15 November 1956

SUBJECT: Management Problem Within the Lockheed Aircraft Corporation

1. This memorandum is written for the purpose of pointing out an apparent management problem within the Lockheed Aircraft Corporation, Missile Systems Division, vs 117L organization. If the problem continues, it will seriously affect the utilization of the Launch and Down-Range Instrumentation at ARMC. This, in turn, has direct effect on the vs 117L program schedule.

2. The problem can be set up as follows:

   In order to comply with the requirements established by ARMC that are necessary for organizations using the presently installed (or special) launch and down-range equipment, it is necessary that using agencies comply with the procedures established by the "Test Requirements Handbook", ARMC (325). In this handbook, the instructions for Operational Directives, Range Safety and Using agencies having special requirements (i.e. vs 117L) are explained.

3. UDTR has been informed by personnel from LDC-KD Test Organization that this type of thing is standard operating procedure with them, and that they have nearly completed this effort. They admit that very few of the vs 117L technical requirements have been given to them by the Research Group. Clearly, this gives rise to possible errors or omissions. The Test Group is apparently very familiar (through personal experience) with the layout and situations that exist in fact at the ARMC and LDC.

4. On the other hand, technical vs 117L requirements are being established within the LDC-KD Research Group. Requirements which will require the use of "as is" unmodified facilities at ARMC, plus the installation of specific vs 117L equipments at ARMC are being delineated. However, since this effort is being accomplished by the Research Group, there is a tendency to consider technical, rather than operational problems. This group admits to general non-familiarity with ARMC and the operational techniques already established at the test centers.

5. It would seem that this is an organizational or management problem that should be resolved immediately within LDC-KD. Errors or omissions caused by lack of management effectiveness in coordinating those apparent independent efforts, can cause serious vs 117L program schedule difficulties in the very near future.
6. The programming of facilities at test centers is a complex problem which has an inherent fixed lead time which is troublesome at the best. This consideration and the early program schedule for LS 117L at AMC makes it essential that careful, coordinated planning must be done.

7. This problem has been brought to the attention of the various people concerned by MTR in the past, and is being made a matter of record by this memo.

SIGNED

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