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Unity of Effort

BALTIMORE DESC

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cc: WALTHAM OFFICE - J. F. Regan

In field marketing we are required to adopt personal goals each year. My most important goal for 1980 is to bring unity of effort from our divisions to bear on the needs of my Army customers. It is for this reason I write you from time to time on some aspect of the subject. This letter concerns the involvement of CCD and ILSD in spares.


When I came to Huntsville last year I was dismayed to find that HAWK digital signal processors were being shipped to the field with no spares to support them. CCD having scheduled shipment of spares to begin after delivery of the last DSP. My investigation revealed that the division had taken advantage of an unintentional ambiguity by the customer in the wording of the contract. I visited Col. Whittaker, the HAWK Project Manager, and wrote CCD on the matter February 14, 1979. (A copy of the letter is enclosed). CCD promised to expedite delivery of spares to the extent required for fielding our equipment. Based on this promise Col. Whittaker committed himself to DA on a scheduled fielding of the HAWK Product Improvement Program (PIP), of which our DSP was a part.

The CCD promise was not fulfilled. Spare boards had to come from the DSP production line. ILSD people handling spares told me CCD would promise to divert boards for spares, but would then renege in favor of moving completed DSPs out the door for billing purposes.

Col. Whittaker was forced to extend his committed fielding dates to DA, retain DSPs at the depots, and cannibalize them for spare boards to support the DSPs already fielded. Even this drastic step did not suffice. Some HAWK systems in Europe, in which DSPs had been retrofitted, became inoperable because of lack of spares. (Please read second paragraph of second page of enclosed copy of my letter of March 18, 1980 to V. H. Walker.) Now Col. Whittaker has been forced to suspend fielding of the PIP because of lack of boards to make the DSPs operational, which were cannibalized at the depots. (Please see attached copy of my TWX of May 30 to V. H. Walker.)

Col. Whittaker's promotion to BG, expected last January, has not taken place. I do not know to what extent, if any, the DSP situation may be related to the delay.

Our record on this important Army program will no doubt be reflected to our disadvantage on other programs, such as DIVAD. I hope that some actions can be initiated at Harry Smith's level to focus the efforts of our divisions for the common good and preclude such situations in the future.


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