Maintenance Symposium Panel

Maintenance Operations in Southwest Asia

16 November 2011

Chair: BG Jack O’Connor
Deputy Chief of Staff, G-4
United States Army Forces Command
Panel Members:

• CPT Juliet Kirkpatrick, USA, Commander, D Company, 6-101 Aviation Regiment

• SFC Bryan Kipp, USA, Platoon Sergeant, D Company, 6-101 Aviation Regiment

• MAJ Jerry Copley, USMC, Maintenance Planner, G-4, 1st Marine Expeditionary Force

• MAJ James Towney, USMC, Division Ordnance Officer, 1st Marine Division
Theater Maintenance Success

• Promoted unity of effort and regional partnership
• Sustained capacity, capability, and velocity
• Saved American tax payers in cost avoidance measures
• Used Joint and commercial materiel enterprise teamwork
Improving Equipment Readiness

Sustainment Warfighting Functions

Field Services  Operational Contracting  Supply Trans Distribution  Maintenance  General Engineering

Operational Priorities

Reset  FMS  ONS  Retro  APS  Dispose  PDTE  NSE

ARFORGEN

Reset  Train Ready  Available

Metrics and Aim Points…
Equipping units with most capable systems

DOD/ARMY
Priorities  Policy  Resources  Programs  Strategy

As of 16-Nov-11
Theater Maintenance Operations

• Set Conditions to Achieve Success
  – Shared Responsibility: BSB, SB, AFSB, Joint, Coalition
  – Comprehensive Oversight: DOD IG, AAA, and GAO

• Maintenance Challenges
  – Tactical, Operational, Strategic Maintenance Integration
  – Continuous Fleet Reconfiguration and Unit Innovation
  – Transition to Organic Support from Program Managers

• OPTEMPO in Afghanistan versus Iraq
  – Rougher Terrain & Immature Infrastructure
  – Ground Distribution Limits Equipment rotations
Future Maintenance Considerations

• Pace & Priority for Recovery, Redistribution & Retrograde
  – Balancing requirements during transitions

• Non-Standard Equipment: What will we keep and what will it cost to maintain it?

• Determine efficient and effective contracting requirements for tactical vehicle field maintenance
Maintenance in Southwest Asia

What I leave you with:

• Much done - More to do

• Working together with industry partners and the Joint Defense Community is key

• Focusing on accountability, stewardship & readiness drivers

No military in the world can do what our military has accomplished!
Delta Company, 6-101 Aviation Regiment

Captain Juliet Kirkpatrick
Sergeant First Class Bryan Kipp
6-101st General Support Aviation Battalion
Task Organization

Total Aircraft = 35
UH-60L x 8
CH-47F x 12
UH-60A (Med) x 15
Challenge - Scheduled and unscheduled maintenance requirements.

Gained an additional 35 helicopters in country, totaling 75 helicopters (114% increase), but only gained an additional 44 maintenance soldiers, totaling 173 soldiers (34% increase).

Solution
• Split maintenance teams into two 12-hour shifts and conducted 24 hour maintenance to keep up with maintenance demands
• Solid integration of additional personnel and their experiences into the team

Discussion
Despite being undermanned, and keeping up with a high volume of modification work orders, and scheduled and unscheduled maintenance, TF Shadow’s operational readiness (OR) rate greatly increased to 87% for UH-60A, 84% for UH-60L, and 71% for CH-47F. This was the highest OR rate of any aviation task force in Afghanistan. As a direct result, in 9 months TF Shadow surpassed the flight hours flown during the previous unit’s entire year.
Challenge

Limited facilities on Kandahar Airfield and Task Force aircraft were split between two locations on the airfield

Solution

• Performed major maintenance repairs on the flight line with use of GSE (i.e. engine, transmission changes) and used the clamshells only for phase maintenance

Discussion

Lack of facilities forced D Co. to rely on the experience of seasoned Non-Commissioned Officer’s previous combat experience on the performance of on site maintenance operations. This provided valuable training and experience for Junior Enlisted Soldiers, preparing them for maintenance operations in future austere combat environments. This “Third Generational Leadership” remains an important part of the Witchdoctor Command philosophy.
Challenge – Scheduled/unscheduled maintenance requirements

Problem – TF Shadow had 35 additional helicopters assigned in country, but only gained 44 additional maintainers (114% increase in aircraft versus 34% increase in personnel).

Solution - 24 hour maintenance
• Split maintenance teams into two 12-hour shifts
• Solid integration of additional personnel and their experiences into organic teams

Result - As a direct result, in 9 months, TF Shadow surpassed the flight hours flown during the previous unit’s entire year, while still maintaining the highest operational readiness (OR) rate of any aviation task force in Afghanistan (87% for UH-60A, 84% for UH-60L, and 71% for CH-47F).
**Challenge – Facilities**

**Problem** – Kandahar had limited covered maintenance workspace. TF Shadow also had multiple aircraft dispersed to two separate areas on the airfield.

**Solution** - Delta company relied on the leadership and previous combat experience of its noncommissioned officers to perform on site maintenance operations. Major repairs were conducted on the flight line with use of GSE (i.e. engine, transmission changes) while clamshells were used only for phase maintenance.

**Result** - These professionals turned a physically and mentally challenging situation into a valuable learning experience, providing training and experience for junior enlisted Soldiers, preparing them for future maintenance operations in austere combat environments. This “Third Generational Leadership” remains an important part of the Witchdoctor command philosophy.
1st Maintenance Battalion

Major Jerry Copley
Major James Towney
Q&A