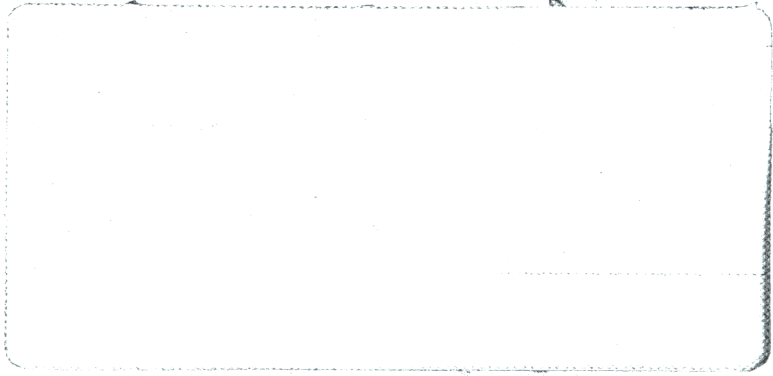


Dean L. Butler

SITE ACTIVATION MANUAL
TITAN I AND TITAN II



MARTIN
DENVER



DATE DUE

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SITE ACTIVATION MANUAL

TITAN I AND TITAN II

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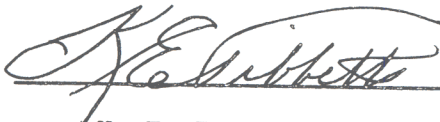
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SUBJECT: Site Activation Manual

PURPOSE: To assist site personnel during the activation of a Titan base.

This manual is published to provide field site personnel with a working document that establishes the procedures required during the activation of a Titan base. Although it is intended primarily for field personnel, it provides procedural direction for all levels of activation activity among The Martin Company and Associate Contractors.



K. E. Tibbetts
Program Director,
Site Activation



W. W. Harris
Director,
Administration Department

F O R E W O R D

PURPOSE

The Martin Company, as integrating contractor for the Titan Program, is responsible for program direction and integration of all site activities concerning the activation of Titan bases.

SCOPE

This manual provides the field site personnel with a working document that establishes the procedures required during the activation of a Titan base. Although this manual is primarily for field personnel, it provides procedural direction for all levels of activation activity among The Martin Company Associate Contractors and Sub-contractors.

This manual has been prepared in compliance with Operations Directive No. 3001, Supplement No. 698, dated 19 December 1960.

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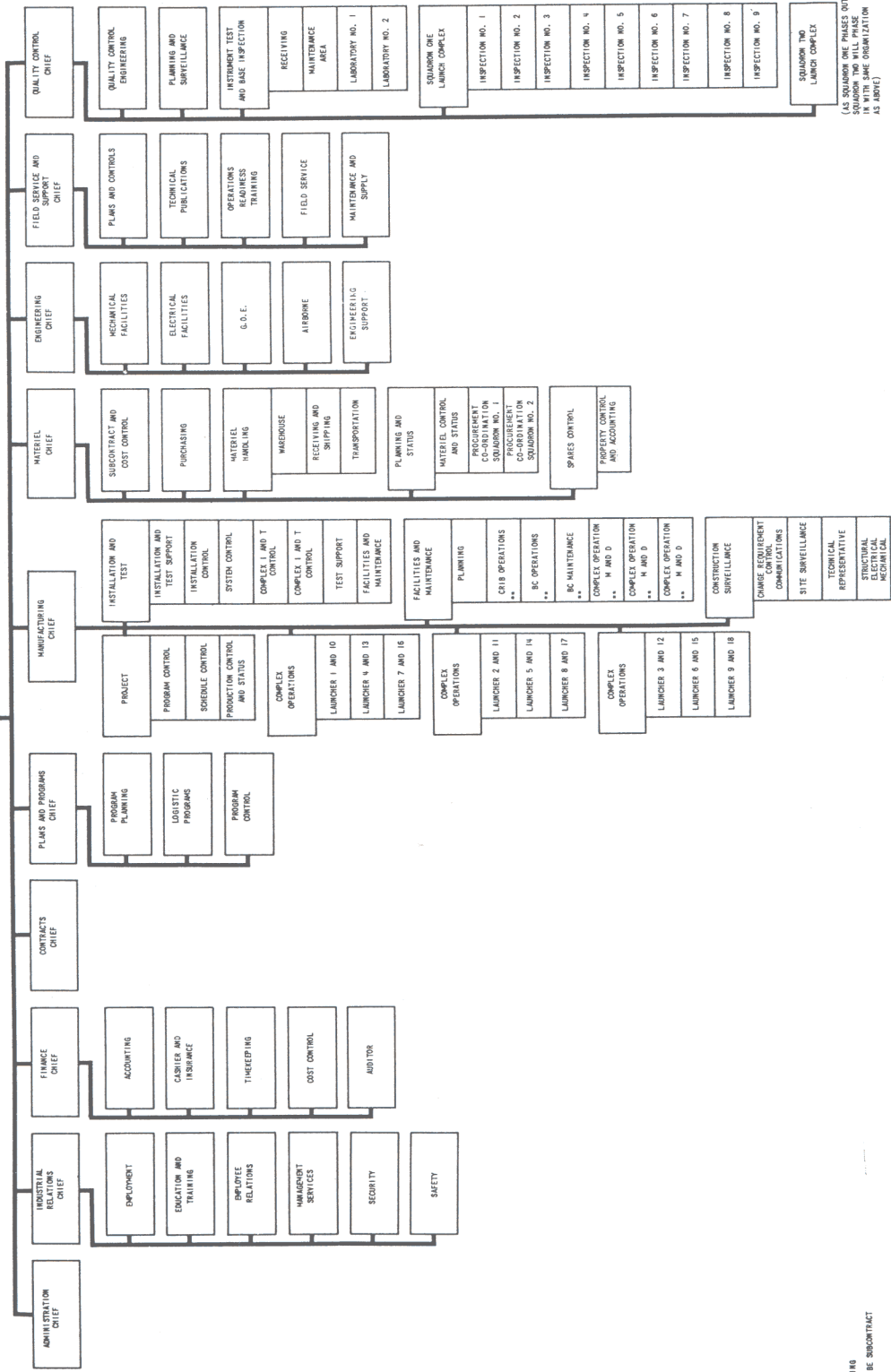
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REPORTS TO SITE ACTIVATION PROGRAM DIRECTOR
SEE CHART SA MASTER

T SITE ACTIVATION
OPERATIONS NUMBER

SPECIAL ASSISTANT



* ACTING
** MAY BE SUBCONTRACT

1 MAY 1961

DATE ISSUED
APPROVED
APPROVED

ORGANIZATION CHART
MARTIN DENVER
ISSUED BY THE ORGANIZATION AND PROCEDURES DEPARTMENT

SITE ACTIVATION
TYPICAL ORGANIZATION
TITAN II SITE

CHART NO.

AIR FORCE ORGANIZATION -- TITAN WEAPON SYSTEM AND SITE ACTIVATION
 (As of 1 June 1961)

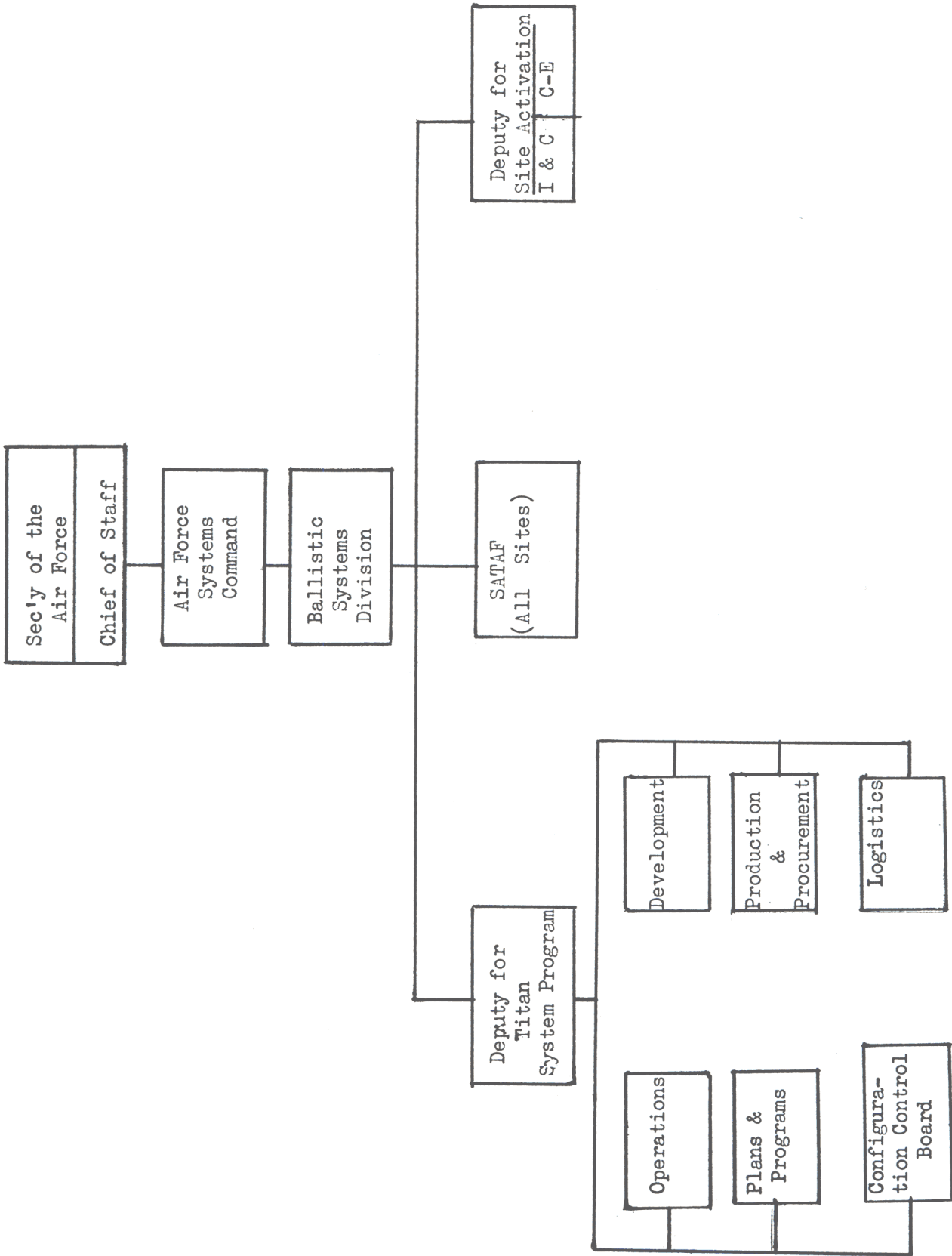
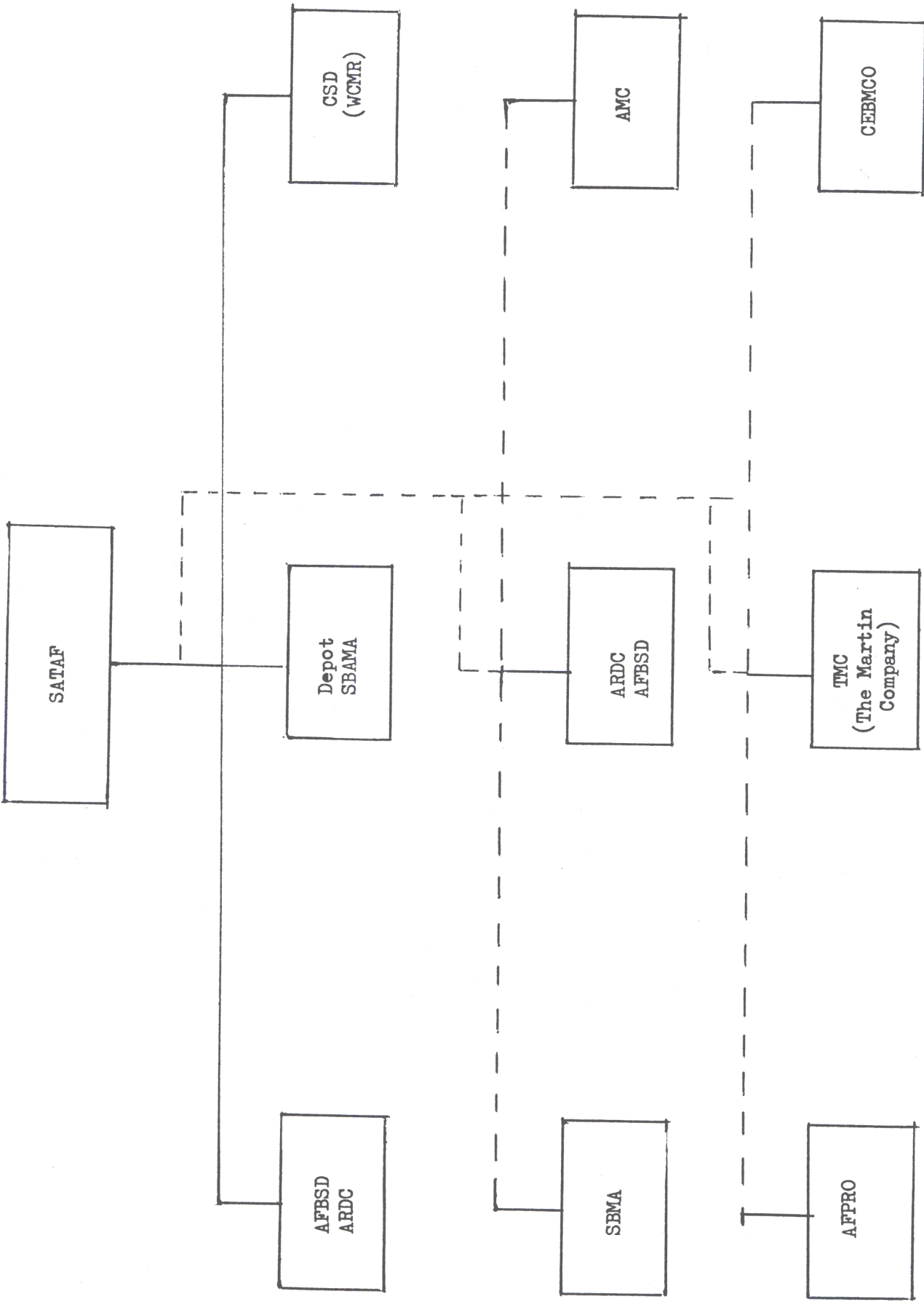


CHART A

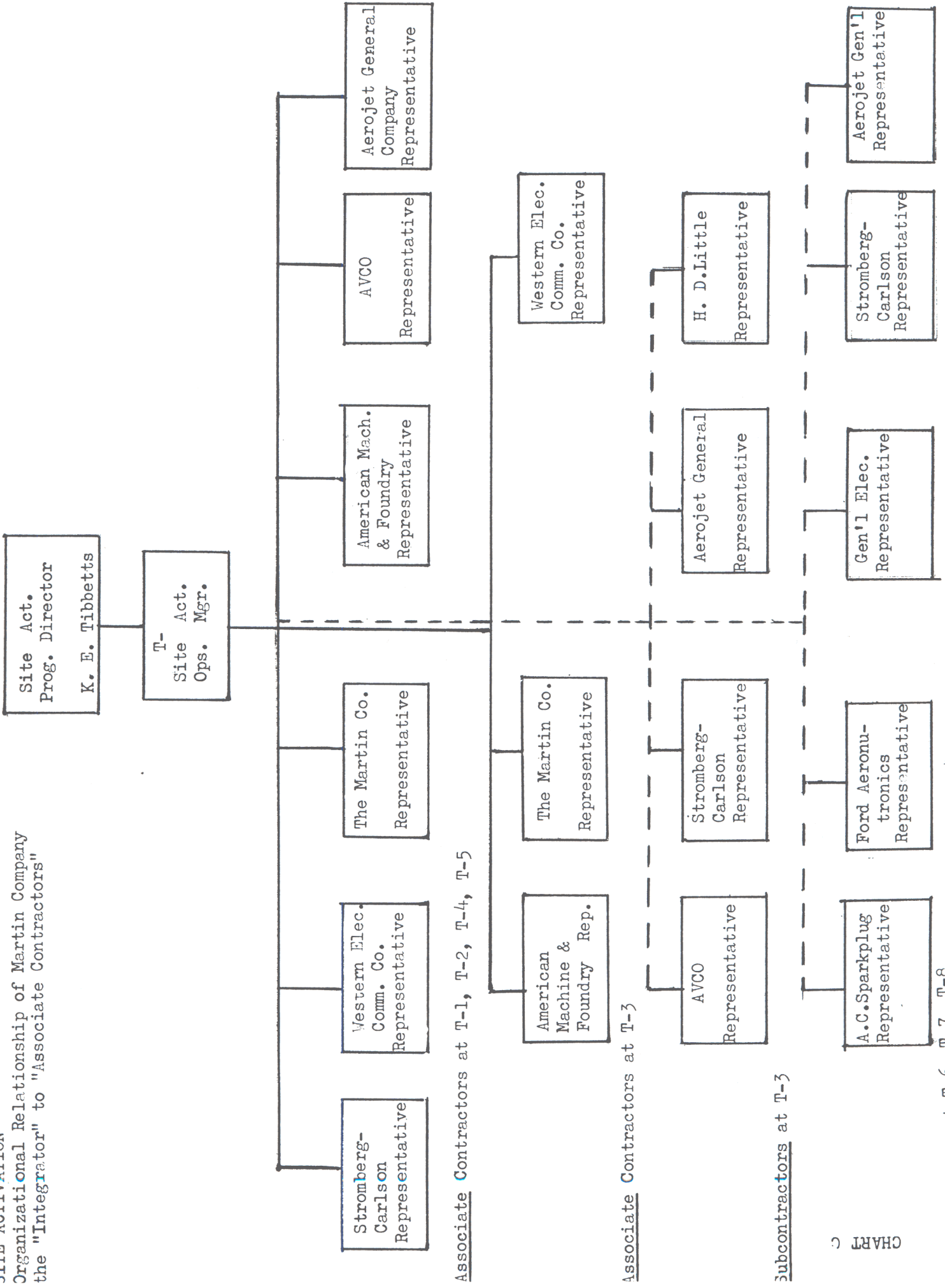


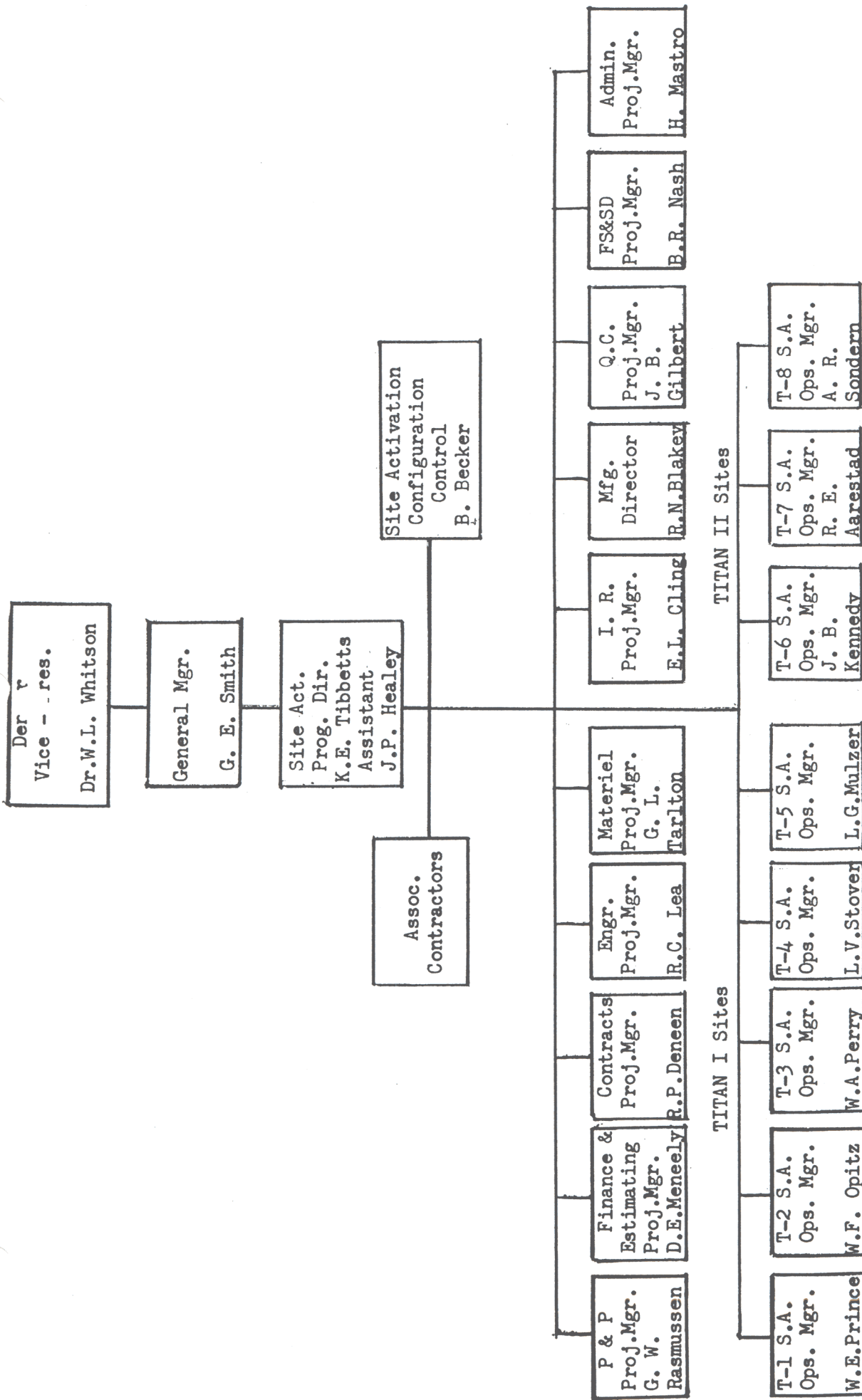
--- Coordination effort
 — Straight line relationship

Site Activation Task Force
 Base Organization

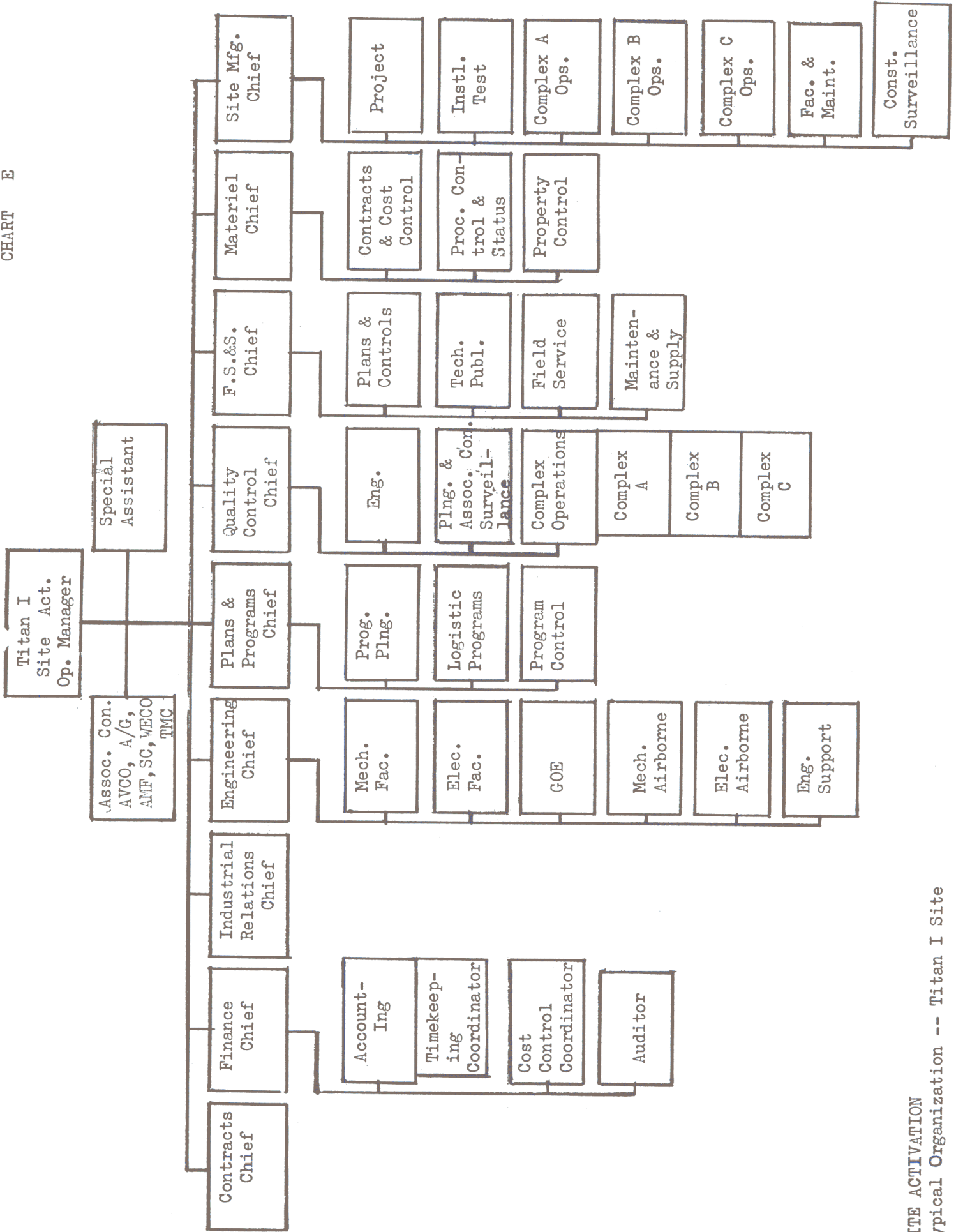
CHART B

SITE ACTIVATION
Organizational Relationship of Martin Company
the "Integrator" to "Associate Contractors"





SITE ACTIVATION
Martin Company Organization Relationship for Titan I and II Field Site Program



S U M M A R YPURPOSE

This manual presents the scope of material which is of an inter-divisional nature at each site and at Martin-Denver that is not covered by functional directives or the specific directive material interpreting the contracts as contained in Operations Directives and takes precedence over functional directives. There have been some handbooks issued by functional organizations listing in detail the procedures and methods to be followed and the format to be used by specialized personnel at the sites. In these cases, the handbooks are referenced in this manual.

A new series of procedures for field sites has been published in the 90 series of the Procedures Manual. These are being up-dated as rapidly as possible, and field site personnel are encouraged to review these procedures to assist them in their daily duties. Field site personnel are encouraged to review the main body of procedures published by Martin-Denver for guidance. Comments are solicited with respect to the Standard Procedures, particularly those applicable to the field sites. In the event Standard Procedures are not applicable or are conflicting, reference will be made to the Director of Administration, Martin-Denver.

This manual will be revised at frequent intervals so as to keep the information current. Each Site Activation Project Manager, Martin-Denver, will be responsible to continually review his section of the manual to assure that it accurately reflects current operating policies and is also responsible for submission of revised material. Recommendations for revision and improvement of this manual from Site Operations Managers are encouraged.

C O N C E P T

1. The ultimate responsibility in the Denver Division for the success of the Site Activation Program rests with the Vice-President and the General Manager, along with responsibility for other programs and for the successful prosecution of several functions. The activation of all weapons systems sites has been delegated to the Site Activation Operations Director.

2. Activation

The activation of all weapons systems sites is the responsibility of the Site Activation Operations Director whose basic responsibilities are to assure the delivery of an end product in accordance with performance requirements, within his budget limitations, and within the time schedule specified by The Martin Company or the customer. He personally conducts coordination meetings with the headquarters executives of the associate contractors.

The Site Activation Operations Director exercises the project function and develops the cooperative spirit necessary to organize Martin functional specialists and associate contractors into a unified and creative activation team. A Project Manager from each functional department is assigned to the site activation program.

The Site Activation Operations Director directs the activities of the Site Operations Manager at each site and develops an adequate support network at Martin-Denver through functional divisions and associate contractor representatives to assist the Site Operations Manager and his team.

Each departmental functional director in cooperation with the project manager and the Site Operations Manager, shall staff his counterpart activity at the sites with persons who represent functional capability and have the ability to satisfactorily perform on the Site Operations Manager's team. The Project Manager shall coordinate the activities of his functional division, and shall commit its resources toward assistance of the site activation organizations whenever appropriate. The Project Manager also shall serve as the chief consultant to the Site Activation Operations Director in areas of his technical specialty. The Project Manager develops instructions to his field counterparts, for purposes of standardization and continuity, consisting both of technical policies and procedures and of a definition of the work scope.

The key to success in this concept is the interplay between the two lines of authority, program direction and functional direction. The existence of separate organizational structures, crossed into a network, creates an atmosphere of check and balance, assuring that functional technique improvement cannot unduly delay program schedules, and that the expediency of program followup cannot override the need for adequate functional performance. Actually, the functional line managers concentrate on how a job is done, and the program director concentrates on what is done and when it is done.

3. For Titan I Sites T-1, T-2, T-4 and T-5 the Martin Company is the Integrating Contractor for the Associate Contractors. Each of the major associate contractors have been retained by the Air Force as the Activation Contractor for his equipment. The Martin Company is also an associate contractor for its equipment at these sites.

For Site T-3 two types of relationships exist. The Martin Company is the Weapon System Contractor with sub-contractors and the Integration Contractor for associate contractors. Actually, TMC will have some former associates as sub-contractors and will establish subcontracts for the installation, checkout and integration of their systems into the Titan Weapon Systems. Other contractors will maintain their contractual authority directly with the Air Force, but the management, information and planning necessary to integrate their equipment into the Titan Weapon System, will be managed and monitored by TMC.

For Titan II Sites TMC will be the Weapon Systems Contractor. TMC will subcontract to each of the equipment suppliers, the technical phases of their equipment installation and TMC will be responsible for the activation of the sites and the integration of the several contractor's built equipment to achieve an operational Titan II Weapon System. TMC will employ a subcontractor who will supply a pool of labor to accomplish the installation of all equipment.

4. Air Force supplied definitions for responsible organizations are:

Associate Contractor: A prime contractor to the Air Force for the development or production of subsystems, equipments or components meeting specifications furnished or approved by the Air Force.

Integration Contractor: The contractor assigned responsibility for overall scheduling and system checkout of associate contractor activities and equipment, and for furnishing of specified support services which are common to several contractors.

Weapons System Contractor: For Titan II the contractor responsible for scheduling, installation, system checkout, and demonstration of all equipment supplied by the associate contractors, and for furnishing of specified support services during site activation. For Titan I at Mountain Home, the contractor performing the functions for two or more associate contractors and integrating the efforts of the remaining associate contractors.

Responsible Contractor: The Integrating or Weapon System Contractor, when an associate contractor is contractually obligated to deliver the end item or service, he will work through the Integrating Contractor in providing the required notification, schedule, service or report.

SITE ACTIVATION PROGRAM

FUNCTION: Site Activation is responsible to the General Manager for providing program direction and management for the Titan operational site activation program; guiding the efforts of Martin functional departments in support of the program; and coordinating the activities of associate contractors in the activation of Titan bases and the timely delivery of these bases to the Customer.

A. Site Activation Headquarters responsibilities, vested in the Site Activation Program Director, are: to provide total program management and implementation in the activation of Titan bases; to exercise project functions, and develop the cooperative spirit necessary to weld the efforts of Martin functional specialists and associate contractors into a unified and efficient activation team; to guide and coordinate the integration planning and scheduling efforts of functional departments (through the department Site Activation Project Managers); to conduct coordination meetings with headquarters executives of associate contractors, and chair integration meetings with associate contractor representatives at the Martin Company; to focus on technical and support problems and assist in providing solutions thereto; to define the total requirements of the program and changes thereto through the issuance of the work statement (total job), schedules (time limitations), total direct budget, and manpower limitations; to require feedback on status of project from the Project Managers, anticipate and identify problem areas, and direct corrective and recovery action, as required; to provide integrated business management for the program, and coordinate program elements with line department operations necessary for proper identification of, and solution to program problems; to require resource information from Project Managers to assure proper application of resources; to develop an adequate support network at headquarters through functional departments and associate contractor representatives; and to direct the activities of the Operations Manager at each site.

Ordinarily, the Program Director does not concern himself with certain functional areas vested in the functional organization (Project Manager and Site Section Chief), such as near-term requirements, manning, capabilities, and plans for job accomplishment; merit increases and the ability to hire and fire are also vested in the functional organization; the Program Director, however, does enter into such areas if any appear to affect the program adversely.

The Assistant Program Director will direct the preparation of proposals and work authorizations

B. Site Activation Operations Manager responsibilities are:

Sites T-1 through T-5: to personally exercise total project direction over all activities of Martin and

DATE ISSUED May 1, 1961

APPROVED



APPROVED



FUNCTIONAL STATEMENT



ISSUED BY THE ORGANIZATION DEPARTMENT

REFER TO CHART NO.

SA

SITE ACTIVATION PROGRAM

PAGE 1 OF 2

MASTER

associate contractor personnel engaged in site activation; to assist Martin functional and associate contractor representatives (spanning functional lines) in developing solutions to administrative and technical problems; and to control the total budget at the site within Finance limitations.

Sites T-6 and Up: to personally exercise overall project direction over activities of all personnel engaged in site activation; and to control the total budget at the site within Finance limitations.

DATE ISSUED May 1, 1961

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SITE ACTIVATION PROGRAM

PAGE 2 OF 2

REFER TO CHART NO.

SA

MASTER

FUNCTIONAL STATEMENT



ISSUED BY THE ORGANIZATION DEPARTMENT

ORGANIZATION

This section of the manual is intended to assist personnel in identifying and understanding administrative and functional relationships of Site Activation functions and people at Martin-Denver and the field sites.

Since The Martin Company and Site Activation are contractually associated with the customer through the Titan Weapon System and Activation Contracts, and the Site Operations Managers function in conjunction with SATAF Commanders at the sites, Charts A and B reflecting the organizational channels in the Air Force which relate to Martin efforts are included. The varied role played by The Martin Company at the sites, in regard to the functions of Integrator, Associate Contractors and other Contractors, is significant, therefore Chart C is intended to illustrate the relationships.

The Martin organization structure at the sites is generally patterned after the Martin-Denver home organization. Martin-Denver's organization is of conventional functional-line-staff structure combined with specialized program management agencies through a project network. This combination develops optimum concentration toward the integrated decision - making required in advanced weapons system management.

The Martin Company's line of functional authority flows from the Vice-President and the General Manager to the directors of several functional departments, each concerned with an area of functional specialty. This authority is further delegated to department managers, section chiefs and lesser supervisors, who supervise an increasingly narrow specialized functional field.

Paralleling and complementing this functional line is a line of program direction authority flowing from top management to the program directors. Each program director is responsible for the success of a major product program. The program authority is exercised through a network of project managers who represent the program in their functional organization. They also represent and assume responsibility for their functional speciality in the program management organization.

To provide the necessary coordination, leadership and direction of The Martin Company's program management concept a Site Operations Manager, having complete responsibility and authority for the activation of the weapons system site, is appointed at each site. Also assigned to each site are functional organizations that are supervised by section chiefs, who direct, coordinate, and review their subordinate functional areas. Each functional chief is responsible to the Site Operations Manager and to his Site Activation Project Manager, Martin-Denver for the success of his specialized function

at the site. This network of program management, backed up by complete functional tie-in, assures that both the overall program problems and the problems handled by the functional organizations provide feedback and coordination of the entire Denver operation. This experience can be used to provide the widest possible base for uncovering problems and achieving the maximum effort for their solution.

Short formalized functional statements for the various organizational segments of the Site Activation Program are included at enclosure G.

PLANNING IMPLEMENTATIONGENERAL

As outlined in AFBM Exhibit 59-11 for Titan I and AFBM Exhibit 58-1 for Titan II, the phases of the Activation Program in which the Integrating and Associate Contractors have specific responsibilities include the following:

- a. Facility construction surveillance
- b. Installation of equipment
- c. Checkout of equipment
- d. Provisioning, delivery, and support of equipment
- e. Acceptance testing
- f. Phase-in of SAC personnel

To provide direction and control for these activities, the Air Force has developed a master phasing schedule for the Titan program, and has directed the Integrating/Weapon System Contractor to provide support documentation in the form of a weapon system activation plan and various other planning and control documents.

TITAN ITitan Master Phasing Schedule
(Volume VII, Integrated Weapon System Activation Plan)

The basic concept of this document, prepared by the Air Force, is to provide the official master schedule for Titan operational weapon system planning. All other Titan operational publications, including contractor's work schedules and internal management documents, will be phased to be consistent with the dates contained therein.

Integrated Weapon System Activation Plan

The Integrating Contractor, as directed by the Air Force, is responsible for the development and preparation of an overall plan for the integrated activation of each Titan site. When approved by the Air Force, the control parameters set forth in this document (issued as annexes to the Integrated Weapon System Activation Plan) shall control and govern all phases of the

activation program. All schedules subsequently developed shall be based upon this document.

Integrated Installation and Checkout Schedule
(Annex 1 to Integrated Weapon System Activation Plan)

This schedule is based on the major milestones outlined in the Titan Master Phasing Schedule (Volume VII) and establishes the controlling parameters for integrated installation and checkout of all ground operating equipment by the Associates and other parameters necessary for field operation and management control. The information reflected consists of a milestone summary of the overall program, the BOD or JOD for Corps of Engineers and Associates, span times for each Associate Contractor's GOE installation and checkout by system and area, highlights of operation interface areas and current end item delivery schedules.

Integrated Acceptance Testing and Activation Exercising Schedule
(Annex 2, Integrated Weapon System Activation Plan)

To provide management with parameters for control of the sub-system acceptance testing, systems integration and activation exercising activity compatible with the Integrated Installation Schedule and coordinated with the Associate Contractors. This schedule will contain a complete list and sequence of sub-system acceptance tests with indication of Associate's responsibility, systems integration tests required and activation exercising tests with time spans for performance of each test. Also, the latter two categories of tests will indicate the test conductor and support necessary from other agencies with particular emphasis on any peculiarities involved.

Integrated SAC Phasing Schedule
(Annex 3, Integrated Weapon System Activation Plan)

To provide the Air Force with a plan for the timely phasing of SAC personnel into an operation during the activation program. This document defines how the Associates plan to phase in personnel by AFSC and numbers, areas of responsibility, familiarization schedule, spans and assignment areas.

Integrated Base Support Requirements Document
(Annex 6, Integrated Weapon System Activation Plan)

To provide all agencies and Associates with a plan of necessary services to support all phases of activation with outline of responsibilities for each. This document outlines all support services and functions required, agency responsible for furnishing each, Associate manpower necessary for activation and space required by each Associate.

PLANNING IMPLEMENTATION

TITAN II

Activation Planning Documents

1. These documents consist of Base Support Requirements documents, required under Contract AF 04(647)-746 by paragraph 2.9 of AFBM Exhibit 58-1 and the documents required by subparagraphs hereunder.

a. Weapon System Installation and Checkout Plan and Schedule

Establish a plan and schedule for the installation, checkout and activation of the sites. For source of over-all program milestones see the Titan II Master Schedules, General Program (Vol. I) and Activation Phasing (Vol. VII).

b. Activation Summary

A milestone type schedule showing the overall program span time and other key items and span times for accomplishing items in a particular area.

c. Installation Schedule

Schedule showing span times for the installation and checkout of OGE, MGE and Missiles for all weapon system site facilities.

d. Operation Interface Highlights

Interface operation areas are highlighted by means of notes. Included are such items as the need for utilities, MGE, completion of specific tests, etc.

e. Equipment Delivery Schedule

List of OGE/MGE including major items of special tools or test equipment required for installation and checkout activities.

2. Subsystem/System Testing and Activation Exercising Schedule

- a. This document provides a detailed schedule for subsystem testing and activation exercising of the weapon system. Contains a complete list of subsystem/system tests, subsystem/system marriage tests and activation exercising test with the estimated time allocated for conducting and completing each test.

3. SAC Personnel Phasing Plan and Schedule

The purpose is to provide the Air Force with a preliminary plan and schedule for phasing SAC personnel into the weapon system operation during the activation program.

4. Subsystem/Systems Test Plan

This document defines the subsystem tests, the system marriage tests and the activation exercise tests.

5. Activation Exercise and Functional Demonstration

This document provides the detailed requirements for activation exercising and functional demonstration.

6. Weapon System Installation Drawing Index

These documents list all installation engineering drawings, and the status of such drawings, to insure that the physical installation effort is performed in accordance with the latest revision to installation engineering. They are prepared, maintained, and are available for Air Force use at each site during the installation, checkout and activation phases.

7. Weapon System Installation Specification Index

These documents consist of all installation specifications, and the status of such specifications, to insure that the physical installation effort is performed in accordance with the latest revision to installation engineering. They are prepared, maintained, and available for Air Force use at each site, during the installation, checkout and activation phases.

8. Facilities Prerequisites

This document provides the minimum facilities prerequisites (state of completion of the facilities) required of the Corps of Engineers Construction Contractor, in order that the Contractor may commence installation of weapon system equipment.

9. Activation Quality Plan

This document defines plans for the activation quality program and is the basis for developing the working documents used in the field to manage the quality program.

10. Acceptance and Turnover Plan

This document outlines responsibilities, actions, and procedures for, and acceptance by the Air Force of the site installation and checkout efforts required by the contract, and for timely turn-over of the site, or increments of the weapon system, to SAC.

SITE OPERATIONS MANAGERMISSION

The mission of the Site Operations Manager is to assure the delivery to the customer of a fully operational weapons system site within the specifications and time schedule specified by The Martin Company

RESPONSIBILITY

The Site Operations Manager is responsible to the Site Activation Operations Director for the complete activation of the weapons system site.

He will require the functional departments to operate within overall established programs, schedules, policy, procedures and budget allocations. He may direct that changes be made to the functional departments portions of the site total budget. He will assure that reports of actual costs vs budget costs are maintained on a monthly basis.

He will assure that functional chiefs and associate contractors furnish him continuous evaluations on work progress and completion, on a daily basis to enable him to monitor interim progress on major milestones. He will give special attention to the progress of work completion affecting interface problems and equipment installation.

AUTHORITY

The Site Operations Manager exercises overall project direction of all Martin and Associate Contractor personnel.

He exercises the control necessary to integrate the activities of all contractors associated with the site activation effort.

He directs, plans, schedules and controls the entire budget of the site.

He provides overall project direction and management through his Martin departmental representatives and Associate Contractor representatives, spanning functional lines. Although each functional chief receives technical direction in his technical area from his headquarters functional organization, the Site Operations Manager exercises overall direction, operational control and logistic support.

The functional chief is responsible to the Site Operations Manager and to his Site Activation Project Manager, Martin-Denver, for the success of his specialized function at the site.

Manpower budgets are issued to the Site Operations Manager by the Site Activation Operations Director. These budgets identify each functional department at the site and the budget authorized for each. The Site Operations Manager assures that these standard authorizations (budgets) are not exceeded. In addition, the activation Project Managers will provide their functional counterparts at each of the sites with informational copies of the budget imposed on their specific department.

OVERTIME

The departments at the sites prepare a three month forecast of overtime each month and forward it to Plans and Programs at the sites for recapping the total site forecast and forwarding to the Site Operations Manager for approval.

LEVELS OF APPROVAL

1. Attached is a listing of personnel and disbursing actions with the minimum levels of approval required for each. Such approvals normally may be granted only for personnel or disbursing actions under the direct cognizance of the individual granting the approval, i.e., within his own Department, Section, or Unit. However, when expressly authorized by other Operating Instructions, supervisors in one organization may approve actions for persons in another organization.
2. Directors, or where applicable, Managers with Director approval, may submit requests for authorization to delegate their approval authority to an alternate, giving details and justification. These requests will be submitted to the Director Administration (Attention: Management Audit). Lists of such authorized delegations of approval authority will be maintained by Management Audit, with copies to the Controller and the Director Industrial Relations. Approval authority will not normally be delegated for certain actions noted in the enclosure.

In those cases where special circumstances may justify deviations from these levels of approval, Management Audit will process requests for such delegations in accordance with the criteria established by the Director Industrial Relations or the Controller.

3. The following guidance will govern delegation of approval authority:
 - a) When approved, the delegation remains with the individual only as long as he retains the office held at the time of the request.
 - b) Change of either office or individual vacates the approved delegation.
 - c) The individual to whom authority has been delegated must report directly to the person who had the original authorization, thus secondary or subsequent delegation is not sanctioned.
 - d) The recipient of delegation must not act as approving authority for persons on the same or higher levels of organization, except that Directors may approve for other Directors.

Cancellation: This cancels Operating Instruction AD-4-0-D3 of 12-13-60.

4. Individuals officially in an "acting" capacity during the absence of the person permanently assigned to a specific position will have the approval authority of the positions in which they are acting. In such cases, their immediate supervisor will inform the Directors, Industrial Relations and Administration and the Controller, with an estimate of the termination date of the "acting" status.
5. Approval authority for expenditures by Directors on the basis of their signatures alone will be established by the Controller.
6. The Controller will provide the necessary signature cards and detailed instructions to all Departments to implement this instruction.

W. W. Harris
Director Administration

LEVELS OF APPROVAL

DEVELOPMENT & OPERATIONAL
VANDENBERG FIELD SITES

SUBJECT

Absences: (See ER-8-0-DL)
Salaried, with pay, cumulative, in a calendar year
6 days or less
Over 6 days
*Over 12 days

*Over 30 days

Salaried, with pay, over 6 days per absence

Salaried, without pay

Hourly, per absence
6 days or less
Over 6 days

Graduate Study

*Merit Increase:
Hourly

Salaried

Employee Requisition

Promotion:

Hourly - In-Unit

- Out-Unit

*Salaried

Transfers:

*Transfer from/to Salaried Payroll

Immediate Supervisor

Manager

Director and Employee

Relations

Director, Dir. IR, and

Controller

Director and Employee

Relations

Manager and Employee

Relations

Immediate Supervisor

Manager and Employee

Relations

Manager and Training

Department

Manager & Wage & Salary

Director & Wage & Salary

Director

Manager & Labor Rela-

tions

Manager

Director & Wage & Salary

Director & Wage & Salary

Chief

Chief

Chief, Chief IR & Project
Manager

Chief, Chief IR, Chief

Finance, Project Manager,

Dir. IR, Controller

Chief, Chief IR & Project

Manager

Chief and Chief IR

Chief

Chief and Chief IR

Chief, Chief IR & Training

Department (Denver)

Chief, Chief IR, Wage & Salary

Project Manager

Chief, Chief IR, Wage &

Salary, & Project Manager

Chief and Project Manager

Chief, Chief IR, Wage &

Salary & Project Manager

Chief, Chief IR, Wage &

Salary & Project Manager

Chief, Chief IR, Wage &

Salary, Project Manager

& Functional Director

Chief, Chief IR, Wage & Salary

& Project Manager

DENVER & OPERATIONAL
VANDENBERG FIELD SITES

SUBJECT

Intra-Department Transfer	Manager	Chief
*Inter-Department Transfer (i.e. Engr., Q.C.)	Director	Chief & Project Manager
Employee Termination:		
Hourly	Manager & Employee Relations	Chief & Chief IR
Salaried	Director & Employee Relations	Chief & Chief IR
Overtime:		
Hourly	Immediate Supervisor	Chief
Salaried	Manager	Chief
Assignment to Probationary Status	Manager & Employee Relations	Chief & Chief IR
Vacation Authorization	Manager	Chief
Shift Changes:		
Hourly - In-Unit	Immediate Supervisor & Employee Relations	Chief & Chief IR
- Out-Unit	Immediate Supervisor	Chief & Chief IR
Salaried	Immediate Supervisor	Chief & Chief IR
*Auto Mileage	Manager	Chief
Travel Authorization	Manager	Chief
Requests for Visit Clearance	Chief	Chief
Expense Reports & Related Petty Cash	Manager	Chief
Disbursement Vouchers	Manager	Chief
Travel Expense Reports Over \$15/Day	Director	Chief
Petty Cash (Misc. Expenses & Small Purchases)	Manager	Chief
Parcel Pass:		
Daily	Immediate Supervisor	Chief
Permanent	Manager	Chief
Authority to Carry Classified Material	Manager & Security	Chief & Chief IR
Training Certificate	Manager	Chief
Time Clock Cards (Salaried)	Immediate Supervisor or designated alternate over signature of Timekeeper	Chief or designated alternate over signature of Timekeeper

NOTE:

1. * Approval authority will not normally be delegated for these actions.
2. Assistant Directors will have the approval authority of Directors upon written notification by Directors to Administration, Management Audit.

M E M O R A N D U M

11 July 1961

To: All Holders of Policy Manual

From: Director of Administration

Subject: Operating Instruction AD-4-O-D3, Revision 1 of
5-29-61, Levels of Approval

The following change is to be made to the subject
Operating Instruction pending the next revision:

Page 4 - Add the following:

"Note 3: Supervisors above these levels, including Site Operations Managers, may reserve to themselves the right to review and make appropriate recommendations on any of the above actions".

W. W. Harris,
Director of Administration

WWH:CVG:d

FUNCTIONAL STATEMENT, SITE ACTIVATION - CONTRACTS

I. Contracts Site Activation Project Manager - Headquarters responsibilities are: to interpret and disseminate the PA's and OD's received from the Site Activation Program Director relating to the functional specialty of Contracts; to relay project information to Contracts Department Chiefs; to guide Contracts operations and provide headquarters assistance to site Contracts section chiefs in the identification of and solution to Contracts problems, in work performance at the sites; to act as the Contracts advisor to the various Site Operations Managers and the Program Director of Site Activation and provide technical direction and consultation on behalf of the Contracts Manager on matters relating to Contracts documents specifications, liability and financial implications, contractual status, and compatibility of decisions with contractual provisions and requirements; to periodically review and monitor contract status to assure compatibility with contractual obligations, and take corrective action as required; to manage site Contracts budgets according to Finance limitations; to establish and maintain efficient interrelationships between the site Contracts organization and the Site Operations Managers, and between the site Contracts organization and the local Customer representatives; and to select key Contracts personnel for site assignments.

II. Site Activation Contracts Section (All Sites) responsibilities are: under the direction of the Site Operations Manager to interpret, direct and implement the prime contractual aspects and provisions of the field site program; to participate in field site contract planning and management actions, as directed, and advise the Site Operations Manager as to compatibility and propriety of decisions with contractual provisions and requirements; to recommend action to assure conformance with all site contractual obligations; to evaluate contractually the liability and financial implications of proposed program actions; to provide contract administration support and serve as the primary liaison contact with the Air Force Secondary ACO's as to contract requirements; to prepare and issue site operations directives and work assignments as authorized by the Site Activation Program Director; to direct, monitor, and control the operations of field site contract correspondence; to maintain contracts surveillance of the contract technical requirements program in the areas of configuration control, specifications, data requirements, and surveillance of weapon system acceptance demonstrations requiring contractual interpretation; to administer the provisions of contractual matters relating to Logistic Requirements, Facilities Contract Administration and Control, Contractor's Conduct Obligations under the GFP Clause, and Administration Reports; and to conduct liaison with the Site Finance Chief and coordinate pertinent contract requirements necessitating financial judgment.

DATE ISSUED 28 June 1961

APPROVED *[Signature]*
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FUNCTIONAL STATEMENT



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SITE ACTIVATION PROGRAM
CONTRACTS

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CONTRACTS

The Contracts Chief shall report administratively to the Site Operations Manager. He shall be functionally accountable, through the Site Operations Manager, to Headquarters in performance of responsibilities, in the planning and control thereof, and for the scope of authority delegated to the function.

The Contracts Chief shall represent Headquarters, and as such, shall be charged with the responsibility of providing contracts Administration Services to the Site Activation Operation and Air Force Field Offices in behalf of and in complementation to Martin-Denver contracts function in performance of applicable supply and facilities contracts. He shall monitor, interpret and direct the contractual aspects and provisions of the Site Activation operation. He shall evaluate requests for additional items of work to determine whether such items of work are in or out of scope of existing contractual coverage, and as necessary, shall contact Air Force Field Offices and Headquarters to resolve these problems.

He shall serve as prime liaison contact for Site Activation with the Air Force Secondary ACO as to contractual requirements including, but not limited to, the following areas:

1. Overtime authorizations
2. Subcontracts approval
3. Wage structure
4. Security and Safety
5. Field change orders (Class II FCR's)
6. Requests for and justification of facilities, administrative, and Base Support supplies and services
7. Allowability of costs
8. Control and accountability of Government property
9. Inspection and receiving
10. Air Force reviews, surveys, audits for findings of facts

11. Issue Field Operations Directives and Field Proposal Authorizations within the following parameters:
 1. OD's for all Base Support Items
 2. OD's for all Administrative Support and Service items for SATAF
 3. PA's (budgetary only) for all Memorandum of Understanding items
 4. PA's for all Base Support Items
 5. All other PA's as required where an estimate is to be generated by Site Finance
 6. All other OD's where site peculiar direction is required and is not covered by direction from Headquarters

(All OD's issued by the Site Contracts Chief will include a positive statement of Budget Authorization for a period of 60 days. This is to be coordinated through Site Finance)
12. Actively participate in Field Site planning, proposal actions, and meetings and furnish advice to Field Site Management as to compatibility and propriety of decisions arising therefrom with contractual provisions and requirements.
13. Maintain continuous surveillance of contract progress and status, anticipating potential problem areas, and acting or seeing that action is taken to assure conformance with contractual obligations.
14. Exercise discretion and sound judgment in all relationships within the Company and with Government personnel, in evaluating liability and financial implications, applying Company policies and practices to the position consistent with the level of authority delegated to the Field Site Contracts Chief's function.

15. Operate the Field Site Contract Correspondence Control function by distributing, assigning reply and action, and monitoring the performance thereof for all correspondence pertaining to contractual matters.

Limitation of Authority - Field Site Contracts Chiefs

Field Site Contract Chiefs have the authority to perform the function of administering the provisions of the contract involved at the respective sites. Authority to make changes in the contract work statement or provisions of the contract is limited to Base Support items and the Memorandum of Understanding. Field Site Contract Chiefs have the authority to interpret and construe contract requirements to conform strictly with local circumstances.

Other than Base Support items and the Memorandum of Understanding, the Field Site Contract Chiefs do not have the authority to commit the Company (1) to any additional work, (2) to any increased costs, (3) to increase the liability of the Company, (4) to alter any work to be performed by Sub-contractors or Associate Contractors, (5) to any contractual agreements, (6) to any procedures which are contrary to the contracts with the Government or at variance with Martin-Denver basic procedural methods. In no instance do the Field Site Contracts Chiefs have the authority to present or negotiate firm price proposals to or with the customer.

Reference: Field Contracts Administration Manual.

FUNCTIONAL STATEMENT, SITE ACTIVATION - MATERIEL

I. Materiel Site Activation Project Manager - Headquarters responsibilities are: to interpret and disseminate the PA's and OD's received from the Site Activation Program Director relating to the functional specialty of Materiel; to relay project information to Materiel Department Managers; to guide Materiel operations and provide headquarters assistance to site Materiel section chiefs in the identification of and solutions to Materiel problems, and in work performance at sites; to act as the Materiel advisor to the various Site Operations Managers and the Program Director of Site Activation and provide technical direction and consultation on behalf of the Director of Materiel on matters relating to Materiel status, requirements and problems; to periodically review and monitor Materiel status, subcontract status, and schedules to assure compatibility between sub-contractor start dates, delivery schedules, and site installation schedules, and take corrective action as required; to coordinate the negotiation of subcontracts in support of site operations; to assure the provision of materiel control and accountability over contractually identified items at the sites; to manage site Materiel budgets according to Finance limitations; to establish and maintain efficient interrelationships between the site Materiel organization and Site Operations Managers; and to select and train key Materiel personnel for site assignments.

II. Materiel Section (All Sites) responsibilities are: under the direction of the Site Operations Manager to plan and direct site Materiel administrative and operational activities, including materiel planning and control, procurement, and materiel handling and expediting; to purchase all required supplies, complex facility equipment spares and non-specification materials; to prepare negotiate, and administer site Materiel contracts and sub-contracts; to maintain contact with vendors and subcontractors regarding delivery schedules, prices, specifications, and warranties; to schedule all site requirements for equipment, materials and supplies; to prepare, maintain, and control inventory records and bills of material; to maintain property accountability for all site company materials and equipment; to receive, transport, and expedite the movement and delivery of materials, supplies, and equipment at the site; to stock, preserve, and issue stored or warehoused material at the site; and to work with headquarters and site personnel in the formulating of operating policies, procedures, and directives for the accomplishment of assigned duties.

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MATERIEL
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MATERIEL ORGANIZATION

The Site Materiel Organizations are so arranged as to encompass all responsibilities required to support a Base Activation Program. Each of the Site Materiel Sections will be managed by a Materiel Chief with responsibilities for Sub-contract, Purchasing, Material Handling, Planning and Status, Property Control, and Spares Control. Two other functions (Industrial Engineering and Traffic Representative) will serve as staff assistants to the Materiel Chief.

A definition of the functional activities mentioned above follows:

MATERIEL CHIEF

The Materiel Chief shall report administratively to the Site Operations Manager. He shall be responsible for the receiving, storing, and disbursing of all Martin sub-contractor and associate contractor material as falls under the Site Activation Contract. This applies to sub-contractor and associate major definable items. The sub-contractors may establish stockrooms for and handle their own minor items, as they see fit, which will not be charged to the sub-contracts or contracts as identifiable items.

The Materiel Chief will be responsible for obtaining and maintaining control and accountability for all locally required Martin items. His procurement, handling, storage, disposition, charging will be in accordance with the established Martin procedures as given in the Site Materiel Manual. He will endeavor to hold at a minimum the acquisition of any locally procured non-standard supplies. He will refer requests for the acquisition of new forms to the Site Administration Chief, and shall only procure such new forms with the written concurrence of the Administration Chief. He must remember that the acquisition of all non-standard Martin supplies will engender problems at the conclusion of the Site Activation period, as these supplies will either have to be declared surplus or integrated into the Denver home operation. Inasmuch as the holding of the bulk of the material at the Site will be the responsibility of the Materiel Chief, he will be responsible to the Site Operations Manager for the general housekeeping and appearance of the Site.

The Materiel Chief and his subordinate personnel will issue, account for, and receive material in accordance with the Standard Procedures established in the Site Materiel Manual. This applies to both identifiable end item equipment and bulk or miscellaneous items. He will be especially cognizant of issuing spares and ensuring that reparable parts that they replace are accounted for, and returned, and processed to the proper area for repairing as expeditiously as possible. Specimen signatures for the

withdrawal of material will be furnished by the Site Operations Manager. Personnel authorized to sign for the withdrawal of items of equipment will be held responsible for its return.

SUBCONTRACT AND COST CONTROL -- FIELD SITE

Administration of sub-contracts will be the direct responsibility of the Supervisor, Contracts and Cost Control. Negotiation of major sub-contracts (technical assistance) will be accomplished by the Major Sub-contract Department of the Denver Materiel Division. Secondary administration of these major sub-contracts will be delegated to the Site Materiel Organization. Amendments to these contracts can be generated as required by the Field Site Materiel Sub-contract Section. All contracts and amendments thereto with a dollar value of \$100,000 and above requires submission to the Major Sub-contract Department at Denver for necessary approvals. Contracts and amendments with a dollar value of less than \$100,000 can be negotiated and approved by the Site Materiel Chief. At the Site Materiel Chief's discretion he may request assistance from the Major Sub-contract Department in review of his contracts prior to final award.

A Cost Control Activity will be provided for comparative analysis and final selection of submitted bids to insure that the best possible source of supply has been obtained in accordance with overall company financial and industrial requirements. Complete price or cost analysis of major or complex vendor proposals, re-determination proposals, and engineering change cost will be provided to determine their acceptability. Written reports will be provided including recommendations based on the analysis made of price proposals pointing out areas requiring negotiation.

PURCHASING -- FIELD SITE

The procurement of a wide range of commodities which are not necessarily inter-related, some of which may be highly technical, complex, or expensive in character, critical in nature to the project, and sometimes are long flow items or items of short supply, are the responsibility of the Field Site Purchasing Activity. These procurement actions may involve complicated contractual terms, present unusual and difficult vendor evaluation, and usually will require expediting and resolution of technical liaison problems. The Purchasing Activity will secure and analyze competitive bids from prospective suppliers, make careful selection after comparative consideration of product conformances to design specifications, prices, quality deliver capability, and suppliers reliability. Negotiations of purchase order/contracts and subsequent revisions with the selected supplier defining specifications, terms, and conditions of the purchase with due

regard for company and customer procurement policies applicable to Government contracts will be carried out as required by the Field Site Purchasing Representative.

MATERIAL HANDLING -- FIELD SITE

The Material Handling Unit of the Site Materiel Organization supports all major program activities by receiving and warehousing all materials until they are requested by the using activity. This activity also transports and distributes materials from the central warehouse location to Site Complex areas for fabrication and installation. The responsibility for operating and controlling all material transportation equipment throughout the Field Site area for the movement and distribution of material, supplies, and equipment for associate contractors, the Customer and The Martin Company is assigned to the Material Handling. Shipping and receiving of procured and Government furnished materials which includes checking for obvious damage, overages, and shortages, returning of reject or rework materials to the Vendor or appropriate parties, and the shipping of facility items to other Sites or Industrial Reserve Depots will be accomplished by the Material Handling Unit. The storing and warehousing of supplies, equipment, and material for all construction, GSE/GOE, and facilities equipment as well as the staging of installation materials and equipment for installation at the Site Complex facilities and the issuing of supplies, equipment, and material to authorized Martin and associate contractor personnel will be the responsibility of the Material Handling Unit. Material Handling will coordinate the flow of incoming and outgoing supplies and materials assigned to associate contractors so that materials will move in an efficient and coordinated manner to and from the Field Site. Material Handling will prepare and maintain reports and logs covering the movement of material, discrepancy notices, receiving notices, inter-site transfers, etc.

PLANNING AND STATUS -- FIELD SITE

The Field Site Planning and Status Activity is responsible for overall material planning and status control of items required to support the Activation Program. In addition to planning and status responsibilities this activity will have cognizance of inventory control and program coordination.

Inventory records will be established for all materials, supplies, hardware items, and end item procurements required in support of the Site Activation Program. In addition to the maintenance of these records for Martin-supplied equipment the Field Site Planning and Status Activity will maintain records and accountability for all GFP received from the associate contractors. Periodic inventories will be taken to correlate "on hand" balances with record card balances. It will be the responsibility of the

planning and status group to issue material requisitions as required by work directive releases for the issuance of materials required to support the installation program. Issuance of material and hardware items will be shown on the record cards to denote consumption and usage. Adequate files will be maintained by the planning and status activity in support of documentation requirement. Purchase requisitions for Site procured items will be generated by this activity and forwarded to the purchasing section for procurement action.

A responsibility for program coordination is assigned to the planning and status group. Procurement Coordinators will be stationed at each of the complex locations and will be responsible for the overall material representation at these complexes. In addition to being responsible for material and hardware availability the material representative located at the complexes will also afford guidance to the general installation contractor relative to the installation task.

SITE ACTIVATION -- MATERIEL MANAGER

The Materiel Manager will provide overall programming direction and control of the Materiel effort with respect to the Site Activation Program. His efforts will be directed toward the management of all Materiel Headquarters functions (Planning, Status, Sub-contract Control, Cost Analysis, Procedures) represented on the Site Activation Project. In addition to this responsibility he will provide management and guidance for all Materiel representation in conferences with other Project Division Representatives where Materiel inputs are required. He is responsible for the preparation and issuance of Materiel Directives, defining program responsibilities for all Materiel Departments and outlines milestones in the accomplishment of the Project responsibilities. Consideration will be given to general Materiel Policies, impacts of Project responsibilities, and Materiel Division capabilities, status of other Materiel Projects as related to the Site Activation Task and other like factors. He will request, direct, and monitor the preparation of advance Materiel Plans and Schedules insuring adequacy of coverage and conformity with Project objectives.

SUBCONTRACT CONTROL -- HEADQUARTERS

The functional responsibilities of Sub-contract Control are to review and approve with the Site Materiel Manager, all sub-contract proposals. This activity will perform periodic audits of Site expenditures and maintain charts that reflect monthly expenditures compared to the allocated budget to determine differences. Variance figures will aid in the measurement of operating efficiency, accuracy of budget forecasting and indicate impending financial over-runs. Periodic visits will be made to all Sites to monitor the

administration of sub-contracts to determine on a continuing basis the adherence to procedures and systems and the competence of personnel negotiating and administering contracts.

COST ANALYSIS -- HEADQUARTERS

The Cost Analysis Section is responsible to the Site Activation Manager -- Materiel for analyzing and interpreting contracts and sub-contracts, maintaining Cost Control, and Cost Reduction Programs, and developing material and manpower estimates. To carry out these responsibilities this activity will summarize new proposals, establish criteria from statements of work, provide applicable documents to those concerned for their use in submitting input to Materiel. This activity will participate in contract renegotiations by defining and explaining input to original proposals. The Cost Analysis Group will coordinate the Cost Control Program Activities relating to the development, negotiations, cost history, and financial aspects of contract work being accomplished. Appropriate cost schedules will be made and presented to management for review of labor and material dollar expenditures, overtime utilization, and other associated cost studies during the course of the program.

SYSTEMS AND PROCEDURES -- HEADQUARTERS

The Systems and Procedures Section will review, analyze, and periodically evaluate existing procedures relating to the storage, use, maintenance, control, and disposition of Government property under jurisdiction of The Martin Company at Field Site locations. Liaison will be conducted between Customer Representatives at Denver and their counterpart Field Representatives to coordinate and implement changes to the Property Accountability Manual to assure adequate accountability at the Field Sites. Programs, practices, and procedures have been initiated to assure similarity of operations across Site locations. Revisions to these procedures and practices will be made as required since it is known that individual interpretations by "local" agencies will make this necessary.

PLANNING AND STATUS -- HEADQUARTERS

Materiel Site Activation Planning and Status is responsible for hardware availability at Site locations in accordance with pre-determined schedules. To accomplish this responsibility they will maintain charts that reflect the status of Site Materiel to assure compatibility between Site installation schedules and Material delivery schedules. Regularly scheduled meetings will be attended by Site Materiel Headquarters Representatives to assess the status of Site Materiel, status problem areas, the causes, effects on the installation program, and remedial actions to establish recovery schedules.

CHAPTER IV

Periodic visits to Site locations will be made to establish personal contact with Site personnel and to discuss and resolve problem areas. Reports will be published on a regular basis to depict the status situation and reflect latest delivery promises.

PLANS AND PROGRAMS

Responsible for program planning and control, and operations scheduling.

Reference

Planning Manual

FUNCTIONAL STATEMENT, SITE ACTIVATION - PLANS & PROGRAMS

- I. Plans and Programs Project Manager - Headquarters responsibilities are: to interpret and disseminate the PA's and OD's received from the Site Activation Program Director relating to the functional specialty of Plans and Programs; to relay project information to Plans and Programs Managers; to guide Plans and Programs operations and provide headquarters assistance to site Plans and Programs section chiefs in the identification of and solutions to Plans and Programs problems, and in work performance at sites; to be the Plans and Programs advisor to the various Site Operations Managers and the Program Director of Site Activation and provide technical direction and consultation on behalf of the Director of Plans and Programs on matters relating to master program schedules, reprogramming or recovery actions, master logistic schedules, program status, activation control room, PERT analysis and program control; to coordinate the developing, monitoring, and maintenance of site program status information including master schedules, reprogramming or recovery actions, and master logistic schedules; to manage site Plans and Programs budgets according to Finance limitations; to provide representation for Site Activation Change Review and Configuration Status committees; to establish practices for overtime control at field sites and monitor same for conformance; to establish and maintain efficient inter-relationships between the site Plans and Programs organization and the Site Operations Managers; and to select and train key Plans and Programs personnel for site assignments.
- II. Plans and Programs Section (All Sites) responsibilities are: under the direction of the Site Operations Manager to prepare and monitor master program schedules and master logistic schedules; to monitor and operate a program status reporting system and to conduct reprogramming; to recommend program recovery actions to the Site Operations Manager; to monitor the master schedule associated with providing all integrated base support functions and the installation and checkout logistic support program; to operate and manage the control room and maintain status at the field control chart level; to maintain overtime control; to perform PERT operations; to maintain annex documents 1, 2, 3 and 6; and to prepare periodic program reports as required.

DATE ISSUED June 28, 1961

APPROVED

APPROVED

Raymond H. Rammer
R. Cottle

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FUNCTIONAL STATEMENT, SITE ACTIVATION - QUALITY CONTROL

- I. Quality Control Site Activation Project Manager - Headquarters responsibilities are: to interpret and disseminate the PA's and OD's received from the Site Activation Program Director relating to the functional specialty of Quality Control; to relay Quality Control project information to Quality Control Department Managers; to guide Quality Control operations and provide headquarters assistance and direction to site Quality Control section chiefs in the identification of and solutions to Quality Control problems, and in work performance at sites; to act as the Quality Control advisor to the various Site Operations Managers and the Program Director of Site Activation and provide technical direction and consultation on behalf of the Quality Control Director on matters relating to Quality Control document specifications, status, contractual requirements and problems; to periodically review and monitor Quality Control status and schedules to assure compatibility between these and other related activities, and take corrective action as required; to manage site Quality Control budgets according to Finance limitations; to establish and maintain efficient interrelationships between the site Quality Control organization and the Site Operations Managers; and to select and train key Quality Control personnel for site assignments.
- II. Quality Control Section (All Sites) responsibilities are: under the direction of the Site Operations Manager to maintain surveillance over site inspection activities, including those performed by subcontractors; to insure, by means of necessary logbooks, certification sheets, and other related data, that all installations, equipment, and tests meet contractual requirements; to provide laboratory and calibration services at the site; to perform quality audits as required; to assure proper configuration control; to maintain liaison with Customer Quality Control personnel; and to prepare acceptance documents for presentation to the Customer.

DATE ISSUED 28 June 1961

APPROVED *Joseph B. Sidbury*
APPROVED *A. F. W. Lamuth*

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QUALITY CONTROL

The Quality Control Chief shall receive Administrative Program direction from the Site Manager. The Quality Department shall be governed in its overall operation by the Quality Control Manual (Q.C.M.). Directions peculiar to Activation that are not contained in other sections will be furnished in Section 19 of the manual. Quality Activation Control Instructions are written and issued at the sites to supplement and further define the Quality Control Manual Procedures and methods of operation pertinent to individual bases. Quality Activation Directives are originated by Activation Quality Headquarters only and are intended to give Engineering and Planning direction to the Field Sites. The order of precedence is as listed above.

The responsibilities of the Activation Quality Department are as listed in the following paragraphs:

To ensure the correct and complete installation and operation of all equipment. These functions shall be accomplished in accordance with specifications associated there-with. These functions shall also be in compliance with applicable Test Procedures, Standard Procedures, Standard Processes, Applicable Authoritative Directives and Engineering.

The department will gather, compile and maintain all certification data, which will be made available to the customer for delivery and acceptance in both incremental and total packages of the site.

Insure that all equipment installed is certified. This shall be accomplished and records maintained thereof through the use of Activation Quality Certification Logs and associated forms.

Maintain surveillance over, assure the correct and complete installation of all modifications, and maintain all records pertaining to changes of any sort (within, or to the equipment) that changes or alters its operational and/or configurational status.

Surveillance shall be maintained over Operational and Maintenance Handbooks pertaining to installed equipment to ensure that they are, and remain consistent and compatible with the associated equipment.

Furnish all needed information concerning the configuration of the Site to the Manufacturing Configuration Control Department. This function shall be executed in an expeditious manner in all cases.

Initiate all Quality, Reliability, and Consumption Reports (Q.R.C.R.'s) and forward them to the Materiel Review Board (M.R.B.) and Data Control Organizations. The records of Q.R.C.R. action will be maintained in the manner prescribed by Quality Instructions and procedures.

A Quality Control Laboratory will be established for the purpose of calibrating any and all equipment with such requirements, and for furnishing the necessary technical support to all other Quality organizations in the performance of their duties. The laboratory shall be equipped and maintained in a manner that will facilitate expeditious handling of all tests or analysis requirements.

The department will in all cases possibly operate in a manner that will allow maintenance of the overall schedule of the site. In circumstances where a "Work Stoppage" order is unavoidable, the department shall make every effort to remedy the discrepancy expeditiously and to recover any schedules that may have been "slipped" without sacrificing the standard of product quality or reliability.

The department will issue and control all Quality Control Stamps, and take all possible measures to preclude any illegitimate or imprudent use of Quality Stamps that might give any cause for doubt as to the integrity of a stamped document.

Representatives of Activation Quality shall be the exclusive agent for Martin in the sale of equipment to the customer, and will participate in the meetings and activities of the Technical Approval Team (T.A.T.) as required.

The department shall provide itself with sufficient manpower and maintain a level consistent with operational activities, and the "work load" in order to facilitate the timely completion of the Activation cycle.

An organization with adequate facilities shall be maintained for the purpose of receiving all goods or equipment delivered to the site. This receiving inspection group shall inspect all articles received at the site for completeness, damage, necessary documentation related to the articles, and shall establish and maintain any/and all records of accountability, calibration requirements and other standard receiving forms.

Members of the Quality Control Engineering Group shall, as necessary, conduct reliability and failure analysis studies, the results of which, will be utilized to improve design, manufacturing methods, pinpoint trouble, or prospective trouble items, and to generally improve, where possible, the reliability of the site and its operation.

The department shall maintain surveillance over the work, logs and procedures of the Associate Contracting, or Sub-contracting Organizations to ensure that their operating methods and documentation are compatible with the requirements set forth to be integrated and enforced by the Martin Company. If incompatibilities are encountered, the department shall coordinate with Headquarters and the various affected departments to resolve the trouble point and take preventative action against recurrence.

Audits shall periodically be instigated and completed by the department to determine the effectiveness of the site operations and methods, and shall where ever possible institute revised or new methods of operation - working toward consistent improvement of our effectiveness and efficiency as a whole.

Special attention shall be given to the procedures, methods, and operation of the Propellant Loading System (PLS) and its related pressurized systems due to their critical operating natures. Such items as proper cleaning, flushing, positive methods of control, and preventative maintenance on these systems shall be stressed and rigidly enforced by the Quality Department, due to the fact that compromise of any sort could result in disaster.

Quality Control Department shall provide a participating member on a Construction Surveillance Team to assure that all interface requirements are met. The formation and operation of the Surveillance Team shall be in accordance with the Construction Surveillance Plan.

FUNCTIONAL STATEMENT, SITE ACTIVATION - ENGINEERING

I. Engineering Site Activation Project Manager - Headquarters responsibilities are: to interpret and disseminate the PA's and OD's received from the Site Activation Program Director relating to the functional specialty of Engineering; to relay Engineering project information to Engineering Department Managers; to guide Engineering operations and provide headquarters assistance to site Engineering in the identification of and solutions to Engineering problems, including cost reduction and quality improvement, and in work performance at sites; to act as the Engineering advisor to the various Site Operations Managers and the Program Director of Site Activation on behalf of the Director of Engineering and provide technical direction and consultation on matters relating to interpretation of Engineering documents, status, requirements, estimates for PA's, contract changes, problems, and decisions; to periodically review and monitor Engineering status, subcontract status, and schedules to assure compatibility between these and other related activities, and take corrective action as required; to manage site Engineering budgets according to Finance limitations; to establish and maintain efficient inter-relationships between the site Engineering organization and the Site Operations Managers; and to select and train key Engineering personnel for site assignments.

II. Engineering Section (All Sites) responsibilities are: under the direction of the Site Operations Manager to assume technical support of all installation, testing, demonstration, and turn-over activities of the Weapon System including Engineering liaison with and cognizance over Associate Contractor design; to approve and control site-oriented Engineering changes; to provide scheduling, estimating, statusing and follow-up services for site Engineering activities; and to maintain technical cognizance for the Martin Company during and after acceptance testing.

DATE ISSUED <u>28 June 1961</u> APPROVED <u>[Signature]</u> APPROVED <u>[Signature]</u>	FUNCTIONAL STATEMENT  ISSUED BY THE ORGANIZATION DEPARTMENT	SITE ACTIVATION PROGRAM ENGINEERING PAGE <u>1</u> OF <u>1</u>	REFER TO CHART NO. <u>E</u> MASTER
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ENGINEERING

Responsible for weapon systems engineering, liaison engineering, (Martin and sub-contractors), and construction surveillance team representation.

Reference

Titan I Handbook for Site Engineers Sites T-1 thru T-5

FUNCTIONAL STATEMENT, SITE ACTIVATION - FINANCE

I. Finance Site Activation Project Manager - Headquarters responsibilities are: to interpret, disseminate, implement, and place in operation the PA's and OD's received from Program Directors relating to the functional specialty of Finance; to relay Finance project information to Finance Department Managers; to guide Finance operations and provide headquarters assistance to site Finance section chiefs in the identification of and solutions to Finance problems, and in work performance at sites; to act as the Finance advisor to the various Site Operations Managers and the Program Director of Site Activation and provide technical direction and consultation on behalf of the Finance Director on matters relating to site Finance practices, accounting (involving general ledger, accounts payable, travel audit, treasury, cost planning and recording, timekeeping, and insurance), and cost performance and estimates (involving manpower and all other aspects relating to the budget program) to periodically review and monitor finance and budget status, and correlate same with completion schedules and timetables to assure compatibility between these and contractual obligations, and take corrective action as required; to approve and manage site Finance budgets according to budgetary limitations; to establish and maintain efficient interrelationships between the site Finance organization and the Site Operations Managers; and to select and train key Finance personnel for site assignments.

II. Finance Section (All Sites) responsibilities are: under the direction of the Site Operations Manager to supervise the financial activities of the field site including cost control, timekeeping, accounting (which includes accounts payable, travel audit and other general accounting activities), auditing, treasury and preparing required financial statements; to prepare manpower requirements and forecast reports, estimates and negotiation data for Management; to prepare overall site operational costs, budget allowances, limitation of expenditures, and other financial information for the Operations Manager; to perform cashiering and central pay functions; to administer the site Martin insurance program; to analyze and evaluate construction progress to establish the relationship between construction progress and financial expenditures; and to conduct timekeeping functions and furnish labor reports as required.

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FINANCE

Responsible for budget and cost control, timekeeping and pay administration, and accounting and financial audit.


Reference

Manual of Operating Procedures for Field Site Finance Organizations

FUNCTIONAL STATEMENT, SITE ACTIVATION - INDUSTRIAL RELATIONS

I. Industrial Relations Site Activation Project Manager - Headquarters responsibilities are: to interpret and disseminate the PA's and OD's received from the Site Activation Program Director relating to the functional specialty of Industrial Relations; to coordinate project information to Industrial Relations Department Managers; to guide Industrial Relations operations and provide headquarters support to site Chiefs of Industrial Relations in the identification of an solution to Industrial Relations problems, and in work performance at sites; to act as the Industrial Relations advisor to the various Site Operations Managers and the Program Director of Site Activation and provide technical direction and consultation on behalf of the Industrial Relations Director in matters relating to status, requirements, problems, etc.; to review periodically Industrial Relations status, correlating the compatability of requirements with schedules, and take corrective action as required; to manage site Industrial Relations budgets according to Finance limitations; to establish and maintain efficient inter-relationships between the Site Industrial Relations organization and the Site Operations Managers; and to select and train key Industrial Relations personnel for site assignments.

II. Industrial Relations Section (All Sites) responsibilities are: under the direction of the Site Operations Manager to execute the general responsibilities for administration of the Industrial Relations work areas; (1) Employment, (2) Training and Education for Martin and/or subcontractor personnel, (3) Employee and Labor Relations, (4) Security, including guard service, (5) Safety, including fire protection and first aid service, (6) Management Services, including reproduction, central print files, personnel transportation vehicles and travel, (7) Wage and Salary. This will include the coordination of the integrated effort with associate contractors where applicable as well as direction and surveillance over subcontractors.

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FUNCTIONAL STATEMENT



ISSUED BY THE ORGANIZATION DEPARTMENT

SITE ACTIVATION PROGRAM
INDUSTRIAL RELATIONS

REFER TO
CHART NO.

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INDUSTRIAL RELATIONS

The Industrial Relations functional statement for the Headquarters and Field Site responsibilities is included in this manual on earlier pages. The following paragraphs are included as amplification of those statements.

In large measure, the relationship existing between the Industrial Relations Project Manager and the Project Director are the same as that between the Field Site Industrial Relations Chief and the Operations Manager, established, however, on a different organizational level. In each case, the Industrial Relations representative provides to Project Administration a specialist support function. In this way he should be able to supply the answers to "how", "which", "under what conditions", "where" and "to what extent" for questions of an industrial relations nature, or when the direction for action comes from the respective administrator.

Policy guidance and creativity in answering the questions above are derived through these industrial relations representatives from the Industrial Relations Division Director. For in him is vested all responsibility concerning industrial relations specialty matters, and from him is delegated the responsibility and authority to act on a project headquarters of field site level.

Policy guidance and interpretation of Corporate policy as pertains to Field Site Activation, is passed formally on to the Field Site Industrial Relations Chief through Industrial Relations bulletins, edited in the Project Industrial Relations Headquarters. These bulletins, in company with Corporate policy, operating instructions and standard procedures, provide written guidance to handle almost all recurring matters of an industrial relations nature. New guidance issued from Corporate Headquarters or from the parent Denver Division will be passed to the Field Site Chief through Site Activation Industrial Relations Project Manager.

Inasmuch as the Industrial Relations representative should be first to receive new policy guidance, or changes to existing Industrial Relations policy, he must inform his respective administrator of this, as well as keeping him abreast of all matters having an impact on the employees under his administrative direction, or on matters having an impact on the program as a whole. In the exceptional cases where policy guidance has an adverse affect on field site personnel or programs, that policy may not be unilaterally changed at that site, but recommendations for its change must be passed back to the originator through the functional organization lines.

By authority derived from functional division and project management, the Industrial Relations representatives (Headquarters and Field Sites) is the sole specialist for handling Industrial Relations matters arising among the other functional specialist groups, Chiefs and Managers.

FUNCTIONAL STATEMENT, SITE ACTIVATION - MANUFACTURING

I. Manufacturing Site Activation Project Manager - Headquarters responsibilities are: to interpret and disseminate the PA's and OD's received from the Site Activation Program Director relating to the functional speciality of Manufacturing; to relay project information to Manufacturing Directors and Managers; to guide Manufacturing operations and provide headquarters assistance to site Manufacturing Section Chiefs in the identification of and solutions to Manufacturing problems, and in work performance at sites; to act as the Manufacturing advisor to the various Site Operations Managers and the Program Director of Site Activation on matters relating to the construction surveillance, installation, checkout and delivery of all Martin systems, subsystems, and equipment and in the operation and maintenance of support equipment during these phases; to provide technical direction and consultation on behalf of the Director of Manufacturing; to periodically review and monitor Manufacturing status and schedules to assure compatibility between delivery schedules (including subcontractor), site installation schedules, and equipment checkout and test schedules, and take corrective action as required; to manage site Manufacturing budgets according to Finance limitations; to establish and maintain efficient interrelationships among the site Manufacturing organization, the Site Operations Managers, and associate or sub-contractors; and to select and train key Manufacturing personnel for site assignments.

The duties of Manufacturing Site Activation Project Manager are included within the functions of Director, Site Manufacturing.

II. Manufacturing Section (All Sites) responsibilities are: under the direction of the Site Operations Manager to implement field site construction surveillance, installation, subsystem and systems tests, activation exercises, support equipment operation and maintenance during pre-turn-key activity; to implement the delivery of all Martin and associate and/or sub-contractor subsystems, systems and equipment required by contract at the Titan operational bases through the action of the Martin managed Complex Operations Group in a manner which will ensure harmonious interfaces within the entire weapons system; and to provide administrative support in matters affecting manufacturing operations at field sites.

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FUNCTIONAL STATEMENT

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SITE ACTIVATION PROGRAM
MANUFACTURING

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SITE MANUFACTURING DIVISION

The Site Manufacturing Division consists of two headquarters departments, a Personnel Programming Section, and the Site Manufacturing departments located at the various contracted Martin Company missile sites identified with the Titan operational base program.

It is the responsibility of the Director of the Site Manufacturing Division to provide, through subordinate management, the necessary policy guidance and technical direction to insure the installation, checkout and delivery of all Martin systems, sub-systems and equipment required by contract at the Titan Operational bases, while ensuring proper integration of all Associate responsibilities in a functional "doing" sense. The Director will take his functional direction from the Director of Manufacturing Division, and he will take activation program project direction from the Site Activation Operations Director.

In order to execute timely and contractually adequate accomplishment of the installation - through - successful-buyoff task, the project direction of the Site Manufacturing departments is provided by the various Site Operations Managers, while their functional direction is the responsibility of the Director.

To detail, transmit and ensure implementation of the Director's functional direction to the Site Manufacturing departments there are two headquarters departments: Site Manufacturing Technical Planning and Site Manufacturing Project. In addition, there is a headquarters Personnel Programming Section which is responsible for the planning and control of personnel requirements.

SITE MANUFACTURING TECHNICAL PLANNING DEPARTMENT

The Manager of the Site Manufacturing Technical Planning Department is responsible to the Site Manufacturing Division Director to provide standardized technical plans required for the installation, checkout, test, demonstration, operation and maintenance of operational bases required prior to "turn-key".

The Site Manufacturing Technical Planning Department is further responsible to provide technical support necessary to site management in the implementation of the various programs generated by this department.

To accomplish this function the Site Manufacturing Technical Planning Department consists of four Sections: Installation Planning, Installations Test Planning, Base Support and Equipment Requirements, and Construction Surveillance.

INSTALLATION PLANNING SECTION

The Installation Planning Section is responsible for performing all planning necessary to obtain the most practical, economical, and uniform sequence of installation and/or modification of ground based systems and support equipment; identifying all installation equipment/facilities/tools required to accomplish installation/modification; incorporation of check points in process plans to document evidence of acceptance by Quality Control and the customer of completed installations/modifications in compliance with applicable drawings, specifications and processes; and assisting implementation of planning by exercising support at bases of installation technical requirements.

The Installation Planning Section consists of the following Units: Pre-planning, Facility Configuration Cognizance, Process Planning, and Field Technical Support.

Pre-planning Unit

The Pre-planning Unit is responsible for developing and formalizing the initial and basic plans pertaining to Site Manufacturing program objectives for the various operational bases. This will be accomplished by performance of the following:

1. The monitoring of engineering pertinent to operational base programs to assist in obtaining the design for most practical and economical installation under the sub-contract policy.
 - a. Reviews engineering specified processes and procedures for adequacy and correctness, and verifies field site capability of performing to these processes.
2. The making of complete identification of all equipment, facilities, or special tools required for installation and verification test of Martin base systems and equipment, together with on-dock need dates and usage span time.
 - a. Identifies those tools needed for construction and coordination of base facility to Martin equipment.

3. The issuing of primary installation data prior to engineering release of Martin Base system drawings for use in preparation of Process Plans and as advance information to field sites.
 - a. Screens all engineering changes for effect on installation planning.
 - b. Reviews all GOE/GSE modification instruction for clarity, completeness, and adequacy and for necessary tools/equipment to accomplish modification.
 - c. Maintains a continuing status of all ECO/ECP actions that affect field installation as input to weekly Configuration Accountability Control Report to Field Sites.
4. The providing of input to equipment requirements and scheduling sections showing installations sequence, span time and equipment on-dock need dates.
5. The assisting with preparation of estimates, schedules, and installation procedure revisions for Titan Weapons system modifications requested by or suggested to customer, or for proposals for new business.
6. The preparation of Primary Data for the preparation of procedures for the reassembly, inspection and preparation for installation into silo for all missiles at the field sites.
7. The providing of a complete pre-planning service to all Associate Contractors for the purpose of integrating all Associates' base systems and resolving all interface problems on a continuing basis.
8. The providing of those necessary administrative services such as:
 - a. Prepare and give presentations to management and field crews covering such salient points as C.P. system and method of cost reporting; make-up of process planning sheets; modification control; definition of associate and facility interfaces with Martin systems.
 - b. Prepare section work flow charts.
 - c. Assist in preparation of procedures and standard forms necessary for smooth Headquarters and Field Operations.

- d. Make continuing analysis of Site Manufacturing Division activities to better efficiency, both economically and in performance to keep the Martin Company in a favorable competitive position.
- e. Maintain cognizance of all engineering activity so that early action may be initiated on those items affecting Site Manufacturing Division, whether they be proposed modifications to existing contracts or proposals for new business.

Facility Configuration Cognizance Unit

The Facility Configuration Cognizance Unit is responsible for maintaining Site Manufacturing headquarters cognizance of base facility configuration at the various sites. This will be accomplished by performance of the following:

1. The reviewing and maintaining of cognizance of the A & E drawings, specifications and all changes thereto.
2. The preparation of fully exposed drawings of each facility service system with Martin interfaces indicated.
 - a. Makes detail drawings of each Martin interface with base facility.
 - b. Details differences between bases designed by the two different A & E firms.
3. The screening of Martin base systems drawings for compatibility with A & E defined base facility interfaces.
4. The assisting of the Pre-planning Unit in development of installation procedures for all Martin systems, whether field fabricated or factory pre-fabricated.
 - a. Submits sketches and written description of any necessary facility changes to Installations Engineering Department.
5. The obtaining of verification of "as built" condition of Base Facility interfaces from surveillance team and ensuring that any necessary changes are made to Installation Engineering drawings and Process Plans.
6. The maintaining of cognizance of all Facility Change Requests whether released at headquarters or in field and, with Pre-planning Group the implementation of necessary planning changes.

Process Planning Unit

The Process Planning Unit is responsible for generating Site Manufacturing Division process plans for field adherence. This will be accomplished by performance of the following:

1. The preparation of Process Plans from preliminary data supplied by Pre-planning Unit and from engineering drawings and specifications for installation of Martin Base systems, and required verification tests. Composition of planning documents shall be:
 - a. Notations of sequence of installation.
 - b. Requirement to perform installation to applicable specifications and processes.
 - c. Approximate size and weight of major pieces of equipment.
 - d. Complete bill of material.
 - e. List of equipment required (excluding handling slings and dollies, and all hand tools).
 - f. List of Martin supplied tools.
 - g. Recommended installation procedure with explicit reference to applicable portions of drawings.
 - h. Verification tests.
 - i. Quality Control check items with blocks for inspection stamps.
 - j. Definition of interfaces to which the subject system will attach; and conversely, a definition of associate systems which will attach to Martin systems.
 - k. Clarifying illustrations.
 - l. Accountability sheets for recording all outstanding DCN's, Process Sheet Change Notices, and modifications containing appropriate blocks for Quality Control stamp for verification of incorporation.

Field Technical Support Unit

The Field Technical Support Unit is responsible to provide headquarters standardization and direction in the implementation of installation plans generated by the Installation Planning Section at headquarters. This will be accomplished by performance of the following:

1. The providing of assistance at bases for implementation of planning with sub-contractors and Martin Site Personnel through giving indoctrination as to the format and purpose of Process Plans and the technical knowledge of Martin Base Systems design.
2. The processing of field changes, issuing Process Plan and certification log revisions.
 - a. Updates and maintains Quality Assurance Certification Logs at Field Site to provide change account.
3. The issuing of Process Planning for Field Instituted Mods which affect systems installations.
 - a. Coordinates with FSSD in those cases where mod kits for installation changes are required.
 - b. Feeds back all mod information to Process Planning Unit.
4. The providing of assistance at sites for resolution of all difficulties encountered during installation.
 - a. Maintains a current working knowledge of Martin systems and design status in order to provide a closely coordinates exchange of problems and resolutions during the installation phase.
5. The monitoring of progress of field installation and sub-contractor and Martin personnel adherence to Process Plans.
 - a. Submits weekly written report to headquarters.
6. Accumulation of historical data and photographs necessary for management reports and the development of greater skill and capability for base activation.

INSTALLATIONS TEST PLANNING SECTION

The Installations Test Planning Section is responsible for the preparation of detail Ground System Test Procedures (GSTP's), preparation of detailed procedures and/or review of tech orders for the performance of preliminary post-installation missile checks, preparation of detailed test procedures for performance of PLS and DCS marriage tests, preparation of detailed procedures and/or review and validation of tech manuals for the performance of activation exercise tests, for the identification and initiation of procurement and/or fabrication of all special tools and testing equipment needed to support the preceding procedures, and to provide qualified technical coordination and support representation between the field sites, associate contractors, and headquarter's organizations; and for standardizing all test documentation for follow-on bases.

To accomplish these functions, the Installation Test Planning Section is organized into the following units: Test Documentation, Pre-planning, Field Technical Support and Tool Design.

Test Documentation Unit

The Test Documentation Unit is responsible for the preparation of detail Ground System Test Procedures which describe in detail the tests to be performed on each installed Martin GOE/GSE sub-system for the purpose of demonstrating that each Martin sub-system has been installed and functions in accordance with the requirements of released engineering and engineering specifications and will provide the basis for the final buy-off of installed Martin GOE.

GSTP's will be prepared by two groups: Electronic (or Control) Systems and Electro-Mechanical Systems.

The Test Documentation Unit will be responsible for the preparation of marriage test procedures covering the complete Propellant Loading System (PLS) and Damage Control System (DCS) including the Martin Launch control and check-out GOE and the associate and facility portions of these systems.

The Test Documentation Unit will be responsible for providing documentation as required for the performance of complex exercise tests; and will prepare all detailed procedures required to supplement the tech manuals.

Pre-Planning Unit

The Pre-planning Unit will be responsible for the preparing and accumulating of schematics, block diagrams, preliminary data sheets and other technical information to be utilized by the Test Documentation Unit during the writing of test documents; the establishing with the Test Documentation Unit of a uniform and compatible approach for the dissemination of valid information regarding the configuration of all GOE/GSE sub-systems; the relaying by Pre-planning Unit representatives from design sections of Engineering of advanced engineering information to the Test Documentation Unit; the providing of advance data such as descriptions of additional tests to be performed, equipment requirements, etc., to the Headquarter's Test Planning Section. To accomplish the relaying of advance engineering information, representatives of the Pre-planning Unit will be assigned to:

- a. The interconnections design section.
- b. The GOE (electrical-electronic) design section.
- c. The GSE (Mechanical) design section.
- d. The Associate Contractor Coordination Section, the A & E Coordination Section, and the Associate Contractor Representative.

Field Support Unit

The Field Support Unit is responsible to provide experienced and technically competent representatives to specific field sites for the purpose of:

1. Providing immediate direction to the site to resolve any delays or difficulties during sub-systems testing resulting from:
 - a. Incomplete or incompatible installation of GOE.
 - b. Incomplete or absence of data from prerequisite tests on facilities, support equipment, etc.
2. Taking the necessary action to insure the correction of the deficiencies identified in items 1a and 1b.
3. Providing technical assistance to the site prior to and during sub-systems acceptance and activation exercising tests to insure adequate dissemination of knowledge of the requirements of each test.
4. Initiating and distributing procedure changes to affected groups to rectify omissions or discrepancies in the test documentation.

5. Initiating the necessary action to assure that all valid changes to the installation or operation of GOE/GSE and related hardware are incorporated in the applicable test documents.
6. Reviewing test plans and procedures prior to the check-out and verification tests of facilities and sub-systems for compatibility with the installed configuration.
7. Observing of any deviations from applicable specifications and/or drawings which describe the installation or operation of GOE/GSE and related hardware, and analyzing the effects of each deviation upon applicable test documents.
8. Identifying any equipment or installation engineering incompatibilities, discrepancies or deficiencies during installation of GOE/GSE and related hardware which will affect acceptance testing.
 - a. Communicates findings and recommendations for corrective action to Site Management, Headquarter's Site Representatives and other affected groups for their edification and action.
9. Observing the status of the installation of GOE for possible delay or interruption to the testing activity.
10. Compiling an experience log which will identify, describe the action taken to correct, and indicate the appropriate time in subsequent site schedules to apply corrective action to resolve specific deficiencies, discrepancies and incompatibilities encountered during the acceptance testing of GOE/GSE sub-systems.

Tool Design Unit

The Tool Design Unit accomplishes the detail design of all special tools needed to support systems tests in the field; prepares justifications and initiates provisioning action for items of commercial equipment required for field tests; and prepares sketches, drawings, illustrations, etc., needed to support the test documentation.

The requirements of Tool Design will be initiated by the planning activity of the other Units of the Installation Test Planning Section.

Base Support and Equipment Requirements Section

The Base Support and Equipment Requirements Section is responsible to provide for tools, equipment, base support and maintenance requirements needed during installation, check-out, demonstration, operation and maintenance of SM 68 Operational Bases prior to turn-key.

The Base Support and Equipment Requirements Section consists of the following units: Tool and Equipment Planning, Provisioning and Inventory Control, and Maintenance and Support Planning.

Tool and Equipment Planning Unit

The Tool and Equipment Planning Unit is responsible for the identification of tools and equipment necessary to perform the installation, check-out, and delivery of all Martin systems, sub-systems and equipment required by contract for all operational bases. This will be accomplished by performance of the following:

1. The analysis and evaluation of planning inputs (i.e. -- GSTP Engineering Plans; Process Plans; Operational Procedures, Calibration Plan; USAF Technical Orders, Handbooks; D & U Sheets, Activation Exercises Procedures, Maintenance and Support Data Report, RPIE Maintenance Analysis Report, Figure "A" Report, Associate Contractor Requests and Manpower Budgets) for pre-planned identification of tool and equipment requirements for installation, check-out, demonstration, operation maintenance and support of the operational bases prior to turn-key.
 - a. Reviews to eliminate duplications and establishes multiple usages.
 - b. Establishes quantitative requirements for the overall programs.
 - c. Establishes need-dates for identified items compatible with the Martin Operations Plan.
 - d. Categorizes tools and equipment with respect to probable source of supply.
 - e. Documents planning effort to include complete and adequate justification, planned use of tools and equipment, critical items, items used in conjunction with other tools and equipment.
 - f. Provides management, functional divisions, and field bases with equipment planning progress for each facet of the program and coordinates the implementation of such planning.

- g. Prepares and publishes Program Tool and Equipment Support Plan.
- h. Reviews revisions of Site Manufacturing organizational charts and manloading plans to maintain tool and equipment requirements compatible with organizational responsibilities.

Provisioning and Inventory Control Unit

The Inventory Control and Provisioning Unit is responsible for controlling the flow of supply of tools and equipment pertinent to the installation, check-out and activation exercising of the SM 68 operational bases. This will be accomplished by performance of the following:

1. The development and implementation of an inventory control program for each operational base.
 - a. Researches, analyzes, records and applies appropriate controls to the tools and equipments in the flow of supply.
 - b. Promotes the economical use of resources and the timeliness of supply.
 - c. Annotates the best tools and equipment for the job.
 - d. Prepares stock record and status cards and compares requirements with existing inventory to determine possible economies, joint usages, redeployments, serviceability, previous material performed -- upon receipt of the Tool and Equipment Support Plan, showing the tools and equipment planned for each facet of the applicable program.
 - e. Reviews justifications, compares with provisioning cost history, and analyses from a viewpoint of the overall program schedule.
2. The providing of an authorization and justification for each item of tools and equipment for the applicable program.
 - a. Identifies hi-value items and certain items critical to the program, and notes these items on authorizations/justifications.
 - b. Forwards authorizations/justifications to Provisioning Control for appropriate provisioning action.
3. The inclusion of tools and equipment statusing for the flow of supply, and the monitoring for delivery of equipment according to schedule.

- a. Prepares and publishes a Program Master Equipment Authorization List.
- b. Prepares and publishes a Program Master Equipment Status Report.
4. The development and implementation of a provisioning control program for each operational base.
 - a. Coordinates provisioning action for all tools and equipments planned, controlled and properly authorized for the applicable program.
 - b. Develops sources of supply, and intra-company procedures for timely and efficient provisioning of tools and equipment.
 - c. Processes Tool Order Requests and initiates Purchase Requests, GSE Requests, Supply Item Directives and Facility Requests to insure the proper and timely flow of supply.
 - d. Provisions Associate Contractors Requirements with applicable source in accordance with established need dates and takes necessary follow-up actions to insure receipt.
5. The securing and maintaining of all available information pertinent to tool and equipment provisioning for the applicable program (i.e. -- SBAMA Action, Mfg. Action, Supply Item action at operational bases, current operational GSE Provisioning, Purchase Order Number, Promise Dates, Vendors, etc.)
6. The planning of available span time for provisioning actions as input to Tools and Equipment Planning Unit.
7. The reviewing of provisioning action and procedures for conformance with the Customer's Provisioning Policies and Directives.
8. The preparation of facility item redeployment plans, submitting these plans to Facilities Planning and the Project Department.
9. The preparation of plans for the return of operational GSE (SAC UAL equipment), obtaining the approval of the LSM/SBAMA.
10. The preparation and coordination with BMC redeployment plans for Propellant Loading Vehicles.
11. The preparation of redeployment plans for supply items or furnishes pertinent disposition instruction.

Maintenance and Support Planning Unit

The Maintenance and Support Planning Unit is responsible for planning and implementing maintenance and support requirements which are necessary during installation, checkout and delivery of Martin systems, sub-systems and equipment at the operational bases. This will be accomplished by performance of the following:

1. The developing and providing of justification for:
 - a. Site utility requirements during the installation, check-out, demonstration, operation, maintenance and support phases prior to turn-key phase, including electrical power, air, water and special temperature - control requisites.
 - b. Power requirements to run the GSTP's.
 - c. Space for Shipping and Receiving.
 - d. Open and enclosed storage space for GOE/GSE end items, a supply item, Facility Appendix items, central tool storage, GOE/GSE spares, airborne spares, and facility installation spares.
 - e. Any special materials handling equipment for the above two items.
 - f. Space and equipment for the Integrated Shops (machine, sheet metal, carpentry, welding and pipe).
 - g. Motor Pool Shop facilities.
2. The reviewing of revised Site Organizational Charts and Manloading Plans for impact on Base Support Requirements.
 - a. Submits charts and manloading plans to the Facilities Planning and Project Department for the preparation of new layouts and revisions to space requirements for incorporation into revisions of Annex 6.
 - b. Reviews the new layouts and space computations for adequacy and completeness.
3. The establishing of Weapon System facility and utility prerequisites necessary to perform GSTP's and activation exercises.

4. The reviewing of the maintenance program originated by FSSD for compatibility with pre-operational requirements and contractual responsibilities.
5. The negotiation with FSSD for maintenance plans and procedures for any Air Force supplied items, RPIE and commercial GSE not covered by FSSD program.
6. The identification of and insuring that technical publications are supplied to the field as required.
7. The coordinating of maintenance tools and equipment requirements with the Tool and Equipment Planning Unit.
8. The establishing of requirements in conjunction with base management for any specialized training for maintaining and operating such items as missile trailers or diesel generators.
9. The preparation of Proposal Authorizations as required with justifications and calculations in such areas as joint site motor pools, PLS vehicle O & M and any other special projects as requested.

CONSTRUCTION SURVEILLANCE SECTION

The headquarters Construction Surveillance Section is responsible for the technical direction of all site construction surveillance on a standardized basis. This section assists the sites with specific problem resolution and disseminates the product of accumulated experience among the sites on common problem resolution. The Construction Surveillance Section develops and distributes a unified Architectural and Engineering program which will ensure compatibility between the weapons system facility and the requirements of all associate contractors. This compatibility refers to the points of interface which encompass critical areas or conditions affecting a system and/or structure installed during facility construction to which the integrating contractor or an associate contractor connects for system or facility continuation, and includes those weapon system areas wherein the contractor assumes the responsibility for operation, maintenance, safety and installation.

The headquarters Construction Surveillance Section is responsible to establish and monitor the various necessary reporting systems, logs and engineering documentation procedures for use at all sites to apprise Martin headquarters management, for their coordination with SATAF, Corps of Engineers, Associate Contractors and Sub-contractors, of the status of construction surveillance, recovery programs, delinquency reports and other pertinent information necessary to construction completion against schedule and

contractual requirements. The foregoing is accomplished by providing the sites with a Statement of Work, the organizational outline required for implementation, and a definition of responsibilities of all participating agencies from the inception of facility construction and continuing until final acceptance of the weapons system by the customer. The Statement of Work provided by headquarters establishes a program of both the surveillance of facilities construction activities and the surveillance of installation and testing of all facilities equipment, plus the subsequent continuing assurance of operational adequacy of the facilities equipment.

The scope of the detailed headquarters-furnished plan encompasses the following:

1. Status reporting of facility construction.
2. Qualitative examination of facility construction as to compliance with:
 - a. A & E drawings and specifications.
 - b. Test Procedures and specifications.
 - c. Calibration requirements.
 - d. Component certification.
3. Review of applicable shop drawings.
4. Interface inspection and documentation.
5. Facility change initiation and control.
6. The review, monitoring, and supervising of facility system test plan procedures and activities at the direction of SATAF.

The headquarters Construction Surveillance Section provides technical consultation to other divisions and agencies on the review of Facility Change Requests and evaluates applicability of any beneficial input which may be transmitted to other sites with an improvement upon construction, installation, and the implementation of facility test procedures.

PROJECT DEPARTMENT

The Manager of the Project Department is responsible to the Site Manufacturing Division Director to exercise program direction and control for activating all operational sites in both the Titan I and Titan II programs.

To accomplish these responsibilities, the Project Department has been organized into three major functional areas: Administration Section, Site Representatives (5), and Project Control Section.

These sections are delegated to supply direction in form of "what" and "when" to all departments of the Site Manufacturing Division and provide the follow-up to assure compliance.

ADMINISTRATION SECTION

The Administration Section shall be responsible to establish and maintain schedules for the Site Manufacturing Division; to initiate directives assigning actions to appropriate departments of the Site Manufacturing Division including site organizations, so that the division duties are accomplished in an orderly and timely manner; and to administer Engineering Change Orders so that the field is provided with up-to-date equipment with the least adverse effect to the overall program. The above duties will apply to Operational Bases for Titan I and Titan II programs. To accomplish these objectives, the Section will consist of three units: Schedule Planning, Change Control and Site Manufacturing Directives.

Schedule Planning Unit

The scheduling done by this unit will be both the overall type and the detailed type.

1. The overall schedules will consist of the following:
 - a. Martin Milestone Schedules - Broad schedules indicating overall start and completion dates for large segments of work. They indicate major check points of program particularly high-lighting interfaces between two groups and also including field required dates for major equipment.

2. The detailed schedules will consist of the following:
 - a. Detailed Operating Schedules - A step by step schedule following each item from engineering release through Materiel, Manufacturing and through delivery, installation and check-out at the field sites will be issued. It will include all pertinent scheduling of equipment, installation material, installation work efforts, sub-system and system checkout and activation exercises at the site. Status against these schedules will be maintained on a weekly basis to highlight problem areas needing resolution. The detail schedules will be initiated at Headquarters but will be coordinated with each affected field site.

Change Control Unit

Engineering Change surveillance, planning, and control for the operational sites will be provided by this unit. The scope of this effort is to conduct a continuous control and to provide support and assistance to Site Manufacturing on all equipment, facility, and installation changes. This unit with the help of the Site Representatives will analyze the change problem from the standpoint of turn-key capability. They will recommend methods of incorporating changes without jeopardizing company contract commitments. This surveillance, planning, and control will be accomplished by:

- a. Accomplishing preliminary analysis and investigation of all equipment and facility changes prior to their approval and implementation.
- b. Providing permanent participation in headquarters ECO Board, FCR Board, and manufacturing change board meetings and activities, and to negotiate equipment and facility changes in order to assure implementation of field installation requirements. The change board representative will coordinate with other technical groups to prepare proposals for the Company FCR Board. The proposal will consist of estimates, schedule, effectivity, etc.
- c. Maintaining appropriate records, follow-up logs, and experience logs for assurance of proper implementation of all changes for the operational sites.
- d. Providing input and coordination through the site representatives to the sites for the purpose of maintaining configuration integrity.

Site Manufacturing Directives Unit

Site Manufacturing Directives will be initiated by this Unit. These directives will be clear, concise action assignments with due dates for Field and Headquarters personnel of the Site Manufacturing Departments, as well as necessary support from outside groups. These directives will be based on a review of Operations Directives, Proposal Authorizations, Air Force Exhibits, other contractual documents plus by addition management direction.

In addition divisional cost estimates, statements of work and reports are prepared, coordinated and monitored for inter-divisional usage.

PROJECT CONTROL SECTION

The Project Control Section is responsible for instituting and utilizing control techniques, analytical approaches and corrective measures which will assure timely completion and acceptance of the Company's field effort at all Missile Bases.

The Project Control Section researches available literature, attends conferences and symposia, and otherwise searches for new planning, scheduling and control techniques, status presentation methods to management, and performance measuring techniques. This Section evaluates and improves these, communicating results to other groups. Milestone network charts prepared by Management Information Section are reviewed, revised and incorporated into presentation of program status. A set of charts and graphs are developed and maintained for presentation of Division status to management and the Air Force.

To accomplish the objectives, this Section will consist of three Units: Site Operations Analysis, Status Control, and Site Manufacturing Control.

Site Manufacturing Control Unit

The Site Manufacturing Control Unit is responsible for implementing those operating controls necessary to ensure optimum team effort on the part of all organizations at headquarters and sites toward task completion which conforms with contractual requirements. This will be accomplished by performance of the following:

1. The acting as chairman and representing the Site Manufacturing Division to responsible levels from other Divisions, including Engineering, FSSD, Q.C. and Materiel, at headquarters production coordination meetings.

2. The negotiating of new dates for field requirements and acting as arbitrator in cases of conflicting dates preferred by various divisions.
3. The recognizing of "red flag" problems that will ultimately affect Site Manufacturing commitments -- both those involving only the Company and the Company along with Associate Contractors.
 - a. Work with headquarters and field site management, instituting corrective measures to specific problems.

Site Operations Analysis Unit

The Site Operations Analysis Unit is responsible for the detailed analysis of Site Manufacturing operations/programs for conformance with functional direction from headquarters, generating remedial recommendations is required. This will be accomplished by performance of the following:

1. The analyzing of Site Manufacturing operational performance for adequacy of installation planning, techniques employed, optimum utilization of time, adherence to schedules, concepts and systems employed at field site management, problem areas apparent and/or pending, approach and solution to avoid problems and/or to solve current field difficulties.
2. The developing of refinements to, and/or the revising of field installation programs or phases thereof to improve the programs, or to correct and/or avoid difficulties.
3. The standardizing of installation practices by making various performance and time span comparisons with previously completed jobs.
4. The maintaining of historical data as a basis for improving the base installation control program.

Status Control Unit

The Status Control Unit is responsible for maintaining and controlling status of all headquarters and site activities compared with headquarters generated schedules, negotiating with affected organizations and following up as necessary. This will be accomplished by performance of the following:

1. The determination, commitment and maintenance of promised and actual dates on a large variety of detailed operating schedules, including:
 - a. Installation span.
 - b. GSTP's.

- c. GOE/GSE equipment.
 - d. Modification kit incorporation.
 - e. Schematics.
 - f. AMF installed items.
 - g. Activation exercises.
2. The negotiation and reconciliation of promise dates with classified level employees in other divisions.
 3. The analysis of status reports to identify critical slippages and the determination of whether "requests for expediting" to the vendors for overtime and/or air shipment are required.
 4. The investigation with headquarters Site Representatives or through field site trips of the status of installation and checkout at the field site.
 - a. Recommends proper course of remedial action for problems of late equipment deliveries or installations.
 - b. Follow up for compliance with recommendations.
 5. The informing of headquarters and field site management of critical or potentially critical problem areas.
 - a. Makes recommendations for a solution.
 - b. Enforces a time schedule for expected corrective results.

Site Representatives

The Site Representative is responsible to the Project Department Manager for overall program cognizance and the coordination and/or direction of Martin Associate activities related to site activation. The Site Representative assigned to each operational site has the authority, as delegated by the Department Manager, to accomplish these responsibilities:

1. Represents the operational site at headquarters to support field site needs.
2. Directs and coordinates the resolution of problems to support site objectives.

3. Performs surveillance to assure the accomplishment of program objectives.
4. Represents the Site Manufacturing Division to the headquarters Plans and Programs Division and associate contractors as required.

The accomplishment of the above responsibilities is achieved through performance of the following:

1. Represents the operational site at headquarters to support field site needs.
 - a. Develops and maintains a close working relationship with the Site Manufacturing organization in support of the activation program. This is accomplished through written and verbal communications, plus periodic site visits.
 - b. Represents Site Manufacturing management at headquarters program review meetings.
 - c. Initiates preparation of special SMD's. Reviews all applicable SMD's prior to sign-off and release for distribution.
 - d. Resolve change incorporations by liaison with the sites.
2. Directs and coordinates the resolution of problems to support site activation.
 - a. Conducts special meetings for the purpose of problem identification, resolution and follow-up.
 - b. Establishes channels of communication and coordinates required procedures for problem solution.
 - c. Coordinates the assembly of pertinent information for problem analysis and solution.
3. Performs surveillance to assure the accomplishment of program objectives.
 - a. Maintains cognizance of equipment installation, installation check-out and system checkout to determine schedule compliance or necessary deviations.

- b. Approves Milestone and Operations Schedules prior to their being issued. Assures compatibility with Annex Schedules.
 - c. Evaluates tool and equipment requirements and installation support functions for compatibility with field needs.
 - d. Monitors tool and equipment delivery schedules in reference to site installation and checkout need.
 - e. Assures Martin installation program compatibility with all associate contractors.
 - f. Monitors construction status reports to determine compliance to schedules in reference to occupancy for equipment installation and checkout.
4. Represents the Site Manufacturing Division to the headquarters Plans and Programs Division and associate contractors.
- a. Assists in the solution of interface problems requiring Site Manufacturing Division action with the associate contractor.
 - b. Prepares and reports program information to the Program Control Room for the TIME program as required.
 - c. Negotiates and coordinates program requirements for Annex validations, installations and equipment schedules, etc.

PERSONNEL PROGRAMMING SECTION

The Personnel Programming Section is responsible for determining and authorizing the quantity, qualification level, schedule, phase-in and phase-out of manpower throughout the Site Manufacturing Division. This includes the necessary forecasting; negotiation with Finance, Industrial Relations, and Administration Divisions; the preparation of Master Manning Documents for headquarters and site organizations; the audit of personnel assignments for conformance with authorized limitations; and the reporting of manpower status to management. The foregoing is accomplished in a manner to ensure standardization of functions, organizations, and classifications according to work load and assignment.

The Personnel Programming Section is further responsible for assuring uniform and equitable consideration of Site Manufacturing Division employees with respect to assignment. This will be accomplished by constant review of changes in employee status, requisitions, applications, employee appraisals and related input pertaining to employees. This section will coordinate the screening and placement of all employees coming into or leaving the division. The section will advise management of necessary personnel status change considerations.

This section will be responsible for the audit of manpower utilization, the control of personnel assignment, and the determination of developmental needs. The evaluation of training requirements, including certification of personnel conducting buy-off demonstrations, will be coordinated with the training function of the Industrial Relations Division and the Field Service and Support Division, who will furnish the training programs as scheduled by Manpower Control with their prior agreement.

(SITES)

MANUFACTURING FUNCTIONS

The Site Manufacturing Chief is responsible for all Martin "doing" activities at the site which pertain to the installation, checkout and delivery of all Martin systems, sub-systems and equipment required by contract. He is responsible for the administration, direction and control of all Martin field site functions in the accomplishment of these tasks. In addition, he shall be responsible for the coordination of the installation, checkout and acceptance testing and activation exercises -- including all coordination of the functions required to accomplish the necessary exercises, as well as support related to a successful buy-off of a complete weapons system by the military at the site.

He shall be responsible for administering, directing and providing the service and maintenance for the field site including all schedule coordination, support planning, and operational requirements controls and planning.

He shall be responsible for the administration and direction of all installation test and operations including construction surveillance as required. This includes the responsibility for the configuration control of the Martin systems. These responsibilities shall be coordinated to insure meeting the overall Denver headquarters objectives.

The Site Manufacturing Chief shall take his functional direction from the Site Manufacturing Division Director and shall take his local project direction from the Site Operations Manager.

To accomplish this function the Site Manufacturing Department is organized under the Site Manufacturing Chief and is divided into five major functional areas: Project, Installation and Test, Facilities and Maintenance, Construction Surveillance and Complex Operations (6 or 3).

PROJECT SECTION

The Project Section will be headed by the Project General Supervisor who will be directly responsible to the Site Manufacturing Chief. The Project Section is responsible for implementation of field planning and scheduling of installation test sequences; recording of status; project liaison with SATAF field agencies and headquarters; providing necessary implementation and/or scheduling; base support coordination for the Martin and associate contractors; additional detailed planning and scheduling as required for the accomplishment of systems test, activation exercises and weapon system demonstrations; and for assurance of associate contractor compliance with program responsibilities.

The Project Section will be responsible for program status and as such will be the sole source of official status for all internal and external distribution. To perform these functions the Project Section is organized into three units: Program Control, Schedule Coordination, Production Control and Status.

Program Control Unit

The Program Control Unit is responsible for unilateral field direction and insuring that such direction is in accordance with existing contractual documents. This unit receives, evaluates and monitors headquarters generated field directives and, as necessary sees that the proper application of action is performed at the field by adapting the detailed contents of directives to local conditions for effectivity. The unit provides a single source of program direction to associate contractors on weapon systems interfaces and program goals, identifies and coordinates resolution of contractual voids with contracts representative, insures scope of field effort and coordinates the preparation of any Proposal Authorizations that may be required as well as generating organizational man-loading revisions as required. The unit also provides program assistance to and liaison with the SATAF field office and controls department man-loading, man-months and overtime use and reporting.

This unit will provide overall program control for the field site and keep constant surveillance and status on field activities to ensure compliance with established parameters. This will be accomplished by:

1. The review and evaluation of Martin Company internal directives.
 - a. Obtains all activation headquarters directives affecting and assigned to the field sites.
 - b. Obtains all field direction, formal and informal from SATAF Field Office and evaluates and coordinates this to determine contract scope reaction requirements.
 - c. Assigns responsibility defined by documents to field site units or groups, outlining response criteria.
 - d. Prepares, signs, or coordinates signature, and distributes all inter-or intra-department directives as required for task accomplishment.
 - e. Maintains liaison with field contracts organization source and provides information on program impact.
2. The control of field response to AFBM Exhibit 58-1 reporting requirements and those reporting requirements determined by headquarters.
 - a. Assembles, collates and edits all reporting documentation submitted by various field units.
 - b. Transmits data to all the involved agencies requiring such information for their use in overall reporting.
3. The surveillance of all field activities and developments to ensure compliance with established program parameters.
4. The ensuring of compliance with contractual documentation by:
 - a. Obtaining all validated documents.
 - b. Distributing of documents of a direction or scheduling nature to the associates.
 - c. Controlling of security copies.
 - d. Reviewing and evaluating questionable documents with contracts representative for compliance with prime contract scope and intent.

5. The evaluation of effectiveness of status reporting and control room operation.
 - a. Attends control room meetings.
 - b. Monitors status validity.
 - c. Recommends effecting changes to format as required.
6. The development of Inter-Associate operating agreements on weapons system interfaces.
 - a. Coordinates such joint operating agreements to insure successful operation during the installation test activation exercising periods.
 - b. Recommends controls for equipment usage during systems checkout.
7. The review of all plans and procedures for scope limitation factors.
8. The recognition of contractual voids relating to required services or actions and notification to the responsible agency for required action.
 - a. Coordinates with associates.
 - b. Attends related meetings.
 - c. Provides definition of areas.
9. The establishment of administrative contacts with SATAF to assist in effecting a continuous, two-way channel of communication.
10. The development and maintenance of a Field Integration Log.
 - a. Develops, maintains, and modifies the Field Integration Log.
 - b. Distributes log to the authorized distribution list.
 - c. Develops glossary on log.

Schedule and Coordination Unit

The Schedule and Coordination Unit will be responsible for field planning in conformance with the overall Site Manufacturing Division headquarters issued plans. This unit is further required to detail the planning of a particular task to completion. They will also provide necessary on-site support planning pertaining to such matters as base support, operational spares, utility requirements support, training and the associated operational requirements control and distribution plan. In line with the overall weapons system headquarters concept, this unit will coordinate on-site associate schedules to ensure that the above-mentioned goals are consummated into a final package for accomplishment.

To accomplish the above-stated objectives the schedule coordination unit is responsible for:

1. Coordinating TMC and weapons system associate schedules between headquarters and the field.
2. Analyzing Associate Contractor systems schedules to determine equipment installation and system testing phasing.
3. Analyzing field changes for effect on associate schedules.
4. Acting as chairman of the Schedule Review Committee.
5. Developing, monitoring and maintaining detailed schedules within program parameters.
6. Providing necessary implementation for weapon system support and base support.
7. Implementing the resolution of on-site program delays and providing a definite plan for recovery.
8. Scheduling SAC and FSSD phase-in, as well as scheduling all other necessary training programs.
9. Monitoring spares provisioning schedules for RPIE and GOE/GSE.

Production Control and Status Unit

The Production Control and Status Unit insures program conformance to all documents released to the field organizations for weapon system accomplishment and monitors the development against these documents. This unit is responsible for insuring implementation and notification of a corrective action requirement, advising management as to deficient areas and identifying responsible agencies. This unit provides the sole official source of program information, issuing periodic status and program reports comparing performance to schedule plan. This unit packages overall status information pertaining to all associates, maintains presentation data for management review, and schedules inputs to management for all reports required by SATAF.

To accomplish the above-stated objectives the Production Control and Status Unit:

1. Exercises responsibility for all site production problems including the following:
 - a. Material delivery to TMC subcontractor and AMF.
 - b. Status of work packages.
 - c. Status of Mods.
 - d. Reporting and resolution of problems of a headquarters nature.
 - e. Supplying and obtaining of all information for Page & Line meetings.
 - f. Status of spares and replacements not available after having been requested by the complex supervisor.
 - g. Highlighting of potential and actual problems of a production nature affecting other divisions.
 - h. Status of all installations.
 - i. Status of all tests.
2. Receives and coordinates with affected sections all proposed Field Administrative Procedures, submitting recommendations to originating function; suggests and requests procedures as required.
3. Compiles, coordinates and makes non-technical reports on special production status and problems on a scheduled and "as required" basis.

4. Coordinates the resolution of problems identified through the Control Room by:
 - a. Assuring the accuracy and validity of all status from the individual complexes and base camp reported to the Field Control Room.
 - b. Making every effort to resolve all problems at the lowest level of management consistent with sound planning prior to adverse program impact.
 - c. Recommending any recovery action deemed necessary to eliminate any problem which would lead to a program delay and focus attention of responsible agencies.

Installation and Test Section

It is the responsibility of the Installation and Test Section to perform the installation, verification, subsystem and systems test on all Martin-installed systems. Upon completion of the systems test, it is further the responsibility of this section to support completely the complex operation and take direction from this area during the activation exercise and buy-off demonstration.

The Installation and Test Section shall provide a representative on the Construction Surveillance Team and maintain configuration control on Martin systems.

The Installation and Test Section consists of the following units: Installation Control, Complex Test (6 or 3) and Systems Control.

The responsibilities of the section encompass the following activities:

1. Provides field technical direction and assistance to all agencies as necessary for the scheduled completion of the installation and activation of the Martin portion of the weapons system.
2. Analyzes and performs field installations implementation and/or modification design and prepares all Statements of Work necessary to complete the installation of the assigned portion of the weapon system.
3. Maintains systems configuration control of all engineering in the field pertaining to the Martin portion of the weapons system.

4. Directs and coordinates the efforts of the various agencies to support the installation effort in accordance with schedules and interfaces.
5. Provides the direction and control of the subcontracting agencies.
6. Performs installation verification testing of TMC installed equipment.
7. Performs the Ground System Test procedures and activation exercises support.

Installation Control Unit

The Installation Control Unit is responsible for the analysis, evaluation and processing of all technical releases including engineering, modification instructions and process plans, and the packaging of this documentation required for inclusion in the technical section of the Statement of Work. (Through Materiel this is then issued to the subcontracting installation agencies.) These responsibilities are accomplished through performance of the following:

1. Coordinates with the Subcontractor and the Project Control Section on field problems and interfaces to expedite the installation effort, keeping other interested agencies informed.
2. Coordinates all activities and technical problems with the technical headquarters agencies, maintaining a constant flow of information as required to implement both field and headquarters engineering decisions.
3. Maintains a log of all existing problems and pending action that require resolution.
4. Processes all communications between "Installation and Test" and Project Control Section to insure a constant flow of information.
5. Provides Project Control Section with the results of on-site contracts, work packages, issued and pending engineering requirements and change action pending.
6. Prepares cost estimates, justifications, requisitions, etc., for all installation packages necessary to the securing of bids and the letting of contracts and Contract Change Notices by Martin Materiel.
7. Performs technical evaluation of all bids received in the field and coordinates the efforts of Installations and Test and Materiel toward the preparation and awarding of contracts.

8. Prepares test and documentation required to develop the technical section of the Statement of Work for issuance to the subcontractor agencies on all GOE/GSE installation work for "Request for Bid" and "Contract".
9. Coordinates all installation material requirements with Resident Engineering.
10. Provides engineering representation on the Material Control Board.
11. Maintains records of materials cancelled or altered which are caused by change action.
12. Obtains from Industrial Relations and evaluates released engineering, disseminating pertinent engineering information as required for field technical direction.
13. Maintains up-to-date files of Statements of Work, Contract Change Notices, Engineering Work Orders, FCA's, FCR's, modification Work Orders, etc.
14. Maintains status of all engineering documents received and transmitted, progress tickets, DCN action, FCA action, advance DCN action, etc.
15. Maintains status of all work packages issued, work packages completed, work package modifications, contracts, contract change notices, engineering work orders, etc., and all status pertaining to completion of all subcontract and Martin accomplished work.
16. Coordinates a detailed schedule to establish requirements necessary to support the installation program.
17. Provides engineering representation at all meetings which involve status and schedules.
18. Provides final preparation of all Statements of Work prepared in the field and Field Change Authorizations to insure the correct format and completeness prior to sign-off.
19. Provides direction to Industrial Relations as to the distributing of all engineering releases, reviewing subsequent release activity to insure conformance with internal procedures and providing technical assistance to Industrial Relations in insuring that all necessary documents are readily available -- whether subcontracted or not.

20. Analyzes and evaluates the requirements for the availability of engineering documents to insure all engineering and change documents are available prior to schedule requirements for each complex.
21. Correlates all work package schedules as necessary and keeps all areas informed as to requirements, discrepancies and necessary corrective action.
22. Prepares the weekly engineering reports by accumulating the reports of all units of Site Engineering and adding all pertinent status.
23. Performs the direction of the Martin subcontracting agencies on site to insure the efficient performance and strict compliance with drawings, specifications, codes, procedures, installation process plans, etc., as directed by the "Statement of Work" and/or drawings and specifications.
24. Analyzes and approves all Martin subcontractor detail schedules and schedule changes to insure compatibility with the overall schedule and to minimize the conflicts with other associate subcontractors in the same area.
25. Acts as Installation representative with all on-site agencies to coordinate the performance of all work and thereby provide for a more efficient overall installation program.
26. Checks all installation drawings for compatibility with the facilities.
27. Maintains on-site all required documentation to perform the function of advising and interpreting the drawings and specifications for the subcontracting agencies.
28. Approves all documents submitted to The Martin Company relating to the progress, time, invoices and equipment for the compensation of the subcontractors for work performed and material purchased.
29. Prepares the section of the weekly progress report relating to facilities progress, installation progress, installation problems, schedule deviations, and recommendations for improvements of design, reliability, installation methods, safety or schedule.
30. Maintains control of activation efforts for the Martin Company during the installation phase of the program, exercising control over personnel, material, power, safety, etc., allowing a minimum of interference with efficient work performance and schedules requirements and in accordance with the complex operational direction.

31. Coordinates with other agencies in the field including Quality Control and SATAF representatives for preparation of final write-off of sub-contracting packages.

Complex Test Unit

The Complex Test Unit is responsible for the coordination and direction responsibilities for the modification, maintenance, G.S.T.P. and Activation Exercise operations of all the Martin system work at the test complex.

These responsibilities are accomplished through performance of the following:

- A. The Complex Test Unit will have the coordination and direction responsibilities for the following:

Performs all weapons system maintenance work in the test complex on all Martin responsible items.

Accomplish all properly authorized trouble shooting, repair modification and maintenance of the test article, G.S.E., G.O.E. During the conducting of a test, the test support personnel will perform all functions. Provides and assures optimum utilization of the skills, tools and equipment necessary for the performance of the test support job in the test area.

1. The Electronic Group is responsible for trouble shooting, repair, modification and maintenance of:
 - a. Airborne and GSE Flight Control Equipment.
 - b. Airborne Hydraulic System and related GSE Equipment.
 - c. Communications.
 - d. Camera Facilities.
 - e. Television Facilities.
 - f. All GSE Equipment related to above systems.
2. The Electrical Group is responsible for trouble shooting, repair, modification and maintenance of:
 - a. Airborne electrical system.
 - b. Electrical functions of mechanical and propulsion equipment.

- c. Secondary power equipment, including operation.
 - d. Inter-connecting electrical cables.
 - e. All electrical GSE related to above systems.
 - f. Anemometer and weight verification.
3. The Mechanical/Propulsion Group is responsible for trouble shooting, repair, modification and maintenance of:
- a. All structural items carrying Martin responsibility.
 - b. Ground Hydraulics System - including Operation 1.
 - c. Process Water System - including operation.
 - d. High pressure gas system.
 - e. Airborne structural items.
 - f. Airborne pressurization and pneumatic systems.
 - g. All GSE equipment related to above systems.

Systems Control Unit

The Systems Control Unit is responsible for insuring systems configuration control of all TMC installed equipment at site working level; coordination with installations control group and subcontractor agencies in the field; technical direction and control of all Martin site modification; and technical liaison on ground systems test and activation exercises to insure an operational weapons system. These responsibilities are accomplished through performance of the following:

1. Issues "Facility Change Requests" (FCR's) with support from Installation Control Group whenever it is necessary to alter existing facilities to maintain compatibility of Martin GOE/GSE with the weapons system.
2. Submits recommendations concerning installation improvements to the Installation Control Unit.

3. Assists in the preparation of the Installation and Test Technical Reports to Installation Control Group which relate to the installation design, including criteria, recommendations, design improvements, reliability, installation methods, safety or span effort, keeping other interested agencies informed.
4. Submits to Installation Control all records of all system changes, modifications and modification kits to insure the configuration accuracy by coordinating the release of all pertinent documentation to the affected agencies throughout the Test phase.
5. Submits reports, criteria and recommendations on all incompatibilities encountered of systems nature to Installation Control for weapons system changes or improvements.
6. Provides technical overall direction for all verification testing of TMC installed equipment and approves the configuration compliance with the correct engineering documentation.
7. Recommends test tooling as necessary to improve checkout and activation methods and span requirements.
8. Provides technical assistance at the complexes to Quality Control, Project, Procurement and other sections that may be affected in the support of the overall program.
9. Performs the technical direction of the Martin Complex Test Unit on site to insure efficient performance.
10. Evaluates all systems engineering pertaining to the installation for compatibility with the installations, facilities, associate contractor's equipment and the directed requirements of the design.
11. Prepares the portion of the Installation and Test Technical Report which relates to the systems test, including criteria, recommended design improvements, reliability, installation and test methods, safety or span requirements.
12. Supplies systems technical assistance to the Quality Control, Technical Support, Project, Integration, Procurement and other Sections that may be required to support the overall program.
13. Prepares charts and graphs reflecting cross trends and the schedules for the activation of support space.
14. Provides technical assistance to subcontractor for clarification of drawings and specifications.

MAINTENANCE AND SERVICE SECTION
(This applies to Site T-1 only)

The Maintenance and Service Section is responsible for providing maintenance and services to all Associate Contractors at the Site. These support requirements include the following:

1. Integrated shops.
2. General Maintenance.
3. Housekeeping.
4. Real Property Installed Equipment operation and maintenance at the complexes.
5. CMA maintenance and operation.
6. GMAB maintenance and operation.
7. Crib operations.
8. Recording of RPIE and facilities preventative maintenance.
9. Operational requirements and distribution.

To accomplish these responsibilities the Maintenance and Service Section is divided into four major functions consisting of the following units: Shop and Services, Crib Operations, Maintenance and Modification, and Facilities Operation and Maintenance (6).

Shop and Services Unit

The Shop and Services Unit is responsible for performing the following:

1. Installs and maintains Appendix "A" equipment with the exception of repair and calibration of laboratory equipment.
2. Operates and maintains the CMA to perform field level maintenance on Martin furnished GOE and GSE.
3. Operates and maintains the GMAB.
4. Performs rehabilitation and renovation of facilities and equipment.
5. Provides support during GSTP's and Activation Exercises.

Crib Operations Unit

The Crib Operations Unit is responsible for providing tool crib and stock room services at the complexes by performing the following:

1. Operates and maintains tool cribs and stock rooms.
2. Receives all operating requirements and distributes for procurement.
3. Receives, controls and issues special tools required.

Maintenance and Modification Unit

The Maintenance and Modification Unit is responsible for performance of the following:

1. Schedules and records all preventative maintenance data.
2. Assists with equipment and material identification.
3. Accepts MOD installation kits and implements a staging sequence to the respective using areas in accordance with the issued schedules.
4. Monitors special tool requirements, following up with Material as required.

Facilities Operation and Maintenance Unit

The Facilities Operation and Maintenance Unit is responsible for providing the following:

1. Operates and maintains Real Property Installed Equipment at the complexes with the exception of the PLPS.
2. Provides for modification of RPIE which can be accomplished at the complexes.
3. Maintains housekeeping and sanitation at the complexes.
4. Performs general maintenance at the complexes.

Facilities and Maintenance
(This applies to sites other than T-1)

The Facilities function is responsible for all on-site facilities engineering required preceding final buy-off, including preparation of field layouts supplementary to headquarters generated layouts; the development of additional appendix items with justification with the follow-up of these items; and property control. These responsibilities are accomplished through performance of the following:

1. Prepares supplementary requisitions and specifications for all funded items.
2. Programs and provides design criteria and construction packages for base support space. Activates base support facilities.
3. Assists in equipment planning services for facility and equipment requirements.
4. Coordinates and approves schedules as received from headquarters for the rotation of equipment from base to base.
5. Develops lay-outs for complex, shops, storable areas and office space required for base activation and site planning.
6. Develops communications plans for base support for radio, telephone teletype, leased wire and facsimile transmissions. Coordinates all phone installations planning and accomplishment.
7. Provides design and specifications for the renovation and modification of base support facilities including parking lots, interim roadways required, etc.
8. Develops design and specifications for complex support buildings, complex storage yard areas and assures that such specifications are in accordance with host base requirements.
9. Provides design and specifications for interim LOX cleaning facilities, equipment installations, and modifications.
10. Performs resident engineering inspection functions.
11. Prepares charts and graphs reflecting cross trends and the schedules for the activation of support space.

12. Provides technical assistance to subcontractor for clarification of drawings and specification.
13. Prepares reports as to the status of the facilities equipment.
14. Plans and schedules all facility maintenance jobs.
15. Plans and schedules preventative maintenance programs and operational programs required for Martin responsible facilities.
16. Processes purchase requisitions for facility items, maintenance, supplies, materials, services, renovation, and modification contracts.
17. Assists in equipment planning service for facility and equipment requirements for the weapons system effort. Follows through to see that headquarters staff prepares "Appendix A" for facilities contract items and justifies equipment requirements to company management and Government agencies.
18. Monitors and coordinates all modification of RPIE and associated equipment including scaffolding. Scaffolding is supplied and modified on an integrated basis for all associates by Martin Company on Site T-2 and others.
19. Provides technical support to subcontractor in operation and maintenance of RPIE, Industrial Reserve Equipment, CMA, motor pool, material handling equipment, etc.

Construction Surveillance Section

In conformance with standardized headquarters furnished direction, and also in conformance with local SATAF construction surveillance requirements, the site Construction Surveillance Section chairs a Construction Surveillance Team consisting of representatives from the Associate Contractors, the A & E, SATAF, and the inter-complex communications contractor. The Chairman shall actively direct and control (excluding SATAF) duties assigned and procedures required.

The Construction Surveillance Team is responsible for the assurance of contractual conformity of construction efforts, facility operational capability, and interface compatibility between the weapons system facility and the requirements of all Associate Contractors. Interface compatibility refers to those critical areas or conditions affecting a system and/or structure installed during facility construction to which the weapons system integrating contractor, or an associate contractor, connects for system or facility continuation, and includes those weapons system areas wherein the contractor assumes the responsibility for operation, maintenance, safety, and installation.

Site Manufacturing discharges prime responsibility for all physical construction surveillance relative to safety, maintenance and system operation. Representing Site Manufacturing on the Construction Surveillance Team, the Change Request Control Committee is responsible to review and analyze all proposed changes to the facility to identify potential interface problems, schedule impact, and compliance with specifications and to revise schedules as applicable to the effect on installation and checkout efforts. Coincidental with CRCC action, a structural, mechanical or electrical specialist who is a Site Manufacturing representative on the Construction Surveillance Team will analyze interface problems to initiate or validate Trouble Reports.

Construction Surveillance representatives from all affected agencies are assigned to each complex and the Missile Assembly and Maintenance Shops to receive and/or submit Trouble Reports to the Complex Operations Group for logging and resolution.

The Construction Surveillance Team guides the subcontractor in devising and implementing status report forms and charts relative to construction progress for use by all members of the team. "Quick-look" presentation data is obtained from Engineering in connection with the early analysis of construction status. Each Associate maintains an interface certification log. As a member of the Construction Surveillance Team, Quality Control reviews and certifies the interface certification logs and prepares the Calibration Document. The Construction Surveillance Team receives and segregates all shop drawings into cognizant Associate areas.

Site Manufacturing supervises, through the Construction Surveillance Team which is under SATAF direction, the performance of facility and equipment tests. They are also responsible to provide a Master Equipment List as applicable to Real Property Installed Equipment.

COMPLEX OPERATIONS SECTION (6)

The Complex Operations Section reports to the Manufacturing Operations Manager and the Complex Operations Section is responsible for the ensuring of harmonious interfaces and compatible operational installation and test programs among all Associates by providing the over-all technical coordination, evaluation and management of installation, checkout, test Activation Exercise, and demonstration activities at the complex. The scope of responsibility of this function covers the full installation program range from cognizance of and participation in construction surveillance through SAC phase-in. In addition, this section is responsible to insure conformance to contract "boiler plate". Included in the responsibilities of this section are:

1. Test Operation.
2. Technical acceptance team.
3. Contract conformance surveillance. (performance basis)
4. Installations cognizance.
5. Systems cognizance.
6. SAC phase-in (implementation).
7. Technical certification and report.
8. All Associate Direction on complex.

To accomplish the foregoing responsibilities there will be one section for each complex at a given site. Each section will consist of key surveillance personnel who discharge the following responsibilities:

1. Maintains surveillance over the delivery and installation of material, equipment and supplies to all associates against schedule.
2. Maintains surveillance over the installation efforts of all Associates to ensure timely completion against schedule while assuring uniformity among associates.
3. Audits manpower utilization of Associates in conjunction with Project Section.
4. Resolves any interface problems among Associates by providing direction as required.
5. Maintains surveillance over all Associates for conformance to contract "boiler plate".
6. Reviews and approves any change requests, maintaining final authority for field generated action. Follows up to insure approvals from Martin headquarters organizations.
7. Serves as Chairman of Technical Acceptance Team for the Complex.
8. Provides final authority on all systems and installations interface problems
9. Insures and implements necessary training programs, ensuing certification and reports, and assignment of personnel for buy-off demonstrations.
10. Coordinates and directs the phasing in of SAC personnel.

CONFIGURATION CONTROL

- Contract References:
- (a) GMO4.1-6, CCB Memorandum of Understanding, Titan I
 - (b) AFBM Exhibit 60-18B, Configuration Control Requirements, Titan II

SITE ACTIVATION PROGRAM

The Configuration Control Manager for the Site Activation Program shall report administratively to the Program Director for Site Activation and shall be functionally accountable for assuring effective Configuration Control over those contractual program elements for which the Program Director is responsible.

Specifically and as related to TMC's responsibility as Integrating and/or Weapon System Contractor of Titan Operational Sites, (T-1 through T-8) the Configuration Control Manager (Site Activation Program) shall assure through Operations Directive and Standard Procedures:

- A. The review of all Associate and Facility Contractors proposed changes for:
 - (1) Interface with Integrated operational equipment and delivery schedules.
 - (2) Verify information relative to cognizant interface.
 - (3) Interface and schedule effects on Operational, TF-I and TF-II Facilities.
 - (4) Contract scope on FCR's.
 - (5) Actions to be authorized in anticipation of customer approval of FCR's.
 - (6) Necessary submittal date for FCR's to the customer for contract coverage.

- B. The establishment of a system to be followed by all contractor's for the implementation of Air Force approved changes to Titan Operational Sites, and to assure Configuration Conformance of changes which have been approved by the AF/CCB.
- C. A continuous status of all Associate and Facility Contractors outstanding approved changes to Titan Operational Sites is provided to BSD and SATAF.
- D. Control of schedule on all work to Titan Operational Sites equipment denoted on continuation sheets which are attached to the DD-250 and 1149 forms and signed by AFQC during and following sub-system tests.

CONFIGURATION CONTROL PROCEDURAL COVERAGE

1. Present Standard Procedures

- (a) Reference: Titan Site Activation Configuration Control Manual.

FUNCTIONAL STATEMENT, SITE ACTIVATION - FIELD SERVICE AND SUPPORT

I. Field Service and Support Site Activation Project Manager - Headquarters responsibilities are: to interpret and disseminate the PA's and OD's received from the Site Activation Program Director relating to the functional specialty of Field Service and Support; to relay project information to Field Service and Support Department Managers; to guide Field Service and Support operations and provide headquarters assistance to site Field Service and Support section chiefs in the identification of and solution to Field Service and Support problems, and in work performance at the sites; to act as the Field Service and Support advisor to the various Site Operations Managers and the Program Director of Site Activation and provide technical direction and consultation on behalf of the Field Service and Support Director on matters relating to Field Service and Support practices, maintenance engineering (requirements, plans and policies), technical publications (requirements, preparations, modifications, and joint Customer-Company verification programs), technical training for Contractor and Customer personnel (requirements, systems, and training aids and equipment), and field service (requirements for and assignment of technical field representatives, technical liaison for contracts, Customer and Company, configuration and locations status for delivered products, and deficiency reports); to review periodically, and monitor status of Field Service and Support activities, correlating same with completion schedules and timetables to assure compatibility between these and contractual obligations, and take corrective action as required; to manage site Field Service and Support budgets according to Finance limitations; to establish and maintain efficient interrelationships between the site Field Service and Support organization and the Site Operations Managers; and to select and train key Field Service and Support personnel for site assignments.

II. Field Service and Support Section (All Sites) responsibilities are: under the direction of the Site Operations Manager to plan and direct site Field Service and Support administrative and operational activities, including maintenance engineering, supply support, technical publications, technical training, and field service; to compile, identify, analyze, and control spares selection status reports; to provision required support supplies; to schedule and monitor Field Service weapon system technical publications and participate in joint Customer-Company verification programs; to develop systems, training aids, and equipment required to provide technical training for Company and Customer personnel at the site; to supervise technical field representatives, and provide technical liaison between Contractor, Customer, and Company functions; to maintain configuration and location status for delivered products; and to process deficiency reports.

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FUNCTIONAL STATEMENT



ISSUED BY THE ORGANIZATION DEPARTMENT

SITE ACTIVATION PROGRAM
FIELD SERVICE AND SUPPORT

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REFER TO
CHART NO.

FS&S

MASTER

FIELD SERVICE & SUPPORT DIVISION

The chief of Field Service and Support Section at each field site shall serve as a member of the project team reporting to the Site Operations Manager. He shall be charged with the direct supervision of FSSD functions at the base. He will rely on FSSD Site Activation Project Manager for support and policy direction in his technical area, and rely on the Site Operations Manager for project leadership and direction, and site administrative control and logistics support. He will attend meetings to develop and coordinate FSSD functions in the support of base activation. He will develop and coordinate communications between Martin-Denver and the field site to assure the required information flow. The site chief will have full responsibility for the accomplishment of all FSSD functions vested to him by the FSSD Site Activation Project Manager. All exceptions to the approved field charter will be coordinated with and approved by the Project Manager.

Maintenance Engineering personnel shall under the direction of the FSSD Site Chief coordinate and perform those relating functions which are necessary to insure a comprehensive installation and checkout, acceptance, and turnover of the weapon system to the customer. Said relating functions shall include those which are a direct result of outputs generated by the Maintenance Engineering Department, FSSD, Martin-Denver.

Prior to the formal demonstration the Field Unit will coordinate the final status of the support products and insure a compatibility of the equipment requirements with the Unit Authorization List (UAL). Applicable documents which reflect equipment requirements will be used for this effort.

Evaluation and verification will be performed on specific products produced by the M-D Maintenance Engineering Department. The following products are involved:

1. Maintenance Plans and Policies
2. Maintenance Analysis Reports (deliverable documents)
3. Maintenance Data Reports (MDR's)
4. Calibration Plan Requirements List
5. Preventive Maintenance Work Cards
6. Ground Support Maintenance Equipment (as referenced in items 2 & 3)
7. Maintainability Design Criteria

Assistance will be given in the identification and tagging of as-installed DS/RPIE through surveillance of construction progress and submitting of change documents to Martin-Denver. Coordinate and obtain supporting documentation and forward to the applicable Martin-Denver recipient. Coordinate the use of the Master Equipment List (MEL), verify preventive maintenance and corrective maintenance analysis, and perform all other related functions in support of the RPIE program.

Additional responsibilities will include the indoctrination of field personnel in the use of Maintenance Engineering products, product verification/revision and an adequate and timely feedback of corrected data and recommendations to this department.

Supply Support personnel shall under the direction of the FSSD Site Chief, exercise surveillance over equipment failures and spares consumption and notify headquarters of anticipated failure trends in order that normal spares provisioning will preclude emergency requisitioning. As emergency requirements arise, he will be responsible for authorizing high priority procurement of spare parts to support installation and checkout of airborne equipment, ground support equipment and ground operating equipment in the custody of The Martin Company. He shall also be responsible for authorizing emergency procurement for spare parts for Real Property Installed Equipment (RPIE) in the custody of The Martin Company. Prior to authorization of emergency procurement of spare parts, he shall coordinate with headquarters support supply and Materiel on all items with a unit cost in excess of \$100.00 to eliminate duplication of procurement effort and obtain assurance that parts will be available in time to meet the emergency. He will keep headquarters informed of all purchase requisitions released on an emergency basis with after the fact documentation.

He shall exercise surveillance over repair, overhaul, modification and/or modification of equipment to assure that spare parts are recycled to maintain configuration compatibility. He shall exercise surveillance over spares inventories, and in coordination with the site Materiel Chief, submit lists of non-moving stock to headquarters for evaluation and disposition action.

He shall coordinate with Materiel, in the expediting of priority requests from other similar operational bases for loan transfers and monitor replacement on a timely basis.

The Field Service and Support Site Chief through the Technical Publications Site Supervisor, will be responsible for the satisfactory accomplishment of the Technical Manual Verification program.

To accomplish this responsibility, he must see that the following provisions are being actively carried out.

Provide rapid feedback of all field-released engineering changes to the Technical Publications Department.

Provide control of all Technical data to be used at the site for the verification program.

Provide quick-change capability for the technical data controlled.

Provide an adequate identification of the hardware configuration prior to verification. This procedure must be coordinated with Site Manufacturing and Quality Control.

Provide manual configuration control and manual change status reporting within the Technical Publications Department.

Procedures which are currently established and in use at TF-1 (VAFB) are contained in WDD-M-CP-189. These procedures apply to TF-1, and T-1 through T-5.

The Field Service and Support site chief shall be responsible for the preparation and verification of Interim Systems Procedures (ISP's). He shall assist the TDY teams from headquarters in obtaining information required to prepare Interim Equipment Procedures (IEP's) and Interim Inspection Work Cards (IWC).

He shall provide Headquarters with Configuration verification and location of Real Property Installed Equipment (RPIE) for Maintenance analysis, spares provisioning, and technical manual preparation. He shall provide any additional information required by the RPIE Units in order to carry out their assignments.

He shall be responsible for assisting site activation personnel in use and interpretation of technical manuals, and will provide other field services as the need for such services is identified.

Technical Training personnel shall under the direction of the FSSD Site Chief organize a SAC Integration Committee composed of representatives from SATAF, SAC, Sub-contractors, Associates, and other Martin organizations and supply a representative who will act as chairman of the committee.

Assume lead responsibility for the development of the SAC Phase-in detailed field plan and subsequent revisions through the media of the SAC Integration Committee. With the assistance of SAC Integration Committee members coordinate with SAC on the availability of SAC personnel to participate in the activation program; coordinate with Associate/Sub-contractors and Site Manufacturing on the availability of "billets" for SAC personnel; and effect a resolution of assignments of SAC personnel in the activation program. In conjunction with SAC review the qualifications of SAC personnel in terms of prior training conducting interviews and testing as necessary to assist in assignment and/or re-assignment of each SAC participant in the activation program. Establish individual record folders to be maintained throughout the program. Monitor the implementation of the program at the Field Site assisting in the evaluation of individual SAC participants and reports of progress by responsible supervisors. Support the establishment of criteria for all evaluations and reports of progress. Consolidate records of performance, reports of progress, and evaluations of SAC personnel from Martin, Associate Contractors, and Sub-contractors and submit to SAC, maintaining reference files. Based on records maintained on the SAC Phase-in program recommend associate pre-turnkey special training and post-turnkey support of SAC personnel.

Operate training courses and programs in support of Martin requirements of bases. Continuously appraise the needs for familiarization, technical weapon system, and refresher type training; conduct classes as required at appropriate locations, for Martin and Installation Contractor personnel. Coordinate schedules for classroom training, and the administration of the practical (job-experience and on-the-job) training program for site activation personnel and technical representatives.

Field Service personnel shall under the direction of the FSSD Site Chief provide the necessary field extension of the Field Service Department functions required to support the activation program. Coordinates and communicates with the local Customer organization personnel relative to time phasing, utilization and contract performance of Martin technical representatives who will support the customer operations post-turnkey. Provide qualified personnel to assist, by productive effort, in the operation, maintenance, modification, and testing of weapon system equipment during the I & C program.

The FSSD Site Chief shall not commit The Martin Company to any tasks or obligations which are beyond the scope of existing contracts. However, he shall report to Headquarters any discrepancies, unsatisfactory reports, recommendations, etc., received from the customer, associate or subcontractor personnel that concern Field Service and Support's area of responsibility.

References:

1. Titan I Maintenance Policy for Installation and Checkout of Operational Bases, dated June 1961.
2. Titan II Maintenance Policy for Installation and Checkout of Operational Bases dated 14 March 1961.

STANDARD PROCEDURES

<u>S. P. No.</u>	<u>Subject</u>
20.1	Priority System
40.01	Identification and Control of Government-Owned Property and Martin-Owned Property
40.03	Preventive Maintenance Program
41.10	Documentation - Vendor
41.20	Contractual Data
46.20	Packaging Instructions - Issuance of
49.15	Spares Termination
53.14	Property, GFAE/GFP - Determining Requirements, Scheduling and Ordering
53.15	Property, GFAE/GFP - Receiving
53.16	Property, Government-Furnished - Repair, Rework or Modification
53.17	GFAE/GFP - Accountability and Control
53.25	Property, GFAE/GFP - Excess
53.27	Equipment Authorized Under Air Force Supply (Prime) Contract - Procurement of
53.29	Equipment Acquired Under Air Force Contracts - Receiving and Control
53.42	Government Property - Reporting Damage, Loss or Discrep- ancy Incident to Shipment
53.43	Reporting of Loss, Damage or Destruction to Government- Owned Property
53.45	Real Property Accountability - Government-Owned

<u>S. P. No.</u>	<u>Subject</u>
53.46	Assignment of Work to Other Martin Facilities
53.48	Ground Support Equipment - Accountability
58.22	Failure Reporting Program
58.25	Field Change Authorization
58.27	Specifications and Specification Change Notices
58.28	Drawing Change Notice (DCN) - Field Originated
58.35	Ground System Test Procedure (GSTP) - Preparation and
61.1	Engineering Release - Original Design and Design Changes
68.3	Engineering Change Proposal (ECP) System
68.4	Facility Change Request - Control of
68.5	Engineering Design Change Schedule (Titan II R&D) - Control of
68.13	Property Furnished or Loaned to Subcontractor
72.1	Spare Parts, Production Contract - Authorization, Manu- facture and Purchase
72.2	Spare Parts, "Reject" - Disposition and Processing
72.3	Spares - Receiving, Packaging, Storing, Shipping
72.5	Spare Parts, Production Contract - Documentation
72.6	Spares - Customer Hi-Valu
72.10	Spares, Facility - Denver Test Site
77.1	Configuration Status and Serial Number Reporting - Control Equipment Time Recording (Time Logs)
77.7	Ground Support Equipment - Planning for Manufacture or Subcontract of

<u>S. P. No.</u>	<u>Subject</u>
77.13	Ground Support Equipment - New Control Points
77.14	Ground Support Equipment - Provisioning, to Customer
78.6	Shipment of Missile and Accessories
78.7	Ground Support Equipment - Acceptance and Shipment
91.3	Employee Transfers - Field Site Locations
91.4	Employee Requisition - Personnel Requirements (Site Activation Operation)
91.8	Employee Change of Status (Site Activation Operations)
✓ 92.1	Ground Systems Test Procedures (GSTP) - Field Sites T-1 through T-5
✓ 92.2	Maintenance Data System for Field Sites
92.7	Supplementary Housing for Sites
94.7	Processing of Proposal Authorizations at Martin-Vandenberg
95.2	Equipment and Tool Requirements, Pre-Operational (Titan I) - Provisioning
	Division Directives
	AP 2-3 - Distribution Spares Authorization
	AP 2-2 - Hiring of FSSD Site Personnel
	AP 2-1 - Establishment of FSSD F/D by Site Activation Project Office
	AP 12-1 - Implementation of Cleaning Support to A/C at Bases T-1 through T-5
	List of Division Bulletins
	0700-61-4 - Associate Contracts
	Rules and Regulations

FUNCTIONAL STATEMENT, SITE ACTIVATION - ADMINISTRATION

- I. Administration Site Activation Project Manager - Headquarters - responsibilities are: to interpret and disseminate the PA's and OD's received from the Site Activation Program Director relating to the functional speciality of Administration; to relay project information to the Director of Administration, Administration Department Managers and site Administration chiefs; to guide Administration operations and provide headquarters assistance to site Administration section chiefs in the identification of and solution to Administration problems; to act as the Administration advisor to the various Site Operations Managers and the Program Director of Site Activation and provide technical direction and consultation on behalf of the Administration Director on matters relating to Administration documents and manuals; to direct the standardization and control of all phases of the Administration activities performed at the sites; to manage site Administration budgets according to Finance limitations; to establish and maintain efficient interrelationships between the site Administration organization and the Site Operations Managers; and to coordinate the selection and training of key Administration personnel for site assignments.
- II. Administration Section (T-6 and Up) responsibilities are: to implement the Administration functions and responsibilities of the field site program; to maintain management (not fiscal) audit surveillance over site operations to effect better management performance and utilization of manpower and facilities; to coordinate and monitor organizational changes evolving from Denver Division or other appropriate directives; to develop and coordinate site policy and procedures, and to control the dissemination at sites of inter-functional procedural directives, notices and Bulletins; to maintain adequate and proper storage of site records; to analyze administrative problems and conduct management studies to render improvement in intra-site operating and administrative systems; and to provide required data processing service, either internally or by sub-contract.

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Amy Master
W. J. Harris

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FUNCTIONAL STATEMENT

MARTIN
DENVER

ISSUED BY THE ORGANIZATION DEPARTMENT

SITE ACTIVATION PROGRAM
ADMINISTRATION

PAGE 1 OF 1

REFER TO
CHART NO.

ADM

MASTER

ADMINISTRATION

The Administration Chief shall report administratively to the Site Operations Manager. He shall be charged with the responsibility for analyzing and coordinating the various inter-departmental relationships necessary for controlled and efficient business management practices. He shall plan, coordinate and formalize for approval the objectives of the Site Activation Management policy, organization, systems, procedures, and reporting techniques; keeping these objectives compatible with Headquarters management policies and practices. He shall advise the Site Operations Manager and his subordinate department heads of Headquarters Management Policies and Practices and assure that applicable Operating Instructions, Directives, and Standard Procedures are made available to them. He shall exercise surveillance over the Site Activation organization and operation to assure that Headquarters policies and practices are adhered to. Conflicting policies and practices will be brought to the immediate attention of the Site Operations Manager with recommendations for corrective action. In instances where conflicting policies and practices are the result of inadequate or deficient Headquarters management direction, definition of the problem with recommendations shall be submitted to Headquarters administration for action.

He shall familiarize himself with associate contractor site administration practices and through coordination with associate contractor site administration personnel shall present recommendations to the Site Operations Manager for improving flow process of work and continuity of effort.

References for the Administration Chief are:

1. Organization Manual
2. Procedures Manual Volume I and II
3. Policy Manual - Management Directives
4. Secretaries Manual
5. Supervisors Manual

APPENDIX A

NOTE: Appendix A contains a list of definitions, explanations of symbols, and abbreviations that are used within the Activation Program. For definitions and explanation of symbols not given in this appendix, consult the following:

MIL-STD-12B; MILITARY STANDARD, Abbreviation for Use on Drawings and in Tech. Type Publication.

A

ABC	Activation Base Camp
A/C	Associate Contractor
AF	Air Force
AFB	Air Force Base
AFBM	Air Force Ballistic Missile
AFBMD	Air Force Ballistic Missile Division
AFCRE	Air Force Civil Resident Engineer
AGE	Aerospace Ground Equipment
AFLC	Air Force Logistics Command
AFLC/FO	Air Force Logistics Field Office
ATC	Air Training Command

B

BMC	Ballistic Missile Command
BMD	Ballistic Missile Division

C

CCB	Change Control Board
CCN	Contract Change Notification
CMA	Contractor Maintenance Area

CO Change Order
COE Corps of Engineers
COG Complex Operations Group

D

DD Defense Department
DMJM Daniel, Mann, Johnson and Mendenhall
DWGS Drawings

E

ECP Engineering Change Proposal
ENG Engineer or Engineering
ECO Engineering Change Order

F

FCB Facility Change Board
FCC Field Control Charts
FCR Facility Change Request
FSSD Field Service and Support Division

G

GEEIA Ground Electronics Engineering Installation Agency
GFAE Government Furnished Aircraft Equipment
GFE Government Furnished Equipment
GMAB Guided Missile Assembly Building
GOE Ground Operating Equipment
GSE Ground Support Equipment
GSTP Ground System Test Procedures

I

I & C Installation and Checkout
IDC Inter-Department Communication
IEP Interim Equipment Procedures
IOP Interim Operating Procedure
ISP Interim System Procedures

J

JOD Joint Occupancy Date

L

LSM Logistic Support Manager

M

MAB Missile Assembly Building
MAMS Missile Assembly and Maintenance Shops
MOD Modification (Contract)

O

OD Operations Directive

P

PA Proposal Authorization
PERT Performance Evaluation Report Technique
PMEL Precision Measurement Equipment Laboratory
PTES Precision Test Equipment Shop

Q

QC Quality Control
QRCR Quality Reliability Consumption Report

R

RPIE Real Property Installed Equipment

S

S/A Spares Authorization

SAC Strategic Air Command

SAT SAC Acceptance Team

SATAF Site Activation Task Force

SBAMA San Bernadino Air Material Area

S & I Surveillance and Inspection Building

SMAM Shops, Missile Assembly and Maintenance

STL Space Technology Laboratories

T

TAT Technical Acceptance Team

TMC The Martin Company

TX Field

TWX Teletype or Teletype Message

