

ARCHIVES
CGSC FT LEAVENWORTH KAN

DEC 11 1952

ACCESSION NO _____
FO REGISTRI _____

N-2128.278

PLAN FOR A LOGISTICAL REPORTING SYSTEM
FOR A COMMUNICATIONS ZONE

A. M. Ruenmele
Major, Ordnance
O-31824

Date Submitted: 24 May 1949

Plan for a logistical reporting system
for a communications zone, by Maj A. M.
Ruenmele. CGSC. 1948-49.

JUN 21 1965

This Document

IS A HOLDING OF THE

ARCHIVES SECTION

LIBRARY SERVICES

FORT LEAVENWORTH, KANSAS

DOCUMENT NO. N-2128.278 COPY NO. 1

N-2128.278

COMMAND AND GENERAL STAFF COLLEGE

FORT LEAVENWORTH, KANSAS

Logistics Specialized Course
Regular Class 1948-1949

LOGISTICAL REPORTING SYSTEM FOR A COMMUNICATIONS ZONE

A. M. Ruemmele
Major, Ordnance
031824

Date Submitted: 24 May 1949

RETURN TO
PAMPHLET SECTION
LIBRARY C&SC

Command and General Staff College
Department of Logistics
Fort Leavenworth, Kansas

File No. 8-12

SUBJECT: Plan for a Communications Zone Logistical Reporting System.

TO: Director, Department of Logistics, Command and General Staff College, Fort Leavenworth, Kansas.

1. PROBLEM:--To develop a plan for a logistical reporting system for a communications zone which will meet its needs and comply with the principles for a simplified reporting system as prescribed by AR-305-15.

2. ASSUMPTIONS:--That the present concept as to the employment and responsibilities of a communications zone will remain unchanged. (Annex 4)

3. FACTS BEARING ON THE PROBLEM:--a. That the reporting systems used in World War II did not provide the commander with accurate and timely logistical information and failed to accomplish their purpose to an acceptable degree. (Annex 3)

b. That the present concept of future wars is one that will require communications zone commanders to have accurate and timely information in order for them to accomplish their mission.

c. That fast, efficient means for compiling and transmitting information are presently available. (Annex 5 & 6)

4. DISCUSSION:--a. The proposed plan eliminates the major problems of reporting in a communications zone by: (Annex 4)

(1) Using mechanical and electrical means for compiling and transmitting information which will minimize the errors introduced into reports by the human element. (Annex 7)

(2) Providing for an integrated series of standard logistical report forms for use by all technical and administrative services. (Annex 7)

(3) By providing an agency in the communications zone headquarters and each major subordinate headquarters

thereof, whose sole purpose is to plan, control, and operate the reporting system. (Annex 7)

b. The proposed system will require additional skilled maintenance and trained operation personnel.

c. The mechanical and electrical equipment required for the operation of the proposed system will require material that may be critical in time of war.

5. CONCLUSIONS:--a. That the proposed logistical reporting system will eliminate the deficiencies found in reporting systems used in the past. (Annex 3 and 7)

b. That the necessity for providing commanders with current logistical information justifies the additional skilled personnel and equipment required to operate the system. (Annex 5 & 6)

6. ACTION RECOMMENDED:--a. That the proposed logistical reporting system be adopted for use in a communications zone. (Annex 7)

b. That this staff study be approved and forwarded to the Director of Logistics, GSUSA, for consideration. (Annex 1 & 2)

A. M. Ruemmele
A. M. Ruemmele
Major, Ordnance
O-31824

ANNEXES:

1. Draft Memorandum to the Commandant, C&GSC.
2. Draft Letter of Transmittal to Director of Logistics, GSUSA.
3. Logistical Reporting Systems used in Communications Zones, World War II.
4. Analysis of the Problem of Logistical Reporting in a Communications Zone.
5. A Machine Records System for Logistical Reports.
6. A System for Transmitting Information.
7. Proposed Logistical Reporting System.
8. Bibliography.

Concurrences-----Omitted.
Nonconcurrences-----Omitted.
Consideration of Nonconcurrences-----Omitted.
Annexes added-----Omitted.

Approved:

May, 1949

F. A. Henning
Colonel, FA
Director

ANNEX I

COMMAND AND GENERAL STAFF COLLEGE
FORT LEAVENWORTH, KANSAS

SUBJECT: A Reporting System For A Communications Zone
(IDENTIFY THIS MEMORANDUM SLIP WITH PAPERS TO WHICH ATTACHED.)

TO	SUBJECT MATTER	FROM DATE AND INITIAL
	<p>1. I concur in the recommendations of the attached research study.</p> <p>2. Request that this study be transmitted to the Director, Logistics Division, GSUSA, by means of a letter (Annex 2) which has been prepared for your signature.</p>	<p>May 1949</p> <p>F. A. Henning Colonel, FA</p> <p>Director Dept. of Logistics</p> <p>ANNEX 1</p>

ANNEX 2

COMMAND AND GENERAL STAFF COLLEGE

FORT LEAVENWORTH, KANSAS

SUBJECT: Logistical Reporting System For A Communications
Zone

TO: The Director,
Logistics Division, GSUSA
The Pentagon,
Washington-25, D. C.

1. The attached staff study, "A Plan For Logistical Reporting In A Communications Zone", is transmitted to you for consideration and appropriate action.

2. The research study was prepared by a student in this College and concurred in by the Director, Department of Logistics. The recommendations made for a communications zone logistical reporting system appear to have considerable merit.

M. S. Eddy
Lt. General, USA
Commandant

ANNEX 3

Reporting Systems Used During World War II In The Various Theaters Of Operations

1. Logistical reports are the major vehicle for conveying to commanders at all echelons that information needed by them to fulfill their logistical responsibilities. The reporting system of a higher headquarters in many ways sets the pattern for the reporting systems of subordinate headquarters.

2. The reports listed below are a few of the major logistical reports required from theaters of operation by the War Department during World War II:

a. G-4 Periodical Report--prepared monthly by the G-4 of the theater and is the major logistical report at all levels. It is the vehicle for summarizing detailed logistical reports and activities. It includes a summary of the supply organization, supply establishments, service troops, transportation, supply and maintenance, equipment, hospitalization and evacuation, construction, salvage and reclamation, disposal of excess and surplus, recommendations, statistics, narrative summaries, historical data, graphic charts, maps, etc.

b. Material Status Report--prepared monthly by zone of interior port commander from information furnished by the theater commander on authorized and special allowances, amount on hand in depots, in hands of troops, and losses--battle and other. This report was used as a basis for automatic and semi-automatic supply during phase I and II. It was continued during phase III (requisition) for purposes of statistical control.

c. Ammunition Supply Report--prepared monthly by zone of interior port commander. Theater commander provided information on status of ammunition in depot stocks, in hands of troops, and losses and expenditures for combat and training.

d. Critical Items Report--prepared monthly by the port commander from information provided by theater commander on losses and expenditures (regardless of reporting in other communications), number of weapons in hands of troops, etc. This report was gradually expanded to include data contained in the material status and ammunition supply reports, and replaced these reports.

e. Overseas Command Forecast of Requisitions--prepared monthly by the theater commander to provide a forecast of future demands on U.S. procurement for certain prescribed periods. It included authorized and special allowances, depot stocks in hands of troops, due from local procurement, and requirements based on consumption, replacement factors, etc.

f. Theater Inventory--prepared by the theater commander and included inventories of specific items in hands of troops and in depots, also expenditures and losses.

3. Following is a typical list of logistical reports and frequency of submission required by theater commanders from subordinate commands:

- a. G-4 Periodic Report----- Monthly
- b. Critical Items Report----- Monthly
- c. Material Status Report----- Quarterly
- d. Status of CWS Ammunition----- Monthly
- e. Ammunition Supply Report----- Quarterly
- f. Expenditure Report (Ammunition)----- Monthly
- g. Ordnance Situation Report (Ammunition)----- Quarterly
- h. Ordnance Situation Report (Automotive)----- Quarterly
- i. Automotive Disability Report----- Monthly
- j. Report of Fuels and Lubricants----- Monthly
- k. Report of Excesses----- Monthly

4. The Advance Section of the Communications Zone, ETO, was detached from the First Army on the Continent of Europe, 14 July

1944. By 29 August 1944, the communications zone on the continent was divided into six sections as follows:

Advance Section

Normandy Base Section

Loire Section

Seine Section

Oise Section

Channel Base Section

5. The reporting system used in the European Theater grew, report by report, from essentially no system to a fairly well planned and integrated system on V-E Day. However, many deficiencies still existed.

6. The lack of an adequate reporting system, among other things, resulted in many duplications of shipments from the United States to enable the U. S. Headquarters in the U. K. to equip and mount troops for the invasion of North Africa. The equipment was available in the U. K., but information as to quantity and location was not. The original system was based on the concept that operations would be decentralized to sections of the communications zone. However, due to the rapid advance of our Armies on the continent, errors in consolidating, delays resulting from consolidating, and untimely information reaching communications zone headquarters, the system was changed so that reports dealing with stock status and related activities were submitted by depots and service units, directly to the technical services at communications zone headquarters. Reports of an administrative nature were submitted through command channels.

7. The following are typical logistical reports required by Headquarters Communications Zone, ETO:

a. G-4 Periodic Report--prepared weekly by all sections and unit commanders in the communications zone. In addition to information normal for this report, specific comments

were required on the following:

- (1) Supplies on hand in dumps, depots, and distributing points (all classes).
- (2) Rations issued for the period broken down by type.
- (3) Vehicle replacements.
- (4) Consumption and issue of POL products.
- (5) Weapons replacements.
- (6) Ammunition expenditures.
- (7) Critical items in short supply.
- (8) Comments and recommendations concerning required increases or decreases in levels of reserve supplies.

b. Semi-monthly Depot Space and Operating Report Summary and Analysis--required semi-monthly from each communications zone base and section concerning status of each depot in the base or section. Information included was storage space and occupancy, tonnage in storage, tonnage handled, materials handling equipment, personnel, plus other details of storage space, occupancy, etc.

c. Special Reports--Special logistical reports required by headquarters communications zone, other than those required by the technical services, were primarily of an administrative nature.

8. The technical services, to enable them to carry out their logistical function and keep the commander and staff informed on logistical matters, initiated request for and used the majority of the detailed logistical reports received from lower echelons. They were free to prescribe the form of the report and much of the information to be contained therein. As a result, there were duplications of reports flowing through technical and command channels, and non-standardization of forms. The stock status, material status, critical items, and service personnel reports are outstanding examples. (Appendix E) This was partially corrected

in the ETO by Circular 29, Communications Zone, 11 April 1945, which established a control and symbol system for recurring reports, and SOP 13, Headquarters, ETO, 5 March 1945, which established the stock control reporting system for the ETO. However, these directives did not standardize report forms or restrict the information that could be contained therein.

9. The recurring reports requested by the Office Chief Quartermaster, Communications Zone, ETO, through technical channels, are typical of those required by the other technical services. Of the forty-one recurring reports, five were submitted daily, twenty-nine weekly, one three times a month, one twice a month, and five once a month for a total of two hundred and seventy-two recurring reports in a thirty-day period. (Appendix A)

10. Numerous one-time reports were necessary to secure information requested by higher headquarters and could not be obtained through the established schedule of reports and had to be passed down the line for fulfillment. Frequently, for example, a depot already overloaded with work and short of personnel, had literally to drop its operations in order to send in a report on the up-to-the-minute status of a particular item. Such a demand, in most cases, required detailed inventories made under trying circumstances. In many cases special report was superimposed upon a recurring report which provided the same information as of a few days earlier or later; or records in existence could have provided information almost as timely and satisfactory.

11. The logistical reports required and received by the sections of the communications zone were primarily of an administrative nature and information copies of reports submitted by depots and service units directly to headquarters communications zone. (Appendix B)

12. A review of information available on the reporting systems of the major theaters of operation during World War II indicates that they were essentially the same as that used in

the ETO. The Pacific Theaters differed largely in the channels for reporting. Due to the island structure, bases and sections were scattered over a large area with inadequate communications. It was, therefore, necessary for base and section headquarters to receive, consolidate, and forward a good many of the logistical reports. (Appendix C and D)

13. Some of the major deficiencies of the logistical report-systems used in the theaters of operations were:

- a. Non-standardization of reporting forms. (Appendix E)
- b. Slow manual methods were employed in the preparation of reports, and they furnished out-dated information.⁸
- c. Consolidations by intermediate headquarters retarded the flow of information and introduced additional inaccuracies into reports.
- d. No effective reports control system was used.¹
- e. Confusion existed as to channels for submitting various reports. (command or technical channels)¹
- f. Many reports were unreasonable as to the time allowed for their preparation.¹
- g. Insufficient trained personnel were available to adequately prepare the large number of logistical reports required.¹
- h. Subordinate commanders were not imbued with the necessity for submitting accurate and timely reports.
- i. The reporting systems were poorly planned and executed.
- j. Report forms were poor and not clear as to meaning.⁶
- k. Methods of transmission were slow.
- l. Communications zone bases, sections and depots were frequently required to submit consolidated reports of information already available in communications zone headquarters. Salvage reports were an outstanding example of this.

APPENDIX A

RECURRING REPORTS---OFFICE CHIEF QUARTERMASTER, COMMUNICATIONS ZONE, HHO⁴

TITLE OF REPORT	SUBMITTED BY	FREQUENCY	NO. COPIES	REMARKS
<u>Class I</u>				
1. Non-perishable Inventory	All Depots	Weekly	3	
2. Perishable Inventory	All Depots	Daily	3	
3. Breakdown of Rations Issued	All Depots	Weekly	3	
4. Availability of Fresh Fruits and Vegetables	By all Depots to Section QM's for consolidation and submission to OCCM	Monthly	3	
<u>Class II & IV</u>				
6. Report on Critical Items	All Depots	Daily	--	By Telephone
7. Class A, B and X Inventory	All Depots	Weekly	3	
8. Officers Clothing Inventory	All Depots	Weekly	3	
9. Nurses and WAC Officers Clothing Inventory	All Depots	Weekly	3	
10. PX Inventory	All Depots	Weekly	3	
11. Civil Affairs Inventory	All Depots	Weekly	3	
12. Captured Enemy Supplies Inventory	All Depots	Weekly	3	

1

APPENDIX A

APPENDIX A

RECURRING REPORTS—CONT'D.

TITLE OF REPORT	SUBMITTED BY	FREQUENCY	NO. COPIES	REMARKS
13. Salvage and Laundry Inventory	All Depots	Weekly	2	
14. Graves Registration and Effects Supplies Inventory	All Depots	Weekly	3	
15. Warehouse Handling Equipment Inventory	All Depots	Weekly	3	
<u>Class III</u>				
16. Class III Daily Stock Report	All Depots	Daily	3	
17. Service Station Operations Report	Sections and Adv. Sec.	Twice Monthly	1	
18. Thirty-day POL Requirements Report	"	Every Ten Days	1	
19. Report of French-cut Firewood	"	Weekly	1	
20. Report of Firewood Production by Camps	"	Weekly	1	
21. Monthly Solid Fuel Requirements Report	"	Monthly	1	
<u>Depots and Base Sections/Sections</u>				
22. Cover Sheet for Inventory Report		Weekly	3	

2

APPENDIX A

APPENDIX A

RECURRING REPORTS--CONT'D.

TITLE OF REPORT	SUBMITTED BY	FREQUENCY	NO. COPIES	REMARKS
23. Daily Depot Situation Report	All Depots	Daily	3	
24. Daily Reports of Shipments and Receipts of QM Supplies	All Sections	"	2	By Telephone--Confirmation by courier following day.
25. Report on Status of Credits	By Depots Q-171, Q-177, Q-180	Weekly	2	
26. Report of Activities of Effects QM	Effects QM, Com. Zone	"	1	
27. Weekly Situation Report	Section GPO	"	1	
28. Weekly Report Civilian Laundry, Dry Cleaning, Shoe Repair and Clothing Repair Production	All Sections and Adv. Sec.	"	1	
<u>UNIT OPERATIONS</u>				
29. Personnel Status Report	All Sections and Adv. Sec.	Weekly	2	
30. Initial & Monthly QM Unit Status Report	Consolidated and Submitted by sections	Monthly	1	
31. Weekly Strength Estimate Report	All Sections and Adv. Sec.	Weekly	1	
32. Report of Reciprocal-Aid recieved under local procurement	"	Monthly	1	

3

APPENDIX A

APPENDIX A

RECURRING REPORTS--CONT'D.

TITLE OF REPORT	SUBMITTED BY	FREQUENCY	NO. COPIES	REMARKS
33. Lend-lease Report of Casual POL Issues	All Sections and Adv. Sec.	Monthly	2	
UNIT ACTIVITIES				
34. Weekly Activities Report of P & C Officers	All P&C Officers	Weekly	2	
35. Weekly Salvage Activity Report	QM Salvage Repair Installations & Units	"	1	
36. Weekly Report of Salvage Collecting or Recieving Activities	QM Salvage Collecting Cos Recieving Depots or Dumps	"	1	
37. Weekly Report of Sterilization or Fumigation and Bath Activities	QM Sterilization or Fumigation & Bath Cos.	"	1	
38. Weekly Laundry and Dry Cleaning Operating Report	All Military Laundry and Dry Cleaning Facilities	"	1	
39. Weekly Operational Report for Refrigeration Vans	All QM Refrigeration Cos.	"	2	
40. Bread and Coffee Roasting Report	Mobile Bakery Units	"	2	

4

APPENDIX A

APPENDIX A

APPENDIX B

Oise Section Periodic and Msc. Reports

Comm Z, ETO

Command Reports(Command Channels)

- | | |
|--|---------|
| 1. Overseas Supply Report | Monthly |
| 2. Report on Percent Pay Retained | Monthly |
| 3. Sanitary Report | Monthly |
| 4. Daily Situation Report from Depots
and Dumps | Daily |
| 5. Blood Type "O" Volunteers | Monthly |

Technical Reports(Technical Channels)

- | | |
|--|--------|
| 6. Medical Statistical Report
(Ten additional medical reports
were required) | Weekly |
|--|--------|

24

Recurring Reports-Ordnance, Headquarters SOS, SWPA

	Title of Report	Frequency	Prepared By	Prepared For
	Major Items Requisition Form	Mo.	Base	DD
	Ten Day Report of change of Motor Vehicles and Major Items	3 T Mo.	Base	DD
	Report of Arrival of Coded Shipments	As Req.	Base	DD
	Tonnage Awaiting Shipment	3 T Mo.	Base	DD
1	Monthly Status Report on Spare Parts, Accessories and Expendable Supplies	Mo.	Base	DD
	Initial Reports of Status of Equipment	As Req.	Base	DD
	Tire and Tube Report	Mo.	Base	DD
	Ammunition Status Report	Mo.	Base	DD
	Ten Day Report of change in Ammunition Status	3 T Mo.	Base	DD
	Ammunition Reports, Renovation Material	Mo.	Base	DD
	Materials Handling Equipment Report	Mo.	Base	DD
	Tire Repair Supplies Report	Mo.	Base	DD
0	Tire and Tube Report-Ten Day Change	3vT Mo.	Base	DD

1

APPENDIX

0

APPENDIX 0

Recurring Reports-Ordnance, Headquarters SOS, SWPA

Title Of Report	Frequency	Prepared By	Prepared For
Ammunition Status Report	Mo.	Base	Hq USASOS
Modification Work Order Report Requisition	Mo.	Base	DD
Interbase Vehicle Shipment Form	Mo.	Base	DD
Consolidated Motor Vehicle Disability Report	Mo.	COO Hq USASOS	USAFTE
Report of Ordnance Activities	Mo.	COO Hq USASOS	GHQ to COO WD
Monthly Report on FSMWO's	Mo.	COO Hq USASOS	USAFTE
Quarterly Motor Vehicle Report	Qtr	DD	SFPOE
Motor Vehicle Inventory By Geographical Location	Mo.	DD	USAFTE
Special Equipment Report	Mo.	DD	USAFTE
Ammunition Supplt Report	3 T Mo.	DD	SFPOE
Monthly Report of Ordnance Activities	Mo.	Base	Hq USASOS
Monthly Report of FSMWO's	Mo.	Base	Hq USASOS
Monthly Automotive Disability Report	Mo.	Base	Hq USASOS

Recurring Reports--Ordnance, Headquarters SOS, SWPA

Title Of Report	Frequency	Prepared By	Prepared For
Monthly Report on Ammunition Renovation Surveillance	Mo.	Base	Hq USASOS
Progress Report, Sections 2 & 3, Status of Supply	Mo.	DD	Hq USASOS
Status of Supplies in Base Sections and Bases	Mo.	Base	DD, Hq USASOS
Report of Supplies Issued to the U.S. Navy	Mo.	Base	DD, Hq USASOS
Status of Contract Demands and Forward Estimates	Mo.	PD	Hq, USASOS
Material Status Report	Mo.	DD	G-1 to STPOE
Instrument Shop Report	Mo.	Base Section & Intersec.	Hq USASOS
Progress Report, Section 1 USASOS, Supply Program, 1944	Mo.	DD	Hq USASOS
Report on Material Consumed (QM, Sig, Med, Ord, CWS & Engr.)	Mo.	DD	STPOE
Captured Enemy Equipment	Mo.	Base	G-2, Hq USASOS
Quarterly Return of Procurement Supplies & Services	Qtr.	PD	Hq USASOS

(15 Similar Reports Followed)

3

APPENDIX C

APPENDIX C

Recurring Reports
 Peninsular Base Section (Fifth Army Base Section)--Mediterranean Theater Operations ²¹

(1)

Name of Report	Closing Period Hours	Supply Service	Staff Section	Deadline Hours
Base Depot Stock Report	1800	All	G-4	0900
Principle Item Report	1800	All	G-4	0900
Bulk Storage (PCL) Report	1800	Engr.	G-4	0800
Port Operations Report	1600	Tpn O	G-4	0900
Truck Operations Report	1600	Tpn O	G-4	0900
Medical Report	1800	Surg.	G-4	0800
P W Report	1800	FM	G-1	0900
Replacement Report	2400	AG	G-1	1000

(2) Major Items of Equipment Reports--Submitted by commanders of all U.S. , or separate organizations assigned, or attached to the Headquarters, to reach Fifth Army Headquarters by the 3rd. and 18th. of each month. Triplicate copy to reach this Headquarters by the same dates.

APPENDIX D

APPENDIX D

Stock Status Report Forms

Engineer--Comm. Zone--ETO

SNL & Number & Nomenclature	Unit	Prev. Bal.	Rec'd.	Issued	Bal.	Due Out

Medical--Comm. Zone--ETO

Item No: (1)	Due In: (2)	Back Order: (3)	On Hand: (4)	Issues: (Past 30 Days) (5)

Ordinance--Comm. Zone--ETO

(a) Nomenclature	(b) Unshipped Credits	(c) Receipts	(d) Shipping Orders	(e) Issues Exchange	(f) Total	(g) Balance	(h) Unclassified

1

APPENDIX E

APPENDIX E

Stock Status Report Forms

Signal--Comm. Zone--ETO

Stock No.	Nomenclature	Unit	Previous Balance	Receipts	(Issued) Consumed	Transfers	Present Balance	Class C Balance	Back Order	Due-In

Ordnance, SOS--South West Pacific Area

Item No.	Item	Quantity Authorized	Quantity on Hand	Quantity Lost During Month

CWS--Base Section--Mediterranean Theater of Operations

Item and Reporting Unit	No.	1	2	3
		Unobligated Balance	Total on Hand	

ANNEX A

ANALYSIS OF THE PROBLEM OF LOGISTICAL REPORTING
IN A COMMUNICATIONS ZONE

1. The concept of the mission of a communications zone is to plan in detail and to operate the supply, transportation and administrative services which serve the theater as a whole, including procurement, receipt, storage and issue of supplies and equipment; salvage and maintenance operations; construction; graves registration service; army postal service; evacuation and hospitalization of sick and wounded; recreation facilities; claims; army exchange services; and fiscal operations.⁷

2. The problem of the logistical reporting system, as one of the tools in accomplishing this mission, is that of providing the commander with that information as to "where and how much" in a usable form when needed. It has been estimated that in the ETO, 80% accuracy in reports submitted by individual installations to chiefs of services at communications headquarters with four to ten days delay was the best that could be obtained. This problem resolves itself into several problems that are analyzed in the following paragraphs.

3. There were never sufficient service troops to man all installations properly to provide needed logistical information. Frequent transfers of personnel and different methods of operating installations and reporting systems further complicated this problem. Service troops must be imbued with the necessity for submitting accurate and timely information to commanders concerned. This must be done during basic training.¹

4. The communications zone will normally embrace an area of several hundred square miles and be divided into several bases and sections for decentralized operations. Base and section commanders will need information for their operations, and the com-

munications zone commander will need information from his entire command in order to carry out his logistical responsibilities.

5. The problem of command, or technical channels for issuing instructions and obtaining information is an ever present problem within the technical and general staffs. The chief of technical service must be allowed to conduct all aspects of his business through technical channels to whatever extent is reasonably necessary to discharge his responsibilities. His freedom of action in this must be gauged by the responsibilities placed directly upon him for results to be obtained. At the same time base and section commanders must be provided that logistical information needed for their operations. Consolidations of reports by intermediate headquarters introduces additional inaccuracies and delays flow of information.

6. Problems incident to report forms, schedules of submission, and reports control were ever present in all communications zones during World War II. Advance planning did not include provisions for an integrated reporting system. Each agency within the headquarters hastily instituted systems as the need for them arose-- changes were many and frequent. Consequently, installations preparing and submitting reports were unnecessarily burdened with special and duplicating reports requiring many hours for their preparation by slow manual methods.

7. The problem of what reports will be required cannot be fully solved by advance planning. However, the need for information should be anticipated and clear, complete report forms designed to produce this information. A criterion of the value in use of the report should always be applied.

AMEX 5

MACHINE RECORDS SYSTEM FOR LOGISTICAL REPORTS

1. The General (Review) Board, USF, ETO, reasoned that the status of material was as important to a commander as was the status of personnel. After reviewing the slow, manual methods employed during World War II in compiling information for reports it recommended that the present machine records methods for personnel accounting be adopted to accounting for materiel, and refined to give data on maintenance, parts consumed, and comparative economy of maintenance, in various units.⁶

2. The Air Force developed a statistical control reporting system early in World War II.³⁶ The purpose of this system was to provide all echelons of command with uniform and accurate information on all major activities; to simplify and improve current reports; eliminate duplicate and unnecessary reports; prevent initiation of unnecessary new reports; and establish control procedures at Headquarters, AAF, and throughout the field commands which would be uniform and integrated into one system.

3. A few primary duties of the AAF statistical control units provided to operate this system are briefly as follows:

a. Supervise and control the collection and submission of all special and recurring statistical control reports, rosters, etc.

b. Process all data included in receiving and special statistical control reports, rosters, and audit lists and issue production reports and studies required by staff agencies in its headquarters and higher headquarters.

c. Establish, maintain, and operate a system for controlling all reports having reports control symbols to insure adherence to established reporting schedules and to operate the reports control system as outlined in AAF Regulation 80-2.

d. Establish and maintain a repository of selected statistical information which will include current and necessary historic file copies of such reports and studies as are essential for staff use.

4. Air Force statistical units perform the same personnel record keeping and reporting functions for the Air Force as personnel machine record units provide for the Army. In addition they provide for the collection, processing, analyzing, and reporting of all statistical data concerning aircraft, equipment, supplies, training, housing, operations, and other matters required by their own or higher headquarters.

5. Included in the reporting system are an integrated series of standard reports which have been designed to cover the important elements of each major Air Force activity and to provide each echelon with identical, selected information needed for action, control, and planning purposes. Throughout the operation of the reporting system, reports are prepared on a recurring or special schedule by all affected Air Force organizations and forwarded through the statistical control reporting channel to each higher echelon in the chain of command.

6. The Air Force has effectively utilized machine records units for reporting both the status of supply and the status of personnel, and has established a statistical control system that provides an efficient and uniform method of reporting throughout the command.

AMEX 6

ANNEX 6

A SYSTEM FOR TRANSMITTING INFORMATION

1. In order to provide up-to-date and timely (usually hourly) weather sequences from all parts of the country to all major weather reporting stations within the Continental United States, the Civil Aeronautics Administration has developed a communications system whereby all stations in the system can receive simultaneously the weather sequences fed into the system. A schedule for reporting is set up whereby each reporting station has a fixed time for putting its sequence into the net. The information to be transmitted is pre-cut on a tape and put into a transmitting machine for transmission in accordance with the reporting schedule. By this method, weather information is available to designated stations situated throughout the states within a few minutes after it is received from the various observers and forecasters.

ANNEX 7

ANNEX 7

A LOGISTICAL REPORTING SYSTEM FOR A COMMUNICATIONS ZONE

1. The purpose of a reporting system is the timely collection, in an orderly manner and understandable form, of the information needed for the continued and effective direction of an enterprise.⁴²

2. The communications zone logistical reporting system must meet at least the following requirements:⁴²

a. It must show the current status of the communications zones own logistical operations.

b. It must show the current status of its logistical support of the combat zone.

c. It must show the current logistical situation for the theater as a whole.

d. It must show progress towards reaching scheduled quantitative objectives.

e. It must compare the results of logistical operations with whatever standards have been set.

f. It must show trends as they develop, both to permit necessary remedial action to be taken in time, and to guide long-range planning.

g. It must provide, in readily usable form, statistical data to be used in planning for future logistical operations.

h. It must provide data readily adaptable to reports to be made to higher headquarters to the zone of interior.

i. It must provide information to answer special or specific questions which may arise from time to time.

3. Base and section commanders should be charged with the responsibility for reports pertaining to:⁷

a. General court-martial.

b. Personnel accounting.

- c. Hospitalization and evacuation.
- d. All fiscal transactions.
- e. Supply of common items (all inclusive).
- f. Administration and disciplinary inspection of units.

4. Administration and technical services, communications zone, will be charged with the internal management and technical operation of, and reports pertaining to:⁷

- a. The transportation service, including post operations.
- b. General supply and repair depots.
- c. New construction.
- d. General hospitals.

5. With this delineation of the responsibility for reporting, a logistical reporting system providing for the following is proposed:

a. A reports control office as provided for in AR-305-5 in the communications headquarters and each major subdivision thereof.

b. Submission of stock status and similar daily reports on a daily change basis rather than on a complete stock status basis.

c. A machine records system of providing information for reports and for putting this information in form for transmission. (Annex 5)

d. An electrical means of transmitting reports to headquarters having authority to request reports. (Annex 6)

e. An integrated series of standard reports designed to provide commanders with logistical information needed for action, control, and planning purposes.

ANNEX B

ANNEX 8

BIBLIOGRAPHY

1. N-164884-A Final Report of the Chief Engineer, European Theater of Operations, 1942-1945, Chief Engineer, ETO, (No Date).
2. R-8056 Maintenance and Salvage, SOP No. 30, Headquarters, European Theater of Operations, June, 1944.
3. R-8044.1 Stock Control, Communications Zone, SOP No. 13, Headquarters, European Theater of Operations, March, 1945.
4. R-6797-A Recurring Reports, TM No. 2, Office Chief Quartermaster, Headquarters, Communications Zone, European Theater of Operations, February, 1945.
5. R-7654 Ordnance Service in the Communications Zone, SOP No. 18, Headquarters, European Theater of Operations, June, 1944.
6. R-12926 Ordnance Class II & IV Supply in the European Theater of Operations, Report of the General Board, ETO, 1945.
7. R-12949-2 Organizations and Functions of the Communications Zone in the European Theater of Operations, Report of the General Board, ETO, 1945.
8. R-12870 Machine Records in the European Theater of Operations, Report of the General Board, ETO, 1945.
9. S-7652 Ordnance Operating Instructions, General Supply Installations Reports, Office Chief Ordnance Officer, Headquarters, Communications Zone, ETO, January, 1945
10. R-9116 Overseas Supply Report, Circular 15, Headquarters Oise Section, Communications Zone, ETO, 15 February, 1945.
11. R-9116 Reporting of Excess Rations Items, Circular 11, Headquarter, Oise Section, Communications Zone, ETO, February, 1945.
12. R-9116 Prisoner of War Use Report, Circular 12, Headquarter, Oise Section, Communications Zone, ETO, January, 1945.
13. R-5792 Policy and Procedure for the Development of the Continental Communications Zone, Headquarters, Communications Zone, ETO, August, 1944.
14. R-6607-2 Communications Zone Plan, Fw'd Echelon Communications Zone, ETO, 14 May, 1944.
15. S-8461 Monthly Depot Space Report, Circular 25, Headquarters, Communications Zone, ETO, April, 1945.
16. R-5791-1 Organization of U.S. Forces on the Continent, Headquarters, European Theater of Operations, 14 July, 1944.
17. C-8461 Recurring Reports, Circular 29, Headquarters, Communications Zone, ETO, 11 April, 1945.

ANNEX 8

BIBLIOGRAPHY

18. R-6856-B Ordnance Materiel in Hands of Troops, Headquarters, Mediterranean Base Section, 8 June, 1944.
19. R-6859 CWS Supply, Headquarters, Mediterranean Base Section, 5 July, 1943.
20. 5268.3 G-4 Periodic Report, Headquarters, Mediterranean Theater of Operations, 31 March, 1945.
21. R-6842 Organization, Peninsular Base Section, Headquarters, Peninsular Base Section, Nov., 1943.
22. N-13468 Lecture on the Communications Zone, Maj. Gen. T. B. Larkin, QM General, 17 May, 1946.
23. R-5268.1 G-4 Periodic Report, Headquarters, Services of Supply, North African Theater, 30 September, 1944.
24. N-12235 Ordnance SOP, Headquarters, United States Army, Services of Supply, SWPA, 1 October, 1944.
25. C-11965 SOP for Joint Logistics Support of Joint Operations in the Pacific Ocean Area, Headquarters, CINCPAC, POA, October, 1945.
26. 5746 SOP for Procurement of Supplies in the South Pacific Area, Headquarters, Services of Supply, APO 502, April, 1944.
27. R-4431 Reports and Records of Real Estate, Circular 94, Headquarters, U.S. Forces, China Burma India Theater, 25 September, 1944.
28. R-4431 Medical Reports, Circular 90, Headquarters, U.S. Forces, China Burma India Theater, 15 September, 1944.
29. R-4443-A Reports of Excess Property, Memorandum 164, Headquarters, Services of Supply, China Burma India Theater, 16 September, 1944.
30. R-12961 Proposed Administrative Order and Summary of Supply Organization and Procedures, Rear Echelon, Headquarters, USAF, CBI, March, 1944.
31. R-4433-A SOS Depots, Headquarters, Services of Supply, USAF, CBI, June, 1944.
32. R-9945 G-4 Periodic Report, Headquarters, USF, China Theater, 31 March, 1945.
33. R-1320 A Report of Temporary Duty in Operations, SOS, Washington, D.C., Chas. M. Cummings, Maj., ID, 9 March, 1943.
34. 2128.74 Reporting on Supply in World War II, Analytical Study, 1947-48.
35. 2128.13 Supply Status Reports, Analytical Study.

ANNEX 8

BIBLIOGRAPHY

36. AAF Regulations 20-11, Statistical Control Units and Offices.
37. AAF Regulations 80-2, Administrative Practices--AAF Reports Control System.
38. AAF Manual 80-2, Recurring Statistical Reports.
39. Tactical Air Command Manual 15-10, Recurring Statistical Reports.
40. WD AR 305-15.
41. C&GSC Library Subject File L-4825--Logistical Management, Communications Zone, Regular Course 1947-1948.
42. C&GSC Library Subject File L-5507--Communications Zone Administration, Regular Course, 1948-1949.
43. C&GSC Library Subject File L-4829--Logistical Reports-Communications Zone, Regular Course, 1947-1948.