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This paper traces the historicial professional development programs utilized to identify and develop Logistics Generalists through the past three decades. During this period the Army has had three different logistics generalists development programs: 1956-1974 the Logistics Officer Program (LOP); 1974-1983 The Logistics Management Officer; and 1983-present The Logistician Development Program (LDP). The purpose of the paper is to analyze how the logistics generalist was selected, trained, assigned, and developed during this period, what caused the demise of the first two programs, and how well the LDP is doing in meeting today's objectives. All three programs were designed to create a logistician, multiskilled in two or more logistics functions. The LOP and the LDP recognize the need for these skills from the major through the colonel level and the Logistics Management Officer program only recognized the requirement at the colonel level. The demise of the Logistics Management Officer program was because it only recognized colonel level positions and disregarded those at the lower levels. Both the LOP and the LDP were sound programs which were designed adequately to develop the required skills of the multi-functional logistician from the major through colonel; however, the poor implementation and enforcement of program objectives caused the demise of the LOP and is not statistically any better for the LDP. Constructive recommendations for improvement in the LDP, to include training and assignment, have been presented.

USAWC MILITARY STUDIES PROGRAM PAPER

LOGISTICS GENERALISTS DEVELOPMENT PROGRAMS

An Individual Essay

by

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ABSTRACT

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This paper traces the historicial professional development programs utilized to identify and develop Logistics Generalists through the past three decades. During this period the Army has had three different logistics generalists development programs: 1956-1974 the Logistics Officer Program (LOP): 1974-1983 The Logistics Management Officer: and 1983-present The Logistician Development Program (LDP). The purpose of the paper is to analyze how the logistics generalist was selected, trained, assigned, and developed during this period, what caused the demise of the first two programs, and how well the LDP is doing in meeting today's objectives. All three programs were designed to create a logistician, multiskilled in two or more logistics functions. The LOP and the LDP recognize the need for these skills from the major through the colonel level and the Logistics Management Officer program only recognized the requirement at the colonel level. The demise of the Logistics Management Officer program was because it only recognized colonel level positions and disregarded those at the lower levels. Both the LOP and the LDP were sound programs which were designed adequately to develop the required skills of the multi-functional logistician from the major through colonel; however, the poor implementation and enforcement of program objectives caused the demise of the LOP and is not statistically any better for the LDP. Constructive recommendations for improvement in the LDP, to include training and assignment, have been presented.

LOGISTICS GENERLISTS DEVELOPMENT PROGRAMS

What are these beings we call logisticians or logistics generalists? Where do they come from? How do we train and develop them? How do we assign them? Where do we assign them? Who really manages them? These are questions we must ask ourselves and then provide good sound answers, if we expect to have the professional experienced and proficient corps of senior logisticians, made up from the separate specialized technical service branches, required to fill our intermediate and senior logistician positions.

The purpose of this paper is to examine how we selected, trained, assigned, and developed logistics generalist over the past three decades. The examination will look at three different logistics officer development programs designed to develop logistics generalists and provide analysis on how well each has done with regards to identification, development, and utilization of the logistics generalists.

As officers in the technical service branches, we want a select group of our senior officers, field grade and up, to be proficient generalists in the logistics business. What we want as a logistics generalist is not "A Jack of all Trades, Master of None." We want a logistics officer who is a master (proficient) in all the logistical functions. We not only expect but demand proficiency in all the different logistical branch specialities, Ordnance, Quartermaster, and

Transportation. This includes management proficiency in: maintenance (all commodities), ammunitation supply and maintenance (both conventional and special), transportation, supply, services, procurement, personnel and facilities.

The training and development problems related to the logistics generalists used to be somewhat isolated to the installation and wholesale level. Most of these positions had civilian deputies who could pick up the slack while the logistics officer learned to be a logistics generalist. Now however, with reorganizations such as Division 86 and Echlons above Corps this problem has moved down to the retail level where there are no civilian deputies. Support Battalions, Composite Maintenance, Supply and Service Battalions, General Support Centers, and Area Support Groups are all multilogistics oriented organizations. The Division 86 Support Battalion concept has also put the medical service functions, previously always "stove pipe managed" by the medical corps, into this "bag-of-tricks" for the logistics generalist.

With the advent of the Support Battalions and other recent reorganizations of logistical units, what is the level we need to target to begin cross training logistics generalists? For example the Material Officer in the Division 86 Support Battalion is a logistics generalists major's position, but only ODP supported at the captain level. The captain must know all facets of retail logistics, maintenance, supply, transportation, medical service, ammunitation and field services. This is the

level where cross training in logistical functions, other than the officers branch specialty, should begin. This statement is supported by most studies on this subject over the past thirty years.

To further compound the development process of the logistics generalist are statements, true and well founded, by distinguished people like General Burce C Clark who wrote in the July/August 1983 issue of the Army Logistician "Logisticians must be leaders first and logisticians second."[1] His thesis was that a professional military logistician must first be tactically proficient and second be technically proficient as a logistician; therefore, the logistician must not only be a proficient miltiskilled logistic manager but also a skilled proficient leader.

With this introduction it should be clear that if we are going to have senior logistics generalists, managers and leaders, we must provide the young combat service support branch officer, aspiring to be a logistics generalist the opportunity to become proficient, not only in his branch specialty but also, in all facets of logistics management. For the purpose of this paper a logistics generalist and a logistician are the same.

BACKGROUND:

Up to this point I have been fairly negative in my approach to the development of a logistics generalist /logistician. Before I make the determination that the system to develop

logistics generalists is broken and recommend how to fix it, I'll first define what a Logistician is and then take a look into history and see how we have dealt with the identification, training, and utilization of the logistics generalist and what lessons we have learned.

Since there is no approved definition for a "Logistician" I will use one proposed by the Logistics Center in 1975.

LOGISTICIAN

> A logistician is an officer who by virtue of assignment, experience and training has demonstrated outstanding management skill and technical expertise in at least two or more of the logistics functions of supply, maintenance, transportation, services and facilities in support of the US Army. The military logistician must have had several assignments in positions associated with two or more OPMS logistical specialities in which he has displayed outstanding performance. Normally, an officer will have attained the grade of major before he is considered to be a logistician. The principle functions performed by the military logistician include but are not limited to:
>
> (1) Providing logistics support to the Army-in-the-field, to include maintenance and supply of materiel, movement, and support of forces.
>
> (2) Commanding and performing staff functions in logistics organizations within the Army, Department of Defense, and Joint activities.
>
> (3) Performing logistics staff functions in nonlogistics organizations.
>
> (4) Participating in development of weapons systems and individual items of materiel.
>
> (5) Planning, directing, controlling the procurement of materiel and systems.[2]

This definition may not be the best, but does bring out the

realities that being a proficient logistician at the senior leader/management levels will take some very dedicated training and development of logistics officers and does describe the same requirements described in the Logistics Officer Program of 1956. The professional development of the logistics generalists is no simple task and definitely is not something new. Over the past three decades the Army, Air Force, Navy and DOD have researched and studied these issues extensively. Historically the following actions and reorganizations have taken place over the last three decades that effect the Logistician and military logistics.

The Office of the Deputy Chief of Staff for Logistics (ODCSLOG) was established in 1954 for the purpose of developing and overseeing an intergraded logistics system within the Army. It was evident from the outset that their was a definite requirement for improvement in the quality of managerial expertise operating within the Army's logistics system. This improvement could best be accomplished by developing logistics generalists with a broad spectrum of knowledge that went beyond any particular branch of service. In an effort to achieve this goal, the Logistics Officer Program (LOP) was approved in 1955 and implemented in February 1956 with the publication of AR 614-132.[3] Prior to the establishment of the Office of the Deputy Chief of Staff for Logistics in 1954 all logistics was "stove-pipe" managed by the different technical service. The assignment, training and development was managed by the chiefs

of those services.

In 1962, the U.S. Army experienced a major reorganization which abolished the technical services including but not limited to the Chief of Ordnance, Quartermaster General, and the Chief of Transportation. The material, training, personnel management and combat development functions previously carried out by these technical services were reassigned to the newly formed U.S. Army Materiel Command (USAMC) and the U.S. Army Combat Development Command (USACDC). One result of the disestablishment of the technical services, which had previously placed emphasis on multiple functions, was the loss of focus on the generalist to Logistics and greater emphasis on functional specialization. From this action in 1962, to the present, a number of independent but inter-related studies have been conducted in an attempt to identify and recommend a corrective action as it relates to Logistics Management. A common issue to each of these studies was the need to identify, train and assign officers who were multiskilled in the management of the Army's support requirements. One of these studies, The Report of Department of the Army Board Review of Responsibilities for Logistics Doctrine, Personnel, and Training Functions, August 1970 also known as the "Lockhart Report" recognized that a genuine requirement exists within the officer logistics career fields, for both specialists and generalists. Such specialist positions are designated in the purely functional areas (e.g., subsistance, missiles, aircraft). Generalist positions embrace

a broad spectrum and require a breath of knowledge in multiple functional and weapon system/commodity areas.[4]

Since nearly all previous study efforts have determined the overwhelming need for multiskilled logisticial managers (Logisticians/Logistics Generalists) I will, in this endeavor, accept the fact the requirement exists and transition into the where do they come from and how do we develop them to insure the Army's needs are met.

LOGISTICS OFFICER PROGRAM (LOP)

The first analysis will look at the Logistics Officer Program (LOP) that was first implemented in 1955. The objective of the LOP was:

> ---to identify and develop commissioned officers of proven ability for assignment to important logistical positions throughout the Department of the Army and the Department of Defense.---[5]

It was designed to provide selected officers a special career field, based upon their educational background and demonstrated performance in both logistical and nonlogistical assignments. The participants could expect to develop their level of competence ultimately qualifying them to occupy logistics positions at the highest levels of importance and responsibility. The LOP was intended from the beginning to complement an officer's basic branch, not substitute for it. It was hoped that the program would produce both competent logistics generalists and basic branch officers by alternating logistics and branch assignments and by channeling a member's

schooling along specific career progression lines. In addition, it was anticipated that the program would broaden a member's assignment potential, in other words qualify him for positions for which he would not otherwise be considered.*

Prerequisites for entry into the Logistics Officers Program were:

- Officers from all career branches, with the exception to Chaplain, Judge Advocate General's Corps, or Army Medical Corps, are eligible to apply for enrollment. The branches excluded do not have a basic mission in logistics, or in the case of the Medical Corps, their logistics requirements are of a highly specialized nature, therefore they sponsor their own program in this regard.

- Officers eligible for enrollment must be in the grades major through colonel (to include captains on the selected promotion list to major).

- A field grade applicant must be a graduate of the US Army Command and General Staff College, or equivalent, and possess a baccalaureate degree in a related logistics field. These educational background prerequisites may be waived only in clearly justifiable cases based upon an applicant's over-all record an appropiate recommendation from his career branch. Waivers are determined on an individual case basis.

- A potential member must have, to a reasonable extent, a varied assignment background commensurate with his branch, grade, and length of service in field logistics.

- An applicant's over-all manner of performance record must indicate that he has the promotion potential for advancement to positions with great responsibility. In other words, his performance record must indicate that he is a likely candidate to one day be promoted to the grade of colonel or higher.

- This is a voluntary program, therefore it is important that all members possess a definite desire to participate in the program.

- In order to justify the administrative effort and expense to enroll an officer in the LOP, and to obtain a reasonable degree of utilization, he must have at least 3 years of active service remaining in the Army.

- And, finally, an applicant must not already be a member of another special career program, except as follows:

(1) Army aviators are considered on an individual case basis, based upon the officer's overall record and the recommendation of his career branch.

(2) Procurement Officer Program (procurement is considered an integral part of the field of logistics).[7]

Officer participants in the Logistics Officer Program were encouraged to persue an advanced degree in logistics management and given the opportunity to apply for one of the quotas the Army receives for attendance at the Air Force Institute of Technology. The successful completion of this 12 month graduate level logistics program culminates in the award of a masters degree in Logistics Management. Also Graduate programs were available in civilian instutions such as Babson College in Welsey, Massachusetts, in Logistics and Procurement Management. These programs were limited in quotas but were excellent training programs for the Logistics Generalist. At this time in the LOP a graduate degree in Logistics Management was only recommended and not required; however, the utilimate goal was for all LOP participants to attain an advanced degree in logistics management. A survey conducted in 1969, 13 years after implementation of the program, reflected only 34% of the

participants possessed advanced degrees in logistics management.[8]

AR 614-132 directed that all program members will attend, as early in their developmental process as possible, and not later than their 21st year of service, the Army Logistics Executive Development Course (formerly the Army Logistics Management Course) at the Army Logistics Management Center, Fort Lee, Virginia.[9] The Logistics Executive Development Course (LEDC) was designed to:

> Provide graduate level logistics management education to selected commissioned officers and civilian personnel who are to serve as commanders and key staff officers in the Department of the Army and all its major commands.[10]

The same 1969 survey referenced above reflected that only 8% of those required to complete the LEDC by the end of their 21st year of service had in fact completed the LEDC.[11]

The LOP career development scheme was to train and develop program participants by means of progressive branch command and staff assignments, with alternating logistics schooling and assignments. The logistics assignments should be in key logistics positions (coded skill identifier 2625). The logistics coded positions were determined by and have been continually refined by the ODCSLOG. These were the key feeder positions identified for the development of logistics generalists to fill the "capper" colonel LOP positions, which require the multiskilled logistician. Again the 1969 survey reflected that only 39% of these key LOP positions were filled

with logisticians possessing the LOP specialty code.[12] Selected colonel LOP participants who served in LOP positions a minimum of five years and demonstrated exceptional or higher performance of duty were awarded the Department of the Army Logistician's Certificate. By 1970 590 colonels were in the Logistics Officer Program; however, only 188 had met the prerequisites of a certified Logistician.[13]

The recommended LOP member training and education program (figure 1)[14] was desigined to include thirty eight months of formal education between the participants eighth and twenty first year of service. This education/training program was not limited to logistics courses but includes command and staff college and senior service school. Remember in the beginning I referenced General Bruce C. Clark's article "Logisticians must be leaders first and logisticians second". This to me means the logistician must be provided the opportunity to attend CGSC and SSC. Figure one breaks out the recommended education and the time phasing of that training. To attain the level of proficiency required at the colonel level can not be accomplished by schooling alone and must include alternating logictical assignments. These assignments to key feeder logistics positions must be dovetailed into that same development period.

The primary weakness of the LOP, fifteen years after establishment, according to the US Army, Deputy Chief of Staff

FIGURE 1

LOP MEMBER DEVELOPMENT PROGRAM
EDUCATION

TIME REQ.			YRS. SERV.
		(COL)	21
2 mo.	LOGISTICS SUBJECTS		19
10 mo.	SENIOR SERVICE SCHOOL (ATTENDANCE DURING 16-23 YRS)		18 17
2 mo.	LOGISTICS SUBJECTS	(LTC)	16 15
12 mo.	ADVANCED CIVIL SCHOOLING OR EQUIV.		14 13
2 mo.	LOGISTICS SUBJECTS		12
5-11 mo.	C&GSC OR AFSC (ATTEND DURING 9-16 YRS)		11 10 9
5 mo.	LOG EXECUTIVE DEVELOPMENT COURSE (ATTEND DURING 9-17 YRS)	(MAJ)	8

38 mo. TOTAL POTENTIAL FOR FORMAL EDUCATION

SOURCE: "Refinement of the Logistics Officer Program, Phase I." U.S. Army Logictics Doctrine, Systems and Readiness Agency, November 1970.

for Logistics Reevaluation of Career Development, Training and Progressional Opportunities for Technical Service Officers memorandum were:

> - LOP is not managed to insure that program objectives are met. While DCSLOG participates in refinement of the program, personnel management practices and assignments decisions within DCSPER/OPO provides no assurance that program members are assigned to key logistics or developmental positions.
>
> - The Army does not have a deliberate and systematic process for developing and producing logisticians. While career programs, educational programs, and assignment policies define the process by which technical service may progress in their branch, there is no similar process for developing officers for a career as a professional logistician. The Logistics Officer Program (LOP) is at best a "band-aid" approach, since it only provides a pool of part-time logistics officers.[18]

I contend the real weakness of the LOP in its first fifteen years was the enforcement of the program and not that the LOP concept was wrong. The LOP was available to the prespective logistician and in my opinion adequate to develop the logistics generalist; however, the enforcement of the LOP objectives was not accomplished.

In 1974 the Officer Professional Management System (OPMS) was adopted thus causing the demise of the LOP and the other programs outlined in AR 614-134. The demise of the LOP and the advent of OPMS did not remove the need for logisticians and a development and education program to ensure we have the required qualified number of senior logisticians to meet the Army's needs. Therefore, how did we retain some type program for the

development of the logistics generalists?

LOGISTICS MANAGEMENT OFFICER (SPECIALITY CODE 70)

In March 1974,The Officer Professional Management System eliminated the logistics management speciality except for the capper grade of colonel(speciality code 70). DA Pam 600-3, 1 MAR 74, designated the capper speciality Code 70, Logistics Management Officer. This pamphlet states in part that the logistics management speciality is a capstone position entailing responsibilities for two or more logistics functions (supply, maintenance, transportation, services or procurement) or two or more commodities. While speciality code 70 would not be awarded to an officer as one the two designated OPMS specialities, it did form a basis for the identification of positions which required the skills of officers with multifunctional or multicommodity experience which cut across the varied logistics functions required to support the Army and aided assignment officers in the identification of officers who were qualified to fill those positions. DA Pam 600-3, and AR 611-101, further identified the training and education requirements. This schooling included the Industrial College of the Armed Forces and the Logistics Executive Development Courses.[16,17]

Senior captains, majors, and lieutenant colonels were to be dual tracked in two specialities, not necessarily both logistics tracks. Upon promotion to colonel if the officer was qualified in both his specialities (both must be diverse logistical

specialities) he could then be designated a logistician (skill identifier 70) and assigned to the capper senior multiskill required logistics positions.

Nearly all prior studies and research including the The Army Authorization Documentation System (TAADS) indicate numerous positions below the grade of colonel that require multiskilled logistics officers. The 30 September 75 TAADS reflected 1,655 out of 10,735 logistics positions to require multi-skilled logistics officers.[10] Only 413 of these positions were colonel's positions. Because of this oversight in OPMS, the Army Logistic Management Center, responsible for the training of the logistics generalist, objected to this system which ignored the need for logistics generalists at the major and lieuntant colonel levels and proposed the following changes:

> The principal change recommended to this speciality is to extend the position coverage vertically to include the major through colonel levels. The reasons for the changes are:
>
> ...the reality that numerous positions below the colonel level involve involve multi-function/multi-commodity responsibilities. For example...
>
> (1) It appears that additional logistics positions which encompass more than a single logistics function can be identified...
>
> (2) Officers now being designated as Logistics Managers and those aspiring to this speciality have no clearly defined plan for development in the unique requirements of the speciality. The recognition of the positions at progressively higher levels of responsibility and of suitable courses appropiate...would make the program more feasible and provide better qualified personnel to occupy the positions involved.

(3) Stratification...will permit more orderly input...from feeder specialities and...enrollment in supporting courses at the proper stages of their careers...[19]

The detailed ALMC comments recommended the following change to the the Logistic Management Officer development program:

a. General Description. Logistics Management differs from other logistics specialities in that it encompasses a capstone and an integrative program requiring the officer to bring together diverse logistical skills while exercising broadly based logistics responsibilities...the thrust of the speciality is to those positions with system wide responsibilities...that entail overall support to an organization or activity, the evaluation of the adequacy of logistic support, the development of the logistics base, or the development of the overall logistics concepts, doctrine, and plans. The most responsible colonel-level logistics positions are filled from this speciality; however, selected logistics positions of a multi-function or multi-commodity nature at the lieutenant colonel and major levels will also be filled with this speciality.

b. Entry into speciality. Entry into the logistics management speciality can come as early as the major level...Officers entering this field should be fully qualified at their grade level in primary and alternate specialities in the logistics arena or in...a closely complementary speciality such as OR/SA, Comptroller, or automatic data processing.

c. Speciality coding. Officers at the 06 level will carry the speciality skill idicator of 70A (Logistics Management Officer); officers at lower levels will be coded 70B (Logistics Officers).

d. Professional development. Officers in this speciality should be qualified in both their primary and alternate specialities. Completion of the Logistics Executive Development Course is a prerequisite for final selection and assignment in the speciality. It is expected that many officers in the logistics specialities will aspire to the positions of expanded responsibility which will characterize the logistics management

speciality...While they are at the captain level, such officers should complete the Logistics Management Development Course as an introduction to the broad aspects of integrated logistics.

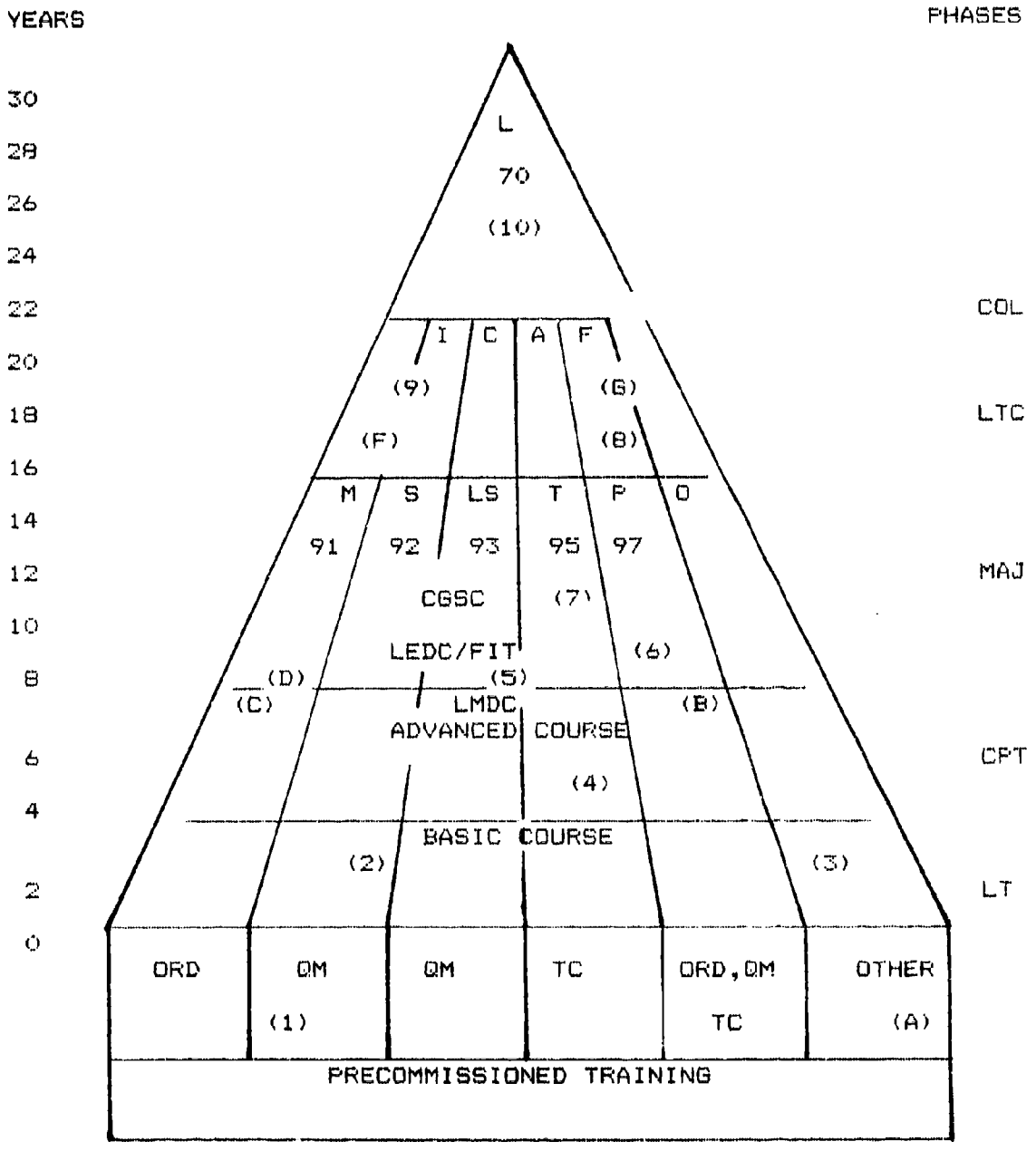
e. Advanced civil schooling. Although advanced civil schooling appropiate to any of the advanced logistics specialities is supportive of this speciality, the Master of Science in Logistics Management offered as a cooperative degree with the Logistics Executive Development Course is the preferred schooling...[20]

ALMC also provided a career model for the logistician, that spans a thirty year career. The model is at figure 2.[21] This model, since the logistician needs to know as much as possible about the total logistics system, the environment in which it operates, and the Army in the field operations it supports, provides for a combination of technical, professional, and academic schooling, coupled with extensive job experience in two or more of the logistic functional areas. This model between the eighth and twenty first years is almost identical to the earlier model at figure 1 used under the Logistics Officer Program. In reference to the coding in figure 2 the "L" at the apex of the triangle corresponds to the Logistics Management Speciality Code 70. It is supported by "M" Maintenance, "S" Supply, "LS" Logistics Services, and "T" Transportation, "P" Procurement, and "O" Other management specialities. The (D,E,F,G) indicate alternate assignments between two logistics specialities.

These recommended changes were not accepted; however, in June 1977, it become apparent that speciality Code 70 was not

FIGURE 2

THE LOGISTICIAN CAREER MODEL



SOURCE: DA Pam 600-3, 1975, Fig. 7.

satisfying the requirements of the Army as a whole or the logistics community in particular. Reasons for this were that speciality Code 70 pertains only to positions (control speciality) and not to officers (primary or alternate specialities); those positions were identified only in the grade of colonel even though there was a stated need for a Logistics Management Officer at lower grade levels; further the definition of the logistics manager was vague and did not clearly differentiate those positions which were commodity oriented and those requiring skills on a functional basis. It was proposed that speciality Code 70, Logistics Management Officer, be deleted and that a new additional skill identifier (ASI) be approved. This ASI would be used to identify officers in the grade of major through colonel and requisite positions which required the assignment of a Logistics Generalists.

LOGISTICS DEVELOPMENT PROGRAM (LDP):

Finally five years later and after considerable study, it was determined that the Logistics Management Officer, speciality code 70 was not meeting the Army's needs for logistics generalist at the major to colonel levels. Effective 1 September 1983, AR 611-101 deleted the Logistics Management Officer, speciality code 70 and added a Logistician identified with an additional skill identifier (ASI) code 7Z. AR 611-101 and DA pam 600-3 both identify the role, description, traits,

and professional development scheme of a logistician; however, like all the regulations in the past fail to define a logistician.[22,23] The definition recommended by the Logistics Center in 1975 was obviously used in developing the traits, capabilities, education, and experience required to be a logistician, but was not included as the definition in the regulations. The Logistician Development Program (LDP) with ASI 7Z once again describes the need and development requirement/objectives of the Logistics Generalists from major through colonel. This is not really new. Historically, since 1956 there has been a special logistics officer program to identify and develop the logistics generalist. The Logistics Officer Program (LOP) had speciality code 2625, from 1956 to 1975 and we are now reentering that program under a different name. The Logistician Development Program with an additional skill identifier code 7Z. DA Pam 600-3, dated 30 September 1986 prescribes the LDP as:

> a. The Logistics Development Program (LDP) is designed to insure qualified officers are selected and professionally developed to fill key positions identified for multifunctional logisticians. Both the officers and the positions are coded with a 7Z skill code....
>
> The LDP is applicable to selected majors, lieutenant colonels, and colonels who are professionally qualified for assignment to key logistic positions which require broad experience and expertise. these individuals must possess a comprehensive knowledge of the elements and functions of the total logistics system and how the systems operate...To be eligible the officer, must possess branch code 91 (Ordnance), 92 (Quartermaster), 95 (Transportation) or...one of the other logistics oriented speciality codes...(15T (Aviation Logistics) or 25F

(Communications-Electronics Material Integration)...[24]

DA Pam 600-3 further describes the role of the Logistician on the battlefield of the future:

> ....which will be characterized by fast-moving, high intensity combat. The professional logistician will play a vital role in the success of such battles.[25]

This is not a new phenomenon and a lesson that has been learned the hard way in past wars. A Quote from Field Marshall Rommel, who some contend was defeated because of logistics or the lack of it.

> The first condition for an army to be able to stand the strain of battle is an adequate stock of weapons, petrol and ammunition. In fact, the battle is fought and decided by the quartermasters before the shooting begins. The bravest of men can do nothing without guns, the guns nothing without plenty of ammunitation; and neither guns nor ammunitation are of much use in mobile warfare unless there are vehicles with sufficient petrol to haul them around. Maintenance must also approximate in quantity and quality to that available to the enemy[26]

Rommel's dependence on the quartermasters of World war II was much simplified as to the tacticians dependence on the logistician today. The logistician Coded 7Z must be professionally qualified with extensive knowledge in two or more logistics functional areas and must be knowledgeable in areas such as:

(1) Fundamental logistic policies.

(2) Special environment of logistics and relevant

interfaces with that environment.

(3) Complete logistic structure to include DLA, AMC, and joint service logistic organizations.

(4) Materiel life cycle management, to include ILS and MAM.

(5) Role of industry in support of logistics.

(6) Planning, programming, budgeting, and budget execution process.

(7) Major and secondary item management.

(8) Logistics management information systems.

(9) Defense logistics and its interface with joint and international logistics.

(10) International logistics.[27]

Now that we know what this new Logistician Development program is and the prototype logistician it is designed to produce, let's look at where do they come from and how do we develop them. As stated before, to be eligible to participate the officer must:

(1) Possess branch code 91, 92, 95, 15T, or 25T and be qualified in the speciality.

(2) Hold the rank of major through colonel.

(3) Have demonstrated a high potential for development as a logistician.

(4) Have a baccalaureate degree, preferably in logistics or transportation management or other closely logistics related fields.

(5) The Officer must indicate a desire to participate in

the LDP.[28]

Once the officer is in the LDP he/she must work very hard to become a total logistician and those "qualified" must work equally as hard to become more qualified to fill the key logistician's positions in the Army. DA Pam 600-3 states some professional development objectives; however, does not give us a road map to follow on how to get there. The professional development objectives for the LDP are:

(1) Education and training.

a. Logistics Executive Development Course (LEDC). The Army's senior logistics course for preparing civilian and military logistics leaders for key executive positions within the Army and DOD logistic systems. It is designed to build upon and broaden the individual's logistic foundation developed by earlier by logistic functional courses and personal experience. The course provides insight into the multifunctional areas of logistics and their intergration into the overall DOD logistic system. Also, it expands the fundamental management skills of the individual and provides an understanding of the interface between the Army in the field, the logistic structure and industry. The course is taught by the Army Logistic Management Center (ALMC) at Fort Lee, Virginia....

b. Training with Industry (TWI). This program provides training for selected individuals in industrial procedures and practices. The training is designed to provide knowledge, experience, and perspective in the management and operational techniques in order to fill positions of significant responsibility in logistic activities that interface with civilian industry.

c. Short courses offered by the Army Logistic Management Center (ALMC) and other military schools. Several courses in research and development, management, procurement, logistics, and various techniques needed by Logisticians are available.

d. LDP members are encouraged to pursue a graduate degree in Logistics Management or related

fields[29]

(2) Experience and assignments.

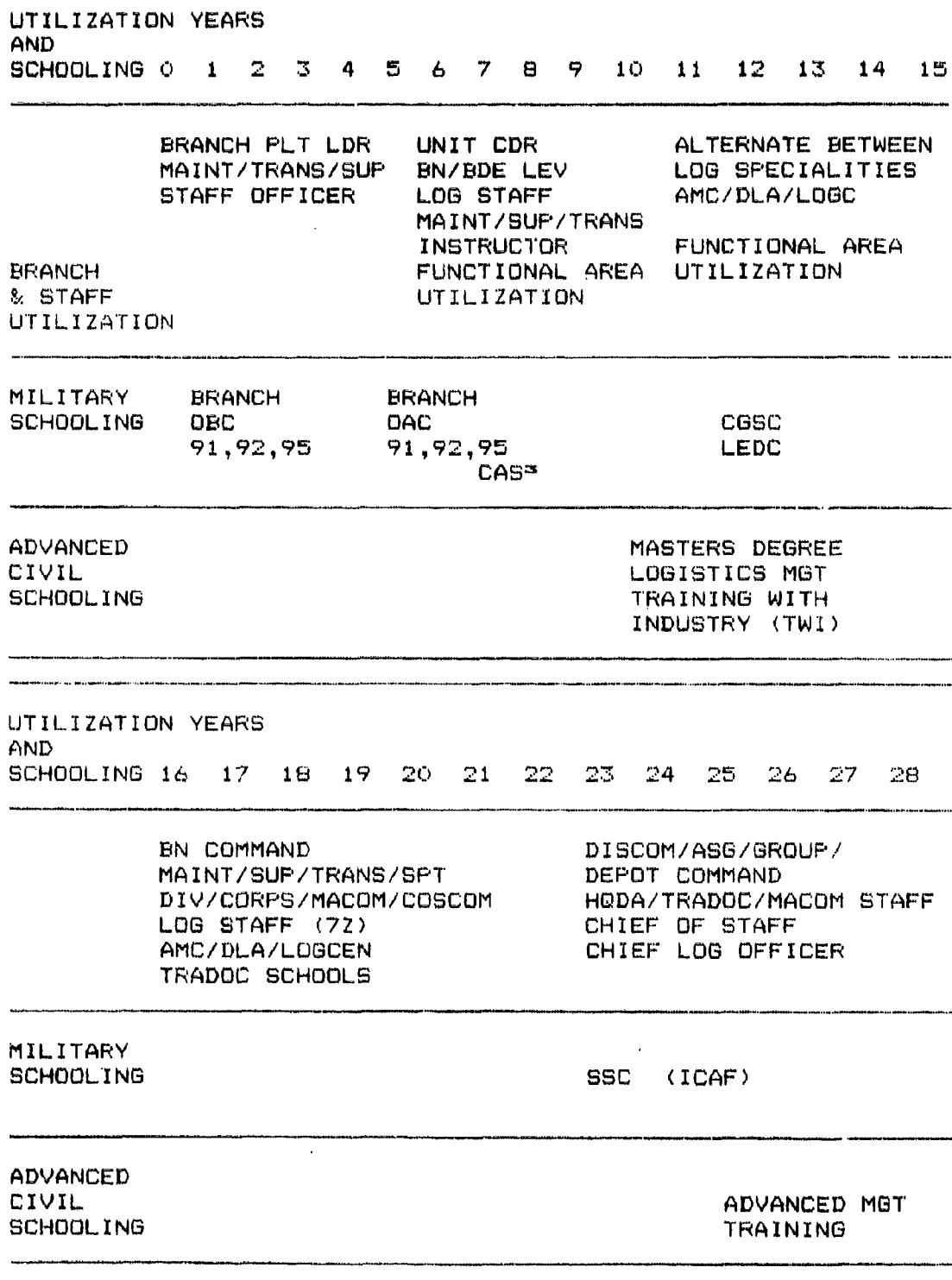
> The assignment patterns of logistic officers in the LDP will vary depending primarily on the officer's Branch and years of service upon entering the program. Logistic officers at the company grade should concentrate on branch qualification and gaining experience in troop leading assignments. Senior captains and majors who desire to participate in the LDP should seek assignments and training that will broaden their logistics foundation. The objective is for each officer to gain an understanding of the complete materiel life cycle support process to include the production base, the movement of goods, and the close support of combat operations...[30]

(3) Utilization and Assignments.

> All lieutenant colonel and colonel positions that require the integration of two or more logistics functions (supply, maintenance, transportation, services or procurement) should be coded with the 7Z skill code...MILPERCEN will operate the assignment process and a skill code manager will coordinate the filling of requisitions with officers that possess the designated position speciality...All active duty LDP positions must be filled by an LDP officer.[31]

Even though DA Pam 600-3 and AR 611-101 provides these professional development and assignment objectives, it does not provide a road map phased over time to guide the young aspiring logistics officer, his assignment officer, or the professional development officer to accomplish those objectives. DA Pam 600-3 does, however, provide this road map for most single branch tracked specialities and other multifunctional specialities such as Constructing and Industrial Management and Materiel Acquisition Management (MAM). The road map at figure 3

FIGURE 3


UTILIZATION YEARS AND SCHOOLING
0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15
BRANCH & STAFF UTILIZATION
BRANCH PLT LDR
MAINT/TRANS/SUP
STAFF OFFICER
UNIT CDR
BN/BDE LEV
LOG STAFF
MAINT/SUP/TRANS
INSTRUCTOR
FUNCTIONAL AREA
UTILIZATION
ALTERNATE BETWEEN
LOG SPECIALITIES
AMC/DLA/LOGC
FUNCTIONAL AREA
UTILIZATION
MILITARY SCHOOLING
BRANCH
OBC
91,92,95
BRANCH
OAC
91,92,95
CAS3
CGSC
LEDC
ADVANCED CIVIL SCHOOLING
MASTERS DEGREE
LOGISTICS MGT
TRAINING WITH
INDUSTRY (TWI)
UTILIZATION YEARS AND SCHOOLING
16 17 18 19 20 21 22 23 24 25 26 27 28 29
BN COMMAND
MAINT/SUP/TRANS/SPT
DIV/CORPS/MACOM/COSCOM
LOG STAFF (7Z)
AMC/DLA/LOGCEN
TRADOC SCHOOLS
DISCOM/ASG/GROUP/
DEPOT COMMAND
HQDA/TRADOC/MACOM STAFF
CHIEF OF STAFF
CHIEF LOG OFFICER
MILITARY SCHOOLING
SSC (ICAF)
ADVANCED CIVIL SCHOOLING
ADVANCED MGT
TRAINING

is a combination of the earlier described professional development and assignment objectives and the detailed single branch speciality road maps extracted from DA Pam 600-3 for ordnance, quartermaster, and transportation. I believe, if followed, it will assist the logistician, the assignment officer, and the professional development officer to create the logistician required to satisfy the Army's needs.

COMPARISON OF THE LOGISTICS GENERALISTS DEVELOPMENT PROGRAMS:

Now that we know what a logistician skill code 7Z is, how to get into the program, how we plan to develop these skills, and the position coding and assignment rules, lets compare how well we are doing in comparison to the Logistic Officer Program (LOP) of the 50's and 60's. I will not attempt to compare with the colonel level Logistics Management Officer program since it has been determined that the Army needs logistics generalists at the major thru colonel levels.

When comparing the two programs LOP (1956-1975) and LDP (1983-present) one finds out that the only real difference is that the basic branch specialities allowed to participate in the LDP are much more restrictive than in the LOP. The stated logistics generalist requirements are the same and the assignment/professional development objectives parallel between the two programs. Amazing as it may seem not only do the two separate programs parallel each other, so do the statistics on how well are they meeting the objectives.

A second survey, similiar to the one conducted in 1969, on the effectiveness of the Logistic Officer Program, was conducted in 1985 on the effectiveness of the Logistician Development Program. The results of the 1985 survey reflected that the LDP was not doing any better, in meeting required objectives, than did the LOP.[32] AR 611-101 states "LEDC required to remain in the LDP."[33] However, the survey results reflect only 27% of the participants awarded ASI 7Z have completed LEDC. Further a review of the Academic disciplines for those awarded ASI 7Z reflect only 18% have an advanced degree in "Logistics Management" as required by regulation.[34]

At this juncture, I would surmise that if the DCSLOG of the Army were to conduct a detailed study of the health of the LDP, he would find the results mirror those that resulted in the demise of the LOP in the early 1970's.

SUMMARY/CONCLUSIONS:

I have traced the requirements for and the developmental programs for a "Logistics Generalist" covering a period of over three decades. In the 50's and 60's we had the chiefs of the technical services and the Logistics Officer Program (LOP) covering grades and positions from senior captains to colonels. In the 70's we scraped the LOP and adopted the Logistics Management Officer, specialty code 70 under OPMS, but covered only colonel level positions and disregarded the overpowering need for logistics generalists at the major and lieutenant

colonel level. This program lasted until 1983 when it was finally determined ineffective in meeting the Army's needs for logistics generalists and the Logistician Development Program (LDP) surfaced with the additional skill identifier (ASI) 7Z, covering requirements from major through colonel.

The LDP is nearly a mirror image of the earlier LOP and is not doing a much better job of satisfying the Army's needs for logistics generalists. The need for the logistics generalist has been well documented and two of the adopted programs of the last three decades have been sound; however, due to poor implemention and enforcement of policies, the perscribed objectives have not been met. The LOP of the 50's and 60's was a sound program and so is the current LDP. But if it is to survive and provide the required "Logistician", it must have teeth put into it and its objectives strictly enforced. The enforcement of objective attainment must be a three front attack:

1. The participating officer must seek the necessary assignments and attend the required schools.

2. The assignments officer must ensure the participating officer is provided the opportunity to serve in positions necessary to attain the experience required.

3. The professional development officer must make the required schools available to the participating officer.

Until all three of these goals are attained and all three players work in concert, the LDP will not routinely produce the

professionally qualified "Logistics Generalists" required to fill the Army's key high level multifunctional logistics leadership and management positions.

ENDNOTES

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12. Ibid., p. 84.

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23. DA Pamphlet 600-3., 30 September 1986, pp. 94-95.

24. Ibid.

25. Ibid.

26. Martin Van Creveld, Supplying War, p. 200.

27. DA Pamphlet 600-3., p. 95.

28. Ibid.

29. Ibid.

30. Ibid.

31. Ibid., p. 96.

32. Michael A. Lundquist, LTC, A Study into the Adequacy of the Training Currently Available to the Army's Logistics Generalist, p. 21.

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