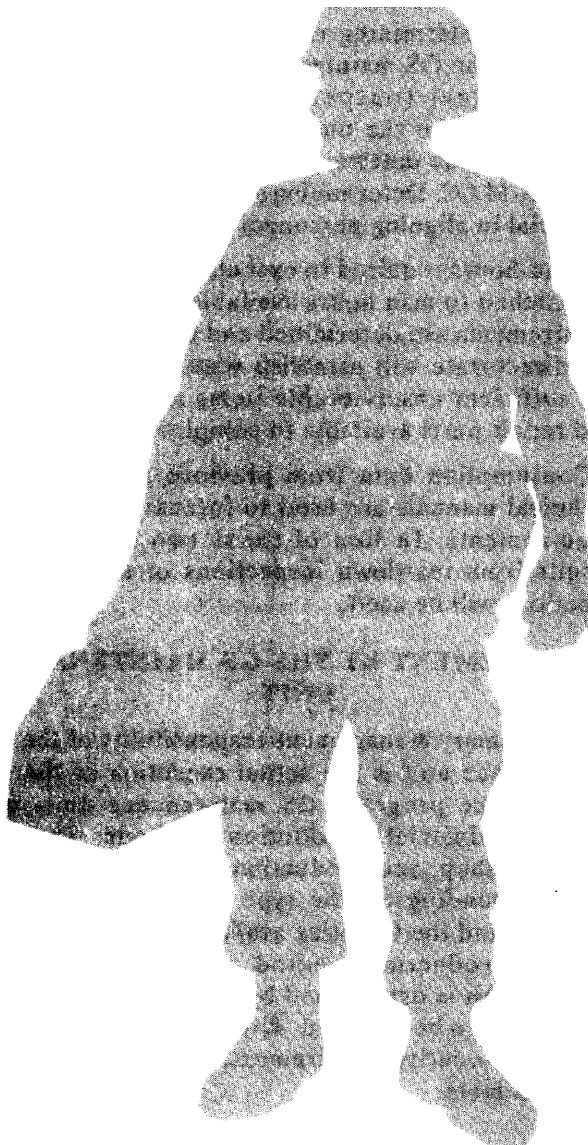


CHAPTER 3

GS MAINTENANCE MANAGEMENT



GENERAL

Maintenance management includes the forecasting, distribution, scheduling, and production control of maintenance work load. The objective of GSM management is efficient use of GS assets to accomplish GS work load requirements. This objective is achieved by supervising, training, motivating, and developing, as well as implementing, managerial techniques to improve efficiency and production.

A ready source of accurate and timely information must be developed on maintenance requirements and status upon which plans and decisions may be based.

GSM management involves the application and control of all available resources in a manner best suited to mission accomplishment. It involves the use of rapid and reliable communication facilities for the transmission of information, instructions, and decisions.

Automation is used to expedite the flow and processing of reports and data required by the maintenance manager. GSM management also involves development and modification of operating procedures, use of timely and complete information to continually assess status, assignment of work loads, and supervision of operations.

GSM management operations requires continuous coordination between the MMCs of the Theatre Army (TA) and TAACOM; the ASG materiel directorate; the materiel officer (MATO) of the maintenance unit, heavy materiel supply company, repair parts company, GS maintenance battalion, and the GS maintenance company.

MANAGEMENT BY THE MMC

The TA Materiel Management Center (TAMMC) assigns the GS work load through the Theater Army Area Materiel Management Center (TAAMMC) based on the determining of the materiel needs within the theater. Typically, the TAMMC is the only agency having theater-wide visibility of supply assets and requirements. It will apportion the GSM work load among the TAACOMs. It assigns the GSM work load in one of the following ways:

- The GSM work load requirement is given to the TAACLOM MMC. The TRACOM MMC then assigns the work to the appropriate ASG/GSM unit.
- The GSM work load requirement is given directly to the ASG/GSM unit. An information copy of the work loading document is transmitted to the TAACOM MMC. For either method the TAACOM MMC monitors the performance of the ASG/GSM unit.

Host nation support (HNS) is an important logistics multiplier in any theater where the Army has deployed forces. HNS to Army forces can include practicably every aspect of support to sustain military operations. It may be performed by civilian or military personnel. Further, HNS requirements and capabilities vary based on the phase of the war, the presence of U.S. forces in the area prior to the war, and the capabilities of the Host Nation (HN).

HN personnel or units can perform many functions as well as U.S. personnel because of their familiarity with local customs, terrain, transportation networks, facilities, and equipment. The theater commander, in coordination with HQDA, must determine functional levels of HNS that can be accepted without risking overall mission accomplishment.

The HNS is limited only by the availability of HN resources and the ability to reach agreements concerning their use. In a major conflict, GS maintenance will also be performed by HN units. A Cellular Logistics Team (CLT) will coordinate the GS maintenance mission and work load, track items of equipment, monitor priorities, verify conformance to quality standards, and provide technical expertise to HN maintenance units. These CLTs currently support the German Wartime HN Maintenance Battalions. For further discussion of HNS, see FM 100-16, Chapter 6.

MANAGEMENT BY THE ASG MATERIEL DIRECTORATE AND THE GS MAINTENANCE BATTALION MATO

The materiel directorate of the ASG and the MATO of the maintenance battalion have similar functions. The materiel directorate of the ASG is more involved in planning. The battalion MATO will be more involved with the management of the day-to-day operations. The ASG materiel directorate acts more as an interface with the TAMMC and a monitor of the GS maintenance battalion.

The materiel directorate's functions are to evaluate the GS work load directed by the MMCs, forecast repair parts requirements, and notify the MMCs of problems regarding the GS maintenance programs.

Evaluation of the GS maintenance work load begins by determining the number of items in the program. The GS maintenance production quota or program goal (output) is established by the TAMMC. Given the output quota, the repair time per item will be determined based on historical data or by the MAC. Determining the repair time per item is crucial in aligning personnel requirements.

Man-hours required to execute the program must be matched to man hours available. Once personnel requirements are determined and deemed available, the directorate will establish whether or not there are sufficient unserviceable items available (input) and repair parts available to complete the program.

Consumption data from previous programs and technical manuals are used to forecast repair parts requirements. In lieu of these two alternatives, results from teardown inspections or sampling inspections will be used.

MANAGEMENT BY THE GS MAINTENANCE UNIT

The primary management responsibility of the GS maintenance unit is the actual execution of the GS maintenance program. GS maintenance units will employ industrial production methods. The bay shop, job shop, and production-line methods are all used, depending on the type of equipment to be repaired and the facilities available to the unit. The type of production method used by a GS maintenance unit is determined by the type and quantity of materiel to be repaired, direction by higher headquarters, security requirements, and facilities and time available.

The bay shop method is used for the repair of large items such as wheeled and tracked vehicles. The job shop method is used for the repair of small quantities of components and small end items, assemblies, and subassemblies. The production-line method is normally used to repair a large number of similar items.

Effective management at the GS maintenance unit involves more than just ensuring that the proper industrial method is used. It also encompasses and requires:

- **Leadership.** Supervisors must exercise effective leadership. Each supervisor must know what is to be done, resources available, limitations and other factors influencing job performance, and how to motivate personnel to improve performance productivity.
- **Production control.** Production control involves production planning and scheduling, proper routing and rerouting of work, and attaining maximum production by keeping all shop elements working at or near capacity. Work load analysis, a prime responsibility of the shop office involves a continuing review much work load with unrealistic priorities and deadlines.
- **Standard Army Maintenance Systems (SAMS).** Manpower, materiel, and facilities, once organized, must be directed and controlled in an efficient manner. The SAMS described in DA Pam 738-750 provides the means by which the resources can be directed and controlled. The procedures outlined in this manual enhance and improve managerial control of maintenance

resources during peacetime and wartime in addition to enhancing the quality and reducing the quantity of reports to higher headquarters.

Work simplification and work measurement.

These are related to production control and are part of the production control process. Work measurement and simplification techniques must be applied to every GS unit as defined in AR 750-1, Appendix F. Work measurement standards must be developed and applied to measure and compare work of repairers and maintenance elements/companies engaged in similar types of operations. The resource analysis system (RAS) procedures contained in Automated Information Systems Manual (AISM), 18-L21AHN-BUR-UM provides an effective tool to analyze work measurement.

- **Quality assurance/control.** At the GS level, this facet of operation is critical to maintenance management. Technical publications applicable to particular commodities and items of equipment are the basic tools for quality control and quality assurance. When detailed inspection of individual items is impractical, selective sampling and statistical quality control techniques must be applied to measure the quality of performance and repaired items and to identify problem areas. Continuous use of initial inspections, in process inspections and final inspections will ensure quality assurance in the workplace.