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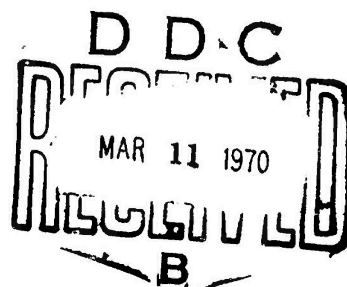
AD 865913

**FINAL REPORT
OF THE COMMITTEE
TO EVALUATE
THE ARMY STUDY SYSTEM**

**LTG W.E. DePUY,
Chairman**

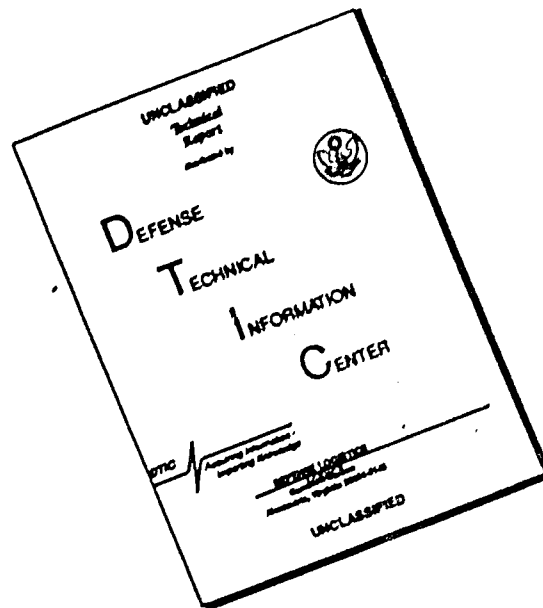
E T A S S

SEPTEMBER 1969



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PREFACE

"To get full measure from resources available to us, we must have all the necessary management information. We must have financial systems that illuminate every level and stage of decision-making: from the first-line supervisor to the President and the Congress, from the long-range forecast to the critical post audit. Nothing less will let us go forward with programs that provide the most benefit for the taxpayer's dollar."

RICHARD NIXON
White House Memorandum
12 August 1969

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transmitted to the President and each
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of staff, Army
actw. CAS
The President
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Army
Office Chief

ABSTRACT

This report examines the Army study system to intensify its contribution to overall Army operations and improve study management. The evaluation, directed in April 1969 by the Army Chief of Staff, covers the planning, programing, budgeting, and accounting for studies being processed by the Army Staff, the Army Materiel Command, and the Army Combat Developments Command. It reviews the processing of contract studies and major in-house studies in view of the Army capabilities to conduct studies. The recommendations propose an omnibus regulation controlling the overall management of the Army study system; replacing the present calendar year Army Master Study Program (AMSP) with The Army Study Program (TASP) keyed to the fiscal year; outline procedures for selecting and announcing priority study problem areas; offer a method for illuminating priority study requirements; identify a means for displaying financial visibility to the Army study effort; and reemphasize the role of the study coordinator.

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PART I

SUMMARY

PART I - SUMMARY

1. Problem. To examine management and operation of the Army Study System and to recommend measures that will: (1) enhance the effectiveness of the system at less cost, (2) make the system more responsive to needs of top Army managers, (3) identify more clearly those selected subjects of critical interest to the Army that should receive early attention, (4) insure adequate resources are assigned to priority studies, and (5) improve overall management of the Army study effort.

2. Facts

a. Currently, no formal Army Study System exists. Procedures for controlling Army study efforts have developed through an evolutionary process rather than by deliberate management design. Past efforts to improve the overall management of the Army Study System have produced a fairly adequate "shadow" system of management of the overall Army study efforts. However, there still is some undesirable duplication of study effort, costs of many studies are too high, studies having marginal payoff potential are often undertaken, the study product is not fully used, and there is an increasing trend toward relying on contractors. Hence, the Evaluation of the Army Study System (ETASS) Committee was formed by CSM 69-178 on 28 April 1969 to: (1) examine the Army Study System, (2) recommend management improvements, and (3) determine ways to enhance the overall value of the Army Study System to the Army, the Department of Defense, and the United States Government.

b. Many of the daily activities of the Army Staff are basically study efforts.

c. The Army Study System includes both the Army Staff and major command activities (principally US Army Combat Developments Command and US Army Materiel Command). Although other major commands conduct studies, the great bulk of the Army study effort is expended by the Army Staff, CDC, and AMC.

d. Studies are basic to the formulation of concepts, doctrine, plans, and policies. Studies assist high-level managers in making decisions and/or providing persuasive inputs to the Joint Staff, the Department of Defense, and other high-level governmental agencies.

e. Studies are conducted by a wide variety of in-house organizations and by contract support. Maintaining the correct balance is one function of a study management system.

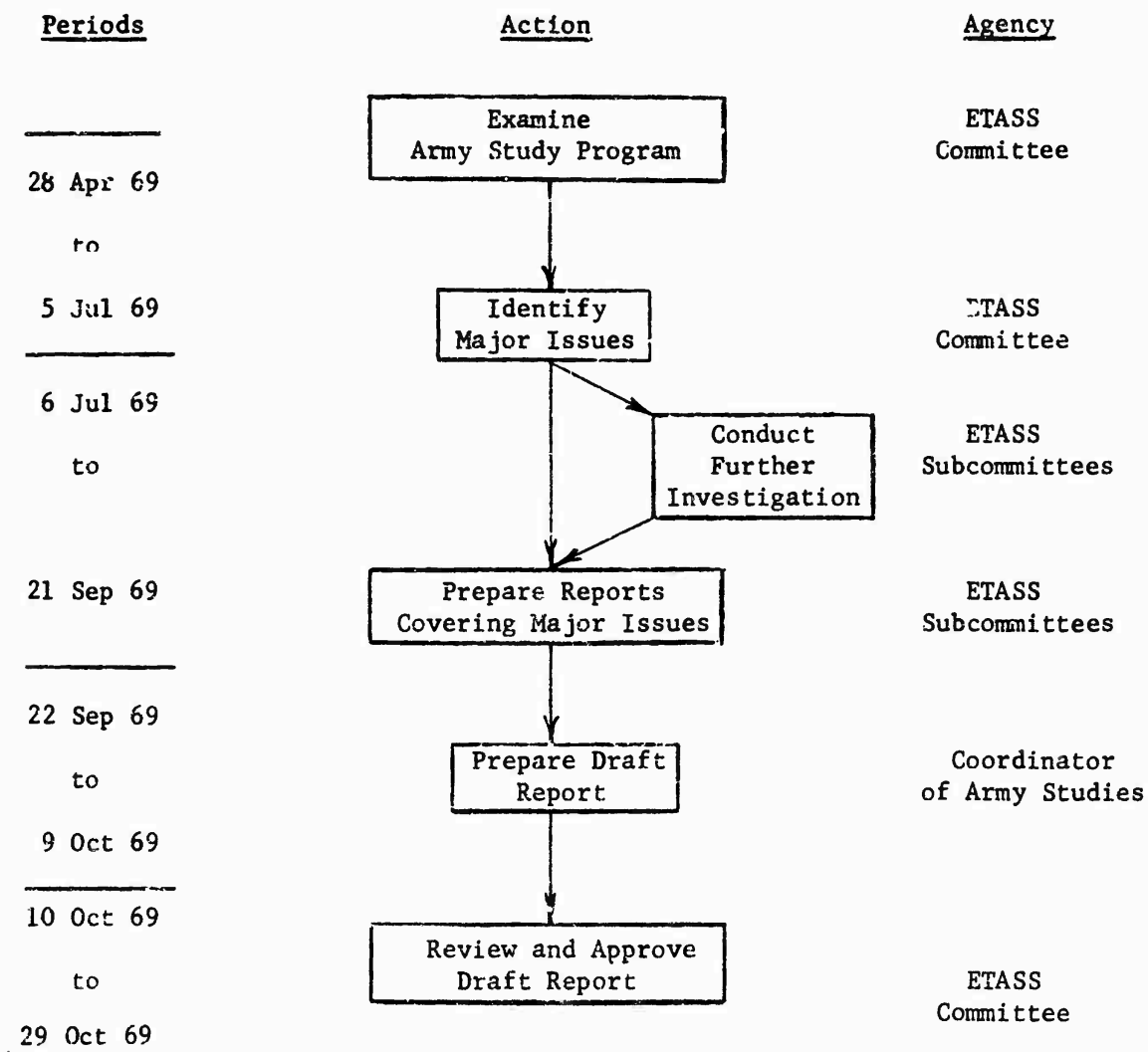
3. Discussion. ETASS Committee briefings and discussions concerning the Army Study System began in May 1969 to bring all committee members up to a "line of departure" for further deliberations. Representatives of the Army Staff agencies, CDC, and AMC presented a series of briefings covering their study efforts. Following the briefings and discussions, which identified the major problem areas, subcommittees were formed to investigate these problem areas and tentative committee findings, prepare subcommittee reports, and draft the necessary action documents. Coordination of the final report was accomplished through the ETASS members. Complete backup documentation of the briefings is maintained by the Coordinator of

Army Studies, Office, Assistant Vice Chief of Staff. A rigid reporting format for subcommittees was not required because the nature of the tasks assigned to the subcommittees varied so widely. Also, the subcommittees were encouraged to adopt methods of their own design to attack their assigned tasks. Chart 1 (page I-4) displays the method of investigation used.

a. Background. The overall management of the Army Study System is accomplished through Army Regulations, Department of Defense Directives, Chief of Staff Memorandums and Regulations, Army Staff agency/major command study programs, and Department of the Army committees, letters, and documents. These regulations are not internally consistent and in some cases are not followed. Coordination channels exist for both formal and informal review of study proposals; however, these channels are not fully exploited. Procedures for planning, programing, budgeting, and accounting for study efforts do not give adequate visibility to the content of various study programs and subprograms. As a result, some undesirable duplication exists and the study product is not fully used. Although a system for documentation and literature search also exists, it is weak and does not cope with the increasing number of studies. It was clear that the Army Study System needed strengthening through emphasis, revision, better direction, and improved supervision. Hence, at the direction of the Chief of Staff, the Assistant Vice Chief of Staff formed and called upon the ETASS Committee to recommend actions to improve the Army Study System, including its utility and management. The Assistant Vice Chief of Staff,

CHART 1

GENERALIZED METHOD OF INVESTIGATION



after critical committee deliberations, gave the fundamental guidance that the revisions to the Army Study should not overly centralize control or undermine the authority and initiative of heads of Army Staff agencies and major commands. Basic to an understanding of the Army Study System is the fact that much of the daily effort of the Army Staff, CDC, and AMC is devoted to study efforts designed to enable the Army to solve its everyday problems, plan for the future, and react to crises. The essential characteristics of an effective study system are shown in chart 2 (page I-6).

b. Problems.

(1) The Army Master Study Program (AMSP) contains a great variety of study efforts, all of which are purported to be of major significance or of special interest to the Army. However, the AMSP contains only a small segment of the actual study effort, and gives no indication of priority of the listed studies. The AMSP has no directive authority, nor does it contain any guarantee that the necessary resources will be applied to selected efforts. The AMSP categorizes selected study efforts by various functions assigned to Army agencies, but it fails to associate the studies with critical Army problems. Finally, the AMSP is developed on a calendar-year basis rather than a fiscal-year basis, thus making it difficult to use in planning, programing, and budgeting. (See Part III, Section G.)

(2) Army Regulation 1-110 sets forth the procedures for initiating contract study proposals. This regulation has different requirements for

CHART 2

ESSENTIAL CHARACTERISTICS OF AN EFFECTIVE STUDY SYSTEM

ESSENTIAL
CHARACTERISTICS

EVALUATION OF
EXISTING SYSTEM

Responsive to Chief of Staff or
higher authority

Can accept guidance at any time with some
disruption.

No provisions to assure that most important
problems are addressed.

No provisions to assure that the appropriate
study is available to assist in making a decision

Efficient (in terms of use of resources).

Inadequate provisions to preclude marginal payoff
and excessively expensive study efforts.

Inadequate discipline to reduce duplication of study
efforts.

Inadequate assurance of use of purchased study
products.

Does not assure use of appropriate input data for
studies.

Inadequate provisions to properly identify the problem
to be studied, objectives of the study, and the intended
use of the end product before contracting for study
support.

Inadequate provisions for planning, programming, and
budgeting of study efforts.

Flexible (can change to meet new requirements
or constraints).

unforeseen requirements disrupt, delay, or stop on-
study efforts because priorities have not been
established.

Permits confusion of study efforts and research efforts

Effective (output meets requirements of Army).

Does not identify more important problems requiring
study.

Does not provide adequate high-level guidance for
development of study requirements.

Does not reflect the actual Army study effort.

Requires frequent searches for resources to accomplish
unforeseen study efforts.

Lacks discipline to assure that resources are not
consumed by relatively unimportant studies while pre-
issues are not addressed.

Coordinated.

Arbitrary thresholds allow initiation of uncoordinated
studies.

Lacks provision to assure that contract study support
not used while in-house study capable organizations are
not fully committed or engaged in relatively low priority
work.

CHART 2

ESSENTIAL CHARACTERISTICS OF AN EFFECTIVE STUDY SYSTEM

EVALUATION OF
EXISTING SYSTEM

CHANGES RESULTING
FROM ETASS

Can accept guidance at any time with some disruption.

Can accept guidance at any time with less disruption.

No provisions to assure that most important problems are addressed.

Assures that studies are accomplished to address most important problems.

No provisions to assure that the appropriate study is available to assist in making a decision.

Attempts to provide studies to assist in solving most important problems.

Inadequate provisions to preclude marginal payoff and excessively expensive study efforts.

Improves review and approval requirements.

Inadequate discipline to reduce duplication of study efforts.

Strengthens requirements for background search before initiation of new study efforts.

Inadequate assurance of use of purchased study products.

Requires increased supervision of implementation by appropriate agencies.

Does not assure use of appropriate input data for studies.

Requires study sponsors to identify source of accurate and current data for studies.

Inadequate provisions to properly identify the problem to be studied, objectives of the study, and the intended use of the end product before contracting for study support.

Requires that the problem to be studied be clearly identified, the study objectives specified, and the intended use of the end product be stated before contract study support is authorized.

Inadequate provisions for planning, programing, and budgeting of study efforts.

Requires development of planning, programing, and budgeting procedures for study efforts for two years beyond current fiscal year.

Unforeseen requirements disrupt, delay, or stop on-going study efforts because priorities have not been established.

Establishes priorities early. Hence, provides for adjustment with less disruption.

Permits confusion of study efforts and research efforts.

Reduces confusion through more precise definitions of terms.

Does not identify more important problems requiring study.

Identifies major issues facing the Army which will require decision within next two years.

Does not provide adequate high-level guidance for development of study requirements.

Provides high-level guidance to develop study requirements.

Does not reflect the actual Army study effort.

Provides financial visibility of the entire Army study effort.

Requires frequent searches for resources to accomplish unforeseen study efforts.

Provides early guidance of major issues which will require decision. Assures resources for selected studies.

Lacks discipline to assure that resources are not consumed by relatively unimportant studies while pressing issues are not addressed.

Develops priority problem areas, selects priority studies, reviews study programs, and sets level-of-effort to be maintained.

Arbitrary thresholds allow initiation of uncoordinated studies.

Eliminates thresholds thereby improving coordination.

Lacks provision to assure that contract study support is not used while in-house study capable organizations are not fully committed or engaged in relatively low priority work.

Provides information on the capability of in-house study organizations and their workload.

coordination, review, and approval for each of the three types of contract studies which it governs (management studies; operations research studies; and automatic data processing studies, projects, and services). The requirements for Project Advisory Groups (PAGs) also vary from none for management studies to mandatory use of PAGs for all operations research studies. (See Part III, Section F.)

(3) There is no common understanding of what constitutes a study effort. A variety of terms is used in various regulations and directives resulting in confusion; lack of coordination; and inadequate identification of analyses, investigations, staff studies, reviews, tests, etc., which in reality are part of the study effort. (See Part III, Section G.)

(4) A complete list of Army in-house study-capable organizations does not exist. Knowledge of capabilities, location, and study area specialities is also lacking at all levels of management. Thus, in some instances, studies may be contracted and funds expended unnecessarily when an in-house study organization having necessary skills is not fully committed or is engaged in relatively low priority work.

(5) Many Army Staff officers, and even Staff agencies and major commands themselves possess insufficient knowledge of the procedures required to initiate and gain approval of study requests. Some study coordinators are buried within a subordinate part of their staff agencies or major commands. Consequently, study coordinators do not always possess full knowledge of the study requirements and efforts of their agency or

command, especially concerning the study requirements and efforts of co-equal subordinate parts of the agency or command.

(6) Cost data on studies are insufficient. In past years, the total projected costs of studies for the on-going fiscal year have been collected by a one-time report. However, as a result of imprecise definitions of terms and changes in reporting requirements, accurate analysis of cost data and determination of trends is not possible. Planning, programing, and management of the study effort are hampered, and the accuracy of Army reports on the study program is questionable. (See Part III, Section D.)

(7) Research conducted under AR 705-5 consumes significant resources. This research, under the purview of the Chief of Research and Development, basically applies to development of hardware (technical) items. To lump this substantial program in with the study program would increase the difficulty of managing the study effort and would undermine the authority of the Chief of Research and Development in carrying out his responsibilities. However, clear-cut distinction between what is research and what is a study effort is essential to effective management of the latter program. (See Part III, Section G.)

(8) Scarce personnel resources trained in operations research/systems analysis (OR/SA) techniques must be effectively applied to the Army study effort. The "yardstick" for determining requirements appears to be loosely applied. There is considerable unexplained variance in the number of OR/SA specialists authorized various in-house study organizations. (See Part II, Section D.)

(9) There is need for a formal plan for developing in-house study capabilities that will offset the weaknesses associated with studies conducted under contract arrangements. This was considered outside the scope of ETASS and will be addressed separately by the Coordinator of Army Studies.

4. Conclusions.

a. The Army Master Study Program (AMSP) is inadequate. It should be replaced by a document furnishing a more complete view of the overall Army study effort. The new document should list the highest priority study efforts of the Army chosen to help solve the Army's most critical problems, and insure adequate resources are assigned to these selected studies. Additionally, the new document should display a list of Army study organizations and their respective capabilities. The cost of all of the Army study effort should be tabulated on a fiscal-year basis for use in planning, programing, and budgeting. The Army Study Program (TASP) developed by the Committee accomplishes the above objectives. (See Part II, Sections B, C, and D; and Part III, Sections G and H.)

b. Army Regulation 1-110, which addresses contract study support, needs revision. The revised AR should include adequate coordination, review, and approval procedures to reduce duplication and waste. This regulation should remain separate from any other regulation covering the Army study effort to keep it from becoming buried in a larger document. The draft revised AR 1-110 prepared by the Committee corrects existing deficiencies. (See Part III, Sections F and G.)

c. A new omnibus Army Regulation is needed to describe the Army Study System, assign broad responsibilities, and furnish a mechanism for integrating the many study efforts going on throughout the Army. This regulation would recognize that the Army Study System involves both major commands and Army Staff agencies. The regulation should cover the interrelationship of the Army Study System and the Army Planning System, Defense and Joint Planning Systems, and Defense and Joint Study Systems. It should define study terms to eliminate confusion. The "grey" area of what is research and what is study should be shrunk as much as possible. The major commands should be worked in as dynamic components of the Army Study System. The role, authority, and location of the study coordinator within the agency/command should be strengthened to permit this individual to possess more complete knowledge of the study requirements and efforts of the command he serves, and enable him to be fully responsive to the needs of action officers seeking advice and assistance. The Army Study Advisory Committee (ASAC) responsibilities should be strengthened. The ASAC, as the top study coordinating body, should review all study programs at least yearly, select the priority studies, and provide early guidance on the level and balance of the overall study effort. Additionally, more definitive guidance identifying the most important issues faced by the highest-level managers of the Army over the next two years should be furnished. The draft omnibus AR 1-5 gives unifying direction to the Army study effort and explains the Army Study System. It is the most important product of the Committee. (See Part III, Section G.)

d. A detailed analysis of the Operations Research/Systems Analysis Specialist Program should be conducted. A "yardstick" for determining requirements for these specialists should be developed. A separate effort

to determine the Army's actual requirements is being accomplished by ACSFOR, in coordination with DCSPER. The Committee prepared guidelines for this analysis for use by the AVCoFS to initiate this action.

e. Research efforts controlled by AR 705-5 should continue to be reviewed closely by the Chief of Research and Development to best use available research and development resources. (See Part III, Section G.)

f. The improvements and changes contained in the various regulations and directives prepared by the ETASS Committee:

(1) Lay out clear and logical procedures for arranging the Army Study System.

(2) Provide for management by exception at Chief of Staff level, thus not derogating the authority of head of Army Staff agencies or major commanders.

(3) Greatly improve visibility of the Army study effort.

(4) Highlight priority problem areas and the studies which address them.

(5) Help insure that necessary study resources are assigned to priority studies.

(6) Expose all study programs to review.

(7) Differentiate more clearly between studies and research and development to assist Army staff agencies and major commands.

(8) Tighten up contract study approval procedures without over-centralization.

(9) Offer a vehicle by which reductions in study funding levels can be apportioned properly among Army Staff agencies and major commands or, alternatively, among study categories.

(10) Strengthen the Army Study Advisory Committee to facilitate changes in study balance and level of effort.

A summary of improvements and changes is displayed on Chart 3 on page I-13.

5. Recommendations.

a. That this report of Evaluation of the Army Study System be approved for distribution to Army Staff agencies and major commands for information and guidance, as a basis for improving internal operations, and as rationale behind changes being directed. (ETASS subcommittee recommendations are listed on Chart 4 at page I-14.)

b. That the proposed Army Regulation 1-5, which formally establishes the Army Study System (Part III, Section G), be approved.

c. That the current Army Master Study Program (AMSP) be replaced by "The Army Study Program (TASP)" defined in this report. (Part III, Section H.)

d. That the revised Army Regulation 1-110 clarifying and tightening contract study procedures (Part III, Section F) be approved.

e. That the Chief of Research and Development be directed to revise AR 705-5 on Army Research and Development and AR 70-8 on Behavioral and Social Sciences to complement the new AR on the Army Study System (Paragraph 5b above). (Proposed directive at Part III, Section I.)

CHART 3

ETASS IMPROVEMENTS AND CHANGES

Clear management procedures laid out for Army Study System.

Management by exception is adopted as underlying study management principle.

Study effort is given much better visibility.

Priority problem areas/studies are identified.

Priority studies are assured necessary resources.

Clearer distinction is made between studies and research and development.

Contract study procedures are tightened.

Vehicle for apportioning budget cuts is offered.

Method is provided for balancing study efforts.

Army Study Advisory Committee is strengthened.

Study coordinators' role is reinforced.

Study system is brought in phase with program and budget cycle.

ETASS SUBCOMMITTEE RECOMMENDATIONSSUBCOMMITTEEPRIORITY STUDIES

(Part II, Section B)

Coordinator of Army Studies should develop the se
by reviewing input from the Army Staff. He will

Army Study Advisory Committee should select prior
report for selecting, initiating, and controlling

Approve CSM requesting priority problem area subm

SUMMARY TABLES

(Part II, Section C)

Summary tables displaying study costs are essenti
the 17 tables described using inputs from the Arm

Approve summary table chapter, showing detailed f

Approve the recurring report (instructions in new

CAPABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS

(Part II, Section D)

Capabilities of all Army organizations and FCRCs
high-level managers.

Approve study capabilities chapter of The Army St

STUDY SERVICE CENTER CONCEPT

(Part II, Section E)

Studies should use approved baseline data for thr
techniques and data, wargaming and other methodol

Existing procedures, as clarified and strengthened
should be more systematically followed.

Further development of a centralized facility, ca
impractical.

CONTRACT STUDY REGULATION

(Part II, Section F)

Existing regulations prescribing procedures for in
strengthened.

Approve revised AR 1-110, Contracting for Managem
and Services.

ARMY STUDY SYSTEM MANAGEMENT

(Part III, Sections G, H, and I)

Management of the Army Study System should be cla
laying out functions fo various components of the

Study management should be completely tied in with

Strengthen and upgrade the Army Study Advisory Com

The current, inadequate AMSP should be replaced by
Army Staff and major commands.

Approve the format of The Army Study Program (TASP
new AR 1-5.

Approve new AR 1-5, The Army Study System ..

Important military OR/SA Specialists should be dis
manning OR/SA Specialist requirements.

Approve CSM directing CRD to revise those regulati

A detailed analysis of requirements for Operations
with DCSPER assistance.

CHART 4

ETASS SUBCOMMITTEE RECOMMENDATIONS

CONTENT OF RECOMMENDATIONS

Coordinator of Army Studies should develop the set of priority problem areas, which determine the priority studies, by reviewing input from the Army Staff. He will submit his recommendations to the CofSA and SA for approval.

Army Study Advisory Committee should select priority studies each year in April. Procedures in the subcommittee report for selecting, initiating, and controlling priority studies should be adopted.

Approve CSM requesting priority problem area submissions from the Army Staff.

Summary tables displaying study costs are essential management tools. Coordinator of Army Studies should complete the 17 tables described using inputs from the Army Staff and major commands.

Approve summary table chapter, showing detailed format, of The Army Study Program document.

Approve the recurring report (instructions in new AR 1-5) developed by the subcommittee.

Capabilities of all Army organizations and FCRCs supporting the Army should be displayed in one document for use by high-level managers.

Approve study capabilities chapter of The Army Study Program document.

Studies should use approved baseline data for threats, scenarios, friendly force structure and capabilities, costing techniques and data, wargaming and other methodologies, and historical background.

Existing procedures, as clarified and strengthened by new AR 1-5, for insuring appropriate baseline data are used, should be more systematically followed.

Further development of a centralized facility, called a Study Service Center, should be discontinued because it is impractical.

Existing regulations prescribing procedures for initiating and controlling contract studies should be clarified and strengthened.

Approve revised AR 1-110, Contracting for Management, Operations Research, and Automatic Data Processing Studies and Services.

Management of the Army Study System should be clarified and strengthened. An omnibus regulation should be published laying out functions for various components of the Army Study System and assigning clear responsibilities.

Study management should be completely tied in with other programming and budgeting activities.

Strengthen and upgrade the Army Study Advisory Committee.

The current, inadequate AMSP should be replaced by a more comprehensive document, which would be a directive to the Army Staff and major commands.

Approve the format of The Army Study Program (TASP), which the subcommittee developed and which is consistent with new AR 1-5.

Approve new AR 1-5, The Army Study System.

Important military OR/SA Specialists should be distributed more equitably after first developing a "yardstick" for manning OR/SA Specialist requirements.

Approve CSM directing CRD to revise those regulations for which he has proponentcy to be consistent with new AR 1-5.

A detailed analysis of requirements for Operations Research/Systems Analysis Specialist be accomplished by ACSFOR with DCSPER assistance.

PART II

GENERAL FINDINGS

PART II

SECTION A

MAJOR ISSUES AND TASKS

PART II, SECTION A
MAJOR ISSUES AND TASKS

In a series of meetings beginning May 1969 and lasting to July, the ETASS Committee examined the entirety of the Army Study System. As an aid to further investigation and corrective action the ETASS Committee identified the following major issues and tasks. These were assigned to subcommittees for further analysis and preparation of detailed recommendations, including draft directives.

1. The Army Master Study Program (AMSP) as it is now compiled and constituted is a misnomer. It covers only a segment of the Army's total study effort; it does not adequately reflect priorities; it is not considered directive; and it does not guarantee that necessary resources are assigned to critical studies. The committee recommended that a single document entitled "The Army Study Program" (TASP) be published, or updated, annually. TASP should contain the following chapters:

a. Chapter ____: Capabilities of Principal Army Study Organizations. This chapter should list the Army study organizations below general staff and major command level by study area speciality, location, and capability. It should show the number of professionals authorized and assigned, the number of OR/SA specialists authorized and assigned, and total technical man-months available. For each organization, a list of five or six sample studies or projects should be included to amplify the description.

b. Chapter ____: Procedures for Developing, Reviewing, and Approving the Annual Operations Research Contract Study Program and the Behavioral

and Social Sciences Research and Development Program. These two programs should be treated separately. In addition, flow charts depicting initiation, review, and approval procedures should be included for Operations Research, Automatic Data Processing, and Management contract studies in accordance with AR 1-110.

c. Chapter ____: Summary of Budgeting and Accounting Procedures for Contract Studies. This chapter should describe the procedures for budgeting and accounting by DA Staff agency/major command, by AR 1-110 study categories, and by source of budget program/appropriation funds. OR studies should be further broken out by the first five categories in DOD Directive 5010.22 (see paragraph d below).

d. Chapter ____: Priority Studies. This chapter should display a two-year program for priority Army studies. Such a program should include not more than fifty (50) studies required by top Army managers for making decisions or proposals related to planning, programing, and budgeting over the short-range period. Selection and coordination procedures for priority studies should involve high-level participation by the Office of the Secretary of the Army, the Office of the Chief of Staff, and heads of major Staff agencies. The chapter should be directive in nature and the resources required to support these studies should be identified, programed, and budgeted. This chapter should be organized and indexed by DOD Directive 5010.22 study categories plus the AR 1-110 Automatic Data Processing study category expanded as follows:

CATEGORIES

Manpower and Personnel

Concepts and Plans

Operations and Force Structure

Logistics

Science and Technology

Management

Automatic Data Processing

EXPANDED CATEGORIES

Manpower and Personnel

Strategic

Threat

Force Levels

Force and Weapons Mix

Tactics, Techniques, and
Training

Tactical Units and Systems

Logistical Units and Systems

Equipment and Weapons Systems

Life, Behavioral, and Social
Sciences

Management

Automatic Data Processing

e. Chapter ____: Summary Tables. Information for this chapter should be submitted by study sponsors twice annually. Separate tables should display study costs by:

(1) Sponsor.

(2) Categories.

(a) Congressional (Management, Operation Research, Automatic Data Processing).

(b) DOD Directive 5010.22, (see listing in paragraph d above).

(c) Expanded categories (see listing in paragraph d above).

(3) Contractor (both FCRC and others).

(4) Class II Activities and major commands.

f. Chapter ____: Definitions of Terms. As a minimum, this chapter should include definitions of:

- (1) Study.
- (2) Research.
- (3) Study Sponsor.
- (4) Study Monitor.
- (5) Management Study.
- (6) Operations Research Study.
- (7) Automatic Data Processing Study.

2. Army Regulation 1-110, "Contracting for Management, Operations Research, and Automatic Data Processing Services, Studies, and Projects," needs revision to:

(a) Require coordination of all contract study requests with OAVCofSA. The Coordinator of Army Studies should review each request.

(b) Clarify the requirements for Project Advisory Groups (PAGs) for contract studies.

(c) Require that the annual Operations Research Contract Study Program and the Behavioral and Social Science Research and Development Program be submitted by the Chief of Research and Development to the Chief of Staff for approval.

(d) Define study terms described in subparagraph 1f above.

3. To have credible studies backing up major Army decisions, priority studies should draw upon or use approved sources for threats, scenarios, friendly

forces capabilities, costing data, and war gaming and other methodologies. A centralized source may be needed to insure that approved baseline data are used in the appropriate priority studies within TASP. The Coordinator of Army Studies could provide assistance within the areas described, calling upon the Army Staff for input as necessary.

4. The role, authority, and location of the study coordinator required by CSR 15-10 should be examined further. This individual is not uniformly located or used by DA Staff agencies and major commands. Frequently, he is knowledgeable of only a portion of his agency's study requirements and efforts. Hence, he is not fully responsive to the needs of action officers seeking advice and assistance.

5. Currently the AMSP is developed on a calendar year basis which is out of phase with actions taken to integrate study efforts into the fiscal year budget cycle. By an orderly process of development and review of study requirements, TASP should be generated and then translated into budget requirements. Principal actions should include:

a. In April candidate studies should be reviewed by the Army Study Advisory Committee (ASAC) to determine TASP for the upcoming two fiscal years. General officers should participate in this review. Priority studies should be selected for inclusion in the chapter described in paragraph 1d above. Responsibility for conducting these studies should be assigned to appropriate study activities, first considering in-house capabilities. The timing of the April review would thus insert the study program into the Army Staff planning, programing, and budgeting annual schedule at the beginning

of the process. This early review would permit budget adjustment through the apportionment process in May.

b. In November, cost data should be collected, reviewed, and displayed in revised tables to reflect the final costs of studies for the previous fiscal year. The total study program could then be adjusted to Congressional action on the budget for the current fiscal year as well as OSD apportionment actions. Final adjustment to the President's budget would be facilitated. Subsequently, timely guidance would be furnished to the field for the next two fiscal years.

6. Sponsors would continue to initiate major studies, other than those priority studies listed in TASP, by CSM or letter directive following procedures in CSR 1-3. Studies of this type usually would not be submitted by a sponsor to be included in TASP document, nor would they be reviewed by the ASAC as is current practice. The ASAC would concern itself primarily with priority studies, the Annual Operations Research Contract Study Program, and the Behavioral and Social Sciences Research and Development Program. The ASAC should not be concerned with study activities which are inherent in the mission of a Staff agency or major command. Programing and budgeting, financial review, and approval procedures for studies should not stifle initiative nor impose complicated or unwarranted restrictions on the study sponsor or agency.

7. The requirement for Operations Research/Systems Analysis (OR/SA) talent exceeds present and forecast availability. Thus, OR/SA skills should be pooled within major commands and Army Staff agencies, and OR/SA training within the Army school system increased, particularly at USACGSC.

8. Research, much of it closely resembling studies, initiated under AR 705-5 consumes considerable resources. This area is considered outside the scope of the Committee's responsibility. The Chief of Research and Development is responsible for this program and will continue to maintain necessary control over research.

PART II

SECTION B

**PRIORITY STUDIES
SUBCOMMITTEE REPORT**

II-B

PART II, SECTION B
PRIORITY STUDIES SUBCOMMITTEE REPORT

1. Introduction. This report proposes a system to select, initiate, and control the group of studies known as "priority studies" which are described in the ETASS Committee findings (see Part II, Section A, paragraph 1d.)
2. Problem. This subcommittee was tasked to:
 - a. Develop procedures to select and announce problem areas of concern to high-level managers of the Army.
 - b. Develop selection and coordination procedures for priority studies which will involve participation by the Office of the Secretary of the Army, Office of the Chief of Staff, and Offices of the heads of major staff agencies.
 - c. Develop a sample Priority Studies Chapter for inclusion in The Army Study Program (TASP). Study requirements to address the problem areas selected through procedures developed in paragraph a. will be treated as priority studies and will be included in this chapter of TASP.
3. Discussion and Conclusions. The subcommittee considered that priority studies had to fit within the overall Army Study System being developed by other subcommittees rather than themselves determining the composition and functioning of the Army Study System. Army Staff agencies and major commands depend upon studies for carrying out their missions, and the overall Army Study System is too extensive to be constrained by a procedure which is designed for a limited number of studies. On the other hand, a clear-cut

procedure for handling priority studies is needed to insure that the Army's most important problems are being addressed in an adequate and timely manner. Therefore, a system for selecting, initiating, and controlling priority studies, which did not overly complicate the Army Study System or require excessive amounts of the Army Study Advisory Committee's (ASAC) time, had to be developed. Several alternatives were explored:

a. Alternative 1 - The ASAC, composed of general officers, would formulate a set of priority problem areas, which the Chief of Staff and Secretary of the Army would approve or modify. Following this approval, the Army Staff, CDC, and AMC would determine whether on-going and past studies adequately covered the problem areas identified. If not, the Staff and major commands would submit to the ASAC additional study proposals. The ASAC would then be called to review these proposals and develop the formal list of priority studies, perhaps adding a few priority studies to cover gaps. The final list would be published as a chapter of TASP.

DISCUSSION: This alternative was rejected because it would place excessive requirements on ASAC members.

b. Alternative 2 - The priority problem areas would be developed by a few selected people in the Office of the Chief of Staff and the Army Secretariat and submitted to the Chief of Staff and the Secretary of the Army for approval. After this approval, selection and announcement of priority studies would follow the procedure described in Alternative 1.

DISCUSSION: This alternative which would not permit full participation by the Army Staff, and thus, might fail to identify all priority problem areas was rejected.

c. Alternative 3 - The Army Staff would submit proposed priority problem areas to the ASAC. The ASAC would then review submissions and recommend a set of priority problem areas to the Chief of Staff and the Secretary of the Army for approval. After this approval, selection and announcement of priority studies would be as described in Alternative 1.

DISCUSSION: This alternative was rejected for the same reason as Alternative 1.

d. Alternative 4 - The Army Staff, CDC, and AMC would submit proposed priority problem areas to the Assistant Vice Chief of Staff. The Office of the Assistant Vice Chief of Staff would review and combine the proposed priority problem areas into problem statements before forwarding them to the Chief of Staff and the Secretary of the Army for approval. Selection and announcement of priority studies would be as described in Alternative 1 above.

DISCUSSION: This alternative was selected because it would permit full participation by the Army Staff, CDC, and AMC; and it has the best chance of identifying all priority problem areas. It would not place excessive requirements on ASAC members. Yet it would provide ample opportunity for high-level review of proposed priority problem areas. Specific procedures and timing are described in inclosure 2.

4. ETASS Committee comments regarding the development and selection procedures for priority problem areas, priority studies, and this subcommittee's consideration of those comments are at inclosure 1 to this report.

5. A sample priority studies chapter for TASP is at inclosure 3, and a CSM requesting priority problem area proposals from Army General Staff agencies is at inclosure 4.

5. The subcommittee also determined that a numerical indexing system for studies selected as priority study efforts would facilitate administrative identification and retrieval from the information storage system. This numbering system would be used in all administrative correspondence regarding a priority study, but would not replace the Army Study Documentation and Information Retrieval System (ASDIRS) code. The need for a priority study numbering system increases with time as the same or similar priority problem areas are addressed by an increasing number of priority studies, and as more priority problem areas are identified. Further, it would assist when a reoccurring priority problem area is selected again several years later. The priority study numbering system should contain four major elements:

a. Fiscal year in which the priority problem area, and the study or studies to resolve this problem were selected.

b. The number assigned to the priority problem area in the fiscal year it was selected.

c. The number assigned to the priority study addressing the selected priority problem area.

d. The Army Study System category in which the selected study falls. (In the event a study applies to more than one category, the category which is primarily addressed by the study will be used -- additional categories addressed will be identified in parenthetical extensions to this numbering system.) The Army Study System Categories are discussed and listed in Part III, Section G, and in inclosure 3 of this report.

e. Following is an example:

7	1	-	03	-	02	-	02
Fiscal year in which the priority problem area and priority study is selected.	Number assigned to the priority problem area in the fiscal year it is selected.	Number assigned to the selected priority study.	The Army Study System category in which the selected study falls (e.g., Strategic)				

f. The Office of the Coordinator of Army Studies, Office of the Assistant Vice Chief of Staff would assign priority study numbers.

7. Recommend that:

- a. Alternative 4 for selecting and approving priority problem areas and studies.
- b. The priority study numbering system in paragraph 6 be adopted.
- c. The sample Priority Studies chapter at inclosure 3 be used in TASP.
- d. The CSM at inclosure 4 requesting priority problem area proposals from the Army Staff be approved.

INCLOSURE 1

THE PRIORITY STUDIES SUBCOMMITTEE EVALUATION OF COMMENT

AGENCY	COMMENT	SUBCOMMITTEE EVALUATION	RECOMMENDATION
1. AMC	The problem addressed in paragraph 1, it is believed, is "Composition of the Army Study Program Document." Accordingly, it is recommended that the Chapter described at subparagraph d outlines generally the contents of this document as a unit. It is suggested that this document include: a. Problem areas as identified by top level DA Staff. b. Study program objectives (in specific terms). c. Studies descriptions prepared by appropriate DA Staff agencies as basis for programing and budgeting. d. Program of specific studies developed at the time of apportionment and allocation of funds (after appropriation approvals)."	The priority problem areas should be developed by the Army General Staff which is most likely to be aware of the most important issues which will require a decision(s) at the CofS or higher level in the next two years. These priority problem areas actually become the primary study objectives for the period they address. The studies selected to address the priority problem areas become priority studies and should be controlled by a CSM and/or study directive. These studies along with the level of effort to be maintained should be developed through the processes of the ASAC and approved in time to assist in formulation of the Army budget.	That the development of priority problem areas and studies be as outlined in the subcommittee evaluation.
2. CDC	a. Par 1d - The 5010.22 categories may require additional expansion, particularly "Science and Technology." It would appear that most of the study work performed by CDC would fall into this one category but it represents a broad scope of study effort." b. Although the ASP will place primary emphasis on the 50 priority studies and include them in separate chapters it is not clear whether only these priority studies or all studies are included in the discussion in par 1e, 2, 2b, 2c, and 2d, or whether studies, other than the priority studies, will appear in any form in the ASP. Previous memorandums: "Concept for the Army Master Study Program," 30 June 1969 (included "major studies only"), and "A Concept for the Headquarters Department of the Army Master Study Program (HDAMSP)," undated (suggested use of expanded ASDIRS effort to document "routine" studies) indicated ASP effort devoted exclusively to priority studies.	Since the primary purpose of the categories is to facilitate the logical correlation of studies with the problems they address, it is considered that the conversion of "Science and Technology" to the term "Equipment and Weapons System" and "Life, Social, and Behavioral Sciences" will suffice. Much of CDC's effort would appear to also fall into categories 1 through 4. The Priority Studies Chapter will deal only with a select group of major Army studies. Major Army studies will continue to be initiated by CSM or study directive and displayed in ASDIRS and the various study agency catalogs. Other study efforts will be included in the costs reported in the Summary Tables Chapter of TASP.	That the breakout of this category be "Equipment and Weapons Systems" and "Life, Social, and Behavioral Sciences." That The Army Study Program (TASP) document be designed to include material discussed in the subcommittee evaluation.
3. WSA	a. Several specific points, however, need clarification. Par 1d discusses the selection of "priority studies of high departmental interest." It may be inferred, as was suggested by LTC Clites, that this only includes studies which directly support decisions or proposals. It is suggested that key management studies, such as FOREWON, should be included. While the results of developing new management tools do not necessarily effect many decisions. Therefore, major studies of management tools should be included in the high visibility, directive area. b. With regard to par 6, the distinction between major studies and priority studies is not clear. If a major study is not a priority study but still consumes a significant amount of resources should it not be carefully reviewed and controlled also? It appears as if major studies which are not priority studies would not be included in the Army Study Program document or reviewed by ASAC. This could leave studies, such as the majority of long range CDC studies, outside of the view of the committee.	Key management studies may be selected as priority studies, although a study like FOREWON appears to be a tool which can be used to assist in making analysis for future decisions. FOREWON is definitely a major Army study and should continue to have the visibility afforded such studies. See paragraphs 1 and 2b above.	That the definition of a priority study be "a study" undertaken to provide support for a decision(s) to be made at or above the CofS level within the next two fiscal years. See paragraphs 1 and 2b above.
4. FFA	The TASP should not be a regulatory document, as implied by paragraphs 1b and 1d, but should be informative only. The study system should be regulated by appropriate ARs.	The TASP should direct the accomplishment of priority studies. CSM and study directives also continue to be used. The TASP will implement the provisions of other ARs and hence will be regulated by them. The priority studies will provide such important assistance in making decisions that their timely accomplishment must be assured.	That the chapter on priority studies be directive and that TASP will be an implementing document for a new regulation on the Army Study System.

INCLOSURE 2

PROCEDURES FOR SELECTING, INITIATING, AND CONTROLLING PRIORITY STUDIES

1. General. The development and selection of priority studies will be based on identification of the most important issues requiring decision by the highest level Army managers within the next two years. These issues are the Army's priority problem areas requiring priority study efforts.
2. Priority Problem Area Development. The procedure for development of a list of major issues which are to be used as guidance for study efforts is as follows:

<u>Action</u>	<u>Agency</u>	<u>Month</u>
a. A request is send to heads of Army general staff agencies, CDC, and AMC soli- citing proposed priority problem areas requiring decisions within the next two fiscal years.	AVCofS	Jan
b. The Army General Staff, CDC, and AMC submits proposals to the Assistant Vice Chief of Staff who prepares a final draft of priority problem areas for approval of the Secretary of the Army and the Chief of Staff.	Staff CDC/ AMC	Feb
c. Proposed priority problem areas are submitted to the Secretary of the Army and Chief of Staff for approval.	AVCofS	Feb

d. Approved priority problem areas AVCofS. Feb
are sent to members of the Army Study
Advisory Committee.

3. Priority Studies. The procedure for selecting, initiating, and
controlling priority studies is as follows:

<u>Action</u>	<u>Agency</u>	<u>Month</u>
a. Army General Staff and major command members of the ASAC review on- going and completed studies and develop new study proposals for consideration of the senior ASAC.	Staff/CDC AMC	Mar
b. Priority problem areas evaluated to determine the adequacy of current studies and the recommended initiation of new studies as required; recommendations to the VCofS.	ASAC	Mar
c. Approval of The Army Study Pro- gram (TASP).	VCofS	May
d. Study directives developed and issued as required.	Staff	As required.
e. Studies monitored:	OAVCofS	Continuing
(1) Qualitatively	Directorates	
(2) Status	CAS	

f. Updating:

- | | | |
|---|---------------------|-----|
| (1) Semiannual review of resource adequacy. | ASAC | Nov |
| (2) Annual revision of priority studies. | Staff/
ASAC /CAS | Mar |

INCLOSURE 3

SAMPLE

CHAPTER 1

PRIORITY STUDIES

1

SAMPLE

II-B-10

SAMPLE

CHAPTER 1 - PRIORITY STUDIES

1. Introduction. This chapter describes a limited number of specially selected studies which address the most important problems facing the Army in the next two years, and upon which a decision(s) will likely be made at or above OCofS level. The list of priority studies has been approved by the VCofS. The designated sponsors are directed in accordance with AR 1-5 to accomplish the studies using at least the level of resources and study agency prescribed.

2. Organization. This chapter contains:

SECTION I - Priority Problem Areas

SECTION II - Priority Studies (listed separately by study and Army Study System category to which the study primarily applies).

SECTION III - Selected definitions from AR 1-5.

SAMPLE

SECTION I - PRIORITY ARMY PROBLEM AREAS

1. The Army must determine how best to perform assigned roles and missions with an all-volunteer force in situations short of general war. (example only)
2. The Army may be required to fulfill its national defense mission with the bulk of its forces stationed in CONUS. What changes in quantitative and cost terms will this cause in the Army and in requirements for support from other services? (example only)
3. --
4. --
5. --

1-2

SAMPLE

II-B-12

SAMPLE

SECTION II - PRIORITY STUDIES, CATEGORY 3 - FORCE LEVELS

1. Title: Adequate Residual Force for Zongala (AFRZ) (71-1-3-1) (U).
2. Purpose of the Study: This study will provide recommendations and justification for residual force levels and costs during the planned withdrawal of combat elements from Zongala during FY 72.
- * 3. Sponsor: DCSOPS
4. Monitor: FPA
- * 5. Agency: STAG
6. Suspense: December 1971
7. Assumptions:
 - a. The US will continue to maintain residual forces in Zongala.
 - b. --
8. Objectives:
 - a. Provide a recommended force package and alternatives to implement...
 - b. Assess the political impact on ...
 - c. --
9. Related Actions/Documents:
 - a. NSSM...
 - b. JSOP...
 - c. AMVI 1969...
 - d. --

1-3

SAMPLE

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SAMPLE

10. Administration:

- a. Directives: DCSOPS will develop a study plan in coordination with....
- b. Funding: Further details concerning fund authorizations will be covered by CSM to be published by June 30, 1970.

NOTE: A separate page will be used for each priority study listed.

*Major commands will be tasked by a letter directive.

SAMPLE

SECTION III - SELECTED DEFINITIONS

Definitions--

a. Major Study. A study effort considered to be of such significance to the Army as a whole that it is so designated by a sponsoring Army Staff agency, major command, or by the Office, Chief of Staff. Such designation is accomplished by CSM or study directive (TAG letter). The term "priority study" is included in the term "major study."

b. Priority Problem Area. A major issue which will have sufficient impact on the Army within the next two fiscal years to require decision at or above the CofS level, e.g., PROBLEM: The Army must determine how to prepare to perform its assigned roles and missions with an all volunteer force in all situations short of general war.

c. Priority Study. A study which is undertaken to provide support for a decision(s) to be made at or above CofS level within the next two fiscal years. Priority studies are a select group of major studies.

d. Study Agency. The organization charged with conduct of a study. It may be the sponsoring Army staff agency/major command, a contractor, an ad hoc group, or an Army study organization.

e. Study Monitor. An element within the Office of the Chief of Staff (OCofSA) designated to assist the study sponsor in planning, supervising, and processing a major study. Normally a directorate within the Office of the Assistant Vice Chief of Staff, (OAVCofSA) will be assigned this responsibility for each major study.

f. Study Sponsor. The Army staff agency or major command assigned overall responsibility for the study. The sponsor may or may not be the initiator of the study requirement. The sponsor may or may not conduct the study.

g. Army Study System Categories. The twelve groupings of study categories identified for management purposes are:

(1) Manpower and Personnel. Studies and analyses to evaluate the overall Army manpower needs and costs of forces and programs, and to apply more effective methods and policies for the training, testing, and selecting, allocating, placing, sustaining, and separating of personnel. Research and development in the Life, Social, and Behavioral Sciences is excluded from this category and will be included in category 10, Life, Social, and Behavioral Sciences.

(2) Strategic. Studies relevant to the development and utilization of political, economic, psychological, and military power which will provide maximum support to US policies and objectives.

(3) Threat. Studies directed toward the assessment of potential enemy capabilities and the susceptibility of the US. The threat assessment may include the level of development which the economy, technology, and/or the forces of a potential enemy have achieved or a forecast of plausible ranges of what they might achieve.

(4) Force Levels. Studies directed toward development of optimum size of land forces, in balance with sea and air forces, to enable the US to cope with all aspects of actual or potential threats to the National Security.

SAMPLE

(5) Force and Weapons Mix. Studies to determine the optimum ratios of combat, combat support, and combat service support forces and associated weapon systems required to support current or future tactical concepts, and doctrine.

(6) Tactics, Techniques, and Training. Studies to determine the optimum methods for employing units and equipment throughout the spectrum of combat and the methods by which the required individual and unit qualifications are obtained and proficiency maintained.

(7) Tactical Units and Systems. Studies to determine the quantitative and qualitative structure of military organizations intended to serve as single units in combat, to include service units required for direct and general support. This category includes examination of relationships among various type units for successful accomplishment of land combat missions.

(8) Logistic Units and Systems. Studies and analyses to determine optimum units and systems required for procurement, inventory control, storage, distribution, transportation, maintenance, and disposal of military materiel. This category includes those aspects of military operations which deal with movement or evacuation of personnel; acquisition, maintenance and disposal of facilities; and acquisition or furnishing of services.

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SAMPLE

(9) Equipment and Weapon Systems. Studies and analyses to determine and select alternative equipment and weapon systems to meet existing or potential threats and to get greatest possible return from R&D in terms of military need. Development and application of methods for the rapid application and exploitation of new findings in science and engineering, and for optimum procedures for resource allocation for R&D. This category includes appropriate studies in technical intelligence.

(10) Life, Social, and Behavioral Sciences. Studies in the areas of human performance, manned systems and personnel measurement and evaluation. This category includes studies to improve human motivation, leadership, performance, and capabilities as well as studies to improve the compatibility of men with the weapons, equipment, and systems which they are required to operate and maintain.

(11) Management. Studies and analyses to evaluate organization structure and distribution of functions, administrative policies, procedures, methods and systems, and application of the management sciences which will achieve more efficient and economical operation and eliminate unnecessary overlap or duplication of efforts.

(12) Automatic Data Processing. Studies directed toward development of computer systems and their application to Army problems. This category includes ADP services as defined by AR 1-110 as well as general studies on

SAMPLE

improving the application of ADP within the Army. Research and development in the utilization of a computer system as an integral part of a weapon system is excluded from this category, and will be included in category 9, Equipment and Weapons Systems.

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INCLOSURE 4

CHIEF OF STAFF

Memorandum

U. S. ARMY

DISTR A EXPIRES 31 October 1970

CSM

DATE

FILE

ACTION OFFICER/EXT
MAJ Dey/nlh/70026

SUBJECT: Priority Problem Areas

MEMORANDUM FOR: HEADS OF ARMY GENERAL STAFF AGENCIES

1. Reference, AR 1-5, The Army Study System.
2. Purpose. This memorandum requests the development of statements of priority problem areas requiring study by the Army General Staff for use in development of The Army Study Program for fiscal year 71 which will be published in April 1970.
3. General. A list of recommended priority problem areas prepared from the Army General Staff proposals will be developed for approval by the Chief of Staff and the Secretary of the Army. This list, when approved, will be referred to the Army Study Advisory Committee (ASAC) for review for adequacy of studies on-going or required to provide a basis for decisions concerning these priority problem areas. Approved studies will be announced in the priority studies chapter of The Army Study Program.
4. Definitions.
 - a. Major Study. A study effort considered to be of such significance to the Army as a whole that it is so designated by a sponsoring Army Staff Agency, major command, or by the Office, Chief of Staff. Such designation is accomplished by CSM or study directive (TAG letter). The term "priority study" is included in the term "major study."
 - b. Priority Problem Area. A major issue which will have sufficient impact on the Army within the next two fiscal years to require decision at or above Chief of Staff level.
 - c. Priority Study. A study which is undertaken to provide support for a decision(s) to be made at or above Chief of Staff level within the next two fiscal years. Priority studies are a select group of major study.

II-B-19a

SUBJECT: Priority Problem Areas

5. Responsibilities. Each Army General Staff agency will submit a list of proposed priority problem areas for the period FY 71 through FY 72 within its functional areas of interest. Proposed lists should be submitted to the Assistant Vice Chief of Staff not later than 2 February 1970.

BY DIRECTION OF THE CHIEF OF STAFF:

SUSPENSE:

Army General Staff Agencies
2 Feb 70 - Proposed Priority
Problem Areas

WILLIAM A. KNOWLTON
Major General, GS
Secretary to the General Staff

PART II

SECTION C

SUMMARY TABLES

SUBCOMMITTEE REPORT

PART II, SECTION C

SUMMARY TABLES STUDY COMMITTEE REPORT

1. Problem. At the present time the Army does not have a single document which describes the overall Army Study System. Total costs, actual and projected, are not collected in any one place. Management is consequently difficult. In order for high-level managers to plan, budget, and supervise an effective Army study effort properly, study cost information should be conveniently displayed to provide an overview of the past, current, and future study requirements.

2. Background Information. The ETASS Committee proposed that an annual Army Study Program (Part II, Section A) be developed through a formal process of determining and reviewing study requirements. This program would be evaluated by high-level Army managers in terms of coverage of main problems facing the Army and projected budget requirements to carry out the proposed study effort. To perform the review meaningfully, managers would need to examine displays of study costs, intended use of study resources, study program balance, study coverage of priority problem areas, etc. It would also be essential to compare anticipated study costs for the current fiscal year with the preceding and upcoming fiscal years.

3. Discussion.

a. For the past two years, the Army Staff, U. S. Army Combat Developments Command, and U. S. Army Materiel Command have submitted study cost data to the Office, Assistant Vice Chief of Staff. These data covered

only the current and preceding fiscal years. The accuracy of these data was questionable since reporting organizations interpreted reporting instructions differently. No attempt was made to project future study costs.

b. Study costs are associated with a variety of funds, Class II Activities, Department of the Army Staff agencies, major commands and contractors. A study sponsored by an Army Staff agency may be conducted by another study agency utilizing funds controlled by a third staff agency or command. In the past, no attempt was made to obtain inter-program balance in the overall Army study effort resulting in a "hit or miss" type study program. Furthermore, the procedures and funding approval process vary depending upon the type of study. A display which tabulates these varying costs and activities is required to provide top-level managers a usable overview of the Army study effort.

c. Study resources available to the Army include in-house resources and study agencies hired under contract. The contract agencies include 16 Federal Contract Research Centers (FCRCs) -- not all used by the Army -- and hundreds of non-government contract study organizations. Capabilities of principal Army in-house and FCRC study organizations are displayed at Part II, Section D.

d. The ETASS Committee also proposed that a "Summary Tables" chapter be included in "The Army Study Program" document. This subcommittee has developed and designed the necessary tables to display the costs of all Army study efforts (inclosure 2).

Examples of reportable study efforts and non-reportable Research and

Development efforts are:

Reportable Study Efforts

Non-Reportable Research and Development Efforts

Army Area Handbook Program

Engineer User Tests

Behavioral and Social Science
Studies

Materials Test and Evaluation

All work done by FCRCs

Basic Mathematics Research

All contract studies

All work done by Class II
Activities such as STAG,
ESSG, FOCA, ITAG, BESRL,
LDSRA, etc.

Exploratory/Advanced Technical Development
of Hardware

Combat Developments
Evaluation Projects

Medical and Allied Sciences Research.
Internal Medicine, Therapeutics, Pharma-
cology, etc.

e. The subcommittee also prepared the reporting instructions and format required for the collection of the data required to complete these summary tables (inclosure 3).

f. The subcommittee's evaluation of ETASS Committee members' comments concerning Summary Tables is at inclosure 1.

4. Subcommittee Conclusions.

a. One good method of providing required cost visibility is to display study costs associated with study sponsors. Table I is designed to provide information on study activity in each Army Staff agency, U. S. Army Combat Developments Command, and U. S. Army Materiel Command. This table shows the preceding, current, and projected fiscal year level of study effort of each study sponsoring agency. Since it is difficult to express in-house cost in dollars because overhead and capital investment costs are not known, costs of contract and in-house (class II agencies or ad hoc) studies are

determined differently. In-house effort is reported in man-months, which are then converted to approximate dollar costs. Since in-house costs are approximate, comparisons of in-house study effort with contract study effort are not accurate. However, this table provides a comparison of study effort by a study sponsor relative to the efforts of other study sponsors and to the total Army effort.

b. Congressional interest and previous requests for study cost information received from the Department of Defense necessitate a display of study costs by study category. AR 1-110, which is concerned with contractual support of studies, uses three study categories: Operations Research, Management, and Automatic Data Processing. These three categories are generally used in communicating with Congress. DOD Directive 5010.2 further categorizes studies into Manpower and Personnel, Concepts and Plans, Operations and Force Structure, Logistics, Science and Technology, and Management. The first five can be associated with the AR 1-110 category of Operations Research. The ETASS Committee recommended a further breakout of the DOD Directive categories into functional areas of Army interest. This has been accomplished and the 12 ETASS study categories are defined in inclosure 3 and in draft AR 1-5 covering the Army Study System (see Part II, Section G). These 12 study categories and the level-of-effort associated with each are displayed in Table II. Once again costs have been broken down as in-house or contract effort by fiscal year. To display the overall level of effort and also each individual study sponsor's effort in each category requires 17 tables.

c. Congress has shown considerable interest in contract study costs. Table III displays the contract study effort cost by individual contractors that are currently conducting Army sponsored studies. This table also gives an overview of the past year's costs, as well as costs projected for the current year and next two fiscal years. This table also includes funds programed for future contract studies, even when the study agency has not yet been determined.

d. Table IV displays the level of study effort by Army in-house Class II-type Activities, such as Behavioral Sciences Research Laboratory (BESRL), Intelligence Threat Analysis Group (ITAG), Strategy and Tactics Analysis Group (STAG), Logistics Doctrine Systems and Readiness Agency (LDSRA), Engineer Strategic Studies Group (ESSG), and Field Operating Cost Agency (FOCA), plus the major commands, U. S. Army Combat Developments Command and U. S. Army Materiel Command. Included is work each agency performs for each study sponsor as well as its total effort.

e. Tables I through IV make up a chapter of The Army Study Program (TASP). A sample is at inclosure 2. This chapter would be prepared by the Office, Assistant Vice Chief of Staff using data from the Army Staff, U. S. Army Combat Developments Command, and U. S. Army Materiel Command. Information on the sample reporting format at inclosure 3 should be submitted twice annually as a recurring report in accordance with new AR 1-5 for preparation of the Summary Tables Chapter in April and updating in November.

5. Recommendations.

a. That the Summary Table Chapter format at inclosure 2 be approved.

b. That the reporting format and reporting instructions at inclosure 3 be approved as a recurring report and the Comptroller of the Army assign a reports control symbol.

INCLOSURE 1

SUMMARY TABLES SUBCOMMITTEE EVALUATION OF COMMENTS

<u>AGENCY</u>	<u>COMMENT</u>	
DCSOPS	"8. Reference paragraph 6, it is assumed and recommended that the annual operation research contract study program (AR 1-110) will be reflected in a separate chapter or in the Summary Table Chapter referenced in paragraph 1e of the inclosure."	The annual flected in
ACSFOR	"1. a. Paragraph 1 of Findings: The chapters in paragraph 1d and 1e apply to the select group of priority studies and will be of interest at the highest levels. It would therefore appear logical that these two chapters (1d and 1e) should be the first and second chapters published in the new "Army Study Program." The chapters described in paragraphs 1a, 1b, 1c, and 1d are of interest primarily to action level officers and should, therefore, follow the above two chapters."	The Summar and is not mends that latter cha earlier ch
ACSFOR	"2. g. Develop more meaningful categories of studies to replace or supplement the currently prescribed categories of OR, Management, and ADP."	This recom are define are reflec
AMC	"2. e. It is recommended that the Summary Tables referred to in paragraph 1e should be an Annex to the Summary Program document."	The subcom of The Arm a chapter
WSA	"3. With regard to 1e, it is not clear whether the Summary Tables include all Army studies or only the priority studies. If the tables are to include all studies, what are the implementing procedures?"	The Summar Staff agen pletion of study effor

4

ES SUBCOMMITTEE EVALUATION OF COMMENTS

SUBCOMMITTEE EVALUATION

med and recommended
contract study program
arate chapter or in
in paragraph 1e of

The annual operations research contract study program is reflected in the Summary Table Chapter.

chapters in para-
roup of priority
e highest levels.
t these two chapters
econd chapters published
chapters described in
interest primarily to
efore, follow the

The Summary Table Chapter will display costs of all Army studies and is not limited to priority studies. The subcommittee recommends that this chapter remain in its proposed location as a latter chapter since it summarizes cost of studies outlined by earlier chapters.

eries of studies to
rescribed categories

This recommendation has been carried out. New study categories are defined in the Priority Studies Subcommittee Report and are reflected in the Summary Tables.

mary Tables referred
to the Summary

The subcommittee considers the Summary Tables an integral part of The Army Study Program (TASP) document and as such should be a chapter rather than an annex to the document.

ur whether the Summary
y the priority studies.
es, what are the

The Summary Tables include all Army studies sponsored by DA Staff agencies and HQ AMC or CDC. The instructions for completion of the report of the manpower and costs for the Army study effort specify those to be reported.

INCLOSURE 2

SAMPLE

C H A P T E R 2

S U M M A R Y T A B L E S

2

SAMPLE

II-C-8

SAMPLE

CHAPTER 2

SUMMARY TABLES

1. Introduction. This chapter provides a summary of costs of the Army study effort for the past fiscal year, current fiscal year, and next two fiscal years. Data displayed in this chapter are based upon reports submitted by the Army Staff, CDC, and AMC. Data shown for the current fiscal year reflect actual costs as of 31 December and projected costs for the remainder of the fiscal year. Data shown for upcoming fiscal years is provided for planning guidance. It does not constitute authority for fund obligation. The levels of effort specified in these tables are fund ceilings not to be exceeded, and study sponsors should adjust their respective annual study programs accordingly.

NOTE: In-house and Class II Activity levels-of-effort are best compared by professional-administrative man-months. These manpower costs have been converted to approximate dollar costs by use of average cost factors. These computed costs cannot be accurately compared with contract study costs since overhead and capital investment costs for in-house effort are estimates only.

2. Summary Tables.

Table I - Level of Study Effort by Sponsor.

Table II - Level of Study Effort by Study Category.

Table III - Summary of the Army Study Program Costs by Contractor.

Table IV - Level of Study Effort by Class II Activity/Command for each Study Sponsor.

2-1

SAMPLE

II-C-9

SAMPLE

CHAPTER 2 - SUMMARY

LEVEL OF STUDY EFFO

SPONSGR	In-House (Include Class II) <u>1/</u>			
	FY 69	FY 70	FY 71	
	Man Mos Prof/Admin = \$	Man Mos Prof/Admin = \$	Man Mos Prof/Admin = \$	Man Pro
AVCofSA				
ACSC-E				
ACSFOR				
ACSI				
COA				
CORC				
CRD				
CofEngrs				
DCSLOG				
DCSOPS				
(Army Area Handbooks) <u>2/</u>				
DCSPER				
CINFO				
IG				
JAG				
USACDC				
USAMC				
TOTALS				

1/ Cost expressed in thousands of dollars (approximation arrived at by pricing a p

2/ DCSOPS Army Area Handbook program costs (included in total DCSOPS cost).

2-2

SUMMA

II-C-

4

CHAPTER 2 - SUMMARY TABLES (Cont)

Table I

on arrived at by pricing a professional man-month @ \$1585 and an administrative man-month @ \$490,) in total DCSOPS cost).

II-C-10

K

SAMPLE

CHAPTER 2 - SUMMARY TABLES (Cont)

*Separate Sheet for each Sponsor

(Army Summary)
(Sponsor)*

LEVEL OF STUDY EFFORT BY STUDENT

AR 1-110 CATEGORY	DOD DIRECTIVE 5010.22 CATEGORY	TASS CATEGORY	In-House (Includes Class II)		
			FY 69	FY 70	FY 71
O P E R A T I O N S R E S E A R C H	1. Manpower and Personnel	1. Manpower and Personnel	Man Mos Prof/Admin =\$	Man Mos Prof/Admin =\$	Man Mos Prof/Admin
	2. Concepts and Plans	2. Strategic			
		3. Threat			
		4. Force Levels			
	3. Operations and Force Structure	5. Force and Weapons Mix			
		6. Tactics, Techniques, and Training			
		7. Tactical Units and Systems			
	4. Logistics	8. Logistic Units and Systems			
	5. Science and Technology	9. Equipment and Weapon Systems			
		10. Life, Social and Behavioral Sciences			
MANAGEMENT	6. Management	11. Management			
AUTOMATIC DATA PROCESSING	None	12. Automatic Data Processing			

1/ Cost expressed in thousands of dollars (approximation arrived at by pricing a professional

2-3

SAMPLE

II-C-11

CHAPTER 2 - SUMMARY TABLES (Cont)

Table II

LEVEL OF STUDY EFFORT BY STUDY CATEGORY

[illegible]

ved at by pricing a professional man-month @ \$1585 and an administrative man-month @ \$490).

2-3

SAMPLE

II-C-11

11

SAMPLE

CHAPTER 2 - SUMMARY TABLES

SUMMARY OF THE ARMY STUDY PROGRAM CO

CONTRACTOR	FY 69	FY 70	
<u>Army FCRC</u>			
CRESS			
HumRRO			
RAC			
Other FCRC			
TOTAL FCRC			
<u>Other Contractors</u>			
BAAR			
BELL			
BMI			
Brad DM			
--			
--			
Etc.			
TOTAL OTHER CONTRACTORS			
CONTRACTOR UNDETERMINED			
TOTAL CONTRACT			

1/ Costs expressed in thousands of dollars.

2-4

SAMPLE

II-C-12

SAMPLE

Table III

CHAPTER 2 - SUMMARY TABLES (Cont)

SUMMARY OF THE ARMY STUDY PROGRAM COSTS BY CONTRACTOR 1/

[illegible]

in thousands of dollars.

2-4

SAMPLE

II-C-12

CHAPTER 2

LEVEL OF STUDY EFFORT BY CL

SPONSOR	BESRL				ITAG			
	FY 69	FY 70	FY 71	FY 72	FY 69	FY 70	FY 71	FY 72
AVCoISA								
ACSC- E								
ACSFOR								
ACSI								
COA								
CGRC								
CRD								
CofEngrs								
DCSLOG								
DCSPER								
CINFO								
IG								
JAG								
TOTALS								

1/ Cost expressed in thousands of dollars (approximation obtained by pricing professional man month

H

CHAPTER 2 - SUMMARY TABLES (Cont)

Table IV

[illegible]

2-5

II-C-13

LEVEL OF STUDY EFFORT BY CLASS II ACT

SPONSOR	ESSG				FOCA			
	FY 69	FY 70	FY 71	FY 72	FY 69	FY 70	FY 71	FY 72
AVCofSA								
ACSC-E								
ACSFOR								
ACSI								
COA								
CORC								
CRD								
CofEngrs								
DCSLOG								
DCSOPS								
DCSPER								
CINFO								
IG								
JAG								
TOTALS								

1/ Cost expressed in thousands of dollars (approximation obtained by pricing professional man months @ \$158

H

CHAPTER 2 - SUMMARY TABLES (Cont)

REPORT BY CLASS II ACTIVITY/COMMAND FOR STUDY SPONSOR 1/

Table IV (Cont)

[illegible]

onal man months @ \$1585, and administrative man months @ \$490.)

2-6

SAMPLE

II-C-14

2

INCLOSURE 3

SAMPLE

INSTRUCTIONS FOR COMPLETION OF REPORT OF
THE MANPOWER AND COSTS FOR THE ARMY STUDY EFFORT

1. Studies Reported. Study sponsors will report all studies except research (as defined in AR 1-5) and routine staff studies accomplished within normal staff organizations. Studies by ad hoc groups will be reported. Combat Developments Evaluation Projects are considered studies and will be reported. All Management Studies, Operations Research Studies, and ADP services will be reported. Reports will be submitted to the Office, Assistant Vice Chief of Staff (OAVCofSA), Attention: Coordinator of Army Studies, by 15 October and 1 March each year.

2. Report Form.

a. The attached form will be used to report the actual and projected manpower and dollar costs of studies. Separate forms will be submitted covering:

(1) Actual costs for the just completed fiscal year.

(2) Costs for the current fiscal year (1 March report should use actual costs as of 31 December and projections for remainder of the FY. The 15 October report should use projected costs for the current fiscal year).

(3) Projected costs for the upcoming fiscal year (budget year).

(4) Projected costs for the fiscal year beyond the upcoming fiscal year (budget year plus one).

b. Cost data reported will be coordinated with appropriate appropriation/program director to insure accuracy before submission.

SAMPLE

c. Instructions for filling out the report form (paragraphs refer to numbered columns on report form):

(1) Study Title. Enter study title. Short title is sufficient. Indicate classification of title in parentheses. If study titles for the next fiscal year are not known, enter "Unknown" and show estimates of number of studies in this category in parentheses.

(2) Study Agency. Enter organization actually conducting the study. This may be the sponsoring Army Staff agency or major command, a contractor, an ad hoc group, or an Army study organization. Abbreviations may be used.

(3) Study Category. Enter the number which corresponds to The Army Study System (TASS) category. See note in paragraph (b) below for special instructions in budget year plus one.

(a) The Army Study System Categories are:

Category 1. Manpower and Personnel. Studies and analyses to evaluate the overall Army manpower needs and costs of forces and programs, and to apply more effective methods and policies for the training, testing, selecting, allocating, placing, sustaining, and separating of personnel. Research and development in the life, social and behavioral sciences is excluded from this category and will be included in category 10, Life, Social and Behavioral Sciences.

SAMPLE

Category 2. Strategic. Studies relevant to the development and utilization of political economic, psychological, and military power which will provide maximum support to U. S. policies and objectives.

Category 3. Threat. Studies directed toward the assessment of potential enemy capabilities. The threat assessment may include the level of development which the economy, technology, and/or the forces of a potential enemy have achieved or a forecast of plausible ranges of what they might achieve.

Category 4. Force Levels. Studies directed toward development of optimum size of land forces, in balance with sea and air forces, to enable the U. S. to cope with all aspects of actual or potential threats to the National security.

Category 5. Force and Weapons Mix. Studies to determine the optimum ratios of combat, combat support, and combat service support forces and associated weapon systems required to support current or future tactical concepts and doctrine.

Category 6. Tactics, Techniques, and Training. Studies to determine the optimum methods for employing units and equipment throughout the spectrum of combat and the methods by which the required individual and unit qualifications are obtained and proficiency maintained.

Category 7. Tactical Units and Systems. Studies to determine the quantitative and qualitative structure of military organizations intended

SAMPLE

to serve as single units in combat, to include service units required for direct and general support. This category includes examination of relationships among various type units for successful accomplishment of land combat missions.

Category 8. Logistic Units and Systems. Studies and analyses to determine optimum units and systems required for procurement, inventory control, storage, distribution, transportation, maintenance, and disposal of military materiel. This category includes those aspects of military operations which deal with movement or evacuation of personnel; acquisition, maintenance and disposal of facilities; and acquisition or furnishing of services.

Category 9. Equipment and Weapon Systems. Studies and analyses to determine and select alternative equipment and weapon systems to meet existing or potential threats and to get greatest possible return from R&D in terms of military needs. Development and application of methods for the rapid application and exploitation of new findings in sciences and engineering, and for optimum procedures for resource allocation for R&D. This category includes appropriate studies in technical intelligence.

Category 10. Life, Social, and Behavioral Sciences. Studies in the areas of human performance, manned systems and personnel measurement and

SAMPLE

evaluation. This category includes studies to improve human motivation, leadership, performance and capabilities as well as studies to improve the compatability of men with the weapons, equipment and systems which they are required to operate and maintain.

Category 11. Management. Studies and analysis to evaluate organizational structure and distribution of functions, administrative policies, procedures, methods and systems, and the applications of the management sciences which will achieve more efficient and economical operation and eliminate unnecessary overlap or duplication of efforts.

Category 12. Automatic Data Processing. Studies directed toward development of computer systems and their application to Army problems. This category includes ADP services as defined by AR 1-110 as well as general studies on improving the application of ADP within the Army. Research and development in the utilization of a computer system as an integral part of a weapon system is excluded from this category, and will be included in category 9, Equipment and Weapon Systems.

(b) NOTE: Study categories 1 through 10 collectively comprise the AR 1-110 category of Operations Research and relate with the first five study categories in DOD Directive 5010.22. Category 11, Management, coincides with AR 1-110 and DOD Directive 5010.22 categories of Management. Category 12, ADP, parallels the AR 1-110 ADP category. For the

SAMPLE

budget year plus one, report according to the six DOD Directive 5010.22 categories and ADP category, in lieu of TASS categories.

(4) Professional Man-Months, Army (Ad Hoc or In-House). Enter military and civilian study time in man-months, including computer programming and analyst time if appropriate. Overtime, if a matter of record, will be included; otherwise use a 60 hour week as a maximum. For conversion to costs in column 7 use factor of \$1585.00 per man-month.

(5) Administrative Man-Months, Army (Ad Hoc or In-House). Enter administrative man-months utilized. As a guide, one administrative man-month is used per three professional man-months. For conversion to costs in column 7 use factor of \$490.00 per month.

(6) Computer Time, Army (Ad Hoc or In-House). Enter computer time (in hours) used. Report only time on Army or government leased or owned computers. For conversion to costs in column 7 use factors of \$15.00 per hour for punch card (i.e., UNIVAC 1005) and \$250.00 per hour for medium to large computers (i.e., IBM 7094 or 360/65).

(7) Study Costs, Army (Ad Hoc or In-House). Enter study cost (in thousands of dollars), which is sum of factored costs from columns 4, 5, and 6. If costs are other than MPA, footnote: RDTE 2/, OMA 3/.

(8) - (11) DA Class II Study Agency Effort. Same instructions as columns 4-7. For this report, DA Class II study agencies include:

SAMPLE

US Army Strategy and Tactics Analysis Group (STAG)

US Army Logistics, Doctrine, Systems, and Readiness Agency (LDSRA)

US Army Intelligence Threat Analysis Group (ITAG)

US Army Behavioral Science Research Laboratory (BESRL)

US Army Engineer Strategic Studies Group (ESSG)

US Army Field Operating Costs Agency (FOCA)

Column 11 costs will be footnoted for appropriation source of funds
RDTE 2/ and OMA 3/.

NOTE: If a Class II agency study has any portion of a study effort sub-
contracted to a FCRC or other contractor, that cost should be included in
column 11 cost and also shown parenthetically in columns 12 - 14, as
appropriate.

(12) - (13) Federal Contract Research Center Effort (i.e., RAC,
HumRRO, and CRESS). Enter man-months and contract costs in thousands of
dollars. Sponsors may obtain assistance in determining this data from the
Army Research Office. Footnote column 13 costs for appropriation source
of funds: RDTE 2/ and OMA 3/.

(14) - (15) Other Contract Effort. Same instructions as columns
12-13. Obtain data assistance from appropriate contracting officer, if
required.

(16) Total Cost. Enter total cost of study (in thousands of dollars)
which is sum of columns 7, 11, 13, and 15. Footnote costs by appropriation:

SAMPLE

MPA (no appropriation)^{1/}, RDTE ^{2/}, OMA ^{3/}.

(17) Study Status. Enter status in the following sequence:

-- Proposed, programed, on-going, or completed.

-- Customer. Be specific in identifying actual agency that originated study (i.e., ASD(SA) or JCS, not just OCofSA).

-- Time Frame. Short range is 0-2 years; medium is 2-10; and long range is 10-20 years.

-- Intended Use. Be specific. Identify which DPM. Which plan. What regulation. Use internal management as an explanation only when actually appropriate.

(18) Summary of Study Effort Costs by Appropriation. Enter RDTE and OMA appropriation, study costs by TASS study categories grouped by study resource effort, i.e., Class II Activity, FCRC, and other contractors. Entries for this item will be made only on final page of each fiscal year report and will summarize data for all pages of the fiscal year report.

REPORT OF THE MANPOWER AND COSTS

SPONSOR: _____

FOR THE ARMY STUDY EFFORT FY _____

REPORTS CONTROL SYMBOL

STUDY TITLE (1)	STUDY AGENCY (2)	STUDY CATEGORY (3)	STUDY RESOURCE EFFORT										TOTAL COST (K DOLLARS) (16)	STUDY STATUS 1. PROGRAMMED, OR-GOING OR COMPLETED 2. CUSTOMER 3. SHORT, MEDIUM, OR LONG RANGE TIME FRAME 4. INTENDED USE (17)			
			ADBY (AD HOC or IN-HOUSE)				DA CLASS II STUDY AGENCY			CONTRACT							
			MAN NOS		COM- PUTER TIME (HOURS)	STUDY COSTS (K DOLLARS)	MAN NOS		COM- PUTER TIME (HOURS)	STUDY COSTS (K DOLLARS)	FEDERAL CONTRACT RESEARCH CENTER				OTHER CONTRACT		
			PROF	ADMIN			PROF	ADMIN			MAN NOS	CONTRACT COST (K DOLLARS)			MAN NOS	CONTRACT COST (K DOLLARS)	
(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)				
TOTAL	XX	XX				1/ 2/ 3/				1/ 2/ 3/			2/ 3/		2/ 3/	1/ 2/ 3/	XXX

COMMON FOOTNOTES:

1/ MVA OR NO APPROPRIATION

2/ NDIE APPROPRIATION

3/ OMA APPROPRIATION

STUDY CATEGORY (18)	DA CLASS II			FCRC CONTRACT		OTHER CONTRACT	
	1/	2/	3/	2/	3/	2/	3/
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							

PART II

SECTION D

**CAPABILITIES OF PRINCIPAL
ARMY STUDY ORGANIZATIONS
SUBCOMMITTEE REPORT**

PART II, SECTION D

CAPABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS SUBCOMMITTEE REPORT

1. Problem. At the present time the Army does not have a single document which describes the overall Army Study System. As a result, there is no consolidated display of study capabilities below Army Staff, U. S. Army Combat Developments Command, or U. S. Army Materiel Command level. In order for high-level managers to supervise Army studies better, a study capability overview needs to be developed.

2. Background Information.

a. The ETASS Committee proposed that The Army Study Program (TASP) be prepared which would include a consolidated listing of available study resources (Part II, Section A).

b. This subcommittee was tasked to prepare a list of principal Army study organizations below Army Staff and major command level for a chapter in TASP. This chapter would include data on capabilities of these study organizations in terms of: study speciality area; professionals authorized and assigned; OR/SA specialists authorized and assigned; and work capacity in technical man-months.

3. Discussion.

a. The Army uses in-house organizations, Class II Activities, Federal Contract Research Centers (FCRCs), and private civilian contractors to perform studies. These vary in size, talent, and reputation. A few are competent in a variety of fields; many are highly specialized. Currently, there is no single listing of study organizations and their capabilities.

b. This subcommittee initially determined that there were 28 principal Army study activities and Army-oriented FCRCs to be surveyed. Reports were requested and received from the Army Staff, U. S. Army Combat Developments Command, and U. S. Army Materiel Command. Review of their reports determined that the 25 organizations indicated in the capability tables at inclosure 1 were actually performing studies, and another organization, the Engineer Agency for Resources Inventories, also conducted Army studies and should be included.

3. Subcommittee Conclusions.

a. The proposed chapter for TASP entitled Capabilities of Principal Army Study Organizations (inclosure 1) will provide the necessary overview of study organizations available to accomplish Army studies. Table I displays study capabilities of Army Class II Activities; Table II, the Federal Contract Research Centers; Tables III and IV, study organizations subordinate to U. S. Army Combat Developments Command and U. S. Army Materiel Command.

b. This subcommittee's evaluation of ETASS Committee members' comments concerning capabilities of principal Army study organizations is at inclosure 2.

4. Recommendation. That the proposed capabilities chapter at inclosure 1 be included in TASP.

INCLOSURE 1

SAMPLE

CHAPTER 3

CAPABILITIES OF PRINCIPAL
ARMY STUDY ORGANIZATIONS

3

SAMPLE

II-D-3

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS

1. Introduction--This chapter provides a summary of capabilities of the principal Army study organizations. It does not list the offices, sections, and groups in Staff agencies and major commands which have limited study capabilities. Additionally, Federal Contract Research Centers (FCRCs) are shown because a significant portion of the Army study effort is accomplished by them.

2. Study Capable Organization.

Table I - Class II Activities

Table II - Federal Contract Research Centers

Table III - CDC Study Organizations

Table IV - AMC Study Organizations

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL

US ARMY CLASS II STUDY CASE

ACTIVITY	DA STAFF SUPERVISOR	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITY				
			PROFESSIONALS ^{1/}		MILITARY OR/SA SPECIALIST		MIL GRA DIS 457
			AUTH	ASGND	AUTH	ASGND	AUTH
US Army Strategy & Tactics Analysis Group (STAG)	DCSOPS	<u>Strategic and Tactical Operational Planning, Evaluation, and War Gaming.</u> 1. Force Planning Guides. 2. Potential Combat Effectiveness Studies. 3. Armed Helicopter Comparison. 4. Influence of Non-Nuclear Munitions or the Battlefield (INMOB) 5. CAPNUC-69	40	37	0	0	5
US Army Intelligence Threat Analysis Group (ITAG)	ACSI	<u>Long-Range Trend Analysis with Emphasis on USSR & PRC Military Capabilities</u> 1. Forecast of Conflict Environment (FORCE) 85/95. 2. Strategic Posture Analysis (SPA) 1969 Threat Posture 3. Strategic Threat to US (STUS-80). 4. CONUS Ballistic Missile Time-Phased Threat (COBALT). 5. Data Handbook - Projected Soviet Ground Forces - 1976.	35	25	2	0	2
US Army Logistics Doctrine, Systems & Readiness Agency (LDSRA)	DCSLOG	<u>Logistic System Concepts</u> 1. Analysis of Army Logistics Training. 2. Study to determine Army Civilian ADP Training Requirements. 3. Use of Optical Scanners in Army Logistics. 4. Study to Determine Automated Systems Requirements for USAREUR Depots. 5. Logistics Warrent Office Requirements Study.	137	131	4	3	9

3-2
SAMPLE

II-D-5

SAMPLE

TABLE I

- CAPABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

ES ARMY CLASS II STUDY CAPABLE ORGANIZATIONS

1/	PERSONNEL CAPABILITIES FY 70						FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
	MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREE DISCIPLINES 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
	AUTH	ASGND	AUTH	ASGND	AUTH	ASGND				
	0	0	5	4	28	25	None	744	744	Bethesda, Maryland
	2	0	2	1	9	7	None	240	240	Arlington Hall Station, Virginia
	4	3	9	4	3	3	36	360	396 3/	New Cumberland Army Depot Pennsylvania

2

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY S

US ARMY CLASS II STUDY CAPABLE ORGA

ACTIVITY	DA STAFF SUPERVISOR	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES				
			PROFESSIONALS 1/		MILITARY OR/SA SPECIALIST		MILITARY GRADUATE DISCIPLINE
			AUTH	ASGND	AUTH	ASGND	AUTH
US Army Field Operating Cost Agency (FOCA)	COA	<u>Cost Research</u> 1. Operating Costs - Selected Units USAREUR FY 68. 2. Force Unit & Weapon Systems Operating Costs on the 5th Mech and 1st Armored Division. 3. Operating Costs Data Report 6th ACR. 4. Weapon Systems Costs 1st Armor Div, Mar 69. 5. Analysis of Operating Costs for Selected Missile Units USAREUR FY 68.	33	33	1	1	2
US Army Behavioral Sciences Research Laboratory (BESRL)	CRD	<u>Manned Systems & Human Performance Research. Military Selection Research.</u> 1. Interface between Civilian and Military Enlisted Man- power Systems (Enlisted Manpower) 2. Optimum Distribution of Individual Abilities for Unit Effectiveness. (Optimum Mental Distribution) 3. Human Performance Experimenta- tion in Night Operations. (Night Observation) 4. Tactical Operations Systems (TAS). 5. Information Processing in Advanced Image Interpretation Systems. (Image Systems)	80	66	0	0	0

H

3-3
SAMPLE

II-D-6

SAMPLE

TABLE I (Cont)

ABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

CLASS II STUDY CAPABLE ORGANIZATIONS

PERSONNEL CAPABILITIES FY 70						FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION	
1/ AUTH	MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREE DISCIPLINES 320 457: 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED		TOTAL
	ASGND		AUTH	ASGND	AUTH	ASGND				
	1	1	2	2	11	2	None	373	373	Alexandria, Virginia
	0	0	0	0	0	0	84	744	828	Arlington, Virginia

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL

US ARMY CLASS II STUDY CAPA

ACTIVITY	DA STAFF SUPERVISOR	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITY			
			PROFESSIONALS 1/		MILITARY OR/SA SPECIALIST	
			AUTH	ASGND	AUTH	ASGND
Engineer Strategic Study Group (ESSG)	OCE	<u>Engineer Implications of Strategic & Logistical Studies/ Nuclear Weapons/Other Engineer Areas of Interest.</u> 1. ICBM Basing Option Analysis. 2. Offshore Logistic Base, Western Pacific. (LOGWEP) 3. Portfolio of General Purpose Force Requirements Scenarios (SPECTRUM Scenarios) 4. Army Strategic Mobility Requirements. 5. Post-Attack Viability of the United States-1975. (PAVUS 75)	65	57	0	0
Engineer Agency for Resources Inventories (EARI) 4/	OCE	<u>Resources Inventories, Data Management, Planning, & Engineering Services.</u> 1. Land Reform, Vietnam. 2. Atlas of Physical, Economic & Social Resources of the Lower MeKong Basin: 3. Pilot Drainage Project, Thanh Quoi, An Giang Province, Feasibility Study. 4. Accelerated Development, Plain of Reeds. 5. Military Geographic Data Base Organizations Support.	41	29	0	0

1/ A professional is defined as including both military/civilian personnel whose normal duties are and/or review effort.

2/ Discipline defined under provisions of AR 621-108 320-OR Analyst (Business), 457-Systems Analyst

3/ LDSRA has approximately 1300 man-months of professional talent available. Preponderance of utilization

4/ Although EARI has no civilians designated as OR/SA, several members of the Staff possess similar

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TABLE I (Cont)

ILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

ASS II STUDY CAPABLE ORGANIZATIONS

PERSONNEL CAPABILITIES FY 70						FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREE DISCIPLINES 320, 475, 460 <u>2/</u>		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
AUTH	ASGND	AUTH	ASGND	AUTH	ASGND				
0	0	0	0	1	0	36	534	570	Washington, D. C.
0	0	0	0	0	04/	0	348	348	Washington, D. C.

normal duties are primarily those of a research, analytical,

457-Systems Analyst, 460-OR Analyst (Engineering).

ponderance of utilization is in areas other than studies.
f possess similar qualifications.

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CHAPTER 3 - CAPABILITIES OF PRINCIPAL

US ARMY FEDERAL CONTRACT RESEARCH

(Supervised by Army Research Office)

FCRC	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PROFESSIONAL STAFF
Research Analysis Corporation (RAC)	<u>Advanced Research, Combat Analysis, Computer Sciences, Economics & Costing, Logistics, Military Gaming, Science & Engineering, Strategic Studies Unconventional Warfare.</u> 1. Automated Force Planning System FOREWON. 2. Personnel Inventory Analysis (PIA). 3. Implementation of Automated HF & FM Frequency & Call Sign Procedures in the Field Army. 4. Combat Operations Loss & Expenditure Data-Vietnam (COLED-V). 5. Simulation & Gaming Methods for Analysis of Logistics (SIGMALOG I).	227
Center for Research in Social Sciences (CRESS)	<u>Military Research Concerned with Foreign Area Problems</u> 1. Criteria for Selection & Assessment of Military Civil Action. 2. A Systematic Framework for Psychological Operation. 3. Roles & Mission of Military Police in Internal Defense & Internal Development. 4. Criteria for Evaluating Army Aspects of Military Assistance Programs to Developing Nations. 5. Strategic & Tactical Factors Underlying Internal Defense & Internal Development.	62

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TIES OF PRINCIPAL ARMY STUDY ORGANIZATION (Cont)

CONTRACT RESEARCH CENTERS (FCRCs)

TABLE II

used by Army Research Office)

PROFESSIONAL STAFF	FY 70 ARMY DIRECTED STUDY EFFORT (TMM)	GEOGRAPHICAL LOCATION
227	1800	McLean, Virginia
62	756	American University, Washington, D. C.

72

CHAPTER 3 - CAPABILITIES OF PRINCIPAL

US ARMY FEDERAL CONTRACT RESEARCH

(Supervised by Army Rese

FCRC	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PROFESSIONAL STAFF
Human Resources Research Organization (HumRRO)	<u>Training Research</u> 1. Training Methods for Forward Area Air Defense Weapon (SKYFIRE) 2. Training Strategies & Incentives Appropriate to Aptitude Level for Selected Training Courses (APSTRAT). 3. Improved Aviation Maintenance Training Through Task and Instructional Analysis (UPGRADE). 4. Longitudinal Analysis of Aviator Performance (PREDICT). 5. Tank Crew Performance During Periods of Extended Combat (ENDURE).	120

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IES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

ONTRACT RESEARCH CENTERS (FCRCs)

TABLE II (Cont)

sed by Army Research Office)

PROFESSIONAL STAFF	FY 70 ARMY DIRECTED STUDY EFFORT (TMM)	GEOGRAPHICAL LOCATION
120	1047	Alexandria, Va. Ft. Knox Ky. Ft. Benning, Ga. Ft. Rucker, Ala. Ft. Bliss, Texas Ft. Ord, Calif.

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CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY STUDY

US ARMY COMBAT DEVELOPMENTS COMMAND STUDY

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES FY 70					
		PROFESSIONALS ^{1/}		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 ^{2/}	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
Combat Arms Group (CAG)	<u>Concept Doctrine, Organization and Evaluation in the Aviation, Artillery, Armor and Infantry Area.</u> 1. Tank, Antitank and Assault Weapons Requirements Study, Phase III, TATAWS III. 2. Infantry Rifle Unit Study 1970-1975. (IRUS-75). 3. Utility Tactical Transport Aircraft System (UTTAS) Study. 4. Optimum Mix of Artillery Units 1976-1980 LEGAL MIX IV. 5. Family of Army Aircraft Study 1970-1985 (FAAS-85).	97	79	15	4	10	0
Combat Support Group (CSG)	<u>Concept Doctrine, Organization and Evaluation in the Air Defense, C/E, Military Police, Intelligence and CBR Areas.</u> 1. Selected Intelligence Gathering Methods for the Army 85 (SIGMA 85). 2. PW Logistical Support. 3. Geography, Intelligence and Topographical Support Systems (GIANT 75/85). 4. SAM-D Firing Doctrine. 5. Tactical Satellite Communications (TAC SAT COM Program).	183	149	13	2	11	2

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IES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

TABLE III

DEVELOPMENTS COMMAND STUDY CAPABLE ACTIVITIES

CAPABILITIES FY 70					FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
/SA T	MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
	ASGND AUTH	ASGND	AUTH	ASGND				
4	10	0	21	17	645	198	843	Ft. Leavenworth, Kansas
2	11	2	20	19	1092	558	1650	Ft. Belvoir, Va.

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CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY STUDY O

US ARMY COMBAT DEVELOPMENTS COMMAND STUDY CAPA

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES FY 70					
		PROFESSIONALS 1/		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 2/	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
Combat Service Support Group (CSSG)	<u>Concept, Doctrine, Organization and Evaluation in the Chaplain, Judge Advocate, Maintenance, Supply, Transportation, Medical and Administration Service Areas.</u> 1. Container Supply System. 2. TransHydrocraft. 3. Area Optometric Support of Non-Divisional Units. 4. Marine Craft Maintenance Operations. 5. Role of the Chaplain in the Motivation of the Soldier.	220	189	22	2	27	2
Institute of Special Studies (ISS)	<u>High Priority (Complex, Short Lead Time, Unusual Nature) Special Studies.</u> 1. Non-nuclear Ammunition Combat Rates Programing and Planning Studies. 2. AH-56A Phase III Study. 3. Air Mobility in the Mid/High Intensity Environment (AM/HI) 4. Project Highgear. 5. SEA NITEOPS.	65	61	4	0	3	0
Institute of Nuclear Studies (INS)	<u>Nuclear Weapon Effects, Targeting and Equipment Hardening.</u> 1. Army Qualitative Research Requirements for Nuclear Weapons Effects Information Studies. 2. Re-evalu tion of Troop Safety and Casualty Criteria. 3. Munition Target Relationships. 4. Denial of Nuclear Weapons. 5. Atomic Demolitions Munition (ADM) Yield Analysis.	27	15	0	0	1	0

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ABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

TABLE III (Cont)

COMBAT DEVELOPMENTS COMMAND STUDY CAPABLE ACTIVITIES

PERSONNEL CAPABILITIES FY 70						FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 <u>2/</u>		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
AUTH	ASGND	AUTH	ASGND	AUTH	ASGND				
22	2	27	2	14	16	1239	821	2060	Ft. Lee, Va.
4	0	3	0	4	3	64	587	651	Ft. Belvoir, Va.
0	0	1	0	2	2	125	55	180	Ft. Bliss, Texas

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CHAPTER 3 - CAPABILITIES OF PRINCIPAL AR

US ARMY COMBAT DEVELOPMENTS COMMAND S

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES FY 70					
		PROFESSIONALS <u>1/</u>		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGR DISCIPLINE 32	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
Institute of Advanced Studies (IAS)	<u>Broad International, National and Departmental Matters Affecting the Future Requirements for Land Warfare.</u> 1. Very Long Range Strategic Forecast 1980-1990. 2. North American Environments During 1985-1990. 3. Echelons Above the Field Army (EABFA). 4. European Study (EUROS). 5. Tactical Concepts & Theater Operations (TACTO).	32	27	3	1	0	
Institute of Combined Arms and Support. (ICAS)	<u>Doctrine, Organization for Separate Brigades and Divisions up Through Theater Army Units.</u> 1. Tactical Reconnaissance and Surveillance (TARS-75). 2. Operational Concepts for Fast Deployment Logistics (FDL) Ships. 3. Aerial Fire Support Analysis (AFSA). 4. NUWAR. 5. Combined Arms and Support 75.	53	49	7	0	1	0

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TABLE III (Cont)

PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

S COMMAND STUDY CAPABLE ACTIVITIES

ACTIVITIES FY 70				FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
TH	ASGND	AUTH	ASGND				
	0	9	6	108	104	212	Carlisle Barracks, Pa.
	0	0	0	546	22	568	Ft. Leavenworth, Kansas

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY

US ARMY COMBAT DEVELOPMENTS COMMAND ST

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAP					
		PROFESSIONAL 1/		SPECIALIST		MILITARY WITH GRADUATE DEGREE DISCIPLINES 320 457, 460 2/	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
Institute of Land Combat (ILC)	<u>Conceptual Designs and Analysis of the Land Combat System.</u> 1. Land Combat System for Operations in the 1990s (LCS- 90s). 2. Preferential Analysis of Alternative Land Combat Systems for Operations in the 1990s. 3. Compendium of Plausible Materiel Options. 4. Conflict Situations and Army Tasks 1985-1995 (CSAT-90s). 5. Concept ALPHA.	54	64	9	3	24	3
Institute of Systems Analysis (ISA)	<u>Combat Effectiveness and Cost Analysis, Review and Development of Combat Simulation and Cost Models</u> 1. Hard Point Target Weapon System 1975-85. 2. Model Development for Border Security/Anti Infiltration Study. 3. Cost Effectiveness Analysis for Tactical Satellite Communications. 4. Cost Effectiveness for SEA NITEOPS. 5. OPMOR-Integrated Combined Arms and Support Models.	115	38	12	0	0	1

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SAMPLE

OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

TABLE III (Cont)

MENTS COMMAND STUDY CAPABLE ACTIVITIES

PERSONNEL CAPABILITIES FY 70				FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY WITH GRADUATE DEGREE- DISCIPLINES 320, 457, 460 <u>2</u> /		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
AUTH	ASCND	AUTH	ASCND				
24	3	10	5	685	0	685	Alexandria, Va.
0	1	28	12	516	89	605	Ft. Belvoir, Va.

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CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY STUDY ORGAN

US ARMY COMBAT DEVELOPMENTS COMMAND STUDY CAPABLE AC

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PROFESSIONAL 1/		MILITARY OR/SA SPECIALIST		PERSONNEL CAPAB MILITARY WITH GRADUATE DEGREE- DISCIPLINES 320, 457, 460 2/	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
Institute of Strategic and Stability Operations (ISSO)	<u>Low Intensity Conflict Studies to Support Strategic and Stability Operations.</u> 1. Special Warfare 75. 2. Border Security/Anti Infiltration. 3. Stability Operations 75 (Low Intensity, Type II). 4. Military Assistance Officer Program (MAOD). 5. US Army Military Assistance 75.	58	42	2	0	0	0

1/ A professional is defined as including both military/civilian personnel whose nor primarily those of a research, analytical, composition and/or review effort.

2/ Discipline defined under provisions of AR 621-108 320-OR Analyst (Business)
457-Systems Analyst
460-OR Analyst (Engineering)

MY STUDY ORGANIZATIONS (Cont)

ODY CAPABLE ACTIVITIES

TABLE III (Cont)

PERSONNEL CAPABILITIES FY 70				FY 70 STUDY EFFORT (TMM)		GEOGRAPHIC LOCATION	
MILITARY WITH GRADUATE DEGREE- DISCIPLINES 320, 57, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED		TOTAL
ETH	ASGND	AUTH	ASGND				
0	0	4	3	267	189	456	Ft. Bragg, N.C.

nnel whose normal duties are
ew effort.

(Business)
analyst
(Engineering)

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 CHAPTER 3 - CAPABILITIES OF PRINCIPAL
US ARMY MATERIEL COMMAND STUDY CA

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES FY 70					
		PROFESSIONAL ^{1/}		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREE- DISCIPLINES 320, 457, 460 ^{2/}	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
US Army Management Engineering Training Agency (AMETA)	<u>Management Engineering</u>	60	57	0	0	0	0
	1. DA Pam 1-50, Work Measurement in the Army.						
	2. Productivity Assurance Technique for Increased Pro- ductivity.						
	3. Standard Time Reporting System						
	4. Personnel Fatigue & Rest Study						
US Army Logistics Management Center (ALMC)	<u>Logistics Research</u>	39	21	17	1	0	1
	1. Advanced Inventory Models.						
	2. Allocation of Studies to Depots. (OASIS)						
	3. Optimum Stockage Policies for Repair Parts.						
	4. Concept Study of US Army Wholesale Logistics System 1980-85.						
	5. SAFEGUARD Logistic Support Policies.						

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TABLE IV

SAMPLE
ITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)
COMMAND STUDY CAPABLE ACTIVITIES

ILITIES FY 70				FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY WITH GRADUATE DEGREE- DISCIPLINES 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
OTH	ASGND	AUTH	ASGND				
0	0	55	52	720	--	720	Rock Island, Ill.
				*Teaching Staff-Limited Availability for Management Studies & Management Consultant Services.			
0	1	22	14	468	--	468	Ft. Lee, Va.
				*Availability changes depending upon sponsorship, priorities, and teaching & research assign- ments of personnel.			

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CHAPTER 3 - CAPABILITIES OF PRINCIP
US ARMY MATERIEL COMMAND STUDY C.

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL					
		PROFESSIONAL ^{1/}		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEG DISCIPLINES	
		ADTH	ASGND	ADTH	ASGND	ADTH	ASGND
US Army Materiel Systems Analysis Agency (AMSAA)	<u>Materiel Oriented Systems Analyses</u> 1. Dynamic Model of Vehicle System Availability. 2. Conceptual Framework for Tactical Logistic Vehicle Evaluation Methodology.	209	196	0	0	0	1
US Army Human Engineering Laboratory (HEL)	<u>Human Factors Research and Engineering</u> 1. Human Factors Engineering Design Standard for Wheeled Vehicles. 2. Behavioral and Physiological Responses Under Chronic Stress. 3. Human Factors Engineering Design Theory. 4. Man-Machine Compatability Engineering Research. 5. Voice Warning System.	67	87	0	0	0	0
US Army Maintenance Board (USAMB)	<u>Operational and Organizational Concepts for Providing Materiel to Users.</u> 1. Field Army Support Evaluation (FASE 67). 2. Modification Work Order (MWO) Study.	58	46	0	0	0	0

^{1/} A professional is defined as including both military/civilian personnel whose primarily those of a research, analytical, composition and/or review effort.

^{2/} Discipline defined under provisions of AR 621-108 320-OR Analyst (Business)
457-Systems Analyst
460-OR Analyst (Engineer)

SAMPLE

TABLE IV (Cont)

OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)
AND STUDY CAPABLE ACTIVITIES

PERSONNEL CAPABILITIES FY 70			FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY WITH ADVANCE DEGREE- SCIENCES 320, 457, 460 2/	CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
ASGND	ASGND	ASGND				
1	0	78	2508	--	2508	Aberdeen Research and Development Center, Aberdeen Proving Ground, Maryland
0	0	0	804	--	804	Aberdeen Research and Development Center, Aberdeen Proving Ground, Maryland
0	0	2	696	--	696	Ft. Knox, Ky.

Personnel whose normal duties are
 new effort.

ist (Business)
 Analyst
 ist (Engineering)

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INCLOSURE 2

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THE CAPABILITIES OF PRINCI

AGENCY

COMMENT

DCSOPS

"3. Reference paragraph 1a, chapter listing of Army study organizations, it is recommended that the Army FCRCs of CRESS, HumRRO, and RAC be included with their capabilities and specialities."

AMC

"2.b. It is suggested that the chapter described at paragraph 1a would be more appropriate as an annex to the study program."

CDC

"4.1a. It will be necessary to make a specific breakdown of civilian personnel categories that will be included under the description "professional," e.g., cost analysts, scientific advisors GS-1515 series, etc. If the technical man-months (TMM) to be listed are those devoted solely to studies, CDC's data will have to be an estimate since many of the "professional" personnel at agency and institute level work on non-study actions. If total TMM were listed it would be quite misleading if they were considered to be the study capability."

FPA

"2d.1a considers listing only OR/SA resources. This is but one of many disciplines necessary for the conduct of studies. The capabilities listing should include all major disciplines.

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CAPABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS EVALUATION OF COMMENTS

LEVEL OF CAPABILITIES

SUBCOMMITTEE EVALUATION

a, chapter listing of
it is recommended that
umRRO, and RAC be included
specialities."

This recommendation has been carried out.

the chapter described
ore appropriate as an
"

The subcommittee considers the chapter to be an integral
part of the Army Study Program document and as such should
be a chapter rather than an annex to the document.

ry to make a specific
onnel categories that
description "profes-
ts, scientific advisors,
he technical man-
are those devoted solely
I have to be an estimate
ional" personnel at
work on non-study
e listed it would be
ere considered to be

The term "professional" was defined in the subcommittee
request for information and is defined in the tables where
the term is used. The TMM shown are for study activities
only unless otherwise noted by a footnote or remark.

ly OR/SA resources.
isciplines necessary
The capabilities
major disciplines.

The subcommittee agrees that other disciplines are necessary
for the conduct of studies. These vary widely among study
organizations, and a listing of each is not considered appropriate
or necessary. OR/SA is a recognized specialist program common
to most study organizations; therefore, it is displayed in
order that study capabilities may be compared.

PART II

SECTION E

**STUDY SERVICE CENTER
SUBCOMMITTEE REPORT**

II-E

PART II, SECTION E

STUDY SERVICES CONCEPT SUBCOMMITTEE REPORT

1. Introduction. After its initial deliberations, the ETASS Committee concluded that, to have credible studies to assist in making major Army decisions, priority studies should draw upon or use approved and consistent sources for threat, scenarios, friendly force structure and capabilities, costing techniques and data, war gaming and other methodologies, and historical background. A central service center might insure that approved baseline data were used in priority studies. The Coordinator of Army Studies might furnish this service, calling upon the Army Staff for assistance as necessary. (See Part II, Section A.)

2. Problem. The subcommittee's task was to determine how to provide accurate, current, and consistent data for studies. It was to consider the feasibility of a service center.

3. Background.

a. In the past, some studies have used outdated or unvalidated data. Studies addressing the same problem frequently have used different baseline data. Hence, it was difficult to weigh the conclusions of one study against another to select alternatives or make trade-offs. Currently, CSR 1-3, which covers initiating, preparing, monitoring, and processing of major Army studies, requires study agencies consider applicable portions of the Forecast of Conflict Environment (published by the Office, Assistant Chief of Staff for Intelligence) and SPECTRUM scenarios (published by the Office, Deputy Chief of Staff for Military Operations). Additionally, members of Project Advisory Groups (PAGs), Contracting

Officer Representatives, sponsors, and study monitors are considered responsible for insuring that accurate, current, and consistent data are used.

b. To assist the ETASS Committee, the Coordinator of Army Studies (CAS) was tasked with developing a "strawman" concept describing required services and outlining how they could be provided. In the CAS "strawman" concept (inclosure 1), CAS would furnish a referral service to all study agencies for baseline data covering threats, scenarios, friendly force structure and capabilities, and costing techniques and data. Instead of maintaining the extensive amounts of data necessary, CAS would refer study agencies to appropriate offices in the Army Staff, e.g., to a designated officer within OACSI for threat data, to OCOA for costing techniques and data, and so forth. CAS itself would furnish direct assistance on methodologies and historical background. Additionally, CAS would monitor the six baseline categories and inform study monitors and study sponsors of any significant changes taking place during the course of a study. CAS would also validate the final study report for accuracy of baseline data.

c. The ETASS Committee members reviewed the "strawman" and provided comments (inclosure 2).

d. A subcommittee was formed to analyze the "strawman" concepts, review the ETASS Committee member comments, and develop a service center concept.

4. Discussion. Comments of ETASS Committee members validate the desirability of having a procedure to insure the use of accurate, current, and consistent data for studies in six baseline categories: threat, scenarios, friendly force structure and capabilities, costing techniques and data, methodologies,

and historical background. However, the ETASS Committee members did not agree on how study services should be provided.

a. In reexamining the problem, the subcommittee found that a system already exists which can, and for the most part, does provide accurate, current, and consistent baseline data for studies. The existing system functions as follows:

(1) CSR 1-3 specifies the use of the "Forecast of Conflict Environment (FORCE)" maintained by OACSI, and the "SPECTRUM Scenarios" maintained by ODCSOPS, as common points of departure for studies. CSR 1-3 also requires that all interested agencies be consulted in all phases of a study.

(2) CSR 15-10 establishes a "Study Coordinator" in each Army Staff agency. He is expected to operate a miniature study service center in his agency, referring Staff officers performing studies within his agency to appropriate sources of baseline data. He is expected to be the point of contact for his agency, and either maintain or know the location of baseline data for which his agency is responsible. CAS publishes periodically a roster of study coordinators for the nine principal Army Staff agencies, major commands, OAVCofS directorates, and 15 other Army Staff agencies, and the Army Security Agency.

(3) Project Advisory Groups and Contracting Officer's Representatives are responsible for furnishing necessary baseline data. Various and usually comprehensive reviews of on-going and completed studies are provided through In-Process Reviews, Project Advisory Groups, steering committees, study sponsors, and study monitors.

b. On the other hand, the subcommittee determined that requirements for baseline data vary widely according to the type and scope of study. Some studies can use the generalized data in FORCE, AAI, and SPECTRUM scenarios. Others must have very detailed data that would be difficult to develop in advance and update continuously.

c. The subcommittee sought to visualize the dynamic operation of the "strawman" service center concept. Looked at in detail, the "strawman" concept added little refinement to the existing system described in subparagraph b. Services provided by CAS would mainly consist of furnishing name and telephone number of a Staff office maintaining the baseline data.

d. Thus, the subcommittee designed a true study service center where baseline data would actually be maintained on file (or in a computer memory) and continuously updated. When requirements for gathering, maintaining, updating, and disseminating data were measured, it was conservatively estimated that the center would need more than 100 professional people, officers and civilians, plus a large clerical staff.

5. Conclusions.

a. A system already exists which can, if used, provide adequate baseline data in the six essential categories. However, the system needs to be explained in regulations and instructions governing studies. Study coordinators need to be more active in seeing that studies use the best available and approved baseline data. PAGs can assist more.

b. Adopting the "strawman" study service center concept would not significantly improve the quality of baseline data and might unnecessarily delay studies by introducing a potential bottleneck in the system.

c. It would be unreasonably costly to develop and maintain a true study service center where all necessary baseline data was available at one location.

d. It is not worthwhile, at this time, to institute a new study service center concept.

6. Recommend that:

a. Further development of a Study Service Center Concept be discontinued.

b. The existing system for insuring that studies use the best available baseline data be strengthened by clearly stating essential procedures in regulations governing the Army Study Program.

INCLOSURE 1

"STRAWMAN" STUDY SERVICE CENTER CONCEPT

1. Committee Finding. In order to have credible and durable studies backing up major Army decisions, priority studies should draw upon approved sources for the following:

- a. Threats.
- b. Scenarios.
- c. Friendly force structure and capabilities.
- d. Costing techniques and data.
- e. Methodology.

A central location or focal point may be needed to insure that approved baseline data are used in priority studies. The Coordinator of Army studies could provide assistance within the areas described, calling upon the Army Staff for expert advice as necessary.

2. Background.

a. The Army Master Study Program (AMSP) currently catalogs major Army studies. Future versions of the AMSP will likely contain fewer studies and will emphasize those having prime importance to basic Army requirements. These selected studies will be identified as priority studies.

b. CSR 1-3 outlines procedures for initiating and monitoring major Army studies. These procedures may not be tight enough to provide adequate quality control of studies.

c. All priority studies should use consistent baseline data in each of the following categories:

Threats.

Scenarios.

Friendly force structure and capabilities.

Costing techniques and data.

War gaming and other methodologies.

Historical background.

d. Certain categories of baseline information (e.g., threats) are susceptible to unpredictable change. If significant changes occur which are not incorporated in a study, the final study results could be degraded. Thus, procedures are needed to insure that priority studies use consistent baseline data and program study sponsors are informed of changes as they occur.

e. CAS could be assigned the task of insuring that priority studies use consistent baseline data for threats, scenarios, friendly force structure and capabilities, and costing techniques and data. Information covering methodology and historical background is not centrally located nor well inventoried. In addition, methodologies frequently are based on sophisticated mathematical techniques which require special skills for proper evaluation. CAS could control these categories if appropriately qualified people were authorized.

3. Program Study Plans.

a. CSR 1-3 requires that major Army studies be supported by a CSM or letter directive. A standard format is provided which requires that objectives, terms of reference, and resource requirements are specified. The study CSM or letter directive is prepared by the study monitor or the

study sponsor and approved by the VCofS. CSR 1-3 does not require that CSMs or letter directives include baseline information. Under "Terms of Reference," paragraph 5h of CSR 1-3, a study sponsor refers to a SPECTRUM scenarios or to FORCE, as appropriate. Further, the selected methodology is not described in any manner which would permit a judgment of its appropriateness.

b. Priority studies should be directed by CSM or letter just as major studies are. However, to insure adequate control of priority studies, a plan for each one should be developed for review and approval by DA, specifically by the AVCoFS, before the study is initiated. The study plan should describe the methodology to be employed. In addition, the following categories of information should be included:

- (1) Threat - A detailed explanation of the threat to be used by the study agency, to include the source, or rationale for development of unique or special threats.
- (2) Scenario - Description and source of the selected scenario, or reference if a standard scenario is used.
- (3) Force - Explanation of force structure to be employed, to include force mix alternatives and source or reference documents.
- (4) Cost - Description of cost estimating relations which are applicable, or discussion of the need to develop them.
- (5) Methodology - General narrative description of selected methodology, to include a summary of mathematical techniques to be employed. If the methodology is a revised or updated version of one previously used, an appropriate reference and summary of modifications will be included.

- (6) Historical - A bibliography of pertinent documents, to include location. Important, "point-of-departure" information should be extracted and included separately.

Inclusion of baseline data will not alone insure that priority study plans are adequate. Additional information covering terms of reference, resource requirements, and schedules should be included. A priority study plan format should be developed and furnished study sponsors and study agencies as a guide.

3. Priority Study System.

a. Assumptions:

(1) CAS is tasked to insure that all priority studies use current and consistent baseline data.

(2) CAS is authorized one additional civilian, appropriately qualified to evaluate study methodology and historical information.

(3) Program study plans are developed by the study sponsor and approved by DA (AVCofS) before the priority study is initiated.

b. The priority study CSM or letter directive is prepared by the study monitor (an element of the OCofS, and normally a directorate of the OAVCofS or CAS). CAS assists as necessary. The format can be an abbreviated CSR 1-3 format, but should require development and submission of a study plan. The study CSM or directive directs the study sponsor and the study agency to obtain assistance from OCAS for baseline data during preparation of the study plan.

c. CAS possesses expertise in the methodology and historical categories and has established working relationships with those Staff agencies responsible for threats (ACSI), scenario (DCSOPS), forces (ACSFOR), and costs (COA). CAS assists the study sponsor in developing a study methodology and compiling historical information. For assistance in the remaining categories, CAS refers the study sponsor to the appropriate individual(s) within the Army Staff.

d. The priority study plan is completed by the study sponsor and study agency and forwarded to the AVCoS for approval. The OCoS study monitor processes the plan within the OCoS and, at a minimum, coordinates with CAS. Following approval by the AVCoS, the priority study is initiated.

e. CAS monitors developments in baseline data and insures that the study monitor and sponsor are informed of changes which occur during the study. The priority study final report is processed by the study monitor to the VCoS for approval. Coordination is accomplished with the CAS.

INCLOSURE 2

ORIGIN	COMMENT	SUBCOMMITTEE EVALUATION
1. DCSFER	a. The Office of Coordinator of Army Studies should not tie itself down attempting to provide services already available in the various agencies of the General Staff. There are DA agencies with established expertise in these areas. To consolidate in the OCAS personnel qualified in the areas mentioned would be duplication.	Agree. However, if established Center would not maintain would refer the activity to the appropriate
	b. Of specific interest was methodology and historical information. (1) Methodology should be referred to CRD.	There are numerous sources to the Department of the
	(2) Historical includes the preparation of bibliographies with the added requirement to review the literature. Any review of the literature that will result in or assist in the preparation of a study plan is difficult and very time consuming.	Agreed. However, every pertains to a problem statement of this review by me should provide very benefit it may consume time. The study requires careful collection data by the study group.
	c. It is recommended, as an example, that RAC be asked to produce a professional narrated review of the literature which would include recommendations for actions that do not require further study and an outline for those areas where a study is recommended.	While reviews by outside and needed, this appears the Army identify the Army continuous reviews of the portions of available resources would appear that the study more insight into the problem does the review of available 1b(2) above).
2. DCSOPS	* a. Separate CSMs for "Program Studies" and "Other Studies" should be avoided. CSR 1-3 should be rewritten to include both categories of studies. Sufficiently stringent provisions for adequate management of Program Studies should be included in the rewrite. * b. Lead sentence should read: "Program studies should be directed by CSM, letter, or other appropriate implementing directive." REASON: Not all major studies are directed by CSM or letter, e.g., ESSG studies done for ODCSOPS result from DF request.	CSMs and/or DA letters study efforts. Studies not require a directive provide input from agency and/or DA letter. CSR 1 by AR 1-5 which addresses the matter of CSMs and DA will be covered.
	c. The need for study CSMs or directives to be prepared by the study monitor is questioned. The study sponsor is normally better positioned to do this-- within established guidelines and, subject to review by the study monitor.	A draft study directive study sponsor in conjunction CAS assists when required recognize this requirement

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 *"Program Studies" were subsequently changed to "Priority Studies" by the ETASS Committee.

II-E-11

COMMITTEE COMMENTS ON THE STUDY SERVICE CENTER CONCEPT

SUBCOMMITTEE EVALUATION	RECOMMENDATION
Agree. However, if established, the Study Service Center would not maintain specific expertise, but would refer the activity seeking expert information to the appropriate agency.	That the existing system of regulations, study coordinators, Study Advisory Groups, and members of In-Process Reviews be used to provide input of baseline information.
There are numerous sources of methodology available to the Department of the Army.	That this comment be disregarded.
Agreed. However, every bit of information which pertains to a problem should be analyzed. Accomplishment of this review by members of the study group should provide very beneficial background even though it may consume time. The proper accomplishment of a study requires careful consideration of all pertinent data by the study group.	That this comment be disregarded.
While reviews by outside agencies are often useful and needed, this appears to have an agency outside the Army identify the Army's problems. Periodic or continuous reviews of this type might consume major portions of available resources. Additionally, it would appear that the study doing agency would gain more insight into the problem under study if that agency does the review of available literature. (See also 1b(2) above).	That this comment be disregarded.
CSMs and/or DA letters should be written on all major study efforts. Studies which are not major or do not require a directive to form an ad hoc group or provide input from agencies need not be documented by CSM and/or DA letter. CSR 1-3 will be discontinued by AR 1-5 which addresses the Army Study System, and the matter of CSMs and DA letter study directives will be covered.	That the requirements for study directives be clearly spelled out in the new AR on the Army Study System.
A draft study directive should be prepared by the study sponsor in conjunction with the study monitor. CAS assists when required. Current procedures recognize this requirement.	That the new AR on the Army Study System continue present procedures.

ORIGIN	COMMENT	SUBC
DCSOPS (Cont)	* d. There is a need to define and delineate between "Program Study" and "Other Study." Who will decide which is which? Will agencies be "solicited" for submission of candidate studies for each of these categories?	The ASAC will members will p as P rity St
	e. One apparent danger exists in implementation of the Study Service Center Concept. In attempting to provide detailed assistance to study sponsors and closer control over program studies, the study monitor may become so involved as an operator as to hinder the efficient exercise of his supervisory/monitorship function.	The study moni to insure prop study to enabl in the Office
	* f. Responsibilities of each agency for review of each of the six baseline categories should be delineated. For "Program Studies" only, it is suggested that assurance of the use of correct baseline information can be obtained if each of the six categories are assigned a responsible agency for advice on the initial study plan and for changes, as follows: (1) Threat - ACSI (2) Scenario - DCSOPS (3) Force - ACSFOR (4) Costs - COA (5) Methodology - CAS (6) Historical - CAS	Currently, pro dination. Str of "Forecast o Analysis of In Scenarios" wit assist in esta The methodolog categories is blem under stu assumptions ar through study doing activity Additionally, membership of Reviews can pr
3. DCSLOG	* a. The principles established in the CAS concept of a Study Service Center are sound. While the concept is directed toward those studies which are of prime importance to overall Department of the Army requirements (Program Studies) the proposed services of the CAS center should be available to all staff elements for research on other major study efforts.	All study servie study activities only one type of that all study proposed service
	b. A vital element in the management of the Army Study System is the implementation of approved recommendations contained in a completed study. Paragraph 3 of the Concept of Operation outlines the Program Study System up to completion and coordination of the final report. Suggest this system be expanded to include procedures and respective responsibilities for implementation actions.	Implementation responsibility commands which The DSGS(CAR) a recommendations itor is also res to insure that used, as applica

*"Program Studies" were subsequently changed to "Priority Studies" by the ETA

COMMITTEE COMMENTS ON THE STUDY SERVICE CENTER CONCEPT

SUBCOMMITTEE EVALUATION	RECOMMENDATION
The ASAC will identify Priority Studies. The ASAC members will provide candidate studies for selection as Priority Studies. (See also Part II, Section B.)	That the procedures proposed by the Priority Studies subcommittee be adopted.
The study monitor must be involved in the study effort to insure proper input and sufficient knowledge of the study to enable him to prepare the final action papers in the Office of the Chief of Staff, Army.	That the study monitor requirements be clearly explained in the new AR on the Army Study System.
Currently, procedures exist for review during coordination. Strengthening of requirements for the use of "Forecast of Conflict Environment (FORCE), Army Analysis of Intelligence (AAI), and Spectrum Scenarios" with any change fully explained will also assist in establishing correct baseline information. The methodology to be used along with the other categories is really dependent upon what the problem under study is and what the objectives and assumptions are. Historical data can be provided through study literature reviews by the study doing activity and the Chief of Military History. Additionally, a network of study coordinators and membership of Study Advisory Groups and In-Process Reviews can provide this information.	That the new AR be written to strengthen the requirement for use of the "FORCE, AAI, and Spectrum Scenarios." That the study coordinators and members of Study Advisory Groups/In-Process Reviews provide pertinent information from their respective agencies.
All study services should be available to all Army study activities for all studies. The concept covered only one type of study effort; however, it was intended that all study efforts could request and receive the proposed services.	That this comment be disregarded.
Implementation of approved recommendations is the responsibility of the study sponsor and agencies/ commands which have authority in the area affected. The DSGS(CAR) also monitors implementation of approved recommendations and follow-on actions. The study monitor is also responsible along with the study sponsor to insure that information from approved studies is used, as applicable, in any later studies.	That the present procedure be continued.
Priority Studies" by the ETASS Committee.	

ORIGIN	COMMENT	SUBCOMMITTEE
4. COA	a. The point at issue is that "Terms of Reference" fall short of naming such specifics as Threat, Scenario, Force, Cost, Methodology, Historical. To this end paragraph 5h of Appendix A to CSR 1-3 should be retitled as "Baseline Information" and specify the inclusion of defined items in proposal. At the same time delete paragraph 4e(4) and paragraph 5c of CSR 1-3 which are included elements of "Baseline Information" and to that extent are fragmentary and no longer necessary.	The baseline information be easily identified during the study. When this occurs, it is a requirement in conjunction with the study. Often these areas must be developed by the agency in conjunction with the study monitor. One important point is that it should not restrict the study doing agency.
	b. I am of the opinion that the AVCoFSA idea can be accommodated through (a) unmistakable need for coverage of items specified through revised CSR 1-3 specification, (b) keeping the monitor responsible for the consistency of baseline information, (c) involving CAS to the extent of assistance to monitor where the latter is not sure of his ground and needs additional assistance.	Although a need for baseline information responsibility for the use of the study by all parties involved and the study. Certainly CAS would provide assistance. These are the procedures.
	c. The assistance which CAS will provide with respect to Baseline Information to other directorates within OAVCoFSA should be the subject of an internal OAVCoFSA memorandum. Included therein will be a statement concerning coordination of the fully developed Baseline Information with CAS. It may be also advisable to enlarge paragraph 4d of CSR 1-3 to indicate that CAS will participate in the coordinating process of the final CSM or Directive to insure in particular that "Background Information" included in the Terms of Reference is complete and consistent. Anything short of the arrangement described above may result in an unnecessary organizational clutter.	Agree that the inner workings of the study by an internal agency directorate processes all staff actions. The Office of the Chief of the Army Staff of study proposals will coordinate with internal AVCoFSA memorandum. Coordination of all study requirements with the new AR on the Army Study on studies with CAS.
	d. The specific instrumentality which will carry the substance of the "Baseline Information" is a factor of its availability. If readily available it can be incorporated in the CSM or a Directive (when no CSM is required). If not readily available paragraph 5h can state that it will be developed as an appendix to CSM or a Directive (when no CSM is required) by some specified date and following coordination with CAS forwarded to AVCoFSA for approval. This condition can be described after the fourth sentence of paragraph 5 in Appendix A to CSR 1-3.	This comment also addresses paragraph 4a above. The study monitor to the subcommittee evaluation of paragraph 4a above.
	e. Perusal of current CSR 1-3 indicates that the procedure covers the involvement of study monitor in the development of terms of reference in paragraph 4b(6) and paragraph 4d(1). Paragraph 3f defines study monitor. Paragraph 4c(1) indicates that CAS will assist "sponsoring agencies" in the initiation of studies. This could be enlarged to include "monitoring agencies."	Study monitors, as defined in the Office of the Chief of the Army Staff provides assistance as requested by the study monitors. The new AR continues the present procedure above.)

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STASS COMMITTEE COMMENTS ON THE STUDY SERVICE CENTER CONCEPT

	SUBCOMMITTEE EVALUATION	RECOMMENDATION
reference" 1. on" and posal. graph "Baseline ry and	The baseline information requirements may not always be easily identified during the study proposal phase. When this occurs, it is appropriate to develop the requirements in conjunction with the study plan - often these areas must be selected by the study doing agency in conjunction with the study sponsor and study monitor. One important point regarding guidance is that it should not restrict the initiative of the study doing agency.	That the present procedures, as outlined in the subcommittee evaluation column, be continued.
can be coverage specific- the aving ere the ditional	Although a need for baseline information exists, the responsibility for the use of the proper data lies with all parties involved and/or interested in the study. Certainly CAS would provide assistance to all concerned. These are the procedures currently in effect.	That current procedures be continued.
n respect within OAVCofSA ment con- baseline le to hat CAS of the r that s of ng short in an	Agree that the inner workings of an agency be covered by an internal agency directive. CAS, by charter, processes all staff actions related to studies within the Office of the Chief of Staff. Proper coordination of study proposals will ensure a review by CAS. An internal AVCofSA memorandum already requires coordination of all study related actions with CAS. The new AR on the Army Study System requires coordination on studies with CAS.	That this comment be disregarded.
arry the factor of be in- CSM is 5h endix to by some CAS tion para-	This comment also addresses the problem discussed in paragraph 4a above. The proposal here is similar to the subcommittee evaluation of the comment in paragraph 4a above.	See paragraph 4a above.
the pro- in the 4b(6) dy moni- assist dies." agencies."	Study monitors, as defined by CSR 1-3, are elements in the Office of the Chief of Staff. CAS currently provides assistance as required by other study monitors. The new AR on the Army Study System continues the present procedures. (See also paragraph 4c above.)	That this comment be disregarded.

ORIGIN

COMMENT

SUBCOMMITTEE

5. ACSFOR

*a. The major value of the concept as proposed, is the consistent "baseline information" which future studies would use. Such a disciplined base should enhance the credibility of those selected studies in the highly visible group of "program studies."

The first two categories not fixed - they constantly distort study results if were applied to every study results would be much easier necessary to evaluate the tions, but these proposals of little value. Trade evaluations should examine the objectives of the study of the study.

b. The proposed concept has a serious weakness in that it does not address the management of the great mass of studies which fall outside of the selected group. I recognize that you probably plan to address that subject separately from the Service Center concept. I make this criticism merely as an alert. It appears that CSR 1-3 will require revision to provide more stringent controls over the large body of non-major studies. That is where the bulk of the study money is expended.

See evaluation in paragraph

c. Paragraph 2 of CSR 1-3, dated 1 Oct 68, excludes combat development studies of USACDC from DA processing and monitoring. It may become necessary to delete this exception from the regulation or modify it. As you know, CDC is devising a master priority list for DA approval. The priority list will insure that requirements on CDC are kept in line with its resources. The management of this priority list at DA has not yet been addressed by the ACSFOR. It appears, however, that a focal point may be designated at HQ, DA, such as OACSFOR through which all study requirements on USACDC are passed. Another reason I suggest that paragraph 2 of CSR 1-3 be reexamined is that AR 1-110 requires that USACDC obtain approval at DA for all contract study efforts. Any possible conflict between the two regulations should be resolved.

The accomplishment of CDC mission responsibilities assistance is required in the same manner as all assistance. Conflict does not exist in this List includes all requirements are not studies. ACSFOR ger of the CDC Master Plan should not be the single requirements charged to monitor the entire Army doubt that ACSFOR is a requirements to be placed

d. One addition is recommended to your concept. Suggest that CSR 1-3 require after action reports be submitted at the completion of all studies. AR 1-110 requires detailed justification to initiate a contract study. Upon completion, only minimum of follow-up is required. The proposed after action report would be required to indicate clearly the use the originator expects to make of the study results.

AR 1-110 also requires initiator clearly state study product. Follow-on are discussed in paragraph

*"Program Studies" were subsequently changed to "Priority Studies" by the ETASS Committee.

II-E-14

COMMENTS ON THE STUDY SERVICE CENTER CONCEPT

SUBCOMMITTEE EVALUATION

RECOMMENDATION

The first two categories, Threat and Scenario, are not fixed - they constantly are changing and could distort study results if a "single" threat or scenario were applied to every study. Analysis of study results would be much easier, especially when it is necessary to evaluate trade-offs between proposed solutions, but these proposed solutions would probably be of little value. Trade-off analysis and/or credibility evaluations should examine the problem under study, the objectives of the study, and the assumptions of the study.

See paragraph 2f above.

See evaluation in paragraph 3a above.

See paragraph 3a above.

The accomplishment of combat development studies is a CDC mission responsibility, however, if contract assistance is required by CDC it should be processed in the same manner as all other contract study assistance. Conflict between CSR 1-3 and AR 1-110 does not exist in this area. The Master Priority List includes all requirements on CDC, many of which are not studies. ACSFOR is probably the proper manager of the CDC Master Priority List, however, ACSFOR should not be the single "focal point" for study requirements charged to CDC because ACSFOR does not monitor the entire Army Study Program. There is no doubt that ACSFOR is a point for coordination on study requirements to be placed on CDC, but not the only one.

That the new AR on the Army Study System recognize the ACSFOR position as manager of CDC Master Priority List. That the new AR require coordination with ACSFOR on all study requirements to be placed on CDC. That the new AR on the Army Study System require CAS to continue monitoring study requirements to be placed on CDC as outlined in CSR 1-3.

AR 1-110 also requires that the study proposal initiator clearly state the intended use of the study product. Follow-on action responsibilities are discussed in paragraph 3b above.

See paragraph 3b above.

ETASS COMMITTEE COMMENTS ON THE STUDY

ORIGIN	COMMENT	SUBCOMMITTEE COMMENTS
6. CRD	Use of approved baseline data to insure a uniform and credible foundation for priority studies is essential. Definition of methodology, however, should not constrict in any way the freedom of selected contractor personnel to apply appropriate techniques in the accomplishment of assigned research efforts.	See subcommittee evaluation 4b, and 5a above.
7. USACDC	a. It appears that although OCAS will "police" the use of baseline information some formal arrangement will have to be established for developing and maintaining the information in usable form. Much of the information contained in the baseline categories is dynamic and considerable effort will have to be expended in keeping it current. b. Of all the categories "methodology" appears to be least susceptible to the baseline concept. The diversity of study types that are included in the AMSP precludes the development of a standard methodology. At best, a variety of acceptable methodologies, might be identified for the different types of studies. This information category would appear to require a greater degree of flexibility than the others. The threat and scenario information in standard form may also require modification/amplification for application to specific studies.	Unless OCAS were given authority to agencies possessing information. There are already Army agencies appointed and maintain expert information. (See also 4a, 4b, 4d, and 5a above.) Agree
8. USAMC	It is assumed that the requirement to use consistent "baseline information" would apply to all ASP studies (whether "truly prime," "prime," "major" etc.). It is assumed, further, that the purpose of such requirement would be to obtain the best results, rather than for documentation purposes.	See paragraphs 3a and 4b of comment.

A

MENTS ON THE STUDY SERVICE CENTER CONCEPT

SUBCOMMITTEE EVALUATION	RECOMMENDATION
subcommittee evaluations at paragraph 4a, and 5a above.	See paragraph 2f above.
s OCAS were greatly expanded, only referral encies possessing expertise could be pro-. There are already a sufficient number of agencies appointed responsibility to develop maintain expertise concerning the baseline mation. (See also paragraphs 1a, 2e, 2f, b, 4d, and 5a above).	See paragraph 1a, 2e, 2f, 4a, 4b, 4d, and 5a above.
	That this comment be carefully considered when determining the actual feasibility and usefulness of the study service center concept.
paragraphs 3a and 5a above for evaluation mment.	No action.

PART III

REQUIRED ACTIONS

PART III

SECTION F

**CONTRACT STUDY REGULATION
SUBCOMMITTEE REPORT**

III-F

PART III, SECTION F

CONTRACT STUDY REGULATION SUBCOMMITTEE REPORT

1. Introduction. This section outlines the work of the subcommittee assigned to revise AR 1-110 covering study contracts. It includes the subcommittee's evaluation of ETASS member comments (Inclosure 1); a flow chart displaying initiation, coordination, review, and approval procedures for contract studies (Inclosure 2); a description of programing and budgeting procedures for studies (Inclosure 3); and a revised AR 1-110 (Inclosure 4).

2. Problem.

a. The subcommittee was assigned the task of revising AR 1-110 -- adding appropriate definitions, clarifying responsibilities, removing inconsistencies, and improving the organization of the regulation.

b. The following tasks were derived:

(1) Review responsibilities and functions of Project Advisory Groups (PAGs); recommend changes to clarify and strengthen PAG activities.

(2) Develop flow charts depicting initiation, coordination, review, and approval procedures for each category of contract studies.

(3) Develop procedures for reviewing and approving the Annual Operations Research Study Program and the Behavioral and Social Sciences Research Programs to insure high-level review. This task was later transferred to the Army Study System Management Subcommittee (see Part III, Section G).

(4) Review requirements for monitoring OR studies. Consider requiring a general officer monitor.

(5) Describe the programing and budgeting procedures for studies and recommend improvements.

(6) Provide inputs to the omnibus AR 1-5 covering The Army Study System.

3. Discussion and Conclusions.

a. The subcommittee concluded that AR 1-110 should continue to cover only contract studies and that the three major categories should be retained. To expand the AR to include all studies would produce an unmanageable document, which would likely require frequent changes. The new AR 1-5 (Part III, Section G) will complement AR 1-110 and make expanding the scope of AR 1-110 unnecessary.

b. Major changes incorporated in the new AR 1-110 are:

(1) A definition of study has been added. This is key in that it determines the magnitude of effort covered by the regulation. New definitions of management, operations research, automatic data processing, and related terms have been added to appropriate chapters.

(2) All references to the term "project" have been removed from the revised regulation because this term is meaningless when associated with the Army Study System.

(3) Coordination requirements are more clearly defined. All RDTE funded management studies will be coordinated with CRD. OMA funded CR Studies will be coordinated with the Comptroller of the Army (COA). The Coordinator of Army Studies is identified as an interested agency for all contract studies.

(4) The Office of the Deputy Under Secretary of the Army for Operations Research and the Office, Assistant Vice Chief of Staff will be invited to provide a representative to SAGs established for OR studies estimated to cost over \$100,000. The old regulation required that DUSA(OR) provide a member. He may still elect to participate.

(5) References to ADP studies have been removed. ADP services, as defined in this regulation, will encompass the entire ADP area except Automatic Data Processing Equipment.

(6) Separate procedures governing unprogramed OR studies have been eliminated. Hereafter, all OR study requests will be processed in the same manner.

(7) OMA funded studies costing less than \$100,000 will require the same approval procedures as RDTE funded studies.

(8) Planning, programing, and budgeting procedures for contract studies and ADP services have been outlined in the draft AR 1-110.

(a) OMA study funds can be categorized and identified for the budget year upon receipt of the CBE in August each year. Detailed information on study funds for the budget year plus one are not provided by this estimate.

(b) RDTE study funds can first be identified by tentative level of effort when the Studies and Analyses Program Element is placed in the Five Year Defense Plan (FYDP). The study funding level is frequently changed as the target year approaches. Tentative planning figures for

RDTE funds available for studies to be undertaken during the target year and out-years are established annually by the OCRD Review Board. A detailed breakout of funds within the Studies and Analysis Program Element does not occur until the command schedules and program data sheets are prepared (January each year).

c. Regarding assignment of monitors for studies, the subcommittee reviewed CSM 68-450 and results obtained from past monitoring activities. Because of the substantial time required to monitor a study effectively and the need for the monitor to be familiar with details, the subcommittee concluded that monitors should be assigned based on knowledge of subject and position in the organizational structure. Rank should not be a determining factor. In fact, except in unusual cases for those few priority studies requiring large study resources, assignment of general officers as monitors could be undesirable. General officers do not have time to spend on monitoring duties. General officers should make decisions at critical points in the studies when requested by the study monitors. Recommended monitoring procedures have been incorporated in draft AR 1-5.

4. Recommend that:

- a. The draft AR 1-110, at Inclosure 4 be approved.
- b. The requirement for general officer monitorship for contractual Operations Research Studies (CSM 68-450) be discontinued, and adequate procedures for monitoring be included in AR 1-5.

INCLOSURE 1

CONTRACT STUDY REGULATION SUBCOMMITTEE EVALUATION

ORIGIN	COMMENT	SUBCOMMITTEE EVALUATION
DCSLOG	Expand AR 1-110 to embrace all Army studies. The expanded AR should provide the Army-wide policy guidance for management of the Army study effort.	All Army studies would AR 1-110 should only address ADP studies and service studies would make the AR. Policy guidance on Army studies should be issued in a separate AR.
DCSLOG	Change AR to give the Army Staff approval authority for management and OR studies involving either OMA or RDTE funds in the amount of \$300,000 and ADP contract services and studies not exceeding \$50,000.	The adoption of this change with Congressional guidance would not be responsive to 5010.3 and DOD Dir 5010.3 to tighten control of AR.
DCSLOG	Include procedures and responsibilities for implementation actions in the revised AR. Should address requirements for staffing, implementation, and reports on implementation actions.	The primary purpose of AR is the management of controls over the studies. Procedures and implementation actions should be included in this regulation since the responsibility of the respective initiating agency is responsible for the study recommendation.
ACSFOR	Develop more meaningful categories of studies to replace or supplement the current three categories.	The present classification permits the DA to exercise control over contract studies. DA can exercise a degree of centralized control which is essential to satisfactory management. The comment does not elaborate on the current categories.
ACSFOR	Devise a management system to follow up on the use of study results.	Studies are undertaken to the benefit of a particular sponsor. The use of study results is the responsibility of the sponsor. Such a system would be a management problem.
ACSFOR	Reduce plateau for general officer monitorship below \$100,000.	CSM 68-450, Monitorship of Operations Research (OR) Studies, establishes a \$100,000 threshold for monitorship.
CRD	Recommend that approval of the annual OR contract studies program and the BSSRDP remain with CRD.	This recommendation is being referred to CRDSTA. Further discussion is required.
FPA	Recommend addition of management system flow charts to the AR.	It does not appear desirable to include flow charts in the AR.

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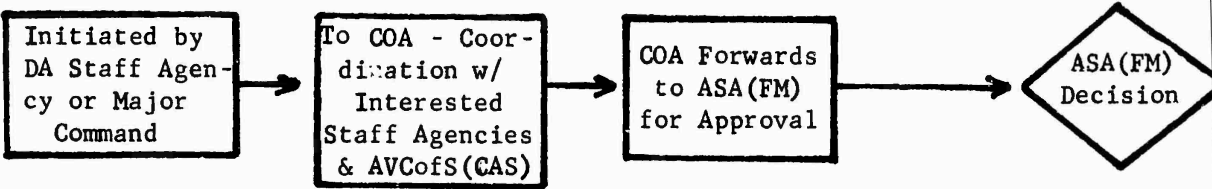
CONTRACT STUDY REGULATION SUBCOMMITTEE EVALUATION OF COMMENTS

	SUBCOMMITTEE EVALUATION	RECOMMENDATION
The cy ort.	All Army studies would include "in-house" studies AR 1-110 should only address "Contract (Mgmt, OR, and ADP studies and services." Expansion to include all studies would make the AR excessively complicated. Policy guidance on Army-wide in-house study effort should be issued in a separate document.	That the scope of AR 1-110 remain unchanged, that is, contract studies and services (Mgmt, OR, and ADP). In-house studies will be addressed in the new AR 1-5.
hority r OMA or Contract	The adoption of this change would be in conflict with Congressional guidance. Further, such a change would not be responsive to the requirements of DODI 5010.3 and DOD Dir 5010.22. Our guidance has been to tighten control of Army contract studies.	That approval thresholds remain unchanged.
implemen- ness reports	The primary purpose of AR 1-110 is the establishment of controls over the initiation of contract studies. Procedures and responsibilities for implementation actions should not be included in this regulation since such action is the responsibility of the respective study sponsor. The initiating agency is responsible for implementing the study recommendations.	That this comment be disregarded.
to replace	The present classification system of contract study permits the DA to exercise essential control over contract studies. DA can currently maintain a large degree of centralized control over these contracts which is essential to satisfy both OSD and Congress. The comment does not elaborate on what is wrong with the current categories.	That the present three study categories be retained.
use of	Studies are undertaken to satisfy the requirements of a particular sponsor. The use to be made of study results is the responsibility of the study sponsor. Such a system would pose still another management problem.	AR 1-110 currently provides a system to follow-up on the use and results of contract studies. Recommend that the Evaluation of Contractor's Performance be made within 120 days instead of 30 as required by the present AR. This will allow sufficient time to evaluate results and benefits of the study and include follow-up actions.
below	CSM 68-450, Monitorship of the Army Contractual Operations Research (OR) Study Program, does not establish a \$100,000 threshold for general officer monitorship.	That the procedures established in the new AR on the Army Study System provide for appropriate monitorship.
act	This recommendation is being addressed by CAS and CRDSTA. Further discussions not necessary.	That this recommendation be addressed in the new AR 1-5.
parts to	It does not appear desirable that flow charts be included in the AR.	That flow charts be included in the Army Study Program document.

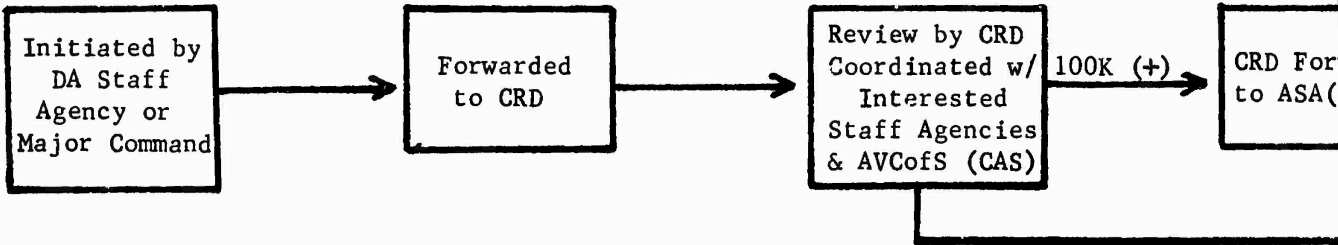
INCLOSURE 2

INITIATION, COORDINATION, REVIEW, AND APPROVAL PRO

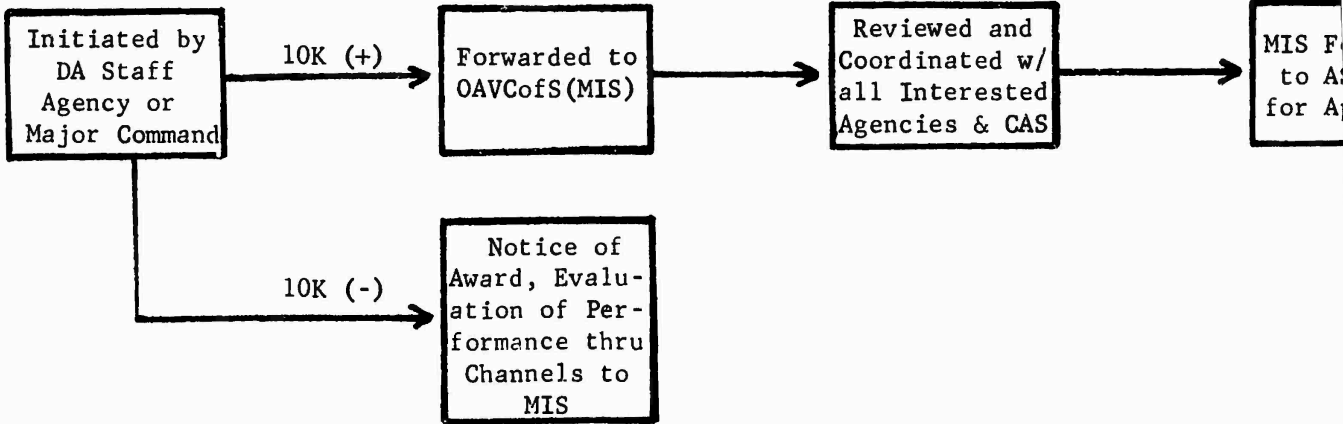
MANAGEMENT STUDY REQUIREMENT



OPERATION RESEARCH STUDY REQUIREMENT



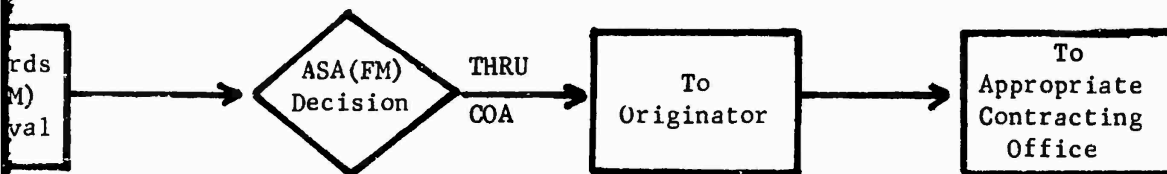
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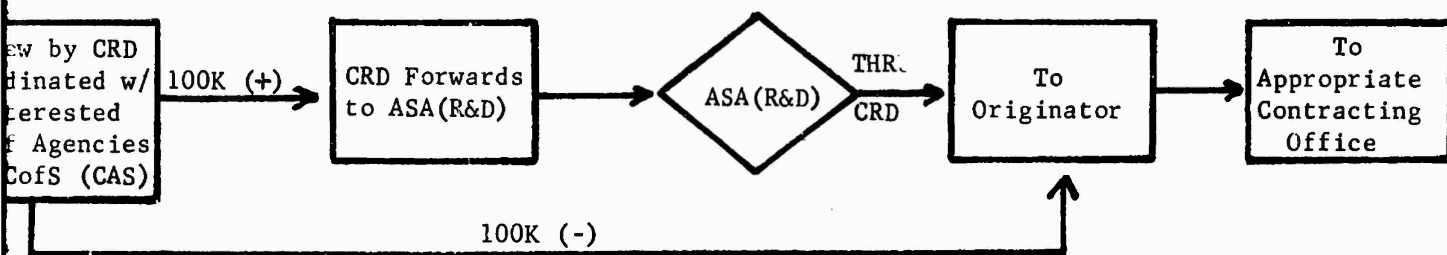
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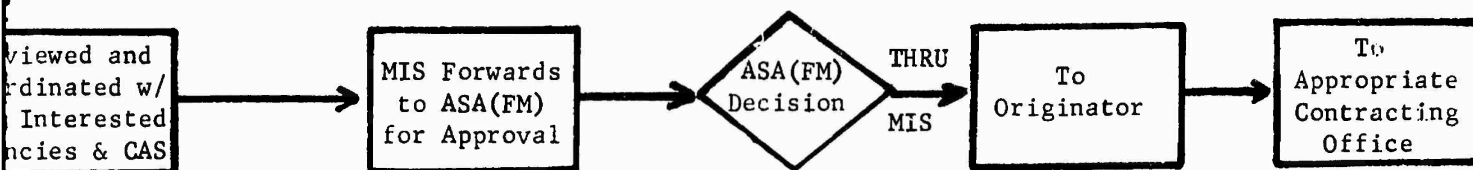
MANAGEMENT STUDY REQUIREMENTS



OPERATION RESEARCH STUDY REQUIREMENTS



MATIC DATA PROCESSING SERVICE REQUIREMENTS



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INCLOSURE 3

PROGRAMING AND BUDGETING PROCEDURES FOR STUDIES

1. Introduction.

a. Procedures and responsibilities for programing and budgeting for studies and services performed under contract are outlined in AR 1-110. The schedule for development of study funds for the budget year is illustrated on the chart on page III-F-13. This regulation does not establish procedures for studies conducted in-house.

b. The current AR 1-110, dated 17 March 1969, assigns the following responsibilities:

(1) RDTE funded studies will be programed and budgeted in the appropriate subaccount of the Army Management Structure corresponding to the study categories. CRD is responsible for gathering and assembling program and budget information on contract studies and services to be funded from RDTE.

(2) Other than RDTE funded studies will be programed and budgeted in the appropriation and budget program which finances the sponsoring organization. COA is responsible for gathering and assembling program and budget information on contract studies and services to be funded from appropriations other than RDTE.

c. Studies and services sponsored by organizations which do not receive OMA funds will be programed and budgeted in the appropriation and budget program which finances the sponsoring organization.

d. Both COA and CRD have initiated action to gather the necessary information but the inputs requested from the Army Staff agencies and major commands have not been completely assembled. However, by April

1970, program and budget information for FY 71 should be available.

2. Budget procedures for OMA funded contract studies have been established by COA. Sponsoring commands and agencies are required to budget for contract management studies, operations research studies, and ADP services. Detailed information on each category of contract study and service is presented in each budget submission to HQ, DA.

a. Budget Instructions. The budget instructions for the Command Budget Estimate (CBE), Command Operating Budget (COB), and the Budget Execution Review (BER) require the following detailed information on each AR 1-110 type contract study or service:

- (1) Type (Mgmt, OR, ADP)*
- (2) Title
- (3) Description (objectives, scope and results anticipated)
- (4) Status
- (5) Estimated Cost in FY ____ and OMA budget program
 - (a) Amount programed (CBE) or financed (COB) (BER)
 - (b) Amount unprogramed (CBE) or unfinanced (COB) (BER)
- (6) Estimated man-years of effort on part of contractor
- (7) Justification

b. Budget Submissions.

- (1) Command Budget Estimate (CBE)

The CBE is received in HQ, DA in August for the purpose of assisting the DA staff in developing the Army Budget Estimates for OSD. This budget is normally submitted to OSD in early October. Subsequently, the

*The OR category is subidentified to correspond with the first five categories described in Chapter 7, AR 1-110 and par IIIB, DOD Dir 5010.22.

President's budget is submitted to Congress in late December. The CBE is the first opportunity to insert study requirements into the budget process. (FY 71 CBE was received by COA in August 1969.)

(2) Command Operating Budget (COB)

The COB is received in HQ, DA in April. It represents the command's or agency's plan for use of funds within the funding guidance provided by HQ, DA. The COB contains detailed information and also identifies unfinanced requirements. (FY 71 COB is received by COA in April 1970.)

(3) Budget Execution Review (BER)

BER reports are received by HQ, DA in January and form the basis for a mid-year review of the budget for the execution year. This review assists DA in making adjustment and reprogramming. Detailed information on contract studies awarded during first part of the execution year and the plan for the remainder of the year is presented in the BER reports. (FY 71 BER reports are received by COA in January 1971.)

3. RDTE programing and budgeting proceeds concurrently through an annual cycle. RDTE programing estimates are prepared to support funding requirements for studies developed by the Army staff agencies and major commands. Refinement of estimated funding levels for the target year and out-years continue throughout the current fiscal year.

a. DDRE Guidance. Programing for the target year RDTE funds begins shortly after the start of each fiscal year. Initial DDRE guidance is provided in July or early August for the target year RDTE program. The guidance will furnish the rationale and initial funding

figures for the new target year program. Funds for studies are provided by the Studies and Analyses Program Element of the RDTE program.

b. Budget Request. In September, HQ, DA will submit the budget request for the target year based on the DDKE guidance. Following a DOD-Bureau of the Budget review of the DA budget request, DDRE will provide in November a tentative budget recommendation for the target year program.

c. Program Budget Decision (PBD). A PBD will be made (usually in December) on the target year program by the Secretary of Defense. The PBD will contain the target-year funding levels. Funding levels for the out-years will be established in a Program Change Decision (PCD) issued by DOD.

d. Supporting Document. Following receipt of the PCD, the developing agencies (Army Research Office, Combat Developments Command, Army Materiel Command, Army Security Agency, Chief of Engineers, and the Surgeon General) begin preparation of supporting documents sometime in early January. Command schedules, program data sheets, and decrement priorities are submitted to OSD in early March. (1) Command schedules provide general programming information by program element and projects for target years and out years. (2) Projects within the Studies and Analysis Program Element are listed by category as outlined in DOD Directive 5010.22. Program data sheets provide additional basic information on individual projects. (3) The decrement priorities identify the projects where reduction of effort is least damaging to overall objectives. At this point in the cycle only projects are identified. Studies may relate to these projects but cannot be identified

by title or estimated cost.

e. OCRD Review Board. During the latter part of April or early May, ARO, CDC, and other developing agencies will brief the OCRD Review Board on their submissions. The review board insures that approved requirements are supported by the proper level-of-effort, that current DOD and DA guidance is implemented, that a balanced effort exists for the various functional areas, and that the programs of all developing agencies are integrated and coordinated. Project funding is adjusted with cognizance of priorities and total guidance furnished for Army RDTE funding. The board findings are coordinated with the Army Staff and submitted to OSD through CofSA.

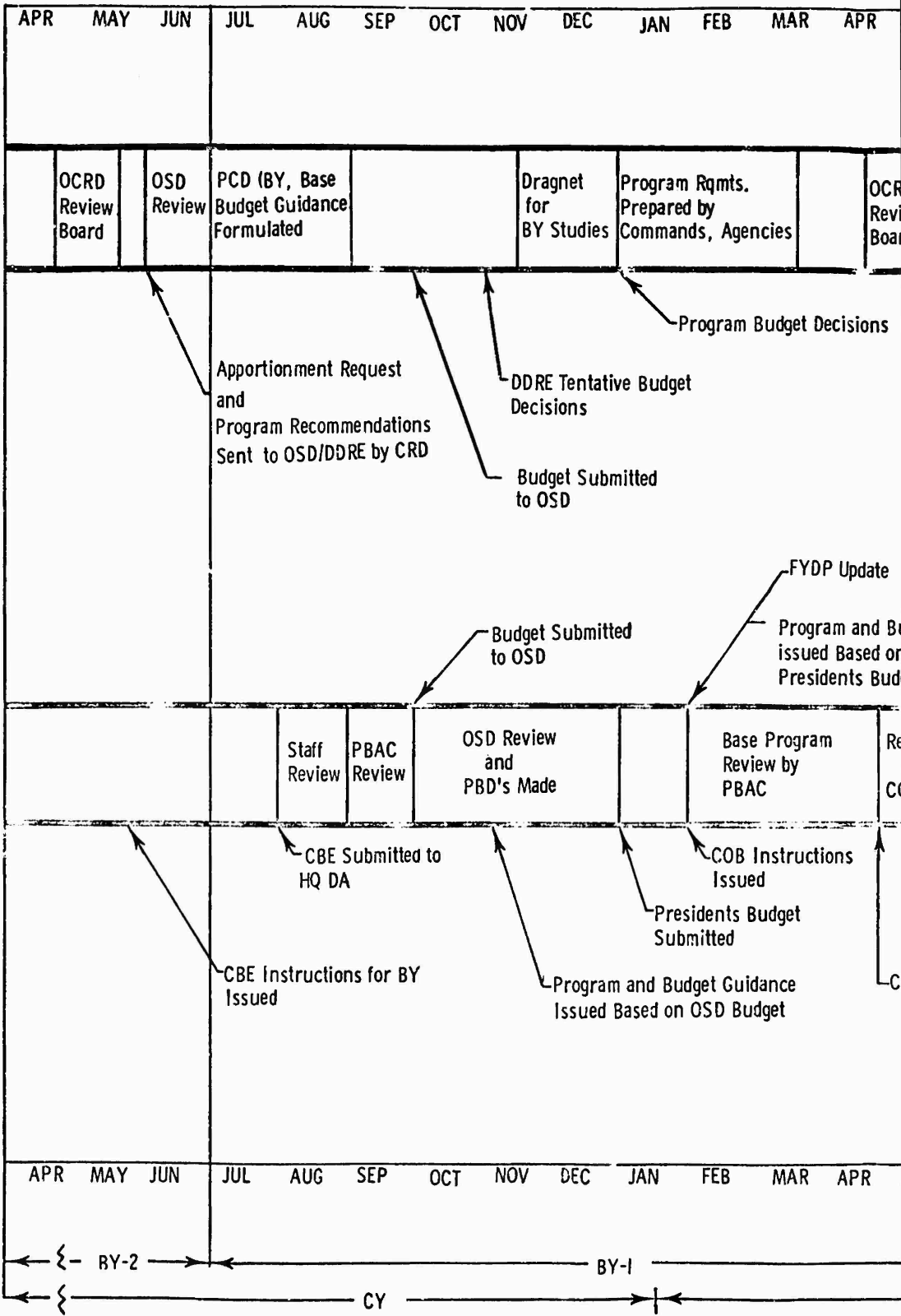
f. Apportionment Request. The formal Army Apportionment Request for the target year and the program recommendations for the out-year will be forwarded to DDRE in late May or early June.

g. DDRE Apportionment Decision. A tentative DDRE apportionment decision will be provided to the Army near the end of June. A short time is allowed for reclamation. Immediately following the reclamation period the final apportionment decision is received. At this time the funds available for studies from the Studies and Analyses Program Element becomes a reality, subject to Congressional remarks attached to the Appropriations Bill.

DEVELOPMENT OF STUDY FUNDS FOR A BU

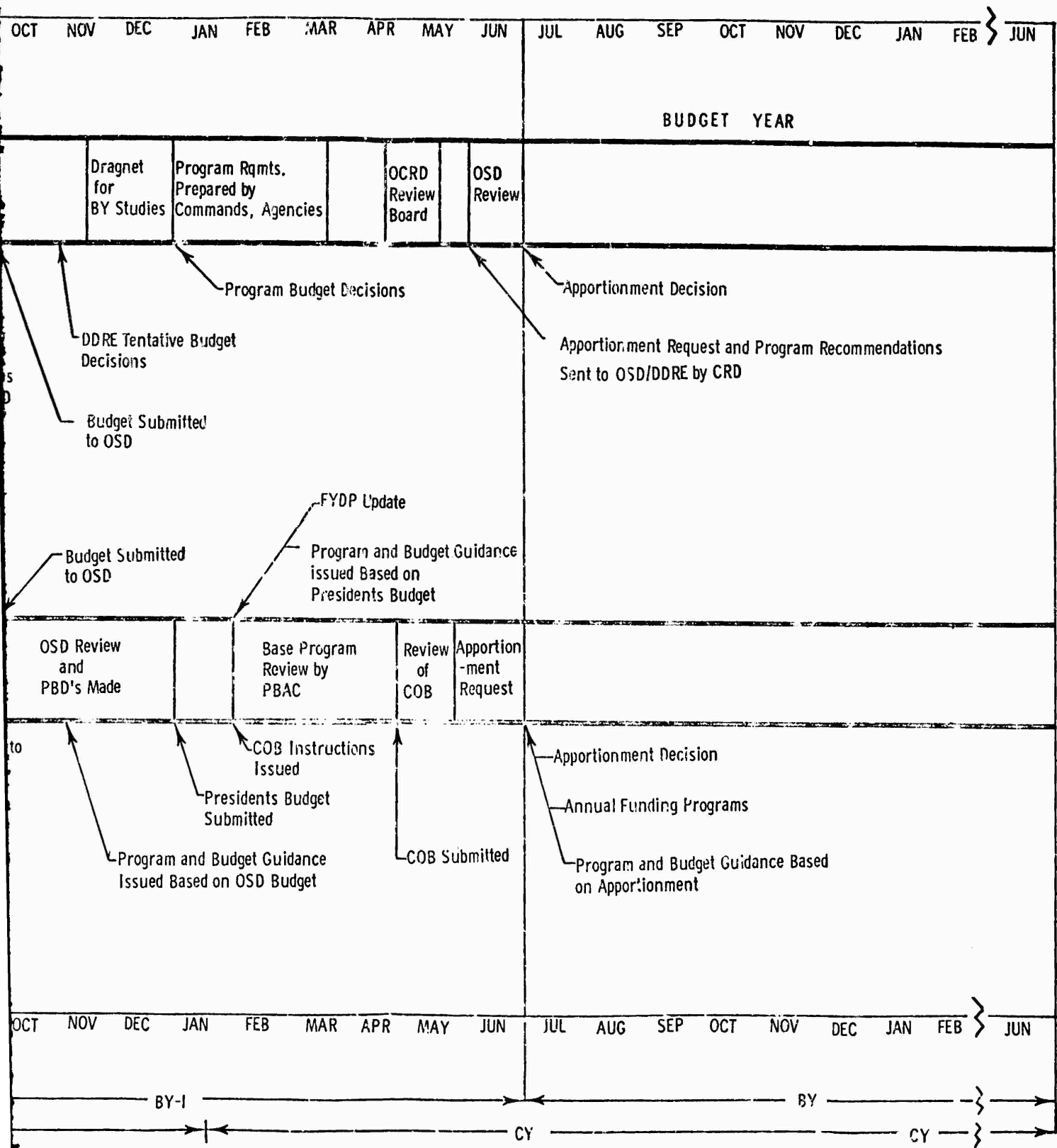
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A

DEVELOPMENT OF STUDY FUNDS FOR A BUDGET YEAR (OMA/RDTE)



INCLOSURE 4

*AR 1-110

ARMY REGULATION

No. 1-110

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, D. C.

ADMINISTRATION

CONTRACTING FOR MANAGEMENT STUDIES, OPERATIONS
RESEARCH STUDIES, AND ADP SERVICES

Effective 1 January 1970

This is a complete revision of AR 1-110. All references to projects have been deleted; some text has been rearranged to improve organization; terms have been explained; and other changes have been made for clarity and to update the regulation. Local limited supplementation of this regulation is permitted, but is not required. If supplements are issued, Army Staff agencies and major Army commands will furnish one copy of each to the Assistant Vice Chief of Staff, Comptroller of the Army, and Chief, Research and Development, U. S. Army.

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*This regulation supersedes AR 1-110, 17 March 1969

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CHAPTER 1

GENERAL

1-1. Purpose. This regulation establishes policies and responsibilities for contract studies and contract automatic data processing (ADP) services. It also establishes the procedures and responsibilities for programing and budgeting contract studies and ADP services.

1-2. Scope.

a. This regulation applies to --

- (1) Management studies.
- (2) Operations research studies.
- (3) Automatic data processing services.

When a request for contract cannot be readily identified under any one of the three types of studies, it should be sent to the Comptroller of the Army for determination of the proper category under this regulation

b. Behavioral and social sciences studies which are contracted with agencies other than the Federal Contract Research Centers (FCRC) will be processed in accordance with this regulation.

c. Employment of experts and consultants is governed by the provisions of Civilian Personnel Regulation A9, Section XXII of Armed Services Procurement Regulation, Section XXII of the Army Procurement Procedure (APP) and to the extent applicable, by the policy guidance contained herein. Advice of personnel and legal experts should be obtained because of the restrictive policy of the Government on personal service contracts.

d. This regulation does not apply to -

(1) Contract definition (AR 705-5) or experiments (AR 71-3) which investigate the purely technical aspects of design or development of a single weapons system or other materiel. For example, hardware, components, and end item engineering tests or experiments which investigate a small number of variables associated with an item or system do not come under this regulation. (Contract studies such as materiel systems analysis, systems effectiveness studies, and cost effectiveness studies fall within the scope of this regulation.)

(2) Selection and acquisition of automatic data processing equipment (ADPE). (See AR 18 series.)

1-3. Explanation of terms.

a. Study. A study is a critical examination or investigation of a problem, often employing analytical techniques, and designed to organize and evaluate information already existing, or which can be inferred from existing information. Studies are conducted to assist decision-making or solving identified problems. This term encompasses the terms evaluation, analysis, applied research, review, examination, investigation, inspection, appraisal, assessment, survey, and other similar terms. Studies that relate directly to materiel development, increased knowledge of natural phenomena, or improved technology are excluded from the purview of this regulation (see also para 1-2d(1)).

b. The Army Study Advisory Committee (ASAC). The ASAC is the principal advisory group on study matters at Headquarters, Department of the Army (AR 1-5).

c. Study sponsor. The Army Staff agency or major command assigned the overall responsibility for the study. A sponsor for each study or service will be designated.

1-4. Policies.

a. Scientific and professional services may be procured by contract only when it is advantageous and necessary to do so and in accordance with the criteria contained in this regulation. Before initiating action to secure approval to contract for consultant services, full consideration will be given to the use of Department of the Army personnel and facilities.

b. Before requests for studies and services are approved, there should be a definite prospect of developing a feasible solution to the problem, and a reasonable assurance that the product can be expected to influence the effectiveness and efficiency of Department of the Army operations sufficiently to justify the cost of the contracts. The estimated time required to orient contractor personnel in Department of the Army organization, doctrine, and other background information should be reasonable in comparison to the estimated time required to perform the study or service.

c. Army policy is to keep the number of contract studies to a minimum by maintaining in-house expertise fully capable of conducting studies. The contracting method may be used only if one or more of the following situations prevail:

(1) Technical knowledge, skills, or equipment required for the study or service are not available, and cannot be made reasonably available within the Department of the Army.

(2) In applicable cases, the opinion of a disinterested agency, based on a survey or study of a controversial problem, is essential to supplement information available within the Department of the Army.

(3) Unusual speed and urgency are required exceeding the capabilities of available personnel and facilities.

d. A literature search will be made by the sponsor to avoid unwarranted duplication. Available sources are:

(1) Defense Documentation Center (AR 70-11).

(2) Army Study Documentation and Information Retrieval System (AR 1-28).

(3) Defense Logistics Studies Information Exchange (AR 1-12).

(4) ACSI Intelligence Document Branch.

(5) The Army Study Program.

(6) Study programs of Army staff agencies and major commands.

e. The following criteria will be used in evaluating a request for contract study or service.

(1) The problem is clearly defined in the objective paragraph and work statement.

(2) The objectives and scope of the study are described clearly and in sufficient detail that the end product can be visualized.

(3) The expected end product is usable.

(4) There is reasonable assurance that the product can be expected to influence the effectiveness and efficiency of Army operations enough to justify the cost.

(5) There is a definite prospect of developing a feasible solution to the problem.

(6) The proposed study or service does not duplicate past or on-going efforts.

(7) The proposed study or service cannot be performed in a timely manner by Army personnel.

(8) The proposed study or service is essential.

(9) The proposed contract constitutes prudent and judicious use of funds.

(10) Funds are available and have been identified to finance the proposed study or service at the time of submission of the contract request (para 14, app A).

f. The procedures for solicitation, selection of contractors, and award of contracts will be in accordance with the provisions of the Armed Services Procurement Regulation and Army Procurement Procedure.

g. Requests for contract studies or services will be forwarded for review and approval as directed in chapters 2, 3, and 4. Requests for contract amendments, extensions, additions, or supplements which are of a substantive nature or which require additional funding will be processed in the same manner as the original request. Requests will be prepared and submitted for approval in accordance with the format in appendix A.

h. Each contract for a study or service will contain a provision requiring the contractor to submit the study report in draft form to the sponsor for review prior to any publication or dissemination. The sponsor will determine the security classification, if any, and make sure that the report is factually accurate and completely fulfills the study objectives stated in the contract. Sponsors are responsible for insuring that the proper security classification is applied to study reports, and that dissemination of classified reports is limited to a need-to-know basis. Prior to releasing any study report outside the Department of the Army, clearance will be obtained from the sponsor. Study reports will be prefaced with a statement that views contained therein have not been approved by the Department of the Army. These reports will contain abstracts which are meaningful to persons who are generally familiar with the subject area. A bibliography covering the sources of any data or facts derived from prior studies will also be included in the study report.

i. Consistent with the provisions of Section 22, Army Procurement Procedure, close and continuous liaison will be established with the contractor to assure a favorable working relationship and full discussion of all issues arising during the study.

j. A study or service which has potentially adverse implications for U. S. foreign relations will be initiated only after coordination with the Department of State through the Deputy Under Secretary of the Army (International Affairs).

k. All studies and services to be done by contract will be programed and budgeted. Studies and services will be listed in detail and submitted along with justification data as a part of all operating budgets submitted to Headquarters, Department of the Army. Unforeseen requirements may be considered through the normal budget process.

l. Procurement action, including the solicitation of bids and proposals, will not be initiated prior to approval of the contract request. Upon approval of the contract request, procurement action will be initiated only by a contracting officer.

m. Requirements for contract studies and services to develop Army plans are prohibited, although studies of specific problems anticipated or encountered in the preparation of Army plans may be proper subjects for contract study.

1-5. Army contracts with Federal Contract Research Centers (FCRC).

a. A Federal Contract Research Center is a research organization substantially financed by the Government and established to meet a research and development need of the Government. The three such centers in support of the Army Study Program are: Research Analysis Corporation, Human Resources Research Office, and Center for Research in Social Systems.

b. The Chief of Research and Development (CRD) exercises general staff supervision over all Department of the Army contracts with FCRC. Formal communications with representatives of these contractors will be through CRD. CRD also serves as the DA contact with any other FCRC.

c. All requests for studies and services to be performed by FCRC will be processed in accordance with this regulation. Each FCRC annual

work program will be administered through CRD. The content of these programs will be processed as complete programs - not as individual studies. However, individual study and service requests must meet approval requirement of this regulation. (Management and ADP contract requests must be approved by ASA(FM) and OR requests by ASA(R&D) before procurement action is initiated.)

d. Changes to FCRC work programs will be accomplished as follows:

(1) Proposed changes will be submitted to CRD.

(2) Changes will be forwarded to and reviewed by the ASAC members.

ASAC secretary will inform the sponsor of a proposed change which affects his portion of the program.

(3) Upon request of any member, the ASAC will meet to discuss the proposed program change.

(4) Passage of 14 working days following announcement of a proposed change implies approval if a request for an ASAC meeting has not been received by the secretary.

(5) CRD will take action to modify the program based on ASAC recommendations.

CHAPTER 2

MANAGEMENT STUDIES

2-1. Explanation of terms.

a. Management. A process of establishing and attaining objectives to carry out responsibilities. Management consists of those continuing actions of planning, programing, organizing, directing, coordinating, and controlling use of men, money, materials, and facilities to accomplish missions and tasks. Management is inherent in command.

b. Management Study. A study which concerns distribution of functions and organizational structure, operating policies, procedures, methods, systems, and the application of management sciences. This term includes surveys, advice, services, or consultation on management problems. The contractor may be required to use a wide range of analytical techniques including those of operations research in the solution of management problems under study. The design and development of new management systems as well as the study and refinement of existing management systems are also included in this term.

2-2. Scope and applicability. This regulation applies to all management studies obtained by contract which are sponsored within the Army and/or financed with Army funds regardless of the appropriation or the functional area being studied. Management studies are normally financed by OMA funds, however, other appropriations may finance these studies.

2-3. Responsibilities.

a. The Assistant Secretary of the Army (Financial Management) (ASA(FM)) is responsible for--

(1) Review and approval of requests for contract management studies as defined in this regulation.

(2) Coordinating all RDTE-funded contract management studies with ASA(R&D).

(3) Consultation with the staff element in the Office, Secretary of Defense that has primary substantive interest in recommendations that relate to any matter of interdepartmental interest.

b. The Comptroller of the Army (COA) is responsible for--

(1) Providing general guidance for preparation of requests for contract management studies and furnishing guidance materials and references when requested.

(2) Reviewing requests for contract studies to--

(a) Insure that the criteria and procedures of this regulation are satisfied.

(b) Avoid unnecessary duplications and expenditures inherent in such requests or between them and other activities.

(c) Ascertain that full consideration has been given to the use of Army personnel for performance of the requested study.

(3) Insure coordination with all interested Army Staff agencies including Coordinator of Army Studies (CAS), Office of the Assistant Vice Chief of Staff, U. S. Army.

5

(4) Insure coordination of all RDTE funded contract management studies with Chief of Research and Development.

(5) Recommend action on requests for contract studies to the ASA(FM).

(6) Maintain a central record of requests for contract management studies and a file of evaluation reports on completed contracts.

c. Heads of Army Staff agencies and major Army commanders are responsible for--

(1) Submitting requests for contract management studies through channels to COA.

(2) Applying the criteria and guidance provided in this regulation in requesting contract studies and in evaluating and using study results.

(3) Sponsoring or designating a study sponsor for each study.

(4) Providing reports required by AR 1-28, and chapter 6 of this regulation.

(5) Reviewing the final draft report for accuracy, completeness, and clarity; determining the security classification; and prescribing distribution of the document.

(6) Forwarding one copy of completed study reports to the Army Library for the Army Study Documentation and Information Retrieval System (ASDIRS), in accordance with AR 1-28.

(7) Establishing a Study Advisory Group (SAG) when the sponsor considers it necessary (see chapter 5).

2-4. Processing requests for contract studies.

a. Three copies of the request for a contract study, together with supporting data, will be provided through appropriate channels to COA (exempt report, para 7-2b, AR 335-15). Format is shown in appendix A.

2-4. Processing requests for contract studies

a. Three copies of the request for a contract study, together with supporting data, will be provided through appropriate channels to COA (exempt report, para 7-2b, AR 335-15). Format is shown in appendix A.

b. The COA will forward the request with his recommendations to the ASA(FM). Approval by the ASA(FM) is required before a contracting officer may solicit bids or proposals from potential contractors. Approval does not constitute funding authorization since financing is the responsibility of the study sponsor. The incurrence of obligations by prematurely using a contractor prior to approval of a study by the ASA(FM) is prohibited.

c. The ASA(FM), or such offices as are designated by him, will consult with the Office of the Secretary of Defense regarding those requests having joint interest, as indicated in paragraph 2-3a(3), unless the request indicates this coordination has been accomplished.

d. The COA will notify the sponsoring command or agency of final action taken on the request for a contract study.

CHAPTER 3

OPERATIONS RESEARCH STUDIES

3-1. Explanation of terms.

a. Operations Research (OR) is the application of objective, analytical thinking, supported by selected research tools (normally of a mathematical, statistical, and/or economic nature), to the analysis of complex problems and related implications.

b. Operations research study. A study which normally addresses such areas as strategy and tactics, materiel systems, personnel systems, force structure, and technology. This term includes the design, operation, and analysis of war games; the design, analysis, and review of experiments; strategic studies and technological forecasts related to military problems; and feasibility studies which explore the operational environment and tactical requirements for the purpose of making comparative evaluations of present and future mixes of men, materiel, and weapons systems. OR studies often require such techniques as analytical mathematical models; statistical analysis; network analysis; queuing theory; servo theory; game theory; Monte Carlo techniques; and linear, nonlinear, and dynamic programming.

3-2. Scope and applicability.

a. This regulation applies to all OR studies obtained by contract. The use of OR techniques is not in itself sufficient justification supporting the use of RDTE funds.

b. OR studies appearing on an ASAC recommended list for accomplishment during a given fiscal year are not exempt from the approval procedures required by this regulation.

c. Approval of requirements for OR studies does not constitute approval of funds or preclude securing a determination and findings in accordance with Army Procurement Procedure (para 3-306) when applicable.

3-3. Responsibilities.

a. The Assistant Secretary of the Army (R&D) is responsible for--

(1) Reviewing and approving requests for OR studies to be done by contract, as defined herein, when such studies are estimated to cost in excess of \$100,000.

(2) Coordinating all OMA funded contract OR studies referred to his office with the Assistant Secretary of the Army (FM).

(3) Consulting the staff element in the Office, Secretary of Defense that has primary substantive interest in recommendations that relate to any matter of interdepartmental interest.

b. The Chief of Research and Development (CRD) is responsible for--

(1) Reviewing, coordinating with interested agencies including AVCoFSA(CAS), and forwarding to the Assistant Secretary of the Army (R&D) (ASA(R&D)) for approval, all OR studies estimated to exceed \$100,000 in contract costs without regard to the type of funds.

(2) Reviewing, coordinating with interested agencies including AVCoFSA(CAS), and approving all OR studies to be performed under contract, without regard to the type of funds, when the cost is estimated to be \$100,000 or less.

(3) Coordinating with COA all CR studies to be performed under contract using OMA funds.

(4) Maintaining a central record of request for contract OR studies and a file of evaluation reports on completed contracts.

(5) Insuring establishment of a Study Advisory Group (SAG) for OR studies contracted by OCRD.

(6) Providing a quarterly report to Chief of Staff, ASA(R&D), and Deputy Under Secretary of the Army (Operations Research) of contract studies costing \$100,000 or less which were approved during the previous quarter. Report should include study title, sponsor, cost, and expected completion date (app B).

c. Heads of Army Staff agencies and major Army commanders are responsible for--

(1) Forwarding all requests (three copies) for OR contract studies originating within their organizations to CRD without regard to type of funds. Format is shown in appendix A.

(2) Sponsoring or designating the agency or command with primary interest in the subject matter as sponsor for each study originating within their organization.

(3) Establishing a SAG for OR studies not contracted by OCRD (chap 5).

(4) Providing reports required by AR 1-28, AR 70-31, and chapter 6 of this regulation.

(5) Reviewing the final draft report for accuracy, completeness, and clarity; determining the security classification; and prescribing distribution of the report.

(6) Developing and recommending specific actions to be taken as a result of study recommendations.

(7) Forwarding one copy of completed OR study reports to CRD; providing an approved copy of the study report to the Army Library for Army Study Documentation and Information Retrieval System (ASDIRS), and providing 20 copies of the study report to the Defense Documentation Center (DDC), as prescribed by AR 70-11.

3-4. Requests for contract studies.

a. The CRD has available limited funds to provide support to the Army Staff for OR contract studies.

b. The CRD solicits the Army Staff for requirements annually. Consolidated requirements are evaluated by the ASAC in accordance with AR 1-5. Army Staff agencies may submit immediate requirements for consideration at any time.

CHAPTER 4

AUTOMATIC DATA PROCESSING SERVICES

4-1. Explanation of terms.

a. Automatic data processing (ADP) services are those provided by an organization with an ADP capability to a customer or sponsor with an ADP requirement. Examples are computer programming, general purpose software, data mechanization, ADPE time, and systems analysis support.

b. ADP systems analysis support is support of the performance of ADP systems analyses which include ADP feasibility and applications studies, systems design, systems development, and systems improvement.

c. General purpose software are those items of software that are available for general use in their present form with minimal changes. Examples are PERT systems, file management systems, report generators, mathematical function programs, compilers, translators, and flow charting programs.

4-2. Scope and applicability.

a. This chapter applies to requirements to contract for ADP services and systems analysis support costing in excess of \$10,000 per contract, which are prerequisite to, or automate all or part of an Army information and data system, and all general purpose software packages, irrespective of cost. Included are those ADP services and systems analysis support costing in excess of \$10,000 which are part of an overall contract and which are prerequisite to, or automate all or part of an Army information and data system.

b. This chapter is not applicable to requirements to contract for --

(1) Maintenance of ADPE.

(2) Training of military or civilian personnel in ADP equipment repair and maintenance of systems.

(3) ADP resources to be obtained through the General Services Administration Government-Wide Sharing Exchange Program without reimbursement.

(4) ADP services to be obtained through subcontracts by prime Government contractors.

(5) Items specifically excluded in paragraph 2b and c, AR 18-1.

(6) Research and development efforts conducted under purview of AR 705-5.

c. Contracting for ADP services through a series of incremental-type contractual arrangements involving more than one contract of \$10,000 or less is prohibited.

4-3. Responsibilities.

a. The ASA(FM), as senior policy official for ADP within the Army, is responsible for --

(1) Reviewing and approving all requirements to contract for ADP services in excess of \$10,000.

(2) Reviewing and approving all requirements to contract for software packages, irrespective of cost.

(3) Consulting with the staff elements in the Office, Secretary of Defense that have primary substantive interest in such recommendations that relate to any matter of inter-departmental interest.

b. The Director, Management Information Systems (DMIS), AVCofSA, is responsible for--

(1) Reviewing requests for ADP services and recommending actions to ASA(FM).

(2) Coordinating with interested agencies, including COA, CRD, and AVCofS(CAS), proposals for ADP services to be done by contract.

(3) Maintaining a central record of requirements to contract for ADP services and a file of evaluation reports on completed contracts.

c. Heads of Army Staff agencies and major Army commanders are responsible for--

(1) Submitting requests for approval of requirements to contract for ADP services in excess of \$10,000 through command channels to AVCofSA (DMIS).

(2) Submitting requests for approval of general purpose software packages, irrespective of cost, through channels to the AVCofSA(DMIS)

(3) Establishing a SAG for ADP service contracts in excess of \$100,000 when more than one Army Staff agency or major command is involved, or when ASA(FM) determines that a SAG is required.

4-4. Requests for approval of requirements.

a. Requests for approval of requirements to contract for ADP services including modifications thereof, will be prepared in the format prescribed at appendix A. Requests will be forwarded in triplicate through command channels to HQ DA, OAVCofSA, ATTN: DMIS (exempt report, para 7-2b, AR 335-15).

b. Initial requests and requests to continue a previously approved requirement beyond a third consecutive year will be dispatched not later than 90 days prior to the date an approval is required to initiate procurement action.

c. Requests to continue a previously approved requirement for the second or third consecutive year will be dispatched not later than 60 days prior to the date an approval is required to initiate procurement action.

d. When a contract for ADP services involves automation of an information and data system or changes to an existing system (as described in chapter 2, AR 18-2), approval of a Data Automation Requirement (DAR) through issuance of a Data Project Directive (DPD) is prerequisite to submitting a request for such contract services.

CHAPTER 5

STUDY ADVISORY GROUP

5-1. General.

a. The Study Advisory Group (SAG), formerly called a Project Advisory Group, is a steering committee composed of representatives of Army Staff agencies or major commands having an interest in problems being investigated by an Army contract study effort.

b. The SAG insures that Army sponsored studies and ADP service contracts are high quality and results are responsive to Army needs.

c. The sponsor of the study will provide the SAG chairman. Membership will consist of the SAG chairman and members or observers from interested Army Staff agencies and major commands. The Office of the Deputy Under Secretary of the Army for Operations Research and the Office of the Assistant Vice Chief of Staff will be invited to provide a representative to each SAG established for OR studies that are estimated to cost in excess of \$100,000.

5-2. Responsibilities.

a. The CRD is responsible for the establishment of SAGs for OR studies contracted for and administered through the Army Research Office.

b. Heads of Army Staff agencies and major Army commanders are responsible for --

(1) Assisting the CRD, as required, in the establishment of SAGs for OR studies contracted for and administered through the Army Research Office.

(2) Establishing a SAG for OR studies sponsored by each Army Staff agency or major command that is not contracted for and administered through the Army Research Office.

(3) Establishing a SAG for ADP studies in accordance with this regulation. Study sponsors determine when a SAG will be established for management studies.

c. The SAG Chairman is responsible for --

(1) Advising and assisting the contractor, through the Contracting Officer's Representative (COR), in the development of additional assumptions and guidelines for use in the study.

(2) Establishing and maintaining close and continuous liaison between the SAG and the contractor conducting the study to insure the contractor is provided with continuing guidance, staff input, and the exchange of ideas necessary to maximize the ultimate responsiveness of the study to the sponsor's requirements.

(3) Reviewing periodically, but not less than once every 3 months, the current and projected work of each study under the SAG cognizance and providing official instructions and recommendations in the form of SAG minutes to the sponsor or monitor. Minutes will be forwarded to each SAG member within 10 working days after each SAG meeting.

(4) Advising the contractor through the COR regarding reports requested by the Department of the Army.

(5) Arranging for background input data, subsequent data requirements

during the course of the study, and providing information on Army policies to the contractor.

(6) Reviewing draft reports, determining the proper security classification, validating the assumptions and factual data provided by the Department of the Army, determining whether the report is responsive to the requirements, coordinating the review of the final study report with interested commands and agencies, and recommending distribution of the contractor's end product.

(7) Preparing and submitting an Evaluation of Contractors Performance and Product (app C). A preliminary copy of this evaluation report, completed to the degree possible, will be provided to the head of the Staff agency sponsoring the study for use during staffing.

d. The duties of SAG members are --

(1) Meeting with the SAG at the call of the chairman. A member may request the chairman to convene a SAG meeting whenever advice, assistance, or input data is required.

(2) Assisting in the development of assumptions and guidelines for the study, and approving the assumptions before definitive work is undertaken.

(3) Providing to the SAG and the contractor necessary input data and/or information on current DA policies, projects, and trends affecting the study.

(4) Keeping his parent agency informed of the progress of the study and, in coordination with the SAG chairman, communicating as necessary with the contractor.

(5) Reviewing and evaluating study results, documents, and reports prepared by the study contractor, on behalf of his agency.

(6) Submitting in writing to the SAG chairman, coordinated agency comments on positions pertaining to study orientation, progress, or results. The member should be prepared to state the agency's views on the progress and orientation of the study at the end of each SAG meeting. The position will be incorporated as a matter of record in the SAG minutes. If a SAG member disagrees with the majority of the SAG on an issue, a minority statement will be included in the minutes. The study requirements of the sponsor are the primary consideration when evaluating changes to the study. Subject to the concurrence of the appropriation/program director concerned for funding and acceptance by the contractor on feasibility, the decision of the SAG chairman on any issue may override differing positions held by SAG members.

CHAPTER 6

REPORTING AND EVALUATION OF STUDIES AND SERVICES

6-1. Reporting contract studies and services. Two types of reports required for all studies and services covered by this regulation are as follows:

a. Notice of award of contract. Within 10 days after the contract is awarded, the sponsoring command or agency will submit through channels to COA, CRD, or AVCoFSA(DMIS), as appropriate, three copies of the report shown in appendix B (exempt report, para 7-2o, AR 335-15).

b. Evaluation of Contractor's Performance and Produce (Reports Control Symbol CSCAM-18). Within 120 days after the completion of termination of a contract study, the sponsoring command or agency will dispatch through channels to the approving authority three copies of the evaluation of the study or services and the contractor's performance, using the format in appendix C. A copy of the evaluation will be provided by the sponsor to the contracting officer for inclusion in the contract file.

6-2. Related reporting. In addition to the two types of reports required above, sponsoring commands and agencies are responsible for certain reports required by other Army regulations as follows:

a. DDC, AR 70-11. Technical reports and documents resulting from studies done by contract are governed by AR 70-11, "Defense Documentation Center for Scientific and Technical Information" (DDC).

b. ASDIRS, AR 1-28. The Army Study Documentation and Information

Retrieval System (ASDIRS) requires certain reports on studies done by contract.

c. Standards for technical reporting, AR 70-31. Summary reports are required on OR and operation analysis studies done by contract.

d. DLSIE, AR 1-12. The Defense Logistics Studies Information Exchange (DLSIE), US Army Logistics Management Center, Fort Lee, Virginia, requires certain reports on logistics studies. In addition, an information copy of the Notice of Award of Contract (para 6-1a) and of the evaluation of contractor's performance and product (para 6-1b) will be sent to DLSIE for logistics studies done by contract.

e. DOD Studies and Analyses Data Bank, DDC, RCS DD-DR&E(AR) 636.

(1) Upon award of each contract study, the sponsor will complete and forward through appropriate channels (COA or DMIS) to the CRD a DD Form 1498 (Research and Technology Work Unit Summary) prepared in accordance with the provisions of AR 70-9. CRD will submit the DD Form 1498 data to the Defense Documentation Center (DDC) in accordance with prescribed procedures.

(2) The DD Form 1498 summaries will be keyed to the appropriate study category contained in chapter 7 of this regulation. AR 70-9 provides additional instructions on completion of DD Form 1498. This requirement also applies to studies performed by Federal Contract Research Centers. This requirement does not apply to contract ADP services which are not considered to be studies (e.g., ADP programming, systems design, or machine time). This action will be taken by the sponsor in time for the completed DD Form 1498 to arrive in HQDA within 10 days after award of the contract study.

(3) Commands and agencies may request the Defense Documentation Center (DOD Studies and Analyses Data Bank) to provide information on studies. These requests will be made in accordance with AR 70-9. Paragraph 1-4d requires sponsors to conduct a detailed literature search before requesting approval of a contract study under this regulation. This literature search includes the Defense Documentation Center when appropriate.

CHAPTER 7

PROGRAMING AND BUDGETING FOR CONTRACT STUDIES AND SERVICES

7-1. General. This chapter establishes the procedures and responsibilities for programing and budgeting for studies and services performed under contract or grant. These do not change in any way the processing and approval procedures in chapters 1 through 6.

7-2. Categories and explanation of terms. The following categories and terms will be used for purposes of programing and budgeting:

<u>Category</u>	<u>Explanation</u>
1. Manpower and Personnel	Studies to evaluate the manpower needs and costs of forces and programs, and to apply more effective methods and policies for the training, testing, selecting, allocating, placing, sustaining, and separating of personnel. Research and development in the life, social, and behavioral sciences is excluded from this category and will be included in Category 5.
2. Concepts and Plans	Studies to evaluate preferred concepts, policies, techniques, methods, and systems and their respective costs for employment of land, sea, and air forces, as well as

<u>Category</u>	<u>Explanation</u>
	optimum programs, postures, and strategies to advance U. S. objectives in potential or actual conflict.
3. Operations and Force Structure	Studies to determine preferred mixes of combined forces to meet existing and potential threats to U. S. national security. Establishment of qualitative and/or quantitative requirements for weapons systems or other military materiel, or to compare the effectiveness and costs of alternatively constituted and equipped forces. This category includes development and application of techniques to study military operations and tactics and to describe or evaluate the results of combat engagements.
4. Logistics	Studies to determine and apply improved methods for procurement, inventory control, storage, distribution, transportation, maintenance, and disposal of military materiel. This category also includes those aspects of military operations which deal with movement or evacuation of personnel; acquisition, maintenance, and disposal of facilities; and acquisition or furnishing of services.

<u>Category</u>	<u>Explanation</u>
5. Science and Technology	Studies to determine and select alternative R&D programs to meet existing or potential threats and obtain greatest possible return from R&D in terms of military need. Development and application of methods for the rapid application and exploitation of new findings in science and engineering and for optimum procedures for resource allocation for R&D. This category includes appropriate studies in technical intelligence.
6. Management	See paragraph 2-1b for definition of management studies.
7. Automatic Data Processing Services	See paragraph 4-1 for definition.
7-3. Procedures and responsibilities.	
a. RDTE-funded studies and services. These will be programed and budgeted in the appropriate subaccount of the Army Management Structure (5050.0000) corresponding to the study categories (para 7-2). The CRD is responsible for gathering and assembling program and budget information on contract studies to be funded from the RDTE appropriation.	
b. Other studies and services.	
(1) Studies and services to be funded from other than RDTE (normally OMA) appropriations will be programed and budgeted in the appropriation and	

budget program which finances the sponsoring organization. The COA is responsible for gathering and assembling program and budget information on contract studies to be funded from appropriations other than RDTE.

(2) Those studies and services which fall in category 6 (para 7-2) generally will be funded from OMA funds under the appropriate budget program. Studies sponsored by organizations which do not receive OMA funds will be programed and budgeted in the appropriation and budget program which finances the sponsoring organization.

APPENDIX A

REQUEST FOR CONTRACT STUDY OR SERVICE

(Exempt report, para 7-2b, AR 335-15)

1. Sponsoring command or agency. For ADP service, include Data Processing Installation (DPI) Code, if applicable.
2. Title of proposed study or service. A brief but descriptive title.
3. Classification of study (para 1-2a).
4. Objectives. A statement of the problem which the contractor is expected to solve or of the service to be provided. Need for the study or service, its scope, and location, etc. (para 1-4).
5. Products to be furnished or delivered. A description of products to be furnished or delivered by the contractor, such as reports, manuals, operating procedures, ADP equipment time, and systems analysis and design (para 1-4).
6. Assumptions which will guide the study.
7. Results anticipated. Statement of the specific results and improvement which can reasonably be expected from the requested contract; a forecast of how the problem described in paragraph 4 of the request will be solved or eliminated; anticipated economies in terms of money, man-hours, personnel, material, and units of production, etc. (para 1-4b and e).
8. Impact of disapproval of the request. A clear statement of the actual or estimated effect on the mission of the sponsoring command or agency

should the requested contract fail to receive approval.

9. Reasons for recommending the contract method. Clear explanation of the reasons why Army personnel cannot or should not conduct the study or provide the services, and why a contractor should be employed. Requests to continue previously approved ADP contract services will cite the approving authority of all previously approved requests for the service(s) and an explanation of the lack of in-house capability to accomplish the current requirement (para 1-4a and c).

10. Related actions. Clear explanation of relationship between the request and any related contracts or other studies completed or in progress. Statement about the literature search that was made to include a list of activities contacted during the search (para 1-4d).

11. Action previously taken to accomplish the study or services. Statement describing previous efforts by the sponsoring agency or command to accomplish this requirement. In the case of ADP equipment time requirements, include explanation of inability to obtain ADP equipment time under the General Services Administration, Government-wide ADP Sharing Exchange Program, and list activities contacted in efforts to obtain ADP equipment time.

12. Estimated starting date.

13. Estimated duration of contracted effort.

14. Estimated cost of study or service and availability of funds to be used. Statement indicating type (e.g., OMA) and availability of funds for the study or service and amounts and status of funding by fiscal year, to

include budget program and budget code. Basis for the estimated cost in terms of man-years, travel, equipment, and other items of expense. For ADP type of contract, these costs will be further identified for: systems analysis, systems design, computer programing, computer/PGM machine time, key punch, and other services.

15. Names of contractors under consideration. List potential contractors under consideration to include experience of the contractor's personnel in the subject area when known. It is the policy of the Army to contract competitively. If the proposed contract is "sole source," a statement is required that the proposed source has personnel with demonstrated competence in the study area and that an unusual degree of urgency exists. (Note that approval of the request does not constitute approval of any proposed contractor since the selection of a contractor is made in compliance with appropriate procurement directive.)

16. Study sponsors representative. Designation of an individual who can provide further information relative to this request to include agency, address, telephone number, and AUTOVON code.

17. Other information deemed pertinent to the request. Information which has not been covered elsewhere in the request such as:

a. The assistance which the sponsor intends to give the contractor such as number and qualification of military or civilian personnel to be assigned to the study and provisions for assisting the contractor to become familiar with the problem (para 1-4i).

- b. The frequency and content of interim progress reports.
- c. The security classification of the proposed study.
- d. When appropriate, requests for ADP contract services will cite the DAR and DPD relating to the automated system for which ADP services are requested (para 4-4d).

APPENDIX B

NOTICE OF AWARD OF CONTRACT

(Exempt report, par 7-2o, AR 335-15)

To:

1. Title of service or study:
2. Sponsor:
3. Study sponsor's representative:
4. Contractor:
5. Contract number:
6. Date of contract:
7. Contract cost: (to include cost of Institutional Research and computer support if applicable)
8. Contract completion date:
9. Contracting office.
10. Level of professional effort: (technical man months, years)

NOTE: This format will also be used for the reports required by paragraph 3-3b(6). Information pertaining to contract will be omitted if the contract has not been negotiated.

FROM:

DATE:

APPENDIX C

EVALUATION OF CONTRACTOR'S PERFORMANCE AND PRODUCT

(Reports Control Symbol (CS:AM-18))

1. Title of study or service:
2. Sponsor:
3. Date of completion or termination:
4. Estimated final cost:
5. Assistance furnished contractor in terms of man-years, equipment, material, and other items (para 17a, app A):
6. Level of professional effort (technical man months, years):
7. Outstanding new concepts or techniques developed by the contractor:
8. Actions taken or to be taken on the studies or services:
9. Results, benefits, and savings from the study or service to include detailed statements of savings in personnel or funds:
10. Evaluation of the contractor's services:
11. The location at which copies of the final report or other documents submitted by the contractor will be available for review by interested agencies:
12. Distribution made of contractor's report:
13. Security classification of the end product:

PART III

SECTION G

**THE ARMY STUDY
SYSTEM MANAGEMENT
SUBCOMMITTEE REPORT**

PART III, SECTION G

THE ARMY STUDY SYSTEM MANAGEMENT SUBCOMMITTEE REPORT

1. Introduction. The Army Study System Management Subcommittee of ETASS reviewed the findings of the ETASS Committee (Part II, Section A) and the reports of other ETASS subcommittees (Parts II and III, Sections B through F) to insure consistency. It also prepared a new omnibus Army Regulation for the overall management of the Army Study System. Additionally, this subcommittee reviewed the comments of the ETASS members (Inclosure 1), and developed Sections H through I of the Committee report.

2. Problem. The subcommittee was tasked to:

a. Develop appropriate timing of program reviews by the Army Study Advisory Committee (ASAC). Determine timing for development of priority problem areas, priority studies, and requests for cost information about past, present, and future study efforts for use in planning, programing, and budgeting.

b. Develop a schedule for annual preparation and updating of The Army Study Program (TASP).

c. Develop a method for identifying priority studies and provide visibility for these studies. Develop and recommend procedures for the ASAC.

d. Develop review and approval procedures for annual study programs.

e. Define the role, authority, location, and duties of the study coordinator.

f. Define study, research and development, and related terms. Provide examples where desirable.

g. Develop essential characteristics of an effective study system.

h. Determine requirements for revision of Chief of Staff Regulations and memorandums and Army Regulations. Provide draft action documents as required.

i. Develop a detailed format for The Army Study Program (TASP).

j. Review reports of other subcommittees to insure consistency and prepare a draft ETASS Committee report.

3. Discussion and Conclusions.

a. Initially, the intent was to revise AR 1-110 and patch up other existing directives, which address portions of the Army Study System, to reflect the findings of the ETASS Committee. However, this narrow approach fails to take into account that the Army Study System involves more than just the Army Staff. In addition, no single document exists to show the relationships of studies to the Army Planning System, Joint and Defense Planning Systems, and Joint and Defense Study Systems.

b. AR 1-1.0, "Contracting for Management, Operations Research, and Automatic Data Processing Studies and Services," and AR 705-5, "Army Research and Development" are not completely compatible. This creates confusion and disagreement as to the definitions of "a study" and "research and development." The main problem in differentiating between these terms is that precise definitions are not available. To resolve this problem, the subcommittee developed definitions for inclusion in an Army Regulation. Because the techniques employed in doing a study or

conducting research and development are frequently the same, it is necessary to analyze the end products to determine how they differ. The subcommittee concluded that: (1) End products of research and development provide the "how" or "technological knowledge" necessary to produce an item of hardware, a chemical substance, etc; provide increased knowledge of natural phenomena; and/or improve technology. (2) A study end product provides methods for solving problems which are not related directly to materiel development, do not increase knowledge of natural phenomena, and do not improve technology. Examples of efforts properly categorized as research and development or study efforts are shown below:

<u>RESEARCH AND DEVELOPMENT</u>	<u>STUDIES</u>
(1) Laser In-Flight Obstacle Detection	Strategic Analysis of a Country or Geographical Area
(2) Physiological Effects of Riot Control Agents on Humans	Tactical Concepts in Theater Operations (TACTO)
(3) Determination of Blast Effects on Steel Structures	Forecast of Conflict Environment (FORCE)
(4) Hover Flight Testing in a Disturbed Environment	Psychological Vulnerabilities of Minority and Tribal Groups in North Vietnam
(5) Aerodynamic Performance of Wind Vanes and Dynamic Wind Tunnel Testing	World-wide Psychological Operations Requirements
(6) Development of an Ambulating Quadraped Truck	Combined Arms and Support Concepts, 1975
(7) Blast Effects Against Helicopters	Doctrine and Organization for Employment of Air Cushion Vehicles
(8) Research on Surface Properties of Explosives	An Automated Force Planning System (FOREWON)

RESEARCH AND DEVELOPMENT

- (9) Feasibility of Laser Initiation of Explosive Devices
- (10) Fields of Shock, Hydrodynamic and Supersonic Flow
- (11) Investigation of Plasticized Pyrotechnic Compositions
- (12) Fuze Exploratory Development
- (13) Caseless Ammunition Manufacture Processes
- (14) Research and Development of Main Battle Tank Weapon Systems
- (15) Develop a High Density Alloy for Projectiles
- (16) Mobility Analysis of Heavy Propelled Guns
- (17) Exploratory Development of an Electronic Weapon Sight
- (18) Design Study of 2 Fluidic Armament Control System Mechanizations for a Cupola on an APC or Scout Type Vehicle
- (19) The Dynamic Response of Springs
- (20) Difference Between Sound Propagation in the Shadow Zone and in the Ionized Region of the Atmosphere

STUDIES

- MBT-70 Producibility/Cost Reduction Study
- Comparative Evaluation of MBT-70 and M60 Shillelagh Tank
- A Management Study of the Army Authorization Documents System (TAADS) Vertical Structure
- Study of Men in Lower Categories: Job Performance and the Identification of Potentially Successful and Potentially Unsuccessful Men (UTILITY)
- Optimum Balance of Abilities in Small Units
- Tank, Antitank, and Assault Weapons Requirements Study (TATAWS)
- Cheyenne Management Information System
- Utility Tactical Transport Aircraft System (UTTAS)
- Automatic Data Systems for the Army in the Field (ADSAF)
- Cost Factoring System for Force Readiness Projection (COFACTS)
- Model of the US Army World-wide Logistics System (MAWLOGS)
- Officer Grade Structure Study

c. The subcommittee developed essential characteristics of an effective study system to identify areas where improvements are needed. Chart 1, page III-G-6 displays the selected essential characteristics.

d. Currently, the Army Master Study Program (AMSP) is developed through using the Army Study Advisory Committee (ASAC) under provisions of CSR 15-10. The ASAC solicits the Army Staff, AMC, and CDC for proposals for major Army studies to support Army objectives, reviews candidate studies, and recommends inclusion of selected studies in the AMSP. These actions are conducted on a calendar year rather than a fiscal year basis. As a result, the review of studies by the ASAC does not assist Army fiscal planning, programming, and budgeting actions. Therefore, to enable the ASAC to provide useful information concerning the Army study effort for use in the formulation of the annual Army budget, the following schedule of actions is proposed. (See also Chart 2, page III-G-8):

(1) In January of each year, a Chief of Staff Memorandum would be circulated to the Army Staff, CDC, and AMC to solicit problem areas for consideration as the Army's priority problem areas. These would be confined to those requiring decisions within the ensuing two fiscal years and would be used to develop a single list of "Priority Problem Areas." (See Part II, Section B.)

(2) In February, the Army Staff, CDC, and AMC proposals would be developed into suggested Priority Problem Area statements by the Office, Assistant Vice Chief of Staff, (Coordinator of Army Studies), and submitted to the Chief of Staff and the Secretary of the Army for approval. (See Part II, Section B.)

CHART 1

ESSENTIAL CHARACTERISTICS OF AN EFFECTIVE STUDY SYSTEM

ESSENTIAL
CHARACTERISTICS

EVALUATION OF
EXISTING SYSTEM

Responsive to Chief of Staff or

Can accept guidance at any time with disruption.

No provisions to assure that most important problems are addressed.

No provisions to assure that the appropriate study is available to assist in making decisions.

Efficient (in terms of use of resources).

Inadequate provisions to preclude major and excessively expensive study efforts.

Inadequate discipline to reduce duplicate study efforts.

Inadequate assurance of use of purchased products.

Does not assure use of appropriate input for studies.

Inadequate provisions to properly identify problem to be studied, objectives of study, and the intended use of the end product, contracting for study support.

Inadequate provisions for planning, programming, and budgeting of study efforts.

Flexible (can change to meet new requirements or constraints).

Unforeseen requirements disrupt, delay on-going study efforts because priorities not been established.

Permits confusion of study efforts and efforts.

Effective (output meets requirements of Army).

Does not identify most important problems requiring study.

Does not provide adequate high-level guidance for development of study requirements.

Does not reflect the actual Army study requirements.

Requires frequent searches for resources to accomplish unforeseen study efforts.

Lacks discipline to assure that resources are not consumed by relatively unimportant issues while pressing issues are not addressed.

Coordinated.

Arbitrary thresholds allow initiation of uncoordinated studies.

Lacks provision to assure that contract support is not used while in-house study organizations are not fully committed or engaged in relatively low priority work.

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CHART 1

ESSENTIAL CHARACTERISTICS OF AN EFFECTIVE STUDY SYSTEM

EVALUATION OF EXISTING SYSTEM

CHANGES RESULTING FROM ETASS

Can accept guidance at any time with some disruption.

Can accept guidance at any time with less disruption.

No provisions to assure that most important problems are addressed.

Assures that studies are accomplished to address most important problems.

No provisions to assure that the appropriate study is available to assist in making a decision.

Attempts to provide studies to assist in solving most important problems.

Inadequate provisions to preclude marginal payoff and excessively expensive study efforts.

Improves review and approval requirements.

Inadequate discipline to reduce duplication of study efforts.

Strengthens requirements for background search before initiation of new study efforts.

Inadequate assurance of use of purchased study products.

Requires increased supervision of implementation by appropriate agencies.

Does not assure use of appropriate input data for studies.

Requires study sponsors to identify source of accurate and current data for studies.

Inadequate provisions to properly identify the problem to be studied objectives of the study, and the intended use of the end product before contracting for study support.

Requires that the problem to be studied be clearly identified, the study objectives specified, and the intended use of the end product be stated before contract study support is authorized.

Inadequate provisions for planning, programing, and budgeting of study efforts.

Requires development of planning, programing, and budgeting procedures for study efforts for two years beyond current fiscal year.

Unforeseen requirements disrupt, delay, or stop on-going study efforts because priorities have not been established.

Establishes priorities early. Hence, provides for adjustment with less disruption.

Permits confusion of study efforts and research efforts.

Reduces confusion through more precise definitions of terms.

Does not identify most important problems requiring study.

Identifies major issues facing the Army which will require decision within next two years.

Does not provide adequate high-level guidance for development of study requirements.

Provides high-level guidance to develop study requirements.

Does not reflect the actual Army study effort.

Provides financial visibility of the entire Army study effort.

Requires frequent searches for resources to accomplish unforeseen study efforts.

Provides early guidance of major issues which will require decision. Assures resources for selected studies.

Lacks discipline to assure that resources are not consumed by relatively unimportant studies while pressing issues are not addressed.

Develops priority problem areas, selects priority studies, reviews study programs, and sets level-of-effort to be maintained.

Arbitrary thresholds allow initiation of uncoordinated studies.

Eliminates thresholds thereby improving coordination.

Lacks provision to assure that contract study support is not used while in-house study capable organizations are not fully committed or engaged in relatively low priority work.

Provides information on the capability of in-house study organizations and their workload.

(4) Starting after approval of the priority problem areas and continuing into early April, the ASAC would consider whether current studies adequately cover the priority problem areas and would recommend initiation of new studies as required. The ASAC would specify the problem, key assumptions, study objectives, required completion date, sponsoring agency, and major resources to be employed.

(5) Also during March - April, the ASAC would review study funding for each Army Staff agency and major command for the budget year taking into account latest DOD program guidance, priority study assignments, and mission-related studies required by the various agencies. From this review, the ASAC would develop the annual TASP. Results of the review would also be useful in actions on the Army Budget during this period to insure that study funding requirements were adequately considered.

(6) Following these ASAC actions, The Army Study Program (see Part III, Section H) would be submitted to the VCoFSA for approval. This document would provide direction and guidance for later planning, programming, and budgeting actions for studies by Staff agencies and major commands.

(7) By 15 October each year, study cost data reports by Staff agency/major command covering the just concluded fiscal year would be collected. These reports would include the costs of planned study efforts by Staff agency/major command for the on-going and ensuing two fiscal years. (See Part II, Section C.)

(8) In November, the ASAC would review this study cost data, Congressional appropriations for the on-going year, and costs of projected study efforts for the ensuing two years. The Priority Problem Areas and Priority Studies would be reviewed for adequacy and updated as required. Following this

CHART 2

ANNUAL SEQUENCE OF TASP DEVELOP

AGENCY		ACTION					
SECRETARY of the ARMY			Approve Priority Problem Areas				
CofSA							
VCofSA						Approval of TASP	
AVCofSA	Initiate Development of Priority Problem Areas			Assist ASAC in Developing TASP Document			TASP Publication and Distribution
ASAC				-Develop Priority Study Problems -Review Cost Data and Level of Effect -Review Annual Study Programs			
Army GS		Develop Priority Problem Area Proposals. Submit to CofSA Through AVCofSA For Approval	Submit Cost Data For Past, Current and Ensuing Two Fiscal Years and Annual Study Programs to AVCofSA				
ARMY STAFF, COMMANDS, AGENCIES							
	JAN	FEB	MAR	APR	MAY	JU	JU AU

H

CHART 2

SEQUENCE OF TASP DEVELOPMENT

ACTION

[illegible]

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review, and with approval of the VCofSA, changes to TASP would be published.

(See Part II, Section C.)

e. Major Studies. This category would continue to be identified to give visibility. The selection of major studies would no longer be accomplished through the ASAC, nor would the titles and abstracts be included in TASP. Instead, the study sponsor would select them and prepare the draft CSM/study directive for staffing. All study efforts considered of importance to the Army study effort, including appropriate studies by other military services and commercial sources, would be collected in the Army Study Documentation and Information Retrieval System (ASDIRS). ASDIRS should continue to publish a quarterly catalog of studies, with major studies being annotated. OCAS would assist ASDIRS in identifying major study efforts. Consideration should be given to placing ASDIRS under direct supervision of CAS because of the significant role this facility can perform. A revised AR 1-28 should require that planned study efforts be reported to ASDIRS.

f. Organization and Functions of ASAC.

(1) Currently, ASAC has members from nine principal Army Staff agencies and OAVCofSA. CDC and AMC are invited to attend meetings at which subjects pertinent to them are discussed. Other agencies may be invited by the chairman.

(2) The subcommittee considers that the Chief of Engineers should be a member because of his broad missions. Also, because of the extensive study capabilities of CDC and AMC and the important role of these agencies in planning for the future, both CDC and AMC should be full ASAC members.

(3) The extensive ASAC tasks outlined necessitate that its organization be revamped. Member agencies now normally provide colonels, or equivalent grade civilians, as representatives. In order to address the priority problem areas, direct priority studies, and shift resources, it is necessary to upgrade ASAC members to general officer, or equivalent civilians. The AVCoFS should continue to be chairman. However, general officers would not be able to afford the time that would be required to accomplish details of all ASAC functions. Hence, it would be desirable to provide a lower-level support body, or working group, to assist the ASAC chairman. In addition, OCAS should be tasked to provide support for certain ASAC activities. After considering several alternatives, the subcommittee developed the following organization and its working group and proposed distribution of functions:

(a) ASAC.

<u>MEMBERS</u>	<u>FUNCTIONS</u>
AVCoFSA - Chairman	Reviews approved priority
ODUSA (OR)	problem areas; selects and/or
ODCSOPS	develops priority studies;
ODCSPER	recommends sponsor and source
ODCSLOG	of resources for priority
OCOA	studies; develops problem,
OCRD	key assumptions, study
OCORC	objectives, and required
OACSFOR	completion date for new

MEMBERS

OACSI

OACSC-E

OCE

AMC

CDC

(b) ASAC Working Group.

MEMBERS

CAS - Chairman

ODUSA (OR)

ODCSOPS

ODCSPER

ODCSLOG

OCOA

OCRD

OCORC

OACSFOR

OACSI

OACSC-E

OCE

AMC

CDC

FUNCTIONS

priority studies. Reviews
and reallocates study funding
for Army Staff agencies and
major commands. Develops
TASP for VCoFSA approval.

FUNCTIONS

Provides staff support to the
ASAC. Meets at the call of
the Chairman to assist the
ASAC as required.

g. The term "project", used in current regulations concerning studies, is too general and has no real application to studies. The subcommittee considers that the term is confusing and it should be dropped. This change suggests that "Project Advisory Group (PAG)" should be changed to "Study Advisory Group (SAG)." Revised AR 1-110 (Part III, Section F) and new AR 1-5 (this section) include these changes.

h. Operations Research/Systems Analysis (OR/SA) techniques are increasingly used throughout the Army Study System. Tables developed as a part of the ETASS study (Part II, Section D) reveal considerable unexplained variance in the number of OR/SA specialists authorized in various study organizations. Frequently, justifications for going to contract for studies rest on inadequate in-house OR/SA capabilities. Investigation shows there is no standard "yardstick" for analyzing requirements for OR/SA specialists. The subcommittee did not have the tools or the time to correct existing imbalances and to project future needs for OR/SA specialists. But, action is clearly needed. Hence, the subcommittee outlined an approach for addressing the problem for use by the AVCoFSA to initiate required action.

4. Recommend that:

a. Management procedures for an effective Army Study System as discussed in this subcommittee report, be adopted.

b. Draft AR 1-5 (Inclosure 2) covering the Army Study System and including new ASAC membership and functions be approved.

c. A detailed analysis of requirements for Operations Research/
Systems Analysis Specialists be accomplished by ACSFOR with DCSPER
assistance.

INCLOSURE 1

ORIGIN

COMMENT

EVALUATION

1. DCSOPS

a. The "Findings of the Committee" refer to a single document entitled "The Army Study Program (ASP)." Because of other applications of the symbol, ASP, and because the title, "The Army Study Program," has all-inclusive and general connotations, the title and symbol "The Army Priority Study Program (APSP)" are recommended. The recommended title and symbol are more descriptive of the 50 or less priority studies, and are less subject to misinterpretation.

The use of ASP as an acronym could be misleading because the former "Army Strategic Planning Program" acronym APSP would not provide information concerning the Army Study Program is correct. The old acronym was not used because it did not reflect the Army. Confusion was caused by naming the new document (TASP)."

b. It is recommended that the chapter on definitions also include the following:

Definitions of these and covered by the new AR on

(1) Study

(a) Staff Study

(b) Major or Special Study

(c) Priority Study

(2) Study Agency

(3) Study Coordinator

(4) Strategic Study

c. The tentative nature of the study program for the follow-on fiscal year should be recognized. It will be exceedingly difficult to establish a definitive study program in April of one year for a period commencing some 15 months later in July of the following year. Provisions must be made for modification and augmentation of each fiscal year study program during the April ASAC meeting immediately preceding the start of that fiscal year. Further, although identification of some study projects 15 months in advance is feasible, only tentative assignment of study agency should be made that far in advance.

The Army Study Program should be used as a basis for planning. The study program must be updated. The study efforts are planned and approved. The assignment of responsibilities and efforts should be made as early as possible to assist planning.

d. Review of the findings indicates a need to revise AR 1-110 and AR 70-8 must also be changed. In addition, it is expected that constructive changes will have to be made to CSR 15-10. Simultaneous revision of definitions is recommended for AR 1-1, AR 1-110, AR 70-8, and AR 705-5.

Agree. As a follow-on action, the recommendations are appropriate for other directives. The Army Study System should be revised to reflect the required changes. Also, the Army Study System provides guidance for the preparation of documents, and supercedes

ARMY STUDY SYSTEM MANAGEMENT AND SUBCOMMITTEE EVALUATION OF COMMENTS

EVALUATION	RECOMMENDATION
le e- The use of ASP as an acronym for the new document could be misleading because of association with the former "Army Strategic Plan (ASP)": The use of the acronym APSP would not indicate that in addition to information concerning "Priority Studies," the entire Army Study Program is covered in financial summary tables. The old acronym, AMSP, was a misnomer because it did <u>not</u> reflect all of the study effort of the Army. Confusion as to coverage can be alleviated by naming the new document "The Army Study Program (TASP)."	That the new document be titled "The Army Study Program (TASP)."
Definitions of these and other terms should be covered by the new AR on the Army Study System.	That definitions of terms be included in the new AR on the Army Study System.
e be y e of ade The Army Study Program document is also to be used as a basis for planning. Modifications in that program must be updated as the year in which study efforts are planned approaches. At least tentative assignment of responsibility for selected study efforts should be made as far in advance as possible to assist planning.	That the new AR on the Army Study System explain the development and updating procedures for the Army Study Program.
on, i- Agree. As a follow-on action once the ETASS recommendations are approved, the agencies responsible for other directives which have interface with the Army Study System should be directed to publish required changes. Also, the new AR on the Army Study System provides guidance to all other related documents, and supercedes CSR 1-3 and CSR 15-10.	That the final report recommend that appropriate changes be made in other directives.

ORIGIN	COMMENT	EVALUATION
2. DCSLOG	a. Recommend that the chapter on the procedures for development, review, and approval of the annual OR contract study program provide for staff element development of respective portions of the RAC program in which that staff element has primary GS responsibility. As an example, present procedures permit the DCSLOG ASAC member one vote on major command proposed logistics studies to be included in a given RAC WY program. Ideally, the DCSLOG should develop the total logistics study program proposed for the RAC Logistics Department. Such development should include assignment of Army-wide priorities and respective levels of effort. In addition, the conduct of logistics studies at RAC should be under the technical supervision of the DCSLOG.	The CRD collects study requirements for inclusion in the annual OR program (most of which is placed at the ASAC should not have the ASAC is to provide balance program, no one agency should influence in any one area. Ad develops priorities for each o in the program based on their able resources and the relative DCSLOG may maintain awareness effort placed at RAC and exert who is the overall Army General Federal Contract Research Corp studies producing recommendations DCSLOG sphere of interest (whether other than DCSLOG) are coordinated decision by the CoISA.
	b. Recommend that the chapter on summary of budgeting and accounting procedures for contract studies consist of a summary of budgeting and accounting procedures for all Army studies. It is important that the basic concepts of budgeting and accounting for the total Army study effort be clarified and expressed in the Army Study Program. Specifically, the desirability of a separate budget account for OMA funded studies should be explored. "In any event, OMA funds for study requirements should be clearly identified in budgeting and accounting documents."	Procedures for the three categories (AR 1-110) are provided. It is appropriate, and infeasible to disperse internally by all Army Staff agencies commands in a document which Army Study Program. COA is developed to provide for more visibility the Operations and Maintenance
	c. It is recommended that the DOD Directive 5010.22 categories of studies be used in categorizing all studies. The categories appear to be sufficiently broad to encompass all Army studies regardless of the type study (OR, Management, or ADP) or the funding source.	The DOD Directive 5010.22 categories identify with management and accounting type studies for the purpose all three AR 1-110 type categories AR 1-110 categories cannot be and the break-out of these three five subcategories each would "shopping" list of categories what study falls under which category
	d. April and November review processes could result in an extensive reporting workload on the staff elements and major commands. So as to minimize the workload to the degree possible, it is recommended that the November review consist of a simple report and update process as may be necessary to assure continuity of the overall effort.	Agree. See also paragraph 1c
	e. The DCSLOG study coordinator task is identified and staffed in the DCSLOG organizational structure. This arrangement is improving in effectiveness in carrying out study coordinator responsibilities. Recommend that this arrangement be considered for application in other staff agencies and commands.	Agree in principle.

ARMY STUDY SYSTEM MANAGEMENT AND SUBCOMMITTEE EVALUATION OF COMMENTS

	EVALUATION	RECOMMENDATION
1 ative half ele- example, ember one udies to be e, the study pro- ent. Such ny-wide In at RAC the	The CRD collects study requirements from the Army for inclusion in the annual OR contract study program (most of which is placed at RAC). DCSLOG influence should be exerted at this time. The members of the ASAC should not have more than one vote. Because the ASAC is to provide balance to the content of this program, no one agency should enjoy predominant influence in any one area. Additionally, the ASAC develops priorities for each of the study elements in the program based on their awareness of the available resources and the relative needs of the Army. DCSLOG may maintain awareness of the logistic study effort placed at RAC and exert influence through CRD, who is the overall Army General Staff Sponsor of Federal Contract Research Corporations. Additionally, studies producing recommendations which affect the DCSLOG sphere of interest (when sponsored by activities other than DCSLOG) are coordinated with DCSLOG before decision by the CofSA.	No action.
bud- et studies ating ortant counting d and tically, nt for any event, clearly ments."	Procedures for the three categories of contract studies (AR 1-110) are provided. It is considered inappropriate, and infeasible to display procedures used internally by all Army Staff agencies and major commands in a document which addresses the entire Army Study Program. COA developing procedures to provide for more visibility of studies funded by the Operations and Maintenance Appropriation.	No action.
e 50 0.22 ng all ciently ess of the unding	The DOD Directive 5010.22 categories do not easily identify with management and automatic data processing type studies for the purpose of further explaining all three AR 1-110 type categories. Also, the three AR 1-110 categories cannot be summarily dismissed, and the break-out of these three categories into five subcategories each would produce too large a "shopping" list of categories for comprehension of what study falls under which category.	No action.
ld n the o e, it sist of e neces- fort.	Agree. See also paragraph 1c above.	That this be covered by the new AR on the Army Study System.
entified tructure. ess in ties. ed for mands.	Agree in principle.	That the new AR on the Army Study System clearly define the role of the study coordinator.

ORIGIN	COMMENT	
	f. The implementation of approved recommendations in a completed study is a vital element in managing the Army study program. Recommend that the procedures and responsibilities for implementation actions be included in the revised AR 1-110 and in the ASP document. The procedures should include requirements for staffing completed studies up to the decision point; and, should address implementation actions for appropriately approved recommendations. In addition, consideration should be given to establishing a report process on implementation progress. Normally, the staff element responsible for the study subject area should have responsibility for coordinating and insuring implementation of all approved recommendations.	The responsibility for recommendations in the missions of DA Staff actions are not solely handled by the DA Staff. The format for evaluation and product has been of results/benefit (see Part III, Section 3).
3. ACSFOR	a. The proposed timing for advanced budgeting for studies is desirable. Our experience, however, has been that it is most difficult to forecast required studies 1½ to 2 years in advance. The difficulty lies in describing each study in sufficient detail to justify the allocation of funds. In the addressal of budgeting, the committee report should include some provision for the funding of unprogramed study requirements resulting from a decision by the Secretary of the Army or Chief of Staff, Army. In the past, such crash requirements have caused severe problems in financing contract studies and in finding personnel resources for in-house effort.	See paragraph 1c announcing priority studies, should diminish. of priorities for preferable to establish these unprogramed
	b. The subject of requirements for and availability of OR/SA specialists appears to be a problem that is somewhat separate from our evaluation of the Army study system. We have a part of the OR/SA responsibility in OACSFOR in that we and DCSFER are responsible for the US Army Officer OR/SA Specialist Program. The Army Officer OR/SA Consultant Board is chaired by the DACSFOR. Solving the OR/SA problem is a major one with short and long-range aspects. Today's problems require detailed survey efforts to identify the most critical OR/SA spaces and positive action to ensure that these positions are occupied by qualified personnel. The longer view lies in education and training. Pooling at major commands and staff agencies, as suggested in the committee findings, will assist in identifying our OR/SA assets and can provide a valuable "stove-pipe" for communications between the OR/SA specialists at OSD, JCS, SA, DA Staff, and major commands. One should also recognize the potential danger of such a "technical channel". The OR/SA technique is just a tool; therefore, it should not be so institutionalized as to dilute the chain of command. Pooling these specialists at the highest levels often results in their accession to the management level rather than the working level. OR/SA specialists should be assistants to our general officers rather than their supervisors. I am not against pooling this critical asset provided the pools are at the production level. It is recommended that continuing efforts on the OR/SA program be the mission of a separate study/survey group.	This problem is being handled by the Director of the Assistant Vice

THE ARMY STUDY SYSTEM MANAGEMENT AND SUBCOMMITTEE EVALUATION OF COMMENTS

EVALUATION	RECOMMENDATION
Recommendations in managing the procedures and plans be included in the document. The or staffing and, should be appropriately approved. The format for evaluation of contractor's performance and product has been revised to require a report of results/benefits/savings realized from the study (see Part III, Section F, Inclosure 4).	No action.
getting for however, has not required difficulty in detail the addressal and include framed study by the Secretary the past, such problems in g personnel	No action.
availability problem that is the Army SA responsibilities are responsibilities list Program. is chaired by is a major Today's problems ify the most n to ensure lified person- and training. ies, as suggested n identifying ble "stove- SA specialists mands. One er of such a e is just a titutionalized ing these results in rather than the be assistants r supervisors. sset provided It is recom- SA program be the	No action.

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ORIGIN	COMMENT	
ACSFOR (Cont)	c. If the committee holds to its decision to consider the research studies as being outside its target area, I would suggest that another high level committee critically examine these studies. The human factors and behavioral science studies can duplicate and overlap elements of the Army study system. Also, it is often difficult to differentiate between "studies" and "research." Although separate funds may be used, research agencies (both in- and out-house) and study agencies are, in many cases, competing for the same talent, military and civilian.	The Behavior... reviewed in... efforts. Et... which provid... the design o... are conducte... CRD employs... monitor the... when revising... new AR on the... for reporting... should be rev
	d. The committee findings, as written, would have the ASAC consider only the high priority studies and those contract studies submitted to Headquarters, DA, under provision of AR 1-110. It appears that the ETASS committee should address the management of the great mass of studies which fall outside the select group. It is in this mass that the "horrible examples" of unnecessary, unused, and duplicatory studies lie. Recently my office received a RAC study on something called the Weybullian theory. It was a most advanced mathematical theory, understandable by only a few OR/SA specialists. Nevertheless, it was given Army-wide distribution. In the last few days we have received thick studies from RAC on the following two subjects which hardly appear to be of sufficient importance to the Army to warrant expenditure of funds: (1) "Nationalism in Eastern Europe." (2) "Recent Soviet and Chinese Penetration in India and Pakistan: A Study in Formal and Informal Access."	The CRD and C... study program... bring to the... tor and/or th... efforts which... duplicatory... maintained.
	e. Agree that the role and authority of the study coordinators in staff agencies and commands should be examined. The agencies and commands face varied problems in the conduct and application of studies. It appears therefore that we should not prescribe the location of the study coordinator within those organizations.	See paragraph
	f. It is recommended that the following problem areas be studied by the committee:	
	(1) Our final report should include a definition of a "study."	Included in th... See paragraph
	(2) As I indicated in my comment d above, the committee should address the problem of providing sufficient visibility to Army studies falling outside the select fifty or so studies included in the "Army Study Program" so that this great mass of studies can be managed at least by exception.	See paragraph

THE ARMY STUDY SYSTEM MANAGEMENT AND SUBCOMMITTEE EVALUATION OF COMMENTS

	EVALUATION	RECOMMENDATION
to consider target area, committee criti- cators and and overlap at is often e" and e used, and study the same	The Behavioral and Social Science efforts will be reviewed in conjunction with other Army study efforts. Efforts which are purely research and/or which provide end products which directly apply to the design or development of an item of hardware are conducted under provisions of AR 705-5. The CRD employs review boards and subordinate offices to monitor the research and development efforts. Possibly, when revising AR 705-5, and AR 70-8 in accord with the new AR on the Army Study System, the requirements for reporting and reviewing these research efforts should be reviewed.	That the new AR (AR 1-5) on the Army Study System clearly establish procedures for Behavioral and Social Science studies.
ould have studies and arters, DA, at the ETASS the great mass oup. It is of unneces- Recently called the mathematical specialists. ution. In studies from dly appear to warrant	The CRD and CAS, OAVCofSA conduct continuous reviews of study programs. Additionally, every Army agency should bring to the attention of his respective study coordina- tor and/or the Coordinator of Army Studies, all study efforts which appear to be unnecessary, unwanted, and duplicatory. In this manner, adequate control can be maintained.	That reviews by CRD and CAS be continued. That CAS employ the network of study coordinators to review study efforts and programs for waste.
in Informal		
e study should e varied studies. scribe n those	See paragraph 2e above.	See paragraph 2e above.
oblem areas		
nition of	Included in the new AR on the Army Study System. See paragraph 1b above.	See paragraph 1b above.
the com- ing suf- outside the "Army studies	See paragraph 3d above.	See paragraph 3d above.

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THE ARMY STUDY SYSTEM MANAGEMENT AND SU

ORIGIN	COMMENT	EV.
ACSFGR (Cont).	(3) It would be desirable that our report include an improved format for study proposals. Such a format would require specific identification of the intended use of the study upon its completion.	Being addressed by t The study requestor results, anticipated.
	(4) Devise a meaningful, responsive system whereby studies and study data will be catalogued, filed, and retrieved.	This should be a fol what ETASS recommend
	(5) Devise an accounting system which gives maximum visibility to the use of funds for contract studies. (This may be accomplished as a part of the problem outlined in paragraph (4) above.)	See also the report o subcommittees (Part I C). The new AR on th this goal. See parag
	(6) Define the job of the study coordinator. Is he a manager, coordinator, or expeditor?	See paragraph 3e abov
	(7) Develop more meaningful categories of studies to replace or supplement the currently prescribed categories of OR, Management, and ADP.	See Part II, Section A Study System (Incl 2 paragraph 2c above.)
	(8) As an extension of the proposed "base line information" for the high visibility studies, it is suggested that similar basic data for all studies be adopted to better insure their credibility. Such an objective may require the establishment of variable sets of base line data, depending on the intended use of the study.	See Part II, Section E
	(9) Devise a management system to follow-up on the use made of study results.	See paragraph 2f above
4. COA	The findings of the committee have been reviewed. In order to further improve the utility of the Army Study Program and to insure that study programing is tied to the budget process, it is recommended that the following chapter be included in the ASP. Chapter _____. Programing of Studies. This chapter should provide a summary of the programing procedure for all studies including the time sequence to tie into the budgetary process with respect to contractual studies. This chapter should describe and emphasize the required timing on the following: (1) Initiation of study program by DA agencies. (2) HQ DA indication to commands of directed studies. (3) Command's development of own study program to include DA directed studies (separately identified). (4) Tie in of final study program into budget process to insure reflection of funding for contractual studies.	See paragraph 1c, 2b, also new AR on the Arm 2, this section and Pa

SYSTEM MANAGEMENT AND SUBCOMMITTEE EVALUATION OF COMMENTS

EVALUATION

RECOMMENDATION

Being addressed by the AR 1-110 subcommittee.
The study requestor is required to state the
results anticipated. (See Part III, Section F).

No action.

This should be a follow-on action once it is known
what ETASS recommendations are approved.

Defer

See also the report of the AR 1-110 and Summary Table
subcommittees (Part III, Section F and Part II, Section
C). The new AR on the Army Study System accomplishes
this goal. See paragraph 2b, 4a, and 4c above.

No action.

See paragraph 3e above.

See paragraph 3e above.

See Part II, Section A and the new AR on the Army
Study System (Incl 2 this section) (See also
paragraph 2c above.)

No action.

See Part II, Section E.

No action.

See paragraph 2f above.

No action.

See paragraph 1c, 2b, 2d, and 3a above. See
also new AR on the Army Study System (Inclosure
2, this section and Part III, Section H.)

No action.

ORIGIN	COMMENT	EVAL
5. CRD	a. Several points for consideration in the retention of approval of the annual OR Contract Studies Program with the CRD involve his responsibility of (1) providing limited funds to support the Army Staff for OR contract studies and projects (paragraph 3-2, AR 1-110); (2) exercising general staff supervision over all DA contracts with FCRCs and (3) that formal communications with these contractors will be through the CRD (paragraph 3-3, AR 1-110). The annual OR Contract Studies Program is primarily the RAC (an FCRC) program of studies coming from the limited funds (approximately 5 million dollars) provided by the CRD and additional funds, both RDTE and OMA funds, from AMC and CDC. Under the present system, the CRD has the overall responsibility of initiating and managing the annual OR Contract Study Program; however, the program is reviewed and evaluated by the ASAC which then makes specific recommendations to the CRD. The biggest task in this annual program is the management aspect which includes formulation of work statements, actual contracting, monitorship of the Project Advisory Groups, and the termination of contract activities. The entire procedure from providing funds, initiating, approving, and managing the program is an integrated activity. This includes response to both the Director, Defense Research and Engineering and the Congress who look to the Chief of Research and Development in this area. To remove or change responsibility of any of the elements would hamper the smooth operation of the system. Control and coordination throughout the life of the annual program is provided by the ASAC, study sponsors, and the Project Advisory Groups. Records will show that the RAC program is well coordinated and managed from start to finish. There is no doubt that the responsibilities and procedures governing the annual OR Contract Studies Program could be fragmented between the Office, Chief of Research and Development and the Office of the Chief of Staff, but the effectiveness of the operation could be impaired. The development of priority studies by a high level ASAC as envisioned would not include any studies in the annual OR Contract Studies Program. Perhaps, for the purposes of considering the rather small annual OR Contract Studies Program, an ASAC chaired by the Coordinator of Army Studies with membership comparable to that of past years would provide sufficient review and evaluation means for the program. Visibility of the entire program to the OAVCofSA could be provided by the CAS.	These CRD comments have to accommodate this position on the Army Study System sensitivity of the type included in this program provide a system for the Army. Additionally, it provide for a review of

STUDY SYSTEM MANAGEMENT AND SUBCOMMITTEE EVALUATION OF COMMENTS

EVALUATION

RECOMMENDATION

These CRD comments have been reviewed and an attempt to accommodate this position is reflected in the new AR on the Army Study System. However, because of the sensitivity of the type of studies which are normally included in this program it is believed necessary to provide a system for final review by the Chief of Staff, Army. Additionally, it is considered appropriate to provide for a review of all study programs by the ASAC.

That adequate provisions for review of all annual study programs be specified in the new AR on the Army study system.

ORIGIN

COMMENT

CRD
(Cont)

b. The ideas expressed above concerning the annual OR Contract Studies Program also apply to the Behavioral and Social Science Research and Development Program in most respects. In addition to these ideas, it must also be noted that the Behavioral and Social Science Program falls into the category of research as opposed to studies. This separation is particularly critical when you consider the scientific qualifications of personnel, methodologies employed, and end products of research versus studies. If approval authority for the Behavioral and Social Science Program were at the Chief of Staff level, it would probably entail the addition of personnel qualified in both the Behavioral and the Social Science fields to properly review and evaluate the program prior to approval. If in addition to approval authority at this level, monitorship of the program were also included, a sizeable addition to the staff at the Chief of Staff level would be required.

See paragra

c. It is recommended that approval of the annual OR Contract Studies Program and the Behavioral and Social Science Research and Development Program remain with the Chief of Research and Development. Adjustments to reporting procedures to provide visibility and information on both programs as desired by the Office of the Chief of Staff could be accomplished in the ETASS sub-committee action.

See paragra

d. The chapter on summary of budgeting and accounting procedures for contract studies should be in the generic sense only. Inclusion of detailed procedures is not appropriate for a document intended to reflect Army study priorities and carry directive authority. The chapter proposed will be excessively restrictive if the requirement to program and budget resources to support individual priority studies is retained. The directive nature of the chapter will remove all flexibility from the latter stages of the budgeting process. Reductions or deferments in requested levels of effort will force DA Staff agencies or major commands to "make up" deficiencies wherever possible in order to meet ASP requirements.

Only the pr
TASP will l

e. Additional consideration must be given to the timing of both April and November reviews. In particular, the November review may not be early enough to permit use of the revised cost data in planning for the upcoming fiscal year.

The April r
while the N
data on the
April guida
been discus
proper.

f. Mandatory OR/SA training at USACGSC will serve to familiarize officers with OR/SA terminology and capabilities. Scheduling demands would not permit training sufficient to warrant "OR/SA executive" or higher rating without major readjustments in the existing USACGSC program.

See paragra



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STUDY SYSTEM MANAGEMENT AND SUBCOMMITTEE EVALUATION OF COMMENTS

	EVALUATION	RECOMMENDATION
OR al as y tions cts of the chief on of Social program ority included, aff level	See paragraph 5a above.	See paragraph 5a above.
R al n the rma- ne ub-	See paragraph 5a above.	See paragraph 5a above.
ing eric	Only the priority studies chapter of TASP will be directive.	No action.
the ort ive om ons ce iciencies		
ming t	The April review provides the early guidance, while the November review updates the historical data on the just concluded fiscal year and updates April guidance. The timing of these reviews has been discussed with COA and CRD and appear to be proper.	No action.
	See paragraph 3b above.	No action.
sting		

ORIGIN	COMMENT	EVALUATION
CRD (Cont)	g. While submission of major Army studies must not conflict with the priority studies listed in the ASP, each study initiated should furnish a product necessary to the accomplishment of a priority study objective as defined in the ASP. Assignment of staff responsibility for specific portion of the Army mission (and hence priority study area) must be definitive and clearly understood. Centralized control over the selection and assignment of priority study level, however, could result in a severely constrained study process. The need for flexibility within staff agencies and separate commands in meeting responsibilities for assigned priority study areas must be recognized in planning and forecasting for the ASP. Control can be exercised through the ASP and the assignment of staff responsibilities for specific priority study areas without stifling initiative by imposing unwarranted restrictions through over-centralization. Each study agency or major command should be required to review its mission and define the objectives, programs and tasks necessary to fulfill its mission. If accomplished with the personal interest and guidance of the chief of each agency/command, major Army studies submitted will interface properly and complement priority study areas.	See paragraph 5d above and Par
6. USACDC	a. Presumably the Army Strategic Plan (ASP) will become part of a document with a different title in the new family of plans but its publication schedule should be checked to insure no overlap of two documents with the same acronym. b. Although the ASP will place primary emphasis on the 50 priority studies and include them in separate chapter it is not clear whether only these priority studies or all studies are included, or whether studies, other than the priority studies, will appear in any form in the ASP. Previous memorandums: "Concept for the Army Master Study Program," 30 June 1969 (included "major studies only"), and "A Concept for the Headquarters Department of the Army Master Study Program (HDAMSP), undated (suggested use of expanded ASDIRS effort to document "routine" studies) indicated ASP effort devoted exclusively to priority studies. c. If all studies are to be included in the planning, programing, and budgeting cycle (if not in the ASP) then some documentation scheme should be developed (such as expanded ASDIRS) to make this information readily available. Additionally, such a mass of information of a rapidly changing nature requires some type of ADP system. An ADP system could also be used to develop the summary tables (par 1e). If a complete study information system of some type is developed it should supersede present DCSLOG, DCSPER, and OCRD documentation systems and any other existing separate systems so that all study information/documentation effort will go into one complete, comprehensive system. Use of an ADP system would permit a printing of appropriate ASP chapters on a more frequent schedule.	See paragraph 1a above. See Part II, Section B. See paragraph 3f(4) above.

THE ARMY STUDY SYSTEM MANAGEMENT AND SUBCOMMITTEE EVALUATION OF COMMENTS

	EVALUATION	RECOMMENDATION
dies must not ted in the sh a product riority study nment of staff the Army mis- ust be defini- zed control over ty study level, onstrained study hin staff agencies nsibilities for recognized in Control can be gnment of staff y study areas g unwarranted on.	See paragraph 5d above and Part II, Section B.	No action.
ould be required bjectives, ll its mission. erest and ommand, major properly and		
n (ASP) will erent title blication no overlap m.	See paragraph 1a above.	See paragraph 1a above.
ry emphasis on hem in separate these priority or whether studies, appear in any s: "Concept 0 June 1969 A Concept for my Master Study use of expanded udies) indicated ority studies.	See Part II, Section B.	No action.
in the planning, ot in the ASP) then eveloped (such as tion readily of information some type of ADP used to develop the te study information hould supersede present n systems and any at all study information/ complete, comprehensive ermit a printing of equent schedule.	See paragraph 3f(4) above.	Defer.

THE ARMY STUDY SYSTEM MANAGEMENT AND SUBC

ORIGIN	COMMENT	EVAL
USACDC (Cont)	d. The 5010.22 categories may require additional expansion, particularly "Science and Technology." It would appear that most of the study work performed by CDC would fall into this one category but it represents a broad scope of study effort.	This category has been System categories have defined in this section new AR on the Army Stud 3 to this section).
	e. Consideration should be given to the increased contract study request workload at OAVCofSA (CAS) if all contract requests are to be reviewed. Present system typically requires 30-60 day time allowance for DA approval process. OCAS may have to increase its review capability in order to prevent a backlog and additional time delay. Perhaps a reporting system without formal coordination of each request would satisfy the need and be within the capability of existing OCAS personnel resources. Nonconcurrences/modifications could still be submitted when deemed appropriate.	OCAS is developing world experience as a result of ETASS deliberations.
	f. CSR 1-3 should place greater emphasis on the requirement for a study directive for all DA study requests to CDC, the need for pre-directive discussion and transmittal of all requests through OCAS. In addition, the CSR should require that requests approved for forwarding to CDC by OCAS should be sent to ACSFOR to obtain priority designation and information copies sent to OCRD, COA, or AVCofSA (DMIS), as appropriate, when contractor support is indicated.	This subject is address Army Study System. The are maintained and the ment with ACSFOR is no Section E) has also bee

A

ARMY STUDY SYSTEM MANAGEMENT AND SUBCOMMITTEE EVALUATION OF COMMENTS

	EVALUATION	RECOMMENDATION
onal gy." er- ry rt.	This category has been expanded-The Army Study System categories have been established and defined in this section as an appendix to the new AR on the Army Study System (see Inclosure 3 to this section).	No further action.
leased CAS) Pre- have pre- haps n of thin ources. sub-	OCAS is developing workload factors through experience as a result of the changed requirements for coordination established through ETASS deliberations.	Defer action.
the ive ough t S D,	This subject is addressed in the new AR on the Army Study System. The CSR 1-3 requirements are maintained and the coordination requirement with ACSFOR is noted. AR 1-110 (Part III, Section E) has also been revised.	No further action.

12

INCLOSURE 2

ARMY REGULATION

No. 1-5

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, D. C.

ADMINISTRATION

THE ARMY STUDY SYSTEM

EFFECTIVE 2 JANUARY 1970

Local limited supplementation of this regulation is permitted, but is not required. If supplements are issued, Army Staff agencies and major commands will furnish one copy of each to the Assistant Vice Chief of Staff, U.S. Army.

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CHAPTER 1

GENERAL

1-1. Purpose. This regulation prescribes the Army Study System and establishes responsibilities, policies, and procedures for managing all contract studies, major studies to include all studies accomplished by the principal Army study organizations listed in The Army Study Program (TASP), and studies which combine contract and in-house efforts. Detailed responsibilities, policies, and procedures for contract studies and services are prescribed in AR 1-110.

1-2. Scope and applicability.

a. This regulation--

(1) Prescribes procedures for initiating, preparing, monitoring, and processing contract and major studies.

(2) Describes responsibilities for compilation, preparation, review, approval, and execution of Army Staff agencies, USAMC, and USACDC annual study programs and documents used within the Army Study System.

(3) Assigns Army Staff responsibility for developing The Army Study Program (TASP).

(4) Describes procedures and fixes responsibilities for development and selection of Army priority problem areas requiring study and Army priority study efforts.

(5) Specifies Army Staff agency, USAMC, and USACDC membership on the Army Study Advisory Committee (ASAC).

(6) Establishes procedures for collection of manpower/cost data on all studies from Army Staff agencies, USAMC, and USACDC.

b. The processing requirements of this regulation do not apply to studies, which are not major (app A) and do not use contract support, undertaken to fulfill mission requirements. However, Army Staff agencies, the US Army Combat Developments Command, and the US Army Materiel Command will include these study efforts in their annual study programs and reports of study manpower/cost.

(1) Routine staff studies are excluded unless, in the opinion of the sponsor, they have significance outside the agency or major command conducting them.

(2) Intelligence Production Requirements directed by Defense Intelligence Agency will be processed under AR 381-9. (See also para 3-3a.)

1-3. Explanation of terms. The definitions of terms used in this regulation are the same as the definitions for these same terms found in AR 320-5, except where changed by definitions in app A.

1-4. Policies.

a. All contract support for Army studies will be in accordance with AR 1-110.

b. Army in-house study capable organizations will be used to the fullest extent.

c. Comprehensive literature searches will be conducted before new studies are initiated to preclude undesirable duplication. Available sources are:

(1) Defense Documentation Center (AR 70-11).

(2) Army Study Documentation and Information Retrieval System (AR 1-28).

(3) Defense Logistics Studies Information Exchange (AR 1-12).

(4) Study programs of Army Staff agencies, USAMC, and USACDC.

(5) ACSI Intelligence Document Branch.

(6) The Army Study Program (TASP).

d. Approved study recommendations will be considered and used as appropriate by the study sponsor and the agency responsible for the functional area covered.

e. Study sponsors are responsible for insuring that proper security classification is applied to study reports, and that dissemination of classified reports is based on need-to-know.

f. Manpower/cost data for all studies will be reported in accordance with this regulation (see para 3-3 and app C). Reporting agencies will coordinate the reported data with the appropriation/program manager concerned before submission.

g. Army research and development efforts will be managed in accordance with AR 705-5.

h. Studies which are considered to be major studies by the study sponsor will be documented by a Chief of Staff Memorandum (CSM) and/or a study directive (Department of Army letter). Study initiating documents (study directives) for these studies will follow the format at app B.

i. All studies reported in accordance with app C will be identified with one or more of the Army Study System categories (see fig 1-1).

j. All major studies (app A) will be assigned a study sponsor from the Department of the Army Staff.

k. Temporary study organizations for example, (ad hoc study groups) will be formed in accordance with appropriate Army Staff, USAMC, or USACDC regulations.

1. The Coordinator of Army Studies (CAS), Office of the Assistant Vice Chief of Staff assists the Chief of Staff in managing the Army Study System. Studies described in paragraph 4-1, regardless of the type of funding or cost will be coordinated with the Coordinator of Army Studies. The Coordinator of Army Studies reviews all Staff actions pertaining to studies which are being forwarded to the Chief of Staff, Army Secretariat, or higher authority.

m. A Study Advisory Group (SAG) will be established for each major study (see chap 5).

n. When a study is directed by OSD, involves the establishment of DA requirements, and/or is a major study, the Office of the Chief of Staff will assign a study sponsor and a study monitor from the Army Staff.

1-5. Concepts. The following concepts are fundamental to the Army Study System:

a. The Army Study System functions within the framework of the DOD Planning System, the Joint Planning System, the Army Planning System (AR 1-1); the DOD Study System and Directives; and the Joint Study System. It is designed to provide recommendations, data, alternatives, etc., to assist in making unilateral Army decisions, and to provide the Secretary of the Army and the Chief of Staff with well-supported Army positions and inputs for use in DOD and Joint Staff decision-making processes.

b. Army studies encompass the development of policy, doctrine, concepts, force, military strategy and tactics, systems, and resource management in the execution of assigned Army roles and missions. Additionally,

the Army undertakes studies to support the Chief of Staff in his role as a member of the Joint Chiefs of Staff and to enable the Army Staff to respond meaningfully to DOD guidance on service budgets, programs, and force levels.

c. The Army Study System includes studies accomplished by Army Staff agencies, USAMC, USACDC, and Federal Contract Research Centers and other contractors working under Army contracts.

d. The Army Study System provides for the selection of Army priority studies, the initiation of study proposals, the review and approval of study requests, the accomplishment of study tasks, and the review and use of study end products.

1-6. Objectives. The objectives of the Army Study System are to:

- a. Provide timely studies to assist in making decisions.
- b. Offer alternative solutions and new approaches to problems.
- c. Provide well-supported Army recommendations, inputs, policies, and positions.
- d. Ensure that adequate planning, programing, budgeting, and accounting for all study effort are maintained.
- e. Eliminate undesirable duplication of study efforts, determine and eliminate those studies which have marginal payoff potential, and insure full coordination and visibility of all Army Staff agency, USAMC, and USACDC study programs.
- f. Expose the Army study effort to coordination, review, and overall management by the Secretary of the Army and the Chief of Staff through a high-level committee.

g. Improve management of the Army study effort by providing a single document displaying key management information.

1-7. Study category groupings. The Army Study System employs three sets of category groupings for studies (see the Army Study System categories listed at figure 1-1).

STUDY CATEGORY DEFINITIONS

GENERAL (AR 1-110)	DEPARTMENT OF DEFENSE DIRECTIVE 5010.22	THE ARMY STUDY SYSTEM CATEGORIES
OPERATIONS RESEARCH	1. <u>Manpower and Personnel</u> . Studies and analyses to evaluate the manpower needs and costs of forces and programs, and applying effective methods and policies for the training, testing, selection, allocation, placement, sustaining and separation of personnel. Research and development in the life, social and behavioral sciences is excluded from this category and will be included in category 5, Science and Technology.	1. <u>Manpower and Personnel</u> . Studies and analyses to evaluate the overall Army manpower needs and costs of forces and programs, and to apply more effective methods and policies for the training, testing, selecting, allocating, placing, sustaining, and separating of personnel. Research and development in the life, social and behavioral sciences is excluded from this category and will be included in category 10, Life, Social and Behavioral Sciences.
	2. <u>Concepts and Plans</u> . Studies and analyses to evaluate preferred concepts, policies, techniques, methods and systems and their respective costs for employment of land, sea, and air forces, as well as optimum programs, postures and strategies to advance US objectives in potential or actual conflict.	2. <u>Strategic</u> . Studies relevant to the development and utilization of political, economic, psychological, and military power which will provide maximum support to US policies and objectives. 3. <u>Threat</u> . Studies directed toward the assessment of potential enemy capabilities. The threat assessment may include the level of development which the economy, technology, and/or the forces of a potential enemy have achieved or a forecast of plausible ranges of what they might achieve. 4. <u>Force Levels</u> . Studies directed toward development of optimum size of land forces, in balance with sea and air forces, to enable the US to cope with all aspects of actual or potential threats to the National Security. Concept studies will be included in this category.
	3. <u>Operations and Force Structure</u> . Studies and analyses to determine preferred mixes of combined forces to meet existing and potential threats to US national security. Establishment of qualitative and/or quantitative requirements for weapons systems or other military material, or to compare the effectiveness and costs of alternatively constituted and equipped forces. This category includes development and application of techniques to study military operations and tactics and to describe or evaluate the results of combat engagements.	5. <u>Force and Weapons Mix</u> . Studies to determine the optimum ratios of combat, combat support, and combat service support forces and associated weapon systems required to support current or future tactical concepts, and doctrine. 6. <u>Tactics, Techniques, and Training</u> . Studies to determine the optimum methods for employing units and equipment throughout the spectrum of combat and the methods by which the required individual and unit qualifications are obtained and proficiency maintained. 7. <u>Tactical Units and Systems</u> . Studies to determine the quantitative and qualitative structure of military organizations intended to serve as single units in combat, to include service units required for direct and general support. This category includes examination of relationships among various type units for successful accomplishment of land combat missions.
	4. <u>Logistics</u> . Studies and analyses to determine and apply improved methods for procurement, inventory control, storage, distribution, transportation, maintenance and disposal of military materiel. This category also includes those aspects of military operations which deal with movement or evacuation of personnel; acquisition, maintenance and disposal of facilities; and acquisition or furnishing of services.	8. <u>Logistic Units and Systems</u> . Studies and analyses to determine optimum units and systems required for procurement, inventory control, storage, distribution, transportation, maintenance, and disposal of military materiel. This category includes those aspects of military operations which deal with movement or evacuation of personnel; acquisition, maintenance and disposal of facilities; and acquisition or furnishing of services.
	5. <u>Science and Technology</u> . Studies and analyses to determine and select alternative R&D programs to meet existing or potential threats and to get greatest possible return from R&D in terms of military need. Development and application of methods for the rapid application and exploitation of new findings in science and engineering, and for optimum procedures for resource allocation for R&D. This category includes appropriate studies in technical intelligence.	9. <u>Equipment and Weapon Systems</u> . Studies and analyses to determine and select alternative equipment and weapon systems to meet existing or potential threats and to get greatest possible return from R&D in terms of military need. Development and application of methods for the rapid application and exploitation of new findings in science and engineering, and for optimum procedures for resource allocation for R&D. This category includes appropriate studies in technical intelligence. 10. <u>Life, Social and Behavioral Sciences</u> . Studies in the areas of human performance, manned systems and personnel measurement and evaluation. This category includes studies to improve human motivation, leadership, performance, and capabilities as well as studies to improve the compatibility of men with the weapons, equipment, and systems which they are required to operate and maintain.
MANAGEMENT	6. <u>Management</u> . Studies and analyses to evaluate organizational structure and distribution of functions, administrative policies, procedures, methods and systems, and applications of the management sciences which will achieve more efficient and economical operation and eliminate unnecessary overlap or duplication of efforts.	11. <u>Management</u> . Studies and analyses to evaluate organizational structure and distribution of functions, administrative policies procedures, methods and systems, and applications of the management sciences which will achieve more efficient and economical operation and eliminate unnecessary overlap or duplication of efforts.
ADP SERVICES	None	12. <u>Automatic Data Processing</u> . Studies directed toward development of computer systems and their application to Army problems. This category includes ADP services as defined by AR 1-110 as well as general studies on improving the application of ADP within the Army. Research and development in the utilization of a computer system as an integral part of a weapon system is excluded from this category, and will be included in category 9, Equipment and Weapon System.

FIGURE 1-1

CHAPTER 2

ARMY STUDY ADVISORY COMMITTEE

2-1. Establishment. The Army Study Advisory Committee (ASAC) was established on 14 July 1964 as a continuing committee.

2-2. Purpose. The committee is responsible to the Secretary of the Army and the Chief of Staff for reviewing, coordinating, and making recommendations on the overall Army study effort that will satisfy present and future study requirements.

2-3. Responsibilities.

a. The ASAC will --

(1) Assist the Secretary of the Army and Chief of Staff in managing the Army study effort.

(2) Review priority problem areas (see app A) to determine the adequacy of current studies and recommend initiation of new study efforts to cover gaps or weight critical areas. Selected studies will then become priority study efforts (see app A) to be accomplished during the budget year and the budget year plus one. (These priority studies will be included in TASP).

Note. The budget year is that fiscal year (FY) arrived at by adding one to the current fiscal year. In FY 70, the budget year is FY 71.

(3) Review annual study programs (see para 3-4) of Army Staff agencies, USAMC, and USACDC for utility, sensitivity, balance, and scope.

(4) Review study costs data on the past, present, and two future fiscal years (budget year and budget year plus one) collected in March and

October each year, and recommend to the Vice Chief of Staff the level of study effort to be maintained. Full consideration will be given to progressive reduction of contract study support.

(5) Recommend allocation of study resources when budget or other limitations make it impossible to support all study requirements.

(6) Develop and submit The Army Study Program (TASP) to the Vice Chief of Staff for approval. Two submissions are required each year --

(a) In May, a recommended TASP covering four years (past, present, and two future fiscal years).

(b) In December, an updated TASP which provides information on the just concluded fiscal year, Congressional changes to the on-going fiscal year, and updated versions of the Army study effort for the next two fiscal years (budget year and budget year plus one).

b. Army Staff agencies; USAMC, and USACDC will --

(1) Provide membership on the ASAC as prescribed.

(2) Establish and maintain a study coordinator (para 2-4).

(3) Provide and maintain current the name and office telephone number of the designated ASAC member(s) and study coordinator to the Office of the Coordinator of Army Studies, Office of the Assistant Vice Chief of Staff.

(4) Provide through ASAC members, candidate studies (on-going and required) for selection as priority studies by the ASAC.

2-4. Study coordinator. The study coordinator will be the point of contact for all matters connected with studies and the Army Study System. He is the principal advisor to the head of his agency/command on all study matters and is the contact point for current information on the status

of his agency's/command studies. He advises on the conduct of studies; sources of consistent, accurate, and current data; procedures for initiation, review, and approval of study proposals; and assists in the review of the final study product. His rank, position, organizational support, and scope of other duties will be established by the agency chief or commander concerned; however, he will have a position from which he can overview the agency/command study requirements and efforts and make timely recommendations to the agency chief or commander. He may be the agency/command member on the ASAC (para 2-5). He assists the Chairman of the ASAC as required.

2-5. Composition. The membership of the ASAC permits the Chairman to use two different groups of members (a and b below) to perform separate tasks.

a. The ASAC Chairman and the deputies or civilian equivalent from each of the member staff agencies/commands (c below) form the ASAC.

b. The Coordinator of Army Studies as chairman and a colonel or civilian equivalent from each of the member staff agencies/commands (c below) form the ASAC Working Group.

c. The ASAC membership will be --

- (1) Assistant Vice Chief of Staff - Chairman.
- (2) Office of the Deputy Under Secretary of the Army (Operations Research).
- (3) Office of the Deputy Chief of Staff for Military Operations.
- (4) Office of the Deputy Chief of Staff for Personnel.
- (5) Office of the Deputy Chief of Staff for Logistics.

- (6) Office of the Comptroller of the Army.
 - (7) Office of the Chief of Research and Development.
 - (8) Office of Reserve Components.
 - (9) Office of the Assistant Chief of Staff for Force Development.
 - (10) Office of the Assistant Chief of Staff for Intelligence.
 - (11) Office of the Assistant Chief of Staff for Communications-
Electronics.
 - (12) Office of the Chief of Engineers.
 - (13) United States Army Materiel Command (USAMC).
 - (14) United States Army Combat Developments Command (USACDC).
- d. The Chairman may invite representatives of non-member staff agencies/commands to attend ASAC meetings when matters of direct interest to them are being considered.
- e. The Coordinator of Army Studies will provide a Secretary for the ASAC and the ASAC Working Group.
- 2-6. Relationships.
- a. The ASAC is an advisory body. It will be responsive to the requirements of the Secretary of the Army, the Chief of Staff, and the Vice Chief of Staff. It will provide consultative assistance to Army Staff agencies, USAMC, and USACDC as requested. It does not have directive authority over the Army staff agencies, USAMC, or USACDC, but it will support and advise them in initiating, conducting, reviewing, and applying studies in their assigned areas of responsibility.
- b. The ASAC is under the direction of the Assistant Vice Chief of Staff and will meet at his call.

AR 1-5

c. Communications to the Committee will be addressed to the Chairman,
Army Study Advisory Committee, Office, Assistant Vice Chief of Staff,
ATTN: Secretary.

CHAPTER 3

THE ARMY STUDY PROGRAM

3-1. General. The Army Study Program (TASP) is a planning and status document designed to assist the Secretary of the Army and the Chief of Staff in giving overall management direction to the Army study effort.

3-2. Development. TASP is developed by the Office of the Coordinator of Army Studies and reviewed by the Army Study Advisory Committee. It is developed on a fiscal year basis and covers four fiscal years (past, present, and two future years). The development process is shown in figure 3-1.

a. TASP is published in May and updated in December of each calendar year. It contains chapters on:

(1) Priority studies selected to resolve priority problem areas requiring top-level decisions in the next two fiscal years.

(2) Summary tables which display and project the costs of the overall Army study effort.

(3) The capabilities of principal Army study activities.

(4) The planning, programing, and budgeting procedures for contract studies and displays showing how study proposals are initiated, coordinated, reviewed, and approved.

(5) A listing of study coordinators by staff agency/command.

b. Priority problem areas (see app A) are developed in January by the Army Staff agencies, USACDC, and USAMC; submitted by 5 February to the Assistant Vice Chief of Staff; and forwarded in February to the Chief of Staff and the Secretary of the Army for approval.

c. Chapter 1 of the TASP contains descriptions and titles of all current priority studies. Priority studies may be selected from on-going studies or new study proposals based on a review of priority problem areas by ASAC. Priority study nominations are made by Army Staff agencies, USAMC, and USACDC through their respective ASAC members in response to announced priority problem areas. This chapter of TASP directs the initiation, placement, completion date, and objectives of each priority study; and specifies the study sponsor who is then responsible for assigning adequate resources to insure timely accomplishment.

3-3. Summary tables. These tables are included in chapter 2 of TASP to display the costs of the Army study effort for a four year period (past, present, and next two fiscal years).

a. Financial data reports for these tables are submitted by study sponsors on 1 March and 15 October of each year to the Assistant Vice Chief of Staff. These reports will be submitted on DA Form 3564, (Report of Manpower and Costs for the Army Study Effort) available from the Coordinator of Army Studies, Office of the Assistant Vice Chief of Staff (see app C). The Assistant Chief of Staff for Intelligence will also submit an additional report (DA Form 3564) covering Intelligence Production Requirements processed under AR 381-0. These data will be coordinated by annual study program sponsors with the appropriation/program managers concerned before submission.

b. Financial data are collected and displayed in accordance with Army Study System categories (see fig 1-1).

c. The ASAC recommends levels of study effort to be maintained for each study/program sponsor to VCoFSA for approval. Following the ASAC reviews, the TASP, incorporating Army and DOD budget decisions, is published twice annually, for planning guidance.

3-4. Annual study programs. Each Army Staff agency, USAMC, and USACDC will develop an annual study program (see app D for format) to fulfill immediate and long-term study requirements in its assigned functional areas. Annual study programs are developed on a fiscal year basis and cover a four year period. These programs will be submitted twice annually to the ASAC for review (annual study program by 1 March and an updated program by 15 October each year).

a. Annual study program sponsors having studies which could appropriately be undertaken by a Federal Contract Research Center (FCRC) will include these studies in their respective programs.

b. The Chief, Research and Development, who is responsible for developing the work program for each FCRC (AR 1-110), will solicit candidate studies (a above) from Army Staff agencies, USAMC, and USACDC. He will then prepare an annual work program for each FCRC and a Behavioral and Social Science Research and Development Work Program (AR 70-8) which will be sent to the ASAC for information as attachments to the CRD Annual Study Program.

c. The ASAC reviews recommended annual study programs to insure balance with and support of other Army study efforts and to develop a recommended TASP.

d. The ASAC provides guidance on study program content and priorities to each annual study program sponsor (see fig 3-1).

e. Army Staff agencies, USAMC, and USACDC will revise their respective annual study programs to remain within the level of study effort prescribed in each issue of TASP. The levels of study effort specified in TASP are planning guidance and will not be exceeded, unless approved by the Chief of Staff.

f. The Chairman of the ASAC provides assistance to annual study program sponsors, if necessary, in revising their annual study programs to accommodate ASAC views. The guiding purpose is to insure that all annual study programs fulfill the Army's study requirements to the fullest extent possible. The ASAC review function does not relieve annual study program sponsors of responsibilities for developing, executing, and monitoring their respective annual study programs.

3-5. Administrative support. The Office of the Coordinator of Army Studies, Office of the Assistant Vice Chief of Staff, provides administrative support to the ASAC.

ANNUAL SEQUENCE OF TASP DE

AGENCY		ACTIO				
SECRETARY of the ARMY			Approve Priority Problem Areas			
CofSA						
VCofSA						APPROV OF TASP
AVCofSA	Initiate Development of Priority Problem Areas			Assist ASAC in Developing TASP Document		Tasp Publicat and Distribu
ASAC				-Develop Priority Study Problems -Review Cost Data And Level of Effect -Review Annual Study Programs		
Army GS		Develop Priority Problem Area Proposals. Sub- mit to CofSA Through AVCofSA For Approval.	Submit Cost Data For Past, Current and Ensuing Two Fiscal Years and Annual Study Programs to AVCofSA			
ARMY STAFF, COMMANDS, AGENCIES						
	JAN	FEB	MAR	APR	MAY	

H

CHAPTER 4

INITIATING, PREPARING, MONITORING, AND
PROCESSING CONTRACT AND MAJOR STUDIES

4-1. General. This chapter prescribes responsibilities and procedures for initiating, preparing, monitoring, and processing all contract studies, major studies, and studies which combine contract and in-house efforts.

a. More detailed responsibilities, policies, and procedures for contract studies and services are prescribed in AR 1-110.

b. This chapter does not apply to studies which do not involve contract support or are not considered major studies (see app A).

4-2. Responsibilities.

a. Army Staff agencies, USAMC, and USACDC will conduct a continuous analysis of major force/resources issues and views to identify study requirements.

b. The study sponsor will--

(1) Initiate the study in accordance with this regulation. Contact the Office of the Coordinator of Army Studies (OCAS), at an early date if assistance is required.

(2) Assign a qualified study sponsor's representative for each study.

(3) Perform an early test of study feasibility to determine whether a study should be initiated.

(4) Determine if the study can be conducted with available resources and, if not, recommend means of obtaining required resources when the proposed study is submitted for approval.

(5) Coordinate with the Office of the Coordinator of Army Studies to provide for a study monitor. Coordinate with the study monitor.

(6) Upon approval of the proposed Chief of Staff Memorandum (CSM) and/or study directive, coordinate with the originator of the study requirements, the study monitor, and the anticipant study agency to refine the study terms of reference as necessary, develop the study plan, and to specify a study milestone schedule. The study milestone schedule will identify, as a minimum, the time when the study plan is developed and approved, the critical points when Study Advisory Group (SAG) meetings (Chapter 5) and/or in-process reviews (IPR) should occur, and the timing for study final review and approval.

(7) Coordinate with the study monitor to secure attendance of key individuals at critical SAG or IPR meetings. Key individuals may include, but are not necessarily limited to, representatives from:

(a) Office of the Deputy Under Secretary of the Army (Operations Research).

(b) Office of the Secretary of Defense (if appropriate).

(c) Office of the Joint Chiefs of Staff (if appropriate).

(d) Office of the Assistant Vice Chief of Staff, US Army (Study monitor).

(e) Study sponsor.

(f) Other interested Army Staff agencies/commands.

(8) Insure that bibliographic data are provided to the Army Study Documentation and Information Retrieval System (ASDIRS) as required by AR 1-28.

(9) Supervise study agencies to insure a responsive study product. In this regard, an IPR or SAG meeting may be directed when considered necessary by the study sponsor and/or at the request of the study monitor.

(10) Insure that study agencies comply with e, below.

(11) Comply with the provisions of AR 18-2 when the progress of the study indicates the need for the development of an automated information or data system.

(12) Review and evaluate findings, conclusions, and recommendations.

(13) Submit the study report with recommended Staff actions, and appropriate action documents when Chief of Staff or Vice Chief of Staff approval is required.

(14) Provide follow-up of approved study recommendations.

(15) Insure distribution of completed studies to include --

(a) A minimum of 35 copies to the JCS when studies are forwarded for review or consideration by the Joint Staff. Five copies will be added for distribution to each interested office when it can be pre-determined that comments from one or more of the unified or specified commands will be required or the study is to be forwarded to OSD or a Defense agency.

(b) One copy of each study classified SECRET or below to the ASDIRS unit in the Army Library. Information pertaining to studies classified TOP SECRET will be provided to ASDIRS as required by AR 1-28.

(16) Identify source of resources for each study effort (see also AR 1-110). Insure that CSM and/or study directive identifies financial resources required and coordinate availability with appropriation/program directors (see para 6, app B).

(17) Recommend to the Chief of Staff relative study priorities and/or identify study efforts to be curtailed, delayed, or discontinued when study requirements exceed available study resources.

c. Coordinator of Army Studies (CAS), OAVCofSA will --

(1) Assist study sponsors in the initiation of studies.

(2) In coordination with other directorates of the OAVCofSA, designate a study monitor for each major (includes priority) study.

(3) Assist ASDIRS, study sponsor, and other study monitors in identification of major studies.

(4) Monitor appropriate major studies and the overall Army study effort.

(5) Recommend relative study priorities and study efforts to be curtailed, delayed, or discontinued when study requirements exceed available resources.

d. Study monitors will --

(1) Assist the study sponsor in developing terms of reference and preparing CSMs and/or study directives. When a study is directed by the Chief of Staff or higher authority, the study monitor normally will develop the terms of reference and prepare the CSM and/or study directive in coordination with the study sponsor.

(2) When the study is directed by OSD, involves the establishment of Army requirements, and/or is a major study, establish and maintain liaison with appropriate agencies of the Army Secretariat and OSD to insure that the study product addresses the issues identified in the study requirement.

(3) Maintain liaison with the study sponsor when serious deficiencies are noted and provide advice and assistance as appropriate.

e. Study agencies will --

(1) Comply with study directives.

(2) Maintain liaison with the study sponsor throughout the study process from development of the study plan to completion.

(3) When requested, assist the study sponsor in evaluating study feasibility and developing terms of reference, tentative guidelines, milestone schedules, CSM and/or study directives.

(4) Forward for study sponsor approval, a study plan that includes a milestone schedule for development of threat and scenario, study methodology to include analytical models, and interim and final study products as applicable.

(5) Conduct IPR and SAG meetings as directed by the study sponsor.

(6) Consider the Army Analysis of Intelligence (AAI), which includes the Forecast of Conflict Environment (FORCE) (maintained current by the Office of the Assistant Chief of Staff for Intelligence), and the SPECTRUM scenarios (maintained current by the Office of the Deputy Chief of Staff for Military Operations) as a point of departure when developing the threat/scenario as required by the study objectives and assumptions. Studies will contain clearly stated reasons for the departure from the standard threat/scenario and a complete explanation of the threat and scenario actually employed. Separately developed threats will be coordinated with the Assistant Chief of Staff for Intelligence during each stage of their development.

(7) Prepare a study report to include --

(a) A summary of all important aspects examined, major findings or conclusions, recommendations, highlights of the study methodology, key assumptions used in the study, and any deviations from AAI, FORCE, and SPECTRUM scenarios and the reasons therefor.

(b) An abstract and bibliographic data required for the ASDIRS (see AR 1-28). These should be separate from the remainder of the report.

f. The Study Advisory Group (SAG), when monitoring a study effort, will be guided by the requirements in d and e above and chapter 5. Requirements for a SAG for contract studies are specified in AR 1-110.

4-3. Procedures. Initiation of Army studies by study-sponsoring activities will follow the procedures outlined below.

a. Conduct an initial analysis of the problem to include drafting terms of reference and reviewing of lessons learned through previous studies.

b. Conduct background search to include determining whether the proposed study relates to, or is a logical part of, any study previously undertaken to determine the need for a new study as opposed to updating an earlier effort. A statement citing the sources from which information was sought will be included in the study proposal (see par 1-4c).

c. Make a tentative determination of how the study should be accomplished (i.e., in-house or contract - if contract, under which AR 1-110 category) and method to be used.

d. Coordinate the problem with other Army Staff agencies, USAMC and USACDC having a potential interest.

e. Prepare a proposed CSM and/or study directive for all major study proposals using the format and example at appendix B. The CSM and/or study directive will follow the provisions of this regulation and will contain only the instructions and information needed to insure a responsive study. When addressed to a major commander, the study directive should adhere to the principle of mission instructions insofar as practical. It is recognized that modifications to assumptions, trade-off considerations, and alternatives may be required.

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f. Discuss study requirements being forwarded to USACDC and USAMC with representatives of the command in advance and coordinate with, or transmit through, the Coordinator of Army Studies. The sponsoring agency will determine whether the study objective can be met through one or more of the command's current study efforts. Study requirements to be placed on USACDC will also be coordinated with ACSFOR.

g. Prescribe development of additional essential elements of analysis in the CSM/study directive, when necessary, for referral to the sponsoring agency or higher authority for approval.

h. Where possible contractor effort is anticipated, insure that the provisions of AR 1-110 are followed. Requests for contract studies, as well as directed in-house study efforts, will be identified by the appropriate Army Study System category or combination of categories (see fig 1-1).

i. Establish and maintain necessary planning, programing, budgeting, and accounting procedures which employ the identification of sponsored study efforts to the Army Study System categories (see fig 1-1).

4-4. Representatives on other than Department of the Army studies. When Army representatives are selected to serve on a study committee outside of the Army, a sponsoring agency for these representatives will be designated.

4-5. Clearance of studies with foreign policy implications. All study proposals, directives, and reports which may have foreign policy implications will be processed by summary sheet through the Office of the Chief

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of Staff. When there is doubt as to foreign policy implications, an informal review will be provided by the Deputy Under Secretary of the Army (International Affairs).

CHAPTER 5
STUDY ADVISORY GROUP

5-1. General.

a. The Study Advisory Group (SAG) is a steering committee composed of representatives of Army Staff agencies, USAMC, and USACDC having an interest in the problem being investigated.

b. The SAG insures that Army sponsored studies are of a high quality and results are responsive to Army needs.

c. Specific requirements for SAGs for contract studies are established in AR 1-110.

5-2. Responsibilities.

a. Army Staff agencies, USAMC, and USACDC--

(1) The sponsor of a major study will establish a SAG. SAGs may also be formed for studies not considered major when the study sponsor considers it necessary.

(2) The sponsor of the major study will furnish the SAG Chairman. Membership will consist of the SAG Chairman and members or observers from interested Army Staff agencies, USAMC, and USACDC. The Office of the Deputy Under Secretary of the Army for Operations Research and the Office of the Assistant Vice Chief of Staff will be invited to provide a representative to the SAG for each major study.

b. The SAG Chairman, as the study sponsor's representative, is responsible for:

(1) Advising and assisting the study agency in the development of assumptions and guidelines for use in the study.

(2) Establishing and maintaining close and continuous liaison between the SAG and the agency or contractor conducting the study to insure that the study is responsive to the sponsor's requirements.

(3) Reviewing periodically, but not less than once every three months, the current and projected work of each study under the SAG's cognizance and providing instructions and recommendations in the form of SAG minutes to the sponsor and monitor. Departures from standard threats/scenarios (see para 4-42e(6) agreed upon by the SAG after comment by ACSI will be included in SAG minutes. Minutes will be forwarded to each SAG member within 10 working days after each SAG meeting.

(4) Advising the study agency or contractor regarding preparation of reports.

(5) Arranging for initial input data, and subsequent data requirements during the course of the study.

(6) Providing information on Army policies.

(7) Reviewing draft reports, determining the proper security classification, validating the assumptions and factual data, determining whether the report is responsive to requirements, coordinating the review of the final study report with interested commands and agencies, and recommending distribution of the approved study report.

(8) For contract studies, preparing and submitting an Evaluation of Contractors' Performance and Product (AR 1-110, app C). A preliminary copy of this evaluation report completed to the degree possible, will be provided to the head of the sponsoring command or agency for use during the staffing process.

c. The duties of SAG members include--

(1) Meeting at the call of the Chairman. A member may request the Chairman to convene a SAG meeting whenever advice, assistance, or input data are required.

(2) Assisting in the development of assumptions and guidelines for the study and approving the assumptions before definitive work is undertaken.

(3) Providing to the SAG and the study agency or contract necessary input data and/or information on current Army policies, other projects, and recent actions affecting the study.

(4) Keeping his parent agency informed of the progress of the study and, in conjunction with the SAG Chairman, communicating as necessary with the study agency or contractor.

(5) Reviewing and evaluating study results, documents, and reports on behalf of his agency.

(6) Submitting in writing to the SAG Chairman, agency comments on study orientation, progress, or results. A member should be prepared to state his agency's views at SAG meetings. If a member disagrees with the majority of the SAG on an issue, a minority view will be included in the minutes.

APPENDIX A

EXPLANATION OF TERMS

The definitions of terms used in this regulation are the same as the definitions for those same terms found in AR 320-5, except where changed herein.

analysis - A detailed examination of anything complex made in order to understand its nature or to determine its essential elements. Technical analyses such as a chemical analysis, metallurgical analysis, etc., are not properly included in this term.

appraisal - The act of estimating and/or evaluating the difficulties inherent in an undertaking. An appraisal of real property or buildings is not included in this term.

assessment - (1) An appraisal or evaluation of a problem under study.
(2) An objective determination of the degree to which test results satisfy specified test objectives. Tests of the type such as a pure assessment of the structural strength of a type of steel are not properly included in this term.

automatic data processing (ADP) systems analysis support - Support of the performance of ADP systems analysis which include ADP feasibility and applications studies, systems design, systems development, and systems improvement.

examination - The act or process of looking into or analyzing a problem.
An exercise or a series of exercises to appraise, evaluate, and determine progress.

In-process review (IPR) - A review conducted by the study agency during the course of a study to determine accomplishments to date, and the direction the action is taking; to identify and resolve existing or anticipated problem areas; and to furnish necessary information as a basis for guidance and decisions on the future course of action. A SAG may perform this function.

concept study - A study directed toward guiding the development of a unifying concept for the Army during a designated time or period as it relates to major Army missions in the strategic/tactical environment forecast for the period.

investigation - (1) The action or process of making a detailed examination: study. (2) To observe and study closely: inquire into systematically, to make a searching inquiry, to survey.

major study - A study effort considered to be of such significance to the Army as a whole that it is so designated by USAMC, USACDC, the study sponsoring Army Staff agency, or by the Office, Chief of Staff. Designation is accomplished by CSM or study directive (TAG letter). All major studies will be assigned a study sponsor from the Department of the Army Staff. The term "priority study" is included in the term "major study."

management study - A study which concerns distribution of functions and organizational structure, operating policies, procedures, methods, systems, and the application of the management principles. This term includes surveys, advice, services, or consultation on management

problems. The contractor may be required to use a wide range of analytical techniques including those of operations research in the solution of management problems under study. The design and development of new management systems as well as the study and refinement of existing management systems are also included in this term.

operations research study - A study which normally addresses such areas as strategy and tactics, materiel systems, personnel systems, force structure, and technology. This term includes the design, operation, and analysis of war games; the design, analysis, and review of field experiments; strategic studies and technological forecasts related to military problems; and feasibility studies which explore the operational environment and tactical requirements for the purpose of making comparative evaluations of present and future mixes of men, materiel, and weapons systems. Operations research studies often require such techniques as analytical mathematical models, statistical analysis, network analysis, queueing theory, servo theory, game theory, Monte Carlo techniques, and linear, nonlinear, and dynamic programming.

priority problem area - A major issue which will have sufficient impact on the Army within the next two fiscal years to require decision at or above CofSA level, e.g., PROBLEM: The Army must determine how to prepare to perform its assigned roles and missions with an all-volunteer force in all situations short of general war.

priority study - A study which is undertaken to provide support for a decision(s) to be made at or above CofSA level within the next two fiscal years. Priority studies are a select group of major studies.

research - Includes all effort directed toward increasing knowledge of natural phenomena and environment. The primary aim is to gain fuller knowledge and/or understanding of the hard sciences, e.g., physics, chemistry, biomedical, engineering, mathematics. It does not include the solving of behavioral and social science problems that have a clear direct military application, nor does it include the solving of human relations and factors which occur in conjunction with human use and acceptance in a man/group application to equipment, materiel, and/or systems. Research efforts result in an increased knowledge of natural phenomena and/or improved technology.

review - (1) A looking over again, study again, retrospective view or survey. (2) A general survey, report, or account. (3) An examination, reexamination, or inspection.

strategic study - A study of relevance to the development and use of political, economic, psychological and/or military power of a nation, during peace and war, to increase the probabilities and favorable consequences of victory and to lessen the chance of defeat. Strategic studies exclude specific studies of: doctrine, organization, tactics, research and development of material, personnel managerial improvement, and operations research in planning methodologies and human factors.

study - A critical examination or investigation of a problem, often employing sophisticated analytical techniques, and designed to organize and evaluate information already existing, or which can be inferred from existing information. Studies are conducted to assist in decision-making or solving identified problems. This term encompasses

the terms evaluation, analysis, applied research, review, examination, investigation, inspection, appraisal, assessment, survey, and other similar terms. Studies that relate directly to materiel development, increased knowledge of natural phenomena, or improved technology are excluded from the purview of this regulation (see also para 1-4a).

study advisory group (SAG) - An organization composed of representatives of those Army Staff agencies, USAMC, and USACDC which have an interest in the problem(s) being investigated by an Army contract and/or major study efforts. This organization functions as a steering committee.

study agency - The organization charged with conducting a study. It may be the sponsoring Army Staff agency/command, a contractor, an ad hoc group, or an Army study organization.

study coordinator - An individual designated by each Staff agency, USAMC, and USACDC who is the principal study advisor to the head of his agency/command. He is also the point of contact for all matters connected with studies relating to and for his Staff agency/command.

study directive - A Department of the Army letter which initiates a study (format at appendix B). A Chief of Staff Memorandum (CSM) which initiates a study is also a study directive. However, the terms "CSM" and "study directive" are used to distinguish between application to the Staff agencies or commands.

study monitor - An element within the Office of the Chief of Staff, designated to assist the study sponsor in planning, supervising, and processing a major study. Normally a directorate within the Office of the Assistant Vice Chief of Staff will be assigned this responsibility for each major study.

study sponsor's representative - An individual from within the study sponsor's resources designated by the sponsor to supervise a particular study. The study sponsor's representative provides the interface with the study agency, the study monitor, and other interested agencies. He furnishes information to the study coordinator of the sponsoring Staff agency or command to assist in maintaining up-to-date records on all studies for which the Staff agency has been assigned sponsorship. In the event a Study Advisory Group is formed, this individual normally becomes the chairman of the group.

study sponsor - The Army Staff agency or command assigned the overall responsibility for the study. The sponsor may or may not be the initiator of the study requirement. The sponsor may or may not conduct the study.

terms of reference - Specific guidance for study content includes the problem, objectives, limits, scope, time frame, assumptions, essential elements of analysis, and environment.

army study system study categories - See figure 1-1.

APPENDIX B

STUDY INITIATION FORMAT

SUBJECT: (Study: followed by the subject of the study)

MEMORANDUM FOR: (appropriate addressees)
OR LETTER

1. REFERENCE(S). This paragraph lists the references needed by the addressee(s) to initiate action or the study directed by the CSM/study directive. Each reference will be placed in a separate lettered subparagraph.

a. Types of references. References usually will be of two types:

(1) Administrative and procedural, such as AR 1-5, The Army Study System, and AR 1-28, Army Study Documentation and Information Retrieval System (ASDIRS).

(2) Substantive, such as memorandums, directives, and studies which may furnish input to the new study being directed. Substantive references normally are developed in the background search to validate the need for the study, and comprise an initial bibliography.

b. Attached references. Some studies are directed from outside the Army. Directing correspondence will be listed as references and attached to the CSM/study directive so addressees may have the benefit of the study originator's concept.

c. Length. When there are many references they may be listed in

SUBJECT: (Study: followed by the subject of the study)

an inclosure with reference to that inclosure being the only entry in this paragraph.

2. PURPOSE. This paragraph states succinctly the purpose of the study. It also may include the expected use of study results; for example, to develop an Army position on a given topic.

3. STUDY SPONSOR. The study sponsor, a Department of Army General Staff agency, will be designated in this paragraph.

4. OCOFSA STUDY MONITOR. This paragraph will be completed in the Office of the Chief of Staff. The study monitor, normally a directorate of the Office of the Assistant Vice Chief of Staff, will be designated based on internal OCOFSA responsibilities and the nature of the study. The Coordinator of Army Studies is responsible for monitoring, on behalf of the Chief of Staff, the overall Army study effort.

5. TERMS OF REFERENCE. This paragraph provides specific guidance for study content. Terms of reference will be stated fully and clearly to insure that the study is responsive to its purpose. However, care will be taken that unnecessary constraints are not imposed. Where the terms of reference are lengthy, they may be stated in an inclosure. Terms of reference normally will be developed by the study sponsor (who previously would have been designated informally) in consultation with the originator, study monitor, appropriate Staff agencies, and commands.

SUBJECT: (Study: followed by the subject of the study)

- a. Problem. A clear, concise statement of the problem to include background.
 - b. Objective(s). State the objective(s) of the study.
 - c. Limits. The limits of the study. (see figure B-1)
 - d. Scope. The scope of the study (see figure B-1)
 - e. Time frame. This subparagraph covers the study time frame (not the time allotted to do the study).
 - f. Assumptions. States essential assumptions. Because assumptions can exert a major influence on study results they should be used sparingly and developed cautiously.
 - g. Essential elements of analysis (EEA). EEA should insure an in-depth treatment of the problem and lead to clear, objective, and responsive study recommendations.
 - h. Environment. This subparagraph will include, as necessary, the location, general situation, and intensity of combat applicable to the study. Reference will be made to the Army Analysis of Intelligence (AAI), which includes the Forecast of Conflict Environment (FORCE), and the spectrum scenarios. Reasons for any deviations from these standard environments will be stated.
6. SUPPORT AND RESOURCE REQUIREMENTS. This paragraph lists the responsibilities of various agencies involved in the study. A separate

SUBJECT: (Study: followed by the subject of the study)

subparagraph will be used for each agency tasked to contribute input to the study or, in the case of ad hoc studies, the number and qualifications of personnel which the agency must assign to the study. This paragraph also will treat, as necessary, resources such as source of funds or cost limitations, details of contractual support authorized or directed, and clerical and equipment support (see also para 4-2b(16)). Suspense dates are included as necessary. In the exceptional cases where the study must be integrated after the budget has been formulated (November of current fiscal year (CFY) for CFY plus 1 referred to as budget year), it will be necessary to ascertain the availability of funds. Because at this point all funds have been allocated for specific purposes, it will be necessary to re-examine funded studies in order to displace those with least impact upon the mission of the Army in order to accommodate the new overriding requirement.

7. ADMINISTRATION. This paragraph provides administrative details not indicated elsewhere in the CSM/study directive. Subparagraphs not applicable can be omitted. Additional administrative instructions necessary for the particular study involved may be included in this paragraph.

Contents could include:

- a. Study title. This subparagraph gives the formal study title and short title or acronym.

SUBJECT: (Study: followed by the subject of the study)

b. Study schedule. This subparagraph prescribes the schedule for the study. It will include, as a minimum, the date the study is due to the OCoSA. If appropriate, it also will include requirements for formal interim status reports or in-process reviews, and an input schedule indicating source and date. For some studies involving a number of reports, reviews, and suspense dates, this subparagraph may refer to an inclosure which will be in the form of a milestone chart or other pictorial or calendar-type schedule.

c. Control procedures. This subparagraph will include reference to the establishment of a Study Advisory Group, steering committee, or other mechanism designed to provide continued in-process guidance to the study if such guidance is necessary.

d. Study format or outline. It is usually undesirable to restrict a study by prescribing a study outline or format. However, if a specific outline or format is desired, it can be attached as an inclosure and referred to in this paragraph.

e. Action documents. This subparagraph will prescribe specific action documents to be prepared and submitted with the study. These may be policy papers, regulations, or new programs. Study results should not be prejudiced by over defining required action documents.

BY DIRECTION _____

(Appropriate signature of the
SGS or TAG)

AR 1-5

SUBJECT: Study: Programs to Improve Operations Research/Systems Analysis Capability

MEMORANDUM FOR: HEADS OF ARMY STAFF AGENCIES

1. REFERENCES.

- a. AR 1-5, subject: The Army Study System.
- b. AR 1-28, Army Study Documentation and Information Retrieval System (ASDIRS), dated 5 October 1964.
- c. CSM 66-277, subject: Report of DA Board to Review Army Officer Schools ("Haines Board"), dated 15 June 1966, which published the Chief of Staff decisions on recommendations of this board.

2. PURPOSE. A study will be conducted to develop US Army programs for improving the operations research/systems analysis (OR/SA) capability.

3. STUDY SPONSOR. DCSPER.

4. OCoSA STUDY MONITOR. CAS.

5. TERMS OF REFERENCE.

a. Problem. Over the past four years there has been a dramatic increase in the requirement for OR/SA in the Department of Defense. Office, Secretary of Defense comments on some Army studies and programs indicate a need for an increased OR/SA capability within the Army in order to be fully responsive to OSD requirements.

b. Objectives. The objectives of this study are to:

- (1) Establish the Army policy on the use and development of OR/SA personnel.

Figure B-1. Sample format for Study Initiation

(2) Develop education, training, and recruitment programs in OR/SA skills for Department of the Army (DA) personnel.

c. Limits.

(1) Personnel. Only officer and DA civilian personnel will be considered.

(2) Skill levels. The study will be limited to "executive" and "specialist" skill levels as defined in reference 1c.

d. Scope. The study will examine the following:

(1) The Army's requirements for OR/SA personnel, both military and civilian, the requisite skill levels, and the time phasing necessary to raise current OR/SA personnel assets to the required level.

(2) Education and training means by which the Army can prepare military and civilian personnel to assume OR/SA duties.

(3) Special recruiting programs and adjustments in DA civilian transfer procedures to increase the number of DA civilians available to meet OR/SA requirements.

(4) Establishment of military and civilian space in the proper grades and organizations.

(5) The optimum organizational use of OR/SA personnel?

e. Time frame. Current through the end of CY 1975.

f. Assumption. Military personnel provided graduate education in OR/SA skills will be reutilized in that speciality every other 3 years.

g. EEA.

(1) What positions in the DA require OR/SA applications?

Figure B-1 (cont)

(2) How should the DA manage civilian OR/SA personnel?

(3) What impact will an increase in OR/SA "specialists" have on overall officer personnel requirements?

h. Environment. The current world environment will be used.

6. SUPPORT REQUIREMENTS. The following specific support is directed:

a. ACSFOR will provide input data on all current and planned actions involving Army OR/SA spaces to DCSPER by 31 March 1970.

b. COA will provide input data on Army-wide OR/SA personnel requirements and capabilities in the cost analysis field to DCSPER by 10 April 1970.

c. AMC will be directed by separate letter to provide total DA civilian OR/SA assets to DCSPER by 1 March 1970.

7. ADMINISTRATION.

a. Study title. The title of this study will be "Programs to Improve Operations Research/Systems Analysis Capability (PIORSA)."

b. Study schedule.

(1) Suspense date. The study will be submitted to the CofSA by 30 June 1970.

(2) In-process review. To be conducted by the Army Study Advisory Committee (ASAC) at the call of the Chairman before 1 May 1970.

c. Control procedures. The ASAC will serve as a steering committee for this study.

d. Action documents. The study should produce the following action documents:

Figure B-1 (cont)

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- (1) Army policy paper on the use and development of OR/SA personnel.
- (2) Documents to enact any recommended special personnel programs.

BY DIRECTION OF THE CHIEF OF STAFF:

Copies furnished:
CGUSAMC

WILLIAM A. KNOWLTON
Major General, GS
Secretary of the General Staff

SUSPENSE:

ACSFOR--31 Mar 69--Input to DCSPER
COA--10 Apr 69--Input to DCSPER
DCSPEK--30 Jun 69--Study to CofSA

Figure B-1 (cont)

APPENDIX C

INSTRUCTIONS FOR COMPLETION OF REPORT OF
THE MANPOWER AND COSTS FOR THE ARMY STUDY EFFORT
RCS CSOCS-122

1. Studies reported. Study sponsors will report all studies except research (as defined in app A) and routine staff studies accomplished within normal staff organizations. Studies by ad hoc groups will be reported. All Management Studies, Operations Research Studies, and ADP Services will be reported. Reports will be submitted to the Office, Assistant Vice Chief of Staff, (OAVCofSA), Attention: Coordinator of Army Studies, by 15 October and 1 March each year.
2. Content of report and particularly the cost segments thereof will be coordinated with Appropriations/Budget Program Directors to insure that studies which will be financed within the available resources are reflected in the required backup data for budget submissions.
3. Report form.
 - a. DA Form 3564 will be used to report the actual and projected manpower and dollar costs of studies. These forms are available from the Coordinator of Army Studies, Office of the Assistant Vice Chief of Staff. Separate forms will be submitted covering:
 - (1) Actual costs for the just completed fiscal year.
 - (2) Costs for the current fiscal year (1 March report should use actual costs as of 31 December and projections for remainder of the FY. The 15 October report should use projected costs for the current fiscal year.)
 - (3) Projected costs for the upcoming fiscal year (budget year).

(4) Projected costs for the fiscal year beyond the upcoming fiscal year (budget year plus one).

b. Cost data reported will be coordinated with appropriate appropriation/program director to insure accuracy before submission.

c. Instructions for filling out the report form (paragraphs refer to numbered columns on report form).

(1) Study Title. Enter study title. Short title is sufficient. Indicate classification of title in parentheses. If study titles for the next FY are not known, enter "Unknown" and show estimated number of studies in this category in parentheses.

(2) Study Agency. Enter organization actually conducting the study. This may be the sponsoring Army Staff agency or command, a contractor, an ad hoc group or an Army study organization. Abbreviations may be used.

(3) Study Category. Enter the number which corresponds to The Army Study System (TASS) category. See note in (b) below for special instructions for budget year plus one.

(a) The Army Study System Categories are explained in figure 1-1.

(b) NOTE: Study categories 1 through 10 collectively comprise the AR 1-110 category of Operations Research and relate with the first five study categories in DOD Directive 5010.22. Category 11, Management, coincides with AR 1-110 and DOD Directive 5010.22 categories of Management, Category 12, ADP, parallels the AR 1-110 ADP category. For the budget year plus one, report according to the six DOD Directive 5010.22 categories and ADP category, in lieu of TASS categories. (See figure 1-1).

(4) Professional Man-Months, Army (Ad Hoc or In-House). Enter military and civilian study time in man-months, including computer programing and analyst time if appropriate. Overtime, if a matter of record will be included; otherwise use a 60-hour week as a maximum. For conversion to costs in column 7 use factor of \$1585.00 per man-month.

(5) Administrative Man-Months, Army (Ad Hoc or In-House). Enter administrative man-months utilized. As a guide, one administrative man-month is used per three professional man-months for conversion to costs in column 7 use factor of \$490.00 per month.

(6) Computer Time, Army (Ad Hoc or In-House). Enter computer time (in hours) used. Report only time on Army or government leased or owned computers. For conversion to costs in column 7 use factors of \$15.00 per hour for punch card (i.e., UNIVAC 1005) and \$250.00 per hour for medium to large computers (i.e., IBM 7094 or 360/65).

(7) Study Costs, Army (Ad Hoc or In-House). Enter study cost (in thousand of dollars), which is sum of costs from columns 4, 5, and 6. If costs are other than MPA, footnote: RDTE 2/, OMA 3/.

(8) - (11) DA Class II Study Agency Effort. Same instructions as columns 4-7. For this report, DA Class II study agencies include:

US Army Strategy and Tactics Analysis Group (STAG)

US Army Logistics, Doctrine, Systems, and Readiness Agency (LDSRA)

US Army Intelligence Threat Analysis Group (ITAG)

US Army Behavioral Science Research Laboratory (BESRL)

US Army Engineer Strategic Studies Group (ESSG)

US Army Field Operating Costs Agency (FOCA)

If costs are other than MPA, column 11 costs will be footnoted for appropriation source of funds RDTE 2/, and OMA 3/.

NOTE: If a Class II agency study has any portion of a study effort subcontracted to a FCRC or other contractor, that cost should be included in column (11) costs and also shown parenthetically in columns (12) - (14), as appropriate.

(12) - (13) Federal Contract Research Center Effort (i.e., RAC, HumRRO, and CRESS). Enter man-months and contract costs in thousand of dollars. Sponsors may obtain assistance in determining this data from the Army Research Office. Footnote column 13 costs for appropriation source of funds: RDTE 2/ and OMA 3/.

(14) - (15) Other Contract Effort. Same instructions as columns 12 - 13. Obtain data assistance from appropriate contracting officer, if required.

(16) Total Cost. Enter total cost of study (in thousand of dollars) which is the sum of columns 7, 11, 13, and 15. Footnote costs by appropriation: MPA (no appropriation) 1/. RDTE 2/, OMA 3/

(17) Study Status. Enter status in the following sequence:

-- Proposed, programed, on-going, or completed.

-- Customer. Be specific in identifying actual agency that originated study (e.g., ASD(SA) or JCS, not just OCSA).

-- Time Frame: Short range is 0-2 years; medium is 2-10; and long range is 10-20 years.

--Intended Use. Be specific. Identify which Draft Presidential Memorandum (DPM). Which plan. What regulation. Use internal management as an explanation only when actually appropriate.

(18) Summary of Study Effort Costs by Appropriation. Enter MPA, RDTE, and/or OMA appropriation study costs, as appropriate, by TASS study categories grouped by study resource effort, i.e., Class II Activity, FCRC and other contractors. Entries for this item will be made only on final page of each FY report and will summarize data for all pages of the FY report.

APPENDIX D
STANDARD FORMAT FOR STAFF AGENCY/
COMMAND STUDY PROGRAM

1. General. All Army Staff agencies, US Army Combat Developments Command, and US Army Materiel Command will develop and publish study programs in a standard format (para 3). These annual study programs, based on fiscal years updated at least twice during the on-going fiscal year, will be submitted to the ASAC for review in accordance with chapter 3.
2. Purpose. A standard format is prescribed to assist the ASAC reviews of the Staff agencies/command's annual study programs and their reports of actual and projected costs of study efforts. Additionally, the use of a standard format will make the annual study programs more useful as reference documents.
3. Annual study program format. When necessary, annual study programs will be classified to permit the program sponsor to include all of his study effort in a single document.
 - a. Head Section. Content to be determined by the program sponsor, except that this section will always contain a table of contents and special instructions for the user.
 - b. Chapter 1. Listing of on-going (see below), future, and completed studies sponsored by the agency authoring the document. For each study, the following information will be shown: study agency(s), beginning date, estimated or actual completion date, name and telephone number of study sponsor's representative for on-going and planned studies, the Army Study

System Category(s) addressed, priority assigned each on-going and planned study, and a number which references each study to its order of listing in the appropriate study sponsor's fiscal year report of manpower/cost data (appendix C).

(1) Section I - Alphabetical listing of on-going studies.

(2) Section II - Alphabetical listing of planned study efforts for the next two fiscal years.

(3) Section III - Alphabetical listing of studies listed in the previous study program which have been completed.

(4) Section IV - In three parts:

(a) Part I - Brief descriptions of studies on-going and to-be-initiated during the fiscal year.

(b) Part II - Brief descriptions of planned study efforts for the next two fiscal years.

(c) Part III - Abstracts for each completed study listed in Section III.

c. Chapter II. List of studies being accomplished for another study sponsor. For each study, the following information will be shown: study agency(s), beginning date, estimated or actual date of completion, name and telephone numbers of point of contact, the Army Study System Category(s) addressed, and the priority the program sponsor (now also a study agency) assigns each on-going and planned study.

(1) Section I - Alphabetical listing of on-going studies.

(2) Section II - Alphabetical listing of study efforts planned to be undertaken in next two fiscal years.

(3) Section III. Alphabetical listing of studies listed in the previous study program which have been completed.

(4) Section IV. In three parts:

(a) Part I. Brief description of study efforts on-going and to-be-initiated during reported fiscal year.

(b) Part II. Brief description of planned study efforts for next two fiscal years.

(c) Part III. Abstracts for each completed study effort listed in Section III

d. Chapter III - (Additional chapters as required by the study program sponsors.)

PART III

SECTION H

THE ARMY STUDY

PROGRAM (TASP)

III-H

PART III, SECTION H

FORMAT OF "THE ARMY STUDY PROGRAM (TASP)"

1. To overcome the deficiencies and omissions in the current Army Master Study Program document, a new document has been developed by a subcommittee working under the ETASS Committee. Called The Army Study Program (TASP), this new document gives more visibility to the overall Army study effort; displays study resources in terms of capabilities of Army study Activities; provides planning guidance in form of levels of study effort not to be exceeded; and will, when published, direct the accomplishment of a group of specially selected studies covering critical Army problems.
2. The proposed format of TASP is at inclosure 1 and contains samples of important portions.
3. Recommend that: The TASP format be approved, and that the Office, Coordinator of Army Studies be responsible for its preparation annually in April and updating it each November.

INCLOSURE 1

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FORWARD

The Army today faces unprecedented challenges. Problems must be foreseen well in advance, and decisions which may have far-reaching consequences must be made under the pressures of time and resource constraints. The most important problems facing the Army must be identified, studies to address these selected problems must be accomplished to assist decision-makers, and sufficient resources to assure timely completion of selected studies must be applied. Priority studies described in Chapter 2 will be accomplished by the designated study sponsor. The future levels of study effort to be maintained will be used by study program sponsors for planning guidance. Management of the complex Army Study System must provide for adequate review and visibility of the entire Army Study effort, eliminate waste, and provide guidance to enable the early application of study efforts without destroying the initiative of Staff agencies and major commands. The Army Study Program is an important management tool for improving study management and will be followed by all components of the Army Study System.

BRUCE PALMER, JR.
General, U. S. Army
Vice Chief of Staff

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CHAPTER 1

PRIORITY STUDIES

1

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CHAPTER 1 - PRIORITY STUDIES

1. Introduction. This chapter describes a limited number of specially selected studies which address the most important problems facing the Army in the next two years, and upon which decision(s) will likely be made at or above OCofSA level. The list of priority studies has been approved by the VCofSA and specifies the study sponsor who is then responsible to provide adequate resources to insure timely accomplishment.

2. Organization. This chapter contains:

SECTION I - Priority Problem Areas.

SECTION II - Priority Studies (listed separately by study and Army Study System category to which the study primarily applies).

SECTION III - Selected definitions from AR 1-5.

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SECTION I -- PRIORITY ARMY PROBLEM AREAS

1. The Army must determine how best to perform assigned roles and missions with an all-volunteer force in situations short of general war (example only).
2. The Army may be required to fulfill its national defense mission with the bulk of its forces stationed in CONUS. What changes in quantitative and cost terms will this cause in the Army and in requirements for support from other services? (example only).
3. --
4. --
5. --

SAMPLE

SECTION II - PRIORITY STUDIES, CATEGORY 3 - FORCE LEVELS

1. Title: Adequate Residual Force for Zongala (ARFZ) (71-1-3-1) (U).
 2. Purpose of the Study. This study will provide recommendations and justification for residual force levels and costs during the planned withdrawal of combat elements from Zongala during FY 72.
 - * 3. Sponsor: ODCSOPS
 4. Monitor: OFPAD
 - * 5. Agency: STAG
 6. Suspense: December 1971.
 7. Assumptions.
 - a. The US will continue to maintain residual forces in Zongala
 - b. --
 8. Objectives:
 - a. Provide a recommended force package and alternatives to implement...
 - b. Assess the political impacts on ...
 - c. --
 9. Related Actions/Documents:
 - a. NSSM...
 - b. JSOP...
 - c. AMVI 1969...
 - d. --
- * Major commands will be tasked by a letter directive.

1-3

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10. Administration:

- a. Directives: DCSOPS will develop a study plan in coordination with...
 - b. Funding: Further details concerning fund authorizations
- will be covered by CSM to be published by June 30, 1970)

NOTE: A separate page will be used for each priority study listed.

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SECTION III - SELECTED DEFINITIONS

Definitions--

a. Major Study. A study effort considered to be of such significance to the Army as a whole that is so designated by a sponsoring Army Staff agency, major command, or by the Office Chief of Staff. Such designation is accomplished by CSM or study directive (TAG letter). The term "priority study" is included in the term "major study."

b. Priority Problem Area. A major issue which will have sufficient impact on the Army within the next two fiscal years to require decision at or above the CofS level, e.g., PROBLEM: The Army must determine how to prepare to perform its assigned roles and missions with an all volunteer force in all situations short of general war.

c. Priority Study. A study which is undertaken to provide support for a decision(s) to be made at or above OCofS level within the next two fiscal years. Priority studies are a select group of major studies.

d. Study Agency. The organization charged with conduct of a study. It may be the sponsoring Army Staff agency/major command, a contractor, an ad hoc group, or an Army study organization.

e. Study Monitor. An element within the Office of the Chief of Staff (OCofS) designated to assist the study sponsor in planning, supervising, and processing a major study. Normally a directorate within the Office, Assistant Vice Chief of Staff will be assigned this responsibility for each major study.

SAMPLE

f. Study Sponsor. The Army Staff agency or major command assigned overall responsibility for the study. The sponsor may or may not be initiator of the study requirement. The sponsor may or may not conduct the study.

g. Army Study System Categories. The twelve groupings of study categories identified for management purposes are:

(1) Manpower and Personnel. Studies and analyses to evaluate the overall Army manpower needs and costs of forces and programs, and to apply more effective methods and policies for the training, testing, and selecting, allocating, placing, sustaining, and separating of personnel. Research and development in the life, social, and behavioral sciences is excluded from this category and will be included in Category 10, Life, Social and Behavioral Sciences.

(2) Strategic. Studies relevant to the development and utilization of political, economic, psychological, and military power which will provide maximum support to US policies and objectives.

(3) Threat. Studies directed toward the assessment of potential enemy capabilities. The threat assessment may include the level of development which the economy, technology, and/or the forces of a potential enemy have achieved or a forecast of plausible ranges of what they might achieve.

(4) Force Levels. Studies directed toward development of optimum size of land forces, in balance with sea and air forces, to enable the US to cope with all aspects of actual or potential threats to the National Security.

SAMPLE

(5) Force and Weapons Mix. Studies to determine the optimum ratios of combat, combat support, and combat service support forces, and associated weapons systems required to support current or future tactical concepts and doctrine.

(6) Tactics, Techniques, and Training. Studies to determine the optimum methods for employing units and equipment throughout the spectrum of combat and the methods by which the required individual and unit qualifications are obtained and proficiency maintained.

(7) Tactical Units and Systems. Studies to determine the quantitative and qualitative structure of military organizations intended to serve as single units in combat, to include service units required for direct and general support. This category includes examination of relationships among various type units for successful accomplishment of land combat missions.

(8) Logistic Units and Systems. Studies and analyses to determine optimum units and systems required for procurement, inventory control, storage, distribution, transportation, maintenance, and disposal of military materiel. This category includes those aspects of military operations which deal with movement or evacuation of personnel; acquisition, maintenance, and disposal of facilities; and acquisition or furnishing of services.

(9) Equipment and Weapon Systems. Studies and analyses to determine and select alternative equipment and weapon systems to meet existing or potential threats and to get greatest possible return from R&D in terms of

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military need. Development and application of methods for the rapid application and exploitation of new findings in science and engineering, and for optimum procedures for resource allocation for R&D. This category includes appropriate studies in technical intelligence.

(10) Life, Social, and Behavioral Sciences. Studies in the areas of human performance, manned systems, and personnel measurement and evaluation. This category includes studies to improve human motivation, leadership, performance, and capabilities as well as studies to improve the compatibility of men with the weapons, equipment, and systems which they are required to operate and maintain.

(11) Management. Studies and analyses to evaluate organization structure and distribution of functions, administrative policies, procedures, methods and systems, and application of the management sciences which will achieve more efficient and economical operation and eliminate unnecessary overlap or duplication of efforts.

(12) Automatic Data Processing. Studies directed toward development of computer systems and their application to Army problems. This category includes ADP services as defined by AR 1-110 as well as general studies on improving the application of ADP within the Army. Research and development in the utilization of a computer system as an integral part of a weapon system is excluded from this category, and will be included in Category 9, Equipment and Weapons Systems.

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CHAPTER 2
SUMMARY TABLES

2

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CHAPTER 2

SUMMARY TABLES

1. Introduction--This chapter provides a summary of the costs of the Army study effort for the past fiscal year, the current fiscal year, and the upcoming fiscal year plus one. Data displayed in this chapter are based upon reports submitted by the Army Staff, CDC, and AMC. Data shown for the current fiscal year reflect actual costs as of 31 December and projected costs for the remainder of the fiscal year. Data shown for upcoming fiscal years is provided for planning guidance. It does not constitute authority for fund obligation. The levels of effort specified in these tables are fund ceilings not to be exceeded, and study sponsors should adjust their respective annual study programs accordingly.

NOTE: In-house and Class II Activity levels of effort are best compared by professional-administrative man-months. These computed costs cannot be accurately compared with contract study costs since overhead and capital investment costs for in-house effort are estimates only.

2. Summary Tables--

Table I - Level of Study Effort by Sponsor.

Table II - Level of Study Effort by Study Category.

Table III - Summary of the Army Study Program Costs by Contractor.

Table IV - Level of Study Effort by Class II Activity/Command for each Study Sponsor.

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CHAPTER 2 - SUMMARY TABLES (Cont)

LEVEL OF STUDY EFFORT BY SPONSOR

SPONSOR	In-House (Include Class II) ^{1/}				
	FY 69	FY 70	FY 71	FY 72	
	Man Mos Prof/Admin = \$	Man Mos Prof/Admin = \$	Man Mos Prof/Admin = \$	Man Mos Prof/Admin = \$	
AVCofSA					
ACSC-E					
ACSFOR					
ACSI					
COA					
CORC					
CRD					
CofEngrs					
DCSLOG					
DCSOPS					
(Army Area Handbooks) ^{2/}					
DCSPER					
CINFO					
IG					
JAG					
USACDC					
USAMC					
TOTALS					

^{1/} Cost expressed in thousands of dollars (approximation arrived at by pricing a professional man-month)

^{2/} DCSOPS Army Area Handbook program costs (included in total DCSOPS cost).

H

CHAPTER 2 - SUMMARY TABLES (Cont)

Table I

tion arrived at by pricing a professional man-month @ \$1585 and an administrative man-month @ \$490.)
(in total DCSOPS cost).

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*Separate Sheet for each Sponsor

CHAPTER 2 - SUMMARY TABLES (Cont)

(Army Summary)
(Sponsor)*

LEVEL OF STUDY EFFORT BY STUDY

AR 1-110 CATEGORY	DOD DIRECTIVE 5010.22 CATEGORY	TASS CATEGORY	In-House (Includes Class II)		
			FY 69	FY 70	FY 71
O P E R A T I O N S R E S E A R C H	1. Manpower and Personnel	1. Manpower and Personnel	Man Mos Prof/Admin =\$	Man Mos Prof/Admin =\$	Man Mos Prof/Admin =\$
	2. Concepts and Plans	2. Strategic			
		3. Threat			
		4. Force Levels			
	3. Operations and Force Structure	5. Force and Weapons Mix			
		6. Tactics, Techniques, and Training			
		7. Tactical Units and Systems			
	4. Logistics	8. Logistic Units and Systems			
	5. Science and Technology	9. Equipment and Weapon Systems			
		10. Life, Social and Behavioral Sciences			
MANAGEMENT	6. Management	11. Management			
AUTOMATIC DATA PROCESSING	None	12. Automatic Data Processing			

1/ Cost expressed in thousands of dollars (approximation arrived at by pricing a professional man

CHAPTER 2 - SUMMARY TABLES (Cont)

LEVEL OF STUDY EFFORT BY STUDY CATEGORY

ived at by pricing a professional man-month @ \$1585 and an administrative man-month @ \$490).

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CHAPTER 2 - SUMMARY TABLES (Cont)

SUMMARY OF THE ARMY STUDY PROGRAM COSTS BY CONTRACTOR ^{1/}

CONTRACTOR	FY 69	FY 70	FY 71	FY 72
<u>Army FCRC</u>				
CRESS				
HumRRO				
RAC				
Other FCRC				
TOTAL FCRC				
<u>Other Contractors</u>				
BAAR				
BELL				
BMI				
Brad DM				
--				
--				
Etc.				
TOTAL OTHER CONTRACTORS				
CONTRACTOR UNDETERMINED				
TOTAL CONTRACT				

^{1/} Costs expressed in thousands of dollars.

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LEVEL OF STUDY EFFORT BY CL

SPONSOR	BESRL				ITAG			
	FY 69	FY 70	FY 71	FY 72	FY 69	FY 70	FY 71	FY 72
AVCofSA								
ACSC-E								
ACSFOR								
ACSI								
COA								
CORC								
CRD								
CofEngrs								
DCSLOG								
DCSPER								
CINFO								
IG								
JAG								
TOTALS								

1/ Cost expressed in thousands of dollars (approximation obtained by pricing professional man month)

A

CHAPTER 2 - SUMMARY TABLES (Cont)

STUDY EFFORT BY CLASS II ACTIVITY/COMMAND FOR STUDY SPONSOR 1/

[illegible]

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LEVEL OF STUDY EFFORT BY CLASS II ACT

SPONSOR	ESSG				FOCA			
	FY 69	FY 70	FY 71	FY 72	FY 69	FY 70	FY 71	FY 72
AVCofSA								
ACSC-E								
ACSFOR								
ACSI								
COA								
CORC								
CRD								
CofEngrs								
DCSLOG								
DCSOPS								
DCSPER								
CINFO								
IG								
JAG								
TOTALS								

1/ Cost expressed in thousands of dollars (approximation obtained by pricing professional man months @ \$15

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CHAPTER 2 - SUMMARY TABLES (Cont)

PORT BY CLASS II ACTIVITY/COMMAND FOR STUDY SPONSOR 1/

Table IV (Cont)

[illegible]

onal man months @ \$1585, and administrative man months @ \$490.)

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CHAPTER 3

CAPABILITIES OF PRINCIPAL
ARMY STUDY ORGANIZATIONS

3

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CHAPTER 3

CAPABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS

1. Introduction--This chapter provides a summary of capabilities of the principal Army study organizations. It does not list the offices, sections, and groups in Staff agencies and major commands which have limited study capabilities. Additionally, Federal Contract Research Centers (FCRCs) are shown because a significant portion of the Army study effort is accomplished by them.

2. Study Capable Organization

Table I - Class II Activities

Table II - Federal Contract Research Corporations

Table III - CDC Study Organizations

Table IV - AMC Study Organization

ACTIVITY	DA STAFF SUPERVISOR	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPAB					
			PROFESSIONALS 1/		MILITARY OR/SA SPECIALIST		M	G
			AUTH	ASGND	AUTH	ASGND		
US Army Strategy & Tactics Analysis Group (STAG)	DCSOPS	<u>Strategic and Tactical Operational Planning, Evaluation, and War Gaming.</u> 1. Force Planning Guides. 2. Potential Combat Effectiveness Studies. 3. Armed Helicopter Comparison. 4. Influence of Non-Nuclear Munitions on the Battlefield (INMOB) 5. CAPNUC-69	40	37	0	0		
US Army Intelligence Threat Analysis Group (ITAG)	ACSI	<u>Long-Range Trend Analysis with Emphasis on USSR & PRC Military Capabilities</u> 1. Forecast of Conflict Environment (FORCE) 85/95. 2. Strategic Posture Analysis (SPA) 1969 Threat Posture 3. Strategic Threat to US (STUS-80). 4. CONUS Ballistic Missile Time-Phased Threat (COBALT). 5. Data Handbook - Projected Soviet Ground Forces - 1976.	35	25	2	0		
US Army Logistics Doctrine, Systems & Readiness Agency (LDSRA)	DCSLOG	<u>Logistic System Concepts</u> 1. Analysis of Army Logistics Training. 2. Study to determine Army Civilian ADP Training Requirements. 3. Use of Optical Scanners in Army Logistics. 4. Study to Determine Automated Systems Requirements for USAREUR Depots. 5. Logistics Warrent Office Requirements Study.	137	131	4	3		9

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TABLE I

ABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

Y CLASS II STUDY CAPABLE ORGANIZATIONS

PERSONNEL CAPABILITIES FY 70						FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREE DISCIPLINES 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
AUTH	ASGND	AUTH	ASGND	AUTH	ASGND				
0	0	5	4	28	25	None	744	744	Bethesda, Maryland
2	0	2	1	9	7	None	240	240	Arlington Hall Station, Virginia
4	3	9	4	3	3	36	360	396 3/	New Cumberland Army Depot Pennsylvania
3-2 SAMPLE III-H-23									

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY ST

US ARMY CLASS II STUDY CAPABLE ORGAN

ACTIVITY	DA STAFF SUPERVISOR	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES			
			PROFESSIONALS 1/		MILITARY OR/SA SPECIALIST	
			AUTH	ASGND	AUTH	ASGND
US Army Field Operating Cost Agency (FOCA)	COA	<u>Cost Research</u>	33	33	1	1
		1. Operating Costs - Selected Units USAREUR FY 68. 2. Force Unit & Weapon Systems Operating Costs on the 5th Mech and 1st Armored Division. 3. Operating Costs Data Report 6th ACR. 4. Weapon Systems Costs 1st Armor Div, Mar 69. 5. Analysis of Operating Costs for Selected Missile Units USAREUR FY 68.				
US Army Behavioral Sciences Research Laboratory (BESRL)	CRD	<u>Manned Systems & Human Performance Research. Military Selection Research.</u>	80	66	0	0
		1. Interface between Civilian and Military Enlisted Man- power Systems (Enlisted Manpower) 2. Optimum Distribution of Individual Abilities for Unit Effectiveness. (Optimum Mental Distribution) 3. Human Performance Experimenta- tion in Night Operations. (Night Observation) 4. Tactical Operations Systems (TAS). 5. Information Processing in Advanced Image Interpretation Systems. (Image Systems)				

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TABLE I (Cont)

IES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

IS II STUDY CAPABLE ORGANIZATIONS

PERSONNEL CAPABILITIES FY 70						FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREE DISCIPLINES 320 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
AUTH	ASGND	AUTH	ASGND	AUTH	ASGND				
1	1	2	2	11	2	None	373	373	Alexandria, Virginia
0	0	0	0	0	0	84	744	828	Arlington, Virginia

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SAMPLE
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SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL

US ARMY CLASS II STUDY CAPABLE

ACTIVITY	DA STAFF SUPERVISOR	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITY				
			PROFESSIONALS ^{1/}		MILITARY OR/SA SPECIALIST		MILI
			AUTH	ASGND	AUTH	ASGND	GRAD DISC 475
Engineer Strategic Study Group (ESSG)	OCE	<u>Engineer Implications of Strategic & Logistical Studies/ Nuclear Weapons/Other Engineer Areas of Interest.</u> 1. ICBM Basing Option Analysis. 2. Offshore Logistic Base, Western Pacific. (LOGWEP) 3. Portfolio of General Purpose Force Requirements Scenarios. (SPECTRUM Scenarios) 4. Army Strategic Mobility Requirements. 5. Post-Attack Viability of the United States-1975. (PAVUS 75)	65	57	0	0	0
Engineer Agency for Resources Inventories (EARI) ^{4/}	OCE	<u>Resources Inventories, Data Management, Planning, & Engineering Services.</u> 1. Land Reform, Vietnam. 2. Atlas of Physical, Economic & Social Resources of the Lower Mekong Basin. 3. Pilot Drainage Project, Thanh Quoi, An Giang Province, Feasibility Study. 4. Accelerated Development, Plain of Reeds. 5. Military Geographic Data Base Organizations Support.	41	29	0	0	0

^{1/} A professional is defined as including both military/civilian personnel whose normal duties are professional and/or review effort.

^{2/} Discipline defined under provisions of AR 621-108 320-OR Analyst (Business), 457-Systems Analyst,

^{3/} LDSRA has approximately 1300 man-months of professional talent available. Preponderance of utilization

^{4/} Although EARI has no civilians designated as OR/SA, several members of the Staff possess similar qualifications

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ES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

II STUDY CAPABLE ORGANIZATIONS

PERSONNEL CAPABILITIES FY 70					FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY OR/SA SPECIALIST	MILITARY WITH GRADUATE DEGREE DISCIPLINES 320, 475, 460 <u>2/</u>		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
	ASGND	AUTH	ASGND	AUTH				
0	0	0	1	0	36	534	570	Washington, D. C.
0	0	0	0	04/	0	348	349	Washington, D. C.

duties are primarily those of a research, analytical,

duties are primarily those of a research, analytical, systems Analyst, 460-OR Analyst (Engineering).
ance of utilization is in areas other than studies.
ness similar qualifications.

B

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL

US ARMY FEDERAL CONTRACT RESEARCH C

(Supervised by Army Research

FCRC	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PROFESSIONAL STAFF
Research Analysis Corporation (RAC)	<u>Advanced Research, Combat Analysis, Computer Sciences, Economics & Costing, Logistics, Military Gaming, Science & Engineering, Strategic Studies, Unconventional Warfare.</u> 1. Automated Force Planning System FOREWON. 2. Personnel Inventory Analysis (PIA). 3. Implementation of Automated HF & FM Frequency & Call Sign Procedures in the Field Army. 4. Combat Operations Loss & Expenditure Data- Vietnam (COLED-V). 5. Simulation & Gaming Methods for Analysis of Logistics (SIGMALOG I).	227
Center for Research in Social Sciences (CRESS)	<u>Military Research Concerned with Foreign Area Problems</u> 1. Criteria for Selection & Assessment of Military Civil Action. 2. A Systematic Framework for Psychological Operation. 3. Roles & Mission of Military Police in Internal Defense & Internal Development. 4. Criteria for Evaluating Army Aspects of Military Assistance Programs to Developing Nations. 5. Strategic & Tactical Factors Underlying Internal Defense & Internal Development.	62

H

SAMPLE

ES OF PRINCIPAL ARMY STUDY ORGANIZATION (Cont)

TRACT RESEARCH CENTERS (FCRCs)

TABLE II

ed by Army Research Office)

PROFESSIONAL STAFF	FY 70 ARMY DIRECTED STUDY EFFORT (TMM)	GEOGRAPHICAL LOCATION
227	1800	McLean, Virginia
62	756	American University, Washington, D. C.

12

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL

US ARMY FEDERAL CONTRACT RESEARCH

(Supervised by Army Resea

FCRC	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PROFESSIONAL STAFF
Human Resources Research Organization (HumRRO)	<u>Training Research</u> 1. Training Methods for Forward Area Air Defense Weapon (SKYFIRE) 2. Training Strategies & Incentives Appropriate to Aptitude Level for Selected Training Courses (APSTRAT). 3. Improved Aviation Maintenance Training Through Task and Instructional Analysis (UPGRADE). 4. Longitudinal Analysis of Aviator Performance (PREDICT). 5. Tank Crew Performance During Periods of Extended Combat (ENDURE).	120

H

SAMPLE

ITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

CONTRACT RESEARCH CENTERS (CRCs)
vised by Army Research Office)

TABLE II (Cont)

PROFESSIONAL STAFF	FY 70 ARMY DIRECTED STUDY EFFORT (TMM)	GEOGRAPHICAL LOCATION
120	1047	Alexandria, Va. Ft. Knox Ky. Ft. Benning, Ga Ft. Rucker, Ala. Ft Bliss, Texas Ft Ord, Calif

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY

US ARMY COMBAT DEVELOPMENTS COMMAND S

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES FY 70					
		PROFESSIONALS ^{1/}		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 2/	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
Combat Arms Group (CAG)	<u>Concept Doctrine, Organization and Evaluation in the Aviation, Artillery, Armor and Infantry Area.</u> 1. Tank, Antitank and Assault Weapons Requirements Study, Phase III, TATAWS III. 2. Infantry Rifle Unit Study 1970-1975. (IRUS-75). 3. Utility Tactical Transport Aircraft System (UTTAS) Study. 4. Optimum Mix of Artillery Units 1976-1980 LEGAL MIX IV. 5. Family of Army Aircraft Study 1970-1985 (FAAS-85).	97	79	15	4	10	0
Combat Support Group (CSG)	<u>Concept Doctrine, Organization and Evaluation in the Air Defense C/E, Military Police, Intelligence and CBR Areas.</u> 1. Selected Intelligence Gathering Methods for the Army 85 (SIGMA 85). 2. PW Logistical Support. 3. Geography, Intelligence and Topographical Support Systems (GIANT 75/85). 4. SAM-D Firing Doctrine. 5. Tactical Satellite Communi- cations (TAC SAT COM Pro- gram).	183	149	13	2	11	2

A

SAMPLE

F PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

TABLE III

MENTS COMMAND STUDY CAPABLE ACTIVITIES

LITIES FY 70		FY 70 STUDY EFFORT (TMM)				GEOGRAPHIC LOCATION	
MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED		TOTAL
AUTH	ASCND	AUTH	ASCND				
10	0	21	17	645	198	843	Ft. Leavenworth, Kansas
11	2	20	19	1092	558	1650	Ft. Belvoir, Va.

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY STUDY ORGANIZA

US ARMY COMBAT DEVELOPMENTS COMMAND STUDY CAPABLE ACT

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES FY 70							
		PROFESSIONALS 1/		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 2/		CIVIL PERSONNEL QUALITY	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND	AUTH	
Combat Service Support Group (CSSG)	<u>Concept, Doctrine, Organization and Evaluation in the Chaplain, Judge Advocate, Maintenance, Supply, Transportation, Medical and Administration Service Areas.</u> 1. Container Supply System. 2. TransHydrocraft. 3. Area Optometric Support of Non-Divisional Units. 4. Marine Craft Maintenance Operations. 5. Role of the Chaplain in the Motivation of the Soldier.	220	189	22	2	27	2	14	
Institute of Special Studies (ISS)	<u>High Priority (Complex, Short Lead Time, Unusual Nature) Special Studies.</u> 1. Non-nuclear Ammunition Combat Rates Programing and Planning Studies. 2. AH-56A Phase III Study. 3. Air Mobility in the Mid/High Intensity Environment (AM/HI). 4. Project Highgear. 5. SEA NITEOPS.	65	61	4	0	3	0	4	
Institute of Nuclear Studies (INS)	<u>Nuclear Weapon Effects, Targeting, and Equipment Hardening.</u> 1. Army Qualitative Research Requirements for Nuclear Weapons Effects Information Studies. 2. Re-evaluation of Troop Safety and Casualty Criteria. 3. Munition Target Relationships. 4. Denial of Nuclear Weapons. 5. Atomic Demolitions Munition (ADM) Yield Analysis.	27	15	0	0	1	0	2	

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SAMPLE

ILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

TABLE III (Cont)

T DEVELOPMENTS COMMAND STUDY CAPABLE ACTIVITIES

PERSONNEL CAPABILITIES FY 70					FY 70 STUDY EFFORT (1980)		GEOGRAPHIC LOCATION	
TARY OR/SA ECIALIST	MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 <u>27</u>		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED		TOTAL
	ASGND	AUTH	ASGND	AUTH				
2	27	2	14	16	1239	821	2060	Ft. Lee, Va.
0	3	0	4	3	64	587	651	Ft. Belvoir, Va.
0	1	0	2	2	125	55	180	Ft. Bliss, Texas

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY

US ARMY COMBAT DEVELOPMENT'S COMMAND STUDY

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES FY 70					
		PROFESSIONALS ^{1/}		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 ^{2/}	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
Institute of Advanced Studies (IAS)	<u>Broad International, National and Departmental Matters Affecting the Future Requirements for Land Warfare.</u> 1. Very Long Range Strategic Forecast 1980-1990. 2. North American Environments During 1985-1990. 3. Echelons Above the Field Army (EABFA). 4. European Study (EUROS). 5. Tactical Concepts & Theater Operations (TACTO).	32	27	3	1	0	0
Institute of Combined Arms and Support. (ICAS)	<u>Doctrine, Organization for Separate Brigades and Divisions up Through Theater Army Units.</u> 1. Tactical Reconnaissance and Surveillance (TARS-75). 2. Operational Concepts for Fast Deployment Logistics (FDL) Ships. 3. Aerial Fire Support Analysis (AFSA). 4. NUWAR. 5. Combined Arms and Support 75.	53	49	7	0	1	0

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III-H-30

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TABLE III (Cont)

OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

ENTS COMMAND STUDY CAPABLE ACTIVITIES

ILITIES FY 70				FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY WITH GRADUATE DEGREES DISCIPLINE 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
AUTH	ASGND	AUTH	ASGND				
0	0	9	6	108	104	212	Carlisle Barracks, Pa.
1	0	0	0	546	22	568	Ft. Leavenworth, Kansas

3-9

SAMPLE

III-H-30

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SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY STUDY

US ARMY COMBAT DEVELOPMENTS COMMAND STUDY CA

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITY							
		PROFESSIONAL 1/		SPECIALIST		MILITARY WITH GRADUATE DEGREE- DISCIPLINES 320, 457, 460 2/		PE	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
Institute of Land Combat (ILC)	<u>Conceptual Designs and Analysis of the Land Combat System.</u> 1. Land Combat System for Operations in the 1990s (LCS- 90s). 2. Preferential Analysis of Alternative Land Combat Systems for Operations in the 1990s. 3. Compendium of Plausible Materiel Options. 4. Conflict Situations and Army Tasks 1985-1995 (CSAT-90s). 5. Concept ALPHA.	54	64	9	3	24	3	10	
Institute of Systems Analysis (ISA)	<u>Combat Effectiveness and Cost Analysis, Review and Development of Combat Simulation and Cost Models</u> 1. Hard Point Target Weapon System 1975-85. 2. Model Development for Border Security/Anti Infiltration Study. 3. Cost Effectiveness Analysis for Tactical Satellite Communications. 4. Cost Effectiveness for SEA NITEOPS. 5. OPMOR-Integrated Combined Arms and Support Models.	115	38	12	0	0	1	28	

3-10

SAMPLE

III-H-31

SAMPLE

PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

TABLE III (Cont)

ENTS COMMAND STUDY CAPABLE ACTIVITIES

PERSONNEL CATEGORIES FY 70		FY 70 STUDY TYPE			GEOGRAPHIC LOCATION
MILITARY WITH GRADUATE DEGREE-DISCIPLINES 320, 457, 460 2/	CIVILIAN PERSONNEL OR/SA QUALIFIED	INTERNALLY INITIATED	DIRECTED	TOTAL	
WITH AS-CD	WITH AS-CD				
4 3	10 5	685	0	685	Alexandria, Va.
1	28 12	516	89	605	Ft. Belvoir, Va.

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY

US ARMY COMBAT DEVELOPMENTS COMMAND STUDY

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES					PERS
		PROFESSIONAL 1/		MILITARY OR/SA SPECIALIST		
		AUTH	ASCND	AUTH	ASCND	
Institute of Strategic and Stability Operations (ISSO)	<u>Low Intensity Conflict Studies to Support Strategic and Stability Operations</u> 1. Special Warfare 75. 2. Border Security/Anti Infiltration 3. Stability Operations 75 (Low Intensity, Type II) 4. Military Assistance Officer Program (MAOD) 5. US Army Military Assistance 75	58	42	2	0	

1/ A professional is defined as including both military/civilian personnel whose no composition and/or review effort.

2/ Discipline defined under provisions of AR 621-108

320-OR Analyst (Business)
 457-Systems Analyst
 460-OR Analyst (Engineering)

SAMPLE

OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)

ENTS COMMAND STUDY CAPABLE ACTIVITIES

TABLE III (Cont)

		PERSONNEL CAPABILITIES FY 70				FY 70 STUDY EFFORT (CDR)			GEOGRAPHIC LOCATION
MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREE-DISCIPLINES 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
	AUTH	ASCND	AUTH	ASCND					
0		0	0	4	3	257	189	456	Ft. Bragg, N. C.

personnel whose normal duties are primarily those of a research,

Analyst (Business)
 Analyst
 Analyst (Engineering)

3-11
SAMPLE
 III-4-12

SAMPLE
CHAPTER 3 - CAPABILITIES OF PRINCIPAL

US ARMY MATERIEL COMMAND STUDY C

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES FY 70					
		PROFESSIONAL 1/		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREE DISCIPLINES 320/	
		Auth	Asst	Auth	Asst	Auth	Asst
US Army Management Engineering Training Agency (AMETA)	<u>Management Engineering</u>	60	57	0	0	0	0
	1. DA Pam 1-50, Work Measurement in the Army.						
	2. Productivity Assurance Technique for Increased Pro- ductivity.						
	3. Standard Time Reporting System						
	4. Personnel Fatigue & Rest Study						
US Army Logistics Management Center (ALMC)	<u>Logistics Research</u>	39	21	17	1	0	1
	1. Advanced Inventory Models.						
	2. Allocation of Studies to Depots. (OASIS)						
	3. Optimum Stockage Policies for Repair Parts.						
	4. Concept Study of US Army Wholesale Logistics System 1980-85.						
	5. SAFEGUARD Logistic Support Policies.						

TABLE IV

SAMPLE
ITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS (Cont)
COMMAND STUDY CAPABLE ACTIVITIES

ILITIES FY 70				FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION
MILITARY WITH GRADUATE DEGREE- DISCIPLINES 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED	TOTAL	
DTB	ASGND	ADTH	ASGND				
0	0	55	52	720	--	720	Rock Island, Ill.
				*Teaching Staff-Limited Availability for Management Studies & Management Consultant Services.			
0	1	22	14	468	--	468	Ft. Lee, Va.
				*Availability changes depending upon sponsorship, priorities, and teaching & research assign- ments of personnel.			

2

SAMPLE

CHAPTER 3 - CAPABILITIES OF PRINCIPAL ARMY STUDY ORGANIZATIONS
US ARMY MATERIEL COMMAND STUDY CAPABLE ACTIVITIES

ACTIVITY	STUDY AREA SPECIALITY AND TYPICAL STUDIES	PERSONNEL CAPABILITIES					
		PROFESSIONAL 1/		MILITARY OR/SA SPECIALIST		MILITARY WITH GRADUATE DEGREE DISCIPLINES 457, 460 2/	
		AUTH	ASGND	AUTH	ASGND	AUTH	ASGND
US Army Materiel Systems Analysis Agency (AMSSA)	<u>Materiel Oriented Systems Analyses</u> 1. Dynamic Model of Vehicle Systems Availability 2. Conceptual Framework for Tactical Logistic Vehicle Evaluation Methodology.	209	196	0	0	0	1
US Army Human Engineering Laboratory (HEL)	<u>Human Factors Research and Engineering</u> 1. Human Factors Engineering Design Standard for Wheeled Vehicles 2. Behavioral and Physiological Responses Under Chronic Stress. 3. Human Factors Engineering Design Theory 4. Man-Machine Compatability Engineering Research 5. Voice Warning System.	67	87	0	0	0	0
US Army Maintenance Board (USAMB)	<u>Operational and Organizational Concepts for Providing Materiel to Users.</u> 1. Field Army Support Evaluation (FASE 67). 2. Modification Work Order (MWO) Study.	58	46	0	0	0	0

1/ A professional is defined as including both military/civilian personnel whose normal duty assignment is in the study area, and/or review effort.

2/ Discipline defined under provisions of AR 621-108

320 - OR Analyst (Business)
457 - Systems Analyst
460 - OR Analyst (Engineering)

SAMPLE

TABLE IV (Cont)

INCIPAL ARMY STUDY ORGANIZATIONS (Cont)
UDY CAPABLE ACTIVITIES

PERSONNEL CAPABILITIES FY 70				FY 70 STUDY EFFORT (TMM)			GEOGRAPHIC LOCATION	
RY OR/SA ALIST	MILITARY WITH GRADUATE DEGREE- DISCIPLINES 320, 457, 460 2/		CIVILIAN PERSONNEL OR/SA QUALIFIED		INTERNALLY INITIATED	DIRECTED		TOTAL
	ASGND	AUTH	ASGND	AUTH				
0	0	1	0	78	2508	--	2508	Aberdeen Research and Development Center, Aberdeen Proving Ground Maryland
0	0	0	0	0	804	--	804	Aberdeen Research and Development Center, Aberdeen Proving Ground Maryland
0	0	0	0	2	696	--	696	Ft. Knox, Kv.

personnel whose normal duties are primarily those of a research, analytical,

R Analyst (Business)
ystems Analyst
R Analyst (Engineering)

2

SAMPLE

CHAPTER 4
STUDY PROGRAMING AND BUDGETING
PROCEDURES; STUDY INITIATION
COORDINATION, REVIEW, AND APPROVAL
FLOW CHARTS

4

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III-H-35

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CHAPTER 4 - STUDY PROGRAMING AND BUDGETING PROCEDURES;
STUDY INITIATION, COORDINATION, REVIEW, AND APPROVAL FLOW CHARTS

SECTION I - PROGRAMING AND BUDGETING PROCEDURES

1. Introduction.

a. Procedures and responsibilities for programing and budgeting for studies and services performed under contract are outlined in AR 1-110. The schedule for development of study funds for the budget year is illustrated on the chart on page III-H-42. This regulation does not establish procedures for studies conducted in-house.

b. The current AR 1-110, dated 17 March 1969, assigns the following responsibilities:

(1) RDTE funded studies will be programed and budgeted in the appropriate subaccount of the Army Management Structure corresponding to the study categories. CRD is responsible for gathering and assembling program and budget information on contract studies and services to be funded from RDTE.

(2) Other than RDTE funded studies will be programed and budgeted in the appropriation and budget program which finances the sponsoring organization. COA is responsible for gathering and assembling program and budget information on contract studies and services to be funded from appropriations other than RDTE.

SAMPLE

c. Studies and services sponsored by organizations which do not receive OMA funds will be programed and budgeted in the appropriation and budget program which finances the sponsoring organization.

d. Both COA and CRD have initiated action to gather the necessary information but the inputs requested from the Army Staff agencies and major commands have not been completely assembled. However, by April 1970, program and budget information for FY 71 should be available.

2. Budget procedures for OMA funded contract studies have been established by COA. Sponsoring commands and agencies are required to budget for contract management studies, operations research studies, and ADP services. Detailed information on each category of contract study and service is presented in each budget submission to HQ, DA.

a. Budget Instructions. The budget instructions for the Command Budget Estimate (CBE), Command Operating Budget (COB), and the Budget Execution Review (BER) require the following detailed information on each AR 1-110 type contract study or service:

- (1) Type (Mgmt, OR, ADP).*
- (2) Title.
- (3) Description (objectives, scope, and results anticipated).
- (4) Status.

*The OR category is subidentified to correspond with the first five categories described in Chapter 7, AR 1-110 and par III B, DOD Directive 5010.22

SAMPLE

- (5) Estimated cost in FY____ and OMA budget program.
- (a) Amount programed (CBE) or financed (COB) (BER).
- (b) Amount unprogramed (CBE) or unfinanced (COB) (BER).
- (6) Estimated man-years of effort on part of contractor.
- (7) Justification.

b. Budget Submissions.

- (1) Command Budget Estimate (CBE).

The CBE is received in HQ, DA in August for the purpose of assisting the DA Staff in developing the Army Budget Estimates for OSD. This budget is normally submitted to OSD in early October. Subsequently, the President's budget is submitted to Congress in late December. The CBE is the first opportunity to insert study requirements into the budget process. (FY 71 CBE was received by COA in August 1969.)

- (2) Command Operating Budget (COB).

The COB is received in HQ, DA in April. It represents the command's or agency's plan for use of funds within the funding guidance provided by HQ, DA. The COB contains detailed information and also identifies unfinanced requirements. (FY 71 COB is received by COA in April 1970.)

- (3) Budget Execution Review (BER).

BER reports are received by HQ, DA in January and form the basis for a mid-year review of the budget for the execution year. This review assists

SAMPLE

DA in making adjustments and reprogramming. Detailed information on contract studies awarded during first part of the execution year and the plan for the remainder of the year is presented in the BER reports. (FY 71 BER reports are received by COA in January 1971.)

3. RDTE programing and budgeting proceeds concurrently through an annual cycle. R&D programing estimates are prepared to support funding requirements for studies developed by the Army Staff agencies and major commands. Refinement of estimated funding levels for the target year and out-years continue throughout the current fiscal year.

a. DDRE Guidance. Programing for the target year RDTE funds begins shortly after the start of each fiscal year. Initial DDRE guidance is provided in July or early August for the target year RDTE program. The guidance will furnish the rationale and initial funding figures for the new target year program. Funds for studies are provided by the Studies and Analyses Program Element of the RDTE program.

b. Budget Request. In September, HQ, DA will submit the budget request for the target year based on the DDRE guidance. Following a DOD-Bureau of the Budget review of the DA budget request, DDRE will provide in November a tentative budget recommendation for the target year program.

c. Program Budget Decision (PBD). A PBD will be made (usually in December) on the target year program by the Secretary of Defense. The

SAMPLE

PBD will contain the target-year funding levels. Funding levels for the out-years will be established in a Program Change Decision (PCD) issued by DOD.

d. Supporting Documents. Following receipt of the PCD, the developing agencies (Army Research Office, Combat Developments Command, Army Materiel Command, Army Security Agency, Chief of Engineers, and the Surgeon General) begin preparation of supporting documents sometime in early January. Command schedules, program data sheets, and decrement priorities are submitted to OSD in early March. (1) Command schedules provide general programming information by program element and projects for target years and out years. (2) Projects within the Studies and Analysis Program Element are listed by category as outlined in EOD Directive 5010.22. Program data sheets provide additional basic information on individual projects. (3) The decrement priorities identify the projects where reduction of effort is least damaging to overall objectives. At this point in the cycle only projects are identified. Studies may relate to these projects but cannot be identified by title or estimated cost.

e. OCRD Review Board. During the latter part of April or early May, ARO, CDC, and other developing agencies will brief the OCRD Review Board on their submissions. The review board insures that approved requirements

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are supported by the proper level-of-effort, that current DOD and DA guidance is implemented, that a balanced effort exists for the various functional areas, and that the programs of all developing agencies are integrated and coordinated. Project funding is adjusted with cognizance of priorities and total guidance furnished for Army RDTE funding. The board findings are coordinated with the Army Staff and submitted to OSD through CofSA.

f. Apportionment Request. The formal Army Apportionment Request for the target year and the program recommendations for the out-years will be forwarded to DDRE in late May or early June.

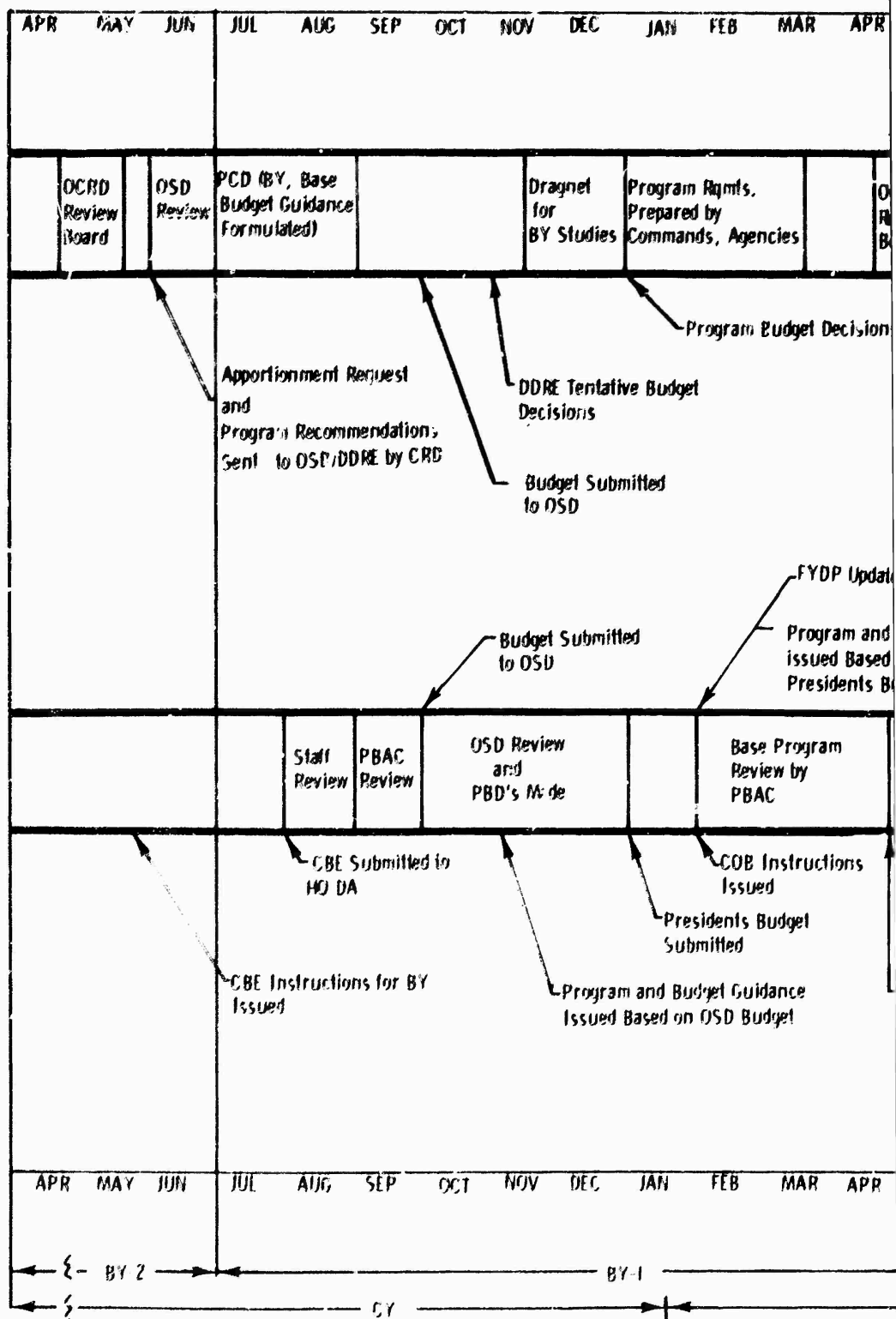
g. DDRE Apportionment Decision. A tentative DDRE Apportionment Decision will be provided to the Army near the end of June. A short time is allowed for reclamas. Immediately following the reclama period, the final Apportionment Decision is received. At this time the funds available for studies from the Studies and Analyses Program Element becomes a reality, subject to Congressional remarks attached to the Appropriations Bill.

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DEVELOPMENT OF STUDY FUNDS FOR A B

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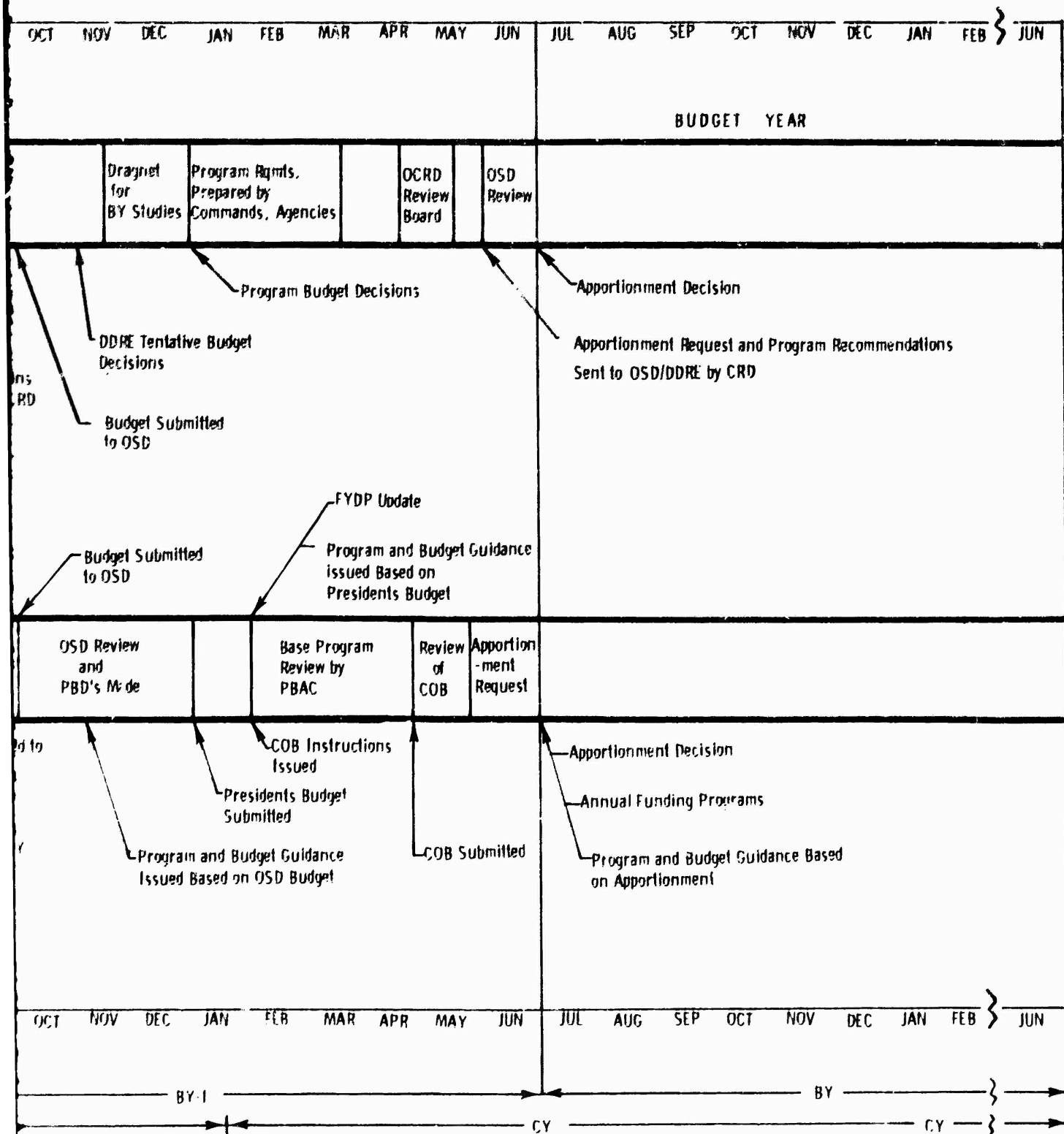
O M A
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F U N D S



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DEVELOPMENT OF STUDY FUNDS FOR A BUDGET YEAR (OMA/RDTE)

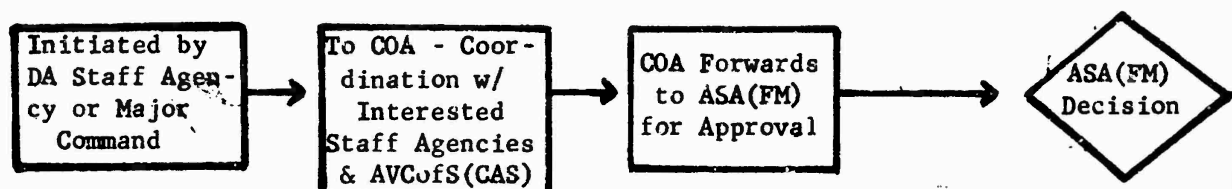


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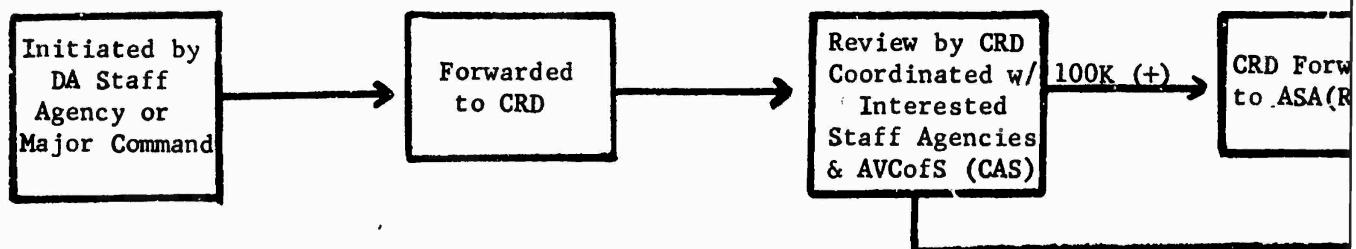
CHAPTER 4 - STUDY PROGRAMING AND BUDGETING P

SECTION II - INITIATION, COORDINATION, REVIEW, AND APPROV

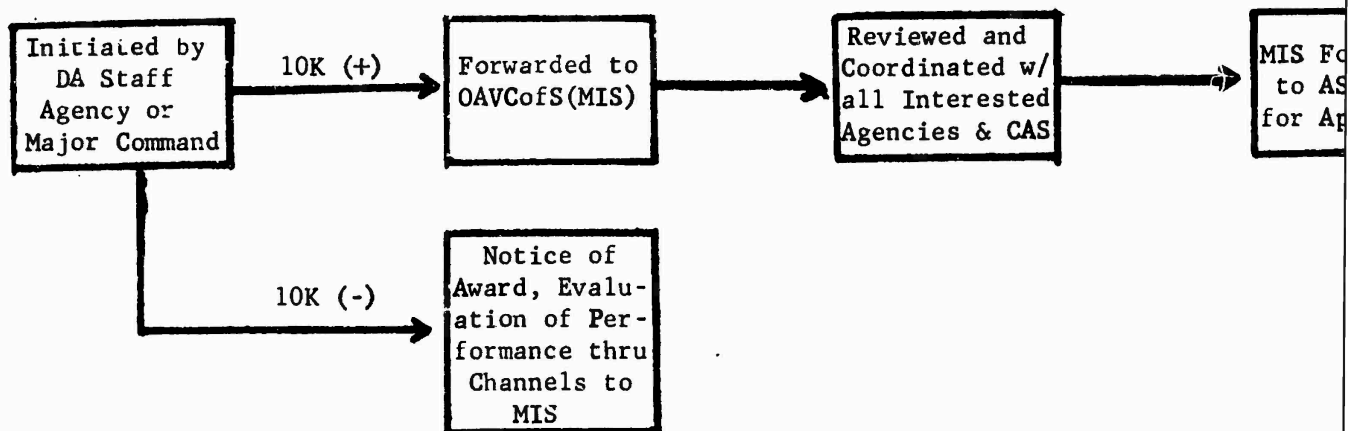
MANAGEMENT STUDY REQUIREMEN



OPERATION RESEARCH STUDY REQUIREMEN



AUTOMATIC DATA PROCESSING SERVICE F



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III-H-43

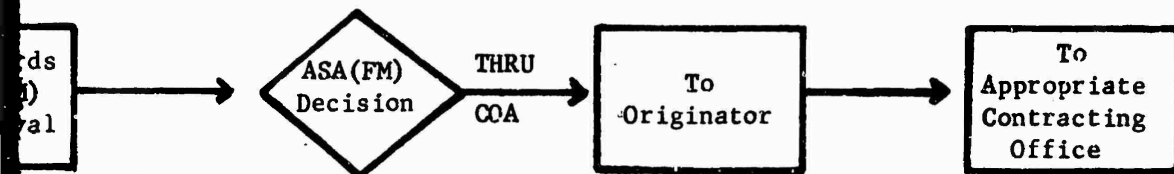
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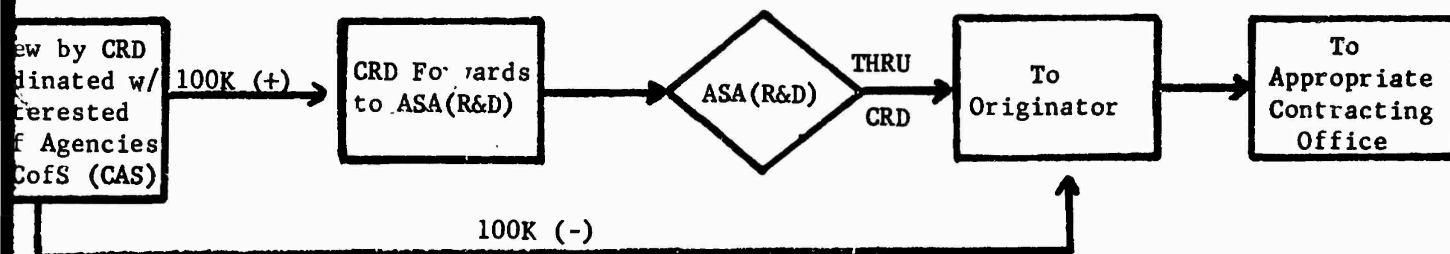
STUDY PROGRAMING AND BUDGETING PROCEDURE (CONTINUED)

COORDINATION, REVIEW, AND APPROVAL PROCEDURES FOR CONTRACT STUDIES

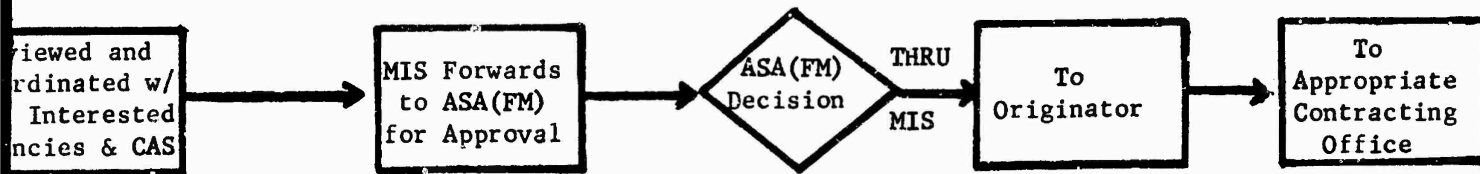
MANAGEMENT STUDY REQUIREMENTS



OPERATION RESEARCH STUDY REQUIREMENTS



COMPUTER DATA PROCESSING SERVICE REQUIREMENTS



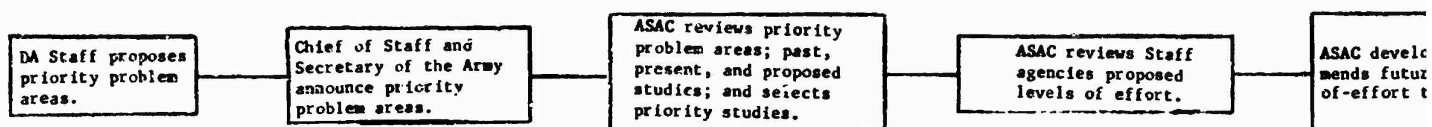
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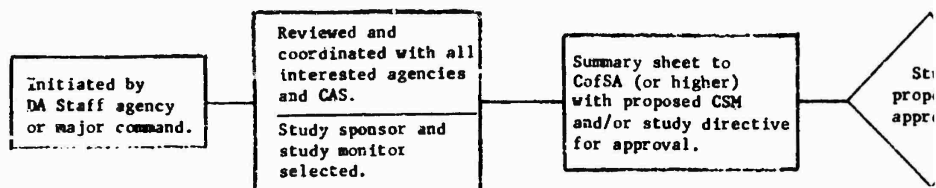
CHAPTER 4 - STUDY PROGRAMING AND BUDGETING PROCEDURES (C

SECTION III - INITIATION, COORDINATION, REVIEW, AND APPROVAL PROCEDURE

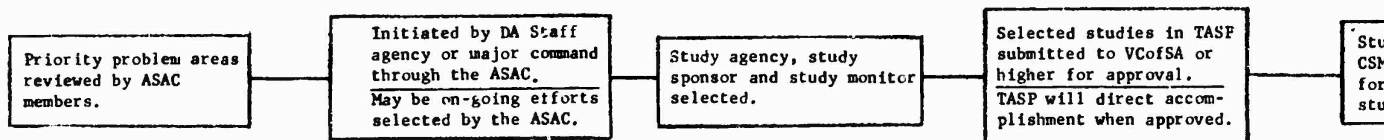
THE ARMY STUDY PROGRAM (TASP)



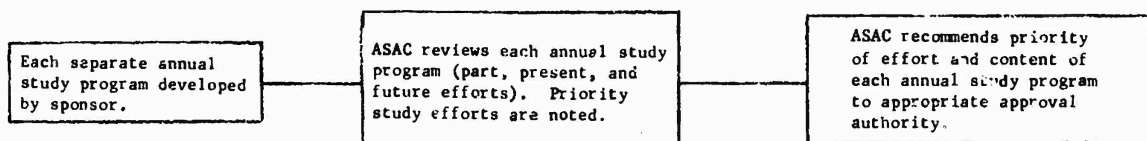
IN-HOUSE MAJOR ARMY STUDIES



PRIORITY STUDIES



DA GENERAL STAFF AGENCY/MAJOR COMMAND ANNUAL STUDY PROGRAM



* If contract support is required, the procedures followed are as discussed in Section II, page 4-8.

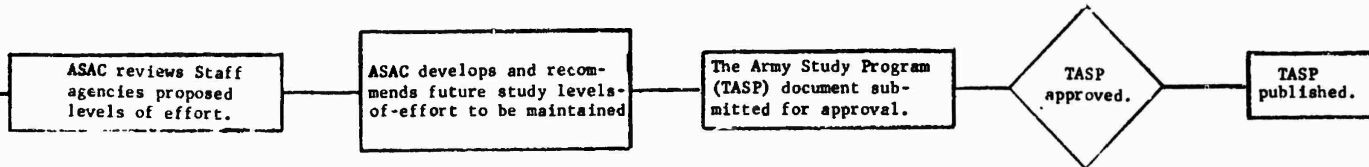
** Level of effort will not exceed that specified in TASP.

SAMPLE

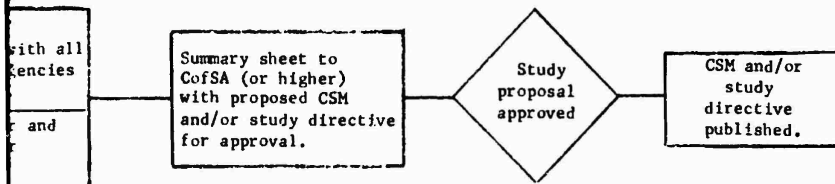
CHAPTER 4 - STUDY PROGRAMING AND BUDGETING PROCEDURES (CONTINUED)

INITIATION, COORDINATION, REVIEW, AND APPROVAL PROCEDURES FOR ALL STUDY EFFORTS

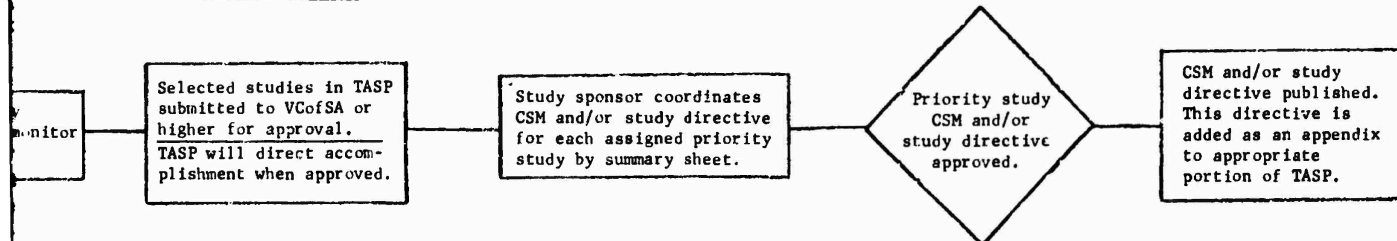
THE ARMY STUDY PROGRAM (TASP)



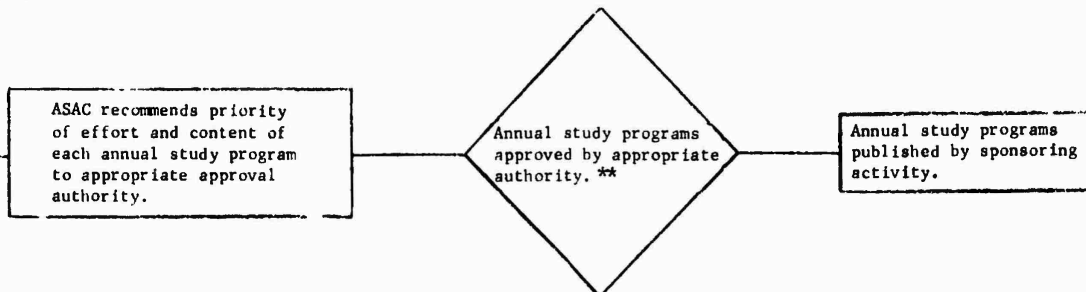
IN-HOUSE MAJOR ARMY STUDIES



PRIORITY STUDIES



DA GENERAL STAFF AGENCY/MAJOR COMMAND ANNUAL STUDY PROGRAMS



II, page 4-8.

SAMPLE

CHAPTER 5

STUDY COORDINATORS

5

SAMPLE

III-H-45

SAMPLE

CHAPTER 5 - STUDY COORDINATORS

1. Study Coordinator. Each Staff agency/major command maintains a study coordinator. This individual is the point of contact for all matters connected with studies for his Staff agency or major command. He is the principal advisor to the head of his agency/command on all study matters and is the contact point for current information on the status of his agency's/command's studies. He advises on the conduct of studies; sources of consistent, accurate, and current data; procedures for initiation, review, and approval of study proposals; and assists in the review of the final study product. Also, he assists the Chairman of the ASAC and ASAC Working Group as required.

2. Study Coordinator List.

<u>AGENCY/COMMAND</u>	<u>NAME</u>	<u>LOCATION/PHONE</u>
CAS	COL R. M. Montague, Jr.	3C626 70937/70938
DCSOPS	Mr. S. Sobelman	3C539 73772/56454
DCSPER	LTC R. L. Elliot Ceir Bldg	C-68 79471
COA	Mr. J. K. Kardokus	3B729 75275
DCSLOG	Mr. J. D. Crosby Commonwealth Bldg	605 44091
CRD	LTC F. H. Duggins Highland Bldg	300 43655
CORC	Mr. H. E. Chevanney	2E531 55385
ACSFOR	LTC G. A. Mitchell	3C445 71616
ACSI	Mr. R. E. Adcock	2E473 56059

SAMPLE

<u>AGENCY/COMMAND</u>	<u>NAME</u>	<u>LOCATION/PHONE</u>
ACSC-E	Mr. M. I. Ripkin	5A522 73276
AMC	Mr. A. H. Willard (AMC-MS-R)	Bldg T-7 34117
CDC	LTC D. T. Arcuri	Ft Belvoir 192-43817
AVCofSA (FPA)	LTC R. Sears	2C657 75486
AVCofSA (MIS)	Mr. D. McKain	1D614 52095
AVCofSA (WSA)	LTC C. W. Newcomb	1E614 70322
TAG	Miss P. C. Ramsey (ASDIRS)	1A534 59501
CofEngrs	COL A. Fullerton	1A1067 50821
CofF	Mr. T. J. Fitzgerald	Nassif Bldg 312 21527/21526
CofCh	Ch (COL) J. C. Carroll-Forrestal	6B190 35230 Bldg
TJAG	MAJ Andrews	2E437 53252
TIG	LTC W. H. Tausch, Jr.	Forrestal 5B068 36051 Bldg
CNGB	COL D. McClanahan	2E408 56998
TSG	COL L. Huggins	Forrestal 6C026 35580
CAR	Mr. W. F. Shubert	2E519 79653
TPMG	MAJ T. A. MacDonnell	Forrestal 5A057 35135
CMH	MAJ J. E. Walker	Tempo C 2009 77978
CofSpts	Mr. E. Cox	Tempo A 2743 53014
COPO	LTC H. H. Riddle	1E729 71160
CINFO	COL F. Petruzel	2E646 74269
ASA	CPT W. Wilby	Arl Hall 2109B 25678
STANSM	COL H. F. Grimm	3C569 56227

5-2

SAMPLE

III-H-47

PART III

SECTION I

DRAFT CSM DIRECTING CRD TO REVISE AR 705-5 AND AR 70-8

CHIEF OF STAFF
Memorandum
U. S. ARMY

DIST: A EXPIRES _____

CSM

DATE

FILE

ACTION OFFICER/EXT
MAJ Day/nlh/70026

SUBJECT: Revision of ARs 70-8 and 705-5

MEMORANDUM FOR: CHIEF OF RESEARCH AND DEVELOPMENT

1. References:

- a. AR 1-5, The Army Study System,
- b. AR 1-110, Contracting for Management, Operations Research, and Automatic Data Processing Studies and Services,
- c. Evaluation of the Army Study System (ETASS) Committee Final Report,

2. General:

The VCofSA approved the final report of the ETASS Committee on a new AR 1-5 and a revision of AR 1-110 are among the documents approved for implementation. These ARs clarify certain definitions and revise procedures for processing contract study requests. As a result, some changes are required in complementary ARs covering Research and Development, specifically AR 70-8 and AR 705-5.

3. Responsibility:

The Chief of Research and Development will revise AR 70-8, Behavioral and Social Sciences Research and Development, dated 28 April 1969, and AR 705-5, Army Research and Development, dated 9 April 1968, to correspond with provisions in references a and b above.

4. This action will be completed by 1 March 1970.

BY DIRECTION OF THE CHIEF OF STAFF:

SUSPENSE:
CRD--1 Mar 70--Revise AR 70-8
and AR 705-5

WILLIAM A. KNOWLTON
Major General, GS
Secretary of the General Staff

III-I-1

PART IV

BACKGROUND DOCUMENTS

PART IV

SECTION J

INITIATING DOCUMENTS

IV-J

INCLOSURE 1

CHIEF OF STAFF

Memorandum

U. S. ARMY

DISTR A EXPIRES 30 April 1970

CSM 69-178

DATE 28 April 1969

SUBJECT: Evaluation of the Army Study System
(ETASS)

FILE CS 381 Study
(28 Apr 69)
ACTION OFFICER/EXT
LTC Mooney/me/70937

MEMORANDUM FOR: HEADS OF ARMY STAFF AGENCIES

1. Reference. PRIMAR 2-2, "Strengthening Direction and Coordination of the Army Requirements Study Effort," dated 12 June 1968.
2. Purpose. The Chief of Staff has directed an evaluation of the Army's study program in view of severe budgetary limits applying to the Army as a whole. This memorandum directs the establishment of an ad hoc committee, chaired by the Assistant Vice Chief of Staff, to accomplish that evaluation.
3. Sponsor: OAVCofSA.
4. Terms of Reference:
 - a. Problem. The Army Study System does not exist as a single definable entity. Rather, monies are expended and studies are conducted by a variety of sponsors. Overlaps and duplication of effort are inherently possible in such a system.
 - b. Objectives.
 - (1) Review the current Army study program to determine duplicative studies, studies having marginal pay-off potential, and excessively expensive studies which could be eliminated in view of the need to reduce expenditures.
 - (2) Evaluate the current Army study system to assess adequacy of control mechanisms and procedures for review of results.
 - (3) Establish a means of providing adequate financial visibility.
 - (4) Recommend to the Chief of Staff any current study projects which should be terminated prior to their scheduled completion.
 - (5) Define, for the purposes of all users within the Army Staff, the terms "Management Study," "Operations Research Study," "ADP Study," and other categories as necessary.

IV-J-1

SUBJECT: Evaluation of the Army Study System (ETASS)

c. Scope.

(1) This evaluation will address the present conduct of Army studies, regardless of funding source and regardless of the categorization of contract study or in-house study.

(2) This evaluation will consider only studies having current or potential Army General Staff or major command sponsorship.

d. Time frame. Current.

e. EEA.

(1) Should an Army study system be a single system encompassing all studies above a to-be-determined threshold of importance - or should multiple systems exist, divided along functional lines?

(2) How is the usefulness of and requirement for a given study determined?

(3) How are priorities determined so that funds may be properly allocated?

(4) How is the contribution of a completed study determined and recorded?

5. Support Requirements.

a. AVCoFSA: will serve as Chairman.

b. DCSPER, DCSLOG, DCSOPS, ACSFOR, COA, CRD: provide a senior officer committee member who is knowledgeable in his agency's study program.

c. CDC and AMC will be tasked by TAG letter to provide comparable representation.

d. DoS (or Coordinator of Army Studies) will provide administrative and clerical support.

6. Administration.

a. Title. This investigation will be titled Evaluation of the Army Study System (ETASS).

b. Schedule.

(1) Estimated completion date is 1 April 1970. A preliminary report will be submitted by 1 November 1969.

27

SUBJECT: Evaluation of the Army Study System (ETASS)

(2) The committee will meet as directed by the Chairman.

BY DIRECTION OF THE CHIEF OF STAFF:

SUSPENSE:
DCSOPS, DCSLOG, DCSPER,
ACSFOR, COA, CRD--1 May 69--Name of
Representative


WILLIAM A. KNOWLTON
Major General, GS
Secretary of the General Staff

INCLOSURE 2



DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

S-1 May 1969

AGAM-P (M) (28 Apr 69) CS

29 April 1969

SUBJECT: Evaluation of the Army Study System

Commanding General, U. S. Army Materiel Command, Washington, D. C.
20315

Commanding General, U. S. Army Combat Developments Command, Fort
Belvoir, Virginia 22060

NOT REPRODUCIBLE

1. The Chief of Staff, Army, has directed that the subject evaluation be undertaken in view of severe budgetary limits applicable to the Army as a whole. Under the Chairmanship of the Assistant Vice Chief of Staff, an ad hoc committee will convene to address this requirement.

2. In addition to the addressees, this committee will have membership representative of DCSLOG, DCSPER, DCSOPS, ACSTOP, COA, and CRO.

3. The immediate objectives of the committee will be five:

a. Review the current Army study program to determine duplicative studies, studies having marginal pay-off potential, and excessively expensive studies which could be eliminated in view of the need to reduce expenditures.

b. Evaluate the current Army study system to assess adequacy of control mechanisms and procedures for review of results.

c. Establish a means of providing adequate financial visibility.

d. Recommend to the Chief of Staff any current study projects which should be terminated prior to their scheduled completion.

e. Define, for the purposes of all users within the Army Staff, the terms "Management Study," "Operations Research Study," "ADP Study," and other categories as necessary.

IV-J-4

SUBJECT: Evaluation of the Army Study System

4. This evaluation will address the conduct of Army studies, regardless of funding source and regardless of the categorization of contract study or in-house study, but will be limited to studies having current or potential Army General Staff or major command sponsorship.

5. Members of the committee should be senior officers, knowledgeable in study programs of their organizations. Addressees will provide the name of their representative to OAVCotSA (ODofS), LTC Mooney, Oxford 7-0937 by 1 May 1969.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

PART IV

SECTION K

COMMITTEE MEMBERSHIP

ETASS COMMITTEE MEMBERSHIP

<u>MEMBER</u>	<u>POSITION/AGENCY/COMMAND</u>
LTG W. E. DePuy (Chairman)	Assistant Vice Chief of Staff, Army
Dr. Wilbur Payne	Deputy Under Secretary of the Army (Operations Research)
Mr. Oscar Wells	Chief, Studies and Analysis Division, HQ US Army Combat Developments Command
COL A. G. Wing	Chief, Strategic Studies and Mobility Division, Office of the Deputy Chief of Staff for Military Operations
COL J. O. McAdams	Assistant Deputy Chief of Staff, Logistics (Doctrine, Systems, and Readiness), Office of the Deputy Chief of Staff for Logistics
COL R. E. Baden	Chief, Doctrine and Concepts Division, Office of the Assistant Chief of Staff for Force Development
COL G. C. Muir	Chief, Studies and Analyses Division, Office of the Chief of Research and Development
Mr. Paul D. Davis	Chief, Logistics Studies Branch, HQ US Army Materiel Command
Mr. George Wallerschein	Management Systems Research Division, Office of the Comptroller of the Army
*LTC R. R. Lopez	Study Coordinator, Personnel Management Division, Office of the Deputy Chief of Staff for Personnel
*LTC R. L. Elliot	Study Coordinator, Personnel Management Division, Office of the Deputy Chief of Staff for Personnel

*LTC Lopez was replaced by LTC Elliot in July 1969.

COORDINATION AND SUPPORT

Office of the Coordinator of Army Studies (OCAS),
Office of the Assistant Vice Chief of Staff, Army (OAVCofSA)

COL Robert M. Montague, Jr.	Coordinator of Army Studies, Office of the Assistant Vice Chief of Staff, Army (1 August 1969- 15 November 1969)
COL John D. Macy	Coordinator of Army Studies, Office of the Assistant Vice Chief of Staff, Army (15 May 1969-11 July 1969)
LTC Thorvald Torgersen	Executive Officer, Office of the Coordinator of Army Studies (15 May 1969-31 July 1969)
LTC James E. Clites, Jr. (Secretary, ETASS)	Operations Officer, Office of the Coordinator of Army Studies.

ETASS SUBCOMMITTEES

<u>SUBCOMMITTEE</u>	<u>NAME</u>	<u>OFFICE</u>
AR 1-110	LTC James W. Eitel (Chairman) LTC John S. Chesbro Mr. James K. Kardokus Mr. William Conover	OCAS, OAVCofSA ARO, OCRD OCSA ODMIS, OAVCofSA
Summary Tables	LTC Richard C. Rice (Chairman)	OCAS, OAVCofSA
Priority Studies	MAJ Robert A. Dey (Chairman)	OCAS, OAVCofSA
Principal Army Study Organizations	LTC Richard C. Rice (Chairman)	OCAS, OAVCofSA
Study Service Center Concept	LTC James E. Clites, Jr. (Chairman) LTC Charles W. Newcomb LTC Robert L. Sears MAJ Thomas P. Kehoe	OCAS, OAVCofSA ODWSA, OAVCofSA ODFPA, OAVCofSA ODMIS, OAVCofSA
Army Study Program Management	LTC James E. Clites, Jr. (Chairman) LTC John S. Chesbro	OCAS, OAVCofSA ARO, OCRD

PART IV

SECTION L

LIST OF BRIEFINGS/MEETINGS

LIST OF BRIEFINGS/MEETINGS

<u>SUBJECT</u>	<u>BRIEFING</u>
The Army Study System	CAS, OAVCofSA
The Army Study Program and Progress Evaluation	CAS, OAVCofSA
Army Study Initiation	CAS, OAVCofSA
Study Accomplishments	CAS, OAVCofSA
DCSPER Study Program	DCSPER
DCSOPS Study Program	DCSOPS
DCSLOG Study Program	DCSLOG
USAMC Study Program	USAMC
RDTE Programing and Budgeting Cycle/ Studies and Analyses Program Element	OCRD
Congressional Interest and Actions Towards Contract Studies (OMA)	COA
Budget Preparation, Defense, and Execution Processes Concerning Contract Studies (OMA)	COA
CDC Study System	CDC
ACSI Studies	ACSI
Intelligence Threat Analysis Group (ITAG)	ITAG, OACSI
Study Planning, Cataloguing, and Visibility	Committee
Concept for the Headquarters Department of the Army Master Study Program	Committee
Behavioral and Social Sciences Research Work Programs	CRD

SUBJECT

Committee Discussion and Establishment of
Subcommittees

Subcommittee Meetings

Committee Meetings to Review and Approve
the Final Report

BRIEFING AGENCY

Committee

Subcommittee

Committee