



COMPARING F-16 MAINTENANCE SCHEDULING PHILOSOPHIES

THESIS

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THESIS

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Abstract

In the F-16 fighter community it is believed that the flying schedule can make or break a wing's maintenance effort. Nevertheless, there is no published scientific support behind many commonly used maintenance scheduling philosophies. For example, not everyone agrees that routinely flying only one "go" on the last day of the week enhances the long term maintenance health of the fleet. Subsequently, justification for choosing one scheduling philosophy over another cannot occur. The problem is that a generally accepted overall scheduling philosophy to improve the long term health of the fleet does not exist.

The purpose of this research is tri-fold: first of all, the most important scheduling philosophies are identified using a Delphi study; second, the more meaningful metrics that capture the long term health of the fleet and maintenance effectiveness are identified in the Delphi study and by using a content analysis; and third, the various philosophies are tested using the performance measures to help maintenance managers choose the most appropriate one. For the last step of the study, a stochastic simulation model was generated to model the sortie generation process, and a full factorial Design of Experiment was used to identify statistically significant differences among the proposed scheduling philosophies. The results of the study show that the "3 waves Monday through Thursday and 1 wave on Friday" maintenance scheduling philosophy seems to outperform the other philosophies regardless of the sortie surge level or the time between

landing and take off. This philosophy is also less sensitive than the alternative philosophies in sortie level and time between landing and take-off changes.

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Table of Contents	Page
Abstract.....	iv
Acknowledgements	vi
List of Figures	xi
List of Tables	xxiii
I. Introduction	1
Background	1
Problem Statement	1
Research Question.....	2
Investigative Questions	2
Proposed Methodology	2
Scheduling Philosophies (Question 1).....	2
Performance Metric (Question 2).....	3
Collection and Analysis (Questions 3 and 4).	4
Scope and limitations	4
Delphi Method Assumptions.....	5
Model assumptions.....	5
Summary	7
II. Literature Review	8
Introduction	8
Sortie generation process	8
Maintenance Metrics	13
Other simulation studies of the sortie generation process.....	16
Simulation of Autonomic Logistics System (ALS) Sortie Generation.	16
LCOM.....	17
SIMFORCE.	18
LogSAM (Smiley, 1997).	19
Simulation Model for Military Aircraft Maintenance and Availability.	19
Inferences – Advice from Other Simulation Models.	20
Summary	20
III. Methodology	22
Purpose Statement	22
Research Paradigm	22
Methodology	22
Scheduling Philosophies (Question 1).....	22

	Page
Performance Metrics (Question 2).	25
Delphi Technique Questionnaires.	27
Collection and Analysis (Questions 3 and 4).	29
Summary	63
IV. Analysis and Results	64
Introduction	64
Scheduling Philosophies (Question 1)	64
Performance Metrics (Question 2)	68
Content Analysis Results.....	69
Delphi Method Results.	70
Health of Fleet Metrics Analysis.....	75
Maintenance Effectiveness Metrics Analysis.....	76
3 rd Investigative question	78
Analysis.	78
Long Term Health of the Fleet.	82
Maintenance Effectiveness.....	88
4 th Investigative Question.....	98
Pilot Study.	99
Assumptions.	106
Analysis of Variance.	114
Summary	143
V. Conclusion.....	144
Introduction	144
Recommendations to Eielson AFB	144
Recommendations for Further Research	145
VI. Appendix “A”. Key Metrics (AFLMA, 2002)	149
VII. Appendix “B”. Description of Key Maintenance Metrics (AFLMA, 2002).....	151
VIII. Appendix “C”. 1 ST Solicitation Email Message to Cooperate in Survey	159
IX. Appendix “D”. Survey Approval from AFRL/HEH	161
X. APPENDIX “E”. Survey Approval from AFPC/DPAFFA.....	162
XI. Appendix “F”. Initial Questionnaire of the Delphi Study	163
XII. Appendix “G”. 2 nd Round of the Delphi Study	168

	Page
XIII. Appendix “H”. 3 nd Round of the Delphi Study	173
XIV. Appendix “I”. Failure Data Analysis from Eielson AFB	179
Introduction	179
Theory behind Fitting Distributions.....	181
Failure Data Analysis	183
APG – Ground Abort – Duration.	183
APG – Ground Abort – Crew Size.....	185
APG – Air Abort – Duration.	187
APG – Air Aborts – Crew Size.	188
APG – After Flight – Duration.....	189
APG – After Flight – Crew Size.....	191
Electrical and Environmental (E&E) – Ground Abort – Duration.....	193
E&E – Ground Abort – Crew Size.....	194
E&E – Air Abort – Duration.	195
E&E – Air Abort – Crew Size.....	197
E&E – After Flight – Duration.....	198
E&E – After Flight – Crew Size.....	200
Avionics – Ground Abort – Duration.....	201
Avionics – Ground abort – Crew Size.....	203
Avionics – Air Aborts – Duration and Crew Size.....	204
Avionics - After Flight – Duration.	204
Avionics – After Flight – Crew Size.	206
Engine – Ground Aborts – Duration.	207
Engine – Ground Abort – Crew Size.....	208
Engine – Air Aborts – Duration.	209
Engine – Air Aborts – Crew Size.....	211
Engine – After Flight – Duration.....	213
Engine – After Flight – Crew Size.	215
Weapons – Ground Abort – Duration.	216
Weapons – Ground Abort – Crew Size.	217
Weapons – Air Aborts – Duration.....	217
Weapons – Air Aborts – Crew Size.	219
Weapons – After Flight – Duration.....	220
Weapons – After Flight – Crew Size.....	222
XV. Appendix “J”. Vba Code	224
XVI. Appendix “K”. 1 ST Investigative Question – Delphi Responses	240

	Page
1 st Round Responses.....	240
XVII. Appendix “L”. Box – Plots for 1 ST Investigative Question’s Results	246
What is a Box-Plot	246
Box Plots	247
XVIII. Appendix “M”. Content Analysis Results.....	254
XIX. Appendix “N”. Metrics Regarding Fleet Health Delphi Responses.....	256
1 st Round Responses.....	256
XX. Appendix “O”. Metrics Regarding Maintenance Effectiveness Delphi Responses	261
1 st Round Responses.....	261
XXI. Appendix “P”. Box – Plots for 2 nd Investigative Question’s Results.....	265
Box Plots for Metrics Concerning Long Term Health of the Fleet.....	265
Box Plots for Metrics Concerning Maintenance Effectiveness.....	271
XXII. Appendix “Q”. Script: Splitevents.php	278
XXIII. Appendix “R”. Script: Parse.php.....	279
XXIV. Appendix “S”. Checking the Normality Assumption in DOE	282
Output Variable NMCM Rate	282
Output Variable AWM.....	305
Output Variable ATQMA	327
Output Variable Flying Window	350
XXV. Bibliography	373
XXVI. Vita	376

List of Figures

Page

Figure 1. Conceptual Model describing sortie generation process	10
Figure 2. Flight Line Maintenance Process	11
Figure 3. Metrics from CSAF Logistics Review	16
Figure 4. Steps in the Simulation Study.....	32
Figure 5. Graphical User Interface 1 st Page	41
Figure 6. Graphical User Interface 2 nd Page	42
Figure 7. Create Area.....	43
Figure 8. Assign after Creation Area	43
Figure 9. Check for Failures Area.....	44
Figure 10. Unscheduled Maintenance Failure Area	46
Figure 11. Check for Scheduled Maintenance Area	47
Figure 12. Phase Area	47
Figure 13. Parking Area.....	48
Figure 14. Assign Service Times Based on Last Sortie.....	48
Figure 15. Concurrent Run of Service and Debrief	49
Figure 16. Refueling and Weapons Preparation	49
Figure 17. Hold Area (1 out of 5)	50
Figure 18. Hold Area (2 out of 5)	51
Figure 19. Hold Area (3 out of 5)	51
Figure 20. Hold Area (4 out of 5)	51
Figure 21. Hold Area (5 out of 5)	52
Figure 22. Pilot Preflight Area.....	52
Figure 23. Taxi – End of Runway – Take-off Areas	53
Figure 24. Flying Area.....	53
Figure 25. Sortie Area.....	53
Figure 26. Land – EOR after Land Areas.....	54
Figure 27. Air Abort – Ground Abort Areas.....	55
Figure 28. Hot Pit Area.....	55
Figure 29. Statistics Area (1 out of 3).....	57
Figure 30. Statistics Area (2 out of 3).....	57
Figure 31. Statistics Area (3 out of 3).....	57
Figure 32. 1 st Question 2 nd Survey results	66
Figure 33. Metrics from CSAF Logistics Review	70
Figure 34. 2 nd Round of Delphi Study – Metrics that Capture the Long Term Health of the Fleet.....	72
Figure 35. 2 nd Round of Delphi Study – Metrics that Capture the Maintenance Effectiveness to Meet Unit Sortie Production Goal.....	73
Figure 36. 4-years Simulation Run for Average Aircraft Awaiting Maintenance.....	79
Figure 37. 4-years Simulation Run for Average Total Time in Maintenance Queues	81
Figure 38. NMCM Rate Depending on Scheduling Philosophy	82
Figure 39. NMCM Rate Depending on Scheduling Philosophy and Maintenance Personnel.....	83
Figure 40. Inability to Produce Sorties with Reduction of Maintenance Personnel	84

Figure 41. NMCM Rate Depending on Scheduling Philosophy without Decreasing Manning	85
Figure 42. NMCM Rate Depending on Scheduling Philosophy with Decreased Manning	86
Figure 43. NMCM Rate Depending on Scheduling Philosophy and Balanced Schedule	86
Figure 44. NMCM Rate Depending on Scheduling Philosophy and Sortie Surge	87
Figure 45. NMCM Rate Depending on Scheduling Philosophy and Time Between Landing and Take Off	87
Figure 46. NMCM Rate Depending on Scheduling Philosophy - Time Between Landing and Take Off – Balanced	89
Figure 47. AWM Depending on Maintenance Option and Maintenance Personnel	89
Figure 48. ATQMA Depending on Maintenance Option and Maintenance Personnel....	90
Figure 49. Flying Window Depending on Maintenance Option and Maintenance Personnel	90
Figure 50. AWM Depending on Scheduling Philosophy and Balanced Schedule	91
Figure 51. ATQMA Depending on Scheduling Philosophy and Balanced Schedule	92
Figure 52. Flying Window Depending on Scheduling Philosophy and Balanced Schedule	92
Figure 53. AWM Depending on Scheduling Philosophy and Sortie Surge	93
Figure 54. ATQMA Depending on Scheduling Philosophy and Sortie Surge	93
Figure 55. Flying Window Depending on Scheduling Philosophy and Sortie Surge	94
Figure 56. AWM Depending on Scheduling Philosophy and Time Between Landing and Take Off	95
Figure 57. ATQMA Depending on Scheduling Philosophy and Time Between Landing and Take Off	96
Figure 58. Flying Window Depending on Scheduling Philosophy and Time Between Landing and Take Off	96
Figure 59. AWM Depending on Scheduling Philosophy - Time Between Landing and Take Off – Balanced	97
Figure 60. ATQMA Depending on Scheduling Philosophy - Time Between Landing and Take Off – Balanced	97
Figure 61. Flying Window Depending on Scheduling Philosophy - Time Between Landing and Take Off – Balanced	98
Figure 62. Fit Model for Pilot Study	100
Figure 63. Summary of Fit of Pilot Study for NMCM rate	101
Figure 64. Power Details for Scheduling Philosophies for NMCM Rate	102
Figure 65. Power Details for Interaction between Option and Time BTW Land TO for NMCM Rate	102
Figure 66. Power Details for Interaction between Option and Sortie Surge for NMCM Rate	102
Figure 67. Summary of Fit of Pilot Study for AWM	103
Figure 68. Power Details for Scheduling Philosophies for AWM	103

	Page
Figure 69. Power Details for Interaction between Option and Time BTW Land TO for AWM	103
Figure 70. Power Details for Interaction between Option and Sortie Surge for AWM..	104
Figure 71. Summary of Fit of Pilot Study for ATQMA	104
Figure 72. Power Details for Scheduling Philosophies for ATQMA	104
Figure 73. Power Details for Interaction between Option and Time BTW Land TO for ATQMA.....	104
Figure 74. Power Details for Interaction between Option and Sortie Surge for ATQMA	105
Figure 75. Summary of Fit of Pilot Study for Flying Window.....	105
Figure 76. Power Details for Scheduling Philosophies for Flying Window.....	105
Figure 77. Power Details for Interaction between Option and Time BTW Land TO for Flying Window	105
Figure 78. Power Details for Interaction between Option and Sortie Surge for Flying Window.....	106
Figure 79. Normal Probability Plot of the Residuals (NMCM Rate)	107
Figure 80. Normal Probability Plot of the Residuals (AWM).....	108
Figure 81. Normal Probability Plot of the Residuals (ATQMA).....	108
Figure 82. Normal Probability Plot of the Residuals (Flying Window)	109
Figure 83. NMCM Rate Residual by Predicted Plot	110
Figure 84. NMCM Rate Dot-Plot	110
Figure 85. AWM Residual by Predicted Plot	111
Figure 86. AWM Dot-Plot	111
Figure 87. ATQMA Residual by Predicted Plot.....	112
Figure 88. ATQMA Dot-Plot.....	112
Figure 89. Flying Window Residual by Predicted Plot	113
Figure 90. Flying Window Dot-Plot	113
Figure 91. Summary of Fit for NMCM Rate	114
Figure 92. ANOVA Table for NMCM Rate	114
Figure 93. Effect Tests for NMCM Rate	115
Figure 94. LS Means Plot for Scheduling Philosophy and NMCM Rate.....	115
Figure 95. Tukey's Test for Scheduling Philosophy and NMCM Rate.....	115
Figure 96. LS Means Plot for Time BTW Landing and Take-off and NMCM Rate	116
Figure 97. Tukey's Test for Time BTW Landing and Take-off and NMCM Rate	116
Figure 98. LS Means Plot for Sortie Surge and NMCM Rate	116
Figure 99. Tukey's Test for Time BTW Landing and Take-off and NMCM Rate	117
Figure 100. LS Means Plot for Philosophy - Time BTW Land and Take-off Interaction and NMCM Rate.....	117
Figure 101. Tukey's Test for Philosophy - Time BTW Land and Take-off Interaction and NMCM Rate.....	118
Figure 102. LS Means Plot for Philosophy – Sortie Surge Interaction and NMCM Rate	118
Figure 103. Tukey's Test for Philosophy – Sortie Surge Interaction and NMCM Rate	118

	Page
Figure 104. LS Means Plot for Sortie Surge – Time BTW landing Take-off Interaction and NMCM Rate.....	119
Figure 105. Tukey’s Test for Sortie Surge – Time BTW landing Take-off Interaction and NMCM Rate.....	119
Figure. 106 Summary of Fit for AWM.....	120
Figure 107. ANOVA Table for AWM.....	120
Figure 108. Effect Tests for AWM.....	120
Figure 109. LS Means Plot for Scheduling Philosophy and AWM.....	121
Figure 110. Tukey’s Test for Scheduling Philosophy and AWM	121
Figure 111. LS Means Plot for Time BTW Landing and Take-off and AWM	121
Figure 112. Tukey’s Test for Time BTW Landing and Take-off and AWM.....	122
Figure 113. LS Means Plot for Sortie Surge and AWM.....	122
Figure 114. Tukey’s Test for Time BTW Landing and Take-off and AWM.....	122
Figure 115. LS Means Plot for Philosophy - Time BTW Land and Take-off Interaction and AWM.....	123
Figure 116. Tukey’s Test for Philosophy - Time BTW Land and Take-off Interaction and AWM	123
Figure 117. LS Means Plot for Philosophy – Sortie Surge Interaction and AWM	124
Figure 118. Tukey’s Test for Philosophy – Sortie Surge Interaction and AWM	124
Figure 119. LS Means Plot for Sortie Surge – Time BTW landing Take-off Interaction and AWM.....	125
Figure 120. Tukey’s Test for Sortie Surge – Time BTW landing Take-off Interaction and AWM	125
Figure 121. Tukey’s Test for Maintenance Philosophy - Sortie Surge – Time BTW landing Take-off Interaction and AWM	127
Figure 122. Summary of Fit for ATQMA	128
Figure 123. ANOVA Table for ATQMA	128
Figure 124. Effect Tests for ATQMA.....	128
Figure 125. LS Means Plot for Scheduling Philosophy and ATQMA	129
Figure 126. Tukey’s Test for Scheduling Philosophy and ATQMA	129
Figure 127. LS Means Plot for Time BTW Landing and Take-off and ATQMA.....	129
Figure 128. Tukey’s Test for Time BTW Landing and Take-off and ATQMA.....	130
Figure 129. LS Means Plot for Sortie Surge and ATQMA	130
Figure 130. Tukey’s Test for Time BTW Landing and Take-off and ATQMA.....	130
Figure 131. LS Means Plot for Philosophy - Time BTW Land and Take-off Interaction and ATQMA	131
Figure 132. Tukey’s Test for Philosophy - Time BTW Land and Take-off Interaction and ATQMA.....	131
Figure 133. LS Means Plot for Philosophy – Sortie Surge Interaction and ATQMA....	132
Figure 134. Tukey’s Test for Philosophy – Sortie Surge Interaction and ATQMA.....	132
Figure 135. LS Means Plot for Sortie Surge – Time BTW landing Take-off Interaction and ATQMA	133

	Page
Figure 136. Tukey’s Test for Sortie Surge – Time BTW landing Take-off Interaction and ATQMA.....	133
Figure 137. Tukey’s Test for Maintenance Philosophy - Sortie Surge – Time BTW landing Take-off Interaction and ATQMA.....	134
Figure 138. Summary of Fit for Flying Window.....	135
Figure 139. ANOVA Table for Flying Window.....	135
Figure 140. Effect Tests for Flying Window.....	136
Figure 141. LS Means Plot for Scheduling Philosophy and Flying Window.....	136
Figure 142. Tukey’s Test for Scheduling Philosophy and Flying Window	136
Figure 143. LS Means Plot for Time BTW Landing and Take-off and Flying Window	137
Figure 144. Tukey’s Test for Time BTW Landing and Take-off and Flying Window ..	137
Figure 145. LS Means Plot for Sortie Surge and Flying Window.....	137
Figure 146. Tukey’s Test for Time BTW Landing and Take-off and Flying Window ..	138
Figure 147. LS Means Plot for Philosophy - Time BTW Land and Take-off Interaction and Flying Window.....	138
Figure 148. Tukey’s Test for Philosophy - Time BTW Land and Take-off Interaction and Flying Window	139
Figure 149. LS Means Plot for Philosophy – Sortie Surge Interaction and Flying Window	139
Figure 150. Tukey’s Test for Philosophy – Sortie Surge Interaction and Flying Window	140
Figure 151. LS Means Plot for Sortie Surge – Time BTW landing Take-off Interaction and Flying Window.....	141
Figure 152. Tukey’s Test for Sortie Surge – Time BTW landing Take-off Interaction and Flying Window	141
Figure 153. Tukey’s Test for Maintenance Philosophy - Sortie Surge – Time BTW landing Take-off Interaction and Flying Window	142
Figure 154. Text Format of Failure Data Provided by Eielson AFB.....	179
Figure 155. APG Ground Abort Duration	183
Figure 156. APG Ground Abort Duration	184
Figure 157. APG Ground Abort Duration Empirical.....	185
Figure 158. APG Ground Abort Duration Empirical.....	185
Figure 159. APG Ground Aborts Crew Size	186
Figure 160. APG Ground Aborts Crew Size	186
Figure 161. APG Air Aborts Duration.....	187
Figure 162. APG Air Aborts Duration.....	187
Figure 163. APG Air Aborts Duration Empirical.....	188
Figure 164. APG Air Aborts Duration Empirical.....	188
Figure 165. APG Air Aborts CS	189
Figure 166. APG Air Aborts CS	189
Figure 167. APG After Flight Duration.....	190
Figure 168. APG After Flight Duration.....	190
Figure 169. APG After Flight Duration Empirical	191

	Page
Figure 170. APG After Flight Duration Empirical	191
Figure 171. APG After Flight CS	192
Figure 172. APG After Flight CS	192
Figure 173. EandE Ground Abort Duration.....	193
Figure 174. EandE Ground Abort Duration.....	193
Figure 175. EandE Ground Abort Duration Empirical	194
Figure 176. EandE Ground Abort Duration Empirical	194
Figure 177. EandE Ground Abort CS	195
Figure 178. EandE Ground Abort CS	195
Figure 179. EandE Air Aborts Duration	196
Figure 180. EandE Air Aborts Duration	196
Figure 181. EandE Air Aborts Duration Empirical	197
Figure 182. EandE Air Aborts Duration Empirical	197
Figure 183. EandE Air Aborts CS	198
Figure 184. EandE Air Aborts CS	198
Figure 185. EandE After Flight Duration	199
Figure 186. EandE After Flight Duration	199
Figure 187. EandE After Flight Duration Empirical	200
Figure 188. EandE After Flight Duration Empirical	200
Figure 189. EandE After Flight CS.....	201
Figure 190. EandE After Flight CS.....	201
Figure 191. Avionics Ground Abort Duration.....	202
Figure 192. Avionics Ground Abort Duration.....	202
Figure 193. Avionics Ground Abort CS	203
Figure 194. Avionics Ground Abort CS	203
Figure 195. Avionics After Flight Duration	204
Figure 196. Avionics After Flight Duration	205
Figure 197. Avionics After Flight Duration Empirical.....	205
Figure 198. Avionics After Flight Duration Empirical.....	206
Figure 199. Avionics After Flight CS.....	206
Figure 200. Avionics After Flight CS.....	207
Figure 201. Engine Ground Aborts Duration	208
Figure 202. Engine Ground Aborts Duration	208
Figure 203. Engine Ground Aborts CS.....	209
Figure 204. Engine Ground Aborts CS.....	209
Figure 205. Engine Air Aborts Duration	210
Figure 206. Engine Air Aborts Duration	210
Figure 207. Engine Air Aborts Duration Empirical.....	211
Figure 208. Engine Air Aborts Duration Empirical.....	211
Figure 209. Engine Air Aborts CS.....	212
Figure 210. Engine Air Aborts CS.....	213
Figure 211. Engine After Flight Duration.....	213
Figure 212. Engine After Flight Duration.....	214

	Page
Figure 213. Engine After Flight Duration Empirical.....	214
Figure 214. Engine After Flight Duration Empirical.....	215
Figure 215. Engine After Flight CS.....	215
Figure 216. Engine After Flight CS.....	216
Figure 217. Weapons Ground Aborts Duration.....	216
Figure 218. Weapons Ground Aborts Duration.....	217
Figure 219. Weapons Air Aborts Duration.....	218
Figure 220. Weapons Air Aborts Duration.....	218
Figure 221. Weapons Air Aborts Duration Empirical.....	219
Figure 222. Weapons Air Aborts Duration Empirical.....	219
Figure 223. Weapons Air Aborts CS.....	220
Figure 224. Weapons Air Aborts CS.....	220
Figure 225. Weapons After Flight Duration.....	221
Figure 226. Weapons After Flight Duration.....	221
Figure 227. Weapons After Flight Duration Empirical.....	222
Figure 228. Weapons After Flight Duration Empirical.....	222
Figure 229. Weapons After Flight CS.....	223
Figure 230. Weapons After Flight CS.....	223
Figure 231. Box Plot.....	246
Figure 232. Box Plot for at Least 12 hours between Last down and First go.....	247
Figure 233. Box Plot for Ensuring Enough Downtime for Maintenance.....	247
Figure 234. Box Plot for 30-days Limit in Keeping a Plane Down.....	248
Figure 235. Box Plot for “Balanced” Approach of Spreading the Schedule out.....	248
Figure 236. Box Plot for 2.5 Hours between Land – Takeoff.....	248
Figure 237. Box Plot for Minimizing the Number of Configurations.....	249
Figure 238. Box Plot for Increasing Average Sortie Duration.....	249
Figure 239. Box Plot for Keeping UTE Rate under Certain Level.....	249
Figure 240. Box Plot for 1 “Normal” Wave on Fridays.....	250
Figure 241. Box Plot for Aircraft is More Reliable if it Flies More.....	250
Figure 242. Box Plot for no Cann Birds.....	250
Figure 243. Box Plot for Flying Heavy at the Beginning of Fiscal Year.....	251
Figure 244. Box Plot for Adjusted Turn Patterns for Fewer Front Lines.....	251
Figure 245. Box Plot for Sortie Surge Once per Month.....	251
Figure 246. Box Plot for No-fly Fridays.....	252
Figure 247. Box Plot for Pit and Go Daily.....	252
Figure 248. Box Plot for 1 “Large” Wave on Fridays.....	252
Figure 249. Box Plot for Scheduling More Sorties at Night.....	253
Figure 250. Box Plot for Extended Flying Window.....	253
Figure 251. Box Plot for Repeat Recur Rate.....	265
Figure 252. Box Plot for MC Rate.....	265
Figure 253. Box Plot for Time Each Aircraft Spends Broken.....	266
Figure 254. Box Plot for Break Rate.....	266
Figure 255. Box Plot for Cann Rate.....	266

	Page
Figure 256. Box Plot for Number of Discrepancies During Phase.....	267
Figure 257. Box Plot for Ground Abort Rate	267
Figure 258. Box Plot for TNMCM	267
Figure 259. Box Plot for Number of Delayed Discrepancies	268
Figure 260. Box Plot for Phase Flow Days.....	268
Figure 261. Box Plot for Maintenance Scheduling Effectiveness Rate.....	268
Figure 262. Box Plot for TCTO Backlog.....	269
Figure 263. Box Plot for Maintenance Discrepancy Fix Rates	269
Figure 264. Box Plot for UTE Rate	269
Figure 265. Box Plot for % of Scheduled Sorties that Accomplished Mission.....	270
Figure 266. Box Plot for Phase Time Distribution Interval.....	270
Figure 267. Box Plot for Maintenance Non-Deliverables	270
Figure 268. Box Plot for Number and Type of Exceptional Write-ups.....	271
Figure 269. Box Plot for Amount of Time Taken to Complete Depot Maintenance	271
Figure 270. Box Plot for Repeat / Recur Rate	272
Figure 271. Box Plot for Ground Abort Rate	272
Figure 272. Box Plot for On-time Departure Rates	272
Figure 273. Box Plot for Flying Scheduling Effectiveness Rate	273
Figure 274. Box Plot for MC Rate.....	273
Figure 275. Box Plot for Maintenance Discrepancy Fix Rates	273
Figure 276. Box Plot for Fix Rates	274
Figure 277. Box Plot for TNMCM	274
Figure 278. Box Plot for (# of AC Scheduled) / (# FMC) 2 Hours Prior 1 st Launch	274
Figure 279. Box Plot for Cann Rate.....	275
Figure 280. Box Plot for Sortie Completion Rate.....	275
Figure 281. Box Plot for Discrepancies Awaiting Maintenance	275
Figure 282. Box Plot for Phase Time Completion Stats.....	276
Figure 283. Box Plot for Comparison of # of Schedule Change Requests to # Accepted / Rejected / Accomplished	276
Figure 284. Box Plot for Mission Success Rate	276
Figure 285. Box Plot for Phase Backlog.....	277
Figure 286. Box Plot for Schedule “Fill” Rates.....	277
Figure 287. Stem and Leaf and Normal Quantile Plot for Treatment 1	282
Figure 288. Stem and Leaf and Normal Quantile Plot for Treatment 2	283
Figure 289. Stem and Leaf and Normal Quantile Plot for Treatment 3	283
Figure 290. Stem and Leaf and Normal Quantile Plot for Treatment 4	284
Figure 291. Stem and Leaf and Normal Quantile Plot for Treatment 5	284
Figure 292. Stem and Leaf and Normal Quantile Plot for Treatment 6	285
Figure 293. Stem and Leaf and Normal Quantile Plot for Treatment 7	285
Figure 294. Stem and Leaf and Normal Quantile Plot for Treatment 8	286
Figure 295. Stem and Leaf and Normal Quantile Plot for Treatment 9	286
Figure 296. Stem and Leaf and Normal Quantile Plot for Treatment 10	287
Figure 297. Stem and Leaf and Normal Quantile Plot for Treatment 11	287

Figure 427. Stem and Leaf and Normal Quantile Plot for Treatment 6	352
Figure 428. Stem and Leaf and Normal Quantile Plot for Treatment 7	353
Figure 429. Stem and Leaf and Normal Quantile Plot for Treatment 8	353
Figure 430. Stem and Leaf and Normal Quantile Plot for Treatment 9	354
Figure 431. Stem and Leaf and Normal Quantile Plot for Treatment 10	354
Figure 432. Stem and Leaf and Normal Quantile Plot for Treatment 11	355
Figure 433. Stem and Leaf and Normal Quantile Plot for Treatment 12	355
Figure 434. Stem and Leaf and Normal Quantile Plot for Treatment 13	356
Figure 435. Stem and Leaf and Normal Quantile Plot for Treatment 14	356
Figure 436. Stem and Leaf and Normal Quantile Plot for Treatment 15	357
Figure 437. Stem and Leaf and Normal Quantile Plot for Treatment 16	357
Figure 438. Stem and Leaf and Normal Quantile Plot for Treatment 17	358
Figure 439. Stem and Leaf and Normal Quantile Plot for Treatment 18	358
Figure 440. Stem and Leaf and Normal Quantile Plot for Treatment 19	359
Figure 441. Stem and Leaf and Normal Quantile Plot for Treatment 20	359
Figure 442. Stem and Leaf and Normal Quantile Plot for Treatment 21	360
Figure 443. Stem and Leaf and Normal Quantile Plot for Treatment 22	360
Figure 444. Stem and Leaf and Normal Quantile Plot for Treatment 23	361
Figure 445. Stem and Leaf and Normal Quantile Plot for Treatment 24	361
Figure 446. Stem and Leaf and Normal Quantile Plot for Treatment 25	362
Figure 447. Stem and Leaf and Normal Quantile Plot for Treatment 26	362
Figure 448. Stem and Leaf and Normal Quantile Plot for Treatment 27	363
Figure 449. Stem and Leaf and Normal Quantile Plot for Treatment 28	363
Figure 450. Stem and Leaf and Normal Quantile Plot for Treatment 29	364
Figure 451. Stem and Leaf and Normal Quantile Plot for Treatment 30	364
Figure 452. Stem and Leaf and Normal Quantile Plot for Treatment 31	365
Figure 453. Stem and Leaf and Normal Quantile Plot for Treatment 32	365
Figure 454. Stem and Leaf and Normal Quantile Plot for Treatment 33	366
Figure 455. Stem and Leaf and Normal Quantile Plot for Treatment 34	366
Figure 456. Stem and Leaf and Normal Quantile Plot for Treatment 35	367
Figure 457. Stem and Leaf and Normal Quantile Plot for Treatment 36	367
Figure 458. Stem and Leaf and Normal Quantile Plot for Treatment 37	368
Figure 459. Stem and Leaf and Normal Quantile Plot for Treatment 38	368
Figure 460. Stem and Leaf and Normal Quantile Plot for Treatment 39	369
Figure 461. Stem and Leaf and Normal Quantile Plot for Treatment 40	369
Figure 462. Stem and Leaf and Normal Quantile Plot for Treatment 41	370
Figure 463. Stem and Leaf and Normal Quantile Plot for Treatment 42	370
Figure 464. Stem and Leaf and Normal Quantile Plot for Treatment 43	371
Figure 465. Stem and Leaf and Normal Quantile Plot for Treatment 44	371
Figure 466. Stem and Leaf and Normal Quantile Plot for Treatment 45	372

List of Tables	Page
Table 1. Model Views.....	33
Table 2. Variables – Processes Values	34
Table 3. Content Analysis Results for Dependent Factors	71
Table 4. Proposed Scheduling Philosophy for Long Term Health of the Fleet.....	148
Table 5. Proposed Scheduling Philosophy for Maintenance Effectiveness.....	148
Table 6. Key Metrics.....	149
Table 7. Failure Rates Calculation.....	180
Table 8. Failures per Primary Working Center.....	180
Table 9. Content Analysis Results.....	254

COMPARING F-16 MAINTENANCE SCHEDULING PHILOSOPHIES

I. Introduction

Background

In the F-16 fighter community it is believed that the flying schedule can make or break a wing's maintenance effort. Nevertheless, there is no published scientific support behind many commonly used maintenance scheduling philosophies. For example, not everyone agrees that routinely flying only one "go" on the last day of the week enhances the long term maintenance health of the fleet. Unfortunately, there is little scientific validation to back up the opinions of officers about scheduling philosophies when disagreement arises over their usefulness by both advocates and detractors. Without this validation, the potential outcome of the various scheduling philosophies cannot be quantitatively determined. Subsequently, justification for choosing one philosophy over another cannot occur. Even those beliefs that appear intuitive should be validated by scientific study.

Problem Statement

A generally accepted single overall scheduling philosophy to improve the long term health of the fleet does not exist. By statistically comparing common F-16 fighter unit scheduling philosophies, this study seeks to identify which practices will improve the

long term health of the fleet and effectively enable maintenance to meet long term unit sortie production goals.

Research Question

Which F-16 fighter unit scheduling philosophy achieves the best long term health of the fleet and most effectively enables maintenance to meet unit sortie production goals?

Investigative Questions

The following questions are addressed in order to answer the research question:

1. What are the commonly used F-16 unit scheduling philosophies that need to be compared in terms of improving the long term health of the fleet?
2. What are the important performance metrics that the USAF uses to capture the long term health of the fleet and maintenance effectiveness to meet unit sortie production goals?
3. How does each one of the various scheduling philosophies affect the long term health of the fleet and maintenance effectiveness to meet unit sortie production goals?
4. Is there statistical evidence that one of the philosophies is better than the others and under what situations?

Proposed Methodology

Scheduling Philosophies (Question 1).

The commonly used F-16 unit scheduling philosophies that need to be compared in terms of improving the long term health of the fleet were identified by using sponsor's

(354 AMXS/CC, Eielson AFB) and personal experience¹, and by conducting a Delphi method study of expert beliefs on best maintenance scheduling philosophies of maintenance officers assigned at Air Force Institute of Technology (AFIT). The participants of the Delphi method were limited to maintenance officers assigned to AFIT due to survey restrictions. Although this was frustrating initially, the responses were interesting, came from people with variety of experience, and finally they were useful for conducting the study. This information was used to identify a list of the different philosophies that were tested later in the research.

The Delphi method was used to develop a group consensus of the most commonly used maintenance scheduling philosophies. Three iterations were conducted and a partial consensus² was achieved. During the first questionnaire (replying to essay type questions) many useful ideas (based on individual experiences) arose. The same Delphi method was also used to answer part of second and third investigative questions.

Performance Metric (Question 2).

The second investigative question required some more archival research. The Maintenance Metrics Handbook (AFLMA, 2002), describes the metrics used by the USAF for assessing the health of the F-16 fleet. In addition to this handbook, many former AFIT students have utilized various metrics in their theses' research. The more meaningful metrics related to the research question were carefully selected depending upon the literature review, expert's belief (utilizing the Delphi method described above)

¹ Researcher has 11 years experience in F-16 maintenance. He worked in flight line, quality control, phased inspections and as a chief of maintenance in a Hellenic F-16 Squadron.

² Delphi consensus will be addressed in Chapter IV

and personal experience. The initial questionnaire of the Delphi method requested opinions for extra metrics (beyond those described in maintenance metrics handbook) that could be useful in the third and fourth investigative questions while comparing the various alternative scheduling philosophies.

Collection and Analysis (Questions 3 and 4).

Once the philosophies and the performance measures had been identified, a stochastic simulation model was built (in Arena® 7.1) to simulate the different philosophies. The model was created as parametric as possible to enable the use of the Design of Experiments (DOE) approach to determine the most influential factors and to assess if statistically significant differences exist between them. Historical data from Eielson AFB were analyzed to estimate the model input parameters. These parameters were validated by Subject Matter Experts (SMEs) to enhance external validity (generalization) of the research. Additionally, Eielson's AFB manning data were used in a parametric format that can be easily altered if implementation to other airfields is needed.

Scope and limitations

The scope of this research is tri-fold: first of all, the most important scheduling philosophies are identified; second, the more meaningful metrics that capture the long term health of the fleet and maintenance effectiveness are identified; and third, the various philosophies are tested using the performance measures to help maintenance managers choose the most appropriate one.

Several assumptions were made during this research that can be categorized as follows:

Delphi Method Assumptions.

It is assumed that the AFIT students that participated in the Delphi study were subject matter experts. Keeping in mind that the key to a successful Delphi study lies in the selection of participants, it is assumed that only knowledgeable persons were included in the study³.

Model assumptions.

The model simulates the F-16 aircraft sortie generation operations and its scope is to cover in detail the aircraft scheduling process. For example, the entire supply system was not modeled, but a careful approach was taken not to influence the answer to the investigative questions themselves. Therefore, the assumptions or un-modeled pieces do not dictate the solutions. Manpower was modeled using Eielson AFB's data and no assumptions needed to be made about manning. Aircraft do not fly and personnel do not work during weekends (per Eielson's guidance). Also, surge periods (periods when the flying schedule is above normal for training purposes under pressure to produce the required sorties) and hot pits (consecutive sorties without shutting down the engines -- only refueling takes place) were simulated in the model (no assumptions). Aircraft failures were assumed to be random and were uniformly assigned to tail numbers (constant reliability across different tail numbers). Failure data for one year were

³ To increase generalizability, approval was requested to include participants from outside of AFIT in the Delphi study, but it was disapproved. However, while soliciting for participation in the research process, only experienced maintenance managers were asked to volunteer. This requirement helped to establish the needed experts for the Delphi Study.

analyzed from Eielson AFB, and empirical (and some theoretical were appropriate) distributions were assigned to failure durations (continuous) and crew sizes (discrete). It was assumed that the provided CAMS data were accurate. Stetz (1999) and Commenator (2001) in addressing this subject in their research, realized that although there is a minimal rate of inaccuracy, CAMS data are the most accurate data available within Air Force. In addition, it was assumed that each jet will have either one or no-write-ups after flights. If two or more write ups were incorporated, the model would have been exponentially complicated (re-routing entities through the assignment of failures -- specialty, duration, crew size-- and working to eliminate them) without ameliorating the results. That is because the calculated statistics are independent of tail numbers, and in the real world, only one failure is being worked at a time on each aircraft.

Various states of the aircraft were not simulated (i.e. partial mission capable -- only able to perform certain type of missions). However, aircraft cannibalization was incorporated since the Delphi study results proposed that cannibalization is very important constraint in maintenance effectiveness. Additionally, the “assigning aircraft to missions” process is an area where assumptions were made; a FIFO (First In First Out) approach (the first “ready to fly” aircraft is assigned to next mission) was assumed. However, in the real world, different approaches are usually used (aircraft is assigned to a mission based on its configuration, type of mission, accomplished TCTO’s, its reliability, its remaining flying hours until scheduled inspection, etc.). Also, different configurations, blocks, and technologies were assumed constant for all F-16s in the model.

Summary

Chapter I has provided an overview of the research effort, the problem statement and objective of this research, and the proposed investigative questions and related methodology which will lead to the successful accomplishment of the research objective. Chapter II presents an in-depth review of the existing literature on this subject. Chapter III describes the Delphi study, the content analysis, the development of the model, and the data used to meet the research objective. Chapter IV provides the findings of the study, and Chapter V provides conclusions and presents areas for further research.

II. Literature Review

Introduction

This chapter summarizes the literature used to aid in determining the various scheduling philosophies and their impact to long term health of the fleet. The literature review includes the following areas: the sortie generation process and the flexibility that it provides to managers to apply different scheduling philosophies, the maintenance metrics that the USAF uses and how they are related to research question, and other simulation projects in the area of sortie generation.

Sortie generation process

This section describes the sortie generation process as it appears in various instructions and manuals of the USAF. The main objective of this portion of the literature review is to define and describe the conceptual model that is presented in Figure 1.

The flight line maintenance process involves many activities. This includes aircraft launch and recovery, inspections, servicing, and periodic maintenance, to name a few. Figure 2 shows a typical maintenance process from the time an aircraft lands until it is launched for its next mission. Many of these activities occur simultaneously, though the basic process is circuitous (AFLMA, 1995). AFI 21-101 (DAF, 2002) is the basic Air Force directive for aircraft and equipment maintenance management. It provides the minimum essential guidance and procedures for safely and effectively maintaining, servicing, and repairing aircraft and support equipment at the base level. It applies to all major commands (MAJCOMs) and their subordinates. It provides guidelines for servicing, inspections, and maintenance, and ensures all mobility requirements are met. It

defines aircraft generation as the cumulative effort required to launch and recover sorties. It includes activities that generate and train personnel to generate sorties. A typical sortie generation sequence usually begins with recovery of an aircraft from another mission. Because aircraft recovery and generation activities are directly related, aircraft recovery is the first step in aircraft generation.

Aircraft technicians ensure mission accomplishment by launching and recovering aircraft. During the launch and recovery of aircraft, deficiencies might be identified on aircraft. During parking and recovery, the aircraft is prepared for ground operations, and aircraft servicing commences. This servicing includes checking fluid levels and refueling the aircraft. During the aircrew debriefing, involving the aircrew and maintenance personnel, any discrepancies are discussed, documented, and placed into a computerized information system. In the case of F-16, the Core Automated Maintenance System (CAMS) is used. Next, if required, a maintenance crew heads to the aircraft to conduct the repair and to return the aircraft to operational status. This is referred to as unscheduled maintenance since these faults occur over the course of the sortie mission, meaning maintenance was unplanned.

The next step may involve preventive maintenance and periodic inspections, Time Compliance Technical Order installations, system calibrations, and Time Change Item (TCI) replacements. TCI part replacements are based on accumulated flight hours, not on part condition.

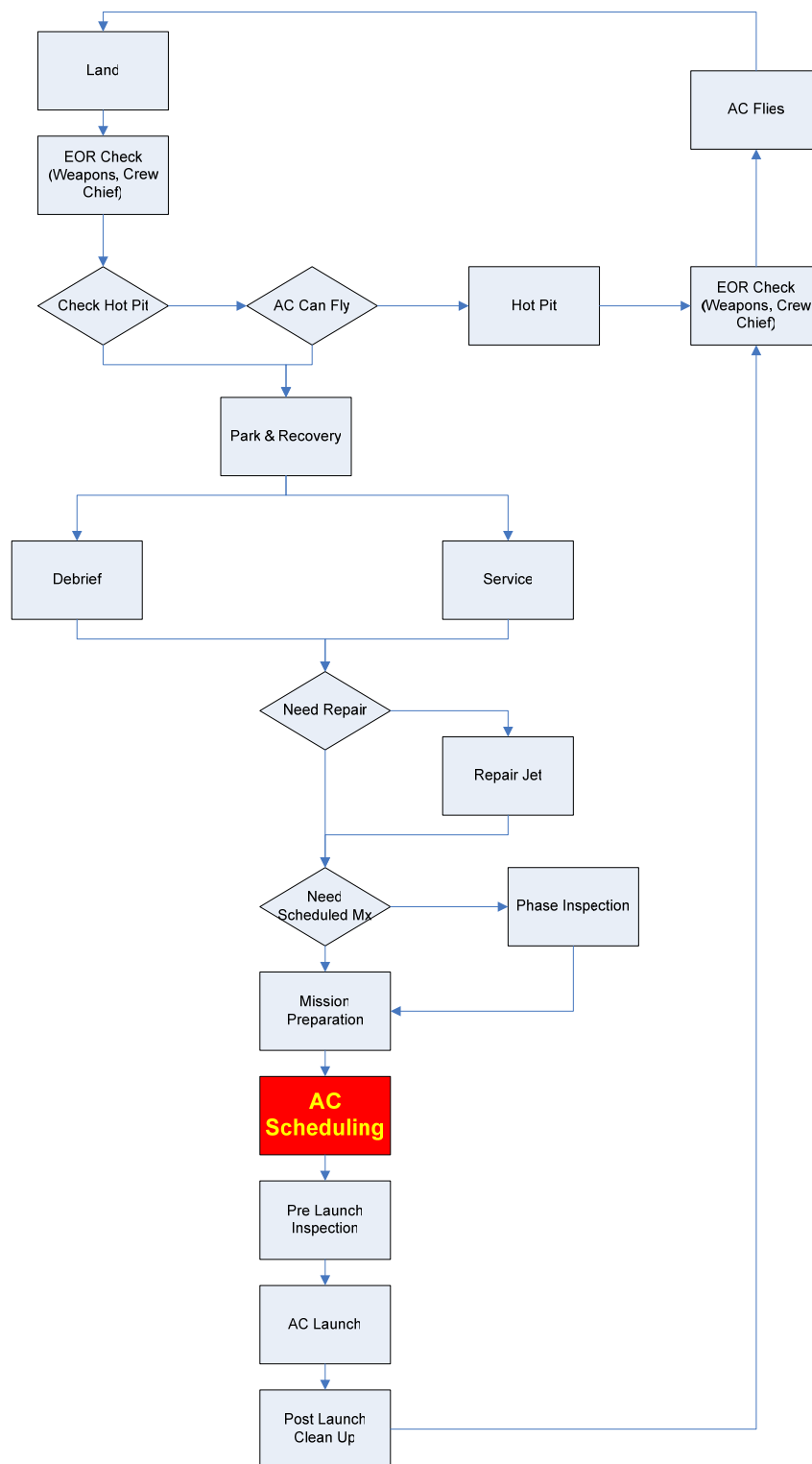


Figure 1. Conceptual Model describing sortie generation process

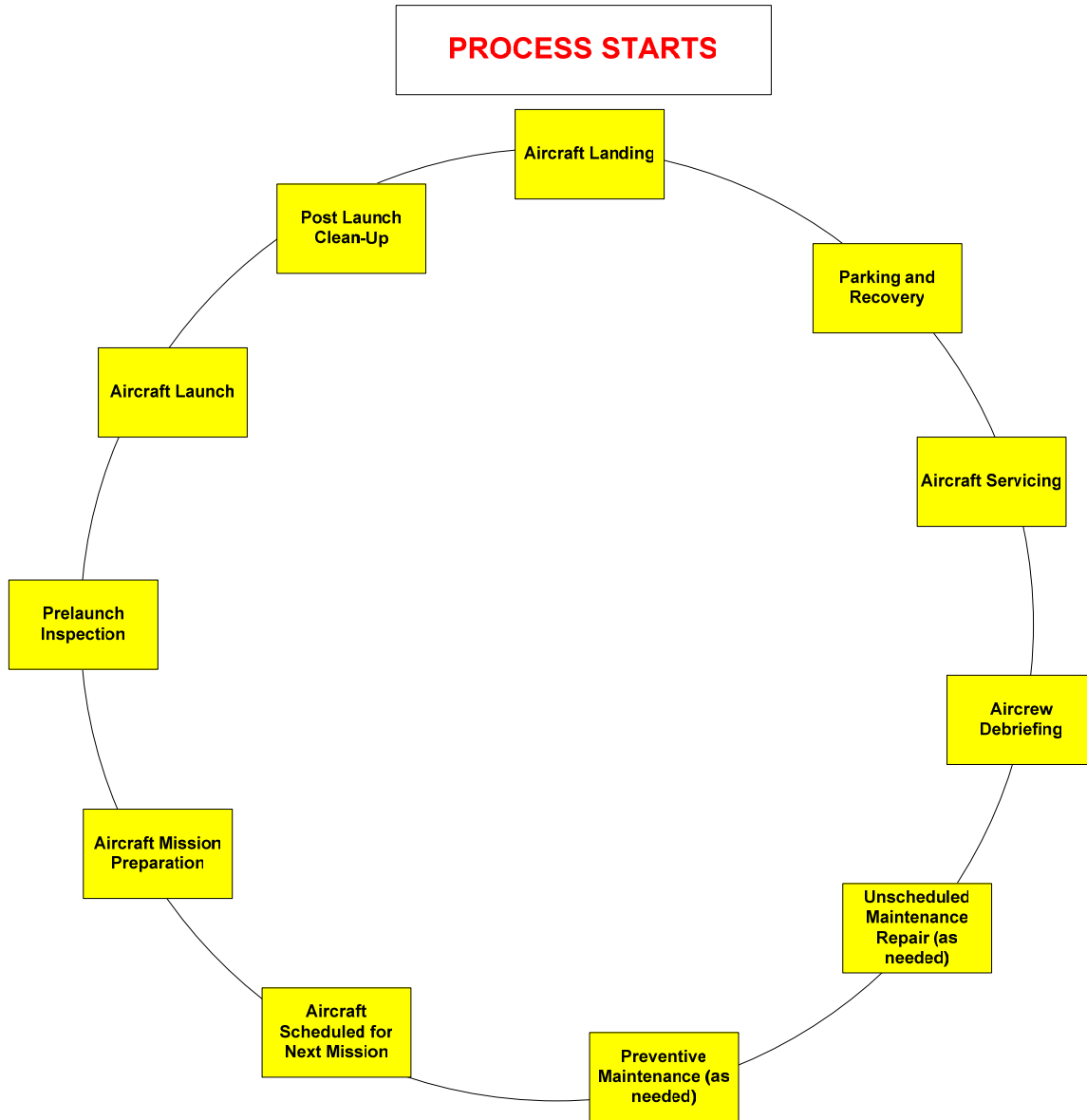


Figure 2. Flight Line Maintenance Process

The next steps in the flight line maintenance process prepare the aircraft for its next mission and may include weapons loading, software loading, and so on. With these steps completed, the aircraft is then ready for preflight inspections. The crew chief conducts the inspection and then the aircrew performs their inspection. The aircraft is

now ready to taxi to the end of the runway. F-16's require an end of runway inspection prior to aircraft take-off. Post-launch cleanup is then conducted to include the storing of fire extinguishers, inlet covers, chocks and so on.

AFI 21-101 ACC SUP 1 (ACC, 2002) supplements AFI 21-101 where specific details are provided concerning the sortie generation process for fighter aircraft. AFI 21-165 (ACC, 2003) implements AFI 21-101, establishes policy, and assigns responsibility for the operations group (OG), maintenance group (MXG), and mission support group (MSG) commanders to develop and execute aircraft flying and maintenance programs. This instruction allows units the flexibility to meet their mission requirement through effective flying and maintenance scheduling.

Hot Pit refueling is also accommodated in the conceptual model in Figure 1. In the case of surge or during training periods, jets can fly two consecutive sorties without shutting down the engine using a hot-pit. After landing, and if the jet can fly the next mission, a hot pit refueling takes place in a designated area. The aircraft is being refueled, quickly and carefully inspected (while the engine is running), and it takes off again without the need to perform parking, recovery, debriefing, mission preparation, and pre-launch inspections.

Based on the above information the conceptual model presented in Figure 1 was defined. This conceptual model is the foundation upon which the simulation model was built and validated (these concepts are discussed in Chapter III). The different scheduling philosophies studied in this research have the most impact in the red portion of the figure (AC Scheduling).

Maintenance Metrics

This part of the literature review (along with the Delphi study) helps to answer the second investigative question about defining the most appropriate measures concerning long term health of the fleet and maintenance effectiveness.

Air Force Logistics Management Agency (AFLMA) published a maintenance metrics handbook which is an encyclopedia of maintenance metrics. It includes an overview to metrics, a brief description of things to consider when analyzing fleet statistics, an explanation of data that can be used to perform analysis, a detailed description of each metric, and a formula to calculate the metric. It also includes an explanation of the metric's importance and relationship to other metrics (AFLMA, 2002). The handbook also identifies which metrics are leading indicators (predictive) and which are lagging indicators (historical). Appendix "A" lists some key metrics, provides a brief description of that metric with the desired trend, and presents some things to consider when a unit's performance is not meeting the desired trend. Appendix "B" describes metrics more in depth and provides the formulae to calculate the metrics that are used later in this research. The majority of this information also came from the maintenance metrics handbook (AFLMA, 2002).

The metrics handbook provides additional guidance on scheduling, work force management, sortie generation, and maintenance performance. The flying schedule sets the pace for the whole wing; and a flying schedule should attempt a smooth flow of resource use that includes people, aircraft, and consumables. In this research, the potential flying schedule was provided by Eielson AFB. However, a sensitivity analysis

was also performed by surging the schedule to identify potential problems in the sortie generation process.

The flying window, a block of time in the day in which flight operations are allowed to be conducted, drives shift scheduling, and the operations group and the maintenance group are not the only agencies involved in sortie generation. Fuels management, air traffic control, the weather squadron, and many others are also involved. Supervision for all activities must cover the entire flying window - and then some. The length of the flying window determines effectiveness of the maintenance fix shift; the less the flying window the more time can be allotted to fix shift for doing its job. For this research, the flying window is not established a-priori to negatively influence the scheduling philosophy, but it is computed as a dependent variable assuming that generally a shorter flying window is better (the work to be done can be done in shorter time and is not forced to be done in shorter time).

Re-configuring the aircraft during the day shift without an overwhelming need should be avoided. Operations and maintenance should work together to fly the same configuration for the entire week. Unnecessary aircraft re-configuration drains manpower from troubleshooting, repairing, inspecting, servicing, launching, and recovering. In this research, no re-configurations are simulated assuming that if they take place they don't influence the sortie generation process. This assumption, along with some other assumed activities, produces lower resource utilization rates than the real ones.

Weekend duty should not be routine. Weekend duty should be based on rules, and aircraft should not be worked unless there is no other option but to work or replace a Monday flyer. For the purpose of this research, it is assumed that aircraft don't fly and

maintenance does not work during the weekend. However, all the resources are simulated using the Arena® based “Ignore” scheduling rule, meaning that they will finish their task before leaving and that additional work time is seldom considered⁴ (more details on this issue are given in Chapter IV).

In addition, a major issue identified in the 2001 Chief Of Staff Logistics Review (CLR) was sortie production and fleet health (Chief Of Staff Logistics Review, 2001). One of the objectives in this review was to balance management focus on sortie production and fleet health. For that reason, maintenance leaders and managers must understand and use metrics to drive a balance between daily sortie production goal and long-term fleet health. A comprehensive slide of this review illustrates the applicable maintenance metrics that drive overall balance, sortie production performance, and fleet health performance respectively (Figure 3).

In addition to CLR, Gray and Ranalli researched what methods had been employed in the past in selecting the aircraft maintenance performance factors to be examined (Gray & Ranalli, 1993). Selection methods ranged from using personal experience, expert opinions, and surveys. They provided a comprehensive list of variables and specified which ones were chosen as dependent and independent factors for each research effort. This list is enriched with more recent research (Allison, 1999; Beabout, 2003; Commenator, 2001; Faas, 2003) that deals with maintenance metrics. By aggregating the aircraft maintenance metrics used in this previous research, a useful observation of the most commonly chosen dependent performance factors may arise.

⁴ A workers shift begins as scheduled regardless of how late they stayed during their previous shift.



CSAF Logistics Review Sortie Production / Fleet Health

Maintenance Metrics

■ Overall balance indicators:	■ Sortie Production performance indicators:	■ Fleet Health performance indicators:
• <i>Flying Hour Program (FHP)</i> • <i>Utilization (UTE) Rate</i> • <i>Chargeable Deviations</i> • <i>Maintenance Scheduling Effectiveness (MSE)</i> • <i>Flying Scheduling Effectiveness (FSE)</i>	• <i>Abort Rate</i> • <i>8-hour Fix Rate</i> • <i>Break Rate</i> • <i>Repeat and Recur Rates</i> • <i>MICAP Rate</i> • <i>CANN Rate</i>	• <i>Not Mission Capable for Maintenance Rate</i> • <i>Average Repair Cycle Days</i> • <i>Avg Deferred Discrepancies Per Acft</i> • <i>Repeat and Recur Rates</i> • <i>TCTO Backlog</i> • <i>Phase Flow Days</i> • <i>Phase Time Distribution Interval (TDI)</i>

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Figure 3. Metrics from CSAF Logistics Review

Other simulation studies of the sortie generation process

This section will highlight other simulation studies that have been conducted in the area of sortie generation. These simulation projects come from academia, small disadvantaged businesses, larger companies, and the government. The purpose of this section is to identify different simulation and programming techniques in order to enrich the simulation model built for this research with the most useful techniques.

Simulation of Autonomic Logistics System (ALS) Sortie Generation.

Faas modeled a sortie generation system in Arena® focusing on the impact of Autonomic Logistics System (ALS) in various measures of effectiveness (MOE) (Faas, 2003). As MOEs he used the Mission Capable Rate, Not-mission Capable for

Maintenance and Supply, and Flying Scheduling Effectiveness. He felt that these rates would offer the best way to observe the differences between the baseline system and the ALS, and also the differences between the various ALS levels that were set-up. He analyzed the impact of ALS to the MOEs by performing a full factorial design of experiments.

He utilized the advantage of named views in Arena and the associated hot keys to recall them. A graphical user interface (GUI) also allowed the user to change various parameters prior to each replication, and the route-station approach to move entities in the model was used. These techniques (the GUI, the hot key views, and the route-station approach) and the factorial design of experiments were also utilized in the model for this research.

LCOM.

LCOM (Logistics COMposite Model) is a Monte Carlo based, resource queuing, systems engineering tool (Defense Acquisitions University, 2001). It enables analysts to conduct capability assessments and trade-off studies on a variety of weapon systems within various scenarios. LCOM is sponsored by the Aeronautical Systems Center (ASC) and is currently in use by acquisition planning and program offices throughout the Department of Defense. LCOM was most recently validated and verified by ASC using F-15E Desert Storm data. LCOM databases are typically based on historical or engineering assessment data from systems such as Logistics Support Analysis (LSA), Maintenance Data Collection (MDC), Computer Aided Maintenance System (CAMS), Reliability and Maintainability Information System (REMIS), and Naval Aviation Logistics Data Analysis (NALDA), to name a few. Any number of data sources can be

used, with real, fictitious, or predicted data, but the data must be formatted to LCOM input requirements.

LCOM generates several categories of statistical output including Missions, Activities, Aircraft, Personnel, Shop Repair, Support Equipment and Facilities. In addition, any number of user-definable statistics can be created and reported on. Detailed reports on specific simulation activity can be generated for aircraft, missions, manpower, supporting resources, failure/task times, and depot workload/pipeline investment.

LCOM might be able to simulate some of scheduling philosophies of this research. However, because “LCOM users should expect to spend many months working with the model before they are able to lead a study or conduct a complex analysis” (Defense Acquisitions University, 2001) using it, it is not recommended for a thesis research.

SIMFORCE.

SIMFORCE (Scalable Integration Model for Objective Resource Capability Evaluations) is a desktop decision support tool that predicts resource utilization using simulation and modeling technology (Kelley Logistics Support Systems - KLSS, 2002). It calculates probable maintenance resource (people, equipment, vehicles, facilities, and parts) needs based on Air Force Wing operational taskings. SIMFORCE also determines the effects of reduced or increased levels of resources on sortie capability. The user can adjust operations tempo, taskings, resources and failure rates. The model captures the information on the logistics and maintenance operation and provides the output as spreadsheets and charts via Microsoft Excel™. Users familiar with Excel™ can use the raw data to create their own unique graphs to examine different views or answer different

questions. This feature (Arena® – Excel™ interaction) is quite interesting and was utilized in the model of this research.

LogSAM (Smiley, 1997).

The Logistics Simulation and Analysis Model (LogSAM™) is built by Synergy Inc. LogSAM™ also simulates the aircraft sortie generation process. The model is broken down into several modules: aircraft generation, sortie generation, preflight and launch, and post flight evaluation (a nice feature that will be utilized in this model using Arena's® routing and station approach). Added features include its ability to schedule sorties based on the Air Tasking Orders (ATO). These ATOs describe what targets to attack along with numbers and types of aircraft to use. Synergy has also expanded LogSAM™ to include a module called LogBase™. LogBase™ simulates enemy attacks and the effect those attacks have on sortie generation capability. Both LogSAM™ and LogBase™ are interesting applications but they are more applicable for a wartime simulation.

Simulation Model for Military Aircraft Maintenance and Availability.

The Helsinki University of Technology constructed a simulation model for the use of a fleet of Bae Hawk MK51 aircraft during their normal operational use (Raivio et al., 2001). The model describes the flight policy and the main factors of the maintenance, failure, and repair processes. The model aims at a better understanding of the critical paths in the normal service activity, and thus helps to determine ways to shorten the turnaround times in the maintenance process. Model implementation with graphical simulation software allows rapid what-if analysis for maintenance designers. Raivio (2001) then conducted sensitivity analysis with respect to the most important model

parameters, like the average duration of the maintenance operations and the manpower capacities of the repair facilities was carried out. The model was also built in Arena®.

Inferences – Advice from Other Simulation Models.

Based on the information provided above regarding the other simulation studies in the area of sortie generation process, the following useful hints were derived and were included in the model of this research:

1. Most of the simulation studies on sortie generation process were built in Arena®.
Therefore, credibility can be given that Arena® provides a flexible simulation environment and is a very powerful tool.
2. Views and Hot Keys help in model verification.
3. Routing and station approach helps in model verification.
4. Graphical User Interface (GUI) allows the user to change various parameters prior to each replication, helping in conducting a Design of Experiments study.
5. Arena® – Excel™ interaction allows users to provide the output as spreadsheets and charts via Microsoft Excel™.
6. Sensitivity analysis gives insight for how a change in the parameters would affect the model output and information on the accuracy with which the input parameters have to be estimated.

Summary

Chapter II summarized the literature used to aid in determining the various scheduling philosophies and their impact to long term health of the fleet. The literature review included the following areas: the sortie generation process and the flexibility that

it provides to managers to apply different scheduling philosophies, the maintenance metrics that the USAF uses and how they are related to research question, and other simulation projects in the area of sortie generation. Chapter III describes the methodology and the data used to meet the research objective.

III. Methodology

Purpose Statement

The purpose of this research is to identify the most common aircraft scheduling philosophies, to identify the best metrics that capture the long term health of the fleet and maintenance effectiveness, and to assess whether there is statistical evidence that one of the philosophies is better (in terms of the metrics defined above) than the others and under what situations.

Research Paradigm

This research is a qualitative and quantitative hybrid analysis using:

1. The Delphi method to identify the most common aircraft scheduling philosophies
2. A combination of content analysis and the Delphi method to identify the applicable metrics that capture the long term health of the fleet and maintenance effectiveness, and
3. A sensitivity analysis and a designed experiment using factorial design to compare the simulation outputs of interest for different factors (i.e. scheduling philosophy, sorties goal, resource capacity, window between waves) and factor levels.

Methodology

Scheduling Philosophies (Question 1).

The commonly used F-16 unit scheduling philosophies that need to be compared in terms of improving the long term health of the fleet were identified by using sponsor's

(354 AMXS/CC, Eielson AFB) and personal experience, and by conducting a Delphi method sampling of expert beliefs on best maintenance scheduling philosophies of maintenance officers assigned at AFIT.

Delphi Technique.

The Delphi technique is a formalized process to determine the best answer or solution to a problem whenever insufficient or no applicable data exist. Basically, it is based on an iterative set of questionnaires that attempt to capture the thoughts and feelings of a group on a particular subject. At the end of each round, input obtained from the experts is averaged and the results broadcast back to the group. The same or new questions are then asked again, the results analyzed, and the conclusion modified. This cycle of questions, feedback, questions continue until the prediction stabilizes. The final conclusion is considered to be decision of the experts (Clayton, 1997).

The Delphi method can be considered a complement to the panel approach. However, unlike the panel approach, it provides more information regarding “uncertainties or disagreements about the subject and quantitatively evaluates the degree of uncertainty which exists within a large group of experts” (Linstone & Turrof, 2002: 217).

The main reason that the Delphi method was used is that expert responses eventually converge toward the most meaningful response through Delphi’s consensus process. For this research, three web based questionnaires were conducted and consensus was achieved. Using the web based questionnaires decreased the non-response rate and helped with further analysis of the results (data were entered into an Excel file upon completion). Leedy’s (Leedy & Ormrod, 2001: 202-209) recommendations for

constructing questionnaires and maximizing the response rate were followed. Below is a list of some of the recommendations that were followed and how they were implemented in this research:

1. Keep the questionnaire short. Questionnaires were as brief as possible and solicited only for information essential to the research question.
2. Word the questions in ways that do not give clues about preferred or more desirable responses. A careful approach was taken in wording the questions by checking for unwarranted assumptions implicit in the questions and trying not to influence the respondent's opinion.
3. Keep the respondents' task simple. The first questionnaire was asking for free text responses, which were quite time demanding but unavoidable because of the type of investigative questions (initial thoughts about maintenance philosophies and appropriate metrics). The next questionnaires were more straightforward and were asking for ranking initial responses (the second questionnaire) and agree or disagree with the responses (the last questionnaire).
4. Make the questionnaire attractive and professional looking. The questionnaires were web-based and were created by EN Web administrators using the Web Survey Information Retrieval System (WebSIRS). WebSIRS is an online tool that is used for the collection of survey data by the creators of student surveys. EN Web administrators, as professionals in the area of web-based applications, are the most appropriate to guarantee the professional looking and attractiveness of the questionnaires.

5. Conduct a pilot test. Questionnaires were initially installed in a test server where half a dozen individuals were asked to fill out the questionnaires to see whether they had difficulty understanding any items. The researcher was also able to see the kind of responses that would be answered down the road ensuring that the “real” responses would be of sufficient quality to help answer the research question.
6. Motivate potential respondents. Researcher gave people a reason to want to respond when he submitted the solicitation email message (Appendix “C”). He highlighted that with the respondents’ help, their job might become easier and more effective, if the research goal (to identify the maintenance scheduling philosophy that “best” improves the long term health of the fleet and maintenance effectiveness to meet unit sortie production goal) was achieved.

A detailed description of the questionnaires follows after the following paragraph because Delphi technique was also used for partially answering the second investigative question.

Performance Metrics (Question 2).

The second investigative question needed some more archival research and was answered by critically assessing the results of a content analysis (described in next paragraph), the Delphi technique described previously and the proposal of the 2001 Chief of Staff Logistics Review (Figure 3). As a reminder, Appendix “A” lists some key metrics, provides a brief description of that metric with the desired trend, and presents some things to consider when a unit’s performance is not meeting the desired trend.

Appendix “B” describes more in depth and provides the formulae to calculate the metrics that are used later in this research (AFLMA, 2002).

Content Analysis.

A content analysis is a detailed and systematic examination of the contents of a particular body of material for the purpose of identifying patterns, themes, or biases (Leedy & Ormrod, 2001). Content analyses are typically performed on forms of human communication, including books, newspapers, films, television, art, music, videotapes of human interactions, and transcripts of conversation. For the purpose of this investigative question, former AFIT research related to aircraft maintenance was scrutinized to identify the most used metrics in the research efforts.

Gray and Ranalli (1993) provided a comprehensive list of variables used in previous research and specified which factors were chosen as dependent and independent for each research effort. This list was enriched with more recent research (Allison, 1999; Beabout, 2003; Commenator, 2001; Faas, 2003) that dealt with maintenance metrics. Due to the objectivity of the judgment (the list enrichment involved only the appearance of specific dependent or independent factor in the text of the recent research), only one judge (the researcher) was necessary. As a sample, all the post-1993, related to aircraft maintenance, theses was used.

One crucial step in a content analysis is to tabulate the frequencies of each characteristic found in the material being studied. Frequencies for each metric were reported, and the most frequently mentioned metrics were used for further analysis.

Delphi Technique Questionnaires.

Before the surveys were fielded and data were collected for the study, all the necessary approvals (HQ AFPC/DPSAS, 1996) were attained. These include the issuance of Survey Control Number by HQ AFPC/DPSAS and the approval for the use of volunteers in demonstrations by WPAFB Institutional Review Board. These approvals are presented in Appendices “D” and “E” respectively. Three questionnaires were conducted.

The first questionnaire (Appendix “F”) was seeking answers about:

1. The most commonly used scheduling philosophies that needed to be compared in terms of improving the long term health of the fleet and enabling maintenance managers to more effectively meet unit sortie production goals.
2. The important performance metrics that capture the long term health of the fleet and the maintenance effectiveness to meet unit sortie production goals.
3. Specific peace-time durations of various maintenance processes that would be used as model input variables.

The first two parts of the initial questionnaire were open ended and F-16 experience was not a prerequisite for answering them. On the other hand, only F-16 experienced maintenance managers were asked to respond to the third part (process durations) of the initial questionnaire. Due to limited number of the sample size, the responses to the third part were useless to the study and all the process durations were given by Eielson AFB experts (see Chapter 4).

After parsing the initial responses, a second survey (Appendix “G”) was conducted seeking answers about:

1. Which scheduling philosophies, identified in initial round, were more important.
2. Which metrics, identified in first round, that capture the long term health of the fleet, were more important.
3. Which metrics, identified in first round, that capture the maintenance effectiveness to meet unit sortie production goals, were more important.

Respondents were asked to rank only their top-10 selection (in order of preference from 1 to 10, where 10 denoted the most significant) and provide their rationale for their decision. This ranking was preferred instead of grading all the initial responses because respondents were “forced” to completely disregard the less significant (not in the top-10) initial responses, giving as a result to the researcher not only the most significant responses but the most useless also.

After parsing the responses of the second survey, a third survey (Appendix “H”) was conducted presenting the results to the respondents and requesting their consensus. Three point estimates were used to illustrate the ranking of the responses; the mean (the sum of rankings divided by the number of responses), the median (the middle number when the grades are arranged in ascending order), and the mode (the ranking order that occurred most frequently in the responses). A higher mean for a response denotes that many of the respondents selected the specific response in their top list and usually in their top-5. Higher median denotes that most of the respondents selected the corresponding response in their top-10 list. Mode is usually zero because all the unselected in top-10 responses were automatically assigned zero-grade (zero was used as an indication of lack of importance). If it is not zero, it denotes what is the opinion of most of the respondents

regarding the corresponding response. All these estimates will be mentioned again and critically evaluated in chapter IV.

Collection and Analysis (Questions 3 and 4).

This is the most quantitative part of the research. Once the philosophies and the performance measures had been identified, a stochastic simulation model was built (in Arena® 7.1) to simulate the different philosophies. In order to answer the third investigative question, sensitivity analysis was performed for various levels of manning, sortie schedule, duration between landing and consecutive take-off, and daily schedule uniformity to identify any potential bottlenecks in the sortie production process. The sensitivity analysis results helped in identifying the most influential factors that affect the metrics that capture the long term health of the fleet and maintenance effectiveness. In order to answer the fourth investigative question, a Design of Experiments (DOE) factorial design approach was used to assess if statistically significant differences exist between the most influential factors identified by the sensitivity analysis. In the following paragraphs the simulation model, the data analysis portion of it, the sensitivity analysis and the factorial design approach are presented.

Simulation Model.

The steps that composed the simulation study are depicted in Figure 4 (Law & Kelton, 2000). Each one of these steps and the way they were implemented for this research is analyzed below:

1. Formulate the problem and plan the study

The overall objectives of the study and the specific questions to be answered by the study were presented in Chapter I. During this step, the performance

measures that will be used to evaluate the efficacy of different system configurations need to be addressed. For the purpose of this research the performance measures were addressed by answering the second investigative question.

2. Collect data and define the model

Data should be collected to specify model parameters and input probability distributions. Eielson AFB provided raw data and their estimation of various durations during the sortie generation process. Details on how the input probability distributions were defined are provided later in this chapter. The conceptual model was defined by the literature review and was presented in paragraph 2.2 (Figure 2).

3. Is the conceptual model valid?

A structured walk-through of the conceptual model was performed before an audience of Subject Matter Experts (SMEs). This took place before programming begun to avoid significant reprogramming later. More on validation of the model will be provided later in the chapter.

4. Construct a computer program and verify

The model was programmed in simulation software (Arena® 7.1) and some parts of it in Visual Basic for Applications (VBA®). The program was verified (debugged) using common programming debug practices and some unique to simulation programs. More on verification of the computer program will be provided later in the chapter.

5. Make pilot runs

These pilot runs were used for the next step (validating the model).

6. Program model valid?

The model outputs were compared with common sense initially and with the real system afterwards. Two SMEs reviewed the model results for correctness and sensitivity analysis was performed to determine what model factors had a significant impact on performance measures and, thus, had to be modeled carefully.

7. Design of experiments

The length of each run, the length of the warm-up period and the number of independent simulation runs using different random numbers were specified (see Chapter IV).

8. Make production turns

Production runs were generated and they created output data for the next step

9. Analyze output data

Analysis of data output had two major objectives:

- a. To determine the absolute performance of certain system configurations (answering third investigative question).
- b. To compare alternative system configurations in a relative sense (answering fourth investigative question).

10. Document, present, and use results

This is actually the purpose of this thesis; to document the assumptions, the computer program, and study's results for use in the current and future research.

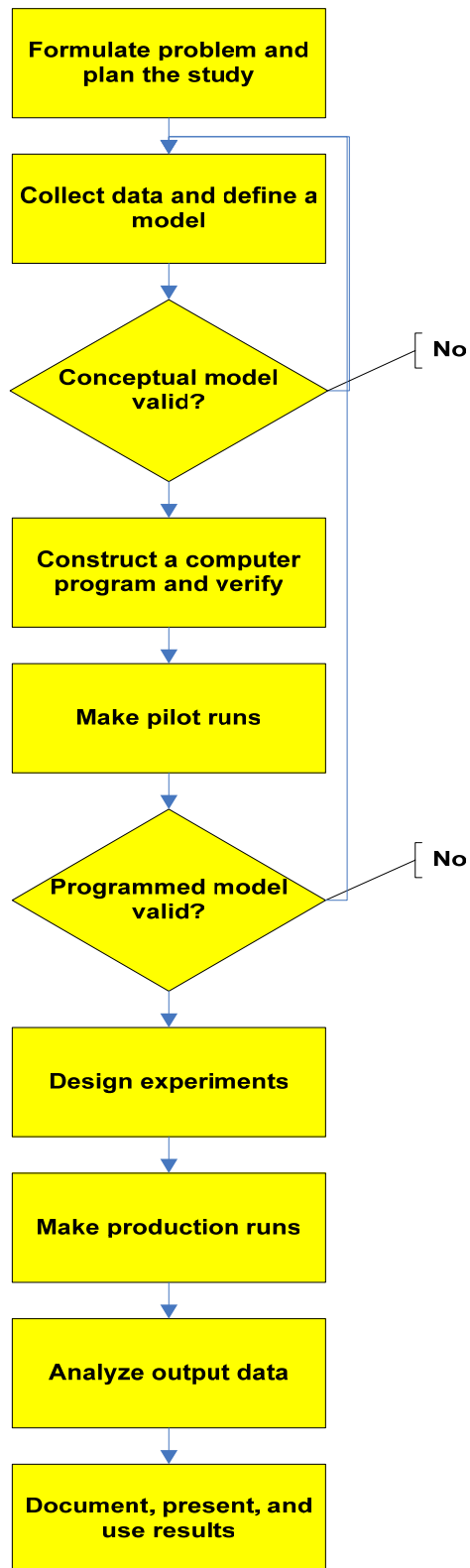


Figure 4. Steps in the Simulation Study

Model Introduction.

The first items to be described are the different views of functional areas setup in the model. Taking advantage of the named views in Arena, several of these views were established for ease of navigation. Table 1 shows these functional areas and provides the associated hot key used to recall that view. The model is setup with Arena's stations and routings approach so that white space exists between the different areas that were simulated. These station and routing modules move the aircraft entities between the appropriate areas. The white space also is preferable to make the model easier to understand and debug. The model was built in logical "subroutines" and debugged before combining with other "subroutines". Verification and validation took place in each subroutines combination process to ensure that the subroutine interact with each other in the intended way. All different options (maintenance philosophies) that were compared for this research were modeled using the same model based on a parameter set "entered" before the simulation run was started (the setting of one variable in the graphical user interface defines that option). The graphical user interface is described in the next paragraph.

Table 1. Model Views

View	Hot Key
Mission preparation	(m)
Phase	(p)
Scheduling	(c)
Check Failure	(f)
Statistics	(s)
Taxi – Takeoff – Fly – Land	(t)
Unscheduled Mx	(u)

This model is made up of a collection of process delays with fluctuating resource availability, decision modules, routing stations setup, and VBA code to simulate the baseline sortie generation process described in the conceptual model (Figure 1). The process delay times were defined by analyzing historical data from Eielson AFB, by in-depth discussion with two subject matter experts, and by input from experienced personnel from Eielson AFB including the sponsor of this study (354 AMXS/CC). Table 2 shows these processes and failure rates, associated times with the processes, the various resources schedule, and how these values were calculated.

Table 2. Variables – Processes Values

Variable – Process	Value	Defined by
varGroundAbortFailure	4.83%	Analyzing 1 year data from Eielson AFB
varAirAbortRate	0.26%	Analyzing 1 year data from Eielson AFB
varAfterFlightFailureRate	50.51%	Analyzing 1 year data from Eielson AFB
varHrsBetwWaves	Input on VBA Form	User – used for sensitivity analysis
varJanSorties	345	User in VBA form – used for sensitivity analysis
varDecSorties	330	-//-
varNovSorties	330	-//-
varFebSorties	340	-//-
varOctSorties	370	-//-
varJunSorties	480	-//-
varSepSorties	290	-//-
varMaySorties	410	-//-
varAugSorties	440	-//-
varJulSorties	370	-//-
varMarSorties	420	-//
varAprSorties	345	-//-
varPercentSurge	Input on VBA form	User – used for sensitivity analysis. Percent by which the monthly schedule is increased to simulate surge periods.

Table 2. - continued

vardays_prior	2 hours – input on VBA form	Day-shift personnel report 2 hours prior to the first launch in accordance with Eielson AFB input. It can be changed to reflect base needs.
varmids_prior	8 hours – input on VBA form	Mid-shift personnel report 8 hours prior to the first launch in accordance with Eielson AFB input. It can be changed to reflect base needs.
varswings_after	6 hours – input on VBA form	Swing-shift personnel report 6 hours after the first launch in accordance with Eielson AFB input. It can be changed to reflect base needs.
varapg_days	17 – input on VBA form	Average manpower for days APG in accordance with Eielson AFB input.
varapg_mids	4 – input on VBA form	Average manpower for mid-shift APG in accordance with Eielson AFB input.
varapg_swings	10 – input on VBA form	Average manpower for swing-shift APG in accordance with Eielson AFB input.
varavionics_days	11 – input on VBA form	Average manpower for day-shift Avionics in accordance with Eielson AFB input.
varavionics_mids	0 – input on VBA form	Average manpower for mid-shift Avionics in accordance with Eielson AFB input.
varavionics_swings	10 – input on VBA form	Average manpower for swing-shift Avionics in accordance with Eielson AFB input.
vareande_days	4 – input on VBA form	Average manpower for day-shift Electrical and Environmental (E&E) in accordance with Eielson AFB input.
vareande_mids	0 – input on VBA form	Average manpower for mid-shift E&E in accordance with Eielson AFB input.
vareande_swings	3 – input on VBA form	Average manpower for swing-shift E&E in accordance with Eielson AFB input.

Table 2. – continued

varengine_days	2 – input on VBA form	Average manpower for day-shift Engine in accordance with Eielson AFB input.
varengine_mids	0 – input on VBA form	Average manpower for mid-shift Engine in accordance with Eielson AFB input.
varengine_swings	3 – input on VBA form	Average manpower for swing-shift Engine in accordance with Eielson AFB input.
varweapons_days	25 – input on VBA form	Average manpower for day-shift Weapons in accordance with Eielson AFB input.
varweapons_mids	7 – input on VBA form	Average manpower for mid-shift Weapons in accordance with Eielson AFB input.
varweapons_swings	20 – input on VBA form	Average manpower for swing-shift Weapons in accordance with Eielson AFB input.
varduration_mids	6 – duration for which only mids shift is present	varmids_prior – vardays_prior
varduration_midsdays	4 – duration for which mids and days shifts are present	varworking_goal – varmids_prior + vardays_prior ⁵
varduration_days	4 – duration for which only days shift is present	varswings_after + varmids_prior – varworking_goal ⁶

⁵ The calculation is derived as follows: varduration_midsdays = (Time that mids leave) – (Time that days show up) = (Schedule_start – varmids_prior + varworking_goal) – (Schedule_start – vardays_prior) = varworking_goal – varmids_prior + vardays_prior = 10 – 8 + 2 = 4 (independent from schedule start)

⁶ The calculation is derived as follows: varduration_days = (Time that swings show up) – (Time that mids leave) = (Schedule_start + varswings_after) – (Schedule_start – varmids_prior + varworking_goal) = varswings_after + varmids_prior – varworking_goal = 6 + 8 – 10 = 4 (independent from schedule start)

Table 2. - continued

varduration_daysswings	2 – duration for which days and swings shifts are present	varworking_goal – vardays_prior – varswings_after ⁷
varduration_swings	8 – duration for which only swings shift is present	24 – varmids_prior – varworking_goal + vardays_prior ⁸
varAfterFlightHotPitFailureRate	25%	It is believed that half of the failures (varAfterFlightFailureRate / 2) permit next mission execution. Pilots may leave these failures unrecorded for flying the next mission after hot pit. These failures don't affect flight safety and are reported after the consecutive sortie.
varunbalanced	20% -- input on VBA form	In unbalanced approach the number of aircraft per wave is calculated by increasing or decreasing the normal number of aircraft by this percentage. Eventually the same sorties are scheduled but in an unbalanced way.
TakeOff	TRIA(2, 3, 4) ⁹	It takes usually 2 to 4 minutes to takeoff. No impact to the model
Fly Sortie	MX(.5, NORM(1.3,.2))	Truncated (> .5 values) normal distribution with mean 1.3 and standard deviation 0.2 in accordance with Eielson's input.

⁷ The calculation is derived as follows: varduration_daysswings = (Time that days leave) – (Time that swings show up) = (Schedule_start - vardays_prior + varworking_goal) – (Schedule_start + varswings_after) = varworking_goal - vardays_prior - varswings_after = 10 – 2 - 6 = 2 (independent from schedule start)

⁸ The calculation is derived as follows: varduration_swings = (Time that mids show up next day) – (Time that days leave) = (24 + Schedule_start - varmids_prior) – (Schedule_start - vardays_prior + varworking_goal) = 24 - varworking_goal - varmids_prior + vardays_prior = 24 - 10 – 8 + 2 = 8 (independent from schedule start)

⁹ Triangular distributions were used because there were no raw data available; only the minimum, maximum and most likely values were available by Eielson's AFB subject matter experts (Law & Kelton, 2000).

Table 2. - continued

Land	TRIA(2, 3, 4)	In accordance with Eielson's AFB input
Park and Recovery	TRIA(5, 7, 9)	In accordance with Eielson's AFB input
Phase Mx	TRIA(7, 7, 8) (days)	In accordance with Eielson's AFB input
SignOff Discrepancy and Document EandE	TRIA(10, 20, 30)	In accordance with Eielson's AFB input
Taxi	TRIA(8, 9, 10)	In accordance with Eielson's AFB input
Launch	TRIA(30, 37, 45)	In accordance with Eielson's AFB input
EOR after land CC	TRIA(4, 5, 6)	In accordance with Eielson's AFB input
EOR check CC	TRIA(6, 8, 9)	In accordance with Eielson's AFB input
EOR check Weapons	TRIA(6, 8, 9)	In accordance with Eielson's AFB input
EOR after land Weapons	TRIA(5, 7, 10)	In accordance with Eielson's AFB input
Pilot Preflight	TRIA(8, 12, 14)	In accordance with Eielson's AFB input
Hot Pit	TRIA(8, 10, 12)	In accordance with Eielson's AFB input
Mission Preparation Refuel	TRIA(20, 22, 25)	In accordance with Eielson's AFB input
Mission Preparation Weapons	TRIA(45, 60, 78)	In accordance with Eielson's AFB input
AvionicsFailure	See Appendix "I" for complete description	Arena's® Input analyzer – analyze 1 year failure data from Eielson AFB
WeaponsFailure	See Appendix "I" for complete description	Arena's® Input analyzer – analyze 1 year failure data from Eielson AFB
EngineFailure	See Appendix "I" for complete description	Arena's® Input analyzer – analyze 1 year failure data from Eielson AFB

Table 2. - continued

EandEFailure	See Appendix “I” for complete description	Arena’s® Input analyzer – analyze 1 year failure data from Eielson AFB
APGFailure	See Appendix “I” for complete description	Arena’s® Input analyzer – analyze 1 year failure data from Eielson AFB
SignOff Discrepancy and Document Engine	TRIA(10, 20, 30)	In accordance with Eielson’s AFB input
SignOff Discrepancy and Document Weapons	TRIA(10, 20, 30)	In accordance with Eielson’s AFB input
SignOff Discrepancy and Document Avionics	TRIA(10, 20, 30)	In accordance with Eielson’s AFB input
SignOff Discrepancy and Document APG	TRIA(10, 20, 30)	In accordance with Eielson’s AFB input

VBA.

There are three big portions of VBA programming in the model: the graphical user interface, the calculation of number of aircraft per wave, and the collection of statistics in Excel. A graphical user interface (Figures 5 and 6) was built to allow the user to change the main parameters between each replication. It consists of one main form, where the maintenance philosophy to be checked is selected, and two sub-forms, where the potential monthly flying schedule and the maintenance personnel can be entered.

The user interface and the parameter sets that are “passed” to the Arena simulation model provide tremendous benefits to this research:

1. They help with model verification because only one model needs to be constructed and verified. All the different maintenance scheduling philosophies, resources, flying schedules, hours between waves can be incorporated into the same model based on each replication’s parameter set.

2. They help in the designed experiment approach because the factors of the design can be altered in each replication while all other things can be hold constant.
3. They help in sensitivity analysis of various factors by using a percent (increase or decrease) parameter for these factors which is editable for each replication.
4. They help in enhancing external validity of the model because all the parameters can be edited by the user to accommodate other bases or other type of jets.

In order to calculate the number of aircraft per wave, the desired flights per month has to be entered manually in the VBA form. Several functions were built to determine the flying days per month, and the waves per month and per day, depending upon the maintenance philosophy that was selected through the graphical user interface. The collection of statistics in Excel is “fired” with a VBA module every (simulated) midnight. The Excel file is created at the start and saved at the end of simulation. A complete listing of the VBA code is provided in Appendix “J”.

Select Option

☒ 3 waves Monday - Friday Balanced Approach
 ☐ 3 waves Monday - Thursday, 1 wave on Friday
 ☐ 12X10 3 weeks 10p10X8 One week per month

Unbalanced percentage per wave -
Eventually zeroes out (10, 20, 30)

 Hrs Between Waves (2, 3, 4, 5)

Flying Schedule | Personnel

345 January Sorties	370 July Sorties
340 February Sorties	440 August Sorties
420 March Sorties	290 September Sorties
345 April Sorties	370 October Sorties
410 May Sorties	330 November Sorties
480 June Sorties	330 December Sorties

Surge (% to be added at all months). 0 to leave current values.
Accepts positive and negative values.

Figure 5. Graphical User Interface 1st Page

Flying Schedule

Personnel

10

Working goal (hrs)

	DAYS	SWINGS	MIDS
	Report before 1st takeoff (hrs)	Report after 1st takeoff (hrs)	Report before 1st takeoff (hrs)
	2	6	8
APG	17	10	4
Engines	2	3	0
E&E	4	3	0
Avionics	11	10	0
Weapons	25	20	7

0

Sensitivity analysis (% to be added at all shifts). 0 to leave current values. Accepts positive and negative values.

Figure 6. Graphical User Interface 2nd Page

Create Area.

The 18 aircraft entities (in accordance with Eielson’s AFB input) are created once and never leave the system (Figure 7). However, the entities are not running continuously in the model but they are held at various positions (to form a wave, to become working day, and to start a new day – which is simulated to start at 08:00). After initial creation, the aircraft are assigned times since last phase inspection with a random draw from the uniform UNIF(0,300) distribution. This will prevent all aircraft from entering phase maintenance at the same time. The aircraft entities are also assigned additional information to include: the upcoming sortie is not their last sortie (to control which inspection to perform - thruflight or combined basic post-flight and preflight), and the

aircraft will be routinely inspected (not hot-pit) (Figure 8). After the “create area” and assigning initial attributes the jets are routed to the “check for failures” area.

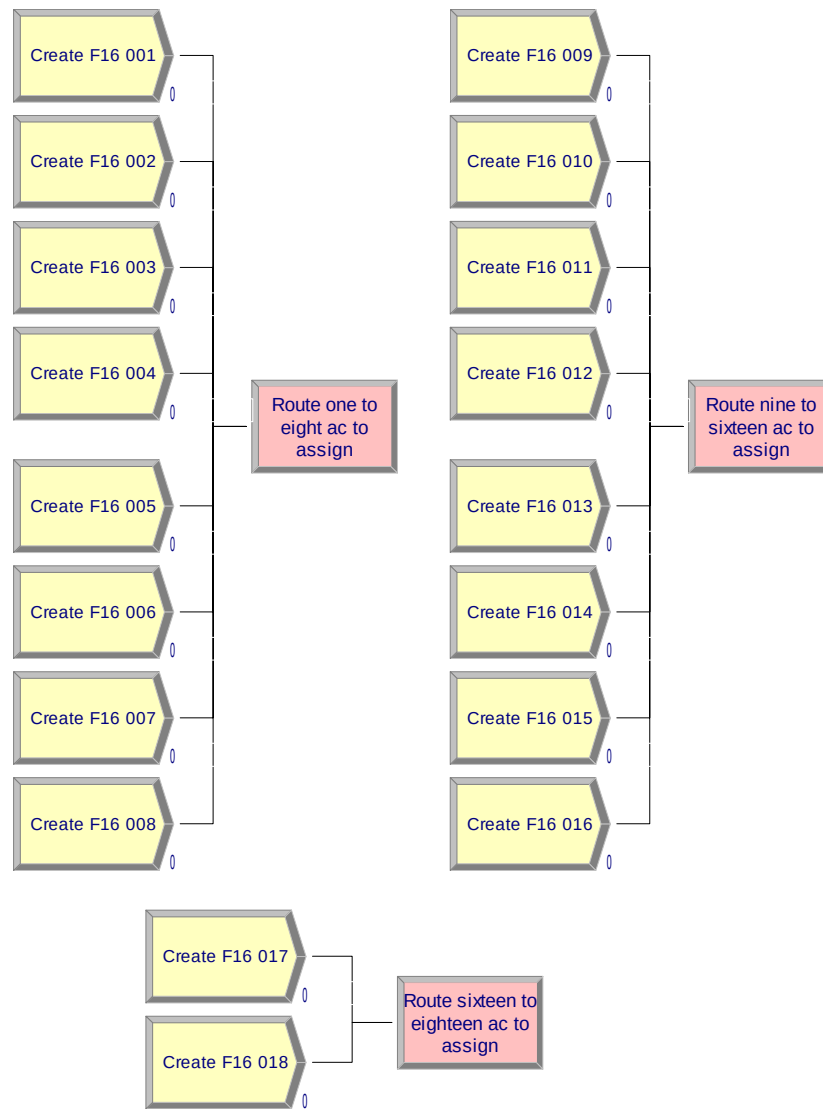


Figure 7. Create Area

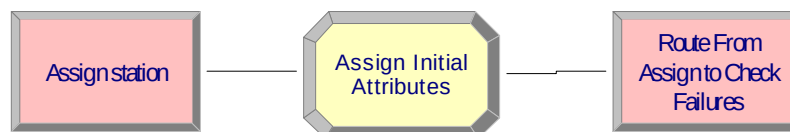


Figure 8. Assign after Creation Area

Check for Failures Area.

A decision is made if the aircraft has a failure based on the percentages presented in Table 2 and analyzed in Appendix “I”. Attributes are passed to each jet regarding which Primary Working Center (PWC) will work on the failure and how long will it take to bring back the jet in operational status. Entities are routed either to “Unscheduled Maintenance Failure” Area (if there is a failure) or to “Check for Scheduled Maintenance” Area (if there is not) (Figure 9).

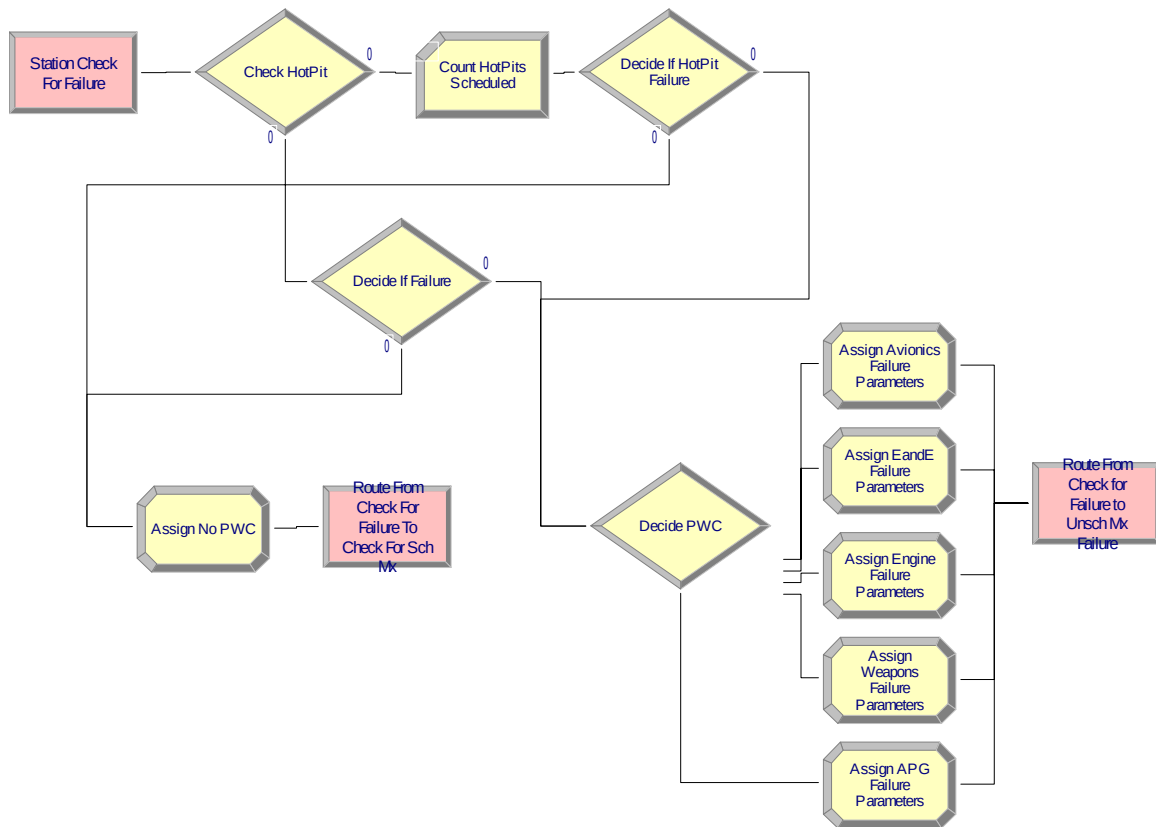


Figure 9. Check for Failures Area

Unscheduled Maintenance Failure Area.

This is the area where all the failures are taken care of (Figure 10). If more than one failure is in the queue to be worked from a specific PWC then the failure with the lowest duration is selected from the queue (not a First In First Out rule). This simulates the real world better where everyone's goal is to finish with easy failures first, providing (faster) more available jets to squadron's leadership. When the failure requires cannibalizing another jet for a spare part, the repair times are doubled to illustrate the extra work. After the PWCs sign off the discrepancies, times to repair are captured for later use at the statistics collection area, and the entities are routed to "Check for Scheduled Maintenance" Area.

Check for Scheduled Maintenance Area.

If scheduled maintenance is required (aircraft reached 300 flying hours since their previous phased inspection) then the entities are routed to the "Phase Area". Otherwise, if the jets need to be routinely inspected they are routed to "Parking Area" (where the inspection will take place), and if they have to be hot-pit refueled only, they are routed to "Hold Area" (where the waves are formed and various decisions are made, depending on the applicable maintenance scheduling philosophy) (Figure 11).

Phase Area.

In the "phase area" (fig. 12) the jets perform the scheduled phased inspection and the durations of these inspections are captured to determine the MC Rates at the statistics area. The captured durations are explained in the "statistics collection area" paragraph below. It is assumed that the phase maintenance technicians are available when needed.

These are different technicians from those that belong to the sortie generation system.

After the end of the phase inspection the jets are routed to the “Hold Area”.

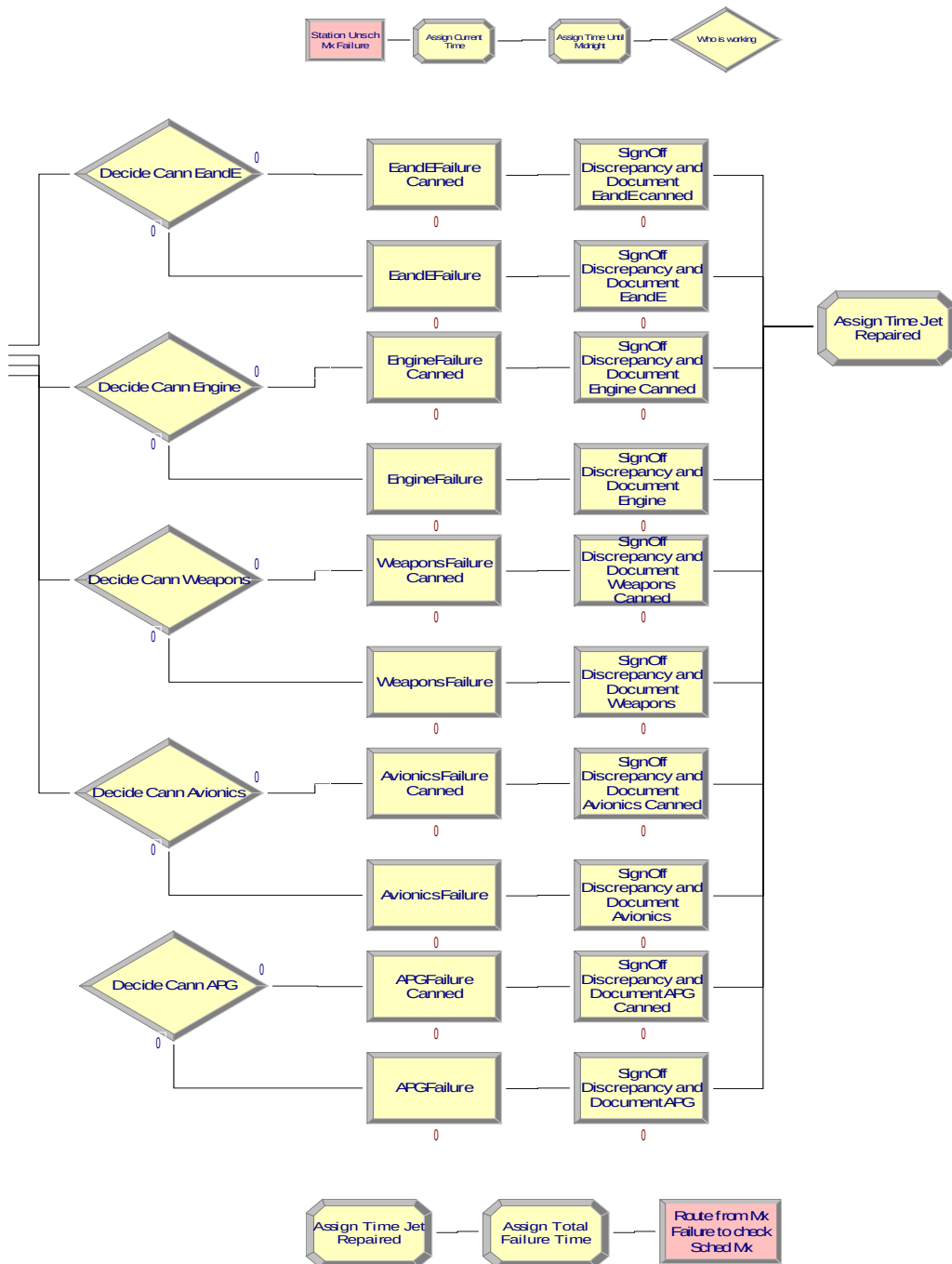


Figure 10. Unscheduled Maintenance Failure Area

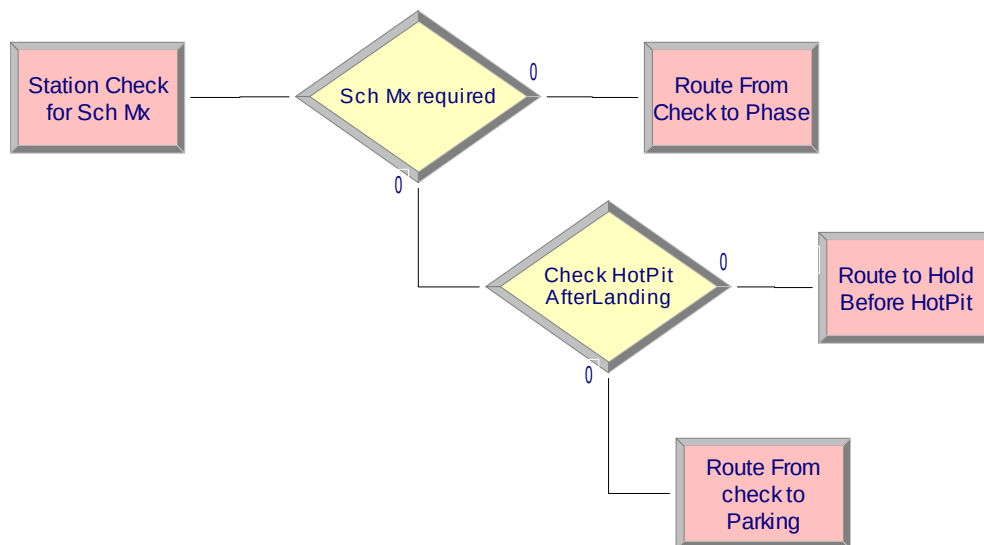


Figure 11. Check for Scheduled Maintenance Area

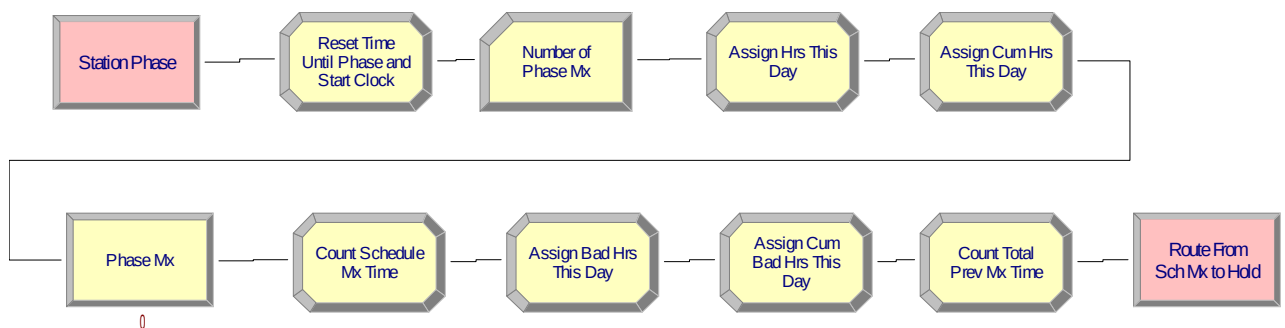


Figure 12. Phase Area

Parking Area.

In the parking area, the jets are parked and the engines are shut down. Appropriate safety pins are installed and the entities can be routed to “Mission Preparation Area” where the inspection and pilot debriefing are taking place.

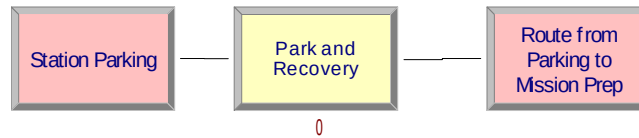


Figure 13. Parking Area

Mission Preparation Area.

If the last sortie of the day for the specific jet was flown, then a combined Basic Post-Flight / Preflight Inspection needs to be performed, otherwise a thruflight inspection is sufficient (Figure 14). Both servicing and debriefing run simultaneously; whichever process is shorter is processed first and then the remainder of the time is processed in the second delay module. Figure 15 shows the split depending on the duration of the servicing and debriefing processes. The current process times do not require this decision area since the maximum debrief time is less than the minimum service time, but the logic is included in case there was a change to the times (Faas, 2003). The aircraft are then refueled and loaded with the applicable weapons and routed to the “Hold Area” (Figure 16).

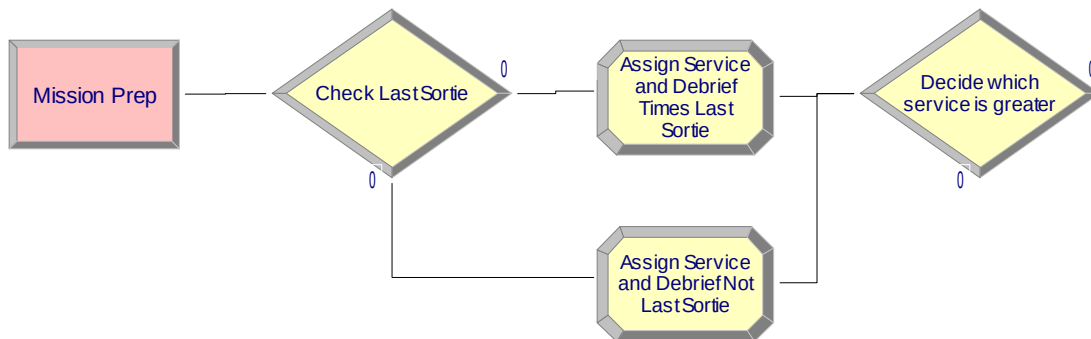


Figure 14. Assign Service Times Based on Last Sortie

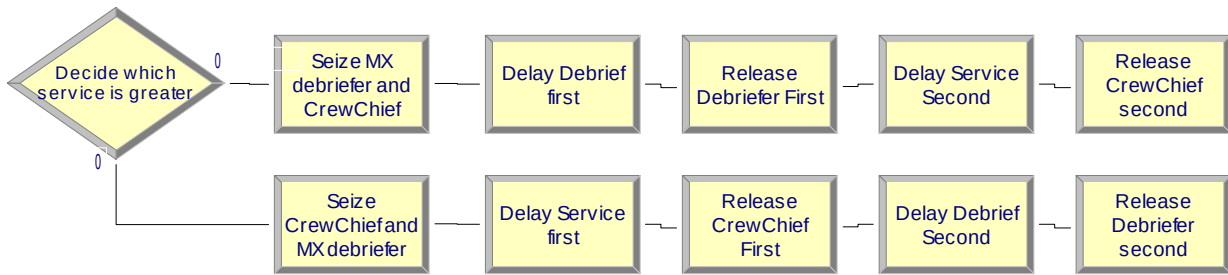


Figure 15. Concurrent Run of Service and Debrief

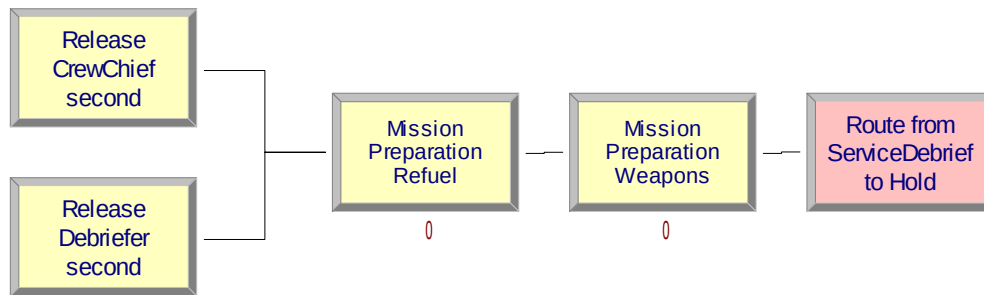


Figure 16. Refueling and Weapons Preparation

Hold Area.

This area and the statistics area are the most important for answering the third and fourth investigative questions because the “Hold Area” describes the scheduling procedure of the conceptual model (Figure 2) and the “Statistics Area” captures the influence of the maintenance philosophy in the appropriate metrics. Once the maintenance scheduling philosophy is selected through the graphical user interface (Figure 5), a decision module (Figure 17) routes the entities to the proper modules where the variables and attributes are altered based on the selected philosophy (Figure 18). The option to check in Figure 17 corresponds to the pre-selected maintenance scheduling philosophy from the graphical user interface. For example, if the maintenance scheduling philosophy is “flying 3 waves from Monday to Thursday and one wave on Friday”, the

entities are routed to the appropriate decision module to check the current simulation day (mainly if it is Friday or not) and then to appropriate assign module to assign the waves allowed for the specific day.

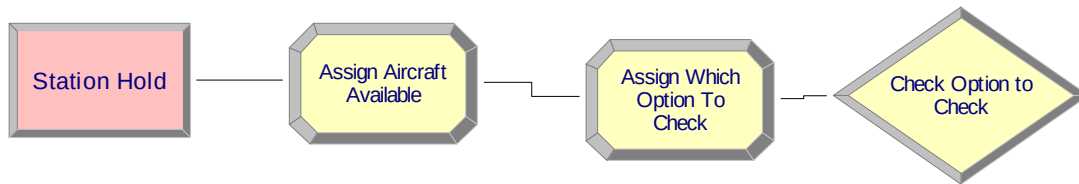


Figure 17. Hold Area (1 out of 5)

A hold module (Figure 19) holds the jets if it is (simulated) weekend (no flights during weekends), if the current wave is greater than the wave allowed (the schedule has already been met), and if the time between waves is less than the predefined hours between waves from the graphical user interface. The jets are hold until all the holding conditions change. Then the waves are formed (performed by a batch module with an appropriate batch size - computed in VBA) and then the jets are again separated (Figure 20), keeping their initial attributes, to be routed to the “mission preparation area”.

If the next mission is to be hot-pit refueled, then the jets are routed to a designated “Hot Pit Area”, otherwise they are routed to the “Pilot Preflight Area” (Figure 21). This Hold Area can be thought as a decision process that happens anytime the jets need to be scheduled to fly. For example, if the jets are hot-pit refueled, they are routed through the “Hold Area” after the landing and check for failures and prior to refueling. On the other hand, if the jets are normally scheduled, they are routed through the “Hold Area” after the mission preparation and prior to pilot’s preflight (the conceptual model in Figure 1 illustrated this concept).

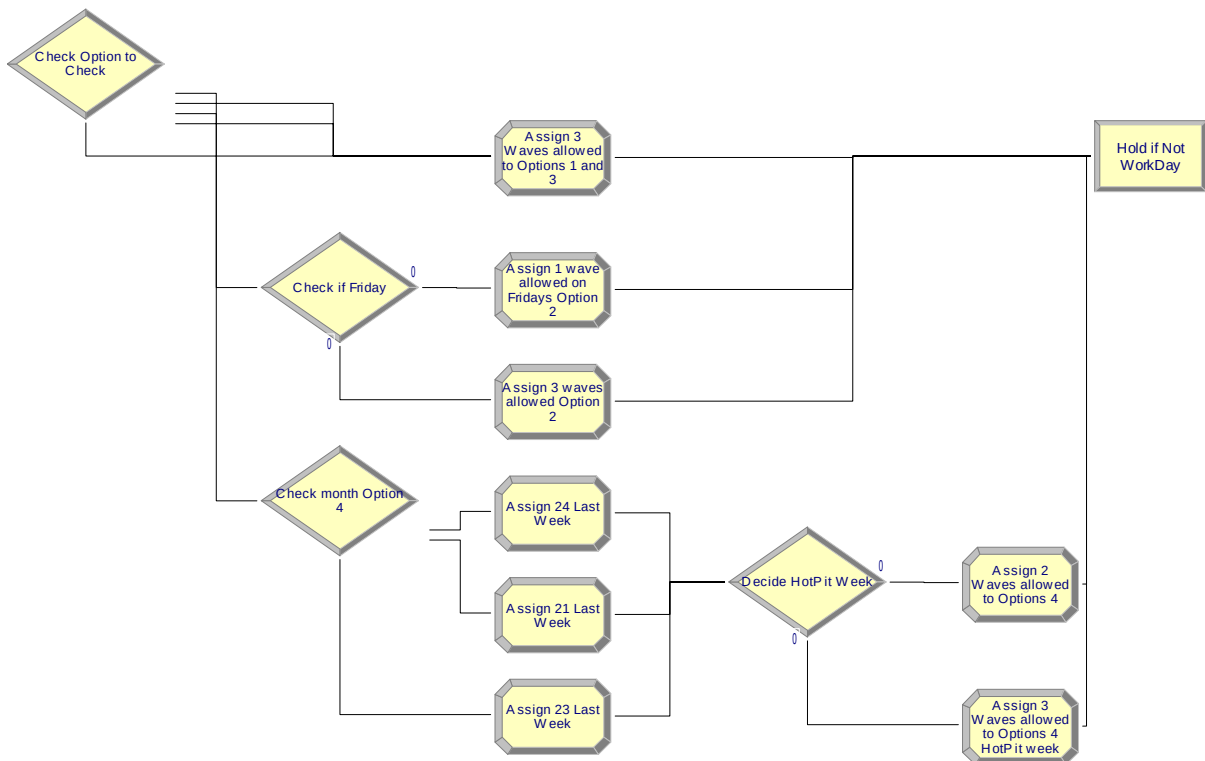


Figure 18. Hold Area (2 out of 5)

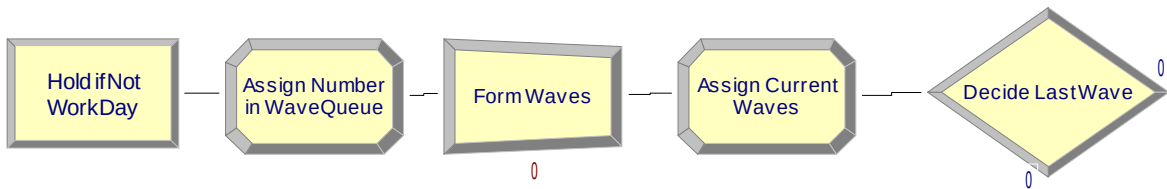


Figure 19. Hold Area (3 out of 5)

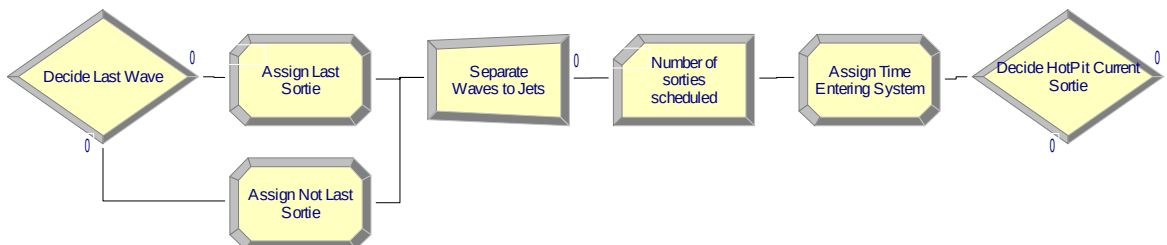


Figure 20. Hold Area (4 out of 5)

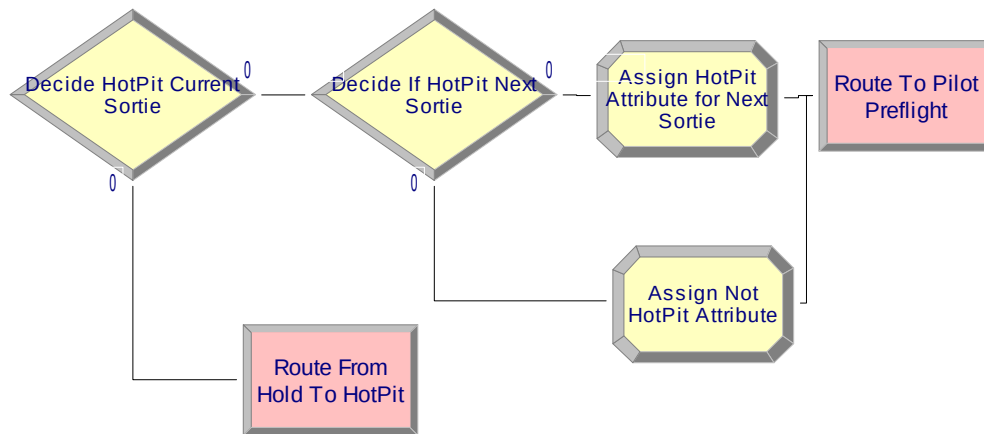


Figure 21. Hold Area (5 out of 5)

Pilot Preflight – Taxi – Takeoff – Fly – Land – End of Runway Areas.

Once the pilot performs his preflight inspection to the jet (Figure 22), he starts the engine and the jet is launched. If there are no ground abort failures (based on Eielson’s AFB statistics), the jet taxis towards the “End of Runway” area (Figure 23).

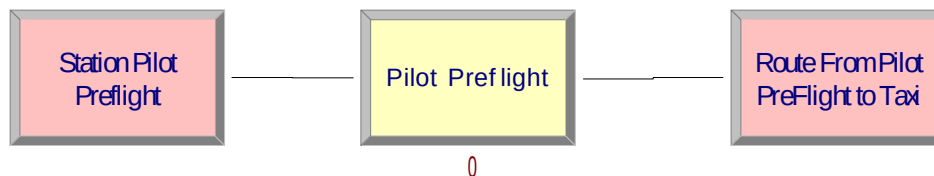


Figure 22. Pilot Preflight Area

In the “End of Runway” (EOR) area, Crew Chiefs and Weapon Specialists inspect the jets just before they takeoff to ensure that the jets are safe for the flight. After the takeoff, the jets may encounter malfunctions that prohibit the mission execution (air abort), and they may be forced to land as soon as possible (Figure 24). If there are no serious failures, the jet flies its mission and it lands while all the variables that use the sortie duration (total hours flown, sorties flown, daily hours flown, flight time per aircraft, time until phase inspection) are calculated (Figure 25).

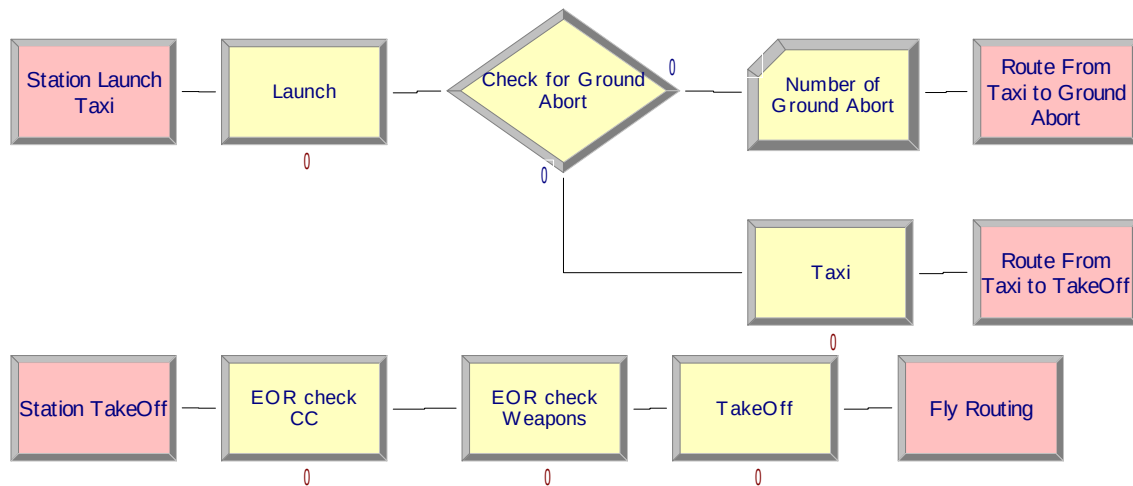


Figure 23. Taxi – End of Runway – Take-off Areas

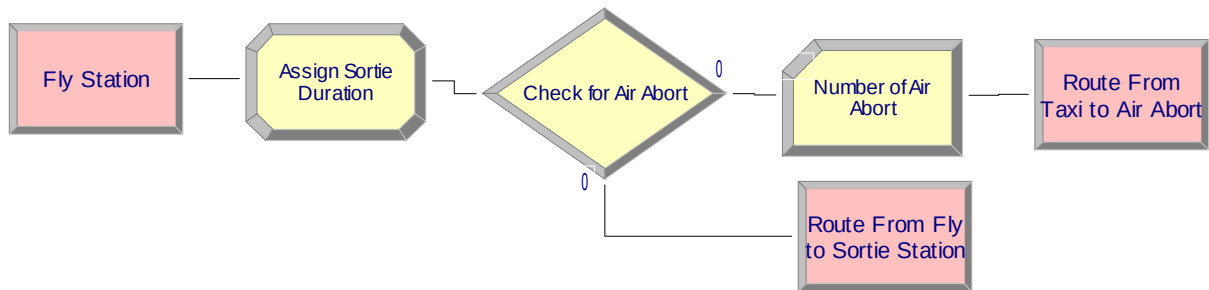


Figure 24. Flying Area

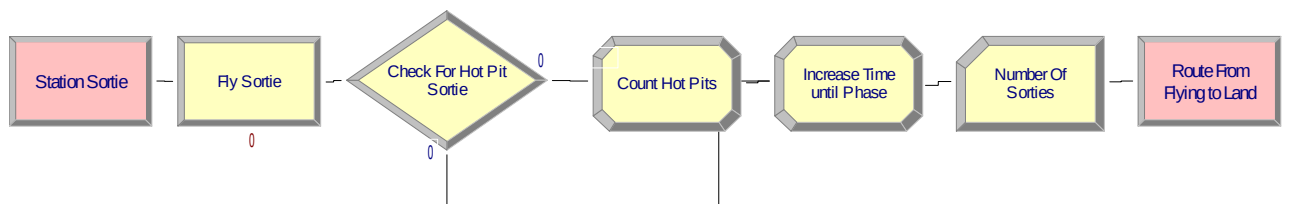


Figure 25. Sortie Area

After landing, a quick “End of Runway” inspection takes place (Figure 26) by both the Crew Chiefs and the Weapon specialists who ensure that the jet is safe to taxi back to the “Parking Area” or to the “Hot-Pit refueling Area” (after a check for failure is performed).

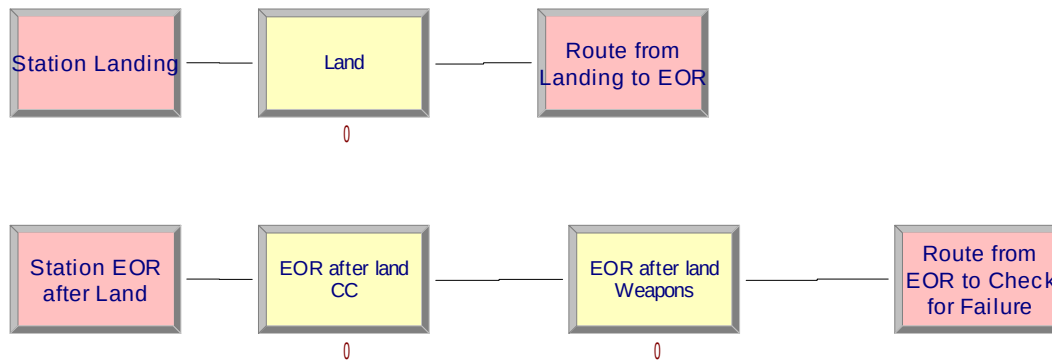


Figure 26. Land – EOR after Land Areas

Air Abort – Ground Abort Areas.

In the “Air Abort – Ground Abort” area, attributes are passed to each jet regarding which Primary Working Center (PWC) will work on the failure that caused the ground or air abort and how long it will take to bring the jet back to operational status. Entities are routed to the “Unscheduled Maintenance Failure Area” (Figure 10) after that. The reason that different areas were used for failures that caused ground aborts, air aborts, and common failures is that the estimation of the failure duration and crew size should be more accurate¹⁰.

Hot Pit Area.

In this area the jets are refueled while the engines are running, and are ready to take off. Because none of the maintenance scheduling philosophies require two consecutive hot-pit sorties, the attribute that controls if the jet will be hot-pit refueled or not, takes the not hot-pit value by the appropriate assign module (Figure 28).

¹⁰ Researcher’s experience suggested that air abort and ground abort failures take more time to be repaired than after flight failures. A quick look at Eielson’s AFB statistics (Appendix “I”) confirmed that; air abort failures have a mean of 177 minutes, ground abort have a mean of 97 minutes, and after flight failures have a mean of 65 minutes.

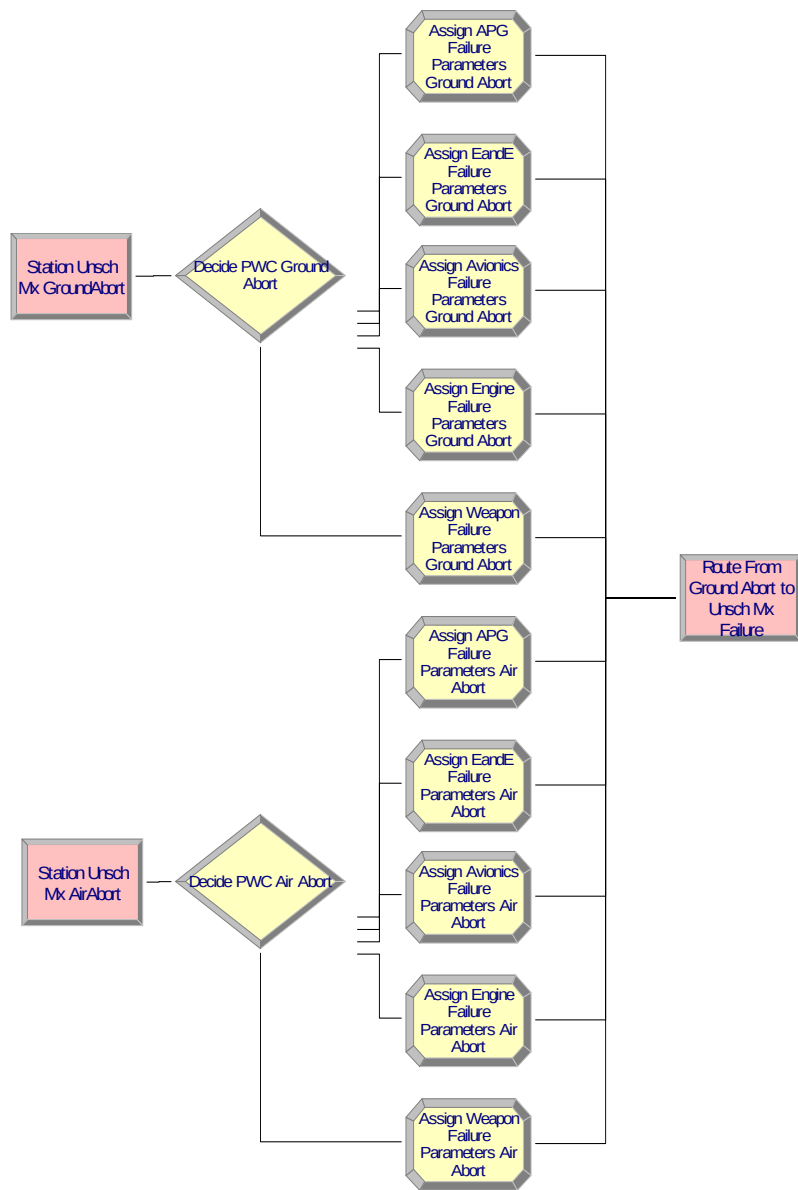


Figure 27. Air Abort – Ground Abort Areas

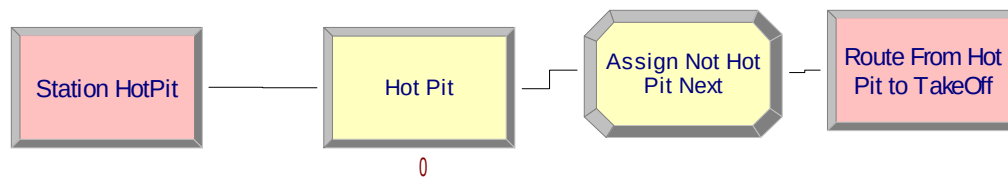


Figure 28. Hot Pit Area

Statistics Area.

This is the area where the daily statistics are collected (Figures 29, 30, and 31). An entity is created at midnight each day to trigger the collection process. If there are no entries and exits into phase inspection that day, the missed hours from phase inspection are calculated by Work In Progress in Phase * 24 hours per day. If there are entries, the hours until the entrance are subtracted and if there are exits, the hours until the exit are added. The missed hours from failure are also calculated in the unscheduled maintenance area. The MC Rate is defined as “The percentage of possessed hours for aircraft that can fly at least one assigned mission”. The “can fly” hours are computed by:

$$CanFly = Possessed - Missedfromfailure - missedfromphase$$

and the MC Rate then is:

$$MCRate = \frac{CanFly}{Possessed} 100\%$$

A VBA module writes the statistics data to Excel for further analysis and all the statistics variables are reset to start counting for the next day’s values.

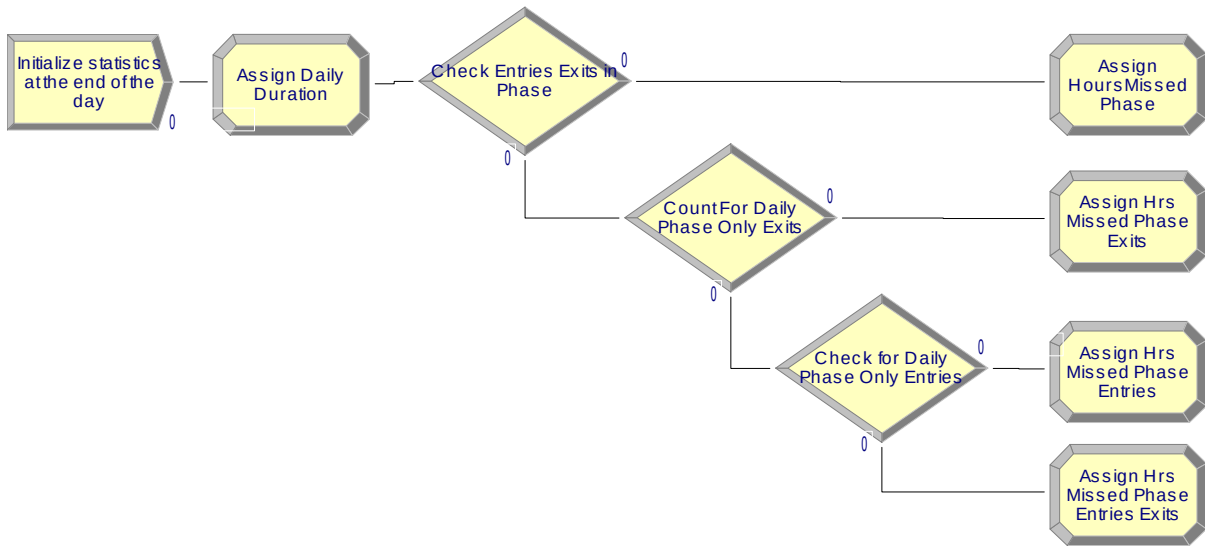


Figure 29. Statistics Area (1 out of 3)

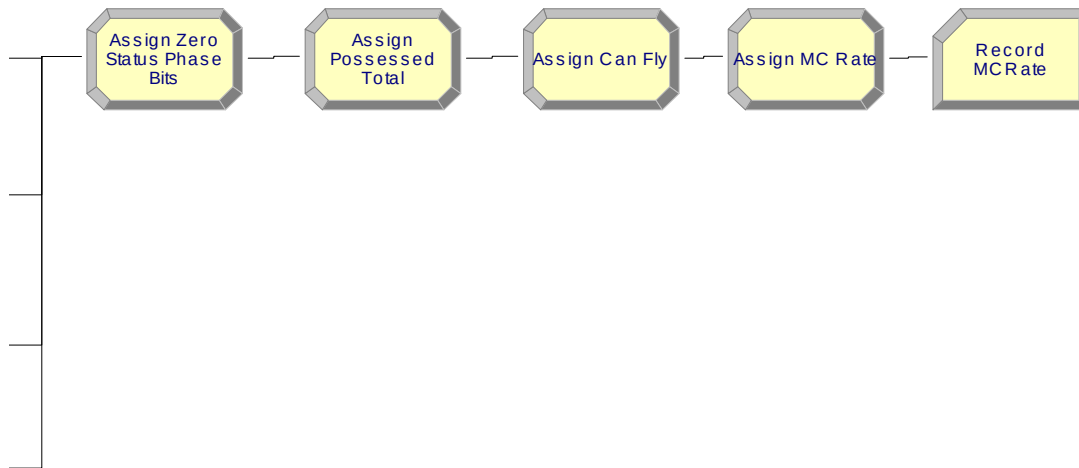


Figure 30. Statistics Area (2 out of 3)

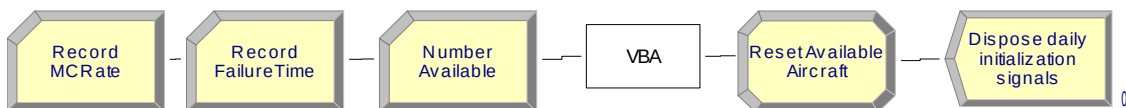


Figure 31. Statistics Area (3 out of 3)

Input Analysis.

Appendix “I” provides an abstract of the theory behind input analysis and fitting distributions and all the analysis that took place regarding the failure data provided by Eielson AFB. The four steps of input analysis (data collection, distribution identification, parameter estimation, and goodness of fit test) were performed for the failure data. Table 2, however, listed some more distributions from which random values are drawn for the applicable processes. This happened in the cases where no reliable data were present¹¹. In these cases, the researcher had to rely on some fairly general assumptions but only after performing sensitivity analysis¹² of the output to these ad hoc inputs in order to get a realistic idea of how much faith to put in the model’s results.

Because the data represented a time delay, probability distributions were used to capture both the activity’s inherent variability as well as the researcher’s uncertainty about the value itself. Usually the triangular distribution was used, which can be symmetric or non-symmetric and is bounded on both sides. A triangular distribution can capture processes with small or large degrees of variability and its parameters are fairly easy to understand; it is defined by minimum, most likely (modal), and maximum values, which is a natural way to estimate the time required for some activity. It has the advantage of allowing a non-symmetric distribution of values around the most likely value, which is commonly encountered in real processes. It is also a bounded distribution – no value is less than the minimum or greater than the maximum which may (or

¹¹ Researcher would like to use the Delphi method to get some input about the processes where data didn’t exist. However, the respondents were not F-16 experienced to answer this part of the 1st questionnaire; only 5 data points were inserted and fitting distribution could not be performed.

¹² It is discussed in the validation paragraph below

unfortunately may not) be a good representation of the real process. The three parameters (minimum, most likely, and maximum values) were estimated after thorough discussion with four Subject Matter Experts (SMEs), two from Eielson AFB and two from AFIT. The normal distribution was generally avoided. It used only once (for sortie durations) but in a truncated format to avoid getting very small (and even negative – although Arena would set them to a value of 0) values.

Verification (build the model right).

Verification is concerned with determining whether the conceptual simulation model has been correctly translated into a computer program, i.e., debugging the simulation computer program. Many techniques were used to ensure that the simulation model was built correctly:

1. Modular programming was used, the model was built in logical “chunks” and the complexity was added gradually (and only if needed). In general, it is always better to start with a “moderately detailed” model, which is gradually made as complex as needed, than to develop “immediately” a complex model, which may turn out to be more detailed than necessary (Law & Kelton, 2000).
2. A close look to the units of time measurement was taken to verify that they are consistent (for example all the process durations are in minutes except the sortie duration which is in hours and the phase maintenance duration which is in days).
3. Various plots were made and variables were listed to help in debugging the model.
4. Long-run animation was used to check that the entities were following all the paths in the model.

5. The different maintenance scheduling philosophies are passed via a parameter set to the same model, in order to build only one model and not several ones.
Building several models to examine the different maintenance scheduling philosophies would be error prone because each change in one model should be also made at all the other models.
6. The VBA debugger was used to debug the VBA portion of the simulation model while the model was running.

Validation (build the right model).

Validation is the process of determining whether the simulation model (as opposed to the computer program) is an accurate representation of the system, for the particular objectives of the study. Several techniques are used for increasing model validity and credibility:

1. The collection of high-quality information and data on the system which is subdivided as follows:
 - a. Conversations with Subject-Matter Experts. The researcher worked closely with people who are intimately familiar with the system (two classmates maintenance officers and two officers assigned from Eielson AFB to work on the research effort)
 - b. Failure data came from Computer Aided Maintenance System (CAMS) which contains the most accurate failure data within the Air Force (Stetz, 1999; Commenator, 2001). This information is assumed to stay the same for the systems that are modeled for this research.

- c. Relevant results from similar simulation studies. The common input parameters between the simulation model and previous studies do not greatly differ.
2. Interaction with the sponsor on a regular basis. His knowledge of the system contributed to the actual validity of the model.
3. Validation of the conceptual model by two Subject-Matter experts.
4. Validation of components of the simulation model using sensitivity analysis.
When arbitrary assumptions were made about the value of parameters or the choice of a distribution, sensitivity analysis was also performed to determine if the specific assumption appeared to influence the output of the model.
There was no case on this research where the arbitrarily chosen distribution or parameter value appeared to be a problem.
5. Output validation from the overall simulation model. Several tests were performed for comparing the model with similar real world systems. For example, the MC Rates produced by the model are validated by ensuring they are very close to actual reported data. A detailed sensitivity analysis (described in paragraph 4.4) contributed in the validation process.

Designed Experiment - Factorial Design.

A designed experiment is one for which the analyst controls the specification of the treatments and the method of assigning the experimental units to each treatment. The basic purpose of an experimental study is to examine the possible influences that one factor or condition may have on another factor or condition; in other words, it examines

cause and effect relationships. It does so by controlling for all factors except those whose possible effects are the focus of investigation.

Because more than one independent variable is studied, a factorial design approach was deemed appropriate for answering the fourth investigative question. Multifactor studies allow the researcher to determine whether the independent variables interact in some way as they influence the dependent variable. They can also include some factors of secondary importance to permit inferences about the primary factor with a greater range of validity (Neter, Kutner, Nachtshein, & Wasserman, 1996).

Simulation modeling helps in minimizing two kinds of bias in designed experiments: the selection bias and the measurement bias. Selection bias occurs when the experimental units for two treatment groups are not similar. In a well-programmed simulation modeling, all the experimental units can be similar. Synchronization (common random numbers) can be used among the various replications to eliminate some of the noise of the model and more closely represent the differences between the alternatives. Measurement bias can occur when unrecognized differences in the evaluation process exist. This is not the case in this research because the dependent variables are objectively defined and calculated by the simulation model.

The type of factorial design that is used depends on the number of dependent variables that are defined by the second investigative question, the number of needed treatment levels, and the sample sizes needed based on the power of the study. The protocol of the designed experiment is presented in the following Chapter IV because the results of the first three investigation questions are needed. The protocol includes the

factors, the factor levels, the response variables, the pilot runs, and the number of replications.

Summary

Chapter III has provided the methodology that was undertaken in this research in order to achieve the research objectives. The Delphi study, the content analysis and the simulation model were explained. The various model process times were presented and the method of obtaining their values was analyzed. The undertaken methods for enhancing the verification and validation of the model were also highlighted. The Design of Experiment protocol was left for the next chapter because the results of the first three investigative questions are needed. The following chapter will present the results of the undertaken methodology and will provide the answers to the investigative questions.

IV. Analysis and Results

Introduction

The previous chapter defined the methodology that was used for answering the investigative questions of this research. This chapter defines the steps in setting up and performing the analysis and presents the results of this analysis. These steps include the analysis of the Delphi responses, the presentation of the content analysis results, and the determination of the appropriate length and number of model replications to produce data that can be statistically analyzed. This discussion then presents the statistical analysis of the results from the simulation runs.

Scheduling Philosophies (Question 1)

What are the commonly used F-16 unit scheduling philosophies that need to be compared in terms of improving the long term health of the fleet?

As the reader can recall from chapter III, the answer to this question is identified by analyzing the 3-round Delphi study and the sponsor's and personal experience. After the initial solicitation letter for participating to the Delphi study, 35 volunteers were identified. The first questionnaire (Appendix "F") was answered by 33 respondents with 16 of the responses containing comments (see Appendix "K") that were parsed, categorized, and used when the 2nd questionnaire (Appendix "G") was conducted.

The second questionnaire was answered by 18 respondents and their answers are summarized in Figure 32. Three point estimates were used to illustrate the ranking of their responses: the mean (the sum of rankings divided by the number of responses), the median (the middle number when the grades are arranged in ascending order), and the

mode (the ranking order that occurred most frequently in the responses). In Figure 32, the results are presented in mean descending order. The median seems to be preferred rather than the mean, because single extreme answers can pull the mean unrealistically (Linstone et al., 2002). However, the top-5 ranking remains the same regardless of the point estimate used.

For better visual representation of the results, box plots¹³ were plotted and they are illustrated in Appendix “L”. By using the shortest half indication (the most dense 50% of the observations), as described in Appendix “L”, the top-5 list is still the same. In the third (and last) round of the Delphi study, the participants were asked to agree or disagree with the top-5 philosophies identified above. The last questionnaire was answered by 18 respondents and 14 of them agreed with the top-5 list. The remaining four respondents disagreed with only one philosophy in the top-5 list. Two of them disagreed with the 30 days limit (Q1AG response) of keeping a plane down, one of them suggested that minimizing the number of configurations should be in the top-5 and one of them disagreed with the first choice of allowing at least 12 hours between last down and first go (or paraphrasing it keeping the flying window at most at 12 hours).

Sponsor’s inputs were that Eielson AFB wanted to check the “1 wave on Fridays” alternative and the “12 turn 10 jets for 3 weeks and 10 hot pit 10 turn 8 jets for the last week of the month” alternative. Sponsor’s inputs were incorporated in the simulation model along with the top-5 from the Delphi study.

¹³ In box plots the median, the mean, the 95% confidence interval of the mean, the inter-quartile range and the possible outliers are displayed.

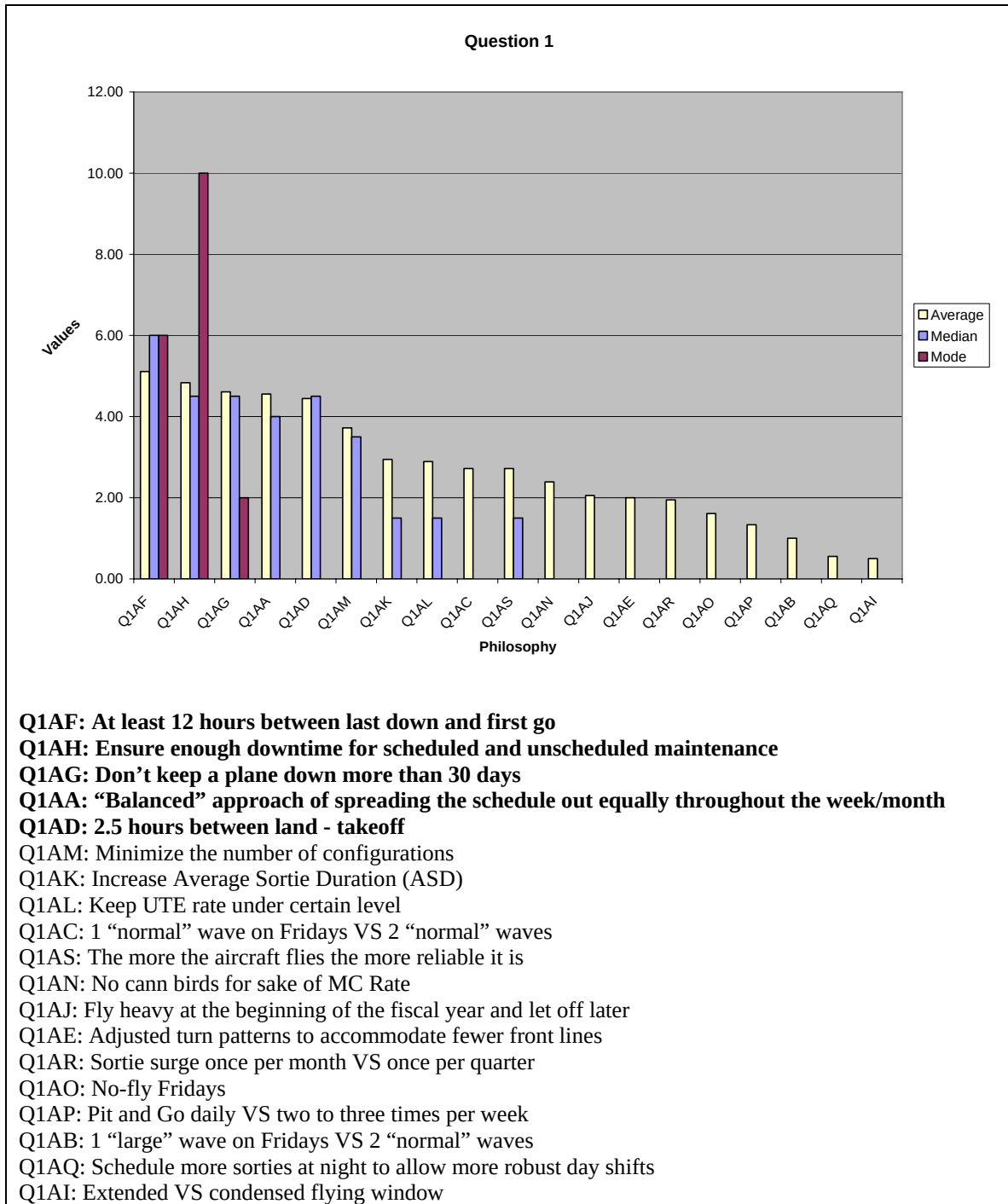


Figure 32. 1st Question 2nd Survey results

An assessment of the identified as top-5 by the Delphi study philosophies follows:

1. **At least 12 hours between last down and first go:** This philosophy can not be incorporated as a philosophy itself because of the restrictions that would be placed on operations in scheduling for different types of missions. However, based on the other philosophies, it can be used as a measurement in identifying the philosophy that can more easily meet the maximum 12 hours flying window in the sortie generation process. For the purpose of this research, the flying window is used as a dependent variable in order to compare the different scheduling philosophies in terms of maintenance effectiveness.
2. **Ensure enough downtime for scheduled and unscheduled maintenance:** This is the ultimate rule in aircraft maintenance and no deviation is allowed. Deviation from this rule may cause flight safety issues. It was assumed for the purpose of this research that maintainers have the time to perform the required scheduled and unscheduled maintenance.
3. **Don't keep a plane down more than 30 days:** The ultimate goal should be to not keep a plane down more than 1 day. However, valid reasons such as untraceable failures and lack of supplies may lead to keeping a plane down more than anticipated. Respondents selected this philosophy as important, keeping in mind that if a jet is not flying for a long period of time it has a tendency for seals to dry and hydraulics to leak¹⁴ and it requires mandatory additional inspections that waste maintenance time. However, this should not stand as a maintenance

¹⁴ Based on the explanation of a participant

philosophy itself but it should be the goal for every philosophy (although the arbitrary 30 days limit warrants more research). The two main reasons for letting this happen are captured by the maintenance predicament to fix the jets and the supply difficulty to provide the required materials. If both of these reasons are no longer of concern, then there is no reason to leave the jets down more than 30 days. So, the ultimate goal should be to improve the fix rates, the Not Mission Capable for Maintenance Rate (NMSM) and the Not Mission Capable for Supply Rate (NMCS).

4. **Balanced approach of spreading the schedule out equally:** “Smart” surges seem to be better than the regularly scheduled flying program. For instance, at Eielson AFB it is not smart to schedule surges during the snowy winter months. This philosophy depends on the climate and the weather conditions of each base. For the purpose of this research, the balanced approach is a baseline monthly schedule that was proposed from Eielson AFB and the unbalanced approach is simulated by a percentage increase or decrease in the daily schedule compared to the baseline schedule.
5. **2.5 hours between land – takeoff:** This is checked by the simulation model during the sensitivity analysis using various durations between waves. So, different values are checked and the optimal solution is addressed.

Performance Metrics (Question 2)

What are the important performance metrics USAF uses to capture long term health of the fleet and maintenance effectiveness to meet unit sortie production goals?

As the reader can recall from chapter III, the answer to this question is identified by assessing the results of a content analysis, by analyzing the 3-round Delphi study, and by the proposal of the 2001 Chief of Staff Logistics Review (Figure 33).

Content Analysis Results.

The results of the content analysis are presented in Table 3. “D” denotes dependent factor while “I” denotes independent factor. The table is presented in descending order of the times each aircraft maintenance performance factor was used as a dependent factor in the scanned researches (only the factors that were used at least once as independent factor are illustrated; the whole table can be found in Appendix “M”). Mission Capable Rate (MC Rate) is by far the mostly used dependent variable (metric). 8 out of 9 researchers used MC Rate as a dependent variable of their researches while 3 out of those 8 used only MC Rate to capture their findings. Scheduling Effectiveness rate is the second in the list, and Not Mission Capable Maintenance Rate (NMCM Rate), Maintenance ManHours per Flying Hour, Maintenance Scheduling Effectiveness, and Repeat Discrepancy Rate follow. Only the dependent variables were used for this analysis because of the focus of the 2nd investigative question. We need to answer which are the performance measures that capture the long term health of the fleet (dependent) while the independent factors in the study are the maintenance philosophies that are identified by the 1st investigative question.

Using the same factor as the dependent variable does not mean that these research efforts are correlated and the usefulness of the factors can not be derived from the number of times each factor was used in previous research efforts. On the other hand, it

means that these factors were so important for the research efforts that most of the researchers used them.

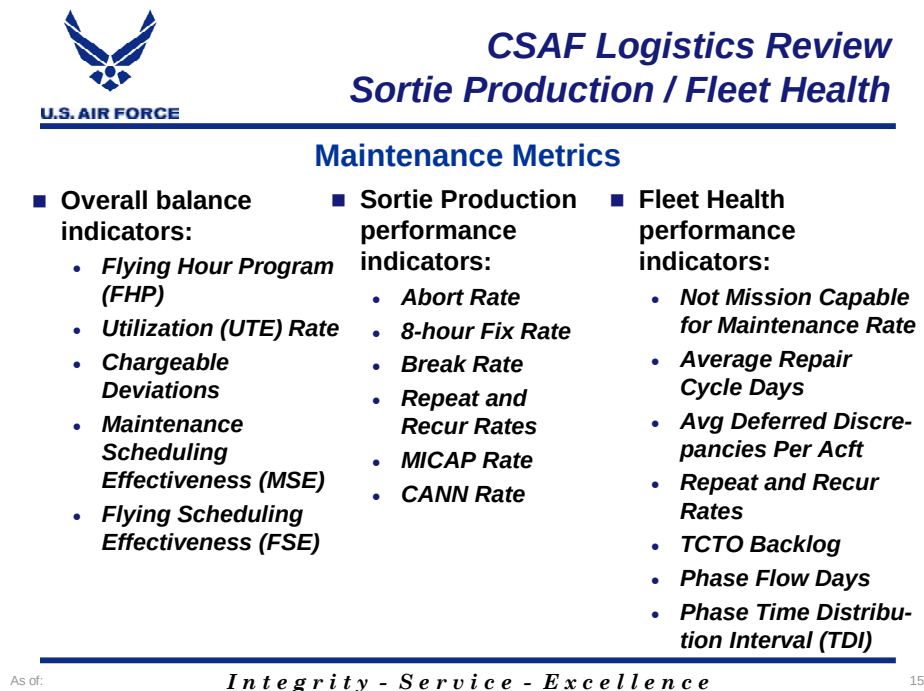


Figure 33. Metrics from CSAF Logistics Review

Delphi Method Results.

Two different questions were asked about metrics during the Delphi study: one about the metrics that capture the long term health of the fleet and the other about the metrics that capture the maintenance effectiveness to meet unit sortie production goals. The first questionnaire (Appendix “F”) was answered by 33 respondents but only 16 of the responses were useful (the other contained no comments). All these responses concerning the fleet health and the maintenance effectiveness metrics are presented in Appendices “N” and “O” respectively (since the information cannot be directly or through identifiers linked to the respondents). These responses were parsed, categorized and the 2nd questionnaire (Appendix “G”) was conducted.

Table 3. Content Analysis Results for Dependent Factors

Aircraft Maintenance Performance Factor	Researchers								
<i>“D”: Dependent factor, “I”: Independent factor</i>	Davis & Walker (1992)	Jung (1991)	Gilliland (1990)	Diener & Hood (1980)	Allison (1999)	Beabout (2003)	Commenator (2001)	Oliver (2001)	Faas (2003)
Mission Capable Rate (MC Rate)	D	D	D	D	D	D		D	D
Scheduling Effectiveness Rate				D		D	D		D
Not Mission Capable Maintenance Rate (NMCM Rate)	I	I		D			D	I	D
Maintenance ManHours Per Flying Hour	I	I	D	D			D		
Maintenance Scheduling Effectiveness			D			D	D		
Repeat Discrepancy Rate			D	D			D		
Air Abort Rate	I	I			D		I		D
Ground Abort Rate				D			I		D
Aircraft Sortie Utilization Rate	I	I					I		D
Not Mission Capable Supply Rate (NMCS Rate)	I	I					I		D
Aircraft Hourly Utilization Rate	I						I		D
Aircraft Break Rate		I			D		I		
Not Mission Capable Rate (NMC Rate)	I	I							D
Air Aborts		I							D
Number of Aircraft Fixed in 8 Hours							D	I	
Sorties Flown		I							D
Sorties Scheduled		I							D
Average Hours Per Inspection				D					
Average Turn Time				D					
Direct Labor Rate				D					
Enroute Labor Rate			D						
Home Station Reliability			D						
Maintenance Air Aborts			D						
Number of Aircraft Fixed in 4 Hours							D		
Recur Discrepancy Rate							D		
Training Reliability			D						

The second questionnaire was answered by 18 respondents and their answers to the two-part 2nd investigative question are summarized in Figures 34 and 35. Three point estimates were used to illustrate the ranking of their responses: the mean, the median, and the mode. In Figures 34 and 35, the results are presented sorted by the mean in

descending order. For better visual representation of the results, box plots were plotted and they are illustrated in Appendix “P”.

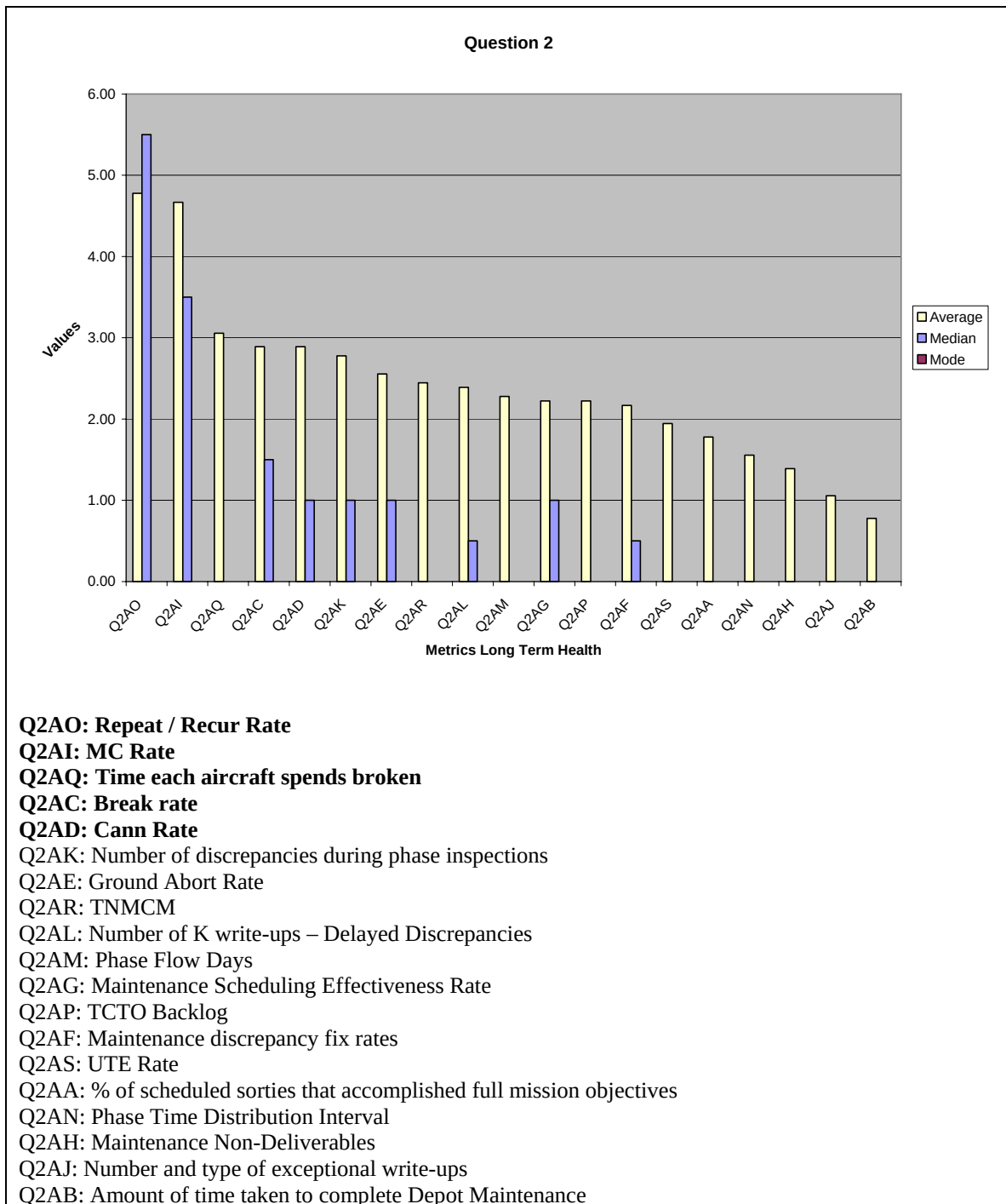


Figure 34. 2nd Round of Delphi Study – Metrics that Capture the Long Term Health of the Fleet

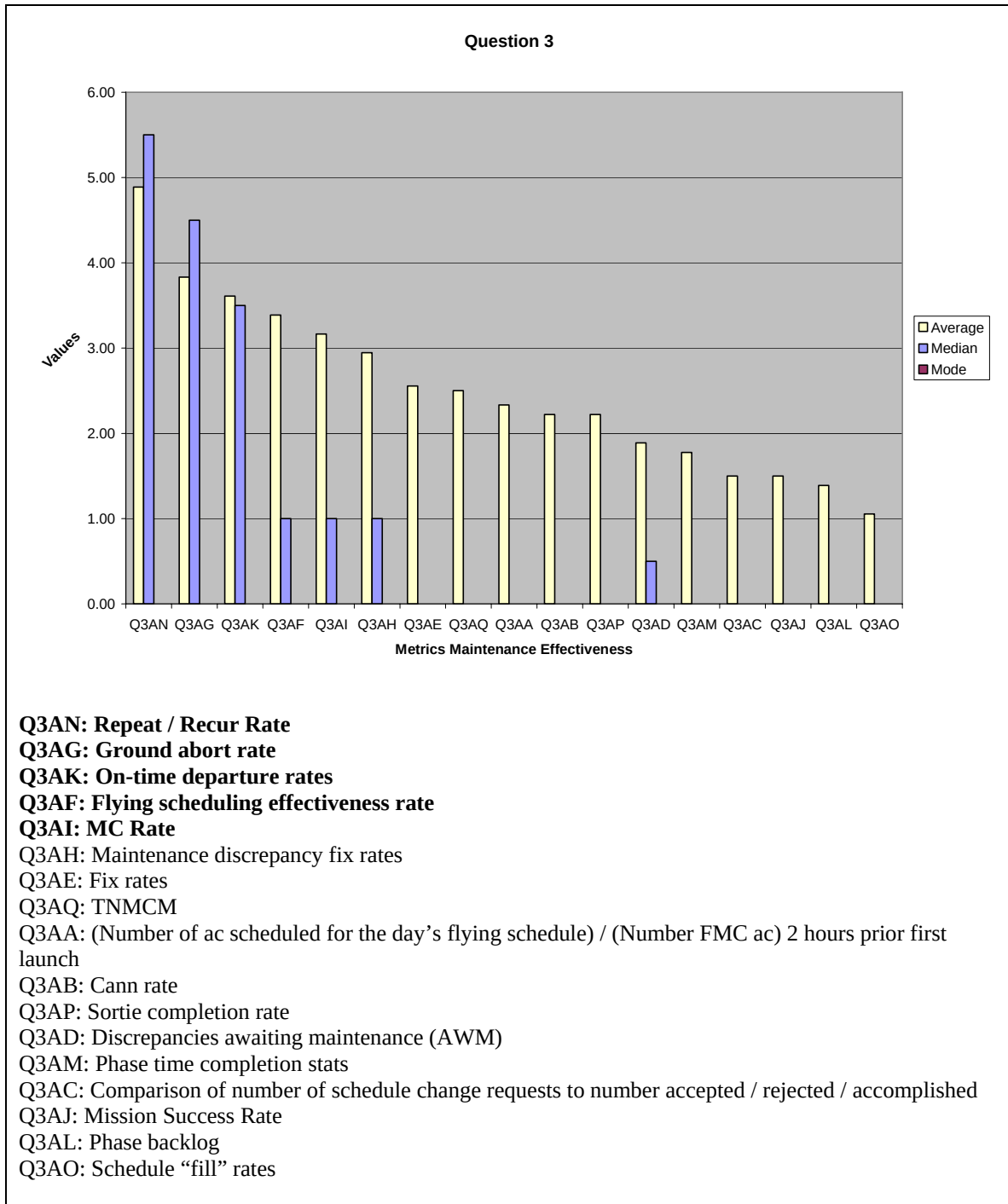


Figure 35. 2nd Round of Delphi Study – Metrics that Capture the Maintenance Effectiveness to Meet Unit Sortie Production Goal

In the third (and last) round of the Delphi study, the participants were asked to agree or disagree with the top-5 metrics identified by the 2nd round of Delphi study. The

last questionnaire was answered by 18 respondents and 13 of them agreed with the top-5 metrics regarding the long term health of the fleet and 12 of them agreed with the top-5 metrics regarding the maintenance effectiveness to meet unit sortie production goals.

The disagreements were as follows:

1. Metrics regarding fleet health

- i. Repeat / recur rate should not be included in the top-5 list because it reflects more aspects of improper maintenance. It should be replaced by number of discrepancies during phase inspection.
- ii. Cann rate should be replaced by delayed discrepancies because Cann rate is more an indication of the supply system rather than the fleet health. This information was brought by two respondents.
- iii. Time each aircraft spends broken should be replaced by number of discrepancies during phase inspection.
- iv. % of scheduled sorties that accomplished full mission objectives should be included in the top-5 list.

2. Metrics regarding maintenance effectiveness

- i. Fix rates should replace MC Rates because MC Rates are also impacted by scheduled maintenance
- ii. On-time departure rates metric should not be included because it also reflects operator errors that resulted in late launches (e.g. late crew shows, departure delays). This information was brought by two respondents.
- iii. Repeat / recur rate should be replaced with sortie completion rate.

- iv. Repeat / recur rate should not be the most significant metric of effectiveness and production.

Health of Fleet Metrics Analysis.

The only two metrics that appear in all the selection methods regarding the health of the fleet are the Not Mission Capable for Maintenance Rate (in the form of Mission Capable Rate in the Delphi study) and the Repeat / Recur Rate.

Mission Capable rate (MC Rate) seems to be a significant metric that captures the long term health of the fleet. MC Rate was the mostly used dependent variable in the content analysis; it was also listed in the Delphi study; and a part of it, the Not Mission Capable for Maintenance Rate (NMCM Rate) was identified by the CSAF Logistics Review as a fleet health performance indicator. It is felt that the NMCM Rate illustrates the long term fleet health better in comparison to the MC Rate which may incorporate supply problems as well.

The Repeat / Recur rate could also be a significant metric but it has the major disadvantage of reflecting aspects of improper maintenance and is not only a fleet health indicator. Although this metric was chosen by the Delphi study, there was a disagreement during the final round that introduced this problem; it is felt that further research is required to understand what part of the Repeat / Recur rate is due to improper maintenance and what part is caused by the “unhealthiness” of the fleet. The same disadvantage may also exist in the NMCM Rate but in a smaller degree. The percentage of the NMCM Rate that is caused by improper maintenance should be significantly smaller than the percentage of the Repeat / Recur Rate that is caused due to the same reason, because NMCM Rate accounts for the total number of failures while Repeat /

Recur Rate only accounts for the repeated ones. This means that improper maintenance should have a significantly larger impact in the Repeat / Recur Rate compared to the NMCM Rate.

Maintenance Effectiveness Metrics Analysis.

The Repeat / Recur rate was proposed by the Delphi Study as the top metric. It is listed in the CSAF Logistics Review as a sortie production performance indicator, and the content analysis proposed the Repeat Discrepancy rate in the top-5 metrics as a dependent factor used by previous researchers. However, it is felt that the Repeat / Recur rate focuses more on the quality part of the effectiveness, which might be jeopardized by several other reasons. As mentioned in Appendix “B”, a high Repeat / Recur rate may indicate a lack of thorough troubleshooting, inordinate pressure to commit aircraft to the flying schedule for subsequent sorties, or a lack of experienced, qualified, or trained technicians. Further research is suggested regarding this metric to understand what part of it is due to improper maintenance and maintenance ineffectiveness and what part is caused by the “unhealthiness” of the fleet.

The abort rates and the fix rates cannot be used in the model as dependent variables because they were calculated from Eielson’s AFB data and were used as independent variables in the simulation model. The logic that affects the abort and the fix rates cannot be investigated unless real data exist from bases that use different maintenance scheduling philosophies or a further qualitative research focused on the influence of the specific maintenance scheduling philosophies on the abort and fix rates is conducted. For the purpose of this research, metrics that capture the effect of

maintenance to the flying schedule and how different philosophies affect the maintenance schedule are needed.

An interesting metric was proposed by the Delphi study: discrepancies awaiting maintenance (AWM). This metric was ranked seventh (with median decreasing order) and it clearly illustrates the effect that different maintenance scheduling philosophies might have on the flying schedule. This metric can be calculated by the simulation model by adding the average number of entities in each maintenance activity queue. The average time in all the maintenance activity queues is also important because it captures the not mission capable time due to the scheduling philosophy and not because of the maintenance activity which may be influenced by the existence of experienced or not personnel.

A more obvious metric that wasn't proposed from the Delphi Study but which may help in comparing the various maintenance scheduling philosophies is the flying window length (the time from first takeoff to last land of the day). The flying window drives shift scheduling, and operations and maintenance are not the only agencies involved in sortie generation. Fuels management, air traffic control, the weather squadron, and many others are also involved. Management supervision must also cover the entire flying window. The length of the flying window determines effectiveness of the maintenance fix shift. For this research, the flying window is not established a-priori to negatively influence the scheduling philosophy, but it is computed as a dependent variable assuming that generally, a shorter flying window is better (the work to be done can be done in shorter time and is not forced to be done in shorter time). A survey

respondent that proposed the condensed flying window as a maintenance scheduling philosophy quoted:

The primary benefit to shortened flying windows is that it allows greater flexibility to managers in allocating their workforce to shifts throughout the maintenance day. A shortened flying window means that day shift can do the majority of daily generation actions on the planes to meet the daily schedule. You can put mostly 5-level and 3-level crew chiefs, as well as cut-trained 3-level specialists on this shift to generate and recover the aircraft. Swing shift becomes your most vital shift for actual maintenance actions and you can stack your shift with experienced crew chiefs and specialists to ensure broken planes get fixed in time for the next days flying. By regulation, mids is only supposed to consist of a servicing crew - very little heavy maintenance can get done. A shortened flying window means shift schedules can be tailored to the type of maintenance that will take place. Longer flying windows means two shifts are involved in generation and recovery. Turn-over is always cheated since planes are landing as swing shift is arriving to work - this hampers effective communication.

3rd Investigative question

How does each one of the various scheduling philosophies affect the long term health of the fleet and maintenance effectiveness to meet unit sortie production goals?

Analysis.

A sensitivity analysis was conducted to identify how each one of the various scheduling philosophies affects the long term health of the fleet and the maintenance effectiveness to meet unit sortie production goals. For this purpose, several simulation runs were conducted. Each run had duration of 4 years and a warm-up period of 100 days. The duration of the simulation run and the warm-up period were determined after the examination of several pilot runs like the one illustrated in figures 36 and 37. It seems that after almost 100 simulation days the average number of aircraft awaiting maintenance and the total time of aircraft in maintenance queues level out. In addition,

there is no need to run the simulation for more than 4 years because there is no significant impact in those two metrics (it seems that they have already reached their limits).

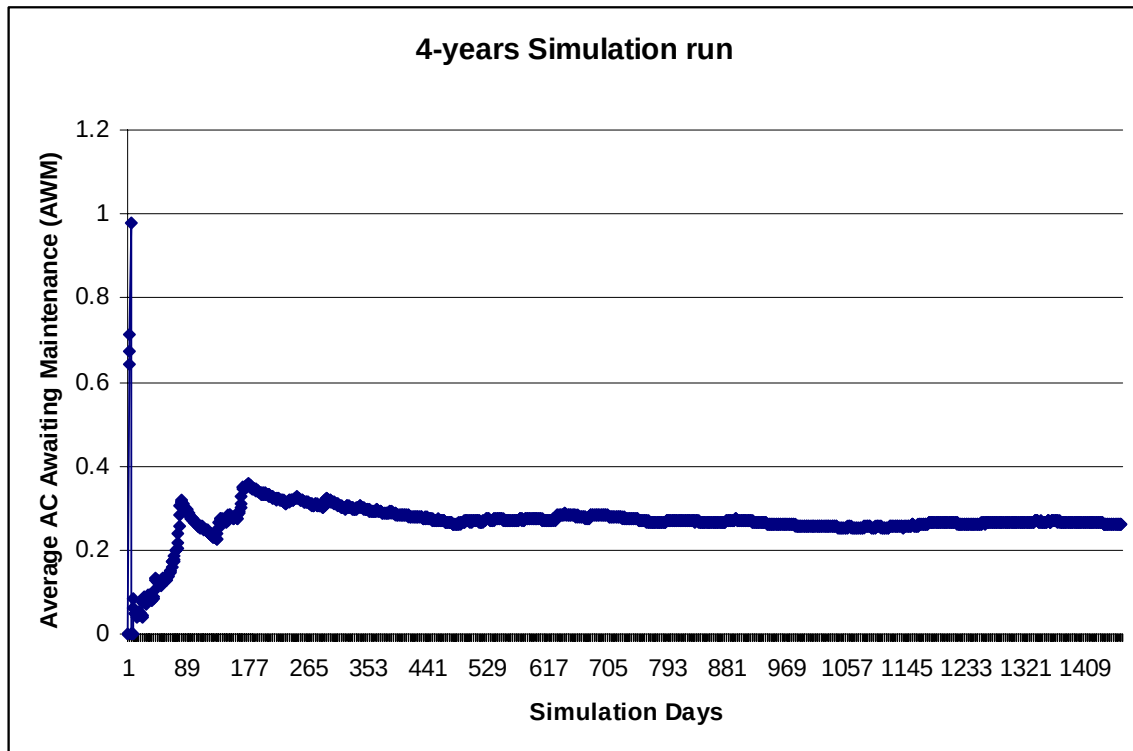


Figure 36. 4-years Simulation Run for Average Aircraft Awaiting Maintenance

The variables that were examined are:

1. The maintenance scheduling philosophy with the following factor levels:
 - a. 3 waves Monday to Friday
 - b. 3 waves Monday to Thursday and 1 wave on Friday
 - c. 12 turn 10 aircraft for 3 weeks, and 10, hot pit 10, turn 8 aircraft for 1 week
2. The time between land and takeoff with four factor levels:
 - a. 2 hours

- b. 3 hours
 - c. 4 hours
 - d. 5 hours
- 3. The balanced – unbalanced approach with three factor levels:
 - a. Balanced approach (the simulation program tries to smooth the flying schedule per day as much as possible)
 - b. Unbalanced approach (10%) (the daily flying schedule is randomly increased or decreased by 10% -- eventually the sorties production tends to be equal with the balanced approach)
 - c. Unbalanced approach (20%) (the daily flying schedule is randomly increased or decreased by 20% -- eventually the sorties production tends to be equal with the balanced approach)
- 4. The Sortie Production Goal with five factor levels
 - a. 20% decrease in proposed flying schedule per month
 - b. 10% decrease in proposed flying schedule per month
 - c. The proposed flying schedule itself
 - d. 10% increase in proposed flying schedule per month
 - e. 20% increase in proposed flying schedule per month
- 5. The maintenance personnel
 - a. 20% decrease in maintenance personnel
 - b. 10% decrease in maintenance personnel
 - c. The proposed maintenance personnel
 - d. 10% increase in maintenance personnel

- e. 20% increase in maintenance personnel

The factor levels were selected to be feasible concerning a normal flying squadron and to capture a significant range in order to illustrate potential problems in fleet health and maintenance effectiveness. The output variable of interest for the fleet health was the Not Mission Capable for Maintenance rate (NMCM Rate) and for the maintenance effectiveness the discrepancies awaiting maintenance (AWM), the average time in maintenance activity queues (ATQMA) and the flying window as described in paragraphs 4.3.3 and 4.3.4 respectively.

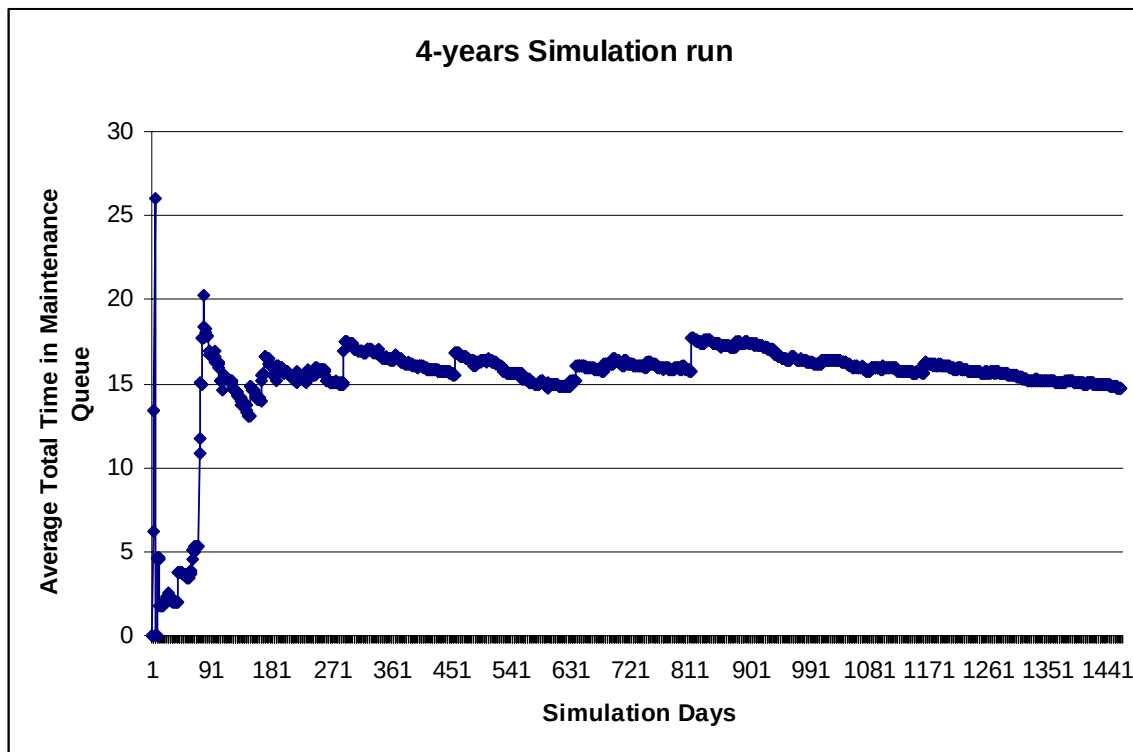


Figure 37. 4-years Simulation Run for Average Total Time in Maintenance Queues

Long Term Health of the Fleet.

Figure 38 illustrates that the 3 weeks 12 turn 10 jets and 1 week 10 hot pit 10 turn 8 jets produced the best results regarding the fleet health¹⁵. The 1-wave on Friday approach was better than the 3-waves all week approach. It also seems that Eielson AFB is wisely manned. Figure 39 shows that 10% reduction in maintenance personnel significantly impacts all the scheduling options while a 20% increase in maintenance personnel does not affect any of the options. Therefore, no change in personnel is suggested regardless the scheduling option.

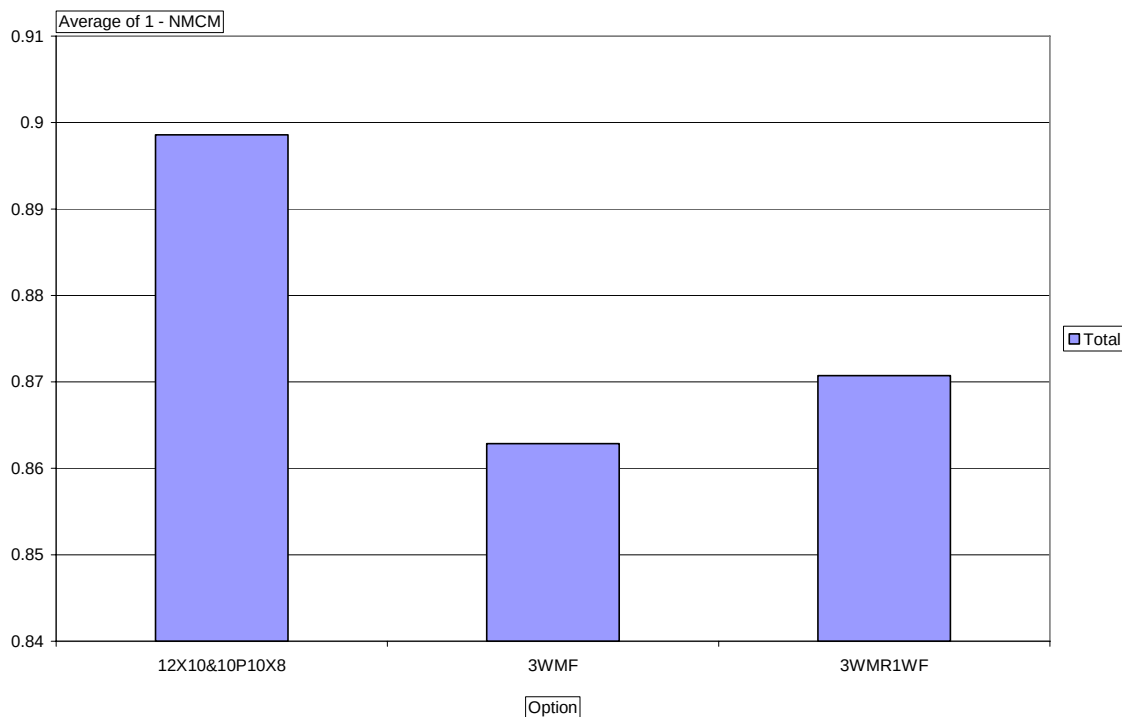


Figure 38. NMCM Rate Depending on Scheduling Philosophy

¹⁵ All the figures that present fleet health results, illustrate the 1 – NMCM Rate so larger values denote better results.

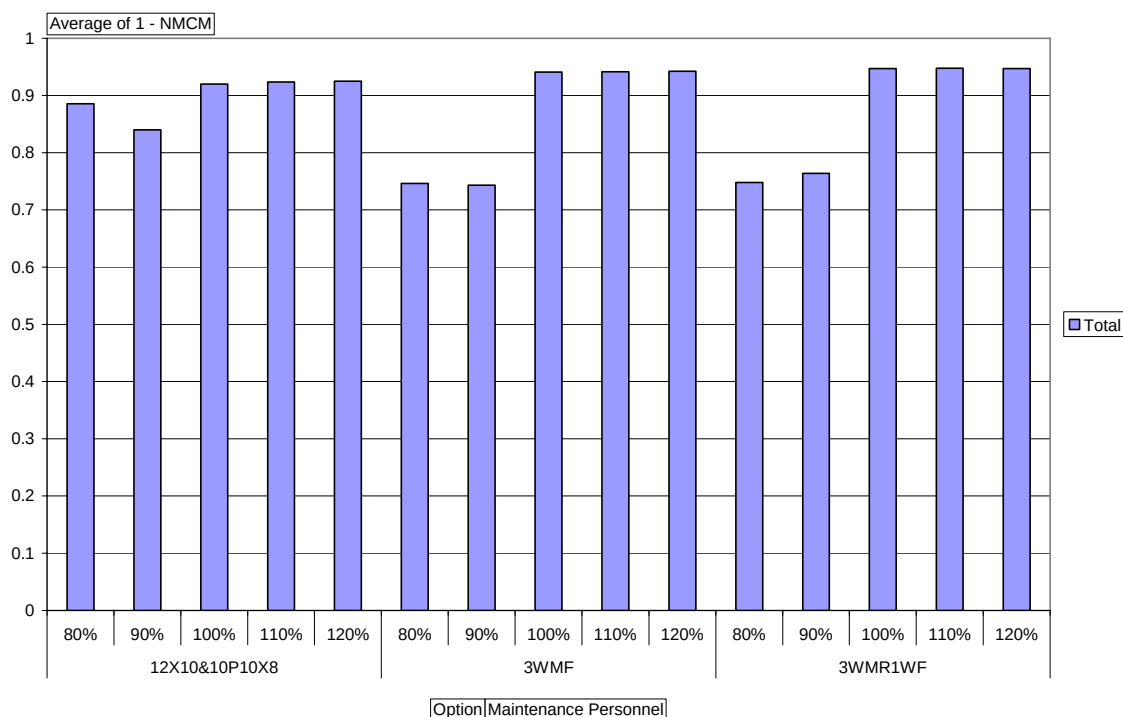


Figure 39. NMCM Rate Depending on Scheduling Philosophy and Maintenance Personnel

Before analyzing the effect of the various scheduling options on the fleet health and maintenance effectiveness, the conclusion that Eielson AFB is wisely manned needs to be emphasized based on the fact that by reducing the maintenance personnel the squadron is unable to produce the required sorties regardless the scheduling option (Figure 40). It is also illustrated that generally by increasing the maintenance personnel there will not be any significant impact in sortie production. Of course this conclusion requires further investigation to determine which specific maintenance specialty is the bottleneck in sortie production. Because manning is not itself the main focus of this research it will be left for

future research¹⁶. For the purpose of this research only potential increase in the maintenance personnel is examined.

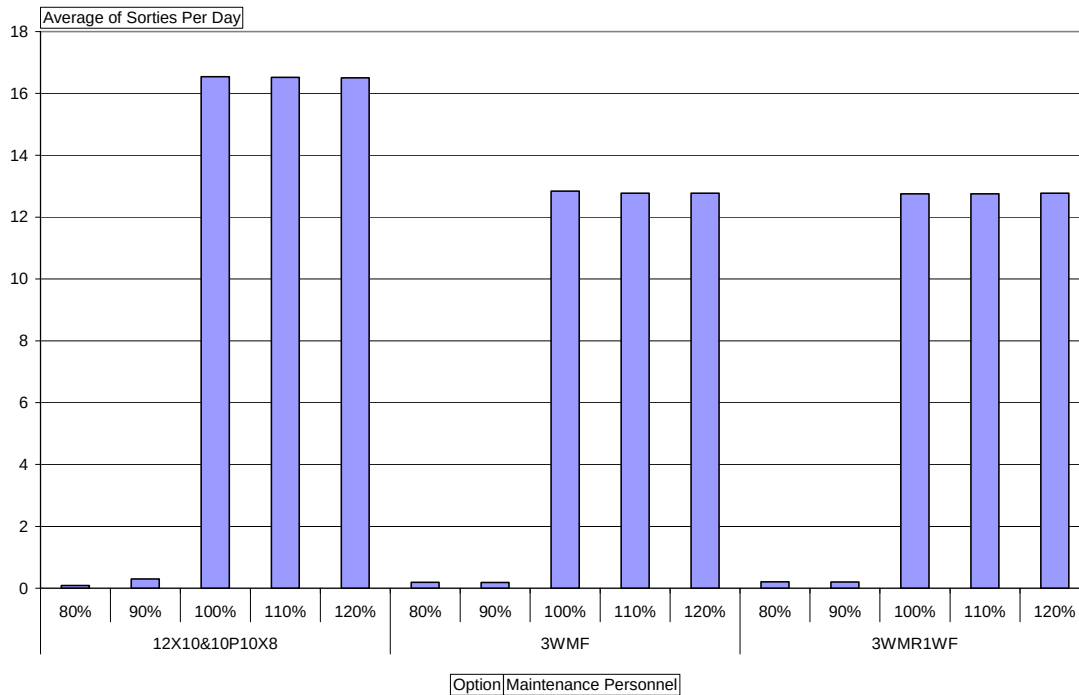


Figure 40. Inability to Produce Sorties with Reduction of Maintenance Personnel

This, of course, has a major impact on how Figure 38 is interpreted. Figure 41 is actually the same figure as Figure 38 but contains only current or increased manning options. Keeping in mind that personnel reduction leads to an inability to produce the required sorties per day, the simulation runs with reduced personnel were not incorporated in Figure 41. Now it seems that the 1-wave on Fridays scheduling option outperforms the other two options and is not affected by the personnel addition. The hot pit refueling option does not perform the as the other two options but it improves with increased manning levels.

¹⁶ A quick look at the simulation results reveals that engine personnel are marginally manned.

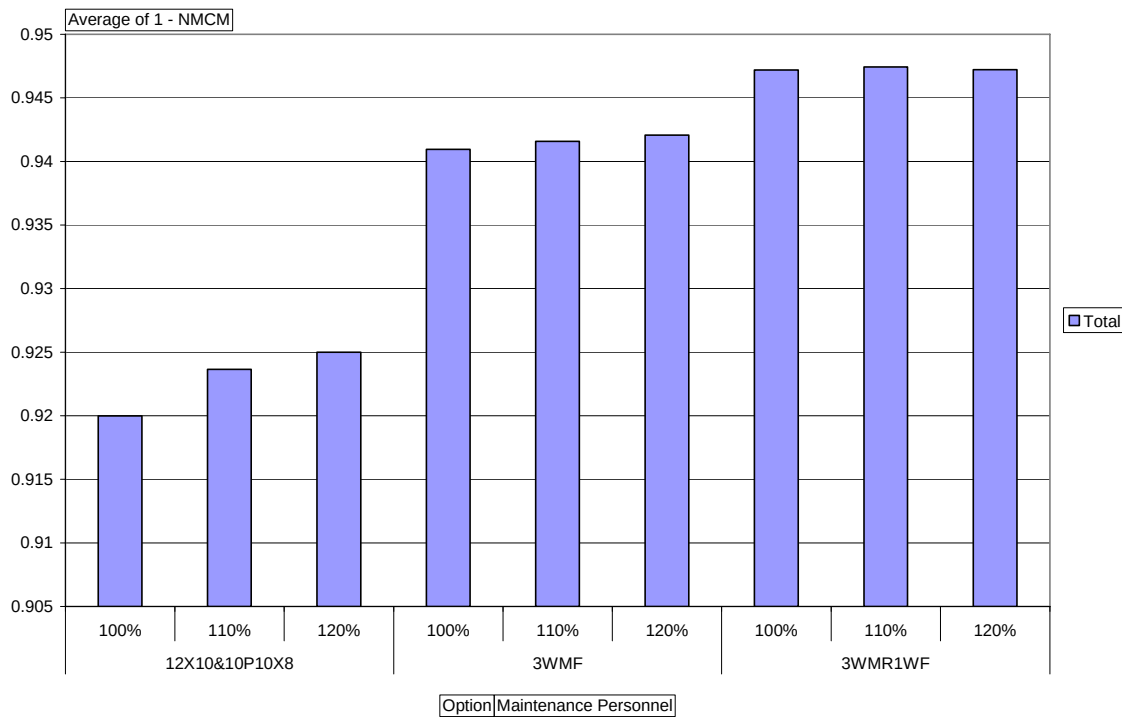


Figure 41. NMCM Rate Depending on Scheduling Philosophy without Decreasing Manning

The reason that the hot pit refueling scheduling option outperformed the other two options in Figure 38 is because it has better performance with reduced manning options (Figure 42), although the required sorties can not be produced (Figure 40). Concerning the balanced approach, it seems that it does not influence the fleet health regardless of which scheduling option is used (Figure 43). When various levels of sorties are applied (Figure 44) all the options except the hot pit refueling approach are negatively impacted with higher sortie rates. The 1 wave on Fridays approach seems to outperform the other two options at all maintenance personnel and sortie surge levels.

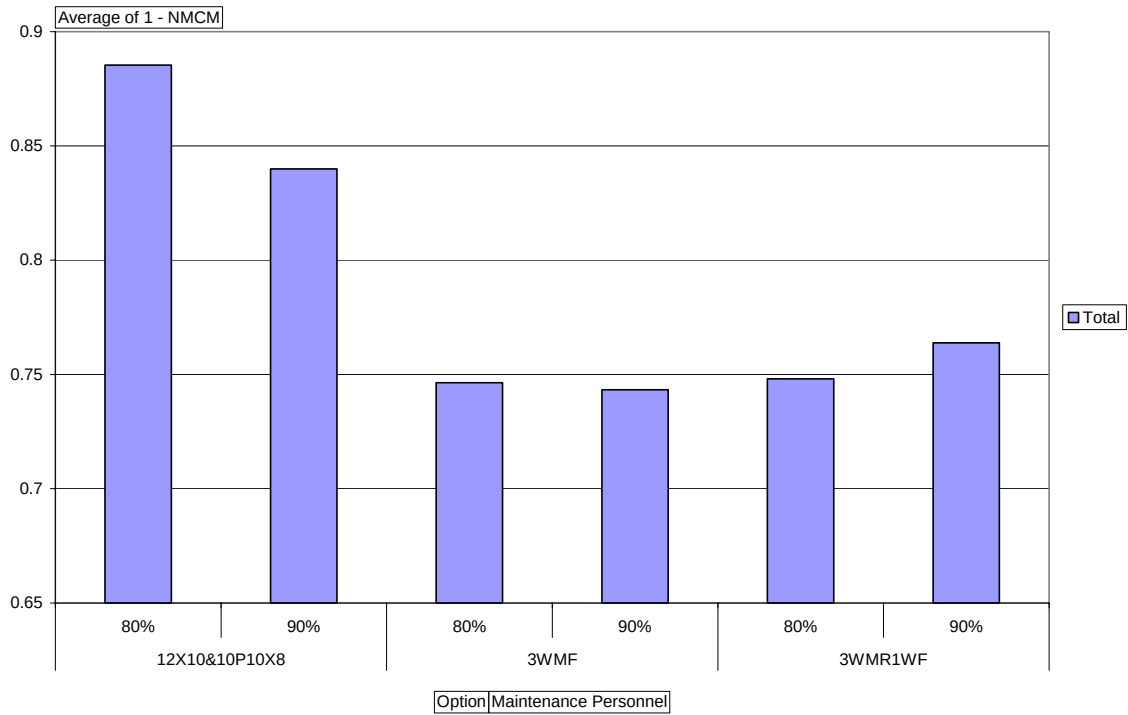


Figure 42. NMCM Rate Depending on Scheduling Philosophy with Decreased Manning

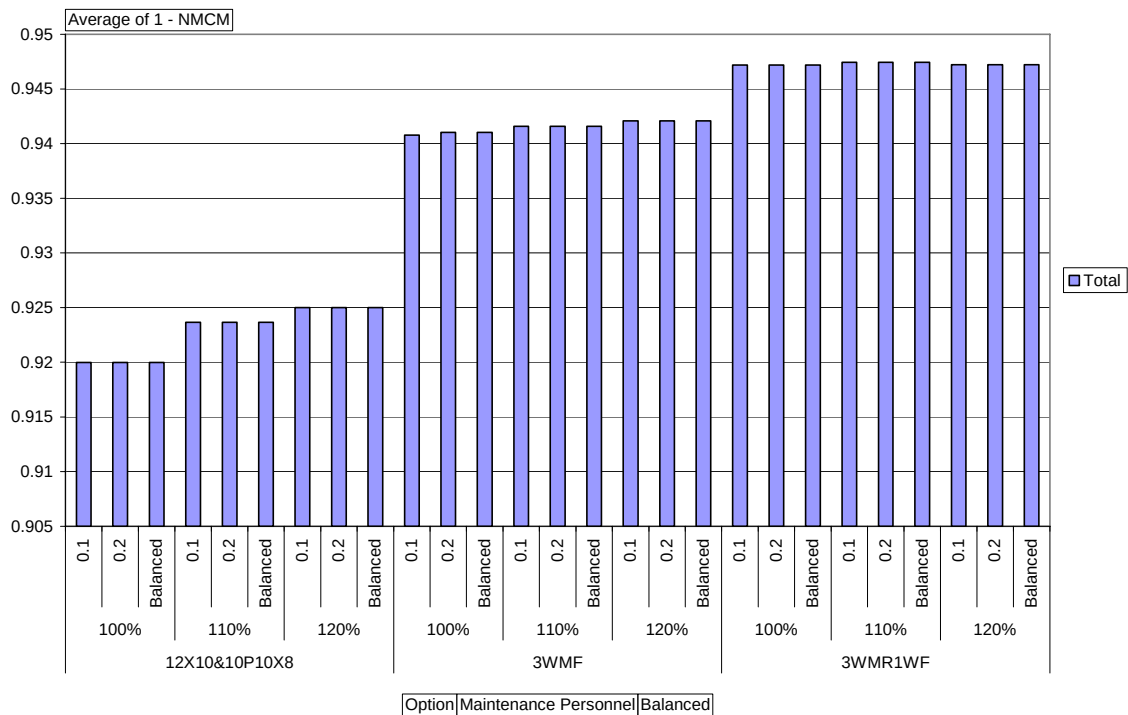


Figure 43. NMCM Rate Depending on Scheduling Philosophy and Balanced Schedule

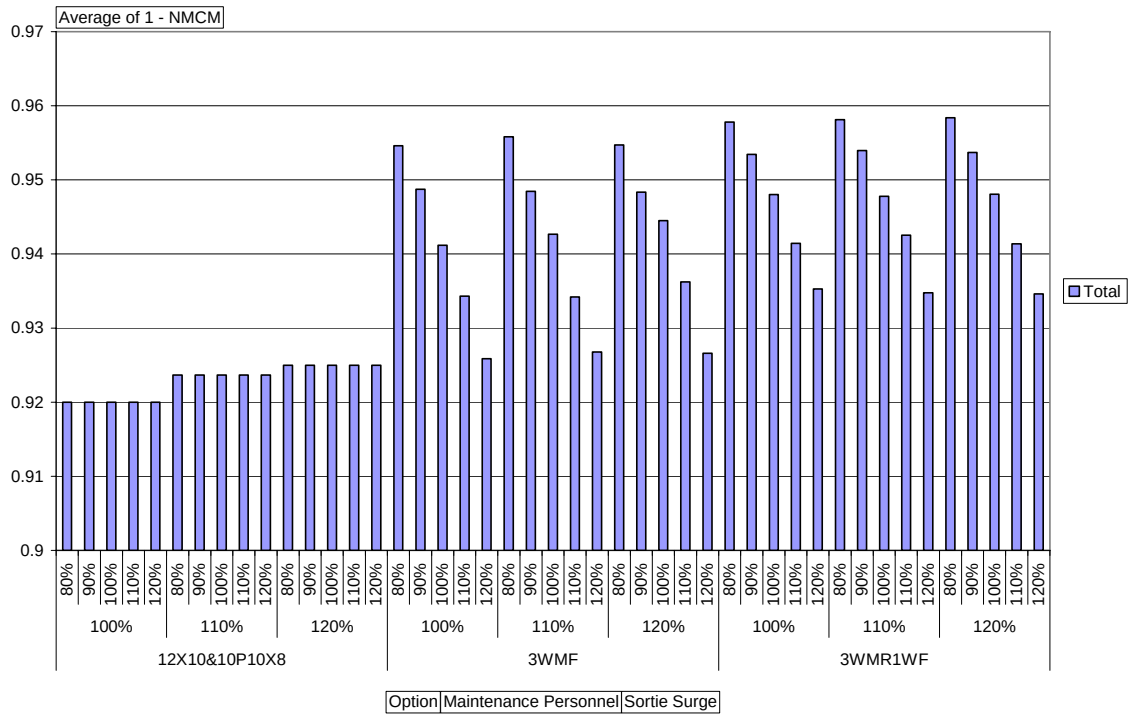


Figure 44. NMCM Rate Depending on Scheduling Philosophy and Sortie Surge

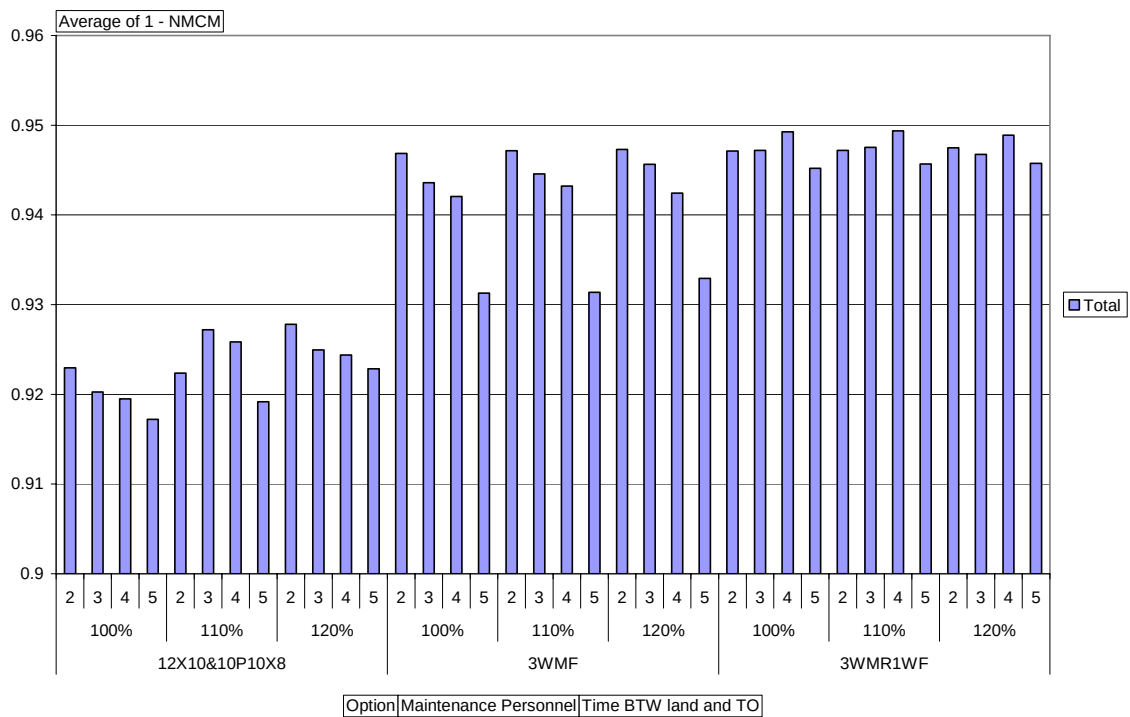


Figure 45. NMCM Rate Depending on Scheduling Philosophy and Time Between Landing and Take Off

Figure 45 shows how each scheduling option is affected by the time between landing and take off for various levels of maintenance personnel in terms of fleet health. The 3 waves Monday to Friday scheduling option is negatively impacted by increasing duration between landing and take-off at all manning levels. The 1 wave on Fridays approach seems to perform slightly better when there is enough time (4 hours) between landing and take-off while the optimum duration in the hot pit refueling approach depends on the manning level. However, an interesting finding is illustrated in Figure 46. If the maintenance personnel and the sortie rates are held constant at their current proposed levels, then the hot pit refueling approach is the least desirable approach in terms of the long term health of the fleet. If the 2-hour window between landing and take off is followed, there is no difference between the other two alternative scheduling options while the 1-wave on Fridays approach performs slightly better on longer flying windows regardless of how balanced the daily schedule is.

Maintenance Effectiveness.

The output variables of interest concerning maintenance effectiveness are the discrepancies awaiting maintenance (AWM), the average time in maintenance activity queues (ATQMA) and the flying window (lower value is better for these metrics). Figures 47, 48, and 49 show that regardless of the manning levels the 1 wave on Fridays scheduling option outperforms the other two alternatives. In addition, the rational result that the AWM, ATQMA, and Flying window are reduced with increased manning levels is shown.

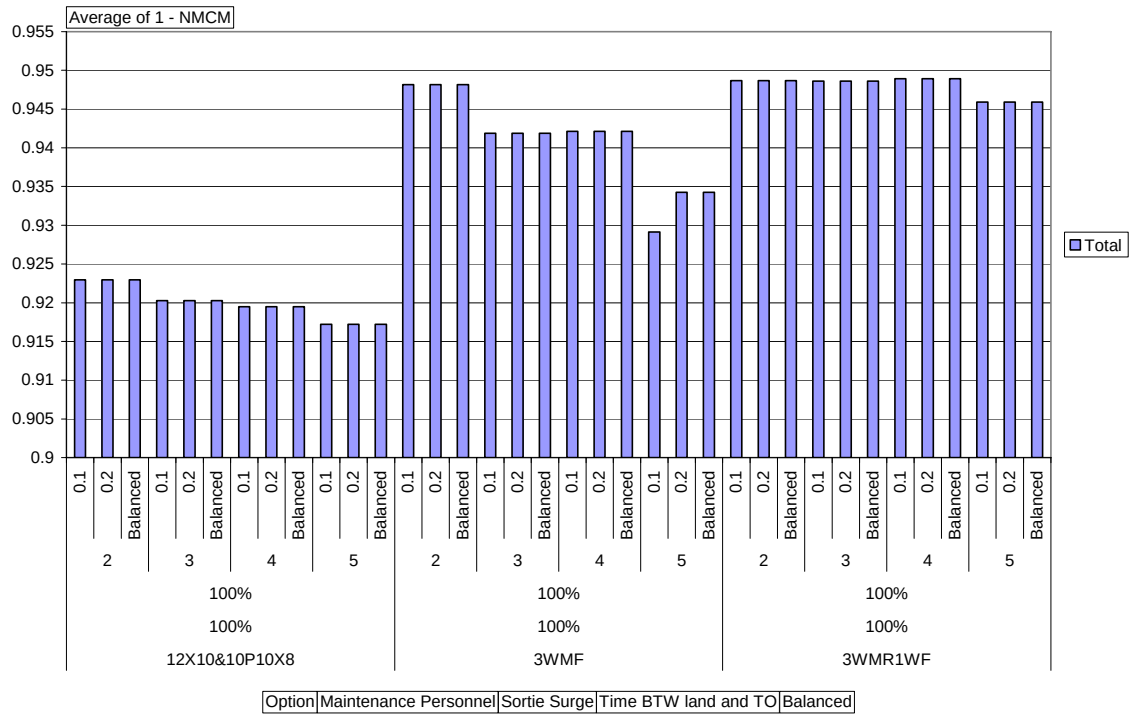


Figure 46. NMCM Rate Depending on Scheduling Philosophy - Time Between Landing and Take Off – Balanced

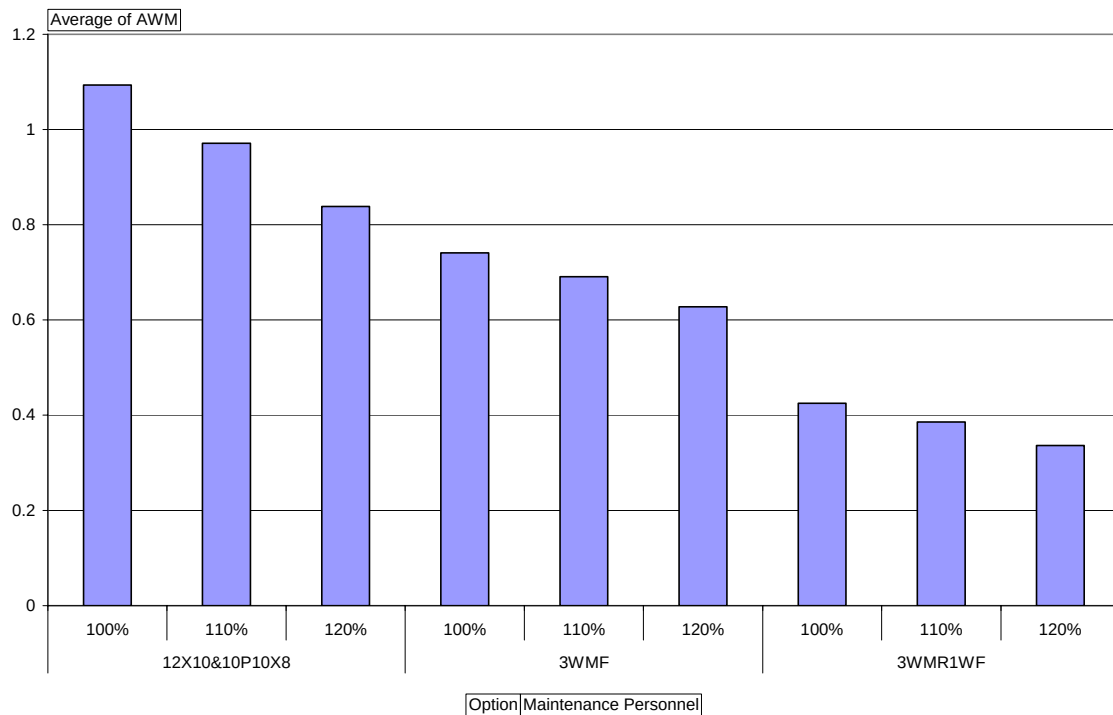


Figure 47. AWM Depending on Maintenance Option and Maintenance Personnel

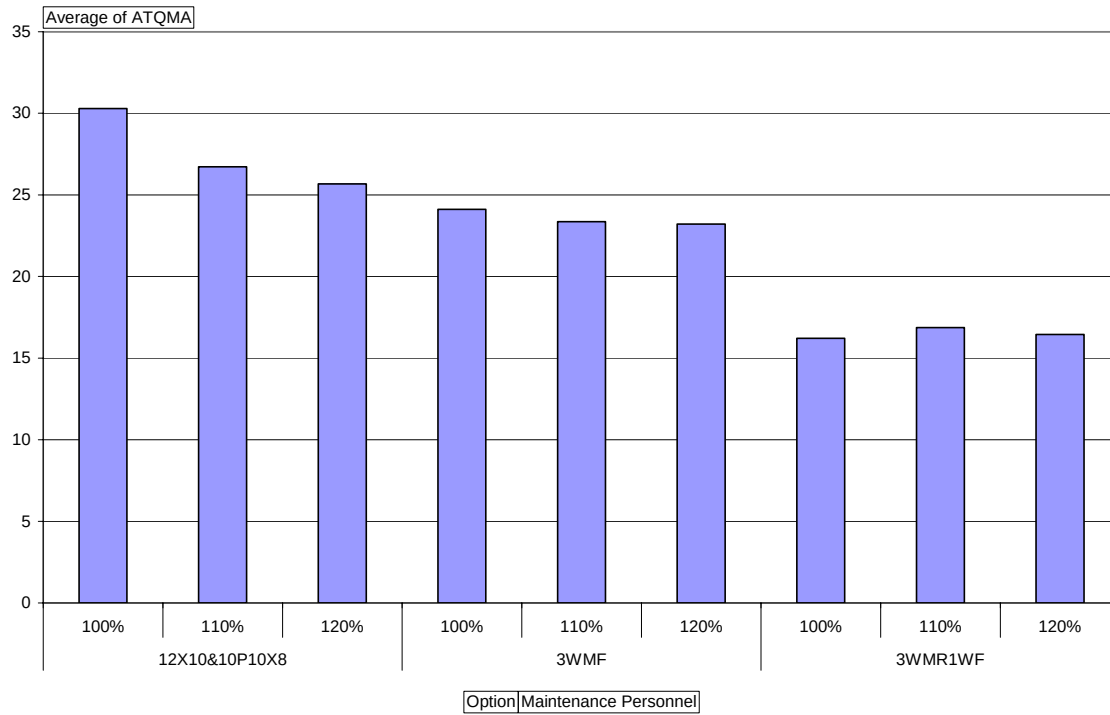


Figure 48. ATQMA Depending on Maintenance Option and Maintenance Personnel

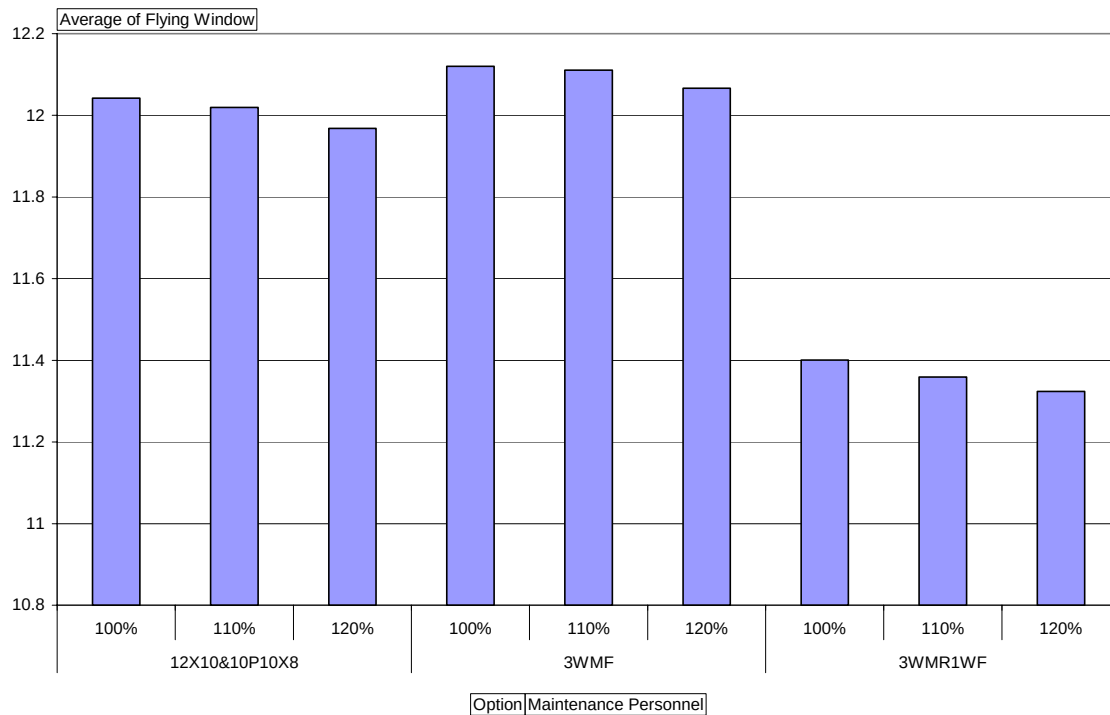


Figure 49. Flying Window Depending on Maintenance Option and Maintenance Personnel

Concerning the balanced approach, it seems that it does not influence the maintenance effectiveness in any of the outputs of interest (AWM, ATQMA, Flying Window) regardless of the manning level and the scheduling option (figures 50, 51, and 52). When various levels of sorties are applied (Figures 53, 54, and 55) all the options except the hot pit refueling approach are negatively impacted with higher sortie rates. The 1 wave on Fridays approach seems to outperform the other two options at all of the maintenance personnel and sortie surge levels. It is interesting to notice that with the same manning levels the 3-waves everyday scheduling option achieves the same maintenance effectiveness if the sorties are reduced by almost 20% compared to the 1-wave on Fridays option.

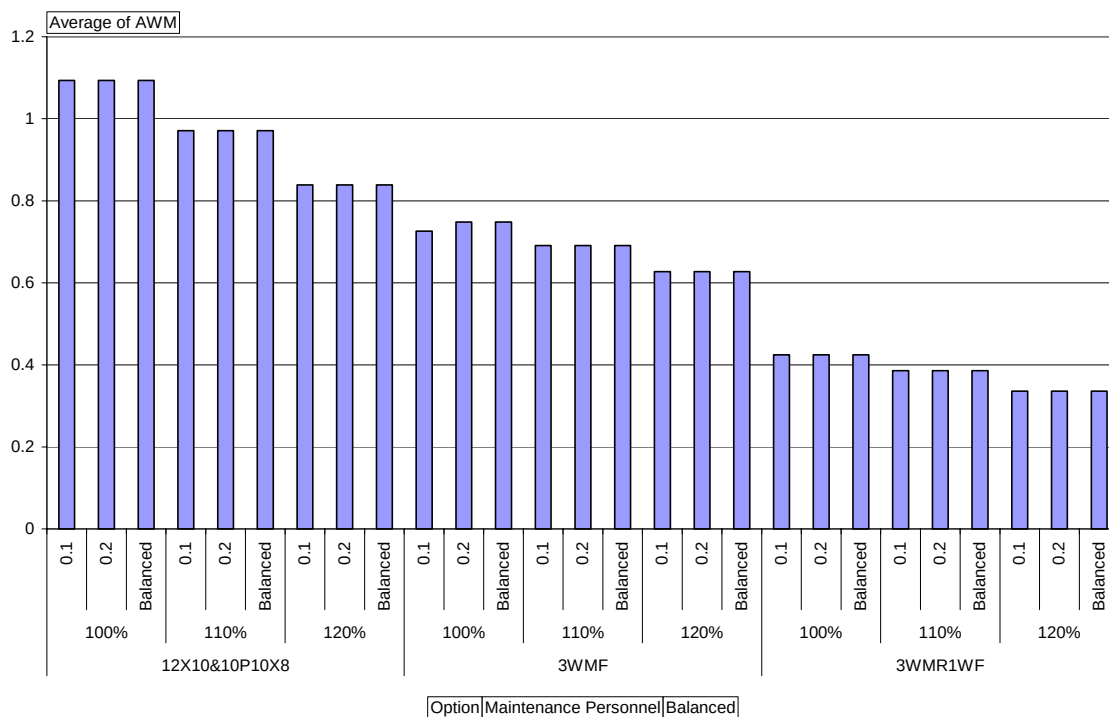


Figure 50. AWM Depending on Scheduling Philosophy and Balanced Schedule

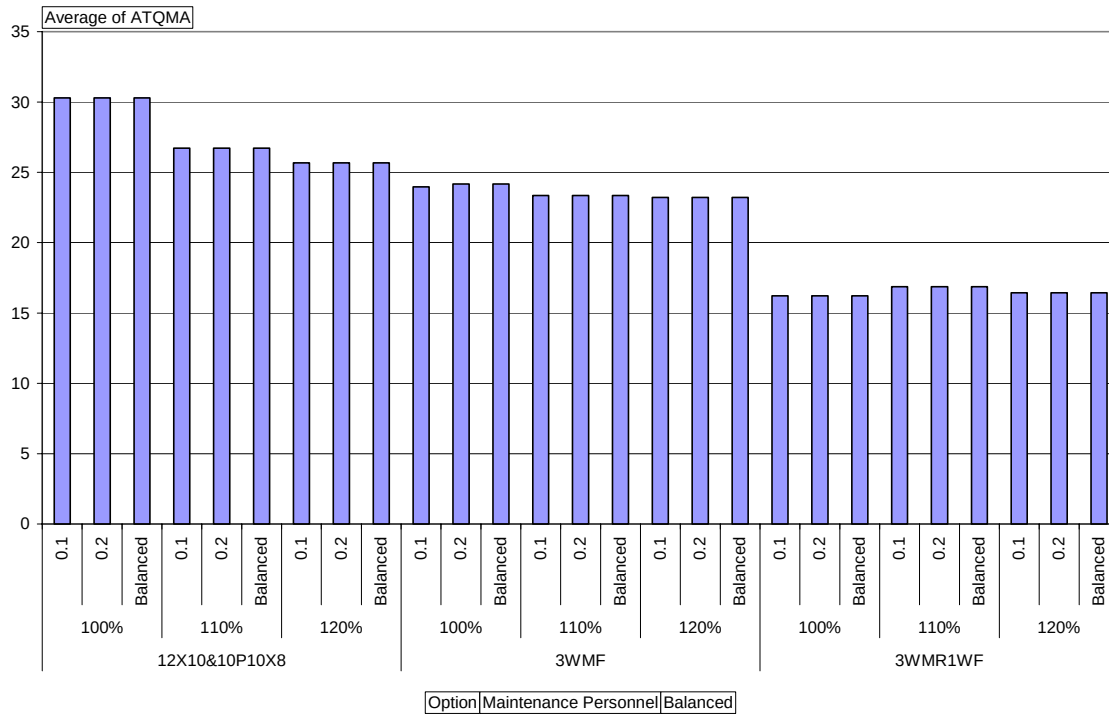


Figure 51. ATQMA Depending on Scheduling Philosophy and Balanced Schedule

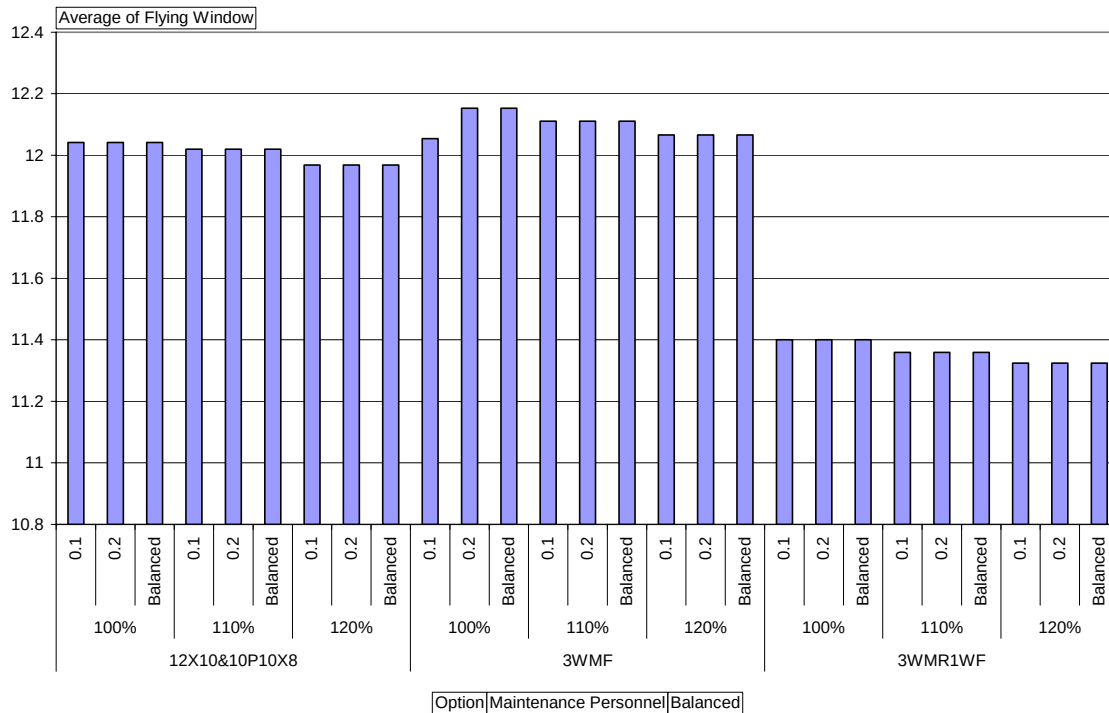


Figure 52. Flying Window Depending on Scheduling Philosophy and Balanced Schedule

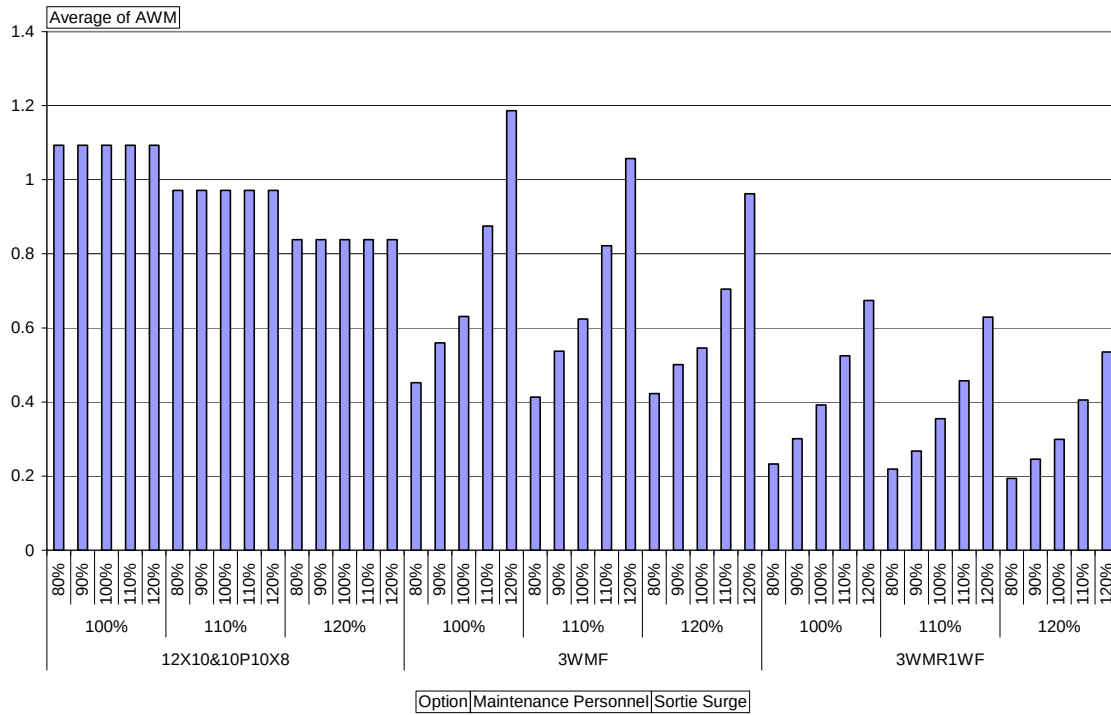


Figure 53. AWM Depending on Scheduling Philosophy and Sortie Surge

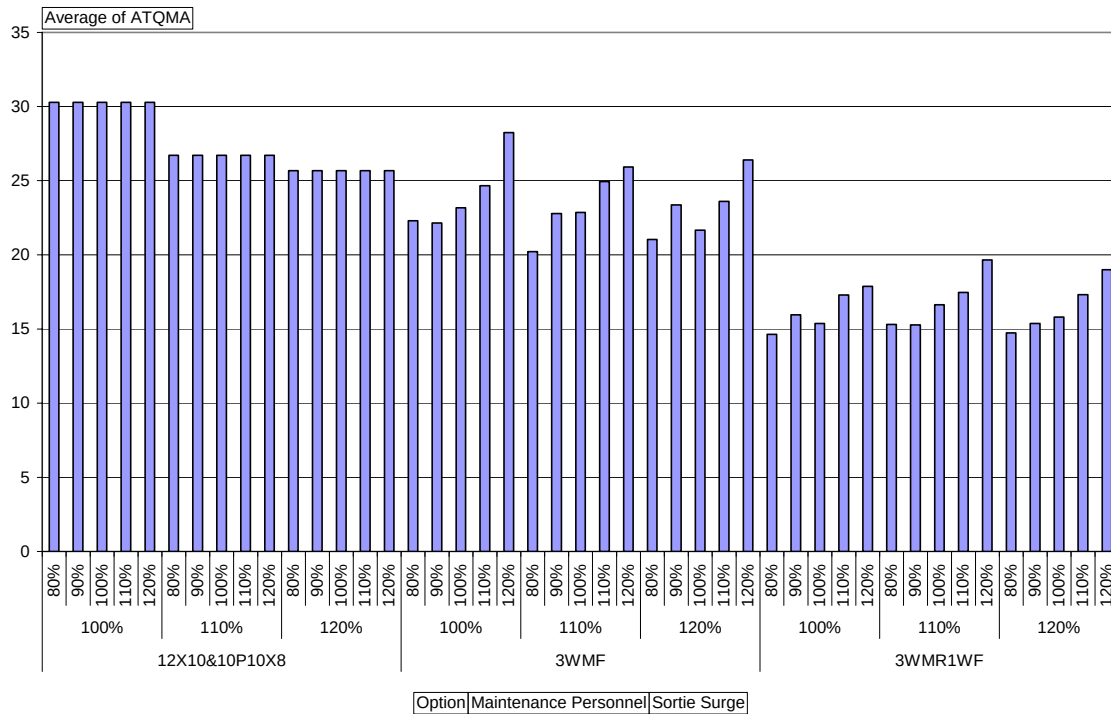


Figure 54. ATQMA Depending on Scheduling Philosophy and Sortie Surge

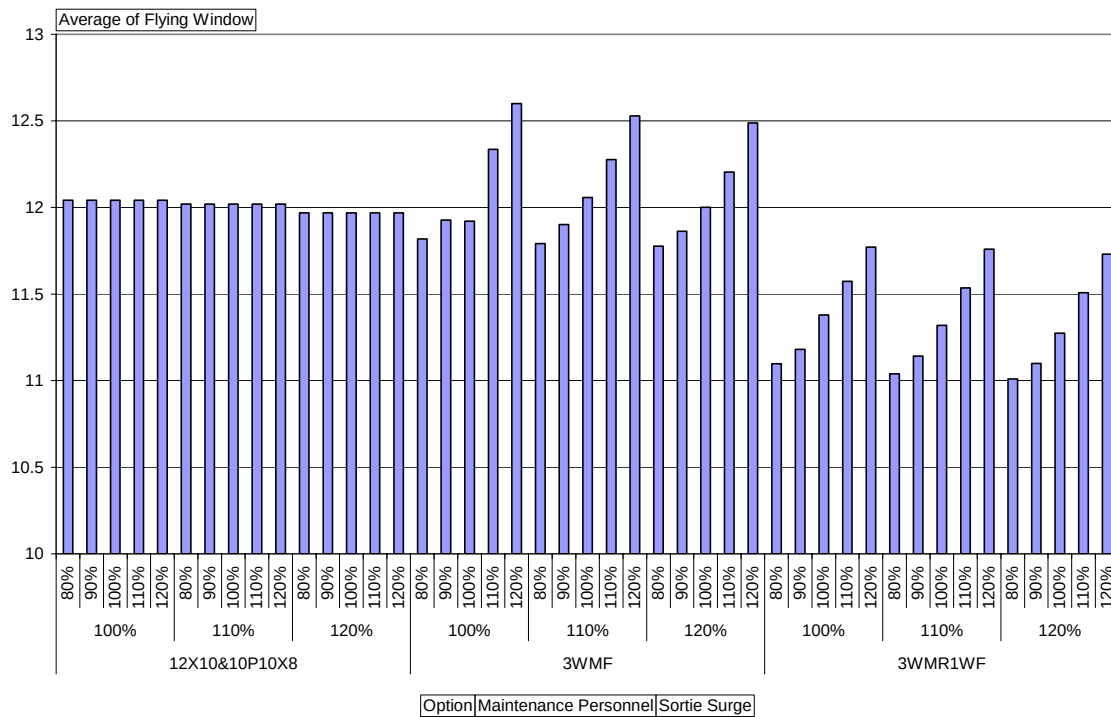


Figure 55. Flying Window Depending on Scheduling Philosophy and Sortie Surge

Figures 56, 57, and 58 show how each scheduling option is affected by the time between landing and take off for various levels of maintenance personnel in terms of maintenance effectiveness. The 3 waves Monday to Friday and the 1 wave on Fridays scheduling options are negatively impacted by increasing duration between landing and take-off at all manning levels. The optimum duration in the hot pit refueling approach depends on the manning level, and it varies from 2 to 4 hours depending on the output variable of interest. However, an interesting finding is illustrated in Figures 59, 60, and 61. If the maintenance personnel and the sortie rates are held constant at their current proposed levels, then the hot pit refueling approach tends to be the worst option in terms of the maintenance effectiveness, especially at the shortest durations between landing and take-off. It also seems that the 1 wave on Fridays approach not only outperforms the

other two alternatives for all output variables of interest, but it is also less sensitive to potential changes in the flying schedule stability (balanced approach) and in the duration between the landing and take-off¹⁷.

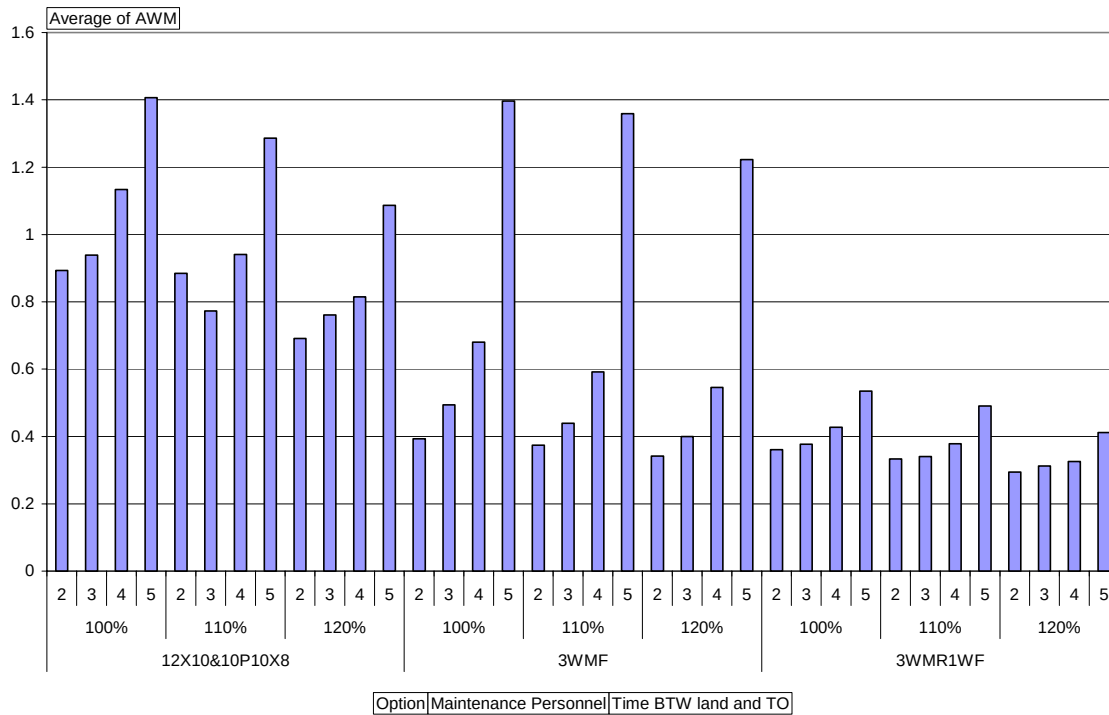


Figure 56. AWM Depending on Scheduling Philosophy and Time Between Landing and Take Off

¹⁷ These parameters usually change in the Squadron environment and mainly depend on operational factors (flying schedule, range availability, crew rest etc).

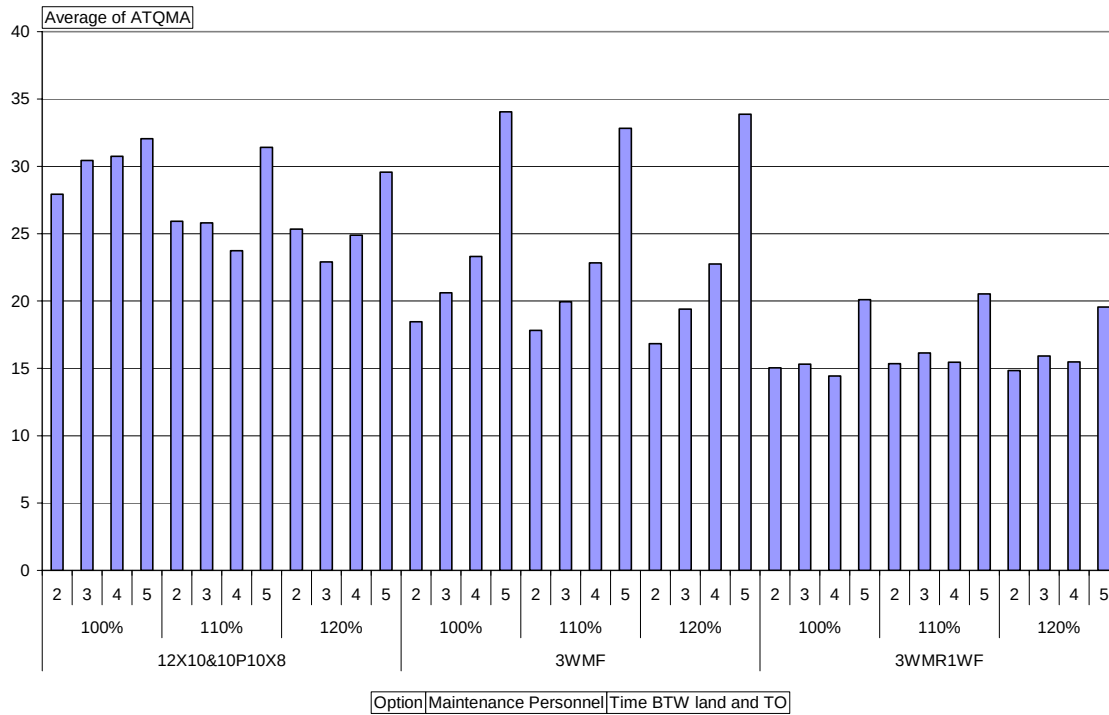


Figure 57. ATQMA Depending on Scheduling Philosophy and Time Between Landing and Take Off

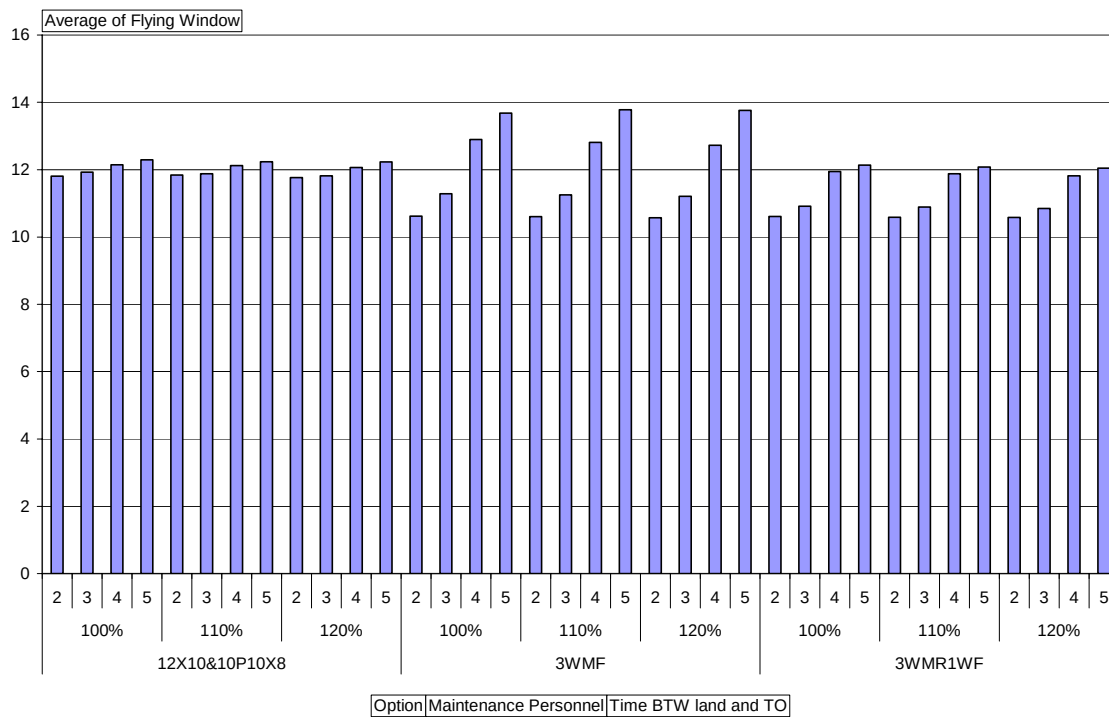


Figure 58. Flying Window Depending on Scheduling Philosophy and Time Between Landing and Take Off

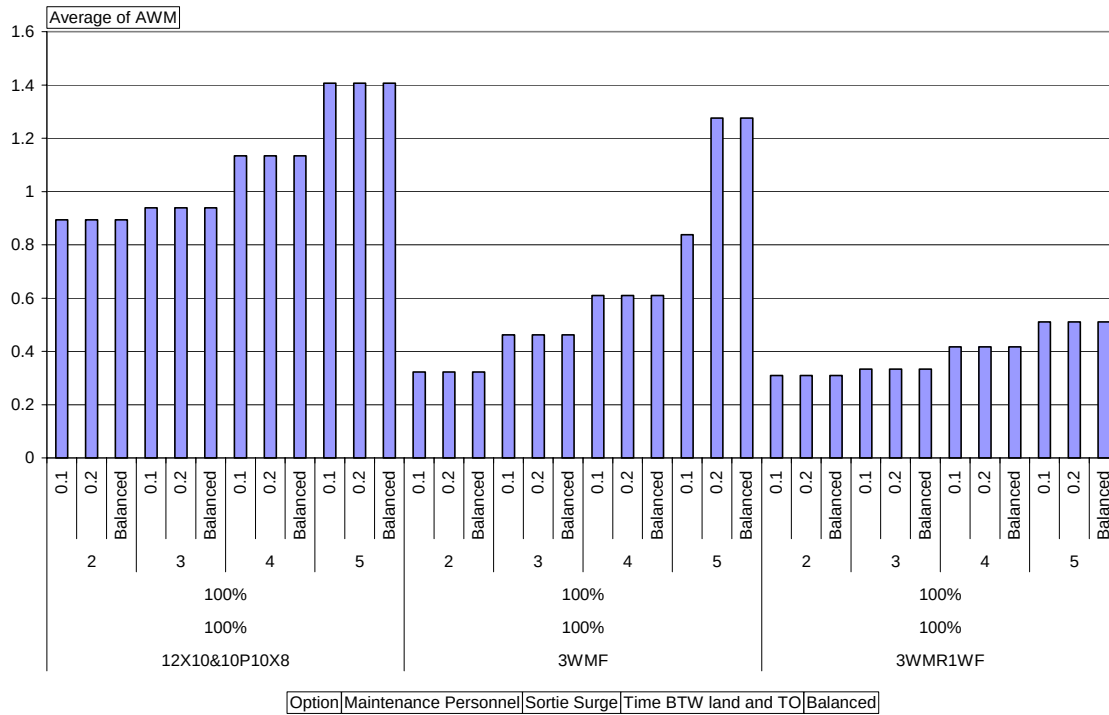


Figure 59. AWM Depending on Scheduling Philosophy - Time Between Landing and Take Off – Balanced

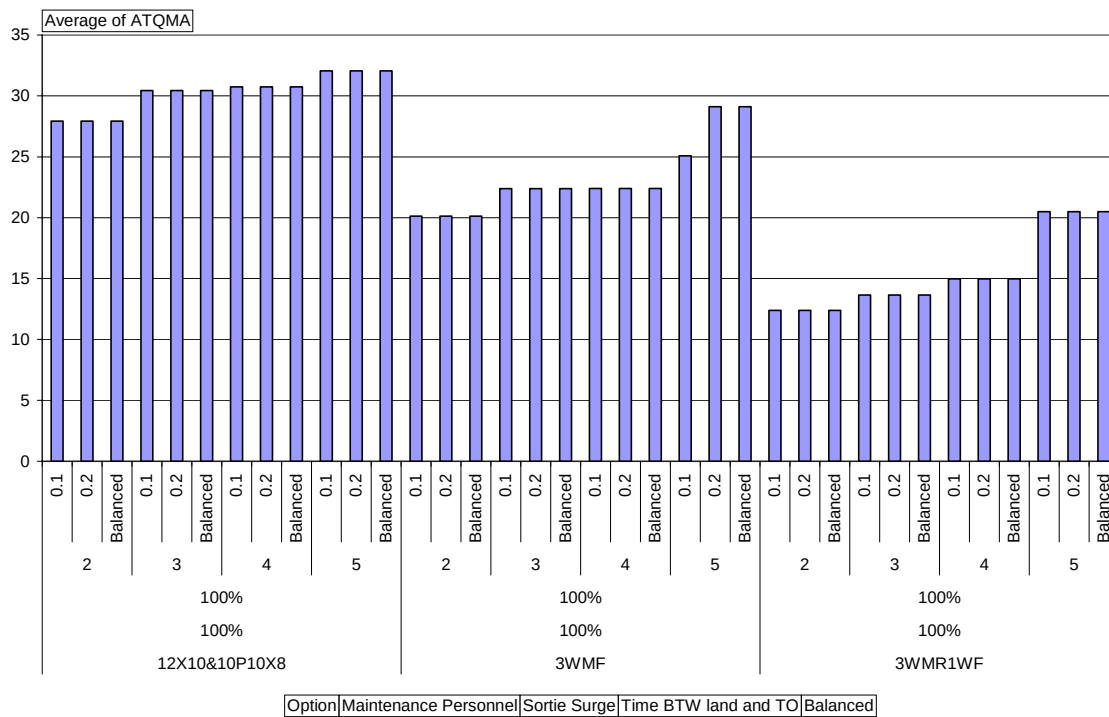


Figure 60. ATQMA Depending on Scheduling Philosophy - Time Between Landing and Take Off – Balanced

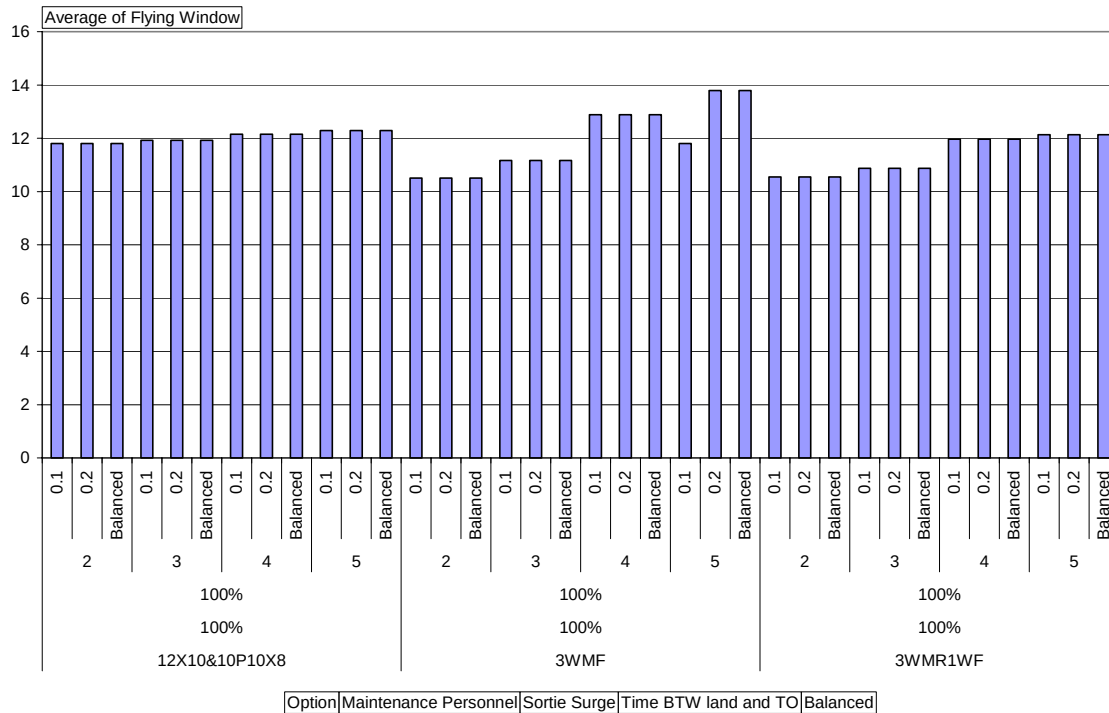


Figure 61. Flying Window Depending on Scheduling Philosophy - Time Between Landing and Take Off – Balanced

4th Investigative Question

Is there statistical evidence that one of the philosophies is better than the others and under what situations?

The sensitivity analysis of the previous paragraph identified that the balanced – unbalanced approach is not an influential factor for the purpose of this research. In addition, reduction of maintenance personnel causes an inability to produce the required sorties and further research is proposed to identify the bottlenecks in the sortie production process and the effect that different manning levels impose on the various maintenance scheduling philosophies. In addition, the 5-hour duration between landing and take-off produces the worst results and is not be examined any further.

The protocol of the designed experiment now takes the following format:

1. Maintenance scheduling philosophy with the following factor levels:
 - a. 3 waves Monday to Friday
 - b. 3 waves Monday to Thursday and 1 wave on Friday
 - c. 12 turn 10 for 3 weeks and 10 hot pit 10 turn 8 for 1 week
2. Time between land and takeoff with four factor levels:
 - a. 2 hours
 - b. 3 hours
 - c. 4 hours
3. Sorties Production Goal with five factor levels
 - a. 20% decrease in proposed flying schedule per month
 - b. 10% decrease in proposed flying schedule per month
 - c. The proposed flying schedule itself
 - d. 10% increase in proposed flying schedule per month
 - e. 20% increase in proposed flying schedule per month

So, there are 45 total treatments (3 philosophies X 3 times between landing and take-off X 5 sortie surge levels). The output variables of interest are still the same: the NMCM Rate for the fleet health and the AWM, ATQMA, and Flying Window for the maintenance effectiveness.

Pilot Study.

A pilot study was conducted to determine the number of replications that should be performed. The model was run 270 times (6 times for each treatment X 45 treatments). The Fit Model is illustrated in Figure 62. All the output variables were entered into the

model. The three independent variables and the interactions between them were added in the model effects.

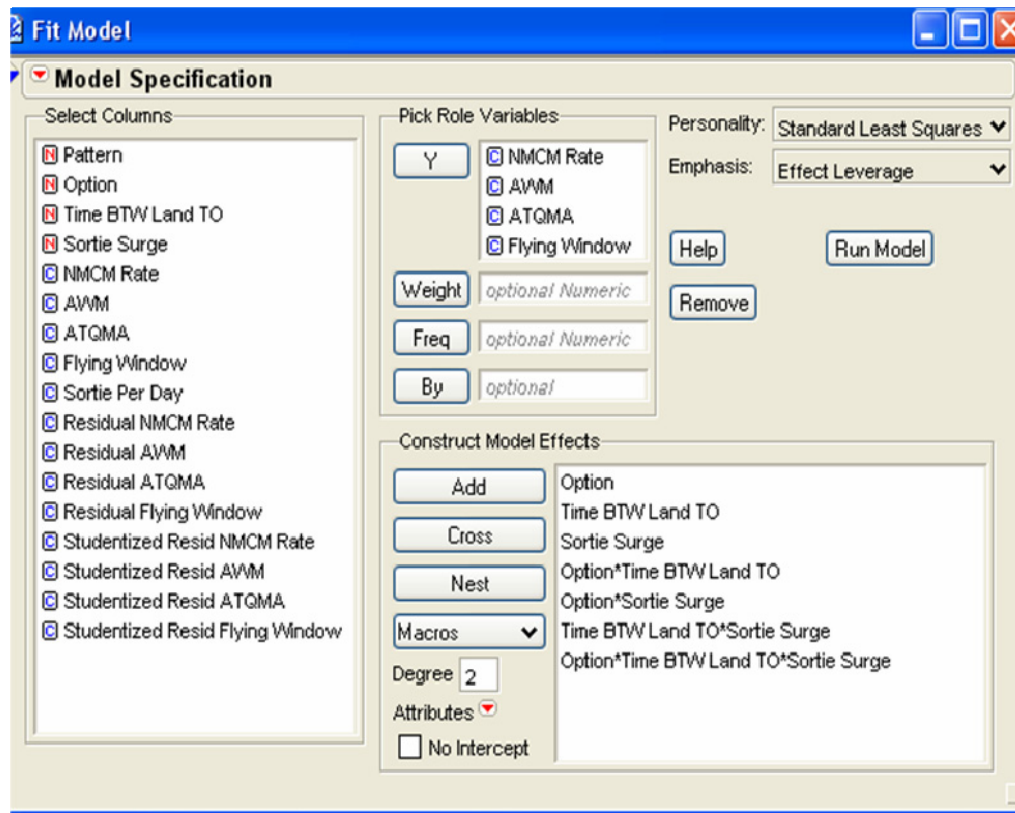


Figure 62. Fit Model for Pilot Study

The pilot study for NMCM Rate returned a coefficient of determination (R-square) 0.975 which represents the proportion of the total sample variability around the mean of NMCM Rate that is explained by the model relationship between NMCM Rate and the chosen model effects. In other words, about 97.5% of the sample variation in NMCM Rate (measured by the total sum of squares of deviations of the sample NMCM Rate values about their mean) can be explained by using the chosen model. In addition, the model fit returned a root mean square error of 0.00223 (Figure 63) which is the best estimate of standard deviation.

The power analysis feature of the software program JMP was used to determine the number of replicates of the experiment. In terms of the NMCM Rate response, the power details of the scheduling philosophy factor are illustrated in figure 64. This figure shows that even if the standard deviation is increased by ten times there is no need to increase the sample size in order to detect statistical significant difference between the various scheduling philosophies; the power of the test will be 1.0 so the Type II error β ¹⁸ is 0. Because the experiment checks also for interactions between the maintenance scheduling philosophy, the sortie surge levels, and the different levels of the time between landing and take-off, the power analysis was performed for the interactions also.

Summary of Fit	
RSquare	0.975965
RSquare Adj	0.971265
Root Mean Square Error	0.002234
Mean of Response	0.938571
Observations (or Sum Wgts)	270

Figure 63. Summary of Fit of Pilot Study for NMCM rate

In terms of the NMCM Rate, the statistical significant differences between the interaction levels of maintenance scheduling philosophies and the durations between landing and take-off can be detected with a power of 0.9799 with the same sample size and a tripled standard deviation. Similarly the power is 1.000 when the interaction between the maintenance philosophies and the sortie surge levels is analyzed (Figures 65, 66 respectively).

¹⁸ The Type II error probability β is calculated assuming that the null hypothesis that all the treatment means are equal is false, because it is defined as the probability of accepting H_0 when it is false.

Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.002234	0.010601	270	1.0000
0.0500	0.003234	0.010601	270	1.0000
0.0500	0.004234	0.010601	270	1.0000
0.0500	0.005234	0.010601	270	1.0000
0.0500	0.006234	0.010601	270	1.0000
0.0500	0.007234	0.010601	270	1.0000
0.0500	0.008234	0.010601	270	1.0000
0.0500	0.009234	0.010601	270	1.0000
0.0500	0.010234	0.010601	270	1.0000
0.0500	0.011234	0.010601	270	1.0000
0.0500	0.012234	0.010601	270	1.0000
0.0500	0.013234	0.010601	270	1.0000
0.0500	0.014234	0.010601	270	1.0000
0.0500	0.015234	0.010601	270	1.0000
0.0500	0.016234	0.010601	270	1.0000
0.0500	0.017234	0.010601	270	1.0000
0.0500	0.018234	0.010601	270	1.0000
0.0500	0.019234	0.010601	270	1.0000
0.0500	0.020234	0.010601	270	1.0000
0.0500	0.021234	0.010601	270	1.0000
0.0500	0.022234	0.010601	270	1.0000

Figure 64. Power Details for Scheduling Philosophies for NCMC Rate

Power Details				
Test Option*Time BTW Land TO				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.002234	0.001234	270	1.0000
0.0500	0.003234	0.001234	270	0.9997
0.0500	0.004234	0.001234	270	0.9799

Figure 65. Power Details for Interaction between Option and Time BTW Land TO for NCMC Rate

Power Details				
Test Option*Sortie Surge				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.002234	0.0043	270	1.0000
0.0500	0.003234	0.0043	270	1.0000
0.0500	0.004234	0.0043	270	1.0000

Figure 66. Power Details for Interaction between Option and Sortie Surge for NCMC Rate

Generally, in terms of the NMCM Rate, there is no need for more than 6 replications in order to detect with Type I and Type II error of 0.05 statistical significant differences between the various treatment levels.

The same analysis was conducted for the other output variables of interest. AWM results are illustrated in figures 67-70, ATQMA results are illustrated in figures 71-74, and flying window results are illustrated in figures 75-78.

Summary of Fit	
RSquare	0.998236
RSquare Adj	0.997891
Root Mean Square Error	0.01416
Mean of Response	0.634788
Observations (or Sum Wgts)	270

Figure 67. Summary of Fit of Pilot Study for AWM

Power Details				
Test Option				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.01416	0.248843	270	1.0000
0.0500	0.02416	0.248843	270	1.0000
0.0500	0.03416	0.248843	270	1.0000
0.0500	0.04416	0.248843	270	1.0000

Figure 68. Power Details for Scheduling Philosophies for AWM

Power Details				
Test Option*Time BTW Land TO				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.01416	0.038236	270	1.0000
0.0500	0.02416	0.038236	270	1.0000
0.0500	0.03416	0.038236	270	1.0000
0.0500	0.04416	0.038236	270	1.0000

Figure 69. Power Details for Interaction between Option and Time BTW Land TO for AWM

Power Details				
Test Option*Sortie Surge				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.01416	0.093342	270	1.0000
0.0500	0.02416	0.093342	270	1.0000
0.0500	0.03416	0.093342	270	1.0000
0.0500	0.04416	0.093342	270	1.0000

Figure 70. Power Details for Interaction between Option and Sortie Surge for AWM

Summary of Fit	
RSquare	0.981107
RSquare Adj	0.977413
Root Mean Square Error	0.910353
Mean of Response	21.88347
Observations (or Sum Wgts)	270

Figure 71. Summary of Fit of Pilot Study for ATQMA

Power Details				
Test Option				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.910353	5.525159	270	1.0000
0.0500	1.910353	5.525159	270	1.0000
0.0500	2.910353	5.525159	270	1.0000
0.0500	3.910353	5.525159	270	1.0000

Figure 72. Power Details for Scheduling Philosophies for ATQMA

Power Details				
Test Option*Time BTW Land TO				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.910353	0.890806	270	1.0000
0.0500	1.910353	0.890806	270	1.0000
0.0500	2.910353	0.890806	270	0.9887

Figure 73. Power Details for Interaction between Option and Time BTW Land TO for ATQMA

Power Details				
Test Option*Sortie Surge				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.910353	1.03965	270	1.0000
0.0500	1.910353	1.03965	270	1.0000
0.0500	2.910353	1.03965	270	0.9949

Figure 74. Power Details for Interaction between Option and Sortie Surge for ATQMA

Summary of Fit	
RSquare	0.998871
RSquare Adj	0.998651
Root Mean Square Error	0.029034
Mean of Response	11.56108
Observations (or Sum Wgts)	270

Figure 75. Summary of Fit of Pilot Study for Flying Window

Power Details				
Test Option				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.029034	0.335208	270	1.0000
0.0500	0.049034	0.335208	270	1.0000
0.0500	0.069034	0.335208	270	1.0000

Figure 76. Power Details for Scheduling Philosophies for Flying Window

Power Details				
Test Option*Time BTW Land TO				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.029034	0.339531	270	1.0000
0.0500	0.049034	0.339531	270	1.0000
0.0500	0.069034	0.339531	270	1.0000

Figure 77. Power Details for Interaction between Option and Time BTW Land TO for Flying Window

Power Details				
Test Option*Sortie Surge				
Power				
Alpha	Sigma	Delta	Number	Power
0.0500	0.029034	0.156623	270	1.0000
0.0500	0.049034	0.156623	270	1.0000
0.0500	0.069034	0.156623	270	1.0000

Figure 78. Power Details for Interaction between Option and Sortie Surge for Flying Window

Generally, in terms of all the output variables, there is no need for more than 6 replications in order to detect with Type I and Type II error of 0.05 statistical significant differences between the various treatment levels even if the standard deviation doubles at least.

Assumptions.

In order for the designed experiment to be valid, the following three assumptions have been made:

Independent Samples.

Random independent samples from the respective populations are assumed to be present based on the inherent random characteristic of the simulation model by using independent separate number streams.

Normal Probability Distributions.

For checking the normality assumption, stem and leaf, and normal quantile plots were produced for each of the 45 treatments and 4 output variables. All these plots are illustrated in Appendix “S”. These 180 plots (45 treatments X 4 output variables) indicate that we do not have sufficient evidence to reject the normality assumption. So, all 45 population probability distributions of the treatments can be assumed to be normal. Keeping in mind also that small departures from normality do not create any serious

problems in the results, the normality assumption should not be of any concern for this experiment (Neter et al, 1996).

Normal probability plots of the residuals for all output variables were also prepared (figures 79-82). The points in these plot a moderately linear pattern. Normality of the error terms is supported by the high coefficient of correlation between the ordered residuals and their expected values under normality, namely 0.9427 for NMCM Rate, 0.9891 for AWM, 0.9724 for ATQMA, and 0.9899 for flying window. The expected values of the ordered residuals under normality are calculated based on the facts that the expected value of the error terms is zero and the standard deviation of the error terms is estimated by $\sqrt{MSE}$. Statistical theory has shown that for a normal random variable with mean 0 and estimated standard deviation of $\sqrt{MSE}$, a good approximation of the expected k th smallest observation in a random sample of n is $\sqrt{MSE} \left[z \left(\frac{k - .375}{n + .25} \right) \right]$ (Neter et al, 1996).

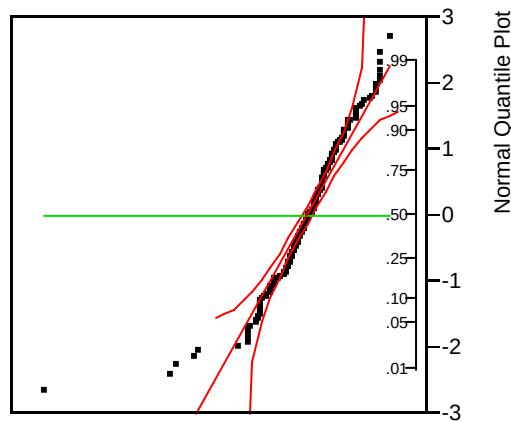


Figure 79. Normal Probability Plot of the Residuals (NMCM Rate)

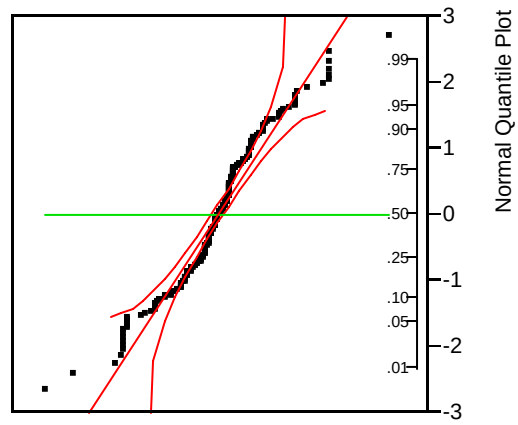


Figure 80. Normal Probability Plot of the Residuals (AWM)

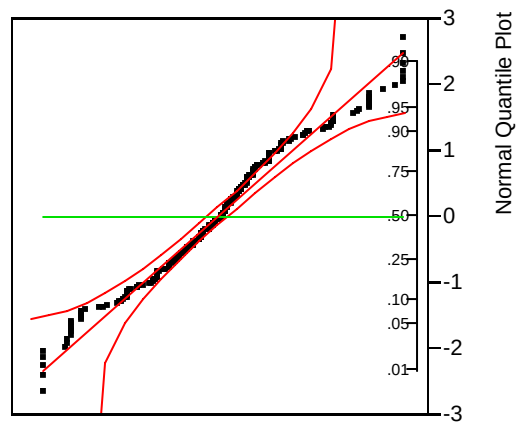


Figure 81. Normal Probability Plot of the Residuals (ATQMA)

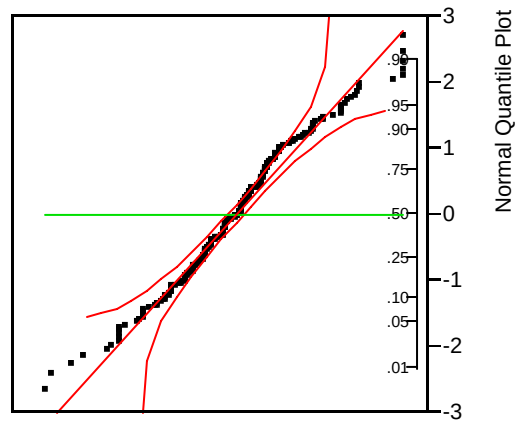


Figure 82. Normal Probability Plot of the Residuals (Flying Window)

Equal Variances - Homoscedasticity.

The homoscedasticity assumption was tested for all 4 output variables. For each output variable, a residual by predicted plot and a dotplot were created. The NMCS Rate plots are illustrated in figures 83-84, the AWM plots in figures 85-86, the ATQMA plots in figures 87-88, and the flying window plots in figures 89-90. All the AWM residual by predicted plots indicate that there is no evidence of unequal error variances for the different treatments. All eight figures (83-90) indicate model appropriateness in terms of equal variances across the treatments.

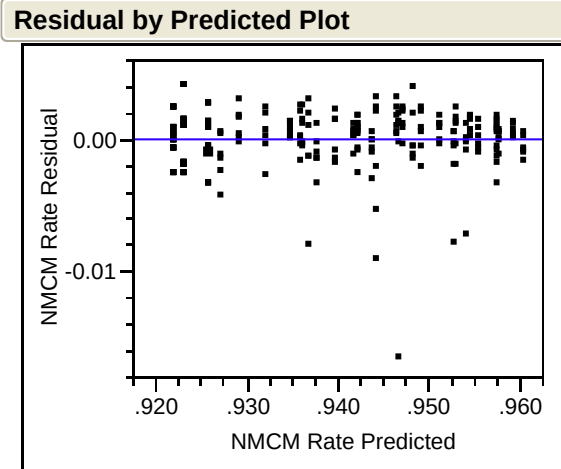


Figure 83. NMCM Rate Residual by Predicted Plot

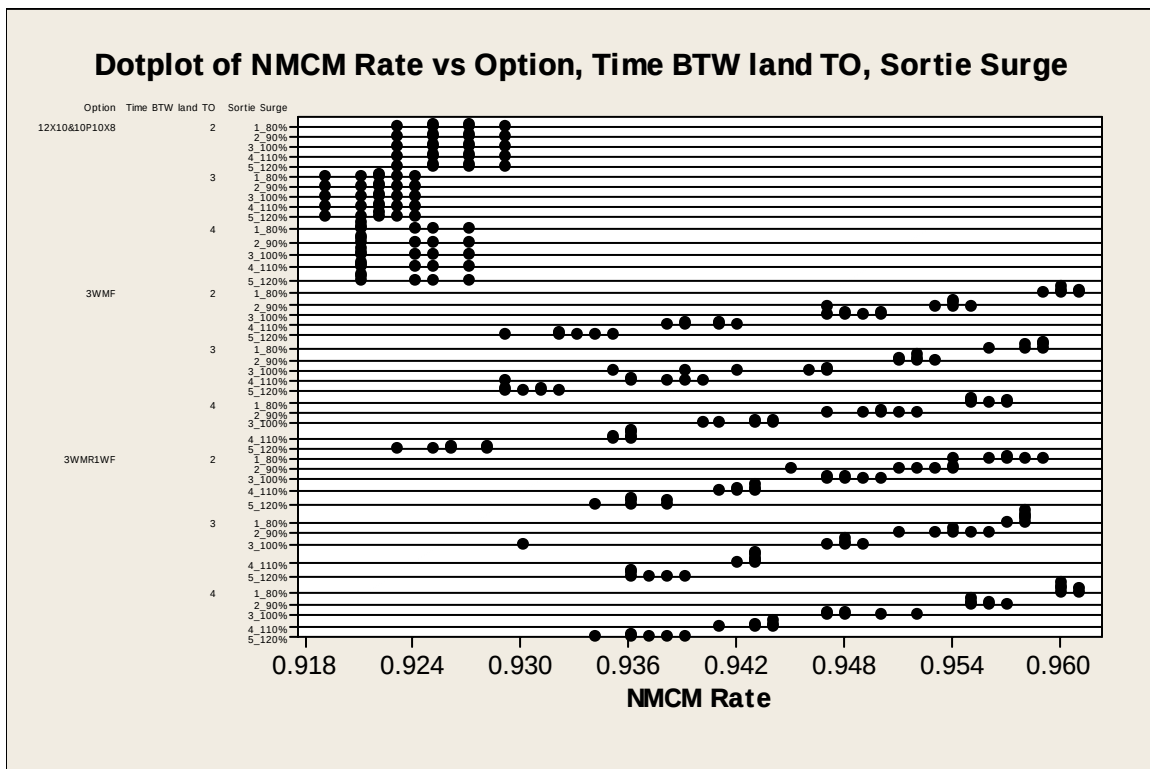


Figure 84. NMCM Rate Dot-Plot

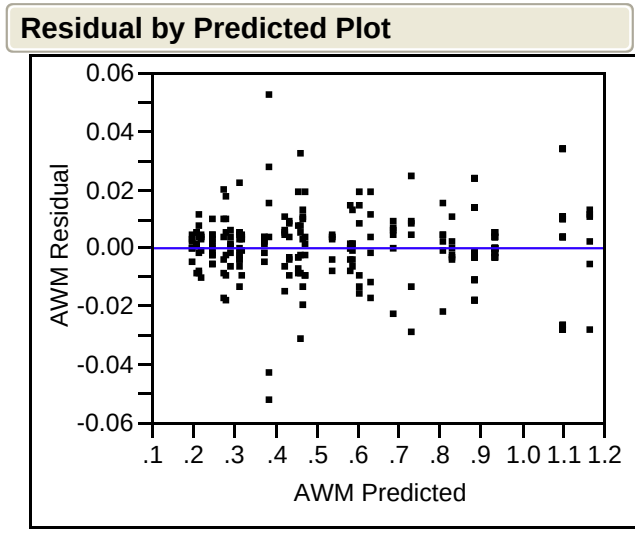


Figure 85. AWM Residual by Predicted Plot

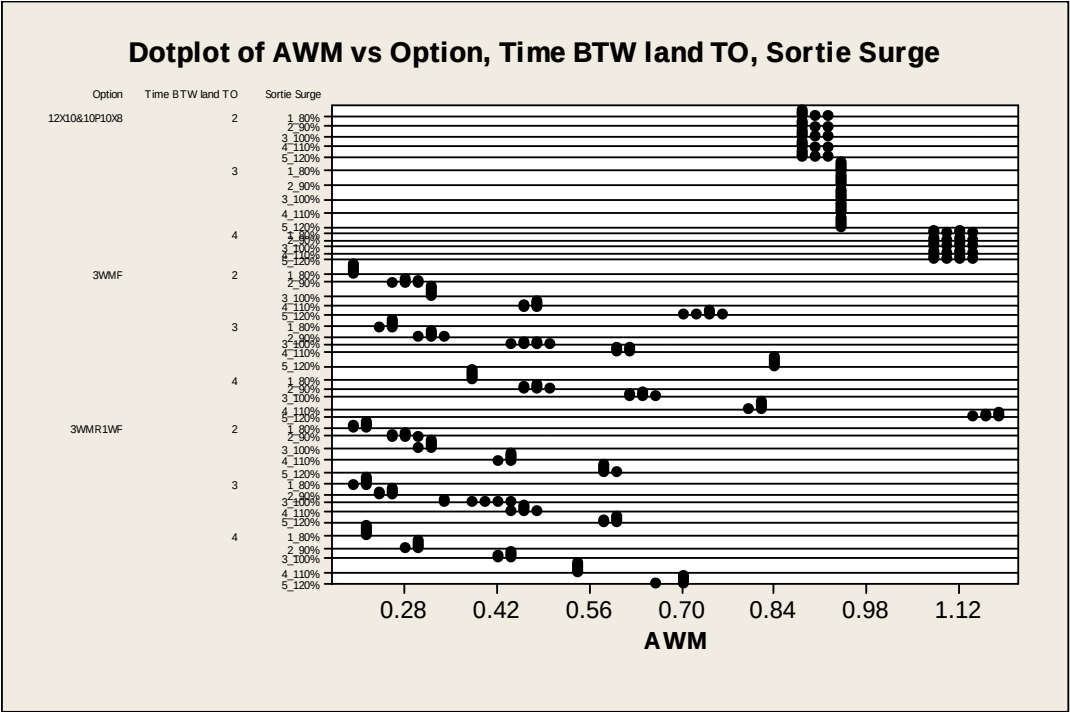


Figure 86. AWM Dot-Plot

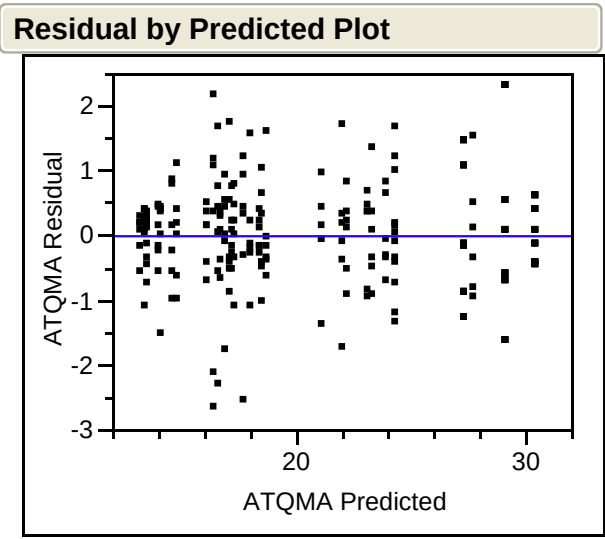


Figure 87. ATQMA Residual by Predicted Plot

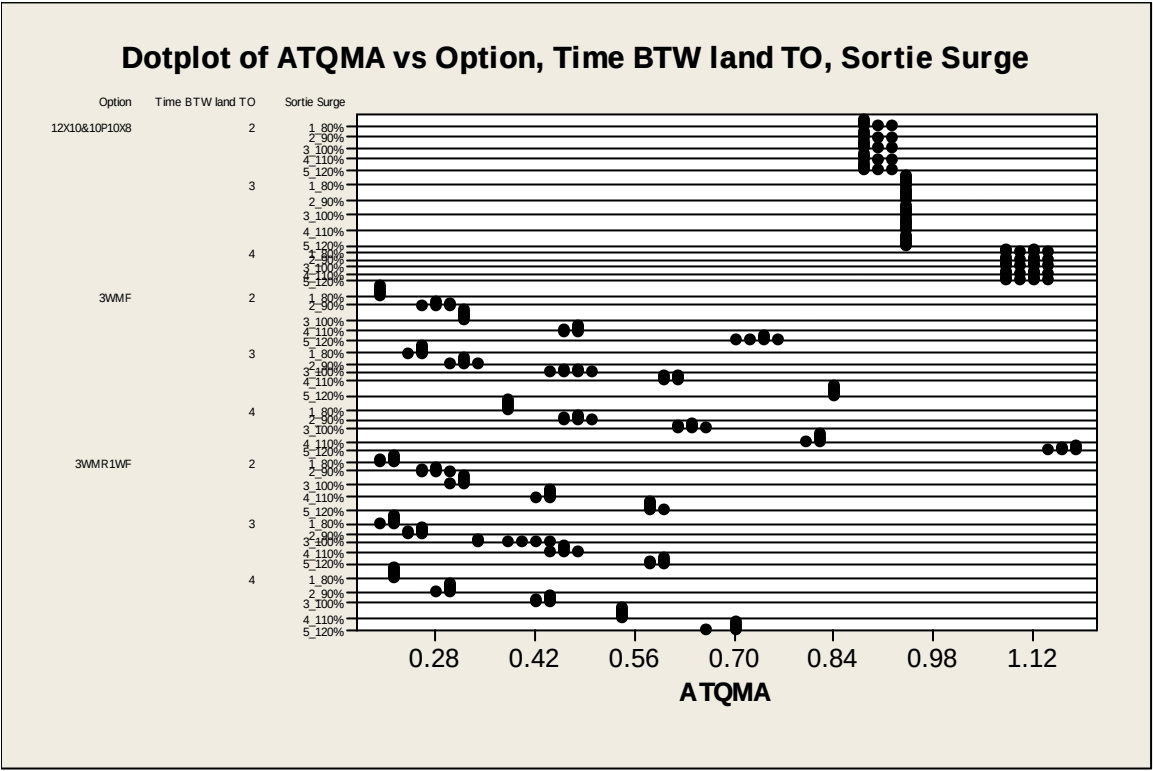


Figure 88. ATQMA Dot-Plot

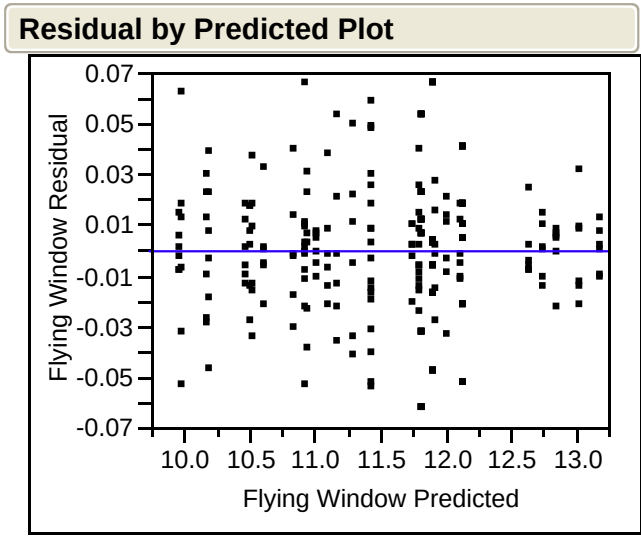


Figure 89. Flying Window Residual by Predicted Plot

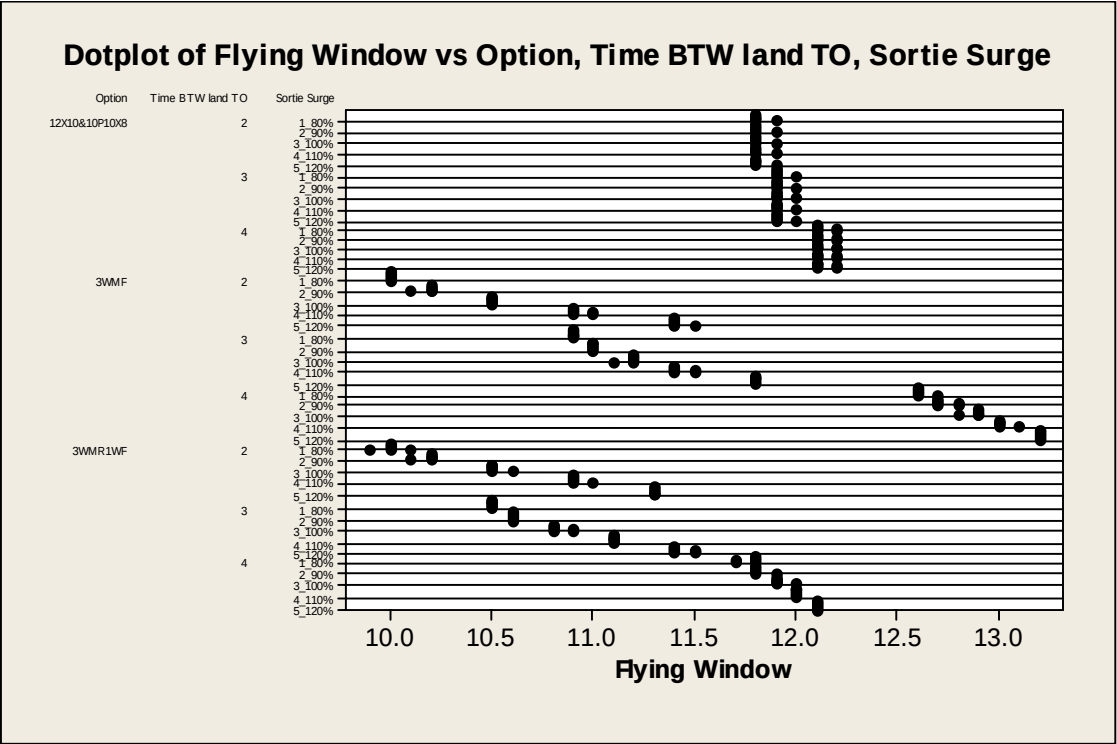


Figure 90. Flying Window Dot-Plot

Analysis of Variance.

Analysis of variance was performed by using the proposed model (figure 62) and the six replications for each treatment (same number of replications across all treatments) in order to obtain a balanced design which would help in Tukey analysis to identify statistically significant differences between the treatment means. Below are the ANOVA results for each output variable.

NMCM Rate.

Summary of fit table, ANOVA table, and Effect Tests table (figures 91, 92, and 93 respectively) indicate that with $\alpha = 0.05$ and R-squared of 0.9759, we get that at least two treatment means differ (p-value in ANOVA table $< \alpha = .05$), and all the effects except the interaction between the 3 factors significantly affect the NMCM Rate (p-values $< \alpha = .05$ in Effect Test table).

Summary of Fit

RSquare	0.975965
RSquare Adj	0.971265
Root Mean Square Error	0.002234
Mean of Response	0.938571
Observations (or Sum Wgts)	270

Figure 91. Summary of Fit for NMCM Rate

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Ratio
Model	44	0.04561609	0.001037	207.6432
Error	225	0.00112339	0.000005	Prob > F
C. Total	269	0.04673948		<.0001

Figure 92. ANOVA Table for NMCM Rate

Effect Tests					
Source	Nparm	DF	Sum of Squares	F Ratio	Prob > F
Option	2	2	0.03034570	3038.922	<.0001
Time BTW Land TO	2	2	0.00026470	26.5079	<.0001
Sortie Surge	4	4	0.00945282	473.3187	<.0001
Option*Time BTW Land TO	4	4	0.00041106	20.5827	<.0001
Option*Sortie Surge	8	8	0.00499317	125.0083	<.0001
Time BTW Land TO*Sortie Surge	8	8	0.00008820	2.2081	0.0278
Option*Time BTW Land TO*Sortie Surge	16	16	0.00006044	0.7565	0.7334

Figure 93. Effect Tests for NMCM Rate

The different scheduling philosophy significantly affects the NMCM Rate at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the 1 wave on Fridays approach produce better results than the other scheduling philosophies (Figures 94, 95).

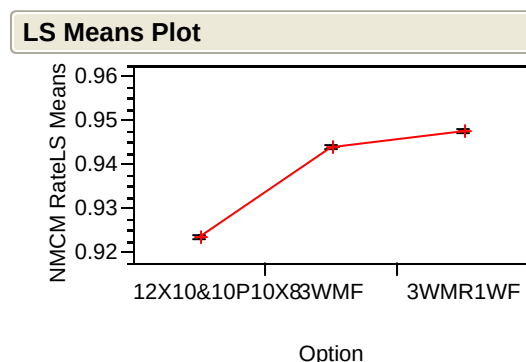


Figure 94. LS Means Plot for Scheduling Philosophy and NMCM Rate

Level		Least Sq Mean
3WMR1WF	A	0.94772958
3WMF	B	0.94427194
12X10&10P10X8	C	0.92371186

Levels not connected by same letter are significantly different

Figure 95. Tukey's Test for Scheduling Philosophy and NMCM Rate

The time between landing and take off significantly affects the NMCM Rate at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant

Difference) test results illustrate that the 2 hours duration between landing and take-off produce better results than the other scheduling philosophies (Figures 96, 97).

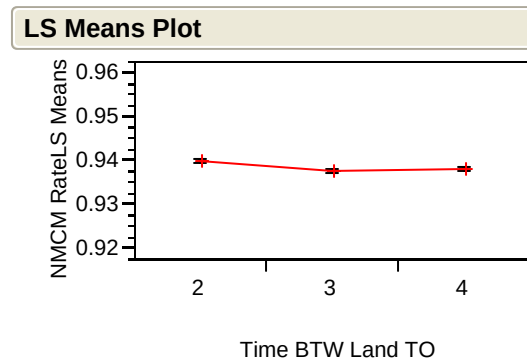


Figure 96. LS Means Plot for Time BTW Landing and Take-off and NMCM Rate

Level		Least Sq Mean
2	A	0.93996387
4	B	0.93800025
3	B	0.93774925

Levels not connected by same letter are significantly different

Figure 97. Tukey's Test for Time BTW Landing and Take-off and NMCM Rate

The Sortie Surge level significantly affects the NMCM Rate at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that with increasing sortie surge the NMCM Rate decreases (Figures 98, 99). This rational result enhances model validation.

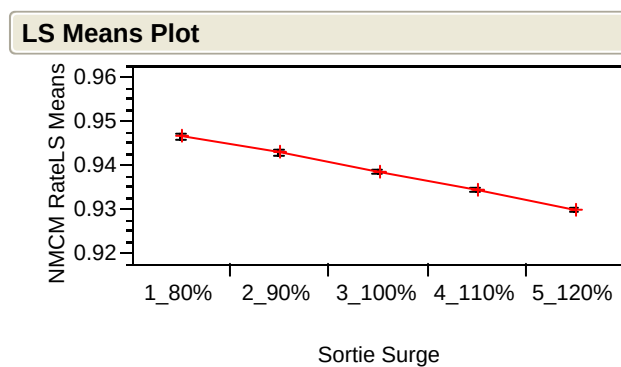


Figure 98. LS Means Plot for Sortie Surge and NMCM Rate

Level		Least Sq Mean
1_80%	A	0.94668823
2_90%	B	0.94301886
3_100%	C	0.93856489
4_110%	D	0.93458564
5_120%	E	0.92999801

Levels not connected by same letter are significantly different

Figure 99. Tukey's Test for Time BTW Landing and Take-off and NMCM Rate

The interaction between the scheduling philosophy and the time between landing and take-off significantly affect the NMCM Rate at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the 1 wave on Fridays approach performs better at higher duration levels between landing and take-off while the other two scheduling philosophies perform better at lower duration levels.

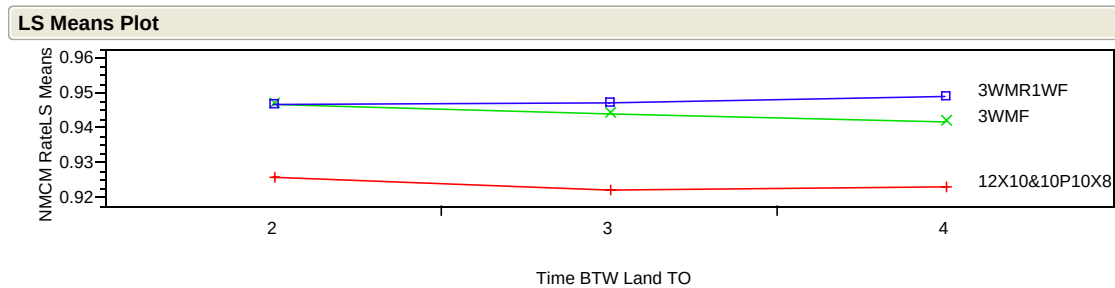


Figure 100. LS Means Plot for Philosophy - Time BTW Land and Take-off Interaction and NMCM Rate

Level		Least Sq Mean
3WMR1WF,4	A	0.94888252
3WMR1WF,3	A B	0.94727031
3WMR1WF,2	B	0.94703592
3WMF,2	B	0.94693205
3WMF,3	C	0.94392597
3WMF,4	D	0.94195778
12X10&10P10X8,2	E	0.92592364
12X10&10P10X8,4	F	0.92316046
12X10&10P10X8,3	F	0.92205147

Levels not connected by same letter are significantly different

Figure 101. Tukey's Test for Philosophy - Time BTW Land and Take-off Interaction and NMCM Rate

The interaction between the scheduling philosophy and the sortie surge significantly affect the NMCM Rate at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the hot pit refueling approach does not produce decreased NMCM Rates at increased sortie surges. In addition, the one wave on Fridays approach is less influenced by the sortie surges than the 3 waves approach.

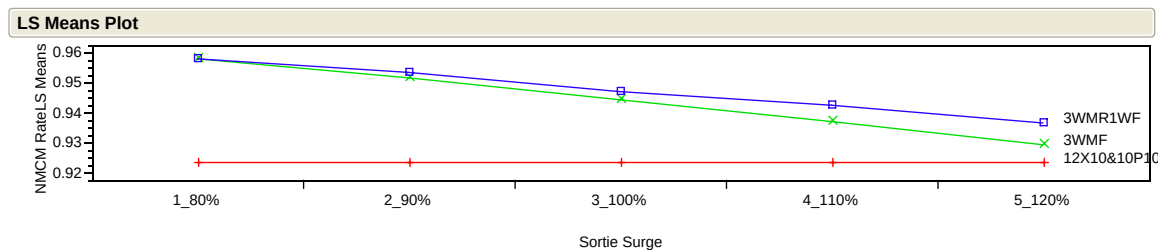


Figure 102. LS Means Plot for Philosophy – Sortie Surge Interaction and NMCM Rate

Level		Least Sq Mean
3WMR1WF,1_80%	A	0.95833063
3WMF,1_80%	A	0.95802219
3WMR1WF,2_90%	B	0.95367607
3WMF,2_90%	B	0.95166866
3WMR1WF,3_100%	C	0.94725093
3WMF,3_100%	C D	0.94473188
3WMR1WF,4_110%	D	0.94271696
3WMF,4_110%	E	0.93732811
3WMR1WF,5_120%	E	0.93667332
3WMF,5_120%	F	0.92960884
12X10&10P10X8,1_80%	G	0.92371186
12X10&10P10X8,2_90%	G	0.92371186
12X10&10P10X8,3_100%	G	0.92371186
12X10&10P10X8,4_110%	G	0.92371186
12X10&10P10X8,5_120%	G	0.92371186

Levels not connected by same letter are significantly different

Figure 103. Tukey's Test for Philosophy – Sortie Surge Interaction and NMCM Rate

The interaction between the sortie surge level and the time between landing and take-off slightly affect the NMCM Rate at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) are presented below:

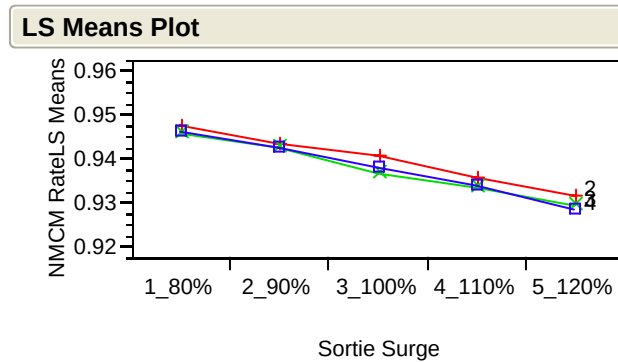


Figure 104. LS Means Plot for Sortie Surge – Time BTW landing Take-off Interaction and NMCM Rate

Level	Least Sq Mean
2,1_80% A	0.94765260
4,1_80% A	0.94633765
3,1_80% A	0.94607444
2,2_90% B	0.94348864
4,2_90% B C	0.94292007
3,2_90% B C	0.94264788
2,3_100% C	0.94091726
4,3_100% D	0.93817041
3,3_100% D	0.93660700
2,4_110% D E	0.93610457
4,4_110% E F	0.93397632
3,4_110% E F	0.93367604
2,5_120% F G	0.93165629
3,5_120% G H	0.92974090
4,5_120% H	0.92859683

Levels not connected by same letter are significantly different

Figure 105. Tukey's Test for Sortie Surge – Time BTW landing Take-off Interaction and NMCM Rate

AWM.

Summary of fit table, ANOVA table, and Effect Tests table (figures 106, 107, and 108 respectively) indicate that with $\alpha = 0.05$ and R-squared of 0.9988, we get that at least

two treatment means differ (p-value in ANOVA table $< \alpha = .05$), and all the effects affect significantly the AWM (p-values $< \alpha = .05$ in Effect Test table).

Summary of Fit

RSquare	0.998871
RSquare Adj	0.998651
Root Mean Square Error	0.029034
Mean of Response	11.56108
Observations (or Sum Wgts)	270

Figure. 106 Summary of Fit for AWM

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Ratio
Model	44	167.87052	3.81524	4526.026
Error	225	0.18967	0.00084	Prob > F
C. Total	269	168.06018		<.0001

Figure 107. ANOVA Table for AWM

Effect Tests

Source	Nparm	DF	Sum of Squares	F Ratio	Prob > F
Option	2	2	30.338433	17995.27	<.0001
Time BTW Land TO	2	2	83.110495	49297.07	<.0001
Sortie Surge	4	4	13.092129	3882.805	<.0001
Option*Time BTW Land TO	4	4	31.126013	9231.212	<.0001
Option*Sortie Surge	8	8	6.623270	982.1497	<.0001
Time BTW Land TO*Sortie Surge	8	8	2.344371	347.6415	<.0001
Option*Time BTW Land TO*Sortie Surge	16	16	1.235806	91.6275	<.0001

Figure 108. Effect Tests for AWM

The different scheduling philosophy significantly affects the AWM at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the 1 wave on Fridays approach produces better results (the lower AWM the better) than the other scheduling philosophies (Figures 109, 110).

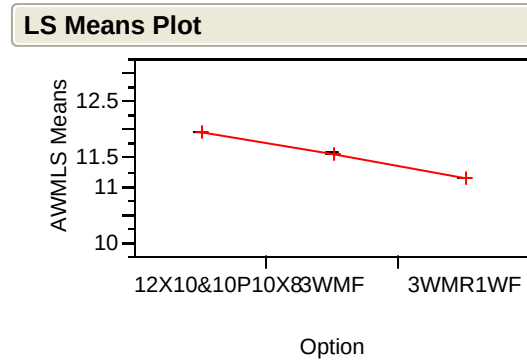


Figure 109. LS Means Plot for Scheduling Philosophy and AWM

Level		Least Sq Mean
12X10&10P10X8 A		11.957930
3WMF	B	11.587210
3WMR1WF	C	11.138090

Levels not connected by same letter are significantly different

Figure 110. Tukey's Test for Scheduling Philosophy and AWM

The time between landing and take off significantly affects the AWM at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the 2 hours duration between landing and take-off produces better results than the other scheduling philosophies (Figures 111, 112).

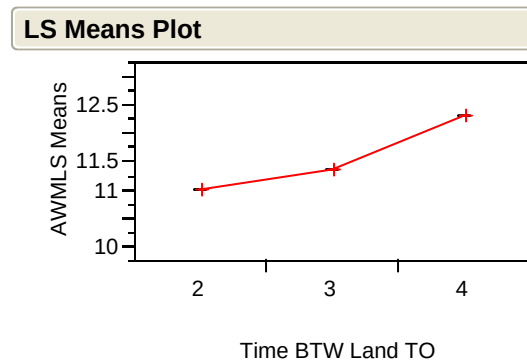


Figure 111. LS Means Plot for Time BTW Landing and Take-off and AWM

Level		Least Sq Mean
4	A	12.317538
3	B	11.363260
2	C	11.002432

Levels not connected by same letter are significantly different

Figure 112. Tukey's Test for Time BTW Landing and Take-off and AWM

The Sortie Surge level significantly affects the AWM at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that with increasing sortie surge the AWM increases (Figures 113, 114). This rational result enhances model validation.

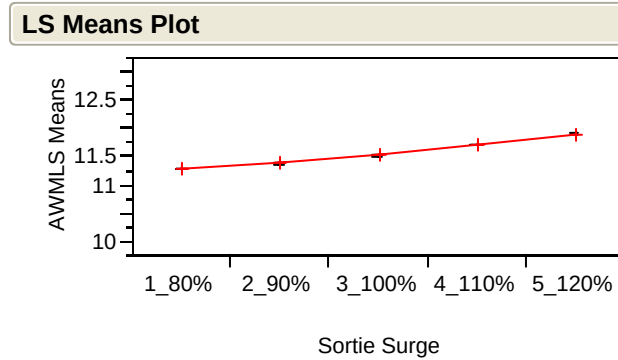


Figure 113. LS Means Plot for Sortie Surge and AWM

Level		Least Sq Mean
5_120%	A	11.903868
4_110%	B	11.703545
3_100%	C	11.521801
2_90%	D	11.380802
1_80%	E	11.295366

Levels not connected by same letter are significantly different

Figure 114. Tukey's Test for Time BTW Landing and Take-off and AWM

The interaction between the scheduling philosophy and the time between landing and take-off significantly affect the AWM at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that all

the scheduling philosophies perform better at lower duration levels between landing and take-off. This result contradicts with the previous finding that the 1 wave on Fridays approach performs better at higher durations in terms of NMCM Rate. In addition, the 3 waves approach is influenced mostly by increased durations rather than the other two approaches.

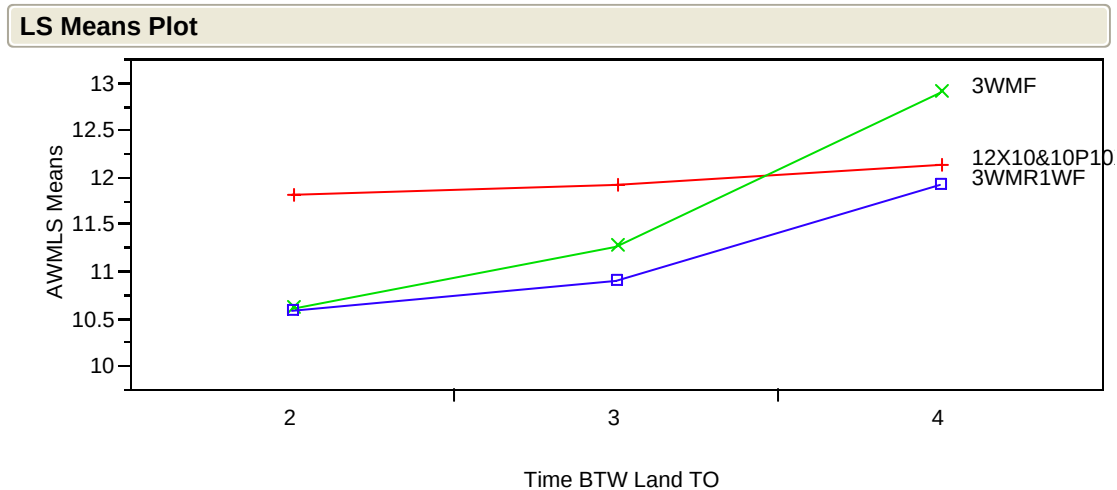


Figure 115. LS Means Plot for Philosophy - Time BTW Land and Take-off Interaction and AWM

Level		Least Sq Mean
3WMF,4	A	12.891077
12X10&10P10X8,4	B	12.136498
3WMR1WF,4	C	11.925041
12X10&10P10X8,3	C	11.915206
12X10&10P10X8,2	D	11.822087
3WMF,3	E	11.272015
3WMR1WF,3	F	10.902558
3WMF,2	G	10.598538
3WMR1WF,2	G	10.586670

Levels not connected by same letter are significantly different

Figure 116. Tukey's Test for Philosophy - Time BTW Land and Take-off Interaction and AWM

The interaction between the scheduling philosophy and the sortie surge significantly affect the AWM at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey

HSD (Honestly Significant Difference) test results illustrate that the hot pit refueling approach does not produce increased AWM at increased sortie surges. In addition, the one wave on Fridays approach is less influenced by the sortie surges than the 3 waves approach, specifically in higher sortie surges.

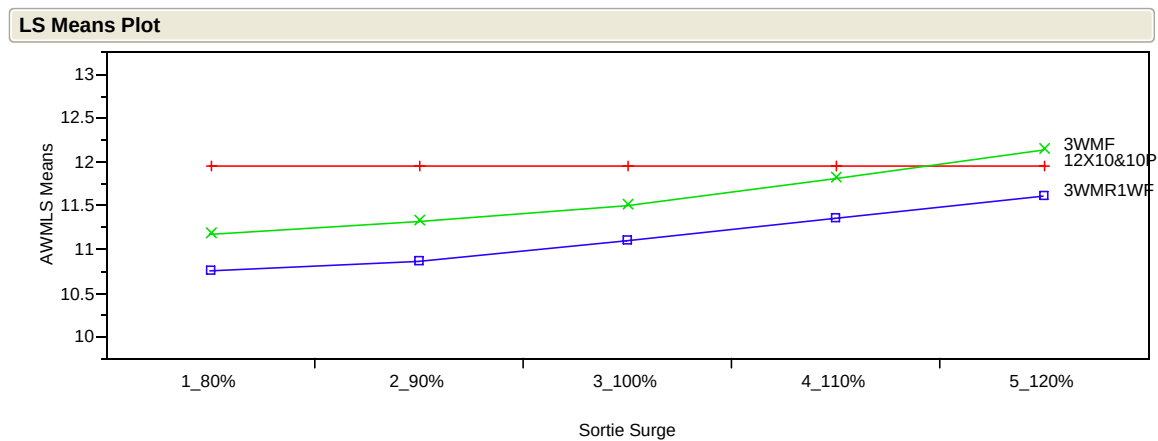


Figure 117. LS Means Plot for Philosophy – Sortie Surge Interaction and AWM

Level		Least Sq Mean
3WMF,5_120%	A	12.139579
12X10&10P10X8,1_80%	B	11.957930
12X10&10P10X8,2_90%	B	11.957930
12X10&10P10X8,3_100%	B	11.957930
12X10&10P10X8,4_110%	B	11.957930
12X10&10P10X8,5_120%	B	11.957930
3WMF,4_110%	C	11.801757
3WMR1WF,5_120%	D	11.614095
3WMF,3_100%	E	11.504946
3WMR1WF,4_110%	F	11.350949
3WMF,2_90%	G	11.311955
3WMF,1_80%	H	11.177813
3WMR1WF,3_100%	I	11.102527
3WMR1WF,2_90%	J	10.872520
3WMR1WF,1_80%	K	10.750356

Levels not connected by same letter are significantly different

Figure 118. Tukey's Test for Philosophy – Sortie Surge Interaction and AWM

The interaction between the sortie surge level and the time between landing and take-off significantly affect the AWM at $\alpha = .05$. LS means Plot and LSMeans

Differences Tukey HSD (Honestly Significant Difference) are presented below (figures 119 and 120). Generally, the lower durations between the landing and take off are more severely impacted by the higher sortie surges in terms of AWM.

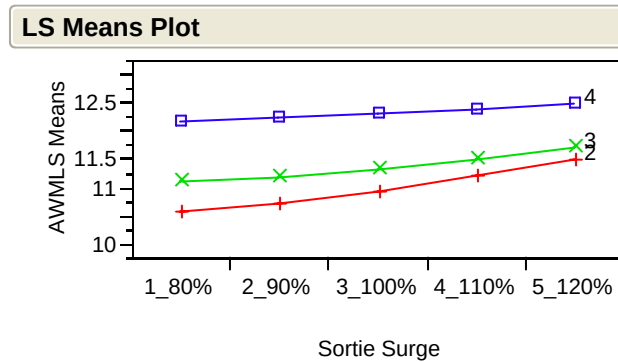


Figure 119. LS Means Plot for Sortie Surge – Time BTW landing Take-off Interaction and AWM

Level		Least Sq Mean
4,5_120%	A	12.477135
4,4_110%	B	12.391885
4,3_100%	C	12.310697
4,2_90%	D	12.232787
4,1_80%	E	12.175188
3,5_120%	F	11.718600
2,5_120%	G	11.515870
3,4_110%	G	11.487634
3,3_100%	H	11.313973
2,4_110%	I	11.231116
3,2_90%	J	11.180326
3,1_80%	K	11.115766
2,3_100%	L	10.940734
2,2_90%	M	10.729292
2,1_80%	N	10.595146

Levels not connected by same letter are significantly different

Figure 120. Tukey's Test for Sortie Surge – Time BTW landing Take-off Interaction and AWM

The interaction between the maintenance philosophy, the sortie surge level and the time between landing and take-off significantly affect the AWM at $\alpha = .05$. LSMeans Differences Tukey HSD (Honestly Significant Difference) is presented in figure 121. Generally, the lower durations between the landing and take off and the lower sortie

surges perform better regardless of the maintenance scheduling philosophy in terms of AWM. The three waves approach is severely influenced by higher durations between landing and take-off, regardless of the sortie surge.

Level		Least Sq Mean
3WMF,4,5_120%	A	13.180552
3WMF,4,4_110%	B	13.023630
3WMF,4,3_100%	C	12.862701
3WMF,4,2_90%	D	12.747549
3WMF,4,1_80%	E	12.640951
12X10&10P10X8,4,1_80%	F	12.136498
12X10&10P10X8,4,2_90%	F	12.136498
12X10&10P10X8,4,3_100%	F	12.136498
12X10&10P10X8,4,4_110%	F	12.136498
12X10&10P10X8,4,5_120%	F	12.136498
3WMR1WF,4,5_120%	F	12.114355
3WMR1WF,4,4_110%	G	12.015529
3WMR1WF,4,3_100%	H	11.932892
12X10&10P10X8,3,1_80%	H	11.915206
12X10&10P10X8,3,2_90%	H	11.915206
12X10&10P10X8,3,3_100%	H	11.915206
12X10&10P10X8,3,4_110%	H	11.915206
12X10&10P10X8,3,5_120%	H	11.915206
12X10&10P10X8,2,1_80%	I	11.822087
12X10&10P10X8,2,2_90%	I	11.822087
12X10&10P10X8,2,3_100%	I	11.822087
12X10&10P10X8,2,4_110%	I	11.822087
12X10&10P10X8,2,5_120%	I	11.822087
3WMR1WF,4,2_90%	I J	11.814313
3WMF,3,5_120%	I J	11.807351
3WMR1WF,4,1_80%	J	11.748115
3WMF,3,4_110%	K	11.439276
3WMR1WF,3,5_120%	K	11.433242
3WMF,2,5_120%	K	11.430834
3WMR1WF,2,5_120%	L	11.294690
3WMF,3,3_100%	M	11.179644
3WMR1WF,3,4_110%	N	11.108421
3WMF,3,2_90%	O	11.010159
3WMF,2,4_110%	P	10.942364
3WMR1WF,2,4_110%	P	10.928897
3WMF,3,1_80%	P	10.923646
3WMR1WF,3,3_100%	Q	10.847068
3WMR1WF,3,2_90%	R	10.615614
3WMR1WF,2,3_100%	S	10.527623
3WMR1WF,3,1_80%	S	10.508445
3WMF,2,3_100%	S	10.472492
3WMR1WF,2,2_90%	T	10.187633
3WMF,2,2_90%	T	10.178158
3WMR1WF,2,1_80%	U	9.994508
3WMF,2,1_80%	U	9.968843

Levels not connected by same letter are significantly different

Figure 121. Tukey's Test for Maintenance Philosophy - Sortie Surge – Time BTW landing Take-off Interaction and AWM

ATQMA.

Summary of the fit table, the ANOVA table, and the Effect Tests table (figures 122, 123, and 124 respectively) indicate that with $\alpha = 0.05$ and R-squared of 0.9982, we find that at least two treatment means differ (p-value in ANOVA table $< \alpha = .05$), and all the effects significantly affect the ATQMA (p-values $< \alpha = .05$ in Effect Test table).

Summary of Fit	
RSquare	0.998236
RSquare Adj	0.997891
Root Mean Square Error	0.01416
Mean of Response	0.634788
Observations (or Sum Wgts)	270

Figure 122. Summary of Fit for ATQMA

Analysis of Variance				
Source	DF	Sum of Squares	Mean Square	F Ratio
Model	44	25.524953	0.580113	2893.073
Error	225	0.045116	0.000201	Prob > F
C. Total	269	25.570070		<.0001

Figure 123. ANOVA Table for ATQMA

Effect Tests					
Source	Nparm	DF	Sum of Squares	F Ratio	Prob > F
Option	2	2	16.719178	41690.02	<.0001
Time BTW Land TO	2	2	1.745526	4352.546	<.0001
Sortie Surge	4	4	4.104250	5117.066	<.0001
Option*Time BTW Land TO	4	4	0.394738	492.1480	<.0001
Option*Sortie Surge	8	8	2.352457	1466.489	<.0001
Time BTW Land TO*Sortie Surge	8	8	0.118722	74.0095	<.0001
Option*Time BTW Land TO*Sortie Surge	16	16	0.090083	28.0784	<.0001

Figure 124. Effect Tests for ATQMA

The different scheduling philosophy significantly affects the ATQMA at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the 1 wave on Fridays approach produces better results (the lower ATQMA the better) than the other scheduling philosophies (Figures 125, 126).

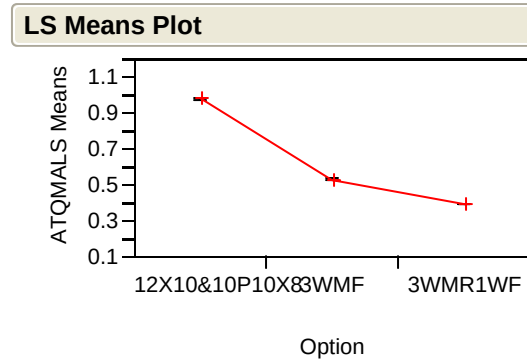


Figure 125. LS Means Plot for Scheduling Philosophy and ATQMA

Level	Least Sq Mean
12X10&10P10X8 A	0.97784501
3WMF B	0.53121652
3WMR1WF C	0.39530214

Levels not connected by same letter are significantly different

Figure 126. Tukey's Test for Scheduling Philosophy and ATQMA

The time between landing and take off significantly affects the ATQMA at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the 2 hours duration between landing and take-off produces better results than the other scheduling philosophies (Figures 127, 128).

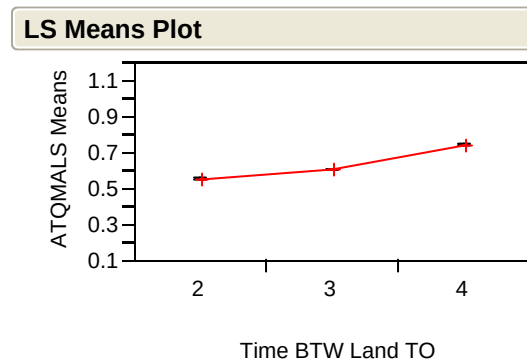


Figure 127. LS Means Plot for Time BTW Landing and Take-off and ATQMA

Level		Least Sq Mean
4	A	0.74441051
3	B	0.60613999
2	C	0.55381316

Levels not connected by same letter are significantly different

Figure 128. Tukey's Test for Time BTW Landing and Take-off and ATQMA

The Sortie Surge level significantly affects the ATQMA at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that with increasing sortie surge the ATQMA increases (Figures 129, 130). This rational result enhances model validation.

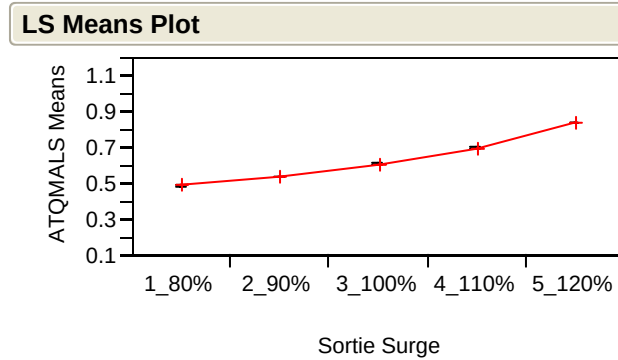


Figure 129. LS Means Plot for Sortie Surge and ATQMA

Level		Least Sq Mean
5_120%	A	0.83837299
4_110%	B	0.69678620
3_100%	C	0.61030370
2_90%	D	0.53715185
1_80%	E	0.49132472

Levels not connected by same letter are significantly different

Figure 130. Tukey's Test for Time BTW Landing and Take-off and ATQMA

The interaction between the scheduling philosophy and the time between landing and take-off significantly affect the ATQMA at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that all the scheduling philosophies perform better at lower duration levels between landing and

take-off. This result contradicts with the previous finding that the 1 wave on Fridays approach performs better at higher durations in terms of NMCM Rate. In addition, the 1 wave on Fridays approach is less influenced by increased durations rather than the other two approaches.

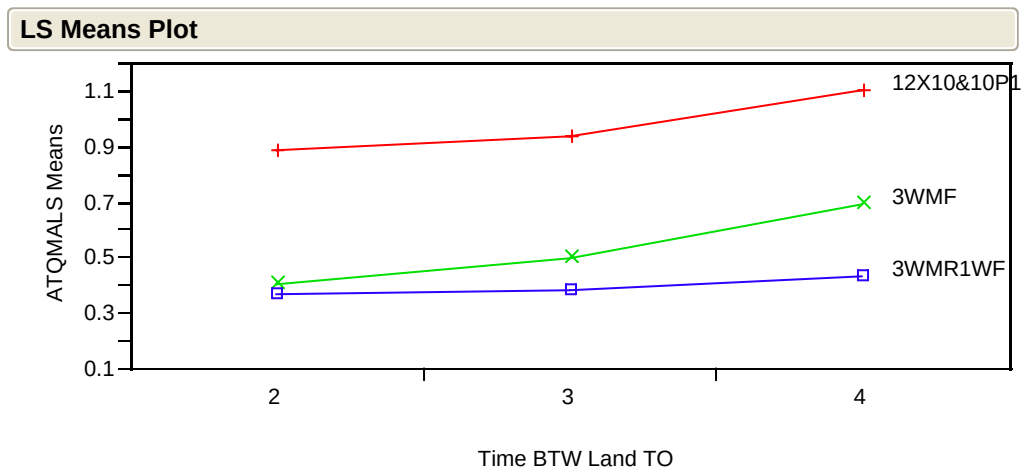


Figure 131. LS Means Plot for Philosophy - Time BTW Land and Take-off Interaction and ATQMA

Level	Least Sq Mean
12X10&10P10X8,4A	1.1028802
12X10&10P10X8,3 B	0.9406978
12X10&10P10X8,2 C	0.8899570
3WMF,4 D	0.6937190
3WMF,3 E	0.4965845
3WMR1WF,4 F	0.4366323
3WMF,2 G	0.4033460
3WMR1WF,3 H	0.3811376
3WMR1WF,2 I	0.3681365

Levels not connected by same letter are significantly different

Figure 132. Tukey's Test for Philosophy - Time BTW Land and Take-off Interaction and ATQMA

The interaction between the scheduling philosophy and the sortie surge significantly affect the ATQMA at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the hot pit

refueling approach does not produce increased ATQMA at increased sortie surges. In addition, the one wave on Fridays approach is less influenced by the sortie surges than the 3 waves approach, specifically in higher sortie surges.

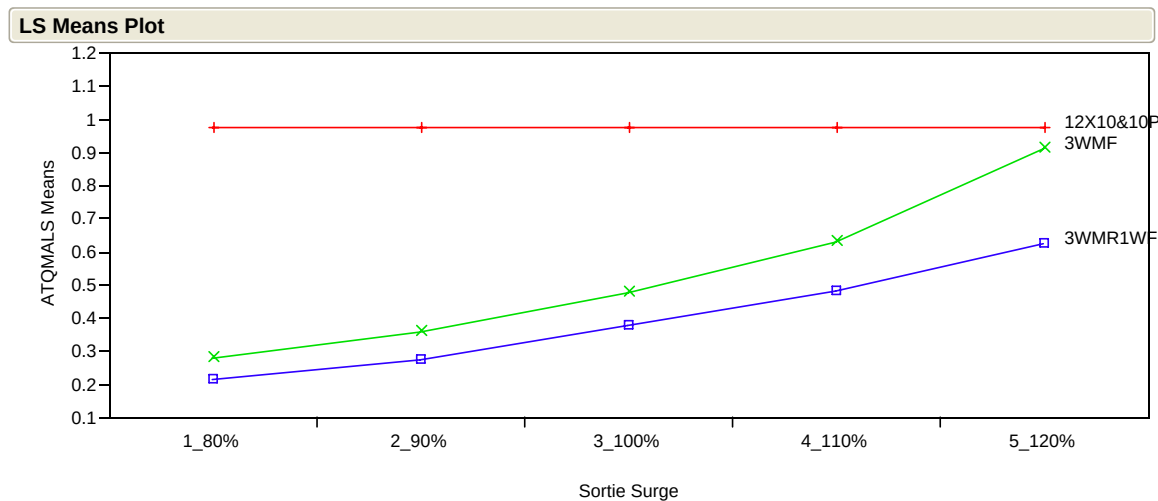


Figure 133. LS Means Plot for Philosophy – Sortie Surge Interaction and ATQMA

Level	Least Sq Mean
12X10&10P10X8,1_80% A	0.97784501
12X10&10P10X8,2_90% A	0.97784501
12X10&10P10X8,3_100%A	0.97784501
12X10&10P10X8,4_110%A	0.97784501
12X10&10P10X8,5_120%A	0.97784501
3WMF,5_120% B	0.91252652
3WMF,4_110% C	0.63209562
3WMR1WF,5_120% C	0.62474743
3WMR1WF,4_110% D	0.48041796
3WMF,3_100% D	0.47496940
3WMR1WF,3_100% E	0.37809670
3WMF,2_90% F	0.35839652
3WMF,1_80% G	0.27809454
3WMR1WF,2_90% G	0.27521401
3WMR1WF,1_80% H	0.21803460

Levels not connected by same letter are significantly different

Figure 134. Tukey's Test for Philosophy – Sortie Surge Interaction and ATQMA

The interaction between the sortie surge level and the time between landing and take-off significantly affect the ATQMA at $\alpha = .05$. LS means Plot and LSMeans

Differences Tukey HSD (Honestly Significant Difference) are presented below (figures 135 and 136). Generally, the higher sortie surge is the lower duration between landing and take-off in order to get the same ATQMA.



Figure 135. LS Means Plot for Sortie Surge – Time BTW landing Take-off Interaction and ATQMA

Level	Least Sq Mean
4,5_120% A	0.98735869
4,4_110% B	0.82069638
3,5_120% C	0.79067946
2,5_120% D	0.73708082
4,3_100% D	0.72205406
3,4_110% E	0.66987336
4,2_90% F	0.62442304
2,4_110% G	0.59978885
3,3_100% G	0.59802807
4,1_80% H	0.56752040
2,3_100% I	0.51082897
3,2_90% I	0.50303427
2,2_90% J	0.48399823
3,1_80% J	0.46908481
2,1_80% K	0.43736894

Levels not connected by same letter are significantly different

Figure 136. Tukey's Test for Sortie Surge – Time BTW landing Take-off Interaction and ATQMA

The interaction between the maintenance philosophy, the sortie surge level and the time between landing and take-off significantly affect the ATQMA at $\alpha = .05$.

LSMeans Differences Tukey HSD (Honestly Significant Difference) is presented in figure 137.

Level		Least Sq Mean
3WMF,4,5_120%	A	1.1670403
12X10&10P10X8,4,2_90%	B	1.1028802
12X10&10P10X8,4,3_100%	B	1.1028802
12X10&10P10X8,4,4_110%	B	1.1028802
12X10&10P10X8,4,5_120%	B	1.1028802
12X10&10P10X8,4,1_80%	B	1.1028802
12X10&10P10X8,3,1_80%	C	0.9406978
12X10&10P10X8,3,4_110%	C	0.9406978
12X10&10P10X8,3,5_120%	C	0.9406978
12X10&10P10X8,3,3_100%	C	0.9406978
12X10&10P10X8,3,2_90%	C	0.9406978
12X10&10P10X8,2,1_80%	D	0.8899570
12X10&10P10X8,2,4_110%	D	0.8899570
12X10&10P10X8,2,3_100%	D	0.8899570
12X10&10P10X8,2,2_90%	D	0.8899570
12X10&10P10X8,2,5_120%	D	0.8899570
3WMF,3,5_120%	E	0.8369201
3WMF,4,4_110%	E	0.8148548
3WMF,2,5_120%	F	0.7336191
3WMR1WF,4,5_120%	G	0.6921555
3WMF,4,3_100%	H	0.6353376
3WMF,3,4_110%	H I	0.6099952
3WMR1WF,3,5_120%	I	0.5944204
3WMR1WF,2,5_120%	I	0.5876663
3WMR1WF,4,4_110%	J	0.5443541
3WMF,4,2_90%	K	0.4745991
3WMF,2,4_110%	K	0.4714369
3WMF,3,3_100%	K L	0.4663282
3WMR1WF,3,4_110%	K L M	0.4589271
3WMR1WF,2,4_110%	L M	0.4379727
3WMR1WF,4,3_100%	M	0.4279444
3WMR1WF,3,3_100%	N	0.3870582
3WMF,4,1_80%	N	0.3767633
3WMF,2,3_100%	O	0.3232425
3WMR1WF,2,3_100%	O	0.3192875
3WMF,3,2_90%	O P	0.3159525
3WMR1WF,4,2_90%	O P Q	0.2957898
3WMF,2,2_90%	P Q R	0.2846380
3WMR1WF,2,2_90%	Q R	0.2773997
3WMF,3,1_80%	R S	0.2537266
3WMR1WF,3,2_90%	R S	0.2524525
3WMR1WF,4,1_80%	S T	0.2229177
3WMR1WF,2,1_80%	T	0.2183561
3WMR1WF,3,1_80%	T	0.2128300
3WMF,2,1_80%	T	0.2037937

Levels not connected by same letter are significantly different

Figure 137. Tukey's Test for Maintenance Philosophy - Sortie Surge – Time BTW landing Take-off Interaction and ATQMA

Generally, the lower durations between the landing and take off and the lower sortie surges perform better regardless of the maintenance scheduling philosophy in terms of ATQMA. The three waves approach is severely influenced by higher durations between landing and take-off and higher sortie surge.

Flying Window.

Summary of the fit table, the ANOVA table, and the Effect Tests table (figures 138, 139, and 140 respectively) indicate that with $\alpha = 0.05$ and R-squared of 0.9811, we get that at least two treatment means differ (p-value in ANOVA table $< \alpha = .05$), and all the effects affect significantly the Flying Window (p-values $< \alpha = .05$ in Effect Test table).

Summary of Fit	
RSquare	0.981107
RSquare Adj	0.977413
Root Mean Square Error	0.910353
Mean of Response	21.88347
Observations (or Sum Wgts)	270

Figure 138. Summary of Fit for Flying Window

Analysis of Variance				
Source	DF	Sum of Squares	Mean Square	F Ratio
Model	44	9683.2735	220.074	265.5523
Error	225	186.4670	0.829	Prob > F
C. Total	269	9869.7405		<.0001

Figure 139. ANOVA Table for Flying Window

Effect Tests					
Source	Nparm	DF	Sum of Squares	F Ratio	Prob > F
Option	2	2	8242.3935	4972.833	<.0001
Time BTW Land TO	2	2	361.6084	218.1670	<.0001
Sortie Surge	4	4	465.6961	140.4828	<.0001
Option*Time BTW Land TO	4	4	214.2545	64.6324	<.0001
Option*Sortie Surge	8	8	291.8353	44.0178	<.0001
Time BTW Land TO*Sortie Surge	8	8	43.4411	6.5523	<.0001
Option*Time BTW Land TO*Sortie Surge	16	16	64.0446	4.8300	<.0001

Figure 140. Effect Tests for Flying Window

The different scheduling philosophy significantly affects the Flying Window at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the 1 wave on Fridays approach produces better results (the lower Flying Window the better) than the other scheduling philosophies (Figures 141, 142).

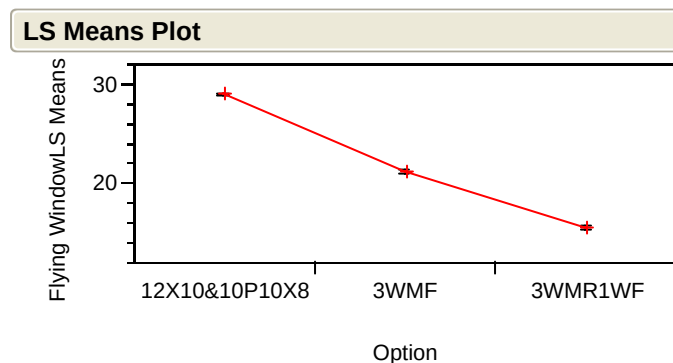


Figure 141. LS Means Plot for Scheduling Philosophy and Flying Window

Level	Least Sq Mean
12X10&10P10X8 A	28.980365
3WMF B	21.166374
3WMR1WF C	15.503658

Levels not connected by same letter are significantly different

Figure 142. Tukey's Test for Scheduling Philosophy and Flying Window

The time between landing and take off significantly affects the Flying Window at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant

Difference) test results illustrate that the 2 hours duration between landing and take-off produces better results than the other scheduling philosophies (Figures 143, 144). The impact is not so severe at higher durations between landing and take-off.

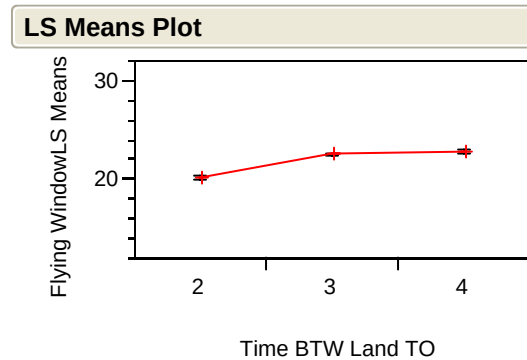


Figure 143. LS Means Plot for Time BTW Landing and Take-off and Flying Window

Level		Least Sq Mean
4	A	22.875806
3	B	22.514407
2	C	20.260184

Levels not connected by same letter are significantly different

Figure 144. Tukey's Test for Time BTW Landing and Take-off and Flying Window

The Sortie Surge level significantly affects the Flying Window at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that with increasing sortie surge the Flying Window increases (Figures 145, 146). This rational result enhances model validation.

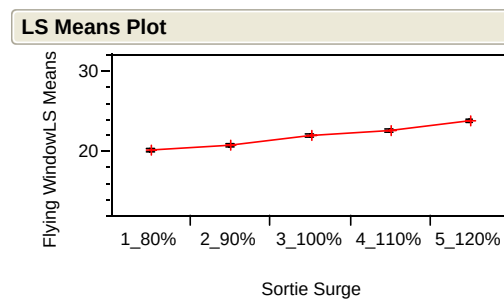


Figure 145. LS Means Plot for Sortie Surge and Flying Window

Level		Least Sq Mean
5_120%	A	23.861019
4_110%	B	22.560123
3_100%	C	22.057879
2_90%	D	20.804147
1_80%	E	20.134160

Levels not connected by same letter are significantly different

Figure 146. Tukey's Test for Time BTW Landing and Take-off and Flying Window

The interaction between the scheduling philosophy and the time between landing and take-off significantly affect the Flying Window at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that all the scheduling philosophies perform better at lower duration levels between landing and take-off. The 1 wave on Fridays approach is less influenced by increased durations between landing and take-off and the hot pit refueling approach does not perform well at mid-levels of duration.

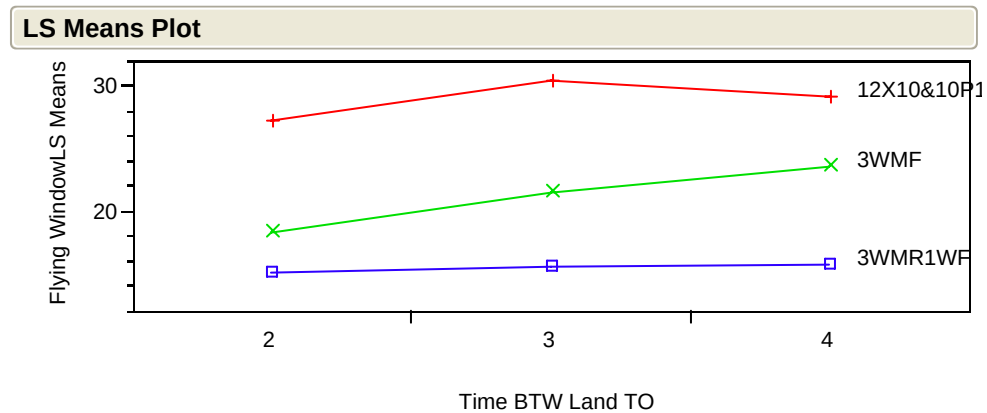


Figure 147. LS Means Plot for Philosophy - Time BTW Land and Take-off Interaction and Flying Window

Level		Least Sq Mean
12X10&10P10X8,3 A		30.461362
12X10&10P10X8,4 B		29.163340
12X10&10P10X8,2 C		27.316393
3WMF,4 D		23.638152
3WMF,3 E		21.468855
3WMF,2 F		18.392116
3WMR1WF,4 G		15.825927
3WMR1WF,3 G H		15.613003
3WMR1WF,2 H		15.072042

Levels not connected by same letter are significantly different

Figure 148. Tukey's Test for Philosophy - Time BTW Land and Take-off Interaction and Flying Window

The interaction between the scheduling philosophy and the sortie surge significantly affect the Flying Window at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) test results illustrate that the hot pit refueling approach does not produce increased Flying Window at increased sortie surges. In addition, the one wave on Fridays approach is less influenced by the sortie surges than the 3 waves approach specifically in higher sortie surges.

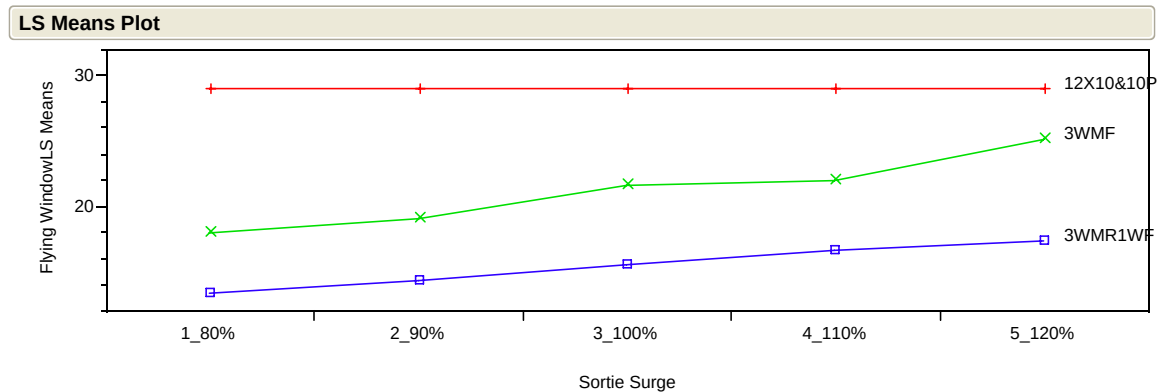


Figure 149. LS Means Plot for Philosophy – Sortie Surge Interaction and Flying Window

Level		Least Sq Mean
12X10&10P10X8,1_80% A		28.980365
12X10&10P10X8,2_90% A		28.980365
12X10&10P10X8,3_100% A		28.980365
12X10&10P10X8,4_110% A		28.980365
12X10&10P10X8,5_120% A		28.980365
3WMF,5_120%	B	25.160880
3WMF,4_110%	C	22.012446
3WMF,3_100%	C	21.588691
3WMF,2_90%	D	19.096066
3WMF,1_80%	E	17.973789
3WMR1WF,5_120%	E F	17.441812
3WMR1WF,4_110%	F	16.687560
3WMR1WF,3_100%	G	15.604580
3WMR1WF,2_90%	H	14.336010
3WMR1WF,1_80%	H	13.448326

Levels not connected by same letter are significantly different

Figure 150. Tukey's Test for Philosophy – Sortie Surge Interaction and Flying Window

The interaction between the sortie surge level and the time between landing and take-off significantly affect the Flying Window at $\alpha = .05$. LS means Plot and LSMeans Differences Tukey HSD (Honestly Significant Difference) are presented below (figures 151 and 152). The 2-hour duration between the landing and take-off performs better than the other approaches regardless of the sortie surge. In addition, the 4-hour duration between the landing and take-off seems to perform better than the 3-hour duration at higher sortie surges.

The interaction between the maintenance philosophy, the sortie surge level and the time between landing and take-off significantly affect the Flying Window at $\alpha = .05$. LSMeans Differences Tukey HSD (Honestly Significant Difference) is presented in figure 153. Generally, the lower durations between the landing and take off and the lower sortie surges perform better regardless of the maintenance scheduling philosophy in terms

of Flying Window. The three waves approach is severely influenced by higher durations between landing and take-off and higher sortie surge.

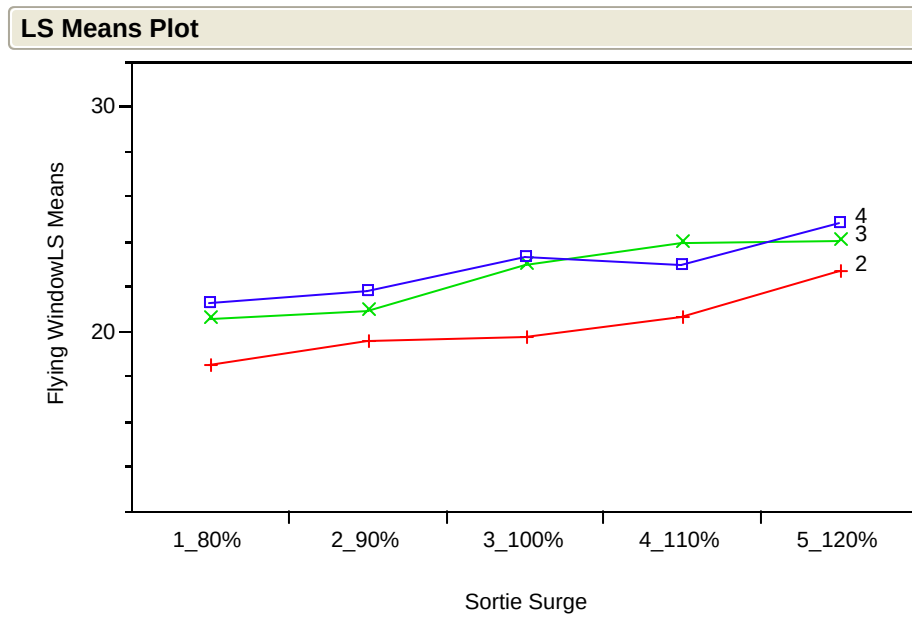


Figure 151. LS Means Plot for Sortie Surge – Time BTW landing Take-off Interaction and Flying Window

Level	Least Sq Mean
4,5_120% A	24.872503
3,5_120% A B	24.022491
3,4_110% A B	23.980700
4,3_100% B C	23.352404
4,4_110% B C	23.009393
3,3_100% B C	22.999883
2,5_120% C D	22.688063
4,2_90% D E	21.839848
4,1_80% E F	21.304884
3,2_90% E F	20.976370
2,4_110% F G	20.690278
3,1_80% F G H	20.592590
2,3_100% G H	19.821349
2,2_90% H	19.596223
2,1_80% I	18.505005

Levels not connected by same letter are significantly different

Figure 152. Tukey's Test for Sortie Surge – Time BTW landing Take-off Interaction and Flying Window

Level		Least Sq Mean
12X10&10P10X8,3,5_120% A		30.461362
12X10&10P10X8,3,1_80% A		30.461362
12X10&10P10X8,3,2_90% A		30.461362
12X10&10P10X8,3,3_100% A		30.461362
12X10&10P10X8,3,4_110% A		30.461362
12X10&10P10X8,4,5_120% A B		29.163340
12X10&10P10X8,4,3_100% A B		29.163340
12X10&10P10X8,4,1_80% A B		29.163340
12X10&10P10X8,4,2_90% A B		29.163340
12X10&10P10X8,4,4_110% A B		29.163340
3WMF,4,5_120% B		27.708676
12X10&10P10X8,2,4_110% B		27.316393
12X10&10P10X8,2,1_80% B		27.316393
12X10&10P10X8,2,2_90% B		27.316393
12X10&10P10X8,2,5_120% B		27.316393
12X10&10P10X8,2,3_100% B		27.316393
3WMF,3,5_120% C		24.383741
3WMF,3,4_110% C		24.356380
3WMF,4,3_100% C D		23.973417
3WMF,2,5_120% C D		23.390223
3WMF,4,4_110% C D E		23.110946
3WMF,4,2_90% D E		22.207647
3WMF,3,3_100% D E		22.049041
3WMF,4,1_80% E		21.190075
3WMF,2,3_100% F		18.743614
3WMF,2,4_110% F G		18.570011
3WMF,3,2_90% F G		18.466240
3WMF,3,1_80% F G H		18.088873
3WMR1WF,4,5_120% F G H		17.745494
3WMR1WF,2,5_120% F G H		17.357573
3WMR1WF,3,5_120% F G H		17.222369
3WMR1WF,3,4_110% F G H		17.124358
3WMR1WF,4,3_100% F G H I		16.920456
3WMR1WF,4,4_110% F G H I		16.753892
3WMF,2,2_90% G H I J		16.614312
3WMR1WF,3,3_100% G H I J		16.489246
3WMR1WF,2,4_110% H I J K		16.184430
3WMR1WF,2,2_90% I J K L		14.857965
3WMF,2,1_80% J K L		14.642419
3WMR1WF,4,2_90% K L		14.148557
3WMR1WF,3,2_90% L		14.001507
3WMR1WF,4,1_80% L		13.561237
3WMR1WF,2,1_80% L		13.556204
3WMR1WF,2,3_100% L		13.404040
3WMR1WF,3,1_80% L		13.227536

Levels not connected by same letter are significantly different

Figure 153. Tukey's Test for Maintenance Philosophy - Sortie Surge – Time BTW landing Take-off Interaction and Flying Window

Summary

This chapter exhibits the results of the Delphi Study, the content analysis, and the simulation model conducted for this research. The most significant maintenance scheduling philosophies were identified to be the “3 waves Monday through Friday”, the “3 waves Monday through Thursday and 1 wave on Friday”, and the “12 turn 10 jets for three weeks and 10 hot-pit 10 turn 8 jets for 1 week”. The most significant metric in terms of the long term health of the fleet was identified to be the Not Mission Capable for Maintenance Rate (NMCM Rate). The most significant metrics in terms of the maintenance effectiveness to meet unit sortie production goals were identified to be the discrepancies awaiting maintenance (AWM), the average time in maintenance activity queues (ATQMA) and the flying window. The uniformity of the schedule (balanced – unbalanced approach) didn’t seem to affect the output variables. On the other hand, any reduction on current level of maintenance personnel caused an inability to meet the required sortie schedule. The significant factors that affect the long term health of the fleet and the maintenance effectiveness were identified to be the maintenance scheduling philosophy, the sortie rate, the time between landing and take-off, and the interaction of those as well. The “3 waves Monday through Thursday and 1 wave on Friday” maintenance scheduling philosophy seems to outperform the other two philosophies regardless of the sortie surge level or the time between landing and take off. This philosophy is also less sensitive than the “3 waves Monday through Friday” scheduling philosophy in sortie level and time between landing and take-off changes.

The following chapter proposes some conclusions about the findings of this research and some recommendations for further study.

V. Conclusion

Introduction

The previous four chapters introduced the research that was undertaken, reviewed the literature, defined the methodology, established the simulation model and analyzed the output of the results. The research that has been described by these chapters identified the commonly used maintenance scheduling philosophies and the metrics that capture the long term health of the fleet and the maintenance effectiveness to meet unit sortie production goal. It also identified the factors that affect the long term health of the fleet and maintenance effectiveness and proposed which of the factors seem better than the others and under what situations. This chapter will conclude this research and discuss future research areas.

Recommendations to Eielson AFB

This research identified that the most significant maintenance scheduling philosophies are the “3 waves Monday through Friday – 3WMF”, the “3 waves Monday through Thursday and 1 wave on Friday – 3WMR1WF”, and the “12 turn 10 jets for three weeks and 10 hot-pit 10 turn 8 jets for 1 week – 12X10&10P10X8”. The most significant metric in terms of the long term health of the fleet was identified to be the Not Mission Capable for Maintenance Rate (NMCM Rate). The most significant metrics in terms of the maintenance effectiveness to meet unit sortie production goals were identified to be the discrepancies awaiting maintenance (AWM), the average time in maintenance activity queues (ATQMA) and the flying window. The uniformity of the schedule (balanced – unbalanced approach) didn’t seem to affect the output variables. On

the other hand, any reduction on current level of maintenance personnel caused an inability to meet the required sortie schedule. The significant factors that affect the long term health of the fleet and the maintenance effectiveness were identified to be the maintenance scheduling philosophy, the sortie rate, the time between landing and take-off, and the interaction of those as well. The “3 waves Monday through Thursday and 1 wave on Friday” maintenance scheduling philosophy seems to outperform the other two philosophies regardless the sortie surge level or the time between landing and take off. This philosophy is also less sensitive than the “3 waves Monday through Friday” scheduling philosophy in sortie level and time between landing and take-off changes.

Tables 4 and 5 illustrate the proposed maintenance scheduling philosophy for various sortie levels and time between landing and take-off levels in terms of long term health of the fleet and maintenance effectiveness respectively. Philosophies with green color are recommended, with orange color are close to the recommended solutions and their application could be under consideration by the user, and with red color are not recommended. These tables should serve as the final recommendation to Eielson AFB of when to use each particular scheduling philosophy based on the sortie levels and the times between landing and take-off.

Recommendations for Further Research

A variety of opportunities exist to make significant improvements in this research. Below are some potential enhancements that future researchers might consider:

1. Enhance external validity (generalization) of the research by using the same model for another F-16 unit and with minor changes for a unit with a different type of aircraft.
2. Perform the same Delphi study with a different sample and not limited to AFIT personnel to compare the Delphi responses.
3. Perform a more detailed analysis and experiment of the manning level and determine which Primary Working Center (PWC) is the bottleneck in the sortie generation process.
4. Relax the assumption of the FIFO (first In First Out) approach in assigning aircraft to missions by modeling different approaches such as assigning aircraft to missions based on the type of the mission, the configuration of the aircraft, the accomplished TCTO's, the aircraft's reliability, or its remaining flying hours until scheduled inspection.
5. Model a self-learning system that will continuously try to achieve specific targets by changing the daily schedule based on currently achieved metrics.
6. Perform sensitivity analysis on the time that each shift shows up and on the manning level of each PWC and each shift. The GUI (Graphical User Interface) has already been design to foster this analysis.
7. Perform a sensitivity analysis on the dispatching rule of each maintenance process. Various dispatching rules could be the FIFO approach, the lowest duration, the highest duration, or the number (lowest or highest) of needed personnel to perform the task, etc.

8. Perform an analysis on the Repeat / Recur rate metric to identify which part of it is due to improper maintenance and what part is caused by the “unhealthiness” of the fleet.

Table 4. Proposed Scheduling Philosophy for Long Term Health of the Fleet

		Sortie Levels (percentage of the current sortie levels)					
		80%	90%	100%	110%	120%	>120% (untested)
Time BTW Landing & Take-Off	2	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8
	3	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8
	4	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8
	>4	Not recommended					

Table 5. Proposed Scheduling Philosophy for Maintenance Effectiveness

		Sortie Levels (percentage of the current sortie levels)					
		80%	90%	100%	110%	120%	>120% (untested)
Time BTW Landing & Take-Off	2	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8
	3	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8
	4	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8	3WMR1WF 3WMF 12X10&10P10X8
	>4	Not recommended					

VI. Appendix “A”. Key Metrics (AFLMA, 2002)

Table 6. Key Metrics

METRIC	DESCRIPTION	THINGS TO LOOK FOR
MC Rate	The percentage of possessed hours for aircraft that can fly at least one assigned mission. Desired Trend: ↑	Workers putting off repairs to other shifts, inexperienced workers, lack of parts from supply, poor in-shop scheduling, high cannibalization rates, training deficiencies – formal or OJT. High commitment rates may also contribute to a lower MC Rate.
NMCM Rate	The percentage of possessed hours for aircraft that cannot fly any assigned mission due to maintenance. Desired Trend: ↓	Workers putting off repairs to other shifts, inexperienced workers, lack of manpower, lack of tools, lack of support equipment, training issues, environmental factors. Look at the impact of scheduled versus unscheduled maintenance.
NMCS Rate	The percentage of possessed hours for aircraft that cannot fly any assigned mission due to lack of parts. Desired Trend: ↓	Backshops slow turning out parts, lack of in-shop technical repair data, lack of shop replaceable units and bits and pieces, stock level problems, transportation issues affecting delivery of parts.
FSE Rate	The percentage of sorties scheduled minus deviations. Desired Trend: ↑	Last minute aircraft being added to the schedule, frequent configuration changes, frequent changes to the flying schedule, lack of discipline on who is authorized to change the flying schedule.
CANN Rate	The number of cannibalizations that occur per sortie (per 100 sorties for Mobility Air Force, MAF) or for supply kit deployment. Desired Trend: ↓	Reliability of parts, problems at shop or depot repair facility, lack of discipline or supervision, poor sense of urgency, supply problems, kit fill rates, parts that never had to be CANNed before (old airplanes breaking for new reasons, insufficient stockage levels on base, having to manage parts for deployments). Analyze the cause codes of CANNs. Are the parts being CANNed authorized to be on hand?

Table 6. Continued

METRIC	DESCRIPTION	THINGS TO LOOK FOR
Abort Rate	The number of air aborts plus ground aborts occurring per total number of sorties. Desired Trend: ↓	Quality of maintenance decreasing, especially if aborts caused by R/R write-ups or aircrews not proficient on newer systems (leading to erroneous write-ups), reliability problems or issues.
Break Rate	The number of aircraft landing with a grounding write-up per total number of sorties. Desired Trend: ↓	Reliability of parts, training deficiency, poor technical data, test equipment, or insufficient tools.
Fix Rate	The number of grounding write-ups repaired per the total number of grounding write-ups that occurred. Desired Trend: ↑	Training, lack of experienced technicians, poor technical data, lack of tools, or lack of test equipment.
R/R Rate	The number of R/R write-ups per the total number of write-ups. Desired Trend: ↓	Component reliability, maintenance practices, or experience of maintenance technicians.
Maintenance Scheduling Effectiveness Rate	The number of maintenance actions started as scheduled per total number of maintenance actions scheduled. Desired Trend: ↑	If either the unit or individual tail number rates increase, look for: 7. Shortages in equipment or personnel, 8. Problems with a particular type of maintenance action being accomplished later than scheduled, and 9. Resources being over committed
Deferred Discrepancies	Depicts how well your unit is keeping up with required minor repairs. Desired Trend: ↓	The total number increasing or one tail number with a great deal more than the others, look for: 1. Actions being deferred for convenience or 2. Crew chiefs follow-up on discrepancies awaiting parts (AWP) and shop chief awareness of backlogs.

VII. Appendix “B”. Description of Key Maintenance Metrics (AFLMA, 2002)

Flying Scheduling Effectiveness (FSE) Rate: This indicator is a measure of how well the unit planned and executed the weekly flying schedule. *Plan what you fly and fly what you plan* is still valuable flying schedule-guidance. Sticking to the printed schedule reduces turmoil, which helps keep people focused, allows for a better maintenance product, eases personnel tension, and stabilizes morale. It also drives more thoughtful and careful planning. A high FSE rate indicates the unit has planned well and executed the schedule. A low FSE rate may indicate needless turbulence; however, not all turbulence is bad. When intentionally introduced to avoid additional turbulence later, it is smart management. Otherwise, it is nothing but added pain for the unit. It is all too easy to get drawn into operations requirements versus maintenance capabilities when looking at causes of turbulence. The mission is priority number one all the time, but firm scheduling discipline is a must for effective operations. When the rate is low, leaders must search for opportunities to plan more carefully or stick to the current plan. Review chargeable deviations (situations generally within a unit’s control) because they cause FSE to decrease. Ground aborts are the primary driver. A high commitment rate may also be influencing FSE. The FSE rate is a valuable indicator because it takes into account total unit performance. Some of the factors affecting FSE rates are timely aircraft preparation and repair, quality of maintenance, sense of urgency, crew-show discipline, avoidance of early and late takeoffs, and flexibility when unplanned events arise.

$$FSE\ Rate = \frac{\text{Adjusted Sorties Scheduled} - \text{Chargeable Deviations}}{\text{Adjusted Sorties Scheduled}} * 100$$

Flying Schedule Deviations: These are reasons why an aircraft didn't fly a sortie as scheduled and are recorded as chargeable or nonchargeable for activity causing deviation (operations, logistics, air traffic control, weather, higher headquarters, and so forth).

$$\text{Maintenance Rate} = \frac{\text{Maintenance Deviations}}{\text{Total Sorties Scheduled}} * 100$$

$$\text{Operations Rate} = \frac{\text{Operations Deviations}}{\text{Total Sorties Scheduled}} * 100$$

Average Sortie Duration (ASD): This is the average time an aircraft stays airborne during an individual sortie. This number is normally computed monthly but can be done weekly. The computation is straightforward: total hours flown divided by total sorties flown.

Sortie UTE Rate (Lagging): This key indicator, particularly, for fighters serves as a yardstick for how well the maintenance organization supports the unit's mission. If the unit isn't meeting the sortie UTE rate, it means the average number of sorties per aircraft (based on average number of aircraft possessed (PAI), not on assigned aircraft) is lower than programmed. Just scheduling more sorties is not the answer. The root cause of a low UTE rate may lie in maintenance scheduling practices that result in low aircraft availability, effectiveness of the production effort that repairs and prepares aircraft for the next sortie, or even availability of qualified and trained technicians. It may also mean that other factors, such as weather, have an effect on the operation.

$$\text{Sortie UTE Rate} = \frac{\text{Sorties Flown}}{\text{Primary Aircraft Inventory}}$$

Hourly UTE Rate (Lagging): Operations and maintenance share this indicator because it reflects their combined performance. Operations is not flying the programmed ASD if

the unit does not meet the hourly UTE rate. When maintenance meets the sortie UTE rate and operations meets the hourly UTE rate, the squadron can successfully execute the annual flying-hour program.

$$\text{Hourly UTE Rate} = \frac{\text{Hours Flown}}{\text{Primary Aircraft Inventory}}$$

Abort Rate (Leading): A unit's abort rate can be an indicator of both aircraft reliability and quality of maintenance performed. The MAF tracks materiel and nonmateriel aborts through the Global Decision Support System and AMC History System via diversion codes J and K. A J divert is an abort due to an aircraft system malfunction, while a K divert is for nonmaterial reasons. Examine the abort rate in relation to system malfunctions. Look for trends, root causes, and lasting corrective actions. The focus should be on preventing as many aborts as possible. Adding a preventable or not preventable indicator on the chargeable deviations slide focuses attention on prevention. A high abort rate will drive the FSE rate down. An air abort is really an operations call. Not all airborne malfunctions, however, result in an air abort. If an alternate mission is flown, then it's not an air abort. If there are a lot of air aborts, talk with operations—it may simply be a misunderstanding of the rules.

$$\text{Abort Rate} = \frac{\text{Air Aborts (J - Diverts)} + \text{Local Training Aborts} + \text{Ground Aborts}}{\text{Total Sorties Attempted}} * 100$$

$$\text{Total Sorties Attempted} = \text{Sorties Flown} + \text{Ground Aborts}$$

Code 3 Break Rate (Leading): The break rate is the percentage of sorties that land in a Code 3 status. It's an indicator of aircraft system reliability and, sometimes, a measure of the quality of aircraft maintenance performed. The break rate is also an excellent

predictor of parts demand. Several indicators that follow break rate are MC, TNMCS, CANN, and R/R.

$$\text{Code - 3 Break Rate} = \frac{\# \text{ Sorties that Land Code - 3}}{\text{Sorties Flown}} * 100$$

Fully Mission Capable (FMC) Rate (Lagging): Compare the FMC rate with the monthly MC rate. A significant difference between the two indicates aircraft are flying with key systems partially inoperative and cannot perform all the designed operational capability statement missions. A low FMC rate may indicate a persistent parts-supportability problem.

$$\text{FMC Rate} = \frac{\text{FMC Hours}}{\text{Possessed Hours}} * 100$$

Mission Capable (MC) Rate: The MC rate is perhaps the best-known yardstick for measuring a unit's performance. This rate is very much a composite metric. That is, it is a broad indicator of many processes and metrics. A low MC rate may indicate a unit is experiencing many hard (long fix) breaks that don't allow them to turn an aircraft for many hours or several days. It may also indicate serious parts supportability issues, poor job prioritization, lack of qualified technicians, or poor sense of urgency. The key here is to focus on the negative trends and top system problems that lower the MC rate.

Examining the 8-hour (fighter) or 12-hour (all other aircraft) fix rates may provide clues to a low MC rate, but be careful here—the message units should hear from leadership is, fixing aircraft well is more important than fixing aircraft fast. Positive trends for a well-managed fix rate will indicate good management. Fixes on some systems predictably take longer than 8 or 12 hours. Exceeding this mark is not necessarily indicative of poor

maintenance. However, a unit with poor production problems may consistently exceed 8-/12-hour fixes in a wide variety of systems.

$$\text{MC Rate} = \frac{\text{FMC Hours} + \text{PMCB Hours} + \text{PMCM Hours} + \text{PMCS Hours}}{\text{Possessed Hours}} * 100$$

Total Non-Mission Capable Supply (TNMCS) Rate (Lagging): TNMCS is driven principally by spare parts availability. However, maintenance can keep the rate lower by consolidating feasible CANNs to as few aircraft as practical. TNMCS is based on the number of airframes out for parts, instead of the number of parts that are MICAP. It does not take long to see the link between the CANN rate and TNMCS rate. The best situation is for both rates to be as low as possible. Another word of caution here—TNMCS should not be held low at the expense of increased CANN actions. Maintenance should not be driven to make undesirable CANNs (those that may be labor intensive or risk damaging the good part) just to keep the TNMCS rate low. Maintainers will let leaders know what they think if pressed to CANN a part that's not feasible just to consolidate all MICAPs on one aircraft. An easy mistake is just looking at the few components eating up huge chunks of time. Usually these are hard-to-obtain items across the Air Force or involve heavy maintenance. They are obvious, but little can be done about them. Try focusing on the items getting a lot of hits. They may be easy to get, but why are so many being ordered? Is the base-stockage level high enough? Is there a trend or reason why so many need to be ordered in the first place? Another facet is the amount of time lost due to parts in transit. Are the parts easy to procure but sitting on pallets at some port? Are the folks

on base getting the old parts turned in? Could the part be fixed on base, even though the current guidance says send it back to the depot?

$$\text{TNMCS Rate} = \frac{\text{NMCS Hours} + \text{NMCB Hours}}{\text{Possessed Hours}} * 100$$

Repeat Recur (R/R) Rate: R/R is perhaps the most important and accurate measure of the quality of maintenance performed in a unit. A repeat discrepancy is one occurring on the same system or subsystem on the first sortie or sortie attempt after originally reported. A recurring discrepancy occurs on the second through fourth sortie or attempted sortie after the original occurrence. A unit's goal should be no R/Rs. A high R/R rate may indicate lack of thorough troubleshooting; inordinate pressure to commit aircraft to the flying schedule for subsequent sorties; or a lack of experienced, qualified, or trained technicians. Examine each R/R discrepancy and seek root causes and lasting fixes.

$$\text{R/R Rate} = \frac{\text{Total Repeats} + \text{Total Recurs}}{\text{Total Pilot Reported Discrepancies}} * 100$$

Eight-Hour Fix Rate (Leading): This indicator (the cumulative percentage of Code 3 aircraft breaks recovered within 8 hours of landing) shows how well the repair process is being managed. Occasionally, some repairs, just by their nature, exceed the standard timeframe. However, all repairs exceeding the standard time should be reviewed. This interval is used for fighter aircraft.

$$\text{8 - hour Fix Rate} = \frac{\text{\# of Code - 3 Breaks Fixed within 8 Hours After Landing}}{\text{Total Code - 3 Breaks}} * 100$$

Maintenance Scheduling Effectiveness (MSE) Rate: MSE is a measure of maintenance's ability to plan and complete inspections and periodic maintenance. A low

MSE rate may indicate a unit is experiencing turbulence. It's a leadership issue if the turbulence could be avoided with careful planning. When maintenance misses a scheduled action because an aircraft is broken off station, that's a reasonable occurrence. When maintenance misses a scheduled action because the aircraft is pulled to support the flying program, beware. A unit should schedule maintenance first and then support the flying schedule with the remaining aircraft available. Too often, units do it the other way around—schedule maintenance with airframes left over after schedulers fill the flying schedule.

$$\text{MSE Rate} = \frac{\text{\# of Completed Scheduled Maintenance Actions}}{\text{\# of Maintenance Actions Scheduled}} * 100$$

Phase Flow: A phase time-distribution interval (TDI) is a product that shows hours remaining until the next phase on a flying squadron's fleet. It is common practice to convert the TDI to a scatter diagram, facilitating ease of tracking. A perfect phase flow portrays a fleet's evenly paced progression into phase (a nearly perfect diagonal line). Average phase time remaining on a fleet should be approximately half the inspection interval. However, a unit may have good reasons to manage its phase flow so the data points define a pattern other than a diagonal line. For example, in preparation for a long-distance overseas deployment, a unit may need to build up the average phase time remaining on its fleet, because phase capability may be limited for a short time. Beware of gaps or groupings, especially on aircraft with less than half the time remaining to phase.

Cann Rate (Lagging): The CANN rate is the average number of CANN actions per 100 sorties flown. A CANN action is the removal of a serviceable part from an aircraft or

engine to replace an unserviceable part on another aircraft or engine, or removal of a serviceable part to put into a readiness spares package for deployments. This rate includes all aircraft-to-aircraft and engine-to-aircraft CANN actions. The measurement is used in conjunction with the supply issue effectiveness rate. In most cases, a CANN action takes place when base supply cannot deliver the part when needed and mission requirements demand the aircraft be returned to an MC status. Since supply relies on the depot for replenishment, this indicator can also be used, in part, to indicate depot support.

$$\text{Cann Rate} = \frac{\text{\# of Aircraft - to - Aircraft Canns} + \text{\# of Engine - to - Aircraft Canns}}{\text{Total Sorties Flown}} * 100$$

VIII. Appendix “C”. 1ST Solicitation Email Message to Cooperate in Survey

Dear Sir/Madam,

An important study is being conducted to compare maintenance scheduling philosophies and your expertise can be of great value to the research. What we would like to ask you is to give us your candid, honest, experienced opinion of the most commonly used aircraft scheduling philosophies and the most important performance metrics that capture the long term health of the fleet. We have a questionnaire that we would like you to answer and that will take **less than twenty minutes** of your valuable time to answer.

With your help, some of the important maintenance scheduling philosophies will be identified (i.e. **flying one “go” on Fridays, minimizing flying window** etc) and will be compared against various important metrics. The goal is to identify the maintenance scheduling philosophy that best improves the long term health of the fleet and improves maintenance effectiveness to meet unit sortie production goals; hopefully, **making your job easier and more effective**. We would like your cooperation in helping us achieve this goal.

The survey will take place in October and November and will involve three rounds of responses. Each round will build upon the previous and you will be able to see how the responses are affecting the outcomes. F-16 experience is beneficial though not a prerequisite for answering the questionnaires.

We would appreciate your cooperation in answering the questionnaires. If you are willing to cooperate, please reply to this email (you can click “Yes” at the voting buttons above), and we will contact you with details on how you can take the **web-based** questionnaire in the October - November timeframe.

Thank you for your courtesy of your assistance.

Very sincerely yours,

Konstantinos Iakovidis, Major, HAF

John Bell, Major, USAF

AFIT Student

Assistant Professor of Logistics Management

Graduate Logistics Management

IX. Appendix "D". Survey Approval from AFRL/HEH



DEPARTMENT OF THE AIR FORCE
AIR FORCE RESEARCH LABORATORY (AFRL)
WRIGHT-PATTERSON AIR FORCE BASE, OHIO

20 October 2004

MEMORANDUM FOR AFIT/ENV
ATTN: K. Iakovidis

FROM: AFRL/HEH

SUBJECT: Approval for the Use of Volunteers in Demonstrations

1. Human experimentation as described in Protocol 05-04-E "Comparing F-16 Maintenance Philosophies" may begin.
2. In accordance with AFI 40-402, this protocol was reviewed and approved by the Wright Site Institutional Review Board (WSIRB) on 14 October 2004, the AFRL Chief of Aerospace Medicine on 18 October 2004.
3. Please notify the undersigned of any changes in procedures prior to their implementation. A judgment will be made at that time whether or not a complete WSIRB review is necessary.

Signed 20 October 2004
HELEN JENNINGS
Human Use Administrator

X. APPENDIX “E”. Survey Approval from AFPC/DPAFFA



**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE PERSONNEL CENTER
RANDOLPH AIR FORCE BASE TEXAS**

17 NOVEMBER 2004

MEMORANDUM FOR MAJ KONSTANTINOS IAKOVIDIS

FROM: AFPC/DPAFFA

SUBJECT: Request for Survey Approval

We have reviewed the Comparing F-16 Maintenance Philosophies Questionnaire and approved its use with students assigned to AFIT at Wright Patterson AFB. We have assigned a Survey Control Number (SCN) of USAF SCN 04-112. Assignment of this SCN is contingent upon the following modifications.

1. Ref 3c through 3j: Rephrase these items to read “How long (in minutes) is the ...”

The survey is valid through 31 May 2005. Please ensure that the SCN and expiration date appear within the survey, survey instructions or appropriate web site.

With regard to the survey and its associated results, it is important to draw your attention to the provisions of the Freedom of Information Act (FOIA). Under the FOIA, the public can request the results of your survey. Furthermore, if the results will be released outside the Air Force, please follow proper approval procedures through Public Affairs before the results are released.

Questions or concerns can be directed to me at DSN 665-2448 or louis.datko@randolph.af.mil. We wish you much success with your data collection effort.

Louis M. Datko

LOUIS M. DATKO
Chief, Air Force Survey Program

XI. Appendix “F”. Initial Questionnaire of the Delphi Study

Comparing F-16 Maintenance Philosophies

Researcher: Maj Konstantinos Iakovidis AFIT/ENS/GLM

Advisor: Maj John Bell AFIT/ENS

Sponsor: 354 AMXS/CC, Eielson AFB

This 3-part Delphi survey is seeking for answers about:

1. The most commonly used scheduling philosophies that need to be compared in terms of improving the long term health of the fleet. In subsequent surveys you will be asked to rank initial responses.
2. The important performance metrics that capture the long term health of the fleet and the maintenance effectiveness to meet unit sortie production goals. In subsequent surveys you will be also asked to rank initial responses.
3. Specific **peace-time** durations that will be used as model input variables.

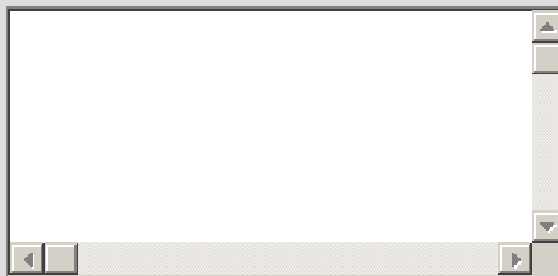
Your time answering the questionnaire is greatly appreciated. Your answers will help in identifying which are the commonly used F-16 unit maintenance scheduling philosophies that need to be compared in terms of improving the long term health of the fleet, which are the important performance metrics that capture long term health of the fleet and maintenance effectiveness to meet unit sortie production goals, and which are the values in various model input variables.

1. Commonly used F-16 unit scheduling philosophies.

In this section the most commonly used scheduling philosophies that need to be compared in terms of improving the long term health of the fleet will be identified. Current survey will utilize qualitative format while subsequent surveys will ask for ranking the initial proposals.

1a.: Please identify the most commonly used scheduling philosophies that need to be compared in terms of improving the long term health of the fleet. For example, flying only one wave on Fridays if operational requirements are met, minimize the flying window, the more you fly an aircraft the more reliable it is, etc.

Please write your answer in the box below:

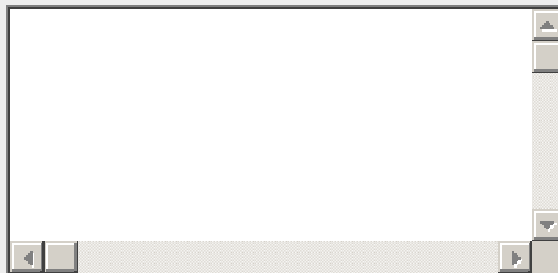


2. Important performance metrics

In this section the most important performance metrics to capture long term health of the fleet and maintenance effectiveness to meet unit sortie production goals will be identified. Current survey will utilize qualitative format while subsequent surveys will ask for ranking the initial proposals.

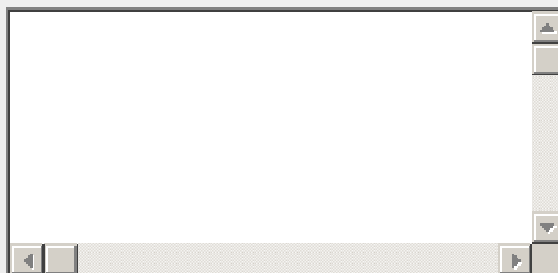
2a.: Please identify the important performance metrics that capture the long term health of the fleet. You can propose any metric (either used by USAF or not) that you think that captures fleet health. Please, explain your proposal.

Please write your answer in the box below:



2b.: Please identify the important performance metrics that capture the maintenance effectiveness to meet unit sortie production goals. You can propose any metric (either used by USAF or not) that you think that captures maintenance effectiveness. Please, explain your proposal.

Please write your answer in the box below:



3. F-16 specific - those without F-16 experience please do not answer

In this section, some of the model input variables will be identified.

3a.: How many years of F-16 maintenance experience do you have?

Please write your answer here:

3b.: Have you ever been assigned to Eielson AFB?

Please tick **only one** of the following:

- ☐ Yes
☐ No

3c.: How long (in minutes) is the typical refueling time for F-16's?

Please write your answer here:

3d.: How long (in minutes) is the typical duration of weapons preparation?

Please write your answer here:

3e.: How long (in minutes) is the typical duration of preflight?

Please write your answer here:

3f.: How long (in minutes) is the typical duration of F-16 launch?

Please write your answer here:

3g.: How long (in minutes) is the typical duration of taxiing in Eielson AFB?

Please write your answer here:

3h.: How long (in minutes) is the typical F-16 service time between flights?

Please write your answer here:

3i.: How long (in minutes) is the typical debrief time?

Please write your answer here:

3j.: How long (in minutes) is the typical time from land to park for Eielson AFB?

Please write your answer here:

3k.: How long (in minutes) is the typical duration for F-16 parking and recovery?

Please write your answer here:

3l.: How long (in minutes) is the typical duration for paper work after failures?

Please write your answer here:

XII. Appendix "G". 2nd Round of the Delphi Study

2nd Round of Comparing F-16 Maintenance Philosophies

1. Commonly used F-16 unit scheduling philosophies.

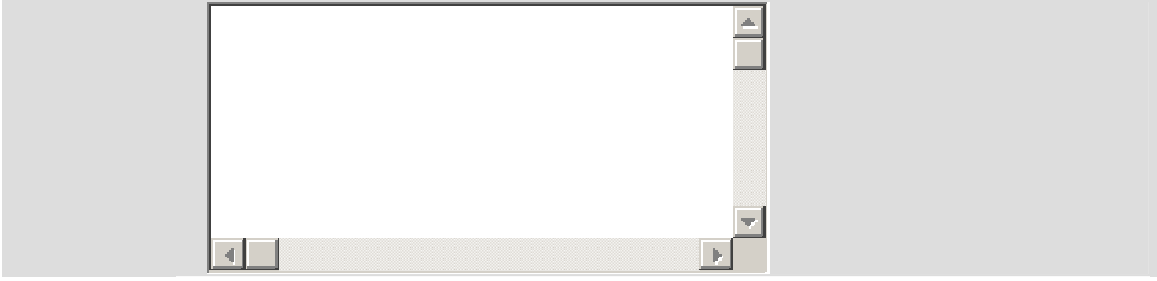
1a.: The following scheduling philosophies were identified by the initial round of the Delphi study. Please rank them in order starting from 1 (1 denotes the most significant philosophy that needs further testing). Please rank only your top 10 selection (no need to spend time in ranking the less significant philosophies).

Please number your top 10 philosophies in order of preference from 1 to 10 (1 denotes the most significant)

- ☐ "Balanced" approach of spreading the schedule out equally throughout the week/month
- ☐ 1 "large" wave on Fridays VS 2 "normal" waves
- ☐ 1 "normal" wave on Fridays VS 2 "normal" waves
- ☐ 2.5 hours between land - takeoff
- ☐ Adjusted turn patterns to accommodate fewer front lines
- ☐ At least 12 hours between last down and first go
- ☐ Don't keep a plane down more that 30 days
- ☐ Ensure enough downtime for scheduled and unscheduled maintenance
- ☐ Extended VS condensed flying window
- ☐ Fly heavy at the beginning of the fiscal year and let off later
- ☐ Increase Average Sortie Duration (ASD)
- ☐ Keep UTE rate under certain level
- ☐ Minimize the number of configurations
- ☐ No cann birds for sake of MC Rate
- ☐ No-fly Fridays
- ☐ Pit and Go daily VS two to three times per week
- ☐ Schedule more sorties at night to allow more robust day shifts
- ☐ Sortie Surge once per month VS once per quarter
- ☐ The more the aircraft flies the more reliable it is

1b.: Please explain your rationale for how you ranked your top five maintenance philosophies in question 1a.

Please write your answer in the box below:



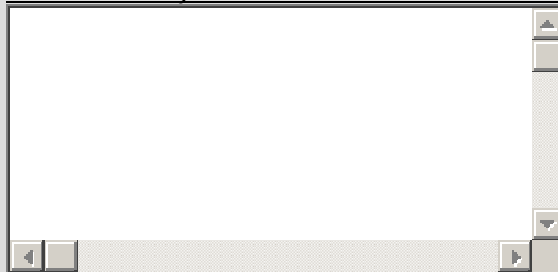
2a.: The following performance metrics that capture the long term health of the fleet were identified by the 1st round of the Delphi study. Please rank them starting from 1 (1 denotes the most significant metric). Please rank only your top 10 selection (no need to spend time in ranking the less significant metrics).

Please number your top 10 metrics in order of preference from 1 to 10 (1 denotes the most significant)

- ☐ % of scheduled sorties that accomplished full mission objectives
- ☐ Amount of time taken to complete Depot Maintenance
- ☐ Break Rate
- ☐ Cann rate
- ☐ Ground Abort Rate
- ☐ Maintenance discrepancy fix rates
- ☐ Maintenance Scheduling Effectiveness Rate
- ☐ Maintenance Non Deliverables (MND)
- ☐ MC Rate
- ☐ Number and type of exceptional write-ups
- ☐ Number of discrepancies during phase inspections
- ☐ Number of K write-ups - Delayed Discrepancies
- ☐ Phase Flow Days
- ☐ Phase Time Distribution Interval
- ☐ Repeat/Recur Rate
- ☐ TCTO Backlog
- ☐ Time each aircraft spends broken
- ☐ TNMCM
- ☐ UTE rate

2b.: Please explain your rationale for how you ranked your top five performance metrics in question 2a.

Please write your answer in the box below:



3a.: The following performance metrics that capture maintenance effectiveness and the ability to meet unit sortie production goals were identified by the 1st round of the Delphi study. Please rank them starting from 1 (1 denotes the most significant metric). Please rank only your top 10 selection (no need to spend time in ranking the less significant metrics).

Please number your top 10 metrics in order of preference from 1 to 10 (1 denotes the most significant)

☐ (Number of ac scheduled for the day's flying schedule) / (Number FMC ac) 2 hours prior first launch

☐ Cann rate

☐ Comparison of number of schedule change requests to number accepted/rejected/accomplished

☐ Discrepancies awaiting maintenance (AWM)

☐ Fix Rates

☐ Flying scheduling effectiveness rate

☐ Ground abort rates

☐ Maintenance discrepancy fix rates

☐ MC Rate

☐ Mission Success Rate

☐ On-time departure rates

☐ Phase backlog

☐ Phase time completion stats

☐ Repeat/Recur Rate

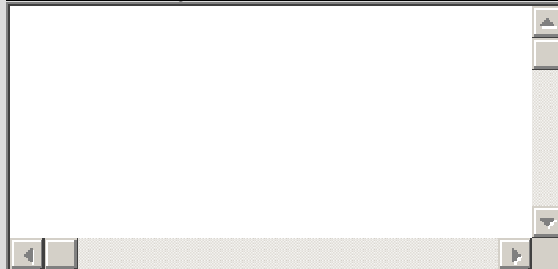
☐ Schedule "fill" rates

☐ Sortie completion rate

☐ TNMCM

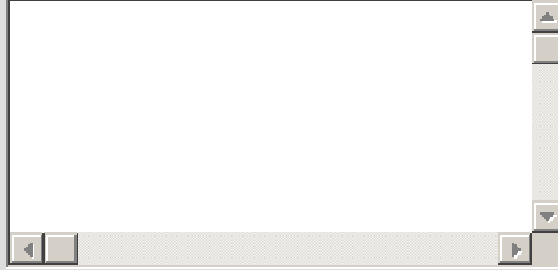
3b.: Please explain your rationale for how you ranked your top five performance metrics in question 3a.

Please write your answer in the box below:



4.: Please provide with any comments you may have about this survey.

Please write your answer in the box below:

A large empty rectangular box for writing comments. On the right side of the box, there is a vertical toolbar with three icons: a curved arrow pointing left (undo), a curved arrow pointing right (redo), and a list icon (three horizontal lines).

XIII. Appendix “H”. 3rd Round of the Delphi Study

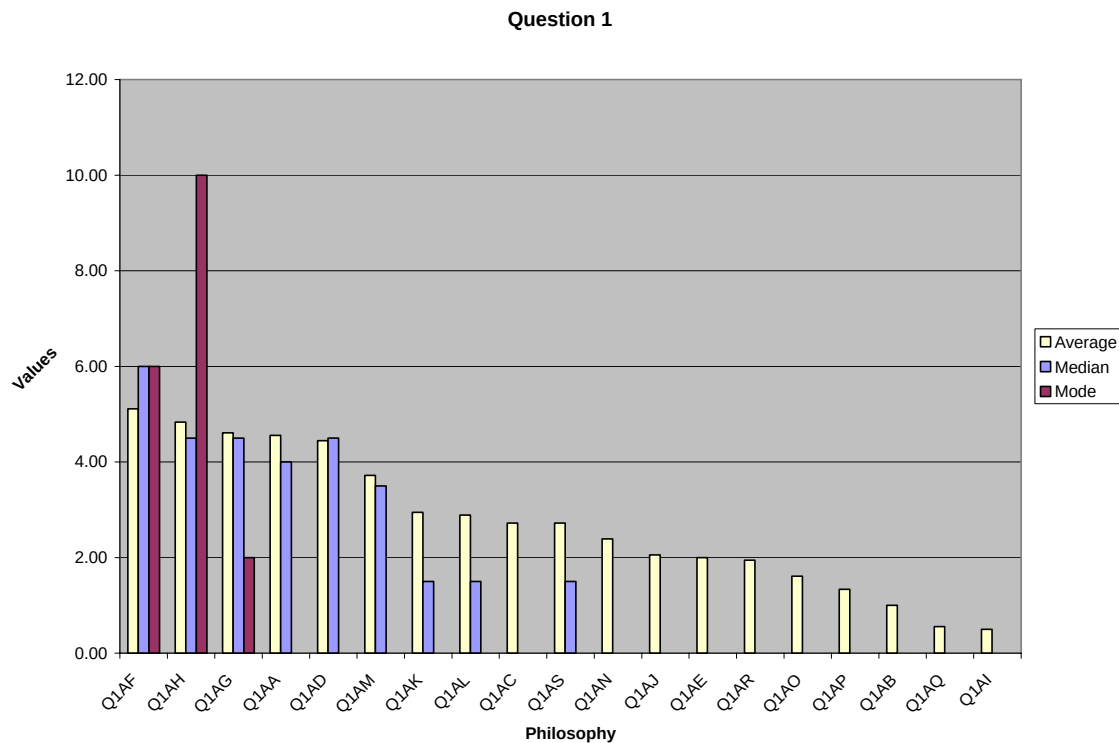
SECTION I: COMMONLY USED F-16 UNIT SCHEDULING PHILOSOPHIES

Below are the results of the second round of the Delphi study regarding the most significant maintenance scheduling philosophies that need further study. If you can recall from the second round, you were asked to rank your top-10 selection (10 denoting the most significant philosophy). Unselected philosophies were assumed to have a grade of zero. Three proxy values are used and illustrated in the graph:

Mean (average): The sum of rankings divided by the number of responses. Higher average means that many of the respondents selected this philosophy in their top list and usually in their Top-5. Data are presented in descending average order.

Median: The middle number when the grades are arranged in ascending order. Because the nine (19 total minus 10 selected) unselected philosophies for each response were assigned zero-grade, higher median denotes that most of the respondents selected the corresponding philosophy in their Top-10.

Mode: The ranking order that occurred most frequently in the responses. This is usually zero because the nine (19 total minus 10 selected) unselected philosophies for each response were assigned zero-grade; if it is not, it gives good insight for what most of the respondents think about the corresponding philosophy.



Q1AF: At least 12 hours between last down and first go
Q1AH: Ensure enough downtime for scheduled and unscheduled maintenance
Q1AG: Don't keep a plane down more than 30 days
Q1AA: "Balanced" approach of spreading the schedule out equally throughout the week/month
Q1AD: 2.5 hours between land - takeoff
 Q1AM: Minimize the number of configurations
 Q1AK: Increase Average Sortie Duration (ASD)
 Q1AL: Keep UTE rate under certain level
 Q1AC: 1 "normal" wave on Fridays VS 2 "normal" waves
 Q1AS: The more the aircraft flies the more reliable it is
 Q1AN: No cann birds for sake of MC Rate
 Q1AJ: Fly heavy at the beginning of the fiscal year and let off later
 Q1AE: Adjusted turn patterns to accommodate fewer front lines
 Q1AR: Sortie surge once per month VS once per quarter
 Q1AO: No-fly Fridays
 Q1AP: Pit and Go daily VS two to three times per week
 Q1AB: 1 "large" wave on Fridays VS 2 "normal" waves
 Q1AQ: Schedule more sorties at night to allow more robust day shifts
 Q1AI: Extended VS condensed flying window

QUESTION: Do you agree with the TOP-5 maintenance scheduling philosophies (in bold format above)? If no, please provide your rationale.

YES

NO

If no, please explain:

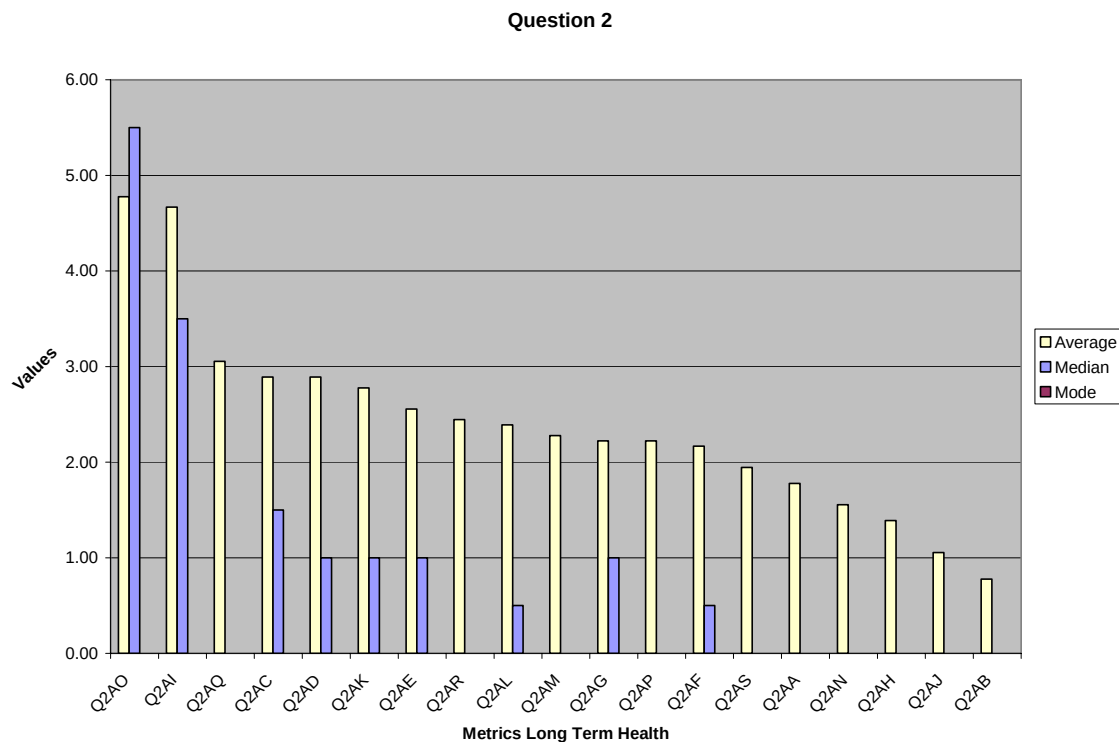
SECTION II: PERFORMANCE METRICS THAT CAPTURE THE LONG TERM HEALTH OF THE FLEET

Below are the results of the second round of the Delphi study regarding the most significant metrics that capture the long term health of the fleet. If you can recall from the second round, you were asked to rank your top-10 selection (10 denoting the most significant metric). Unselected metrics were assumed to have a grade of zero. Three proxy values are used and illustrated in the graph:

Mean (average): The sum of rankings divided by the number of responses. Higher average means that many of the respondents selected this metric in their top list and usually in their Top-5. Data are presented in descending average order.

Median: The middle number when the grades are arranged in ascending order. Because the nine (19 total minus 10 selected) unselected metrics for each response were assigned zero-grade, higher median denotes that most of the respondents selected the corresponding metric in their Top-10.

Mode: The ranking order that occurred most frequently in the responses. This is usually zero because the nine (19 total minus 10 selected) unselected metrics for each response were assigned zero-grade; if it is not, it gives good insight for what most of the respondents think about the corresponding metric.



Q2AO: Repeat / Recur Rate

Q2AI: MC Rate

Q2AQ: Time each aircraft spends broken

Q2AC: Break rate

Q2AD: Cann Rate

Q2AK: Number of discrepancies during phase inspections

Q2AE: Ground Abort Rate

Q2AR: TNMCM

Q2AL: Number of K write-ups – Delayed Discrepancies

Q2AM: Phase Flow Days

Q2AG: Maintenance Scheduling Effectiveness Rate

Q2AP: TCTO Backlog

Q2AF: Maintenance discrepancy fix rates

Q2AS: UTE Rate

Q2AA: % of scheduled sorties that accomplished full mission objectives

Q2AN: Phase Time Distribution Interval

Q2AH: Maintenance Non-Deliverables

Q2AJ: Number and type of exceptional write-ups

Q2AB: Amount of time taken to complete Depot Maintenance

QUESTION: Do you agree with the TOP-5 metrics that capture the long-term health of the fleet (in bold format above)? If no, please provide your rationale.

YES

NO

If no, please explain:

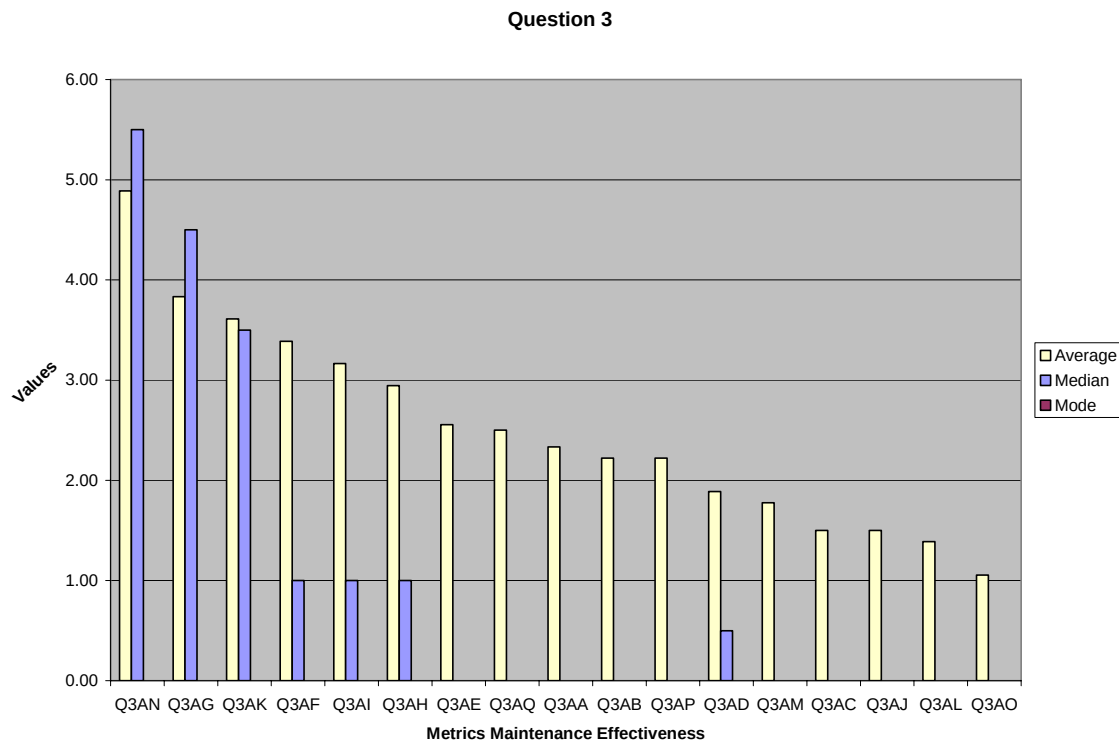
SECTION II: PERFORMANCE METRICS THAT CAPTURE MAINTENANCE EFFECTIVENESS AND THE ABILITY TO MEET UNIT SORTIE PRODUCTION GOALS

Below are the results of the second round of the Delphi study regarding the most significant metrics that capture the maintenance effectiveness and the ability to meet unit sortie production goals. If you can recall from the second round, you were asked to rank your top-10 selection (10 denoting the most significant metric). Unselected metrics were assumed to have a grade of zero. Three proxy values are used and illustrated in the graph:

Mean (average): The sum of rankings divided by the number of responses. Higher average means that many of the respondents selected this metric in their top list and usually in their Top-5. Data are presented in descending average order.

Median: The middle number when the grades are arranged in ascending order. Because the seven (17 total minus 10 selected) unselected metrics for each response were assigned zero-grade, higher median denotes that most of the respondents selected the corresponding metric in their Top-10.

Mode: The ranking order that occurred most frequently in the responses. This is usually zero because the seven (17 total minus 10 selected) unselected metrics for each response were assigned zero-grade; if it is not, it gives good insight for what most of the respondents think about the corresponding metric.



Q3AN: Repeat / Recur Rate

Q3AG: Ground abort rate

Q3AK: On-time departure rates

Q3AF: Flying scheduling effectiveness rate

Q3AI: MC Rate

Q3AH: Maintenance discrepancy fix rates

Q3AE: Fix rates

Q3AQ: TNMCM

Q3AA: (Number of ac scheduled for the day's flying schedule) / (Number FMC ac) 2 hours prior first launch

Q3AB: Cann rate

Q3AP: Sortie completion rate

Q3AD: Discrepancies awaiting maintenance (AWM)

Q3AM: Phase time completion stats

Q3AC: Comparison of number of schedule change requests to number accepted / rejected / accomplished

Q3AJ: Mission Success Rate

Q3AL: Phase backlog

Q3AO: Schedule "fill" rates

QUESTION: Do you agree with the TOP-5 metrics that capture maintenance effectiveness to meet sortie production goals (in bold format above)? If no, please provide your rationale.

YES

NO

If no, please explain:

SECTION IV: FINAL COMMENTS

Please provide any additional comments you may have.

XIV. Appendix “I”. Failure Data Analysis from Eielson AFB

Introduction

Several data were requested from Eielson AFB to be analyzed in order to estimate the appropriate model parameters. One year failure data were provided from Eielson AFB in text format. Sample of the data provided is illustrated in figure below.

```
TRIC:          UNIT: A                                DATE RANGE: 01OCT03 - 30SEP04

*****
EVENT-ID      EQUIP ID      CP      WUC/LCN      WD      REP      REC      SYM      SORTIE NBR      EVT-ACT COMP
032730477    A0482        0      13HDF      B      0      0      /      000      30 OCT 03
DISCREPANCY: NOSE WOW SWITCH HEAT SHRINK REQUIRES REPAIR
WCE-SEQ      PWC      EQUIP ID      WUC/LCN      SYM      SRD      IN-SHOP      WCE-ACT COMP
001          AFELE      13HDF      AKD      NO      30 OCT 03
DDR-SEQ TM CP WUC/LCN AT WD HM MCC UP START DATE STOP HRS CS CLB CC-AI EMPL # AFSC MDS BLK SERIAL NBR SRD
001 B 0 13HDF X B 799 C 01 1200 03303 1230 1.0 2 1 003472 2A656 F016C 88000000482 AKD
*****
EVENT-ID      EQUIP ID      CP      WUC/LCN      WD      REP      REC      SYM      SORTIE NBR      EVT-ACT COMP
032890149    A0482        0      49      B      0      0      -      000      06 NOV 03
DISCREPANCY: LOX INDICATOR GUAGE REQUIRES OP CHECK
WCE-SEQ      PWC      EQUIP ID      WUC/LCN      SYM      SRD      IN-SHOP      WCE-ACT COMP
001          AFELE      49      AKD      NO      06 NOV 03
DDR-SEQ TM CP WUC/LCN AT WD HM MCC UP START DATE STOP HRS CS CLB CC-AI EMPL # AFSC MDS BLK SERIAL NBR SRD
001 B 0 49ABA H B 799 C 01 0700 03310 0808 1.1 1 1 009886 2A373 F016C 88000000482 AKD
*****
EVENT-ID      EQUIP ID      CP      WUC/LCN      WD      REP      REC      SYM      SORTIE NBR      EVT-ACT COMP
032890152    A0482        0      41A      B      0      0      X      000      04 NOV 03
DISCREPANCY: HEAT EXCHANGER EXHAUST DUCT REMOVED TO FOM
WCE-SEQ      PWC      EQUIP ID      WUC/LCN      SYM      SRD      IN-SHOP      WCE-ACT COMP
001          AFELE      41A      AKD      NO      04 NOV 03
DDR-SEQ TM CP WUC/LCN AT WD HM MCC UP START DATE STOP HRS CS CLB CC-AI EMPL # AFSC MDS BLK SERIAL NBR SRD
001 B 0 41AAL S B 800 C 01 1200 03308 1400 4.0 2 1 002831 2A636 F016C 88000000482 AKD
*****
EVENT-ID      EQUIP ID      CP      WUC/LCN      WD      REP      REC      SYM      SORTIE NBR      EVT-ACT COMP
032890154    A0482        0      11      B      0      0      X      000      03 NOV 03
DISCREPANCY: PANEL 3317 OPENED TO FOM
```

Figure 154. Text Format of Failure Data Provided by Eielson AFB

Text format needed to be converted in database format for manipulation. About 5000 records were in two text files that needed to be parsed. Two PHP Hypertext Preprocessor (PHP) scripts were written to parse the text files and reformat them in order to be in a database format. The first script (splitevents.php, Appendix “Q”) separated each event (failure and corrective actions) in different text files and the second script

(parse.php, Appendix “R”) converted the text files into *.csv files for easy importing into Microsoft® Access® database.

Once the failures were entered into a database, it was easier to filter them in accordance with the Primary Working Center (PWC) and the “When Discovered Code, WD”. The one year failures can be categorized¹⁹ as follows (Table 7):

Table 7. Failure Rates Calculation

Type of Failure	WD Code²⁰	# failures	Total sorties	Failures per 100 sorties
Ground Abort	A	170	4470	3.80%
Air Abort	C	11	4470	0.24%
After flight failure	E, F, H, J	1699	4470	38.01%

These failures can further be categorized in accordance with the Primary Working Center (PWC) per Table 8:

Table 8. Failures per Primary Working Center

PWC	Ground Aborts	Air Aborts	After Flight Failures
APG	63	10	932
EandE	21	0	143
Avionics	66	0	395
Engine	11	1	160
Weapons	9	0	69
Total	170	11	1699

¹⁹ Only the five more critical specialties were simulated per Eielson’s AFB input (APG, Electrical and Environmental, Avionics, Engine, and Weapons).

²⁰ When Discovered Codes: A: Before flight – Abort, C: In Flight – Abort, E: After flight, F: Between flights, H: Thruflight, J: Preflight or Combined Preflight/Postflight

Both the failure durations and the crew sizes for each failure were analyzed using Arena's® Input Analyzer.

Theory behind Fitting Distributions

If historical data are present, a decision has to be made whether to use the data directly or whether to fit a probability distribution to the existing data. From a theoretical standpoint, the collected data represent what's happened in the past, which may or may not be an unbiased prediction of what will happen in the future. If the conditions surrounding the generation of these historical data no longer apply, then the historical data may be biased or may simply be missing some important aspects of the process. In our case, it is assumed that the conditions surrounding the generation of these data will continue to exist so the theoretical distribution does not produce biased data.

Probability distributions can be thought of as falling into two main groups: theoretical and empirical. Theoretical distributions, such as the exponential and triangular, generate samples based on a mathematical formulation. Empirical distributions simply divide the actual data into groupings and calculate the proportion of values in each group, possibly interpolating between points for more accuracy.

Each type of distribution is further broken down into continuous and discrete types. The continuous distributions can return any real-valued quantity (within a range for the bounded types). The discrete distributions can return only integer-valued quantities. Arena's® Input Analyzer can fit any of the above distributions to the analyzed data. By fitting a probability distribution, Input Analyzer will provide numerical estimates of the appropriate parameters, and suggest the most appropriate distribution and

its parameters based on the least mean square error (a measure of the quality of the distribution's match to the data). This is the average of the square error terms for each histogram cell, which are the squares of the differences between the relative frequencies of the observations in a cell and the relative frequency for the fitted probability distribution over that cell's data range. The larger this square error value, the further away the fitted distribution is from the actual data (and thus the poorer the fit).

There are two measures of a distribution's fit to the data: the chi-square and Kolmogorov-Smirnov (K-S) goodness-of-fit hypothesis tests. These are standard statistical hypothesis tests that can be used to assess whether a fitted theoretical distribution is a good fit to the data. The Input Analyzer reports information about the tests; of particular interest is the corresponding p-value which is the probability of getting a data set that's more inconsistent with the fitted distribution than the data set you actually got, if the fitted distribution is truly "the truth". To interpret this, larger p-values indicate better fits. Corresponding p-values less than about 0.05 indicate that the distribution is not a very good fit. A high p-value does not constitute "proof" of a good fit but just a lack of evidence against the fit.

The first critical decision in fitting distribution is whether to use a theoretical or an empirical one. Examining the results of the K-S and chi-square tests can be helpful. If the p-values for one or more distributions are fairly high (e.g., 0.10 or greater), then a theoretical distribution can be used with a fairly degree of confidence that a good representation of data is obtained. If the p-values are low, an empirical distribution should be used for better capturing the characteristics of the data. Based on the above information the failure durations and the crew sizes for each failure were analyzed.

Failure Data Analysis

For each PWC and each type of failure two different “Fit Distribution” tests were run: one for the failure duration itself and the other for the crew size that worked for the failures. Thirty different tests were run (3 failure types X 5 PWC X 2 tests) with the following results:

APG – Ground Abort – Duration.

The results after fitting all the distributions are presented in Figures 155 and 156. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is illustrated in Figures 157 and 158. The expression that was used in Arena for the duration of ground abort APG failures is:

CONT (0.000, 9.999, 0.714, 94.285, 0.841, 178.571, 0.905, 262.857, 0.952, 347.143, 0.984, 431.429, 0.984, 515.715, 0.984, 600.001, 1, 600.002)²¹

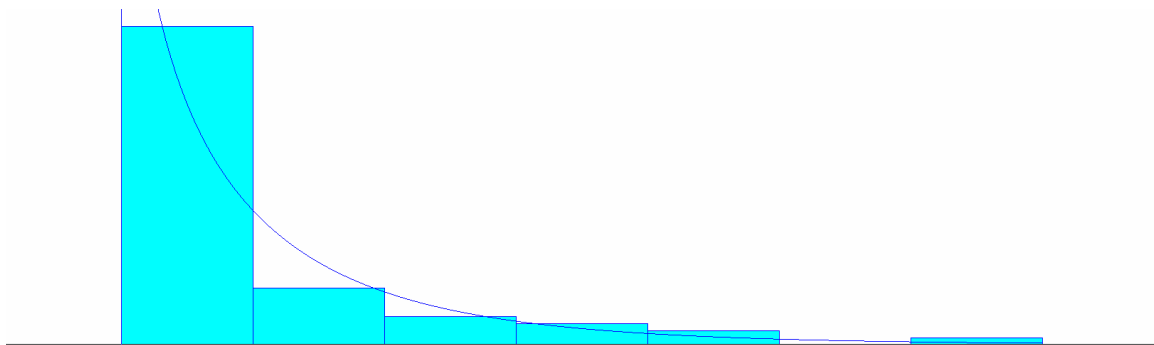


Figure 155. APG Ground Abort Duration

²¹ The CONTINUOUS function in Arena returns a sample from a user defined empirical distribution. Pairs of cumulative probabilities and associated values are specified. The pair (1, 600.002) was manually added because the final cumulative probability has to be 1.

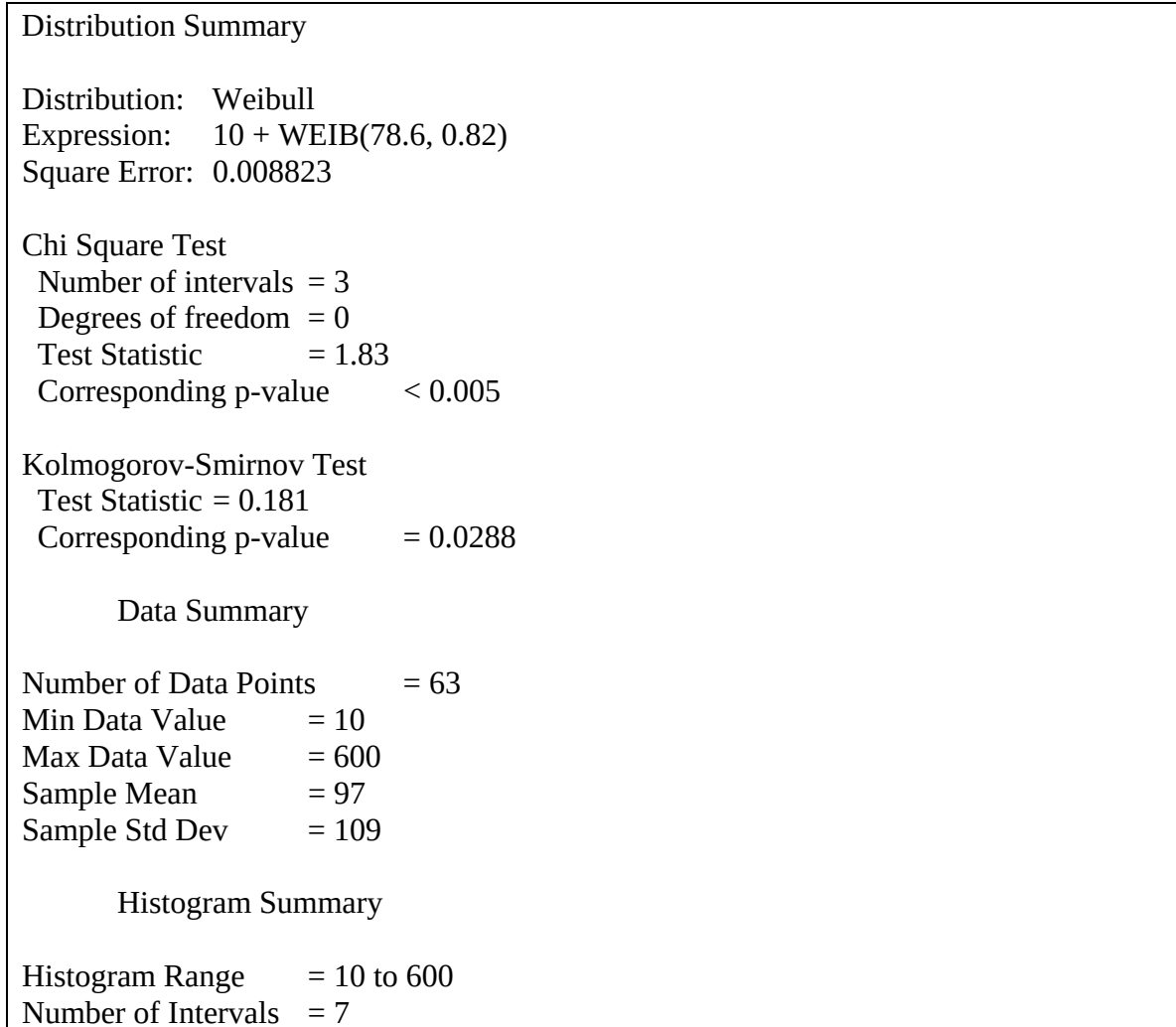


Figure 156. APG Ground Abort Duration

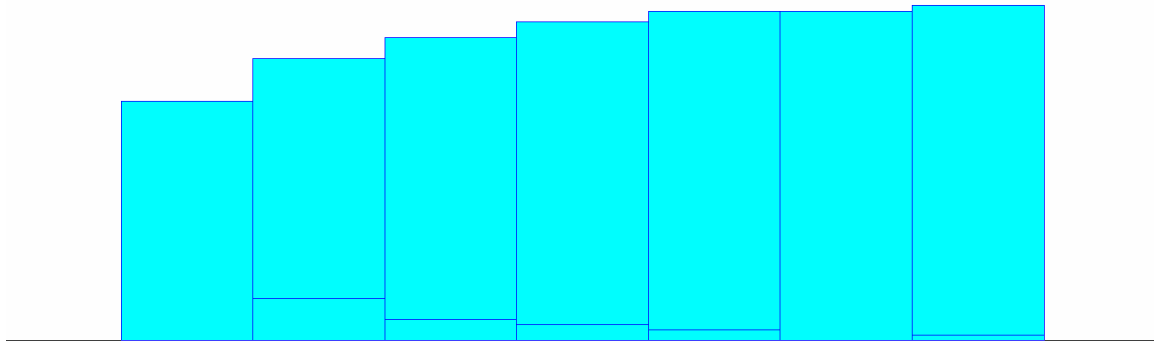


Figure 157. APG Ground Abort Duration Empirical

Distribution Summary	
Distribution: Empirical	
Expression: CONT (0.000, 9.999, 0.714, 94.285, 0.841, 178.571, 0.905, 262.857, 0.952, 347.143, 0.984, 431.429, 0.984, 515.715, 0.984, 600.001)	
Data Summary	
Number of Data Points	= 63
Min Data Value	= 10
Max Data Value	= 600
Sample Mean	= 97
Sample Std Dev	= 109
Histogram Summary	
Histogram Range	= 10 to 600
Number of Intervals	= 7

Figure 158. APG Ground Abort Duration Empirical

APG – Ground Abort – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are

illustrated in Figures 159 and 160 and the expression that was used in Arena for the crew size of ground abort APG failures is:

$$\text{DISC } (0.159, 1, 0.952, 2, 1, 3)^{22}$$

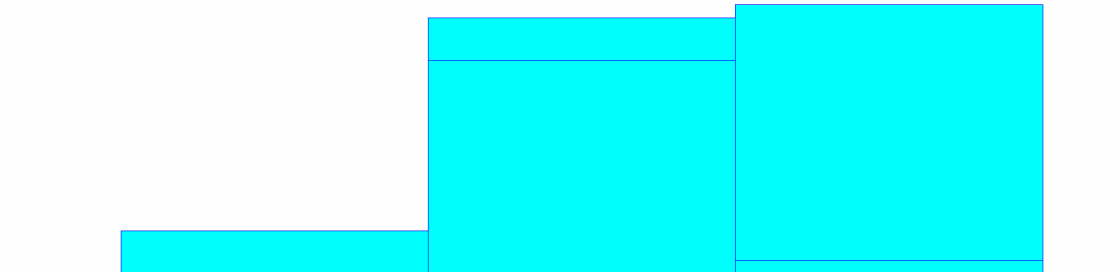


Figure 159. APG Ground Aborts Crew Size

Distribution Summary	
Distribution:	Empirical
Expression:	DISC (0.000, 0.500, 0.159, 1.500, 0.952, 2.500, 0.952, 3.500) DISC (0.159, 1, 0.952, 2, 1, 3)
Data Summary	
Number of Data Points	= 63
Min Data Value	= 1
Max Data Value	= 3
Sample Mean	= 1.89
Sample Std Dev	= 0.444
Histogram Summary	
Histogram Range	= 0.5 to 3.5
Number of Intervals	= 3

Figure 160. APG Ground Aborts Crew Size

²² The DISCRETE function in Arena returns a sample from a user defined discrete probability distribution. The distribution is defined by the set of n possible discrete values that can be returned by the function and the cumulative probabilities associated with these discrete values. By definition the last cumulative probability has to be equal to 1.

APG – Air Abort – Duration.

The results after fitting all the distributions are presented in Figures 161 and 162.

The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is illustrated in Figures 163 and 164. The expression that was used in Arena for the duration of air abort APG failures is:

CONT (0.000, 14.999, 0.500, 95.999, 0.500, 177.000, 0.700, 258.000, 0.700, 339.001, 0.700, 420.001, 1, 420,002)

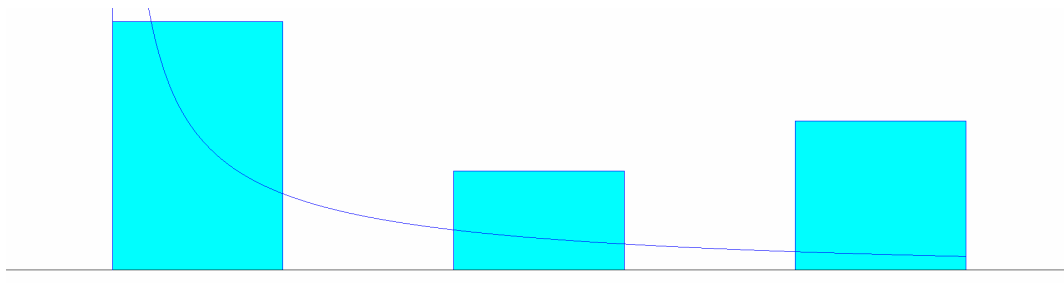


Figure 161. APG Air Aborts Duration

Distribution Summary	
Distribution:	Gamma
Expression:	15 + GAMM(585, 0.277)
Square Error:	0.113937
Kolmogorov-Smirnov Test	
Test Statistic	= 11.7
Corresponding p-value	< 0.01
Data Summary	
Number of Data Points	= 10
Min Data Value	= 15
Max Data Value	= 420
Sample Mean	= 177
Sample Std Dev	= 165
Histogram Summary	
Histogram Range	= 15 to 420
Number of Intervals	= 5

Figure 162. APG Air Aborts Duration

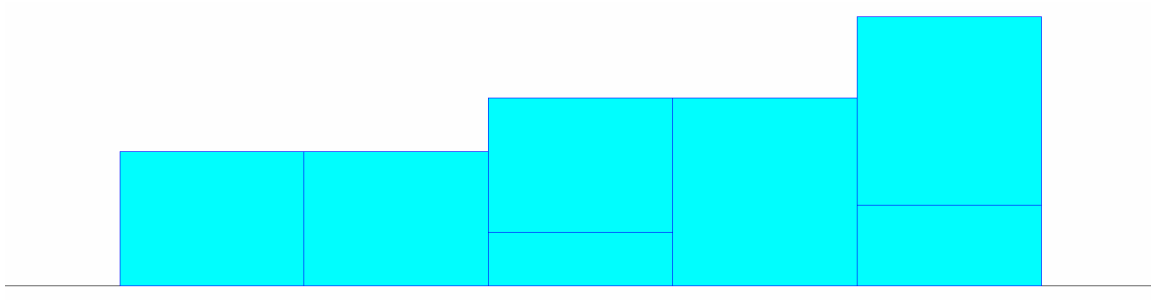


Figure 163. APG Air Aborts Duration Empirical

Distribution Summary	
Distribution: Empirical	
Expression: CONT (0.000, 14.999, 0.500, 95.999, 0.500, 177.000, 0.700, 258.000, 0.700, 339.001, 0.700, 420.001)	
Data Summary	
Number of Data Points	= 10
Min Data Value	= 15
Max Data Value	= 420
Sample Mean	= 177
Sample Std Dev	= 165
Histogram Summary	
Histogram Range	= 15 to 420
Number of Intervals	= 5

Figure 164. APG Air Aborts Duration Empirical

APG – Air Aborts – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 165 and 166 and the expression that was used in Arena for the crew size of air abort APG failures is:

DISC (0.000, 1, 0.900, 2, 1, 3)

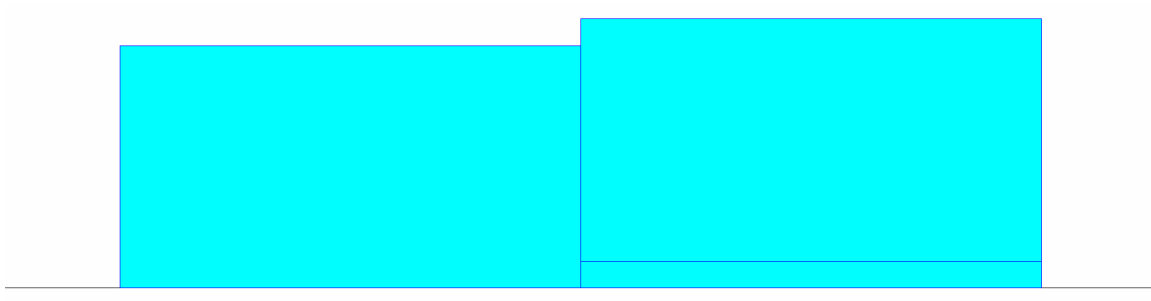


Figure 165. APG Air Aborts CS

Distribution Summary	
Distribution:	Empirical
Expression:	DISC (0.000, 1.500, 0.900, 2.500, 0.900, 3.500)
	DISC (0.000, 1, 0.900, 2, 1, 3)
Data Summary	
Number of Data Points	= 10
Min Data Value	= 2
Max Data Value	= 3
Sample Mean	= 2.1
Sample Std Dev	= 0.316
Histogram Summary	
Histogram Range	= 1.5 to 3.5
Number of Intervals	= 2

Figure 166. APG Air Aborts CS

APG – After Flight – Duration.

The results after fitting all the distributions are presented in Figures 167 and 168. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is illustrated in Figures 169 and 170. The expression that was used in Arena for the duration of after flight APG failures is shown in Figure 170:

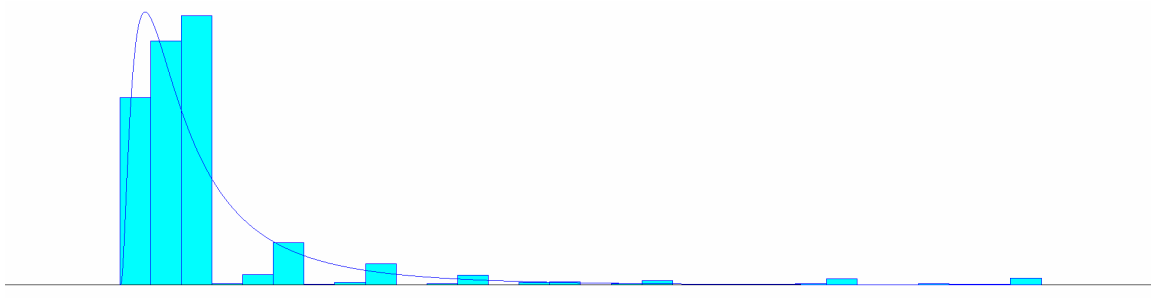


Figure 167. APG After Flight Duration

Distribution Summary	
Distribution:	Lognormal
Expression:	LOGN(62.2, 74.4)
Square Error:	0.040777
Chi Square Test	
Number of intervals	= 13
Degrees of freedom	= 10
Test Statistic	= 358
Corresponding p-value	< 0.005
Kolmogorov-Smirnov Test	
Test Statistic	= 0.152
Corresponding p-value	< 0.01
Data Summary	
Number of Data Points	= 932
Min Data Value	= 0.99
Max Data Value	= 600
Sample Mean	= 65
Sample Std Dev	= 91.1
Histogram Summary	
Histogram Range	= 0 to 600
Number of Intervals	= 30

Figure 168. APG After Flight Duration

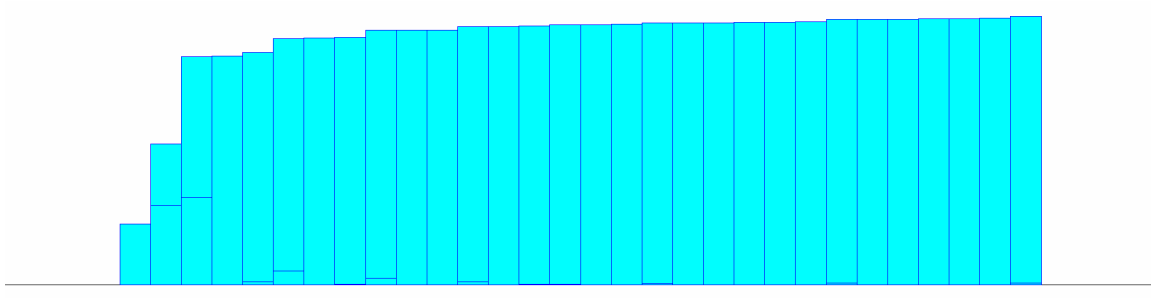


Figure 169. APG After Flight Duration Empirical

Distribution Summary	
Distribution:	Empirical
Expression:	CONT (0.000, 0.000, 0.227, 20.000, 0.524, 40.000, 0.850, 60.000, 0.852, 80.000, 0.865, 100.000, 0.916, 120.000, 0.917, 140.000, 0.921, 160.000, 0.946, 180.000, 0.946, 200.000, 0.948, 220.000, 0.960, 240.000, 0.960, 260.000, 0.964, 280.000, 0.968, 300.000, 0.968, 320.001, 0.970, 340.001, 0.975, 360.001, 0.975, 380.001, 0.975, 400.001, 0.976, 420.001, 0.977, 440.001, 0.980, 460.001, 0.987, 480.001, 0.987, 500.001, 0.987, 520.001, 0.989, 540.001, 0.990, 560.001, 0.991, 580.001, 0.991, 600.001, 1, 600.002)
Data Summary	
Number of Data Points	= 932
Min Data Value	= 0.99
Max Data Value	= 600
Sample Mean	= 65
Sample Std Dev	= 91.1
Histogram Summary	
Histogram Range	= 0 to 600
Number of Intervals	= 30

Figure 170. APG After Flight Duration Empirical

APG – After Flight – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are

illustrated in Figures 171 and 172 and the expression that was used in Arena for the crew size of after flight APG failures is:

DISC (0.000, 0, 0.305, 1, 0.944, 2, 0.991, 3, 0.998, 4, 1, 5)

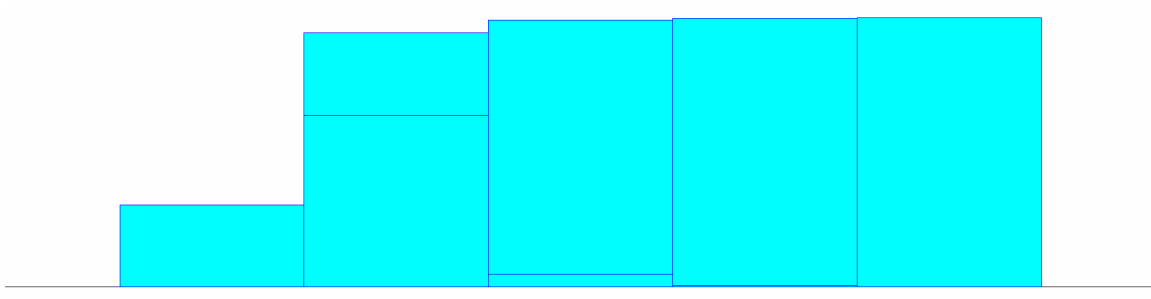


Figure 171. APG After Flight CS

Distribution Summary

Distribution: Empirical

Expression: DISC (0.000, 0.500, 0.305, 1.500, 0.944, 2.500, 0.991, 3.500, 0.998, 4.500, 0.998, 5.500)

DISC (0.000, 0, 0.305, 1, 0.944, 2, 0.991, 3, 0.998, 4, 1, 5)

Data Summary

Number of Data Points = 932

Min Data Value = 1

Max Data Value = 5

Sample Mean = 1.76

Sample Std Dev = 0.584

Histogram Summary

Histogram Range = 0.5 to 5.5

Number of Intervals = 5

Figure 172. APG After Flight CS

Electrical and Environmental (E&E) – Ground Abort – Duration.

The results after fitting all the distributions are presented in Figures 173 and 174. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is illustrated in Figures 175 and 176. The expression that was used in Arena for the duration of ground abort E&E failures is shown in Figure 176.

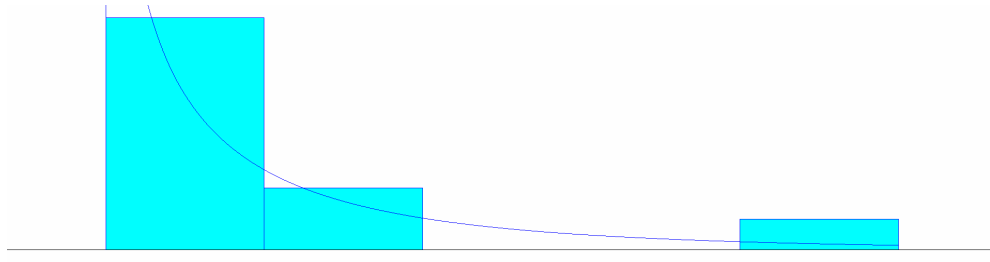


Figure 173. EandE Ground Abort Duration

Distribution Summary	
Distribution:	Weibull
Expression:	29 + WEIB(91.2, 0.679)
Square Error:	0.013564
Chi Square Test	
Number of intervals	= 2
Degrees of freedom	= -1
Test Statistic	= 0.427
Corresponding p-value	< 0.005
Kolmogorov-Smirnov Test	
Test Statistic	= 0.191
Corresponding p-value	> 0.15
Data Summary	
Number of Data Points	= 21
Min Data Value	= 30
Max Data Value	= 600
Sample Mean	= 146
Sample Std Dev	= 162
Histogram Summary	
Histogram Range	= 29 to 600
Number of Intervals	= 5

Figure 174. EandE Ground Abort Duration

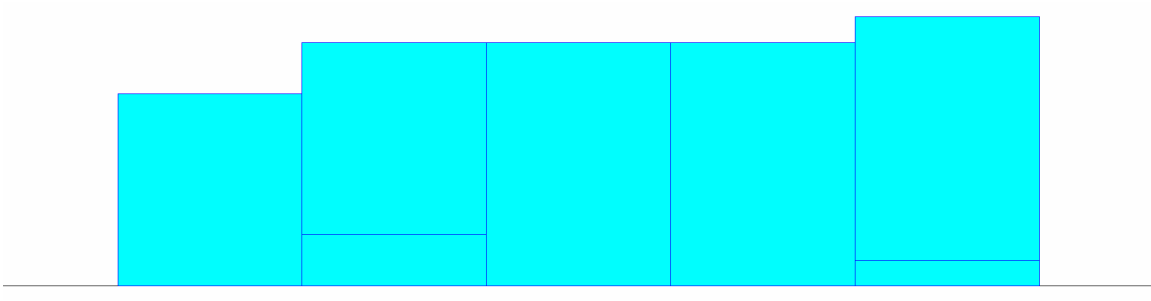


Figure 175. EandE Ground Abort Duration Empirical

Distribution Summary
 Distribution: Empirical
 Expression: CONT (0.000, 29.000, 0.714, 143.200, 0.905, 257.400, 0.905, 371.601, 0.905, 485.801, 0.905, 600.001, 1, 600.002)

Data Summary
 Number of Data Points = 21
 Min Data Value = 30
 Max Data Value = 600
 Sample Mean = 146
 Sample Std Dev = 162

Histogram Summary
 Histogram Range = 29 to 600
 Number of Intervals = 5

Figure 176. EandE Ground Abort Duration Empirical

E&E – Ground Abort – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 177 and 178 and the expression that was used in Arena for the crew size of ground abort E&E failures is:

DISC (0.048, 1, 0.857, 2, 1, 3)

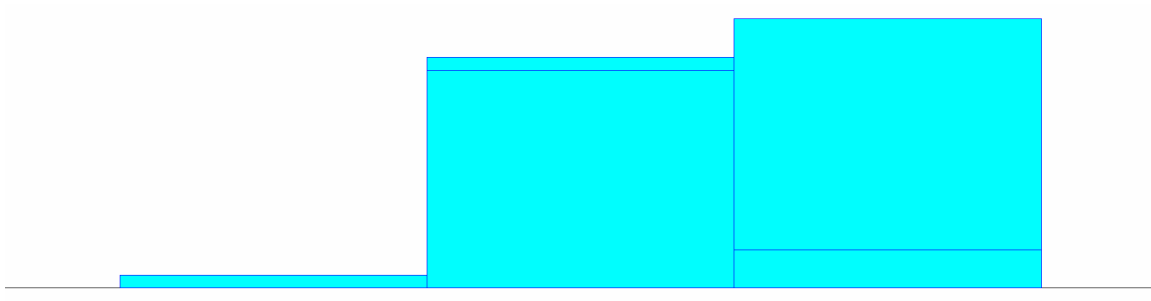


Figure 177. EandE Ground Abort CS

Distribution Summary	
Distribution:	Empirical
Expression:	DISC (0.000, 0.500, 0.048, 1.500, 0.857, 2.500, 0.857, 3.500)
	DISC (0.048, 1, 0.857, 2, 1, 3)
Data Summary	
Number of Data Points	= 21
Min Data Value	= 1
Max Data Value	= 3
Sample Mean	= 2.1
Sample Std Dev	= 0.436
Histogram Summary	
Histogram Range	= 0.5 to 3.5
Number of Intervals	= 3

Figure 178. EandE Ground Abort CS

E&E – Air Abort – Duration.

The results after fitting all the distributions are presented in Figures 179 and 180. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is illustrated in Figures 181 and 182. The expression that was used in Arena for the duration of air abort E&E failures is shown in Figure 182.

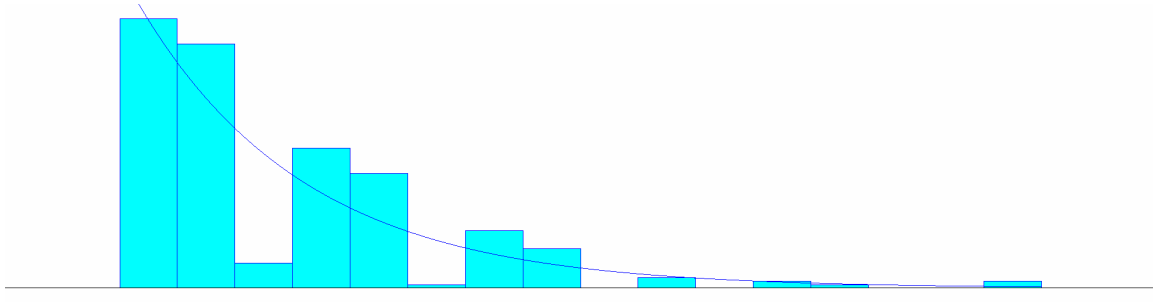


Figure 179. EandE Air Aborts Duration

Distribution Summary

Distribution: Exponential

Expression: EXPO(109)

Square Error: 0.026198

Chi Square Test

Number of intervals = 8

Degrees of freedom = 6

Test Statistic = 71.5

Corresponding p-value < 0.005

Kolmogorov-Smirnov Test

Test Statistic = 0.164

Corresponding p-value < 0.01

Data Summary

Number of Data Points = 257

Min Data Value = 0.99

Max Data Value = 600

Sample Mean = 109

Sample Std Dev = 99.6

Histogram Summary

Histogram Range = 0 to 600

Number of Intervals = 16

Figure 180. EandE Air Aborts Duration

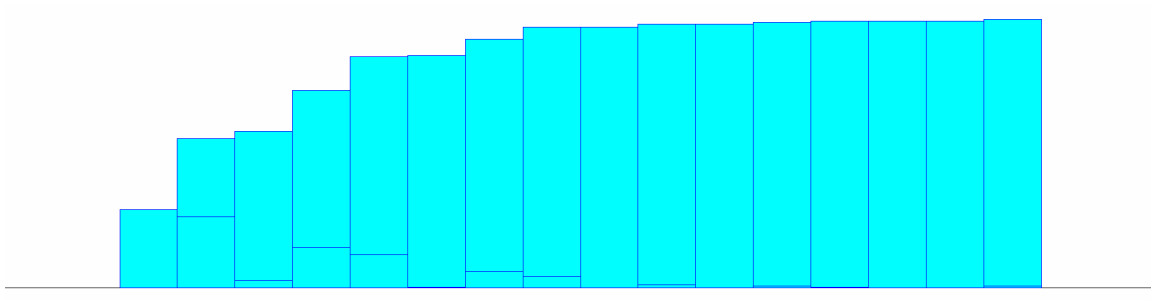


Figure 181. EandE Air Aborts Duration Empirical

Distribution Summary	
Distribution:	Empirical
Expression:	CONT (0.000, 0.000, 0.292, 37.500, 0.556, 75.000, 0.584, 112.500, 0.735, 150.000, 0.860, 187.500, 0.864, 225.000, 0.926, 262.500, 0.969, 300.001, 0.969, 337.501, 0.981, 375.001, 0.981, 412.501, 0.988, 450.001, 0.992, 487.501, 0.992, 525.001, 0.992, 562.501, 0.992, 600.001, 1, 600.002)
Data Summary	
Number of Data Points	= 257
Min Data Value	= 0.99
Max Data Value	= 600
Sample Mean	= 109
Sample Std Dev	= 99.6
Histogram Summary	
Histogram Range	= 0 to 600
Number of Intervals	= 16

Figure 182. EandE Air Aborts Duration Empirical

E&E – Air Abort – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 183 and 184 and the expression that was used in Arena for the crew size of air abort E&E failures is:

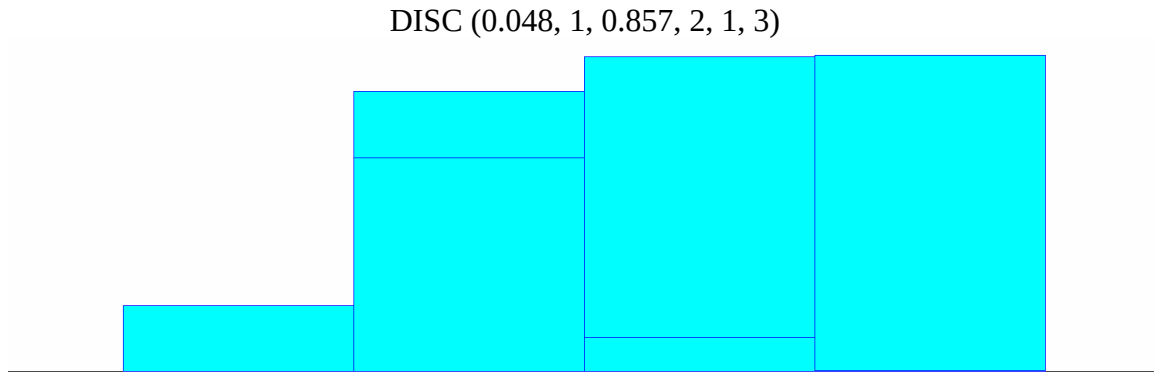


Figure 183. EandE Air Aborts CS

Distribution Summary	
Distribution:	Empirical
Expression:	DISC (0.000, 0.500, 0.210, 1.500, 0.887, 2.500, 0.996, 3.500, 0.996, 4.500)
	DISC (0.000, 0, 0.210, 1, 0.887, 2, 0.996, 3, 1, 4)
Data Summary	
Number of Data Points	= 257
Min Data Value	= 1
Max Data Value	= 4
Sample Mean	= 1.91
Sample Std Dev	= 0.572
Histogram Summary	
Histogram Range	= 0.5 to 4.5
Number of Intervals	= 4

Figure 184. EandE Air Aborts CS

E&E – After Flight – Duration.

The results after fitting all the distributions are presented in Figures 185 and 186. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is

illustrated in Figures 187 and 188. The expression that was used in Arena for the duration of after flight E&E failures is shown in Figure 188.

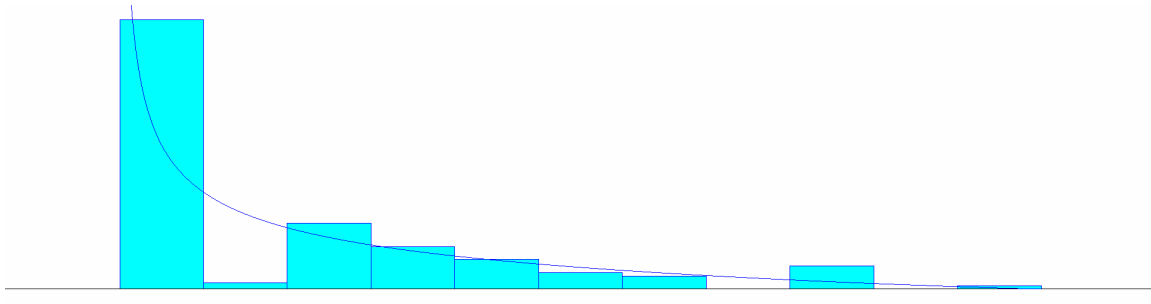


Figure 185. EandE After Flight Duration

Distribution Summary	
Distribution:	Beta
Expression:	9 + 591 * BETA(0.508, 2.1)
Square Error:	0.033015
Chi Square Test	
Number of intervals	= 6
Degrees of freedom	= 3
Test Statistic	= 23.2
Corresponding p-value	< 0.005
Kolmogorov-Smirnov Test	
Test Statistic	= 0.22
Corresponding p-value	< 0.01
Data Summary	
Number of Data Points	= 143
Min Data Value	= 9.99
Max Data Value	= 600
Sample Mean	= 124
Sample Std Dev	= 123
Histogram Summary	
Histogram Range	= 9 to 600
Number of Intervals	= 11

Figure 186. EandE After Flight Duration

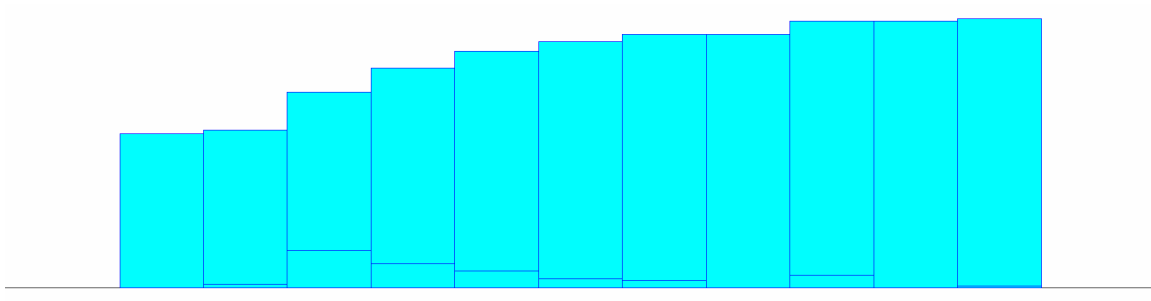


Figure 187. EandE After Flight Duration Empirical

Distribution Summary	
Distribution:	Empirical
Expression:	CONT (0.000, 9.000, 0.573, 62.727, 0.587, 116.455, 0.727, 170.182, 0.818, 223.909, 0.881, 277.637, 0.916, 331.364, 0.944, 385.092, 0.944, 438.819, 0.993, 492.546, 0.993, 546.274, 0.993, 600.001, 1, 600.002)
Data Summary	
Number of Data Points	= 143
Min Data Value	= 9.99
Max Data Value	= 600
Sample Mean	= 124
Sample Std Dev	= 123
Histogram Summary	
Histogram Range	= 9 to 600
Number of Intervals	= 11

Figure 188. EandE After Flight Duration Empirical

E&E – After Flight – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 189 and 190 and the expression that was used in Arena for the crew size of after flight E&E failures is:

DISC (0.000, 0, 0.182, 1, 0.846, 2, 0.979, 3, 1, 4)

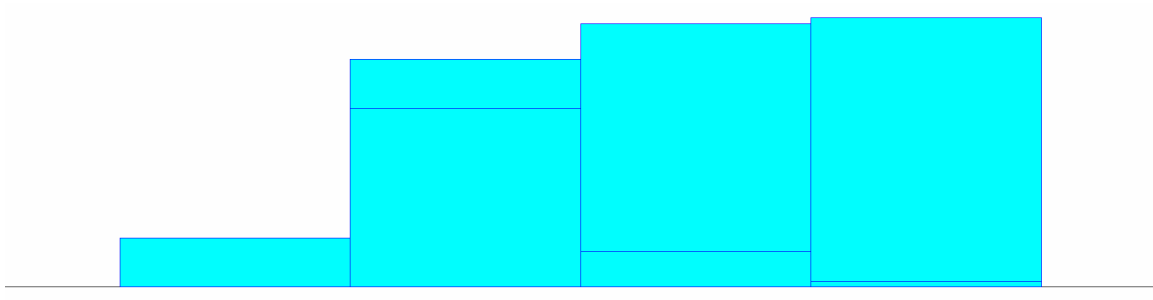


Figure 189. EandE After Flight CS

Distribution Summary	
Distribution:	Empirical
Expression:	DISC (0.000, 0.500, 0.182, 1.500, 0.846, 2.500, 0.979, 3.500, 0.979, 4.500)
DISC (0.000, 0, 0.182, 1, 0.846, 2, 0.979, 3, 1, 4)	
Data Summary	
Number of Data Points	= 143
Min Data Value	= 1
Max Data Value	= 4
Sample Mean	= 1.99
Sample Std Dev	= 0.634
Histogram Summary	
Histogram Range	= 0.5 to 4.5
Number of Intervals	= 4

Figure 190. EandE After Flight CS

Avionics – Ground Abort – Duration.

The results after fitting all the distributions are presented in Figures 191 and 192. The corresponding p-values of both the K-S and the chi-square indicate that there is no evidence to reject the hypothesis that there is a good fit. Shifted beta theoretical

distribution was used for the Avionics ground abort failures duration (as shown in Figure 192).

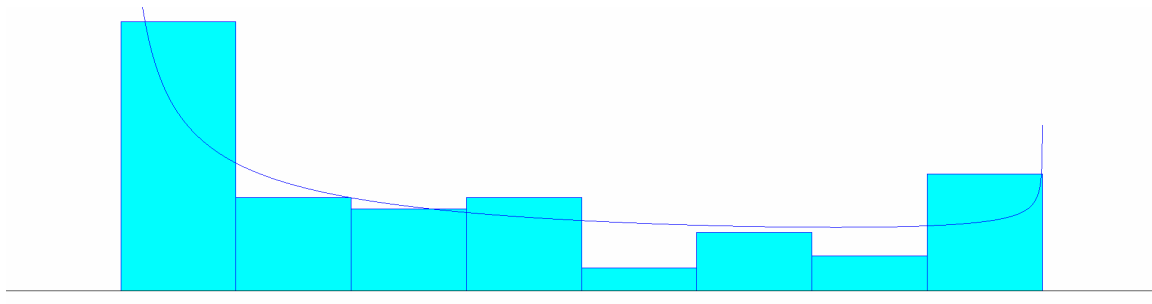


Figure 191. Avionics Ground Abort Duration

Distribution Summary	
Distribution:	Beta
Expression:	$4 + 596 * \text{BETA}(0.514, 0.86)$
Square Error:	0.009110
Chi Square Test	
Number of intervals	= 5
Degrees of freedom	= 2
Test Statistic	= 1.44
Corresponding p-value	= 0.491
Kolmogorov-Smirnov Test	
Test Statistic	= 0.151
Corresponding p-value	= 0.0922
Data Summary	
Number of Data Points	= 66
Min Data Value	= 4.99
Max Data Value	= 600
Sample Mean	= 227
Sample Std Dev	= 187
Histogram Summary	
Histogram Range	= 4 to 600
Number of Intervals	= 8

Figure 192. Avionics Ground Abort Duration

Avionics – Ground abort – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 193 and 194 and the expression that was used in Arena for the crew size of ground abort Avionics failures is:

DISC (0.000, 0, 0.015, 1, 0.621, 2, 0.939, 3, 1, 4)

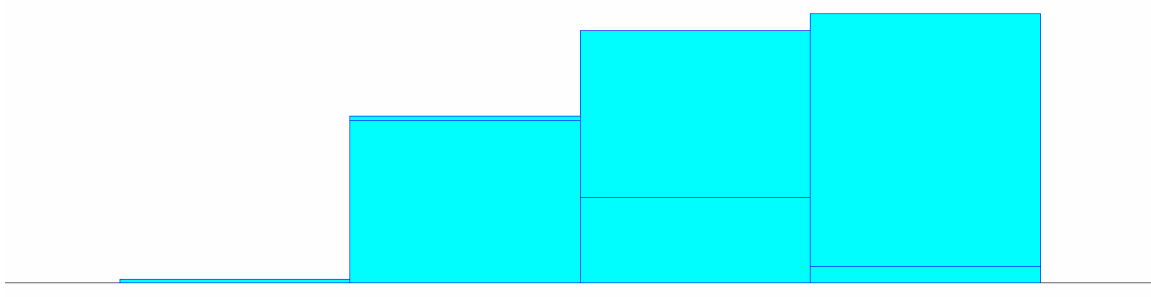


Figure 193. Avionics Ground Abort CS

Distribution Summary

Distribution: Empirical

Expression: DISC (0.000, 0.500, 0.015, 1.500, 0.621, 2.500, 0.939, 3.500, 0.939, 4.500)

DISC (0.000, 0, 0.015, 1, 0.621, 2, 0.939, 3, 1, 4)

Data Summary

Number of Data Points = 66

Min Data Value = 1

Max Data Value = 4

Sample Mean = 2.42

Sample Std Dev = 0.634

Histogram Summary

Histogram Range = 0.5 to 4.5

Number of Intervals = 4

Figure 194. Avionics Ground Abort CS

Avionics – Air Aborts – Duration and Crew Size.

There were no air aborts for Avionics failures. This information was incorporated in the model as zero failure rate for Avionics PWC during flight.

Avionics - After Flight – Duration.

The results after fitting all the distributions are presented in Figures 195 and 196. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is illustrated in Figures 197 and 198. The expression that was used in Arena for the duration of after flight Avionics failures is shown in Figure 198.

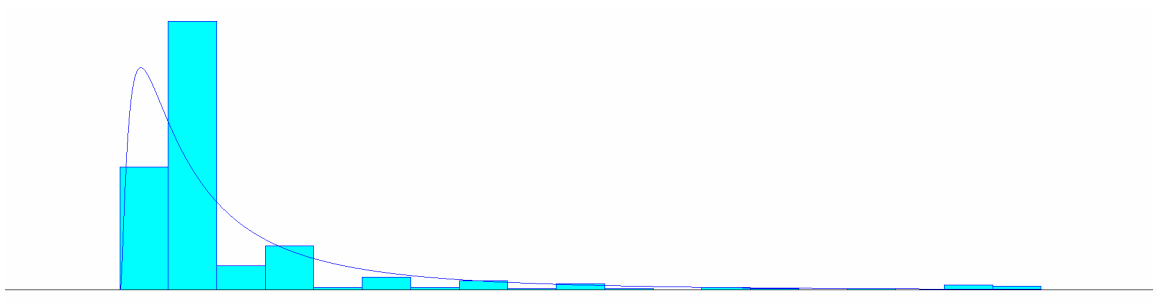


Figure 195. Avionics After Flight Duration

Distribution Summary	
Distribution:	Lognormal
Expression:	4 + LOGN(91.2, 146)
Square Error:	0.104057
Chi Square Test	
Number of intervals	= 9
Degrees of freedom	= 6
Test Statistic	= 193
Corresponding p-value	< 0.005
Kolmogorov-Smirnov Test	
Test Statistic	= 0.283
Corresponding p-value	< 0.01
Data Summary	
Number of Data Points	= 395
Min Data Value	= 4.99
Max Data Value	= 600
Sample Mean	= 81.1
Sample Std Dev	= 90.3
Histogram Summary	
Histogram Range	= 4 to 600
Number of Intervals	= 19

Figure 196. Avionics After Flight Duration

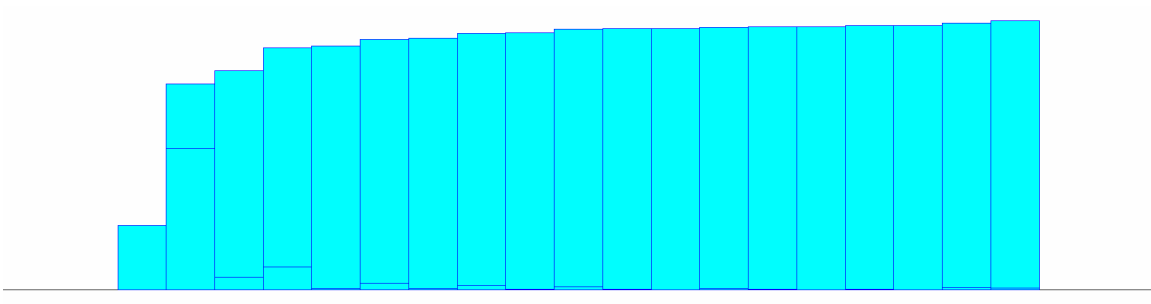


Figure 197. Avionics After Flight Duration Empirical

Distribution Summary	
Distribution:	Empirical
Expression:	CONT (0.000, 4.000, 0.241, 35.368, 0.767, 66.737, 0.815, 98.105, 0.901, 129.474, 0.906, 160.842, 0.932, 192.211, 0.937, 223.579, 0.954, 254.948, 0.957, 286.316, 0.970, 317.685, 0.972, 349.053, 0.972, 380.422, 0.977, 411.790, 0.980, 443.159, 0.980, 474.527, 0.982, 505.896, 0.982, 537.264, 0.992, 568.633, 0.992, 600.001, 1, 600.002)
Data Summary	
Number of Data Points	= 395
Min Data Value	= 4.99
Max Data Value	= 600
Sample Mean	= 81.1
Sample Std Dev	= 90.3
Histogram Summary	
Histogram Range	= 4 to 600
Number of Intervals	= 19

Figure 198. Avionics After Flight Duration Empirical

Avionics – After Flight – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 199 and 200 and the expression that was used in Arena for the crew size of after flight Avionics failures is:

DISC (.000, 0, 0.061, 1, 0.866, 2, 0.982, 3, 0.995, 4, 1, 5)

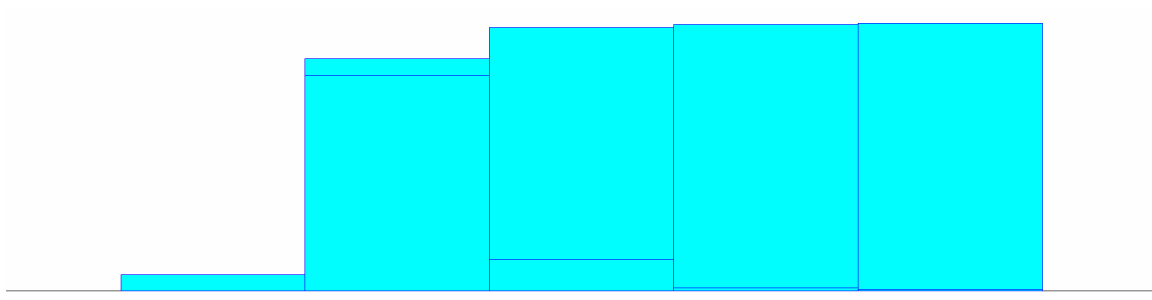


Figure 199. Avionics After Flight CS

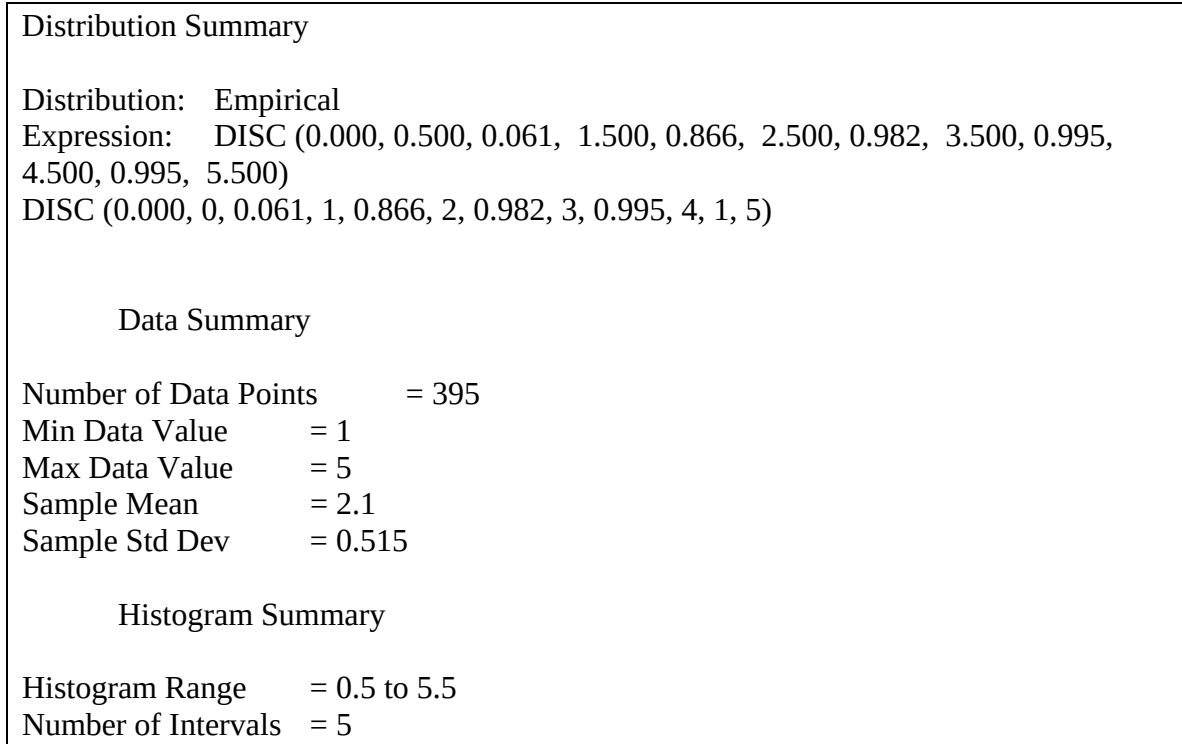


Figure 200. Avionics After Flight CS

Engine – Ground Aborts – Duration.

The results after fitting all the distributions are presented in Figures 201 and 202. There are only eleven data points and there is no evidence that the lognormal distribution which has the “best fit” can be rejected in the good-fit hypothesis. The p-value is greater than 0.15 in the K-S test. The expression that was used in Arena for the duration of ground aborts Engine failures is:

$$\text{LOGN}(203, 771)$$

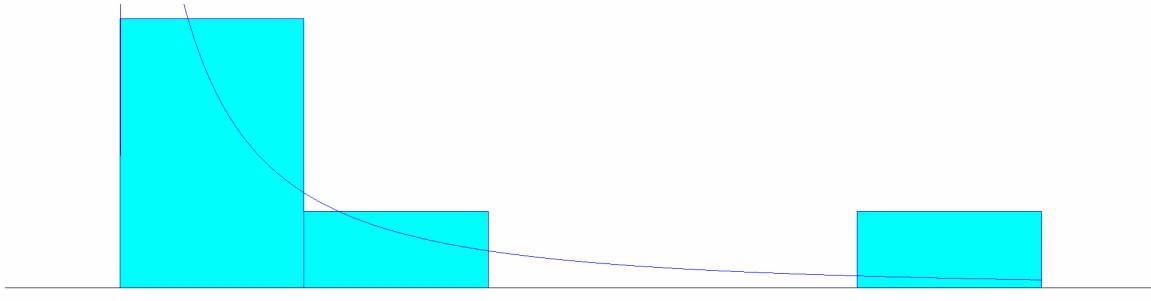


Figure 201. Engine Ground Aborts Duration

Distribution Summary	
Distribution:	Lognormal
Expression:	LOGN(203, 771)
Square Error:	0.032237
Kolmogorov-Smirnov Test	
Test Statistic =	0.193
Corresponding p-value	> 0.15
Data Summary	
Number of Data Points	= 11
Min Data Value	= 0.99
Max Data Value	= 480
Sample Mean	= 132
Sample Std Dev	= 176
Histogram Summary	
Histogram Range	= 0 to 480
Number of Intervals	= 5

Figure 202. Engine Ground Aborts Duration

Engine – Ground Abort – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 203 and 204 and the expression that was used in Arena for the crew size of ground abort Engine failures is:

DISC (0.000, 1, 0.545, 2, 0.636, 3, 0.909, 4, 1, 5)

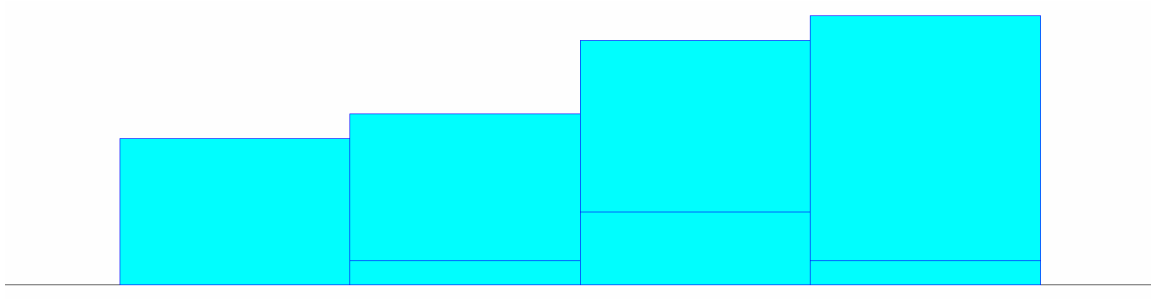


Figure 203. Engine Ground Aborts CS

Distribution Summary	
Distribution:	Empirical
Expression:	DISC (0.000, 1.500, 0.545, 2.500, 0.636, 3.500, 0.909, 4.500, 0.909, 5.500)
	DISC (0.000, 1, 0.545, 2, 0.636, 3, 0.909, 4, 1, 5)
Data Summary	
Number of Data Points	= 11
Min Data Value	= 2
Max Data Value	= 5
Sample Mean	= 2.91
Sample Std Dev	= 1.14
Histogram Summary	
Histogram Range	= 1.5 to 5.5
Number of Intervals	= 4

Figure 204. Engine Ground Aborts CS

Engine – Air Aborts – Duration.

The results after fitting all the distributions are presented in Figures 205 and 206. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is

illustrated in Figures 207 and 208. The expression that was used in Arena for the duration of air aborts Engine failures is shown in Figure 208.

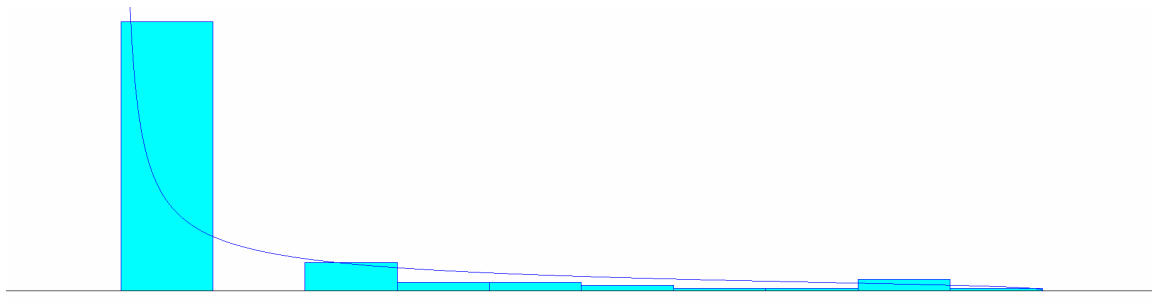


Figure 205. Engine Air Aborts Duration

Distribution Summary	
Distribution:	Beta
Expression:	$14 + 526 * \text{BETA}(0.302, 1.31)$
Square Error:	0.023368
Chi Square Test	
Number of intervals	= 5
Degrees of freedom	= 2
Test Statistic	= 20.4
Corresponding p-value	< 0.005
Kolmogorov-Smirnov Test	
Test Statistic	= 0.232
Corresponding p-value	< 0.01
Data Summary	
Number of Data Points	= 119
Min Data Value	= 15
Max Data Value	= 540
Sample Mean	= 79.9
Sample Std Dev	= 113
Histogram Summary	
Histogram Range	= 14 to 540
Number of Intervals	= 10

Figure 206. Engine Air Aborts Duration

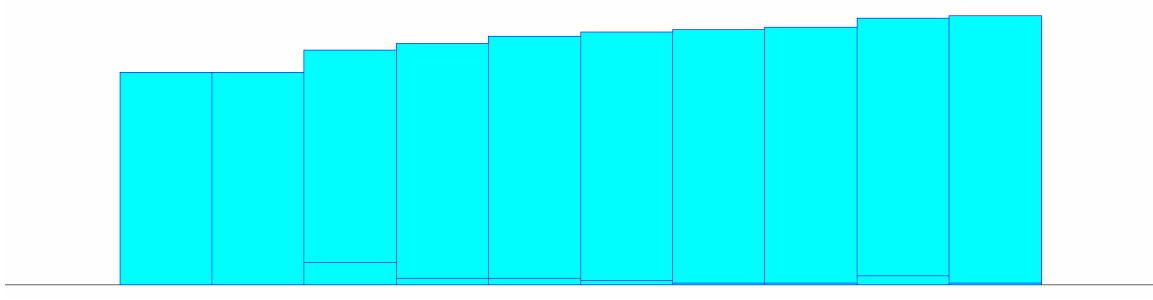


Figure 207. Engine Air Aborts Duration Empirical

Distribution Summary	
Distribution:	Empirical
Expression:	CONT (0.000, 14.000, 0.790, 66.600, 0.790, 119.200, 0.874, 171.800, 0.899, 224.400, 0.924, 277.000, 0.941, 329.601, 0.950, 382.201, 0.958, 434.801, 0.992, 487.401, 0.992, 540.001, 1, 540.002)
Data Summary	
Number of Data Points	= 119
Min Data Value	= 15
Max Data Value	= 540
Sample Mean	= 79.9
Sample Std Dev	= 113
Histogram Summary	
Histogram Range	= 14 to 540
Number of Intervals	= 10

Figure 208. Engine Air Aborts Duration Empirical

Engine – Air Aborts – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 209 and 210 and the expression that was used in Arena for the crew size of air aborts Engine failures is:

DISC (0, 0, 0.017, 1, 0.403, 2, 0.622, 3, 0.941, 4, 0.958, 5, 0.958, 6, 0.958, 7, 0.958, 8, 1, 9)

However, in accordance with the maintenance personnel data provided by Eielson AFB, the maximum available engine specialties are five (when days and swings shifts are working together). Failure data analysis showed that in almost 5 percent of the failures more than 5 persons were needed. It was assumed that the extra 4 persons were either “borrowed” from another squadron or another specialty as helping personnel. In order for the model to run smoothly and not block entities movement (when more than 5 engine persons are needed for a failure and the maximum available are only 5) the expression that was used in Arena for the crew size of air aborts Engine failures was edited to:

DISC (0, 0, 0.017, 1, 0.403, 2, 0.622, 3, 0.941, 4, 1, 5)

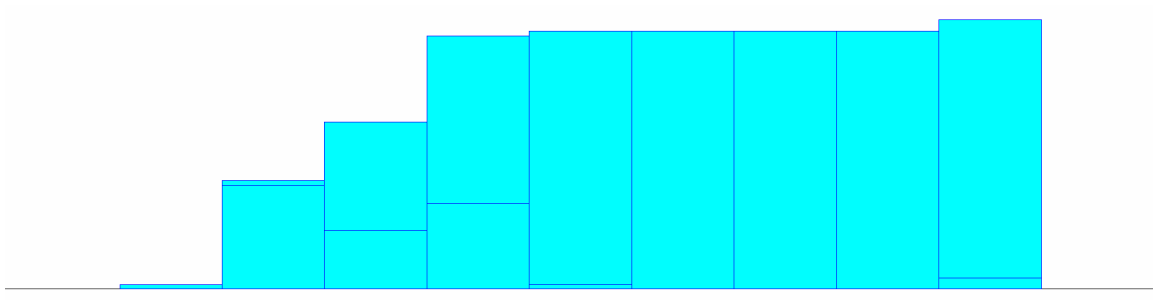


Figure 209. Engine Air Aborts CS

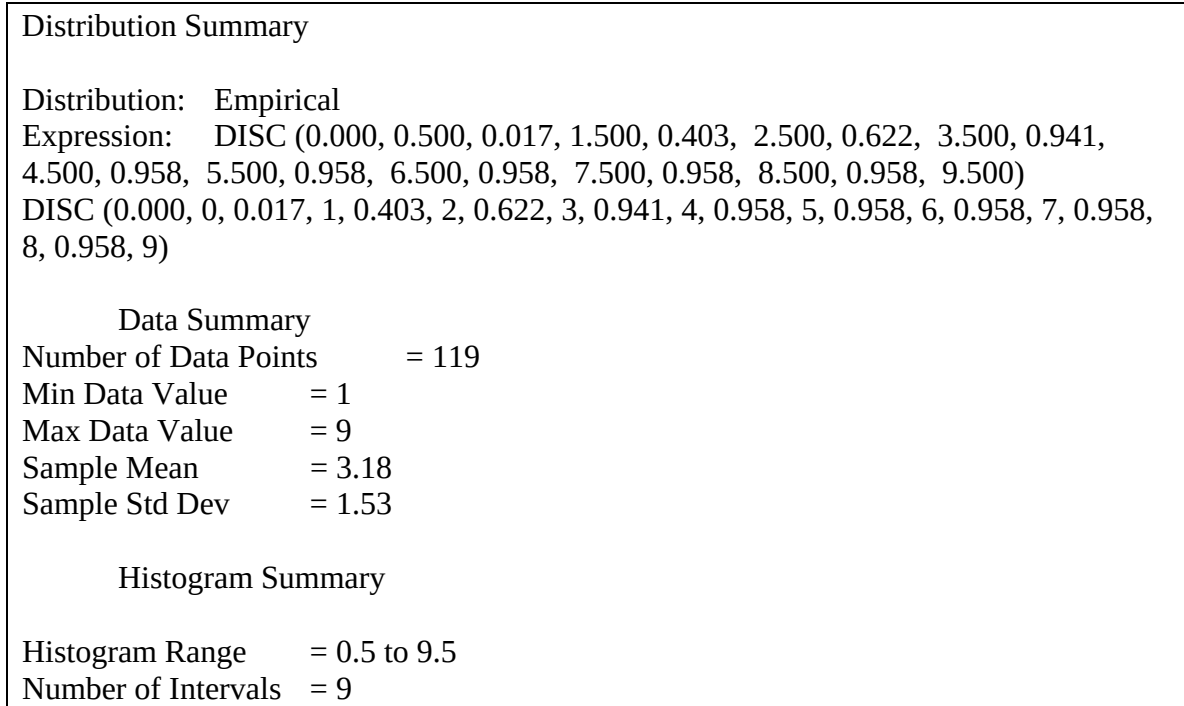


Figure 210. Engine Air Aborts CS

Engine – After Flight – Duration.

The results after fitting all the distributions are presented in Figures 211 and 212. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is illustrated in Figures 213 and 214. The expression that was used in Arena for the duration of after flight Engine failures is shown in Figure 214.

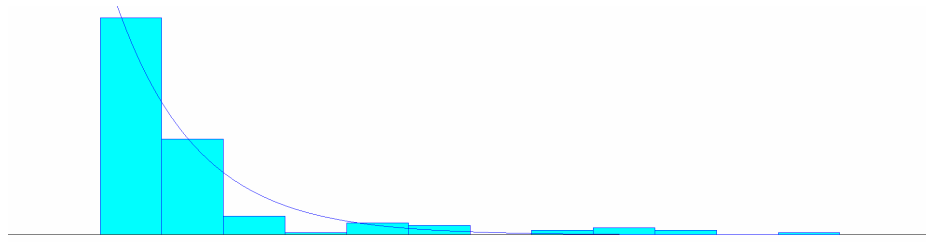


Figure 211. Engine After Flight Duration

Distribution Summary	
Distribution:	Exponential
Expression:	4 + EXPO(65.7)
Square Error:	0.010286
Chi Square Test	
Number of intervals	= 4
Degrees of freedom	= 2
Test Statistic	= 10.8
Corresponding p-value	< 0.005
Kolmogorov-Smirnov Test	
Test Statistic	= 0.201
Corresponding p-value	< 0.01
Data Summary	
Number of Data Points	= 160
Min Data Value	= 4.99
Max Data Value	= 600
Sample Mean	= 69.7
Sample Std Dev	= 107
Histogram Summary	
Histogram Range	= 4 to 600
Number of Intervals	= 12

Figure 212. Engine After Flight Duration

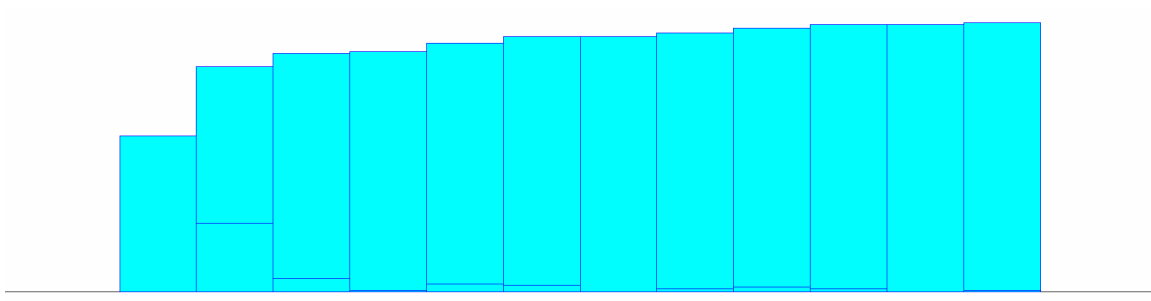


Figure 213. Engine After Flight Duration Empirical

Distribution Summary

Distribution: Empirical

Expression: CONT (0.000, 4.000, 0.581, 53.667, 0.838, 103.334, 0.888, 153.000, 0.894, 202.667, 0.925, 252.334, 0.950, 302.000, 0.950, 351.667, 0.963, 401.334, 0.981, 451.001, 0.994, 500.667, 0.994, 550.334, 0.994, 600.001)

Data Summary

Number of Data Points = 160

Min Data Value = 4.99

Max Data Value = 600

Sample Mean = 69.7

Sample Std Dev = 107

Histogram Summary

Histogram Range = 4 to 600

Number of Intervals = 12

Figure 214. Engine After Flight Duration Empirical

Engine – After Flight – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 215 and 216 and the expression that was used in Arena for the crew size of after flight Engine failures is:

DISC (0, 0, 0.050, 1, 0.431, 2, 0.506, 3, 0.956, 4, 1, 5)

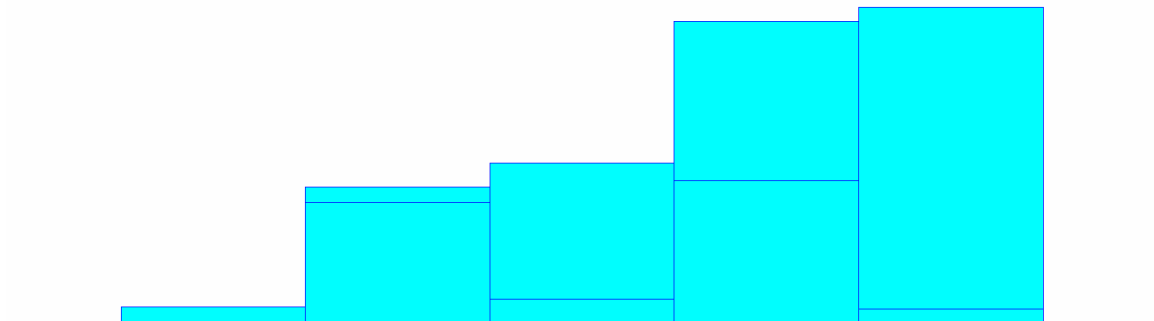


Figure 215. Engine After Flight CS

Distribution Summary	
Distribution:	Empirical
Expression:	DISC (0.000, 0.500, 0.050, 1.500, 0.431, 2.500, 0.506, 3.500, 0.956, 4.500, 0.956, 5.500)
	DISC (0, 0, 0.050, 1, 0.431, 2, 0.506, 3, 0.956, 4, 1, 5)
Data Summary	
Number of Data Points	= 160
Min Data Value	= 1
Max Data Value	= 5
Sample Mean	= 3.06
Sample Std Dev	= 1.1
Histogram Summary	
Histogram Range	= 0.5 to 5.5
Number of Intervals	= 5

Figure 216. Engine After Flight CS

Weapons – Ground Abort – Duration.

The results after fitting all the distributions are presented in Figures 217 and 218.

There are only nine data points and there is no evidence that the shifted Weibull distribution which has the “best fit” can be rejected in the good-fit hypothesis. The p-value is greater than 0.15 in the K-S test. The expression that was used in Arena for the duration of ground aborts Engine failures is:

$$30 + \text{WEIB}(0.587, 0.191)$$

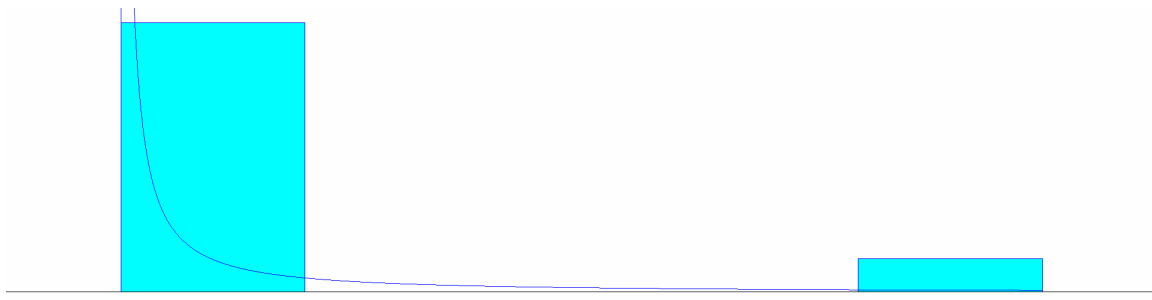


Figure 217. Weapons Ground Aborts Duration

Distribution Summary	
Distribution:	Weibull
Expression:	30 + WEIB(0.587, 0.191)
Square Error:	0.012098
Kolmogorov-Smirnov Test	
Test Statistic =	0.256
Corresponding p-value	> 0.15
Data Summary	
Number of Data Points	= 9
Min Data Value	= 30
Max Data Value	= 210
Sample Mean	= 56.7
Sample Std Dev	= 58.9
Histogram Summary	
Histogram Range	= 30 to 210
Number of Intervals	= 5

Figure 218. Weapons Ground Aborts Duration

Weapons – Ground Abort – Crew Size.

All the nine weapons failures that were encountered in 1-year failure data were worked by three technicians. For the purpose of the model, the deterministic value of 3 weapon specialists was used for ground abort failures.

Weapons – Air Aborts – Duration.

The results after fitting all the distributions are presented in Figures 219 and 220. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is illustrated in Figures 221 and 222. The expression that was used in Arena for the duration of air aborts Weapons failures is shown in Figure 222.

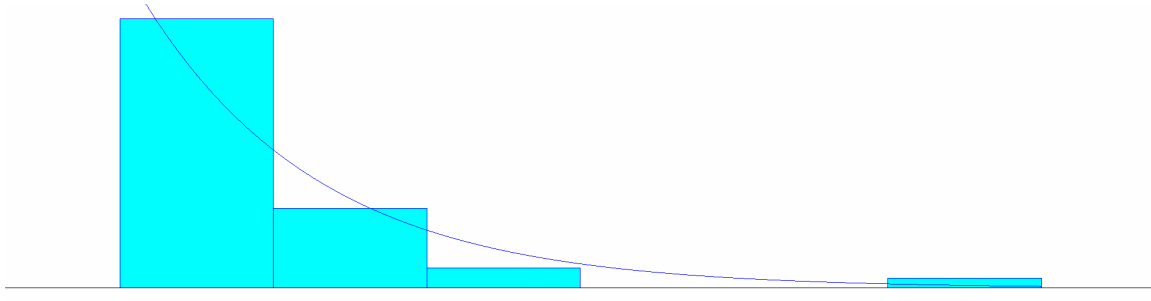


Figure 219. Weapons Air Aborts Duration

Distribution Summary

Distribution: Exponential

Expression: $5 + \text{EXPO}(33.6)$

Square Error: 0.022871

Chi Square Test

Number of intervals = 3

Degrees of freedom = 1

Test Statistic = 5.36

Corresponding p-value = 0.0218

Kolmogorov-Smirnov Test

Test Statistic = 0.262

Corresponding p-value < 0.01

Data Summary

Number of Data Points = 38

Min Data Value = 5

Max Data Value = 180

Sample Mean = 38.5

Sample Std Dev = 31.3

Histogram Summary

Histogram Range = 5 to 180

Number of Intervals = 6

Figure 220. Weapons Air Aborts Duration

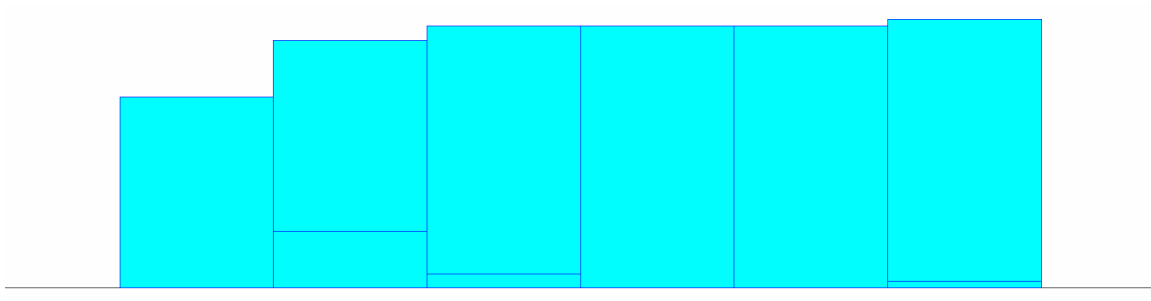


Figure 221. Weapons Air Aborts Duration Empirical

Distribution Summary	
Distribution: Empirical	
Expression: CONT (0.000, 4.999, 0.711, 34.166, 0.921, 63.333, 0.974, 92.500, 0.974, 121.667, 0.974, 150.834, 0.974, 180.001, 1, 180.002)	
Data Summary	
Number of Data Points	= 38
Min Data Value	= 5
Max Data Value	= 180
Sample Mean	= 38.5
Sample Std Dev	= 31.3
Histogram Summary	
Histogram Range	= 5 to 180
Number of Intervals	= 6

Figure 222. Weapons Air Aborts Duration Empirical

Weapons – Air Aborts – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 223 and 224 and the expression that was used in Arena for the crew size of air aborts Weapons failures is:

DISC (0.000, 0, 0.079, 1, 0.132, 2, 0.974, 3, 1, 4)

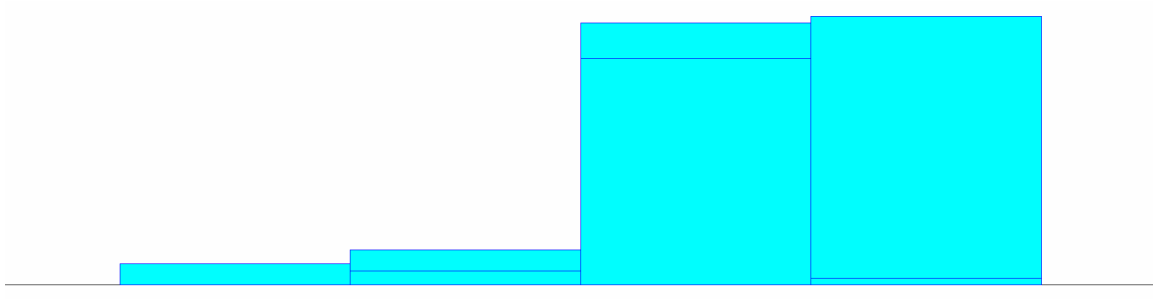


Figure 223. Weapons Air Aborts CS

Distribution Summary	
Distribution:	Empirical
Expression:	CONT or DISC (0.000, 0.500, 0.079, 1.500, 0.132, 2.500, 0.974, 3.500, 0.974, 4.500)
DISC	(0.000, 0, 0.079, 1, 0.132, 2, 0.974, 3, 1, 4)
Data Summary	
Number of Data Points	= 38
Min Data Value	= 1
Max Data Value	= 4
Sample Mean	= 2.82
Sample Std Dev	= 0.609
Histogram Summary	
Histogram Range	= 0.5 to 4.5
Number of Intervals	= 4

Figure 224. Weapons Air Aborts CS

Weapons – After Flight – Duration.

The results after fitting all the distributions are presented in Figures 225 and 226. The corresponding p-values of both the K-S and the chi-square test are very small, so we can reject the good fit hypothesis. Empirical distribution might be used instead; it is illustrated in Figures 227 and 228. The expression that was used in Arena for the duration of after flight Weapons failures is shown in Figure 228.

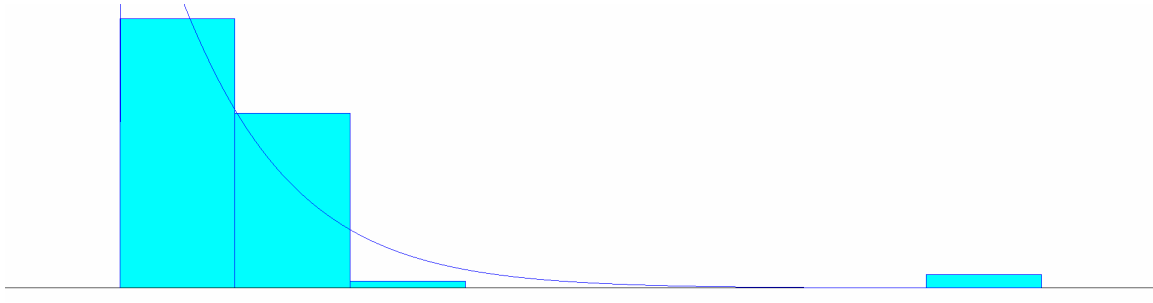


Figure 225. Weapons After Flight Duration

Distribution Summary

Distribution: Gamma

Expression: $9 + \text{GAMM}(36.8, 1.11)$

Square Error: 0.028971

Chi Square Test

Number of intervals = 3

Degrees of freedom = 0

Test Statistic = 14.7

Corresponding p-value < 0.005

Kolmogorov-Smirnov Test

Test Statistic = 0.204

Corresponding p-value < 0.01

Data Summary

Number of Data Points = 69

Min Data Value = 9.99

Max Data Value = 360

Sample Mean = 49.8

Sample Std Dev = 57.9

Histogram Summary

Histogram Range = 9 to 360

Number of Intervals = 8

Figure 226. Weapons After Flight Duration

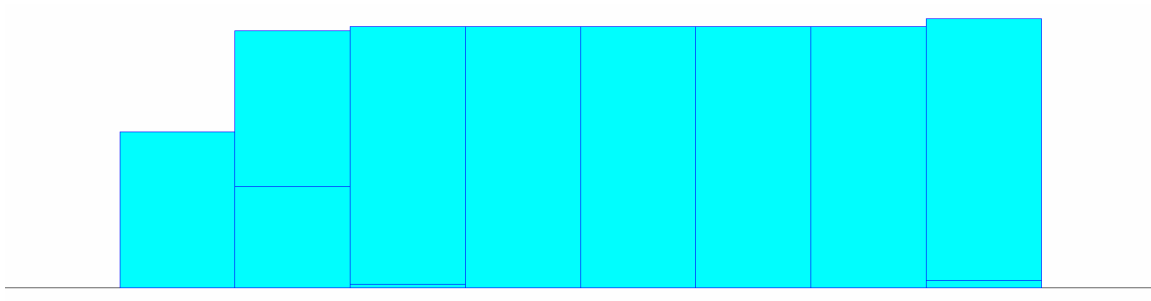


Figure 227. Weapons After Flight Duration Empirical

Distribution Summary	
Distribution:	Empirical
Expression:	CONT (0.000, 9.000, 0.580, 52.875, 0.957, 96.750, 0.971, 140.625, 0.971, 184.500, 0.971, 228.376, 0.971, 272.251, 0.971, 316.126, 0.971, 360.001, 1, 360.002)
Data Summary	
Number of Data Points	= 69
Min Data Value	= 9.99
Max Data Value	= 360
Sample Mean	= 49.8
Sample Std Dev	= 57.9
Histogram Summary	
Histogram Range	= 9 to 360
Number of Intervals	= 8

Figure 228. Weapons After Flight Duration Empirical

Weapons – After Flight – Crew Size.

Because of the discrete type of data (only one, two, three or more technicians can work) the DISCRETE function was used for empirical distribution fitting. The results are illustrated in Figures 229 and 230 and the expression that was used in Arena for the crew size of after flight Weapons failures is:

DISC (0.000, 1, 0.072, 2, 1, 3)

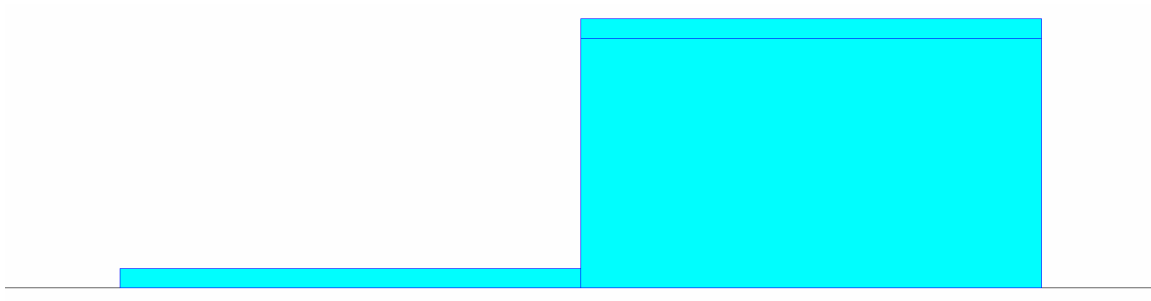


Figure 229. Weapons After Flight CS

Distribution Summary	
Distribution:	Empirical
Expression:	DISC (0.000, 1.500, 0.072, 2.500, 0.072, 3.500)
	DISC (0.000, 1, 0.072, 2, 1, 3)
Data Summary	
Number of Data Points	= 69
Min Data Value	= 2
Max Data Value	= 3
Sample Mean	= 2.93
Sample Std Dev	= 0.261
Histogram Summary	
Histogram Range	= 1.5 to 3.5
Number of Intervals	= 2

Figure 230. Weapons After Flight CS

XV. Appendix “J”. Vba Code

```
Public OptionToCheck As Integer
```

```
Private Sub CommandButton1_Click()
```

```
End Sub
```

```
Private Sub cmdCancel_Click()
```

```
    Unload Me
```

```
End
```

```
End Sub
```

```
Private Sub cmdOK_Click()
```

```
    Dim oSIMAN As Arena.SIMAN
```

```
    Dim nOption As Long
```

```
    Dim nTakeoff1Index As Long
```

```
    Dim nTakeoff2Index As Long
```

```
    Dim nTakeoff3Index As Long
```

```
    Dim nTakeoff4Index As Long
```

```
    Dim nHrsBetwWaves As Long
```

```
    ' Dim swings_after, mids_prior, working_goal, duration_days As Long
```

```
    Set oSIMAN = ThisDocument.Model.SIMAN
```

```
    If OptionButton1.value = True Then
```

```
        OptionToCheck = 1
```

```
    ElseIf OptionButton4.value = True Then
```

```
        OptionToCheck = 2
```

```
    ElseIf OptionButton2.value = True Then
```

```
        OptionToCheck = 3
```

```
    ElseIf OptionButton5.value = True Then
```

```
        OptionToCheck = 4
```

```
    End If
```

```
    MsgBox " Option to Check = " & OptionToCheck
```

```
    nOption = oSIMAN.SymbolNumber("varOption")
```



```

oSIMAN.VariableArrayValue(nOption) = OptionToCheck

nTakeoff1Index = oSIMAN.SymbolNumber("varTakeoff1")
oSIMAN.VariableArrayValue(nTakeoff1Index) = Takeoff1

nTakeoff2Index = oSIMAN.SymbolNumber("varTakeoff2")
oSIMAN.VariableArrayValue(nTakeoff2Index) = Takeoff2

nHrsBetwWaves = oSIMAN.SymbolNumber("varHrsBetwWaves")
oSIMAN.VariableArrayValue(nHrsBetwWaves) = HrsBetweenWaves

nJanSorties = oSIMAN.SymbolNumber("varJanSorties")
oSIMAN.VariableArrayValue(nJanSorties) = JanSorties

nFebSorties = oSIMAN.SymbolNumber("varFebSorties")
oSIMAN.VariableArrayValue(nFebSorties) = FebSorties

nMarSorties = oSIMAN.SymbolNumber("varMarSorties")
oSIMAN.VariableArrayValue(nMarSorties) = MarSorties

nAprSorties = oSIMAN.SymbolNumber("varAprSorties")
oSIMAN.VariableArrayValue(nAprSorties) = AprSorties

nMaySorties = oSIMAN.SymbolNumber("varMaySorties")
oSIMAN.VariableArrayValue(nMaySorties) = MaySorties

nJunSorties = oSIMAN.SymbolNumber("varJunSorties")
oSIMAN.VariableArrayValue(nJunSorties) = JunSorties

nJulSorties = oSIMAN.SymbolNumber("varJulSorties")
oSIMAN.VariableArrayValue(nJulSorties) = JulSorties

nAugSorties = oSIMAN.SymbolNumber("varAugSorties")
oSIMAN.VariableArrayValue(nAugSorties) = AugSorties

nSepSorties = oSIMAN.SymbolNumber("varSepSorties")
oSIMAN.VariableArrayValue(nSepSorties) = SepSorties

nOctSorties = oSIMAN.SymbolNumber("varOctSorties")
oSIMAN.VariableArrayValue(nOctSorties) = OctSorties

nNovSorties = oSIMAN.SymbolNumber("varNovSorties")
oSIMAN.VariableArrayValue(nNovSorties) = NovSorties

nDecSorties = oSIMAN.SymbolNumber("varDecSorties")

```

```

oSIMAN.VariableArrayValue(nDecSorties) = DecSorties

nSurge = oSIMAN.SymbolNumber("varPercentSurge")
oSIMAN.VariableArrayValue(nSurge) = PercentSurge

nworkinggoal = oSIMAN.SymbolNumber("varworking_goal")
oSIMAN.VariableArrayValue(nworkinggoal) = working_goal

ndaysprior = oSIMAN.SymbolNumber("vardays_prior")
oSIMAN.VariableArrayValue(ndaysprior) = days_prior

nmidsprior = oSIMAN.SymbolNumber("varmids_prior")
oSIMAN.VariableArrayValue(nmidsprior) = mids_prior

nswingsafter = oSIMAN.SymbolNumber("varswings_after")
oSIMAN.VariableArrayValue(nswingsafter) = swings_after

napgdays = oSIMAN.SymbolNumber("varapg_days")
oSIMAN.VariableArrayValue(napgdays) = Int(apg_days * (1 + PercentPersonnel /
100))

napgmids = oSIMAN.SymbolNumber("varapg_mids")
oSIMAN.VariableArrayValue(napgmids) = Int(apg_mids * (1 + PercentPersonnel /
100))

napgswings = oSIMAN.SymbolNumber("varapg_swings")
oSIMAN.VariableArrayValue(napgswings) = Int(apg_swings * (1 + PercentPersonnel
/ 100))

navionicsdays = oSIMAN.SymbolNumber("varavionics_days")
oSIMAN.VariableArrayValue(navionicsdays) = Int(avionics_days * (1 +
PercentPersonnel / 100))

navionicsmids = oSIMAN.SymbolNumber("varavionics_mids")
oSIMAN.VariableArrayValue(navionicsmids) = Int(avionics_mids * (1 +
PercentPersonnel / 100))

navionicsswings = oSIMAN.SymbolNumber("varavionics_swings")
oSIMAN.VariableArrayValue(navionicsswings) = Int(avionics_swings * (1 +
PercentPersonnel / 100))

neandedays = oSIMAN.SymbolNumber("vareande_days")
oSIMAN.VariableArrayValue(neandedays) = Int(eande_days * (1 + PercentPersonnel
/ 100))

```

```

neandemids = oSIMAN.SymbolNumber("vareande_mids")
oSIMAN.VariableArrayValue(neandemids) = Int(eande_mids * (1 + PercentPersonnel
/ 100))

```

```

neandeswings = oSIMAN.SymbolNumber("vareande_swings")
oSIMAN.VariableArrayValue(neandeswings) = Int(eande_swings * (1 +
PercentPersonnel / 100))

```

```

nenginedays = oSIMAN.SymbolNumber("varengine_days")
oSIMAN.VariableArrayValue(nenginedays) = Int(engine_days * (1 +
PercentPersonnel / 100))

```

```

nenginemids = oSIMAN.SymbolNumber("varengine_mids")
oSIMAN.VariableArrayValue(nenginemids) = Int(engine_mids * (1 +
PercentPersonnel / 100))

```

```

nengineswings = oSIMAN.SymbolNumber("varengine_swings")
oSIMAN.VariableArrayValue(nengineswings) = Int(engine_swings * (1 +
PercentPersonnel / 100))

```

```

nweaponsdays = oSIMAN.SymbolNumber("varweapons_days")
oSIMAN.VariableArrayValue(nweaponsdays) = Int(weapons_days * (1 +
PercentPersonnel / 100))

```

```

nweaponsmids = oSIMAN.SymbolNumber("varweapons_mids")
oSIMAN.VariableArrayValue(nweaponsmids) = Int(weapons_mids * (1 +
PercentPersonnel / 100))

```

```

nweaponsswings = oSIMAN.SymbolNumber("varweapons_swings")
oSIMAN.VariableArrayValue(nweaponsswings) = Int(weapons_swings * (1 +
PercentPersonnel / 100))

```

```

duration_mids = Int(mids_prior) - Int(days_prior) ' from mids report until days show
up
duration_midsdays = Int(days_prior) + Int(working_goal) - Int(mids_prior) ' until mids
leave
duration_days = Int(swings_after) + Int(mids_prior) - Int(working_goal) ' until swings
show up
duration_daysswings = Int(working_goal) - Int(days_prior) - Int(swings_after) ' until
days leave
duration_swings = Int(days_prior) + Int(swings_after) ' working_goal -
duration_daysswings

```

```

ndurationmids = oSIMAN.SymbolNumber("varduration_mids")
oSIMAN.VariableArrayValue(ndurationmids) = duration_mids

```

```
ndurationmidsdays = oSIMAN.SymbolNumber("varduration_midsdays")  
oSIMAN.VariableArrayValue(ndurationmidsdays) = duration_midsdays
```

```
ndurationdays = oSIMAN.SymbolNumber("varduration_days")  
oSIMAN.VariableArrayValue(ndurationdays) = duration_days
```

```
ndurationdaysswings = oSIMAN.SymbolNumber("varduration_daysswings")  
oSIMAN.VariableArrayValue(ndurationdaysswings) = duration_daysswings
```

```
ndurationswings = oSIMAN.SymbolNumber("varduration_swings")  
oSIMAN.VariableArrayValue(ndurationswings) = duration_swings
```

```
nUnbalanced = oSIMAN.SymbolNumber("varunbalanced")  
oSIMAN.VariableArrayValue(nUnbalanced) = UnbalancedPercent
```

```
SelectOption.Hide
```

```
Exit Sub
```

```
End Sub
```

```

' Global variables
Dim oSIMAN As Arena.SIMAN, nMCRates As Long
Dim nNextRow As Long, nColumnA As Long, nColumnB As Long, nPreviousRow As Long
Dim m As Model
Dim s As SIMAN

' Global Excel variables
Dim oExcelApp As Excel.Application, oWorkbook As Excel.Workbook, _
    oWorksheet As Excel.Worksheet
Public Function smsQtyOfWorkingDays(pvarStartDate As Variant, pvarEndDate As Variant) As Integer
    On Error GoTo smsQtyOfWorkingDays_Err
    Dim lngStartDate As Long, lngEndDate As Long

    lngStartDate = CLng(CVDate(pvarStartDate))
    lngEndDate = CLng(CVDate(pvarEndDate))
    If lngStartDate <= lngEndDate Then
        smsQtyOfWorkingDays = DateDiff("w", lngStartDate, lngEndDate) * 5 +
smsQtyOfWorkingDaysBetween2WeekDays(Weekday(lngStartDate),
Weekday(lngEndDate))
    Else
        lngStartDate = CLng(CVDate(pvarEndDate))
        lngEndDate = CLng(CVDate(pvarStartDate))
        smsQtyOfWorkingDays = -(DateDiff("w", lngStartDate, lngEndDate) * 5 +
smsQtyOfWorkingDaysBetween2WeekDays(Weekday(lngStartDate),
Weekday(lngEndDate)))
    End If

smsQtyOfWorkingDays_Done:
    Exit Function
smsQtyOfWorkingDays_Err:
    Resume smsQtyOfWorkingDays_Done
End Function

Function smsQtyOfWorkingDaysBetween2WeekDays(intFirstWeekDay As Integer,
intSecondWeekDay As Integer)
    On Error GoTo smsQtyOfWorkingDaysBetween2WeekDays_Err

    smsQtyOfWorkingDaysBetween2WeekDays = 0
    Dim intForIdx As Integer, intCycle2 As Integer, intCnt As Integer

    intCnt = 0

```

```

If intFirstWeekDay <> intSecondWeekDay Then
    If intFirstWeekDay < intSecondWeekDay Then
        intCycle2 = intSecondWeekDay
    Else
        intCycle2 = intSecondWeekDay + 7
    End If

    For intForIdx = intFirstWeekDay To intCycle2 - 1
        Select Case intForIdx Mod 7
            Case 1, 7:
            Case 2, 3, 4, 5, 6: intCnt = intCnt + 1
            Case Else
            End Select
        Next intForIdx
    End If
    smsQtyOfWorkingDaysBetween2WeekDays = intCnt

smsQtyOfWorkingDaysBetween2WeekDays_Done:
    Exit Function
smsQtyOfWorkingDaysBetween2WeekDays_Err:
    Resume smsQtyOfWorkingDaysBetween2WeekDays_Done
End Function

Public Function FirstOfMonth(Optional dteDate As Date) As Date

    ' This function calculates the first day of a month, given a date.
    ' If no date is passed in, the function uses the current date.

    If CLng(dteDate) = 0 Then
        dteDate = Date
    End If

    ' Find the first day of this month.
    FirstOfMonth = DateSerial(Year(dteDate), Month(dteDate), 1)
End Function

Public Function LastOfMonth(Optional dteDate As Date) As Date

    ' This function calculates the last day of a month, given a date.
    ' If no date is passed in, the function uses the current date.

    If CLng(dteDate) = 0 Then
        dteDate = Date
    End If

```

```

End If

' Find the first day of the next month, then subtract one day.
LastOfMonth = DateSerial(Year(dteDate), Month(dteDate) + 1, 1) - 1
End Function

Public Function IsWorkday(Optional dteDate As Date) As Boolean
' This function determines whether a date
' falls on a weekday.

' If no date passed in, use today's date.
If CLng(dteDate) = 0 Then
    dteDate = Date
End If

' Determine where in week the date falls.
Select Case Weekday(dteDate)
    Case vbMonday To vbFriday
        IsWorkday = True
    Case Else
        IsWorkday = False
End Select
End Function

Public Function FlightsPerMonth() As Integer

Set k = ThisDocument.Model
Set p = k.SIMAN

CurMonth = p.CalendarMonth(p.RunCurrentTime)

dSurge = oSIMAN.SymbolNumber("varPercentSurge")
PercentSurge = oSIMAN.VariableArrayValue(dSurge)

Select Case CurMonth
Case 1 'Jan
    dJanSorties = oSIMAN.SymbolNumber("varJanSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dJanSorties) * (1 + PercentSurge
/ 100))
Case 2 'Feb
    dFebSorties = oSIMAN.SymbolNumber("varFebSorties")

```

```

    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dFebSorties) * (1 +
PercentSurge / 100))
Case 3 'Mar
    dMarSorties = oSIMAN.SymbolNumber("varMarSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dMarSorties) * (1 +
PercentSurge / 100))
Case 4 'Apr
    dAprSorties = oSIMAN.SymbolNumber("varAprSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dAprSorties) * (1 +
PercentSurge / 100))
Case 5 'May
    dMaySorties = oSIMAN.SymbolNumber("varMaySorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dMaySorties) * (1 +
PercentSurge / 100))
Case 6 'Jun
    dJunSorties = oSIMAN.SymbolNumber("varJunSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dJunSorties) * (1 + PercentSurge
/ 100))
Case 7 'Jul
    dJulSorties = oSIMAN.SymbolNumber("varJulSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dJulSorties) * (1 + PercentSurge
/ 100))
Case 8 'Aug
    dAugSorties = oSIMAN.SymbolNumber("varAugSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dAugSorties) * (1 +
PercentSurge / 100))
Case 9 'Sep
    dSepSorties = oSIMAN.SymbolNumber("varSepSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dSepSorties) * (1 +
PercentSurge / 100))
Case 10 'Oct
    dOctSorties = oSIMAN.SymbolNumber("varOctSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dOctSorties) * (1 +
PercentSurge / 100))
Case 11 'Nov
    dNovSorties = oSIMAN.SymbolNumber("varNovSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dNovSorties) * (1 +
PercentSurge / 100))
Case 12 'Dec
    dDecSorties = oSIMAN.SymbolNumber("varDecSorties")
    FlightsPerMonth = Int(oSIMAN.VariableArrayValue(dDecSorties) * (1 +
PercentSurge / 100))
End Select

End Function

```



```

Private Sub ModelLogic_RunBeginSimulation()
    ' Set the global SIMAN variable
    Set oSIMAN = ThisDocument.Model.SIMAN

    ' Start Excel and create a new spreadsheet
    Set oExcelApp = CreateObject("Excel.Application")
    oExcelApp.Visible = True
    oExcelApp.SheetsInNewWorkbook = 1
    Set oWorkbook = oExcelApp.Workbooks.Add

    Set oWorksheet = oWorkbook.ActiveSheet
    With oWorksheet
        .Name = "Statistics"
        .Rows(1).Select
        oExcelApp.Selection.Font.Bold = True
        oExcelApp.Selection.Font.color = RGB(255, 0, 0)
    End With
End Sub

Private Sub ModelLogic_RunBeginReplication()
    Dim nReplicationNum As Long, i As Integer

    ' Set variables for the columns to which data is to be written
    nReplicationNum = oSIMAN.RunCurrentReplication
    nColumnA = (12 * (nReplicationNum - 1)) + 1
    nColumnB = nColumnA + 1
    nColumnC = nColumnA + 2
    nColumnD = nColumnA + 3
    nColumnE = nColumnA + 4
    nColumnF = nColumnA + 5
    nColumnG = nColumnA + 6
    nColumnH = nColumnA + 7
    nColumnI = nColumnA + 8
    nColumnJ = nColumnA + 9
    nColumnK = nColumnA + 10

    ' Write header row for MCRates
    ' set nNextRow to 2 to start writing data in third row
    With oWorksheet
        .Activate
        .Cells(1, nColumnA).value = "Simulation Day"
        .Cells(1, nColumnB).value = "MCRate"
        .Cells(1, nColumnC).value = "Can Fly"
    End With
End Sub

```

```

.Cells(1, nColumnD).value = "Cum Hours Flown"
.Cells(1, nColumnE).value = "Cum Sorties"
.Cells(1, nColumnF).value = "Option"
.Cells(1, nColumnG).value = "DailyDuration"
.Cells(1, nColumnH).value = "MonthlySortiesGoal"
.Cells(1, nColumnI).value = "CumMonthlySorties"
.Cells(1, nColumnJ).value = "TodaySorties"
.Cells(1, nColumnK).value = "APG_mids"
For i = 0 To 10
    .Columns(nColumnA + i).Select
    oExcelApp.Selection.Columns.AutoFit
    ' oExcelApp.Selection.NumberFormat = "0.00"
Next i
End With
nNextRow = 2
nPreviousRow = 0
CumMonthlySorties = 0
SelectOption.Show
End Sub

Private Sub VBA_Block_1_Fire()
    ' Retrieve create time and current time from SIMAN object data
    Dim dCreateDay As String, dMCRate As Double, CanFly As Double, HrsFlown As
Double, SortiesPerDay As Integer, Option1 As Integer
    Dim DDailyDuration As Long
    Dim nReplicationNum As Long, i As Integer, CumMonthlySorties As Integer

    ' Set variables for the columns to which data is to be written
    nReplicationNum = oSIMAN.RunCurrentReplication
    nColumnA = (12 * (nReplicationNum - 1)) + 1
    nColumnB = nColumnA + 1
    nColumnC = nColumnA + 2
    nColumnD = nColumnA + 3
    nColumnE = nColumnA + 4
    nColumnF = nColumnA + 5
    nColumnG = nColumnA + 6
    nColumnH = nColumnA + 7
    nColumnI = nColumnA + 8
    nColumnJ = nColumnA + 9
    nColumnK = nColumnA + 10

    FPM = FlightsPerMonth()

```

```

    dCreateDay = oSIMAN.CalendarMonth(oSIMAN.RunCurrentTime) & "/" &
oSIMAN.CalendarDayOfMonth(oSIMAN.RunCurrentTime) & "/" &
oSIMAN.CalendarYear(oSIMAN.RunCurrentTime)
    dMCRate = oSIMAN.SymbolNumber("MCRate")
    dCanFly = oSIMAN.SymbolNumber("CanFly")
    HrsFlown = oSIMAN.SymbolNumber("HrsFlown")
    SortiesPerDay = oSIMAN.SymbolNumber("SortiesPerDay")
    SortiesPerOneDay = oSIMAN.SymbolNumber("SortiesThisDay")
    Option1 = oSIMAN.SymbolNumber("varOption")
    DDailyDuration = oSIMAN.SymbolNumber("DailyDuration")
    MCRate = oSIMAN.VariableArrayValue(dMCRate)
    CanFly = oSIMAN.VariableArrayValue(dCanFly)
    HrFl = oSIMAN.VariableArrayValue(HrsFlown)
    SPD = oSIMAN.VariableArrayValue(SortiesPerDay)
    SPOneD = oSIMAN.VariableArrayValue(SortiesPerOneDay)
    Opt = oSIMAN.VariableArrayValue(Option1)
    DDuration = oSIMAN.VariableArrayValue(DDailyDuration)
    CumMonthlySorties = CumMonthlySorties + SortiesPerDay

    apg = oSIMAN.SymbolNumber("varapg_mids")
    napg = oSIMAN.VariableArrayValue(apg)

    'dCreateTime = oSIMAN.EntityAttribute(oSIMAN.ActiveEntity, _
        nArrivalTimeAttrIndex)
    'dCurrentTime = oSIMAN.RunCurrentTime

    ' Write the values to the spreadsheet

    If nPreviousRow > 1 Then
        CumMonthlySorties = oWorksheet.Cells(nPreviousRow, nColumnI).value + SPOneD
    Else
        CumMonthlySorties = 0
    End If

    If oSIMAN.CalendarDayOfMonth(oSIMAN.RunCurrentTime) = 1 Then
        CumMonthlySorties = SPOneD
    End If

    With oWorksheet
        .Cells(nNextRow, nColumnA).value = dCreateDay
        .Cells(nNextRow, nColumnB).value = MCRate
        .Cells(nNextRow, nColumnC).value = CanFly
        .Cells(nNextRow, nColumnD).value = HrFl
        .Cells(nNextRow, nColumnE).value = SPD
        .Cells(nNextRow, nColumnF).value = Opt
    End With

```

```

        .Cells(nNextRow, nColumnG).value = DDuration
        .Cells(nNextRow, nColumnH).value = FPM
        .Cells(nNextRow, nColumnI).value = CumMonthlySorties
        .Cells(nNextRow, nColumnJ).value = SPOneD
        .Cells(nNextRow, nColumnK).value = napg
    End With

    ' Increment the row variable
    nPreviousRow = nNextRow
    nNextRow = nNextRow + 1
End Sub

Private Sub ModelLogic_RunEndReplication()
    ' Chart today's sales call data on a separate chart sheet
    'oWorkbook.Sheets("Statistics").Select
    'oWorksheet.Range(oWorksheet.Cells(3, nColumnC), oWorksheet.Cells(nNextRow,
nColumnC)).Select
    'oExcelApp.Charts.Add

    ' Format the chart
    'With oExcelApp.ActiveChart
    ' .ChartType = xlLineMarkers
    ' .SetSourceData Source:=oWorksheet.Range(oWorksheet.Cells(3, nColumnC),
oWorksheet.Cells(nNextRow, nColumnC)), PlotBy:=xlColumns
    ' .SeriesCollection(1).XValues = ""
    ' .Location Where:=xlLocationAsNewSheet, Name:="Day " &
oSIMAN.RunCurrentReplication & " Calls"
    ' .HasTitle = True ' Title and Y axis
    ' .HasAxis(xlValue) = True
    ' .HasAxis(xlCategory) = False ' No X axis or Legend
    ' .HasLegend = False
    ' .ChartTitle.Characters.Text = "Call Times"
    ' .Axes(xlValue).MaximumScale = 60
    ' .Axes(xlValue).HasTitle = True
    ' .Axes(xlValue).AxisTitle.Characters.Text = "minutes"
    'End With
End Sub

Private Sub ModelLogic_RunEndSimulation()
    ' Save the spreadsheet
    oExcelApp.DisplayAlerts = False ' Don't prompt to overwrite
    oWorkbook.SaveAs ThisDocument.Model.Path & "ThesisModel.xls"
End Sub

Private Sub ModelLogic_DocumentOpen()

```

End Sub

Public Function ModelLogic_UserFunction(ByVal entityID As Long, ByVal functionID As Long) As Double

Dim FlyingDays, ACperWave, WavesPerMonth, CurrentHour, NumberAircraft As Integer

WaveBatchQueue = oSIMAN.SymbolNumber("NumberInWaveQueue")
WQ = oSIMAN.VariableArrayValue(WaveBatchQueue)

PercentUnbalance = oSIMAN.SymbolNumber("varunbalanced")
PU = oSIMAN.VariableArrayValue(PercentUnbalance)

'WeekFromLastDayOfMonth =
oSIMAN.SymbolNumber("varWeekFromLastDayOfMonth")
'lastweek = oSIMAN.VariableArrayValue(WeekFromLastDayOfMonth)

Set m = ThisDocument.Model
Set s = m.SIMAN

SDate = FirstOfMonth(s.RunCurrentTime)
EDate = LastOfMonth(s.RunCurrentTime) + 1
'lastweek =
' CurMonth = DatePart("m", s.RunCurrentTime)
CurrentHour = s.CalendarHour(s.RunCurrentTime)
NumberAircraft = 18
'FlyingDays = 20
FlyingDays = smsQtyOfWorkingDays(SDate, EDate)
' FlightsPerMonth = 400
FPM1 = FlightsPerMonth()
' FPM1 = 500

' MsgBox " Returns a value of " & FlyingDays & " " & SDate & " " & EDate & " " &
CurMonth & " " & FlightsPerMonth

Select Case functionID

Case 1 '3 waves M - F Balanced Approach
WavesPerMonth = 3 * FlyingDays
ACperWave = Round(FPM1 / WavesPerMonth)

```

If ACperWave > NumberAircraft Then
    ModelLogic_UserFunction = Round(3 / 4 * NumberAircraft)
'ElseIf CurrentHour > 20 And WQ < ACperWave Then
'    ModelLogic_UserFunction = WQ
Else
    ModelLogic_UserFunction = ACperWave
End If

```

```

Case 2 '3 waves M - R 1 wave F, assume 4 Fridays per month
WavesPerMonth = 3 * FlyingDays - 8
ACperWave = Round(FPM1 / WavesPerMonth)
If ACperWave > NumberAircraft Then
    ModelLogic_UserFunction = Round(3 / 4 * NumberAircraft)
'ElseIf CurrentHour > 20 And WQ < ACperWave Then
'    ModelLogic_UserFunction = WQ
Else
    ModelLogic_UserFunction = ACperWave
End If

```

```

Case 3 '3 waves M - F Un-Balanced Approach
WavesPerMonth = 3 * FlyingDays
ACperWave = Round(FPM1 / WavesPerMonth)

```

```

random_number = Rnd

```

```

If random_number > 0.5 Then
    multiplier = 1
Else
    multiplier = -1
End If

```

```

If ACperWave > NumberAircraft Then
    ModelLogic_UserFunction = Round(3 / 4 * NumberAircraft) * (1 + multiplier * PU / 100)
'ElseIf CurrentHour > 20 And WQ < ACperWave Then
'    ModelLogic_UserFunction = WQ
Else
    ModelLogic_UserFunction = ACperWave * (1 + multiplier * PU / 100)
End If

```

```

Case 4 '12X10 3 weeks 10p10X8 one week per month

```

```

HotPitWeek = oSIMAN.SymbolNumber("varHotPitWeek")
HPW = oSIMAN.VariableArrayValue(HotPitWeek)

```

```

PWave = oSIMAN.SymbolNumber("CurrentWave")
PW = oSIMAN.VariableArrayValue(PWave)

If HotPitWeek = 0 Then '12X10
    Select Case PW
        Case 0
            ACperWave = 12
        Case 1
            ACperWave = 10
    End Select
Else '10p10X8
    Select Case PW
        Case 0
            ACperWave = 10
        Case 1
            ACperWave = 10 ' hot pit
        Case 2
            ACperWave = 8
    End Select
End If

ModelLogic_UserFunction = ACperWave

End Select

'MsgBox " UF() returns a value of " & ModelLogic_UserFunction

End Function

```

XVI. Appendix “K”. 1ST Investigative Question – Delphi Responses

1st Round Responses

These were the initial responses in answering the 1st investigative question during the 1st round of the Delphi study.

1. Although I have no experience with aircraft, I have had experience with an aging weapon system, the Minuteman II and III ICBMs. In my experience, the key to keeping an aging weapon system up and running is periodic maintenance. An aircraft, just like a missile system, has many mechanical components that require inspection, repair, and replacement as necessary. All too many times, our focus is on NMC maintenance at the expense of periodic requirements. This can, and often does, lead to a fatal perpetuation of NMC problems. Therefore, any scheduling philosophy should revolve around periodic maintenance requirements, in my mind, to prevent the failure of the little things which can lead to bigger failures. Also, there has to be a cooperative effort between Ops and Maintenance. I've heard it is similar to the missile world where there seems to be a constant battle of wills. All of us have to keep the big picture in mind, as we have learned (some of us already knew), to ensure that our real goal is met, which is to fight if necessary and win if it is necessary. These are just broad philosophical points to consider.
2. 1. Relying on Cann birds for parts. Seems some aircraft will be under utilized for sake of MC rate. MC Rate/Life tradeoff. 2. No-fly Fridays
3. The best maintenance philosophy we maintained at McGuire was NO CANN bird. CANNing parts is an excuse for Supply not to do its job. Canning requires the work to be done 3 times...once to remove the working part on the CANN bird,

once to install the part on the broken jet, and once to replace the part on the CANN bird. This translates to a complete waste of the maintainers' time. We also wanted the reservists to fly on Saturday and keep the jets down on Sunday for repair and strong start to the week...we were never able to get complete Reservist buy-in...so I can't say if this works or not. You can check GO81...this philosophy works.

4. The philosophy of flying 1 "large" wave on Fridays versus 2 "normal" waves. (For example: 14-turn-0 vs. 12-turn-12) The philosophy of flying 1 "normal" wave on Fridays versus 2 "normal" waves. (For example: 12-turn-0 vs. 12-turn-12) Extended versus condensed flying window. Combining day- and night-flying into the same flying window versus separating day- and night-flying into different flying windows. For certain systems, it seems that the more the aircraft flies the more reliable the system, to a point. However, for long-term HOF issues, the less an aircraft flies (lower flight hours) the longer the life of the aircraft.
5. Flying hour goals and the Sortie UTE rate drive the schedule outline. Building on this outline several strategies are used to fill in the details: 1. Sortie surges: used to increase UTE 2. Increased average sortie duration (ASD): used to increase hours 3. Fly heavy at the beginning of the fiscal year and let off later
6. Consistent flying operations are the first goal. Little use of a cann jet (C-5 lessons-earned during Iraqi Freedom offers a great example of the benefits of no cann jet).
7. One philosophy is to limit how much each individual aircraft flies--in other words, keep your UTE rate under a certain level.

8. Configuration management - minimizing the number of configurations an AMU or an AMXS flies in on a given day. # of front lines must be a function of aircraft availability, not Ops requests. Turn patterns can be adjusted to accommodate fewer front lines. At least 12 hours between last down and first go to allow reasonable fix rate, again, allowing more availability to meet the schedule.
9. Please be aware in answering these questions I did not make scheduling policies but merely implemented them. Philosophies 2 times pit-n-go + night go on Mon-Wed, light 3x turn (std 2+15 no ordnance or 2+30 for BDU-33s or 3+00 for live/heavy weight inert ordnance) on Thurs & Fri for mx to recover 3 fronts on Mon-Wed, 2xpit-n-go on Thurs, then one go Friday to recover (this schedule normally included surge weeks to catch up sorties/hours) Units also employed: Cancel flying for 1 to 2 days to reconfigure for deployments or exercises Flying windows across the wing were minimized more so than in the squadron (squadron was more concerned with range and turn times than flying window) I also saw squadrons that did one jet at a time in phase and others that did 2 jets at a time in phase Configuration changes are always hotly contested with mx lobbying for the fewest possible changes and ops
10. Sortie surge once per month vs. once per quarter 2. The "balanced approach" of spreading the schedule out equally throughout the week/month. 3. Examine the UTE rate...is it realistic if we want to improve the health of the fleet? 4. Can we adjust the ASD to maximize pilot training while perhaps reducing the number of sorties that are required? 5. "Pit and Go" daily vs. two to three time per week. 6. Shorten the flying window to maximize maintenance time (not always feasible at

all locations, i.e. airspace restrictions, host nation regulations, etc.)

11. As the maintenance officer for a squadron of 14 F/A-18F's, I found that it was absolutely imperative to set aside one day when we stopped flying for 4 hours in the middle of the day to conduct maintenance training. We chose Wednesdays from 1400-1800. This allowed 1 hour to finish things up before training began and 1 hour to get started up after training ended. The two hours of maintenance training were instrumental in keeping everyone in the department up to date with the latest information and maintain all 43 maintenance programs (such as hydraulic contamination, oil consumption, fuel surveillance, etc.) on track. With frequent turnover of personnel, it was important to not sacrifice training in order to meet flight hour objectives. Flights could be flown earlier in the day, later at night, or on a different day. Also, some squadron opted to fly 4 days a week and have numerous three day weekends. We opted not to go this route as all too often it results in 5 days of flying being compressed into 4 days with no time left for preventative maintenance. We demanded 2.5 hours between land time and takeoff time. Once again, we could have flown harder, but wanted the extra time for preventative maintenance as well as training.
12. Flying one wave on Fridays if operational requirements are met. Minimize the flying window. The more the aircraft is flown, the more reliable it is.

Reconstitution down-time after deployment. Phase Time Distribution Interval.
13. I would compare the One Go Friday with the Minimum Fly Window (i.e. use shortest turn times as possible) but I suspect these will not provide much of a CV or CD (i.e. I see them as complementary and probably contribute to increased

aircraft reliability because of longer stretches of aircraft down-time where the crew can take their time and really inspect the jets). I think that where the big differences will be found are in units that fly to meet RAP only without regard to fleet health. This may be influenced by such things as restricted range times/space or unavailability of DACT units to team up with, etc. Of course these variables of interest will be unit mission dependant (i.e. A-G vs A-A).

14. Scheduling longer sorties to accomplish as many tasks as possible on one take-off/landing and making use of aerial refueling (A/R) as much as possible;
Schedule more sorties at night when possible to allow more robust day shifts to recover and repair a/c flown the night before
15. The most common approach to improving the long term health of the fleet that I have seen is to stick religiously to the scheduled maintenance schedule. In other words, never sacrifice or delay scheduled maintenance actions to meet the flying hour program. Shortened flying windows (< 9 hours) and one-go Fridays are also good for the long term health of the fleet. However, this is a secondary benefit. The primary benefit to shortened flying windows and one-go Fridays is that it allows greater flexibility to managers in allocating their workforce to shifts throughout the maintenance day. A shortened flying window means that day shift can do the majority of daily generation actions on the planes to meet the daily schedule. You can put mostly 5-level and 3-level crew chiefs, as well as cut-trained 3-level specialists on this shift to generate and recover the aircraft. Swing shift becomes your most vital shift for actual maintenance actions and you can stack your shift with experienced crew chiefs and specialists to ensure broken

planes get fixed in time for the next days flying. By regulation, mids is only supposed to consist of a servicing crew - very little heavy maintenance can get done. A shortened flying window means shift schedules can be tailored to the type of maintenance that will take place. longer flying windows means two shifts are involved in generation and recovery. Turn-over is always cheated since planes are landing as swings is arriving to work - this hampers effective communication.

One-go Fridays means as servicing can be done on days and heavy maintenance on swings. Since mids works Sunday night-Monday morning, a one-go Friday means no people have to have to work friday night-Saturday morning mids. This also means that weekend duty can be limited to only those personnel required to continue working breaks on aircraft needed to fly the next week's schedule. A two-go Friday pushes the start of heavy maintenance until later in the evening, forcing managers to have more people come in over the weekend to fix jets.

Although both of the strategies above are used primarily to effect shift scheduling, they have an undeniable positive affect on the long term health of the fleet.

16. The jets that fly the most are the most reliable UTE rate vs. flying hour program -- adding hours without adding sorties can affect the fleet

XVII. Appendix “L”. Box – Plots for 1ST Investigative Question’s Results

What is a Box-Plot

The outlier box plot is a schematic that lets someone see the sample distribution and identify points with extreme values, the outliers. Box plots show selected quantiles of continuous distributions²³. An example is shown below:

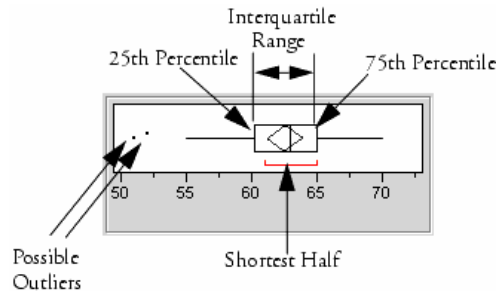


Figure 231. Box Plot

The ends of the box are the 25th and the 75th quantiles, also called the quartiles. The difference between the quartiles is the interquartile range. The line across the middle of the box identifies the median sample value and the means diamond indicates the sample mean and the 95% confidence interval. The lines extending from both ends, the whiskers, starts from the ends of the box and finish to the outer most data point that falls with the distances computed by:

$$\text{upper quartile} + 1.5 * (\text{interquartile range})$$

$$\text{upper quartile} - 1.5 * (\text{interquartile range})$$

The bracket along the edge of the box identifies the shortest half, which is the most dense 50% of the observations. Outliers are shown with points.

²³ It is assumed that the 0-10 scale that was used in ranking the initial results can be transformed in continuous form without changing the properties of the responses.

Box Plots

Below are the box plots for the responses concerning the 1st investigative question.

The responses are presented sorted by the mean in descending order.

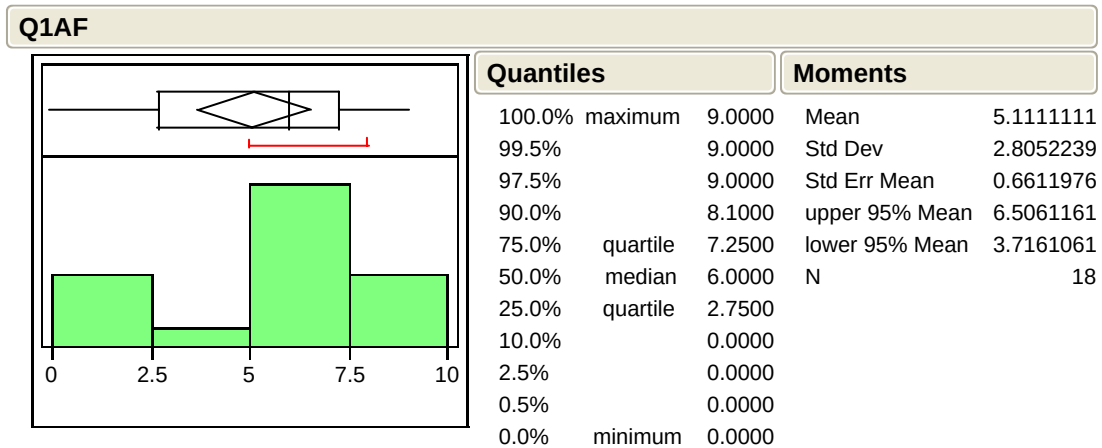


Figure 232. Box Plot for at Least 12 hours between Last down and First go

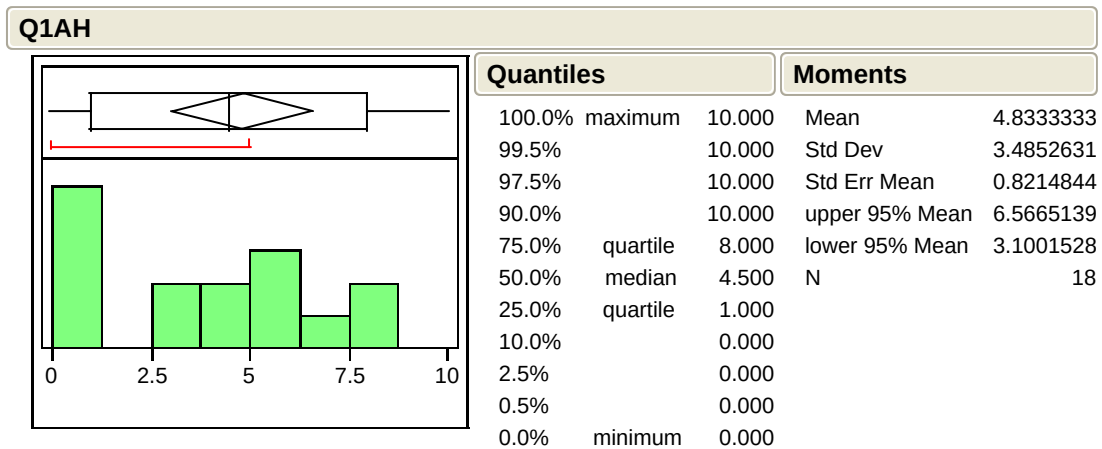


Figure 233. Box Plot for Ensuring Enough Downtime for Maintenance

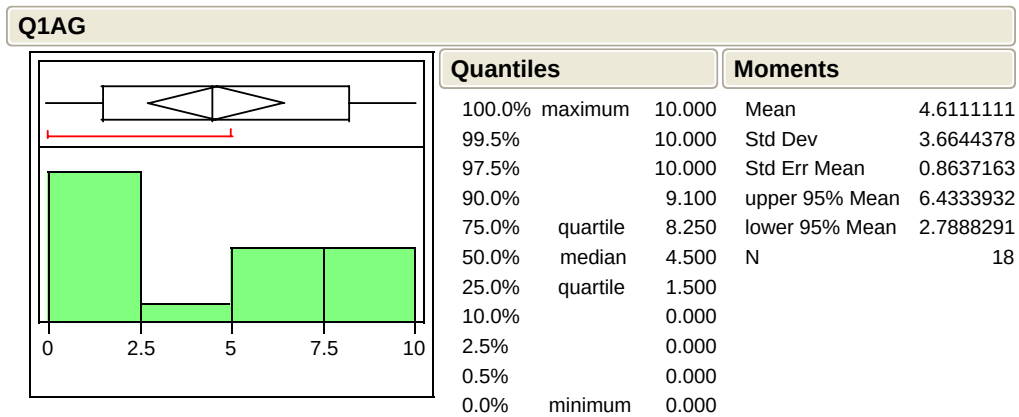


Figure 234. Box Plot for 30-days Limit in Keeping a Plane Down

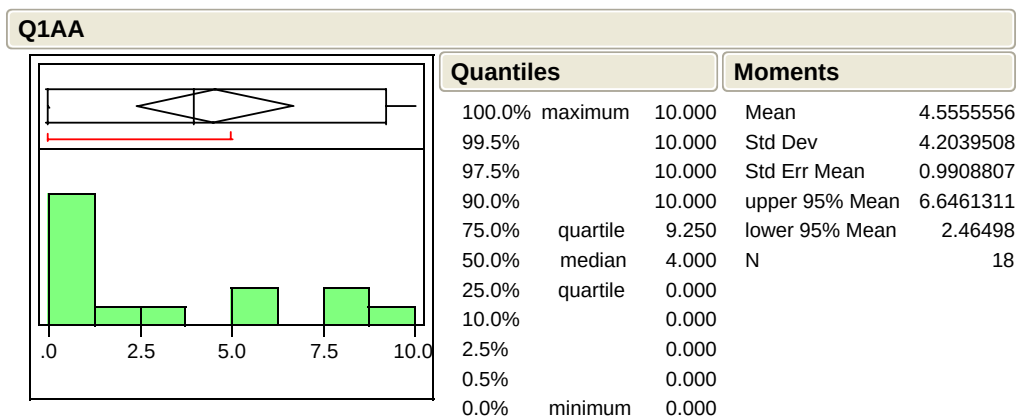


Figure 235. Box Plot for “Balanced” Approach of Spreading the Schedule out

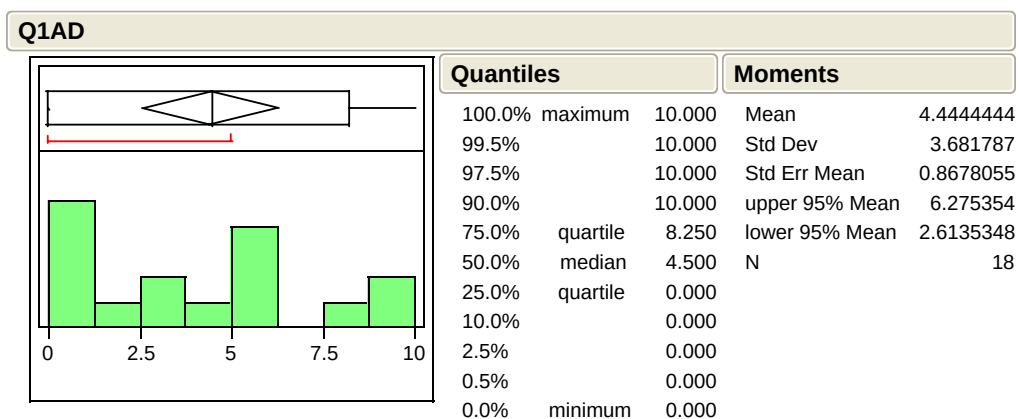


Figure 236. Box Plot for 2.5 Hours between Land – Takeoff

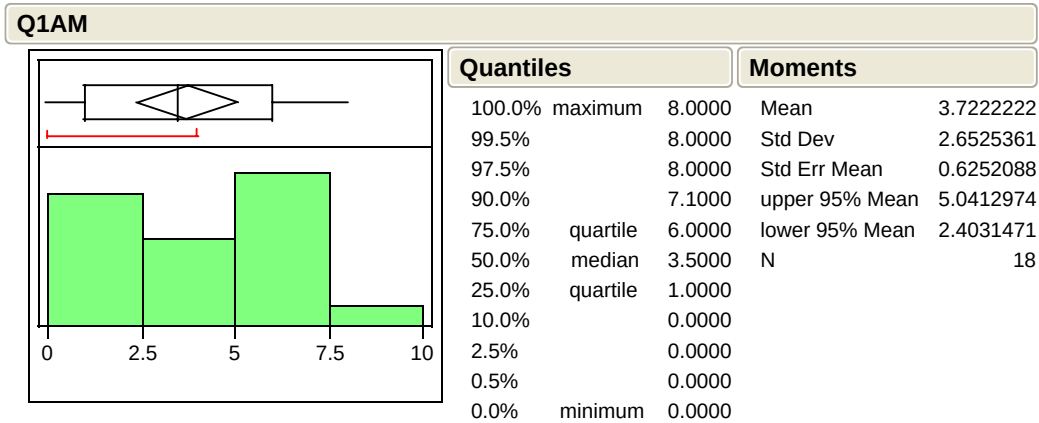


Figure 237. Box Plot for Minimizing the Number of Configurations

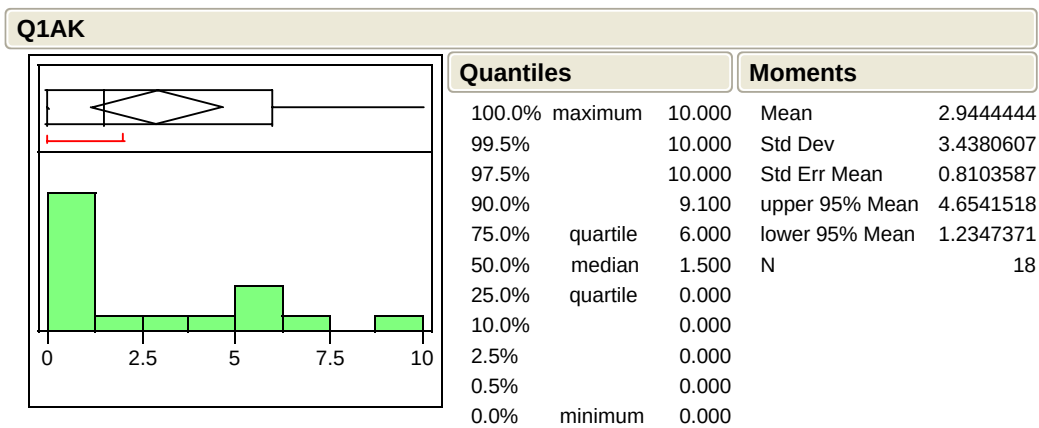


Figure 238. Box Plot for Increasing Average Sortie Duration

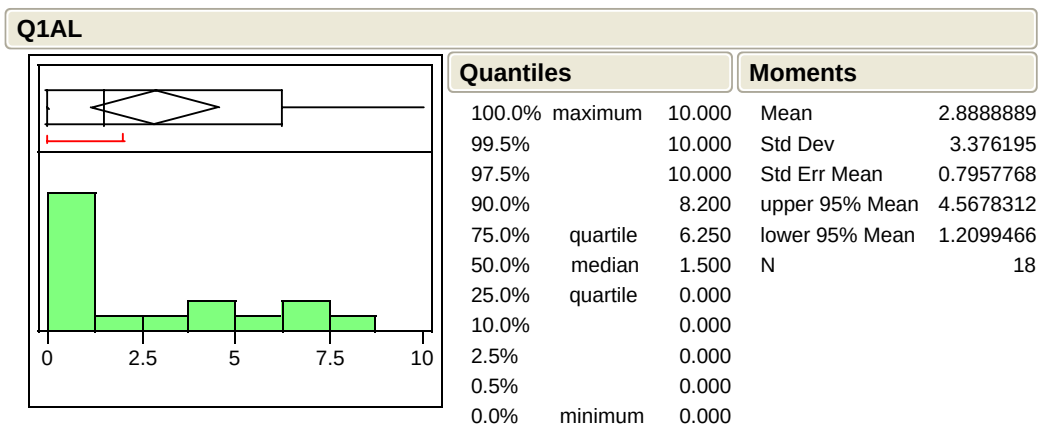


Figure 239. Box Plot for Keeping UTE Rate under Certain Level

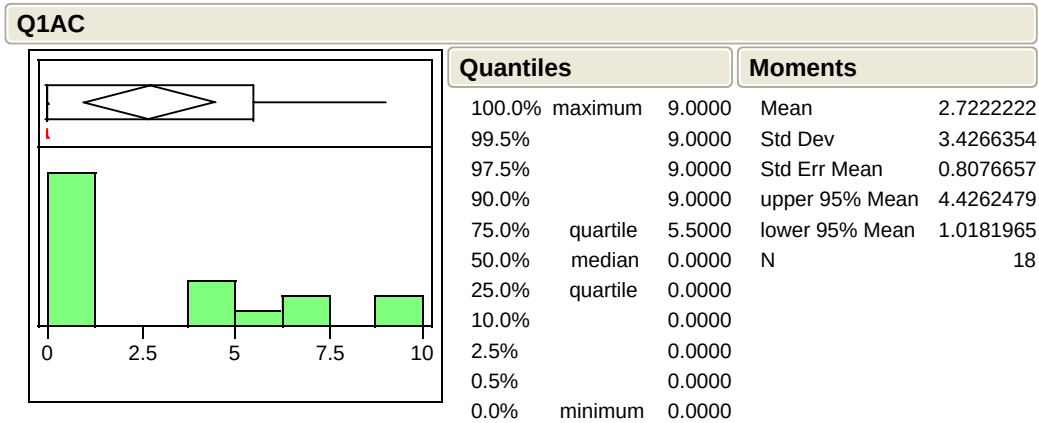


Figure 240. Box Plot for 1 “Normal” Wave on Fridays

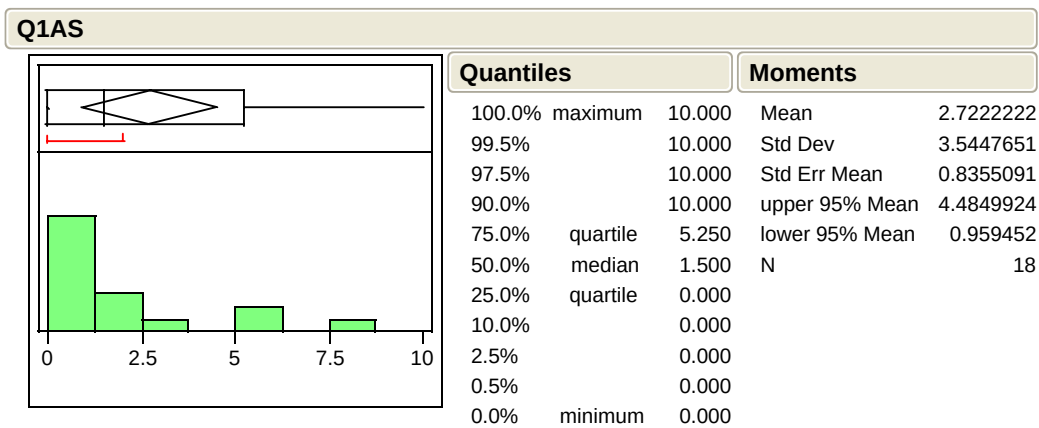


Figure 241. Box Plot for Aircraft is More Reliable if it Flies More

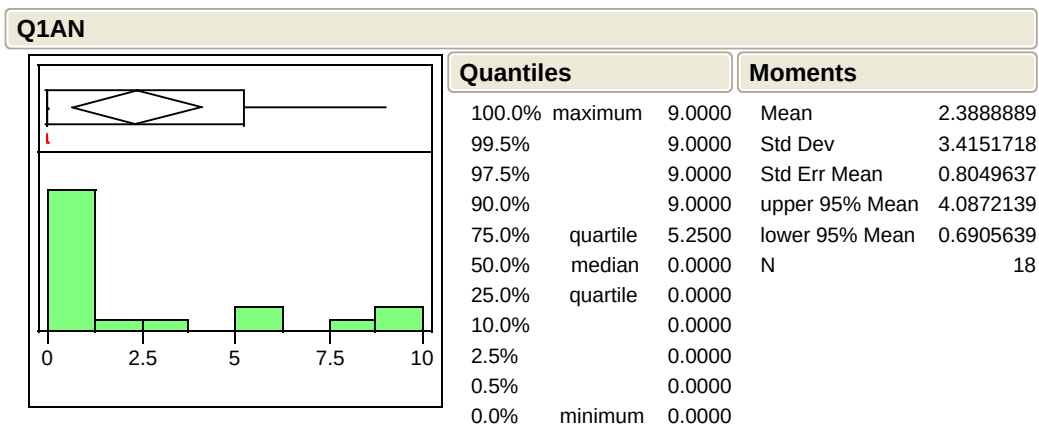
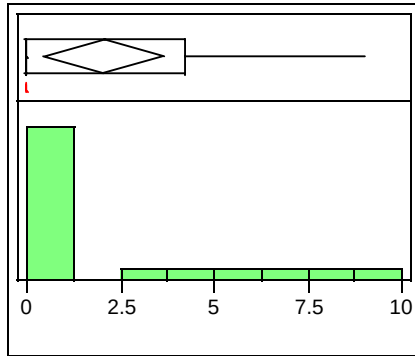


Figure 242. Box Plot for no Cann Birds

Q1AJ



Quantiles

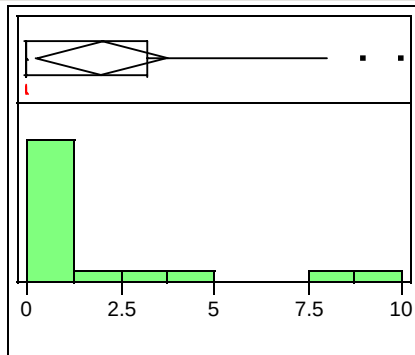
100.0%	maximum	9.0000
99.5%		9.0000
97.5%		9.0000
90.0%		8.1000
75.0%	quartile	4.2500
50.0%	median	0.0000
25.0%	quartile	0.0000
10.0%		0.0000
2.5%		0.0000
0.5%		0.0000
0.0%	minimum	0.0000

Moments

Mean	2.0555556
Std Dev	3.1524448
Std Err Mean	0.7430384
upper 95% Mean	3.6232295
lower 95% Mean	0.4878816
N	18

Figure 243. Box Plot for Flying Heavy at the Beginning of Fiscal Year

Q1AE



Quantiles

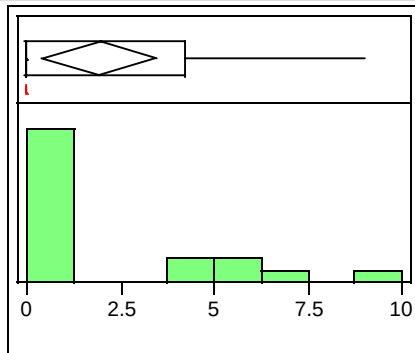
100.0%	maximum	10.000
99.5%		10.000
97.5%		10.000
90.0%		9.100
75.0%	quartile	3.250
50.0%	median	0.000
25.0%	quartile	0.000
10.0%		0.000
2.5%		0.000
0.5%		0.000
0.0%	minimum	0.000

Moments

Mean	2
Std Dev	3.4470789
Std Err Mean	0.8124843
upper 95% Mean	3.714192
lower 95% Mean	0.285808
N	18

Figure 244. Box Plot for Adjusted Turn Patterns for Fewer Front Lines

Q1AR



Quantiles

100.0%	maximum	9.0000
99.5%		9.0000
97.5%		9.0000
90.0%		7.2000
75.0%	quartile	4.2500
50.0%	median	0.0000
25.0%	quartile	0.0000
10.0%		0.0000
2.5%		0.0000
0.5%		0.0000
0.0%	minimum	0.0000

Moments

Mean	1.9444444
Std Dev	3.019003
Std Err Mean	0.7115858
upper 95% Mean	3.4457593
lower 95% Mean	0.4431296
N	18

Figure 245. Box Plot for Sortie Surge Once per Month

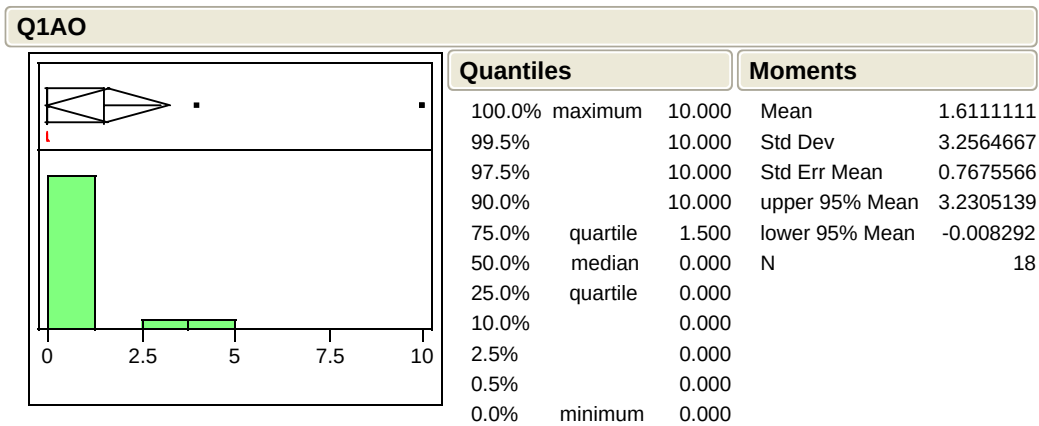


Figure 246. Box Plot for No-fly Fridays

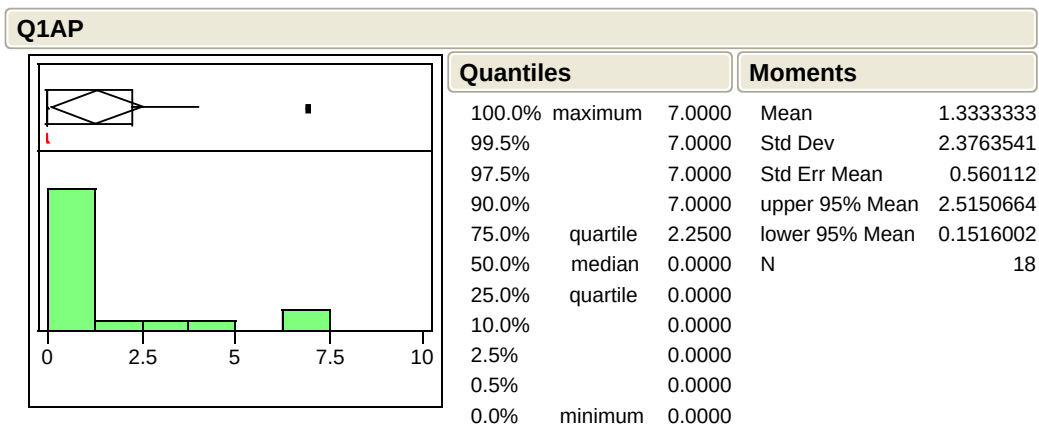


Figure 247. Box Plot for Pit and Go Daily

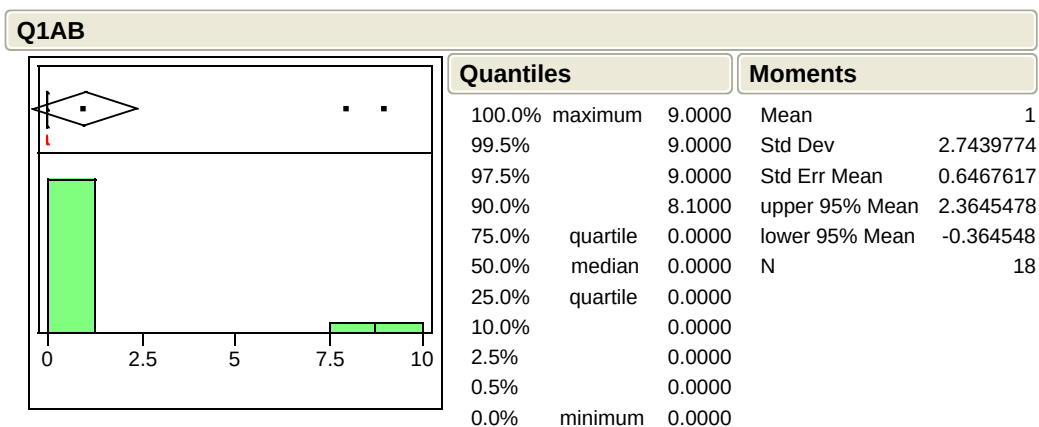


Figure 248. Box Plot for 1 “Large” Wave on Fridays

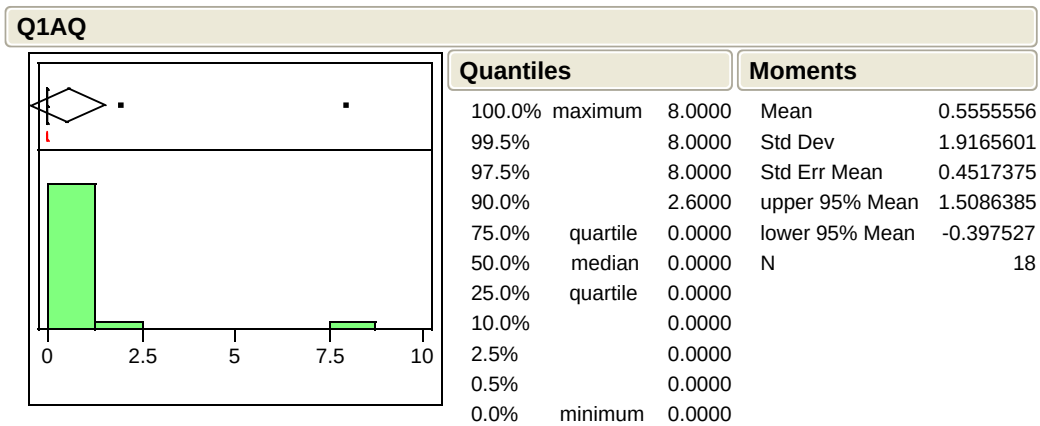


Figure 249. Box Plot for Scheduling More Sorties at Night

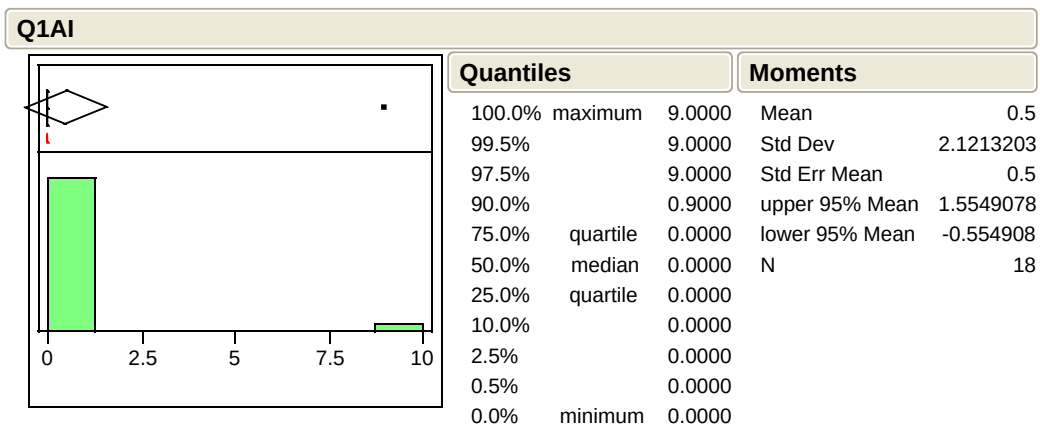


Figure 250. Box Plot for Extended Flying Window

XVIII. Appendix “M”. Content Analysis Results

Table 9. Content Analysis Results

Aircraft Maintenance Performance Factor	Researcher(s)								
<i>“D”: Dependent, “I”:</i> Independent	Davis & Walker (1992)	Jung (1991)	Gilliland (1990)	Diener & Hood (1980)	Allison (1999)	Beabout (2003)	Commenator (2001)	Oliver (2001)	Faas (2003)
Mission Capable Rate (MC Rate)	D	D	D	D	D	D		D	D
Scheduling Effectiveness Rate				D		D	D		D
Not Mission Capable Maintenance Rate (NMCM Rate)	I	I		D			D	I	D
Maintenance ManHours Per Flying Hour	I	I	D	D			D		
Maintenance Scheduling Effectiveness			D			D	D		
Repeat Discrepancy Rate			D	D			D		
Air Abort Rate	I	I			D		I		D
Ground Abort Rate				D			I		D
Aircraft Sortie Utilization Rate	I	I					I		D
Not Mission Capable Supply Rate (NMCS Rate)	I	I					I		D
Aircraft Hourly Utilization Rate	I						I		D
Aircraft Break Rate		I			D		I		
Not Mission Capable Rate (NMC Rate)	I	I							D
Air Aborts		I							D
Number of Aircraft Fixed in 8 Hours							D	I	
Sorties Flown		I							D
Sorties Scheduled		I							D
Average Hours Per Inspection				D					
Average Turn Time				D					
Direct Labor Rate				D					
Enroute Labor Rate			D						
Home Station Reliability			D						
Maintenance Air Aborts			D						
Number of Aircraft Fixed in 4 Hours							D		
Recur Discrepancy Rate							D		
Training Reliability			D						
Average Possesed Aircraft			I				I		I
Cannibalization Rate		I					I	I	
Aircraft Sortie Duration		I					I		
Hours Flown		I		I					

Table 9. Continues

Aircraft Maintenance Performance Factor	Researcher(s)								
	Davis & Walker (1992)	Jung (1991)	Gilliland (1990)	Diener & Hood (1980)	Allison (1999)	Beabout (2003)	Commenator (2001)	Oliver (2001)	Faas (2003)
Late Take-Offs		I		I					
Number of Maintenance Personnel Assigned				I				I	
Possesed Hours		I							I
Aircraft Breaks		I							
Aircraft Fix Rate		I							
Awaiting Maintenance Discrepancies			I						
Awaiting Parts Discrepancies			I						
Base Self Sufficiency			I						
Cancellation Rate		I							
Cancellations		I							
Cannibalizations		I							
Flying Hours Allocated				I					
Full Mission Capable Rate (FMC Rate)		I							
Hours Flown vs Allocated				I					
Late Take-Off Rate		I							
Manhours Expended		I							
Manhours Per Sortie		I							
Mean Skill Level of Maintenance Personnel				I					
Number of Aircraft Fixed in 18 Hours		I							
Number of Personnel Assigned vs Authorized				I					
Number of Personnel Authorized Per Aircraft	I								
Partial Mission Capable Maintenance Rate (PMCM Rate)		I							
Partial Mission Capable Rate (PMC Rate)		I							
Partial Mission Capable Supply Rate (PMCS Rate)		I							
Possesed Aircraft		I							
Sorties Attempted		I							

XIX. Appendix “N”. Metrics Regarding Fleet Health Delphi Responses

1st Round Responses

These were the initial responses in answering the part of the 2nd investigative question that addresses which metrics capture the long term health of the fleet during the 1st round of the Delphi study.

1. More philosophy: Although I realize there is a valid need for metrics, they are abused in the Air Force. I would first abolish their inclusion in all performance reports. Especially with senior officers; their effectiveness is often quantified by how well they do on their metrics and with major command inspections. This causes us to manage to the metrics instead of the long term health of the fleet. This is especially true of senior leaders (group and wing commanders) who normally are only assigned for one to two years for a given assignment. Anyway, I believe the most important metric is FMC rates. This shows the percentage of aircraft that are normally available to perform their assigned functions--which is where the rubber meets the road. Any other metrics employed should be a subset of FMC Rates and support attainment of better FMC Rates.
2. Late scheduled maintenance, age of the fleet, aircraft utilization.
3. The standard USAF metrics were used (FMC Rate, PMC Rate, etc). Looked at dropped object rates and number of K write-ups to make sure maintenance troops were keeping focus on the job.
4. Percent of TNMCM (Total Non Mission Capable due to Maintenance) time per aircraft or fleet over time. In other words, determine if there is a trend in TNMCM, whether increasing or decreasing. Intuitively, one would think that the

trend would be increasing with airframe hours. Track maintenance discrepancy fix rates over time. In other words, the length of time it takes to change the aircraft from NMC to PMC/FMC (Partially Mission- or Fully Mission-Capable). Intuitively, one would expect an increase in fix rate time as airframe hours increase. This would indicate either growing numbers of discrepancies or an increase in malfunction complexity. Track numbers of discrepancies discovered during phase inspections. One would expect the numbers of discrepancies discovered during phase to increase with airframe hours.

5. 1. Mission Capable Rate, often subject to "fudging" by maintainers but probably the best summary of fleet health, especially when looked at over an extended period of time. 2. Break rate, a fleet that breaks more often is less healthy. Also a good sign if preventative maintenance is working. 3. Delayed Discrepancies or maintenance backlog, how much work is being deferred into the future. This will show if maintenance practices are focused on the immediate future or long term health.
6. Mc rate is an obvious answer but I don't think it the best metric.
7. MC rate--looking at it from all angles--looking at how much of your NMC time is due to supply or due to maintenance, etc... The code 3 break rate (how many sorties out of total land with code three discrepancies). I would think this is a helpful metric because a healthy fleet won't break as much.
8. Average # of possessed aircraft. As aircraft age and require more extensive (i.e. depot level) maintenance, the number of non-possessed aircraft increases, putting more burden on the airframes available. Maintenance scheduling effectiveness -

- we MUST prioritize scheduled maintenance accomplishment to ensure long term fleet.
9. I saw many displayed but could not tell you what were important ops concerns centered on UTE rates and monthly sortie/hour production but to guess for the long term I would suggest: NDI stats that result in major repairs such as wing changes Repeat write ups Time to fail stats for parts or subassemblies Number of flights per year conducted with near Max Gross Weight takeoffs (training vs combat time) to quantify higher stress flights and effect on lifespan Phase - # and type of exceptional write-ups discovered.
 10. The currently used metrics work if they are interpreted correctly. For example, we too often view a declining MC rate as a problem when it is actually a symptom. More effort should focus on discovering the root causes.
 11. Rate of cannibalization. When a squadron has to rob parts out of one jet to keep another one flying they are doing twice as much work as they would have to do if the supply system had the part in the first place. Instead of removing & replacing a bad component, they are forced to remove the bad part, remove the good part from the "rob" jet, install the good part, and install another good part once it becomes available.
 12. MC rate TNMCM rate Average Possessed Aircraft (APA) Delayed/Deferred Discrepancies Phase Flow Days Repeat/Recur rate Average Repair Cycle Time Time Compliance Technical Order Backlog Phase Time Distribution Interval These metrics are described either in AFI 21-101 or identified in the 2000 Chief of Staff Logistics Review (CLR) by the Air Force Chief of Staff, General John

Jumper, as important to aircraft long-term fleet.

13. DDs Average -- Indicates how much work we are putting off doing -- may become "must pays." TCTO backlog -- Indicates work level on the horizon that's being staved off -- will become "must pays" sooner or later. MC rate -- self explanatory. TNMCS rate -- a building queue that will come due. Letter of X's -- indicates backlog of pilot RAP (Ready Aircrew) requirements that may become must pays. Extensive LoX's may drive increased sortie production (indicator of good aircrew scheduling where, if it were leveled off, it might become manageable without resorting to sortie surges to make up the difference). Repeat/Recur rate -- indicator of good/bad troubleshooting (we're doing each maintenance job twice or more to achieve the same end).
14. % of scheduled sorties flown that accomplished full mission objectives. The bottom line isn't how many tails are available or for how much time they're available, but how many of the scheduled missions a commander wanted to fly in a week or month he was able to see flown and how effective those missions were. Of course, if a mission wasn't successful for reasons other than MX (pilot error, weather, act of God, for example), that should be excluded somehow.
15. Scheduling effectiveness: do we fly the aircraft we scheduled to fly? Maintenance scheduling effectiveness: Do we follow our scheduled maintenance plan or are we sacrificing maintenance to other operational needs? Repeat / recurr rates: When we fix aircraft, are we fixing them right the first time? MICAP rates: Are we getting the parts we need to fix the aircraft in a timely fashion?
16. Ground abort rate plus MND rate-- ensuring that you count every time a jet is

aborted for a mx reason once the pilot has stepped to it, and every line that is cancelled for a MND. I think this gives a realistic idea of how healthy your jets really are.

XX. Appendix "O". Metrics Regarding Maintenance Effectiveness Delphi Responses

1st Round Responses

These were the initial responses in answering the part of the 2nd investigative question that addresses which metrics capture the maintenance effectiveness to meet unit sortie production goals during the 1st round of the Delphi study.

1. I'm not sure what they call it in aircraft, but we have what is called a WRF. It is a listing of all the discrepancies against a piece of equipment or missile site. I would track the ratio of WRF size to number of aircraft assigned. The reason I say this is it would show how much outstanding work exists over time. This can be an indicator of maintenance effectiveness and the burden on maintenance. I say this because we are often juggling priorities in the maintenance effort. Many times we will scramble to repair one thing that, at least on the books, will make a weapon FMC and forego fixing all the other minor discrepancies that are outstanding because we have other high priority work to perform. This can result in an extensive backlog, which is created by pressure to manage to the metrics, as mentioned before. This metric would certainly show how much we are foregoing the maintenance philosophy of "find and fix". Again, we should perform all the repairs possible while we have the piece of equipment at our disposal or else bigger problems will arise.
2. MC
3. The standard USAF metrics were used (FMC Rate, NMC Rate, etc). These numbers are less useful if you have 5 different configurations of jets.

4. Track maintenance discrepancy fix rates over time. In other words, the length of time it takes to change the aircraft from NMCM to PMC/FMC (Partially Mission- or Fully Mission-Capable). Intuitively, one would expect an increase in fix rate time as airframe hours increase. This would indicate either growing numbers of discrepancies or an increase in malfunction complexity. On-time departure rates, and ground or in-flight abort rates due to maintenance could be an indicator of maintenance quality. Track schedule "fill" rates. In other words, the difference between how many sorties are scheduled and how many aircraft are available to fly the sorties. 100% would mean all scheduled sorties were filled with available aircraft.
5. 1. Fix rate/recovery rate, How fast can you effectively do maintenance 2. Phase backlog, will there be enough phase hours to meet all the flying goals
6. None.
7. Flying Scheduling Effectiveness Rate--captures how closely you were able to follow your agreed upon schedule.
8. Repeat/recur rate - taking the time and allocating the resources to fix the problem right the first time is mandatory to meet sortie production goals. CANN rate - the more we have to CANN, the harder it is to meet sortie production goals - CANNing a part takes twice as long as replacing it with a supply item.
9. Mission capable rate Time to acquire replacement parts - to evaluate efficiency of logistics chain time to repair deficiency once parts on hand- to evaluate unit mx effectiveness and skill number of repeat write ups- to evaluate unit mx effectiveness and skill can not duplicate (CND) rates - to trend perceived vs actual

- deficiencies as well as comment on trouble shooting/repair effectiveness Phase scheduling - mx management effectiveness Phase time completion stats - mx management effectiveness or identification of life-cycle problems Delivery rates - mx management effectiveness Comparison of number of schedule change requests to number accepted / rejected / accomplished
10. Weekly - monthly scheduled maintenance completion...was it accomplished on time? If not, why? AWM rate Manning
 11. Sortie completion rate = sorties flown / sorties schedule.
 12. Fix rate (specifically, 8-hr) Abort rate Break rate Cannibalization rate Mission Capable (MICAP) Parts Repeat rate Recur rate
 13. DDs Average -- Indicates how much work we are putting off doing -- may become "must pays." TCTO backlog -- Indicates work level on the horizon that's being staved off -- will become "must pays" sooner or later. MC rate -- self explanatory. TNMCS rate -- may be indicator of bad troubleshooting and is building a queue that will come due. Repeat/Recur rate -- indicator of good/bad troubleshooting (we're doing each maintenance job twice or more to achieve the same end.
 14. I guess the differentiator would be the time period over which each stat is measured, but again the bottom line is how many mission did a commander need to fly and how many was he/she able to.
 15. # aircraft scheduled for the day's flying schedule / # aircraft FMC: This is a good indicator of how well you are meeting each day's sortie production goals (without making radical scheduling changes or pulling planes out of you butt). This ratio

should be produced no later than 2 hours prior to the first launch. A value of 1 or lower is a good indicator of how prepared you are for daily flying. A value greater than 1 is bad!

16. Ground abort rate plus MND rate-- ensuring that you count every time a jet is aborted for a mx reason once the pilot has stepped to it, and every line that is cancelled for a MND. I think this gives a realistic idea of how healthy your jets really are.

XXI. Appendix “P”. Box – Plots for 2nd Investigative Question’s Results

Box Plots for Metrics Concerning Long Term Health of the Fleet

Below are the box plots for the responses concerning the one part of the 2nd investigative question. The responses are presented sorted by the mean in descending order.

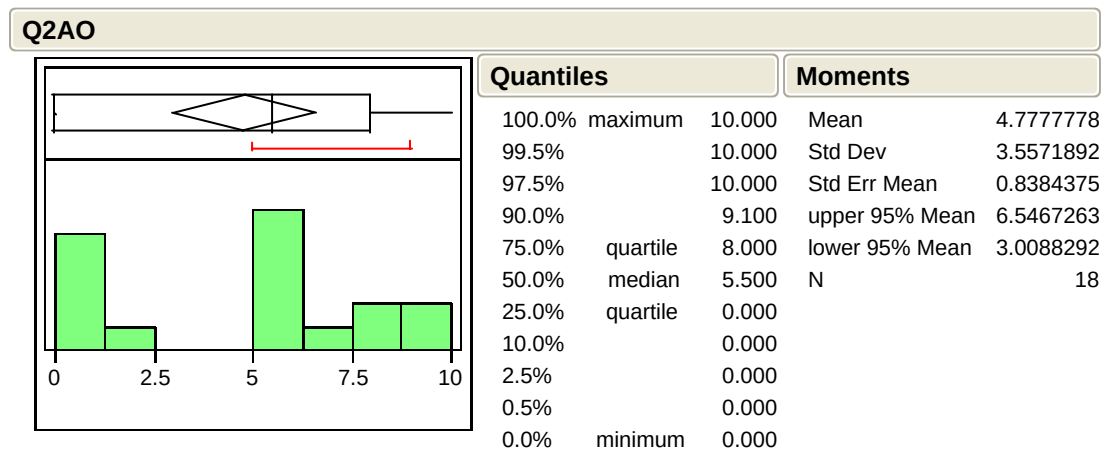


Figure 251. Box Plot for Repeat Recur Rate

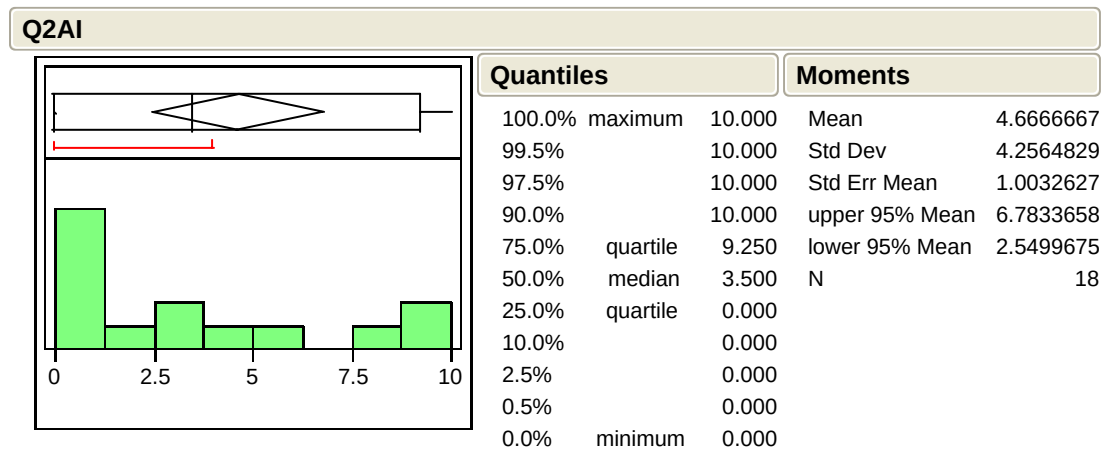


Figure 252. Box Plot for MC Rate

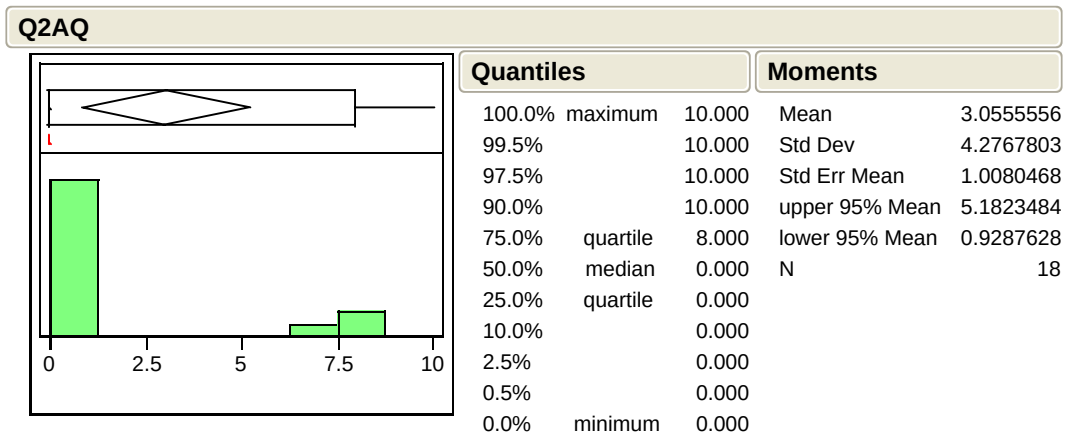


Figure 253. Box Plot for Time Each Aircraft Spends Broken

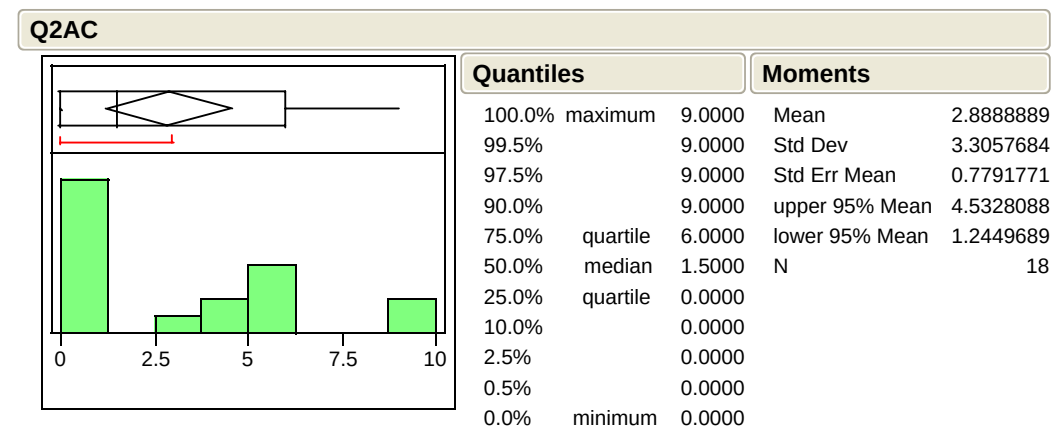


Figure 254. Box Plot for Break Rate

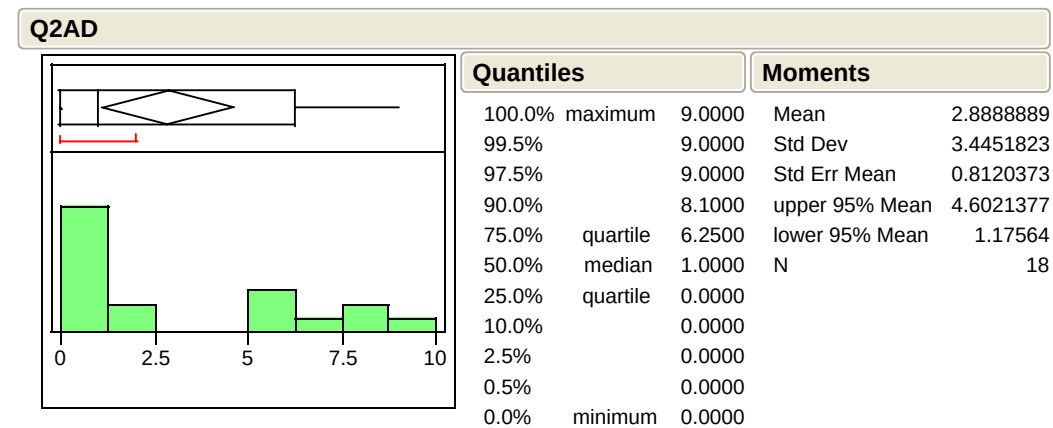


Figure 255. Box Plot for Cann Rate

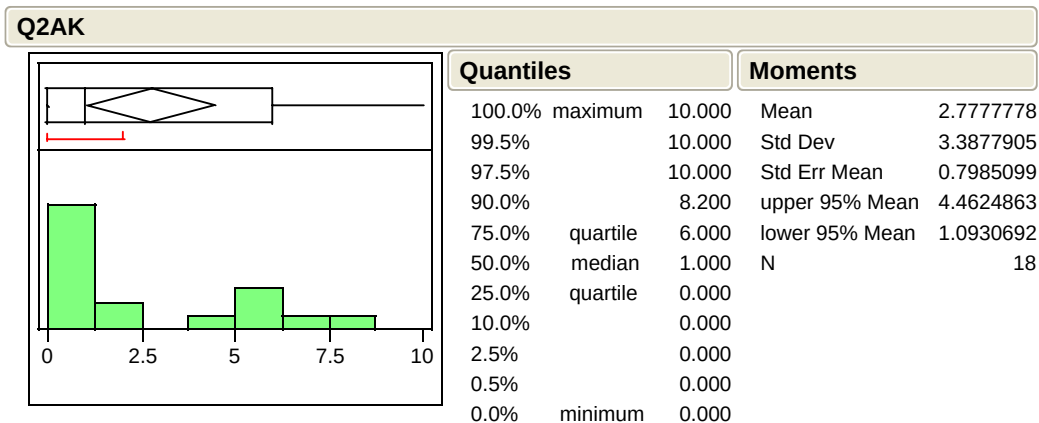


Figure 256. Box Plot for Number of Discrepancies During Phase

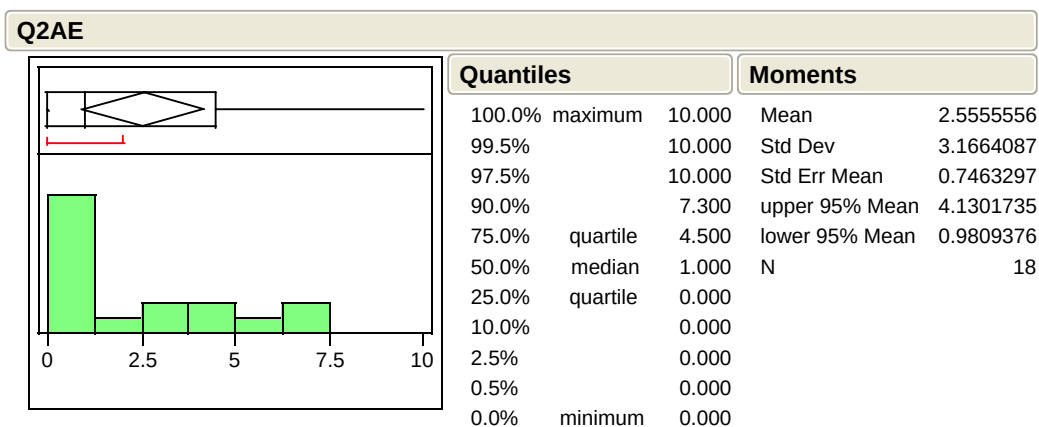


Figure 257. Box Plot for Ground Abort Rate

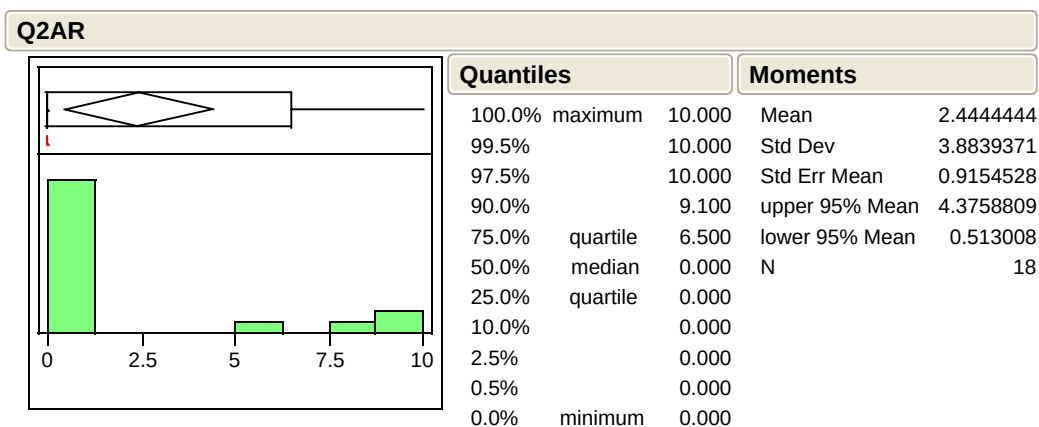


Figure 258. Box Plot for TNMCM

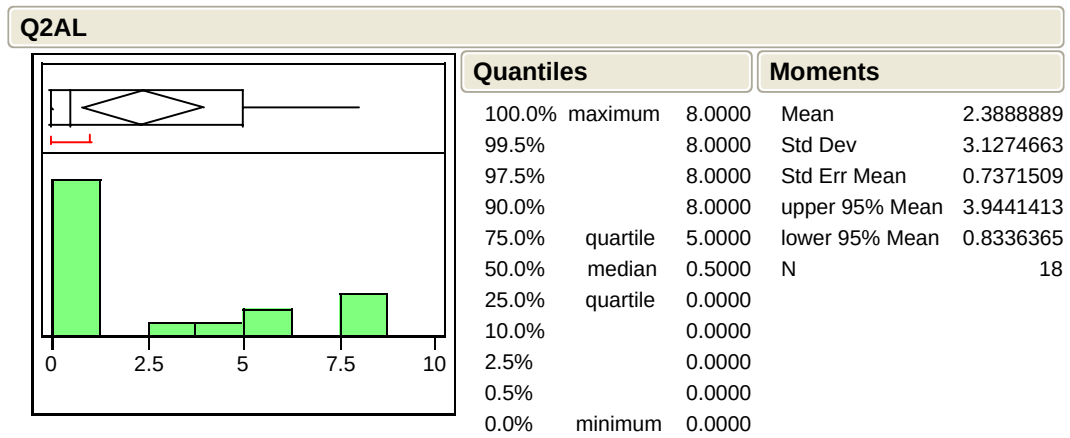


Figure 259. Box Plot for Number of Delayed Discrepancies

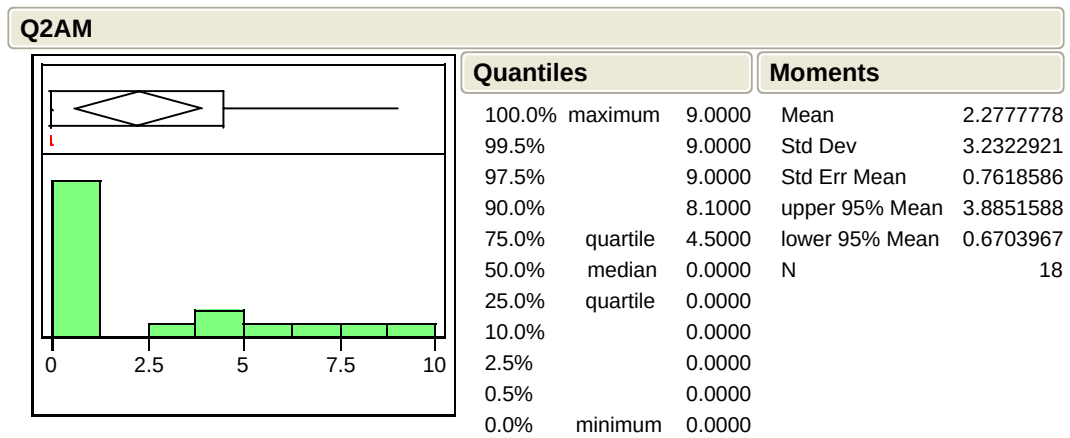


Figure 260. Box Plot for Phase Flow Days

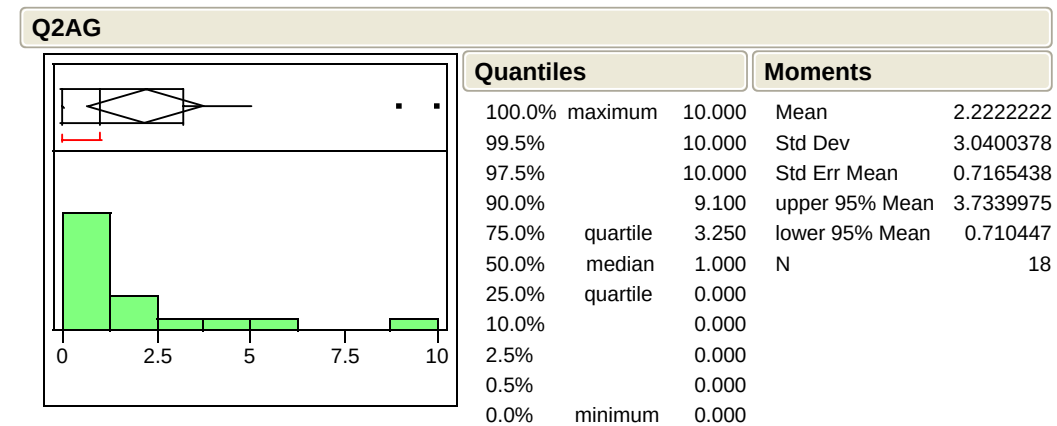


Figure 261. Box Plot for Maintenance Scheduling Effectiveness Rate

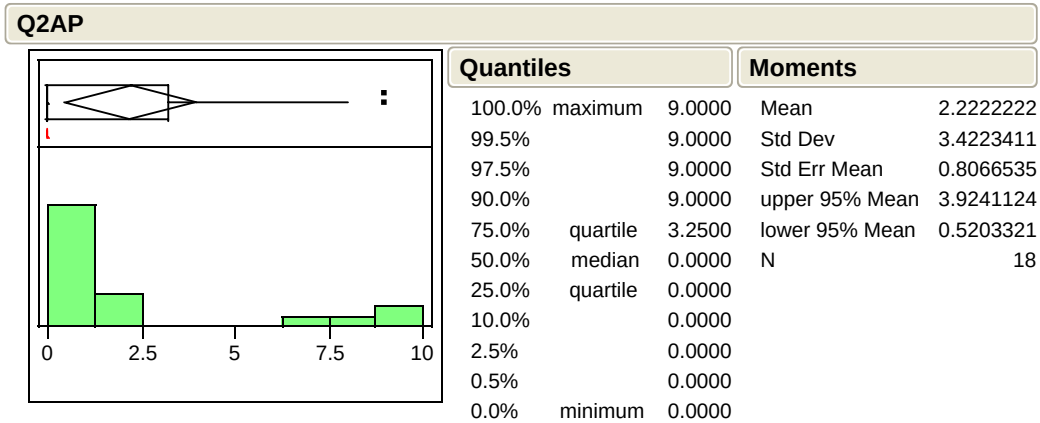


Figure 262. Box Plot for TCTO Backlog

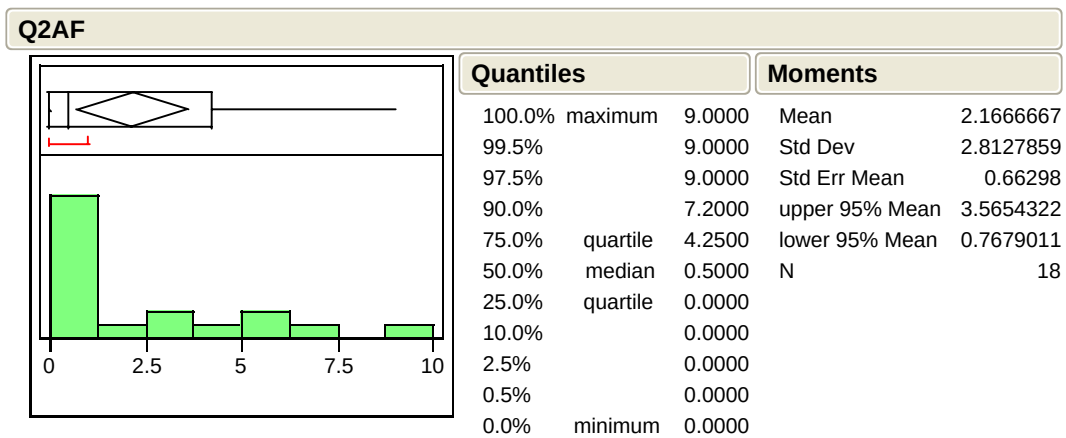


Figure 263. Box Plot for Maintenance Discrepancy Fix Rates

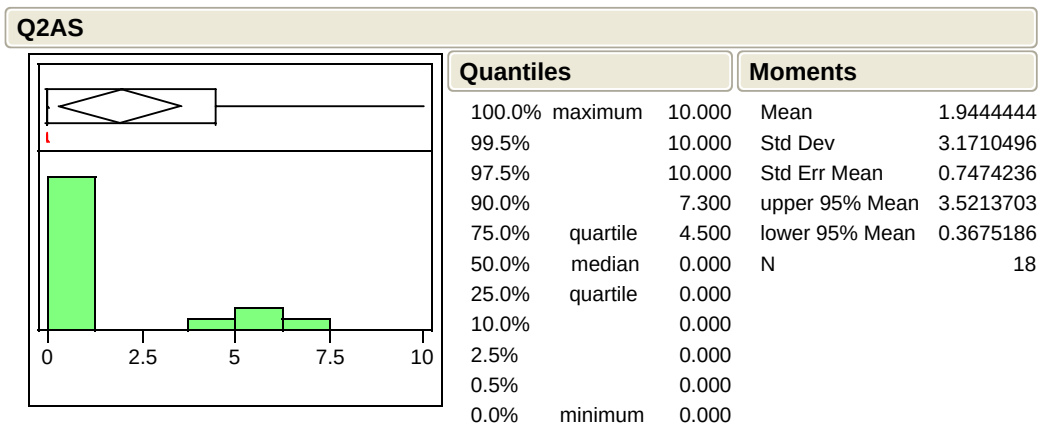


Figure 264. Box Plot for UTE Rate

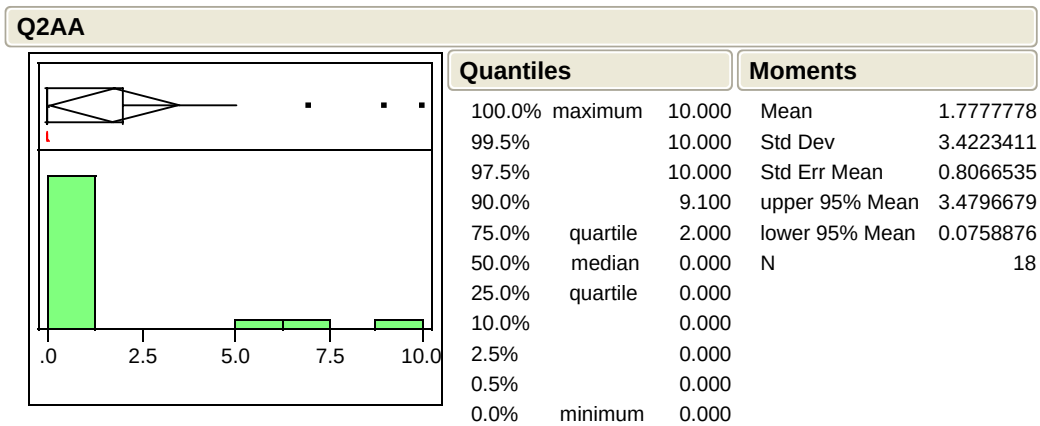


Figure 265. Box Plot for % of Scheduled Sorties that Accomplished Mission

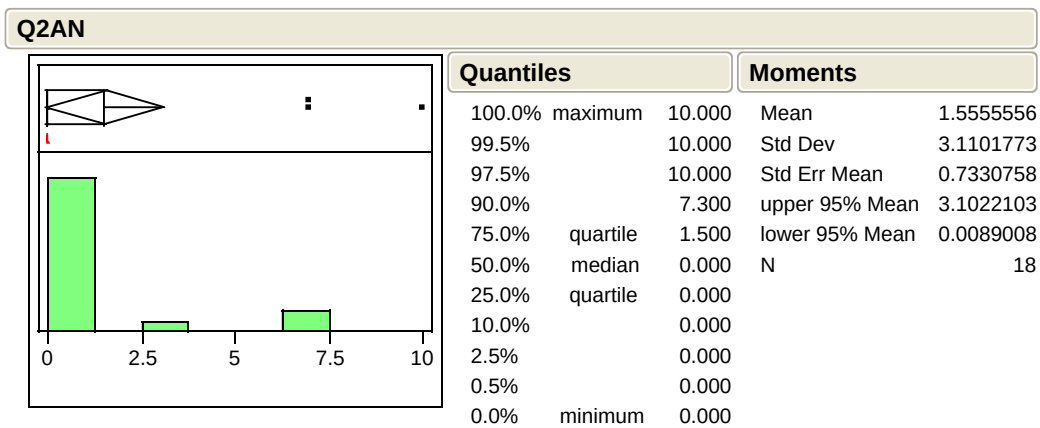


Figure 266. Box Plot for Phase Time Distribution Interval

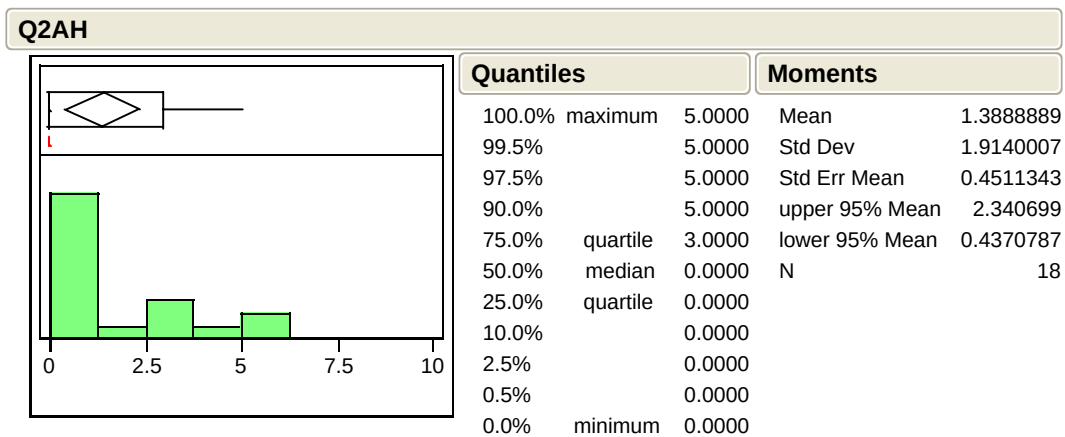


Figure 267. Box Plot for Maintenance Non-Deliverables

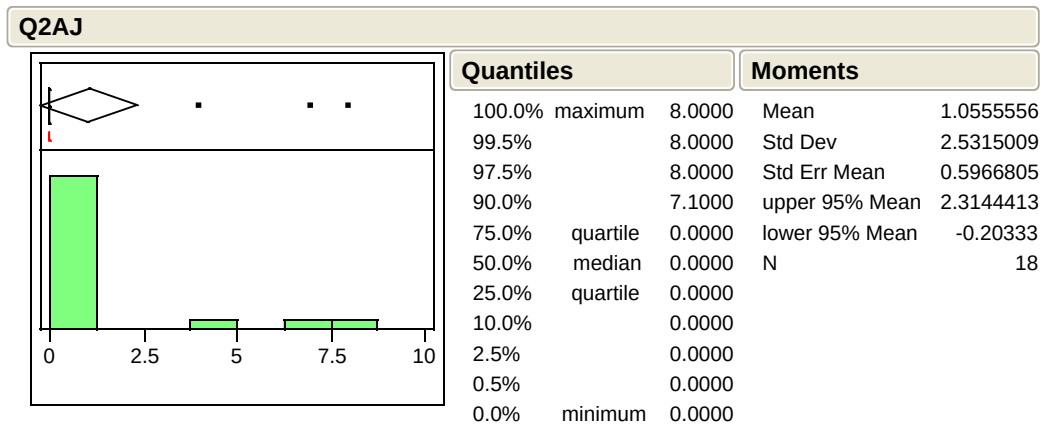


Figure 268. Box Plot for Number and Type of Exceptional Write-ups

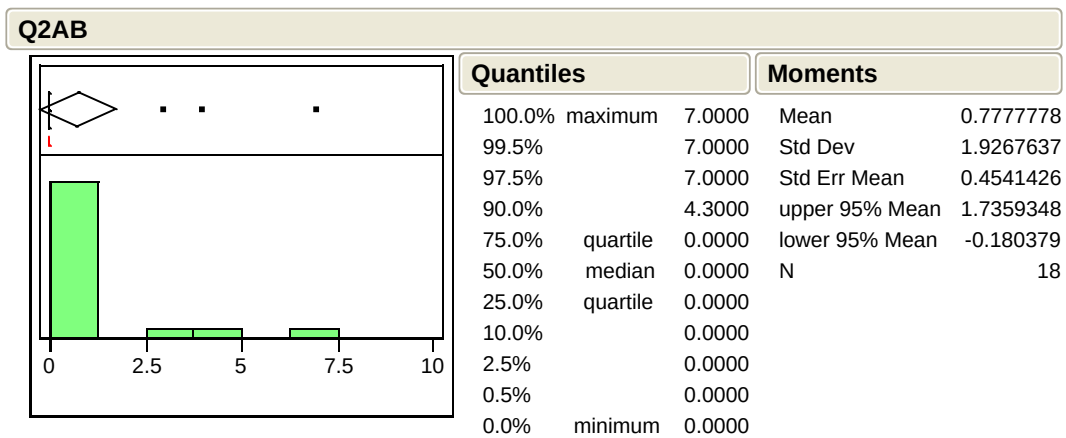


Figure 269. Box Plot for Amount of Time Taken to Complete Depot Maintenance

Box Plots for Metrics Concerning Maintenance Effectiveness

Below are the box plots for the responses concerning the second part of the 2nd investigative question. The responses are presented sorted by the mean in descending order.

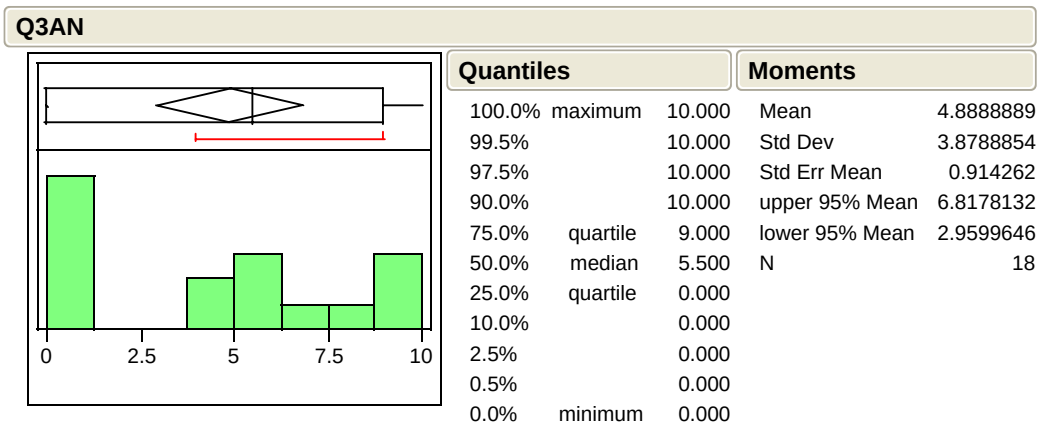


Figure 270. Box Plot for Repeat / Recur Rate

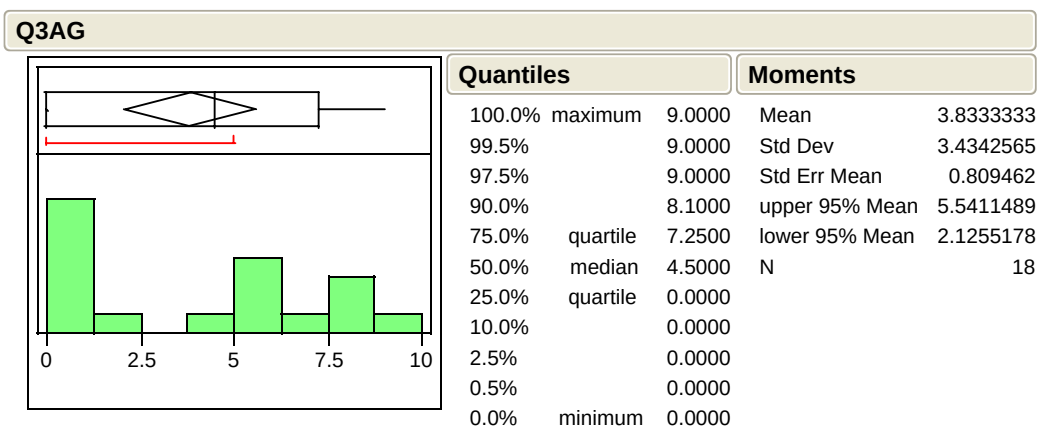


Figure 271. Box Plot for Ground Abort Rate

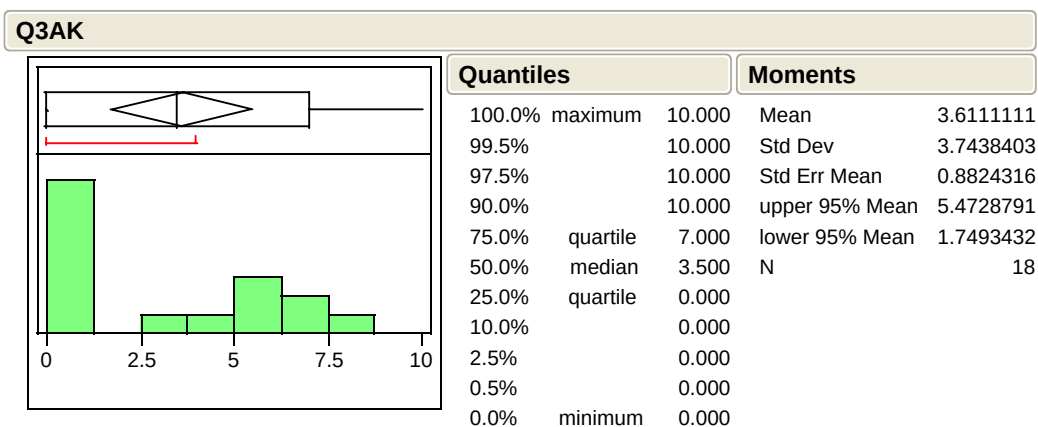


Figure 272. Box Plot for On-time Departure Rates

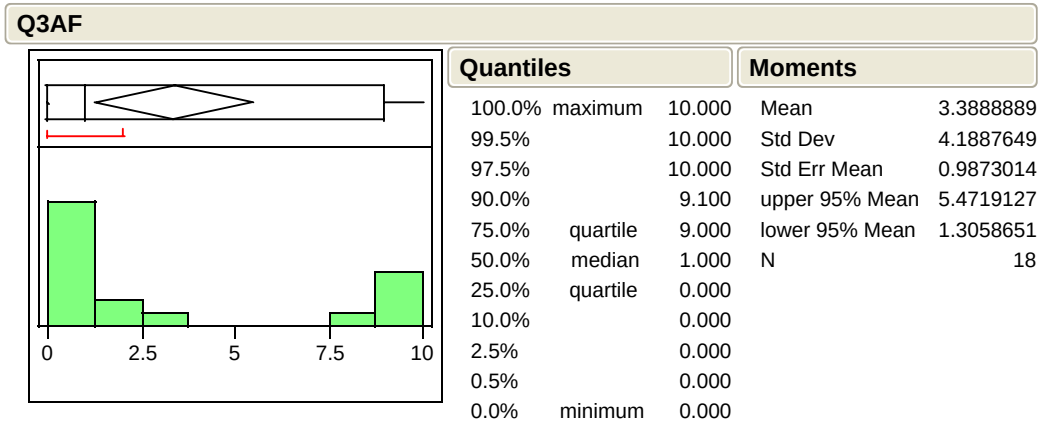


Figure 273. Box Plot for Flying Scheduling Effectiveness Rate

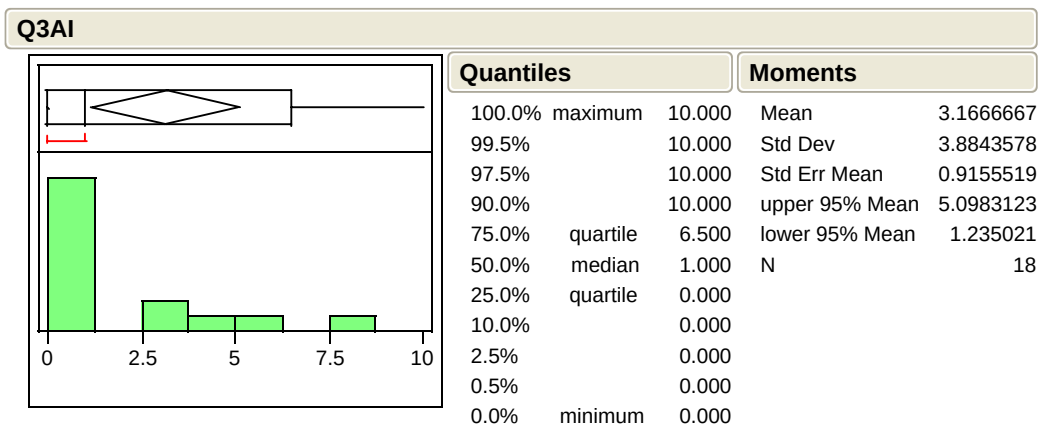


Figure 274. Box Plot for MC Rate

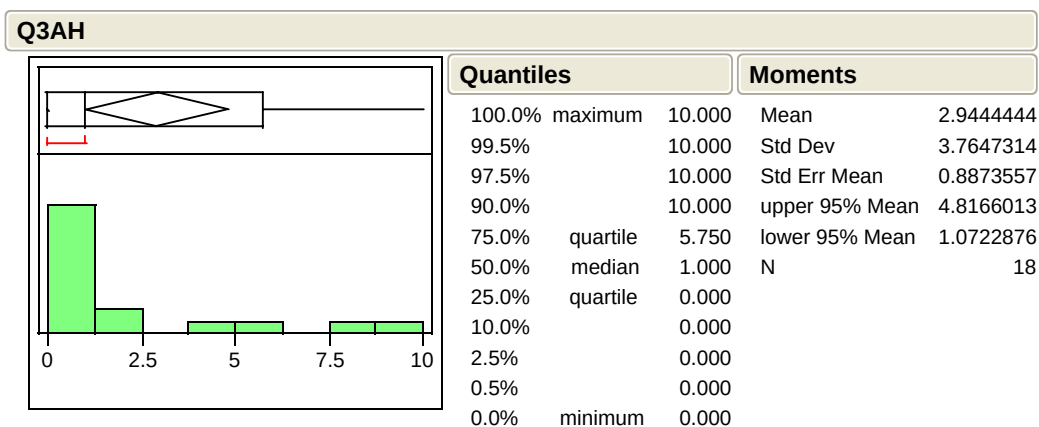


Figure 275. Box Plot for Maintenance Discrepancy Fix Rates

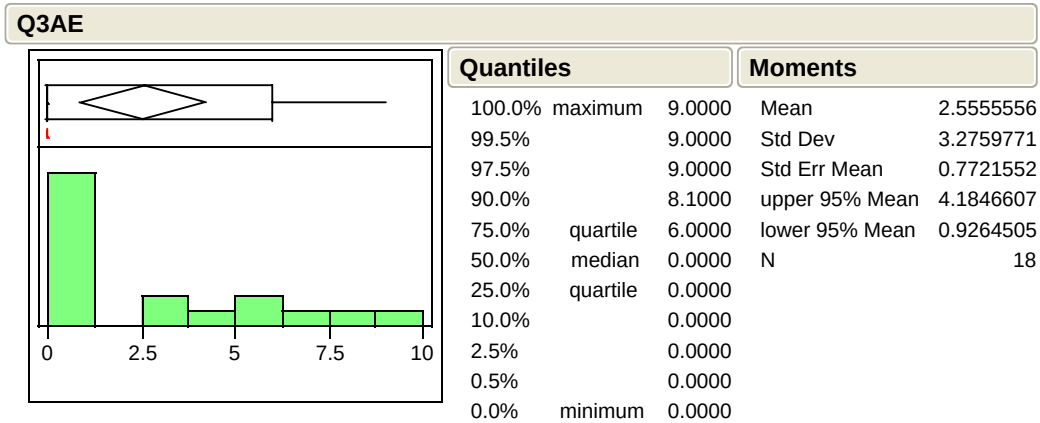


Figure 276. Box Plot for Fix Rates

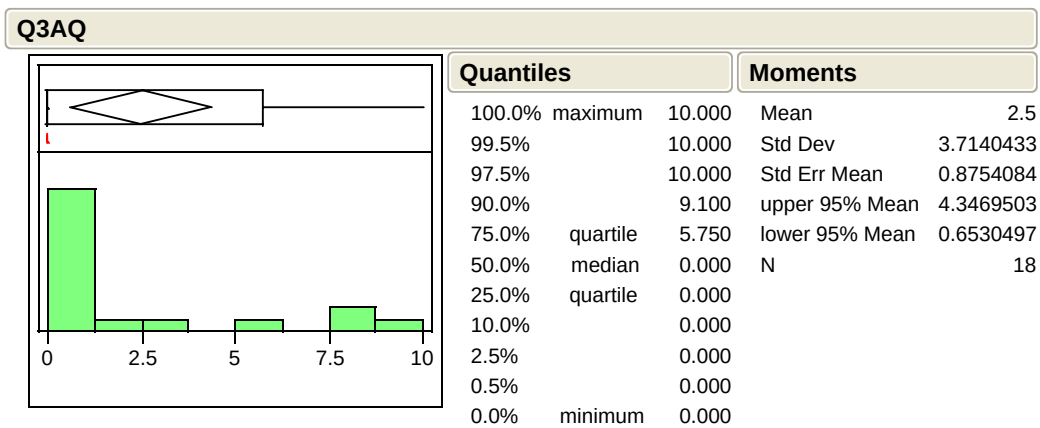


Figure 277. Box Plot for TNMCM

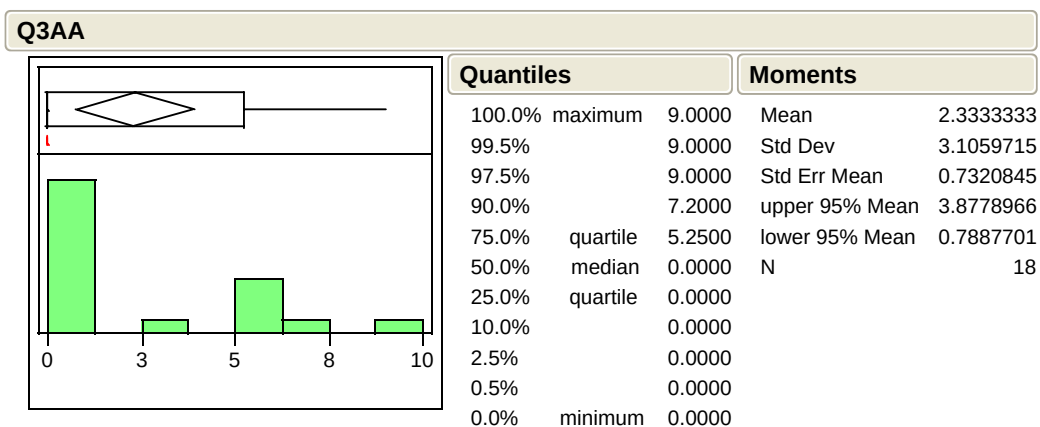


Figure 278. Box Plot for (# of AC Scheduled) / (# FMC) 2 Hours Prior 1st Launch

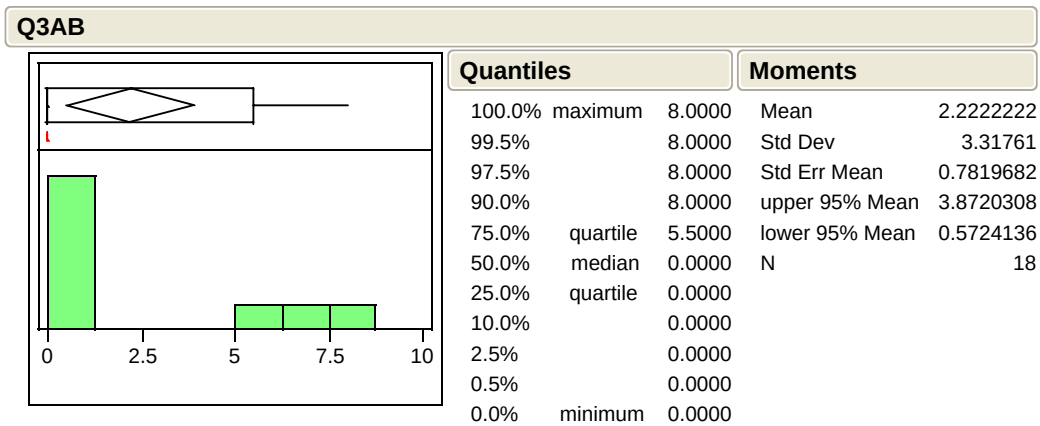


Figure 279. Box Plot for Cann Rate

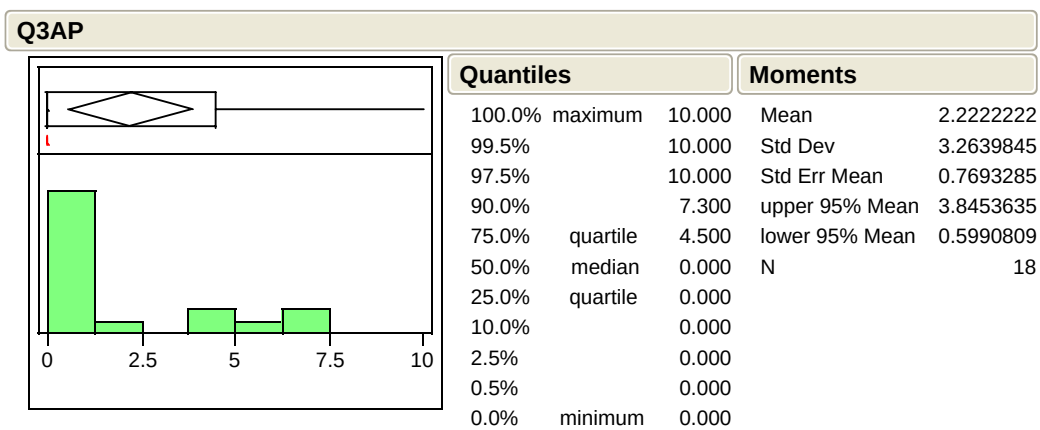


Figure 280. Box Plot for Sortie Completion Rate

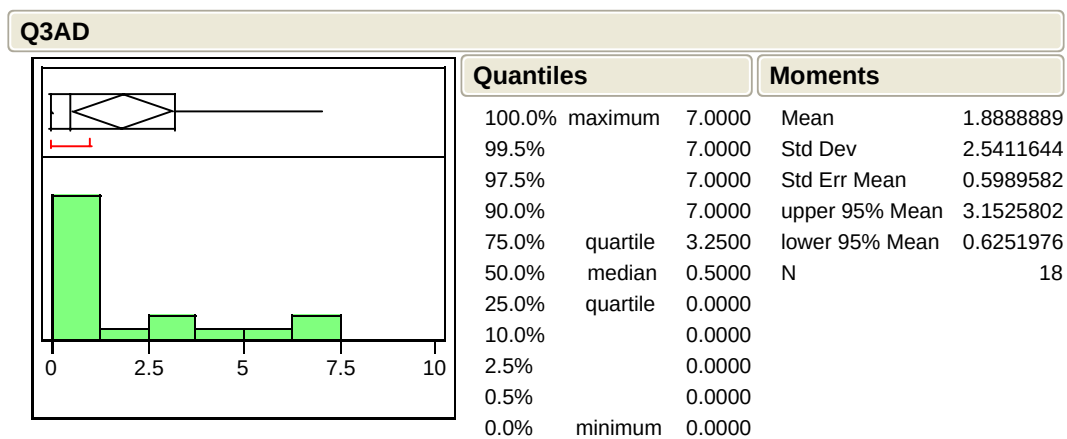


Figure 281. Box Plot for Discrepancies Awaiting Maintenance

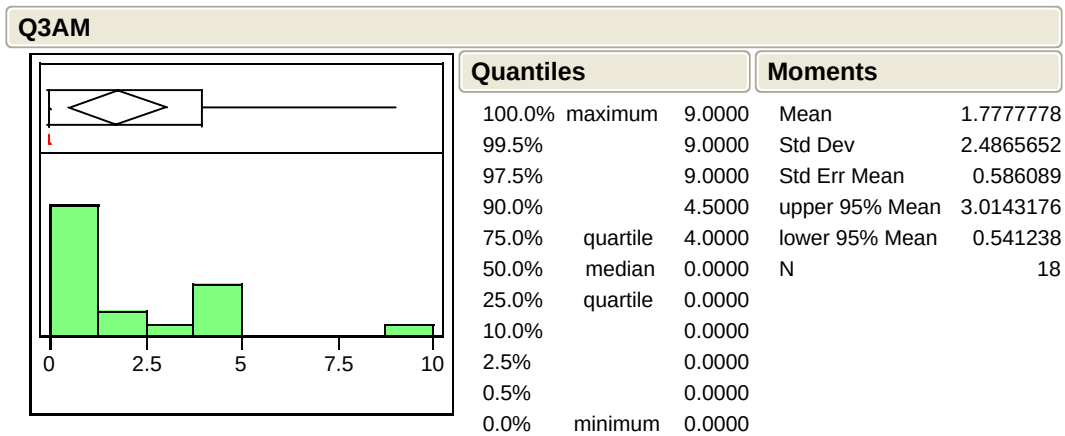


Figure 282. Box Plot for Phase Time Completion Stats

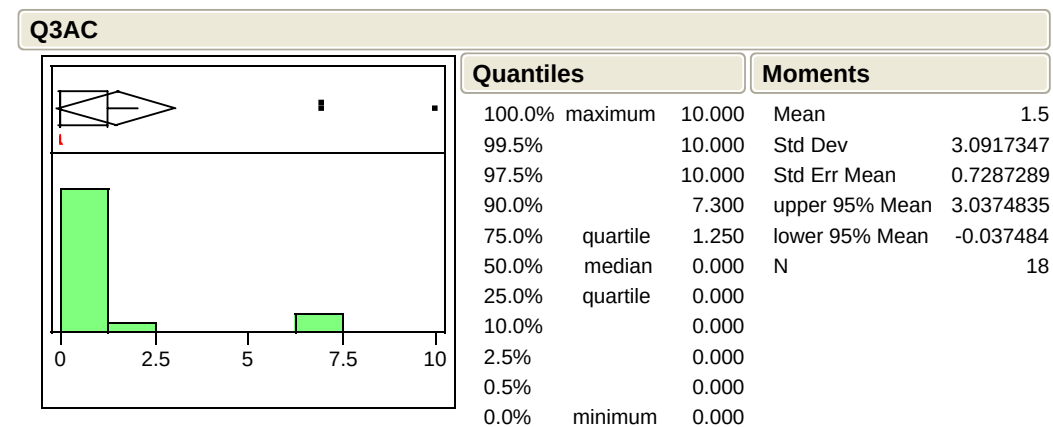


Figure 283. Box Plot for Comparison of # of Schedule Change Requests to # Accepted / Rejected / Accomplished

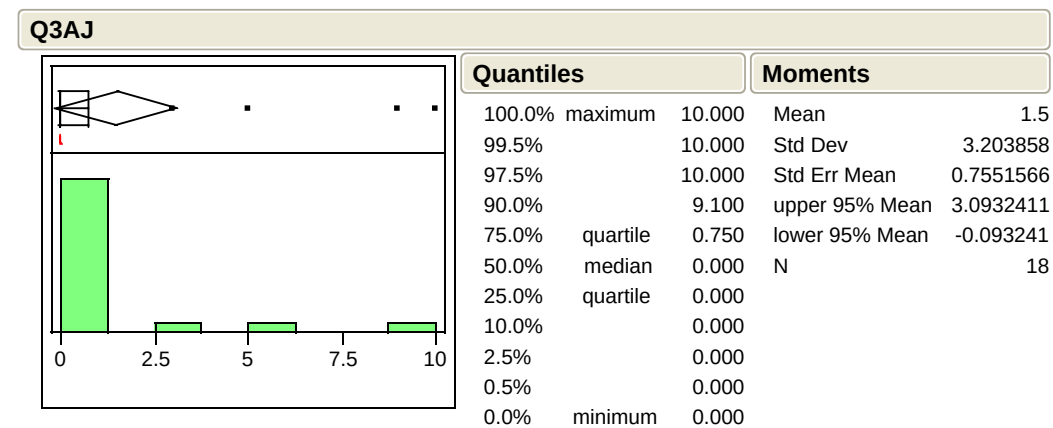


Figure 284. Box Plot for Mission Success Rate

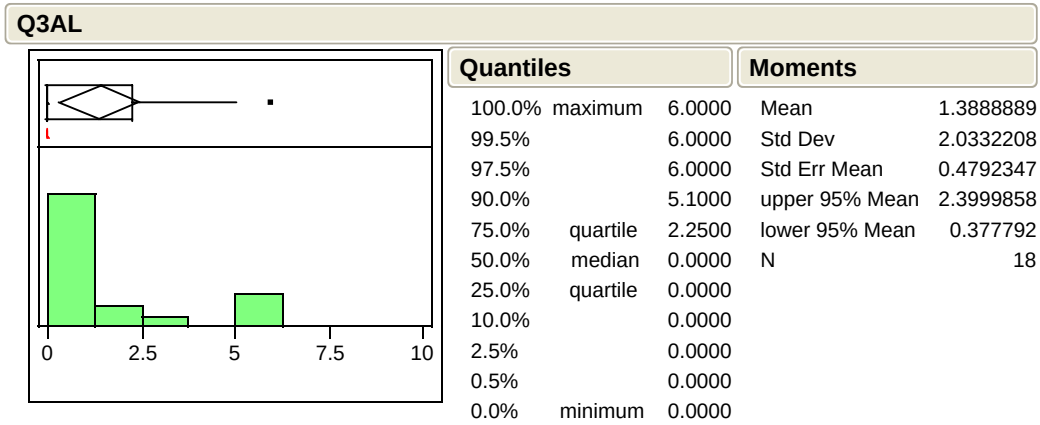


Figure 285. Box Plot for Phase Backlog

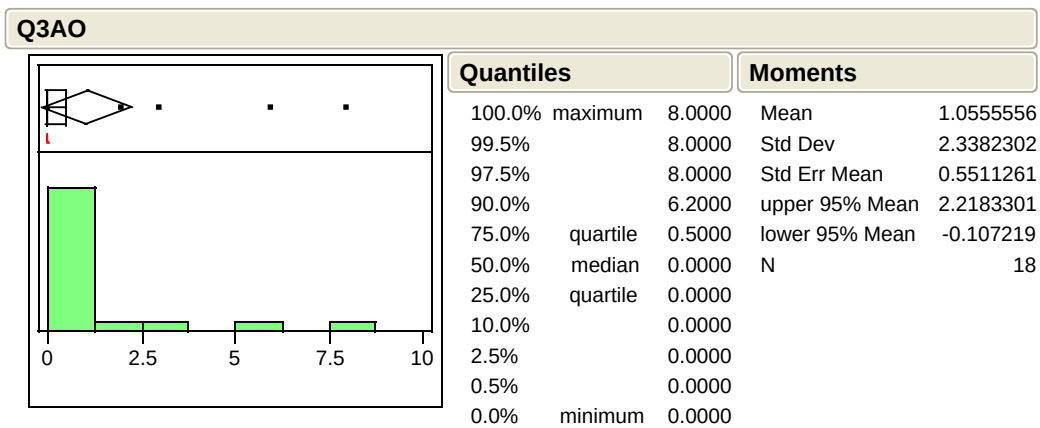


Figure 286. Box Plot for Schedule “Fill” Rates

XXII. Appendix "Q". Script: Splitevents.php

```
<?php
$lines = file('c:\phpdev\www\thesis\data\MH2.txt');
$numlines = count($lines);
$string1 = "VENT-ID";
for ($i = 0; $i < $numlines; $i++){
print "i = " . $i . "<br>" ;
$posstart = strpos($lines[$i], $string1);
print "posstart = " . $posstart . "<br>" ;
    if ($posstart != "") {
        $start = $i ;
        print "start = " . $start . "<br>" ;
        for ($j = $i + 1; $j < $numlines ; $j++) {
            print "j = " . $j . "<br>" ;
            $posfinish = strpos($lines[$j], $string1);
            if ($posfinish != "") {
                $finish = $j - 1 ;
                $j = $numlines ;
            } else {
                $finish = $numlines ;
            }
        }
        $i = $finish ;
        $text = "" ;
    }
    for ($k = $start; $k < $finish - 1; $k++){
        print "string length = " . strlen($lines[$k]) . "<br>";
        if (substr_count($lines[$k], "VERSION DATE:") == 1) $k = $k + 5 ;
        if ((strlen($lines[$k]) > 2) and (substr_count($lines[$k], ". . .
. . . . ") == 0) and (substr_count($lines[$k], "*** EQUIP ID:") == 0)
and (substr_count($lines[$k], "FSC          PART NUMBER          SERIAL
NUMBER") == 0) and (substr_count($lines[$k], "INSTALLED:") == 0) and
(substr_count($lines[$k], "REMOVED:") == 0)) {
            $text .= $lines[$k] ;
        }
        print "k = " . $k . "<br>" ;
    }
    print $text . "<br>" ;
    $filename = "c:/phpdev/www/thesis/data/parsed/2_" . $start . ".txt";
    $fp1 = fopen ($filename, "a+");
    fwrite($fp1, $text);
    fclose($fp1);
}
?>
```

XXIII. Appendix “R”. Script: Parse.php

```
<?php

function converttotime($str) {
    $retstr = str_replace("24", "00", substr($str, 0, 2)) . ":" .
    substr($str, 2, 2);
    return $retstr ;
}

$fp1 = fopen ("events.csv", "a+");
$fp2 = fopen ("pwc.csv", "a+");
$fp3 = fopen ("ddr.csv", "a+");
$fp4 = fopen ("descriptions.csv", "a+");
$dir_name = "c:\phpdev\www\thesis\data\parsed";
$handle=opendir($dir_name) ;
echo "Directory handle:" . $handle . "<br>";
echo "Files:" . "<br>";
while (false != ($file = readdir($handle))) {
    if ($file != "." && $file != "..") {
        $filename = $dir_name . "\\" . $file ;
        print $filename . "<br>";
        // $fp = fopen ($filename, "r");

        $lines = file($filename);
        $numlines = count($lines);
        $eventid = substr($lines[1], 0, 9) ;
        for ($i = 0; $i < $numlines; $i++){
            $first7 = substr($lines[$i], 0, 7) ;
            switch ($first7) {
                case "WCE-SEQ":
                    $wcseq = substr($lines[$i+1], 2, 3) ;
                    $pwc = substr($lines[$i+1], 19, 5) ;
                    // $equipid = str_replace(" ", "",
substr($lines[$i+1], 36, 11)) ;
                    // print $eventid . "<br>" ;
                    // print $equipid . "<br>" ;
                    // print $file . "<br>" ;
                    // print $lines[$i+1] . "<br>" ;
                    // $wuc = substr($lines[$i+1], 54, 5) ;
                    // $sym = substr($lines[$i+1], 70, 1) ;
                    // $srd = substr($lines[$i+1], 88, 3) ;
                    $wce = str_replace(" ", "",
substr($lines[$i+1], 119, 10)) ;
                    //fwrite($fp2, $eventid . "^" . $wcseq
. "'^'" . $pwc . "'^'" . $equipid . "'^'" . $wuq . "'^'" . $sym . "'^'"
. $srd . "'^'" . $wce . "'\n") ;
                    fwrite($fp2, $eventid . "^" . $wcseq .
"^" . $pwc . "^" . $wce . "\n") ;
                    break ;
                case "DDR-SEQ":
                    $ddr = substr($lines[$i+1], 2, 3) ;
```

```

        $tm = substr($lines[$i+1], 9, 1) ;
        $cp = substr($lines[$i+1], 12, 1) ;
        $wuc = substr($lines[$i+1], 15, 5) ;
        $at = substr($lines[$i+1], 32, 1) ;
        $wd = substr($lines[$i+1], 35, 1) ;
        $hm = substr($lines[$i+1], 38, 3) ;
        $mcc = substr($lines[$i+1], 43, 1) ;
        $up = substr($lines[$i+1], 46, 2) ;
        $start =
convertttotime(substr($lines[$i+1], 49, 4)) ;
        $date = substr($lines[$i+1], 54, 5) ;
        $stop =
convertttotime(substr($lines[$i+1], 60, 4)) ;
        $hrs = substr($lines[$i+1], 68, 3) ;
        $cs = substr($lines[$i+1], 74, 1) ;
        $clb = substr($lines[$i+1], 77, 1) ;
        $ccai = substr($lines[$i+1], 81, 2) ;
        $empl = substr($lines[$i+1], 86, 6) ;
        $afsc = substr($lines[$i+1], 93, 5) ;
        $mds = substr($lines[$i+1], 102, 5) ;
        $blk = substr($lines[$i+1], 108, 3) ;
        $serial = substr($lines[$i+1], 112, 10)
;
        $srd = substr($lines[$i+1], 123, 3) ;
        fwrite($fp3, $eventid . "^" .
$wcseq . "^" . $ddr . "^" . $tm . "^" . $cp . "^" . $wuc . "^" . $at .
"^" . $wd . "^" . $hm . "^" . $mcc . "^" . $up . "^" . $start . "^" .
$date . "^" . $stop . "^" . $hrs . "^" . $cs . "^" . $clb . "^" . $ccai
. "^" . $empl . "^" . $afsc . "^" . $mds . "^" . $blk . "^" . $serial .
"^" . $srd . "\n") ;
        break ;
case "DISCREP":
    $description = "" ;
    $desc = "" ;
    for ($j = $i; $j < $numlines; $j++)
    {
        if (substr_count($lines[$j],
"WCE-SEQ")) {
            $endline = $j ;
            $j = $numlines ;
        }
    }
    for ($k = $i; $k < $endline; $k++)
    {
        $desc .= substr($lines[$k],
13, 60) ;
    }
    $description = str_replace("\n",
"", $desc) ;
    $description = str_replace("\r",
"", $description) ;
    fwrite($fp4, $eventid . "^" .
$description . "\n" ) ;
    break ;
case "EVENT-I":

```



```

$equipid = substr($lines[$i+1], 20, 5)
;
$cp = substr($lines[$i+1], 35, 1) ;
$wuc = substr($lines[$i+1], 43, 5) ;
$wd = substr($lines[$i+1], 63, 1) ;
$rep = substr($lines[$i+1], 70, 1) ;
$sym = substr($lines[$i+1], 92, 1) ;
$sortienbr = substr($lines[$i+1], 106,
3) ;
$mcc = substr($lines[$i+1], 43, 1) ;
$date = substr($lines[$i+1], 122, 9) ;
    fwrite($fp1, $eventid . "^" .
$equipid . "^" . $cp . "^" . $wuc . "^" . $wd . "^" . $rep . "^" . $sym
. "^" . $sortienbr . "^" . $mcc . "^" . $date . "\n") ;

        break ;
    default:
        break ;
    }
}
}
fclose($fp1);
fclose($fp2);
fclose($fp3);
fclose($fp4);
?>

```

XXIV. Appendix “S”. Checking the Normality Assumption in DOE

Output Variable NMCM Rate

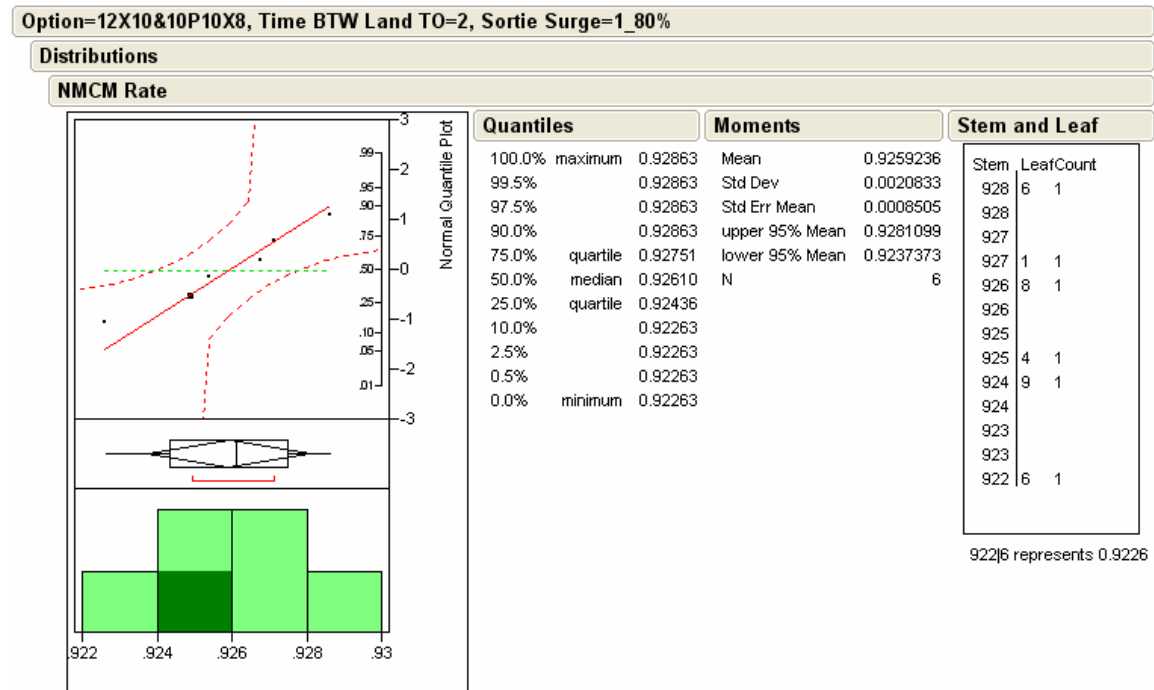


Figure 287. Stem and Leaf and Normal Quantile Plot for Treatment 1

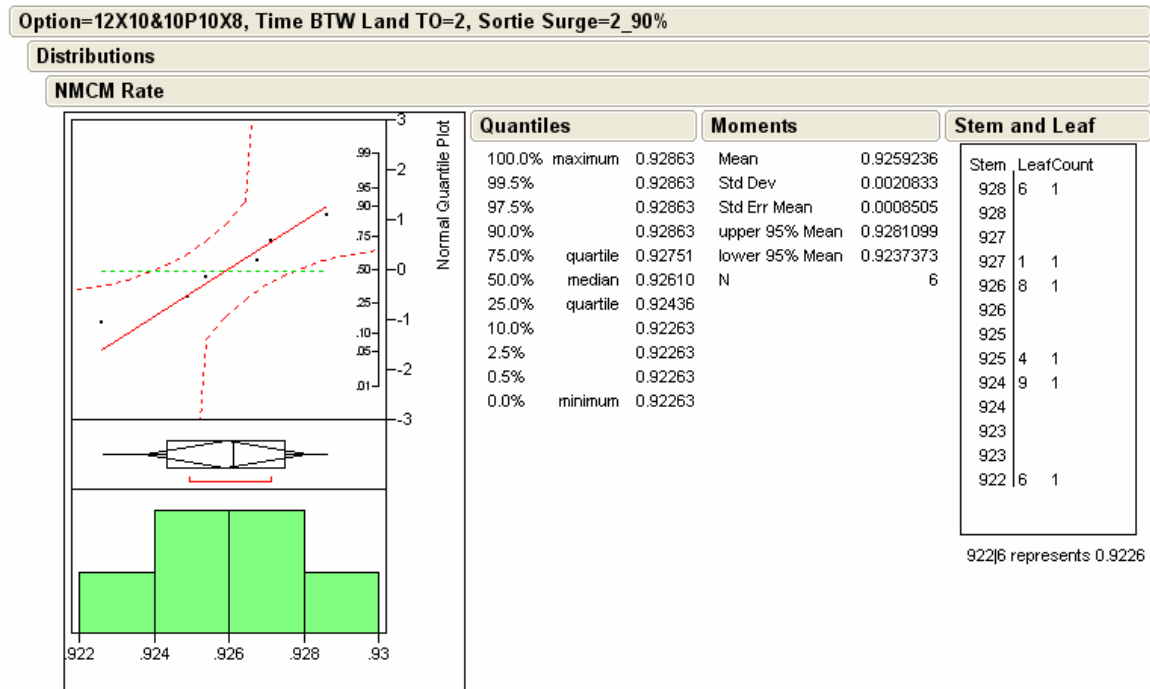


Figure 288. Stem and Leaf and Normal Quantile Plot for Treatment 2

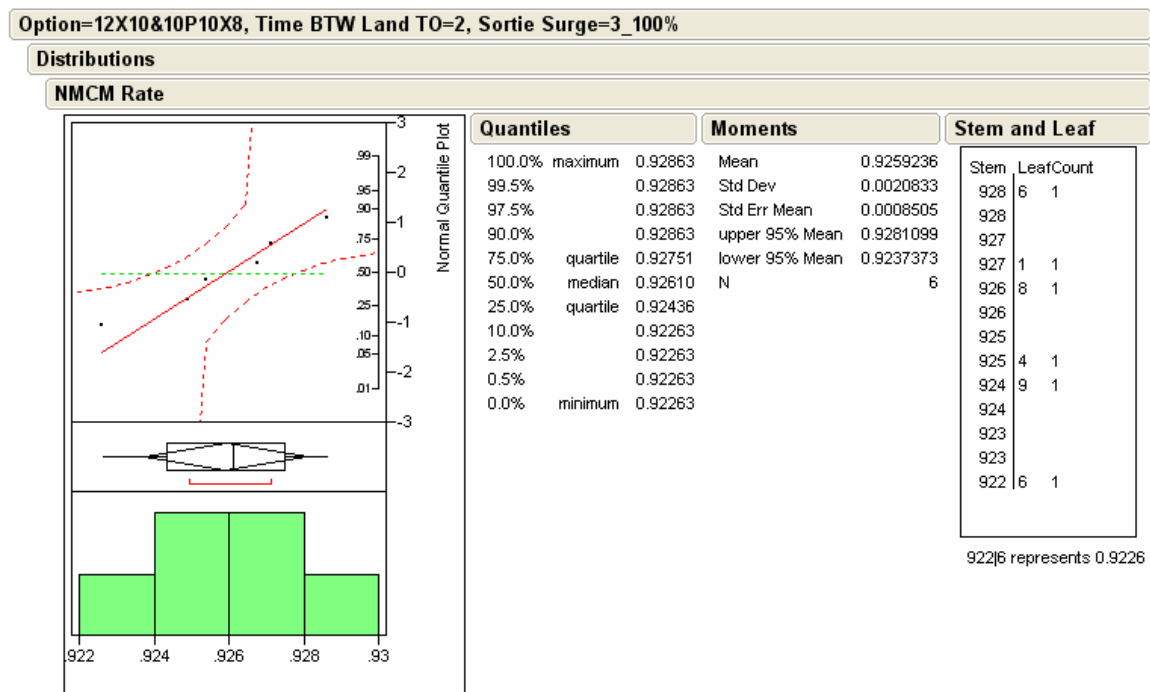
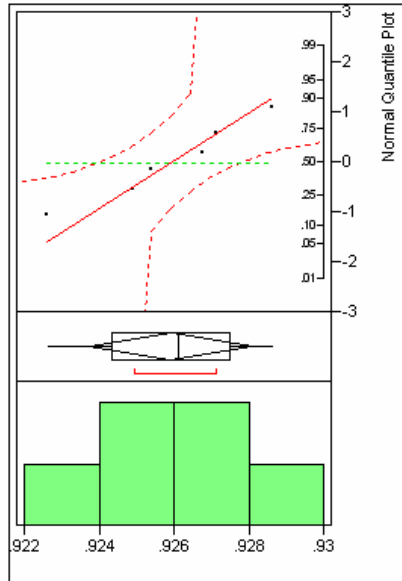


Figure 289. Stem and Leaf and Normal Quantile Plot for Treatment 3

Option=12X10&10P10X8, Time BTW Land T0=2, Sortie Surge=4_110%

Distributions

NMCM Rate



Quantiles			Moments		Stem and Leaf	
100.0%	maximum	0.92863	Mean	0.9259236	Stem	LeafCount
99.5%		0.92863	Std Dev	0.0020833	928	6 1
97.5%		0.92863	Std Err Mean	0.0008505	928	
90.0%		0.92863	upper 95% Mean	0.9281099	927	
75.0%	quartile	0.92751	lower 95% Mean	0.9237373	927	1 1
50.0%	median	0.92610	N	6	926	8 1
25.0%	quartile	0.92436			926	
10.0%		0.92263			925	
2.5%		0.92263			925	4 1
0.5%		0.92263			924	9 1
0.0%	minimum	0.92263			924	
					923	
					923	
					922	6 1

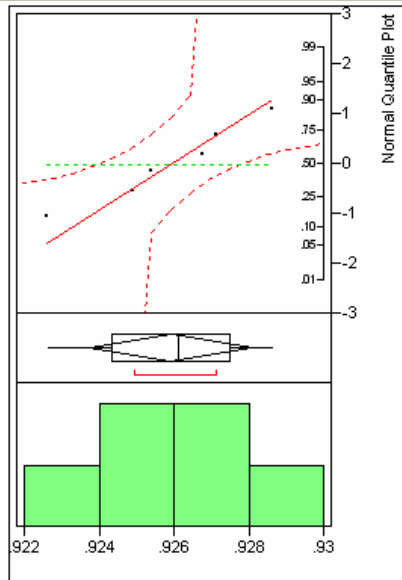
922|6 represents 0.9226

Figure 290. Stem and Leaf and Normal Quantile Plot for Treatment 4

Option=12X10&10P10X8, Time BTW Land T0=2, Sortie Surge=5_120%

Distributions

NMCM Rate



Quantiles			Moments		Stem and Leaf	
100.0%	maximum	0.92863	Mean	0.9259236	Stem	LeafCount
99.5%		0.92863	Std Dev	0.0020833	928	6 1
97.5%		0.92863	Std Err Mean	0.0008505	928	
90.0%		0.92863	upper 95% Mean	0.9281099	927	
75.0%	quartile	0.92751	lower 95% Mean	0.9237373	927	1 1
50.0%	median	0.92610	N	6	926	8 1
25.0%	quartile	0.92436			926	
10.0%		0.92263			925	
2.5%		0.92263			925	4 1
0.5%		0.92263			924	9 1
0.0%	minimum	0.92263			924	
					923	
					923	
					922	6 1

922|6 represents 0.9226

Figure 291. Stem and Leaf and Normal Quantile Plot for Treatment 5

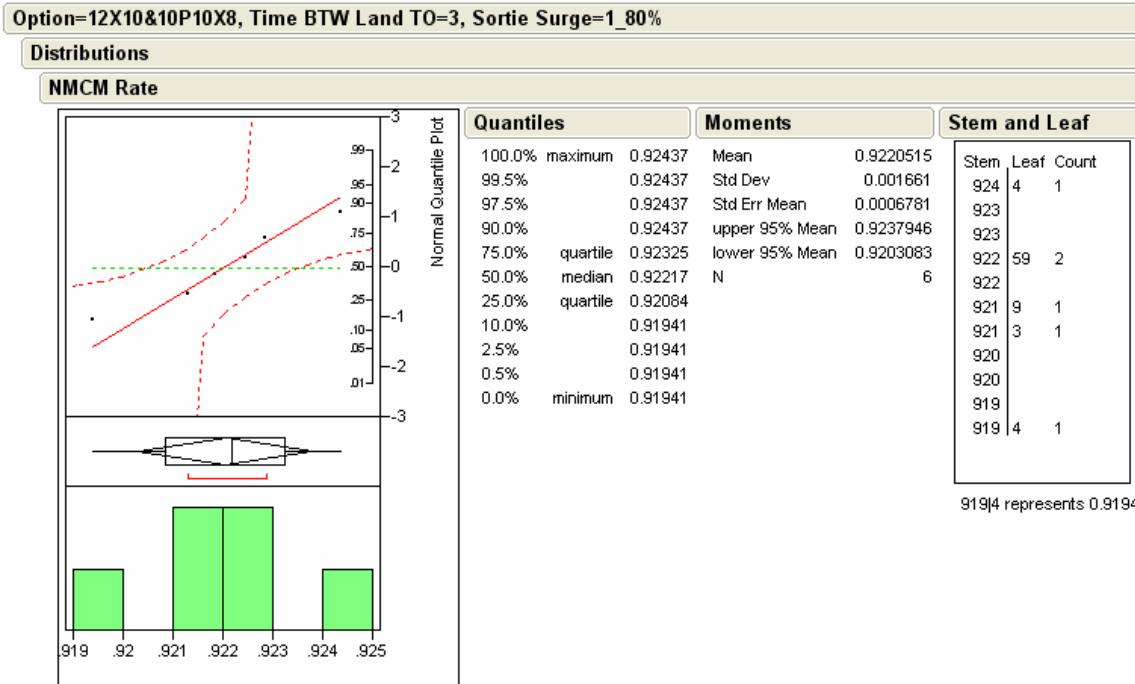


Figure 292. Stem and Leaf and Normal Quantile Plot for Treatment 6

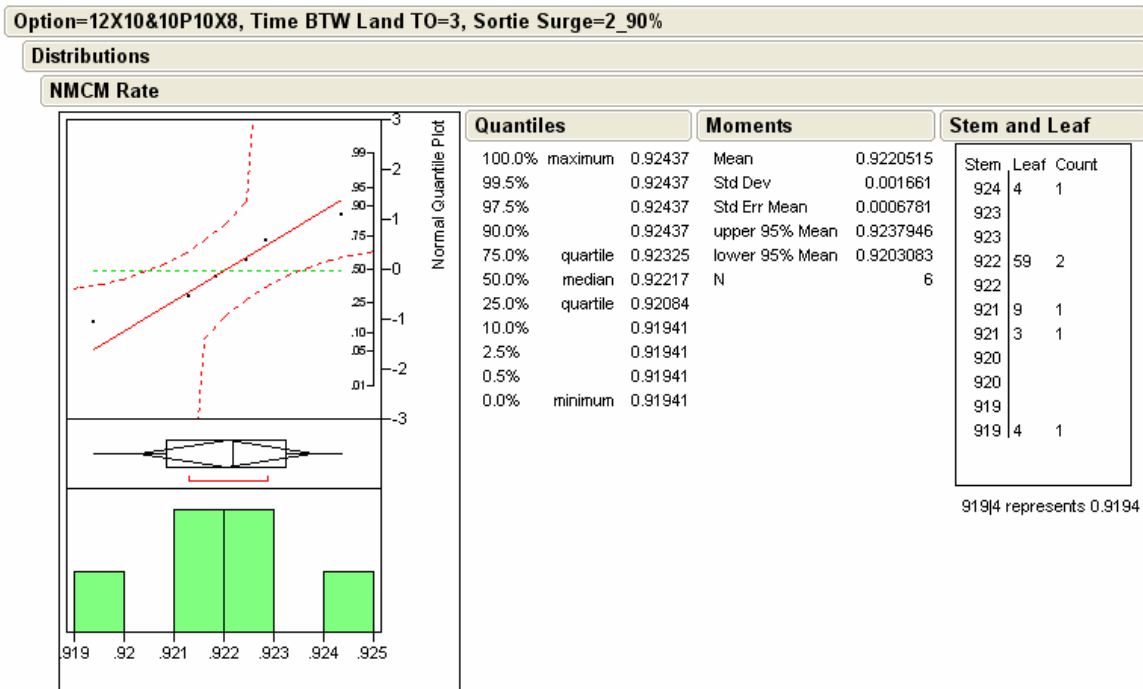


Figure 293. Stem and Leaf and Normal Quantile Plot for Treatment 7

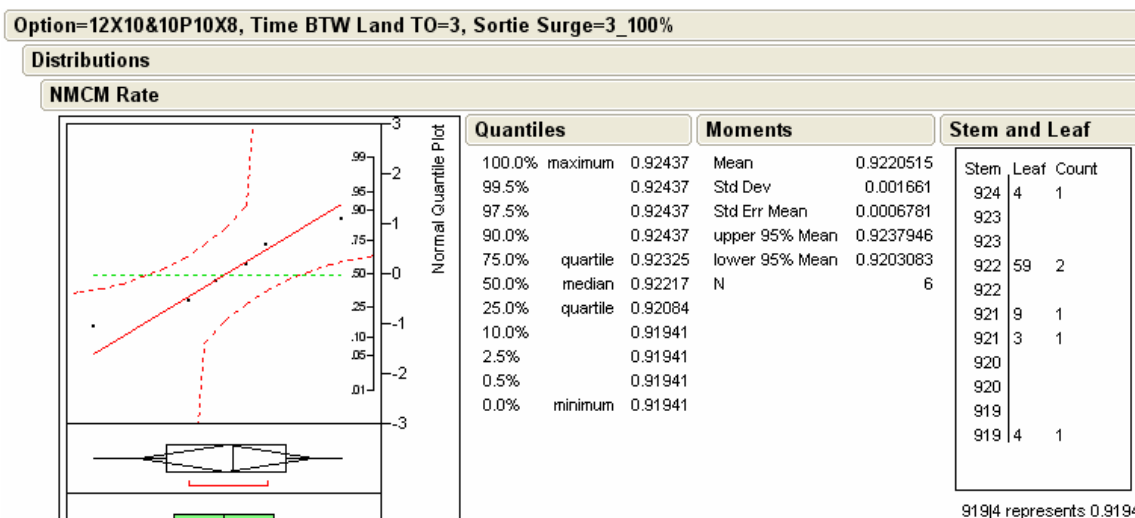


Figure 294. Stem and Leaf and Normal Quantile Plot for Treatment 8

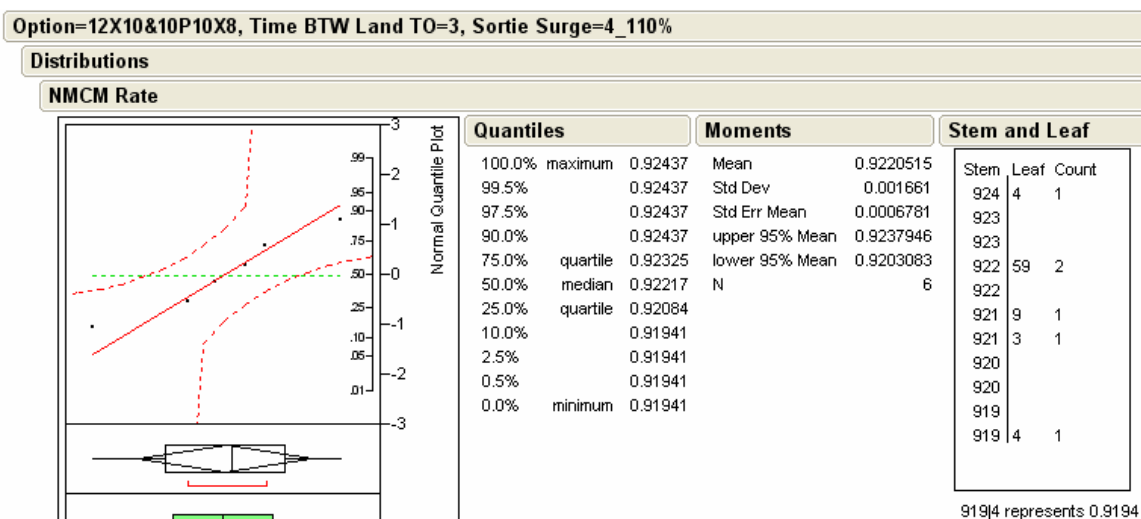
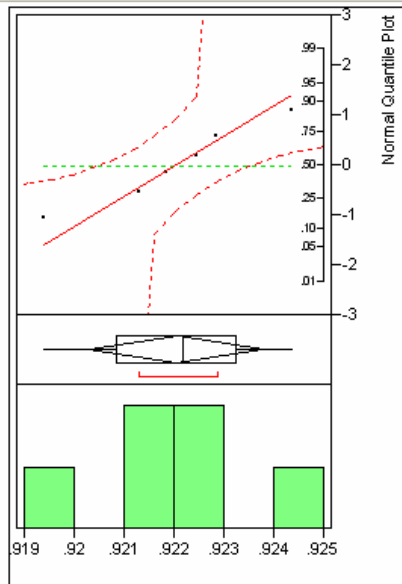


Figure 295. Stem and Leaf and Normal Quantile Plot for Treatment 9

Option=12X10&10P10X8, Time BTW Land T0=3, Sortie Surge=5_120%

Distributions

NMCM Rate



Quantiles

100.0%	maximum	0.92437
99.5%		0.92437
97.5%		0.92437
90.0%		0.92437
75.0%	quartile	0.92325
50.0%	median	0.92217
25.0%	quartile	0.92084
10.0%		0.91941
2.5%		0.91941
0.5%		0.91941
0.0%	minimum	0.91941

Moments

Mean	0.9220515
Std Dev	0.001661
Std Err Mean	0.0006781
upper 95% Mean	0.9237946
lower 95% Mean	0.9203083
N	6

Stem and Leaf

Stem	Leaf	Count
924	4	1
923		
923		
922	59	2
922		
921	9	1
921	3	1
920		
920		
919		
919	4	1

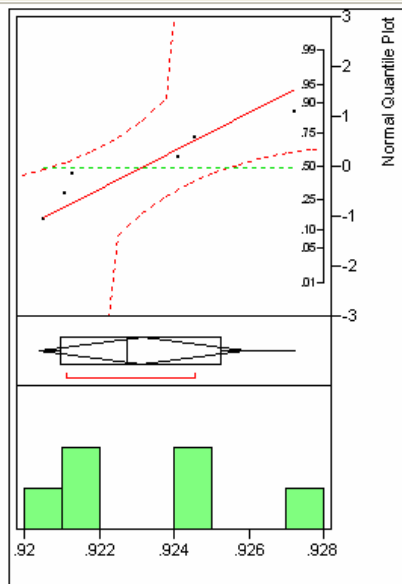
919|4 represents 0.9194

Figure 296. Stem and Leaf and Normal Quantile Plot for Treatment 10

Option=12X10&10P10X8, Time BTW Land T0=4, Sortie Surge=1_80%

Distributions

NMCM Rate



Quantiles

100.0%	maximum	0.92725
99.5%		0.92725
97.5%		0.92725
90.0%		0.92725
75.0%	quartile	0.92525
50.0%	median	0.92274
25.0%	quartile	0.92097
10.0%		0.92053
2.5%		0.92053
0.5%		0.92053
0.0%	minimum	0.92053

Moments

Mean	0.9231605
Std Dev	0.0026146
Std Err Mean	0.0010674
upper 95% Mean	0.9259043
lower 95% Mean	0.9204166
N	6

Stem and Leaf

Stem	Leaf	Count
927	2	1
926		
926		
925		
925		
924	6	1
924	2	1
923		
923		
922		
922		
921		
921	13	2
920	5	1

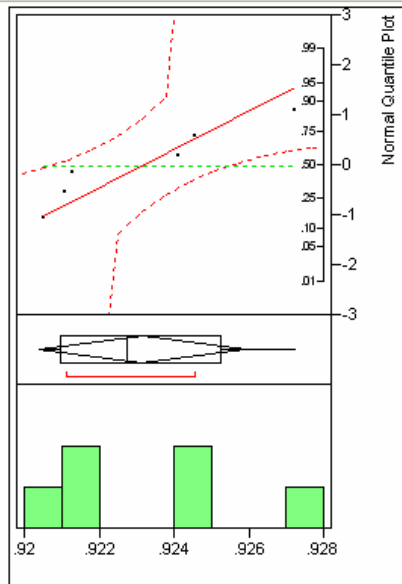
920|5 represents 0.9205

Figure 297. Stem and Leaf and Normal Quantile Plot for Treatment 11

Option=12X10&10P10X8, Time BTW Land T0=4, Sortie Surge=2_90%

Distributions

NMCM Rate



Quantiles			Moments		Stem and Leaf		
100.0%	maximum	0.92725	Mean	0.9231605	Stem	Leaf	Count
99.5%		0.92725	Std Dev	0.0026146	927	2	1
97.5%		0.92725	Std Err Mean	0.0010674	926		
90.0%		0.92725	upper 95% Mean	0.9259043	926		
75.0%	quartile	0.92525	lower 95% Mean	0.9204166	925		
50.0%	median	0.92274	N	6	925		
25.0%	quartile	0.92097			924	6	1
10.0%		0.92053			924	2	1
2.5%		0.92053			923		
0.5%		0.92053			923		
0.0%	minimum	0.92053			922		
					922		
					921		
					921	13	2
					920	5	1

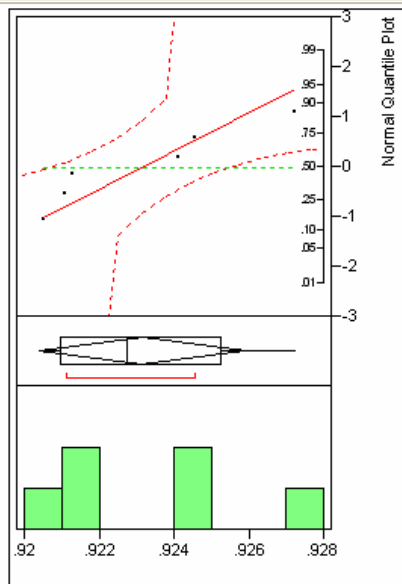
920|5 represents 0.9205

Figure 298. Stem and Leaf and Normal Quantile Plot for Treatment 12

Option=12X10&10P10X8, Time BTW Land T0=4, Sortie Surge=3_100%

Distributions

NMCM Rate



Quantiles			Moments		Stem and Leaf		
100.0%	maximum	0.92725	Mean	0.9231605	Stem	Leaf	Count
99.5%		0.92725	Std Dev	0.0026146	927	2	1
97.5%		0.92725	Std Err Mean	0.0010674	926		
90.0%		0.92725	upper 95% Mean	0.9259043	926		
75.0%	quartile	0.92525	lower 95% Mean	0.9204166	925		
50.0%	median	0.92274	N	6	925		
25.0%	quartile	0.92097			924	6	1
10.0%		0.92053			924	2	1
2.5%		0.92053			923		
0.5%		0.92053			923		
0.0%	minimum	0.92053			922		
					922		
					921		
					921	13	2
					920	5	1

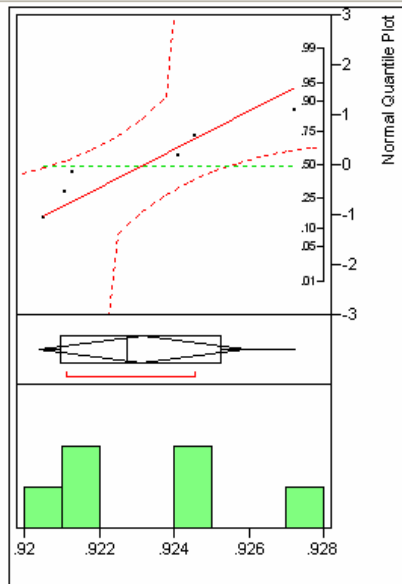
920|5 represents 0.9205

Figure 299. Stem and Leaf and Normal Quantile Plot for Treatment 13

Option=12X10&10P10X8, Time BTW Land T0=4, Sortie Surge=4_110%

Distributions

NMCM Rate



Quantiles			Moments		Stem and Leaf		
100.0%	maximum	0.92725	Mean	0.9231605	Stem	Leaf	Count
99.5%		0.92725	Std Dev	0.0026146	927	2	1
97.5%		0.92725	Std Err Mean	0.0010674	926		
90.0%		0.92725	upper 95% Mean	0.9259043	926		
75.0%	quartile	0.92525	lower 95% Mean	0.9204166	925		
50.0%	median	0.92274	N	6	925		
25.0%	quartile	0.92097			924	6	1
10.0%		0.92053			924	2	1
2.5%		0.92053			923		
0.5%		0.92053			923		
0.0%	minimum	0.92053			922		
					922		
					921		
					921	13	2
					920	5	1

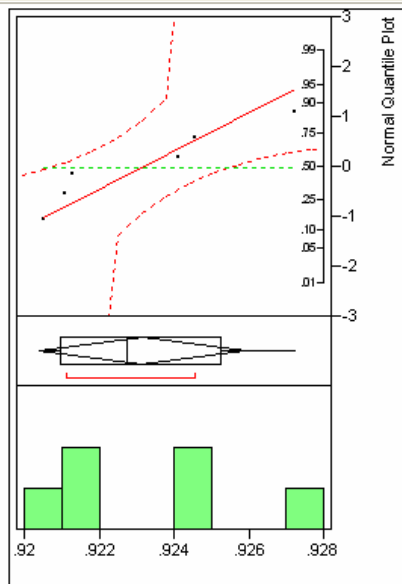
920|5 represents 0.9205

Figure 300. Stem and Leaf and Normal Quantile Plot for Treatment 14

Option=12X10&10P10X8, Time BTW Land T0=4, Sortie Surge=5_120%

Distributions

NMCM Rate



Quantiles			Moments		Stem and Leaf		
100.0%	maximum	0.92725	Mean	0.9231605	Stem	Leaf	Count
99.5%		0.92725	Std Dev	0.0026146	927	2	1
97.5%		0.92725	Std Err Mean	0.0010674	926		
90.0%		0.92725	upper 95% Mean	0.9259043	926		
75.0%	quartile	0.92525	lower 95% Mean	0.9204166	925		
50.0%	median	0.92274	N	6	925		
25.0%	quartile	0.92097			924	6	1
10.0%		0.92053			924	2	1
2.5%		0.92053			923		
0.5%		0.92053			923		
0.0%	minimum	0.92053			922		
					922		
					921		
					921	13	2
					920	5	1

920|5 represents 0.9205

Figure 301. Stem and Leaf and Normal Quantile Plot for Treatment 15

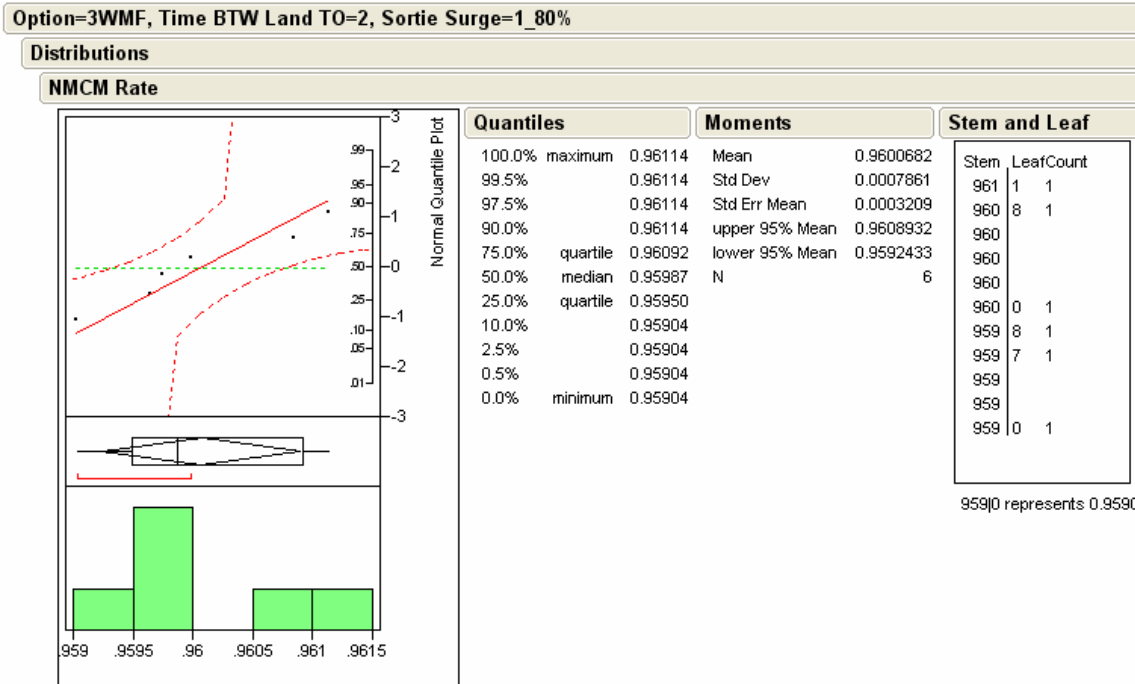


Figure 302. Stem and Leaf and Normal Quantile Plot for Treatment 16

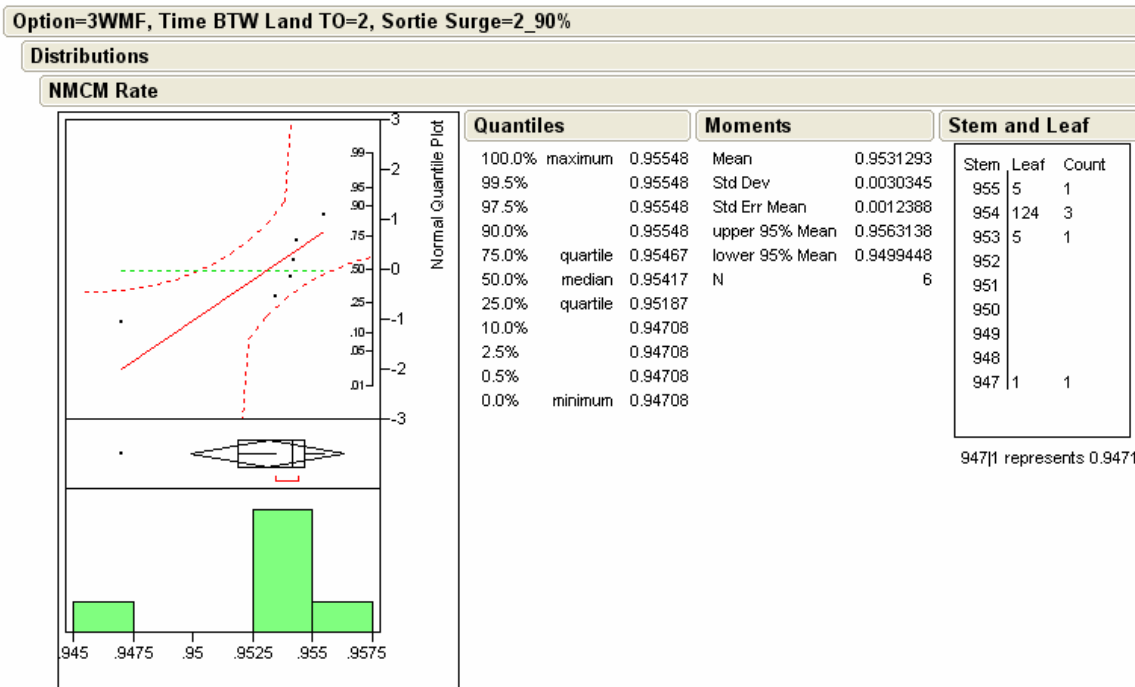


Figure 303. Stem and Leaf and Normal Quantile Plot for Treatment 17

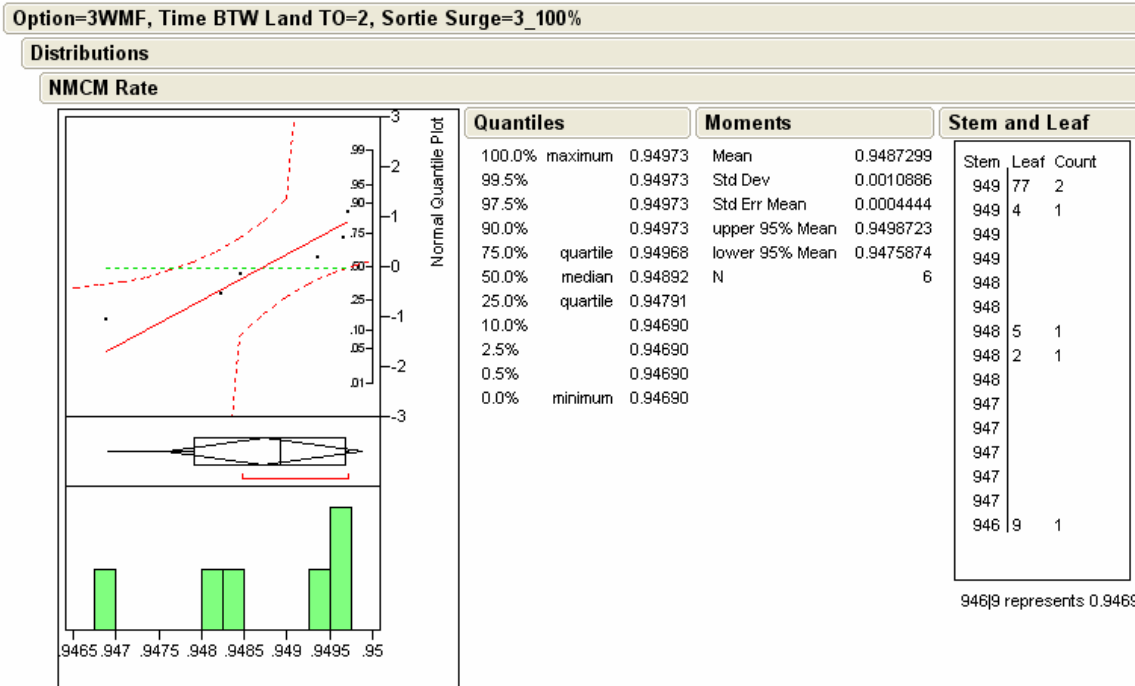


Figure 304. Stem and Leaf and Normal Quantile Plot for Treatment 18

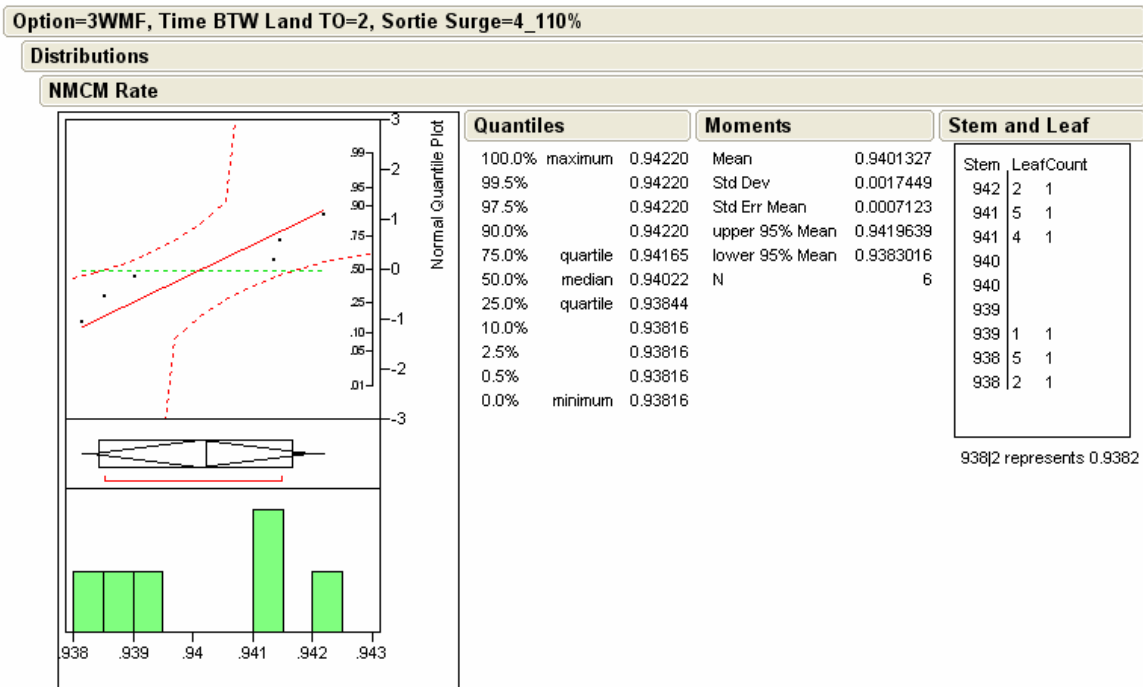


Figure 305. Stem and Leaf and Normal Quantile Plot for Treatment 19

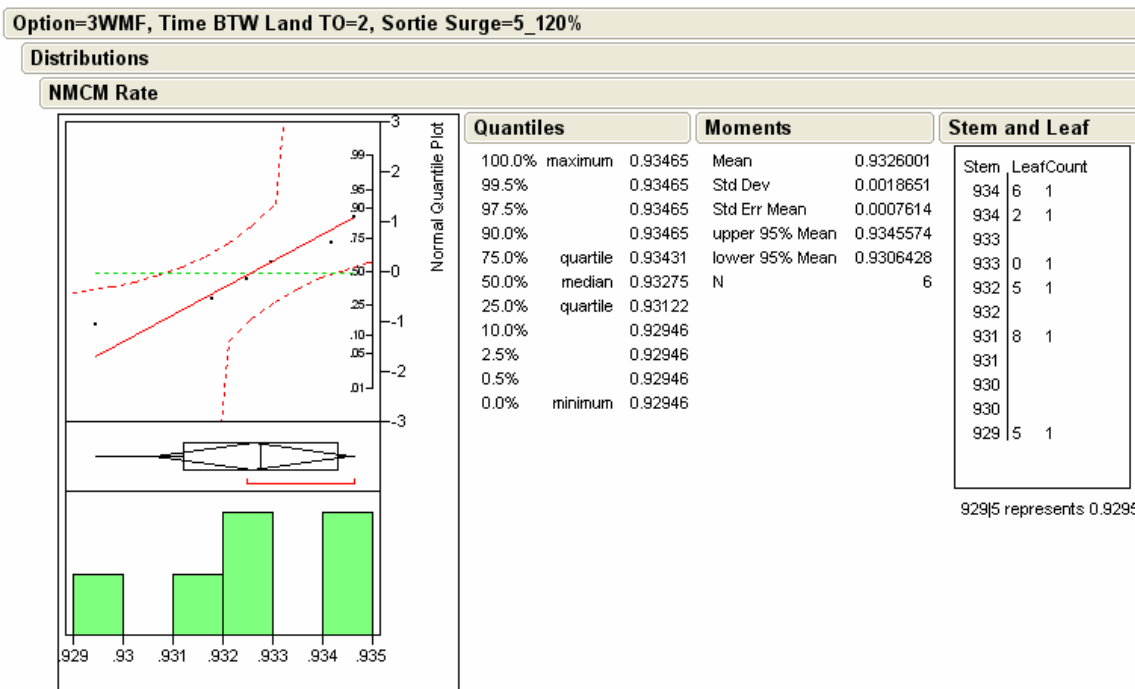


Figure 306. Stem and Leaf and Normal Quantile Plot for Treatment 20

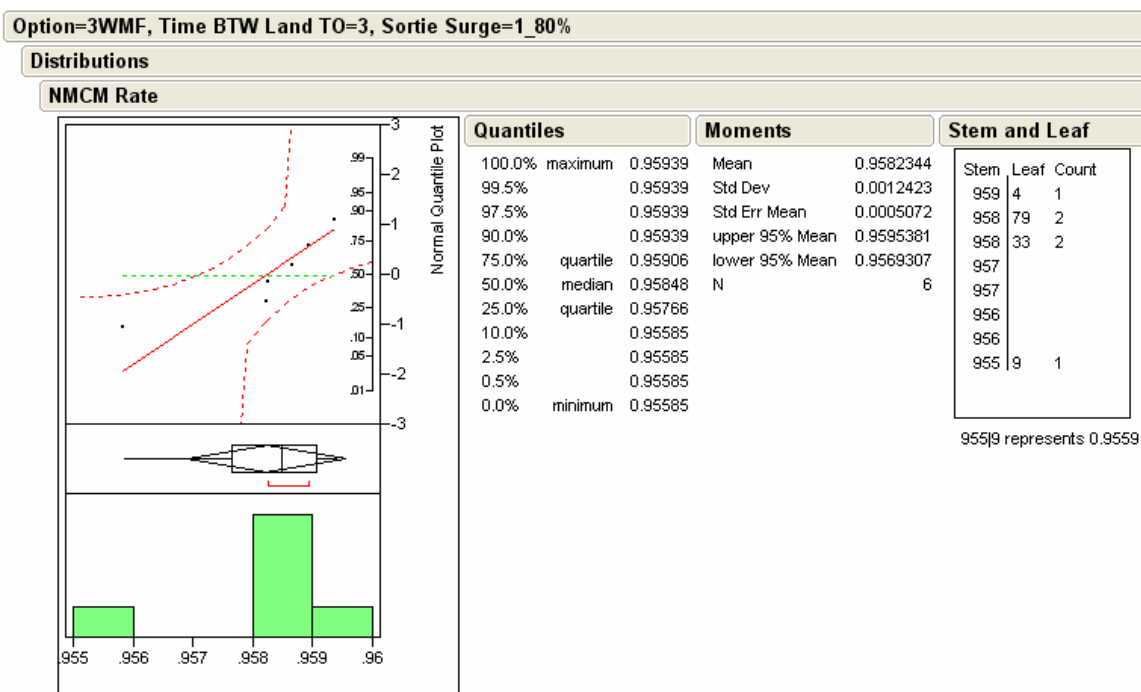


Figure 307. Stem and Leaf and Normal Quantile Plot for Treatment 21

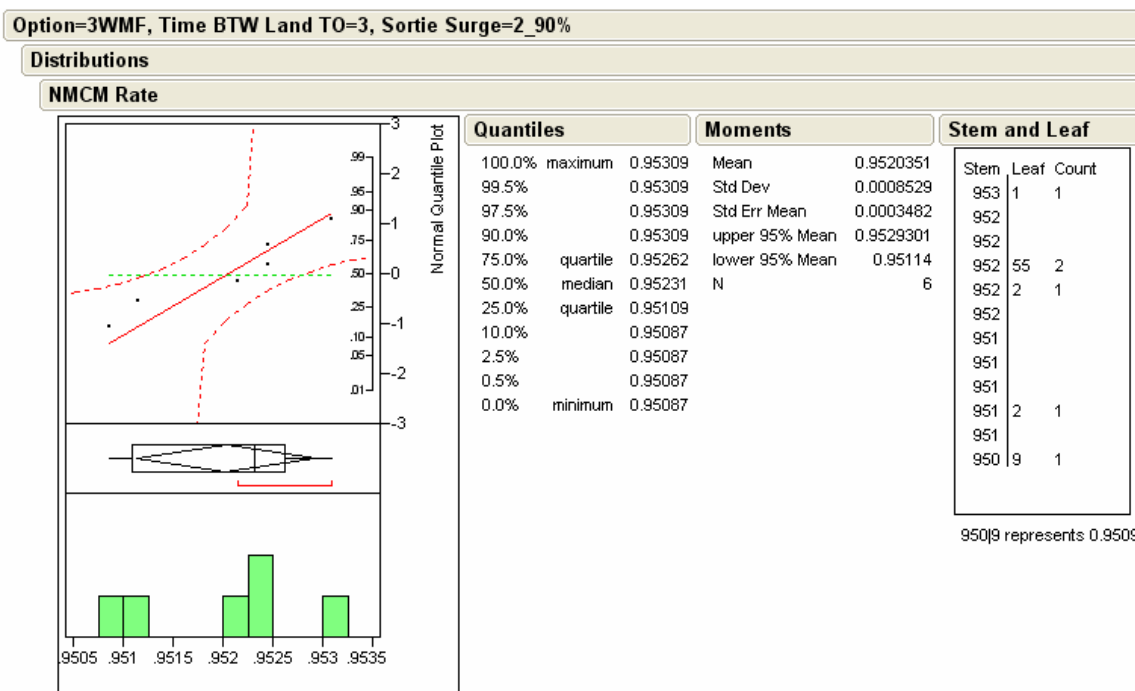


Figure 308. Stem and Leaf and Normal Quantile Plot for Treatment 22

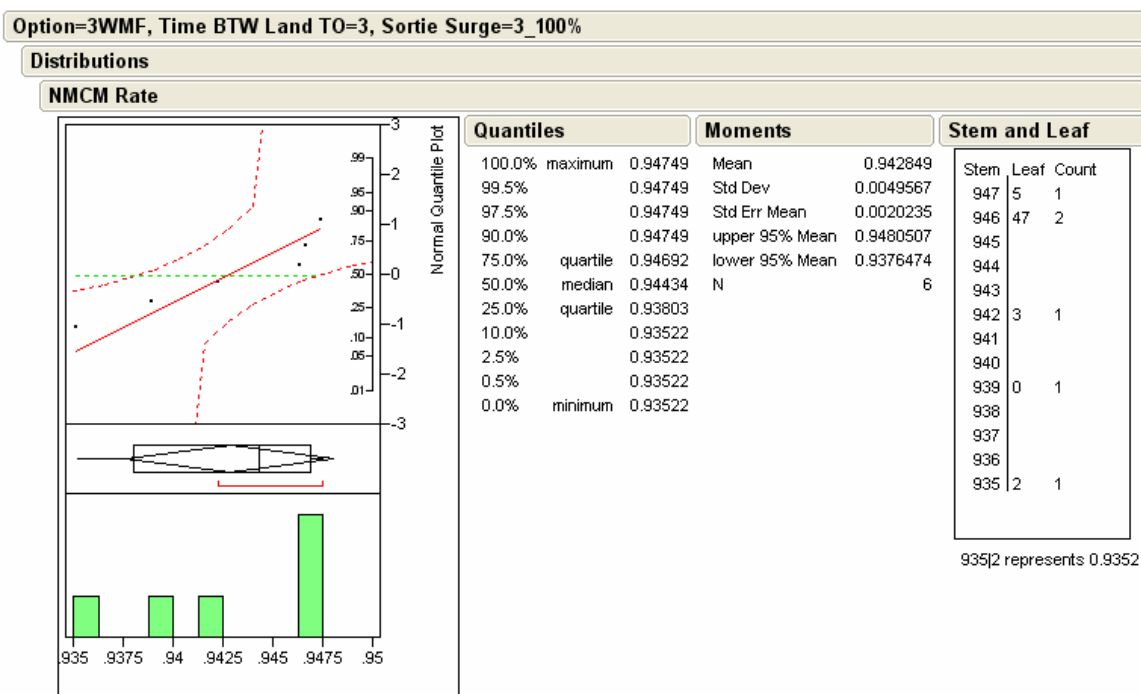


Figure 309. Stem and Leaf and Normal Quantile Plot for Treatment 23

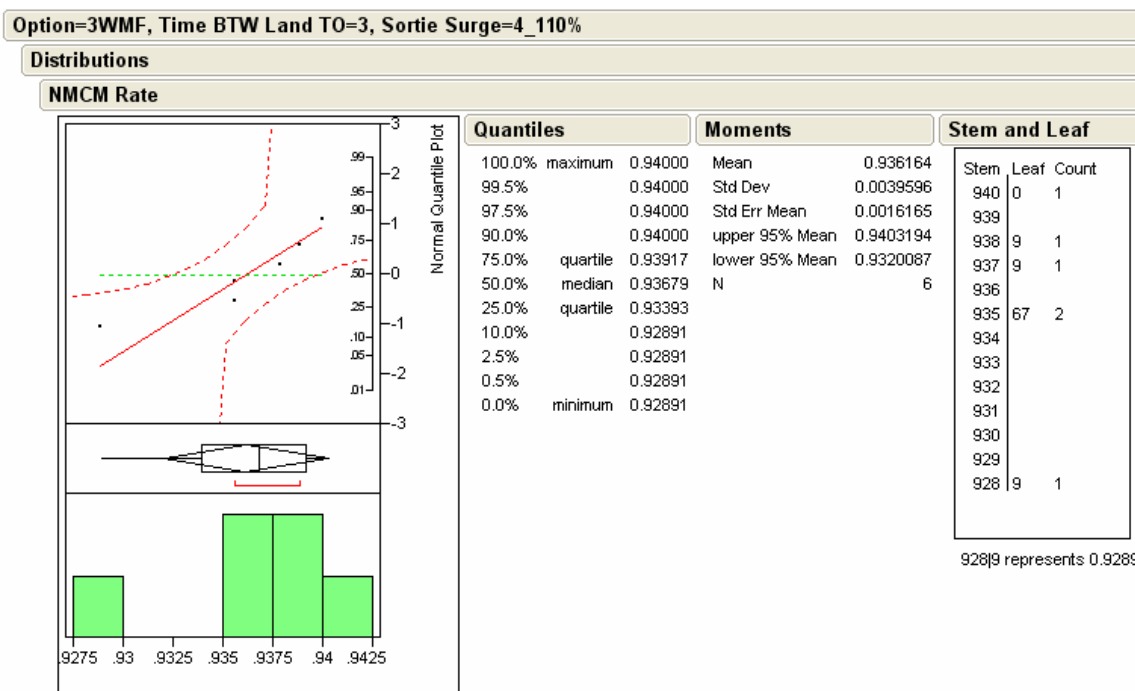


Figure 310. Stem and Leaf and Normal Quantile Plot for Treatment 24

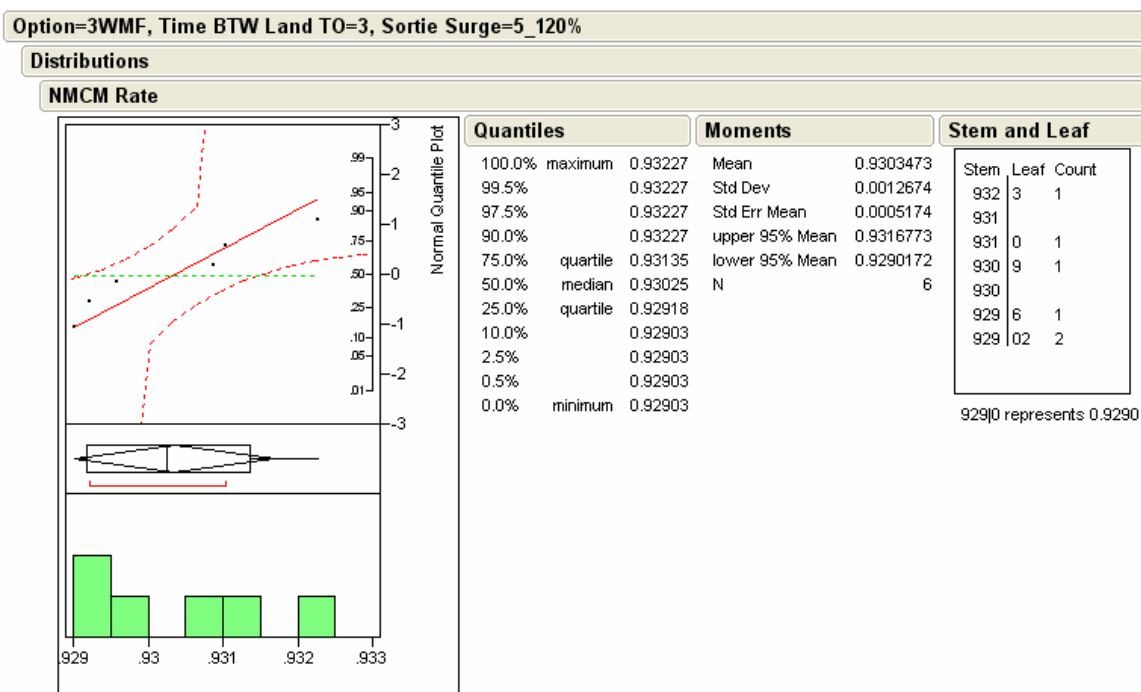


Figure 311. Stem and Leaf and Normal Quantile Plot for Treatment 25

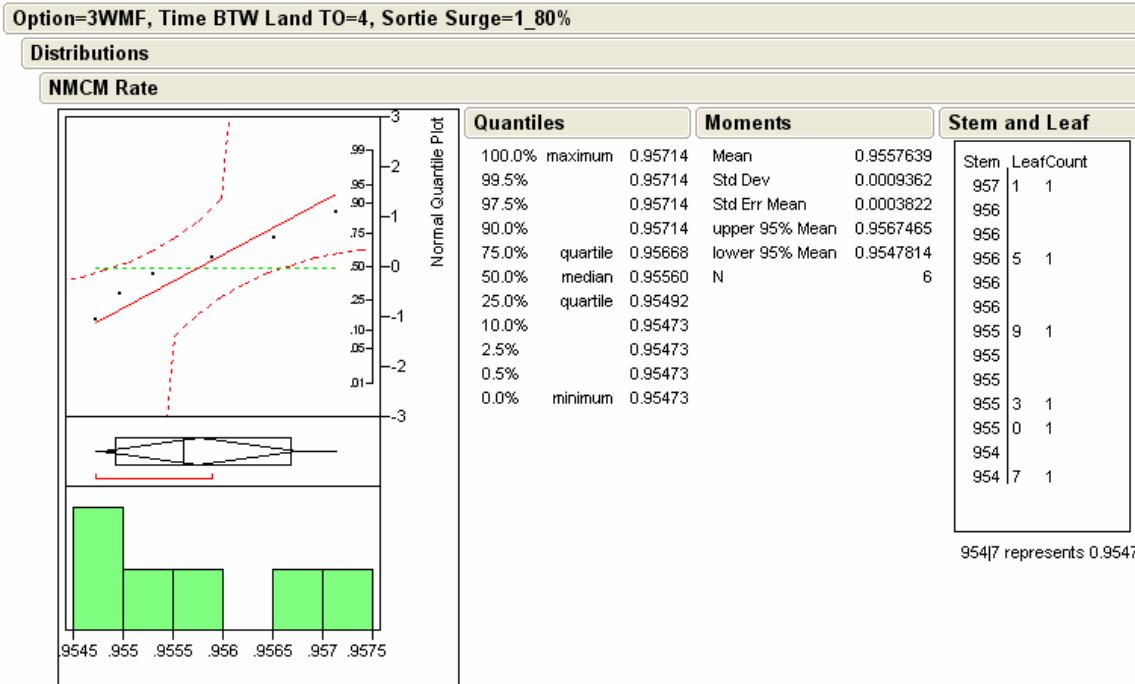


Figure 312. Stem and Leaf and Normal Quantile Plot for Treatment 26

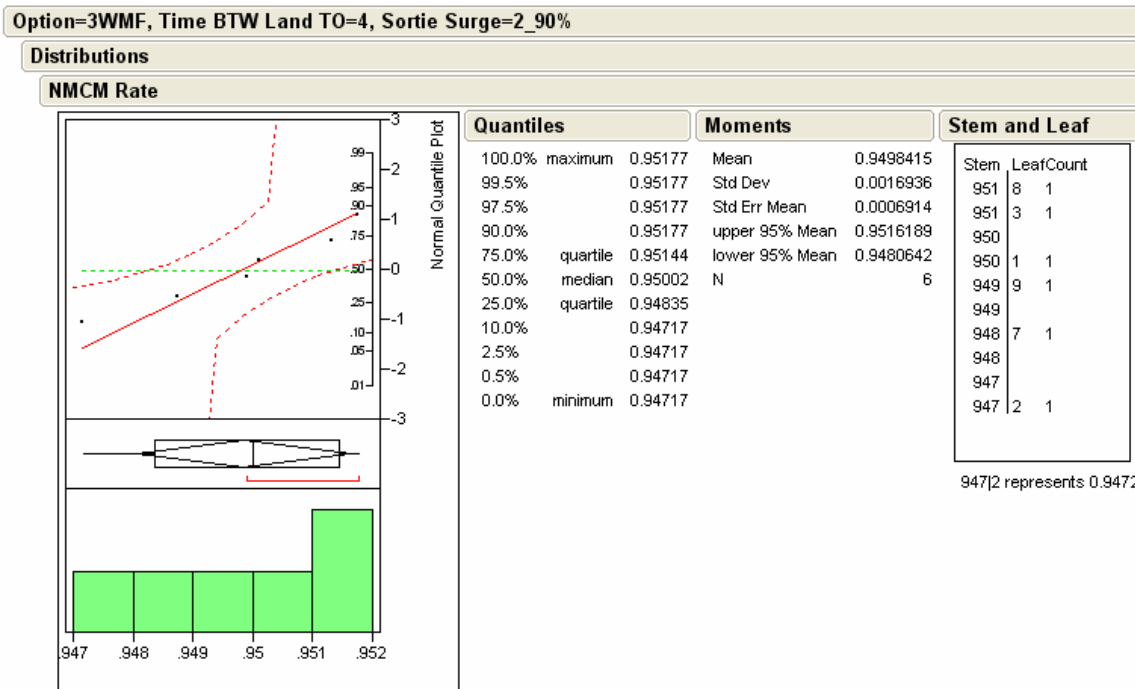


Figure 313. Stem and Leaf and Normal Quantile Plot for Treatment 27

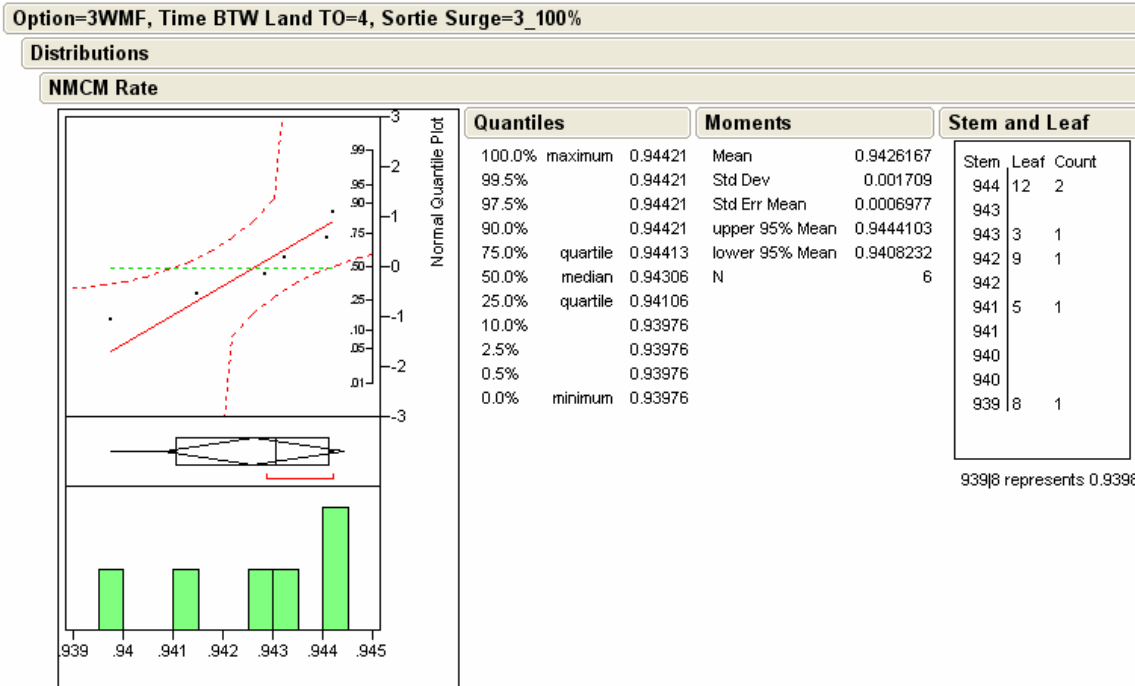


Figure 314. Stem and Leaf and Normal Quantile Plot for Treatment 28

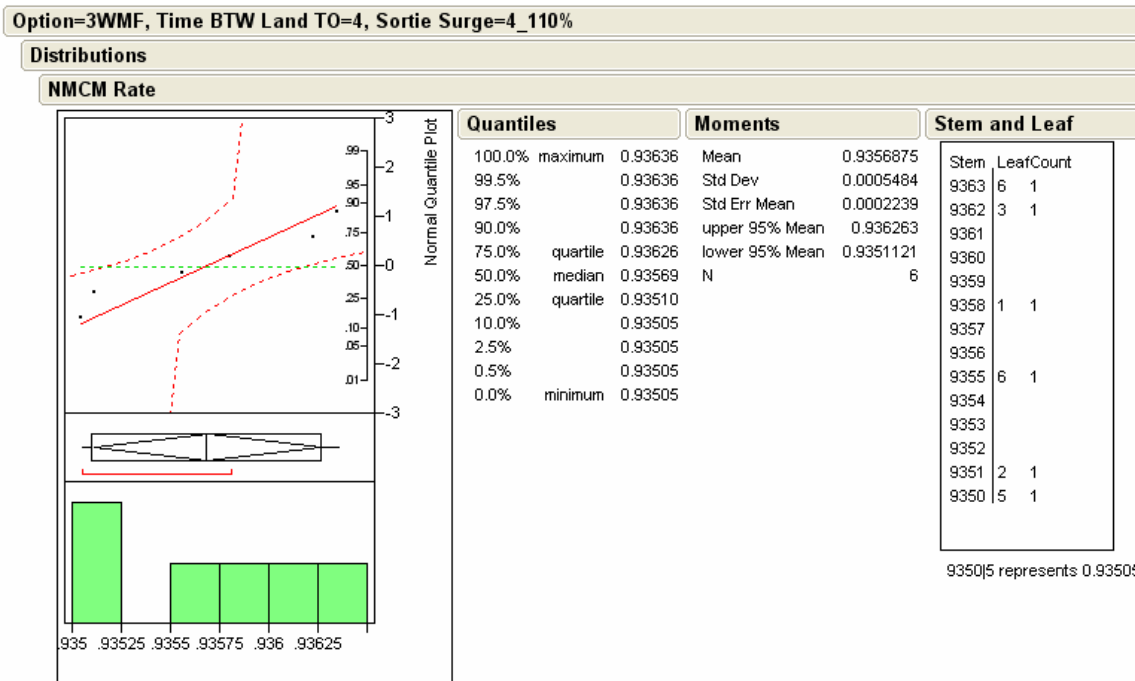


Figure 315. Stem and Leaf and Normal Quantile Plot for Treatment 29

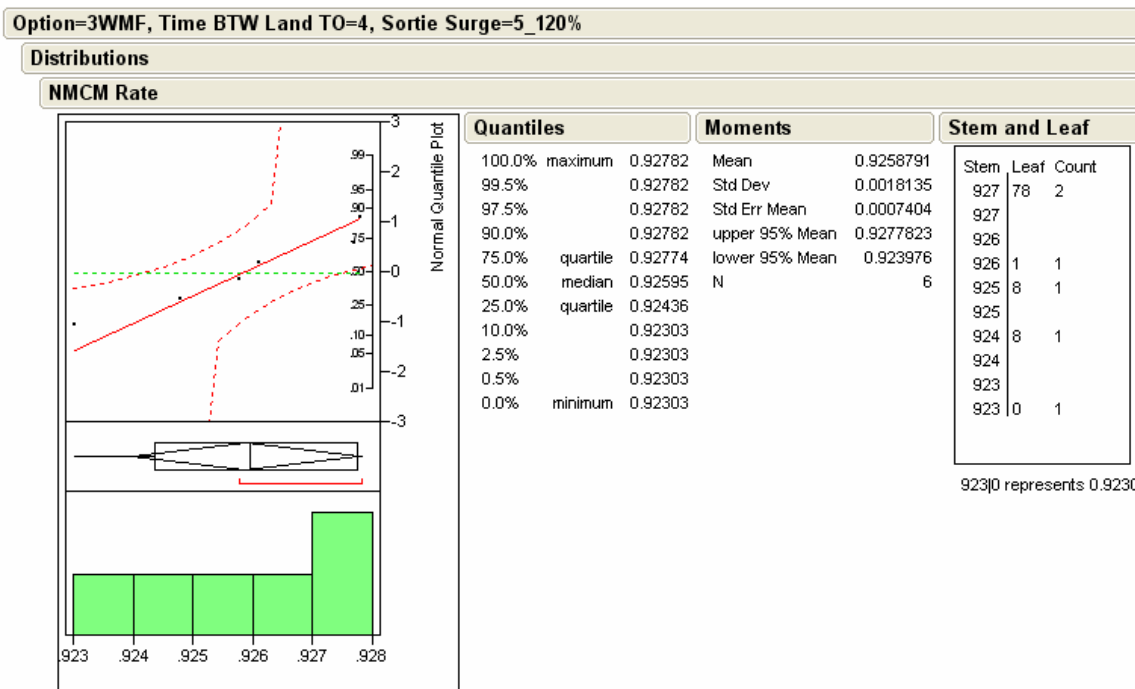


Figure 316. Stem and Leaf and Normal Quantile Plot for Treatment 30

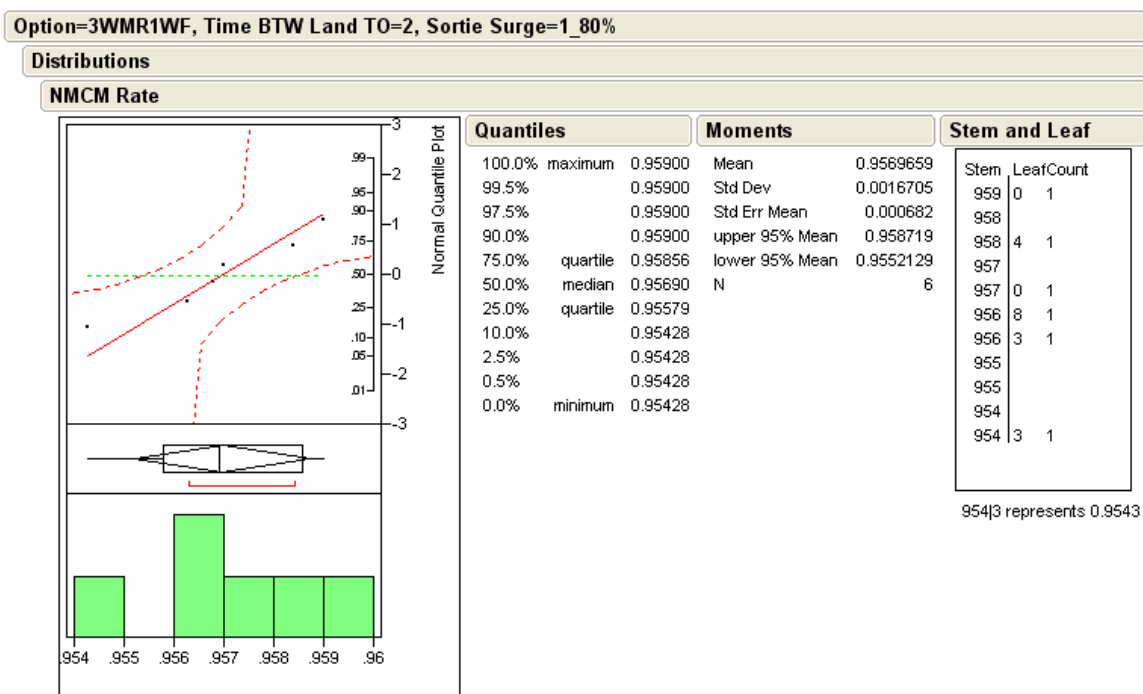


Figure 317. Stem and Leaf and Normal Quantile Plot for Treatment 31

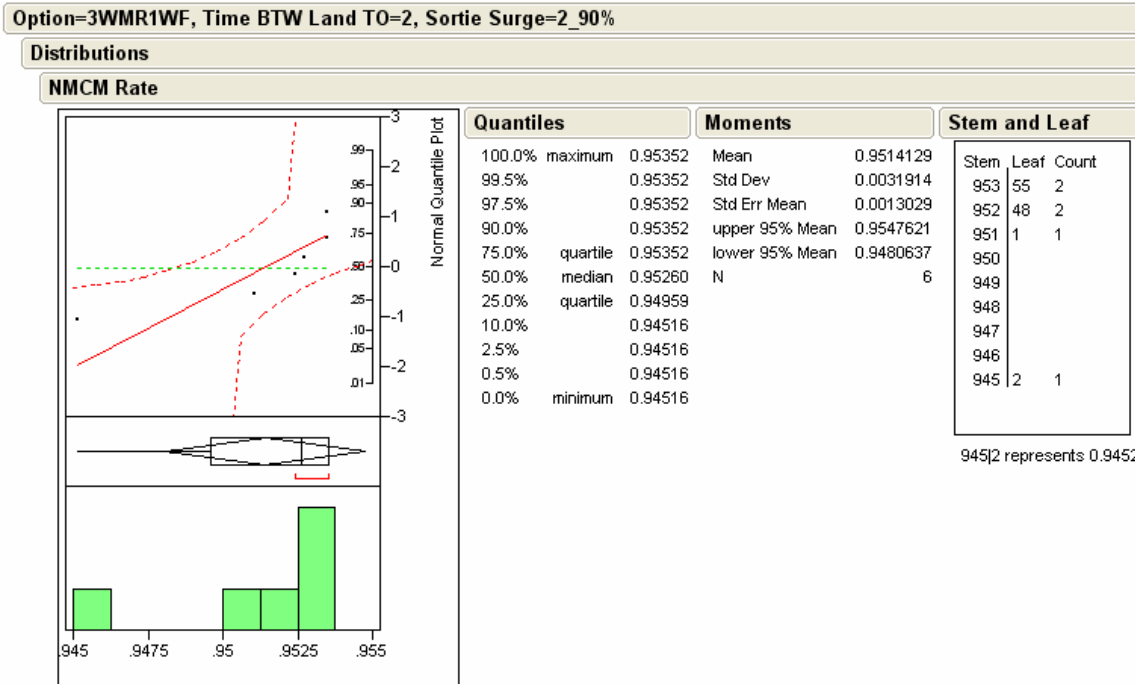


Figure 318. Stem and Leaf and Normal Quantile Plot for Treatment 32

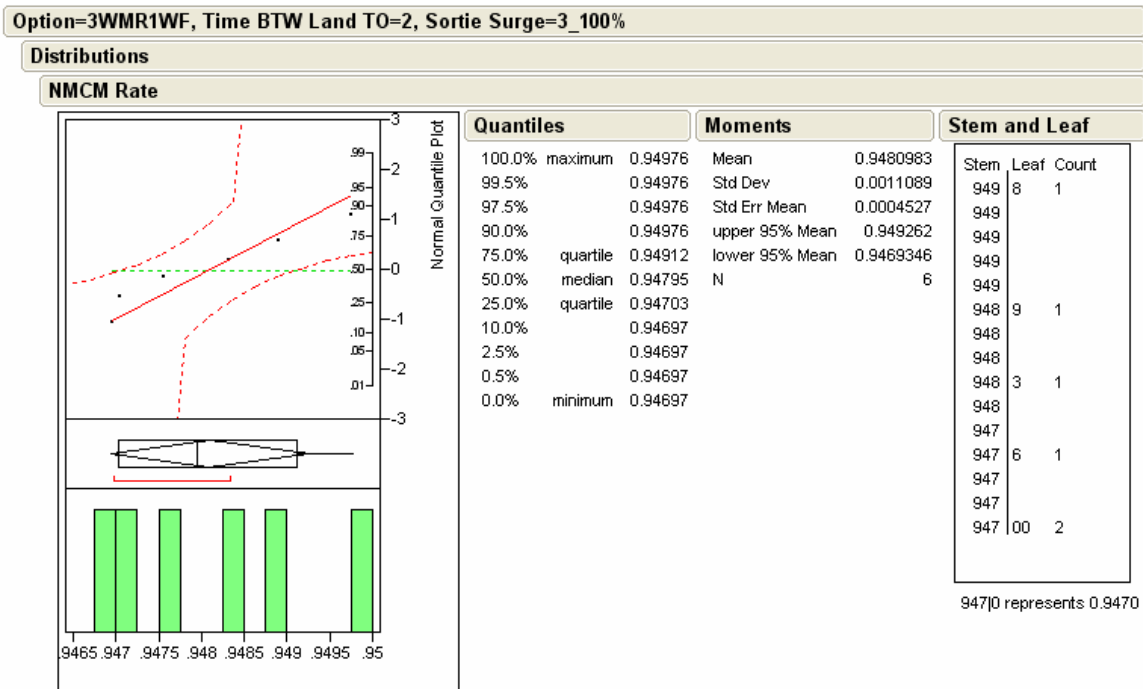


Figure 319. Stem and Leaf and Normal Quantile Plot for Treatment 33

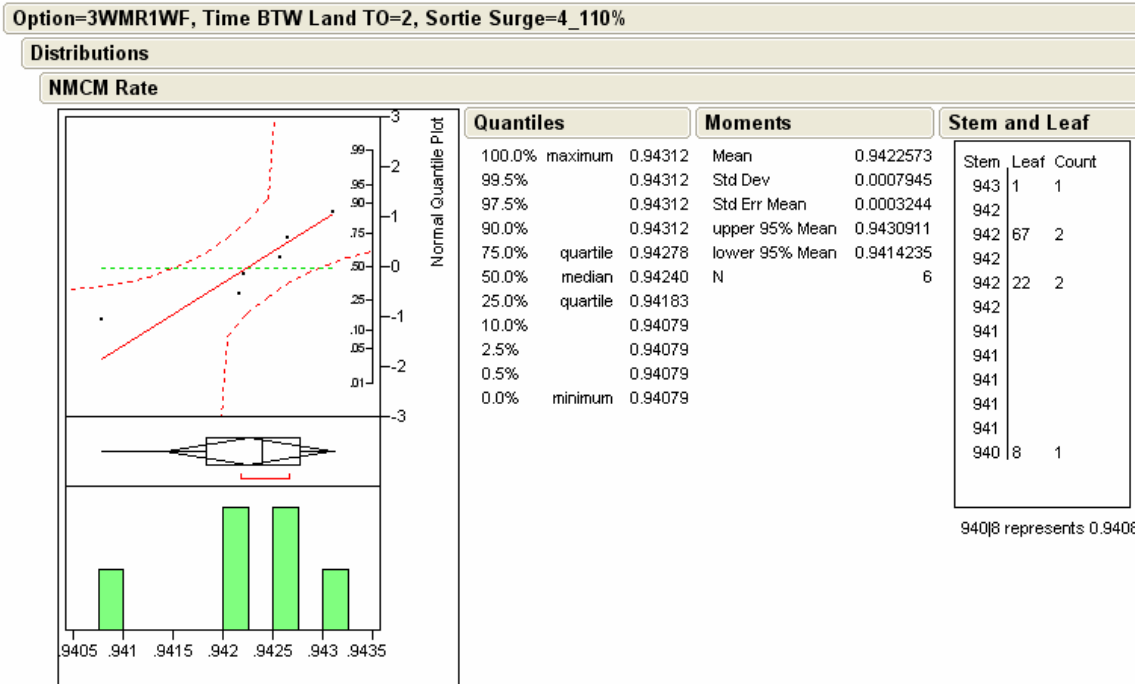


Figure 320. Stem and Leaf and Normal Quantile Plot for Treatment 34

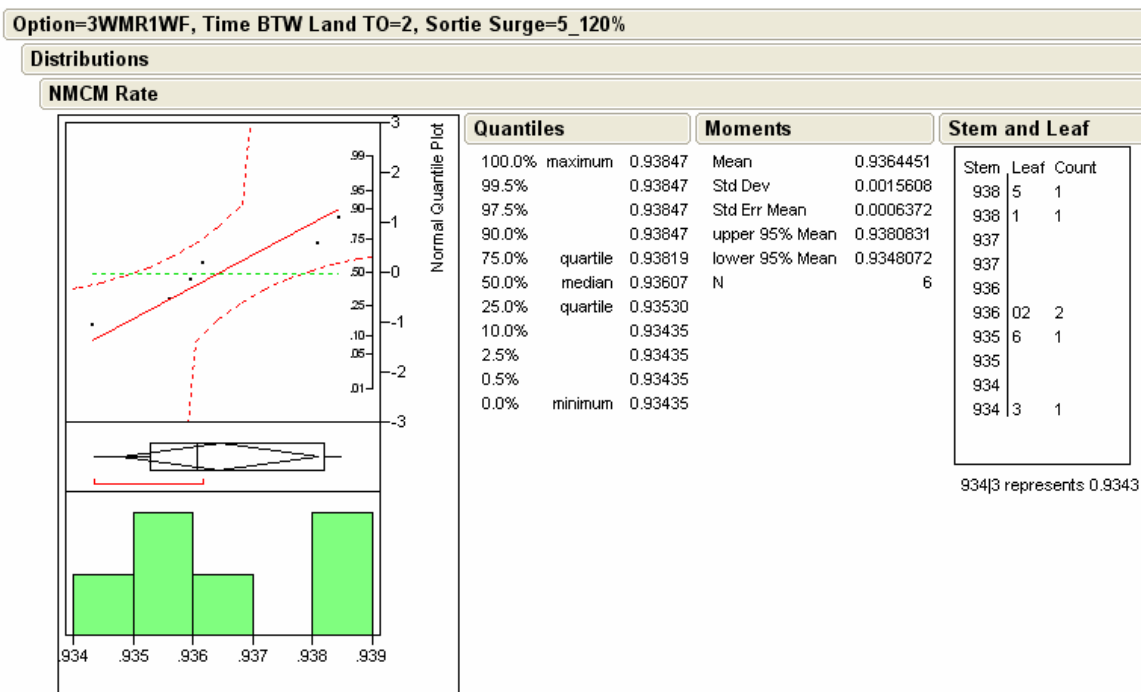


Figure 321. Stem and Leaf and Normal Quantile Plot for Treatment 35

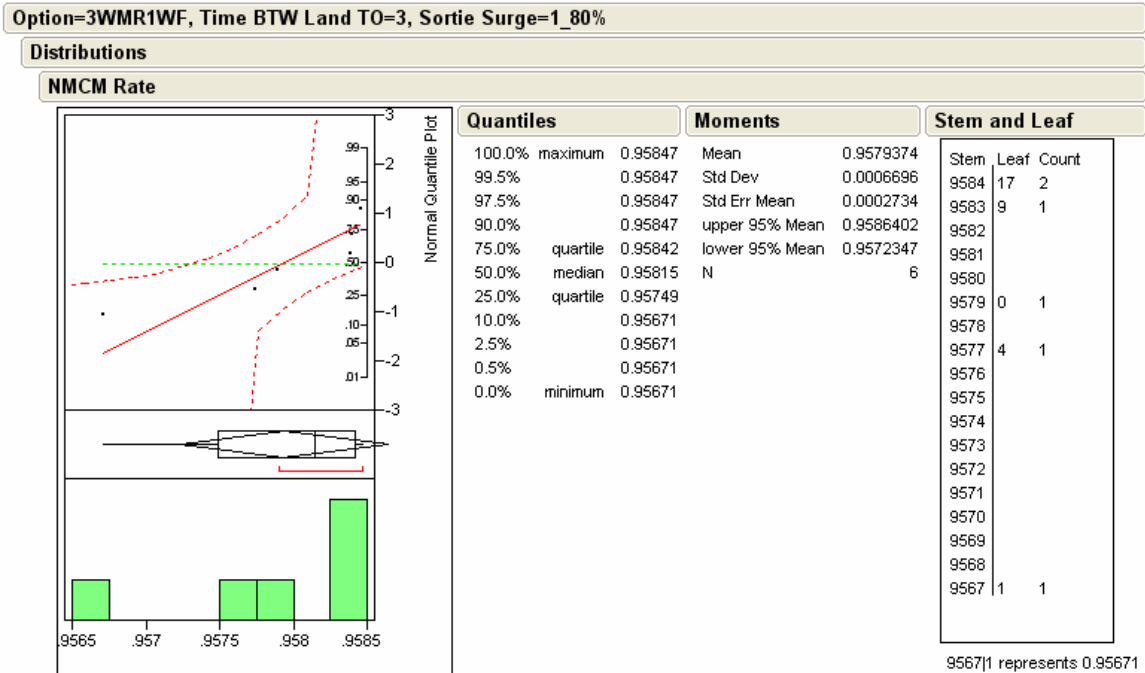


Figure 322. Stem and Leaf and Normal Quantile Plot for Treatment 36

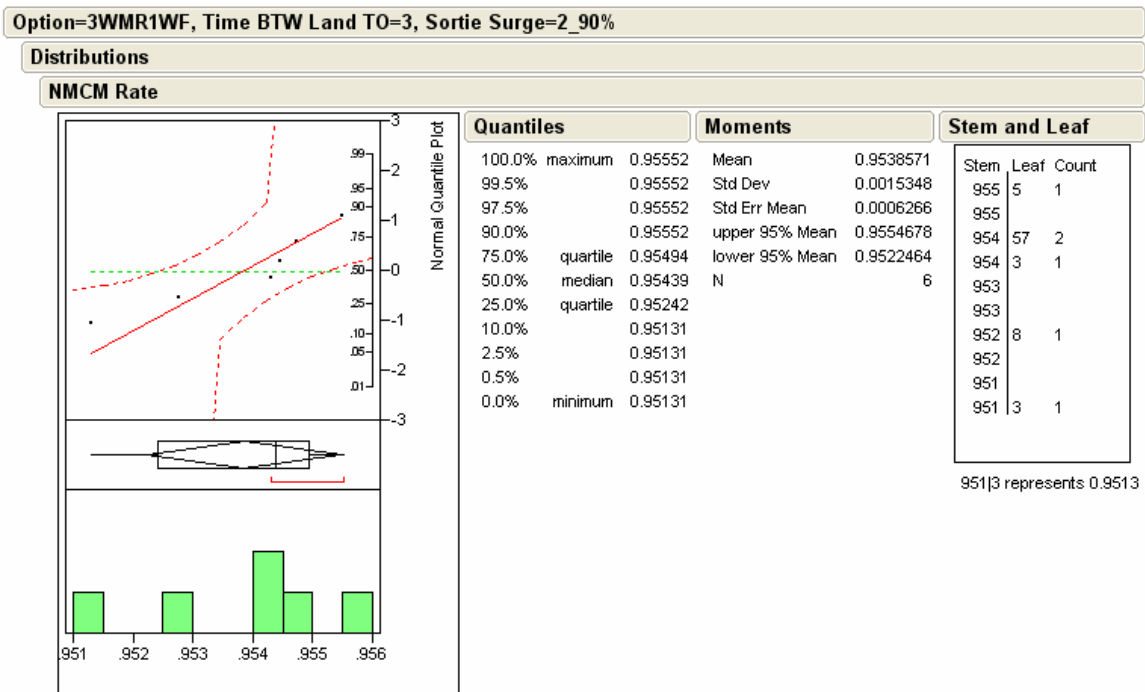


Figure 323. Stem and Leaf and Normal Quantile Plot for Treatment 37

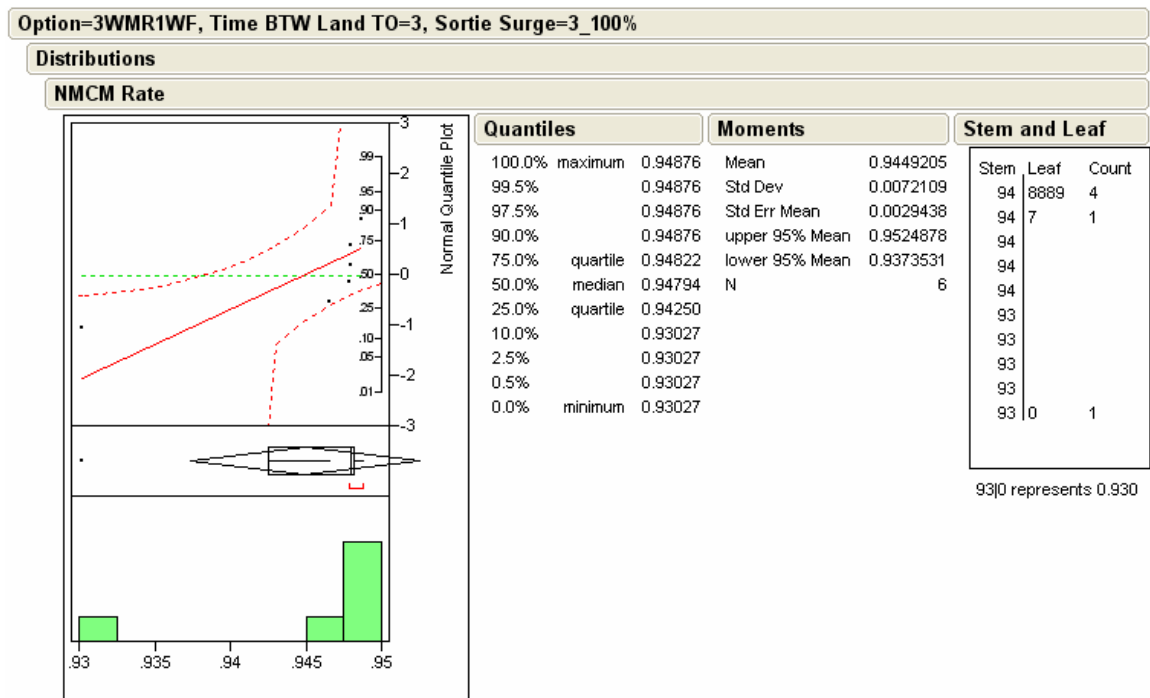


Figure 324. Stem and Leaf and Normal Quantile Plot for Treatment 38

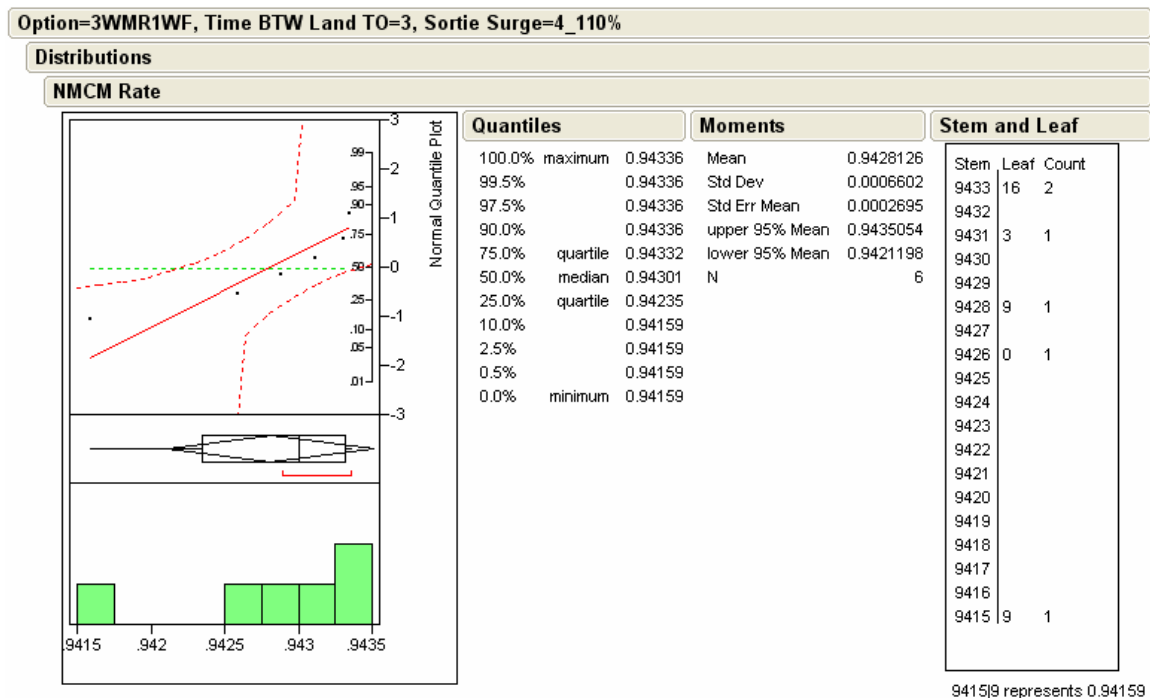


Figure 325. Stem and Leaf and Normal Quantile Plot for Treatment 39

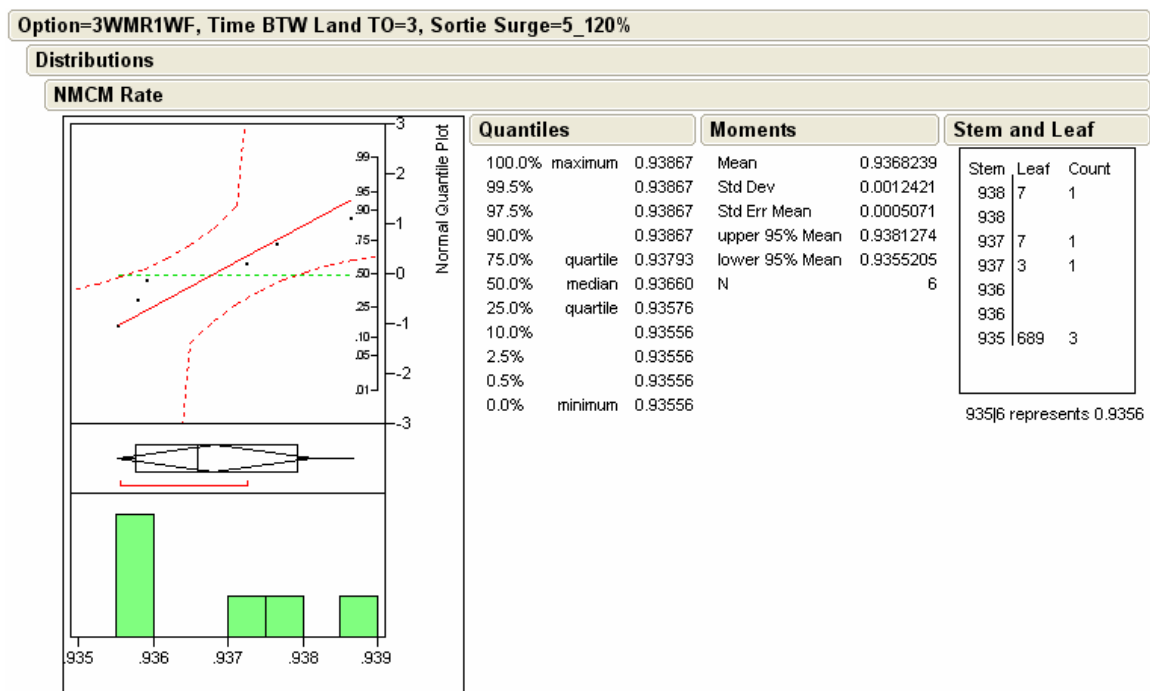


Figure 326. Stem and Leaf and Normal Quantile Plot for Treatment 40

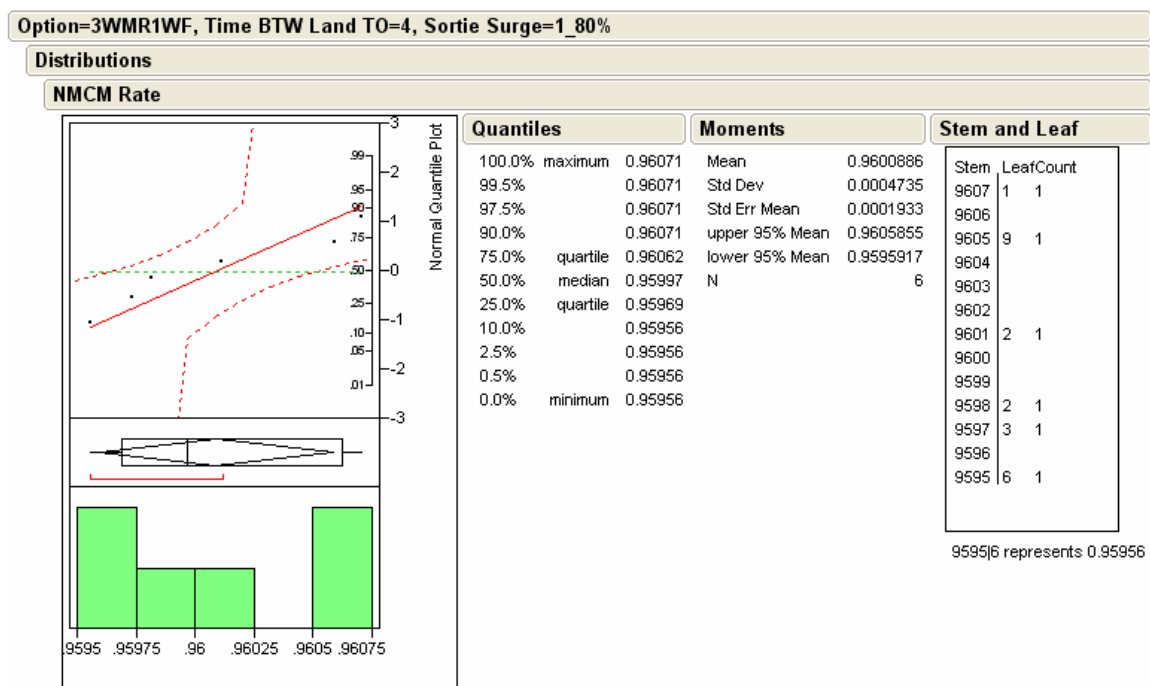


Figure 327. Stem and Leaf and Normal Quantile Plot for Treatment 41

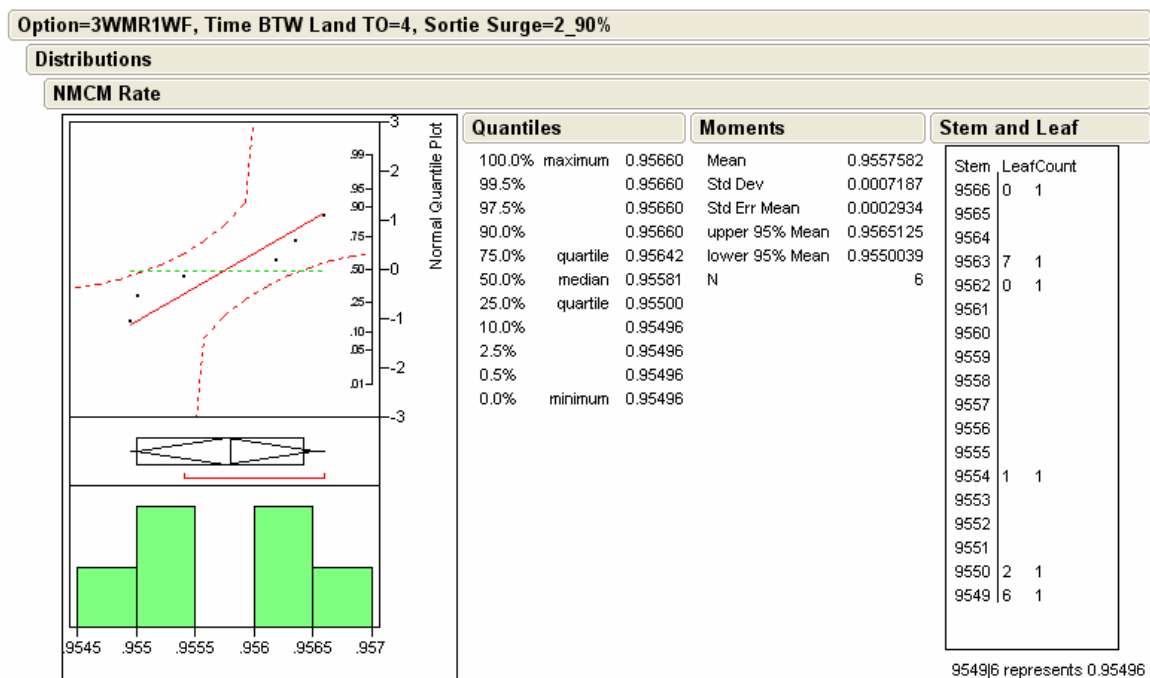


Figure 328. Stem and Leaf and Normal Quantile Plot for Treatment 42

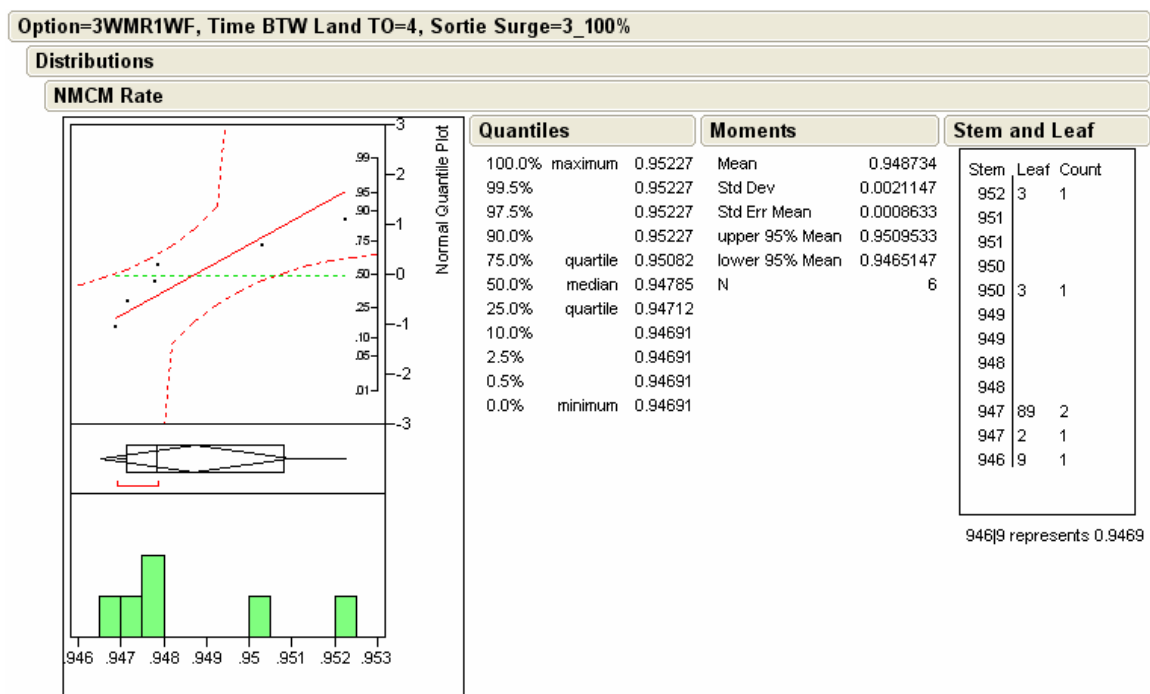


Figure 329. Stem and Leaf and Normal Quantile Plot for Treatment 43

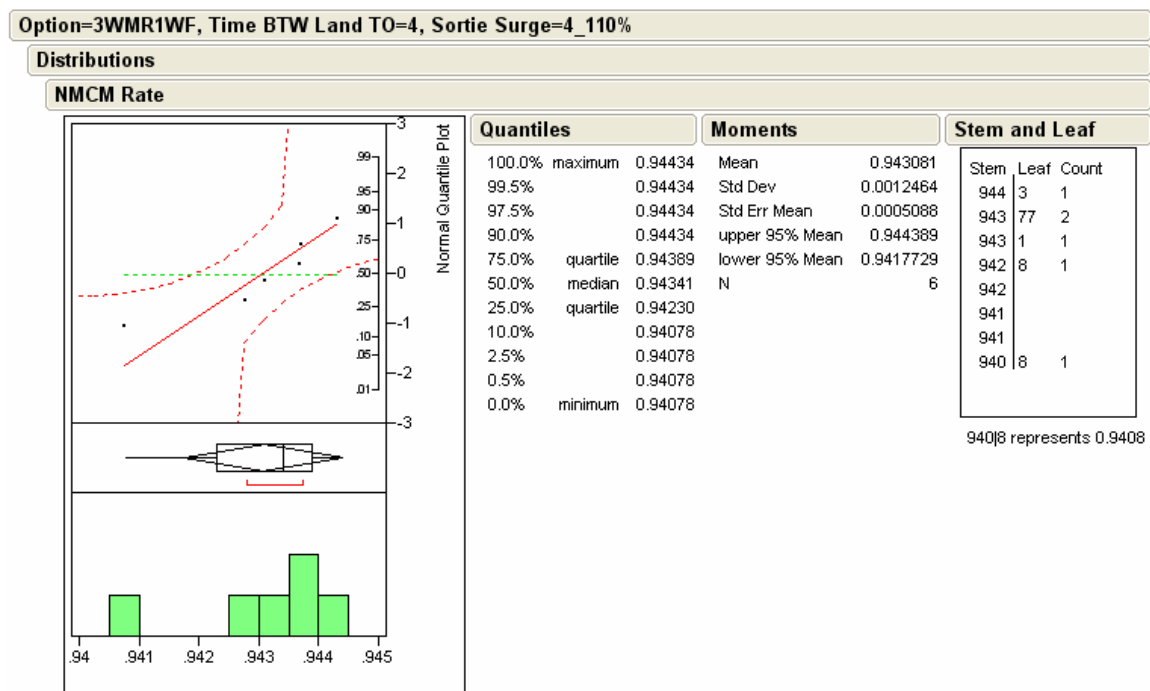


Figure 330. Stem and Leaf and Normal Quantile Plot for Treatment 44

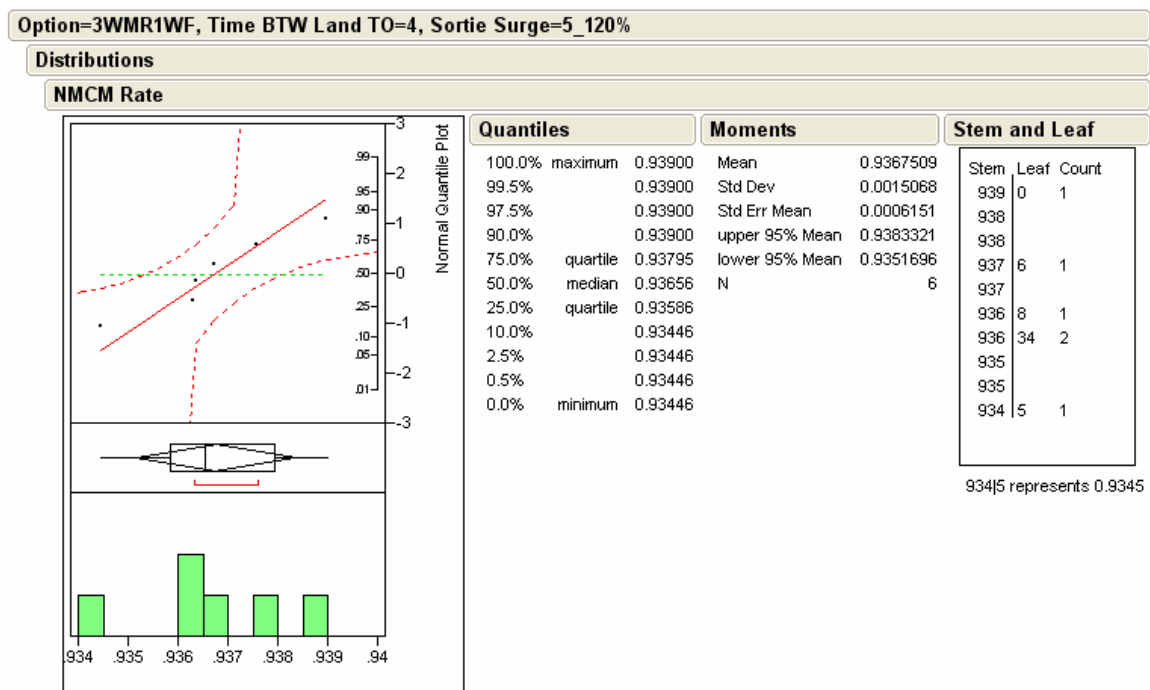


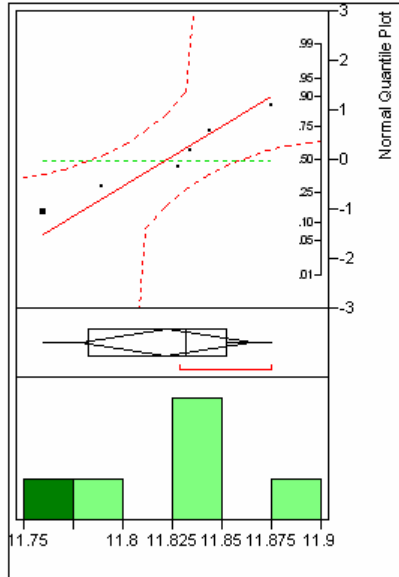
Figure 331. Stem and Leaf and Normal Quantile Plot for Treatment 45

Output Variable AWM

Option=12X10&10P10X8, Time BTW Land T0=2, Sortie Surge=1_80%

Distributions

AWM



Quantiles			Moments		Stem and Leaf	
100.0%	maximum	11.875	Mean	11.822087	Stem	LeafCount
99.5%		11.875	Std Dev	0.0410953	1187	5 1
97.5%		11.875	Std Err Mean	0.0167771	1186	
90.0%		11.875	upper 95% Mean	11.865214	1185	
75.0%	quartile	11.852	lower 95% Mean	11.77896	1184	5 1
50.0%	median	11.832	N	6	1183	4 1
25.0%	quartile	11.782			1182	9 1
10.0%		11.760			1181	
2.5%		11.760			1180	
0.5%		11.760			1179	0 1
0.0%	minimum	11.760			1178	
					1177	
					1176	0 1

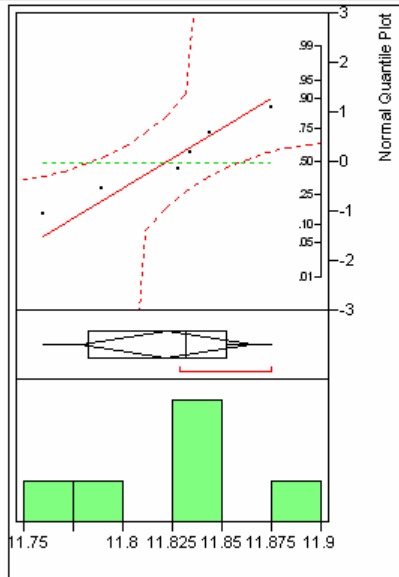
1176|0 represents 11.760

Figure 332. Stem and Leaf and Normal Quantile Plot for Treatment 1

Option=12X10&10P10X8, Time BTW Land T0=2, Sortie Surge=2_90%

Distributions

AWM



Quantiles			Moments		Stem and Leaf	
100.0%	maximum	11.875	Mean	11.822087	Stem	LeafCount
99.5%		11.875	Std Dev	0.0410953	1187	5 1
97.5%		11.875	Std Err Mean	0.0167771	1186	
90.0%		11.875	upper 95% Mean	11.865214	1185	
75.0%	quartile	11.852	lower 95% Mean	11.77896	1184	5 1
50.0%	median	11.832	N	6	1183	4 1
25.0%	quartile	11.782			1182	9 1
10.0%		11.760			1181	
2.5%		11.760			1180	
0.5%		11.760			1179	0 1
0.0%	minimum	11.760			1178	
					1177	
					1176	0 1

1176|0 represents 11.760

Figure 333. Stem and Leaf and Normal Quantile Plot for Treatment 2

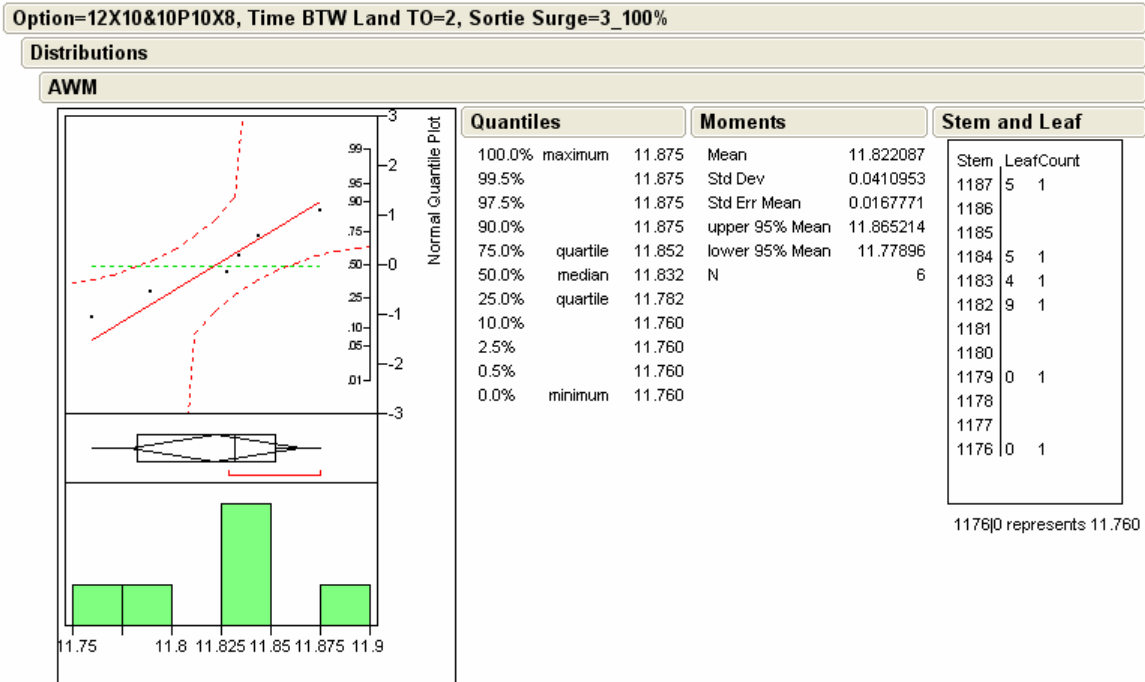


Figure 334. Stem and Leaf and Normal Quantile Plot for Treatment 3

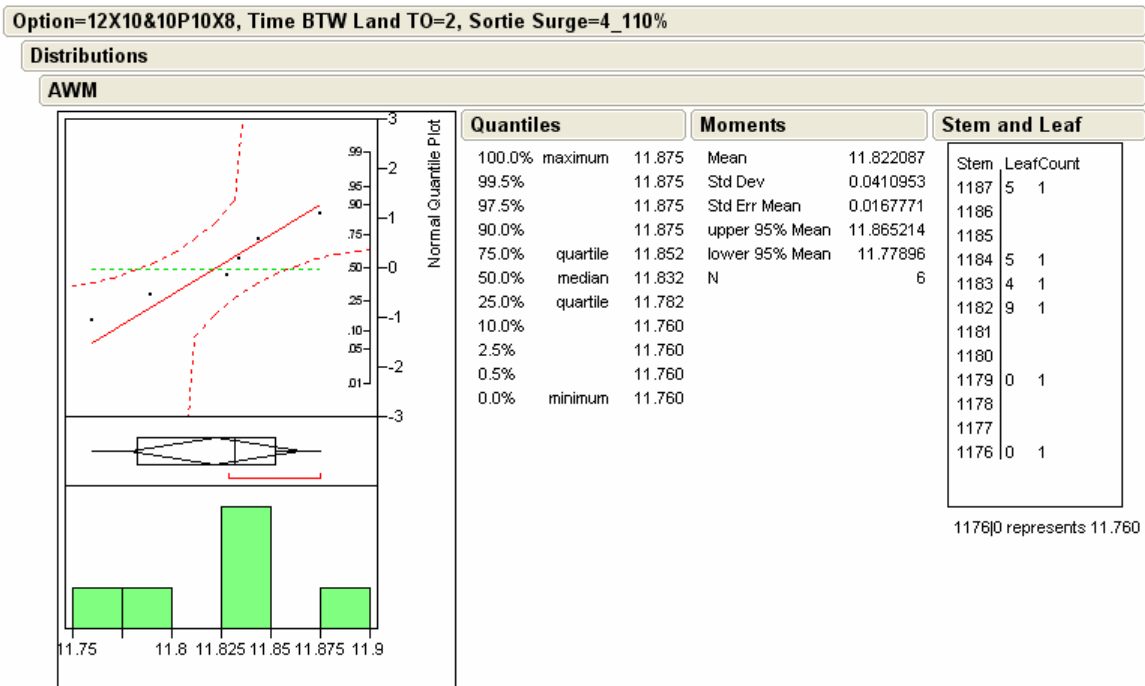


Figure 335. Stem and Leaf and Normal Quantile Plot for Treatment 4

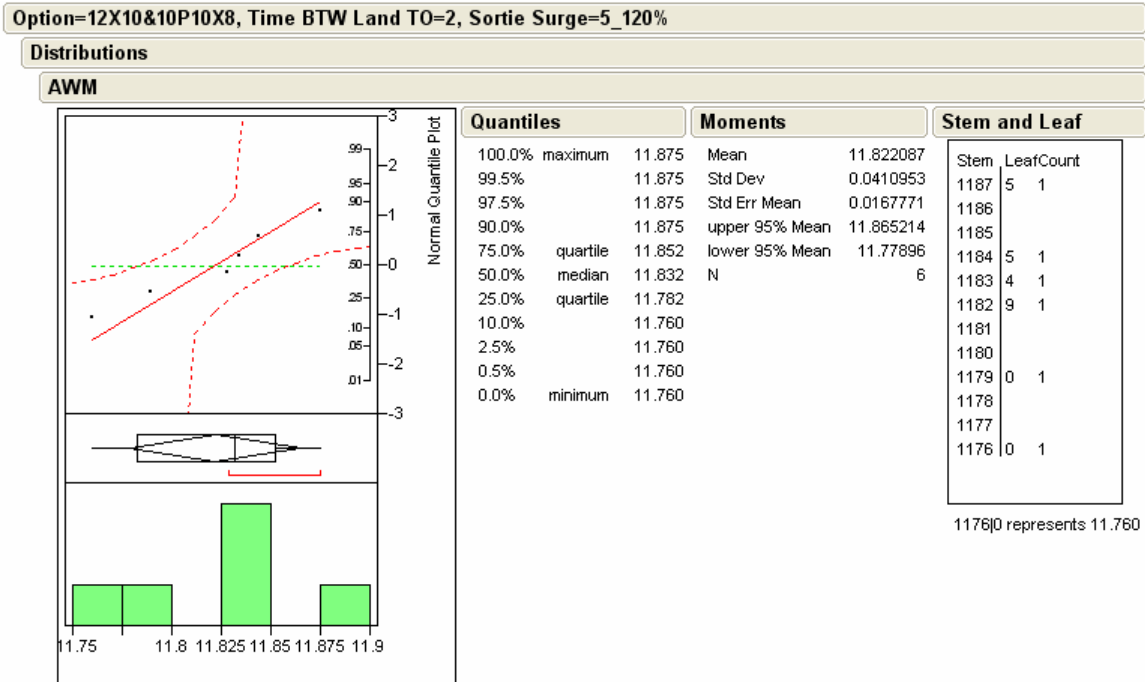


Figure 336. Stem and Leaf and Normal Quantile Plot for Treatment 5

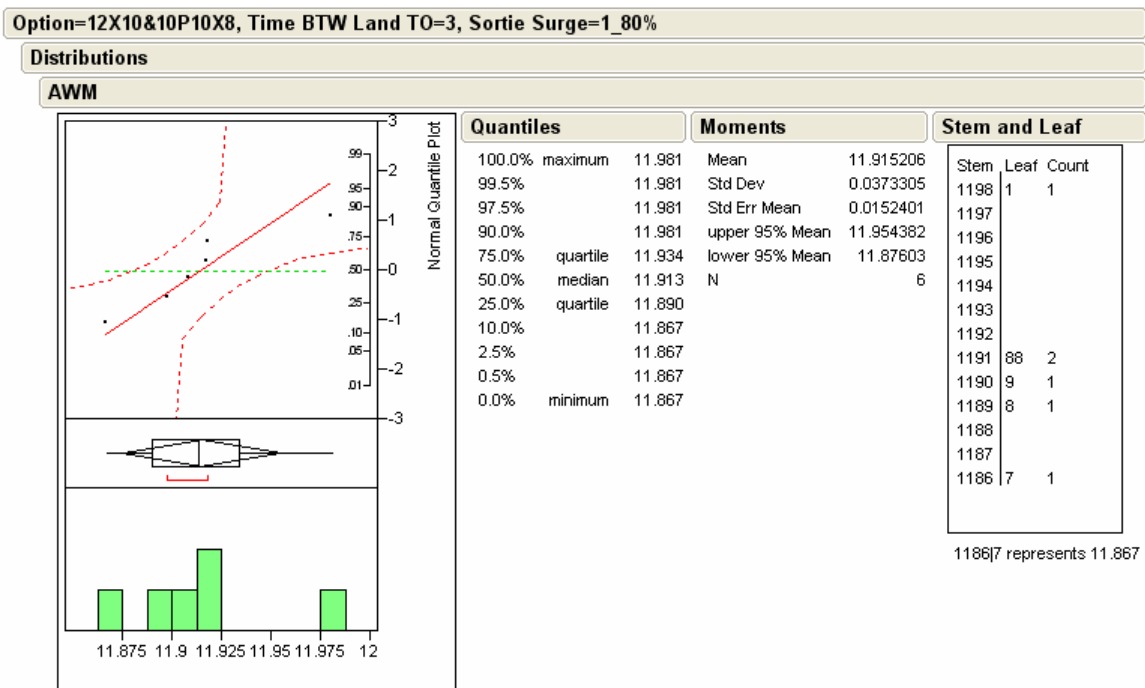


Figure 337. Stem and Leaf and Normal Quantile Plot for Treatment 6

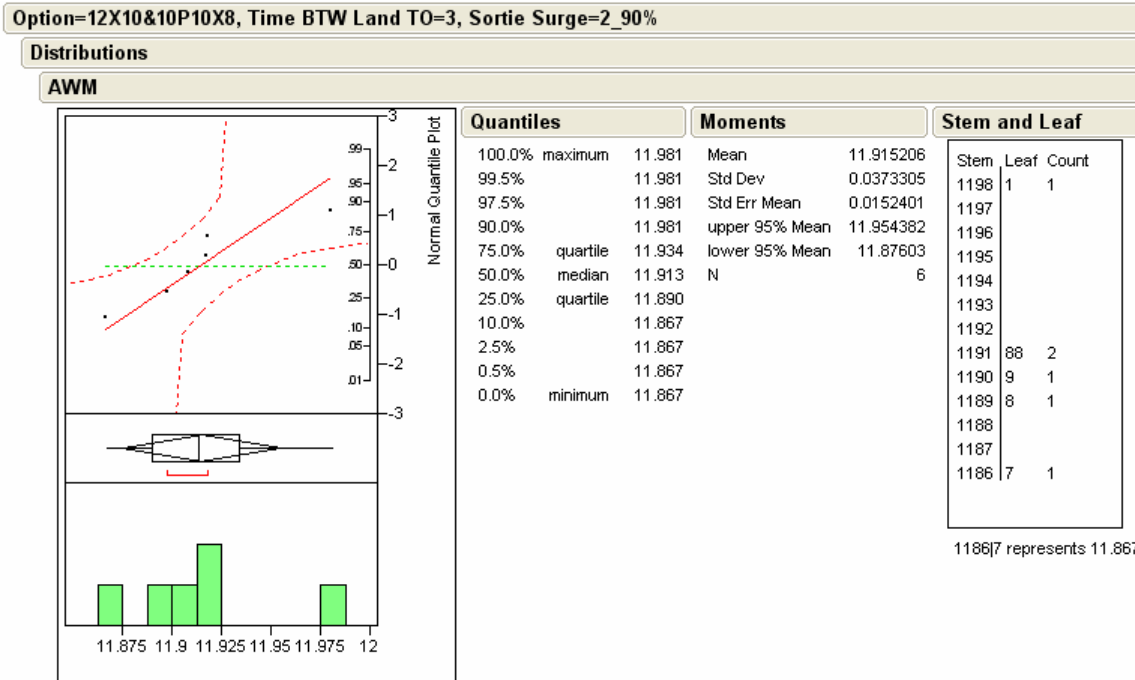


Figure 338. Stem and Leaf and Normal Quantile Plot for Treatment 7

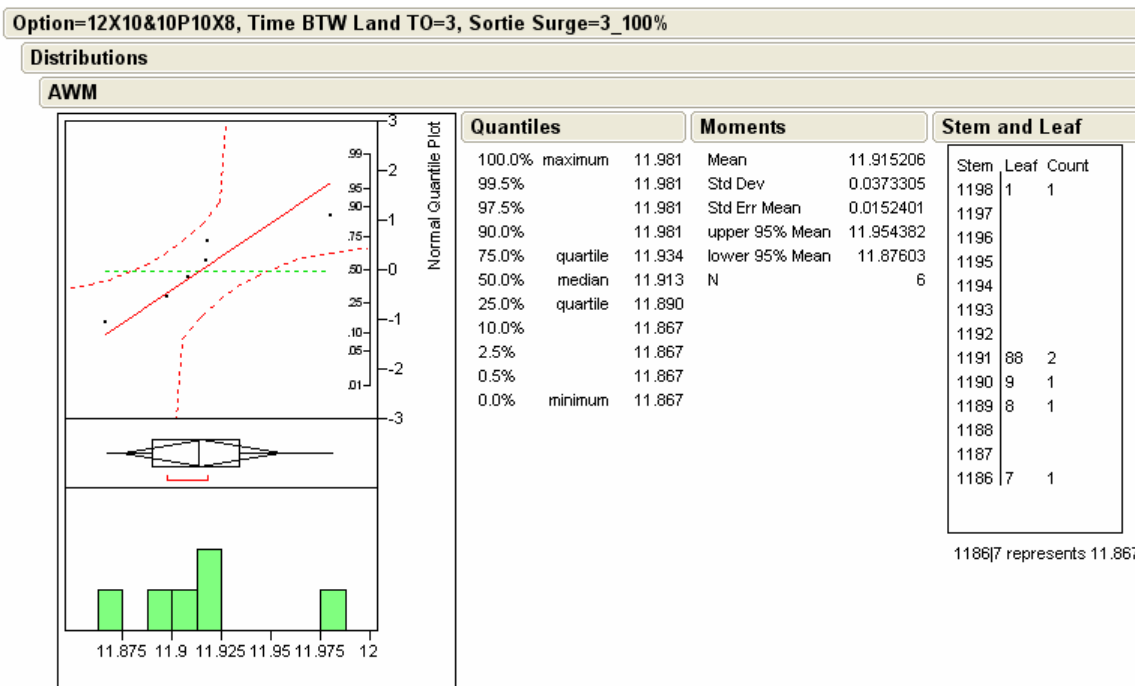
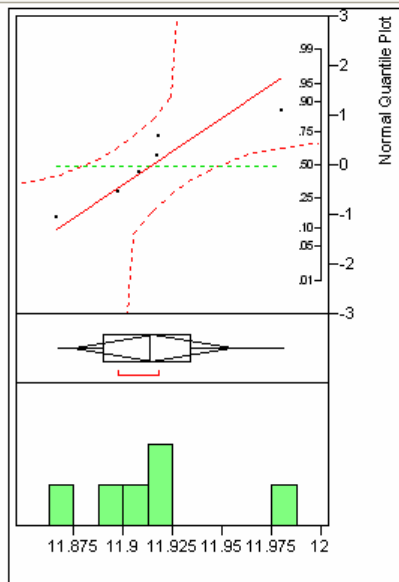


Figure 339. Stem and Leaf and Normal Quantile Plot for Treatment 8

Option=12X10&10P10X8, Time BTW Land T0=3, Sortie Surge=4_110%

Distributions

AWM



Quantiles			Moments		Stem and Leaf		
100.0%	maximum	11.981	Mean	11.915206	Stem	Leaf	Count
99.5%		11.981	Std Dev	0.0373305	1198	1	1
97.5%		11.981	Std Err Mean	0.0152401	1197		
90.0%		11.981	upper 95% Mean	11.954382	1196		
75.0%	quartile	11.934	lower 95% Mean	11.87603	1195		
50.0%	median	11.913	N	6	1194		
25.0%	quartile	11.890			1193		
10.0%		11.867			1192		
2.5%		11.867			1191	88	2
0.5%		11.867			1190	9	1
0.0%	minimum	11.867			1189	8	1
					1188		
					1187		
					1186	7	1

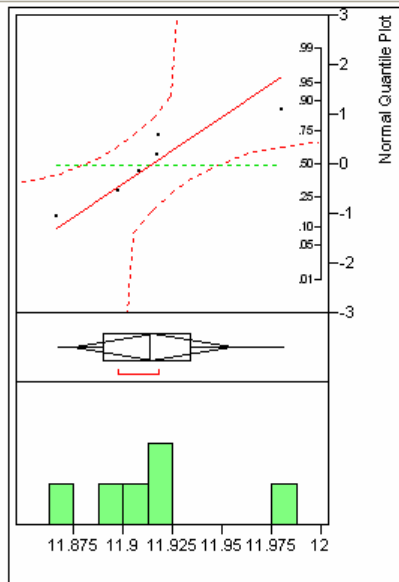
1186|7 represents 11.867

Figure 340. Stem and Leaf and Normal Quantile Plot for Treatment 9

Option=12X10&10P10X8, Time BTW Land T0=3, Sortie Surge=5_120%

Distributions

AWM



Quantiles			Moments		Stem and Leaf		
100.0%	maximum	11.981	Mean	11.915206	Stem	Leaf	Count
99.5%		11.981	Std Dev	0.0373305	1198	1	1
97.5%		11.981	Std Err Mean	0.0152401	1197		
90.0%		11.981	upper 95% Mean	11.954382	1196		
75.0%	quartile	11.934	lower 95% Mean	11.87603	1195		
50.0%	median	11.913	N	6	1194		
25.0%	quartile	11.890			1193		
10.0%		11.867			1192		
2.5%		11.867			1191	88	2
0.5%		11.867			1190	9	1
0.0%	minimum	11.867			1189	8	1
					1188		
					1187		
					1186	7	1

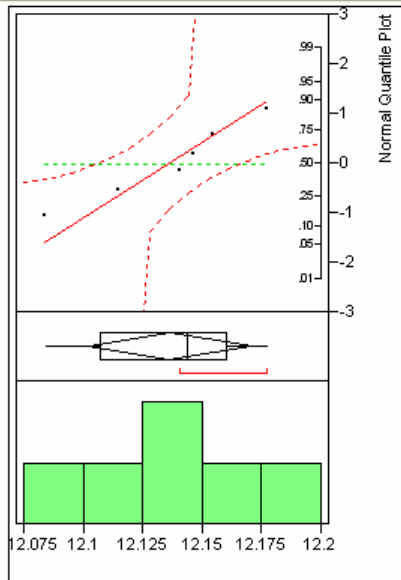
1186|7 represents 11.867

Figure 341. Stem and Leaf and Normal Quantile Plot for Treatment 10

Option=12X10&10P10X8, Time BTW Land TO=4, Sortie Surge=1_80%

Distributions

AWM



Quantiles			Moments		Stem and Leaf		
100.0%	maximum	12.177	Mean	12.136498	Stem	Leaf	Count
99.5%		12.177	Std Dev	0.0326126	1217	7	1
97.5%		12.177	Std Err Mean	0.013314	1216		
90.0%		12.177	upper 95% Mean	12.170722	1215	5	1
75.0%	quartile	12.160	lower 95% Mean	12.102273	1214	17	2
50.0%	median	12.144	N	6	1213		
25.0%	quartile	12.107			1212		
10.0%		12.084			1211	5	1
2.5%		12.084			1210		
0.5%		12.084			1209		
0.0%	minimum	12.084			1208	4	1

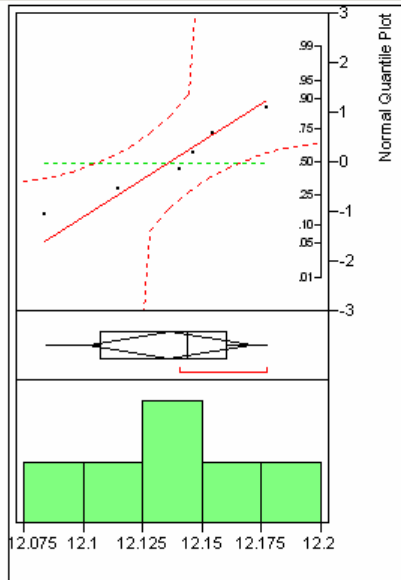
1208|4 represents 12.084

Figure 342. Stem and Leaf and Normal Quantile Plot for Treatment 11

Option=12X10&10P10X8, Time BTW Land TO=4, Sortie Surge=2_90%

Distributions

AWM



Quantiles			Moments		Stem and Leaf		
100.0%	maximum	12.177	Mean	12.136498	Stem	Leaf	Count
99.5%		12.177	Std Dev	0.0326126	1217	7	1
97.5%		12.177	Std Err Mean	0.013314	1216		
90.0%		12.177	upper 95% Mean	12.170722	1215	5	1
75.0%	quartile	12.160	lower 95% Mean	12.102273	1214	17	2
50.0%	median	12.144	N	6	1213		
25.0%	quartile	12.107			1212		
10.0%		12.084			1211	5	1
2.5%		12.084			1210		
0.5%		12.084			1209		
0.0%	minimum	12.084			1208	4	1

1208|4 represents 12.084

Figure 343. Stem and Leaf and Normal Quantile Plot for Treatment 12

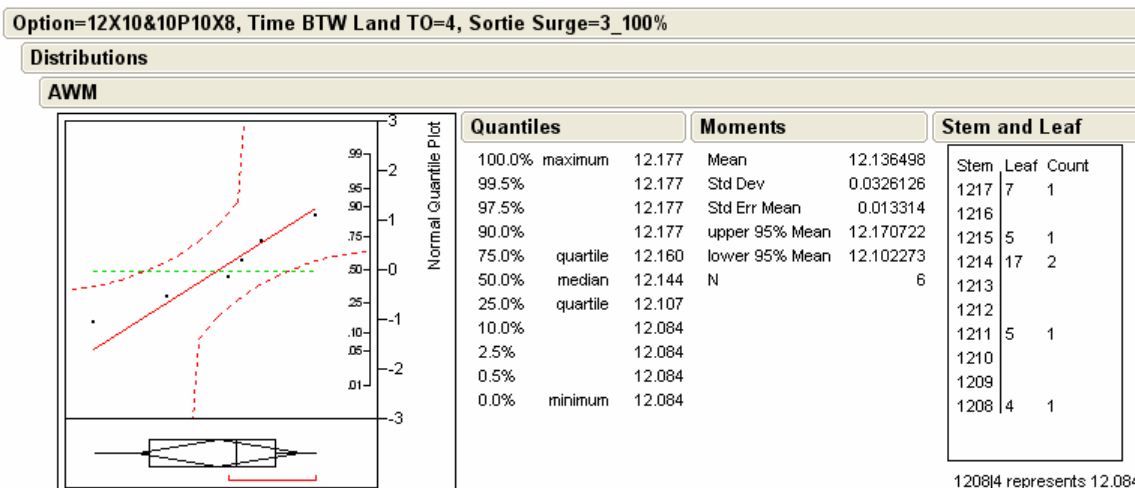


Figure 344. Stem and Leaf and Normal Quantile Plot for Treatment 13

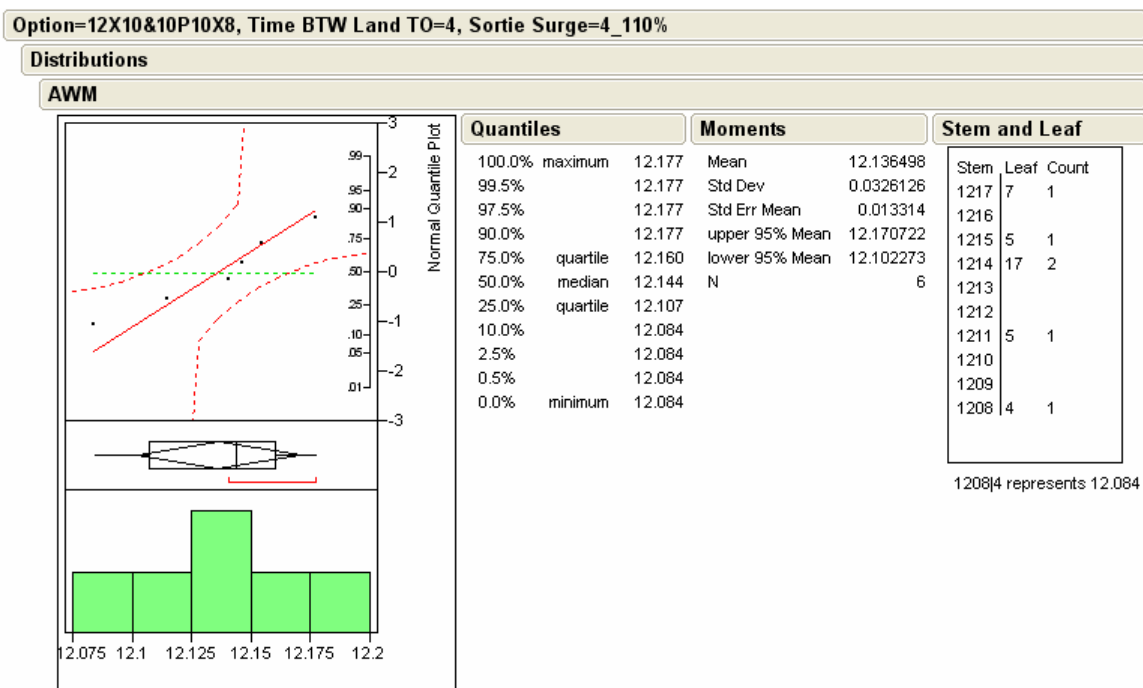


Figure 345. Stem and Leaf and Normal Quantile Plot for Treatment 14

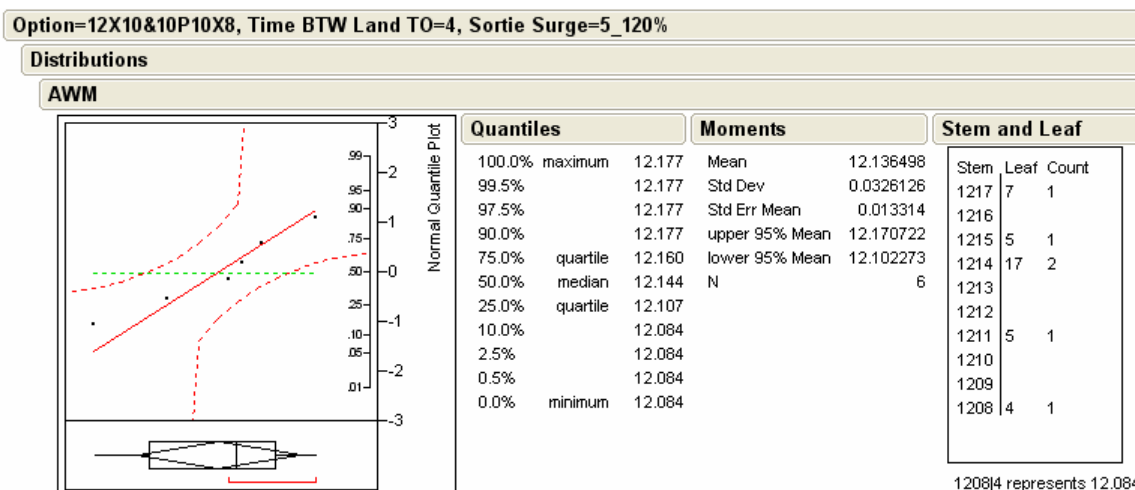


Figure 346. Stem and Leaf and Normal Quantile Plot for Treatment 15

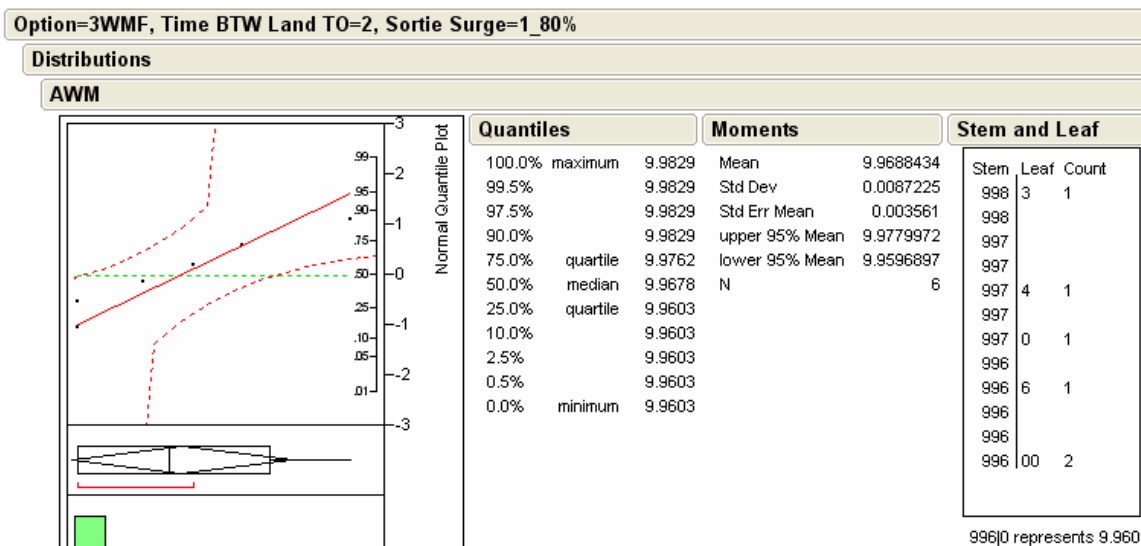


Figure 347. Stem and Leaf and Normal Quantile Plot for Treatment 16

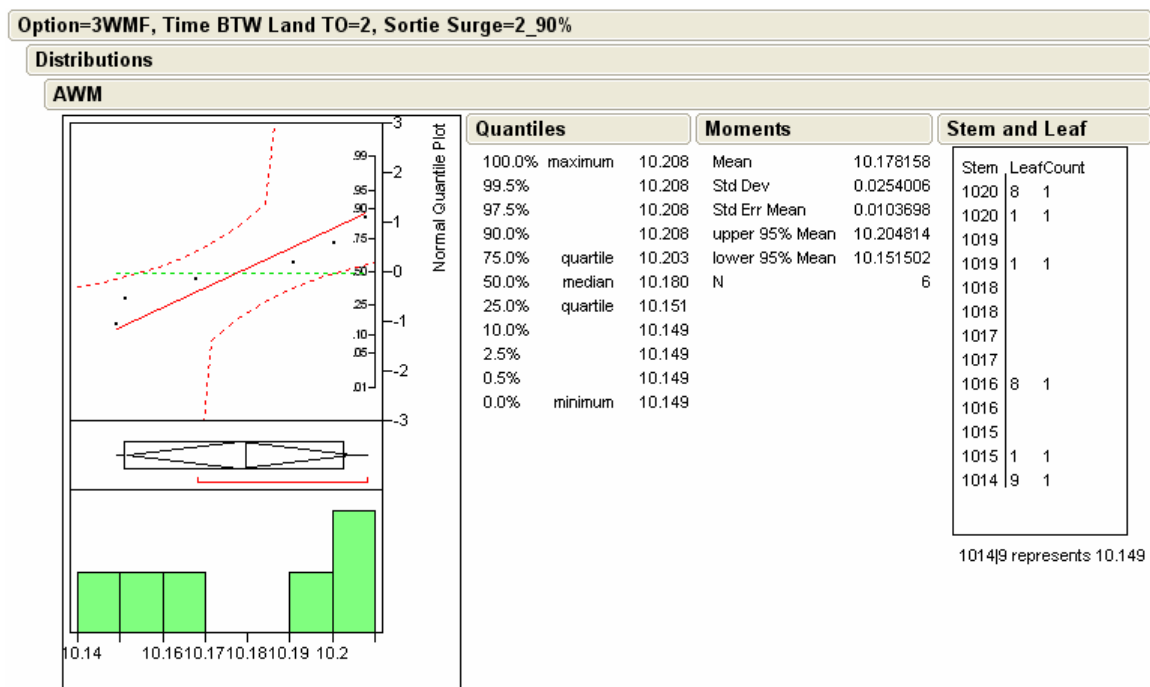


Figure 348. Stem and Leaf and Normal Quantile Plot for Treatment 17

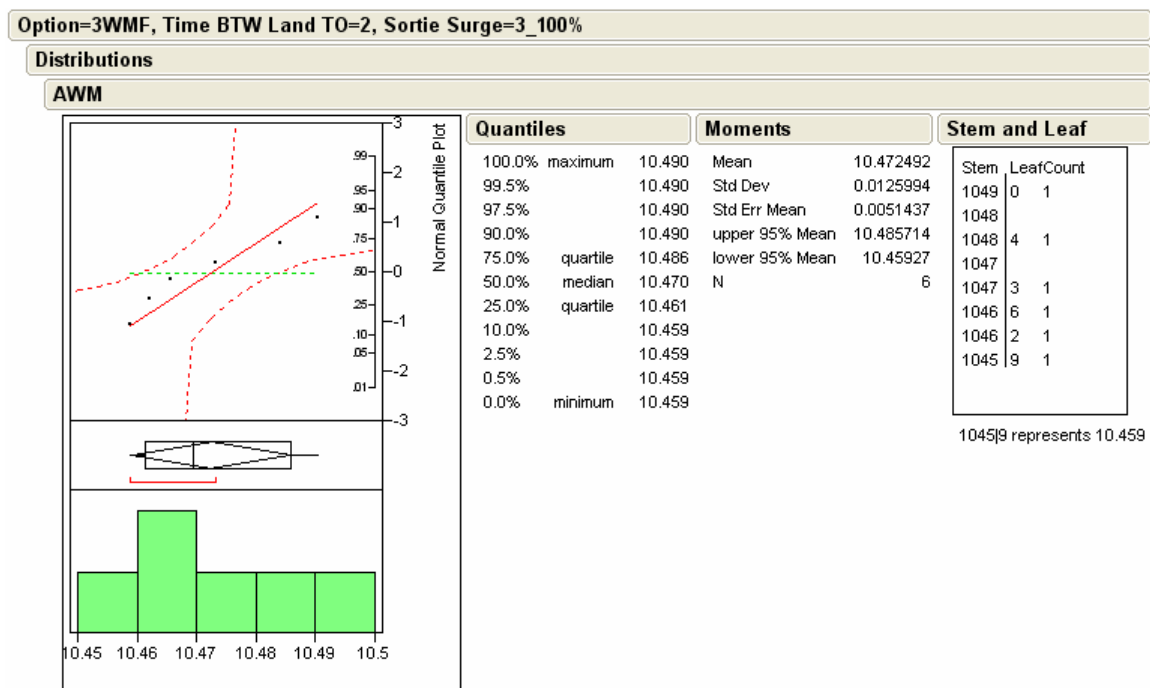


Figure 349. Stem and Leaf and Normal Quantile Plot for Treatment 18

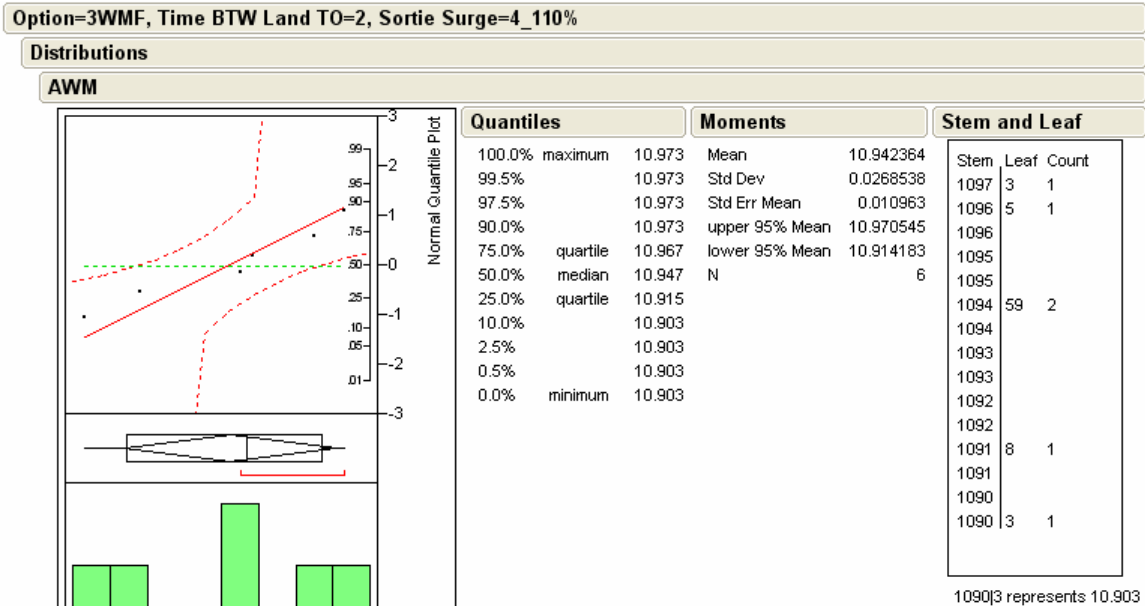


Figure 350. Stem and Leaf and Normal Quantile Plot for Treatment 19

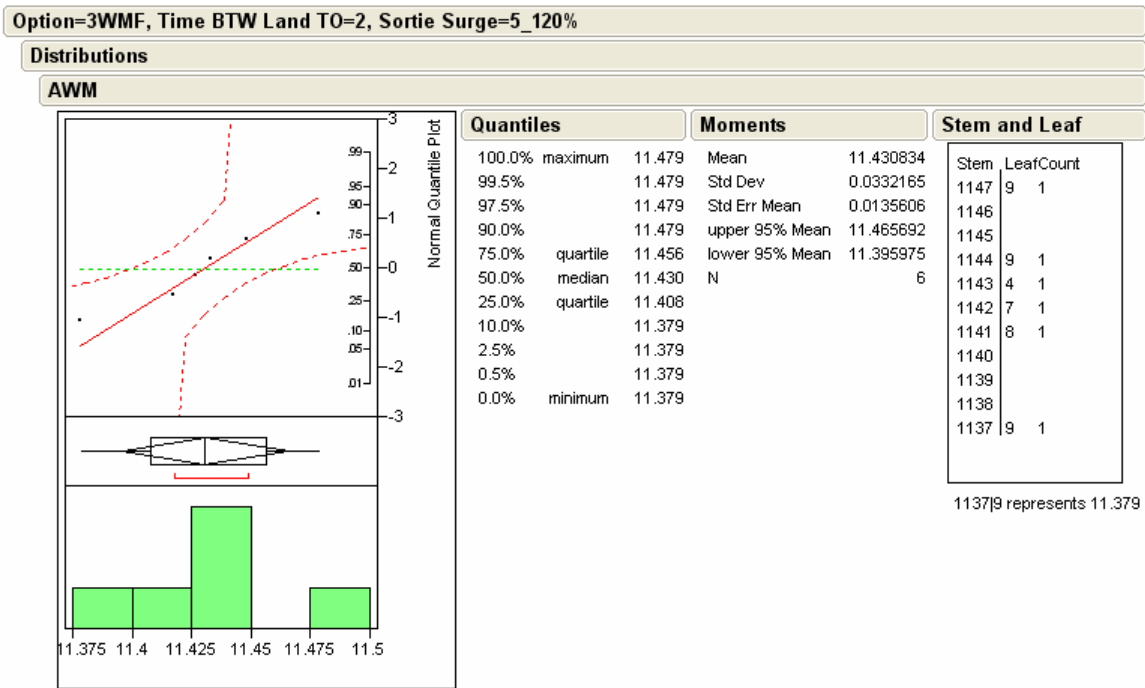


Figure 351. Stem and Leaf and Normal Quantile Plot for Treatment 20

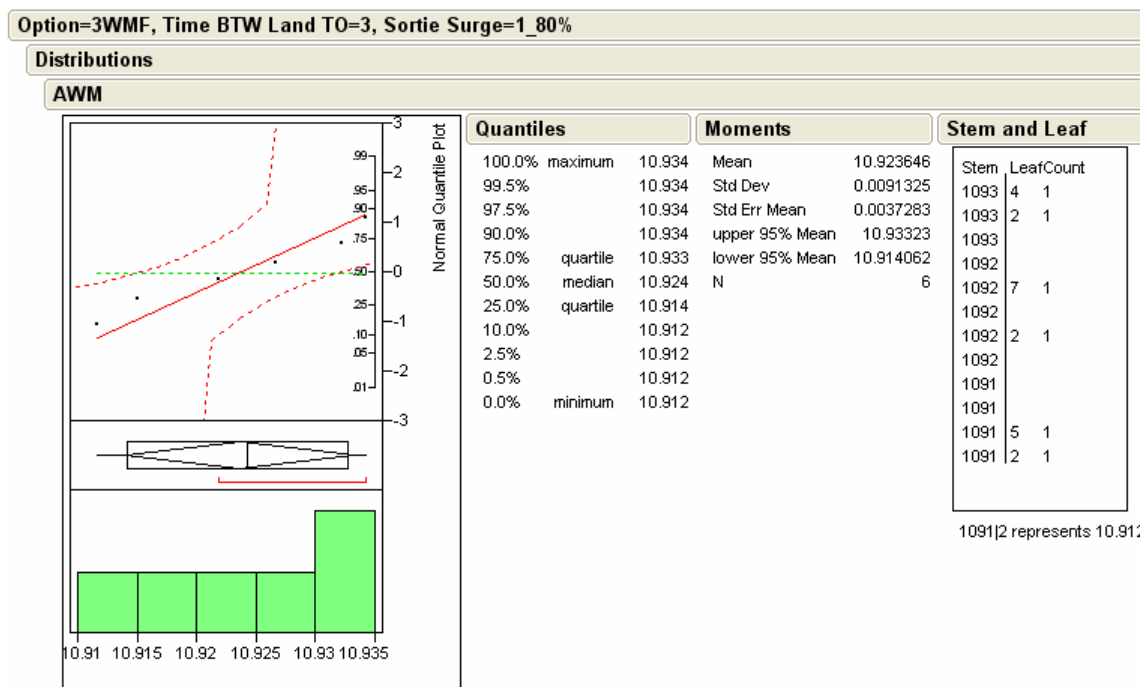


Figure 352. Stem and Leaf and Normal Quantile Plot for Treatment 21

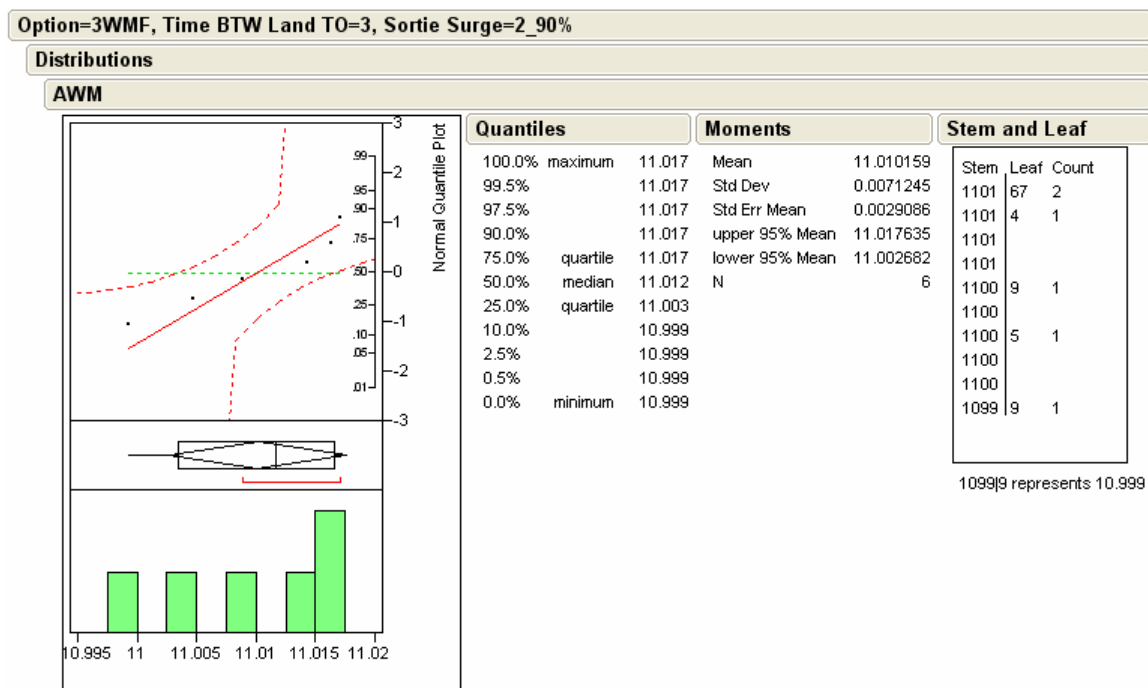


Figure 353. Stem and Leaf and Normal Quantile Plot for Treatment 22

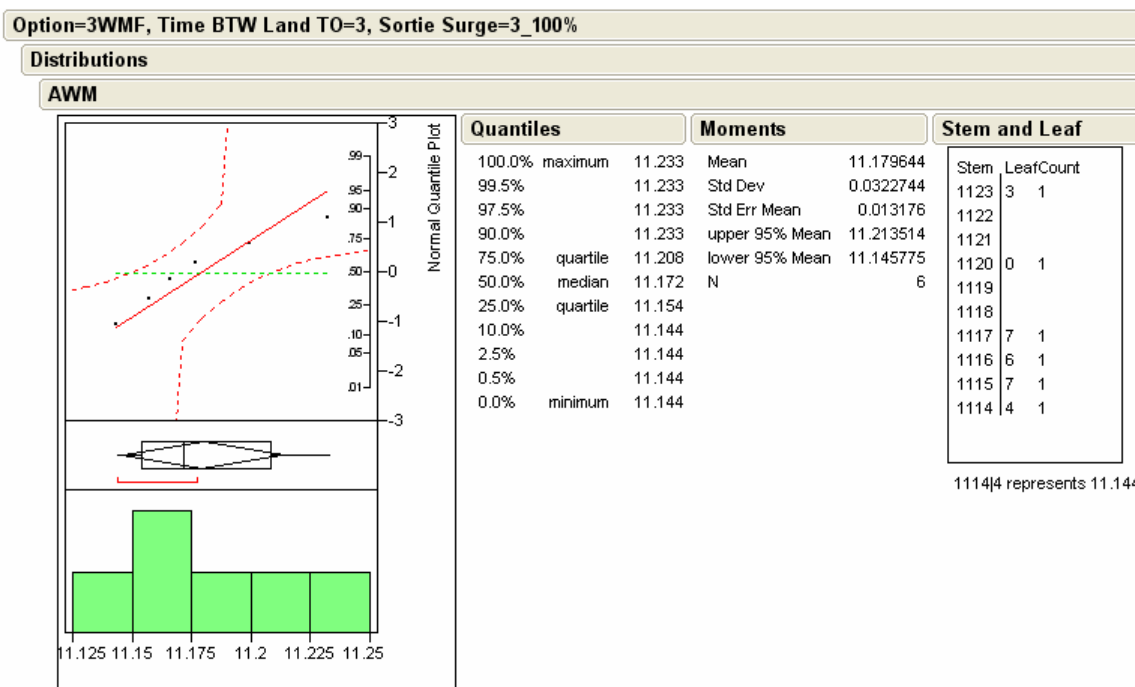


Figure 354. Stem and Leaf and Normal Quantile Plot for Treatment 23

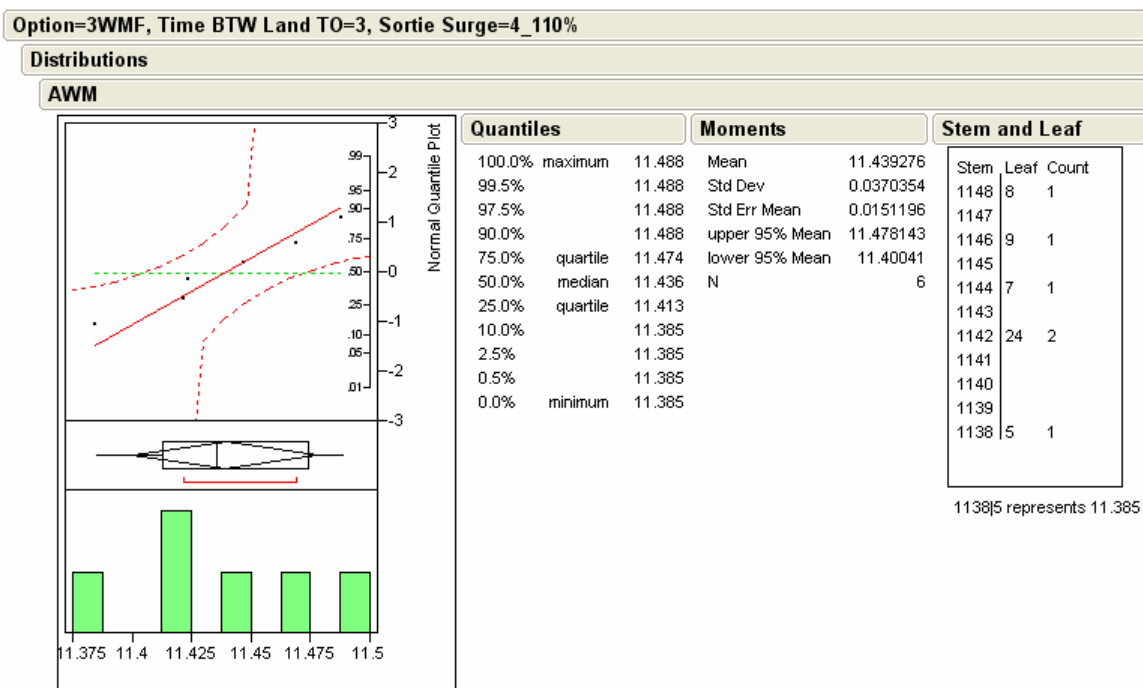


Figure 355. Stem and Leaf and Normal Quantile Plot for Treatment 24

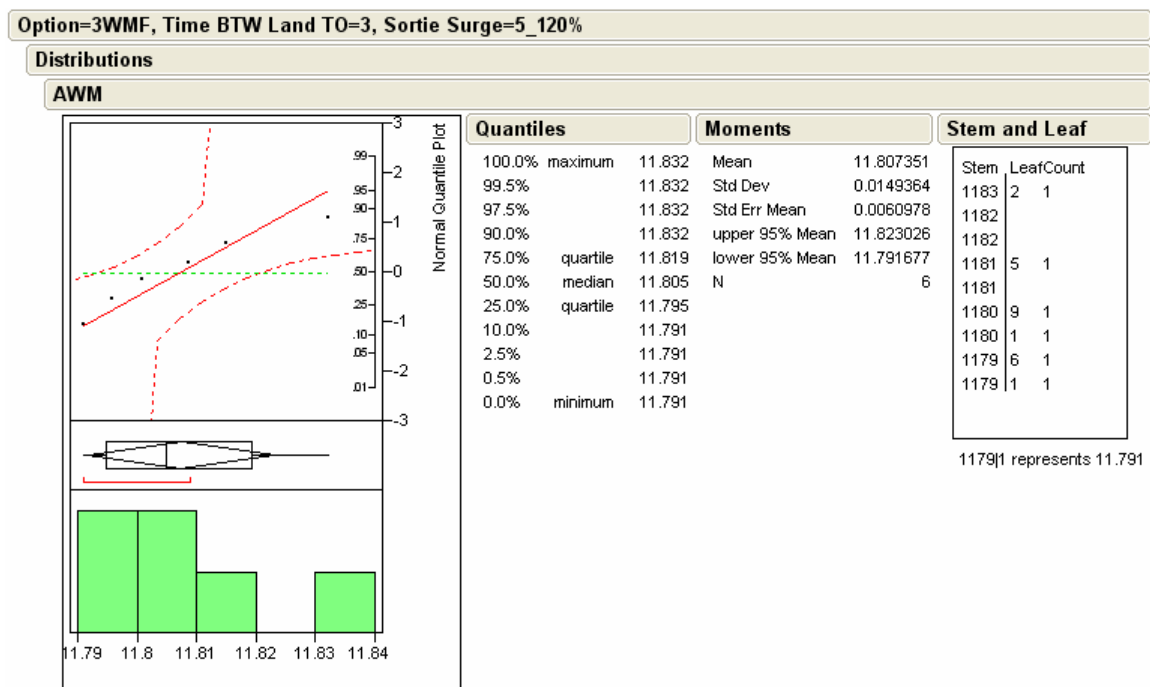


Figure 356. Stem and Leaf and Normal Quantile Plot for Treatment 25

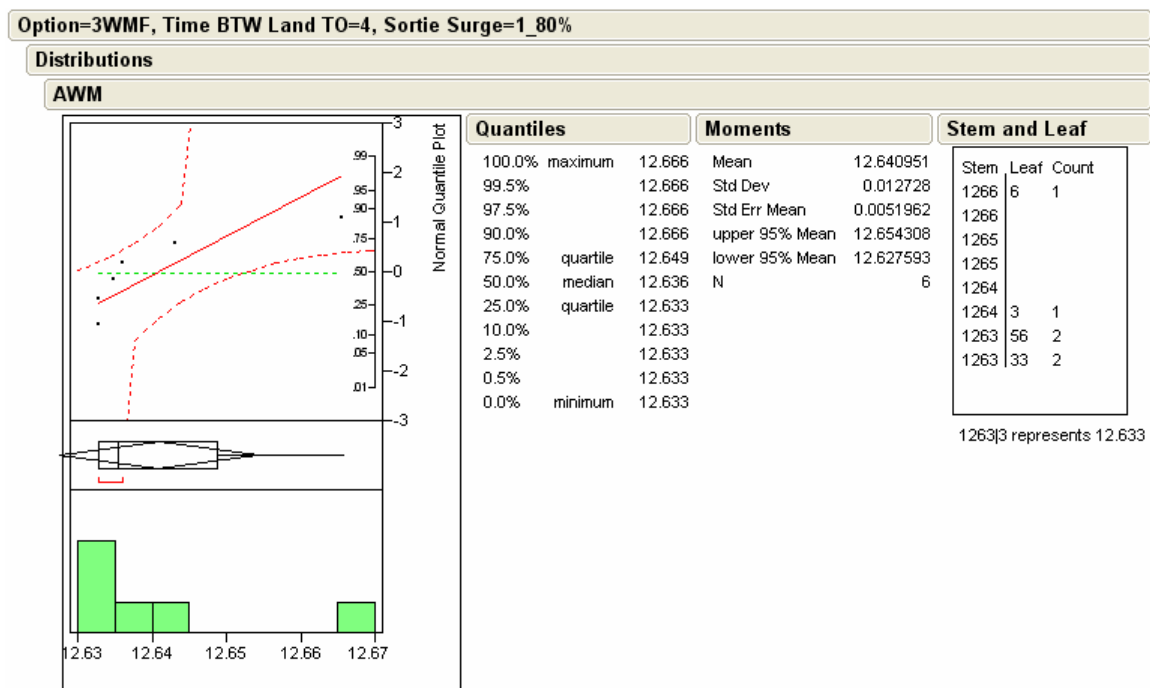


Figure 357. Stem and Leaf and Normal Quantile Plot for Treatment 26

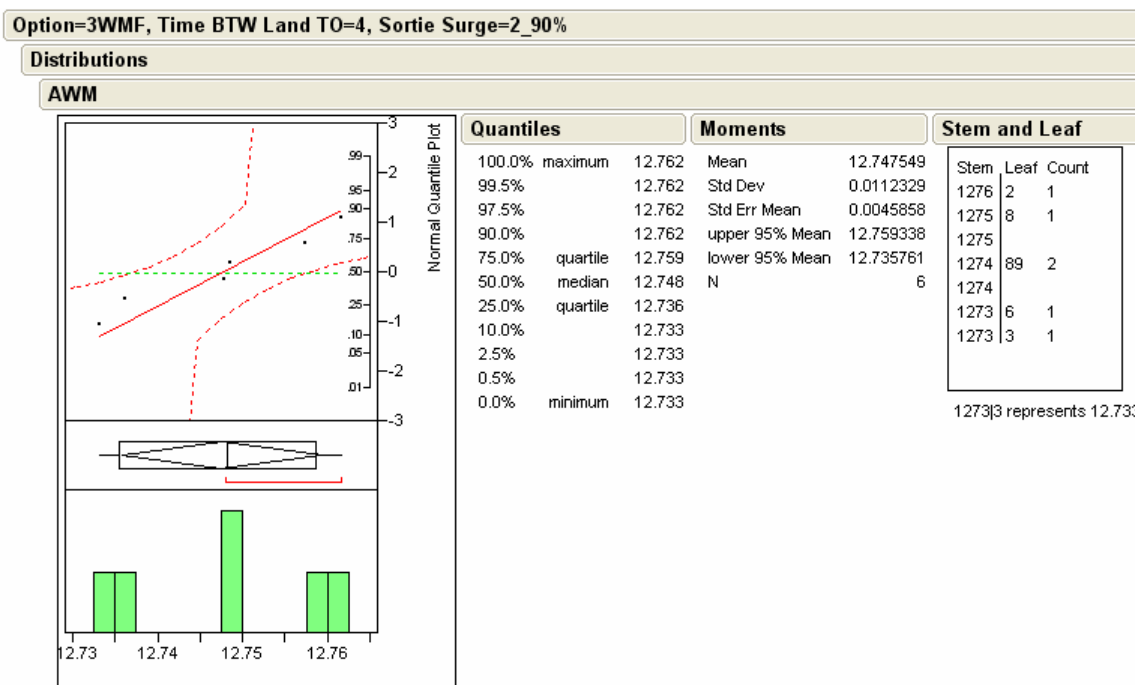


Figure 358. Stem and Leaf and Normal Quantile Plot for Treatment 27

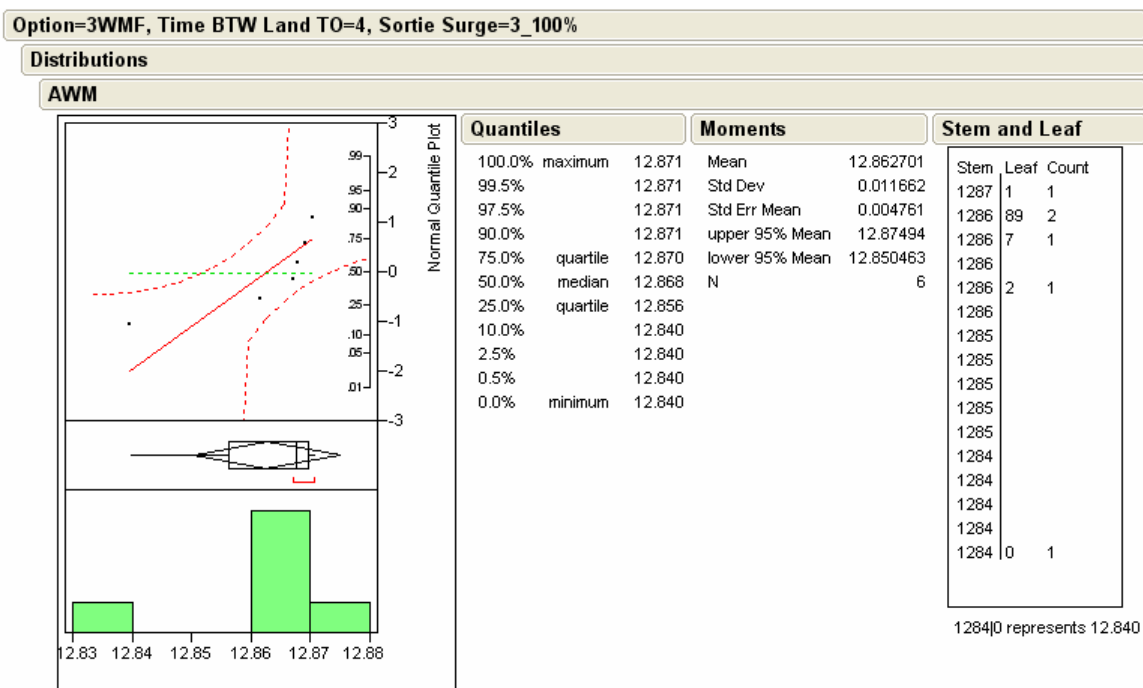


Figure 359. Stem and Leaf and Normal Quantile Plot for Treatment 28

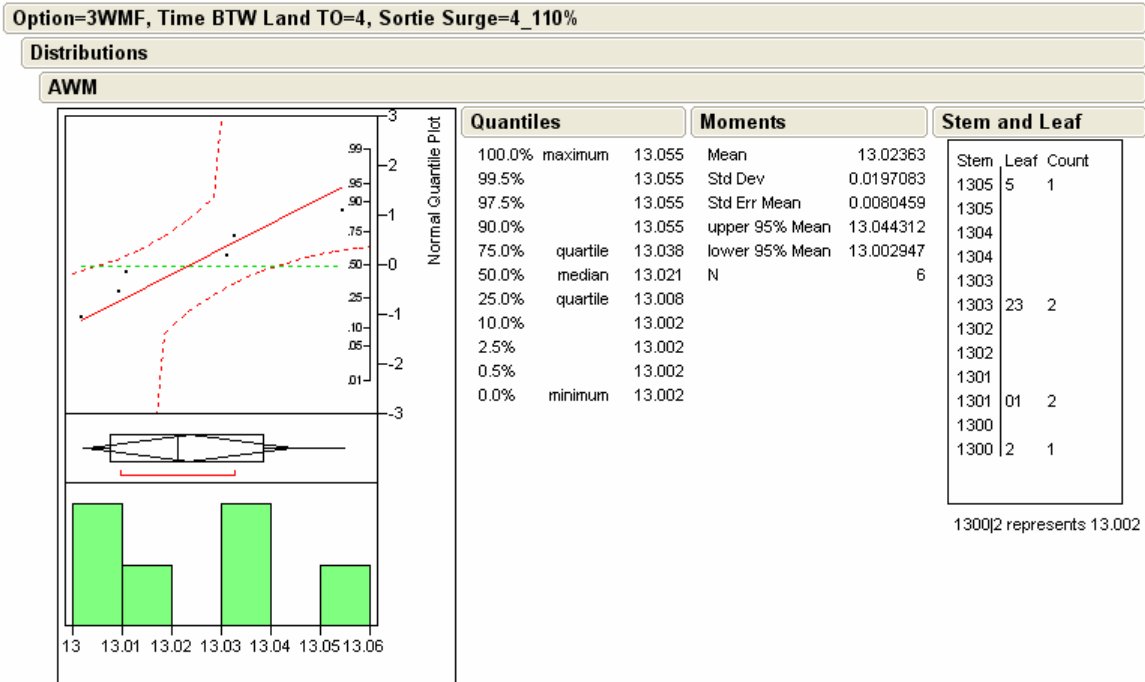


Figure 360. Stem and Leaf and Normal Quantile Plot for Treatment 29

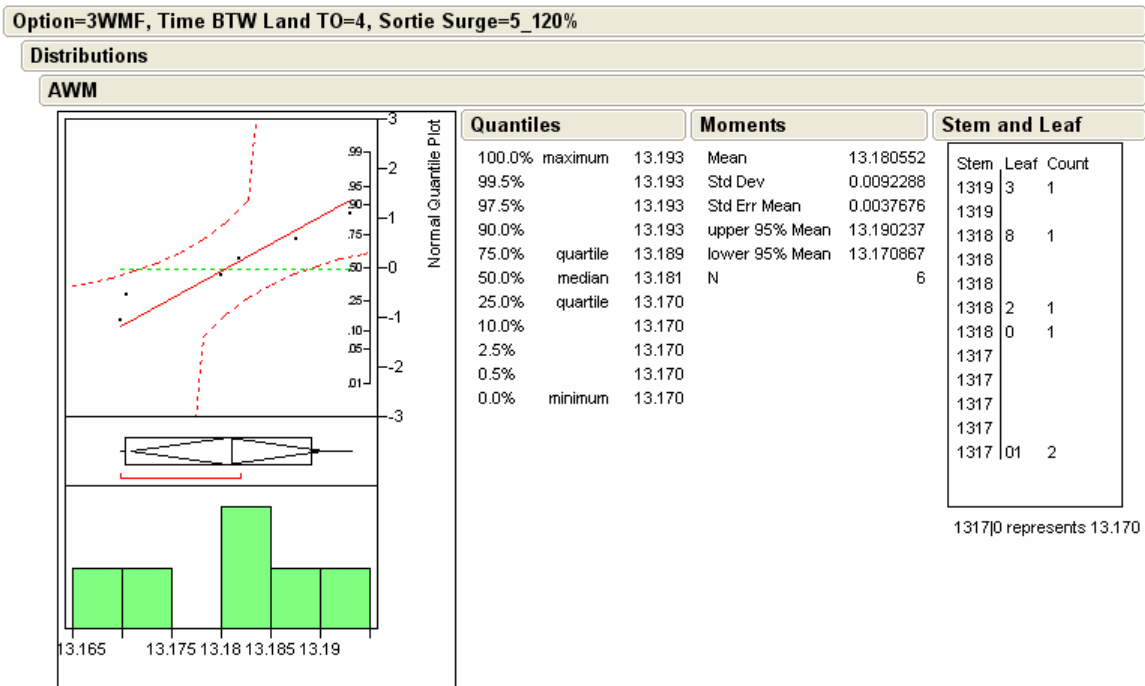
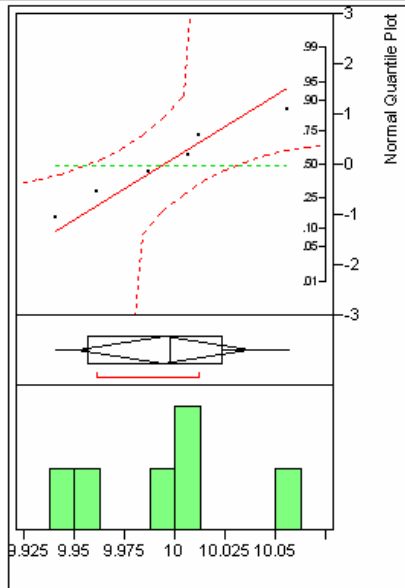


Figure 361. Stem and Leaf and Normal Quantile Plot for Treatment 30

Option=3WMR1WF, Time BTW Land T0=2, Sortie Surge=1_80%

Distributions

AWM



Quantiles			Moments		Stem and Leaf	
100.0%	maximum	10.057	Mean	9.9945076	Stem	LeafCount
99.5%		10.057	Std Dev	0.0408501	1005	7 1
97.5%		10.057	Std Err Mean	0.016677	1004	
90.0%		10.057	upper 95% Mean	10.037377	1003	
75.0%	quartile	10.023	lower 95% Mean	9.951638	1002	
50.0%	median	9.998	N	6	1001	2 1
25.0%	quartile	9.957			1000	8 1
10.0%		9.941			999	
2.5%		9.941			998	8 1
0.5%		9.941			997	
0.0%	minimum	9.941			996	2 1
					995	
					994	1 1

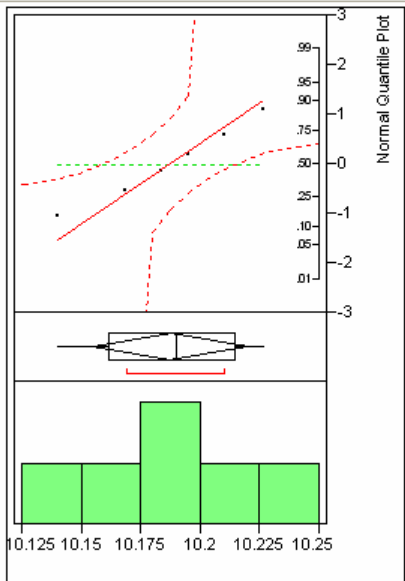
994|1 represents 9.941

Figure 362. Stem and Leaf and Normal Quantile Plot for Treatment 31

Option=3WMR1WF, Time BTW Land T0=2, Sortie Surge=2_90%

Distributions

AWM



Quantiles			Moments		Stem and Leaf	
100.0%	maximum	10.227	Mean	10.187633	Stem	LeafCount
99.5%		10.227	Std Dev	0.0306193	1022	7 1
97.5%		10.227	Std Err Mean	0.0125003	1022	
90.0%		10.227	upper 95% Mean	10.219766	1021	
75.0%	quartile	10.214	lower 95% Mean	10.1555	1021	0 1
50.0%	median	10.190	N	6	1020	
25.0%	quartile	10.162			1020	
10.0%		10.140			1019	5 1
2.5%		10.140			1019	
0.5%		10.140			1018	
0.0%	minimum	10.140			1018	4 1
					1017	
					1017	
					1016	9 1
					1016	
					1015	
					1015	
					1014	
					1014	0 1

1014|0 represents 10.140

Figure 363. Stem and Leaf and Normal Quantile Plot for Treatment 32

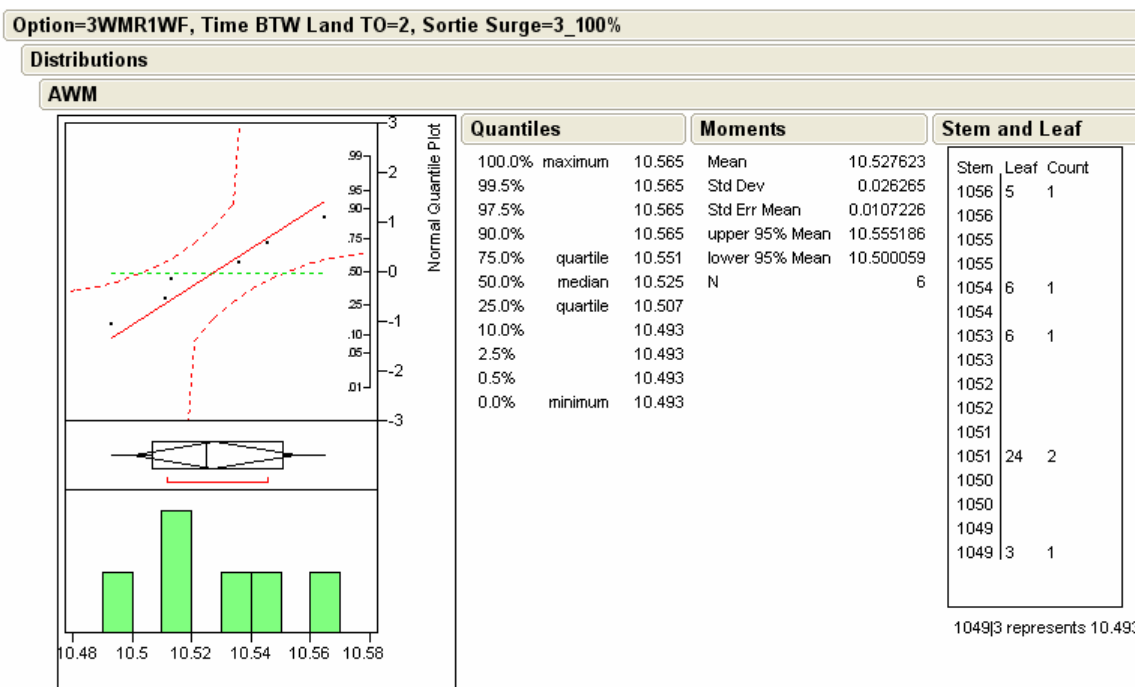


Figure 364. Stem and Leaf and Normal Quantile Plot for Treatment 33

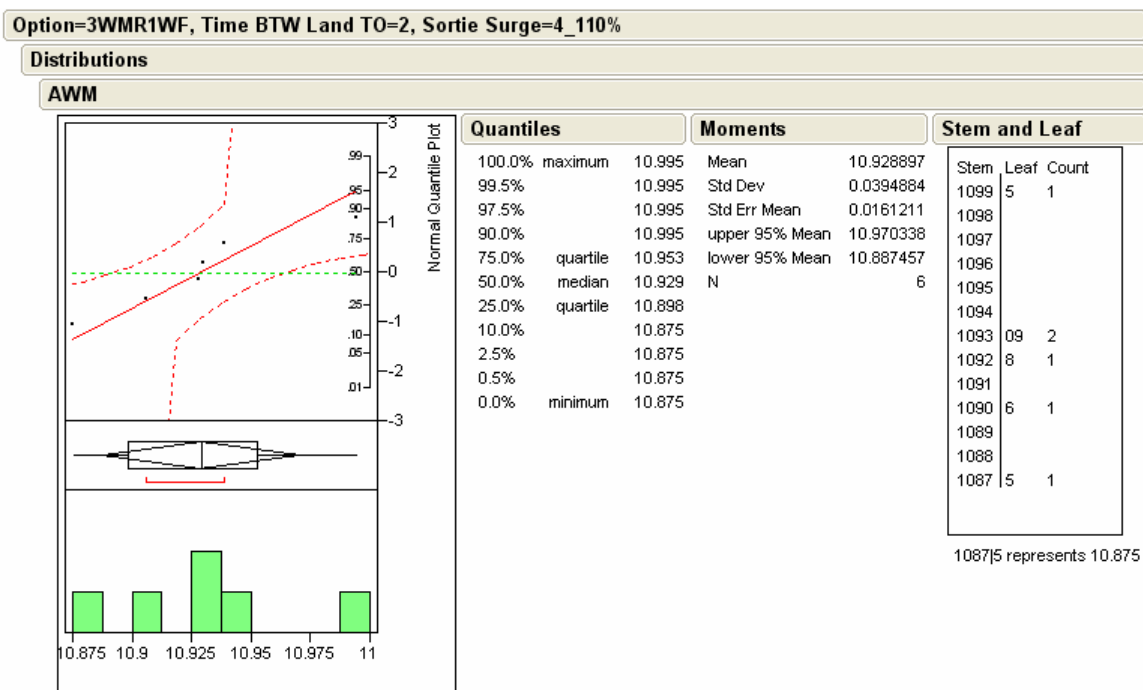


Figure 365. Stem and Leaf and Normal Quantile Plot for Treatment 34

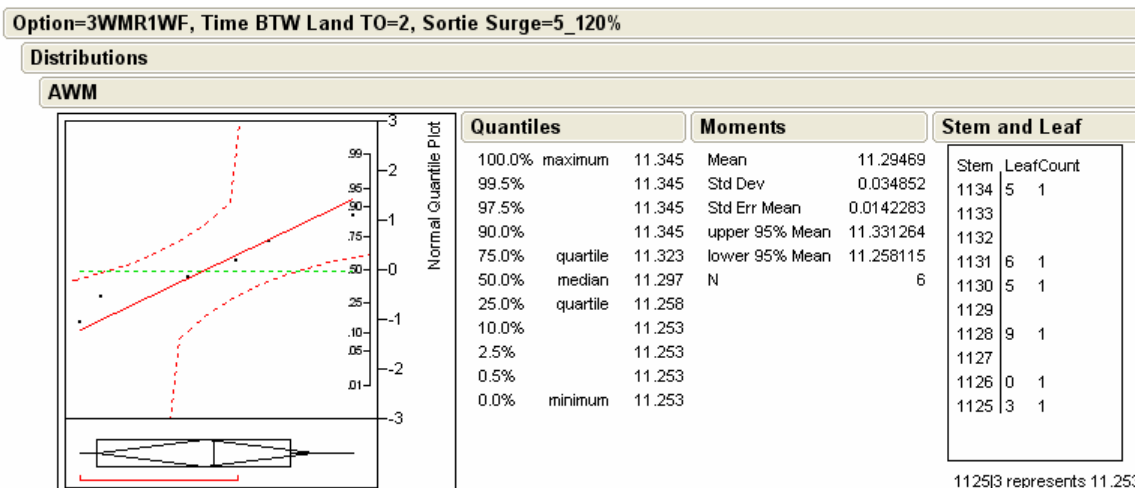


Figure 366. Stem and Leaf and Normal Quantile Plot for Treatment 35

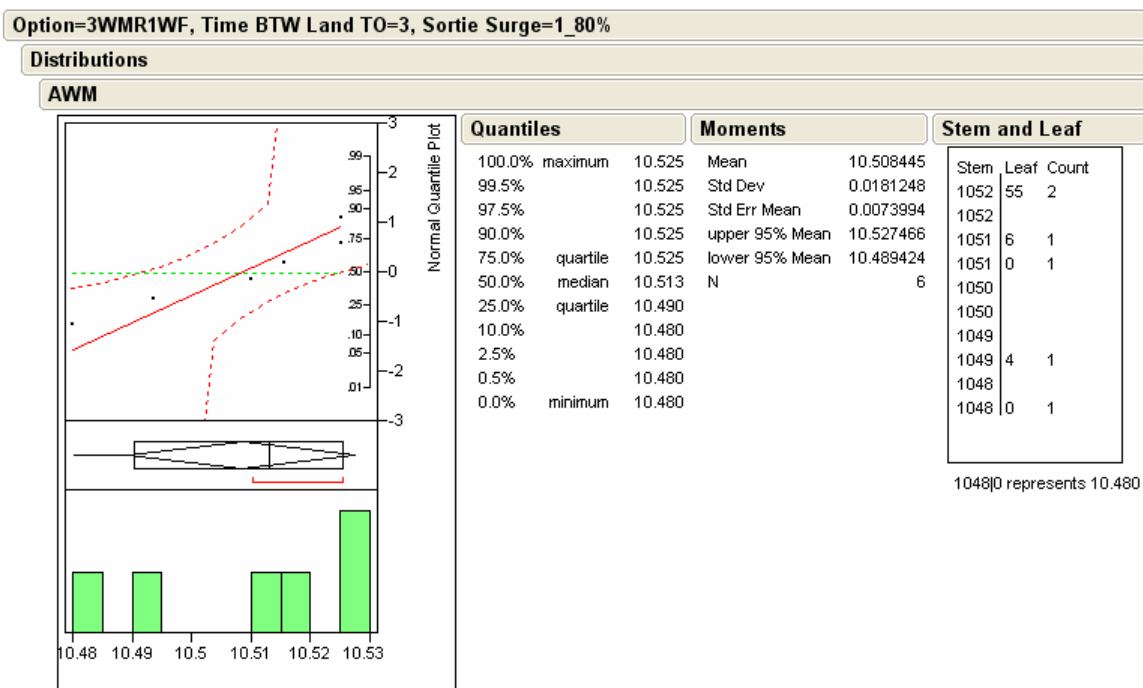


Figure 367. Stem and Leaf and Normal Quantile Plot for Treatment 36

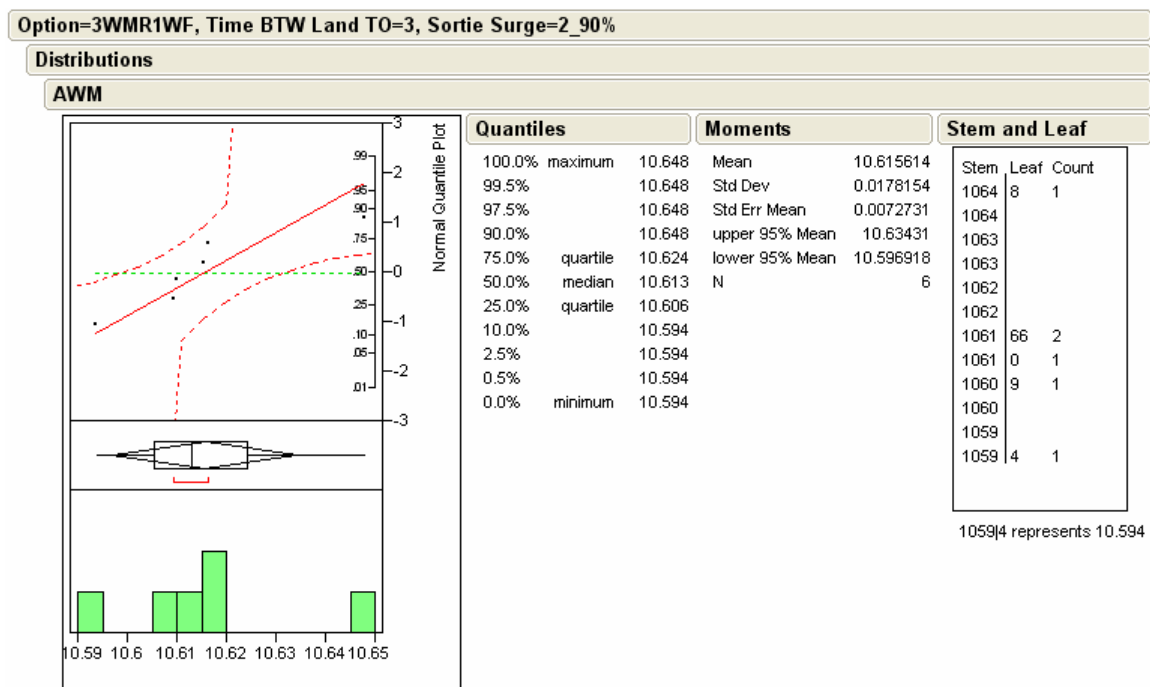


Figure 368. Stem and Leaf and Normal Quantile Plot for Treatment 37

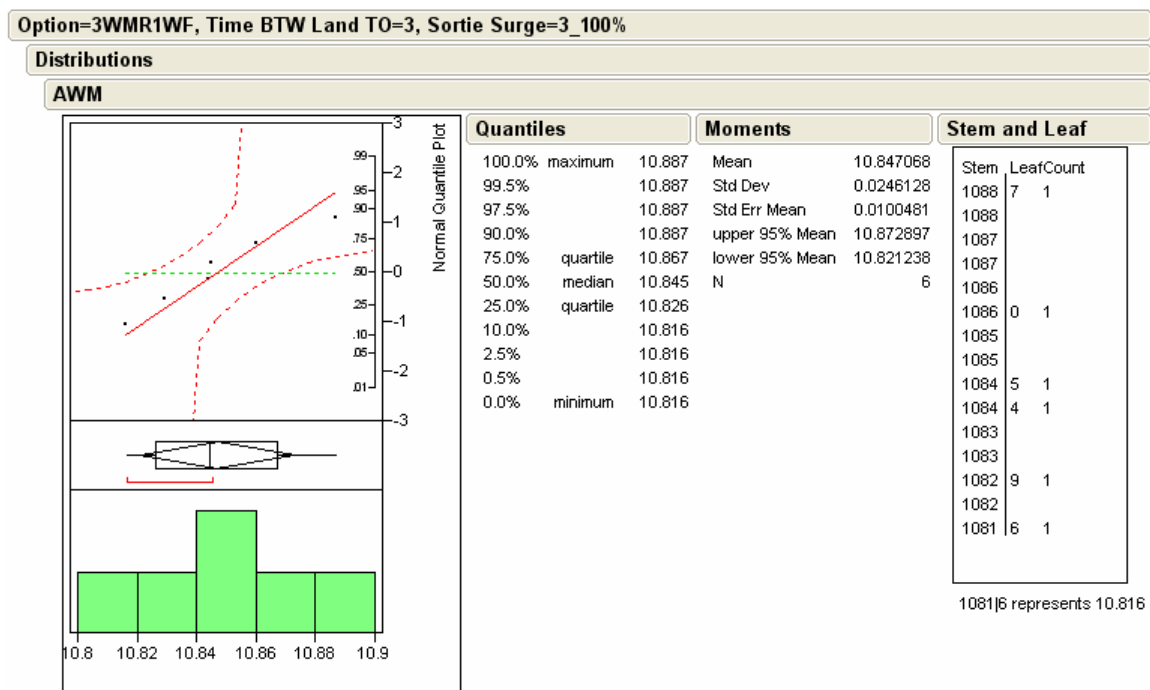


Figure 369. Stem and Leaf and Normal Quantile Plot for Treatment 38

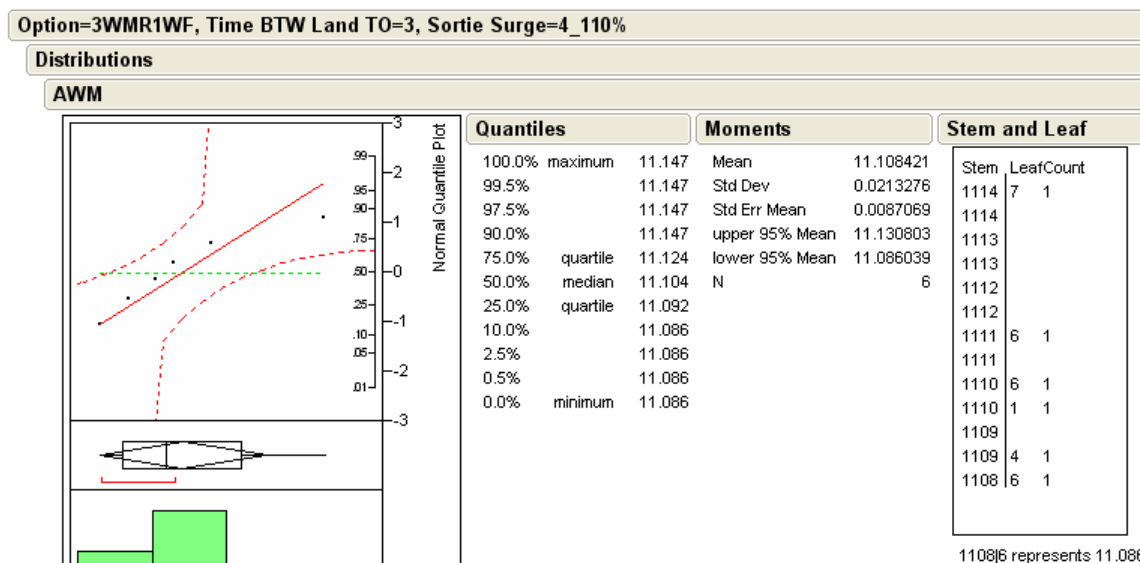


Figure 370. Stem and Leaf and Normal Quantile Plot for Treatment 39

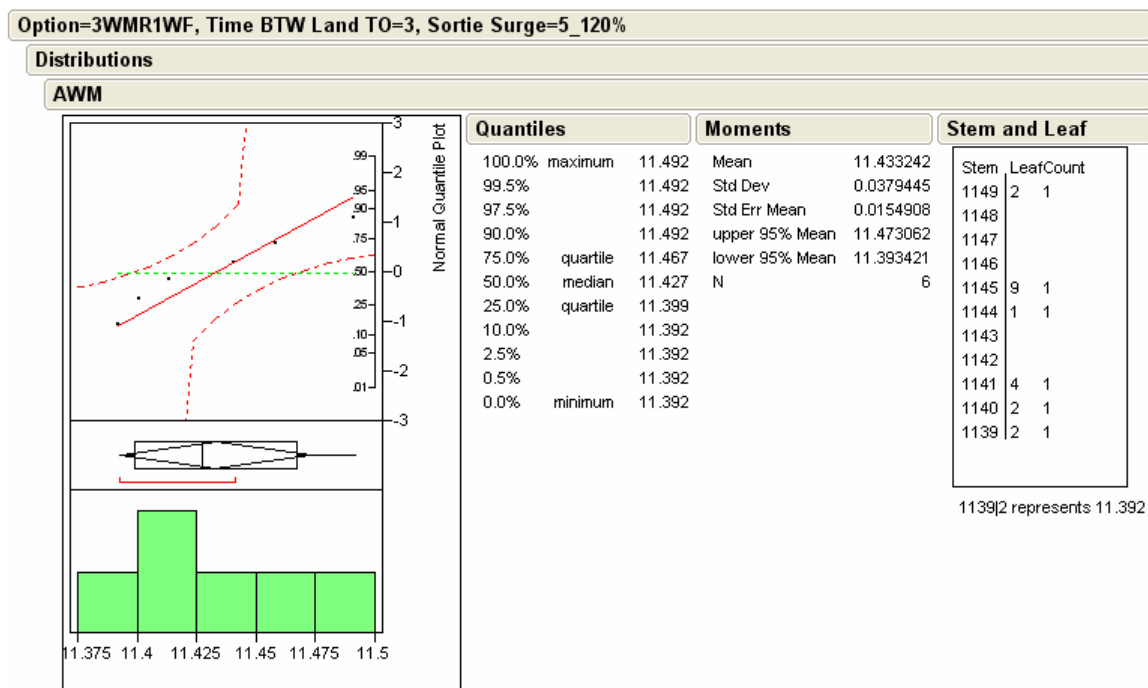


Figure 371. Stem and Leaf and Normal Quantile Plot for Treatment 40

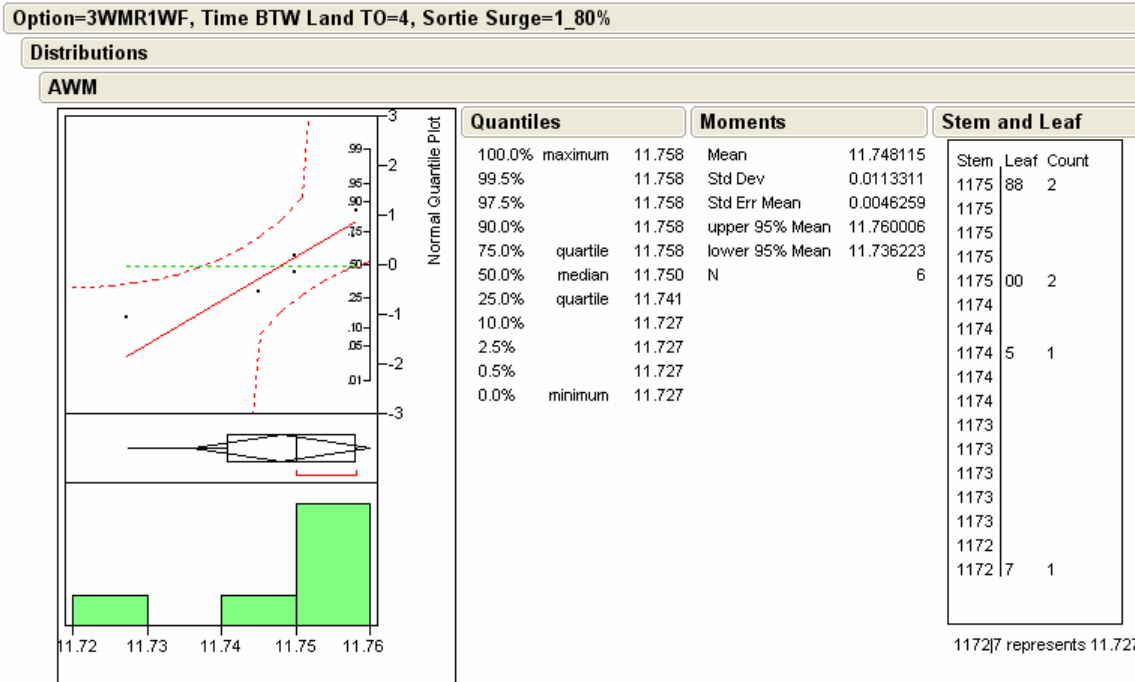


Figure 372. Stem and Leaf and Normal Quantile Plot for Treatment 41

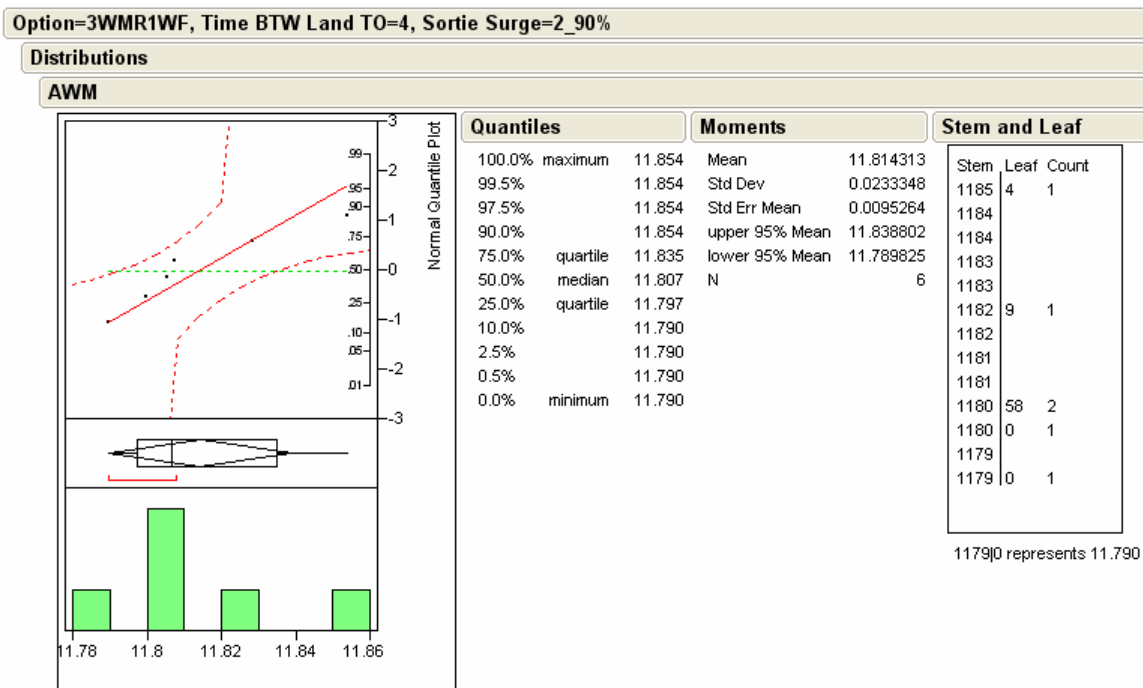


Figure 373. Stem and Leaf and Normal Quantile Plot for Treatment 42

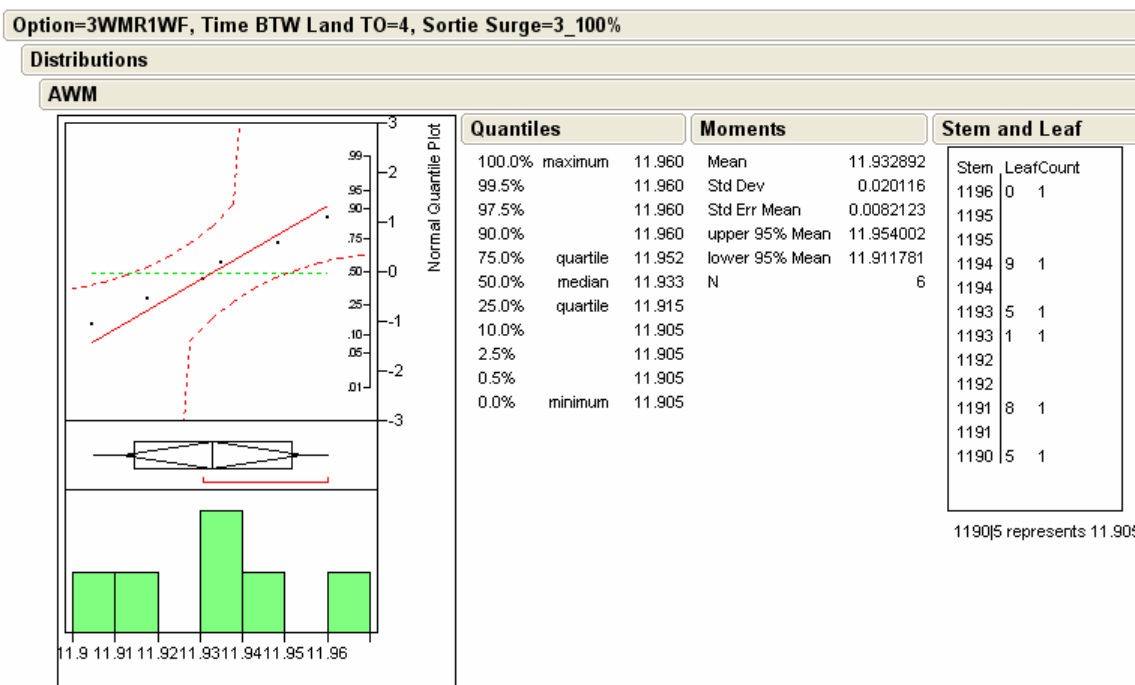


Figure 374. Stem and Leaf and Normal Quantile Plot for Treatment 43

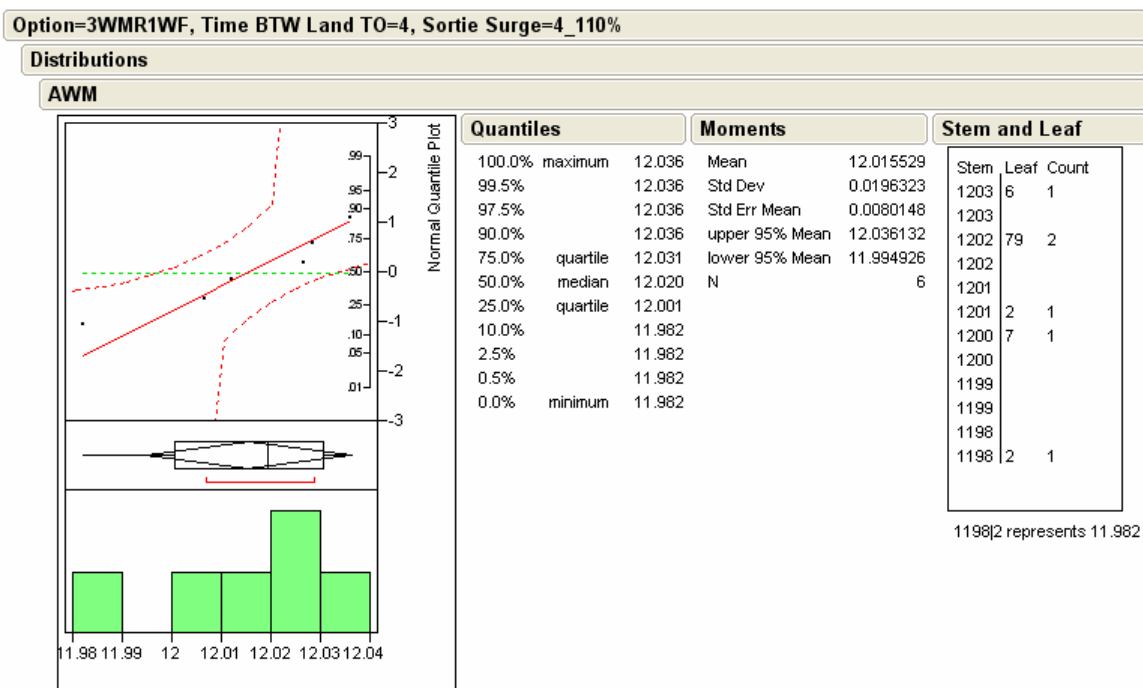


Figure 375. Stem and Leaf and Normal Quantile Plot for Treatment 44

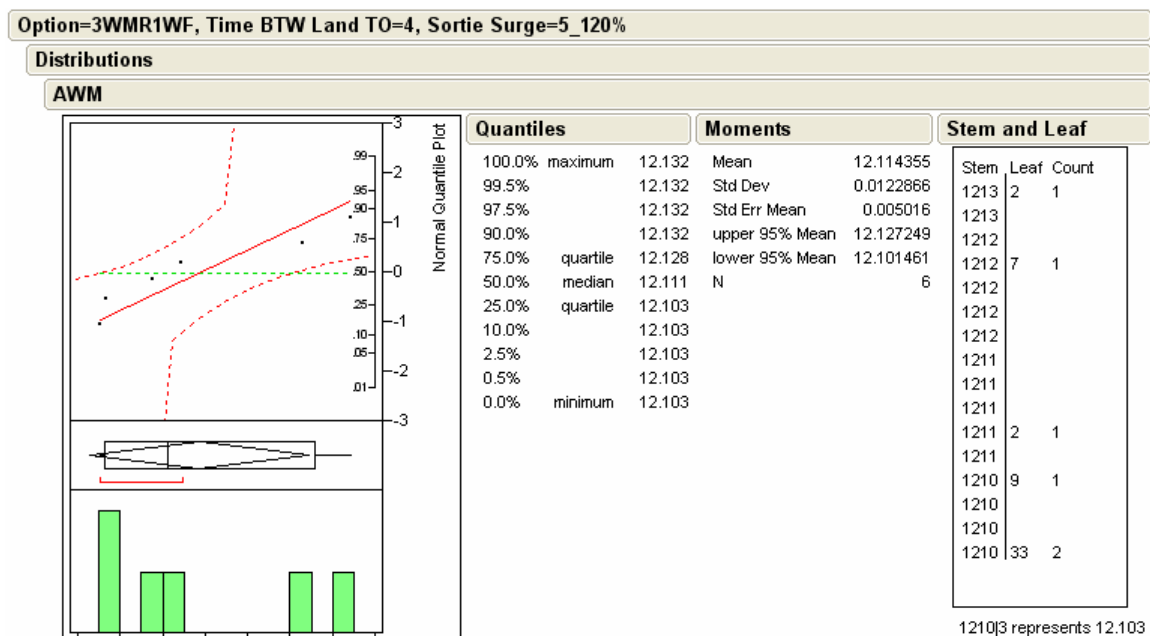


Figure 376. Stem and Leaf and Normal Quantile Plot for Treatment 45

Output Variable ATQMA

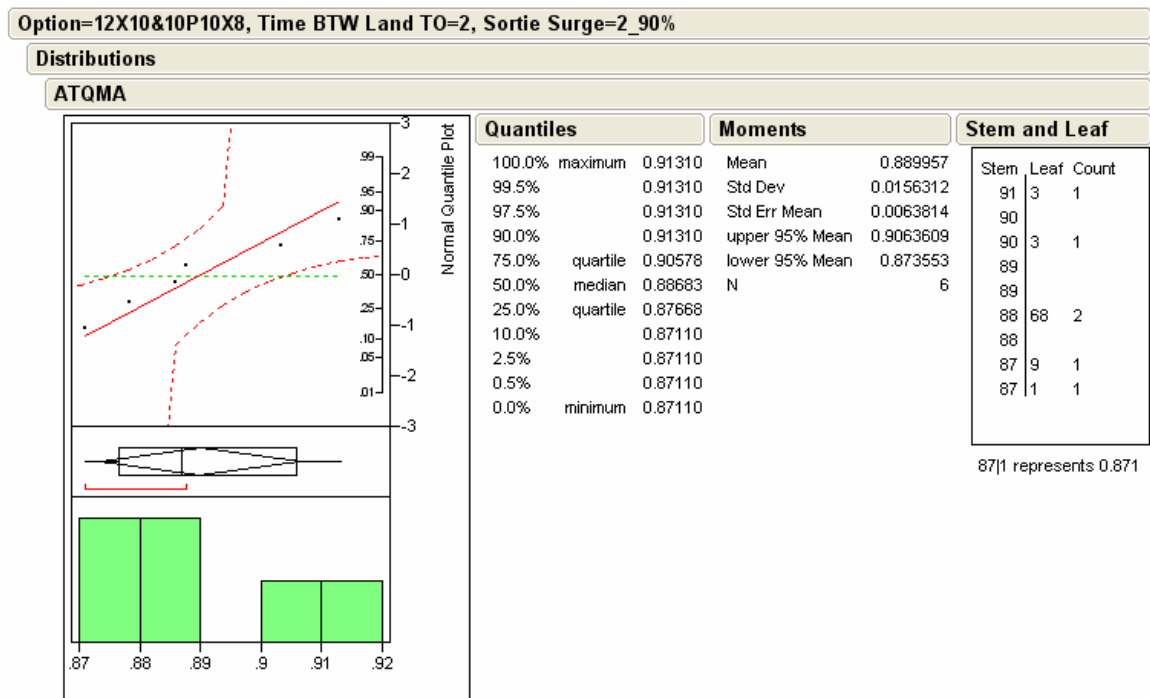


Figure 377. Stem and Leaf and Normal Quantile Plot for Treatment 1

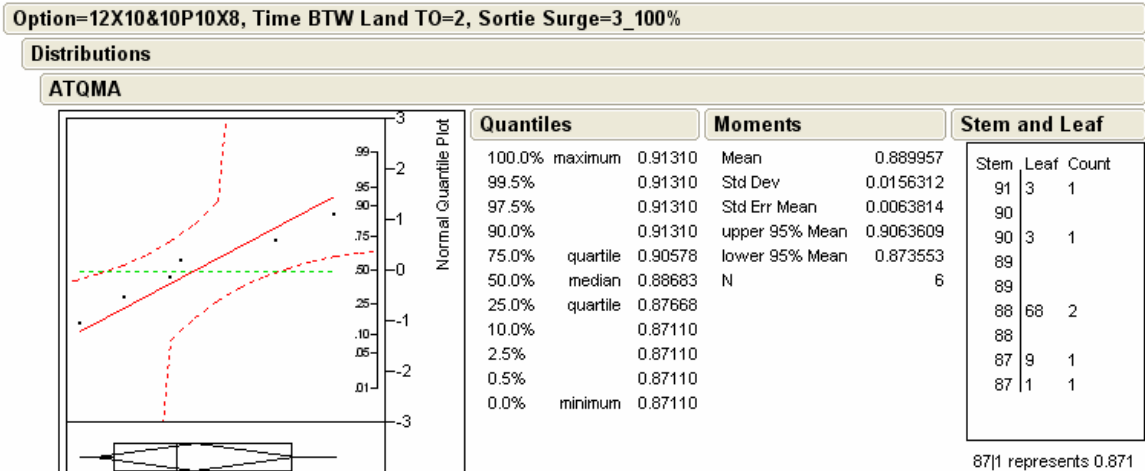


Figure 378. Stem and Leaf and Normal Quantile Plot for Treatment 2

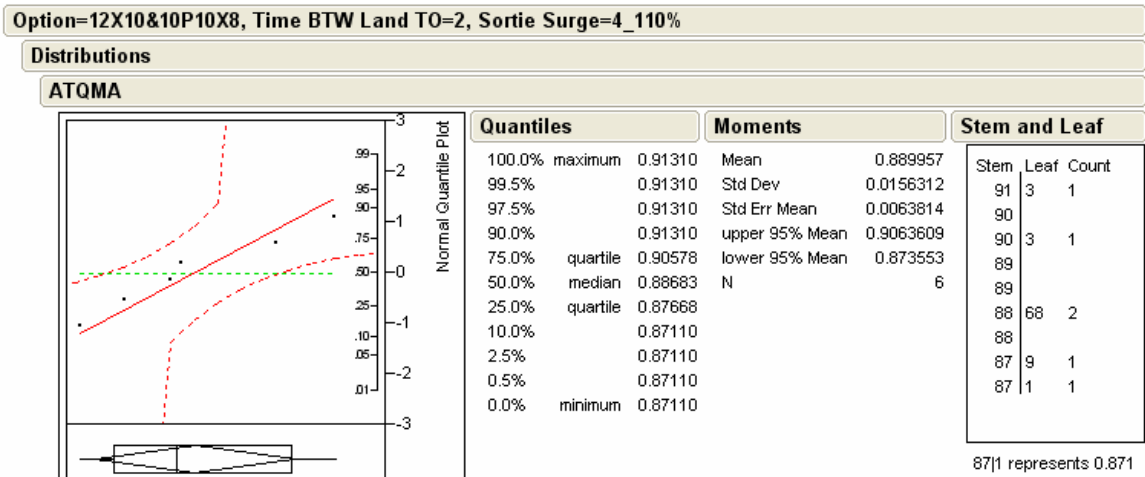
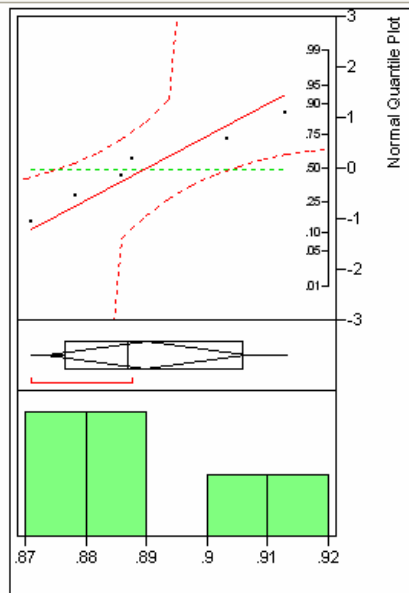


Figure 379. Stem and Leaf and Normal Quantile Plot for Treatment 3

Option=12X10&10P10X8, Time BTW Land T0=2, Sortie Surge=5_120%

Distributions

ATQMA



Quantiles

100.0%	maximum	0.91310
99.5%		0.91310
97.5%		0.91310
90.0%		0.91310
75.0%	quartile	0.90578
50.0%	median	0.88683
25.0%	quartile	0.87668
10.0%		0.87110
2.5%		0.87110
0.5%		0.87110
0.0%	minimum	0.87110

Moments

Mean	0.889957
Std Dev	0.0156312
Std Err Mean	0.0063814
upper 95% Mean	0.9063609
lower 95% Mean	0.873553
N	6

Stem and Leaf

Stem	Leaf	Count
91	3	1
90		
90	3	1
89		
89		
88	68	2
88		
87	9	1
87	1	1

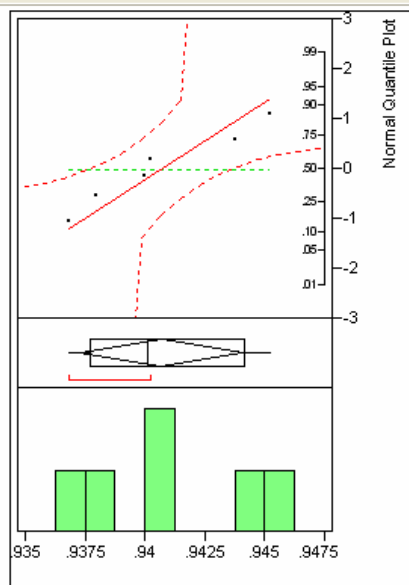
87|1 represents 0.871

Figure 380. Stem and Leaf and Normal Quantile Plot for Treatment 4

Option=12X10&10P10X8, Time BTW Land T0=3, Sortie Surge=1_80%

Distributions

ATQMA



Quantiles

100.0%	maximum	0.94524
99.5%		0.94524
97.5%		0.94524
90.0%		0.94524
75.0%	quartile	0.94416
50.0%	median	0.94014
25.0%	quartile	0.93772
10.0%		0.93684
2.5%		0.93684
0.5%		0.93684
0.0%	minimum	0.93684

Moments

Mean	0.9406978
Std Dev	0.0032567
Std Err Mean	0.0013295
upper 95% Mean	0.9441156
lower 95% Mean	0.9372801
N	6

Stem and Leaf

Stem	Leaf	Count
945	2	1
944		
944		
943	8	1
942		
941		
940	02	2
939		
938	0	1
937		
936	8	1

936|8 represents 0.9368

Figure 381. Stem and Leaf and Normal Quantile Plot for Treatment 5

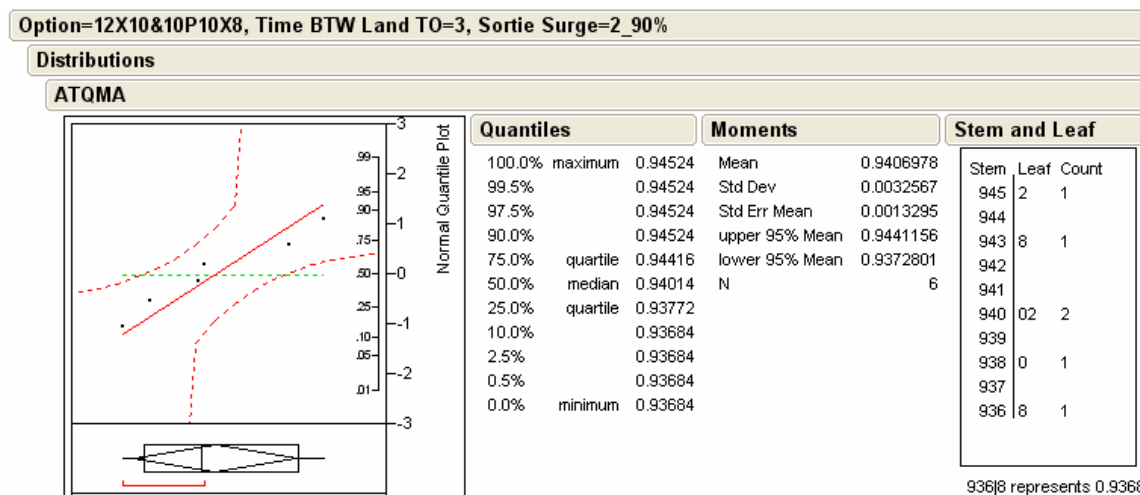


Figure 382. Stem and Leaf and Normal Quantile Plot for Treatment 6

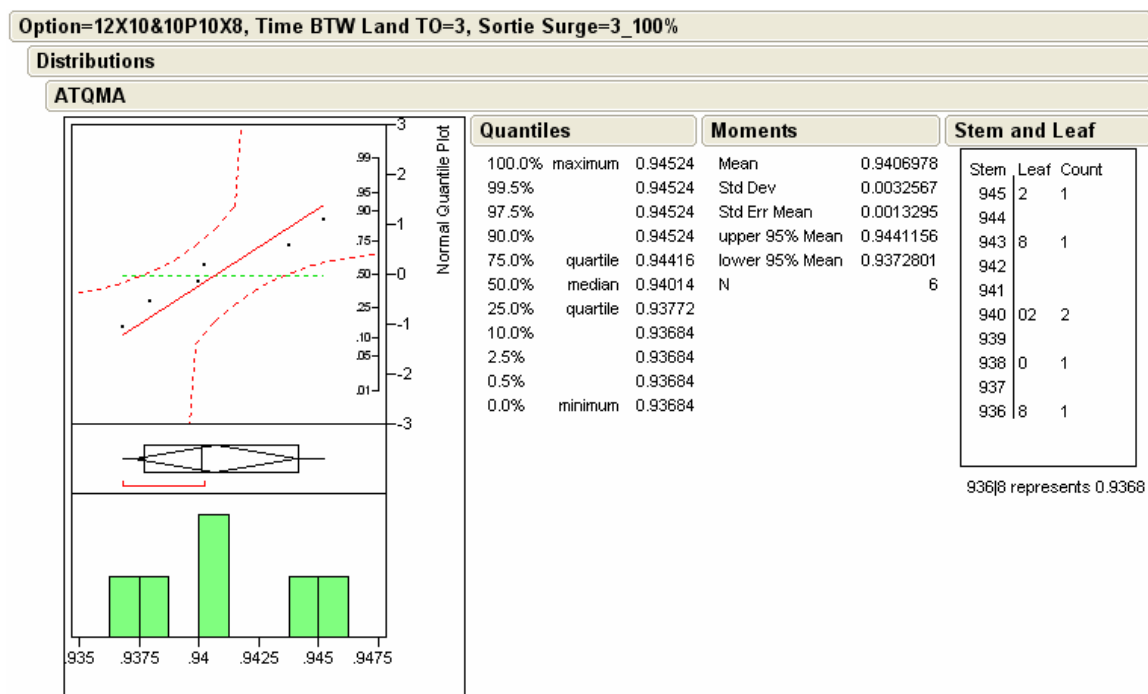


Figure 383. Stem and Leaf and Normal Quantile Plot for Treatment 7

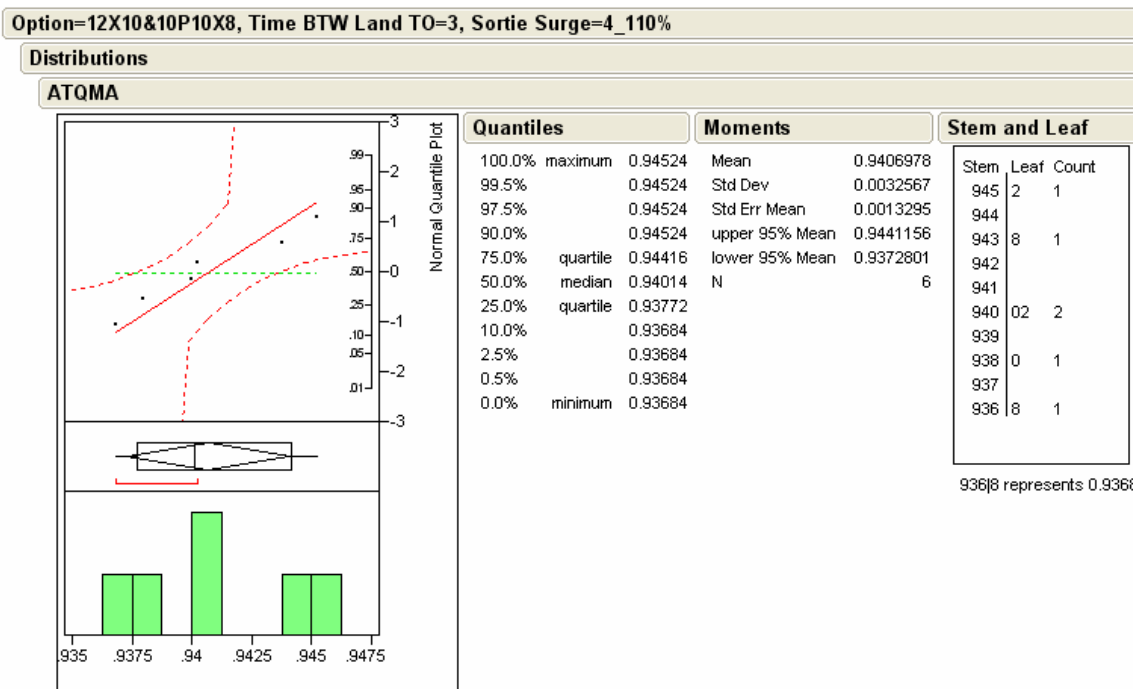


Figure 384. Stem and Leaf and Normal Quantile Plot for Treatment 8

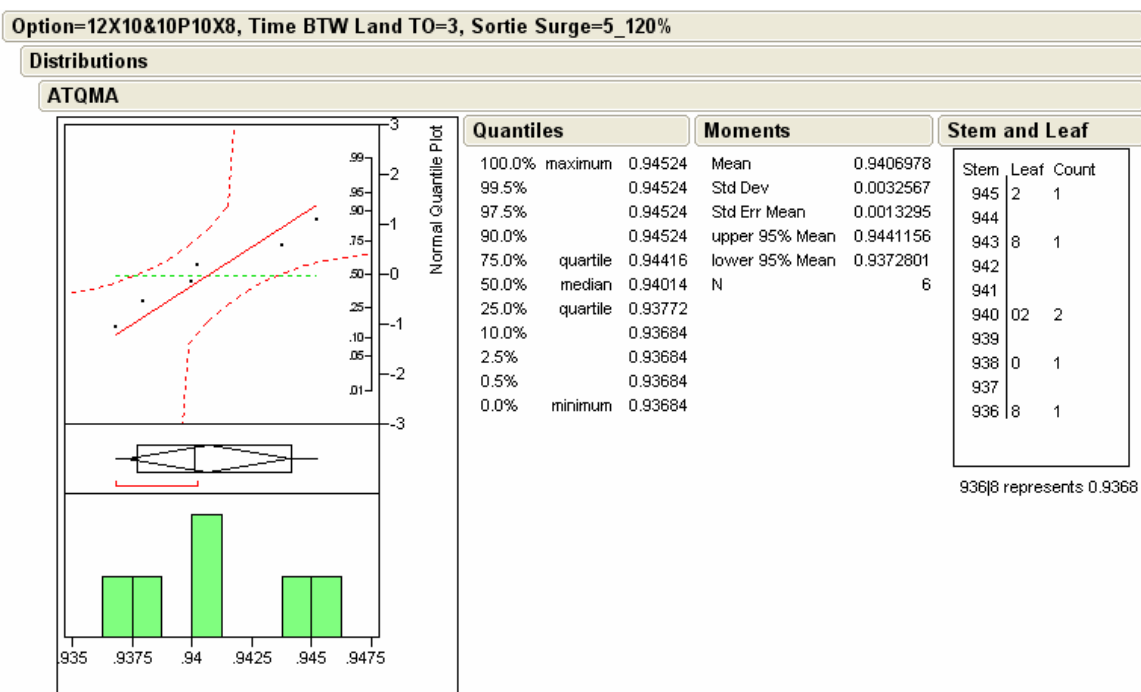


Figure 385. Stem and Leaf and Normal Quantile Plot for Treatment 9

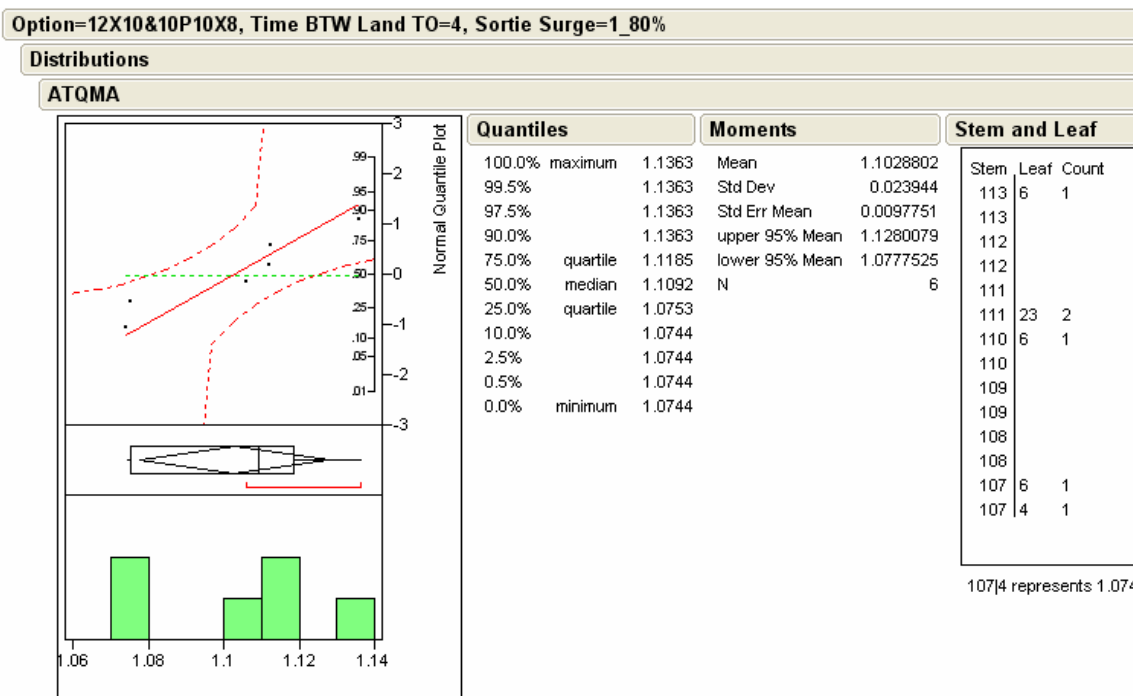


Figure 386. Stem and Leaf and Normal Quantile Plot for Treatment 10

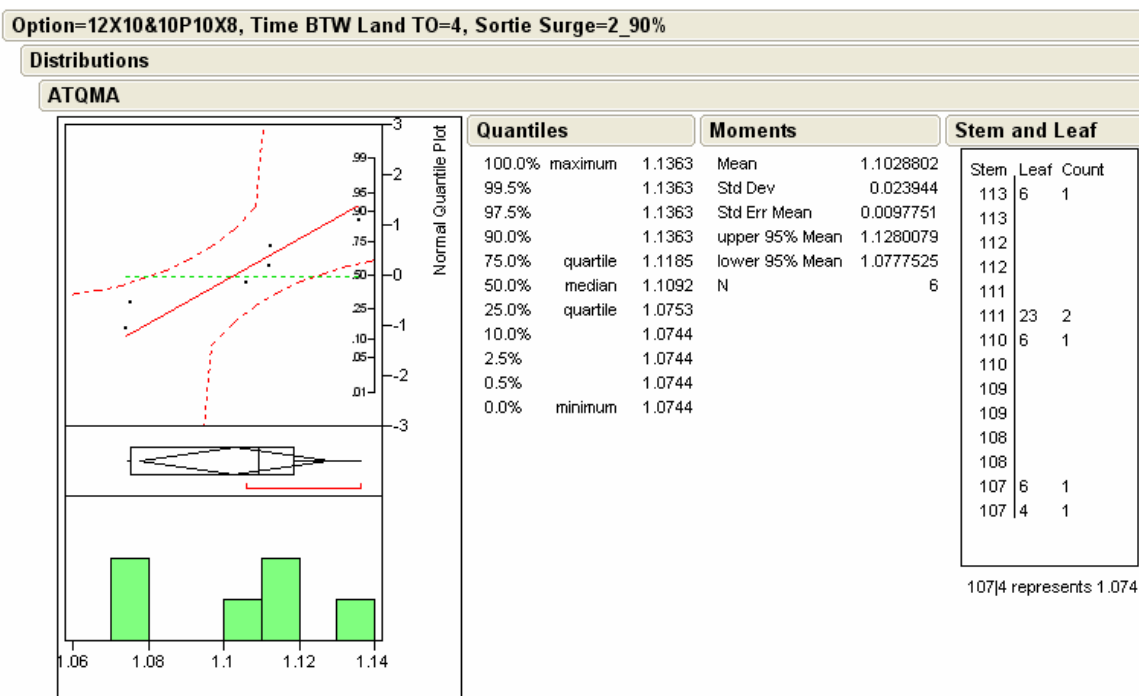


Figure 387. Stem and Leaf and Normal Quantile Plot for Treatment 11

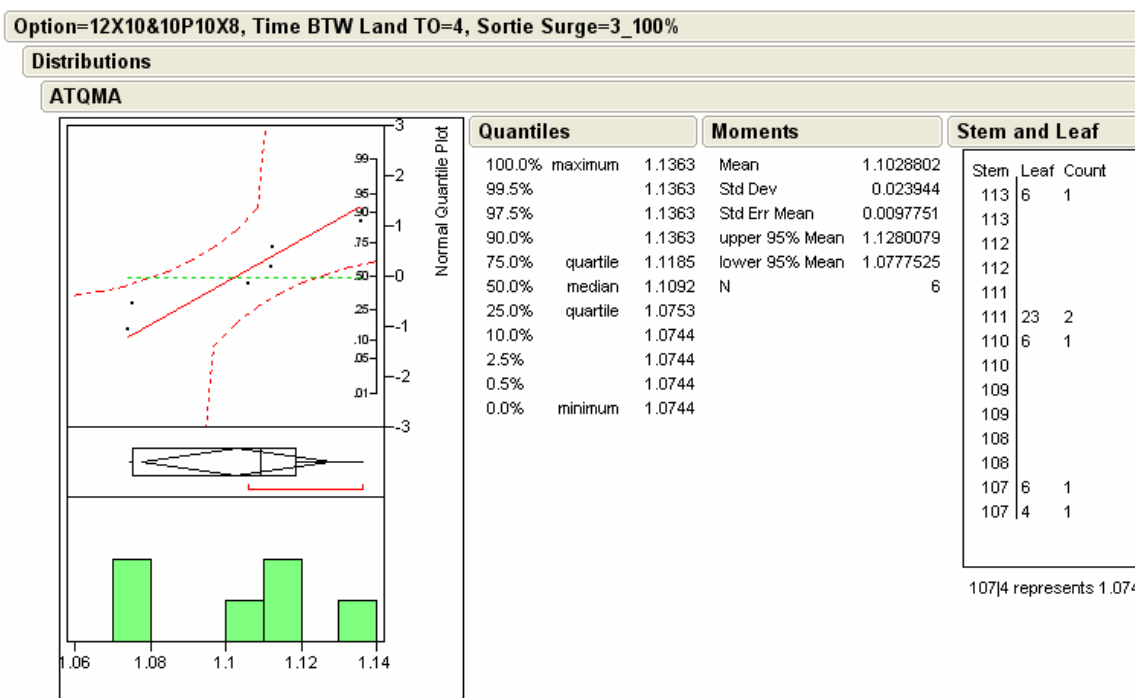


Figure 388. Stem and Leaf and Normal Quantile Plot for Treatment 12

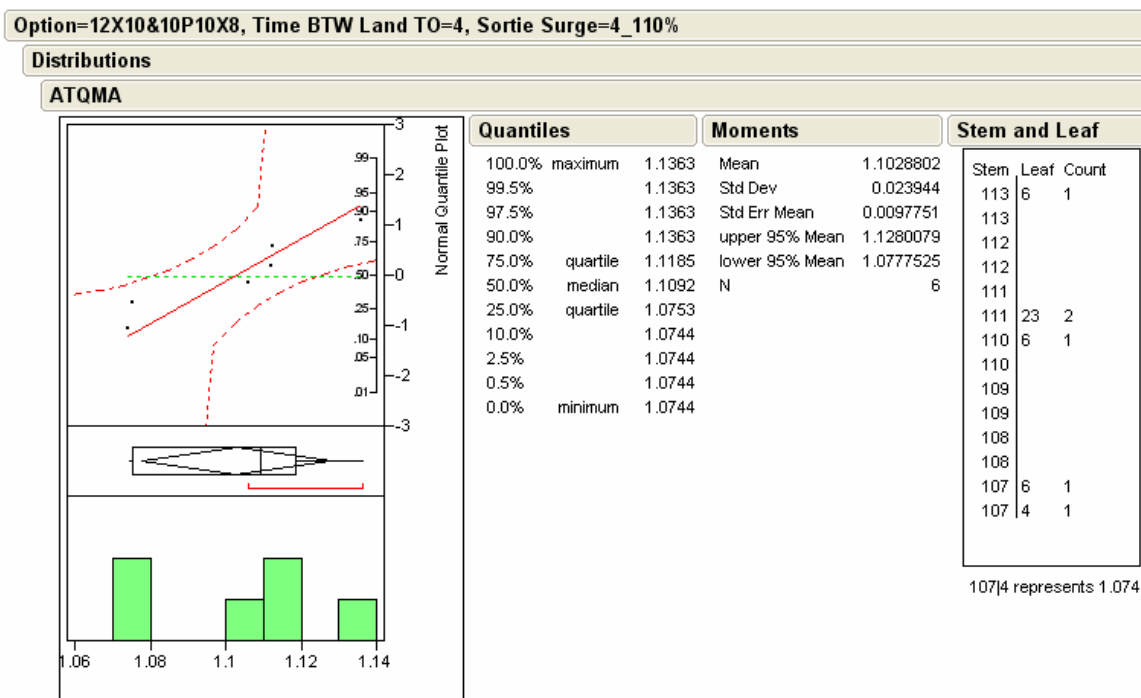


Figure 389. Stem and Leaf and Normal Quantile Plot for Treatment 13

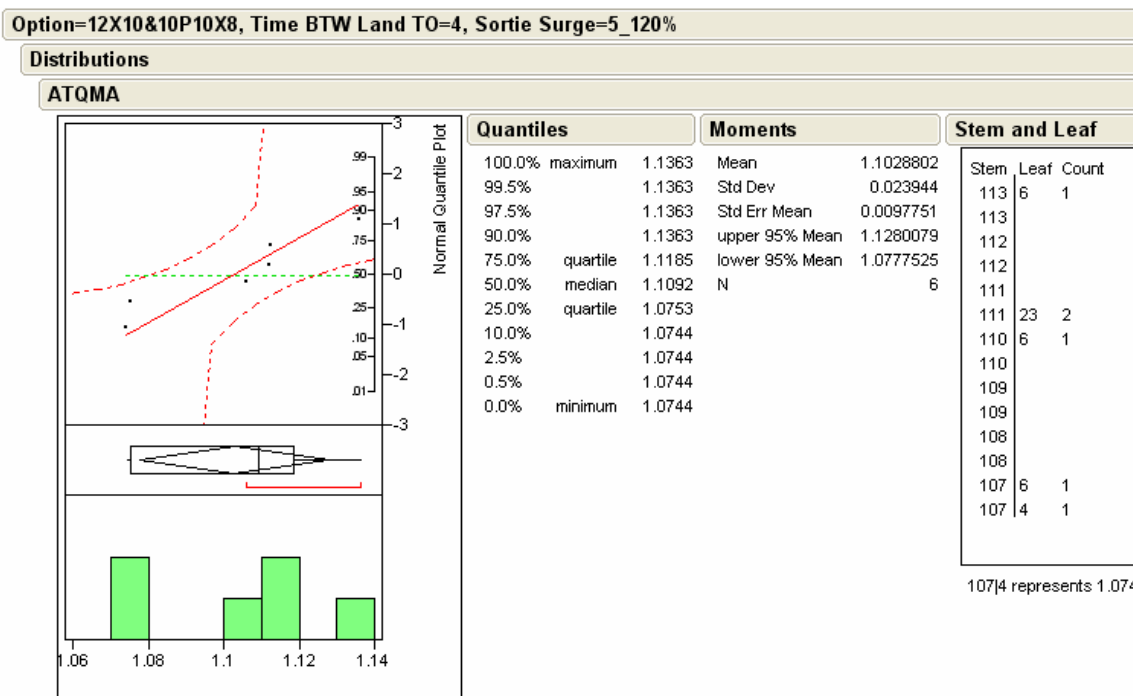


Figure 390. Stem and Leaf and Normal Quantile Plot for Treatment 14

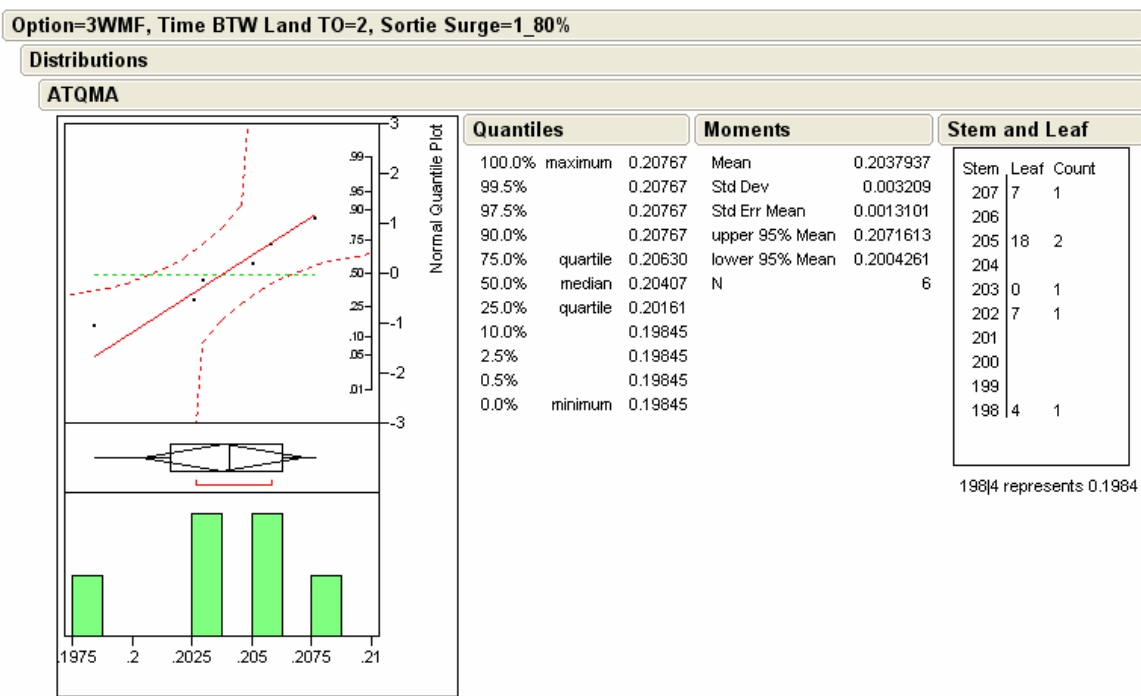


Figure 391. Stem and Leaf and Normal Quantile Plot for Treatment 15

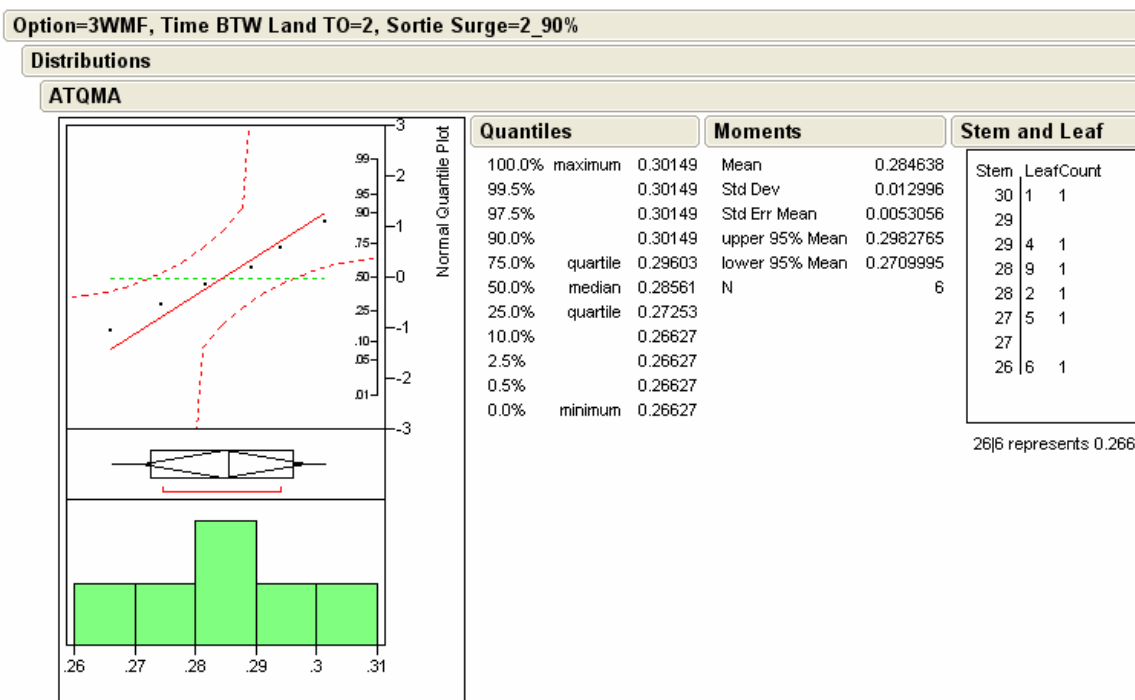


Figure 392. Stem and Leaf and Normal Quantile Plot for Treatment 16

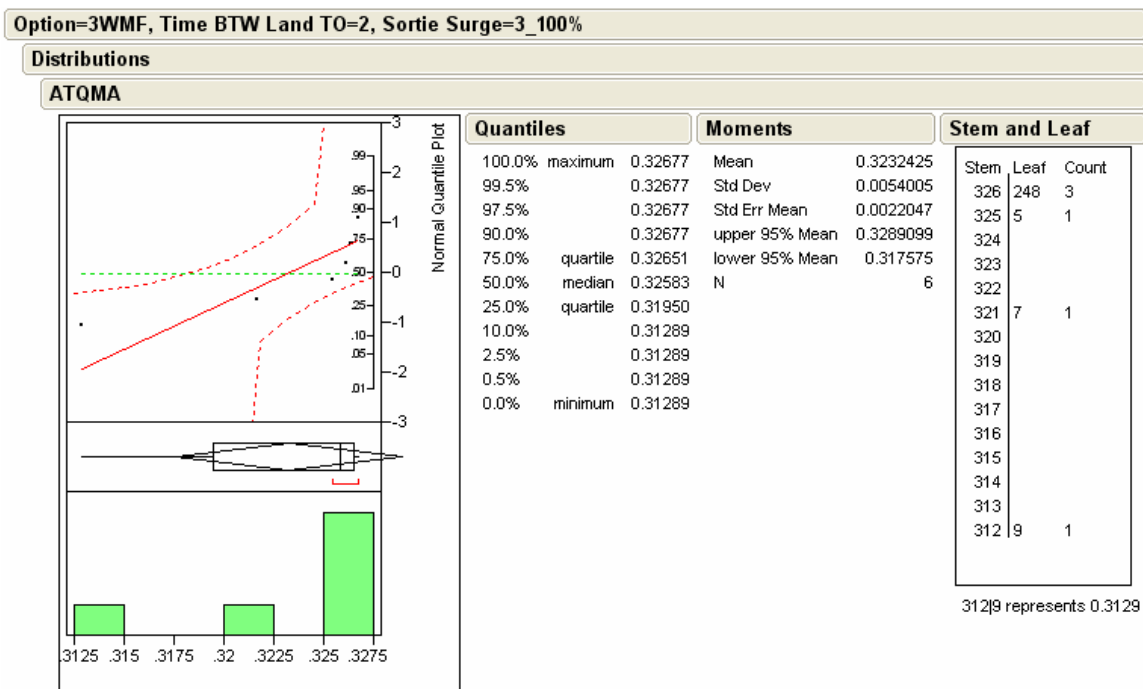


Figure 393. Stem and Leaf and Normal Quantile Plot for Treatment 17

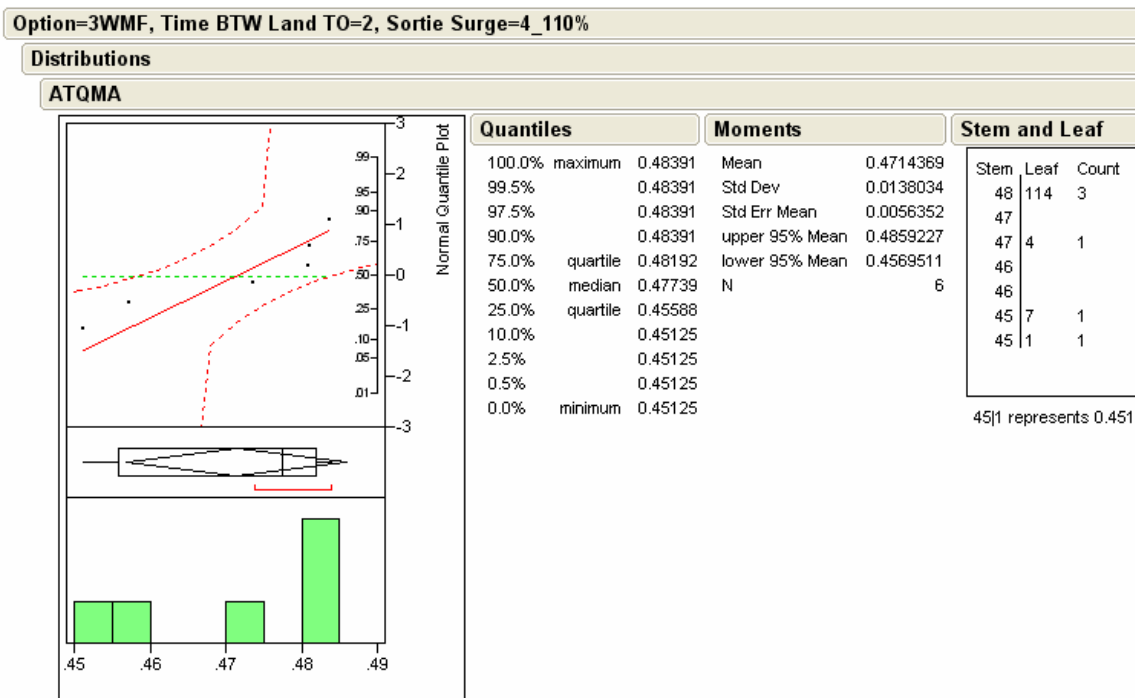


Figure 394. Stem and Leaf and Normal Quantile Plot for Treatment 18

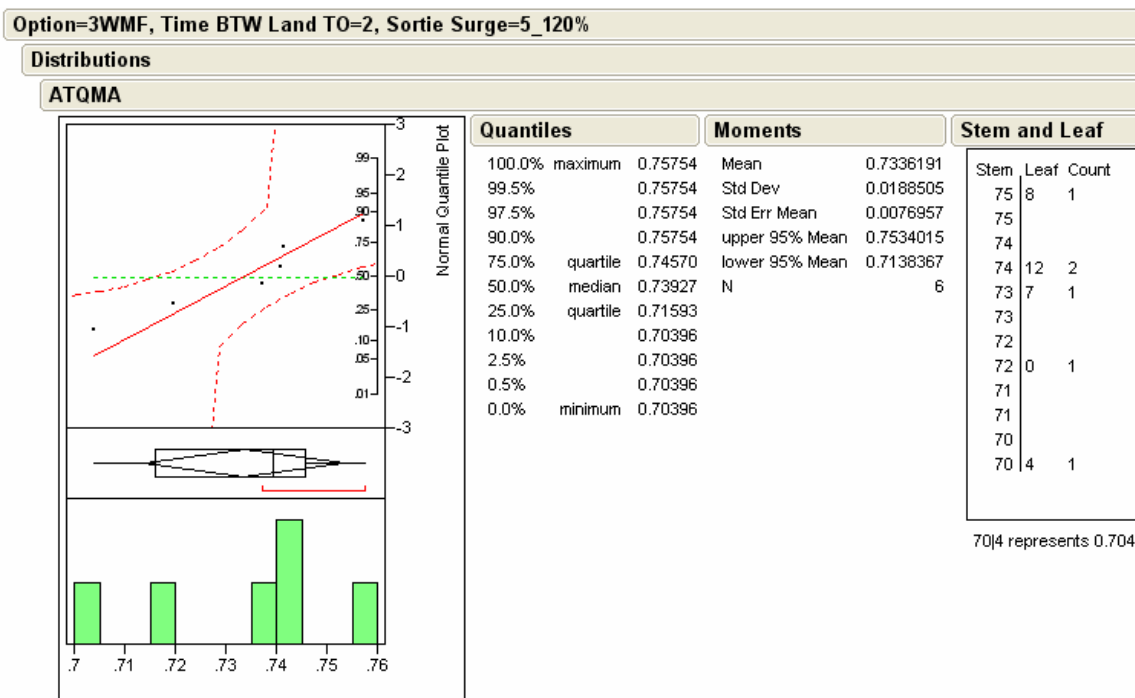


Figure 395. Stem and Leaf and Normal Quantile Plot for Treatment 19

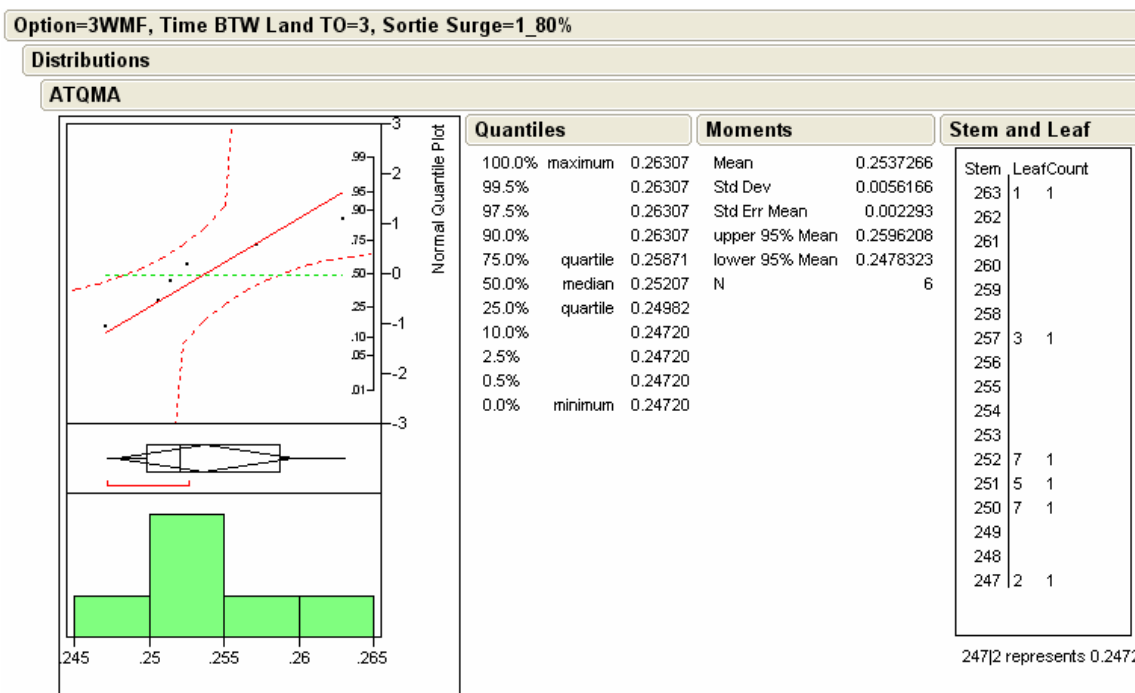


Figure 396. Stem and Leaf and Normal Quantile Plot for Treatment 20

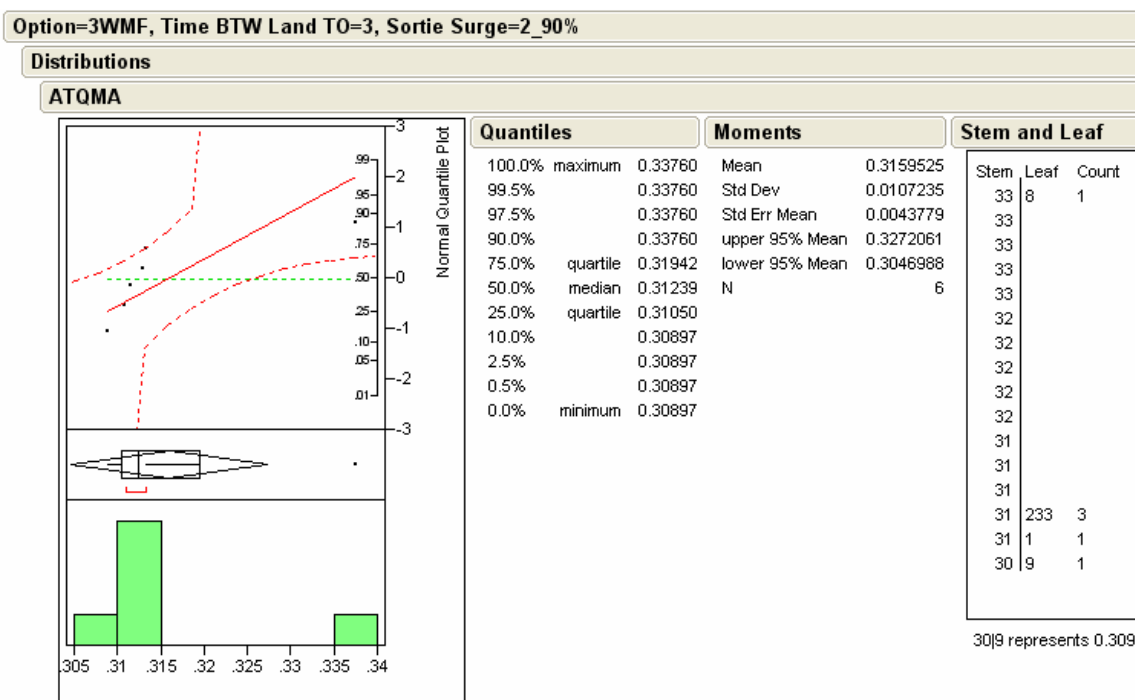


Figure 397. Stem and Leaf and Normal Quantile Plot for Treatment 21

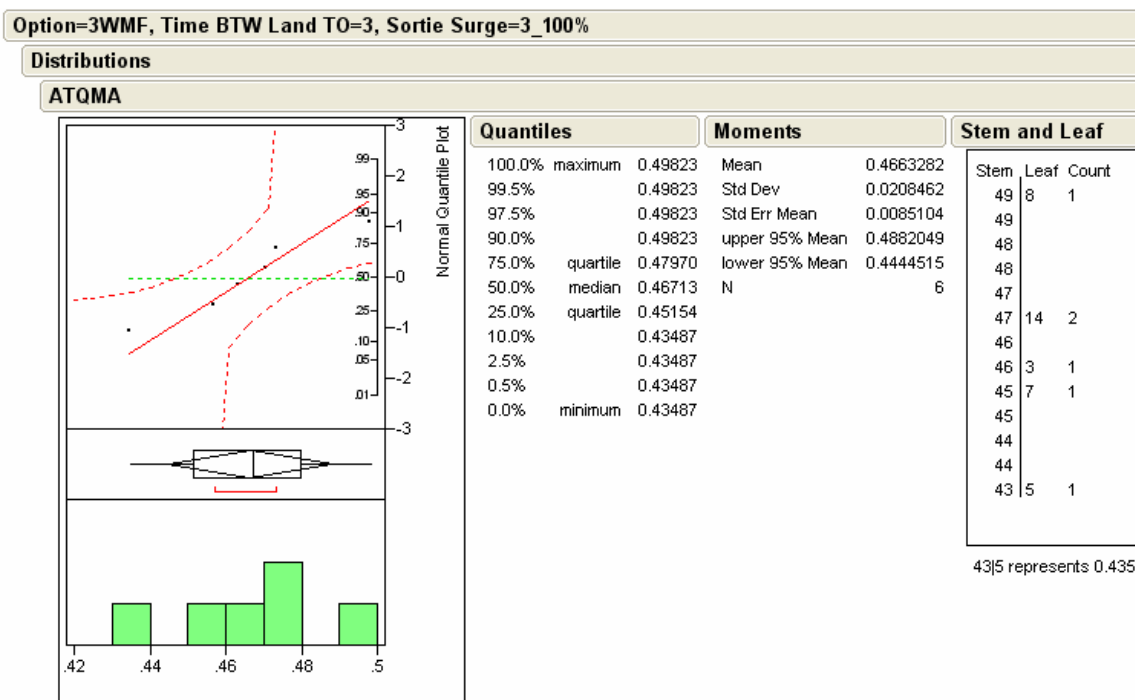


Figure 398. Stem and Leaf and Normal Quantile Plot for Treatment 22

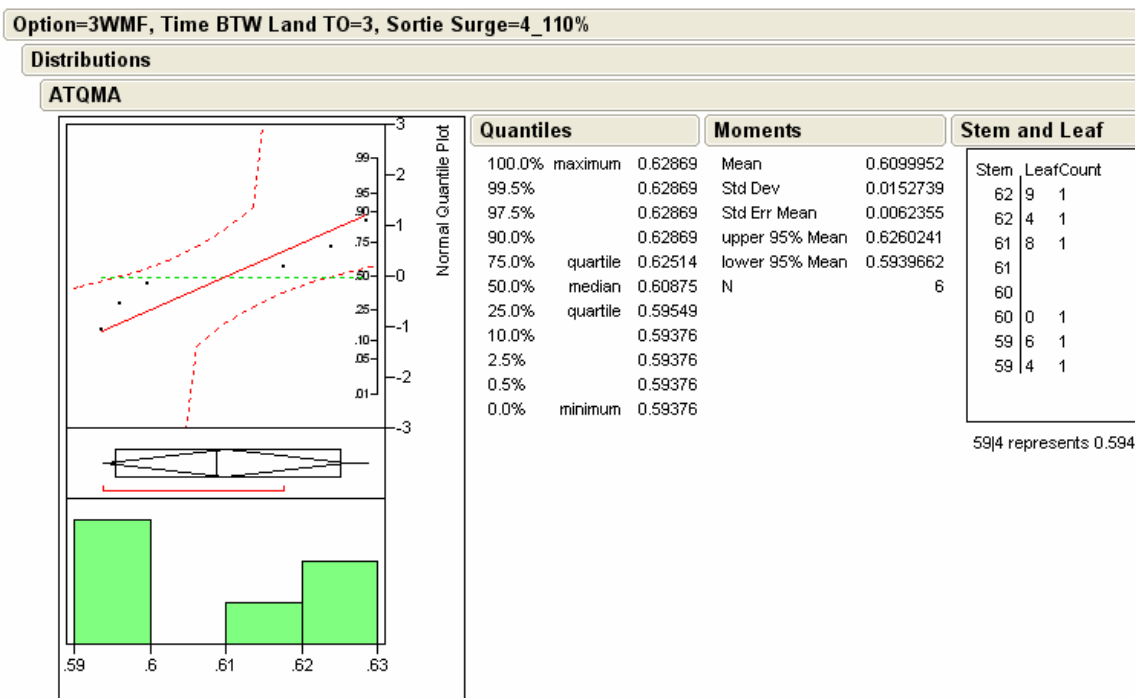


Figure 399. Stem and Leaf and Normal Quantile Plot for Treatment 23

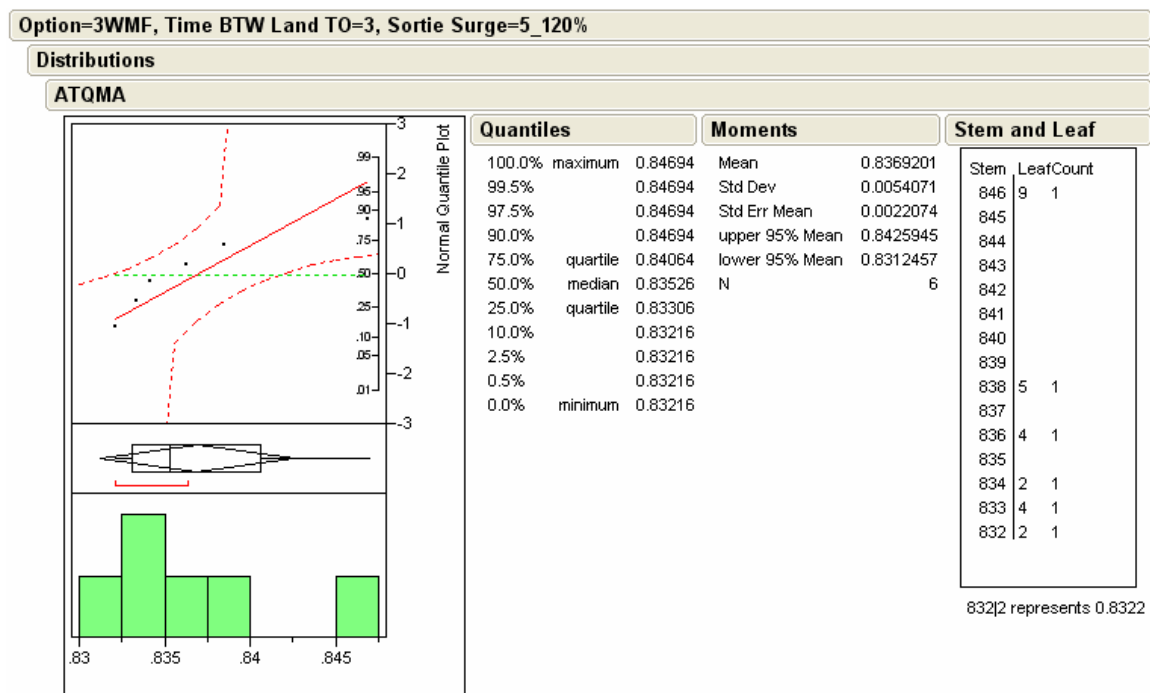


Figure 400. Stem and Leaf and Normal Quantile Plot for Treatment 24

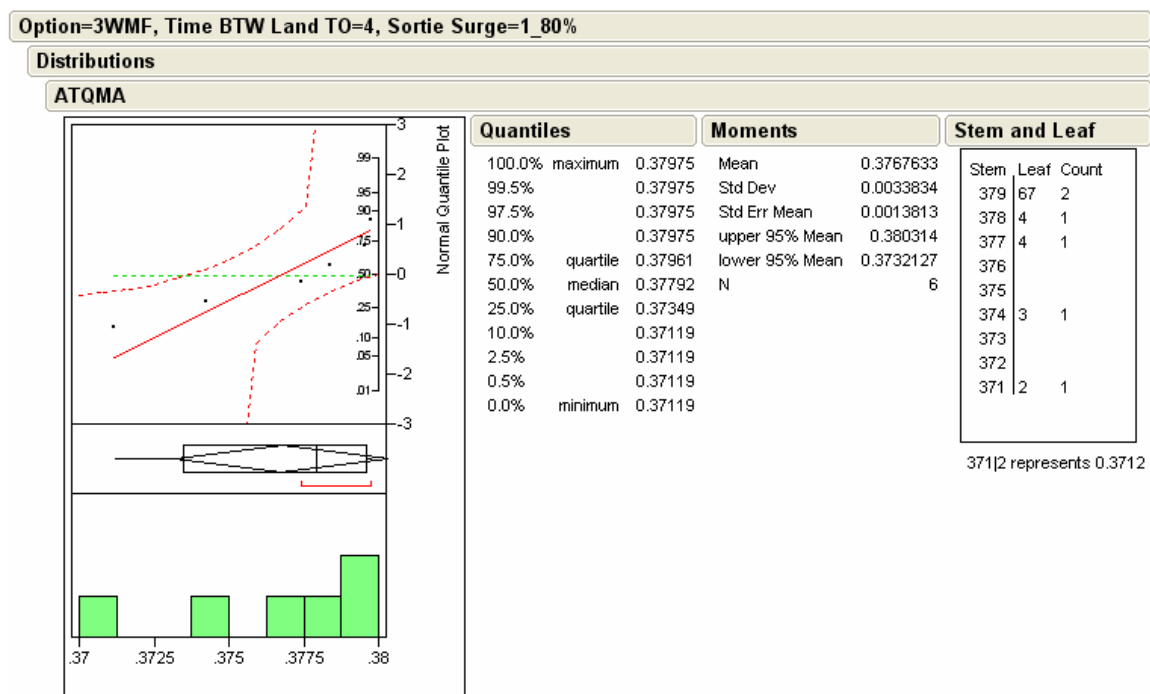


Figure 401. Stem and Leaf and Normal Quantile Plot for Treatment 25

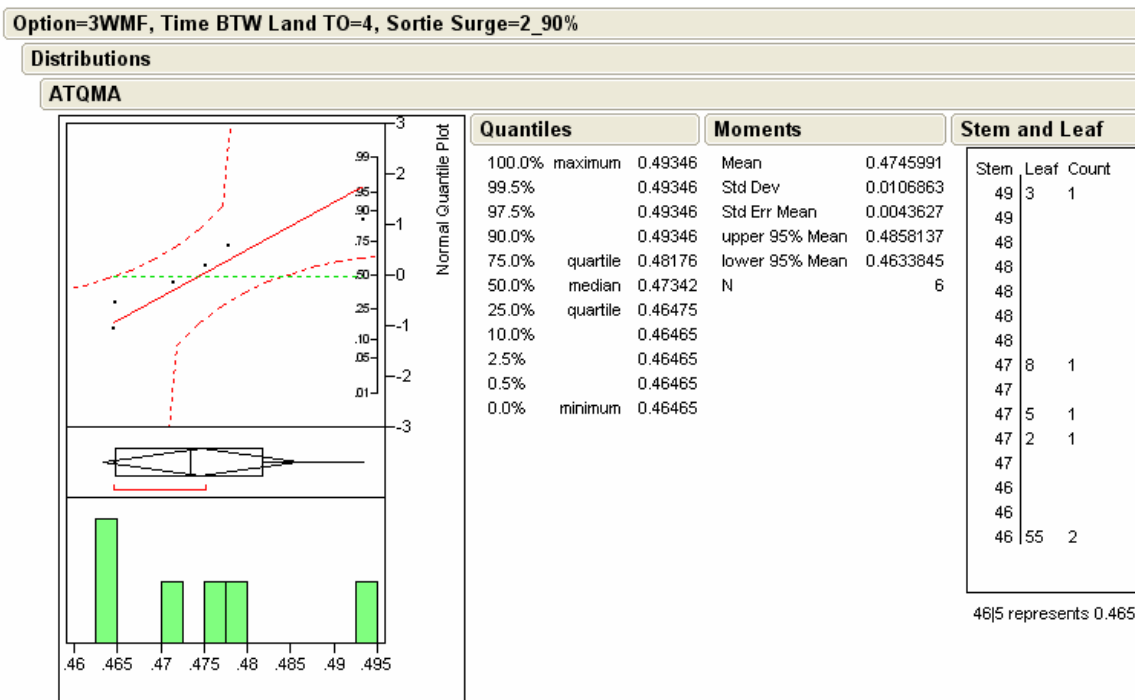


Figure 402. Stem and Leaf and Normal Quantile Plot for Treatment 26

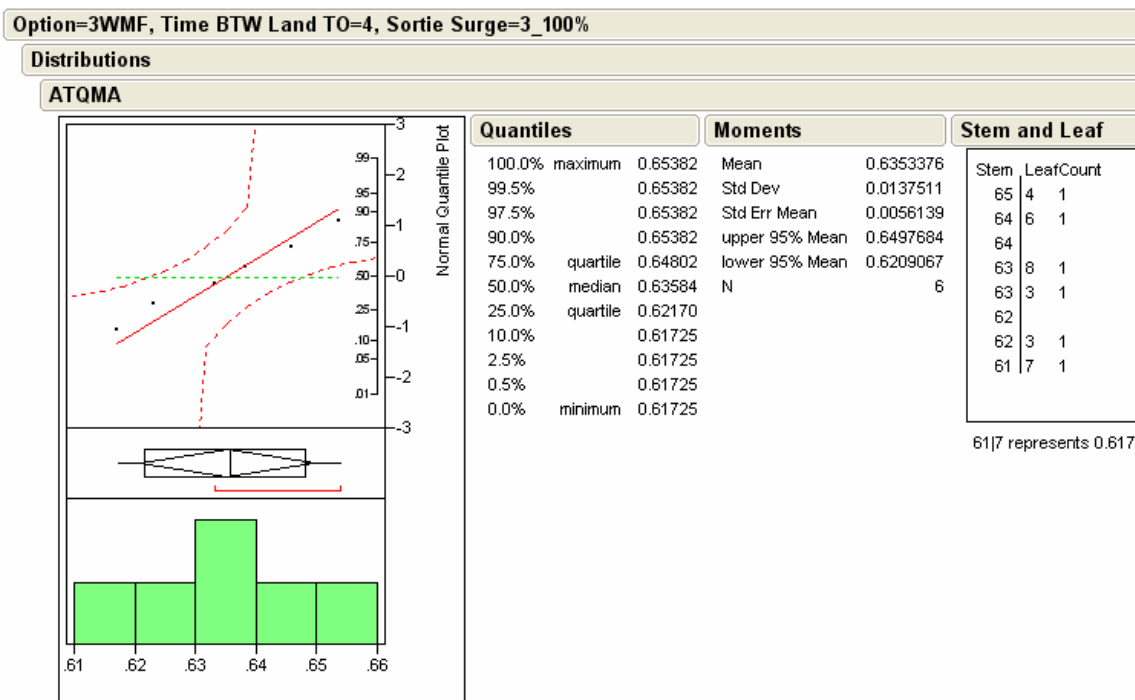


Figure 403. Stem and Leaf and Normal Quantile Plot for Treatment 27

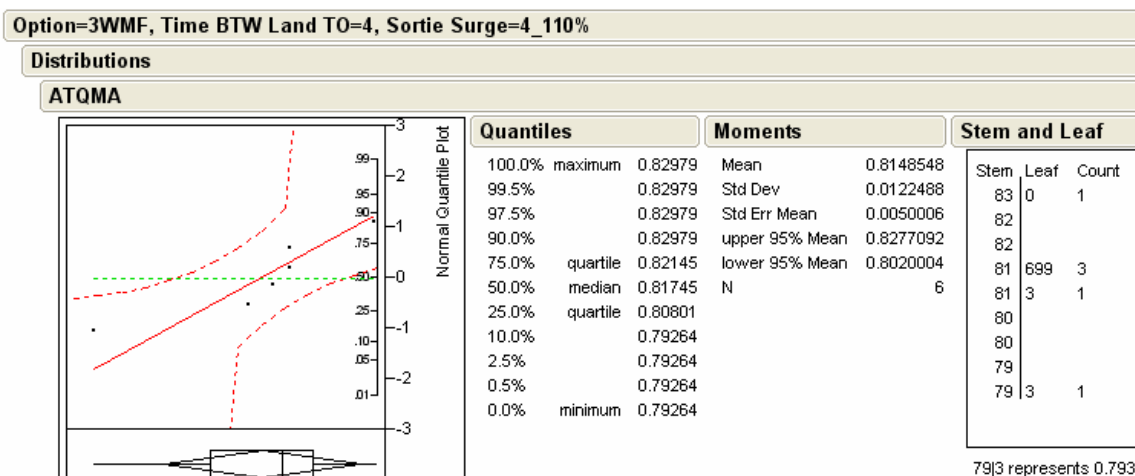


Figure 404. Stem and Leaf and Normal Quantile Plot for Treatment 28

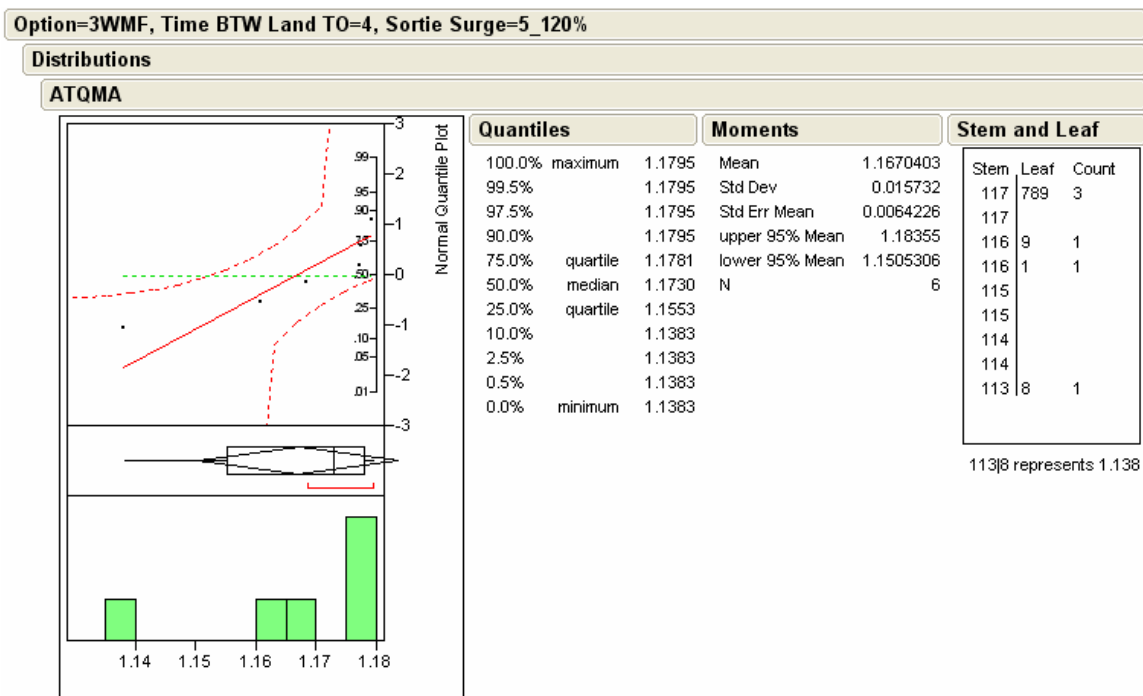


Figure 405. Stem and Leaf and Normal Quantile Plot for Treatment 29

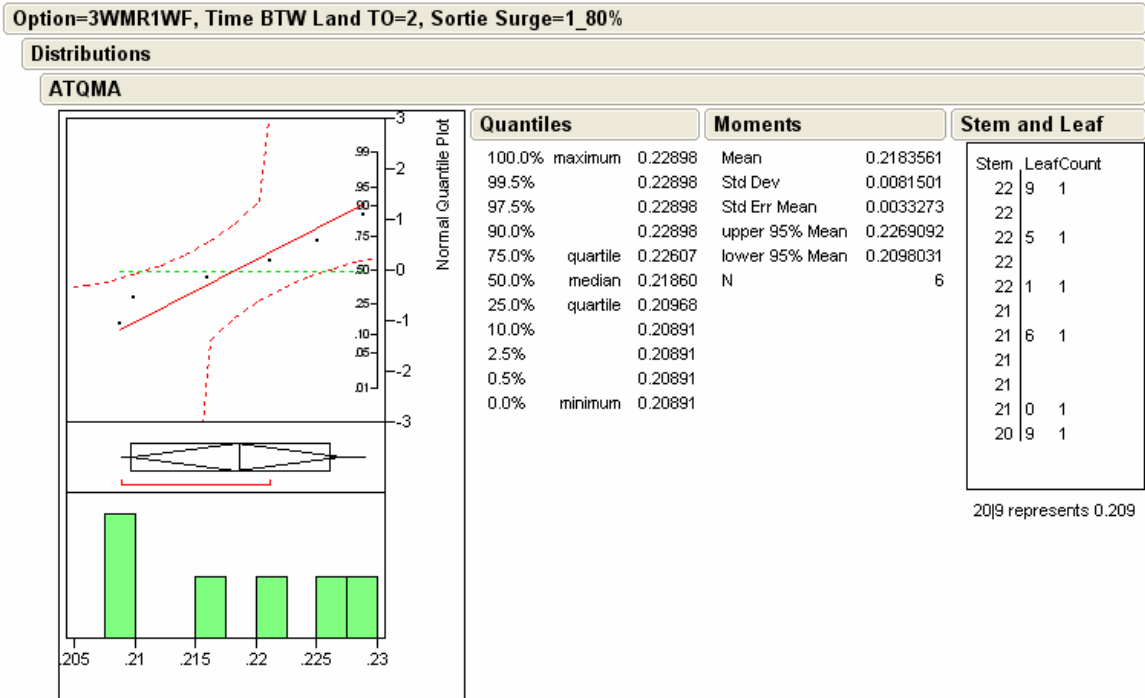


Figure 406. Stem and Leaf and Normal Quantile Plot for Treatment 30

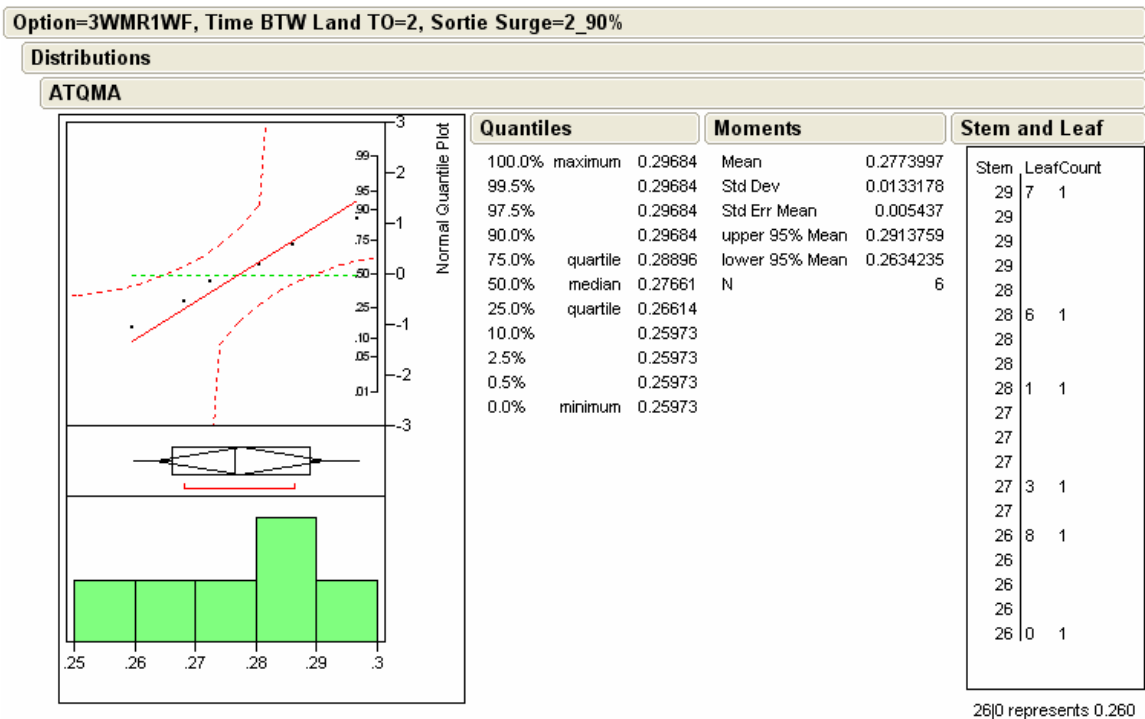


Figure 407. Stem and Leaf and Normal Quantile Plot for Treatment 31

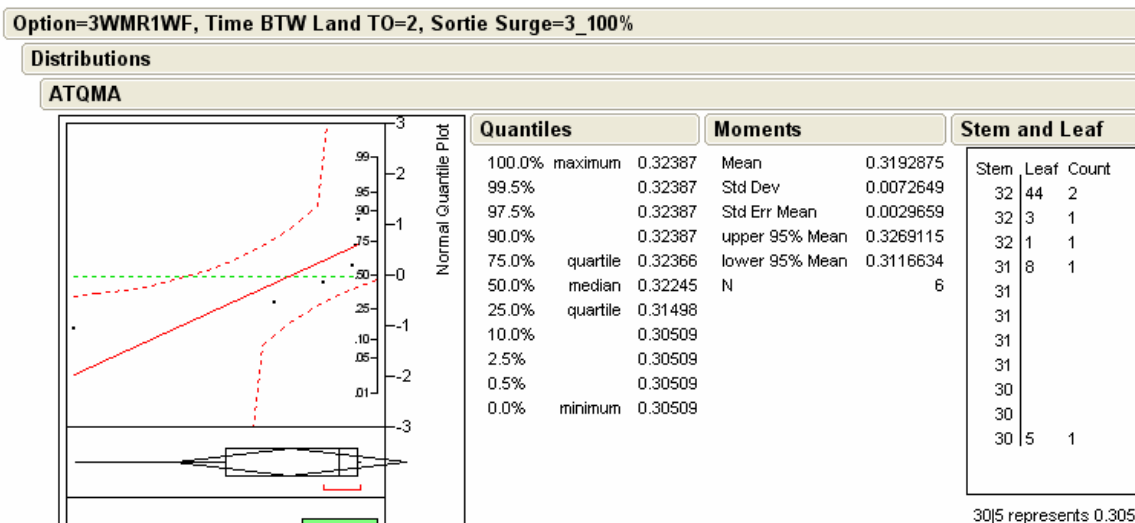


Figure 408. Stem and Leaf and Normal Quantile Plot for Treatment 32

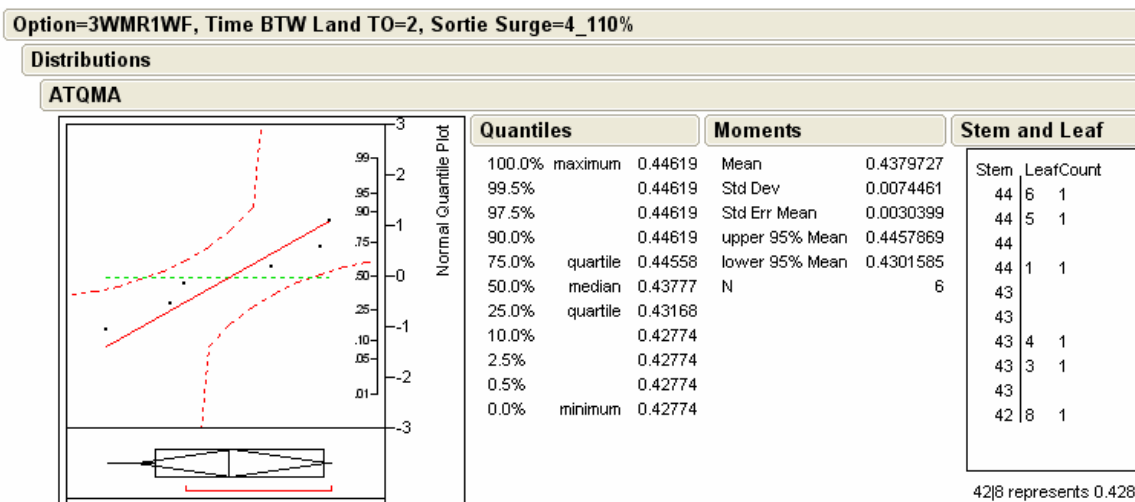


Figure 409. Stem and Leaf and Normal Quantile Plot for Treatment 33

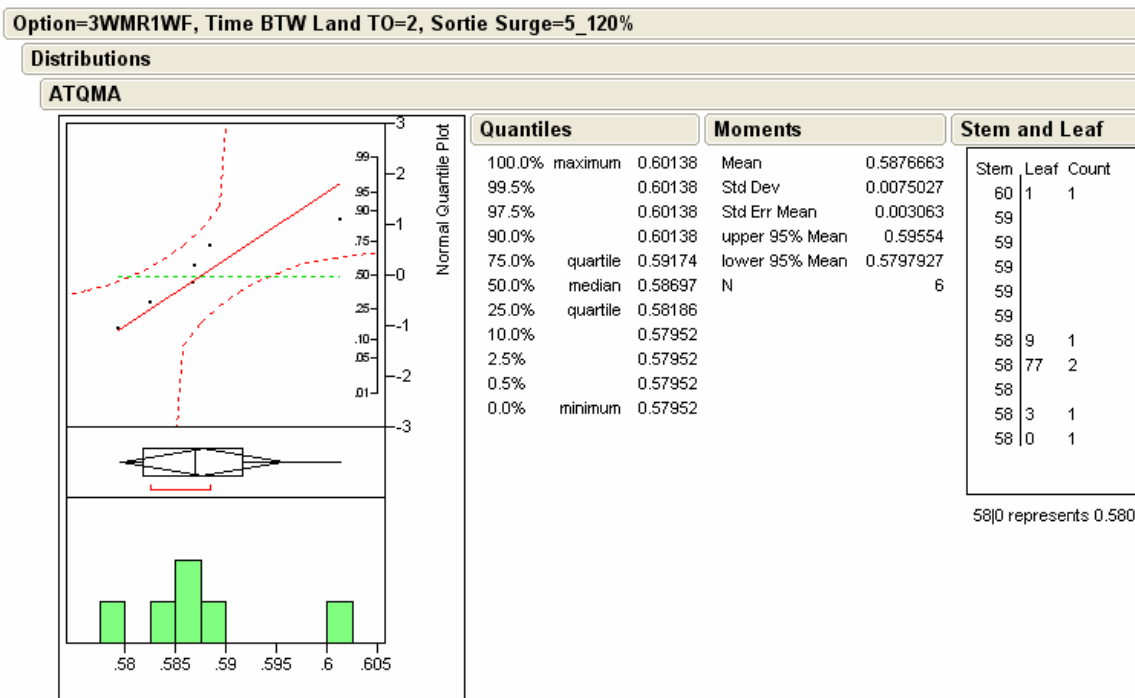


Figure 410. Stem and Leaf and Normal Quantile Plot for Treatment 34

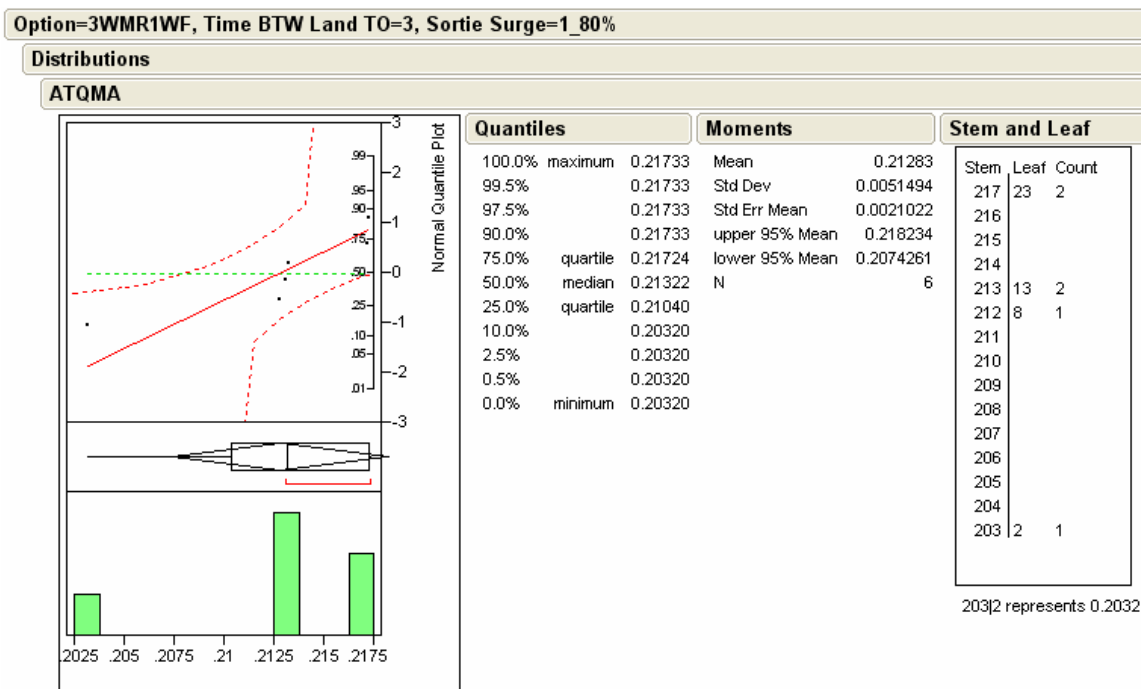


Figure 411. Stem and Leaf and Normal Quantile Plot for Treatment 35

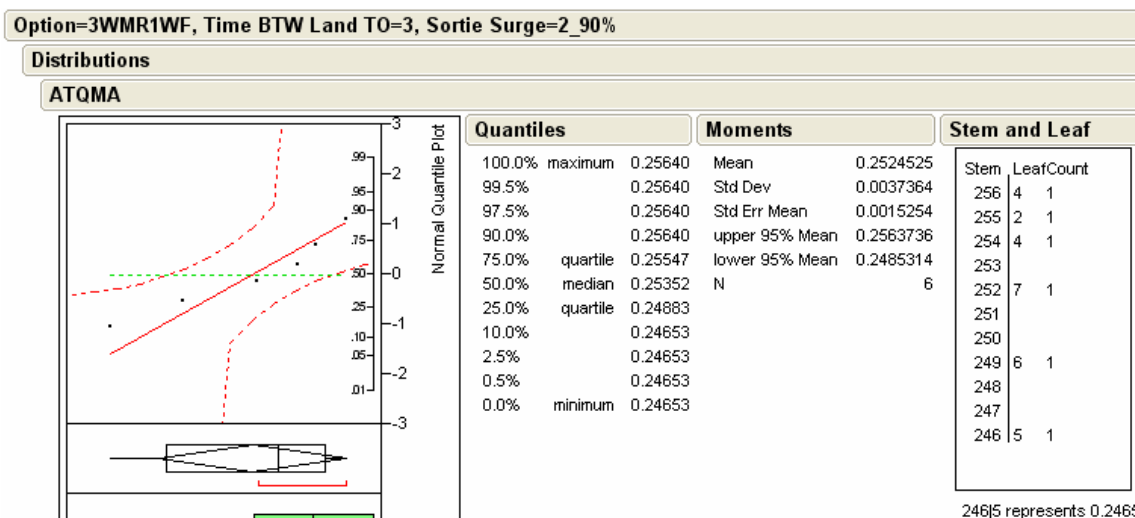


Figure 412. Stem and Leaf and Normal Quantile Plot for Treatment 36

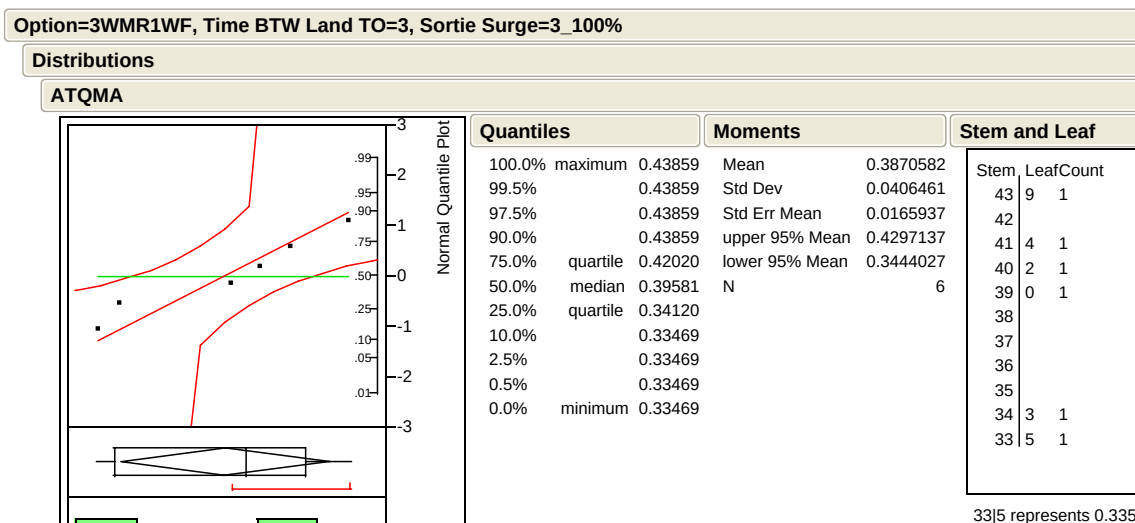


Figure 413. Stem and Leaf and Normal Quantile Plot for Treatment 37

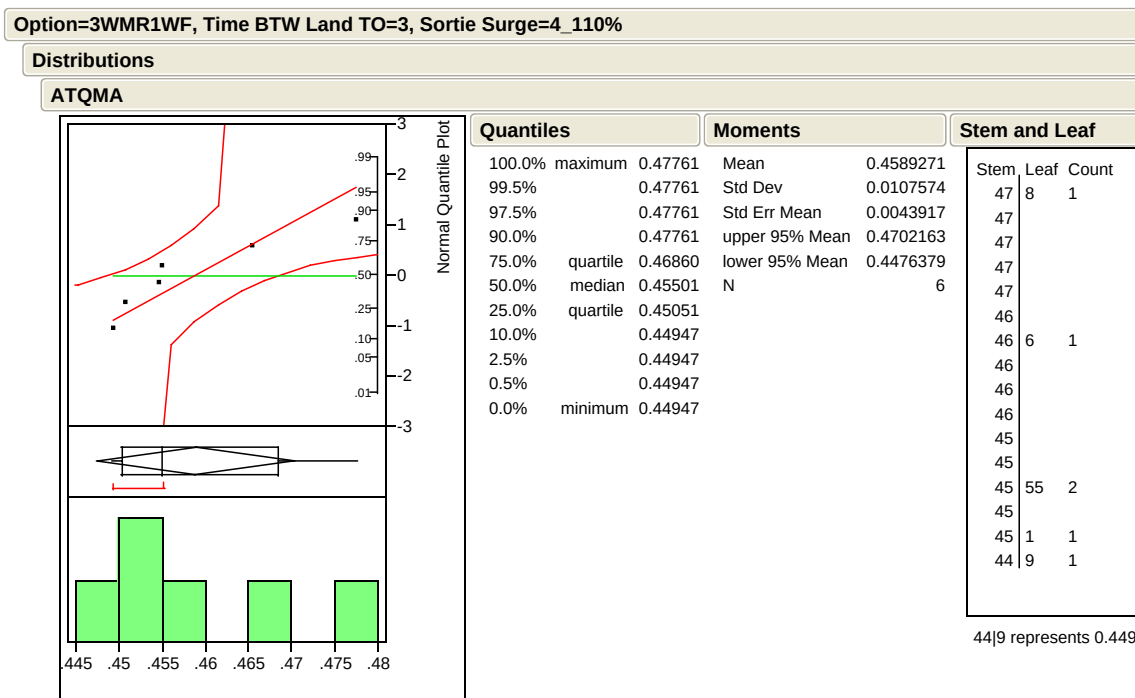


Figure 414. Stem and Leaf and Normal Quantile Plot for Treatment 38

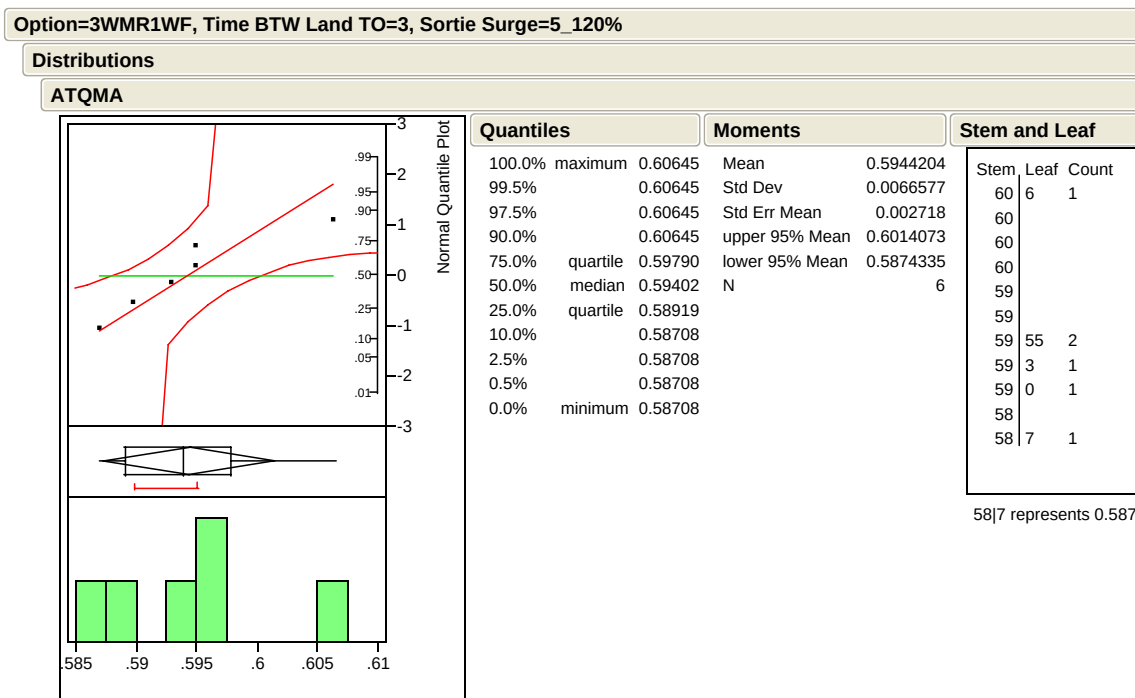


Figure 415. Stem and Leaf and Normal Quantile Plot for Treatment 39

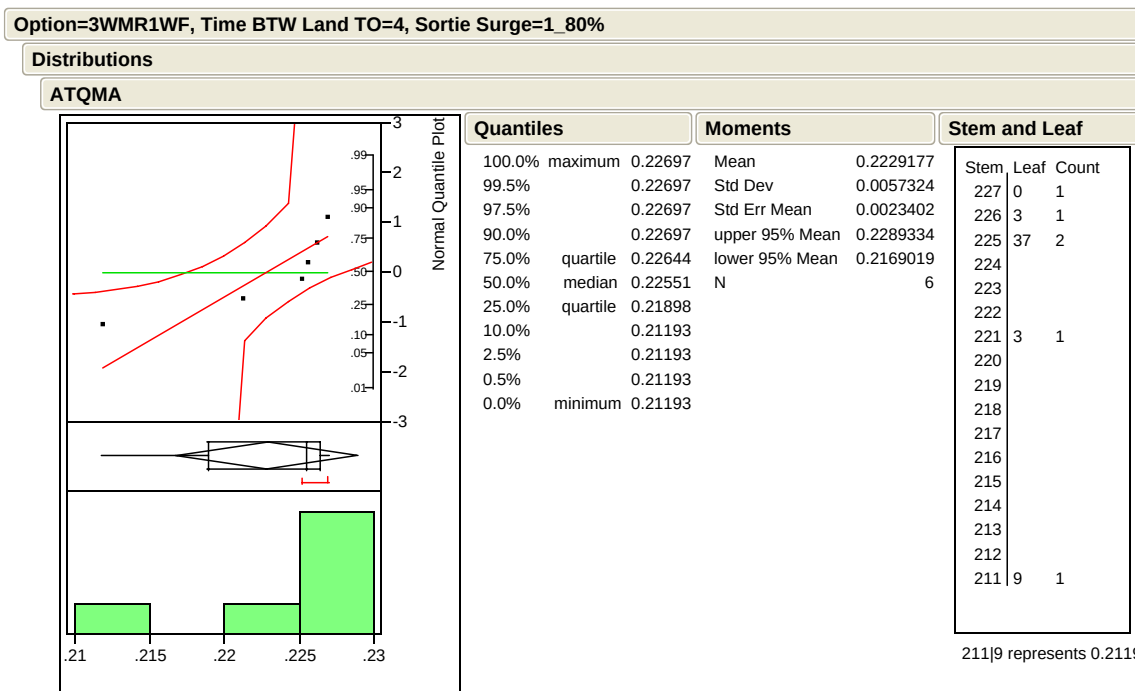


Figure 416. Stem and Leaf and Normal Quantile Plot for Treatment 40

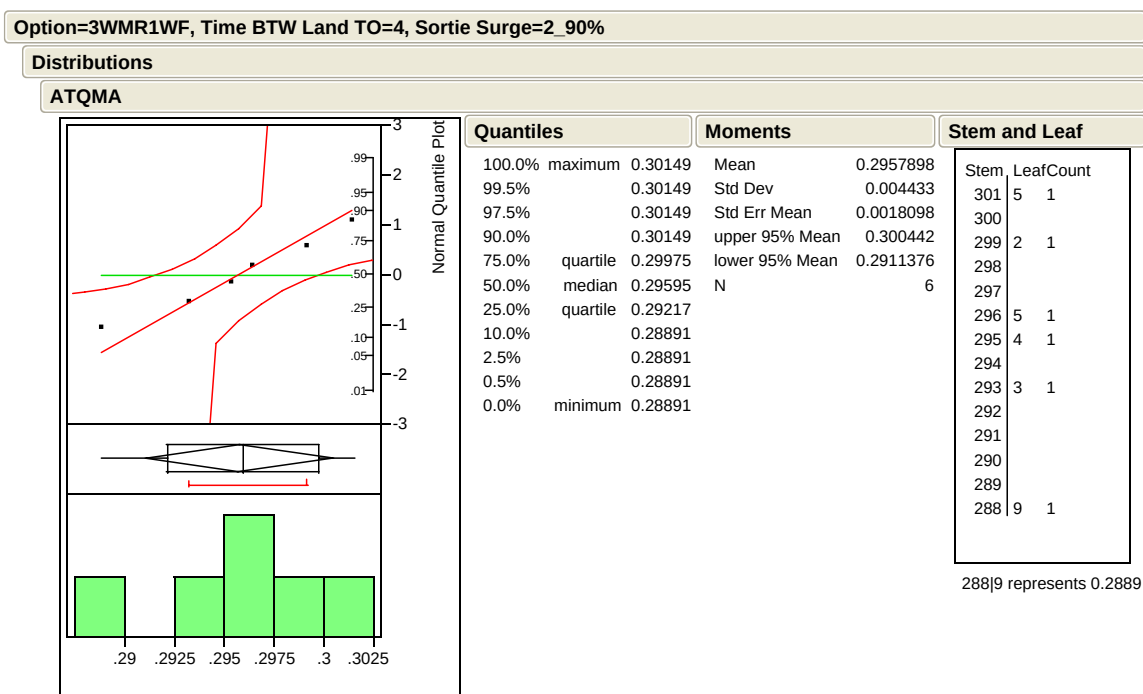


Figure 417. Stem and Leaf and Normal Quantile Plot for Treatment 41

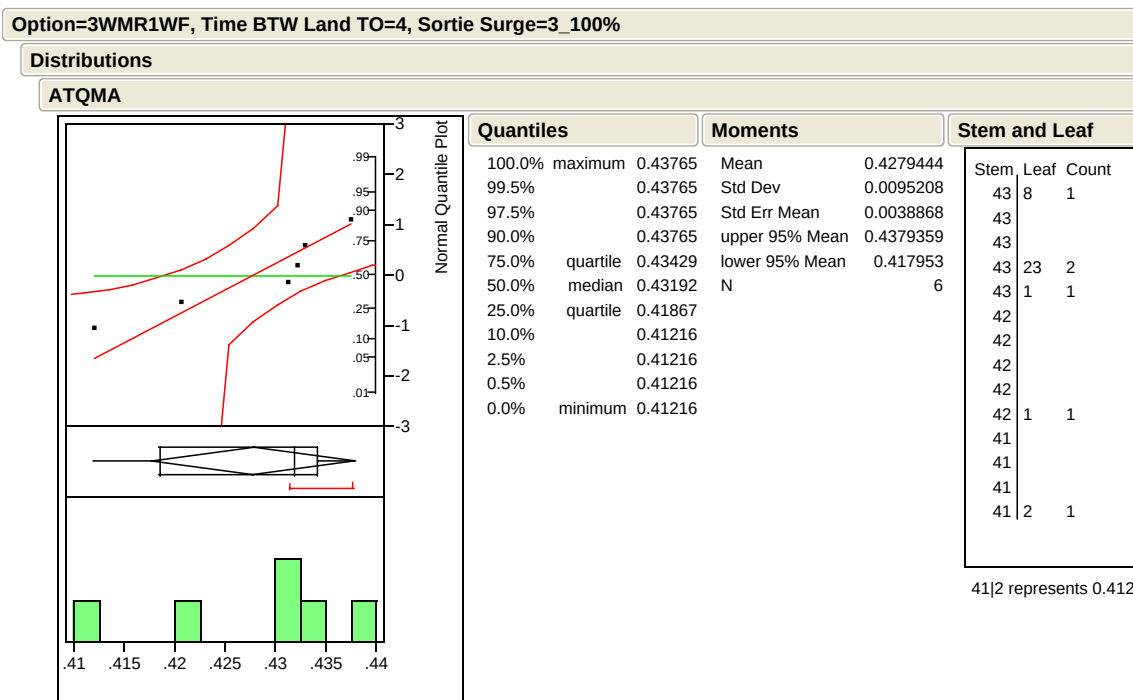


Figure 418. Stem and Leaf and Normal Quantile Plot for Treatment 42

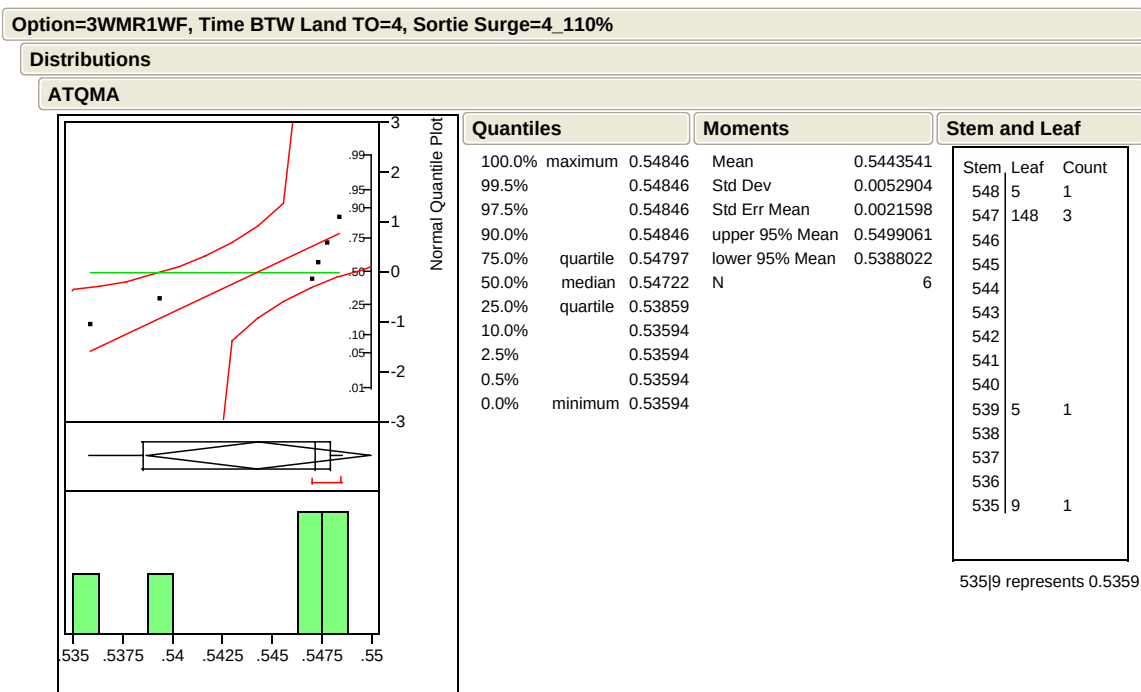


Figure 419. Stem and Leaf and Normal Quantile Plot for Treatment 43

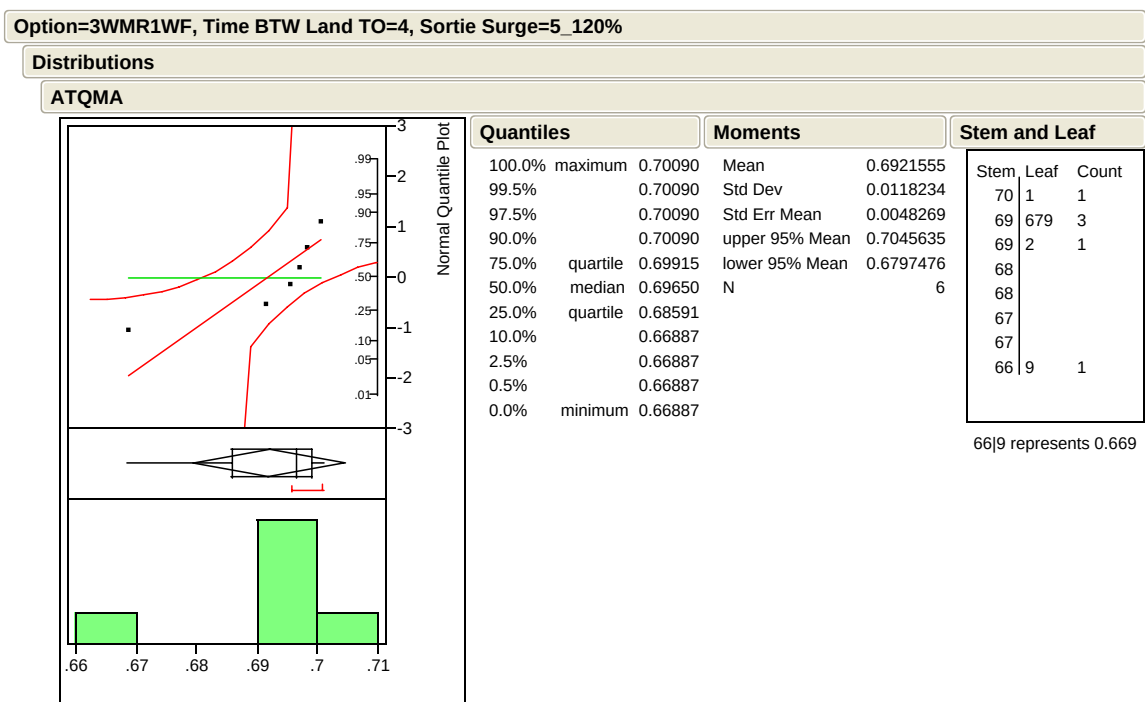


Figure 420. Stem and Leaf and Normal Quantile Plot for Treatment 44

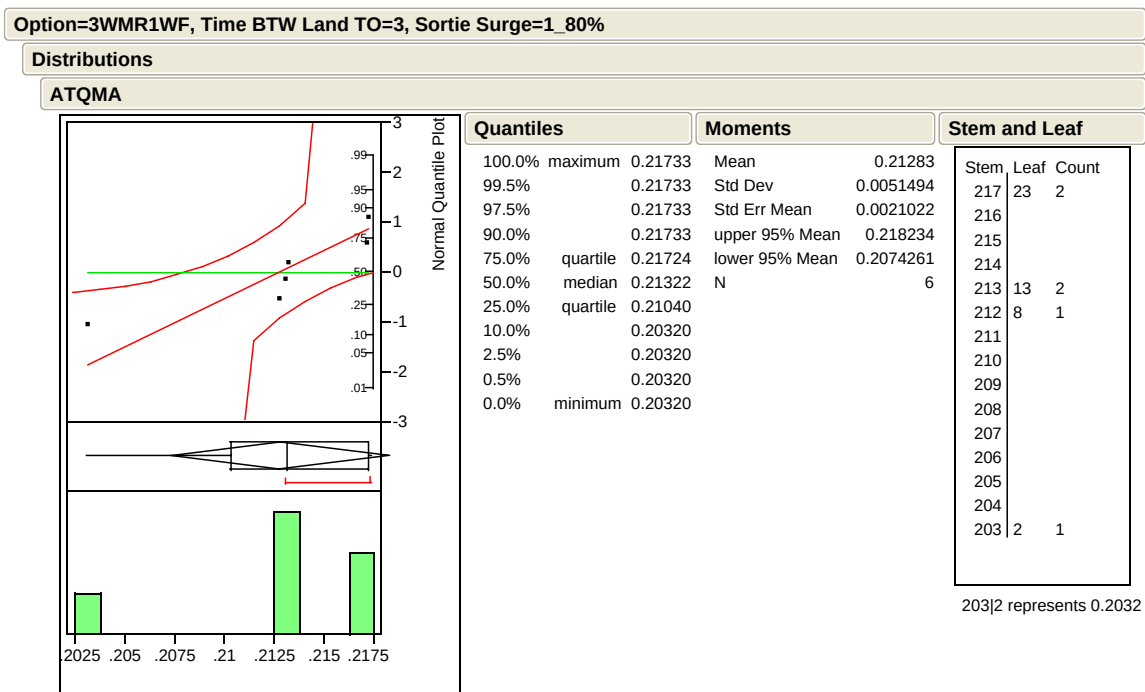


Figure 421. Stem and Leaf and Normal Quantile Plot for Treatment 45

Output Variable Flying Window

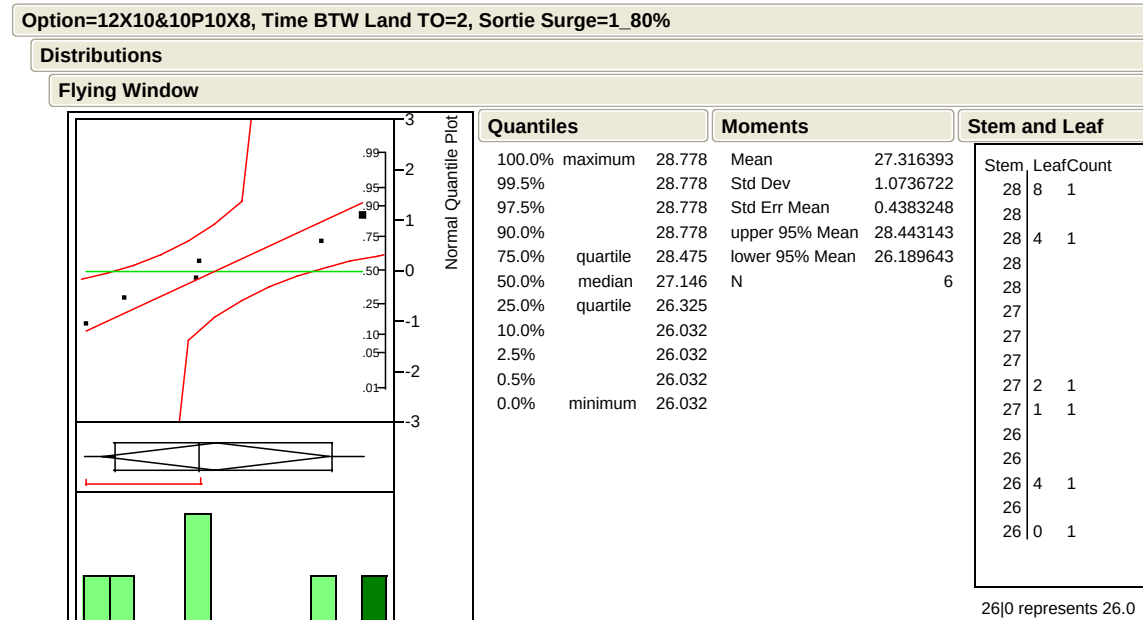


Figure 422. Stem and Leaf and Normal Quantile Plot for Treatment 1

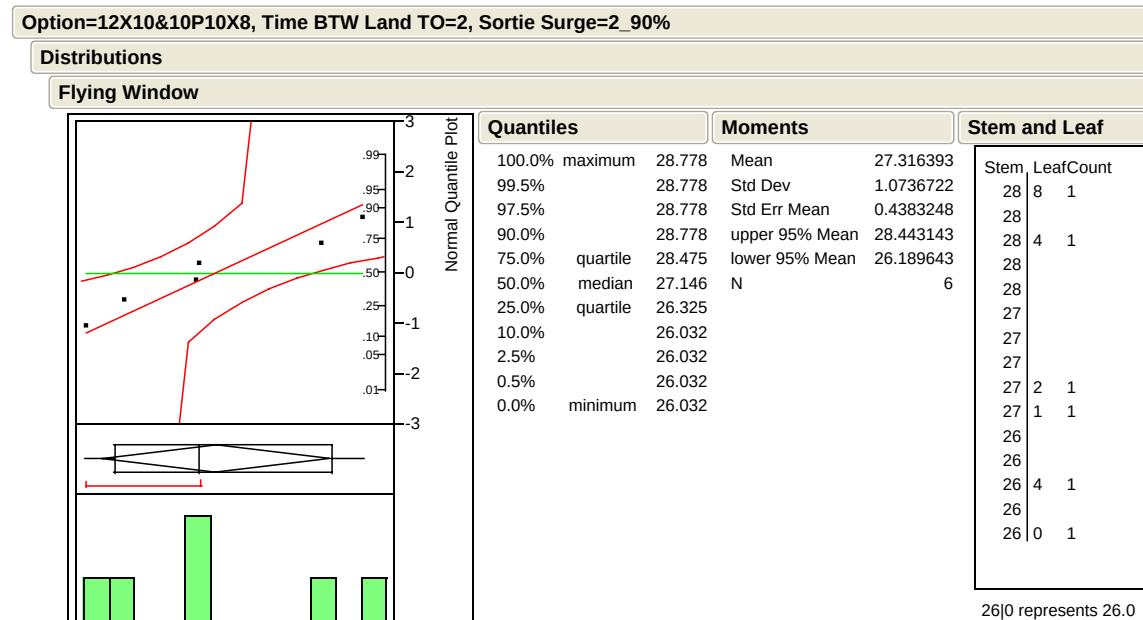


Figure 423. Stem and Leaf and Normal Quantile Plot for Treatment 2

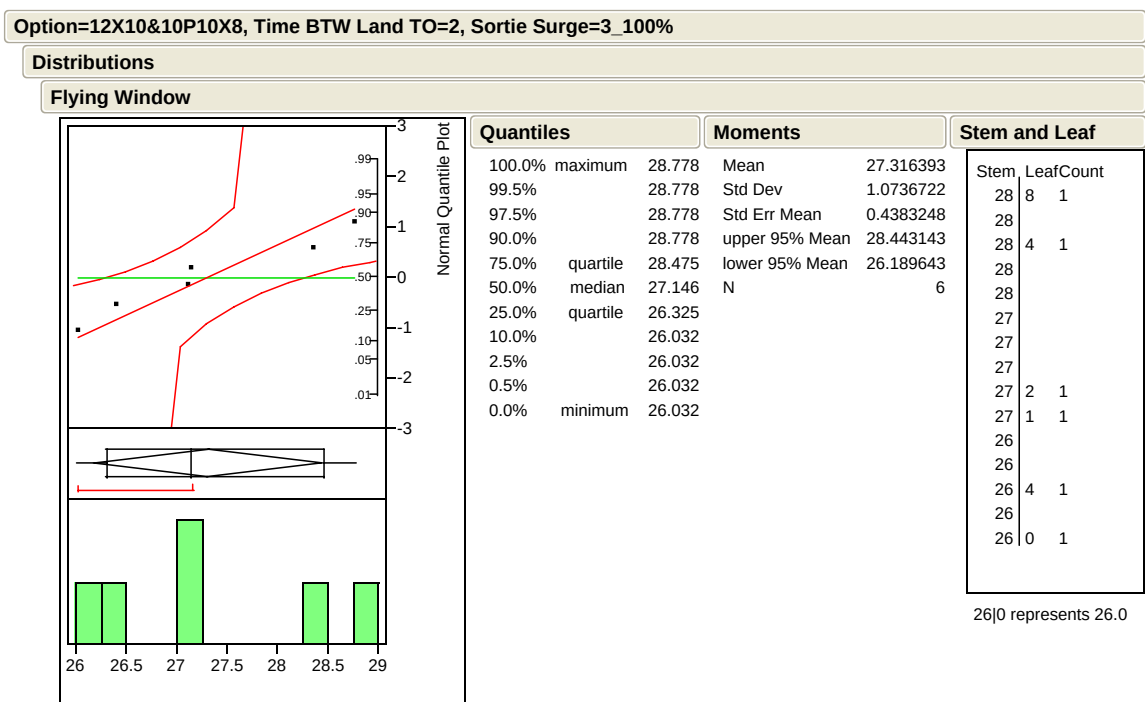


Figure 424. Stem and Leaf and Normal Quantile Plot for Treatment 3

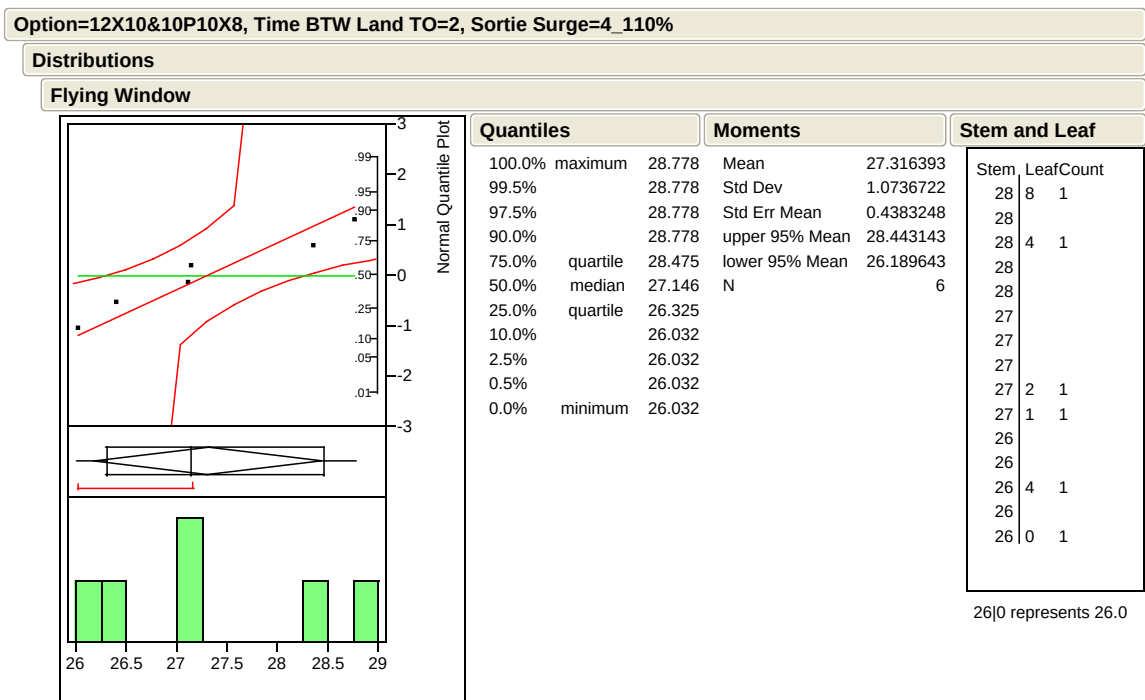


Figure 425. Stem and Leaf and Normal Quantile Plot for Treatment 4

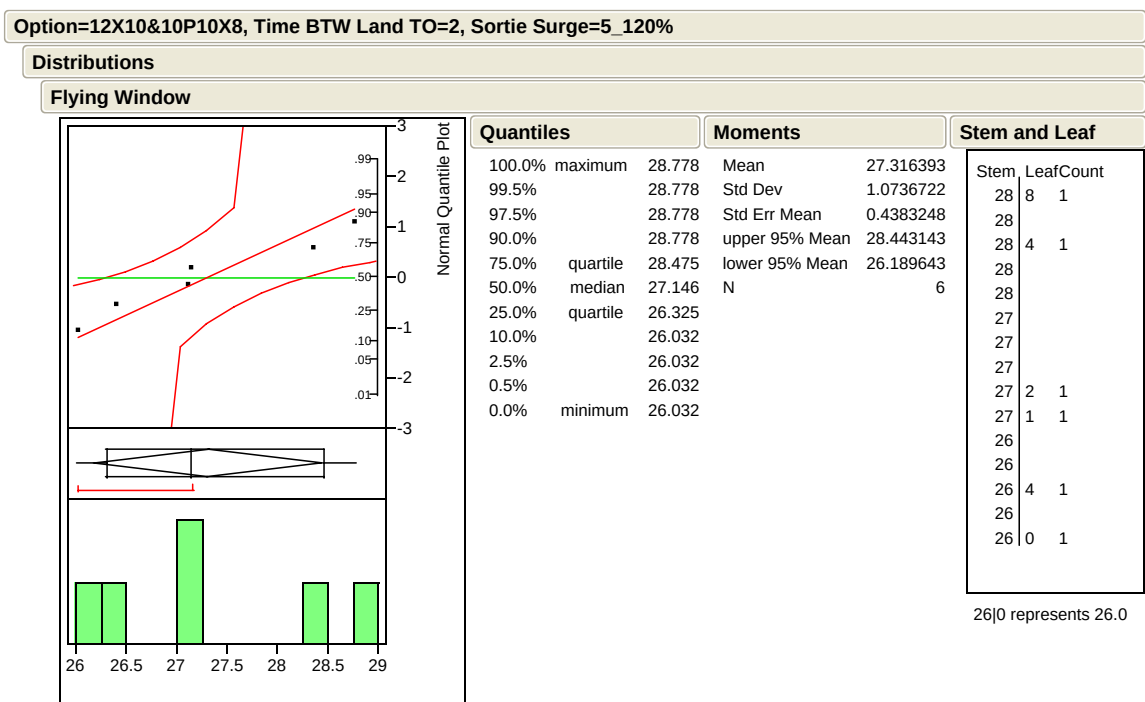


Figure 426. Stem and Leaf and Normal Quantile Plot for Treatment 5

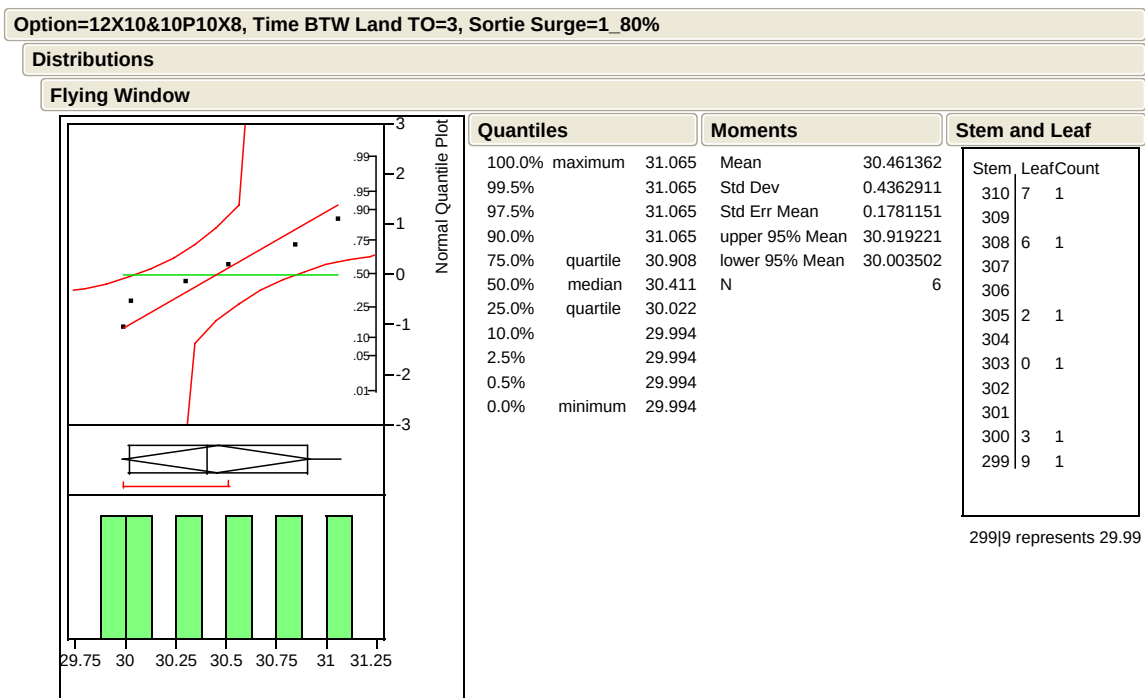


Figure 427. Stem and Leaf and Normal Quantile Plot for Treatment 6

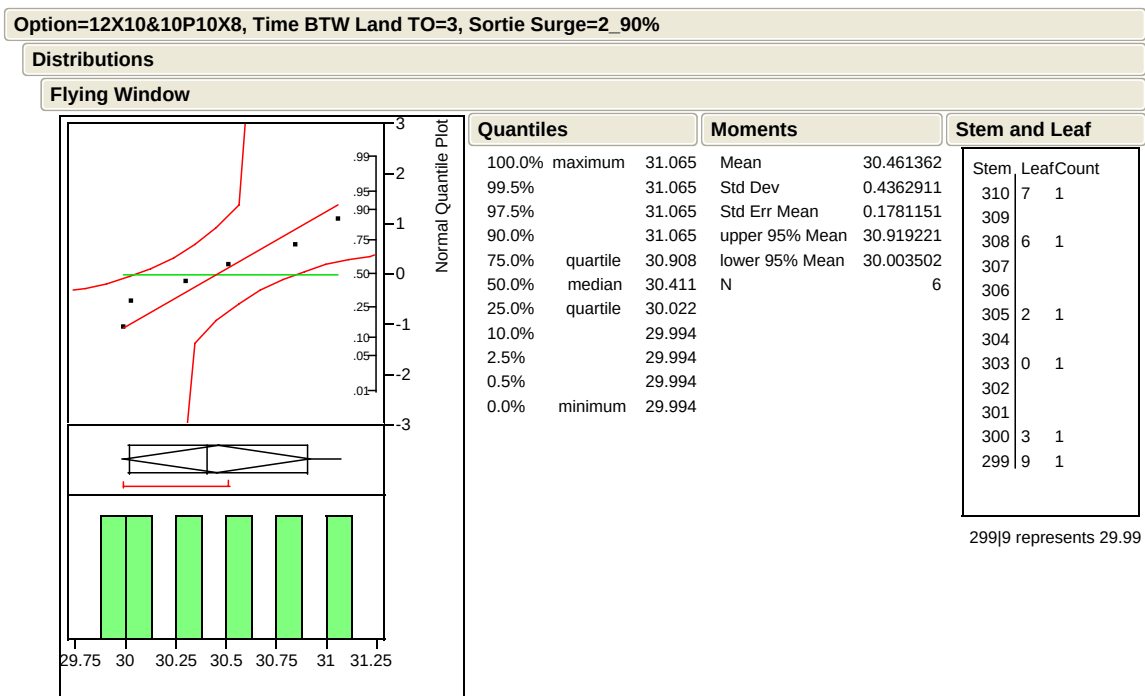


Figure 428. Stem and Leaf and Normal Quantile Plot for Treatment 7

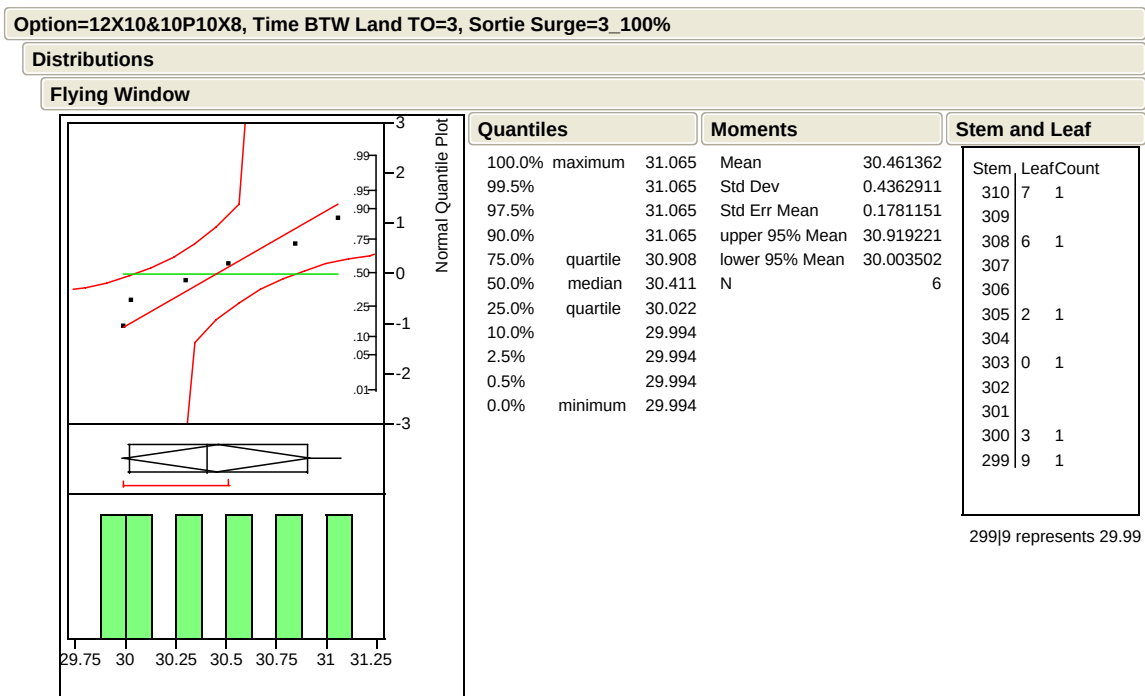


Figure 429. Stem and Leaf and Normal Quantile Plot for Treatment 8

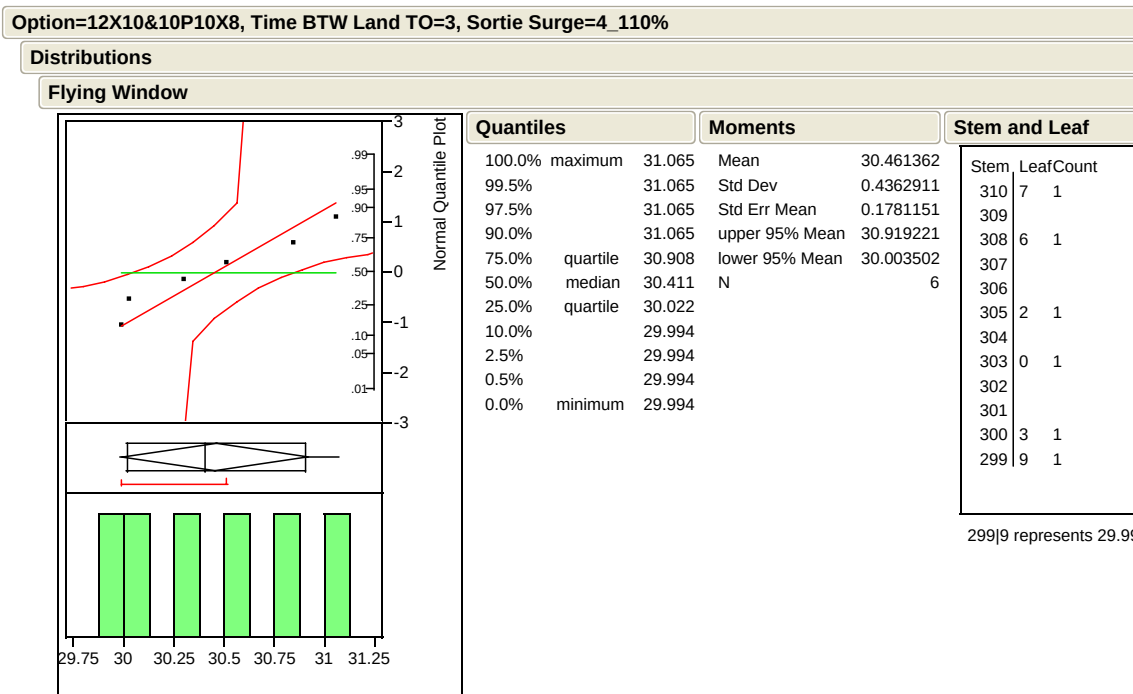


Figure 430. Stem and Leaf and Normal Quantile Plot for Treatment 9

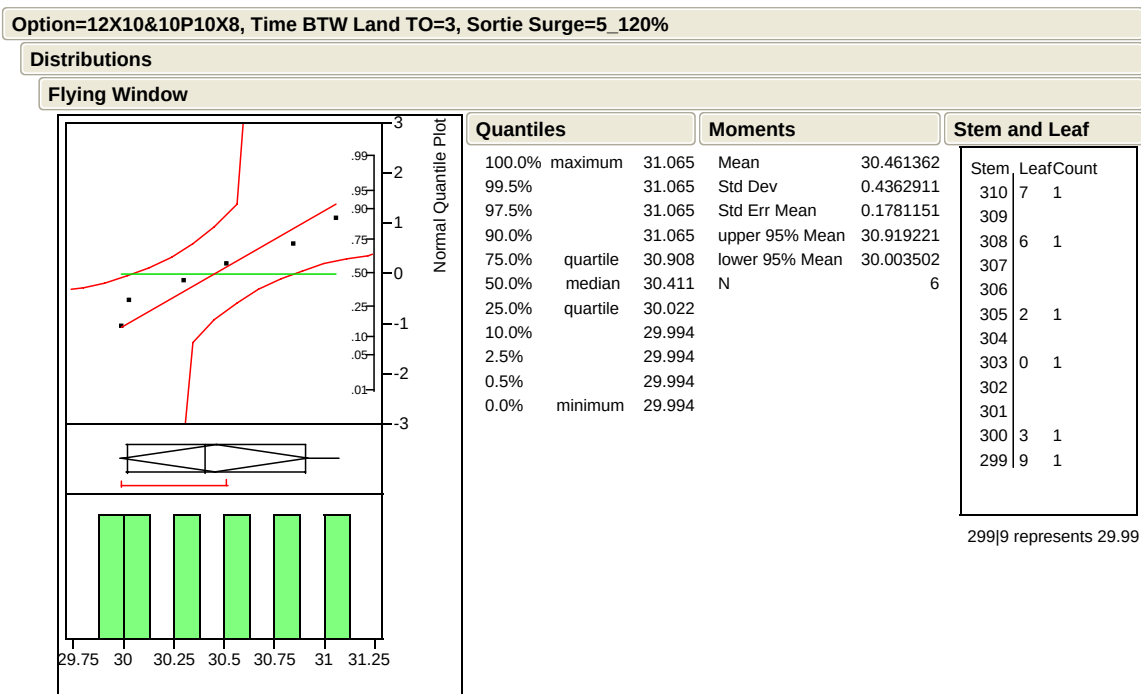


Figure 431. Stem and Leaf and Normal Quantile Plot for Treatment 10

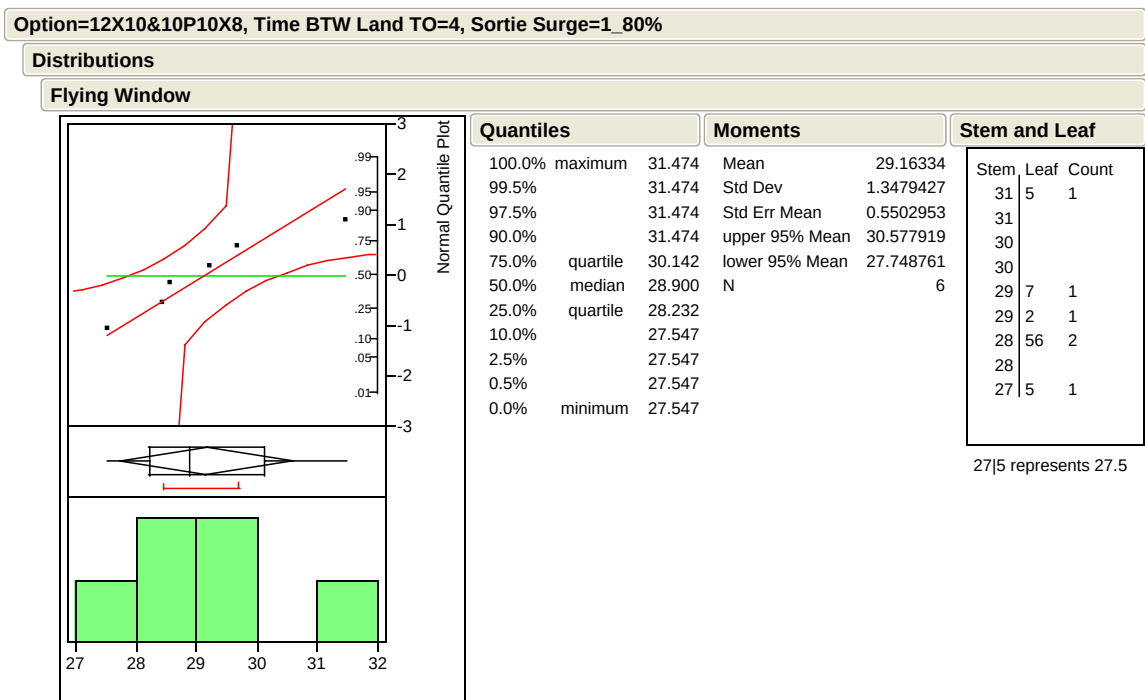


Figure 432. Stem and Leaf and Normal Quantile Plot for Treatment 11

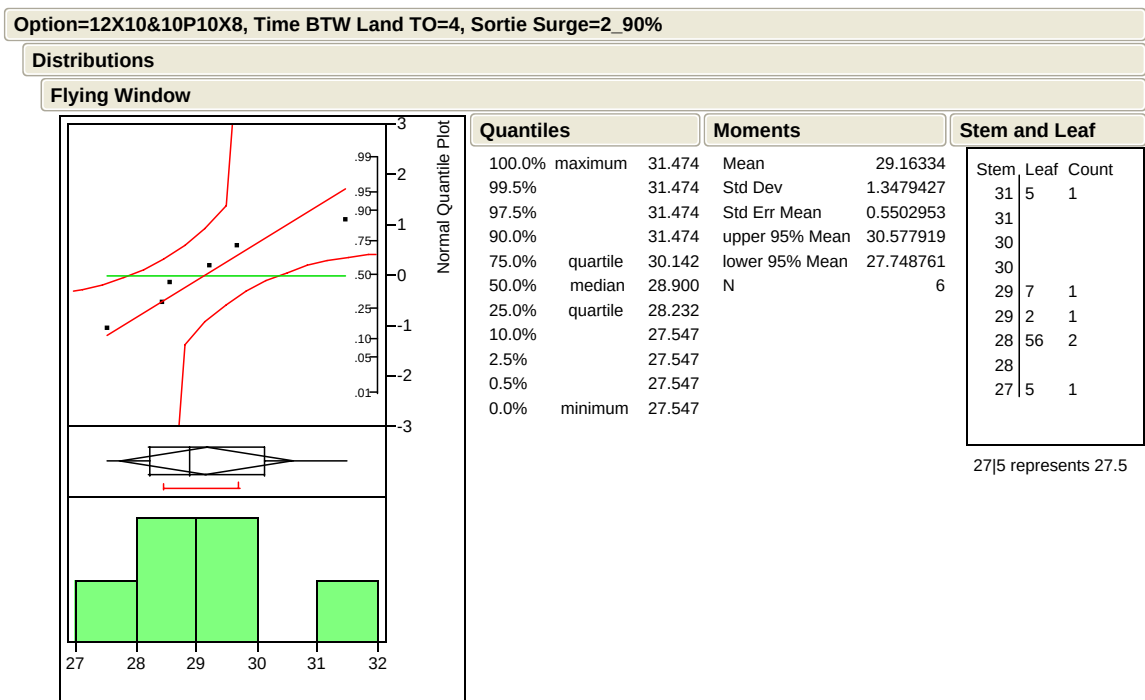


Figure 433. Stem and Leaf and Normal Quantile Plot for Treatment 12

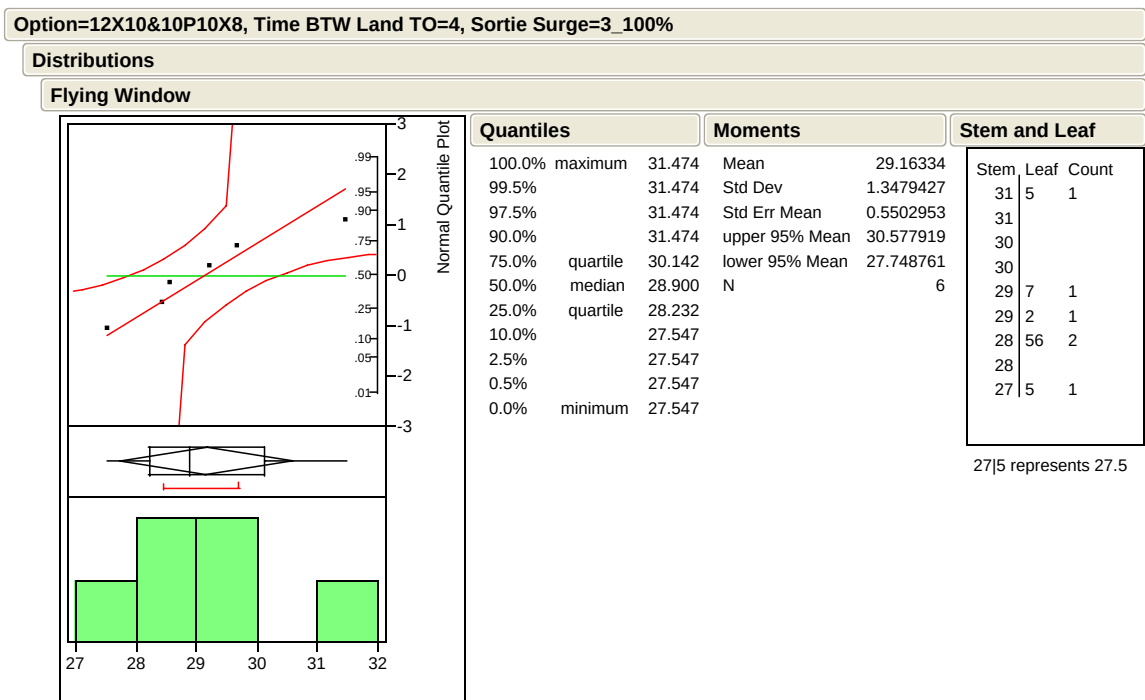


Figure 434. Stem and Leaf and Normal Quantile Plot for Treatment 13

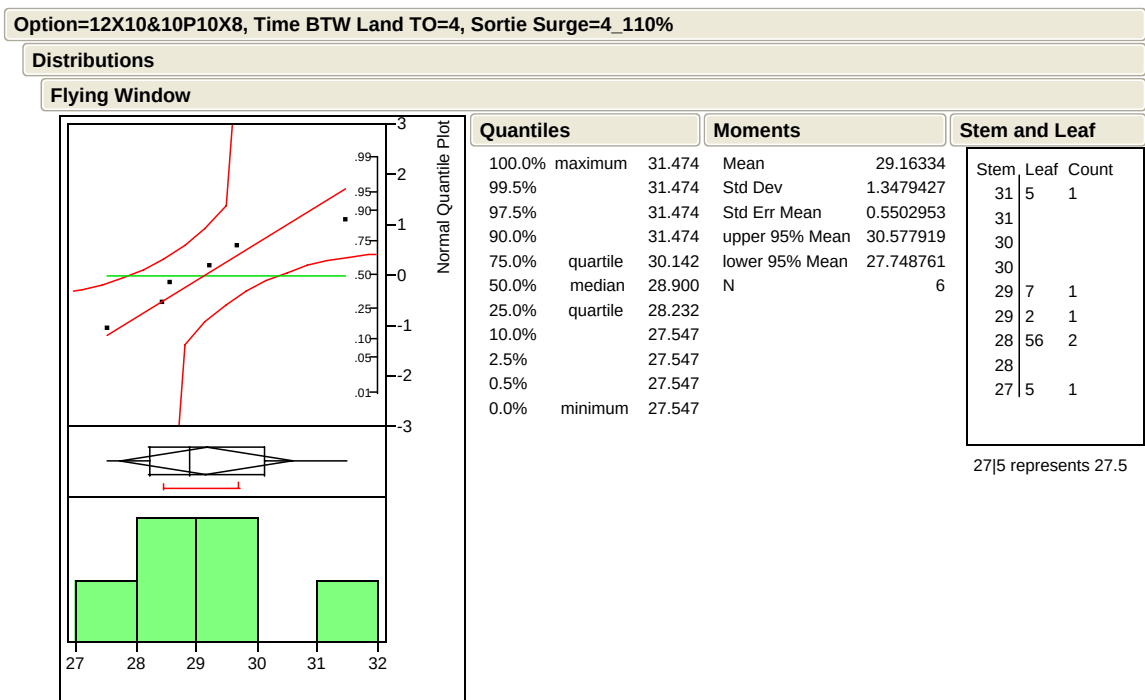


Figure 435. Stem and Leaf and Normal Quantile Plot for Treatment 14

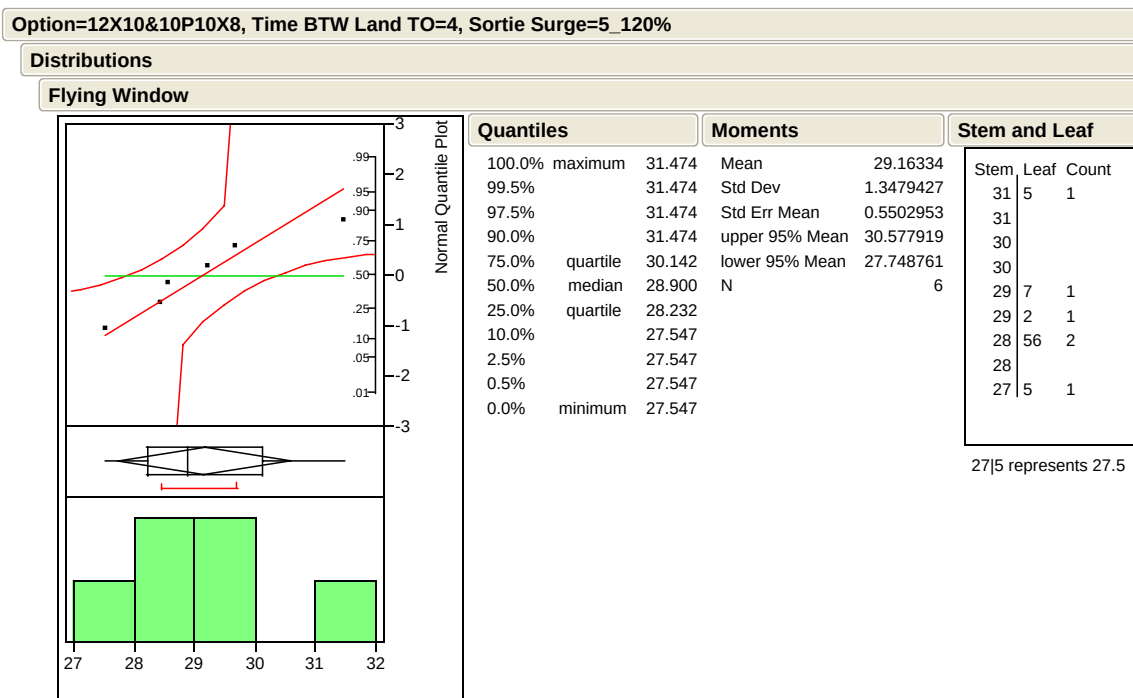


Figure 436. Stem and Leaf and Normal Quantile Plot for Treatment 15

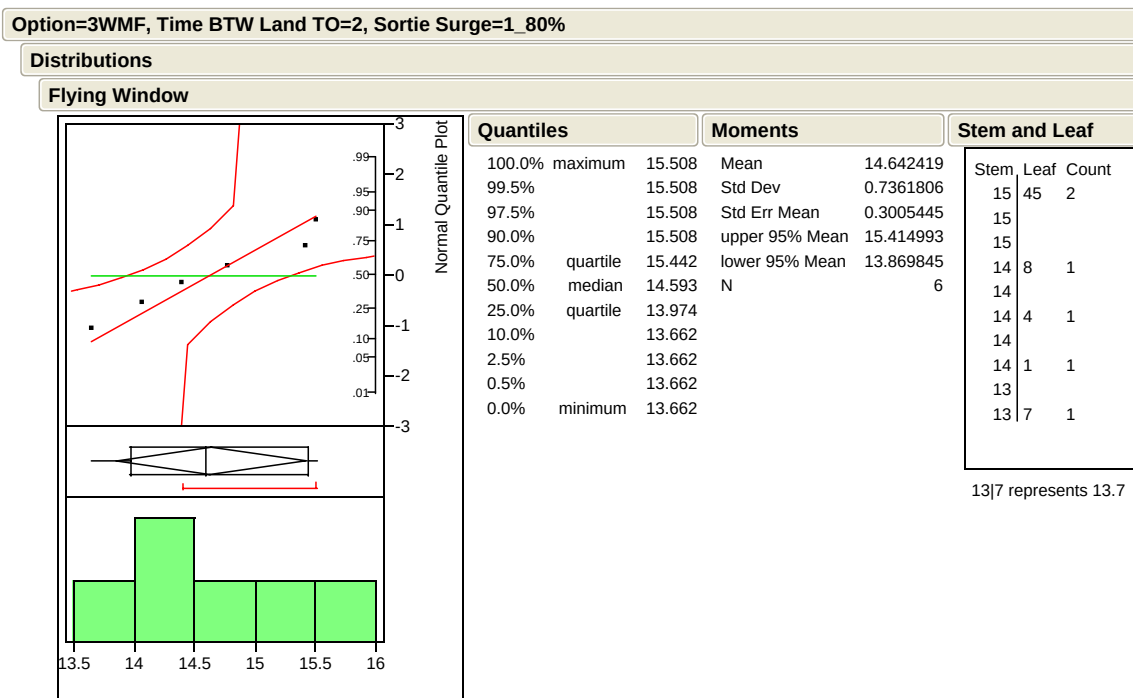


Figure 437. Stem and Leaf and Normal Quantile Plot for Treatment 16

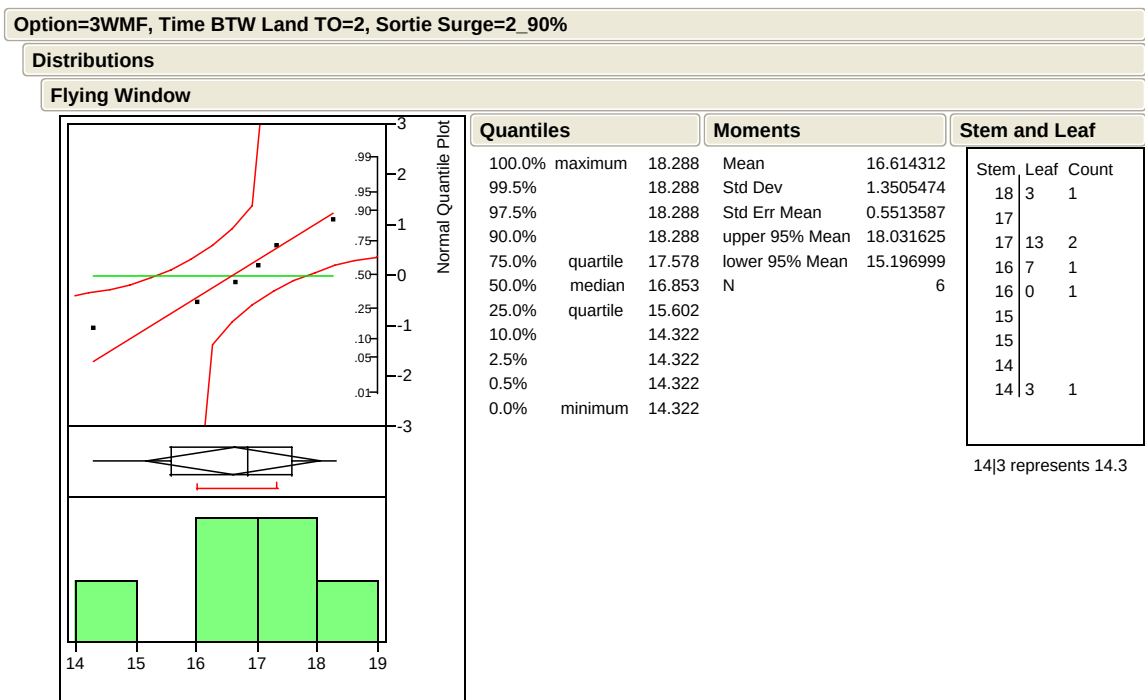


Figure 438. Stem and Leaf and Normal Quantile Plot for Treatment 17

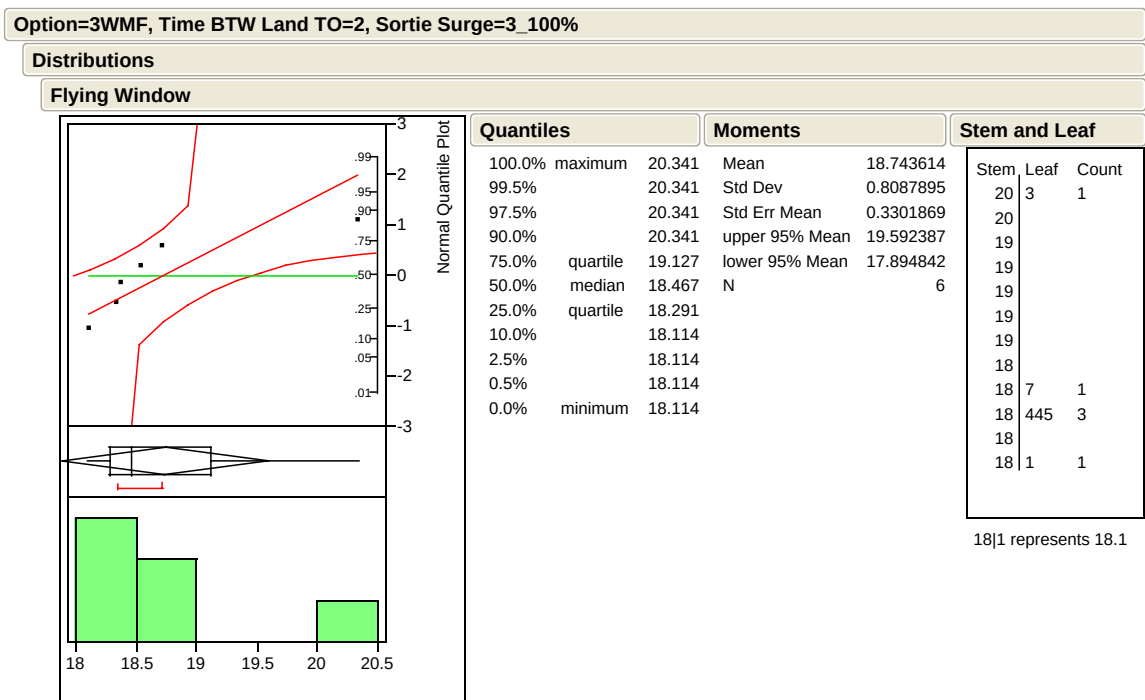


Figure 439. Stem and Leaf and Normal Quantile Plot for Treatment 18

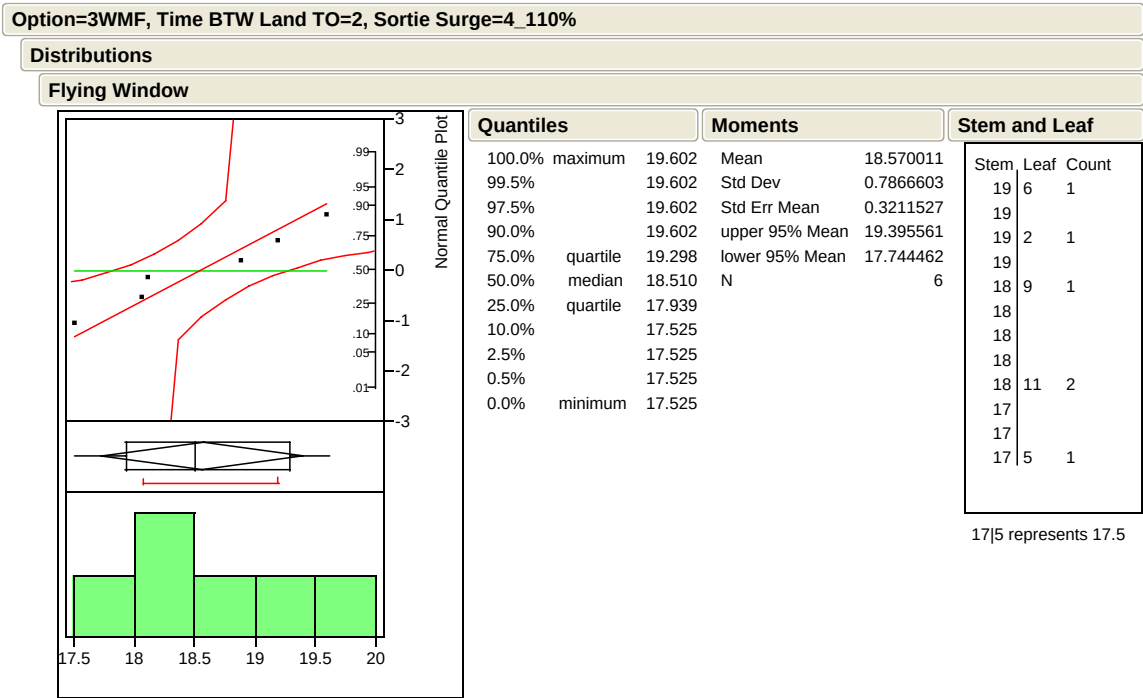


Figure 440. Stem and Leaf and Normal Quantile Plot for Treatment 19

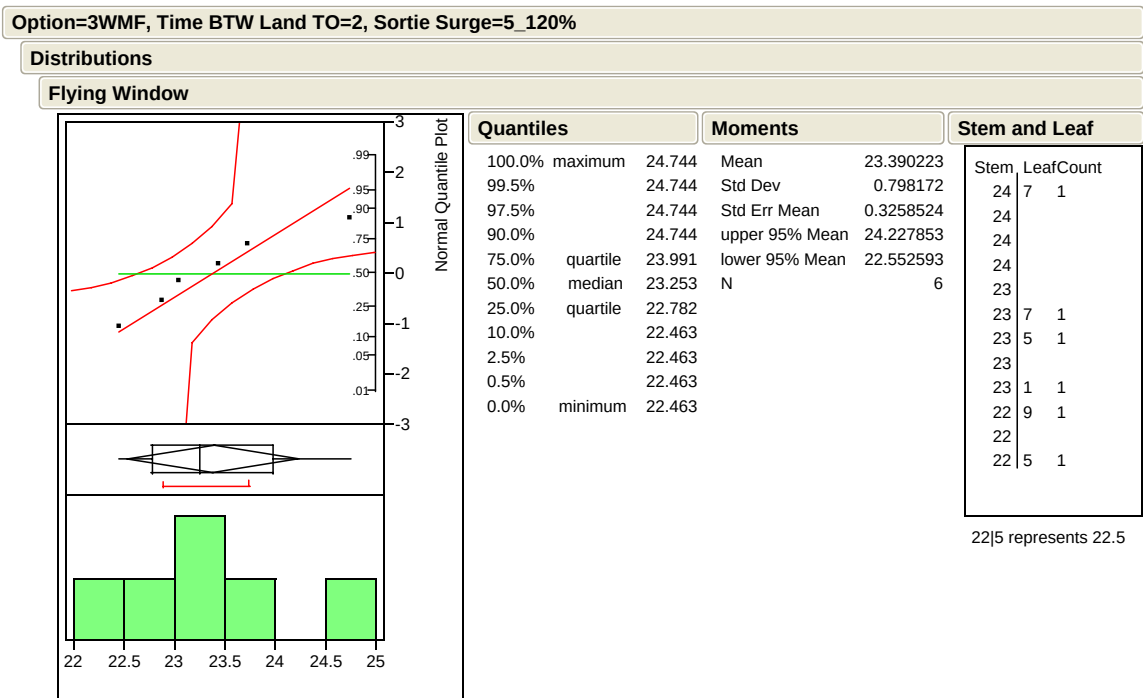


Figure 441. Stem and Leaf and Normal Quantile Plot for Treatment 20

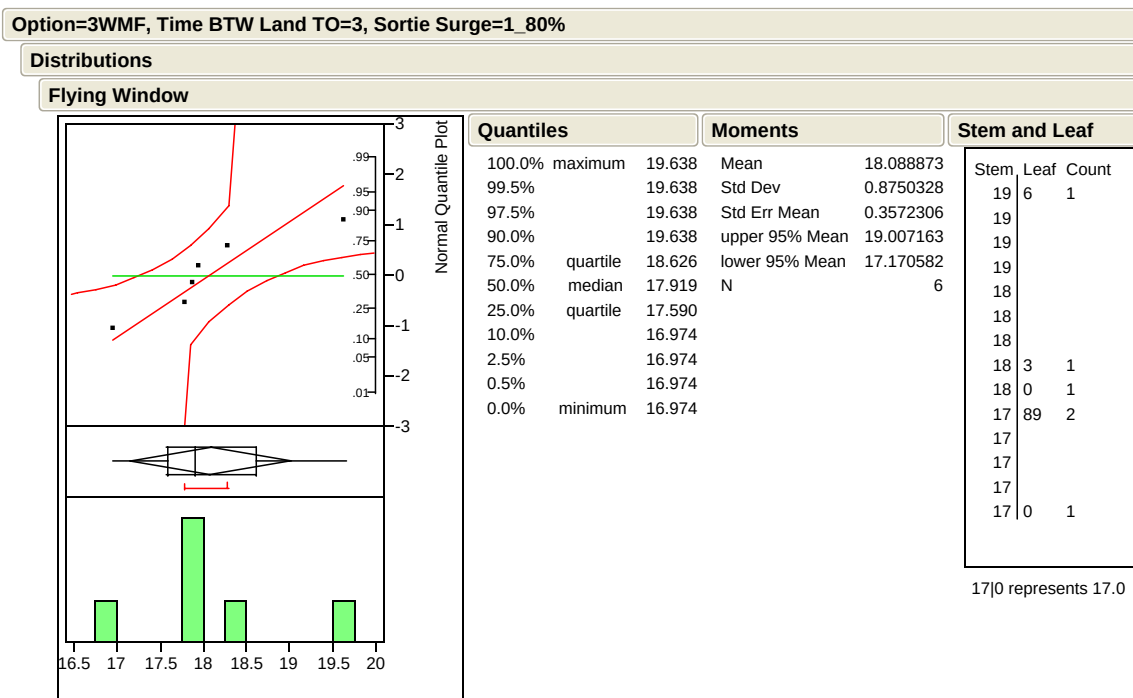


Figure 442. Stem and Leaf and Normal Quantile Plot for Treatment 21

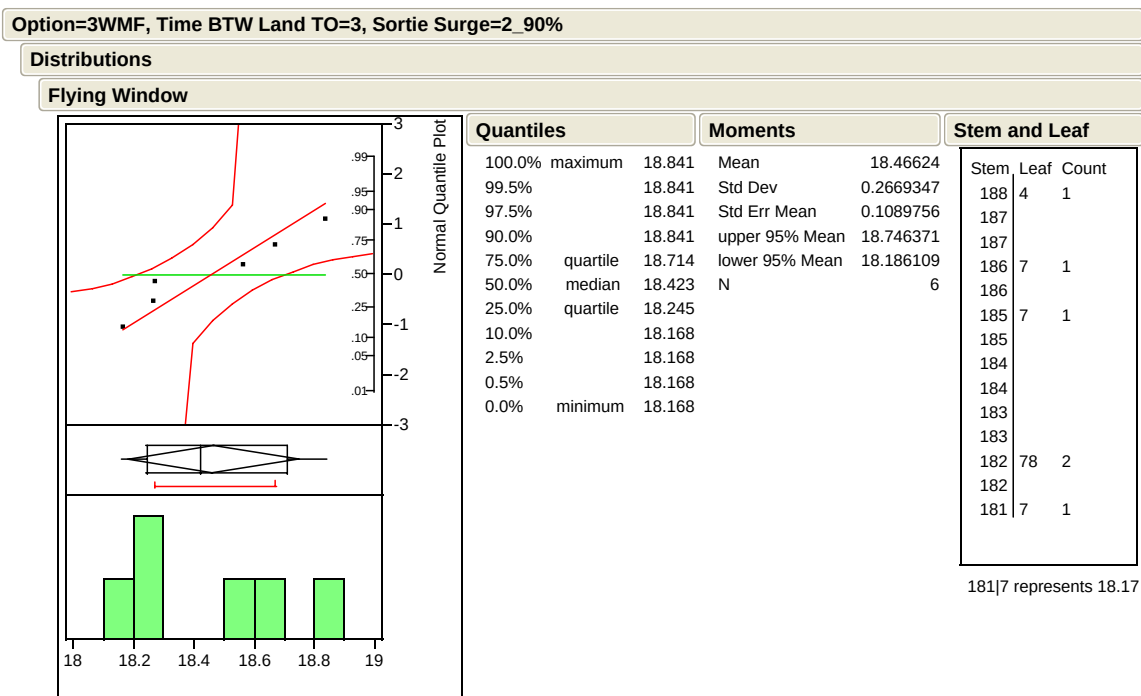


Figure 443. Stem and Leaf and Normal Quantile Plot for Treatment 22

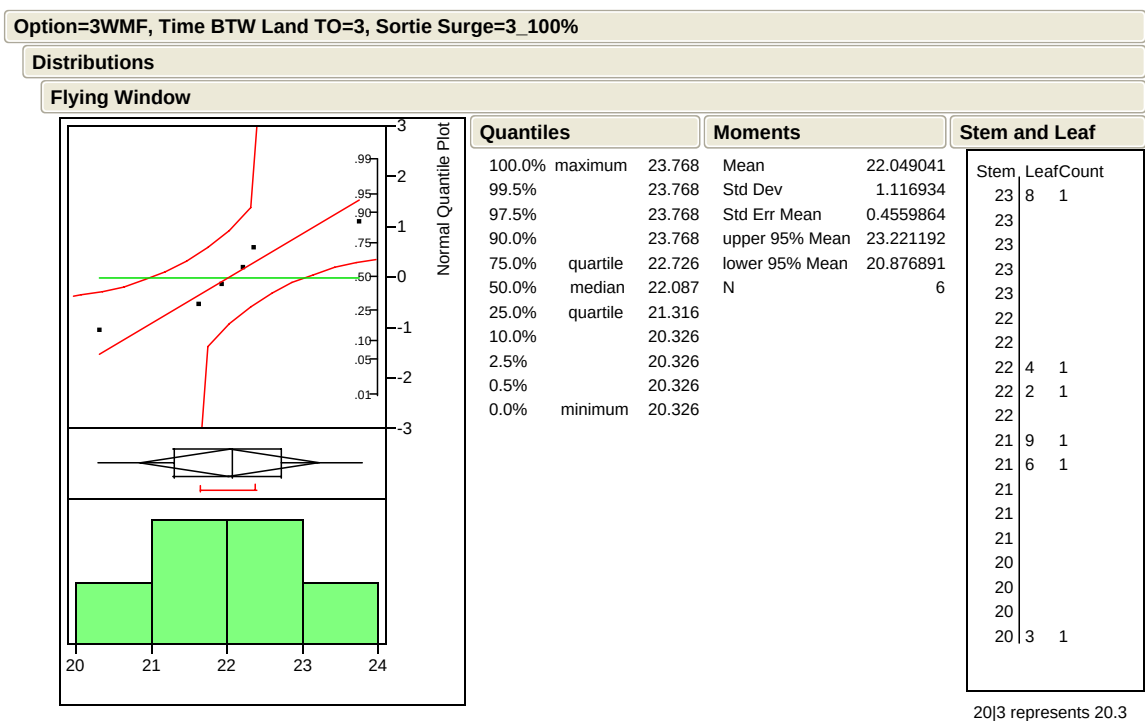


Figure 444. Stem and Leaf and Normal Quantile Plot for Treatment 23

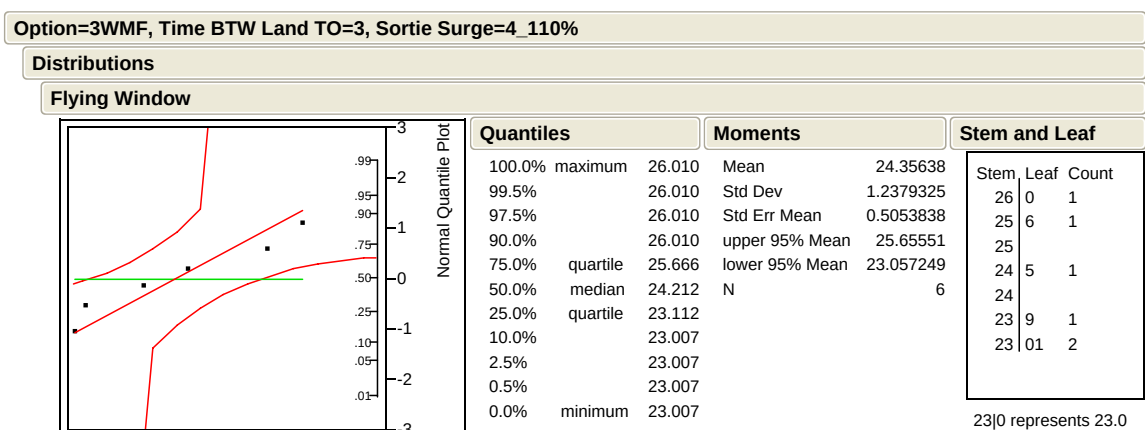


Figure 445. Stem and Leaf and Normal Quantile Plot for Treatment 24

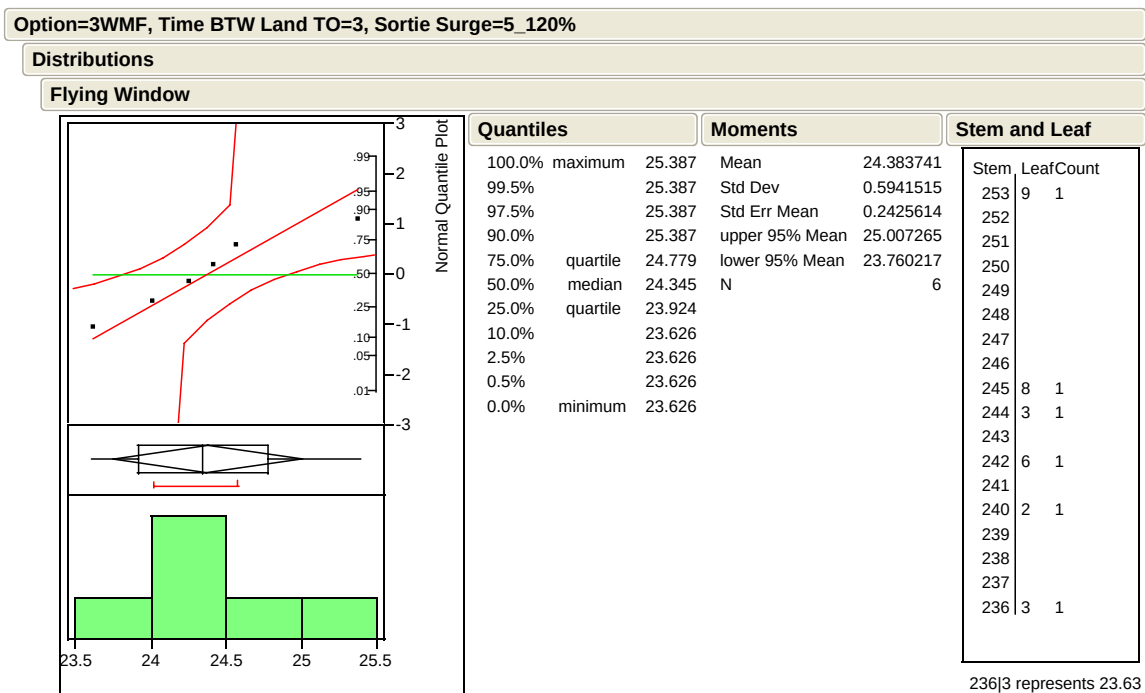


Figure 446. Stem and Leaf and Normal Quantile Plot for Treatment 25

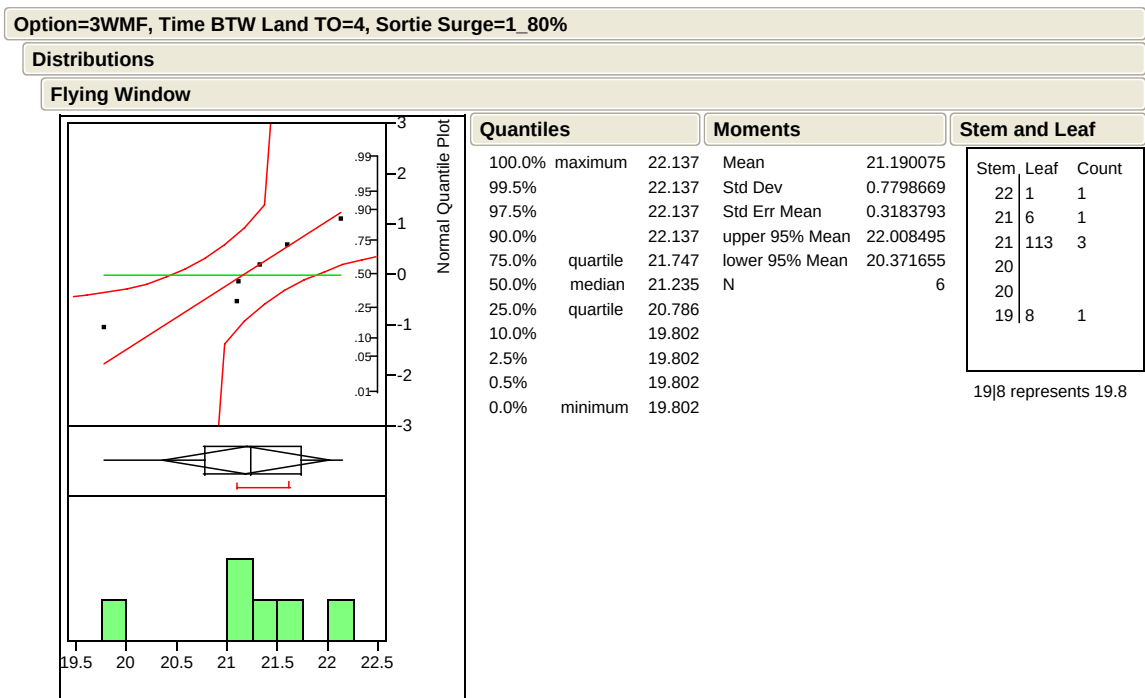


Figure 447. Stem and Leaf and Normal Quantile Plot for Treatment 26

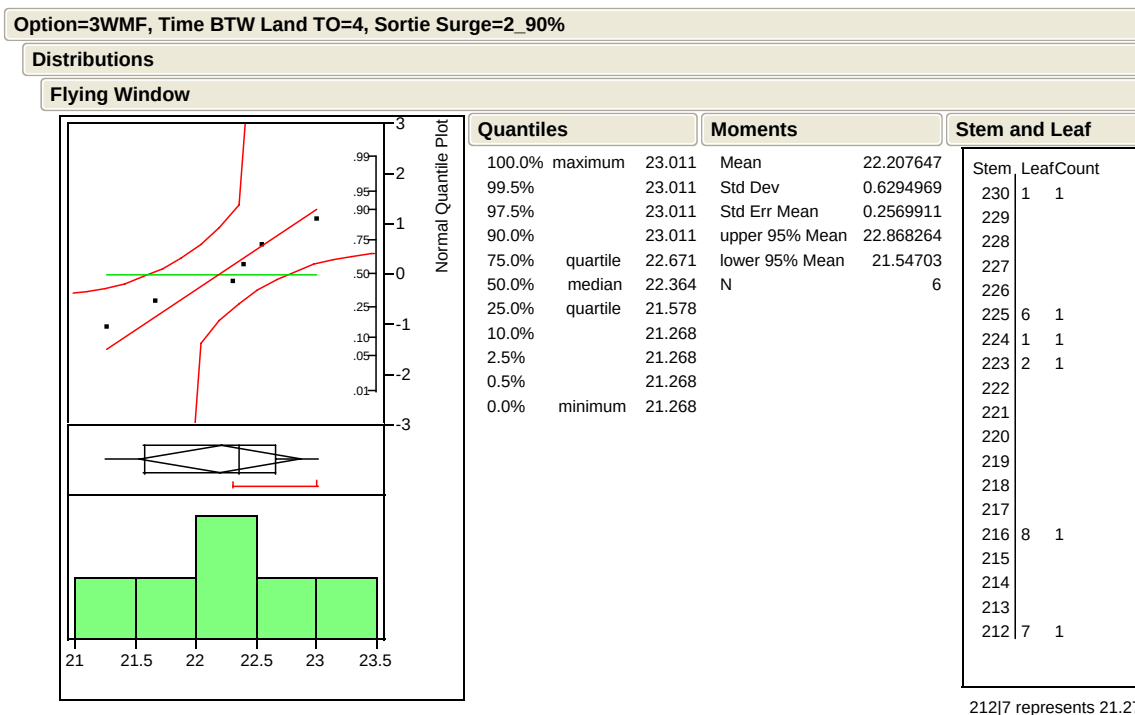


Figure 448. Stem and Leaf and Normal Quantile Plot for Treatment 27

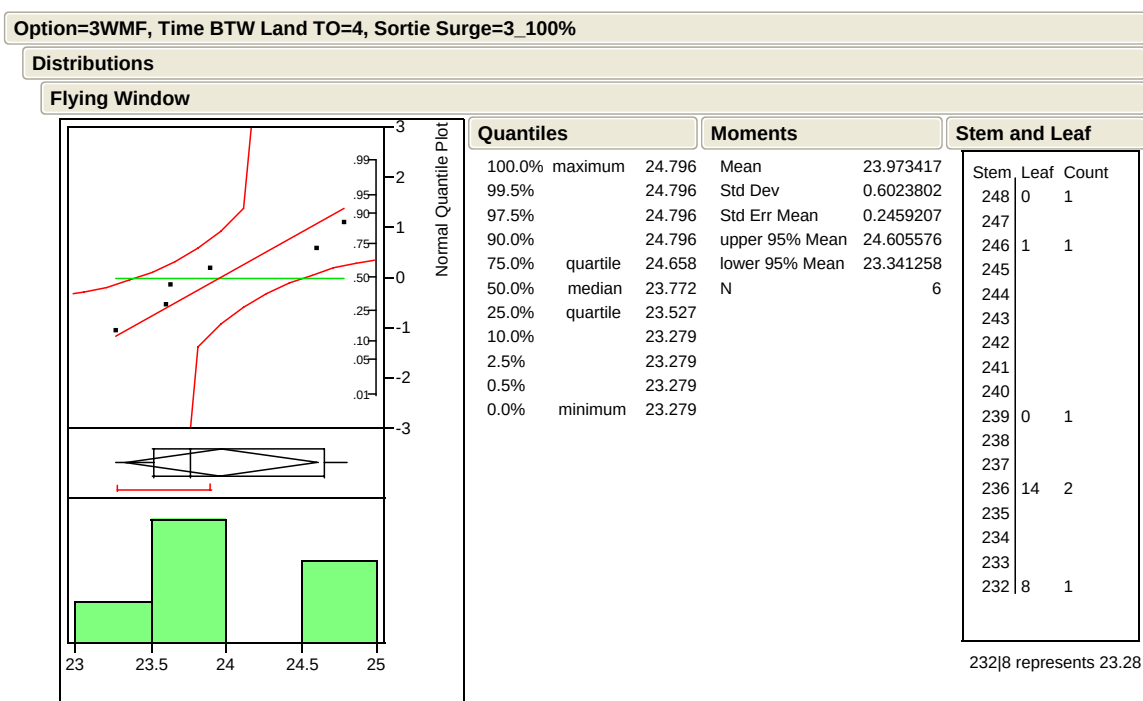


Figure 449. Stem and Leaf and Normal Quantile Plot for Treatment 28

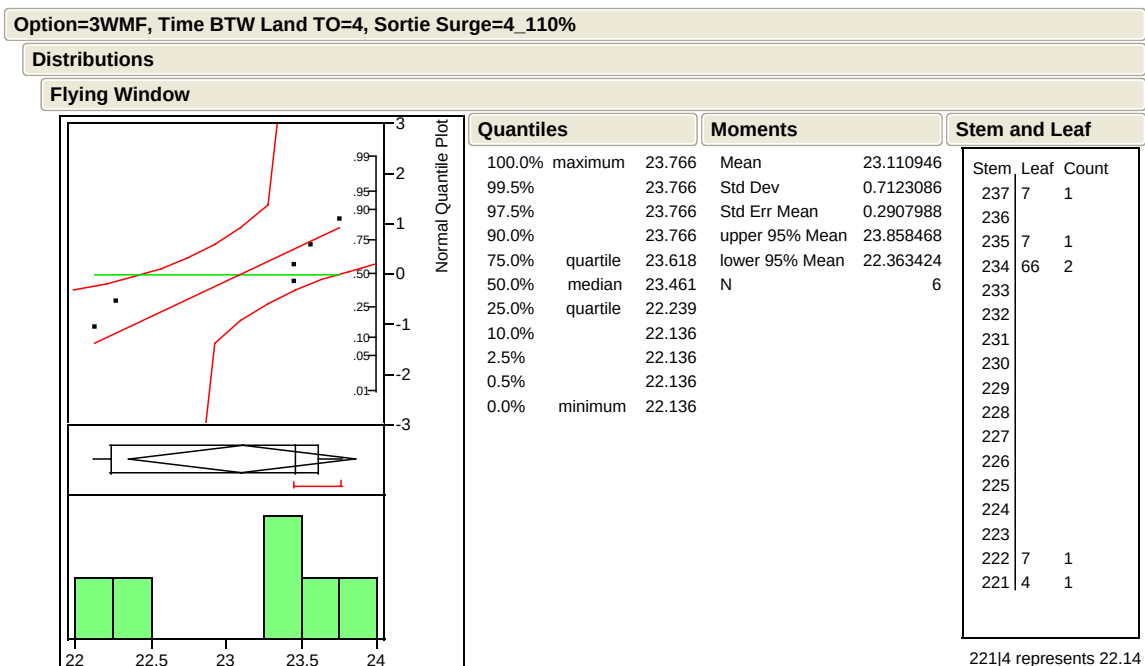


Figure 450. Stem and Leaf and Normal Quantile Plot for Treatment 29

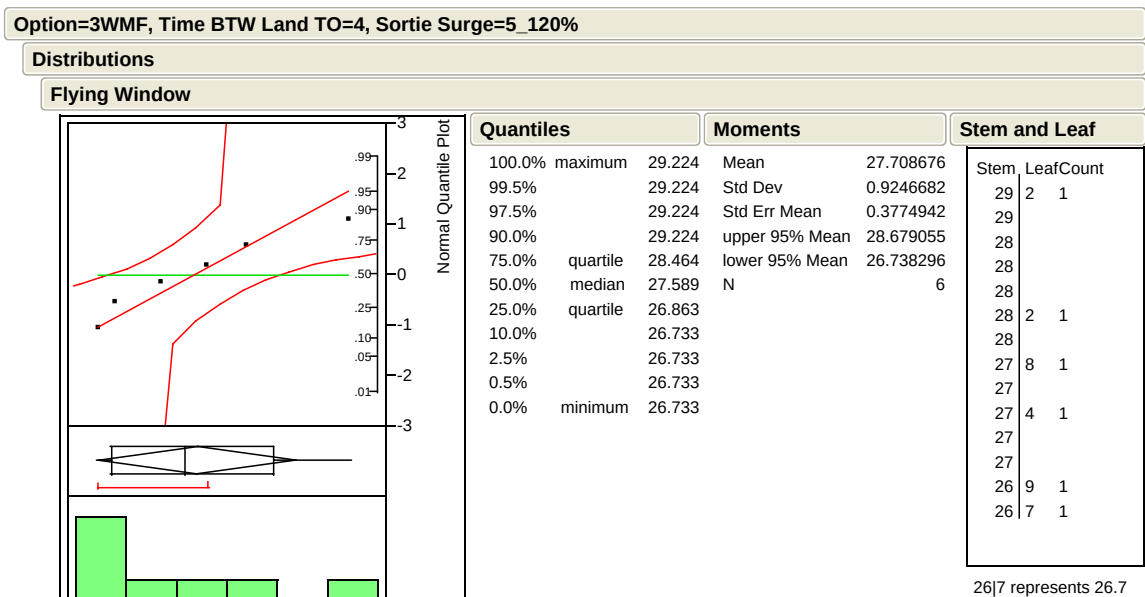


Figure 451. Stem and Leaf and Normal Quantile Plot for Treatment 30

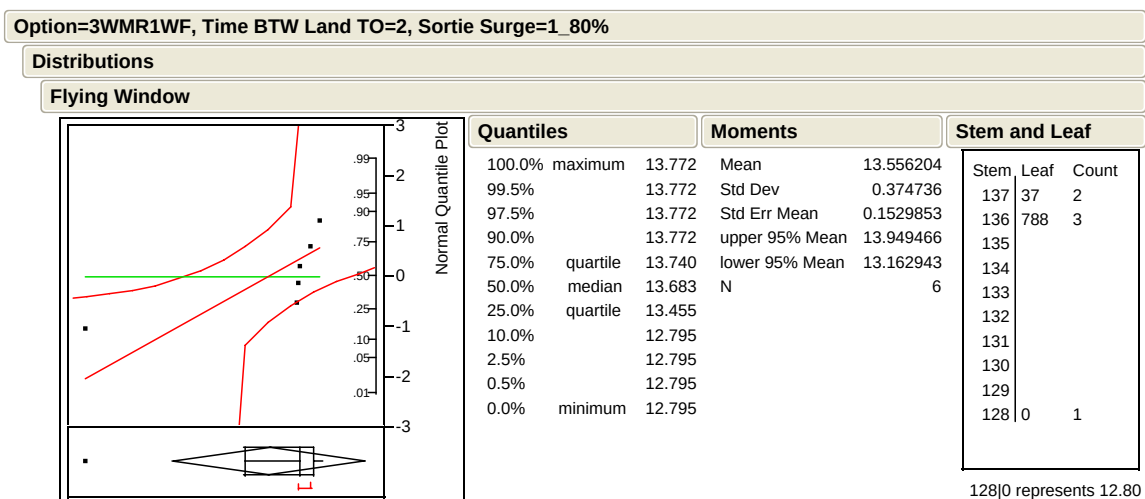


Figure 452. Stem and Leaf and Normal Quantile Plot for Treatment 31

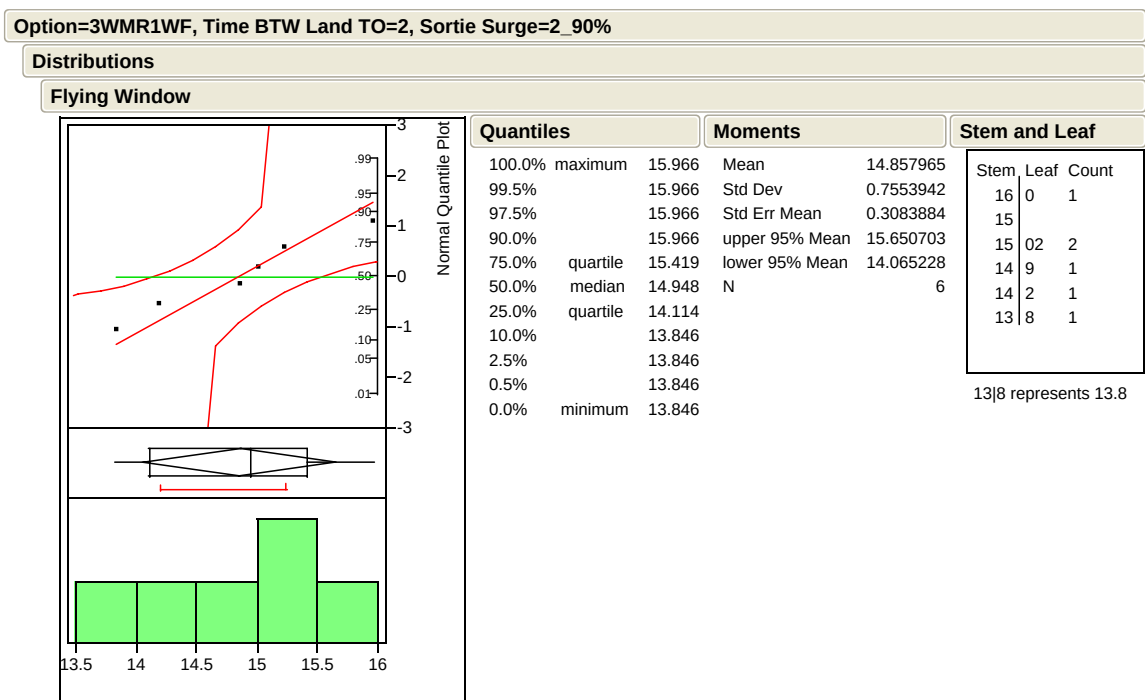


Figure 453. Stem and Leaf and Normal Quantile Plot for Treatment 32

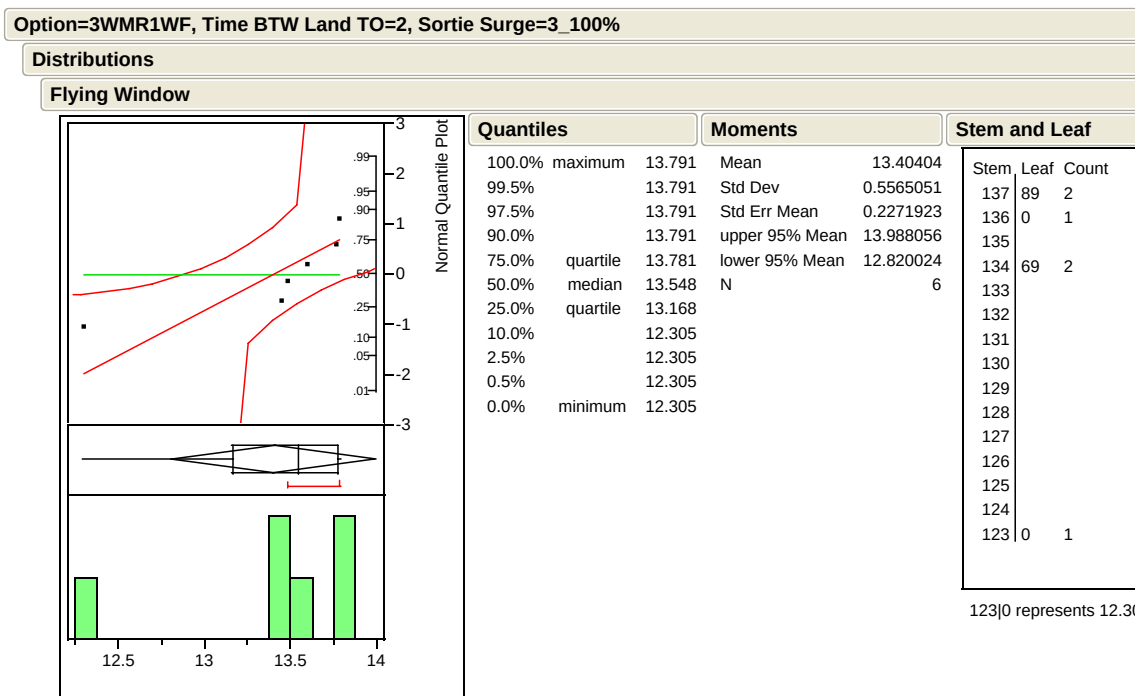


Figure 454. Stem and Leaf and Normal Quantile Plot for Treatment 33

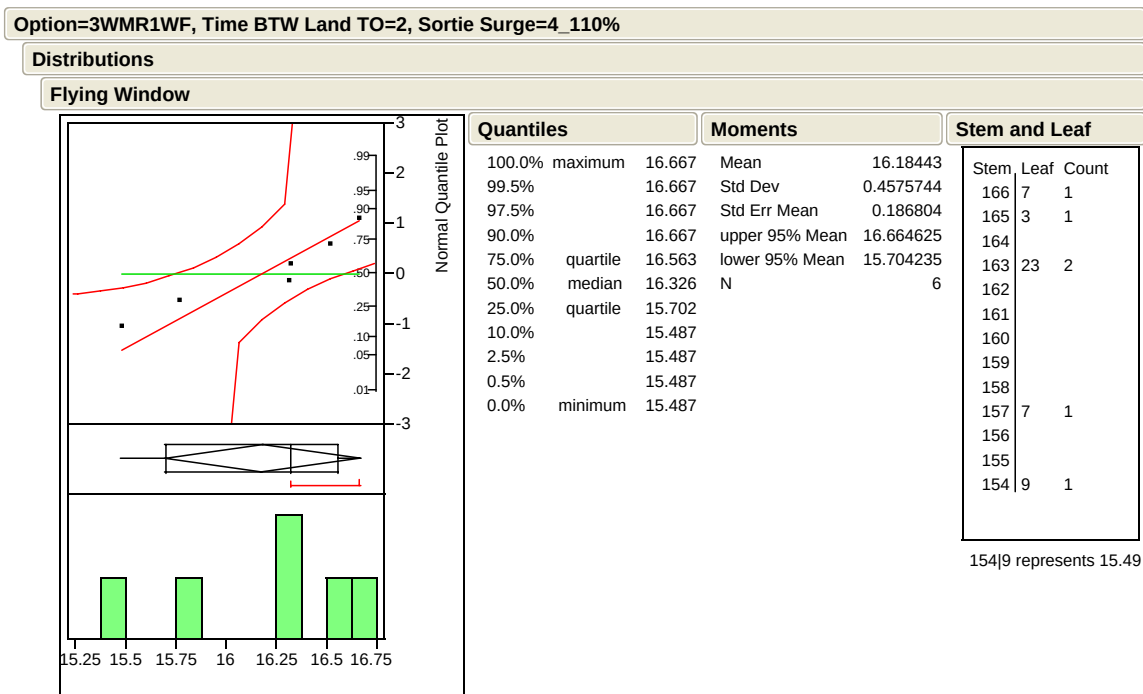


Figure 455. Stem and Leaf and Normal Quantile Plot for Treatment 34

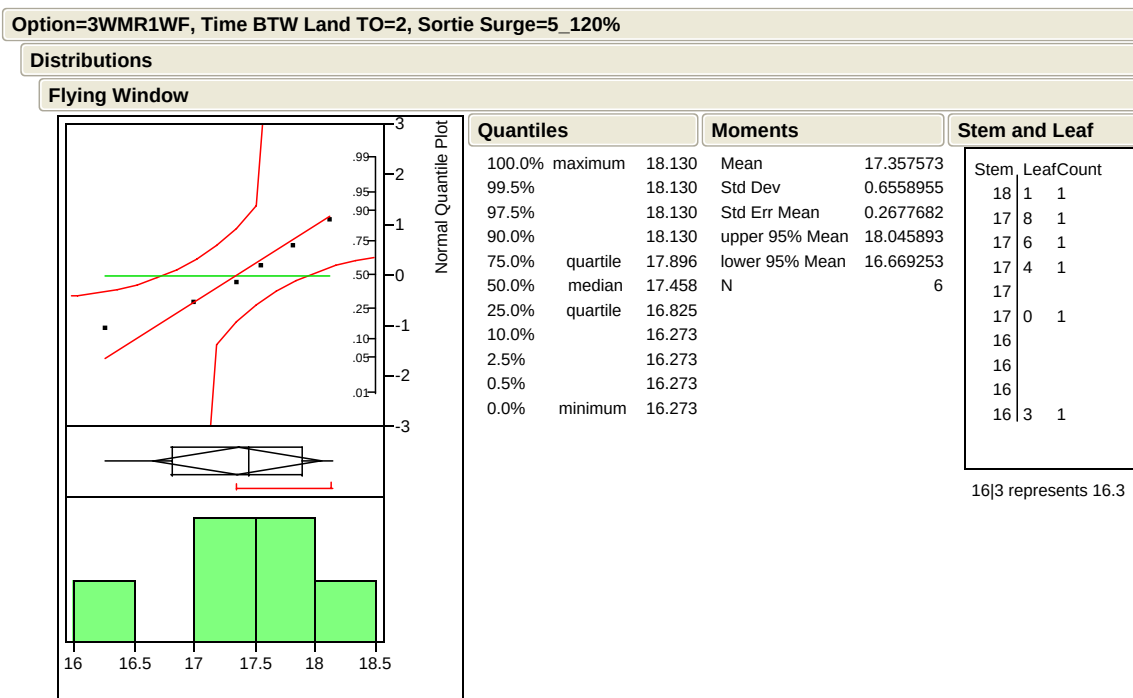


Figure 456. Stem and Leaf and Normal Quantile Plot for Treatment 35

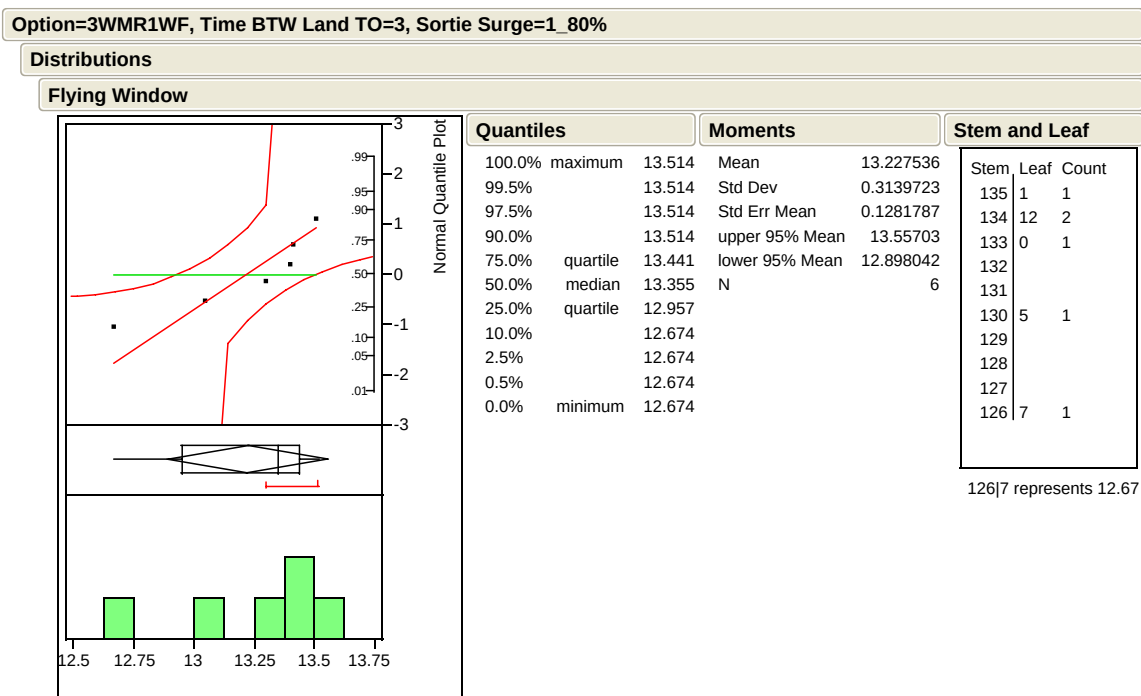


Figure 457. Stem and Leaf and Normal Quantile Plot for Treatment 36

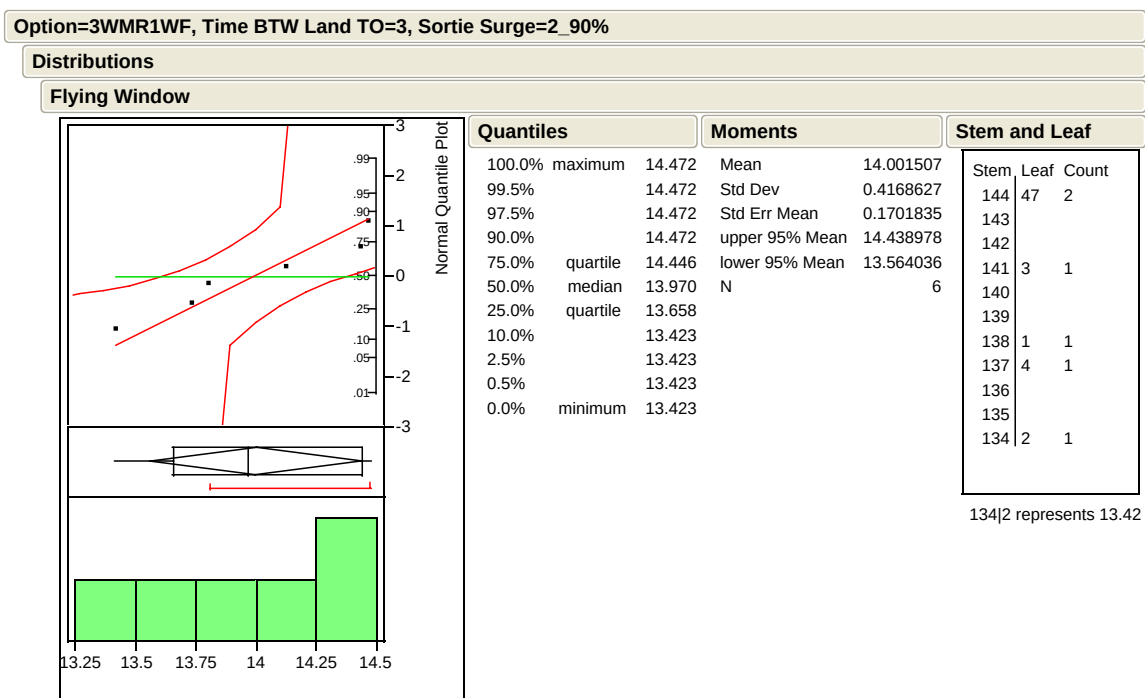


Figure 458. Stem and Leaf and Normal Quantile Plot for Treatment 37

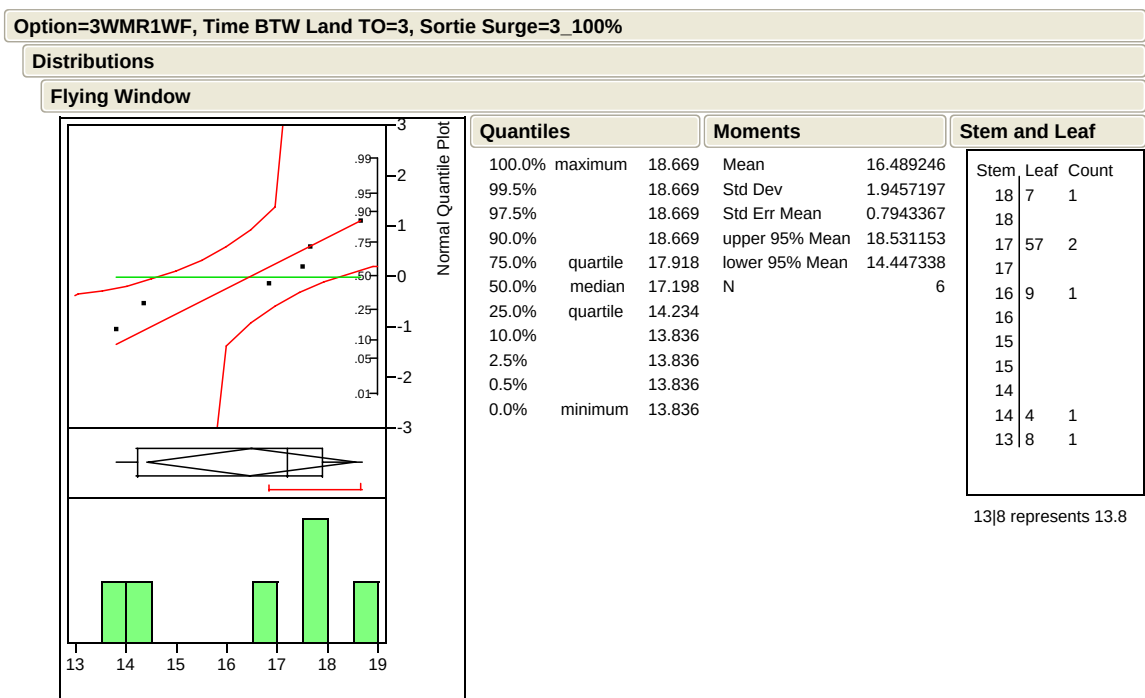


Figure 459. Stem and Leaf and Normal Quantile Plot for Treatment 38

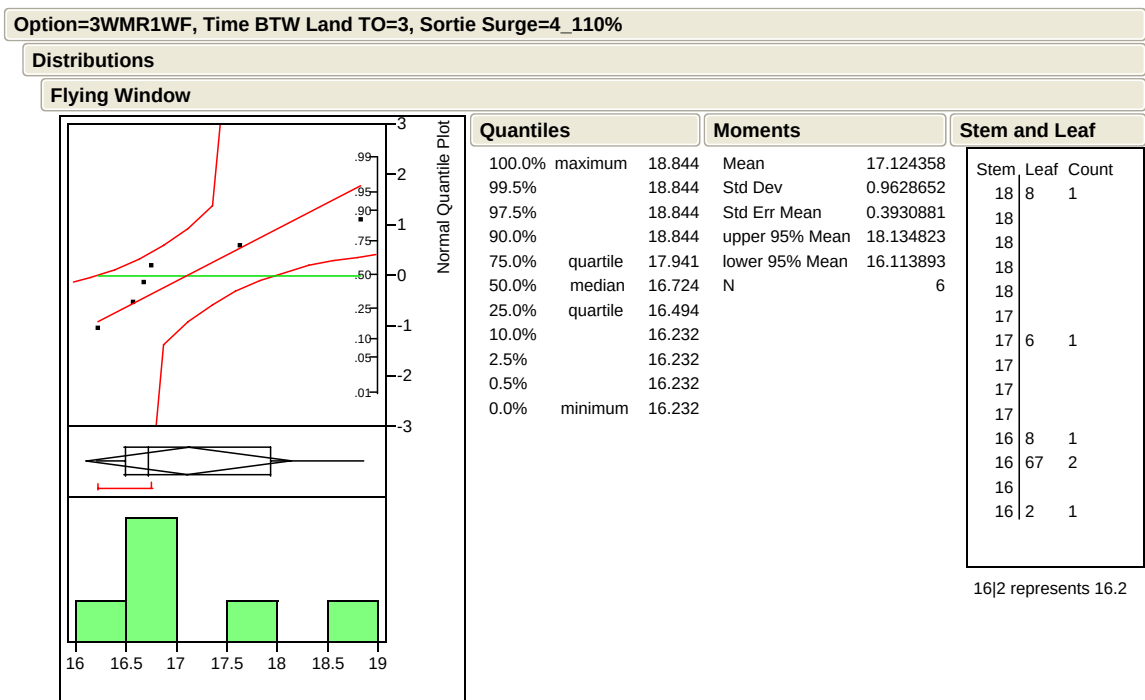


Figure 460. Stem and Leaf and Normal Quantile Plot for Treatment 39

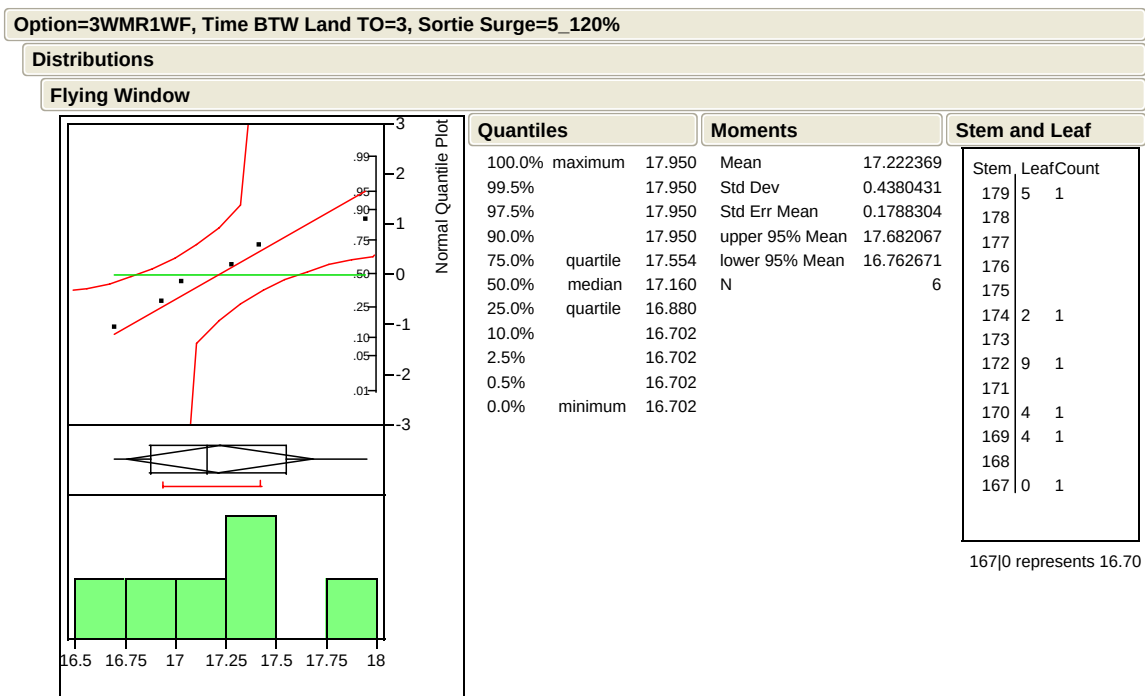


Figure 461. Stem and Leaf and Normal Quantile Plot for Treatment 40

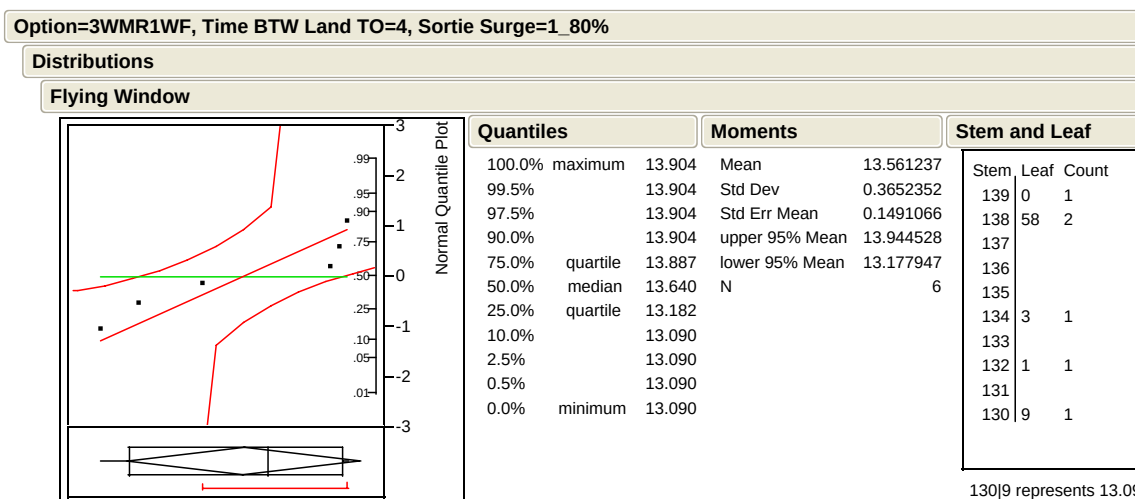


Figure 462. Stem and Leaf and Normal Quantile Plot for Treatment 41

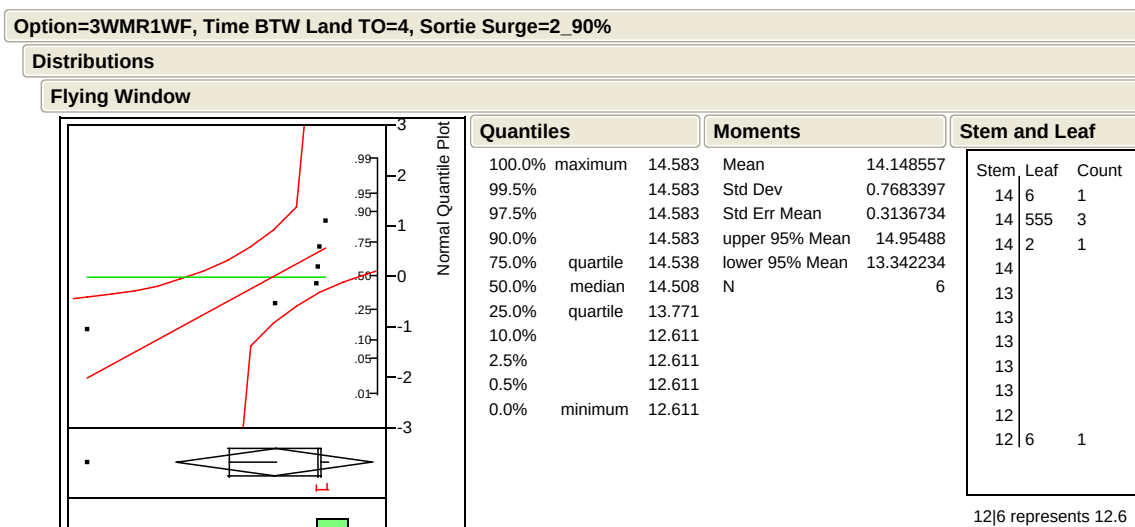


Figure 463. Stem and Leaf and Normal Quantile Plot for Treatment 42

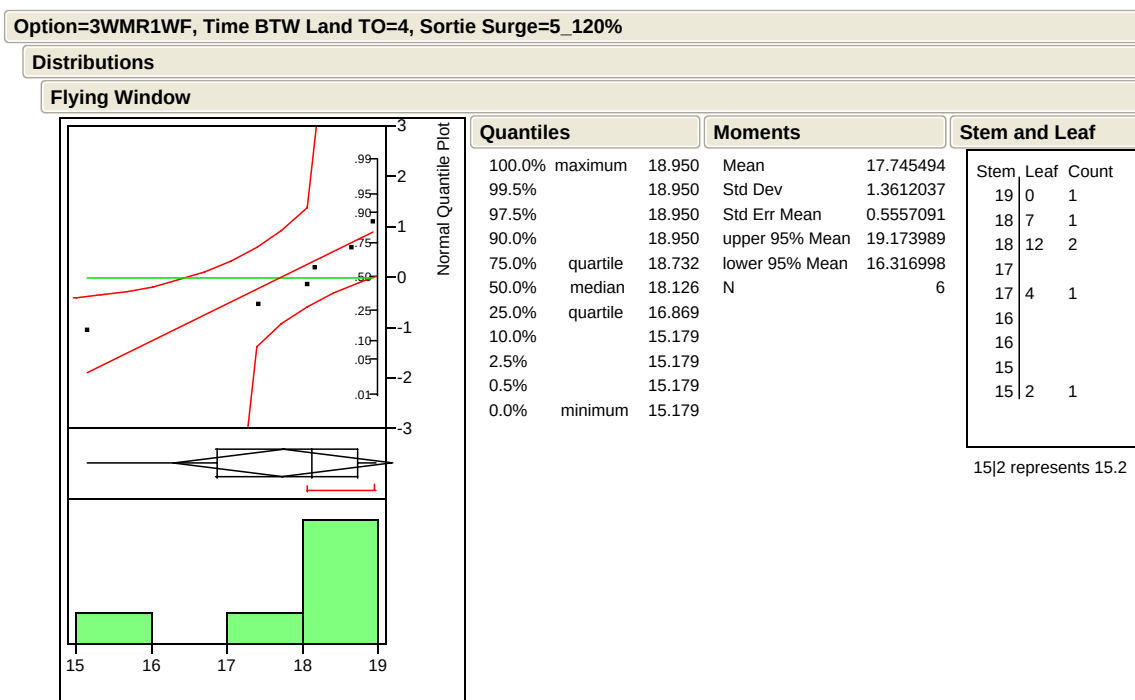


Figure 466. Stem and Leaf and Normal Quantile Plot for Treatment 45

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XXVI. Vita

Major Konstantinos Iakovidis was born in 1970 in Kozani, Greece. He completed his basic education in Kozani in 1988 when he entered the Hellenic Air Force Academy / Engineering Dept. He graduated at 1992 with a Bachelor Degree in Aerospace and Mechanical Engineering.

His first assignment in 1992 was at 111 Combat Wing where he worked until 2003. In 111CW he was dealing with maintenance and quality control issues – he hold positions in the 330 Squadron, the Field Maintenance Squadron and the Base Quality Assurance Dept. He was also dealing with various NATO activities such as combined exercises, ACE/ACS training and Immediate Reaction Forces.

From 1992 to 1997 he was also studying as a part time student in the Aristotle University Of Thessaloniki / Informatics Dept and he got his Bachelor Degree in Computer Science.

In 1996 he was trained as an F-16 Aircraft Battle Damage Repair Assessor at Hill AFB, Utah. In year 2001 he returned to the 330 Squadron as the Chief of Maintenance and he served for two years. He graduated from the Hellenic Air Force Staff College just before entering the AFIT Graduate School of Engineering and Management (Department of Operational Sciences) in Aug 2003.

Major Konstantinos Iakovidis is married and has a daughter and a son.

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14. ABSTRACT In the F-16 fighter community it is believed that the flying schedule can make or break a wing's maintenance effort. Nevertheless, there is no published scientific support behind many commonly used maintenance scheduling philosophies. The problem is that a generally accepted overall scheduling philosophy to improve the long term health of the fleet does not exist. The purpose of this research is tri-fold: to identify the most important scheduling philosophies, to identify the most meaningful metrics that capture the long term health of the fleet and maintenance effectiveness, and to compare the various philosophies using the performance measures to help maintenance managers choose the most appropriate one. A stochastic simulation model was generated to model the sortie generation process, and a full factorial Design of Experiment was used to identify statistically significant differences among the proposed scheduling philosophies. The results of the study show that the "3 waves Monday through Thursday and 1 wave on Friday" maintenance scheduling philosophy seems to outperform the other philosophies regardless of the sortie surge level or the time between landing and take off. This philosophy is also less sensitive than the alternative philosophies in sortie level and time between landing and take-off changes.					
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