

HEADQUARTERS, DEPARTMENT OF THE ARMY
WASHINGTON, D.C.

4

REDISTRIBUTION

O_F

BASOPS/
UNIT

STRUCTURE WITHIN

TDA

ROBUST

15 DECEMBER 1988

VOLUME I

FINAL REPORT

VOLUME I
THE TABLE OF DISTRIBUTION AND ALLOWANCE (TDA) TODAY



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, D.C. 20310-0200



DACS-TDA

16 December 1988

MEMORANDUM THRU: VICE CHIEF OF STAFF, ARMY

FOR: CHIEF OF STAFF, ARMY

SUBJECT: Comprehensive Review of Active Component and Reserve Component Table of Distribution and Allowances (TDA)

1. In May 1988, you tasked me to conduct a comprehensive review of Active Component and Reserve Component Table of Distribution and Allowances (TDA) to assure they are properly configured and resourced to support the warfighting Commanders-in-Chief and accomplish critical mobilization missions; and report to you and the Secretary of the Army no later than 15 November 1988.
2. Subsequent to the results of my briefing to you on 10 November 1988, I am pleased to submit herewith, in four volumes, the results of that review. You will note that this high intensity effort has resulted in 57 proposals designed to improve, either directly or indirectly, the mobilization and warfighting posture of the TDA Army as an integral part of the Total Army. A vital by-product of the realization of these proposals is a simplified and more efficient organizational and management scheme.
3. These are not fully developed staff actions. Most will require additional study and analysis prior to implementation. All have been coordinated with, and developed with the cooperation of responsible MACOM and proponent to the extent allowed by time.
4. With the delivery of this final report, Task Force ROBUST completes its mission and terminates activities. I wish to express my appreciation to the Departmental Staff, Proponent Agencies and MACOM Commanders for their openhanded cooperation. It has been an honor and a privilege for all of us on the ROBUST Task Force to have participated in this important and crucial review.

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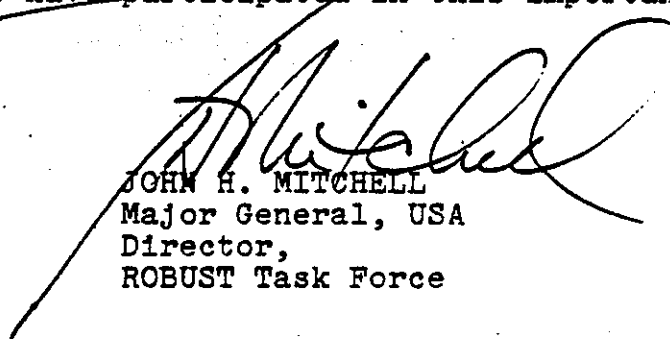

JOHN H. MITCHELL
Major General, USA
Director,
ROBUST Task Force

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VOLUME I
THE TABLE OF DISTRIBUTION AND ALLOWANCE (TDA) TODAY

EXECUTIVE SUMMARY

BACKGROUND

In March 1988, the Chief of Staff of the Army, General Carl E. Vuono, directed the formation of a Headquarters, Department of the Army Special Task Force to conduct a comprehensive review of the Army's Table of Distribution and Allowance (TDA) organizations. The mission from the Chief of Staff to the Director of the Special Task Force was to:

Conduct a comprehensive and thorough review of all Active Component and Reserve Component TDA organizations and recommend changes that will ensure that the TDA structure of the Army is properly configured and resourced to support the war fighting commanders-in-chief and accomplish critical mobilization missions.

The goals of ROBUST were:

Describe the TDA as it exists today.

Maximize organizational efficiency.

Develop concepts and principles to assure:

—effective support to war fighting CINC.

—ability to mobilize.

Simplify and clarify the Army's TDA structure.

Identify systemic changes to improve HQDA ability to manage and control.

METHODOLOGY

The Task Force was designated the Redistribution of BASOPS/Unit Structure within TDA (ROBUST) Task Force and was placed under the direction of Major General John H. Mitchell. The study group (enclosure 1) began operations 1 May 1988 in the Military District of Washington.

A Select Committee (SELCOM) was established to provide guidance to the Special Task Force as it developed its observations into issues and proposals for action (enclosure 2).

In general terms, the methodology employed by the Task Force was to collect information, process that information, develop hypothesis based upon the observations, test the hypothesis, and arrive at conclusions.

A "top down" view of the TDA structure of the Army was developed through the Headquarters, Department of the Army Information Management Systems, the Force Accounting System (FAS) and The Army Authorization and Documentation System (TAADS). A baseline authorizations data base was established from the FAS. A

"bottom up" view of the TDA structure was obtained by use of an automated survey, the ROBUST Mission Essential Task List (METL), to gather mission, requirement, and authorization data directly from TDA units. A lateral view of the TDA structure was developed through a second automated survey, the MACOM Resource Update (MRU), which was used to assemble historical authorization data and identify subordinate installations, the commander's statement of his organizations's current support to the Unified commanders, and his vision of the command's mission in the future (2004). Information was also collected through numerous visits, through the receipt and presentation of a variety of briefings, an extensive on-site evaluation by four dedicated four man teams directed by colonels, a modified DELPHI process, and by normal staff research procedures.

All this information was organized in several ways to determine how the TDA structure, the management headquarters and sustainment base structure of the Army, was organized. Units and authorizations were arrayed by MACOM, by location, and by function, to reveal the organizational structure in its several dimensions. The study group evaluated each TDA organization, using qualitative inefficiency criteria, in order to identify occurrences of headquarters layering, redundancy of missions or functions, unnecessary functions, split responsibility of missions or functions, or duplicate functions within the same geographical area. ROBUST received extensive automation support from BDM Corporation for this purpose throughout the study. The results of this analysis, along with research of the conclusions and recommendations of previous studies, the surveys performed by the on-site evaluation team, and input from a variety of very senior, experienced individuals, enabled the study group analysts to identify organizational issues and develop proposals to effect change.

A variety of techniques were used to test the study group's proposals. The issues and proposals were "murdered" internally, within the task force, and externally, by the Army Staff, the affected major commands, and the Army component commanders. This procedure focused on the missions, functions, command and management relationships, and the manpower allocations of the subject organizations. The purpose of these evaluations was to determine if the TDA organizations were properly configured and resourced to support the war fighting CINC and accomplish critical mobilization missions. A relational data base, developed for the Task Forces' use by BDM Corporation, was also used to validate the Study Group's proposals. The issues that survived this process were presented to the SELCOM and/or the Army leadership and were further refined by their reviews.

RESULTS

The Final Report of the ROBUST Task Force contains 57 fully developed observations and proposals (Annex A). Thirty six proposals deal with opportunities for improving efficiency and identify manpower spaces available for redistribution. Of the remaining twenty-one issues, 15 are associated with improving support to the Unified commander-in-chief and six involve improving the capability of the Army to accomplish critical wartime missions. The proposals also can be identified and categorized by the time frame projected for implementation (Annex B). They are enumerated by term and category in Figure E-1.

	OPPORTUNITIES FOR EFFICIENCY	SUPPORT OF THE WAR FIGHTING CINC	ABILITY TO MOBILIZE
NEAR-TERM (FY89-FY91)	15	7	4
MID-TERM (FY92-FY96)	18	7	1
LONG-TERM (FY97-FY04)	3	1	1

Figure E-1. Time Frame for Implementation

During its examination of the TDA structure, the Task Force took a long term outlook, focusing on how the management headquarters and sustainment base organization needed to be configured to best support the Unified combatant commanders and facilitate mobilization. Our focus was on the year 2004. This tact resulted in the discovery of several ways to substantially reinforce the existing support that is provided to the warfighting CINC. In broad terms these concepts cover the entire organizational spectrum from insuring that there is a single, fully developed and adequately resourced Army component command for each Unified command to realigning the responsibilities for military construction of the Engineer Divisions. The Army must clarify and strengthen command relationships. This can be accomplished through definitional improvements, both in our doctrine and in our regulations. While the Task Force identified numerous organizational "disconnects" which were ultimately traced to vague or incomplete definitions, the definitions of command relationships are critical.

The Study Group's examination of the mobilization function suggests that a substantial follow-on effort in this area is required. Serious shortcomings exist in the integration of our mobilization plans, Departmental guidance, and with contingency planning at the MACOM. Much effort is expended in mobilization planning, but the

results are often disappointing. Leaders must become involved in the mobilization planning process.

Our most prominent recommendation deals with leveraging the talent and experience of the leadership within the United States Army Reserve. It was the opinion of the Task Force that, after proper preparation, the intent of the 1968 legislation (Public Law 90168, The Reserve Forces Bill of Rights and Vitalization Act) as manifested in our sister Services, should be adopted without delay. Clearly, Forces Command must assume the lead in this process.

Finally, the results of the Task Force's efforts have to do with the effects flowing from the application of certain management concepts, either in connection with or independent of the conceptual proposals, described in the final report.

As predictable, the effort of the ROBUST Task Force, on balance, serves essentially as the preparation for a more detailed MACOM study. While some of the proposals can be adopted with little work, many will require substantial follow-on effort. Chief among these are the revision of the Army's authorization and documentation process, the resolution of the conundrum of the management of field operating agencies, the development of doctrine to support our installations and base operations, and a concept for managing logistics organizations which support Army component commanders both CONUS and OCONUS.

CONCLUSION

Definitions are the root of understanding. The Army must improve many of the definitions that are associated with its management processes and organizational relationships.

The "TDA" is a large and complex organization, it lacks clarity and is difficult to control. The Army must develop doctrine for the design, operation, and management of the management headquarters and the sustainment base. By developing clear definitions and extending Army doctrine to encompass the management headquarters and sustainment base, we can simplify our organizational structures and clarify organizational relationships.

The "TDA" Army contains the management headquarters of the Army and provides the structure for the sustainment base of the Army. The notion that the TDA Army equates to a "peacetime" Army is not only false, it is a serious misrepresentation of the absolutely essential role that the management headquarters and the sustainment base organizations fill in providing the Army the capability to rapidly go to war.

The current organizational environment provides a combination of circumstances that provide an opportunity for significant improvement in the organization of the management headquarters and the sustainment base of the Army. The ROBUST

proposals provide a means for seizing that opportunity and thereby improve the efficiency and readiness of the total Army for the future.

EXECUTIVE SUMMARY

ENCLOSURE 1 TO EXECUTIVE SUMMARY

**REDISTRIBUTION OF BASOPS/UNIT STRUCTURE
WITHIN TDA (ROBUST) TASK FORCE (TF)
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ORSA	05/06		49	(DALO) LTC BILL GORDON
ORSA	04/05		49	(DAPE) MAJ JOHN HOPKINS
ORSA	04		49	(DPAE) MAJ RON CRAWFORD
ORSA	04		49	(DPAE) MAJ JOHN SIEMER
BUDGET OFFICER	04		45	(ASA-FM) MAJ TOM MOREHOUSE
ORSA	CW3		741A	A(DAPE) CW3 TIMOTHY DAVIS
ORSA	GM14			(DPAE) MS. JEAN WIGHAM
BDM ORSA				MR. JOSEPH SMITH
BDM ORSA				MR. JOSEPH STILWELL
BDM ORSA				MR. DAVE KIRTLAND
TYPIST (S)	GS5		0322	(DETAIL/DAJA) MS DEBBIE THOMAS

METL ANALYSIS DIVISION (ATTACHED/DETAIL 31 MAY - 15 DEC 88)

MANPOWER ANALYST	GM15		0343	(USAMARDA) MR. SAM CRUMPLER
FORCE DEVELOPER	05		54	(ATNC) MAJ BERNARD YANOS
FORCE DEVELOPER	05		50	(ADSW, ARPERCEN) LTC JAMES LATHROP
PERS PGMS OFFICER	04		41	(ASGD) MAJ PHILIP ALLUM
AUTO DATA PROC	04/05		53	(PERSINCOM) MAJ DONALD MacINTOSH
ACTION OFFICER	04/05		-	(DASG) LTC PETER BROADWAY
ACTION OFFICER	04/05		-	(DCSINT) MAJ CHARLIE LUMPKIN
ACTION OFFICER	GS14			(ACE) MR. STAN NICKELS
ACTION OFFICER	GS14			(OCE) MR DON HENRY
PERS MGMT SPEC	GS13/14			(DAPE-CP) MR PAUL LALLY
PROJECT OFFICER	05		54	(ADSW, ARPERCEN) LTC TOBY BRYANT
PROJECT OFFICER	05		50	(OCAR) LTC ED BROCKINTON
BDM ADP				DR. BOB BURGER, ASS'T VP
BDM ORSA				MR. ED SZVETECZ

ENCLOSURE 1 TO EXECUTIVE SUMMARY (CONTINUED)

METL ANALYSIS DIVISION (ATTACHED/DETAIL 31 MAY - 15 DEC 88) (CONT.)

BDM			MR. ANDY REMSON
BDM			MR. DON HARRIS
CLERK/TYPIST	E4	71L	(OCSA TYPING POOL) SP4 GUTIERREZ

TAADS REFINEMENT OFFICE

FORCE DEVELOPER	04/05	50	(DAMO) LTC JOHN REID
OPS PLANS & TRNG	04/05	54	(ADSW, ARPERCEN) CSM ART HIBBERT
MGMT ANALYST	GS14	0343	(USAFDSA) MR. DICK SHORTEN
CLERK/TYPIST	E4	71L	(TAPA) SP4 PAMELA KORZON

DACS-TDA

ON SITE EVALUATION TEAMS (5 JUL - 14 OCT 88)

1. FUNCTIONAL TEAM

<u>POSITION</u>	<u>GRADE</u>	<u>NAME</u>	<u>MACOM</u>
TEAM CHIEF	06	JAVAN M. DE LOACH FT RITCHIE, MD 21719	ISC
PERS PGM	05	WILLIAM FINICAL FT SAM HOUSTON, TX	HSC
MANPOWER ANALYST	GM14	DENNIS RYDER FAIRFAX, VA	USAMARDA
BUDGET	04	DANNY D. HESSER BALTIMORE, MD 21203	USACE

2. CONUS TEAM

TEAM CHIEF	06	ARTHUR T. CAREY FT GILLEM, GA	FORSCOM
PERS PGM	05	RICHARD L. MURPHY FT SILL, OK	TRADOC
MANPOWER ANALYST		ARTHUR SCHATTELES SPRINGFIELD, VA	USAMARDA

EXECUTIVE SUMMARY

ENCLOSURE 1 TO EXECUTIVE SUMMARY (CONTINUED)

BUDGET	04	BRUCE T. TYSON	AMC
		ALEXANDRIA, VA	

ON SITE EVALUATION TEAMS (CONT.) (5 JUL - 14 OCT 88)

3. EUROPE TEAM

TEAM CHIEF	06	HERB MACIA	USAREUR
		AEAGF-ORA APO NY 09403	
PERS PGM	GS13	DAVID A. LANGE	USAREUR
		ODCSOPS	
MANPOWER ANALYST	GS13	PAUL BENSON	USAMARDA
		WOODBIDGE, VA	
BUDGET	GS12	RONALD L. REEVES	USAREUR
		AEAGF-ORA APO NY 09403	

4. FAR EAST/LATAM TEAM

<u>POSITION</u>	<u>GRADE</u>	<u>NAME</u>	<u>MACOM</u>
TEAM CHIEF	06	JOHN McCAMY	TRADOC
		FT BENNING, GA	
PERS PGM	05	JAMES DYER	FORSCOM
		FT McPHERSON, GA	
MANPOWER ANALYST	GS13	GEORGE WALLACE	USARMARDA
		CAMP SPRINGS, MD	
BUDGET	04	WILLIE P. McCOY	WESTCOM
		SCHOFIELD BARRACK, HI	

EXECUTIVE SUMMARY

ENCLOSURE 2 TO EXECUTIVE SUMMARY

SELCOM COMMITTEE

- **VICE CHIEF OF STAFF** GEN Arthur E. Brown Jr.
- **UNDER SECRETARY OF THE ARMY** Mr. Michael P.W. Stone
- **ASSISTANT SECRETARY OF THE ARMY
(MANPOWER AND RESERVE AFFAIRS)** Mr. Delbert L. Spurlock Jr.
Mr. W. D. Clark
- **ASSISTANT SECRETARY OF
THE ARMY (CIVIL WORKS)** Mr. Robert W. Page
Mr. S. Dola
- **ASSISTANT SECRETARY OF THE ARMY
(INSTALLATIONS AND LOGISTICS)** Mr. John Shannon
- **ASSISTANT SECRETARY OF THE ARMY
(RESEARCH, DEVELOPMENT AND
ACQUISITION)** Mr. Keith Charles
- **ASSISTANT SECRETARY OF THE ARMY
(FINANCIAL MANAGEMENT)** Mr. Kenneth Kramer
- **GENERAL COUNSEL** Mr. D. L. Peck
- **DIRECTOR OF INFORMATION SYSTEMS
FOR COMMAND, CONTROL, COMMUNICA-
TIONS AND COMPUTERS** LTG Bruce R. Harris
- **THE INSPECTOR GENERAL** LTG H. Doctor Jr.
- **MILITARY DEPUTY, RESEARCH
DEVELOPMENT AND ACQUISITION** LTG D. S. Pihl
- **COMPTROLLER OF THE ARMY** LTG J. F. McCall
- **CHIEF OF LEGISLATIVE LIAISON** COL F. Peters
- **CHIEF OF PUBLIC AFFAIRS** BG C. A. Hennies
- **SECRETARY OF THE ARMY ADMINISTRA-
TIVE ASSISTANT** Mr. M. H. Hamilton
- **DEPUTY UNDER SECRETARY OF THE
ARMY (OPERATIONS RESEARCH)** Mr. W. W. Hollis
- **DIRECTOR OF THE ARMY STAFF** LTG C. M. Kicklighter
- **DEPUTY CHIEF OF STAFF FOR PERSONNEL** LTG A. K. Ono
- **DEPUTY CHIEF OF STAFF FOR
INTELLIGENCE** LTG S. T. Weinstein

ENCLOSURE 2 TO EXECUTIVE SUMMARY (CONTINUED)

- DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS LTG H. N. Schwarzkopf
- DEPUTY CHIEF OF STAFF FOR LOGISTICS LTG J. D. Ross
- THE SURGEON GENERAL LTG F. F. Ledford, Jr.
- CHIEF OF ENGINEERS LTG. H. J. Hatch
- CHIEF OF NATIONAL GUARD BUREAU LTG H. R. Temple, Jr.
- CHIEF OF ARMY RESERVES MG W. F. Ward
- DIRECTORATE, PROGRAM ANALYSIS EVALUATIONS MG W. H. Reno
- DIRECTOR, ARMY BUDGET MG Price
- DIRECTOR OF MANAGEMENT MG C. E. Williams

**ANNEX A TO EXECUTIVE SUMMARY
RECAPITULATION OF OBSERVATIONS AND PROPOSALS**

EX-A-1

EXECUTIVE SUMMARY

**ANNEX A TO EXECUTIVE SUMMARY
RECAPITULATION OF OBSERVATIONS AND PROPOSALS**

- 4.1 OBSERVATION: SOME APPROVED CHANGES TO FORCE STRUCTURE ARE NOT POSTED IN FORCE ACCOUNTING SYSTEM (FAS)**

PROPOSAL: DISCIPLINE THE ENTRY OF APPROVED MANPOWER CHANGES INTO THE FORCE ACCOUNTING SYSTEM TO INCLUDE SYNCHRONIZATION OF MASTER FORCE (M-FORCE) LOCK (CW3 DAVIS)

- 4.2 OBSERVATION: FOREIGN NATIONALS (DIRECT AND INDIRECT HIRE) OCCUPY FORCE STRUCTURE BUT ARE NOT RECOGNIZED AS PART OF THE CIVILIAN FORCE**

PROPOSAL: ELIMINATE UNITS STAFFED ENTIRELY BY FOREIGN NATIONALS FROM FORCE STRUCTURE AND MANAGE SIMILAR TO CONTRACTING (CW3 DAVIS)

- 6.1 OBSERVATION: MANY ARMY REGULATIONS HAVE NOT BEEN UPDATED SINCE 1970**

PROPOSAL: ESTABLISH "SUNSET" REGULATION WHEREIN ARs WHICH HAVE NOT BEEN UPDATED WITHIN TEN YEARS WILL BE DISESTABLISHED (MAJ BRACEY)

- 7.1 OBSERVATION: EXTENSIVE NUMBER OF TDAS AND TDA AUGMENTATIONS IN EUROPE SUPPLEMENT MTOE LOGISTICS ORGANIZATIONS OF THE THEATER ARMY AREA COMMAND (TAACOM).**

PROPOSAL: REVIEW TAACOM MODEL AND ORGANIZATION (OCONUS) AND TRANSFER MISSION AND SPACE AUTHORIZATIONS TO SUPPORTED MTOE. (LTC GORDON)

- 7.2 OBSERVATION: US MILITARY COMMUNITY ACTIVITY (USMCA) TDAS IN EUROPE CONTAIN MISSIONS AND AUTHORIZATIONS WHICH PERFORM WARTIME FUNCTIONS.**

PROPOSAL: REVISE DOCTRINE AND TOES TO INCLUDE AN "OPERATING BASE" CONCEPT OF THE MILCOMS IN AREA SUPPORT GROUP OR SUPPORT BATTALION MTOES. (LTC GORDON)

- 7.3 OBSERVATION: THEATER SUPPORT FUNCTIONS (LOGISTICS, PERSONNEL, ENGINEER ETC) ARE PROVIDED TO THE REAR COMBAT ZONE THROUGH AREA SUPPORT BY FUNCTIONAL COMMANDS.**

PROPOSAL: THAT THE THEATER ARMY COMBAT SERVICE SUPPORT FUNCTIONAL COMMANDS BE CONVERTED TO OPERATING ELEMENTS OF THE TAACOM(S) (LTC GORDON)

- 7.4 **OBSERVATION:** INCONSISTENT BASOPS STAFFING BY OFFICER, ENLISTED AND CIVILIAN AUTHORIZATIONS BETWEEN MAJOR SUBORDINATE COMMANDS (MSC) OF USAREUR
- PROPOSAL:** REDUCE MILITARY AUTHORIZATIONS AND CONVERT SOME TO CIVILIAN AUTHORIZATIONS WITHIN USAREUR MSC (BDM)
- 7.5 **OBSERVATION:** TEN USAREUR MOBIDA HAVE THE SAME MISSION AS PREMOBILIZATION TDA WITH DIFFERENT AUTHORIZATIONS
- PROPOSAL:** REDUCE AUTHORIZATION WITHIN EIGHT USAREUR MCA TDA (BDM)
- 8.1 **OBSERVATION:** THE CINCPAC MUST DEAL WITH THREE ARMY HEAD-QUARTERS
- PROPOSAL:** ESTABLISH A SINGLE ARMY COMPONENT COMMAND IN THE PACIFIC (MAJ CRAWFORD)
- 8.2 **OBSERVATION:** THEATER LOGISTICS COMMANDS WITHIN PACOM ARE FOCUSED ON KOREA RATHER THAN ENTIRE AOR.
- PROPOSAL:** ESTABLISH A SINGLE THEATER ARMY AREA COMMAND (TAACOM) IN THE PACIFIC (MAJ CRAWFORD)
- 10.1 **OBSERVATION:** 3D ARMY IS THE ARMY COMPONENT COMMANDER TO CENTCOM BUT IS SUBORDINATE TO FORSCOM
- PROPOSAL:** DESIGNATE 3rd ARMY AS ARMY COMPONENT COMMAND WITH MACOM STATUS IN SUPPORT OF USCENTCOM (MR. LATHROP)
- 11.1 **OBSERVATION:** EACH OF THREE UNIQUE ORGANIZATIONS PROVIDE PARTIAL SUPPORT TO US SPACECOM
- PROPOSAL:** CONSOLIDATE THE STRATEGIC DEFENSE COMMAND AND USARSPACE INTO THE ARMY SPACE AND STRATEGIC DEFENSE COMMAND (USARSPACE), A MACOM (MAJ LUMPKIN)
- 13.1 **OBSERVATION:** 1ST SOCOM IS SPLIT BETWEEN FORSCOM AND US-SOCOM; NEITHER ARMY COMPONENT COMMAND NOR MACOM
- PROPOSAL:** DESIGNATE 1st SOCOM AS ARMY COMPONENT COMMAND (USARSOC) TO USSOCOM (LTC BRYANT)
- 14.1 **OBSERVATION:** FORSCOM HAS DIVERSE AND MULTIPLE MISSIONS
- PROPOSAL:** INITIATE STUDY TO DEFINE FORSCOM MISSION, FUNCTIONS AND ORGANIZATIONAL RELATIONSHIPS (MAJ HOPKINS)

- 15.1 OBSERVATION: MULTIPLE LAYERS EXIST BETWEEN CAR, AS APPROPRIATION DIRECTOR, AND USAR TROOP PROGRAM UNITS
PROPOSAL: ELIMINATE FISCAL, PERSONNEL AND LOGISTICS MANAGEMENT FUNCTIONS FROM CONUSA (LTC BROCKINTON)
- 15.2 OBSERVATION: PUBLIC LAW 90-168 (1 DEC 67) PRESCRIBED RESERVE LEADERSHIP FOR RESERVE UNITS; USAF AND USN (-USMC) IMPLEMENTED 1 JAN 68 AND 29 MAY 1987, RESPECTIVELY FOR THEIR RESERVE UNITS
PROPOSAL: DESIGNATE CAR AS DCG(USAR), FORSCOM (LTC BROCKINTON)
- 15.3 OBSERVATION: CAPSTONE TRACE AND EMPLOYMENT OF ALL RESERVE COMPONENT UNITS IS NOT IDENTIFIED FOR ALL COMPONENT COMMANDS
PROPOSAL: ESTABLISH CAPSTONE TRACE FROM FORSCOM TO NON-DEPLOYING USAR UNITS (LTC BROCKINTON)
- 15.4 OBSERVATION: TRAINING DIVISIONS AND USARF SCHOOLS ARE NOT UNDER THE CONTROL OF THEIR FUNCTIONAL COMMAND
PROPOSAL: TRANSFER CONTROL OF USAR TRAINING DIVISIONS AND USARF SCHOOLS TO TRADOC (LTC BRYANT)
- 16.1 OBSERVATION: SPLIT RESPONSIBILITY OF MOBILIZATION PLANNING
PROPOSAL: FIX RESPONSIBILITY FOR MOBILIZATION PLANNING (MAJ HOPKINS)
- 17.1 OBSERVATION: ARMY MATERIEL COMMAND IS ORGANIZED BY BOTH COMMODITY AND FUNCTIONS
PROPOSAL: ORGANIZE THE INDUSTRIAL BASE OF ARMY MATERIEL COMMAND FUNCTIONALLY AND REDUCE THE NUMBER OF COMMODITY COMMANDS (MAJ ALLUM)
- 17.2 OBSERVATION: MANAGEMENT OF THE AMC INDUSTRIAL BASE IS DIVIDED AMONG THREE MAJOR SUBORDINATE COMMANDS
PROPOSAL: CONSOLIDATE THE VARIOUS ARSENALS, PLANTS AND DEPOTS UNDER A SINGLE INDUSTRIAL COMMAND (MAJ ALLUM)
- 17.3 OBSERVATION: MODERN COMPLEX WEAPON SYSTEMS CROSS TRADITIONAL COMMODITY LINES

PROPOSAL: CONSOLIDATE SOME OF THE COMMODITY COMMANDS IN AMC THEREBY REDUCING THE TOTAL NUMBER TO FOUR OR LESS (MAJ ALLUM)

- 17.4 OBSERVATION: ACQUISITION, MANAGEMENT AND ACCOUNTABILITY OF TMDE WORLDWIDE ARE PERFORMED BY TWO ACTIVITIES

PROPOSAL: CONSOLIDATE THE CENTRAL TMDE ACTIVITY AND THE TMDE SUPPORT GROUP (MAJ ALLUM)

- 17.5 OBSERVATION: THE US ARMY SECURITY ASSISTANCE COMMAND IS SPLIT GEOGRAPHICALLY

PROPOSAL: CONSOLIDATE THE UNITED STATES ARMY SECURITY, ASSISTANCE COMMAND AT NEW CUMBERLAND ARMY DEPOT. (MR. CRUMPLER)

- 18.1 OBSERVATION: GREATER OPPORTUNITY EXISTS FOR THE INTEGRATION OF TRAINING, COMBAT AND DOCTRINE DEVELOPMENT PROCESSES AMONG THE SPECIAL BRANCHES (CHAPLAIN, JUDGE ADVOCATE GENERAL) AS THEY FUNCTION IN THE TOTAL COMBAT SERVICES SUPPORT COMMUNITY

PROPOSAL: FORMALIZE DIRECTED COORDINATION OF TRAINING, COMBAT AND DOCTRINE DEVELOPMENTS OF THE SPECIAL BRANCHES WITH THE PERSONNEL SERVICE SUPPORT CENTER PRIOR TO IMPLEMENTATION; FORMALIZE DIRECTED COORDINATION FROM THE PERSONNEL SERVICE SUPPORT CENTER TO THE LOGISTICS CENTER AND FINALLY TO THE COMBINED ARMS CENTER (MAJ YANOS)

- 18.2 OBSERVATION: REDUNDANCY EXISTS IN THE TEST AND EVALUATION PROCESS OF TEXCOM, THE TEST BOARDS AND TIED

PROPOSAL: SUBORDINATE ALL TRADOC TEST AND EVALUATION TO TEXCOM (MAJ YANOS)

- 18.3 OBSERVATION: 39 SENIOR ROTC PROGRAMS HAVE BEEN EVALUATED AS UNSUCCESSFUL FOR TWO OR MORE YEARS

PROPOSAL: DISCONTINUE ROTC PROGRAMS AT 39 INSTITUTIONS (MS WIGHAM)

- 18.4 OBSERVATION: SPLIT RESPONSIBILITY OF MILITARY INTELLIGENCE TRAINING AT FT DEVENS AND FT HUACHUCA AND THE USA RUSSIAN INSTITUTE (INSCOM)

PROPOSAL: CONSOLIDATE THE INTELLIGENCE SCHOOL AT FORT DEVENS WITH THE INTELLIGENCE SCHOOL AT FORT HUACHUCA (MAJ LUMPKIN)

- 19.1 OBSERVATION: THREE THEATER ARMY MILITARY INTELLIGENCE BRIGADES HAVE EITHER SPLIT RESPONSIBILITY OR REDUNDANCY WITHIN THREE "AREAS OF RESPONSIBILITY"

PROPOSAL: IDENTIFY THEATER MILITARY INTELLIGENCE BRIGADES FOR ARMY COMPONENT COMMANDS (MAJ LUMPKIN)

- 19.2 OBSERVATION: TECHNICAL INTELLIGENCE, EXPLOITATION AND COLLECTION IS SPLIT BETWEEN THE FOREIGN SCIENCE AND TECHNOLOGY CENTER AND THE FOREIGN MATERIEL INTELLIGENCE GROUP

PROPOSAL: CONSOLIDATE THE FOREIGN SCIENCE AND TECHNOLOGY CENTER AND THE FOREIGN MATERIEL INTELLIGENCE GROUP (MAJ LUMPKIN)

- 21.1 OBSERVATION: SIX OF THE TEN ENGINEER DIVISIONS SUPPORT MORE THAN ONE CONUS REGION OR OCONUS ARMY COMPONENT COMMANDER AND FOUR OF THE FIVE CONUS REGIONS MUST COORDINATE FOR MILITARY CONSTRUCTION SUPPORT WITH TWO OR MORE ENGINEERING DIVISIONS

PROPOSAL: REALIGN MILITARY CONSTRUCTION RESPONSIBILITY (MR. HENRY)

- 22.1 OBSERVATION: NO MEDICAL SUPPORT ORGANIZATION EXISTS TO DIRECTLY SUPPORT FORSCOM/USARFOR IN ITS MISSION OF LAND DEFENSE

PROPOSAL: UPON MOBILIZATION, REDESIGNATE HSC AS A MEDCOM SUBORDINATE TO FORSCOM (LTC BROADWAY)

- 22.2 OBSERVATION: A MIX OF TDA/MTOE ORGANIZATIONS PERFORM THE SAME MISSION IN PEACE AND WAR IN SUPPORT OF PACOM. 18TH MEDCOM IS SUBORDINATE TO EUSA IN KOREA

PROPOSAL: EXPAND 18th MEDCOM AND SUBORDINATE TO WESTCOM (USARPAC) (LTC BROADWAY)

- 23.1 OBSERVATION: COMPLEX INFORMATION SYSTEM SUPPORT EXISTS WORLDWIDE BETWEEN ISC AND ARMY COMPONENT COMMANDERS OCONUS THROUGH A MIX OF MTOE AND TDA ORGANIZATIONS

PROPOSAL: RECONFIGURE USAISC TO PROVIDE THEATER COMMUNICATION COMMAND TO EACH ARMY COMPONENT COMMAND WITH AREA OF RESPONSIBILITY (MAJ MACINTOSH)

- 23.2 OBSERVATION: THE 7TH SIGNAL COMMAND HAS MULTIPLE MISSIONS AND COMPLEX COMMAND AND CONTROL RELATIONSHIPS WITH THE ARMY COMPONENT COMMAND IN CONUS

PROPOSAL: CONSOLIDATE USAISC UNITS IN THE NATIONAL CAPITAL REGION; CONTRACT EAST COAST AND NORTHEAST TELECOMMUNICATIONS CENTERS (MAJ MACINTOSH)

24.1 OBSERVATION: THE REAL STOVEPIPES IN THE TDA ARMY ARE THE ORGANIZATIONAL STRUCTURES ASSOCIATED WITH THE NINE HQDA MANAGEMENT FUNCTIONS

PROPOSAL: CONSTITUTE PROGRAM DEVELOPMENT PANELS CHAIRED BY HQDA PRINCIPALS TO PARTICIPATE IN THE PROGRAMMING, BUDGETING AND EXECUTION PHASES OF PPBES (MAJ MOREHOUSE)

24.2 OBSERVATION: ARMY DEFINITIONS LACK CLARITY AND ARE FRAGMENTED IN MULTIPLE SOURCES

PROPOSAL: APPROVE PROPOSED NEW DEFINITIONS FOR INCLUSION IN AR 310-25; CONSOLIDATE ARMY DEFINITIONS IN AR 310-25, AND RECOMMEND TO OSD A MORE PRECISE, DETAILED DEFINITION OF ARMY MANAGEMENT HEADQUARTERS ACTIVITIES (MS. WIGHAM)

25.1 OBSERVATION: MULTIPLE HQDA PROGRAMMING, STRUCTURING, STANDARDIZATION, MANPOWER AND EQUIPMENT GUIDANCE TO MACOMs

PROPOSAL: CREATE DCS_{xxx} ON ARSTAF (LTC REID)

25.2 OBSERVATION: SIMILAR FORCE STRUCTURE AND DOCUMENTATION FUNCTIONS ARE BEING PERFORMED BY NUMEROUS FIELD OPERATING AGENCIES WITHIN THE NATIONAL CAPITAL REGION

PROPOSAL: CONSOLIDATE FORCE STRUCTURE FOAs PERFORMING SIMILAR OR RELATED FUNCTIONS INTO A SINGLE ORGANIZATION (MR. SHORTEN)

26.1 OBSERVATION: NO ORGANIZATION IS ASSIGNED SPECIFIC RESPONSIBILITY TO ACT AS HEADQUARTERS COMMANDANT TO HQDA

PROPOSAL: ASSIGN RESPONSIBILITY TO MDW FOR BASOPS FOR ALL UNITS ASSIGNED WITHIN THE GEOGRAPHICAL LIMITS OF THE NCR (LTC BROADWAY)

27.1 OBSERVATION: DEFINITION AND MANAGEMENT OF FOA IS INADEQUATE AND INCONSISTENT

PROPOSAL: SIMPLIFY AND CLARIFY MANAGEMENT OF ARMY MANAGEMENT HEADQUARTERS ACTIVITIES AND FIELD OPERATING AGENCIES/ACTIVITIES (COL WEIGAND)

28.1 OBSERVATION: MANNING CRITERIA IS NEEDED FOR CONTINUED IMPLEMENTATION OF STANDARD INSTALLATION ORGANIZATION

PROPOSAL: ESTABLISH MANNING CRITERIA FOR CONTINUED IMPLEMENTATION OF STANDARD INSTALLATION ORGANIZATION (MAJ SIEMER)

- 28.2 **OBSERVATION:** HQDA UNABLE TO DETERMINE ADEQUACY OF INSTALLATION RESOURCES
PROPOSAL: ESTABLISH INSTALLATIONS MDEPs (MAJ SIEMER)
- 28.3 **OBSERVATION:** INCONSISTENT BASOPS STAFFING BETWEEN INSTALLATIONS WITHIN FORSCOM AND TRADOC
PROPOSAL: CONVERT BASOPS MILITARY AUTHORIZATIONS TO CIVILIAN AUTHORIZATIONS WITHIN FORSCOM AND TRADOC (BDM)
- 29.1 **OBSERVATION:** THERE IS A RELATIONSHIP BETWEEN INTEGRATION OF "DEVELOPMENTAL" FUNCTIONS AND "CENTERS"
PROPOSAL: CONVERT SOME MACOMS AND SOME FIELD OPERATING AGENCIES TO "CENTERS" (COL WEIGAND)
- 30.1 **OBSERVATION:** MACOM AND INSTALLATION AUTHORIZATION SYSTEMS ARE REDUNDANT
PROPOSAL: ELIMINATE ALL ITAADS SITES AND REDUCE VTAADS SITES FROM 10 TO 6 (CSM HIBBERT)
- 30.2 **OBSERVATION:** THE ARMY AUTHORIZATION AND DOCUMENTATION SYSTEM (TAADS) DOES NOT RECORD PROGRAM YEARS REQUIREMENTS AND AUTHORIZATION.
PROPOSAL: MANAGE INCREMENTAL CHANGE ACROSS THE PROGRAM YEARS BASED ON REFINEMENT OF A STANDARD FORMAT APPLICABLE TO ALL TYPE ORGANIZATIONS. (LTC REID)
- 30.3 **OBSERVATION:** TWO DIFFERENT TDAs ARE MAINTAINED FOR THOSE UNITS WHICH CHANGE DURING MOBILIZATION; TDAs ARE NOT KEPT CURRENT
PROPOSAL: CONSOLIDATE MOBTDAs WITH TDA (MR. LATHROP)
- 30.4 **OBSERVATION:** MODIFIED TABLE OF ORGANIZATION (MTOE) ARE AUGMENTED BY TDA UNITS TO PERFORM MISSIONS/FUNCTIONS WHICH WILL CONTINUE BEYOND MOBILIZATION
PROPOSAL: INCLUDE TDA AUGMENTATIONS TO MTOE WITHIN MTOE DOCUMENTS (MR. SHORTEN)
- 30.5 **OBSERVATION:** MANAGEMENT OF FULL TIME SUPPORT IS FRAGMENTED; COMPLIANCE WITH DOD DIRECTIVE IS NOT POSSIBLE
PROPOSAL: DOCUMENT ALL FULL TIME SUPPORT POSITIONS FOR ARNG AND USAR IN TAADS FOR EACH UIC BY COMPONENT (CSM HIBBERT)

30.6 OBSERVATION: DOCUMENTATION OF DA CIVILIANS IN ITAADS AND HQDA IS UNNECESSARY

PROPOSAL: APPROVE CIVILIAN POSITIONS AT INSTALLATION LEVEL (MR. LALLY)

31.1 OBSERVATION: USACE HAS CENTRALIZED CIVILIAN PAY; OTHER CONUS MACOMS HAVE DECENTRALIZED CIVILIAN PAY

PROPOSAL: CENTRALIZE CIVILIAN PAY (MR. LALLY)

31.2 OBSERVATION: THE ARMY HAS NUMEROUS ADMINISTRATIVE CONTROLS TO MANAGE CIVILIAN MANPOWER

PROPOSAL: ADOPT MANAGE TO CIVILIAN BUDGET PROPOSAL (MR. LALLY)

31.3 OBSERVATION: THE RATIO OF MILITARY AUTHORIZATIONS INCREASES IN RELATION TO DIRECT SUPPORT OF UNIFIED COMMANDERS

PROPOSAL: WEIGHT MILITARY TDA AUTHORIZATIONS TO SUPPORT UNIFIED CINCs (MR. LALLY)

32.1 OBSERVATION: COMPLICATED COMMAND AND CONTROL OF NUMEROUS PROGRAM EXECUTIVE OFFICES (PEO)/PROGRAM MANAGERS (PM) AND COMPLEX MATRIX SUPPORT

PROPOSAL: CONSOLIDATE/REDUCE THE NUMBER OF PEOs REPORTING TO AAE (LTC GORDON)

32.2 OBSERVATION: SPLIT RESPONSIBILITY FOR RELATED RD&A FUNCTIONS

PROPOSAL: STREAMLINE RDA PROCESS (MAJ SIEMER)

32.3 OBSERVATION: SPLIT RESPONSIBILITY FOR RELATED TEST AND EVALUATION FUNCTIONS

PROPOSAL: ESTABLISH A DEPARTMENTAL TEST AND EVALUATION BOARD (MAJ SIEMER)

**ANNEX B TO EXECUTIVE SUMMARY
RECAPITULATION OF SPACE PROPOSALS BY TIMETIME**

EXECUTIVE SUMMARY



RECAPITULATION NEAR-TERM PROPOSALS

(FY 89-91)

FOR
OFFICIAL
USE ONLY

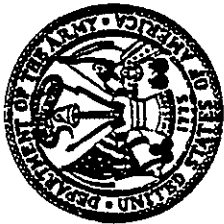
SUPPORT TO WARFIGHTING CINCS

- 7.2 REVISE DOCTRINE AND TOES TO INCLUDE AN "OPERATING BASE" CONCEPT OF THE MILCOMS IN AREA SUPPORT GROUPS OR SUPPORT BATTALION MTOE
- 8.1 ESTABLISH A SINGLE ARMY COMPONENT COMMAND IN THE PACIFIC (INITIATE)
- 10.1 DESIGNATE 3rd ARMY AS ARMY COMPONENT COMMAND OF USCENTCOM
- 11.1 CONSOLIDATE THE STRATEGIC DEFENSE COMMAND AND USARSPACE INTO THE ARMY SPACE AND STRATEGIC DEFENSE COMMAND (USASSDC), A MACOM
- 13.1 DESIGNATE 1st SOCOM AS ARMY COMPONENT COMMAND OF USSOCOM
SIMPLIFY AND CLARIFY COMMAND AND MANAGEMENT RELATIONSHIPS
- 14.1 INITIATE STUDY TO DEFINE FORSCOM RESPONSIBILITIES AND AUTHORITIES AS A "SPECIFIED" COMMAND
- 15.2 DESIGNATE CHIEF, ARMY RESERVE AS DCG, FORSCOM (USAR)
- 31.3 WEIGHT MILITARY TDA AUTHORIZATIONS TO SUPPORT UNIFIED CINCS

3-8-3

ROBUST

FOR OFFICIAL USE ONLY



RECAP (CONT) NEAR-TERM PROPOSALS

FOR
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MOBILIZATION

- 15.3 ESTABLISH CAPSTONE TRACE FOR NONDEPLOYING USAR UNITS
- 15.4 TRANSFER CONTROL OF USAR TRAINING DIVISIONS AND USARF SCHOOLS TO TRADOC
- 16.1 INTEGRATE MOBILIZATION PLANNING AT HQDA
- 22.1 CLARIFY FORSCOM RELATIONSHIP WITH HEALTH SERVICES COMMAND
OPPORTUNITIES FOR EFFICIENCY.
- 4.1 DISCIPLINE THE ENTRY OF APPROVED MANPOWER CHANGES INTO THE
FORCE ACCOUNTING SYSTEM TO INCLUDE SYNCHRONIZATION OF MASTER
FORCE (M-FORCE) LOCK.
- 6.1 ESTABLISH "SUNSET" REGULATION WHEREIN ARs WHICH HAVE NOT BEEN UPDATED
WITHIN 10 YEARS WILL BE RESCINDED
- 15.1 ELIMINATE USAR FISCAL, PERSONNEL AND LOGISTICS MANAGEMENT FUNCTIONS
FROM CONUSA
- 17.4 CONSOLIDATE CENTRAL TMDE ACTIVITY AND TMDE SUPPORT GROUP
- 18.1 FORMALIZE DIRECTED COORDINATION OF COMBAT AND DOCTRINE DEVELOPMENTS
BETWEEN CENTERS
- 18.2 SUBORDINATE ALL TRADOC TEST AND EVALUATION UNDER TEXCOM
- 18.3 DISCONTINUE ROTC AT 39 INSTITUTIONS (INITIATE)
- 23.2 CONSOLIDATE USAISC UNITS IN THE NATIONAL CAPITAL REGION

4-8-84





RECAP (CONT)

NEAR-TERM PROPOSALS

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OPPORTUNITIES FOR EFFICIENCY (CONT)

- 24.1 ESTABLISH PROGRAM DEVELOPMENT PANELS TO PARTICIPATE IN PPBES
- 24.2 APPROVE PROPOSED NEW DEFINITIONS FOR INCLUSION IN AR 310-25, CONSOLIDATE ARMY DEFINITIONS IN AR 310-25, AND RECOMMEND TO OSD A MORE PRECISE, DETAILED DEFINITION OF ARMY MANAGEMENT HEADQUARTERS ACTIVITIES
- 25.1 CREATE DCSxxx ON ARSTAF (INITIATE)
- 25.2 CONSOLIDATE FORCE STRUCTURE FOAs PERFORMING SIMILAR OR RELATED FUNCTIONS INTO A SINGLE ORGANIZATION
- 26.1 ASSIGN RESPONSIBILITY TO MDW FOR BASOPs FOR ALL UNITS ASSIGNED WITHIN THE GEOGRAPHICAL LIMITS OF THE NCR
- 27.1 SIMPLIFY AND CLARIFY MANAGEMENT OF ARMY MANAGEMENT HEADQUARTERS ACTIVITIES AND FIELD OPERATING AGENCIES
- 28.1 ESTABLISH SPECIFIC STAFFING CRITERIA FOR STANDARD INSTALLATION ORGANIZATIONS
- 32.1 REDUCE THE NUMBER OF PEOs REPORTING TO AAE

EX - 8 - 5



FOR OFFICIAL USE ONLY



RECAPITULATION MID-TERM PROPOSALS (FY 92-95)

FOR
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SUPPORT TO WARFIGHTING CINCS

- 7.1 REVIEW TAACOM MODEL AND ORGANIZATION (OCONUS) AND TRANSFER MISSION AND SPACE AUTHORIZATION TO SUPPORTED MTOE
- 7.3 PURSUE THE TAACOM MODEL IN USAREUR
- 8.2 ESTABLISH A SINGLE THEATER ARMY AREA COMMAND (TAACOM) IN THE PACIFIC
- 19.1 IDENTIFY THEATER MILITARY INTELLIGENCE BRIGADES FOR ARMY COMPONENT COMMANDS
- 21.1 REALIGN MILITARY CONSTRUCTION RESPONSIBILITY
- 22.2 EXPAND 18th MEDCOM AND SUBORDINATE TO WESTCOM (USARPAC)
- 23.1 RECONFIGURE USAISC TO PROVIDE THEATER COMMUNICATION COMMAND TO EACH ACC WITH AOR

MOBILIZATION

- 17.2 CONSOLIDATE ARSENALS, PLANTS AND DEPOTS UNDER A SINGLE ARMY INDUSTRIAL COMMAND

EX - B - 6

FOR OFFICIAL USE ONLY

ROBUST



RECAP (CONT) MID-TERM PROPOSALS

**FOR
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USE ONLY**

OPPORTUNITIES FOR EFFICIENCY

- 4.2 ELIMINATE UNITS STAFFED ENTIRELY BY FOREIGN NATIONALS FROM FORCE
STRUCTURE
- 7.4 REDUCE MILITARY AUTHORIZATIONS AND CONVERT SOME TO CIVILIAN AUTHORIZATIONS
WITHIN USAREUR MSC
- 7.5 REDUCE AUTHORIZATIONS WITHIN EIGHT USAREUR INSTALLATION TDAs
- 17.3 CONSOLIDATE SIX AMC COMMODITY COMMANDS INTO FOUR
- 17.5 CONSOLIDATE THE UNITED STATES ARMY SECURITY ASSISTANCE COMMAND AT NEW
CUMBERLAND ARMY DEPOT WITH USASAC IN ALEXANDRIA, VA
- 18.4 CONSOLIDATE THE INTELLIGENCE SCHOOL AT FORT DEVENS WITH THE
INTELLIGENCE SCHOOL AT FORT HUACHUCA
- 19.2 CONSOLIDATE THE FOREIGN SCIENCE AND TECHNOLOGY CENTER AND THE FOREIGN
MATERIEL INTELLIGENCE GROUP
- 28.2 ESTABLISH INSTALLATION MDEPS BY ORGANIZATION RATHER THAN FUNCTION
- 28.3 CONVERT SOME BASOPS MILITARY AUTHORIZATIONS TO CIVILIAN AUTHORIZATIONS
WITHIN FORSCOM AND TRADOC

EX-B-7

ROBERT

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RECAP (CONT) MID-TERM PROPOSALS

OPPORTUNITIES FOR EFFICIENCY (CONT)

- 29.1 CONVERT SOME FUNCTIONAL MACOM AND FIELD OPERATING AGENCIES TO "CENTERS"
(INITIATE)
- 30.1 ELIMINATE ALL ITAADS SITES AND REDUCE VTAADS SITES FROM 10 TO 6
- 30.3 CONSOLIDATE MOBTA WITH TDA (SINGLE DOCUMENT)
- 30.4 INCLUDE TDA AUGMENTATIONS TO MTOE WITHIN MTOE DOCUMENTS
- 30.5 DOCUMENT ALL FULL TIME SUPPORT POSITIONS FOR ARNG AND USAR IN TAADS BY UIC
AND COMPONENT
- 30.6 DOCUMENT CIVILIAN POSITIONS AT INSTALLATION LEVEL
- 31.1 CENTRALIZE CIVILIAN PAY IN CONUS
- 31.2 ADOPT MANAGE TO CIVILIAN BUDGET
- 32.3 ESTABLISH A DEPARTMENTAL TEST AND EVALUATION BOARD

EX - 8 - 8

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ROBUST

33.6



**RECAPITULATION
LONG-TERM PROPOSALS
(FY 96-04)**

FOR
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SUPPORT TO WARFIGHTING CINCS

8.1 ESTABLISH A SINGLE ARMY COMPONENT COMMAND IN THE PACIFIC (USARPAC)
(COMPLETE ACTION)

MOBILIZATION

17.1 COMPLETE FORMATION OF ARMY INDUSTRIAL COMMAND AND CONSOLIDATION
OF COMMODITY COMMANDS

EX-B-9

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ROBUST

33.7



RECAP (CONT) LONG-TERM PROPOSALS

FOR
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OPPORTUNITIES FOR EFFICIENCY

- 29.1 CONVERT ALL FUNCTIONAL MACOM TO CENTERS (COMPLETE ACTION)
- 30.2 MANAGE CHANGE ACROSS THE PROGRAM YEARS BASED UPON REFINEMENTS
OF A STANDARD FORMAT APPLICABLE TO ALL ORGANIZATIONS
- 32.2 STREAMLINE RD&A PROCESS

EX-B-10

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ROBERT

33.8

CHAPTER 1
INSIDE THE TDA ARMY - HOW ROBUST CAME TO BE...

MISSION

Conduct a comprehensive and thorough review of all Active Component and Reserve Component Table of Distribution and Allowance organizations and recommend changes that will ensure they are properly configured and resourced to support the war fighting Commanders-in-Chief and accomplish critical mobilization missions.

“As organizational systems grow in size and complexity, managerial activities also increase. More managerial time and effort must be devoted to directing and coordinating the expanding scope and levels of operations. Although this can call for the addition of more line managers, the more common result is the addition of professional and clerical staff personnel to assist in performing the various specialized managerial functions. This elaboration of the staff structure relative to the line structure of the organization can lead to increased coordination problems among the staff groups, even though the intent of increasing the managerial staff is to improve coordination among line units, with a net result that is detrimental to total organizational efficiency.”¹

OPPORTUNITY

- (1) A favorable or promising combination of circumstances.
- (2) A chance for advancement or improvement.

TABLE OF DISTRIBUTION AND ALLOWANCE

A table which prescribes the organizational structure, personnel, and equipment authorizations, and requirements of a military unit to perform a specific mission for which there is no appropriate table of organization and equipment (AR 310-25).

THE NEED FOR IMPROVEMENT

What is the “TDA” Army? How would you answer this question? Unfortunately, it is a question that has many answers. The “TDA” is that portion of the Army that is organized under tables of distribution and allowance, rather than under Tables of Organization and Equipment (TOE). At least that much is certain. Of those who are able to articulate an intelligible response, many, both within the Army and outside the Army, often respond that it is the “nontactical” or the “peacetime” Army. More informed

1. ORGANIZATION AND MANAGEMENT: BASIC SYSTEMS CONCEPTS, William A. Shrode and Dan Voich, Jr., Richard D. Irwin, Homewood, Illinois 60430, 1974, page 300.

respondents might cite those distinctions by which the Army has attempted to differentiate TDA organizations from modified table of organization and equipment (MTOE) organizations. Specifically, that a TDA unit: may contain civilian as well as military authorizations; performs unique missions; is authorized nonstandard equipment; or is normally not deployable. The truth is that there are units organized under table of distribution and allowance documents that do not conform with any of these criteria. We are back where we started.

The Army of the United States is a large organization. The size of the Army does not, in and of itself, pose significant organizational problems. The extreme diversity of activities complicates the organizational structure. Diverse functions require specialization. Specialization results in complex organizational structures which, in turn, increase the need for management. More management requires larger, more specialized staffs which result in more complex headquarters, which in turn increases the need for integration. One result is that there are now agencies and staff elements which exist to coordinate the activities of other staffs and other agencies. Their purpose is to ensure that the function for which they were established is unnecessary.

A real distinction between the TDA and TOE organizations of the Army is that the latter are designed in accordance with a well established methodology that is threat driven, anchored in doctrine, and requirement oriented. No such methodology or doctrine exists for the design of TDA organizations. The existing concept is that each TDA organization is unique and it is not appropriate to develop the organizational structure against a single set of criteria. Hence, when considered in its entirety, the TDA structure of the Army is extremely complex and lacks organizational clarity. These two characteristics, complexity and lack of clarity, make it extremely difficult to account for allocated resources, which, in turn, makes these organizations very difficult to control.

Currently, the preponderance of the management headquarters and sustainment base structure of the Army exists in TDA organizations. These organizations are vital to the accomplishment of the Army's tripartite mission - deter, fight, and win. The functions that they perform support the Unified and Specified combatant commanders and provide the Army the capability to rapidly expand and deploy combat ready theater force units in response to any threat, as directed by the National Command Authority.

EVOLUTION OF THE "TDA" ARMY-HISTORICAL PERSPECTIVE

Not until the early years of the twentieth century did the Army establish a systematic documentation process. Tables of organization for both the line regiments and for echelons above the regimental level, i. e., divisions, corps, and field Armies, were

included in the Army's Field Service Regulations, published in 1905. However, units above the regimental level continued to be manned provisionally. Tables of organization, similar to those in use today, were first published in 1914. The current numbering system did not appear until the 1930s. In 1943, tables of organization (personnel) and tables of allowance (equipment), which had previously been published separately, were consolidated as tables of organization and equipment (TOE).

During this same period, the Army used tables of allowance to document the equipment authorizations for installations, schools, the military departments, and similar organizations. In 1936, the term "table of distribution" was adopted for the document that authorized personnel for these organizations. Once again, as in the case of TOE organization, a consolidation of the personnel and equipment documents occurred in 1943, and the table of distribution and allowance resulted.

Since World War II, the Army seems to have experienced its own version of the "seven year itch," at least with respect to reorganization of its management and sustaining base structure. In 1948, six years after the establishment of Army Ground Forces, a thorough reorganization of the Department of the Army placed the subordinate armies and installations in CONUS directly under the Chief of Army Field Forces, a staff agency of the Department of the Army. Seven years later, in 1955, the Continental Army Command (CONARC) was created in an effort to decentralize authority and operational control. The next seven year cycle culminated in the implementation of the Project 80 Study reorganization in 1962. Project 80, thoroughly reorganized the Department. Technical and Administrative Services was abolished, the missions of CONARC were broadened, and both the Army Materiel Command (AMC) and Combat Developments Command (CDC) were created. In 1969, General William C. Westmoreland, then Chief of Staff, United States Army, selected Major General D. S. Parker to chair a Special Review Panel to examine the functions, organizations, and procedures of the Department of the Army. Under the committee's charter, CONARC, CDC, AMC, and the departmental headquarters staff were to be examined. The recommendations of the Parker Committee resulted in the 1973 reorganization of the Army in the Continental United States. The major feature of the 1973 reorganization was known as Operation STEADFAST. STEADFAST disestablished the United States Army Continental Army Command and the United States Army Combat Developments Command and established the United States Army Forces Command (FORSCOM) and the United States Army Training and Doctrine Command (TRADOC). Many of the findings of the Parker Committee and the subsequent reorganization accomplished through Operation STEADFAST have withstood the harsh test of time and can only be judged as being fundamentally sound.

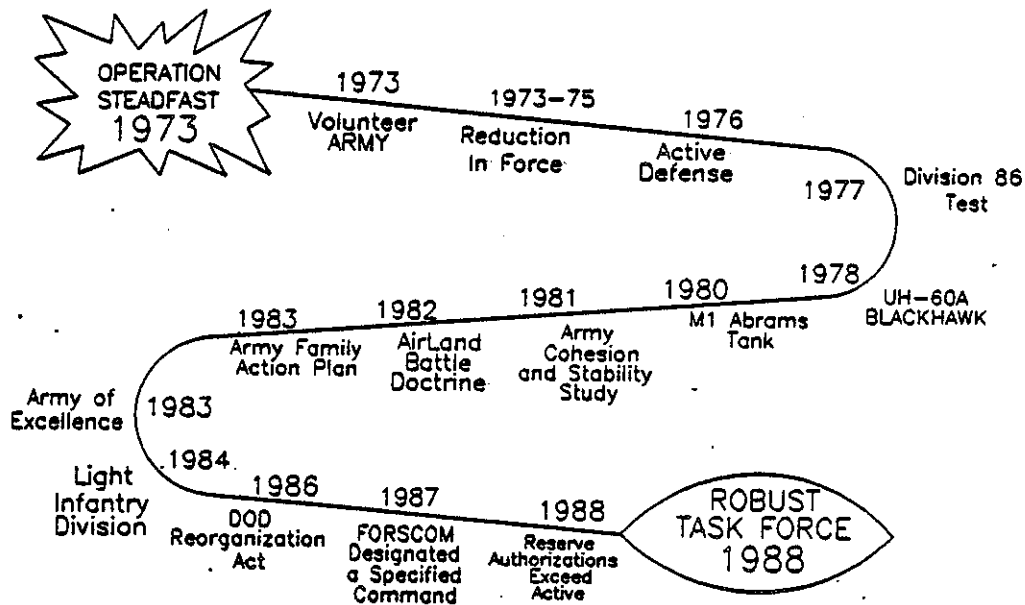


Figure 1-1. OPERATION STEADFAST

The "train" did not stop in 1973 — it accelerated (Figure I-1). Change knows no boundaries and certainly has not been confined to organization structures. During the fifteen years since the implementation of Operation STEADFAST the Army has experienced unprecedented change. The nature of these changes has been both evolutionary and revolutionary and has affected every aspect of the Army. Since STEADFAST, the Army has transitioned from a conscripted force to a totally volunteer force. The Army Cohesion and Stability Study (ARCOST) of 1980-1981 recommended transfer of personnel proponency from the Army Staff to the branch school commandants and the establishment of the Cohesion, Operational Readiness and Training (COHORT) system and the United States Army Regimental System (USARS) program. AirLand Battle doctrine has been developed and institutionalized and the Army of Excellence (AOE) has been designed to execute that doctrine. Today over sixty-nine percent of Active Component enlisted soldiers are married. The Army anticipated this significant change and responded with the development of a comprehensive Army Family Action Plan. The tactical and strategic levels of warfighting have been supplemented by a focus on the operational level of warfare and the echelons above corps that sustain operational forces. The Army is still fathoming the significance of the designation of FORSCOM as a Specified Command. The Total Force Concept, announced by the Secretary of Defense in 1971, has become reality and the combined authorizations of the Army's Reserve Components now exceed those of the Active

Component. In sort, since 1973, the Army has modernized its doctrine, its major weapon and combat support systems, and its tactical organizations. However, perhaps the most significant impact on the management structure of the Army during this period has resulted from Public Law 99-433, the Goldwater-Nichols Department of Defense Reorganization Act of 1986. The intent of the Congress is clear. The Act strengthened civilian authority within the Department of Defense, clarified the responsibility and authority of the Unified and Specified Commanders and required organizational changes within the Department of the Defense and the Service Departments that were designed to enhance the effectiveness of military operations, improve management and administration, and provide for more efficient use of defense resources.

There is no reason to believe that the rate of change will do anything other than increase over the next fifteen years.

During the fifteen years since the Operation STEADFAST reorganization, other changes, of a less desirable nature, have also occurred. As stated, the management headquarters and sustainment base structure of the Army has become large, extremely complex, and, hence, difficult to understand and control. At the time of the CONUS reorganization in 1973, the Department of Defense attempted to account for and control the number and size of the management headquarters throughout DOD. That system, which is promulgated in DODD 5100.73, Department of Defense Management Headquarters and Headquarters Support Activities, and AR 570-8, Army Management Headquarters Activities (AMHA) has failed. Prior to 1972, the Army did not have any field operating agencies/activities (FOA) to augment its management headquarters. To date, our study identifies 187 FOAg. The system used to manage management headquarters has caused confusion. It had compelled decisions and actions that can only be characterized as counterproductive to the intent of Army regulations and to effective and efficient management in general. We must correct this.

THE "TDA" TODAY

There are many answers to the question, "What is the "TDA" Army?". The three following figures provide information about the Army table of distribution and allowance structure. Figure 1-2 displays the TDA by component and provides aggregate data.

	COMPO	#UIC's	MIL AUTHS	CIV AUTHS
TOTAL TDA	1 - AC	1,503	165,210	405,200
	2 - ARNG	128	29,320	0
	3 - USAR	569	78,877	0
	TOTAL	2,200	273,407	405,200

SOURCE: JUNE 88 M-FORCE (FAS LOCK)
REFLECTS MANPOWER POSTURE 30 SEP 89

Figure 1-2. The TDA Today

It should be noted that these figures do not include 167 Joint Activities with 6,395 military authorizations and 2,203 civilian authorizations; nor 73 Department of Defense Activities with 3,345 military authorizations; nor 220 units that are equipment only organizations. Of the approximately 1.86 million military and civilian authorizations within the Total Army, 678,607 or 37% of the Total Army are accounted for in TDA organizations. A more detailed breakout of the relative makeup of the TDA structure is displayed in Figures 1-3 and 1-4.

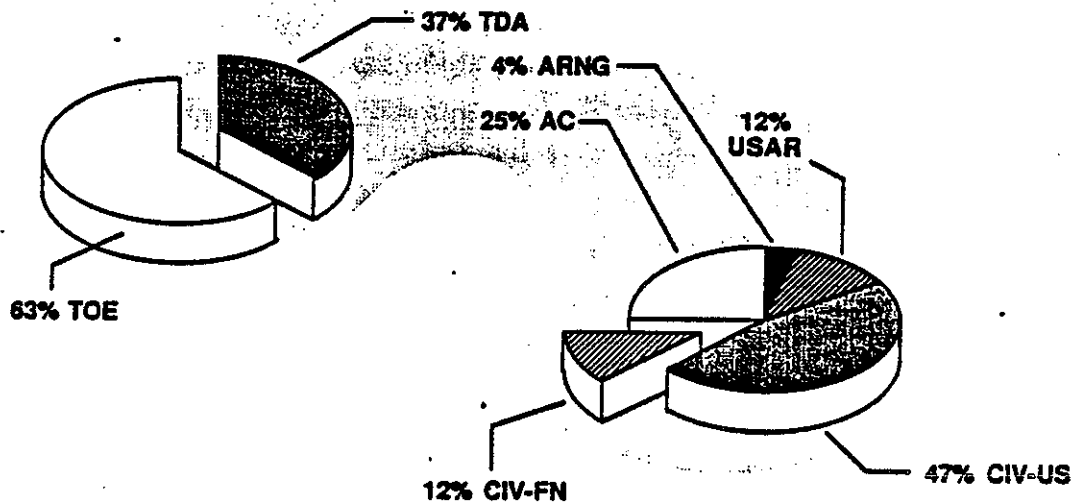


Figure 1-3. TDA Structure

Note that the Army accounts for over 83,000 foreign nationals, both direct hire and indirect hire, in its TDA structure.

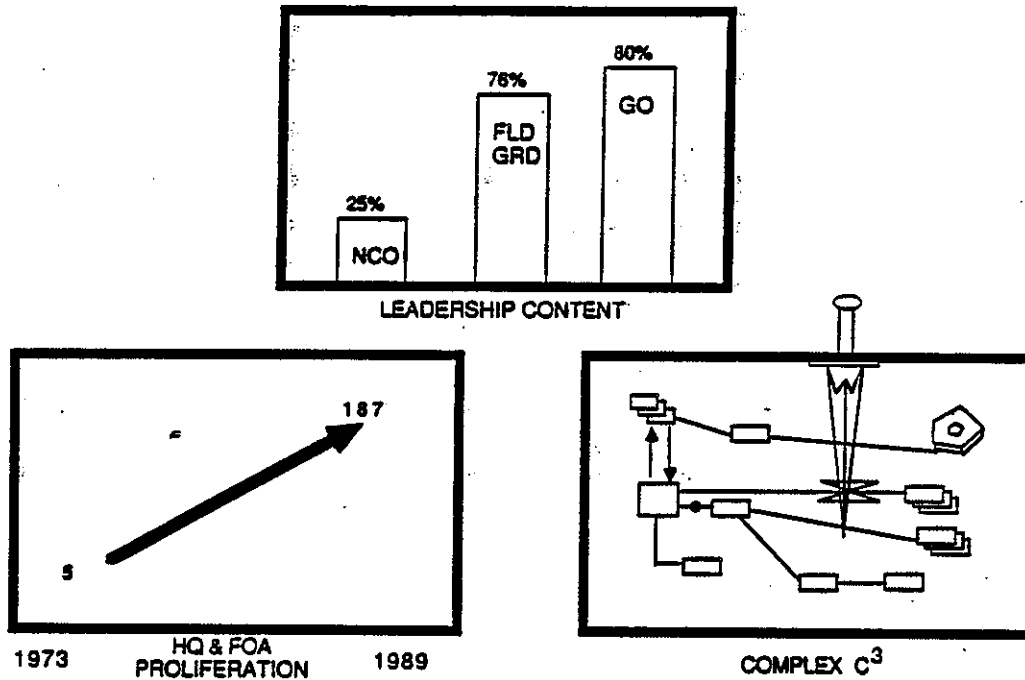


Figure 1-4. TDA Structure (Continued)

Another way to answer the question is to examine the activities that are performed by TDA organizations. The Department of the Army management functions: structuring, equipping, training, manning, sustaining, mobilizing/deploying, facilities, managing information and managing are, for the most part, the responsibility of TDA organizations. (See Chapter 24.) The TDA structure provides the sustainment base for the Army. Army Materiel Command's depots, ammunition plants, and arsenals, provide materiel and maintenance support and are an integral part of the industrial base. (See Chapter 16.) Training and Doctrine Command's schools and centers are the Army's training base. (See Chapter 18.) The combat development and integration functions performed at these centers contribute directly to the Army's capability to provide properly structured, adequately equipped, efficiently manned, ready units to meet the needs of the numerous joint operations plans. (See Chapter 29.) The Troop Support Agency operates commissaries worldwide. The Army's installations provide a wide range of services and support on an area basis. The United States Army Recruiting Command acquires high quality people to man the force. The Total Army Personnel Agency manages active component military personnel. All of these functions are essential to accomplishing the Army's primary mission—deter, fight, and win.

A third way to define the "TDA" Army is to identify what the "TDA" Army is not. The "TDA" Army is not the "peacetime" Army. It is not the "garrison" Army. The Total Army goes to war. The Army cannot organize, man, equip, train, mobilize, deploy, sustain, command, or control theater force units without the TDA organizations. The "TDA" Army is the sustainment base of the Army. It contributes directly to the Army's support of the Unified and Specified Commanders and is critical to the Army's capability to accomplish critical mobilization missions.

THE CHALLENGE

Our first challenge is to develop a conceptual framework, i. e., a doctrine, for the management headquarters and sustainment base structure of the Army that is responsive to the dual imperatives of supporting the warfighting commanders in chief and improving the Army's capability to perform vital mobilization missions.

The second challenge to the Army, is to clearly define the management headquarters and sustainment base organizations in terms of missions and functions to be performed, command relationships, resource management relationships, and desired performance.

The framework will become the foundation of the doctrine upon which a sound methodology can be constructed for designing the organizational structures of the Army's management headquarters and sustainment base. Above all else, the Army must simplify and clarify its management headquarters and sustainment base organization. This is mandatory. We must improve our understanding of these organizations, so that we can effectively communicate about them and articulate our resource requirements amongst ourselves and to others. The third challenge is to implement this plan in a manner, which disciplines the design and management systems for the management headquarters and sustainment base organizations, while simultaneously providing sufficient organizational flexibility to their commanders. Discipline is required to ensure the Department's ability to control these organizations. Flexibility is required to ensure that the management and sustainment base structure is capable of adapting to accelerated rates of organizational change.

OPPORTUNITY

Circumstances, in four key areas, are currently favorable for swift action to improve the management and sustainment base of the Army.

The Army has adopted a well defined warfighting doctrine and is rapidly molding mature tactical formations that will be capable of fully exploiting the AirLand Battle concepts. This doctrine continues to evolve. Currently, the Training and Doctrine Command is developing an umbrella concept, AirLand Battle - Future, to identify Army missions and force structure requirements for the 21st century. It is within this

conceptual framework, that designing and managing Army management headquarters and sustainment bases must be developed.

Technologically, capabilities are available to simplify and better integrate the information management systems necessary to support improved management. The Department of the Army must exploit the full potential of information systems technology. We must commit adequate resources to this area if we are to simultaneously improve both the effectiveness and efficiency of management. Where appropriate, we will simplify management processes and then automate. The accelerating rate of advancement in automation suggests larger headquarters with fewer levels of management. This will greatly reduce requirements for "middle management organizations".

The political/economic circumstances for action are favorable. The Goldwater-Nichols Department of Defense Reorganization Act of 1986 is a clear statement of Congressional intent. The law mandates improvement in management structure and the efficient use of resources, while concurrently providing the organizational flexibility necessary to implement these improvements. The improvements that are envisioned support the congressional mandate to more fully integrate the Department of Defense and support the Unified and Specified Commanders. Budgetary constraints argue in favor of gaining approval for organizational changes that are designed to improve both efficiency and effectiveness.

The last fifteen years has witnessed the implementation of the Total Force Concept. This concept placed much greater reliance on the United States Army Reserve and the Army National Guard. It is a matter of National Policy that the Reserve Components are to be the primary source of trained and ready units and individuals in any future rapid expansion of the Active Army. The readiness levels of the Reserve components have increased significantly since our government adopted this policy. The maturing of the Total Force Concept has resulted in circumstances that are favorable for exploiting the talent and experience of the United States Army Reserve leadership.

The conceptual framework for the design and management of management headquarters and sustainment base organizations must itself be well defined, simple and clear.

Developing this conceptual framework is the responsibility of the Army's top management. Further, it is essential that the concept be developed in coordination with the Department of Defense and the other services. Much of the failed management headquarters and headquarters activities management systems, with which we are currently burdened, exists because of the Defense Department's sincere efforts to control the number and size of the management headquarters.

The opportunity to improve our management headquarters and sustainment base structure exists now. We must seize it.

THE FUTURE

Systems management concepts offer the most useful tools, yet devised, for understanding an organization as large and as complex as the Army of the United States.

The Army consists of three major subsystems: combat, production, and integrating. The combat subsystem is based on AirLand Battle doctrine. It uses the output of the other two major subsystems to create and support combat ready theater force units. Within the context of the management headquarters and sustainment base structure of the Army, the integrating and production subsystems are the focus of interest.

The integrating subsystem of the Army consists of the Secretariat and Army Staff. Together, they comprise the Headquarters, Department of the Army. The Department's contribution to the entire organizational system, is the horizontal and vertical integration of the nine management functions performed by the numerous major commands and field operating agencies. As stated these functions are structuring, equipping, manning, training, sustaining, mobilizing and deploying, managing facilities, managing information and managing. The Army performs a tenth departmental management function, intelligence, which should be appended to this list.

The production subsystem is the sustainment base of the Army. It consists of the Army Materiel Command, Training and Doctrine Command, Forces Command (in its role as the mobilizer and deployer of theater force units); the functional commands, such as, Information Systems Command, Intelligence and Security Command, Health Services Command, and the United States Army Corps of Engineers; numerous field operating agencies, e.g., the United States Total Army Personnel Agency, United States Army Troop Support Agency, United States Army Recruiting Command, and the United States Army Community and Family Support Center.

The bedrock of the Army's sustainment base is the installation. Army installations are our operating bases, logistical bases, and mobilization bases. All of these organizations are organized under tables of distribution and allowance.

The organizational system is bonded by command and management relationships. The President, as Commander in Chief, and then the Secretary of Defense command all the military forces of the United States. However, within the Army, command (often less operational control) of Army organizations originates from Headquarters, Department of the Army and flows to all Army organizations through the chain of command. In a similar manner, resources are allocated by the Department to the major commands and then suballocated as appropriate. Command and management relationships define the organizational structure of the Army.

As stated, Headquarters, Department of the Army, integrates the management of the departmental functions both horizontally and vertically. In general, responsibility for performing individual functions is assigned to the Army's major commands and specific field operating agencies. The major commands are structured vertically and generally they do not extensively integrate horizontally outside their respective commands. Certain functional organizations, whether major commands or field operating agencies are a major exception to this schema. Functional organizations, which we often refer to as "stovepipes," have responsibility for their service or product across organizational and geographical boundaries. These organizations have been established for a variety of good and sufficient reasons; inadequate performance when responsibility for the function was decentralized, in order to efficiently manage functions in which technology is rapidly expanding, to provide for a unity of effort within the functional area, and to take advantage of economies of scale. Several functional commands or agencies command the units that provide support within their functional area. This situation has confounded command and management relationships throughout the Army. To date, the Army has not clearly defined a command relationship that satisfies the principle of unity of command with respect to these functional organizations.

Unity of command is an overriding principle in the design of a military organization. In order to properly and adequately support the Unified combatant commanders, it is essential that the subordinate Army component commanders command all Army units within their areas of responsibility. However, Army component commanders neither need the authority nor desire the responsibility to direct and control certain highly technical practices and procedures that are prescribed within the functional areas of health services, legal services, engineering, information management, financial accounting, and intelligence. The responsibility and authority to direct and control these technical practices and procedures must be retained by the functional organization. Therefore, a simple, clearly defined command relationship that satisfies, both the Army component commander's operational requirement and the functional commander's technical requirement for unity of command is necessary.

TECHNICAL CONTROL (TECHCON)

The normal and permanent relationship that exists in specific functional areas (e.g., health services, engineering, information management, financial accounting, and intelligence) between the commander of the proponent command charged with responsibility for the technical practices and procedures to be followed and the units that perform those functions. This responsibility is normally discharged through the promulgation of regulations and technical pub-

lications. Technical Control may include responsibility and authority to establish minimum standards of performance or for delivery of services, to inspect for compliance, and to certify individuals as competent to perform specific duties within the defined functional areas.

The technical control relationship, has been defined in order to remove the cloud, imposed by the "stovepipe" commands, from the command authority of the Army component commanders. At the same time, technical control recognizes and formalizes the responsibility and authority of the commanders of the functional organizations for technical practices and procedures within their respective functional areas.

As the technical control relationship is incorporated into our doctrine and implemented throughout the Army, the current vertical hierarchy of the functional commands can be disestablished. Nevertheless, our past experience has demonstrated the value of centralizing the management of these technical functions. Today's functional organizations perform many of the Army's key activities. The Army must be properly structured to perform these key activities effectively and efficiently.

Currently, the Army's sustainment base includes a number of organizations that are referred to as centers, e. g., the Combined Arms Center (CAC), the United States Army Aviation Center (USAAVNC), the United States Army Finance and Accounting Center (USAFAC), etc. Financial accounting is one of the functional areas that is included in the definition of the technical control relationship. Formally establishing technical control in the functional area of financial accounting will have no discernible impact upon the organization of USAFAC. USAFAC operates in accordance with the concept today. The Finance and Accounting Center does not command any finance and accounting organizations. However, the finance and accounting function is standardized throughout the Army utilizing structured systems and procedures. Additionally, USAFAC performs many of the developmental activities normally associated with any of the TRADOC branch centers. These include doctrine development, training development, personnel development, force development, materiel development, and combat development. Specifically, USAFAC designs organizational structures, develops staffing standards, and develops standard financial systems for use throughout the Army. Furthermore, USAFAC inspects finance and accounting offices throughout the world.

The Army will pursue the consolidation of functional organizations in order to establish United States Army Centers for specific functions as appropriate. This process must consider the missions and functions of the organizations, the organizational environment in which they must function, i.e., their relationships with the Department of Defense and other governmental agencies, and where the organization belongs

within the management headquarters and sustainment base structure. We must answer the question of whether a center should be subordinate to TRADOC or report directly to Headquarters, Department of the Army.

The command and management relationships of the future management headquarters and sustainment base structure of the Army must be clearly defined and less complex than they are today (see Figure I-5).

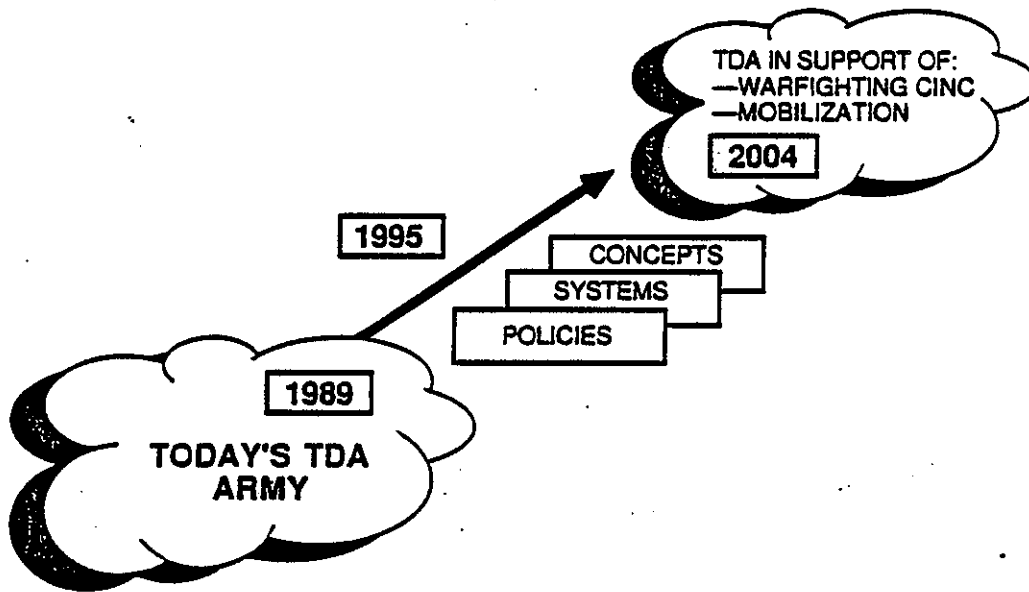


Figure 1-5. Future Management

PRESCRIPTION FOR ORGANIZING MANAGEMENT HEADQUARTERS AND THE SUSTAINMENT BASE

If concepts are to endure, they must be firmly anchored in clear, simple principles. The principles of war and the principles of management are examples. The four tenets of AirLand Battle doctrine provide a third illustration of this fact. The concepts that follow are intended to ensure effective and efficient support to the Unified and Specified Commanders in Chief and to improve the Army's capability to accomplish critical mobilization missions. Collectively, they provide a prescription for improving the Army.

***Define the management headquarters and sustainment base of the Army.** Part of the Army's current management problems in this area stem from difficulty in identifying what it is we are attempting to manage.

***Establish doctrine for management headquarters and the sustainment base.** There is no single doctrine for the current TDA structure of the Army. The absence of a system of unifying principles has made understanding tenuous and management difficult.

***Adopt a standard methodology for designing management headquarters and sustainment base organizations.** Many existing TDA organizations lack an auditable structure. Why they are organized the way they are is often unknown. Management headquarters and sustainment base organizations must be designed based on requirements and these structures must conform to the organizational principles that will be found in the new doctrine.

***Clearly define, publish, and organize in accordance with command relationships.** Many organizational relationships are currently established by Memorandums of Understanding. These documents are difficult to keep current and are usually not widely distributed. The result is organizational relationships have been formally established and are often invisible.

***Elevate technical control to the status of a command relationship.** This informal relationship currently exists and its existence is recognized in FM 101-5, Staff Organization and Operation. Formalizing this relationship clarifies responsibility and authority.

***Define management relationships in accordance with command relationships.** Resource management must conform to command relationships. Specifying management relationships reinforces and clarifies command relationships.

***Establish a single Army component command for each Unified Command.** This is necessary to ensure unity of command.

***In general, convey command of all Army units to the appropriate Army Component Commander.** This clarifies the responsibility and authority of the Army Component Commander and facilitates the mission of supporting the Unified command commander.

***Formalize and institutionalize the rules of inefficiency.** As part of the design process, we must ensure that new organization structures and changes to existing organizations do not result in headquarters layering, redundancy of missions or functions, the resourcing of unnecessary functions, split responsibility of missions or functions, or resourcing of duplicative functions within the same geographical area.

***Place the United States Army Reserve under the command of Reservists.** We must exploit the talent and experience of our U.S. Army Reserve leadership. The command of Army Reserve units must be streamlined and the administrative burden placed on Army Reserve units must be substantially reduced.

***Resource organizations rather than functions.** Installations should be resourced as organizational entities, rather than functionally. This will permit better visibility of the level of efficiency at the installation and facilitate the determination of resource requirements.

***Pursue the Theater Army Area Command model for providing theater support.** Theater support doctrine must be reviewed to ensure that the command and control organization is efficient. Providing support on an area basis has been demonstrated to be effective. We must reassess the requirement for functional commands in theater.

***Decentralize civilian personnel management and centralize civilian pay.** The Department of the Army manages its vital civilian work force at too fine a level of detail. Installations should manage the civilian work force. The Army must pursue manage to civilian budget and the corollary documentation of civilian personnel only at the installation level. While civilian personnel management should be decentralized, civilian pay must be centralized in order to make the pay system simpler and more efficient.

***Consolidate all types of organization documents into a single authorization document; the table of organization.** The Army's current authorization documentation system is extremely complex and inefficient. Parallel systems access separate data bases or process identical data differently for similar purposes. This system has proven to be impossible to synchronize. Mobilization authorization documents duplicate much of what is contained in the current documents. Separate mobilization documents have proven to be difficult to maintain and do not facilitate mobilization planning. There is no reason why unit commanders, who are augmented to perform non-tactical missions, should be compelled to deal with several different authorization documents.

***Integrate mobilization planning at the Department of the Army.** Mobilization requires the synchronous efforts of the entire Army. The various plans for expanding the training base, industrial preparedness, and force unit mobilization and deployment must be integrated under a single plan that clearly states the mission, provides a concept of operations, identifies specific responsibilities and provides necessary coordination instructions. Much effort is expended in mobilization planning and much has been accomplished. However, our plans must be better integrated. We need to ensure planning at the appropriate level of detail. Extremely detailed plans are very difficult to maintain and often do not justify the effort necessary to prepare them.

CONCLUSION

Definitions are the root of understanding. The Army must improve many of the definitions that are associated with its management processes and organizational relationships.

The "TDA" army is a large and complex organization. It lacks clarity and is difficult to control. The Army must develop doctrine for the design, operation, and management of the management headquarters and the sustainment base. By developing clear definitions and extending Army doctrine to encompass the management headquarters and sustainment base, we can simplify our organizational structures and clarify organizational relationships (see Chapter 24.)

The "TDA" Army contains the management headquarters of the Army and provides the structure for the sustainment base of the Army. The notion that the TDA Army equates to a "peacetime" Army is not only false, it is a serious misrepresentation of the absolutely essential role that the management headquarters and the sustainment base organizations fill in providing the Army the capability to rapidly go to war.

The current organizational environment provides a combination of circumstances that provide an opportunity for significant improvement in the organization of the management headquarters and the sustainment base of the Army. We must act swiftly to exploit this opportunity.

CHAPTER 2 HISTORICAL BACKGROUND OF TDA

While the Army has always divided its officers functionally between organizations created to perform specific tasks and tactical units operating in the field, the percentage of officers in each has been fairly stable. During the nineteenth century, the Army called these categories staff and line assignments. The staff, consisting of various departments and corps, included The Adjutant General's Department, the Inspector General's Department, the Judge Advocate General's Department, the Quartermaster Department, the Medical Department, the Corps of Engineers, the Ordnance Department, and the Signal Corps, among others. The line consisted of cavalry, artillery, and infantry regiments. The former may be considered predecessors of today's table of distribution and allowance (TDA) units, while the latter may be thought of as today's table of organizational equipment (TOE) units. Personnel from both staff and line manned installations and geographic departments. Congress directly authorized the personnel for the line regiments, and their personnel "tables" were included in public statutes. This system of designating the internal structure of line units continued as late as the National Defense Act of 1916. While Congress also authorized the strength and structure of the corps and departments in public statutes, additional personnel for these staffs came from men detailed from the line regiments and from civilian employees.

During the early years of the twentieth century, although no line units above the level of regiment were authorized except during wartime, the Army staff began planning for higher-level organizations in the event of war. Tables of organization were included in Field Service Regulations, published in 1905; for both the line regiments and for echelons above the regimental level, i.e. divisions, corps, and field armies. Units above the regimental level continued to be manned provisionally. Tables of organization, similar to those in use today, were first published in 1914. The current numbering system, however, did not appear until the 1930s.

Tables of organization and tables of allowance (equipment) were published separately until 1943, when they were consolidated as tables of organization and equipment (TOEs). Tables of allowance were also published for installations, schools, departments, etc, and in 1936 the term "table of distribution" was used for the document that authorized personnel for such units. In 1943 the tables of distribution and tables of allowance were also consolidated into tables of distribution and allowance (TDAs).

A TDA unit is organized for a specific mission which no TOE organization can perform and is discontinued as soon as its assigned mission has been accomplished. Unlike TOE units, TDA organizations are considered non-deployable, even when or-

ganized overseas, as their missions are normally tied to a geographic location. The personnel of TDA organizations can be military, civilian, or a combination of both. In some instances, provisionally-type units have been organized under TDAs until suitable TOEs were established. Examples are some of the mobile army surgical hospitals (MASHs) and a ranger company organized in Korea during the Korean War. When the Army developed TOEs, it discontinued the TDA organizations.

A TOE prescribes the normal mission, organization structure, and personnel and equipment requirements for a military unit and is the basis for an authorization document. Units are constituted and activated in accordance with an approved TOE or modified TOE. All personnel are military, and the unit can be deployed anywhere in the world. Some current TOE organizations have TDA augmentations, which may include civilians and foreign personnel, to assist in performing their non-tactical missions. These augmentations are not deployable, however.

Although TDA and TOE units are distinct types of organizations, there are some instances in which either could be used, the military police company at a garrison or installation, for example. A TOE military police company can perform the function, but such units are deployable and in the event of war the post conceivably might be left without military police support. If the post's TDA includes the military police function, then the personnel and equipment authorizations remain with that post regardless of war or other contingency.

The percentage of officers in TDA-type units has fluctuated over the years, gradually increasing from the early twentieth century to the 1930s. In 1882, the Commanding General of the Army, in requesting an increase in enlisted men, noted that organized armies in the world normally did not have more than 66 percent of their personnel available for actual battle or field service. In 1905, 34 percent of officers in the Regular Army were assigned or detailed to organizations other than line units. The number had risen to 45 percent by 1911 and to approximately 50 percent by 1921. Throughout the 1930s the number of officers in TDA-type units remained at about 60 percent of the authorized officer strength. With the mobilization of forces in 1940 and 1941, this percentage dropped to about 45 percent.

During the past twenty years (see Table 2-1), the ratio of officers in TDA units to those in TOE organizations has changed, although the variations do not seem to correspond to any major Army reorganization. For example, Operation Steadfast, a major reorganization of the Army within CONUS, which became effective on 1 July 1973, had no real impact on the percentage of officers in TDA units. On 30 June 1973 63 percent of the Army's officer strength was in TDA units, while on 30 September 1974 63.6 percent of the Army's officer strength was in TDA units. Table 2-2 shows

the strength of TPSN 46301 (those headquarters in CONUS one echelon below Headquarters, Department of the Army) as 3,596 military and 8,694 civilian. Table 2-3 shows the strength of the same headquarters (including FORSCOM and TRADOC) as of 30 September 1974. The elimination of the headquarters of CONARC, CDC, and the four TOE field armies abolished 1,457 commissioned officer positions, while the creation of FORSCOM, TRADOC, and three TDA armies created 1,493 commissioned officer positions.

TABLE 2-1. TOE/TDA OFFICER STRENGTH, ACTIVE ARMY

<u>YEAR</u>	<u>STRENGTH</u>	<u>NO. (%) IN TDA UNITS</u>	<u>NO. (%) IN TOE UNITS</u>
1968	119,305	62,065 (52%)	57,240 (48%)
1969	117,380	63,101 (54%)	54,279 (46%)
1970	113,291	64,135 (57%)	49,156 (43%)
1971	102,488	64,194 (63%)	38,294 (37%)
1972	85,764	56,396 (66%)	29,368 (34%)
1973	81,048	51,067 (63%)	29,981 (37%)
1974	77,595	49,324 (64%)	28,271 (36%)
1975	75,358	43,824 (58%)	31,534 (42%)
1976	74,125	43,398 (59%)	30,727 (41%)
1977	73,200	41,436 (57%)	31,764 (43%)
1978	73,412	41,758 (57%)	31,654 (43%)
1979	73,864	41,684 (56%)	32,180 (44%)
1980	69,706	39,726 (57%)	29,980 (43%)
1981	74,950	41,783 (56%)	33,167 (44%)
1982	76,979	44,177 (57%)	32,802 (43%)
1983	76,040	43,124 (57%)	32,916 (43%)
1984	79,869	45,696 (57%)	34,173 (43%)
1985	81,173	46,205 (57%)	34,968 (43%)
1986	81,953	46,123 (56%)	35,830 (44%)
1987	81,899	44,788 (55%)	37,111 (45%)

There does appear to be some inverse correlation between the percentage of officers in TDA units and the number of combat divisions fielded (see Table 2-4). For example, during the height of the Vietnam War in 1968, the Army fielded 19 divisions and had 52 percent of its officers in TDA units; while in 1972, when the Army had 13 divisions, 66 percent of the officers were serving in TDA units. It could be concluded that while fluctuations in officer assignments between TOE and TDA units do occur,

they usually happen gradually and do not necessarily result from major Army reorganizations.

TABLE 2-2. CONARC STRENGTH 30 JUNE 1973 (TPSN 46031)

UNIT	OFF	WO	EM	AGG	CIV
HQS, CONARC	405	4	174	583	706
HQS, STRATCOM	64	9	71	144	540
HQS, CDC	191	1	92	284	193
HQS, MDW	58	1	46	105	98
HQS, DARCOM	230	2	18	250	2,233
HQS, FIRST ARMY	249	4	157	410	667
HQS, THIRD ARMY	199	3	99	301	597
HQS, FIFTH ARMY	243	1	156	400	778
HQS, SIXTH ARMY	170	7	188	365	546
HQS, MUN COMD	90	3	58	151	1,847
OF, DATA PROC, FLD	5	-	40	45	26
HQS, CIDC	61	57	95	213	48
HQS, HLTH SVCS	237	1	107	345	415
TOTALS	2,202	93	1,301	3,596	8,694

TABLE 2-3. STRENGTH OF TPSN 46031 30 SEP 74

UNIT	OFF	WO	EM	AGG	CIV
HQS, FORSCOM	501	13	261	775	1,001
HQS, TRADOC	620	7	202	829	1,098
HQS, COM COMD	63	9	57	129	564
HQS, MDW	58	1	41	100	102
HQS, DARCOM	224	1	18	243	1,967
HQS, FIRST ARMY	132	2	79	213	276
HQS, FIFTH ARMY	128	1	81	210	236
HQS, SIXTH ARMY	112	1	65	178	216
HQS, ARM COMD	187	3	99	289	3,369
OFC, DATA PROC	12	-	21	33	35
HQS, CIDC	66	60	84	210	43
HQS, HLTH SVCS	235	3	107	345	414
TOTALS	2,238	101	1,115	3,554	9,321

TABLE 2-4. TOE/TDA OFFICER STRENGTH AND NUMBER OF DIVISIONS,
ACTIVE ARMY

YEAR	% IN TDA UNITS	% IN TOA UNITS	NO. OF DIVISIONS
1968	52	48	19
1969	54	46	18
1970	57	43	16
1971	63	37	13
1972	66	34	13
1973	63	37	13
1974	64	36	13
1975	58	42	14
1976	59	41	16
1977	57	43	16
1978	57	43	16
1979	56	44	16
1980	57	43	16
1981	56	44	16
1982	57	43	16
1983	57	43	16
1984	57	43	16
1985	57	43	16
1986	56	44	18
1987	55	45	18

**ANNEX A TO CHAPTER 2
HISTORICAL BACKGROUND OF TABLE OF DISTRIBUTION AND ALLOW-
ANCE (TDA)
OPERATION STEADFAST**



ANNEX A TO CHAPTER 2
HISTORICAL BACKGROUND OF TABLE OF DISTRIBUTION AND ALLOW-
ANCE (TDA)
OPERATION STEADFAST

BACKGROUND¹

The organization of the Army in the continental United States has presented the Army's leadership with a variety of difficult problems throughout this century. Although provisions were made in the National Defense Act of 1920, it was not until 1940 that the Army established the General Headquarters (GHQ). From its inception, GHQ was beset the problems of simultaneously managing two diverse missions: training and command and control of ground forces and their supporting units.

In 1942, within months of Pearl Harbor, General Marshall reorganized the Department of the Army. He separated the responsibility for training troops from the command and control of ground forces. The latter mission was retained by GHQ, while the former was assigned to a new headquarters, Army Ground Forces (AGF). This arrangement endured throughout the war.

Following World War II, both the Patch and Simpson Boards recommended that the two missions be consolidated once again and assigned to Army Ground Forces Headquarters. In 1948, following another redesign and reorganization of the recently redesignated Department of the Army, the responsibility for training soldiers was assigned to the Office of the Chief of Army Field Forces (OCAFF), a staff agency of the Headquarters, Department of the Army. Under this structure, OCAFF controlled the Continental United States Armies (CONUSA) and all the installations in the continental United States (CONUS).

This arrangement continued until 1955, when the recommendations of the Davies Committee resulted in the creation of the Continental Army Command (CONARC) and a reconsolidation of the missions of command and control and training within a single command. The intent of this action was the decentralization of authority and operational control from the Departmental level.

The next seven year cycle culminated in the sweeping reorganization of the Department as part of the Department of Defense, Project 80 revisions in 1962. Under this reorganization, Technical and Administrative Services was abolished, the missions of CONARC were broadened, and both the Army Materiel Command (AMC) and Combat Developments Command (CDC) were created.

1. See Endnotes to this annex.

In 1969, the Army was entering a period of transition from involvement in combat to peacetime operations. On 30 September 1969, General William C. Westmoreland, Chief of Staff of the United States Army, chose Major General D. S. Parker to chair a Special Review Panel to examine the functions, organizations, and procedures of the Department of the Army Staff, CONARC, CDC, and AMC. The committee was not to be concerned with tactical organizations. The Parker Committee was instructed to analyze the roles of CONARC, its subordinate armies in CONUS, MDW, CDC and AMC, the increasing number of Class II Activities reporting directly to the Department of the Army Staff and the size of and procedures used by the DA Staff. (CLASS I/II: terms formerly used to distinguish installations, activities, and organizations which were assigned to CONARC and those reporting directly to DA.) The Parker Board was appointed in 1969, met for two years and made numerous Army wide recommendations. These led to the CSA decision for a sweeping reorganization of the command and control structure of the Army.

The Parker Committee findings were profound. The panel determined that CONARC and CDC problems were interrelated and must be considered jointly. The panel concluded that the missions of CONARC covered a number of functional areas which were only partially related and thus tended to inhibit adequate performance in individual areas.. The CONARC/CONUS army command structure, with its two intervening levels between HQDA and the operating installations gave rise to the possibility of duplicative staffing and slowness in response.

The Special Review Panel considered several alternative courses of action to address the command and control problems that it had identified. The Committee observed that the Military District of Washington (MDW) was more a HQ Commandant for HQDA than a geographical command and it recommended that its control be transferred to HQDA. In order to eliminate double layering of command and control elsewhere in CONUS, the panel considered the elimination of CONARC HQ (DA to control CONUSA directly); the elimination of CONUSA with the Class I installations reporting directly to CONARC; or reducing the number of CONUSA from four to three. The Panel also considered establishing a Support (housekeeping) Command and/or a Reserve Forces Command to cope with command and control requirements in CONUS.

To alleviate the problem of the separation of doctrinal development from the operation of the service schools, the Panel first considered the elimination of CDC. It also considered the creation of a Concepts and Experimentation Agency under the Assistant Chief of Staff for Force Development (ACSFOR) or the return of responsibility for combat developments to CONARC where they had been prior to the 1962 DOD

Project 80 Reorganization of the Army: The Parker committee finally recommended a transfer of functions from CONARC to CDC. Those functions considered for transfer included the command of the Command and General Staff College (CGSC); approval authority for all POI; operational control (OPCON) of only the officer advanced courses; OPCON of all officer courses; command of all schools including the War College (less control of installation); command of Project MASSTER (Mobile Army Sensor Systems Test, Evaluation, and Review) combined with Combat Developments Experimentation Command (CDEC); direction of the ROTC Program; command of fifteen service school installations; OPCON of the five Army Training Centers; or command of the five Army training centers (see Figure 2-A-1).

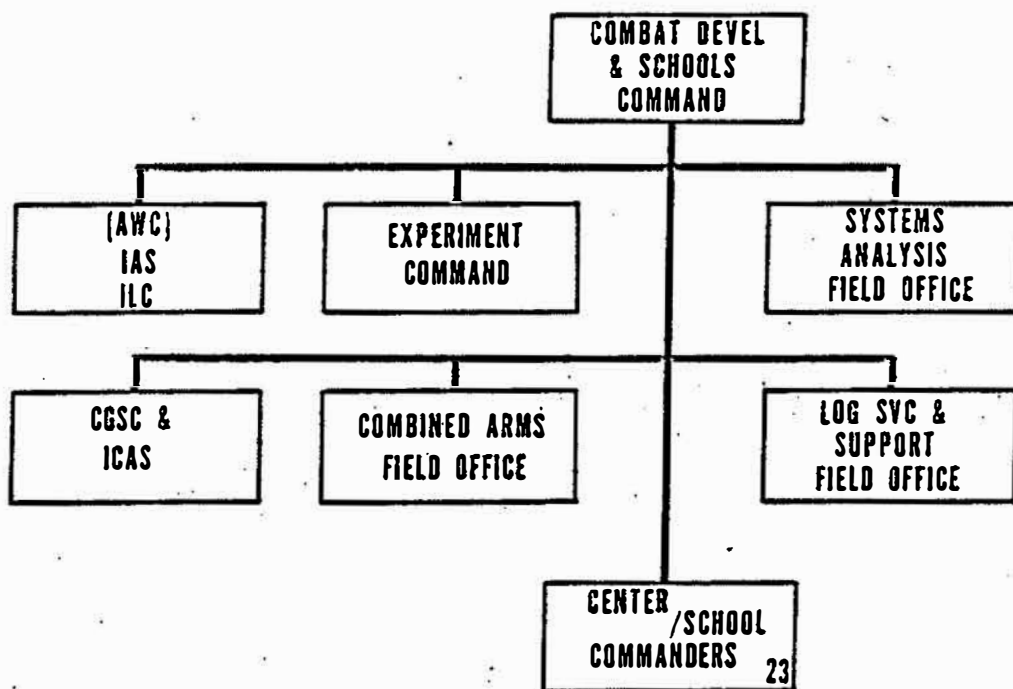


Figure 2-A-1. Combat Development and Schools Command

The Parker Panel made 68 recommendations - 34 involving management improvements, and 34 that required changes to the organizational structure. General Westmoreland immediately approved the recommendation that MDW be organized as a separate command reporting directly to HQDA (effective 1 July 1971). The Panel also recommended the creation of a new Combat Developments and Schools Command that clearly resembles the organization which we today recognize as the United States Army Training and Doctrine Command.

Like nearly all studies, the Parker Panel identified several issues for which it recommended additional study. These issues included the organizational structure of Reserve Component activities at CONARC and its subordinate CONUSA HQ, with a view to improving management through increased centralization of responsibilities and uniform procedures. Further study of the subordinate CONUSA, to determine if administrative, logistical, or other functional channels should bypass those headquarters, was also recommended. Given the nature and organizational impacts of the recommendations, decisions were deferred pending the results of an internal CONARC review.

The CONARC internal review was completed in mid-March 1971 and called for the elimination of CONUSA and creation of Major Command Installations (MCI) that had geographical responsibilities spanning the Active Army, USAR, ROTC, Schools, ATCs, troop units, and sub-installations. The CONARC 71 Study Group envisioned a total of twenty-one (21) MCI. General Ralph E. Haines, the CONARC commander, rejected the report on reorganization and directed a restudy. He firmly believed that the CONUSA were important for coordination in the event of domestic emergencies, the support and supervision of RC training, planning and execution of mobilization, and the preservation of Army visibility in major metropolitan areas. General Haines subsequently rejected the revised plan which differed little from the original.

General Haines directed that a new study, the CONARC 72 Study, be performed. His guidance to the study group was to show the important role of CONARC to the Army's mission. He wanted the study to enumerate the nature and scope of the functions of the commands' subordinate armies. General Haines also felt that it was important to present a historical perspective to show the need for CONARC as the Army's training command and component command to USSTRICOM (redesignated USREDCOM 1 Jan 1972) and to the US Atlantic Command. The historical account was to provide first, a treatment of the Army side, then the joint side of the house on a chronological basis. He wanted the Study to emphasize that one command was actually performing both the training and the command and control of forces functions. The Study was to demonstrate the great span of control of the CONUSA and stress that some sort of a subordinate control headquarters was required by the sheer weight of the number of functions which must be accomplished, as well as by the need for a geographical coverage of the nation. The CONARC 72 Study was to show, by historical example, the close ties between individual and unit training in peace and war.

Not surprisingly, the final CONARC 72 report recommended retention of the current CONARC organization, stressing: CONARC as a single headquarters responsible for combat ready forces, the training of active and reserve component units and personnel, and base operations in the United States, with its operations decentralized

to four geographical commands that ensured a workable span of control (see figure 2-A-2). The report also extolled the flexibility of the structure and CONARC's efficient use of resources. The assertion was made that a single headquarters facilitated close coordination of active and reserve activities, and the rapid expansion of the training base. It was also pointed out that the structure above the installations, i.e., CONUSA and CONARC included fewer headquarters than at any time in the history of the US Army since WWI. The CONARC 72 study recommended no action be taken on the Parker Panel recommendations.

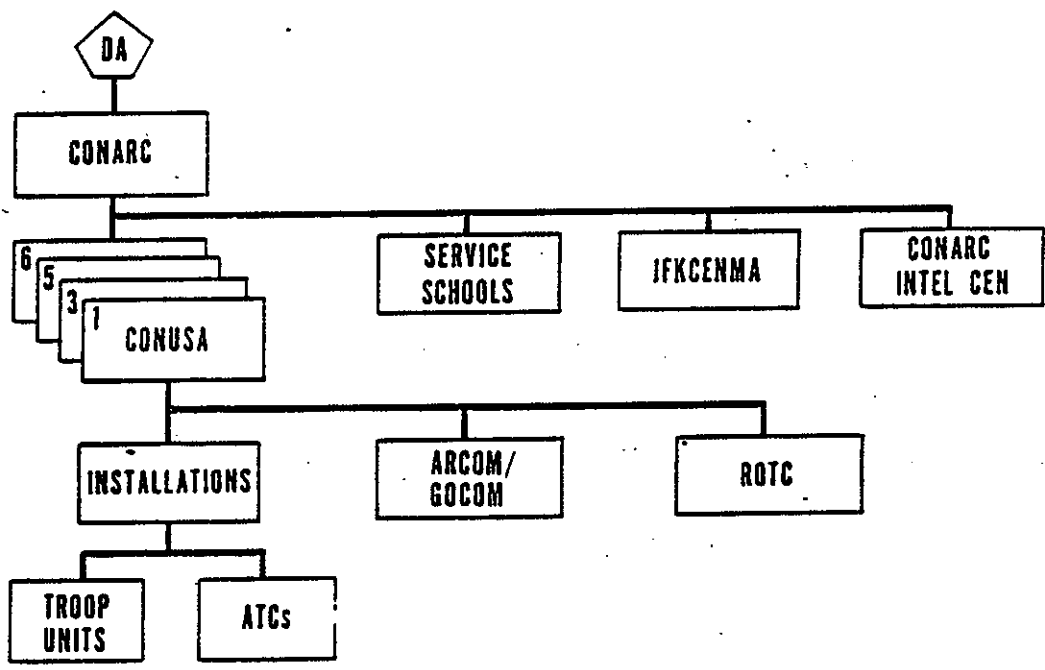


Figure 2-A-2. CONARC Command Organization

Meanwhile, as further emphasis of the concern that the Army's leadership had regarding the organization of the Army, on 20 May 1970, CSA directed all MACOM to establish a separately identifiable staff element which would be concerned with force development. The pre-STEADFAST organization of the Army was complex (see Figure 2-A-3). The Army's leadership wanted to streamline the organization.

Many forces were at work that were to compel organizational changes within the Department of the Army. Program/Budget Decision 92, published by DOD 23 November 1971, dealt with Program 9 - Administration and Associated Activities. DOD reduced the Department of the Army's FY 73 budget for P9 from \$480.8M to \$466.9M. DOD recommended CONUSA focus on only three functional areas: supervision of the reserve components; contingency planning; and local representation for the Army.

PBD 92 estimated that 535 military and 688 civilian spaces would be saved by narrowing the role of the CONUSA. DOD justified the cut based on five premises. First, the full range of management decisions made by the CONUSA were repeated at CONARC. Further, DA recognized this and had already cut from six to four CONUSA. Thirdly, DA action had reduced duplication but not to the extent possible by improved technology. In the fourth place, duplicative headquarters could not be justified in an era of dwindling manpower and financial resources. Finally, DOD intended that the new role for CONUSA would remove CONUSA day to day responsibilities in logistics, personnel, and resources management and stress a more generalized management role.

OPERATION STEADFAST

CONARC internal reorganization efforts were overtaken by events in February 1972 when HQDA directed the organization that came to be known as STEADFAST. At the beginning of FY 72 the commander of CONARC was responsible both for maintaining force readiness and for individual training. GEN Haines directly controlled fifty-six (56) major subordinate organizations. Both the Vice Chief of Staff of the Army (VCSA) and the collective Army Staff (ARSTAF) had been convinced by LTG DePuy's briefing "Impetus for Change" that the size of the forces mission and the size of the training mission were each large enough to require a major Army command (MACOM).

The ARSTAF proposed the structure shown in Figure 2-A-4. According to the structure developed by the Army Staff, the newly created United States Army Forces Command (FORSCOM) would control 14 installations, the subordinate Army HQ in CONUS, and all combat troop units stationed in the United States. The CONUSA would command USAR units, supervise the training of the Army National Guard, and coordinate certain geographic responsibilities. The Training and Doctrine Command would control 21 installations, the service schools, and other major commands. A major feature of the Army Staff's proposal was the rejoining of a major portion of the Army's combat developments functions with the schools system, from which it had been separated by the DOD Project 80 reorganization of the Army in 1962.

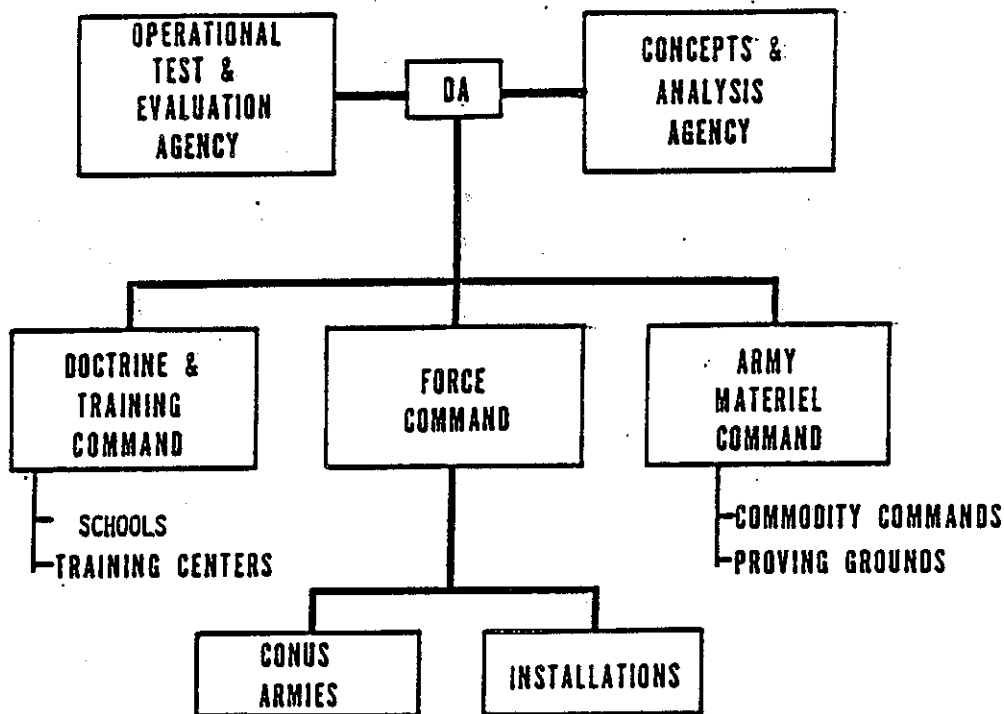


Figure 2-A-4. Proposed Organization for Department of the Army

GEN Haines met with CSA and VCSA in February 1972 to express his concerns about the Army Staff's plan for reorganization. He was particularly disturbed by the proposed effective date of 1 July 1972. As a result of this meeting, the timetable was slowed and it was agreed that Forces Command was to retain command of all USAR units (less OPCON of Training Divisions and Schools - which went to TRADOC). Additionally, the question of the number of CONUSA - three or four - was left open.

The proposed reorganization involved most of the key activities of the Department of the Army. It is understandable that, following receipt of the final DA directive, General Haines still had many concerns. His major apprehensions involved the future of USAREC, the command relationships of the new commands with MASSTER and Combat Developments Experimentation Command (CDEC), the assignment of schools, other than CONARC schools, to TRADOC; management of ROTC; the disposition of mid-management commands currently in CDC; and the provision of adequate medical care in CONUS.

The development of the Operation STEADFAST reorganization plan was an iterative and evolutionary process. The final plan attested to the wisdom of General Haines' advocacy of providing sufficient time for a deliberate planning process and the development of a detailed reorganization plan and a specific implementation plan.

Most of the detailed planning for the execution of the reorganization was the responsibility of CONARC. Major issues concerning the assignment of installations, the role of the CONUSA, management of the United States Army Reserve, management of the Reserve Officer Training Corps, and assignment of schools to TRADOC were repeatedly studied and debated both at Headquarters, Department of the Army and at CONARC.

Regarding the future status of CONARC installations, the CONARC Installation Assignment Study assumed that all installations assigned to CONARC would be retained in one of the new commands. They also assumed that installations would have to be commanded without the benefit of an intervening headquarters structure - DA had ruled out the establishment of a separate Support Command for installation management.

In response to criticism from General Haines concerning the reorganization's disregard of the problems that would result at the installation level, HQDA formed the Installation Model Team. Major General Robert Fair was given the responsibility for the study. He chose Colonel H. L. Myron as the team chief. The Myron Board Studies (Installation Management) examined the impact of the reorganization plan on twenty-seven (27) functional areas. The Study traced the functions from the unit/ installation level through the chain of command, to the Department of the Army. As a result of the Myron Board, HQDA collected far more detailed information about installation management than existed anywhere in the Army.

The Myron Board recommended that internal installation relationships be left alone; the installations be divided between the new commands; the primary mission responsibilities be split at the MACOM level; and that installation commanders report to two major commanders as necessary.

2. See Endnotes to this annex.

NOTE: During this time LTG Depuy, the Assistant Vice Chief of Staff of the Army used his role as the coordinator of Army Studies to prepare a briefing that developed an irrefutable logic for reorganizing CONARC and CDC to establish two commands, one that was focused on individual training doctrine and combat developments and a second that was focused on force units.²

Since the CONUSA would not be in the chain of command with regard to active forces or installation management, CONUSA structure was questioned by the CONARC planning group. CONUSA missions were to be limited to command and control of the USAR; supervision of training of the Army National Guard; and planning and coordination of military assistance within geographical areas. This last mission was substantial, it covered domestic emergencies, including, natural disasters, civil disturbances, and civil defense; representational functions such as burial details and participation in community activities; and liaison/representation to state governors, adjutants general, and civilian aides to the Secretary of the Army.

The CONARC study recommendation on the number of subordinate armies was complicated by the fact that the residual missions of the subordinate armies were not necessarily compatible on a geographical basis. The CONARC study addressed three alternatives: 1) the status quo - four armies with no change in boundaries; 2) three CONUSA with a consolidation of 1st and 3rd Armies and Ohio placed in 5th Army; and 3) three CONUSA with boundaries based on equalization of the reserve component workload.

The CONARC planning group estimated the required staffing of a CONUSA at 310 military and 254 civilian spaces. CONARC issued the following planning guidance to the CONUSA. CONUSA missions would include:

- (1) Command of all USAR units (less OPCON of schools and centers).
- (2) Supervision of the training of non-unit Ready Reserve personnel when ordered to active duty for training, or annual training with, or otherwise attached to USAR and ARNG units within a particular CONUSA's area.
- (3) Command of the Active Army Advisory Groups which supported both the US Army Reserve and ARNG, to include requisitioning for, and distribution of, military personnel, as well as the hiring of technicians.
- (4) Responsibility for the scheduling of annual training periods for all units of the USAR and ARNG in coordination with the installation commanders.
- (5) Coordination of the administrative and logistical support provided to USAR units by Active Army installations.
- (6) Responsibility only for planning, organizing, and supervising the summer camps for ROTC IAW TRADOC policies.
- (7) Development of plans for mobilization at installations within geographical areas.
- (8) Supervision of planning and actual mobilization of assigned USAR and ARNG units.

- (9) Responsibility for coordinating financial, logistical, and other support to ARNG units as directed; and for conducting administrative, training, general, and special inspections of the Army National Guard; and for administering the Army Accident Prevention Program to include Aviation Safety.
- (10) Retention of such missions oriented to their geographical areas, including planning and coordinating support for missions relative to defense - other than air defense - of the continental United States and to military support of civil defense.
- (11) Be prepared to assume operational control of all units and activities which would be required to support any contingency plans selected for implementation.
- (12) Responsibility for coordinating all area oriented activities for:
 - (a) Domestic emergencies.
 - (b) Explosive ordnance disposal (EOD) and chemical/biological accident/incident control (CBAIC) support.
 - (c) Military Assistance to Safety and Traffic (MAST) Program.
 - (d) Civil disturbances.
 - (e) Support to other Federal agencies.
- (13) Supervise on an area basis:
 - (a) Armed Forces Disciplinary Board.
 - (b) Armed Forces Police Detachments.
 - (c) Absentee Apprehension Program.
 - (d) National Crime Information Center terminal operations.
 - (e) Coordination with state and local law enforcement agencies.
- (14) Provide Army representation within area for:
 - (a) Coordination of all PAO activities.
 - (c) Community relations.
 - (d) Appointing spokesmen for major metropolitan areas, as required.

The CONARC plan indicated that TRADOC was to be responsible for:

- (1) Twenty-two active major installations (11 dual hatted due to STRAF units).
- (2) Twenty-eight schools.
- (3) The US Army Training Centers.
- (4) United States Army Recruiting Command (USAREC).
- (5) The Army War College.
- (6) Defense Language Institute (DLI).

- (7) Defense Intelligence School (DIS).
- (8) The Judge Advocate General (JAG) School.
- (9) The Medical Field Service School.

The Army Staff review of the CONARC plan resulted in substantial revision of the plan. As a result of the review, TRADOC headquarters was reconfigured, USAREC was placed under DA, DCSPER; and Fort Sheridan was reassigned from FORSCOM to TRADOC. The Department of the Army also required further consideration of the assignment of schools, including the following, under TRADOC:

- (1) Army War College
- (2) Defense Information School
- (3) Defense Language Institute
- (4) Medical Field Service School
- (5) Judge Advocate General School
- (6) Defense Systems Management School
- (7) Army Security Agency School
- (8) Medical Veterinary School
- (9) Medical Optical and Maintenance Agency
- (10) Army Logistics Management Assistance Center
- (11) Management Engineering Training Agency
- (12) Joint Military Packaging Training Center
- (13) Army Materiel Command Ammunition School

Several controversial issues remained to be resolved as the deadline for the CONARC reorganization plan approached. General Haines believed that ROTC should be under FORSCOM and that CONUSA ought to provide essential mid-management. The Army Staff argued that ROTC is training and the purview of TRADOC. CONARC recommended dual hatting CONUSA commanders to provide mid-management (general officer command supervision, area support and coordination). TRADOC would have the mission to direct, supervise, support, and coordinate all matters pertaining to the organization, training for, and administration of, the Reserve Officer Training Corps/National Defense Cadet Corps Programs. The FORSCOM commander would be able to disengage from the management of ROTC and chain of command would be simplified. The CONARC reorganization plan recommended dual-hatting of the CONUSA commander to command (less OPCON) the USAR schools and training divisions. CONUSA were to provide middle management command less OPCON. TRADOC was to have operational control of the USAR training divisions and schools.

The Army's future organization for test and evaluation was also controversial. General Haines recommended that MASSTER and CDEC test programs be consoli

dated under TRADOC. MG Kalergis, the HQDA Reorganization Project Manager, wanted MASSTER under FORSCOM.

General Haines wanted all schools, except USMA, under the command and control of TRADOC. He made a comparison with a typical university with administrative control from main campus exerted over satellite campuses granting two year degrees. Consolidation included instructional substance, procedures, plans, personnel, and the sophisticated management techniques for the use of all types of resources at the minimum cost. Training was resource intensive. He supported his argument by showing that in 1972 CONARC commanded 23 schools, with an average student load of 41,003 and an Instructor School Overhead (ISOH) of 29,922, and an annual budget of \$162,952,500. He observed that the twelve schools not under TRADOC were monitored by five different elements which did not allow for standard measures of effectiveness, and standardization of management techniques and criteria. The split complicated coordination, funding, and the development of course content.

In the letter accompanying the CONARC Detailed Plan, MG Pepke voiced concern over the "dual-hat" syndrome. "Throughout the Detailed Plan it was very evident that the basic reorganization concept had forced the subordinate Army commanders, as well as almost every installation commander, to report to more than one senior headquarters. While this split in responsibility was not unique, the proliferation of this practice at almost every level was cause for grave concern to CONARC. He pointed out that this meant that total responsibility was being thrust upon the installation commander and it was he who would have to account for all resources received and expended. Looking down, the installation commander/manager 'commanded' as far as he could see; looking up on the other hand, he could see several managers, any one of which would be his commander under certain circumstances. The position of the CONUS Army commander would be equally difficult, since he had the burden of tremendous responsibilities and an increased geographical area to oversee, yet his control of resources was minimal and his authority tenuous. His relationship to the major installation commanders in his area was one of 'coordination before crisis'." While the STEADFAST planners had attempted to specify the command relationships of the subordinate armies with major commands and their subordinate installations, those relationships had been difficult to define and left much room for misunderstandings.

MG Pepke also pointed out that fundamentally, management was not synonymous with command. While the management arrangements contained in the Operation STEADFAST Detailed Plan appeared to be practical and workable, the command arrangements departed substantially from the traditionally understood military principle of unity of command.

In meetings subsequent to the submission of the detailed plan, MG Kalergis emphasized that three major problem areas would have to be worked out to General Abrams' (the new Chief of Staff of the Army) satisfaction, if the reorganization were to be implemented: 1) management of the Reserve Components; 2) management of the ROTC program; and 3) area responsibilities.

The Army has utilized a number of alternative management structures for the Army Reserve. Prior to 1958, USAR activities were supervised and administered by the Military Districts, which were organized along state boundaries. The Military Districts were commanded by colonels who were supported by a staff of approximately 300 Army advisors, ROTC instructors, and administrative personnel. The chain of command went from the Military Districts through the appropriate Continental United States Army (CONUSA) and the Continental Army Command (CONARC), to the Department of the Army. In 1958 the Districts were replaced by fourteen Active Army corps commanded by major generals. In 1967 the Secretary of Defense directed the deactivation of the corps and the transfer of their responsibilities to the CONUSA. In order to implement the directive, Army Reserve Commands (ARCOM) were established to supervise the training of all USAR units not assigned to the General Officer Commands (GOCOM); the CONUSA were authorized a major general to supervise USAR activities; and various Sector commands were established to represent CONUSA commanders in the field. A criticism of this system was that it lacked uniformity. The CONUSA centralized functions to different degrees and support to the field varied between the CONUSA. From 1969 through 1973, numerous studies reviewed the Army's organizational structure for command and control of the Army Reserve.

The Department of the Army issued the following guidance with respect to the management of the Reserve Components. The CONUSA were to be relieved of their installation management role and to focus their total attention on RC readiness. The CONUS Armies would command all USAR units. This exercise of command would include supervision of recruiting, organization, stationing, training, administration, and logistics. As previously stated, the CONUSA would have command less OPCON of the training divisions and USAR schools and supervise the training of ARNG units.

The Department of the Army established a DA Committee to review the management of Reserve Components and recommend a course of action. The Committee considered several proposals. The Chief, Office of Reserve Components, recommended the establishment of eight Reserve Component Regional Assistance Commands (RAC) commanded by Active component major generals with four year statutory officers (4 each ARNG and USAR) serving as deputies. These organizations would report to two CONUSA reporting to FORSCOM. The manning of the Regional

Assistance Commands would be dependent on the number of ARNG and USAR units in each respective assigned geographical area. Army advisors assigned to RAC would be designated as senior advisors to major units, "circuit riders," or as Mobile training teams. The Regional Assistance Commands were to be aligned with the state boundaries. Other recommendations from the Committee included: more mutual support activities be scheduled for units of AC and RC, and that AC personnel be assigned as training specialists to GOCOM and state HQ of ARNG as an augmentation to the authorized technical staff. Lieutenant General Hollis observed that: "One of the most pressing problems in connection with the Reserve Components was the fact that the Army's existing method of measuring the readiness of Reserve Component units failed to provide a realistic appraisal of the real capabilities of the unit being tested. Existing standards, which were seldom attained and maintained even by Active Army units, appeared to be beyond the capability of Reserve Component units in their civilian environment."

The final recommended organization for the management of the Reserve Components was for three CONUSA, totally oriented on USAR activities and training supervision of the ARNG. Additionally, there would be nine Readiness Assistance Regions responsible to the CONUSA for the readiness of the Reserve component units within their geographical areas. These organizations would serve as the single point of contact, within their respective regions for all aspects of Reserve Component readiness. Branch oriented Readiness Coordinators in the RAR would monitor unit readiness and assist units in overcoming shortcomings. Branch oriented readiness groups, maintenance assistance inspection teams (MAIT), and administrative teams would visit units on a scheduled or as needed basis to provide assistance which was designed to increase unit readiness. Maneuver Area Commands (MAC) and MAC-type elements were to provide the expertise necessary to assist units in writing and executing command post exercises (CPX), field training exercises (FTX), and Army training tests (ATT). The Mutual Support Program would be expanded to include additional high priority RC units along the lines of the successful ROUNDOUT Program. Each Active Army installation supporting significant RC activities would be authorized a directorate or division on the garrison staff to assist RC units in planning and support of both weekend and annual training activities.

In reviewing the recommendations the CONUSA identified several problems with the proposed reorganization. They believed that there were too many Section 265 Officers (4 year statutory officers) in the structure. The CONUSA also recommended that the positions at the installation should be spread throughout the installation structure rather than in a separate directorate. The difficulty in determining the boundaries

for the RAR vis a vis ARCOM and states was identified. The CONUSA also recommended that RAR commanders command the USAR ARCOM in their areas; Iowa and Minnesota to be in 5th Army rather than sixth; that major general GOCOM report directly to CONUSA; and that selected other GOCOM (e.g., 351st Civil Affairs Area HQ and 6253 USA Hospital) report directly to CONUSA.

As a result of the efforts to determine the best concept for managing the Reserve Components, the CONUSA missions were finalized. The CONUSA would:

- (1) Command USAR units with command less OPCON of USAR schools and Training Divisions. They would be responsible for supervising the training of individual ready reserve (IRR), except individual mobilization augmentee (IMA), personnel when ordered to active duty or attached to subordinate units.
- (2) Supervise the training of the ARNG--responsible for:
 - (a) scheduled and supervised training.
 - (b) coordinated required support with Active Installations.
 - (c) determining the effectiveness off ARNG units (conduct AGI and perform training inspections).
- (3) Maintain liaison with state governors, high government officials, civilian aides to the Secretary of the Army, and the state Adjutants General.
- (4) Serve as executive agents of FORSCOM for domestic emergencies and civil-military programs within areas.
- (5) Be responsible for coordination of all RC oriented public information activities and community relations within their areas.
- (6) Be responsible for planning and execution of the mobilization of the RC.
- (7) Direct the preparation of mobilization plans for subordinate units and ensure coordination between units and mobilization stations.
- (8) Plan and be prepared to execute the defense - less aerospace defense - of CONUS, to include joint operations; planning for combined Canada-U.S. Land Operations; and coordinating military support of civil defense with civilian authorities.
- (9) Plan for and be prepared to execute nuclear, biological, and chemical post attack information collection; pre-attack and post attack measures; and continuity of operation (COOP) contingencies.
- (10) Plan and supervise the support required to accomplish geographic oriented activities such as Chemical-Biological Incident and Accident Control support.

(11) Coordinate RC participation in the Military Assistance to Safety and Traffic (MAST) program.

(12) Provide support to other Federal Agencies as directed.

Regarding General Abrams' second major concern, three alternatives for the management of the Reserve Officer Training Corps program were examined. These alternatives were: 1) place ROTC under FORSCOM and manage it through CONUSA and Readiness Regions; 2) place it under TRADOC and establish ROTC Regions; and 3) to "dual hat" CONUSA commanders. The final decision was made to place ROTC under TRADOC and manage it through ROTC Regions commanded by brigadier generals who would oversee the Professors of Military Science.

The installation management scheme contained in the detailed plan adequately addressed General Abrams concerns about area support. However, major concern with the boundaries of the Army Reserve Commands, the locations of the Army Readiness Regions, and the command relationships between FORSCOM and TRADOC, and HSC were expressed even after the final detailed plan was submitted.

CONCLUSION

The establishment of the United States Army Forces Command and the United States Army Training and Doctrine Command concurrent with the disestablishment of the United States Army Combat Developments Command on 1 July 1973 marked the culmination of an intensive planning effort. The discontinuance of the STEADFAST Steering Group by the U.S. Continental Army Command signaled the successful implementation of Operation STEADFAST. The disestablishment of the United States Continental Army Command on 31 December 1973 officially completed the STEADFAST Reorganization. The FORSCOM and TRADOC organizations developed and established as a result of Operation STEADFAST are depicted below (see Figures 2-5 and 2-6).

THE CONUS REORGANIZATION OF THE ARMY 1973

It is important to understand that Operation STEADFAST, although the centerpiece, was only a part of the much larger and broader CONUS Reorganization of the Army - 1973. This reorganization involved the following changes to the Army's CONUS structure:

- (1) Elimination of the Continental Army Command.
- (2) Elimination of the Combat Developments Command.
- (3) Creation of Forces Command.
- (4) Creation of TRADOC.

3. See Endnotes to this annex.

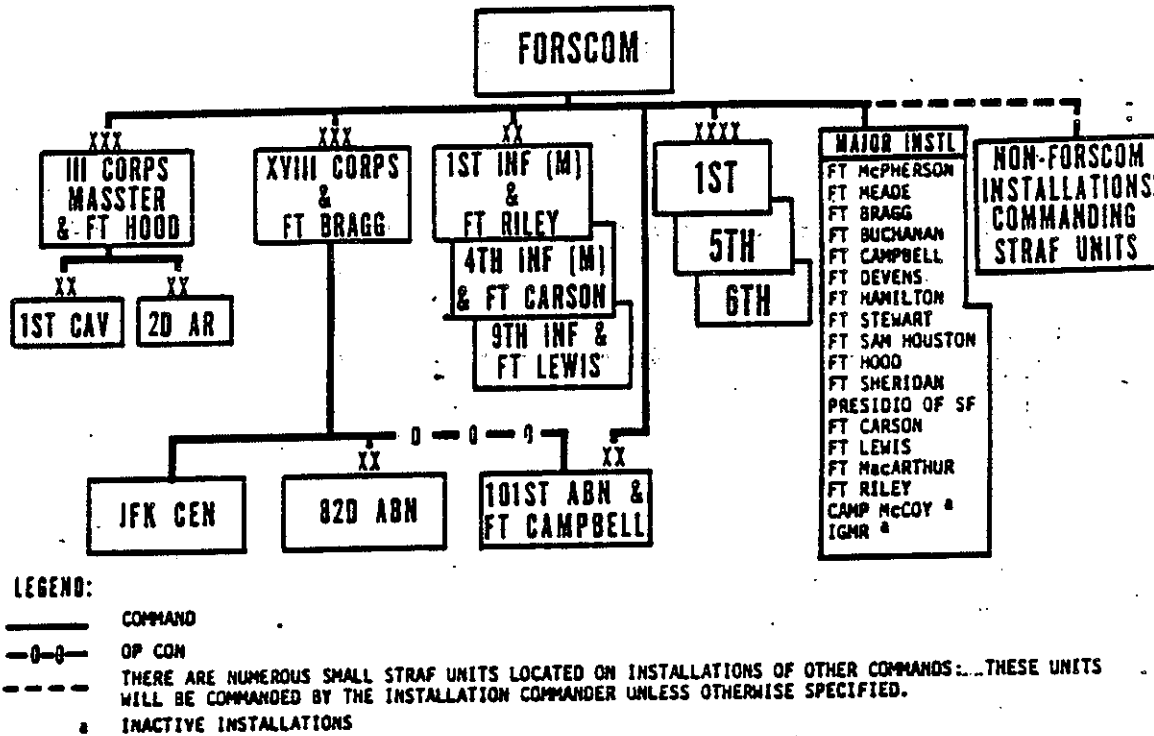


Figure 2-5. U.S. Army Force Command

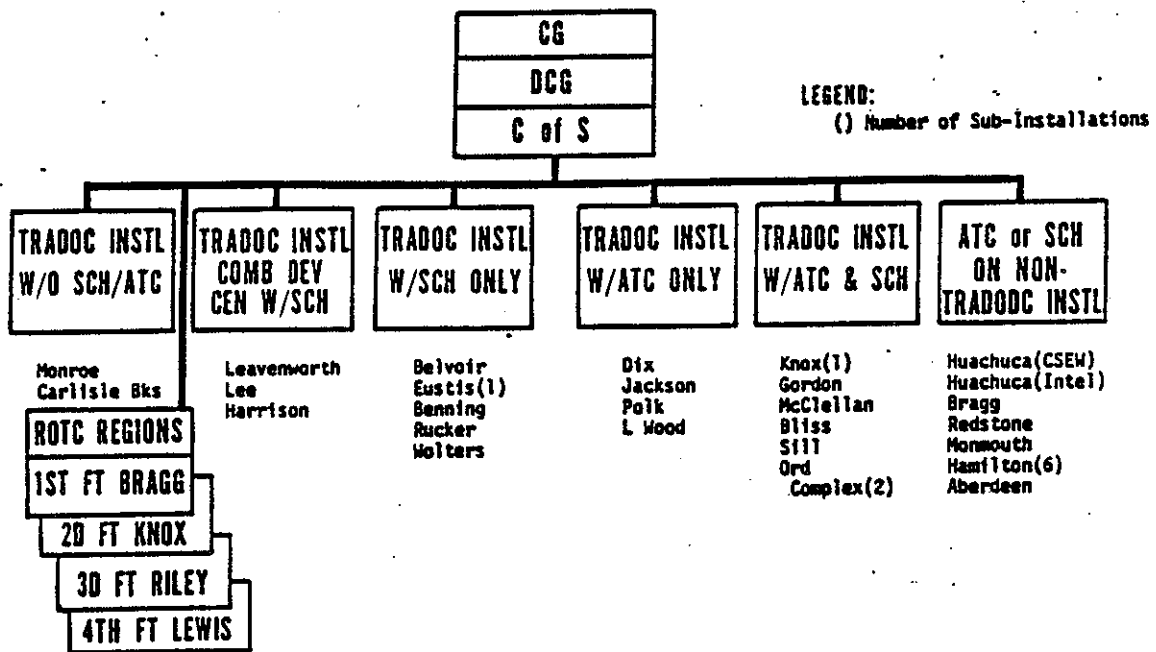


Figure 2-6. U.S. Army Training and Doctrine Command

- (5) Consolidation of the Munitions Command and the Weapons Command into an Armaments Command.
- (6) Consolidation of the major headquarters elements of Electronics Command.
- (7) Consolidation and realignment of the Army depot system.
- (8) Elimination of major administrative levels between all major Army posts and the Department of the Army.
- (9) Increased responsibility, authority, and flexibility of installation commanders.
- (10) Establishment of a major Active Army organizational framework, organized solely to improve reserve component readiness.
- (11) Reorganization of the ROTC program.
- (12) Creation of the U.S. Army Health Services Command to improve the delivery of health care in the U.S.
- (13) The creation of the Military Personnel Center.
- (14) Elimination of 813 personnel spaces from the Army Staff in the Pentagon.
- (15) Transfer of 1,986 individuals from the Department of the Army staff to other commands and field operating agencies.
- (16) A reduction in requirements of approximately 15,000 military and civilian spaces.

Additionally, there were numerous studies performed in the 1972-1973 timeframe. These addressed installation activities, the Chemical Corps, the Army Air Defense Command, the management of Army commissaries and the creation of a Troop Support Agency, the reorganization of the U.S. Army Criminal Investigation Command, the CONUS management of the U.S. Army Strategic Communications Command, modification of the U.S. Army Correctional System, AMEDD Reorganization in CONUS, the U.S. Army Club Management Agency, the reorganization of the U.S. Army Intelligence Command, the detailed plan for the Concepts Analysis Agency, the detailed plan for the U.S. Army Test and Evaluation Agency, and the HQ, Department of the Army management plan.

ENDNOTES

(1) This Annex is a condensation of Operation STEADFAST Historical Summary, A history of the Reorganization of the U.S. Continental Army Command (1972-1973), by Jean R. Moenk, Historical Office, Office of the Deputy Chief of Staff for Operations, U.S. Army Forces Command, Fort McPherson, Georgia; Historical Office, Office of the Deputy Chief of Staff, U.S. Army Training and Doctrine Command, Fort Monroe, Virginia, 1974

(2) (3) Bowden, James A., Major, United States Army, Operation STEADFAST: The United States Army Reorganizes Itself, Marine Corps Command and Staff College Education Center, Marine Corps Development and Education Command, Quantico, Virginia 22134, 1 April 1985.

CHAPTER 3 METHODOLOGY

Six distinct phases enabled the Task Force to conduct the comprehensive review of all TDA organizations so as to "assure they are properly configured and resourced to support the warfighting Commanders-in-Chief (CINC) and accomplish critical mobilization missions."

Phase I included review and analysis of available literature, such as the STEADFAST report and other Army study and survey reports; audit reports from the Army Audit Agency (AAA) and the Army Inspector General's office; manpower surveys from U.S. Army Manpower Requirements and Documentation Agency (USAMARDA); and audits and reports from outside the Army, such as the OSD, GAO, and DOD IG Vander Schaff report.

Phase II consisted of a historical data analysis of manpower trends throughout MACOMs, field operating agencies/activities, staff support agencies/activities, and installation management.

Phase III introduced the Mission Essential Task List (METL) into the TDA Army.

- (1) All TDA and TDA Augmentation to MTOE, both Active and Reserve Components were required to submit METL data through command channels to the ROBUST Task Force. The METL format was automated and submitted on 5 1/4 inch floppy computer disks. See Annex B for the METL format.
- (2) The purpose of the METL was for each Commander, Director, and Supervisor to record his mission and manpower authorizations related to tasks for subordinate organizations/workcenters. To assist in better defining the missions and tasks, certain standard codes were requested. These codes were listed and defined in the instructions for completing the METL.
 - (a) The Battlefield Operating System (BOS) codes (see Figure 3-1) and HQDA Management Function Codes were requested for each mission statement (see Chapter 24).

<u>CODES</u>	<u>BOS CATEGORY CODES</u>
GAROPS	GARRISON OPERATIONS
INTELL	INTELLIGENCE
CSSSMT	SUPPLY MAINTENANCE AND TRANSPORTATION, REBUILD AND EVACUATION/SALVAGE
CSSPAD	PERSONNEL AND ADMIN SERVICES
CSSHSC	HEALTH SERVICES
DEVELP	COMBAT, DOCTRINE, FORCE, PERSONNEL, TRAINING AND MATERIEL DEVELOPMENT
ORSACE	OPERATIONS RESEARCH, SYSTEMS ANALYSIS AND COST EFFECTIVENESS
OCCCOO	COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS
TRNGBS	INDIVIDUAL TRAINING BASE
FEMACA	CIVIL ASSISTANCE AND FEMA SUPPORT
BOTHER	OTHER

Figure 3-1. Battlefield Operating System Codes

NOTE: This is a recommended refinement and expansion of those BOS codes found in TRADOC's "Blueprint of the Battlefield" and may be useful in clarifying references to the METL and BOS for TDA analysis within the Force Integration Analysis process.

- (b) Standard Work Center Codes (SWC) were requested for each task listed in the METL. SWCs are listed and defined in The Army Functional Dictionary (AFD), DA Pamphlet 570-5 (see Figure 3-2).

<u>ARMY FUNCTIONAL DICTIONARY MANPOWER</u>	<u>STANDARD WORK CENTER (SWC)</u>	<u>CATEGORY</u>
A	A	ADMINISTRATION
C	B,C	COMMAND AND CONTROL
D	D	INFORMATION SYSTEMS MANAGEMENT
E	E	ENGINEERING
F	F	FISCAL AND RESOURCE MANAGEMENT
H	H	HEALTH SERVICES
J	I	INTELLIGENCE
K	J	INSTALLATION FACILITIES ENGINEERING
L	K,L,M,N	LOGISTICS
M	O	MANPOWER
P	P,Q,R	PERSONNEL
Q	G	ACQUISITION
R	S	RESEARCH AND DEVELOPMENT
S	T	SECURITY
T	U	TRAINING AND EDUCATION
U	V	MATERIEL ACQUISITION
V	W	CIVILIAN TRAINEE PROGRAMS
X	X	OPERATIONS, PLANS AND FORCES
Y	Y	COMBINED

Figure 3-2. The Army Functional Dictionary (AFD)

- (3) METL data were analyzed for management inefficiencies, functional and geographic disparities, etc. Further comparative analyses were made between MRU, METL, historical data, existing literature and On Site Evaluation Team (OSET) reports.

Phase IV gathered from each Major Command additional information by means of the MACOM Resource Update (MRU). A copy of the MRU format is at Annex C. The purpose of the MRU was to provide an historic view of MACOM authorizations since activation. One very important aspect of the MRU was to give the MACOM commander an opportunity to provide his vision of the MACOM mission in FY 2004 in accordance with The Army Plan.

Phase V dispatched four On Site Evaluation Teams (OSET) to analyze the TDA Army from face-to-face interviews with TDA commanders and leaders. Visits were made to two of every type TDA organization, including Reserve Component Major U.S. Army Reserve Commands (MUSARC). Three OSET teams were area oriented (Far East/Latin America, CONUS, and Europe) and one was oriented functionally, from HQDA to installation level. The OSETs visited 137 UICs in 54 locations worldwide. A copy of the OSET Standing Operating Procedure (SOP) and a recapitulation of the OSET reports are in Chapter 5. In addition to the ROBUST OSET visits, the HQDA

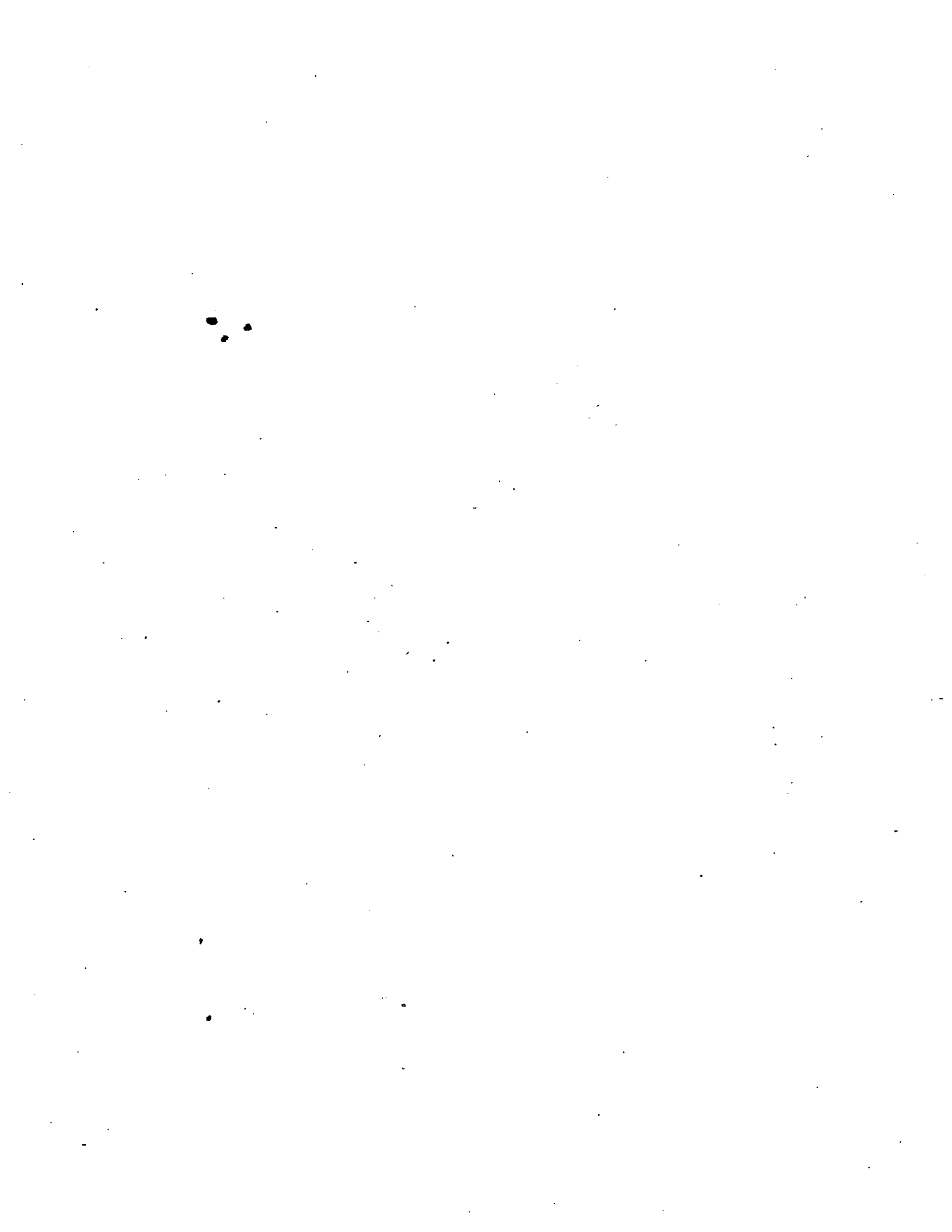
Inspector General (DAIG) conducted a special inspection of selected Field Operating Agencies and Activities (FOA) worldwide. DAIG onsite teams visited approximately 21 Field Operating Agencies and 65 Field Operating Activities. Results of the ROBUST OSET visits were analyzed and compared to data already being considered by the Task Force.

Phase VI centered around an analysis of the existing documentation process. All force development and manpower systems, such as FAS, TAADS, PERSACS, PMAD, DAMPL-PPG, Force Structure Allowance, PBG, Command Plans, etc., were compared and analyzed for better ways to discipline the Army Manpower System (see Annex E).

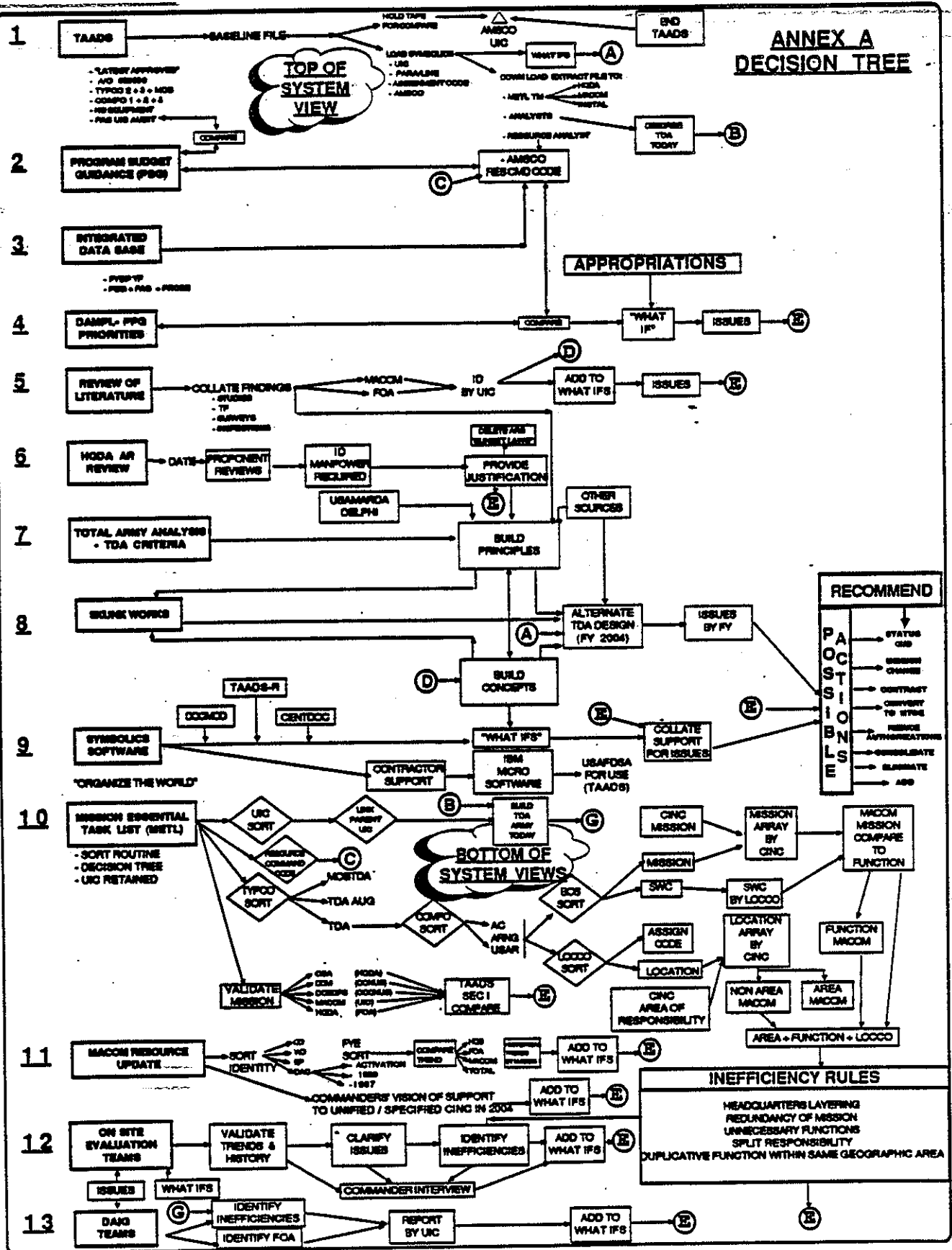
In summary, data were collected from many sources. Existing Army management systems and historical data were used to the maximum. New data collected through the METL, MRU, and the ROBUST onsite evaluation processes were compared to the existing data. Major management problems, sorted through inefficiency rules (Annex D), and anomalies were recommended for further consideration. Recommendations for UIC were grouped by status quo, add authorizations, change the mission, contract, convert to MTOE, reduce authorizations, consolidate, and eliminate.

Annex A maps the processes discussed in the six phases outlined in this chapter.

**ANNEX A TO CHAPTER 3
DECISION TREE**

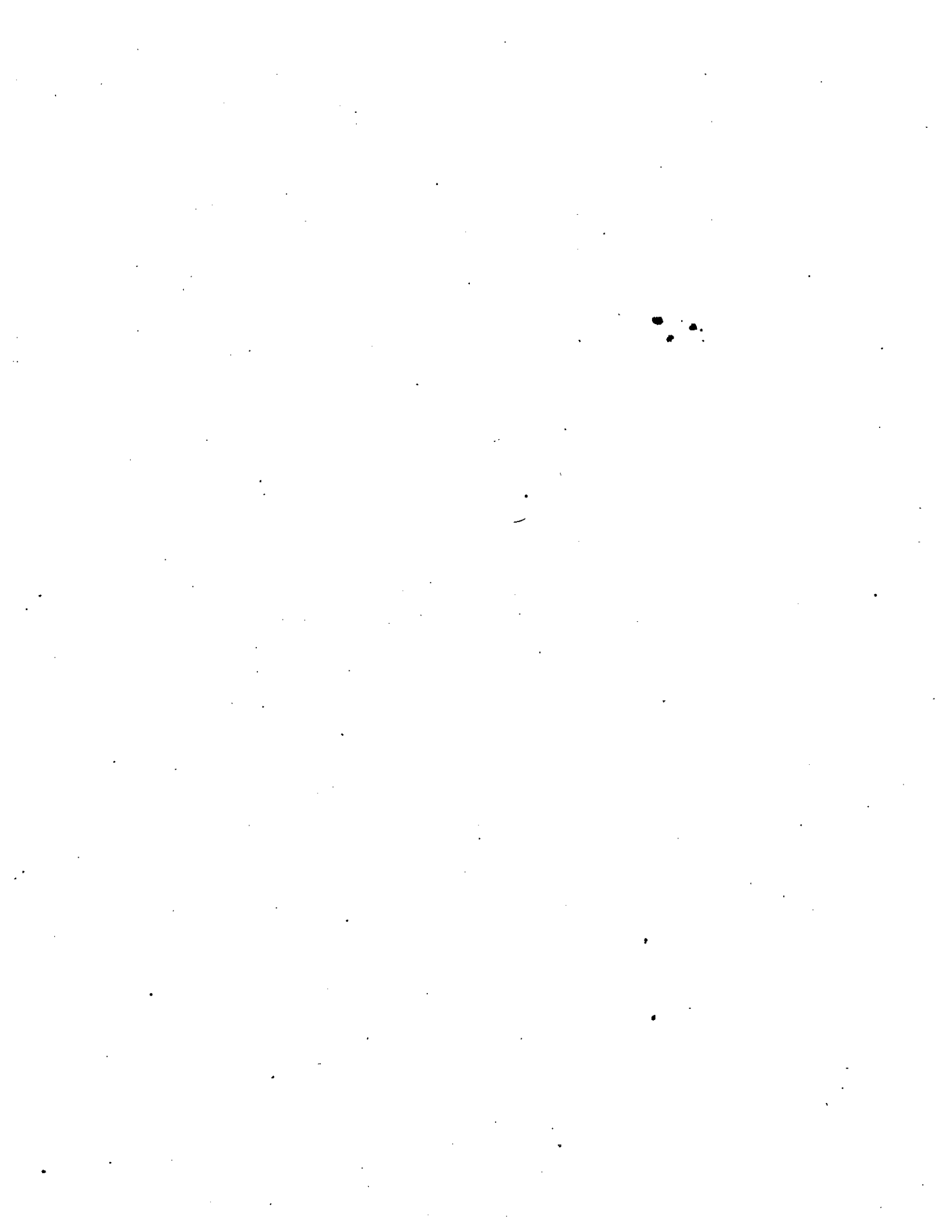


ANNEX A DECISION TREE





**ANNEX B TO CHAPTER 3
MISSION ESSENTIAL TASK LIST (METL)**



ANNEX B TO CHAPTER 3
TASK FORCE ROBUST - MISSION ESSENTIAL TASK LIST -- * SECTION 1 *

ASSIGNMENT CODE/UIC: STATION NAME...:
CCNUM/EDATE.....: RESOURCE COMMAND.:
LOCATION CODE.....: MILITARY COMMUNITY..:

COMPONENT.(1=Active, 2=NG, 3=USAR)...: TYPE CODE (2 or 3)..:
MISSION FUNCTION CODE.....):
MISSION TEXT (up to 3 lines):

BOS CATEGORY PRIMARY.....: BOS CATEGORY SECONDARY...:
NEXT HIGHER HQ ASGMT CODE/UIC.: \

REQUIRED MANPOWER (ON TDA):
AAOF: AAWO: AAEN: CFDH: CFIH: CUDH:
NGOF: NGWO: NGEN: RCOF: RCWO: RCEN: TOT:

*Note: Press the F1 key at any time for specific help

TASK FORCE ROBUST - MISSION / DOCUMENTED AUTHORIZATIONS * SECTION 2 *

ASGN CODE/UIC.: AS / W12345 TDA PARAGRAPH:
LOCATION CODE.....:
STANDARD WORK CENTER CODE: CODE TEXT :

Mission of this Paragraph:

DOES THIS MISSION (HOWEVER ESSENTIAL) DIRECTLY SUPPORT THE OVERALL UIC
MISSION? (y/n):

Documented Authorizations (for this paragraph)

AAOF: 0 AAWO: 0 AAEN: 0 CUDH: 0 CFDH: 0 CFIH: 0
NGOF: 0 NGWO: 0 NGEN: 0 RCOF: 0 RCWO: 0 RCEN: 0 TOT:

*NOTE: Press the F1 key at any time for specific help

TASK FORCE ROBUST - UNDOCUMENTED MANPOWER PROVIDED TO UIC "SECTION 3"

ASSIGNMENT CODE / UIC: AS / W12345

1. CIVIL WORKS FUNDED CIVILIANS: WORKYEARS: 0

Purpose:

2. NON-APPROPRIATED FUND: WORKYEARS: 0

Purpose:

3. HOST NATION SUPPORT AND LOCAL NATIONALS: WORKYEARS: 0

Purpose:

4. CIVILIAN OVERHIRES: WORKYEARS: 0

Purpose:

5. INTERSERVICE SUPPORT PROVIDED FROM OTHER SERVICES:

IDENTITY.....: (Air Force, Navy, Marines, Other DOD)

WORKYEARS> CO: 0 WO: 0 ENL: 0 CP: 0 TOTAL:

Purpose:

*Note: If the UIC is supported by more than one service you will be presented with a separate screen for each one.

You are entering data for service No-> 1

*** UIC POINT OF CONTACT FOR METL DATA ***

The person entered below should be primary person who can answer any questions concerning the data entered on:

ASSIGNMENT CODE: AS UIC: W12345

Enter the following information for the METL point of contact

RANK/GRADE:

FIRST NAME.....:

LAST NAME.....:

TELEPHONE.....: AUTOVON...: - COMMERCIAL: - -

Thank-You for your support. Refer to Section 12 of the METL users guide for instructions on how to send your data back to your Higher Headquarters.

ENCLOSURE TO ANNEX B TO CHAPTER 3

DACS-TDA

SUBJECT: METL ANALYSIS TEAM ASSIGNMENTS

ASSIGNMENTS:

HQDA (DACS-ZA) - MR. CRUMPLER/LTC BROADWAY
HQDA (DAMO-ZA) - LTC LATHROP/LTC BRYANT
HQDA (DAEN-ZA) - MR. HENRY/MR. NICKELLS
HQDA (DACA-ZA) - MAJ YANOS/MAJ MACINTOSH
HQDA (DACH-ZA) - MAJ YANOS/MAJ MACINTOSH
HQDA (DAPE-ZA) - MR. LALLY/MAJ ALLUM
HQDA (DAIG-ZA) - LTC LATHROP/LTC BRYANT
HQDA (DALO-ZA) - LTC GORDON/MR. HENRY
HQDA (DAMI-ZA) - MAJ LUMPKIN/MR. CRUMPLER
HQDA (DAJA-ZA) - MR. LALLY/MAJ ALLUM
HQDA (DASG-ZA) - LTC BROADWAY/MR. CRUMPLER
HQDA (SAIS-ZA) - MAJ MACINTOSH/MAJ YANOS
SAMR - MR. CRUMPLER/LTC BROADWAY
SAAA - MAJ YANOS/MAJ MACINTOSH
SAFM - MAJ MOREHOUSE/MR. DAVIS
SAGC - MAJ YANOS/MAJ MACINTOSH
SAPA - MR. NICKELL/MAJ LUMPKIN
SARD - MAJ ALLUM/MR. LALLY
SALL - LTC BROADWAY/MR. CRUMPLER
SAIL - MR. HENRY/LTC GORDON
SAAG - MR. CRUMPLER/MR. LALLY
NGB-ZA - LTC BRYANT/LTC LATHROP
DAAR - LTC LATHROP/LTC BRYANT

DACS-TDA

SUBJECT: METL ANALYSIS TEAM ASSIGNMENTS
ASSIGNMENTS (CONT):

MACOM

U.S. ARMY EUROPE, AND SEVENTH ARMY - MR. LALLY /MAJ ALLUM

U.S. ARMY FORCES COMMAND - LTC BRYANT/LTC LATHROP

U.S. ARMY TRAINING AND DOCTRINE COMMAND - MAJ YANOS/MAJ
MACINTOSH

U.S. ARMY CORPS OF ENGINEERS - MR. HENRY/MR NICKELL

U.S. MILITARY DISTRICT OF WASHINGTON - LTC BROADWAY/MR.
CRUMPLER

U.S. ARMY HEALTH SERVICES COMMAND - LTC BROADWAY/MR.
CRUMPLER

U.S. ARMY INFORMATION SYSTEMS COMMAND - MAJ MACINTOSH/MAJ
YANOS

U.S. ARMY CRIMINAL INVESTIGATION COMMAND - MAJ LUMPKIN/MR.
HENRY

U.S. ARMY INTELLIGENCE AND SECURITY COMMAND - MAJ LUMPKIN/MR.
HENRY

MILITARY TRAFFIC MANAGEMENT COMMAND - MR. HENRY/MR. NICKELL

U.S. ARMY MATERIEL COMMAND - MAJ ALLUM/MR. CRUMPLER

U.S. ARMY JAPAN- MR. NICKELL/LTC BRYANT

U.S. ARMY SOUTH - MAJ LUMPKIN/MR. CRUMPLER

EIGHTH U.S. ARMY - MR. NICKELL/LTC BROADWAY

U.S. ARMY WESTERN COMMAND - MR. HENRY/MR. NICKELL

U.S. ARMY OPERATIONAL TEST AND EVALUATION AGENCY - MR.
NICKELL/MR. CRUMPLER

U.S. ARMY CONCEPTS ANALYSIS AGENCY - MR. NICKELL/MR. CRUMPLER

U.S. ARMY RESERVE PERSONNEL CENTER - LTC BRYANT/LTC LATHROP

U.S. ARMY NUCLEAR AND CHEMICAL AGENCY - MR. HENRY/MR. NICKELL

U.S. ARMY CENTER OF MILITARY HISTORY - LTC LATHROP/MR. HENRY

U.S. ARMY SECURITY ASST AGENCY (LATIN AMERICA) - MAJ LUMPKIN/MR.
CRUMPLER

DACS-TDA

SUBJECT: METL ANALYSIS TEAM ASSIGNMENTS
ASSIGNMENTS (CONT):

U.S. ARMY WAR COLLEGE - LTC LATHROP/LTC BRYANT

U.S. ARMY AUDIO VISUAL CENTER - MAJ MACINTOSH/MAJ YANOS

U.S. ARMY FINANCE AND ACCOUNTING CENTER - MAJ MOREHOUSE/MR.
DAVIS

U.S. ARMY CHAPLAINCY SERVICES SUPPORT AGENCY - MAJ YANOS/MAJ
MACINTOSH

U.S. ARMY INSPECTOR GENERAL AGENCY - LTC LATHROP/LTC BRYANT

U.S. ARMY TROOP SUPPORT AGENCY - LTC GORDON/MR. HENRY

U.S. ARMY SPECIAL OPERATIONS AGENCY - MAJ LUMPKIN/MR. CRUMPLER

COMMANDER

U.S. ARMY AUDIT AGENCY - MR. CRUMPLER/MR. LALLY

TOTAL ARMY PERSONNEL AGENCY (TAPA) MAJ ALLUM/MR. LALLY

U.S. ARMY LEGAL SERVICE AGENCY - MR. LALLY/MAJ ALLUM

U.S. ARMY LOGISTICS EVALUATION AGENCY - MR. HENRY/LTC GORDON

U.S. ARMY DEVELOPMENT & EMPLOYMENT AGENCY - MR. CRUMPLER

U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL & SOCIAL
SCIENCES - MAJ MACINTOSH/MAJ YANOS

U.S. ARMY PHYSIAL DISABLILTY AGENCY - MAJ ALLUM/MR. LALLY

U.S. ARMY CIVILIAN APPELLATE REVIEW AGENCY - MR LALLY/MAJ
ALLUM

U.S. ARMY SAFETY CENTER - LTC BROADWAY/MR. CRUMPLER

U.S. ARMY RECRUITING COMMAND - MAJ YANOS/MAJ MACINTOSH

U.S. ARMY COMMUNITY & FAMILY SUPPORT CENTER - MAJ MACINTOSH/
MAJ YANOS

U.S. ARMY JUDGE ADVOCATE GENERAL SCHOOL - MR. LALLY/MAJ
ALLUM

U.S. ARMY INTELLIGENCE AGENCY - MAJ LUMPKIN/MR. CRUMPLER

U.S. ARMY FORCE DEVELOPMENT AGENCY - LTC LATHROP/LTC BRYANT

U.S. MILITARY ENTRANCE PROCESSING COMMAND - LTC BROADWAY/MR.
NICKELLS

U.S. ARMY CLAIMS AGENCY - MR. LALLY/MAJ ALLUM

U.S. ARMY INTELLIGENCE OPERATIONS DETACHMENT - MAJ LUMPKIN/MR.
CRUMPLER

DACS-TDA

SUBJECT: METL ANALYSIS TEAM ASSIGNMENTS

ASSIGNMENTS (CONT):

U.S. ARMY COST AND ECONOMIC ANALYSIS CENTER - MAJ
MOREHOUSE/CW3 DAVIS

U.S. ARMY STRATEGIC DEFENSE COMMAND - MR. NICKELL/MAJ LUMPKIN

U.S. ARMY RESERVE SUPPORT OPERATIONS CENTER - LTC LATHROP/LTC
BRYANT

U.S. ARMY MANPOWER REQUIREMENTS AND DOCUMENTATION AGENCY -
MAJ YANOS

U.S. ARMY EQUIPMENT AUTHORIZATION AND REVIEW AGENCY - MR.
LALLY/MAJ ALLUM

U.S. ARMY 1ST SPECIAL OPERATIONS COMMAND - MAJ LUMPKIN/LTC
BRYANT

U.S. ARMY SPACE AGENCY - MAJ LUMPKIN/MR. NICKELL

U.S. ARMY MILITARY POLICE OPERATIONS AGENCY - MAJ LUMPKIN/
MR. HENRY

U.S. ARMY COMMAND & CONTROL SUPPORT AGENCY - MR.
CRUMPLER/LTC BROADWAY

U.S. ARMY PLANS AND OPERATIONS SUPPORT AGENCY - MR.
NICKELL/MAJ ALLUM

U.S. ARMY PROGRAM MANAGEMENT SYSTEM DEVELOPMENT AGENCY -
MAJ MACINTOSH/MAJ YANOS

U.S. ARMY ORGANIZATIONAL EFFICIENCY REVIEW AGENCY - MR.
NICKELL/MR. LALLY

U.S. ARMY DECISION SYSTEMS MANAGEMENT AGENCY - MAJ MACINTOSH/
MAJ YANOS

U.S. MILITARY ACADEMY - LTC LATHROP/LTC BRYANT

COMMAND AND BASOPS FUNCTIONAL AREA RESPONSIBILITIES:

COMMAND ELEMENT - MR CRUMPLER/LTC BROADWAY

INSPECTOR GENERAL - LTC LATHROP/LTC BRYANT

STAFF JUDGE ADVOCATE - MR. LALLY/MAJ ALLUM

CHAPLAIN - MAJ YANOS/MAJ MACINTOSH

PUBLIC AFFAIRS OFFICE - MR. NICKELL/MR. HENRY

INTERNAL REVIEW - MAJ MOREHOUSE/CW3 DAVIS

SAFETY - MR. HENRY/MR. NICKELL

DACS-TDA

SUBJECT: METL ANALYSIS TEAM ASSIGNMENTS

ASSIGNMENTS (CONT):

EQUAL EMPLOYMENT OPPORTUNITY - MAJ YANOS/MAJ MACINTOSH
DIRECTOR, PERSONNEL AND COMMUNITY ACTIVITIES - MAJ YANOS/
MAJ MACINTOSH

DIRECTOR, SECURITY - MAJ LUMPKIN/MR. HENRY
DIRECTOR, PLANS, TRAINING, AND MOBILIZATION - MAJ ALLUM/
MR. LALLY

DIRECTOR, RESOURCE MANAGEMENT - MAJ MOREHOUSE/CW3 DAVIS
DIRECTOR, LOGISTICS - LTC GORDON/MAJ ALLUM

PROVOST MARSHALLS OFFICE - MAJ LUMPKIN/MR. HENRY

DIRECTOR, INFORMATION MANAGEMENT - MAJ MACINTOSH/MAJ YANOS

DIRECTOR, RESERVE COMPONENT SUPPORT - LTC BRYANT/LTC LATHROP

DIRECTOR, CONTRACTING - LTC GORDON/MR. HENRY

DIRECTOR, ENGINEERING AND HOUSING - MR HENRY/MR NICKELL

**ANNEX C TO CHAPTER 3
MACOM RESOURCE UPDATE (MRU)**



**ANNEX C TO CHAPTER 3
MACOM RESOURCE UPDATE (MRU) FORMAT**

The MACOM Resource Update (MRU) was designed to provide a capsulized view of the TDA army within each MACOM over time. This macro look provided the ROBUST Task Force the ability to identify trends army-wide. By displaying personnel requirements and authorizations in the aggregate for field operating agencies, staff support agencies and the MACOM headquarters since the activation date of the MACOM an analysis can be made of TDA growth at these particular levels and across the Army. Additionally, those instances where military manpower has been converted to civilian will show required HQDA military cuts as well as the ongoing civilianization process, where possible, of TDA positions. Installation information will aid in the development of the Standard Installation Organization. Finally, MACOM commanders were provided the opportunity to present their views with respect to their particular MACOM and how their units support the mission of the Unified/ Specified CINC. Commanders were also given the opportunity to provide their "vision" of where their MACOM would be in the year 2004 and its particular mission.



TASK FORCE ROBUST
MACOM Resource Update Data Collection Program
3 August 88

Please enter the UIC:

and Strike <CR> to Continue

<F1> HELP; <ESC> MAIN MENU;

TASK FORCE ROBUST

MACOM Resource Update Data Collection Program

3 August 88

MAIN MENU

HELLO NEW USER: HELP

MACOM RESOURCE UPDATE

PREPARE DATE DISK FOR TF ROBUST

PRINT HARD COPY OF HELP FILES

EXIT

<ARROW KEYS> TO MOVE; <CR> TO SELECT; <F1> HELP;

Add/Update MACOM Resource Form

SECTION I: UNIT NAME:

ACTIVATION DATE: / / GO NUMBER: ASGMT CODE/UIC: /WAAAAA

SECTION II:	ACTIVATION		FY END		FY END	
	DATE (FY END)		1980		1987	
	<u>REQ</u>	<u>AUTH</u>	<u>REQ</u>	<u>AUTH</u>	<u>REQ</u>	<u>AUTH</u>

1. MANPOWER FOR ALL SUBORDINATE UIC

A. AAOF

B. AAWO

C. AAEN

D. NGOF

E. NGWO

F. NGEN

G. RCOF

H. RCWO

I. RCEN

J. CFDH

K. CFIH

L. CUDH

M. AGGR

0 0 0 0 0 0

ASGMT CODE/UIC: /WAAAAA

SECTION II:	ACTIVATION	FY END	FY END
	DATE (FY END)	1980	1987
	AUTH	AUTH	AUTH
	_____	_____	_____

2. AGGREGATE MILITARY CONVERETED TO CIVILIAN

- A. AAOF
- B. AAWO
- C. AAEN

ASGMT CODE/UIC: /ZZZZZZ

SECTION II:	ACTIVATION		FY END		FY END	
	DATE {FY END}		1980		1987	
	<u>REQ</u>	<u>AUTH</u>	<u>REQ</u>	<u>AUTH</u>	<u>REQ</u>	<u>AUTH</u>

3. FIELD OPERATING ACTIVITIES

- A. AAOF
- B. AAWO
- C. AAEN
- D. NGOF
- E. NGWO
- F. NGEN
- G. RCOF
- H. RCWO
- I. RCEN
- J. CFDH
- K. CFIH
- L. CUDH
- M. AGGR

0 0 0 0 0 0

<F1> HELP; <F10> NEXT PAGE; <F9> PREVIOUS PAGE;
 <ESC> NO SAVE/RETURN TO MAIN MENU; <F4> PRINT SCREEN

ASGMT CODE/UIC: /ZZZZZZ

SECTION II:	ACTIVATION		FY END		FY END	
	DATE (FY END)		1980		1987	
	<u>REQ</u>	<u>AUTH.</u>	<u>REQ</u>	<u>AUTH</u>	<u>REQ</u>	<u>AUTH</u>

3B. STAFF SUPPORT ACTIVITIES

- A. AAOF
- B. AAWO
- C. AAEN
- D. NGOF
- E. NGWO
- F. NGEN
- G. RCOF
- H. RCWO
- I. RCEN
- J. CFDH
- K. CFIH
- L. CUDH
- M. AGGR

0	0	0	0	0	0
---	---	---	---	---	---

ASGMT CODE/UIC: /ZZZZZZ

SECTION III:	ACTIVATION		FY END		FY END	
	DATE (FY END)		1980		1987	
	<u>REQ</u>	<u>AUTH</u>	<u>REQ</u>	<u>AUTH</u>	<u>REQ</u>	<u>AUTH</u>

4. MACOM HEADQUARTERS, ONLY

A. AAOF

B. AAWO

C. AAEN

D. NGOF

E. NGWO

F. NGEN

G. RCOF

H. RCWO

I. RCEN

J. CFDH

K. CFIH

L. CUDH

M. AGGR	0	0	0	0	0	0
---------	---	---	---	---	---	---

SECTION III:

ASGMT CODE/UIC: /ZZZZZZ

1. LIST ALL INSTALLATIONS AND MILITARY /CIVILIAN POPULATION:

ACTIVE POPUPATION SERVICED

NAME	LOCCO	MILITARY / CIVILIAN
------	-------	---------------------

--	--	--

2. COMMANDERS 'VISION'

(5 TEXT LINES)

A. HOW DOES YOUR MISSION SUPPORT THE MISSION OF UNIFIED/SPECIFIED CINC?

B. WHAT WILL BE YOU MISSION IN FY 2004 IAW THE ARY PLAN (TAP)?

<F10>MAIN MENU; <F9>PREV; <HOME> AXEOLL BOX; <F1>HELP; <ESC>NO SAVE/MAIN MENU;
<F4>PRINT

PRINT HARDCOPY OF HELP FILES

This option prints a hard copy of the following files:

- 1) Hello New User: Help Documentation
- 2) Assignment Code List
- 3) Location Code List

*Note: Approximately 11 pages of documentation

Do you wish to continue? [Y/N]

PREPARE DISKETTE FOR TF ROBUST

This option copies data files which were created while using the MRU program.

The files are copied from the hard drive to a blank formatted diskette in drive A:.

This diskette should then be mailed to the ROBUST Task Force. To continue with this option, you will need:

- 1) one blank, 360 K formatted floppy diskette**
- 2) a label for the diskette printed with the UIC, date, and a point of contact**

Do you wish to continue? [Y/N]

**ANNEX D TO CHAPTER 3
INEFFICIENCY RULES**



**ANNEX D TO CHAPTER 3
INEFFICIENCY RULES**

Those systemic problems inherent in an organizational structure which may result in nonstandard, inefficient or uneconomic organizations:

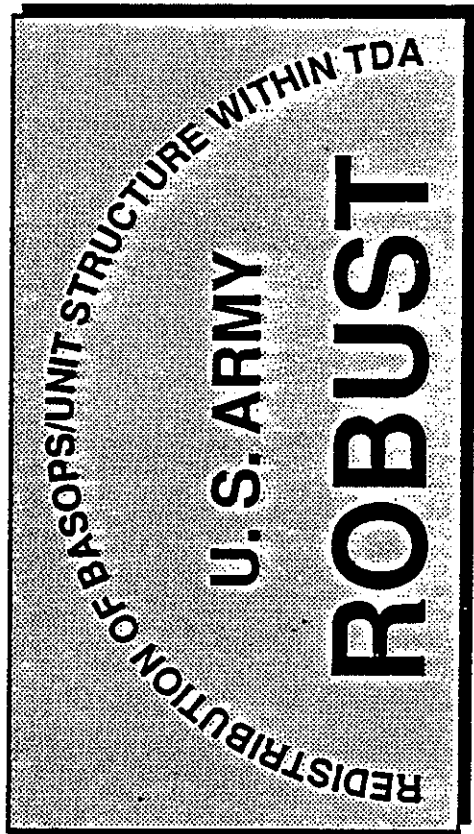
- (1) **Headquarters Layering.** A fixed intermediate level of supervision which fails to change, influence or improve communication between elements of the organization.
- (2) **Redundancy of Missions.** Two or more organizations performing the same mission.
- (3) **Unnecessary Functions.** Functions not required for the accomplishment of the unit mission.
- (4) **Split Responsibility.** Parts of the same mission/function performed by more than one organization (UIC or paragraphs within a UIC).
- (5) **Duplicate Functions.** Functions accomplished by an organization that duplicate functions of the supporting standard installation organization, garrison, or region.



**ANNEX E TO CHAPTER 3
RELATIONAL DATA BASE**



ROBUST TASK FORCE



AUTOMATED SUPPORT SYSTEM

BACKGROUND

- o PRIMARY WAR FIGHTING FORCES OF ARMY ARE TO&E ORGANIZATIONS

BUT

- o SUBSTANTIAL NUMBER OF ARMY PERSONNEL ARE IN TDA ORGANIZATIONS

HOWEVER

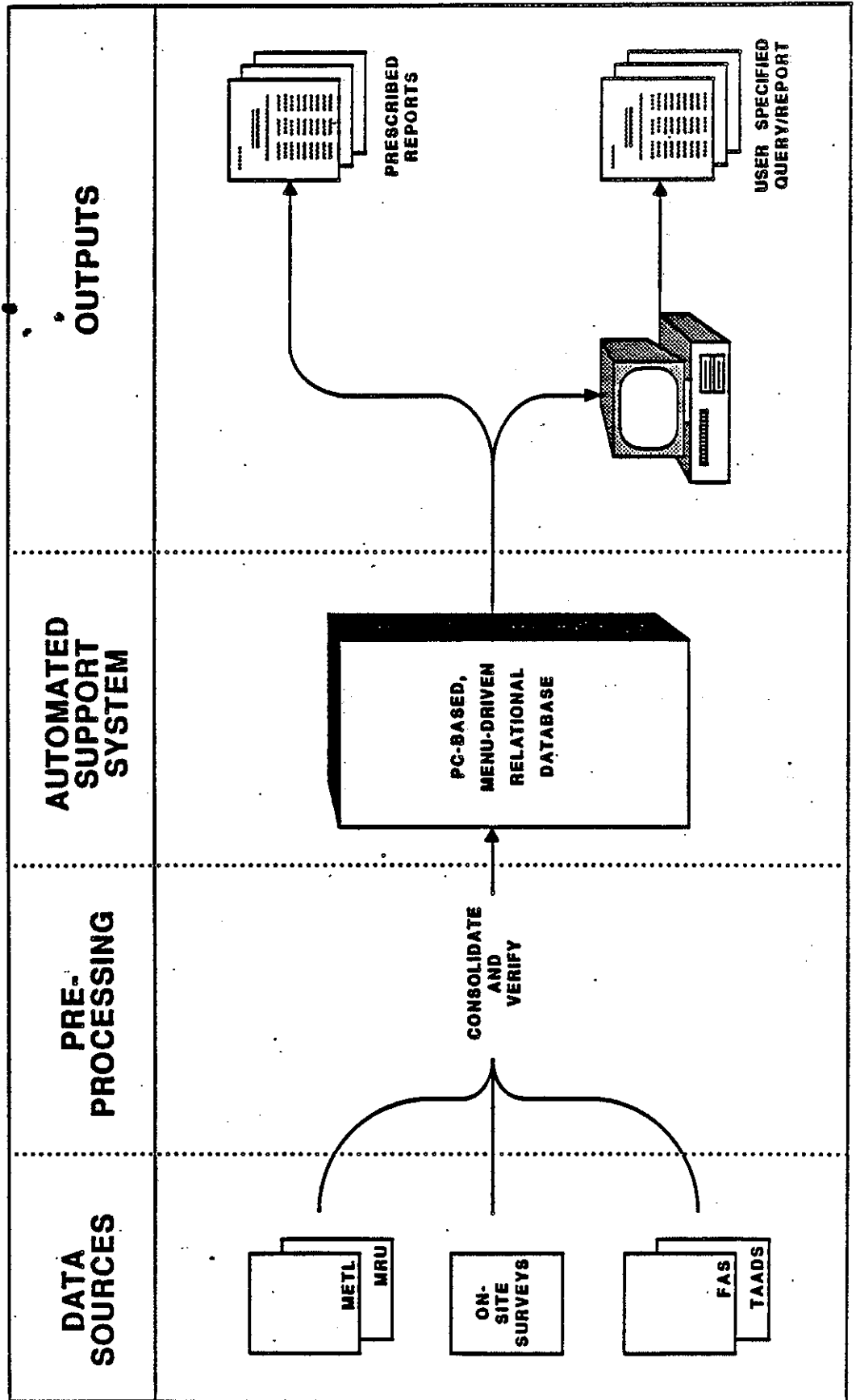
- o TDAs NOT SUBJECT TO SAME DISCIPLINE AS TO&Es
- o SCRUB IS DATA INTENSIVE, OVER 2600 UICs

CHARTER

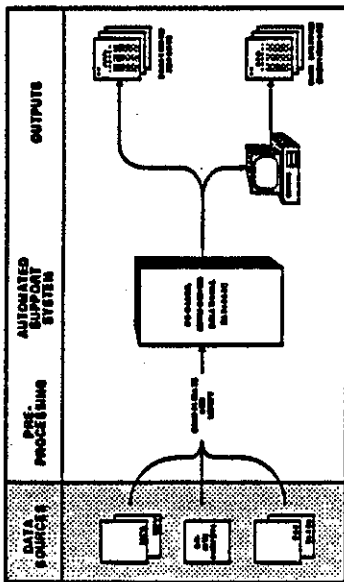
CHIEF OF STAFF TASKING

- o REVIEW TDA CONTRIBUTIONS TO WAR FIGHTING CINCS
- o RECOMMEND IMPROVEMENTS
- o NO LATER THAN 1 NOV 88

ROBUST AUTOMATED SUPPORT SYSTEM



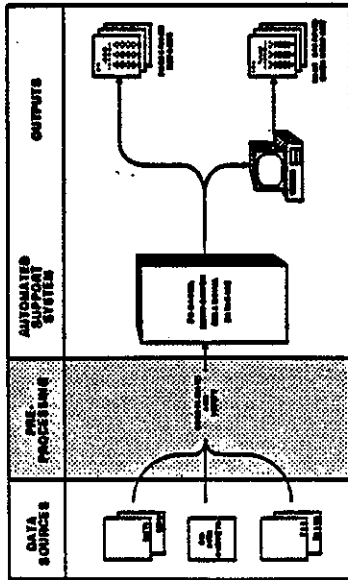
ROBUST AUTOMATED SUPPORT SYSTEM



DATA SOURCES

<p>METL: Mission Essential Task List</p>	<p>AUTOMATED TOOL TO BE COMPLETED BY ALL TDA AND TDA AUGMENTATION UNITS. THE METL WILL BE USED TO SUPPORT THE ROBUST TF IN ITS COMPREHENSIVE REVIEW OF ALL ARMY TDAs TO REDISTRIBUTE MANPOWER RESOURCES IN SUPPORT OF THE WARFIGHTING CINCS.</p>
<p>MRU: Macom Resources Update</p>	<p>AUTOMATED TOOL TO BE COMPLETED BY ALL MACOMs. THE MRU WILL BE USED TO SUPPORT THE ROBUST TF IN ITS ANALYSIS OF MANPOWER RESOURCES.</p>
<p>On-site Evaluation Teams</p>	<p>TEAMS WILL VISIT SELECT LOCATIONS AND TYPE ORGANIZATIONS. THE TEAMS WILL OPERATE IN:</p> <ul style="list-style-type: none"> • The Far East and Panama • Europe • Conus • Functional Areas (TBD) from HQDA to Installation
<p>FAS: Force Accounting System</p>	<p>MIS SYSTEM USED FOR ARMY FORCE STRUCTURING, ARMY FORCE PLANNING AND ACCOUNTING OF ALL UNITS OF THE ACTIVE ARMY, RESERVE, AND NG -- BOTH MANNED AND UNMANNED</p>
<p>TAAADS: The Army Authorization Document System</p>	<p>ADP SYSTEM FOR KEEPING TRACK OF THE ORGANIZATIONAL STRUCTURE REQUIREMENTS, AND AUTHORIZATIONS FOR BOTH PERSONNEL AND EQUIPMENT FOR ARMY UNITS.</p>

ROBUST AUTOMATED SUPPORT SYSTEM



PREPROCESSING OF DATA SOURCES

CONSOLIDATION OF METL AND MRU

COMBINE 2000+ FLOPPIES WITH 3 METL TABLES EACH INTO 3 TABLES IN THE DATABASE

REVIEW DATA FIELDS NOT ALREADY CHECKED BY THE METL/MRU SOFTWARE

- SWC
- LOCCO
- Numeric Fields With Prescribed Ranges
- Spelling

GOAL IS TO ENSURE ANALYSIS IS NOT CORRUPTED BY OBVIOUS DATA ERRORS

ON-SITE EVALUATION TEAMS DATA

INITIAL DATA FORM DOES NOT FACILITATE AUTOMATION

POSSIBLE APPROACHES

- Multiple Choice Checklist
- Keyword Dictionary

FAS/TAADS

DATA DOWNLOADED FROM SYMBOLICS TO PC CAN BE INCORPORATED INTO THE DATABASE

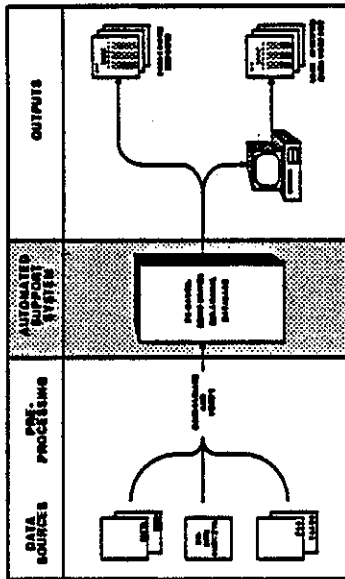
EXISTING PC FAS DATA CAN BE IMPORTED DIRECTLY INTO THE DATABASE

FIELDS FROM THE METL WHICH NEED TO BE ADDED TO THE PC FAS TABLE HAVE ALREADY BEEN IDENTIFIED

- SWC
- BOS Code

OTHERS CAN BE ADDED AS NEEDED

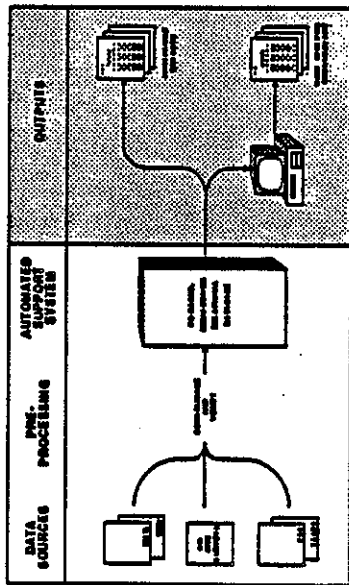
ROBUST AUTOMATED SUPPORT SYSTEM



ROBUST AUTOMATED SUPPORT SYSTEM

APPROACH	<p>RELATIONAL DATABASE</p> <ul style="list-style-type: none"> • Good Flexibility • Available Developmental Software • Industry Standard
IMPLEMENTATION	<p>PC-BASED</p> <ul style="list-style-type: none"> • Storage -- 10 to 20 MB • Memory -- 640K RAM <p>MENU-DRIVEN -- STANDARD REPORTS</p> <p>USER-SPECIFIED QUERY/REPORT CAPABILITY</p>

ROBUST AUTOMATED SUPPORT SYSTEM



REPORTS

<p>PREDESIGNED</p> <p>LAYERING REDUNDANCY OF FUNCTION DATA EXTRACT UIC HIERARCHY</p>	<p>USER SPECIFIED</p> <p>TAILORED SPECIFICALLY TO MEET USER'S NEEDS</p>
--	--

STANDARD REPORT

TITLE: LAYERING REPORT

PURPOSE: TO IDENTIFY OCCURRENCES OF SIMILAR FUNCTIONAL STAFFS AT THE NEXT JUNIOR ECHELON OF AN ORGANIZATION

FILTERS: FIRST SCOPE FILTER IS BY FUNCTION (SWC, MC AND/OR BOS);
SUBSEQUENT SCOPE FILTERS ARE: PARENT ORGANIZATION(S),
GEOGRAPHIC AREA(S).
THRESHOLD FILTER IS SENIOR/SUBORDINATE STAFFING RATIO
(E.G. 2)

OUTPUT PREVIEW:

- REPORT TITLE & RESTATEMENT OF PURPOSE & FILTER SELECTIONS
- NUMBER OF OCCURRENCES OF FUNCTION
- AVERAGE STAFFING OF FUNCTION
- NUMBER OF OCCURRENCES OF FUNCTION IN ADJACENT ECHELONS EXCEEDING THRESHOLD

ROBUST TF

AUGUST 17 1988

HEADQUARTERS LAYERING REPORT

FUNCTION: 1,7,14
PARENT UIC: WOXXXX
AREA: CONUS

<u>PARENT UIC</u>	<u>STAFF</u>	<u>SUBORDINATE UIC</u>	<u>STAFF</u>
WOXXXX	9	WOAAAA WOBBBB WOCCCC WODDDD	16 3 4 20
WOAAAA	16	WOEEEE WOFFFF	1 24
WOEEEE	1	WOGGGG	6

STANDARD REPORT

TITLE: REDUNDANCY OF FUNCTIONS REPORT

PURPOSE: TO IDENTIFY INSTANCES IN WHICH THE SAME FUNCTION IS BEING PERFORMED BY TWO OR MORE ELEMENTS OF THE SAME ORGANIZATION OR BY TWO OR MORE ORGANIZATIONAL ELEMENTS IN THE SAME GEOGRAPHIC AREA.

FILTERS: FIRST SCOPE FILTER IS BY GEOGRAPHIC AREA(S). (NOTE: IT WOULD BE USEFUL TO CREATE A GEOGRAPHIC INTERRELATIONSHIP FILE SIMILAR TO THE UIC HIERARCHY FOR USE HERE:)

SUBSEQUENT SCOPE FILTERS ARE: FUNCTION (SWC, MC, AND/OR BOS) AND PARENT/GRAND PARENT UIC.

OUTPUT PREVIEW:

- REPORT TITLE & RESTATEMENT OF PURPOSE & FILTER SELECTIONS
- NUMBER OF STAFF ELEMENTS BY FUNCTION
- AVERAGE STAFF ELEMENT SIZE BY FUNCTION

ROBUST TF

AUGUST 17, 1988

REDUNDANCY OF FUNCTIONS REPORT

LOCATION: FT BELVOIR

UIC: ALL

FUNCTION: SWCD

UIC STAFFING

AAAAAA 17

BBBBBB 3

CCCCCC 29

DDDDDD 5

STANDARD REPORT

TITLE: DATA EXTRACT REPORT

PURPOSE: TO PRODUCE CRT AND/OR HARD COPY EXTRACTS ON ONE OR MORE DATA ELEMENTS IN A SPECIFIED ORDER

FILTERS: DATA ELEMENTS IN VIEWING SEQUENCE(E.G. UIC, BOS, ETC.)
SCOPE LIMITS; SPECIFY DATA ELEMENT VALUES OR LIMITS TO BE INCLUDED FROM MENU.
DATA PRESENTATION ORDERING: SPECIFY PRIMARY, SECONDARY AND TERTIARY ORDERING DATA ELEMENT VALUES FROM MENU.
DATA DISPLAY: SPECIFY VERTICAL (EASY TO READ) OR HORIZONTAL (LESS PAPER, QUICKER PRINTING)

OUTPUT PREVIEW: REPORT TITLE & RESTATEMENT OF PURPOSE & FILTER SELECTIONS
REPORT SCOPE
NUMBER OF DATA GROUPS IN EXTRACT REPORT

ROBUST TF

AUGUST 17, 1988

DATA EXTRACT REPORT

DATA ELEMENTS SELECTED: UIC, SWC, WO

SORT SEQUENCE: UIC, SWC

SORT SCOPE:: CONUS

<u>UIC</u>	<u>SWC</u>	<u>WO</u>
AAAAAA	1	2
AAAAAA	2	7
BBBBBA	4	1
BBBBBB	1	1
CCCCCA	5	3

STANDARD REPORTS

TITLE: UIC HIERARCHY

PURPOSE: COMPARES STAFFING LEVELS BY CATEGORY FOR
A PARENT UIC AND ITS SUBORDINATE UICs WITH
REPORTED STAFFING LEVELS

FILTERS: UIC

PREVIEW OUTPUT: REPORT TITLE & RESTATEMENT OF PURPOSE & FILTER SELECTIONS
NUMBER OF UICs UNDER EACH PARENT

UIC HIERARCHY REPORT

UICS SELECTED: XXXXXO

NUMBER OF SUBORDINATE UICS: 4

<u>PARENT UIC</u>	<u>SUBORDINATE UIC</u>	<u>REPORTED</u>			<u>TOTALS</u>						
		<u>WO</u>	<u>ENL</u>	<u>CIV</u>	<u>WO</u>	<u>ENL</u>	<u>CIV</u>				
XXXXXO		9	42	5	3	9	42	5	3		
	XXXXX1	0	10	2	0	0	10	2	0		
	XXXXX2	1	11	2	0	1	11	2	0		
	XXXXX3	5	12	0	0	5	12	0	0		
	XXXXX4	2	5	0	1	2	5	0	1		
							<hr/>	8	38	4	1

ISSUES

o DATA BASE INTEGRITY

o IMPLEMENTATION PRIORITIES

o ANALYSIS SUPPORT

DATA ELEMENTS

AAEN	MISSION CODE
AAOF	MISSION ESSENTIAL TASK
AAWO	NGEN
ASGMT CODE	NGOF
BOS CODE	NGWO
CCNUM	NOAPFD
CFDH	OPAGY
CFIH	ROOF
CIVOVH	RCWO
COMFO	RCEN
CUDH	RESOURCES
CNFC	SIO
DAMPL	STATION NAME
EDATE	SWC CODE
HOSNATSUP	TYP CO
IDENTITY	UIC
INSVSUPCO	
INSVSUPWO	
INSVSUPEN	
INSVSUPCP	
LOCCO	
MILCOM	

CHAPTER 4
THE TDA TODAY - A VIEW FROM THE TOP

The ROBUST Task Force began its analysis with the June 1988 Force Accounting System (FAS) Master-Force Lock which comprised approximately 37 percent of the total Army authorizations (see Figure 4-1). A similar extract was performed on the The Army Authorization Documentation System (TAADS) to permit a more in-depth analysis at the Unit Identification Code (UIC) level of detail. With the exception of classified units and units which had not submitted TAADS documents, a 97 percent correlation exists between the two data bases.

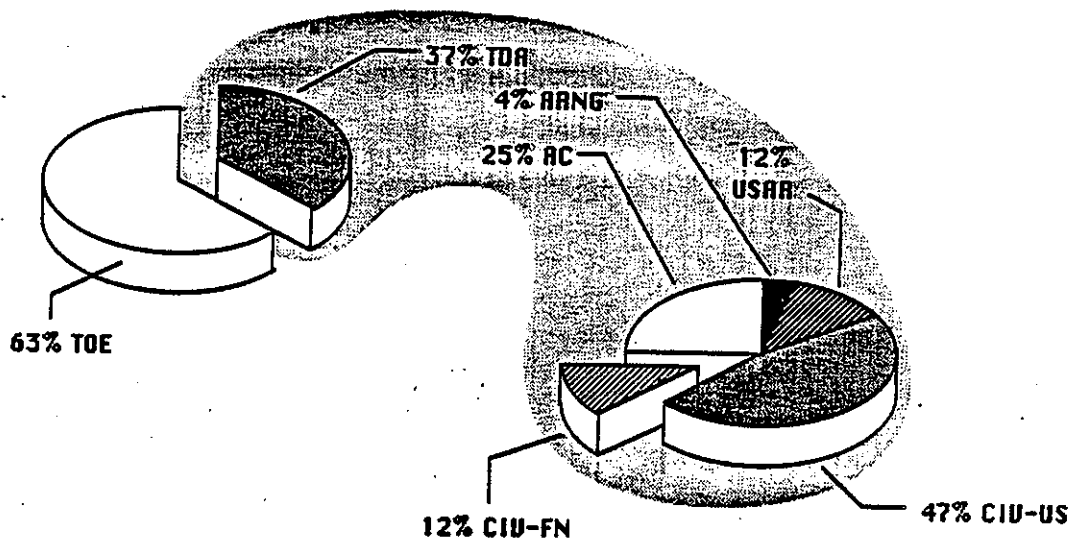


Figure 4-1. The TDA Today

The authorizations within the TDA were initially sorted by component (Active, National Guard and Reserve). As the task force charter did not include analysis of the Joint and Defense authorizations nor evaluation of organizations without manpower authorizations, these units were removed from the initial data base and the ROBUST baseline was established (see Figure 4-2).

TOTAL TDA	COMPO	#UIC's	MIL AUTHS	CIV AUTHS
	1 - AC	1,776	175,040	407,403
	2 - ARNG	297	29,320	0
	3 - USAR	587	78,877	0
	TOTAL	2,660	283,237	407,403
MINUS	JOINT ACTIVITIES	167	6,395	2,203
	DEFENSE ACTIVITIES	73	3,435	0
	EQUIPMENT ONLY	220	0	0
	TOTAL	460	9,830	2,203
ROBUST BASELINE	1 - AC	1,503	165,210	405,200
	2 - ARNG	128	29,320	0
	3 - USAR	569	78,877	0
	TOTAL	2,200	273,407	405,200

* NOTE: AUTHORIZATIONS INCLUDE 83,702 FOREIGN NATIONALS, 28,120 NATIONAL GUARD MILITARY TECHNICIANS AND 8,428 ARMY RESERVE MILITARY TECHNICIANS

Figure 4-2. ROBUST Baseline

An array of the authorization data was developed identifying the distribution of manpower authorizations as they related to mission (see Figure 4-3). The AGR authorizations are identified but not included in the ROBUST data base due to lack of visibility in the FAS (see Issue 30.5).

	MIL AUTH	CIV AUTHS	TOTAL AUTHS
IN SUPPORT OF OTHER NATIONS	158	877	1035
AS EXECUTIVE AGENTS (NOTE 2)	(3,570)	(20,108)	(23,678)
TO ARMY COMPONENT CDRS IN SUPPORT OF			
- CINCS WITH AN A/O	27,488	121,238	148,714
- <u>CINCS WITHOUT AN A/O</u>	<u>865</u>	<u>3,384</u>	<u>4,249</u>
	28,351	124,612	152,963
SUSTAINING BASE			
- CONUS	117,478	222,797	240,275
- OCONUS	<u>15,135</u>	<u>15,198</u>	<u>30,333</u>
TOTAL	132,613	237,995	370,608
SUPPORT TO RESERVE COMPONENT MISSION			
- FULL TIME SUPPORT			
• RADAC	4,088	5,167	9,255
• AGR (NOTE 2) MIL TECH	(38,064)	38,548	38,548
- DRILLING RESERVISTS			
• ARNG	29,320	N/A	29,320
• USAR	<u>78,877</u>	<u>N/A</u>	<u>78,877</u>
TOTAL	<u>112,285</u>	<u>41,715</u>	<u>154,001</u>
	273,407	405,200	678,607

NOTE 1 - AGGREGATE COUNT WHICH IS CONTAINED IN OTHER SUBSETS.
NOTE 2 - AUTHORIZATIONS NOT COMPUTED IN FAS (SEE ISSUE 30.5)

Figure 4-3. Distribution of Manpower Authorizations

The current TDA was also compared with the mobilization TDA. The comparison demonstrated a 37 percent reduction in the number of TDAs at mobilization plus 60 days, while the authorizations were reduced by 23 percent (see Figure 4-4).

	TODAY TO FULL MOBILIZATION			
	<u>NOW</u>	<u>M-DAY</u>	<u>M+30</u>	<u>M+60</u>
# UIC's	2,179	1,390	1,374	1,356
MILITARY AUTHORIZATIONS	271,905	203,557	200,743	199,595
CIVILIAN AUTHORIZATIONS	404,309	329,510	327,707	322,484

SOURCE: ROBUST BASELINE AND MOB TDA

Figure 4-4. Current/Mobilization Comparison

4.1 OBSERVATION

Changes to force structure are not posted in Force Accounting System (FAS) in a timely and accurate manner.

4.1. SCOPE

The FAS is the principle system for recording, managing, and retrieving data necessary for the accounting and controlling of all units of the Active Army and Reserve Components. It reflects implementation of guidance from Congress, OSD, and HQDA affecting force structure and provides a basis for the MACOM's command plan processing/interface with the MACOM's Vertical Force Accounting System (VFAS). Inaccuracies in the FAS have an adverse impact on other major Army systems to include the budgeting and manning process.

4.1.2 PROPOSAL

Discipline the entry of approved manpower changes into the FAS to include synchronization of the Master-Force Lock with the force structure decision process (see Figure 4-5).

<u>MANPOWER</u>	<u>CURRENT AUTHORIZATIONS</u>	<u>FUTURE AUTHORIZATIONS</u>	<u>DIFFERENCE</u>
MILITARY:	273,407	271,905	-1,502
CIVILIAN:	405,200	404,309	-891
TOTAL	678,607	676,214	-2,393

UIC	UNIT DESIGNATION	MIL	CIV	UIC	UNIT DESIGNATION	MIL	CIV
W04PAA	BD ABN&SP OPN TST	52	72	W4CSAA	BD USA COMM-ELCT	49	48
W04RAA	BD USA ARMOR & ENGR	168	132	W4LPAA	TM SCTY ASST TRNG	32	0
W04SAA	BD USA FLD ARTILLERY	109	59	W4YXAA	COLARMY MGT STAFF	20	0
W04UAA	BD USA INF	95	83	W8R3AA	U USA RCPAC (AUG)	200	0
W0HTAA	HHC USACDCEC	542	142	WAMU99	AUG BN MECH HVY DIV	0	4
W1RDAA	BD USA AD ARTY	85	102	WCC399	AUG TDA HHC SOCOM	0	150
W382AA	OFC PM SEMA	0	0	WDG899	AUG CO PER SVC	0	4
W38RAA	CTR RGN PERSONNEL	34	1	WDHX99	AUG AVN DET	2	1
W38SAA	BD USA AVIATION	37	47	WDJ099	AUG BN MAINT MSB	0	0
W4ABAA	BD USA INTEL SECURITY	77	35	WGGC99	AUG SPT UNIT	0	11
W4BGAA	ELE USA EN CONST/TOPO	0	0				

Figure 4-5. Space Redistribution

4.1.3 ANALYSIS

The current documentation system is intended to work in a sequential manner. However, it presently operates in an environment where decision making processes for force structure are occurring concurrently with program budget guidance. A more disciplined process following decisions made during the Total Army Analysis (TAA) and the Force Integration Analysis (FIA) processes would provide greater accuracy in projecting manpower acquisition and training requirements and improved abilities for allocation of Force Structure Allowance (FSA) which provides Program Budget Guidance (Chapter 25). The authorizations and requirements should be arrayed by fiscal year through the POM by identity, type, component, AMSCO and MDEP (Issue 30.2).

4.2 OBSERVATION

Direct and indirect hire foreign nationals account for 20.5 percent of the civilian authorizations in TDA force structure yet they are not commonly recognized as part of the stated civilian force.

4.2.1 SCOPE

Many congressional and departmental leaders associate civilian authorizations as those authorizations pertaining to Department of the Army Civilians (DAC). It is also the only contract type service which is reflected in the force structure.

4.2.2 PROPOSAL

Eliminate units staffed exclusively by foreign nationals from force structure and manage the requirement for the services in a manner similar to contracting (see Figure 4-6 and Table 4-1).

<u>MANPOWER</u>	<u>CURRENT AUTHORIZATIONS</u>	<u>FUTURE AUTHORIZATIONS</u>	<u>DIFFERENCE</u>
MILITARY:	271,905	271,905	0
CIVILIAN:	404,309	393,319	-10,990
TOTAL:	676,214	665,224	-10,990

SEE TABLE 4.1

Figure 4-6. Foreign National Space Redistribution

4.2.3 ANALYSIS

Of the 83,683 foreign national authorizations in the data base, 71 UIC's with 10,990 authorizations are comprised exclusively of foreign nationals (650 direct and 10,340 indirect hire). The use of foreign nationals for many of these authorizations is the direct result of Memoranda of Agreement (MOA) under a Status of Forces Agreement (SOFA) with the various foreign countries and are budgeted for under contractual services (Element of Resource 2800). Documenting these authorizations in force structure UIC's appears to be unnecessary (see Table 4-1).

TABLE 4-1. LISTING OF UNITS WITH FOREIGN NATIONAL AUTHORIZATIONS ONLY

UIC	Unit Designation	ASGMT	CO Auths	WO Auths	ENL Auths	CIV DHUS	CIV DFN	CIV INFN
WOR5AA	CO 4038 LBR SV SIG CN	CZ		0	0	0	0	0149
W1TTAA	GRP 6981 CIV LBR GP	CZ	0	0	0	0	0	49
W1TUAA	GRP 8563 CIV LBR CO	CZ	0	0	0	0	0	128
W1TVAA	GRP 8564 CIV LHR CO	CZ	0	0	0	0	0	146
W1TWAA	GRP 8565 CIV LHR CO	CZ	0	0	0	0	0	149
W392AA	RPC NURNBERG	E1	0	0	0	0	0	6
W4ROAA	CSG USAREUR CSA	E1	0	0	0	0	0	75
W4R1AA	CSG MIESAU ARMY DEPOT	E1	0	0	0	0	0	722
W4R3AA	CSG GEN SPT CTR KSRLT	E1	0	0	0	0	0	508
W4R4AA	CSG GEN SPT CTR GRMSH	E1	0	0	0	0	0	379
W4R5AA	CSG 7TH MEDCOM	E1	0	0	0	0	0	80
W4R6AA	CSG USAMMCEUR	E1	0	0	0	0	0	175
W4R7AA	CSG 37TH TRNS GP	E1	0	0	0	0	0	611
W4R8AA	CSG CBT EQUIP GP	E1	0	0	0	0	0	428
W4R9AA	CSG 60TH ORD GP	E1	0	0	0	0	0	32
W4RWAA	CSG 54TH ASG	E1	0	0	0	0	0	286
W4RXAA	CSG 18TH ENGR BDE	E1	0	0	0	0	0	1015
W4RYAA	CSG 56TH FA CMD	E1	0	0	0	0	0	47
W4ZAA	CSG USMCA HEIDELBERG	E1	0	0	0	0	0	121
W4SAAA	CSG 191ST ORD GP	E1	0	0	0	0	0	76
W4SBAA	CSG 196TH ORD GP	E1	0	0	0	0	0	600
W4SCAA	CSG 84TH ORD GP	E1	0	0	0	0	0	1053
W4SFAA	CSG 21 SUPCOM	E1	0	0	0	0	0	7
W4SGAA	CSG 543RD ASG	E1	0	0	0	0	0	150
W4SHAA	CSG KARLSRUHE	E1	0	0	0	0	0	207
W4SJAA	CSG USMCA MANNHEIM	E1	0	0	0	0	0	226
W4SKAA	CSG USMCA PIRMASENS	E1	0	0	0	0	0	190
W4SLAA	CSG 66TH MAINT BN	E1	0	0	0	0	0	307
W4SMAA	CSG 51ST MAINT GP	E1	0	0	0	0	0	135
W4SNA A	CSG USMCA BAUMHOLDR	E1	0	0	0	0	0	140
W4SPAA	CSG 15TH ORD BN	E1	0	0	0	0	0	678
W4SQAA	CSG 8TH MAINT BN	E1	0	0	0	0	0	68
W4SRAA	CSG 549TH ENGR BN	E1	0	0	0	0	0	145
W4STAA	CSG 2ND SUPCOM	E1	0	0	0	0	0	426
W4SUA A	CSG 565TH ENGR BN	E1	0	0	0	0	0	154
W4SXAA	CSG 7TH ATC	E1	0	0	0	0	0	322
W4XUAA	ACTLN INTERN	E1	0	0	0	0	5	107
WA5L99	AUG P&A BN	E1	0	0	0	0	0	3
WA5M99	AUG CO PER SVC	E1	0	0	0	0	0	3
WA5N99	AUG CO PER SVC	E1	0	0	0	0	0	3
WA5P99	AUG CO PER SVC	E1	0	0	0	0	0	3
WA5Q99	AUG CO PER SVC	E1	0	0	0	0	0	3
WBAA99	AUG EN BN CBT (HVY)	P8	0	0	0	0	1	260
WBG A99	AUG SPT UNIT	E1	0	0	0	0	0	2
WBG G99	AUG CTR AREA FIN SPT	E1	0	0	0	0	0	29
WBG J99	AUG CTR AREA FIN SPT	E1	0	0	0	0	0	4
WBW799	AUGMP BN	P8	0	0	0	0	98	0
WBXL99	AUGMP CO	P8	0	0	0	0	231	0
WCBR99	AUG CS CO SUP-SVC DS	P8	0	0	0	0	47	0
WCK399	AUG TC HHD CEN MOVCON	P8	0	0	0	0	59	0
WCKS99	TRNS 2 MT RG	E1	0	0	0	0	0	58
WCLY99	AUG TC CO CAR	P8	0	0	0	0	5	0
WCPP99	AUG CO TRNS 3D SUPOOM	E1	0	0	0	0	0	37
WCW299	AUG EN BN CBT (HVY)	P8	0	0	0	0	79	0
WDKD99	AUG CO PER SVC	E1	0	0	0	0	0	3
WDR299	AUG CO PER SVC	E1	0	0	0	0	0	3

TABLE 4-1. LISTING OF UNITS WITH FOREIGN NATIONAL AUTHORIZATIONS ONLY (CONTINUED)

UIC	Unit Designation	ASGMT	CO Auths	WO Auths	ENL Auths	CIV DHUS	CIV DFN	CIV INFN
WDR399	AUG CO PER SVC	E1	0	0	0	0	0	3
WDY599	AUG PSC TYPE B	E1	0	0	0	0	0	4
WFBP99	AUG CO PER SVC	E1	0	0	0	0	0	3
WFBQ99	AUG CO PER SVC	E1	0	0	0	0	0	5
WFE799	AUG CO PER SVC	E1	0	0	0	0	0	6
WFJS99	AUG CO PER SVC	E1	0	0	0	0	0	4
WFL099	AUG CO PER SVC	E1	0	0	0	0	0	3
WFL199	AUG CO PSC	E1	0	0	0	0	0	6
WFL299	AUG CO PSC	E1	0	0	0	0	0	3
WFL799	AUG CO PSC	E1	0	0	0	0	0	4
WFSL99	AUG CO TRNS 2D SUPCOM	E1	0	0	0	0	0	39
WFUA99	AUG CO PER SVC	E1	0	0	0	0	0	3
WH6K99	AUG CO PER SVC	E1	0	0	0	0	0	3
WH6L99	AUG CO PER SVC	E1	0	0	0	0	0	3
WH6M99	AUG CO PER SVC	E1	0	0	0	0	0	3
*** Total ***			0	0	0	0	650	10340



ANNEX A TO CHAPTER 4
ARMY MANPOWER AUTHORIZATIONS BY MACOM AND HQDA



ANNEX A
Army Manpower Authorizations

by MACOM and HQDA

MACOM	CO Auths	WO Auths	ENL Auths	CIV DHUS	CIV DHFN	CIV INFN
1st SOCOM	134	10	206	127	0	0
AMC	2730	164	4505	102952	80	212
CIDC	127	483	651	465	62	128
EUSA	305	26	2219	1036	9227	3229
HQDA	12905	2928	30768	33313	697	1310
HSC	10113	193	17105	23254	0	1
INSCOM	1311	537	7913	1659	115	356
ISC	954	173	11158	19358	941	2677
MDW	124	56	1246	1684	0	0
MIMC	202	7	336	2642	117	447
TRADOC	10758	1189	41872	37731	0	3
USACE	207	16	207	13860	403	327
USARCENT	0	0	0	51	0	0
USAREUR	2591	222	8257	37067	1520	59109
USARFOR	21295	1372	70630	39771	0	0
USARJ	380	29	964	581	0	2722
USARSO	183	12	749	2268	0	0
WESTCOM	209	11	1163	2807	0	0
*** Total ***	64528	7428	199949	320626	13162	70521



CHAPTER 5 ON SITE EVALUATION TEAM

Four On-Site Evaluation Teams (OSET) visited 137 Table of Distribution and Allowance (TDA) units throughout the world during the period 8 Aug to 14 Oct 88. A recapitulation of their recommendations and findings is presented by team.

EUROPE

The European OSET visit to 27 UIC revealed neither unnecessary organizations nor layering, nor any duplication. United States Army, Europe (USAREUR) structure and operations are not a random happening. The USAREUR structure is a result of: geography of installations, non-repetitive nature of requirements, complexity outside continental United States (OCONUS) environment, and efficiencies achieved by consolidation.

There is an additional political dimension in Europe in that OCONUS Major Command (MACOM) deal with civil and military organizations not found in CONUS. Foreign national civil and military organizations take interest in and exert influence on OCONUS MACOM operations. The USAREUR TDA structure is designed for the multinational environment at numerous levels to include: sovereign nations, national civil and military organizations, states, counties, cities and towns, and Nato military organizations and committees.

The consolidation of TDA activities at Theater and USAREUR MAJOR COMMAND (UMC) level is the most efficient technique in Europe. Regional support is the rule rather than the exception as manifested in: European Engineer Division (EUD) (indirect design/construction), contract command Supply Support Activity SSA & RPMA warehouses, consolidated maintenance activities, and 5th Signal Brigade.

There is no base operations (BASOPS) duplication. USAREUR is organized on an area support basis for BASOPS with a clear landlord-tenant distinction. As BASOPS funding is cut, borrowed military manpower (BMM) grows to maintain a viable support structure. BASOPS cuts at Headquarters, Department of the Army (HQDA) translate into mission cuts on the ground. While a solution to manpower shortfalls was contracting, contract funding is now in jeopardy.

Establishing a Theater Army Area Command (TAACOM) with theater wide installation management responsibility is not a good idea in Europe. This concept splits responsibility for mission and BASOPS into separate command channels and does not recognize: USAREUR units stationed in host nation cities and towns, the close relationship between mission and BASOPS issues, that some mission problems require BASOPS solutions, or the political dimension of a dual-hatted tactical/community commander (Chapter 7).

A separate BASOPS command may not be as responsive to soldier and mission needs recognizing that there would be a conflict of priorities, with a requirement for increased coordination which would result in less timely solutions. Additionally, this makes dealing with the host nation political structure more difficult at every level. Also, problems must be resolved at higher levels of management. And finally, it will not relieve the tactical commander and his staff of BASOPS responsibilities, it will merely reduce their authority. Operators will continue to provide resource justification and program feedback and they will develop requirements on the system.

One TAACOM managing 39 military communities (MILCOM) is not a practical idea due to considerations of: geography, regional differences and MILCOM staffing that is inadequate. It is not a logical extension of 21st Support Command's wartime mission and does not reflect USAREUR wartime command and control relationships. The present situation of dual-hatting commanders, from MILCOM to HQ USAREUR, with BASOPS responsibility was the previous solution to the dissatisfaction with the Theater Army Support Command (TASCOM) method of operation.

The Department of Defense (DOD) Inspector General (IG) recommendation to reduce UMC BASOPS management would have the same effect as establishing a TAACOM in that it would: limit UMC Commander BASOPS influence, make political coordination more difficult, not recognize regional BASOPS support consolidated at UMC level, not recognize the complex OCONUS BASOPS environment and it would leave MILCOM vulnerable.

A summary of European OSET observations is: a dual-hatted structure is best (MACOM, Corps, Community), Standard Installation Organization (SIO) has been implemented in USAREUR, and there is limited potential for conversion to MTOE in Europe.

CONUS

The CONUS OSET visited Reserve Officer Training Corps (ROTC) and United States Army Recruiting Command (USAREC) Headquarters as well as numerous subordinate elements of both and recommended that if circumstances force the Army to reorganize Cadet Command in order to save spaces, the best reorganization would be to consolidate Cadet Command with USAREC.

Cadet Command operates with a command headquarters and four region headquarters. The four regions each command numerous battalions. This places over 500 staff positions between the Commanding General (CG) and the first Professor of Military Science (PMS). Each battalion is, as a minimum, responsible for one college ROTC program. Some battalions control more than one program through extension centers and cross enrolled schools. USAREC operates with a headquarters and five

recruiting brigades. Each brigade controls several battalions which in turn control several companies. Finally, the companies control several recruiting stations.

A viable alternative to the present Cadet Command organization that will preserve, as far as possible, the current program is recommended. In this regard, two considerations are to consolidate Cadet Command with USAREC or to place the ROTC regions under the Continental United States Army (CONUSA). While both options can be made to work, USAREC has more in common with ROTC than the CONUSA. Both are recruiting the same age group and are organized to do so. CONUSA are not in the recruiting business. Both USAREC and Cadet Command do marketing studies of the 18-21 year age group, CONUSA do not. Both use the same advertising organization and both have Young and Rubican representatives stationed at their major subordinate commands. Both are involved in gaining access to high school seniors. In fact, USAREC helps Cadet Command with high school senior referrals now. All three organizations are organized on an area basis. USAREC is and probably will be hard pressed to make its mission in the next few years. CONUSA should be able to absorb this mission. In either case, consolidating the ROTC program with either USAREC or the CONUSA would realize large space and resource savings. If consolidated with either organization, the staffs could be consolidated at both headquarters and region.

To reiterate, if, and only if, circumstances require the consolidation of Cadet Command with another command, the organization should be consolidated with USAREC since the two have more in common than Cadet Command and the CONUSA. The consolidated organization should have five recruiting/ROTC regions to be commanded by a BG. The region boundaries should conform to current USAREC boundaries in order to take advantage of USAREC's ongoing marketing and analysis programs. The overall organization should be commanded by a Lieutenant General (LTG) and report directly to Department of the Army (DA).

Test Measurement and Diagnostic Equipment (TMDE) Activity was evaluated with the result being that the present organization is considered duplicitous. New TMDE equipment is obtained through the TMDE Program Manager (PM) who works for Communications and Electronics Command (CECOM) and is located at Fort Monmouth, NJ. The Support Group located at Redstone Arsenal, AL, controls all calibration units in the Army and is thus responsible for all repairs. It reports to Deputy Director for TMDE at Army Materiel Command (AMC) headquarters. The Support Group has automated operations and can account for all TMDE in the Army. The Consolidated TMDE Agency (CTA) at Lexington-Bluegrass Army Depot can provide similar information (Chapter 17).

Action to improve the responsiveness, ease of operation, command and control and organization of TMDE operations in the Army would be beneficial. TMDE is a small organization with a large world-wide mission. It needs to function as a close knit team and not be geographically dispersed responding to several masters. All actions pass through the Deputy Director for TMDE at AMC; the sooner the better for management effectiveness. The equipment that the PM acquires must, in all cases, be calibrated and repaired by elements of the TMDE Support Group. It is therefore important that the two leaders work closely together. This could be better accomplished if the two were co-located and working for the same boss. The data supplied by CTA is important, however, it and more is available at TMDE Support Group. Unlike CTA, Support Group needs the data in order to do its mission, and therefore should have the entire mission. It follows that the best course of action would be to disestablish CTA at Lexington-Bluegrass and co-locate the PM and TMDE Support Group at Redstone Arsenal under the Deputy Director for TMDE. (NOTE: A 15 July 1988 AMC IG report reached the same conclusion.)

Presently the Center for Low Intensity Conflict (CLIC) at Ft Leavenworth is organized to conduct joint service doctrine studies on the subject while the JFK-Special Warfare Center and School (JFKSWCS) trains many of the personnel who will spearhead the United States response to these conflicts.

CLIC was intended to be an interservice organization but currently involves only the Army and the Air Force. The Navy has neither supported nor assigned people to the organization. As a Training and Doctrine Command (TRADOC) school under Operational Control (OPCON) to a unified commander (United States Special Operations Command) JFKSWCS is very unique. It has a joint integrating center to respond to requirements placed on it by the unified CINC. It teaches four of the key disciplines used in low intensity conflict-Special Forces, Psychological Operations, Civil Affairs and Foreign Area Specialists and also has a Directorate for Security Assistance. As an activity OPCON to a unified commander, it might be more prone to receive Navy support. By necessity, JFKSWCS is already conducting some low intensity studies, however, reassignment of the mission from CLIC should save resources and enhance interservice cooperation.

While the total scope of the matter is unknown at several of the installations visited it was found that multiple Civilian Personnel Offices (CPO) served the same geographic area. At others, a consolidated CPO was serving a large area efficiently. For example, a consolidated CPO supports the entire Atlanta area as well Puerto Rico with only one exception. The Atlanta Corps of Engineer office insists on having its own CPO. At Headquarters, TRADOC, a consolidated peninsula CPO services both

the Hampton and Norfolk areas. On the other hand, there are two CPO in Huntsville, AL. One CPO is dedicated to supporting the Huntsville Engineer Division; the other supports the remainder of the Huntsville area including Strategic Defense Command which is located in the same building as the Engineers. At Anniston, AL, two CPO exist - one in support of Fort McClellan; the other, Anniston Army Depot. This appears to be unconscionable.

The basis for establishment of a CPO should be geographic area and civilian workforce supported. Duplicate offices should be consolidated on a regional basis with attendant streamlining of functions and saving of resources. The Engineer contention that engineer-related skills are "unique" and require an independent CPO is not credible when one understands that Strategic Defense Command skills are not considered sufficiently unique to justify an independent CPO. It is recognized that some space increase may accrue to the consolidated CPO, however, an overall space savings should be realized.

The CONUS OSET recommends that the following organizations remain status quo: W1E0AA - JFK Special Warfare Center and School (TRADOC), Ft Bragg, (see related text); W3VYAA - Health Services Command, Ft Sam Houston (recommendation is tentative and contingent on review of the Rear Admiral Mantel, OJCS, Study which plans to place medical mobilization responsibility on the CONUSA, thus eliminating some of the staff at HSC and a recent OTSG study which recommends eliminating HSC); W3VYAA - Health Services Command, Ft Sam Houston; W2M5AA - MEDDAC, Ft Hood (FORSCOM); W3UFAA - Missile Command, Redstone AR (AMC MSC); W8BPAA - STARC, North Carolina; W008AA - Garrison, Ft McPherson (FORSCOM); W0VCAA - Garrison, Ft Hood (FORSCOM); W1EXAA - Soldier Support Center, Ft Benjamin Harrison (TRADOC); W4K7AA - Training Brigade, Ft McClellan (TRADOC); W109AA - MEP Station, Atlanta (MEPCOM); W4SYAA - Cadet Command, Ft Monroe (TRADOC MSC) (see related text); W3YTAA - HQ TRADOC, Ft Monroe; W3Y9AA - NCO Academy, Ft Hood (FORSCOM); W37NAA - HQ MEPCOM, Great Lakes Naval Station; W06QAA - HQ USAREC, Ft Sheridan; W19HAA - Recruiting Battalion, Chicago (USAREC) (see related text); W0NRAA - USAFAC, Ft Benjamin Harrison (ASAFM); W06UAA - 5th Recruiting Brigade, Ft Sam Houston (see related text); W1PLAA - TMDE Group, Redstone AR (AMC) (see related text); W3W4AA - 1st ROTC Region, Ft Bragg (TRADOC Cadet Command); (see related text); W1V5AA - 1st ROTC Region Jr Program, Ft Bragg (TRADOC Cadet Cmd) (see related text); W0MTAA - 1st ROTC Region Sr Program, Ft Bragg (TRADOC Cadet Cmd) (see related text).

The following organizations should convert to MTOE: W4L6AA - TMDE Support Activity, Redstone; W0G0AA - Fifth Army, Ft Sam Houston (FORSCOM).

The following organizations should have authorizations reduced: W2V6AA - Hunstville Division, COE - Consolidate division (Chapter 21) CPO function with the Redstone Arsenal Garrison CPO; W3YBAA - HQ FORSCOM - Transfer 3rd Army (WATG98) to CENTCOM (Chapter 10) and 1st SOCOM (W0V2AA) to USSOCOM (Chapter 13). W4K5AA - Chemical and Military Police Center and School, Ft McClellan (TRADOC) - Combine Directorates of Evaluation and Stabilization (DOES), combine Directorates of Training and Doctrine (DOTD) and combine CPO of Anniston Army Depot & Ft McClellan. W1EAAA - Ordnance Missile & Munitions Ctr & Sch (TRADOC, Redstone AR) - Consolidate School Inspector General Office with MICOMs and eliminate school authorizations for IG Office.

The following organizations should be consolidated: W3RNAA - USAISC FORSCOM, with HQ staff; W3QPAA - USAISC HSC - with HQ staff; W3RUAA - USAISC Ft Hood with Garrison staff; W3SZAA - USAISC Ft Sam Houston with Garrison staff; W3UFAA - USAISC MICOM with MICOM staff; W4K6AA - Committee Group, Ft McClellan, with training brigade (W4K7AA); W4EYAA - Software Development Center (SDC), Atlanta, with J6 FORSCOM. The other four SDC worldwide should be consolidated with the organizations they support with administrative functions returned to the Adjutant General (AG). Test and Experimentation Command (TEXCOM), Ft Hood (W27RAA) (TRADOC MSC) should be restructured as a streamlined stovepipe with unity of command through commander, TEXCOM. Reduce OTEA mission to evaluation of level 1 user testing. Eliminate TIED and assign level 2 and 3 test evaluations to users and integrating centers. Reduce test boards per plan originally submitted by MG Drudick (Chapter 18).

FAR EAST/LATIN AMERICA

The Far East/Latin America OSET evaluated 39 units and recommended status quo for 32, (all visited but not subsequently noted) conversion from TDA to MTOE for four, consolidation for two, and addition to for one, as noted. TDA to MTOE; W0A5AA - USAG-Panama, W062AA - 6th CONUSA, W3J6AA - USAELM CFA, W0BTAA - Sp Troops CFA. Add to; W0U2AA - USAIC (AVN). Consolidate; W1E8AA - US Army Intelligence Center and School with Intel School, Ft Devens, MA; W3N9AA - US Army Information Systems Command - Japan with W15BAA US Army Information Systems Command - Japan Signal Activity - North.

AR 5-3 directs the establishment of Standard Installation Organization (SIO) and outlines how each organizational element should function within the SIO framework. The Far East/Latin America Team found that most MACOM have directed their

installations to adopt SIO and that for the most part SIO is working well, with the exception of Korea.

Korea is divided into five different areas for installation (BASOPS) support. Pusan and Taegu each have a MTOE Area Support Group (ASG) to perform BASOPS functions. The Seoul area has Eighth Army Special Troops (EAST), Uijonbu has a support element for Camp Red Cloud, while the 2nd Infantry Division has an augmentation TDA which supports BASOPS. Commanders interviewed agreed that SIO could work in Korea, however, internal stovepipe commands (e.g. facilities engineers, recreation services and MP) represent an obstacle. One installation commander controlled only 14% of the assets required to manage his installation with the remainder belonging to stovepipe organizations.

Several actions are required for SIO to be effective in Korea. First, the mission, size and capabilities of an ASG need to be standardized. ASG in Panama, Japan and Korea have the same basic mission, however, there the similarity ends. Second, the elimination of stovepipe organizations is essential if the installation commander is to control the services for which he is responsible. Finally, a concept for Korea is necessary and is being developed (USFK 91 Study). If more than one installation, with several sub-installations is required, boundaries need to be drawn which include Seoul and other units north of the Han River which now acts as the dividing line in territorial matters. In Korea, it is more economical to assign SIO responsibilities to the ASG under the Area Support Concept. There must be an adequate number of ASG with an AOR small enough to allow for adequate supervision of subordinate units.

During recent TDA scrubs conducted by HQDA, many military authorizations were withdrawn and converted to civilian requirements. However, no civilian authorizations were forthcoming from HQDA. The congressionally directed officer/warrant officer scrub in addition to other HQDA initiatives to reduce military positions in TDA units is causing some positions considered critical to mission accomplishment to be converted to civilian requirements. The problem with this course of action is that no authorizations/funds are forthcoming to allow the fill of these requirements. Authorizations must be placed against these requirements and funds made available to organizations so that these positions can be filled. The Army cannot continue the cutting process without degradation of service.

The current Army regulation requires an Equal Employment Opportunity/Affirmative Action Plan (EEO)/(AAP) Officer to report to the commander or to a level no lower than the Chief of Staff. The system also requires the designation of a Special Emphasis Program (SEP) Manager to include a Federal Women's Program Manager (FWPM), a Hispanic Employment Program Manager (HEPM), a Handicapped Individ-

ual Program Manager (HIPM), and a Black Employment Program Manager (BEPM) at each command/installation level. Normally, management of more than one SEP will not be assigned to any one individual. AR 690-12 requires the appointment of a full time manager for every SEP, if feasible. If the responsibility for SEP must be assigned on a collateral duty basis, sufficient time must be allocated to ensure successful job performance.

The EEO/AAP was established to ensure EEO in all aspects of employment for Army civilian employees and applicants for employment. AR 690-12 states that EEO for minorities, women, and handicapped individuals will be implemented by aggressive affirmative action programs that meet locally established goals and objectives. However, we do not have designated SEP managers for the Asian/Pacific Islanders, American Indians, and the Alaskan Natives. In analyzing the reporting procedures there is a dual effort. Some of the same reports are submitted to the same level of command. There are designated directors of each SEP at DA who expect to receive reports from their respective managers located at each command/installation. Everytime DA identifies a group that is not progressing a manager is created to monitor that group's personnel actions (e.g. promotions, new hires, training, adverse disciplinary actions, upward mobility, etc).

SEP managers at every level should be disestablished and consolidated under the overall mission of the AAP. The goal of the AAP is to achieve a balanced work force which will closely mirror the human resources in the civilian labor force. Elimination of these program managers will possibly redistribute manpower resources and reduce duplication in reporting procedures.

The U.S. Army currently contracts goods, services and functions at most installations, both CONUS and OCONUS. Contracts are used for things as simple as janitorial services and as complex as mess operations and telephone services. The Army contracts functions which could be performed more cost effectively by civilian business. Several types of contracts are utilized. A contract for services is preceded by a statement of work (SOW) prepared by the activity which is to utilize the services of the contractor. A good SOW is important to insure the contract is all inclusive and enforceable without additional cost. Once a contract is awarded, usually by the installation Director of Contracting Office (DOC), day to day oversight of the contractor is the responsibility of the requesting activity. This is a good arrangement, however, training of Contracting Officer Representatives (COR) is totally inadequate. The school which provided this training was recently discontinued due to personnel shortages. A school to teach COR should be established and made mandatory for everyone appointed to that duty.

Another type contract the Army utilizes is awarded upon completion of a Commercial Activities (CA) study which determines that the civilian contractor can perform an entire function for less than the Army. A problem exists in that if the function to undergo a CA study has military personnel assigned these authorizations are withdrawn as soon as the CA study decision is made. In some cases, particularly OCONUS, this leaves the Army responsible for the function without adequate personnel. Additionally, civilian vacancies go unfilled since personnel will not go to work for an activity which may end up under contract. In functions which undergo CA studies personnel stabilization during the course of the study is essential if a true cost analysis is to be made.

Due to the nature of the recruiting cycle there are significant surges in the processing requirements for military applicants at Military Entrance Processing Stations (MEPS) and enlistees at the reception battalions. MEPS and the reception battalions are staffed to process the maximum capacity.

Beginning late in the fall through early spring numerous MEPS and reception battalions process only 25% of their maximum capacity. This is inherently inefficient. The MEPS in Honolulu has averaged processing less than twelve applicants each day for the last several months. They have a maximum capacity with current staffing for twenty-four. The 30th AG Battalion (Reception) at Ft Benning, GA, processed less than 200 enlistees during the week of 3-7 Oct. This reception battalion has the capacity to process over 1000 each week and often does during peak surges in June, July, and August.

Personnel being processed through MEPS and reception battalions can be projected in advance. The seasonal nature of processing will not change. The cycle coincides with the school cycle and heavy Reserve Component (RC) training during summer months. Hiring a partial staff that would work full-time - parttime, i.e. May through September; some type of flex time work schedule, or Active Guard/Reserve (AGR) support may be a solution to saving spaces and dollars at the 69 MEPS and reception battalions.

The Total Army Personnel Agency (TAPA), (previously MILPERCEN) was established, in part, to manage the Military Personnel Management System. A result of this creation was the movement away from battalion size personnel management offices to a single installation Military Personnel Office (MILPO). The original concept was for MILPO to forward unit actions to TAPA, however, over time MACOM have become increasingly involved.

The staffs at the MACOM are heavily involved in the assignment of personnel. Additionally, enlisted requisitions from installations are reviewed by MACOM prior to

forwarding to TAPA. Stovepipe units (ISC, INSCOM, etc.) bypass the MILPO altogether and forward requisitions directly to MACOM.

MACOM should have a small personnel staff to oversee personnel management. Since the requisition system is automated and supported by the CAP III/SIDPERS systems the need for MACOM involvement is questioned. An alternate course of action would be to redefine the function of TAPA with respect to enlisted management.

The OSET visited units which recently reorganized or were in the process thereof. Eight of the thirty-seven units visited were reorganizing. U.S. Army Garrison - Panama reorganized in May 88; a concept plan was forwarded to HQDA in Jun 88. Ostensibly, this was done to improve the capability of the Army Component to support Commander in Chief (CINC) Southern Command (SOUTHCOM). 470th Military Intelligence (MI) Brigade recently reorganized to reduce span of control and increase efficiency. USAISC - South underwent a manpower survey but reorganized before the survey was documented in The Army Authorization Documentation System (TAADS). This reorganization was suggested to be more efficient by the commander. The Intelligence Center and School moved personnel which resulted in personnel actions being processed through an unnecessary level. Lastly, Eighth Army Special Troops (EAST) was formed after an intensive study of the Most Effective Organization (MEO) to support Yongsan. Within one year schedule X documents indicated a requirement for nearly 200 additional spaces. The previous year this unit was designated the second best installation support type unit in the Army which would appear to make reorganization unnecessary.

In analyzing a majority of the variables which contributed to the reorganization of a majority of the units, it was felt that the reorganization of most of the units was not justified. Also, constant reorganization creates turbulence which detracts from operational efficiency. Commander authority to reorganize or change a unit's structure should be better controlled; reorganization at the whim of a commander is inappropriate. This issue should receive full and energetic direction and management.

FUNCTIONAL

The Functional OSET recommended that the following organizations remain status quo: Director Army National Guard; New Cumberland Army Depot; Office Chief of Engineers; HQ MTMC; HQ CIDC; HQ INSCOM; HQ MDW; HQ SDC; HQ AMC; HQ DESCOM; AMC Catalog Data Activity; Armed Forces Medical Intel Ctr; Biomedical R & D Lab; Walter Reed Army Medical Ctr; LOGCEN; Information Systems Software Ctr; Mid East/Africa Projects Ofc, SAD; USAG Ft Detrick.

MEDDAC, Ft Leonard Wood (all MEDDACs) could be converted to MTOE. The MEDDAC are composed of a hospital and assorted clinics which support a pre-

scribed geographic area. The size and population density of these geographic areas vary widely between MEDDAC, however, the hospitals have a common structure and mission. These hospitals could be organized under a MTOE, with augmentation TDA to provide support for the MEDDAC region.

The East Coast Telecommunications Center at Ft Detrick is organized along a battalion TOE structure. The organization has a command and staff section, and all personnel are grouped functionally into companies. Although it is a one of a kind organization, it could be a MTOE.

U.S. Army Information Systems Command (USAISC) - Walter Reed, USAISC - Ft Belvoir, and all USAISC activities which are DOIMS could be organized as MTOE. They have a common organization IAW AR 5-3 and the same mission. Authorized manpower in each organization is variable and based on work performed to support the garrison and tenants.

Davison Aviation Command, previously MTOE organized, is now reorganizing to a TDA structure. While the commander believes this is the proper structure for the organization, it could return to a MTOE organization.

U.S. Army Security Affairs Command (USASAC) is now divided between the AMC Building and New Cumberland Army Depot (NCAD) but could be consolidated. This division requires a management staff at both sites. There is no operational requirement for this division or multiple location. Given sufficient office space, and assuming no congressional interference, this organization could consolidate with an estimated 20% manpower authorizations savings (Chapter 17).

Logistics Programs Support Activity (LPSA) could be consolidated with Logistics Evaluation Agency (LEA). LPSA provides automation support to the Army Staff, primarily DA DCSLOG. AMC has proposed that this organization be combined with the Consolidated Software Development Activity. The dissimilarity in missions and the customers supported causes this proposal to be questionable. The best course of action would be to retain the organization as is and make it a DCSLOG Field Operating Agency/Activity (FOA). If the savings that would come from a consolidation are a major factor, then the organization should be merged with the LEA, an existing DCSLOG FOA at NCAD.

Medical Materiel Development Activity (MMDA) could be consolidated with Medical Research & Development Command (MRDC). The MMDA was created by the MRDC, from within existing resources, to provide an organization which would take an item coming out of R & D and field it for the Army. This is done primarily through contracting. This function could be performed as it was in the past by a staff element of MRDC.

The Quartermaster (QM) Center & Ft Lee could be consolidated with the QM School. The QM Center and Ft Lee is the U.S. Army Garrison (USAG) organization at Ft Lee, while the QM School is a separate TDA and tenant on the installation. One major general is the Installation Commander and the School Commandant. Some functions of the two organizations have been consolidated, others could be with a consolidated UIC.

Army installations in close geographic proximity in the South Central Pennsylvania area have independent Finance & Accounting (F&AO), Civilian Personnel (CPO) and Contracting Offices. The Finance and Accounting and Contracting functions include the NCAD and tenants, Letterkenny Army Depot (LAD) and tenants and Headquarters, Depot Systems Command (DESCOM). The CPO function includes Carlisle Barracks and Forts Ritchie and Detrick in the Northern Maryland area. Fixed manpower costs could be saved by consolidation of duplicative functions within the same geographic area.

AMC operates 25 separate F&AO throughout its command. These offices are primarily involved in foreign military sales, Army Industrial Fund and Operations and Maintenance (O&M) systems designed to support AMC activities. Within the South Central Pennsylvania area, are NCAD, LAD and HQ, DESCOM. These activities perform the same functions for the same command utilizing the same accounting systems.

The contracting function for these AMC activities is also performed utilizing the same AMC or DA Standard Operating System. The purchasing and contracting functions are closely allied to the finance and accounting functions. Therefore, integrating these common services on a regional basis for the AMC units within this geographic area would not degrade services, and would produce an approximate 15-20% savings in manpower authorizations.

The independently operating CPO at each of the installations identified above serve comparatively small populations. This is particularly true of Carlisle Barracks, Ft Ritchie and Ft Detrick. Carlisle Barracks services a population of 645, Ft Ritchie 1,077, Ft Detrick 1,321, Letterkenny Army Depot 5,229 and New Cumberland Army Depot 3,813. Optimum productivity for an operating CPO is normally reached with a minimum of 4,000 to 5,000 personnel serviced within practical geographic limitations. The potential manpower savings which could result from the consolidation of all five CPO based on the reduction of fixed manpower costs would be between 36 and 44 authorizations. This is based on experience data from manpower staffing standards which show that the fixed cost for individual CPO across the Army is on the average between 9 and 11 manpower authorizations. Other alternatives such as a Ft Ritchie/

Detrick/Letterkenny consolidation, and a Carlisle/New Cumberland consolidation could save between 27 and 33 manpower authorizations.

Other advantages of consolidating or centralizing the CPO function would be coordinated prioritization of recruitment and placement and a cross-leveling of position classification within the region. There is currently a disparity in civilian grades between Letterkenny, New Cumberland and the Mechanicsburg Navy Depot for similar work performed. This causes recruitment and retention problems in addition to the lack of a geographical prioritization for recruitment based on workload. The offsetting cost and disadvantage to consolidation would be some reduction in response time and personal contact. Even though satellite offices could be established as part of the direct labor not associated with fixed costs, there would still be some amount of increased travel time by employees visiting the consolidated CPO.

Consolidation and provision of purchasing and contracting, Civilian Personnel and Finance & Accounting on a regional basis would produce significant manpower savings without any degradation of services. These are the more obvious functions with potential for consolidation in the North Maryland/South Central Pennsylvania area. Other candidate functions for consolidation deserving further evaluation are inspection/audits, EEO and commercial activities.

There are four U.S. Army organizations in the Bailey's Crossroads area. The headquarters of Military Traffic Management Command (MTMC) and Criminal Investigation Division Command (CIDC), Operational Test and Evaluation Agency (OTEA) and the Legal Services Agency (LSA). MTMC has its own operating CPO, while the other organizations are supported by the Military District of Washington (MDW) CPO. Each of the organizations, less LSA, has an integrated DOIM. This redundancy of BASOPS functions is a waste of manpower authorizations.

The establishment of regional CPO and IMA support for organizations in the Bailey's Crossroads area would provide full support while saving manpower.

The MDW CPO services all organizations at Bailey's Crossroads less MTMC. This organization could also be serviced by MDW with the transfer of appropriate manpower authorizations.

The MTMC DOIM provides full IMA support to that organization, and provides telecommunications support to the other organizations. Additionally, postal support is provided to tenants of the NASSIF Building. All other IMA functions are provided by the separate, respective DOIM. OTEA is scheduled to move from their current location to the Park Center Complex in Jan 1990, and will continue to receive TCC support from MTMC. Within the NASSIF Building, the MTMC DOIM has the capability to support other tenants with minimum additions to its TDA. The DOIM personnel of

MTMC and CIDC could be combined to provide full service support to the NASSIF Building and TCC support to OTEA.

**ANNEX A TO CHAPTER 5
ON SITE EVALUATION TEAM (OSET)
STANDING OPERATING PROCEDURE**



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CHAPTER I
PURPOSE AND SCOPE

1-1. PURPOSE

- a. The purpose of this SOP is to provide policy, guidance, and procedures for conducting evaluations by ROBUST On Site Evaluation Teams (OSET).
- b. This SOP is for internal use within the ROBUST TF.
- c. This SOP is directive in nature. It is recognized that circumstances may arise which will not be covered by this SOP. In such instances, action will be taken in consonance with the spirit of this and other guidance of the ROBUST TF.

1-2. PROVISIONS FOR CHANGE

- a. The TF Operations officer is responsible for the preparation and update of this SOP.
- b. Initial distribution is one copy per OSET member.
- c. Users of this SOP are encouraged to submit comments and recommendations for change, corrections, deletions, or additions to the TF Operations Officer. Comments should be written and keyed to the specific page, paragraph, and line of text to which relevant.

M. T. Spinello
LTC, GS
TF Operations Officer



CHAPTER II PRE-EVALUATION

2-1. GENERAL

a. **EVALUATION PLANNING.** Evaluation planning by the team chief (TC), operations officer (Opns Off), liaison officer (LNO), and recorder (Rec) will begin as soon as possible after receiving the evaluation package. At the start of the evaluation, each evaluator must have an understanding of the total evaluation plan and the objectives to be accomplished. Although flexible, the evaluation plan should be the primary means for controlling the evaluation. It represents the culmination of detailed preparation and should result in the achievement of the evaluation objectives.

b. **EVALUATION PREPARATION.** Pre-evaluation preparation is a necessity and should be made prior to arrival on site. Some of the considerations in pre-evaluation preparation are:

- (1) Review METL.
- (2) Review TDA.
- (3) Review issues (generated by functional SME).
- (4) Review MACOM Resources Update.
- (5) Review previous studies/surveys.
- (6) Formulate issues (what ifs) to be addressed on site.

c. **EVALUATION PLAN (Appendix A).** There is no "rule" that says a good evaluation plan contains the following components, however, the OSET Opns Off may consider addressing some or all of the topics that follow:

- (1) General (Evaluation Objectives)
- (2) Concept (Methodology)
- (3) Dates/Locations
- (4) Team Composition (TC, Opns Off, LNO, Rec)
- (5) Evaluation Issue Assignment (Major areas of Interest - METL, Inefficiencies, Good News, Anomalies)
- (6) Administration (flights, billeting, rental cars)

2-2. TEAM CHIEF (TC)

The TC is the key individual in the overall development of an effective evaluation plan. He ensures overall accomplishment of evaluation planning to include understanding by team of objectives, evaluation responsibility, and individual evaluation responsibilities. He directs the team in the execution of the evaluation and is responsible for the team and its success.

2-3. OPERATIONS OFFICER (OPNS OFF)

The TC designates an operations officer for each evaluation. The Opns Off functions as the principal assistant to the team chief. He is responsible to the TC for assuring the accomplishment of all planning tasks except for those which are clearly administrative in nature and are routinely performed by the LNO. He must work closely with the LNO to ensure effective team management and a coordinated team effort. While the duties of the Opns Off will be assigned by the TC and can vary accordingly, generally, he determines and coordinates the site visit schedule. He identifies for the evaluated units all of the interview and briefing requirements. He ensures accurate coordination and communication with evaluated units to ensure proper support to the team and its mission. The Opns Off is considered the second ranking member of the team in terms of authority and responsibility. He organizes the evaluation briefing which includes the purpose, objectives and general scope of the evaluation. The tasks listed below are some of the Opns Off major areas of emphasis:

a. Analyze with the TC the METL and issue analysis and evaluation guidance received from the TF and begin team evaluation plan. Maintain coordination with TF Operations Officer.

b. Insure he is aware of POC for all sites in an evaluation period. Maintain contact with site and TF POC (Opn Off).

c. Be aware of initial notification messages alerting the UIC of evaluation. Insure site POC is kept knowledgeable of specific data.

d. Obtain guidance from the TC and begin development of a detailed evaluation plan for the team. The evaluation plan will provide general guidance for the team, establish an evaluation team schedule, and assign responsibilities.

e. Consult with TC on a proposed breakout of evaluation duties. It is advisable to have lead and backup evaluator responsibilities formally designated for major objective subject area.

f. Obtain guidance from TC and brief other OSET members on evaluation plan.

g. In coordination with TC establish a team training plan.

h. In preparing the evaluation schedule attempt to keep the team together. Bring split teams back together to exchange ideas.

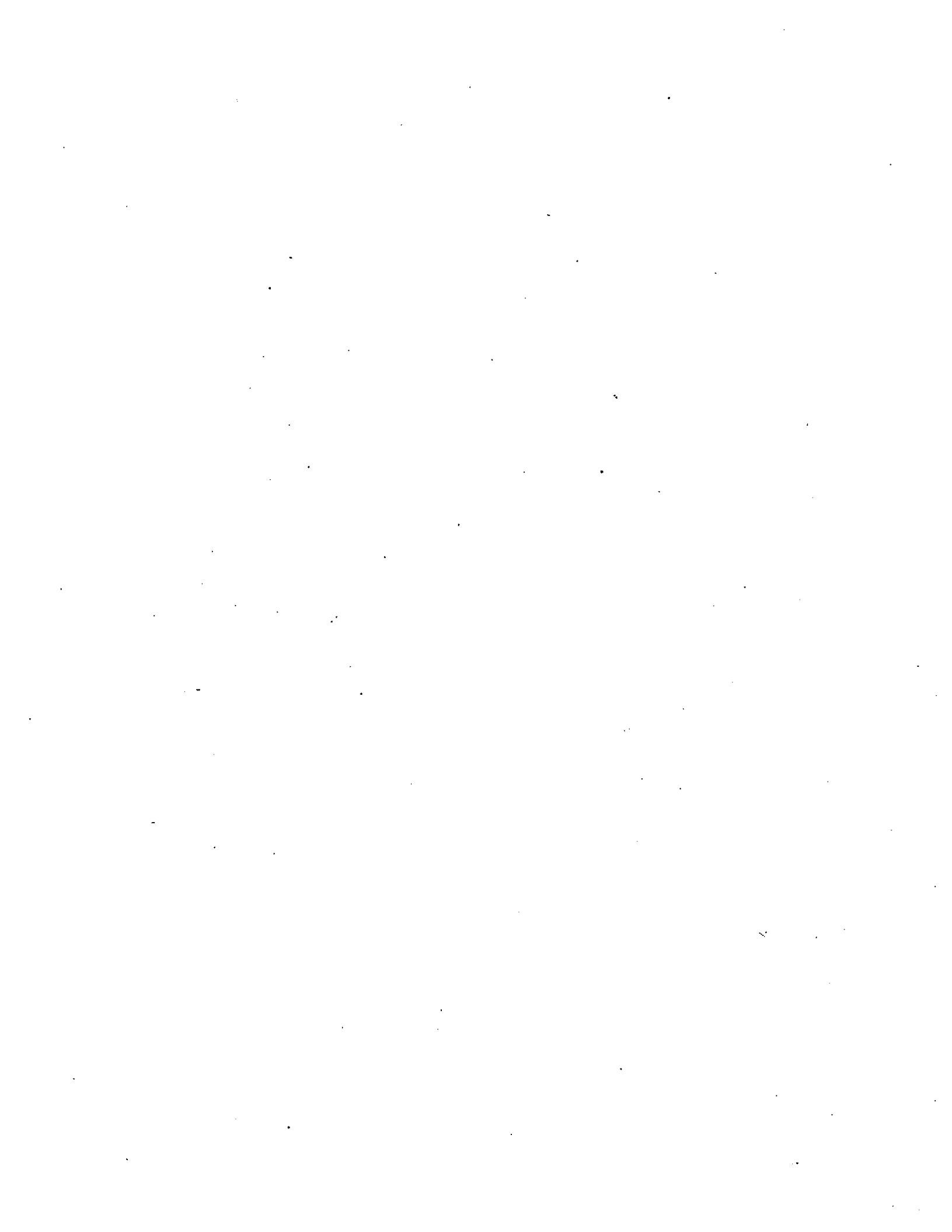
2-4. LIAISON OFFICER (LNO)

As the administrative Officer for the team, in conjunction with the operations officer, the LNO will assure accomplishment of all planning and administrative tasks listed on the LNO's Checklist (Appendix B). A major function of the LNO's duties involve transportation and travel. These topics are addressed in Chapter V.

2-5. EVALUATORS

a. **Study and Preparation.** Individual preparation is crucial to a successful evaluation. Issues must be analyzed and understood by the evaluators. Prior to departure on an evaluation, evaluators will study statements of Army policy, regulations, and directives appropriate to all assigned evaluation areas. Evaluators will coordinate with TF staff having proponency in assigned areas of evaluation to identify and clarify special issue areas and the status of current evaluation guidance and areas of interest. As appropriate, they should accomplish this coordination by use of TF LNO and/or obtain fact sheet data. Evaluators should become familiar with material provided by TF and research data for leads or trends related to the evaluation. They will review prior reports of evaluation which may be relevant. A well-prepared evaluator will be knowledgeable of the "background" portion of potential findings prior to arrival on site. Only UIC peculiar portions of background will require field preparation.

b. **Development of Individual Evaluation Plan.** The evaluation planning process includes the development of an individual evaluation plan. This is a dynamic document and should change during the course of the evaluation to reflect new leads, etc. While there is no prescribed format to the plan, it should be suited to the individual evaluator's style. It should include, as a minimum, a schedule of where the inspector intends to go, position titles of people he intends to interview, and areas of interest to be checked. The plan should include an initial list of questions that will be asked at various locations. A well thought out individual evaluation plan will lead to a more organized approach to the evaluation and result in the surfacing of the key systemic problems and their root causes.



CHAPTER III EVALUATION

3-1. GENERAL

a. ARRIVAL AND ENTRANCE

(1) Support. LNO will ensure he is aware of and how to communicate with the site Point of contact (POC) for coordination of the activities of the OSET. Prior to arrival at the evaluation site the LNO will confirm that arrangements have been made for the evaluation entrance briefing and administrative support. Arrangements should be reconfirmed immediately upon arrival at the evaluation site. Tentative arrangements for the evaluation exit briefing should also be initiated at this time.

(2) Courtesy Visit. A courtesy visit with the local commander may be arranged for the TC prior to the scheduled evaluation entrance briefing. courtesy visits with the commander prior to the entrance briefing are optional.

(3) Entrance Briefing. The evaluation entrance briefing is a formal meeting of the evaluation team with the commander or staff principal of the activity to be evaluated. The briefing is not a forum for evaluators to ask a lot of questions. Its purpose is to provide an exchange of information and perhaps, answer some of the questions concerning the evaluation. It should include:

- (a) TF Charter
- (b) Evaluation Objectives
- (c) ROBUST Briefing
- (d) Evaluation methodology
- (e) Introduction of team members (optional)

The portion of the entrance briefing to be presented by the command or activity being evaluated should be geared toward the purpose of the evaluation and limited to no more than 30-45 minutes.

(4) Tenant Installations. When tenant activities are to be evaluated and a formal entrance briefing with the post commander is not appropriate, OSET will accomplish courtesy calls, as desired by the post commander, upon arrival and/or departure.

b. EVALUATION PROCEDURES

(1) Initial Contact. Because of relatively limited evaluation time evaluators must diplomatically dictate use of their time. If the OSET knows of information or data it wants to obtain prior to departing the command or activity, it should be during the initial contact that requirements are given to the command or activity, so that the evaluated organization has time to assemble the data.

(2) Approach. Evaluators should make special efforts early in the evaluation to develop a good working relationship with the host. Personal conduct, appearance, and attitude must be correct and professional. Evaluators should be able to demonstrate a basic understanding or knowledge of the evaluation areas. They should convey a sincere desire to make the Army better. Care should be taken to avoid preconceived opinions, and a continuing effort made to emphasize the complete objectivity in all aspects of the evaluation. Of prime importance, evaluators must listen and observe—talk only as needed, but ask intelligent and well thought out questions!. If discussions digress, carefully phrased questions should lead the host back toward the evaluation goals. Obviously, individual personalities and the mission and operating level of each activity undergoing evaluation will affect evaluation techniques. Areas of evaluation will affect evaluation techniques. Areas of evaluation emphasis developed during the issues development phase should have been verified in terms of condition causes, for example adverse impact on mission accomplishment. Instances of significant failure to comply with regulations, DA policy, or command directives should be identified, as well as the root causes for non-compliance as revealed through thinking through the root cause analysis model (RCAM).

NON COMPLIANCE

DON'T KNOW

1. Never knew
2. Forgot
3. Tasks implied

CAN'T COMPLY

1. Scarce resources
2. Low priority
3. Don't know how
4. Impossibility

WON'T COMPLY

1. Disagree
2. No penalty
3. No reward

(3) General Rules. Though not necessarily complete, the following evaluation techniques should prove useful in achieving the evaluation objectives.

- (a) Know the subject area prior to beginning the evaluation.
- (b) Develop a detailed individual evaluation plan with specific evaluation objectives.
- (c) Adhere to the evaluation plan, but be flexible.
- (d) Introduce yourself and make it clear what headquarters you are from. Frequently, individuals being evaluated do not understand that you are from outside their major command. Be open and above board with everyone. Be sure they know what you intend to write. Avoid evaluation caused surprises.
- (e) Never off the record.
- (f) Never promise a solution.

(g) Never argue with or embarrass a member of an evaluated unit/activity.

(h) Never render yourself vulnerable to compromise.

- Maintain high personal and professional standards.
- Be courteous, tactful and helpful.
- Be constructive and practical.
- Be on time for appointments.
- Return borrowed documents.
- Keep team chief informed.

(i) Request the evaluated unit commander/director outline his mission, organization for mission accomplishment, and resources if these could not be clearly determined in pre-evaluation preparation.

(j) Be inquisitive. Keep asking why things are done in a given way.

(k) Don't accept weak or indefinite answers. Pursue the issues until a satisfactory answer is received. Concentrate on getting facts and data (copies of reports, reviews, analysis data, etc.) that substantiate the facts.

(l) Obtain information papers, but do not ask for them unless you anticipate a definite need for them.

(m) Focus attention on substantive matters. Look for systemic problems.

(n) Ensure notes are in sufficient detail to be of value upon return from the evaluation trip. Don't depend on memory.

(o) Keep notes in an orderly fashion. Organized notes are very helpful in laying out information when drafting a finding. Notes can be especially useful during the exit interview and ease the verification process.

(p) Avoid being put in the position of rendering interpretation of regulations. All regulations have a proponent at the ARSTAF or FOA level and field commands ought to consult the proponent if there is a need for regulatory interpretation/clarification.

(q) Cite reference material if relevant.

(r) Be honest, sincere and helpful. Above all, as the representative of the ROBUST TF, the highest standards of conduct and professionalism must be demonstrated.

(4) Evaluating at the Activity

(a) The evaluation process is brought to focus in this phase; its success determines the value of the evaluation.

(b) The primary vehicles for conduct of the evaluation will be a review of documents, interview with the activity head and follow on interviews as deemed necessary.

(c) In evaluating the organization the evaluator determines:

- Whether an inefficiency exists.
- What rule supports the finding?
- What is the impact?
- What recommendation is appropriate (eliminate, consolidate, reduce, status quo)?
- What is the good news?
- What does the Activity Chief recommend?

3-2. LIAISON OFFICER RESPONSIBILITIES (See Appendix B)

3-3. RECORDER

It is the recorder's responsibility to maintain control of the report and ensure compliance with TC instructions for securing his approval. He must maintain a referenced set of the report. Suggested method for control and distribution of the report is at Appendix C. The recorder is also responsible for control of all documents obtained from an activity and return of same, as appropriate, to TF headquarters (via LNO).

3-4. EVALUATORS

a. FINDINGS

(1) **General.** The finding is the principal result of the evaluation effort and represents the main component on which determination of inefficiencies and "good news" items are documented and shared.

(2) **TF Director's Guidance.** An inefficiency area may produce many findings in one activity and few, or none, in another. When findings are written, quality is the key. The important things for the OSET to consider are: has the preparation been adequate and thorough, has the evaluation effort been thorough and meaningful, and, will the findings which are written support the TF Charter.

(a) **Good News Finding.** The TF Director has directed that there will be a "Good News" finding written on every evaluation. Prior to commencing travel the OSET should draft a proposed statement. The following statement is offered for consideration: This activity is organized and operating in a manner that ensures mission accomplishment and support of the warfighting CINCs on the mobilization mission. A "good news" finding will be left at every location regardless of whether the location was a source of good news. The impact portion of the finding should contain words that indicate that the efficient organization of an activity supports the CSA policy.

(3) Development of a finding.

(a) Data Gathering. On site data gathering begins with arrival of OSET on location and continues throughout the evaluation, until the final report is approved. It is the cornerstone of all evaluations and the basis for all subsequent actions and recommendations.

- The formal starting point is the entrance briefing with the activity chief while the interview is the primary vehicle of data gathering. The first time of discussion should be the identification of mission, functions, and resources by the activity chief. In evaluating what is being accomplished by an activity, an evaluator will want to determine: (a) tasked functions being performed; (b) untasked functions being performed; (c) tasked functions not being performed; and (d) required functions neither performed nor tasked. This simple comparison aids in the identification of inefficiencies within the activity and its headquarters.

- Next the evaluator should inquire into how the activity measures performance. Are there objective criteria? Who judges attainment of standards?

- OSET collect information in a direct and completely open manner. No subterfuges or disguised approaches should be used. All questions should be asked openly and reportable matters discussed freely with the responsible officials.

(b) Evaluation. Evaluation of information is a dynamic judgement process. Determination of whether or not an activity exhibits signs of inefficiencies should be predicated on the rules supporting same as developed by the TF.

3-4. TEAM CHIEF (TC)

The primary duty of the TC is to provide guidance and direction to the team and make every effort to produce the maximum amount of productive evaluation time. The TC should:

- a. Ensure that evaluations remain focused on the major issues.
- b. Be prepared to adjust resources as a result of interviews and team meetings.
- c. Keep the TF informed of team activity.
- d. Review and critique evaluation findings with the team.
- e. Submit evaluation report to TF headquarters immediately after exit briefing with activity chief.
- f. Conduct team meetings as required to keep evaluators informed, analyze information, and give direction to the evaluation effort. Team meetings can be very productive in terms of issue development. Evaluators have the opportunity to share their ideas. A team meeting is essentially an evaluation "timeout" to:

- (1) Review evaluation progress and results to date.
- (2) Sort, analyze, and evaluate findings.
- (3) Refocus, redirect, and reorganize for next evaluation phase, if necessary.

g. Maintain contact with TF POC (Opns. Off).

3-5. EXIT BRIEFING

a. An exit briefing will be conducted with the evaluated activity. The briefing should be arranged as early as possible and individuals scheduled to attend identified. As a minimum, the TC, the commander or agency head, and other individual designated by him will attend. Evaluators should attend, if possible. Evaluators can assist in the conduct of the outbrief to address comments or questions.

b. A copy of the preliminary report at the evaluation location will be provided to the command. The report will be in the format provided (Appendix d). Thank the command for the assistance given to the evaluation team. If the TC determines that individual effort should be recognized, it will be accomplished by separate memorandum. (Appendix E.)

c. The normal exit briefing sequence will be as follows:

- (1) Introduce TF Command Group Representative if visiting.
- (2) Thank command/agency for their assistance (primarily administrative effort).
- (3) Present the evaluation results. Provide assessment of all subject of evaluation, not just those which could be interpreted as negative. don't forget good news.
- (4) Explain that findings will be crosswalked through an automated process for indications of relevancy or the existence of anomaly.
- (5) Give commander an opportunity to ask questions and to make unconstrained comments. copies of draft report should be provided to the commander after the briefing.

(6) There is no standard time limit for the exit brief. In fact, the time and location of the exit session is often determined by the appointment calendar of the organizational commander or activity head and the team. The TC and LNO should have discussed the requirements of an exit brief with the installation/organization POC as soon as possible after arrival.

3-6. FINAL REPORT

a. This is the culmination of the on site evaluation. It is to be prepared in the predetermined format and electronically transmitted to TF Headquarters prior to departure from the evaluation site. Hard copy of the report should be maintained by the

recorder and returned to TF HQs with the TM LNO. The TM LNO will be resident at TF HQs when not traveling with OSET. One function of the LNO will be clarifying the report to the TF as necessary.



CHAPTER IV POST-EVALUATION

4-1. GENERAL

The post-evaluation actions are conducted after completion of all other on site actions. The post-evaluation actions listed below are grouped under evaluation team duty positions.

4-2. TEAM CHIEF

- a. Ensure electronic submission of final report by recorder to TF HQs.
- b. Ensure consolidation of administrative backup file (Appendix F) and dispatch of same with OSET LNO to TF HQs.
- c. Maintain contact with TF HQs for further instructions.

4-3. OPERATIONS OFFICER (OPNS OFF)

The Opns Off will, in conjunction with the LNO, ensure that as soon as possible following an evaluation trip, all actions required by evaluators are completed. (See LNO's Evaluation Checklist at Appendix B.)

4-4. RECORDER.

The recorder will:

- a. Ensure administrative backup file is organized. (Appendix E) and dispatched to TF HQ with LNO.
- b. Transmit via laptop computer final report to TF HQs prior to departure from evaluation site.
- c. **FINAL EVALUATION REPORT.** The final report summarizes the evaluation results. It is a document intended for use by the ROBUST TF analytical teams. The report tells them what unit was evaluated, its mission, what inefficiencies were found, what was recommended to address the inefficiencies, good news, and commanders recommendations. The report will be prepared and submitted in the prescribed format to facilitate the automated process of transmission and analysis (Appendix C).

4-5. LIAISON OFFICER (LNO)

The LNO will:

- a. Return to TF HQs with administrative backup file.
 - b. Serve as TF liaison with undeployed OSET members.
 - c. Assist in administrative preparation for subsequent on site evaluations.
 - d. Perform other duties in support of OSET as directed by TF Opns Off.
 - e. Maintain contact with analysis teams during development of on site issues.
- Carry issues to OSET for follow on evaluation.



**CHAPTER V
TRAVEL AND ALLOWANCES**

5-0. GENERAL

a. Travel will be performed under Blanket Travel Orders issued by Task Force Headquarters. Any exceptions to the use of Blanket Travel Orders will be handled by the Administrative Officer. He will issue fund cites as appropriate and prepare separate DD Form 1610 Travel Orders as required.

b. Request for area clearance, OCONUS sites, will be executed via message prepared by team Liaison Officer (LNO). Sample message is at Appendix G.

c. Military identification cards in conjunction with TDY orders will suffice for entry to OCONUS for military personnel.

d. Civilian personnel require passports for travel to OCONUS locations. VISAS are required for France, Korea and Panama (Japan and Okinawa require Department of State endorsements).

5-1. TRANSPORTATION ARRANGEMENTS

a. Commercial. Arrangements for transportation by air or land carriers will be handled by the LNO in coordination with the Operations Officer.

b. Government. Arrangements for personnel transportation by government air and surface transportation (sedan, station wagon, bus, etc.) will be made by the LNO in coordination with the Operations Officer and site POC as appropriate.

c. Contract Travel Services. The LNO arranges for airline tickets with the contracted travel service. LNO should ensure all team members have filled out a preference form which aids in the selection of seats (smoking, nonsmoking, window, aisle, etc.). If changes are required to airline tickets while away from Headquarters, Task Force the LNO or the individual evaluator can contact the servicing SATO at the installation, or if there is no SATO in the area, changes can be made directly with the respective airline representative at the airport.

d. Scheduling Flights. GELCO is the airline ticket office that the LNO will use. Telephone numbers for making reservations are domestic flights, 762-8180 and international flights, 279-7901. Tickets will be picked up from the GELCO Pentagon Branch in Room 1A864. Telephone number for this office is 892-9311.

e. Ticket Pick-up. When tickets are ready for pickup LNO must provide three (3) sets of orders and confirmation number for each traveller. confirmation numbers will be provided to the LNO when reservations are made.

5-2. ENTITLEMENTS

a. Per Diem. Per diem rates payable for TDY travel within the United States and overseas are contained in the Joint Federal Travel Regulation (JFTR) Volume I, military and Volume II, civilians.

b. CONUS Per Diem (Military/Civilian). The rate for nonhigh cost areas is \$60.00 consisting of \$25.00 for meals and incidentals, (M&IE) plus lodging expense not to exceed \$35.00. The maximum rate for each city can be obtained by calling Finance and Accounting.

c. OCONUS Per diem (Military/Civilian). The rates payable for TDY outside the United States are published in the JFTR which is on file in the Administrative Office. The maximum rate for each city can be obtained by calling Finance and Accounting.

d. Statement of Nonavailability. A statement of nonavailability of quarters is required when TDY is directed to a military installation to support a claim that quarters and mess were not available.

e. Reimbursement for Actual Expenses. Circumstances may arise when evaluators incur lodging expenses which exceed the authorized per diem allowances for the TDY station. The TDY station may be of a seasonal nature and exceed entitlements. The JFTR Volume I establishes criteria for reimbursement under unusual circumstances. requests for actual expense allowance will be submitted to the Per Diem, Travel and Transportation Allowance Committee IAW JFTR. (See the TF Opns Off for assistance.

f. POV Rates (Military). Rates of reimbursement for approved travel by privately-owned vehicles are:

(1) TDY orders issued:

(a) Owner-operated \$0.21 per mile

(b) Between quarters and transportation terminals, round trip mileage. \$0.21 per mile

(c) Within and adjacent to TDY station, when authorized in travel orders (M4502, JTR 1) \$0.21 per mile

(2) No TDY orders issued: Within and adjacent to permanent duty station, when directed (no travel order necessary) claim for reimbursement is made on Standard Form 1164 which is discussed in paragraph 6-5, below.

h. POV Rates Civilian. \$0.21 per mile

i. Documentation of Reimbursable Expenses. Reimbursable expenses in the amount of \$254.00 or more must be supported by a paid receipt. All claims for reimbursement of lodging accommodations and rental cars must be supported by paid receipts.

j. Accident with Rental Car.

(1) Background.

(a) Rental car agencies have their automobiles insured. However, it is usually a deductible type of insurance. The deductible expense (usually \$250.00) is the liability of the renter. As a protective measure against the deductible expense, the rental company offers an "additional insurance option" that, if taken, will provide full insurance coverage in the event of an accident.

(b) When renting an automobile for official use in which the renter will be reimbursed by finance, the "additional insurance option" should not be taken (except OCONUS) by the renter. The government will not reimburse the cost of insurance for use of a rental car in CONUS; however, it will for rental car insurance OCONUS.

(c) In the event of an accident with a rental car, the government will reimburse the renter for any expense incurred. In essence, the government runs its own insurance on the deductible expense in lieu of paying the premium costs.

(2) Procedures to be Followed in the Event of Accident.

(a) Notify local police.

(b) Obtain pertinent information from other party. (Name, address, insurance company, drivers license number and state, etc.)

(c) Notify the rental agency in writing. This is most easily done by going to the agency office and completing the accident form. Retain a copy of the accident report for your records.

(d) Notify the Administrative Officer ASAP with details. See local legal office for assistance, if one is available. .

(e) Upon return from TDY, file the normal travel voucher. Most likely you will not know what liability you have incurred as a result of the accident. Therefore, only claim the car rental expense at this time.

(f) Ensure that you retain a copy of your travel voucher showing reimbursement for the car rental as well as a copy of your TDY orders.

(g) Within 60 days you should receive a bill from the rental agency for the deductible expenses. You, personally, make this payment.

(h) Upon receipt of the bill, fill out another DD Form 1351-2 indicating the additional expense in Block III.

(i) Attach to the DD Form 1351-2 a copy of the bill from the rental car agency, a copy of the original travel order, a copy of the TDY orders and a copy of the paid voucher.

(j) Submit this packet to the finance office in the same manner that you would submit any DD Form 1351-2.

(k) Processing time will be 2-3 weeks. Therefore, if you mail your personal check to the rental car agency immediately, your personal checking account will suffer a temporary "dent." If this would prove a hardship, a short letter to the agency stating that payment is forthcoming in 2-3 weeks, is recommended.

m. Travelers Checks. The cost of the travelers checks purchased for normal expenses incurred because of temporary duty or permanent change of station is reimbursable, provided that the total value of such instruments does not exceed the sum of the per diem and travel expenses administratively estimated for the ordered travel.

n. Travel Schedule. LNOs are responsible for providing a complete travel schedule for all team members to the Operations Office prior to departure from the ROBUST HQ on an evaluation. The schedule serves as the primary reference document with the Operation Officer to answer questions on the individual evaluation status. (See Appendix H.)

5-3. TRAVEL ADVANCES

Travel advances can be obtained from the Pentagon Branch of MDW Finance, Room 3A310, telephone number 697- 6640. The evaluator must complete Section II, Blocks 1-6 of DD Form 1351, Travel Voucher. Evaluators obtaining advances from home station will follow the procedures established by their local finance office.

5-4. TRAVEL VOUCHER PROCESSING.

a. Travel vouchers (DD Form 1351-2 from TDY orders are issued/Standard Form 1164 for local travel when no TDY orders are issued) will be prepared by each evaluator within 5 work days after completion of a trip and return to Washington. Evaluators returning to home station will process their settlement voucher with their local finance office.

b. Unused airline ticket coupons must be turned in to the Administrative Officer who will obtain a DD 730 receipt for the coupons from the transportation office. This receipt will then be submitted with the travel voucher to substantiate travel.

c. Each evaluator is responsible for settling his travel voucher with his finance office. The voucher must be checked for administrative correctness, supporting documentation, and validity of claims. Claims for financial reimbursement on the DD Form 1351-2 must be verified against the supporting documentation in the form of

lodging, car rental and other types of receipts. Evaluators must ensure that personal telephone calls, restaurant charges and other such charges that are entered on lodging receipts are not inadvertently claimed as reimbursable expenses.

d. Travel vouchers should be hand carried to the Pentagon Finance Office (Rm. 3A310) or appropriate home station finance office of the evaluator. The original and four copies of orders are required to accompany the DD Form 1351-2 for reimbursement. Travel reimbursements can be obtained in cash or check at the option of the traveler. Time for reimbursement varies, however, 2 weeks is the norm. Carefully check your paid voucher and turn in one copy to the Administration Section. The Administrative Section maintains a running total of obligations and actual disbursements so that the Director can manage the travel budget.

e. Assistance in the preparation of DD Form 1351-2 will be furnished by the Task Force Administrative Section or your appropriate Administrative Section at home station.

f. To facilitate processing of travel vouchers, provide sufficient copies of supporting documentation. Lodging, rental car and all other expenses in excess of \$25.00 or more must be included with the voucher. The MDW FAO requires the original of all receipts be attached to the voucher. The FA recommends evaluators include the original and one copy of receipts. The original voucher and receipt(s) are sent to USAFAC for file. If copies of receipts are provided, they are appended to the copy of the voucher which is kept at MDW. Evaluators should maintain a copy of all travel claims submitted.

5-5. PROCESSING OF STANDARD FORM 1164 (LOCAL TRAVEL)

a. Individual prepares form (printed or typed) and submits to Administrative Office (Appendix I).

b. The Administrative Officer checks to ensure that the form contains required information and receipts are submitted (when claims for fares exceed \$25.00). Reimbursement will be based on the distance traveled from place of abode to the local TDY station at the rate of \$0.21 miles.

c. Typists enter appropriate signature block of Chief, Administrative Section as approving officer and Budget Officer on SF 1164 as certifying officer.

d. Administrative Officer will sign form. After signature, forms are returned to individual.

e. Individual receives payment by carrying form to Finance Office, Room 3A310, Pentagon. Payment is immediate.

5-6. ARMY CHARGE CARD PROGRAM. In an effort to reduce the cost of money "on the street" in the form of travel advances, the Army has established a charge card

program. This program enables Army travellers to obtain a charge card at no personal expense. The use of a charge card along with an advance should eliminate the need to use personal funds for expenses associated with TDY. If evaluators elect not to participate, they can anticipate out-of-pocket expenses to occur.

5-7. TRAVEL ATTIRE

a. Travel by commercial means should be appropriate civilian attire unless travel schedules dictate uniforms. If civilian attire is worn, military inspectors should carry a uniform in a hang-up carry-on bag when en-route to an evaluation site.

b. Due to increased terrorism directed at U.S. citizens, international travel should always be in civilian attire. Items that would easily identify travelers as U.S. Armed Forces should be placed in checked baggage.

c. All international travelers should check with Administrative Officer for any possible threat beliefs, etc., prior to departure.

d. Inspectors should wear identification tags at all times, especially when traveling on aircraft.

APPENDIX A
OSET EVALUATION PLAN

1. **Purpose.** The OSET ROBUST TF will conduct special evaluations of Army AC and RC TDA Organizations to assess whether TDA units are properly configured and resourced to support the warfighting Commanders-in-Chief and to accomplish critical mobilization missions.

a. Using a multifaceted approach, the OSET will:

- (1) Verify, clarify and expand upon previously submitted data (METL).
- (2) Investigate the presence of organizational inefficiencies to include:
 - (a) Redundancy
 - (b) Layering
 - (c) Split responsibility
 - (d) Unnecessary Functions
 - (e) Duplicate Functions
- (3) Determine recommendations concerning the organizational structure.

2. **Evaluation Period.** The evaluations will be conducted in 10- day increments following the initial on site visit as follows:

- a. Initial visit - 8 through 10 Aug 88.
- b. Visitation schedule - 22 Aug through 7 Oct 88.

3. **Evaluation Schedule.** TBD.

4. **Evaluation Operational Plan.**

a. The evaluation, using a multifaceted approach, will identify inefficiencies in the Army's TDA structure, determine the root causes of those inefficiencies, and develop recommendations to resolve the inefficiencies.

Most inefficiencies will be identified through the use of METL input which will be used as the starting point for determining the root causes thereof.

b. However, evaluation will employ a variety of techniques to identify inefficiencies and their root causes.

(1) During the pre-evaluation phase, all available audit, study and survey reports will be reviewed and summarized. Evaluation issues will be developed from these summaries and the METL input.

(2) The evaluation phase will be structured as follows:

- (a) Courtesy call with local commander as desired.
- (b) Inbrief to activity chief to include ROBUST briefing and general scope of evaluation.
- (c) Review of organizational documents.

(d) Interview with organizational chiefs to explore the METL input and data from review material and to ascertain their views and obtain their recommendations.

(e) Reports written to capture the results of the interviews and document review. Reports will eventually be crosswalked through the analysis teams and symbolics.

(f) Outbrief activity chief giving "good news" and obtaining recommendations.

(3) During the post evaluation phase, reports will be analyzed to identify similar or related inefficiencies. Compendium findings will then be developed to ensure that inefficiencies are clearly identified and responsibility for corrective action established. A final report of the evaluations will be published after the results have been presented to the Army leadership.

5. Evaluation Teams. Identified in separate handout.

APPENDIX B
LIAISON OFFICER's (LNO'S) CHECKLIST

General. The liaison officer is responsible to the team chief for accomplishment of all administrative tasks during the preevaluation phase. This checklist identifies tasks that the LNO ought to be doing. The tasks are not necessarily in the sequence in which they are performed.

PRE-EVALUATION PHASE

1. Make contact with site POC ASAP; maintain contact with TF Opns Off.
2. Assemble the following material (as appropriate) pertaining to the UIC to be evaluated and make available to the OSET.
 - a. Copy of the TF Charter.
 - b. Copies of messages pertaining to visit.
 - c. Copy of the evaluation entrance briefing charts.
 - d. Copy of the OSET SOP.
 - e. Provide a copy of inspection schedule and billeting information to each evaluator on all phases of the inspection.
 - f. Obtain copy of applicable portions of the command/activity Organization and Functions Manual.
 - g. Distribute pertinent information from analysis teams to all evaluators.
3. Establish telephone contact with evaluated command/agency POC and coordinate evaluation visit.
 - a. Make airline reservations.
 - b. Make hotel/motel reservations, as needed.
4. For overseas evaluations:
 - a. Request area clearance for visits to commands where clearance is required, e.g., USAREUR, EUSA. (Appendix G)
 - b. Ensure that a letter of authority to purchase gas coupons is prepared by the POC at the overseas command for each driver.
 - c. Ensure that arrangements are made to issue PX ration cards to each team member.
 - d. Ensure team members have shots updated (if required in the area of travel).
 - e. Arrange for international drivers license, if necessary. They are not needed in most areas.
 - f. Ensure all civilian evaluators have passports (Visa and/or Department of State endorsement as required).

5. Arrange administrative support requirements as far in advance as possible. Evaluators will be billeted one per room with bath. Administrative support at the evaluated command should include office space with access to word processing and reproduction services and general office supplies (writing pads, scissors, tape, etc.). (See ROBUST Message 90 for details - provided.)
6. Ensure that team members have the required security clearance(s) and the evaluation location has been informed.
7. Produce copies of the evaluation schedule showing the number of days at each command when it has been finalized.
8. Provide each evaluator one additional copy of team travel itinerary for use by family members.
9. Pick up airline tickets as soon as available and confirm airline reservations within 24 hours of departure.
10. Telephone the activity to be evaluated and confirm that all coordination has been made before the team departs on trip and again from each evaluation location to the next.
11. Ensure that OSET team member is signed out on DA Form 647 and give to Admin Officer prior to departure.
12. LNO Kit Contents:
 - a. CSA letterhead stationery.
 - b. Biographical sketches of General Officers.
 - c. Example of report format.
 - d. Sample Memorandum of Appreciation.
 - e. DOD Telephone Book.
 - f. DA Organizational Chart.
 - g. Evaluation Reference Material deemed necessary.
13. When at TF Hqs update ATAF Opns Off on daily basis.

EVALUATION PHASE

1. Keep Official record of all arrival/departure times.
2. Obtain hotel/motel room number of all travelers on check in and ensure information is passed to evaluators. Provide room numbers to Cmd Group Representative on his arrival, when he joins team on the road.
3. On arrival at the evaluation site, contact the organizational POC and confirm arrangements for the entrance briefing and advise all evaluators.
4. Verify adequacy of team support—office space, clerical assistance, store for documents, Class A telephone, parking space. Resolve any difficulties (see ROBUST Msg 90 for details -provided).

5. Confirm requirements for pre-entrance briefing conference with the activity commander, if any, and make necessary arrangements.
6. Make tentative arrangements for exit conference and check on adequacy of the facilities.
7. Arrange for packaging and transportation of materials to future sites or back to Washington, D.C., as appropriate. All official mail will be processed through the LNO at each evaluation location.
8. Acquire and retain one copy of each evaluated command telephone directory.
9. Prepare appreciation memoranda for deserving clerical, administrative, and driver personnel who assisted the team. These letters should be prepared on-site and signed by the TC. (Appendix E)

POST EVALUATION PHASE

1. Assemble evaluation backup material and file this in backup file. The material required for the administrative backup file and instructions for assembly is explained at Appendix F.
2. Organize and file evaluation material at TF HQs.
3. Hand carry hard copy of final report to TF HQs for disposition.



**APPENDIX C
CONTROL OF REPORT**

1. GENERAL.

a. The recorder is responsible for all aspects of the report. He is usually assisted by secretarial help provided by the evaluated unit. However, every evaluator has an obligation to assist the recorder, as time permits, to ensure the successful completion of the evaluation.

b. The recorder may want to consider designating manila folders in the team room to facilitate control of the report. The following designations are suggestions only; recorders should have the flexibility to establish a system that works for them. The important point is that the report is controlled, not the administration system.

- (1) A folder for each evaluator labeled with their name.
- (2) A folder labeled "Type Draft."
- (3) A folder labeled "Xerox."
- (4) A folder labeled "Type Final."
- (5) A folder labeled "Originals."
- (6) A folder labeled "Corrections."

2. Report.

E - Evaluator

T - Team Chief

R - Recorder

S - Secretary

- a. (E) Prepare draft input. Give draft to recorder.
- b. (R) Log input.
- c. (R) Give to secretary for typing.
- d. (S) Type double spaced draft. Return drafts to recorder.
- e. (R) If not typed in, stamp "DRAFT" at the top of every page and "FORO" at the bottom of every page.
- f. (R) Place two copies in evaluator's folder with hand written draft. Put typed original in the "original" folder.
- g. (E) Proof input and make corrections in red. If corrections are major, return to recorder (Repeat Steps b-f). If only minor corrections are necessary, give the recorder one corrected draft copy with "TC" (Team Chief) written in top right corner of first page.
- h. (R) Proof input. Place input in "Team Chief" folder.
- i. (T) Review input and make corrections. Either initial finding or put "See me" on top of first page if a discussion with the evaluator is necessary and return to recorder.

- j. (R) Return finding to evaluator for review.
- k. (E) If "See me" is on the draft, the evaluator contacts the TC directly to resolve any problems. Once a draft has the TC's initials and no other changes are necessary, the evaluator puts "GO FINAL" on first page and returns to recorder.
- l. (R) Give draft to secretary for typing.
- m. (R) After "FINAL DRAFT," is returned from the secretary, mark it with the appropriate stamps, reproduce it in three copies, put the original in the "original" folder and destroy the old draft. Return the working (annotated) draft and two copies of the "FINAL DRAFT" to the evaluator. Place the original in the "original" folder and destroy the old copy.
- n. (E) (R) Review "FINAL DRAFT."
- o. All input remains in a "double space draft" format through all phases of the evaluation. The use of "draft" findings enable evaluators to change findings based on new information which may come to light during the course of the evaluation. It is expected that evaluators will continue to learn their subject area throughout the evaluation. The wording, content, and analysis of the input during the initial stages of the evaluation, may change considerably as the evaluation progresses. The designation "draft" serves notice that the input states the condition present at the time of the evaluation.

APPENDIX D

**REDISTRIBUTION OF BASOPS/UNIT STRUCTURE WITHIN TDA (ROBUST)
TASK FORCE (TF) ON SITE EVALUATION TEAM (OSET) REPORT**

1. Reference Data:

OSET: (Team Name)

Evaluation Report: (Numerical sequence beginning with 1)

Unit Designation: (Narrative)

UIC:

MFC:

2. Inefficiencies:

A. General - Our methodology presumes that 1 equals success probability plus failure probability and that if we reduce the probability of failure, the probability of success will increased.

B. Headquarters Layering - A fixed intermediate level of supervision which fails to change, influence or improve communication between elements of the organization.

C. Redundancy of Missions/Functions - Two or more organizations performing the same mission/function.

D. Unnecessary Functions - Functions not required for the accomplishment of the unit mission.

E. Split Responsibility - Parts of the same mission/function performed by more than one organizational (UIC or paragraphs within a UIC).

F. Duplicative Functions - Missions/functions accomplished by an organization that duplicate missions/functions of the supporting standard installation organization, garrison, or region.

G. Organizational Level of Nonproductivity - More concerned with "doing things right" rather than "doing the right things"...not what product is being produced or what service is being provided but, rather the quality, timeliness and responsiveness.

H. Manage to Budget - A concept which provides commanders at the lowest level the opportunity and accountability for managing.

3. Good News:

4. Commander's Recommendations:



APPENDIX E
SAMPLE MEMORANDUM OF APPRECIATION.

DACS-TDA

MEMORANDUM THRU: Commander, Fort Devens, ATTN: AFZO-RM, Fort Devens, MA 01433-5130

FOR: Ms. Jane (NMI) Doe, Office of the Director of Resource Management, Fort Devens, MA 04233-5230

SUBJECT: Memorandum of Appreciation

1. I would like to take this opportunity to express my sincere appreciation for the outstanding administrative support you provided to the recently conducted Department of the Army Redistribution of Base Ops Unit Structure within TDA (ROBUST) Task Force (TF) evaluation. Your cheerfulness, enthusiasm, and dedication to personal and professional excellence were particularly noteworthy and contributed significantly to the successful accomplishment of the On Site Evaluation Team's (OSET) mission.
2. Again, please accept my appreciation for a job well done and keep up the good work.

FOR THE DIRECTOR:

GEORGE T. HUDGENS
Colonel, GS
Team Chief, OSET, ROBUST TF



APPENDIX F
ADMINISTRATIVE BACKUP FILES

1. **General.** The purpose of this appendix is to standardize the materials to be placed in evaluation backup files. These files will be maintained at TF HQs.

2. **Procedures.**

a. Information to be included in backup files will be consolidated by the recorder of the OSET as soon as possible after completion of the evaluation. The recorder will relinquish the file to the OSET LNO for return to TF HQs. Filing cabinet space will be coordinated with TF Admin Officer (Maj Bracey).

b. Backup files will contain the following information:

- (1) **TAB A - Pre-evaluation Information**
 - (a) Notification Message.
 - (b) Messages/correspondence related to preparation for the evaluation.
 - (c) Issue papers prepared by analytical teams.
- (2) **TAB B - Team Plans:**
 - (a) Evaluation plan
 - (b) Team correspondence/notes
 - (c) Final Report
- (3) **TAB C - Information Concerning the Evaluated Command:**
 - (a) Organization Charts
 - (b) Functions Manuals
 - (c) Information Sheets
 - (d) Regulations and Directives
 - (e) Roster of Key Personnel
 - (f) Telephone Directories
- (4) **TAB D - Informal Results of the Evaluation:**
 - (a) Memoranda for Record
 - (b) Memoranda of Appreciation
- (5) **TAB F - Report Input:**
 - (a) Assemble by evaluation location in numerical sequence marked in upper right hand corner with the name of the evaluation, title of input and name of the evaluator.
 - (b) Essential input backup material



APPENDIX J
EVALUATION NOTIFICATION AND COORDINATION

1. This appendix provides guidance for evaluation notification and coordination during all phases of the evaluation.
2. The initial notification message announcing the evaluation should be sent to the field as soon as the schedule is determined and approved. The message should be addressed to all AIG addresses as well as activities/organizations to be evaluated. This gives everyone up front information the evaluation is going to take place.
3. Follow-on communication with organizations/installations which we intend to visit during the evaluation should be sent as expeditiously as possible. This message should contain information on the proposed inspection schedule and the names of the inspectors with their security clearances. It should specify what will be required in the way of support and request a POC be designated (see ROBUST 90).
4. During the conduct of the evaluation, coordination should continue with all concerned commands, primarily with the designated POCs.

PRIORITY

ZYUW RUEADWD3937 2082103

P 261600Z JUL 88

FM DIRECTOR ROBUST TF WASH DC //DACS-TDA//

TO CDR1STPERSONCOM SCHWETZINGEN GE //SGS//

INFO CINCUSAREUR HEIDELBERG GE //AEAGS-SSD// AEAGF-ORA// A//

CINCUSAREUR LO HQDA WASH DC //DACS-AELO//

UNCLAS E F T O FORO

SUBJECT: REDISTRIBUTION OF BASOPS/UNIT STRUCTURE WITHIN TDA
(ROBUST) TASK FORCE (TF) - REQUEST FOR TRAVEL CLEARANCE

1. REFERENCE ROBUST 90 - ON SITE EVALUATION TEAM (OSET) VISIT I.
2. REQUEST TRAVEL CLEARANCE FOR FNI FROM ROBUST TASK FORCE
(TF), HQ U.S. ARMY, WASHINGTON, D.C. TO VISIT USAREUR DURING THE
PERIOD 7-10 AUG 88.

A. COL JAMES H. MACIA III, SSN 110-34-98499, TEAM CHIEF, OSET, RO-
BUST TF, WASHINGTON, D.C., TS, CITIZENSHIP; U.S.

B. MR. DAVID A. LANGE (GS-13), SSN 139-46-4329, PERSONNEL PRO-
GRAMS, OSET, ROBUST TF, WASHINGTON, D.C., S/NS, CITIZENSHIP; U.S.

C. MR. PAUL BENSON (GS-13), SSN 338-14-8566, MANPOWER ANALYST,
OSET, ROBUST TF, WASHINGTON, D.C., S, CITIZENSHIP; U.S.

D. MR. RONALD L. REEVES (GS-13), SSN 534-24-3247, BUDGET ANALYST,
OSET, ROBUST TF, WASHINGTON, D.C., S, CITIZENSHIP; U.S.

E. FOOTNOTE: COL MACIA AND MESSERS LANGE AND REEVES ARE
ASSIGNED TO USAREUR; HOWEVER, THEY ARE CURRENTLY ATTACHED/DE-
TAILED TO ROBUST TF.

3. PURCHASE IS TO CONDUCT AN EVALUATION OF TDA ORGANIZA-
TIONS TO ASSURE THEY ARE PROPERLY CONFIGURED AND RESOURCED TO
SUPPORT THE WARFIGHTING COMMANDERS IN CHIEF AND ACCOMPLISH
CRITICAL

MOBILIZATION MISSIONS. TF OSET IS SCHEDULED TO VISIT VII CORPS 7-10
AUG 88.

4A. TRIP WILL NOT INVOLVE MEETINGS WITH FOREIGN OFFICIALS, INDUS-
TRIAL REPRESENTATIVES, OR UNITED STATES EMBASSY PERSONNEL.

B. CLASSIFIED INFORMATION WILL NOT BE DISCUSSED.

5. INFORMATION TO BE OBTAINED DURING THE TRIP CANNOT BE
OBTAINED

FROM STAFF ELEMENTS AT OSD, OJCS, OR HQDA.

6. TRIP CANNOT BE COMBINED WITH OTHER PROPOSED VISITS. DUE TO CRITICAL TIME REQUIREMENTS, ALTERNATIVE VISIT DATES ARE UNACCEPTABLE.
7. LOCAL SUPPORT DESIRED; AS STATED IN REFERENCE AND SINGLE ROOMS WITH BATH FOR EACH INDIVIDUAL IN PARAGRAPH 2 FOR 7, 8, AND 9 AUG 88. RENTAL CAR WILL BE USED FOR GROUND TRANSPORTATION.
8. ROBUST TF POC IS LTC M. T. SPINELLO, AV 226-6799.
9. DELIVER DURING DUTY HOURS. BT

\$\$\$ SAVE DOLLARS, TIME, & TRAVEL \$\$\$

\$\$\$ VIDEO TELECONFERENCING IS AVAILABLE \$\$\$

\$\$\$ CALL 697-8840 FOR INFORMATION/RESERVATIONS \$\$\$

ACTION DACS(7) DACS-AELO(2) (M,C)

INFO DAMO(8) SCB REVIEW(1)



**ANNEX B TO CHAPTER 5
UNITS AND LOCATIONS
VISITED BY OSET**



**ANNEX B TO CHAPTER 5
UNITS AND LOCATIONS VISITED BY OSET**

EUROPEAN TEAM

<u>DATE</u>	<u>UNIT</u>	<u>UIC</u>	<u>LOCATION</u>	<u>RPT</u>
8-9 AUG	HQ VII CORPS	WAT899	FRANKFURT	01
22 AUG	266TH AUG	WGR799	HEIDELBERG	02
22 AUG	1ST PERSCOM	WH6S99	HEIDELBERG	03
25 AUG	V CORPS	WAT699	FRANKFURT	04
29-31 AUG	USAREUR/7A	W0ANAA	HEIDELBERG	05
1 SEP	USAISEC	W3H8AA	WORMS	06
2 SEP	CEGE	W0DAAA	MANNHEIM	07
7 SEP	HHC 7TH ATC	W1EKAA	MANNHEIM	08
7 SEP	GRAF USMCA	W4TAAA	GRAFFENWOER	09
8 SEP	CSG 7TH ATC	W45X99	GRAFFENWOER	10
9 SEP	CONTRACT COMMAND	W05GAA	FRANKFURT	11
12 SEP	WURZ USMCA	W33NAA	WUERZBURG	12
13 SEP	HHC DIV AUG	WAMH99	WUERZBURG	13
13 SEP	HHC BDE	WAML99	SCHWEINFURT	14
15 SEP	AUG TAMMCW	H6T99	ZWEIBRUCKEN	15
20 SEP	SUPCOMW	C0G99	KAISRLTRN	16
21 SEP	AUG HHC ASG	WCAY99	KAISRLTRN	17
22 SEP	GEN SPT CTR	W4ECAA	KAISRLTRN	18
26 SEP	AUG 3AD	WAEK99	FRANKFURT	19
26 SEP	AUG HHC 3BDE 3AD	WAEN99	FRANKFURT	20
27 SEP	EUD	W31RAA	FRANKFURT	21
28 SEP	AUG SCH HHD BN1	WCD999	FRANKFURT	22
29 SEP	AUG SC CO DCSOP	WCFM99	FRANKFURT	23
30 SEP	USMCA	W321AA	FRANKFURT	24
30 SEP	CIDC LAB	W3NUAA	FRANKFURT	25
3 OCT	HEIDELBERG USMCA	W328AA	HEIDELBERG	26
4 OCT	RUSS LANG SCH	W2JBAA	GARMISCH	27

FAR EAST/LATIN AMERICA

<u>DATE</u>	<u>UNIT</u>	<u>UIC</u>	<u>LOCATION</u>	<u>RPT</u>
8-9 AUG	HQ USARJ	W0ATAA	JAPAN	01
22 AUG	USARSO	W0ALAA	PANAMA	02
23 AUG	USAG-P	W0A5AA	PANAMA	03
24 AUG	AUG MI GRP	WBU899	PANAMA	04
25 AUG	USAISC - SOUTH	W0PUAA	PANAMA	05
29 AUG	HQ USAISC	W4NHAA	PANAMA	06
30 AUG	USAG	W0ZQAA	FT HUACHUCA, AZ	07
31 AUG	USAISEC	W248AA	FT HUACHUCA, AZ	08

31 AUG	HQ EPG	W04YAA	FT HUACHUCA, AZ	09
1 SEP	USA INTEL SCHOOL	W1E8AA	FT HUACHUCA, AZ	10
7 SEP	HQ USASIX	W0G2AA	SAN FRANCISCO	11
7 SEP	USAR SPT GRP	W4MWAA	SAN FRANCISCO	12
12 SEP	AUG HHC 8TH ARMY	WATM99	YONGSAN	13
13 SEP	HQ SP TRPS CFA	W0BTAA	CP RED CLOUD	14
13 SEP	AUG PERSONNEL CMD	WHP699	YONGSAN1	5
13 SEP	USA CF AR ELM	W3JGAA	CP RED CLOUD	16
14 SEP	AUG HHC 19TH SPT GRP	WDCS99	CP HENRY	17
14 SEP	AUG SPT GRP	WDCT99	CP HENRY	18
14 SEP	AUG HHC 2D INF DIV	WAH499	CP CASEY	19
15 SEP	EUSA SPT TRPS CEAST	W4QCAA	YONGSAN	20
19 SEP	AUG 17TH SPT GP	WDCA99	CP ZAMA	21
20 SEP	HQ USAISC - JAPAN	W3N9AA	CP ZAMA	22
21 SEP	USAISC-JAPAN SIG ACT	W15BAA	CP ZAMA	23
23 SEP	HQ USAWESTCOM	W32FAA	FT SHAFTER24	
26 SEP	USA SPT CMD HI	W3RBAA	FT SHAFTER	25
27 SEP	USAISC - WESTCOM	W4CBAA	FT SHAFTER	26
27 SEP	USAISC - HAWAII	W15AAA	FT SHAFTER	27
27 SEP	HQ STARC HI	W8APAA	FT RUGER	28
28 SEP	PAC OCEAN ENGR DIV	W2SNAA	FT SHAFTER	29
28 SEP	HQ IX CORPS (REINF)	W7QSA	FT DERUSY	30
29 SEP	STA MEPS HONOLULU	W13SAA	HONOLULU	31
30 SEP	TRIPLER ARMY MED CTR	W07CAA	TRIPLER	32
3 OCT	AGY USAISC FT BEN	W3SEAA	FT BENNING, GA	33
4 OCT	CTR US INF & FT BEN	W0U2AA	FT BENNING, GA	34
5 OCT	CTR USA TNG	W4H2AA	FT BENNING, GA	35
6 OCT	SCH USA INF	W2L5AA	FT BENNING, GA3	6
6 OCT	AUG HHC BDE SEP	WAR499	FT BENNING, GA	37
11 OCT	SPACE PROGRAM OFC	W4XGAA	ALEX, VA	38
12 OCT	PUBS&P AGENCY	W36PAA	ALEX, VA	39

CONUS TEAM

<u>DATE</u>	<u>UNIT</u>	<u>UIC</u>	<u>LOCATION</u>	<u>RPT</u>
	USA INF BD	W27RAA	FT BENNING, GA	01
	USA ABN&SPC OPNS	W27RAA	FT BENNING, GA	02
22 AUG	MEPS STA	W1U9AA	ATLANTA, GA	03
22 AUG	CTR USAISSC DEV	W4EYAA	FT GILLEM, GA	04
23 AUG	GAR HQUSA	W0USAA	FT MCPHERSON, GA	05
24 AUG	USAISC FORSCOM	W3RNAA	FT MCPHERSON, GA	06
25-26 AUG	HQ USA FORSCOM	W3YBAA	FT MCPHERSON, GA	07
29 AUG	HQ 3D US ARMY	WATG98	FT MCPHERSON, GA	08
31 AUG	HQ USA TRADOC	W3YTAA	FT MONROE, VA	09
2 SEP	HQ ROTC CADET CMD	W45YAA	FT MONROE, VA	10

7 SEP	HQGAR FT HOOD	W0VCAA	FT HOOD, TX	11
8 SEP	ACT TC COMB ARMS TES	W27RAA	FT HOOD, TX	12
9 SEP	AGY USAISC FT HOOD	W3RUAA	FT HOOD, TX	13
10 SEP	ACD III CORPS NCO	W3Y9AA	FT HOOD, TX	14
10 SEP	ACT USA MED DEP	W2M5AA	FT HOOD, TX	15
12 SEP	CTR SOLDIER SUPPORT	W1EXAA	FT BEN HARRISON	16
13 SEP	CTR USA FIN & ACCT	W0NRAA	FT BEN HARRISON	17
15 SEP	HQ US MIL ENT PRO	W37NAA	GREAT LAKES	18
16 SEP	HQ USA RCTG CMD	W06QAA	FT SHERIDAN	19
17 SEP	USAREC CHICAGO	W19HAA	FT SHERIDAN, IL	20
19 SEP	HQ FIFTH US ARMY	W0G0AA	FT SAM HOUSTON, TX	21
20 SEP	USAISC	W3SZAA	FT SAM HOUSTON, TX	22
21 SEP	BDE 5TH REC (SW)	W06UAA	FT SAM HOUSTON, TX	23
22 SEP	AGY USAISC HSC	W3QPAA	FT SAM HOUSTON, TX	24
23 SEP	HQUSA HLTH SVCS CMD	W3VYAA	FT SAM HOUSTON, TX	25
26 SEP	HQS MICOM	W0H9AA	HUNTSVILLE, AL	26
26 SEP	DET USAISC - MICOM	W30PAA	REDSTONE ARS, AL	27
27 SEP	GRP USA TMDE SPT	W1PLAA	REDSTONE ARS, AL	28
27 SEP	ACT TMDE SUPPORT	W4L6AA	REDSTONE ARS, AL	29
28 SEP	CTR ODMMSL & MU SCH	W1EAAA	REDSTONE ARS, AL	30
29 SEP	DIV EN HUNTSVILLE	,W2V6AA	HUNTSVILLE, AL	31
30 SEP	BDE TNG	W4K7AA	FT MCCLELLAN, AL	32
1 OCT	CTR USA CM & MP MCLN	W4K5AA	FT MCCLELLAN, AL	33
1 OCT	GRP BASIC TNG COM	W4K6AA	FT MCCLELLAN, AL	34
OCT1	ST SOCOM	W0V2AA	FT BRAGG, NC	35
4 OCT	JFK SWC & SCH	W1E0AA	FT BRAGG, NC	36
5 OCT	ROTC 1ST REGION	W3W4AA	FT BRAGG, NC	37
6 OCT	ROTC SR PROGRAM	W0MTAA	FT BRAGG, NC	38
6 OCT	ROTC JR PROGRAM	W1V5AA	FT BRAGG, NC	39
7 OCT	HQS STARC	W8BPAA	RALEIGH, NC	40
13-14 OCT	1ST REC BRIGADE	W06RAA	FT MEADE, MD	41
13-14 OCT	BALTIMORE REC BDE	W06SAA	FT MEADE, MD	42
13-14 OCT	USA MEDDAC	W2KRAA	FT MEADE, MD	43

FUNCTIONAL TEAM

<u>DATE</u>	<u>UNIT</u>	<u>UIC</u>	<u>LOCATION</u>	<u>RPT</u>
10 AUG	USAMEDDAC	W1MLAA	FT LEONARD WOOD	01
22 AUG	OCE	W00MAA	WASH, DC	02
23 AUG	HQ MTMC	W0QFAA	FALLS CHURCH, VA	03
24 AUG	HQ CIDC	W3KPAA	BAILEYS CR, VA	04
25 AUG	HQ INSCOM	W00YAA	ARLINGTON, VA	05
29 AUG	HQ MDW	W0GVAA	FT MCNAIR	06
30 AUG	HQ SDC	W4T8AA	ARLINGTON, VA	07
2 SEP	HQ AMC	W0GWAA	ALEX, VA	08

6-7 SEP	HQ DESCOM	W39QAA	LETTERKENNY, PA	09
6-7 SEP	AMC LPSA	W4XWAA	LETTERKENNY, PA	10
8-9 SEP	NCAD	W0MAAA	NEW CUMBERLAND, PA	11
9 SEP	AMCCDA	W3THAA	NEW CUMBERLAND, PA	12
12-14 SEP	USAG	W3HVAA	FT DETRICK, MD1	3
12-14 SEP	MMDA	W4QFAA	FT DETRICK, MD	14
12-14 SEP	AFMIC	W3VXAA	FT DETRICK, MD	15
12-14 SEP	BRDL	W3TDAA	FT DETRICK, MD	16
12-14 SEP	ISCECTC	W0PBAA	FT DETRICK, MD	17
16 SEP	WRAMC	W2DHAA	WASH, DC	18
16 SEP	ISCWRAMC	W4YAAA	WASH, DC	19
19-22 SEP	QC & FL	W0U0AA	FT LEE, VA	20
19-22 SEP	LOGCEN	W3XTAA	FT LEE, VA	21
19-22 SEP	QM SCHOOL	W1D5AA	FT LEE, VA	22
23 SEP	HHC 80 DIV (TNG)	WVST99	RICHMOND, VA	23
28 SEP	ISSC	W4FHAA	FT BELVOIR, VA	24
28 SEP	DAVISON	W0Y4AA	FT BELVOIR, VA	25
26 SEP	ARNG	W00QAA	PENTAGON	26
2 SEP	SAC	W1VWAA	ALEX, VA	27
4 OCT	MEAPO	W074AA	WINCHESTER	28

CHAPTER 6
INFORMATION FROM OTHER SOURCES

Four other sources of information were instrumental in the task force's efforts. In addition to what has been discussed in Chapters Three, Four and Five, many other task forces and study groups provided tremendous interchange and cross fertilization. Points of contact within each of these agencies continued to provide liaison with the Task Force throughout our operational timeframe. Many are referenced throughout this report (see Figure 6-1).

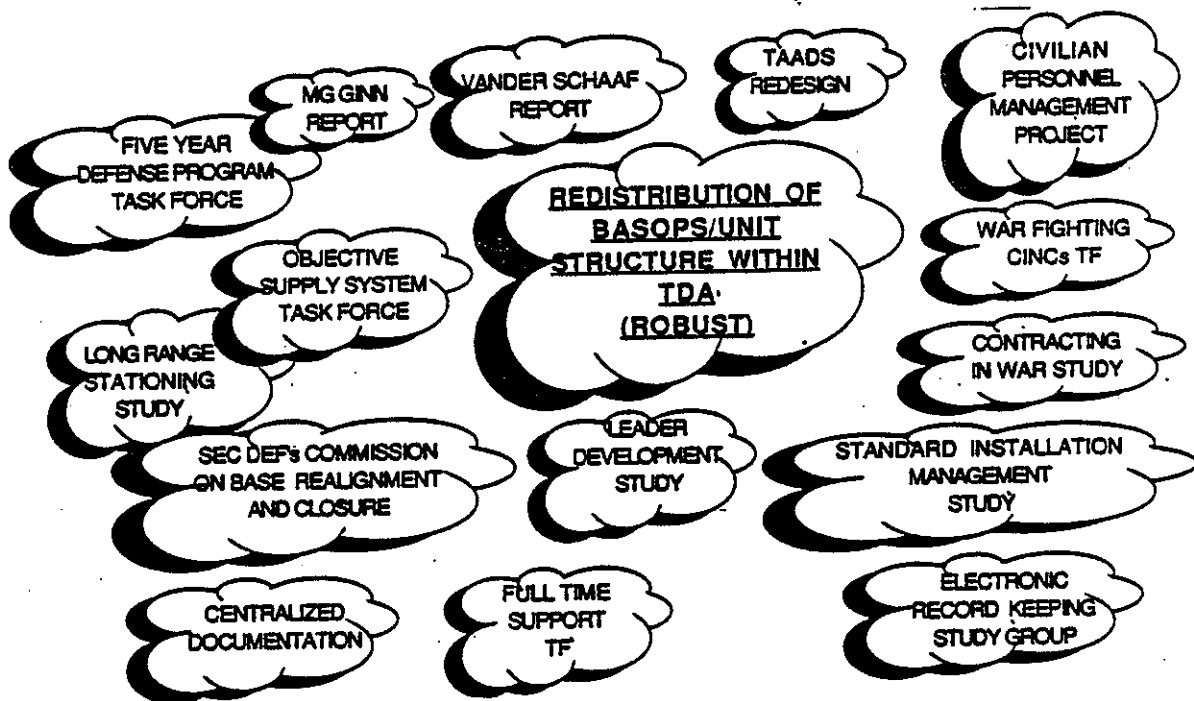


Figure 6-1. The Area of Operations

Secondarily, the Director, Deputy and other Task Force members visited numerous generals, senior executive service personnel and subject matter experts from May through December 1988. All were most candid, provided essential information and encouraged our efforts. A partial list of those visited is at Annex A.

From May through July numerous historical studies and Army Regulations were reviewed. The former were essential to our understanding of how the pieces of the TDA puzzle come together. Most noteworthy were Project Steadfast and the Army of Excellence, referred to throughout this report. The latter was both fruitful and shocking; fruitful as in the comprehensive regulation on Standard Installation Organization and shocking in noting that many regulations, which govern our TDA Army, are not current. (See Annex B).

6.1 OBSERVATION

Many Army Regulations have not been updated since 1980.

6.1.1 SCOPE

Discontinuance of antiquated Army Regulations will have a significant impact on Army policies, rules, and procedures. However, it will inculcate discipline in the review process and facilitate the transition to UPDATE format.

6.1.2 PROPOSAL

Establish "sunset" policy wherein Army Regulations, which have not been updated within ten years, are rescinded.

6.1.3 CRITERION

Identify Army Regulations which are more than 10 years old (See Annex B). Update Army Regulations within ten years in order to maintain clarity and effectiveness.

6.1.4 ANALYSIS

During our review of literature and development of the Mission Essential Task List (METL), we were challenged by numerous codes found in Army Regulations, which were outdated, duplicative or no longer needed. For example, The Basic TAADS, AR 310-49, has been revised many times since its 1980 effective date, but was never published. We assert that some degree of error within the authorization documents were attributable to this. Additionally, local pamphlets were created to maintain currency. These would have been unnecessary had the Army Regulation been kept current.

6.1.5 CONCLUSION

Update Army Regulations within ten years.

6.1.6 IMPLEMENTATION

All Army Regulations dated prior to 1980 will be updated or automatically rescinded by FY 91. Director of Management initiate action within the Headquarters, Department of the Army to facilitate transition to UPDATE format.

Our last source of data was provided by contractor personnel from BDM. They provided magnificent and timely analysis, provided elsewhere in this report, on The Army Authorization Documentation System (TAADS), installation staffing within FORSCOM, TRADOC and USAREUR, and our Automated Support System.



**ANNEX A TO CHAPTER 6
PLACES AND PERSONNEL VISITED
BY DIRECTOR**



**ANNEX A TO CHAPTER 6
PLACES AND PERSONNEL VISITED
BY DIRECTOR**

<u>Date</u>	<u>Personnel/Organization</u>
May	
2	ADCSLOG, MG James R. Klugh
2	Comptroller of the Army, LTG Max W. Noah
4	Deputy Chief of Public Affairs, BG Clyde A. Hennies
5	ADCSPER, MG Donald E. Eckelbarger
11	Director of the Army Staff, LTG Claude M. Kicklighter
12	Chief, Legislative Liaison, BG Charles E. Dominy
13	VCSA, GEN Arthur E. Brown, Jr.
16	Dir, Program Analysis & Evaluation, MG Stephen R. Woods, Jr.
16	ADCSOPS for Force Development, MG Wilson A. Shoffner
16	CG, Nuclear & Chemical Agcy, MG Robert D. Hammond
16	CG, Total Army Personnel Agcy, MG Donald W. Jones
17	CG, USAMC, GEN Louis C. Wagner, Jr.
17	Chief of Staff, USAMC, BG Jerry C. Harrison
19	Dep Comdt, USAC&CGSC, MG Gordon R. Sullivan
29	Former Chief of Engineers, E.R. Heiberg III, LTG, AUS, Ret.
June	
15	Dir, Resource Mgt, J-8, FORSCOM, BG Henry M. Hagwood, Jr.
16	Cdr, MDW, MG Donald C. Hilbert
17	Director of Force Programs, ODCSOPS, BG Charles H. Armstrong

- 20 Former Cdr, USAMC, Donald R. Keith, GEN, AUS Ret.
- 23 DCSPER, LTG Allen K. Ono
- 27 DCSOPS, LTG H. Norman Schwarzkopf
- 27 Asst to ADCSPER for Mob & RA, Charles S. Lecraw, Jr.,
MG, AUS, Ret.
- 27 Cdr, Force Development Support Agency,
COL Gerald W. Thrash, Merrifield, VA
- 27 Cdr, Criminal Investigation Comd,
MG Eugene R. Cromartie, Falls Church, VA
- 28 Cdr, US Army Manpower Req # Documentation
Agency, COL Max L. Buff, Ft Belvoir, VA
- 29 Cdr, USA Org Efficiency Review Agency,
LTC(P) Robert W. Whitton, Arlington, VA
- 29 Cdr, Mil Traffic Management Comd, MG John H.
Stanford, Falls Church, VA
- July**
- 6 Cdr, Troop Support Agency, BG James S. Hayes
Ft Lee, VA
- 7 ASA(FM), Honorable Kenneth B. Kramer
- 12 Director of Officer Personnel Mgt, BG G.H.
Putman
- 13 Chief of Staff, Carl E. Vuono
- 13 The Inspector General, LTG Henry Doctor
- 13 DCSLOG, LTG Jimmy D. Ross
- 14 Cdr, Soldier Support Ctr, COL Rush S. Yelverton
& Cdr, USAFAC, BG Virgil Richard Ft Benjamin Harrison,
Indiana
- 15 The Surgeon General, LTG Frank F. Ledford, Jr.
- 15 Cdr, Soldier Support Center - NCR, COL Franklin Wise

19 OSD(P&L), Mr. Robert Stone
 21 DODIG, Mr. Derek J. Vander Schaaf
 22 ASA(CW), Honorable Robert W. Page
 22 Chief of Engineers, LTG Henry J. Hatch
 25 Cdr, Information Systems Command, LTG Thurman D.
 Rodgers, Ft Huachuca, AZ
 26 Cdr, Health Services Command, MG Tracy E.
 Strevey, Jr., Ft Sam Houston, TX
 27 Former DAIG, LTG Richard Trefery, AUS, Ret.
 27 Ass't DCSPER for Mob & RA, MG Louis H. Ginn III
 28 Mil History Ctr, Janice McKenney, Washington
 29 OCoE, MG George K. Withers, Jr.
 29 Chief, Army Reserve, MG William F. Ward

August

1 Cdr, FORSCOM, GEN Joseph T. Palastra, Jr.
 Ft McPherson, GA
 1 3d Army, CofS, COL Jerome Lewis
 Ft McPherson, GA
 2 Mobile District Engineer Office
 Mobile, AL
 3 The Auditor General, Mr. Harold L. Stugart
 5 Dir, Army National Guard, MG Donald Burdick
 10 CINC, USAREUR, LTG Crosbie E. Saint
 10 ASA(MRA), Honorable Delbert L. Spurlock, Jr.
 11 Former CG, 21st Supt Comd, USAREUR, John D. Bruen,
 LTG, AUS, Ret.
 11 CG, TRADOC, GEN Maxwell R. Thurman
 12 Cdr, 8th Army, GEN Louis C. Menetrey

12 Chief of Chaplains, MG Norris L. Einertson
 15 Judge Advocate General, MG Hugh Overholt
 15 Superintendent, USMA, LTG Dave R. Palmer
 16 Cdr, USMEPCOM, RADM Eugene D. Conner
 Chicago, IL
 16 DCG(E), US Army Recruiting Command, BG John D.
 Collins, Chicago, IL
 16 Cdr, 4th Army, LTG Frederic J. Brown, Chicago, IL
 18 DCSRM, TRADOC, BG Theodore G. Stroup, Jr.
 Ft Monroe, VA
 19 Under Secretary, Honorable Michael P. Stone
 23 Deputy IG, MG James R. Hall, Jr.
 23 Former DMPM, ODCSPER, Donald W. Connelly, MG, AUS,
 Ret.
 25 Asst DCSOPS, MG John Y. Yeosock
 25 Dir, FEMA, LTG Julius Becton
 31 Dir, DCA, LTG John T. Myers
 31 DCG for Trng, TRADOC, LTG John S. Crosby

September

1 Dir of Mgt, MG Charles E. Williams
 6 Cdr, INSCOM, MG Harry E. Soyster
 6 Dir, CP, Mr. Raymond J. Sumser
 6 OCSA Holding Det, BG Ward M. Lehardy
 8 DCSI, LTG Sidney T. Weinstein
 9 CofS, 6th Army, BG George M. Baxter
 San Francisco, CA
 13 CofS, 8th Army, MG Gerald P. Stadler
 Korea

- 19 Former CINC, USAREUR & 7th Army, Glenn K. Otis,
GEN, AUS, Ret.
- 22 Former CG, FORSCOM, Robert W. Sennewald,
GEN , AUS, Ret.
- 26 Comptroller of the Army, LTG James F. McCall
- 26 Spec Asst to DCSI, Mr. Jim Davis
- 27 Dir, PA&E, MG William H. Reno
- 29 DISC4, LTG Bruce R. Harris
- 30 DCSOPS, LTG John W. Foss

October

- 2 Cdr, 77th ARCOM, Ft Totten, NY
- 18 Cdr, Combined Arms Development Activity,
MG Wayne Knudson
- 21 Dep Surgeon General, MG Robert H. Buker
- 22 CG, WESTCOM, LTG Charles W. Bagnal
- 25 Dep Ch, AF Reserve, BG S. Carpenter
- 31 Cdr, 5th Army, LTG William H. Schneider

November

- 1 Exec Dir, ROA, MG Evan L. Hultman, AUS, Ret.
- 2 DCSRM, USAREUR & 7th Army, MG Robert L. Gordon
- 4 DCSOPS, USAREUR & 7th Army, MG Thomas C. Foley
- 4 CofS, FORSCOM, MG Robet D. Wiegand
- 21 DCG, TRADOC, LTG William G.T. Tuttle, Jr.
- 22 Former Cdr, Soldier Support Ctr, Ft Benjamin
Harrison, Maurice Edmonds, MG, AUS, Ret.

December



**ANNEX B TO CHAPTER 6
CONTRACTOR EVALUATION OF TDAS
IN SUPPORT OF THEATER ARMY**



ANNEX B TO CHAPTER 6

Army Regulations not updated within ten years prior to 1972:

1. AR 37-106, Dated 9 May 58, Finance and Accounting for Installations Travel and Transportation Allowances.
2. AR 55-358, Dated 1 Oct 62, United States Navy, Marine Corps and Coast Guard
[NAVSUP Pub 445/MCO P4600.9/DSAH 4510.2/CG-376.

Army Regulations not updated within ten years prior to 1979:

6-B-4

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
1-21	20 JUL 70	Administrative Space Management	Special	OSA
1-25	29 APR 64	United States-Canadian Defense Development Sharing Program	D	DARCOM
1-27	05 MAR 70	Elimination of Nonmission Related Functions at Company Levels	A;NG&USAR:A	TRADOC
1-78	12 APR 68	Internal Coordination Among US Army Agencies Overseas	Special	DCSOPS
5-2	01 MAY 69	Comptrollers in the Department of the Army Field Establishment	C;NG&USAR:C	COA
10-6	17 JUN 70	Branches of the Army	A;NG&USAR-D	MILPERCEN
10-18	18 SEP 67	Military Traffic Management and Terminal Service	D;NG&USAR:D	OCSA
15-2	12 AUG 68	Department of the Army Allocation Committee, Ammunition (DAACA)	C;NG&USAR:D	DCSLOG
18-12-3	23 DEC 70	Catalog of Standard Data Elements and Codes: Mobilization and Forces (Reprinted W/Basic Incl C1)	D;NG&USAR:E	USACSC
18-12-4	12 DEC 69	Catalog of Standard Data Elements and Codes: Personnel (Reprinted W/Basic Incl C1-3)	D;NG&USAR:E	USACSC

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
18-12-5	12 DEC 69	Catalog of Standard Data Elements and Codes: Logistics (Reprinted W/Basic Incl C1-3)	D;NG&USAR:E	USACSC
18-12-7	24 FEB 69	Catalog of Standard Data Elements and Codes: Procurement (Reprinted W/Basic Incl C1-4)	D;NG,USAR:E	USACSC
18-12-10	12 DEC 69	Catalog of Standard Data Elements and Codes: Security and Intelligence (Reprinted W/Basic Incl C1-4)	D;NG&USAR:E	USACSC
27-10	26 NOV 68	Military Justice (Reprinted W/Basic Incl C1-17)	A;NG&USAR:A	TJAG
27-13	01 AUG 69	Courts of Military Review-Rules of Practice and Procedure [AFM 111-4; NAVSO P-2319; CG 241A]	C;NG&USAR:D	TJAG
27-20	18 SEP 70	Claims (Reprinted W/Basic Incl C1-4)	B;NG&USAR:B	TJAG
27-52	05 NOV 68	Consular Protection of Foreign Nationals Subject to the Uniform [SECNAVINST 5820.6; AFR 110-13]	B;USAR:D	TJAG
28-76	26 MAR 68	Official Army Song	C;NG&USAR:D	TAG/TAGCEN
28-86	06 MAR 63	United States Army Comtemporary Military Reading Program	A	TAG/TAGCEN

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
30-2	25 MAR 70	Subsistence Requirements Data (RCS DD-DS(SA)40(0), DD-DSA(AR) 41(O), DD-DS(AR)42(O))	D;USAR:D	DARCOM
30-10	17 FEB 69	Central Food Facilities	C;USAR:D	DCSLOG
30-13	30 JUN 70	Introduction of New or Improved Subsistence Items into the Military Supply System [DSAR 4235.3; AFR 145-22; NAVSUPINST 4442.10A; MCO 10110.24]	A;USAR:D	DCSLOG
32-7	06 MAY 70	Use of Defense Supply Agency Textiles by all DOD Procurement Agencies [DSAR 4140.42; AFR 67-149]	D;USAR:D	DARCOM
32-301	12 MAY 70	Furnishing Items of Special Clothing to Civilian Employees	C;NG&USAR:D	DARCOM
37-2	05 FEB 65	Distribution of Funds and Food Documentation	C;NG&USAR:C	COA
32-7	28 FEB 69	Funding for Commercial Line Haul Transportation within CONUS under the Appropriation "Operation and Maintenance, Army"	C;NG&USAR:D	COA

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
37-11	24 APR 69	Authorization, Allocation and Reporting for the Appropriation "Contingencies, Defense"	D;USAR:D	COA
37-20	16 JUL 65	Administrative Control Over of Appropriated Funds	C;NG:D	COA
37-24	30 NOV 62	Uniform Classification of General Ledger Accounts	C	COA
37-33	15 AUG 68	Contributions by Foreign Governments for Administrative and Operating Expenses of Military Assistance Programs. [AFR 170-11; OPNAV Instruction 4900.51B]	D;USAR:D	COA
37-36	09 MAY 68	Pay, Allowance and Deposit of Personal Funds: Prisoners of War and Civilian Internees	D;NG&USAR:D	COA
37-42	18 MAR 70	Full Funding of Army Procurement	C;NG&USAR:D	COA
37-80	31 JUL 70	Financing, Funding, Accounting, and Reporting for Military Sales to Eligible Foreign Governments and International Organizations	C;USAR:D	COA
37-81	15 NOV 62	Financing, Funding, Accounting and Reporting for the Military Assistance Grant Aid Program	D	COA

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
(C)37-100-69-1	10 JAN 68	The Army Management Structure (FISCAL CODE) SUPPLEMENT(U)	C;USAR:D	COA
37-100-70	9 DEC 68	The Army Management Structure (FISCAL CODE) (Reprinted W/Basic Incl C1)	C;NG:C;USAR:D	COA
(C)37-100-70-1	30 OCT 69	The Army Management Structure (FISCAL CODE) SUPPLEMENT(U)	C;USAR:D	COA
37-100-71	20 OCT 69	The Army Management Structure (FISCAL CODE) (Reprinted W/BASIC Incl C1-2)	C;NG:C;USAR:D	COA
(C)37-100-71-1	22 OCT 70	The Army Management Structure (FISCAL CODE) SUPPLEMENT(U)	C;USAR:D	COA
37-100-72	12 NOV 70	The Army Management Structure (FISCAL CODE) (Reprinted W/Basic Incl C1-3)	C;NG:C;USAR:D	COA
37-101	10 AUG 65	Organization and Functions of Finance and Accounting Offices (Reprinted W/Basic Incl C1-2)	C;NG:C	COA
37-105	06 SEP 57	Finance and Accounting for Installations; Civilian Pay Procedures (Reprinted W/Basic Incl C1-23)	C;NG:C;USAR:D	COA

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
37-106	09 MAY 58	Finance and Accounting for Installations: Travel and Transportation Allowances (Reprinted W/Basic Incl C1-63)	B;NG;C;USAR:D	COA
37-107	23 APR 58	Finance and Accounting for Installations: Processing and Payment of Commercial Accounts (Reprinted W/Basic Incl C1-19)	C;NG&USAR:C	COA
37-120	28 JUN 68	Procurement of Equipment and Missiles, Army (PEMA) Management Accounting and Reporting System (PEMARS) (Reprinted W/Basic Incl C1-6)	D;USAR:D	COA
37.202	08 DEC 69	Homeowner's Assistance Program	C;NG&USAR:D	COA
40.9	12 JUL 68	Defense Medical Materiel Board	D;NG&USAR:D	TSG
40-121	15 SEP 70	Uniformed Services Health Benefits Program [SECNAVINST 6320.8D; AFR 168-9; PHS GEN NO.6; CG COMDTINST 6320.2B; ESSACO-4] (Reprinted W/Basic Incl C1)	A;NG&USAR:B	TSG
40-122	13 FEB 67	Fiscal Policies-Uniformed Services Health Benefits Program [SECNAVINST 6320.9D; AFR 170-18; PHS DIV FIN CIR NO.41; CG COMDTINST 6320.3]	A;NG:D	TSG
40-216	18 JUN 59	Neuropsychiatry	C;NG&USAR	TSG

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
40-228	01 MAY 69	Medical Officer's Professional Training Record	C;NG&USAR:D	TSG
40-337	14 NOV 67	Central Hospital Fund	D;USAR:D	TSG
40-501	05 DEC 60	Standards of Medical Fitness	B;NG:A;USAR:B	TSG
40-538	26 AUG 70	Property Management During Patient Evacuation [BUMEDINST 6700.2A; AFR 167-5]	A;USAR:D	TSG
40-554	08 JUL 68	Prevention and Control of Communicable Diseases of Man: Venereal Diseases (Venereal Disease Epidemiologic Report)	A;NG&USAR:A	TSG
40-566	05 MAR 65	Cardiovascular Disease Followup Study [AFR 160-49]	A;NG&USAR:A	TSG
40-656	30 DEC 65	Veterinary Surveillance Inspection of Nonperishable Foods	C;NGLC:USAR:D	TSG
55-6	01 MAY 69	Policies and Procedures for Obtaining Passenger Reservations for DOD International Air Travel (Single Passenger Reservation System for Air Movement) [AFR 76-5;OPNAVINST 4630.23; MCO P4630.11] (Reprinted W/Basic Incl C1-6)	SPECIAL	DCSLOG
55-13	22 JAN 69	Appointment of Transportation Officers and Acting Transportation Officers	D;NG*USAR:D	DCSLOG

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
55-16	18 SEP 68	Movement of Cargo by Air and Surface: Including Less than Release Unit and Parcel Post Shipments (Reprinted W/Basic Incl C1-2)	C;NG&USAR:D	DCSLOG
55-17	13 NOV 68	Lease of Conex Transporters	C;USAR:D	DARCOM
55-19	12 OCT 70	Marine Casualties (Reprinted W/Basic Incl C1-2)	D;NG&USAR:D	ODCSPER
55-34	20 JUN 69	Local Transportation Utilized in Connection with Official Business	C;NG&USAR:D	DCSLOG
55-55	12 NOV 70	Transportation of Radioactive and Fissile Materials Other Than Weapons (Reprinted W/Basic Incl C1-4)	C;NG&USAR:D	DARCOM
55-78	13 JAN 61	General Policy Agreement for Department of the Army Water Terminal Support of the Department of the Air Forces in Oversea Areas [AFR 75-69]	E	DCSLOG
55-167	28 AUG 69	Policy Governing Transportation of Cargo by Military Sea Transportation Service [OPNAVINST 4610.58; AFR 75-49; MCO 4620.4]	C;NG&USAR:C	DCSLOG
55-176	08 SEP 70	Logistics Over-the-Shore Operations in Oversea Areas [OPNAVINST 4620.6; AFR 75-11]	C;NG&USAR:D	DCSLOG

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55-183	14 JUN 68	Handling of Surface Mail at Military Ocean Terminals	D;USAR:D	MTMC
55-228	30 APR 69	Transportation by Water of Explosives and Hazardous Cargo (Reprinted W/Basic Incl C1)	SPECIAL	ODCSPER
55-255	01 MAY 59	Railroad Equipment	C	DARCOM
55-257	01 NOV 56	Operation of Utility Railroad Equipment	C	DCSLOG
55-354	08 AUG 63	Terminal Facilities Guide, Department of Defense Activities Other Than Activities of a Specific Military Service [NAVSUP PUB 448; DSAH 4510.4] (Reprinted W/Basic Incl C1-22)	D;NG&USAR:D	MTMC
55-355	15 MAR 69	Military Traffic Management Regulation [NAVSUPINST 4600.70; AFM 75-2; MCO P4600.14A; DLAR 4500.3] (Reprinted W/Basic Incl C1-27)	C;NG&DSAR:C	MTMC
55-365	01 SEP 65	Terminal Facilities Guide: Commercial Contractors [NAVSUP PUB 446; AFM 75-32; MCO P4610.23; DLAH 4510.5] (Reprinted W/Basic Incl C1-18)	D;NG&USAR:D	MTMC
55-650	05 MAY 66	Military Railroads	D	DCSLOG

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(C)56-7	03 DEC 68	Water Transportation Facilities (U)	D;NG&USAR:D	DCSLOG
56-8	09 APR 68	Operation of Motor Vehicles with Road-Rail Devices	D;USAR:D	DCSLOG
56-15	23 NOV 70	Ship and Terminal Demurrage and Unused Shipping Space [SECNAVINST 4610-12A; AFR 75-20]	D;USAR:D	DCSLOG
58-1	12 MAY 67	Joint Procedures for Management of Administrative Use Motor Vehicles (OPNAV P44-2; AFM 77-1; MCO P11240.46A; DSAR 4510.5] (Reprinted W/Basic Incl C1-12)	C;NG&USAR:B	DCSLOG
58-18	02 MAY 67	Administrative Motor Services Cost and Performance (RCS CSGLD-1404)	C	DCSLOG
59-2	04 MAY 69	Special Air Mission Procedure	MAWDC	DCSLOG
59-106	06 OCT 67	Operation of Air Force Terminals [OPNAVINST 4660.1; AFR 76-7; MARCOR DSAR 2-56-3000]	C;NG:D	DCSLOG

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59-107	10 FEB 58	Responsibilities of Air Traffic Coordinating Officers [OPNAVINST 4630.4B; AFR 76-36; NAVMC 1170] (Reprinted W/Basic Incl C1) 59-12010 NOV 70Blue Bark Passengers [AFR 76-26;C;NG&USAR:DDCSLOG OPNAVINST 4630.11CO MCO 4631.3A]	C	DCSLOG
70-4	10 OCT 68	Standardization Among Armies of United States, United Kingdom, Canada, Australia	D;USAR:D	DCSLOG
70-9	03 OCT 68	Army Research and Development Information System Program Planning and on-going Work Reporting (Reprinted W/Basic Incl C1-3)	C;USAR:D	DCSRDA
70-11	15 JUL 68	Defense Documentation Center for Scientific and Technical Information (DDC)	C;NG&USAR:D	DARCOM
70-14	13 FEB 63	Payment of Costs of Reprints of Articles in Professional Journals	D	DARCOM
70-29	27 MAT.69	Production Testing of DSA-Managed Items [DSAR 4125.1; NAVSUPINST 4454.2;AFR 74-12;MCO 4855.3]	A;USAR;D	DCSLOG
70-30	03 SEP 70	Department of the Army Field Offices at National Missile Ranges	C;USAR:D	DARCOM
70-31	09 SEP 66	Standards for Technical Reporting	C;NG:D	DARCOM

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70-32	20 MAR 69	Work Breakdown Structures for Defense Materiel Items	D;UDAR:D	DARCOM
70-35	15 JAN 70	Advanced Planning Information for Research and Development	D;USAR:D	DARCOM
70-38	05 MAY 69	Research, Development, Test and Evaluation of Materiel for Extreme Climatic Conditions	E;ENG&USAR:D	OCE
70-43	08 APR 70	Space Experiments Support Program (SESP) Management [AFM 80-20; OPNAV 76P-2]	SPECIAL	DCSRDA
70-55	18 MAY 70	Management of US Army Research and Development Centers and Laboratories (Reprinted W/Basic Incl C1)	D;USAR:D	DARCOM
71-1	16 SEP 68	Army Combat Developments (Reprinted W/Basic Incl C1)	E;USAR:D	DCSOPS
71-5	01 JUL 69	Introduction of New or Modified Systems Equipment	D;USAR:E	DCSOPS
95-8	23 OCT 62	Operating Procedures for US Military Aircraft over the High Seas [OPNAVINST 377.4; AFR 60-28]	A	USACC

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95-110	17 APR 70	Identification and Security Control of Military Aircraft	A;NG&USAR:D	USACC
105-11	31 JUL 67	Unofficial Telephone Service at Department of Defense Activities [NAVFACINST 2305.11; AFR 100-9; MCO 2305.13 DSAR 4640.1]	C;NG:D	DCSOPS
115-10	09 JUN 70	Meteorological Support for the US Army [AFR 105-3]	C;NG&USAR:D	ACSI
115-20	07 AUG 69	Field Water Supply	C;NG&USAR:C	DARCOM
135-50	24 FEB 70	Armed Forces Reserve Medical, Osteopathic, Dental, and Veterinary Programs	C;NG:D;USAR:C TSG	
190-22	12 JUN 70	Search, Seizure and Disposition of Property (Reprinted W/Basic Incl C1)	A;NG&USAR:A	DCSPER
210-17	13 JAN 67	Inactivation of Installation	D	OCE
210-30	23 JUL 70	Selection of Sites for Army Installations (Reprinted W/Basic C1)	D;NG&USAR:D	OCE
210-47	22 MAY 69	State and Local Taxation of Lessee's Interest in Wherry Act Housing (Title VIII of the National Housing Act)	D;NG7USAR:D	OCE

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210-53	08 JAN 64	Participation by Army, Navy, Marine Corps, and Air Force Organizations in Nonappropriated Funds [Bupers Inst 7010; AFR 176-7; MCO 7020.6]	C;NG;D;USAR:C	TAG/ TAGGEN
310-3	20 DEC 68	Preparation, Coordination, and Approval of Department of the Army Publications (Reprinted W/Basic Incl C1-8)	D;USAR:D	TAG/ TAGGEN
310-73	14 OCT 69	Joint Munitions Effectiveness Manuals	E	TAG/ TAGGEN
310-23	13 JUN 68	Army Reserve Strength Summary Report (RCS CSRES-170)	SPECIAL	TAG/ RCPAC
330-25	22 JUN 64	Army Reserve Strength, Accessions, Losses, and Reassignments (RCS CSRES-110)	SPECIAL	TAG/ RCPAC
330-28	22 JUN 64	Army Reserve Personnel by Years of Obligated Service (RCS CSRES-109)	SPECIAL	TAG/ RCPAC
340-5	03 MAR 69	Correspondence and Mail Management TAGGEN	C;NG&USAR:C	TAG/
340-18-1	14 AUG 69	The Army Functional File System: General Provisions (Reprinted W/Basic Incl c1-10)	C;NG&USAR:C	TAG TAGGEN

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
340-18-2	14 AUG 69	Maintenance and Disposition of Planning, Programming, Management Historical and Combat Development Functional Files (Reprinted W/Basic Incl C1-5)	C;NG&USAR:C	TAG/ TAGGEN
340-18-3	14 AUG 69	Maintenance and Disposition of Finance and Fiscal Functional Files (Reprinted W/Basic Incl C1-7)	C;NG&USAR:C	TAG/ TAGGEN
340-18-4	14 AUG 69	Maintenance and Disposition of Legal and Information Functional Files (Reprinted W/Basic Incl C1-5)	C;NG&USAR:C	TAG/ TAGGEN
340-18-5	14 AUG 69	Maintenance and Disposition of Intelligence, Security, Military Police, and Mapping Functional Files (Reprinted W/Basic Incl C1-6)	C;NG&USAR:C	TAG/ TAGGEN
340-18-6	14 AUG 69	Maintenance and Disposition of General Personnel Management and Safety Functional Files (Reprinted W/Basic Incl C1-5)	C;NG&USAR:C	TAG/ TAGGEN
340-28-7	14 AUG 69	Maintenance and Disposition of Military Personnel Functional Files (Reprinted W/Basic Incl C1-5)	C;NG&USAR:C	TAG/ TAGGEN

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
340-18-8	14 AUG 69	Maintenance and Disposition of Civilian Personnel Functional Files (Reprinted W/Basic Incl C1-5)	C;NG&USAR:C	TAG/ TAGGEN
340-18-9	14 AUG 69	Maintenance and Disposition of Medical Functional Files (Reprinted W/Basic Incl C1-6)	C;NG&USAR:C	TAG/ TAGGEN
340-18-10	14 AUG 69	Maintenance and Disposition of Training and Education Functional Files (Reprinted W/Basic Incl C1-4)	C;NG&USAR:C	TAG/ TAGGEN
340-18-11	19 AUG 69	Maintenance and Disposition of Communications Functional Files (Reprinted W/Basic Incl C1-4)	C;NG&USAR:C	TAG/ TAGGEN
340-18-12	14 AUG 69	Maintenance and Disposition of Transportation Functional Files (Reprinted W/Basic Incl C1-5)	C;NG&USAR:C	TAG/ TAGGEN
340-18-13	14 AUG 69	Maintenance and Disposition of Research and Development Functional Files (Reprinted W/Basic Incl C1-2)	C;NG&USAR:C	TAG/ TAGGEN
340-18-14	14 AUG 69	Maintenance and Disposition of Logistics Functional Files (Reprinted W/Basic Incl C1-6)	C;NG&USAR:C	TAG/ TAGGEN

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
340-18-15	14 AUG 69	Maintenance and Disposition of Facilities Functional Files (Reprinted W/Basic Incl C1-5)	C;NG&USAR:C	TAG/ TAGGEN
340-18-16	19 AUG 69	Maintenance and Disposition of Civil Affairs Functional Records (Reprinted W/Basic Incl C1)	C;NG&USAR:C	TAG/ TAGGEN
360-65	01 APR 66	Establishment and Conduct of Field Press Censorship in Combat Areas [OPNAVINST 5530.3A; AFR 190-11]	C	OCPA
360-80	28 AUG 61	Release Information When More Than One Service is Involved in Accidents or Incidents [OPNAVINST 3040.2A; AFR 190-8; COMINST 28-6; MCO 3040.2]	C	OCPA
(C)380-16	4 DEC 68	Safeguarding Classified Centro Information (U)	D;USAR:D	ACSI
380-26	06 SEP 65	Policy for use of Encrypt-for-Transmission-Only (EFTO) Procedure	A;NG&USAR:B	ACSI
380-53	18 JUN 70	Telephone Communications Security Monitoring	A	ACSI
380-200	13 JUN 69	Armed Forces Censorship [OPNAVINST 5530.6B; AFR 205-30]	A;NG&USAR:A	ACSI

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380-235	30 DEC 63	Enemy Prisoner of War and Civilian Internee Communications Censorship [OPNAVINST 5530.11; AFR 205-9]	SPECIAL	ACSI
385-17	28 APR 67	Fire Extinguishers for Rail, Marine, Amphibious and Off-the-Road Equipment	A;NG&USAR:A	ODCSPER
385-26	10 OCT 67	Use of Explosives and Pyrotechnics in Public Demonstrations, Exhibitions and Celebrations	A	ODCSPER
385-32	27 AUG 65	Protective Clothing and Equipment	A;NG&USAR:A	ODCSPER
385-60	07 NOV 68	Coordination with Armed Services Explosives Safety Board	C;NG&USAR:C	ODCSPER
385-70	13 DEC 65	Unmanned Free Balloons, Moored Balloons and Kites; Unmanned Rockets, and Derelict Friendly Airborne Objects [AFR 55-15; OPNAVINST 3710.18B]	D;NG:D	OCE
405-5	10 OCT 69	Army and Air Force Basic Real Estate Agreements [AFR 87-15]	D;USAR:D	OCE
405-10	25 MAY 70	Acquisition of Real Property and Interests Therein (Reprinted W/Basic Incl C1-2)	D;USAR:D	OCE
405-15	06 SEP 67	Real Estate Claims Founded Upon Contract	D;NG&USAR:D	OCE

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NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
415-14	30 OCT 63	Implementing Guarantees of Equipment Installed in Air Force Construction [AFR 35-4; BUDOCKSINST 4335.2A]	D;NG:D	OCE
415-22	11 AUG 66	Protection of Petroleum Installations and Related Facilities	D	OCE
415-32	23 JUN 67	Performance of Military Construction Projects in the Continental United States by Troop Units	SPECIAL	OCE
420-53	13 APR 65	Refrigeration	D	OCE
(O)525-10	29 JUL 69	Department of the Army Command and Control Reporting System (Short Title: DAXREP)(Reprinted W/Basic Incl C1-8)	A;NG&USAR:A	DCSOPS
525-25	20 APR 66	Delineation of Service Responsibilities for Tactical Air Control Parties [AFR 64-3; NWP SUPP 37(B)]	B;NG:B	DCSOPS
570-2	22 JUL 69	Organization and Equipment Authorization Tables: Personnel (Reprinted W/Basic Incl C1-8)	B;NG&USAR:D	DCSPER
600-12	27 JAN 65	Blood Donor Procurement Program	SPECIAL	OCSA
600-14	30 SEP 65	Preventive Law Program	A	TJAG

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600-15	11 FEB 70	Indebtedness of Military Personnel	A;NG&USAR:MILPERCEN	
600-22	4 SEP 64	Processing Request of Military Personnel for Action by Attorney General Under the Civil Rights Act of 64	A	DCSPER
600-23	16 JAN 70	Nondiscrimination in Federally Assisted Programs	D;NG&USAR:D	DCSPER
600-25	15 MAY 70	Salutes, Honors, and Visits of Courtesy (Reprinted W/Basic Incl. C1-4)	A;NG&USAR:A	TAG/ TAGGEN
600-55	25 JAN 88	Motor Vehicle Driver - Selection, Testing, and Licensing	A;NG&USAR:A	ODCSPER
600-106	11 AUG 67	Aeronautical Designations and Flying Status for Army Personnel	B;NG:B;USAR:A	MILPERCEN
600-107	12 SEP 69	Medical Restriction/Suspension	A;NG:B:USAR:A	MILPERCEN
600-108	31 MAY 66	Aeromedical Consultation/in-Flight	A	MILPERCEN
600-200	24 MAR 65	Enlisted Personnel Management System (Reprinted W/Basic Incl C1-52)	A;NG&USAR:A	MILPERCEN
601-54	11 SEP 69	Processing and Commissioning of Medical Specialist Registrants (Reprinted W/Basic Incl C1)	C;NG&USAR:C	TSG

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601-235	1 APR 70	Walter Reed Army Institute of Nursing Program (Reprinted W/ Basic Incl C1-4)(No Stocks Exist)	A;NG:D;USAR:A	TSG
601-279	5 NOV 65	Transmission of Recruiting Information to Individuals in Foreign Countries	D;NG&USAR:D	DCSPER
601-336	5 FEB 64	Procurement of Department of the Army Ammunition Inspectors (Surveillance) and Safety Officers (Explosives) for Air Force Positions [AFR 40-927]	D	DARCOM
606-5	15 FEB 67	Identification Cards, Tags, and Badges	A;NG&USAR:A	TAG/ TAGGEN
606-15	19 AUG 65	Preparation of Fingerprint Record	B;NG:B;USAR:A	MILPERCEN
608-4	28 AUG 69	Control and Registration of War Trophy Firearms [OPNAVINST 3460.7A; AFR 125-13; MCO 5800.6A]	A;USAR:D	DCSPER
680-30	03 APR 69	Retired Serviceman's Family Protection Plan	A;NG&USAR:B	TAG/ TAGGEN
611-75	13 FEB 69	Selection, Qualifications, Rating and Disrating of Marine Divers	A;NG&USAR:A	MILPERCEN
614-1	02 SEP 69	The US Army Replacement System	A	DCSPER

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
614-75	2 OCT 69	Assignment of Sole Surviving Son	A;NG&USAR:D	MILPERCEN
614-100	21 JAN 69	Officers (Reprinted W/Basic Incl C1-3)	A;NG:B;USAR;C	MILPERCEN
614-10	14 OCT 70	Assignment of Airborne Officers and Processing Volunteers for Training	A;USAR:D	MILPERCEN
614-200	4 JUN 70	Enlisted Personnel Selection, Training, and Assignment System Grades E-1 through E-9 (Reprinted W/Basic Incl C1-31)	A;NG&USAR:D	MILPERCEN
622-10	2 JUN 67	Competition in Small Arms	B;NG&USAR:B	OSA
632-35	10 AUG 67	Appearances Before Command or Agency of the Department of Army	C;NG:D	TJAG
633-30	6 NOV 64	Military Sentences to Confinement [AFR 125-30]	D;NG&USAR:D	DCSPER
633-50	8 AUG 63	Prisoners of War; Administration; Employment and Compensation	SPECIAL	DCSPER
633-51	8 AUG 63	Civilian Internees Administration, Employment and Compensation	E	DCSPER
635-100	19 FEB 69	Officer Personnel (Reprinted W/Basic Incl C1-19)	A;NG:B;USAR:A	MILPERCEN

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635-120	8 APR 68	Officer Resignations and Discharges (Reprinted W/Basic Incl C1-10)	A;NG;B;USAR:A	MILPERCEN
670-10	22 JUL 69	Furnishing Uniforms or Paying Uniform Allowances to Civilian Employees (Reprinted W/Basic Incl C1-4)	D;USAR:D	DARCOM
672-5-2	31 JUL 67	Illustrations of Awards	A;NG&USAR:A	TAG/TAGGEN
(C)672-7	17 DEC 63	Legion of Merit for Foreign Nationals (U)	D	MILPERCEN
672-8	9 JUL 70	Manufacture, Sale, Wearing, and Quality Control of Heraldic Items [AFR 900-7]	B;NG&USAR:B	TAG/TAGGEN
672-9	19 JUN 68	Distinguished US Army Service School Award	D	MILPERCEN
680-250	29 JUL 70	Accessions Under Special USAR Programs (RCS CSRES-116(R1))	C;USAR:D	TAG/RCPAC
680-350	28 JUL 70	Strength and Utilization of US Army Reserve Technicians 9RCS CSRES-95(R4))	C;USAR:D	TAG/TAGGEN
700-25	29 AUG 69	Nuclear Reactors--Authorization and Accounting of Utilization Facilities and Special Nuclear Material for Use Therein	C;USAR:D	OCE

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
700-27	4 NOV 64	Special Program Requirements for DSA Items [DSAR 4140.41] (Reprinted W/Basic Incl C1-2)	D	DARCOM
700-30	5 MAY 66	Stockpile-to-Target Sequences for Army Nuclear Weapons	SPECIAL	DCSOPS
700-42	2 OCT 69	Classification, Reclassification, Maintenance, Issuance and Reporting of Maintenance Training Aircraft	C;NG&USAR:D	DARCOM
700-47	31 OCT 67	Defense Standardization Program (Reprinted W/Basic Incl C1-2)	D	DARCOM
700-52	22 MAY 68	Licensing and Control of Sources of Ionizing Radiation	D;USAR;D	DARCOM
700-72	1 DEC 70	Mobile Electric Power (MEP)	D;USAR:D	DARCOM
700-74	27 OCT 69	Interservice (DEPOT) Maintenance Interrogation System (ISMIS)	D;NG&USAR;D	DARCOM
700-76	23 SEP 64 and Mass	International Standards for Length	D	DARCOM
700-101	15 APR 68	Management and Standardization of Mobile Electric Power Generating Sources [AFR 400-50; DSAR 4120.7] (Reprinted W/Basic Incl C1-12)	D;USAR:D	DARCOM

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
705-19	27 MAY 66	Electric System in Motor Vehicles	D	DARCOM
708-1	31 DEC 70	Cataloging and Supply Management Data (Reprinted W/Basic Incl C1-16)	A;NG;A;USAR;D	DARCOM
708-4	6 APR 70	Federal Catalog System: Item Identification Quality Assurance [DSAR 41304; NAVSUPINST 4120.36; AFR 72-11; MCO 44.16]	SPECIAL	DARCOM
708-10	1 AUG 70	Military Standard Item Characteristics Coding Structure (MILSTICCS) Procedures Manual [DSAM 4140.6; NAVSUP PUB 5010; AFM 72-4; MCO P4410.11]	SPECIAL	DARCOM
710-01	30 DEC 70	Centralized Inventory Management of the Army Supply System (Reprinted W/Basic Incl C1-16)	C;NG&USAR;C	DARCOM
715-5	1 JUN 61	Department of Defense Priorities and Allocations Manual [DOD Instr 4410.1] (Reprinted W/Basic Incl C1-9)	SPECIAL	DCSLOG
715-6	21 SEP 70	Proposal Evaluation and Source Selection	E;USAR;D	DARCOM

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
715-8	17 SEP 70	Implementing Procedures for Purchase of Supplies Assigned to DSA Under the DOD Coordinated Procurement Program (RCS DD-DSA9AR) 599(D) [DSAR 4115.3; NAVSUPINST 4215.5B; AFR 70-17; MCO 4215.48B]	D;USAR:D	DARCOM
715-15	5 DEC 68	Implementing Procedures for Army Single Department Procurement Assignments [NAVSUP PUB 462; AFR 70-11; MCO 4200.17A; DSAR 4115.4] (Reprinted W/Basic Incl C1-6)	D;USAR:D	DARCOM
715-18	29 OCT 69	Implementing Procedures for Single Department Procurement of Commodities Assigned to the Department of Navy [NAVSUP PUB 463; MCO P4200.18; DSAR 4115.5]	D	DARCOM
715-19	OCT 69	Triservice Implementing Procedures for Single Department Procurement of Federal Supply Class 6660 Meteorological Instruments and Apparatus Under the DOD Coordinated Procurement Program [NAVSUP PUB 479; AFR 70-20; MCO 4215.50; DSAR 4115.6]	D;USAR:D	DARCOM

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
715-22	MAR 69	High Dollar Spare Parts Breakdown Program [NAVMATINST 4200.33A; MCO P4200.13A; AFR 57-6; DSAM 4105.2]	SPECIAL	DARCOM
715-24	12 AUG 69	Procurement of Electric and Firefighting Equipment for Triservice Use Under the DOD Coordinated Procurement Program [AFR 70-10; NAVSUP PUB 478; MCO 4215.49].	A;USAR:D	DARCOM
715-26	25 SEP 70	Provisioning Requirements for DSA Procured Equipment [DSAM 4100.1; NAVSUP PUP 5002; MCO P4423.12A; AFM 67-12]	SPECIAL	DARCOM
715-29	5 APR 65	Processing of Receiving Reports	C;NG:d	DARCOM
715-232	15 MAY 69	Emergency Purchase of Army Aviation Fuels, Oils, Parts, Supplies, Equipment and Necessary Services from Commercial Sources	SPECIAL	DARCOM
735-8	8 OCT 70	Bailment Agreements for US Army Aviation Major and Secondary Air Item	D;NG&USAR:D	DARCOM
735-60	15 MAY 63	Finance Inventory Accounting General Policies and Principles	C;NG:D	OCE

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
735-110	15 APR 65	Supply Operations Manual: Vol 1; Distribution System Procedures [DSAMC 4140.2] (Reprinted W/Basic Incl C1-15)	SPECIAL	DARCOM
740-13	22 DEC 67	Storage of Organizational Trophies and Related Objects	B;NG&USAR:D	DARCOM
740-302	4 JUL 70	Commercial Warehouse Service Plan for Department of Defense Agencies [DSAR 4145.26; NAVSUPINST 4450.19A; AFR 67-73; MACO 4450.9A] (Reprinted W/Basic Incl C1)	C;NG&USAR:D	DCSLOG
742-9	16 NOV 67	Ammunition Advisors and Specialists	C	DARCOM
750-12	13 APR 65	Cooperative Logistics Maintenance Support and Services Arrangements	C	DCSLOG
755-1	7 MAR 67	Requesting, Utilization, and Redistribution of US Army Excess Personal Property (Reprinted W/ Basic Incl C1-8)	C;NG&USAR:C	DARCOM
755-2	24 JUL 70	Disposal of Excess, Surplus, Foreign Excess, Captured, and Unwanted Materiel (Reprinted W/Basic Incl C1-2)	A;NG;B;USAR:A	DARCOM
755-15	4 NOV 66	Disposal of Unwanted Radioactive Material	A;NG;B;USAR:A	DARCOM

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
795-1	14 OCT 70	Transportation and Monitoring of Ammunition Destined to Central and South America	D;USAR:D	DCSLOG
795-17	30 OCT 68	General Policies and Principles for Furnishing Army Materiel on a Grant Aid Basis (Reprinted W/Basic Incl C1-6)	D;USAR:D	DARCOM
795-19	31 AUG 64	Functions and Responsibilities of International Logistics Activities	D	DCSLOG
795-22	28 MAR 68	Materiel Logistic Support Services Grant Aid Military Assistance and Foreign Military Sales	D;USAR:D	DARCOM
795-24	23 MAR 64	Operating Instructions and Procedures for Military Assistance Sales	D	DARCOM
792-25	7 NOV 69	Policies, Responsibilities, and Principles for Supply Support Arrangements	D;USAR:D	DCSLOG
795-27	22 APR 70	Delivery of Missile Systems Under the Foreign Military Sales Program	D;USAR:D	DARCOM
840-10	23 AUG 62	Description and Use of Flags, Guidons, Tabards, and Automobile Plates	A	TAG/TAGGEN

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840-15	31 JUL 68	Service Flag and Lapel Button [BUPERSINST 10520.1; AFR 900- 5; MCO 10520.4]	B;NG&USAR:D	TAG/TAGGEN
920-25	8 FEB 65	Rifles, M14M and M14N for Civilian Marksmanship Use	C;NG&USR:C	DARCOM
920-30	30 JUN 67	Rules and Regulations for National Matches	C;NG&USR:C	OSA
920-35	12 JUL 68	National Match Fund		
930-1	28 MAY 69	Army Utilization of USO Services	C;USAR:D	TAG/TAGGEN
930-5	19 NOV 69	American National Red Cross Service Program and Army Utilization	A;NG&USAR:D	TAG/TAGGEN

Army Regulations not updated within ten years prior to 1985:

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NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
AR 1-1	25 MAY 76	PLANNING, PROGRAMMING AND BUDGETING WITHIN THE DA	C:NG&USAR:C	OCSA
AR 1-21	20 JUL 70	ADMINISTRATIVE SPACE MANAGEMENT (REPRINTED W/BASIC INCL C1)	SPECIAL	OSA
AR 1-29	1 JUN 73	TELEPHONE AND INTERCOMMUNICATIONS SERVICES IN THE NATIONAL CAPITAL REGION	SPECIAL	OSA
AR 1-210	30 NOV 72	PARTICIPATION IN ACTIVITIES OF PRIVATE ASSOCIATIONS	C:NG&USAR:B	TAGO
AR 5-4	18 AUG 76	DA PRODUCTIVITY IMPROVEMENT PROGRAM (DAMRIP) (REPRINTED W/BASIC INCL C1)	C:NG&USAR:C	COA
AR 5-8	15 JAN 74	HOST-SUPPORTED ACTIVITIES RELATIONSHIPS (INTRASERVICE)(REPRINTED W/BASIC INCL C1)	C:NG&USAR:C	OCSA
AR 10-6	17 JUN 70	BRANCHES OF THE ARMY (REPRINTED W/BASIC INCL C1)	A:NG&USAR:D	MILPERCEN
AR 10-16	18 SEP 67	MILITARY TRAFFIC MANAGEMENT AND TERMINAL SERVICE (REPRINTED W/BASIC INCL C1)	D:NG&USAR:D	OCSA
AR 10-20	17 MAY 74	CIVILIAN PERSONNEL ADMINISTRATION	D:USAR:D	DCSPER
AR 10-48	12 SEP 74	US ARMY CENTER OF MILITARY HISTORY	D:NG&USAR:D	DCSOPS
AR 11-18	10 OCT 75	THE COST ANALYSIS PROGRAM (REPRINTED W/BASIC INCL C1-2)	D:NG&USAR:A	DCSLOG
AR 11-28	02 DEC 75	ECONOMIC ANALYSIS AND PROGRAM EVALUATION FOR RESOURCE MANAGEMENT	C:NG:C:USAR:D	COA
AR 15-4	22 SEP 71	FEDERAL EXECUTIVE BOARDS (FEB)	A:NG&USAR:A	TJAG
AR 15-12	28 AUG 75	DA NATIONAL CAPITAL REGION PLANNING COMMITTEE	SPECIAL	USACE
AR 15-13	10 DEC 75	SUBSISTENCE REVIEW COMMITTEES	C:NG&USAR:D	DCSLOG
AR 15-16	23 OCT 74	DA COMMITTEE FOR AMMUNITION LOGISTIC SUPPORT (CAL)	D:NG&USAR:D	DCSLOG
AR 15-17	29 OCT 74	ARMY REPRESENTATION ON OFFICE OF PREPAREDNESS	D:NG&USAR:D	DCSOPS
AR 15-24	20 JUL 76	ARMY MATHEMATICS STEERING COMMITTEE	D:NG&USAR:D	DCSRDA
AR 15-97	20 FEB 75	JOINT COMMITTEE ON AVIATION PATHOLOGY (BUMEDINST 6510 6A:ENCL (1):AFR 161-41)	C:NG&USAR:D	TSG
AR 18-3	10 NOV 71	AUTOMATIC DATA PROCESSING MANAGEMENT INFORMATION SYSTEM (RCS DD-COMP(AR) 996) (REPRINTED W/BASIC INCL C1-3)	C:NG&USAR:C	USAISSC

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NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROFONENT
AR 18-12	29 MAR 74	CATALOG OF STANDARD DATA ELEMENTS AND CODES	D:NG&USAR:E	USAISSSC
AR 18-22	12 JUL 76	ARMY INVENTORY OF DATA SYSTEMS (AIDS) (RCS CSC-2)(REPRINTED/BASIC INCL C1-3)	C:NG&USAR:C	DCSOPS
AR 18-23	20 JUL 76	SECURITY MEASURES APPLICABLE TO THE DEFENSE RESEARCH, DEVELOPMENT TEST AND EVALUATION (RDT&E) ON-LINE SYSTEM (DLAR 5230-3)	C:NG&USAR:C	USAISSSC
AR 27-20	18 SEP 70	CLAIMS (REPRINTED W/BASIC INCL C1-17)	B:NG&USAR:B	TJAG
AR 27-40	15 JUN 73	LITIGATION (REPRINTED W/BASIC INCL C1)	B:NG&USAR:B	TJAG
AR 27-51	07 NOV 75	JURISDICTION OF SERVICE COURTS OF FRIENDLY FOREIGN FORCES IN THE UNITED STATES	D:USAR:D	TJAG
AR 27-80	15 MAY 74	PATENTS, INVENTORS, AND COPYRIGHTS (REPRINTED W/BASIC INCL C1-2)	B:USAR:D	TJAG
AR 28-19	13 MAR 75	DA DOMESTIC ACTION PROGRAM (REPRINTED W/BASIC INCL C1)	B	DCSOPS
AR 28-86	06 MAR 63	US ARMY CONTEMPORARY MILITARY READING PROGRAM	A:NG&USAR:D	TAGO
AR 30-2	25 MAR 70	SUBSISTENCE REQUIREMENTS DATA (RCS DD-DSA(SA)40(0)&42(0))	D:USAR:D	DCSLOG
AR 32-4	25 FEB 70	SPECIAL MEASUREMENT CLOTHING AND FOOTWEAR, ORTHOPEDIC FOOTWEAR, GUIDONS, STREAMERS AND FLAGS (DSAR 4235-18: AFR 67-125:NAVSUPINST 4400-708:MCO 4400-137)	D	DCSLOG
AR 32-7	06 MAY 70	USE OF DEFENSE SUPPLY AGENCY TEXTILES BY ALL DOD PROCUREMENT AGENCIES (DSAR 4140.42: AFR 67-42)	D:USAR:D	AMC
AR 32-15	19 AUG 76	CLASSIFICATION AND INSPECTION CLOTHING AND TEXTILES REQUIREMENTS	A	AMC
AR 32-31	16 JUL 75	DATA (RCS DSA(AR)1589(0))DSAR 4235-2: NAVSUPINST 4442.98:AFR 67-15: MCO 10120.348:DSAH-DSR1	D:NG&USAR:D	DCSLOG
AR 37-2	05 FEB 83	DISTRIBUTION OF FUNDS AND FUND DOCUMENTATION	C:NG&USAR:D	USAFAC

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VALIDATION OF DISBURSEMENTS
POTENTIALLY SUBJECT TO FRAUD OR
IMPROPER PAYMENT

31 MAR 75

AR 37-9

C USAFAC

UNIFORM CLASSIFICATION OF GENERAL
LEDGER ACCOUNTS

30 NOV 82

AR 37-24

C:NG&USAR:C USAFAC

ACCOUNTING POLICY AND PROCEDURE
FOR INTRAGOVERNMENT INTRADEFENSE
AND INTRA-ARMY TRANSACTION

05 DEC 72

AR 37-27

C:NG&USAR:D COA

FULL FUNDING OF ARMY PROCUREMENT
PROGRAMS

01 OCT 79

AR 37-42

C:NG&USAR:D USAFAC

REPORT OF MAN-YEARS AND PERSONNEL
COSTS FOR CIVILIAN EMPLOYMENT (RCS
BUDGET-1088)

04 JAN 74

AR 37-50

D:NG&USAR:D USAFAC

PRINCIPLES AND STANDARDS APPLICABLE
TO ARMY ACCOUNTING SYSTEMS

05 MAR 74

AR 37-54

C:USAR:D USAFAC

(C) THE ARMY MANAGEMENT STRUCTURE
(FISCAL CODE) SUPPLEMENT (U) (S-71
ACOA (F&A), ATTN: DACS-FAZ-IBA
INDIANAPOLIS, IN 46249)

10 JAN 68

AR 37-100-69-1

C:NG:C:USAR:D COA

THE ARMY MANAGEMENT STRUCTURE
(FISCAL CODE)(S&I ACOA(F&A), ATTN:
DACA-FAZ-IBA INDIANAPOLIS, IN 46249)
(REPRINTED W/BASIC INCL C1)

9 DEC 68

AR 37-100-70

C:NG:C:USAR:D USAFAC

THE ARMY MANAGEMENT STRUCTURE
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20 OCT 69

AR 37-100-71

C:USAR:D USAFAC

(C) THE ARMY MANAGEMENT STRUCTURE
(FISCAL CODE) SUPPLEMENT (U) (S-71
ACOA(F&A), ATTN: DACA-FAZ-IBA
INDIANAPOLIS, IN 46249)

22 OCT 70

AR 37-100-71-1

C:NG:C:USAR:D USAFAC

THE ARMY MANAGEMENT STRUCTURE
(FISCAL CODE)(S&I ACOA(F&A), ATTN:
DACA-FAZ-IBA INDIANAPOLIS, IN 46249)
(REPRINTED W/BASIC INCL C1-3)

12 NOV 70

AR 37-100-72

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION PROponent
AR 37-100-72-1	18 JAN 71	(C) THE ARMY MANAGEMENT STRUCTURE (FISCAL CODE) SUPPLEMENT (U) (S-71 ACOA(F&A), ATTN: DACS-FAZ-IBA INDIANAPOLIS, IN 46249)	C:USAR:D USAFAC
AR 37-100-73	1 FEB 72	THE ARMY MANAGEMENT STRUCTURE (FISCAL CODE)(S&I ACOA(F&A), ATTN: DACA-FAZ-IBA INDIANAPOLIS, IN 46249)	C:NG:C:USAR:D USAFAC
AR 37-100-74	15 NOV 72	THE ARMY MANAGEMENT STRUCTURE (AMS) APPROPRIATIONS AND FUNDS AVAILABLE FOR OBLIGATION EXPENSE AND EXPENDITURES (S&I)ACOA(F&A), ATTN: DACA-FAZ-IBA INDIANAPOLIS, IN 46249) (REPRINTED W/BASIC INCL C1)	C:NG:C:USAR:D USAFAC
AR 37-100-75	15 NOV 73	THE ARMY MANAGEMENT STRUCTURE (AMS) (S&I)ACOA(F&A), ATTN: DACA-FAZ-IBA INDIANAPOLIS, IN 46249)	C:NG:C:USAR:D USAFAC
AR 37-100-76	1 DEC 74	THE ARMY MANAGEMENT STRUCTURE (AMS) APPROPRIATIONS AND FUNDS AVAILABLE FOR OBLIGATION EXPENSE AND EXPENDITURES (S&I)ACOA(F&A), ATTN: DACA-FAZ-IBA INDIANAPOLIS, IN 46249)	C:NG:C:USAR:D USAFAC
AR 37-100-77	10 FEB 76	THE ARMY MANAGEMENT STRUCTURE (AMS) APPROPRIATIONS AND FUNDS AVAILABLE FOR OBLIGATION EXPENSE AND EXPENDITURES (S&I)ACOA(F&A), ATTN: DACA-FAZ-IBA INDIANAPOLIS, IN 46249) (REPRINTED W/BASIC INCL C1-4)	C:NG:C:USAR:D USAFAC
AR 37-104-3	15 APR 73	MILITARY PAY AND ALLOWANCES PROCEDURES: JOINT UNIFORM MILITARY PAY SYSTEM ARMY (JUMP ARMY) (REPRINTED W/BASIC INCL C1-29)	A:NG&USAR:A USAFAC
AR 37-107	23 APR 58	FINANCE AND ACCOUNTING FOR INSTALLATIONS: PROCESSING AND PAYMENT OF COMMERCIAL ACCOUNTS (REPRINTED W/BASIC INCL C1-3)	C:NG&USAR:C USAFAC

<u>NO.</u>	<u>DATE</u>	<u>TITLE, JOINT SERVICE NUMBERS</u>	<u>DISTRIBUTION</u>	<u>PROPOSER</u>
AR 37-108	15 NOV 75	GENERAL ACCOUNTING AND REPORTING FOR FINANCE AND ACCOUNTING OFFICES (REPRINTED W/BASIC INCL C1-3)	C:NG&USAR:D	USAFAC
AR 37-109	10 JUN 69	INTERNATIONAL BALANCE OF PAYMENTS PROGRAM ACCOUNTING REPORTING AND ESTIMATING (REPRINTED W/BASIC INCL C1-3)	C:NG&USAR:C	USAFAC
AR 37-151	01 SEP 75	ACCOUNTING AND REPORTING FOR OPERATING AGENCIES (REPRINTED W/BASIC INCL C1-3)	C:NG&USAR:D	USAFAC
AR 37-202 AR 40-7	08 DEC 69 04 APR 75	HOMEOWNER'S ASSISTANCE PROGRAM USE OF INVESTIGATIONAL DRUGS IN HUMANS AND THE USE OF SCHEDULE I CONTROLLED DRUG SUBSTANCES	C:NG&USAR:D B:NG&USAR:B	USAFAC TSG
AR 40-8	17 AUG 76	TEMPORARY FLYING RESTRICTIONS DUE TO EXOGENOUS FACTORS	A:NG&USAR:B	TSG
AR 40-12	24 OCT 74	MEDICAL AND AGRICULTURAL FOREIGN AND DOMESTIC QUARANTINE REGULATIONS FOR VESSELS, AIRCRAFT AND OTHER TRANSPORTS OF THE ARMED FORCES (SECHAVINST 6210.2: AFR 161-4)	A:NG&USAR:A B	TSG
AR 40-15	24 MAR 75	MEDICAL WARNING TAG AND EMERGENCY MEDICAL IDENTIFICATION SYMBOL	A:NG&USAR:A	TSG
AR 40-16	15 JUN 84	SPECIAL NOTIFICATION - INJURY CASES (REPRINTED W/BASIC INCL C1)	A:NG&USAR:A	TSG
AR 40-21 TSG	23 NOV 76	MEDICAL ASPECTS OF ARMY AIRCRAFT	A:NG:B&USAR:D	
AR 40-24 AR 40-26	29 SEP 75 06 SEP 74	ACCIDENT INVESTIGATION MEDICAL LABORATORY ACTIVITIES TUBERCULOSIS DETECTION AND CONTROL PROGRAM	C:USAR:D A:NG&USAR:B	TSG TSG
AR 40-35	25 FEB 72	PREVENTIVE DENTISTRY PROGRAM FOR CHILDREN	C	TSG
AR 40-40	15 MAY 72	DOCUMENTATION ACCOMPANYING PATIENTS ABOARD MILITARY COMMON CARRIERS (BUMEDINST 4650-2: AFR 160-113)	A:NG:D:USAR:A	TSG

<u>NO.</u>	<u>DATE</u>	<u>TITLE, JOINT SERVICE NUMBERS</u>	<u>DISTRIBUTION</u>	<u>PROPONENT</u>
AR 40-46	06 FEB 74	CONTROL OF HEALTH HAZARDS FROM LASERS AND OTHER HIGH INTENSITY OPTICAL SOURCES (REPRINTED W/BASIC INCL C1)	A:NG&USAR:A	TSG
AR 40-56	12 AUG 74	INTRODUCTION REQUIREMENTS DETERMINATION AND PUBLICATION OF NEW TYPE CLASSIFIED MEDICAL ITEMS INTO THE DOD (DSAR 4140.50: NAVSUPINST 4440.118B:AFR 67-131)	A:NG:D:USAR:A	TSG
AR 40-121	1 SEP 70	UNIFORMED SERVICES HEALTH BENEFITS PROGRAM (SECNAVINST 6320.8D: [AFR 168-9: PHS CEN CIR NO 6: CG COMDINST 6320.2B: NOAA-4]REPRINTED W/BASIC INCL C1)	B	TSG
AR 40-226	13 SEP 73	ANNUAL HISTORICAL REPORT - AMEDD ACTIVITIES (RCS MED - 41(R4)) AR PREPARATION OF DD FORM 7 AND 7A FOR BILLING PURPOSES	A:NG&USAR:D	TSG
AR 40-332	17 MAR 75	CENTRAL HOSPITAL FUND MEDICAL REGULATING TO AND WITHIN THE CONTINENTAL UNITED STATES (BUNEDINST 6320.1D: AFR 168-11: BMS CIR 75-15: CGCOMDINST 6320.8A)	C:NG&USAR:C	TSG
AR 40-337	14 NOV 67	JOINT UTILIZATION OF CERTAIN ARMED FORCES MEDICAL LABORATORY FACILITIES (BUMEDINST 6200.1D: AFR 161-40)	B:NG&USAR:B	TSG
AR 40-350	24 APR 75	WORLDWIDE AEROMEDICAL EVACUATION (AFR 164.5: OPNAVINST 4630.9C: MCO P4630.9A) CARDIOVASCULAR DISEASE FOLLOWUP STUDY (AFR 160-49)	B:NG&USAR:B	TSG
AR 40-441	12 JUL 76	AERIAL DISPERSAL OF PESTICIDES (AFR 91-22) VETERINARY SURVEILLANCE INSPECTION OF NONPERISHABLE FOODS	C:NG&USAR:A	TSG
AR 40-535	01 DEC 75	(O) TEMPORARY STORAGE OF ENERGY RESEARCH AND DEVELOPMENT ADMINISTRATION NUCLEAR SHIPMENTS AT MILITARY INSTALLATIONS	B	TSG
AR 40-566	05 MAR 65		C:NG:C:USAR:D	TSG
AR 40-574	26 APR 76		A:NG;D:USAR:A	TSG
AR 40-656	30 DEC 65		A:NG&USAR:A	TSG
AR 50-111	12 MAR 76		D:USAR:D	DCSOPS

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AR 55-2	9 JUL 73	ASSIGNMENT AND DUTIES OF TROOP COMMANDER AND TRANSPORTATION OFFICER ON MILITARY AND COMMERCIAL VESSELS AND AIRCRAFT	C:NG&USAR:D	DCSLOG
AR 55-6	1 MAY 69	POLICIES AND PROCEDURES FOR OBTAINING PASSENGER RESERVATIONS FOR DOD INTERNATIONAL AIR TRAVEL (SINGLE PASSENGER RESERVATION SYSTEM FOR AIR MOVEMENT) [AFR 76-5: OPNAVINST 4630.23; MCO P4630.11] (REPRINTED W/BASIC INCL C1-6)	SPECIAL	DCSLOG
AR 55-9	28 NOV 75	OVERSEAS OCEAN TERMINAL HANDLING AND INLAND LINE-HAUL CARGO COST REPORT (RCS MTMC-79(R2)) [NAVSUPINST 4600.79; AFR 75-10: MCO 4610.31] [NAVSUPINST 4600.79; AFR 75-10: MCO 4610.31]	E	MTMC
AR 55-13	22 JAN 69	APPOINTMENT OF TRANSPORTATION OFFICERS AND ACTING TRANSPORTATION OFFICERS	D:NG&USAR:D	DCSLOG
AR 55-15	22 JUN 73	LAND TRANSPORTATION WITHIN AREAS OUTSIDE THE CONTINENTAL UNITED STATES [OPNAVINST 4640.3A:AFR 75-95; MOC 4600.34] MARINE CASUALTIES (REPRINTED W/BASIC INCL C1-4)	D:NG7USAR:D	DCSLOG
AR 55-19	12 OCT 70	PORT CALLS PROCEDURES FOR PASSENGER MOVEMENTS (REPRINTED W/BASIC INCL C1)	D:NG7USAR:D	DCSPER
AR 55-28	5 JUL 73	MILITARY CONVOY OPERATIONS IN CONUS (REPRINTED W/BASIC C1)	C:USAR:D	MILPERCEN
AR 55-29	3 SEP 71	TEMPORARY STORAGE OF RELEASED EXPORT SHIPMENTS [NAVSUPINST 4452.9B; AFR 75-48; MCO P4600.22B; DSAR 4510.7]	A:NG&USAR:D	DCSPER
AR 55-43	19 OCT 76	TRAVEL OF DEPENDENTS AND ACCOMPANIED MILITARY AND CIVILIAN PERSONNEL TO, FROM OR BETWEEN OVERSEA AREAS (REPRINTED W/BASIC INCL C1)	D:USAR:D	MTMC
AR 55-46	6 OCT 75		A:USAR:D	MILPERCEN

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
AR 55-47	7 FEB 74	USE OF UNITED STATES OWNED FOREIGN CURRENCIES IN THE PROCUREMENT OF TRANSPORTATION AND RELATED COSTS	D:NG&USAR:D	DCSLOG
AR 55-78	13 JAN 61	GENERAL POLICY AGREEMENT FOR THE DEPARTMENT OF THE WATER TERMINAL SUPPORT OF THE DEPARTMENT OF THE AIR FORCE IN OVERSEAS AREAS [AFR 75-69B]	E	MTMC
AR 55-113	19 JUL 73	MOVEMENT OF UNITS WITHIN CONTINENTAL UNITED STATES	C:NG:C:USAR:A	DCSOPS
AR 55-165	22 MAR 72	AGREEMENT BETWEEN ARMY AND AIR FORCE FOR JOINT OPERATION OF CONEX CONTAINERS IN A POOLED FLEET [AFR 75-14]	C:USAR:D	AMC
AR 55-167	28 AUG 69	POLICY GOVERNING TRANSPORTATION OF CARGO BY MILITARY SEA TRANSPORTATION SERVICE [OPNAVINST 4610.58: AFR 75-49: MCO 4620.4]	C:NG&USAR:C	DCSLOG
AR 55-170	16 JAN 76	APPROPRIATION MANIFESTING AND BILLING FOR OCEAN TRANSPORTATION AND PORT HANDLING OF EMPTY CONEX CONTAINERS [AFR 75-9]	C:USAR:D	AMC
AR 55-182	28 MAR 75	SINGLE MANAGER FOR OCEAN TRANSPORTATION ACCESSORIAL AND OTHER MISCELLANEOUS SERVICES RELATIVE TO DRY/REEFER CARGO [SECNAVINST 4620.88: AFR 75-16]	E:USAR:D	DCSLOG
AR 55-203	31 OCT 74	MOVEMENT OF NUCLEAR WEAPONS, NUCLEAR COMPONENT AND RELATED CLASSIFIED NONNUCLEAR MATERIEL (REPRINTED W/BASIC INCL C1)	D:NG&USAR:D	DCSLOG
AR 55-228	30 APR 69	TRANSPORTATION BY WATER OF EXPLOSIVES AND HAZARDOUS CARGO (REPRINTED W/BASIC INCL C1)	SPECIAL	DCSPER
AR 55-255	1 MAY 59	RAILROAD EQUIPMENT	C	AMC

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AR 55-355	15 MAR 69	MILITARY TRAFFIC MANAGEMENT REGULATION [NAVSUPINST 4600.70: AFM 75-2: MCO P4600.14A: DLAR 4500.3] (REPRINTED W/BASIC INCL C1-38)	C:NG&USAR:C	MTMCJ
AR 55-360	24 MAR 75	SINGLE MANAGER FOR OCEAN TRANSPORTATION: REPRESENTATION OF THE DOD BEFORE OCEAN TRANSPORTATION REGULATORY BODIES [SECNAVINST 4620.60: AFR 75-11]	E	DCSLOG
AR 55-361	1 JUL 76	SINGLE MANAGER FOR OCEAN TRANSPORTATION TANKER LOADING AND DISCHARGE REPORTS AND PROCEDURES FOR DETERMINING AND REPORTING TANKER AND/OR TERMINAL DEMURRAGE (POL) (24X MICROFICHE) [OPNAVINST 4020.22A: AFR 75-27: MCO 4600.28: DSAR 4500.22]	SPECIAL	DCSLOG
AR 56-3	27 SEP 74	OBJECTIVES AND POLICY FOR ARMY RAIL EQUIPMENT MANAGEMENT OF ARMY RAIL EQUIPMENT	D:NG&USAR:D	DCSLOG
AR 56-11	8 OCT 72	USE OF MOTOR TRANSPORTATION AND SCHEDULED DOD BUS SERVICE IN THE NATIONAL CAPITAL REGION	MAWDC	OSA
AR 56-15	23J NOV 70	SHIP AND TERMINAL DEMURRAGE AND UNUSED SHIPPING SPACE [SECNAVINST 4610-12A: 75-20]	D:USAR:D	MTMC
AR 59-2	4 MAY 69	SPECIAL AIR MISSION PROCEDURE	MAWDC	DCSLOG
AR 59-14	14 NOV 73	RESPONSIBILITY OF THE SINGLE MANAGER FOR SERVICES FOR ACTIVITIES INVOLVING AIR TRANSPORTATION REGULATORY AND SUPERVISORY BODIES [AFT 76-31: OPNAVINST 5410.13B: MCO 5410.9B]	C:NG&USAR:D	DCSLOG
AR 59-30	26 JAN 71	REVENUE TRAFFIC TRANSPORTED ON DOD AIRCRAFT OTHER THAN AIRLIFT SERVICE INDUSTRIAL FUND (MAC) [AFR 76-8: OPNAVINST 4630.16B]	C:USAR:D	USAFAC

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AR 59-120	10 NOV 70	BLUEBARK PASSENGERS [AFR 76-26: OPNAVINST 4630.13D: MCO 4631.3B]	C:NG&USAR:D	USAFAC
AR 60-31	26 APR 74	EQUIPMENT AND FACILITIES [AFR 47-26] (REPRINTED W/BASIC INCL C1)	D:NGC:USAR:D	AAFES
AR 70-6	12 NOV 74	MANAGEMENT OF THE ARMY RESEARCH, DEVELOPMENT TEXT AND EVALUATION APPROPRIATION	D:NG&USAR:D	DCSRDS
AR 70-8	28 OCT 76	PERSONNEL PERFORMANCE AND TRAINING PROGRAM (PPIP) (24X MICRORICHE)	D:USAR:D	DCSPER
AR 70-10	29 AUG 75	TEST AND EVALUATION DURING DEVELOP- MENT AND ACQUISITION OF MATERIELS	D:USAR:D	DCSRDA
AR 70-11	15 JUL 68	DEFENSE DOCUMENTATION CENTER FOR SCIENTIFIC AND TECHNICAL INFORMATION (DDC)	C:NG&USAR:D	AMCJ
AR 70-16	20 MAR 75	DA SYSTEM COORDINATOR (DASC) SYSTEM	B:USAR:D	AMC
AR 70-17	11 NOV 76	SYSTEM/PROGRAM/PROJECT/PRODUCT MANAGEMENT	D	AMC
AR 70-22	26 JAN 71	CENTERS FOR ANALYSIS OF SCIENTIFIC AND TECHNICAL INFORMATION	C:NG&USAR:D	AMC
AR 70-23	13 SEP 76	THE TECHNICAL COOPERATION PROGRAM	D:USAR:D	AMC
AR 70-24	30 AUG 74	SPECIAL PROCEDURES PERTAINING TO NUCLEAR WEAPON SYSTEM DEVELOPMENT	C:USAR:D	DCSRDA
AR 70-25	31 JUL 74	USE OF VOLUNTEERS AS SUBJECTS OF RESEARCH	D:NG&USAR:D	TSG
AR 70-26	9 JUN 75	DA SPONSORSHIP OF UNCLASSIFIED SCIENTIFIC OR TECHNICAL MEETINGS	C:USAR:D	AMC
AR 70-28	18 JUN 76	ASSIGNING POPULAR NAMES TO MAJOR ITEMS OF EQUIPMENT	D:NG&USAR:D	AMC
AR 70-29	27 MAY 69	PRODUCTION TESTING OF DSA-MANAGED ITEMS [DSAR 4125.1: NAVSUPINST 4454.2: AFR 74-12: MCO 4855.3]	D:USAR:D	DCSLOG
AR 70-31	9 SEP 66	STANDARDS FOR TECHNICAL REPORTING (REPRINTED W/BASIC INCL C1-3)	C:NG:D	AMC

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AR 70-33	11 NOV 76	MUTUAL WEAPONS DEVELOPMENT DATA EXCHANGE PROGRAM (MWDDEP) AND DEFENSE DEVELOPMENT EXCHANGE PROGRAM (DDEP)	D:USAR:D	AMC
AR 70-35	15 JAN 70	ADVANCED PLANNING INFORMATION FOR RESEARCH AND DEVELOPMENT	D:USAR:D	AMC
AR 70-37	1 JUL 74	CONFIGURATION MANAGEMENT [NAVMAINST 4130.1A: MCO 413-1A: AFR 65-3: DSAR 8250.4: NSA/CSS 80-14: DCAC 100-50-2: DNA INST 5010.18] (REPRINTED W/BASIC INCL C1)	D:USAR:D	AMC
AR 70-49	19 FEB 75	STRATEGIC ARMS LIMITATIONS (SAL) AGREEMENT COMPLIANCE	E:USAR:D	OCSA
AR 70-52	19 AUG 74	COORDINATION OF RESEARCH AND DEVELOPMENT OF ELECTRON DEVICES	D:USAR:D	DCSRDA
AR 70-55	18 MAY 70	MANAGEMENT OF U.S. ARMY RESEARCH AND DEVELOPMENT CENTERS AND LABORATORIES (REPRINTED W/BASIC INCL C1)	D:USAR:D	AMC
AR 70-56	6 APR 76	LIQUID HYDROCARBON FUEL POLICY FOR EQUIPMENT DESIGN, OPERATION AND LOGISTIC SUPPORT	D:NG&USAR:D	DCSRDS
AR 70-58	17 SEP 76	INTERNATIONAL PROFESSIONAL (SCIENTISTS AND ENGINEERS) EXCHANGE PROGRAM	D:USAR:D	AMC
AR 95-11	20 APR 73	FEDERAL AVIATION ADMINISTRATION FLIGHT SERVICE INTERPHONE COMMUNICATIONS SYSTEM PROCEDURES [AFR 102-8: OPNAVINST 3722.8J]	C:NG:C: USAAR:D	USAISC
AR 95-21	25 JUN 76	SECURITY CONTROL OF AIR TRAFFIC AND AIR NAVIGATION AIDS (SCANTANA) [AFR 60-24: OPNAVINST 3722.30C: MCO P3720.1C]	A:NG&USAR:A	USAISC
AR 95-28	18 JAN 73	PERFORMANCE RECORDS BY U.S. MILITARY AIRCRAFT	D:NG:B:USAR:D	AMC

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AR 95-30	26 APR 76	PARTICIPATION IN A MILITARY OR CIVIL AIRCRAFT ACCIDENT SAFETY INVESTIGATION [AFR 127-11: OPNAVINST 3750.16B: CG 307] (REPRINTED W/BASIC INCL C1-2)	B:NG&USAR:B	DCSPER
AR 95-34	28 MAY 74	NON-STANDARD AIRCRAFT POLICY	D:NG&USAR:D	DCSLOG
AR 95-110	17 APR 70	IDENTIFICATION AND SECURITY CONTROL OF TELECOMMUNICATION MANAGEMENT	A:NG&USAR:D	USAISC
AR 105-1	4 MAR 75	(C) ELECTRONIC COUNTER-	C:NG&USAR:D	DCSOPS
AR 105-2	30 SEP 76	COUNTERMEASURES (ECCM) ELECTRONIC WARFARE SUSCEPTIBILITY AND VULNERABILITY (U)	B:NG&USAR:B	DCSOPS
AR 105-6	13 MAR 74	STANDARDIZED TELECOMMUNICATION PROGRAM	D:USAR:D	USAISC
AR 105-7	11 SEP 75	QUICK REACTION CAPABILITY (ORC) FOR ELECTRONIC WARFARE	DC:NG&USAR:D	DCSOPS
AR 105-11	31 JUL 67	UNOFFICIAL TELEPHONE SERVICE AT DOD ACTIVITIES (NAVFAFINST 2306.11: AFR 100-9: MCO 2305-13: DSAR 4640.1)	C:NG:D	DCSOPS
AR 105-14	21 JUL 76	PROVISION OF MEDIA COMMUNICATIONS FACILITIES	C:NG&USAR:D	DCSOPS
AR 105-17	12 MAR 75	NON-TACTICAL TELECOMMUNICATION FACILITIES STANDARD OPERATING PROCEDURES	D:NG&USAR:D	USAISC
AR 105-19	11 FEB 74	JOINT ELECTRONICS TYPES DESIGNATION SYSTEM [AFR 82-2: NAVMATINST 10550.14: MCO 105500.8	C:USAR:D	AMC
AR 105-26	23 JUL 71	POLICY FOR AUTODIN SERVICE	C:NG&USAR:D	DCSOPS
AR 105-28	25 JUL 73	REQUESTS FOR ASSIGNMENT OF RADIO CALL SIGNS AND FREQUENCIES FOR ARMY WATER-CRAFT	D:USAR:D	USAISC
AR 105-34	16 JUL 73	REDUCTION AND CONTROL OF TELECOMMUNICATIONS TRAFFIC IN AN EMERGENCY (MINIMIZE)	B:NG&USAR:C	DCSOPS
AR 105-70	30 MAY 74	AMATEUR RADIO OPERATIONS	D:NG&USAR:D	USAISC
AR 105-75	22 NOV 74	MILITARY AFFILIATE RADIO SYSTEM (MARS)	D:NG&USAR:D	USAISC

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AR 108-2	26 JUL 76	ARMY TRAINING AND AUDIOVISUAL SUPPORT (REPRINTED W/BASIC INCL C1-2)	C:NG&USAR:C	DCSOPS
AR 135-9	18 AUG 76	PARTICIPATION IN STATE RESERVE FORCES FACILITIES BOARDS	D:NG&USAR:D	USACE
AR 135-14	16 JUN 72	MILITARY TRAINING FOR PHYSICIANS AND DENTISTS REGISTERED UNDER THE MILITARY SELECTIVE SERVICE ACT OF 1971	D:NG:D:USAR:A	TSG
AR 135-50	24 FEB 70	ARMED FORCES RESERVE MEDICAL OSTEO-PATHIC DENTAL AND VETERINARY PROGRAMS SEPARATION OF OFFICERS	C:NG:D:USAR:C	TSG
AR 135-175	22 FEB 71	QUALIFYING SERVICE FOR RETIRED PAY	C:NG&USAR:A	TAGO/FCPAC
AR 135-180	22 AUG 74	NONREGULAR SERVICE	C:NG&USAR:A	TAGO/RCPAC
AR 135-316	26 JUN 73	JUDGE ADVOCATE TRAINING	C:NG&USAR:A	TJAG
AR 140-40	7 JUN 73	LOGISTICS POLICIES FOR SUPPORT	D:NG:D:USAR:A	CAR
AR 140-108	5 JUL 74	CIVIL AFFAIRS BRANCH	E:NG:C:USAR:A	DCSOPS
AR 140-156	22 JUN 73	ENLISTED PERSONNEL CLASSIFICATION, PROMOTION AND REDUCTION	B:NG:D:USAR:A	TAGO/RCPAC
AR 140-485	10 AUG 76	SPACE ALLOWANCES: U.S. ARMY RESERVE FACILITIES	D:NG:D:USAR:A	CAR
AR 145-1	15 JAN 75	SENIOR ROTC PROGRAM: ORGANIZATION ADMINISTRATION AND TRAINING (REPRINTED W/BASIC INCL C1-12)	C:NG&USAR:D	MILPERCEN
AR 190-5	1 AUG 73	MOTOR VEHICLE TRAFFIC SUPERVISION [OPNAVINST 11200.5B: AFR 125-14: MCO 5110.1B:DSAR 5720.1] (REPRINTED W/BASIC INCL C1-2)	A:NG&USAR:A	DCSPER
AR 190-27	6 MAY 74	ARMY PARTICIPATION IN NATIONAL CRIME INFORMATION CENTER (NCIC)	A:NG:A:USAR:D	DCSPER
AR 190-34	29 JUL 75	CORRECTIONAL CUSTODY (REPRINTED W/BASIC INCL C1-2)	B:USAR:D	DCSPER
AR 190-41	4 NOV 74	CUSTOMS LAW ENFORCEMENT	C:NG&USAR:D	DCSPER
AR 190-48	3 MAR 74	(O) PROTECTION OF FEDERAL WITNESSES ON ACTIVE ARMY INSTALLATIONS	C	DCSPER
AR 195-1	12 AUG 74	ARMY CRIMINAL INVESTIGATION PROGRAM	A:NG&USAR:A	DCSPER

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AR 210-6	25 FEB 76	FURNITURE AND HOUSEHOLD EQUIPMENT SUPPORT FOR FAMILY HOUSING AND BACHELOR HOUSING	D:USAR:D	USACE
AR 210-6	25 FEB 76	FURNITURE AND HOUSEHOLD EQUIPMENT SUPPORT FOR FAMILY HOUSING AND BACHELOR HOUSING	D:USAR:D	USACE
AR 210-15	8 NOV 74	ACTIVATION, INACTIVATION OR CHANGE IN STATUS OF INSTALLATIONS	D:NG&USAR:D	USACE
AR 210-17	13 JAN 67	INACTIVATION OF INSTALLATION	D	USACE
AR 210-47	22 MAY 69	STATE AND LOCAL TAXATION OF LESSEE'S INTEREST IN WHERRY ACT HOUSING (TITLE VII OF THE NATIONAL HOUSING ACT)	D:NG&USAR:D	USACE
AR 210-53	9 JAN 64	PARTICIPATION BY ARMY, NAVY, MARINE CORPS AND AIR FORCE ORGANIZATIONS IN NONAPPROPRIATED FUNDS [BUPERSINST 7010: AFR 17607:MCO 7020.6]	C:NG:D:USAR:B	USAFAC
AR 210-174	30 SEP 76	ACCOUNTING PROCEDURES FOR PRISONERS' PERSONAL PROPERTY AND FUNDS (REPRINTED W/BASIC INCL C1)	C:NG&USAR:D	USAFAC
AR 220-5	24 JUL 75	DESIGNATION, CLASSIFICATION, AND CHANGE IN STATUS OF UNITS (REPRINTED W/BASIC INCL C1)	A:NG&USAR:A	TAGO
AR 220-10	15 JUN 73	PREPARATION FOR OVERSEA MOVEMENT OF UNITS (POM)	A:NG&USAR:B	DCSOPS
AR 220-45	15 NOV 75	DUTY ROSTER	A:NG&USAR:A	TAGO
AR 230-3	9 MAR 76	DA WELFARE FUND	SPECIAL	OSA
AR 230-6	26 JAN 71	AMUSEMENT MACHINES	SPECIAL	TAGO
AR 230-80	20 MAY 74	INTERNATIONAL BALANCE OF PAYMENTS: NONAPPROPRIATED FUND TRANSACTIONS (RCS DD-COMPO(Q)743(AF) [AFR 176-22]) CIVILIAN NONAPPROPRIATED FUNDS AND ACTIVITIES [AFR 176-14]	C:NG&USAR:D	USAFAC
AR 230-81	7 NOV 73	ARMY NATIONAL CEMETERIES (REPRINTED W/BASIC INCL C1-3)	D:USAR:D	DCSPER
AR 290-5	19 MAR 76	ARMY NATIONAL CEMETERIES (REPRINTED W/BASIC INCL C1-3)	C:NG&USAR:D	TAGO

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AR 310-2	12 JUL 76	IDENTIFICATION AND DISTRIBUTION OF DA PUBLICATIONS AND ISSUE OF AGENCY AND COMMAND ADMINISTRATIVE PUBLICATIONS (REPRINTED W/BASIC INCL C1-5)	A:NG&USAR:A	TAGO
AR 310-3	20 DEC 68	PREPARATION, COORDINATION, AND APPROVAL OF DA PUBLICATIONS (REPRINTED W/BASIC INCL C1-16)	D:USAR:D	TAGO
AR 310-8	26 SEP 73	DEFENSE PRINTING SERVICE-WASHINGTON	SPECIAL	TAGO
AR 310-10	3 NOV 75	MILITARY ORDERS (REPRINTED W/BASIC INCL C1-7)	A:NG&USAR:A	MILPERCEN
AR 310-31	2 SEP 74	MANAGEMENT SYSTEM FOR TABLES OF ORGANIZATION AND EQUIPMENT (THE TOE SYSTEM) (REPRINTED W/BASIC INCL C1)	B:NG&USAR:D	DCSOPS
AR 310-34	24 FEB 75	EQUIPMENT AUTHORIZATION AND UTILIZATION POLICIES AND CRITERIA AND COMMON TABLES OF ALLOWANCES (REPRINTED W/BASIC INCL C1-6)	A:NG&USAR:A	DCSOPS
AR 310-70	6 DEC 76	EQUIPMENT: INTERSERVICING OF TECHNICAL MANUALS AND RELATED TECHNOLOGY [AFR 66-19: NAVMATINST 5600.11A: MCO 5215.16: DSAR 4151.9]	SPECIAL	AMC
AR 310-75	29 OCT 73	DEFENSE COMMUNICATIONS AGENCY	B:NG&USAR:C	DCSOPS
AR 350-7	8 FEB 73	TRAINING AND EVALUATION OF FORCES FOR CIVIL DISTURBANCES	A:NG:A; USAR:D	DCSOPS
AR 350-11	14 AUG 74	EXCHANGE OF SMALL ARMY UNITS BETWEEN THE UNITED STATES AND ALLIED NATIONS FOR TRAINING	A:NG&USAR:A	DCSOPS
AR 350-18	30 JAN 74	U.S. MILITARY ACADEMY CADET ARMY ORIENTATION TRAINING (AOT) (REPRINTED W/BASIC INCL C1)	B:USAR;D	DCSPER
AR 350-26	24 AUG 73	AMPHIBIOUS TRAINING POLICIES AND OBJECTIVES	A:NG&USAR:A	DCSOPS
AR 350-216	7 MAR 75	MILITARY JUSTICE	A:NG&USAR:A	TJAG

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AR 351-8	23 APR 73	DEFENSE MANAGEMENT EDUCATION AND TRAINING PROGRAM (REPRINTED W/BASIC INCL C1)	C:NG&USAR:C	DCSOPS
AR 351-15	9 MAR 73	FOOD SERVICE EDUCATION AND TRAINING PROGRAM [OPNAVINST 1500.31: AFR 50-28: MCO 15806B]	C:NG:D:USAR:C	DCSOPS
AR 351-19	16 NOV 73	MANAGEMENT, OPERATION AND SUPPORT OF THE DOD INFORMATION TRAINING PROGRAM [OPNAVINST 1500.43 AFR 53-9: MCO 5720.50]	C:NG&USAR;C	DCSOPS
AR 351-24	14 AUG 75	AFFILIATION OF CIVILIAN INSTITUTIONS WITH ARMY MEDICAL FACILITIES PROGRAM	A:NG&USAR:B	TSG
AR 352-3	6 FEB 76	EDUCATION OF DEPENDENTS IN THE U.S., PUERTO RICO, WAKE ISLAND, GUAM, AMERICAN SAMOA AND THE VIRGIN ISLANDS (REPRINTED W/BASIC INCL C1)	B:NG&USAR:D	TAGO
AR 360-6	5 SEP 74	INFORMATION POLICY GUIDANCE ON MILITARY SUPPORT OF CIVIL DEFENSE	D:NG&USAR:D	OCPA
AR 360-65	1 APR 66	ESTABLISHMENT AND CONDUCT OF FIELD PRESS CENSORSHIP IN COMBAT AREAS [OPNAVINST 5530.3A:AFR 190-11]	C	OCPA
AR 360-80	28 AUG 61	RELEASE OF INFORMATION WHEN MORE THAN ONE SERVICE IS INVOLVED IN ACCIDENTS OR INCIDENTS [OPNAVINST 3040.2A: AFR 190-8: COMINST 28-60: MCO 3040.2]	C	OCPA
AR 380-3	31 JUL 73	(C) NUCLEAR ELECTROMAGNETIC PULSE-SECURITY CLASSIFICATION GUIDE (U)	A:NG&USAR:B	DCSRDA
AR 380-13	30 SEP 74	ACQUISITION AND STORAGE OF INFORMATION CONCERNING NONAFFILIATED PERSONS AND ORGANIZATIONS	A:NG&USAR:D	ACSI
AR 380-54	29 AUG 75	SECURITY CLASSIFICATION CONCERNING AIRBORNE RADAR IMAGING SYSTEMS	D:NG&USAR:D	ACSI
AR 380-200	13 JUN 69	ARMED FORCES CENSORSHIP [OPNAVINST 5530.6B: AFR 205-30]	A:NG&USAR:A	ACSI

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AR 380-235	30 DEC 63	ENEMY PRISONER OF WAR AND CIVILIAN INTERNEE COMMUNICATIONS CENSORSHIP [OPNAVINST 5530.11:AFR 205-9]	SPECIAL	ACSI
AR 381-8	12 OCT 71	DATA RECORDED ON RECONNAISSANCE/ MAPPING IMAGERY [DIAR 55-2A: OPNAVINST 3880.3A: AFR 200-8] (REPRINTED W/BASIC INCL C1)	A:NG&USAR:A	ACSI
AR 381-14	26 NOV 76	(C) COUNTERINTELLIGENCE: TECHNICAL SURVEILLANCE COUNTERMEASURES (U)	D:USAR:D	ACSI
AR 381-20	10 SEP 75	U.S. ARMY COUNTERINTELLIGENCE (CI) (REPRINTED W/BASIC INCL C1)	A:NG7USAR:A	ACSI
AR 381-125	20 JAN 75	QUARTERLY REPORT OF INVESTIGATIONS AND RELATED ACTIVITIES (RCS CSG 10-129)	C:USAR:D	ACSI
AR 381-155	30 JAN 75	(S) FOREIGN OFFICER CONTACT PROGRAM(U)	E	ACSI
AR 385-14	16 JUL 73	ACCIDENT/INCIDENT REPORT - SHIPMENTS OF CONVENTIONAL EXPLOSIVES AND DANGEROUS ARTICLES BY COMMERCIAL CARRIERS	C:NG&USAR:D	DCSPER
AR 385-26	10 OCT 67	USE OF EXPLOSIVES AND PYROTECHNICS IN PUBLIC DEMONSTRATIONS, EXHIBITIONS AND CELEBRATIONS	A	DCSPER
AR 385-80	20 DEC 73	NUCLEAR REACTOR HEALTH AND SAFETY PROGRAM	D:USAR:D	USACE
AR 405-5	10 OCT 69	ARMY AND AIR FORCE BASIC REAL ESTATE AGREEMENTS [AFR 87-15]	D:USAR:D	USACE
AR 405-10	25 MAY 70	ACQUISITION OF REAL PROPERTY AND INTERESTS THEREIN (REPRINTED W/BASIC INCL C1-2)	D:USAR:D	USACE
AR 405-16	1 FEB 70	HOMEOWNER'S ASSISTANCE PROGRAM (REPRINTED W/BASIC INCL C1-2)	D:NG&USAR:D	USACE
AR 405-20	1 AUG 73	FEDERAL LEGISLATIVE JURISDICTION (REPRINTED W/BASIC INCL C1)	D:NG&USAR:D	USACE
AR 405-25	25 SEP 73	ANNEXATION (REPRINTED W/BASIC INCL C1)	C:NG&USAR:D	USACE
AR 415-2	26 JUN 73	DOD CONSTRUCTION CRITERIA	D:NG&USAR:D	USACE

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AR 415-16	8 AUG 75	ARMY FACILITIES COMPONENTS SYSTEM (MILITARY ENGINEERING CONSTRUCTION SUPPORT, DESIGNS, MATERIEL, AND PLANNING DATA	B:NG&USAR:B	USACE
AR 415-20	28 MAR 74	PROJECT DEVELOPMENT AND DESIGN APPROVAL	D:USAR:D	USACE
AR 415-32	23 JUN 67	PERFORMANCE OF MILITARY CONSTRUCTION PROJECTS IN THE CONTINENTAL UNITED STATES BY TROOP UNITS	SPECIAL	USACE
AR 415-36	30 AUG 73	PEACETIME PLANNING AND CONSTRUCTION IN OVERSEA BASE RIGHTS AREAS GARRISONED ON TEMPORARY BASIS	D:NG&USAR:D	USACE
AR 420-15	5 JUN 75	CERTIFICATION OF UTILITY PLANT OPERATORS AND PERSONNEL PERFORMING INSPECTION AND TESTING OF VERTICAL LIFT DEVICES	C:NG&USAR:C	USACE
AR 420-17	13 DEC 76	REAL PROPERTY AND RESOURCE MANAGEMENT (REPRINTED W/BASIC INCL C1-2)	C:NG&USAR:D	USACE
AR 420-22	6 JUL 76	PREVENTIVE MAINTENANCE AND SELF-HELP PROGRAMS	C:NG&USAR:C	USACE
AR 420-49	18 NOV 76	HEATING, ENERGY SELECTION AND FUEL STORAGE, DISTRIBUTION AND DISPENSING SYSTEMS	D:NG&USAR:D	USACE
AR 420-53	13 APR 65	REFRIGERATION	SPECIAL	USACE
AR 420-55	18 MAY 76	FOOD SERVICE AND RELATED EQUIPMENT	C:NG&USAR:C	USACE
AR 420-70	17 NOV 76	BUILDINGS AND STRUCTURES	C:NG&USAR:C	USACE
AR 420-71	25 JUN 71	LEASED PREMISES	C:NG&USAR:C	USACE
AR 420-72	24 MAR 76	SURFACED AREAS, RAILROADS, AND ASSOCIATED STRUCTURES	C:NG&USAR:C	USACE
AR 420-81	4 FEB 74	CUSTODIAL SERVICES	C:NG&USAR:C	USACE
AR 420-83	12 JAN 76	MAINTENANCE AND SERVICES (M&S) EQUIPMENT AND FACILITIES ENGINEERING SHOPS	C:NG&USAR;C	USACE
AR 500-1	6 OCT 72	AIRCRAFT PIRACY EMERGENCIES	A:NG:D:USAR:A	OCSA
AR 500-3	26 JUN 75	(C) ARMY SURVIVAL MEASURE (U)	B:NG&USAR:B	DCSOPs
AR 500-10	7 NOV 74	NONINDUSTRIAL FACILITIES FOR MOBILIZATION	D:USAR:D	USACE

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AR 500-50	21 APR 72	CIVIL DISTURBANCES	A:NG&USAR:A	DCSOPS
AR 525-12	28 MAY 73	NONCOMBAT EVACUATION	E	DCSOPS
AR 525-16	5 JUL 73	TEMPORARY CROSS-BORDER MOVEMENT OF LAND FORCES BETWEEN THE UNITED STATES AND CANADA	E:NG&USAR:D	DCSOPS
AR 550-2	14 DEC 73	VISITS TO DA INSTALLATIONS AND ACTIVI- TIES	C:NG&USAR:D	ACSI
AR 570-2	22 JUL 69	ORGANIZATION AND EQUIPMENT AUTHORI- ZATION TABLES PERSONNEL (REPRINTED W/BASIC INCL C1-10)	B:NG&USAR:C	DCSPER
AR 570-3	22 MAR 71	MANPOWER UTILIZATION AND REQUIREMENTS (RCS CSFOR-78) (REPRINTED W/BASIC INCL C1-3)	C:NG&USAR:D	DCSPER
AR 570-8	4 NOV 75	ARMY MANAGEMENT HEADQUARTERS ACTI- VITIES (AMHA)	D:NG&USAR:D	DCSPER
AR 600-8	16 NOV 76	MILITARY PERSONNEL OFFICES	A:NG&USAR:A	MILPERCEN
AR 600-14	30 SEP 65	PREVENTIVE LAW PROGRAM	A	TJAG
AR 600-23	16 JAN 70	NONDISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS	D:NG&USAR:D	DCSPER
AR 600-25	16 MAY 70	SALUTES, HONORS, AND VISITS OF COURTESY (REPRINTED W/BASIC INCL C1-8)	A:NG&USAR:D	DCSPER
AR 600-40	4 NOV 71	APPREHENSION, RESTRAINT, AND RELEASE TO CIVIL AUTHORITIES	A:NG:A:USAR:D	DCSPER
AR 601-54	11 SEP 69	PROCESSING AND COMMISSIONING OF MEDI- CAL SPECIALIST REGISTRANTS (REPRINTED W/BASIC INCL C1)	C:NG&USAR:C	TSGJ
AR 601-279	5 NOV 65	TRANSMISSION OF RECRUITING INFORMATION TO INDIVIDUALS IN FOREIGN COUNTRIES	D:NG&USAR:D	DCSPER
AR 601-336	5 FEB 64	PROCUREMENT OF DA AMMUNITION INSPEC- TORS (SURVEILLANCE) AND SAFETY OFFICERS (EXPLOSIVES) FOR POSITIONS [AFR 40-927]	D	AMC
AR 606-15	19 AUG 65	PREPARATION OF FINGERPRINT RECORD	B:NG:B:USAR:A	MILPERCEN

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROONENT
AR 608-4	28 AUG 69	CONTROL AND REGISTRATION OF WAR TROPHIES AND WAR TROPHY FIREARMS [OPNAVINST 3460.7A: AFR 125-13: MCO 5800.6A]	A:USAR:D	DCSPER
AR 612-5	25 JAN 73	U.S. ARMY RETURNEE-REASSIGNMENT STATION PROCESSING PROCEDURES	A:NG&USAR:D	MILPERCEN
AR 614-1	2 SEP 69	THE U.S. ARMY REPLACEMENT SYSTEM	A	MILPERCEN
AR 614-103	16 SEP 71	SELECTION AND ASSIGNMENT OF OFFICERS IN MILITARY INTELLIGENCE MOS	A:USAR:A	MILPERCEN
AR 614-107	8 SEP 76	ASSIGNMENT OF OFFICERS AS ARMY RESEARCH ASSOCIATES WITH THE ENERGY RESEARCH AND DEVELOPMENT ADMINISTRATION	D:USAR:D	DCSRDA
AR 614-110	14 OCT 70	ASSIGNMENT OF AIRBORNE OFFICERS AND PROCESSING VOLUNTEERS FOR TRAINING	A:USAR:D	MILPERCEN
AR 616-110	25 OCT 74	OFFICER CAREER PROGRAM FOR FLIGHT SURGEONS MOS 3160	B:NG:D:USAR:C TSG	
AR 633-30	6 NOV 64	MILITARY SENTENCES TO CONFINEMENT [AFR 125-30]	D:NG&USAR:D	DCSPER
AR 633-51	8 AUG 63	CIVILIAN INTERNEES ADMINISTRATION, EMPLOYMENT	E	DCSPER
AR 635-100	19 FEB 69	OFFICER PERSONNEL (REPRINTED W/BASIC INCL C1-26)	A:NG:B:USAR:A	MILPERCEN
AR 635-120	8 APR 68	OFFICER RESIGNATIONS AND DISCHARGES (REPRINTED W/BASIC INCL C1-15)	A:NG:B:USAR:A	MILPERCEN
AR 638-1	27 SEP 72	DISPOSITION OF PERSONAL EFFECTS OF DECEASED AND MISSING PERSONS (REPRINTED W/BASIC INCL C1)	A:USAR;D	DCSPER
AR 638-25	31 JUL 74	ARMED SERVICES GRAVES REGISTRATION OFFICE [BUMEDINST 5360.22A: AFR 143-5]	D:USAR:D	TAGO
AR 643-25	22 MAR 55	REGISTRATION OF MOTOR VEHICLES OVERSEAS (REPRINTED W/BASIC INCL C1)	C:NG&USAR:A	DCSPER
AR 670-10	22 JUL 69	FURNISHING UNIFORMS OR PAYING UNIFORM ALLOWANCES TO CIVILIAN EMPLOYEES (REPRINTED W/BASIC INCL C1-7)	D:USAR:D	DCSPER

<u>NO.</u>	<u>DATE</u>	<u>TITLE, JOINT SERVICE NUMBERS</u>	<u>DISTRIBUTION</u>	<u>PROPONENT</u>
AR 672-5-2	31 JUL 67	ILLUSTRATIONS OF AWARDS MANUFACTURE, SALE, WEARING AND QUALITY CONTROL OF HERALDIC ITEMS [AFR 900-7]	A:NG&USAR:A	TAGO
AR 672-8	9 JUL 70		B:NG&USAR:B	TAGO
AR 672-9	19 JUN 68	DISTINGUISHED U.S. ARMY SERVICE SCHOOL AWARD	D	MILPERCEN
AR 672-305	21 AUG 75	ARMY RESEARCH AND DEVELOPMENT LABORATORY AWARDS	B:USAR:D	DCSRDA
AR 680-30	6 AUG 73	ARMY RESERVE RETIREMENT POINT CREDIT SYSTEM	C:USAR:C	TAGO/RCPAC
AR 680-300	12 JAN 76	REPORTING OF DEPENDENTS OF ACTIVE DUTY MILITARY PERSONNEL AND U.S. CITIZEN EMPLOYEES (REPRINTED W/BASIC INCL C1-2)	SPECIAL	MILPERCEN
AR 690-6	20 SEP 74	PERSONNEL AND EMPLOYMENT SERVICE- WASHINGTON	D:NG&USAR:D	OSA
AR 700-14	19 DEC 73	HERALDIC PROJECTS [AFR 900-11] NUCLEAR REACTORS - AUTHORIZATION AND ACCOUNTING OF UTILIZATION FACILITIES AND SPECIAL NUCLEAR MATERIAL FOR USE THEREIN	E:NG&USAR:D	TAGO
AR 700-25	29 AUG 69		C:USAR:D	USACE
AR 700-36	25 OCT 76	OVERSEA LABORATORIES FOR SUPPORT OF QUALITY SURVEILLANCE ON PETROLEUM PRODUCTS [AFR 74-16:NAVSUPINST 4730.1D: DLAR 4155.29]	D	AMC
AR 700-41	4 NOV 71	DEFENSE SUPPLY AGENCY PROCUREMENT AND SUPPLY RELATIONSHIPS WITH THE GENERAL SERVICES ADMINISTRATION, CLASSIFICATION, RECLASSIFICATION, MAINTENANCE ISSUANCE AND REPORTING OF MAINTENANCE TRAINING AIRCRAFT	D:NG&USAR:D	DCSLOG
AR 700-42	2 OCT 69	DEFENSE INDUSTRIAL PLANT EQUIPMENT CENTER OPERATIONS [DSAM 4215.1: NAVSUP PUB 5009: AFM 78-9] (REPRINTED W/BASIC INCL C1-4)	C:NG&USAR:D	AMC
AR 700-43	19 NOV 73		D:NG&USAR:D	AMC

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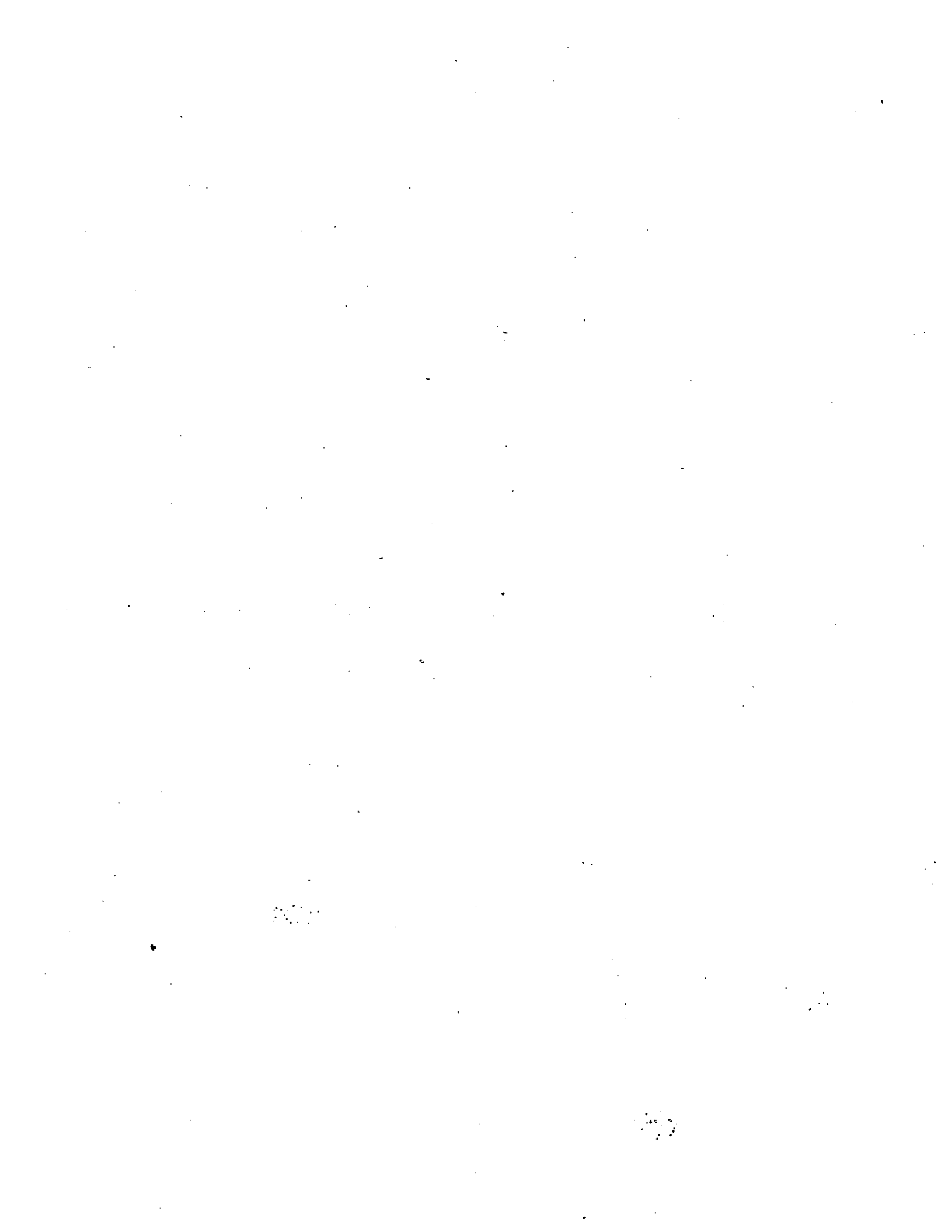
<u>NO.</u>	<u>DATE</u>	<u>TITLE, JOINT SERVICE NUMBERS</u>	<u>DISTRIBUTION</u>	<u>PROPONENT</u>
AR 700-51	28 FEB 73	ARMY DATA MANAGEMENT PROGRAM	D:USAR:D	AMC
AR 700-54	22 JUN 76	THE U.S. ARMY LOGISTICS INTELLIGENCE FILE (LIF)	D:NG&USAR:C	AMC
AR 700-68	2 SEP 71	STORAGE AND HANDLING OF COMPRESSED GASES AND GAS CYLINDERS	C:NG&USAR:D	DCSLOG
AR 700-72	1 DEC 70	MOBILE ELECTRIC POWER (MEP)	D:USAR:D	AMC
AR 700-74	27 OCT 69	INTERSERVICE (DEPOT) MAINTENANCE INTERROGATION SYSTEM (ISMS)	D:NG&USAR:D	AMC
AR 700-76	23 SEP 64	INTERNATIONAL STANDARDS FOR LENGTH AND MASS	D	AMC
AR 700-81	5 MAY 71	DOD DOG PROGRAM [AFR 70-12: NAVINST 10570.1]	D:USAR:D	AMC
AR 700-82	22 JUN 71	JOINT REGULATION GOVERNING THE USE AND APPLICATION OF UNIFORM SOURCE, MAINTENANCE, AND RECOVERABILITY CODES [OPNAVINST 4410.2: AFR 66-45: MOC 4400.120: DSAR 4100.6] (REPRINTED W/BASIC INCL C1)	C:NG&USAR:D	AMC
AR 700-83	28 NOV 71	ARMY SUPPORT OF UNITED SEAMEN'S SERVICE	E	DCSLOG
AR 700-88	22 JUN 72	COMMERCIAL DESIGN VEHICLES FSC CLASS 2300	C:NG&USAR:D	DCSLOG
AR 700-89	27 SEP 74	IDENTIFICATION, CONTROL, AND UTILIZATION OF SHELF LIFE ITEMS	B:NG:C:USAR:B	AMC
AR 700-96	15 MAR 74	REQUISITION AND INTERCHANGE OF ENGINEERING DATA [AFR 67-4: NAVMATINST 4000.35: MCO 4235.22]	B:NG:C:USAR:B	AMC
AR 700-99	27 APR 76	ACQUISITION, ACCOUNTING, CONTROL, AND DISPOSAL OF CAPTURED ENEMY EQUIPMENT AND FOREIGN MATERIEL	A:NG:B:USAR:A	AMC
AR 700-113	30 AUG 73	BASIC POLICIES AND PRINCIPLES FOR CARRYING OUT ECONOMIC ADJUSTMENT PROGRAM	C	USACE
AR 700-114	9 DEC 74	MOBILIZATION RESERVE REQUIREMENTS FOR LUMBER AND ALLIED PRODUCTS (FEDERAL SUPPLY GROUP 55) [DSAR 4200.3: AFR 400-57]	D:USAR:D	AMC

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROponent
AR 700-126	3 MAR 75	BASIC FUNCTIONAL STRUCTURE	A:NG&USAR:D	DCSLOG
AR 702-4	1 AUG 76	PROCUREMENT QUALITY ASSURANCE [DLAM 8200.1:NAVMATINST 4355.69A: AFR 74-15: MCO P4855A]	A:NG&USAR:A	AMC
AR 702-4-1	30 AUG 76	DEFENSE IN-PLANT QUALITY ASSURANCE PROGRAM [DLAH 8200.1: AFP 74-17] (REPRINTED W/BASIC INCL C1-2)	A:NG&USAR:A	AMC
AR 702-5	6 DEC 76	MISSILE FIRING DATA REPORTS (RCS DRC-224)	SPECIAL	AMC
AR 705-19	27 MAY 66	ELECTRICAL SYSTEM IN MOTOR VEHICLES	D	AMC
AR 708-3	29 APR 75	RECORDING OF USER INTEREST (RCS DSA(SA) 783(O)) [DSAR 4140.56: NAVSUPINST 4410.45D: AFR 67-36: MCO 4410.15D]	B:NG&USAR:D	AMC
AR 708-10	1 AUG 70	MILITARY STANDARD ITEM CHARACTERISTICS CODING STRUCTURE (MILSTICCS) PROCEDURES MANUAL [DSAM 4140.6: NAVSUP 5010: AFM 72-4: MCO P4411]	SPECIAL	AMC
AR 710-1	30 DEC 70	CENTRALIZED INVENTORY MANAGEMENT OF THE ARMY SUPPLY SYSTEM (REPRINTED W/BASIC INCL C1-21)	C:NG&USAR;C	AMC
AR 710-8	3 JAN 75	NONNUCLEAR AMMUNITION COMBAT RATES	D:NG&USAR;D	DCSLOG
AR 710-26	17 JAN 74	MANAGEMENT OF PARTS PECULIAR TO COMBAT AND TACTICAL VEHICLES OF ARMY DESIGN [NAVSUP PUB 452: AFR 67-96: MCO P4400.51A: DSAR 4140.47]	D:NG:D	AMC
AR 715-1	9 FEB 72	PROCUREMENT OF AIR FORCE-ASSIGNED ITEMS UNDER THE DOD COORDINATED PROCUREMENT PROGRAM [AFR 70.1: NAVSUP 517: MCO 4215.51: DSAR 4115.7]	D:USAR;D	AMC
AR 715-2	3 OCT 73	JOINT PROCEDURES FOR THE QUALIFICATION AND ACCEPTANCE OF AIRCRAFT ENGINE PARTS FROM ALTERNATIVE SOURCES OF SUPPLY (NAVMATINST 4000.37: AFR 97-73)	D:USAR;D	AMC
AR 715-5	1 JUN 61	DOD PRIORITIES AND ALLOCATIONS MANUAL [DOD INSTR 4410.1] (REPRINTED W/BASIC INCL C1-9)	SPECIAL	AMC

<u>NO.</u>	<u>DATE</u>	<u>TITLE, JOINT SERVICE NUMBERS</u>	<u>DISTRIBUTION</u>	<u>PROponent</u>
AR 715-6	21 SEP 70	PROPOSAL EVALUATION AND SOURCE SELECTION	E:USAR:D	AMC
AR 715-7	3 AUG 73	ADVANCE VALIDATION OF TECHNICAL DATA REQUIRED FOR DSA PROCUREMENT [DSAR 4140.37]	D:USAR:D	AMC
AR 715-8	17 SEP 70	THE DOD COORDINATED PROCUREMENT PROGRAM (RCS DD-DSA9AR(D))[DSAR 4115.3; NAVSUPINST 4215.5B; AFR 70-17; MCO 4215.48B] (REPRINTED W/BASIC INCL C1)	D:USAR:D	AMC
AR 715-15	5 DEC 68	IMPLEMENTING PROCEDURES FOR ARMY SINGLE DEPARTMENT PROCUREMENT ASSIGNMENTS [NAVSUP 462; AFR 70-11; MCO 4200.17A; DLAR 4115.4] (REPRINTED W/BASIC INCL C1-6)	D:USAR:D	AMC
AR 715-18	29 OCT 69	IMPLEMENTING PROCEDURES FOR SINGLE DEPARTMENT PROCUREMENT ASSIGNMENT OF COMMODITIES ASSIGNED TO THE DEPARTMENT OF THE NAVY [NAVSUP 463; MCO P4200.18; DSAR 4115.5]	D	AMC
AR 715-19	1 OCT 69	TRI-SERVICE IMPLEMENTING PROCEDURES FOR SINGLE DEPARTMENT PROCUREMENT OF FEDERAL SUPPLY CLASS 6660 METEOROLOGICAL INSTRUMENTS AND APPARATUS UNDER THE DOD COORDINATED PROCUREMENT PROGRAM [NAVSUP PUB 479; AFR 70-20; MCO 4215.50; DSAR 4115.6]	D:USAR:D	AMC
AR 715-22	1 MAR 69	HIGH DOLLAR SPARE PARTS PROGRAM [NAVMAINST 4200.33A; MCO P4200.13A; AFR 57-6; DSAM 4105.2]	SPECIAL	AMC
AR 715-24	12 AUG 69	PROCUREMENT OF ELECTRONIC AND FIRE-FIGHTING EQUIPMENT FOR TRI-SERVICE USE UNDER THE DOD COORDINATED PROCUREMENT PROGRAM [AFR 70-10; NAVSUP PUB 478; MCO 4215.49]	D:USAR:D	AMC

<u>NO.</u>	<u>DATE</u>	<u>TITLE, JOINT SERVICE NUMBERS</u>	<u>DISTRIBUTION</u>	<u>PROPONENT</u>
AR 715-26	25 SEP 70	PROVISIONING REQUIREMENTS FOR DSA PROCURED EQUIPMENT [DSAM 4100.1; NAVSUP 5002; MCO P4423.12A; AFM 67-12]	SPECIAL	AMC
AR 715-29 AR 725-11	5 APR 65 27 AUG 74	PROCESSING OF RECEIVING REPORTS FREE ISSUE OF DSA ITEMS AGAINST MILITARY SERVICE PREPOSITIONED WAR RESERVES DEFICIENCIES [DSAR 4140.43; AFR 67-20; NAVSUPINST 4080.21A; MCO 4080.3]	C:NG:D D:USAR:D	AMC AMC
AR 735-8	8 OCT 70	BAILMENT AGREEMENTS FOR U.S. ARMY AVIATION MAJOR AND SECONDARY AIR ITEMS	D:NG&USAR;D	AMC
AR 735-11-3	8 MAR 73	FREIGHT LOSS AND DAMAGE CLAIMS [NAVSUPINST 4610.36JA; AFR 177-14; MXO 4610.18A; DSAR 4500.12]	C:NG&USAR:D	DCSLOG
AR 735-20	15 MAR 74	FINANCIAL ACCOUNTING AND REPORTING FOR REAL PROPERTY AND CAPITAL EQUIPMENT	D:USAR;D	USAFAC
AR 735-60	15 MAY 63	FINANCIAL INVENTORY ACCOUNTING: GENERAL POLICIES AND PRINCIPLES	C:NG:D	USAFAC
AR 735-72	1 JUN 74	ACCOUNTING FOR INDUSTRIAL PROPERTY AND EQUIPMENT IN PLACE	D:NG&USAR:D	USAFAC
AR 735-110	15 APR 65	SUPPLY OPERATIONS' MANUAL: VOL 1: DISTRIBUTION SYSTEM PROCEDURES [DSAM 4140.2] (REPRINTED W/BASIC INCL C1-19)	SPECIAL	AMC
AR 740-1	23 APR 71	STORAGE AND SUPPLY ACTIVITY OPERATIONS (REPRINTED W/BASIC INCL C1-6)	C:NG&USAR:D	AMC
AR 740-3	25 JUL 75	CARE OF SUPPLIES IN STORAGE (COSIS) (REPRINTED W/BASIC INCL C1-2)	C:NG&USAR:D	AMC
AR 740-13	22 DEC 67	STORAGE OF ORGANIZATIONAL TROPHIES AND RELATED OBJECTS	B:NG&USAR:D	AMC
AR 740-32	5 JUN 75	RESPONSIBILITIES FOR TECHNICAL ESCORT OF DANGEROUS MATERIALS [OPNAVINST 8070.1B; AFR 136-4; MCO 4030.25B]	C:USAR:D	DCSLOG
AR 750-4	2 JUN 76	DEPOT MATERIEL AND SUPPORT TRAINING ACTIVITIES	D:NG&USAR:D	DCSLOG

NO.	DATE	TITLE, JOINT SERVICE NUMBERS	DISTRIBUTION	PROPONENT
AR 750-14	19 JAN 71	DEFENSE SUPPLY AGENCY MAINTENANCE INSTRUCTIONS OR TECHNICAL MAINTENANCE STANDARDS	D:USAR:D	AMC
AR 750-20	14 DEC 73	PREVENTION, CONTROL, AND ABATEMENT OF POLLUTION FROM MOBILE EQUIPMENT	A:NG&USAR:A	DCSLOG
AR 750-24	27 JUN 75	FIELD ENGINEERING SERVICE BY THE ENERGY RESEARCH AND DEVELOPMENT ADMINISTRATION	C:NG&USAR:D	AMC
AR 750-36	30 JAN 74	REBUILD AND RETREAD OF PNEUMATIC TIRES	A:NG&USAR:A	DCSLOG
AR 750-55	16 JUL 73	INSPECTION AND PREPARATION OF ARMY AIRCRAFT FOR TRANSFER TO FOREIGN GOVERNMENTS AS GRANT AID OR FOREIGN MILITARY SALES	D:USAR:D	AMC
AR 750-56	9 MAR 76	MAINTENANCE OF RAIL EQUIPMENT [AFR 66-9]	D:NG&USAR:D	AMC
AR 755-2	24 JUL 70	DISPOSAL OF EXCESS, SURPLUS, FOREIGN EXCESS, CAPTURED, AND UNWANTED MATERIEL (REPRINTED W/BASIC INCL C1-2)	A:NG:B:USAR:A	AMC
AR 755-5	4 OCT 71	COLLECTION, CLASSIFICATION, CONSOLIDATION AND PROCESSING OF RETROGRADE MATERIEL	A:NG:B:USAR:A	AMC
AR 795-25	7 NOV 69	POLICIES, RESPONSIBILITIES, AND PRINCIPLES FOR SUPPLY SUPPORT ARRANGEMENTS	D:USAR:D	DCSLOG
AR 840-1	10 SEP 74	DA SEAL AND DA PLAQUE	A:NG&USAR:A	TAGO
AR 840-15	31 JUL 68	SERVICE FLAG AND LAPEL BUTTON [BUPERSINST 10520.1: AFR 900-5: MCO 10520.41]	B:NG&USAR:D	TAGO
AR 870-15	30 SEP 74	ARMY ART COLLECTION (REPRINTED W/BASIC INCL C1)	C:NG:C:USAR:D	CMH
AR 870-20	28 SEP 76	HISTORICAL PROPERTIES AND MUSEUMS	B:NG&USAR:B	CMH
AR 920-25	8 FEB 65	RIFLES, M14M AND M14N FOR CIVILIAN MARKSMANSHIP USE	C:NG&USAR:C	AM
AR 920-35	12 JUL 68	NATIONAL MATCH FUND	E:NG&USAF:D	OSA
AR 930-5	19 NOV 69	AMERICAN NATIONAL RED CROSS SERVICE PROGRAM AND ARMY UTILIZATION (REPRINTED W/BASIC INCL C1-3)	A:NG&USAR:D	TAGO



**ANNEX C TO CHAPTER 6
OSET REPORTS
(PUBLISHED SEPARATELY)**



**APPENDIX A TO VOLUME I
CHARTER**





DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS
WASHINGTON, DC 20310 - 04



REPLY TO
ATTENTION OF

DACS-TDA

MEMORANDUM FOR VICE CHIEF OF STAFF, ARMY

SUBJECT: HQDA TDA Task Force Charter

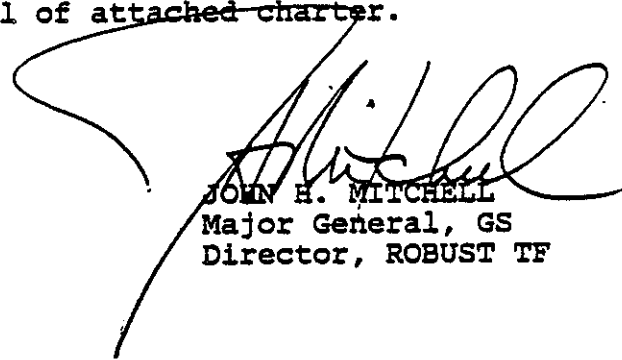
*Approved
20 May 88
a 3/4 2*

1. In March 88, CSA directed the formation of a HQDA Special Task Force to conduct a comprehensive review of AC and RC TDA organizations to assure they are properly configured and resourced to support the war fighting Commanders-in-Chief and accomplish critical mobilization missions.

2. The Redistribution of BASOPS/Unit Structure within TDA (ROBUST) Task Force (TF) under the direction of MG John Mitchell, to consist of 17 officers 7 civilians and 12 TDY personnel, began operations 1 May 1988 in the Military District of Washington. The Director works through a VCSA Steering Committee and reports out to the Chief of Staff, Army no later than 15 November 1988.

3. Draft Charter was staffed between 14 Apr and 2 May 88 and again 5-12 May and includes CSA guidance of 11 May 88 to the undersigned.

4. Recommend approval of attached charter.



JOHN H. MITCHELL
Major General, GS
Director, ROBUST TF

Enclosures

DISTRIBUTION:

SAFM
SAGC
DACS-DMZ
DACS-DPZ
DAMO-SS
DALO-ZA
NBG-ARZ
SAGC
DAPE-ZA

SAMR
DAIG-ZA
DAPE-ZA
DAMO-ZA
DAMO-FD
DAEN-ZA
DAAR-ZA
SARD

SAIS-ZA
DACH-ZA
CSER
PEMS
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DASG-ZA
DAJA-ZA
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DACS-ZAA
DAPE-MB
DAMI-ZA
SAPA
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SAAA
DAAA-ZA



CHARTER OF THE HQDA TDA REDUCTION TASK FORCE

1. **PURPOSE.** This Department of the Army charter establishes a Special Task Force (TF) known as the Redistributionon of BASOPS/ Unit Structure within TDA (ROBUST) and specifies its mission, authority and responsibilities.
2. **GENERAL.** Congressional reduction of commissioned and non-commissioned officers, OSD reduction of end strength and DoD IG assessment of manning within unified and specified commands coupled with DA implementation of Standard Installations Organization and Army of Excellence (AOE) redesign demand an AOE redesign of the TDA Army which is supportive of the Unified Commanders.
3. **DESIGNATION OF DIRECTOR.** The ROBUST TF (Enclosure One) is under the direction of MG John H. Mitchell who is responsible to the Secretary of the Army through a VCSA Steering committee.
ADCSOPS
4. **TENURE.** The tenure of the ROBUST TF will begin 1 May 1988 and will terminate 15 December 1988 after decisions are passed to the ARSTAF for implementation.
5. **MISSION.** Conduct a comprehensive and thorough review of all AC and RC TDA organizations to assure they are properly configured and resourced to support the war fighting commanders in chief and accomplish critical mobilization missions.
 - a. **Goals:**
 1. Maximize organizational efficiencies and economies of force reported in recent findings, surveys and studies. Standardize where possible.
 2. Eliminate unnecessary functions and redundancy.
 3. Redistribute uniformed, civilian and contracted manpower within the Army.
 - b. Report out no later than 1 November 1988 to the Chief of Staff, Army and 15 November 1988 to the Secretary of the Army.
 - c. Involve the MACOMS.
6. **AUTHORITY.** The ROBUST TF derives its authority from the Secretary of the Army and CSA. Authority is effected with the VCSA approval of this charter and subsequent VCSA verbal direction.
 - a. Tasking authority is authorized through parent organization to USAMARDA, USAFDSA, USAOERA, Decision Systems Management Agency and USA Center for Military History.

b. Request support as approved by the VCSA from the Administrative Assistant to the Secretary of the Army and Director of the Army Staff.

c. Provide guidance to and task MACOM and ARSTAF Field Operating Agencies/Activities (FOA) to perform Mission Essential Task Lists.

d. Task HQDA to evaluate ARSTAF changes IAW 1987 reorganization of the ARSTAF incident to Title V of the 1986 Defense Reorganization Act.

e. Coordinate with DAIG for evaluation results of past and ongoing inspections of standardized functions at installations and FOA.

f. Access DDN and HQDADSS.

7. RESPONSIBILITIES. The extent to which the TDA Army is changing to fit the demands of an interactive multi-dimensional global threat environment mandates anticipation of manpower trends to accomplish the doctrine, force, training, materiel and personnel development of our Army by TDA MACOMS. The Task Force focus will be on MACOMS, CONUSA, Field Operating Agencies, TDA Augmentations to TOE, and Installations.

a. Review, analyze and recommend changes to the MACOM HQDA validated Mission Essential Task List (METL);

b. Conduct a review of past findings, studies, surveys and audits;

c. Eliminate redundancy of BASOPS support provided to MACOM units which are tenants on the same installation;

d. Examine the development and documentation of TAADS;

e. Refine the following: HQDA plans, programs, budgets and allocates manpower; MACOM plans, allocates and evaluates execution; Installation requests resources and executes. Excessive layering, redundancy of work and administrative overhead will be eliminated.

f. Identify positions involving recording and transferring information which can be replaced by automation.

g. Recommend a lean and energized TDA Army which supports this nation's ability to go to war.

8. ORGANIZATION. The ROBUST TF is organized with an O8 Director reporting through a Vice Chief of Staff, Army (VCSA) Steering Committee (Enclosure Two) to the Secretary of the Army and the Chief of Staff, Army.

9. FUNDING. No more than \$1.6 million, OMA, will be provided.

10. SUPPORT. The ROBUST TF will establish offices in the National Capital Region and request computer support and office automation through coordination with the Administrative Assistant, OSA.

11. CORRESPONDENCE. Mail and message communications is supported by OCSA. Office symbol is DACS-TDA.

12. PUBLIC AFFAIRS PLAN. Enclosure three.

COL WEIGAND
DACs-TDA, X79898
12 May 88



REDISTRIBUTION OF BASOPS/UNIT STRUCTURE
 WITHIN TDA (ROBUST)
 TASK FORCE (TF) MEMBERSHIP
 (DACS-TDA; WASH DC 20310-0200; (202) 696-6800/AV226-6797)
 2425 WILSON BLVD, SUITE 245 ARLINGTON VA 22201

COMMAND GROUP (ASSIGNED OR ATTACHED FROM WITHIN NCR)

DIRECTOR	GO	SCI	-	(ASGD) MG JOHN H. MITCHELL
DEP DIR	06	SCI	54	(ASGD) COL G. L. WEIGAND
BDM PROJECT LEADER				MR. DICK BURKE
OPNS OFF	05		42	(ASGD) LTC MICHAEL SPINELLO
ADMIN/OFF	04		42	(ATTACH/TAPA) MAJ BRACEY
SECY/STENO	GS9		0318	(DETAIL) MS BETTY RICHARDS
CLERK/TYPIST	GS4/5		0322	(DETAIL/NGB-ARZ) SGT BLAGBURN

TDA STRUCTURE ANALYSIS TEAM (ATTACHED/DETAILED, 31 MAY - 1 DEC 88)

ORSA	06		49	(IDENTIFIED BY TAPA)
ORSA	05/06		49	(DAPE) LTC BILL GORDON
ORSA	04/05		49	(DALO) MAJ JOHN HOPKINS
ORSA	04		49	(DPAE) MAJ RON CRAWFORD
ORSA	04		49	(DPAE) MAJ JOHN SIEMER
BUDGET OFFICER	04		45	(ASA-FM) MAJ TOM MOREHOUSE
ORSA	CW3		741A	(DAPE) CW3 TIMOTHY DAVIS
BDM ORSA				MR. JOSEPH SMITH
ORSA	GM14			(DPAE) MS. JEAN WIGHAM
BDM ORSA				MR. JOSEPH STILWELL
BDM ORSA				MR. DAVE KIRTLAND
TYPIST (s)	GS5		0322	(DETAIL/OAJA) MS DEBBIE THOMAS

METL ANALYSIS DIVISION (ATTACHED/DETAIL 31 MAY - 15 DEC 88)

MANPOWER ANALYST	GM15		0343	(USAMARDA) MR. SAM CRUMPLER
FORCE DEVELOPER	05		54	(ATNC) MAJ BERNARD YANOS
FORCE DEVELOPER	05		50	(ADSW, ARPERCENT) LTC JAMES LATHROP
PERS PGMS OF	04		41	(ASGD) MAJ PHILIP ALLUM
AUTO DATA PROC	04/05		-	(PERSINCOM) MAJ DONALD MacINTOSH
ACTION OFFICER	04/05		-	(DASG) LTC PETER BROADWAY
ACTION OFFICER	04/05		-	(DCSINT) MAJ CHARLIE LUMPKIN
ACTION OFFICER	GS14			(ACE) MR. STAN NICKELS
ACTION OFFICER	GS14			(OCE) MR DON HENRY
PERS MGMT SPEC	GS13/14			(DAPE-CP) MR PAUL LALLY
PROJECT OFFICER	05		54	(ADSW, ARPARCEN) LTC TOBY BRYANT
BDM ADP (PhD)				DR. BOB BURGER ASS'T VP
BDM				MR. ED SZVETECZ
BDM				MR. ANDY REMSON
BDM				MR. DON HARRIS
CLERK/TYPIST	E-4		71L	(OCSA TYPING POOL) SP4 GUTIERREZ

TAADS REFINEMENT OFFICE
FORCE DEVELOPER 04/05
MGMT ANALYST GS14
OPS PLANS 7 TRNG 04/05
CLERK/TYPIST E-4

50 (DAMO) LTC JOHN REID
0343 (USAFDSA) MR. DICK SHORTEN
54 (ADSW, ARPERCEN) SGM ART HIBBERT
71L (ARI/TAPA) SP4 PAMELA KORZON

Enclosure One
28 May 88

ON SITE EVALUATION TEAMS (4 EACH) (ATTACHED FROM MACOM, 27 JUN - 20 SEP 88)

1. FUNCTIONAL ON SITE EVALUATION TEAM
2. CONUS ON SITE EVALUATION TEAM
3. EUROPE ON SITE EVALUATION TEAM
4. FAR EAST ON SITE EVALUATION TEAM

EACH TEAM

- FORCE DEVELOPER	06	50/54*
- PERS PGMS OFF	05	41/54*
- MANPOWER ANAL	GS11/12	0343 (ATTACH/USAMARDA)**
- BUDGET ANALYST	04/9513	45*/0560

*ATTACHED FROM TRADOC (ONE 06, ONE 05), FORSCOM (ONE 06, ONE 05), USAREUR (ONE 06, ONE 05), AMC (ONE 04), INSCOM (ONE 04), USAISC (ONE 06) WESTCOM (ONE 04), HSC (ONE 05), COE (ONE 04).

**MACOM SPECIFIC EXPERTISE, 3 DAYS PRIOR AND SUBSEQUENT TO ON SITE VISIT TO MACOM.

PROONENT CONSULTANTS (MR. ROD MILLER, ATNC-PP)
AR 600-3, CHIEFS OF BRANCHES/FUNCTIONAL AREAS

DIRECT ANALYTICAL AND RESEARCH SUPPORT (TASKED THROUGH PARENT ORGANIZATION)

- USA ORGANIZATIONAL EFFICIENCY REVIEW AGENCY, DOM (CSER)
- DECISION SYSTEMS MGMT AGENCY, DOM (COL CURTIS, CSSD)
- INSTALLATION MANAGEMENT DIVISION, DOM (COL BARBER, DACS-DME)
- USA MANPOWER REQUIREMENTS AND DOCUMENTATION AGENCY (COL BUFF, PEMS)
- USA FORCE DEVELOPMENT SUPPORT AGENCY (COL THRASH, MOFD)
- CENTER FOR MILITARY HISTORY (MS. JANICE MCKENNEY, DAMH-HS)
- STUDENT PROJECTS (USAWC, ICAF)
- OFFICE CHIEF OF PUBLIC AFFAIRS (PA PLAN) (MAJ HARKE, SAPA)
- UNITED STATES MILITARY ACADEMY

DAIG INSPECTIONS (FIELD OPERATING/STAFF SUPPORT AGENCIES) (COL HAWLEY)

COL G. L. Weigand 16 May 88
Typed by Ms Thomas, X45050

DACS-TDA

ON SITE EVALUATION TEAMS

(5 JUL - 14 OCT 88)

1. FUNCTIONAL TEAM

<u>POSITION</u>	<u>GRADE</u>	<u>NAME</u>	<u>MACOM</u>
TEAM CHIEF	06	JAVAN M. DE LOACH FT RITCHIE, MD 21719	ISC
PERS PGM	05	WILLIAM FINICAL FT SAM HOUSTON, TX	HSC
MANPOWER ANALYST	GM14	DENNIS RYDER FAIRFAX, VA	USAMARDA
BUDGET	04	DANNY D. HESSER BALTIMORE, MD 21203	USACE

2. CONUS TEAM

TEAM CHIEF	06	ARTHUR T. CAREY FT GILLEM, GA	FORSCOM
PERS PGM	05	RICHARD L. MURPHY FT SILL, OK	TRADOC
MANPOWER ANALYST		ARTHUR SCHATTELES SPRINGFIELD, VA	USAMARDA
BUDGET	04	BRUCE T. TYSON ALEXANDRIA, VA	AMC

3. EUROPE TEAM

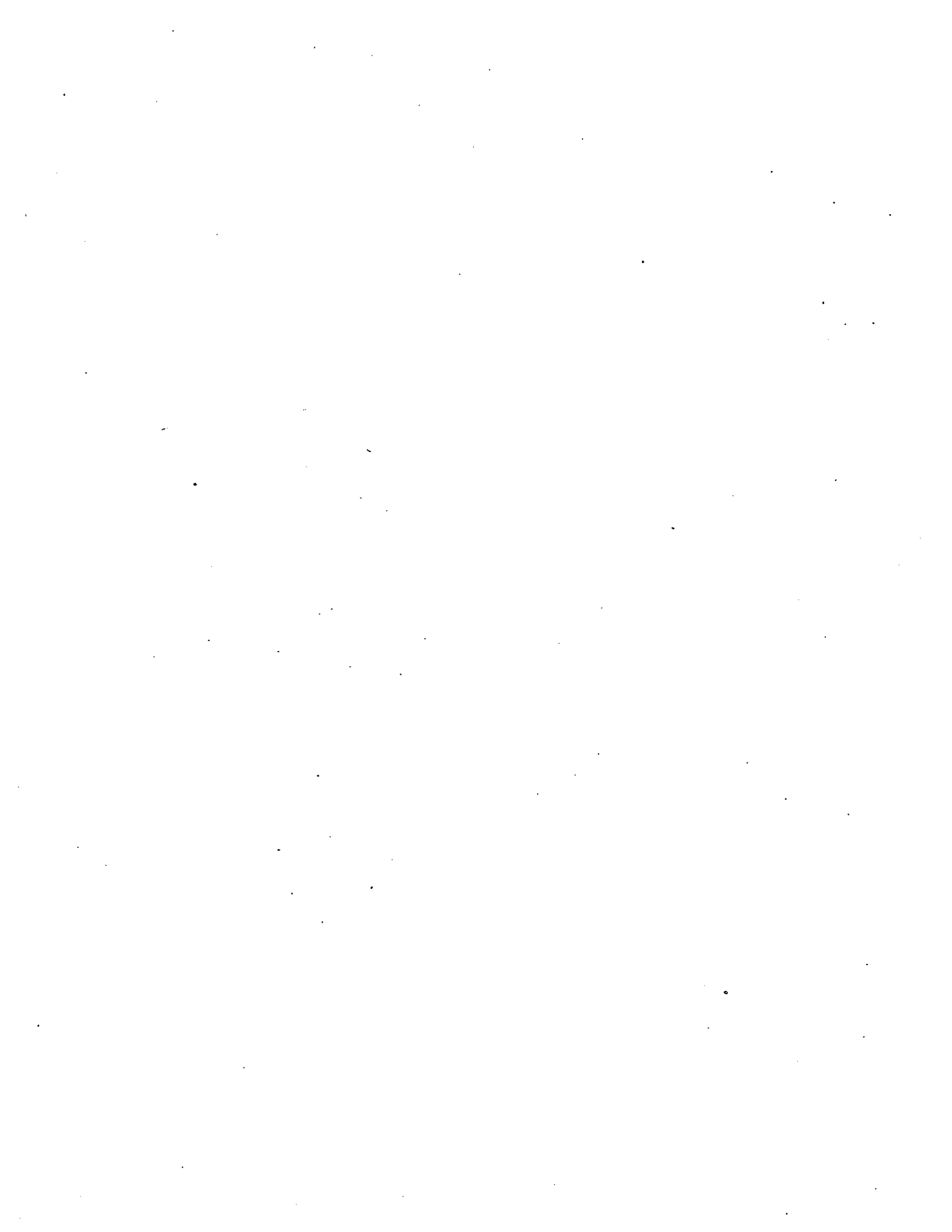
TEAM CHIEF	06	HERB MACIA AEAGF-ORA APO NY 09403	USAREUR
PERS PGM	GS13	DAVID A. LANGE ODCSOPS	USAREUR
MANPOWER ANALYST	GS13	PAUL BENSON WOODBRIIDGE, VA	USAMARDA
BUDGET	GS12	RONALD L. REEVES AEAGF-ORA APO NY 09403	USAREUR

Enclosure Two
28 May 1988

ON SITE EVALUATION TEAMS (CONT.) (5 JUL - 14 OCT 88)

4. FAR EAST/LATAM TEAM			
<u>POSITION</u>	<u>GRADE</u>	<u>NAME</u>	<u>MACOM</u>
TEAM CHIEF	06	JOHN McCAMY FT BENNING, GA	TRADOC
PERS PGM	05	JAMES DYER FT McPHERSON, GA	FORSCOM
MANPOWER ANALYST	GS13	GEORGE WALLACE CAMP SPRINGS, MD	USARMARDA
BUDGET	04	WILLIE P. McCOY SCHOFIELD BARRACK, HI	WESTCOM

**APPENDIX B TO VOLUME I
PERSONNEL TASKING**





DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, DC 20310-0200



31 MAY 1988

DACS-DMS

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Personnel Selection for the Redistribution of BASOPS/
Unit Structure within TDA (ROBUST) Task Force (TF)

1. The ROBUST TF, directed by the CSA to review all Active and Reserve Component TDAs, began work on 1 May 1988 and will complete its task by 15 December 1988. Given that time limit, exceptional personnel support is necessary. Request you nominate TF personnel to this office, ATTN: DACS-TDA.
2. The proposed personnel requirement is at encl 1. A general and two commissioned officers will be assigned as Directed Military Overstrengths (DMOs) through December 1988; six analysts will be contractor supported through November 1988; proponents will be consulted as necessary. All remaining personnel will be attached to the ROBUST TF effective 31 May through 15 November 1988. Named individuals have been previously coordinated with their respective agencies. The TF draft charter may be useful when discussing attachment with selected personnel (encl 2).
3. Major General Mitchell will begin work on 13 June 1988. In the interim, coordinate directly with COL G. L. Weigand, TF Dep Dir, at 697-9898, Pentagon, room 2B528.

Encls

CLAUDE M. KICKLIGHTER
Lieutenant General, GS
Director of the Army Staff

DISTRIBUTION:

DEPUTY CHIEF OF STAFF FOR INTELLIGENCE
DEPUTY CHIEF OF STAFF FOR LOGISTICS
DEPUTY CHIEF OF STAFF FOR PERSONNEL
DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS
CHIEF OF ENGINEERS
CHIEF, ARMY RESERVES
DIRECTOR, ARMY NATIONAL GUARD
THE SURGEON GENERAL
THE JUDGE ADVOCATE GENERAL



REDISTRIBUTION OF BASOPS/UNIT STRUCTURE
WITHIN TDA (ROBUST)
TASK FORCE (TF)

(DACS-TDA; WASH DC 20310-0200; 2B538; (202) 697-9898/AV227-9898)

COMMAND GROUP (ASSIGNED OR ATTACHED FROM WITHIN NCR)

DIRECTOR.	GO	SCI	-	(ASGD)	MG JOHN H. MITCHELL
DEP DIR	06	SCI	54	(ASGD)	COL G.L. WEIGAND
XO	05		42	(ASGD)	LTC MICHAEL SPINELLO
ADMIN/OFF	03		42	(ATTACH/TAPA)	
SECY/STENO	GS9		0318	(DETAIL/CPO)	(JDPES-W)
TYPIST (S)	GS6/7		0322	(DETAIL/DAJA)	
CLERK/TYPIST	GS4/5		0322	(DETAIL/NGB-ARZ)	

TDA STRUCTURE ANALYSIS TEAM (ATTACHED, 31 MAY - 1 DEC 88)

ORSA	06		49	(IDENTIFIED BY TAPA)	
ORSA	05/06		49	(DAPE)	
ORSA	04/05		49	(DALO)	LTC BILL GORDON
FORCE DEVELOPER	04/05		50	(DAMO)	LTC JOHN REID
FORCE DEVELOPER	05		50	(ADSW, ARPERCEN)	LTC JAMES LATHROP
OPS PLANS & TRNG.	04/05		54	(ADSW, ARPERCEN)	SGM ART HIBBERT
ORSA	04		49	(DAMO)	
ORSA	CW3		741A	(DAPE)	CW3 TIMOTHY DAVIS
CLERK/TYPIST	GS4		0322	(OCSA POOL)	MS DEBBIE THOMAS

METL & TASK ANALYSIS TM (ATTACHED, 31 MAY - 1 NOV 88)

MANPOWER ANALYST	GM14/15		0343	(USAMARDA)	
FORCE DEVELOPER	05		54	(ATNC)	
PERS PGMS OF	04		41	(TAPA)	
BUDGET OFFICER	04		45	(ASA-FM)	MAJ TOM MOREHOUSE
AUTO DATA PROC.	04		53	(PERSONNEL INFO SYSTEM CMD)	
ACTION OFFICER	04/05		-	(DASG)	
ACTION OFFICER	04/05		-	(DCSINT)	MAJ CHARLIE LUMPKIN
ACTION OFFICER (FACIL & HSNB)			-	(OCE)	
PERSONNEL MGMT SPEC	GS 13/14			(DAPE-CP)	
MANAGEMENT ANALYST	GS11/12		0343	(USAFDSA)	MS CHARLOTTE UNDERHILL
CLERK/TYPIST	E4		71L	(ARI)	

CONTRACTOR ANALYTIC SUPPORT (TO ABOVE TEAMS) (ADD ON TO OTEA CONTRACT

BDM ORSA (Ph D)	#MDA90388D0071)
BDM ORSA	
BDM ORSA	
BDM ADP (Ph D)	
BDM ADP	
BDM ADP	

NOTE: If contract delayed past 17 Jun, 3 officers FA 49 and 3 officers FA 53 are required.

Enclosure One
5 May 88

DACS-DMS

SUBJECT: Personnel Selection for the Redistribution of BASOPS/
Unit Structure within TDA (ROBUST) Task Force (TF)

DISTRIBUTION: (CONT'D)

COMMANDER,
U.S. ARMY FORCE DEVELOPMENT SUPPORT AGENCY
U.S. ARMY MANPOWER REQUIREMENTS AND DOCUMENTATION AGENCY
U.S. TOTAL ARMY PERSONNEL AGENCY
SOLDIER SUPPORT CENTER - NCR
PERSONNEL INFORMATION SYSTEMS COMMAND

CF:
DACS-ZB
DACS-DMZ
SAAA
SAFM
SAMR
SAPA

PUBLIC AFFAIRS PLAN
as of 2 May 1988

SUBJECT: TDA Reduction - HQDA Task Force

1. SITUATION:

a. In March, 1988, CSA directed the formation of a HQDA Special Task Force to:

1. Conduct a comprehensive review of Army active and reserve component TDA organizations.

2. Assure they are properly configured and resourced to support the war fighting commanders-in-chiefs and.

3. Assure they are capable of accomplishing critical mobilization missions.

b. Methodology for the TDA reduction is as follows:

1. A group consisting of 26 officers and 12 civilians called the Redistribution of BASOPS/Unit Structure within TDA (ROBUST) Task Force (TF), under the direction of MG John Mitchell, began operations 1 May 1988 in the Military District of Washington.

2. ROBUST will report to a steering committee chaired by the VCSA.

3. The task force will report its' findings to the SA no later than 15 November 1988 and will terminate on 15 December 1988.

4. MACOMS will be involved in the process.

2. ROBUST GOALS:

a. Standardize similar TDA organizations within MACOM.

b. Maximize organizational efficiencies and economies of force reported in recent findings, surveys and studies.

c. Eliminate functions and redundancy.

d. Release uniformed manpower for the TO&E Army.

e. Identify opportunities for contracted support.

f. Identify opportunities for civilian substitution.

Enclosure Three
4 May 88

I-B-7

3. COMMUNICATIONS OBJECTIVES:

a. Announce the formation of ROBUST and its' charter simultaneously with the announcement of MG Mitchell's selection to head ROBUST. This will prevent speculation and inaccurate reports.

b. In the event that "mid-course" decisions are reached, the possibility of making early internal and external announcements of those decisions will be considered. A recommendation to make early announcements would be based upon a cost/benefit analysis, i.e., avoiding speculation and inaccurate reports (cost) by putting out the straight story at the earliest possible date (benefit).

c. At the conclusion of the study, expeditiously announce which decisions have been made.

4. CONCEPT:

a. Primary interest in ROBUST activities can be expected to be within internal circles, i.e., commanders and agency heads. However, since the effort is ultimately tied to congressionally mandated force structure cuts, the initial announcement of the effort and the general officer selected to head the study group will be made both internally and externally. The initial announcement will be made on 12 May 1988 by release of a Memorandum For Correspondents through OASD (PA) and a one-on-one interview with MG Mitchell by ARNEWS.

b. If mid-course decisions will be announced, such announcements will be made primarily through command information channels.

c. End-of-study decisions, again, will be announced both internally and externally, As with the beginning announcement, a Memorandum For Correspondents will be released through OASD (PA) with a one-on-one interview with MG Mitchell by ARNEWS.

5. EXECUTION:

<u>DATE</u>	<u>ACTION TO BE TAKEN</u>	<u>RESPONSIBLE AGENCY</u>
12 May 1988	Announce Establishment of ROBUST & MG MITCHELL selection.	OCPA in coord w/ROBUST
	Conduct MG Mitchell interview with ARNEWS	OCPA
July - August	Announce to internal audiences mid-course decision, if any.	OCPA in coord w/ROBUST

o/a 15 November 88 Announce, both intern- OCPA in coord w/ROBUST
 ally and externally
 final decisions.

6. OCPA RESPONSIBILITIES:

a. SAPA-PPD:

1. Develop and execute overall public affairs plan for expeditiously announcing the formation of ROBUST, its' charter and the findings of the Task Force.

2. Develop and coordinate Memorandums For Correspondents and supporting Questions and Answers (Q&As) Draft MFC and Q&As are attached at Enclosure 1.

3. Arrange for ARNEWS interviews with MG Mitchell.

b. SAPA-MRD:

1. Respond to media inquiries about ROBUST an task force findings.

2. Arrange for external media interviews with MG Mitchell, as appropriate.

c. SAPA-CID:

Conduct ARNEWS interview with MG Mitchell on 12 May 1988, mid-course, if appropriate, and in November, 1988 to achieve maximum internal publicity.



DEPARTMENT OF THE ARMY
OFFICE OF THE SECRETARY OF THE ARMY
WASHINGTON DC 20310



OFFICE OF THE
CHIEF OF PUBLIC AFFAIRS

SAPA-PP

11 May 1988

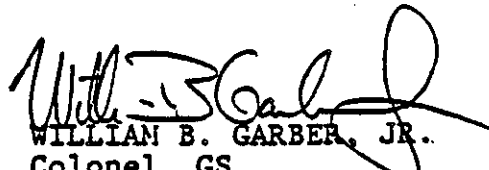
MEMORANDUM FOR DIRECTOR, DEFENSE INFORMATION, OASD(PA)

SUBJECT: Transmittal of Public Affairs Information

1. The attached Memorandum For Correspondents (MFC), which announces a six-month study of the Army's worldwide Tables of Distribution and Allowances (TDA), is forwarded for public release under the provisions of DOD Directive 5122.5. Questions and answers (Q&As) are also provided for response to inquiry (RTQ).
2. Request the attached Memorandum for Correspondents be released at 1500 hrs on 13 May 1988.
3. Coordination of this release was made with SAFM, SAGC, DACS-DMZ, DACS-DPM, DAMO-SS, DALO-ZA, NGB-ARZ, SAMR, DAIG-ZA, DAPE-ZA, DAMO-ZA, DAMO-FD, DAEN-ZA, DAAR-ZA, SAIS-ZA, DACH-ZA, CSER, PEMS, DAMH, DASG-ZA, DAJA-ZA, SALL, DACS-ZAA, DAPE-MB, DAMI-ZA, and MOFD.
4. Point of contact in this office is MAJ Harke, 5-4462.

FOR THE CHIEF OF PUBLIC AFFAIRS:

Enclosure


 WILLIAM B. GARBEN, JR.
 Colonel, GS,
 Chief, Policy & Plans Division

13 May 1988

MEMORANDUM FOR CORRESPONDENTS

SIX MONTH STUDY OF THE ARMY'S WORLDWIDE TABLES
OF DISTRIBUTION AND ALLOWANCES (TDA) UNDERWAY

The Secretary of the Army, John O. Marsh, Jr. has directed a comprehensive six-month study of the Army's worldwide Tables of Distribution and Allowances (TDA). This effort is designed to assure that organizations formed under this system of manning are properly configured and resourced to support the war fighting commanders-in-chief and to accomplish critical mobilization missions. Major General John H. Mitchell, having completed an assignment in Europe as Commander of the US Army Command, Berlin and the Berlin Brigade, has been named to head the task force. Results of the study will be presented to the Secretary of the Army by November 15, 1988.

The overall goals of the task force, known as ROBUST (Redistribution of BASOPS/Unit Structure within TDA) are to release uniformed manpower for combat, combat support and combat service support units, standardize similar staff support organizations within Major Commands, maximize organizational efficiencies and economies of force and to eliminate unnecessary functions and headquarters. Also, ROBUST will identify opportunities for contracted support and civilian substitution throughout the Army.

Focusing on all TDA organizations, ROBUST will analyze and recommend changes to major command task lists, realignment of field operating agencies under functional major commands, elimination of redundancy of support, consolidation of functions by geographic area, elimination of intermediate headquarters, and improved office automation.

ROBUST will also evaluate the realignment of select headquarters to include support of the defense of the continental United States. Other areas of consideration by ROBUST include an evaluation of standardized finance, personnel and medical activities at installation level and centralization of efforts required to support civilian pay and allowances.

ROBUST QUESTIONS AND ANSWERS

Q1. Isn't this task force chartered to do several of the same things that previous groups have studied to no avail?, i.e., the idea of creating an Army Personnel Command, which would consolidate all personnel functions presently handled by field operating agencies, etc.?

A1. Yes, and more. We will definitely use the results of earlier studies, however, our effort is to ensure the TDA Army is organized to support the Unified Commanders in time of war and that those organizations are properly resourced. To achieve this goal requires redistribution of manpower resources.

Q2. Is the creation of this task force tied directly to the congressionally mandated force structure cuts?

A2. Not directly. However, over the past few years, Congress has indicated that we should reduce our administrative overhead and has directed commissioned and non-commissioned officer cuts and percentage reductions to our support force. Consequently, ROBUST has been tasked to make recommendations that will properly resource organizations to accomplish their missions through a redistribution of manpower.

Q3. Are there any particular commands, branches or functions that have been identified as targets for reductions?

A3. No. All TDAs will be considered equally.

Q4. You claim that you are looking to release uniformed personnel to fill positions in combat units. Does this mean that we are gearing up for some specific combat mission or contingency?

A4. No. We do not discuss operational matters or contingency plans. However, it is our responsibility to always be prepared. Toward that end, we must ensure that we have the support base necessary to assure the unified commander's ability to fulfill their missions.

Q5. How many spaces are you planning to cut from TDA units for use in TO&E units?

A5. We do not have a target number of spaces in mind. Instead, our focus is on functions and the organizations necessary to accomplish those functions.

Q6. Do you have any idea the extent of savings in dollar value that your recommendations will bring to the Army?

A6. Not at this time.

Q7. Is there something special about the date on which ROBUST will make its' recommendations?, i.e., does late 1988 fit with any other time schedule mandated by Congress?

A7. That timeframe is not related to any mandates external to the Army.

Q8. What will it cost the Army to complete this study?

A8. Since most members of the task force are military personnel, there will be little additional costs over normal day-to-day operations.

Q9. Will the task force have any other functions to perform once it provides the CSA with its' recommendations on/about 15 Nov 88?

A9. No. The decisions resulting from ROBUST's efforts will be directed to the appropriate functional agency in the Army General Staff for implementation.

Q10. How does the study relate to the efforts the Army has had going on to develop a standard installation organization?

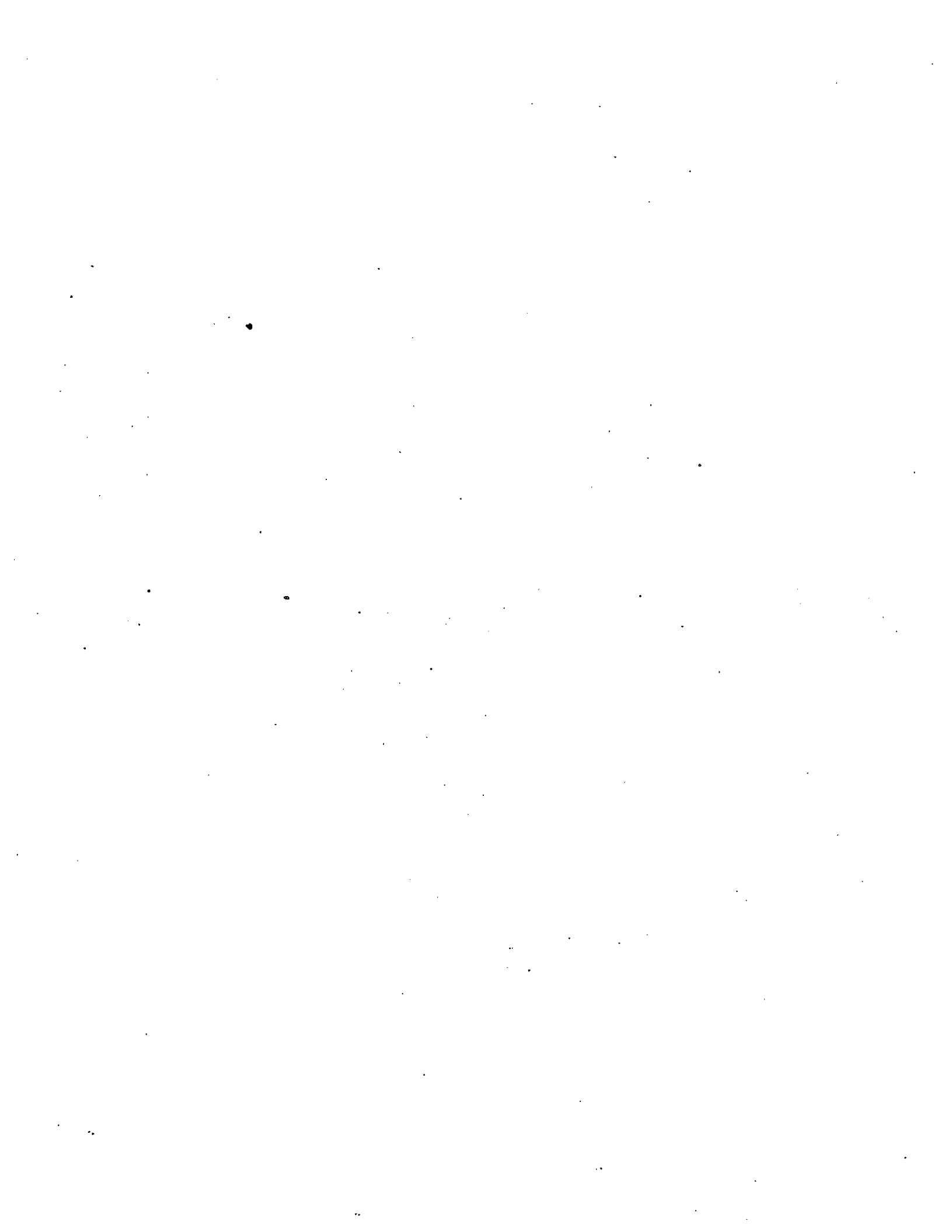
A10. The template for that effort, which is unrelated to the ROBUST Task Force Charter, was developed in November of 1986 and it is presently being implemented. ROBUST is a separate effort based upon an evaluation of functions that will lead to redistribution of manpower.

Q11. Where is the Army going to find the money to implement changes recommended by the study?

A11. That is under study and we expect that we will have a clearer answer later this year. However, it will be accomplished within existing Military Personnel, Army (MPA) and civilian dollar limits.

Q12. Isn't this just another Army effort to do more with less? If not, what kinds of missions is the Army going to stop doing?

A12. ROBUST is chartered to make those kinds of determinations. The Secretary of the Army and the Chief of Staff of the Army have directed the task force to examine the functions and the spaces taken to perform those functions. If they are not war related functions, their continuance will be challenged. If continuation cannot be justified, the spaces will be redistributed where they are needed.



**APPENDIX C TO VOLUME I
FUNDING**



**APPENDIX C TO VOL I:
FUNDING**

Funding was established by Resources Services Washington of the Office of Secretary of the Army. Attached is an outline of how this \$1.2M allotted to the RO-BUST Task Force was expended, as of 1 December 1988.

**Attachment
As stated**



FOR
OFFICIAL
USE ONLY

FUNDING

OMA DOLLARS APPROVED: \$1.2 (FY88)

FY88

	<u>REQUESTED</u>	<u>OBLIGATED</u>	<u>EXPENDED</u>
CONTRACT	\$540,000	\$400,000	\$398,000
HARDWARE	176,000	21,000	20,871
TELEPHONE (ETC)	70,000	50,000	0
TRAVEL	626,000	190,000	61,356
ADMIN FACILITIES	0	0	0
OPERATING EXPENSES	0	0	0
	<u>\$1,412,000</u>	<u>\$661,000</u>	<u>\$480,227</u>

FY89

	<u>REQUESTED</u>	<u>OBLIGATED</u>
	\$100,000	\$80,000
	0	0
	0	0
	100,000	26,990
	5,000	0
	<u>50,000</u>	<u>40,380</u>
	<u>\$255,000</u>	<u>\$147,370</u>

CONTRACT:

- ADP SOFTWARE INTERFACE BETWEEN FAS-TAADS
- FTDP INTEGRATED DATA BASE MACOM RESOURCES UPDATE, METL
- ORSA ASSISTANCE FOR COMPARATIVE ANALYSIS



FOR OFFICIAL USE ONLY

**APPENDIX D TO VOLUME I
ADMINISTRATIVE SUPPORT AND LOGISTICS**



ORGANIZATION OF ADMINISTRATION SUPPORT AND LOGISTICS

The following is an outline of the administrative procedures/and related activities that took place during various stages of the ROBUST Task Force. These measures were the minimum activities that took place to accomplish the administrative mission.

D.1 FACILITIES

Initial coordination was made with Deputy Administrative Assistant, Office of the Secretary of the Army, Washington, D.C. 20310 for the ROBUST TASK FORCE facilities. They found that:

- (1) DC government lease: Parking too expensive
- (2) Buzzards Point: No Metro available - limited coordination travel to and from the Pentagon by HQDA POCs

Ultimately, the ROBUST TASK FORCE operated out of the Association of the United State Army (AUSA) Building, Suite 245:

AUSA Building
2425 Wilson Blvd, Suite 245
Arlington, VA 22201

Arrangement for the use of the AUSA suite was at no expense to the Army. The agreement for the space (suite 245) was made between the Office of the Chief of Staff, Army and MG Cocklin, Executive Director, AUSA. Keys and related administrative matters (e.g. parking spaces) were arranged by the Administrative Officer and the AUSA Administrative Officer.

D.2 ADP SUPPORT FOR ROBUST TASK FORCE

Due to the initial funding constraints and the desire to minimize the cost for ADP support for the Task Force, the majority of the equipment requirements identified were provided from within the existing resources of HQDA. The following is a listing of the equipment provided and the agency which provided it:

- (1) Systems planning and Review Division, Management Systems and Support Directorate, Office of the Secretary of the Army, provided:
 - 7 Wang Personal Computers
 - 7 Zenith 248 Personal Computers
 - 7 Alps P2000G Dot Matrix Printers
 - 3 Hewlett-Packard Lazerjet Printers
- (2) Records Management Support Division, Management Systems and Support Directorate, Office of the Secretary of the Army, provided:
 - 2 Sharp FO-210 Portable Fax Machines
 - 4 Grid Portable Personal Computers
 - 1 IBM Model 60 Reproduction Machine w/Collator
- (3) Information Management Office, Office of the Deputy Chief of Staff for Operations, provided:
 - 2 Apple Mac SE w/FX20
 - 1 Texas Instrument Omni Lazerjet
- (4) Planning and Evaluation Division, Director of Civilian Personnel, Office of the Deputy Chief for Personnel, provided:
 - 4 Zenith 248 Personal Computers
- (5) Decision Support Management Agency, Office of the Chief of Staff, provided:
 - 3 IBM 3180 Terminals
 - 1 10/10 Bernoulli Box
 - 1 16 Port IBM 3274 Controller
- (6) Artificial Intelligence Center, Office of the Chief of Staff, provided:
 - 1 Symbolics System w/LazarJet Printer
- (7) The following equipment was provided by the various offices of the individuals attached to the task force:
 - 5 IBM Personal Computers
 - 1 IBM Color InkJet Printer
 - 1 Displaywriter Terminal w/Printer

1 10/10 Bernoulli Box

1 Epson FX286 Dot Matrix Printer

Installation of the required High Speed Data Transmission Line was contracted through Information Systems Command, Pentagon and Defense Telephone Services, Washington.

The following items were local purchase contracted through Defense Supply Services, Washington:

- (1) 2 Alps P2000 Dot Matrix Printer
- (2) Hewlett-Packard Lazerjet Printers
- (3) 7 Attachmate Systems
- (4) 6 80286 Math CoProcessor Chips
- (5) 1 20/20 Bernoulli Box
- (6) Miscellaneous wordprocessing, spreadsheet, database management software

D.3 REQUEST FOR TELEPHONE SERVICE

Requests for telephone services (e.g. instalment of modem for PCs, maintenance and telephone instruments) were submitted through:

DAMO-ZXA-A

ATTN: Mr. Ed Jones

Pentagon, Room 3D536

Washington, D.C. 20310-0200

(See enclosure 1)

D.4 SUPPLY AND EQUIPMENT

All supplies and equipment was coordinated through the Supply and Administrative Services Office, Pentagon, Room 1D629, by means of a DF request (see enclosure 2). In addition, Office furniture was obtained from the DRMO, Belvoir, Bldg 2517, Ft. Belvoir, VA 22060-5566 with authority from the Administrative Service Office, Pentagon, Washington, D.C. 20310-0200

DACS-TDA

Request for Service

DAMO-ZXA-A
ATTN: Mr. Ed Jones
Room 30536

ROBUST TF
DACS-TDA

The purpose of this DF is to respectfully request that a new (dedicated) telephone line and number be connected for a military FORUM net at the ROBUST Task Force Headquarters. (The instrument and free line are available.) An RC11 Jack for the attachment of a modem and instrument is also required.

Also request that this line, and accessories, with autovon, commercial and overseas capability, be installed and operational no later than 9 September 1988 at the ROBUST Task Force, Office of the Chief of Staff location: 2425 Wilson Blvd, Suite 245, AUSA Building, Arlington, VA 22201.

POC for this action is _____, Administrative Officer, or _____, Force Analyst, phone: 696-6800 or 696-6818. Your help in this matter is appreciated.

FOR THE DIRECTOR:

MAJ, GS
Administrative Officer,
ROBUST TASK FORCE

ENCLOSURE 1

DACS-TDA

Request for Office Materiel/Equipment

JDHQ-SV-AS

DACS-TDA

1. Purpose of this DF is to request additional materiel/equipment for the ROBUST TASK FORCE, Office of the Chief of Staff, Army.

2. These items are needed immediately to sustain the operations, and to meet our mission requirements.

3. Request also that the materiel/equipment outlined on the attached enclosure be delivered to:

- a. ROBUST TASK FORCE
2425 Wilson Blvd, Suite 245
Arlington, VA 22201

4. Your help in this matter is appreciated. If you cannot fill this request, please contact the Administrative Officer, ROBUST Task Force,

FOR THE DIRECTOR:

MAJ, GS
Administrative Officer

ENCLOSURE 2

D.5 USE OF THE SELCOM

The SELCOM was used as the ROBUST Steering Committee. The Office of the SELCOM Secretary, used for coordination of briefings, is:

DACS-DPO

ROOM 30738

PHONE: 7-8631

A SELCOM request summary (enclosure 3) should be prepared and given to the SELCOM Secretary who in turn will schedule the SELCOM based upon the calendar of the Vice Chief of Staff, Army.

For setting up the Secretary of Army Conference Room 2E687, the ECC Office should be contacted for coordination and appropriate name card placement.

D.6 ATTACHMENT ORDERS

Attachment orders, using the example at Enclosure 4 should be generated at (Department of the Army, Headquarters, U.S. Army Military District of Washington, Fort Lesley J. McNair, Washington, D.C. 20319-5050) or individual home unit, in order to receive attachment orders and process personnel for administrative actions, leave, rations, quarters, and UCMJ. Civilians were detailed to the Task Force using a Request for Personnel Action (Standard Form 52). (See enclosure 5)

D.7 ROBUST TASK FORCE DUTY OFFICER

ROBUST TASK FORCE Duty Officer Roster was established (see enclosure 6) for after duty hours activities given to the Army Operations Center (Watch Team) for around the clock contact during the entire operation.

D.8 BRIEFING SLIDES SUPPORT

The ROBUST TASK FORCE briefing charts production involved three steps for completion:

- (1) Task Force member would give rough sketches charts/slides to be made to Task Force computer operator(s).

- (2) Task Force computer operator(s) would generate a final, uniformed copy of the charts using a MacIntosh SE computer, with MacDraw hardware.
- (3) After approval and reworking from the Deputy Director and Director, the charts/slides were hand-carried to the Army Visual Graphic Media Divisions or a civilian contractor like Graphic Arts (703) 683-4303 or Gestalt Productions (703) 471-6842, 695-6934, located in the Pentagon to finalize draft slides.

SAMPLE

SELCOM REQUEST SUMMARY

1. Title/Subject:
2. Type Briefing:
3. Classification:
4. Length of Briefing:
5. Recommended Month for Briefing:
6. Scope of Briefing:
7. Explain Why the Subject Should Be presented to the SELCOM:
8. Will the Subject Be Briefed to the SPC?
Explain Why the SPC Is Not the Appropriate Forum to Address the Subject:
9. Is the Subject to be Pre-Briefed to the VCSA?
10. Should There Be Special Attendees Invited to the SELCOM?
ARSTAF SECTION: STAFF POC: Phone:

ENCLOSURE 3

DEPARTMENT OF THE ARMY
Headquarters, U.S. Army Military District of Washington
Fort Lesley J. McNair, Washington, D.C. 20319-5050

ORDERS

XXXXXXXXXX, XXXXXXXXXXXX, XXX-XX-XXXX XXX PERSONNEL INFORMATION SYSTEMS
COMMAND (W4ULAA) 200 STOVALL STREET, ALEXANDRIA, VIRGINIA 22331-0400

You are attached or released from attachment as shown.

Action: You are attached to: Office of the Chief of Staff of the Army
(WOZUAA) The Pentagon, Washington, D.C. 20310-0200

Effective date: 15 June 1988 (VOCOR date confirmed)

Period: 15 June 1988 to 15 December 1988

Purpose: ROBUST TASK FORCE

Accounting classification: Not applicable

Additional instructions: a. You are attached for duty as the Commander
made direct. b. You are attached for rations, quarters, and administra-
tion, to include UCMJ actions. c. OER must be submitted by new ROBUST
TASK FORCE rater, under provision of Chapter 5, AR 623-105, after completion
of attachment. d. Format: 440

FOR THE COMMANDER:

DISTRIBUTION:

ANPE-MP-SM (1)

ANPE-MP-PSRO (1)

ANPE-MP-PSS (2)

ASNI-ZAP-M (2)

CDR, TAPA ATTN:

CDR, OFFICE OF THE CHIEF OF STAFF, WASH, D.C. 20310-0200 (2)

INDIVIDUAL (5)

ENCLOSURE 4

EXAMPLE
REQUEST FOR PERSONNEL ACTION

Part I—Requesting Office—Also, complete Part II, Items 1 and 20-34 as necessary.

A. For Agency Use INDIVIDUALS NAME		B. For Additional Information Call (Name and Telephone Number)	
Personnel Action Requested TERMINATION	D. Proposed Effective Date	E. Requested by (Signature, Title, and Date)	
Position Action Requested	G. Proposed Effective Date	H. Approved by (Signature, Title, and Date)	

Remarks by Requesting Office (Note Supervisors: If action requested is employee resignation and if you know of additional or conflicting reasons for the resignation, please state these facts on a separate sheet and attach to SF 52.)

Part II—For Preparation of SF 50

1. Name (Last, First, Middle)		2. SSN		3. Position Series (Old)		4. Date of Birth													
5. Vacation Preference 1—None 2—5 PR 3—10 PR (Dread) 4—10 PR (Comp) 5—10 PR (Other) 6—10 PR (30% Comp)				6. Serv. Comp. Code (Letter)		7. Tenure		8. Retirement											
9. FEGLI				10. FLSA E—Executive N—Nonexempt		11. Sex		12. Citizenship 1—US 8—Other											
14. Effective Date		15. Annuitant Indicator 1—Reserv. Ann CS 2—RETO 3—RETB 4—RETO & CS 5—RETB & CS 6—Ret. Associate		16. Work Schedule F—Full-time P—Part-time I—Intermittent		G—FY Seasonal Q—PY Seasonal J—NY Seasonal		17. (Reserved for OPM Use)											
18-A. NOAC		18-B. Nature of Action		19-A. NOAC		19-B. Nature of Action													
18-C. Auth. Code		18-D. Authority		19-C. Auth. Code		19-D. Authority													
18-E. Auth. Code		18-F. Authority		19-E. Auth. Code		19-F. Authority													
20. FROM: Position Title and Number				27. TO: Position Title and Number															
21. Name and Location of Employing Office				28. Name and Location of Employing Office															
22. Pay Plan & Occupational Code		23. Grade or Level		24. Step or Rate		25. Salary		26. Pay Basis		29. Pay Plan & Occupational Code		30. Grade or Level		31. Step or Rate		32. Salary		33. Pay Basis	
34. Duty Station				35. Position Occupied 1—Competitive 2—Executive 3—SES General 4—SES Career Reserved				36. Appraisal Code (Optional)											
37. Remarks																			

ENCLOSURE 5

DACS-TDA

ROBUST TASK FORCE DUTY OFFICER

ROBUST TASK FORCE
Duty Officer
Army Operations
Center(Watch Team)
Pentagon, BF741

DACS-TDA
ROBUST TASK
FORCE, Office of
the Chief of Staff,
Army

1. ROBUST TASK FORCE Duty Officer is assigned as follows:

DATES:

OFFICERS:

HOME NUMBERS:

2. Switches may be made on a day-to-day basis or entire week if conflicts arise. Please let the administrative officer know of planned switches.

3. Duty officers are responsible for filling out the attached security check list each day after normal duty hours. (See attachment 8 for copy of checklist and administrative officer for additional copies). Return check-list to administrative officer. Duty Personnel will be on-call and can be reached on weekends and after duty hours at the home numbers above to take incoming calls concerning the TASK FORCE.

4. In cases of emergency, or if the above officer personnel cannot be reached, the following key personnel, in descending order, should be contacted:

5. Questions concerning this roster made be addressed with the administrative officer, phone

FOR THE DIRECTOR:

Major, GS
Administrative Officer

ENCLOSURE 6

ROBUST TASK FORCE
 SECURITY CHECKLIST
 2425 Wilson Blvd, Suite 245
 Arlington, VA 22201

<u>Item Checked</u>	<u>Classified Yes/No</u>	<u>Containers</u>
1. SF 701 (Activity Security Checklist) for each work area initialed.	_____	#1 _____
		#2 _____
2. Each classified container locked, checked, and double checked, and SF 702 (Container Check Sheet) initialed in appropriate column.	_____	
3. Desks contain no classified material after duty hours; desks are clear of work material.	_____	
4. In/Out boxes empty	_____	
5. All unopened first-class mail secured.	_____	
6. File cabinets, safes, air conditioner tops are cleared.	_____	
7. Power Strips to computer workstations are in off position. (NOTE: <u>Do not turn off the modem and controlling box device under the table in CW3 Davis and MAJ Morehouse Office</u>)	_____	
8. Burn bags are secured	_____	
9. All classified materials stored in secured containers.	_____	
10. Lights, xerox, and printers are in off position. (Please note "HOW-TO" turn off sign on copier)	_____	
11. Classified waste properly disposed of--not placed in wastebaskets.	_____	

Remarks: _____

 Security Checked by

 DATE

D.9 SECURITY OPERATIONS

The Security Manager of the ROBUST TASK FORCE was Major Charles D. Lumpkin. He performed the following functions:

(a) Coordinated the passing of security clearance information to organizations visited by the Director and members of the ROBUST Task Force.

(b) Performed periodic unannounced inspections of the ROBUST Task Force office area to ensure proper compliance with existing security regulations.

(c) Secured classified documents in an authorized security container for action officers working within the ROBUST Task Force office area.

(d) At the direction of the Director, ROBUST Task Force, performed initial investigations of known or suspected security violations and practices dangerous to security.

(e) Conducted Contractor security functions in support of the Contracting Officers Representative for contracts supporting the ROBUST Task Force mission.

(f) Gave advise and assistance to Members of the ROBUST Task Force on matters of security and handling of classified materials.

The Administrative Officer, by direction of the Director, ROBUST Task Force, instituted a nightly security check list, which ensured a higher security posture to the Task Force. Two security containers were maintained during the duration of the Task Force, storing materials upto the classification of Secret.

D.10 XEROX/COPIER SERVICES

When breakdown of the ROBUST TASK FORCE copier occurred, Eastman Kodak Servicing was called directly for a quick response 1-800-828-9911.

D.11 PROMULGATION OF ADDRESS INDICATING GROUP (AIG)

A special ROBUST TASK FORCE AIG (12576) was established by direction of CSA to facilitate message traffic between Task Force headquarters and MACOMs undergoing review and analysis. AIG was authorized for use by ROBUST TASK

FORCE (DACS-TDA) only. Composition of the AIG was unclassified and outlined as follows:

FM DIRECTOR ROBUST TF WASH DC //DACS-TDA//
TO ZEN/HQDA WASH DC //DAEN-ZA/DALO-ZA/DAPE-ZA/DAMI-ZA/SAIS-ZA/DACA-ZA/
NGB-ZA/DASG-ZA/DAIG-ZA/SAAA/SAFM/SAMR/DAMH/SAGC/SAPA/SARD/SALL/SAIL/
DAAA-ZA/DACS/DMZ//
CDR FORSCOM FT MCPHERSON GA//FCC//
CDR AMC ALEX VA //AMCCG//
CDR WESTCOM FT SHAFTER HI //APCG//
CDR USARJ CAMP ZAMA JA //AJCG//
CDR TRADOC FT MONROE VA //ATCG//
CDR USAISC FT HUACHUCA AZ //ASCG//
CDR INSCOM AHS VA //IACG//
CDR USARSO FT CLAYTON PN //SOCG//
CDR USACIDC WASH DC //CICG-ZA//
CDR MDW WASH DC //ANCG//
CDR USASDC WASH DC //CSSD-ZA//
CDR MTMC FALLS CHURCH VA //MT-C//
CDR USAREUR HEIDELBERG GE //AEACC//
CINCEUSA SEOUL KOREA //CG//
SUPT USMA WEST POINT NY //MASP//
CDR USACE WASH DC //CERM//

D.12 ESTABLISHMENT OF FORUM SUBNET

During the mid-period of the Task Force, two FORUM Subnets were established, (see attached sample format at enclosure 7)

D.13 LEAVES

Leaves were process through Office of the Chief of Staff, Army, Administrative Support, ATTN: DACS-DSA, Pentagon, Washington, D.C. 20310-0200, on all military personnel attached and assigned to the TASK FORCE. Civilian

leaves were processed through the offices from which they were assigned using SF 71.

D.14. REQUEST FOR REGULATIONS

Regulations required by the ROBUST TASK FORCE were requested by the administrative officer (see enclosure 8) through the Executive Office, United States Army Publication and Printing Agency, 5001 Eisenhower Avenue, Alexandria, VA 22331, for the establishment of the TASK FORCE Library. Additional regulations were obtained from the Publication Agency, Room 1B928, Pentagon, Washington, D.C. 20310-0200.

D.15 EXPRESS MAIL JUSTIFICATION

All express mail sent out by the ROBUST TASK FORCE was coordinated by the Administrative Office through the Chief Correspondence and Record Center, JDHQ-SV-W, Pentagon, Rm 3D718, Washington, D.C. 20310-0200 (see example format for submitting request at enclosure 9).

D.16 PROCEDURES FOR PROCESSING TDY

When DD 1610s are generated, a log control book is kept for travel order numbers. After putting in the required information for the DD 1610s, 3 copies are pulled from the original: and one copy is sent to St. Louis along with a financial document transmittal letter, the other two copies are kept for records. After completion of TDY trips the DD 1610 and DD 1351-2 are submitted, along with two copies of the tickets and whatever bills accrued to the finance office, located in the Pentagon 3A310 to be process. For civilians detailed to ROBUST Task Force, DD 1610s and DD 1351-2 are submitted and sent to St. Louis on a financial document transmittal letter. For military personnel, a copy of their DD 1610 is sent to St. Louis, it is taken to the Pentagon 1D632 Resource Services Office. They send them express mail to HQDA FAO 9700 Page Blvd, St Louis, MO 63132-5200.

DACS-TDA

SUBJECT: Request for FORUM Subnet.

THRU: HQDA, DACS-DM
Washington, D.C. 20310-0200

FOR: HQDA
ATTN: DACS-DMF
Room 3D616, Pentagon
Washington, D.C. 20310-0200

1. Request that two FORUM Subnets be established for the Redistribution of BASOPS/UNIT STRUCTURE WITHIN TDA(ROBUST) TASK FORCE, with an effective date of 4 August 1988.

Subnet Names: ROBUST Management Net (RMNET) and ROBUST TASK FORCE NET

1st Net Organizer:

Alternate Net Organizer:

2nd Net Organizer:

Purpose: To discuss information, issues, and developments as they relate to the mission of the ROBUST TASK FORCE (See enclosure 1).

2. The established ROBUST Nets are intended as FORUM Subnets to be utilized as an informal, unofficial means for exchanging information.

3. Request 20 user ID's be provided for 1st NET participants, and 30 user ID's for the 2nd NET participants. Participants will be controlled by the Net Organizer and distributed with a user's information packet to persons entering the net. Passwords will be handled as FOUO, and appropriate safeguards will be used to preclude the compromise of user ID's and passwords.

4. I am fully aware that only unclassified information will be placed on the U.S. Army FORUM Network, and will, within my means, ensure that data transmitted on this system is protected from unauthorized users.

5. POC of contact for this request is

ENCLOSURE 7

1. Army Regulations Used by Task Force:

AR 37-20	Administration Control of Appropriate Funds	12 Aug 85
AR 5-1	Army Management Philosophy	13 Oct 83
AR 5-3	Installation Management and Organizations	10 Nov 86
AR 5-9	Intraservice Support of Destination Area Coordinator	1 Mar 86
AR 5-16	Army Supplement to Defense Regional Interservice Support	21 Aug 85
AR 5-20	Commercial Activities Program	21 Oct 86
AR 5-22	The Army Proponent System	03 Oct 86
AR 5-23	Army Major Item Systems Management	26 Nov 87
AR 10-1	Functions of the Department of Defense and its Major Components (rescinded 31 Mar 87)	01 Aug 82
AR 10-2	US Army Audit Agency	15 May 83
AR 10-4	US Army Operational Test and Evaluation Agency	22 Aug 85
AR 10-5	Department of the Army	01 Dec 80
AR 10-6	Branches of the Army	17 Jun 70
AR 10-7	US Army Research Institute for the Behavioral and Social Sciences	15 Jan 81
AR 10-11	US Army Materiel Development and Readiness Command	15 Nov 83
AR 10-12	US Army Civilian Personnel Center	15 Jul 82
AR 10-13	US Army Communications Command	15 Sep 86
AR 10-14	US Army Inspector General Agency	02 Jun 86
AR 10-16	US Army Nuclear and Chemical Agency	15 May 86
AR 10-17	United States Army Military Personnel Center	15 Feb 81

ENCLOSURE 8

AR 10-18	Military Traffic Management and Terminal Service	18 Sep 67
AR 10-19	Department of the Army Acquisition Management Review Agency	15 Feb 83
AR 10-20	Civilian Personnel Administration	17 May 74
AR 10-21	Army National Guard Operating Activity Center	15 Apr 81
AR 10-23	US Army Criminal Investigation Command	15 Apr 81
AR 10-24	US Army Recruiting Command	15 Feb 80
AR 10-25	US Army Logistics Evaluation Agency	01 Aug 78
AR 10-27	United States Army Reserve Personnel Center	01 May 84
AR 10-28	US Army Manpower Requirements and Documentation Agency	30 Nov 84
AR 10-29	US Army Safety Center	15 Dec 79
AR 10-30	US Army Military District of Washington	07 Jul 77
AR 10-36	US Army Standardization Groups	15 Jun 79
AR 10-38	US Army Concepts Analysis Agency	18 Dec 85
AR 10-39	US Army Management Systems Support Agency	16 Aug 74
AR 10-41	US Army Training and Doctrine Command	01 Feb 82
AR 10-42	US Army Forces Command	15 Mar 84
AR 10-43	US Army Health Service Command	15 Jan 80
AR 10-44	US Army War College	01 Jan 80
AR 10-45	US Army Troop Support Agency	01 Jan 83
AR 10-47	US Army Command and Control Support Agency	22 Feb 85
AR 10-48	US Army Center of Military	12 Sep 74
AR 10-51	US Army Security Assistance Agency, Latin America	01 Aug 80

AR 10-52	US Military Enlistment Processing Command	15 Jun 81
AR 10-53	US Army Intelligence and Security Command	15 Jun 78
AR 10-54	Field Operating Agencies of the Surgeon General	05 Mar 88
AR 10-55	United States Army Chaplin Board	15 Jun 79
AR 10-56	Army Audiovisual Center	15 Jul 79
AR 10-57	US Army Civilian Appellate Review Agency	15 Sep 79
AR 10-58	US Military Academy Preparatory School	01 Mar 80
AR 10-59	US Army Physical Disability Agency	01 Apr 80
AR 10-61	US Army Intelligence Operations Detachment (short title USAIOD)	01 Mar 83
AR 10-62	US Army Health Facility Planning Agency	15 May 80
AR 10-64	Military Blood Program Office	15 May 80
AR 10-65	Defense Medical Standardization Board	15 Feb 86
AR 10-66	Armed Forces Epidemiological Board	15 May 80
AR 10-67	US Army Joint Interface Test Force Joint Interoperability for Tactical Command and Control Systems	15 Jul 80
AR 10-68	Joint Army-Air Force Medical Library	15 Jul 80
AR 10-69	United States Army Corps of Engineers	15 Sep 80
AR 10-70	United States Military Academy and the West Point Military Reservation	15 Aug 80
AR 10-71	United States Army Medical Materiel Agency	30 Aug 85
AR 10-72	US Army Legal Services Agency	15 Aug 80
AR 10-73	The Judge Advocate General's Schools, US Army	01 Aug 82

AR 10-74	United States Army Claim Service	01 Jun 81
AR 10-75	Office of the Assistant Comptroller of the Army for Finance and Accounting Center	17 Jun 85
AR 10-76	Armed Forces Pest Management BD	02 Dec 85
AR 10-77	United States Army Medical Research and Development Cmd	15 Oct 80
AR 10-78	United States Army Drug and Alcohol Technical Activity	01 Oct 82
AR 10-79	Army National Guard Recruiting and Retention Management Center	20 Jun 85
AR 10-80	Army National Guard Personnel Center	15 Jan 81
AR 10-81	Army National Guard Financial Services Center	15 Jan 81
AR 10-82	Army National Guard Computer Center	15 Jan 81
AR 10-83	US Army Ballistic Missile Defense Program Office	15 Jan 81
AR 10-84	United States Army Military Police Operations Agency	01 Sep 84
AR 10-85	United States Army Cost and Economic Analysis Center	01 Jun 85
AR 10-86	United States Army Intelligence	27 Feb 86
AR 11-22	Mutual Support and Equipment Sharing	15 Aug 82
AR 11-30	Capstone Program	01 Sep 85
AR 37-100 (series)	The Army Management Structure	27 Jan 86
AR 215-2	The Management and Operation of Army Morale, Welfare and Recreation Activities and Non-appropriated Fund Instrumentalities	31 Oct 86
AR 18-19	Troop Program Sequence Number	05 Dec 86
AR 101-5		
AR 310-25	Dictionary of USA Terms,	15 Oct 86
AR 310-49	The Army Authorization Documents Systems (TAADS)	15 Dec 80

AR 350-9	Reserve Component Oversea Deployment Training with Active Component Commands	01 Sep 83
AR 500-5	The Army Mobilization and Operations Planning System (AMOPS)	04 Jun 86
AR 570-3	Manpower Utilization and Requirements	22 Mar 71
AR 570-4	Manpower Management	16 Feb 87
AR 570-5	Manpower Staffing Standards System	15 Apr 84
AR 570-8	Army Management Headquarters Activities	04 Nov 75
AR 570-9	Host Nation Support	01 Jan 81
AR 600-20	Army Command Policy and Procedures	20 Aug 86
AR 611-1	Military Occupational Classification Structure Development and Implementation	05 Oct 87
AR 611-101	Commissioned Officer Speciality Classification System	30 Oct 85
AR 611-201	Enlisted Management Fields and Military Occupational Specialties	31 Oct 87
AR 690-11	Mobilization Planning and Management	01 Aug 84

2. DA Pamphlets:

DA Pam 25-1	Army Information Architecture	17 Sep 86
DA Pam 570-5	The Army Functional Dictionary Manpower	24 Jul 87
DA Pam 570-4	Manpower Procedures Handbook	08 Apr 74
DA Pam 570-9		
DA Pam 570-551	Staffing Guide for US Army Garrison	21 Jan 72

3. DoD Directives or Instruction:

DoDD 1100.4	Guidance for Manpower Programs
DoDD 1100.9	Military-Civilian Staffing of Management Positions in the Support Activities

DoDD 400.19R	Defense Regional Interservice Support (DRIS)	
DoDD 3020.36-P	The Army Mobilization Plan	01 May 88
DoDD 4001.1	Decentralize Authority of Installations	
DoDD 5100.73	Department of Defense Management Headquarters and Headquarters Support Activities	07 Jan 85
DoDD 5111.2	Department of Defense Mobilization and Deployment Steering Group	02 Apr 79

JCS Pub 1
Dictionary of Military and Associated

FM 100-5	Operations	May 86
FM 100-16	Support Operations	Apr 85
FM 101-5	Staff Organization and Operations	25 May 84

Terms Jan 86

DACS-TDA

Express Mail Justification

Darrell Graf
JDHQ-SV-W, Rm 30718

1. Request approval to forward 18 express mail letter/packets.
2. Due to the short suspense for all TDA Army units to repace and submit a mission essential task list (METL), a computer program disk must be mailed and received by each Army MACOM immediately.
3. This requirement is a result of a CSA directed HQDA Special Task Force. Time element precludes use of normal mailing.

FOR THE DIRECTOR:

MAJ, GS
Administrative Officer,
ROBUST TASK FORCE

ENCLOSURE 9

LESSONS LEARNED

1. The Administrative Officer as well as logistics personnel must be a part of the initial embryonic stage in order to ensure that the necessary supplies and equipment are available prior to other members of the Task Force being brought on board.
2. Administrative personnel should only have administrative responsibilities during the course of the Task Force in order to be effective.
3. Supply Sergeant must be a part of the Task Force from its inception to handle all supplies and equipment needed.
4. A Budget Officer is vitally necessary to ensure that Task Force expenditures of funds and accountability of monies are properly maintained.