REPORT OF THE LONG RANGE LOGISTICS MANPOWER POLICY BOARD

Assistant Secretary of Defense (Installations and Logistics)
Washington, D. C.

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Prepared by

The Logistics Manpower Planning Task Force

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
(INSTALLATIONS AND LOGISTICS)

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Hq., United States Army Materiel Command
Commanding General, USAMC
General F. S. Besson, Jr.

c. Department of the Navy
Assistant Secretary of the Navy (I&L)
Honorable Barry J. Shillito

Chief of Naval Operations
Deputy Chief of Naval Operations (Logistics)
Vice Admiral R. L. Shifley

Hq., Naval Material Command
Chief of Naval Material
Admiral I. J. Galantin

Hq., United States Marine Corps
Assistant Chief of Staff G-4
Brigadier General George C. Axtell

d. Department of the Air Force
Assistant Secretary of the Air Force (I&L)
Honorable Robert H. Charles

Deputy Chief of Staff (Systems and Logistics)
Lt. General R. G. Ruegg

Hq., Air Force Logistics Command
Commander, Air Force Logistics Command
General Jack J. Merrell

Hq., Air Force Systems Command
Commander, Air Force Systems Command
General James Ferguson

4. The Members of the Task Force were:

Colonel Peter R. DeLonga, USAF, Chairman
Captain John A. Bogley, USN
Mr. Lee Harding, OASD (I&L)
Mr. Jack Livingston, OASD (I&L)
Mr. H. W. Goheen, USAMC
Mr. Keith Taylor, OASN (I&L)
Mr. D. B. Churchman, ODCSLOG, Army
Mr. Steven C. Rheberg, DSA

5. The Task Force operated under the general supervision of Mr. Robert D. Lyons, OASD (I&L).

B. OBJECTIVES

1. The objectives stated in the 1 May 1968 memorandum were:

> "(1) First, by direct discussion with key logistics officials in all Services and DSA, obtain a factual profile of current manning of key logistics functions (primarily procurement, contract administration, maintenance, depot and warehousing operations). The profile should statistically display the current manning of these functions, by key manpower characteristics; i.e., age, education, grade or rank, qualifications possessed, and type of career development programs provided, numerical staffing versus workload. The fact-finding should not bog down in detail, but obtain the best possible data. In the conduct of the fact-finding, the team should give special attention to the lessons learned as a result of the Southeast Asia conflict. A visit to CINCPAC and Vietnam would possibly be desirable.
>
> "(2) Secondly, project the profile as far in the future as feasible (say 10 to 25 years) under present policies -- that is, assuming no change in recruitment practices, personnel ceilings, training, assignment and promotion practices.
>
> "(3) From the above two steps, and again in consultation with key logistics officials, identify the key problems in respect to both quantitative and qualitative characteristics of the logistics manpower force today, and at projected intervals in the future.
>
> "(4) Based on the above findings, develop various solutions to these problems, including a five-year initial plan of correction, with annual goals (expressed in quantitative terms) covering the numbers of people of given educational attainment to be recruited; the numbers to be given various basic types of DoD training; the numbers to be reassigned, rotated, promoted, etc."

2. Data to be obtained were limited to:

   a. Procurement.

   b. Contract Administration.

c. Maintenance.

d. Depot and Warehousing Operations.

3. Limitations on the ability of the Services to furnish data in the desired areas forced a redefinition so that the data used for the statistical portions of the study were confined to:

a. Procurement and Contract Administration.

b. Inventory Management.

c. Storage and Issue.

d. Overhaul and Repair.

Even so the submissions of the Services were less than complete. The statistical analysis (Appendix A) should be used with these limitations in mind.

C. PROCEDURES

The problem areas in this report were identified through interviews with key logistics officials of the three Services and DSA. Information required to analyze the problems was obtained through interviews with manpower and personnel officials and on-site visits to representative field and headquarters organizations of all services. Recommendations developed by the Task Force were submitted for comment to the Policy Board members and staff offficials of OSD. These comments are incorporated in the reports on each problem.

D. FORMAT OF REPORT

Each problem is treated as a separate study in the following sections of this report. The format for each problem is standardized to include Discussion of the Problem, Findings, Task Force Recommendations, Comments on the Recommendations (by Policy Board Members and OSD staff officials) and as the final part the Policy Board Recommendations which represent the courses of action approved for consideration by OSD and the Military Departments. A bibliography of references and source material used by the Task Force is also provided. Selected reference materials and the analysis of the logistics workforce are included in the Appendix.

E. DEFINITIONS OF TERMS USED IN TASK FORCE REPORT

ASD (I&L) - Assistant Secretary of Defense (Installations and Logistics)

ASD (M&RA) - Assistant Secretary of Defense (Manpower and Reserve Affairs)

Materiel Secretaries - Assistant Secretary of the Army (Installations and Logistics)
- Assistant Secretary of the Navy (Installations and Logistics)
- Assistant Secretary of the Air Force (Installations and Logistics)

Service Chiefs - Chief of Staff, Army
Chief of Naval Operations
Chief of Staff, Air Force

Director, DSA - Director, Defense Supply Agency

Logistics Chiefs - Deputy Chief of Staff for Logistics, Army
Deputy Chief of Naval Operations (Logistics)
Deputy Chief of Staff (Systems and Logistics), Air Force

Logistics Commanders - Commanding General, Army Materiel Command
Chief of Naval Material
Commander, Air Force Logistics Command
Commander, Air Force Systems Command
Director, Defense Supply Agency

Service Functional Chiefs - Chiefs of Supply, Maintenance, etc. of the Services

Logistics Manager - Any official with responsibility for the management of a logistics operation.

Class Act Employee - Civilian employee hired under the Classification Act into a position classified in the General Service (GS) series whose compensation is set by statute.

Wage Board Employee - Civilian employee in a trade, craft or laborer type position whose compensation is fixed administratively through a Wage Board or similar procedure.

White Collar - See Class Act Employee.

Blue Collar - See Wage Board Employee.

F. SUMMARY OF FINDINGS

The Policy Board approved the 47 recommendations listed in G. below covering six major problem areas identified by the Task Force. The findings leading to these recommendations can be summarized as follows:

1. Manpower Information System.

There is an urgent need to establish a Logistics Workforce Information System compatible with information gathering systems now in existence in the Services, which will provide logistics managers at each echelon (from field level to OSD) with timely and comprehensive information on their military and civilian personnel resources.

2. Development of Logistics Career Programs.

Career planning for logistics civilian personnel in the Department of Defense is not comparable to that available to military personnel. The Services currently have various career programs in operation but implementation and coverage for logistics personnel are neither complete nor integrated among related major logistics functions.

There is an immediate need for the Services which have not already done so to develop and implement Agency-wide career programs covering the major logistics functional areas. Existing DoD Instructions contain sufficient guidance to provide the type of programs which can materially assist in the long range solutions to our personnel problems. Logistics managers at all levels should become directly involved in the development, operation and evaluation of both military and civilian career programs covering their functional area of responsibility.

3. Recruitment and Retention

Retention of both officers and enlisted men have been relatively low, reflecting the temporary nature of the large proportion

of draftee and reservist input. Mandatory retirement has operated to remove from the workforce men skilled in logistics functions who are still capable of high quality performance.

The logistics civilian workforce is higher in age and length of service than either the industrial or Government-wide workforces. Less than 7% of the civilian workforce is under 30 years of age, and nearly two-thirds are 45 or older. Each five years for the next 15 years 20% of the workforce will reach the 30-year service point. Turnover due to retirements during this period will be heavy.

The civilian executive who is no longer as productive as required presents a difficult performance evaluation problem. Trial and management initiated retirement programs will not provide the answer to the problem.

Civilian recruitment has generally produced the required personnel, except for particular skills in certain areas. Lack of coordination of college relations and recruitment programs is emerging as a problem. College graduate recruitment has decreased due to resource limitations during FY 68 and may remain depressed during FY 69. Use of cooperative work-study programs and the management intern option of the Federal Service Entrance Examination should be expanded.

Employment of retired military personnel in the civilian workforce is hindered by present laws.

4. Military-Civilian Mix

The acceptance of the use of military personnel in CONUS functions which could be performed by civilians, when necessary to provide a rotation and training base, was gradual. All Services and OSD now cite this requirement as one of the criteria in delineating manpower spaces for military or civilian incumbency.

The present military-civilian mix varies greatly from Service to Service and from function to function. This, combined with the differences in mission, organization and rotation policies among the Services makes a uniform method of computing the required ratio infeasible. Each Service is working toward a rebalance of the mix by individual skill groups rather than by functions composed of many different skills.

5. Education and Training

Comprehensive DoD-wide logistics-oriented training and educational programs do not exist. Military career programs generally stress professional education as the basis of career progression with functional technical training as ancillary. None of the formal civilian career programs include professional education as a prerequisite for advancement but are based instead upon functional technical training as the career foundation. While professional education is used as a career development and retention incentive for the military, the philosophy regarding civilians is that professional advancement is generally the responsibility of the individual. Implementation of civilian career programs appear to be insufficient to meet the future needs in the logistics area.

There are many educational and training procedures and techniques used within the Defense establishment. They lack coordination and are not uniformly applied, either as between military and civilian; between the Military Departments and Defense Agencies; or within any of the functional areas.

The total requirement for logistics resident instruction exceed quotas assigned by a ratio of almost two to one. Non-resident and correspondence courses are inadequate to satisfy the present need. Resident training is planned, executed and evaluated under local standards which are not consistent with DoD directives or instructions.

Educational opportunities for military and civilian personnel do not include a planned program of identifying and establishing accreditation for in-house and college "certificate" programs or establishing credit transfer for jointly approved DoD and college accepted courses.

Present fiscal arrangements whereby the sponsoring agency budgets and finances all course expenses -- except TDY and per diem -- has created an artifical and arbitrary student allocation procedure and appears to disguise the true priorities for course attendance.

6. Role of the Logistics Manager in Manpower Matters

Logistics managers cannot exercise their proper role in manpower and budgetary decisions without structured personnel information on their workforce. Lacking this information they are not participating effectively in the personnel process.

Logistics managers must identify the key billets in their organization and identify the position as requiring a civilian or military or either as an incumbent.

The Planning, Programming and Budgeting System was designed to produce a balance between funds, workload and people and should be reviewed for desirable changes to improve the system.

Ceiling controls when coupled with budget controls generate a continuous imbalance between workload and people available to accomplish the work.

Mobility and flexibility have not been established as requirements for key civilian career positions. They must become a way of life if we are to have a knowledgeable decision making civilian workforce.

G. RECOMMENDATIONS

Listed below are those recommendations of the Task Force as accepted or modified by the Policy Board with suggested action office. The recommendations are grouped by problem title.

LOGISTICS MANPOWER INFORMATION SYSTEM REQUIREMENT

1. That Logistics Chiefs and Logistics Commanders determine information required to manage their respective logistics workforce. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

DEVELOPMENT OF COMPATIBLE LOGISTICS CAREER PROGRAMS FOR MILITARY AND CIVILIAN PERSONNEL

2. Request the ASD (M&RA) to reissue DoD Instruction 1430.1 requiring all DoD components to develop and implement civilian career programs in the functional areas of Supply Management, Procurement, Quality Control, Maintenance, and Transportation, including all program elements presently specified in existing DoD instructions. (Proposed Action Office: ASD (I&L) and ASD (M&RA))

3. Require that such programs be developed under the guidance and supervision of appropriate functional chiefs as now specified in DoD Instruction 1430.10. (Proposed Action Office: Materiel Secretaries and Director, DSA)

4. Require full implementation by the Services of all program elements of the DoD Career Program for Procurement Personnel. Complete development of a sound career appraisal system and assure its use in the development of career referral lists. (Proposed Action Office: Materiel Secretaries, Director, DSA and DoD Procurement Career Management Board)

5. That the Materiel Secretaries and the Director, DSA:

Assure the development of logistics career programs within their agencies.

Provide a mechanism for cross-Service interchange of program ideas.

Provide for courtesy referral of qualified personnel to other Services and DSA when mutually desirable.

Report program progress annually to the ASD (I&L).

(Proposed Action Office: Materiel Secretaries and Director, DSA)

6. Request the Services and DSA to identify their key civilian logistician positions (GS-13 and above), and to develop individual "Capstone" Logistics Career Programs for senior logistics positions tailored to the specific needs of the Service or Agency. (Proposed Action Office: Materiel Secretaries and Director, DSA)

PERSONNEL RETENTION AND RECRUITMENT

7. The Logistics Chiefs, working with their military personnel organizations, explore the feasibility of modifying current retirement practices that are within the Services' administrative authority, in order to retain in the workforce officers with needed logistics skills. (Proposed Action Office: Logistics Chiefs)

8. The Assistant Secretary of Defense (I&L) assure that the Logistics Chiefs are fully informed on proposed modifications of the mandatory retirement laws developed by the ASD (M&RA), so that a DoD-wide logistics position on such legislation may be developed (Proposed Action Office: ASD (I&L))

9. The Logistics Chiefs explore the feasibility of becoming logistics career sponsors for the military logistics careers, with some responsibility for making career patterns more visible and, in consonance with operating needs, assuring that actual assignments of logistics careerists are to logistics positions in their career area. (Proposed Action Office: Logistics Chiefs)

10. Each Logistics Chief assure that his personnel data system can provide turnover data by occupation, grade level, and organizational component, and insure that turnover data is used as one input into career planning and manpower requirements determinations. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

11. In the development of career programs in all logistics functions, the Logistics Chiefs and Commanders should establish mandatory trainee input that is fully supported with the allocation of required ceiling and funds. (Proposed Action Office: Logistics Commanders through Logistics Chiefs)

12. The Logistics Commanders should place emphasis on the development of substantive job skills and managerial competence in the workforce now aged 30 to 40 years to prepare them to assume the responsibilities now handled by senior employees. This effort should include an analysis of the present retirement potential, and the establishment of understudy positions or use of other techniques to identify individual development requirements to meet future needs. Again, allocation of ceiling and funds must be made to support this effort. (Proposed Action Office: Logistics Commanders)

13. The Logistic Chiefs each establish a planning group of budget, program, and personnel experts to evaluate current practices and explore the expansion of options available to managers facing personnel reductions in order to maximize the retention of high quality employees in such reductions (Proposed Action Office: Logistics Chiefs)

14. The ASD (M&RA) be asked to support a research effort to develop a diagnostic appraisal methodology for evaluation of high level employee performance (Proposed Action Office: ASD (M&RA))

15. That time-limited tours of duty for selected positions be included in the development of "Capstone" career programs (Proposed Action Office: Materiel Secretaries and Director, DSA)

16. An analysis and evaluation of present college relation efforts should be initiated. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

17. Each Logistics Chief and/or Commander should assure the availability of high quality recruitment materials directed toward meeting his particular needs. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

18. Logistics Chiefs and/or Commanders not now doing so should coordinate college recruitment visits by officers under their command. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

19. Each Logistics Chief and/or Commander identify the potential for input of management interns, within an over-all career plan leading to key positions, and provide for such input annually. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

20. Each Logistics Chief and/or Commander evaluate the potential for use of the cooperative work-study program and provide ceiling and funds to support it. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

21. The Logistics Chiefs and Commanders should initiate a program to aggressively recruit separating or retiring military personnel with shortage skills. This is possible even within the constraints of today's system. This will require the coordination of the military and civilian personnel staffs of each Service, which should be requested. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

22. The Logistics Chiefs and Commanders should identify shortage logistics skills and assure that they are incorporated in the Vietnam Era Veterans Employment Referral Program. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

23. All Logistics Managers support the proposed automated Skill Data Referral System developed by the ASD (M&RA). (Proposed Action Office: All Logistics Managers)

24. The Logistics Chiefs and Logistics Commanders be informed of the career conversion proposal developed by ASD (M&RA) so that they may evaluate its potential applicability to the logistics function. (Proposed Action Office: Logistics Chiefs and Logistics Commanders)

MILITARY-CIVILIAN PERSONNEL MIX

25. That the personnel and manpower systems now in existence in the Services be exploited by logistics managers to establish the desired military-civilian personnel mix. (Proposed Action Office: Logistics Chiefs)

26. That a detailed statement of personnel requirements for logistics support of any new or revised weapons or management systems be developed as early as feasible in the life cycle, to include designations of skills, organizational echelon and categories of personnel to permit approval of authorization of personnel as a part of the approval of the system. (Proposed Action Office: Logistics Chiefs)

27. That each Service energetically pursue a rebalancing of the military-civilian mix in critical functional areas which may exhibit an unbalance. (Proposed Action Office: Logistics Chiefs)

28. That one office in OASD (I&L) be established to assist the logistics managers to process changes in manpower controls as required to rebalance the logistics workforce. (Proposed Action Office: ASD (I&L))

EDUCATION AND TRAINING

29. That the Task Force recommendations concerning a Logistics Career Management Board to develop, implement, monitor and review all logistics career development and training programs be re-examined after more experience is gained in current and planned programs. (Proposed Action Office: Logistics Commanders)

30. That determination of scope of the functions of the Logistics Career Management Board be made if it is established in the future. (Proposed Action Office: Logistics Commanders)

31. Draft specific procedure for obtaining OSD, Military Departments and DSA plans for advanced education and training, as well as intern training. (Proposed Action Office: Materiel Secretaries and Director, DSA)

32. It is recommended that logistics managers direct their personnel and training staffs to develop organized efforts to encourage all personnel with partial qualification for college degrees to complete the requirements. In view of the impending "management gap" anticipated through retirement during the next 5-10 years this is especially critical for their potential replacement source in the GS-11 and 12 grades. (Proposed Action Office: Materiel Secretaries and Director, DSA)

33. The administrators of organic educational and training resources be directed to develop programs of instruction with the objective of achieving such accreditation, at either the undergraduate or the postgraduate levels or at both levels where appropriate. (Proposed Action Office: Materiel Secretaries and Director, DSA)

34. That appropriate representatives of the ASD (I&L) and ASD (M&RA) take necessary action biannually to have new and revised curricula developed reviewed by appropriate authority to assure such credit is recognized. (Proposed Action Office: Materiel Secretaries and Director, DSA)

35. That the distribution of bulk manpower allocations at the activity level anticipate absence for training in the same manner that anticipated annual and sick leave is considered. (Proposed Action Office: Materiel Secretaries and Director, DSA)

36. That Service Chiefs be asked for formal comment on the recommendation that present procedures for financing all course costs by the Sponsoring Department be abandoned and that each Department reimburse the Executive Agent for its stated requirement. It is suggested that a Working Capital Fund or anticipated appropriation reimbursement procedure would be more appropriate for accomplishing this objective. (Proposed Action Office: Service Chiefs)

37. The facilities expansion for ALMC and AMETA be aggressively supported by OASD (I&L) and the Department of the Army. (Proposed Action Office: Materiel Secretaries and Director, DSA)

38. All departments be required to evaluate and develop a substantial expansion of on-site training to satisfy known requirements. (Proposed Action Office: Materiel Secretaries)

39. All sponsors of approved resident courses be required to develop and administer equivalent OJE and Correspondence courses to accommodate those who cannot attend the resident or on-site courses (either in-house or by local universities where jointly developed). (Proposed Action Office: Service Chiefs)

40. That all departments submit at the earliest possible date justification required to establish equivalency determinations for all in-house and college courses supported through DoD participation. (Proposed Action Office: Service Chiefs)

41. That Service Chiefs encourage field installation commanders to expand their efforts with regional educational authorities to provide opportunities for upgrading the workforce. (Proposed Action Office: Service Chiefs)

42. It is recommended that the Services review their apprentice training programs for blue collar personnel to provide for shorter terms of indenture where appropriate and relate the indenture term more closely to actual trade training requirements. (Proposed Action Office: Materiel Secretaries and Director, DSA)

ROLE OF LOGISTICS MANAGERS IN MANPOWER MATTERS

43. That the Logistics Chiefs identify key billets as military, civilian or interchangeable. (Proposed Action Office: Logistics Chiefs)

44. That the Logistics Commanders establish liaison on personnel policy matters with their personnel counterparts and appoint temporary working groups as necessary to resolve problem areas of mutual concern. (Proposed Action Office: Logistics Commanders)

45. That the Functional Chiefs participate in the evaluation of the operation of the Planning, Programming and Budgeting System in their Service. (Proposed Action Office: All Logistics Managers)

46. That OASD (I&L) in conjunction with the Services develop a position paper regarding the industrial fund ceiling including a concrete proposal that manpower spaces in industrial funded activities be removed from the general ceiling and allowed to fluctuate within a range of approved funding and workload. (Proposed Action Office: ASD (I&L) and Materiel Secretaries)

47. That OASD (I&L) and the Services determine their civilian billets requiring mobility and flexibility and prescribe billet standards. (Proposed Action Office: All Logistics Managers)

II. MANPOWER INFORMATION SYSTEM REQUIREMENTS

A. PROBLEM: There appears to be a lack of consolidated and summarized data on the quantitative and qualitative characteristics of the logistics workforce, by Department and major logistics function, readily available to top logistics managers in the Services and at the Office of the Secretary of Defense level.

1. Discussion

Prior to the establishment of the Long Range Logistics Manpower Policy Board there was no consolidated and summarized data in existence at the OSD management level on the quantitative and qualitative characteristics of the logistics workforce which would provide top management officials with a readily available comparative analysis of the significant characteristics of the workforce. To a lesser extent this was also true at the headquarters level of the Services. This situation still prevails.

In July 1968, the ASD (I&L) requested the Logistics Chiefs of the Services and the Director, DSA to provide certain statistics on logistics manpower. Based upon this data, the Task Force prepared a report to the Policy Board on the Characteristics of the Logistics Workforce (Appendix A).

Although comprehensive personnel data exist at most field installations and some few major subordinate commands, none of the Services, with the exception of DSA, was able to furnish all of the required data on a Service-wide basis on short demand. The basic data on which the report was based took three and one half months to assemble and is still incomplete in certain aspects.

The results of the one time data call indicate some significant findings with respect to workforce mix (military-civilian, professional-technical, white collar-blue collar); age, education; length of service; and retirement potential. Some of the findings indicate the need for a re-emphasis, or redevelopment of our manpower and personnel programs and policies to assure a viable and effective workforce. Others may require only a shift in priorities.

Continued periodic analyses of this type appear to be needed to establish recognizable trends, assess the results of corrective or preventive actions, and provide logistics managers at all levels of command with the knowledge needed to manage their manpower resources.

The current logistics workforce engaged in the four functional areas addressed by this study (Supply, Inventory Management, Procurement and Contract Administration, and Maintenance) totals 1,072,888. Military personnel make up 64% of this workforce with civilians accounting for 36%. Enlisted military account for 60% of the total force, Wage Board civilians 26%, Classification Act civilians 10%, and military officers 4%.

The Maintenance and Supply Management functional areas are predominantly military (in excess of 60%) and are made up for the most part of Wage Board civilians and enlisted military (95% in Maintenance and 76% in Supply). The Procurement function, on the other hand, is predominantly civilian (91%) with no Wage Board personnel and only 3% enlisted.

This million man workforce is managed by a surprisingly small professional-managerial staff (12%) and an even smaller senior staff (1.7%).

As the task of maintaining our national security becomes increasingly complex and sophisticated, it follows that a competent logistics force in being is a necessity. Support functions must be capable of meeting operational requirements in a timely fashion, and our logistics manpower resources must have the capability of making the transition from peace-time operations to war-time build-up as efficiently and effectively as possible. To accomplish this transition and to insure effective support of our Armed Forces under all conditions, logistics managers at all levels should have information readily available to them on the status of their logistics workforce.

2. Findings

There is an urgent need to establish a Logistics Workforce Information System, compatible with information gathering systems now in existence in the Services, which will provide logistics managers at each echelon (from field level to OSD) with timely and comprehensive information on their military and civilian personnel resources.

3. Task Force Recommendations

That periodic reports be required from the Services, DSA and OSD on the status of logistics manpower. The report should have the following characteristics:

a. Include all personnel, military and civilian, regardless of series classification, or military skill identification code (Military Occupational Specialty (MOS), Air Force Specialty Code (AFSC), Navy Billet Code (NBC), Navy Enlisted Code (NEC), etc.) who are engaged more than 50% of their time in any of the following major functional areas:

(1) Supply Management

(2) Procurement and Contract Administration

(3) Maintenance

(4) Quality Control and Reliability Assurance

(5) Transportation

(6) Facilities Management

b. Provide information in the format and by the organizational levels indicated in Appendix B for each of the six functional areas on:

(1) Age, length of service and retirement potential for civilian employees.

(2) Educational level, military and civilian personnel.

(3) Grade and rank distribution, civilian and military personnel.

(4) Number of civilian trainees employed.

(5) Total losses, civilian and military personnel.

c. The information is to be prepared by personnel organizations and submitted through the Logistics Chiefs of the Services. The Logistics Chiefs of the Services will forward the information through channels to ASD (I&L) with copies to ASD (M&RA). DSA will report directly to ASD (I&L).

d. The reporting frequency is proposed to be semi-annual, as of 31 December and 30 June. Reports will be due 2 months after the end of the reporting period. The first report will be due 1 March 1969.

4. Comments on Recommendation

a. The consensus of comments from staff elements within OSD is summarized as follows:

It is agreed that a better system is needed for manpower. Consideration should be given to exploring the feasibility of accommodating in the Manpower Subsystem to the FYDP such information as may be required by Logistics Chiefs, Logistics Commanders, and Materiel Secretaries. 1/

Specific comments of OSD staff elements were:

"A better data system is needed for manpower. As a first step, I would suggest you implement the proposed manpower system of the FYDP (issued for comment by ASD (C)) for the logistics programs. This will give you manpower requirements and inventories broken down by program element, organization, skill and location in aggregate but standard form. It will provide a solid framework for further work. Along with that an expanded version of the data system developed by the study group would be most helpful."

"Take particular issue with the recommended reporting system to DoD which is to produce its first report by 1 March 1969. The recommendation states that DoD will be furnished on a semi-annual basis, with information on all military and civilian personnel who are engaged for 50 percent or more of their time in the logistics function. This includes Supply, Procurement, Maintenance, Quality Control, Transportation, and Facilities Management. This information is to include statistics on age, educational level, length of service, grade levels, numbers of trainees, total losses, etc. The need for such detailed information at the DoD level is seriously questioned. Any needed information should be obtained within the framework of the present Headquarters, Command or local reporting system which will provide the logistics manager of the particular service with whatever information he requires in order to plan his own program. An inordinate workload would be imposed upon installations and activities in the collection of such information. It is recommended that DoD seriously consider cancellation of the detailed reporting system envisioned by the Task Force Report and utilize instead information furnished by functional managers within the services."

"Attachment 1 recommends that semi-annual reports be required from DoD elements on the status of logistics manpower to include all personnel assigned to certain major functional areas for 50% or more of their time. The reports would show for each functional

1/ Memoranda, ASD (C), December 24, 1968; for ASD (A), ASD (I&L), ASD (M&RA), ASD (SA), Subject:" Manpower Subsystem to the FYDP."

area, organizational level, personnel by age, length of service, retirement potential, educational level, grade and rank, number of trainees, and total losses. The primary purposes would be improved (1) career and skill category management, and (2) overall personnel resource management in relation to workload, balance among logistics functions, ceiling changes, costs and fund availability. The recommended report would contain personnel data defined and grouped somewhat differently than in the planning, programming and budget system (as are the data in the study itself). Such a report would be more useful at all echelons, as well as more economical, if the data were directly keyed to the DoD program budget structure and categorization. Also, it should be noted that the proposed report alone is not sufficient, at least for the purpose stated above. If appropriate, the program budget structure should be altered to fulfill the purposes of the study recommendations as well as other purposes. In this connection, there is a proposed DoD Instruction "Manpower Subsystem of the FYDP" now being reviewed which would categorize organizations and certain functions within existing program elements."

"It is questioned that a six-month reporting frequency is reasonable. Has the burden of data collection and reporting with this frequency been weighed against the value, for example, of an annual reporting system?"

"Clarification of the reporting requirements might be desirable with respect to data required on individual employees where their duties involve two or more functional areas. For example, would the same data be required separately for each individual for each functional area? Suppose an individual time were equally divided among two areas?"

"It might be desirable that the directive establishing the reporting requirement be worded so as to permit the establishment of future requirements for sub-divisions or break-outs of data (e.g., PCO and ACO functions) without the need for formal amendment of the directive establishing the basic requirement."

"For purposes of better and consistent understanding of the terms, it probably would be useful to define or explain the meaning of the terms used to describe the 6 major functional areas."

"The need at this time for a report on a semi-annual basis is questioned. In the absence of a DoD-wide automated system, an annual report should suffice. Further, the due date of 1 March 1969 for the initial report is considered unreasonably short."

b. The consensus of comments from the Logistics Manpower Policy Board on above recommendation is as follows:

(1) Better data on logistics manpower is needed by logistics managers at all echelons.

(2) Do not concur in the establishment of a separate logistics oriented manpower reporting system as recommended in this report.

(3) Such reports should be obtained from Service-wide personnel systems and not from the OSD level.

Specific comments from Policy Board Members are provided below:

"Concur with the need for better data on logistics personnel but do not concur with limiting the information system to be developed to the logistic workforce only. Manpower data requests from different offices in OSD are not consistent and clearly defined. OSD should coordinate and specify one consistent set of OSD manpower data requirements for the guidance of Service manpower chiefs."

"Admittedly, periodic reports of management information are necessary but until such time as logistics personnel manager functions vis-a-vis personnel manager functions are clarified and attendant roles, relationships and responsibilities decisions are promulgated, establishment of a supporting management data flow would be premature and detrimental to the end objective of improving management of the Logistics Manpower Force. Characteristics included in A thru D should be considered as guide lines in development of management information requirements, with first report due date based on system plan. Recommendation would result in a fantastically complex reporting requirement consisting of 396 consolidated data sheets, each with an average of 94 subconsolidations to be collected from each of the hundreds of installations and activities, consolidated at several echelons within the Services as well as at OSD. It would be economically wasteful to initiate such a report on a manual basis or without regard to present reporting cycles and data collection systems presently in operation with the Services. It would appear that determination of discrete data requirements and relationships to present Service reporting systems have not received the full analysis a report of this magnitude and scope deserves."

"Logistics Manpower Information System Requirement: I agree that logistics managers could use more manpower data than they now receive. However, I question whether the collection of large quantities of such data at the OSD level would prove profitable. Rather, I would propose that our personnel reporting systems be strengthened or revised as necessary to furnish data to the Commanders, AFLC, and AFSC for their use. The I&L Assistant Secretaries and the Logistics Chiefs should then set up a regular procedure for reviewing the status of logistics manpower with a view to improving those problem areas identified by the AFLC/AFSC Commanders."

"Concur, in principle, with the point that logistics managers at all levels need more logistics manpower knowledge than they now receive, but do not concur with the proposal that DoD become the focal point for central management analysis of a one-million-man logistics force."

"The format of the proposed semiannual report is extremely detailed if its aim is to keep senior logistics managers informed on manpower resources. Much of the desired data on civilian employees, except Trainee Input and Education, are available in the Air Force Civilian Personnel Accounting System (DSD-E201) at Hq USAF. The education data are available in the data files at Hq Air Force Systems Command, and, with a system modification, could be available at Hq USAF for all Air Force employees. It is recommended that all reports required be produced from standard reporting systems at Service level."

"The Logistics Manpower Information System Requirement. Data acquired from this system would facilitate as well as influence the accomplishment of many of the other recommendations and should therefore be available as early as possible. In developing the system consideration should be given to the use of standard data to avoid unnecessary duplication of existing reporting systems, and to preclude the need for manual accumulation of data. Information in the detail reflected in the Task Force Report should be made available to the logistics managers of the major activities, such as AFLC, with such agencies charged with furnishing annual summary reports to the logistics managers at Departmental and DoD level."

"There is no question that a need exists for manpower management information with respect to the Defense work force at each of the levels of management up to the Military Department, Defense agency, and Department of Defense level. The desirability of a single

system pyramiding information to DoD level and the frequency of reporting suggested in the report are the basis for several reservations. A logistics manpower information system limited to those logistics skills areas encompassed by the report is neither desirable nor necessary. Alternatively, it is suggested that DoD identify specific information required at that level for all Defense utilized career fields and allow each Service and Defense agency to structure a Manpower Information System Data Bank tailored to their respective management techniques and needs but susceptible to random access query by DoD. An additional reporting system to the DoD level would thus be unnecessary. In any event, it is questioned that substantive changes to existing manpower information are so frequent or dynamic as to justify updating or reporting more frequently than once a year."

"There is a definite need for better information and data on the logistics workforce. However, as pointed out under the problem area of the 'Role of Logistics Managers in Manpower Matters," Navy logistic personnel must be handled on a Service-wide basis since many logistic elements are under the Fleet Commanders. The task of keeping track of logistic personnel as they go in and out of fleet units is one which only the Chief of Naval Personnel can accomplish. Therefore, Service Manpower Chiefs should coordinate and develop manpower data systems with Logistics Managers assuring that their needs and requirements are made known and made a part of the overall system."

"Concur with the idea that logistics managers at all echelons could use more manpower data than they now receive, but do not concur with the proposal that DoD become the focal point for the entire DoD logistics force."

"Do not concur with the establishing of an additional and separate logistics oriented manpower data and reporting system. Instead, recommend that Service Personnel activities modify and expand existing personnel data systems to accommodate collection and processing of required data. Further, that only so much detail as is required for specific levels of supervision be provided; and, finally, since total statistics on proposed report items will not change sufficiently to justify the expense of semi-annual reports, that reports rendered from Service Headquarters to DoD be prepared annually, rather than semi-annually as recommended by the Task Group Report."

"The reports should be restricted to standard data elements which can be generated from Service-wide personnel systems, rather than imposing manual accounting procedures on the part of subordinate activities."

"The Marine Corps does possess in current data banks most of the information required on military personnel However, a program designed to extract data for this specific reporting requirement would have to be developed. The value of an additional report or program is questionable since the Marine Corps Manpower Management program is designed to meet our needs by grade and skill."

"The specific data needs as well as the definition of terms and personnel categories must be further developed if useful information is to be obtained. Both efficiency of collection and validity of data require that the information be obtained as part of total, Service-wide manpower information systems."

"Education data requirements are similar to those now under study by ASD (M&RA), Directorate for Education Programs and Management Training. It is presumed that the education data elements contained in the Policy Board recommendations will be coordinated with ASD (M&RA)."

"Do not concur. Data should be prepared for Service wide manpower and submitted via Service Chiefs."

"Concur except that Service manpower chiefs should develop compatible manpower information systems responsive to their needs as well as OSD and the diverse needs of the Services."

"Do not concur with a due date of 1 March 1969 for the first report. Date of first report should be established by Service Personnel activities based upon their capability to establish a data base and to modify existing automated systems required in its support."

"It is further recommended that DoD should set forth certain areas to be 'tracked' by the military departments and Defense Supply Agency, and that these agencies should report upon those areas annually, in summary form. Total statistics on the proposed items -- age, length of service, grade, education, losses, and Trainee Input -- will not sufficiently change in six months to justify the expense of a semiannual report."

"Do not concur. A more realistic time schedule for the initial and sub sequent reports should be developed in conjunction with the Service Chiefs. The Logistics Chiefs could undertake an interim, limited data collection effort to prototype the definition of terms and choice of suitable data."

"The need at this time for a report on a semi-annual basis is questioned. In the absence of a DoD-wide automated system, an annual report should suffice. Further, the due date of 1 March 1969 for the initial report is considered unreasonably short."

"It is recommended that the proposed due date of 1 March 1969 for submission of the initial report be revised to 31 August 1969. This would allow departments and agencies not geared to immediately extract the logistics manpower data sufficient time to develop a means for providing such data."

"It is further recommended that the report be required on an annual rather than a semi-annual basis, and that the Marine Corps report be confined to civilian data to be extracted from CIMS."

5. Policy Board Recommendation

	Proposed Action Office
That the Logistics Chiefs and the Logistics Commanders determine the information required to manage their respective logistics workforce.	Logistics Chiefs and Logistics Commanders

III. DEVELOPMENT OF COMPATIBLE LOGISTICS CAREER PROGRAMS FOR MILITARY AND CIVILIAN PERSONNEL

A. PROBLEM: There is a need for positive, logistics oriented career programs for both military and civilian personnel throughout the Services and DSA.

1. Discussion

a. Definition of Career Programs. For purposes of this report career programs are defined as: "A system for the selection, development and assignment of personnel specified for a career field." - DoD Instruction 1430.10, 2 June 1966.

The essential elements of these programs are those described in DoD Instruction 1430.1, 28 September 1955; 1430.2, 9 May 1966, and 1430.10, 2 June 1966.

b. Background. The need for integrated career programs which would provide a systematic means for the selection, development and assignment of personnel has long been recognized by the military. Career programs for military officers have been an integral part of the military personnel program for many years. The implementation of similar and complementary programs for civilian personnel of the Services is a much more recent development. As will be seen in this report such programs are not sufficiently advanced throughout the Department of Defense, particularly in logistics functional areas, to be termed adequate.

On 28 September 1955, DoD Instruction 1430.1, Civilian Career Development, was issued establishing the general standards upon which career planning is to be based in the Department of Defense. The Secretaries of the Military Departments were required to "Assure that systematic long range programs of civilian career development planning are established throughout their respective departments" and to assure that "Civilian and military career development programs complement each other and be effectively coordinated." Despite the obvious merits of such programs and the successes some organizations have had with them, this programming has not yet been uniformly implemented.

On 3 May 1965, in a memorandum to the Service Secretaries, Subject: Career Development of Military and Civilian Procurement Personnel, the Secretary of Defense approved recommendations of a Military Joint Study Group and a Civilian Joint Study Group for the development of military and civilian career programs for the Procurement functional area. These programs have not yet been fully implemented.

On 9 May 1966, DoD Instruction 1430.2, Assignment of Responsibility for Civilian Career Programs, was issued incorporating changes necessary to provide for establishment and operation of DoD-wide civilian career programs.

On 2 June 1966, DoD Instruction 1430.10, DoD-Wide Civilian Career Programs, was issued establishing the policies, requirements and procedures governing the development and operation of DoD-wide civilian career programs.

The cited documents specified that military and civilian career programs complement each other, that they be developed and implemented under the supervision of appropriate mission element functional chiefs, and that they include provisions for the following program elements:

Resource analysis
Development and publication of career patterns
Preplanned and coordinated personnel input
Monitored training geared to individual career plans and based on specified career progression requirements
Regular career counseling and appraisal of potential
Inventory of personnel resources
Career referral to provide for selective placement

c. Current Status

(1) Military Career Programs

Each Service has fully operational military career programs with essentially all of the program elements described above. In general these career programs and the civilian career programs in operation in the Army and the Defense Supply Agency complement each other by providing somewhat similar means of assuring the selection, training and assignment of personnel. The

sginificant difference between the two programs is that military career programs are generalist oriented (tending toward the development of broadly trained officers capable of assuming command of a complex multi-mission, multi-function organization), whereas civilian career programs are specialist oriented (tending toward the development of well qualified specialists in major functional areas).

Department of Army (DA) military career programs, administered by the Office of Personnel Operations at the Deputy Chief of Staff for Personnel (DCSPER) level Hq. DA, provide functional specialist representation on officer assignment boards to assure that logistics requirements are met in assignment to logistics positions. In addition, the Army administers nine specialist officer programs including two in logistics (Procurement, AR 614-133 and Logistics, AR 614-132) and two which are allied to or impinge upon logistics (Automatic Data Processing, AR 614-138 and Operations Research/Systems Analysis, AR 614-139).

Department of Navy military career programs, administered by the Chief of Naval Personnel, also provide functional specialist representation on officer assignment boards. Logistics input is even more directly achieved since the Chief, Naval Supply Systems Command, is also Chief of the Supply Corps and sponsor of the Navy Supply Corps Career Program.

The Department of Air Force military career programs do not provide for separate specialist programs for logistics officers. However, a program to move in this direction has recently been initiated by the Department. Specific attention is being paid to the non-rated officer. The Deputy Chief of Staff, Systems and Logistics (DCS/S&L) has provided an excellent brochure "A Logistics Career in the United States Air Force," which gives visibility to the challenging assignments, responsibilities and opportunities of a logistics career in the Air Force and encourages promising young officers to seek such assignments.

(2) Civilian Career Programs

The Services currently have various civilian career programs in operation, but implementation and coverage for logistics personnel are neither complete nor integrated among related major logistics functions (i.e., Supply Management, Procurement and Contract Administration, Quality and Reliability Assurance, Transportation, Maintenance, etc.). Logistics managers are, in many instances, only generally familiar with the provisions of these programs. In only a few cases, described below,

are they directly involved in the development, operation and modification of these programs. At the present time, the Department of the Army and the Defense Supply Agency are the only Defense establishments with fully operational Agency-wide civilian career programs which meet all the requirements of the DoD Instructions cited in paragraph b., above. Table 1. shows the current status of career program implementation in the Department of Defense.

Table 1. - Comparative Status of Service and DSA Implementation of Logistics Civilian Career Programs

Program Elements	Organizations			
	Army	Navy	Air Force	DSA
Resource Analysis	Yes	NAVSUP only	No	Yes
Publication of Career Patterns	Yes	No	No	Yes
Planned-Coordinated Input	Yes	NAVSUP only	No	Yes
Establishment of Training Requirements	Yes	No	No	Yes
Central Monitorship of Individual Training	Yes	No	Local Level only-AFSC	Yes
Regular Career Appraisal	Yes	No	Local Level only	Yes
Central Inventory	Yes	NAVSUP only	No	Yes
Career Referral Agency Wide	Yes	No 2/	No 2/	Yes
Program Supervision by Functional Chief	Yes 1/	NAVSUP only	No	Yes

1/ USCONARC coordinates only the Procurement Program at Hq level by Functional Chief. Other programs are scheduled for similar treatment in the future.

2/ Only for positions at GS-14 and above in the Procurement Career Program.

The Department of Army has 15 Service-wide civilian career programs in operation including 6 which cover logistics functional areas, (Supply Management and Equipment Specialist under the direction of the Deputy Chief of Staff for Logistics (DCSLOG), Procurement and Quality Control and Inspection under the direction of the Assistant Secretary of the Army (I&L), Ammunition Inspection under the direction of the CG, Army Materiel Command (AMC), and Construction Engineer under the direction of the Chief of Engineers). In addition, the Commanding General, Military Traffic Management and Terminal Services has recently established an agency-wide Traffic Management civilian career program.

The Defense Supply Agency has 10 Agency-wide civilian career programs in operation including 5 which cover logistics functional areas, (Procurement, Quality and Reliability Management, Property Disposal, Transportation, and Supply Management). The Director, DSA is the functional chief for these programs.

The Department of Navy has 2 Service-wide civilian career programs in operation but none covering logistics personnel which meet the cited DoD requirements. However, the Naval Supply Systems Command has a career program for civilian employees which includes four of the seven program elements (periodic resource analysis, coordinated personnel input, monitored career training, and a centralized inventory for personnel at grades GS-9 and above).

Civilian career planning in the Department of Air Force is conducted on the local level. Individual career planning is encouraged and career training is conducted under the supervision of the functional supervisor and the civilian personnel office. However, Air Force wide career programs of the type and coverage specified by DoD Instructions have not been implemented for logistics personnel. The Department does participate in the DoD-wide Procurement Career Program although no central inventory of Air Force procurement personnel is maintained at the Headquarters level below grades GS-13.

(3) Defense-wide Career Programs

With the exception of the DoD-wide Civilian Career Program for Procurement Personnel, there is no cross-Service or DoD-wide application of career programs. Currently in staffing is a DoD Instruction to establish a DoD-wide program for the Quality and Reliability Assurance Career Field.

All Services and DSA participate fully in the Central Automated Inventory and Referral System (CAIRS) of the Procurement Career Program. However, only the Army and DSA have fully operational career programs in the procurement area which cover the other required program elements on a Service-wide basis.

The program currently suffers from the lack of a sound career counseling and appraisal system. This lack of reliable information on past performance and future potential, coupled with the relatively low general educational level of our procurement personnel (see Section VI) has affected the quality of referral lists provided for filling key vacancies. A project is currently under way by the Defense Procurement Career Management Board to develop a more meaningful career appraisal system for use in selective placement.

d. Career Programs As a Solution.

There seems to be little doubt that improvements are needed in the management of the logistics personnel resource. The Task Force statistical analysis, Characteristics of the Logistics Workforce (Appendix A), gives indication that we have an aging civilian workforce which is considerably less well educated than its military counterpart. We have a high percentage of employees who were hired during or before World War II (24% - twice as many as Government as a whole), and a low percentage of employees under thirty years of age (less than 7%). Our principal areas of concern therefore appear to be the aging of the workforce, an inadequate input of "young blood" and an inadequate level of professionalism. There is increasing evidence that we need to improve the image of logistics as a career in order to attract, develop and retain qualified employees in sufficient numbers to meet present and future staffing needs.

The civilian career development programs advocated by the Department of Defense since 1955 provide the type of actions which can materially assist in the long range solution of these problems. Unfortunately, implementation of such programs has not been uniformly accomplished by the Services There is an immediate need for the Services which have not already done so to develop and implement Service-wide civilian career programs covering the major logistics functional areas of Supply Management, Procurement, Quality Assurance, Transportation, and Maintenance

The first step in the development of such programs should be to review the work of the Department to determine which related occupations can be organized into career fields for the purpose of developing employees, to define the possible paths of advancement, and to identify those positions appropriate for civilian occupancy and which will be open to civilians on a continuing basis.

In accordance with DoD guidance already issued these programs should include as a minimum the following elements:

(1) Periodic Resource Analysis through an automated "Talent Bank" type inventory to assure awareness of present and potential personnel problems, assist in program modification to meet changing requirements, and provide the logistics manager with the knowledge needed to manage his manpower resource on an equal basis with planning in financial, commodity, or hardware areas.

(2) Development and Publication of Career Patterns which will provide visibility for logistics career opportunities and describe the pathways and progressive ladders for advancement open to civilians in developing to their ultimate potential.

(3) Preplanned and Coordinated Personnel Input based on long range forecasts of manpower needs for each functional area to assure a continuing flow of young college calibre personnel into the workforce.

(4) Training and Development based on pre-determined and periodically reassessed requirements (a core curriculum) for career advancement and emphasizing technical and executive development of each career employee according to his individual needs.

(5) Career Appraisal providing regular evaluations of performance and potential and systematic personal counseling.

(6) Central Inventory and Referral to identify the most qualified employees throughout the Service for selection to key vacancies and assure that careerists have meaningful opportunites for advancement in the logistics area.

The program features outlined by the DoD instructions cited earlier and described in this section are neither new nor innovative. Their effectiveness has been proven repeatedly within and outside the Government structure. In a special study of career programs in 12 major industrial corporations, conducted by the Department of Army in May and June of 1968, it was found that:

> "Virtually every firm has procedures established to determine annual intake requirements, evaluate both performance and advancement potential, furnish training and development experiences, and provide for the orderly progression of its most able employees. The most impressive practice observed is the personal interest, support, and participation by top level executives in efforts to identify and develop employees for advancement to managerial positions." 1/

e. The Need for Functional Chief Involvement

Logistics managers at all levels should be directly involved in the development, operation and evaluation of career programs covering their functional areas of responsibility. It is generally agreed there is a direct correlation between the maintenance of a workforce and the degree of interface or effectiveness of relationships between the personnel staff manager and the functional, line or activity manager There is substantial evidence of variance in the effectiveness of this interface from one activity to another and from one level to another within the Defense logistics "family". There are a number of problems associated with these relationships which are common to most activities and for which a common approach to improvement can be taken. These problems include:

(1) Insufficient knowledge on the part of the logistics manager of the nature and essential characteristics of his civilian workforce. Many managers, especially at higher echelons of command are only vaguely aware of the size and composition (military-civilian,

1/ Special Study of Career Programs in Industry, May-June 1968, Department of Army, Deputy Chief of Staff for Personnel

blue collar-white collar mix, etc.) of their workforce and are forced to deal with personnel problems on a case basis when the "issue gets hot".

(2) Lack of knowiedge or appreciation of the mission or function by civilian personnel staff members and conversely insufficient knowledge of personnel management objectives and plans on the part of activity or line managers.

(3) Lack of awareness on the part of the logistics manager of the rules and regulations governing civilian personnel actions.

(4) Tendency by activity managers to look to the personnel manager's staff as an office of last resort, "a place responsible for keeping me out of trouble" instead of looking to the personnel manager as a partner in the management chain who should be involved in activity planning and all other efforts having staff implications.

The direct involvement of the logistics manager as the functional chief of civilian career program operation in his area and level of responsibility, assuming supervision and monitorship over the development, modification, operation and evaluation of the programs can be a significant factor in the resolution of these problems. Some DoD components have adopted the functional chief concept in the career management of their workforce but more needs to be accomplished along these lines.

f. Broader Coverage Indicated

In addition to the fact that more aggressive implementation of prescribed DoD civilian career programs is required, two further aspects of civilian career programming require attention:

(1) Expansion of DoD-wide application of the inventory and referral aspects of Service-wide career programs to more functional areas.

(2) The development of a "Capstone" program which would provide for the development, across functional specialty and organizational lines, of careerists preparing for broad logistics responsibilities in senior management positions which involve two or more logistics functional areas.

In the former case the initial success of the DoD Career Program for Procurement Personnel indicates that such cross-service application is feasible. There is ample evidence however that maximum benefit will not be achieved until full implementation of all career program elements is accomplished by all DoD components on an Agency-wide basis. A DoD-wide Inventory and Career Referral service alone will not serve to improve the quality of the logistics workforce without vigorous application throughout the Services and DSA of the other program elements described above.

In the latter case, more work is needed to establish the basis for a true senior logistician career program. With the development of sound functional area career programs however, the base is prepared for the integration of career development across functional and organizational lines. This would permit the establishment of true logistics generalist positions and the broadening of our most promising logistics careerists into the executives needed to assure the most effective management of the complex and demanding field of logistics.

g. Advantages of Aggressive Implementation of Civilian Career Programs

(1) Improved image of logistics as a career by making visible the advancement possibilities and opportunities for challenging and responsible work.

(2) Improved civilian mobility by offering broader organizational and geographic opportunities for advancement to qualified employees.

(3) More effective recruitment by preplanning input needs, coordinating recruitment efforts and the ability to offer prospective employees a career rather than a job.

(4) More effective training by gearing training and education to individual career needs.

(5) Broader base of well qualified and trained employees to fill key logistics supervisory and managerial positions.

(6) Greater awareness on the part of logistics managers of the status of their workforce through periodic assessment of career inventory "Talent Bank" data.

2. Findings

a. Career planning for logistics civilian personnel in the Department of Defense is not comparable to that available to military personnel. The Services currently have various career programs in operation but implementation and coverage for logistics personnel are neither complete nor integrated among related major logistics functions.

b. The principal areas of concern which career programs can alleviate appear to be the aging of the workforce, insufficient input of young blood, and an inadequate level of professionalism. We need to improve the image of logistics as a career in order to attract, develop and retain quality personnel for the logistics workforce.

c. There is an immediate need for the Services which have not already done so to develop and implement Agency-wide career programs covering the major logistics functional areas. Existing DoD Instructions contain sufficient guidance to provide the type of programs which can materially assist in long range solutions to personnel problems.

d. There is a need for a "Capstone" career program which would provide for the development, across functional, specialty and organizational lines, of careerists preparing for broad logistician responsibilities in senior management positions which involve two or more logistics functional areas.

e. Logistics managers at all levels should become directly involved in the development, operation and evaluation of both military and civilian career programs covering their functional area of responsibility.

f. Current career programs in the Services and those to be developed should meet the following requirements:

(1) Be developed and administered by civilian personnel officials under the guidance, supervision and evaluation of appropriate logistics managers.

(2) Clearly define positions appropriate for civilian occupancy.

(3) Include the six basic program elements prescribed by existing DoD Instructions.

(4) Incorporate a fully automated "TalentBank" type inventory which can be responsive to OSD requirements for periodic workforce assessment.

(5) Be sufficiently compatible for eventual cross-Service application with respect to referral and placement.

g. The DoD Career Program for Procurement Personnel has been successful in its initial implementation. Improvements in the quality of career referral can be achieved by the establishment of a sound career counseling and appraisal system.

h. Expansion of DoD-wide application of the inventory and referral aspects of Service-wide career programs to additional functional areas is feasible. To realize maximum benefits, however, full implementation of all career program elements must be achieved by all DoD components on an Agency-wide basis. This has not yet been accomplished.

3. Task Force Recommendations

a. Request the ASD (M&RA) to reissue DoD Instruction 1430.1 requiring all DoD components to develop and implement civilian career programs in the functional areas of Supply Management, Procurement, Quality Control, Maintenance, and Transportation including all program elements presently specified in existing DoD instructions.

b. Require that such programs be developed under the guidance and supervision of appropriate logistics managers as now specified in DoD Instruction 1430.10.

c. Provide for ASD (I&L) monitorship of all Service-wide logistics career programs and plan to expand the inventory and referral aspects of these programs to DoD-wide application within six months of their implementation by all Services.

d. Require full implementation by the Services of all program elements of the DoD Career Program for Procurement Personnel. Complete development of a sound career appraisal system and assure its use in the development of career referral lists.

e. Appoint a task group under the direction of the ASD (I&L) with functional and civilian personnel representation from each Service and DSA to identify key civilian logistician positions (GS-13 and above) throughout the Defense Department, and to develop a "Capstone" logistics career program for senior logistics positions involving two or more functional areas.

4. Comments on Recommendations

Comments resulting from staffing of the draft report are keyed to the recommendations as follows:

a. Recommendation 3a; general agreement. Several Board Members requested that the Instruction be rewritten to provide more flexibility to the Services.

"Reissuance of DoD 1430.1 should recognize need for training in all logistic support specialty areas, e.g., Personnel and Training, Technical Data, and Support Equipment. Implementation should be geared to availability of resources to accomplish the task. In this regard, the Assistant Secretary of Defense (Comptroller) should recognize the need for additional resources and support request for such resources when submitted by the Services. Career fields should be developed by the Services in functional areas appropriate to their needs."

"Concur in principle. Recommend the DoD Instruction be rewritten to provide flexibility for the Services in developing programs consistent with the occupational needs found within each Service."

"Recommendation No. 1 is partially concurred with in that each military service should develop its own civilian career program within the framework of DoD Instruction 1430.1. However, the mere reissuance of DoD Instruction 1430.1 will not insure viable civilian logistic career programs. There now exists DoD Instruction 1430.10-M-1, which establishes a DoD-wide civilian career program for Procurement personnel. Although this program's objectives are excellent, practical implementation has been rather limited."

"Reissue alone would hardly generate more uniform implementation. Recommend instead that DoD Instruction 1430.1 be rewritten and combined with 1430.2 and 1430.10. New instruction should provide broad guidance leaving a degree of flexibility for Service functional chiefs to accommodate Service peculiar requirements."

"Since the current DoD Instruction 1430.1 requires all DoD components to develop and implement civilian career programs, we question the need for reissuing the instruction."

b. Recommendation 3b; general agreement.

"Concur, however, further study by individual Service elements involved is indicated. The implication that the logistics manager should employ a special staff to monitor training programs within broad logistics occupational areas for his service is questionable. Such monitorship is part of the over-all personnel training responsibility of Service Personnel Activities."

"Concur, in principle. There probably should be more participation of all functional managers in personnel programs. The manner and extent to which this should be made mandatory in the logistics area should be the subject of further Service level subcommittee type study. With respect to both Recommendations 1 and 2, if reissued, both DoD Instructions 1430.1 and 1430.10 should be combined into one directive, leaving each Service some prerogative to recognize Service/base differences."

c. Recommendation 3c.; general non-concurrence.

"The task force study report does not support the conclusion that Service-wide programs would benefit by the extension, nor has there been a demonstrated need for a DoD monitorship and referral system. Instead of establishing a DoD inventory and referral system, include in the provisions of DoD Instruction (1430.1 and 1430.10) that each of the Services and DSA provide for a courtesy screening service to the other services and DSA at all mandatory approval levels when mutually desirable."

"Do not concur. Expansion of inventory and referral aspects to DoD-wide applications is not warranted at this time."

"Do not concur. It is my belief that monitorship in sufficient detail to accommodate all Service-wide logistics career programs at DoD level would pre-empt Service Chiefs and their required ability to control their Service programs. This loss of control through monitorship at OSD level would seriously dilute any positive benefit to be derived therefrom."

"Concur, however, it is suggested that DoD-wide areas of consideration be extended initially only for the senior manager (GS-15 and above), preferably linked with Project CAPSTONE and with Civil Service Commission's Executive Assignment System."

"Do not concur with Recommendation No. 3. Each military department should manage and control its own program and requirements for mobility."

"The discussion preceding this assumes that the DoD Civilian Procurement Career Program has been successful and should be extended. No backup is provided for this conclusion. It is suggested that the "payoff" in the Procurement Career Programs, especially of the automated inventory and referral aspects, be evaluated before extension to other logistics fields."

"It is not considered that the benefits to be obtained would warrant the efforts of ASD (I&L) to implement and monitor all career programs on a DoD-wide basis. Rather it appears more appropriate to accomplish this within the command and each Service to establish career programs tailored to its particular and ever changing needs."

d. Recommendation 3d; general agreement. One Service did not agree on the basis that:

"Recommendation as written presupposes total success of the program to date. It appears that a reappraisal of the program based on experience to date should be conducted and then action taken on the basis of objective evaluation of the results."

e. Recommendation 3e; general agreement with the concept of a capstone career program, provided such programs are developed by the individual services. There was general non-concurrence with DoD-wide implementation of such a program.

"There has been no evidence to date to support a conclusion that an Army logistician is an Air Force logistician is a Navy logisitician is a DoD logistician. As this is open to question, it should be resolved by competent study prior to initiation of any such developmental project."

"Delay any efforts to identify logistics positions GS-13 and above or to develop a 'Capstone' Career Program until all Services and DSA are in compliance with DoD Instructions 1430.1 and 1430.10. At that time all such positions will be identified and most of the necessary work in developing a Capstone Logistics Career Program at GS-13 and above, if necessary, will have been accomplished without duplication of effort."

"Do not concur. Each Service should identify key civilian logistician positions and develop Logistics Career Programs vice having this accomplished by an Assistant Secretary of Defense (Installations and Logistics) Task Force. This would permit each of

the Services to establish a career program tailored to its particular needs and provides greater flexibility in updating the career development program to meet the ever changing needs of each Service. This approach is more consistent with the Task Force Recommendations on Personnel Retention and Recruitment."

"Concur in principle. The concept is sound; however, recommend the 'Capstone' Logistics Career Program be restricted to Service Department level. To place it at DoD level would amount to overcentralization of a task that is and should remain a Service level responsibility."

"Concur, in principle, with Recommendation No. 5. A 'Capstone' Logistics Career Program for key logistics positions is certainly desirable. The definition of a 'key logistics position' is going to be difficult to pin down. Presumably, most positions, GS-13 and above, could fall somewhere in this category. This recommendation implies that a DoD-level task group would then attempt to develop a logistics career program for such persons. Do not concur with this level. Such action should be taken at Service level within the framework of DoD policy directives."

"In developing the 'Capstone' program, the entire plan should be spelled out in specific detail before anyone is assigned. These are very difficult programs to manage, and are also difficult for the incumbent. This should be approached slowly."

"We agree with the concept, but suggest that the program be directed initially toward developing replacement requirements for higher graded civilians (GS-15 and above) where the position is truly heterogeneous and is inappropriate for inclusion in a more specific career area (such as Procurement). The objective is the identification of the true logistics generalist."

"Concur. 'Capstone' Program should provide that services in DSA and other joint logistics assignments should be included in service career planning as a career step."

5. Policy Board Recommendations

	Proposed Action Office
a. Request the ASD (M&RA) to revise and reissue DoD Instruction 1430.1 requiring all DoD components to develop and implement civilian career programs in the functional areas of Supply Management,	ASD (I&L) - ASD (M&RA)

	Proposed Action Office
Procurement, Quality Control, Maintenance, and Transportation including all program elements presently specified in existing DoD Instructions.	
b. Require that such programs be developed under the guidance and supervision of appropriate functional chiefs as now specified in DoD Instruction 1430.10.	Materiel Secretaries Director, DSA
c. That the Materiel Secretaries and the Director, DSA:	Materiel Secretaries Director, DSA
(1) Assure the development of logistics career programs within their agencies.	
(2) Provide a mechanism for cross-service interchange of program ideas.	
(3) Provide for courtesy referral of qualified personnel to other services and DSA when mutually desirable.	
(4) Report program progress annually to the ASD (I&L).	
d. Require full implementation by the Services of all program elements of the DoD Career Program for Procurement Personnel. Complete development of a sound career appraisal system and assure its use in the development of career referral lists.	Materiel Secretaries Director, DSA DoD Procurement Career Management Board
e. Request the Services and DSA to identify their key civilian logistician positions (GS-13 and above) and to develop individual "Capstone" Logistics Career Programs for senior logistics positions tailored to the specific needs of the Service or Agency.	Materiel Secretaries Director, DSA

IV. PERSONNEL RECRUITMENT AND RETENTION

A. PROBLEM: Military Personnel Retention. The retention of enlisted men and officers is characterized by high losses early in the career pattern after completion of required service, and the subsequent mandatory retirement of men with needed skills who have both the capacity and the will to continue. These attrition factors contribute to career planning difficulties and to the serious imbalance in the officer rank structure.

1. Discussion

The retention experience of the different Department of Defense components varies considerably. Generally speaking, retention is a function of input, the higher the draftee and obligated service reservist input, the higher the loss rate as obligated service is completed.

The Marine Corps reported no overall retention problem, except for certain skills, Officer retention was 35% for newly commissioned officers, and 49% of the regulars and 29% of the reservists were being retained beyond initial obligated service. However, a shortage of officers led recently to temporary commissioning of 3900 non-commissioned officers to meet immediate requirements to fill increased authorizations for Southeast Asis. Enlisted retention at the E-5 level was 75%, sufficient to meet requirements above that level.

AMC, however, noted that Lieutenants with two years mandatory service, who are a majority of their Lieutenants, are in the logistics force for only a year or less. With Lieutenants making up 53% of the total officer projected requisitioning authority, and 45% of the officers actually assigned, the turnover problem this produces is apparent.

The Air Force Logistics Command (AFLC) reported 98% manning, but that relatively good fill obscured a major imbalance in the rank structure, similar to that reported by the AMC. Officer assignments expressed as a percentage of the authorized strength ranged from 272% at the 0-1/0-2 levels through 65%, 66%, 71%, 96%, and 57% for 0-3 through General Officers respectively.

Table 2 - OFFICER MANNING IN LOGISTICS FUNCTIONS
(% of Authorization Filled)

Level	AMC 1/	AFLC 1/	AFSC 1/	Navy 2/ (Supply Corps)
01/02	189	272	217	105
03)	52	65	72	122
04)		66	74	90
05)	63	71	77	76
06)		96	82	101
General Officers	79	57	72	73
TOTAL PERCENT	83	98	101	102

1/ Data from presentations given to the Long Range Logistics Manpower Policy Board.

2/ Data obtained from Navy Supply Corps Personnel Staff

Table 2 shows that this distribution pattern is typical of all the Services. The basic pattern, Department of Defense-wide for logistics officers, is high overfill at 0-1 and 0-2, with serious shortages above that level. This pattern is not wholly a function of retention rates, of course, but improvement in retention rates of both young and experienced officers is an obvious approach to correcting the imbalance.

The Navy Supply Corps retention of officers entering with Regular commissions was much higher than for those entering with Reserve commissions; nearly twice as high at the 9 year point, roughly 32% to 17%. The retention record for officers entering from officers candidate school (two-thirds of the total input) was 23% at the end of obligated service plus one year and 17% at the end of nine years service. To the 9 year point this was an average loss of 9% a year, which compares favorably with the 11% annual loss rate in a comparable civilian workforce in the Navy. The overall officer retention rate was reported to be providing a sound career year group structure but concern was expressed over retention of the highest quality officers in the force.

The failure to be able to define logistics career patterns in advance, or to adhere to them in actuality, was cited as a consideration affecting retention, but no data were provided to support this contention. However, even in instances in which career programs identified both career positions and career individuals, an inability to match man and position when both were available has frustrated the intent of the programs. This tends to invalidate the career pattern in the eyes of the participants, and leads to losses from the logistics

career fields if not from the Service itself. It would appear that the senior logisticians of the Services have as great as responsibility to assure that military logistics careers are properly defined and monitored as they have for civilian logistics careers. What is lacking is an effective mechanism to accomplish this in all Services.

2. Findings

Logistics officer retention rates are low, reflecting the nature of the input which is substantially made up of non-career oriented individuals. The retention rate is one factor leading to the serious rank imbalance in which officers at the 0-1 and 0-2 levels with little experience must be used in more senior assignments. In spite of the shortage of officers experienced in the logistics functions, officers at levels above 0-3 are forced to retire by the administrative regulations and laws governing military retirement. An unknown number of losses are attributed to the absence of visible logistics careers, and the failure of defined careers to actualize.

3. Task Force Recommendations

a. That Logistics Chiefs, working with their military personnel organizations, explore the feasibility of modifying current retirement practices that are within the Services' administrative authority, in order to retain in the workforce officers with needed logistics skills.

b. The ASD (I&L) assure that the Logistics Chiefs be fully informed on the proposed modifications of the mandatory retirement laws developed by the ASD (M&RA), so that a DoD-wide logistics position on such legislation may be developed.

c. That Logistics Chiefs explore the feasibility of becoming logistics career sponsors for the military logistics careers, with some responsibility for making career patterns more visible, and, in consonance with operating needs, assuring that actual assignments of logistics careerists are to logistics positions in their career area.

4. Comments on Recommendations

General concurrence.

5. Policy Board Recommendations

	Proposed Action Office
a. Same as Task Force Recommendation 3.a. above.	Logistics Chiefs
b. Same as Task Force Recommendation 3.b. above.	ASD (I&L)
c. Same as Task Force Recommendation 3.c. above.	Logistics Chiefs

B. PROBLEM: Civilian Personnel Retention. Retention data of the greatest potential use to the manager in determining manpower requirements are often not compiled or used effectively. Much turnover data is of questionable utility because it does not include all losses to an occupation or function, but only those losses in which an employee leaves the organization. No general retention problems were identified, but in selective geographic areas and for certain occupations retention has been a problem. Relatively low turnover in occupations with large numbers of personnel with high average age and length of service will inhibit the effort to input trainees, unless additional ceilings and funds are provided for that purpose.

1. Discussion.

The loss of civilian employees from the DoD logistics workforce can only be determined approximately. More information is available, for example, for white collar than blue collar employees, and available information is compiled and cumulated in different ways and at different levels so that it is difficult to obtain a complete picture of logistics workforce losses.

The use made of data was as variable as its compilation. For example, in the Army Materiel Command it is used to help determine recruiting requirements centrally, but it is little used at any headquarters level in the Navy. Central manpower requirements determination and career planning cannot be effectively undertaken without consideration of historical turnover trends by occupation, grade level, and organizational component. Such consideration does not always take place at this time.

Analysis of available data supports a finding that logistics turnover in the white collar occupation is less than for other

gross occupational groupings. Table 3 shows labor turnover rates per year for various gross workforces. The rates range from 51.2% for U.S. manufacturing to 18.0% Air Force-wide. Logistics workforce losses, however, are lower than Service-wide totals. For example, logistics workforce losses in the Navy were 12.3% versus 19.2% for all functions, and in the Defense Supply Agency were 10.0% for logistics versus 29.3% for the Agency as a whole. Nevertheless, this is not to conclude that there are no logistics workforce retention problems.

Table 3 - LABOR TURNOVER RATES [1/]
Percentage of Total Workforce - Per Year

U. S. Manufacturing	51.2	Calendar 67
Defense Supply Agency	29.3	Fiscal 68
Department of Defense	27.6	Fiscal 67
Government-wide	25.2	Fiscal 67
Army-wide	25.0	Calendar 67
Air Force-wide	18.0	Fiscal 68
Navy-wide	19.2	Calendar 67

1/ Data were obtained from various DoD and Service personnel reports and the U.S. Department of Labor, Bureau of Labor Statistics, Employment and Earnings and Monthly Report on the Labor Force.

One of the difficulties in using turnover data is that it normally includes only losses from the organization, not losses from the occupation or function. Thus, many vacancies caused by reassignment, demotion, and other actions which do not lead to a loss to the organization are not recorded in turnover. To the logistics manager however, a position vacated by reassignment is just as vacant as a position vacated by death, resignation, or transfer to another organization. Thus, the relatively low loss rates in the logistics workforce cited above may mask "real" turnover.

The Office of Civilian Manpower Management of the Department of the Navy has developed a computer program that can track all movements of people in the Navy from one series to another. Table 4 portrays the results of that effort for the logistics white collar occupations, compared with Government-wide statistics.

TABLE 4 - LOSSES BY OCCUPATION

Department of the Navy - Government-Wide Comparison

Percentage of the Workforce Average

Occupational Series	Dept. of the Navy - FY 68 [1] Left the Organization	Moved to Other Series	Total Series Losses	FY 67 [2] Govt-Wide Total Series Losses
1101 General Business	19.7	6.0	25.7	20.6
1102 Contract-Procurement	12.8	1.6	14.4	10.7
1103 Industrial Property	9.8	13.7	23.5	No Data
1150 Industrial Specialist	6.2	9.6	15.8	11.9
1900 Quality Control	14.9	1.8	16.7	18.5
2020 Purchasing Clerical	15.7	9.3	25.0	26.4
Procurement Total	13.5	4.8	18.3	16.5
2001 General Supply	11.8	11.7	23.5	22.0
2010 Inventory Management	6.0	11.0	17.0	15.9
2040 Supply Clerical	14.6	9.2	23.8	26.7
2090 Publications Supply	8.5	9.9	18.4	22.8
Inventory Management Total	12.9	9.8	22.7	23.2
1601 Facility Management	0	0	0	No Data
1670 Equipment Specialist	8.2	6.3	14.5	12.5
Overhaul and Repair Total	8.2	6.3	14.5	12.5
2030 Storage Management	12.6	6.0	18.6	13.5
2032 Preservation-Packing	11.8	1.4	13.2	No Data
Storage and Issue Total	12.3	4.7	17.0	13.5
Grand Total	12.3	7.5	19.8	19.5

1/ U.S. Navy, Office of Civilian Manpower Management, Study of Inter-Occupation Movement of All Classification Act Employees, Navy-Wide, Appendix I, October 1968.

2/ U.S. Civil Service Commission, Current Federal Workforce Data as of December 1966 and June 1967, June 1968.

Total losses in the Navy logistics workforce are almost equal to the Government-wide loss rates for the same occupations -- 19.8% to 19.5%. The Government-wide rates are estimates based on a 10% sample compiled by the Civil Service Commission, and include

all losses to each series, as does the "Total Series Losses" column for the Navy. Only 12.3% of the total 19.8% losses the Navy actually experienced would be reported in the usual turnover statistics. The remainder of the losses, caused by internal movements of employees, would not be reported.

A closer look at Table 4 shows that turnover of contract and other procurement specialists in series GS-1102 is overwhelmingly out of the organization, and is significantly higher than Government-wide turnover, 14.4% to 10.7%. A similar pattern of movement outside the organization exists for quality control specialists (GS-1900 group) and storage specialists (GS-2032). Other occupations, however, owe about 50% or more of their vacancies to changes in occupation within the organization; general supply (GS-2001), inventory management (GS-2010), publications supply (GS-2090), industrial property (GS-1103), and industrial specialist (GS-1150).

It may be concluded that turnover of procurement specialists and storage specialist in the Navy leads to their loss to the Navy, while turnover of inventory specialists and the like is largely within the Navy. This kind of knowledge is essential to planning input and defining career patterns, but is neither generally available nor used for those purposes.

The small percentage of employees in the 1150, 2010, 2090, and 1670 occupational series who leave the organization suggest that it will be difficult to input trainees without additional ceiling being provided for that purpose. Since less than 13% of the logistics workforce leaves the organization each year, the difficulty in achieving a significant amount of trainee input through reliance on turnover alone is apparent.

It is interesting to note that the same Navy study showed a great deal of occupational mobility. Supply clerks moved to 42 other occupations, equipment specialists to 29, inventory managers to 24, general supply to 25, purchasing clerks to 28, and contract and procurement specialists to 17 occupations.

2. Findings

Definitive turnover data is not generally available at the various Headquarters levels, although the compilation and use of such data is essential for manpower requirements and career planning purposes.

3. Task Force Recommendation

Each Logistics Chief and Logistics Commander should assure that his personnel data system can provide turnover data by

occupation, grade level, and organization component, and insure that turnover data is used as one input into career planning and manpower requirements determinations.

4. Comments on Recommendation

General concurrence.

5. Policy Board Recommendation

	Proposed Action Office
Same as Task Force Recommendation 3. above.	Logistics Chiefs and Logistics Commanders

C. PROBLEM: The Aging Logistics Workforce. The thirtieth anniversary of the beginning of World War II in 1971 will bring with it an increase in the number of potential retirements of civilian employees. Nearly two-thirds of the logistics workforce today is 45 years of age or older, and less than seven percent is under age 30. Age and length of service combine to produce high potential retirements from 1971 through 1976 and beyond as the Korean War hires reach retirement age.

1. Discussion

The most pressing turnover problem of the civilian logistics workforce is that caused by the upcoming phase-out of World War II hires, followed closely by the Korean War hires. This will increase the rate of losses in the future as DoD approaches workforce maturity; i.e. having been in existence long enough to provide full careers through retirement for significant numbers of employees. Workforce maturity will be reached in 1971-73.

Taking a ten year projected look at the workforce, using 55 years of age as the critical point at which the first retirement option will open to many employees, we find from 50% to 70% of the total workforce in the various logistics functions will reach age 55 by 1978.

The problem is not one of the distant future, however, but is upon us already. Some 15% to 20% of the workforce in the various functions is now 55 years of age or older, which means we are on the edge of the retirement hump right now. Unfortunately the available data does not collate age and length of service, and it is impossible to determine how many of the 55 and over group has or will attain 30 years service.

Not only is our workforce aged, but it is short on youth. The percentage under 30 years of age varies by function from 2% to 14%, far below the 32% in the private sector and the 18% Federal Government-wide. The exodus of older employees will leave a middle and upper level gap to be filled by the 35-45 years old employees, and there are few young employees to move in behind them. Complicating this age structure problem will be the impact on our younger employees of any general cutback in staffing levels that may be forthcoming. Unfortunately the "Last In-First Out" concept is followed in making personnel cuts, and the logistics functions cannot absorb the loss of many of the young people who are on the rolls today.

Tables 5 through 10 present the age distribution of the different logistics functions by DoD component. The data are derived from the age information submitted to the Task Force by the Services and DSA. The age distribution can only be described as dismal, merely being worse in some functions than in others.

TABLE 5 - AGE DISTRIBUTION - PROCUREMENT FUNCTION
Percentage of Total Employment

AGE (years)	ARMY	NAVY	AIR FORCE	DSA
Under 30	5.0	6.7	7.4	5.8
30-44	32.6	32.3	33.8	29.9
45 and above	62.4	61.0	58.8	64.3
55 and above	20.0	17.3	16.9	20.9

The procurement function is portrayed in Table 5. In spite of the recent efforts to increase the trainee input into the procurement function, the percent of employees under 30 is quite low, ranging from a low of 5% for Army to a high of 7.4% for Air Force. Roughly one-third of the workforce is between 30 and 44 years of age, with the remainder, from 58% to 64%, 45 or over. From nearly 17% to 21% of the present workforce is 55 or older.

TABLE 6 - AGE DISTRIBUTION - INVENTORY MANAGEMENT FUNCTION
Percentage of Total Employment

AGE (Years)	ARMY	NAVY	AIR FORCE	DSA
Under 30	5.4	12.6	8 3	11 7
30-44	35.7	34.4	36.0	35 2
45 and above	58.9	53.0	55 7	53 1
55 and above	17.6	18.0	18 3	17 2

The age distribution in the inventory management function (Table 6) is slightly better than that in procurement, even though no Department of Defense-wide interest in trainee input has yet been expressed. Navy and DSA both have more than 10% of their total workforce younger than age 30, and the percentages in the "middle years", 30-44, are higher than in procurement But the aging pattern is consistent, if not as pronounced, with 53% to 58% age 45 and over, and 17% to 18% age 55 and above

TABLE 7 - AGE DISTRIBUTION - OVERHAUL AND REPAIR FUNCTION
WHITE COLLAR EMPLOYEES
Percentage of Total Employment

AGE (Years)	ARMY	NAVY	AIR FORCE	DSA
Under 30	2 3	1 3	1 4	0 9
30-44	36 3	30 7	40 7	31 9
45 and above	61 4	68.0	57 9	67 2
55 and above	15 1	15.4	10 5	19 9

The white collar employees in the overhaul and repair function are minutely represented in the under 30 age group Table 7 shows less than 1% in DSA, with a high of 2.3% in the Army More than 60 percent are age 45 and above This age distribution is to be expected, however, because the source of many of these employees is the skilled tradesmen or the separating or retiring military enlisted technician, rather than recent college graduates or trainees

TABLE 8 - AGE DISTRIBUTION - OVERHAUL AND REPAIR FUNCTION
BLUE COLLAR EMPLOYEES
Percentage of Total Employment

AGE (Years)	ARMY	NAVY	AIR FORCE	DSA
Under 30	14.4	20.1	12.4	11.8
30-44	33.6	29.3	35.3	30.9
45 and Above	52.0	50.6	51.3	57.3
55 and Above	15.7	15.6	15.5	20.8

The blue collar employees in the overhaul and repair function, Table 8, are younger than their white collar companions. DSA has nearly 12% below age 30, and Navy reported a high of 20%. Approximately one-third of the blue collar workers are 30-44, with about 50% age 45 and above. However, more than 15% of this workforce is 55 years or older, and will soon be retired.

The same pattern holds true when the age distribution of the storage and issue function is examined, the white collar employees are considerably older than the blue collar employees. Tables 9 and 10 show that fewer than 3% of the Classification Act employees are under 30, but 11% to 26% of the blue collar workers are in that category. About 70% of all white collar employees are 45 or older, but only 40% to 55% of the blue collar workers are that old.

TABLE 9 - AGE DISTRIBUTION - STORAGE AND ISSUE FUNCTION
WHITE COLLAR EMPLOYEES
Percentage of Total Employment

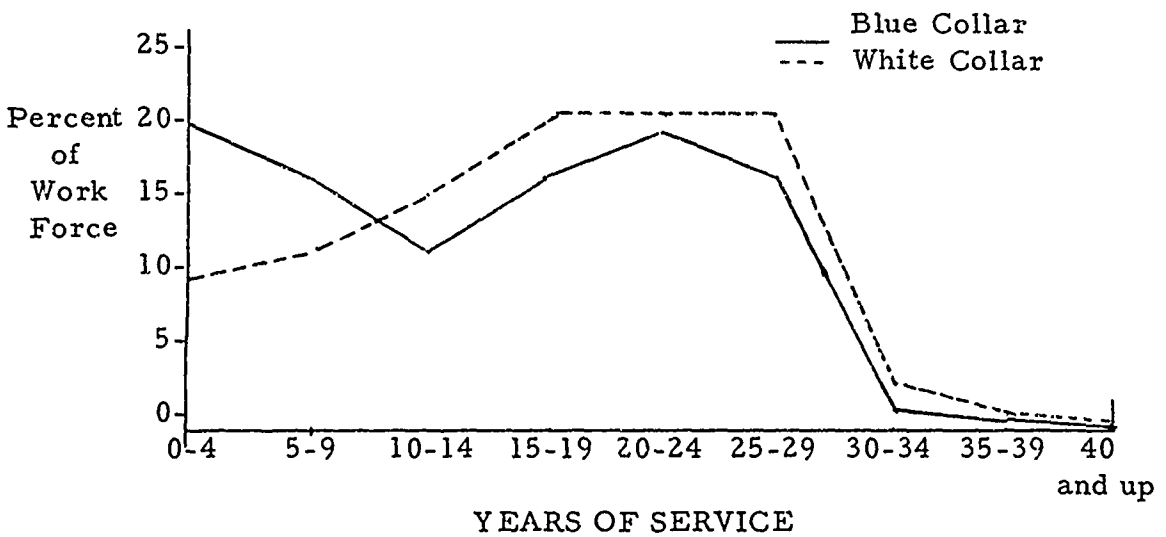
AGE (Years)	ARMY	NAVY	AIR FORCE	DSA
Under 30	2.4	2.9	2.1	2.8
30-44	30.1	25.6	30.0	26.6
45 and above	67.5	71.5	67.9	73.3
55 and above	20.9	21.7	18.7	23.0

TABLE 10 - AGE DISTRIBUTION - STORAGE AND ISSUE FUNCTION
BLUE COLLAR EMPLOYEES
Percentage of Total Employment

AGE (Years)	ARMY	NAVY	AIR FORCE	DSA
Under 30	13.6	11.4	13.4	26.6
30-44	33.7	33.3	35.1	33.7
45 and above	52.7	55.3	51.5	39.7
55 and above	17.2	19.1	18.0	12.1

This brief examination of the age distribution of the logistics workforce emphasizes the urgency behind the necessity to develop career patterns, to train and educate the group of employees age 30 to 44 for more responsible positions and the need to input significant numbers of trainees in all logistics occupations.

FIGURE 1. - CIVILIAN WORKFORCE LENGTH OF SERVICE CHARACTERISTICS



Length of service for many employees, as has already been mentioned, is approaching 30 years. Figure 1. portrays the length of service distribution of the logistics workforce. More than 20% of the white collar workforce now has 25 to 29 years service, another 20% has 20 to 24 years service, and yet another 20% has 15 to 19 years service. This dramatic plateau of 15 years duration is the "retirement hump" that is so often mentioned. We will be on the hump by 1971.

The "hump" for blue collar workers is not so dramatic as that for white collar employees, and is balanced by a far larger percentage of shorter length of service. About 35% of the blue collar force has less than 10 years service.

2. Findings

The age and length of service of the civilian workforce are both high and will combine to produce a "retirement hump" beginning in 1971-72. The loss of older employees will require the advancement of many younger employees in the workforce, and there is no pipeline full of young talent (30 years and younger) available now. Steps must be taken to provide the necessary experienced capability to back up the retiring older employee in both white and blue collar jobs, although the problem is more critical for the white than the blue collar worker.

3. Task Force Recommendations.

a. In the development of career programs in all logistics functions, the Logistics Chiefs and Logistics Commanders should establish mandatory trainee input that is fully supported with the allocation of required ceiling and funds.

b. The Logistics Commanders should place emphasis on the development of substantive job skills and managerial competence in the workforce now aged 30 to 40 years to prepare them to assume the responsibility now handled by senior employees. This effort should include an analysis of the present retirement potential, and the establishment of understudy positions or use of other techniques to identify individual development requirements to meet future needs. Again, allocation of ceiling and funds must be made to support this effort.

4. Comments on Recommendations

General concurrence.

5. Policy Board Recommendations

	Proposed Action Office
a. Same as Task Force Recommendation 3.a. above.	Logistics Chiefs Logistics Commanders
b. Same as Task Force Recommendation 3.b. above.	Logistics Commanders

D. PROBLEM: Effect of Reduction-in-Force on the Age and Quality Structure of the Workforce. Present laws and administrative practices for handling ceiling and dollar cuts leads to the separation of younger, short length of service employees. In this group of employees are concentrated the recent college, trade school, and apprentice program graduates who will provide the quality backup necessary to meet the retirement problem of the next few years. Emphasis on placement efforts will help retain some of these employees, but the most satisfactory approach is to avoid their displacement initially insofar as possible.

1. Discussion.

A number of reductions in force (RIF) has already taken place as a result of the end of the accelerated phase of the Southeast Asia buildup and the recent ceiling and dollar restrictions. Further reductions are a distinct possibility. The reductions have led to the separation or downgrading of recent college graduate hires. This not only hits at one of our most valuable human resources, but will inhibit our capability to hire college graduates in the future as our reputation as an employer goes down in the college community.

Any general reduction in the level of DoD employment in the future will affect the young employee more than older employees. The Veterans' Preference Act which established the basic preference and seniority criteria for retention during RIF is quite rigid in application. Broader options, however, are available to managers in the budget and program decisions that are made prior to application of RIF procedures to identify individual employee assignment rights. In making these budget and program decisions consideration must be given to the qualitative as well as the quantitative impact on staffing. That is, priority should be given to decisions that will lead to the separation of the smallest possible number of young, high quality personnel. In addition, all of the administrative flexibility available in applying RIF placement procedures should be directed toward this same end.

2. Findings

Present practices in applying funding and ceiling cuts do not give sufficient priority to the impact of the cuts on the youthful segment of the workforce.

3. Task Force Recommendation.

That the Logistics Chiefs each establish a planning group of budget, program, and personnel experts to evaluate current practices and explore the expansion of options available to managers facing personnel reductions in order to maximize the retention of high quality employees in such reductions.

4. Comments on Recommendation

General concurrence.

5. Policy Board Recommendation

	Proposed Action Office
Same as Task Force Recommendation 3. above.	Logistics Chiefs

E. PROBLEM: The Civilian Executive Under-achiever. High level civilian employees who have ceased to perform at the level required of them, because of reduced vitality incident to aging or other reasons, can be removed only with difficulty. The problem does not normally involve unsatisfactory performance, which can be handled by presently available procedures, but a low level of "satisfactory" performance.

1. Discussion

Trial retirement programs have been viewed as providing a partial solution to this problem. Trial retirement programs have been issued by AFLC as a pilot study for Air Force, and by Navy. DSA has a fully developed program to be released soon, and AMC is studying such a program.

All programs are essentially the same, and are based on a management promise to provide a job at the same level at the end of the first year of retirement if the employee wishes to return to work. The employee must be eligible for retirement and request and receive

management approval for the one year trial period. Returning employees are re-employed as annuitants and have no job protection rights.

Because trial retirement is employee initiated it cannot serve as a device to speed the retirement of individuals at management's option. It may, however, serve to shorten the time that elapses between acquiring eligibility for optional retirement and actual retirement, because of the psychological support provided by the possibility of returning to work if retirement proves unsatisfactory.

Management initiated retirement of employees who are eligible for optional retirement (age 55, 30 years service) has been proposed to Congress, with little success. The outlook for change in the law in the future is not good, although support for such a proposal will continue.

It should be noted that management initiated retirement is looked upon as a mechanism for coping with the performance problems of the older, senior employee who is not able to do what is required, but is not bad enough to fire. The Civil Service Commission regulations provide a special mechanism for dealing with the unsatisfactory employee, but none for dealing with the merely satisfactory employee whose job requires superior performance. In the absence of a mechanism to handle these situations, and with very low probability of legislation to provide a mechanism, other alternatives must be explored.

Since the problem is one of actual and potential performance, it should be approached as such. Effective evaluation requires at least two fundamental elements, performance or potential standards to use as a guide, and an evaluation method to facilitate measurement against the standard. Neither standards nor evaluation methods for application to key-level civilians are commonly found. In their absence, a mechanism such as management initiated retirement would only be a clumsy tool. Even under the best of conditions management initiated retirement could only be the solution to a few performance problems. Therefore, a diagnostic approach to performance appraisal, which would enable selection of other alternatives, such as reassignment, disciplinary separation, retraining, education, reorganization, and the like, would be preferable to reliance on mandatory retirement.

A number of long-term actions can contribute to solution of the problem of the executive under-achiever. Career programs with definite progression patterns will result in more people being available for selection for key jobs, making it less necessary to select the mediocre man on the spot--which has often been done in the past. Career

patterns with mobility provisions also open the way to placing time limits on top assignments, ("term" assignments) thus opening jobs to new incumbents periodically so that employees do not "own" their positions.

The fundamental need, however, is for well defined performance requirements and a means of applying the performance standards. Private industry uses various executive appraisal methods, some of which are quite comprehensive and expensive. Little of this kind of effort is under way anywhere in DoD. Executive performance is as critical to DoD success as it is to industry success, and this important area cannot continue to be given low priority.

2. Findings

Trail retirement and management initiated retirement are not full solutions to the problem posed by the under-achieving high level civilian employee. The problem is essentially one of performance and should be so approached. Development of performance standards and an evaluation methodology are essential to solution of the problem. Career programs with appraisals, structured career progression, and mobility provisions will also contribute to the solution.

3. Task Force Recommendations

a. The ASD (M&RA) be asked to support a research effort to develop a diagnostic appraisal methodology for evaluation of high level employee potential and performance.

b. The "capstone" career plan proposed in the career development section of this report be developed with a "term" position concept and mobility provisions to support rotation of top positions.

4. Comments on Recommendations

Non-concurrence in the "term" concept was expressed by four of the thirteen Board Members. Two reasons were given:

a. Moving "under-achievers" will not solve their performance problems.

b. Current procedures allow career mobility and should be evaluated further before initiating "term" assignments.

However, it is felt that the idea should be given further consideration.

5. Policy Board Recommendations

	Proposed Action Office
a. Same as Task Force Recommendation 3.a. above.	ASD (M&RA)
b. That time limited tours of duty for selected positions be included in the development of "capstone" career programs.	Materiel Secretaries Director, DSA

F. PROBLEM: Civilian recruitment. Recruitment of civilians was reported as a problem only for specialized jobs or for certain occupations with a high utilization rate in the private economy. Lack of coordination of college recruitment is emerging as a problem. College relations have not received much attention at most levels.

1. Discussion

No "across-the-board" problems were identified in civilian employee recruitment. However, because of the general shortage of skills in the economy it has been necessary to use lesser skilled people than required and to input trainees rather than journeymen into many jobs. This kind of flexibility has made it possible to meet most needs to date.

Most trainees for professional logistics occupations are obtained from the Federal Service Entrance Examination which is designed for the general college graduate. During FY 68 the college level trainee (intern) intake was lower than the projected requirement because of the hiring freeze that was in effect for 5 months. For example, AMC in FY 67 exceeded its recruitment goal of 1450 by 20 and the Navy Supply Systems Command (NavSup) exceeded its goal of 300 by 9, but in FY 68 AMC was 723 short of its objective 1841 and NavSup was 31 short of its goal of 300. The short-falls were the result of resource rather than recruitment difficulties.

TABLE 11 - COLLEGE CALIBER TRAINEE INPUT [1/]

	AMC	AFLC	DSA	NavSup	TOTAL
FISCAL 1967	1470	1227	561	309	3567
FISCAL 1968	1227	566	638	269	2700
TOTAL	2697	1793	1199	578	6267

1/ Data from Service presentations given to the Long Range Logistics Manpower Policy Board, updated as required to complete the chart.

Table 11 displays college level input for the past two fiscal years for four major logistics organizations. It is not a complete count of all college level input because it does not include the total logistics workforce of the Services. During the last "normal" recruitment year, FY 67, more than 3500 college level trainees entered the workforce in the organizations listed. The failure to meet college level trainee input objectives during FY 68, and the possibility of again falling short in FY 69, points toward a future problem that will be accentuated as career planning gets under way and the requirement for college level trainees increases.

The logistics workforce requirement for college graduates in FY 1970 and after will be greater than before, in a college recruitment market place that is predicted to become more and more competitive, particularly for the quality graduate. This will require better planned and coordinated recruitment at colleges if the logistics workforce college graduate requirement is to be met.

The organization of the recruitment function varied widely from highly centralized in AMC and DSA to some coordination in Navy and almost complete decentralization in AFLC. A number of instances were reported in which colleges were complaining about excessive numbers of visits from varied DoD component recruiters, with the request that the number of visits be curtailed. The Civil Service Commission is experimenting with a highly controlled scheme for centralizing Federal recruitment to colleges on one or more days. The resistance of college administrations to recruiters or the imposition of the Civil Service Commission between recruiters and colleges would severely limit our recruitment capability. Although this is not a problem limited to logistics organization recruiters, coordination of recruitment visits by those logistics organizations which do not now do so would seem to be prudent. This is particularly true of recruitment visits that are undertaken for "college relations" purposes, rather than to fill actual positions.

Much can be done to improve the image of the logistician and the logistics career through an aggressive college relations program. Relatively little is being done, however, few high quality, professionally prepared recruiting and general information brochures are used, except by organizations with centralized recruitment. There is no Department of Defense-wide catalog of logistics career positions and work sites to inform the college graduate of the extremely wide occupational and geographic range of logistics jobs. Perhaps most important, there is little emphasis on the development of professional ties between high level military and civilian logisticians and the college professors and deans in disciplines related to the logistics functions.

2. Findings

College graduate recruitment was low in FY 68 and promises to be low in FY 69, producing an increased requirement for trainees in FY 70 and after to make up the deficit. The increased use of career programs will also raise the requirement for college graduates in the future. The capability to meet this increased requirement may be affected by the predicted increase in competition for college graduates.

Failure to coordinate college recruitment and to develop professional relationships with college and universities promise to further inhibit our capability to recruit quality college graduates, and improve the image of logistics as a profession.

3. Task Force Recommendations

a. ASD (I&L) establish a task force to conduct an analysis and evaluation of present college relations efforts and make recommendations on how to improve them. The group should compile a roster of logistics job opportunities and work sites and a bibliography of recruitment brochures and materials. It should also oversee the development of high quality professional recruitment materials on logistics careers to be used DoD-wide.

b. Each Logistics Chief and/or Logistics Commander should assure the availability of high quality recruitment materials directed toward meeting his particular needs.

c. Logistics Chiefs and/or Logistics Commanders not now doing so should coordinate college recruitment visits by officers under their command.

4. Comments on Recommendations

General concurrence on all except 3.a. above. It was felt that the Services rather than DoD should be the action agent.

5. Policy Board Recommendations

	Proposed Action Office
a. An analysis and evaluation of present college relations efforts should be initiated.	Logistics Chiefs and/or Logistics Commanders

	Proposed Action Office
b. Same as Task Force Recommendation 3.b. above.	Logistics Chiefs and/or Logistics Commanders
c. Same as Task Force recommendation 3.c. above.	Logistics Chiefs and/or Logistics Commanders

G. PROBLEM: Specialized Input Programs. The use of cooperative work-study programs and the management intern option of the Federal Service Entrance Examination (FSEE) is not wide spread.

1. Discussion

Cooperative work-study programs have had long and wide use in engineering and scientific fields, but relatively little in administrative fields such as logistics. DSA has developed a comprehensive cooperative work-study program that can be used for the logistics occupations. AMC also utilizes cooperative programs. This is an excellent way to improve college relations and to help develop curricula suited to logistics occupational requirements. It is also expected that such a program will provide work-experienced college graduates at the entrance level who will thus be able to become fully productive sooner and progress faster than the normal college graduate trainee.

The management intern option of the FSEE is the source of the most highly qualified college level trainees available to the Federal manager. Management interns have to meet a higher test requirement than the regular FSEE candidate and then pass a rigorous interview requirement for eligibility. Relatively little planned use is made of input from this source into logistics occupations. However, AFLC has a program to employ 25 a year, assign them to the field for two years, and then return them to Headquartes for further development. As another example, DSA has a nation-wide training agreement with the Civil Service Commission that covers assignments in logistics as well as other occupations. Although the management intern option is probably not appropriate for mass input, it should be more widely used to provide a core of highly qualified trainees being groomed for key positions.

2. Findings

The use of both the management intern option of the FSEE and cooperative work-study programs should be expanded.

3. Task Force Recommendations

a. Each Logistics Chief and/or Commander should identify the potential for input of management interns, within an over-all career plan leading to key positions, and provide for such input annually.

b. Each Logistics Chief and/or Commander should evaluate the potential for use of the cooperative work-study programs and provide ceiling and funds to support it.

4. Comments on Recommendations

General concurrence.

5. Policy Board Recommendations

	Proposed Action Office
a. Same as Task Force Recommendation 3.a. above.	Logistics Chiefs and/or Logistics Commanders
b. Same as Task Force Recommendation 3.b. above.	Logistics Chiefs and/or Logistics Commanders

H. PROBLEM: Employment of Separated and Retired Military Officers and Enlisted Men. Each year numbers of officers and enlisted men leave the Services with highly developed skills and knowledge of the logistics functions. This fully trained and educated source of employees cannot be effectively tapped because of the laws on dual compensation and the 180-day waiting period before employment. Furthermore, there is little information available to potential employers on when and where separation will occur, what skills are available, etc.

1. Discussion

The 180-day waiting requirement and dual compensation restrictions hamper employment of retired military personnel in the civilian workforce. The first inhibits organizational action, while the second places financial obstacles in the way of certain classes of military personnel. One measure of the impact of these two requirements is the number of waivers of the 180-day waiting period that are requested and granted. The number of personnel who do not even attempt to obtain

employment or who are frustrated in their attempts before they reach the point of requesting a waiver are unknown. Also unknown at this time are the logistics skills and knowledges possessed by separating and retiring military personnel.

The 180-day waiting period waiver authority has been delegated to Civil Service Commission Regional Offices for positions at GS-7 and below and for blue collar jobs. Waiver requests for other positions go to the central office of the Civil Service Commission.

Significantly fewer waiver requests are denied at the field level than at headquarters, but denials are infrequent at both levels. For example, in the Navy 1495 waivers were granted at the field level and only 25 disapproved (1.6%). At the headquarters level 439 were granted and 25 (5.4%) denied by the Civil Service Commission Hqs. Six were later granted on resubmission for a total of 19 denials (4.5%). At the headquarters level DSA experienced 1 denial of 13 requested waivers (8.3%). AFLC processed 35 requests for waivers; 3 were turned down, 2 by AFLC and 1 by the Air Force (8.6%).

The waiver authority is apparently not being widely abused, judging from the low percentage of denials noted above. Both headquarters and field levels have a good operating grasp of the waiver requirements and are able to monitor the program effectively under present ground rules. It is significant to note that the only denials of requests from AFLC field activities were made within the Air Force, not by the Civil Service Commission, and that the Navy was able to obtain Civil Service Commission reconsideration and approval of 24% of the cases initially denied.

A new development in the employment of separating and retiring military personnel is the recently established (September 1968) Vietnam Era Veterans Employment Referral Program (VEVERP). Of interest is the provision for the registration in this central referral system of all separating military personnel, including retirees, who have specialized skills and who can qualify for shortage category positions for which regular recruitment has failed to produce a sufficient supply of qualified applications. The shortage category position list, however, does not presently include many of the white collar occupations listed in this study, other than a few quality control positions. Many of the blue collar trades utilized in the maintenance function are on the shortage list, however. Emphasis on identification of all logistics occupations that meet the shortage criteria, and utilization of this referral system, are the most promising actions that can be taken at this time to improve the identification of skilled military personnel and their utilization in the civilian workforce. Provisions for the registration of all separating military personnel wh are interested in civilian

employment is the logical extension of this program A proposal to that effect is now being developed by the ASD (M&RA).

It is also possible to improve our recruitment of separating and retiring military personnel. Recruitment must take place at the activity from which they are being separated. Administrative provisions to facilitate this are required. Some recruitment of this sort does take place, but it is normally neither comprehensive nor well organized, and is most often limited to publication of vacancy lists and other routine approaches. To be effective, such recruitment would require the identification by the military personnel organizations of retiring personnel with prime logistics skills early enough to allow personal contact by a logistician/recruiter. This kind of personal recruiting attention is necessary, even under the VEVERP or an extension of it, if we are to compete for these scarce skills with private industry. At the moment we are not aggressively competing for these skills.

The laws governing employment of retired military have a great deal of support, and the likelihood of significant easing of them in the near future is poor. What is required is perhaps a new approach to the total problem. One such approach would be the conversion of military personnel from military to civilian status without prior retirement in cases in which a need could be fully justified and the appointment cleared through an administrative hierarchy similar to that now employed in reviewing and approving waiver cases. Such a proposal would require legislation, of course, but would perhaps be more acceptable than efforts to merely nullify the current restrictions. Because of the special nature of the logistics mission, in which, unlike the operating forces, there are counterpart civilian and military careers and opportunities to acquire skills needed by both military and civilians, special employment provisions for the logistics occupations might be productively pursued

2. Findings

Retired military personnel are being employed, but predominantly in low level white collar and skilled blue collar trades The dual compensation and 180-day delay requirements inhibit utilization of many of the highly skilled retirees now leaving the Services. VEVERP provides a mechanism for improving access to shortage skills, but does not identify all shortage logistics skills. Because of the prohibitions surrounding employment of retired military personnel, full use of the employment options that are now open have not been made, and the Department of Defense is failing to compete with industry for these scarce skills through default. Imaginative alternative legislation proposals on employment of retired military need to be developed and suggested, rather than mere opposition to current laws. The possibility of special treatment for military logistics occupations, because they are similar to civilian occupations, should be explored.

3 Task Force Recommendations

a That the Logistics Chiefs and Logistics Commanders initiate a program to aggressively recruit separating or retiring military personnel with shortage skills This is possible even within the constraints of today's system This will require the coordination of the military and civilian personnel staffs of each Service, which should be requested

b That the Logistics Chiefs and Commanders identify all shortage logistics skills and assure that they are incorporated in the VEVERP

c That all logistics managers support the proposed Automated Skill Data Referral System being developed by the ASD (M&RA)

d That the Logistics Chiefs and Logistics Commanders be informed of the career conversion proposal being developed by the ASD (M&RA), so that they may evaluate its potential applicability in the logistics functions

4 Comments on Recommendations

General concurrence

5 Policy Board Recommendations

	Proposed Action Office
a. Same as Task Force Recommendation 3.a above	Logistics Chiefs and Logistics Commanders
b. Same as Task Force Recommendation 3 b above.	Logistics Chiefs and Logistics Commanders
c. Same as Task Force Recommendation 3.c. above	Logistics Chiefs and Logistics Commanders
d. Same as Task Force Recommendation 3.d. above.	Logistics Chiefs and Logistics Commanders

V. MILITARY-CIVILIAN PERSONNEL MIX IN THE LOGISTICS WORKFORCE

A. PROBLEM: There is a need for establishing an appropriate mix of military and civilian personnel in CONUS which will permit an orderly transition from peacetime operations to wartime deployment. The prescribed mix must provide for skill training and skill retention for the military in large scale logistics operation and for career development for both military and civilian personnel.

1. Discussion

a. Background

Traditionally, in 18th century armies, civilians, either Government officials or contractors, dominated the supply and administrative functions. This extended down so far as the drivers for supply wagons and the gun carriages that transported artillery into the battlefield. During the Revolutionary War, civilian-run transportation created problems in control and discipline. Even though Congress tried to discourage the use of combat troops, a chronic shortage of civilians caused an increasing use of military details until 1778 when drivers were enlisted for short terms. At the end of the war the Army was quickly disbanded and the staff and support components completely disappeared.

Succeeding history consistently shows the difficulties associated with expansion and deployment of armed forces composed of both military and civilian members. The problem, continuing into today's force structure, has been to determine what tasks should be performed by men in uniform and what tasks by civilians.

The concept of a self-contained military force with service troops to furnish supplies, transportation and other services to the combat elements is of fairly recent origin. These services were formerly supplied by variant mixtures of military and civilian personnel, the mix depending more on the exigencies of any given situation than on any prescribed doctrine in the matter.

Formal doctrine appeared early in World War II when the War Department (WD Circular 103, April 15, 1953) stated:

"While the manpower pool under its (the War Department's) jurisdiction consists of both military and civilian categories, each group constitutes an essential part in the War Department

program which contemplates the use of civilians in those positions where military skills and military status are not essential."

Development toward the present concept of substitutability can be traced through the following excerpts:

- War Department Circular 248, 15 August 1945 - "The greatest emphasis should be placed upon the training of military personnel in purely military duties. It is, therefore, desirable to restrict such personnel to such functions only which require military skills or which for training, security or disciplinary reasons must be performed by officers or soldiers."

- Report, Preparedness Subcommittee of the Senate Committee on Armed Services, June 1951 - "The military concerns itself with much more than battlefields --- it necessarily becomes involved in contracting, purchasing, production, transportation, housing, communications and countless other such activities. The result is that, as the military's functions grow, the number of administrative, non-combatant personnel required to sustain the operation grows in rapid progression...While the military now utilizes a large number of civilians there is a tendency to resist replacing many combat-fit men with civilians in positions closely related to military functions... This resistance prevents the most effective use of the nation's total manpower resources."

- DoD Directive 1100.4, 20 August 1954 - "Civilian personnel will be used in positions which do not require military incumbents for reasons of law, training, security, discipline, rotation, or combat readiness...."

- Report, The Commission on Organization of the Executive Branch of the Government, 1955 - "Military personnel would be assigned to positions in (1) combat-related support activities and in organizations essential to the functioning of operational forces exposed to potential enemy action, (2) supplier-related activities necessary for training for combat-related support, and (3) to provide user experience for supplier-related support activities."

This selective sample traces the genesis of the present doctrine which accepts the rotation base requirements as a valid factor in delineating a space as military or civilian.

The Services are in general agreement on criteria to be used in delineating a position as military or civilian. Army

Regulation 1-45 and Air Force Regulation 26-10 contain the philosophy and criteria for those Services. Chief of Naval Operations (CNO) Memorandum, Assessment of Military Billets for Substitutability, 21 July 1966 promulgates the Navy criteria.

The Military Departments each make provisions for rotation base requirements in the force structure authorizations.

The period June 30, 1960 through June 30, 1965 has been chosen for comparison of the military-civilian mix as a relatively stable period in personnel strengths. This period shows a tendency to increase the ratio of military spaces to civilian spaces.

The civilianization program was not in force and the Vietnam buildup was in the future. An increase of 178,954 military occurred, a loss in civilian strength of 13,345 for a net gain of 165,609 persons.

TABLE 12 - STRENGTH OF DOD - 1960-1965

	Total Strength	% Military	% Direct Hire Civilians
June 30, 1960	3,523,555	70.3	29.7
June 30, 1961	3,526,178	70.4	29.6
June 30, 1962	3,877,362	72.4	27.6
June 30, 1963	3,749,442	72.0	28.0
June 30, 1964	3,717,165	72.3	27.7
June 30, 1965	3,689,164	71.9	28.1

The proportions as of 30 June 1967 was 72.2% military and 27.8% civilian for all DoD functions. The mix for the logistics workforce is 64% military and 36% civilian.

A detailed description of the mix in selected logistics functions and by Service is displayed in Figures 2 through 5.

COMPOSITION OF THE DEFENSE LOGISTICS WORKFORCE

[ARMY . NAVY . AIRFORCE . DSA]

Total 1,072,888

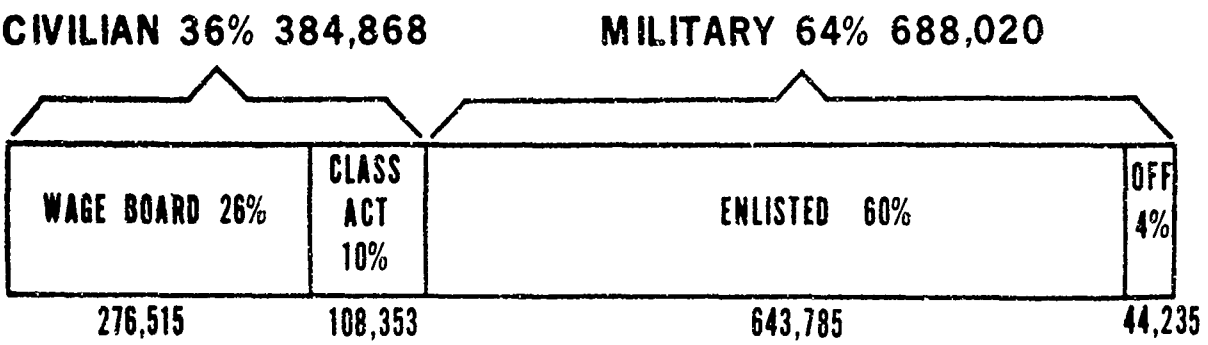


FIGURE 2

The comparable total DoD workforce data is in Figure 3.

COMPOSITION OF THE DEFENSE WORKFORCE

Total DoD Strength, 30 June 1967

4,679,485

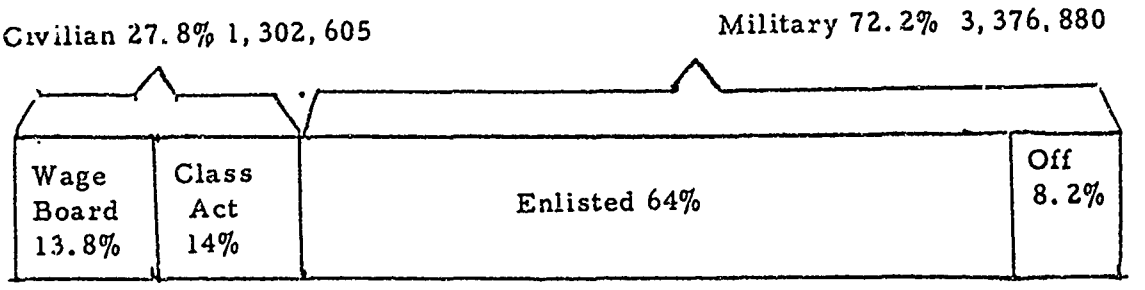


FIGURE 3

The comparison shows more civilians, including a higher ratio of wage board civilians and fewer military in the logistics functional area.

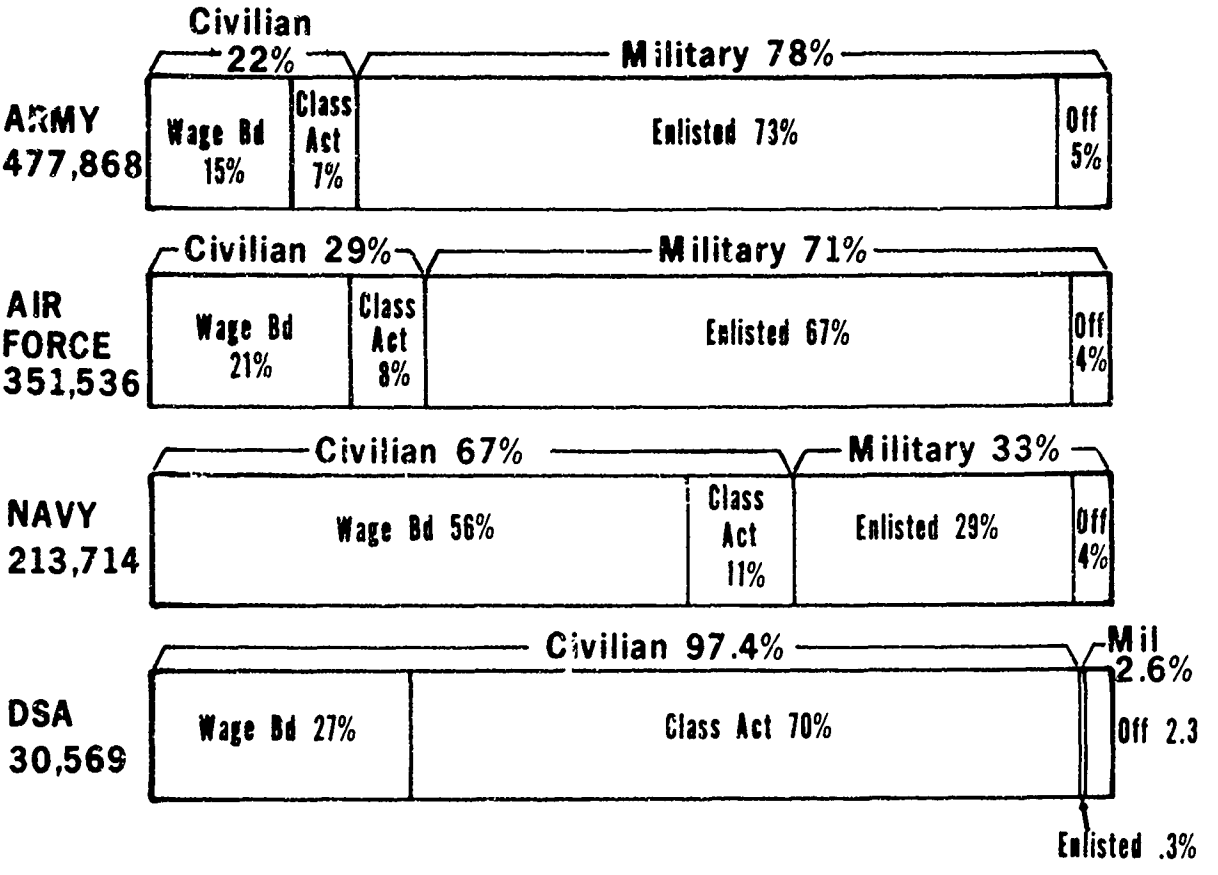


FIGURE 4

A widely differing picture is shown in the Navy, reflecting the non-deployable characteristics of their logistics functions. However it should be noted that their officer ratio is like that of the Army and Air Force.

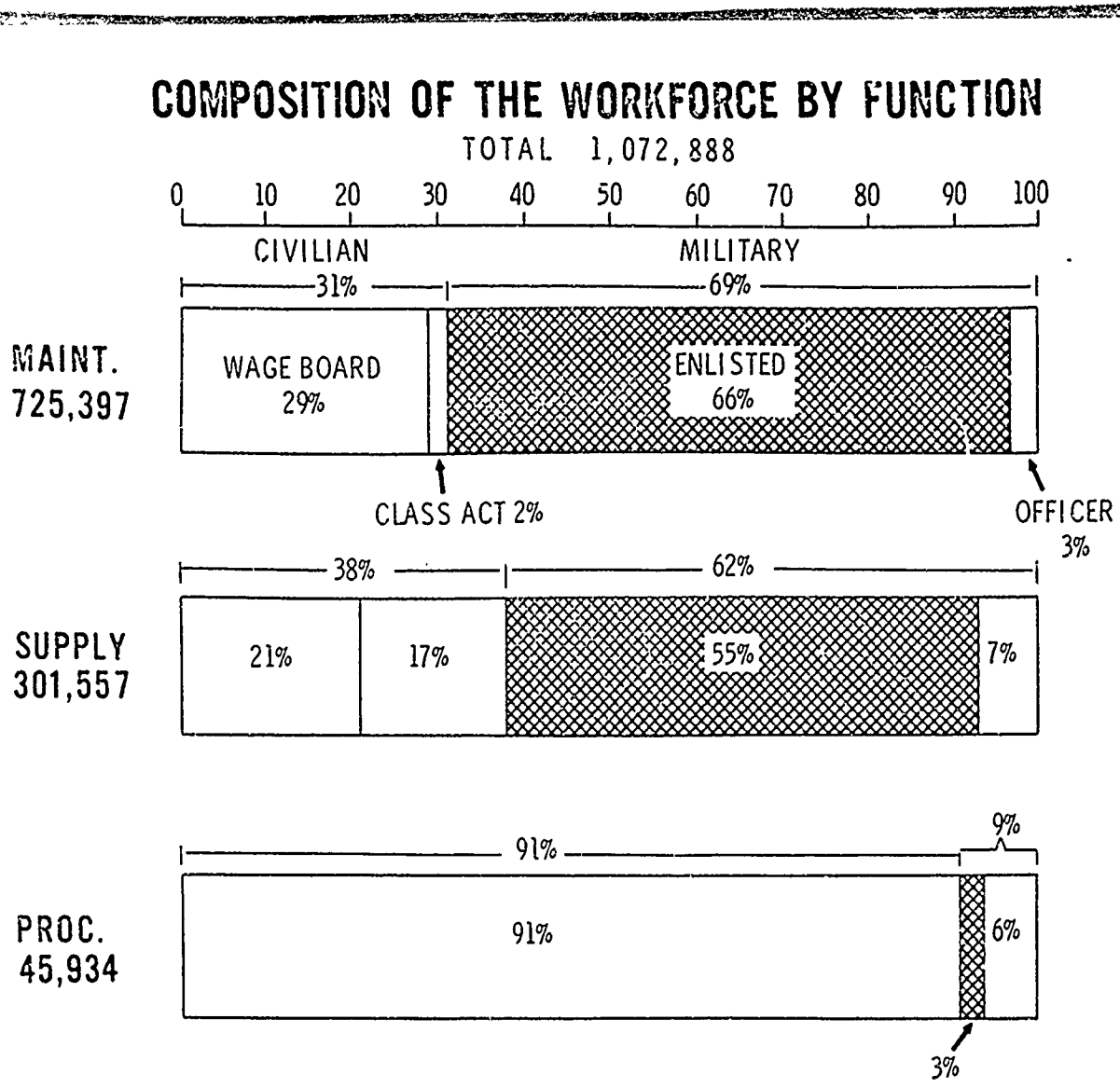


Figure 5

These four figures indicate the different staffing patterns. Those least deployable functions utilize fewer military personnel.

b. Problems with the Current Mix

The initial assessment of the problem approved by the Policy Board contained the following items:

"1. The traditional concept has been that the military will fight the war; the civilians provide continuity and support outside of the combat zone; and that under conditions requiring deployment of logistics operations to forward areas, civilian personnel will not be available to man the operation.

"2. To provide military units for logistics support units of the Reserve components were to be called to active duty. This was not done for Vietnam so the logistics operations in the forward areas have required the use of U.S. military and civilian personnel, contract labor, indigenous and third country hires.

"3. The Army, particularly, has found that predominantly civilian logistics operations in CONUS have inhibited the capability and need to train military personnel during peacetime in some functions (such as depot operations), and weakened the rotation base which is necessary to maintain skills which are deployed overseas during wartime.

"4. Maintaining operational skills of deployable units when stationed in CONUS may result in dual or parallel military-civilian operations on a post, camp or station and thus be subject to criticism

"5. Career development opportunities must be provided for both military and civilian personnel in the allocation of personnel spaces."

The Navy in a presentation to the Policy Board, "Logistics Manpower in Naval Material Command", states that CONUS depot-type operations include only 217 enlisted billets, less than 10% of the Vietnam manning requirements. This leads to the conclusion that extensive civilian substitution over the years has affected the capability to develop enlisted personnel in such functions as receipt control, purchase, requisition control, and traffic management.

AFLC in its presentation to the Policy Board called attention to the dearth of military positions available to develop military logisticians.

The most forceful demonstration of the effects of civilianization of CONUS operations is found in the Army experience in Vietnam. The 1st Logistics Command grew from 34 military personnel in 1965 to over 50, 000 military personnel and approximately an equal number of civilians in 1968. As large scale depot operations in CONUS had been almost completely civilianized the supply of trained military manpower was extremely meagre as attested by the following quotations from a memorandum written from ODCSLOG to DCSPER and the Assistant Chief of Staff for Force Development (ACSFOR) as a result of a visit to Vietnam.

"--- During this trip, the need for trained military personnel in both the noncommissioned officer and commissioned officer grade through at least the 06 level became immediately apparent. While such logistical training and experience are gained at the organization DS and GSU level, actual training and experience at the wholesale level of National Inventory Control Points and wholesale depots are very limited. In fact the CONUS training base is practically nonexistent for this level of training and experience.

"Except for the few officers assigned to CONUS depots and commodity commands, there is no practical training in wholesale logistics operations in CONUS. Thus, when military personnel are assigned overseas to such installations as the 3 major depots and the 14th ICC in Vietnam, they must draw on initiative and native good judgment rather than professional training skill and knowhow in order to get the job done. In fact, the Army must attempt to make up for the lack of professional knowhow in the military through assignment of civilian personnel. The greater the actual combat environment, such as in Vietnam today, the less effective is such civilian supplemental assistance.

"Therefore, this memorandum is prepared as a plea to further consideration of providing more opportunity for formal training in wholesale logistics at Army schools, and, further, to provide more opportunities for practical experience in CONUS depots and commodity commands for individuals, both officer and noncommissioned officer, and units, where appropriate."

An excerpt from a Memorandum For the Record, Subject, Trip Report, Visit to Army, Navy and Air Force Units and Installations in Europe, September 6-26, 1968, 24 October 1968, OASD (I&L) SR.

"Throughout the organizations visited there was a notable shortage of qualified supply personnel. Much of this shortage

in numbers and quality is undoubtedly the result of the Vietnam situation and other factors, such as length of enlistment, beyond the control of the Army."

This comment indicates that the problem of a CONUS rotation base for training is not confined to, although certainly compounded by, Vietnam.

These excerpts show that each Service has the rotation base problem in varying degrees and influenced by varying factors. It would seem that the Army, by its cooperation with OSD in the civilianization program, coupled with the decision not to call the Reserve logistics support units to active duty, has the greatest problem.

A related problem, that of manning of authorized spaces also has an impact on this training base. The manning difficulties show two facets, that of too few persons to assign, and that of distortion of grade structure through the assignment of too many junior officers and too few in the higher authorized grades.

TABLE 13 - MANNING OF OFFICER GRADES
% Filled, By Grade

	AMC	AFLC	AFSC	NMC
06 and 05	62.8	80.6	77.9	92.5
04 and 03	52.4	65.4	72.6	83.4
02 and 01	189.3	271.6	217.0	105.4
	83.0	97.8	96.0	101.9

AMC is undermanned in total by the largest percentage (17%). It is clearly shown that even where total manning is near 100% the grade distribution is distorted.

This understrength in the higher grades represents a lack of expertise and at least partially results from the lack of career development through experience in wholesale logistics operations.

c. Computation of the Rotation Base Requirements

A series of interviews was conducted among the services to examine the methods of computing the rotation base requirements. The methods in use differ with each service. The one element in common is the use of a skill identifier (MOS, AFSC, Billet Code) as the basic element. No service can compute for a complete function except by combining the various individual skill identifier requirements found in that function. The other factors, such as the

definition of the rotation base, the desired length of CONUS tours and ratio of CONUS to overseas billets differ from Service to Service.

It was found that each Service is working toward redistribution of spaces between military and civilian. The machinery does exist in each Service to accomplish this task in the Program Change Request (PCR) and in the Five Year Force Structure Plan. Logistics managers at all levels must develop full justification for changes that will permit rebalancing the military-civilian mix in his functions so that current problems are solved and situations arising in future deployment can be readily met.

The Army has taken action to meet current Vietnam needs, to project world-wide needs under various contingencies and to determine the training and rotational base needed to support projected deployment. This has been accomplished by determining by MOS the Vietnam needs as an example of needs for future deployment to areas where only limited use can be made of civilians.

The Navy is using the PCR method to broaden the base of billets for the Supply Corps procurement officers. The Navy also is developing a mathematical model for shore-manning by function. Initial application in limited areas is anticipated during FY 68. This will be expanded to encompass manning for all types of functions. Progress Report No. 1 of their program has been issued by OP 96.

The need for definitive statement of personnel implications of new or revised weapons or management systems is recognized in OSD and is included in several management guides now in preparation.

As an example of the application of this concept the Army life cycle management model includes the "Qualitative and Quantitative Personnel Requirement Information" (QQPRI) prepared by the developing agency initially before the completion of development of unit structure (including organic logistic elements) and the basis of issue. The QQPRI is systematically updated by action in the Project Management Area of Personnel Development.

It is noted that both the DCSLOG Army and CG, AMC are represented on the permanent Department of the Army Training Support Committee established to progressively develop the QQPRI, provide initial transfer of knowledge and assist "commanders to attain operation and/or support capability on receipt of new or modified equipment."

2. Findings

a. The validity of the requirement for a rotation and training base for military personnel as a factor in determining the military-civilian personnel mix is recognized by all Services.

b. The differences in mission, organization, rotation base definition and philosophy among the Services do not permit a unified method of computing rotation base requirements.

c. Methods for determining and adjusting the military-civilian mix now exist in each Service.

d. Any ratio of military to civilian personnel is valid only until a change occurs in mission, systems, deployment pattern, budget or any one of a myriad of factors not always under the control of a Service. Adjustment of the ratio is a continuing process.

e. In developing new or revised weapons or management systems the personnel implications must be considered from an early stage.

f. The logistics manager needs to utilize all existing personnel and manpower management systems to insure a proper mix of military and civilian personnel in his functional area.

3. Task Force Recommendations

a. That the personnel and manpower systems now in existence in the Services be exploited by logistics managers to establish the desired military-civilian personnel mix.

b. That a detailed statement of personnel requirements for logistic support of any new or revised weapons or management systems be develcped as early as feasible in the life cycle, to include designations of skills, organizational echelon and categories of personnel to permit approval of authorization of personnel as a part of the approval of the system.

c. That each Service energetically pursue a rebalancing of the military-civilian mix in critical functional areas which may exhibit an unbalance.

d. That one office in OASD (I&L) be established to assist the logistics managers to process changes in manpower controls as required to rebalance the logistics workforce.

4. Comments on Recommendations

The following comments are keyed to recommendations in paragraph 3 above.

a. Paragraph 3a.

"The AFLC study to determine and fully substantiate the optimum military-civilian mix is continuing; however, efforts to accomplish the optimum military-civilian mix emphasize the need to acquire Congressional and Union support in order to build, adjust, and readjust the work force mix as dictated by anticipated and prevailing conditions."

b. Paragraph 3b.

"Role of the Joint Logistics Commanders - With the exception of the initial determination of Personnel and Training requirements for new weapon systems, the Task Force recommendations can only be acted on by the Service Chiefs because of their impact on operational forces."

"Paragraph two of attachment 5 to the reference states that personnel requirements to support systems should be identified early in the life cycle to include, inter alia, 'categories of personnel.' The breakdown into categories of personnel should include a line for civilian and a line for military personnel requirements identified as optional, desired, or mandatory. Additionally, personnel requirements to support such functions as design test and evaluation, depot maintenance, materiel management, and inventory control should be identified and included in the Program Change Request as part of the total system."

"Concur. From the DSA standpoint, a critical problem is generated when new requirements result when unexpected and unprogrammed workload surges develop. Advance and timely information is essential to effective manpower planning."

"Concerning personnel requirements support for new weapons or management systems, it is recommended that DoD Directives in the logistics area, which require additional personnel resources to implement, be staffed with the military services. The Services could determine and submit adequate personnel requirements and a consolidated PCR be prepared by ASD (I&L) for the necessary resources. The implementing date of the directive could be scheduled to coincide with the availability date of the additional personnel."

c. Paragraph 3c.

"Concur. An interim package reflecting additional AFLC officer requirements needed to rebalance and/or preclude further unbalance of the mix was forwarded to the Chairman, DoD Long-Range Logistics Manpower Board Task Force on 19 November 1968. Completion of the AFLC study to determine the optimum military-civilian mix for peace and war will furnish complete qualitative justification to support specific quantities of additional authorizations required to effect the desired balance."

"Work to establish the most desirable military-civilian workforce balance. In 1967, the logistics area was 36 percent civilian and 64 percent military. Within Army, the breakdown was 22 percent civilian and 78 percent military. There is no evidence to show that these figures are optimum."

"Services should identify key billets as requiring occupancy by either military or civilian personnel. Also those billets requiring mobility or a particular military-civilian personnel job mix should be identified."

d. Paragraph 3d.

"Concur with comment. Agree in principle, based on the need to accommodate the function. We cannot assess the requirement for a separate office and suggest that designations of an office to process changes in manpower controls would suffice. Substitute word "designated' for word 'established'."

"Concur in principle; however, rather than just assist logistics managers to process changes in manpower controls, recommend that ASD (I&L) establish criteria to guide the Services in developing properly qualified logisticians, particularly in Integrated Logistics Support as required by DoD Directive 4100.35."

"The need for a new office to accomplish the manpower function is questionable. The Office of ASD (M&RA) already exists and should be used for this purpose. In fact, the recommendation appears to be at odds with Section B of the report which, in speaking about the need for better coordination at OSD level between manpower/personnel/budgeting, states: 'Intercession by OSD sponsors of certain functional programs contributes to the confusion as does the undefined participation of Bureau of Budget analysts in the budget review process".

"Service Chiefs should have a focal point at the OSD level with whom they can present and discuss their over-all manpower problems. The OSD focal point should provide appropriate coordination within the OSD staff, including the Comptroller, on action required to ameliorate the problems presented by the Service Chiefs."

5. Policy Board Recommendations

	Proposed Action Office
a. That the personnel and manpower systems now in existence in the Services be exploited by logistics managers to establish the desired military-civilian personnel mix.	Logistics Chiefs
b. That a detailed statement of personnel requirements for logistics support of any new or revised weapons or management systems be developed as early as feasible in the life cycle, to include designations of skills, organizational echelon and categories of personnel to permit approval of authorization of personnel as a part of the approval of the system.	Logistics Chiefs
c. That each Service energetically pursue a rebalancing of the military-civilian mix in critical functional areas which may exhibit an unbalance.	Logistics Chiefs
d. That one office in OASD (I&L) be established to assist the logistics managers to process changes in manpower controls are required to rebalance the logistics workforce.	ASD (I&L)

VI. EDUCATION AND TRAINING

The following definitions of terms apply to the problems discussed in this Section:

GENERAL EDUCATION

General education is directed toward the objective of equipping the individual with a fund of knowledge and to some degree common basic skills that will prepare him to adequately adjust to the total environment in which he will live and contribute to the common weal effectively.

The general practice places responsibility upon the individual to acquire an adequate foundation of general education compatible with his or her own objectives in life and generally at his own time and expense. Because of benefits from increased quality of the workforce, the Government should and does encourage its personnel to improve their general educational achievement level by cooperating with education institutions in providing on-site classroom facilities for their extension course activities.

PROFESSIONAL EDUCATION

Professional education is generally directed toward equipping the individual to perform more effectively in a more or less specialized field of activity. Normally, the field of activity is heavily people oriented. The process is characterized by the acquisition of a fund of knowledge by the individual that can be drawn upon in his job environment to make observations or collect facts, evaluate the same, make logical deductions within defined criteria, and resolve problems in non-uniform ways.

While perhaps identification of the appurtenances of the true profession vary in their application to the alleged professions, logistics management education appears to be taking on the character of at least a semi-profession.

A curriculum with structured course requirements leading to undergraduate and graduate degrees is currently being recognized as an important Defense need, concepts for the satisfaction of which are just emerging. At this point, the satisfaction of the need appears to require a combination of a general educational base, with professional and technical competence built on that foundation.

TECHNICAL EDUCATION

Technical education is directed at providing the individual with a foundation of technical knowledge which he can later bring to bear upon his specialized job environment in such a manner as to identify, analyze, and resolve problems in a creative, inventive and non-uniform way. Normally, the syllabi are heavily material or system oriented.

TECHNICAL TRAINING

Technician training trains the individual to perform a task in a specified way and usually at some acceptable level of productivity.

A. PROBLEM: Organization for logistics education and training. The management of logistics manpower and its emphasis upon the need for human resource development in the years ahead is much too important to logistics managers to leave it to the exclusive attention of manpower personnel and training specialists.

1. Discussion

Logistics managers at all levels are responsible for a major portion of the budget of the Department of Defense as well as the assignment of duties of over one million military and civilian personnel. The establishment of civilian career plans and educational programs, however, does not rest fully with the logistics manager, but rather is shared with other functional elements of DoD. While the development of career programs does not originate solely with the logistics manager, it is clear that successful programs cannot be achieved without his full support. The principal DoD Directives pertinent to career development and training are:

DoD Directive 5010.16 (9/12/66) provides that the course sponsor will program, budget and finance all training development and operation expense. Prior to this directive, reimbursement by the user was standard practice.

DoD Directive 1430.2 (5/9/66) assigns responsibility to DoD Principal Staff Assistants to promote Civilian Career Programs.

DoD Directive 1430.10 (6/2/66) provides that DoD Component Functional Chiefs will review annually requirements and allocations (spaces and funds) to assure continuity of training.

The provision of 5010.16, regarding funding, has created problems[1/] which must be resolved if we are to satisfy the requirements of the other directives cited. In order to get the coordinated attention which is contemplated by the DoD directives cited above, senior DoD logistics staff assistants and Defense component logistics functional managers must develop and direct career development programs; update and expand curriculum content; assure adequacy of training resources, quantitatively and qualitatively; establish realistic training requirements, and earmark budget and space resources that will assure a competent and trained logistics workforce adequately prepared to assume management responsibility in the complex technical and management environment five and ten years ahead.

The establishment of the required goals; provision of adequate resources; and the need for effective leadership by the logistics functional managers are so important to the effective management of the logistics function that delegation of the responsibility for achieving these ends should be made the responsibility of an element of the logistics management function with adequate resources -- divorced from current operational requirements and the day-by-day "fire fighting" that demand so much of operating personnel's time.

2. Findings

a. Comprehensive DoD-Wide logistics oriented training and educational programs do not exist.

b. With the exception of the DoD-wide Civilian Career Program for Procurement Personnel, there is little cross-service or DoD-wide application of training requirements today. While other programs are being developed, no central I&L responsibility is assigned to assure uniformity and compatibility.

c. While there are many educational and training procedures and techniques used within the Defense establishment, they lack coordination and are not uniformly applied either as between military and civilian; between the Military Departments and Defense Agencies; or within any of the functional areas.

d. Current in-house career training is generally at the technical level and lacks coordination.

1/ Refer to Section VI-F, Technical Education and Technician Training for further discussion of funding problems.

e. Both the absence of uniform DoD-wide career programs and the limited resources applied appear to be inadequate for upgrading the logistics workforce and to attract and retain highly qualified civilian personnel.

f. Implementation of civilian career education and training programs appear to be insufficient to meet future needs in the logistics area.

3. Task Force Recommendations

a. That a Logistics Career Management Board (similar to the present Procurement Career Management Board) be established to develop, implement, monitor and review all logistics career development and training programs and requirements. This Board would have senior representations from both I&L and M&RA from the Departments and OSD and would fulfill the requirements assigned through established DoD Directives and Instructions.

b. That OSD (I&L) provide a full time professional staff to support this effort.

4. Comments on Recommendations

a. Mixed concurrence based upon the following responses:

(1) Could cause loss of trained personnel to another Service.

(2) Program must be managed by Service Chiefs in terms of Service missions and requirements.

(3) Career programs covering the logistics area should be Service established and operated.

(4) A program for Defense-wide career management has not been demonstrated.

(5) Such action could be second phase.

5. Policy Board Recommendation

	Proposed Action Office
That this be re-examined after more experience is gained in current and planned programs.	Logistics Commanders

B. PROBLEM: Responsibility for course content review. Logistics education and training is planned, executed and evaluated under local standards which are not consistent and which are not based upon the skills and knowledge level required for performance of the assigned duties.

1. Discussion

"The technological changes of the next decade will improve Government efficiency but will also create a need for extensive updating of the knowledge and skills of Government employees . . . Several new technologies may have an especially marked effect on the Federal Government, particularly on its scientists, engineers, computer specialists, administrators, and managers."

These comments extracted from the Report of the Presidential Task Force on Career Development, 1967 recognize the need for updating the knowledge and skills of logistics administrators and managers.

Today's organic training courses have been generally adopted rather than planned. For example, no career survey has been made to identify the basic technical skills and knowledge needed to fulfill a job requirement and then expressed in a course content to achieve a set of learning objectives. Rather. courses were selected from general "Instruction Outlines" and arbitrarily assigned to a Service School on a functional alignment basis.

The Materiel Secretaries, Logistics Chiefs and Logistics Commanders should identify the need for introducing subject matter not now covered by existing courses on the grounds of career development requirements and not on the basis of accepting courses because they are easy to structure.

Specifically, Procurement functional chiefs have identified the need for introducing subject matter not now covered in the procurement curriculum to support the procurement career development program, such as Contract Cost Principles and Cost/Price Analysis. These courses should be developed on the known "new techniques" not as a repeat of courses formerly offered.

Quality and Reliability functional chiefs have noted that current training in that functional area "has a strong statistical orientation with particular reference to sampling techniques and to statistical process control." Implementation of the contractor responsibility concept; the emergence of new specification techniques and methods -- largely mathematical/engineering for defining performance requirements;

the growth of in-process and automated testing techniques and non-destructive testing; emphasis on software quality (drawings, tapes, manuals, and other information media); the evolution of highly complex management techniques such as configuration management, vastly expands the Quality and Reliability Assurance perspective beyond the statistical. Present courses do not reflect this fact.

The over-all impact of recent logistical developments is to accent the need for technical education and training of two types. The first might be identified as management engineering. Therefore, there is a need to develop courses in systems engineering and management engineering; also for non-destructive testing, interpretation of numerical control test data, calibration/metrology practices.

The Army Management Engineering Training Agency (AMETA) staff was requested to project the DoD requirement as they saw it for technical management engineering education and training in their field of specialization and indicate the curriculum content that satisfaction of the requirement would need. It is noteworthy that their present 50 courses expanded to 80.

The second area requiring evaluation and adaptation is in the area of policy application and implementation. It is significant to note that no new logistics course has been introduced through the Defense Management Education and Training Program during the past two years principally because of the lack of in-house capability and resources.

Without respect to evaluation of the requirement for a specific subject matter, the conclusion is inescapable that there are important gaps in our technical curriculum that need attention.

With the exception of those courses reviewed by the Defense Procurement Career Management Board, the standard "curriculum review" of the Services consist of a cursory examination of the Program of Instruction (POI) or the broad course outline and not upon the actual course text or instructor's detailed lesson plan. This type of review can only identify general subject areas -- not course content and is therefore of minimal value.

2. Findings

a. Logistics courses are not developed on the basis of skills and knowledge requirements of assigned duties.

b. Curriculum reviews which examine only the Program of Instruction (course outline) are inadequate.

c. Resident training is planned, executed and evaluated under local standards which are not consistent.

d. A logistics management interface with civilian personnel and training people at all levels does not exist today.

3. Task Force Recommendation

That the proposed Logistics Career Management Board support the career development programs which are instituted so as to examine the completeness of existing technical courses and take appropriate action to update or revise existing courses, and initiate new courses where necessary.

4. Comments on Recommendation

Mixed concurrence based upon the following:

a. Content of training is a prerogative of the Departmental manager.

b. The individual Service's requirements can best be served by having each Service Chief perform this function.

c. Such action by the Board appears to be essential.

5. Policy Board Recommendation

	Proposed Action Office
That determination of scope of Board's functions be made if it is established in the future.	Logistics Commanders

C. PROBLEM: Logistics postgraduate education. One of the most distinctive differences between military and civilian career programs is in the area of professional education. Fully supported professional education is a hallmark of military career patterns while professional education is not an essential part of any of the established civilian career programs.

1. Discussion

The military has achieved a professional status through a planned high caliber college intake program -- which when combined with an aggressive on-the-job training and progressive postgraduate

education program offers a model career planning pattern to be followed by their civilian counterparts. This is needed if a viable, effective and innovative workforce is to serve the Department of Defense in the next five to ten years.

Most of the professional logistics education courses now sponsored by the Department of Defense were originally developed for and are offered principally to military officers.[1] For example:

Graduate Logistics - School of Systems & Logistics
112 military
9 DoD civilians

Industrial College of the Armed Services
150 military
15 DoD civilians

Naval Postgraduate School
1260 military
30 DoD civilians

George Washington University
17 military
14 DoD civilians

The Army Logistics Management Center (ALMC) at Fort Lee is proposing a Master's Degree in Logistics Management which will be attended primarily by Army Officers.

Since 1966, there were 447 Supply Corps officers from a total of 6,100 who received postgraduate or doctorate education[2] compared to 47 who received full-time logistics education (at college or postgraduate level)[3] from a total of 108,000 Classification Act civilians under the Government Employees Training Act.

The obvious explanation for this imbalanced ratio of military to civilian logistics training is the basic difference between the planned military program and unstructured civilian planning.

1/ Figures reported by individual schools.

2/ Naval Material Command Briefing to the Policy Board.

3/ Data from the Directorate of Employee Training and Career Development, OSD (M&RA)

The Naval Supply Corps demonstrates this distinction very well. The Officer Corps is principally 100% college graduate with 31% of officers with a Master's Degree or above as a result of high input standards. In fact at present 41% of the Lieutenant Commanders and above have Master's Degrees or above. This compares with 33% of the NavSup civilian GS-9 and above with college degrees and 4% with Master's Degrees.

Based upon the statistics submitted to the Task Force, of the total logistics workforce, military officers have 59% college graduates with 8% holding advanced degrees while the civilian staff has 16% of its force with college degrees and 1.5% holding advanced degrees. (Figure 6)

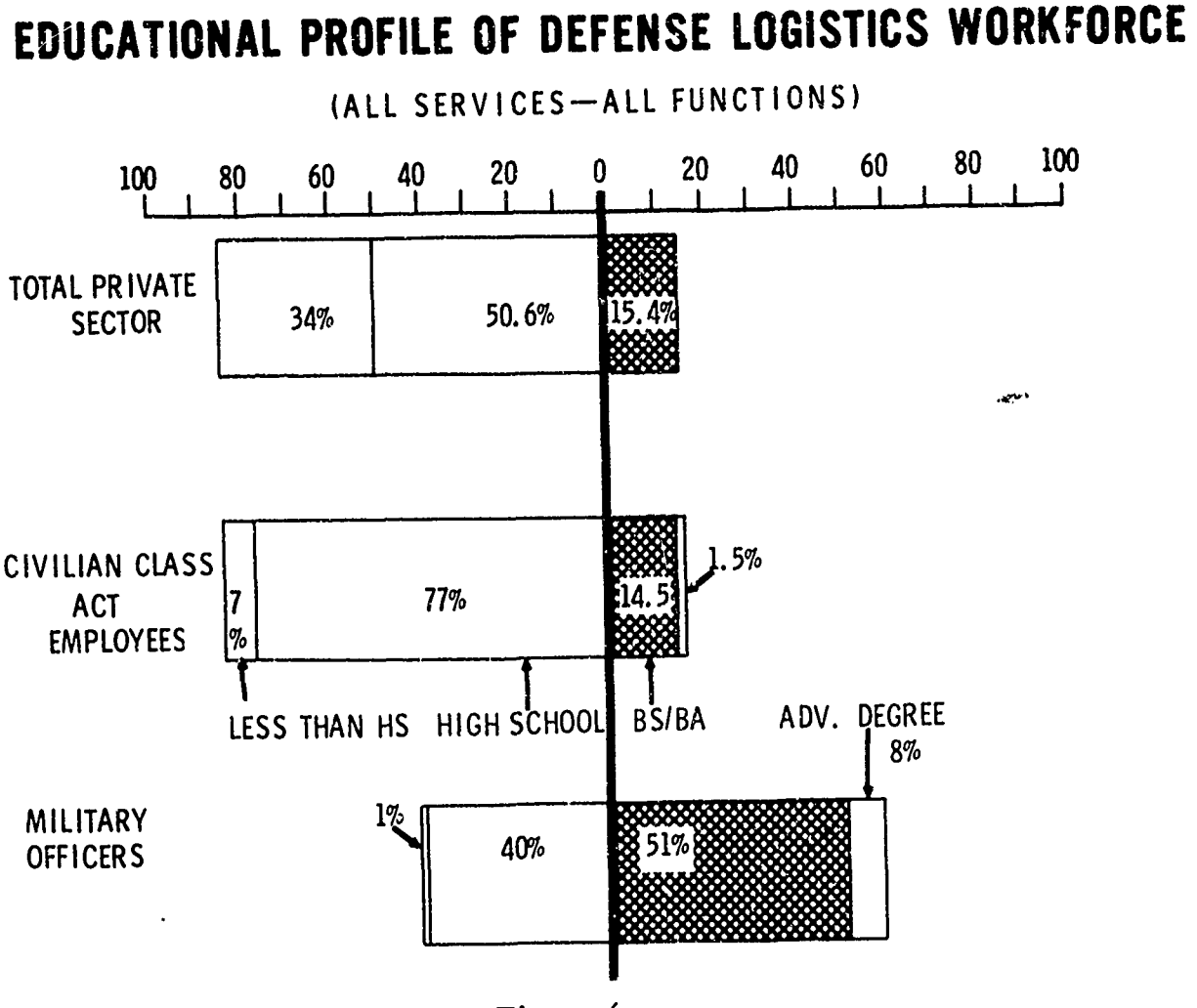


Figure 6

Military career programs are sufficiently unique in character and adequately controlled to satisfy the requirements of foreseeable military manpower needs. Civilian career planning could accept most of the proven concepts of military planning without loss of the inherent flexibility essential to the proper mix of responsibilities and duties incumbent upon their basically different roles.

While DoD civilian employees do receive some financial support in furthering their educational objectives, this is usually on a hit and miss basis and seldom is a part of a planned career program as exists with the military program.

The seriousness of this situation will shortly be felt in the growing need to replace those individuals in the highest grades (GS-14 and above) who will retire within the next five years. It is estimated that 40% of those presently filling these positions will leave during this time span. (See Figure 7) 1/

It is essential that we develop a potential replacement supply from those presently occupying GS-11 through GS-13 positions and that these individuals be given the opportunity to expand their educational level at least to that of a Master's Degree in Logistics Management.

The provisions of the Government Employees Training Act (Section 301 of Title 3) provide for this type of educational support. In fact during 1968, there were 695 DoD employees receiving 120 days or more education at a non-government facilities. As previously mentioned, only 47 of these were in logistics or logistics related areas. (See Table 14).

An excellent example of what can be accomplished to upgrade civilian functional specialists can be demonstrated with the Army Intern Program at the Red River Army Depot for developing Maintainability Engineers. The Army recognized that they would have a critical need for highly specialized Maintainability Engineers in the near future and discovered that no source then existed for this specialty. They created a source by establishing a cooperative Master's Degree program with Texas A&M. In order to assure the highest possible quality intake capability, the Army established a 60-space student float with special provisions for quality graduates with engineer degrees to enter at GS-7 with the assurance of a GS-11 rating in two years -- plus full pay while earning the Master's Degree. The success of the program can be demonstrated by their receiving over 250 applications for their 60 space requirement and achieving a 97% retention rate on their graduates.

1/ Characteristics of the Logistics Workforce (page 31), January 1969, Logistics Manpower Planning Task Force, OASD (I&L)

LENGTH OF SERVICE CHARACTERISTICS OF THE CIVILIAN WORKFORCE

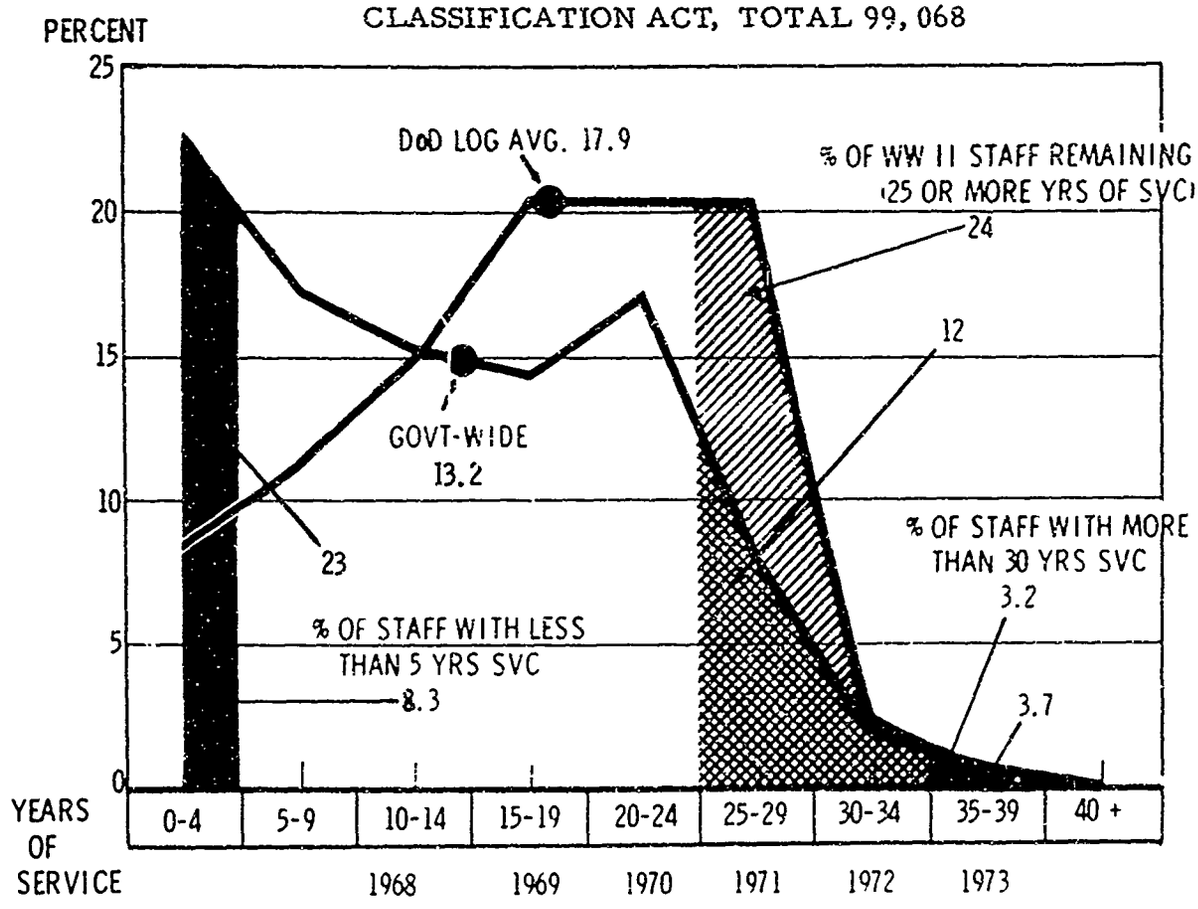


Figure 7

TABLE 14 - DoD Employees Receiving 120 Days or more Education at Non-Government Facilities under Government Employees Training Act (Section 4113(b) of Titles-USC) 1/

Service	FY Year	Total	Scientific	Research	Compt.	Computer	Log	Mgmt
Army	64	47	18	16	8		2	3
	65	66	42	10	10		1	3
	66	142	57	27	9	34	5	10
	67	241	83	67	14	54	10	13
	68	325	116	79	13	65	38	14
Navy	64	79	32	44				3
	65	130	73	50				7
	66	173	128	37		1	4	3
	67	177	98	64	1	2	4	8
	68	225	108	86	2	3	5	21
AF	64	76	51	14			1	10
	65	59	45	6				8
	66	99	59	27		3	4	6
	67	121	46	54	I	2	5	13
	68	145	66	46	2	7	4 *	20
TOTAL A, N. AF	64	202	101	74	8		3	16
	65	255	160	66	10		1	18
	66	414	244	91	9	38	13	19
	67	539	227	185	16	58	19	34
	68	695	290	211	17	75	47 *	55

* 442 Wage Board not included

1/ Data from the Directorate of Employee Training and Career Development, OSD (M&RA)

A similar program should be developed on a DoD-wide basis for logisticians. Both the George Washington University and the Florida Institute of Technology Master's Degree programs could be expanded. Further, Ohio State University, University of Arizona, University of Southern California, University of St. Louis and Notre Dame are all developing "logistics courses". These schools have conducted preliminary discussions on a consortium agreement for transfer of credit which would be particularly advantageous to the highly mobile Defense employee we should be interested in developing. Further, a common "core curriculum" could be established at this time (See Table 15).

The advantages of developing this civilian postgraduate program in our changing technological environment is obvious and essential to the need for our ability to satisfy the requirement for qualified managers in the future. Further, it is probably the most important recruitment and retention factor to the mind of the Government careerist.

Although there are undoubtedly other reasons for the differences, it is true that the military logistician is much younger than his civilian counterpart (see Figure 8). A primary reason for this fact is the greater educational opportunities offered by both Industry and the Military than are offered to DoD civilians in the logistics area.

While the number of new employees entering under the Federal Service Entrance Examination (FSEE) program does not by itself present a problem, the age of new Government employees is of concern. For example, at one activity of the 29 FSEE entrants, three were under 30 while 10 were over 46. In another activity, the average age of the FSEE entrant was 44. At the present time, many FSEE registers are clogged with older people willing to accept a low-graded position rather than with young eligible college graduates with the potential for career advancement for which it was originally intended. The staff considers more defined educational opportunities as the surest approach to reaching the college graduate in today's highly competitive talent market.[1/]

General Education

Of the 384,868 civilian logistics function employees of the DoD, 108,353 are reported to be Classification Act employees in the functional areas of procurement, supply, and maintenance. The balance, 276,515, are Wage Board employees.

1/ Defense Procurement Management Review Program, Summary of Findings, 1967, OASD (I&L)

TABLE 15 - SUGGESTED MASTER'S PROGRAM IN LOGISTICS MANAGEMENT

CORE COURSES

Advanced Administrative Management
Quantitative Factors in Administration
Human Behavior in Organizations
Case Studies in Business Administration
Survey of Managerial Accounting
Survey of Data Processing
Personnel Management and Industrial Relations
Production Management
Management Information Systems
Mathematics and Statistics
Economic Analysis Techniques

ELECTIVES

PROCUREMENT

Procurement & Contracting
Purchasing Principles & Practice
Pricing & Negotiation
Systems Procurement
Procurement Data Processing
Formation of Contracts
Procurement Law
Distribution Logistics
Inventory Control
Production Planning
Manufacturing Production
Contract Claims & Litigation

INVENTORY MANAGEMENT

Support Concepts
Systems Management
Commodity Management
Major Item Management
Secondary Items & Repair
Requirements Determination
Economic Inventory Policy
Statistical Applications
Provisioning
Cataloging
Control Systems
Standardization

MAINTENANCE MANAGEMENT

Statistical Quality Control
Mathematical Statistics
Maintainability Engineering
Applied Mathematics
Computer Programming
Operators Research
Engineering Management
Advanced Time &Motion Study
Process Control Optimization
Applied Distribution & Queuing
Human Factors Engineering
Network - Based Planning Systems

DOD LOGISTICS WORKFORCE -- AVERAGE AGE COMPARED WITH THE REST OF GOVERNMENT AND THE PRIVATE SECTOR

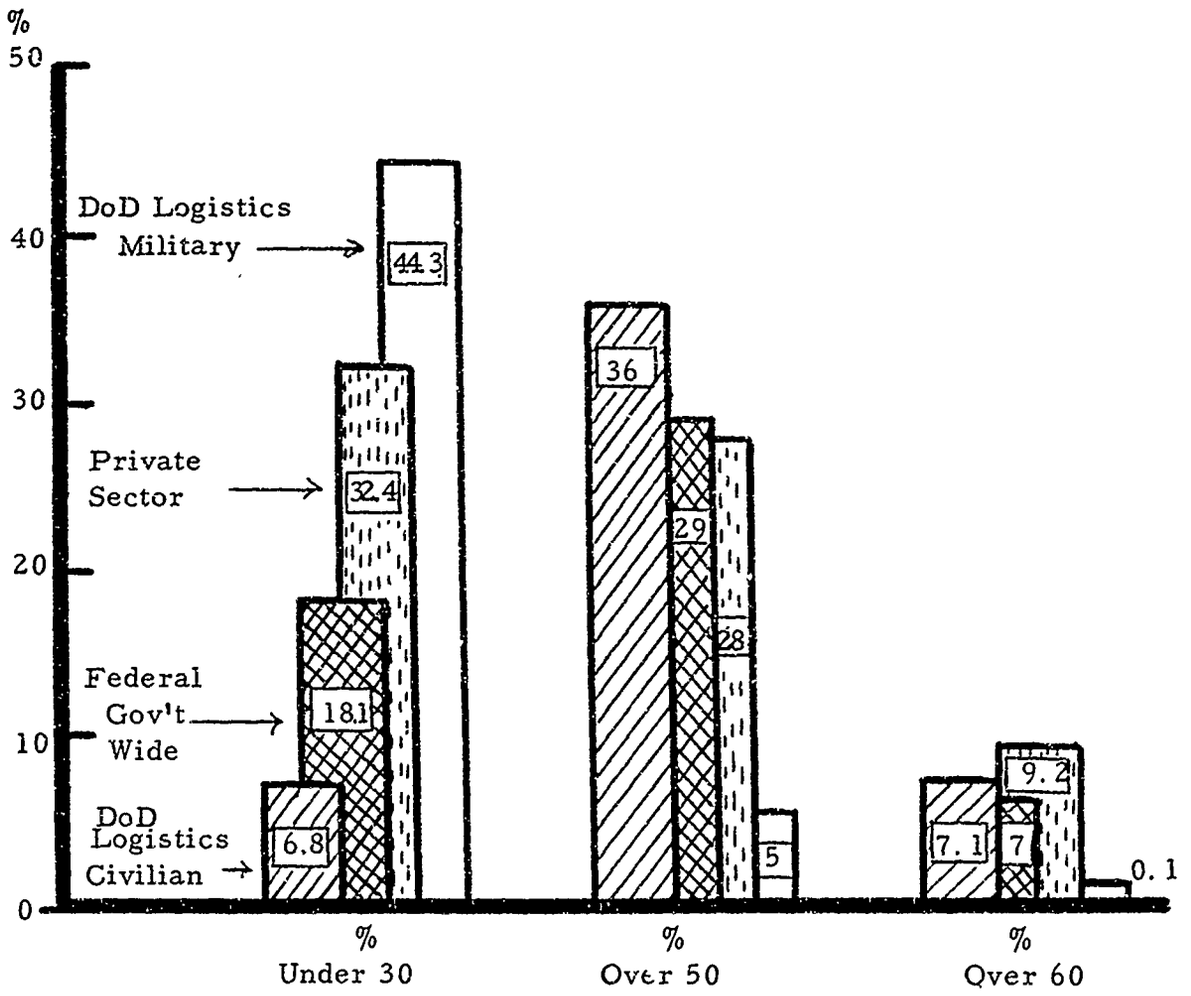


Figure 8

Of the 688,020 military, 643,785 are enlisted personnel and 44,235 are military officers (see Figure 2).

The following data concerning the educational achievement of Civilian Classification Act employees and military officers is indicative of the relative needs for upgrading the educational achievement as between these two groups from which logistics managers must be drawn.

TABLE 16 - Educational Achievement

	% of Totals [1]			
	Less High School	High School	BS/BA	Graduate Degree
Military Officers	1%	40%	51 %	8 %
Class. Act Civilians	7%	77%	14.5%	1.5%

The indicated low level of general educational achievement of the Classification Act civilians indicates that the major general educational problem presented to defense logistics managers is that of upgrading the general educational level of the Classification Act civilians.

2. Findings

a. Military career programs are designed to develop professionally educated managers. Those civilian programs which do exist are generally designed to develop technicians or functional journeymen rather than managers.

b. Military career programs generally stress professional education as the basis of career progression with functional technical training as ancillary. None of the formal civilian career programs include professional education as a prerequisite for advancement but are based instead upon functional technical training as the career foundation. While professional education is used as a career development and retention incentive for the military, the philosophy regarding civilians is that professional advancement is generally the responsibility of the individual.

c. Insufficient effort has been made to establish a "core" logistics curriculum or cooperate with established universities in developing a program.

d. Specific manpower spaces and funds need to be identified if a viable program is to be established.

1/ Characteristics of the Logistics Workforce, January 1969, Logistics Manpower Planning Task Force, OASD (I&L)

3. Task Force Recommendations

a. That planned postgraduate programs be established for DoD civilians as well as military personnel in order to provide for anticipated requirements in the logistics management area. That each Department establish a 20 space "float" for postgraduate Logistics Management Education. That these spaces be prorated between in-take requirements and selected candidates in the GS-11 through 13 grade level to assure that both near-term and long-term DoD needs are accomplished.

b. That OSD (I&L) and OSD (M&RA) develop a flexible "Logistics Management" curriculum in coordination with the Departments and explore the possibility of establishing a "consortium agreement" acceptable to recognized colleges and universities.

c. That OSD (I&L) and OSD (M&RA) support the needs for manpower spaces and funds to OSD (Compt) on a "line item" basis.

4. Comments on Recommendations

General agreement with following specific comments:

a. The "20" space float should not be specified.

b. Services can best determine requirement and how to implement.

c. Requirements of the Services can best be satisfied by having this function performed by the Service Chief.

d. Agree that OSD level support is needed for manpower spaces and funds.

5. Policy Board Recommendations

	Proposed Action Office
Draft specific procedure for obtaining OSD, Military Department, and DSA plans for advanced education and training, as well as intern training.	Materiel Secretaries Director, DSA

D. PROBLEM: College level accreditation. "The Federal Government of the 1960's and 1970's, which must deal with the technological, economic, and social problems of the space age, requires a far different and higher order of skills than the Government of the 1940's and 1950's." 1/

1. Discussion

"In the conditions of modern life the rule is absolute, the race which does not value trained intelligence is doomed. Not all your heroism, not all your social charm, not all your wit, not all your victories on land or at sea, can move the finger of fate Today we maintain ourselves. Tomorrow science will have moved forward yet one more step, and there will be no appeal from the judgement which will then be pronounced on the uneducated." 2/

"Sec. 102. It is the policy of the Government of the United States to develop its employees through the establishment and operation of progressive and efficient training programs, thereby improving public service, increasing efficiency and economy, building and retaining a force of skilled and efficient employees, and installing and using the best modern practices and techniques in the conduct of the Government's business." 3/

Analysis of the data in the publication "Characteristics of the Logistics Workforce" by the Task Group indicates that in the next five years potential retirement expectation would anticipate a requirement for replacement of at least 40% of the civilian logistics administrative and management workforce.

It is highly desirable that the logistics administrative and management workforce (Grade 13 and above) have achieved the post-graduate educational level. The present logistics workforce now in Grades 11 and 12 represent the reservoir from which inputs to Grade 13 usually must be selected.

The available staff from which to draw supervisory and management personnel with college degree achievement is less than the demand without consideration of advancing age. Loss of motivation in this group will further reduce the adequacy of the supply available to effectively assume increased responsibility.

Assuming that we need a pool of three educationally prepared employees for each supervisory position, there appears to be a need for an organized effort which will upgrade the educational achievement of substantial numbers of the current logistics personnel in Grades 12 and below.

1/ Report of the Presidental Task Force in Career Development (1967)
2/ Alfred North Whitehead (1916)
3/ Executive Order 11348, July 7, 1958

Many of the colleges and universities have established a "short course" program closely paralleling our in-house logistics training. These "Certificate of Achievement" programs offer a well-structured curriculum of basic, intermediate and advanced courses in procurement, contract administration and project management. Academic credit may be earned at both the undergraduate and the graduate level under applicable situations. At the present time, certificate programs have been established by Hofstra College; University of California at Los Angeles, San Diego, Irvine and Berkeley; the University of Arizona; Ohio State University; Florida Institute of Technology; University of St. Louis, and Rensselaer Polytechnic Institute.

In addition to the "Certificate of Achievement" and the opportunity to earn academic credit, courses offered by Rensselaer in the Washington, D.C. area have been determined by the Defense Procurement Career Management Board to be equivalent to mandatory courses under the procurement career program (the Advanced Procurement Management, ALMC, the Cost/Price Analysis and Negotiation courses offered by the Department of the Navy). Over 1,000 Government employees have attended the Rensselaer courses with Government financial assistance. These courses are attended during off-duty hours.

The American Council on Education through its Commission on Accreditation of Service Experiences has on three separate occasions analyzed and evaluated syllabi of military service training programs for the purpose of recommending to the American Association of Collegiate Registrars and Admission Officers the amount and type of credit which they might consider granting to enrollees for their military educational experiences. The first evaluation and recommendations were published just after World War II in 1946, the second in 1954, and the most recent printing and distribution of the resultant publications was financed equally by the Department of Defense and the Veterans Administration at a cost of $160,000. 8,814 formal school syllabi were analyzed, evaluated and prepared for inclusion in the 527 page publication. The resultant recommendations are generally at the baccalaureate level, although on request certain high-level training programs have been evaluated at the graduate level.

The recommendations reflect consideration of service training programs resulting from the introduction of new military tactics and weapons or from reorganization of "Program of Instruction" content as well as being acceptable from a "core curriculum" standpoint.

The Air Force School of Systems and Logistics (SOSAL) and the Defense Weapons Systems Management Center, resident schools as part of the Air Force Institute of Technology (AFIT) located at Dayton, Ohio are fully accredited by the North Central Association of Colleges and Secondary Schools.

The U. S. Naval Postgraduate School at Monterey, California is also fully accredited to grant graduate degrees.

The Army Management Engineering Training Agency, Rock Island, Illinois has successfully arranged with Iowa State University for credit recognition on specific courses, with the indication that much more of the AMETA training can achieve accreditation under certain conditions.

The Army Logistics Management Center, Fort Lee, Va., plans to establish their Master's Degree in Logistics Management in coooperation with an accredited institution in order to achieve the same results.

An example of the advantage of receiving this accreditation is demonstrated by the joint program of the Industrial College of the Armed Forces and George Washington University. Based upon completion of the Industrial College of the Armed Forces (ICAF) one year course, students can quality for a George Washington University Master's Degree program with two additional months study.

Accreditation of defense organic training serves two important purposes. It serves as a measure of the quality and depth of the curriculum developed and so represents an approach to motivation of our school administrators and faculties to constantly raise the quality of the instruction presented.

It can also contribute to motivation of the personnel being trained to achievement in their study.

2. Findings

a. Substantial Government funds are expended each year for non-organic training (certificate programs) and college education without the benefit of individual career development plans or curriculum control in spite of willingness by local colleges to accept standard course content.

b. Educational opportunities for military and civilian personnel do not include a planned program of identifying and establishing accreditation for in-house and college "certificate" programs or establishing credit transfer for jointly approved DoD and college accepted courses.

3. Task Force Recommendations

a. It is recommended that logistics managers direct their personnel and training staffs to develop organized efforts to encourage all personnel with partial qualification for college degrees to complete the requirements. In view of the impending "management gap" anticipated through retirement during the next 5-10 years this is especially critical for their potential replacement source in the GS-11 and 12 grades.

b. The administrators of organic educational and training resources be directed to develop programs of instruction with the objective of achieving such accreditation, at either the undergraduate or the postgraduate levels or at both levels where appropriate.

c. That appropriate representatives of the ASD (I&L) and ASD (M&RA) take necessary action biannually to have new and revised curricula developed reviewed by appropriate authority to assure such credit is recognized.

4. Comments on Recommendations

a. General agreement with following comments:

(1) Accreditation can be achieved locally. DoD review is not needed, although support when needed may be useful.

(2) Such an organized effort is warranted in meeting DoD needs present and future.

5. Policy Board Recommendations

	Proposed Action Office
Same as Task Force Recommendations 3. a, b and c above.	Materiel Secretaries Director, DSA

E. PROBLEM: Technical Education and Technician Training. The increased introduction of a variety of sophisticated logistics concepts are bringing about significant technological changes in the logistics management process, requiring communication of new techniques and the acquisition of new skills.

1. Discussion

The emphasis on improving efficiency in defense management has focused attention on the need for increased technical education and training. The emphasis on logistics training has resulted in numbers of management, procurement, and supply short term training courses being made available to Defense logistics personnel.

The principal resident student activities offering such logistics courses are: School of Systems and Logistics of the Air Force located at Dayton, Ohio with 36 courses; the U.S. Army Management Engineering Training Agency located at Rock Island, Illinois with 50 courses; and the U.S. Army Logistics Management Center located at Fort Lee, Virginia with 16 courses. In addition, the Navy Material Command conducts 9 joint training courses for Defense personnel in procurement subjects under an on-site concept generally with contractor support. 1/

The resident resources available in these activities have not had sufficient capacity to satisfactory Defense logistics management education and training requirements. ALMC satisfies less than halt the stated requirement for its courses. AMETA satisfies less than one-third of the reported requirements for its courses, and SOSAL is able to satisfy only slightly more than one-third of the requirements requested for its courses. Further imbalance is seen in the number of student requirements received by the various schools with each department receiving twice as many requests for courses it sponsors as it received from the other departments. 2/ This situation is further confused by the fact that student space requests are not only greater than the available allocations but also each department experiences student short fall. Some examples of this are shown in the following tabulation (Table 17).

1/ Defense Management Education and Training Catalog, DoD 5010.16-C, 1 October 1968

2/ DoD Form 1633, Defense Management Education and Training Program Student Quota Assignments and Attendance by Course and Component for Fiscal Year 1968

TABLE 17 - UTILIZATION OF TRAINING SPACES [1/]
Procurement Courses Experiencing Short Fall - FY 1968

Course	Reqmts.	Alloc.	Actual Input	% Short Fall
Art & Technique of Negotiating Contract Modifications	411	411	315	24%
Defense Advanced Incentive Contracting Workshop	272	272	100	63%
Termination Settlement & Negotiation	245	245	113	54%
Defense Advanced Procurement Management	911	416	352	16%
Defense Specification Management	277	213	159	26%
Defense Quality Control Management	503	350	269	23%
Advanced Contract Administration	555	249	205	18%
Management of Value Engineering in Defense Management	292	164	136	17%

1/ Registrar records at Naval Material Command, AFIT-SOSAL and USALMC

In another example of joint courses offered by SOSAL and ALMC, 2320 spaces were allocated to the user services (66% of the reported requirement) but actual attendance experienced was 1649 (47% of the reported requirement). This short fall in attendance is due to reluctance of supervisors to release employees for training and lack of funds to support travel and TDY costs as well as the lack of meaningful -- as well as consistent -- guidance regarding the assignment of priorities for training requirements.

Present funding procedures for DoD in-house technical training have created certain inequities and imbalance in student allocation and requirements. The provisions that the sponsoring department pay for all course development and operating expenses has

resulted in several arbitrary decisions regarding percentage of student space allocation. (For example, in the case of one school, 50% of all spaces were reserved for the sponsoring department even though the student requirements of that Department were twice as high as those for all of the other Departments served by the school.)

Another factor contributing to this problem is that the increased training requirement which has developed during the past ten years has not received additional funding support. This situation is unique with the civilian population, who unlike their military counterparts, do not have the visability of "line item" training budgets. Reluctance of supervisors to release personnel because of workload factors and shortage of funds earmarked to support TDY and travel costs in the user services for training support contributes to the problem.

2. Findings

a. The total requirement for logistics resident instruction exceeds quotas assigned by a ratio of almost two to one. There is a definite need for a training float -- at both the technical training level in terms of reserved capacity and TDY and per diem funds as well as for full time manpower spaces and funds for professional civilian training.

b Present fiscal arrangements whereby the sponsoring agency budgets and finances all course expenses -- except TDY and per diem --have created an artificial and arbitrary student allocation procedure and appear to disguise the true priorities for course attendance

c. A realistic system of priorities for training requirements does not exist.

d. Supervisors will not release employees for training when a shortage of travel funds or manpower spaces exist

3. Task Force Recommendations

a. That the distribution of bulk manpower allocations at the activity level anticipate absence for training in the same manner that anticipated annual and sick leave is considered.

b. That each Department establish a "line item" budgeting procedure to provide the visibility and capability to adequately conduct its planned training requirements including school costs as well as TDY expense.

c. That present procedures for financing all course costs by the Sponsoring Department be abandoned and that each Department reimburse the Executive Agent for its stated requirement. It is suggested that a Working Capital Fund or anticipated appropriation reimbursement procedure would be more appropriate for accomplishing this objective.

4. Comments on Recommendations

General agreement except for following comments:

a. Line item identification overly restricts the Services ability to administer the program effectively.

b. A central fund could lead to undue central control.

5. Policy Board Recommendations

	Proposed Action Office
a. Same as Task Force Recommendation 3. a. above.	Materiel Secretaries Director, DSA
b. That present Service budgeting practices be continued.	Materiel Secretaries Director, DSA
c. That recommendation on financing course costs be retained and submitted to the Service Chiefs for formal comment.	Service Chiefs

F. PROBLEM: Increased technical education and technician training. Resident, non-resident and correspondence courses are inadequate to satisfy the present need. Most non-resident instruction fails to satisfy the requirement for equivalency to established resident courses.

1 Discussion

a. As a result of present emphasis on career training cited in Section E above, the increased requirement for logistics training is expanding at a rate of 6,000 per year through the additional interest in the procurement, comptroller and ADP fields alone. Present

requirements for in-house resident training will increase substantially as additional DoD-wide career programs are implemented. At present the ratio of requirements to capacity fails by a 2 to 1 ratio (57, 000 requirement to 30, 000 capacity during FY 1969).

b. There are several established techniques or training media available for expansion. These are in order of preference:

(1) Resident Training

(2) On-Site Training (using school instructors)

(3) On-the-job Training (using local instructors qualified by school)

(4) Seminars (using local instructors under part time supervision of schools)

(5) Correspondence Courses (monitored by the schools or jointly developed with local colleges or universities)

c. Present resident instruction -- the most preferred method -- can be expanded by supporting the following resident facility expansion:

(1) Army Logistics Management Center. Capacity can be increased from 4, 000 to 10, 000 annually by the addition of 600 BOQ spaces as contained in the FY 1971 and FY 1972 MCA program.

(2) Army Management Engineering Training Agency Capacity can be increased from 5, 000 to 11, 000 a year by requested modification of Building 56, Rock Island Arsenal for $646, 000 as requested to AMC in FY 1971 MCA budget formulation effort.

d. On-site instruction at both AMETA and by Naval Material Command can be expanded by increased budget support of additional contract and faculty support.

e. On-the-job and correspondence training while not as productive, can be expanded by further application of these techniques. (See list of current correspondence courses, Table 18.)

2. Findings

a. Present training capacity satisfies about one-half of stated requirements.

b. Present resident capacity can be expanded substantially through the assignment of additional resources.

c. Non-resident instruction offers an effective and economical means of expanding logistics training.

TABLE 18 - List of Logistics Correspondence Courses

ARMY

ALMC (Non-Resident Department)
Introduction to Mgmt in Logistics
Introduction to Defense Financial Management
Maintenance Mgmt Extension Course
Defense Depot Operations Mgmt
Defense Inventory Mgmt
Defense Specification Mgmt
Defense Procurement Mgmt
Defense Construction Procurement Mgmt
Defense Construction Procurement Orientation Course

Continental Army Command
Unit Safety Management I
Unit Safety Management II
Methods of Instruction
Fundamentals of Management
Traffic Safety Management
Safety in Physical Training, Sports and Recreation
Safety Management for the Supervisor
Driver Supervision and Training
Traffic Accident Investigation and Reporting

AMETA (Joint Development with Iowa State)
Management Statistics
Management Principles and Practices
Systems and Procedures Analysis *
Work Planning and Control *
Organization Planning *
Automatic Data Processing for Systems Analyst *
Probabalistic Methods in Operations Research *

Joint Military Packaging Training Center
Military Preservation and Packaging
Military Packing
Missile Packaging
Preparation of Freight for Air Shipment

* Scheduled for relase on 1 Sept 1970. All courses will carry 3 semester hours accreditation.

NAVY

Navy Contract Law

AIR FORCE

(Through the Extension Course Institute)

Logistics Management
Introduction of Quality Assurance
Base Level Supply Management
Management of Value Engineering
Introduction to Labor Relations for Air Force Supervisors
Defense Contract Law

3. Task Force Recommendations

a. The facilities expansion for ALMC and AMETA be aggressively supported by OSD (I&L) and the Department of the Army.

b. All departments be required to evaluate and develop a substantial expansion of on-site training to satisfy known requirements.

c. All sponsors of approved resident courses be required to develop and administer equivalent OJE and Correspondence courses to accommodate those who cannot attend the resident or on-site courses (either in-house or by local universities where jointly developed).

d. That all departments submit at the earliest possible date justification required to establish equivalency determinations for all in-house and college courses supported through DoD participation.

4. Comments on Recommendations

General concurrence with following comment:

All departments be requested to evaluate apparent "requirements for substantial expansion of on-site training and hands-on" practical training and develop proposals for such expansion.

5. Policy Board Recommendations

	Proposed Action Office
a. Same as Task Force Recommendation 3.a. above.	ASD (I&L), Chief of Staff, Army
b. Same as Task Force Recommendation 3.b. above.	Materiel Secretaries
c. Same as Task Force Recommendation 3.c. above.	Service Chiefs
d. Same as Task Force Recommendation 3.d. above.	Service Chiefs.

G. PROBLEM: Establishing Community Cooperative Educational Programs. A vigorous healthy educational environment in the community represents a valuable potential resource to contribute to

an organized effort to upgrade the logistics workforce at the installation level. Local vocational schools, junior colleges offering Associate of Arts degrees, and four year colleges readily accessible can all contribute to upgrading programs. These resources are not being used to the optimum extent to benefit the logistics workforce.

1. Discussion

The organized cooperative program with the state and local community leaders developed by Warner-Robins Air Force Base at Macon, Georgia, is an excellent example of the cooperative program envisioned. Following is a summary of the steps they have taken:

a. Identified education as critical problem in fall of 1966 and at subsequent meeting. Community support and action requested.

b. Appointed Robins Educational Council.

c. Ordered a detailed action program to identify completely the educational requirements of the Air Materiel Area (AMA).

d. Established an educational representative in all organizations.

e. Sent a team to Columbia, S. C. to review vocational/ technical education system.

f. Conducted "interest" surveys among civilian and military personnel.

g. Established goals (near term and long term).

h. Obtained access to State education TV tapes.

i. Rehabilitated and modernized base library.

j. Created an on-base mobile library.

k. Revised co-op program.

l. Intensified recruiting of well educated personnel.

m. Established the Commander's academic achievement awards (high school, colege, graduate).

n. Convened middle Georgia educators.

o. Conveyed pertinent information to the Governor and other State and County officials.

p. Stepped up education publicity.

q. Organized, with community and university assistance, graduates courses in Warner Robins and Macon.

r. Doubled attendance of Robins employees at University of Georgia Extension Center (100 in Fall Quarters, 200 in Winter Quarter).

s. Hired more engineers in past 3 1/2 months than any comparable period.

The Quality Control functional manager for the Air Force Systems Command (AFSC) in the San Francisco Bay Area and the local chapter of the American Society for Quality Control working with the local colleges have developed local quality control programs leading to Associate in Arts degree in Quality Control and Bachelor of Science and Master Degrees with Quality Control option (Table 19).

While these and other locally-initiated programs are very effective, they could obviously serve a much broader purpose if they were coordinated on a DoD-wide basis where appropriate.

The Military Services generally have well developed apprentice training programs for the acquisition of craft skills required to replace attrition of their work force. For example, AFLC's current apprentice training program reaches some 3,000 employees.

These traditional AF four year indentured apprentice schedules are augmented by specialized short term apprentice programs. A Specialized Apprentice Program requires not less than 30 months of on-the-job training, work experience, and related classroom instruction to qualify as a Journeyman at the M-10 level or above. Similar Specialized Apprentice Programs are provided for entrance to journeyman positions at W-7 level after not less than 12 months of such experience: for entrance to Journeyman positions at the W-8 level after not less than 18 months, and for entrance at W-9 level after not less than 24 months. Credit for previous work experience or technical school training can be given up to half the formal apprenticeship course. Correlative classroom training of not less than 72 hours in each 6 months must be included.

TABLE 19 - San Francisco Bay Area Quality Control
Educational Progression

Deanza College

(AA) Associate Arts Degree in Quality Control

24 quarter units QC lower division

101 Total Quarters units or 64 semester units

QC 61 Intro. to QC (Statistics)
QC 62 QC Applications
QC 63 Statistical Concepts & tech.
QC 64 Total QC
/ 2 QC Electives listed below
QC 60 Insp. Principles & Techniques
QC 65 Reliability Objectives
QC 66 QC & Reliabil. Management
QC 67 Intro. to Nondestruct. Testing
QC 68 Principles of Electron. Testing
QC 69 Intro. to Qual. Data Mg'mt
QC 70 Intro. to Governmental Req'mts

San Jose State College

(BS) Bachelor of Science Degree in Business and Industry with QC Option
15 Semester Units QC Upper Division /
18 Semester Units QC Lower Division
124 Total Semester Units
IS 116 Qual. Technical/Systems Planning
IS 117 Qual. Administrative Systems Planning
IS 119 Quality Techniques
GE 181 Qual. Engrg Statistics
GE 183 Qual. Engrg Management

(MS) Master of Science Degree in Cybernetics with Quality Option
9 to 12 semester units QC Upper Division or Graduate
30 semester units / thesis or 38 units total
Aero 110 (296) Aeronautical Systems Reliability
GE 181 Qual. Engrg Statistics
GE 183 Qual. Engrg Mg'mt

These criteria have been approved by the Civil Service Commission and the Apprenticeship Council of the Department of Labor.

It is noteworthy that the Navy has some experience in shortening the traditional four year indenture period, by providing for correlative classroom training during off-duty hours. Provisions for shorter term apprenticeship indenture terms of service for occupations with lesser skill content has much to commend it to assure adequate inputs to meet the oncoming shortage of skills predicted by many current surveys to occur within the years just ahead. Project VALUE promises to emphasize the need for such provisions.

2. Findings

a. Many excellent locally sponsored programs exist. No consistent program or attempt to coordinate these programs on a national basis has been made.

b. Apprentice training is planned, executed and evaluated only at the local level if at all.

3. Task Force Recommendations

a. A DoD-wide coordinated program be established to further the aims of logistics functional managers at the local level to expand the cooperative effort with regional educational authorities to provide additional opportunities for upgrading of the logistics workforce.

b. It is recommended that the Services review their apprentice training programs to provide for shorter terms of indenture where appropriate and relate the indenture term more closely to actual trade training requirements.

4. Comments on Recommendations

Partial concurrence with the following comments:

a. The need for a DoD-wide program has not been demonstrated.

b. The local logistics manager is knowlegeable of local logistics manpower deficiencies and should work with local educational authorities.

c. Experience in accomplishing the recommended action has proven that in addition to reducing training and related costs, added incentive to the trainees and added production achievements have fully justified the action.

5. Policy Board Recommendations

	Proposed Action Office
a. That Service Chiefs encourage field installation commanders to expand their efforts with regional educational authorities to provide opportunities for upgrading the education of the workforce.	Service Chiefs
b. Same as Task Force Recommendation 3.b. above.	Materiel Secretaries Director, DSA

VII. ROLE OF THE LOGISTICS MANAGER IN MANPOWER MATTERS

A. PROBLEM: Proper Voice of Logistics Managers in Budgetary and Personnel Decisions.

1. Discussion

There was complete agreement that logistics managers should participate in budgetary and personnel decisions which impact on efficient use of logistics manpower resources. However, the basic problem that impedes this is the lack of personnel information above the base or activity level. Base and activity organizations know the viability of their workforce but our present ADP systems do not permit major Commanders access to this information. We need a manpower management information system at the Service and OSD levels which provides data upon which managers can evaluate and make decisions. ASD (M&RA) is in the process of developing such a system for military personnel and plans a follow-on effort for the civilian workforce. Logistics input has been requested.

From discussions with ASD (M&RA) representatives, it was indicated that there was no requirement for the Services to have a common system for handling personnel, but that they should have similar requirements for certain elements of data.

Since the effectiveness of logistics managers to participate in budgetary and personnel decisions which impact on their logistics workforce is so highly dependent upon personnel statistics and information, it is both timely and essential that the logistics managers and the Logistics Commanders determine the optimum information required and establish reporting systems to obtain it. When digested by the Services this information can then be submitted to ASD (M&RA) as an input to their personnel management system study.

2. Findings

That key logistics officials cannot exercise their proper role in manpower and budgetary decisions without structured personnel information on their workforce.

3. Task Force Recommendation

That the key logistics officials determine what personnel information is required on their workforce, establish a reporting system

to obtain it, and furnish this information as an input to the ASD (M&RA) personnel management system study. Upon completion of the study the Policy Board should review the output to see that it fulfills their needs.

4. Comments on Recommendation

There was general agreement that better manpower information was needed; that Logistics Chiefs and Logistics Commanders should determine information required; but that information should be obtained from Service-wide personnel systems.

5. Policy Board Recommendation

	Proposed Action Office
a. Logistics Chiefs and Logistics Commanders determine information required on the logistics workforce. (Note: Same as Recommendation 1, Section IIA. 5, page 85.)	Logistics Chiefs Logistics Commanders

B. PROBLEM: Control and Assignment of People by the Functional Managers.

1. Discussion

From the initial interviews with key logistics officials, there was general agreement that a lack of clarity existed in respect to their responsibilities for assuring a qualified workforce. It also appeared from their comments that the primary problems concerned the civilian element of the workforce. The military personnel problems were concerned with the military-civilian mix which can best be solved by "billet justification" and "valid requirements" and not allowing overemphasis on "civilianization" or "militarization" to inhibit proper mission accomplishment.

Participation of the logistics managers in the personnel process was found to vary. Although the personnel management organization differs among the Services and DSA, this fact did not appear in itself to place any limitations on the logistics managers' participation. Therefore the criteria for effective management of the workforce is dependent upon the degree to which the logistics manager discusses and coordinates his personnel problems with the personnel manager.

To participate effectively in the personnel process, logistics managers must be knowledgeable of their own manpower needs; clearly identify military and civilian billets; and provide support for the establishment of career programs that will attract and retain qualified people in the logistics workforce.

2. Finding

That logistics managers are not uniformly participating effectively in the personnel process in managing their workforce. The logistics manager must identify the key billets in his organization.

3. Task Force Recommendations

a. That the Logistics Chiefs identify key billets as military, civilian or interchangeable. This action will give job advancement visibility to the employees and act as a motivation to achieve higher levels of responsibility.

b. That a personal liaison on policy matters be established by the Logistics Commanders with their personnel counterparts and that working groups be established to resolve problem areas of concern.

4. Comments on Recommendations

There was general concurrence with the Task Force recommendations except that routine problems be solved through existing procedures; that the Joint Logistics Commanders handle unique problems involving integrated logistics; and that working groups not be permanent.

5. Policy Board Recommendations

	Proposed Action Office
a. That the Logistics Chiefs identify key billets as military, civilian or interchangeable.	Logistics Chiefs
b. That the Logistics Commanders establish liaison on personnel policy matters with their personnel counterparts and appoint temporary working groups as necessary to resolve problem areas of mutual concern.	Logistics Commanders

C. PROBLEM: The Planning, Programming and Budgeting System.

1. Discussion

The fundamental aim of the key logistics officials was to develop a system that would produce a proper balance between funds,

workload and people. Since the Planning, Programming and Budgeting System was intended to produce this balance, deductions from their comments indicate that the procedures now being executed may not be producing optimum results.

The Planning, Programming and Budgeting System as currently structured is designed to establish a direct relationship between funds, workload and people. The basic system is good but is still in the process of refinement, particularly in the support areas (logistics, personnel and medical). The system has been in operation long enough to warrant a review. The Services are now conducting such a review and it is understood that the ASD (Comptroller) plans to utilize the Services' reviews as a basis for an OSD review and some possible revisions of certain known shortcomings in the PPB System, viz:

a. There is no comprehensive uniform workload unit dictionary directly related to the cost account structure.

b. There is insufficient coordination of manpower/personnel/budgeting at the OSD level, particularly in the area of civilian manpower requirements, ceilings, and budgeting. There appears to be no clear delineation of responsibility within ASD (Comptroller), ASD (Systems Analysis), and ASD (Manpower and Reserve Affairs). Intercession by OSD sponsors of certain functional programs contributes to the confusion as does the undefined participation of Bureau of the Budget analysts in the budget review process. Too many disconnects develop in this procedure. It is recognized that coordination at the OSD level, particularly in the case of joint OSD-BoB reviews, is more difficult than at the Service level; however, clear delineation of the responsibilities and authorities of the various OSD components in the manpower/personnel/budgeting function is a necessity.

c. Logistics managers have complained that imbalance among workloads, funds and manpower allocations makes it difficult for them to meet program requirements. It is believed that a major contributory reason is that the Program Sponsors are not staffed properly to analyze the effect of changing requirements on all three of these inputs; or, alternatively, are not obtaining assistance from the qualified staffs of affected logistics managers. Another factor could be the application of arbitrary ceilings on personnel and dollars, or arbitrary cuts in either of these areas. Proper staffing of the Program Sponsors' offices, or possibly greater coordination with logistics managers and their staffs in budget and PCR preparation could go a long way toward obtaining the desired balance.

2 Finding

The PPB system was designed to produce a balance between funds, workload and people and should be reviewed for desirable changes to improve the system.

3. Task Force Recommendations

a. That Functional Chiefs participate in the evaluation of the operation of the PPB System in their Service to assure an input of their experience in functional areas of logistics.

b. That Functional Chiefs examine their staffing to assure, as program sponsors, that they are properly manned to coordinate the PCR's from a viewpoint of balancing funds, workload and people.

4. Comments on Recommendations

Logistics managers need to take a more active part in the PPB system. We have found cases where the resources authorized for a program element output bear no apparent relationship to the resources used for the output. This may arise because the logistics managers use a different management system than the FYDP. The FYDP is the DoD decision vehicle and the logistics managers should have plans that are consistent with the FYDP without requiring cumbersome and easily misunderstood translation.

With regard to the shortcomings of the PPB system, we find that the greatest need is for our customers to give us reasonable intelligence of their future requirements. We can predict with reasonable accuracy their normal day-to-day requirements based upon historical demand data. What we do lack and need are changes in service programs, force structures, and facilities and equipment mix in order to factor historical data.

5. Policy Board Recommendation

	Proposed Action Office
That Functional Chiefs participate in the evaluation of the operation of the PPB system in their Services.	All logistics managers.

D PROBLEM: Ceiling Controls

1 Discussion

Ceiling controls are considered by the executive level of Government as a technique to prevent program funds from being used to hire more people Ceiling controls in conjunction with budget controls tend to generate an imbalance between workload and personnel available to accomplish the work Ceiling controls could be established as a final cut-off for each activity in such manner as to permit flexibility in staffing.

Ceilings should be removed from Industrially Funded Activities Initially it might be advisable to remove only Wage Board employees from ceiling control It is appreciated that some productive labor is also performed by graded personnel in Industrially Funded Activities and that some overhead is also generated by Wage Board personnel, however, the break between the two categories is sufficiently clean to be used as a point of division between overhead and productive labor

There are other controls which preclude overhiring of civilians at industrial activities. A Government-operated industrial activity under the industrial fund working capital system like its private industry counterpart is dependent upon a customer with a funded, approved requirement for its income. It must adjust its workforce, both by skills and number, to produce the customer's requirement on time It receives progress payments to cover costs incurred for labor material, and overhead while the customer's work is in process It receives the balance of payment due upon completion of the Service. No motivation exists for overhiring. While the Government industrial activity attempts to distribute orders to minimize employment fluctuations, no funds exist solely to pay for excess employment levels. The industrial activity manager is motivated to secure additional work for his workforce or to reduce his workforce by furlough, attrition, or reductions-in-force to avoid loss of working capital by unreimbursable labor costs A Government industrial activity is controlled by the size of its approved funded workload, departmental monitoring of overhead rate and assignment of working capital, and internal auditing of its operations A civilian ceiling control, in addition to these other controls, is redundant

Over and above physical limitations such as the area available for productive labor and installed equipment, Industrially Funded Activities are subject to three controls:

-- Funding levels in programs which purchase their output.

-- Civilian personnel limitations

-- Authority to spend purchasing program funds for overtime labor.

These controls are exercised as follows:

a. Funding levels for purchasing programs are established by the Congress; although the major reductions in funding levels are generally made during the OSD/Bureau of the Budget review of Service estimates prior to their transmittal to the Congress as sections of the President's Budget. During this review, reductions are made not only on the basis of cutting non-essential program requirements but also through across-the-board reductions predicated on productivity increases, the relationship of man years on payroll to the authorized level of civilian employment, and on average grade level of civilian employees. Changes to program funding levels approved by the Congress are often made during the apportionment process or during the OSD/Bureau of the Budget review of the next fiscal year's estimates. Additionally, reprogramming actions may increase or decrease program funding levels at any time during the fiscal year.

The net effect of the above is that purchasing program funding levels are closely reviewed and controlled from nine months before the fiscal year.begins until it ends, with Service program managers having a very limited ability to change these levels without the approval of OSD.

b. Civilian personnel limitations, by Service, are established by OSD as a part of the review of Service budget estimates. These ceilings are the prime divisions of the total civilian manpower authorization for the Department of Defense established by the Bureau of the Budget. They are not specifically authorized by the Congress. However, through restrictive language in legislation or Committee reports, civilian manpower estimates may be denied, limited or reduced. Additionally, through Acts, such as Public Law 90-364 (Revenue and Expenditure Control Act of 1968) which in section 201 reduced the civilian ceiling in the Executive Department to the level of 30 June 1966, sweeping reductions in civilian manpower may be directed.

Within the civilian manpower authorization granted to a Service, there is ostensibly a high degree of flexibility; however, due to Civil Service regulations regarding terms of employment, the need to maintain balanced support to all programs, etc., this flexibility is sharply limited. The genral rule is that program dollars available for payroll exceed the payroll of the labor force potential within the manpower authorization.

c. Each Service is limited by OSD in its ability to spend appropriated funds for overtime work. This limitation is expressed in terms of millions of program dollars which can be spent for civilian payroll on weekends, holidays, or in excess of the normal eight hour day. It does not relate to the differential between a regular rate of pay and the overtime or holiday rate, but to the total pay earned under overtime or holiday conditions. It does not affect the level of program funding.

An example of the problems incident to these triple controls may be drawn from the Naval Air Rework Facilities during Fiscal Year 1968.

These industrially funded activities, six in number, exist for the sole purpose of depot level repair and modification of Navy and Marine Corps aircraft, aircraft engines and aircraft components. They are funded almost exclusively by two programs: (1) The Aircraft, Engine and Component Rework Program in the Operations and Maintenance, Navy appropriation, (2) the Aircraft Modification Program in the Procurement of Aircraft and Missiles, Navy appropriation. An insignificant amount of reimbursable work is done for the Army, Air Force, Cost Guard and Federal Aviation Authority.

Accomplishment of these programs as requested for Fiscal Year 1968 would have required an employment level of 36,154, working an 8.4% overtime for the year. Actual on board strength, as of 30 June 1967 was 35,794. 32,577 civilian employees were approved for the Rework Facilities for Fiscal Year 1968. This level of employment would have required an average overtime rate of 14.9% in order to meet program requirements. An overtime rate of 14.9% could not be accommodated with the total Navy overtime limitation for Fiscal 1968 which had been held to the same level, in dollars, as Fiscal 1967.

Through a major effort, an additional 3,577 civilian ceiling points were redistributed by Navy to the Rework Facilities, at the expense of other activities and programs. Additionally, a "humping" of the work force in the Rework Facilities was authorized through the use of temporary employees during the middle of the fiscal year. As a result of these expediencies, program accomplishment was assured, based on an 8.5% overtime rate, recognizing that we would probably exceed the overtime limitation imposed for the year.

In late January 1968, the Department of Navy was faced with an immediate requirement to increase both the number of deployed aircraft and the tempo of air operations due to the TET offensive in Vietnam and the Pueblo incident. In support of these requirements supplemental funding was requested for the Rework Program; however,

we were not authorized any additional civilian employees. No additional civilian manpower authorization could be diverted to the Rework Facilities. Therefore, the temporary use of maximum sustained overtime was authorized, in our estimate about 22%, without regard to the certainty of exceeding the overtime limitation. At the same time, 31 January 1968, action was begun to have the overtime limitation increased to cover the developing deficit. This action was successful, although not approved until 15 March 1968. At the end of the fiscal year the program had been accomplished without exceeding civilian manpower authorizations or overtime limitations. Actual overtime utilization rate for the Rework Facilities was 10.7% for Fiscal 1968.

The basic observation is that Industrially Funded Activities are over controlled. Industrially Funded Activities are designed to operate as closely parallel to private enterprises as possible. Therefore, it appears that the primary control is and should be the funded levels of purchasing the programs. Workforce limitations are artificial constraints, while the overtime limitation which works directly counter to workforce limitation is even more artificial.

The basic proposal is that Industrially funded Activities be exempted from both employment level and overtime limitations.

2. Finding

Ceiling controls are not necessarily bad but when coupled with budget controls generate a continuous imbalance between workload and personnel available to accomplish the work.

3. Task Force Recommendation

a. That ceilings should be removed from Industrially Funded Activities and that as an initial step, Wage Board employees be removed from the ceilings.

4. Comments on Recommendation.

There was partial nonconcurrence. Unless manpower ceilings were to be removed from all managed areas, removal from one only results in an unbalanced workforce. Because of variation in depot funding some manpower limitations must be maintained on the industrial activity to assure that the maintenance program can be supported. The recommendation could be supported if all activities of the depot activity were industrially funded. As to priority items, action should be taken as soon as possible to remove manpower ceilings from the Industrially Funded Activities.

5. Policy Board Recommendation

	Proposed Action Office
That OASD (I&L) in conjunction with the Services develop a position paper regarding the industrial fund ceiling including a concrete proposal that manpower spaces in industrial funded activities be removed from the general ceiling and allowed to fluctuate within a range of approved funding and workload.	ASD (I&L) Materiel Secretaries

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APPENDIX A

CHARACTERISTICS

OF THE

LOGISTICS WORKFORCE

JANUARY 1969

LOGISTICS MANPOWER PLANNING TASK FORCE

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE (I&L)

CONTENTS

INTRODUCTION

BASIS

This report has been compiled by the Logistics Manpower Planning Task Force in accordance with the request of the Assistant Secretary of Defense (Installations and Logistics). (Inclosure 1 to Appendix I.)

PURPOSE

The purpose of this report is to present significant quantitative and qualitative characteristics of the defense logistics workforce, and to highlight the essential similarities and the significant differences among 3 major logistics functional areas (Supply Management, Procurement, and Maintenance) and the 4 major DoD components (Army, Navy, Air Force and Defense Supply Agency). The report is presented under the following topics:

1. Summary Analysis.

2. Composition of the logistics workforce with emphasis on the military-civilian, professional-technical, and white-blue collar mix.

3. Current distribution of available military and civilian manpower to the logistics area by service and function.

4. Civilian GS grade and military rank characteristics.

5. An educational profile of the military officer and Class Act civilian.

6. The age, length of service and retirement potential of the civilian workforce.

SCOPE OF STATISTICAL ANALYSIS

The Assistant Secretary of Defense (Installations and Logistics) limited the scope of the investigation of the Task Force at this time to four major functional areas: (1) Purchasing and Contract Administration; (2) Storage and Issue; (3) Inventory Management; and (4) Maintenance-Overhaul and Repair, (Inclosure 2 to Appendix I).

The functional areas of Storage and Issue and Inventory Management have been consolidated under the heading of Supply Management because data on military personnel could not be distinguished between these two areas.

The following activities are specifically excluded at this time: Research and Development, General Management, Communications, Transportation, Civil Engineering, Facilities and Construction Maintenance, System Programs, and Project Management.

SOURCE OF DATA

The data presented in this report cover full time civilian positions and comparable military positions in the categories listed in Inclosure 4 of Appendix I and are based upon:

1. The responses by the Services and DSA to the data call of ASD (I&L) of 3 July 1968. (Inclosure 3 to Appendix I.)

2. The Federal Employment Statistics Bulletin of June 1967, and the Characteristics of the Federal Executive, February 1968, both reports of the U.S. Civil Service Commission, for comparative figures on Federal Government-wide employees.

3. The Manpower Report of the President, April 1968, for comparative national figures in the employment in the private sector.

LIMITATIONS OF DATA

The educational profile for Class Act civilians is based upon representative rather than agency-wide data and is not shown separately for the 3 listed functional areas except in the case of the Army Materiel Command. The required data were not available through the data call. The data used were derived from separate reports by the Army Materiel Command, Naval Supply Systems Command, the Air Force Logistics Command and the Air Force Systems Command, and may not be representative of the parent services. The Defense Supply Agency material represents the total Agency.

Firm quantitative data is not available at this time: (1) on the number of Naval logistics personnel assigned to line vessels, (2) information on general and flag officers, and (3) information on certain civilian positions which support the four listed functional areas but which are classified under position series codes other than those shown in Inclosure 3 of Appendix I.

STATISTICAL INDEX

All data used in this report is limited to that furnished by the Services and DSA. The raw data is presented in a series of 67 tables in Appendix II. An index to these tables is contained at the beginning of the Appendix.

NEED FOR PERIODIC ANALYSIS OF THE WORKFORCE

There is an urgent need to establish a system, compatible with information gathering systems now in existence within the services, for the orderly collection of Defense-wide logistics personnel data on a periodic basis.

Prior to the establishment of the Long Range Logistics Manpower Planning Board there was no consolidated and summarized data in existence at the OSD management level on the quantitative and qualitative characteristics of the logistics workforce which would provide top management officials with a readily available comparative analysis of the significant characteristics of the workforce. To a lesser extent this was also true at the Hqs level of the Services. This situation still prevails.

Although comprehensive personnel data exists at most field installations and some few major subordinate commands, none of the Services (with the exception of the Defense Supply Agency) were able to furnish all of the required data on a service-wide basis on short demand. The basic data on which this preliminary report is based took three and one half months to assemble and is still incomplete in certain aspects.

The results of this one time data call indicate some significant findings with respect to workforce mix (military-civilian, professional-technical, white collar-blue collar); age, education; length of service; and retirement potential. Some of the findings indicate the need for a reemphasis, or redevelopment of our manpower and personnel programs and policies to assure a viable and effective workforce. Others may require only a shift in priorities.

Continued periodic analyses of this type, although in somewhat greater depth, appear to be needed to establish recognizable trends, assess the results of corrective or preventive actions, and provide logistics managers at all levels of command with the knowledge needed to manage their manpower resources.

SUMMARY ANALYSIS

- The Defense logistics workforce is a large (1.07 million), predominantly military (64%) organization which comprises approximately 23% of the total Department of Defense military and civilian workforce.

- It is essentially a blue collar civilian-enlisted military (86%) organization managed by a small senior staff (1.7%) of field grade officers and civilians at grades GS-13 and above.

- Workforce size shows considerable variation among the Services and among the Functional areas:

Army	-	477,868 (44%) *	Procurement	-	45,934 (4%) *
Navy	-	213,714 (20%) *	Supply Management	-	301,557 (28%) *
Air Force	-	351,536 (33%) *	Maintenance	-	725,397 (68%) *
DSA	-	29,770 (3%) *			

* Of Total Logistics Workforce

- Civilian-military mix varies greatly among the Services and among the Functional areas:

	Civilian	Military		Civilian	Military
Army	22%	78%	Procurement	91%	9%
Navy	67%	33%	Supply Management	38%	62%
Air Force	29%	71%	Maintenance	31%	69%
DSA	97%	3%			

- The civilian workforce is considerably less well educated (16% with college degrees) than its military counterpart (59% with college degrees).

- The workforce is older (44.4 year average) than that of the private sector (39.5 year average) and Government as a whole (42.6 year average); has longer tenure (17.9 year average compared to 13.2 years Government-wide); and is paid a somewhat higher average annual salary ($8391.00) than Government workers as a whole ($7917.00) or those in the private sector workforce ($6850.00).

- Almost a quarter of our staff entered Government service during or before World War II.

- An unusually small number of logistics civilians are under thirty years of age (7% compared to 18% Government-wide, 32% in the private sector workforce, and 44% of our logistics military personnel).

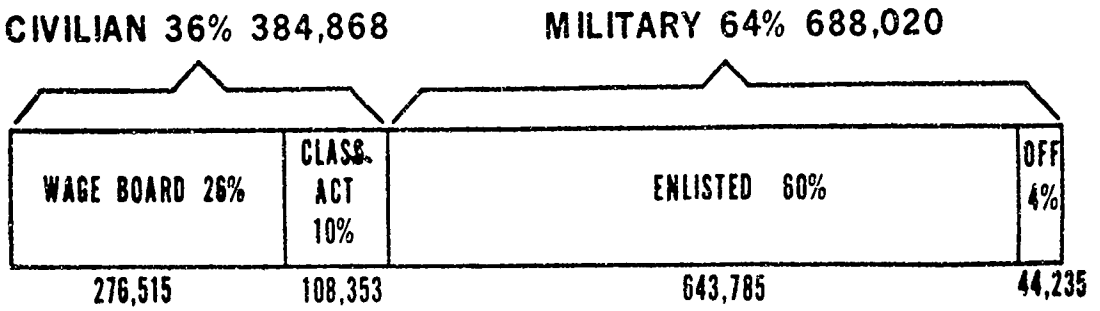
- Currently 9% of the civilian Class.Act. employees are eligible for immediate retirement. Within the next five years an additional 30% will have attained that eligibility.

COMPOSITION OF THE DEFENSE LOGISTICS WORKFORCE

COMPOSITION OF THE DEFENSE LOGISTICS WORKFORCE

[ARMY • NAVY • AIRFORCE • DSA]

Total 1,072,888



The current Defense logistics workforce engaged in the three major functional areas of Supply Management, Procurement and Contract Administration, and Maintenance totals 1,072,888. This is 23% of the total DoD strength of 4,679,485.

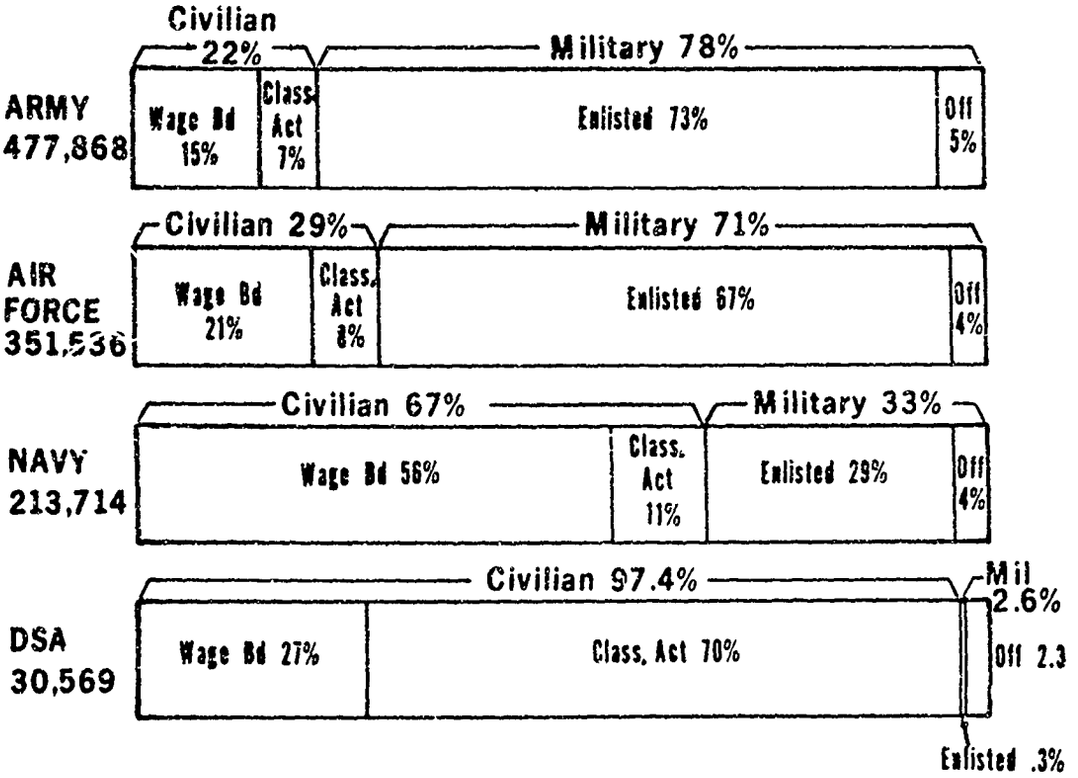
This very sizable workforce is composed of 385 thousand civilians (36%), of which almost 3/4 are Wage Board (blue collar), and 688 thousand military (64%) of which almost 95% are enlisted.

Since 86% of our logistics strength (920,300) is either civilian Wage Board or military enlisted it is apparent that our military and civilian personnel management programs must be geared, to a significant extent, to the particular needs of this type of employee.

The logistics military-civilian mix compared to the total DoD mix is as follows:

DoD Logistics		Total DoD
36% (384,868)	Civilian	28% (1,300,897)
64% (688,020)	Military	72% (3,378,588)

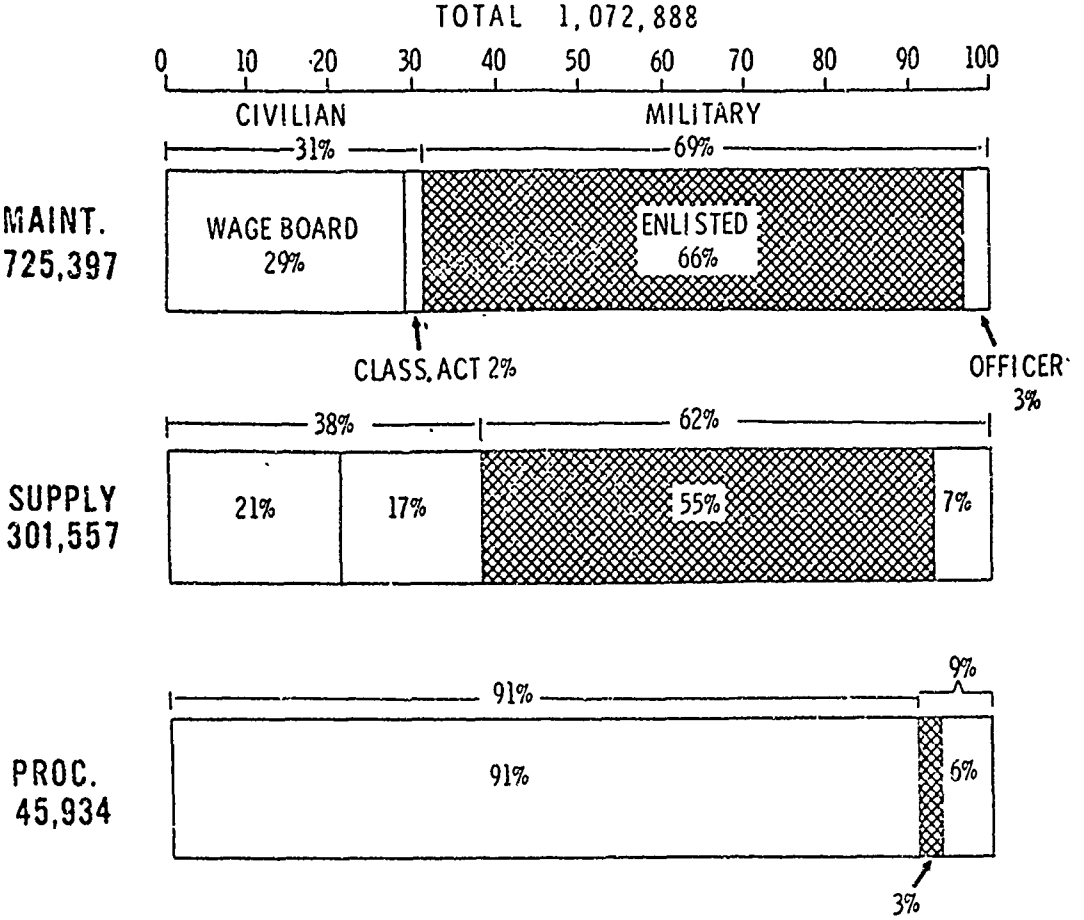
COMPOSITION OF THE LOGISTICS WORK FORCE BY SVC



There is considerable variation in workforce composition among the Services and DSA.

As shown on this chart, the military-civilian mix ranges from 78-22 in Army to 3-97 in DSA. Among the three services, Navy, with a 33-67 split shows an almost 180 degree difference from the Army and Air Force. This may be accounted for by the fact that the Navy submission did not include those military personnel assigned to full or part time logistics duties aboard line vessels. Department of Navy assignment procedures and record keeping do not permit ready identification of this type of personnel at this time.

COMPOSITION OF THE WORKFORCE BY FUNCTION



The three major functional areas under discussion also vary considerably in composition as shown on this chart.

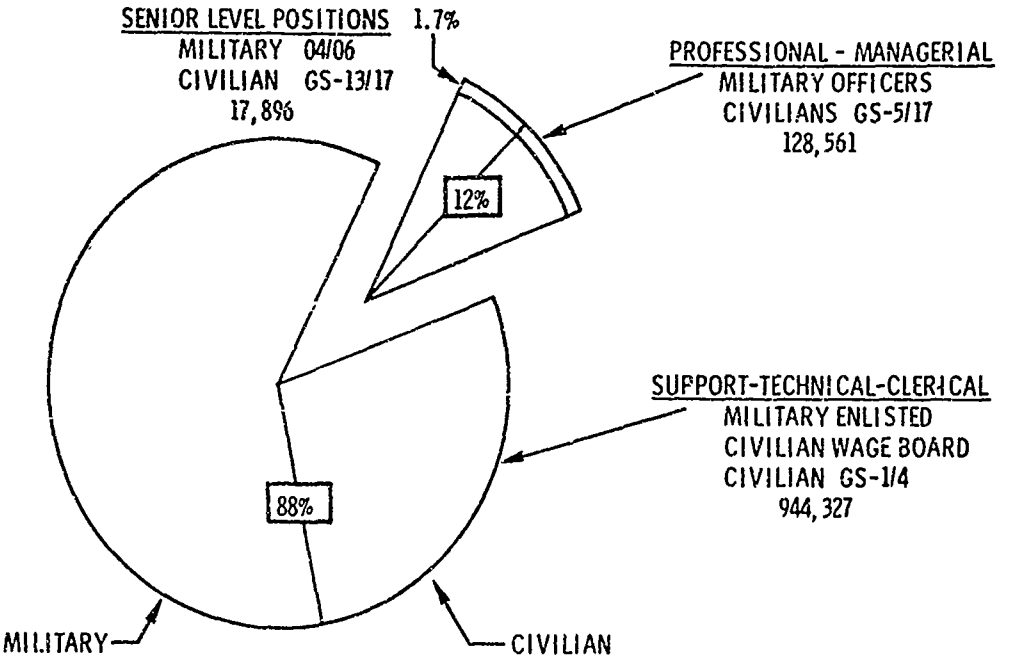
The comparison here illustrates the significant differences in composition of the three major functional areas. The Maintenance and Supply functional areas are predominantly military (in excess of 60%) and are made up for the most part of civilian Wage Board and enlisted military (95% in Maintenance and 76% in Supply). The Procurement function on the other hand is predominantly civilian (91%) with no Wage Board personnel and only 3% enlisted.

The significance of these findings is that we have an entirely different set of conditions, factors, problems and challenges in the management of the Maintenance and Supply Management workforces than in Procurement. Recruitment, retention, training, pay, incentives, etc., all operate under different conditions, sometimes different rules and regulations, and certainly in a different environment with respect to the Wage Board civilian and the military enlisted man in comparison with his Class.Act and Officer counterparts.

Separate reports of the Task Force on Career Management, Recruitment, and Education and Training will speak to this factor in more detail.

PROFESSIONAL - MANAGERIAL: SUPPORT-TECHNICAL COMPARISON

ALL DEFENSE LOGISTICS POSITIONS



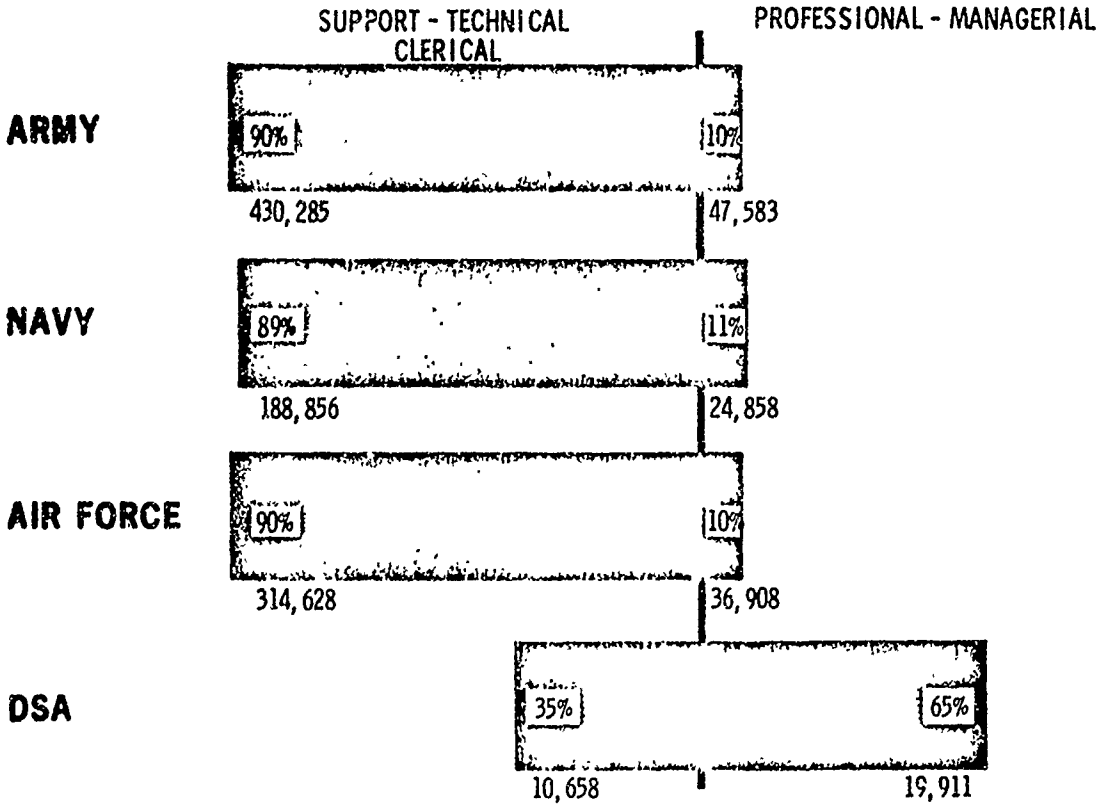
Another significant aspect of the composition of the logistics workforce is illustrated by this chart. This million man force is managed by a surprisingly small professional-managerial staff (12%) and an even smaller senior staff (1.7%).

The support-technical-clerical portion of the workforce (defined for this purpose as the enlisted military, Wage Board civilian, and Class Act civilian at grades GS-1/4) numbers 944 thousand (88%). The professional and managerial staff (defined as military officers and civilians at grades GS-5 thru 17) 128 thousand (12%). Of this latter group the senior positions (Major thru Colonel and GS-13 thru GS-17) total 18 thousand (1.7%).

This picture is roughly the same in the Services but quite different in the Defense Supply Agency as this next Chart illustrates.

PROFESSIONAL-MANAGERIAL / SUPPORT-TECHNICAL COMPARISON

BY SERVICE

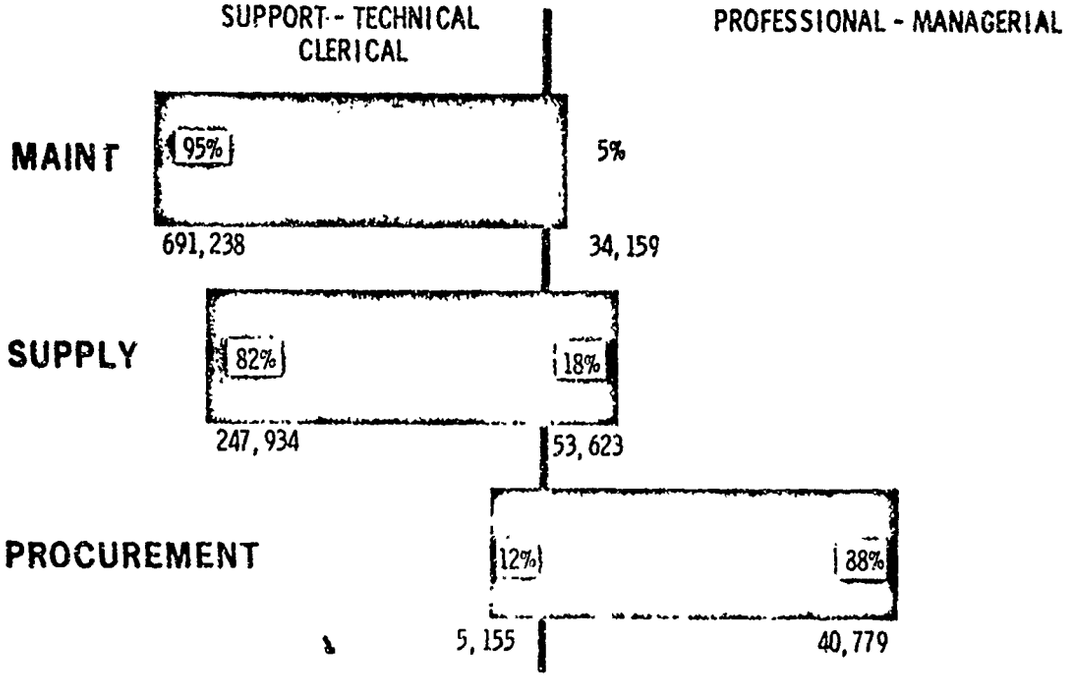


The large difference in DSA is accounted for by the fact that the Agency has a predominantly Procurement function, a small Supply function and an even smaller Maintenance function. Accordingly, it has few civilian Wage Board and military enlisted positions. Senior staff positions total 15 hundred (5%).

A similar variation among the Major functions is see in the next chart.

PROFESSIONAL-MANAGERIAL / SUPPORT-TECHNICAL COMPARISON

BY FUNCTION



The Procurement function is predominantly a professional-managerial type function. There are no Wage Board types and only 13 hundred enlisted. The remainder of the 12% support positions are civilian positions at the GS-1/4.

As you see, our concern in the Procurement function is quite a different one than in the Maintenance and Supply functions. In these latter functional areas the sheer weight of numbers in the Wage Board and enlisted categories demands attention to the particular problems of recruitment, placement, skills training, and effective supervision of this type of workforce.

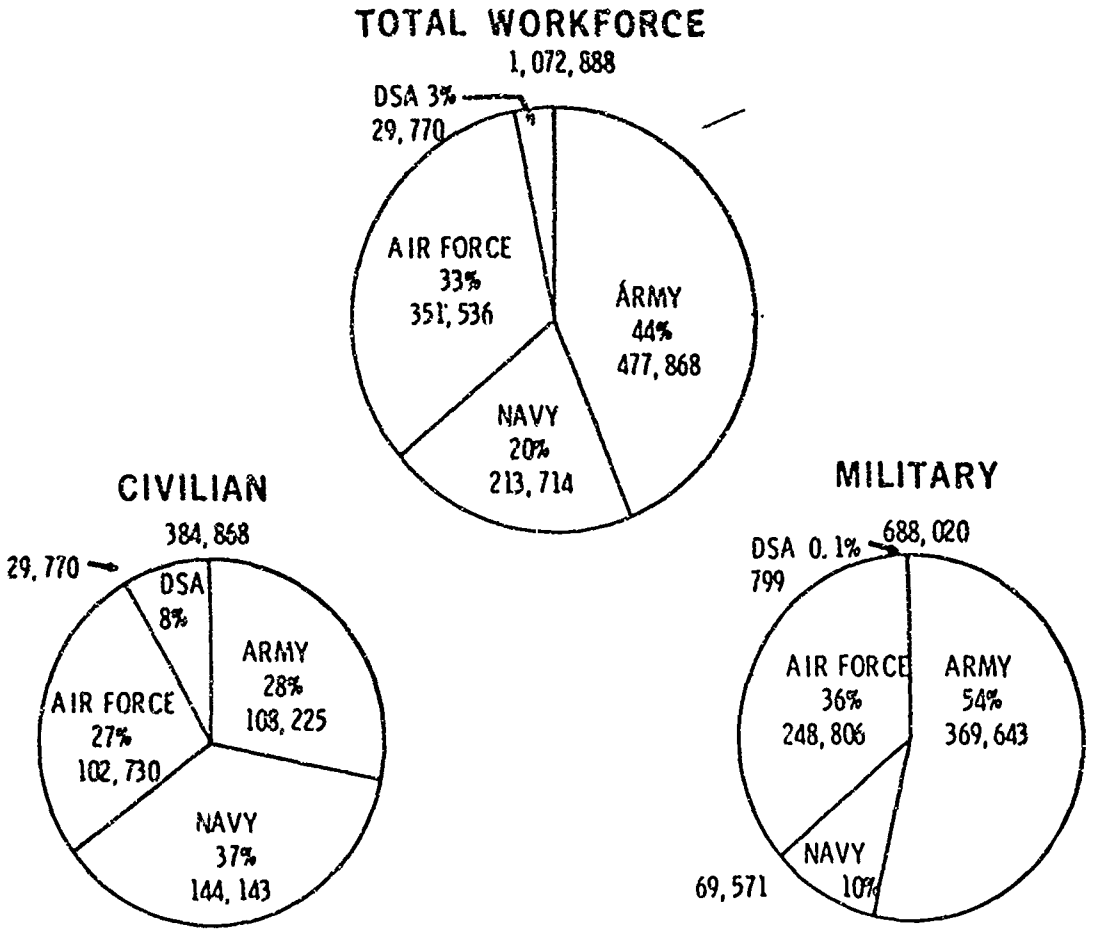
In addition, the very small size of the professional and managerial staffs in these functions underscores the need for close attention to the managerial and professional education of this small but vital part of our workforce.

Other reports of the Task Force will speak in more detail to this factor.

LOGISTICS MANPOWER DISTRIBUTION

BY SERVICE AND FUNCTION

DEFENSE LOGISTICS WORKFORCE BY SERVICE



The next series of charts portrays the distribution of logistics military and civilian manpower by service and function.

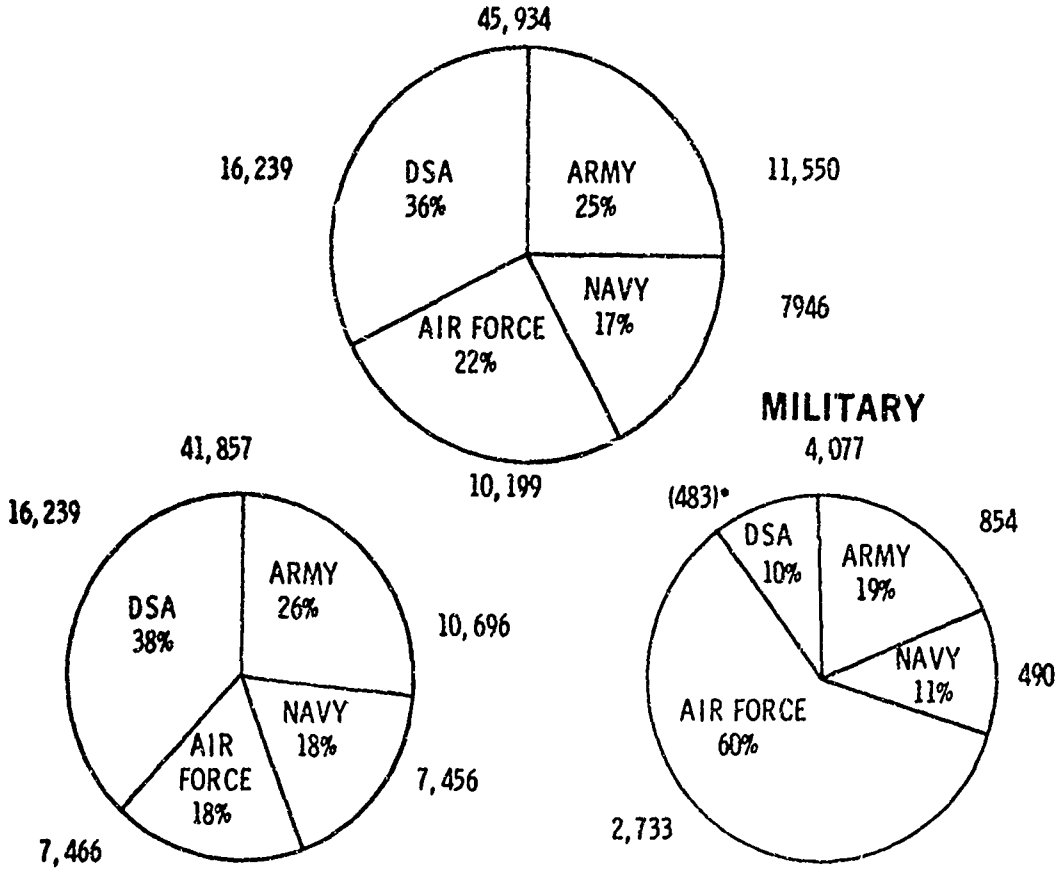
The large circle at the top of this chart shows the distribution of the total 1.07 million man workforce. The two smaller circles show the distribution of civilian employees (on the left) and military personnel (on the right).

As you see, the Department of Army, with 44% is the largest total employer as well as the largest military user with 54%. The Navy Department is the largest civilian employer with 37%. The small proportion of Navy military may be accounted for by the absence of figures on logistics military personnel assigned to line vessels noted earlier.

When we break out this total workforce to examine the current distribution by major functional area we see essentially the same kind of distribution in the Supply Management and in the Maintenance functions. The Procurement function is significantly different as shown in the next three charts.

DEFENSE PROCUREMENT FUNCTION BY SERVICE

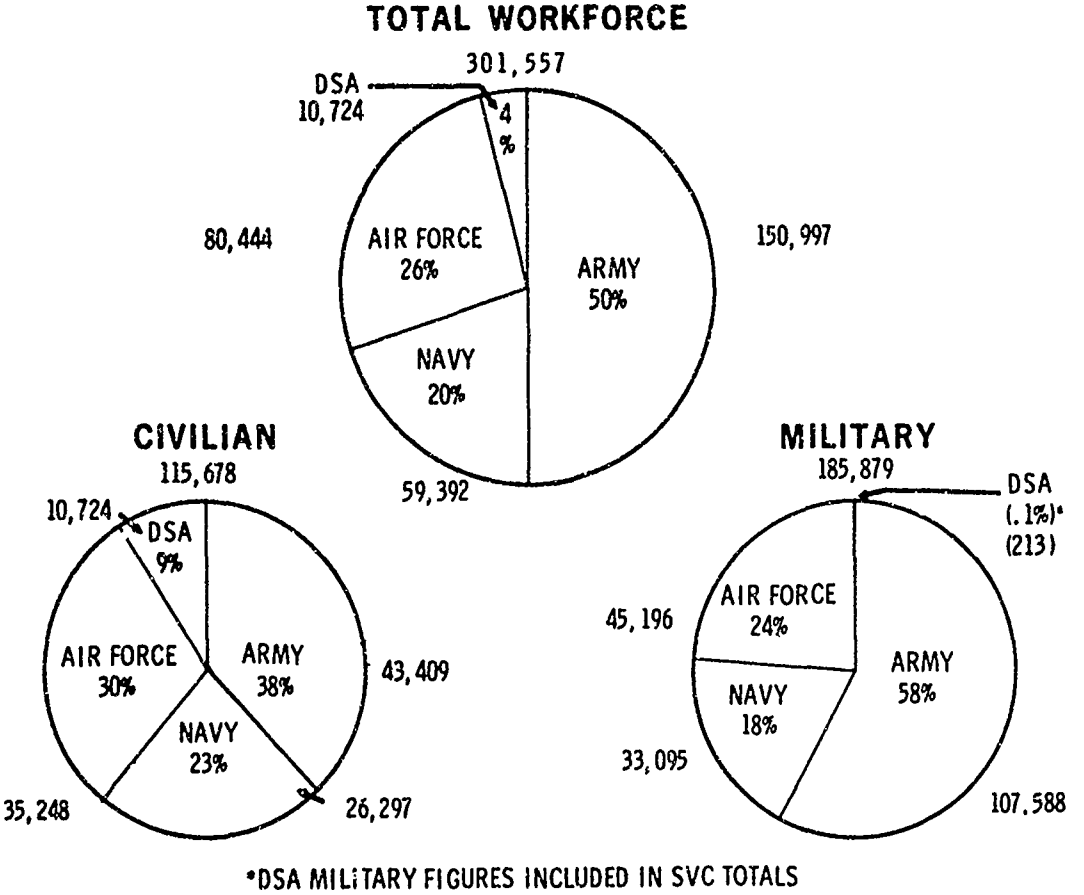
TOTAL WORKFORCE



* DSA MIL. FIGURES INCLUDED IN SVC TOTALS

This is the distribution of the 46 thousand Procurement personnel. As noted earlier this is a predominantly civilian workforce (91%). There is a fairly even distribution of the total with DSA having the largest (36%) as we would expect. Army and Air Force follow with 25% and 22% respectively. Navy has 17%. Examination of the civilian portion of the workforce (lower left) shows essentially the same distribution. There is, however, a significantly different picture on the military side (lower right) which shows the Air Force with 60% of the total.

DISTRIBUTION OF DEFENSE SUPPLY FUNCTION BY SERVICE

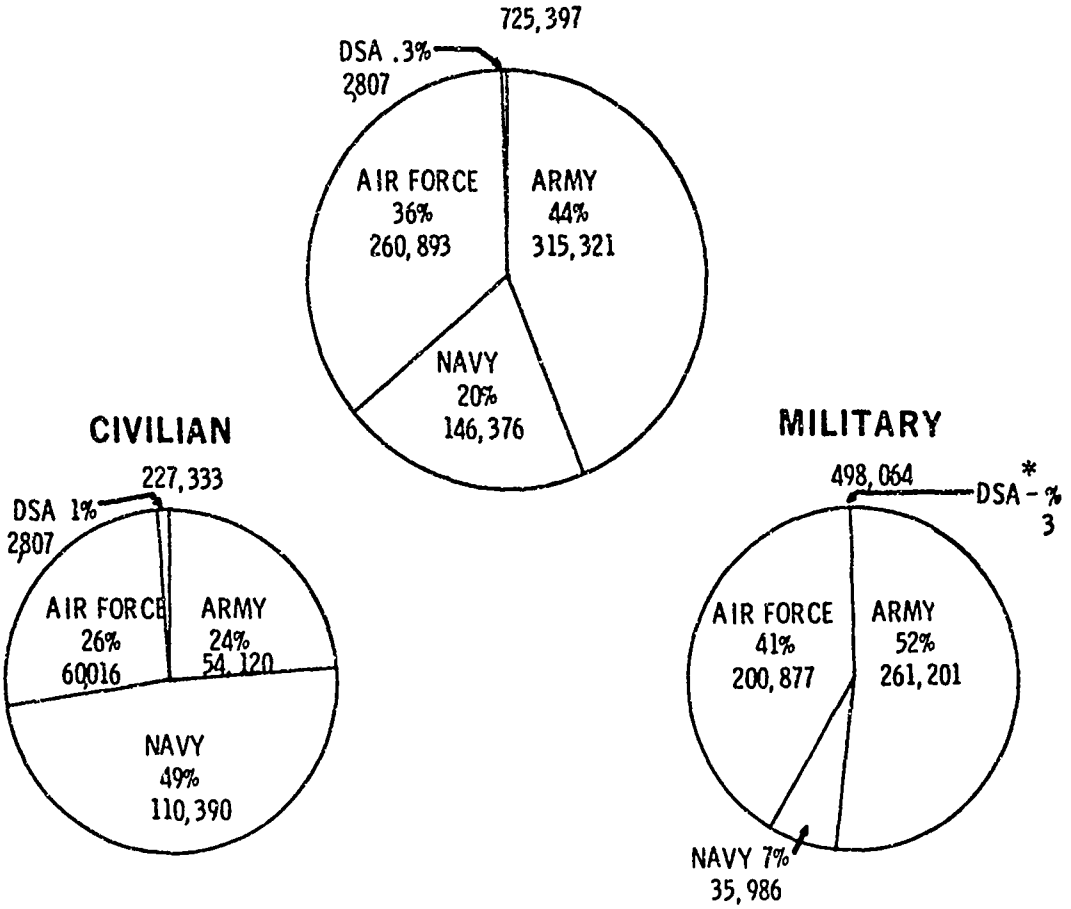


*DSA MILITARY FIGURES INCLUDED IN SVC TOTALS

This chart shows the distribution of our 301 thousand Supply people. This function is 62% military. It is quite similar to the overall distribution we saw on the first chart. Army is the largest user of both civilians -- (38%) and military -- (58%). Note also that the Army uses a considerably higher ratio of military to civilian (2.5 : 1) than the Navy and Air Force where the ratios are roughly 1.3 : 1.

DEFENSE MAINTENANCE FUNCTION BY SERVICE

TOTAL WORKFORCE

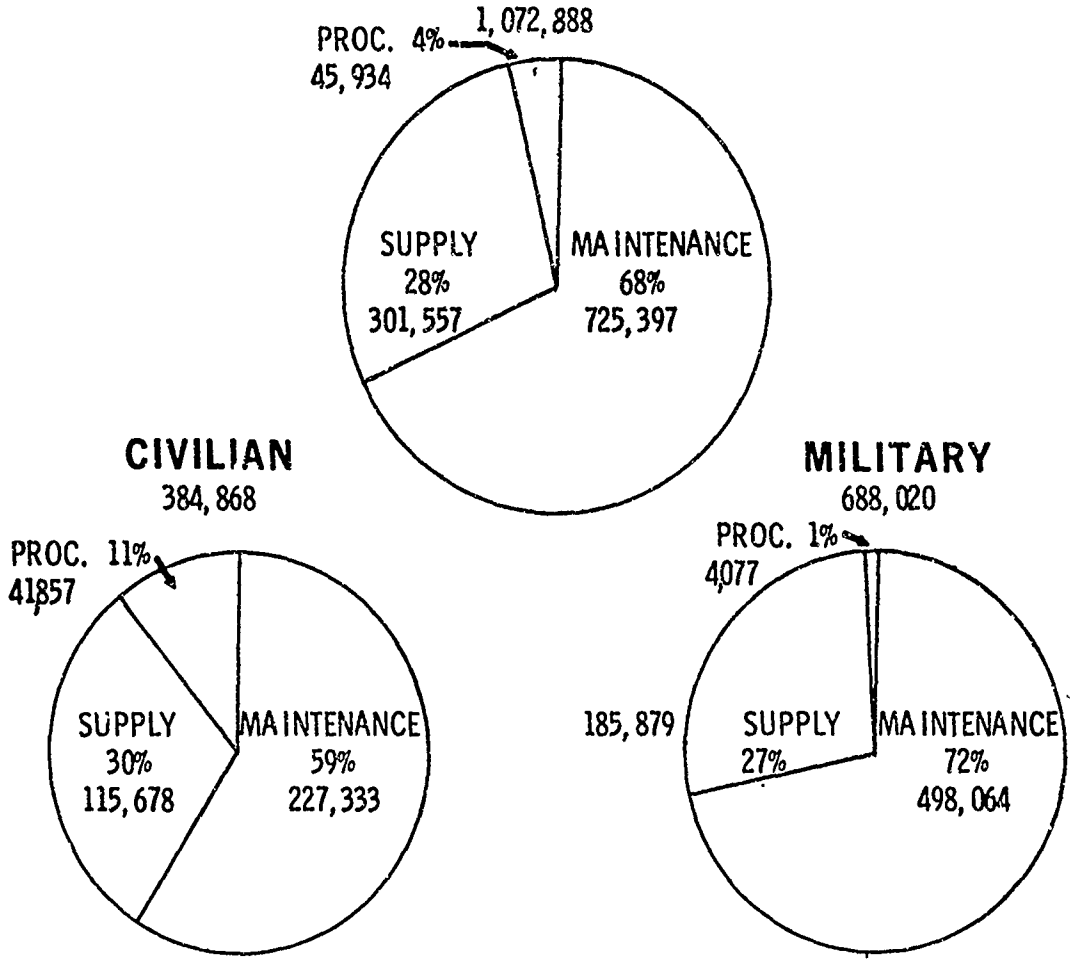


* DSA Military Figures included in Service Totals

Here is the picture with respect to the 725 thousand Maintenance personnel (almost 70% military). The overall picture is similar to that of the Supply function except that here the Navy employs almost 50% of all the civilians engaged in the Maintenance effort. In this respect the Services are totally different in their utilization of the civilian-military mix. Comparison of the two circles at the bottom of the chart shows that the Navy Maintenance workforce is roughly 3 to 1 civilian while the Army is 5 to 1 military and the Air Force 3 to 1 military. In all three Services the composition of this workforce is essentially 95% civilian Wage Board or enlisted military.

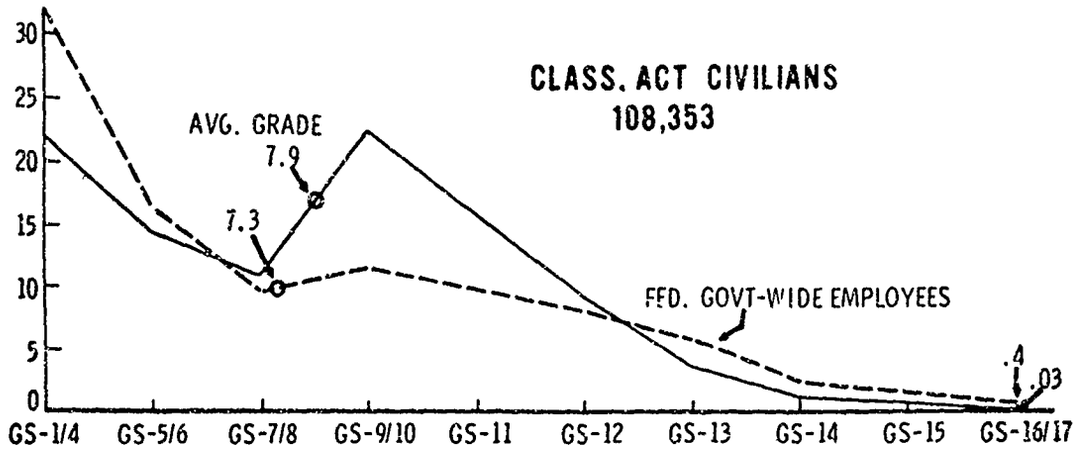
DEFENSE LOGISTICS WORKFORCE BY FUNCTION

TOTAL WORKFORCE



... shows the distribution of the total workforce by functional area. Maintenance accounts for the bulk of our million man workforce with 725 thousand (68%). 72% of our logistics military manpower and 59% of our civilians are in this functional area. As we noted earlier 95% of this force is either Wage Board or enlisted which means that personnel and manpower management for this functional area present a different challenge. Since it constitutes almost 70% of our available logistics manpower, we need to pay at least as much attention to the problems of the civilian blue collar and military enlisted workforce as we do to those of the Class.Act civilian and the officer.

CHARACTERISTICS OF CIVILIAN GRADE AND MILITARY RANK



This chart depicts the percentage distribution of our 108 thousand Class.Act civilians (solid line). The dotted line shows the percentage distribution of all Federal full-time Class.Act employees world-wide (1,251,603). We have a different grade structure from that of the total Federal civilian population; fewer clerical positions, more journeymen level GS-9 and 11 positions, and a smaller proportion of grades at the GS-13 and above level. This is to be expected because of the nature of our mission. The DoD logistics organizations employ fewer clerks than some other Federal agencies like the Post Office, Social Security Administration and the like. There are also fewer high grades than in the predominantly scientific and research organizations of the Defense Department and in such Agencies as NIH, NSF or NASA.

The proportion of logistics grades at GS-13 and above is 5.3% compared to an overall Government figure of 10.5%. The fact that the Department of Defense is a combined military-civilian workforce raises our top professional and managerial level somewhat in comparison to the Government-wide structure which depends on civilian management alone. When field grade officer positions are combined with senior civilian positions (GS-13 and above) the overall proportion becomes 11.9 which is higher than the overall Government figure of 10.5%.

The average Defense logistics grade of 7.9 is slightly higher than the overall Federal government average of 7.3. A more useful comparison is shown on the next series of charts which compare the grade structure by Service and by major logistics functions.

The four charts on pages 22 and 23 show the logistics civilian grade structure distributions of the Army, Navy, Air Force and DSA separately against the overall Defense-wide distribution. The small pie chart inserts in the upper right hand corner of each chart show the percentage of Class. Act employees to total civilian strength. These vary from a low of 16% in Navy to a high of 72% in DSA.

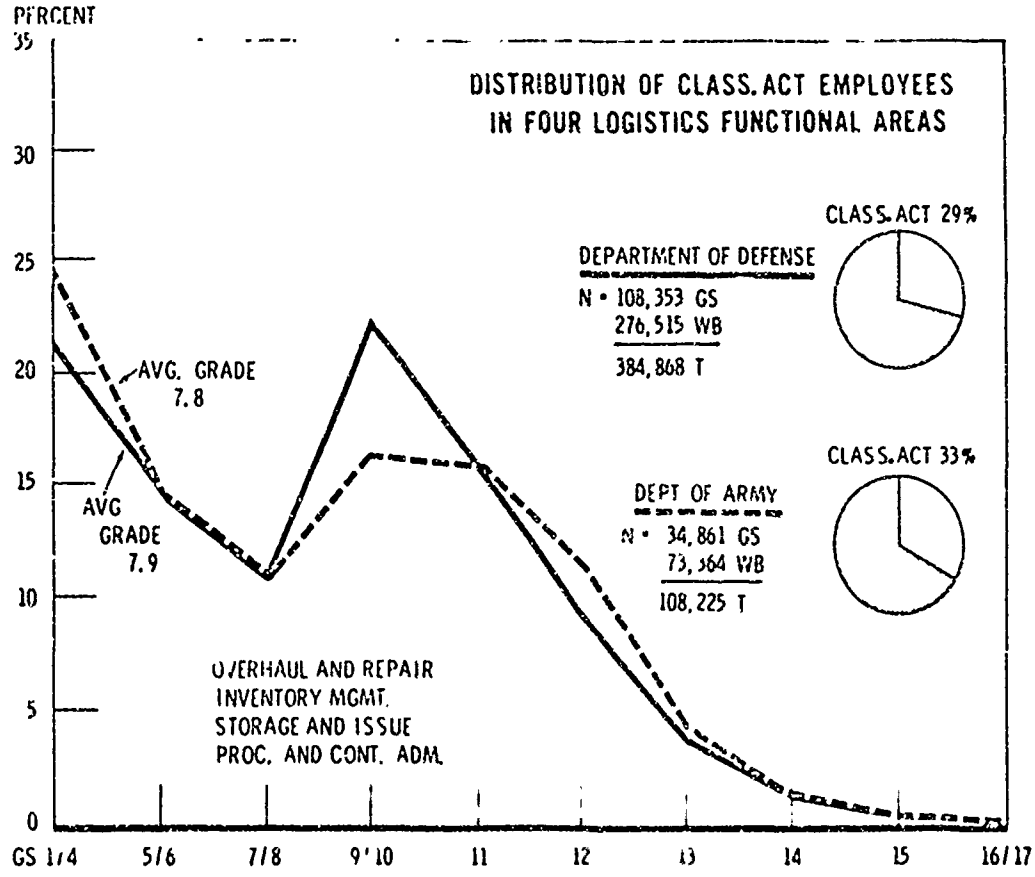
The grade distributions follow a generally similar pattern although there are certain marked differences as in the case of the high proportion of positions at grades GS-9/11 in DSA and the generally lower grade structure of the Navy. The average GS grade ranges from a low of 7.2 in Navy to a high of 8.8 in DSA.

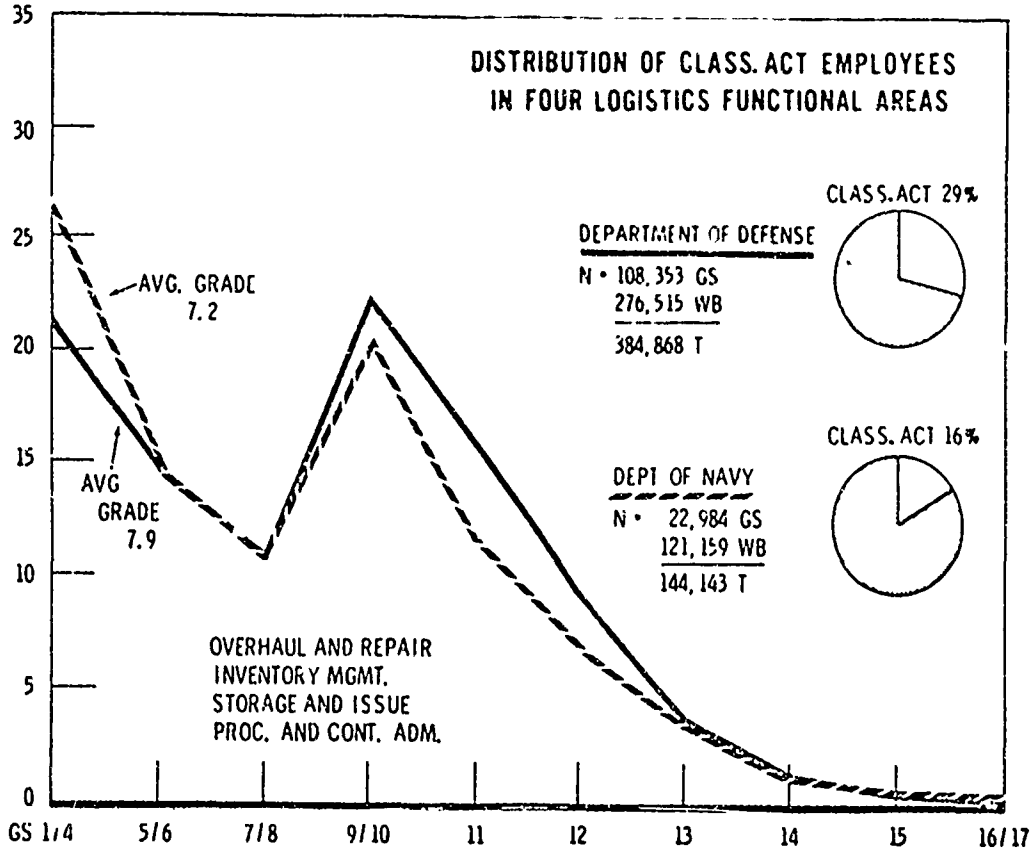
The differences in grade structure reflect the variation in mission and organizational structure of the Services. This is to be expected. No one pattern can be expected to meet the requirements of all agencies. On the basis of this comparative analysis it is concluded that the grade level differences between the Services and DSA are generally within the range to be expected.

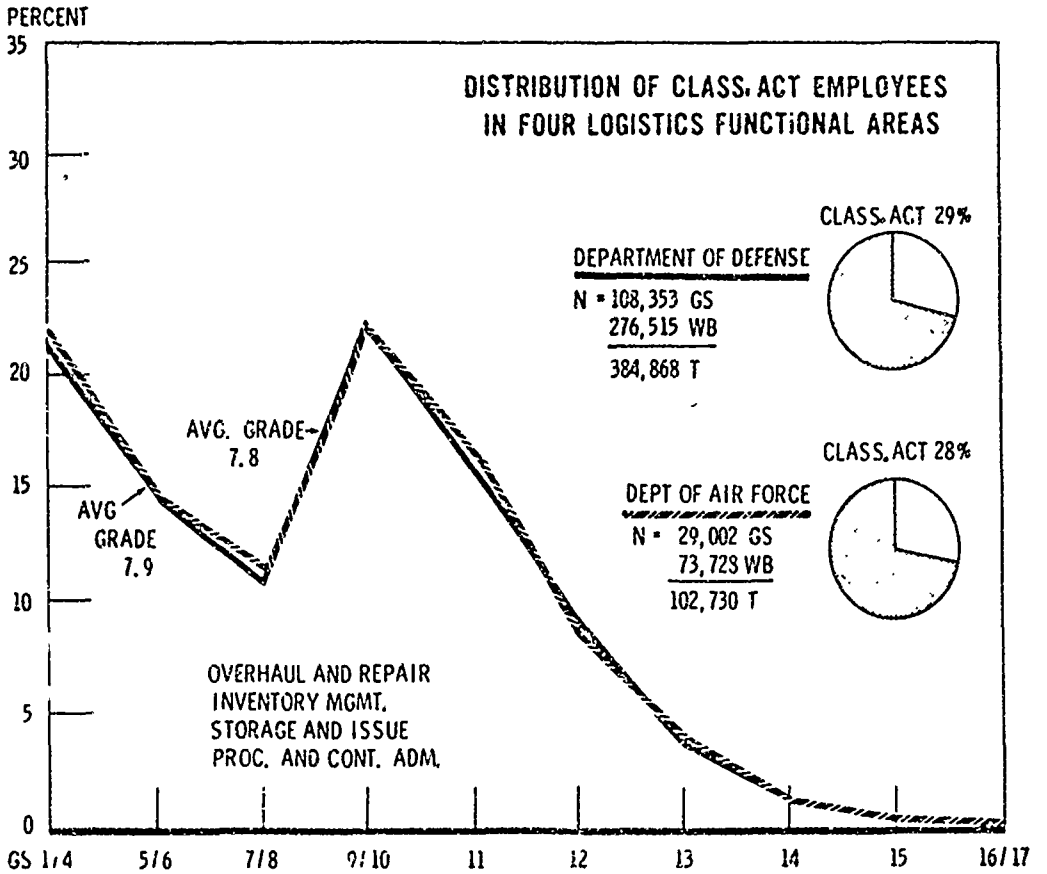
The four charts on pages 24 and 25 compare the grade structure distributions of the four functional areas of Storage and Issue, Procurement, Inventory Management, and Maintenance against the overall Defense-wide distribution.

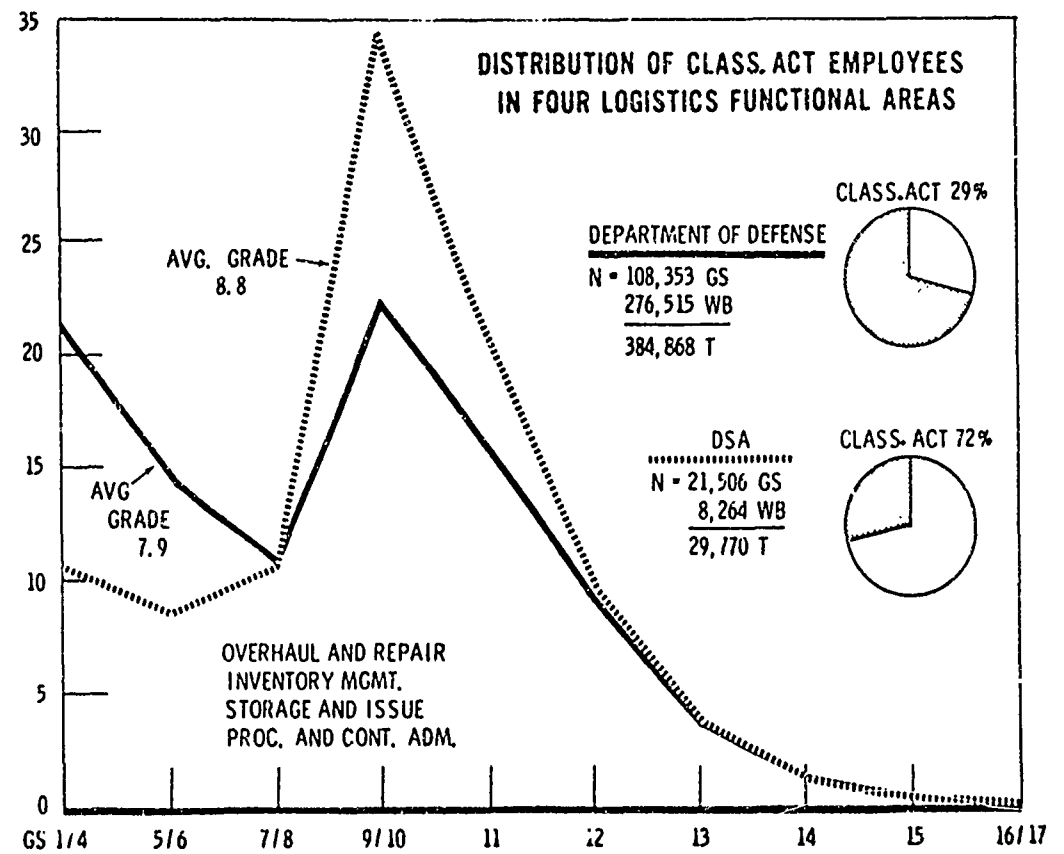
The differences in grade structure between functions are considerably greater than between Services. It is obvious that the varying Wage Board-Class. Act composition (from 97%/3% in Storage and Issue to 0%/100% in Procurement and Inventory Management) and the widely different character of the work to be accomplished, create a series of grade distribution patterns which are not and should not be in any way similar.

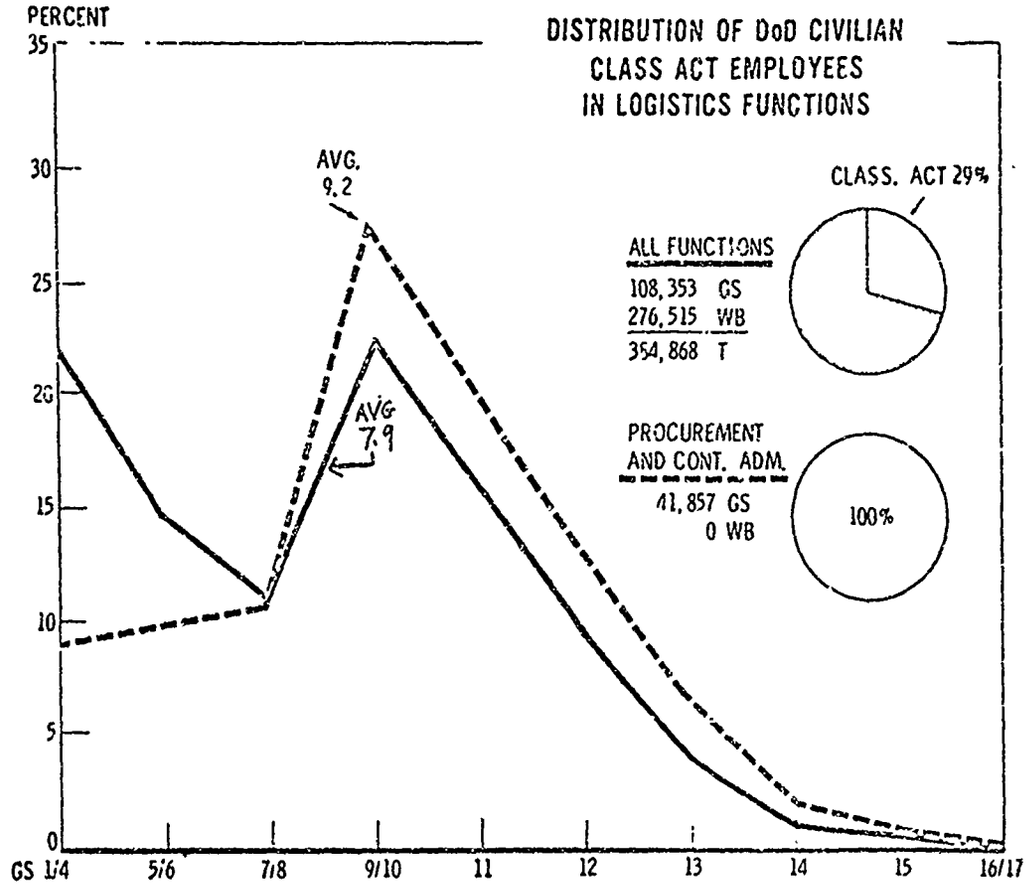
The marked differences here further illustrate the point made earlier that the approach to analysis and solution to problems of manpower and personnel management of the logistics workforce cannot be static. The policies, procedures and implementing actions must recognize that within the overall logistics family we have several very dissimilar functional areas with respect to size, organization, grade structure and type of employee.

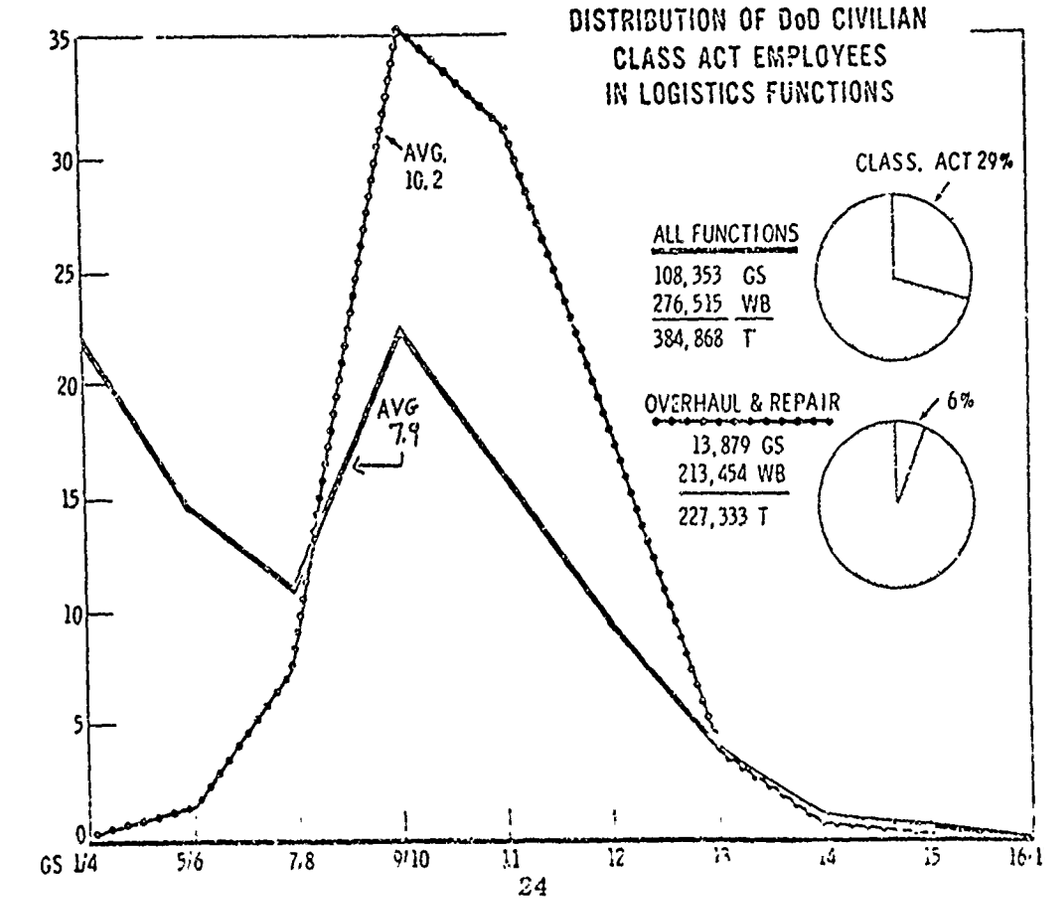

PERCENT
35
30
25
20
15
10
5
0
DISTRIBUTION OF CLASS. ACT EMPLOYEES
IN FOUR LOGISTICS FUNCTIONAL AREAS
CLASS. ACT 29%
DEPARTMENT OF DEFENSE
N • 108,353 GS
276,515 WB
384,868 T
AVG. GRADE
7.8
AVG
GRADE
7.9
CLASS. ACT 33%
DEPT OF ARMY
N • 34,861 GS
73,364 WB
108,225 T
OVERHAUL AND REPAIR
INVENTORY MGMT.
STORAGE AND ISSUE
PROC. AND CONT. ADM.
GS 1/4
5/6
7/8
9/10
11
12
13
14
15
16/17

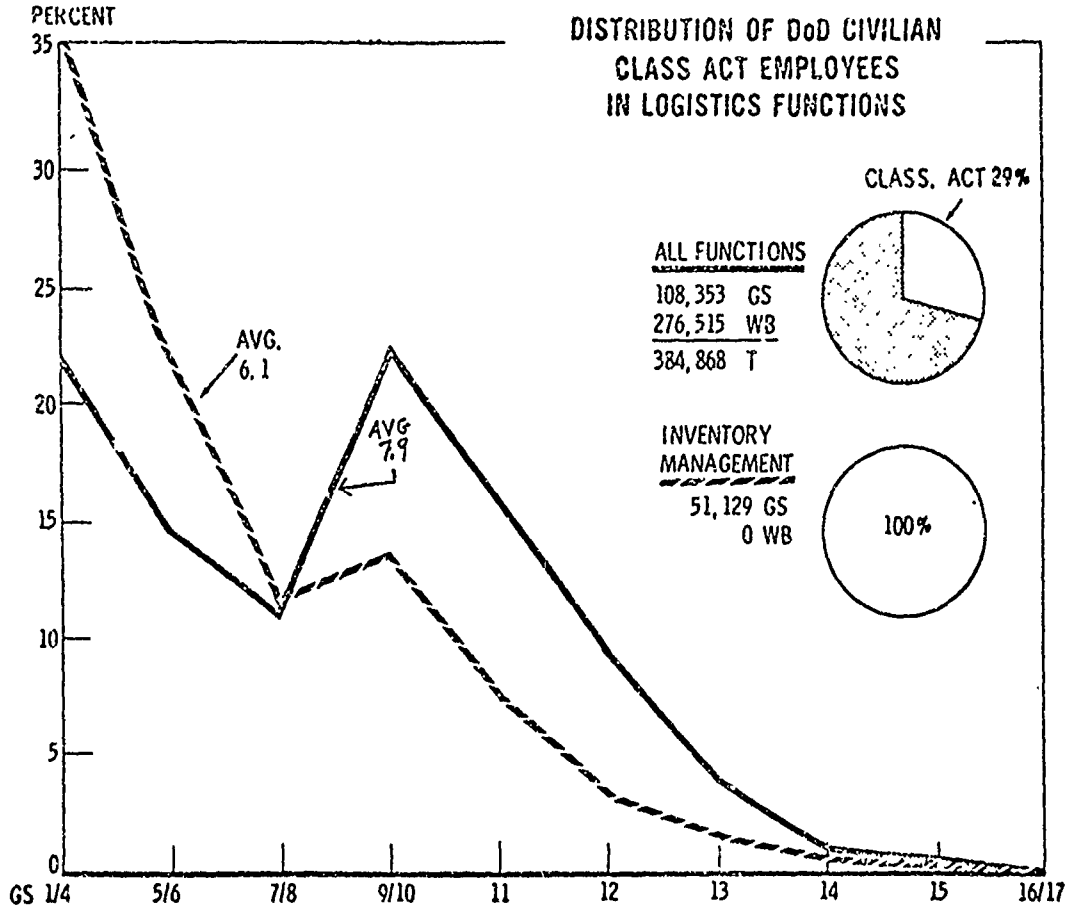

35
30
25
20
15
10
5
0
DISTRIBUTION OF CLASS. ACT EMPLOYEES
IN FOUR LOGISTICS FUNCTIONAL AREAS
CLASS. ACT 29%
DEPARTMENT OF DEFENSE
N • 108,353 GS
276,515 WB
384,868 T
AVG. GRADE
7.2
AVG
GRADE
7.9
CLASS. ACT 16%
DEPT OF NAVY
N • 22,984 GS
121,159 WB
144,143 T
OVERHAUL AND REPAIR
INVENTORY MGMT.
STORAGE AND ISSUE
PROC. AND CONT. ADM.
GS 1/4
5/6
7/8
9/10
11
12
13
14
15
16/17

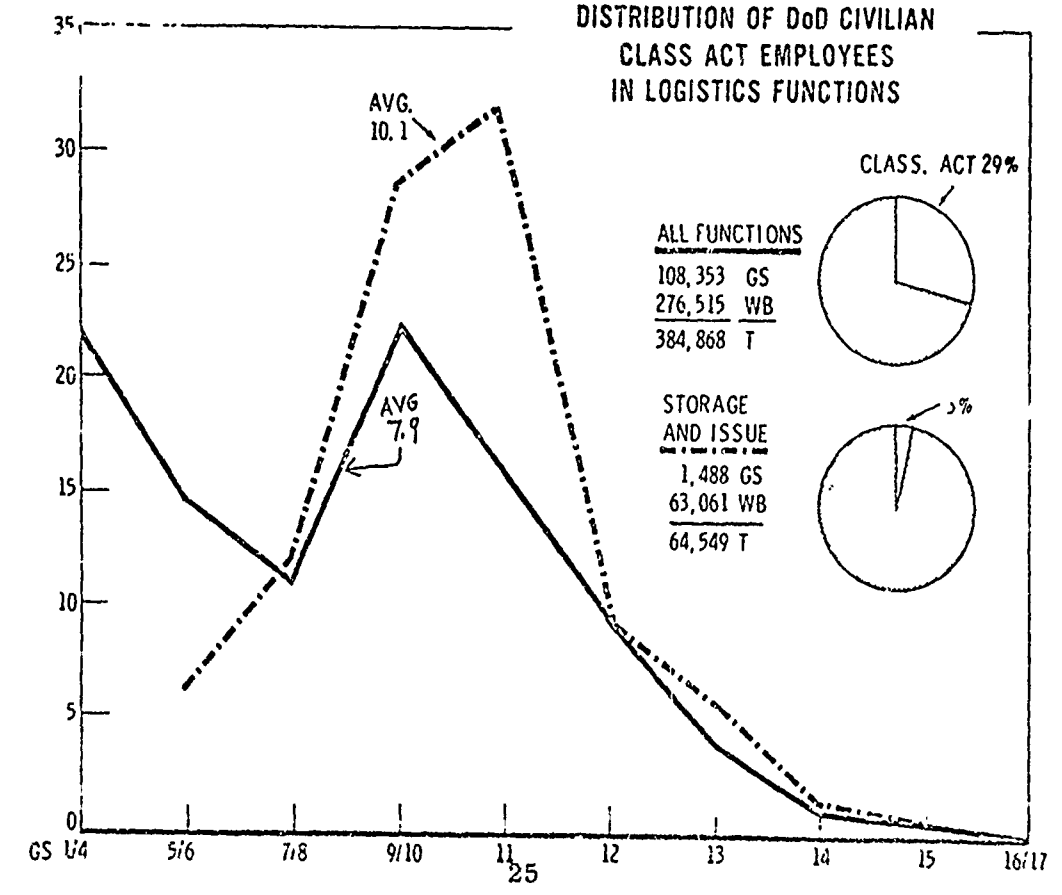

PERCENT
35
30
25
20
15
10
5
0
DISTRIBUTION OF CLASS. ACT EMPLOYEES
IN FOUR LOGISTICS FUNCTIONAL AREAS
CLASS. ACT 29%
DEPARTMENT OF DEFENSE
N = 108,353 GS
276,515 WB
384,868 T
AVG. GRADE
7.8
AVG
GRADE
7.9
CLASS. ACT 28%
DEPT OF AIR FORCE
N = 29,002 GS
73,728 WB
102,730 T
OVERHAUL AND REPAIR
INVENTORY MGMT.
STORAGE AND ISSUE
PROC. AND CONT. ADM.
GS 1/4
5/6
7/8
9/10
11
12
13
14
15
16/17


35
30
25
20
15
10
5
0
DISTRIBUTION OF CLASS. ACT EMPLOYEES
IN FOUR LOGISTICS FUNCTIONAL AREAS
CLASS. ACT 29%
DEPARTMENT OF DEFENSE
N = 108,353 GS
276,515 WB
384,868 T
AVG. GRADE
8.8
AVG
GRADE
7.9
DSA
N = 21,506 GS
8,264 WB
29,770 T
CLASS. ACT 72%
OVERHAUL AND REPAIR
INVENTORY MGMT.
STORAGE AND ISSUE
PROC. AND CONT. ADM.
GS 1/4
5/6
7/8
9/10
11
12
13
14
15
16/17

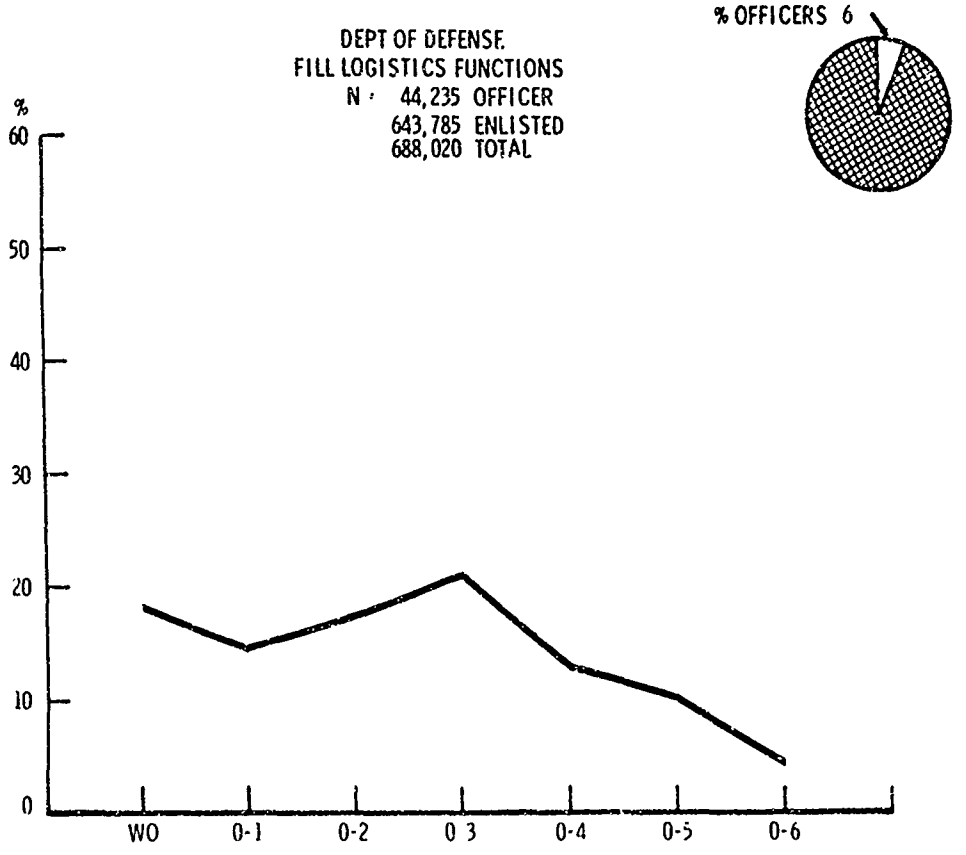

PERCENT
DISTRIBUTION OF DoD CIVILIAN
CLASS ACT EMPLOYEES
IN LOGISTICS FUNCTIONS
AVG.
9.2
AVG
7.9
CLASS. ACT 29%
ALL FUNCTIONS
108,353 GS
276,515 WB
354,868 T
PROCUREMENT
AND CONT. ADM.
41,857 GS
0 WB
100%
35
30
25
20
15
10
5
0
GS 1/4
5/6
7/8
9/10
11
12
13
14
15
16/17


DISTRIBUTION OF DoD CIVILIAN
CLASS ACT EMPLOYEES
IN LOGISTICS FUNCTIONS
AVG.
10.2
AVG
7.9
CLASS. ACT 29%
ALL FUNCTIONS
108,353 GS
276,515 WB
384,868 T
OVERHAUL & REPAIR
13,879 GS
213,454 WB
227,333 T
6%
35
30
25
20
15
10
5
0
GS 1/4
5/6
7/8
9/10
11
12
13
14
15
16-17


PERCENT
DISTRIBUTION OF DoD CIVILIAN CLASS ACT EMPLOYEES IN LOGISTICS FUNCTIONS
CLASS. ACT 29%
ALL FUNCTIONS
108,353 GS
276,515 WB
384,868 T
INVENTORY MANAGEMENT
51,129 GS
0 WB
100%
AVG. 6.1
AVG 7.9
35
30
25
20
15
10
5
0
GS 1/4
5/6
7/8
9/10
11
12
13
14
15
16/17


DISTRIBUTION OF DoD CIVILIAN CLASS ACT EMPLOYEES IN LOGISTICS FUNCTIONS
CLASS. ACT 29%
ALL FUNCTIONS
108,353 GS
276,515 WB
384,868 T
STORAGE AND ISSUE
1,488 GS
63,061 WB
64,549 T
>%
AVG. 10.1
AVG 7.9
30
25
20
15
10
5
0
GS 1/4
5/6
7/8
9/10
11
12
13
14
15
16/17

DISTRIBUTION OF MILITARY OFFICER PERSONNEL IN THREE 1/ LOGISTICS FUNCTIONAL AREAS

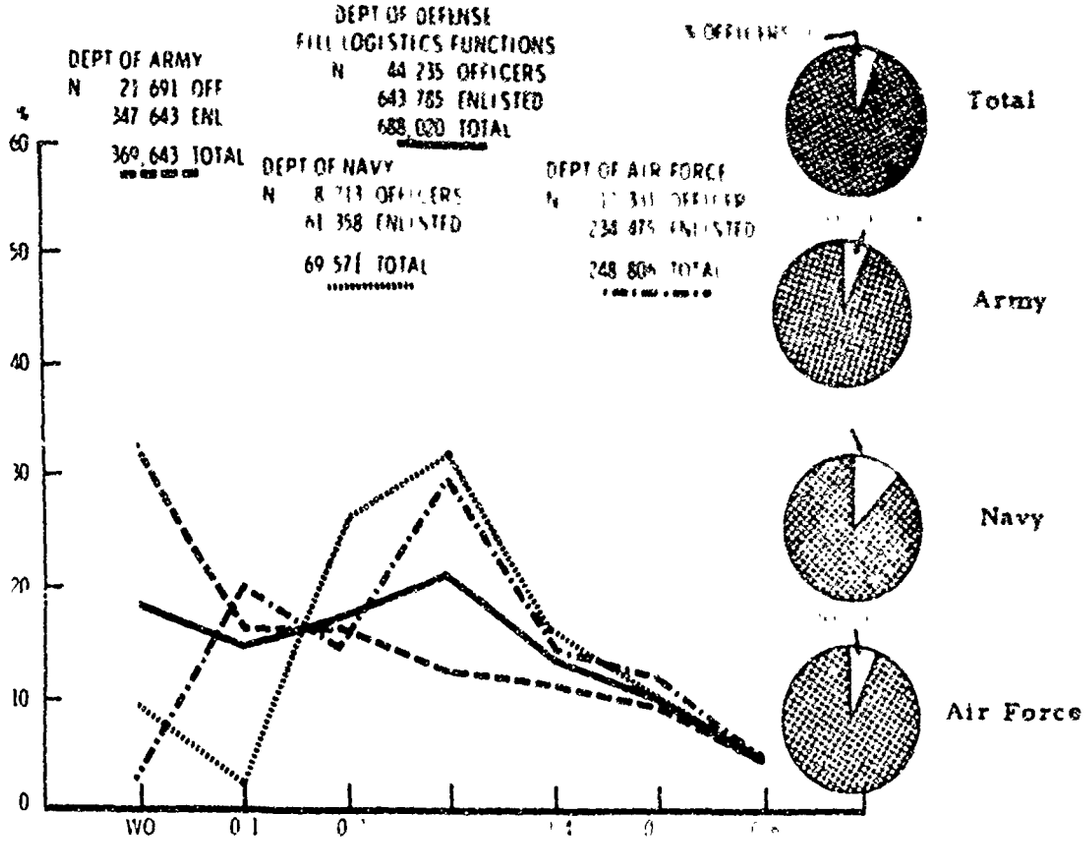


1/ Supply Management (Storage & Issue and Inventory Management), Procurement and Contract Administration and Maintenance

This chart depicts the percentage distribution of our 44 thousand logistics officers.

There is a sizeable portion of Warrant Officers, over 8 thousand in logistics activities (18.4%). As will be seen in the next two charts, the use of Warrants varies greatly among the three Services and by functional area. The officer grade distribution peaks at the 03 level. Field grade officers account for approximately 28% of the officer total and, as mentioned earlier, 1.8% of the entire logistics military workforce. There are significant differences among the Services in the percentage distribution of officers by rank in logistics as we will see on a later chart.

DISTRIBUTION OF MILITARY OFFICER PERSONNEL IN THREE [illegible] FUNCTIONAL AREAS



1/ Supply Management (Storage & Issue & Inventory Management), Procurement & Contract Administration, and Maintenance

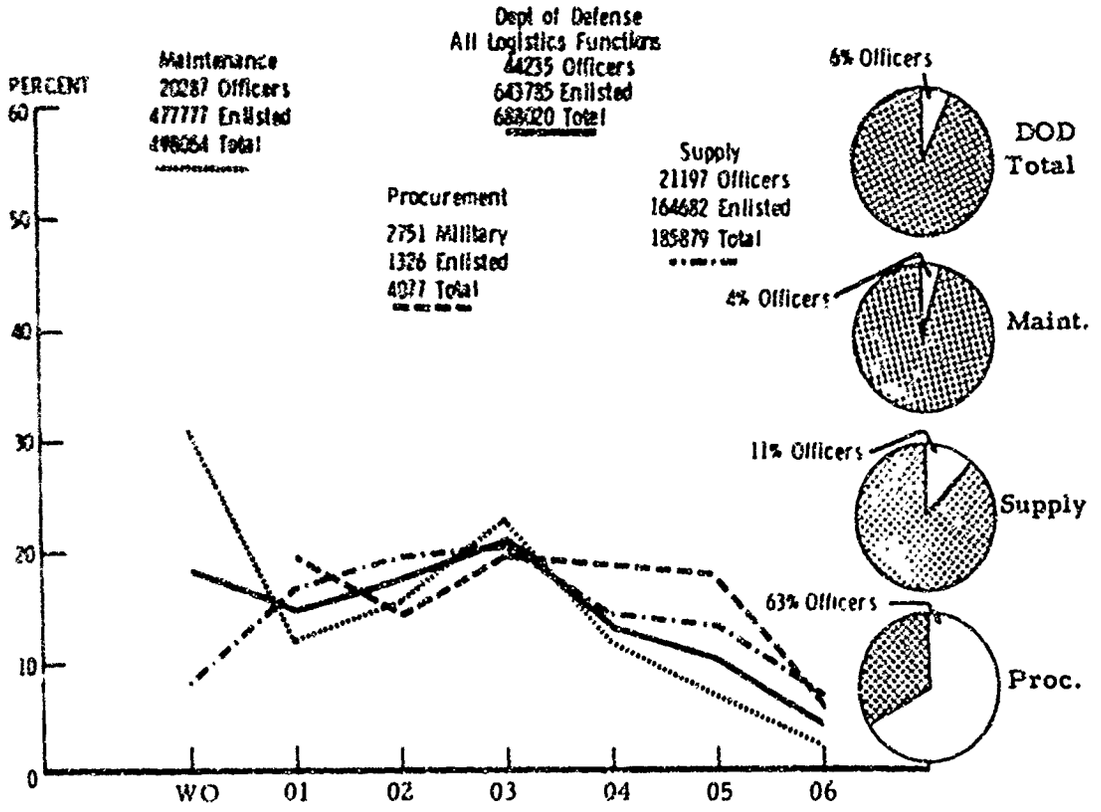
The Services show very little similarity in the distribution of officer grades for logistics functions below grade 04. The wide variation in the use of warrants and junior grade officers indicates significant differences between the Services in assignment of military personnel to logistics functions.

The Army pattern shows a high proportion of Warrant Officers (32%) and a smaller percentage of 03's through 05's than the Defense total.

The Navy uses fewer Warrants (10%), very few Ensigns (2%) and a significantly higher proportion of 02 through 06.

The Air Force on the other hand uses almost no Warrants and peaks at the 2nd Lieutenant and Captain levels.

DISTRIBUTION OF DoD MILITARY OFFICER PERSONNEL IN LOGISTICS FUNCTIONS



This chart compares the military officer distribution by major functional area. The distributions are generally similar except in the use of Warrant Officers which varies greatly. There are only 32 (1%) in the Procurement function, 1784 (8%) in Supply and 6329 (31%) in Maintenance.

With respect to the other command grades, the Procurement function has the highest proportion of field grade officers.

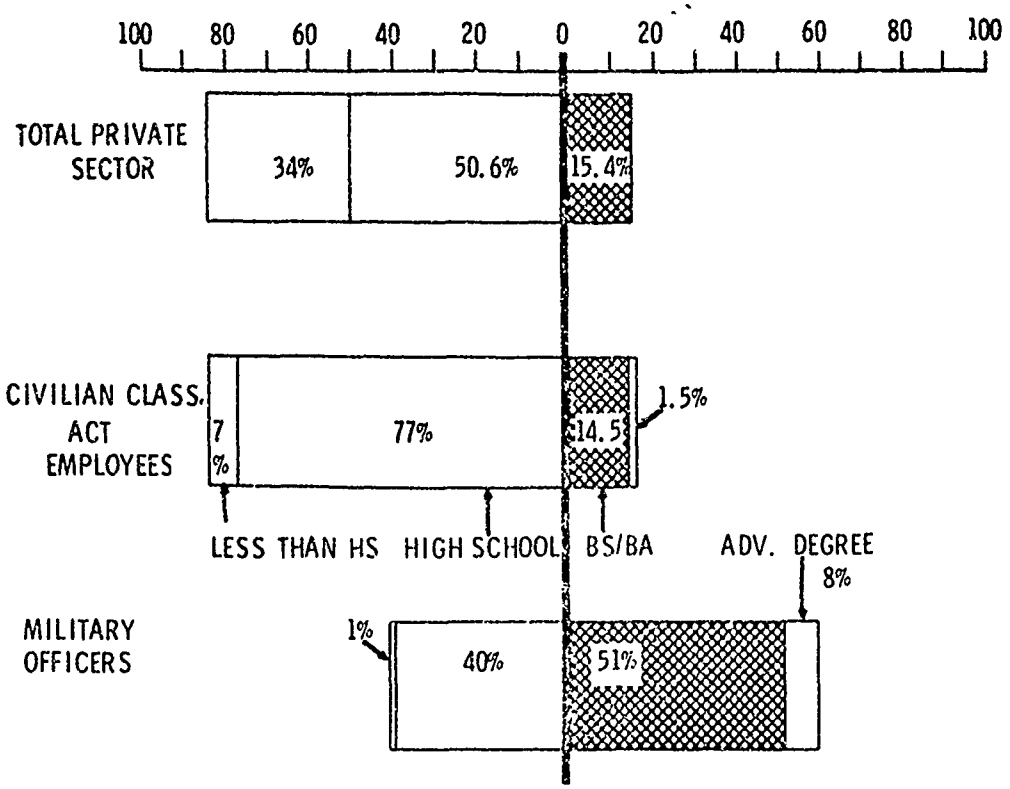
The distribution of officers in Supply is fairly close to the overall DoD distribution except for the small proportion of Warrants, 8% (1784) of which 1384 are Army.

In Maintenance the significant difference is again in the larger proportion of Warrants, 31% (6329) of which 5511 are Army.

EDUCATIONAL PROFILE OF DEFENSE LOGISTICS WORKFORCE

EDUCATIONAL PROFILE OF DEFENSE LOGISTICS WORKFORCE

(ALL SERVICES—ALL FUNCTIONS)



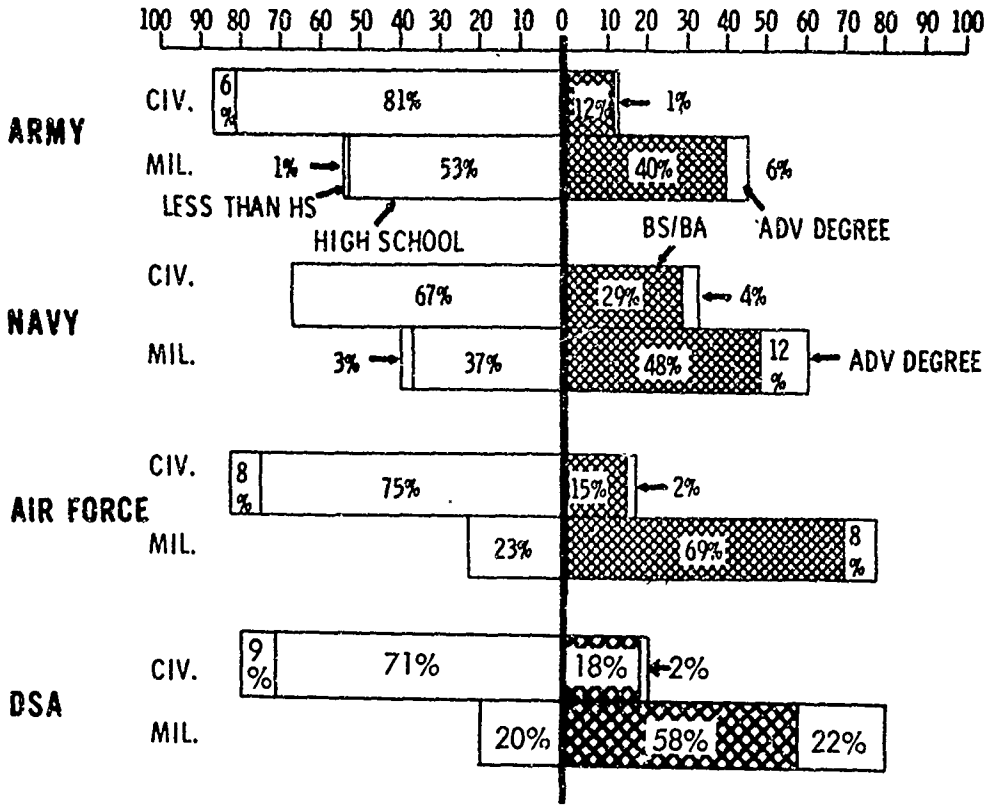
The educational level of the total Defense logistics workforce is shown on this chart. The heavy vertical line indicates the dividing point between degree holders and non-degree holders.

The most significant finding here is that only 16% of our civilian employees (middle bar) have college degrees (1.5% with advanced degrees) while 59% of our logistics officers (bottom bar) fall in this category (8% with advanced degrees).

The top bar shows the educational level of all U.S. workers in the private sector. Although our logistics civilian employees appear to be somewhat better educated than the total U.S. labor force, this is hardly reassuring. The total U.S. workforce figures include a substantial proportion of blue collar and laboring types while the figures in the middle bar include only the 108 thousand Class Act (white collar) employees.

The difference between the civilian force and the military officers is dramatic. It is a certain indication that we need to improve the educational level of our civilian employees. Some action is already under way in this regard in each of the Services & DSA. These findings indicate however that more intensive efforts are needed in this direction. A more detailed presentation on this subject will be provided by the Task Force in the final report on Project VI, Education and Training.

EDUCATIONAL PROFILE OF LOGISTICS WORKFORCE BY SERVICE

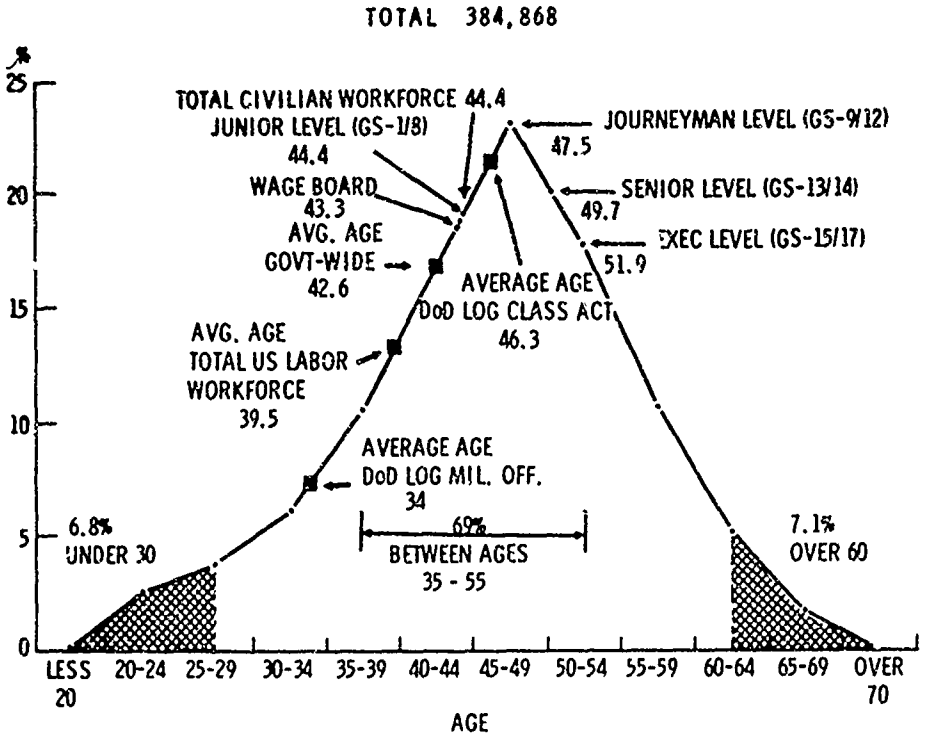


The same problem we observed in the overall figures on the last chart extends to the Services and DSA. The Army, Air Force, and DSA are in roughly the same position on the civilian side. The Navy appears to be leading the way in this regard but the figures are those for NAVSUP only and may not be representative of the total Navy logistics civilian population. On the officer side, the Air Force appears to be in excellent shape with 77% having college degrees. Eighty percent of DSA's officers have college degrees. These figures are based upon the 1968 Spring-Summer acquisitions, and may not be representative of DSA's total logistics officer work force.

AGE CHARACTERISTICS OF THE CIVILIAN WORKFORCE

LENGTH OF SERVICE AND RETIREMENT POTENTIAL

AGE CHARACTERISTICS OF THE CIVILIAN WORKFORCE

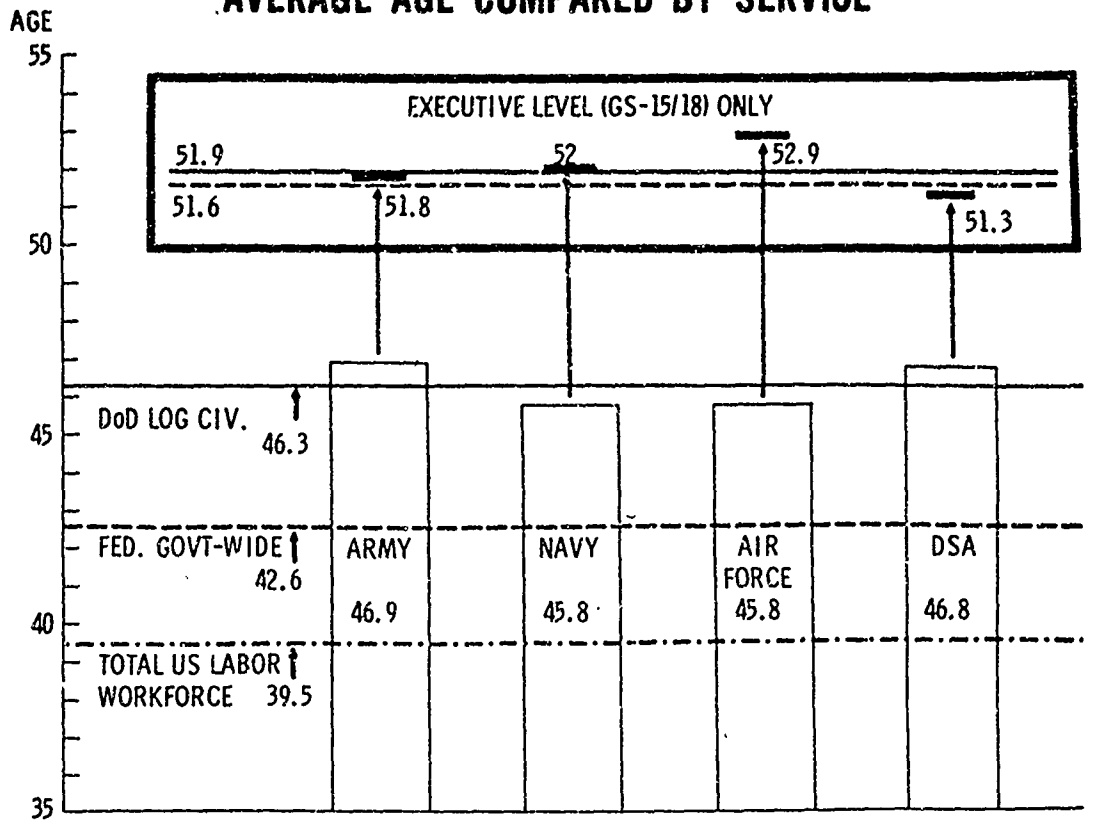


This chart shows the percentage distribution by age of the logistics civilian workforce. It is obvious that we have an ageing group. Note at the left of the chart that only 6.8% of our force is under 30. Compared to other large workforces this is an unusually low percent.

Our age distribution peaks at age 48 and we have the highest average age of any of the groups compared. Our logistics officer group averages 34; the total U.S. labor force, 39.5; Federal Government-wide employees 42.6; and our logistics civilians average 44.4. This high average exists even though we have a relatively small group over age 60 (7.1%).

Compared on this same distribution are the average ages of each of several grade level groupings from Wage Board up through the executive level. You can see that there is at least 2 years between each level. Although we have an older group than others at least we do not face the problem of middle management being older than the higher levels they should be preparing to replace some day. However, the fact that the junior level averages as high as 44.4 is as disturbing as the fact that only 6.8% of our people are under 30. The only place where we compare somewhat favorably is in the executive level. The 51.9 average age for this group is only .3 above the average age for all Federal executives (51.6).

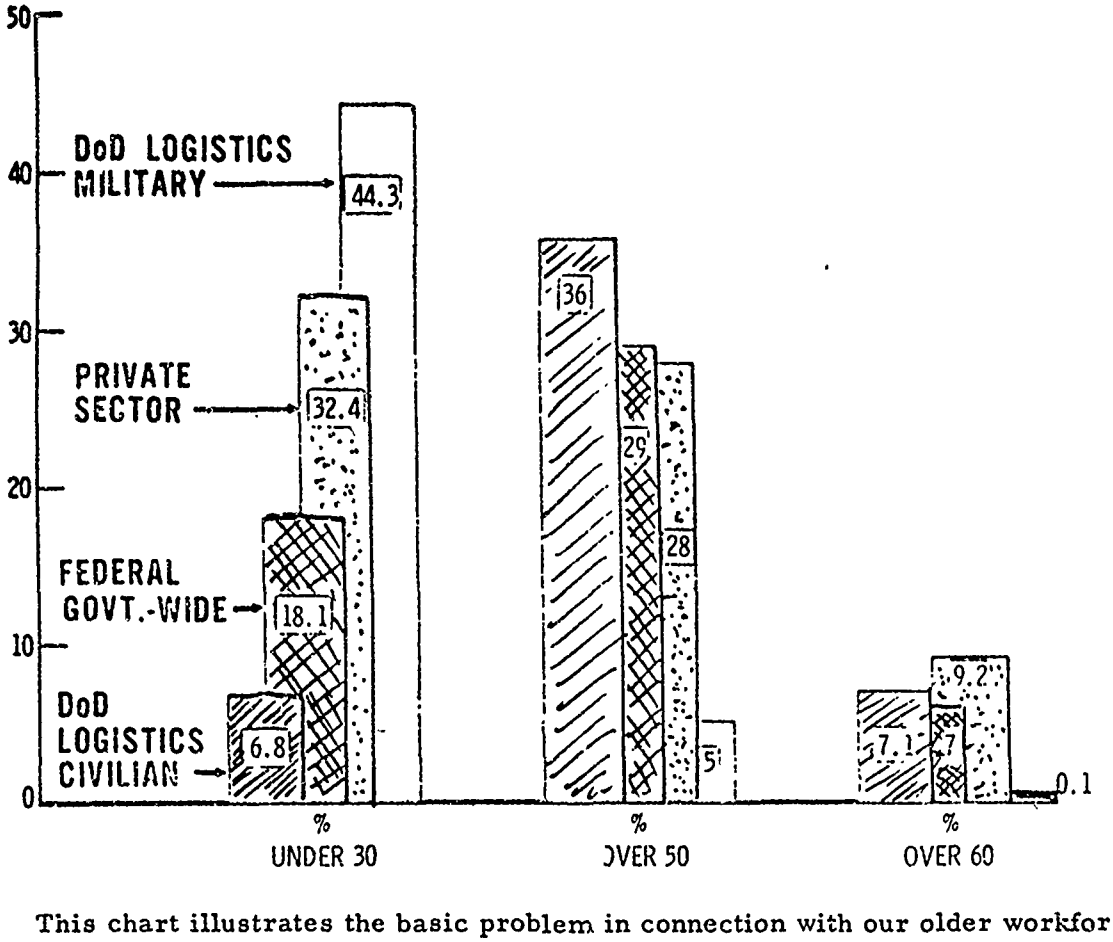
AVERAGE AGE COMPARED BY SERVICE



This chart shows the average age by Service. The solid line represents the DoD average age of 46.3, the broken line is the Federal Government-wide average age of 42.6 and the dotted line represents the average age of the total U.S. labor force, 39.5. The Army and DSA average a full year older than Navy and Air Force. All Services and DSA are however significantly above the Government-wide and private sector averages.

The insert at the top of the chart shows that although our total logistics force is older than other comparable groups, we compare favorably at the executive level (GS-15/18). Here again the solid line represents the DoD average (51.9), the broken line the Government-wide average (51.6). DoD logistics executive are only 4 months older on average than the total Federal Government executive group. Army executives are less than 3 months older on average, Navy's, 5 months. DSA has the youngest executive group at 51.3 (about 4 months younger than the Federal-wide average). The Air Force group shows the only significant deviation, averaging 1.3 years older.

DoD LOGISTICS WORKFORCE — AVERAGE AGE COMPARED WITH THE REST OF GOVT. AND THE PRIVATE SECTOR

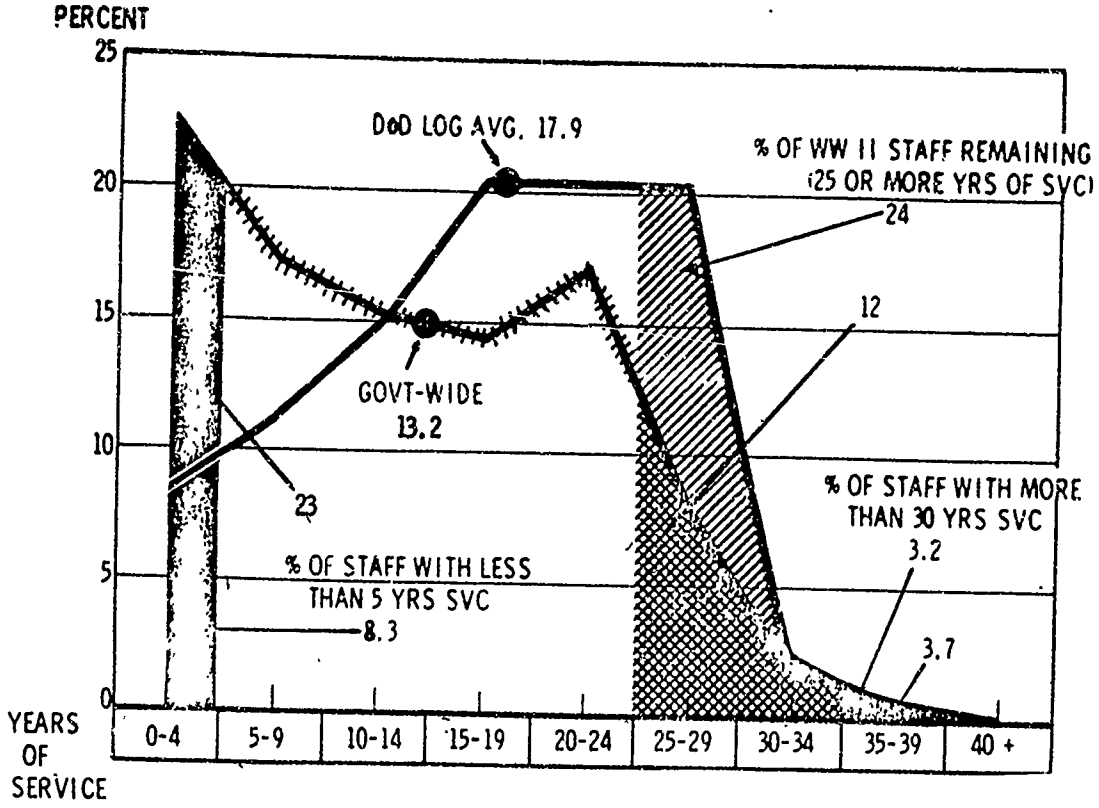


This chart illustrates the basic problem in connection with our older workforce. The first set of bars on the left shows how poorly we compare with other groups with respect to the percentage under 30 years of age. We run a poor last with 6.8% compared to 18.1% in the Federal Government, 32.4 in the private sector, and 44.3 in our own logistics military (which perhaps is artificially high because of the obligated service requirement).

When we look at the percent over 50 years of age (middle set of bars) the picture is reversed and again we are last with the highest percentage in the category. Obviously we need to pay some attention to this fact. A workforce the size of ours with less than 7% of its people under 30 years of age is headed for problems in the future. Either we are not attracting enough young people, or those we do attract leave us in a short period of time, or we do not do enough to protect our young interns when personnel cuts have to be made. The final report of the Task Force on Recruitment and Retention will speak to this problem in more detail.

LENGTH OF SERVICE CHARACTERISTICS OF THE CIVILIAN WORKFORCE

99,068 CLASSIFICATION ACT EMPLOYEES



This chart (solid line) shows the distribution of Defense logistics civilians by length of service. The cross hatched line represents the Government-wide workforce.

Our logistics workforce shows a completely different picture from that of the Government as a whole. We not only have an ageing workforce but one with a surprisingly high length of service (17.9 compared with 13.2 Government-wide). We have very few employees with less than 5 years service (8.3% compared to 23% Government-wide) and 24% with more than 25 years service, (the World War II staff) compared with 12% Government-wide.

Our workforce has been relatively stable over the years as indicated by the plateau between 15 and 29 years service. This stability however will create problems within the next 2 to 5 years. Although only 3.2% of our staff has 30 or more years of service, the age at which optional retirement is possible, within 5 years an additional 21% will have reached that point and 2% will have reached compulsory retirement age. The Government-wide figures for the same 5 year period are 8.2% and 2.3%.

When age and length of service are considered together, approximately 9% of our civilian Class Act employees are eligible for immediate retirement. Within the next 5 years an additional 30% will have attained that eligibility. The situation is most acute with respect to the senior and executive level groups (GS-13 and above). These employees average 5 years older (49.7 to 44.4) and 5 more years of service (23 to 17.9) than the total group.

APPENDIX I

Referenced Correspondence

1. Memorandum for Secretaries Brooks, Shillito and Charles, Subject: Initiation of a Six-Month Project to Develop Long-Range Logistics Manpower Plans and Objectives, Dated 1 May 1968

2. Memorandum for Members of the Logistics Manpower Planning Board, Subject: Progress Report, dated 28 June 1968.

3. Memorandum for Logistics Chiefs of the Services and Director, DSA, Subject: Data Requirements, dated 3 July 1968.

4. Listing of Career Positions covered by the 3 July 1968 Data Call.

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

1 May 1968

INSTALLATIONS AND LOGISTICS

PERSONAL

MEMORANDUM FOR SECRETARY BROOKS
SECRETARY SHILLITO
SECRETARY CHARLES

SUBJECT: Initiation of a Six-Month Project to Develop Long-Range Logistics Manpower Plans and Objectives

Confirming our recent discussions on this matter, I would like to propose that we jointly agree upon the immediate initiation of the following project.

The "Long-Range Manpower Planning Project" shc ld be under the continuing policy direction of a Policy Board consisting of the Materiel Secretaries, the Deputy Chiefs of Staff (Logistics), the Director, DSA and the J-4, who, as a body, will comprise the "Logistics Manpower Planning Board."

It is proposed to establish an ad hoc planning task force to develop facts and prepare proposals for consideration of the Board. The chairmanship of this task force would be assigned to Colonel Peter DeLonga, USAF (on detail to this office), with one representative of each of the Materiel Secretaries and the Director, DSA. The group would work full-time.

It should be stressed that this is an ad hoc fact-finding and idea-creation group, and that it will not assume responsibilities for administration of any facet of the logistics manpower program, such as the joint training program, now being supervised by Mr. Lyons at the OSD level.

The procedures and objectives envisioned for the group are as follows:

(1) First, by direct discussion with key logistics officials in all Services and DSA, obtain a factual profile of current manning of key logistics functions (primarily procurement, contract administration, maintenance, depot and warehousing operations). The profile should statistically

display the current manning of these functions, by key manpower characteristics; i.e., age, education, grade or rank, qualifications possessed, and type of career development programs provided, numerical staffing versus workload. The fact-finding should not bog down in detail, but obtain the best possible data. In the conduct of the fact-finding, the team should give special attention to the lessons learned as a result of the Southeast Asia conflict. A visit to CINCPAC and Vietnam would possibly be desirable.

(2) Secondly, project the profile as far in the future as feasible (say 10 to 25 years) under present policies---that is, assuming no change in recruitment practices, personnel ceilings, training, assignment and promotion practices.

(3) From the above two steps, and again in consultation with key logistics officials, identify the key problems in respect to both quantitative and qualitative characteristics of the logistics manpower force today, and at projected intervals in the future.

(4) Based on the above findings, develop various solutions to these problems, including a five-year initial plan of correction, with annual goals (expressed in quantitative terms) covering the numbers of people of given educational attainment to be recruited; the numbers to be given various basic types of DOD training; the numbers to be reassigned, rotated, promoted, etc.

I would appreciate receiving your views (and, if possible, those of your Logistic Chief) as early as possible so that we can begin formulation of a study plan, leading to initiation of the task force work by June 1, 1968.

(Signed) Thomas D. Morris

THOMAS D. MORRIS

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

28 JUN 1968

ISTALLATIONS AND LOGISTICS

MEMORANDUM FOR MEMBERS OF THE LOGISTICS MANPOWER PLANNING BOARD

SUBJECT: Progress Report

On May 1, Mr. Morris wrote the Materiel Secretaries suggesting the establishment of a joint project to develop long-range logistics manpower plans and objectives. Each Service has nominated a member for this task force and initial discussions have been held by its members who are:

Colonel Peter DeLonga, USAF, Chairman

Mr. Walter Hurd, Navy

Capt. K. M. Beyer, USN, DSA

Mr. Donald B. Churchman, Army

Various approaches to the study have been considered. Because of the scope of the subject, it has been concluded that two parallel efforts should be carried on during the next month, before proposing a final study plan to the Policy Board. These efforts are (1) an inventory of the current logistics manpower posture, and (2) a model study of how to produce an optimum manpower posture in the contract administration function. Following completion of these two tasks, the next phase of the study can then be planned.

Inventory of the Current Logistics Manpower Posture

During the next month, two members of the task force, Colonel DeLonga and Mr. Hurd, will devote their full time to visiting the organizations shown in Attachment 1 for the purpose of discussing the factual data needed. In separate letters to the Logistics Chiefs of the Services and to the Director, DSA, the kinds of data required and

the format for reporting it will be outlined. Generally, the data will cover the logistics manpower population subdivided approximately as follows:

a. By functional area for each of the following: purchasing, contract administration, inventory and support management, storage and issue, overhaul and repair. (Deliberately excluded at this time are research and development, technical, general management, communication, transportation, civil engineering and systems programs and project manager organizations.) Definitions will be furnished with the data call.

b. With respect to each function, determine total numbers of military and civilian, by rank or grade.

c. With respect to each function, determine distribution of professional personnel by age and length of service. (GS-5 and up; Navy Ensign, Army Lieutenant, Air Force Lieutenant and up.)

d. With respect to each function, determine distribution of professional personnel by educational attainment (high school, college, advanced degree).

Determine present turnover rates by function for FY 68 and trends for the past three years where the data is available. Describe current programs for replacement including direct recruitment. Distinguish particularly between specifically planned and directly conducted recruitment programs versus those that are proceeding on an ad hoc basis.

Determine the extent of training and educational opportunities provided to employees, both on-the-job and off-the-job. Identify basic gaps or deficiencies.

Determine, in general, the quantitative adequacy of staffing for the foreseeable future, by function, as seen by management. Provide statistics where available and applicable.

Determine the qualitative adequacy of staffing and identify critical weaknesses, by function, as seen by management. Provide statistics where available and applicable.

Data obtained from the above interviews will be systematically compiled in reference notebooks. Summaries and comparative tables will be developed into a succinct paper for presentation to the Policy Board at its meeting on July 18. From these data it is hoped to identify a list of special study areas to be conducted by the task force (with supplementation from the Services and DSA; Attachment 2 is a list of possible issues for study) arranged in priority order, with a proposed milestone schedule for further fact-finding, analysis and reporting of recommendations to the Board during the period August - December.

Model Study of Contract Administration

Secretary Charles and General Ruegg have suggested that this area be selected for an immediate depth analysis. The objective would be not only to formulate a complete action program for further improvements in this field, but to establish a model which then might be emulated in similar studies of other functional fields.

It is planned that two members of the task force, Captain Beyer and Mr. Churchman, supplemented by one representative of each Military Department, as required, and DSA (DCAS), will form a special team to establish this model starting immediately.

This special team will cover the full range of subjects outlined under the inventory project above. In addition, the group will endeavor, in time for the meeting on the 18th, to arrive at at least preliminary conclusions and recommendations for consideration by the Policy Board.

It is likely that this effort will generate the need for additional follow-through studies to be conducted by an appropriate group beyond the July 18 date.

Conclusion

It is hoped that the above steps will yield sufficient factual information and problem-identification findings that the Board can profitably spend time at the July 18th meeting in reviewing the material in detail and in formulating plans for the next stage.

Glenn V. Gibson

GLENN V. GIBSON
Acting Assistant Secretary of Defense
(Installations and Logistics)

2 Atch
1. List of Personnel & Places to be Visited
2. Areas of Interest for Discussion

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

18 JUL 1968

INSTALLATIONS AND LOGISTICS

MEMORANDUM FOR LOGISTICS CHIEFS OF THE SERVICES
DIRECTOR DSA

SUBJECT: Data Requirements

Reference my memorandum of 28 June 1968, to Members of the Logistics Manpower Planning Board, Subject: Progress Report. In compliance with Mr. Morris' request for statistics on logistics manpower, the attached formats are provided for reporting the desired data.

These formats have been prepared as a result of discussions with representatives from the three Services and DSA. It has generally been agreed that the data can be obtained.

In order to use the computerized data available on personnel, military and civilian, it has been necessary to define the logistics functions in terms of occupational codes for civilian personnel and in terms of comparable codes for military personnel. Representatives of each Service and DSA have agreed with the Task Force on the relevant codes for civilian personnel in the pertinent logistics functions as shown in Atch 1. Similarly, representatives of each Service have agreed to apply applicable military coding as reflected in Atch 2.

It is recognized that there are varying degrees of availability. The Task Force assigned to collect the data must receive as much of the information requested in the attached formats as is possible by 15 July. The remainder of the statistics should be provided as soon as possible after that date. Estimated dates as to when complete data will be furnished should be provided with the 15 July submission. Please advise your counterparts in Personnel of my stated requirement.

This report should be submitted to the office of Colonel Peter R. DeLonga, Room 4A-336, Pentagon, on or before 15 July 1968. This report requirement has been assigned Report Control Symbol DD-I&L(OT)6818.

2 Atch
1. Format - Civilian
2. Format - Military

Glenn V. Gibson

GLENN V. GIBSON
Acting Assistant Secretary of Defense
(Installations and Logistics)

LOGISTICS FUNCTIONAL AREAS (CONT'D)

CAREER POSITIONS

SUPPLY MANAGEMENT: (STORAGE AND ISSUE AND INVENTORY MANAGEMENT)

GENERAL SUPPLY	GS-2001
INVENTORY MANAGEMENT	GS-2010
STORAGE MANAGEMENT	GS-2030
PRESERVATION & PACKING	GS-2032
SUPPLY CLERICAL & ASSISTANCE	GS-2040
SUPPLY PUBLICATIONS	GS-2090

PROCUREMENT: (PURCHASING, CONTRACT ADMINISTRATION & QUALITY CONTROL)

GENERAL BUSINESS & INDUSTRY	GS-1101
CONTRACT & PROCUREMENT	GS-1102
INDUSTRIAL PROPERTY ADMINISTRATION	GS-1103
INDUSTRIAL SPECIALIST	GS-1150
COMMODITY QUALITY CONTROL, INSPECTION & GRADING	GS-1900
PURCHASING	GS-2020

MAINTENANCE: (OVERHAUL & REPAIR)

FACILITY MANAGEMENT	GS-1601
EQUIPMENT SPECIALIST	GS-1670

APPENDIX II

STATISTICAL INDEX

DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Ali Functional Areas
(by Service)

Category of Personnel	Army			Navy			Air Force			DSA			TOTAL		
	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →
Civilian Wage Board	73,364	15	27	121,159	57	44	73,728	21	27	8,264	28	2	276,515	26	100
Civilian Class Act	34,861	7	32	22,984	10	21	29,002	8	27	21,506	72	20	108,353	10	100
Civilian Total	108,225	22	28.1	144,143	67	37.5	102,730	29	26.7	29,770	100	7.7	384,868	36	100
Military Enlisted	347,952	73	55	61,358	29	9	234,475	67	36	[100]*	///	///	643,785	60	100
Military Officers	21,691	5	49	8,213	4	18	14,331	41	32	[699]*	///	///	44,235	4	100
Military Total	369,643	78	53.7	69,571	33	10.1	248,806	71	36.2	[799]*	///	///	688,020	64	100
TOTAL WORKFORCE	477,868	100	44.5	213,714	100	19.9	351,536	100	32.8	29,770	100	2.8	1,072,888	100	100

* DSA Military Included in Service Totals

DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

All Services
(By Functional Area)

Category of Personnel	Supply Management						Procurement			Maintenance (Overhaul & Repair)			TOTAL		
	Storage & Issue			Invt. Mgmt.											
	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →
Civilian Wage Board	63,061	20	23	0	0	0	0	0	0	213,454	29	77	276,515	26	100
Civilian Class Act	1,488	1	1	51,129	17	47	41,857	91	39	13,879	2	13	108,353	10	100
Civilian Total	64,549	21	17	51,129	17	13	41,857	91	11	227,333	31	59	384,868	36	100
Military Enlisted	164,682	55	26				1,326	3	-	477,777	66	74	643,785	60	100
Military Officers	21,197	7	48				2,751	6	6	20,287	3	46	44,235	4	100
Military Total	185,879	62	27				4,077	9	1	498,064	69	72	688,020	64	100
TOTAL WORKFORCE	301,557	100	28				45,934	100	4	725,397	100	68	1072,888	100	100

DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Department of the Army
(by functional area)

Category of Personnel	Supply Management						Procurement			Maintenance (Overhaul & Repair)			TOTAL		
	Storage & Issue			Invt. Mgmt.											
	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →
Civilian Wage Board	24,520	16	33	0	0	0	0	0	0	48,844	15	67	73,364	15	100
Civilian Class Act	652	1	2	18,237	12	52	10,696	93	31	5,276	2	15	34,861	7	100
Civilian Total	25,172	17	23	18,237	12	17	10,696	93	10	54,120	17	50	108,225	22	100
Military Enlisted	95,582	63	28				34	-	-	252,336	80	72	347,952	73	100
Military Officers	12,006	8	55				820	7	4	8,865	3	41	21,691	5	100
Military Total	107,588	71	29				854	7	-	261,201	83	71	369,643	78	100
TOTAL WORKFORCE	150,997	100	32				11,550	100	2	31,532	100	66	477,868	100	100

DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Department of the Navy
(by functional area)

Category of Personnel	Supply Management						Procurement			Maintenance (Overhaul & Repair)			TOTAL		
	Storage & Issue			Invt. Mgmt.											
	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →
Civilian Wage Board	14,541	25	12	0	0	0	0	0	0	106,618	73	88	121,159	56	100
Civilian Class Act	234	-	1	11,522	19	50	7,456	94	32	3,772	3	17	22,984	11	100
Civilian Total	14,775	25	10	11,522	19	8	7,456	94	5	110,390	76	77	144,143	67	100
Military Enlisted	28,816	49	47				14	-	-	32,528	22	53	61,358	29	100
Military Officers	4,279	7	52				476	6	6	3,458	2	42	8,213	4	100
Military Total	33,095	56	47				490	6	1	35,986	24	52	69,571	33	100
TOTAL WORKFORCE	59,392	100	28				7,946	100	4	146,376	100	68	213,714	100	100

DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Department of the Air Force
(by functional area)

Category of Personnel	Supply Management						Procurement			Maintenance (Overhaul & Repair)			TOTAL		
	Storage & Issue			Invt. Mgmt.											
	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →
Civilian Wage Board	17,781	22	24	0	0	0	0	0	0	55,947	21	76	73,728	21	100
Civilian Class Act	332	1	1	17,135	21	59	7,466	73	26	4,069	2	14	29,002	8	100
Civilian Total	18,113	23	18	17,135	21	17	7,466	73	7	60,016	23	58	102,730	29	100
Military Enlisted	40,284	50	17				1,278	13	1	192,913	74	82	234,475	67	100
Military Officers	4,912	6	34				1,455	14	10	7,964	3	56	14,331	4	100
Military Total	45,196	56	18				2,733	27	1	200,877	77	81	248,806	71	100
TOTAL WORKFORCE	80,444	100	23				10,199	100	3	260,893	100	74	351,536	100	100

DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Defense Supply Agency
(by functional area)

Category of Personnel	Supply Management						Procurement			Maintenance (Overhaul & Repair)			TOTAL		
	Storage & Issue			Invt. Mgmt.											
	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →
Civilian Wage Board	6,219	58	75	0	0	0	0	0	0	2,045	73	25	8,264	28	100
Civilian Class Act	270	2	1	4,235	40	20	16,239	100	76	762	27	3	21,506	72	100
Civilian Total	6,489	60	22	4,235	40	14	16,239	100	54	2,807	100	10	29,770	100	100
Military * Enlisted													[100]		100
Military * Officers	[213]						[483]			[3]			[699]		100
Military * Total													[799]		100
TOTAL WORKFORCE	10,724	100	36.0				16,239	100	54.5	2,807	100	9.5	29,770	100	100

* DSA Military included in Service totals

DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Procurement and Contract Administration Functional Area

(by Service)

Category of Personnel	Army			Navy			Air Force			DSA			TOTAL		
	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →
Civilian Wage Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100
Civilian Class Act	10,696	93	25	7,456	94	18	7,466	73	18	16,239	100	39	41,857	91	100
Civilian Total	10,696	93	25	7,456	94	18	7,466	73	18	16,239	100	39	41,857	91	100
Military Enlisted	34	0	2	14	0	1	1,278	13	97	////////	////	////	1,326	3	100
Military Officers	820	7	30	476	6	17	1,455	14	53	////////	////	////	2,751	6	100
Military Total	854	7	21	490	6	12	2,733	27	67	////////	////	////	4,077	9	100
TOTAL WORKFORCE	11,550	100	25	7,946	100	17	10,199	100	22	16,239	100	39	45,934	100	100

DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Supply Management[1/] Functional Area
(by Service)

Category of Personnel	Army			Navy			Air Force			DSA			TOTAL		
	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →
Civilian Wage Board	24,520	16	39	14,541	24	23	17,781	22	28	6,219	58	10	63,061	21	100
Civilian Class Act	18,889	13	36	11,756	20	22	17,467	22	33	4,505	42	9	52,617	17	100
Civilian Total	43,409	29	39	26,297	44	22.9	35,248	44	28.0	10,724	100	10.1	115,678	38	100
Military Enlisted	95,582	63	58	28,816	49	17	40,284	50	25	//////	////	////	164,682	55	100
Military Officers	12,006	8	57	4,279	7	20	4,912	6	23	//////	////	////	21,197	7	100
Military Total	107,588	71	57.9	33,095	56	17.8	45,196	56	24.3	//////	////	////	185,879	62	100
TOTAL, WORKFORCE	150,997	100	50.0	59,392	100	19.7	80,444	100	26.7	10,724	100	3.6	301,557	100	100

1/ Includes Storage and Issue and Inventory Management

DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Maintenance Functional Area
(by Service)

Category of Personnel	Army			Navy			Air Force			DSA			TOTAL		
	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →	No.	% ↓	% →
Civilian Wage Board	48,844	15	23	106,618	73	50	55,947	21	26	2,045	73	1	213,454	29	100
Civilian Class Act	5,276	2	38	3,772	3	27	4,069	2	29	762	27	6	13,879	2	100
Civilian Total	54,120	17	24	110,390	76	49	60,016	23	26	2,807	100	1	227,333	31	100
Military Enlisted	252,336	80	53	32,528	22	7	192,913	74	40	///////	////	////	477,777	66	100
Military Officers	8,865	3	44	3,458	2	17	7,964	3	39	///////	////	////	20,287	3	100
Military Total	261,202	83	53	35,986	24	7	200,877	77	40	///////	////	///	498,064	69	100
TOTAL WORKFORCE	315,321	100	44	146,376	100	20	260,893	100	36	2,807	100	///	725,397	100	100

DSA Military included in Service totals.

DISTRIBUTION OF DOD LOGISTICS MILITARY PERSONNEL BY RANK *

All Services

Functional Area	Enlisted		OFFICER									Total Military	
	#	%	WO	01	02	03	04	05	06	Total	%	#	%
Procurement	1,326	(.2)	32	546	408	551	528	502	184	2,751	6	4,077	1
Supply Mgmt.	164,682	26	1,784	3,564	4,218	4,363	3,088	2,833	1,347	21,197	48	185,879	27
Maintenance	477,777	74	6,329	2,473	3,198	4,525	2,189	1,264	309	20,287	46	498,064	72
TOTAL	643,785	100	8,145	6,583	7,824	9,439	5,805	4,599	1,840	44,235	100	688,020	100
%	94									6		100	
% Officer Total			19	15	18	21	13	10	4	100			
% Senior Positions							1.8						

* Defense Supply Agency Military Included in Service Totals

DISTRIBUTION OF DOD LOGISTICS MILITARY PERSONNEL BY RANK *

	Enlisted		Officer									Total Military	
SERVICE	#	%	WO	01	02	03	04	05	06	Total	%	#	%
ARMY	347,952	54	6,897	3,524	3,466	2,564	2,441	2,040	759	21,691	49	369,643	54
NAVY	61,358	10	811	202	2,186	2,538	1,318	808	350	8,213	19	69,571	10
AIR FORCE	234,475	36	437	2,857	2,172	4,337	2,046	1,751	731	14,331	32	248,806	36
TOTAL	643,785	100	8,145	6,583	7,824	9,439	5,805	4,599	1,840	44,235	100	688,020	100
%	94									6		100	
% Officer Total			19	15	18	21	13	10	4	100			
			% Senior Positions				1.8						

* Defense Supply Agency Military Included in Service Totals

DISTRIBUTION OF DOD PROCUREMENT MILITARY PERSONNEL BY RANK *

SERVICE	Enlisted		Officer									Total Military	
	#	%	WO	01	02	03	04	05	06	Total	%	#	%
ARMY	34	3	2	124	194	100	196	170	34	820	30	854	21
NAVY	14	1	17	8	28	99	125	136	63	476	17	490	12
AIR FORCE	1,278	96	13	414	186	352	207	196	87	1,455	53	2,733	67
TOTAL	1,326	100	32	546	408	551	528	502	184	2,751	100	4,077	100
%	32									68		100	
% Officer Total			1	20	15	20	19	18	7	100			
% Senior Positions							30						

* Defense Supply Agency Military Included in Service Totals

DISTRIBUTION OF DOD SUPPLY MANAGEMENT MILITARY PERSONNEL BY RANK *

	Enlisted		Officer									Total Military	
SERVICE	#	%	WO	01	02	03	04	05	06	Total	%	#	%
ARMY	95,582	58	1,384	2,409	2,375	1,804	1,693	1,625	716	12,006	57	107,588	58
NAVY	28,816	18	245	151	1,224	1,244	731	487	197	4,279	20	33,095	18
AIR FORCE	40,284	24	155	1,004	619	1,315	664	721	434	4,912	23	45,196	24
TOTAL	164,682	100	1,784	3,564	4,218	4,363	3,088	2,833	1,347	21,197	100	185,879	100
%	89									11		100	
% Officer Total			8	17	20	21	15	13	6	100			
% Senior Positions							3.9						

* Defense Supply Agency Military Included in Service Totals

DISTRIBUTION OF DOD MAINTENANCE MILITARY PERSONNEL BY RANK *

SERVICE	Enlisted		Officer									Total Military	
	#	%	WO	01	02	03	04	05	06	Total	%	#	%
ARMY	252,336	53	5,511	991	897	660	552	245	9	8,865	44	261,201	53
NAVY	32,528	7	549	43	934	1,195	462	185	90	3,458	17	35,986	7
AIR FORCE	192,913	40	269	1,439	1,367	2,670	1,175	834	210	7,964	39	200,877	40
TOTAL	477,777	100	6,329	2,473	3,198	4,525	2,189	1,264	309	20,287	100	498,064	100
%	96									4		100	
% Officer Total			31	12	16	22	11	6	2	100			
% Senior Positions							.8						

* Defense Supply Agency Military Included in Service Totals

DISTRIBUTION OF DEPARTMENT OF ARMY LOGISTICS MILITARY PERSONNEL BY RANK *

Functional Area	Enlisted		Officer									Total Military	
	#	%	WO	01	02	03	04	05	06	Total	%	#	%
Procurement	34	-	2	124	194	100	196	170	34	820	4	854	(.2)
Supply Mgmt	95,582	28	1,384	2,409	2,375	1,804	1,693	1,625	716	12,006	55	107,588	29
Maintenance	252,336	72	5,511	991	897	660	552	245	9	8,865	41	261,201	71
TOTAL	347,952	100	6,897	3,524	3,466	2,564	2,441	2,040	759	21,691	100	369,643	100
%	94									6		100	
% Officer Total			32	16	16	12	11	9	4	100			
% Senior Positions							1.4						

* Defense Supply Agency Military Included in Service Totals

DISTRIBUTION OF DEPARTMENT OF NAVY LOGISTICS MILITARY PERSONNEL BY RANK *

Functional Area	Enlisted		Officer									Total Military	
	#	%	WO	01	02	03	04	05	06	Total	%	#	%
Procurement	14	-	17	8	28	99	125	136	63	476	6	490	-
Supply Mgmt.	28,816	47	245	151	1,224	1,244	731	487	197	4,279	52	33,095	48
Maintenance	32,528	53	549	43	934	1,195	462	185	90	3,458	42	35,986	52
Total	61,358	100	811	202	2,186	2,538	1,318	808	350	8,213	100	69,571	100
%	88									12		100	
% Officer Total			10	2	27	31	16	10	4	100			
% Senior Positions							3.6						

* Defense Supply Agency Military Included in Service Totals

DISTRIBUTION OF DEPARTMENT OF AIR FORCE LOGISTICS MILITARY PERSONNEL BY RANK *

Functional Area	Enlisted		Officer									Total Military	
	#	%	WO	01	02	03	04	05	06	Total	%	#	%
ARMY	1,278	4	[illegible]	414	186	352	207	196	87	1,455	10	2,733	1
NAVY	[illegible]	17	[illegible]	1,[illegible]	61[illegible]	1,[illegible]	664	721	434	4,912	34	45,196	18
AIR FORCE	[illegible]	79	[illegible]	1,[illegible]	1,[illegible]	[illegible],670	1,175	834	210	7,964	56	200,877	81
TOTAL	[illegible]	[illegible]	[illegible]	2,[illegible]	2,[illegible]	[illegible],[illegible]	2,046	1,751	731	14,331	100	248,806	100
%	4									6		100	
% Officer Total			[illegible]	20	15	31	14	12	5	100			
% Senior Positions							1.8						

* Defense Supply Agency Military Included in Service Totals

DISTRIBUTION OF DEPARTMENT OF DEFENSE LOGISTICS CIVILIAN PERSONNEL BY GRADE
All Services

Functional Area	Wage Board		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg. GS Grade
			GS [illegible]	GS 5/6	GS 7/8	GS [illegible]	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
[illegible]	-	-	3829	4001	4476	11628	8479	5557	2703	863	297	20	4	41857	39	41857	11	9.2
[illegible]	63061	23	-	90	180	424	475	212	85	16	6	-	-	1488	1	64549	17	10.1
[illegible]	-	-	19574	11435	6100	7118	3990	1795	777	256	79	4	1	51129	47	51129	13	6.1
[illegible]	213454	77	7	184	1053	3095	4410	2517	516	88	9	-	-	13879	13	227333	59	10.2
TOTAL	276515	100	23410	15710	11809	24265	17354	10081	4081	1223	391	24	5	108353	100	384868	100	7.9
[illegible]	72													28		100		
% of Class Act Positions			22	15	11	22	16	9	4	1	(.4	.02)	(-)	100				
% of Senior Positions									1.5									

DISTRIBUTION OF DEPARTMENT OF DEFENSE LOGISTICS CIVILIAN PERSONNEL BY GRADE

All Functional Areas

SERVICE	WAGE BOARD		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg. GS Grade
		%	GS 1/4	GS 5/6	GS 7/8	GS 9/10	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
ARMY	73364	26	8538	5131	3866	5685	5528	4088	1446	447	126	6	-	34861	32	108225	28	7.8
NAVY	121159	44	6153	4481	2413	4699	2612	1533	758	237	89	6	3	22984	21	144143	37	7.2
AIR FORCE	73728	27	6425	4267	3266	6438	4773	2358	1068	317	85	4	1	29002	27	102730	27	7.8
DSA	8264	3	2294	1831	2264	7443	4442	2102	809	222	91	8	1	21506	20	29770	8	8.8
TOTAL	276515	100	23410	15710	11809	24265	17345	10081	4081	1223	391	24	5	108353	100	384868	100	7.9
	72													28		100		
% of Grade Structure			22	15	11	22	16	9	4	1	(.4)	(.02)	(-)	100				
% of Senior Positions									1.5									

DISTRIBUTION OF DEPARTMENT OF DEFENSE PROCUREMENT CIVILIAN PERSONNEL BY GRADE

SERVICE	WAGE BOARD		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg. GS Grade
	#	%	GS 1/4	GS 5/6	GS 7/8	GS 9/10	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
ARMY	-	-	1280	1278	1348	2200	2033	1482	717	273	80	5	-	10696	25	10696	25	8.9
NAVY	-	-	786	1104	679	1851	1255	911	581	203	77	6	3	7456	18	7456	18	8.9
AIR FORCE	-	-	773	819	666	1404	1477	1316	706	231	70	4	-	7466	18	7466	18	9.4
DSA	-	-	990	800	1783	6173	3714	1848	699	156	70	5	1	16239	39	16239	39	9.3
TOTAL	-	-	3829	4001	4476	11028	8479	5557	2703	863	297	20	4	41857	100	41857	100	9.2
%	-													100		100		
% of Class Act Positions			9	10	11	28	20	13	6	2	1	(-)	(-)	100				
% of Senior Positions									9.3									

DISTRIBUTION OF DEPARTMENT OF DEFENSE INVENTORY MANAGEMENT CIVILIAN PERSONNEL BY GRADE

SERVICE	WAGE BOARD		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg. GS Grade
	#	%	GS 1/4	GS 5/6	GS 7/8	GS 9/10	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
ARMY	-	-	7251	3748	2131	2238	1519	810	382	117	40	1	-	18237	36	18237	36	6.1
NAVY	-	-	5367	3248	1132	871	527	233	106	28	10	-	-	11522	22	11522	22	5.3
AIR FORCE	-	-	5652	3416	2419	3256	1525	585	219	52	10	-	1	17135	34	17135	34	6.5
DSA	-	-	1304	1023	418	753	419	167	70	59	19	3	-	4235	8	4235	8	6.6
TOTAL	-	-	19574	11435	6100	7118	3990	1795	777	256	79	4	1	51129	100	51129	100	6.1
%														100		100		
% of Class Act Positions			38	22	12	14	8	4	2	(.5)	(.2)	(-)	(-)	100				
% of Senior Positions									2.2									

DISTRIBUTION OF DEPARTMENT OF DEFENSE STORAGE & ISSUE CIVILIAN PERSONNEL BY GRADE

SERVICE	WAGE BOARD		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg. GS Grade
	#	%	GS 1/4	GS 5/6	GS 7/8	GS 9/10	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
ARMY	24520	39	-	44	57	194	198	104	40	12	3	-	-	652	44	25172	39	10.0
NAVY	14541	23	-	20	52	43	43	31	9	-	1	-	-	234	16	14775	23	9.2
AIR FORCE	17781	28	-	19	41	83	125	42	21	1	-	-	-	332	22	18113	28	9.9
DSA	6219	10	-	7	30	69	109	35	15	3	2	-	-	270	18	6489	10	10.2
TOTAL	63061	100	-	90	180	424	475	212	85	16	6	-	-	1488	100	64549	100	10.1
%	98													2		100		
% of Class Act Positions			-	6	12	29	32	14	6	1	(.4)	-	-	100				
% of Senior Positions									.2									

DISTRIBUTION OF DEPARTMENT OF DEFENSE MAINTENANCE CIVILIAN PERSONNEL BY GRADE

SERVICE	WAGE BOARD		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg GS Grade
	#	%	GS 1/4	GS 5/6	GS 7/8	GS 9/10	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
ARMY	48844	23	7	61	330	1053	1778	1692	307	45	3	-	-	5276	38	54120	24	10.7
NAVY	106618	50	-	109	550	1899	787	358	62	6	1	-	-	3772	27	110390	49	9.4
AIR FORCE	55947	26	-	13	140	1695	1646	415	122	33	5	-	-	4069	29	60016	26	10.2
DSA	2045	1	-	1	33	448	199	52	25	4	-	-	-	762	6	2807	1	9.8
TOTAL	213454	100	.7	184	1053	5095	4410	2517	516	88	9	-	-	13879	100	227333	100	10.2
%	94													6		100		
% of Class Act Positions			(-)	1	8	37	32	18	4	1	(-)	-	-	100				
% of Senior Positions									.3									

DISTRIBUTION OF DEPARTMENT OF ARMY LOGISTICS CIVILIAN PERSONNEL BY GRADE

Functional Area	WAGE BOARD		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg. GS Grade
	#	%	GS 1/4	GS 5/6	GS 7/8	GS 9/10	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
Procurement	-	-	1280	1278	1348	2200	2033	1482	717	273	80	5	-	10696	31	10696	10	8.9
Storage & Issue	24520	33	-	44	57	194	198	104	40	12	3	-	-	652	2	25172	23	10.0
Inventory Mgmt.	-	-	7251	3748	2131	2238	1519	810	382	117	40	1	-	18237	52	18237	17	6.1
Maintenance	48844	67	7	61	330	1053	1778	1692	307	45	3	-	-	5276	15	54120	50	10.7
TOTAL	73364	100	8538	5131	3866	5685	5528	4088	1446	447	126	6	-	34861	100	108225	100	7.8
%	68													32		100		
% of Class Act Positions			25	15	11	16	16	12	4	1	(.4)	(-)	-	100				
% of Senior Positions									1.9									

DISTRIBUTION OF DEPARTMENT OF NAVY LOGISTICS CIVILIAN PERSONNEL BY GRADE

Functional Area	WAGE BOARD		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg. GS Grade
	#	%	GS 1/4	GS 5/6	GS 7/8	GS 9/10	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
Procurement	-	-	786	1104	679	1851	1255	911	581	203	77	6	3	7456	32	7456	5	8.9
Storage & Issue	14541	12	-	20	52	78	43	31	9	-	1	-	-	234	1	14775	10	9.2
Inventory Mgmt.	-	-	5367	3248	1132	871	527	233	106	28	10	-	-	11522	50	11522	8	5.3
Maintenance	106618	88	-	109	550	1899	787	358	62	6	1	-	-	3772	17	110390	77	9.4
TOTAL	121159	100	6153	4481	2413	4699	2612	1533	758	237	89	6	3	22984	100	144143	100	7.2
%	84													16		100		
% of Class Act Positions			27	20	11	20	11	7	3	1	(.4)	(-)	(-)	100				
% of Senior Positions									.8									

DISTRIBUTION OF DEPARTMENT OF AIR FORCE LOGISTICS CIVILIAN PERSONNEL BY GRADE

Functional Area	WAGE BOARD		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg. GS Grade
	#	%	GS 1/4	GS 5/6	GS 7/8	GS 9/10	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
Procurement	-	-	773	819	666	1404	1477	1316	706	231	70	4	-	7466	26	7466	7	9.4
Storage & Issue	17781	24	-	19	41	83	125	42	21	1	-	-	-	332	1	18113	18	9.9
Inventory Mgmt.	-	-	5652	3416	2419	3256	1525	585	219	52	10	-	1	17135	59	17135	17	6.5
Maintenance	55947	76	-	13	140	1695	1646	415	122	33	5	-	-	4069	14	60016	58	10.2
TOTAL	73728	100	6425	4267	3266	6438	4773	2358	1068	317	85	4	1	29002	100	102730	100	7.8
%	72													28		100		
% of Class Act Positions			22	15	11	22	17	8	4	1	(.3)	(-)	(-)	100				
% of Senior Positions									1.4									

DISTRIBUTION OF DEFENSE SUPPLY AGENCY LOGISTICS CIVILIAN PERSONNEL BY GRADE

Functional Area	WAGE BOARD		CLASSIFICATION ACT													TOTAL CIVILIAN		Avg. GS Grade
	#	%	GS 1/4	GS 5/6	GS 7/8	GS 9/10	GS 11	GS 12	GS 13	GS 14	GS 15	GS 16	GS 17	Total	%	#	%	
Procurement	-	-	990	800	1783	6173	3714	1848	699	156	70	5	1	16239	76	16239	55	9.3
Storage & Issue	6219	75	-	7	30	69	109	35	15	3	2	-	-	270	1	6489	22	10.2
Inventory Mgmt.	-	-	1304	1023	418	753	419	167	70	59	19	3	-	4235	20	4235	14	6.6
Maintenance	2045	25	-	1	33	448	199	52	25	4	-	-	-	762	3	2807	9	9.8
TOTAL	8264	100	2294	1831	2264	7443	4441	2102	809	222	91	8	1	21506	100	29770	100	8.8
%	28													72		100		
% of Class Act Positions			11	8	10	35	21	10	4	1	(.4)	(-)	(1)	100				
% of Senior Positions									3.8									

AGE DISTRIBUTION BY RANK - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

All Functions -- All Services -- Military Officers

Age	Warrant Officer	01	02	03	04	05	06	TOTAL	
								#	%
Less than 20	8	9	5	2				24	-
20 to 24	61	4132	2461	68				6722	15
25 to 29	545	2338	4942	4936	58			12819	29
30 to 34	1786	98	293	2268	1826	3		6274	14
35 to 39	2939	6	120	1274	2368	844	1	7552	17
40 to 44	1325	-	3	581	924	1481	130	4444	10
45 to 49	940	-	-	261	502	1576	918	4197	10
50 to 54	426	-	-	46	113	637	709	1931	4
55 to 59	98	-	-	3	12	50	76	239	1
60 to 64	17	-	-	-	2	8	6	33	-
TOTAL	8145	6583	7824	9439	5805	4599	1840	44235	100
Average Age	38.6	24.4	26.3	31.6	37.8	44.9	49.5	34.4	

AGE DISTRIBUTION BY RANK - DEPARTMENT OF ARMY LOGISTICS WORKFORCE

All Functions - Military Officers

Age	Warrant Officer	01	02	03	04	05	06	Total	
								#	%
Less than 20	8	9	5	2				24	-
20 to 24	61	2254	1458	60				3833	18
25 to 29	462	1226	1908	1706	57			5359	25
30 to 34	1510	35	95	539	1173	3		3355	15
35 to 39	2714	-	-	190	917	555	1	4377	20
40 to 44	1220	-	-	54	217	746	28	2265	10
45 to 49	587	-	-	9	61	503	322	1482	7
50 to 54	252	-	-	4	16	223	350	845	4
55 to 59	70	-	-	-	-	9	56	135	1
60 to 64	13	-	-	-	-	1	2	16	-
Total	6897	3524	3466	2564	2441	2040	759	21691	100
Average Age	38.1	24.3	25.5	29.6	35.7	43.5	50.4	33.5	

AGE DISTRIBUTION BY RANK - DEPARTMENT OF NAVY LOGISTICS WORKFORCE

All Functions - Military Officers

Age	Warrant Officer	01	02	03	04	05	06	TOTAL	
								#	%
Less than20	-	-	-	-	-	-	-	-	-
20 to 24	-	127	542	6	-	-	-	675	8
25 to 29	83	59	1396	842	1	-	-	2381	29
30 to 34	276	15	130	512	483	-	-	1416	17
35 to 39	222	1	116	540	458	246	-	1583	19
40 to 44	61	-	2	403	264	304	63	1097	14
45 to 49	139	-	-	199	102	187	182	809	10
50 to 54	29	-	-	33	7	47	86	202	2
55 to 59	1	-	-	3	2	19	16	41	1
60 to 69	-	-	-	-	1	5	3	9	(-)
Total	811	202	2186	2538	1318	808	350	8213	100
AverageAge	37.4	24.8	27.1	34.9	37.6	43.2	48.4	34.7	

AGE DISTRIBUTION BY RANK - DEPARTMENT OF AIR FORCE LOGISTICS WORKFORCE

All Functions - Military Officers

Age	Warrant Officer	01	02	03	04	05	06	TOTAL	
								#	%
Less than 20	-	-	-	-	-	-	-	-	-
20 to 24	-	1751	461	2	-	-	-	2214	16
25 to 29	-	1053	1638	2388	-	-	-	5079	35
30 to 34	-	48	68	1217	170	-	-	1503	11
35 to 39	3	5	4	544	993	43	-	1592	11
40 to 44	44	-	1	124	443	431	39	1082	8
45 to 49	214	-	-	53	339	886	414	1906	13
50 to 54	145	-	-	9	90	367	273	884	6
55 to 59	27	-	-	-	10	22	4	63	-
60 to 64	4	-	-	-	1	2	1	8	-
TOTAL	437	2857	2172	4337	2046	1751	731	14331	100
Average Age	49.3	24.5	26.6	30.9	40.6	47.2	49.2	33.9	

AGE DISTRIBUTION BY RANK - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Procurement -- All Services -- Military Officers

Age	Warrant Officer	01	02	03	04	05	06	TOTAL	
								#	%
Less than 20	-	1	-	-	-	-	-	1	1
20 to 24	-	330	92	2	-	-	-	424	15
25 to 29	2	200	295	322	1	-	-	820	31
30 to 34	4	13	18	129	162	-	-	326	12
35 to 39	6	2	3	55	204	65	-	335	12
40 to 44	3	-	-	31	98	163	14	309	11
45 to 49	12	-	-	10	51	197	93	363	13
50 to 54	2	-	-	2	7	67	66	144	5
55 to 59	3	-	-	-	4	9	10	26	1
60 to 64	-	-	-	-	1	1	1	3	-
TOTAL	32	546	408	551	528	502	184	2751	100
Average Age	43.3	24.6	26.7	30.9	38.2	45.5	49.5	34.5	

Age Distribution by Rank - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE
Supply Management -- All Services -- Military Officers

Age	Officer	01	02	03	04	05	06	TOTAL	
								#	%
Less than 20	4	8	2	1	-	-	-	15	-
20 to 24	3	2348	1506	50	-	-	-	3907	18
25 to 29	59	1153	2527	2333	46	-	-	6118	29
30 to 34	340	54	141	1095	1137	3	-	2770	13
35 to 39	646	1	42	539	1202	577	1	3008	14
40 to 44	300	-	-	249	443	930	84	2006	9
45 to 49	255	-	-	82	192	880	620	2029	10
50 to 54	128	-	-	13	62	401	573	1177	6
55 to 59	39	-	-	1	5	36	64	145	1
60 to 64	10	-	-	-	1	6	5	22	-
TOTAL	1784	3564	4218	4363	3088	2833	1347	21197	100
Average Age	40.1	24.3	26.0	31.2	37.2	44.7	49.8	33.6	

AGE DISTRIBUTION BY RANK - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Maintenance -- All Services -- Military Officers

Age	Warrant Officer	01	02	03	04	05	06	TOTAL	
								#	%
Less than 20	4	-	3	1	-	-	-	8	-
20 to 24	58	1454	863	16	-	-	-	2391	12
25 to 29	484	985	2120	2281	11	-	-	5881	29
30 to 34	1442	31	134	1044	527	-	-	3178	16
35 to 39	2287	3	75	680	962	202	-	4209	21
40 to 44	1022	-	3	301	383	388	32	2129	10
45 to 49	673	-	-	169	259	499	205	1805	9
50 to 54	296	-	-	31	44	169	70	610	3
55 to 59	56	-	-	2	3	5	2	68	-
60 to 64	7	-	-	-	-	1	1	8	-
TOTAL	6329	2473	3198	4525	2189	1264	309	20287	100
Average Age	38.2	24.6	26.6	32.1	38.6	45.1	48.2	34.2	

AGE DISTRIBUTION BY RANK DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE
All Services - All Functions
(Civilian)

AGE	WAGE BOARD		Classification Act Employees										TOTAL	
			GS-1/8		GS - 9/12		GS-13/14		GS-15/17		TOTAL			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 20	2,879	1	194	-	9	-	-	-	-	-	203	-	3,082	1
20 to 24	18,748	7	2,602	6	70	-	-	-	-	-	2,672	3	21,420	6
25 to 29	23,042	8	2,881	7	976	2	13	-	-	-	3,870	4	26,912	7
30 to 34	20,049	7	3,318	8	2,836	6	111	2	-	-	6,265	6	26,314	7
35 to 39	27,773	10	4,722	11	5,445	11	342	7	8	2	10,517	11	38,290	10
40 to 44	42,129	15	7,093	17	8,943	17	760	14	38	10	16,834	17	58,963	16
45 to 49	55,229	20	7,972	19	13,757	27	1,520	29	106	26	23,355	23	78,584	21
50 to 54	42,021	15	6,260	15	10,243	20	1,351	26	128	32	17,973	18	59,994	16
55 to 59	26,393	10	4,315	10	5,683	11	755	14	86	21	10,839	11	37,232	10
60 to 64	13,696	5	2,339	5	2,591	5	318	6	30	8	5,278	5	18,974	5
65 to 69	3,904	2	820	2	786	1	79	2	5	1	1,690	2	5,594	1
70 & Over	221	-	49	-	41	-	2	-	-	-	92	-	313	-
TOTAL	276,084		42,565	100	51,371	100	5,251	100	401	100	99,588	100	375,672	100
Average Age	43.25		44.4		47.5		49.7		51.9		46.3		44.4	

AGE DISTRIBUTION BY RANK DEPARTMENT OF ARMY LOGISTICS WORKFORCE

All Functions
(Civilian)

AGE	WAGE BOARD		Classification Act Employees										TOTAL	
			GS-1/8		GS - 9/12		GS-13/14		GS-15/17		TOTAL			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 20	547	1	-	-	-	-	-	-	-	-	-	-	547	1
20 to 24	4,196	6	313	4	27	-	-	-	-	-	340	1	4,536	5
25 to 29	5,585	8	549	6	299	2	5	-	-	-	853	3	6,438	6
30 to 34	5,051	7	628	7	847	6	37	2	-	-	1,512	6	6,563	7
35 to 39	7,630	10	1,070	12	1,606	11	129	7	2	2	2,807	11	10,437	10
40 to 44	12,010	16	1,574	17	2,675	18	263	14	14	12	4,526	17	16,536	17
45 to 49	15,139	21	1,731	19	3,835	26	524	29	24	21	6,114	24	21,253	22
50 to 54	11,304	15	1,517	17	3,021	20	483	26	42	37	5,063	20	16,367	16
55 to 59	7,180	10	963	11	1,643	11	265	14	24	21	2,895	11	10,075	10
60 to 64	3,675	5	459	5	778	5	101	6	7	6	1,345	5	5,020	5
65 to 69	1,001	1	152	2	228	1	34	2	1	1	415	2	1,416	1
70 & Over	46	-	5	-	15	-	2	-	-	-	22	-	68	-
TOTAL	73,364	100	8,961	100	14,974	100	1,843	100	114	100	25,892	100	99,256	100
Average Age	44.2		45.3		47.5		49.7		51.8		46.9		44.9	

AGE DISTRIBUTION BY RANK DEPARTMENT OF NAVY LOGISTICS WORKFORCE

All Functions
(Civilian)

AGE	WAGE BOARD		Classification Act Employees										TOTAL	
			GS-1/8		GS - 9/12		GS-13/14		GS-15/17		TOTAL			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 20	2,129	2	102	1	-	-	-	-	-	-	102	-	2,241	2
20 to 24	10,044	8	894	7	6	-	-	-	-	-	900	4	10,944	8
25 to 29	10,913	9	824	6	207	2	6	1	-	-	1,037	4	11,950	8
30 to 34	8,336	7	914	7	427	5	37	4	-	-	1,378	6	9,714	7
35 to 39	10,285	8	1,349	10	729	8	71	7	3	3	2,152	9	12,437	8
40 to 44	17,332	14	2,324	17	1,642	19	160	16	9	9	4,135	18	21,467	15
45 to 49	23,646	20	2,534	19	2,617	30	293	30	25	26	5,469	24	29,115	20
50 to 54	18,748	15	1,908	14	1,813	21	243	24	29	30	3,993	17	22,741	16
55 to 59	11,722	10	1,411	11	922	10	122	12	20	21	2,475	11	14,197	10
60 to 64	5,838	5	737	6	367	4	50	5	11	11	1,165	5	7,003	5
65 to 69	1,633	2	256	2	109	1	10	1	-	-	375	2	2,008	1
70 & Over	93	-	4	-	3	-	-	-	-	-	7	-	100	-
TOTAL	120,729	100	13,257	100	8,842	100	992	100	97	100	23,188	100	143,917	100
Average Age	42.8		44.4		47.5		48.7		52.0		45.8		43.7	

AGE DISTRIBUTION BY RANK DEPARTMENT OF AIR FORCE LOGISTICS WORKFORCE

All Functions
(Civilian)

AGE	WAGE BOARD		Classification Act Employees										TOTAL	
			GS-1/8		GS - 9/12		GS-13/14		GS-15/17		TOTAL			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 20	110	-	26	-	3	-	-	-	-	-	29	-	139	-
20 to 24	3,499	5	786	6	3	-	-	-	-	-	789	3	4,288	4
25 to 29	5,743	8	1,001	7	226	2	2	-	-	-	1,229	4	6,972	7
30 to 34	6,088	8	1,219	9	845	6	27	2	-	-	2,091	7	8,179	8
35 to 39	9,084	12	1,623	12	1,762	13	92	7	-	-	3,477	12	12,561	12
40 to 44	11,404	16	2,214	16	2,428	18	233	17	6	7	4,881	17	16,285	16
45 to 49	15,051	20	2,558	18	3,718	27	423	31	26	29	6,725	23	21,776	21
50 to 54	10,898	15	1,982	14	2,555	19	338	24	28	31	4,903	17	15,801	15
55 to 59	6,803	9	1,400	10	1,318	10	184	13	19	21	2,921	10	9,724	10
60 to 64	3,785	5	803	6	544	4	73	5	7	8	1,427	5	5,212	5
65 to 69	1,184	2	312	2	152	1	13	1	4	4	481	2	1,665	2
70 & Over	78	-	34	-	15	-	-	-	-	-	49	-	127	-
TOTAL	73,727	100	13,958	100	13,569	100	1,385	100	90	100	29,002	100	102,729	100
Average Age	44.25		44.4		46.8		49.2		52.9		45.8		44.7	

AGE DISTRIBUTION BY RANK DEFENSE SUPPLY AGENCY LOGISTICS WORKFORCE

All Functions
(Civilian)

Age	WAGE BOARD		Classification Act Employees										TOTAL	
			GS-1/8		GS-9/12		GS-13/14		GS-15/17		Total			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 20	83	1	66	1	6	-	-	-	-	-	72	-	155	-
20 to 24	1,009	12	609	10	34	-	-	-	-	-	643	3	1,652	6
25 to 29	801	10	507	8	244	2	-	-	-	-	751	4	1,552	5
30 to 34	574	7	557	9	717	5	10	1	-	-	1,284	6	1,858	6
35 to 39	774	9	680	11	1,348	10	50	5	3	3	2,081	10	2,855	10
40 to 44	1,383	17	981	15	2,198	16	104	10	9	9	3,292	15	4,675	16
45 to 49	1,393	17	1,149	18	3,857	26	280	27	31	31	5,047	23	6,440	21
50 to 54	1,071	13	853	13	2,845	20	287	28	29	29	4,014	19	5,085	17
55 to 59	688	8	541	8	1,800	13	184	18	23	23	2,548	12	3,236	11
60 to 64	398	5	340	5	902	6	94	9	5	5	1,341	6	1,739	6
65 to 69	86	1	100	2	297	2	22	2	-	-	419	2	505	2
70 & Over	4	-	6	-	8	-	-	-	-	-	14	-	18	-
TOTAL	8,264	100	6,389	100	13,986	100	1,031	100	100	100	21,506	100	29,770	100
Average Age	41.8		42.7		48.3		51.3		51.3		46.8		45.4	

AGE DISTRIBUTION BY RANK DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE
Procurement - All Services
(Civilian)

Age	WAGE BOARD		Classification Act								Total		TOTAL	
			GS-1/8		GS-9/12		GS-13/14		GS-15/17					
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 20	-	-	52	1	5	-	-	-	-	-	57	-	57	-
20 to 24	-	-	910	8	40	-	-	-	-	-	950	2	950	2
25 to 29	-	-	915	8	540	2	9	-	-	-	1,464	4	1,464	4
30 to 34	-	-	895	8	1,360	5	86	2	-	-	2,341	6	2,341	6
35 to 39	-	-	1,246	12	2,501	10	231	7	5	2	3,983	10	3,983	10
40 to 44	-	-	1,700	16	4,092	16	484	14	30	10	6,306	15	6,306	15
45 to 49	-	-	1,988	18	6,709	26	981	28	83	26	9,761	24	9,761	24
50 to 54	-	-	1,552	14	5,106	20	901	25	98	31	7,657	19	7,657	19
55 to 59	-	-	964	9	3,110	12	543	15	70	22	4,687	12	4,687	12
60 to 64	-	-	513	5	1,526	6	251	7	26	8	2,316	6	2,316	6
65 to 69	-	-	155	1	507	2	55	2	4	1	721	2	721	2
70 & Over	-	-	5	-	29	-	1	-	-	-	35	-	35	-
TOTAL	-	-	10,895	100	25,525	100	3,542	100	316	100	40,278	100	40,278	100
Average Age	-		43.0		48.0		49.9		52.1		46.8		46.8	

AGE DISTRIBUTION BY RANK DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE
Inventory Management - All Services
(Civilian)

AGE	WAGE BOARD		Classification Aot Employees										TOTAL	
			GS=1/8		GS-9/12		GS-13/14		GS-15/17		Total			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 20	-	-	141	1	3	-	-	-	-	-	144	-	144	-
20 to 24	-	-	1,658	5	38	-	-	-	-	-	1,696	4	1,696	4
25 to 29	-	-	1,866	6	301	2	3	-	-	-	2,170	5	2,170	5
30 to 34	-	-	2,226	7	776	7	18	2	-	-	3,020	7	3,020	7
35 to 39	-	-	3,269	11	1,508	12	46	5	2	3	4,825	11	4,825	11
40 to 44	-	-	5,114	17	2,464	19	171	17	8	11	7,757	18	7,757	18
45 to 49	-	-	5,643	19	3,196	25	308	31	21	30	9,168	21	9,168	21
50 to 54	-	-	4,486	15	2,630	20	272	27	23	33	7,411	17	7,411	17
55 to 59	-	-	3,212	11	1,355	10	126	13	13	19	4,706	10	4,706	10
60 to 64	-	-	1,748	6	567	4	36	4	3	4	2,354	5	2,354	5
65 to 69	-	-	641	2	157	1	6	1	-	-	804	2	804	2
70 & Over	-	-	43	-	7	-	-	-	-	-	50	-	50	-
TOTAL	-	-	30,047	100	13,002	100	986	100	70	100	44,105	100	44,105	100
AverageAge	-		44.8		46.9		49.2		50.8		45.6		45.6	

AGE DISTRIBUTION BY RANK DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE
Storage and Issue - All Services
(Civilian)

Age	WAGE BOARD		Classification Act Employees										TOTAL	
			GS - 1/8		GS-9/12		GS-13/14		GS-15/17		Total			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 20	403	1	1	-	1	-					2	-	405	1
20 to 24	4,145	6	4	1	1	-					5	-	4,150	6
25 to 29	4,459	7	17	6	12	1					29	2	4,488	7
30 to 34	4,143	6	24	9	21	2					45	3	4,188	6
35 to 39	6,671	11	29	10	76	7	3	3			108	7	6,779	11
40 to 44	10,583	17	51	18	204	19	12	12			267	19	10,850	17
45 to 49	12,049	19	66	24	313	30	25	26			404	28	12,453	19
50 to 54	9,519	15	46	17	208	20	28	29	2	40	284	20	9,803	15
55 to 59	6,333	10	26	10	149	14	17	18	2	40	194	14	6,527	10
60 to 64	3,516	6	10	4	61	6	9	10	1	20	81	6	3,597	6
65 to 69	1,014	2	3	1	15	1	2	2			20	1	1,034	2
70 & Over	61	-	-	-	1	-					1	-	62	-
TOTAL	62,896	100	277	100	1,062	100	96	100	5	100	1,440	100	64,336	100
Average Age	43.8		45.1		48.8		51.6		56.5		48.3		44.4	

AGE DISTRIBUTION BY RANK DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE
Maintenance -- All Services
(Civilian)

AGE	WAGE BOARD		Classification Act Employees										TOTAL	
			GS-1/8		GS-9/12		GS-13/14		GS-15/17		Total			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than20	2,476	1	-	-	-	-	-	-	-	-	-	-	2,476	1
20 to 24	14,603	7	30	2	3	-	-	-	-	-	33	-	14,636	7
25 to 29	18,583	9	83	6	120	1	1	-	-	-	204	2	18,787	8
30 to 34	15,906	8	101	8	679	6	7	1	-	-	787	6	16,693	7
35 to 39	21,102	10	178	14	1,360	11	51	8	-	-	1,589	12	22,691	10
40 to 44	31,546	15	228	18	2,183	19	93	15	-	-	2,504	18	34,050	15
45 to 49	43,180	20	275	22	3,506	30	206	34	2	22	3,989	29	47,169	21
50 to 54	32,502	15	176	14	2,280	19	150	25	5	56	2,611	19	35,113	16
55 to 59	20,060	9	113	9	1,069	9	69	12	1	11	1,252	9	21,312	9
o0 to 64	10,180	5	68	5	436	4	22	4	-	-	526	4	10,706	5
65 to 69	2,890	1	21	2	107	1	6	1	1	11	135	1	3,025	1
70 & Over	160	-	-	-	2	-	1	-	-	-	3	-	163	-
Total	213,188	100	1,273	100	11,745	100	606	100	9	100	13,633	100	22,682	100
AverageAge	43.1		44.8		46.9		48.8		53.6		46.9		43.8	

LENGTH OF SERVICE DISTRIBUTION BY RANK - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE
All Services -- All Functions -- Military Officers

Length of Service in Years	Warrant Officer	01	02	03	04	05	06	Total	
								#	%
Less than 1	5	1131	95	3	-	-	-	1234	3
1 to 4	174	5222	6824	2845	56	9	1	15131	35
5 to 9	648	133	438	3742	1022	32	6	6021	14
10 to 14	2094	71	241	984	2190	189	11	5780	13
15 to 19	2819	11	116	835	1466	1425	9	6681	15
20 to 24	1500	-	27	653	858	2008	407	5453	12
25 to 29	803	-	-	302	161	887	1353	3506	8
30 to 34	44	-	-	16	3	29	43	135	-
35 to 39	-	-	-	-	-	8	5	13	-
40 & Over	-	-	-	-	-	6	2	8	-
Total	8087	6568	7741	9380	5756	4593	1837	43962	100
							Avg. L/S	11.5	

LENGTH OF SERVICE DISTRIBUTION BY RANK - DEPARTMENT OF ARMY LOGISTICS WORKFORCE

All Functions -- Military Officers

Length of Service in Years	Warrant Officer	01	02	03	04	05	06	TOTAL	
								#	%
Less than 1	5	808	93	3	-	-	-	909	4
1 to 4	171	2606	3030	1303	11	1	-	7122	33
5 to 9	622	78	250	876	854	7	5	2692	12
10 to 14	1818	30	88	249	1103	120	11	3419	16
15 to 19	2611	2	4	97	339	869	6	3928	18
20 to 24	1322	-	1	34	128	855	174	2514	12
25 to 29	339	-	-	1	6	187	547	1080	5
30 to 34	9	-	-	1	-	1	16	27	-
35 to 39	-	-	-	-	-	-	-	-	-
40 & Over	-	-	-	-	-	-	-	-	-
TOTAL	6897	3524	3466	2564	2441	2040	759	21691	100
							Avg. L/S	11.1	

LENGTH OF SERVICE DISTRIBUTION BY RANK - DEPARTMENT OF NAVY LOGISTICS WORKFORCE

All Functions - Military Officers

Length of Service in Years	Warrant Officer	01	02	03	04	05	06	TOTAL #	TOTAL %
Less than 1	-	15	1	-	-	-	-	16	-
1 to 4	1	141	1739	266	1	-	1	2149	27
5 to 9	16	11	106	901	122	2	-	1158	15
10 to 14	274	18	119	111	582	65	-	1169	15
15 to 19	205	2	112	332	196	337	2	1186	15
20 to 24	86	-	26	555	238	191	114	1210	15
25 to 29	147	-	-	299	127	177	210	960	12
30 to 34	24	-	-	15	3	16	13	71	1
35 to 39	-	-	-	-	-	8	5	13	-
40 & Over	-	-	-	-	-	6	2	8	-
Total	753	187	2103	2479	1269	802	347	7940	100
						Avg. L/S		13.5	

LENGTH OF SERVICE DISTRIBUTION BY RANK - DEPARTMENT OF AIR FORCE LOGISTICS WORKFORCE

All Functions -- Military Officers

Length of Service in Years	Warrant Officer	01	02	03	04	05	06	TOTAL	
								#	%
Less than 1	-	308	1	-	-	-	-	309	2
1 to 4	2	2475	2055	1276	44	8	-	5860	42
5 to 9	10	44	82	1965	46	23	1	2171	15
10 to 14	2	23	34	624	505	4	-	1192	8
15 to 19	3	7	-	406	931	219	1	1567	11
20 to 24	92	-	-	64	492	962	119	1729	12
25 to 29	317	-	-	2	28	523	596	1466	10
30 to 34	11	-	-	-	-	12	14	37	-
35 to 39	-	-	-	-	-	-	-	-	-
40 & Over	-	-	-	-	-	-	-	-	-
Total	437	2857	2172	4337	2046	1751	731	14331	100
							Avg. L/S	10.9	

LENGTH OF SERVICE DISTRIBUTION BY RANK - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE
Procurement -- All Services -- Military Officers

Length of Service in Years	Warrant Officer	01	02	03	04	05	06	Total #	Total %
Less than 1	-	91	35	2	-	-	-	128	5
1 to 4	-	421	343	196	8	-	-	968	35
5 to 9	-	20	11	218	92	1	-	342	13
10 to 14	3	11	14	62	199	14	-	303	11
15 to 19	6	2	2	24	128	140	-	302	11
20 to 24	5	-	1	30	84	237	43	400	15
25 to 29	15	-	-	15	10	105	137	282	10
30 to 34	-	-	-	2	-	-	2	4	-
35 to 39	-	-	-	-	-	-	-	-	-
40 & Over	-	-	-	-	-	-	-	-	-
Total	29	545	406	549	521	497	182	2729	100
							Avg.L/S	11.5	

LENGTH OF SERVICE DISTRIBUTION BY RANK - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Supply Management -- All Services -- Military Officers

Length of Service in Years	Warrant Officer	01	02	03	04	05	06	TOTAL	
								#	%
Less than 1	1	836	54	1	-		-	892	4
1 to 4	26	2608	3702	1371	38	7	-	7752	37
5 to 9	89	62	235	1855	685	25	6	2957	14
10 to 14	364	44	132	425	1257	128	11	2361	11
15 to 19	626	5	45	314	639	960	8	2597	12
20 to 24	361	-	7	282	380	1184	290	2504	12
25 to 29	288	-	-	76	59	496	986	1905	9
30 to 34	17	-	-	3	3	19	39	81	1
35 to 39	-	-	-	-	-	8	5	13	-
40 & Over	-	-	-	-	-	6	2	8	-
Total	1772	3555	4175	4327	3061	2833	1347	21070	100
							Avg. L/S.	11.1	

LENGTH OF SERVICE DISTRIBUTION BY RANK - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Maintenance -- All Services -- Military Officers

Length of Service in Years	Warrant Officer	01	02	03	04	05	06	Total	
								#	%
Less than 1	4	204	6	-	-	-	-	214	1
1 to 4	148	2193	2779	1278	10	2	1	6411	32
5 to 9	559	51	192	1669	245	6	-	2722	14
10 to 14	1727	16	95	497	734	47	-	3116	15
15 to 19	2187	4	69	497	699	325	1	3782	19
20 to 24	1134	-	19	341	394	587	74	2549	13
25 to 29	500	-	-	211	92	286	230	1319	6
30 to 34	27	-	-	11	-	10	2	50	-
35 to 39	-	-	-	-	-	-	-	-	-
40 & Over	-	-	-	-	-	-	-	-	-
TOTAL	6286	2468	3160	4504	2174	1263	308	20163	100
							Avg. L/S	11.9	

LENGTH OF SERVICE DISTRIBUTION BY GRADE - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

All Services - All Functions

(Civilian)

LENGTH of SERVICE in YEARS	WAGE BOARD Employees		CLASSIFICATION ACT EMPLOYEES						CIVILIAN TOTAL	
			GS 1/8	GS 9/12	GS 13/14	GS 15/17	TOTAL			
	#	%					#	%	#	%
Less than 1	6288	2	690	40	1	-	731	1	7019	2
1 to 4	47291	17	5871	1633	12	-	7516	7	54807	15
5 to 9	43078	16	6440	4602	200	1	11243	11	54321	14
10 to 14	33119	12	8023	6676	397	11	15107	15	48226	13
15 to 19	44167	16	9119	10489	780	32	20420	21	64587	17
20 to 24	51632	19	6579	12387	1297	92	20355	21	71987	19
25 to 29	43339	16	4867	13396	2095	198	20556	21	63895	17
30 to 34	4690	2	458	1656	384	55	2553	3	7243	2
35 to 39	1250	-	102	223	34	8	367	-	1617	1
40 & Over	875	-	128	85	7	-	220	-	1095	-
TOTAL	275729	100	42277	51187	5207	397	99068	100	374797	100
Avg. L/S	14.8		15.0	19.9	23.2	26.0	18.0		16.1	

LENGTH OF SERVICE DISTRIBUTION BY GRADE - DEPARTMENT OF ARMY LOGISTICS WORKFORCE
All Functions - Civilian

Length of Service in Years	WAGE BOARD Employees		CLASSIFICATION ACT EMPLOYEES						CIVILIAN TOTAL	
			GS 1/8	GS 9/12	GS 13/14	GS 15/17	Total			
	#	%					#	%	#	%
Less than 1	2045	3	177	20	-	-	197	1	2242	2
1 to 4	13981	19	743	460	1	-	1204	4	15185	15
5 to 9	12258	17	1270	1383	60	-	2713	11	14971	15
10 to 14	8970	12	1627	2010	132	3	3772	15	12742	13
15 to 19	11299	15	2035	2895	261	8	5199	20	16498	17
20 to 24	14368	20	1621	3688	484	26	5819	23	20187	20
25 to 29	9182	13	1272	3812	738	55	5877	23	15059	15
30 to 34	789	1	142	524	120	17	803	3	1592	2
35 to 39	251	-	-	-	-	-	-	-	251	-
40 & Over	221	-	-	-	-	-	-	-	221	-
TOTAL	73364	100	8887	14792	1796	109	25584	100	98948	100
Avg. L/S	14.5		16.2	19.8	23.2	25.9	18.8		15.6	

LENGTH OF SERVICE DISTRIBUTION BY GRADE - DEPARTMENT OF NAVY LOGISTICS WORKFORCE

All Functiors - Civilian

Length of Service In Years	WAGE BOARD Employees		CLASSIFICATION ACT EMPLOYEES						Civilian Total	
			GS 1/8	GS 9/12	GS 13/14	GS 15/17	TOTAL			
	#	%					#	%	#	%
Less than 1	3794	3	399	14	1	-	414	2	4208	3
1 to 4	20900	17	1787	263	5	-	2055	9	22955	16
5 to 9	19343	16	1787	759	64	1	2611	11	21954	15
10 to 14	13299	11	2221	893	95	4	3213	14	16512	11
15 to 19	15432	13	2620	1269	124	9	4022	18	19454	14
20 to 24	20551	17	2278	2080	207	19	4584	20	25135	17
25 to 29	22984	19	1660	2972	384	42	5058	22	28042	20
30 to 34	2967	3	168	438	96	17	719	3	3686	3
35 to 39	747	1	53	104	14	6	177	1	924	1
40 & Over	357	-	70	48	5	-	123	-	480	-
TOTAL	120374	100	13043	8840	995	98	22976	100	143350	100
Avg. L/S	15.1		15.3	21.3	23.0	26.3	18.0		14.3	

LENGTH OF SERVICE DISTRIBUTION BY GRADE - DEPARTMENT OF AIR FORCE LOGISTICS WORKFORCE
All Functions - Civilian

LENGTH OF SERVICE IN YEARS	WAGE BOARD Employees		CLASSIFICATION ACT EMPLOYEES						CIVILIAN TOTAL	
			GS 1/8	GS 9/12	GS 13/14	GS 15/17	TOTAL #	TOTAL %	#	%
Less than 1	449	1	114	6	-	-	120	4	569	1
1 to 4	9468	13	2006	241	4	-	2251	8	11719	11
5 to 9	10470	14	2175	905	41	-	3121	11	13591	13
10 to 14	10183	14	2957	1945	109	2	5013	17	15196	15
15 to 19	16296	22	3271	3138	247	6	6662	23	22958	22
20 to 24	15261	21	1868	3215	329	18	5430	19	20691	20
25 to 29	10192	14	1359	3675	548	54	5636	19	15828	16
30 to 34	871	1	111	347	93	8	559	2	1430	2
35 to 39	242	-	40	69	13	2	124	.4	366	-
40 & Over	295	-	57	28	1	-	86	.2	381	-
Total	73727	100	13958	13569	1385	90	29002	100	102729	100
Avg. L/S	16.2		14.6	20.3	23.1	26.2	17.6		16.6	

LENGTH OF SERVICE DISTRIBUTION BY GRADE - DEFENSE SUPPLY AGENCY LOGISTICS WORKFORCE

All Functions - Civilian

Length of Service in Years	WAGE BOARD Employees		CLASSIFICATION ACT EMPLOYEES						Civilian Total	
			GS 1/8	GS 9/12	GS 13/14	GS 15/17	Total			
	#	%					#	%	#	%
Less than 1	-	-	-	-	-	-	-	-	-	-
1 to 4	2942	35	1335	669	2	-	2006	9	4948	16
5 to 9	1007	12	1208	1555	35	-	2798	13	3805	13
10 to 14	667	8	1218	1828	61	2	3109	15	3776	13
15 to 19	1140	14	1193	3187	148	9	4537	21	5677	19
20 to 24	1452	18	812	3404	277	29	4522	21	5974	20
25 to 29	981	12	576	2937	425	47	3985	19	4966	17
30 to 34	63	1	37	347	75	13	472	2	535	2
35 to 39	10	-	9	50	7	-	66	-	76	-
40 & Over	2	-	1	9	1	-	11	-	13	-
Total	8264	100	6389	13986	1031	100	21506	100	29770	100
Avg. L/S	12.9		13.3	18.8	23.6	25.5	17.4		16.2	

LENGTH OF SERVICE DISTRIBUTION BY GRADE - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Procurement -- All Services -- Civilian

Length of Service in Years	WAGE BOARD Employees		CLASSIFICATION ACT EMPLOYEES						Civilian Total	
			GS 1/8	GS 9/12	GS 13/14	GS 15/17	Total			
	#	%					#	%	#	%
Less than 1	-	-	137	24	1	-	162	-	162	-
1 to 4	-	-	1984	1132	9	-	3125	8	3125	8
5 to 9	-	-	2017	2924	173	1	5114	13	5114	13
10 to 14	-	-	2126	3428	331	11	5896	15	5896	15
15 to 19	-	-	2023	5250	585	26	7884	19	7884	19
20 to 24	-	-	1453	5877	863	79	8272	20	8272	20
25 to 29	-	-	1078	5970	1288	148	8484	21	8484	21
30 to 34	-	-	98	773	247	39	1157	3	1157	3
35 to 39	-	-	18	135	42	13	208	1	208	1
40 & Over	-	-	18	45	17	-	80	-	80	-
Total	-	-	10952	25558	3555	317	40382	100	40382	100
Avg. L/S	-		13.7	19.1	22.7	25.9	18.0		18.0	

LENGTH OF SERVICE DISTRIBUTION BY GRADE - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE
Inventory Management -- All Services -- Civilian

Length of Service in Years	WAGE BOARD Employees		CLASSIFICATION ACT EMPLOYEES						CIVILIAN TOTAL	
			GS 1/8	GS 9/12	GS 13/14	GS 15/17	TOTAL			
	#	%					#	%	#	%
Less than 1	-	-	531	8	-	-	539	1	539	1
1 to 4	-	-	3802	339	1	-	4142	9	4142	9
5 to 9	-	-	4218	858	13	-	5089	12	5089	12
10 to 14	-	-	5639	1710	41	-	7390	17	7390	17
15 to 19	-	-	6801	3037	104	6	9948	23	9948	23
20 to 24	-	-	4804	3133	235	10	8182	19	8182	19
25 to 29	-	-	3482	3405	507	43	7437	17	7437	17
30 to 34	-	-	333	382	81	12	808	2	808	2
35 to 39	-	-	120	99	14	-	233	-	233	-
40 & Over	-	-	120	24	1	-	145	-	145	-
Total	-	-	29850	12995	997	71	43913	100	43913	100
Avg. L/S	-	-	15.3	20.3	24.9	26.8	17.0		17.0	

LENGTH OF SERVICE DISTRIBUTION BY GRADE - DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Storage and Issue -- All Services -- Civilian

Length of Service in Years	WAGE BOARD Employees		CLASSIFICATION ACT EMPLOYEES						CIVILIAN TOTAL	
			GS 1/8	GS 9/12	GS 13/14	GS 15/17	TOTAL			
	#	%					#	%	#	%
Less than 1	1249	2	2	1	-	-	3	-	1252	2
1 to 4	12386	20	16	15	1	-	32	2	12418	19
5 to 9	8445	13	44	34	2	-	80	6	8525	13
10 to 14	7421	12	40	66	-	-	106	7	7527	12
15 to 19	11057	18	49	153	7	-	209	14	11266	18
20 to 24	12238	19	53	331	33	3	420	29	12658	20
25 to 29	8553	13	64	421	42	1	528	37	9081	14
30 to 34	827	1	5	39	7	1	52	4	879	1
35 to 39	357	1	2	9	4	-	15	1	372	1
40 & Over	316	1	1	3	-	-	4	-	320	-
Total	62849	100	276	1072	96	5	1449	100	64298	100
Avg. L/S	14.6		18.0	22.9	25.2	25.4	22.1		15.3	

LENGTH OF SERVICE DISTRIBUTIONS BY GRADE IN DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

							TOTAL		CIVILIAN TOTAL	
			8				#	%	#	%
		4			-	-	27	-	5066	2
		1		14	1	-	217	2	35122	16
		16		78	13	-	960	7	35593	16
		12	218	14	25	-	1715	13	27413	12
		17			80	-	2423	18	35533	16
		19	26	3046	166	-	3481	25	42875	19
		16	241	1600	258	6	4107	30	38893	17
		4	22	462	49	3	536	4	4399	2
		1	12	89	7	-	118	1	1011	1
		-	9	38	1	-	48	-	607	-
Total	212890	100	1279	11744	606	9	13632	100	226512	100
	14.9		17.9	21.2	24.2	29.1	21.0		15.8	

EDUCATIONAL LEVEL BY RANK DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

All Functions -- All Services

(Military Officers)

EDUCATION	WARRANT OFFICER	O 1	O 2	O 3	O 4	O 5	O 6	TOTAL	
								NO.	%
LESS THAN H.S	213	12	12	39	11	10	2	299	1
HIGH SCHOOL	7767	1466	1843	2466	1777	1893	665	17877	40
B.S./B.A.	154	4799	5497	6453	3245	1741	618	22507	51
ADV.DEGREE	11	306	472	481	772	955	555	3552	8
TOTAL	8145	6853	7824	9439	5805	4599	1840	44235	100

EDUCATIONAL LEVEL BY RANK DEPARTMENT OF THE ARMY LOGISTICS WORKFORCE

All Functions

(Military Officers)

EDUCATION	WARRANT OFFICER	0 1	0 2	0 3	0 4	0 5	0 6	TOTAL	
								NO.	%
LESS THAN H.S	53			2	4	8	1	68	-
HIGH SCHOOL	6714	1438	1335	558	516	794	244	11599	54
B.S./B.A.	124	1952	1884	1854	1681	869	274	8638	40
ADV.DEGREE	6	134	247	150	240	369	240	1386	6
TOTAL	6897	3524	3466	2564	2441	2040	759	21691	100

EDUCATIONAL LEVEL BY RANK DEPARTMENT OF THE NAVY LOGISTICS WORKFORCE

All Functions

(Military Officers)

EDUCATION	WARRANT OFFICER	O 1	O 2	O 3	O 4	O 5	O 6	TOTAL	
								NO.	%
LESS THAN H.S	157	12	12	37	7	2	1	228	3
HIGH SCHOOL	648	19	493	1262	408	156	36	3022	37
B.S./B.A.	5	140	1574	1177	624	323	121	3964	48
ADV.DEGREE	1	31	107	62	279	327	192	999	12
TOTAL	811	202	2186	2538	1318	808	350	8213	100

EDUCATIONAL LEVEL BY RANK DEPARTMENT OF THE AIR FORCE LOGISTICS WORKFORCE

All Functions

(Military Officers)

EDUCATION	WARRANT OFFICER	0 1	0 2	0 3	0 4	0 5	0 6	TOTAL	
								NO.	%
LESS THAN H.S	3	-	-	-	-	-	-	3	-
HIGH SCHOOL	405	9	15	646	853	943	385	3256	23
B.S./B.A.	25	2707	2039	3422	940	549	223	9905	69
ADV.DEGREE	4	141	118	269	253	259	123	1167	8
TOTAL	437	2857	2172	4337	2046	1751	731	14331	100

EDUCATIONAL LEVEL BY RANK DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Procurement and Contract Administration -- All Services

(Military Officers)

EDUCATION	WARRANT OFFICER	0 1	0 2	0 3	0 4	0 5	0 6	TOTAL	
								NO.	%
LESS THAN H.S	3		1	1		2		7	-
HIGH SCHOOL	25	30	30	69	111	114	26	405	15
B.S./B.A.	3	422	267	395	315	210	70	1682	61
ADV.DEGREE	1	94	110	86	102	176	88	657	24
TOTAL	32	546	408	551	528	502	184	2751	100

EDUCATIONAL LEVEL BY RANK DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Supply Management -- All Services

(Military Officers)

EDUCATION	WARRANT OFFICER	0 1	0 2	0 3	0 4	0 5	0 6	TOTAL	
								NO.	%
LESS THAN H.S	44	11	4	13	4	8	1	85	-
HIGH SCHOOL	1698	941	1060	1000	781	1092	488	7060	33
B.S./B.A.	39	2462	2857	3103	1918	1119	466	11964	57
ADV.DEGREE	3	150	297	247	385	614	392	2088	10
TOTAL	1784	3464	4218	4363	3088	2833	1347	21197	100

EDUCATIONAL LEVEL BY RANK DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

Maintenance -- All Services

(Military Officers)

EDUCATION	WARRANT OFFICER	O 1	O 2	O 3	O 4	O 5	O 6	TOTAL	
								NO.	%
LESS THAN H.S	166	1	7	25	7		1	207	1
HIGH SCHOOL	6044	495	753	1397	885	687	151	10412	51
B.S./B.A.	112	1915	2373	2955	1012	412	82	8861	44
ADV.DEGREE	7	62	65	148	285	165	75	807	4
TOTAL	6329	2473	3198	4525	2189	1264	309	20287	100

EDUCATIONAL LEVEL DEPARTMENT OF DEFENSE LOGISTICS WORKFORCE

All Functions - By Service

(Class Act Civilians)

EDUCATION	ARMY				* NAVY %	* Air FORCE %	* DSA %	TOTAL DOD %
	Supply Mgmt	Procmnt	Mainnce	Total				
Less than High School	7	4	7	6		8	9	7
High School	81	74	87	81	67	75	71	77
B.S./B.A.	11	20	6	12	29	15	18	15
ADV. Degree	1	2	-	1	4	2	2	1
TOTAL	100	100	100	100	100	100	100	100

* Data for Navy, Air Force, and DSA not available by function.

APPENDIX B

TASK FORCE PROPOSAL

REPORTING LEVELS AND FORMAT

FOR THE

LOGISTICS MANPOWER INFORMATION SYSTEM

LOGISTICS MANPOWER INFORMATION SYSTEM REQUIREMENT REPORTING LEVELS:

This report will be submitted by each Military Service (Army, Navy, Marine Corps, Air Force) and the Defense Supply Agency. Appropriate channels for submission will be followed as indicated in Recommendation 3c.

Each Military Service and the Defense Supply Agency will be responsible for the consolidation of their respective submissions. Each Service will cause logistics workforce data to reflect information at the following echelons:

1. Service Wide: This is a consolidation by each service of the data reported in echelons 2, 3 and 4 below.

2. Headquarters Echelon: Report separately statistical data covering the six logistics functions of the Headquarters elements of the Hqs USA, USN, USMC, USAF, and the Department of Defense. These data should reflect the Hqs personnel of major subordinate commands and agencies which are assigned a mission primarily concerned with logistics.

3. Field Organizations - CONUS: Each Service and DOD component will cause statistical data to be reported and consolidated so as to reflect total personnel assigned to the six logistics functions in all commands located in the CONUS (other than those personnel reported under Headquarters Echelon above).

4. Field Organizations - Overseas: Each Service and DOD component will cause statistical data to be reported and consolidated so as to reflect total personnel assigned to the six logistics functions in all commands located outside the CONUS.

FORMAT:

No. 1 - Age-Length of Service, Class Act Civilian

Requires 1 consolidated total and 1 for each of the logistics functional areas, for each of the 4 echelons.

No. 1.1- Age-Length of Service, Class Act Civilian GS 1 thru 5

No. 1.2- Age-Length of Service, Class Act Civilian GS 6 thru 11

No. 1.3- Age-Length of Service, Class Act Civilian GS 12 thru 14

No. 1.4- Age-Length of Service, Class Act Civilian GS 15 thru Super Grades

No. 2 - Age-Length of Service, Wage Board Civilian

Requirement same as for Format #1.

No. 3 - Education-Grade Distribution, Military (Officer & Enlisted)

Requirement same as for Format #1.

No. 4 - Education-Grade Distribution, Civilian (Class Act & Wage Board)

Requirement same as for Format #1.

No. 5 - Military Losses from Active Service by Grade, (Officer & Enlisted)

Requirement same as for Format #1.

No. 6 - Civilian Losses, Class Act & Wage Board, by Grade and Function.

Requires 1 consolidation Service-wide and 1 consolidation for each of the 4 echelons.

No. 7 - Trainee Input, Civilian (Wage Board and Class Act)

Requirement same as for Format #6.

AGE - LENGTH OF SERVICE
CLASS ACT CIVILIAN

_____*

AGE	LENGTH OF SERVICE								
	LESS THAN 1	1-4	5-9	10-14	15-19	20-24	25-29	30 PLUS	TOTAL
UNDER 20									
20-24									
25-29									
30-34									
35-39									
40-44									
45-49									
50-54									
55-59									
60-61									
62-69									
70 & OVER									
TOTAL									

*Prepare for each functional area:
Supply Management, Procurement, Maintenance,
Quality Control & Reliability Assurance, Transportation
and Facilities Management.

FORMAT #1

AGE - LENGTH OF SERVICE
CLASS ACT CIVILIAN GS 1 THRU 5

_____*

AGE	LENGTH OF SERVICE								
	LESS THAN 1	1-4	5-9	10-14	15-19	20-24	25-29	30 PLUS	TOTAL
UNDER 20									
20-24									
25-29									
30-34									
35-39									
40-44									
45-49									
50-54									
55-59									
60-61									
62-69									
70 & OVER									
TOTAL									

*Prepare for each functional area:
Supply Management, Procurement, Maintenance,
Quality Control & Reliability Assurance, Transportation
and Facilities Management.

FORMAT 1.1

AGE - LENGTH OF SERVICE
CLASS ACT CIVILIAN GS 6 THRU 11

_____*

AGE	LENGTH OF SERVICE								
	LESS THAN 1	1-4	5-9	10-14	15-19	20-24	25-29	30 PLUS	TOTAL
UNDER 20									
20-24									
25-29									
30-34									
35-39									
40-44									
45-49									
50-54									
55-59									
60-61									
62-69									
70 & OVER									
TOTAL									

*Prepare for each functional area:
Supply Management, Procurement, Maintenance,
Quality Control & Reliability Assurance, Transportation
and Facilities Management.

FORMAT 1.2

AGE - LENGTH OF SERVICE
CLASS ACT CIVILIAN GS 12 THRU 14

_____*

AGE	LENGTH OF SERVICE								
	LESS THAN 1	1-4	5-9	10-14	15-19	20-24	25-29	30 PLUS	TOTAL
UNDER 20									
20-24									
25-29									
30-34									
35-39									
40-44									
45-49									
50-54									
55-59									
60-61									
62-69									
70 & OVER									
TOTAL									

*Prepare for each functional area:
Supply Management, Procurement, Maintenance,
Quality Control & Reliability Assurance, Transportation
and Facilities Management.

FORMAT 1.3

AGE - LENGTH OF SERVICE
CLASS ACT CIVILIAN GS 15 THRU SUPER GRADES

_____*

AGE	LENGTH OF SERVICE								
	LESS THAN 1	1-4	5-9	10-14	15-19	20-24	25-29	30 PLUS	TOTAL
UNDER 20									
20-24									
25-29									
30-34									
35-39									
40-44									
45-49									
50-54									
55-59									
60-61									
62-69									
70 & OVER									
TOTAL									

*Prepare for each functional area:
Supply Management, Procurement, Maintenance,
Quality Control & Reliability Assurance, Transportation
and Facilities Management.

FORMAT 1.4

AGE - LENGTH OF SERVICE
WAGE BOARD CIVILIAN

_____*

AGE	LENGTH OF SERVICE								
	LESS THAN 1	1-4	5-9	10-14	15-19	20-24	25-29	30 PLUS	TOTAL
UNDER 20									
20-24									
25-29									
30-34									
35-39									
40-44									
45-49									
50-54									
55-59									
60-61									
62-69									
70 & OVER									
TOTAL									

*Prepare for each functional area:
Supply Management, Procurement, Maintenance,
Quality Control & Reliability Assurance, Transportation
and Facilities Management.

FORMAT #2

EDUCATION-MILITARY

_____*

OFFICER & WARRANT OFF	LESS THAN H.S.	HIGH SCHOOL	TECHNICAL ASSOC. DGR	B.S. B.A.	ADVANCED DEGREE	TOTAL
W.O.						
O-1						
O-2						
O-3						
O-4						
O-5						
O-6						
GEN/FLAGG						
TOTAL						
ENLISTED						
E-1						
E-2						
E-3						
E-4						
E-5						
E-6						
E-7						
E-8						
E-9						
TOTAL						

*Prepare for each functional area:
Supply Management, Procurement, Maintenance,
Quality Control & Reliability Assurance, Transportation,
and Facilities Management.

FORMAT #3

EDUCATION - CIVILIAN

_____ *

EDUCATIONAL LEVEL	CLASS ACT					WAGE BOARD				
	GS-1/5	GS 6-11	GS 12-14	GS 15 & ABOVE	TOTAL	GR 1-5 LBR-HLPR	GR 6-9 INTERM-SKLLD	GR 10&ABOVE HIGHLY SKLD	SUPERVISORS	TOTAL
LESS THAN HIGH SCHOOL										
HIGH SCHOOL										
TECHNICAL ASSOC. DEGREE										
B.S. - B.A.										
ADVANCED DEGREE										
TOTAL										

*Prepare for each functional area:
Supply Management, Procurement, Maintenance,
Quality Control & Reliability Assurance, Transportation
and Facilities Management

FORMAT #4

MILITARY LOSSES FROM ACTIVE SERVICE
BY GRADE

_____ *

OFFICER	SEPARATIONS	RETIREMENTS	TOTAL LOSSES
W.O.			
O-1			
O-2			
O-3			
O-4			
O-5			
O-6			
GEN-FLAGG			
TOTAL			
ENLISTED			
E-1			
E-2			
E-3			
E-4			
E-5			
E-6			
E-7			
E-8			
E-9			
TOTAL			

*Prepare for each functional area: Supply Management, Procurement, Maintenance, Quality Control & Reliability Assurance, Transportation, and Facilities Management.

FORMAT #5

CIVILIAN LOSSES
CLASS ACT & WAGE BOARD
BY GRADE & FUNCTION

	CLASS ACT					WAGE BOARD				
FUNCTION	GS 1-5	GS 6-11	GS 12-14	GS 15 & ABOVE	TOTAL	WB 1-5 LBR-HELPER	WB 6-9 INTERM-SKILLED	WB 10 & ABOVE	SUPERVISORS	TOTAL
SUPPLY										
PROCUREMENT										
MAINTENANCE										
QUALITY CONTROL										
TRANS-PORTATION										
FACILITIES MANAGEMENT										
TOTAL										

FORMAT #6

TRAINEE INPUT
CIVILIAN

TRAINEE CATEGORY	SUPPLY	PROCURE-MENT	MAINTE-NANCE	QUALITY CONTROL	TRANSPOR-TATION	FACILITIES MANAGEMENT	TOTAL
ADMINISTRATIVE, PROFESSIONAL AND TECHNICAL (COLLEGE CALIBRE							
APPRENTICE							
OTHER BLUE COLLAR SKILLED WORKER TRAINEES							
TOTAL							

FORMAT #7