AD-A058 199 ARMY COMMAND AND GENERAL STAFF COLL FORT LEAVENWORTH KANS F/G 15/5
THE DIVISION LOGISTICS MODULE G-4 PACKET.(U)
JUN 78 L F WATKINS

UNCLASSIFIED NL

1 OF 1
AD A058199

END
DATE FILMED
10-78
DDC

LEVEL II

AD A058199

DDC FILE COPY

THE DIVISION LOGISTICS MODULE G-4 PACKET

A thesis presented to the faculty of the U.S. Army Command and General Staff College in partial fulfillment of the requirements for the degree

MASTER OF MILITARY ART AND SCIENCE

by

LEO F. WATKINS, JR., LTC, USA
B.A., Texas Christian University, 1962
M.S., Florida Institute of Technology, 1976

DDC
RECEIVED
AUG 30 1978
E

Fort Leavenworth, Kansas
1978

DISTRIBUTION STATEMENT A
Approved for public release;
Distribution Unlimited

78 08 11 036

SECURITY CLASSIFICATION OF THIS PAGE *(When Data Entered)*

REPORT DOCUMENTATION PAGE

READ INSTRUCTIONS BEFORE COMPLETING FORM

1. REPORT NUMBER
2. GOVT ACCESSION NO.
3. RECIPIENT'S CATALOG NUMBER

4. TITLE *(and Subtitle)*

(6) The Division Logistics Module G-4 Packet.

5. TYPE OF REPORT & PERIOD COVERED

(9) Final Report, 9 Jun 78

6. PERFORMING ORG. REPORT NUMBER

7. AUTHOR(s)

Watkins, Leo F. Jr., LTC, USA

8. CONTRACT OR GRANT NUMBER(s)

9. PERFORMING ORGANIZATION NAME AND ADDRESS

Student at the U.S. Army Command & General Staff College, Fort Leavenworth, Kansas 66027

10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS

11. CONTROLLING OFFICE NAME AND ADDRESS

037260 037260

12. REPORT DATE

(11) 9 Jun 1978

13. NUMBER OF PAGES

14. MONITORING AGENCY NAME & ADDRESS *(if different from Controlling Office)*

(10) Leo F. Watkins, Jr

15. SECURITY CLASS. *(of this report)*

UNCLASSIFIED

15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT *(of this Report)*

Approved for public release; distribution unlimited.

(12) 69 p.

17. DISTRIBUTION STATEMENT *(of the abstract entered in Block 20, if different from Report)*

Approved for public release; distribution unlimited

18. SUPPLEMENTARY NOTES

Master of Military Art and Science (MMAS) thesis prepared at CGSC in partial fulfillment of the Master's Program requirements, U.S. Army Command and General Staff College, Fort Leavenworth, Kansas 66027

19. KEY WORDS *(Continue on reverse side if necessary and identify by block number)*

Logistics; Simulations; G-4; DIVLOG

20. ABSTRACT *(Continue on reverse side if necessary and identify by block number)*

See reverse

037 260

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE

SECURITY CLASSIFICATION OF THIS PAGE *(When Data Entered)*

ABSTRACT

The purpose of this thesis project was to develop and to document the rationale associated with the development of a Division Logistics Module element...specifically the G-4 Packet. The Middle East War of 1973 forced recognition of the fact that the lethality and sophistication of the modern battlefield would necessitate significant changes in tactics, weapon employment and support concepts. A new series of wargames was developed by the Combined Arms Center to provide a more realistic tactical environment for commanders to use in exercising their skills, but initial analysis of their results indicated that they were, in many instances, making decisions based on completely misleading logistical assumptions.

Subsequently there has been a major effort to upgrade the scope and involvement of logistical elements to insure that our future battlefield commanders make their decisions in a "real world" support context. This thesis represents one of the packets developed as a part of the Division Logistics Module or DIVLOG to accomplish this end.

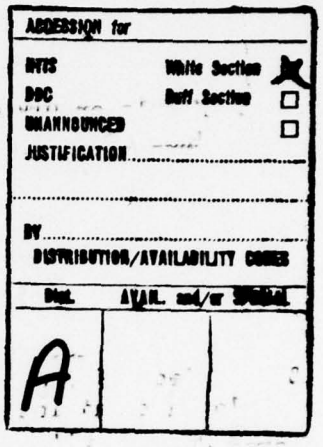
The final thesis product included : (1) A player/controller manual of instructions; (2) A series of twelve charts to be maintained by the G-4 and used to brief the commander or provide status on critical classes of supply; (3) A fabricated cardboard box complete with graphics to contain and transport the charts and (4) A thesis treating the rationale and techniques used to develop and refine the finished packet.

Primary sources for development of the packet included (1) a detailed review of other functional packets developed by proponent schools; (2) Discussions with a previous G-4; (3) Actual play of the draft packet by a field unit and incorporation of their recommendations for improvement.

This packet will now be reproduced, fielded, played and modified as necessary to insure achievement of the goal of realistic training and success in combat.

Division Logistics Module G-4 Packet

Leo F. Watkins, Jr., LTC, USA
U.S. Army Command and General Staff College
Fort Leavenworth, Kansas 66027



Final report 9 June 1978

(Unclassified) Approved for public release; distribution unlimited

A Master of Military Art and Science thesis presented to the faculty of the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas 66027

78 08 11 036

MASTER OF MILITARY ART AND SCIENCE

Thesis Approval Page

Name of candidate: Leo Forrest Watkins, Jr.

Title of Thesis: THE DIVISION LOGISTICS MODULE G-4 PACKET

Approved by:

[signature] COL QM, Research Advisor

[signature] LTC QM, Member, Graduate Faculty

[signature], Member, Consulting Faculty

Accepted this 30th day of May 1978 by [signature],
Director, Master of Military Art and Science.

The opinions and conclusions expressed herein are those of the individual student author and do not necessarily represent the views of either the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

THE DIVISION LOGISTICS MODULE G-4 PACKET, by LTC Leo F. Watkins, Jr., USA, 59 pages.

The purpose of this thesis project was to develop and to document the rationale associated with the development of the G-4 Packet of the Division Logistics Module. The Middle East War of 1973 forced recognition of the fact that the lethality and sophistication of the modern battlefield would necessitate significant changes in tactics, weapon employment and support concepts. A new series of wargames was developed by the Combined Arms Center to provide a more realistic tactical environment for commanders to use in exercising their skills, but initial analyses of the game results indicated that commanders were, in many instances, making decisions based on completely unrealistic logistical assumptions.

This thesis represents one of the packets developed as a part of the Division Logistics Module or DIVLOG and is designed to train, exercise and involve the G-4 element of the division or corps staff in the decision process and to insure that the tactical commander has the opportunity to make decisions with a full understanding of associated support considerations.

TABLE OF CONTENTS

Chapter

I. INTRODUCTION..... 1

Historical Perspective..... 1

Relationships With Other Modules..... 2

Scope and Purpose..... 4

II. LITERATURE REVIEW..... 7

Valuable Primary References..... 7

Interviews and Discussions..... 9

Review and Recommended Changes by a Field Unit.....12

III. DESIGN OF THE GAME.....17

Concepts Used.....17

Aspects of the G-4 Functions Emphasized.....21

Organization for Players and Controllers 22

IV. CONCLUSIONS AND RECOMMENDATIONS.....25

.....

APPENDIX 1 - THE DIVISION LOGISTICS MODULE G-4 PACKET..... 27

APPENDIX 2 - 24th INFANTRY DIVISION LETTER REGARDING THE G-4 PACKET OF THE DIVLOG MODULE...-..... 57

BIBLIOGRAPHY 59

CHAPTER I

INTRODUCTION

Historical Perspective

During the past few years, under the growing tide of austerity and changing perceptions of the WARSAW Pact threat, the current logistics system and indeed the entire logistical support structure has been the focus of increasing pressure and criticisms from concerned elements both within and outside the defense establishment. The basis for the bulk of this criticism and concern may be traced to the 1973 Middle East War which forced recognition of the fact that the lethality and sophistication of the modern battlefield necessitates significant changes in tactics, weapon employment and support concepts. This is perhaps best illustrated by the following quotation which supports the need for improved logistical awareness:

> The intensity of the war took the quartermaster staffs by surprise. The expenditure of ammunition was inordinately high, the losses of aircraft were serious, the figures of tanks destroyed were alarming. It was clear that the staff tables on which equipment and ammunition had been stockpiled over the years required drastic revision. Some weeks later Gen. Dayan was to make an ill-advised public admission that Israeli forces had run out of certain items of ammunition and that but for American supplies the country would have been in a very serious situation. The public was horrified at the revelation of the lack of foresight which such a statement implied.[1]

---

[1]Chaim Herzog, The War of Atonement, October, 1973, (Boston: Little, Brown and Company, 1975), p. 277.

The Vietnamese war served as a valuable training ground for United States Army elements but it was, in essence, only a low intensity conflict against a relatively unsophisticated and ill-equipped enemy which could not be judged as representative of potential success against a modern and determined adversary.

In an effort to upgrade the training available to our combat commanders, the Commanding General of the U.S. Army Training and Doctrine Command directed the Combined Arms Center at Fort Leavenworth, Kansas, to develop a series of war games or combat simulations to improve the training and decision making ability of today's commanders. The product of this direction was an excellent series of wargames for all levels of unit commitment, but an analysis of the initial results of these wargames indicated that in many cases commanders were making decisions based on inaccurate, unrealistic and completely misleading logistical and administrative assumptions. It was evident that techniques would have to be developed to improve the realism of these play segments in order to insure that field commanders made decisions based on a real-world problem solving basis.

Relationships With Other Modules

The initial vehicle to accomplish the logistical improvement task was termed the "Logistics Module" or "LOGMOD" and served to force an appreciation of logistical considerations at battalion and brigade level. The success of this first logistically oriented game

module was doubly important because it served not only to create more realistic play for tactical commanders and staffs, but it also served to train and exercise the logistical elements of the staff which have, historically, not enjoyed an equitable opportunity for participation in battle simulations or command post exercises. The next logical extension of this effort to improve logistical element training was to develop a similar tool to expand the LOGMOD concept to other echelons of play so that staffs at division and corps levels could also be exercised. The Combined Arms Center and specifically the Command and General Staff College had developed the initial LOGMOD package internally with very little external assistance. This was possible because of the experimental nature of the project and also because of the finite and controllable nature of the assets available within battalion and brigade resources. As plans for a division and corps level module developed, however, it became apparent that the complexity of assigned resources and doctrinal employment should involve participation of selected Training and Doctrine Command schools having proponency for individual functional areas. For this reason, the following assignments were made in the late summer or early fall of 1977 for development of subordinate packages or packets of the Division Logistics Module or "DIVLOG":

A. DIVLOG Maintenance Pac..... U.S. Army Ordnance Center & School Aberdeen Proving Ground, Md.

B. DIVLOG Transportation Pac..... U.S. Army Trans. Center and School Fort Eustis, Va.

C. DIVLOG Supply & Trans Pac....U.S. Army Quartermaster Center and School, Fort Lee, Va.

D. DIVLOG Medical Pac I & II... U.S. Army Academy of Health Sciences Fort Sam Houston, Texas

E. DIVLOG Materiel Management Center..... U.S. Army Logistics Center Fort Lee, Va.

1. Class I & VI Section
2. Class III Section
3. Class II, IV and VII Section
4. Class V Section
5. Class IX Section
6. Movements Control Officer
7. Property Book and Asset Accounting Section
8. FASCO
9. Maintenance Section

F. DIVLOG G-4 Module..... Student Thesis
U.S. Army Combined Arms Training Developments Activity (CATRADA)
Fort Leavenworth, Ks.

Scope and Purpose

The general purpose of all of these subordinate packages of the Division Logistics Module is to provide a relatively concise and simple set of instructions, reports and management control devices to exercise the logistical elements of the division staff, provide a vehicle for training inexperienced staff personnel or sharpening

existing skills and forcing an awareness among commanders of the logistical implications of their decisions. The scope of this particular project has been to create a vehicle for involvement of both the planners and operators concerned with general logistical performance within the sphere of the division staff and, more specifically, to provide a framework capable of stimulating the thought processes and suggesting actions on the part of the G-4 staff to permit response to the questions about operational supportability and sustainability that will be a vital concern to the commander. The thrust has been not to dictate a rigid set of conditions or content for play, but rather to provide a framework for involvement that will be adaptable to requirements of individual unit operating procedures. The components of this thesis project include:

A. The Division Logistics Module (DIVLOG) G-4 Packet Instruction Manual for players and controllers which is attached as Appendix 1.

B. A series of twelve charts for actual use by the G-4 staff in monitoring the status of key items and classes of supply for the division as a whole and for each subordinate brigade. Illustrations of these chart formats and content are contained in the instruction manual and are not added as a part of this paper because of size considerations.

C. A cardboard box designed to contain the charts addressed above and the instruction manual and to facilitate their shipment,

handling and distribution to field units who will play this module along with a scheduled tactical battle simulation or a command post exercise. Because of size considerations, the box is not a part of this paper.

CHAPTER II

LITERATURE REVIEW

Valuable Primary References

The development of the G-4 Packet of the Division Logistics Module was a unique task that was experimental in nature and therefore did not lend itself ideally to research of previous work. Further, the G-4 Packet was of necessity based in large measure on the organization, content and report requirements contained in the other packets.

This restriction was, in itself, one of the basic challanges of the project. That is, to provide a set of procedures for the G-4 element that would be consistent with the content of the other functional packets and at the same time to qualify the instructions to permit broad interpretation that will allow application of individual unit standard operating procedures. This was accomplished in general by prescribing the report frequencies and timing consistent with the other functional packets and then footnoting the entries to indicate that the reporting requirements identified should be considered the minimum necessary and should be augmented or have the frequency and timing adjusted as necessary to conform with unit SOPs.

One of the most valuable references regarding the duties of the

G-4 has been United States Army Field Manual 101-5, Command and Control of Combat Operations, which is a comprehensive itemization of the general duties of each staff section. This document, along with all the individually prepared functional area packets developed by the various proponent schools represented the bulk of the literature search conducted for this project. Other potential sources were reviewed such as the player and controller manuals for the U.S. Army Command and General Staff College Tactical Control and Coordination Exercise, P151. These manuals served to illustrate many of the responsibilities of the G-4 section, but they were not consistent with the formats or contents of the other functional packets reviewed and were, therefore, of less value.

The fundamental nature of military reference materials which clearly and concisely define the responsibilities of various staff sections and the unavoidable concern that the G-4 Packet accomodate and be consistent with the other subordinate packets prepared by the various proponent schools tended to restrict or channelize the approach to the project early in the development process. The latitude available to the G-4 section in the definition of responsibilities quite obviously was severely restricted. The areas that remained open to development, however, and which certainly were worthy of review and evaluation were the techniques or tools utilized to accomplish these responsibilities. This realization led logically

to the conclusion that the best sources of information about how the G-4 element should function would be:

A. Discussions with someone familiar with the role and the capacity of the G-4 to provide insights into true concerns, priorities and emphasis for this action element.

B. Review and verification of the ideas obtained through discussions by G-4 elements currently in the field to purify the initial ideas and, in essence, confirm the appropriateness of both the elements selected for management and the techniques for displaying them.

Fortunately, the opportunity for accomplishing both of these tasks existed during the course of this thesis project. Each of these sources of information will be reviewed as a separate subsection in order to better explain and clearly record the rationale for the final G-4 Packet design.

Interviews and Discussions

Perhaps the single best source of informed and experienced guidance regarding the interests, priorities and techniques utilized by the G-4 to successfully fulfill his role as logistics planner and senior advisor to the division commander came from a series of discussions with a member of the Command and General Staff College faculty. An ex-G-4 for the Third Infantry Division in Europe,

LTC Mooradian is now assigned to the Department of Resource Management, United States Army Command and General Staff College, and was able to provide first hand and authoritative insight into questions of what, when and how the G-4 should perform to best accomplish his job. His recommendations and ideas on content and format for management aids were invaluable in the design of charts to concisely monitor the key logistic data elements so vital to the success of any tactical operation.

It was LTC Mooradian's feeling and recommendation that the G-4 element should concentrate attention on the key classes of supply that would be critical to the planning and execution of any combat operation. That is:

A. Class I - Rations. Focus on the basic questions of availability of rations by type. Key supporting data was considered to be storage capacity (particularly critical for sensitive items such as Class A rations, water or ice), amounts on-hand, issued in the last 24 hours period, and due-in.

It was recognized at the time this chart was designed that not all units would have the need to monitor all types of rations. The charts were prepared comprehensively, however, because the G-4 element must remain aware of the status of all ration categories to facilitate future planning.

B. Class III - Petroleum Products. The same essential elements

of data were considered necessary in this supply class. The status of capacity, availability and anticipated gains and requirements are clearly essential to gauge supportability of combat operations.

C. Class V - Ammunition. A tool for monitoring key items of ammunition that might be in short supply or which might limit firepower support capabilities was considered essential. The chart developed provided a means for recording or monitoring required supply rates, controlled supply rates and quantities requested and issued by type weapon system and ammunition. It also monitors ammunition supply point locations and their scheduled openings and closings.

D. Command Intensive Management List Items. This chart is used to monitor and maintain status on any items which the commander considers important. It will certainly contain Class VII major items but may also be used to keep track of critical repair parts (Class IX), personal equipment or tool sets (Class II) or critical barrier material (Class IV).

LTC Mooradian's guidance was that numerous concerns will develop and may be handled as an exception to the normal routine, but that it is absolutely essential for the G-4 to be prepared to provide status or detect trends within the arena of critical supplies. It was also LTC Mooradian's feeling that the G-4's role should be a positive or aggressive one with considerable initiative to modify report frequency, timing or content as necessary to provide timely

input to the commander. These insights were of invaluable assistance in the design of the G-4 packet and represented the foundation for both content and design of the charts which were developed to serve as management aids and status indicators with the G-4 element.

Review and Recommended Changes By a Field Unit

A unique opportunity to field test the developing packet and "shakedown" any problems with design and content surfaced during the late fall of 1977. A wargame was scheduled with the 24th Infantry Division at Fort Stewart, Georgia, and division personnel agreed to play available DIVLOG packets to exercise the logistical elements of the staff. Comments were solicited and a list of remarks by the 24th Infantry Division G-4 was received and is attached as Appendix 2 to this study. It recorded several minor recommendations for change and all of the points noted were subsequently reviewed, analyzed and changes in the G-4 packet made in those cases where the comments were valid and change was realistic.

The specific comments which resulted from this field review and the actions taken regarding each comment are provided as follows to support the rationale for the final format of the G-4 Packet:

A. Comment: (Paragraph 2.a., Appendix 2) IAW FM 101-5 the ACofS, G1 is responsible for "supervising cemetaries, evacuation, personal effects and ceremonies."

Response: This comment refers to the General Description of Duties for the Division G-4 Section which is found at TAB A of the Instruction Manual (Appendix 1). The latest edition of FM 101-5, that is, the final approved draft dated July 1977 incorporates the function of "supervising cemeteries, evacuation, personal effects, and ceremonies" into the G-4 responsibilities.[1] These duties had been outlined as a G-1 "Graves Registration" responsibility in the superceeded issue of FM 101-5, Staff Officers Field Manual Staff Organization and Procedures dated July 1972,[2] but it is now correctly stated as a G-4 responsibility. It was not changed in the final version of the instruction pamphlet. Certainly these matters are of interest to the G-1 and have a strong bearing on personnel morale and well being, but they are now considered a "services" function which is properly addressed as a G-4 duty. This point was also verified with Command and General Staff College faculty representatives and confirmed as correct based on current doctrine.

B. Comment: (paragraph 2.b. (1), Appendix 2) Cannot identify a need to monitor LRRP's, sundries packs and water on a continuous basis.

Response: This comment refers to the Rations and POL

---

[1]Field Manual 101-5, Command and Control of Combat Operations (Final Approved Draft), (Washington, D.C.: Department of the Army, July, 1977), p. A-28.

[2]Field Manual 101-5, Staff Officers Field Manual, Staff Organization and Procedures, (Washington, D.C.: Department of the Army, July, 1972), p. 4-2.

Status Chart and the fact that it monitors the status of all types of rations to include Class A, Class B, Class C, Long Range Reconnaissance Patrol (LRRP), Sundry Packs, water and ice. While it can be argued that there is indeed no need to monitor all types of rations on a continuous basis there is no question but that the G-4 should remain aware of the potential need to provide status across the entire spectrum of ration categories. It should be a relatively simple matter for the G-4 to recommend and the commander to approve or dictate the specific types of rations which are considered critical for the successful conduct of envisioned operations. It is not essential that every type of ration be monitored or that the status of every commodity be continuously maintained. It is important, however, from the standpoint of training, for the G-4 staff element to remain aware of the potential requirement to provide complete status in this area of support and routinely review the desirability of providing comprehensive status to assist in determining the the supportability of future plans. For these reasons, the type rations contained in the Rations and POL Chart were not changed and will continue to provide the format for recording stockage status for all rations.

C. Comment: (paragraph 2.b. (2) of Appendix 2) Question the necessity to monitor the amount of Class I and III received in addition to the amount issued, on-hand and due-in.

Response: This comment was considered valid and action was taken to modify the format of the chart accordingly and to delete the column formerly labeled "Received". There was in fact no point in recording both received and on-hand data. If supplies were "received" they clearly would be "on-hand" so there was no reluctance to change the data columns as necessary to accomodate this improvement. Both the charts contained in the G-4 Packet Instruction Manual (Appendix 1) and the larger briefing charts were re-made to reflect this improved chart form.

D. Comment: (paragraph 2.c., Appendix 2) Recommend managing Class I and III by FAST.

Response: There really is little that can be said with respect to this comment. Individual units are reasonably free to implement whatever internal management techniques they choose to improve their effectiveness and if the 24th Infantry Division chooses to manage their Class I and Class III by FAST (Forward Area Support Team) that is their prerogative. This does not, however, relieve the G-4 staff element of its responsibility to monitor the status of these supplies and to advise the commander regarding the impact of their availability on anticipated operations. No changes were made in the G-4 Packet as a result of this comment.

E. Comment: (paragraph 2.d., Appendix 2) Ammunition Status Chart should reflect the Controlled Supply Rate (CSR).

Response: This comment refers to the third column of the Ammunition Status Charts (Tab E, Appendix 1). These charts had originally been prepared with column three labeled "Available Supply Rate" or ASR. This terminology has been doctrinally changed to "Controlled Supply Rate". This comment was, therefore, completely correct and action was taken to amend and re-make the ammunition charts accordingly.

CHAPTER III

DESIGN OF THE GAME

Concepts Used

The potential for creation of an extremely complex logistical situation at division level is an ever present reality. It must be realized that a great deal of logistically oriented play will be generated as a result of any tactical exercise, command post exercise or free play problem situations used to generate a staff requirement. It was, therefore, considered desirable to limit the mandatory or required play to a reasonable level that will encourage player initiative and permit incorporation of individualized unit procedures. The driving concept for the G-4 Packet has been to construct a set of instructions, guidance and management aids that will incorporate the characteristics of consistency, simplicity and conciseness.

With respect to the component of consistency, considerable attention was given to the effort to make this packet similar in both format and content with the functional packets prepared for other logistical elements by various proponent schools. The format of the packet follows the same essential organization as most of the other functional manuals. It is comprised of six basic sections

as follows:

A. Introductory Materials: This section identifies the playing unit and outlines the general relationships which exist with other packets. It then describes and identifies the other elements of the packet, outlines the preparation necessary for play, and briefly indicates the actions involved in the play of the exercise.

B. General Description of Duties (TAB A): This subdivision of the packet covers the role of the G-4, his relationship with the commander and then specifically lists the responsibilities of the G-4 element with respect to the major areas of supply, maintenance, transportation, services, and other miscellaneous functions. Finally, there is a graphical depiction of the G-4's relationships with other staff elements.

C. Organization Chart (TAB B): This section contains a schematic diagram of a possible internal organizational form for the G-4 staff element. The purpose of this section is to illustrate a possible technique for the internal organization of the G-4 section and suggest an alternate form of internal configuration if there should be questions on the part of players. This section also contains a short remark pointing out that the organization outlined is adaptable for augmentation from other division assets.

D. Table of Organization and Equipment (TAB C): Standard TO&E's representing the manning authorized for the G-4 section in each

of the AIM (Armored, Infantry and Mechanized) divisions were enclosed as a part of the packet for general information. This reference provides valuable information about the grades, skills and strengths authorized each type of division under various manning levels.

E. Reports (TAB D): This section identifies the reports that will be input to the G-4 section as a result of the DIVLOG play generated within the other division logistical elements. Care was taken to insure that this report outline was consistent with individual report requirements specified in each separate functional packet. Further, in order to insure sufficient latitude remains available to individual units, this section contains a footnote to remind the players that the reports required by the DIVLOG packets represent the minimum reports required and that actual game play should be based on the same reporting requirements, frequency and submission times outlined in individual unit SOPs.

F. Suggested Charts (TAB E): This subdivision of the instruction manual contains examples of the chart formats that were developed to satisfy the G-4's responsibilities and permit the G-4 to fulfill his role as logistics planner and advisor to the commander. Three basic charts were developed covering the vasic and vital areas of (1) Rations and POL Status, (2) Ammunition Status and (3) Command Intensive Management List Status. Each of these charts were then maintained for the division as a whole, and for each subordinate

brigade. Appropriate remarks or notes were incorporated into each example chart format in the instruction manual to qualify its use or suggest possible items that should be considered for reporting purposes.

By limiting the display of G-4 graphic aids to a comprehensive set of three charts for the division and each brigade we have, in effect, forced the players to identify and record the status of key classes of supply (I, III, V and VII) as well as to recognize the commander's requirement for intensive management of key items and prioritize their data gathering requirement accordingly. It would appear that, as with the LOGMOD game, the experience of getting ready to play is, in itself, a valuable lesson.

It is entirely possible that successive future iterations of the DIVLOG Module play may identify additional data needs that are not now addressed. The G-4 element has such a broad spectrum of responsibilities to monitor that it would be virtually impossible to brief on all aspects of concern. It is realistic, however, to limit the firm, established requirements to the major or key data elements incorporated into this packet and to treat the other areas of concern on an exception basis. This concept, coupled with a more definative role for the game controllers appears to hold the key for unit staff involvement and should serve to insure comprehensive engatement without restricting player initiative.

Aspects of the G-4 Functions Emphasized

The G-4 is a planner and an advisor to the division or corps commander regarding logistical matters. He is not an operator and simply does not possess the resources to become intimately involved in the operational aspects of day to day affairs. His forte must be the identification of problem areas, trends, and potential problems or obstructions that may impact adversely on unit operations. He must be sensitive to anticipated operations and the ability of the support complex to accomodate the requirements generated from them. With these facts in mind, the G-4 packet of the DIVLOG Module was developed to emphasize these management skills. A general description of duties was included in the composition of the packet to resolve any questions about responsibilities and chart formats were designed to provide the capability to respond to the questions most likely to be asked. The G-4 element must serve in the capacity of advisor-planner and the contents of this packet were designed to facilitate these roles.

As a matter of design, the G-4 packet prepared as this student thesis, concentrates on the supply, and to a lesser degree, the maintenance aspects of the G-4 duties and does not address management techniques for monitoring transportation or services duties. This is due simply because of the fragmentation or decentralization of responsibility for preparation of the various

functional packets for logistical elements by the assorted proponent schools identified in Chapter I of this paper. Since the U.S. Army Ordnance Center and School prepared the DIVLOG Maintenance Packet, and the U.S. Army Transportation Center and School prepared the DIVLOG Transportation Officer Packet, the latitude available to delve into these other areas was considerably restricted. It must be noted, however, that appropriate charts and management aids were developed as a part of these other functional packets and would be available to brief the G-4 or the commander if they were considered necessary.

In view of the considerations outlined above, the focus of the emphasis for the G-4 packet has been on the development of status information and management aids to provide the G-4 the insight necessary to determine the supportability and sustainability of current and future operations.

Organization For Players and Controllers

The final form of the G-4 packet provides a single instruction pamphlet for both players and controllers. Consideration was given repeatedly to the possible separation of the instructions into two separate manuals but this idea was not accepted at this time for several reasons:

A. First, the G-4 section is so small and personnel resources are so limited that absolutely no problem is anticipated in keeping this small staff fully and productively employed in monitoring and posting

the status of key classes of supply. There would appear to be no need to insert special problem play for this small staff element primarily concerned with planning. This statement is true only when the G-4 packet is played in conjunction with a battle simulation, command post exercise or field training exercise. If the packet is used independently to exercise or train the G-4 staff alone, it may become necessary to insert problem situations through a controller or a controlled source. Under normal circumstances, the action agencies or operators within the division will provide feeder data on the status of supplies, maintenance and transportation actions to adequately occupy the G-4 staff.

B. Second, there are no specialized or unique performance requirements. Either coordination is accomplished and charts are posted in a timely manner or they are not. A special set of instructions does not, therefore, appear warranted at this time.

C. The third reason is simplicity...consistent with the overall concept of the packet. None of the other functional packets have been developed with a separate controller manual and to provide one controller manual within the overall framework of the DIVLOG module might be confusing and detrimental to the total effort.

As previously mentioned, if subsequent play should disclose a need for additional or expanded play, this packet would be a logical candidate for expanding the situational play and at that

point it would be appropriate to consider development of a separate controller manual to dictate situational play and impose hypothetical problems to drive the desired hypothetical response. At this point in time it is considered prudent to expand the player and controller instructions contained within the general introductory area of the packet and permit the game to be exercised a few times to verify or dissolve the requirement for a separate controller manual.

CHAPTER IV

CONCLUSIONS AND RECOMMENDATIONS

This attempt to establish a play requirement for the logistical elements of the division or corps staff should serve to:

A. Train and exercise these staff elements.

B. Provide a more realistic basis for informed tactical decisions.

These are both worthy accomplishments and should contribute to a more effective total staff capability.

This is, however, a new and unknown exercise and may not completely satisfy the requirements for all staff elements. It will need to be tested, evaluated and possibly modified based on play experience. It is, therefore recommended that:

A. Sufficient G-4 packets be fabricated to permit distribution and play along with division or corps level tactical exercises.

B. Field units (both active duty and reserve elements) be encouraged to schedule tests of the DIVLOG Module along with their tactical command post exercises or scheduled wargames.

C. Comments resulting from these field trials be reviewed, evaluated and incorporated into future game updates.

D. Consideration be given to developing, possibly as a subsequent student project, a master or comprehensive introductory overview for the entire DIVLOG Module. The decentralized nature of the development of this project creates a somewhat disjointed tone to the total module and a master document to tie all the pieces together would appear desirable.

E. Consideration be given to developing a master reference pamphlet containing typical situational problems for each logistical element along with the correct doctrinal solution for resolving the problem. A reference of this sort would provide the basis for an informed controller judgement and an easy study for staff sections that may be confronted with similar actual situations.

The critical recommendation centers on the need to play the module repeatedly in actual field environments. This is not a finished product, but rather is a framework for modification and gradual improvement in the continuing search for improved combat performance.

DIVISION LOGISTICS MODULE

G4 PACKET

Appendix 1

THE DIVISION LOGISTICS MODULE G-4 PACKET

The logistics packet for training the logistical elements of the Division staff.

I. Playing Unit: Division G-4

II. General:

A. This packet contains instructions, references and recommendations for effective use of the G-4 Packet of the DIVLOG Module to train the G-4 element of the Division staff. The specific contents of this packet include this instruction manual and a series of twelve charts for use by the G-4 staff in monitoring the status of key items and classes of supply for the division as a whole and for each subordinate brigade. Both the players and the controllers assigned to the G-4 element may use this packet to play and control the actions required by the logistics module play.

B. The DIVLOG G-4 Packet is a division level command post exercise designed to train the Divisional G-4 and staff. It uses a free play manual wargame for control and may be driven by several means such as a division level battle simulation, controllers, set situations or a combination of these. It was developed for use with a division level wargame such as "First Battle" but it may be played by itself if input reports from subordinate logistical elements are simulated or generated by a controller or controlled source. It may be played by all AIM divisions without modification.

C. The objective of this packet and the entire DIVLOG Module is not only to train the logistical elements of the division staff but also to create an appreciation and awareness within the maneuver and command elements for logistical considerations that may significantly influence the outcome of combat.

D. Consumption data, resource availability and maintenance repair status are provided through the play of other subordinate logistical elements using standard forms and report formats that are common to routine division operations. The charts or tables used to display summaries of this data for G-4 management purposes are for general guidance only and are not intended to dictate a rigid format or restrict flexibility in information/data requirements.

The frequency and timing of the reports may also be modified as required by individual commanders or G-4s in order to provide consistency with actual unit procedures. Units are encouraged to utilize their own status reporting requirements to insure its ability to provide necessary information.

III. Contents:

A. General Description of Duties.....Tab A
B. Organization Chart.....Tab B
C. TO&Es.....Tab C
D. Scheduled Reports.....Tab D
E. Suggested Reports/Charts.....Tab E

IV. Preparation for Play. Players and Controllers will:

A. Obtain G-4 packet several days prior to the exercise.
B. Review TOEs, SOPs, references, forms and chart formats.
C. Receive commander's guidance concerning policy, procedures, priorities and methods of operation. This would be an opportune time to to request specific guidance regarding items to be intensively managed.
D. Post maps and charts to reflect tactical and logistical situation (Players only).
E. Coordinate as necessary to verify data requirements (i.e. report content, routing, frequency and internal G-4 action element).
F. Verify establishment of communications net. (Players only)
G. Determine location and time/distance factors to Corps assets and supply/maintenance/transportation asset locations.

V. Problem Play:

A. Players:

1. Receive and submit reports as required.
2. Post charts and other graphic aids/files as required.
3. Brief Division Commander, other division staff elements and Corps staff elements as required.
4. Play realistic data and time/distance factors.
5. Comply with communications-electronic operation instructions.
6. Coordinate as necessary with higher and adjacent headquarters.

NOTE: The initiation of play will correspond with the initiation of hostilities as determined by the battle scenario. Post-initiation play will be driven by the actual consumption rates developed from the tactical play. If this packet should be played independently from a tactical game, a standard consumption rate from FM 101-10-1 will provide adequate data for planning purposes.

B. Controllers:

1. Monitor routing and receipt of reports for timely and responsive action.
2. Insure charts and graphic aids/files used are posted in a timely and accurate manner.
3. Insure realistic time/distance factors are used in the development of alternatives and recommendations.
4. Insure that adequate coordination is effected with higher and adjacent headquarters.
5. Insure that the G-4 or representatives available are able to effectively advise or brief the division commander, other staff elements and Corps elements on the logistical status and capabilities of the division.
6. If logistical play resulting from tactical play should lag, use imagination and initiative to insert typical problem situations to exercise the staff and require responsive action. Care should be taken to insure that inserted situations are realistic, coordinated and capable of accomplishing desired training objectives.

VI. Proposed Changes and Recommendations for Improvement: It is likely that many of the units playing the DIVLOG G-4 Packet have developed their own techniques for managing critical information for their individual commanders. If your unit uses a special chart or has identified a requirement to monitor areas of interest not covered in this packet, it is requested that you forward a letter proposing changes or recommending improvements in this packet to:

Headquarters,
U.S. Army Combined Arms Training Developments Activity
ATTN: ATZLTDA-DS
Fort Leavenworth, Kansas 66027

TAB A

THE DIVISION G-4 SECTION

GENERAL DESCRIPTION OF DUTIES

I. The G-4 is the principal staff assistant to the commander in planning matters pertaining to supply, maintenance, movements, services, and miscellaneous logistic support of the command. The G-4, as the logistics planner, must maintain close and continuous coordination with the support command commander, who is responsible for logistic support operations.

II. The G-4 advises other staff officers and assists them in logistics matters in their areas of responsibility. This assistance may include the preparation of plans or orders. The G-4 insures that adequate technical channels exist for logistics support functions within his broad functional area. He has primary coordinating staff responsibility for:

A. Supply, which involves:

1. Determining supply requirements.
2. Monitoring the requisition, procurement, storage and distribution of supplies and equipment, and maintenance of materiel records.
3. Insuring that security for supplies and equipment is adequate.
4. Supervising the distribution of critical combat weapons, munitions and equipment according to priorities established by the commander.
5. Recommending prescribed loads.
6. Supervising the management, procurement and storage of special weapons and associated supplies.
7. Supervising the collection and disposition of excess, surplus, salvage, and, in coordination with the G-2, captured enemy supplies and equipment.

B. Maintenance, which involves:

1. Monitoring and analyzing equipment maintenance status.
2. Determining maintenance requirements.
3. Recommending maintenance priorities to the commander.
4. Supervising and coordinating the timely completion of maintenance.
5. Supervising evacuation and/or retrograde of unserviceable equipment to appropriate maintenance facilities for repair and return to stock.

6. Determining the adequacy of maintenance organization, personnel, skills, training, tools, test equipment and facilities and making appropriate recommendations in these areas.

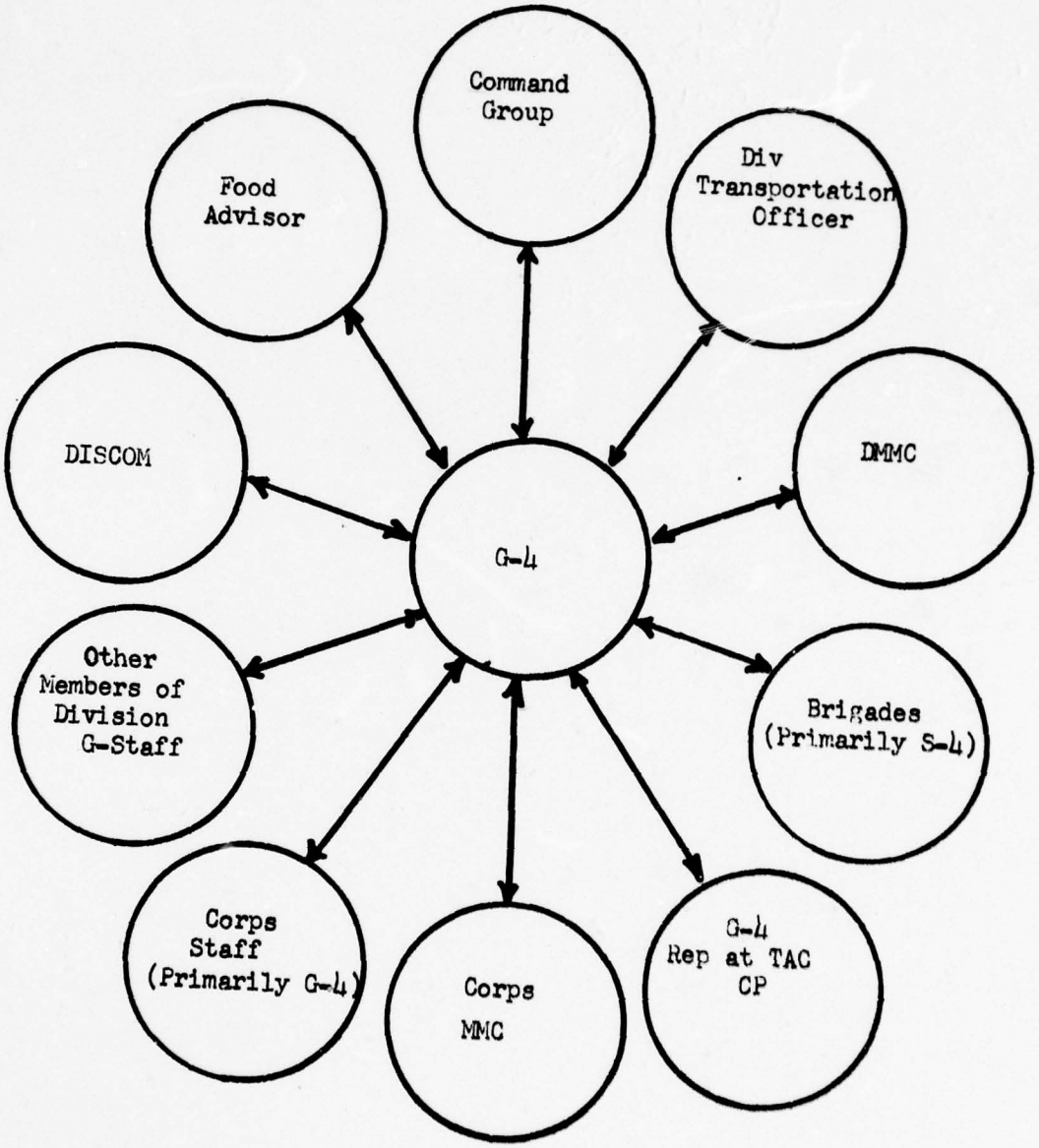
C. Transportation, which involves:
   1. Planning and coordinating transportation, including airlift, for movement of personnel and cargo.
   2. Recommending procedures for controlling transportation movements, use of highways, and surface traffic.
   3. Preparing instructions pertaining to highway regulation, to include circulation and traffic control.

D. Services, which involve logistics services not covered above, to include:
   1. Planning and coordinating the construction of facilities and installations.
   2. Supervising acquisition, allocation, and disposition of real estate, to include quarters and shelters.
   3. Supervising property control, food service, and fire protection.
   4. Determining requirements for and supervising personnel services, bath and laundry services, clothing impregnation/reimpregnation and clothing exchange.

E. Other functions:
   1. Supervising cemeteries, evacuation, personal effects and ceremonies.
   2. Determining requirements for use of local civilians, enemy PWs and civilian internees/detainees in logistic support operations.
   3. Recommending the general location of service areas and the movement of logistic support units.
   4. Preparing logistic appraisals, reports and plans.
   5. Preparing, authenticating and distributing the administrative/logistics order and the admin/log overlay.

III. As illustrated by the general description of G-4 duties outlined above, the spectrum of activities involving this staff element is extremely broad and complex. Accordingly, there is an extensive array of contacts available to assist the G-4 and provide the interface required for effective dialogue. In view of the manning level associated with the G-4 element of the AIM division, it is absolutely essential for data requirements to be clearly identified and the appropriate subordinate element tasked to provide the necessary data in a responsive fashion.

G-4 relationships with other elements may be graphically illustrated as follows (not all inclusive):



IV. Because of the broad range of staff relationships and the limited size of the G-4 staff the G-4 can not and must not focus attention on the relatively minor procedural aspects of how to requisition or how to manage the maintenance of equipment. The G-4 must instead concentrate on the broader issues that, as an exception, may restrict the scope of actions available to the division commander. The focus of the G-4 should be:

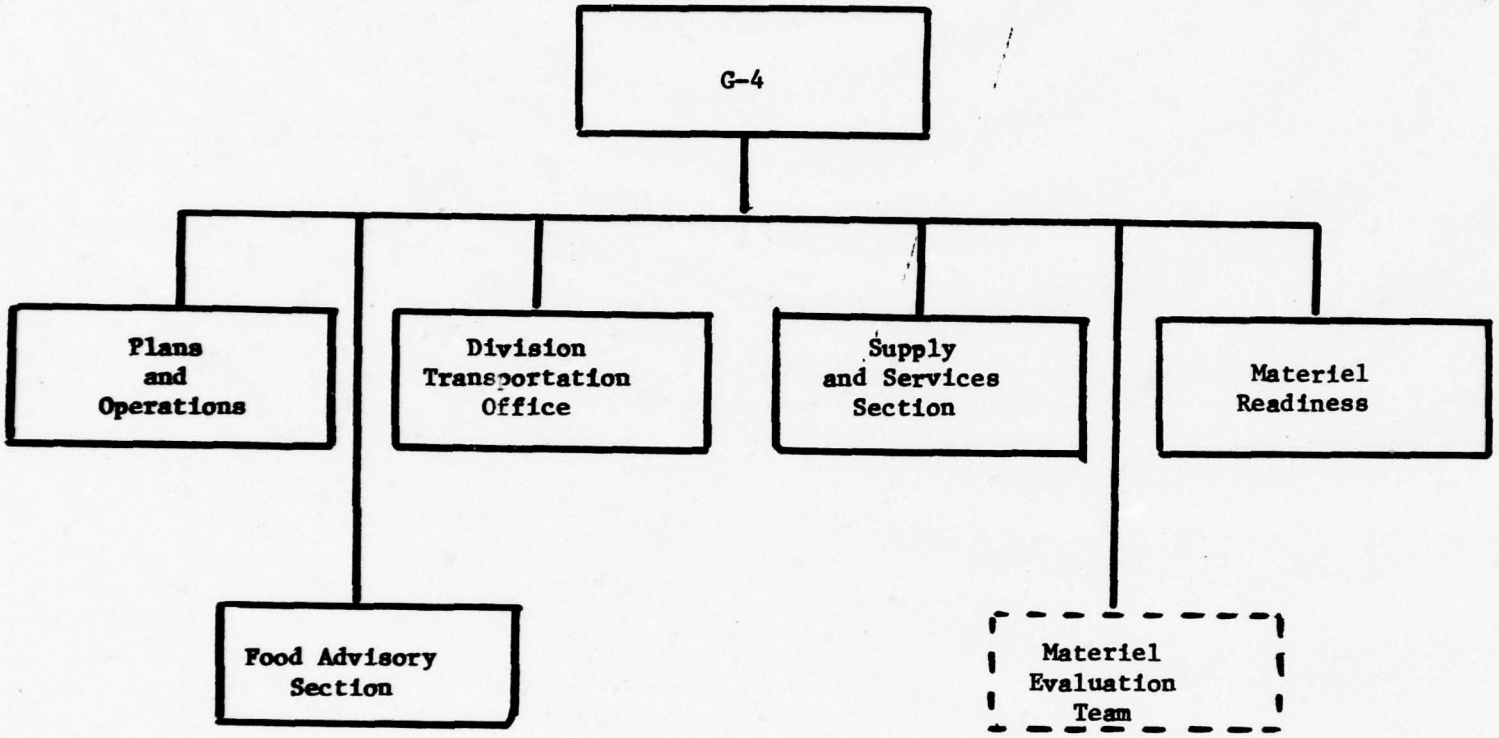
A. What recommendations does the G-4 wish to make to support the mission logistically?

B. Are there any factors that need command attention?

V. Special attention must be given to critical items that are essential for battlefield success. Examples would include all categories of POL; ammunition of key weapon systems such as tanks, TOWS and artillery; and major items such as APCs, tanks, Vulcans, Chapparals and artillery pieces and tubes. It should be noted that,..with the possible exception of these obvious examples, items to be included on an intensive management list will be dictated by the unique mission, threat and interests as perceived by the individual unit commander. The priority associated with each of the intensively managed items must be carefully reviewed and adjusted as necessary to insure responsive support on a continuous basis.

TAB B

ORGANIZATION CHART



NOTE: The organization chart outlined above represents a possible internal organization for a divisional G-4 office augmented with an estimated 20 additional personnel from division assets.

TAB C

G-4 Element Authorized Staffing

EXTRACT

TABLE OF ORGANIZATION AND EQUIPMENT

Armored Division TOE 17-004HD

Para	Line	Description	Grade	MOS	Strength Levels 1	2	3
06	01	G-4	LTC	70A00	1	1	1
	02	Assistant G-4	Maj	92B00	2	2	1
	03	Assistant G-4	Cpt	91A00	1	1	1
	04	Chief Supply Supv	E-9	76Z5K	1	1	1
	05	Asst Chief Supply Supv	E-8	76Z5K	1	1	1
	07	Clerk Typist	E-4	71B30	2	1	1
	09	Food Svc Technician	WO	941A0	1	1	1
	10	Food Service Supv	E-9	94B50	1	1	1
	11	Finance Mgt Officer	Maj	44C00	1	1	1
	12	Budget Specialist	E-6	73D30	1	1	1
		Paragraph Total			14	13	12

NOTE: This information includes all TOE changes through change 14 and is included to illustrate the wide scope of interests but limited resources assigned to the G-4 element, Armored Div.

G-4 Element Authorized Staffing

EXTRACT

TABLE OF ORGANIZATION AND EQUIPMENT

Infantry Division TOE 07-004HD

Para	Line	Description	Grade	MOS	Strength Levels 1	2	3
06	01	G-4	LTC	70A00	1	1	1
	02	Assistant G-4	Maj	92B00	2	2	1
	03	Assistant G-4	Cpt	91A00	1	1	1
	04	Chief Supply Supv	E-9	76Z5K	1	1	1
	05	Chief Supply Sergeant	E-8	76Z5K	1	1	1
	07	Clerk Typist	E-4	71B30	2	1	1
	09	Food Svc Tech	WO	941A0	1	1	1
	10	Food Svc Supv	E-9	94B50	1	1	1
	11	Finance Mgt Officer	Maj	45B53	1	1	1
	12	Budget Specialist	E-6	73D30	1	1	1
		Paragraph Totals			14	13	12

NOTE: This information includes all TOE changes through change 13 and is included to illustrate the wide scope of interests but limited resources a-signed to the G-4 element, Infantry Div.

G-4 Element Authorized Staffing

EXTRACT

TABLE OF ORGANIZATION AND EQUIPMENT

Infantry Division (Mechanized) TOE 37-004HD

Para	Line	Description	Grade	MOS	Strength Levels 1	2	3
06	01	G-4	LTC	70A00	1	1	1
	02	Assistant G-4	Maj	92B00	2	2	1
	03	Assistant G-[illegible]	Cpt	91A00	1	1	1
	04	Chief Supply Supv	E-9	76Z5K	1	1	1
	05	Chief Supply Sergeant	E-8	76Z5K	1	1	1
	07	Clerk Typist	E-4	71B30	2	1	1
	09	Food Serv Supv	E-9	94B50	1	1	1
	10	Food Svc Tech	WO	941A0	1	1	1
	11	Finance Mgt Officer	Maj	45B53	1	1	1
	12	Budget Specialist	E-6	73D30	1	1	1
		Paragraph Total			14	13	12

NOTE: This information includes all TOE changes through change 13 and is included to illustrate the wide scope of interests but limited resources assigned to the G-4 element, Mech Div.

TAB D

REPORTS

DIVLOG Module Report Input to the Division G-4:

Title	From	To	Frequency	Method of Transmission	Remarks
Division Support Status Report (DSSR)	DISCOM	G-4	Daily as of 2400 hrs Due NLT 0800 hrs	TTY/Courier/Voice	Note 1
Brigade Trains Closing Report (BTCR)	Bde S-4/ FASCO	DISCOM SPO Info G-4	ASAP upon closing When changes occur	TTY/Courier/Voice	
Division Support Area Closing Report (DSACR)	DISCOM	Major Cmds Info G-4	ASAP upon closing When changes occur	TTY/Courier/Voice	
Battle Loss Report	Unit having loss	DISCOM MMC Info G-4	upon critical equipment loss	TTY/Courier/Voice	Note 2

NOTE 1: The formats utilized for data submission are outlined in appropriate player guides for individual functional area responsibility (example: Class I & VI; Class II, IV and VII; etc). The frequency and timing of input reports indicated here are consistent with report requirements outlined in other subordinate functional packets of the DIVLOG Module. (example: DMMC FASCO, DMMC Class I & VI Section, etc.) It must be noted that these reports represent the minimum reports required for involved logistical play. Actual game play should be based on the same reporting requirements, frequency and submission times outlined in individual unit SOPs.

NOTE 2: The G-4 may require the "Battle Loss Report" to be submitted as an established report for all CIMIL items. If this is done, a "Log Spot Report" may be initiated for anything a unit wishes to report and any immediate requests. Once a Log Spot Report is submitted, the same items would not be placed in the Battle Loss Report.

TAB E

_____Division

RATIONS AND POL STATUS CHART As of_____

Class I Type Ration	Storage Capacity	On-Hand	Issued	Due-In	Remarks
Class A					
Class B					
Class C					
LRRP					
Sundry Pacs					
Water					
Ice					

Class III Type Product	Storage Capacity	On-Hand	Issued	Due-In	Remarks
MOGAS					
DIESEL					
JP4					

NOTE: The reporting format provided above is intentionally broad to incorporate all elements in these categories that may be of interest to commanders. Individual units may modify reporting requirements as necessary to conform with their specific interests and established SOPs.

_____Division

First Brigade

RATIONS AND POL STATUS CHART As of_____

Class I Type Ration	Storage Capacity	On-Hand	Issued	Due-In	Remarks
Class A					
Class B					
Class C					
LRRP					
Sundry Pacs					
Water					
Ice					

Class III Type Product	Storage Capacity	On-Hand	Issued	Due-In	Remarks
MOGAS					
DIESEL					
JP4					

NOTE: The reporting format provided above is intentionally broad to incorporate all elements in these categories that may be of interest to commanders. Individual units may modify reporting requirements as necessary to conform with their specific interests and established SOPs.

_____ Division

Second Brigade

RATIONS AND POL STATUS CHART As of _____

Class I Type Ration	Storage Capacity	On-Hand	Issued	Due-In	Remarks
Class A					
Class B					
Class C					
LRRP					
Sundry Pacs					
Water					
Ice					

Class III Type Product	Storage Capacity	On-Hand	Issued	Due-In	Remarks
MOGAS					
DIESEL					
JP4					

NOTE: The reporting format provided above is intentionally broad to incorporate all elements in these categories that may be of interest to commanders. Individual units may modify reporting requirements as necessary to conform with their specific interests and established SOPs.

_____Division

Third Brigade

RATIONS AND POL STATUS CHART As of_____

Class I Type Ration	Storage Capacity	On-Hand	Issued	Due-In	Remarks
Class A					
Class B					
Class C					
LRRP					
Sundry Pacs					
Water					
Ice					

Class III Type Product	Storage Capacity	On-Hand	Issued	Due-In	Remarks
MOGAS					
DIESEL					
JP4					

NOTE: The reporting format provided above is intentionally broad to incorporate all elements in these categories that may be of interest to commanders. Individual units may modify reporting requirements as necessary to conform with their specific interests and established SOPs.

_____ Division

AMMUNITION STATUS CHART

KEY ITEMS

Weapon System/Type Ammunition	RSR	CSR	Requested	Issued	Remarks

ASP LOCATIONS

Opened (dtg)		Closed (dtg)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

REMARKS

(Example: Mobile, limited (i.e. Arty)

First Brigade

_____ Division

AMMUNITION STATUS CHART

KEY ITEMS

Weapon System/Type Ammunition	RSR	CSR	Requested	Issued	Remarks

ASP LOCATIONS

Opened (dtg)		Closed (dtg)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

REMARKS

(Example: Mobile, limited (i.e. Arty)

Second Brigade

_____ Division

AMMUNITION STATUS CHART

KEY ITEMS

Weapon System/Type Ammunition	RSR	CSR	Requested	Issued	Remarks

ASP LOCATIONS

Opened (dtg)			Closed (dtg)
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

REMARKS

(Example: Mobile, limited (i.e. Arty)

Third Brigade

_____ Division

AMMUNITION STATUS CHART

KEY ITEMS

Weapon System/Type Ammunition	RSR	CSR	Requested	Issued	Remarks

ASP LOCATIONS

Opened (dtg)		Closed (dtg)

REMARKS

(Example: Mobile, limited (i.e. Arty)

_____ Division

COMMAND INTENSIVE MANAGEMENT LIST

ITEM	AUTHORIZED	ON-HAND	COMBAT READY	REMARKS

NOTE: Items accorded intensive management interest may vary from unit to unit based on mission, threat, terrain, etc. Items may be added or deleted according to command interest and emphasis. Examples of the type items normally included in this report are: Tanks, APCs, TOWs, Dragons, Howitzers, Helicopters, Mobile Assault Bridges and Anti-Aircraft Weapons such as Vulcan and Chapparal.

First Brigade

_____ Division

COMMAND INTENSIVE MANAGEMENT LIST

ITEM	AUTHORIZED	ON-HAND	COMBAT READY	REMARKS

Note: Items accorded intensive management interest may vary from unit to unit based on mission, threat, terrain, etc. Items may be added or deleted according to command interest and emphasis. Examples of the type items normally included in this report are: Tanks, APCs, TOWs, Dragons, Howitzers, Helicopters, Mobile Assault Bridges and Anti-Aircraft Weapons such as Vulcan and Chapparal.

Second Brigade

_____ Division

COMMAND INTENSIVE MANAGEMENT LIST

ITEM	AUTHORIZED	ON-HAND	COMBAT READY	REMARKS

Note: Items accorded intensive management interest may vary from unit to unit based on mission, threat, terrain, etc. Items may be added or deleted according to command interest and emphasis. Examples of the type items normally included in this report are: Tanks, APCs, TOWs, Dragons, Howitzers, Helicopters, Mobile Assault Bridges and Anti-Aircraft weapons such as Vulcan and Chaparral.

Third Brigade

Division

COMMAND INTENSIVE MANAGEMENT LIST

ITEM	AUTHORIZED	ON-HAND	COMBAT READY	REMARKS

Note: Items accorded intensive management interest may vary from unit to unit based on mission, threat, terrain, etc. Items may be added or deleted according to command interest and emphasis. Examples of the type items normally included in this report are: Tanks, APCs, TOWs, Dragons, Howitzers, Helicopters, Mobile Assault Bridges and Anti-Aircraft weapons such as Vulcan and Chapparal.

DEPARTMENT OF THE ARMY
HEADQUARTERS, 24TH INFANTRY DIVISION AND FORT STEWART
FORT STEWART, GEORGIA 31313

AFZP-GD

30 December 1977

SUBJECT: G4 DIVLOG Module

Commander
Combined Arms Training Development Activity
ATTN: ATZL-TDA-DS (MAJ Margolius)
Fort Leavenworth, Kansas 66027

1. Reference FONECON between MAJ Margolius, your office and CPT Hale, this office, OA 15 December 1977, subject same as above.

2. We have reviewed the G4 Module of the DIVLOG packet. The following comments are provided as requested:

a. IAW FM 101-5 the AcofS, G1 is responsible for "supervising cemeteries, evacuation, personnal effects and ceremonies."

b. Ration and POL Status Chart:

(1) Can not identify a need to monitor LRRP's, sundries packs and water on a continuous basis.

(2) Question the necessity of monitor the amount of Class I and III received in addition to the amount issued, on hand and due-in.

c. Recommend managing Class I and Class III by FAST.

d. Ammunition Status Chart should reflect the Controlled Supply Rate (CSR).

3. As per above reference request the entire DIVLOG packet be provided to this headquarters. It will be reviewed and appropriate portions will be incorporated into the Division TACSOP for use

APPENDIX 2

AFZP-GD
SUBJECT: G4 DIVLOG Module

30 December 1977

during field exercises.

FOR THE COMMANDER:

CHARLES C. PERRY
LTC, GS
ACofS, G4

BIBLIOGRAPHY

Herzog, Chaim. The War of Atonement, October, 1973. Boston: Little, Brown and Company, 1975.

U.S. Army Command and General Staff College. Tactical Control and Coordination Exercise, P151, 4 Volumes. Fort Leavenworth, Kansas, 1977.

U.S. Army Logistics Center. DIVLOG Instructions-Reference, DMMC Package, 9 Volumes. Fort Lee, Virginia: U.S. Army Logistics Center, 1977.

U.S. Army Ordnance Center and School. DIVLOG Maintenance Pac Player/ Controller Guide. Aberdeen Proving Ground, Maryland: U.S. Army Ordnance Center and School, 1977.

U.S. Army Quartermaster Center and School. Division Logistics Game (DIVLOG) Supply and Transportation Battalion Package. Fort Lee, Virginia: U.S. Army Quartermaster Center and School, 1977.

U.S. Army Transportation Center and School. Division Logistics Game For Division Transportation Officer and Key Personnel. Fort Eustis, Virginia: U.S. Army Transportation Center and School, 1977.