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SAC Phase-In Plan

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10.0 SAC PHASE-IN PLAN

INTRODUCTION

This document has been prepared as the detailed field plan to augment the general provisions of "SR-60-103 Integrated Weapon System Activation Plan, Base T-1 thru T-5 Unit Manning Document Personnel Phasing Schedule (Annex 3)". Preparation is in accordance with "AFBMD" Exhibit 59-11, Contractor responsibilities for Activation of WS107A-2 Base Attachment #2". This document shall in no way supersede the "Memorandum of Agreement concerning Turnover of ICBM Sites from ARDC/AMC to SAC, 10 October 1960". In no case will agreements noted herein come between a contractor and his contract. Should any procedures develop implying a change to contractual requirements, these arrangements must be approved by BMC.

The objective of the SAC personnel phase-in program is to provide job experience for SAC personnel by which they will become familiar with operational equipment at Titan A Operational Bases.

SATAF will coordinate implementation of this plan with the appropriate SAC squadrons, TMC as Integrator and the Associate Contractors.

This plan will be implemented without adversely affecting base activation schedules.

There are essentially two phases in the SAC integration program. The first portion is "Immediate Phase-in" which occurs during the GOE/GSE installation period. The second part is "Formal Phase-in" which begins during the Sub-system Test period and continues through the Activation Exercise period.

It is not the intent of this plan for SAC personnel to supplement the work being done by Associates and Sub-contractors during the Activation effort. The SAC personnel activities shall in no way interfere with the progress of the Associate Contractor efforts.



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A. IMMEDIATE PHASE-IN

The intent of this phase of the program is to integrate the available SAC technical personnel into the activation effort at the earliest possible date.

Implementation of this phase will commence as soon as is practical. For planning purposes this phase covers the Associate Contractors GOE/GSE installation period, terminating with the beginning of the Sub-system Test Period.

The "Immediate Phase-in" program will consist of over the shoulder observation type job experience for the SAC personnel assigned. No physical participation in the GOE/GSE installation and construction effort is planned for reasons of the nature of the sub-contracts involved.

Agreements noted in the paragraph for the "Formal Phase-in" will be applicable with the following exceptions:

1. "Program" (task lists) will not be formulated for this phase.
2. "Personnel evaluation" system will not be necessary for this phase.
3. SATAF will coordinate with the COE Liaison Officer to implement and direct the efforts of the SAC personnel phased into the construction effort.
4. The Corps of Engineers responsibilities will parallel those of the Associate Contractors during this "Immediate Phase-in" program. SAC personnel assigned to the COE will be assigned to TMC upon facility turnover as is practical.

The SAC Training Squadron, with the assistance of SATAF, will thoroughly brief the SAC personnel involved in this program with emphasis towards potential problems associated with the sub-contracted construction and installation efforts. The Associate Contractors with the assistance of SATAF, will brief the Sub-Contractors as to the functions of the SAC personnel. TMC as Integrating Contractor will assist in these briefings as required.



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B. FORMAL PHASE-IN

The Formal Phase will be defined as follows:

Mutual Agreement: A documentation of agreements and plans concerning such matters as organizational responsibilities, administration, transportation, messing facilities, personnel evaluation, etc.

Program: A listing of tasks to be observed or participated in by AFSC's. These Task Lists are to be extracted from Sub-system Test Procedures and Checklists (Technical Manuals).

Schedule: A personnel phase-in schedule will be compiled from numbers of AFSC's each Associate Contractor determined acceptable for Sub-system Test/Activation Exercise periods compiled with respect to the integrated schedules for these periods.

1. Mutual Agreement

The purpose of this section is to record agreements reached between SAC, SATAF, Martin Integration, and the Associates regarding the integration of SAC personnel into the Activation effort. These agreements apply to all signatories and will govern all cases in which SAC personnel are integrated with a contractor work force prior to the operational date of each complex/facility.

a. General

The integration of SAC personnel is a mutually beneficial program by which a smooth transition from contractor to military control is effected. Four general policies must apply to insure compatibility with the prime objective of timely site or complex completion:

- 1) Placement of SAC personnel with the contractor will be controlled by SATAF. SAC personnel will not be withdrawn from this agreement except to fill unit or operational readiness training quotas.
- 2) The contractor will have control of the utilization of SAC personnel which will insure non-interference with his commitments.



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3) SAC personnel may be utilized in their speciality at Associate Contractor's option.

4) The SAC Site Commanders will be the focal point of contact for administration of SAC personnel at each site. They will coordinate with contractors, SATAF, Squadron Commanders, TAT and Squadron Control Center relative to on-the-spot changes of personnel requirements, schedules, transportation, messing, etc.

Job experience during Activation Exercises will be gained primarily through active participation in operations. The extent of SAC participation will be within the scope of activity assigned to the respective Associate Contractor's systems.

The total quantity of SAC personnel that can be phased in will be limited by available workspace and number of Associate Contractors participating in activities. Overcrowding must not occur and the Associate Contractor's job effort must not be impeded.

b. Organizational Responsibilities

1) SATAF:

(a) Will coordinate with contractors to identify opportunities for phase in of SAC personnel.

(b) Will notify SAC (DWSPT) of such opportunities, numbers of personnel required and probable duration.

(c) Will coordinate with the Martin Company and Associate Contractors on the placement of personnel provided by the SAC.

(d) The training specification covered in the Corps of Engineers Contracts and the Unit/Operational Readiness Training Schedule will be reviewed by the SAC, SATAF and Associates prior to assigning individuals to site activation tasks in order to assure realistic availability dates for this training.

(e) Will schedule and conduct a weekly meeting to be attended by SATAF, TMC, Associate Contractors and SAC to resolve the scheduling



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(e) (Continued)

of personnel participating in the program. Scheduling of personnel for specific activities will be maintained three weeks in advance and adjusted, as necessary, at this weekly meeting.

(f) Will assemble the individual training records provided by TMC and/or associate contractors and deliver them to SAC representative at the weekly meeting.

(g) Will notify the SAC Control Center, on a daily basis, of any changes or requirements that were not identified at the weekly meeting.

(h) Will arrange for site housing (Trailers, etc.) to accommodate the needs of the SAC personnel phased-in at the complexes, etc.

2) SAC:

(a) Will provide properly qualified personnel in the numbers required, within its capability. Personnel provided will conform to the working hours of the Associate Contractors with whom assigned.

(b) Will provide deocumentation of individual background and qualification where required to assist in job assignment.

(c) Will provide task list, in coordination with TMC, which will include a breakdown by AFSC of those tasks deemed beneficial to SAC while participating in the Activation Program.

(d) Will insure continuous availability of integrated personnel until the agreed withdrawal date. Cognizance must be taken of personal and Military emergencies which will require temporary or permanent withdrawal of individuals prior to normal termination date. Unit training schedules will be adjusted in accordance with the personnel requirements for this program as resolved at each weekly meeting or in accordance with changes to requirements that may develop on a daily basis.



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(e) Will establish a Control Center to function as the single point of contact within SAC for the resolution of all problems pertinent to schedules, adjustment of schedules, etc., for personnel participating in the program.

(f) Will maintain a training folder on each individual participating in the program which will reflect all activities observed and/or accomplished.

(g) Will provide military administration of integrated personnel including messing, transportation, training, and discipline.

3) TMC

(a) Will assign and schedule SAC personnel into its and the associate contractor's work force.

(b) Will provide SAC, through SATAF, the basic work assignment schedule and any changes thereto.

(c) Will insure proper skill assignment and technical supervision of SAC personnel.

(d) Will aid the Chief, Standardization Division, SAC, in the preparation of task lists to be used as guide to the desired training accomplishments of SAC personnel.

(e) Will maintain, or cause to be maintained, individual records of weekly training accomplishments by SAC personnel and forward same to SATAF prior to each weekly meeting. Each training record will indicate the squadron to which the individual is assigned.

4) ASSOCIATE CONTRACTORS

(a) Will provide the Integrator with the acceptable numbers of each AFSC to be assigned with the Associate.

(b) Will provide Sub-system Test Procedures and Activation Exercise procedures as required to formulate the "Task Lists".

(c) Will provide technical supervision for the SAC personnel assigned the Associate and by control of the utilization of these personnel insure non-interference with the activation commitments.



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- (d) Will evaluate SAC personnel assigned.
- (e) Will initiate recommendations for revisions to **any phase** of the SAC integration schedules or assignments or for reclassification of a SAC man.
- (f) Will provide the maximum job experience opportunity to the SAC personnel assigned the Associate.
- (g) Will see that normal tool-crib items, and certain articles of special clothing and gear will be made available to SAC personnel at each complex. However, tool kits will be issued by the Air Force to SAC personnel, as appropriate for the man's job.

Organization

This section delineates the operational and administrative lines of responsibility within those factions of the Air Force, The Martin Company and Associate Contractor organizations which have within their purview the integration of SAC personnel.

Generally, "operational" control of SAC personnel connotes an interest, or responsibility toward SAC personnel work assignments, evaluation of performance, or other items directly related to their **daily routine** at the Complex, MAMA, etc. "Administrative" control of SAC personnel connotes responsibility in broader areas: e.g. Maintenance of personnel service records, granting leave or time-off, logistic support of the SAC personnel job experience effort, assimilation of performance evaluation data and disciplinary matters.

Primarily, operational control will be exercised by the several contractors having SAC assignees and administrative control will be exercised by the Air Force.

The physical location of a man determines his chain of command; for example, it is envisioned that the Missile Engine Technician assigned with Aerojet-General Corp. at the MAMS and the re-entry vehicle



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c. Organization (Continued)

technicians assigned with AVCO Corp. at the S & I area will work at Complex areas as job interests dictate. While located at a Complex, these men will report via his Associate Contractor to the COG Team II leader, and administratively report to the SAC Complex Commander at that Complex.

1) Base Camp:

Some SAC personnel may be assigned to the Associate Contractors and based at the Base Camp to assist in the functions of Receiving Inspection, Test Planning, Engineering, etc.

2) Complex:

This is the major area for the "on the job experience" program. The Complex Project Director, COG Team II Leader, and the SAC Complex Commander must stay mutually informed concerning all matters of SAC personnel status, leave, problems, etc.

The COG Team II Leader's responsibility shall include, but not necessarily be limited to, the following items:

- (a) Personnel will be briefed on area rules and safety, security, other regulations, services, and facilities, and be conducted on a tour of the area.
- (b) Personnel will be issued badges, parcel passes as required, and will have clothing and normal tool-crib items made available to them as required.
- (c) Each SAC man will be introduced to superior officer present and Associate Contractor supervisor with whom he will be assigned. Explain, in sharper focus and with supervisor present, aspects of job experience program, the organization, and where he fits into the over all operation.



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(d) Occasionally hold discussions with SAC personnel to determine individual progress, job satisfaction and aptitude.

(e) The COG II Team Leader will maintain a roster of SAC personnel, the contractors to whom they are assigned, and the shifts they are working.

The Weekly Work Schedule and the Daily Activity Authorization Plan should consider SAC personnel, especially in regard to manloading in work areas.

Unscheduled SAC personnel transfers may not be made between contractor organizations without COG Team II leader notification and SAC/SMW Control Center approval. However, SAC personnel may be transferred to other groups or teams within the contractor organization to which last assigned. The COG Team II Leader shall be so informed.

3) SMA:

SAC personnel phased in at the MAMS and the S & I facility will be operationally and administratively directed by the chain of command. The SMA Project Director has similar function to that performed by the Complex Project Director and COG Team II Leader at the complexes. The SAC Facility Commander function is similar to that performed by the SAC Complex Commander at the complex. Comments put forth in the preceding paragraph are applicable herein with respect to the similar functions.

(d) Personnel Evaluation:

The SAC personnel job-experience evaluation program is the yardstick by which the effectiveness of the SAC personnel integration effort is measured. The SAC PERSONNEL PERFORMANCE EVALUATION form, is completed on a weekly basis by the Associate Contractor supervisor for each SAC man, and submitted by 1200 hours every Monday for the previous week to the COG Team II Leader, (at each Complex) or the Project Director as appropriate. The information is then forwarded



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d. Personnel Evaluation: (Continued)

to SATAF Command for analysis and evaluation with SAC/SMW Control Center. Responsibility for distribution and collection of the forms rests with Martin Integration.

The basic assumption made here is that SAC personnel assigned at T-1 thru T-5 for job experience shall have completed Operational Readiness Training (ORT) at other installations. The intent of the program is, therefore, to provide the means for determining whether SAC personnel assigned to Associate Contractors are being exposed to job activity consistent with their AFSC numbers, and whether they are deriving benefit from this exposure.

The "task lists" prepared for each AFSC will be used as course outlines for the SAC personnel. Evaluation of SAC personnel with respect to these task lists will be performed by the SAC/SMW Control Center.

e. SAC/SMW "Control Center"

The SAC/SMW will establish a "Control Center" to function as the single point of contact within the Wing for resolution of problems pertinent to the phase-in program. Task lists will be maintained by this organization for each AFSC. Evaluation of participation by SAC personnel in this program will be accomplished by use of these task lists, the evaluation forms, training folders, and other pertinent information at the Control Center.

Assignments of AFSC's by name will be accomplished by this Control Center. All changes of personnel will also be coordinated by the Control Center.

The scheduling and scheduling revisions of the AFSC's by name for this program will be accomplished at the Control Center.



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e. SAC/SMW "Control Center" (Continued)

This Control Center will be the sole responsibility of the SAC/SMW. It is not the purpose of the Control Center to lead the SAC Integration effort, but rather to follow it by recording, and initiating within the SAC/SMW, detail assignments, as required.

f. Weekly Meeting

It shall be the responsibility of SATAF with the assistance of Martin Integration, to schedule and conduct meetings as necessary to resolve the scheduling, etc., of personnel participating in the phase-in program.

g. TAT Representation (SAC)

The SAC personnel participating in the "on the job experience" program will also be utilized to assist the SAC member of the Technical Approval Team(TAT).

2. PROGRAM

This section will consist of the "Task Lists" to be prepared by the SMW. Each AFSC participating in this phase-in program will have a listing of tasks to be observed or participated in during the activation efforts. These task lists are to be extracted from the Associate Contractor's Sub-system Test Procedures and Activation Exercise Check lists -- Technical Manuals. Task lists for AFSC's assigned to TMC in the area of facility maintenance and operation will be general in nature.

3. SCHEDULE

This section will consist of "Formal Phase-in, SAC Personnel Assignment Schedule" and "Integrated SAC Personnel Assignment Schedule". Scheduling will show for each AFSC, when, where, and to which Associate Contractor he is assigned. The subject schedules will be formulated by the SAC/SMW and Martin Integration with assistance from the Associate Contractors as required. Weekly revisions will be accomplished and reference should be made to minutes of the "SAC Integration Committee" meetings for latest requirements. Unless otherwise indicated SAC personnel will be scheduled for indoctrination and then released to the Associate Contractor.