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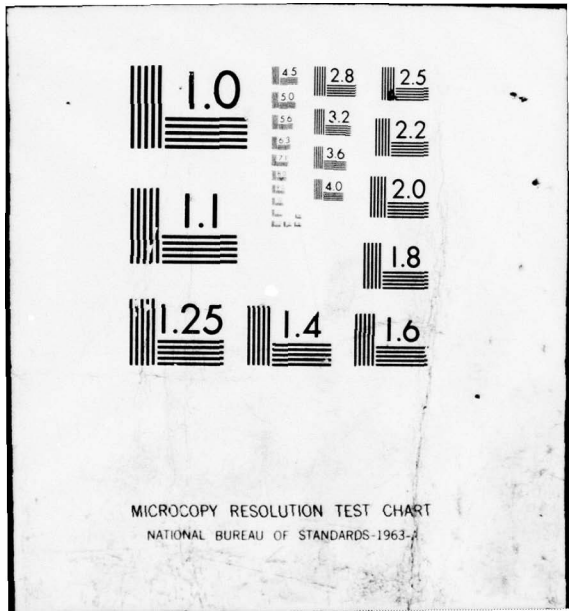
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PERCEPTIONS CONCERNING THE POSITION
OF DEPUTY COMMANDER FOR
RESOURCE MANAGEMENT

Tomio Nishimura, Captain, USAF
Keith A. Voshell, Captain, USAF

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The position of Deputy Commander for Resource Management (DCR) was established Air Force-wide in July 1975. Since that time no studies have been conducted to determine if the overall management of the functions in the DCR deputate has improved. This research effort determined that current DCRs and wing commanders in SAC, TAC, MAC, USAFE, and PACAF perceived that overall management of the functions in the DCR deputate had improved since the position of DCR was established. The data were obtained by surveying present DCRs and wing commanders in those commands. Based on the findings of the research, a recommendation was made that a DCR counterpart capable of providing quality guidance to the DCRs in the field be established at the major command level. Another recommendation was that the organizational effectiveness of the tri-deputy organization should be reviewed with a focus on the DCR deputate.

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PERCEPTIONS CONCERNING THE POSITION
OF DEPUTY COMMANDER FOR
RESOURCE MANAGEMENT

A Thesis

Presented to the Faculty of the School of Systems and Logistics
of the Air Force Institute of Technology
Air University

In Partial Fulfillment of the Requirements for the
Degree of Master of Science in Logistics Management

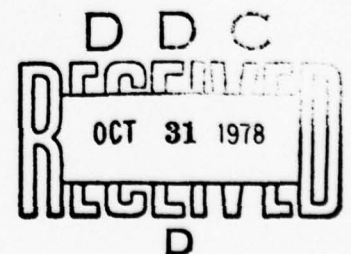
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This thesis, written by

Captain Tomio Nishimura

and

Captain Keith A. Voshell

has been accepted by the undersigned on behalf of the faculty of the School of Systems and Logistics in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE IN LOGISTICS MANAGEMENT

DATE: 8 September 1978

Danell A. Fulton

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CHAPTER I

INTRODUCTION

Overview

Resource management becomes an important subject of discussion in any organization, especially a government organization. This is true within the Department of Defense where, as the share of the government's dollars devoted to defense purposes steadily decreases, the mission remains relatively the same (3:5). The military services must continue to be combat ready to be able to defend our country against any aggressor.

The Army and the Air Force have developed unique means of managing resources. The Army has established a Deputy Chief of Staff for Resource Management at its Training and Doctrine Command (1:2). Among the steps taken by the Air Force was the development of the Resource Management Team (RMT) concept to educate units on financial management and promote better resource management at the unit level (8:44; 17:4-1). The most recent major step that the Air Force has taken in this direction has been the establishment of the Deputy Commander for Resource Management (DCR) concept (6:ii).

In 1975, a new Air Force Specialty Code (0096) was created for the DCR position (9:19). Change 2 to AFR 36-1 specifically outlines the duties, responsibilities, and suggested qualifications for the new position. AFR 36-1 lists the responsibilities for the DCR position as follows:

Directs and controls financial and logistics resources at the wing or base level through management of comptroller, supply, transportation, procurement, data automation, and resource plans functions. Serves as the principal financial and logistics (other than maintenance) coordinator for the commander and staff within those functional areas [16:A5-19].

The DCR concept has been in existence Air Force-wide for over three years (2:14), yet no studies have been published which attempted to determine if the overall management of the functions in the DCR deputate has improved since the DCR position was established in 1975. This research effort will concentrate on perceptions concerning the management of the functions for which the DCR is responsible.

Historical Background

Until recently, the dual-deputy system of organization was used for Air Force bases. This organizational structure provided for a Deputy Commander for Operations (DCO), a Deputy Commander for Logistics (DCL), and a Combat Support Group Commander (commonly referred to as the Base Commander) and is shown in Figure 1 (10:3).

In the early 1970s, the staff at Headquarters United States Air Forces in Europe (USAFE) perceived a need to

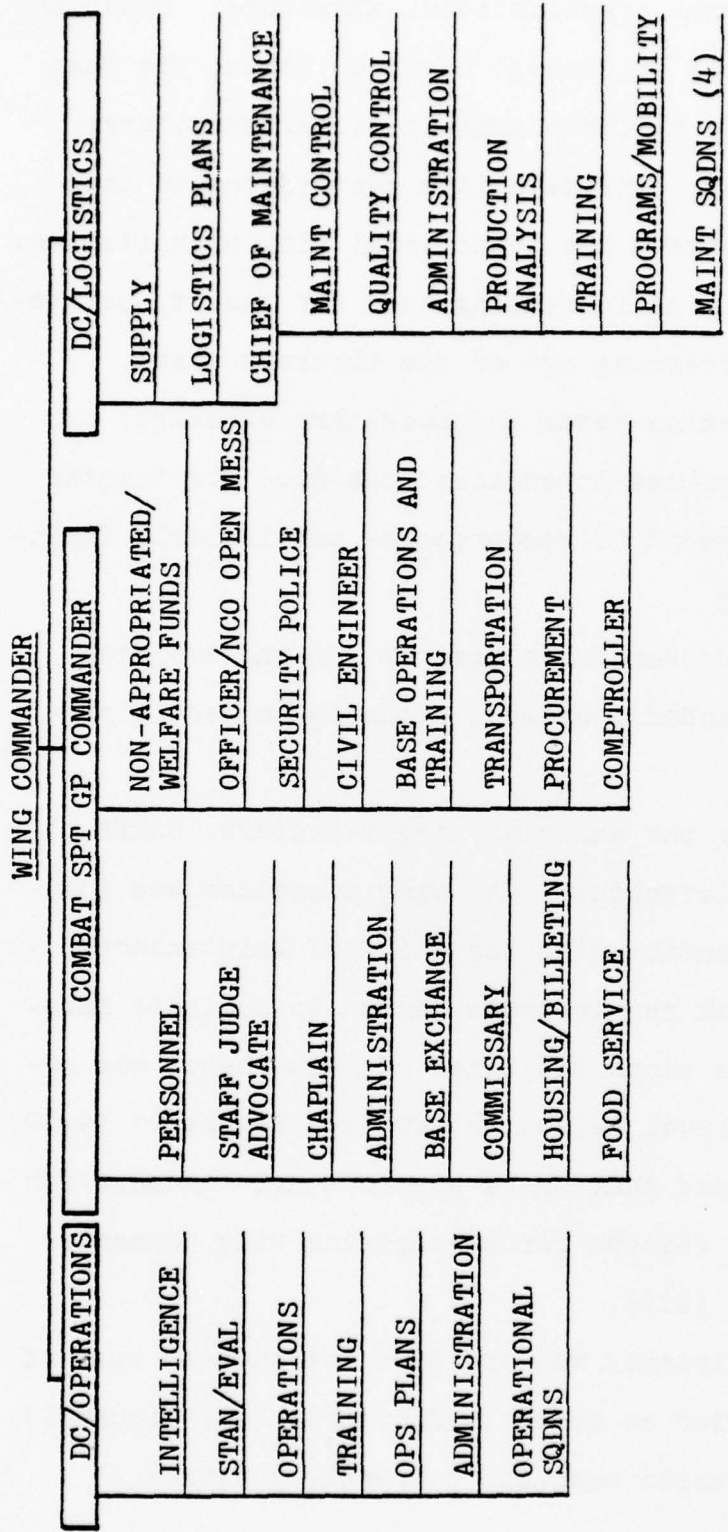


FIGURE 1

TYPICAL AIR FORCE WING/BASE ORGANIZATION FOR AN OPERATIONAL WING PRIOR TO 1 JULY 1975 (2,110)

revise this traditional organizational structure. Under the direction and guidance of General David C. Jones, the then USAFE Commander, some optional organizational structures were studied. Several considerations contributed to this perceived need to improve the traditional wing organization:

a. there was an increasing need for quality maintenance due to the increasing age of the aircraft fleet,

b. skyrocketing costs and budgetary pressures on the Department of Defense intensified the need for tighter controls over management of resources -- particularly financial management, and

c. the volunteer force program and the evolving social concepts demanded increased emphasis on people programs (9:10).

In analyzing the existing wing structure, USAFE pinpointed serious deficiencies. The wing commander was insulated from direct contact with the Chief of Maintenance. In addition, operational requirements tended to dominate maintenance requirements since the Chief of Maintenance was organizationally one level below the DCO (see Figure 1) (9:10, 11). USAFE also found that there was no single manager for resource management (except for perhaps the wing commander in a general sense) (2:9).

Another deficiency was the Base Commander's span of control which included at least 16 functions (see Figure 1). Because of the increased emphasis on people programs --

social actions, drug abuse, and equal opportunity and treatment -- the Base Commander focused on services at the expense of resource management (2:9).

After studying old and new ideas, a tri-deputy organizational structure was tested by USAFE at the 50th Tactical Fighter Wing, Hahn Air Base, Germany, beginning in 1972 (2:8). The test organization at Hahn AB separated the Chief of Maintenance from the DCL and elevated it to the position of Deputy Commander for Maintenance (DCM). At the same time, the comptroller, transportation, and procurement functions were transferred from the Base Commander to the DCL (later renamed the DCR) (2:1). The span of control for the Base Commander was also reduced as shown in Figure 2 (14; 15).

USAFE reported that the test results from Hahn AB were highly favorable. Communications between the Wing Commander and the Chief of Maintenance enhanced the decision making process. Greater ease in coordinating operational requirements and mission changes was achieved by elevating maintenance to the Deputy Commander level. An increase in cooperation between supply and transportation and between supply and procurement led to greater overall efficiency. The reorganization also provided a higher level of interest in the resource management system and enhanced the overall planning, programming, budgeting, acquiring, distributing

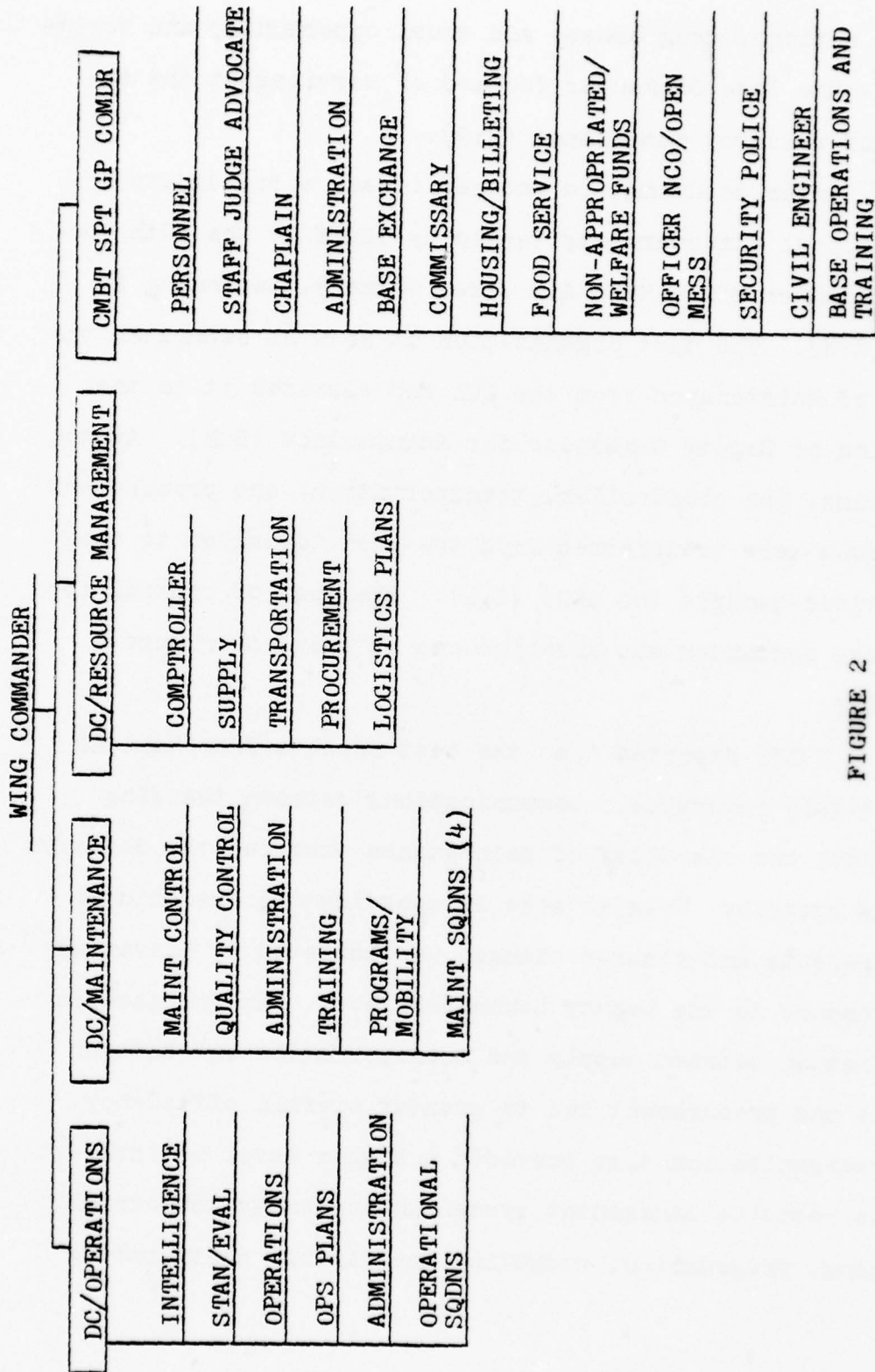


FIGURE 2

TYPICAL AIR FORCE WING/BASE ORGANIZATION FOR AN
OPERATIONAL WING, EFFECTIVE 1 JULY 1975 (2:12)

and disposing of resources. The test program concluded that the unwieldy span of control for the Base Commander had been reduced so that he could place more emphasis on people related programs (9:13,14).

About the same time as the USAFE tests, tests of the tri-deputy concept were being conducted within the continental United States by the Tactical Air Command (TAC) and the Military Airlift Command (MAC). The results of these tests were considerably different than the results from USAFE (9:14).

TAC tested the tri-deputy organization at Cannon AFB, New Mexico in 1973. In a six page report, the only positive statement concerning the new organization was that the span of control for the Base Commander was reduced. Key problems with the new organization were:

- a. the test organization did not promote rapid solutions to problems that involve both the DCR and the DCM,
- b. the test organization merger of budget and stock fund activities under a single manager did not improve financial management of those activities,
- c. the DCR had no direct control over expenditures by units not directly reporting to him,
- d. the operation of the supply and maintenance organizations was more advantageous under a single manager than having one organization (supply) under the DCR and the other organization (maintenance) under the DCM,

e. improvement of people programs was not evident under the test organization (9:15,16).

The report concluded that the ". . . continuance of the tri-deputate organization would ultimately result in serious management problems [9:14,15]."

The MAC test at Scott AFB, Illinois found that the test organization did not make any significant contributions to the wing mission. Shortcomings of the new organization included:

a. separation of the maintenance and supply functions,

b. the assignment of the comptroller under the DCR. The comptroller function is separate at major command headquarters and therefore should not be placed under the DCR at base level.

c. the procurement function being assigned to the DCR deputate. Close coordination is required between procurement, the base commander, the base civil engineer, and the services function (9:17).

The MAC report recommended a return to the dual-deputy system (9:15).

However, positive responses to the new organization were obtained during tests within Pacific Air Forces (PACAF). By September 1974, all operational USAFE and PACAF wings had implemented the tri-deputy concept. At that time, the Air Force Chief of Staff urged TAC to reconsider the new

organization since the other tactical commands (USAFE and PACAF) had already implemented the concept. "It was essential to press for standardization in the organization of all tactical wings to minimize confusion during overseas tactical deployments [2:14]."

By January 1975, the tri-deputy concept had been implemented in USAFE, PACAF, TAC, and MAC. The Air Force Chief of Staff, General Jones, directed that on 1 July 1975 the tri-deputy structure would be the standard wing organization throughout the Air Force (2:14). The Air Force Policy Letter for Commanders stated that

The Tri-Deputy Wing/Base organization is now the standard structure for operational wings. The structure is designed to streamline communications between the maintenance functions and Wing Commander, assure close management attention to financial and other resources management, and enable the Base Commander to place increased emphasis on people related problems [14].

Problem Statement

Military commanders and leaders at every level within the Air Force have emphasized the need for effective and efficient utilization of resources. As available resources become more scarce, the importance of resource management will become even greater. As part of its overall effort to improve resource management, the Air Force created the position of Deputy Commander for Resource Management. However, since the DCR was created, it has been difficult to

ascertain how effective the DCR has been, especially in the area of resource management (10:8).

With the ever-increasing emphasis on managing resources, a need exists to determine whether the establishment of the position of Deputy Commander for Resource Management has had a positive effect on the overall management of the DCR functions.

Justification for Research

Generalized justification for this research effort lies in several areas. First, the literature review indicates that there appears to be very little written on the subject of the DCR. A large share of what has been written has come from idea papers written at the Professional Military Comptroller School (PMCS) at Maxwell AFB, Alabama, and not surprisingly, many of these papers take a comptroller point of view on the DCR question (1; 2; 5; 6; 10). Another important study, conducted by Lieutenant Colonel Gary Sheets, outlined the historical evolution of the wing-base organization from 1925 to the present time. The report identified areas of current organizational dissatisfaction and concluded that

An organizational structure which would . . . rectify existing dissatisfactions would be a wing base commander over three group commanders - operations, maintenance and supply, and support [13:91-92].

The report does analyze the current tri-deputy organization in general but does not focus on the DCR position for an in-depth study (13). Second, an apparent lack of policy guidance from HQ USAF has resulted in confusion in the field (12:1). Third, it appears that there is a difference of opinion among personnel associated with the DCR deputate concerning the advantages and disadvantages of the DCR position. Some individuals within the comptroller area feel that the creation of the DCR position negates the need for a comptroller at base level (10:16; 5:i). Others feel that the change renewed emphasis to foster sound financial management (5:16). Finally, it appears that no Air Force-wide studies have been conducted to determine the effect that the establishment of the DCR position has had on the overall management of the DCR functions or how DCRs perceive their own roles (10:8).

Operational Definition of
Overall Management

For purposes of this research, "overall management" is operationally defined as a highly subjective, non-quantifiable concept that deals with the perceptions of an individual concerning how well an organization is performing its assigned tasks.

Research Objectives

The objectives of this research are to:

1. Determine if present DCRs perceive that overall management of the functions in the DCR deputate has improved since implementation of the tri-deputy organization.

2. Determine if present wing commanders perceive that overall management of the functions in the DCR deputate has improved since implementation of the tri-deputy organization.

3. Determine if selected major command logistics and comptroller personnel perceive that overall management of the functions in the DCR deputate has improved since implementation of the tri-deputy organization.

Research Questions

1. Do present DCRs perceive that overall management of the functions in the DCR deputate has improved since implementation of the tri-deputy organization?

2. Do present wing commanders perceive that overall management of the functions in the DCR deputate has improved since implementation of the tri-deputy organization?

3. Do selected major command comptroller and logistics personnel perceive that overall management of the functions in the DCR deputate has improved since implementation of the tri-deputy organization?

CHAPTER II

METHODOLOGY

This chapter describes the methodology used to answer the research questions. Since the methods of data collection and analysis used to answer research questions one and two are similar, the methodology to answer these two research questions will be presented in the first section of this chapter. The methodology to answer research question three will be presented in the next section. Finally, a summary listing of assumptions and limitations of this research effort will conclude this chapter.

Research Questions

One and Two

This section includes a discussion of the universe and population, sampling plan, data collection and analysis plan, and the methodology used to answer the first two research questions.

Universe and population. For research question one, the universe consisted of all Deputy Commanders for Resource Management in the United States Air Force. The population for this research question consisted of current DCRs within Strategic Air Command (SAC), Tactical Air Command (TAC),

Military Airlift Command (MAC), Pacific Air Forces (PACAF), and United States Air Force in Europe (USAFE). There were 73 DCR positions in this population.

For research question two, the universe consisted of all wing commanders of operational wings in the United States Air Force. The population for this research question consisted of current wing commanders of operational wings within SAC, TAC, MAC, PACAF, and USAFE which were organized under the tri-deputy concept. There were 73 wing commanders in this population.

Sampling plan. Since the populations used to answer each of the first two research questions consisted of only 73 individuals, this research effort surveyed each population in its entirety. Use of census data removes any questions of sample bias and hence findings can be attributed to the populations.

Data collection and analysis. As pointed out in the literature review, no data base existed which was sufficient to answer research questions one and two. Therefore, it was necessary to develop a survey instrument that could be used to generate data sufficient to answer these research questions.

In developing a survey instrument, the primary consideration was to insure that the data generated through using the survey instrument would be sufficient to answer

these two research questions. Since the respondents were key personnel in the grade of colonel or above, a secondary consideration was to minimize the time required by the respondent to complete the survey.

Two forms of the survey instrument were developed. One form (see Appendix A), sent to DCRs, requested information to answer the research question concerning DCR perceptions. The other form (see Appendix B), sent to wing commanders, requested information to answer the research question concerning wing commander perceptions.

The survey for DCRs consisted of three parts. Part I asked the respondents for background information, including the major command of assignment. Part II asked for perceptions concerning the impact of the establishment of the position of DCR on the overall management of the functions in the DCR deputation. Part II also generated data which may help explain the perceptions toward overall management. Part III enabled the respondent to provide any additional information or comments that might be useful in this research effort.

The questions in Part II were developed specifically to answer the first research question. Guidance for the development of the questions was provided by Colonel William O. Brooks, the DCR at Grand Forks AFB, North Dakota (4). Further guidance was provided by Mr. Walt Downs, Action Officer, HQ USAF/PRMO (7). Questions 5 through 10 asked the

respondents to indicate what effect the establishment of the DCR position had on the overall management of the six functional areas within the DCR deputate (see Appendix A). The respondents' answers to survey questions 5 through 10 provided specific data to answer research question one. The answers to the remaining questions in Part II were used to help explain an improvement or degradation in the overall management of the functions in the DCR deputate. Parts I and II were designed to be completed by the respondent in approximately ten minutes.

The survey for wing commanders (see Appendix B), is similar to Part II of the DCR survey. Questions 4 through 9 on the wing commander survey are identical to questions 5 through 10 on the DCR survey, and the respondents' answers provided specific data to answer research question two. Only those who had been wing commanders before the DCR position was established were asked to answer questions 4 through 9. The answers to the remaining questions were used to help explain an improvement or degradation in the overall management of the functions in the DCR deputate. The survey was designed to be completed by the respondent in approximately five minutes.

The survey instrument was reviewed for validity by selected faculty members of the AFIT School of Systems and Logistics, a person holding a DCR position (4), and Headquarters USAF Directorate of Manpower and Organization personnel (7).

To specifically identify members of the population, major command headquarters (SAC, TAC, MAC, USAFE, PACAF) were contacted to obtain listings of wings organized under the tri-deputy concept within each command. Survey instruments were sent to the wing commanders and DCRs identified by these major commands.

In scoring the survey instruments, the following guidelines were used. Survey instruments with unanswered questions were not disregarded but were used to the extent of those questions that were answered. However, individual questions that were answered with more than one response when only one response was requested were disregarded. Questions answered with "No Opinion/No Basis for Comparison" were disregarded.

The data analysis plan for research questions one and two consisted of two parts. Part one used descriptive statistics to analyze data. Part two was concerned with a subjective analysis of DCR comments about the usefulness and validity of the DCR concept. The results of the analysis were used to answer the first two research questions.

Statistical tests were conducted using the Statistical Package for Social Sciences (SPSS) and the CREATE time sharing system. The SPSS routine FREQUENCIES was used to obtain the frequency of responses to each question (11:280-286). These frequencies were used to make the following comparisons. Within the DCR population, responses to

questions 5 through 10 from each command were compared to the responses to the same questions from the other commands (see Appendix A). Within the wing commander population, responses to questions 4 through 9 from each command were compared to the responses to the same questions from the other commands (see Appendix B).

Results from the surveys were summarized using two matrices as illustrated in Figure 3. The first summarized DCR responses; the second summarized wing commander responses. Data entered in each cell of the matrices were the median of the responses for that cell.

The numbers appearing in the "Overall Average" column of each matrix were used to answer research question 1 and 2 respectively. The criteria used was:

- a. 1.0 through 2.49 was interpreted as an improvement in the overall management of that function;
- b. 2.5 through 3.49 was interpreted as no effect on the overall management of that function;
- c. 3.5 through 5.0 was interpreted as a degradation in the overall management of that function.

The responses to questions 11 through 24 on the DCR survey and 10 through 17 on the wing commander survey were used as support and peripheral data to help explain an improvement or degradation in the overall management of the functions in the DCR deputate. For example, a correlation may exist between the improvement or degradation of overall

Question	Function	SAC	TAC	MAC	USAFE	PACAF	Overall Average
	Comptroller						
	Procurement						
	Supply						
	Transportation						
	Data Automation						
	Logistics Plans						

FIGURE 3
RESPONSE MATRIX

management and the amount of support given to each function by the wing commander, (Appendix A questions 11 through 16).

In part two of the data analysis plan, the specific comments to answer question 25 on the DCR survey will determine how the data is to be analyzed.

Research Question Three

In order to answer research question three, personnel in the comptroller and logistics functions at the major command headquarters of SAC, TAC, MAC, USAFE, and PACAF were contacted and asked to provide the name of the individual in each function considered to be most knowledgeable at the headquarters concerning the DCR position.

Once the individual experts were identified, an unstructured telephone interview was to be used to attempt to

answer the research question. This method of information gathering was selected because of its low cost, ease of use, and flexibility. Additionally, it was felt that such a small sample (approximately 5 to 12 individuals) did not justify the development of a formal survey instrument. See Appendix C for a list of tentative questions to be used for these telephone interviews.

Summary of Assumptions

1. The procedures used to validate the survey resulted in a valid survey instrument, and the questions used in the surveys will provide relevant information to answer research questions 1 and 2.

2. The respondents will provide objective answers based on their own perceptions, opinions, and knowledge.

3. The opinions and perceptions of non-respondents will not differ significantly from the opinions and perceptions of respondents.

Summary of Limitations

1. The population was limited to the five major commands (SAC, TAC, MAC, USAFE, PACAF) containing a major proportion of the Air Force operational wings organized under the tri-deputy concept; results cannot be generalized beyond that population (i.e., extended to Air Training Command).

2. Data on major command perceptions is limited by the ability to identify and contact experts on the DCR concept within each command.

3. Perceptions concerning the DCR position are necessarily based on a limited amount of experience with the DCR concept.

CHAPTER III

ANALYSIS OF DATA

This chapter presents an analysis of the data to answer the research questions. The first section describes the response rates for the DCR and wing commander surveys. The second section describes how the results of the DCR survey answer research question one. The next section describes how the results of the wing commander survey answer research question two. The fourth section describes the problems encountered in attempting to answer research question three. Finally, a summary concludes this chapter.

Response Rates

Surveys were sent to 73 DCRs and 73 wing commanders in SAC, TAC, MAC, USAFE, and PACAF. Sixty-eight DCRs responded for a response rate of 93.2 percent, and 63 wing commanders responded for a response rate of 86.3 percent. Table 1 shows the response rates by command.

The response rates for each command were outstanding considering the response rate for similar surveys is 50 to 65 percent (12:82). However, since the wing commanders were asked to answer questions 4 through 10 only if they had been a wing commander before the position of DCR was established,

TABLE 1

SURVEY RESPONSES

	DCR			Wg/CC		
	Sent	Received	%	Sent	Received	%
SAC	24	23	95.8	24	21	87.5
TAC	18	18	100.0	18	16	88.9
MAC	14	12	85.7	14	11	78.6
USAFE	13	11	84.6	13	12	92.3
PACAF	4	4	100.0	4	3	75.0
TOTALS	73	68	93.2	73	63	86.3

only 14 respondents answered these questions - four from SAC, four from TAC, three from MAC, two from USAFE, and one from PACAF.

Research Question One

The first research question asks, "Do present DCRs perceive that overall management of the functions in the DCR deputate has improved since implementation of the tri-deputy organization?"

The responses to questions 5 through 10 on the DCR survey were designed to answer research question one. The DCR Response Matrix, Table 2, shows the median response, by command, for each function.

TABLE 2

DCR RESPONSE MATRIX

Question	Function	SAC	TAC	MAC	USAFE	PACAF	Overall Average
5.	Comptroller	2.0	2.0	2.5	2.0	1.5	2.0
6.	Procurement	2.0	2.0	2.0	2.0	1.0	1.8
7.	Supply	2.0	2.0	2.0	2.0	2.0	2.0
8.	Transportation	1.5	2.0	2.0	2.0	1.5	1.8
9.	Data Automation	2.0	3.0	3.0*	2.0	1.5	2.3
10.	Logistics Plans	3.0*	3.0	2.0	2.0	1.0	2.2

* Not in the DCR deputate in this command.

Scale:

1 - Greatly Improved	4 - Degraded
2 - Improved	5 - Greatly Degraded
3 - No Effect	

Using the criteria listed in Chapter II, 25 of the 30 cells show that there has been a perceived improvement in the overall management of that particular function since the DCR position was established within that command. Five cells fell in the "no effect" category, and no cells indicate degradation. Two of the cells which fell in the "no effect" category, Logistics Plans in SAC and Data Automation in MAC, should not be viewed in the same manner as the other cells in that these functions are not in the DCR deputate in these commands.

As shown in the "Overall Average" column and using the stated criteria, the perception of the respondents was that the overall management of each function had improved since the DCR position was established.

The responses to questions 11 through 16 may help explain this perceived improvement. Table 3 shows the responses concerning the effect of the establishment of the DCR position on the amount of support given by the Wing Commander to the functions in the DCR deputate.

TABLE 3

WING COMMANDER SUPPORT

Question	Function	% Increased	% No Change	% Decreased
11.	Comptroller	82.0	14.8	3.2
12.	Procurement	65.6	29.5	4.9
13.	Supply	72.6	25.8	1.6
14.	Transportation	74.6	23.8	1.6
15.	Data Automation	43.1	54.9	2.0
16.	Logistics Plans	51.0	46.9	2.0

The majority of respondents perceived some degree of increase in support given by the wing commander to all the functions except Data Automation. The relatively high percentage figures in the "No Change" column for Data Automation and Logistics Plans can be explained by the fact that

Data Automation within MAC and Logistics Plans within SAC are not in the DCR deputation in those commands, and many of the respondents from those commands marked "No Change" for those functions not in their deputation. If the responses to question 15 from MAC and the responses to question 16 from SAC are disregarded, Table 4 shows an increase in the "Improved" column and a decrease in the "No Change" column when compared to Table 3.

TABLE 4

ADJUSTED WING COMMANDER SUPPORT

Question	Function	% Increased	% No Change	% Decreased
15.	Data Automation	45.8	52.1	2.1
16.	Logistics Plans	62.5	35.0	2.5

It should be noted that in both Table 3 and Table 4 the percentage of respondents indicating some degree of decrease in support by the wing commander is less than five percent for each function.

Another factor possibly contributing to the perceived improvement in overall management was found in the responses to question 4. Over eighty percent of the respondents felt that they were at least adequately prepared to assume the duties of the DCR. Only one respondent indicated that he felt totally unprepared to assume his DCR duties. Table 5 shows the responses to question 4.

TABLE 5

DCR PREPARATION

	Totally Prepared	Well Prepared	Adequately Prepared	Poorly Prepared	Totally Unprepared
Number	7	27	20	12	1
Percentage	10.4	40.3	30.0	17.9	1.5

The responses to question 18, concerning the impact of the elimination of the DCR position, were consistent with the other survey findings in that 86 percent felt that elimination of the DCR position would result in some degree of degradation in the ability to accomplish the wing mission. Fourteen percent felt that there would be no impact, and no one felt that elimination of the DCR position would enhance accomplishment of the wing mission. Table 6 shows the responses to question 18.

TABLE 6

ELIMINATION OF THE DCR POSITION (DCR)

	Greatly Degrade	Degrade	No Impact	Enhance	Greatly Enhance
Number	14	42	9	0	0
Percentage	21.5	64.6	13.8	0.0	0.0

Research Question Two

Research question two asks "Do present Wing Commanders perceive that overall management of the functions in the DCR deputate has improved since implementation of the tri-deputy organization?"

As stated in the first section in this chapter, only 14 wing commanders responded to questions 4 through 10 on the wing commander survey. Therefore, the figures shown in Table 7, Wing Commander Response Matrix, must be viewed with caution because they may not be indicative of the impact of the DCR throughout the population.

The responses to questions 4 through 9 were designed to answer research question two. The Wing Commander Response Matrix shows the median response, by command, for each function.

TABLE 7

WING COMMANDER RESPONSE MATRIX

Question	Function	SAC	TAC	MAC	USAFE	PACAF	Overall Average
4.	Comptroller	2.0	1.5	4.0	1.5	3.0	2.4
5.	Procurement	1.5	1.0	3.0	1.5	3.0	2.0
6.	Supply	1.5	2.0	3.0	2.0	3.0	2.3
7.	Transportation	2.0	1.0	3.0	2.0	3.0	2.2
8.	Data Automation	1.5	2.0	3.0*	2.0	3.0	2.3
9.	Logistics Plans	1.5*	1.0	2.0	1.5	3.0	1.8

* Not in the DCR deputation in this command.

Scale:

- | | |
|----------------------|----------------------|
| 1 - Greatly Improved | 4 - Degraded |
| 2 - Improved | 5 - Greatly Degraded |
| 3 - No Effect | |

Using the same criteria as was used in research question one, 19 of the 30 cells show that there has been a perceived improvement in the overall management of that particular function since the DCR position was established within the command. Nine cells show "no effect", and one cell (the Comptroller function in MAC) shows a perceived degradation. Again, the cells for Data Automation in MAC and Logistic Plans in SAC should not be viewed in the same

manner as the other cells because these functions are not in the DCR depute in these commands.

As shown in the "Overall Average" column and using the stated criteria, the perception of the respondents was that the overall management of each function had improved since the establishment of the DCR position. However, since these results are based on relatively few responses, care must be used in drawing any conclusions from them.

The responses to question 10 may help explain this perceived improvement. Of the 14 respondents who answered question 10, 11 indicated some degree of improvement in the operation and management of the wing since the DCR position was established. One indicated "no effect", and two indicated degradation. Table 8 shows the responses to question 10.

TABLE 8

IMPACT OF DCR POSITION ON WING OPERATION
AND MANAGEMENT

	Greatly Improved	Improved	No Effect	Degraded	Greatly Degraded
Number	5	6	1	2	0
Percentage	25.7	42.8	7.1	14.3	0.0

Of the 60 respondents who answered question 11 concerning the impact of the elimination of the DCR position, 81.7 percent felt that to eliminate this position would result in some degree of degradation in the ability to accomplish the wing mission. Those indicating some degree of enhancement amounted to 6.7 percent. Table 9 shows the responses to question 11.

TABLE 9

ELIMINATION OF THE DCR POSITION (WG/CC)

	Greatly Degrade	Degrade	No Impact	Enhance	Greatly Enhance
Number	17	32	7	3	1
Percentage	28.3	53.3	11.7	5.0	1.7

Research Question Three

The third research question asks "Do selected major command comptroller and logistics personnel perceive that overall management of the functions in the DCR deputate has improved since implementation of the tri-deputy organization?"

This research effort could not satisfactorily answer this research question. As stated in Chapter II, experts on the DCR position were to be contacted at the major command headquarters. Initially, logistics plans personnel at major command headquarters were contacted. However, either no one

was identified as being most knowledgeable about the DCR position or the person so identified felt unqualified to answer the questions listed in Appendix C for that command.

Although not originally intended to be used to help answer research question three, many of the responses to question 25 on the DCR survey provided comments that could be related to major command perceptions. Fifty-six out of 68 DCRs provided comments in response to question 25. Pertinent DCR comments are listed in Appendix D. Generally, these comments were favorable toward the DCR concept. One area of concern that surfaced regularly was the lack of a DCR counterpart at higher headquarters.

The results obtained from question 17 on the DCR survey can also be related to the third research question. In analyzing the responses to this question, it was found that a substantial number of respondents indicated some degree of dissatisfaction with the quality of guidance provided by major command headquarters. Table 10 shows the number and percentage for each response to question 17.

As can be seen in Table 10, almost 48 percent of the respondents indicated some degree of dissatisfaction with the quality of this guidance. On the other hand, only 7.5 percent indicated that they were either totally satisfied or more than satisfied with this guidance.

TABLE 10

QUALITY OF MAJCOM GUIDANCE

	Totally Satisfied	More Than Satisfied	Satisfied	Slightly Dissatisfied	Totally Dissatisfied
Number	1	4	30	24	8
Percentage	1.5	6.0	44.8	35.8	11.9

The inability to identify experts at the major command level, the significant number of DCRs expressing dissatisfaction with the quality of guidance provided by major command headquarters, and the DCR comments concerning the absence of a DCR counterpart of higher headquarters are all indications that a problem exists in the organizational structure of major command headquarters. Specifically, there is no DCR counterpart at major command headquarters who is capable of providing quality guidance to DCRs at the wing/base level.

Summary

This chapter presented an analysis of the data used to answer the research questions. Response rates were given for both the DCR survey and the wing commander survey. The analysis of the data for research questions one and two show

that the perceptions of both wing commanders and DCRs were that the overall management of the functions in the DCR deputate had improved since the DCR position was established. The chapter concluded by explaining why research question three could not be answered.

CHAPTER IV

CONCLUSIONS AND RECOMMENDATIONS

This chapter presents conclusions drawn from the findings in the data analysis. In addition, recommendations for action and further study are given. The conclusions of the research are based solely on the results of the data producing sample and the assumptions and limitations presented in Chapter II. The recommendations were based upon the results of the research itself and the researchers' impressions about areas in which they felt potential existed for future improvement.

Conclusions

The objectives of this research effort were to determine if present DCRs, wing commanders, and selected major command logistics and comptroller personnel perceive that overall management of the functions in the DCR deputate had improved since implementation of the tri-deputy organization.

Research question one. Present DCRs in SAC, TAC, MAC, USAFE and PACAF perceived that overall management of each function in the DCR deputate had improved since the implementation of the tri-deputy organization. Further, the DCR concept appears to be a useful and valid concept at the wing/base level in SAC, TAC, MAC, USAFE, and PACAF.

Research question two. Present wing commanders in SAC, TAC, MAC, USAFE, and PACAF perceived that overall management of each function in the DCR deputate had improved since implementation of the tri-deputy organization. However, this conclusion must be viewed with caution in light of the fact that relatively few wing commanders had the experience to answer the survey questions associated with this research question.

Research question three. Based on the problems encountered in attempting to answer this research question, no conclusion can be made as to how selected major command logistics and comptroller personnel in SAC, TAC, MAC, USAFE, and PACAF perceive any improvement in the overall management of the functions in the DCR deputate since the DCR position was established in those commands. It was found, however, that a problem exists in the organizational structure of the major command headquarters in that there is no DCR counterpart at major command headquarters who is capable of providing quality guidance to DCRs at the wing/base level.

Recommendations

The researchers recommend that a DCR counterpart position be established at the major command level. This recommendation is based on the problems the researchers encountered in attempting to determine major command perceptions concerning the DCR position, the DCR comments about

the lack of a counterpart at higher headquarters, and the dissatisfaction expressed concerning the quality of major command guidance.

Another recommendation is that a research effort study the organizational effectiveness of the tri-deputy organization, focusing on the DCR deputate. This study would shed further light on the usefulness and validity of the DCR concept.

APPENDIX A
SURVEY FOR DEPUTY COMMANDER FOR
RESOURCE MANAGEMENT

DEPARTMENT OF THE AIR FORCE
AIR FORCE INSTITUTE OF TECHNOLOGY (ATIC)
WRIGHT-PATTERSON AIR FORCE BASE, OHIO 45433



JUL 6 1978

REPLY TO
ATTN OF: LSGR (LSSR 1-78B/Capt T. Nishimura/Capt K. Voshell/AUTOVON 785-4698)

SUBJECT: Survey Concerning the Position of Deputy Commander for Resource Management (DCR)

TO: Deputy Commander for Resource Management

1. The attached survey was prepared by a research team at the Air Force Institute of Technology, Wright-Patterson AFB, Ohio. The purpose of the survey is to acquire data concerning your perceptions of how the establishment of the DCR position under the Tri-Deputy concept has affected the overall management of functions within the DCR deputated.

2. You are requested to provide an answer or comment for each question. Headquarters USAF Survey Control Number 78-138 has been assigned to this survey. Your participation in this research is voluntary.

3. Your responses to the questions will be held confidential. Your cooperation in providing this data will be appreciated. Please remove this cover sheet and return the completed survey in the attached envelope within one week after receipt.

A handwritten signature in cursive script, reading "Henry W. Parlett", is positioned above the typed name.

HENRY W. PARLETT, Colonel, USAF
Associate Dean for Graduate Education
School of Systems and Logistics

2 Atch
1. Survey
2. Return Envelope

PRIVACY STATEMENT

In accordance with paragraph 30, AFR 12-35, the following information is provided as required by the Privacy Act of 1974:

a. Authority:

- (1) 5 U.S.C. 301, Departmental Regulations, and/or
- (2) 10 U.S.C. 8012, Secretary of the Air Force, Powers, Duties, Delegation by Compensation; and/or
- (3) DOD Instruction 1100.13, 17 Apr 68, Surveys of Department of Defense Personnel; and/or
- (4) AFR 30-23, 22 Sep 76, Air Force Personnel Survey Program.

b. Principal purposes. The survey is being conducted to collect information to be used in research aimed at illuminating and providing inputs to the solution of problems of interest to the Air Force and/or DOD.

c. Routine Uses. The survey data will be converted to information for use in research of management related problems. Results of the research, based on the data provided, will be included in written master's theses and may also be included in published articles, reports, or texts. Distribution of the results of the research, based on the survey data, whether in written form or presented orally, will be unlimited.

d. Participation in this survey is entirely voluntary.

e. No adverse action of any kind may be taken against any individual who elects not to participate in any or all of this survey.

SURVEY CONCERNING THE POSITION OF DEPUTY
COMMANDER FOR RESOURCE MANAGEMENT

Directions

Please answer the following questions. The instructions for completing each question are contained in the body of the question or are self-explanatory. Please return the completed survey within one week. Thank you for your cooperation.

PART I — BACKGROUND AND TRAINING

1. To which command are you presently assigned?
 - a. SAC
 - b. TAC
 - c. MAC
 - d. USAFE
 - e. PACAF
2. How many months have you been a DCR? _____
3. Indicate which area, or areas, you have had experience in before becoming a DCR. (Circle as many responses as applicable).
 - a. Supply
 - b. Procurement
 - c. Comptroller
 - d. Transportation
 - e. Data Automation
 - f. Logistics Plans
 - g. Operations
 - h. Maintenance
 - i. Other
4. How well prepared do you feel you were to assume the duties of DCR?
 - a. Totally prepared
 - b. Well prepared
 - c. Adequately prepared
 - d. Poorly prepared
 - e. Totally unprepared

USAF SCN 78-138 (Expires 30 Sep 78)

PART II — PERCEPTIONS

What effect has the establishment of the DCR position had on the overall management of the following functions (comparing the current situation with the situation prior to the establishment of the DCR)? Circle the response most nearly matching your personal opinion.

	Greatly Improved	Improved	No Effect	Degraded	Greatly Degraded	No Opinion/ No Basis for Comparison
5. Comptroller	A	B	C	D	E	O
6. Procurement	A	B	C	D	E	O
7. Supply	A	B	C	D	E	O
8. Transportation	A	B	C	D	E	O
9. Data Automation	A	B	C	D	E	O
10. Logistics Plans	A	B	C	D	E	O

What effect has the establishment of the DCR position had on the amount of support given by the wing commander to the following functions:

	Greatly Increased	Increased	No Change	Decreased	Greatly Decreased	No Opinion/ No Basis for Comparison
11. Comptroller	A	B	C	D	E	O
12. Procurement	A	B	C	D	E	O
13. Supply	A	B	C	D	E	O
14. Transportation	A	B	C	D	E	O
15. Data Automation	A	B	C	D	E	O
16. Logistics Plans	A	B	C	D	E	O

17. How satisfied are you with the quality of guidance provided by major command headquarters concerning your position?

- a. Totally satisfied
- b. More than satisfied
- c. Satisfied
- d. Slightly dissatisfied
- e. Totally dissatisfied

18. What impact would the elimination of the DCR position have on the accomplishment of the wing mission?

- a. Greatly degrade
- b. Degrade
- c. No impact
- d. Enhance
- e. Greatly enhance

If the DCR position were eliminated, to whom should each of the current DCR functions report? Circle the response which matches your opinion.

	Wg/CC	CSG/CC	DCO	DCM	Other (Please Explain)
19. Comptroller	A	B	C	D	0 _____
20. Procurement	A	B	C	D	0 _____
21. Supply	A	B	C	D	0 _____
22. Transportation	A	B	C	D	0 _____
23. Data Automation	A	B	C	D	0 _____
24. Logistics Plans	A	B	C	D	0 _____

PART III — ADDITIONAL COMMENTS

25. We solicit your comments concerning the usefulness and validity of the DCR concept. You may use the space below.

APPENDIX B
SURVEY FOR WING COMMANDERS

DEPARTMENT OF THE AIR FORCE
AIR FORCE INSTITUTE OF TECHNOLOGY (ATIC)
WRIGHT-PATTERSON AIR FORCE BASE, OHIO 45433



JUL 6 1978

REPLY TO
ATTN OF: LSGR (LSSR 1-78B/Capt T. Nishimura/Capt K. Voshell/AUTOVON 785-4698)

SUBJECT: Survey Concerning the Position of Deputy Commander for Resource Management (DCR)

TO: Wing Commander

1. The attached survey was prepared by a research team at the Air Force Institute of Technology, Wright-Patterson AFB, Ohio. The purpose of the survey is to acquire data concerning your perceptions of how the establishment of the DCR position under the Tri-Deputy concept has affected the overall management of functions within the DCR deputation.

2. You are requested to provide an answer or comment for each question. Headquarters USAF Survey Control Number 78-138 has been assigned to this survey. Your participation in this research is voluntary.

3. Your responses to the questions will be held confidential. Your cooperation in providing this data will be appreciated. Please remove this cover sheet and return the completed survey in the attached envelope within one week after receipt.

A handwritten signature in cursive script, reading "Henry W. Parlett", is written over the typed name.

HENRY W. PARLETT, Colonel, USAF
Associate Dean for Graduate Education
School of Systems and Logistics

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1. Survey
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b. Principal purposes. The survey is being conducted to collect information to be used in research aimed at illuminating and providing inputs to the solution of problems of interest to the Air Force and/or DOD.

c. Routine Uses. The survey data will be converted to information for use in research of management related problems. Results of the research, based on the data provided, will be included in written master's theses and may also be included in published articles, reports, or texts. Distribution of the results of the research, based on the survey data, whether in written form or presented orally, will be unlimited.

d. Participation in this survey is entirely voluntary.

e. No adverse action of any kind may be taken against any individual who elects not to participate in any or all of this survey.

SURVEY CONCERNING THE POSITION OF DEPUTY
COMMANDER FOR RESOURCE MANAGEMENT

Directions

Please answer the following questions. The instructions for completing each question are contained in the body of the question or are self-explanatory. Please return the completed survey within one week. Thank you for your cooperation.

1. To which command are you presently assigned?
 - a. SAC
 - b. TAC
 - c. MAC
 - d. USAFE
 - e. PACAF
2. How many months have you been a wing commander? _____
3. Were you a wing commander before the position of DCR was established? Yes ___ No ___

If you answered question 3 "No", go to question 11; otherwise, please continue.

What effect has the establishment of the DCR position had on the overall management of the following functions (comparing the current situation with the situation prior to the establishment of the DCR)? Circle the response most nearly matching your personal opinion.

	Greatly Improved	Improved	No Effect	Degraded	Greatly Degraded	No Opinion/ No Basis for Comparison
4. Comptroller	A	B	C	D	E	O
5. Procurement	A	B	C	D	E	O
6. Supply	A	B	C	D	E	O
7. Transportation	A	B	C	D	E	O
8. Data Automation	A	B	C	D	E	O
9. Logistics Plans	A	B	C	D	E	O

USAF SCN 78-138 (Expires 30 Sep 78)

10. What effect has the establishment of the DCR position and the resulting tri-deputy wing structure had on the operation and management of the wing?

- a. Greatly improved
- b. Improved
- c. No effect
- d. Degraded
- e. Greatly degraded
- f. No opinion/
No basis for comparison

11. What impact would the elimination of the DCR position have on the accomplishment of the wing mission?

- a. Greatly degrade
- b. Degrade
- c. No impact
- d. Enhance
- e. Greatly enhance

If the DCR position were eliminated, to whom should each of the current DCR functions report? Circle the response which matches your opinion.

	Wg/CC	CSG/CC	DCO	DCM	Other (Please Explain)
12. Comptroller	A	B	C	D	O _____
13. Procurement	A	B	C	D	O _____
14. Supply	A	B	C	D	O _____
15. Transportation	A	B	C	D	O _____
16. Data Automation	A	B	C	D	O _____
17. Logistics Plans	A	B	C	D	O _____

APPENDIX C
QUESTIONS FOR TELEPHONE INTERVIEWS

1. Do you perceive that management of the functions in the DCR Deputate has improved since implementation of the tri-deputy organization?

- A. Greatly Improved
- B. Improved
- C. No Effect
- D. Degraded
- E. Greatly Degraded

2. What impact would the elimination of the DCR position have on the overall management of the functions in the DCR deputate?

- A. Greatly Degrade
- B. Degrade
- C. No Impact
- D. Enhance
- E. Greatly Enhance

APPENDIX D
PERTINENT DCR COMMENTS

SAC

- The DCR concept improves the management of the five functions . . .
- Junior officers and NCOs, which comprise middle management, feel more a part of the decision-making process and are much more visible.
- In my judgement, the DCR function should be represented in all levels of the command structure, ie., wing, numbered air force, major air command, Air Force.
- Keep it - I like it!
- The most significant area of concern that I have of the tri-deputate system is that there is no one at the numbered air force or MAJCOM that gives a damn about the position.
- Staff representation at numbered air force and major air command levels would improve communications and give (the) DCR more horsepower.
- The tri-deputy system is definitely an improved management system.
- DCR counterpart offices are needed at higher headquarters.
- A good concept but wing commanders and others need more education on DCR's existence as well as his supposed equality with other deputates.
- Most importantly, though most frequently forgotten, however, is the fact that the Tri-Deputy organization has created a substantially better environment for the identification and enhancement of the talented junior officers and NCOs assigned to the DCR functional areas.
- The lack of a single point of contact at HHQ is disconcerting. After three years, the HHQ counterparts remember most of the time to info the DCR on correspondence.
- Good concept - I think it's done more good than most people admit.
- If the DCR is to remain a viable concept additional management items must be moved from the CSG/CC. I suggest personnel (both military and civilian) be transferred to the DCR.

SAC-continued

- (Major command headquarters provides) very little guidance to the DCR. Guidance comes to the sub-areas within DCR . . . but very little is coordinated guidance and many times is opposing.
- Retain the DCR as is.
- The most valuable contribution of the DCR has been clarifying the lines of control for our total dollars and supplies.
- I don't see how the Base Commander could possibly function when he owned all of these organizations!
- Good concept.

TAC

- The Tri-Deputy organization with the DCR is working exceptionally well at wing level. The major problem comes when dealing with higher headquarters because the RM structure is nonexistent there.
- To eliminate the DCR position and transfer the workload to the other deputies, vice commander, or wing commander would be a grave mistake.
- In TAC the DCR position is a deadend job!!
- I cannot see any advantage of the DCR concept nor has it improved mission effectiveness.
- The wing would be more effective if the Civil Engineering complex was under the Deputy Commander for Resource Management.
- DCR position finally allowed the supervision necessary to get our LGP, LGT, LGS AND AC out of the doldrums and to get them back to doing everything required--and to get them doing it right!
- I have no trouble rationalizing the present functional organizational setup and I believe we contribute significantly to the combat capability of the wing.
- The DCR concept is extremely useful and unquestioningly valid. I don't know how the job got done any other way.

TAC continued

- While the DCR concept is a valid concept, I do not feel that emphasis is presently placed on assigning qualified people in the positions. I look forward to the day when DCRs are required to have completed the Graduate Logistics Management School there at AFIT before assignment as a DCR.
- I believe that the establishment of the DCR function has greatly improved the accomplishment of the wing mission. More emphasis should be placed at higher levels of command to reorganize along similar lines.
- Gathering the six functional areas listed under the DCR has . . . enhanced their self image and visibility as important players in the wings efforts.
- Establishment of the DCR definitely provided positive support enhancement of supply and transportation.

MAC

- Retain RM as an entity.
- The concept is very effective, at base level. Difficulty is encountered with HQ MAC because I have little contact with the DCS or directors (at MAC, the MAC staff bypasses the DCR and works directly with the unit commanders/agency chiefs).
- The present tri-deputy system is working O.K.
- My greatest criticism of the organizational make-up is the fragmentation and numerous "masters" the RM must respond to at higher headquarters. There is no homogeneity at MAJCOM.
- Maintenance and supply should have a common chief to insure they continue to work in harmony in providing logistics support to the wing mission.
- The DCRM position has enhanced the functions and effectiveness of those organizations under his responsibility with the exception of the Comptroller.

MAC continued

- The major advantage of the DCR concept is increased senior level supervision of Procurement, Comptroller, and transportation. The lack of MAJCOM Resource Management function takes away from the effectiveness and growth potential of the wing level DCR. I would recommend elimination of the position at wing level and the concept with a return to the LG concept aligning the wing LG and MAJCOM DCS LG functions.

USAFE

- A step in the right direction. However, there is still a pecking order - #1 ops, #2 maintenance, (and a tie between) CSG and RM.
- I think the DCR concept was good from the standpoint of reducing the span of control of the wing/CC, CSG/CC, and former LG.
- The real problem appears to be the qualifications of the DCRs. Credibility in this position is lacking in numerous units because the DCR is not knowledgeable in the functional areas he manages.
- The DCR function is absolutely vital if the functions in this area . . . are to be effectively focused for maximum benefit to the wing as a whole.
- I believe it to be a very useful concept and would encourage its expansion to include personnel and civil engineering under a Resource Management Commander (RMG/CC).
- It is highly important that the DCR have an operational background in the wing's mission. I do not recommend that the DCR have a background in one of the RM disciplines.
- The AF needs some of its personnel in the LGS, LGT, LGX, and LGP to have RM experience to make better staff officers at HQ.
- The DCR concept hasn't really changed the management of the areas assigned under the DCR. It has changed the management of the areas assigned under the Base Commander, in that he can now concentrate on people-oriented problems.

PACAF

- The DCR concept is useful, valid and needed. One problem exists to the detriment of DCRs - they are perceived to be the lowest priority colonels in the Air Force.
- The DCR position, as single manager for the Wing's resources, has greatly assisted the management of those resources.

APPENDIX E
ALTERNATIVE FUNCTIONAL PLACEMENT

As was shown in the text, the DCR concept was perceived to be valid and useful. Therefore, the responses to the question, "If the DCR position were eliminated, to whom should each of the current DCR functions report?" were not used in the data analysis. The responses to questions 19 through 24 on the DCR survey are shown in Table 11, and the responses to questions 12 through 17 on the wing commander survey are shown in Table 12.

TABLE 11

DCR RESPONSES TO QUESTIONS 19 THROUGH 24

Question	Function	Wg/CC	CSG/CC	DCO	DCM	Other
19.	Comptroller	33	32	0	0	2
20.	Procurement	2	56	0	1	8
21.	Supply	10	22	0	29	6
22.	Transportation	5	47	0	10	5
23.	Data Automation	7	44	2	1	13
24.	Logistics Plans	13	3	3	38	10

TABLE 12

WG/CC RESPONSES TO QUESTIONS 12 THROUGH 17

Question	Function	Wg/CC	CSG/CC	DCO	DCM	Other
12.	Comptroller	27	31	0	0	5
13.	Procurement	8	44	0	4	7
14.	Supply	7	19	0	34	3
15.	Transportation	2	49	0	9	3
16.	Data Automation	4	51	2	2	4
17.	Logistics Plans	5	5	1	49	3

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