

The principal document referred to was issued over the signature of John Hanlon, area supervisor of the Cleveland Systems Maintenance Area Office, and entitled "Project Focus".

Pertinent excerpts follow:

"The Cleveland Systems Maintenance Area Office is implementing a Maintenance Schedule Improvement Program, the purpose of which is maximum efficiency in utilization of manpower while assuring completely adequate operation of services and facilities. Under the Program, Sector personnel will accomplish most maintenance procedures according to schedules developed locally, based on local conditions. One of the key points in operation of the Program is a policy of NOT attempting to hold facility or system parameters to center-of-tolerance values, but to take corrective action only when an out-of-tolerance condition is found or when one is imminent.

"Success of the Maintenance Schedule Improvement is essential, if the Cleveland Area is to assume the additional workload to which we are committed. However, success of the program depends completely on the whole-hearted cooperation of Sector technicians and their complete acceptance of the program. The inspection process involves measurement of system and equipment parameters. Very often, in the past, inspectors who have found a parameter near the edge of tolerance have adjusted it to its nominal value during the inspection.

"FEG (Field Engineering Group) personnel who conduct Electronic and FED inspections will support the Cleveland Area Maintenance Schedule Improvement Program and will conform to guidelines established by the program. They will provide a feedback to the Area Office regarding Sector participation in the program. Specifically, inspectors will:

"a. Include in Section 1 of the Inspection Report a statement regarding the extent and effectiveness of Sector participation in the Maintenance Schedule Improvement Program.

"b. Refrain from taking action on making adjustments when departures from center-of-tolerance conditions are noted during inspection so long as an out-of-tolerance condition is not found or is not imminent. Doing so might obscure justification for altering a maintenance schedule.

"c. Apply adjective ratings to facilities inspected, based on utility, functions and reliability of operation. Adjective ratings will not be lowered by any conditions which are found to be in tolerance, even though they are near or at the edge of the permissible area.

"In summary, Sector Chiefs and all other technicians are being asked to adopt new maintenance philosophies, which are considered a radical change by some of them. *Evaluations conducted by FEG engineers should in no way reflect an evaluator's opinion that perfection of equipment operation is favored over an operating condition the evaluator thinks should be improved, but which really doesn't need to be. Reports should not reflect disapproval of equipment operation, which is not at center-of-tolerance conditions as long as out-of-tolerance conditions are not found.*" (Italic supplied.)

Again emphasizing that this philosophy continues in effect, maintenance employees comment as follows:

"Mr. Hanlon told the technicians to closely monitor their equipment to determine when it will fail, then repair it just before it does fail. In electronics, this is not only impossible, but utterly ridiculous.

"On one of Mr. Hanlon's trips to Buffalo, he encouraged doing the monthly monitor checks on the Instrument Landing Systems without removing them from service. In his own words, we should, on sunny, clear days, shift the course, go to broad alarm condition, and act without notifying the pilot.

"By checking past records, you will find some airports that ran 100 percent availability month after month, but still recorded their routine work as being done. This is cheating to make the availability time look good. This same point was brought up last March 21, 1967, in Syracuse at the ILS (Instrument Landing System) conference.

"You will also note in his directive (Hanlon's) that he instructed his inspectors to close their eyes to all but out-of-tolerance conditions. This is still done today, very few facilities fail an inspection. We hope this will help in the testimony and if we can assist in any way please let us know."

A further case in point comes from Boston's Logan International Airport. Employees at this facility comment as follows:

"Under the FAA's Reduced Preventive Maintenance Program, monthly time limits have been placed on site and situation. This includes time spent on preventative and corrective maintenance.