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MOBILITY CONTROL CENTER PRODUCTIVITY(U) AIR FORCE
LOGISTICS MANAGEMENT CENTER GUNTER AFS AL
J O HOLLAND ET AL. APR 84 AFLMC-LX100711

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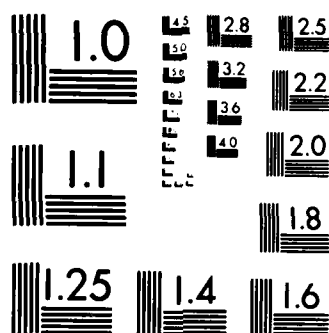
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FOREWORD

This report addresses the problems impacting mobility control center productivity. The MAJCOMs agree that problems do exist in the areas of training, facilities, communications, and equipment, and that improvements are needed. In addition, a number of MAJCOMs indicated that Mobility Control Center (MCC) productivity improvement is dependent on the interest that commanders have in their mobility program. Improved training, facilities, communications, and equipment will not significantly improve a mobility program without aggressive support from commanders. Commanders, from MAJCOM to unit level, must let their personnel know that mobility is an important part of the mission and demand the full support of every subordinate.¹ Strong commander support ensures:

- a. An adequate number of qualified, motivated personnel with reasonable retainability are assigned to work in the MCC.
- b. Personnel attend training classes.
- c. Mobility exercises are frequent enough to achieve and maintain proficiency.
- d. Adequate facilities, communications, and equipment are available for the MCC.²

¹Headquarters, Air Force Logistics Command (AFLC) Ltr, XO to Air Force Logistics Management Center (AFLMC), LGX, 7 March 1984.

²Headquarters, Air Force Communications Command (AFCC) Msg, LGX to Air Force Logistics Management Center (AFLMC), LGX, 07/1900Z March 1984.

ABSTRACT

This report identifies problems and recommends actions to improve MCC productivity. It is based on the evaluation of base-level mobility exercises, higher-headquarters publications and supplements, major command (MAJCOM) inputs, and inspector general reports. The data is categorized into four areas: training, facilities, communications, and equipment. Each area was researched to determine the impact on the MCC mission. Recommended solutions apply Air Force-wide.

EXECUTIVE SUMMARY

Initially, this project was to analyze all MCC activities and identify recommended automated and nonautomated improvements. However, after reviewing the MAJCOM inputs and the problems identified during MCC operations, we determined that the nonautomated problems associated with the MCC required more immediate attention and have near-term solutions. Although automation of the MCC is inevitable, its present use would only serve to add confusion to existing problems.

Nonautomation problem deficiencies were found in the areas associated with training, facilities, communications, and equipment. The MCC's capability to make timely management decisions is influenced by the urgency and uncertainty of the situation at the time. Minimum trained personnel, inadequate facilities, poor communications, and lack of proper equipment decrease expeditious movement of personnel and equipment. Analysis of these problems confirm that similar deficiencies exist in all MAJCOMs.

This report recommends:

a. AFLMC develop an MCC handbook that will provide guidance in the four major deficient areas of training, facilities, communications, and equipment. (OPR: AFLMC/LGX.)

b. The Table of Allowance (TA) monitor take action to update/change Part E of TA 660. This part is for the MCC Basis of Issue (BOI). Currently a portable radio, NSN 5820-00-403-6777, is authorized for certain bases, primarily TAC. Recommend all unit or bases required to have an MCC be authorized portable radios with a BOI of 11 per MCC. (OPR: AFLC/MM)

c. AFLC should update TAs 006, 007, 016, and 403. Mobility equipment should be specifically included in its own allowance source codes within each applicable TA. Basis of issue of this equipment should be as required for deployment/mobility or mission support. (OPR: AFLC/MM)

d. The MAJCOM/LGs should ensure that the base installation mobility officers review their MCC requirements to determine if deficiencies exist and develop a plan to correct any problems identified. (OPR: MAJCOM/LGS)

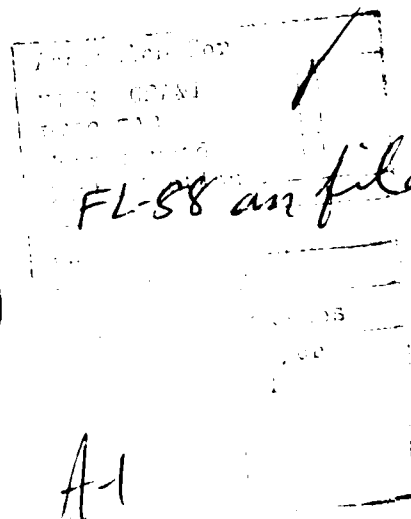


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CHAPTER 1

THE MCC PROBLEM

Background:

Air Force Regulation 28-4 designates the Mobility Control Center (MCC) as being responsible for the overall control, direction, and supervision of all mobility deployments. The MCC meets this responsibility by directing unit personnel and materiel processing actions, which are compatible with the scheduled flow of supporting airlift aircraft. The MCC supports the host installation, tenants, Air Force Reserve, Air National Guard and other service units both active and reserve. It is tasked to provide assistance to the Federal Emergency Management Agency (FEMA) in natural and national emergencies.

The MCC staff consists of the Installation Mobility Officer (IMO) and augmentees from personnel, maintenance, transportation, tenants, and units deploying to or through the installation. These functional representatives must be sufficiently knowledgeable of their respective subordinate workcenters to anticipate and resolve problems.

The success of mobility operations is dependent on how efficiently and effectively the MCC controls, directs and supervises the mobility effort. Since mobility of our forces is an essential part of our combat capability, efforts to streamline these operations have become a major undertaking by the MAJCOMs.

The AFLMC was tasked to survey MCC operations at base-level to identify problems and develop recommended solutions to improve productivity. Initially this project was to analyze all MCC activities and identify recommended automated and nonautomated improvements. However, after reviewing the problems identified during MCC operations, project team members determined that the nonautomated problems associated with the MCC, needed immediate attention and have greater payback potential in the short term. Although automation is inevitable, the majority of these problems could not be solved through automation. Currently, the success of most MCC operations is primarily left to the initiative, resources, and innovative workarounds developed by the logistics planners. Unfortunately, in contingency situations, the time compression and constant change degrade responsive mobility processing.

Problem Statement:

Insufficient and incorrect use of management tools impacts the effectiveness of the MCC. Execution of contingency and crisis action plans require that personnel and equipment be at the right place at the right time. Although AFR 28-4, MAJCOM supplements, and local base mobility plans are guides for MCC operations, these alone cannot ensure timely movement of deploying units. To have combat capable operations, it is essential for a unit to have the appropriate resources and to receive them in a sequential and timely manner for mission support.

CHAPTER 2

RESEARCH AND DEVELOPMENT

Approach: The following approach was used to identify MCC problems and impacts to the MCC operations.

The first step for problem identification was the development of an MCC activity analysis methodology aimed at isolating specific problems. Four basic tasks were identified which, when completed, would lead to identification of the problems. These tasks included:

(a) Observation of MCC activities during locally generated base-level mobility exercises. We evaluated the exercises based on the efficiency with which the required activities were performed. The exercises observed during this study were conducted at the following installations:

- (1) Tactical Air Command
Shaw AFB, South Carolina.
Bergstrom AFB, Texas.
Homestead AFB, Florida.
- (2) Strategic Air Command
Carswell AFB, Texas.
Dyess AFB, Texas.
March AFB, California.
- (3) Military Airlift Command
McChord AFB, Washington.
- (4) Air University
Maxwell AFB, Alabama.

(b) Survey of MAJCOMs. The AFLMC requested all MAJCOMs survey their respective base-level units to determine specific problems associated with MCC operations during deployments. MAJCOMs and a number of individual base-level units, responded to the survey.

(c) Review of mobility publications, supplements, and plans. Project team members reviewed the following mobility publications: AFR 28-3, AFR 28-4, AFR 71-4, AFR 76-2, AFR 76-6, AFR 76-9, AFR 123-1, and MAJCOM supplements. Fifteen base mobility plans were reviewed during the study. Implementation procedures and operating instructions were compared for quality, similarities, and deficiencies.

(d) Attendance at mobility workshops and conferences. Additional problems and recommendations were obtained during discussions and briefings at the mobility workshops and conferences at 9AF (Shaw AFB), 12AF (Bergstrom AFB), HQ MAC (Scott AFB), and Cross Talk '83 (Gunter AFS).

The second step was to evaluate all the information received from MAJCOM and base-level inputs, mobility exercises, workshops and conferences,

and mobility publications review. This resulted in identification of specific deficiencies affecting MCC operations. These deficiencies were then categorized into four principle areas: training, facilities, communications, and equipment. The results are contained in Figure 2-1.

EVALUATION RESULTS

<u>AREAS</u>	<u>DEFICIENCIES</u>
A. TRAINING	1. No Air Force guideline for a training program. a. Insufficient mobility training. b. Unqualified personnel assigned to MCC. c. Inadequate record system to monitor training. 2. Infrequent mobility exercises. a. Inefficient performance of personnel. b. Mobility events not meeting scheduled times.
B. FACILITIES	1. No specific guidelines for MCC facilities. a. Not designed for efficient status reporting. b. Inadequate facility space for mobility operations. c. Not located in a secured environment. 2. Lack of funding for facilities.
C. COMMUNICATIONS	1. Insufficient communications between workcenters and MCC. a. Insufficient quantity of telephones. b. Lack of dedicated communications. c. Lack of sufficient number of interbase radios.
D. EQUIPMENT	1. Insufficient typewriters and reproduction machines. 2. No back up power supply. 3. Lack of microfiche reader/printer. 4. No dedicated transportation. 5. Insufficient office furniture.

FIGURE 2-1

The third step was to determine the impact of these areas on the MCC mission.

The deficiencies listed above impact the MCC's capability to control, direct, and supervise mobility deployments. The impacts contained in Figure 2-2 were developed as a result of MAJCOM and base-level inputs and the AFLMC team's background knowledge of MCC operations:

IMPACTS OF DEFICIENCIES

AREAS

IMPACTS

A. TRAINING

1. Delays schedule of events activities.
2. Delays airlift departures.
3. Produces inappropriate responses to changing situations and deviations.
4. Delays timely response to information flow.
5. Fails to monitor status properly.
6. Degrades performance and control of mobility work centers.
7. Delays preparation and transmittal of deployment-related messages.
8. Deploys incorrect type and quantities of personnel and equipment.
9. Creates confusion and congestion at staging point.

B. FACILITIES

1. Shortage of working space to house all required MCC functional representatives.
2. Cannot display required mobility status.
3. Displayed status cannot be monitored.
4. Congested, noisy conditions cause confusion.
5. MCC augmentees cannot be trained properly.
6. Increases time required to set up and become operational.
7. Contributes to deployment of incorrect type and quantities of personnel and equipment.
8. Contributes to delays in airlift departures.

C. COMMUNICATIONS

1. Inaccurate and untimely status information relayed to MCC.
2. Inaccurate and untimely guidance from MCC to workcenters.
3. Responses to deviations delayed or omitted.
4. Delays airlift departures.
5. Slows overall MCC management and control.
6. Creates congestion and confusion at marshalling areas.
7. Contributes to deployment of incorrect type and quantities of personnel and equipment.
8. Limits status reporting to commander.

D. EQUIPMENT

1. Delays preparation of schedule of events and required mobility messages.
2. Reduces capability to train MCC personnel.
3. Inability to display status information.
4. Workaround procedures to accommodate shortages causes inefficiencies.
5. Delays set up time for becoming operational.

FIGURE 2-2

In addition to these specific areas, the productivity of the MCC is further impacted by the overall management emphasis placed on mobility. Such emphasis is reflected in the productivity and motivation of personnel assigned to the MCC, the thoroughness of a self-inspection program, the amount of simulation during exercises, and how well the unit commander is kept informed on the status of the installation mobility program.

The fourth step was an Interim Report forwarded to the MAJCOMs for review. This report identified a consolidated list of deficiencies and possible impacts resulting from these deficiencies. The MAJCOMs agreed with the findings and confirmed the need for MCC productivity improvements. A number of the recommended improvements in the Interim Report concerned the development of training requirements, facilities standards, communication's network, and a desired equipment list to be included in AFR 28-4. Although the MAJCOMs generally agreed with the recommendations, there was some apprehension to use AFR 28-4 as the vehicle for implementing these recommendations. After further evaluation, the Logistics Management Center agreed that these recommendations would be better satisfied in an MCC procedural guide. This would allow for more detailed guidance and instruction for the MCC augmentees.

CHAPTER 3

CONCLUSIONS

The study has determined that the MCCs do have problems that reduce the effectiveness and efficiency of mobility operations. MCC activities are, for the most part, successful. However, it is usually a result of extraordinary management actions and workarounds and not because of a sound program. During an actual contingency situation this would not ensure a rapid flexible response capability.

The MAJCOM responses confirm similar MCC deficiencies exist throughout the Air Force:

(a) Training is identified as the greatest contributor to deficiencies. Currently, there is no specific Air Force regulatory guidance on mobility control center training. Standardization of MCC training should be the baseline for improvements. Standardized training programs would provide continuity between major commands and bases.

(b) Facility deficiencies can be solved by developing a desired MCC facility layout as a guide for installation mobility officers to use in setting up an MCC. The Air Staff has developed new criteria for mobility processing facilities to be published in the current revision of AFM 86-2, Standard Facility Requirements. The criteria provides guidance on establishing a processing center when there is no air passenger terminal and, provides space requirements for processing and control functions.

(c) Ineffective communications can cause delays in accomplishing any of the MCC activities. A model communications network will provide guidance to enhance the command and control efforts.

(d) The quantity and type of equipment available to operate an MCC will affect how well the augmentees carry out their responsibilities. Identifying the desired equipment items and the TA source for these items will help the Installation Mobility Officer (IMO) obtain the equipment.

CHAPTER 4

RECOMMENDED IMPROVEMENTS

MCC improvements are needed throughout the Air Force to enhance mobility productivity. To provide this increased capability, the following recommendations are made:

(a) AFLMC will develop an MCC handbook that will provide guidance in the four major deficient areas of training, facilities, communications and equipment. This handbook will be definitive enough to provide information necessary to correct all the deficiencies stated in this report. (OPR: AFLMC/LGX)

(b) In addition, the Table of Allowance (TA) monitor should take action to update or change Part E of TA 660. Part E of this TA is for intrabase radio mobility/contingency requirements. Currently a portable radio, NSN 5820-00-403-6777, is authorized for certain bases, primarily TAC. The TA is broken down into 10 sections and 36 subsections. These sections and subsections cover certain commands and certain bases. Required items should be available for all MCCs. All unit/bases required to have an MCC should be authorized portable radios with a basis of issue of 10 per MCC and one receiver transmitter base station. A new section Z should be added to Part E listing the portable radios for any base or unit that is required to have an MCC. Additional quantities above the basis of issue should be approved by CEMO. (See Attachment 1 for proposed section Z.) (OPR: AFLC/MM)

(c) Also, AFLC should update TAs 006, 007, 016, and 403. Mobility equipment should be specifically included in its own allowance source codes within each applicable TA. Basis of issue for this equipment should be as required for deployment/mobility or mission support. (See Attachment 2 for proposed equipment list.) (OPR: AFLC/MM)

(d) And finally, the MAJCOM/LGs should ensure the base installation mobility officers review their MCC requirements to determine if deficiencies exist at their location and develop a plan to correct any problems identified. (OPR: MAJCOM/LGs).

GLOSSARY

Equipment: The set of articles, physical resources, implements, fixtures, furnishings, materiels, utensils, and other items used by the MCC during the mobility operations and activities.

Facilities: A building, room, or work place that is built, installed, or established to serve as the MCC. Includes all real property and installed equipment permanently attached or connected to the structure.

Installation Mobility Officer (IMO): The individual, acting for the host commander, responsible for the day-to-day management of the installation mobility program as well as overall direction, control, and supervision of the MCC during mobility activities associated with the processing of personnel, cargo, materiels, and equipment from, through, or into the installation.

MCC Mission: The responsibility for directing, controlling, and supervising all activities associated with the successful movement of personnel, cargo, materiels, and equipment during mobility operations.

Mobility Control Center (MCC): A predetermined area provided on an installation as a central point from which the IMO can discharge the responsibilities of control, direction, and supervision of all activities associated with the successful movement of personnel, cargo, materiels, and equipment during mobility operations.

Mobility Operations: All actions (from notification to termination) required to be accomplished by the unit for the successful deployment and reception of personnel, cargo, materiel, and equipment.

Productivity: The measure of an organization's performance. It is both efficiency (the ratio of inputs to outputs) and effectiveness (to what extent the output satisfies the mission objectives).

REFERENCES

- AFR 28-3 **USAF Operation Planning Process (FOUO)**, 18 Feb 82
- AFR 28-4 **USAF Mobility Planning**, 16 Nov 78
- AFR 71-4 **Preparation of Hazardous Materiels for Military Air Shipment**,
22 Mar 76, IMC: 82-1, 82-2, 83-1
- AFR 76-2 **Airlift Planning Factors**, 11 Jun 79
- AFR 76-6 **Movement of Units in Air Force Aircraft (PA)**, Sep 78
- AFR 76-9 **Preparation and Use of Baggage Tags (PA)**, 22 Oct 69
- AFR 123-1 **The Inspection System**, 7 May 82, IMC: 82-1, 82-2, 82-3

INTRABASE RADIO SYSTEM

TA 660

a. Under Part E add section Z for portable transceiver radios for all bases with an MCC requirement.

Part E Section Z
INTERBASE RADIOS FOR MOBILITY CONTROL CENTER

STOCK NUMBER
NOMENCLATURE

BASIS OF ISSUE

5820-00-403-6777
Transceiver-Radio Ptbl

10 per MCC
(Additional quantities
as approved by CEMO)

5820-00-430-4936
Receiver Transmitter Base Station
PN L43MHB

1 per MCC

b. Delete MCC portable transceiver radios requirements from the other sections and subsections of TA 660 and include them under section Z.

Attachment 1

EQUIPMENT LIST

Recommend the applicable part, section or subsection of the TA's be added or changed as follows:

- a. TA006 - Under Part A add Section C for required items.

TA006 AC - Mobility Control Center

<u>STOCK NUMBER</u> <u>NOMENCLATURE</u>	<u>BASIS OF ISSUE</u>
7110-00-933-9197 Filing Cabinet, Security Legal PN AAF 357	As Required
7110-00-143-0832 Desk, 60" x 34" PN AAD 00191	As Required
7110-00-602-0330 Chair, Rotary PN No Ref	As Required
7125-00-641-5436 Cabinet, Storage 4 Shelves PN AAC 0031	As Required
7110-00-497-1783 File Cabinet, Legal 5 Dr. PN AAF 00359	As Required
6645-00-224-8630 Clock, 24 Hr, 8 1/2" dia 8 day PN MILC 1194 Type A	As Required
7110-00-601-9821 Bookcase, w/legs, w/base, 2 shelves PN No Ref	As Required
7195-00-004-6733 Costumery, 12 hanger PN AAR 40	As Required

Attachment 2

- b. TA007 - Under Part B add Subsection X for required items.

TA007
BBX - Mobility Control Center

<u>STOCK NUMBER</u> <u>NOMENCLATURE</u>	<u>BASIS OF ISSUE</u>
7420-00-009-1943 Calculator, non-listing PN Model HP35	As Required
7430-00-663-9102 Typewriter, Manual 15" PN S27	As Required
or 7430-00-461-9595 Typewriter, Electric 15" PN 725	

- c. TA016 - Add Part I for required items.

TA016
I - Mobility Control Center

<u>STOCK NUMBER</u> <u>NOMENCLATURE</u>	<u>BASIS OF ISSUE</u>
6230-00-264-8261 Flashlights PN-MX 991-U-80063	As Required

- d. TA403 - Under Part A add Subsection A for required items.

TA403
AA - Mobility Control Center

<u>STOCK NUMBER</u> <u>NOMENCLATURE</u>	<u>BASIS OF ISSUE</u>
6230-00-283-3237 Light, emergency PN-DR 709-10S2	As Required

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