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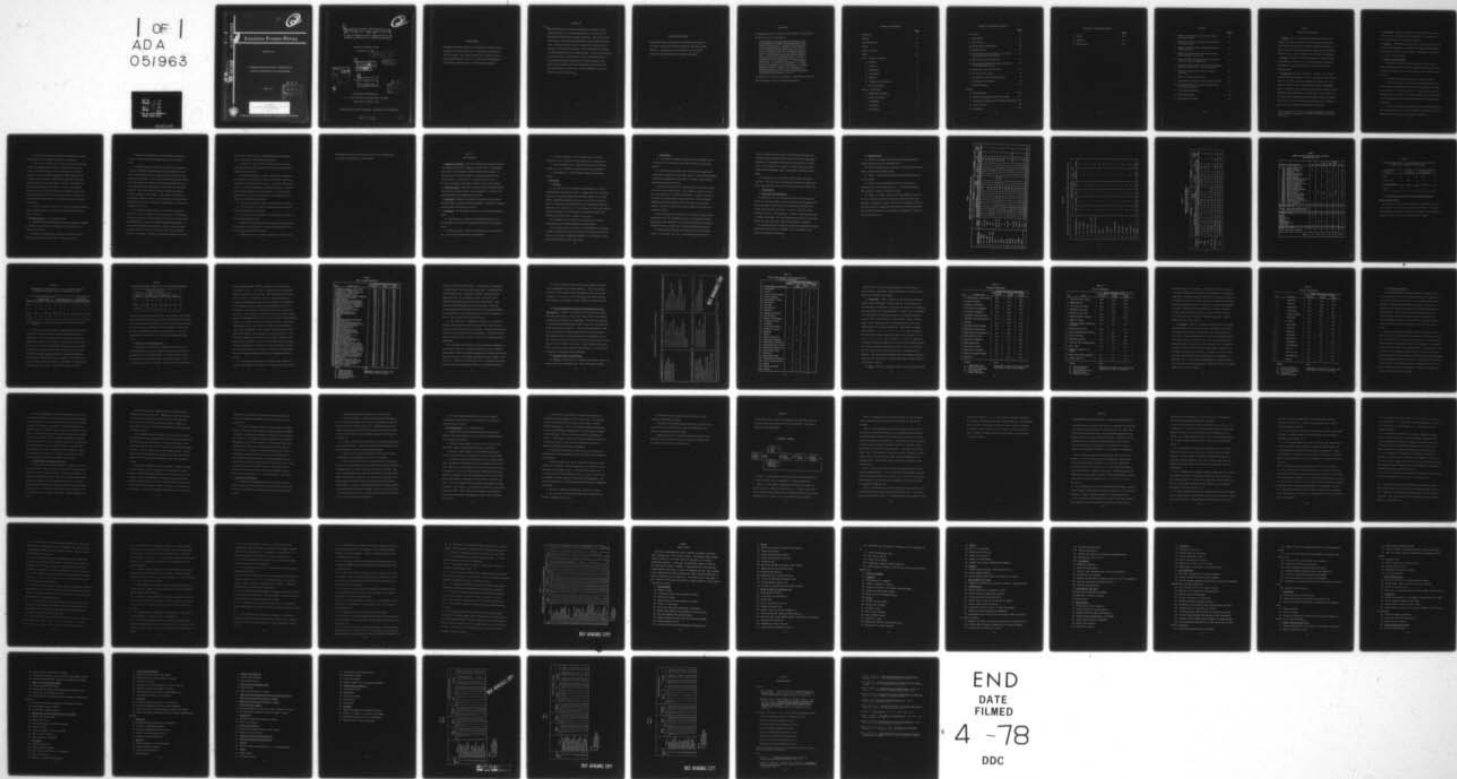
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# LOGISTICS STUDIES OFFICE

PROJECT 609

TRAINING PROGRAM IN ARMY INTERNATIONAL  
LOGISTICS OPERATIONS AND PROCEDURES

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TRAINING PROGRAM IN ARMY INTERNATIONAL  
LOGISTICS OPERATIONS AND PROCEDURES.

LOGISTICS STUDIES OFFICE

PROJECT NO. 609

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FINAL REPORT,

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## ABSTRACT

 This study addresses International Logistics (IL) training requirements within the Army, with emphasis on the U. S. Army Materiel Development and Readiness Command (DARCOM). Data was collected by interviews with 124 persons performing IL tasks at all levels in the Army. Through these interviews, 53 specific IL training needs were identified. From this and other data, it was concluded that significant IL training requirements exist within the Army. The major recommendation is that the Army consider short, on-site courses which focus on IL operations/procedures within the Army (top to the bottom); the courses would emphasize the interrelationships and interactions between HQ, Department of the Army, and HQ, DARCOM, and its subordinate commands and depots.



## ACKNOWLEDGEMENT

Sincere appreciation is extended to the persons interviewed for taking their time to provide useful data to the study agency representatives. Appreciation is also extended to Mr. Richard D. Abeyta for programming data for computer processing.

## PREFACE

International logistics is defined in the Dictionary of United States Military Terms for Joint Usage as:

The negotiating, planning, and implementation of supporting logistics arrangements between nations, their forces, and agencies. It includes furnishing logistic support (major end items, materiel, and/or services) to, or receiving logistic support from, one or more friendly foreign governments, international organizations, or military forces, with or without reimbursement. It also includes planning and actions related to the intermeshing of a significant element, activity, or component of the military logistics systems or procedures of the U. S. with those of one or more foreign governments, international organizations, or military forces on a temporary or permanent basis. It includes planning and actions related to the utilization of U. S. logistics, policies, systems, and/or procedures to meet requirements of one or more foreign governments, international organizations, or forces.

The definition is presented as a preface to acquaint the reader with the broad scope of the term international logistics.

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PART I  
EXECUTIVE SUMMARY

1. Problem. The current Defense International Logistics (IL) Management Course is primarily oriented toward IL management at the Office of the Secretary of Defense (OSD) level and above. It does not provide in-depth training on IL operations and procedures within the Army. Recent studies reveal a need for such training.
2. Objective. Identify IL training requirements within the Army, with emphasis on those of the U. S. Army Materiel Development and Readiness Command (DARCOM), and recommend means of satisfying them.
3. Background. By letter, AMCPA-S<sup>1</sup>, 14 August 1975, subject: International Logistics Studies - FY 76, the Logistics Studies Office (LSO), U. S. Army Logistics Management Center (ALMC), was tasked to perform a study of the problem identified in paragraph 1 above. A study plan was developed by the LSO and submitted through AMCPA-S to the study sponsor, AMCIL-P/RM, on 28 October 1975. The study sponsor representatives were briefed on the study plan on 17 June 1976. At the conclusion of the briefing, the study agency's plan of action was approved and the study was initiated.

<sup>1</sup>On 23 January 1976, AMC was redesignated DARCOM. Wherever the acronym AMC appears in this study, DARCOM should be substituted for it.



4. Assumption. Additional training in IL operations and procedures within the Army, especially within the DARCOM, is needed for improved job performance and program efficiency.

5. Purpose. The DARCOM Director for IL requested that a study be conducted for the purpose of identifying IL training requirements and recommending methods of satisfying them. The purpose of this study is to comply with that request.

6. Findings and Conclusions.

a. Significant IL training requirements exist within the Army; eighty-three percent of the first-line supervisors and non-supervisory personnel responded that they needed training to better perform their IL duties.

b. Training requirements identified are considered valid.

c. With one exception, all supervisory levels generally agree on the IL training requirements which exist; the exception deals with the area of Overview of IL Above DA Level. A significantly greater percentage of the top, senior, and mid-level supervisors see this orientation of IL above the DA level as necessary than do first-line and non-supervisors.

d. A close correlation exists between the IL training requirements and IL tasks/functions. A similar correlation exists between the knowledge identified as necessary and the tasks performed.

e. Most of the IL training requirements identified are not being satisfied by the current DOD/Army courses of instruction.

f. There is an identified need for an Army-oriented course that focuses on IL operations/procedures within the Army (top to the bottom), and approximately 1,100 Army personnel now need the training. The course should emphasize the interrelationships and interactions between HQ DA, HQ DARCOM, USAILCOM, the other major subordinate commands (MSCs), the depots, and the Security Assistance Accounting Center (SAAC). A review of the Defense Institute of Security Assistance Management (DISAM) Program Proposal for fiscal years 1977 and 1978 reveals that this crucial Army IL training requirement will not be satisfied in courses conducted by that institute.

g. Periodic seminars/conferences to discuss IL changes/developments, especially basics, are needed for IL personnel at all levels within the Army.

7. Recommendations. It is recommended that:

a. DARCOM forward the identified training requirements to DISAM for possible inclusion in courses conducted by that institute or as separate short courses.

b. DARCOM request DISAM to conduct courses on-site within DARCOM to satisfy specific DARCOM training requirements.

c. DARCOM request DISAM to permit DARCOM personnel to attend core blocks/sections of DISAM courses on an as-needed basis.

d. If DISAM is unable to provide Army-peculiar training without delay, that HQ DA and DARCOM have ALMC establish a short on-site course that focuses on IL operations/procedures within the Army (top to the bottom). The course should present detailed instruction to the students and emphasize the interrelationships and interactions between HQ DA, HQ DARCOM, USAILCOM, the other MSCs, and SAAC. The course should not include subject areas taught in courses at DISAM or other schools. (Two qualified IL instructors are presently assigned to ALMC. They could be used to prepare and conduct this course after the Defense IL Management Course is moved to DISAM in July 1977.)

e. IL training in current ALMC courses be increased and re-oriented to increase emphasis on Army IL operations. The following courses now address IL for the number of hours shown: Defense Inventory Management - 8 hours; Army Depot Operations Management - 3 hours; Army Maintenance Management - 2 hours; Logistics Management Development - 2 hours; and Logistics Executive Development - 10 hours. Additionally, training on IL operations should be introduced

into two other ALMC courses, namely Management of the Quality Function and Defense Procurement Management.

f. All newly recruited first-line supervisors and non-supervisory personnel be provided appropriate formal IL training before assignment to their duties.

g. All newly assigned top, senior, and mid-level supervisors who have had no IL training or recent IL experience be provided an orientation before assuming their duties. For top and senior supervisors, it is recommended that an orientation conference, similar to the one used for Brigadier General designees, be used by DA and USAILCOM. For mid-level supervisors, the orientation should be conducted at USAILCOM and the MSC.

h. Periodic IL seminars/conferences be conducted as follows:

(1) For top, senior, and mid-level supervisors at USAILCOM by HQ DA and USAILCOM personnel.

(2) For first-line and non-supervisory personnel at on-site locations by USAILCOM personnel.

i. USAILCOM and the MSCs provide internal job rotation assignments/details for IL personnel as a means of broadening their IL experience and potential for advancement.

j. DARCOM provide for rotational assignments/details between



USAILCOM and other MSC personnel as a means of broadening their  
IL experience and potential for advancement.

PART II  
MAIN REPORT

1. Statement of Problem. The current Defense International Logistics (IL) Management Course is primarily oriented toward IL management at the Office of the Secretary of Defense (OSD) level and above. It does not provide in-depth training on IL operations and procedures within the Army. Recent studies, including LSO Project 510, Pricing for Foreign Military Sales, reveal a need for such training.
2. Scope and Limits. This study encompasses input from HQ, Department of the Army (DA); however, special emphasis is directed to the DARCOM subordinate commands and activities.
3. Assumption. Additional training in IL operations and procedures within the Army, especially within the DARCOM, is needed for improved job performance and program efficiency.
4. Definitions. For the purpose of this study, the following definitions apply:
  - a. Top supervisor - A person in a managerial position, e.g., a key staff officer at DA level or commander/member of the command group.
  - b. Senior supervisor - A person who reports to a top supervisor, e.g., a director with supervisory responsibilities.

c. Mid-level supervisor - A person who reports to a senior supervisor, e.g., a division chief with supervisory responsibilities.

d. First-line supervisor - A person who reports to a mid-level supervisor, e.g., a branch chief with supervisory responsibilities.

e. Non-supervisor - A person with no supervisory responsibilities.

5. Discussion.

a. General.

(1) As of 30 June 1976, DARCOM had approximately 2,150 personnel assigned whose primary duty is to support the Army IL mission; many other employees throughout the command support IL to a lesser degree. International logistics has grown in scope to the extent that today it is difficult to find a wholesale logistics organization within the Army that is not involved with it. Yet, the purpose of IL and the methods employed in support of it are generally not understood outside of the activities which work in direct support of the system.

(2) The purpose of this study was to identify Army IL training requirements and recommend methods of satisfying them.

(3) During the period of this study, the responsibility for providing all DOD IL training was transferred from ALMC to the Defense Institute for Security Assistance Management (DISAM). The implications of this will be addressed later in this study report.

b. Methodology.

(1) A systematic training model (Annex A) was developed by the study agency for use during the study and as follow-on by the study sponsor.

(2) Commands and activities were selected for data input by the study agency and approved by the study sponsor. They included DARCOM organizations having major IL missions, two depots, and the HQ DA staff elements which deal with IL.

(3) Persons at the top level of supervision were purposely selected for interview by the study agency. Their number is small, but the input was considered to be important and needed. In general, persons at the senior and middle levels of supervision were selected at random, although certain ones deemed to hold critical jobs were purposely selected. Persons at the first-line and non-supervisory levels were selected at random.

(4) All data input was the result of free response during personal, private interviews; no prompting occurred. One hundred and twenty-four persons were interviewed, 117 being from DARCOM and comprising better than five percent of the IL-dedicated DARCOM personnel.

(5) Questions were adapted to the supervisory level being interviewed. For example, top, senior, and mid-level personnel were



asked to respond regarding areas in which they believed their subordinates needed training; persons in first level and non-supervisory positions were questioned regarding their own personal IL training needs. Other questions were asked, to include IL tasks/functions performed and knowledge, skills, and attitudes required to perform them.

(6) Responses were recorded by a team member during each interview. They were coded to identify the respondent by supervisory level, command and activity, job series and grade, and position title.

c. Data Analysis.

(1) Extraction and Manipulation.

(a) Data were extracted to perform two basic types of analysis. First, the study team sought to develop a profile of the population sample by examining several elements describing the individuals interviewed; these elements were grade, job series, supervisory level, length of IL service, and organization. Secondly, responses pertaining to training, knowledge, skill, and attitude requirements were listed and analyzed in order of priority, based on the number of responses.

(b) Data pertaining to the sample profile were manipulated manually; those pertaining to training, knowledge, skills, and attitudes were arrayed and analyzed by computer.

(2) Sample Profile.

(a) Table 1 is a display of the number of persons interviewed, arrayed by grade for each command/activity.

(b) Table 2 displays the five supervisory levels of personnel interviewed, arrayed by command/activity.

(c) Table 3 is an array of personnel interviewed by supervisory level and grade.

(d) Table 4 arrays personnel interviewed by job series, or branch of service, and supervisory level. It will be noted that the table includes 27 different civilian job series.

(e) Table 5 is a display showing the average length of IL experience for mid-level and first-line supervisors and non-supervisory personnel. Although top, senior, and mid-level supervisors were not asked this question, enough mid-level supervisors provided pertinent data during the interviews to be included in the summary (15 out of 22 mid-level supervisors).



TABLE 2

SUPERVISORY LEVELS OF PERSONNEL INTERVIEWED BY COMMAND/ACTIVITY

Command/Activity	Supervisory Level					Total
	Top	Senior	Mid	First Line	Non-Supervisor	
1. DA - DCSLOG	1	0	2	0	0	3
2. DA - DCSOPS	0	0	1	0	0	1
3. DA - CASA	1	0	0	0	2	3
4. USAILCOM - WFO	2	3	4	0	2	11
5. USAILCOM - NCAD	1	2	6	2	2	13
6. SHAD	0	2	1	1	4	8
7. LEAD	0	3	1	4	3	11
8. TARCOM	0	2	2	2	5	11
9. ECOM	0	1	0	0	3	4
10. ARTADS (PM)	1	0	0	2	2	5
11. ARMCOM	0	2	2	4	7	15
12. AVSCOM	0	0	0	4	6	10
13. ALMSA	0	0	0	0	3	3
14. TROSCOM	0	0	0	4	10	14
15. MICOM	0	1	3	3	5	12
Total	6	16	22	26	54	124

TABLE 3  
 NUMBER OF PERSONS INTERVIEWED BY  
 SUPERVISORY LEVEL AND GRADE

Supervisory Level	Civilian														Military							Total Number by Level					
	General Scale										Wage Scale				Officer								EM				
	GS 16	GS 15	GS 14	GS 13	GS 12	GS 11	GS 10	GS 9	GS 8	GS 7	GS 6	GS 4	Avg Grade	WS 15	WS 13	WS 10	Avg Grade	08	07	06	05			04	03	Avg Grade	E7
Top	2	-	-	-	-	-	-	-	-	-	-	-	16.0	-	-	-	-	1	1	2	-	-	-	6.8	-	-	6
Senior	-	1	6	1	-	1	-	-	-	-	-	-	13.7	-	-	-	-	-	3	4	-	-	-	5.4	-	-	16
Mid	-	6	8	4	1	1	-	-	-	-	-	-	13.9	-	-	-	-	-	1	-	1	-	-	5.0	-	-	22
First Line	-	1	3	16	-	3	-	-	1	1	-	-	12.5	1	-	-	15.0	-	-	-	-	-	-	-	-	-	26
Non-Supervisor	-	-	1	4	20	13	1	6	-	2	1	1	11.0	-	1	1	11.5	-	-	-	1	-	1	4.0	1	7.0	54
Total	2	8	18	25	21	18	1	6	1	3	1	1	12.2	1	1	1	12.7	1	1	6	5	1	1	5.5	1	7.0	124



TABLE 4  
NUMBER OF PERSONS INTERVIEWED BY JOB SERIES/BRANCH  
AND SUPERVISORY LEVEL

Civilian - General Schedule	Top	Senior	Mid Level	First Line	Non-Super-visor	Total
GS- 301 - General Administration					1	1
334 - Computer Systems			1			1
346 - Logistics Management	1	1	4	2		8
510 - Accounting				2	2	4
525 - Accounting Technician					1	1
560 - Budget Administration				1	2	3
801 - General Engineer	1					1
861 - Aerospace Engineer					1	1
1101 - General Business and Industry		1		1	1	3
1102 - Contract and Procurement				2	2	4
1150 - Industrial Specialist				1		1
1515 - Operations Research Analyst				1	1	2
1601 - Facility Management			1			1
1670 - Equipment Specialist					4	4
1901 - General Commodities QC				1		1
1903 - Quality Control Management					1	1
1910 - Quality Assurance		4		1	6	11
2001 - General Supply		2	10	6	15	33
2003 - Supply Program Management			3	3	8	14
2005 - Supply Clerk/Technician				2		2
2010 - Inventory Management				2	2	4
2030 - Dist, Fac, & Storage Mgt			1			1
2032 - Preservation and Packing					1	1
2050 - Supply Identification Systems					1	1
2130 - Traffic Management		1				1
<b>Civilian - Wage Scale</b>						
WS-2650 - Electronic Integrated Sys Mech				1	1	2
5801 - Mobile Industrial Eq't Maint					1	1
<b>Military - Officer</b>						
General	2					2
Artillery					1	1
Chemical Corps	1					1
Infantry		3	1			4
Ordnance Corps		3	1		1	5
Quartermaster Corps		1				1
Signal Corps	1					1
<b>Military - Enlisted</b>						
76P4K - Stock Control Supplyman					1	1
<b>Totals</b>	<b>6</b>	<b>16</b>	<b>22</b>	<b>26</b>	<b>54</b>	<b>124</b>

TABLE 5

AVERAGE LENGTH OF IL EXPERIENCE FOR MID-LEVEL,  
FIRST-LINE, AND NON-SUPERVISORS

Supervisory Level	Number Responding	Average Years of IL Experience
Mid	15	12.0
First-Line	25	7.6
Non-Supervisor	51	5.4
Total	91	7.1

(3) Generalized Need for Training of First-Line and Non-Supervisory Personnel.

(a) Table 6 is an array of the responses to the question, "Do you need training to better perform your IL tasks/functions?" This question was specifically asked only of the 80 first-line and non-supervisory persons. Of these, 83 percent stated they need training.

TABLE 6

RESPONSES TO THE QUESTION, "DO YOU NEED TRAINING TO BETTER PERFORM YOUR IL TASKS/FUNCTIONS?"

Response	Non and First-Line Supervisors		Non-Supervisors		First-Line Supervisors	
	Number	Percent	Number	Percent	Number	Percent
Yes	66	83	44	81	22	85
No	14	17	10	19	4	15
Total	80	100	54	100	26	100

Note: Top, senior, and mid-level supervisors were not asked this question.

(b) The only IL course available to Army personnel up to present time has been the ALMC Course, Defense International Logistics Management. This is a two-week course, primarily oriented to IL management at the level of the Office of the Secretary of Defense and above. It was considered possible that responses by first-line supervisors and non-supervisory personnel to the question as to need for further training might depend on whether or not the respondent had already attended the ALMC IL Course. Therefore, the answers as to need for further training were broken out by whether or not the respondent had taken the IL Course. The results are shown in Table 7.

TABLE 7

## NEED FOR TRAINING VERSUS ALMC IL COURSE ATTENDANCE

Further Training Needed?	Have you attended the ALMC IL Course?				Total Number
	Yes		No		
	No.	Percent	No.	Percent	
Yes	24	83	42	82	66
No	5	17	9	18	14
Totals	29	100	51	100	80

Figures in the table demonstrate that previous attendance at the ALMC course does not affect the need seen for IL training by first-line supervisors and non-supervisory personnel. One may assume from the table that ALMC IL course content has not been oriented to the lower level functions of DARCOM's IL mission. From the table it is seen that approximately two-thirds (51 out of 80) have not attended the ALMC course.

(4) Specific Training Requirements.

(a) Every person interviewed, regardless of supervisory level, was asked to freely cite as many subject areas as he or she deemed to be important IL training requirements. First-line supervisors and non-supervisory personnel were asked the specific question, "What IL training do you need?", while top, senior, and mid-level supervisors

were asked the question, "What IL training do you believe people working in IL need?". As a result, 53 subject areas were recorded during the interviews of 124 persons. Many subject areas were mentioned by only a few respondents; however, this should not be construed to mean that these subject areas are of little or no importance. It is reemphasized that the replies were free answers; that is, the respondents were not given a shopping list from which to select subject areas. There is little doubt that were this list of 53 subject areas shown to the respondents for review, the results would be quite different; however, it is doubtful that the data would be as useful. The persons would probably select more items as it requires no deep thought to select from a shopping list. The 53 subject areas have been ordered based on the number of free responses received for each area. The percent of respondents citing each area are shown in Table 8 for the total group of respondents, as well as for the upper and lower respondent groups separately. In Annex B, a detailed description of each of the 53 requirement areas is presented. In Annex C, a computerized summary of responses by persons in all five management levels is shown.

(b) The training requirement receiving the greatest number of citations (item number 1 in Table 8) was "An overview of how IL works



TABLE 8  
ARMY IL TRAINING REQUIREMENTS

No.	Subject Area	Percent Mentioning Subject Area		
		T,S,M,F & NS (N=124)	F & NS (N=80)	T,S & M (N=44)
1	Overview of Army IL - Top to Bottom	50.8	51.2	50.0
2	Pricing of Equipment/Services	27.4	27.5	27.3
3	Prep of LOA - Applicability of Notes	25.0	22.5	29.5
4	Overview of IL Above DA Level	19.4	12.5	31.8
5	Financial Management of IL	18.5	17.5	20.5
6	Supply Procedures - Inventory Management	14.5	18.8	6.8
7	IL Operations at the MSCs	14.5	18.8	6.8
8	Case Close-Out	11.3	12.5	9.1
9	LOA Implementation/Case Management	10.5	10.0	11.4
10	Basic Procurement Policies for FMS	8.9	8.7	9.1
11	Processing LOA Prior to Acceptance	8.1	5.0	13.6
12	Periodic Seminars re IL Changes, etc.	8.1	5.0	13.6
13	IL/Functional Managers Interface	8.1	5.0	13.6
14	Depot Involvement in IL	8.1	11.2	2.3
15	Availability Data Development	7.3	7.5	6.8
16	ADP/Programs in IL	4.8	2.5	9.1
17	FMS Requirements Generation	4.0	3.7	4.5
18	The Role of QA/QATs in IL	4.0	6.3	0.0
19	ROIDS	4.0	2.5	6.8
20	ILSDP	3.2	2.5	4.5
21	CIS-IL	3.2	2.5	4.5
22	Negotiation with Foreign Customers	3.2	3.7	2.3
23	Legal Aspects of IL	2.4	1.2	4.5
24	Sharing New Technology Within IL	2.4	1.2	4.5
25	Supporting Foreign Modified Equipment	2.4	0.0	6.8
26	Country Orientation for CDOs	2.4	0.0	6.8
27	Army Maintenance System	2.4	3.7	0.0
28	Effective Writing	2.4	1.2	4.5
29	Planning and Forecasting FMS	1.6	1.2	2.3
30	Security Assistance Planning	1.6	1.2	2.3
31	"Total Package Concept" for FMS	1.6	0.0	4.5
32	Reporting IL Cases	1.6	0.0	4.5
33	Congressional Interest in IL	1.6	1.2	2.3
34	MAP Control/Support	1.6	1.2	2.3
35	Supply Support Arrangements	1.6	0.0	4.5
36	IL Organization Within DOD/Army	1.6	1.2	2.3
37	Depot IL Capabilities	1.6	0.0	4.5
38	Packing/Packaging/Transport of FMS	1.6	1.2	2.3
39	DESCOM Involvement in LOA Preparation	1.6	0.0	4.5
40	Use of the "IL Quality Check" Form	1.6	0.0	4.5
41	Protocol - Teams Visiting IL Customers	1.6	1.2	2.3
42	Cross Training in IL Tasks/Functions	1.6	1.2	2.3
43	Logistics Executive Development Course	1.6	0.0	4.5
44	Basics of Personnel Management	1.6	2.5	0.0
45	Training Literature for IL Customers	0.8	0.0	2.3
46	Tng IL Customers to Use/Maintain Eq	0.8	0.0	2.3
47	Export Licensing Rqmts/Processing	0.8	0.0	2.3
48	Co-production	0.8	0.0	2.3
49	IL Orientation (At Local Site)	0.8	0.0	2.3
50	Orientation of DARCOM Liaison Teams	0.8	0.0	2.3
51	Shipment of Classified Equipment	0.8	1.2	0.0
52	MAP Address Directory (MAPAD)	0.8	1.2	0.0
53	EOD for IL Customers	0.8	0.0	2.3

**Legend:**

N - Number Interviewed  
T - Top Level Supervisor  
S - Senior Supervisor  
M - Mid-Level Supervisor  
F - First-Level Supervisor  
NS - Non-supervisor

**Note:**

Percentages are based on the total number interviewed in the given category.

within the Army from top to bottom." It was cited by 63 respondents, or approximately 51% of the persons interviewed. Considering that the table reflects free, unsolicited responses, this percentage is highly significant. By extrapolation, about 1,100 of the 2,150 DARCOM IL employees would have need for this training. Logic indicates that many others also need such training. Neither the current ALMC DOD IL Management Course nor the proposed DISAM IL Course address to any significant degree the Army IL system, nor does any other course currently being presented.

(c) The second item, "Computation of Pricing," was cited by 34 persons, about 27 percent of the total interviewed. Nine areas were cited by at least 10 percent of the respondents. Thirty-eight areas were cited by less than five percent of the respondents. The last nine areas were each cited once only. However, each of the 53 subject areas has significance.

(d) In examining the responses for the two separate management level groups in Table 8, it is apparent that there is little divergence between upper- and lower-echelon employees as to training requirements. The only area where a statistically significant difference appears is for Area No. 4, "Overview of IL Above DA Level." Relatively more upper-level than lower-level personnel cited this as a training requirement.

(e) The 53 Army IL training requirements contained in Table 8 were recapitulated into six broad categories. These are presented in Table 9. Each category contains the subject areas most closely related to it. For ease in cross-referencing, the number following each subject area is the same as used in Table 8 and Annexes B and C.

(5) Relationship Between IL Tasks and Identified IL Training Requirements. Annex D is a listing of Army IL tasks which respondents stated they perform. These tasks relate closely to the training requirements identified by the respondents. The first four categories of training requirements depicted in Table 9 have been correlated with the IL tasks as listed in Annex D. The results are presented in Table 10 and clearly show the relationship between IL tasks performed by the respondents and the training requirements as identified by them. The correlation between IL tasks and the training requirements in Categories V and VI of Table 9 is not shown. These training requirements either cut across all tasks, apply to all individuals, or are directed to very specific sub-groups of the IL population.

(6) Knowledge, Skills, and Attitudes.

(a) General. All interviewees, except the top manager group, were asked to freely cite knowledge areas, skills, and attitudes that they

TABLE 9

RECAPITULATION OF ARMY IL TRAINING REQUIREMENTS

I. ORGANIZATION FOR IL	II. GENERALIZED FMS CONSIDERATIONS	III. SPECIALIZED CASE MGT PROCEDURES
<p>IL and Congress (33)                      MAP Support/Control (34)                      IL Orgn within DOD/Army (36)                      *IL Above the Army (4)                      *Overview of Army IL (1)                      *MSC IL Operations (7)</p>	<p>Security Assistance Planning (30)                      Forecasting FMS (29)                      Requirements Generation (17)                      Negotiation w/IL Customer (22)                      Supply Support Arrangements (35)                      Support of Foreign Modified Eqpt (25)                      IL Legal Aspects (23)                      IL and New Technology (24)                      Co-production (48)                      Total Package Concept (31)                      Tng Literature for IL Customers (45)                      Training for IL Customers (46)                      MAPAD (52)                      CIS-IL (21)</p>	<p>*Pricing (2)                      Availability (15)                      *IOA Preparation (3)                      DESCOM and LOA Preparation (39)                      Initial LOA Processing (11)                      *Case Management (9)                      ILSDP (20)                      IL Reporting (32)                      DRC Form 1488R - IL Quality Check (46)                      Export License Requirements (47)                      ROMDS (19)                      *Case Close-Out (8)</p>
IV. FUNCTIONAL INTERFACES OF IL	V. SPECIALIZED TRNG IN SPT OF IL	VI. OTHER
<p>IL Managers Interface (13)                      *IL Supply Procedures (6)                      IL Procurement Policies (10)                      *IL Financial Management (5)                      QA/QATS in IL (18)                      AEP in IL (16)                      Army Maintenance Systems (27)                      IL Involvement at the Depots (14)                      Depot IL Capabilities (37)                      Packing, Pkging, &amp; Trans of FMS (38)                      Shipment of Classified Materiel (51)</p>	<p>IL Seminars re Change (12)                      IL Cross Training (42)                      Orientation for Country Desk Off (26)                      Protocol Training (41)                      IL Orientation at Local Site (49)                      Orientation of DARCOM Liaison Teams (50)</p>	<p>Effective Writing (28)                      Personnel Management (44)                      Logistics Executive Development Crse (45)                      Explosive Ordnance Disposal Tng (53)</p>

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Note: Number in parenthesis indicates paragraph in Annex B containing detailed description of requirement.  
 \* Requirements specified by at least 10 percent of total number of respondents.



TABLE 10

RELATIONSHIP BETWEEN IL TASKS AND IDENTIFIED  
IL TRAINING REQUIREMENTS

IL Tasks Performed by Respondents	Training Requirements Category			
	Organiza- tion for IL	Generalized FMS Consid- erations	Specialized Case Mgt Procedures	Functional Interfaces of IL
a. Case Management			X	X
b. Pricing			X	
c. Letters of Offer & Acceptance			X	
d. Financial Management				X
e. Supply Support of IL Cases			X	
f. Case Close-out			X	
g. Procurement				X
h. Case Coordination		X		X
i. Availability			X	
j. Automatic Data Procedures			X	X
k. Quality Assurance			X	X
l. Reports of Item Discrepancy			X	
m. IL Supply Delivery Plan			X	
n. IL Shipments			X	X
o. IL Policies and Procedures	X	X		
p. Plan/Perform IL Training	X	X	X	
q. Maintenance			X	X
r. Reporting		X	X	
s. Disposal of Map Materiel	X			
t. Supply Support Arrangements		X		
u. Supervise/Coord Army Sec Assist	X			
v. Supervise/Coord Army IL Program	X			
w. Supervise/Coord DARCOM IL Prog	X			
x. Munitions Export Licenses			X	
y. Co-production		X		
z. Contract Administration			X	X
aa. Assemble/Publish FMS Data Book		X		
bb. Publish Qtrly Review Brochure		X		
cc. Programs		X	X	
dd. Perform as Board Member			X	
ee. Briefings		X		



considered were needed by persons assigned to perform Army IL tasks/functions. Knowledge, skills, and attitudes were then ordered, based on the number of free replies.

(b) Knowledge. Table 11 presents the ordered list of knowledge areas, broken out by upper and lower echelons, and also shown for the total group of respondents. Knowledge was defined to the respondent as acquaintance with, or understanding of, a science, art, or technique. It was described as formal learning acquired during the educational process, such as in high school, business school, college, or Army school. Some of the broad areas of knowledge closely relate to the subject areas of IL training requirements. Specifically, knowledge areas numbers 1, 2, 3, 5, 7, 11, 12, 13, 14, 15, and 17 in Table 11 relate closely to training requirement subject areas numbers 1, 6, 13, 5, 16, 7, 10, 43, 14, 27, and 18 in Table 8. In Table 11, differences in responses between the supervisory levels are understandable because the knowledge required to perform a job will vary not only with the requirements of the job, but also with the level of responsibility and authority. This same argument applies to the relationship of skills and attitudes to job requirements. Detailed backup data to support Table 11 will be found in Annex E.

(c) Skills. Table 12 is a display of skills cited as needed by persons

TABLE 11  
KNOWLEDGE REQUIREMENTS

No.	Subject Area	Percent Mentioning Subject Area		
		S,M,F & NS (N=118)	F & NS (N=80)	S & M (N=38)
1	IL Operations and Procedures	38.1	31.3	52.6
2	Supply Procedures	29.7	31.3	26.3
3	Logistics Interfaces	24.6	22.5	28.9
4	Principles of Management	19.5	15.0	28.9
5	Financial Management	17.8	20.0	13.2
6	Equipment Characteristics	15.3	18.8	7.9
7	Computer Functions/Programs	12.7	15.0	7.9
8	College	11.0	10.0	13.2
9	Personnel Administration	10.2	7.5	15.8
10	Quantitative Techniques	9.3	11.2	5.3
11	MSC Organization/Operations	8.5	11.2	2.6
12	Procurement Policies	8.5	11.2	2.6
13	Logistics Management	7.6	3.7	15.8
14	Depot Operations	6.8	7.5	5.3
15	Maintenance System	5.9	7.5	2.6
16	Behaviorial Psychology	3.4	3.7	2.6
17	Quality Assurance Program	3.4	3.7	2.6
18	Economics	1.7	2.5	0.0

Legend:

S - Senior Supervisor  
M - Mid-Level Supervisor  
F - First-Line Supervisor  
NS - Non-supervisor  
N -- Number Interviewed

Note:

Percentages are based on the total number interviewed in their given category.

TABLE 12  
SKILLS REQUIREMENTS

No.	Skill	Percent Mentioning Skill		
		S,M,F & NS (N=118)	F & NS (N=80)	S & M (N=38)
1	Speak and write clearly	56.8	58.7	52.6
2	Manage people	31.4	21.2	52.6
3	Get along with people	19.5	21.2	15.8
4	Interpret directives	16.1	22.5	2.6
5	Analytical abilities	15.3	17.5	10.5
6	Manage materiel resources	13.6	6.3	28.9
7	Adapt to change	11.0	12.5	7.9
8	Identify problems and derive solutions	11.0	13.7	5.3
9	Establish priorities	10.2	13.7	2.6
10	Make unprecedented decisions	9.3	10.0	7.9
11	Apply knowledge	9.3	10.0	7.9
12	Coordinate actions	8.5	11.2	2.6
13	Perceive real problems/needs	8.5	7.5	10.5
14	Sell ideas	5.9	7.5	2.6
15	Relate to people at all levels	5.1	3.7	7.9
16	Deal with foreign customers	5.1	3.7	7.9
17	Inspect materiel	3.4	3.7	2.6

Legend:

S - Senior Supervisor  
M - Mid Supervisor  
F - First-Line Supervisor  
NS - Non-supervisor  
N - Number Interviewed

Note:

Percentages are based on the total number interviewed in their given category.

assigned Army IL tasks/functions. A skill was defined as the ability to easily accomplish a task--to expertly put knowledge to its practical application. Seventeen skills were identified as important by employees throughout the Army IL structure; with the one exception of the skill in dealing with foreign customers, the skills are common to all DARCOM activities. Remembering that different levels of supervision place divergent values on particular skills, training to teach and improve these skills can only be beneficial. Detailed backup data to support Table 12 can be found in Annex F.

(d) Attitudes. Table 13 is a display of attitudes cited as needed by persons assigned Army IL tasks/functions. An attitude was defined to the respondent as the way he feels about his job, about the people he works with, or about life in general as it affects the accomplishment of his IL tasks/functions. Attitudes reflect one's persistent mental predisposition with regard to a fact or state; therefore, they are difficult to change. However, they may be developed through counseling, certain types of training, and job rotation. In general, it is best to determine that a person has the proper attitude(s) before assigning the individual a task. As with skills, different levels of supervision place divergent values on particular attitudes. Detailed backup data to support Table 13 can be found in Annex G.

TABLE 13  
ATTITUDE REQUIREMENTS

No.	Attitude	Percent Mentioning Attitude		
		S, M, F & NS (N=118)	F & NS (N=80)	S & M (N=38)
1	Dedicated	38.1	43.8	26.3
2	Positive	29.7	30.0	28.9
3	Cooperative	23.7	25.0	21.1
4	Industrious	23.7	22.5	26.3
5	People-oriented	19.5	16.2	26.3
6	Persistent	19.5	23.7	10.5
7	Flexible	14.4	13.7	15.8
8	Open-minded	11.9	11.2	13.2
9	Diplomatic	11.0	10.0	13.2
10	Objective	11.0	10.0	13.2
11	Personable	10.2	12.5	5.3
12	Enthusiastic	7.6	7.5	7.9
13	Sympathetic	7.6	5.0	13.2
14	Even-tempered	6.8	6.3	7.9
15	Willing	6.8	7.5	5.3
16	Fair but firm	6.8	7.5	5.3
17	Understanding	5.9	5.0	7.9
18	Patient	5.9	6.3	5.3

Legend:

S - Senior Supervisor  
M - Mid-Level Supervisor  
F - First-Line Supervisor  
NS - Non-supervisor  
N - Number Interviewed

Note:

Percentages are based on the total number interviewed in their given category.



(7) Pertinent Observations.

(a) Several individuals in MSCs expressed convincing needs for periodic seminars to insure understanding and uniform compliance of new or revised IL policies/procedures. Some displayed impressive examples to demonstrate the frequency of change. One mid-level supervisor told of having been assigned to a study group for approximately 90 days. Upon return to her IL job she found many policy/procedure changes had taken place during her short absence; so many in fact that she found it necessary to isolate herself for several days to study all IL policies/procedures in order to return to proficiency.

(b) During the interviews, people expressed a need to know more about the effects of interactions between agencies/activities involved in IL. Many felt they were working in isolation; they didn't know how their job affected other IL operations. Many cited examples of unreasonable demands placed on them by employees working at a higher echelon of the IL system. The consensus of those interviewed was that they needed to know more about the total IL mission in order to broaden their knowledge of IL and potential for career advancement. Several of those interviewed mentioned that a good method of doing this would be through a series of short, internal job rotational assignments within the MSC and between the MSCs, USAILCOM, and the depots.

(c) Some respondents had recently been assigned to IL; for this reason they stated they were hesitant to answer questions regarding their training needs. It was evident that they had received no formal training in IL concepts, organization, or operations before being assigned to their new duties. This was not true at all MSCs. In one MSC it was stated policy that all new employees assigned to IL would be given a formal three-day IL orientation immediately upon assignment to their new job. This IL training is followed 60 to 90 days later by an additional three days of formal IL training. One other MSC also provides on-site formal training to its new employees. These methods appear to be effective in orienting new employees working in IL, especially first-line and non-supervisory personnel.

d. Satisfaction of Training Requirements.

(1) ALMC has been presenting the DOD IL Management Course for several years. The course is an orientation of IL organization and operations at the DOD level and above; very little is presented to describe IL at echelons below DOD. The course has been lauded by people who have attended it as an excellent overview of IL, and simultaneously criticized because it teaches no specifics of Army IL operations/procedures. Many of the training requirements identified in this study reflect a need for specific "nitty gritty" training throughout the Army.

(2) DISAM will assume responsibility for teaching the DOD IL Management Course in July 1977. DISAM plans to present the 15-day IL core course twenty times during FY 78; during the same period, three 5-day IL executive courses will be presented. DISAM does plan other IL courses, but these will be presented to MAAG personnel, or foreign customers.

(3) The DISAM Program Proposal for fiscal years 1977 and 1978 has been examined and it appears that the IL core course will emphasize DOD-level operations/organizations, with very little time devoted to operations within the Army. Most of the Army IL training requirements identified in this study will not be covered in DISAM courses. Without significant revision of the program proposal, even that Army-oriented instruction which is proposed is inadequate in both scope and depth of coverage.

(4) In addition to inadequacy of course content, the ability of DISAM to train the number of Army personnel requiring instruction is questionable. The average programmed size of each class for the core and executive courses is 30; therefore, 690 students are programmed to attend the DOD IL courses in FY 1978. The Army portion of this annual IL student load should be about one-third of the total, or some 230 students a year. In view of the estimated requirement of over 1,100 Army

employees now requiring IL training and considering the normal turnover of personnel, the DISAM program is inadequate to meet Army needs.

(5) If DISAM is unable to satisfy the Army-peculiar IL training needs, consideration should be given to using an alternative method of training. ALMC has the capability to present on-site IL training. After July 1977, when DISAM assumes responsibility for the DOD IL Management Course, ALMC will have two well-qualified instructors available who could be used to prepare and present Army-peculiar IL training on site, wherever it is required throughout the Army. A reasonable initial goal would be 12 on-site classes annually for a total of approximately 500 students; it is envisioned that each class would be about one week in length. Based on a five-day course, costs per on-site class would be about \$760 for travel and per diem for instructor personnel, plus \$20 for instructional supplies; the total yearly cost would be only \$9,360, or approximately \$19 per student.

6. Findings and Conclusions.

a. Significant IL training requirements exist within the Army; eighty-three percent of the first-line supervisors and non-supervisory personnel responded that they needed training to better perform their IL duties.

b. Training requirements identified are considered valid.

c. With one exception, all supervisory levels generally agree on the IL training requirements which exist; the exception deals with the area of Overview of IL Above DA Level. A significantly greater percentage of the top, senior, and mid-level supervisors see this orientation of IL above the DA level as necessary than do first-line and non-supervisors.

d. A close correlation exists between the IL training requirements and IL tasks/functions. A similar correlation exists between the knowledge identified as necessary and the tasks performed.

e. Most of the IL training requirements identified are not being satisfied by the current DOD/Army courses of instruction.

f. There is an identified need for an Army-oriented course that focuses on IL operations/procedures within the Army (top to the bottom), and approximately 1,100 Army personnel now need the training. The course should emphasize the interrelationships and interactions between HQ DA, HQ DARCOM, USAILCOM, the other major subordinate commands (MSCs), the depots, and the Security Assistance Accounting Center (SAAC). A review of the Defense Institute of Security Assistance Management (DISAM) Program Proposal for fiscal years 1977 and 1978 reveals that this crucial Army IL training requirement will not be satisfied in courses conducted by that institute.



g. Periodic seminars/conferences to discuss IL changes/developments, especially basics, are needed for IL personnel at all levels within the Army.

7. Recommendations. It is recommended that:

a. DARCOM forward the identified training requirements to DISAM for possible inclusion in courses conducted by that institute or as separate short courses.

b. DARCOM request DISAM to conduct courses on-site within DARCOM to satisfy specific DARCOM training requirements.

c. DARCOM request DISAM to permit DARCOM personnel to attend core blocks/sections of DISAM courses on an as-needed basis.

d. If DISAM is unable to provide Army-peculiar training without delay, that HQ DA and DARCOM have ALMC establish a short on-site course that focuses on IL operations/procedures within the Army (top to the bottom). The course should present detailed instruction to the students and emphasize the interrelationships and interactions between HQ DA, HQ DARCOM, USAILCOM, the other MSCs, the depots, and SAAC. The course should not include subject areas taught in courses at DISAM or other schools. (Two qualified IL instructors are presently assigned to ALMC. They could be used to prepare and conduct this course after the Defense IL Management Course is moved to DISAM in July 1977.)

e. IL training in current ALMC courses be increased and re-oriented to increase emphasis on Army IL operations. The following courses now address IL for the number of hours shown: Defense Inventory Management - 8 hours; Army Depot Operations Management - 3 hours; Army Maintenance Management - 2 hours; Logistics Management Development - 2 hours; and Logistics Executive Development - 10 hours. Additionally, training on IL operations should be introduced into two other ALMC courses, namely Management of the Quality Function and Defense Procurement Management.

f. All newly recruited first-line supervisors and non-supervisory personnel be provided appropriate formal IL training before assignment to their duties.

g. All newly assigned top, senior, and mid-level supervisors who have had no IL training or recent IL experience be provided an orientation before assuming their duties. For top and senior supervisors, it is recommended that an orientation conference, similar to the one used for Brigadier General designees, be used by DA and USAILCOM. For mid-level supervisors, the orientation should be conducted at USAILCOM and the MSC.

h. Periodic IL seminars/conferences be conducted as follows:

(1) For top, senior, and mid-level supervisors at USAILCOM by HQ DA and USAILCOM personnel.

(2) For first-line and non-supervisory personnel at on-site locations by USAILCOM personnel.

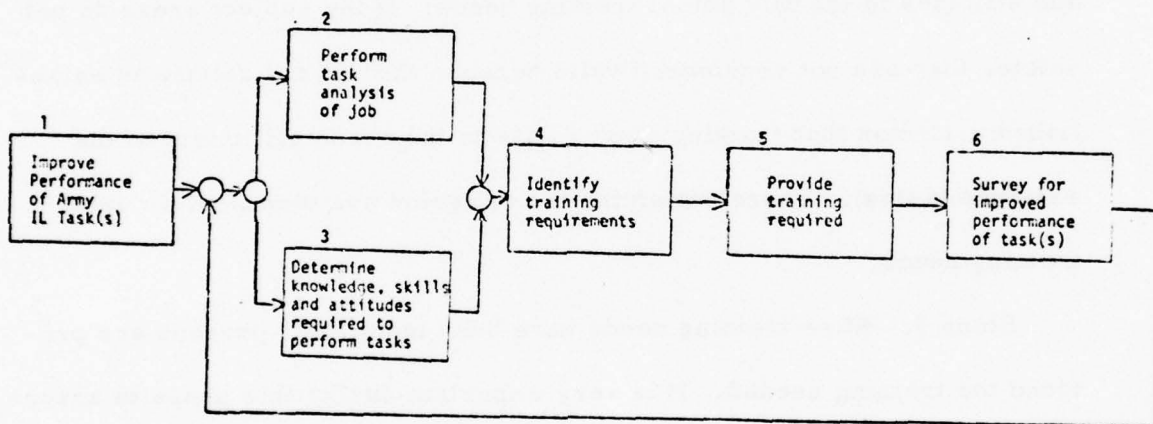
i. USAILCOM and the MSCs provide internal job rotation assignments/details for IL personnel as a means of broadening their IL experience and potential for advancement.

j. DARCOM provide for rotational assignments/details between USAILCOM and other MSC personnel as a means of broadening their IL experience and potential for advancement.

## ANNEX A

A systematic training model was developed by the study agency for use during the study and as follow-on by the study sponsor. The model is depicted and explained below:

### SYSTEMATIC TRAINING



Block 1. A need has been established to improve the performance of IL tasks within the Army, with emphasis on DARCOM personnel.

Block 2. A task analysis is performed to identify and isolate the task(s) required to perform a specific job; e.g., a country desk officer. This analysis is done through an on-site personal interview with the individual performing the task(s). Data is recorded during the interview.

Block 3. During the interview discussed in Block 2, the knowledge, skills, and attitudes required to perform the task(s) are solicited and recorded.

Block 4. Upon completion of the actions required in Blocks 2 and 3, the interviewer asks the interviewee to name subject areas in which the respondent believes that he needs training in order to perform his or her task(s) more effectively and efficiently. These subject areas are recorded during the interview and later related to the task(s), knowledge, skills, and attitudes to identify actual training needs. If the subject areas do not relate, they are not considered valid because they do not satisfy an established criterion that training must relate to the accomplishment of the assigned task(s). Those satisfying the criterion are identified as valid training needs.

Block 5. After training needs have been identified, persons are provided the training needed. It is very important during this phase to assure that all training provided has an objective; e.g., training on pricing should have the objective that the individual completing the training will be able to competently compute prices.

Block 6. Follow-up surveys provide the answer to the question: "Did the training provided improve the performance of the task(s) by the individual who received the training?" If the performance was not improved, then



the actions in Blocks 2, 3, 4, 5, and 6 should be repeated to determine the reason(s) for failure of the system to operate effectively and efficiently. After the system is operational, the survey process should be repeated periodically to assure that the system continues to be effective and efficient. It should be stopped without delay when there is no further need for specific training.

## ANNEX B

### DETAILED DESCRIPTION OF ARMY IL TRAINING REQUIREMENTS

The following are the training needs which were identified by the persons interviewed during the process of collecting data for this study. They are listed in an order of priority, starting with that training which the greatest number of persons mentioned as a need. (There were a total of 124 interviews; the number of people stating each requirement is noted in parentheses. All responses were free answers; therefore, caution is advised against considering a low response as unimportant.)

1. (63) An overview of how IL works within the Army, from "top to bottom." The overview should include *organization, objectives, and functioning* of the Army IL systems at DA, DARCOM, USAILCOM, Commodity Command, and depot levels; and the relationships between these organizations. IL policies, procedures, and documentation used within the Army should also be included. This should include all subject areas listed in this Annex except 4, 12, 26, 28, 41, 42, 43, 44, 49, 50, and 53.
2. (34) Computation of Pricing, to include breakout of charges, (administrative charges, RD&E charges, dealer's commissions, etc.) and use of the MASL. Students should be required to do practical exercises.
3. (31) Preparation and utilization of the Letter of Offer and Acceptance (LOA) (DD Form 1513); training should include LOA standard notes,

peculiarities, and coordination. Practical exercises in the preparation of an LOA should be performed by the student.

4. (24) An overview of IL at levels above DA to include a history of and rationale for IL, the role of Department of State and other governmental agencies involved in IL, and an examination of the details of the IL system, i. e., types of support, types of cases, required documentation, etc. (Includes subject areas which were covered in the ALMC DOD IL course.)

5. (23) An examination of the financial management of IL, to include financial codes, how to insure that funds are deposited by the foreign customer, the flow of funds, the interface of financial and logistical operations, payment schedules, cost curves, advance collections, the billing flow, and the impact of IL operations on Stock Fund, OMA, and PAA budgets.

6. (18) An explanation of the supply procedures supporting IL, to include how an NSN is researched, MILSTRIP, NSN classes, how to determine who an item manager is, what an item manager does, requisition processing, how to know whether items have been shipped on time, inventory management, what the 1348 form is, etc.

7. (18) MSC IL operations; each MSC is organized and performs IL operations in different ways. The differences, which vary from slight to significant, should be taught. USAILCOM personnel should be cross-trained at

the MSC to provide an appreciation of the problems and methods of operation at that level; i. e. , what a country manager does, to whom one goes for help in the MSC.

8. (14) Case closeout; what actions are required at the MSC, USAILCOM, and SAAC. A detailed explanation of the billing process, termination liabilities, the 645 report, etc.
9. (13) An in-depth explanation of how the accepted LOA is implemented in the Army to include the interplay of financial and supply actions, the relationship between supply and transportation, documentation, requisition processing, organization of the case folder, document flow, preparation of reports, payment curves, case management, JFMO/SAAC involvement, etc.
10. (11) The basic procurement policies used by the Army and DOD.
11. (10) Processing of the LOA within the Army to include actions taken at all levels--and those of the foreign customer before the LOA is accepted (internal processing, funding, etc.)--to prepare and implement the document.
12. (10) Periodic seminars to insure understanding and uniform compliance of new IL policies, development and changes to IL regulations, manuals, etc. The seminars should be held centrally for top and senior level supervisors, and brought to the work site for mid-level and first line supervisors and non-supervisors.

13. (10) The interface between Army IL personnel and others within the organization, i. e. , Comptroller, Materiel Management, Transportation, Maintenance, Project Manager, etc. , who performs vital IL support functions.
14. (10) The depot involvement in IL must be explained to all other levels to clarify what they do, and what the depot's capabilities are; areas of emphasis are depot level IL supply, maintenance and quality assurance functions, the special handling required of IL cases at the depot, and the special requirements imposed on the depots by SSAs.
15. (9) Development of availability data; include the importance of accuracy, the role of the item manager in its development, the necessity to warn of possible changes in the data furnished, and the fact that availability data are collected separately from, and exclusive of, pricing data. Students should perform practical exercises.
16. (6) The use of data processing techniques in support of IL; how ADP systems and programs are used to improve IL management.
17. (5) How FMS requirements are generated, and what the different types of FMS cases mean in terms of case management within the Army.
18. (5) What the role of Quality Assurance (QA) is in IL; QA functions at the MSC, depot, and producer levels; what Quality Assurance Teams (QATs) are and what they do.



19. (5) What Reports of Item Discrepancies (ROIDs) are, and how they are processed at USAILCOM, the MSC, and depot levels; the role of QA in the handling of ROIDs should be examined in detail. Also, how ROIDs affect billing and case closeout.
20. (4) The International Logistics Supply Delivery Plan (ILSDP); the instruction should include how the ILSDP is developed and utilized by DA, USAILCOM, and the MSCs. Slippages and changes should be included, and ILSDP status reporting. Students should perform practical exercises.
21. (4) The Computerized Information Systems for International Logistics (CIS-IL), i. e., what is it, what data are in it, and what uses are made of CIS-IL by USAILCOM and the MSCs.
22. (4) How to talk and deal with foreign customers and potential customers; IL employees need to know how foreign customs and cultures may affect the customer's dealings with Americans and, because of this, how what we say and do can affect our dealings with them.
23. (3) The impact of law upon International Logistics, and the resultant requirements and limitations; emphasize the need for legal review of all Army LOAs prior to passing to foreign customers and after signature if the customer makes any changes to the LOA.
24. (3) How new technology is controlled in the IL arena; i. e., when and with whom do we share it, how the release of information is controlled, how disclosure to third parties is controlled, and what can be sold, etc.

25. (3) The intricacies of supporting complex Army weapons systems after the sale to an IL customer; the foreign customer will often change or alter the U. S. system--as the HAWK missile in Iran. The simultaneous support of an active U. S. system and the foreign modified system causes the U. S. support system problems warranting discussion for exposure purposes.

26. (3) Country managers should be oriented concerning the nation they support; the orientation should include the social, religious, economic, and political structure of the country, and if possible, a visit to the country to meet their points of contact there.

27. (3) The organization, operation, and procedures of the Army Maintenance System in support of IL; the involvement of the NICPs, DESCOM, and the depots should be included.

28. (3) Effective writing should be discussed and emphasized during the IL course; the requirement for clarity, precision, and brevity in writing exists at all levels. All practical exercises should place emphasis on this facet.

29. (2) The planning and forecasting of IL requirements at the various levels of the Army IL system; how is it accomplished?

30. (2) Security Assistance planning, to include the various agencies involved, emphasize that this is a much broader area than IL alone. Point out the role of the MAAGs, missions, MILGROUPS, and staff elements of HQ DA.

31. (2) The "Total Package" concept, i. e., the inclusion in the original LOA of all of the training, maintenance, and support required, when a foreign customer buys U.S. equipment, is relatively new. It should be presented in coordination with subject areas 29 and 30.
32. (2) Accurate reporting of Army IL cases, the reporting channels used, and the necessity for promptness.
33. (2) Congressional interest in IL, and the requirements/limitations established by Congress.
34. (2) Disposition of MAP materiel no longer needed by the Grant-Aid recipient--when it reverts to U. S. ownership--should cover actions to control, support, maintain, and dispose of the equipment. MIMEX and MAPOM should be included in the presentation.
35. (2) An explanation of Supply Support Arrangements (SSAs); the instruction should include what SSAs are, how they operate, how they are funded, and the importance of them as a follow-on to a FMS.
36. (2) An exposition of IL organization within DOD, to include DSAA, HQ DA, HQ DARCOM, USAILCOM, DARCOM Commodity Commands, depots, etc.
37. (2) The capabilities of Army depots to support IL, to include set assembly, special IL packaging requirements, response times, relationships with MTMC and freight forwarders, and IL transportation requirements.

38. (2) The differences in requirements to pack, package, and transport equipment for FMS or GA as opposed to the standards applied to regular U. S. Army shipments. The need to properly pack for mode of transportation to be used.
39. (2) The necessity for involving DESCOM in LOA preparation and coordination; DESCOM workloads the depot and maintains rebuild and modification costs.
40. (2) AMC Form 1488R, "IL Quality Checks," which is used by QA for IL cases. Also, the urgent requirement of the depot to receive the form as quickly as possible from the NICP needs to be explained and emphasized to NICP personnel.
41. (2) Elements of protocol need to be taught to maintenance teams visiting foreign customer countries. This will need to be customized instruction, to be presented upon demand.
42. (2) Cross training in Army IL functions, to include billing, Country Desk Officer responsibilities, IL programming, etc., to selected personnel through OJT.
43. (2) Eligible IL personnel should attend LEDC at ALMC.
44. (2) Basics of personnel management should be provided to all supervisory personnel. This should include labor-management relations in the Federal Service.
45. (1) Procedures for providing training literature to FMS customers. This is an item that often gets overlooked and equipment arrives without proper publications regarding the operation and maintenance/support of it.

46. (1) The necessity for properly training foreign nationals in the use, support, and maintenance of equipment they purchase/obtain from the U. S. There is an obligation to provide it as a line item on the LOA.
47. (1) The requirements for munitions export licenses, i. e. , when they are needed and how they are processed.
48. (1) Coproduction; what it is, when it is used, how it works, the problems and advantages to the U. S.
49. (1) An IL overview, appropriate to the background and duty assignment of key IL personnel, to be conducted "on-site" by trained IL instructor personnel as requested by Army commands/activities.
50. (1) IL training for DARCOM Liaison Teams to teach organization, missions, and functions of USAILCOM and the commodity commands.
51. (1) Rules and restrictions pertaining to the shipment of classified and controlled equipment, emphasizing that it must be sent through MTMC, and may not be shipped to the port through freight forwarders.
52. (1) The Military Assistance Program Directory (MAPAD) and how it is used.
53. (1) Foreign customers often do not know how to determine when ammunition is no longer usable, and the withdrawal of the MAAGs is producing a potentially dangerous situation. Selected Army IL personnel and foreign customers should receive some EOD training so as to correct this situation. The Navy course at Indianhead, MD, is one source of this training for foreign nationals.



ANNEX C

COMPUTERIZED SUMMARY OF ARMY IL TRAINING REQUIREMENTS

Subj Area No.	Subject	NS & F (N=80)		M, S & T (N=44)		NS, F, M, S & T (N=124)		Individual Category Responses														
		N	%	N	%	N	%	Number										Percent				
								NS	F	M	S	T	NS	F	M	S	T					
1	Overview of Army IL	41	0.51	22	0.50	63	0.51	27	14	9	10	3	0.50	0.54	0.31	0.42	0.50					
2	Pricing	22	0.27	12	0.27	34	0.27	17	5	4	4	4	0.31	0.19	0.18	0.25	0.27					
3	LOA Preparation	18	0.22	13	0.30	31	0.25	15	3	8	3	2	0.23	0.12	0.36	0.13	0.23					
4	IL Above Army	10	0.12	14	0.32	24	0.19	4	6	9	4	1	0.07	0.23	0.41	0.25	0.17					
5	IL Financial Mgt	14	0.17	9	0.20	23	0.19	6	6	2	4	3	0.11	0.31	0.09	0.25	0.50					
6	IL Supply Procedures	15	0.19	3	0.07	18	0.15	12	3	2	0	1	0.22	0.12	0.02	0.02	0.17					
7	MSC IL Operations	10	0.12	4	0.09	14	0.11	10	2	4	0	0	0.14	0.19	0.02	0.02	0.17					
8	Case Management	8	0.10	5	0.11	13	0.10	6	2	4	0	0	0.15	0.03	0.18	0.02	0.02					
9	IL Procurement Policies	7	0.09	4	0.09	11	0.09	6	1	3	1	0	0.11	0.04	0.14	0.06	0.02					
10	Initial LOA Processing	4	0.05	4	0.14	10	0.03	3	1	3	2	1	0.06	0.04	0.14	0.12	0.17					
11	IL Seminars - Re Change	4	0.05	6	0.14	10	0.03	3	1	4	1	1	0.06	0.04	0.18	0.02	0.17					
12	IL Managers Interface	4	0.05	6	0.14	10	0.03	4	0	2	2	2	0.07	0.02	0.12	0.12	0.23					
13	IL Involvement at the Depot	9	0.11	1	0.02	10	0.03	4	5	0	1	0	0.07	0.19	0.02	0.02	0.17					
14	Availability	2	0.02	4	0.09	6	0.07	6	0	1	1	1	0.11	0.02	0.05	0.06	0.17					
15	ADP in IL	3	0.04	4	0.09	7	0.05	1	1	1	2	1	0.02	0.04	0.05	0.12	0.17					
16	Requirements Generation	3	0.04	2	0.05	5	0.04	3	0	1	0	0	0.06	0.02	0.05	0.02	0.17					
17	ORGANIS in IL	3	0.04	0	0.00	3	0.04	5	0	0	0	0	0.09	0.02	0.05	0.02	0.17					
18	ILSDP	2	0.02	3	0.07	5	0.04	1	1	2	0	2	0.02	0.04	0.05	0.12	0.17					
19	ILSDP	2	0.02	2	0.05	4	0.03	2	0	0	0	2	0.04	0.02	0.05	0.12	0.17					
20	CIS-IL	2	0.02	2	0.05	4	0.03	2	0	1	0	1	0.04	0.02	0.05	0.12	0.17					
21	Negotiation w/IL Customers	3	0.04	1	0.02	4	0.03	2	1	0	1	0	0.04	0.04	0.05	0.12	0.17					
22	IL Legal Aspects	1	0.01	2	0.05	3	0.03	0	1	1	0	1	0.02	0.04	0.05	0.12	0.17					
23	IL and New Technology	1	0.01	2	0.05	3	0.03	0	1	1	0	1	0.02	0.04	0.05	0.12	0.17					
24	Spt of Foreign Bud Equip	0	0.00	3	0.07	3	0.03	0	0	0	1	2	0.02	0.04	0.05	0.12	0.17					
25	Orientation for CDOs	0	0.00	3	0.07	3	0.03	0	0	0	1	2	0.02	0.04	0.05	0.12	0.17					
26	Army Maintenance System	3	0.04	0	0.00	3	0.04	2	1	0	0	1	0.04	0.04	0.05	0.12	0.17					
27	Effective Writing	1	0.01	2	0.05	3	0.03	2	1	0	0	1	0.02	0.04	0.05	0.12	0.17					
28	Forecasting FMS	1	0.01	1	0.02	2	0.02	1	0	1	0	0	0.02	0.04	0.05	0.12	0.17					
29	Security Assist Planning	1	0.01	1	0.02	2	0.02	1	0	0	1	0	0.02	0.04	0.05	0.12	0.17					
30	Total Package Concept	0	0.00	2	0.05	2	0.03	0	1	0	1	0	0.02	0.04	0.05	0.12	0.17					
31	IL Reporting	0	0.00	2	0.05	2	0.03	0	0	0	0	2	0.02	0.04	0.05	0.12	0.17					
32	IL and Congress	0	0.00	2	0.05	2	0.03	0	0	0	0	2	0.02	0.04	0.05	0.12	0.17					
33	MPP Support/Control	1	0.01	1	0.02	2	0.02	0	1	0	0	1	0.02	0.04	0.05	0.12	0.17					
34	Supply Support Arrangements	0	0.00	2	0.05	2	0.03	0	1	0	0	1	0.02	0.04	0.05	0.12	0.17					
35	IL Organization within DOD/Army	1	0.01	2	0.05	3	0.03	1	0	0	1	0	0.02	0.04	0.05	0.12	0.17					
36	Depot IL Capabilities	1	0.01	2	0.05	3	0.03	1	0	0	1	0	0.02	0.04	0.05	0.12	0.17					
37	Packing, Pkg, Transport of FMS	0	0.00	2	0.05	2	0.03	0	1	0	0	1	0.02	0.04	0.05	0.12	0.17					
38	DESIGN and LOA Preparation	0	0.00	2	0.05	2	0.03	0	1	0	0	1	0.02	0.04	0.05	0.12	0.17					
39	DIC For 149BR - IL Qual Check	0	0.00	2	0.05	2	0.03	0	0	0	2	0	0.02	0.04	0.05	0.12	0.17					
40	Protocol Training	1	0.01	1	0.02	2	0.02	0	0	0	2	0	0.02	0.04	0.05	0.12	0.17					
41	IL Cross Training	1	0.01	1	0.02	2	0.02	1	0	1	0	0	0.02	0.04	0.05	0.12	0.17					
42	Log Exec Dev Course	2	0.02	0	0.00	2	0.02	0	2	0	0	0	0.02	0.04	0.05	0.12	0.17					
43	Personnel Mgt	2	0.02	0	0.00	2	0.02	0	2	0	0	0	0.02	0.04	0.05	0.12	0.17					
44	Top Literature for IL Cust	0	0.00	1	0.02	1	0.01	0	1	0	0	0	0.02	0.04	0.05	0.12	0.17					
45	Top IL Customers	0	0.00	1	0.02	1	0.01	0	1	0	0	0	0.02	0.04	0.05	0.12	0.17					
46	Export Lic Rights	0	0.00	1	0.02	1	0.01	0	1	0	0	0	0.02	0.04	0.05	0.12	0.17					
47	Co-production	0	0.00	1	0.02	1	0.01	0	1	0	0	0	0.02	0.04	0.05	0.12	0.17					
48	IL Orient at Local Site	0	0.00	1	0.02	1	0.01	0	0	0	0	1	0.02	0.04	0.05	0.12	0.17					
49	Orient of DARECM Ln Teams	0	0.00	1	0.02	1	0.01	0	0	0	0	1	0.02	0.04	0.05	0.12	0.17					
50	Shipment of Classified Equip	0	0.00	1	0.02	1	0.01	0	0	0	0	1	0.02	0.04	0.05	0.12	0.17					
51	MAPAD	1	0.01	0	0.00	1	0.01	1	0	0	0	0	0.02	0.04	0.05	0.12	0.17					
52	EOD for IL Customers	1	0.01	0	0.00	1	0.01	0	0	0	0	1	0.02	0.04	0.05	0.12	0.17					
53	EOD for IL Customers	0	0.00	1	0.02	1	0.01	0	0	0	0	1	0.02	0.04	0.05	0.12	0.17					

Legend:  
 NS - Non-supervisor  
 F - First-Line Supervisor  
 M - Mid-Level Supervisor  
 S - Senior Supervisor

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ANNEX D  
ARMY IL TASKS

Each person interviewed was asked to identify the specific tasks which were a necessary part of his or her IL duties. The tasks have been arranged, insofar as possible, in an order similar to that used for IL training requirements (Annex B). In this way, the correlation between IL tasks and the stated training needs is apparent. Although individual items have been grouped wherever practicable, it should be remembered that each item represents a free response from at least one person and in many instances several individuals at different levels of supervision. The primary value of this annex is the illustration of the scope and diversity of tasks performed in direct support of the Army IL mission.

a. Case Management

- (1) Manage IL cases.
- (2) Initiate and track IL cases through the system.
- (3) Coordinate IL cases.
- (4) Supervise case and country managers at the MSC.
- (5) Maintain IL case status.
- (6) Monitor the case during procurement or production.
- (7) Identify case problems and recommend corrective action(s).
- (8) Help case managers with systems problems.
- (9) Resolve functional problems with missile systems managers.
- (10) Review implemented cases.
- (11) Maintain the IL Directorate Management Information Book.

b. Pricing

- (1) Review pricing data for the MSC IL Directorate.
- (2) Prepare pricing data.
- (3) Adjust case prices when changed.
- (4) Dictate billing prices to be used.
- (5) Validate prices.
- (6) Input into the AMDF and broadcast price changes.
- (7) Request and utilize P&A and P&B data.
- (8) Obtain P&A and P&B data.
- (9) Prepare and issue P&A data--MSC level.
- (10) Provide P&A data--project manager level.
- (11) Provide P&A data--depot level.
- (12) Analyze and challenge P&A and P&B data provided.

c. Letters of Offer and Acceptance (LOA)

- (1) Review Letters of Offer.
- (2) Write Letters of Understanding.
- (3) Prepare LOAs.
- (4) Assist in preparation of LOAs.
- (5) Prepare the complex LOAs.
- (6) Maintain case file for each accepted LOA.
- (7) Follow the LOA from inception through close out.
- (8) Distribute LOAs to MSC elements external to the MSC IL Directorate.
- (9) Coordinate and review LOAs.
- (10) Revalidate all data on the LOA.
- (11) Provide special footnotes on the LOA.

(12) Review the LOA, to include all footnotes, prior to forwarding to DA.

(13) Obtain concurrences on LOAs.

(14) Sign LOAs at the MSC.

(15) Process LOA to DARCOM.

(16) Forward LOA to country (through channels).

(17) Notify country of changes to the LOA, such as item, price, delivery schedule, etc.

d. Financial Management

(1) Budgeting

(a) Provide data for IL budgets.

(b) Prepare IL budgets for the MSC.

(c) Prepare the internal IL Directorate operating budget.

(d) Prepare and submit budget reports.

(e) Provide input for F&A budget reports.

(2) Costing

(a) Perform work cost studies.

(b) Validate cost estimates.

(c) Validate IL costs.

(d) Maintain cost data base.

(e) Check inflation indices.

(f) Revalidate IL costs.

(g) Prepare cost liability determination curves.

(h) Provide costs on rebuild programs.



(3) Billing

- (a) Bill for IL assistance.
- (b) Monitor the billing cycle.
- (c) Perform billing actions.
- (d) Prepare billing documents.
- (e) Transmit billing data to USAILCOM and JFMO/SAAC.

(4) Payments

- (a) Prepare payment schedules; coordinate with CIS-IL.
- (b) Provide progress payments.
- (5) Provide Customer Order Control Point (COCP) for IL cases.

e. Supply Support of IL Cases

- (1) Prepare and implement supply actions to support IL cases at the MSC.

(2) Requisitioning

- (a) Prepare requisitions for approved IL cases.
- (b) Monitor requisition processing and status.
- (3) Intensively manage selected ammunition.
- (4) Monitor quantity, quality, and delivery of materiel.
- (5) Monitor supply actions and billing.
- (6) Insure that follow-on support is offered and provided.
- (7) Prepare and update supportability statements.
- (8) Coordinate provision of spare parts and special tools for training

of foreign customers.

- (9) Emphasize the need for provision of services to be included in LOAs.
- (10) Dispatch safety messages on materiel sold to foreign customers.
- (11) Place warranty disclaimers in the LOA.



- (12) Provide provisioning data.
- (13) Provide planning data.
- (14) Handle status reports and reimbursable customer programs.
- (15) Feed MASL data into the file.
- (16) Set assembly.
  - (a) Manage set components.
  - (b) Compute set requirements.
  - (c) Maintain proper stockage levels for sets and components.
  - (d) Assemble sets for customers.
  - (e) Determine and designate the depot at which the set will be assembled.
- (17) Prescribe preservation and packaging levels.
- (18) Prescribe package markings.
- (19) Army Materiel Plan (AMP)
  - (a) Develop AMP to determine procurements.
  - (b) Prepare AMP to include IL aspects.
  - (c) Update the AMP.
- f. Case Close-out
  - (1) Provide data for case close-out.
  - (2) Prepare documents for case close-out.
  - (3) Automate the DD Form 645 (Case Close-out).
  - (4) Process close-out documentation to USAILCOM.
  - (5) Perform case close-out for USAILCOM.
  - (6) Monitor case close-out.
  - (7) Review case close-out.

g. Procurement

- (1) Provide procurement data.
- (2) Receive orders for procurement.
- (3) Process procurement documents.
- (4) Review procurement data packages.
- (5) Handle "Life of Type" buys for the MSC.
- (6) Keep abreast of procurement regulations and laws.

h. Case Coordination

- (1) Deal with representatives of foreign governments.
- (2) Provide interface with missile system managers.
- (3) Provide interface between the MICOM system oriented and the USAILCOM geographically-oriented organizations.
- (4) Act as the focal point for IL cases in the MSC.
- (5) Serve as point of contact for foreign visitors.
- (6) Serve as liaison with customers.
- (7) Provide IL assistance to the customer.
- (8) Provide assistance to freight forwarders.
- (9) Coordinate with the Defense Contract Assistance Service (DCAS).
- (10) Coordinate quality inspections for the MSC.
- (11) Coordinate actions between the MSC IL Directorate and depots.
- (12) Provide interface between FMS customers and MSC directorates.
- (13) Provide interface between country managers and systems managers.
- (14) Coordinate between USAILCOM and DA (CASA, Comptroller, and ASA--  
Financial Management).
- (15) Coordinate between USAILCOM and JFMO/SAAC.

(16) Develop and maintain equipment systems and the interface between systems.

(17) Act as the focal point and liaison between the customer and the supply source.

(18) Insure that MSCs interface with CIS-IL correctly.

(19) Interface with JFMO on case close-out.

(20) Provide interface between the depot and the MSCs.

(21) Interface between USAILCOM and MSCs at the DARCOM level.

(22) Provide IL interface between DARCOM and DA-DCSLOG.

(23) Serve as the MSC point of contact with JFMO/SAAC.

(24) Coordinate IL case actions within the IL Directorate and with other MSCs.

(25) Expedite customer requests.

i. Availability

(1) Review source and availability data.

(2) Determine source and availability of materiel/services.

(3) Perform requirements determination and computation for secondary items.

(4) Update end items.

(5) Control inventory.

(6) Resolve any availability problem occurring until the shipment is released to the freight forwarder.

j. Automatic Data Processing (ADP)

(1) Create automated systems which satisfy IL requirement (like CIS-IL).

(2) Design new automated systems.

- (3) Change ongoing automated systems.
- (4) Test and validate new automated financial systems which support IL.
- (5) Deal with changes, problems, and deletions to automated financial systems.

- (6) Implement CIS-IL.
- (7) Serve as focal point for CCSS and CIS-IL.
- (8) Monitor the CCSS system.
- (9) Coordinate ADP problems with ALMSA.
- (10) Write ADP programs.

k. Quality Assurance (QA)

- (1) Perform QA functions on IL shipments from the depot.
- (2) Provide product quality analysis and liaison operations.
- (3) Monitor QA functions for IL.
- (4) Work with the QA Inspection Report, AMC Form 1488R; complete the form.

(5) Inspections

- (a) Perform QA inspections on IL shipments; complete the AMC Form 1488R.
- (b) Provide inspection support to other MSCs.
- (c) Inspect materiel at the contractor's plant.
- (d) Inspect materiel at depots, with freight forwarders, and at the port

of embarkation.

- (e) Perform preshipment inspections.
- (f) Assure that test requirements are met.
- (g) Inspect materiel overseas.

(6) Quality Assurance Teams (QAT)

- (a) Raise and administer QATs.

- (b) Serve as the QAT coordinator for the MSC.
- (c) Coordinate instructions, travel plans, and requirements for QATs.
- (e) Handle the administration, funds, and itineraries for MSC QATs.

l. Report of Item Discrepancy (ROIDs)

- (1) Handle case problems and ROIDs.
- (2) Handle financial aspects of ROIDs and adjust customer prices.
- (3) Process and control ROIDs at the MSC.
- (4) Process ROIDs at the USAILCOM level; coordinate with country and

JFMO/SAAC.

- (5) Monitor ROID actions by depots and review replies to them.
- (6) Provide depot response on ROIDs.
- (7) Review ROIDs and ROIDs reporting.

m. International Logistics Supply Delivery Plan (ILSDP)

- (1) Prepare input to the ILSDP.
- (2) Develop the ILSDP.
- (3) Prepare and maintain the ILSDP for the MSC.
- (4) Control the ILSDP.
- (5) Review the ILSDP for delivery slippages.
- (6) Meet the ILSDP schedules.
- (7) Report progress on the ILSDP.

n. IL Shipments

- (1) Oversee distribution.
- (2) Prepare shipment schedules.
- (3) Keep in-transit visibility of IL shipments.
- (4) Track IL deliveries.
- (5) Expedite IL shipments from the depot.



o. IL Policies and Procedures

- (1) Plan and formulate IL policy for the MSC.
- (2) Review policy and conduct internal IL training.
- (3) Write MSC IL policies.
- (4) Contribute to the establishment of IL policy at the MSC.
- (5) Interpret, analyze, and implement IL policy.
- (6) Write procedures, handle policy matters/problems, etc.
- (7) Keep abreast of changes to IL procedures.

p. IL Training

- (1) Plan and coordinate IL training for IL personnel.
- (2) Coordinate requested training for foreign customers.
- (3) Handle training for foreign customers to support new systems.
- (4) Prepare and present educational briefing to foreign representatives

and MAAGs.

q. Maintenance

- (1) Perform maintenance operations on IL shipments.
- (2) Evaluate IL maintenance problems.
- (3) Process maintenance problems at the MSC.
- (4) Support field assistance activities.
- (5) Review maintenance publications.

r. Reporting

- (1) Prepare reports for the IL Directorate.
- (2) Prepare statistical reports.
- (3) Prepare financial reports.
- (4) Review reports.

- s. Disposal of MAP Materiel
  - (1) Process MIMEX offerings.
  - (2) Process MAPOM actions.
- t. Supply Support Arrangements (SSA)
  - (1) Negotiate SSAs.
  - (2) Handle the SSA program at the MSC.
- u. Supervise and Coordinate Army Security Assistance Activities
- v. Supervise and Coordinate the Army IL Program
- w. Supervise and Coordinate the DARCOM IL Program
- x. Munitions Export Licenses
  - (1) Develop responses to requests for export licenses for munitions.
  - (2) Process approved requests for munitions export licenses.
- y. Co-production
  - (1) Coordinate co-production matters at the MSC.
  - (2) Monitor co-production.
- z. Contract Administration
  - (1) Award and administer contracts, birth to death.
  - (2) Monitor contract execution.
- aa. Assemble and Publish the FMS Data Book
- bb. Publish the Quarterly Review Brochure
- cc. Programs
  - (1) Monitor the Master Program Record, i.e., program operations.
  - (2) Handle:
    - (a) Budget Program
    - (b) Procurement Program

- (c) Distribution Effectiveness Program
- (d) Mobilization Program
- (e) Stock Fund Programs
- (3) Monitor progress of FY 75 and earlier programs.
- dd. Perform Duties as Member of:
  - (1) Solicitations Board
  - (2) Awards Board
  - (3) Configuration Board
  - (4) Control Board
  - (5) Review Board
- ee. Briefings
  - (1) Prepare and present IL Directorate briefings.
  - (2) Brief on IL matters at all levels of government.
  - (3) Prepare R&A briefings for the IL Directorate.
  - (4) Prepare briefing charts and vugraphs.

ANNEX E  
KNOWLEDGE

Subject Area No.	Subject	NS & F (N=80)		M & S (N=38)		NS, F, M & S (N=118)		Individual Category Responses									
		No.	%	No.	%	No.	%	Number					Percent				
								NS	F	M	S	NS	F	M	S		
1	IL Opns/Procedures	25	0.31	20	0.53	45	0.38	16	9	13	7	0.30	0.35	0.59	0.44		
2	Supply Procedures	25	0.31	10	0.26	35	0.30	19	6	6	4	0.35	0.23	0.27	0.25		
3	Log Interfaces	18	0.22	11	0.29	29	0.25	10	8	6	5	0.19	0.31	0.27	0.31		
4	Principles of Mgt	12	0.15	11	0.29	23	0.19	5	7	6	5	0.09	0.27	0.27	0.31		
5	Financial Mgt	16	0.20	5	0.13	21	0.18	8	8	1	4	0.15	0.31	0.05	0.25		
6	Equip Characteristics	15	0.19	3	0.08	18	0.15	13	2	1	2	0.24	0.08	0.05	0.12		
7	Computer Functions	12	0.15	3	0.08	15	0.13	9	3	2	1	0.17	0.12	0.09	0.06		
8	College	8	0.10	5	0.13	13	0.11	5	3	2	3	0.09	0.12	0.09	0.19		
9	Personnel Admin	6	0.07	6	0.16	12	0.10	2	4	4	2	0.04	0.15	0.18	0.12		
10	Quant Techniques	9	0.11	2	0.05	11	0.09	6	3	0	2	0.11	0.12	0.	0.12		
11	MSC Orgn/Opns	9	0.11	1	0.03	10	0.08	7	2	0	1	0.13	0.08	0.	0.06		
12	Procurement Policies	9	0.11	1	0.03	10	0.08	3	6	0	1	0.06	0.23	0.	0.06		
13	Logistics Mgt	3	0.04	6	0.16	9	0.08	1	2	4	2	0.02	0.08	0.18	0.12		
14	Depot Operations	6	0.07	2	0.05	8	0.07	3	3	0	2	0.06	0.12	0.	0.12		
15	Maint System	6	0.07	1	0.03	7	0.06	6	0	1	0	0.11	0.	0.05	0.		
16	Behavioral Psych	3	0.04	1	0.03	4	0.03	1	2	0	1	0.02	0.08	0.	0.06		
17	Qual Assurance Prog	3	0.04	1	0.03	4	0.03	3	0	0	1	0.06	0.	0.	0.06		
18	Economics	2	0.02	0	0.	2	0.02	1	1	0	0	0.02	0.04	0.	0.		

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Legend:  
NS - Non-supervisor  
F - First-Line Supervisor  
M - Mid-level Supervisor  
S - Senior Supervisor

ANNEX F  
SKILLS

Subject Area No.	Subject	NS & F (N=80)		M & S (N=38)		NS, F, M & S (N=118)		Individual Category Responses									
		No.	%	No.	%	No.	%	Number					Percent				
								NS	F	M	S	NS	F	M	S		
1	Speak/write clearly	47	0.59	20	0.53	67	0.57	32	15	10	10	0.59	0.58	0.45	0.62		
2	Manage people	17	0.21	20	0.53	37	0.31	3	14	12	8	0.06	0.54	0.55	0.50		
3	Get along w/people	17	0.21	6	0.16	23	0.19	15	2	5	1	0.28	0.09	0.23	0.06		
4	Interpret directives	18	0.22	1	0.03	19	0.16	10	8	1	0	0.19	0.31	0.05	0.		
5	Analytic abilities	14	0.17	4	0.11	18	0.15	12	2	3	1	0.22	0.08	0.14	0.06		
6	Manage materiel	5	0.06	11	0.29	16	0.14	2	3	4	7	0.04	0.12	0.18	0.44		
7	Adapt to change	10	0.12	3	0.08	13	0.11	8	2	2	1	0.15	0.08	0.09	0.06		
8	Identify problems	11	0.14	2	0.05	13	0.11	7	4	1	1	0.13	0.15	0.05	0.06		
9	Establish priorities	11	0.14	1	0.03	12	0.10	5	6	0	1	0.09	0.23	0.	0.06		
10	Make decisions	8	0.10	3	0.08	11	0.09	3	5	1	2	0.06	0.19	0.05	0.12		
11	Apply knowledge	8	0.10	3	0.08	11	0.09	5	3	1	2	0.09	0.13	0.05	0.12		
12	Coordinate actions	9	0.11	1	0.03	10	0.08	5	4	0	1	0.09	0.15	0.	0.06		
13	Perceive real needs	6	0.07	4	0.11	10	0.08	3	3	4	0	0.06	0.12	0.18	0.		
14	Sell ideas	6	0.07	1	0.03	7	0.06	4	2	0	1	0.07	0.08	0.	0.06		
15	Relate to people	3	0.04	3	0.08	6	0.05	2	1	1	2	0.04	0.04	0.05	0.12		
16	Deal with customers	3	0.04	3	0.08	6	0.05	2	1	1	2	0.04	0.04	0.05	0.12		
17	Inspect materiel	3	0.04	1	0.03	4	0.03	3	0	0	1	0.06	0.	0.	0.06		

Legend:

- NS - Non-supervisor
- F - First-Line Supervisor
- M - Mid-level Supervisor
- S - Senior Supervisor



ANNEX G  
ATTITUDES

Subject Area No.	Subject	NS & F (N=80)		M & S (N=38)		NS, F, M & S (N=118)		Individual Category Responses											
		No.	%	No.	%	No.	%	Number				Percent							
								NS	F	M	S	NS	F	M	S				
1	Dedicated	35	0.44	10	0.26	45	0.38	24	11	7	3	0.44	0.42	0.32	0.19				
2	Positive	24	0.30	11	0.29	35	0.30	17	7	6	5	0.31	0.27	0.27	0.31				
3	Cooperative	20	0.25	8	0.21	28	0.24	16	4	5	3	0.30	0.15	0.23	0.19				
4	Industrious	13	0.22	10	0.26	23	0.24	12	6	6	4	0.22	0.23	0.27	0.25				
5	People-oriented	13	0.16	10	0.26	23	0.19	7	6	5	5	0.13	0.23	0.23	0.31				
6	Persistent	19	0.24	4	0.11	23	0.19	12	7	0	4	0.22	0.27	0.	0.25				
7	Flexible	11	0.14	6	0.16	17	0.14	7	4	4	2	0.13	0.15	0.18	0.12				
8	Open-minded	9	0.11	5	0.13	14	0.12	7	2	1	4	0.13	0.03	0.05	0.25				
9	Diplomatic	8	0.10	5	0.13	13	0.11	5	3	1	4	0.09	0.12	0.05	0.25				
10	Objective	8	0.10	5	0.13	13	0.11	4	4	3	2	0.07	0.15	0.14	0.12				
11	Personable	10	0.12	2	0.05	12	0.10	7	3	0	2	0.13	0.12	0.	0.12				
12	Enthusiastic	6	0.07	3	0.08	9	0.08	3	3	2	1	0.06	0.12	0.09	0.06				
13	Sympathetic	4	0.05	5	0.13	9	0.08	3	1	3	0	0.06	0.04	0.23	0.				
14	Even-tempered	5	0.06	3	0.08	8	0.07	3	2	2	1	0.06	0.03	0.09	0.06				
15	Willing	6	0.07	2	0.05	8	0.07	4	2	1	1	0.07	0.03	0.05	0.06				
16	Firm but fair	6	0.07	2	0.05	8	0.07	4	2	1	1	0.07	0.08	0.05	0.06				
17	Understanding	4	0.05	3	0.08	7	0.06	3	1	1	2	0.06	0.04	0.05	0.12				
18	Patient	5	0.06	2	0.05	7	0.06	4	1	1	1	0.07	0.04	0.05	0.06				

Legend:

- NS - Non-supervisor
- F - First-Line Supervisor
- M - Mid-level Supervisor
- S - Senior Supervisor

ANNEX H  
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