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LOGISTICS STUDIES OFFICE

PROJECT 614

AN EVALUATION OF THE ESTABLISHMENT
OF A CIVILIAN CAREER AND TRAINING
PROGRAM IN INTERNATIONAL LOGISTICS

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LOGISTICS MANAGEMENT CENTER
FORT LEE, VIRGINIA
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AN EVALUATION OF THE ESTABLISHMENT
OF A CIVILIAN CAREER AND TRAINING
PROGRAM IN INTERNATIONAL LOGISTICS

U. S. ARMY LOGISTICS MANAGEMENT CENTER
LOGISTICS STUDIES OFFICE
PROJECT NO. 614

FINAL REPORT
MARCH 1977

BY: ROBERT M. BERKELEY

LOGISTICS STUDIES OFFICE
U. S. ARMY LOGISTICS MANAGEMENT CENTER
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ABSTRACT

This study report contains an analysis of the need for the establishment of an Army civilian career and training program in International Logistics (IL). It concludes that the basic training required for a career in IL is found in presently-established civilian career programs with some special training necessary for the application of unique IL procedures. A separate civilian career program for IL is not recommended. The identification of trained and experienced IL personnel in existing civilian career programs is stressed.

REPORT TITLE: An Evaluation of the Establishment of a Civilian Career
and Training Program in International Logistics

STUDY NUMBER: LSO 614

STUDY INITIATOR AND SPONSOR: Director of International Logistics
U. S. Army Materiel Development and
Readiness Command

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ACRONYMS AND ABBREVIATIONS

ALMC	- U. S. Army Logistics Management Center
ALMSA	- Automated Logistics Management Systems Agency
ARMCOM	- U. S. Army Armament Command
AVSCOM	- U. S. Army Aviation Systems Command
DARCOM	- U. S. Army Development and Readiness Command
DLSIE	- Defense Logistics Studies Information Exchange
DOD	- Department of Defense
ECOM	- U. S. Army Electronics Command
GS	- General Service
IL	- International Logistics
MICOM	- U. S. Army Missile Command
MSC	- Major Subordinate Command
TARCOM	- U. S. Army Tank Automotive Readiness Command
TD	- Table of Distribution
TROSCOM	- U. S. Army Troop Support Command
USAILCOM-NCAD-	U. S. Army International Logistics Command, New Cumberland Army Depot
USAILCOM-WFO	- U. S. Army International Logistics Command, Washington Field Office

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EXECUTIVE SUMMARY

1. PURPOSE: To determine if there is a need for the establishment of an Army civilian career and training program in International Logistics (IL).
2. PROBLEM AND BACKGROUND: Due to the increasing importance of International Logistics in the operations of the DARCOM, along with the attendant increase in the number of personnel assigned to these specific operations, an examination of the adequacy of the training base to support the operations properly is needed. It is imperative that IL operations function effectively and efficiently due to the political, diplomatic, and economic considerations inherent in this type of customer relationship.
3. OBJECTIVES:
 - a. Through an examination of the functional areas involved in International Logistics and a comparison of these functions with those of existing career and training programs, determine whether a separate career program for personnel in IL is warranted.
 - b. To isolate training requirements peculiar to IL operations which are not covered in other training programs and which require special training.
 - c. To recommend a comprehensive and cohesive program which will provide proper career development and training base for IL operations.
4. CONCLUSIONS:
 - a. The basic training requirements for a career in International Logistics are found in presently-established civilian career programs.
 - b. Some special training, over and above the basic training, is required to apply unique IL procedures to those prescribed by basic training.
 - c. It is considered neither desirable nor required to establish a

separate civilian career program for IL because the basic training required would be duplicative of that prescribed in already-established civilian career programs and because identification of trained and experienced IL personnel can be achieved by easier methods.

d. IL civilian employees would be better served by entering and remaining in established career programs, but with an IL identity, because of the employment opportunities available from broader bases of operations and experience.

e. There is a requirement for a DA Civilian Personnel Regulation in the 950 series to provide an orderly and cohesive program for career development in IL.

5. RECOMMENDATIONS: It is recommended that:

a. No attempt be made to establish a separate civilian career program for IL.

b. Civilian personnel engaged in IL operations remain in the career programs in which they are entered or enter one in which they feel their opportunities for development and progression would be enhanced.

c. A concerted effort be made to establish IL experience codes in existing civilian career programs which provide the basic training for IL operations.

d. Special training be provided which would intermingle unique IL operations with the basic experience obtained in existing civilian career programs.

e. A DA Civilian Personnel Regulation in the 950 series be promulgated which will establish the policies, requirements and procedures to assure that established DOD-wide and Army-wide career programs are responsive to the needs of the IL program and of the civilian personnel experienced therein.

MAIN REPORT

1. PURPOSE: To determine if there is a need for the establishment of an Army civilian career and training program in International Logistics.
2. PROBLEM AND BACKGROUND: Due to the increasing importance of International Logistics in the operations of the DARCOM, along with the attendant increase in the number of personnel assigned to these specific operations, an examination of the adequacy of the training base to support the operations properly is needed. It is imperative that IL operations function effectively and efficiently due to the political, diplomatic, and economic considerations inherent in this type of customer relationship.
3. OBJECTIVES:
 - a. Through an examination of the functional areas involved in International Logistics and a comparison of these functions with those of existing career and training programs, determine whether a separate career program for personnel in IL is warranted.
 - b. To isolate training requirements peculiar to IL operations which are not covered in other training programs and which require special training.
 - c. To recommend a comprehensive and cohesive program which will provide proper career development and training base for IL operations.
4. LIMITS AND SCOPE: This study was limited to an analysis of the requirements for a training program to enhance the effectiveness and efficiency of personnel conducting IL operations so as to afford IL personnel with an opportunity for career progression.

5. METHODOLOGY:

a. The study was directed and sponsored by the Director of International Logistics, HQ DARCOM. The tasking directive was issued by DRCPA-S (Appendix I).

b. The initial study effort was directed to a close examination of Civilian Personnel Regulations of the 950 series, which deal with the established civilian career programs within Department of the Army. This examination was supplemented by a bibliography from the Defense Logistics Studies Information Exchange (DLSIE) containing references of other documents that might have a bearing on the subject under study.

c. Upon completion of the literature search, visits were made to the Resources Division, Program Management Directorate, USAILCOM-WFO, for assistance in establishing the civilian population engaged in IL operations within DARCOM. In addition, visits were also made to the Career Management and Development Branch, Civilian Personnel Division, Directorate of Plans, Training and Force Development, HQ DARCOM, to gain further insight to civilian career programs.

d. The civilian population in IL operations was determined from the Tables of Distribution (TD's) for USAILCOM-New Cumberland Army Depot (USAILCOM-NCAD), USAILCOM-Washington Field Office (USAILCOM-WFO), and the IL Directorates of ARMCOM, AVSCOM, ECOM, MICOM, TARCOM, and TROSCOM. The IL populations in these organizations do not represent the total work force engaged in DARCOM IL operations but they do represent a sizeable work force dedicated solely to IL operations. With the work force determined by commands, job series and grades, questionnaires were administered to a random

sample of employees from each organization to determine career program preferences, training required and other matters. A copy of the questionnaire is attached as Appendix II.

6. DISCUSSION:

a. Characteristics of the IL Civilian Population. In the determination of the need for a career program, a thorough examination was made of the potential career field to include the size of its population, its occupational composition, the dispersion of positions, the extent of career opportunities and other characteristics. The number and locations of all IL spaces, both military and civilian, within DARCOM as of 30 Jun 76 were obtained from the Resources Division, Program Management Directorate, USAILCOM-WFO. The spaces and locations are shown in Table 1. The incumbents in the spaces on the line titled "International Logistics" devote 100% of their time to IL operations. The incumbents in all other spaces are reported to engage in IL operations at least 90% of the time. In a memorandum of 10 Aug 76 from DRSIL-WP to the Special Assistant for Congressional Affairs, an additional 4,128 man-years of IL effort was reported as having been expended in FY 76 for activities other than those indicated in Table 1. The potential for IL careers should be considered for those who contributed this effort.

(1) In order to obtain the functional roles of the civilians devoting 100% of their time to IL, the Tables of Distribution (TD's) for USAILCOM-WFO, USAILCOM-NCAD and the IL Directorates within the major subordinate commands were examined. The broad occupational categories and general service grades of civilian employees in these organizations were extracted from the TD's and the findings are reflected in Table 2. It will be noted in Table 2 that the

TOTAL AUTHORIZED FMS SPACES BY COMMAND AND FUNCTIONAL DIRECTORATE (CIV & MIL)
AS OF 30 JUNE 1976

DIRECTORATE	ARMCOM	AVSCOM	ECOM	MICOM	TARCOM	TROSCOM	SUB TOTAL	USAIL- COM	HQ DARCOM	N A R A D C O M	OPM S A N G	A L M C	A L M S A	TOTAL
International Logistics	148	74	103	134	124	66	649	529	4					1182
Materiel Management	55	25	23	24	17		144							144
Procurement & Production	14	26		82	12	3	137							137
Product Assurance	12	4	13	26	31	3	89							89
Comptroller	21	18	7	61	54	4	165		6					171
Maintenance	3	13	1	65			82							82
Project Managers		76	7	104	3		190				64			254
Legal		1	2	3			6							6
Management Info System		2					2							2
Personnel, Tng, & Force Dev		4					4							4
Weapons System Management		1			3		4							4
Research, Dev & Energy		2			12		14							14
Contractor Plant Activity		21					21							21
Activity										15		5	16	36
TOTAL	253	267	156	499	256	76	1507	529	10	15	64	5	16	2146

TABLE 1

majority of individuals are eligible for enrollment in already-established civilian career programs related to their fields. The exception is the Logistics Management Specialist field for which no specific career program exists.

(2) The data in Table 2 served as the basis for the submission of questionnaires to a stratified sample of employees. The sample was limited to employees engaged full-time in IL at USAILCOM-WFO, USAILCOM-NCAD and the IL Directorates within the MSC's. This was done because the specific employee job series could be ascertained easily from the TD's of these organizations, thus permitting a representative sample to be chosen. It would have been extremely difficult and time-consuming to isolate the employee job series of those engaged in IL operations in the other functional areas of the MSC's. Of 136 questionnaires submitted to the stated organizations, 131 were completed and returned to the study agency. Categorization of the sample by job series and grade is shown in Table 3. Categorization of the sample by job series and organizations is shown in Table 4. Categorization of the sample by years of IL experience and grade is shown in Table 5.

b. Analysis of Questionnaire Responses Regarding IL Career Program. In devising the questionnaire (Appendix II), it was considered important to query the potential respondents as to their desires for a separate career program with the following question: "Do you consider a separate civilian career program desirable, or necessary, for personnel in IL operations?" The responses to this question appear in Table 6.

NUMBER OF CIVILIAN EMPLOYEES IN IL FULL-TIME
BY OCCUPATIONAL CATEGORY AND GS GRADE

Civilian Occupational Categories	GS Grades											TOTAL
	16	15	14	13	12	11	9	8	7	6	5	
Comptroller				13	18	27	11	3	13	16	56	157
Supply Management		7	28	66	121	190	113		45	1	13	584
ADP			1	3	11	30						45
Logistics Management Specialists	1	1	11	25	41	64	35					178
Other: Trans. QA, Eng.& Sci, Proc & Maint			3	5	7	1						16
TOTAL	1	8	43	112	198	312	159	3	58	17	69	980

SOURCE OF DATA: Tables of Distribution, USAILCOM and the IL Directorates of ARMCOM, AVSCOM, ECOM, MICOM, TARCOM & TROSCOM as of approx. 30 Apr 76.

NOTE: Does not include grades below the GS-5 level and excludes stenos, typists, and military spaces.

TABLE 2

CATEGORIZATION OF SAMPLE BY JOB SERIES AND GS GRADES

JOB SERIES	Grade									Total
	14	13	12	11	9	8	7	6	5	
334 - ADP		1	2	3						6
345 - Compt			1	1						2
346 - Log Mgt		4	4	9	3					20
510 - Compt		1	1	2						4
525 - Compt						1	2	4	1	8
560 - Compt				1						1
1910 - Qual Assur	1									1
2001 - Supply Mgt	3	8	13	13	15					52
2003 - Supply Mgt	1	4	9	12	5					31
2005 - Supply Mgt							3		1	4
2010 - Supply Mgt				1						1
2130 - Trans Mgt			1							1
Total	5	18	31	42	23	1	5	4	2	131

TABLE 3

CATEGORIZATION OF SAMPLE BY JOB SERIES AND ORGANIZATION

JOB SERIES	Organization								Total
	USAILCOM NCAD	USAILCOM WFO	ARMCOM	AVSCOM	ECOM	MICOM	TARCOM	TROSCOM	
334 - ADP	6								6
345 - Compt	2								2
346 - Log Mgt			1	8			1	10	20
510 - Compt	4								4
525 - Compt	8								8
560 - Compt						1			1
1910 - Qual Assur		1							1
2001 - Supply Mgt	19	12	10			11			52
2003 - Supply Mgt	6	3	2		9		9	2	31
2005 - Supply Mgt	4								4
2010 - Supply Mgt			1						1
2130 - Trans Mgt	1								1
Total	50	16	14	8	9	12	10	12	131

TAB E 4

CATEGORIZATION OF SAMPLE BY
YEARS OF IL EXPERIENCE AND GS GRADE

IL YEARS	GRADE								
	5	6	7	8	9	11	12	13	14
16 or above	0	0	0	0	3	3	1	2	1
11 - 15	0	0	1	0	5	13	14	3	2
6 - 10	0	2	2	0	2	7	4	3	0
3 - 5	2	2	2	1	6	5	6	5	1
2 or less	0	0	0	0	7	14	6	5	1
TOTAL	2	4	5	1	23	42	31	18	5

TABLE 5

RESPONSES TO DESIRE/NEED FOR IL
CIVILIAN CAREER PROGRAM

RESPONSE	FREQUENCY	PERCENTAGE
Yes	89	67.9
No	36	27.5
No Comment	6	4.6
TOTAL	131	100.0

TABLE 6

In cases where the respondents had comments regarding their desire for an IL career program, the prevailing reason appeared to be one of the lack of promotional opportunity without such a program. They indicated a need for better identification of personnel with good backgrounds in the IL field. The feeling was that candidates for positions in the IL program were referred and selected on the basis of their association with an existing career field, primarily supply management, without regard to any IL experience. On the other hand, they did not deny the essentiality of a supply background as a prerequisite for IL operations. Many of those responding negatively to the need for a career program stated that a separate IL program could be restrictive to those entered in it. Their primary contention was that the larger career fields, such as supply management, offered a broader base for referrals and promotions.

(1) Responses to the question regarding the need for an IL career program by GS grade of the respondent appear in Table 7. A chi-square test of the cross-tabulated values in the table revealed nothing of statistical significance.

(2) To determine if there was any specific correlation between IL years of experience and the desire for an IL career program, a cross-tabulation was made of these two elements of information. The tabulation appears in Table 8. An examination of the data in Table 8 does not appear to reveal any significant relationship between years of IL employment and the desire for a separate career program in IL.

(3) The findings in Table 2, which related to civilian functional categories as extracted from the TD's of the organizations sampled, prompted a question in the questionnaires to determine actual participation in existing career programs. The degree of participation is shown in Table 9. An analysis

RESPONSES TO DESIRE/NEED FOR
IL CAREER PROGRAM BY GS GRADE

GRADE	IL Career Program Needed?		
	Yes	No	No Comment
14	5	0	0
13	14	2	2
12	19	11	1
11	25	15	2
9	17	6	0
8	1	0	0
7	2	2	1
6	4	0	0
5	2	0	0
TOTAL	89	36	6

TABLE 7

RESPONSES TO DESIRE/NEED FOR IL CAREER
PROGRAM BY YEARS OF IL EXPERIENCE

IL YEARS	IL Career Program Needed?		
	Yes	No	No Comment
16 or above	8	2	0
11 - 15	29	8	1
6 - 10	12	6	2
3 - 5	22	6	2
2 or less	18	14	1
TOTAL	89	36	6

TABLE 8

was made of the GS grades of those individuals in no career field. Nothing of particular significance was revealed. Forty percent of them were at the GS-8 level or below--sixty percent were in GS levels from 9 through 13.

PARTICIPATION IN CAREER PROGRAMS

Career Program	Number of Participants	Percent of Participants
Supply Mgt	90*	68.7
Comptroller	6	4.5
ADP	3	2.3
Transportation	1	0.8
Qual Assurance	1	0.8
No Career Field	30	22.9
TOTAL	131	100.0

* Four registrants in this career program were also registered in other career programs--two in Comptroller, one in Maintenance and one in ADP.

TABLE 9

(4) To determine the preferences of the individuals already entered in existing career fields versus those not in a career field regarding the desirability of a career program for IL, an analysis was made for this purpose. The findings appear in Table 10. No significance can be attached to the data in Table 10. The replies do not indicate that they are dependent upon any particular career program.

c. Analysis of Questionnaire Responses Regarding IL Training. Although this study does not address training requirements for IL personnel in detail,

RESPONSES TO DESIRE/NEED FOR IL CAREER
PROGRAM BY CURRENT CAREER PROGRAM

CURRENT CAREER PROGRAM	IL Career Program Needed?			
	Yes	No	No Comment	Total
Supply Mgt	60	27	3	90
Comptroller	3	2	1	6
ADP	2	1	0	3
Transportation	0	1	0	1
Qual Assurance	1	0	0	1
No Career Field	23	5	2	30
TOTAL	89	36	6	131

TABLE 10

some knowledge of training requirements was considered necessary to evaluate the need for a separate IL career program. Consequently, training requirements became a subject for interrogation in the questionnaires submitted to the sampled IL population. The respondents to the questionnaire were allowed latitude to name any area of training that they thought would be beneficial to furtherance of their careers or that was required to perform adequately in the IL area. The replies fell into 12 broad categories.

(1) Responses regarding IL training requirements are quantified by career program of respondent in Table 11. It will be noted in Table 11 that the majority of requirements for training originated with individuals entered in the supply management career program. This is to be expected since almost 70 percent of the respondents are enrolled in this program. The next largest

TRAINING CONSIDERED AS REQUIRED FOR IL PERSONNEL
BY CAREER FIELD OF RESPONDENT

RESPONDENT CAREER PROGRAM	Supply Mgt	Inv Mgt	Fin Mgt	Maint Mgt	Pro- cure- ment	Qual Assur- ance	IL Mgt Crse	Proj Mgt	ADP	Depot Opns	On- the- job Tng	Log Exec Dev Crse
Supply Mgt	29	19	16	8	12	4	54	2	6	7	15	13
Comptroller	0	0	1	0	0	0	3	0	2	0	0	0
ADP	0	0	1	0	0	0	0	0	2	0	0	0
Transportation	1	0	0	0	0	0	1	0	0	0	0	0
Qual Assurance	0	0	0	1	1	1	1	0	0	0	1	0
No Career Program	4	3	8	3	3	0	13	0	3	4	2	1
TOTAL	34	22	26	12	16	5	72	2	13	11	18	14

TABLE 11

number of requirements came from those individuals not enrolled in any career program, who account for 22.9% of the respondents.

(2) Table 12 categorizes the training considered necessary by GS grade level of the respondents.

(3) The bulk of the training areas indicated in Tables 11 and 12 are already an integral part of one or more of the already-established civilian career programs. Specifically, these career programs are: Supply Management, CPR 950-13; Comptroller (Financial Management), CPR 950-11; Materiel Maintenance Management, CPR 950-17; Procurement, CPR 950-14; Quality and Reliability Assurance, CPR 950-15; and Automatic Data Processing (ADP), CPR 950-23. The intake of employees to IL positions normally occurs from one of these established DA/DOD career fields. Depending upon the area of IL operations in which the employee will be engaged, the basic training afforded by the applicable career field is essential for entering the IL field. It does not appear desirable or feasible to duplicate the training provided by these career programs in a separate career program for International Logistics.

(4) It is interesting to note the number of respondents who indicated an interest in IL management courses and on-the-job training. In the case of the management courses, there appeared to be a need for courses that would provide the employee with a broad view of IL operations. In addition, there was need to intermesh basic knowledge in a functional area with its specific application to IL operations. In the case of on-the-job training, requirements appeared to originate from a desire for rotational assignments in-house to broaden the employee's experience and thus afford more opportunities for promotion or advancement.

TRAINING CONSIDERED AS REQUIRED FOR IL PERSONNEL
BY GS GRADE OF RESPONDENTS

GS GRADE	Supply Mgt	Inv Mgt	Fin Mgt	Maint Mgt	Pro- cure- ment	Qual Assur- ance	IL Mgt Crse	Proj Mgt	ADP	Depot Opns	On- the- job Tng	Log Exec Dev Crse
14	3	1	2	2	2	1	3	0	0	0	1	1
13	6	6	3	1	3	2	13	0	1	1	0	4
12	11	4	7	3	5	1	20	1	5	3	3	6
11	12	8	8	5	5	1	22	1	6	4	7	2
9	2	3	1	1	1	0	12	0	0	2	6	1
8	0	0	0	0	0	0	0	0	1	0	0	0
7	0	0	1	0	0	0	0	0	0	1	1	0
6	0	0	4	0	0	0	1	0	0	0	0	0
5	0	0	0	0	0	0	1	0	0	0	0	0
TOTAL	34	22	26	12	16	5	72	2	13	11	18	14

TABLE 12

d. An Approach to IL Career Management.

(1) The primary purpose for establishing a new career field is to assure that properly trained, experienced individuals will be identified to fill positions requiring the applicable expertise. The key words here are training, experience, and identification. Based on the analysis above, two things are apparent. First, it appears that the majority of IL-dedicated personnel favor a separate career program mainly in order to enhance their promotional probability; that is, in order that their IL training and experience will be recognized. Second, it appears that the bulk of training considered as required is already incorporated in one or more of the already-established career programs. Because of these two considerations and because of the tremendous effort required to establish a new career program, the study effort was oriented to searching for an alternative to establishing an IL career program. Such an alternative must satisfy the necessity for identification of IL trained and experienced personnel and must insure the continued training of personnel in the IL operations of DARCOM. Consequently, the study effort was directed to a means which would provide IL employees with the recognition they deserved for their experience in the IL field and would assure these employees of selection opportunities for promotion within their chosen field of work without limiting their opportunities in other fields.

(2) During one of several visits to the Career Management and Development Branch, Civilian Personnel Division, Directorate of Personnel Training and Force Development, HQ DARCOM, it was suggested that an analogous situation with respect to IL personnel existed at one time with civilian personnel in

career development in System Acquisition Management (Project Management Offices). There was no civilian career program as such for the employees in the Project Management Offices (PMO's). The key positions in PMO's were staffed largely by individuals entered in established DA and DOD career programs who brought their skills and experience with them to applicable areas of project management. In order not to lose their identities and experience in PMO's or their identification with their established career programs, DA Civilian Personnel Regulation 950-2, Civilian Staffing and Career Development in System Acquisition Management (Project Management Offices), Jan 76, was published. This CPR provides the basis for much of the discussion in ensuing paragraphs.

(3) As reported earlier in this study, a major source of discontent for IL employees was the lack of referrals of the employees for consideration to IL positions in their own functional field. They find themselves omitted from referral lists and see positions for which they are qualified being filled by individuals with functional but no IL experience. This was particularly true in the Supply Management Career Program. Although many factors determine the individuals to be referred, IL experience does not appear to have particular emphasis in the selection process. One main reason seems to be the lack of established IL qualifications in the central inventories of the applicable DA/DOD career management programs.

(4) The established central qualification inventories for DA/DOD career management programs should serve as the basis for developing referral lists for IL positions at mandatory referral levels (DOD, DA or command). Therefore, central registration for IL consideration should be accomplished

through the normal mandatory, voluntary, or multiple program registration procedures of applicable DA/DOD career management programs in which the employee is qualified and has expressed interest. Employees eligible for IL positions at grades below mandatory referral levels should be considered for placement through local merit placement procedures.

(5) It was found during the study that there is a need to include IL experience in the central qualifications inventories. The experience codes contained in Appendix D, CPR 950-1, with the exception of that section of the Appendix pertaining to the supply management career field, do not contain IL experience codes. IL operations, in some cases, are unique within established career programs and should be identified by experience codes in CPR 950-1. Once this has been accomplished, all IL employees in career programs should be advised to report IL experience on DA Form 2302, Qualification Record, to insure incorporation in the central qualifications inventories. It was not possible in this study to determine if those individuals in the supply management program who complained of a lack of referrals had actually established their IL qualifications in the central inventory. Nor was it possible to determine if those requesting referral lists asked for IL experience along with other qualifications. There was no audit trail by which this information could be established.

(6) An interesting development in experience codes was underway at the time of the study. Department of the Army Headquarters, through the efforts of the Career Management and Development Branch, DARCOM, has initiated action to improve the procedure used for filling civilian logistics management (generally GS-346-0) positions. These positions are not included by regulation within established career programs but many who have accepted these

positions have remained in their original career programs. From the TD's examined for this study, 178 logistics management positions were found in IL operations. The effort underway now is to develop logistics management experience codes for use by individuals in logistics management positions who are currently registered in established career programs. Among the proposed codes is one for IL experience. It will be noted that a separate logistics management career program is not being advocated, apparently for the same reasons as this study is not recommending an IL career field.

(7) The lack of referral and selection of experienced IL employees for IL positions may be due to the absence of adequate procedures for screening qualifications and the subsequent referral actions. In CPR-2, Subchapter 3, Responsibilities, procedures have been developed which would appear to assure an orderly process in these actions. They are applicable to project manager's offices (PMO) but it is believed they would serve equally well for IL. A suggested adaptation for an IL career management program appears below.

"Career program functional chiefs, command career program managers, activity career program managers, and career program support staffs are responsible for administering and/or monitoring career planning, screening, referral, and selection processes for their particular career fields. Specific responsibilities are described in CPR 950-1. To achieve effective integration of established processes with IL requirements, the above-mentioned officials will also carry out the actions listed below within their respective areas of jurisdiction/responsibility. Most of the actions listed will be accomplished by the support staffs of applicable career programs, with overall monitorship and direction by functional chiefs or command career program managers, as appropriate.

1 Based upon information received from DARCOM, including projected manpower needs, assure that IL needs and special requirements are considered during planning, screening, referral, and selection processes.

2 Give priority attention to the development and dispatch of career referral lists for IL positions; coordinate such activities with HQ DARCOM, IL officials at mandatory referral levels.

3 Assure suitable IL representation on annual career screening panels, boards, and ad hoc screening groups as appropriate within each career field.

4 Assure that career screening and referral procedures provide for identification of potential IL candidates, including identification of IL experience on career records.

5 Assure that appropriate job-related criteria are considered during the career screening and referral processes.

6 When appropriate, develop separate rosters of candidates to be referred for IL positions.

7 Assure that current IL employees are considered for appropriate developmental and promotional opportunities within their chosen career fields in recognition of the unique value of IL experience in the broadening and developing of career field employees."

If the procedures suggested above are adopted, it is believed that the screening, selection and referral of IL personnel will proceed in an orderly manner and assure recognition of the unique experience possessed by these personnel.

7. CONCLUSIONS:

a. The basic training requirements for a career in International Logistics are found in presently-established civilian career programs.

b. Some special training, over and above the basic training, is required to apply unique IL procedures to those prescribed by basic training.

c. It is considered neither desirable nor required to establish a separate civilian career program for IL because the basic training required would be duplicative of that prescribed in already-established civilian career programs and because identification of trained and experienced IL personnel can be achieved by easier methods.

d. IL civilian employees would be better served by entering and remaining in established career programs, but with an IL identity, because of the employment opportunities available from broader bases of operations and experience.

e. There is a requirement for a DA Civilian Personnel Regulation in the 950 series to provide an orderly and cohesive program for career development in IL.

8. RECOMMENDATIONS: It is recommended that:

a. No attempt be made to establish a separate civilian career program for IL.

b. Civilian personnel engaged in IL operations remain in the career programs in which they are entered or enter one in which they feel their opportunities for development and progression would be enhanced.

c. A concerted effort be made to establish IL experience codes in existing civilian career programs which provide the basic training for IL operations.

d. Special training be provided which would intermingle unique IL operations with the basic experience obtained in existing civilian career programs.

e. A DA Civilian Personnel Regulation in the 950 series be promulgated which will establish the policies, requirements and procedures to assure that established DOD-wide and Army-wide career programs are responsive to the needs of the IL program and of the civilian personnel experienced therein.

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9. DA Civilian Personnel Regulation, CPR 950-23, Army Civilian Career Program for Automatic Data Processing, June 1967.
10. DA Civilian Personnel Regulation, CPR 950-24, Army Civilian Career Program for Transportation Management, May 1971.
11. Letter, DRCPT-CM, 4 January 1977, subject: Staffing Logistics Management Positions.



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY MATERIEL COMMAND
5001 EISENHOWER AVE., ALEXANDRIA, VA. 22304

14 AUG 1975

AMCPA-S

SUBJECT: International Logistics Studies - FY 76.

Commandant
US Army Logistics Management Center
Fort Lee, VA 23801

1. Reference is made to discussions between MAJ Snow (AMXMC-LSO) and Mr. D'Ambrosio (AMCIL-P/RM), subject as above.
2. It is requested that the Logistics Studies Office develop and submit study plans to this headquarters, ATTN: AMCPA-S, for approval prior to proceeding with the studies listed at Inclosure 1. The study plans should include:
 - a. Objective and scope of work.
 - b. Techniques to be used.
 - c. Milestone chart identifying starting date, completion date, and IPR schedule.
 - d. LSO point of contact.
 - e. A statement that a literature search has been conducted.
3. The HQ AMC sponsor for these studies is AMCIL-P/RM, Mr. Anthony D'Ambrosio, AV 284-8410. The AMCPA-S action officer is Mr. William Vanden Bosch, AV 284-9456/9.

FOR THE COMMANDER:

WILLIAM C. GODWIN
COL, GS
Chief, Systems Analysis Division

1 Incl
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Appendix I

EXTRACT FROM INCL 1 TO TASKING DIRECTIVE, TASK NO. 10

International Logistics Studies for FY 76

Study Title

10. Evaluate establishment of Civilian Career Program in IL and training program to support the Career Program.

QUESTIONNAIRE

Prepared by the Logistics Studies Office (LSO), U. S. Army Logistics Management Center, for an analysis required in LSO Study #614, "An Evaluation of the Establishment of a Civilian Career and Training Program in International Logistics." Your privacy rights have been respected in that you are not required to identify your name with the questionnaire. You are requested to answer the questions as completely as you can and return to your supervisor as soon as possible.

1. What is the descriptive title of your present position?
2. What are your current job series and grade, e.g., GS-346-9?
3. To which organizational element are you presently assigned?
4. What are the major tasks you perform in your present position?
Please list in descending order of magnitude.
 - a.
 - b.
 - c.
 - d.

5. How long have you worked in your present position?

6. How long have you been associated with the International Logistics field?

7. Please list the last four position titles, job series, and grades you have held before assuming your present position, e.g., Supply Management Specialist, GS-2003-7. List the last position held first.

a.

b.

c.

d.

8. What specific training and career development do you feel are necessary for effective performance in your position?

9. Are you currently entered in a civilian career program? If so, please specify.

10. What deficiencies exist in your current career field that hinder your progress in IL? What special career development provisions should be incorporated in your current career program to enhance progress in IL?

11. Do you consider a separate civilian career program desirable, or necessary, for personnel in IL operations?

12. Comments:

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