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READINESS ORIENTED LOGISTICS SYSTEM, 1975 AND BEYOND (ROLS 75+)

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR LOGISTICS
U S ARMY LOGISTICS DOCTRINE, SYSTEMS AND READINESS AGENCY
NEW CUMBERLAND, PENNSYLVANIA

PROJECT OFFICER

MR. CHARLES E. RAMSEY

FOREWORD

The Deputy Chief of Staff for Logistics tasked the Logistics Doctrine, Systems and Readiness Agency to develop the overall concept of the future logistic system required to support the U. S. Army in the time frame 1975 and beyond. The concept, upon approval by the Chief of Staff will provide broad guidance to the DA Staff and Commands for the development of detailed plans within their assigned areas of responsibility.

This document represents an initial draft of the proposed concept designed to bring together representatives of interested DA staff and major command elements to arrive at a common position prior to finalizing the Readiness Oriented Logistic System for 1975 and Beyond (ROLS 75+). The document resulting from this effort will be submitted to the Deputy Chief of Staff for Logistics for formal DA staffing.

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INTRODUCTION

SECTION I GENERAL

1-1. REQUIREMENT. AR 11-8 assigns full overall responsibility for the design and operation of the Army Logistic System to the Deputy Chief of Staff for Logistics. In carrying out this responsibility the DCSLOG controls the development and operation of the system by providing guidance and approval of:

a. The overall structure and interface design of the Army logistics system to include the basic description of the job and the structural placement of those jobs.

b. The general nature and overall structure of the TOE/TDA units and commands which will operate the logistic system.

c. The basic policies, procedures, methodologies, concepts and techniques which will be used in the system.

1-2. RESPONSIBILITIES.

a. While the DCSLOG has overall responsibility, development of details such as general functional systems requirements (GFSRs), detailed functional systems requirements (DFSRs), and user procedures is accomplished by:

(1) CDC for the Army-in-the-field segment.

(2) AMC for the wholesale segment.

(3) CONARC for the CONUS installation segment.

(4) DCSLOG for applications which overlap segments of the Army logistics system.

b. Field commands are assigned responsibility for the operation of their portion of the Army-in-the-field segment in accordance with pertinent DA directives.

c. AR 11-8 directs the DCSLOG to develop "a standard, uniform, worldwide logistic system, to include a time-phased plan for implement." To accomplish this the DCSLOG has initiated the Logistics System Master Plan (LOGMAP). Major elements of the LOGMAP are the Turn the Corner Project and the Readiness Oriented Logistics System 1975 and Beyond (ROLS 75+). Turn the Corner is examining and evaluating the logistics system as it now exists to determine the status of present systems operations and compares these with what the system was designed to do. Essentially, Turn the Corner tells us where we are in Army Logistics at the present time. ROLS 75+ depicts where we are going. The LOGMAP document encompassing both Turn the Corner and ROLS 75+, is the plan for transition from where we are to where we are going.

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1-3. PURPOSE. ROLS 75+ is designed to serve the following purposes:

a. Represent the DCSLOG view of the future configuration of the Army logistic system (1975 and beyond). The description of the system is purposely broad and general in nature so that the staff and command agencies responsible for development of the supporting details will not be unduly constrained.

b. Provide coordination with and obtain concurrence from the major DA staff and command elements for this future configuration.

c. Provide a document for submission to the Chief of Staff for approval.

d. When approved, disseminate ROLS 75+ to the DA major staff and commands as guidance for the preparation of the supporting elements of the system for which each is responsible. To help achieve this a chapter titled Implementation is included. The DCSLOG, in turn, assures the development of the logistics system is in consonance with the approved concept.

e. Serve as a document which can be periodically refined to reflect changes as they develop.

SECTION II BACKGROUND

1-4. ARMY REORGANIZATION. The Army reorganization in 1962 under DOD Project 80 made major realignments in the Army's worldwide logistic system. Within the Continental United States, the U. S. Army was formed into three major DA commands: The United States Continental Army Command, (USCONARC), the United States Army Combat Developments Command (USACDC) and the United States Army Materiel Command (USAMC). The traditional technical services were reduced or eliminated, and except for medical supplies, United States Army Security (USASA) peculiar materiel and some other special areas, all of their former materiel functions were centralized within USAMC.

a. The mission of USAMC is the development, test, cataloging direction, production, distribution, supply control, inventory control, maintenance direction and surplus disposal of supplies and equipment. A part of this mission is conducting new equipment training and developing and recommending to HQ DA new and improved concepts, doctrine, systems and procedures for wholesale logistic operations and criteria for measuring its effectiveness.

b. The USACDC's mission in the logistic field includes recommending to HQ DA doctrine, materiel requirements and organization for the Army-in-the-field in all combat environments; basis of issue plans for new items of equipment; qualitative and quantitative personnel requirements for additions, changes, or deletions to the military occupational speciality (MOS) codes generated by doctrinal, procedural or organizational changes; systems and procedures for the conduct and management of logistic operations within the Army-in-the-field and promulgating approved logistic doctrine by means of field manuals and other doctrinal publications.

c. The USCONARC's mission in the logistic field includes retail level support of assigned forces through the system of posts, camps and stations; participation in combat developments and materiel developments which concern individual and unit training; combat readiness of assigned troop units; conduct and operation of the Army school system, with a few exceptions, compiling requirements and assessing capability for movement of all CONUS Army units; and the provision of advice, and assistance to the Commanding Generals of USACDC and USAMC in these areas.

This includes relevant participation in formulation and review of logistic doctrinal and organizational matters as well as materiel objectives and requirements.

1-5. RESULTS OF ARMY REORGANIZATION. The reorganization of the Army's structure for logistics which emanated from Project 80 standardized and improved wholesale logistic operations at the national level. It enhanced interface with the other services and the logistic elements of the DOD through the consolidation of materiel functions of the technical services into the single USAMC. Similar improvements were sought through consolidation of doctrinal and field organizational responsibilities at USACDC, consolidation of individual and unit training plus preparation for deployment at the Continental Army Commands and all military personnel management, including that of logistics and the technical services, at the Office, Personnel Operations. Concurrently, however, the DA, Deputy Chief of Staff for Logistics (DCSLOG) capability and structure to provide coherent, overall direction and control over worldwide logistics activities, especially for doctrine, unit and command organizational matters, and overall logistic system structuring, was significantly reduced even though there was no announced

or apparent intent to reduce his actual responsibilities in this regard. This situation was further aggravated by actions to expand the functionalization of logistics started under the ROAD Division concept and throughout the Army-in-the-field by COSTAR and TASTA-70. There was a lack of appreciation of the role played by the Chiefs of the Technical Services in developing doctrine, materiel, individual and unit training patterns, unit structuring, technical procedures, supervision of worldwide operations, and career professional/personnel management. The net result was the development of major problem areas within the Army logistic system.

a. In recent years, due largely to the conditions described above, the operating segments of the logistics system have been developed somewhat independently by various Army commands under the general overall guidance of the DOD and DA. In most instances these segments of the system were necessarily developed on a piecemeal basis within functional areas, commands and logistic support levels. Control over the development of the logistics system to maintain a coherent pattern has not been fully effective.

b. A need existed for a technique to be used in gaining positive control over the development of the Army logistic system to insure that the actions and resources of the various organizations could be coordinated in an effective manner. The establishment of the Office, Assistant Deputy Chief of Staff for Logistics (Personnel, Doctrine and Systems) (formerly Plans, Doctrine and Systems) in ODCSLOG was an initial step in this direction. This office and a field element, the Logistics Doctrine, Systems and Readiness Agency at New Cumberland, Pa., are responsible for centralized general staff direction of the Army-wide program of logistics system design, development and implementation.

c. The major commands have also been required to establish central development and programing activities to assure centralized development and maintenance of the logistics system in their respective areas. HQ DA and all major commands are responsible for structuring and designing the operational logistic system based on overall DA guidance and the doctrinal concepts developed by USACDC and USAMC. This structuring has been based on moving from technical service orientation of operating units and staff managerial structures to the functional system under Combat Service Support to the Army (COSTAR) and the Administrative Support Theater Army (TASTA-70).

d. Recently an Army Logistics Policy Council has been established, under the Chairmanship of the DA DCSLOG, to provide overall policy determination and to direct the attainment of optimum worldwide standardization of the various segments of the Army logistic system.

1-6 PRESENT ENVIRONMENT. We are in an era of manpower and monetary constraints which promises to prevail into the ROLS 75+ time frame. It stresses the need for strict economy of force throughout the logistics system and the necessity for austerity and intensive management. This must be accomplished without degrading the ability of the system to effectively support our combat forces.

1-7. CONSTRAINTS. In addition to the constraint imposed by the present environment, the concept is designed towards goals which are attainable by 1975. It also considers constraints imposed by the operations community for this time frame.

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CHAPTER 2

SYSTEM DESCRIPTION

Army logistic operations in the 1975 and beyond time frame change substantially from those we know today. The mobility of the combat service support organizations is tailored to that of the units they support. Key elements to the success of the system are greatly increased effectiveness and reliance on transportation, automatic data processing, and communications.

Inventory-in-motion principles, taking advantage of more rapid transportation by air and sea plus paletization, containerization, throughput, and other distribution techniques reduces stockage on the ground.

Maintenance support positive, use of mobile contact teams in forward areas and modular replacements, changes the pattern of maintenance operations by the rearward movement of maintenance and supply.

As a consequence of inventory-in-motion and maintenance support positive, an effective retrograde and redistribution system is an essential requirement.

Under ROLS 75+, combat service support organizations and manpower in the overseas areas are markedly reduced

as are the echelonment and total level of supplies. Corps' are eliminated in the theater and that level of logistics functions are performed in the field Army. Field Armies are capable of being self-sufficient.

The CONUS wholesale system is designed around a theater oriented depot complex (TODC) whose mission is to provide a guaranteed support base for the theater. This CONUS base compensates for logistic activities which are reduced in the theater. It supports CONUS based units through a satellite system with key CONUS installations as the satellite center. The wholesale system owns both war reserve (WRS) and project stocks, however, they are controlled by the theater commander in accordance with DA guidance. Location of the WRS is as agreed to between AMC and the theater and is partially dependent on responsive transportation. WRS and project stocks located in the field Army or further forward are O&MA funded.

Wherever possible multi-purpose ADP systems are used for logistic functions. Redundancy, whether by use of another administrative or manual system, assures adequate emergency backup support.

A feature of ROLS 75+ is maximum system standardization among the theater. GS and DS functions are

standardized (as between CONUS and overseas) to the extent that CONUS provides an efficient rotation training base. The operations of these units are performed in the same fashion as they would be in an overseas area. Units in this training base are deployed to meet contingencies. Alternate support is provided by reserve or national guard units structured and trained the same as the active duty units they will replace.

The field Army is O&MA funded. The only fiscal accounting found below the wholesale level is that which can be readily withdrawn under wartime conditions. There are no horizontal stock funds below the wholesale level in the ROLS 75+ concept.

The foregoing constitute the essential elements of ROLS 75+. The following describes in broad terms, the overall concept. It starts with the overseas portion because support of the combat elements is the life purpose of Army logistics. The supporting CONUS wholesale base is then depicted followed by a description of CONUS retail operations. Succeeding chapters describe each of the functional elements in greater detail.

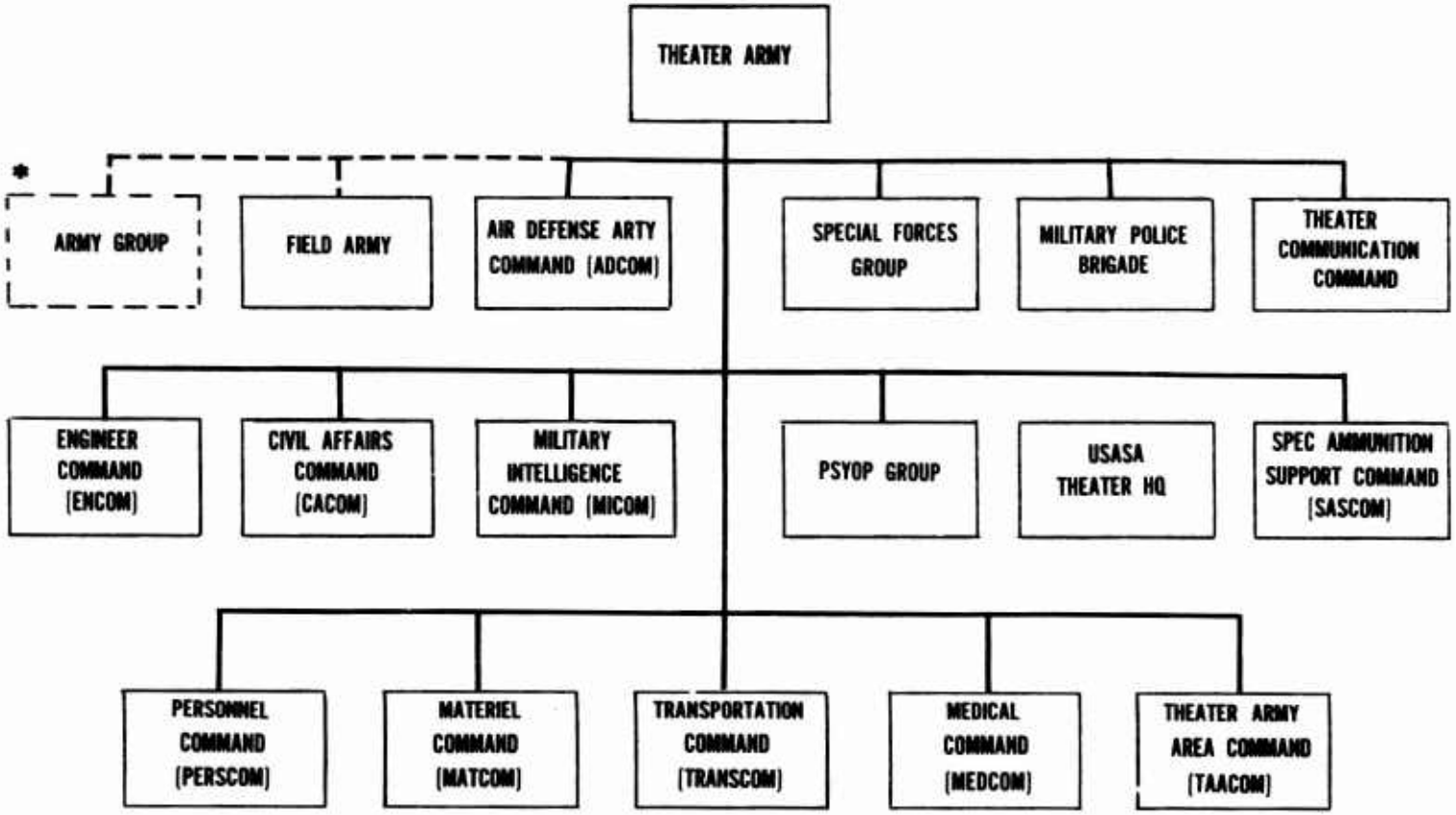
The overseas theater is composed of a theater Army, a field Army(s) and divisions. The field Armies are

capable of being self-sufficient. Theater Army commander responsibilities are combat support and combat service support oriented but does not include field Army tactical employment. The theater Army staff is organized to align with the CONUS Army structure thus providing direct technical channels. (See figure 2-1 and 2-2)

Within the field Army, the field Army support command (FASCOM) commands and controls all combat service support units operating in the field Army area. The FASCOM staff is both weapons system and commodity oriented. Maintenance and supply are integrated at the operator level with transportation being integrated with the two at the management level (See figure 2-3).

The materiel management elements are a materiel management center (MMC) colocated with a movement control center (MCC) at the theater level. In the event there is only one field Army in the theater, the TMMC serves as the major control element for both theater and field Army. Two or more field Armies require a MMC/MCC for each in addition to the TMMC/TMCC. A theater logistic intelligence data bank (LIDB) is maintained by the TMMC. The TMMC also manages retrograde and redistribution.

CONCEPTUAL THEATER ARMY ORGANIZATION



--- COMBAT AND COMBAT SERVICE SUPPORT

* IF ARMY GROUPS ARE ESTABLISHED, THE FIELD ARMIES BECOME SUBORDINATE THERETO

FIGURE 2-1

CONCEPTUAL STAFF ORGANIZATION
THEATER ARMY HEADQUARTERS

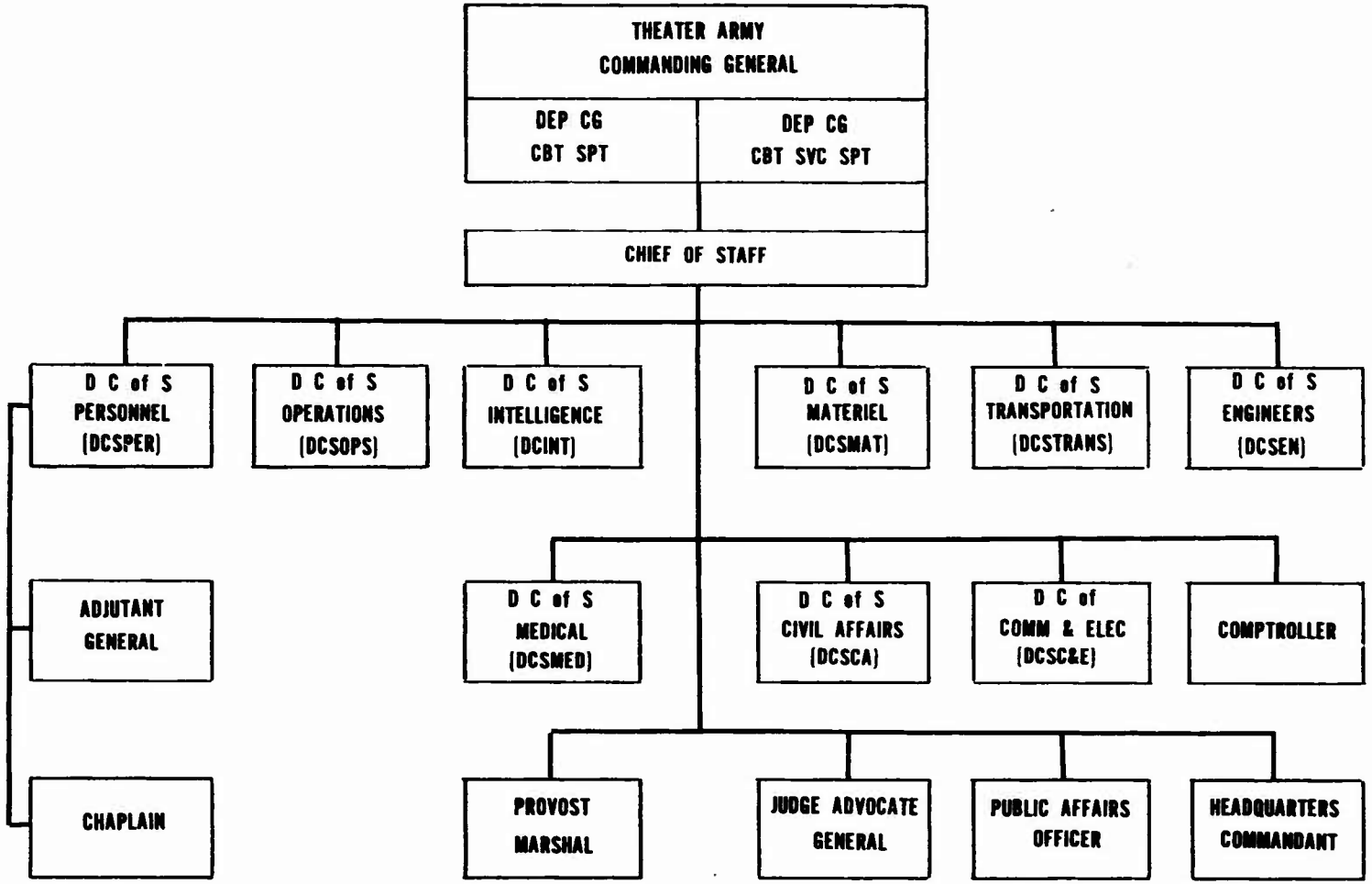


FIGURE 2-2

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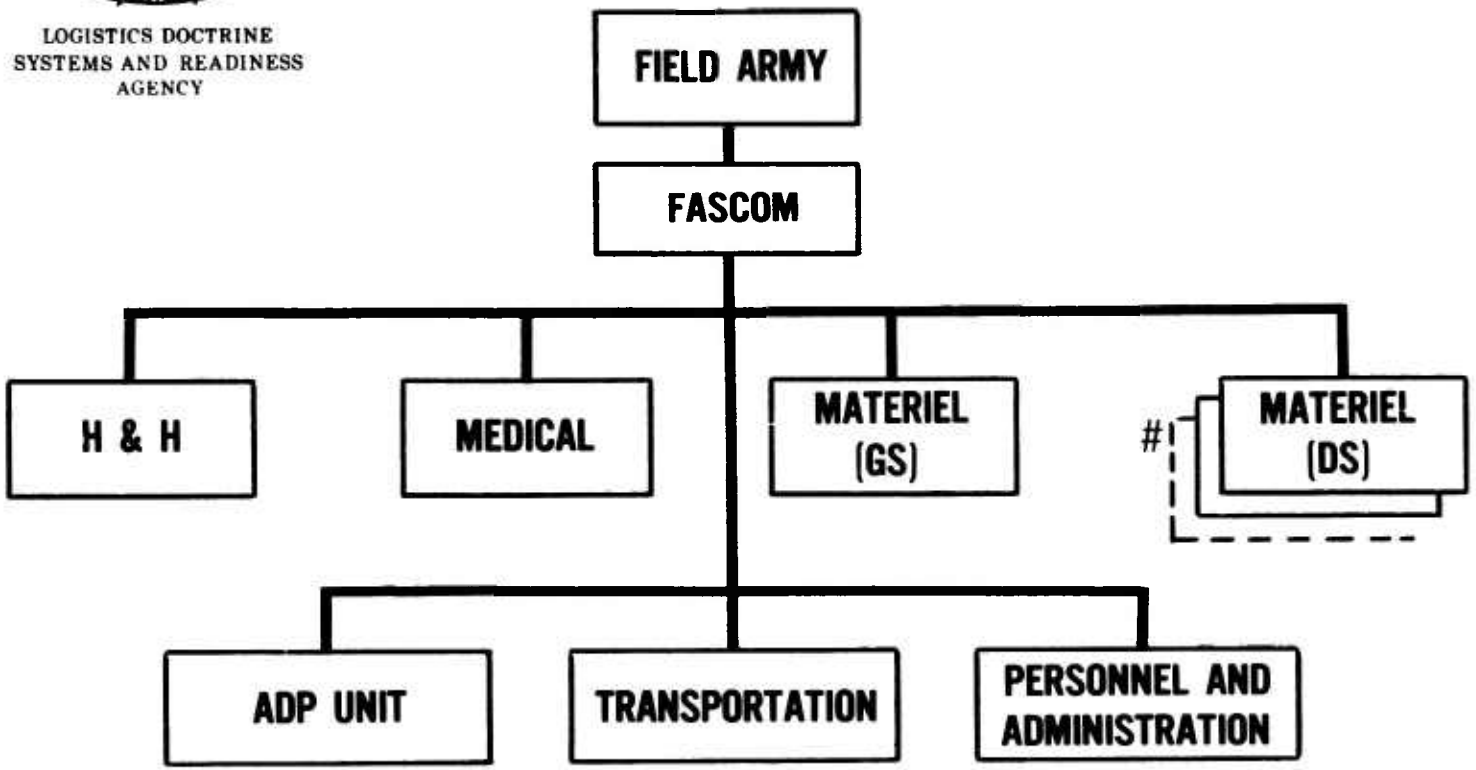
UNITED STATES ARMY

LOGISTICS DOCTRINE
SYSTEMS AND READINESS
AGENCY

CONCEPTUAL FIELD ARMY SUPPORT COMMAND (FASCOM) ORGANIZATION



ASSIGNMENT OF A THIRD MATERIEL GROUP (DS) DEPENDS UPON OVERALL SIZE OF THE FIELD ARMY AREA OR TROOP DENSITY IN THE FIELD ARMY REAR AREA

FIGURE 2-3

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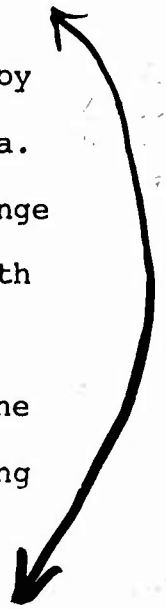
Theater level stockage consists only of war reserve and project stocks. Operating and safety stocks are at the GS level.

The materiel system includes a scheduled (Class I), a semi-automatic/prediction type (Class II, III, V and VII) and a requisition generated distribution system of materiel from CONUS to the theater. Prediction is partially based on tactical intelligence and in this manner is able to initiate supply action through forecast requirements. The user level obtains supplies primarily from its DSU through country store and direct exchange. PLL stockage for units is computed by the DSU using demand/consumption data. The ASL's are established by the TMMC also through use of demand/consumption data. The DSU is supported by the GSU primarily through direct exchange and closed loop. Stockage at the GSU consists of both operating and safety levels. Safety level stockage formerly found in theater depots is now located at the GSU. GSU stockage can best be described as supporting since it provides backup stockage to the DS units it supports. Requisitions originate at the DS level, go to the GS and if not satisfied then go to the TMMC for processing to the CONUS TODC. The field Army MMC receives an image which permits selective item



CONCEPTUAL SYSTEM FLOW DIAGRAM

READINESS ORIENTED LOGISTICS SYSTEM, 1975 AND BEYOND (ROLS 75+)

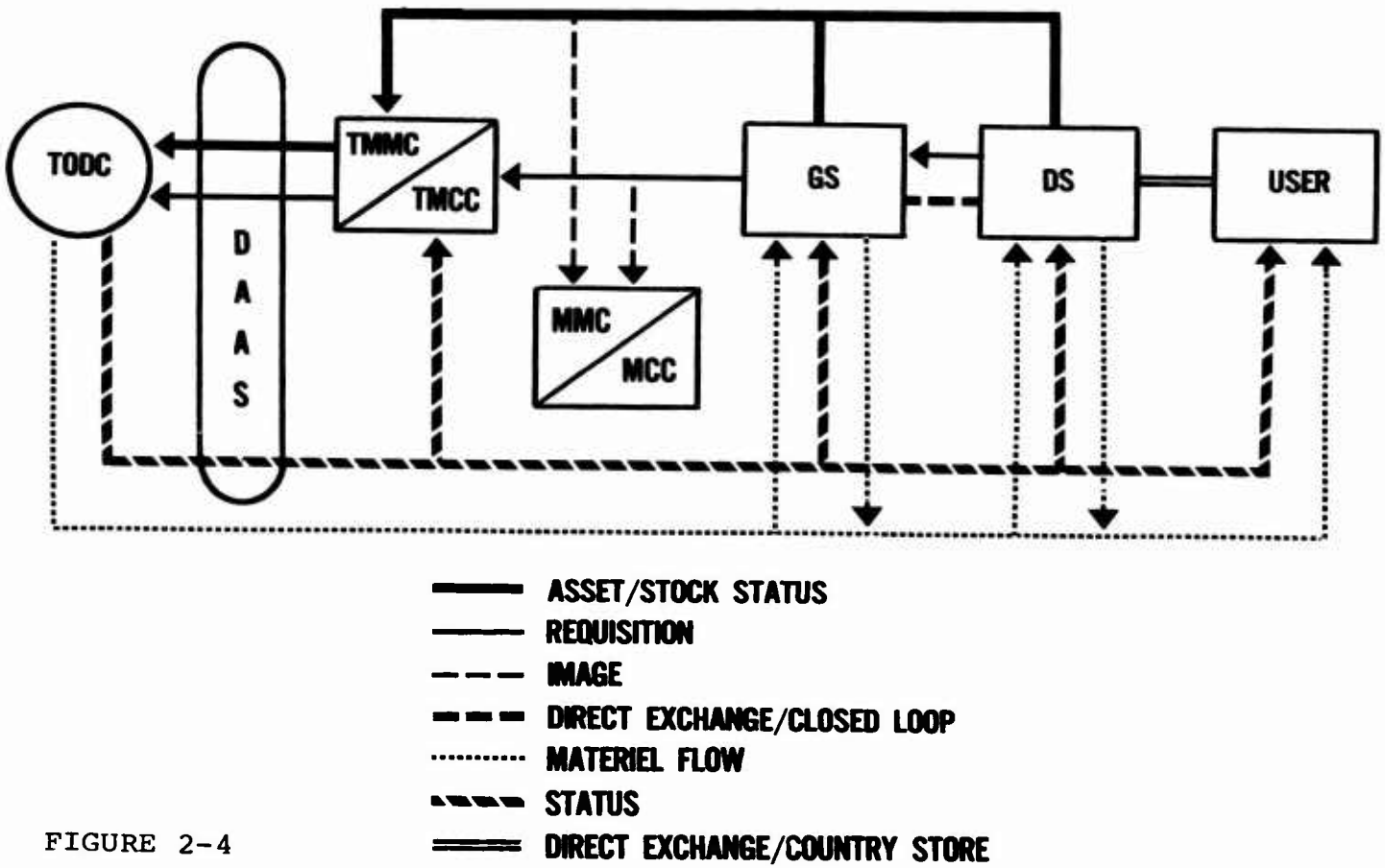


FIGURE 2-4

management. Asset information follows a similar channel. Figure 2-4 graphically depicts the relationships just described.

Maintenance in the theater follows the principles of the maintenance support positive program (MS+). This comprehensive plan applies to life cycle management as well as repairs in the field. It improves reliability and maintainability through better design. It requires use of plug in-plug out type modular replacements to the maximum extent which orients the maintenance system more in the direction of supply than repair. Modules that are removed are shipped to appropriate maintenance activities for repair. Improved fault-isolation and test equipment reduces unnecessary replacements and permits optimum use of available skills. Piece part replacement is minimized at the organizational level. The direct support maintenance units repair end items primarily by means of modular replacements accomplished by forward area mobile contact teams. Repair of direct exchange items at this level is held to a minimum. General support maintenance repairs and returns designated items to the supply system. Selected modules, items, and components as well as excess workloads are evacuated to CONUS. Maintenance

supply and repair reaction is largely dependent on the military air line of communications. Class IX and selected retrograde items are routinely shipped by air.

The movement of materiel to and within the overseas theaters emphasizes throughput distribution as far forward as practical. In peacetime deliveries are made directly to both GS and many DS levels. The proliferation of DS's in wartime, and their mobility, restricts direct delivery to GS's and a few DS's. Pallet and container loads are characteristic of throughput distribution. Greatly increased use of air, on a routine basis for some items and for high priority emergency type shipments, accelerates transportation response. Surface movements by containership complement the air portion. The combined air-surface improvements and in transit visibility support a reduction in order-ship time and permit a reduction in stockage on the ground. Army helicopter/aircraft operations in the oversea theaters extend the range of the air lines of communication forward of the areas serviced by air force inter and intratheater air. A major change in the ROLS 75+ time frame is the guarantee of a portion of military

airlift for logistic purposes. Transport resources are centrally managed both at theater and field Army level. Integration of transportation with the materiel function is accomplished through the interface of the MCC's with the MMC's at appropriate levels.

The basic logistic interface between the overseas theater and CONUS is between the TMMC and the TODC. USAMC maintains an LIDB that provides a single contact for both the oversea commands and CONUS Armies concerning their requirements. Data is available on call concerning status both within the wholesale system and in transit. It provides management information and the ability to frustrate, divert or redistribute materiel. Through the LIDB's at the TODC and TMMC, and their access to other data, it is possible to obtain asset visibility.

The TODC provides guaranteed wholesale support to the overseas theater. It is organized and operated to facilitate throughput distribution to the GS/DS level either from the depot complex or from vendors. The TODC contains both air oriented and surface oriented elements to facilitate routine shipments by either mode. The materiel-transportation interface is between the TODC and MTMTS.

Support of units in CONUS is substantially changed. Basic to the structure is a series of major installations with satellited sub-elements. The satellite constellations receive support directly from the wholesale system. Static stocks are reduced and throughput distribution to DS/GS or comparable level is used wherever possible. Procedures are the same as those in the overseas areas. CONUS based logistic units are part of the rotation training base and are subject to deployment in event of contingencies or major buildup. The possibility of deployment requires provision of an alternative for logistic support which is provided by national guard and reserve forces organized and trained in the same manner as the active duty forces.

The ROLS 75+ era is one of standard systems with only minor deviations due to environmental necessity. Emphasis is on mobility, responsiveness and management control which are enhanced by advanced methods of transportation, automatic data processing, and communications.

The subsystems supporting the foregoing general description are outlined in greater detail in the chapters which follow.

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CHAPTER 3

COMMAND AND CONTROL OF THE ROLS 75+ LOGISTIC SYSTEM

3-1. GENERAL.

a. Command and Control. Command and control of the ROLS 75+ logistic system is provided from CONUS to the customer level through succeeding horizontal echelons. Each horizontal echelon is organized to provide recognizable elements aligned by weapons systems, commodity groupings, or service support functions. This organizational technique provides complete visibility and control of weapons systems or commodity groupings from procurement to user. Conversely, the user has a direct line of communication established on technical matters from his level upward.

b. Logistical Operations. Logistical operations from CONUS to user level are commanded horizontally and guided and controlled vertically. Vertical technical channels structured along weapons system and commodity grouping lines achieve vertical control through communication, technical assistance and supervision. Technical policies are generated through service support command lines and are executed horizontally by operating commands.

Command and technical control actions are coordinated so that both receive consideration during the decision process.

c. Integrated Control of Resources. Integrated control of resources is centrally exercised at the various echelons of the system through management control centers using improved ADP techniques. These centers utilize ADP programs prepared for coordinated Army-wide use. The increased capability of control centers coupled with horizontal command and vertical control permit efficient and effective use of logistic resources. This general concept of command and control is described in more detail in the following paragraphs.

3-2. CONUS.

a. Logistic Supply System. The CONUS logistic supply system command and control is basically unchanged with the wholesale segment continuing to be comprised of the Army Materiel Command and the Defense Supply Agencies. The most significant changes will result from the reorientation of depots into theater oriented depot complexes (TODCs) to support specific theaters and/or CONUS installations and an increased interface requirement with DSA and GSA.

b. USCONARC Responsibilities. The United States Continental Army Command (USCONARC) retains responsibility for their portion of the retail logistics system. In order to provide logistical support within the funding limitations, logistical command and control activities are consolidated. Designated key CONUS Army installations and activities will provide centralized direction and control to logistic support activities located at a number of satellite installations. Support similar to the theater DS and GS level is provided within each installation grouping; however, each individual installation is not provided complete DS or GS capability. The logistical command and control elements provide the interface with the wholesale system, and perform functions similar to those performed at theater and field Army level.

3-3. THEATER ARMY.

a. Field Agency. The Theater Army is the field agency of DA for furnishing the complete support of deployed Army forces and other forces as directed. This support includes combat support and combat service support to the field army(s) and/or field army group(s). Tactical operations of the field Army(s) and/or field Army groups are under the operational control of a joint, unified or specified command in the theater.

b. Headquarters. Theater Army headquarters is organized in harmony with the vertically aligned weapons system, commodity groupings, or service support functions. The staff is instrumental in providing the interface between CONUS elements and the supported theater Army force. Its organization provides technical or coordination channels between a staff element and a corresponding CONUS agency, e.g., between the theater Army DCSTRANS and Director of Army Transportation at Department of the Army or MTMTS. Functional control centers supported by ADPE are organized within the theater Army headquarters to insure integration of supply, maintenance and transportation. These functional control centers exercise technical directive authority and responsibility under the purview of the theater Army staff.

c. Staff Elements. Theater Army headquarters staff elements are subdivided in keeping with the vertical technical alignment of the logistics system and conforming to the technical activities of the subordinate mission commands and operating elements. This concept is shown in a suggested breakout of the Office of the Deputy Chief of Staff for Materiel at figure 3-1.

CONCEPTUAL ORGANIZATION OF THE OFFICE OF THE DEPUTY CHIEF OF STAFF FOR MATERIEL (DCSMAT) THEATER ARMY HEADQUARTERS

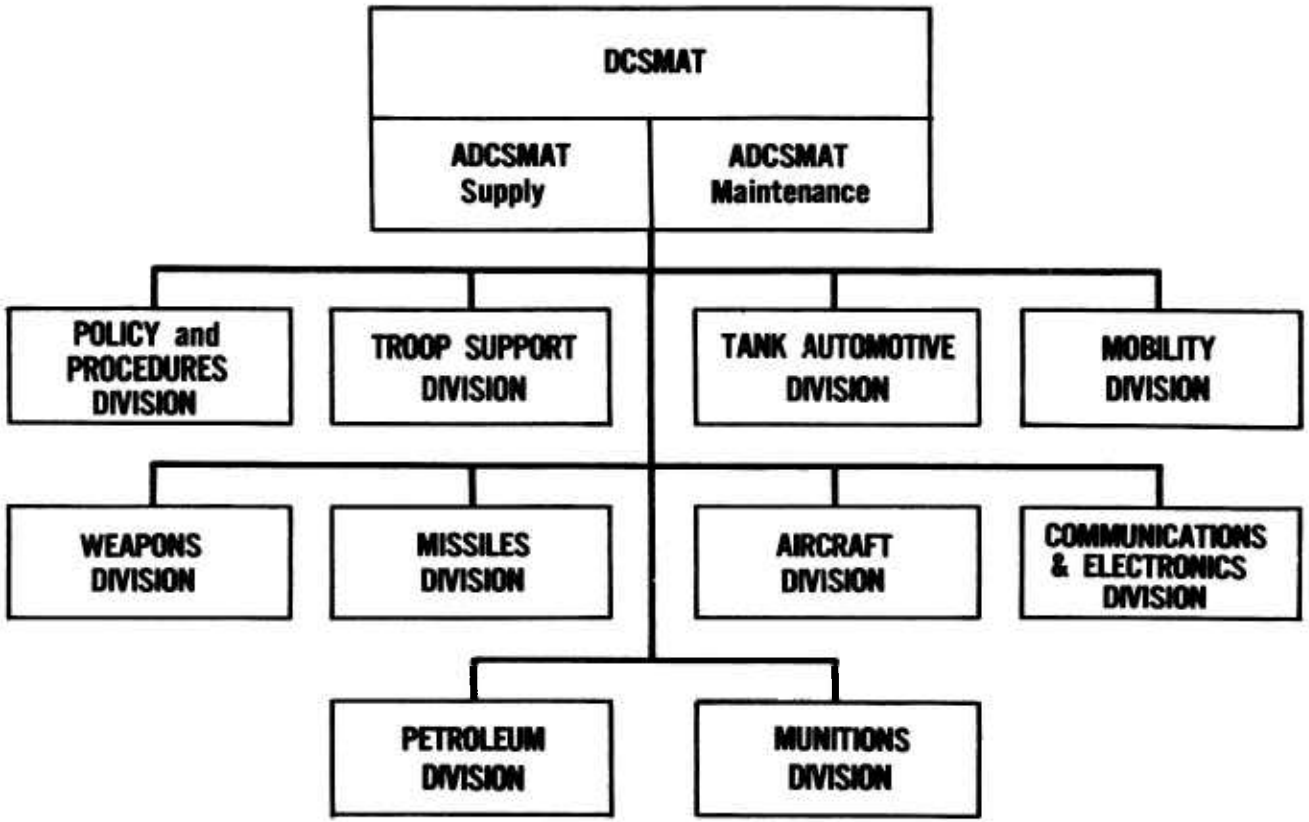

FIGURE 3-1

d. Subordinate Mission Commands. The theater-wide mission for execution of combat service support is accomplished through subordinate mission commands. The commands have technical authority and responsibility for their functional portion of the theater-wide combat service support system. Each mission command has a staff vertically aligned with the logistics system and is supported by the theater Army ADPE center. An area type command is responsible for the COMMZ area and direct support of all U. S. forces located within the COMMZ.

e. Support of Objectives. The theater Army organization recommended in the "Echelons Above Division" study supports the objectives of the ROLS 75+ concept.

3-4. FIELD ARMY.

a. Combat Service Support. Combat service support in the field Army is provided by the Field Army Support Command (FASCOM). The FASCOM organizational structure is similar to the theater Army structure less staff elements and commands which are oriented to combat and combat support functions. An integrated materiel management and movement control center (MMC/MCC) is established at the FASCOM headquarters level, thus providing total integration and centralized control of FASCOM logistical operations. The MMC/MCC is supported by a multi-functional ADPE center.

b. Headquarters Staff. The FASCOM headquarters staff is vertically aligned with weapons systems or commodity groupings at higher and subordinate headquarters. FASCOM exercises overall logistics command and control and is responsible for policy directives, priorities, planning and performance measuring. Management is on the exception principle, with day-to-day detailed operations decentralized to the subordinate operating elements. Subordinate operating elements are established to provide personnel and administrative support, materiel support, transportation support and medical support.

c. Subordinate Elements. The FASCOM operations are standardized on an Army-wide basis with subordinate materiel elements performing integrated supply and maintenance functions (to include ammunition) and a transportation element performing the closely related transportation function. Other subordinate elements are each responsible for their defined service support function. These various subordinate elements are designed to permit tailoring to support varying mixes and numbers of tactical units. This is particularly advantageous when the number of divisions varies or a division is transferred from one field Army to another.

3-5. DIVISION. The command and control of the logistical elements organic to the division remain the same as prescribed by current doctrine.

CHAPTER 4

MATERIEL SUBSYSTEMS

SECTION I GENERAL

4-1. BACKGROUND. Within the framework of the DA Logistics Offensive Program, new and possibly revolutionary logistic concepts must be exploited, in order to provide maximum support and attainment of highest operational readiness at minimum cost and effort. Two specific areas of concern which demand immediate attention and the implementation of new or revised concepts are:

a. The ever-widening gap between the availability of required skill levels of logistic personnel and the complexity of equipment in, and planned for introduction into the Army inventory.

b. The proliferation of piece-part repair, increased requirement for special tools and sophisticated test and diagnostic equipment with the inevitable financial and manpower burden caused by the requirement to manage and stock at multiple locations. Past experiences have shown that to achieve operational readiness requirements, organic units had to be augmented by extensive contract maintenance and supply support. In addition, special component replacement and intensively managed supply systems

(i.e., Red Ball, Closed Loop, etc.) were required to supplement normal piece-part repair by skilled mechanics and technicians. Thus it is evident that the current concept of logistics support and the assignment of functions at the organizational as well as the Direct and General Support levels of support are not working as envisioned. Action must be initiated, not only to correct immediate problems resulting from the Vietnam experience but to assess our current logistic concepts and revise, modify and/or develop new concepts as required. As a major facet of the DA Logistics Offensive Program, the Readiness Oriented Logistics System 75+ (ROLS 75+) has been developed.

4-2. INFLUENCING FACTORS. In addition to the specific areas of logistics concern mentioned in paragraph 4-1a, other influencing factors bear directly on the need for logistics change. These factors include, but are not limited to, the accelerating trends toward modularized maintenance and supply, increased availability of logistics airlift in supply and retrograde of materiel, and the current and anticipated prolongation of an austere financial environment in which assigned missions must be accomplished.

4-3. BASIC CONCEPTS.

a. Materiel Subsystem Structure.

(1) The logistics structure designed to allow standard subsystems to operate within the structure, are commodity/weapons system oriented, and the standard system need not utilize all the elements of the logistic structure to be efficient and reliable.

(2) The logistic system is designed to assure that the field Army can operate and manage as an independent entity.

(3) Service support units are organized to be responsive to meet the needs of supported forces and flexible to meet rapidly changing support requirements.

(4) All aspects of the system are designed to meet the highest conceivable demands of the tactical units and provide for a surge capability over and above anticipated high intensity requirements.

(5) The system provides for standard training, conformance with MILSTANDARDS, and standard procedures to allow system interface and rotation of personnel Army-wide without curtailment of proficiency.

(6) Training requirements are monitored to assure availability of logistic skills and revision in such skills at all logistic elements.

(7) Logistic functions and tasks are allocated where they can be most effectively and efficiently accomplished while maintaining or improving the supported units level of readiness.

(8) Techniques are employed to identify and assure integration and responsiveness of supply, maintenance and transportation functions.

(9) The system provides for modular design of logistic application unique to certain environmental conditions so that rapid and uninterrupted operations can change to meet changing tactical or emergency situations.

(10) The CONARC satellite management/operation structure provides standard logistic procedures, conforms with MILSTANDARDS, interfaces with other Army, DOD and Federal logistic systems, and is similar to the operation in a field Army environment to permit effective and efficient unit training/operations.

(11) The logistic system in CONARC provides for alternate support to remaining units when Army support units are pulled out from CONARC in case of contingencies.

(12) The system incorporates integrated financial and quantitative accounting techniques at appropriate operating levels to reduce administrative

efforts at lower levels, insure compatibility and reliability of essential financial and item accounting, and provide the most efficient and effective performance.

b. Materiel Acquisition.

(1) Acquisition of Army materiel to include R&D, T&E, procurement and production is performed by National activities and monitored/managed by Hq, DA and USAMC.

(2) Acquisition of materiel, centrally managed by other DOD agencies/services and Federal services, is obtained directly from the managing agency as prescribed by pertinent DOD directives.

(3) USAMC provides Army interface between Army and other DOD services/agencies and Federal agencies and maintains Army interests in the materiel requirements.

(4) Local procurement is performed by Army logistic elements when such action provides more efficient and effective support and is within prescribed authority.

c. Materiel Distribution.

(1) Throughput distribution from CONUS based depots and/or manufacturer is made to the lowest logistic elements within effective and efficient logistic performance parameters.

(2) The system provides for maximum use of containers and assembly procedures in a manner which will allow throughput shipment to the user and return of retrograde to designated CONUS recipients.

(3) Efficient and effective use is made of airlift resupply capabilities, specific material is designated as normal resupply by airlift, and pertinent aspects of the system are keyed to air movement time factors.

(4) Containers for storage and shipments are used to reduce the need for storage facilities, handling, pilferage, climatic damage, fire or enemy action and overpacking.

(5) Stockage criteria is tailored to accommodate commodity/weapons system orientation and patterned to the specific support requirements for each logistic element.

(6) Slow moving items are centrally stored.

(7) The oversea war reserves stockage and stratification is basically determined by the appropriate major oversea command with final approval of requirements by Headquarters, Department of the Army.

(8) USAMC controlled war reserves, Prepositioned Materiel Configured to Unit Set (POMCUS), and project stocks are stored in oversea locations designated by Hq, DA.

(9) War reserve, project stocks, and POMCUS stored in the oversea/CONARC areas are funded and controlled by the Army wholesale logistic system and there is an orderly transition from wholesale Army stock fund and PEMA to O&MA.

(10) Rotation of war reserve stocks are controlled and replenishment is made by diverting like ~~requirements previously~~ issued from such stock.

(11) USAMC and the major overseas commands maintain a logistics Intelligence Data Bank which provides timely and adequate information on requirements retrograde and movement status from a central point of contact.

(12) The availability balance files in all logistic elements are standardized.

(13) The system provides, within each major distribution area, central control of authorization, stockage and distribution of material not previously authorized by the next higher authority.

(14) The system is capable of providing the means for cross leveling of assets within field/CONUS

Army level and exploits inventory in motion principles.

(15) Items and stock levels at all logistic echelons are reduced significantly while seeking attainment of an acceptable supply accommodation objective.

(16) The distribution system includes procedures which validate asset reporting and requirements and diagnose off-standard conditions.

(17) Depending upon commodity and/or item characteristics, the distribution system provides methodology for demand based requirements; scheduled, semi-automatic, or automatic supply; prediction techniques which relate to confidence in need and tactical intelligence; and regulated initial provisioning procedures.

d. Materiel Maintenance.

(1) The modular maintenance concept is emphasized to reduce proliferation and stockage of individual piece-parts at the forward areas.

(2) As transportation time decreases, management improves; and maintenance is simplified by evacuation and resupply; more support is provided from the rear to permit concentration of workloads in facilities most

conducive to efficient performance and allow reductions in tools, equipment, and skilled personnel.

(3) The traditional concept of multiple levels of support is modified toward a significant reduction in the using unit workload by application of mobile and modular support and expanded DX and closed loop operations at all support levels.

(4) Emphasis is placed on by-passing intermediate levels of maintenance elements when diagnosis at a lower level determines all repairs cannot be accomplished at the intermediate level.

(5) Upon receipt of the unservicable item in the maintenance area, the decision to repair is made with relationship to the time it takes to replace the item, and is not immediately accomplished when a replacement item can be received by supporting units in less time than it takes to repair the unservicable item.

(6) Simplified diagnostic/fault insolation capabilities are designed into equipment whenever feasible, otherwise multi-purpose equipment is provided for families of equipment, and is utilized by the supported units, logistic contact teams and other logistic elements requiring a diagnostic capability.

(7) The system provides for procedures that assure that once items have been fault identified the reparable unservicable are expeditiously evacuated directly to the repair activity authorized and capable to accomplish the repair.

(8) Logistic elements and techniques are provided to compute and control stockage and distribution of modules, components, assemblies, repair kits and required repair parts at integrated supply and maintenance activities so that supported units have a single point of contact for maintenance and all maintenance related materiel.

(9) Logistic support units operate in accordance with prescribed authorizations.

(10) DS units maintain a mobility capability equal to that of the supported units to maximize mobile maintenance support service.

(11) All logistics elements are designed to support continuous operations.

(12) Time-in-maintenance standards are established for each logistic element to provide item replacement criteria and evaluate maintenance performance.

(13) Each Army organization has full responsibility for materiel in their possession and preventative maintenance of such materiel within the authorized limits.

e. Materiel Disposal.

(1) Prior to procurement and/or final disposal of material, full utilization is made of available DOD or Federal excess.

(2) Fundamental disposal direction is provided by the National activities and disseminated to the pertinent Army logistic element.

f. Materiel Management.

(1) Control elements at each logistic element monitors and controls the total maintenance and supply functions, providing integrated management for materiel distribution, repair, and/or evacuation.

(2) Management control points are staffed with experienced logistics personnel.

(3) The system provides for supply management at each logistic element in variable degrees of intensity.

(4) The system provides management visibility and control of all assets within each logistic element, depending upon the nature of the item and degree of management interest.

(5) Each major commander has the capability to manage authorized items within his command, and exert influence to obtain effective support on all other items when required.

(6) The CONUS structure and each oversea theater has one or more logistic management activities, depending upon the needed span of control to effectively and efficiently accomplish the assigned mission.

(7) Requirements are based on a prediction methodology for all items where demand data/stock status reporting has been validated, incorporates the theater commanders management influence based upon tactical/ operational intelligence, and are continuously updated.

(8) Supply and maintenance is weapons system and/or commodity oriented depending upon the unique distribution and maintenance requirements.

(9) Army catalog procedures are tailored to the users essential requirements and in a format that simplifies and facilitates use.

(10) Dedicated logistic software and/or hardware will not be designed or procured where multipurpose software and/or hardware will serve the intended purpose.

(11) The system provides an assured redundant or emergency logistic capability when multipurpose systems

are used and within all logistic operations to meet essential tactical requirements.

(12) Financial management/control procedures are designed to preclude administrative/management delays at the lower levels.

(13) All items issued below the wholesale level are O&MA funded.

SECTION II

CONUS OPERATIONS

4-4. NATIONAL ACTIVITIES.

a. U. S. Army Materiel Command. (Wholesale Level). The USAMC wholesale materiel functions interface with the total Army logistics system through the following:

(1) USAMC performs Army level budgeting, and management for the acqusition, distribution, maintenance and disposal of each designated Army item required and/or provided all authorized national or foreign recipients. The necessary Army mission requirements are determined for the materiel managed by other DOD services and Federal agencies. All Army logistic subsystems performing these functions or serviced by these functions must necessarily conform with established MILSTANDARDS and be compatible where interface is necessary with other logistic systems and subsystems.

(2) USAMC provides interface between Army and other DOD services and Federal agencies and maintains Army interests in the materiel requirements for items managed by other services/agencies by:

(a) Providing Army interest in the R&DTE of materiel under the management cognizance of the other services, DSA and GSA.

(b) Determining the specific items of materiel in which the Army has an interest, the level in the Army structure at which the item's use is authorized and advising both the supported force and the item manager of that interest.

(c) Providing Army requirements and intelligence data concerning projected requirements.

(d) Providing a technical assistance channel to Army users throughout the Army structure.

(e) Screening catalog data for such items to assure that information distributed throughout the Army is limited to those items with a recognized and determined Army interest.

(f) Determining and maintaining contingency, mobilization, and war reserve requirements in accordance with established Army policy.

b. System Requirements and Objectives.

(1) The Army wholesale logistical system provides adequate materiel and materiel support to the Army to enable it to conduct its tasks to:

(a) Organize, train, and equip those Army forces approved by the Secretary of Defense.

(b) Support active Army forces worldwide to include Army components of unified commands

for the conduct of land warfare; and specifically those force levels stated in the Army Strategic Plan.

(c) Provide active Army forces to support and assist allies in furtherance of their national development objectives.

(d) Assure reserve components to reinforce and round out active Army units.

(e) Establish and maintain a CONUS sustaining base to support oversea deployments.

(f) Continue to modernize Army forces and installations and facilities required to support its forces.

(g) Provide logistics support to other services, civil defense efforts in CONUS, and international logistics programs as directed.

(h) Accomplish military assistance to land forces of friendly nations as directed.

(i) Assure the rapid and uninterrupted flow of resources to sustain tactical elements in a combat ready status, permit optimal application of combat power, and lower logistical requirements.

(2) Carry out the materiel modernization program in the Army Force Development Plan.

(3) Support the Army in the field supply and maintenance doctrine to provide an integrated U. S. Army logistics system.

(4) Operate the wholesale system in a cost effective manner to include maintaining the inventory investment at the lowest level which will provide an acceptable assurance of required materiel support to customers.

(5) Provide materiel to supported U. S. Army Forces in a manner and configuration which permits required in-theater mobility of support activities.

(6) Minimize the logistics effort and its attendant administrative effort imposed upon the supported forces.

(7) Support rapidly deployed forces by prepackaging materiel, providing supply facilities afloat in close proximity to operational areas, and providing automatic resupply.

(8) Utilize cost effective alternatives in maintenance support, and inventory investment.

(9) Minimize labor and handling requirements by maximum application of throughput shipping, integrated packaging, and use of improved MHE and transport equipment.

(10) Assure that response time in meeting customer requirements is minimized.

(11) Provide depot maintenance support outside the area of conflict and when necessary perform overhaul/rebuild functions off shore CONUS.

(12) Identify and define all interfaces of the wholesale system.

(13) Provide unit replacement of materiel.

(14) Assure achieving a smooth transition from peacetime to wartime operations, and vice versa.

(15) Minimize theater construction requirements.

(16) In coordination with major oversea commands, determine war reserve requirements and control/manage such reserves, project stocks and prepositioned materiel configured to unit sets which are stored off shore CONUS.

c. Measures of Performance.

(1) The evaluation of logistics management require exception reporting, sets of standards for evaluating whether or not logistics objectives have been met, an ordered combination of data files, and consumer/supplier understanding and agreement on the measurement of logistics effectiveness. Measures of performance are

required to evaluate equipment performance, materiel readiness, supply performance and maintenance performance. Standards for evaluating performance in the areas outlined above will be fully established.

(2) Performance is measured in terms of effectiveness, efficiency, and economy. This is exemplified by customer satisfaction in receiving designated quantities of supplies at the right time and right place, or by the application of technology to maximize output for a given input. Quantitative tools are the output of measures of performance and assist the logistics manager in the control of the logistics system. The manager relates performance measures to control variables so that corrective action is timely and the logistics mission is accomplished at minimum cost. The measures of performance will not necessarily be those currently used but will, when correlated with control variables, contribute the most and be the most responsive to logistics mission effectiveness.

(3) Measures of performance will be determined by the efficiency with which the entire Army wholesale logistics system operates. Specifically, performance will be determined by:

(a) The ability of the wholesale logistics system to provide needed materiel to supported forces within prescribed time limits.

(b) The measured level of materiel readiness of supported forces.

(c) The ability of the wholesale logistics system to relieve the logistics workload of supported forces.

(d) The ability of the wholesale logistics system to selectively provide materiel support to designated forces within monetary and priority constraints imposed by higher authority.

(e) The ability of the wholesale logistics system to respond to emergency requirements of a supported force on a timely basis without creation of increased handling and reduced mobility through excess on-hand materiel.

(f) The ability of the logistics system to effect a smooth transition between peacetime and wartime operations without degradation of essential support.

(4) All command logistics echelons will participate in the development of standards. In consonance with DA policy and guidance, standards will be initially established at the operating level and then

evaluated by higher commanders and managers before uniform standards are established. A detailed study by the Standard Research Institute entitled, "An Integrated Materiel Readiness, Supply, and Maintenance Management Information System" dated September '968, provides a framework for management of the total U. S. Army logistics system from unit to Department of the Army level. Another detailed study which outlines requirements for individual performance measurement systems is Volume II of PRIMAR Project 3-1, "The Integrated Programming, Budgeting, and Distribution System" dated December 1968.

(5) Performance evaluations will exploit the use of the management-by-exception principle. However, this can be accomplished only through the adoption of a uniform basis for measuring and evaluating performance throughout all logistics support echelons of the Army. Routine reports under these circumstances will be almost negligible with reports prepared only when off-standard conditions are observed. Measures of performance must be delineated for each functional area.

d. Distribution Concepts.

(1) The Class I, III (Bulk) and V supplies will be managed and distributed without significant change to current doctrine, as modified by planned improvements.

(2) The asset/stock status/maintenance report processes will be integrated within the materiel subsystem to provide effective and efficient automatic distribution when feasible and required or when requirements can be predetermined with reasonable reliability. When feasible, the techniques and procedures of item allocation will be used on selected items and on materiel having intense management interest.

(3) Army materiel is normally distributed based upon specific authorizations. Secondary items provided to the retail subsystems will be limited in number of items quantity by employing maximum use of inventory in motion principles; minimize static stocks; exploit throughput delivery to Army level, and to lower levels when possible; manage the system to insure shipping only that materiel which will be consumed within approved DA criteria; maintain adequate item overview to be responsive in providing efficient and effective support

to authorized Army customers. To facilitate these measures, the following fundamental actions are necessary:

(a) Each item of materiel will be designated as to level within the Army structure where consumption and/or use is authorized.

(b) Authorization for principle items will be based upon prescribed strength and/or mission requirements.

(c) Authorization for consumable and/or repairable secondary items will be based upon management determination which considers as a minimum:

(1) Distribution of principle items supported.

(2) Mission assignment.

(3) Demand/consumption experience.

(4) Factual and contingency intelligence.

(5) Materiel modernization and maintainability.

(6) Efficiency and effectiveness limits of support.

(d) Items of materiel requested by the retail subsystems which are outside the prescribed author-

ization criteria will require Army major command and/or DA approval, depending upon the intensity of management interest. Items in support of newly fielded items will be provided in carefully rationed quantities, either prior to or concurrent with the item to be supported, and only in sufficient quantities to sustain operations by rapid resupply methods. As usage experience is gained and analyzed, the resupply methods and controls will be realigned accordingly. Coordination between managers at the National and major Army command levels results in designating specific items authorized for use/consumption by each unit within the Army logistical structure and identified through the Army catalog system as the authorized consumption list (ACL). Normally requirements for such items will not be challenged unless management control criteria (such as quantity) is exceeded. Those items within the authorized consumption list that meet the stockage criteria prescribed by Hq, DA are authorized for stock and are identified through the Army catalog system as the authorized stockage list (ASL). Normally requirements for such will not be challenged unless management interests in the item requires unique controls, such as production difficulties. Closed loop techniques are used in those

instances justified by nature of the item and intensity of management interest. All Army catalog procedures insure that the item regulatory requirements are identified and that adequate catalog data is made available to each activity requiring the information. The data which is not essential to the activity mission is provided only upon request.

(4) USAMC maintains a Logistic Intelligence Data Bank that provides a single source of contact for the oversea major commands and CONUS Armies concerning requirements on order. The data is made available on call and provides essential information concerning status on each item of the requirement within the wholesale system process and also intransit. The response capability and movements information contained in this bank provides frustration and/or redistribution capabilities to the DA, CONUS Army, and major oversea commands and is also a basic source of information for management.

(5) The USAMC develops stockage patterns which orient materiel support with the major distribution areas supported. The requirements received from the major distribution areas are processed in the most expeditious and economical manner. Maximum benefits

to be gained from direct delivery from manufacturer, centralized cargo assembly, and throughput distribution are employed. Coordination between USAMC and major oversea commands determines the specific items and quantities of materiel to be stored off shore CONUS to meet prepositioned war reserve, project stock, prepositioned materiel configured to unit sets, and other mobilization requirements. The shelf like constraints are resolved through stock rotation techniques which take full advantage of consumption within theater when feasible. Normally, control of such assets in oversea areas is administered by USAMC. However, under a coordinated criteria such assets are made immediately available to the major oversea command without specific authority from USAMC.

e. DSA/GSA Managed Items. DSA/GSA managed items are provided directly to authorized recipients under prescribed procedures. Maintenance of Army interests information is provided by USAMC and incorporated in the authorization procedures for Army support. When feasible and within unilateral agreement DSA/GSA assets will be stored within the major Army distribution pattern without significant or unmanageable increase to Army inventory investments.

f. Other DOD Activities. Other DOD activities provide single management and procurement services to basic Army requirements within the confines of DOD directives. The criteria prescribed by DOD and DA is implemented by USAMC without significant impact upon the authorized Army recipients.

4-5. CONUS ARMIES.

a. CONARC Installations. The Continental Army Command mission in the logistic field includes retail level support of assigned forces through the system of posts, camps, and stations, participation in combat developments and materiel developments which concern individual and unit training, training centers and schools, combat readiness of assigned troop units, and the requirement and capability for movement of all CONUS Army units, and provide advice and assistance and direct support to the Commanding Generals of USACDC and USAMC in these areas. The CONARC installations receive back-up support direct from the National wholesale activities. The materiel required to sustain operations is distributed under the same basic authorization concepts used for oversea commands. Static stocks are reduced and throughput delivery to the Army units will be used where

feasible. Duplicated functions are eliminated. Logistic management is centralized within each CONUS Army and all CONUS Army logistic operations are standardized, meet MILSTANDARDS, and interface with other logistic system.

b. CONUS Supported Units. Deployable Army units stationed within CONUS are supported under the same fundamental procedures that are utilized when the unit is in an oversea or other support environment. In meeting functional and operations standardization requirements, conformance with MILSTANDARDS becomes mandate. The training and experience benefits achieved by operational mission assignments are logically placed in context of effectiveness for maintenance of the prescribed force readiness posture.

SECTION III

THEATER OPERATIONS

4-6. GENERAL.

a. The major oversea operations are designed to provide optimum materiel readiness, improved interface with the Army wholesale system, enhance inventory-in-motion principles, and to minimize the logistic burden at the forward area by integrating maintenance, supply, and transportation into a standardized Army-wide logistic systems. Significant changes are envisioned in certain logistic practices. The primary change pertains to the reversal of the currently accepted principles of piece-part repair and supply as far forward as practical.

b. Emphasis is placed on module/component/assembly replacement; echelonment of logistics operations to the rear to relieve operating units of the requirements to perform piece-part repair/maintenance; reduction of high skills at multiple locations and associated proliferation of special tools and sophisticated diagnostic equipment which can more effectively be utilized where volume production line techniques can be applied; and maintenance support structures oriented to

weapons system/commodity groupings to assure responsive and effective support.

c. Factors influencing these efforts include the accelerating trends toward modularized maintenance, increased capability in ALOC for resupply and retrograde of materiel, and the current and anticipated financial austere environment in which assigned missions must be accomplished.

4-7. CONCEPTS.

a. Subsystem Structure.

(1) The Theater Materiel Management Center (TMMC) and Movement Control Center (TMCC) are integrated operations which perform the integrated functions of supply, maintenance, and transportation.

(2) The theater headquarters, through appropriate command and logistical elements administer and manage the theater logistical operations. Materiel commodity and/or weapons system orientation influence the alignment of management to insure the integrity of technical communications.

(3) In the event there is only one field Army or similar major organization within the theater, the theater logistic administration and operational functions

of theater and field Army are synonymous, thus the field Army assumes the responsibilities of the TMMC/TMCC.

(4) The area support activities perform the theater administrative support services not normally associated with tactical operations and are supported by the TMMC/TMCC. This support is augmented by authorized local procurement and/or contractual support.

(5) The wholesale logistic subsystem provides the theater a central point of contact concerning requirements on order or in transit into or out of the theater.

(6) The TMMC is the single theater materiel management activity which:

(a) Controls materiel acquisition into distribution and maintenance within, and disposal by, or out of the theater.

(b) Maintains a timely/responsive Logistics Intelligence Data Bank which interfaces with the Army wholesale system and provides intelligence on retrograde.

(c) Performs the theater logistic management functions insuring standardization of and integration with theater and wholesale logistic subsystems.

(d) Depending upon item/commodity characteristics establishes/monitors authorizations, provides item management support to theater logistic elements, coordinates and monitors the prepositioned assets/project stocks, analyzes and validates logistic reports and performance, provides direction to the acquisition, distribution, maintenance, and disposal functions.

(7) The span of control within the theater is established to provide the most efficient and effective logistical support.

(8) Depending upon class of supply, item/commodity characteristics the logistic support is provided through logistic elements designed to conserve skills, tailored to support continuous operations with flexibility for rapid changes, and mobility equal to that of the supported forces.

(9) Support of authorized forces other than U. S. Army is provided by the most efficient and effective methods which support the best interests of the United States.

(10) Reliable item overview, logistical intelligence, tactical intelligence, and validated prediction techniques provide a composite method for

obtaining and distributing materiel, taking full advantage of inventory-in-motion principles.

(11) The logistic elements supporting the field Armies respond to management direction from the TMMC/TMCC.

(12) The relationship of the direct and general logistic support logistic elements operating outside the control of the field Army are similar to the relationship of similar elements within the field Army. The support missions of the general support elements are more conducive to commodity/weapons system orientation and production line type operations, thus providing maximum utilization of skills, facilities, and equipment.

(13) ADPE applications are standardized and integrated to the extent that maximum utilization of information eliminates duplicate effort, facilitates timely management, and minimizes the need for dedicated processing.

(a) Appropriate ADPE is used to assure a transmit/receive capability to extend into the direct support and CONUS logistic support bases which include all significant intermediate logistic levels of operation.

(b) Use of multipurpose software and hardware is maximized for generation and retrieval of standard data elements to assure interface between logistic operation levels.

(c) The system assures a redundant capability which may be used should the on-going systems be disrupted or destroyed by rapidly changing tactical situations and changing requirements.

(d) Essential records and files are standardized and the operating system is designed so the processes necessary to sustain essential operations perform without interruption by environmental changes. The processes and/or constraints imposed by certain environmental conditions (such as peacetime) are designed as modules to permit rapid change.

b. Materiel Acquisition.

(1) The materiel requirements are based upon specific authorizations which are predicted upon size of forces supported, tactical intelligence, logistic intelligence, and priorities established by higher authority. Item/commodity characteristics determine the type and extent of prediction and acquisition techniques employed.

(2) Requirements for materiel which can be reliably predicted at relatively constant rates of consumption are normally acquired by regularly scheduled or semi-automatic methods. Management overview provides the regulation of these methods so that materiel flow is controlled and movement can be rapidly adjusted or redirected.

(3) Requirements which are demand based and do not meet the requisites of reliable prediction methods are obtained by specific request. Management overview provides effective control to obtain efficient use of all inventory, authorizations and requirements are within the prescribed policies, and span of control allows the most efficient and effective support.

(4) When practicable, throughput distribution techniques from CONUS based depots will be used to move materiel into, within, and out of the theater. Continuous analysis of the most efficient and effective transportation, item overview, and updated prediction/consumption information provides for accurate item authorization and requirements.

(5) Local procurement or contractual support is controlled and held within prescribed authority. The related administrative requirements for such

acquisition is performed and/or monitored by the TMMC.

(6) Major commanders submit recommendations for modification of on-hand equipment and the need for development of new equipment which improve combat effectiveness and efficiency.

c. Materiel Distribution.

(1) The stockage pattern is echeloned to minimize static stock within efficient and effective support limits. Throughput distribution techniques facilitate inventory-in-motion principles which are employed throughout the distribution subsystem.

(2) Depending upon the class of supply and/or item/commodity characteristics logistic elements are established within the distribution support areas to provide the most efficient and effective support. All materiel which has maintenance application is provided through a single channel.

(3) Materiel shipped into and distributed within the theater is based upon specific authorization and consumption criteria. Slow moving items are centrally stored as far to the rear as feasible. Materiel to support initial provisioning is under rigid monitorship

and stockage patterns do not duplicate the engineered requirements.

(4) The logistic operations within the distribution subsystems are standardized insuring effective interface with other systems, standard records/files for each application, simplified operations, and emergency requirements are performed without interruption.

(5) Materiel stored within the theater, other than operating stock, is provided on a timely basis by orderly transition from the wholesale system. When rotation is necessary, the items to be rotated are used in the theater when possible and replaced without interference to theater operations. The equipment held for specific force authorizations and/or contingencies are stored and managed in a similar manner.

(6) Direct exchange techniques are employed for repairable items throughout the theater distribution system. Depending upon item characteristics and intensity of interest, closed loop type controls are used inter/intratheater.

(7) Computation of authorizations/requirements is performed by supporting logistic elements.

Flow of logistic information is channeled to eliminate duplication of effort and permit logistic elements and related command elements to effectively manage materiel distribution.

(8) Materiel planning and coordination is provided relative to receipt, packing, care, utilization and return of containers and cargo, utilizing airlift, and air movement time factors in conjunction with requirements.

d. Materiel Maintenance.

(1) The supporting logistic elements have prescribed maintenance authority, performance and turn around standards. Readiness of supported forces is maintained by timely repair and/or direct exchange of unserviceable items and the logistic elements providing continuous support.

(2) The integration of supply, maintenance and transportation functions facilitate direct exchange/closed loop methods, highly mobile contact team support, and uninterrupted logistic support tailored to commodity/weapon systems and other logistic immediate needs of supported forces.

(3) Diagnostic capabilities are provided the logistic elements which permit accurate and reli-

able fault isolation and determination. Depending upon capabilities of supporting logistic element, the unserviceable item is evacuated to the nearest facility that can perform total repair.

(4) Limiting tactical forces to preventative maintenance, minor emergency replacements, and employing modular/sub-assembly/assembly replacement techniques in logistic elements, the maintenance operation performed outside the field Army area is conducive to production line techniques.

(5) Depending upon item characteristics, maintenance operations are tailored to specific force requirements and performed by logistic elements with, or adjacent to the supported unit.

(6) The logistic elements and supported forces have full responsibility for materiel in their possession to insure that security and preservation standards are maintained.

(7) Policy and procedures/techniques for requirements computation, stockage and distribution are provided to subordinate levels and a central point of contact is established for supported units at each level of support.

Does this mean that TAERS 'analyzes' the PM? - or is this subsystem the command/commander?

(8) Prescribed preventive maintenance is performed by the activity having physical possession of equipment, and analyzed by the maintenance management subsystem.

e. Materiel Disposal.

(1) As a result of changing authorization, requirements, or unpredictable conditions, excess materiel is disposed as directed by logistic management elements. To sustain effective and efficient operation, the computations are performed as far to the rear as feasible and disposition instructions provided automatically.

(2) Within prescribed criteria, excess material is evacuated up through the logistic channel with each logistic element taking full advantage of cross level and utilization techniques.

(3) Retrograde materiel is collected by logistic elements, decontaminated, prepared and assembled for throughput return to final destination.

(4) Battlefield recovery is performed by logistic elements and/or supported forces under criteria established by theater and field Army commanders.

(5) Prior to final disposal or evacuation from the theater, materiel is fully utilized within management criteria or as prescribed by Hq, DA/DOD.

f. Materiel Management.

(1) Coordination between Hq, DA, National activities, and Hq, Theater Army provides basic materiel authorization and management policy. Based upon such policy, Hq, Theater Army establishes theater management criteria, standards, and control.

(2) The span of management control is established to provide the most effective and efficient logistic support. Depending upon item/commodity characteristics and management item interest, management by exception is performed in all logistic elements.

(3) Supply, maintenance and transportation information is provided by all logistic elements to facilitate the needs of the materiel subsystem management and the control of a specific item(s) if necessary.

(4) The materiel management elements operate in close relationship with the command elements insuring that tactical and logistical information influence the acquisition, distribution and maintenance requirements in providing the most efficient and effective logistical support.

(5) Logistic elements insure that the logistic information for equipment in hands of supported forces is accurate and meets the required criteria for management.

(6) Management functions related to forces other than Army are performed by the TMMC.

(7) Interface between the TMMC and National activities provides the necessary information for theater Army financial management and program management related to other than Army forces.

(8) Authorization and item controls are provided to logistic elements by the supporting or higher elements.

(9) Information and control data is provided through the Army catalog processes which are tailored to authorizations, specific elements of information needed by the user for authorized items and in a format that meets his needs.

4-8. DESCRIPTION.

a. Maintenance Operations.

(1) The new concepts have as a prime objective the limiting of piece-part repair at the lower levels of maintenance Army-wide. A complete reassessment of the current maintenance system concepts and the reallocation of maintenance resources is required to reorient maintenance support. The concepts allow sufficient flexibility to fit the maintenance structure to the commodity/weapon system under consideration, and

accommodate all types of support, and are not restrictive to preclude alternatives in support of a specific item. They also embrace the reorientation of repair functions to that level considered best qualified, responsive, and cost effective to perform the work required. Currently, efforts are being expended to revise the Maintenance Allocation Charts (MAC), Technical Manuals (TMs) and Repair Parts and Special Tool Lists (RPSTLs). When completed, these revisions will reflect the revised maintenance concept.

(2) User maintenance is predominately limited to prescribed preventive maintenance actions and utilization of services provided by highly mobile contact teams. Preventive maintenance services include cleaning, performing authorized minor adjustments, and replacement of selected modules, components, and assemblies. Direct support maintenance activities repair end items and designated modules, assemblies, and components that do not require sophisticated tools and test equipment. Items selected for repair will generally have a high degree of reliability once repaired. The decision to repair or evacuate an item is based on "time-to-repair" versus "replacement-delivery-time." The distance factor involved

in such a decision is treated in terms of time by the materiel control element at each echelon making the repair or exchange decision. General support maintenance controls the closed loop repair and return of items to supply channels or direct support activities; collect and classify materiel; evacuate repairables to designated activities; operate a cannibalization point; and evacuate disposable materiel.

(3) The techniques of Direct Exchange (DX) and Operational Readiness Float (ORF) are used to the maximum degree. These techniques of support are applied in conjunction with intensive management of all selected materiel to assure visibility and control of serviceable and unserviceable assets. Materiel readiness is predominately a function of supply availability rather than maintenance effort.

(4) There is a maintenance control element at each major echelon. These elements control the flow of: (1) reparables through organic maintenance shops (2) the evacuation of reparables (3) salvage and/or cannibalization of materiel. This control closes the cycle of inventory-in-motion for repairable materiel and increases the effectiveness of closed loop support (CLS) to reduce materiel required in the backup pipeline.

b. Supply Operations.

(1) Revising maintenance concepts and techniques to essentially preventative maintenance at the using unit and modular exchange at the direct support level, permits the general support elements to concurrently reduce the type and scope of repair in the forward areas and move the more extensive work to the rear, permitting better utilization of scarce skills and equipment. This allows a quantum reduction in the number of repair part line items required in stock forward of CONUS and better control by concentrating the major requirements in rear areas. Other items of materiel are continuously screened as to their criticality and essentiality to support of, and accomplishment of, the Army force mission. The number and types of items can be significantly reduced by this sort of screening in conjunction with prediction methods. As a result of this reduction in numbers of items and phasing back of tasks, efficient and effective management control is given to the materiel remaining on the authorized/required list.

(2) A major conceptual change in the flow of supply support is made as a direct result of merging maintenance and supply functions into a materiel subsystem and interface with the transportation subsystem.

This effectively divides supply into two channels: (1) Modules, components assemblies, end items, and repair parts are handled through maintenance channels (2) all other supplies flow thrcugh the general supply channel. The concept is designed around rapid movement of materiel supported by a revised methodology for predicting requirements. Tactical and logistics intelligence and professional talent are combined at each echelon to analyze anticipated tactical situations and predict related logistical requirements. These requirements are in turn related to order-ship time from the designated supporting supply source. Inventory-in-motion techniques are used throughout the system to reduce stockage levels and span of stocks at each echelon to a minimum. Throughput distribution or direct delivery from vendor to point of use are normal methods of operation, especially for bulky or intensively managed materiel.

(3) Service support becomes the responsibility of logistic support elements at each echelon throughout the system using functionally oriented control centers at each major echelon. From CONUS to user level, operations are managed horizontally and controlled vertically with an interweaving of control at every echelon. Logistics

elements are structured along weapons systems/commodity grouping and functional lines to provide specific services in support of the combat mission.

c. Transportation Interface.

(1) The transportation concept calls for increased utilization of ALOC and rapid surface modes. Essential transportation functions are integrated with the materiel subsystem at key points. The overall objective is a transportation subsystem which integrates, coordinates, schedules and controls movements by air and surface modes as a single entity dedicated to efficient and effective support to the combat force.

(2) Full exploitation of the developing capabilities of inter-theater ALOC and containerships, in conjunction with intra-theater air and surface capability, is essential to attaining this objective. This is the critical ingredient in achieving a service support system which emphasizes asset visibility, inventory in motion, and allows selectivity in applying resources promptly and directly to the needs of the supported force at the time and place and precise quantities required. Throughout the system the transportation subsystem provides that the supporting echelon exploits throughput

distribution and delivers to the supported echelon or force rather than having the forward element come back to make pickup. Certain selected items and supplies are routinely transported by airlift in forward and retrograde movements. Thus, the logistic system and subsystems which are involved are designed and tailored around these movement factors.

d. Principle Items.

(1) Records of principle items and other essential management data is developed and retained at the required levels. The data is available "on call" as needed by management to control authorizations and redistribution. Only minimum essential data is retained and consolidation/analysis is performed as far to the rear as possible. Data is not requested from lower levels when information can be assembled from records at the needed or higher levels. Accordingly, essential supply, maintenance, and transportation records are integrated at all levels, for continuous use by management.

e. Requirements Determination.

(1) Tactical intelligence and logistic talents are combined at each echelon to "predict" future

operational and environmental situations so that future requirements are related to the order-ship time from the supporting supply source. These predicted requirements are used by materiel managers by applying "wear out," test results, and trend analyses of demand and consumption data recorded under similar conditions. This methodology essentially eliminates the use of fixed requisitioning objective, tied to specific levels and quantities. All predictions are reviewed continually until time of issue with changes made as required. Materiel not required at the requested due date is diverted or frustrated by control points and held by rear logistic elements rather than shipped to the original destination.

(2) Changes in maintenance concepts provide a capability to predetermine items which can be authorized for consumption and adequate to sustain operations. These are stocked and resupplied as follows:

(a) Upon establishment of the selected list of consumable items, part of these are routinely stocked within the theater based upon stockage policies. Generally, the items routinely provided the theater consist of fast moving items authorized for use within a relatively short time. The residue is stocked at the CONUS

Theater Oriented Depot Complex (TODC) for rapid/direct delivery to the requestor when and as required.

(b) At the theater logistic element, there is a stock of items routinely required and authorized at and forward of that level.

f. Logistics Support Elements.

Are other sub-parts missing?

(1) Logistic support elements are designed to support continuous operations and promote a uniform work flow and response. Maintenance and supply elements are weapons systems/commodity oriented with integrated functions. The building block principle governs element structuring so that support units are tailored to the supported force. The critical points considered are the mission, materiel characteristics, support priority, and the price of failure to provide effective support.

g. ADPE Application.

(1) The rapid response required from the support system dictates reliance on ADPE, controlled and supplemented by professional logistics expertise, at all control centers and decision points. However, the reduction in line items handled, removal of complex operations to the rear, simplifications of individual tasks,

requisitioning techniques and similar changes in concepts allow a reduction in overall workload and program sophistication, within the field Army. The determination of whether the ADPE is devoted exclusively to logistics or is multi-functional should be made on the basis of adequate support to the mission in a multiplicity of operational environments.

(2) The design of the logistic ADP applications is modular to permit uninterrupted operations when confronted with rapid changes of political and/or operational environment. The key is that the essential logistic function processes to support combat forces under hostile conditions will always be operational and used as the "main stream" for processing. All unique environmental influences are developed as separate standard modules that can be "plugged in or out" without interruption. Included in the system design is the emergency operation requirements which permit uninterrupted support in event of ADPE failure or the capability of the logistic element is interrupted.

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CHAPTER 5

TRANSPORTATION SUBSYSTEM

5-1. GENERAL.

a. Support. The transportation subsystem envisioned in the ROLS 75+ concept can best be described as the circulatory system through which flows logistic support. The mobility provided at the forward echelons of the logistic system is equal to the mobility of the supported force. The system is designed to emphasize the need for the integration of supply, maintenance and transportation and becomes the basis for accomplishing inventory in motion and ultimately accomplishing non-stop logistical support from the theater and CONUS base to user. Timely movement requirements developed by the materiel and other subsystems provide accurate data for the forecasting of movement requirements. As a result of accurate forecasting, transportation assets are pre-allocated, scheduled and dispatched throughout the service support system. This coupled with positive control insures responsiveness to the supported force's requirements.

b. Mobility. The keystone of the total logistic support system is mobility. To achieve the desired

degree of mobility and maintain an economically efficient transportation subsystem, centralized control is required. Transportation assets are controlled by a single movement control manager who operates in close coordination with the materiel managers and interfaces with movement managers of senior and subordinate echelons. The movement manager, operating within the senior logistical command staff, exercises committal authority over the mode operators of their respective commands. Their control extends to the planning and acquisition of transport from the other services as well as movement management of all Army owned transportation assets, (Highway, Rail, Water, and Air) within their respective area of operation. Additionally, the highway regulation agency working for or with the movement manager controls all highway movements within its assigned area of responsibility to insure the uninterrupted flow of highway traffic. Each echelon of the distribution system is provided with sufficient transportation support to accomplish its respective mission. Additional transportation to meet surge requirements may be obtained from the next higher echelon, through the movements manager.

5-2. CONUS LEVEL.

a. Commercial Transport. The CONUS portion of the transportation subsystem will not change significantly during the ROLS 75+ time frame. The system continues to depend almost exclusively on commercial transport for intra-CONUS movements.

b. Air and Sea Transport. Movements overseas are accomplished via the DOD single managers for air transport (MAC) and sea transport (MSTS). The introduction of the C-5A as a logistical transporter provides added air transport capability for rapid response.

c. Containerization. The increased use of containerization aids and supports the through-put theory for forward and retrograde movement of supplies and reparables respectively. These two capabilities coupled with rapid communication system provide positive control and greater responsiveness resulting from the minimization of node delays.

5-3. THEATER LEVEL.

a. Transportation Services. The transportation units in the theater are tailored organizations commanded by the senior theater transportation headquarters. The theater transportation commander establishes a technical channel from DA through each level of the transportation

subsystem. The theater portion of the transportation subsystem is organized with the optimum mode mix to support the requirements of the particular theater within which it operates. Theater transportation is responsible for surface terminal, port clearance and mode transfer point operations, as well as commanding and controlling all transportation intersectional services.

b. Movements Manager. The movements manager, operating as an entity of the senior logistical headquarters of the theater provides the theater movements control functions. From the data received from the materiel managers, the movements manager forecasts requirements, schedules and dispatches capability and monitors the transportation system for the theater logistical commander. The movements manager provides the interface required with CONUS and the subordinate transport managers and provides assistance to subordinate managers to satisfy surge requirements.

c. Highway Regulations. The theater highway regulation element operates either as a separate entity of the theater headquarters, or performs its function from the office of the theater movements manager. The highway regulating element insures the uninterrupted flow of

traffic over the highways servicing the theater Army area.

5-4. FIELD ARMY LEVEL.

a. Transportation Services. The transportation services operating at the field Army level are organized similar to the theater level transportation service organizations. Under the command and control of a single command structure, the transportation services of the field Army bridge the gap between the theater and the combat divisions. Tailored to meet the requirements of the unit/organizations they support, the transportation elements remain under the command and control of the field Army transportation headquarters.

b. Movements Manager. The field Army movements operates within the senior logistical command headquarters of the field Army. The movements manager exercises committal authority over all field Army transportation assets and provides the interface required with the theater and divisional movements managers. The field Army transportation is charged with the responsibility of providing back-up support to the combat divisions to satisfy surge requirements.

c. Highway Regulations. Highway regulation within the field Army is accomplished either by a separate

element of the field Army headquarters or is consolidated within the office of the movements manager. The highway regulation element is responsible for the planning, coordination, and priority assignment for movements over the highway network servicing the field Army area.

5-5. DIVISION LEVEL. The transportation services for logistic support in the divisions is normally provided by organic transportation elements. The commitment of the division transportation capability is the responsibility of the division movements manager. Divisional assets are allocated on the basis of established command priorities. When transportation requirements exceed organic capability, the division movements manager requests assistance from the movements manager at field Army.

CHAPTER 6

ENGINEER SUBSYSTEM

6-1. GENERAL. The changes in the logistics system established by the ROLS 75+ concept have little or no impact on the manner in which engineer support is provided to Army forces. However, the method of operation of logistical activities have a considerable impact on the type of engineer support required, and may require restructuring engineer organizations in order to meet the demands generated by combat service support activities. Generally speaking, the requirement for vertical construction throughout the theater is minimized, and when possible, is satisfied through the use of knock-down, relocatable, modular structures. The increased reliance on transportation, both air and surface, increases the construction requirement for and maintenance standards of roads, airfields, and related facilities.

6-2. CONUS.

a. Technical Channel. An Army-wide technical channel is established from the Chief of Engineers to all engineer units and activities.

b. Construction Support. Engineer construction support in CONUS continues to be provided by the Engineer Districts and Divisions operating under the direction of the Director of Military Construction, Office of the Chief of Engineers.

c. Facilities Management. To provide maximum support within funding limitations, management of facilities engineering activities are consolidated. Designated key CONUS Army installations and activities provide centralized direction and control to engineer support activities located at a number of satellite installations. The Integrated Facilities Management Information System (IFMIS) provides the facility engineering manager the data necessary to program installation support.

6-3. THEATER ARMY.

a. Engineer construction and topographic support to the theater army is provided by an Engineer Command established at theater army level. Construction is accomplished throughout the communication zone in general support of the mission commands, the Theater Army Area Command and other Army, Air Force elements within the theater. To assist in the accomplishment of its mission,

the Engineer Command has a control center to accomplish facility maintenance and construction planning for the theater. This includes allocating effort, assigning projects, inspecting construction for quality, allocating critical materiel, developing materiel predictions, and placing predicted requirements on the theater materiel management center. The Theater Army Engineer, as the senior engineer within the theater, provides the principle link in the technical channel from user to the Chief of Engineers.

b. Changes in Logistical Support. The following changes in logistical support concepts impact on the type of engineer support required in the communication zone.

(1) The increased utilization of fixed wing aircraft for both inter and intra-theater shipments increases the demand for airfield construction, maintenance and upgrade.

(2) The necessity for preventing air terminal congestion requires the provision of off-field staging areas.

(3) The shortened medical evacuation policy reduces the requirement for hospital construction.

(4) The evacuation of POWs from the theater reduces the requirement for PW compounds.

(5) The general realignment of maintenance repair functions to the rear creates additional requirements for shop facilities in the communications zone.

(6) The reduction of "in place" supply stocks and dependence on inventory-in-motion reduces the requirement for storage facilities.

6-4. FIELD ARMY.

a. Control. Engineer combat, construction, and topographic support to the Field Army is controlled by an engineer headquarters established at Field Army level. The elimination of the Corps necessitates the Field Army engineers assuming the combat support missions previously accomplished by the Corps engineers. Divisional requirements for combat engineer support beyond the capability of divisional engineer units are submitted to the field army engineer headquarters for determination of priority and assignment of engineer resources. An engineer control center is established within the field army engineer organization to provide centralized direction and control of engineer resources. This control center is similar in organization and mission to that established within the Engineer Command at Theater Army level.

b. FASCOM Support. Construction support to the FASCOM accounts for only a small segment of the total engineer effort in the field army area. However, this support is critical to the success of combat operations. The field army engineer organization is structured to provide adequate and responsive support to combat service support activities. The following changes in logistical support concepts impact on the type and amount of engineer support required by the FASCOM.

(1) The increased utilization of aircraft, both fixed and rotary wing, for intra-theater movement increases the requirement for airfield and heliport construction and maintenance.

(2) The shortened medical evacuation policy, coupled with the increased reliance on air, reduces the requirement for hospital construction and increases the requirement for heliport construction.

(3) The increased organic mobility of supply units, reduced stock levels, and the utilization of shipping containers for storage, reduces the requirement for vertical construction and increases the requirement for hardstands.

(4) The increased capability of materiel managers to direct lateral supply shipments within the field army, and to divert incoming shipments to meet urgent requirements, requires an extensive road network with an extremely high standard of maintenance.

6-5. DIVISION. The ROLS 75+ concept does not change the mission, structure, or method of operation of the divisional engineer battalion. Requests for engineer support beyond the capability of the division engineers are submitted to the field army engineer for determination of priority and assignment of engineer resources.

CHAPTER 7

MEDICAL SERVICES SUBSYSTEM

reduced policy?

7-1. GENERAL.

a. Evacuation. The medical services subsystem is based on a significantly reduced evacuation policy with air evacuation as the primary means of movement. Patients are rapidly evacuated from forward areas and the theater using the aeromedical evacuation system. The primary objective of this concept is to reduce the patient population in the theater while retaining a high level of professional medical support.

b. Service. The field medical service organization in the theater generally parallels that of TASTA-70 with the exception of the added aeromedical evacuation capability of the forward medical elements. The levels of medical service extend from the maneuver battalions in a vertically integrated and continuous system to the zone of interior. These levels of medical service are organized as unit, division, field Army, communications zone, and CONUS.

7-2. CONUS LEVEL. The current medical services subsystem at the CONUS level remains unchanged, however, the evacuation policy proposed in this concept significantly increases bed requirements. Medical treatment facilities in CONUS to include transient facilities at ports of debarkation require re-evaluation and adjustment to meet the requirements of the reduced evacuation policy.

7-3. THEATER ARMY LEVEL.

a. Concept of Operations. The Medical Command, Theater Army, provides area medical service throughout the theater support area and exercises technical supervision over all medical elements in the theater. The Medical Command concept of operations remains unchanged except for the evacuation policy. Patients who cannot be returned to duty in 30 days are evacuated to CONUS. In those cases where air transportation is inadvisable, surface transportation is utilized.

b. Unit Type and Size. The number, size, and type units included in the medical command organization are based upon the size and location of the supported forces, the type operations involved, the theater evacuation policy, and other considerations.

7-4. FIELD ARMY LEVEL.

a. Movement of Patients. The Field Army Medical Brigade and its assigned units provide medical and medical supply support within the field Army areas. In addition to the organic medical air ambulance companies, dedicated helicopters are provided throughout the field Army for moving patients from the "user" through the medical treatment system. As patients are received from the forward areas, they are sorted and classified as being suitable for treatment at the facility, requiring further evacuation or fit for return to duty. Those patients who cannot be returned to duty in 10 days are evacuated to the theater Army level of medical service. Movement of these patients is normally accomplished by aeromedical evacuation.

b. Unit Type and Size. The number, size, and type units included in the medical command organization are based upon the size and location of the supported forces, the type operations involved, the theater evacuation policy, and other considerations.

7-5. DIVISION LEVEL. The basic concept of operations remains unchanged. Professional medical personnel in the division area determine whether patients are to be

treated and returned to duty, evacuated to the combat support hospital, or evacuated to the Field Army Evacuation Hospital. Organic air ambulances are used to evacuate patients in the division area and to the combat support hospital. Movement of patients to evacuation hospitals will be accomplished by medical aircraft of the Field Army Medical Brigade or Medical Group.

CHAPTER 8

COMMUNICATIONS AND ADP SERVICES

8-1. GENERAL. Communications and ADP concepts are grouped in this chapter to emphasize their interrelationship and significance with respect to the standard logistic system of the 1975 and beyond time frame. Communications and ADPE requirements are documented in a timely manner as system requirements are developed or as current systems are updated. Backup or reserve capability is included to insure support under changing envirionmental conditions.

8-2. COMMUNICATION SERVICES.

a. General.

(1) The communications services concept for ROLS 75+ consists of a multi-means, multi-axis network extending from CONUS through Theater Army/Field Army and interfacing with communications systems of the combat zone.

(2) Logistical units require internal communications provided by an organically assigned signal element. External/long lines communications systems are provided by command communications or area communications system.

(3) Alternate communications means (messenger, handcarried tapes, etc.) are provided in the event of extremely heavy traffic requirements or primary communications means ~~failure~~ failure of.

(4) Communications requirements that can not be met by routinely available communications are satisfied by an emergency plan, which provides "on call" circuits. The senior logistician and senior signal officer determines when to utilize the "on call" circuits.

b. CONUS.

(1) No change is anticipated within CONUS for logistical communications service other than "on call" circuits.

(2) Two "on call" circuits would be required for logistical use. The first would be from theater TMMC to the CONUS Logistic Control Point, and the second would be for Medical Service Support as required.

c. Theater Army.

(1) The general concept of theater Army communications services is established in paragraph 8-2a.

(2) The theater Army TMMC and each major subordinate logistical element have suitably organized organic signal units to provide telephone communications,

communications center, and messenger capability. Each theater logistical element is provided communications service to the TMMC by organic signal units at theater Army headquarters.

(3) The organic theater Army signal unit is required to provide "on call" circuits from the theater Army TMMC to each DISCOM and each field Army logistical element as specified in paragraph 8-2a.

d. Field Army.

(1) The general concept will be similar to that of theater Army.

(2) Each logistical element requires a suitably organized, organic signal unit to provide telephone communications, communications center, and messenger service capability. The field Army signal unit provides communications services between field Army support command and subordinate logistical elements.

(3) The field Army signal unit provides "on call" circuits from the field Army logistical element to each DISCOM as specified in paragraph 8-2a.

e. Division.

(1) The DISCOM internal and external logistical communication service requirements are established by the DISCOM.

(2) DISCOM Commander is authorized to implement emergency communications procedures to field Army logistical elements or theater Army TMMC when routine communications means fail to satisfy the requirements.

8-3. ADP SERVICES.

a. The ADP services for ROLS 75+ are provided by general purpose type computers (multi-purpose type).

b. Building block designs are used for computers and high capacity record storage devices, buffer units, and input/output devices. Remote input/output devices are incorporated as required.

c. Records are maintained on high capacity storage devices thus facilitating the transfer of information between computers. Use of ADP cards will be limited to initial input when possible.

d. A simplified, manual system capable of rapid implementation is available to complement the ADP system. The manual system is utilized in the event of equipment damage/destruction, or power failure.

e. To maximize ADP services logistical activities have a dedicated computer or are authorized a suitable amount of time on a command, common use computer.

f. Computers and all ancillary equipment are mobile (vans or trucks) and use multi-pair, quick connect-disconnect coupling for power and communications requirements.

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CHAPTER 9

MANAGEMENT SERVICES

9-1. GENERAL.

a. Concept. ROLS 75+ concept of management services includes Army-wide application of concepts designed for horizontal and vertical integration of management flow patterns; management by exception; integrated management and control of resources; central control of technical operations; and intensive management of critical selected items.

b. Integration. Horizontal integration of management flow patterns is accomplished at each echelon or command level through logistics operational management reports and the use of selected indicators and data tailored to satisfy requirements of operating logistics systems. Vertical control is achieved through downward technical supervision, guidance, policy direction and upward flow of management information. Management by exception concentrates command and managerial efforts on those critical or out of phase aspects of the logistics operating system.

c. Control of Resources. Integrated management and control of resources provide required support through a

responsive and simplified operating system. Management receives accurate and timely information for planning, evaluation, control and execution of mission objectives in logistics systems and subsystems.

d. Control of Technical Operations. Central control of technical operations is obtained through vertical flow of management information with varying degrees of aggregation of management data utilizing field and national level data banks. Centralization of technical operations decreases the decision reaction time necessary to keep pace with fluid combat situations. A management data flow system provides timely, accurate and relevant information for input to logistic data bank(s). Output is used as a basis for decision making by varying levels of management.

e. Intensive Management. Intensive management of critical selected items is accomplished through ADPE techniques coupled with experience factors to obtain managerial objectives of reduced inventory levels. This intensive management improves cost effectiveness, reduces procurement costs and controls on-hand resources.

f. Integrated Management. Integrated management and control of resources is centrally exercised at the various echelons of the system through management control

centers professionally staffed and using improved ADPE techniques. These centers are tied together by centrally prepared standard ADP programs which key either machine or manual actions within or between echelons or vertical subsystems; e.g., the interrelated actions between supply, maintenance, and transportation. Increased capability of the control centers and communications commensurate with system requirements permit efficient and effective use of resources on line item basis.

9-2. CONUS.

a. CONUS Implementation. CONUS implementation of the general concepts of management services utilizes the Logistics Management Information System (LOGMIS). This system provides for establishment of a completely integrated logistics management system utilizing predetermined management information data elements for each function at each echelon of the Army logistics system.

b. DA Level. On the Department of the Army level, increased management use is made of national data banks containing data received from the Army-wide logistics system. Positive application is made of vertical control techniques of management information services emphasizing the flow to and from theater Army and within

CONUS. Continued use is made of the Integrated Facilities Management Information System (IFMIS), a system for total management of real property. Three additional guidance and reporting or vertical management subsystems used are the Supply, Maintenance and Materiel Readiness Management Information System (LOGMIS Phase I); the Integrated Transportation Management Information System (ITMIS); and the Support Services Management Information System (SSMIS).

c. CONUS Wholesale Level. CONUS wholesale level management services permit intensive management of inventory levels in support of all facets of the logistics system. Integrated management of logistics resources through CONUS management control centers utilizing selected management data obtained by reporting systems or vertical management information subsystems gives logistics managers and commanders positive control for support of CONUS and theater logistical operating requirements.

d. CONUS Retail Level. CONUS retail level management services, insofar as possible, are provided in the same manner as an overseas theater. CONUS field level data banks, supplied by the LOGMIS subsystem, provides logistic managers and commanders the information required

to exercise positive control of the CONUS retail logistics system.

9-3. THEATER ARMY.

a. Services. Management services at the theater Army level incorporate the concepts and procedures of the LOGMIS system including LOGMIS Phase I, ITMIS, SSMIS, IFMIS subsystems. Rationale is based upon the need for uniform logistical management systems (and subsystems) on an Army-wide basis. This concept provides a standardized means of facilitating the flow of management data and control which, in turn, facilitates the development of a completely integrated Army-wide logistics system.

b. Required Data. Management data required for decision making is obtained from field level data banks. Emphasis is focused toward command use of integrated management centers whose functions are assimilated within the command structure itself. The direction of the informational data flow is both vertical and horizontal within the command and control structure.

9-4. FIELD ARMY. Minimum change is visualized in the concepts for a management services system in the field Army from those applicable to higher command echelons. The Materiel Management Center (MMC) and Movements

Control Center (MCC) established at the FASCOM headquarters level are discussed in preceding chapters.

9-5. DIVISION.

a. General. This level of command represents the origin of the upward flow of data in the vertical control part of the management services concept. Conversely, it is the final recipient of the downward movement of management data, guidance and policy from higher command echelons.

b. Requirements. Planning and execution of combat operations are closely integrated with those of combat services support and provide the trigger for responsive actions by the logistic support system. Actions and requirements are forecasted to assure that tactical support requirements can be met. The basic determination as to what is required comes from development and interpretation of the situation by the tactical commanders and staffs employing tactical and logistics plans and intelligence. This information is passed to the service support management or control centers where requirements are then determined for current and future operations. All logistics actions are keyed to the tactical forces actions. Requirements are passed rearward to the supporting echelon in the logistic system charged with providing the specific item(s) or service support.

CHAPTER 10

PERSONNEL AND TRAINING

10-1. GENERAL. The ROLS 75+ concept provides the basis for operating the Army logistic system in the future. The success of this concept ultimately depends upon the qualifications of the personnel at each level of the logistic system. The Army will execute its logistic support of the future within the dictated constraints of personnel ceilings and reduced funding. To provide effective logistics support to the combat elements within these constraints requires an austere workforce tailored to maximum productivity at the most economical cost. While the basic commodity of the logistic workforce (people) has not changed, certain aspects of their acquisition, organization, training and utilization receive modified and renewed emphasis to insure the attainment of the desired Army logistic support.

10-2. PERSONNEL. The paramount consideration for personnel acquisition, organization and utilization is economy of force. Duplication of effort is minimized with emphasis placed on the utilization of CONUS based

combat service support units in their mission role when assigned to CONUS installations. Trained reserve organizations provide contingency backup. The evolution of an all volunteer force changes training and utilization patterns. Job descriptions for the individual are made more definitive through the use of Additional Skill Identifiers (ASIs), Special Qualification Identifiers (SQIs) and refinement of Military Occupational Speciality Codes (MOSC). A definitized job description is provided for all personnel using visible career patterns. The civilian workforce is organized to complement the military force in its mission accomplishment.

10-3. TRAINING. A structured approach to training gives the recruit minimum training for job accomplishment and follow-on schooling at prescribed intervals for advanced and specialized training. Training is geared to the careerist, not the "one enlistment" man and is directed toward a specific commodity/weapon system with emphasis on integrated functional training. Functionally oriented logistic management training is stressed through individual participation in logistic career development programs and attendance of selected officers at a logistic oriented CGSC. Individual training emphasizes a

commodity or weapons system specialization with formal schooling minimizing the OJT method of instruction. All POIs and lesson plans are coordinated with the proponent school for the system or material presented. Standardization and quality of instruction is stressed. Recruitment of civilian personnel is based on civil schooling in technical fields.

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CHAPTER 11

MISCELLANEOUS

11-1. GENERAL. All services required for the maintenance of forces in the field are considered in the ROLS 75+ concept. Personal services such as bath, laundry, food service, clothing and exchange sales, as well as non-personal services such as oversea procurement, salvage and property disposal operations are realigned and tailored to satisfy the requirements of the supported force. Limited requirements exist for certain field services in a peacetime environment and consequently practical application and training of these type units tends to deteriorate. The force planning structure includes field service type units and assigns them deployment priority and peacetime stationing status. Service units provide area support and are assigned on the basis of troop density. The food service is updated Army-wide as new improved techniques are developed. Exchange type items, (comfort and health) are provided through the materiel subsystem for initial troop support. Follow-on support is provided by the Army/Air Force exchange as it becomes operational.

11-2. CONUS. Service functions performed in CONUS parallel oversea service functions and provide a training base for field service units. Certain functions, such as laundry and bath, are exercised only during major field training exercises. The primary objective of major Army commands and DA staff in the field service area is to assure that individual and unit training is sufficient to support the overseas theaters in peace and wartime environments. Force structure planning and training includes reserve service units.

11-3. THEATER ARMY. ROLS 75+ concept provides for the assignment of field service type units in the theater Army area. All functions are actively exercised in peacetime to insure that service support is available for contingency operations. Command and control is exercised through the materiel subsystem.

11-4. FIELD ARMY. Field service units are included in the combat service support force structure of the FASCOM. The organic divisional field service capability eliminates the requirement for general support field service units in the field Army.

Not true

suggest: "Individual and unit training must be sufficient - -."

11-5. DIVISION. The organic field service support capability of divisions and separate brigades is improved substantially and promotes the self-sufficiency of these major tactical units. This increase in organic field services eliminates the requirement for general support field service units. Organic service support and field Army (DS) elements provide materiel services and support on a troop density basis. Divisional backup service support is provided by the field Army field service elements as required.

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CHAPTER 12

IMPLEMENTATION

12-1. DESIGN AND OPERATION.

a. AR 11-8 assigns overall responsibility for the design and operation of the Army Logistic System to the Deputy Chief of Staff for Logistics. It also provides for development of detailed plans by:

(1) CDC for the Army-in-the-field segment.

(2) AMC for the wholesale segment.

(3) CONARC for the CONUS installation segment.

(4) DCSLOG for applications which overlap segments of the Army logistics system.

b. The ROLS 75+ document outlines the DCSLOG concept of the future logistics system. It provides guidance for the development of details necessary to achieve a ROLS 75+ system. The following are specific subject areas requiring the development of detailed plans or information. The agency having primary interest is so indicated.

(1) USAMC

(a) Theater Oriented Depot Complex (TODC).

(b) Wholesale Logistic Information Data Bank.

(c) Reserve and Project Stock.

(d) Guaranteed Support (TODC).

(e) Overall wholesale logistic segment.

(f) Coordination of systems development with DA.

(2) CDC through ACSFOR.

(a) CONUS Combat Service Support Organization Structure (TOE/TDA).

(b) Army-in-the-Field Structure.

(c) Development and test of new doctrine pertaining to ROLS 75+ concept.

(3) CONARC.

(a) CONUS Installation Organization.

(b) CONUS LIDB (Retail MMC Function).

(c) Training (Service Schools).

(d) Retail Logistic System.

(e) Retail/Wholesale Interface.

(4) AVCofS. Control and coordination of systems development pertaining to ROLS 75+ concept.

(5) The Surgeon General.

(a) CONUS portion of support for theater evacuation plan.

(b) Medical support structure.

(6) DCSPER. Personnel and administrative portion of logistic system.

(7) DCSOPS. Operational environment for 1975 and beyond time frame to be used by DA staff and major commands for further development of detailed plans.

(8) DCSLOG.

(a) Monitor logistic system development.

(b) Develop and dispatch specific tasks for DA staff and major commands for development of detailed plans.

(9) COE. Develop proposed organizational structure for field and CONUS support to assist ACSFOR and the DCSLOG.