance man-hours. If a continuing requirement exists for a certain number of aircraft in a particular configuration, choose the aircraft carefully for maximum utilization in their current configuration.

3.4.4. Determine the impact on the long-range plan if one aircraft is chosen versus another. Selecting a certain aircraft to fly a given sortie is one of the most important decisions an aircraft scheduler makes.

3.5. Analysis of Adverse Trends/Deviations. When adverse trends and deviations (late takeoffs, cancellations, etc.) become excessive, Plans, Scheduling, and Documentation must work closely with maintenance systems analysis to identify the cause and make recommendations to the LG. Additionally, OSOR should be contacted for possible discussion of trends at the monthly Mission Reliability Panel (MRP). The root cause of adverse trends and deviations may lie in one, or a combination of reasons. For example, a significant increase in late takeoffs may be the result of inadequate scheduling techniques or a specific material deficiency, or both.

3.6. Unit Capabilities. To meet mission requirements, maintenance managers are provided manpower, equipment, and financial resources. The effective use of these resources is a primary concern of all assigned personnel. Effective employment of resources is directly related to the ability to efficiently plan how the resources will be used and to ensure the plans are met. The LG and other maintenance managers must know the capabilities and performance of manpower and equipment.

Figure 3.2. Utilization and Maintenance Schedule, (Monthly)

Eagle Sortie Generation Flight Monthly Plan							
August 1998	Set 1	Sun 2	Mon 3	Tue 4	Wed 5	Mon 31	Remarks
59-1467T			START INF SP	START INF SP	START INF SP	SWA	RETURNS 2 OCT 98
59-1468T	TACC 3	TACC 3	F	F	F	PREP	SWA SP 1 SEP 98
59-1480T			CW	CW	CW	F	
59-1512T	PDM	PDM	PDM	PDM	PDM	PDM	RETURNS 8 MAR 99 DCALC
59-1520T	CN	CN	CN			SWA	RETURNS 2 OCT 98
60-0336T	REFB	REFB	REFB	DD	DD		
60-0339T	ISO	ISO	ISO	BL	FC	SWA F	RETURN 3 OCT 98
61-0321R	CW	CW	CW	F	F	F	
62-3533R	CE	CE	CE	CE	CE	F	
62-3540R	ROSEY	ROSEY	ROSEY	ROSEY	ROSEY	Forced Trainer	
63-8014R			TACC 2	TACC 2	TACC 2	PREP	
63-8027R			WA	CCI	F	SWA F	RETURNS 3 OCT 98
63-8033R	CW	CW	CW		F		
Remarks							
Assigned	13	13	13	13	13	13	Current As Of 30 Jul 98
Posse sse d	12	12	12	12	12	10	
Available	4	4	0	2	1	2	

Figure 3.3. Utilization and Maintenance Schedule, (Weekly)

<p align="center">92d Aircraft Generation Squadron Eagle Sortie Generation Flight</p>									
<p align="center">Week of 03 - 09 August 1998</p>									
ACFT TAIL	Mon 03	Tue 04	Wed 05	Thu 06	Fri 07	Sat 08	REMARKS	HSC DUE	ISO DUE
57 1456R	PDM	PDM	PDM	PDM	PDM	PDM	RETURNS 25 JAN 99 OCALC	TBD	TBD
57 1499R	PDM	PDM	PDM	PDM	PDM	PDM	RETURNS 20 JAN 99 SMALC	TBD	TBD
58 0045T GREEN	UDM	UDM	UDM	UDM	UDM	UDM	RETURNS 17 AUG 98	TBD	TBD
58 0060T GREEN	PDM	PDM	PDM	PDM	PDM	PDM	X-FER 10 NOV 98	TBD	TBD
POSSESSED									
COMMITTED									
# QUICK TURNS							TOTAL	0	TOTAL SORTIES
# ERCC							TOTAL	0	

Chapter 4

THE PLANNING PROCESS

4.1. General. The planning process involves six closely related but separate phases: YOP development, quarterly air refueling conferences, QOP development, weekly schedule development, daily change sheet development, and review/feedback (**Figure 4.1.** through **Figure 4.5.**). Each phase is the result of detailed effort that balances the requirements and capabilities of both maintenance and operations. The YOP gives the wing commander the direction and foundation for achieving objectives. Wing objectives and goals must be monitored for deviations. The quarterly air refueling conference, QOP, and weekly plans are refinements of the YOP. Daily adjustments followed by review/feedback are the final steps in achieving wing objectives.

4.2. Operational Planning Data. The planning process starts upon receipt of the first information affecting the wing for the upcoming fiscal year. OSOX normally receives this information in June. Through a continuing process of increasing detail and refinement in coordination with the wing's maintenance staff, this information is translated into a final YOP. OSOX bases the YOP on the following information:

- 4.2.1. Known ITUD commitments.
- 4.2.2. Allocated flying time.
- 4.2.3. Higher headquarters and local exercises.
- 4.2.4. Standby commitments.
- 4.2.5. Quarterly air refueling schedule and any additional higher headquarters commitments.

4.3. Yearly Operations Planning. The YOP is the first and most important step in maximizing stable and equitable workloads, quality aircrew and maintenance training; mission readiness, and satisfied customers. All other plans are refinements of the YOP. The YOP must be continually revised, updated, and monitored to ensure wing objectives are achieved. Adjustments to planned activity should be made only to accommodate unforeseen operations and maintenance requirements.

4.4. Quarterly Air Refueling Conference Planning. The quarterly air refueling conference is the key to an effective wing flying schedule. It is at this time that launch/recovery blocks, sortie flow timing, etc., are established based on air refueling and higher headquarters commitments. Operations and maintenance schedulers must recognize the importance of detailed planning 6 months out to ensure that the framework for an effective QOP and weekly schedule are established. OSOX will gather data from all concerned staff agencies (ARW, LG, OG, squadrons, and HQ AMC/TACC) prior to attending the conference. OSOX will develop a tentative quarterly requirements list to satisfy at the conference.

- 4.4.1. Using the annual flying hour allocation, OSOX provides LGLS and all ARS's with the following requirements not later than 1st workday of 4th month before the target quarter:
 - 4.4.1.1. Required flying hours and sorties in monthly increments.
 - 4.4.1.2. Flying days in each month.
 - 4.4.1.3. Aircraft/aircrew standby requirements.
 - 4.4.1.4. Known and projected TDY and special mission requirements.

4.4.2. LGLS must compute the capability of maintenance to support operational requirements. No later than the 1st workday of 3d month before the target quarter, LGLS must provide OSOX the following planning factors:

4.4.2.1. Estimated number of aircraft available by day and a projected airframe capability statement, forecasted personnel capability, and the number of sorties that can be supported.

4.4.2.2. Recommended block scheduling patterns to meet operational requirements.

4.4.2.3. Statement of limitations in meeting the operational requirements.

4.4.3. OSOX will make every effort to obtain sorties that takeoff and land outside the Fog and Bird Aircraft Strike Hazard (BASH) critical time periods. When able, work with receiver units to move air refueling control times or tracks to accomplish this goal at the quarterly air refueling conference.

4.5. Quarterly Operations Planning:

4.5.1. The QOP is the primary tool for finalizing and coordinating all maintenance and operations activities. It serves as the formal operations/maintenance sortie contract. The QOP is updated quarterly and provides a relatively firm 3-month plan. The monthly updates will not require OG/CC, LG/CC, and ARW/CC approval but will provide the updated information required to plan for the next month. Before the QOP is formalized, the following actions are required:

4.5.1.1. Not later than 1600L the 15th day of the month before the target QOP, OSOX will provide operations squadrons and LGLS any necessary adjustments/updates to the next month's operational requirements. As a minimum, the following information is provided:

4.5.1.1.1. Sorties required by day, estimated takeoff time, duration, estimated downtime, and estimated fuel loads.

4.5.1.1.2. Home station sorties by type and flying hours.

4.5.1.1.3. Known or anticipated TDYs and scheduled exercises. Known sorties and flying hours required to be flown while TDY.

4.5.1.1.4. Alert/standby requirements.

4.5.2. Not later than 1600L Thursday of second full week of the month before the target QOP, LGLS will:

4.5.2.1. Determine the attrition factor using historical sortie attrition factors from Maintenance Systems Analysis and the factors provided by operations. Factors will be tempered with sound judgment and adjusted to the expected environment for the coming months.

4.5.2.2. Compute the total number of sorties that must be scheduled to meet the sortie contract. When scheduling sorties to fulfill the mission commitment, the scheduler must consider attrition factors that will influence the ability of maintenance to provide the required number of sorties. Attrition is the reduction or loss of sorties due to weather, operations, and maintenance or material. To allow for this attrition, the maintenance scheduler schedules, in the monthly maintenance plan, the contracted sorties plus the number of sorties indicated by the attrition factor percentage.

EXAMPLE: A unit is committed to fly 81 seven-hour sorties, or 567 hours. Historical data reveals attrition factors of:

Aborts	4%
Weather	3%
Wing Cancellations (Ops, Maintenance, Supply, etc.)	3%
TOTAL ATTRITION	10%

In order to fly required sorties, we must plan to over schedule our commitment by 10%. To do this subtract 10% from 100% which leaves us with 90%. Therefore, 81 committed sorties represent only 90% of the sorties we must schedule. To find out how many sorties to schedule we divide 81 by 0.9 (90%).

Eighty-one required sorties contracted divided by 0.9 equals 90 required sorties for maintenance to plan to prepare. Round to the next whole mission or sortie.

We arrive at planning figure of 90 sorties. If attrition is normal, nine sorties will be lost. The result will be 81 sorties planned plus nine attrition sorties.

4.5.2.3. Confirm the most desirable block scheduling patterns considering all restrictions to meet operational requirements.

4.5.2.4. Make a draft tail number schedule using the SGF Monthly Maintenance Plan (**Figure 3.2**). As a minimum show:

4.5.2.4.1. Projected major maintenance requirements. Isochronal inspections, refurb, TCTOs, major maintenance, etc.

4.5.2.4.2. Known airframe requirements. Alert standby, PDM, aircraft maintenance training, FTD requirements, depot schedule, etc.

4.5.2.4.3. Flying days.

4.5.2.4.4. Days where there are no flying activities planned.

4.5.3. Not later than 1600L Thursday of the second full week of the month before the beginning of the target QOP, LGLS provides OSOX:

4.5.3.1. The maintenance capability to meet operational requirements.

4.5.3.2. The number of attrition sorties required to meet the sortie contract.

4.5.3.3. When limitations exist or adjustments are needed, OG and LG will make every effort to arrive at an equitable monthly plan considering the requirements and limitations of both operations and maintenance. In addition, the OG and LG, using the sortie contract, will agree upon the total sorties to be scheduled using the forecasted attrition factors. When flying time limitations occur, it is important that aircrew training schedules be oriented toward early accomplishment of high priority and hard-to-get training activities.

4.5.4. The three QOP's (JAN-MAR, APR-JUN, JUL-SEP), signed by the OG, LG, and Wing CC, will be distributed no later than the 1st day of the upcoming 3-month cycle. All other monthly updates will be distributed no later than the 1st day of the upcoming month.

4.5.4.1. When the proposed QOP has been agreed to and approved by the Wing Commander, it becomes the official wing plan.

4.5.4.2. Prepare the QOP according to the guidance contained in [Attachment 2](#).

4.6. Weekly Planning. The wing weekly flying schedule, signed by the OG and LG, refines the QOP. It normally covers the period from 0000L Monday to 2359L Sunday and shows operational and maintenance requirements in detail.

4.6.1. The following procedures apply to ensure that effective weekly aircrew flying and aircraft maintenance schedules are produced (See [Figure 4.4](#)). In the event the LAN is down information normally received via the LAN will be transmitted by paper copy versions.

4.6.1.1. As soon as possible, but NLT 1600L each Friday, OSOK will ensure the following information is available on the LAN to give LGLS and operations squadrons access to the working schedule for the subject week:

4.6.1.1.1. Number and duration of sorties required.

4.6.1.1.2. Requested takeoff and landing times for each sortie giving careful consideration to the critical time period for heightened bird activity (+/- 1 hour of sunrise/sunset) and historical fog periods.

4.6.1.1.3. Configuration requirements and fuel loads.

4.6.1.1.4. Special mission support equipment required.

4.6.1.1.5. Special requirements such as exercises or missions that impact the schedule.

4.6.1.2. Receiver units must finalize air refueling requirements by Tuesday, 1200L, for the following week (for tanker unit concerned) per FAA 7610.4H (paragraph 1055C).

4.6.1.3. As soon as possible after receipt of operations requirements but NLT 1000L each Wednesday, LGLS must provide the OSOK:

4.6.1.3.1. Tail numbers of the aircraft to fill operational requirements, loaded on the schedule via the LAN.

4.6.1.3.2. Weekly aircraft utilization/ maintenance schedules. NOTE: the monthly maintenance plan will be published as an annex to the weekly schedule one week prior to the affected month.

4.6.2. The OSO is responsible for the preparation/publication of the Weekly Aircrew/Aircraft Flying Schedule. OSOK will ensure schedule is published for the following week by 1600L on Thursday.

4.6.3. The OG/LG or their alternate senior officer representative will each conduct their own weekly pre 60-2 meetings. The purpose of these meetings is to review and finalize the details of the weekly aircrew flying and aircraft maintenance schedules. As a minimum, the following agencies must attend:

4.6.4. If OG or LG alternate representatives attend the pre 60-2 meeting; those representatives will brief the OG and/or LG before the 60-2 meeting.

OG

- (1) OSO
- (2) Appropriate Wing Schedulers
- (3) OSK Supervision
- (4) Squadron Commander,
Operations Officer, or Scheduler

LG

- (1) LSS Plans/Sched and Training Flight (LTF)
- (2) MS Supervision
- (3) AGS Supervision
- (4) SGF Supervision

4.6.5. OSOK and LGLS will, before the weekly scheduling meeting, discuss weekly requirements and arrive at a coordinated schedule.

4.6.6. The weekly 60-2 meeting will be held no later than Thursday of each week. Both operations and maintenance should make status and situation presentations with emphasis on mission success data, trends and limitations, if any. Changes to the schedule can be made up until Wednesday before 1630.

4.6.6.1. The OSO will present:

4.6.6.1.1. Quarterly flying hour status.

4.6.6.1.2. Flying hours scheduled and flown the previous week

4.6.6.1.3. Significant events impacting training/operational requirements.

4.6.6.1.4. Departure reliability to previous week's printed schedule.

4.6.6.1.5. A complete aircrew flying schedule for the coming week. This schedule should coincide with the QOP and include:

4.6.6.1.5.1. The aircraft tail numbers agreed to at the weekly pre 60-2 meeting.

4.6.6.1.5.2. Takeoff and landing times as previously coordinated at the pre 60-2 meeting.

4.6.6.1.5.3. Firm requirements by sortie (type mission, primary and spare crew members, fuel loads, fuel on/off load, and other pertinent data including MAJCOM, MDS, home station, and unit of the aircraft being refueled).

4.6.6.1.5.4. Bird strikes pose a significant hazard to low altitude flight operations, traffic pattern, takeoff, and landing. All wing flying squadrons will participate in the base bird/aircraft strike hazard (BASH) reduction program. Schedulers must be knowledgeable of bird hazards, impact on the mission and possible solutions when scheduling low altitude operations. Schedulers should be aware of peak bird activity periods and will consult the Bird Avoidance Model (BAM) at each location scheduled. If it is determined that the location is not suitable for transition during the desired time frame, a more suitable transition base will be coordinated. BASH Phase (I or II) and the number of takeoffs and landings during the critical periods will be annotated on the cover of the flying schedule.

4.6.6.2. LGLS will present the following information. For analysis purposes, the data listed below will be as of the end of flying the Sunday before the 60-2 meeting:

4.6.6.2.1. The number of contracted sorties.

- 4.6.6.2.2. Maintenance limiting factors.
- 4.6.6.2.3. How any special or unique requirements will be supported.
- 4.6.6.2.4. Attrition sorties used/remaining in the month.

4.7. Changes to the Weekly Aircraft/Aircrew Schedules. The OSO is responsible for the printed weekly schedule, and with the concurrence from LG and OG commanders, has the authority to deviate from it. Changes that affect maintenance must be coordinated with LGLS. The OG and LG retain the authority for sortie additions/cancellations.

4.7.1. OSO will develop procedures to ensure that the proper agencies/individuals are notified of all changes.

4.7.2. Changes to the weekly schedule will be made with discretion. If changes affecting maintenance become necessary, the AF Form 2407, Weekly/Daily Flying Schedule Coordination, will be used to obtain the needed coordination. Whether initiated by LGLS, MACC, or SGF production superintendents, complete notification of all affected agencies will be made as soon as possible after the change has been confirmed by OSOK.

4.7.3. Changes to the weekly aircrew flying schedule will be reflected on the daily change sheets. Complete notification of all affected agencies will occur as soon as possible after the change has been initiated. Schedule changes will be confirmed between 1400-1500L the day before mission execution. Changes affecting maintenance will be coordinated with LGLS by OSOK. OSOK will e-mail or fax daily change sheets by 1600L. Change sheets will be distributed to ARW/CC/CV, OG/CC/CD, LG/CC, OSS/CC/DO, ARS, OSO, LGLS, transportation, command post, weather, Spokane Approach, and tower. If change sheets are not received, call the OSOK duty scheduler.

4.7.4. Master copies of the following documents will be filed on a monthly basis and retained for 1 year, the weekly flying schedule, AF Forms 3578 (Tanker Activity Report), and the QOP.

4.7.5. All changes to the weekly maintenance plan/schedule will be kept with the maintenance master schedule. Document the reasons for changes on the schedule itself or on the respective AF Form 2407. Changes are accounted for and reviewed by the LGLS Superintendent for adverse trends, analyzing scheduling technique, aircraft selection, and operations impact.

4.8. Flying Hour Verification Procedures. The source document for flying hours is the AFTO Form 781. Flying hours flown are reported officially to HQ AMC through GO81. Maintenance Debriefing is responsible for the accuracy of flying hour data in GO81.

4.8.1. Weekly, NLT Wednesday, Debriefing, and OSOX will verify flying hours and the accuracy of mission symbols for the previous week. Any discrepancies in GO81 will be corrected by maintenance debriefing. The applicable ARS Flight Records section will correct discrepancies noted on the AFTO Form 781, AFORMS Aircrew/Mission Flight Data Document.

4.8.2. Monthly, on the first Tuesday of the month, Debriefing, and OSOX will audit the previous month's flying hour report to ensure complete accuracy.

4.8.3. Maintenance Debrief will maintain the weekly/monthly flying hour reports for 1 year.

4.8.4. OSOX and LGLS will monitor the annual flying hour program and make adjustments as required to remain within the funded number of flying hours.

4.9. Ground Training. See FAFI 10-001.

Figure 4.1. Yearly Operations Plan Process

YOP Process

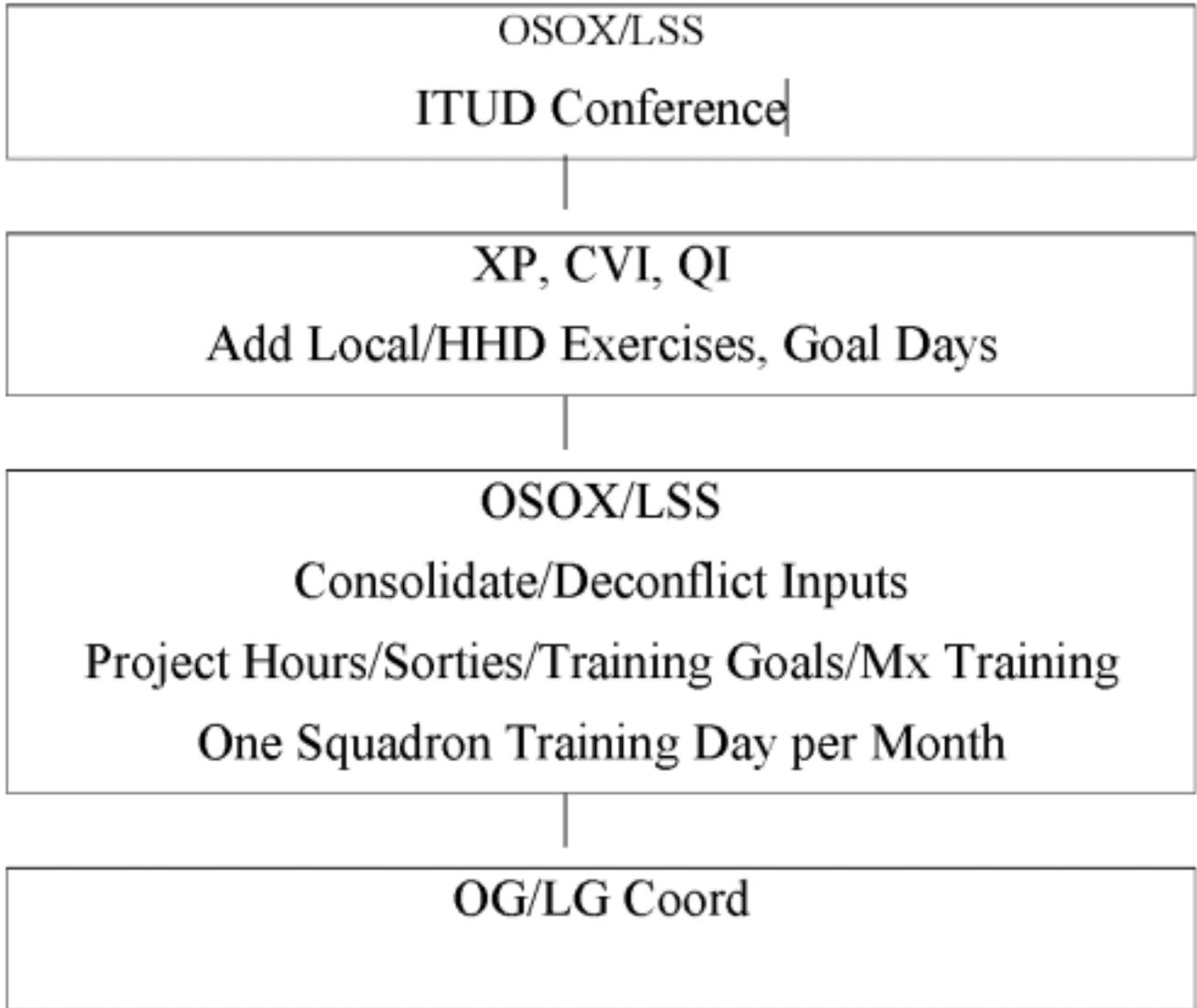




Figure 4.2. Quarterly AR Conference Process

Quarterly Air Refueling Conference Process

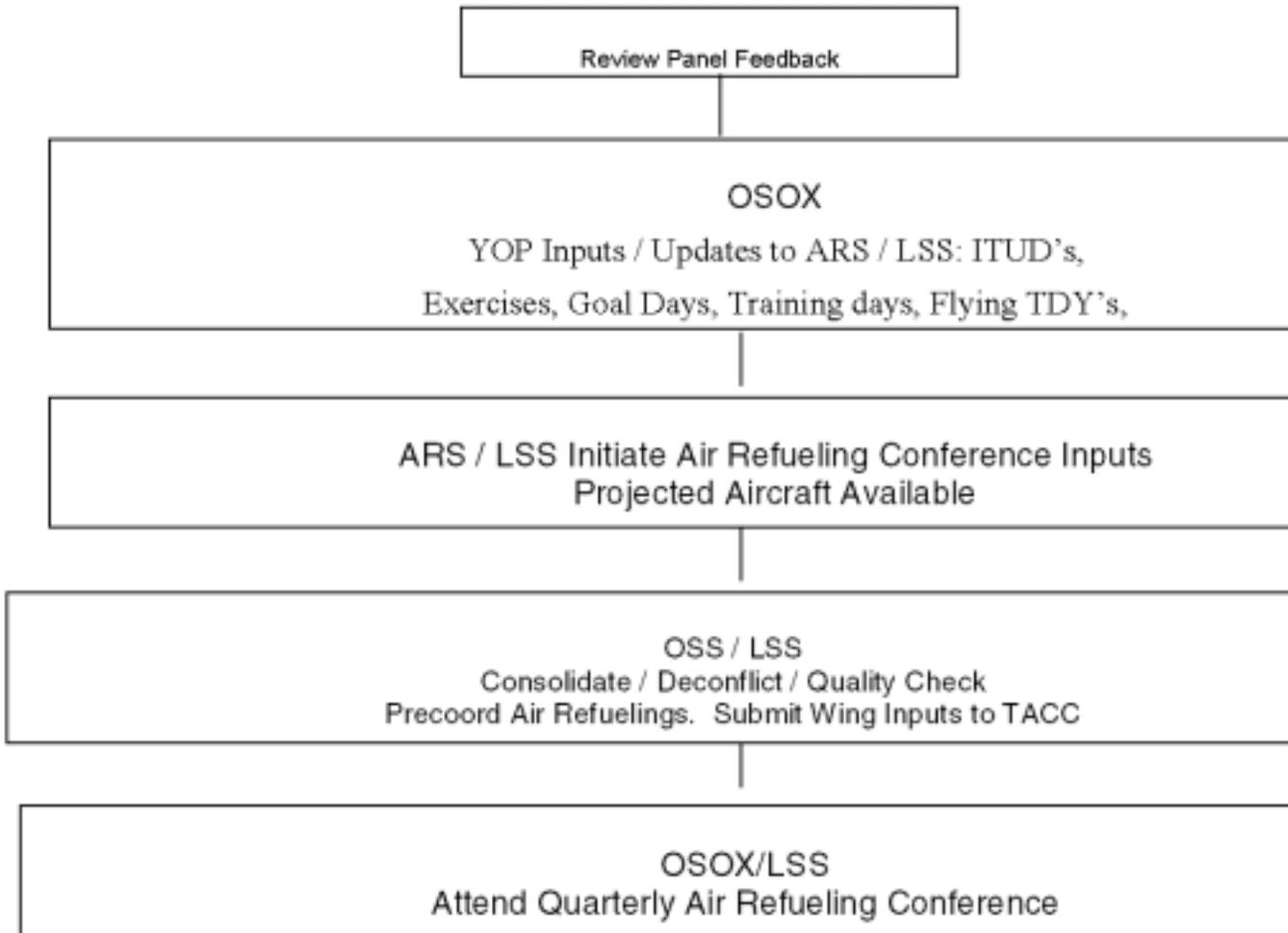


Figure 4.3. Quarterly Operations Plan Process

Quarterly Operations Plan Process

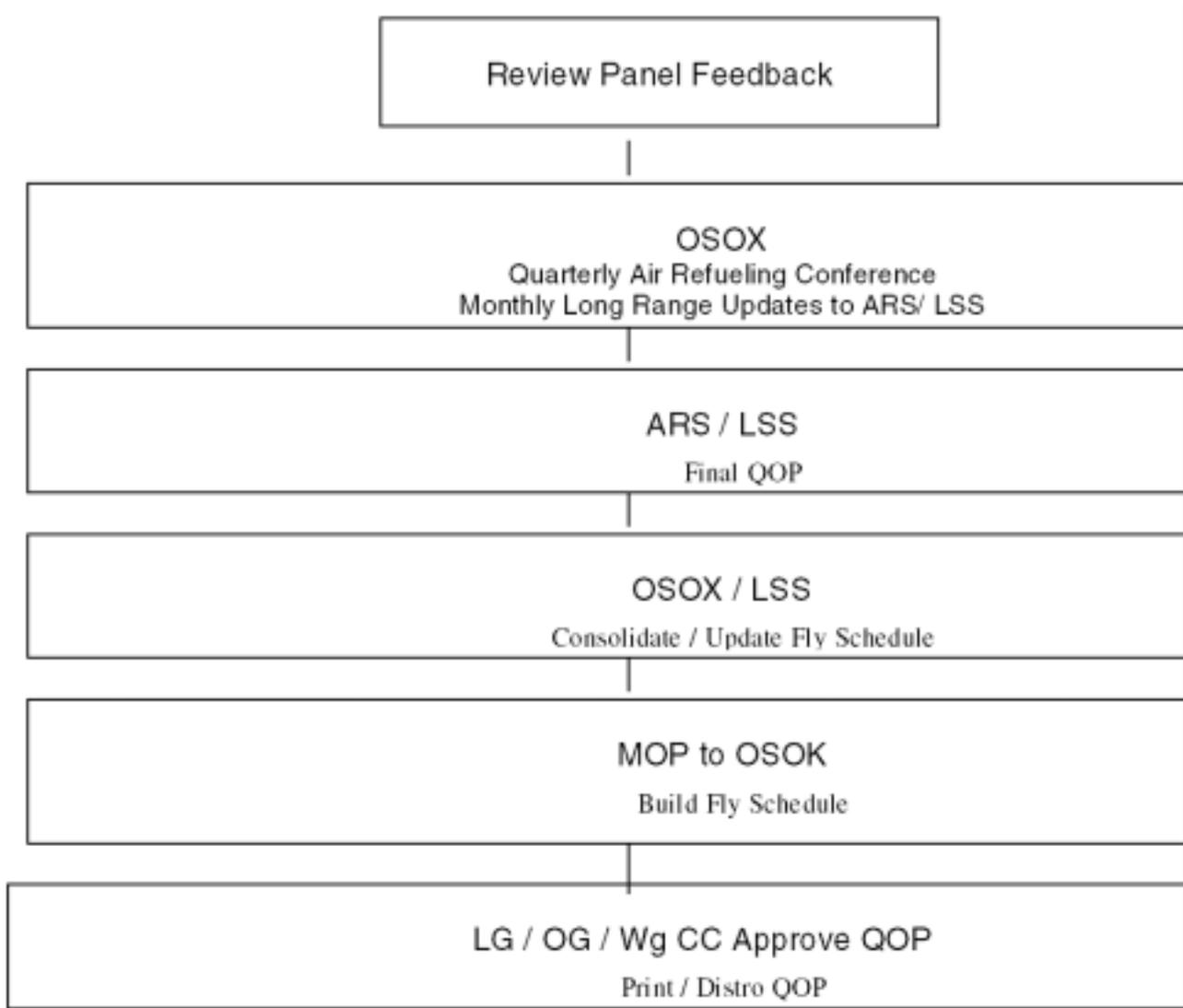
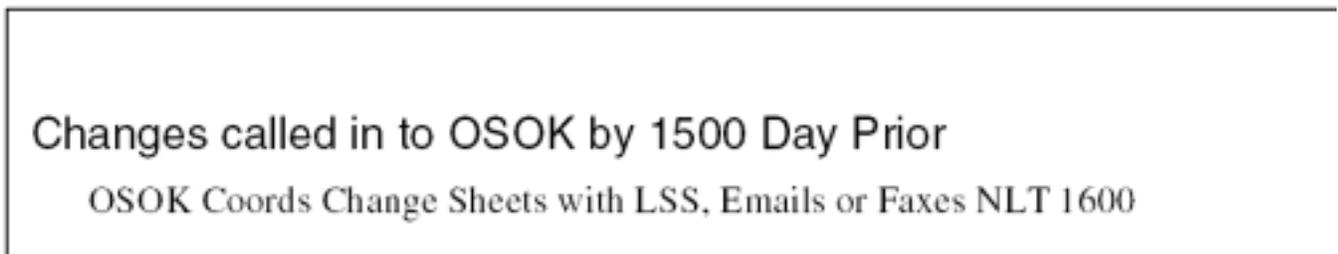


Figure 4.4. Daily Execution Process

Daily Execution Process

Execution Week

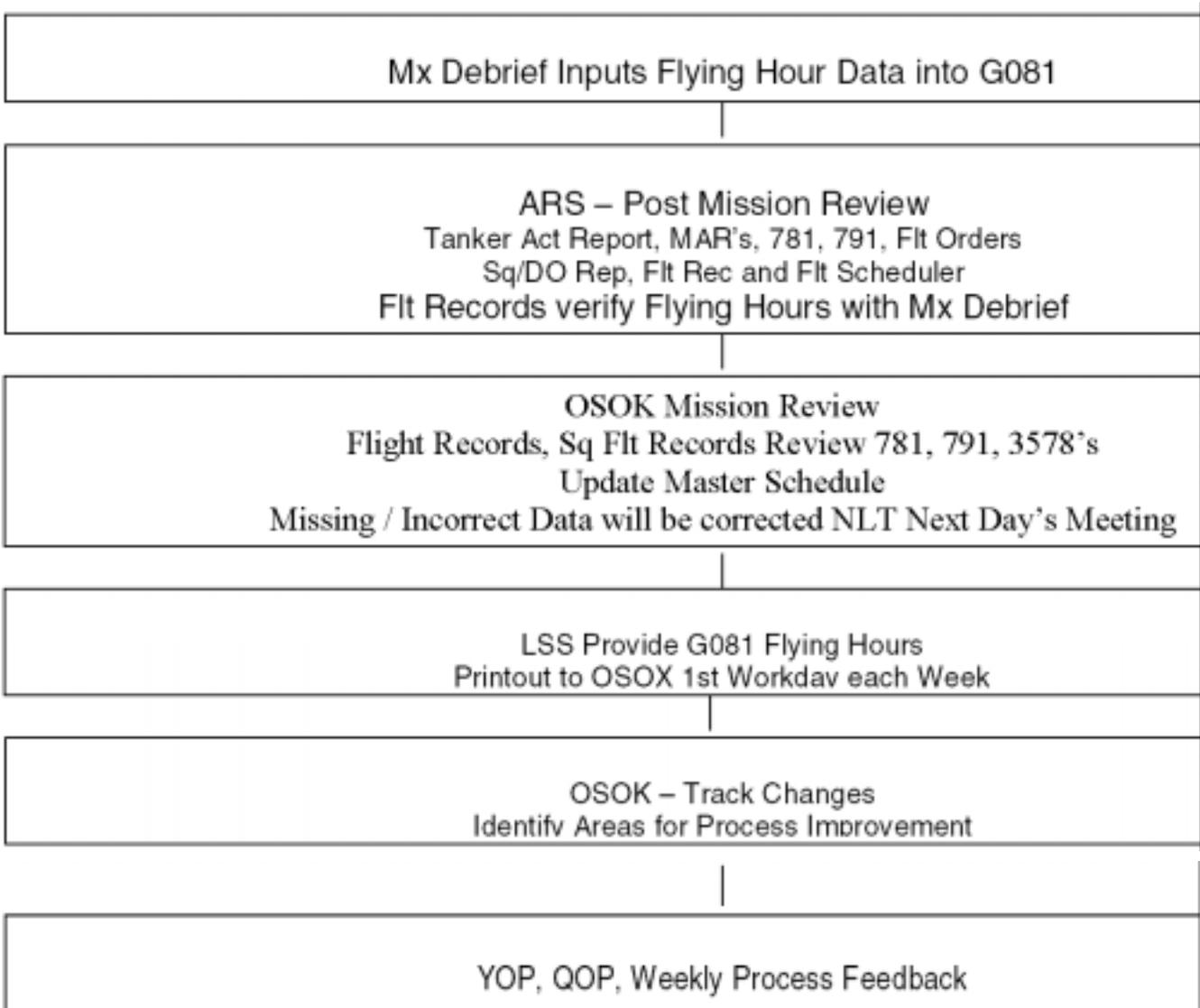


Execution Day

Aircrews Coord Changes with Wing Scheduling
OSOK Will Coord with Command Post / LSS / OG / LG As rec

Figure 4.5. Review/Feedback Process

Review / Feedback Process



Chapter 5

SCHEDULE EXECUTION

5.1. General. The weekly schedule, signed by the operations and logistics group commanders is a contract and must be followed as amended by confirmed changes. Commitments to other units must be honored to the maximum extent possible, so those units can meet their mission objectives. Any agency that desires a change must coordinate with OSOK.

5.1.1. Assign tail numbers to make best use of maintenance resources.

5.1.2. The OG/CC may establish engine start times to meet mission requirements.

5.1.3. All commanders should evaluate how well they executed their planned flying schedule by documenting the number of sorties scheduled and flown. Attempts to achieve high effectiveness should not prevent the use of sound judgment. It may be more prudent to deviate than to work personnel overtime or rush to produce a non-productive training sortie. Consider the impact on the remainder of the day's schedule and possible effect on future schedules.

5.1.4. If a launch is delayed, the OG/CC, with OSOK's and applicable ARS/CC or DO's recommendation, will determine whether the sortie should be canceled or launched late. Consider the aircraft's and crew's next scheduled activities and the current bird condition in making the recommendation to the OG/LG commanders.

5.1.5. The use of spare aircraft on the daily flying schedule is authorized. The OG/CC, in coordination with production supervisors, the aircraft commander and MACC, will decide whether a spare should be used. The following factors will be considered: priority of mission, possibility of delaying mission, urgency of planned crew training, fuel load, configuration, and competing sorties requiring spare coverage.

5.2. Schedule Deviations:

5.2.1. OSOK is responsible for documenting deviations to the weekly flying schedule and determining their causes. Schedule deviations that result from a sequence of events will be assigned a primary cause.

5.2.2. To ensure efficient use of maintenance personnel and speed aircraft recovery, OSOK will coordinate with maintenance when aircrews plan early or late landings (greater than + or - 15 minutes). Every effort will be made to coordinate changes at the earliest possible time to ensure effective management of resources. Additions will be recorded if the aircraft scheduled to fly becomes airborne beyond tolerances. Fuel loads, once published in the weekly schedule, should not be changed unless mission requirements dictate. When extenuating circumstances dictate a change that impacts maintenance, coordination is essential. Refer to AFI 21-101 and AMCI 21-101 for AF Form 2407 guidance. Changes arising on the flying day after the first crew ready time do not require an AF Form 2407.

5.2.3. When the weekly flying schedule is disrupted due to an unannounced exercise/real world contingency, the unaccomplished portion of the flying schedule will be voided if required. Upon completion of the exercise/contingency, a new flying schedule will be accomplished if necessary.

Paul W. Essex , Brigadier General, USAF
Commander

Attachment 1**MAXIMIZING SORTIE PRODUCTION**

A1.1. Quick-Turn Procedures (QT). The goal of the QT is to increase sortie production while keeping maintenance workload to a minimum. A detailed plan and close coordination between operations and maintenance is required for the procedure to work. Since time may limit maintenance accomplished between sorties, some systems may be degraded. This has to be a consideration when scheduling operations training events.

A1.1.1. When possible, the aircrew accepting the QT aircraft should obtain a post flight debriefing from the deplaning aircrew.

A1.1.2. Maintenance requirements contained in the appropriate aircraft -6 inspection workcards will be accomplished per T.O. 00-20-5, paragraph 2-4c. Landing time for the first sortie (QT aircraft) should be met, so as not to impact the maintenance effort in turning the aircraft.

A1.1.2.1. The aircraft should be scheduled for minimum ground time. Normal scheduled ground time between landing and takeoff for QT type sorties for the KC-135 series aircraft is 4 hours.

A1.1.2.2. KC-135 aircraft may fly as many sorties as possible during the 72 hour pre-flight period using the Quick-Turn check list for KC-135's.

A1.1.2.3. All QT sorties will be identified in the weekly 60-2 schedule.

A1.2. The Engine Running Crew Change (ERCC) sortie is used to optimize aircraft use. It involves the turnaround of an aircraft incorporating partial or full crew change between two sorties. Minimum maintenance involvement should be required, i.e., chock aircraft and assist in crew change. Normal scheduled ground time is 30 minutes.

Attachment 2

DEVELOPMENT OF THE QUARTERLY OPERATIONS PLAN

A2.1. OSOX must prepare and distribute a comprehensive quarterly operations plan no later than the 15th day of the target 3-month period. Before distribution, the four Quarterly Operations Plans will be signed by the OG & LG and, after approval, signed by the wing commander.

A2.2. Formal publication of the plan must be in the format outlined in [Figure A2.1](#).

A2.2.1. Basic Plan. General outline of the operations plan, training priorities, and training goals will be included in this section.

A2.2.2. Section 1, Quarterly Planning Factors. Include all known Higher Headquarters' Directed and business effort requirements as well as ITUD commitments.

A2.2.3. Section 2, Flying Time Summary by Squadron. Include the quarterly flying hours forecast by month for the current quarter.

A2.2.4. Section 3, Standby/Alert/Duty IP/SOF Schedule. This section includes a 3-month schedule of each of these commitments.

A2.2.5. Section 4, Sortie Contract. Include each squadron sortie contract as originally published and distributed.

Figure A2.1. QOP Format

Title Page

Table of Contents

Basic Plan

Section 1 Quarterly Planning Factors

Section 2 Flying time Summary by Squadron

Section 3 Standby/Alert/Duty IP/SOF Schedule

Section 4 Sortie Contract

Attachment 3**MISSION REVIEW PROCEDURES**

A3.1. PURPOSE: Review and record pertinent sortie information on the Wing Master Schedule, and ensure that mission paperwork is completed correctly for accurate reporting to HQ AMC.

A3.2. Each squadron will hold a squadron mission review prior to the wing meeting to ensure that all paperwork is complete and accurate when compared to the daily change sheet. This meeting should consist of a DO, ADO, or flight commander along with a squadron scheduler, and a flight records representative.

A3.2.1. Each squadron must ensure that all mission packages for wing review are complete and brought to the wing's daily mission review meeting. All data on all documents must match.

A3.2.2. Each mission package for wing review should contain as a minimum the following documents:

Flight Orders

AFTO Form 781

AF Form 791 (If an air refueling occurred)

AF Form 3578

Mission Accomplishment Reports

A3.3. The daily wing mission review meeting is held Monday through Friday at 1300 at the Wing Scheduling Office (OSOK). Attendees must include a representative from each squadron and will be chaired by a wing operations resource manager. The mission review meeting will accomplish the following:

A3.3.1. Reconstruct what actually occurred on all 92 ARW flying missions and record the results on the wing's master flying schedule.

A3.3.2. Ensure mission paperwork is filled out properly and is checked against the wing's master flying schedule. Missing/incorrect data will be corrected not later than the next wing mission review meeting.

A3.3.3. Provide feedback to squadron operations officers on the quality of mission paperwork.

A3.3.4. Any discrepancies between the data on the master flying schedule and the mission paperwork must be annotated on the schedule and the reasons for the differences logged on the master change sheet.

A3.3.5. All information collected will be formatted for accurate and timely transmission to HQ AMC.

A3.4. All squadrons deploying to a TTF location or extended TDY are required to transmit AFTO Form 781 and AF Form 3578 information to OSOX (Fax DSN 657-5991) within 24 hours of reaching final TTF or TDY location.

A3.4.1. It is the responsibility of the ITUD commander, aircraft commander or operations resource management specialist to relay this information. When fax services are unavailable, provide information in message format or as a last resort telecon is acceptable.

A3.4.2. The ITUD commander will retain all original AFTO Form 781's and AF Form 3578 data until return to home station. For deployments over 14 days, where employment sorties are chargeable to home unit (i.e. RED FLAG, JTFEX and Howard TTF), copies of the 781's and 3578's will be mailed to home station weekly.

A3.4.3. TDY utilization messages are interim source documents which permit flying time to be entered into GO81 as well as home station flying hour database. When the unit of possession processes the original forms, they will supersede the TDY utilization messages as source documents.

Attachment 4**ORIENTATION FLIGHTS ON MISSION AIRCRAFT**

A4.1. This attachment defines guidelines to be used in the administration of orientation and familiarization flights on all 92 ARW mission aircraft. This includes, but is not limited to flights supporting Airman Leadership School and Maintenance Qualification Training Program (MQTP) graduates, 92 ARW Command Post/Maintenance Aircraft Coordination Center personnel, FAA and military air traffic controllers including tower personnel, 92 ARW assigned first sergeants, chaplains, and commanders etc. who are normally assigned the status of mission essential ground personnel (MEGP), and participants in ROTC and spouse orientation flights. Reference DoD 4515.13-R Chap 4 for additional categories and specific program requirements of eligible passengers.

A4.2. All orientation flight requests will be submitted to the Chief, Current Operations (92 OSS/OSO) using the attached format. Requests should be submitted as soon as possible, preferably 30 days before the planned flight, but in no case should the request be submitted later than 5 working days prior to the Wednesday before the week of the desired mission. This suspense is necessary to allow for the request to be routed to 92 ARW/CC for approval prior to being entered into the normal mission development process.

A4.2.1. After receiving and identifying the request, 92 OSS/OSO will forward the request to 92 OG/CC for approval. The request will then be sent to 92 ARW/CC for final approval. Once 92 ARW/CC has approved the request, it will be returned to 92 OSS/OSO where the orientation flight activity will be assigned to a specific mission and approved by 92 OG/CC during the normal 60-2 process.

A4.3. Orientation flight activity will not be scheduled to conflict with aircrew training/mission accomplishment. Touch-and-go landings will not be accomplished except with FAA and military air traffic controllers/air traffic control analysis team members.

A4.3.1. Normally, the number of passengers should be limited to six, allowing greater ease of air refueling observations. Requests for more than 10 passengers requires a minimum of 14 days for coordination.

A4.3.2. All individuals approved for an orientation or familiarization flight, including MEGP's, must be manifested on a DD Form 96B, Passenger Manifest.

A4.3.3. Attendance at the mission planning briefing is not mandatory but highly encouraged. This activity exposes the individual(s) to the amount of planning and detail required to fly a mission. Mission planning also presents an excellent opportunity to brief the passengers on oxygen and emergency procedures, to receive Life Support Training, and to make arrangements for flight lunches and passenger manifests.

A4.4. Aircrews must review applicable regulations for latest restrictions and reference Air Force and command regulations. See DoD 4515.13-R Chap. 4, AMCI 11-235, and AFI 11-401.

Figure A4.1. Orientation Flight Request Format

1 November 1998

MEMORANDUM FOR 92 OSS/OSO

FROM: 92 ALS/CC

SUBJECT: Incentive/Orientation Flight Request (KC-135R)

1. Request an incentive/orientation flight in accordance with DoDR 4515.13 and AFI 11-104 for Airman Leadership School Graduates. Target date for the flight is the week 19-23 Dec.

2. This flight is for Airman Leadership School Graduates from class 98G. These individuals have excelled during ALS and would benefit greatly from an incentive flight. I understand that orientation flight activity will be conducted on a non-interference basis and will not compromise aircrew training or mission accomplishment. The following individuals will participate:

RANK/NAME	SSAN	SEC CLR	DUTY PHONE	SQDN
SrA Rob Plant	000-00-0000	Secret	X1111	93 ARS
SrA James Page	111-11-1111	Top Secret	X2222	93 ARS
SrA J. P. Jones	222-22-2222	Secret	X3333	92 ARW
A1C Jonathan Bonham	333-33-3333	Secret	X4444	92 OSS

3. This letter contains Privacy Act information; disclosure is in violation of the Privacy Act of 1974 and AFI 37-132.

STEVE M. CANYON, Lt Col, USAF
Chief, Wing Resources

5 November 1998

1st Ind, 92 OSS/OSO

MEMORANDUM FOR 92 OG/CC

Recommend approval/disapproval.

LOWELL J. STOCKMAN, Lt Col, USAF
Current Operations Flight Commander

2nd Ind to 92 ALS/CC, 15 Oct 96, Incentive Flight Request (KC-135)

6 November, 1998

MEMORANDUM FOR 92 ARW/CC

Approved/Disapproved.

MICHAEL J. BILLINGS, Colonel, USAF
Commander, 92d Operations Group

3d Ind, 92 ARW/CC

7 November 1998

MEMORANDUM FOR 92 OSS/OSOK

Approved/Disapproved

PAUL W. ESSEX
Brigadier General, USAF
Commander

Attachment 5**OPPORTUNE AIRLIFT POLICY**

A5.1. Opportune Airlift is defined as the use of training hours for the purpose of picking up or dropping off equipment/personnel without having received a TACC tasking.

A5.2. Training hours are allocated to accomplish specific aircrew training events. Use of this time for Opportune Airlift may detract from an effective unit training program and degrade unit readiness. However, at times, opportune airlift can be a valid by-product of a wise use of training time. Unit commanders will ensure the following criteria are met when requesting the use of training time for opportune airlift.

A5.2.1. The mission directly supports unit training objectives.

A5.2.2. The opportune airlift does not degrade unit training in any way.

A5.2.3. The travel results in negligible additional cost to the government.

A5.3. Requests for delivery of parts or equipment should be run through TACC/LOC by maintenance or transportation personnel for coordination.

A5.4. Opportune Airlift that does not expend any flying time other than that flying time in direct support of training requirements can be approved by the 92 ARW/CC. Any use of flying training hours to accomplish other than direct training requirements must be routed through 92 ARW/CC to 15 AF, via e-mail (preferred) or fax, for approval. e-mail address: 15dovk2.hq15af1@hq15.af.mil or Fax 837-0353. Requests must reach 15 AF NLT 20 working days prior to the planned mission.

A5.5. Opportune airlift will be identified on the weekly flying schedule.

A5.6. We must use our training hours in a manner that demonstrates good stewardship of the taxpayers' money. It is essential that all personnel at all levels prevent the misuse of AMC resources as well as the perception of their misuse.

Attachment 6**WILD CARD CREW POLICY**

- A6.1.** The Wild Card crew is an initiative to minimize schedule changes generated by short-notice taskings from HQ AMC/TACC. 92 OG/CC approval is required for Wild Card crew usage.
- A6.2.** Wild Card crews are identified on the weekly schedule. Squadrons will rotate duty and changeover takes place on Saturday at 0001L hours.
- A6.3.** Crews are not required to be on beepers, however, 4 hours is maximum pre-crew rest response time. This means squadrons may be given as little as 16 hours notice to mission show time.
- A6.4.** Due to the variety of taskings, crew members should be mission-ready. Third Pilots and NSOs can be used if they are qualified for overwater missions and an ARP aircraft is available.
- A6.5.** Crews can be scheduled for pattern only sorties, additional cell positions that can be canceled or ground training (not to include simulators) but when directed, they will enter crew rest as required.
- A6.6.** The benefit of this policy will be an increased stability for squadrons to accomplish flight and ground training during non-tasked weeks. It should decrease cancellations of committed refueling sorties based on aircrew availability.

Attachment 7**OFF-STATION TRAINING MISSION (OST) POLICY**

A7.1. The purpose for off-station training missions is to allow 92 ARW aircrews the ability to get training which is not available through other means. Only training missions that ensure proper stewardship of flying training hours will be approved. The type of training requirements that will qualify for OST are outlined in 11-2KC-135 Vol 1--Continuation Flight Training Semiannual Requirements (KC-135E/R/T), examples are the requirement for overseas mission, cargo loading, or special qualifications. OST missions will be considered only after exhausting normal scheduling channels.

A7.1.1. It is imperative that all personnel prevent the misuse of Air Mobility resources, including any perception of their misuse.

A7.2. The following individuals can request an OST: 92 ARW/CC or CV, 92 OG/CC or CD, ARS/CC or DO, OSS/CC or DO. The air refueling and operational support squadrons will follow the sample letter format in this attachment to request an OST. The requester must indicate the aircrew training items scheduled for the mission and provide a brief justification for the OST.

A7.2.1. 92 OSS/OSOK will contact 92 LSS Plans and Scheduling to determine aircraft availability and 92 AGS for crew chief availability.

A7.2.2. All OST destinations must meet criteria listed in MCI 11-235 Vol 5, Runway, Taxiway, and Airfield Requirements and must be military fields or joint-use fields that have military support (such as, an ANG base, or Coast Guard, etc.). Scheduled air refuelings are required for all missions departing Fairchild and the mission returning to Fairchild. Missions that are primarily for overseas and cargo training, do not require scheduled air refuelings, but such training is highly recommended. Squadrons will work closely with 92 OSS/OSOK to help arrange for opportune airlift at off-station locations (this will help maximize cargo training). Once the OST is approved, OSOK will forward a copy of the planned itinerary to 15 AF/DO, AMC/DOT, and TACC/XOOM.

A7.2.3. Any off-station transition will be IAW MCI 11-235, Vol 10, FAFB Sup 1.

A7.2.4. Aircrew compliment will normally consist of the basic four plus the option of adding extra crew members for specific training requirements (overseas sorties, cargo training, boom operator qualifications, etc.).

A7.2.5. Aircraft security must be maintained. Aircraft not parked on a DoD-sponsored parking ramp must be secured. OSTs which remain overnight at a non-DoD facility must be highlighted for specific 92 OG/CC/CD approval. Include a description of security arrangements with the OST request.

A7.2.6. The aircrew must make all arrangements for the storage of classified material and weapons as appropriate.

A7.2.7. The aircrew should open the maximum number of available seats to passengers. If transition activity is planned and passengers wish to travel, a full stop taxiback landing must be accomplished to deplane passengers.

A7.2.8. The 92 ARW Command Post conducts local command and control for all OSTs. Control passes to TACC after departure from Fairchild.

A7.2.9. Aircrews are vulnerable for recall at any time, and must maintain a close liaison with the TACC.

A7.2.10. All OSTs should be submitted in writing and approved by the 92 ARW/CC in sufficient time for publication into the weekly flying schedule.

A7.3. Aircrew training is the primary goal of OST activity, but associated costs and the protection of Air Force resources are the priority.

Figure A7.1. Off-Station Training Mission (OST) Format

1 Nov 98

MEMORANDUM FOR 92 OSS/OSO

FROM: 97 ARS/CC

SUBJECT: Off-Station Training Mission (OST)

1. Request approval for an off station training mission (OST) as follows:

Destination/s: _____

Dates: _____

Specific training items to be accomplished: _____

Flight Crew: Name/Rank/Crew Position

_____	_____
_____	_____
_____	_____

2. Brief justification why using an OST.

3. These individuals are available and any delays will not significantly impact their schedules. POC for this OST is _____ and can be reached at extension _____.

STEVEN W. BERNARD, Lt Col, USAF
Commander, 93th Air Refueling Squadron

1st Ind, 92 OSS/OSO

MEMORANDUM FOR 92 OG/CC

Recommend approval/disapproval.

LOWELL J. STOCKMAN, Lt Col, USAF
Commander, Current Operations Flight

2d Ind to, 97 ARS/CC, 9 Jun 97, Off-Station Training Mission (OST)

MEMORANDUM FOR 92 ARW/CC

Recommend approval/disapproval.

MICHAEL J. BILLINGS, Colonel, USAF
Commander, 92d Operations Group

3d Ind, 92 ARW/CC

MEMORANDUM FOR 92 OSS/OSK

Approved/Disapproved

PAUL W. ESSEX
Brigadier General, USAF
Commander

Attachment 8**AIRCREW PRE-DEPLOYMENT CHECKLIST**

(for airshows)

AIRSHOW LOCATION _____ AIRSHOW DATE _____

AIRCREW: AIRCRAFT COMMANDER

COPILOT

NAVIGATOR/NSO

BOOM OPERATOR

CREW CHIEF

CREW CHIEF

The following actions should be taken as soon as possible upon notification of airshow participation to ensure proper planning and support for both the aircrew and aircraft. Each item should be checked with the date accomplished annotated.

_____ 1. Contact Long Range Plans/Scheduling 92 OSS/OSOX, 7-2172/2196 for airshow availability and information.

OSOX will contact TACC/XDOTE to confirm.

OSOX and OSOK will confirm availability of flying time, crew chiefs, aircraft and

A/R information into & from the airshow location. (OSOX/OSOK will coordinate with LSS for crew chief, aircraft availability, and aircraft configuration).

Request TACC tasking for airshow.

_____ 2. Review Airfield Suitability Report.

_____ 3. Review Summary of Airfield Restrictions.

_____ 4. Review FLIP AP/1 Area Planning, North and South America.

_____ 5. Review FLIP (EN ROUTE) IFR- SUPPLEMENT United States, Canada Alaska (as applicable).

_____ 6. Review MCI 11-235 Vol 5, paragraph 15, Runway, Taxiway, and Airfield

Requirements, paragraph 16, Aircraft Taxi Obstruction Clearance Criteria, and paragraph 17, Fuel Reserves and Alternate Airport Requirements.

_____7. Contact airshow point of contact. As a minimum, ask the following questions or find out who can answer them:

- a. Type of fuel available? Is there a DOD contract?
 - b. Will the airfield supply airstairs for airshow visitors?
 - c. What type of billeting arrangements will be made for the crew/crew chiefs?
 - d. Will a rental vehicle/GOV be made available to the crew/crew chiefs?
 - e. What ramp will the plane be parked on?
 - f. Is the ramp stressed? Runway? Taxiway?
 - g. If civilian field, how do I file the departure? How do I get weather?
 - h. Is there tow capability?
 - i. Is there fleet service or its equivalent?
 - j. What other services are available?
 - k. Confirm date and times of airshow.
 - l. If winter, is there snow removal equipment and de-icing available?
8. Brief squadron commander or operations officer/certifying official.

Certifying Official Signature

_____9. Schedule Aircrew and Crew Chief briefing with 92 ARW/CC or CV (7-2124). Brief must be no later than 3 working days prior to airshow departure.

_____10. Copy of completed, signed checklist sent to 92 OG/CC for review.

Commander, 92d Operations Group

_____11. A/C or BO verify aircraft configured for airshow with Crew Chief.

_____12. 92 ARW/CC or CV briefed.

Aircraft Commander

Commander, 92d Air Refueling Wing