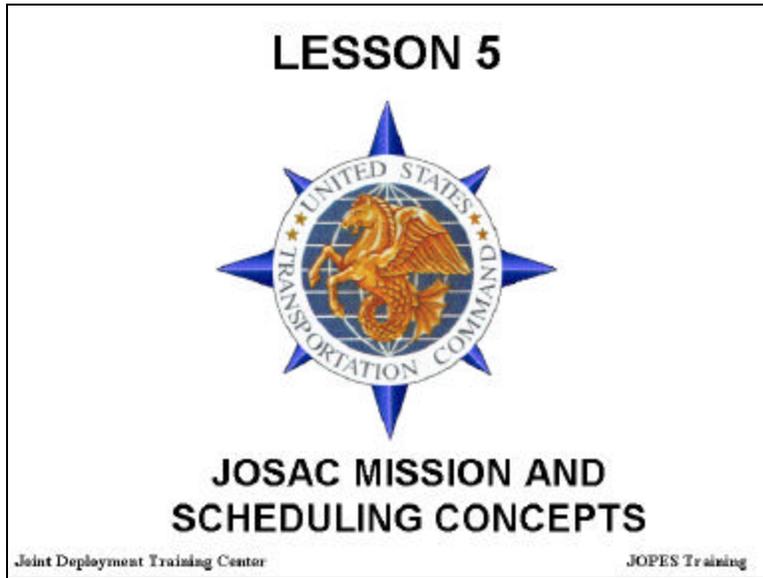


LESSON 5. JOSAC MISSION AND SCHEDULING CONCEPTS**Slide 5-1. JOSAC Mission and Scheduling Concepts****Terminal Learning Objective:**

Given the JOSAC mission statement, understand the goals and business rules that drive JOSAC's operation.

Enabling Learning Objectives:

1. Given the JOSAC mission statement, summarize the duties and responsibilities of the JOSAC.
2. Given the OSA CONOPS and DoD Directive 4500.43, describe the scheduling concepts as used by the JOSAC.

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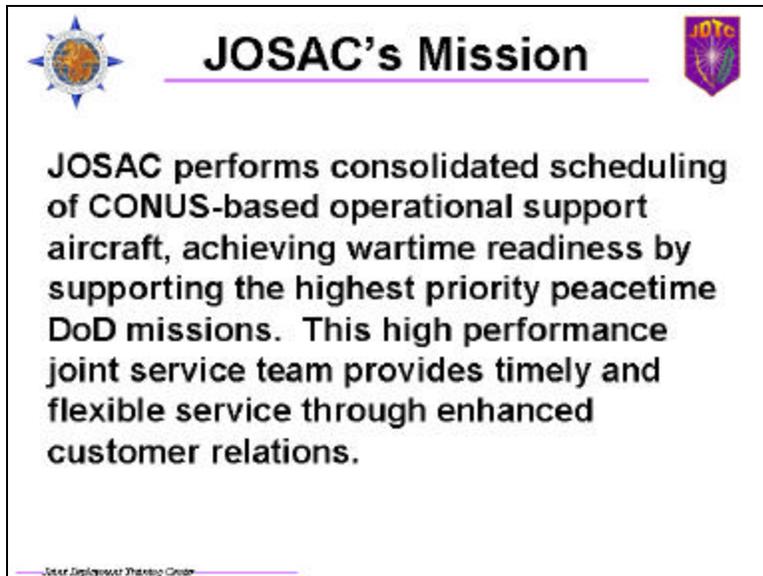
A presentation slide with a white background and a black border. At the top left is a circular logo with a globe and a compass rose. At the top right is a purple shield-shaped logo with the letters 'JOTC' in yellow. The text 'We will cover...' is centered at the top, underlined in purple. Below this is a bulleted list of three items: 'JOSAC's Mission', 'JOSAC's Goals', and 'JOSAC's Scheduling Concepts'. At the bottom left, there is a small, faint text: 'Joint Deployment Training Center'.

Slide 5-2. We will cover...

Lesson Overview. In this lesson, you will explore the fundamental goals and concepts of JOSAC scheduling. First, you will examine the rationale for making flexible airlift service to customers the top priority. You will become acquainted with the need for JOSAC to support the highest priority missions while minimizing empty seats. You will then examine why JOSAC needs to be a flexible, high performance organization that enhances OSA system discipline and accountability. Finally, you will review in detail the fundamental JOSAC scheduling concepts.

Transition. The first and foremost item you need to understand is the JOSAC focus on customer service. As a review, look at the JOSAC mission statement, and then look at the JOSAC goals.

OBJECTIVE 5-1. Given the JOSAC mission statement, summarize the duties and responsibilities of the JOSAC.

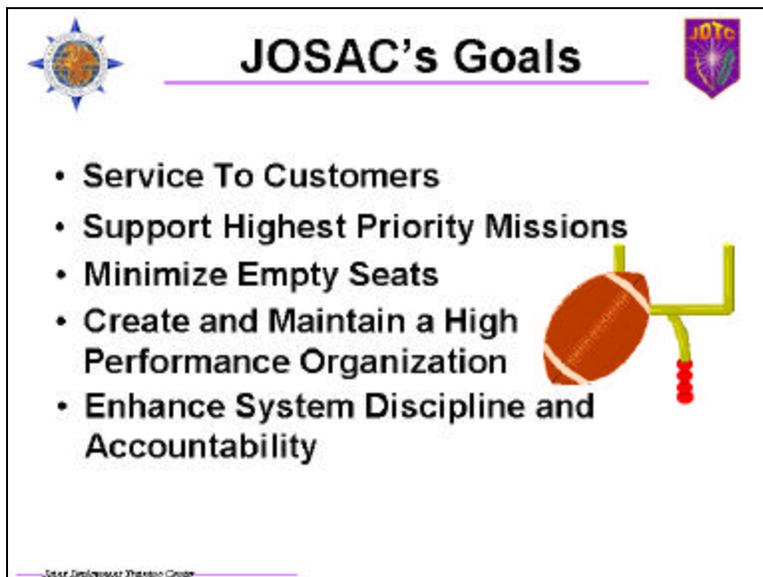


 **JOSAC's Mission** 

JOSAC performs consolidated scheduling of CONUS-based operational support aircraft, achieving wartime readiness by supporting the highest priority peacetime DoD missions. This high performance joint service team provides timely and flexible service through enhanced customer relations.

Joint Deployment Training Center

Slide 5-3. JOSAC's Mission



 **JOSAC's Goals** 

- **Service To Customers**
- **Support Highest Priority Missions**
- **Minimize Empty Seats**
- **Create and Maintain a High Performance Organization**
- **Enhance System Discipline and Accountability**



Joint Deployment Training Center

Slide 5-4. JOSAC's Goals

I. JOSAC Goals. The fundamental goals of JOSAC scheduling are to provide combat aircrew training and flexible airlift service by establishing effective relationships with the Services, flying units, and customers. JOSAC will support the Services' highest priority missions, ensuring maximum effectiveness with available resources. The JOSAC is organized to take advantage of the best of what all four Services have to offer. This philosophy should continually improve the processes and customer service.

Note. An organizational design that allows JOSAC to identify potential or actual problems quickly, assess the environment for process changes, and then implement the changes is a necessity. Analysis of historical OSA support demand and accurate anticipation of future requirements will provide efficiency and effectiveness.

A. Service to Customers. The primary customers are the aircrews. JOSAC is charged to provide them the opportunity to fly while at the same time providing the best possible customer service to the Army, Navy, Marine Corps, Air Force, and other United States Government organizations'

passengers. The need for professional and courteous dialogue with all customers cannot be over emphasized.

1. **Active Two-way Communication.** The scheduling concepts and process not only encourage, but require, active two-way communication. This will ensure both superior customer service and the best use of OSA assets.

a. An important concept in the scheduling process is give and take with customers on their requested departure/arrival times and locations. The wider the departure/arrival windows, the more efficient the schedulers can be while maintaining effectiveness. Remember, a request without at least a two hour window for either the departure or arrival will be returned.

b. This two-way communication can result in adjustments that, while still training the crews, satisfy customer requirements.

2. **High Level of Responsiveness.** JOSAC schedulers must strive to provide both accurate and timely answers to all customers. Good customer relations begin with Yes or No answers in sufficient time for the customer to secure alternate transportation if a flight is regretted or must be adjusted.

B. Support the Highest Priority Missions. Recall the JOSAC CONOPS, "Maximize use of available CONUS OSA assets to train the crews and support the highest priority DoD customer requests by optimally programming, planning, scheduling, modifying, executing, and tracking CONUS OSA missions per DoD Directive 4500.43."

1. **Primary Focus.** Priority 1 requests imply "direct support of operational forces engaged in combat or contingency peace-keeping operations directed by the POTUS and SECDEF, or for emergency life-saving purposes." Certainly, you must always maintain your primary focus on warfighting, peacekeeping, and emergency life-saving operations before matching OSA assets to lower priority requirements.

2. **Assets.** Crews, crew duty day, aircraft, and flying hours are limited. These must be managed to best meet training requirements and the priority requirements of the DoD.

3. **Resources.** JOSAC, like any other organization, is limited in time and personnel. For any given D-Day, the available assets should be committed to minimize last minute turbulence in the scheduling process. Significant modifications cause extra work on the schedule, customer confusion, and distrust.

C. Minimize Empty Seats. One aircraft that supports one high priority customer and no others is acceptable. However, one aircraft that supports one high priority customer and five other bonafide OSA eligible passengers is better. You should strive to fill as many seats as possible with additional requests after committing the asset (aircraft/crew) to the highest priority request.

D. Create and Maintain a High Performance Organization. One of the goals of JOSAC is to properly align responsibility and accountability with the authority and resources to accomplish end-to-end scheduling of OSA requests and assets. To that end, the Director of Operations and Logistics for USTRANSCOM has created JOSAC as an organization with flexible and highly adaptable teams. These teams are tasked, held accountable, and given the resources to fulfill these responsibilities.

1. **Self-regulating Teams.** The JOSAC teams are independent, self-supporting, and self-regulating while adapting to the needs of their customers.

a. Team leaders can and should adapt their team to current circumstances to best support effective scheduling.

JOSAC Mission and Scheduling Concepts

b. If a team leader discovers that the best way to manage the schedule is to produce a standard schedule seven days in advance of D-Day execution, then that leader can reorganize and focus the members of the team on that task. The team leader may also dedicate certain team members to only that task. No further guidance or approval is needed for a team leader to make such decisions. The leader is answerable to the customers.

2. **Constant Improvement of Processes and Systems.** A natural outcome of new processes being used in a new environment is identification of better ways to accomplish the mission.

a. The organization and leadership philosophy of the JOSAC encourage constant improvement of all scheduling processes and scheduling systems.

b. As JOSAC schedulers, you can expect to find better ways of doing business within JOSAC, on your team, and with JALIS software. You should point out your ideas to your team leader for possible implementation.

E. **Enhance System Discipline and Accountability.** The DoD is ultimately accountable to the taxpayer for proper use of the assets. The JOSAC CONOPS is written to be particularly sensitive to the fair and impartial assignment of OSA assets to OSA requests based on PUJC codes. Phased scheduling is structured to give customers a Go/No Go answer as rapidly as possible while allowing sufficient time to make alternate plans. It is also designed to minimize the possibility a supported request will be canceled at the last minute.

1. **Total Visibility of CONUS OSA Activities.** JOSAC maintains complete and real-time accountability of all OSA missions being flown in the CONUS. Through the ETMS, each OSA flight is individually identified on a graphic display of the United States. Heading, call sign, time remaining in the flight to destination, altitude, and airspeed are available for review. If a mission needs to be diverted in flight to facilitate mission accomplishment, JOSAC will coordinate with the unit to determine crew constraints, then call the Air Route Traffic Control Center (ARTCC) directly and have the sector controller pass a message to the crew.

2. **Accurate Reports to All Concerned (Stakeholders).** JOSAC is also responsible for maintaining complete records on all missions flown and for providing accurate reports. JALIS provides some fundamental reporting capability to extract specific data in a preplanned format. An ad hoc retrieval capability using several base query tools is available, but is primarily used by the PASM Team.

Note. JOSAC provides the Semi-annual Senior Federal Travelers Report to the office of the SECDEF per DoD Directive 4500.56. JOSAC will assist Services in obtaining scheduling data necessary to produce unique reports.

3. **Accountability to Customers.** JOSAC is accountable to its customers concerning the lift it does or does not provide. JOSAC will try to give clear answers to its customers and will strive to fulfill all firm commitments.

a. **Yes Always Means Yes.** When JOSAC commits an asset to support a customer's request and notifies the customer they are supported, it is a firm commitment of support. Only events beyond the control of JOSAC, such as customer requested changes, should disrupt committed support. In fact, the flying unit tasked to support the request is totally responsible for generating the primary crew and aircraft to meet the JOSAC tasking and to generate a "spare" if needed. Simply stated, JOSAC taskings carry the weight of the Commander, USTRANSCOM and are expected to be met.

JOSAC Mission and Scheduling Concepts

b. **To Be Determined (TBD).** In normal operations, there will always be a certain period of time after which the request has been submitted and JOSAC is working the request without immediate resolution. Status of the requested support is simply “To Be Determined.”

c. **No Means No.** “We do not have support for you at this time, but we will continue to maintain visibility of your request in the event an asset becomes available. However, you should feel free to secure alternate transportation if we say no.” Table 5-1 provides a simple matrix to assist with your decision.

Note. Some Priority 3 customers will request to be a “floater” when the answer is no. They would prefer to wait until the last possible minute to see if any flights become available.

Table 5-1. The JOSAC Scheduler’s Yes/No Matrix

THE JOSAC SCHEDULER’S YES/NO MATRIX				
SITUATION	#1	#2	#3	#4
VALIDATED AIRLIFT REQUEST SUBMITTED?	YES	YES	YES	YES
PUJC HIGH ENOUGH TO WARRANT COMMITMENT NOW?	YES	YES	NO	NO
ARE ASSETS “IN THE WINDOW” AVAILABLE?	YES	NO	YES	NO
REQUEST SUPPORTED?	YES	NO	NO	NO

Objective Summary. JOSAC’s responsibilities are numerous. JOSAC must schedule the units to fly, satisfy the requests of as many of the traveling customers as possible, and do it all in the most efficient and effective manner possible. This is not always an easy task when dealing with four different Services as travelers and aircraft providers.

Transition. Now that you have reviewed the primary mission goals of JOSAC, you are ready to get into the in-depth scheduling concepts. Before you can learn the OSA scheduling process and how to most effectively use JALIS, you must have a firm grasp of the JOSAC scheduling concepts. You will now examine them.

OBJECTIVE 5-2. Given the OSA CONOPS and DoD Directive 4500.43, describe the scheduling concepts as used by the JOSAC.

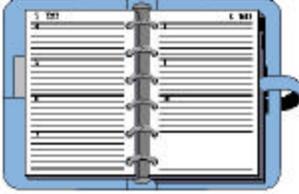
II. Scheduling Concepts. There are several fundamental concepts on which the JOSAC scheduling process is based. The purpose of these concepts is to provide an understanding of the complexity of the scheduling process and support the JOSAC scheduler.



JOSAC's Scheduling Concepts



- **Common Sense**
- **Three Phased Scheduling**
- **Scheduling Teams**
- **End-to-End Responsibility**
- **Visibility Of All Requests**
- **Scheduling Windows**
- **Queuing The Requests**
- **Focusing The Workload**
- **Optimization**
- **First-In, First Out (FIFO)**



Joint Deployment Training Center

Slide 5-5. JOSAC's Scheduling Concepts

A. **Common Sense.** All too often, you may hear others express that "Common sense is not all that common!" In the JOSAC scheduling world, common sense is one of the most important factors. Each scheduler must work to satisfy requests that have the highest priority and are nearest to the current execution time frame. This aids all decision making by beginning a selective process of elimination of available assets, both present and future. It is not common sense to schedule 90 out of 100 OSA airlift requests if those 90 requests are all Priority 3, and the ten that were not scheduled were Priority 1 or 2. Neither would it be common sense to fully schedule two to three weeks in the future when today's or tomorrow's requests and missions are still undecided. The primary focus needs to be on smoothly scheduling the near term requests and modifications, then proceed to the next nearest time frame.

B. **Three Phased Scheduling.** To accommodate the common sense approach, a three phased process has been established. The phases are Standard Schedule, Modification, and Alert/Execution. They are divided by when the phase takes place.

1. **Standard Schedule Phase.** A standard schedule is simply the established schedule to date. Consequently, the term standard schedule can be applied several times during the scheduling process. The standard schedule is built mission by mission beginning at some point in time prior to the actual flying day. The schedule for large lifts, 9 or more passengers, is created 14 to 10 days prior to execution. The schedule for small lifts, 8 or fewer passengers, is created 7 to 4 days prior to execution. Each daily scheduling team begins to match the Priority 2 requests and cost effective requests with available aircraft during these periods. At the 10 and 4 day points respectively, any remaining aircraft are scheduled against the best, most cost effective requests still unsatisfied. The goal is to have the large aircraft standard schedule complete on D-10 and the small aircraft standard schedule complete on D-4.

2. **Modifications Phase.** Once the standard schedule is produced, the same scheduling team handles all the modifications to the scheduled missions. JOSAC will modify scheduled missions to meet changes submitted by the requester only when these modifications do not negatively impact on other scheduled lifts or missions of the same or higher priority. JOSAC will make telephone notifications to the validator and flying units of all mission changes to missions scheduled within 72 hours of execution day.

JOSAC Mission and Scheduling Concepts

3. **Alert/Execution Phase.** Alert schedules are unique because specific flying units have assets committed, but not necessarily tasked, at least 30 days in advance. Some portion of each day's available OSA assets will be set aside for alert support, normally two C-21s. Alert taskings are published on a monthly basis. An alert aircraft completes its tasking even if it does not fly. Its task is to be prepared to fly in support of high priority last minute requests. JOSAC monitors all phases of the flight during the execution of missions. Periodically, aircraft diversions to support pop-up priority requirements occur. When current missions are able to support these last minute requests, the alert aircraft are not used. This decision rests with the Execution Team.

C. **Scheduling Teams.** To facilitate its scheduling process, JOSAC is divided into seven independent, fully responsible teams that are based on scheduling day and function. The teams will cut across the traditional functional organizational lines to instill a sense of ownership of specific missions and/or functions from the request stage through execution and mission completion.

1. **Daily Scheduling Teams.** JOSAC has five daily scheduling teams: Tuesday, Wednesday, Thursday, Friday, and the Weekend Team (Saturday, Sunday, and Monday). Each daily scheduling team performs both the scheduling and modification functions. They will schedule all OSA missions for their particular days, regardless of the number of passengers or the size of the aircraft. Current guidelines require at least 20 passengers for Priority 3 requests to be scheduled using a large aircraft due to cost effectiveness considerations. However, this is just a guide. Exceptions are made frequently based on common sense.

2. **Execution Team.** The Execution Team is comprised of representatives from the daily scheduling teams. The Execution Team is responsible for the actual execution of the mission, flight following, D-Day modifications, alert notification, and intransit visibility. Responsibility transfers at 1600L each day.

3. **Programs, Analysis, and System Management (PASM) Team.** The PASM Team is responsible for ensuring that all completed flights have the proper post mission data entered. It also provides the Semi-Annual Senior Federal Travelers Report information to the JOSAC Chief who, in turn, briefs the office of the SECDEF. In addition, the PASM Team will assist the Services in obtaining scheduling data necessary to produce unique reports.

4. **Team Interdependencies.** Team interdependency will vary across the teams. The primary interdependency will exist between the teams when aircraft are flying multi-day missions. These are normally large aircraft and greater efficiencies will be gained if the teams coordinate their activities regarding these missions.

D. **End-to-End Responsibility.** The JOSAC scheduling teams are responsible for all aspects of OSA customer support. Within each team, the expertise exists for handling all customer requirements from the beginning of the request process through mission execution, tracking, and reporting to include all planning and scheduling processes. Each team member will be trained in all the traditional functions of requests, planning, scheduling, modifying, and execution tracking so that each team member possesses the understanding and capability to work a JOSAC airlift request from beginning to end.

1. **Request.** Each team is responsible for receipt and review of all customer requests that come into JOSAC via JALIS for their travel day. It makes sense for all teams to be aware of all requests on either side of its scheduling day so that optimum coordination of scheduling can occur among the teams.

2. **Planning.** After the initial sorting of requests, each team performs initial flight planning of their requests.

3. **Scheduling.** Each team continues to receive and sort requests and plan flights as they develop prototype schedules and commit to firm schedules. When committed to the schedule, the official “Yes” goes to the customer.

4. **Notification.** The team that has handled the request is responsible for notifying the validator and tasked OSA flying unit of support, regrets, and taskings, respectively. The validator is responsible for notifying the requester. Notification from JOSAC is primarily accomplished through JALIS. If taskings are made within 72 hours of execution, the team that tasks the mission will notify the flying unit and the affected validators by telephone.

5. **Modifications.** The scheduling team that scheduled the original request on a mission handles all modifications.

6. **Mission Completion/Post Mission Reporting.** Following completion of the mission, the OSA flying unit completes the LFR and enters the data into JALIS.

E. **Visibility of All Requests.** History has clearly proven that it is imperative to maintain visibility over the population of all requests to make accurate resource constrained decisions. What does this really mean? Simply this: To be able to meet the overall challenge, the team must know what the complete challenge is. The JOSAC scheduling teams each need to see all requests/modifications, regardless of size, on a near real-time basis. Since some lifts will be combined with others, each team must see all lifts to understand the total JOSAC challenge. Remember that customers may submit requests and modifications at any time, including the day of the flight. JOSAC is responsible for giving each customer a Yes or No answer for the request or modification request. There are two distinct ways to look at the request and modifications flow. The first is to examine what requests you receive on any given day. The second is to examine how far in advance you receive requests and modifications for any given flying day (the day of mission execution). On the average, either way you look at the challenge, it provides the teams visibility of all requests. Table 5-2 depicts Requests flow versus Modifications flow on a typical 45 day schedule.

Table 5-2. Requests Flow vs Modifications Flow

REQUESTS FLOW VS MODIFICATIONS FLOW		
(for any given day and/or # of days in advance of flying day)		
Day	Requests Flow	Modifications Flow
45-30	11	3
29-15	37	14
14-10	21	5
9	5	1
8	50	4
7	50	5
6	50	5
5	50	10
4	10	10
3	5	20
2	5	30
1	2	20
D-Day	1	10
Totals:	327 Requests	137 Modifications

F. Scheduling Windows. JOSAC has divided the request workload into appropriate scheduling windows that match each teams' requirements and expectations. Although each daily scheduling team handles both large and small requests, requests for large/group travel are worked 14 to 10 days in advance to enable group travelers to make other arrangements if no large OSA assets are available to meet their needs. The scheduling window for small lifts is 7 to 4 days prior to mission execution. At the 14 and 7 day points respectively, each team begins to match the Priority 2 and cost effective requests with available aircraft. Priority 3 requests that match other Priority 2 missions will also be scheduled at the earliest opportunity. At the 10 and 4 day points respectively, any remaining aircraft are scheduled against the best, most cost effective requests still unsatisfied. Inside the 10 and 4 day windows, modification techniques are used to meet high priority requests and to prevent the "House of Cards" from falling. Table 5-3 summarizes JOSAC scheduling windows.

Table 5-3. Scheduling Windows

SCHEDULING WINDOWS (DAYS PRIOR TO MISSION EXECUTION)
D-14 TO D-10 - Std Sch Lg Acft
D-7 TO D-4 - Std Sch Small Acft
D-9 TO D-1 - Modification Phase Lg Acft
D-3 TO D-1 - Modification Phase Small Acft
D-DAY - Alert Execution Sch

G. Queuing the Requests. At the beginning of the scheduling day, each team should have an idea of how it plans to attack the requests and modifications that have been recently received. There are several variations on the “JOSAC Game Plan” theme, but all should follow the ideas of working the high priority requests that are nearest the day of execution.

H. Focusing the Workload. Similar to Queuing the Requests, each team needs to coordinate on who is doing what. Otherwise you run the risk of two or more schedulers spending time figuring out a game plan for a mission, only to find that someone else has already grabbed the requests and the airplane. This could avoid some wasted time.

I. Optimization. Simply, satisfy all of the high priority requests first. Then maximize the total number of seats filled and the total number of requests that can be supported with the given resources. If possible, spread the workload of taskings among the OSA flying units and consume OSA flying hours at the projected rate.

J. First-In, First-Out (FIFO). All other factors being equal, schedulers should concentrate their efforts on satisfying requests that were received earliest. If assets are available, schedule all requests that warrant support in the order of PUJC, then in the order they were received.

Objective Summary. You should now have a handle on the types of things that you need to keep in mind as you go through the process of matching the requests and aircraft to build a schedule. Above all, common sense must be employed throughout the process.



We have covered...

- **JOSAC's Mission**
- **JOSAC's Goals**
- **JOSAC's Scheduling Concepts**

United States Transportation Command

Slide 5-6. We have covered...

Lesson Summary. This lesson identified JOSAC mission, goals, scheduling concepts, team composition, and the commitment of OSA assets. This is an ideal starting point for any newly assigned team member or a strong refresher for the seasoned JALIS user.

Remotivation. The fundamental goals and scheduling concepts of the JOSAC must be fresh in your mind to best appreciate the challenges of a scheduling process that must satisfy hundreds of OSA requests per month with limited assets.

Closure. That orients you to the mission, goals, and scheduling concepts of the JOSAC at the United States Transportation Command. You now need some assets with which to schedule!

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