ARMY LOGISTICIAN

JULY-AUGUST 1970

ABOUT THE COVER

Physical movement of materiel from the producer to the consumer is a constant concern of the logistician. Three articles in this issue treat some aspect of the problem.

ARMY LOGISTICIAN

VOLUME 2, NUMBER 4
JULY-AUGUST 1970

THE OFFICIAL MAGAZINE OF UNITED STATES ARMY LOGISTICS

FEATURE ARTICLES

DEPARTMENTS

PURPOSE: The mission of ARMY LOGISTICIAN magazine is to provide timely and authoritative information on U.S. Army logistics plans, policies, doctrine, procedures, operations, and developments to the Active Army, Army National Guard, and U.S. Army Reserve. ARMY LOGISTICIAN magazine is published to improve communications among logistics personnel operating at all levels, to promote their professional development, and to increase their understanding of the role and importance of U.S. Army logistics.

ARMY LOGISTICIAN magazine is an official Department of the Army periodical published bimonthly at the U.S. Army Logistics Management Center, Fort Lee, Virginia, under the sponsorship of the Deputy Chief of Staff for Logistics and the Commanding General, U.S. Army Materiel Command. Photographs are U.S. Army unless otherwise specified. Material may be reprinted provided credit is given to ARMY LOGISTICIAN magazine and to the author. Opinions expressed by contributors do not necessarily reflect the official viewpoint of the Department of the Army.

Articles, photographs, illustrations, and items of interest on any function of U.S. Army logistics are invited. Direct communication is authorized to: Editor, ARMY LOGISTICIAN Magazine, U.S. Army Logistics Management Center, Fort Lee, Va. 23801.

Use of funds for printing this publication was approved by Headquarters, Department of the Army, August 15, 1968.

Active Army units receive distribution under the pinpoint distribution system, as outlined in AR 310-1. Completed DA Form 12-4 must be sent directly to CO, AG Publications Center, 2800 Eastern Boulevard, Baltimore, Md. 21220.

Army National Guard and U.S. Army Reserve units must submit requirements through their state adjutants general and U.S. Army Reserve channels respectively.

Subscriptions to ARMY LOGISTICIAN magazine are available through the Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402. Annual rates are $3 for mailing to a domestic or APO address and $3.75 for mailing to a foreign address. Individual copies of the magazine are 50 cents each. Checks should be made payable to the Superintendent of Documents.

EMPHASIS

CONUS INSTALLATIONS SCHEDULE REORGANIZATION UNDER NEW TDA'S

Army class I installations throughout the continental United States (CONUS) are scheduled to reorganize under new tables of distribution and allowance (TDA's) in July 1970. The new look is part of a plan to improve the staff support received by installation commanders. The plan calls for a strong modified directorate-type organization headed by the deputy installation commander. AR 10-10, CONUS Installation Management, covering the standardization of job functions, has been drafted by the Office of the Assistant Chief of Staff for Force Development and is now undergoing final approval. The reorganization is a result of a CONUS installation management study conducted by the Comptroller of the Army.

MEDAL OF HONOR AWARDED LOGISTICS SERGEANT POST-HUMOUSLY

Sergeant William W. Seay was posthumously awarded the Medal of Honor for gallantry in the Republic of Vietnam by the President. A truck driver with the 62d Transportation Company (Medium Truck), 7th Transportation Bn, 48th Transportation Group, Sergeant Seay vigorously defended an ammunition resupply convoy when it was attacked by a reinforced battalion of the North Vietnamese Army near Ap Nhi on 25 August 1968. Though seriously and painfully wounded and with his right arm immobilized, Sergeant Seay heroically stood up and fired his rifle with his left hand, killing three of the enemy, and tossed enemy grenades away from the trucks. He was mortally wounded by a sniper's bullet. Sergeant Seay was a native of Brewton, Alabama.

DOD ESTABLISHES LOGISTICS SYSTEMS POLICY COMMITTEE

The Department of Defense (DOD) has established a Logistics Systems Policy committee to develop and maintain a DOD Logistics Systems Plan to be known as LOGPLAN. This plan will be a DOD-wide long-range improvement plan for systems development, complementing the Five-Year Defense Program (FYDP). As a master plan for DOD logistics, the LOGPLAN will be a documented collection of logistics concepts and objectives. The committee, under the chairmanship of the Assistant Secretary of Defense (Installations and Logistics), will be composed of the Assistant Secretary of Defense (Comptroller), the military department materiel secretaries, the military service deputy chiefs of staff for logistics, the Director (J-4 Logistics), JCS, and the Director, Defense Supply Agency. Details of the DOD Logistics Systems Plan are found in DOD Directive 5126.43.

EMPHASIS

HQ, USARV NAMED TO ASSUME 1ST LOG DUTIES

The massive headquarters of the U.S. Army's largest logistics support command in Vietnam was scheduled for discontinuance after operating for more than five years in that war-torn country as ARMY LOGISTICIAN went to press. Effective date of the change—16 June 1970. All functions of Headquarters, 1st Logistical Command, formerly located at Long Binh, will be performed by Headquarters, U.S. Army, Vietnam in the future. Organized 20 September 1950 at Fort McPherson, Georgia, 1st Log made service history as a major unit of the IV Strategic Army Corps in the United States and the Europe Communications Zone in France before arriving in Vietnam 1 April 1965 with a complement of 20 officers and 14 enlisted men. Since those early days in Vietnam, 1st Log peaked in 1969 to a command-wide strength of more than 50,000 to handle the complex business of keeping the troops supplied with food, petroleum, ammunition and the other fighting essentials.

EIGHTH ARMY HEADQUARTERS CONSOLIDATES LOGISTICS SUPPORT

Logistics support for U.S. Armed Forces in the Republic of Korea has been consolidated with the formation of the Korea Support Command (KORSCOM) (Provisional) at Taegu. The new organization was formed by the consolidation of the Eighth Field Army Support Command and the Eighth Army Depot Command/Eighth Army Rear under a single command. Combining the headquarters staffs has resulted in manpower savings, eliminated duplication of effort, and allowed the new command to serve its customer units more efficiently.

EQUIPMENT MANUAL SYMPOSIUM SLATED FOR WEST COAST

A national Equipment Manuals Symposium sponsored jointly by the U. S. Army Materiel Command (USAMC) and the National Security Industrial Association will be held 22-24 July 1970 in Los Angeles, California. General F. J. Chesarek, commanding general, USAMC, will be the featured speaker at the meeting. The symposium will focus on new techniques, concepts, and hardware that have direct application to government and industrial equipment publications and will emphasize the most effective techniques of providing current, essential maintenance data to the soldier-user. The symposium was presented initially in Washington on 24-26 June.

WEARING OF SUBDUED INSIGNIA BECOMES MANDATORY 1 JULY

The Department of the Army has set 1 July as the mandatory changeover date for wear worldwide of subdued insignia on field and work uniforms. The action was originally scheduled for last summer but was postponed because the insignia was not available at that time. Enlisted personnel will be issued organizational shoulder patches, grade insignia, and combat and skill badges. The metal pin-on style is the only one authorized for enlisted personnel.

USAMC'S FOREIGN SCIENCE AND TECHNOLOGY CENTER TO MOVE TO VIRGINIA

The U. S. Army Foreign Science and Technology Center (USAFSTC), Washington, D. C., is scheduled to complete its move to Charlottesville, Virginia, by October 1970. The USAFSTC, an activity of the U. S. Army Materiel Command, is currently housed in the Munitions Building in Washington, D. C., a World War I temporary building scheduled for demolition. Shortage of office space in the Washington area makes relocation of the USAFSTC to the Virginia community a necessity. It will move into quarters in Charlottesville now occupied by a regional office of the U. S. Department of Health, Education, and Welfare. The USAFSTC has 72 military personnel and 355 civilian employees.

(Continued on Page 31)

CAREER PROGRAMS

CERTIFICATE PROGRAM FOR DOD LOGISTICS MANAGERS ESTABLISHED

The Air Force Institute of Technology, in cooperation with the Society of Logistics Engineers, has established a certification program to recognize the professional competency of Department of Defense (DOD) logistics managers.

DOD military and civilian personnel whose experience and training have qualified them for higher level logistics management positions will be awarded a "Professional Designation in Logistics Management" certificate.

Applicants for certification must have completed eight training courses in five categories—logistics integration, materiel acquisition, materiel distribution, materiel maintenance, and management techniques.

Individuals may substitute qualifying experience for education in meeting certification requirements. Waiver of two courses may be granted on the basis of experience.

For additional information write — Dean, School of Systems and Logistics, ATTN: AFITSL-C, Wright-Patterson Air Force Base, Ohio 45433.

EQUIPMENT PUBLICATIONS MANAGER CAREER FIELD TO BE DEVELOPED

A new Equipment Publications Manager civilian career program is in the early stages of development at the U. S. Army Materiel Command's (USAMC) Equipment Manuals Field Office, Letterkenny Army Depot, Chambersburg, Pennsylvania.

Submission of the new career program to USAMC for approval is scheduled for January 1971.

LOGISTICS ASSOCIATIONS PLANNED FOR CAREER PROGRAM MEMBERS

Plans for organizing a Logistics Officer Program Association and a Noncommissioned Officer Logistics Program Association are being considered. Program members interested in joining such a group may send their comments to—Office, Deputy Chief of Staff for Logistics, ATTN: LPTO, Washington, D. C. 20310.

SIGNIFICANT CHANGES EFFECTED IN PROCUREMENT OFFICER PROGRAM

Selection and assignment of officers to key and supporting positions is emphasized in an upcoming revision to AR 614-133, Procurement Officer Program (POP).

Key positions carry the highest degree of responsibility and are usually filled by colonels with extensive procurement experience. The revision identifies 151 key positions in the procurement field—a cutback of 149 from the 300 positions listed in the previous regulation.

Supporting positions, designated for the first time in the POP, provide increasingly responsible assignments to prepare the officer ultimately to assume a key position. There are 572 supporting positions with grades ranging from captain to lieutenant colonel.

The regulation provides guidelines for commanders in the field and encourages the use of POP members in procurement organizations. It also identifies positions requiring advanced degrees.

Qualified officers may find additional information and prerequisites for entry into the program in AR 614-133.

LEGAL LOGISTICS OFFICER VACANCIES ANNOUNCED

The Judge Advocate General (TJAG) is accepting applications for enrollment in the Legal Logistics Officer Program (LLOP).

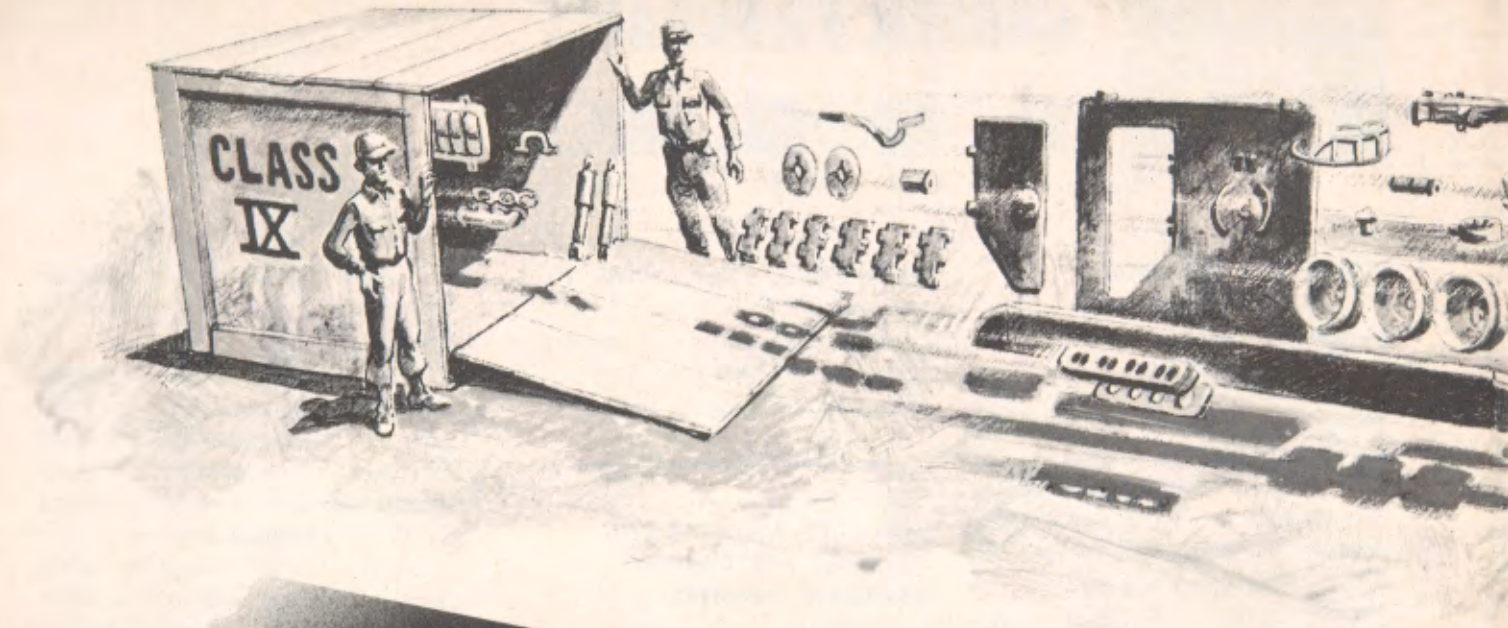
There are 34 key legal logistics officer positions requiring experience in one of five areas: procurement, patents, litigation, contract appeals, and regulatory law. These positions may be filled by lieutenant colonels, colonels, or by civilians, grades GS-14, -15, or -16.

Key positions include Chief, Procurement Law Branch, Headquarters, U. S. Army Europe; Chief, U. S. Army Procurement Directorate, Japan; and in the Office, Staff Judge Advocate, Headquarters, Theater Army Support Command, U. S. Army Europe.

Judge Advocate General's Corps officers and civilian attorneys under the assignment authority of TJAG are eligible to apply for enrollment in the LLOP. Qualifications are outlined in JAG Office Regulation No. 614-132.

Additional information may be

(Continued on Page 29)



DIRECT DELIVERY

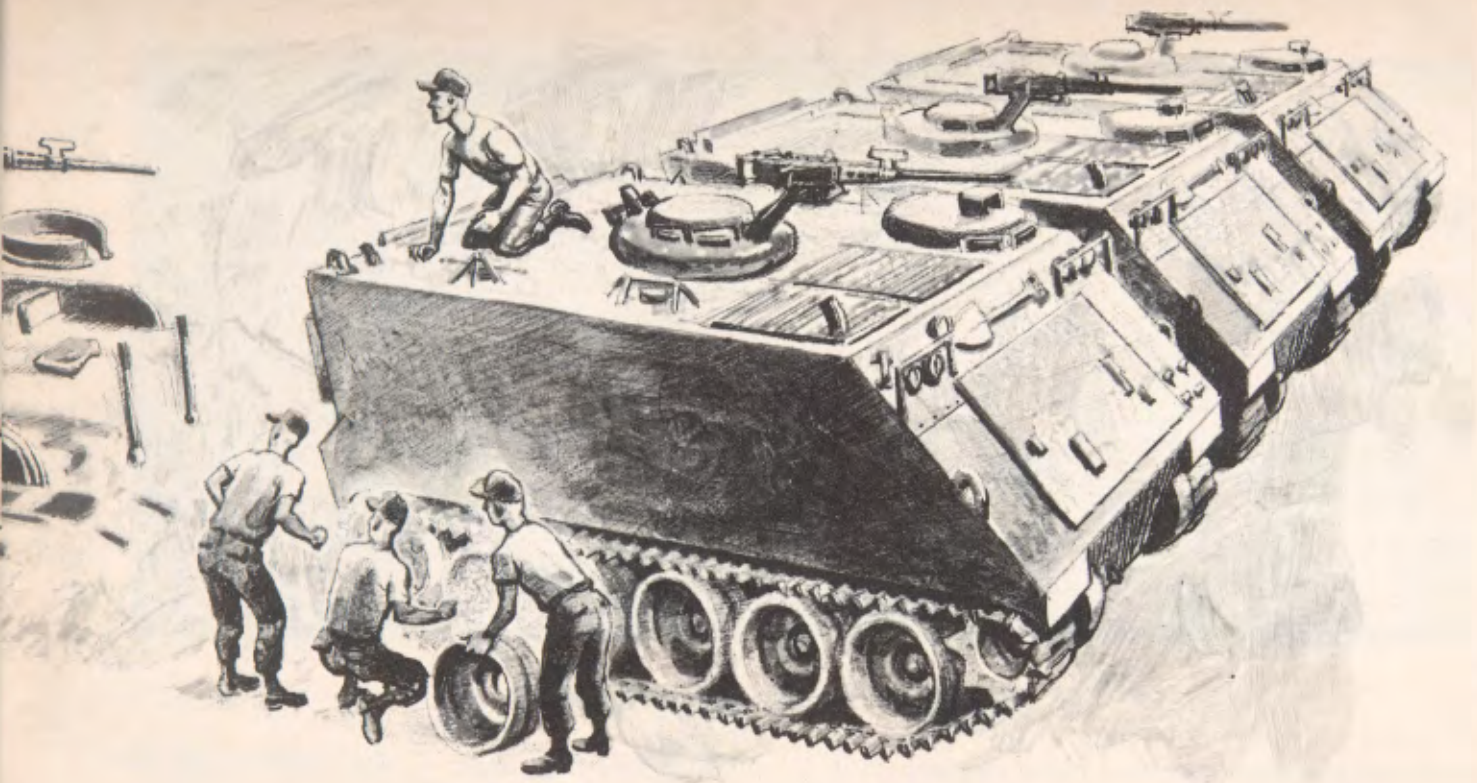
by Major General William N. Redling

A CONCEPT to keep fast-moving items of supply up where they are needed, shorten the supply pipeline to the oversea theaters, and save millions of dollars annually by reducing materiel inventories is soon to be tested. Envisioned by personnel of the U. S. Army Materiel Command, the concept is to move supplies directly from selected continental United States depots to direct support units in Europe, bypassing the current depot system in Europe.

To fully develop this concept into a workable system, the U. S. Army Material Command in coordination with the U. S. Army, Europe (USAREUR), will conduct a "Direct Supply Support Test" beginning 1 July 1970.

The VII Corps Support Command, the 702d Maintenance Battalion (Direct Support) of the 3d Infantry Division, and the 126th Maintenance Battalion (Direct Support) of the 4th Armored Division have been selected to take part in the initial phase of the test. This phase will be limited to direct support unit replenishment requisitions for class IX (repair parts) materiel on the direct support units' authorized stockage lists and will last for 120 days. The test will be expanded incrementally to include all U. S. Army, Europe, divisional and nondivisional direct support units as well as additional classes of supply. If successful, the direct delivery concept will be extended worldwide.

The current practice is to ship supplies from depots throughout continental United States to depots in Europe, which, in turn, ship the items to using units. Under the test concept, supplies will move directly to the direct support units, bypassing the U. S. Army, Europe, depots. The idea behind shipping materiel past the theater break bulk points and the depot is to permit elimination of unnecessary handling and reducing depot stock levels from the pipeline. The new concept will speed up the flow of items—from requisition to fulfillment time—by as much as 45 days. A using unit will be able to request and receive replenishment requisitions from the continental United States depot within 35 days of the requisition date.



EUROPE

This test will evaluate the effectiveness of the direct delivery concept and determine the capability of communication, transportation, and the CONUS supply system to support oversea customers direct. The test is also intended to provide the foundation for a standard Army logistics system that will be responsive to either a peacetime or a wartime environment.

The overall direct supply support concept is designed to:

- Concentrate management and stockage on "high demand" items that will effectively support unit readiness.
- Reduce the amount of stocks required for the pipeline and those inventories "on hand" in the theater and maximize the return of excesses and unserviceable reparable components.
- Provide the item manager a greater degree of item visibility, intransit control, and management of inventories.
- Improve supply responsiveness through reduction of requisition-processing echelons by direct delivery of materiel to the direct support units from a theater-oriented depot complex (TODC) in the United States. See illustrations on pages 6 and 7.
- Maintain materiel readiness.

The concept was developed to eliminate or reduce existing problems in the supply system such as inflated inventories, long order-ship times, low demand satisfaction, and high zero balances—by more effective management and more rapid delivery of required supplies.

Over a period of years, stockage at all levels has been increasing. This is due to emphasis being placed on stocking new items required without concurrently eliminating items no longer in demand. Studies of past demands indicate stockage lists can be reduced substantially without impairing unit readiness.

As an example, in one study it was found that of the 131,000 lines on the theater authorized stockage list (TASL), only 34,000 lines accounted for 80 percent of the total repair parts supply requirements. This means that a major portion of U. S. Army Materiel

ADVANTAGES TO ARMY	ADVANTAGES TO USAREUR
▶ Improves control of total inventory.	▶ Reduces pipeline.
▶ Reduces expenditures against inapplicable assets.	▶ Reduces requirement for depot support personnel in wartime as well as peace.
▶ Provides management visibility for requirement determination.	▶ Improves responsiveness.
▶ Assists in meeting command objectives within funding constraints.	▶ Improves fill.
▶ Permits a reduction and/or elimination of current systems and reporting.	▶ Reduces stockage.
	▶ Assists in meeting command objectives within funding constraints.

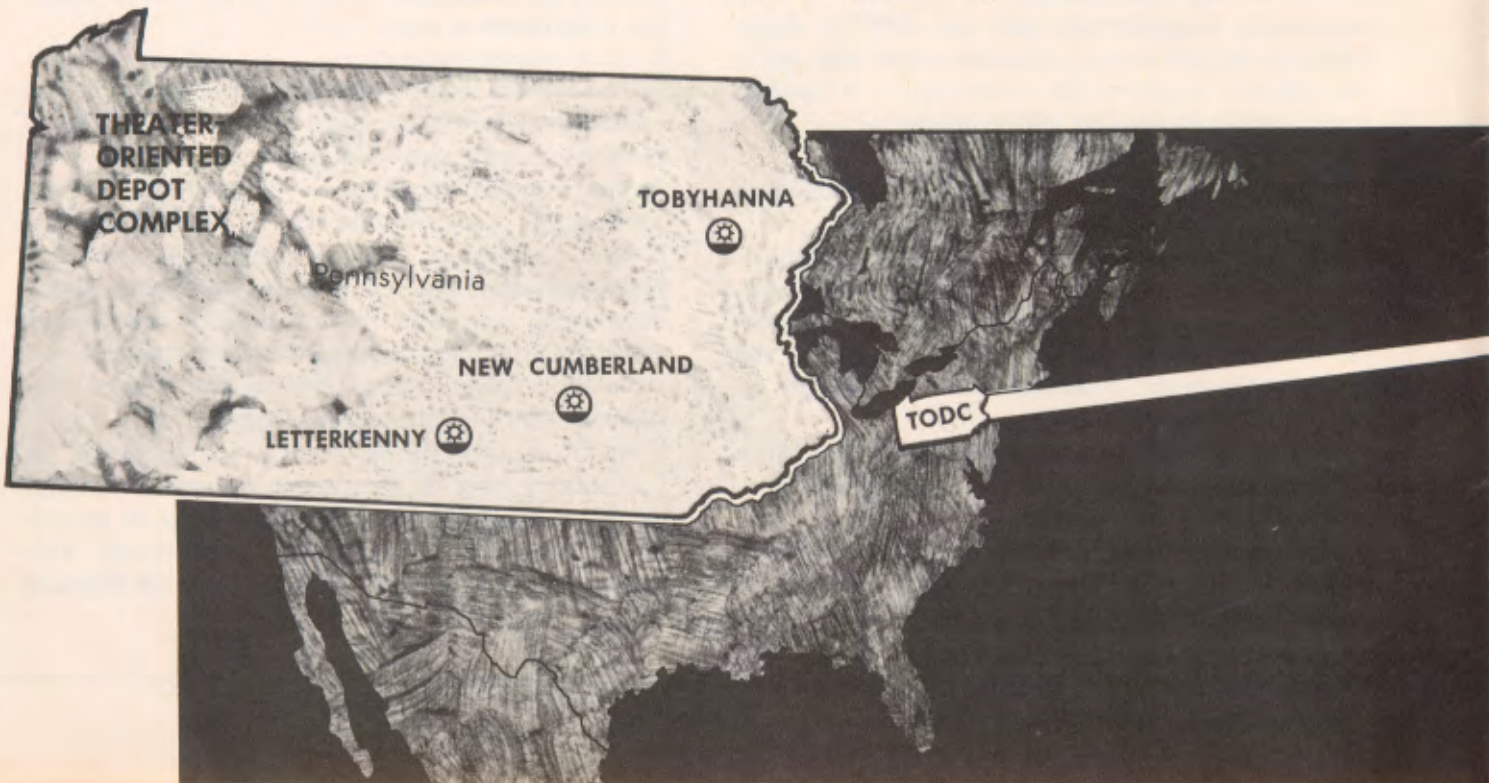
Advantages of the Direct Delivery System

Command business is concerned with a relatively small number of high-demand items. By improving the management and stockage of these hardcore items, resources can be conserved and supply effectiveness improved.

Stock Lists Reduced

In developing realistic stockage lists, commanders should reduce the variety of items (size, type, and grade) intended for the same use. The list will be further limited to authorized items appearing in the Army Master Data File that are demand supported. While reducing the stockage list to a hardcore item level, the Army commander must continue to maintain the capability of operating under varying conditions and rapidly changing tactical situations.

A prerequisite to the successful implementation of the test was to see that supply personnel in the U. S. Army, Europe, maintenance battalions taking part in the test reduced their ASL's in accordance with DA Circular 700-18, Logistics Improvements, and that they purified and updated all supply records. Authorized stockage at both the theater and direct support levels was reduced to the number of lines that would provide an 80 percent demand accommodation. Through the coordinated effort of U. S. Army Materiel Command and U. S. Army, Europe, a list of items to be supported for the test was developed.



The authorized stockage list will be the basis for replenishment requisitioning. The direct support units of U. S. Army, Europe, and the continental United States supply managers will screen non-authorized stockage list (fringe) items to insure that there is no stockage list substitute, that there is a valid need, that the level of maintenance is authorized at the direct support unit, and that the quantities requested are the minimum required to fulfill the immediate need.

The primary source of supply for items in the Army Master Data File coded as nonstocked will be through local purchase, fabrication, or controlled cannibalization. When items cannot be obtained from these sources, requisitions will be submitted to the continental United States supply source.

Theater-Oriented Depot Complex

The focal point from which supplies will be shipped is a theater-oriented depot complex. The theater-oriented depot complex is a group of depots geographically located near the continental United States ports of embarkation that ship materiel to Europe. The theater-oriented depot complex for purposes of this test is composed of the New Cumberland Army Depot, New Cumberland, Pennsylvania; Letterkenny Army Depot, Chambersburg, Pennsylvania; and the Tobyhanna Army Depot, Tobyhanna, Pennsylvania; and selected Defense Supply Agency depots.

As part of the direct supply support test, all items needed to support a theater of operations will be stocked in the theater-oriented depot complex by the national level item manager based on the theater authorized stockage list plus such additional items for which the item manager anticipates theater demands. The theater-oriented depot complex will receive, store, and issue all items required to support the theater.

The Defense Supply Agency and the General Services Administration have designated depots that will support the theater-oriented depot complex. Defense Supply Agency and General Services Administration stocks have been positioned to support the concept. Stockage of non-authorized stockage list items in the theater-oriented depot complex are based on repair part usage or mission support requirements for U. S. Army, Europe.

The inventory control points (ICP's) have placed non-authorized stockage list items in the theater-oriented depot complex that have had three or more demands within the preceding 12 months. These items were selected by an analysis of the records maintained by the direct support unit reflecting all demands received during the preceding 12-month period.

The theater-oriented depot complex will also be prepared to receive excess materiel from the theater as well as reparable materiel being retrograded under the direct delivery concept.

Requisitioning

All requisitions that are a part of the direct supply support test will be identified by project code to insure control through the system and for evaluation purposes.

Replenishment requisitions will be processed according to Military Standard Requisitioning and Issue Procedures (MILSTRIP). The normal flow of replenishment requisitions will be from the direct support unit to the U. S. Army Materiel Command, Europe, where they will be edited for validity of supply data and funded.

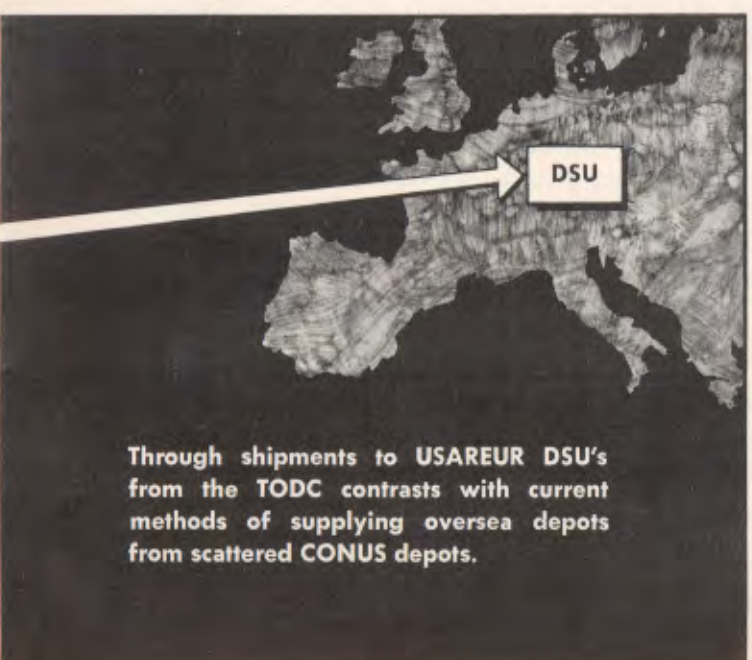
During the test, U. S. Army Materiel Command, Europe, will not attempt to fill the replenishment requisitions but will forward them to the continental United States supply source via the Defense Automatic Addressing System (DAAS). The Defense Automatic Addressing System will furnish document images of each requisition and supply and shipment status to the Logistics Control Office.

High priority requisitions (priority designators 1 through 8) will be filled from stocks available in U. S. Army Materiel Command, Europe. If the item is not available, the requisition will be passed immediately to continental United States for action.

When the requisition is received in continental United States, the inventory control point item managers will issue a materiel release order (MRO) for the items to one of the depots in the complex. Based on the materiel release order, stocks will be packed for shipment at the specified depot. All items for delivery to the same direct support unit will be consolidated in a SEAVAN and shipped directly to the requisitioning direct support unit.

Requisitions for non-authorized stockage list items will flow from the direct support unit to U. S. Army

(*Continued on Page 26*)



Through shipments to USAREUR DSU's from the TODC contrasts with current methods of supplying oversea depots from scattered CONUS depots.

THE JOINT LOGISTICS REVIEW

A Study of Worldwide Logistics Support of Combat Forces in the Vietnam Era

THE DEPARTMENT OF DEFENSE (DOD) is about to receive some 2,500 pages of documentation, detailing the strengths and weaknesses of America's worldwide logistics support of U.S. ground, naval, and air forces.

Authorized by the President and reporting jointly to the Secretary of Defense and Chairman of the Joint Chiefs of Staff, the Joint Logistics Review Board (JLRB) has been accumulating massive amounts of information on how the United States has supplied its own troops, the troops of friendly forces, and the military forces of the Republic of Vietnam with materiel necessary to pursue the fight against the Communist Vietnamese successfully.

Board Established

The Secretary of Defense recommended to President Richard Nixon the establishment of a logistics study group of this kind. The recommendation gained Presidential approval and the JLRB was formally established 1 March 1969. The Board was tasked to study the worldwide logistics support provided from 1 January 1965 to the present—the period commonly called the "Vietnam era." The primary concern of the Board was to identify strengths and weaknesses of the various logistics systems and procedures of the armed services. It was to document the logistics "lessons learned" from the Vietnam experience and analyze those that might have significant effect on future military operations.

The JLRB is composed of a panel of military logisticians, men who—to a great extent—have firsthand knowledge of logistics support activities in Southeast Asia. Applying this cumulative knowledge to the analysis and interpretation of the data accumulated results in realistic, practical recommendations anticipated for improving the overall logistics system.

To understand what the Board is and what it is doing, its role might be further clarified by stating what it is not. The JLRB has no punitive mission or motivations. It is not attempting to resurrect logistics errors, misjudgments, or mistakes. It is not interested in pointing a finger at any individual failures that might have occurred. Instead, it is interested in discovering the weaknesses inherent in the systems used to supply and maintain operations in Southeast Asia. By the same token, the JLRB is dedicated to the task of discovering better and more economical ways to supply and maintain operations of this kind, not only in Southeast Asia but wherever American troops might be deployed. Board recommendations will have no impact on current logistics plans, policies, operations, or procedures until such time as the Secretary of Defense and Chairman of the Joint Chiefs of Staff have studied and approved them.

Responsive Logistics

While it is readily acknowledged that the logistics efforts in Southeast Asia have been both massive and costly, it is equally true that the logistics efforts have been consistently responsive in that the American and

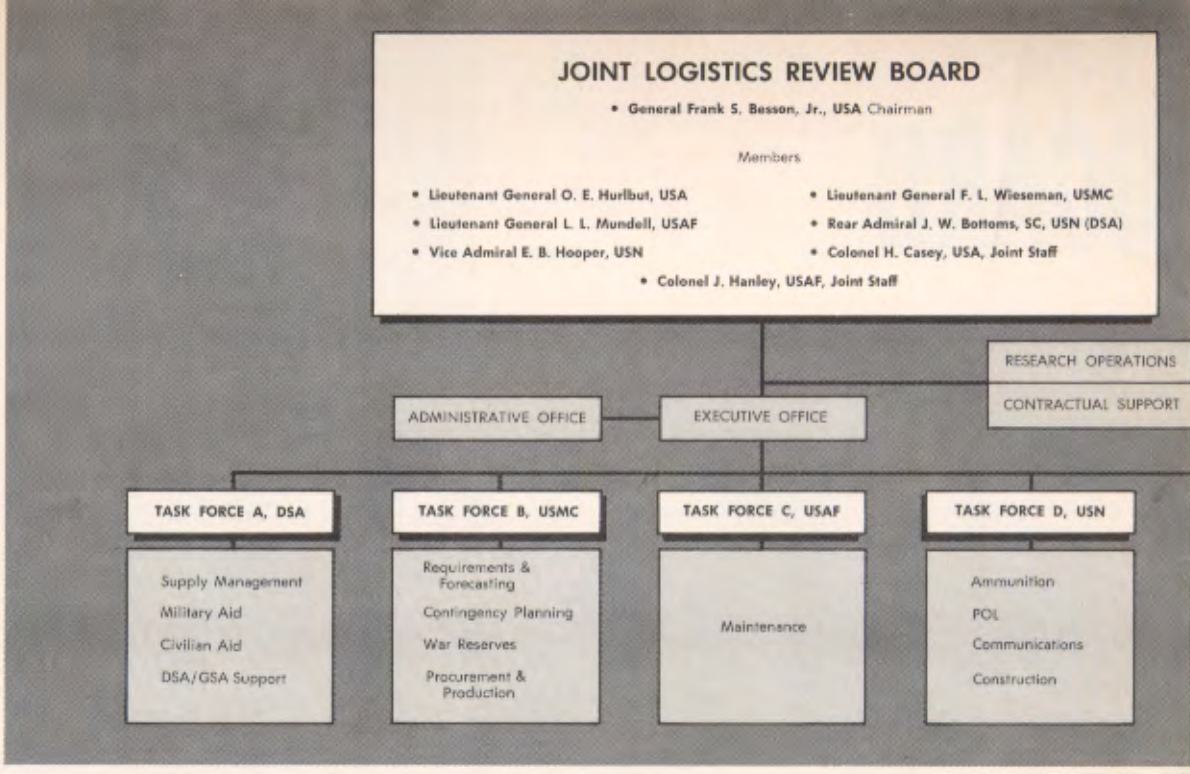
BOARD

friendly forces fighting there have been the best supplied and maintained fighting men in history. Underlying this record capacity to provide what is needed, where it is needed, when it is needed are innovative logistics strengths. The Board wants to identify and determine how to perpetuate these strengths while eliminating the inherent weaknesses encountered.

It can be safely said that once the 6,000 or more pages of raw data have been assayed, the Board's recommendations will carry as their main thrust how this nation's logistics capability can be applied more effectively and more economically in future contingency operations.

In the 15-month period that the Board has been accumulating, analyzing, and evaluating data, four specific areas of study have already resulted in recommendations to the Chairman of the Joint Chiefs of Staff and the Secretary of Defense. The first JLRB recommendation was forwarded on 28 October 1969. The most recent came on 16 February 1970. These four along with the remaining recommendations will form one of the three volumes currently planned for the Board's total study and recommendations.

The October recommendation of the JLRB dealt



with the redeployment of logistics personnel from Vietnam as part of the President's overall troop withdrawal and Vietnamization program. The Board recommended a slow, careful, orderly phasedown of logistics personnel. It urged the retention of sufficient logistics forces and related capabilities to insure the recovery and maintenance of assets now employed in Vietnam. Citing the extreme waste which occurred following earlier wars—particularly World War II—because of the haste in which forces were withdrawn from combat areas, the Board called for a policy that would allow assets to be recovered in suitable condition for continued use or for retention in war reserve stocks.

In November 1969, the Board reported favorably on a study of port operations made by the Military Traffic Management and Terminal Service. The Board was impressed with the potential hard-dollar savings and increased operating efficiency of terminals and ocean shipping that may be realized through use of predesignated ports. In addition, the Board noted in its memorandum that oversea commands could enjoy better service through receipt of consolidated shipments and that the overall order and shipping time could be reduced with significant savings in the cost of the pipeline.

In December 1969, it forwarded a memorandum stating intention to report favorably on U.S. Air Force efforts to improve its mobility and ability to respond promptly to contingency requirements in a bare base environment. This memorandum resulted from the Board's viewing an Air Force demonstration of prefabricated, packaged, recoverable structures that allowed operations to commence rapidly from a previously "bare" area.

The most recent interim recommendation was submitted by the JLRB on 16 February 1970. At the invitation of the Assistant Secretary of Defense (Installation and Logistics), the Board reviewed and commented on the General Accounting Office's (GAO) investigation of the inspection, distribution, and transportation of petroleum, oil, and lubricants (POL) in Southeast Asia.

An orderly phasedown in Vietnam requires sufficient logistics personnel to recover war materiel assets if waste is to be avoided.

The GAO recommended establishing a Defense-wide centralization of responsibility for POL operations. The JLRB disagreed with that portion of the GAO report. Having reviewed in depth all aspects of the effectiveness and economy of defense POL operations during the Vietnam era, the Board concluded that requirements determination and the ownership and management of reserve and operating stocks should properly remain vested in the military departments. The Board concurred, however, with GAO recommendations for clarifying division of responsibilities, strengthening authority to discharge responsibility, developing compatible procedures to interface between the uniformed services and the Defense Supply Agency, and establishing a field assistance capability under the Defense Fuel Supply Center (DFSC) to provide continuing appraisal of effectiveness and economy of DOD POL operations.

Report Contents

Subjects treated in the already-published recommendations of the JLRB form a part of what is anticipated to be appendixes to the main report—monographs on selected functional and commodity areas of the Southeast Asia logistics effort. The major contents of the JLRB report are expected to consist of—

- Scenario of the Vietnam conflict.
- Logistics posture at the start of the buildup.
- Responsibilities and logistics systems of the services.
- Effectiveness and responsiveness of support.
- Impact on readiness worldwide.
- Strengths, weaknesses, and lessons learned.
- Recommendations.

In its published form, the Board's findings are currently expected to fill some 2,500 pages, organized into three separate volumes and several monographs. While the task of consolidating so broad and complex a study into three volumes staggers the imagination, that task is dwarfed by the earlier task of accumulating and processing of data during the earlier months of evaluation and analysis.

Helping the 8 Board members collect, analyze, and evaluate that mountain of information are 102 review staff and 170 administrative personnel.

The 102-member review staff, composed of 91 officers and 11 civilians, represents the following services: Army-30; Navy-27; Marine Corps-19; Air Force-21; and DSA-5. Administrative personnel, composed of 4 officers, 19 enlisted personnel, and 47 civilians includes: Army-24; Navy-18; Marine Corps-2; Air Force-20; and DSA-6.

In-depth Research

One of the first actions of the Board was to elicit field responses by sending letters directly to approximately 200 recipients. It also spent 268 hours in 112 briefings presented by commodity managers, auditors, and contractors, members of the General Accounting Office, Office of the Secretary of Defense, the Joint Chiefs of Staff, and the individual services.

When the data was refined, six major issues emerged requiring resolution. Briefly stated, these issues are:

- Realistic planning for logistics support of contingencies.
- Responsive requirements determination, program authorization, and funding control processes.
- Reduction of in-theater logistics operations.
- Adaptable management systems and controls for transition from peace to war.
- Rational concepts of interservice support, common supply, and services.
- Force structure and training to insure logistics readiness of both combat and support personnel.

In June and July, when the Board has completed its assigned task and the final pages have run through the press, there may be an expression of disappointment among some within the logistics community if they expected recommendations for sweeping changes, radical new procedures, and extensive reorganizations. The JLRB had no such mission—*per se*.

In some future emergency, in some unexpected location, Americans may gratefully acknowledge that, because of the timely and monumental effort of these men and women, this Nation is able to mount and sustain a logistics operation which spells the difference between defeat and victory.

LOG

THE LOGISTICS OFFENSIVE
Fourth in a Series

INVENTORY IN MOTION

by Colonel Theme T. Everton

INVENTORY IN MOTION is a relatively new term in the Army's vocabulary. Initially it was used to describe the procedures for managing the supply of ammunition to the Republic of Vietnam.

Lieutenant General Joseph M. Heiser, Jr., Deputy Chief of Staff for Logistics, Department of the Army, expanded the concept and applied it to all items in the logistics inventory.

Announcement of *inventory in motion* as one of the major segments in the worldwide Army logistics improvement program came with the publication of General Heiser's article, "The Logistics Offensive" in the January-February 1970 issue of ARMY LOGISTICIAN magazine.

INVENTORY IN MOTION is defined as: "... an integrated supply and transportation management concept which has as its ultimate goal non-stop supply support direct from the continental United States to the direct support level. It is intended to provide better support at less expense by reducing stocks of supplies on the ground and related storage costs through greater asset visibility and control."

Circular Lists Principles

DA Circular 700-18, Logistics Improvements, codifies the major segments of the logistics offensive and enunciates eight principles comprising the *inventory-in-motion* concept.

- Increase vertical management to include commodity orientation and weapon system management.
- Reduce the number of intermediate supply echlons.
- Minimize shelf and reserve stocks by relying on intransit materiels.
- Integrate a modern communication and transportation system for both air and surface with a streamlined supply system.
- Increase and improve asset visibility.
- Improve packaging, containerizing, and subcontainerizing to speed deliveries.
- Simplify and curtail procedures, using automation wherever possible.
- Employ a logistics intelligence file (LIF) to assist in visibility and flexibility in the pipeline.

Essentials for Success

Inventory in motion means concentrated attention to the management of materiel. It requires a combination of effective supply, maintenance, transportation, and communication processes if the concept is to succeed in practice.

Two elements must be present for the concept to be successfully employed. The first element is a throughput capability so that materiel can be moved rapidly from the producer to the consumer. The term *"throughput"* is systems-oriented and means—in the simplest terms—to develop the ability to move items from the point of manufacture (or storage) to the point of use without intervening stops. A test of this concept is to get underway in July between the continental United States and Europe. [*Ed. Note: An article on this subject begins on page 4.*] There is no reason to receive, store, and issue items at a depot if those items can be delivered directly to the user.

The second element required for successful *inventory in motion* is asset visibility. Asset visibility simply means asset control—knowledge of what items are where at any given time. This asset visibility must exist not only for the item manager at the national inventory control point (NICP) but it must exist also for the intended consumer. Asset visibility is a requirement at both the unit level and the wholesale level. There is no other possible way to keep equipment-related readiness at the peak of perfection.

Stock Reduction

These two essential elements—throughput and asset visibility—enable the logisticians and the consumer to accomplish a major goal—reduction of stocks on the ground.

Inventory in motion, as applied to the management of ammunition in Vietnam, provides an example of the tangible benefits that can result from use of the concept. By a complete knowledge of the pipeline—where shipments were and what each shipment contained—storage of ammunition on the ground was considerably reduced. Ammunition storage in a war zone is always a number-one target for the enemy. In fact, millions

of dollars worth of ammunition were saved by applying the *inventory in motion* concept to ammunition stockage. Less ammunition was stored under safer conditions, resulting in poorer targets for the enemy.

Repair parts presented the biggest challenge to the concept of *inventory in motion*. Frequently it was known that there was a ship or an airplane load of repair parts; what was not known was the tank or the helicopter the parts would fit. This is where asset visibility is most desperately needed, to be able to readily identify components or assemblies and major end items. Box weight and cube information on a transportation manifest does not provide the intelligence required.

Visibility Through LIF

Logistics intelligence is vital to combat in the Republic of Vietnam. A logistics intelligence file is compiled for virtually every requisition submitted from Vietnam today. From the data in this LIF, services such as expediting of shipments, insuring adequate followup, providing lift information on shipments being processed, assisting in reconciling records, and tracing lost transactions are performed.

Corps and divisions must be informed of the supplies intransit to them and when they will arrive. Division maintenance battalions must know that their tank track, spark plugs, rifle parts, and replenishment supplies are on the way and when they will get them. It's easy enough to say, but very difficult to accomplish.

Existing automated systems are founded on the concept that computers will talk to computers in terms of seven-digit numeric stock numbers and coded stock status information. Therefore, we must develop men-machine interfaces that interpret and expand summarized, coded management data into easily understood answers to questions asked by the supply sergent. For example, the supply sergeant must be told where his items are, the latest communication received on each requisition, and the supply or shipping status of each item requested. He must be given help in running the gamut of higher priorities, expediters, pilferage, and in-theater transportation.

To the unit, division, or corps, then, *inventory in motion* means identification of requirements from the time they are ordered, through the NICP and delivery cycle. The unit must be kept informed in understandable terms of what is happening at each point along the pipeline. It means assured delivery in time, or if

• Maintenance personnel must know when repair parts and replenishment supplies will arrive.

• **Inventory in motion offers a more economical alternative to the "push" system.**

the entire shipment is not on time, then the needed item can be selected out of the larger shipment or a duplicate item can be airlifted from the supply source.

Traditionally, Army combat success has depended on men and machines and the supplies both need to keep moving. In the past, we have "pushed" thousands of tons of supplies, worth millions of dollars, to the oversea combat theater to support our men and machines. The uncertainities of resupply caused by adverse weather, the threat of air or submarine attack, and the lack of reliable, up-to-date intelligence on supply needs made any other system impracticable.

Today, the transportation capabilities of the C5A and the 747, the communications network girdling the globe via satellite, and the logistics intelligence of the computer have changed this picture. Concentration on solving the remaining problems that impede the full implementation of *inventory in motion* is vital. In peacetime repair parts can be delivered fast enough to avoid oversea storage but in a nuclear war, readiness at declaration could win the day.

Frequent Turnover

Inventory in motion has still another side. Unless an item has a demand frequency of 10-to-15 times a year, don't stock it. Drop it from the prescribed load list. Except for a very few items, a weapon or piece of equipment will perform adequately until the speeded up delivery system provides you a replacement.

Inventory must be treated as an investment much like that of the small hardware or parts store. Stocks of secondary items and general supplies must be turned over frequently or needed capital is tied up. Management must plan for the one-time jobs that use more than the normal requirement to avoid a false picture of demands and an out-of-stock position.

Since combat areas shift, extra stocks are frequently left behind for someone else to sort out, identify, and pick up on records. In the meantime, extra stocks are ordered for delivery at the unit's new location. This adds up to more inventory investment and potential waste. *Inventory in motion* cannot completely eliminate this problem, but bulk delivery of items can be made directly to the point of need. Thus, if requirements shift, a ship, an aircraft, or a container can be diverted to a new location to meet the requirement instead of placing huge stocks on the ground.

Applications in Peace or War

There are many simple applications of *inventory in motion* that will put dollars in our pockets with minimum effect on the economy. For example, the simple resupply of commissaries in oversea locations can be made by containerizing brand name resale items in CONUS for direct delivery overseas. Such a practice would save oversea storage facilities, people to handle cargoes, losses in storage by spoilage, and double transportation. A measurable contribution to the balance of payments would be made in the process.

Another significant application of the concept is in reparable retrograde, particularly where high-value unserviceables from the user to the rebuild shops are concerned. The psychology is, "Let's make sure my unit always has more than it needs just in case of a rainy day. Don't turn in the unserviceables; only the Lord knows when we will get replacements."

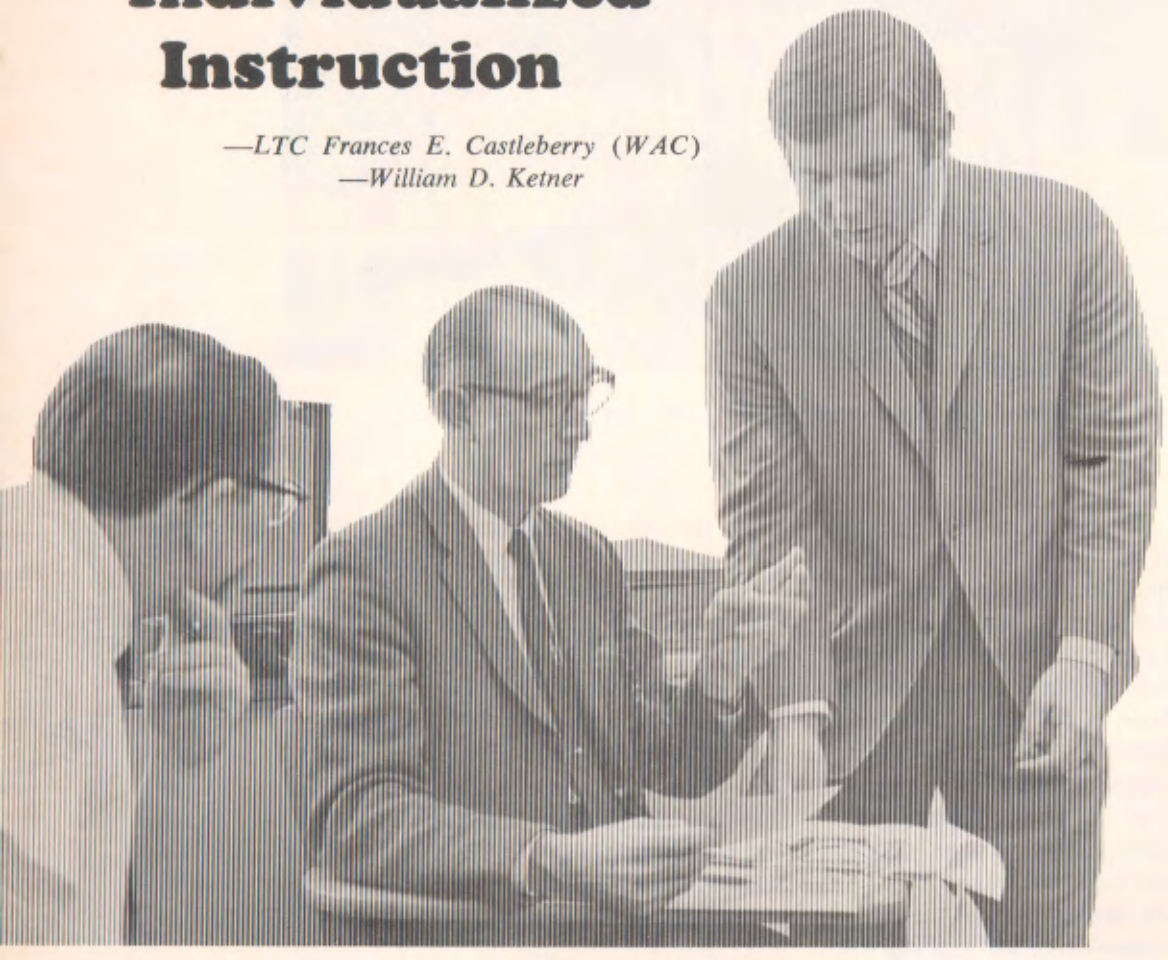
Unserviceable reparables constitute a significant element of the inventory that has to be kept in motion.

(*Continued on page 30*)

Multi-Media

Individualized Instruction

—LTC Frances E. Castleberry (WAC)
—William D. Ketner



• Students use punch

• MMII promo

• Computer-assisted simulations challenge student thinking.

• The computer evaluates student decisions.

• Video-taped lectures insure standardized instruction.

cards in simulation exercises.

tes individual progression rates.

Multi-media Individualized Instruction is a new teaching technique being used by the U.S. Army Logistics Management Center (USALMC), Fort Lee, Virginia, to train 22,000 U.S. Army Materiel Command personnel in the use of two automated logistics management systems — ALPHA (AMC Logistics Program Hardcore Automated) and SPEEDEX (Systemwide Project for Electronics Equipment at Depots, Extended).

To insure success of the new technique, three objectives were established in developing the instruction. Firstly, it should facilitate implementation of the automated systems in the commodity commands and depots. Secondly, it should train the student as quickly as possible, to lessen the impact of this training requirement on the commands. Thirdly, the instruction should be standard and not subject to interpretation by the various instructors. USALMC determined that no single medium could accomplish this training task; therefore, the multi-media approach was selected. The instruction was planned to allow individuals to progress at their own pace.

The multi-media instructional package consists of printed materials, television tapes, programed instruction texts, reference panels, computer-assisted simulations, and an automated recordkeeping system. With this instructional package, mobile training teams can also present the instruction onsite at the commands planning use of the new automated logistics management systems.

The television tape presentations give the student an overview of each area to be learned. Then by using the programed instruction text the student learns the details of the use of the automated system for each functional area. Next, by means of computer-assisted simulations, the student applies what he has learned and determines the degree of correctness of his decisions from a computer printout.

The student is periodically tested during his course of study. Test responses are fed into the automated recordkeeping system that grades examinations and maintains cumulative records of the student's progress. Should the student become academically deficient, the recordkeeping system automatically alerts the monitoring instructor.

The MMII techniques were first employed in March 1970 and results thus far indicate that training requirements will be met because of the individualized instruction.

• Comprehension of programed instruction is increased by group discussion.

• The automated recordkeeping system reflects student progress.

THE GENERATOR GAP

Solutions to the problem from the Mobile Electric Power Project

by Major John M. Gamino

IT'S NO SECRET among ARMY LOGISTICIAN readers that there's a generator problem. Our experience in the Republic of Vietnam (RVN) provides an excellent case in point. Starting with the buildup of our forces in 1965, demands rapidly developed for vast amounts of electrical power that far exceeded any previous logistics experience. After Korea, our planners envisioned a need for 0.5 kilowatts per man in determining gross combat theater power generation requirements. Today, the total capability of power generation equipment delivered to the Republic of Vietnam is nearer 2.5 kilowatts per man.

Our power generation requirements today range from small, quiet portable sets for the front lines to boxcar-sized plants required to light and operate base camps, ports, and airbases. Most of our existing and oncoming weapons and equipment systems require self-contained electrical power. In Vietnam alone, the total power generation capability of the military's tactical and base power generators exceeds the installed public utility generating capacity of the State of Hawaii. This fivefold increase in requirements can be partially attributed to the virtual lack of commercial power sources in the Republic of Vietnam and to the vast base, port, and airfield construction programs.

Unforeseen requirements, such as the need to power air conditioners in communications shelters and refrigeration equipment in forward tactical bases; the extensive use of troop comfort items, such as fans and portable television sets, and the need for perimeter security lighting have all had a major impact. Power requirements for new weapons and equipment systems—the field artillery's fire control computers; the supply activity's computers; the airfield's radars; the counter-mortar's radars; and the xenon searchlights, the intrusion-detection devices, and the new communications gear—are introducing increasing numbers of generators into our combat and support units. For future planners, there are many lessons and as many questions.

Meeting the vast power generation requirements in Vietnam has not been accomplished without difficulties. Faced with demands far in excess of available power generation assets, the military services were forced into massive procurement programs, expedited overhaul efforts, and worldwide redistribution of generator assets. Soon after the buildup began, generator sets of all sizes, makes, and models were flowing into Southeast Asia. As the quantity and variety of generator sets proliferated, demands for an ever-increasing variety of repair parts, technical manuals, special tools, and test equipment clogged the supply systems of the military services. While the buildup continued, reports from Vietnam

commanders, from liaison officers, and from touring VIP's and the buildup of power requirements in national procurement and supply activities all pointed to three central facts: power requirements would continue to increase; sufficient assets were not on hand; and too many of the assets on hand were not operational.

Thus, each of the military services faced the threat of a breakdown in its ability to support the electric power requirements of its forces in Southeast Asia. As each of the services wrestled to contain its power generation problem within tolerable limits, a deepening awareness developed within each service and the Department of Defense (DOD) that something had to be done to correct the situation and decisive steps taken to prevent a future recurrence of the problem. Therefore, late in 1965, Secretary Vance, the Deputy Secretary of Defense, requested an in-depth study of the power generation problem, its root causes, and possible solutions. A DOD ad hoc working group composed of DOD, military department, and Defense Supply Agency representatives undertook the task.

By January 1967, the study, which was a detailed and thoroughly documented analysis of the generator problem, was completed and approved. In summary, the report concluded that "the problems encountered with engine generators in the areas of procurement, production, provisioning, supply, maintenance, training and logistics support are, in the main, attributable to the past and present proliferation of variety and the inventory shortage to meet military requirements." To prevent recurrence of the problem, the ad hoc working group recommended the appointment of a DOD project manager, mobile electric power (MEP), as the single DOD focal point for generators. Additionally, the group recommended development of DOD policy governing the mandatory use of standard electric power generating sources in new weapons and equipment systems design.

These recommendations were approved by the Deputy Secretary of Defense and DOD project managership was given to the Army. After preparation and coordination of the project manager's charter among the military services and the Defense Supply Agency, the DOD project manager, mobile electric power, was established to initiate a coordinated DOD-wide effort effective 1 July 1967. The assignment of a project manager to develop a standard family of mobile electric power generator sets is believed to be a first for an item less than a major weapon system.

The keystone of the project is the development of the

Figure 1. First generation DOD standard family of mobile electric power sources.

	TACTICAL PRECISE— Diesel		UTILITY— Diesel		UTILITY— Gasoline			*PRIME* UTILITY— Diesel
KILOWATT RATING	60 Hz Set (model no.)	400 Hz Set (model no.)	60 Hz Set (model no.)	400 Hz Set (model no.)	60 Hz Set (model no.)	400 Hz Set (model no.)	DC Set (model no.)	60 Hz Set (model no.)
0.5					014A	019A	024A	
1.5					015A	020A	025A	
3					016A	021A	026A	
5		113A	002A	111A	017A	022A	027A	
10			003A	112A	018A	023A	028A	
15	103A	113A	004A					
30	104A	114A	005A					
60	105A	115A	006A					202A
100	106A	116A	007A					203A
150		117A	008A					204A
200	108A		009A					205A
600			011A					207A
750								208A
1500								210A

All 60 hertz sets 15 kilowatt and over have 50 hertz capacity derated to 5/6 of kilowatt rating.

first generation DOD standard family of mobile electric power sources. Initially, the intent was to use existing generator sets to establish the family; however, early in the project, it became apparent that, with a few exceptions, adoption of present sets could not be achieved without major modification of these sets to meet the specifications and requirements of all the services and that adoption and modification of these sets would have never resulted in the desired level of standard design and interchangeability of components between sets. The decision was then made to develop the new sets required to meet joint service requirements. Interservice approval (Army, Air Forces, Navy, Marine Corps) of the first design for a DOD family of mobile electric power generator sets was announced recently. Figure 1 reflects the first generation of the DOD standard family. Figure 2 shows the broad types and classes of power generation equipment.

Figure 2. Broad types and classes of power generation equipment.

CLASSIFICATION BY INTENDED USE

- TACTICAL (Type I)
  Generator sets designed for high mobility and minimum weight.
- PRIME (Type II)
  Generator sets designed for long life with secondary considerations for mobility and weight.

CLASSIFICATION BY QUALITY OF POWER

- UTILITY (Class 1)
  Less rigid control of voltage variance, etc. with increased simplicity and improved maintainability.
- PRECISE (Class 2)
  Rigid control of power quality (voltage variance, etc.) with more complex control systems.

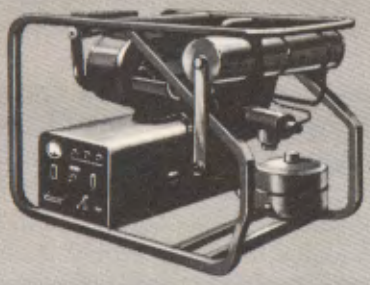
The Army's military design family of small tactical (0.5-10 kw.) gasoline-engine-driven generator sets are scheduled for incorporation into the DOD family. Since Vietnam represents our first extended combat experience with these small sets, an intensive product improvement program has been initiated to draw on this experience. Improved component reliability is a major element of this program. Specifications covering the small tactical military design (0.5 kw.) diesel-engine-driven generators have been prepared by a joint service working group under Marine Corps chairmanship. Procurement of small diesel-engine-driven generator set prototypes was initiated in the fall of 1969 and will be available for quantity production in 1972.

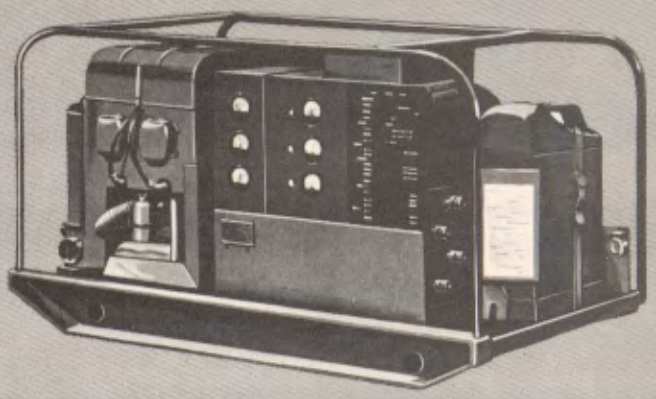
Procurement action for the 15-200 kilowatt diesel-engine-driven tactical members of the family began in early 1969. Borrowing a currently popular term from the computer industry, these procurements include such "software" as technical manuals, maintainability plans, mathematical reliability models and test plans, and repair parts provisioning lists. Prototype deliveries under these engineering-production contracts are expected in mid-1971. Upon delivery, the prototype models will be tested by a jointly developed DOD test plan. After testing and acceptance of hardware, full production on this multiyear procurement will proceed in the latter part of 1971.

Specifications for the 500 kilowatt and larger tactical generators, prime members of the family, have been prepared under Navy chairmanship. Due to the low density involved versus the high cost of developing military design sets, the services will competitively procure and standardize on modified commercial hardware in these larger ratings. These generators will be procured on an as-required basis. Specifications for the 60-200 kilowatt prime members of the family have been prepared under Air Force chairmanship. While these will be military design generator sets, procurement for these items will also be on an as-required basis.

During the period preceding production deliveries of the first generation family members, an interim family of 69 sets was selected from the 2,000 plus sets currently in the inventory. These generators are listed in MIL STD 633B and are the only sets authorized for procurement without formal approval by the project manager. MIL STD 633C, when published in 1970, will reflect only the first generation DOD family and will also incorporate an interim family of gas-turbine-powered generators selected from those currently in or soon to enter the DOD inventory. At that time, virtually all programing will be for the new sets. Actual conversion of the existing inventory over to the new DOD family will be on an attrition basis and over a period of several years. Each service will plan and fund its own conversion and will phase out older nonstandard sets using joint mobile electric power repair and disposal criteria.

Future effort will be directed toward further reductions in the family of generators and development of a second generation family that will include turbo-alternators. Research and development effort is focused





10 KW TURBO-ALTERNATOR	
Height	19 in.
Length	25 in.
Width	18 in.
Weight	125 lbs.
Volume	5.2 cu. ft.
Fuel Consumption	2.5 g.p.h.

MIL STD GEN SET	
Height	28 in.
Length	57 in.
Width	30 in.
Weight	850 lbs.
Volume	28 cu. ft.
Fuel Consumption	2.4 g.p.h.

Figure 3. Comparison of the characteristics of the 10 kw. turbo-alternator and the current military standard generator.

primarily on short- and middle-range projects. The primary midrange project is to field a second generation DOD standard family of turbine-engine-driven generator sets and special purpose fuel cells and thermoelectric devices by mid-1970.

The most probable approach, now being explored among the military services, is to develop this second generation family around the turbo-alternator concept. Turbo-alternators, which couple the turbine engine and high speed alternator on a single shaft, give promise of a major advance in providing simple, lightweight, reliable, and versatile power generation sources. This advance is summarized in figure 3 which compares the 10-kilowatt turbo-alternator and a current gasoline-engine-driven 10-kilowatt military design set. Through use of a solid state cycloconverter, either 50, 60, or 400 hertz power will be available on the one set. Progress to date clearly indicates that the necessary technical breakthroughs are being achieved. Although a few types of fuel cells and thermoelectric devices may be fielded for special purpose use as part of the second generation family, their application and impact on the DOD standard family are considered at this time to be long range. The defining of this second generation family, including identification of ratings required, recuperative gas turbo engine applications, and the extent to which the turbo-alternator concept will be applied, is now being addressed by the project manager and the military services.

By now, you may have decided that while there have been problems, there isn't much glamour and excitement in the military generator field. Maybe there isn't much glamour in generators, but there is an old adage that "the first two things a commander wants are communications and lights." You might also consider that when those lights fail there's excitement enough for everyone.

The project manager's job is to see that commanders get the power for both, that they can maintain it, and that they can rely on it.

Major John M. Gamino is the Executive Officer, Office of Project Manager, Mobile Electric Power, the U.S. Army Materiel Command, Washington, D. C. A 1960 graduate of Oklahoma State University with a bachelor of science degree in industrial management, Major Gamino has served in a variety of command and staff assignments in continental United States and in the Republic of Korea, the Republic of Vietnam, and the Federal Republic of Germany.

A LOG DIGEST

2d LOG ASSEMBLY LINE SPEEDS UP VEHICLE REBUILD

Rebuilding tactical wheeled vehicles has become a big business for the men of the 2d Logistical Command, Okinawa. More than 4,000 vehicles have been rebuilt by the assembly line method since it was implemented by the Command's Directorate for Maintenance Operations nearly two years ago.

Before the introduction of the assembly line, tactical wheeled vehicles returned to the 2d Logistical Command from Southeast Asia for repair and rebuild were worked on individually. It was a costly and time-consuming process. Since implementation of the large-volume assembly line method, the production goal has jumped each year and the quality of the finished product has improved.

The Tactical Wheeled Vehicle Division completed 220 vehicles during fiscal year 1968. Production totals mounted the following year with over 1,600 vehicles coming off the assembly line. More than 2,200 vehicles were rebuilt during fiscal year 1970 as the assembly line production continued its upward surge.

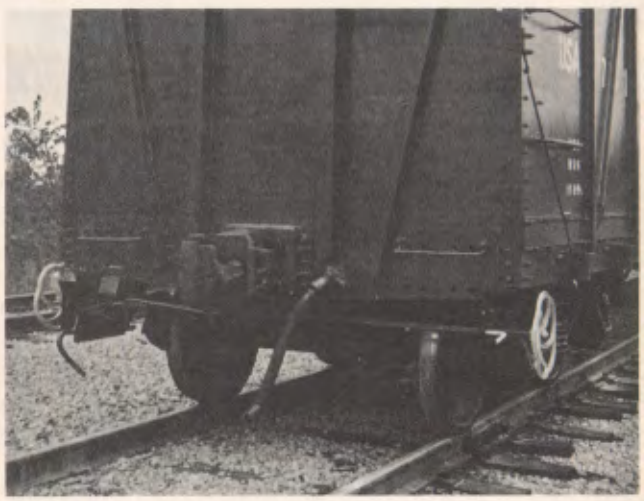
FOREIGN BOXCAR USE SAVES ARMY $6.7 MILLION

The Army has realized a $6.7 million savings from the use of railway boxcars previously designated for foreign service. The boxcars are being used in ammunition plants under the jurisdiction of the U. S. Army Ammunition Procurement and Supply Agency (USAAPSA), Joliet, Illinois.

When the conflict in Southeast Asia intensified in 1967, boxcar shortage became a critical item in planning at USAAPSA since boxcars have important transportation and storage uses in ammunition plants.

With the cooperation of the U. S. Army Mobility Equipment Command (USAMECOM), St. Louis, Missouri, the boxcar shortage was alleviated when USAMECOM made available a large quantity of Army-owned foreign service cars, originally intended for use in Korea. The cars were stored unassembled, still in crates. They were standard American railway gage, but required a coupler to make them compatible with American cars.

Once assembled and equipped with a new coupler, the cars were put to use. The Army Ammunition Plant (AAP) Joliet, Illinois, received 100 converted service



boxcars many months before it could have obtained new ones. Since that time, 709 cars have been assembled and fitted with new couplers for use in other plants in the USAAPSA complex. The cars are intended only for intraplant use since they do not meet the standards for "over the road" railway cars.

After buying the new couplers and paying assembly charges, savings amount to $6,708,000 on the 709 converted cars. Cars are now in use at Lone Star AAP, Texarkana, Texas; Longhorn AAP, Marshall, Texas; Kansas AAP, Parsons, Kansas; Louisiana AAP, Shreveport, Louisiana; and Cornhusker AAP, Grand Island, Nebraska.

NEW ENGINEERING OFFICE AIDS DEPOT FACILITIES PLANNING

A special mission activity of the U. S. Army Materiel Command (USAMC), the Maintenance Production Engineering Office was recently established at Letterkenny Army Depot, Chambersburg, Pennsylvania. Since its inception, the office has brought a new look to the physical planning of the depot maintenance system.

The organization is an outgrowth of Project OPTIMUM (Obtain Productivity Through Improved Modernization Updating Maintenance), an industrial engineering program to insure maximum use of depot facilities. The office was created to fill the need for industrial engineering in maintenance at both the national and depot levels.

A primary function of the USAMC Maintenance Production Engineering Office is to insure efficient handling of optimum workloads at depots through the use of sophisticated management and engineering techniques.

CORPS OF ENGINEERS TESTS COMPUTER SYSTEM IN NORTH ATLANTIC DIVISION

After five years of planning and acquisition of hardware, the U. S. Corps of Engineers has recently installed a pilot GE 400/200 computer system in its North Atlantic Division to support its construction, engineering, and management functions.

If the pilot system proves successful, the Corps will install centralized computers in seven additional engineer divisions. Smaller computers, linked by communication lines to the centralized system, will be installed in the district offices.

In addition, the Corps is acquiring new systems to assist engineers in solving complex engineering problems. Extensive use is being made of time-sharing systems at the present time, affording the engineer access to systems for solving problems without incurring unwarranted in-house equipment costs.

INTRANSIT DATA CARDS ESSENTIAL TO MILSTEP

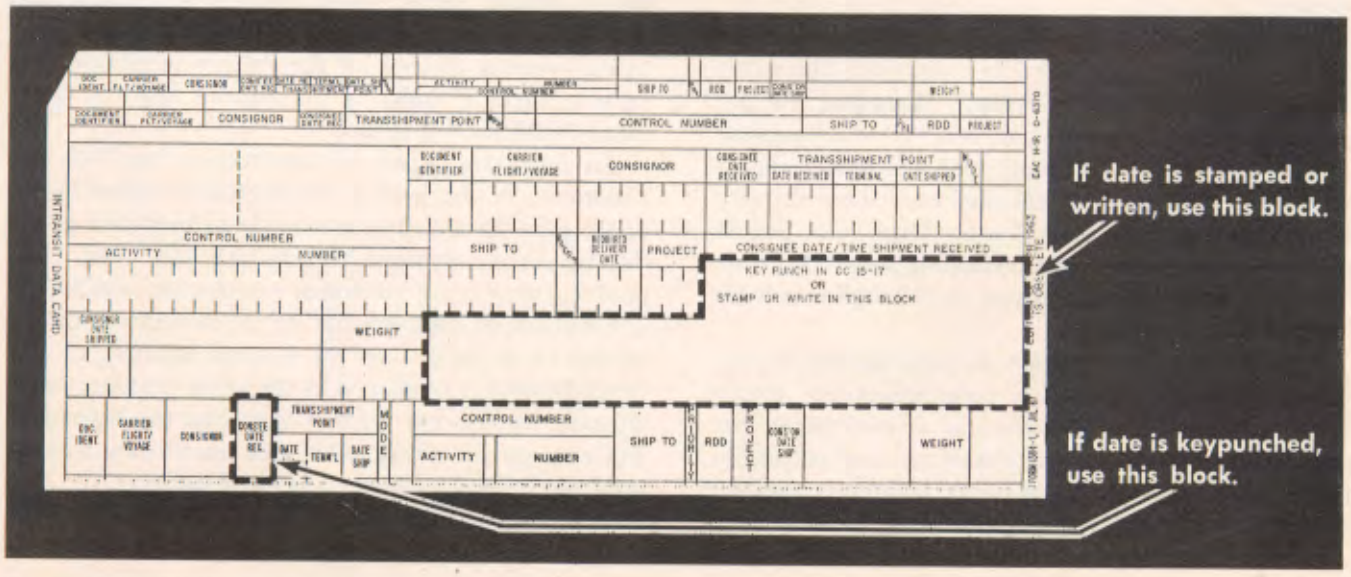
"Keep those intransit data cards coming." That's the word from U. S. Army Central Processing Point, Letterkenny Army Depot, Chambersburg, Pennsylvania.

They are referring to the Intransit Data Card (IDC), DD Form 1384-1, a key item in the Military Supply and Transportation Evaluation Procedures (MILSTEP). Each consignee should fill in the intransit data card and return it promptly. This is essential because in this way the status of the materiel in the supply pipeline and the effectiveness of the carrier are determined.

To insure accurate reporting, all the consignee needs to do is to print, stamp, or keypunch the numeric (Julian) date on the IDC. The date shown on the IDC should be the date the materiel is received, not when it is actually unloaded, opened, or unpacked.

The card is included with all shipments covered by the Military Standard Requisitioning and Issue Procedures (MILSTRIP). When a shipment is received, the consignee completes the IDC and mails or transmits it by automatic digital network to the Central Data Collection Point, McClellan Air Force Base, Sacramento, California. Here the information on the cards is consolidated and then transmitted to the Army Central Processing Point for evaluation and analysis.

Additional information on this procedure may be found in DOD Regulation 4500.32-R, Military Standard Transportation and Movement Procedures, Chapter 10.



NEW PETROLEUM PIPELINE IN KOREA EXTENDS FROM POHANG TO SEOUL

A multimillion dollar distribution pipeline will become the primary means of moving petroleum throughout Korea when the project is completed in midsummer 1970. The pipeline, which extends 256 miles from the port of Pohang to Seoul, will eliminate the need for U. S. and Korean Armed Forces to rely solely upon rail transportation to move petroleum across the country.

The system will connect four pump stations and four delivery terminals along the 256 mile route. The pump stations will be located at Pohang, Waegwan, Taejon, and Pyongtaek. The terminals will be at Waegwan, Taejon, Pyongtaek, and Seoul with the base terminal in Pohang. The pipeline will also have three delivery spurs or take-off lines to Taegu, Osan, and Suwon Airbases. An offshore line, extending more than one mile into the sea, will be located at Pohang for unloading petroleum tankers.

Correlation of information at each facility is possible through the use of a communications system buried with the pipeline. Personnel at each pump station and storage facility will closely monitor petroleum flow and pressure and calculate the degree of product separation as it moves through the high pressure line.

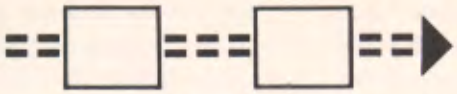
With a daily delivery capacity of 50,000 barrels of fuel, the system is designed to move petroleum products, such as MOGAS, JP-4, and diesel, along the entire line. Products will be transported one after another within the pipeline with each product being channeled into storage tanks at designated areas along the line. The commingled products will be channeled into a separate storage facility or will be blended with one of the other products under the supervision of the quality control division of the Petroleum Distribution System Korea (PDSK) of the Korean Support Command (KORSCOM) (Prov).

An important aspect in construction has been the restoration of the land to its original use after laying of the pipe. Every effort was made to keep rice paddy damage to a minimum. When rice and other farm products were being harvested, construction was halted.

Construction responsibility for the project was shared by the U. S. Army and the Korean Ministry of National Defense. Completion of the initial pipeline, pump stations, and storage areas will be just the beginning. The commercial nature of the line has already become apparent with expansion capabilities being built into the system.

LOG

COURSE BRIEFS



TC OFFICERS TRAIN FOR LOGISTICS MOVEMENT ASSIGNMENTS

The U. S. Army Transportation School is presenting a Theater of Operations Movement Officer Orientation Course for officers newly assigned to oversea transportation movement agencies.

This course, designed primarily for lieutenants and captains, provides a working knowledge of the responsibilities and duties involved in managing the movement of cargo and personnel in oversea operations.

The starting date for the next class is 12 July 1970. Eleven additional classes of the two-week course are scheduled during the fiscal year.

For additional information write—Director of Instruction, U. S. Army Transportation School, Fort Eustis, Va. 23604.

INTERN CENTER OFFERS DEPOT MAINTENANCE WORK ORDERING AND REPORTING PROCEDURES COURSE

Training is being given at the USAMC Intern Training Center, Red River Army Depot, for personnel of the U. S. Army Materiel Command (USAMC) whose duties involve the functional areas of work orders and reports. The course, Depot Maintenance Work Ordering and Reporting Procedures, may also be given onsite when requested by USAMC activities.

The two-week course prescribes the policies, responsibilities, and procedures for planning, programing, scheduling, authorizing, and managing depot maintenance operations.

Classes at the center for fiscal year 1971 will begin on 14 September, 7 December, 8 March, and 10 May.

For further information write to Director, Intern Training Center, ATTN: AMXMC-IT-M, Red River Army Depot, Texarkana, Texas 75501.

RETROGRADE PROCEDURES ADDED TO FOUR JMPTC COURSES

Four courses given at the Joint Military Packaging Training Center have been updated to reflect new information on rapid deployment and retrograde procedures.

The courses—Preservation and Intermediate Protection (8B-F1(JT)), Packing and Carloading (8B-F2(JT)), Preservation and Packaging (8B-F3(JT)), and Equipment Preservation for Shipment or Storage (8B-F6(JT))—now provide information on identifying and properly labeling hazardous material and the deprocessing procedures necessary to decontaminate shipments of retrograde materiel being returned to the United States from oversea areas. Course instruction also includes a description of the working relationships with public health officials and the Department of Agriculture in decontamination procedures.

Supervisory military and civilian personnel engaged in procurement, contract administration, supply operations, specification writing, or laboratory work are eligible for enrollment. Representatives of industrial firms that have a government contract or intend to bid on one may also attend.

Further information on enrollment in the courses may be obtained by writing—Director, Joint Military Packaging Training Center, Aberdeen . Proving Ground, Md. 21005.

ENLISTED PROPERTY DISPOSAL COURSE INITIATED

The U. S. Army Quartermaster School recently announced the addition of a Property Disposal Specialist Course. The course, to be given eight times in fiscal year 1971, is open to enlisted personnel, grades E-3 through E-8, with MOS 76 (Supply Career).

The thirteen-day course is designed to provide personnel needed to meet a critical requirement in Southeast Asia for personnel with training in property disposal yard operations.

The course provides the student with a background in property disposal procedures and includes on-the-job training at a disposal activity. Emphasis is placed on processing scrap metals, including smelting operations.

For further information, write to—Director of Instruction, U. S. Army Quartermaster School, Fort Lee, Va. 23801. LOG

Materiel Command, Europe, and will be passed to continental United States only after search of U. S. Army Materiel Command, Europe, depot stocks has been made. The non-authorized stockage list item requisitions received in continental United States will be processed and shipped the same as authorized stockage list items.

Reconciliation—Validation

Supply records will be reconciled at all echelons on a regular basis. U. S. Army Materiel Command, Europe, will reconcile and validate its records with the direct support units. The direct support unit will furnish its complete open requisition file to U. S. Army Materiel Command, Europe. The direct support units will use the reconciliation/validation with U. S. Army Materiel Command, Europe, to update their records. After completion of reconciliation action with the direct support units, U. S. Army Materiel Command, Europe, will reconcile and validate its records with the continental United States national inventory control points on a monthly basis. This reconciliation/validation is essential to insure that items no longer needed are immediately canceled and will materially reduce the number of followups and response transaction currently "flooding" the system.

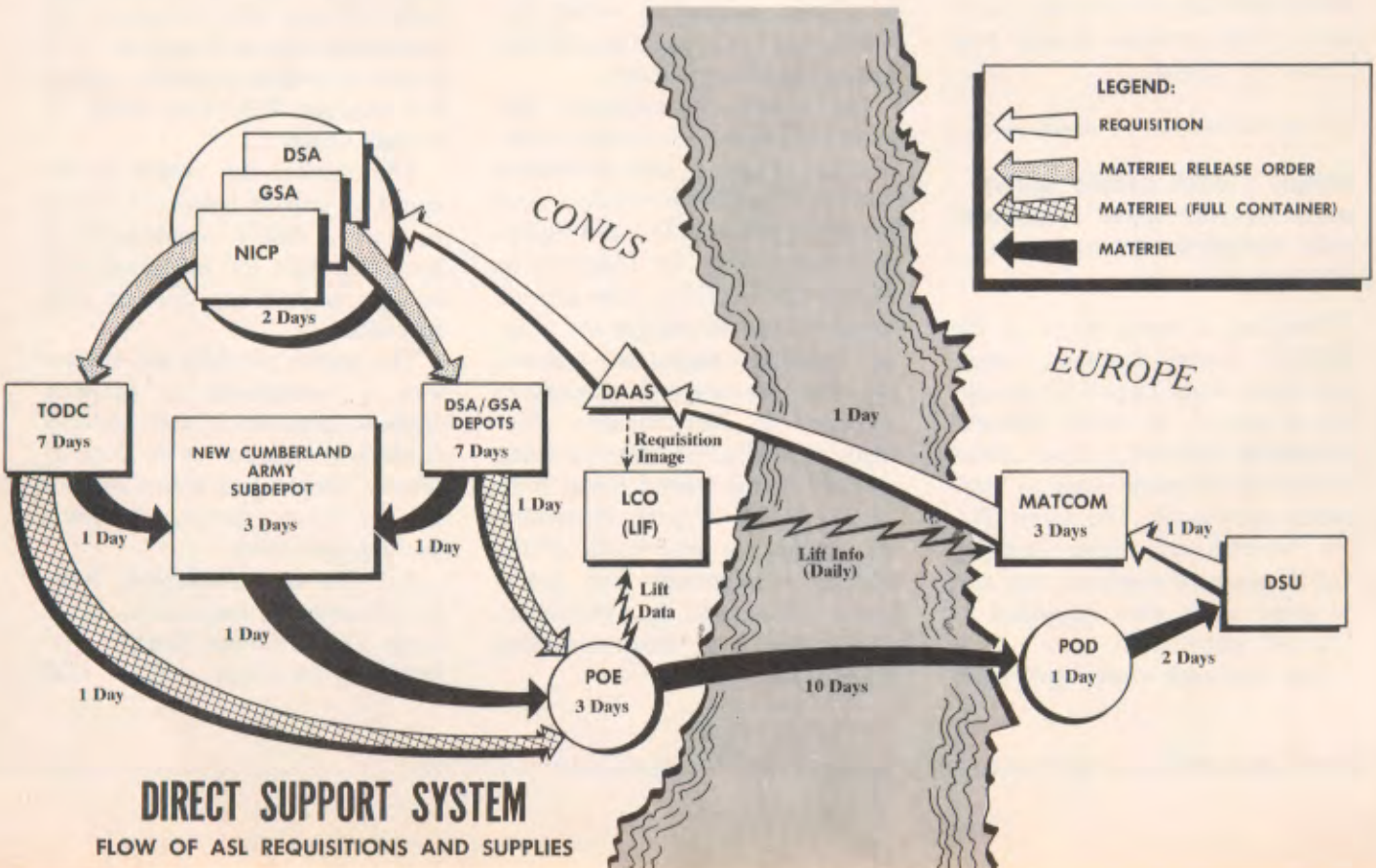
Inventory Visibility

In addition, the direct supply support test will provide the national level item manager a greater degree of visibility and management control of repair parts, including high value recoverable components. Primarily, data will be obtained from the U. S. Army, Europe, logistics intelligence file maintained at the Logistics Control Office. The logistics intelligence file will contain all supply and transportation data needed to provide visibility of inventory intransit. Shipment manifests will be prepared for U. S. Army Materiel Command, Europe, using these data. The shipment manifest supplied to U. S. Army Materiel Command, Europe, will provide shipment status to the theater and assist in confirming receipt of shipment. Manifest information is then forwarded to the requisitioner. The customer, therefore, knows in advance which ship or aircraft is carrying his materiel, when it left, and when and where it will arrive.

The Logistics Control Office will be the single data bank in continental United States maintaining the complete records on supply transactions of all units participating in the test.

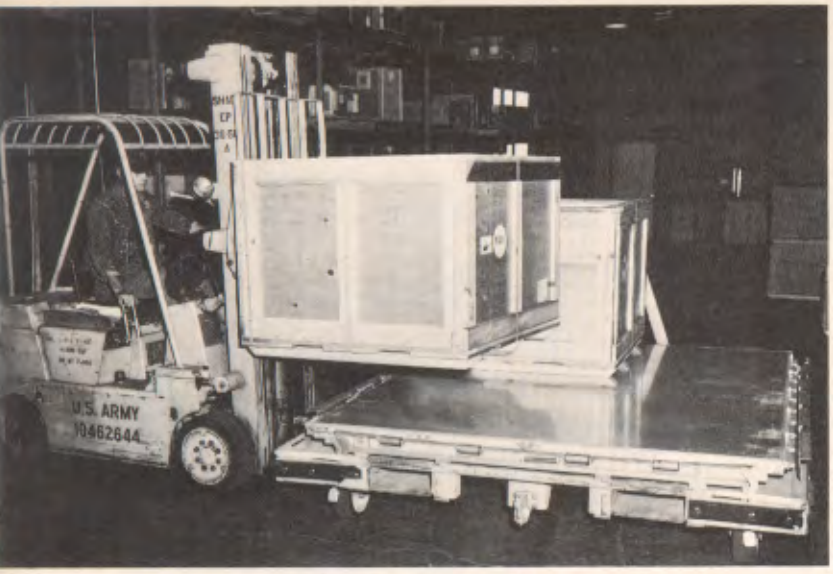
Containerization

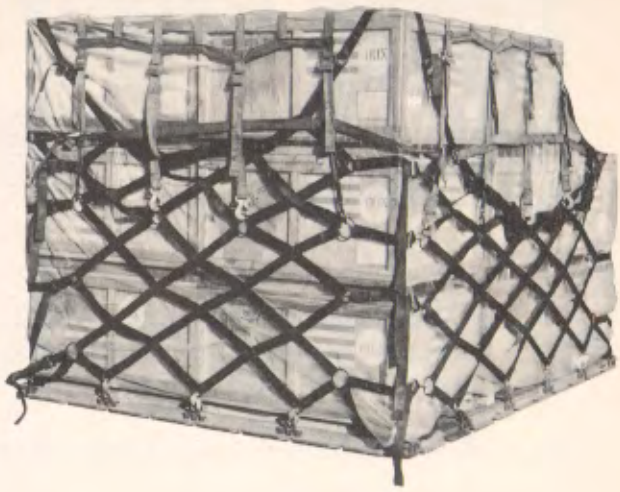
Containerization will reduce the current time and dollar cost of freight-handling delays at ports, terminals, break-bulk points, and depots. The test will use the latest transportation and packaging capabilities to the maximum extent possible. Containers will be transported by ships or aircraft, depending upon the priority indicated to meet delivery requirements. The containers



DIRECT SUPPORT SYSTEM

FLOW OF ASL REQUISITIONS AND SUPPLIES





Aircraft cargo pallets facilitate rapid materiel handling.

will be marked for a specific direct support unit and unit shipment integrity will be maintained. All items in a given container will be for a specific direct support unit. Less than container lots will be shipped to a consolidating/containerization point for consolidation into SEAVAN containers or Air Force 463-L air pallet size loads for direct delivery. Authorized stockage list replenishment materiel normally will be shipped in SEAVAN containers, while other materiel (high priority and fringe) will be shipped on the 463-L pallet. However, to avoid delay, materiel will sometimes be shipped in mixed priority loads. The containers will move by the fastest mode of transportation authorized for the highest issue priority group in the container. All shipments will move from the oversea terminal directly to the direct support unit within three days after arrival.

Retrograde

The containers used to ship the replenishment items from continental United States will be used to return retrograde materiel to continental United States. Serviceable repair parts declared excess to the theater requirements will be retrograded to continental United States. Direct support unit unserviceable recoverable components that cannot be repaired or that are not scheduled for maintenance in the theater will also be returned to continental United States.

Unserviceable reparable materiel being returned under the direct support concept will be monitored under closed loop procedures.

All materiel being retrograded will be shipped to the New Cumberland subdepot for storage or movement to another depot or repair facility as determined by the responsible national inventory control point. The national inventory control point will use pre-positioned materiel receipt cards to give the theater-oriented depot complex or other continental United States depots advance notification on retrograde materiel being returned to stock.

Test Evaluation

Evaluation will be accomplished by a Department of the Army evaluation team composed of representatives of all agencies that are affected by, or have proponency for the changes.

The U. S. Army Combat Developments Command will evaluate the doctrinal impact of the test, taking into consideration the transition from a peacetime to a wartime operation. The U.S. Army Combat Developments Command will review recommended combat service support actions concerning organization and structural alinement of U.S. Army, Europe, units, doctrinal publications, such as field manuals and tables of organization and equipment, and materiel requirements for units of the Army in the field.

The overall concept represents another U.S. Army Materiel Command innovation "to do more with less" and still improve logistics support to the soldier in the field. It will take advantage of the most modern means of transportation, communication, data processing, and management techniques.

Major General William N. Redling is Deputy Commanding General for Logistics Support, U. S. Army Materiel Command, and a former chief of transportation, U. S. Army. General Redling began his Army career as a National Guard officer in 1940. He holds degrees in both law and civil engineering and is the recipient of the Distinguished Service Medal and the Bronze Star Medal.

RECENTLY PUBLISHED

NOTE—*The date listed after the publication title is the date of technical edit by The Adjutant General's Office. Printing and distribution usually occur several months after this date.*

AR 11-8, C2, Logistics Policies, 26 February 1970.

AR 310-49, The Army Authorization Documents System (TAADS), 2 March 1970.

AR 700-55, Army Adopted/Other Selected Items and List of Reportable Items (SB 700-20) and Line Item Numbering System, 5 May 1970.

AR 700-101, C4, Joint Operating Procedures: Management and Standardization of Mobile Electric Power Generating Sources, 30 March 1970.

AR 705-5, C2, Research and Development of Materiel: Army Research and Development, 14 April 1970.

AR 711-5, C2, Army Equipment Status Reporting System: Unit, Organization, or Activity Equipment Status Reporting (Materiel Readiness), 13 April 1970.

AR 735-35, C4, Supply Procedures for TOE and TDA Units or Activities, 6 March 1970.

AR 750-31, Maintenance of Supplies and Equipment: Technical Publications for Aircraft Files, 2 April 1970.

AR 795-16, Operating Instructions and Procedures for Grant Aid Military Assistance Program, 6 April 1970.

AR 795-27, International Logistics: Delivery of Missile Systems Under the Foreign Military Sales Program, 22 April 1970.

DA Cir 750-33, Maintenance of Supplies and Equipment: Equipment Operationally Ready Standards, 13 April 1970.

DA Pam 310-6, C3, Index of Supply Catalogs and Supply Manuals (Excluding Types 7, 8, and 9), 1 April 1970.

DA Pam 750-13, Operating Guide for TDA Support Maintenance Activities, 23 March 1970.

REVISED LINE ITEM NUMBERING SYSTEM REGULATION DISTRIBUTED

AR 700-55, Army Adopted/Other Selected Items and List of Reportable Items (SB 700-20) and Line Item Numbering System, was distributed in June by the pinpoint distribution system.

A worldwide management tool for all major items of Army materiel, this revised regulation applies to all Army elements having logistics development, management, or reporting responsibilities.

The regulation prescribes detailed policies, responsibilities, and procedures for managing the line item numbering system.

A new chapter covers numbering procedures for nonstandard line items. The new chapter also identifies the non-type-classified and non-PEMA (procurement of equipment and missiles, Army) commercial items.

MINIMUM STANDARDS ARE PRESCRIBED FOR ARMY EQUIPMENT

DA Circular 750-33, Maintenance of Supplies and Equipment: Equipment Operationally Ready Standards, was distributed in May.

This revised circular prescribes standards for determining whether Army equipment, other than aircraft, is Operationally Ready (OR) or Not Operationally Ready Supply /Maintenance (NORS/NORM).

CAREER PROGRAMS

(*Continued from Page 3*)

obtained from the Office of the Judge Advocate General, U. S. Army, ATTN: Recorder, Legal Logistics Officer Program, Washington, D. C. 20310.

CIVILIAN SUPPLY MANAGEMENT ELIGIBILITY LIST UPDATED

A new roster of best qualified GS-13 careerists in the supply management field was established in May by the career screening panel. Employees will be selected from this list to fill GS-13 vacancies in the career field covered by CPR 950-13.

ODCSLOG ANALYZES CIVILIAN LOGISTICS CAREER TRAINING

The Office of the Deputy Chief of Staff for Logistics (ODCSLOG), Department of the Army, plans to revise the training programs for civilians in the supply management and equipment specialist career fields.

Changes to the programs will be based on a recently completed study of training policies and career development patterns as shown in CPR 950-13, Army Civilian Career Program for Supply Management and in CPR CP17, Career Management: Equipment Specialist Career Field Program.

The study recommends—

- Development of three management training courses for career progression of the civilian registrant in the supply management and equipment specialist career fields.
- Establishment of an intern office by the ODCSLOG to assure the optimum in development and utilization of the career intern.
- Extension of the present U. S. Army Logistics Management Center central control funding to include interns and careerists assigned in the retail area as well as those in the U. S. Army Materiel Command (USAMC) wholesale area.
- Replacement of the present initial intern orientation assignment with a DCSLOG-administered two-week orientation program.
- Recruitment of graduates from technical high schools as candidates for jobs in functional areas in the equipment specialist career field.
- Standardization of the USAMC and the ODCSLOG talent bank record formats.

The study is presently being staffed at Department of the Army level. The approved recommendations are scheduled for implementation during fiscal year 1971.

CIVILIAN TRANSPORTATION CAREER BOARD FORMULATES POLICIES

The initial meeting of the career planning board for the civilian transportation career field was held in June for the purpose of recommending policies for developing the transportation career program.

After development, the new CPR is scheduled for publication in September 1970.

ADDITIONAL OFFICER MASTER'S DEGREE LOGISTICS POSITIONS VALIDATED

The Department of the Army (DA) Educational Requirements Board recently validated 75 additional officer positions as requiring a master's degree in the field of logistics management. The board approved requests for validation received from DA staff agencies and field commands.

There are now 93 Army positions requiring officer incumbents with a master's degree in logistics management. Thirty-seven of these are "initial utilization" positions which are to be filled by officers as the first utilization of their acquired graduate skills. The balance of the positions require officers who have previously served a tour in an "initial utilization" position.

The board will meet again in October. An ODCSLOG spokesman stated that now is the time for commanders at all echelons to examine their officer logistics positions to determine which require incumbents with a master's or higher degree in logistics management (discipline code 325). Notification of the positions selected may be forwarded by letter through channels to the Army Educational Requirements Board to arrive by 15 July 1970. Details are contained in AR 621-108, Military Personnel Requirements for Graduate Level Education.

Interested officers may apply for graduate schooling in logistics management under the provisions of AR 350-200. LOG

INVENTORY IN MOTION

(*Continued from page 15*)

• **Unservicable reparables are a significant element of the inventory that must be kept in motion.**

If unserviceables don't flow to places where they can be repaired and returned to service, they stagnate the whole supply and maintenance system. Stagnant unserviceables are one of the worst forms of pollution in the logistics system.

There are some safeguards to be observed in employing the *inventory-in-motion* concept. *Red Ball* and *999* have proved this delivery capability although on a much smaller scale. Consequently, we are on the threshold of a major change in the traditional support of men and machines overseas in either peace or war. The next decade will find oversea depots and inventory control centers nonexistent as they are known today. Instead, only safety stocks of emergency ammunition, POL, food, and other "must have" supplies, and little else except for pre-positioned project stocks will be located overseas. Consumables will flow on a regulated basis using a "push" method based on people or a standard stock principle.

There must then be a better computation of prestocks in consonance with the order of battle and better predictions of need where prestock capability does not exist. Safety levels of consumables overseas is another computation of importance.

Repair Parts Problem

Although the supply of ammunition, POL, and food presented little problem to managers in Vietnam, the supply of repair parts was a virtual nightmare by comparison. One major obstacle was the complicated mix of Army, Defense Supply Agency (DSA), and General Services Administration (GSA) support of repair parts. This required the commander in-country to have all the answers. While the Army Materiel Command was interested in supporting a particular force, organization, maintenance effort, or contingency plan, they had little more than 50 or 60 percent of the requirements picture. The oversea commander could get details on all items only from the LIF.

DSA and GSA were in business to supply whatever was asked of them, but they provided little data after shipment and had no responsibility for providing this kind of logistics intelligence. Ask for a ton of post toasties and that's just what was delivered; order friction tape based on a unit of issue of "each" and the changed unit pack would hit you right in the pocketbook.

So, user visibility and discipline by combat organizations became essential.

Asset Visibility Required

Even today there is no mechanism available to find out what supplies are on the way to any particular unit, but it is possible to track unit needs and the readiness of that unit. While equipment readiness measurement is possible today, the translation of supplies en route to readiness is not only impractical, it is impossible because the intelligence is just not there.

If we are to eliminate installation and base level wholesale stocks, there is a real need for both the supplier and the consumer to have asset visibility and performance measurement knowledge by which to measure supply effectiveness and its impact on maintenance performance.

This is the challenge of the decade: convert current systems to meaningful readiness-oriented intelligence and build a user requirement and equipment readiness analysis capability that can recognize what *inventory in motion* means to readiness.

Colonel Theme T. Everton is the acting Assistant Deputy Chief of Staff for Logistics (Supply and Maintenance), ODCSLOG, DA. A brigadier general-designate, Colonel Everton is a former commander of the 593d General Support Group in Vietnam. Colonel Everton holds a master's degree from George Washington University, a bachelor of science degree from University of Southern California, and is a graduate of the Industrial College of the Armed Forces, Command and General Staff College, and the Quartermaster School.

A LOG EMPHASIS

(*Continued from Page 2*)

LOG MANAGEMENT IS CENTO SEMINAR THEME

Current techniques and developments in logistics management were discussed and analyzed by military officers from Iran, Turkey, the United Kingdom, and the United States at the Central Treaty Organization (CENTO) Seminar at Fort Lee, Virginia, in May. The seminar was the third event of 1970 in the United States-sponsored Professional Military Development Program designed to promote cooperation and study of military subjects of common interest among the CENTO Armed Forces. Seminar participants included members of CENTO's combined military planning staff. Brigadier General Ross R. Condit, U.S. Army, was seminar chairman.

PROMAP-70 COST ANALYSIS REVIEW CONTINUES

The U.S. Army Materiel Command (USAMC) is continuing in-depth procurement cost analysis reviews of major firms that hold production contracts of over $50 million with the Army. Two onsite studies at manufacturer's plants by should-cost teams already have been completed. The development of should-cost analysis capability is an important goal in USAMC's Program for the Refinement of the Materiel Acquisition Process for the 1970's (PROMAP-70). The should-cost estimate is a coordinated analysis of a contractor's business management, cost estimating, and production engineering procedures. USAMC's analysis capability is one of the techniques being developed to assist procurement management and project officers in controlling cost growth where it is attributable to the contractor.

1ST LOG COMMAND PROGRAM AIDS VIETNAMIZATION

A new maintenance training technique, "Instruct and Advise," is helping the U.S. Army further the Vietnamization program in the Republic of Vietnam. The new technique, adopted for use by the 1st Logistical Command, employs two, six-man "Instruct and Advise" teams working directly with Army of the Republic of Vietnam (ARVN) maintenance units in III and IV Corps. The teams are composed of maintenance experts who train the ARVN units in mechanics, motor vehicle and weapons maintenance, fuel and electrical components repair, and recovery of vehicles. The "Instruct and Advise" teams work with an ARVN unit for six weeks, then move on to another unit.

LOGISTICS POLICIES REGULATION REVISED

Logistics personnel can look for an upcoming revision of AR 11-8, Logistic Policies. A major remake of the entire regulation, the revision lists the principles and objectives of and defines the Army Logistics Policies System. The revision tells how an existing logistics system or subsystem can be changed or a new concept introduced and offers a method of evaluating current and proposed logistics subsystems. The revised regulation also includes new sections on the Army Logistics Policy Council and the Logistics System Steering Group and shows their relationship to each other.

EMPHASIS

39 TECH SERVICES OFFICERS PICKED FOR STAR BILLETS

President Nixon had nominated and forwarded the names of 131 Army officers selected for promotion to the temporary grades of brigadier and major general to the Senate for confirmation at The LOGISTICIAN's press time. Included were 49 general officers selected for temporary two-star rank and 82 colonels tapped for one-star billets. The Selection Board, chaired by General William B. Rosson, picked 14 Technical Services officers for two-star rank and 25 others from the Army Promotion List for their first star. Other board members included Lieutenant Generals Frederick C. Weyand, Donald V. Bennett, Frederick J. Clarke, Joseph M. Heiser, Jr., and George G. O'Connor.

ARMY LOGISTICS POLICY COUNCIL HOLDS FIRST MEETING

General William C. Westmoreland, Chief of Staff, U.S. Army, and Dr. J. Ronald Fox, Assistant Secretary of the Army (Installations and Logistics), were the principal speakers at the initial meeting of the newly formed Army Logistics Policy Council in April. Council members from the Deputy Chief of Staff for Logistics, Department of the Army, and worldwide major commands attended. The council was established as a means of providing advice and guidance on major logistics policy matters at the national level and as the first step toward logistics systems standardization. The council's steering group is currently planning the agenda for the next meeting to be held in October 1970. The U.S. Army, Europe, will be host.

LOGISTICS STUDY PROGRAM CATALOG NOW PUBLISHED SEMIANNUALLY

The Army Logistics Study Program Catalog, a summary of all planned, in process, and completed but not yet implemented Army logistics studies, has been changed from a quarterly to a semiannual publication. Beginning with the 1 July 1970 issue, the catalog will be published in a slightly changed format to comply with the latest changes in the area of Army study management. The publication is compiled for the Assistant Deputy Chief of Staff for Logistics (Personnel, Doctrine and Systems) by the Studies Research Office, U. S. Army Logistics Doctrine, Systems and Readiness Agency, New Cumberland Army Depot, New Cumberland, Pennsylvania.

COMPUTER SYSTEMS COMMAND ASSUMES ADDITIONAL RESPONSIBILITY

The Theater Army Support Command (Supply) computer system which supports the U.S. Army Materiel Command, Europe (USAMATCOMEUR) came under the jurisdiction of the U.S. Army Computer Systems Command on 1 April 1970. The U.S. Army Computer Systems Command Support Group (Europe), which will be responsible for the continued maintenance of the system, will discharge this responsibility through the U.S. Army Computer Systems Command Field Agency, Zweibruecken, Germany.

WORN TIRE CONTEST ENDS IN "NO CONTEST"

The worn-tire contest, announced by the U. S. Theater Army Support Command, Europe (TASCOM), to find the most practical suggestion for disposing of 900 tons of wornout tires has been declared "no contest." Instead of the contest becoming the means of solving the problem, the contest was the solution. It seems that none of the suggestions submitted through the contest were acceptable. However, the publicity that the contest received—including an announcement in the March-April issue of the ARMY LOGISTICIAN—resulted in offers from commercial firms to buy the tires. And, with most of the tires hauled away by the contractors at a profit to the U. S. Government and with contracts for more sales, it has to go down in the records as the most successful contest ever held without a winner.

*GPO 1970 392-090/6

COMING EVENTS

JULY

1	30th Anniversary U.S. Army Ordnance Center and School	Aberdeen Proving Ground, Md.
8–9	Conference on Mechanical Failures in Internal Combustion Engine Systems	Warren, Mich. U.S. Army Tank Automotive Command
22–24	Equipment Manuals Symposium	Los Angeles, Calif. Hilton Hotel
25	TASTAREX-I (2 wks.)	Camp Pickett, Va.
29	195th Anniversary Judge Advocate General's Corps	Army-wide
31	28th Anniversary Transportation Corps	Army-wide

AUGUST

1	8th Anniversary U.S. Army Materiel Command	Washington, D.C.
2–15	12th Annual Reserve Officer's Research and Development Symposium	Fort Belvoir, Va.
20–21	Annual Meeting Armed Forces Management Association	Los Angeles, Calif. International Hotel
26–28	5th Annual Convention Society of Logistics Engineers	Dallas, Tex.
6–7	Annual J4 Logistics Symposium	Washington, D.C. The Pentagon

SEPTEMBER

1–3	National Conference and Exposition—Association for Computing Machinery	New York, N.Y. New York Hilton Hotel
13–17	92d General Conference National Guard Association of the United States	New York, N.Y. Americana Hotel
15–17	Western Material Handling Show, Society of Packaging and Handling Engineers	Anaheim, Calif.

SEPTEMBER (Continued)

20–23	25th Annual Transportation and Logistics Forum	San Francisco, Calif. San Francisco Hilton Hotel
25	27th Annual Meeting National Security Industrial Association	Washington, D.C. Sheraton-Park Hotel

OCTOBER

5–6	11th Annual Western Briefing Conference on Government Contracts	San Francisco, Calif. St. Francis Hotel
7–9	American Production and Inventory Control Society Meeting	Cincinnati, Ohio
11	16th Anniversary U.S. Army Logistics Management Center	Fort Lee, Va.
12–14	Annual Meeting Association of the U.S. Army	Washington, D.C. Sheraton-Park, Hotel
13–14	Symposium on Pollution and Health as Related to Military Feeding	Natick, Mass. U.S. Army Natick Laboratories
14–16	18th Annual Methods—Time Measurement Conference	New York, N.Y. Americana Hotel
15–17	Annual Meeting Army Aviation Association of America	Washington, D.C. Shoreham Hotel
19	28th Anniversary Transportation School	Fort Eustis, Va.
19–21	11th Annual Meeting Institute of Management Sciences	Los Angeles, Calif.
19–21	23d Annual Convention Defense Supply Association	Philadelphia, Pa. Benjamin Franklin Hotel
21–23	16th Conference on the Design of Experiments in Army Research, Development, and Testing	Fort Lee, Va. U.S. Army Logistics Management Center
28–30	38th National Meeting Operations Research Society	Detroit, Mich. Statler-Hilton