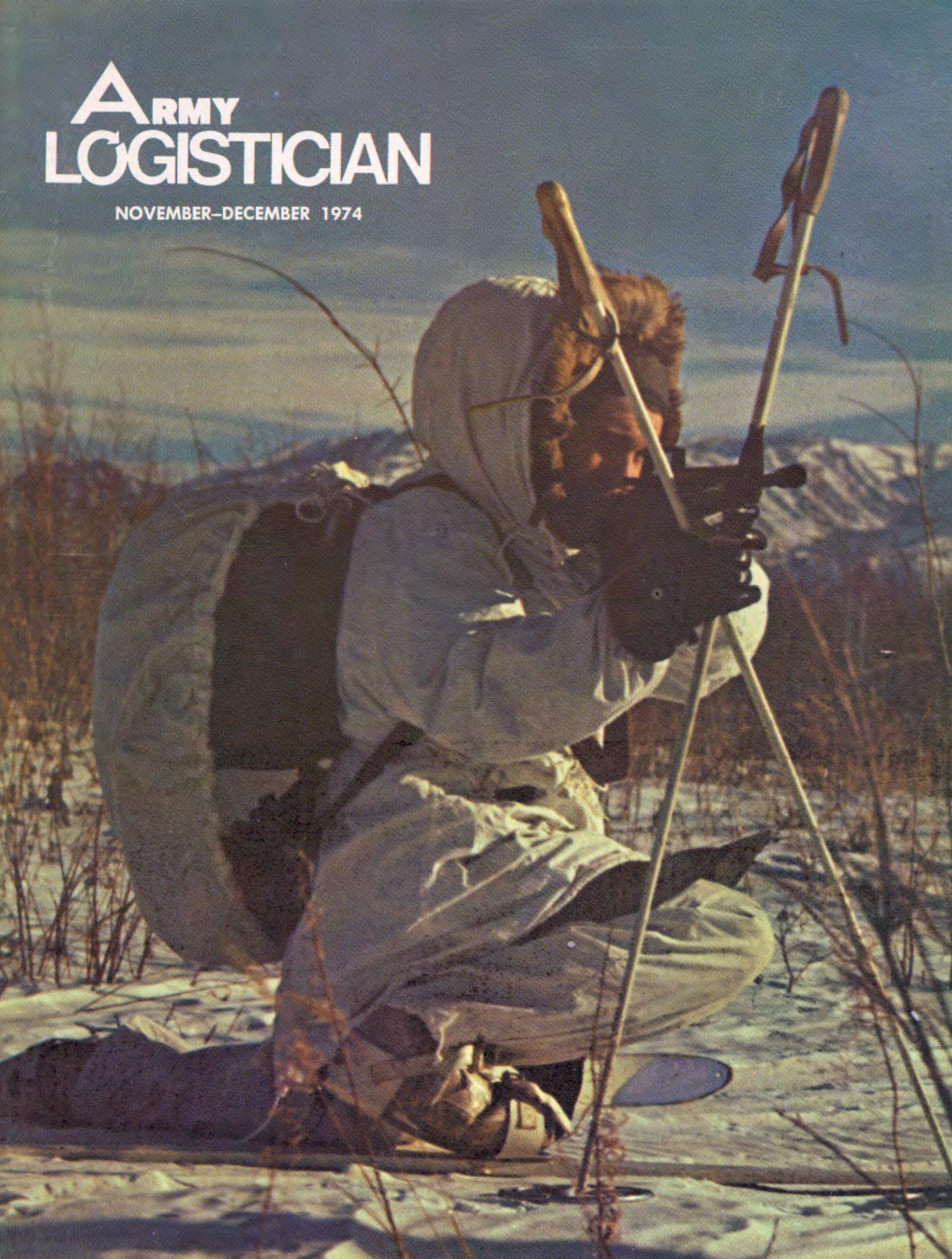
ARMY LOGISTICIAN

NOVEMBER–DECEMBER 1974



ABOUT THE COVER

The cover photographs depict a variety of typical logistics support and testing activities performed in Alaska. The articles, "Alaskan Logistics," beginning on page 22, and "AMC's Arctic Testing," on page 27, expand on these activities.

ARMY LOGISTICIAN

**VOLUME 6, NUMBER 6
NOVEMBER-DECEMBER 1974**

THE OFFICIAL MAGAZINE OF UNITED STATES ARMY LOGISTICS

FEATURE ARTICLES

DEPARTMENTS

The mission of ARMY LOGISTICIAN is to provide timely and authoritative information on Army and Defense logistics plans, policies, doctrine, procedures, operations, and developments to the Active Army, Army National Guard, U.S. Army Reserve, civilian employees of the Army, and the public. ARMY LOGISTICIAN is published to increase knowledge and understanding of logistics and assists in accomplishing the information objectives of the Department of the Army.

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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, U.S. Army Logistics Management Center, Fort Lee, Va. 23801.

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EMPHASIS

ARMY SECRETARY SUPPORTS OPMS

Doubts about the implementation of the new Officer Personnel Management System (OPMS) were recently laid to rest with the issuance of a statement by Secretary of the Army Howard H. Callaway which said, "I completely support OPMS and am convinced that it is essential to the future effectiveness of the Army Officer Corps." The Secretary sought to resolve questions about the program which is "a significant departure from our traditional system for officer career management and development. To stress this point, I personally emphasize OPMS in my orientation to all officer promotion boards."

DEPOT MAINTENANCE CUT IN EUROPE

The Department of the Army has reduced depot maintenance in USAREUR. Rising overhaul costs in Europe, coupled with a reduced workload in both USAREUR and the CONUS depot maintenance systems, prompted the action. Under the plan, selected items such as communications and electronic equipment and most automotive and combat vehicle assemblies would be returned to CONUS rebuild facilities for overhaul where it is cost effective. At the same time, action is being taken to expand direct support and general support maintenance capabilities. USAREUR will continue to accommodate depot maintenance requirements of Canada and other NATO countries for selected items through fiscal year 1975.

CONUS LOG ASSISTANCE OFFICES OPERATING

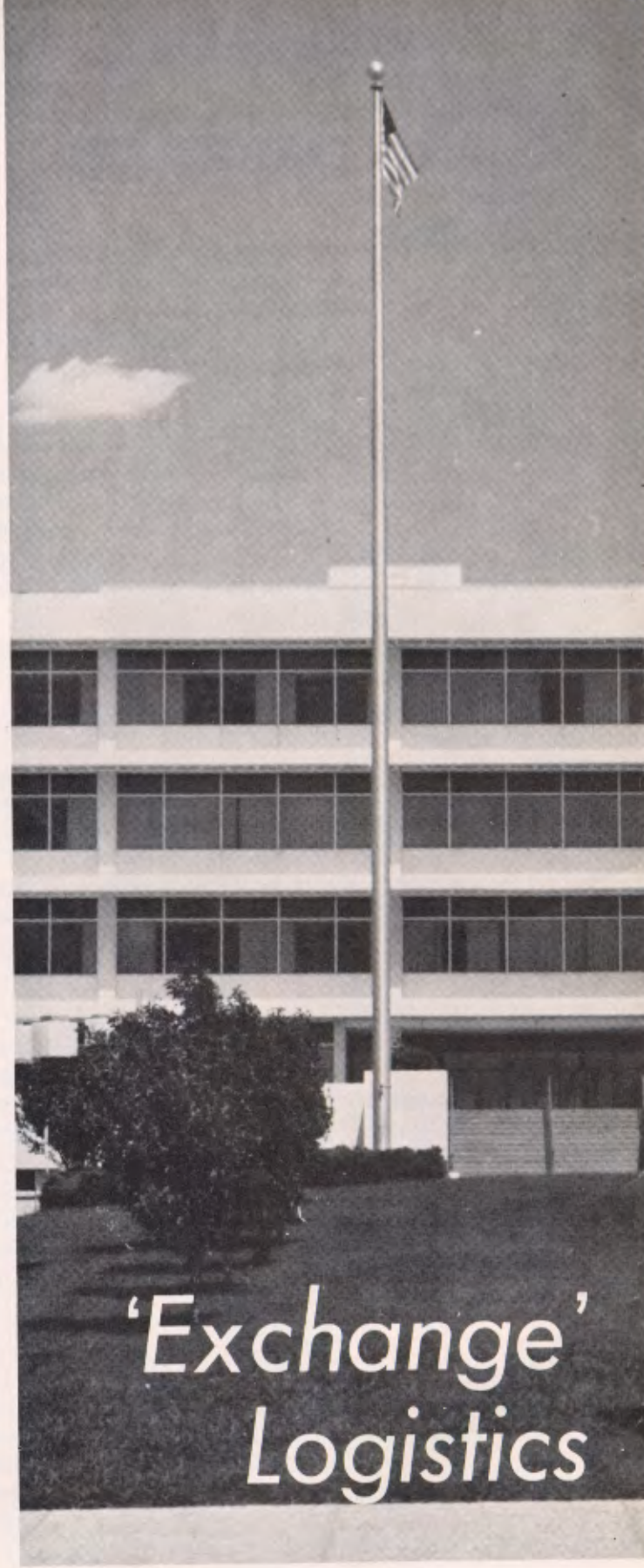
The Army Materiel Command (AMC) has revised its Logistic Assistance Program within CONUS to provide a balanced program embracing all elements of AMC. Logistics assistance offices have been established at Headquarters, U.S. Army Forces Command (FORSCOM), Fort McPherson, Georgia, and Headquarters, U.S. Army Training and Doctrine Command (TRADOC), Fort Monroe, Virginia. Offices have also been placed at certain major FORSCOM and TRADOC installations where there is significant AMC involvement. These offices will serve as focal points for the exchange of logistics information and assist in resolving major nonroutine problems within the AMC area of responsibility. Emphasis will be on problems involving the retail-wholesale logistics systems interface.

VIETNAM LOGISTICS HISTORY PUBLISHED

Logistic Support, a Department of the Army monograph in the VIETNAM STUDIES series is now available. The monograph is a historical account of actions, events, major logistics problems, accomplishments, and lessons learned from 1965 to redeployment in 1970. The author is Lieutenant General Joseph M. Heiser, Jr., USA (Ret.), former Deputy Chief of Staff for Logistics. A number of senior commanders and staff officers documented their experiences and assisted the author in the preparation of the monograph. The book may be obtained in paperback from the Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402 for $2.75 each.

(Continued on page 46)

Similar to the Army Logistics System in many ways, the Army and Air Force Exchange Service operates a worldwide supply service.



'Exchange' Logistics

Who can boast of the world's most unusual clientele? In all probability the Army and Air Force Exchange Service (AAFES) could substantiate such a claim. Serving roughly 6-million patrons, the exchange service could be likened to a metropolitan area three times the size of Houston, Texas. Though comparable to a major city in size, our clientele spans oceans and continents, and may be found in every climate.

Our customers have the ethnic tastes of New York City; yet exhibit the rural influences of mid-America's Corn Belt. They are as youth-oriented as any university campus; yet a sizeable segment reflects the wants and wishes of a "sun city" retirement community.

Those who serve at home and abroad share common desires. They want merchandise and services they have grown accustomed to in civilian communities. They want products they know and trust. They do not like shortages, out-of-stocks, or excuses. They do not want yesterday's styles or yesterday's best-sellers.

Today the post or base exchange is a fixture at every Army and Air Force installation in the world. It would be a rare serviceman or dependent who is not a regular visitor to an AAFES activity.

One can look back to the challenges of World War II to trace logistics requirements not unlike those of any other military support function. The exchange served the needs of the combat soldier. True, those needs were not of the strategic magnitude associated with weaponry and the life and death struggle of war. They were, however, equally important in terms of maintaining the morale, comfort, and fighting spirit of those who waged that struggle.

The soldier's and airman's needs did not diminish after World War II. Korea, the cold war era, Vietnam, and the advent of the volunteer Army have all introduced their own particular supply problems and requirements and all have influenced the way AAFES has gone about its business.

Of the many traits possessed by the military logistician perhaps the most noteworthy is his ability to innovate when the need arises. In war or peace, within a combat area or far removed from the sound of battle, he cannot simulate. He must produce equally well in

by Major General C. W. Hospelhorn

either situation. So it is with the men and women who make up a sprawling and diverse AAFES organization. Over its 79-year history, AAFES has tried, tested, improved, and called upon its wide and assorted ranges of experience to serve the military community wherever duty has called.

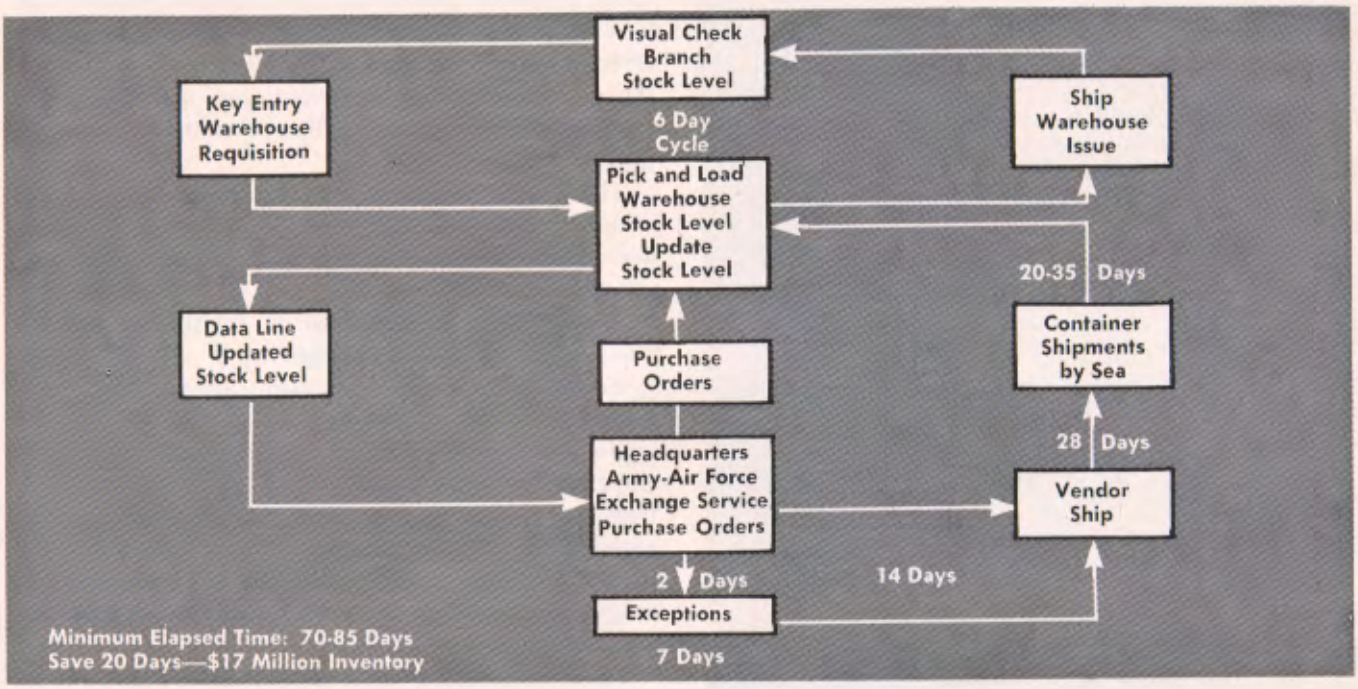
The very nature of the exchange service dictates that it must be both emergency-oriented in the military sense and business-oriented enough to match or surpass any other major commercial enterprise. It operates through a rather unique combination of far-sighted military planning and cold, hard business logic.

General officers of both the Army and Air Force have moved into the AAFES command armed with vast logistics backgrounds and expertise, each to leave his mark on the organization's orderly and steady evolution from a provider of razor blades and cigarettes to a multibillion dollar operation that touches nearly every facet of its patrons' lives to fulfill the almost incalculable requirements of today's fast-moving and demanding life style.

Today, as AAFES commander, I direct global operations for this non-appropriated fund Federal agency from the Dallas headquarters, supported by a small cadre of senior military personnel with logistics and operations backgrounds. The number of military throughout AAFES worldwide is 139. The nucleus of the organization, however, is a 1,300 civilian executive force of men and women who excel in retail and services specialties and literally "go where the action is" to practice their skills. These executives carry the word and accomplish the mission with the direct and unflinching support of a multinational, worldwide workforce of some 65,000 employees who contribute every craft and skill and fulfill every human requirement. Every race, color, and creed may be found at AAFES to provide a melting pot of ideas, points of view, and cultural flavors. Although most employees are from the lands and communities where AAFES serves, the workforce also includes some 16,000 dependents working full time and 3,000 active duty personnel who work on a part-time basis during their off-duty hours.

To give the patron what he or she wants involves a myriad of operational philosophies, logistics requirements, merchandising concepts, and bold innovations. It involves doing business in a variety of markets. It means seasonal buying far in advance of planned sales dates. It means regular contact with the 35,000 firms with which AAFES does business.

Merchandise is procured at three levels. At Dallas headquarters, all U.S. merchandise for oversea requirements is purchased. In addition, items common to both continental United States and oversea exchanges are purchased here when consolidation can result in lower prices for AAFES customers. Procurement is also conducted from five exchange regions strategically located



Data flow through the exchange service's Visual Rapid Reorder System.

across America. Oversea exchanges purchase locally manufactured merchandise.

It has been said that a logistician may be compared to an economist in that there are many ways to approach the challenges of the field. But anyone in the logistics field may readily recognize the multiplicity of potential problem areas associated with the pipeline of AAFES. I would be less than candid if I suggested that AAFES has a perfect procurement and distribution system, but it certainly is no understatement to say that the exchange service has come up with a replenishment program that more and more experts claim is second to none—Visual Rapid Reorder (VRR).

Visual Rapid Reorder is the AAFES control system for the procurement and distribution of retail, food service, and expense supplies and is applicable to over 28,000 line items. Borrowing from yesteryear's corner grocer who periodically checked his shelves to determine his reorder needs, the system is a "pull" method of replenishment as opposed to the "push" method common to many military supply operations. AAFES sales outlets order on an "as needed" basis rather than having estimated requirements "pushed" out to them on fixed dates.

When AAFES began developing the system in the late sixties, many observers termed that approach to military replenishment revolutionary. We at AAFES have never shared that view because we have based decisions on past experience and careful assessment of present and future needs. It has been a process of evolution rather than revolution.

The organization of Visual Rapid Reorder is separated into three distinct but related functions—

- Inventory management (vendor to warehouse).
- Warehouse management (receive, store, and ship).
- Branch management (requisition, display, and sell).

Because the branch, or sales outlet, establishes the order point and then orders up to a required level, let me cover some of the functions under Visual Rapid Reorder. The branch's merchandise order point is referred to as the "minimum requirement." That minimum is based on the average daily sales rate of a given item and the number of days on which the branch can order. The minimum quantity is set at a level to insure availability regardless of delivery dates.

The level to which a branch must order is called the "maximum requirement." To establish the maximum, the branch calculates a reorder quantity that remains fixed and serves as a level to insure availability regardless of sales fluctuations. It is based on the average daily sales rate and the reorder frequency. Minimum requirement plus reorder quantity equals maximum requirement.

Under the reorder system actual shelf space allotted to a given item is very important because the space is identified by a Visual Rapid Reorder code number. Within this space allocation, the branch indicates the amount of space required by the minimum stock level.

This is the practical aspect of the whole system because a salesclerk can quickly and efficiently review existing stocks and determine reorder needs without

actually counting on-hand merchandise. If the quantity on the shelf is not sufficient to cover the minimum indicator, an order must be placed. If the indicator is not exposed, no order is placed.

Merchandise is "pulled" from the warehouse based on the fixed reorder quantities as I have already explained. Here a word about the warehousing function is in order because the reorder system has eliminated the need to tie up huge inventories and store them "for a rainy day." Under this concept, a warehouse is just a short pause in the merchandise journey from vendor to customer.

Stock is managed in warehouses in much the same manner as it is handled in the stores. Fixed minimums and maximums are established for each item so that sufficient, but not excessive, stocks are maintained to permit continuous, timely issues to outlets regardless of purchase order receipt dates or branch sales fluctuations. The warehouse balance is updated daily to reflect receipts, shipments, and due-ins.

To guard against surprises and shortages, the warehouse pays particular attention to short stocks and those items are computed daily and furnished AAFES buyers for speedy action. A similar measure is taken with due-in merchandise. All warehouse balances are reconciled not less than quarterly by physical inventory and matched against files that record merchandise on-hand.

Although sales outlets determine individual needs for merchandise and a responsive warehouse network quickly processes orders and monitors merchandise shipped to those outlets, the role of the AAFES buyer in Dallas or one of the regions is a major one, for it is he or she who establishes the minimum or maximum stocks for the warehouses.

This is not done with seat-of-the-pants guesswork or "cover every eventuality" time and quota allowances. Under the reorder system almost every eventuality is covered and the buyer can determine requirements based on sales history, leadtime, document processing time, and merchandise receiving time at the warehouse.

Orders for continental United States are reviewed weekly. Orders for oversea areas vary somewhat because larger quantities are ordered to economize on freight and transport expenses. Through use of the computer, a buyer can quickly run a check on the maximum and minimum stock levels in the field and reorder where necessary.

Under the Visual Rapid Reorder concept, AAFES has greatly improved in-stock efficiency. In fact, as the worldwide organization continues to grow more attuned to the method, that efficiency has grown. Today point of sale in-stock efficiency is 90 to 95 percent as compared to the 60 to 68 percent level under the outmoded count-and-forecast system.

While AAFES grows increasingly proud of the success it is now experiencing with its replenishment system, no article dealing with the movement of merchandise could be complete without viewing the larger scope of the actual distribution function.

First of all, AAFES moves its merchandise by three transportation systems: The Department of Defense transportation network; commercial truck, rail, and air

Modern outlets, like this one at Fort Sam Houston, Texas, are supported by a vast, behind-the-scene logistics network.

The Visual Rapid Reorder System speeds merchandise from warehouse storage to the exchange sales floors.

carriers; and AAFES owned and operated trucks. Shipments within the United States, both to domestic exchanges and to U.S. ports, are moved by common carrier.

The Department of Defense transportation system moves AAFES export cargo from U.S. coasts to oversea ports, where it is received and distributed through support centers to the oversea retail exchanges.

Last year, over one-half million tons of merchandise moved by these systems at the rate of 4,910 tons and 275,000 miles per day. As a comparison, one might try to picture 33,000 railcars moving to all points of the compass loaded with everything AAFES sells. If it were possible to write a single bill of lading for freight moved daily in continental United States alone, it would include nearly 19,000 vendors in some 600 cities to more than 1,500 retail outlets.

Involved in that picture are 900 freight tariffs to determine distribution routes and a busy bank of computers to plot merchandise movement and process a mountain of purchase orders and other data.

To keep up with the demands of Visual Rapid Reorder and many more highly sophisticated systems to speed merchandise on its way to the stores, the exchange service's overall distribution system has been honed to razor-sharp efficiency and accuracy. Standardized policy and uniform procedures are applied to all phases of warehousing, traffic movement, and vehicle management.

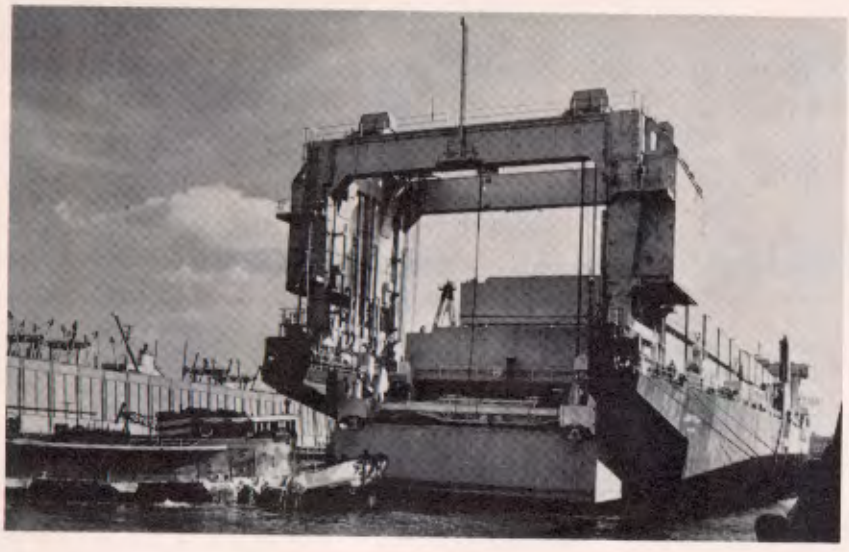
Emphasis has been placed on research and development of computerized data system programs. One such program is the Freight Movement Information System. Developed recently, that program now provides AAFES traffic managers with information on point of origin and destination of all shipments, frequency and volume of shipments, and the weight and the cost. The marriage of mechanized and human resources has greatly reduced the "x-factor" throughout the pipeline and has given AAFES the means to greatly reduce freight expenses in the process.

For example, AAFES management today can tell at a glance how much gas and oil a specific vehicle uses, when it will require servicing, and how soon a replacement vehicle will be needed. Since AAFES maintains a fleet of about 5,200 vehicles, that information is vital to expense control and sound fiscal and operational management.

Without question, some of the biggest strides taken to get and maintain a handle on the flow of merchandise has taken place in warehousing. With 65 major warehouse operations and seven million square feet of warehouse space, the need for flexibility and rapid response is being met to a great extent with a mechanized stock locator system.

Implemented over one year ago at the Tacony Warehouse, near Philadelphia, Pennsylvania, the stock locator system has provided new inroads into distribution-related uses for the computer. The system can provide instant data on every item in a given stock structure. Because the warehouse gets mechanized requisitions in location sequence, the warehouse now can store merchandise in random order rather than in item numerical sequence as is the practice throughout the logistics field. Major benefits have been in speeding the retrieval of items and improving space utilization. It has also eliminated the delay and confusion factors that have been long-time bugaboos.

If smooth running warehouses have proved a boon to AAFES distribution, the ability to avoid warehouses entirely also has been a major achievement. Today



LASH ships, like the one shown here, are a vital part of the exchange's global distribution effort.

more than half the merchandise sold in continental United States exchanges is delivered direct from the vendor to the retail store completely bypassing warehouses. This is especially true of seasonal merchandise and fashion wear.

Of the 32,000 seavan containers shipped abroad last year, half were loaded by vendors. As a result, such shipments avoided costly rehandling at ports and were expeditiously processed for oversea delivery.

Of all the modes of transportation used by AAFES to deliver the goods, rail has been found to be the most efficient and least expensive for large shipments. In this era of energy shortages, every effort has been made to fully exploit that mode of transportation. Oversea shipment, for the most part, has been made by ship. Each day vessels laden with seavans steam from U.S. ports for destinations all over the globe. As with continental United States deliveries that call for consolidations of shipments whenever practical, oversea shipments, too, are consolidated at Atlanta and Chicago consolidation points designed and equipped just for that highly detailed task.

Not long ago AAFES tried a new concept to expedite oversea delivery and it is proving to be a booming success. It is called LASH, an acronym for "lighter aboard ship." Basically, the procedure consists of loading river barges at various ports along the Mississippi River and its tributaries, then towing them down the river to New Orleans where those barges are loaded aboard a mother ship for the transoceanic voyage to oversea destinations. Once overseas, the barges again take to local waterways for speedy delivery of their contents to the exchange outlets.

There are many advantages about the LASH concept, especially the elimination of various loading and offloading steps and the reduction of overland transportation costs.

AAFES tries diligently to operate at maximum service and minimum expense in every aspect of its procurement and distribution effort. A typical example might be the limited use of oversea air shipment; although, during the Vietnam War, emergency requirements resulted in considerable use of air freight service.

The winding down of U.S. involvement in Southeast Asia and the eventual pullout of American forces saw a great decline of air shipments and today the annual volume averages about 4 to 5 million pounds. Even that total may be lowered considerably because Military Airlift Command allocations have dwindled as a result of energy shortages. In any event, AAFES will continue to use ocean transportation for most cargo with use of military and commercial air held to emergency shipments of high priority merchandise.

What does the future hold? Without doubt, more challenge and greater innovation, for that has been the story of "Exchange Logistics" through the years, and so shall it be.

The exchange service has the people, the know-how, the dedication, and the resources to do the job. That job will be done the best way possible as long as the soldier, airman, and their families look to the AAFES golden shield of service for their many needs and those important comforts of home. ALOG

Major General C. W. Hospelhorn is commander of the Army and Air Force Exchange Service with headquarters in Dallas, Texas. He commanded the European Exchange System in Munich, Germany, before assuming command of the worldwide system in May 1973. General Hospelhorn progressed from private to general in his more than 30 years military service. He holds a B.S. degree in Education, an M.S. degree in International Relations, and is a graduate of Command and General Staff College, the Army War College, and the Management Course for Executives, University of Pittsburgh, Pennsylvania.

Human Factors in Source Selection

by Lieutenant Colonel Donald M. Keith and Charles A. McCarthy

The authors discuss how recognition of the human factors involved in the procurement process can benefit the Government.

The payoff to all of the efforts that the Department of Defense invests in the acquisition of new systems or equipment manifests itself in an often neglected phase of the procurement process—the proposal evaluation and source selection.

The facts are, however, that all too often, lack of detailed and advanced planning for the source selection process contributes to deficiencies in the contract that are reflected in the system or equipment. These self-inflicted wounds can result in needless engineering change proposals and schedule slippages, all of which contribute to cost growth, often referred to, as "overruns."

These are strong statements, but they are meant to be strong.

What is the basic problem? Where does the responsibility lie, and what can be done to correct this weakness?

The problem appears to be simple, but why the proposal evaluation and source selection process is not always successful is the mystery. The Department of Defense, the military services, and subordinate commands all have rather clearly defined policies and procedures to follow in proposal evaluations and source selection process. The problem, then, must result from the fact that either the project managers and other acquisition personnel do not understand these policies and procedures, or they choose not to recognize the criticality of the proposal evaluation and source selection process. In other words, the people responsible for executing a specific program must be made more aware of the need for *early* and *complete* planning for the evaluation and source selection. In this phase of procurement everything that fails to happen, or everything that is accomplished in less than an optimal manner can be traced to inadequate planning. Murphy's law of disaster applies to the source selection evaluation: "If it can go wrong, it will go wrong." The success of any proposal evaluation depends upon how well the evaluation is planned and tailored to fit the item being procured.

A prerequisite for evaluation success and the most important ingredient is the quality and quantity of the personnel assigned to accomplish the task. In real life, problems arise in the lack of management recognition of the need for, and the application of adequate personnel resources to the evaluation source selection process. One of the first and very critical things to be accomplished in the early preplanning is the selection and determination of the numbers and kinds of people to do the evaluating. In many cases a bureaucratic, artificial predetermination is made. Are there too many? Are there too few? What is the right number? Do we have the right kinds of people? The answer is deceptively easy—"that number" and "those kinds" of people cannot be accurately determined until a proper analysis of the work to be done has been made.

There are other questions that must be answered too. Is more than one service or agency involved? Are the tasks broken down into identifiable, discrete elements? Have specific action areas been isolated to avoid duplication and redundancy? Proper preplanning requires that every area be covered. A small procurement may need as few as 6 people while a large, complicated, expensive, multiservice acquisition may demand as many as 160 people. There is no reason to heed those who say "you cannot manage more than 35." Effective managers, properly organized, can manage any number of people. The key is good organization and thorough planning. The point here is that the decision on numbers of people must be a sound management decision based on a careful examination and analysis of the work to be done. In any case, those selected to be members of the evaluation and selection team, small or large,

should be the best available. They should be experienced and possess the requisite expertise that will allow them to get the job done effectively and in the least amount of time.

Selecting the right people for the job is where the Government most often fails to exercise solid management judgment by not clearly defining the job to be done. Many times team members are selected haphazardly: "Let Joe go. He hasn't had any temporary duty lately," or "Send Bob, he just came on board and this will be a good opportunity for him to learn about the program." No other rationale could be more counterproductive for assigning evaluation and selection team members.

Members must be capable of exercising independent judgment, have technical competence in their field, and be able to clearly and concisely express themselves orally and in writing. Above all, they must possess the ability to perform critical analyses of alternative courses of action, and be able to maintain composure and effectiveness under pressure and changing conditions.

The excuse of not sending the right man for the job because of a lack of funds is totally invalid. The money saved in the production of a good clean procurement package is many times more than any travel costs involved.

Administrative people who know about the procurement program and the source selection process must be assigned to support the team of evaluators. This includes secretarial personnel whose numbers must be adjusted to meet periods of varying work loads. Efficiency drops when secretaries who are experts in aviation technology are assigned to the typing pool for an evaluation of a ground combat vehicle. Temporary hire secretaries are not desirable either. All administrative procedures must be developed and pretested to insure that scheduled, time-phased milestones can be met. It goes without saying that adequate office machines and reproduction facilities must be planned for and in position before the evaluation begins.

The physical location and the building in which the proposal evaluation and source selection take place are important if high productivity is desired. Ideally, the location should be away from the offices of those people who are involved in the process. The physical plant must afford security to the group as well as necessary creature comforts. Adequate human factors requirements must be planned in advance and be in place before the evaluation and selection process begins. Important morale factors that are often overlooked are simple things like food, candy, beverage, and cigarette machines and refrigerators. Many evaluators are assigned to remote sites where adequate eating facilities are not available and public facilities are too expensive. Sufficient restrooms for both men and women must be located in the building where evaluations are being made. Adequate numbers of telephones are valuable for evaluator morale. Many evaluators are nonsmokers

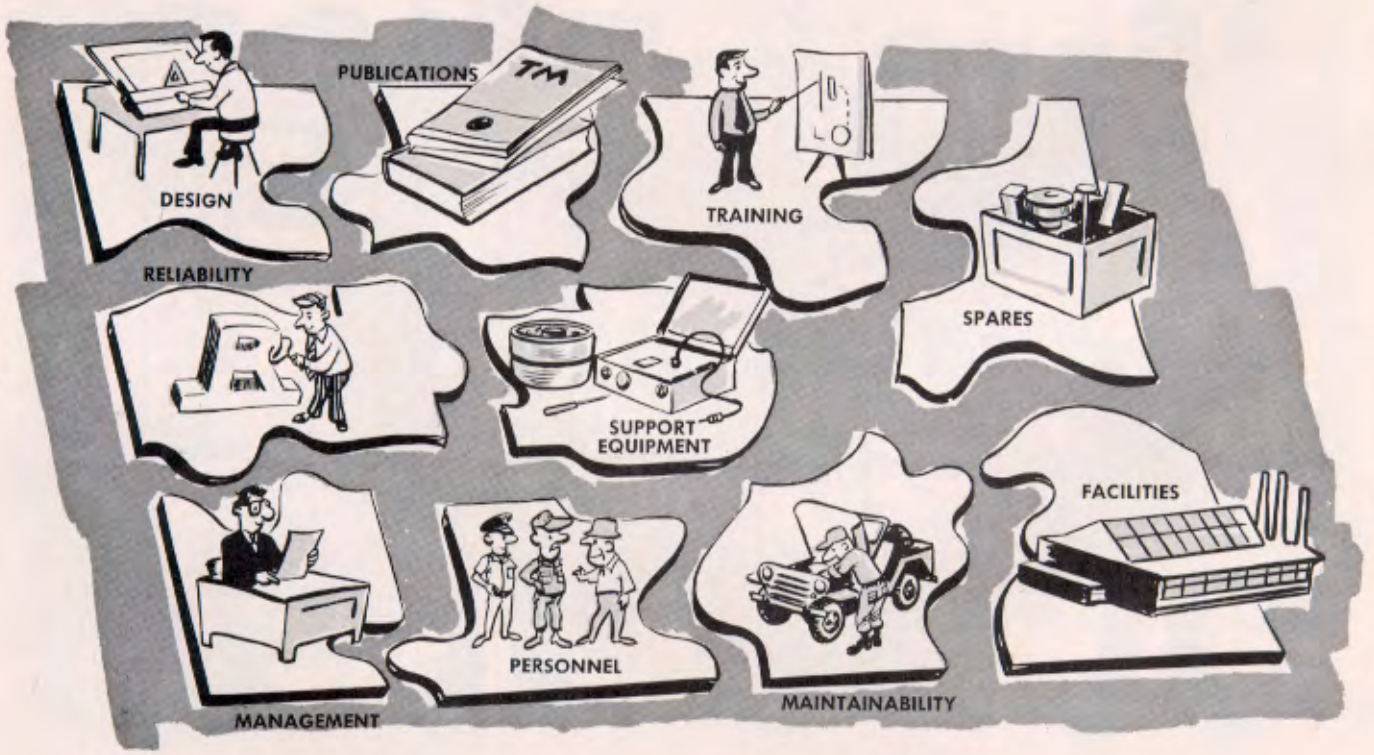
The concept of planning.

and cannot function at peak efficiency in unventilated work spaces. Smoking lounges are most desirable. Air handling equipment to frequently change the air is required.

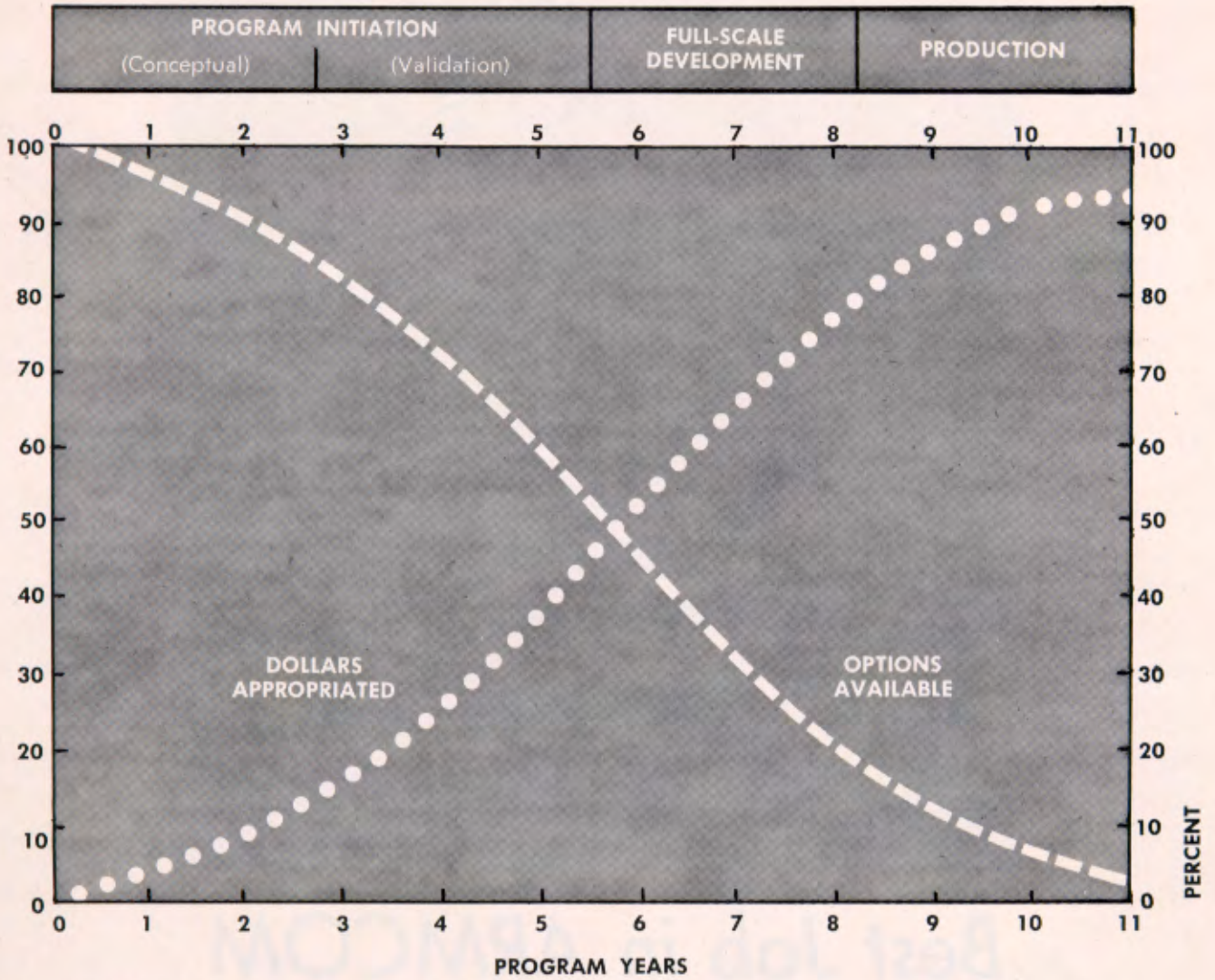
Letters of invitation soliciting or requesting representation to the proposal evaluation and source selection boards should be signed and dispatched by the commander of the acquisition agency. These letters should be specific as to the site location, schedule, duration, and the numbers and kinds of people required. For example, one should not request an integrated logistics support evaluator, when what is really needed are experts in the training publications, support and test equipment, maintenance engineering analyses, and other elements of integrated logistics support. One should be very specific in requesting engineering assistance, and not request a "pure" electrical design engineer when, in fact, expertise is required in reliability, availability, or human factors engineering. Areas to be evaluated must be clearly defined rather than broad. Invitations should state that members will be expected to work "full time" (defined) and that it is likely that occasions will arise when they will be expected to work in excess of the normal work day plus week-ends. Provisions for overtime or compensatory time should be made explicit and apply equally to all concerned. With rare exceptions, evaluators should not be required to return to their offices or be interrupted at the evaluation site.

It is essential that the acquisition agency prepare and forward to each member of the proposal evaluation and source selection board pertinent documents such as system or equipment specifications, requests for proposals, statements of work, contract test plans, contract data requirements lists with applicable data item descriptions, and other reference documents pertaining to each member's specific area. These must be provided well in advance of the beginning of the evaluation in order to reduce learning time. Sufficient, rather than arbitrary, time must be allowed for the team members to read and digest the proposals upon arrival at the work site and before actual evaluation begins. This time must be planned and allowed for in the scheduling.

All of those who are involved in the acquisition of defense systems or equipment must appreciate the need for and the criticality of comprehensive advance planning that includes the human factor aspects of the proposal evaluation and source selection process. It is at the time of source selection that past errors can be recognized with 20/20 hindsight. This is the last place in the process of procurement to easily, economically, and efficiently correct shortcomings and prevent or reduce problems in the next phase of procurement. Deficiencies in previous procurement documents can be



Integrated planning.



Life cycle time-cost curves.

noted at this time and preparations can be made to negotiate their correction. This is also the last time that changes to the specifications can be made at the least cost in both dollars and schedule (See the chart above.) As time elapses in the life cycle of the equipment, the options for change diminish markedly and the costs for change rise dramatically.

The responsibility for a successful proposal evaluation and source selection lies with the source selection authorities, the project managers, and the acquiring services. Each party contributes to the eventual success or failure of the process.

Failures are measured in headlines announcing cost overruns and schedule slippages, while successes that say the contractor did what he was hired to do, on time or earlier, within the allowed budget, appear in fine print just beneath the obituaries. Unless the project manager's planning considers the human factors implication, as well as the technical expertise of his people, disastrous results may be preordained before the process begins. ALOG

Lieutenant Colonel Donald M. Keith is chief, Integrated Support Division, Directorate of Logistics Management, Office of the Secretary of Defense. He holds a master of business administration degree and is a graduate of Command and General Staff College. He is the author of several published articles on logistics and management. Mr. Charles A. McCarthy is assistant deputy director for logistics management, Joint Tactical Communications Office (OSD). He attended Saint Joseph's College in Philadelphia, Pennsylvania, and is author of several published works.

Best Job in ARMCOM

by Lieutenant Colonel Earl L. Hain

The almost autonomous job of commanding a Government-owned, contractor-operated ammunition plant is, in my opinion, the best job in the U.S. Army Armament Command (ARMCOM) complex. Guidance from higher headquarters is minimal, and on-the-spot decisions affecting men, money, and production must often be made.

The job entails managing people involved in the production of "hard goods." In peacetime, the Army seems to be more concerned with the cyclic training and management of people. At the end of a training cycle, the only feeling of accomplishment is derived from a tally of men trained or maneuvers completed. The future for such assignments hold only repeat performances of the just-concluded cycle. By contrast, a plant commander has one of the few jobs in the Army in which it is possible to look at and count, if desired, the results of his labor.

A plant commander's routine begins and ends with an eye-opening cup of coffee each morning. After that no two days are similar. This diversity either keeps a commander young and alert, or else ages him rapidly.

A plant commander knows that he doesn't directly "command" the activities of "his" contractor. However, it seems that most of his superiors assume that he has this power. Actually the "power" is in the form of a signed contract and its subsequently negotiated modifications. Yet some people expect the commander to demand instant obedience from the contractor, under the implied threat of military punishment if he fails to

Opinions expressed are those of the author and do not necessarily reflect the official views of the Department of the Army.

follow orders. This technique simply will not work. What the plant commander must do instead, particularly if he hopes to satisfy staff-imposed requirements, is to fully communicate with the contractor's representative, the resident plant manager.

Indeed, the ability to effectively communicate is the most important job requirement that a plant commander must either possess or quickly learn.

Direct personal communication with the higher headquarters' staff is necessary. Staff members must be met face-to-face early in a plant commander's assignment, and the acquaintances must be continually nurtured. A rapport must be established.

Even more important, however, is the commander's ability to communicate with the plant manager. The contract and the contractor's profit drive provide the commander with an opening hand, but the commander is dealt no more cards for the rest of his assignment. How he plays this initial hand determines his success.

Both the plant commander and the plant manager must be reasonable men if their association is to be productive. Mutually acceptable positions must be arrived at on every point discussed. Scrupulous honesty is a requirement for both individuals. The plant commander must be prepared to justify his positions and require the plant manager to do the same.

Above all, the plant commander must talk to the plant manager, whether in the plant manager's office, in his own office, over lunch in the cafeteria, after meetings, or on neutral ground. He must talk to the plant manager often.

Beyond this, a plant commander must do more than talk, he must effectively communicate. And he must do more than listen, he must understand what has been said.

A plant commander must expect to work extra hours and even on weekends to accomplish his job. Only after higher headquarters stops work for the day will he be able to direct his undivided attention to the mountain of paper that has accumulated on his desk.

A plant commander has to be continually abreast of what is going on, what has been accomplished, and what remains to be done. He must plan ahead. He must steer his staff, the contractor, and the plant to prepare plans now for future requirements. The outcome of plant operations in the future depends on "luck," only if luck is defined as the result of proper planning.

Even though the production schedule will be changed often, a plant commander must not neglect to plan ahead. Establishment of achievable goals and the implementation of the best available means to attain those goals is continually required. If he does not effectively plan, his "ship of plant" will surely run aground.

Two 750-pound bombs are prepared for shipment.

Higher headquarters manages plant activities by the exception principle. The plant commander is expected to solve his own problems at the plant level. That's his job. As a plant commander, he must present recommendations for solutions, not simply appraisals of problems. The headquarters has enough problems without the addition of a wishy-washy plant commander who can't make a decision.

Recognition of a plant commander's accomplishments is sparse. The plant operations director hasn't sufficient time to coddle each plant commander, and a plant commander must accept this fact.

One of the intangible benefits gained by a plant commander is derived from the pleasure of working with a variety of people. Readily available are the contracting officer's representative and his staff, the plant manager and his staff, the plant workforce, and the leaders of the nearby community. The information gained through feedback from these people is invaluable in determining effectiveness.

In summary, I can only repeat that the job of a plant commander is the best job in the U.S. Army Armament Command complex. A plant commander has a definite mission to accomplish; he must work and communicate with people to attain it; he can measure his success in the number of items economically produced; and he is a commander in the fullest sense of the word.

As Emerson said, "The reward of a thing well done, is to have done it." My job as the commander of Cornhusker Army Ammunition Plant was interesting, gratifying, and enjoyable. ALOG

Lieutenant Colonel Earl L. Hain commanded Cornhusker Army Ammunition Plant, Grand Island, Nebraska, from September 1971 to April 1974, and is presently the director of supply for Seneca Army Depot, New York. He is a graduate of the Command and General Staff College, and of Oklahoma State University, and holds a master's degree in Mechanical Engineering.

APPRAISING AND REFERRING LOGISTICS CAREERISTS

A new career appraisal system for evaluating the job performance of high-level civilian procurement careerists has been put into practice by the Army Procurement Career Management Office, Office of the Assistant Secretary of the Army (Installations and Logistics). It was developed by procurement managers through the Army Procurement Career Management Board (APCMB) and approved by the ASA (I&L) and the OASD (Manpower and Reserve Affairs). A major objective of the new system is to eliminate shortcomings of the current DOD system and serve as a more reliable and accurate basis for identifying and selecting civilian careerists for GS-13 and above Army procurement positions.

An intensified effort is underway to design and implement realistic and effective career appraisal procedures in each of the Army's 17 career fields. This new system is the first to be implemented in toto making it a vanguard in the Army's renovation of the career appraisal system for civilian careerists. New appraisal systems, similar to the new Procurement Career Management system have also been implemented for high ranking careerists in the fields of Supply Management, Materiel Maintenance Management, and Transportation Management.

The need for a more effective appraisal system was brought to light by several Government studies that cited the need for improved direction and development of procurement careerists. Special emphasis was placed on selecting and training procurement careerists who possess the potential for executive or managerial positions. Essentially, the ultimate goal of the new system is quality staffing, and improved efficiency and effectiveness in procurement.

The new procurement procedure is still officially billed as a "test" and supplements the DOD career appraisal system. The DOD system is based on a broad numerical rating. The DA system provides for a detailed breakdown and evaluation of job qualities which managers believe will more accurately reflect a careerist's potential and particular job skills. The ability to identify high-potential careerists will also be enhanced by instilling greater objectivity and involvement of managers and employees.

The new system calls for objective as well as subjective data to be provided by the careerist and the supervisor. Formal education and long experience are no longer the primary criteria considered by evaluators when assessing job performance and potential. Instead, the emphasis is on the *quality* of experience, training, and development. For instance, a careerist may have many years of tenure at a particular job, but if the job has not offered him exposure to other facets of an overall operation, the experience is considered limited. Conversely, if a careerist has more limited tenure, but has been exposed to and is familiar with the many functional areas of an operation, he might be considered as having broad experience.

Although the appraisal given by one's immediate supervisor is a highly significant factor in determining a careerist's competitive standing for promotion and training consideration, screening panels at the activity, command, and Department of the Army levels meticulously review applicable information in order to establish career referral rosters. These rosters are valid for one year, and are used for referring best qualified candidates for vacant GS-13 and above positions. The screening panels, made up of senior procurement careerists, through their collective judgment also play a key role in assuring that careerists receive more realistic assessments and, thereby, overcome the tendency of many supervisors and managers to inflate career appraisals.

The new procedures call for an annual evaluation of

Army Logistician acknowledges the contributions of Messrs. Roland E. Vergagni, Neil Lerch, and Albert Papenfus, in preparing this article.

all logistics careerists in grades GS-12 and above. A careerist will be judged against fellow careerists of the same grade. The careerist begins the process by preparing and submitting annually, a career data form which is designed to convey all essential career-related information. If a careerist indicates on the form that he has achieved his career goal and, therefore, desires no further consideration for referral actions, subsequent panel reviews will be performed only for record purposes.

After the careerist finishes his career data form, the careerist's immediate supervisor makes an assessment of the careerist's performance based on 25 qualification factors—referred to as SKAP's—representing skills, knowledges, abilities, and personal characteristics. These qualification factors include such things as responsiveness to priorities and deadlines, ability to delegate authority, and knowledge of business trends and practices.

The assessment of each qualification factor is made by comparing the procurement careerist's level of competence to the prescribed superior level as defined in the procedure developed by the APCMB.

Additionally, the performance qualifications form affords the supervisor an opportunity to make subjective comments about the careerist's contributions and accomplishments, especially in support of assessments indicating high level SKAP. The performance qualifications part of the form is made available to the careerist, who may comment on the assessment.

After completing the SKAP assessment, the supervisor assesses the careerist's technical, managerial, and executive potential and designates one of five referral categories for which the careerist is recommended. Referral categories then reflect the careerist's goals, qualifications, and availability for future referral actions. Referral category recommendations are subject to change by any of the subsequent screening panels convened at the activity, command, or DA level. Dissatisfaction with a supervisor's assessment or with panel recommendations will be allayed through constructive counseling and discussions that will cite the actions the careerist needs to take in order to be placed in a more desirable referral category.

There is no formula by which the ratings on the qualification factors will be computed to result automatically in a decision of readiness or nonreadiness for advancement in one or more functional areas by the screening panels. A final referral decision is based on the collective judgment of the Department of the Army-level screening panel members after reviewing all pertinent information about the careerist. This includes the personal data form, performance evaluation, assessment of qualification factors, career printouts, panel members' knowledge of the careerist, and recommendations of lower level panels. Panels must describe any areas of disagreement with the recommendations made by the supervisor or lower level panels, and provide justification for changing a referral category. A personnel specialist from ODCSPER, DA, serves as a technical advisor for the DA panels.

The DA panels collectively evaluate and place the careerists into one or more of the following five referral categories:

Category "P"—Recommended for promotion. These are careerists who have demonstrated a high degree of potential for continued growth and are recommended for promotion during the one-year life of the roster.

Category "L"—Recommended for lateral development reassignment. These are careerists considered to have high potential for further progression but who need a developmental assignment to prepare them for greater responsibility and efficiency.

Category "R"—Recommended for referral for the needs of the service. These are careerists who are currently performing or who have demonstrated the capability of performing in a fully satisfactory manner and who have demonstrated adroitness in particular job skills, thereby making them acceptable candidates for positions calling for those skill specialties.

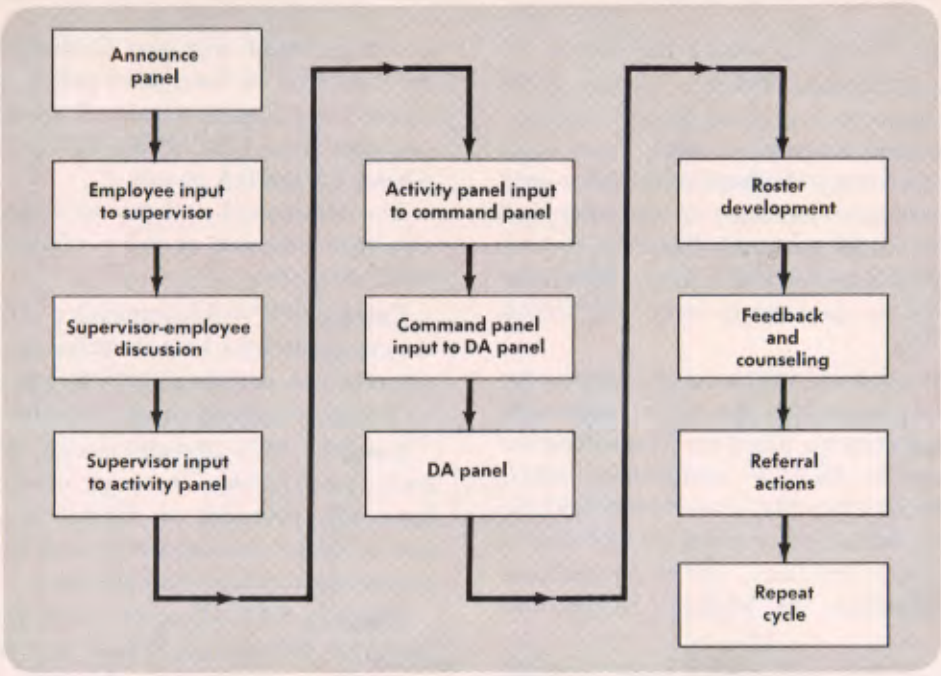
Category "D"—Deferred referral. These are careerists who may normally meet the requirements for Category "P" but who are not referred for developmental or promotional assignments because of personal desires, or who, for example, may be newcomers to the procurement field and simply need more seasoning at their present position.

Category "N"—Not recommended for referral. These are careerists who have indicated they have reached their goals and desire no consideration, plan to retire in the near future, lack the depth of knowledge or experience required for progression, or who perform in a marginal manner.

First Year's Screening Panel Results

	GS-12	GS-13	GS-14	GS-15
Total Screened	890	498	192	70
Executive Development Group	29	25	13	6
Promotable	174	97	48	14
Lateral	96	81	41	10
Referred	160	90	42	19
Deferred	111	61	24	13
Non-referable	404	183	63	18

(Some careerists were placed in more than one category. This is reflected in the figures.)



Appraisal procedure sequence

When GS-13 and above vacancies occur, the requesting activity submits a Standard Form 52, Personnel Requisition, with a copy of the job description to the servicing civilian personnel office where the request is screened against priority and mandatory placement program rosters, commonly known as stopper lists. If no mandatory referral is necessary, the civilian personnel office forwards the request to the Central Automated Integrated Referral System Agency (CAIRS).

When the CAIRS office prepares a referral list for an Army vacancy, the list is forwarded to a newly established ODCSPER Civilian Career Management Field Agency (CCMFA). All replies by careerists to letters of inquiry dispatched by CAIRS are forwarded to CCMFA. CCMFA adds careerists to the referral list who have been designated by the Department of the Army panel as "P" or "L." In addition, all Army candidates on the CAIRS list are annotated with their respective referral category. This referral list is referred to the activity having the vacancy and is then screened by a qualifications review panel composed of at least three senior procurement managers who eliminate from consideration those candidates not considered to be among five to ten top most qualified. This panel will use all available data in arriving at its decision. These names are then provided, through the servicing civilian personnel office, for use by selecting officials. Army careerists placed in "D" or "N" referral categories will not be placed on the final referral list as long as they remain in that category. A careerist receiving an offer of promotion or lateral transfer, as always, does not have to accept it.

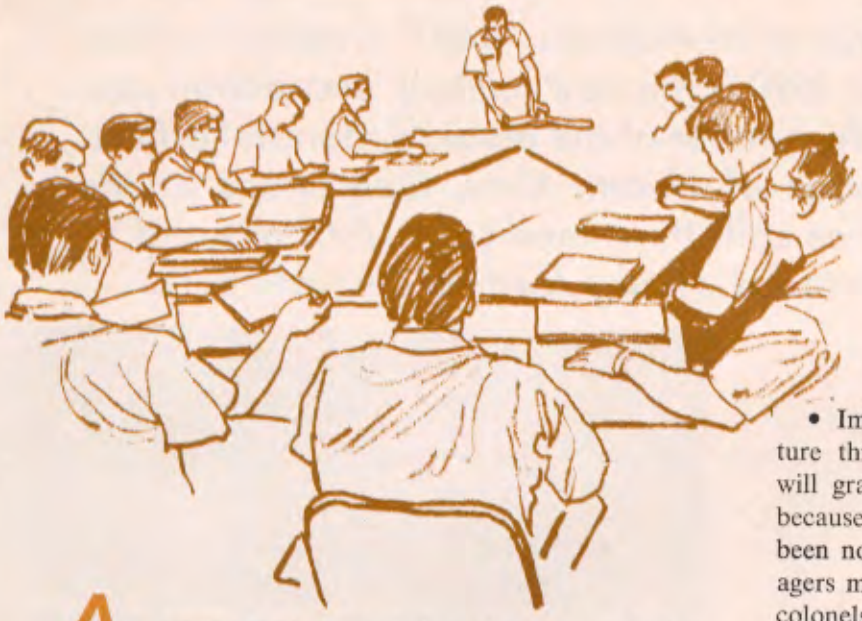
In addition to designating referral categories, the DA panel identifies careerists for the Executive Development Group (EDG). These are careerists who have demonstrated a high degree of potential for continued career growth. Skills, knowledges, abilities, and personal characteristics reflect managerial potential. Members of this group must be willing to accept developmental assignments. They must be functionally and geographically responsive to the Army's needs. Special individual development plans are prepared for EDG members and monitored by DA.

The new Army procurement appraisal system also provides for extensive feedback to the careerist. A feedback letter containing the supervisor's assessments, screening panel referral results, and panel recommendations and comments is furnished to each screened careerist. The letter is designed to inform the careerist of his professional standing, and of why and how the DA panel arrived at its decision to place the careerist in a particular referral category. This full disclosure to the careerist is a new approach geared to provide a frank expression to the careerist of his high strengths and weaknesses. It is then the responsibility of the careerist, his supervisor, and, when appropriate, the activity procurement career program manager, to achieve a mutually beneficial counseling session. This session should result in a specific individual development plan aimed at strengthening the careerist's weaknesses, building on his strengths, and assisting him in attainment of appropriate career goals.

It's stringent, but it's fair. The new Army procurement career appraisal system, by functioning like an extensive filter network, insures that the Army's billion-dollar procurement responsibilities rest in the best possible hands. ALOG

AMARC Study

Army materiel acquisition changing



As a result of a recent study and recommendations by the Army Materiel Acquisition Review Committee (AMARC), a number of changes have been made in the Army's materiel acquisition process.

The review committee, established as an ad hoc group in December 1973, consisted of leaders from industry, *academia,* consulting firms or government agencies other than the Department of Defense. It was assigned the task of conducting a comprehensive review and analysis of the Army's materiel acquisition process and making recommendations for improvement. Divided into a directorate and six teams, the committee reviewed requirements and concepts, development, production, costing, testing, and science and technology.

Many of the recommendations developed as a result of the four-month study by the committee were readily accepted by the Army and are currently being implemented. Recommendations that might involve personnel dislocations or major reallocations of work are being carefully reviewed and the decisions to accept or reject them must await results of the review.

Some of the major AMARC recommendations already implemented include—

- Strengthening of the Army organization for materiel acquisition by designating a single DA staff agency (Chief of Research, Development and Acquisition), to monitor the process.
- Directing the Army Operational Test and Evaluation Agency to report directly to the Chief of Staff.
- Transferring the Army SAFEGUARD System Evaluation Agency analytical capability from SAFEGUARD to Army Training and Doctrine Command (TRADOC).
- Improving the materiel acquisition personnel posture through a personnel development program that will grant proper recognition to the project manager because of his value as a resource manager. There have been no changes in authorized grades of project managers most of whom are lieutenant colonels with some colonels and general officers.

Other recommendations in the process of being implemented include the improvement of TRADOC's force development testing capability by transferring Modern Army Selected Systems, Test, Evaluation and Review to TRADOC, and developing ways to improve the professionalism and incentives of civilian cost analysts and testers.

Major AMARC recommendations still under study by the Army include—

- Further reduction in organization, layering, and fragmentation of staffs.
- Delay in setting a required operational capability where feasible until after successful completion of the advanced development phase.
- Consolidation of AMC research, development, and engineering activities into six systems development centers. These will cover armaments, ground mobility, missiles, air mobility, communications, and Washington (previously land combat) area centers. Idle production facilities will go to standby status. The Detroit tank plant will be leased or sold and Dugway Proving Ground is being considered for standby status.

Initial results of studies and conceptual plans relating to the establishment of development centers are not expected until late this year. Until that time the Army will not be in a position to render decisions on any of the study recommendations in this area.

The Army announcement emphasized that no decisions have been made on any recommendations which could result in base closures or personnel reductions and none will be made until studies are completed to determine the full impact on the Army, its people, its property, and its plans. ALOG

MOS 3590

—Ever hear of it? Perhaps "4490" is more familiar. Officially, 3590 is the new military occupation specialty code number of the medical materiel officer. The Director of Health Care Operations in the Army Surgeon General's Office calls them medical logisticians and outlines key roles they play in today's Army Medical Department.

by Brigadier General Charles C. Pixley

At the mere mention of the Army Medical Department a mental image of busy doctors and nurses in crisp "hospital whites" almost immediately comes to mind. It is true that the doctors, the nurses, and the specialized technicians more or less dominate the modern-day Army medical scene, but there is also a legion of highly skilled, highly specialized, though less visible men and women who are responsible for providing the materials with which the practitioners perform the seeming "miracles of modern medicine."

These less heralded people are the medical logisticians and logistics support personnel who share with the rest of you in the Army Logistics System the same problems, the same frustrations, but more importantly, the same successes in procurement, supply, and maintenance. The element that distinguishes among you is that these people are concerned with providing the specialized support the Army requires for its health care operations. The commonality among you stems from the concern with having the right materiel at the right place, at the right time, and in the right quantities.

The medical logistician, officially, is a medical materiel officer, who is often referred to simply as a "3590," his military occupational specialty code number. He is specially trained in his field and usually spends his entire career in that specialty. A quick look at the duties as described in AR 611-101, Manual of Commissioned Officer Military Occupational Specialties, will let you know that the "3590" is a "special breed" of logistician.

In my view, the term "medical logistician" should not connote an exclusive concern with medical materiel, but should describe, first, a logistician but with an added specialization in health care logistics requirements. So, they must become a complete, general logistician first, then a medical logistics specialist in addition.

Let me explore with you something of the environment in which the medical logistician functions today and some of his problems and aspirations. You may find, as a result, even more commonality than you might imagine.

In the span of a few short years the Army has moved from a period of full support, high esteem, and almost unlimited resources to a period of limited support, dubious acceptance, and austerity. The present period is not unlike that described by Rudyard Kipling in his poem, "Tommy"—

For it's Tommy this, an' Tommy that, an'
'Chuck him out, the brute!'
But it's 'Savior of 'is country' when the
guns begin to shoot.

It has always been so—a reaction to war—and it creates a difficult climate in which to grow, innovate,

Shown is an architect's rendering of the proposed new Walter Reed General Hospital, Walter Reed Medical Center, Washington, D.C. This is the stage in which the best possible design must be achieved.

improve, and expand, but this we must do. It's the soldier's job in time of peace to train for war, and it's the logisticians's job to innovate in concepts, systems, and techniques for supporting the man in the field.

In medical logistics, like all other facets of the business, we must literally do more, do it better, and do it with fewer resources. In the current environment there will be fewer people, less money, and limited resources. Army Medical Department logisticians will be challenged to provide new thinking, new insight, and new stimulus to medical logistics management and to create new and better ways of supporting patient care. Are there lean, mean, and grim times ahead? Lean, yes; but the future need not be dull, weary, or depressed. This should become a period of challenge and infinite opportunity.

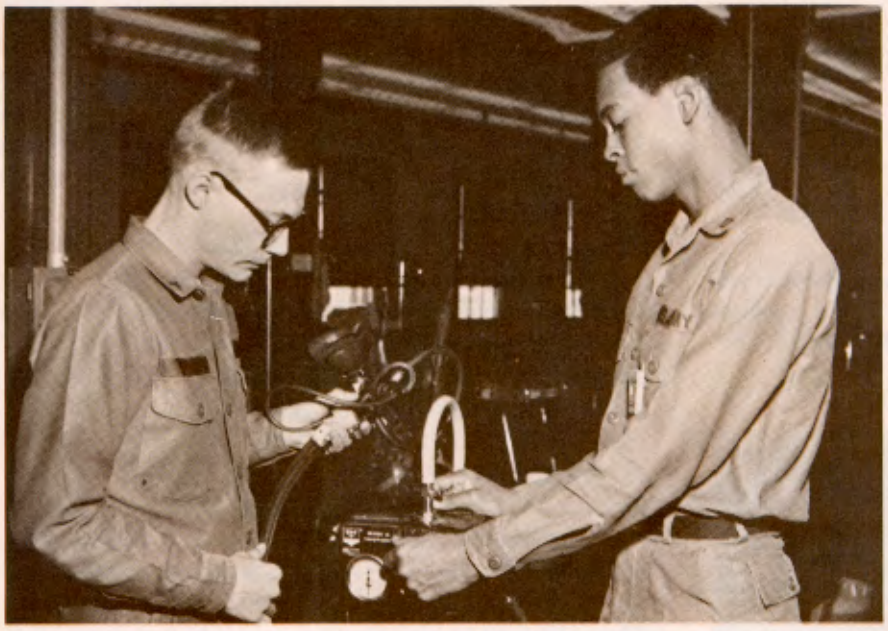
Medical logistics support traditionally has been the "surgeon's" concern and responsibility since Continental Army regimental colonels hired regimental surgeons in 1775 to care for their sick and wounded. Medical logistics support simply doesn't work properly any other way. Medical logisticians must keep totally abreast of the complete logistics field and exhibit why medically trained logisticians must control medical logistics management. If they expect to be entrusted with this responsibility, they must unfailingly excell in discharging those duties.

The medical logistician must assume full responsibility for all medical logistics functions. This means that other medical department people must be taken out of the logistics business. The Surgeon General determined almost 20 years ago that patient care personnel were so burdened by administrative and logistics functions that precious little time was left for the care of patients. Ward officers in those days signed hand receipts (or Memorandum Receipts as they were called then) for ward property and performed a host of other administrative duties. Ward personnel were responsible for the "direct exchange" of linen—dirty for clean. They also had to pick up their requisitioned items from supply and perform many other such support duties. All of this took a lot of time, time away from patient care.

Administrative assistants now manage support administration. But do they? Is history beginning to repeat itself in the form of "self-service supply" in hospitals, with ward personnel getting back into the logistics business? Operation and maintenance, Army, funds are tied up in inventory, more people are needed to "manage the store," and ward personnel love to browse through the shelves. As the shortage of health care personnel grows more acute, the "3590" must find ways to keep them out of logistics.

The authority to manage medical logistics brings with it some rather awesome responsibilities. We must constantly search for better, faster, cheaper ways to deliver health care support to our customers. Are we wasting money on local purchase duplication? Are we helping the Defense Personnel Support Center and other agencies that support us to do a better job? Are we finding ways to relieve our customers of paperwork burdens in accounting for supplies and equipment? Are we developing better ways to manage our equipment program and to account for equipment in use?

The Surgeon General controls depot medical maintenance. Up to about 1958, depot medical maintenance was performed at the St. Louis Medical Depot, a "Mecca" for medical logisticians for years. That was a period of innovation in Army logistics, generally, and the revamping of the Army depot system caused the St. Louis facility to close. The mission was moved to the Louisville Medical Depot. A major reduction in Army depots in the early 1960's saw the Louisville depot close and the mission move to the Atlanta Army Depot. With that move, instead of going to Atlanta as a class II activity of The Surgeon General, it went as a



Maintenance of medical equipment at the hospital level is a matter of constant concern.

As a result of the 1974 Army reorganization, business.

Absolute essentiality of each item procured—such as this eye, ear, nose, and throat unit—must be proved.

part of the depot itself and, thus became an Army Materiel Command mission.

The current Army reorganization brought about the closing of Atlanta as a depot and its redesignation as Fort Gillem, a subinstallation of Fort McPherson.

The medical maintenance mission moved to Tobyhanna Army Depot, Pennsylvania, but this time as a class II activity of The Surgeon General. Control of the depot medical maintenance activity at Sharpe Army Depot, California, too, has been returned to The Surgeon General. So, we are back in the depot medical maintenance business, and the need now is for medical maintenance warrant officers and "3590's," to avail themselves of this unique training opportunity, so they can fill an important need in field medical units, as well.

But what about the matter of medical supply depots? Do we need them here in the United States? overseas? Can we deliver medical supplies directly to the customer from the CONUS depot or can we eliminate the CONUS depot and ship directly from manufacturers to the customers? Many commodities in the Army supply system are being provided in this manner under the Direct Support System, but should medical materiel be handled this way? These are current questions the medical logistician must answer.

Let's discuss procurement management for a moment. We must make what we have perform better and last longer. When an item is replaced, we have to buy the optimum item to do the job. The Army Medi-

The Surgeon General is back in the medical depot maintenance

cal Department has a management tool called the MEDCASE Program. The acronym stands for Medical Care Support Equipment Program-Mechanized. This automated program provides data on which budget requests and procurement programs are based. MEDCASE is a good program, but is it good enough? Several questions must be addressed: Can we really prove the absolute essentiality of each item procured? Are requested items fully justified in the first place? And is the system we use to justify and program each item really valid? Are we disposing of items through property disposal channels that are similar to items being procured under MEDCASE?

Medical logisticians must assure the validity of their procurement program. Also, they must completely document detailed and valid justifications that clearly demonstrate need. Professional judgment was given much weight in establishing an item of equipment in the past, but that judgment now must be supported by candid data that shows the need *now*, shows why postponement or avoidance of the acquisition would not be in the best interest of patient care.

How about the matter of maintenance management? Medical logisticians must be especially familiar with the management of both supply and maintenance. Maintenance must have a profile at least equal to supply in the medical logistics function. The management of maintenance, particularly at the hospital level, must be a matter of constant concern and improvement.

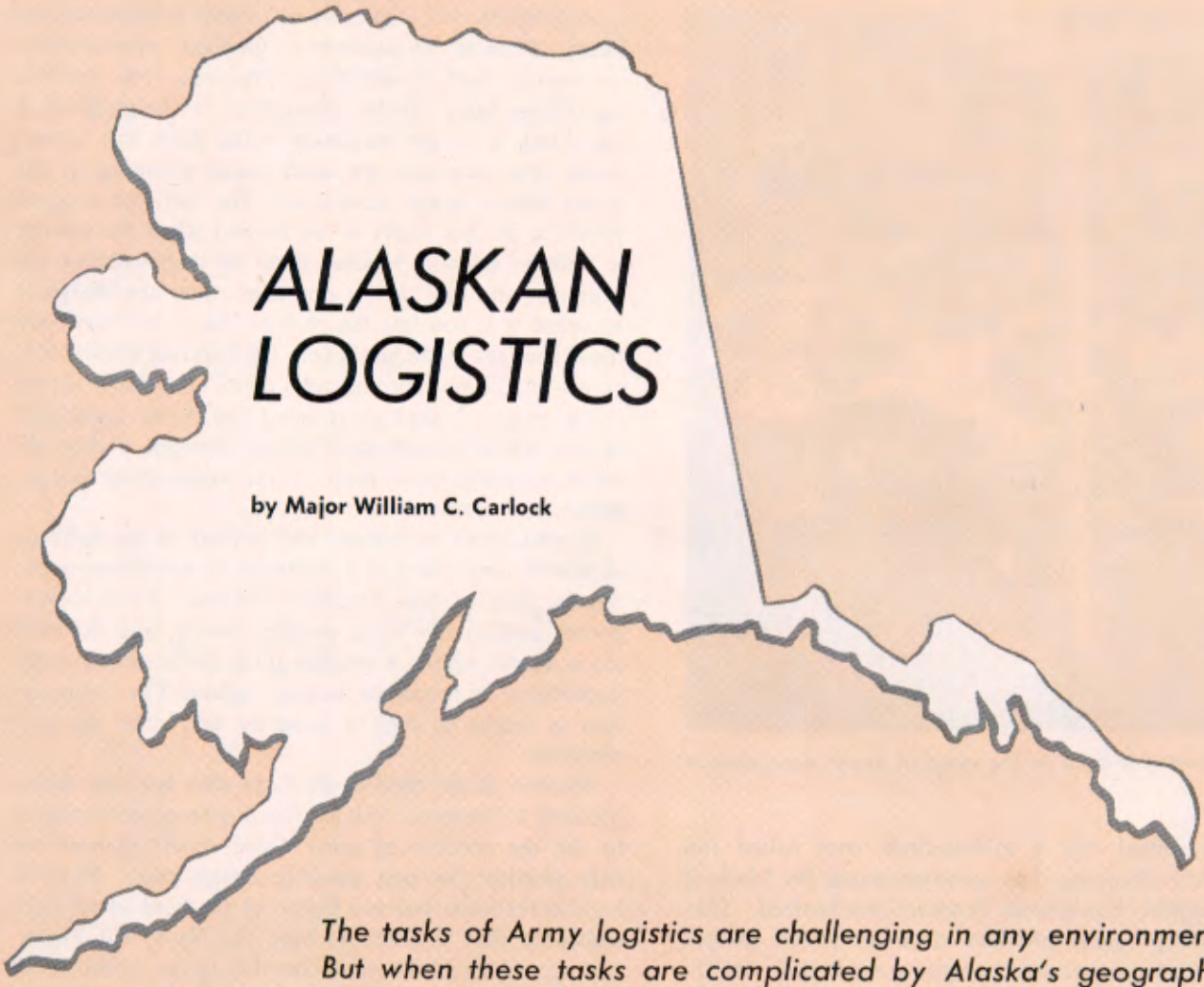
A program that consumes vast dollar resources is the Army Medical Department's facilities construction, renovation, and modification program. All medical logisticians must involve themselves in the program if the Army is to get maximum value from this investment. For example, we need better planning in the stages before design acceptance. The fact that original planners are not likely to be around when the facility is built in no way relieves them of responsibility for achieving the best design possible. After the design is accepted it is too late for change; but even worse are those changes made just before the contract is awarded, or worse still are those changes made after construction is underway. I need not remind any Army logistician of the cost of construction design changes, if they involve anything more than simple engineering adjustments, after contracts are awarded.

In endeavors so intense and critical as the delivery of health care, there is a tendency to accentuate techniques, policies, and procedures instead of broad programs, particularly when people, money, and material are in ample supply. Complete programs assume greater importance as resources become tighter. The conservation of assets is such a program and must be emphasized.

Because of the need to do more with less, the Army Medical Department will be faced with a greater need to use the services of other Government agencies to help provide the best possible health care. Medical logisticians must become aware of the kind of support assistance that is available from the Navy, Air Force, and agencies such as the General Services Administration, the Veterans' Administration, the Public Health Services, and other activities of the Department of Health, Education, and Welfare and similar organizations that can provide substantial support to Army health care efforts.

I have mentioned some of the chronic problems and goals that challenge the medical logistician. Some of the problems we tend to accept as "having to live with." But in these days of an adjusted defense posture, a changing public attitude and political climate, these problems must be confronted and acceptable solutions must be found. The Army Medical Department has highly talented and highly motivated and trained medical logisticians and I am confident that they will continue to successfully meet the challenges of providing close, continuous, effective logistics support for preserving the Army's health and fighting strength. ALOG

Brigadier General Charles C. Pixley is the director of Health Care Operations, Office of The Surgeon General, Department of the Army. He received his degree in medicine from the University of Oregon and an MS Degree in surgery from Baylor University. General Pixley is a graduate of the Army Command and General Staff College and the Air War College.



ALASKAN LOGISTICS

by Major William C. Carlock

The tasks of Army logistics are challenging in any environment. But when these tasks are complicated by Alaska's geography and climate, the challenge is intensified.

Within the past six months Headquarters, U.S. Army, Alaska (USARAL), has been disestablished. On 1 July 1974, the U.S. Army Forces Command, headquartered at Fort McPherson, Georgia, assumed command and control of Army troop units in Alaska, except for nontactical medical units and facilities, which were transferred to the command of the U.S. Army Health Services Command, headquartered at Fort Sam Houston, Texas.

Since then Army component and installation management responsibilities in Alaska have been gradually transferred to the 172d Infantry Brigade (Alaska).

The Training and Doctrine Command at Fort Monroe, Virginia, has assumed responsibility for certain training and doctrinal functions in Alaska, while the Army Communications Command has retained the responsibility for operating communications activities in the State.

Yet regardless of the structural reorganization that has taken place, the responsibilities of Army logistics personnel in Alaska remain unchanged, and arctic logisticians continue to face a variety of challenges.

The mission of Army forces in Alaska is an extensive one. It includes maintaining the capability to participate in the defense of Alaska, directing combat development pertaining to cold weather and mountain operations,

operating the U.S. Army Northern Warfare Training Center, providing designated logistics support to other elements of the Department of Defense, and assisting governmental agencies at all levels during domestic emergencies and natural disasters.

These are formidable tasks in an expansive and often inhospitable environment.

Alaska, with its ice, snow, and vast expanses of wilderness, has become a proving ground for cold weather doctrine. The region provides Army personnel with a locality where cold weather expertise may be gained by experience. New doctrine and concepts are tested there, and the continuous evaluation of both standard and new equipment is conducted. Ideas for new equipment are developed, and improvements on existing equipment are made to insure maximum combat effectiveness in the arctic.

Army forces in Alaska are widespread geographically, assigned to three main installations: Fort Richardson, located near Anchorage; Fort Greely, located 355 miles northeast of Anchorage and 105 miles southeast of Fairbanks; and Fort Wainwright, located near Fairbanks. With the forces so widely dispersed in a region where temperatures can vary from 90 degrees in Summer to 70 degrees below zero in Winter, an urgency exists in both combat and combat support elements that isn't present in a normal peacetime environment elsewhere.

This aspect of Alaskan logistics is easily illustrated. For example, the 172d Arctic Light Infantry Brigade, a major maneuver element, often operates in remote areas to remain proficient in northern operations. Failure to provide prompt support when the brigade is so engaged can result in fatal consequences. At temperatures of 60 or 70 degrees below zero, survival becomes an essential part of mission accomplishment. In such instances the cold becomes nearly as formidable a foe as an armed enemy.

In order to provide logistics support in Alaska, many military and civilian skills are required. Civil Service

Arctic conditions hinder mobility.

This method of transportation, called skijoring, is peculiar to arctic operations.

employees and local civilian industries are relied upon. Civil Service employees are required at all levels in such areas as avionics, communications and electronics, automotive maintenance, laundry and drycleaning, commissary operation, furniture repair and upholstery, transportation and traffic management, supply and inventory management, ammunition and petroleum operations, electrical repair, carpentry, contract administration, and procurement. In addition technical assistance and expertise in other areas is also required.

Each year from 15 to 18 million dollars' worth of supplies and services is purchased through or from Alaskan vendors to help meet the requirements of Army forces in Alaska.

Close coordination with civilian industry, particularly with regard to transportation, is necessary in order to move supplies where needed throughout the State. Over 5-million gallons of bulk petroleum products are moved each year by rail to Nenana in central Alaska, and then, during the short Summer, are transported by barge on the Yukon River to remote Air Force sites. In addition, petroleum quality control personnel travel to remote Dutch Harbor in support of the annual Cool Barge Program to resupply remote Air Force installations along the arctic coast.

Providing for the receipt, storage, and distribution of bulk petroleum products for all component commands of the unified Alaskan Command is a major logistics function. Bulk fuels are received from commercial sources under contract with the Defense Fuels Supply Center. Fuel is received at the ports of Anchorage and Whittier, where Army-owned storage terminals are located, and then is distributed to military facilities by employing both military and commercial barges, tank cars, and tank trucks. Two 8-inch petroleum pipelines, totaling 89 miles in length, are also used to transport the fuel.

The supply and maintenance of equipment assumes

Soldiers are briefed on the use of ice axes, crampons, and other equipment during training on Gulkana Glacier.

Aircraft pre-heaters are essential maintenance items in arctic operations.

additional significance in the arctic environment. Army forces in Alaska possess some equipment which, while essential to mission accomplishment, causes unusual support problems. Such items as snowshoes, skis, 200-pound capacity ahkio sleds, and the M571 articulated full track carrier provide mobility for arctic soldiers, but the maintenance of these items requires special skills and equipment.

For example, the M571 full track articulated carrier has been in use in Alaska since 1971, and is used as a squad existence load carrier. There are only 13 of these vehicles in the Army inventory, and all are in use in Alaska. The vehicle is type-classified Standard B, which precludes replacement, and since it is manufactured in Canada, peculiar assemblies and repair parts are not readily available through normal supply channels.

The M571 is certainly an improvement over the man-hauled ahkio, but the vehicle is still only an interim solution to arctic squad level maneuverability. Research and testing for a better vehicle for use in arctic operations is continuing.

Other items used by Army forces in Alaska include special arctic clothing, vapor barrier or "bunny" boots, ice crampons and ice axes, fuel-fired engine-coolant heaters to prevent equipment damage from sub-zero temperatures, and fuel-fired personnel heaters.

Showshoes increase individual mobility, but also provide unusual maintenance problems.

Also commonly used in Alaska are hardtop cabs and quilted personnel closures for vehicles, as well as many types of snow removal equipment. To keep vehicles and other equipment operational, arctic brake fluid, engine oil, fuels, gear lubricants, and antifreeze must be stocked, as well as hydraulic hoses and special rubber for recapping tires that have been cracked or otherwise damaged by extreme cold.

In the realm of food service, Army personnel in Alaska are experimenting to provide improved support. A provisional food service detachment has been organized to support all units at Fort Richardson. All food service personnel are assigned or attached to this unit and perform duty in one of four consolidated dining facilities on post. Food service personnel are attached to units engaged in the field on a mission basis to provide the support required. This arrangement has proven responsive to food service requirements both in garrison and under field conditions, and provides a 40-hour work week for all food service personnel, improved supervision, and a more efficient application of labor.

A civilian education program has been implemented for food service personnel. Anchorage Community College offers an associate degree in food service technology under limited enrollment. Personnel enrolled in the program improve their culinary skills by attending food and bakery technology classes, and through practical work in advanced kitchen and bakery techniques, such as buffet and banquet catering, facilities planning, principles of food management, and cost control and analysis.

While this program is designed for commercial cafeteria and snack bar operations, it is easily applicable to Army garrison operations as well. Through participation in the program Army personnel are receiving excellent training at little cost. A goal of continuous enrollment may result in a food service system equal or superior to that which can be found in civilian industry.

Army supply operations in Alaska have been automated through the application of the Base Operating Information System (BASOPS) and the Standard Army Installation Level Supply System (SAILS). BASOPS was installed in April 1973, and is enabling logisticians to provide improved support to all Army elements in Alaska. More recently supply personnel participated in the development and extension of SAILS to Alaskan operations.

Even with the aid of such advanced methods, the task of delivering the support needed, when and where needed, and in the proper quantity, remains a difficult one. In arctic regions the task—and the challenge to logisticians—is even greater. Yet Army logisticians in Alaska continue to meet the challenge and provide unfailing support. ALOG

Major William C. Carlock served as the executive officer, ODCSLOG, within Headquarters, U.S. Army, Alaska, before the recent reorganization. He is a graduate of both Colorado State University and the Army Command and General Staff College.

AMC's Arctic Testing

The Army Materiel Command's U.S. Army Arctic Test Center, located at Fort Greely, Alaska, is now in its second quarter-century of service. Established in 1949 as the Army's Arctic Test Branch, the facility exists as a site for testing equipment under the strain of severe arctic conditions.

In 1957 the branch became known as the U.S. Army Arctic Test Board, and was assigned the mission of conducting arctic service tests on all Army field equipment. Five years later this mission was expanded to include conducting engineering tests, and on 1 March 1964 the Arctic Test Board was redesignated as the U.S. Army Arctic Test Center.

Recent activities at the Center have included tests on two new vehicle systems, the UNA-Track system and the trail truck.

The UNA-Track, commercially patented and in civilian use, is being tested to replace the existing wheels on Army jeeps and ambulances. The system is similar in operation to the tracks on a snowmobile, except that the tracks are mounted on the vehicle's hubs. When equipped with the UNA-Track system a vehicle becomes a four-wheel drive snow machine. Future applications of the system may provide increased field mobility in arctic regions.

The trail truck being tested is a lightweight articulated cargo carrier designed for use in infantry operations. The vehicle consists of two compartments, a cab and a cargo area. Trail trucks float, can travel in heavy snowfall areas, and are easily sling-carried by helicopters.

Other recent tests involve such items as individual combat meals, mountain boots, and skis. The meals, designed by Natick Laboratories, are the result of applications of recent advances in food processing and packaging. The mountain boots are designed to provide better protection at lower temperatures. The skis being tested incorporate innovations in material, manufacture, and design.

A wide variety of items have been tested at the Center over the course of the past 25 years, and many have been commercially adapted. Tests have included year-round feasibility and service evaluations on freeze-dried foods, cold-weather clothing, and arctic oils and brake fluids.

Equipment testing has been conducted on such items as the Cobra and Huey helicopters, the DRAGON guided missile system, the TOW anti-tank weapon, and a variety of other weapons ranging up to the 8-inch field artillery piece.

The Center has become a truly professional test facility and has permitted the accumulation of a wealth of knowledge about operations in arctic environments. Evaluations made at the facility have significantly contributed to providing American soldiers with the best cold-weather clothing and equipment available.

The Arctic Test Center is now in its 26th year of operation. Its personnel continue their effort to make Winter an ally, not an enemy.

A C141 Starlifter touched down at Ramstein Air Force Base in the pre-dawn darkness, carrying troops of the 1st Infantry Division back to the Federal Republic of Germany.

The redeployment of the troops on board was a part of REFORGER V, an airlift and field training exercise conducted last Fall. Essential to the success of that operation was an extensive transportation effort.

REFORGER, that is, the Redeployment of Forces from Germany, is designed to fulfill U.S. commitments to the North Atlantic Treaty Organization, and those made in the bilateral agreements between the Federal Republic of Germany and the United States. Each year the operation demonstrates America's capability to return combat-ready troops to Europe. The focus of the exercise is on the procedures and techniques for receiving, equipping, assembling, and deploying Army units once they arrive in the Federal Republic of Germany.

In REFORGER V about 11,000 troops from the dual-based 1st Infantry Division and other units were airlifted to join with members of the division's Germany-based 3d Brigade. The operation centered around a field training exercise, held from 10 to 16 October. The airlift, however, began on 28 September and wasn't concluded until 21 November.

A massive training, preparation, and transportation endeavor was involved in the redeployment. Planning began months in advance of the operation. Air, road, and rail movements were combined to move the troops according to a precise timetable.

To deploy the troops in a combat-ready posture, four distinct but complementary phases were established—

- Preparation of the troops for movement to Germany.
- Airlift of personnel and equipment to Europe.
- Movement of troops to pre-position sites to draw equipment.
- Movement to the major unit assembly areas.

Preparations began with the qualifying of over 7,000 personnel for the arduous task of driving the division's equipment over German autobahns and secondary roads. Troops of the 1st Infantry Division were trained and licensed to perform the duty.

Classes were conducted on international road sign recognition and German driving regulations. Tests were administered according to the same standards exacted of troops stationed in Europe. To complement this training, all drivers viewed a specially-prepared video tape depicting driving conditions in Europe. By the close of REFORGER V these drivers had logged a total of more than a million miles.

In the task of moving the division's heavier equipment within Germany, railways played an important role. Fort Riley soldiers, accustomed to loading according to standards prescribed by the Association of American Railroads, were given supplementary training to prepare for rail operations with the German National Railroad.

Perhaps the most extensive transportation task, however, was airlifting the 11,000 combat-ready soldiers to Germany. Needless to say, this aspect of the operation involved a variety of activities and preparations.

The Military Airlift Command, the single manager

for Department of Defense airlift operations, had to work for optimum use of aircrew and aircraft resources to provide efficient service and simultaneously remain responsive to ever-changing operational requirements. To assist the command in this task the 1st Infantry Division submitted airlift requirements three months before deployment.

Representatives of the U.S. Readiness Command, the U.S. European Command, the U.S. Army Forces Command, the 1st Infantry Division, and the Military Airlift Command met in coordination conferences to work out a deployment schedule that would be acceptable to all. Military Airlift Command planners combined this information with other known and forecasted Department of Defense requirements to schedule worldwide resupply, special airlift, training, joint airborne missions, and maintenance activity. Proper management of the airlift force was thus insured. Shortfalls in airlift capability were covered by contracting commercial carriers.

REFORGER annually demonstrates the return of combat-ready troops to Europe. Its success depends on effective training, planning, preparation, and transportation.

Transportation Story

by Major Thomas C. Arata, USA, and Captain James T. Murray, USAF

After the preliminary schedule and management requirements were endorsed, the Military Airlift Command headquarters assigned one of its airlift wings to each onload and offload location to make local preparations for the deployment. Airfield surveys were conducted to contract fuel and billets and make support agreements with the U.S. Air Force commands involved.

At six United States-based Military Airlift Command wings, the scheduling of maintenance, aerial port operations, personnel, and aircrews was adjusted to insure that the deployment schedule would be met. During REFORGER V over 20 percent of the available Military Airlift Command airlift force was involved at one time, with over 900 personnel deployed.

Coordination with the Military Airlift Command continued during the predeployment preparation phase. While Air Force preparations were being made, the 1st Infantry Division established a departure airfield control group to direct the troops' departure.

Commercial buses were leased to provide transportation to McConnell Air Force Base, located at Wichita, Kansas, about 150 miles from Fort Riley. Equipment and vehicles not pre-positioned in Europe and certain expendable supplies were prepared for shipment.

Classes were presented to division units to insure proper use of the transportation control and movement document. This document, used successfully in two previous REFORGER operations, was used again in REFORGER V without any intransit loss of equipment.

After completing the planning and preparation phases, actual deployment began. A total of 107 C141 and 11 C5A sorties were used to deploy the 1st Infantry Division and seven non-divisional support units to Germany. As the senior headquarters deploying, the 1st Infantry Division coordinated all airlift requirements. Maximum aircraft use was achieved by programing multiple use.

Cargo, vehicles, and baggage shipped weighed 2,208,338 pounds, using almost 100 percent of the allowable cargo load available.

U.S. Army Europe's Theater Army Support Command provided the airlifted troops a well-planned and well-executed reception in Germany. As troops debarked at three arrival airfields they were met and proc-

Railways are used to transport heavy equipment within Germany.

Over 7,000 troops were trained and licensed to drive equipment on Germany's narrow city streets and winding country roads.

essed by the Theater Army Support Command's U.S. Army Reception Group, Europe. In conjunction with the Military Airlift Command's Airlift Control Element, the reception group processed troops and equipment for movement to the designated pre-position sites. German commercial buses and trucks leased by Theater Army Support Command awaited the division's arrival and helped meet the tight schedules required by the movement plan.

Advance parties from each unit were moved to their designated pre-position sites, where they drew equipment, and then were moved to initial unit assembly areas located near each storage site. Within 24 hours the main body of the airlifted troops arrived and was transported to the initial unit assembly areas to join the advance parties. Then the troops moved to the major unit assembly area, where the division was task organized for participation in the seven-day field training exercise.

At the close of the exercise the division moved again, this time to the Seventh Army Training Center at Grafenwoehr, where large caliber weapons were fired and equipment was prepared for the long move back to the pre-position sites. After a week at Grafenwoehr, the division separated into a main body and a rear party for redeployment to Fort Riley. The airport at Nurnberg was selected as the departure airfield for the main body, and again the Military Airlift Command's aircraft were called on to make the transatlantic flight.

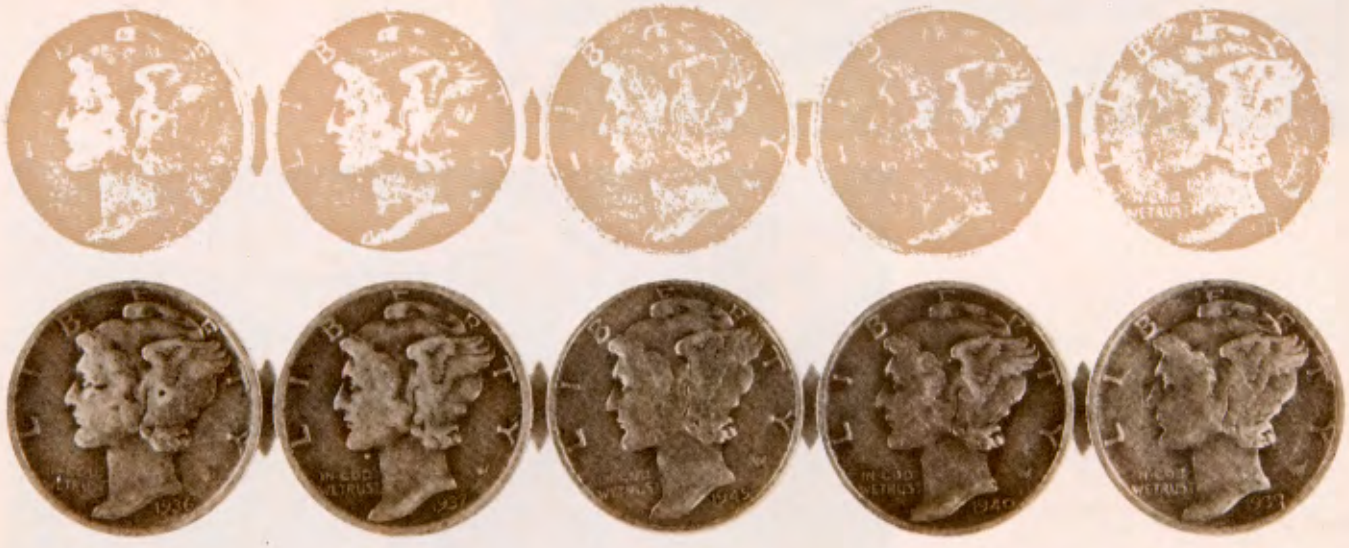
While the main body of the division was returning home, the rear party returned the wheeled vehicles to the pre-position sites and loaded the tracked vehicles for rail movement to the Combat Equipment Group storage sites. After turning in the equipment, the rear party was transported to Ramstein Air Force Base for departure from Europe.

REFORGER V proved our Nation's strategic airlift capabilities to our North Atlantic Treaty Organization allies. It would take volumes to accurately tell of the entire exercise, or even to relate in detail the logistics effort the exercise entailed. Presented here is merely a glimpse of the transportation effort involved, a review of a very important chapter in the story of REFORGER.

Major Thomas C. Arata, USA, is presently the division transportation officer, 1st Infantry Division, and has participated in three REFORGER exercises. Captain James T. Murray, USAF, is a senior pilot, currently assigned to the Directorate of Combat Operations, Military Airlift Command, and was the Military Airlift Command project officer for REFORGER V.

DIMES - to save dollars

The Defense Integrated Management Engineering System offers managers improvements in methods, productivity, and resource control.



The Defense Integrated Management Engineering System (DIMES) establishes a management engineering capability applicable at all echelons of Army commands and agencies. The program promotes the use of some of the most current and refined tools of management to improve resource control and efficiency.

More specifically, the objectives of DIMES are to improve methods and productivity and to provide a common base of work measurement and productivity data relating manpower, workloads, and costs. Further, DIMES directs the managerial application of this data in forecasting, planning, controlling, and evaluating manpower resource expenditures.

DIMES programs are organized under, and implemented through, the office of the comptroller at each post, camp, or station. The programs apply to all levels of management and command, but their application is unique at each level.

For example, work measurement data may be furnished to a work center supervisor in the form of an efficiency report comparing "earned hours" to actual hours. This information can be used to project workload capability or manpower needs.

For a depot or activity commander, the same data are summarized for all work centers, and restructured to present overall efficiency and performance trends. The data thus shows problem areas and enables the commander to forecast program capabilities.

DOD Directive 5010.15 established DIMES as the principle work measurement system to be used in the Department of Defense. The Department of the Army DIMES program was established in accordance with that directive.

Management engineering is the application of proven principles and technology to influence decision-making. In a broad sense management engineering is the design and analysis of management operations. Synonymous with "industrial engineering," it is applied in DIMES to analyze systems, tasks, and work situations.

The first step in the management engineering process is to determine if any methods improvements can be made. A formal approach to the improvement of work, tasks, or methods, this is recognized as an integral part of work review techniques.

Many opportunities for methods improvement exist in most operations. The emphasis of a methods improvement program, however, should be placed on operations that have a high volume workload, areas where bottlenecks and backlogs occur, and operations involving the extensive use of manpower and equip-

ment. A comprehensive methods improvement program should also include studies of new or projected operations.

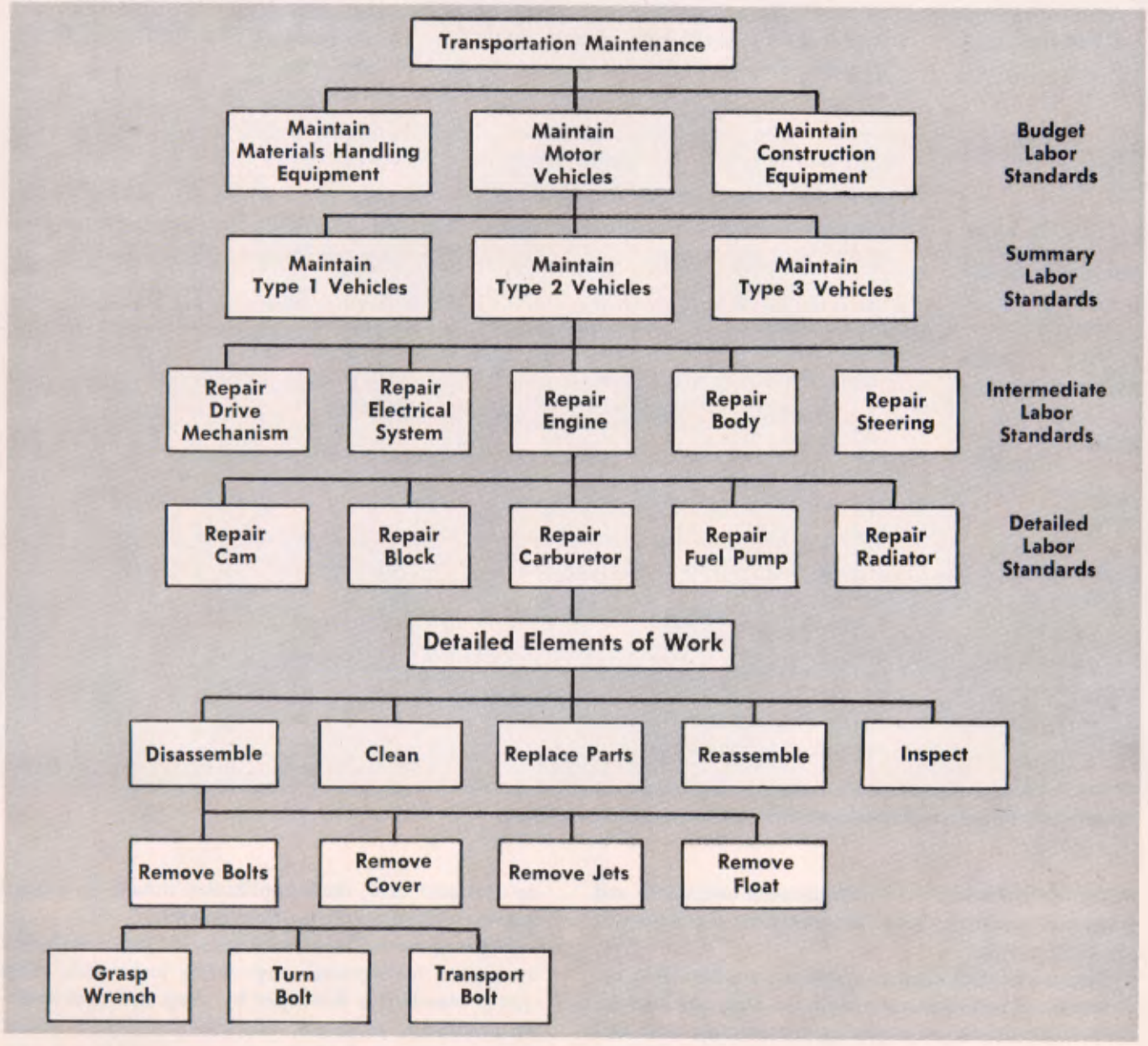
The starting point in a formal methods improvement effort is to document the present methods being used. The various elements of the work process must be identified and analyzed, validating all essential work elements and deleting or improving others. Through this procedure unnecessary elements of work can be eliminated without reducing productivity.

Possibilities for methods improvements include eliminating tasks, mechanizing manual operations, improving work flow, replacing obsolete equipment, repairing an item rather than replacing it, or engineering a job to require less skill.

After improved methods have been implemented, the second step in the DIMES process is to measure work and develop labor performance standards.

Work is measured by applying management engineering techniques, such as standard time data, time study, and work sampling, to determine the man-hours required for each step of an operation. All work can be measured. Labor performance standards are developed from work measurement, telling how long it *should* take to perform a specified amount of work, and identifying the manpower required.

Some labor performance standards are more detailed and more accurate than others. The type of standard applied depends on the degree of control desired and the degree of measurement accuracy desired. Examples



Levels of standards and elements of work.

Technique	Type of Operation	Examples
Engineered		
Standard time data	Repetitive work and medium cycle work of high volume.	Assembly, machining, packaging, typing, filing.
	Repetitive work of low volume, or irregular cycle work of high volume.	Assembly, machining, packaging, rebuild, repair maintenance.
Predetermined time systems	Repetitive short cycle work of high volume.	Assembly, machining, packaging, shipping.
Time study	Repetitive short cycle work performed at one work station.	Assembly, machining, packaging, typing, filing, editing, packing.
	Irregular, medium to long cycle work, performed by moving about work stations.	Janitorial, clerical, repair, rebuild, warehousing.
Work sampling	Irregular work where a work unit is highly correlated to work input.	Clerical, rebuild, repair, warehousing, facility maintenance, indirect labor.
Statistical		
Technical estimates	Highly technical or irregular work.	Maintenance, rebuild, repair of complex items.
	Scheduling and controlling projects for priority, status, evaluation, and costing.	Technical, engineering, and research.
Historical or statistical	Irregular work where a work unit can be determined.	Administrative, indirect labor, warehousing.
Man-hour Allowances		
Staffing pattern	Highly irregular work for which a work unit cannot be determined.	Administrative, support activities.

Relationship of work measurement techniques to types of operations.

of the application of work measurement techniques and standards to various kinds of operations are shown in the chart above.

Engineered performance standards are the most accurate of all measurement standards. They are also the most costly to derive, requiring considerable time and effort by highly trained technicians. Because of their development cost, their application should be limited to areas with substantial savings potential.

Non-engineered labor standards are also established by trained management engineering technicians. This type of standard is developed by using statistical analysis techniques, judgment, and historical data to obtain a reasonable standard that is somewhat less precise

than an engineered standard. Non-engineered standards are sufficiently accurate for various types of work, especially where it is not cost effective to develop engineered standards.

Man-hour allowances are performance standards for supervisory, command, and staff positions not dependent on the volume of production. These positions are usually referred to as "overhead." Man-hour allowances normally credit one hour of production for each hour spent on duty, but can be dependent on other ratios. They are validated by organizational studies and manpower reviews and are the least precise of the three categories of standards. It is possible to develop more accurate standards for overhead positions, but it is not normally considered economical to do so.

All work should be covered by a logical mix of standards. That is, engineered, non-engineered, and man-hour allowance standards should be combined to provide the total measurement package of an organization or function most economically and in the best interests of management. This is accomplished by selecting and applying the most appropriate standard to each function or work situation.

Standards, when multiplied by units of production, provide a common work measurement base called "earned hours." Earned hours can be used for evaluation and planning at all levels of management by summarizing the statistics of accomplished workloads. Through this application of earned hours a measure of all work can be obtained without specific reference to the tasks performed.

The actual man-hours used to accomplish a function are counted and charged through cost accounting systems. Earned hour accounting should be consistent with this procedure.

The comparative relationship of earned hours to actual hours is an overall measure of efficiency. It can be used by managers at all organizational levels in conjunction with workload forecasts and performance standards in assigning workloads, determining manpower requirements, and managing finances.

To provide for consistency in standards and to reduce the time and cost involved in their development, standard time data are being developed and should be used whenever possible. The Defense Work Measurement Standard Time Data Program has been established to provide a bank of common time data for use throughout the Department of Defense.

The availability of standard time data decreases the cost of developing labor standards, eliminates the duplication of measurement, and forces methods analysis. It also releases management engineering personnel from measuring work elements, and thus enables them to explore methods improvements, expand work measurement coverage, or assist in resolving management problems.

There are four distinct levels at which labor standards are normally used in management engineering. As shown in the chart on page 33, these levels are detailed, intermediate, summary, and budget.

Detailed standards form the base from which standards for all levels of management are derived. Detailed labor performance standards are developed by measuring the lowest elements of a task, such as "grasp wrench" and then summarizing all elements required in the task, such as "repair carburetor."

As shown in the chart, the detailed standard, "repair carburetor," consists of all the work measurement data involved in the repair operation: disassemble, clean, repair parts, reassemble, and inspect.

The intermediate level standard, "repair engine," is the combination of all detailed standards developed for the repair of the various engine components.

The summary standard, "maintain type 2 vehicles," is the combination of all intermediate standards developed for the repair of the various vehicle components. A summary standard exists for each type of vehicle maintained.

The budget standard, "maintain motor vehicles," combines the summary standards for the three categories of vehicles maintained.

The "total measurement" process sometimes con-

Managment Uses of DIMES Standards

Management applications of data generated from labor performance standards include:

- Forecasting work center requirements for accomplishing known or anticipated workloads.
- Determining standard costs and justifying budget requirements.
- Scheduling work and allocating manpower.
- Evaluating the effectiveness of operations.
- Improving efficiency and productivity by eliminating and highlighting excessive idle and delay time.
- Attaining the desired balance between direct and indirect labor.
- Spotting operations or areas in need of management attention.
- Providing a basis for incentive awards.
- Justifying and scheduling the use of machines and equipment.
- Refining service school instructor standards.
- Planning and controlling production.

notes to individuals the idea that they will be "working against a standard" that must be met. This is an erroneous impression. Labor standards provide data that can be combined to measure organizational or group performance. When used to measure the performance of an individual the system is being abused.

Individual performance measurement is, indeed, made possible by the system, but the standards *should* be used by management personnel in a constructive manner and not as a tool against individuals or as a prod to increase production to unrealistic goals. Properly developed standards represent what a *work force* should accomplish under *normal* work conditions.

The reasoning behind the system is that if managers are to be enabled to view total production in relation to manpower, all labor must be measured. Thus total measurement is necessary if the system is to be effective.

The system aids managers by supplying them with data detailing earned hours and performance efficiency. This data indicates how long it should have taken to perform a specified amount of work and how efficiently that work was performed. Combined with such mission requirements as goals, time frames, and priorities, and considered together with limitations in men, money, and materials, this information then enables managers to better determine the best course of action.

The program identifies two basic problems facing managers: the mismatch of manpower to anticipated workloads, and the inefficiency of the work force.

DIMES shows manpower shortages or overages by translating workloads to manpower requirements. It identifies inefficiencies by relating the time required to perform a task to the time actually taken.

These relationships can be shown by summation at each level of management. Action can then be taken to increase efficiency and redistribute workloads to match available manpower. In this effort, DIMES outlines the analysis procedures necessary in attempting to increase efficiency, and provides managers with the factual data required to support requests for increased manpower allotments or decreased workloads.

If work force efficiency is at an acceptable level and requests for increased manpower or reduced workloads are rejected, managers can then use the information provided by DIMES to improve the application of manpower. Work can be reduced, adjusted, deferred, or eliminated on the basis of priorities, thus reducing the impact of insufficient resources.

The first level of management is the work center or operating level. Managers at this level must be able to identify any excess or shortage of workers on a daily basis and be able to take appropriate action to loan or borrow personnel, defer workloads, increase workloads, or justify required overtime.

DIMES provides a manager at this level with detailed labor standards and thus with the capability to plan and analyze the use of his work force in whatever manner best suits his needs.

The intermediate management level is responsible for planning and controlling production, and managing all of the work centers oriented to its specific mission. It provides information for controlling work within the work centers and manages their personnel allotments and workloads. DIMES provides managers at this level with intermediate labor standards, summarizing the detailed standards and the earned hours of each work center.

Intermediate standards are combined to form summary standards which are used to relate resources to missions. By applying summary standards to workload forecasts, staffing requirements can be determined for a program, activity, organizational element, or functional element. Allowances for leave, training, meetings, and other factors that reduce the direct labor availability are incorporated to develop a total force requirement.

After workload is translated to manpower requirements, these needs can be converted to required funds. By alining funds properly, workload and related manpower can be portrayed in the budget. By reversing this process, budget changes can be stated in terms of manpower strengths or work capabilities. Through work measurement manpower requirements can be tracked in the same way dollar costs are tracked.

The DIMES program can provide each manager with budget standards that can be applied to his workload projections by function, project, or product, to develop a budget estimate. The activity budget manager or comptroller can then aggregate all of the separate cost estimates by program element and forward them to the next higher level. Command budget managers can review the estimates and justifications submitted by all subordinate activities and, using performance data, develop the command budget. When all command budgets are received by the military service or defense agency headquarters they can be reviewed, consolidated, and forwarded to the Office of the Secretary of Defense.

Standards and productivity information derived from DIMES can be used to substantiate and justify manpower requirements in support of mission workloads throughout the budgeting system. Even after budget estimates are submitted through the President to Congress, data from DIMES can provide additional justification as required.

Once the budget has been approved and funds allocated, limitations may necessitate the elimination or deferral of workloads. Thus managers are confronted

Task Area: Wood Objects, Repair			
Group E allow 1.8 hours	**Group F allow 2.9 hours**	**Group G allow 4.4 hours**	**Group H allow 6.0 hours**
Repair side chair by regluing loose joints in back and legs of chair. Remove and reinstall corner brackets; disassemble and assemble joints.	Repair minor damage and prepare two wood office chairs for refinishing.	Repair minor damage and prepare three office file cabinets for refinishing.	
Remove and reinstall linoleum top on 32" x 60" executive type steel office desk. Disassembly of desk required.	Repair minor damage and prepare one wood office desk for refinishing.	Repair minor damage and prepare four office chairs for refinishing.	
Repair oak conference table. Fabricate and install sixteen blocks at various inside corners to make top, legs and apron more rigid. Work accomplished at job site.		Remove old deck and redeck 9' x 24' trailer having angle iron frame support and steel retainer bars along sides.	Repair minor damage and prepare for refinishing one each: office desk, chair, table and file cabinet.
Redeck 4' x 12' trailer; deck boards are dadoed to fit under edge of trailer. Does not include mill work.	Remove and reinstall 100 sq. ft. of 1' x 3' sections of cork board insulation on ceiling of walk-in refrigerator.	Perform mill room machine operations to redeck one railway flat car (82 pieces of lumber).	Repair minor damage and prepare two office desks and one office table for refinishing.

Examples of detailed standards, grouped by tasks.

with the task of reallocating resources to conform to changes imposed on their budget estimates. The quantification of manpower and related costs brought about by DIMES can enable managers to adjust resources and, further, to track actual expenditures compared to planned expenditures during the budget year.

Reports using labor standards as a common data base can also be alined organizationally, by function or cost account, or by product, depending on the particular needs of individual managers.

To achieve the goals outlined by DIMES and successfully implement the program, comptrollers will need the assistance of personnel trained in methods engineering, work measurement, and other aspects of management engineering. This staff may either be trained internally or recruited, but should be a mixture of management engineering professionals and technicians. The number of people required should be based on the workload to be accomplished at the installation in developing and maintaining standards and in performing other required tasks. The personnel assigned to management engineering should continually be justified on the basis of workload.

Feasibility studies, that is, in-depth reviews of total organization or function, can be performed with regard to various organizational units. These will indicate the potential for methods improvements, the desired work measurement approach and benefits, the logical mix of standards, and the areas of priority attention.

Periodic reviews, in accordance with a standards maintenance plan, as well as updates and audits, must be an inherent part of a DIMES program to insure that labor standards and data are kept current and valid.

By combining the feasibility studies and the standards maintenance plan with his knowledge of the current situation, a DIMES manager can develop a realistic plan of action, establishing both short-range goals for methods improvements and work measurement, and long-range objectives.

Once these objectives have been determined, an adequate staff can be organized; methods improvements can be implemented; work can be measured; standards can be developed; and managers at all levels can benefit from a fully operational DIMES program.

Various publications relating to the DIMES program are available, and others will soon be published. Two are the introductory volumes of a planned 11-volume manual, DOD 5010.15.1-M, containing technical guidance and standard time data to be used in developing labor standards. DOD 5010.15-H is a handbook explaining DIMES and its role in improving productivity and reducing costs. DA Pamphlet 5-4-3 complements Army Regulation 5-4, Department of the Army Management Review and Improvement Program, and is a handbook for Army application of the DIMES program. DA Pamphlet 5-4-4 provides guidance, assistance, and suggestions concerning the concepts and techniques on which Army DIMES program reviews are to be based.

The success or the failure of a DIMES program is determined by the manager's use of the data the program provides. If the data is ignored it will have no impact. If, however, the data are effectively used as a management tool, then the DIMES program can result in increased productivity and improved resource management. ALOG

ALOG DIGEST

AMC PROGRAM TO ASSIST SMALL SYSTEM CONTRACTORS

The Army is improving the management of its small acquisition programs by establishing a point of contact at the Headquarters, U.S. Army Materiel Command, to foster a better response to contractors with small development and production contracts. This recommendation was made by the Army Materiel Acquisition Review Committee and adopted by the Army.

A large portion of Army materiel acquisition dollars is spent in the development and production of small systems and equipment with low unit cost. Most of these procurements go to small- and medium-size contractors who often observe that their requests for help are not heard when raising special problems or that they do not receive responsive replies to ideas that could mean improved materiel and lower cost to the Army. Although this is not a problem with all of the small programs, since many fall within the purview of a project or product manager, there are enough cases reported by industry to warrant action.

Mr. John Stolarick is the Army Materiel Command point of contact. He will concentrate primarily on technical issues concerning ongoing contracts and will be working closely with the commodity commands and contractors to improve the communication link. His address is—Commander, U.S. Army Materiel Command, ATTN: AMCDMA, 5001 Eisenhower Avenue, Alexandria, Virginia 22333, telephone AUTOVON 284-9340, Commercial 202-274-9340.

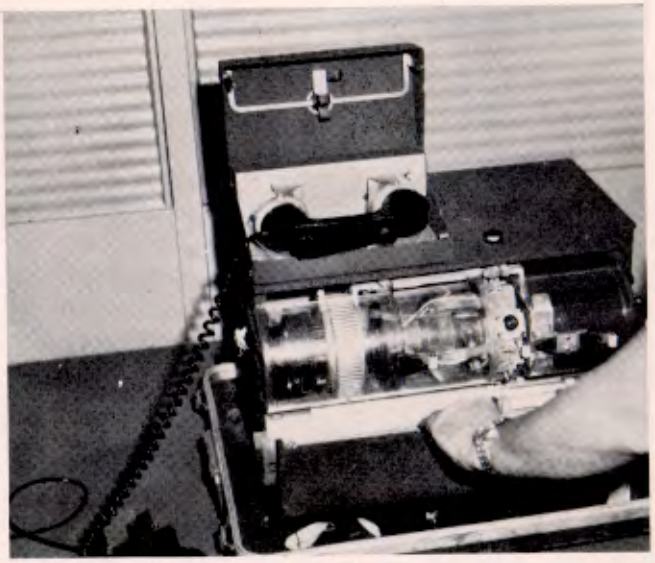
FACSIMILE COMMUNICATIONS SET BEING TESTED

A tactical facsimile set that uses a combination of ratating lights, photoelectric cells, and electrical impulses to transmit messages from one machine to another is being tested by the Modern Army Selected Systems Test, Evaluation and Review, Fort Hood, Texas. The facsimile set is capable of transmitting and receiving exact reproductions of just about anything written, printed, or drawn on a sheet of paper and only requires six minutes to transmit information from a standard 8½- x 11-inch page.

The facsimile sets being tested are similar to those presently used by the news media and private industry; however, they have been specially built to withstand shock, vibration, and rough handling.

The communication devices are proving to be extremely flexible since they can transmit and receive over a wide variety of electronic systems such as standard Army radios, commercial telephone lines, and tactical telephone circuits. This flexibility allows a unit or headquarters to transmit and receive messages while changing locations. With a portable power source, the tactical facsimile set can be plugged into a jeep-mounted radio and operation can begin.

Extensive field testing is planned for the existing sets as well as some newer models in the future.



A message is received by the operator of a tactical facsimile set being tested for possible Army field use.

AUDIT TRENDS—POSING PROBLEMS AND GIVING SOLUTIONS

Audit Trends is a Department of the Army pamphlet published periodically that highlights deficiencies found as a result of Army Audit Agency and/or General Accounting Office audit reports. The most recent pamphlet focuses on problems of concern to the logistics community.

Some of the areas identified are given below.

Stock control: At present the most critical deficiency is the maintenance of inventories in excess of needs.

Surveillance and control of household goods transportation: Inadequate management controls and improper management practices exist in several command programs.

Reparable/recoverable secondary items: Command-

ers are unnecessarily spending funds for new procurement of reparable secondary items.

Requirements computation of supplies: Gross supply requirements have been improperly computed at various national inventory control points and depots. As a result, excessive quantities of supplies are being requisitioned and excess stocks are accumulating.

Equipment status reporting: Serious discrepancies in reporting under the requirements of AR 711-5, Army Equipment Status Reporting System, are forcing commanders to make budget and distribution decisions based on unreliable data.

Kitchen police contracts: Contracting techniques for awarding and monitoring civilian kitchen police services are faulty.

Use of parcel post: Transportation costs have been unnecessarily increased due to materiel being shipped by parcel post in lieu of cheaper modes of transportation.

For detailed information and actions recommended for solving these problems, commanders should refer to DA Pamphlet 36-1-1, Volume I, Audit Trends.

COMPUTER SYSTEMS CAPABILITIES EXPANDED

Five functional programs will be added to Division Logistics System (DLOGS) and the Direct Support Unit/General Support Unit (National Cash Register 500) system within this fiscal year. DLOGS is an interim automated card processing system designed to apply automated methods to assets management at division level. The DSU/GSU system is used for non-divisional direct support and general support units.

Procedures programed for use with the expanded DLOGS and DSU/GSU systems include—

Quick supply store—Modification of all DSU/GSU and DLOGS systems to accommodate these procedures is underway. These procedures simplify issue of over-the-counter, low-dollar-value repair parts by eliminating use of DA Form 2765, Request for Issue.

Army equipment status reporting—Scheduled for DLOGS implementation in December, this program will accommodate changes in the Asset and Transaction Reporting System, AR 710-3.

Direct exchange—This application will provide automated support in both systems for direct exchange procedures outlined in DA Circular 700-24, Supply and Maintenance Procedures for Direct Exchange.

Perpetuation of unit document number and DOD activity address codes—Effective date for program completion for both systems is June 1975 to be followed by prototype testing.

Revised property book—The revised program for DLOGS has been completed for prototype testing.

In addition to the programs above, all systems have been changed to accommodate the new national stock number.

NEW ARMY TENT ON THE TRAIL

The Army's proposed two-man mountain tent, developed by scientists at Natick Laboratories, is presently being tested on the Appalachian Trail. Two former Army specialists, hiking the trail from Maine to Georgia, are mailing reports along the way, giving the Natick scientists a running evaluation of the tent's performance.

Made of a nylon material, the tent weighs six pounds less than its present counterpart, with a floor area increased by more than 17 square feet. The weight can be reduced by another 2½-pounds by removing the rain fly. The tent has a floorless storage vestibule that can double as a safe cooking area. Other innovations include a rear tunnel entrance, ventilation screens, and a silicone-treated nylon floor.

The tent is also scheduled for testing by the Arctic Test Center and, if approved, will eventually become part of the equipment system.

TENT TESTING—A team sets up the new lightweight, two-man mountain tent which is receiving rough field testing on the Appalachian Trail.

ASSET VISIBILITY—GOAL OF THE CONTINUING BALANCE SYSTEM

The Army Materiel Command is presently sponsoring a task under an Army contract to develop an automatic data processing method for capturing asset visibility Army-wide. To be known as the Continuing Balance System (CBS), it will improve and eventually replace the current method of developing a worldwide asset position which uses reported asset data from the field Army.

The CBS will function by accumulating accounting transactions on selected reportable items in SB 700-20 from each of the major command inventory control points, the commodity commands, and the CONUS installations. These transactions will be entered into the computer at the Major Item Data Agency, causing the computed inventory CBS balances to be brought forward each calendar quarter. All challenges to the accuracy of the inventory produced by the CBS will be auditable by the presence of the transactions that produced the ending inventory balance. The ending balance, which also becomes the beginning balance for the next calendar quarter, will be used in the Army Materiel Plan, the Major Item Distribution Plan, and other documents requiring a display of the worldwide Army inventory of selected items.

CAMOUFLAGE SCREENING READY FOR USE

Two new camouflage screening systems are undergoing laboratory testing at Aberdeen Proving Ground, Maryland. The radar-scattering system includes a specially designed radar-scattering material that can prevent enemy surveillance aircraft from "seeing through" the physical camouflage and detecting a vehicle, ammo dump, or other objects with sophisticated radar-scanning devices. The radar-transparent system maintains all the characteristics of the scattering system, with the exception of the radar-scattering material. It allows personnel to operate ground-based surveillance systems without detection from the air.

The new systems are actually camouflage screens made of lightweight polyester netting with strips of camouflage cloth in various color and texture patterns attached to the net. The support equipment consists of a new lightweight lanyard cord, retractable fiberglass support poles, spreader assemblies, and complete repair kits.

Three models of the camouflage systems have been developed for adaptation to a variety of environmental and geographic conditions. They include the tropical (woodlands) model, the arctic model, and the desert model.

Compared with the conventional screening systems, the new systems weigh less and are easier to transport. Also, less time is required for assembly and disassembly.

The screening systems are packaged in modules consisting of two components—the packaged screening system and the packaged support system. The screening system weighs 70 pounds and the support system weighs 45 pounds.

The Army hopes to have the first operational screening system in use soon; however, testing will continue through this year.

DOD DEVELOPS ENERGY INFORMATION SERVICE

The DOD Worldwide Energy Information System (DEIS) is being developed to meet DOD management needs for ready access to up-to-date, reliable, and objective energy information.

The system's design capabilities established by the Defense Energy Data and Analysis Panel include—

- Supply of "real time" data covering all aspects of DOD energy use.
- Flexibility to support needs of decision-makers faced with a wide spectrum of situations.
- Ease of access to insure quick and efficient data recovery.
- Correlation of data elements among other data bases (e.g. logistical and financial).
- Ability to handle classified data.

The system presently generates two reports—DEIS-I and DEIS-II. DEIS-I provides a weekly report of petroleum fuel inventories, product consumption for the past seven days, and receipts from commercial and noncommercial sources during the past seven days. DEIS-II is a monthly report of utility energy that was consumed, the quantity that was consumed during the corresponding month in 1973, anticipated consumption in the next month, and stocks on hand at the end of the reporting period. DEIS-II covers coal, electricity, purchased steam and hot water, fuel oil, natural gas, and propane.

The reports are not only utilized to monitor the DOD energy conservation program, they also provide historical and current data necessary to manage Defense energy resources.

AMMO REVIEW OVER, ELIMINATION UNDERWAY

In an effort to ease the logistics burden caused by a larger than needed inventory, steps are being taken within the Department of the Army to reduce the number of conventional ammunition line items. The reduction process is the result of a 13-month DA ammunition proliferation review. During that period over 450 items were recoded and reclassified in preparation for possible elimination. The total number of ammunition line items will be reduced by approximately 35 percent based on the items recommended for deletion.

The majority of items eliminated will be retained for sale to other services, international customers, or expended for training purposes, whichever is more cost effective.

The proliferation review also resulted in the creation of a required listing of standard munition items for future planning and programing, which will lead to less complicated and more useful supply documentation.

To prevent future excessive item proliferation, the Army has established several potential cost-saving measures such as termination of selected developmental and product improvements, use of phase-out munitions in training programs, concentration of the procurement effort on fewer items, and reduction in the production base.

LOGISTICS UNITS LEAD IN FOOD SERVICE AWARDS WON

Three of four awards for excellence in Army Food Service were won by logistics support units in this country and overseas. The sixth annual presentation of the Philip A. Connelly Award, sponsored by the Food Service Executives Association, was made in Las Vegas recently to representatives of the following winning units:

Special Troops, V Support Command, Frankfurt, Germany, winner in the Large Dining Facility category (serves over 200 soldiers).

"A" Company, Maintenance Battalion, Special Troop Command, U.S. Army Base Command, Okinawa, runner-up in the Large Dining Facility category.

Headquarters Company, TRADOC and Support Element, Fort Monroe, Virginia, winner in the Small Dining Facility category (serves up to 200 soldiers).

Headquarters and Headquarters Company, 530th Supply and Service Battalion, 1st Corps Support Command, Fort Bragg, North Carolina, runner up in the Small Dining Facility category.

Dining facility managers of the award winning units received a scholarship provided by the sponsors for a two-week course in gourmet cookery at the Culinary Institute of America, Hyde Park, New York.

USAREUR BARRACKS MODERNIZATION PROGRAM UNDERWAY

As part of the FY 1974-1975 offset agreement under which the Federal Republic of Germany provides certain deutsche marks to offset the balance of payments cost of stationing U.S. forces in Germany, the equivalent of $189 million will be used to continue renovation and modernization of Army barracks and dining facilities.

Work on the barracks, designed to U.S. criteria, is performed by German firms. This is a continuation of the program that has been underway since the FY 1972-1973 offset agreement that was signed in December 1971. The work is scheduled for completion by the end of FY 1978.

FACELIFTING—The new (left), and the old contrast at Tompkins Barracks in Schwetzingen, West Germany, where modernization of U.S. facilities is being carried out this year.

RESEARCH REPORTS

Installation Equipment Management Analysis; sponsored by U.S. Army Materiel Command (Directorate of Management Information Systems); conducted by U.S. Army Logistics Management Center (Logistics Studies Office). Study Information—AUTOVON 687-1290. Status: Completed.

This study contains a review of the management, performance, and effectiveness of the U.S. Army Materiel Command Equipment Management Program at approximately 100 installations. The report includes recommendations for added emphasis on the program and on the modification of Army Materiel Command regulations that govern the program. It cites the continuing need for standardization of the automated equipment management system and for enhancing the knowledges and skills of equipment management personnel.

Direct Support System (DSS)—Transition to Wartime; sponsored by Deputy Chief of Staff for Logistics; conducted by U.S. Army Logistics Center. Study Information—AUTOVON 225-4634. Status: Completed (study documentation available February 1975).

This study examines the viability of the direct support system in meeting wartime demands, particularly during the transition from peacetime to wartime. It will serve as a training vehicle for logistics personnel in obtaining experience in the use of logistics models and in performing simulation and analyses of logistics systems. Simulation models of DSS will be completed December 1974.

Management of Army Wholesale Logistics Literature; sponsored by U.S. Army Materiel Command (Directorate of Management Information Systems); conducted by U.S. Army Logistics Management Center (Logistics Studies Office). Study Information—AUTOVON 687-1290. Status: Completed.

This study examines and describes the U.S. Army Materiel Command's responsibility for non-equipment-related wholesale logistics literature. The report documents the major inadequacies of the current system and proposes specific remedies for them.

Estimation of Demand Variability Parameters; sponsored by U.S. Army Materiel Command; conducted by U.S. Army Logistics Management Center (Inventory Research Office). Study Information—AUTOVON 348-6984. Status: Completed.

Establishing a reliable method for estimating demand variability for secondary items was the attained objective of this study. It was found that demand forecast accuracy improves as the number of demands for an item increases and that items with higher dollar value of annual demand are stabler and therefore more accurately forecast.

COMING EVENTS

OCTOBER

30-1 Nov	U. S. Army Operations Research Symposium #13	Fort Lee, Va. ALMC

NOVEMBER

4–6	17th Annual Conference—American Production and Inventory Control Society	Chicago, Ill. Conrad Hilton Hotel
18–19	Conference on Organization Planning—Association for Systems Management	Cleveland, Ohio Hopkins Airport Sheraton Inn
18–20	27th Annual Convention—American Logistics Association	Dallas, Tex. Statler Hilton Hotel

DECEMBER

3–4	6th Annual National Transportation Forum and Exhibit	Washington, D.C. Statler Hilton Hotel
3–5	34th Military Operations Research Symposium	Fort Eustis, Va. Transportation Center and School

CAREER PROGRAMS

TRANSPORTATION SKILLS CAN HELP QUALIFY YOU TO KEEP ON TRUCKING

A major portion of the civilian transportation industry will now give credit to former servicemen for military experience and training in the transportation field.

This is being accomplished through the Industry Accreditation Program, a cooperative effort of the military and private industry, whereby skills gained in the military are honored by private industry for employment and advancement considerations.

The program is endorsed by firms in the trucking, marine, and aviation fields. Details for accreditation for transportation maintenance skills are being finalized, and implementation is expected within several months.

By equating military and civilian transportation skills, and by showing a young man how to apply his military experience to the civilian job market, the Army hopes to increase its enlistments and retention of personnel.

PACE IN FSEE OUT

The U.S. Civil Service Commission is now using the Professional and Administrative Career Examination (PACE) for determining eligibility of candidates for Federal positions. PACE replaces the 19-year-old Federal Service Entrance Examination.

PACE is the principal means of entry into Federal service for college graduates and for those with appropriate and sufficient experience. It is used for filling a variety of entrance-level professional, administrative, and technical positions.

The new examination has five parts and takes approximately four and a half hours to complete. Test results indicate a candidate's aptitude and job suitability, thus allowing candidates to be referred for specific positions according to measured abilities.

Eligibility under the FSEE expires 31 December. Candidates who are not federally employed by that time must take the new examination to reestablish eligibility.

WHAT THE ARMY NEEDS IS MORE LAWYERS

Selected officers may now attend law school at Army expense under the Army's new Funded Legal Education Program (FLEP). The program is open to career officers in the grade of captain or below with more than two years and less than six years of Army service, and who are accepted by an accredited law school.

Officers who attend law school under FLEP must serve two years additional active duty for each year in law school. If an officer fails to complete school or to pass the bar examination, he must serve one year for each year spent in law school.

Applications to law schools must be made by the individual, however, the Army makes the final decision as to which school will be attended.

Officers interested in applying for the program should first read AR 351-22, The Judge Advocate General's Funded Legal Education Program. A copy of the regulation and more information can be obtained by writing — HQDA (DAJA-PT), Washington, D.C. 20310.

OFFICER DEVELOPMENT PLAN PROGRESSING

Revised DA Pamphlet 600-3, Officer Professional Development Utilization, contains instructions for filling out the Professional Development Plan, DA Form 4190R. The instructions are pertinent to all commissioned officers except those of the Judge Advocate General Corps, Chaplains Branch, and Army Medical Department.

The Professional Development Plan is the means by which an officer indicates long-range preferences for assignment and education considerations under the Officer Personnel Management System.

An officer should not complete the form until he is assigned his designated primary and alternate military occupational specialties. Primary and alternate job specialty designations have been issued to lieutenant colonels and promotion-eligible majors. The projected dates for the issuance of specialty designations for majors and promotion-eligible captains are March 1975; for captains September 1975; and for all lieutenants December 1975.

During the interim, preferences for assignment and schooling can be made via the Officer's Assignment Preference Statement, DA Form 483.

FAOS OPEN TO SELECTED OFFICERS

Opportunities exist for selection to the Foreign Area Officer Specialty (FAOS) under the Officer Personnel Management System.

FAOS is an advanced entry specialty offering qualified officers the opportunity to increase military career potential through advanced civil schooling, language training, and a wide range of assignments throughout the world.

To be eligible, an officer must be in a branch other than Judge Advocate General Corps, Chaplains Branch, and Army Medical Department. He must have a baccalaureate degree and three years of branch experience including completion of the branch advanced course. There is a four-year commitment. Inquiries should be directed to respective career branches.

CIVILIAN CAREER MANAGEMENT CENTRALIZED

The operational aspects of most civilian career programs, previously accomplished by various Department of the Army Staff elements, are now the responsibility of the Office of the Deputy Chief of Staff for Personnel (ODCSPER). Among the programs shifted are those operated by the Office of the Deputy Chief of Staff for Logistics (ODCSLOG) and the Assistant Secretary of the Army for Installations and Logistics (ASA(I&L)): Supply Management, Transportation Management, Materiel Maintenance Management, Procurement, and Quality and Reliability Assurance.

As part of the concept of centralized civilian career management, ODCSPER's Civilian Personnel Training and Career Management Agency has been renamed the Civilian Career Management Field Agency (CCMFA). The agency has established four teams, each assigned responsibility for specific programs. They will perform the associated personnel operations and act as central points of contact for the functional chiefs, who will continue to provide guidance on career patterns and qualification requirements for the development and operation of these programs.

This realinement of functions does not affect existing responsibilities assigned to career program managers below the Headquarters, Department of the Army level.

EVERYTHING YOU ALWAYS WANTED TO KNOW . . . BUT

Now available to military personnel is a pamphlet entitled "Everything You Always Wanted To Know About Obtaining a Baccalaureate Degree . . . But Were Too Busy To Ask." The pamphlet contains answers to many of the frequently asked questions about earning a college degree and about opportunities for off-duty education.

Included are summaries of interviews with education advisers and a list of schools located near Army installations.

Requests for the pamphlet should be sent to—HQDA (DAPC-OPD-PD), Alexandria, Va. 22332.

ARMY PERSONNEL MANAGEMENT GOALS SET

The Office of the Deputy Chief of Staff for Personnel has set forth civilian personnel management objectives for priority emphasis during fiscal year 1975.

Areas cited to receive special attention are Executive Development; Labor-Management Relations; Energy Conservation; Employment and Development of Minority and Women Personnel; and Management of the Changing Force Structure.

Army managers at all levels are asked to strive to make advances in these areas by way of improved daily personnel management practices.

CORRESPONDENCE COURSE PREPARES OFFICERS FOR COMPANY COMMAND

If you are anticipating or hoping to assume command of a company, you may find it helpful to take the new Company Commander Preparatory Course, now offered by correspondence.

The 49-credit-hour course is offered to prospective and currently assigned company commanders of all branches. Interested personnel may enroll by submitting a completed DA Form 145, Army Correspondence Enrollment Application, through channels to—Commandant, U.S. Army Engineer School, ATTN: DNI, Fort Belvoir, Va. 22060.

RETIREMENT ELIGIBILITY FIGURES SPUR INTERN RECRUITMENT EFFORTS

Recent figures compiled by the Department of the Army indicate a high rate of retirement eligibility for civilians in logistics career fields. Agencies have been asked to intensify intern recruitment so that the Army will be able to maintain a quality civilian workforce and meet future manpower needs.

Logistics career fields with a high percentage of personnel eligible for retirement are Transportation with 64 percent, Supply Management with 59 percent, Quality and Reliability Assurance with 63 percent, Supply Management with 58 percent, and Materiel Maintenance Management with 56 percent. ALOG

RECENTLY PUBLISHED

AR 11-8, Principles and Policies of the Army Logistics System, June 1974.

AR 30-1, C5, The Army Food Service Program, 1 June 1974.

AR 40-61, C7, Medical Materiel Policies and Procedures, 18 June 1974.

AR 55-46, Travel of Dependents and Accompanied Military and Civilian Personnel, To, From, or Between Oversea Areas, 5 June 1974.

AR 55-71, C1, Transportation of Personal Property and Related Services, 27 May 1974.

AR 210-50, C12, Family Housing Management, 30 July 1974.

AR 405-10, C2, Acquisition of Real Property and Interests Therein, 15 July 1974.

AR 601-102, Voluntary Duty with the Judge Advocate General's Corps, 2 July 1974.

AR 614-185, Requisitions and Assignment Instructions for Officers, 16 May 1974.

AR 708-1, C12, Cataloging and Supply Management Data, 3 July 1974.

AR 710-2, C2, Materiel Management for Using Units, Support Units, and Installations, 3 July 1974.

AR 735-11, Accounting for Lost, Damaged, and Destroyed Property, 1 May 1974.

AR 735-72, Accounting for Industrial Property and Equipment in Place, 10 June 1974.

AR 795-14, Pricing of Sales of Defense Articles and Defense Services to Foreign Countries and International Organizations, 3 June 1974.

FM 25-2, Unit Commander's Guide, 29 March 1974.

FM 55-16, Cargo Checking Handbook, 30 November 1973.

DA Cir 30-17, Computation of the Basic Daily Food Allowance, 27 June 1974.

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.*

NEW ORGANIZATION, FUNDING POLICY CHANGES CITED

Change 1 to FM 38-70, Research, Development, Test and Evaluation Management, reflects recent structural changes in DOD organization. Cited in the change are new and realined mission responsibilities within the Defense Establishment.

REPAIR PARTS PROVISIONING POLICY PUBLISHED

DOD Instruction 4140.42 establishes Defense-wide policy for stockage criteria and determination of requirements for all spare and repair parts in support of end items acquired by DOD for which servicing, repair, and overhaul are anticipated. These criteria are applicable from the initial provisioning period through the demand development period. This instruction supplements DOD Directive 4140.40, February 1973.

EAD CONCEPTS REFLECTED

FM 54-9, Corps Support Command, provides guidance on the organization and operation of the Corps Support Command (COSCOM) as outlined in the Echelons Above Division concept.

The new manual describes the responsibilities of and relationships between corps headquarters, COSCOM headquarters, and major subordinate organizations. The functional concepts of the corps support command are similar to but more flexible than those under previous doctrine. ALOG

DSA PROCURING CONSTRUCTION ITEMS FOR ARMY

The Defense Supply Agency is purchasing commercial construction equipment end items for the Army. Repair parts for Federal stock number (FSN) items are obtained through the standard defense supply system, whereas requisitions for non-FSN items are routed to the Defense Construction Supply Center (DCSC), Columbus, Ohio, for procurement. The source of non-FSN items will be from existing contractual sources available to the Center including an optional use repair parts ordering clause in the respective end item contract. The clause provides for shipment of in-stock items within 48 hours and a forecasted delivery date within 10 days for nonstocked items. The Government has the option of accepting the delivery date, attempting to expedite delivery, or canceling the order and obtaining the parts through some other source.

ADDED DUTIES GIVEN 1st BRIGADE

Following a change of command and the move of its headquarters to Kaiserslautern, Germany, the 1st Support Brigade will take on a new mission involving regional base support responsibilities on a par with those of V and VII Corps. This assignment will include responsibility for commissary, recreation service, military police, and other people-oriented activities for the Bremerhaven, Heidelberg, Kaiserslautern, Karlsruhe, Mannheim, Pirmasens, Worms, and Zweibruecken areas. The brigade will continue normal supply, maintenance, and service support for more than 1,000 USAREUR units and for the Combat Equipment Group, Europe.

ARMY LOGISTICS INTERFACE STUDIED

Results of a recent "Wholesale-Army in the Field Logistics Interface Study" have been approved by the Department of the Army. This study reexamines the findings of a 1967 study entitled "The Possible Extension of AMC Overseas." The interface study concludes that recent developments have had a significant impact on the1967 study results, and it offers a modified approach to the entire Army in the field logistics interface. Copies of the study may be obtained from the U.S. Army Logistics Evaluation Agency or through the Defense Logistics Studies Information Exchange (DLSIE). Copies may be acquired from DLSIE in microfiche form by calling AUTOVON 687-5661 and requesting accession number LD30900.

CASH CLOTHING ALLOWANCE VARIES

Cash clothing allowances which began with fiscal year 1975 reflect recent shifts in the cost of authorized items in the service clothing bags. Allowances were raised for the basic and standard rates for enlisted men. Allowances for enlisted women were lowered for the basic rate and raised for the standard rate. Increased bulk purchase for women's uniform items lowered government costs and, in turn, the cash allowance, despite a general rise in retail clothing costs throughout the country. Basic rates for men rose from $5.40 to $5.70 monthly while standard rates went from $7.80 to $8.40. Women service member's basic rate dropped from $7.80 to $7.20 monthly while standard rates went from $11.10 to $11.20. Basic rates are paid from the seventh to thirty-sixth month of service and the standard rate thereafter.

AUTOMATION TARGET 1975

Automation of the Army's personnel accounting and management systems is proceeding apace with an average of three organizations per month being converted to the new Standard Installation/Division Personnel System (SIDPERS). Over 60 percent of the Army's total troop population are currently serviced by SIDPERS and the time-phased, Army-wide conversion to the system is targeted for late 1975. Use of this new system is expected to eliminate clerical duplications, give company commanders more information about their troops, and allow servicemen to see their records more often. Current users of SIDPERS are reporting it as a flexible system with considerable potential for improving personnel support services.

DOD PUTS NEW BEANS IN THE POT

In an effort to broaden the base of competition and hopefully reduce the cost of issue coffee to the services, the Department of Defense is buying a new blend of coffee. The new blend now allows up to 35 percent of Central American mild coffee beans. The old blend was made up of 70 percent Brazilian beans and 30 percent Colombian beans. It is expected that the average military consumer will not be able to detect any change in taste.

EOQ STUDY UNDERWAY

A study is currently underway within the Department of the Army to bring use of the economic order quantity (EOQ) principle up-to-date at Army direct support units (DSU's) in CONUS and overseas. The EOQ principle is a mathematically proven technique for arriving at the correct reorder quantity for an item by minimizing the total costs for ordering and holding inventory. The study is designed to provide current figures for the cost to order and cost to hold parameters in the EOQ formula and is expected to be completed in December 1974. The indirect cost to the Army of ordering and holding stock is being studied separately.

EQUIPMENT STATUS REPORTING CHANGES

Interim instructions to "permit an orderly transition of equipment status reporting from AR 711-5 to chapter 2, AR 710-3" may be found in DA Circular 710-7. For the 20 December reporting cycle, the Major Item Data Agency will distribute item master card decks formatted to the new configuration to include the new 13-digit National stock number to Army National Guard and data processing activities not in the SAILS-ACS (Asset Control Subsystem) processing chain. Installations reporting equipment status under command SAILS-ACS will be provided IMC support through that media.

NAME CHANGE FOR SERVICE

Military Traffic Management and Terminal Service has been redesignated as Military Traffic Management Command (MTMC), alining the title with other transportation single-manager commands—the Military Sealift Command (MSC) and the Military Airlift Command (MAC). The title change does not involve any change in the functions and responsibilities of the command, which is the operating agency for the Secretary of the Army for land transportation, traffic management, and common-user ocean terminals in the United States.

RAM BIBLIOGRAPHY AVAILABLE

A bibliography on RAM (Reliability, Availability, Maintainability) has been prepared by the Defense Logistics Studies Information Exchange (DLSIE). Authorized persons (DOD components, their contractors and grantees, and other U.S. Government agencies) may obtain copies of this bibliography by writing DLSIE, ALMC, Fort Lee, Va. 23801 or by calling AUTOVON 687-6393.

STATE AG MAY APPROVE ARMY AWARDS

Army state adjutants general have received the authority to approve the award of the Meritorious Service Medal and the Army Commendation Medal to Army Guardsmen in their states. Air Force adjutants general, however, must submit Army awards recommendations for Army Guardsmen under their command to the continental United States or oversea Army commander.

TRADOC TO GET RAM TRAINING

A three-week TRADOC Reliability, Availability, and Maintainability (RAM) course has been developed by the Army Management Engineering Training Agency, Rock Island, Illinois, and the Army Logistics Management Center, Fort Lee, Virginia. Instruction covers the development of RAM requirements, preparation of materiel requirements documents, impact of RAM on logistics support, and assessment of the military utility of new materiel. The course, to be offered three times a year, is designed to train both operational user and logistics support combat developer action officers. Individuals seeking further information should contact the course director at AUTOVON 687-3383.

ODCSLOG GETS ENERGY MISSION

An Army Energy Office has been established as an element of the Directorate for Transportation and Services of the Office of the Deputy Chief of Staff for Logistics (ODCSLOG). Its mission will be to exercise Army staff supervision over energy matters. While ODCSLOG will be the lead agency and focal point, other Army agencies have been assigned energy-related responsibilities in keeping with their mission.

TOMMS ARRIVES IN EUROPE

The port operation segment of the Terminal Operations and Movements Management System (TOMMS) has been extended from the Pacific area to Europe, where it is now functioning at Rotterdam, The Netherlands, and Bremerhaven, West Germany. The goal of TOMMS is to automate those processes necessary for planning, programing, and monitoring terminal operations and all modes of cargo and personnel movement. The movements management segment of TOMMS is presently being developed and, along with the port operations phase, will be initiated in areas throughout the world having a sufficient volume of government personnel and cargo movement.

SIGNAL WAR STORIES WANTED

Readers who may have personal Vietnam stories in which communications or communications support played a significant role in deciding success or failure are urged to get in touch with—Monograph Task Force, U.S. Army Signal School, Room 218, Nelson Hall, Fort Gordon, Georgia 20905, or phone Colonel Joe Finley, AUTOVON 780-6652. The task force is helping to compile a historical account of communications at division level or lower in Vietnam.

CIVILIAN ACCOUNTING TEST ENDS

A test of the Civilian Personnel Accounting System (CPAS), at Picatinny Arsenal, New Jersey; Fort Eustis, Virginia; and Fort Sam Houston, Texas, has been completed. The system operates on the centralized data base concept, utilizing remote access terminal facilities located in each of the serviced personnel offices. The typewriter keyboard terminals and document printers are linked by telephone lines with a central computer. Standard Forms 50 and other outputs are produced at the installation while the automated records are maintained centrally elsewhere. The test results are being evaluated by DA to determine the feasibility of extending the CPAS support capability to civilian personnel offices around the world.

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NEW NUMBERS FOR LOGISTICS OFFICERS

Having troubles phoning your personnel people lately? Could be due to the recent reorganization of the Officer Personnel Directorate's Logistics Division of the U.S. Army Military Personnel Center. The reorganization has generated many telephone number changes. Officers of the Ordnance/Chemical, Quartermaster, and Transportation Corps may now contact their branches on personnel matters by dialing AUTOVON 222-plus the extensions listed below, or Area Code 202-325-plus the extension number.

Logistics Division	
Chief	–7813
Executive Officer	–7817
Ordnance/Chemical	
Chief	–7816
Lieutenant through Lieutenant Colonel Assignments and Career Development	–0115, –0116, –0117, –0118
Quartermaster	
Chief	–7813
Lieutenant through Lieutenant Colonel Assignments and Career Development	–0700, –0701, –0702, –0703
Transportation	
Chief	–7823
Lieutenant through Lieutenant Colonel Assignments and Career Development	–0207, –0208, –0209
Warrant Officer Assignment Branch	
Ordnance/Chemical, Quartermaster, and Transportation Corps Assignments	–0187, –0188, –0189
Personnel Actions Branch	
Chief	–9192
Gains and Losses Unit	–9444
Standards Unit (Promotions, Eliminations, and Appeals)	–9366
Warrant Officer Unit	–7822
Personnel Support Branch	
Ordnance/Chemical, Quartermaster, Transportation Corps Records	–7818, –7819, –7820