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ARMY MANAGEMENT OF CLOTHING AND EQUIPMENT STUDY, ADDENDUM, (U)

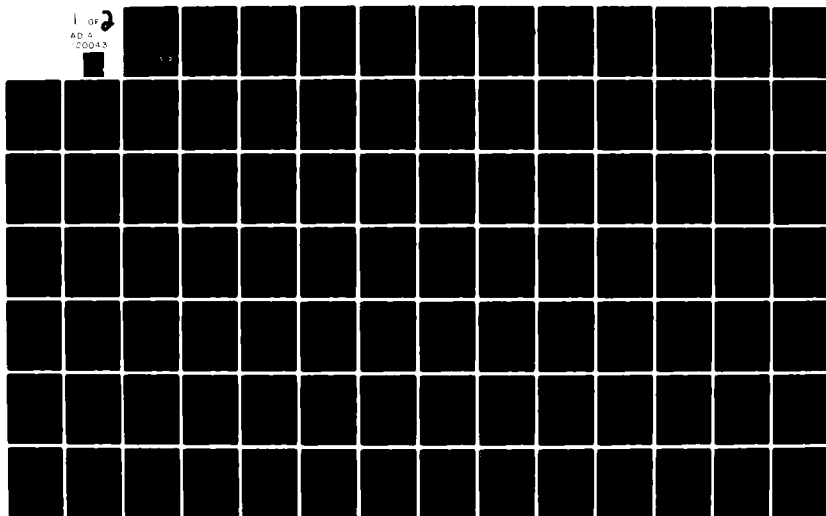
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ARMY MANAGEMENT OF CLOTHING AND EQUIPMENT STUDY

ADDENDUM

JUNE 14, 1982

Submitted to:
Directorate for Transportation,
Energy and Troop Support
Office, Deputy Chief of Staff for Logistics
Department of the Army
The Pentagon
Washington, D.C. 20310

Contract Number MDA 903-81-C-0585

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"The views, opinions, and findings contained in this report are those of the authors and should not be construed as an official Department of the Army position, policy, or decision, unless so designated by other official documentation."

APPENDIX A



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APPENDIX A

Responsibilities of Army Staff Agencies and other Army Activities

Army Force Modernization Coordination Office (AFMCO)

Office of the Chief of Staff

Department of Army

Monitoring the status of materiel systems which are specifically related to force modernization is the responsibility of AFMCO. This is accomplished through the force modernization program process which utilizes the guidance contained in the Army Modernization Information Memorandum (AMIM) published annually, and the Modernization Resources Information System (MRIS) which provides data on every materiel system designated for inclusion in the force modernization program.

The AFMCO is charged with keeping the Army Staff advised on the progress of the materiel systems contained in the MRIS and to take appropriate action if a system is not meeting its established milestones because of resource problems or other reasons. This office also monitors the MRIS, removing systems that have been phased-out or are obsolete, and adding new systems as they are approved in the force modernization program concept.

Currently, AFMCO is monitoring approximately 30 materiel systems under the long form system in the MRIS which provides extensive data and background and approximately 127 materiel systems under the short form system of the MRIS. It is planned eventually to accommodate over 300 materiel systems currently involved in force modernization under the MRIS system. The Personnel Armor System for Ground Troops (PASGT) and the Battle Dress Uniform System are included in the MRIS program.

Director of the Army Staff

Programs Analysis and Evaluation Directorate (PA&E)

This office is involved in POM building for the Army Staff including analysis, integration of programs and interface with OASD as required. There are approximately 50 Action Officers assigned to the PA&E, one of whom is responsible for clothing and equipment and provides guidance to the DA Staff (ARSTAF Action Officers, and Appropriation Directors). DCSPER is the Appropriation Director for the Military Personnel, Army (MPA) appropriation; DCSOPS has Operation and Maintenance, Army (OMA) - Program 2 and Program 8 responsibility; DCSLOG has Stock Fund and OMA - Program 7 responsibility; and DCSRDA has the R&D - Program 6 responsibility. The designated PA&E monitor works directly with ODCSLOG Action Officers on supply matters to assure that supply issues necessary for inclusion in the POM are accurately reflected. This officer does not perform the actual programming, budget detail or preparation of the Program Development Incremental Package (PDIP). The PDIP is the responsibility of Functional Action Officers in the respective ARSTAF Agency.

Under normal circumstances, a PDIP is required for a special interest item or group of items as a platform for justifying monies over baseline requirements. It then serves as a basis for POM development. Some consideration is being given

by PA&E to functional PDIP development; that is, the identification of monies required in the full life cycle of clothing and equipment. The PDIP would cover costs of original acquisitions, replacements, distribution and warehousing, transportation, etc. A glaring deficiency that arises is the lack of authoritative guidance for the PDIP Point of Contact (POC) and assignment of responsibility for PDIP preparation and maintenance. This results, or can result, in a loss of control in assuring that after the development process, money will exist for the issue of assets to the ultimate user.

Certain selected clothing and equipment items, deemed to be of utmost importance to force modernization, are also tracked by the Army Force Modernization Coordination Office through a system called Army Modernization Information Memorandum (AMIM), aided by an automated process identified as Modernization Requirements Information System (MRIS).

Deputy Chief of Staff for Personnel

Directorate of Human Resources Development

Leadership Division

Uniform and Appearance Branch

The Deputy Chief of Staff for Personnel (DCSPER) has Army General Staff responsibility for the life cycle management of Army uniforms, often referred to as personal clothing or "bag" items. The reference to "bag" items is to the complete equipage of the recruit to a full complement of personal clothing items which are issued free upon induction. A significant portion of this responsibility is discharged through the Army Uniform Board (AUB) which the DCSPER chairs. The DCSPER also provides the Secretariat of the Uniform Board which enables him to monitor the execution of various uniform programs from the inception of need, design and development, testing, and issue to the ultimate user. The Secretariat is assigned to the Leadership Division, Directorate of Human Resources Development.

The primary description of the management of the uniform program is depicted in Army Regulation 670-2, Life Cycle Management of Army Uniforms, 1 October 1980, which establishes policies, responsibilities and administrative procedures for the fielding of new and modified Army uniforms. Planning for adding, deleting or changing an item impacts the life cycle of personal or organizational allowances and funding requirements. A corollary publication, for which this office is also the proponent, is Army Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia, 1 November 1981.

The complete Army Uniform Board includes the following:

- Deputy Chief of Staff for Personnel (Chairperson),
- The Inspector General,
- Director of Development and Engineering, U.S. Army Materiel
Development and Readiness Command,
- Assistant Deputy Chief of Staff for Logistics,
- Assistant Deputy Chief of Staff for Operations and Plans.
- Assistant Deputy Chief of Staff for Research, Development and
Acquisition,

Director of Operations and Maintenance, Army, Office, Comptroller of the Army
 Director, Army National Guard,
 Deputy Chief of Staff for Combat Developments, U.S. Army Training and Doctrine Command,
 Deputy Chief of Staff for Personnel, U.S. Army Forces Command,
 Chief, Army Nurse Corps (only when matters pertaining to women's uniforms come before the Board),
 Senior Female Officer, ODCSPER, and
 The Sergeant Major of the Army.

Secretariat responsibilities usually begin with a suggestion, recommendation for a new item, or a change request for modification to an existing uniform item. Actions that can be staffed by appropriate Army Staff Agencies are routed to them in lieu of AUB action. This limits the Board's participation to involvement only with those matters that are sensitive or controversial or have widespread impact on appearance or cost. Evaluation assistance is solicited by the Secretary, AUB, and once final evaluation is completed, and development is required, the design phase is begun by initiating a feasibility investigation. Various levels of approval authority exist, predicated upon the estimated feasibility investigation cost. It is important to note that investigation costs over \$25,000 are approved by the Vice Chief of Staff, Army, or Chief of Staff, Army (VCSA/CSA).

Planning for funding begins early in the development process and is performed where possible as part of the regular budget cycle. Specific appropriations involved in the personal uniform process are Military Personnel, Army (MPA) appropriation; Operations and Maintenance, Army (OMA) appropriation, Programs 7 and 8; National Guard Personnel, Army (NGPA); and Reserve Personnel, Army (RPA) appropriations. Specific uses are as follows:

MPA	Active Army initial, supplemental, and clothing maintenance allowances,
OMA-P7	AUB development program,
OMA-P8	Active Army Trainees and ROTC Cadets' alteration/replacement of personal clothing,
NGPA	National Guard Personnel issue and allowances
RPA	Reserve Personnel issue and allowance
RPA	ROTC uniform allowances

Problems apparent in the process are caused by the high ranking level of membership on the AUB which minimizes the time spent on any single issue. The equal vote concept enables members with no interest to cast votes of equal value with members of primary interest. The funding complexities coupled with the emphasis given or not given by each funding Director concerned can impede the process. Current Board membership is too large, creating an unwieldy situation which impedes consensus of opinion and decisions. Although attempts have been made to reduce the membership to a more manageable level (6-8 members), the propensity has been to increase rather than to decrease the size.

Deputy Chief of Staff for Personnel

Director of Manpower Programs and Budget

Program and Budget Division

Clothing and Subsistence Section

The Clothing and Subsistence Section is responsible, in part, for the preparation of the budget for the Military Personnel, Army (MPA) appropriation relating to personal clothing. Included are the maintenance allowances paid to enlisted members of the Army to maintain and replace personal clothing, and allowances for civilian clothing authorized certain individuals such as special agents, or soldiers assigned to selected attache missions. Other lines in the budget include; additional uniforms for recruiting duty, maternity uniforms, insignia, replacement of uniforms during the first six months of duty, and Korean augmentation, U.S. Army. Also administered by this office is the Reserve Personnel, Army (RPA) appropriation for Junior and Senior ROTC uniform requirements.

Funds for inclusion in the budget are predicated on strength figures, accessions planned and extended times the clothing bag cost estimates set by the Defense Logistics Agency; however, the Clothing and Subsistence Section participates in the review of changes to the clothing bag and verification of the prices. The Adjutant General provides data to base anticipated fund requirements for civilian clothing.

Based on the dollar planning figures at the appropriation level and approved strength figures, the apportionment request is prepared accommodating any program and pricing changes that occurred since submission of the President's annual budget. Funds for these costs are administered under open allotments.

The Clothing and Subsistence section interfaces with the DoD Comptroller, and must coordinate budget data with ODCSLOG, ODCSOPS, AUB, the NGB and OCAR within the Army Staff.

The clothing bag items, and those personal clothing items budgeted and funded by MPA, are shown in Figures A-1 and A-2 for male and female authorizations. Also shown are the maintenance calculations.

Problems cited are the dependency upon clothing bag costs and maintenance allowances which are not only computed by other offices/ agencies, but are computed too close to budget submission to enable accurate estimates. Since all clothing is requisitioned from DPSC citing Army Stock Fund, and subsequently withdrawn by either MPA or OMA appropriations, the coordination between these offices has, of necessity, to be intense and continual.

Deputy, Chief of Staff for Logistics

Directorate for Transportation, Energy and Troop Support

Troop Support Division

The Services Branch, Troop Support Division, Directorate of Transportation, Energy and Troop Support, is the primary focal point within the logistics arena to monitor and accomplish the large number of tasks and associated responsibilities concerning clothing and equipment. Though other divisions within

ODCSLOG have a role in specific areas, e.g., War Reserve, Supply Policy, Stock Fund, Maintenance and a recently formed Troop Support Office, the Services Branch has acted as the responsible collating activity for collecting information required by managers and directors for managing clothing and equipment. Dependency upon other players, both within and outside the logistics area is required to portray actual status or conditions. As a result, lines of authority and communication are suspect and unclear.

The pertinent regulatory documents used by the Services Branch are AR 32-5, Introduction of New Clothing and Textile Items into the Department of Defense Supply System, 19 Sept 1977, and AR 700-84, Issue and Sale of Personal Clothing, 15 Nov 1980. The former is the principal guide in the concept phase and the latter is employed for operational guidance. No local operating guidance supplements these directives. The most pressing lack of guidance is in the area of residual assets and funds planning for organizational clothing and equipment.

The Services Branch's functional responsibilities begin when the clothing item has been approved for introduction into the supply system (CSA approval to adopt a personal clothing item, or type classification approval for organizational clothing and individual equipment). Primary responsibilities center around supply failures, shortages, expediting, and liaison with DLA, DPSC, USASPTAP, TSA and DARCOM. Also included are the Product Improvement Program, Chemical Surveillance Program, and keeping General Officers informed of pertinent issues. No directive authority is vested in this branch.

Outside of providing certain rationale and justification narratives when called upon, the Services Branch exercises no authoritative role in POM or Budget development in either OMA or Stock Fund. A recent initiative may require the Services Branch to prepare a Program Development Increment Package (PDIP). Though the PDIP will serve as a valuable tool, the current division of responsibility in the clothing and equipment area places undue hardship and suspect ability in the capability to prepare a viable PDIP document.

The only automated products that exist are listings of Pre-Positioned War Reserve (PPWR) assets that are three to four months old when used. The need for automated, on-line information is deemed necessary to provide requirements data, asset data, location and readiness information. Input data from using Commands, PPWR, and DPSC would be required. At present, concern is paramount for approximately 60 primary organizational type items being coordinated as a "core list".

Other management problems center around the minimal residual dollar amounts that require OSD approval prior to introduction of new items, the diverse funding features, and the numerous affected agencies that participate in the various clothing and equipment processes without a defined role.

Deputy Chief of Staff for Logistics

Supply Maintenance Directorate

War Reserve Division

The War Reserve Division is responsible for development of worldwide materiel distribution policies for war reserve stockage for the Army. These policies are

contained in AR 11-11, Major Command Stockage Levels Worldwide, and Chapter 8, AR 710-1, Centralized Inventory Management of the Army Supply System. The selection criteria for items designated for war reserve stockage is a responsibility of this office and the items selected by the MACOMS for war reserve stockage are contained in SB 700-40, War Reserve Stockage List Army (WARSL). Policies for wartime replacement factors and consumption rates for DLA/GSA assigned items, as contained in SB 10-496 published by USASPTAP, are also the responsibility of this office.

The War Reserve Division is the Headquarters DA focal point for all matters pertaining to war reserve policy, funding requirements, and distribution. Staff supervision is exercised over DARCOM who has responsibility for publishing the DA Planning and Policy Guidance and Materiel Policy and Guidance, Secondary Items. These publications provide Army logistics activities guidance for the computation and management of war reserve requirements.

This guidance basically provides that war reserve stocks will be acquired, stocked and maintained to meet the War Reserve Materiel Requirements (WRMR) which is computed in consonance with the Annual DA Materiel Policy Guidance. The WRMR is recomputed annually to insure that war reserve stockage objectives are in accordance with current DA/DoD War Reserve Guidance.

That portion of the WRMR which is required to be positioned so as to reduce reaction time and provide timely support of a specific force/project is identified as the Pre-positioned War Reserve Materiel Requirements (PWRMR).

The total clothing and equipment war reserve materiel requirement for the Army is approximately \$4.2 billion. Of that amount, the Army has established a pre-positioned requirement of \$1.9 billion for clothing and equipment items. Pre-positioned reserve stocks owned and managed by the Army are approximately \$316 Million. The use of peacetime clothing and stocks will augment the reserve stocks to a small degree. However, there is still a significant shortage in war reserve stockages.

Selection criteria for war reserve stockage excludes uniform items. Experience in post build-up situations has shown that critical shortages of uniform items occur in the initial phases of a build-up and takes years to overcome.

Concern over the policy of exclusion of uniform items was expressed by many of the individuals involved in the management of clothing.

Deputy Chief of Staff for Logistics

Directorate of Resources and Management

Secondary Items Division

This Division has the responsibility for developing programs and budgets for the acquisition of secondary items funded by the Army Stock Fund. Secondary items are characterized as those items which are not major end items funded by appropriated funds. The functions of the Stock Fund are accomplished through the receipt of requests for funding in the prescribed budget formats from the Army Major Commands. These individual budgets are reviewed for consistency and

abnormal requirements. Adjustments are made by the stock fund analyst when necessary.

The overall stock fund budget is submitted to the OSD Comptroller and the results of the Comptroller's actions on the budget requests then become the basis for establishing operating programs to be executed by the CONUS and Overseas Major Commands.

In the Army Stock Fund budget process, funding requirements are submitted by the Major Commands in broad categories i.e., clothing, organizational equipment, war reserve augmentation, etc., and this process is highly susceptible to omission of new approved item funding requirements caused by lack of knowledge or failure to communicate by either the submitting activities or the various staff analysts at Headquarters, DA.

This division also consolidates requirements and develops budget requests for obligational authority for Army worldwide war reserve deficiencies and defends the budget requests for Army war reserve requirements managed by DLA.

Deputy Chief of Staff for Logistics
Directorate of Resources Management
Programs and Management Division
Programs Branch

The Programs Branch provides advice and guidance to the ODCSLOG functional managers in developing and finalizing the Program Development Increment Package (PDIP) and in other intricacies of the Planning, Programming and Budgeting System (PPBS). This branch serves a vital role in representing and/or fully preparing higher level representatives to participate in the prioritization process. For this reason, the functional representative within ODCSLOG must keep the Programs Branch knowledgeable of complete justification and background data on each clothing and equipment item impacting the funding process.

MACOMs submit their PDIPs via the Program Analysis Resource Review (PARR), an annual document that enables the Commander to state his resource requirements. PA&E receives these documents and distributes them for review to the functional action offices for analysis, and revision as required. After internal review, clothing and equipment enters the prioritization process at the Combat Service Support Panel, one of two panels (total of twelve panels), chaired by the DCSLOG. The Mission Area proponents merge the twelve-panel results into seven lists, then the Army Ranking Committee merges the seven lists into one list. This list is further refined through higher levels of committees such as the Program Budget Committee (PBC) and the Select Committee (SELCOM) until the CSA makes the final determination and approves the prioritization list. The results of this series of actions are then reflected in the POM.

It is estimated that during a POM development cycle there are as many as 900 PDIPs. A recent Army initiative is in process to combine groups of these PDIPs into functional categories, appropriately called functional PDIPs. Functional PDIPs have historically been fully funded.

Deputy Chief of Staff for Operations and Plans
Requirements Directorate, Combat Division

This office coordinates the generation of qualitative requirements for organizational type clothing and equipment items. It is important to note that personal clothing, for which approval and changes are the responsibility of the Army Uniform Board, is exempt from the Materiel Acquisition Decision Process as defined in AR 70-1, Army Research, Development and Acquisition, 1 May 1975.

The materiel requirements documents are initiated by the user, represented in nearly all cases by the U. S. Army Training and Doctrine Command (TRADOC), and are submitted either as Required Operational Capability (ROC), Letter Requirements (LR) or Letter of Agreement (LOA). The ROC is a brief document which describes in narrative form the essential operational, technical and logistical elements, and cost information of an item/system which enables Headquarters DA to determine if further engineering development and/or acquisition of an item/system is justified. The ROC is staffed and agreed upon at the MACOM level and is forwarded to Headquarters DA for approval. The LR, jointly prepared by the combat and materiel developers, provides abbreviated procedures for the acquisition of low value items and is used in lieu of the ROC when applicable. Low value items are defined as low unit cost, low risk development of commercial items for which total RDT&E expenditures will not exceed \$5 Million, and procurement costs will not exceed \$10 Million for any one fiscal year or \$20 Million for the five year program period. In most cases the LR does not require Headquarters, DA approval. The ROC and LR support efforts in the Engineering Development (6.4) category of the RDT&E program. An LOA is a jointly prepared and authenticated document in which the combat developer and the materiel developer outline the basic agreements for further investigation of a potential materiel system in response to an approved need. The LOA is the document of record to support efforts in the Advanced Development (6.3B) category of the RDT&E Program. The LOA is approved at the MACOM level and a copy is forwarded to Headquarters, DA for information only.

The materiel requirements document is staffed for the establishment of requirements and priorities for development and acquisition. These priority assignments will assist ODCSRDA in the preparation of the RDT&E and procurement programs and budgets for R&D funds. Concurrently with passing the ROC/LR to ODCSRDA, the Combat Division is responsible for developing the Program Development Increment Package (PDIP) which is ultimately used in the Program Objective Memorandum (POM) process in order to obtain Operations and Maintenance, Army (OMA) funding.

In each phase of responsibility, the need for coordination is significant. Coordination is required with MACOMs, ODCSRDA, ODCSLOG, OCOA, USASPTAP, DLA and DPSC.

Based upon recommendations contained in the Basis of Issue Plan (BOIP) which is developed, coordinated, and forwarded to ODCSOPS by TRADOC, the Combat Division is involved in establishing the Basis of Issue (BOI) for organizational clothing and equipment items for inclusion in the Common Table of Allowances (CTA), e.g., CTA 50-900.

ODCSOPS has, by virtue of its Logistics Structure and Composition System (LOGSACS) software, some capability in providing automated products and listings

to assist in the prioritization process. Access is available to the Department of the Army Master Priority List (DAMPL), Troop Program Sequence Number (TPSN) list, and a data file of the number of vehicles assigned. Accessibility to unit costs and asset data would be of great value if such information could be made available.

Problems cited in the requirements area are difficulties in the funding sources and processes being defined and documented in a manner suitable for use of all concerned. Also, the lack of a uniform policy on the issue and wear of organizational clothing and equipment items impacts on priority determinations. The MACOMS can and do prescribe entirely different procedures for the use and wear of these items, thus further aggravating an already existing problem. The lack of compatibility between the TPSN codes and the CTA Basis of Issue is also a problem area in that during BOIP development, user MACOMs are failing to project peacetime and anticipated project stock requirements.

Deputy Chief of Staff for Research, Development and Acquisition

Director of Combat Support Systems

Soldier Support Team

This office is responsible for the Research, Development, Test and Evaluation (RDT&E) phases of organizational clothing and individual equipment items. Requirements for new or improved items are originated at the user level and passed through TRADOC to the ODCSOPS in the form of Required Operational Capability (ROC) or Letter Requirements (LR) documents.

After agreement that further development of the item is warranted, through coordination with the Department of Army Systems Coordinator (DASC) in this office, action is taken to program R&D funding for the advance or engineering development and testing stages and the necessary data is furnished to Natick Research and Development Laboratories (NLABS) to initiate/continue development.

Responsibility for overseeing the development and test projects and assuring that the timeframes and objectives are being accomplished is a primary mission of ODCSRDA. Coordination within the Headquarters DA Staff elements, DARCOM, NLABS, and the user, represented by TRADOC, is required to assure that the development and testing is on track and that the item will meet the requirements necessary for Type Classification.

Examples of organizational items which were the responsibility of this office for RDT&E are the KEVLAR Helmet and the new personnel protective vest identified as part of the Personnel Armor System for Ground Troops (PASGT) and the clothing components of the Battle Dress Uniform (BDU) system, i.e., shirt, trousers, cap, camouflage. The items of the BDU subsequently were authorized for inclusion in the Clothing Bag. The issue date for this uniform was November 1981.

This office is responsible for POM development and justification for the applicable R&D Program Elements (Program 6). Sufficient funds must be planned and programmed within incremental program guidelines to insure an adequate RDT&E effort for new and modified organizational items of clothing and individual equipment. Programming of funds for development and testing of personal

clothing uniform items is the responsibility of ODCSLOG utilizing funds from the OMA (Program 7) appropriation.

There are mechanized computer programs that provide print-outs showing the project status i.e., the Modernized Army Research and Development Information System (MARDIS). Also available are print-outs that provide budget data to assist in POM preparation (MARC A&B worksheets as an example).

In accordance with AR 70-15, Product Improvement of Material, the DCSRDA has main Army General Staff responsibility for Army Product Improvements (PI). In this regard, the DCSRDA approves policy and procedures; represents HQDA at product improvement IPR's which require HQDA approval; and provides guidance to material developers on the product improvement program, to include dollar ceilings to be included in the POM and budget for Product Improvement Proposals (PIPs). The Plans, Policy and Management Division, Directorate of Combat Support Systems, ODCSRDA, represents the DCSRDA at PI joint reviews and staffs organizational clothing and individual equipment PIPs with the ARSTAF for approval decision.

It was observed that there is no central point of contact for coordinating the efforts and progress being made on a new or modified item, but each DASC must take actions within the scope of his/her responsibilities to insure that all concerned are kept informed of the current status of an item. The responsible system coordinator in the R&D phase must initiate actions directing NLABS to proceed with development and testing and inform the ODCSPER, ODCSOPS and ODCSLOG of the status of the project.

The Inspector General

The Inspector General's representative on the Army Uniform Board (AUB) has the unique mission of insuring that the welfare of the individual soldier is considered in the decisions made by the AUB. He must assure himself that the costs are realistic, will not place an unwarranted burden on the soldier, that the item has proven acceptable to the soldier and provides its intended purpose.

The Inspector General is the soldier's ombudsman. He has by virtue of the worldwide inspection requirements, seen and interviewed more soldiers than any other ARSTAF activity. As a result, his vote and discussions at the AUB must be considered by the other Board members.

On occasion, the Inspector General will perform inspections of various selected items of clothing and equipment to insure that the Army has properly planned and executed its mission relative to the development and fielding of items. The Inspector General recently performed an inspection of the Battle Dress Uniform, Infantry Combat Boot, Poncho and Entrenching Tool.

The Surgeon General

Logistics Division

Supply Operations Branch

Medical materiel and medical logistics functions are part of the Army health care system directed by The Surgeon General (TSG). Commercial and developmental medical items are considered for entry into the wholesale supply system by the Defense Medical Materiel Board (DMMB). The DMMB is the primary activity authorized to add, delete or modify items in the wholesale medical supply system.

Units, activities and personnel of the Army may submit recommendations for new or improved medical supplies and equipment. Manufacturers and suppliers may also request consideration of their products. The analysis of the medical Local Purchase Report of Medical Material (RCSMOD-230(Rs)) is also another source for consideration of an item. Repetitive purchases of the same item by local Installation Medical Supply Activities (IMSA) is reflected on the local purchase report and results in consideration of the item for inclusion in the wholesale supply system.

TSG is responsible for development or modification of medical materiel. The Army Medical Department Technical Committee (AMDTC) was established to advise TSG on the implementation of file support systems and type classification (AR 70-61) of medical materiel. The committee acts as the staff interface between the medical combat developer (Academy of Health Sciences), the medical materiel developer (U.S.A. Medical Research and Development Command), and the logistician (U.S.A. Medical Materiel Agency).

In addition to responsibilities for research, development, testing and evaluation (RDTE) for medical materiel and related items, TSG is also responsible for the medical aspects of all other developmental and nondevelopmental acquisition programs. Health and safety considerations are primary concerns in both equipment design and the conduct of tests. For items with potential health hazards, test plans and design concepts are coordinated with OTSG to insure that appropriate safeguards are incorporated.

Installation Medical Supply Activities (IMSA) are responsible for the inventory management of medical materiel. The IMSA is an integral part of the Medical Department Activity (MEDDAC) or the Medical Center (MEDCEN) located on an installation. The MEDDAC/MEDCEN is responsible for medical supply support to designated units and activities on the installation and within the assigned area. The Logistics Division, OTSG, provides staff policy and guidance for the materiel management of medical items for all medical activities. The US Army Medical Materiel Agency (USAMMA) is the Service Item Control Center (SICC) for medical materiel. Under OTSG control, USAMMA provides supply support to the IMSA's and other medical activities responsible for troop supply and interfaces with the Defense Personnel Support Center.

Funding for medical supply of TOE/TDA units and medical troops is accomplished through OMA Program 2. Hospital support is funded by OMA Program 8.

Army National Guard Bureau

Logistics Division

The Army National Guard Bureau (NGB) functions similar to a Major Command in the Active Army with responsibility for the operations of the National Guard in each state and territory. Supply activities are carried out through the designated U.S. Property and Fiscal Officer (USPFO) in each state.

The NGB is responsible for its own budget and funding operations through appropriations specifically for the Army National Guard.

The Director of the Army National Guard is a voting member of the Army Uniform Board and represents Army National Guard organizations in all uniform matters. Personal clothing for National Guard enlisted personnel is provided under the "issue in kind" procedures contained in Chapter 16, AR 700-84, dated 15 August 1980, and is funded through the National Guard Personnel Appropriation (NGPA). Organizational clothing and equipment is funded through the Operations and Maintenance, Army National Guard (OMANG) Budget.

The USPFO in each state is responsible for supply of personal clothing, organizational clothing and individual equipment items, and is the accountable officer for such supplies. Requisitions are placed on the wholesale activity for the items authorized for supply to the Army National Guard. Common Table of Allowances (CTA) 50-900 is the authorization document for determining requirements and the column headed "ARNG" provides the specific quantity authorized per individual. The Chief, NGB establishes Clothing Sales Stores, Clothing Initial Issue Points, and Central Issue Facilities as required. These facilities are placed under the control of the USPFO in the state.

Budgeting and funding for National Guard requirements is accomplished by the NGB and is closely coordinated with the needs and requirements in each state. When a new item is approved for issue to the Army, the NGB collates the requirements for all of the Army National Guard and allocates available production to the USPFO's on a priority basis (depending on the unit priority designation) until all requirements are satisfied.

Problems cited by the NGB concern the variances between the Budget cycle, estimates and funding required and the actual fielding plans. Also, the constant changing of items of the uniform have a significant impact on National Guard units because of the length of time it takes to obtain the new items and dispose of the residual assets of the replacement items.

Chief, Army Reserve

Logistics Division

The Logistics Division has the responsibility to determine what is required in the clothing bag to support Reserve personnel. The Regular Army clothing bag is reviewed and allowances recommended for inclusion in Common Table of Allowances (CTA) 50-900. These allowances are for Army Reserve (military) not on extended active duty nor during periods of mobilization. The allowances are for training purposes and the emergency period following mobilization.

Personal clothing is budgeted in the Reserve Personnel, Army (RPA) appropriation, and organizational clothing and equipment is budgeted in the Operations and Maintenance, Army Reserve (OMAR) much the same as the Regular Army.

Clothing is controlled on an issue-in-kind basis. Initial issue is free to enlisted soldiers and replacement is made upon wearout. Procedures applicable to Reserve officers, enlisted men and ROTC are contained in AR 700-84, Issue and Sale of Personal Clothing, dated 15 March 1980.

Coordination is primarily effected with ODCSLOG and the Army Uniform Board (AUB). The CAR is not a member of the AUB, but is represented by FORSCOM who commands the Army Reserve Forces.

Planning and budgeting is impacted because of lack of information as to what is in the hands of the troops.

The Adjutant General's Office

The Institute of Heraldry

The mission of The Institute of Heraldry (TIOH) is to provide heraldic services to the Military Departments and other activities of the Government, including the Office of the President. The Institute is responsible for research, design, development, standardization, quality control and other services relating to official symbolic items; i.e., seals, decorative medals, insignia, badges, and other items awarded to or authorized for official wear or display by Government personnel and agencies.

Public Law 85-263, dated September 1957, delineates the authority of the Secretary of the Army to furnish heraldic services. The Institute of Heraldry, U.S. Army, was formally established in 1960 and in 1973 overall responsibility for the heraldic program was assigned to the Adjutant General's Office.

The Institute of Heraldry acts on requests for heraldic services from any source within the Government. Services performed for any Army activity and the Office of the President/Vice President are accomplished without reimbursement. Services performed for any other Government activity are provided on a reimbursable basis.

The Institute participates in the Army Uniform Board (AUB) proceedings in an advisory capacity (without vote) and also provides stenographic and recording services to the AUB, thru commercial contracts, upon request by the Secretary of the AUB. TIOH also houses a complete library of AUB minutes of the meetings that have taken place since the inception of the board.

Direct involvement in uniform items or individual equipment item development occurs only when a distinctive marking is required on an item of the uniform or equipment being developed. Examples are cloth chevrons for enlisted service, dress, and field uniforms and cloth name tapes on field jackets or shirts.

In the development of a new heraldic item, TIOH accomplishes all of the basic work required including drawings, sculptures, molds, and designs in-house; procures necessary tools, dies and other material needed from industry; and awards development type contracts with industry for specialized processes. The

Institute is also responsible for developing and finalizing the procurement package for new items used by the Army Support Activity, Philadelphia, and DPSC for requirements, procurement, storage and issue of the item.

Problems discussed by representatives of TIOH highlight restraining limits with industry on contracts because of the scarcity of material and lack of supplies. Also, the length of time it takes DPSC to procure and have available for issue a new item of supply, and the necessity to control the issue of a new item until the Effective Date of Supply (EDOS) has been established.

U.S. Army Materiel Development and Readiness Command

Directorate for Development, Engineering and Acquisition

Directorate for Supply, Maintenance, and Transportation

The US Army Materiel Development and Readiness Command (DARCOM) in its role as the highest level operational logistics organization within the Department of the Army, exercises significant managerial influence upon organizational clothing and equipment, especially in the concept and development stages. These influences come about not only within the staff of the Directorate for Development, Engineering and Acquisition (DEA) but also through its field activities; U.S. Army Support Activity, Philadelphia (USASPTAP), and Natick Research and Development Laboratories (NLABS). Much less influence is exerted on personal clothing at the MACOM level, though both USASPTAP and NLABS do have significant responsibilities in the development and fielding processes.

Generally, organizational clothing and equipment will not enter the formalized materiel acquisition and decision process utilized for major systems. During its Life Cycle System Management it will be subject to In-Process Reviews (IPR) and approval authority exercised by the materiel and combat developers, DARCOM and TRADOC, respectively. Though the procedures for non-major programs is less detailed than for major systems, the conceptual, validation and full-scale development phases still are required. The production phase is assumed by DPSC while the deployment phase remains with the Army. IPR reviews, formalized by an IPR agenda package, cover such ingredients as course of action, costs, trade-offs, logistics support, type classification, development and operational testing and basis of issue planning. A materiel requirements document, usually a Letter Requirement (LR), is a required document to initiate the R&D process. It should be noted that personal clothing does not enter this control process, undoubtedly because R&D funds are not employed in the development process which, therefore, excludes personal clothing from the complexities of the materiel acquisition policies and procedures.

Once the organizational clothing or equipment item/system has completed the development process and enters the fielding process, no organizational entity of the now structured Directorate for Supply, Maintenance and Transportation (SMT) has monitorship or control. All actions are undertaken by USASPTAP through operational direction of the Troop Support Division, ODCSLOG, Headquarters, DA. This apparent deficiency is addressed in the planned reorganization of the Directorate for SMT.

DARCOM is in the planning stages of a reorganization which should have significant impact upon the management of clothing and equipment. Changes affecting

clothing and equipment are predominantly in the Directorate for DEA and the Directorate for SMT, (see Figure A-3, DEA, and Figure A-4, SMT).

The Support Equipment Branch, Support Systems Division, Directorate for DEA, will have the responsibility of clothing and equipment for the individual soldier, to include individual chemical protective clothing. These responsibilities include the management and execution of the development and acquisition programs from concept through development, and production and product improvement until reliability enables transfer to the commodity divisions of the Directorate for SMT. It is significant to note that clothing and equipment is one of seven major categories of equipment for which the Support Equipment Branch is responsible.

The Support Systems Branch, Command, Control, Surveillance and Support Systems Division; Directorate for SMT, manages the support needs of individual clothing and equipment and chemical protective materiel as two programs of the 27 programs assigned to this branch.

The inter-action between these two principal Directors will be accommodated in the new DARCOM Concept of Operations designated as Weapons Systems Management. Assuming a new major item or system, the Directorate for DEA will designate a Weapon System Manager (WSM) supported by Weapon System Support Officers (WSSO) assigned from concerned functional directorates. This matrix management approach permits the integration of the activities of different functional area specialists while maintaining functional organization integrity. Weapons systems staff management will be executed by the Weapons System Management Team (WSMAT) for the Principal Director. In the case of clothing and equipment, a single WSMAT is planned to manage all items in this category. The WSM will have frequent meetings to review the program, discuss problems, plan and assign work. The WSSO serves as the representative of the Functional Director and is responsible to pursue the planning and execution within his functional domain. This team, while under the purview of the Directorate for DEA, is responsible until the major item/system reaches a status of sufficient stability and fielding to pass the executive authority to the Directorate for SMT. Weapon Systems Management will continue to the degree necessary as long as the item remains in the inventory.

U.S. Army Natick Research and Development Laboratories

Clothing, Equipment and Materials Engineering Laboratory (CE&MEL)

Engineering Programs Management Office

The mission of Natick R&D Laboratories (NLABS) is to protect and sustain the soldier under all conditions by developing and fielding state-of-the-art supplies and materials necessary for the accomplishment of the military mission. An organization chart of Natick Laboratories is attached as Figure A-5.

The Clothing, Equipment and Materials Engineering Laboratory (CE&MEL) conducts the Army's research and development program for personnel protective armor systems, personal life support equipment systems, individual equipment items and individual protective clothing. This Laboratory also designs, develops, and participates in test evaluation on all Army personal uniform items in coordination with the Army Uniform Board (AUB). All types of equipment, including load carrying equipment, sleeping gear, entrenching tools, body armor and helmets are

also developed by CE&MEL. Clothing and equipment utilized under various weather conditions ranging from arctic to tropic temperatures is developed as well as continuous research and development on explosive, toxic, flammable and chemical protective materials and items. Anthropometric and physiological studies are conducted for items of personal and organizational clothing and are the basis for size tariffs and patterns for fitting of uniforms. In addition to research and development, CE&MEL serves as the technological support for all textile technology and is the source of technical data and information for specification, standardization and procurement documents. This support is extended to other DoD activities and to non-DoD agencies such as the U.S. Postal Service and the General Services Administration.

The introduction of a new organizational clothing or equipment item or the modification of an existing item, commences with a request in the form of a Letter of Agreement (LOA), Letter Requirement (LR), or in some instances a Required Operational Capability (ROC) document. In the case of personal uniform clothing, action is initiated by a request either verbally or by letter from the AUB.

Prior to the actual development work on an organizational item, a period of 2 years can elapse during the concept phase to be sure that all activities involved are in concert with regard to need and characteristics of the item being considered. The concept phase of a personal clothing item is much shorter because extensive coordination on the new or modified item concept is not required.

For both personal clothing and organizational items, assistance in the concept phase is provided to the initiating activities by NLABS in the form of analyzing the needs of the field activities relative to the item being proposed; drafting requirements documents which reflect those needs; coordinating and finalizing requirements documents; designing and having samples of uniform items made for presentation to the AUB for discussion or further development; and in general, doing basic technical work in the concept phase and establishing the groundwork for the development phase.

In accordance with DARCOM Regulation No. 1-2, dated 30 March 1977, an Army Uniform Program Office was established within CE&MEL. The regulation establishes a DARCOM Project Officer for Army Uniforms who is responsible for managing the development of the Army Uniform Program for uniforms of a personal, dress or distinctive nature and maintaining cognizance of all aspects of the program. The Project Officer is the principal DARCOM consultant for AUB proceedings and also controls the allocation and utilization of all OMA resources authorized for development of uniforms under the Army Uniform program. At the direction of the AUB, the Project Officer is directly involved in the concept/design phase of a new uniform item and will provide production engineering assistance in this area. Upon decision by the AUB or Chief of Staff, Army (CSA) to proceed with the development and testing of a new uniform item, this office will finalize the requirements and make arrangements for development and testing. The results of these tests are presented to the AUB for final approval by the CSA. Upon CSA approval, the Technical Data Package (TDP) is prepared at NLABS containing specifications, patterns, drawings and other essential data needed for the manufacturing of the item. This is provided to U.S. Army Support Activity, Philadelphia (USASPTAP), for inclusion in a Supply Request Package (SRP) which will enable Defense Personnel Support Center (DPSC) to procure the item. It is estimated by the Army Uniform Program Officer that the period of time between

the personal clothing concept phase and design phase through procurement to delivery of the first significant quantity of uniforms on the contract is 50 months.

The process followed by CE&MEL in the research and development of an organizational clothing and equipment item, while basically the same as a personal clothing item, involves much more intense documentation and testing. As previously indicated, an LOA, LR, or ROC prepared by TRADOC with the assistance of NLABS for the items they are responsible, is normally the basis for initiation of development and testing of new and improved items. In accomplishing this process, the various Divisions of CE&MEL (see Figure A-6) perform research and development in their own laboratories, define and award development type contracts, participate in the conduct of the contractual work, assist in development and operational testing by the testing activities, establish quality control standards, and initiate development acceptance and in-process reviews prior to type classification of an approved item. The appropriate authority within CE&MEL will also prepare all pertinent data required to complete the TDP for assimilation into the SRP for procurement of the new or improved item.

In accomplishing their R&D mission, NLABS is a subordinate activity of DARCOM and interfaces principally with USASPTAP, TRADOC, TECOM, DPSC and other Army activities involved in developmental and operational testing.

Funding for NLABS R&D projects results from budget estimates and justifications prepared by the various in-house laboratories and submitted to DARCOM for inclusion with DARCOM budget requests to the Department of the Army Staff. Development and testing of personal clothing items is OMA funded under ODCSLOG responsibility. Research, development, testing and evaluation of organizational clothing and equipment items is funded with R&D funds under ODCSRDA responsibility.

U.S. Army Support Activity, Philadelphia, PA

The U.S. Army Support Activity Philadelphia (USASPTAP) is designated by the Army as a Service Item Control Center (SICC) for Clothing, Textiles, Individual Equipment, and other related commodities. As a SICC, USASPTAP performs the residual technical materiel management functions (retail) for the items in their commodities assigned to Defense Logistics Agency (DLA) and General Services Administration (GSA) for wholesale management. These functions include; new item integration planning, equipment authorization review, cataloging, computation of requirements, approval of item allowance lists and other retail management functions.

This activity provides the interface between Army Activities world-wide and the Defense Personnel Support Center (DPSC) in the management of Army Clothing and Equipment and is the focal point for resolution of supply problems that cannot be resolved through normal DPSC/Army customer relationships.

USASPTAP is a subordinate activity of the U.S. Army Troop Support and Aviation Materiel Readiness Command (TSARCOM) but because of its mission of support of military personnel with clothing, equipment and subsistence, is minimally involved with TSARCOM. TSARCOM is directly and primarily concerned with the support of aviation materiel for the Army. USASPTAP has

direct contact and communication with DA, ODCSLOG, DARCOM, NLABS, DLA AND DPSC, and interfaces with numerous other activities (see Figure A-7). USASPTAP is organized into four operating divisions (see Figure A-8); Programs and Management Division, Supply Division, Logistics Data Management Division, and Contingency Materiel Management Division. The functions of the Programs and Management Division include the development of a Supply Request Package (SRP) required for the integration of new or modified items into the supply system, as well as the preparation of phase-in/ phase-out plans and logistical considerations involved when an existing item is being replaced.

USASPTAP is responsible specifically for computing peacetime requirements when an item is adopted for use by the Army; when an improved item replaces an existing item; when the Basis of Issue (BOI) for an item is increased or decreased, or a significant fluctuation in strength occurs. The computation of requirements is an integral part of the SRP which USASPTAP also has responsibility for preparing subsequent to receipt of the Technical Data Package from NLABS.

The SRP consists of Item Requirements Data, Cataloging Action Request, Technical Data Package, Standardization Data and a current Modernization Plan (Fielding Plan), and is furnished to DPSC for procurement, storage and distribution of the item.

The lag time between the time the AUB approves an item for adoption by the Army and the time the item is finally available for issue in the DLA supply system is of major concern. This lag time can be as great as 24 months or longer from the time of approval with the greatest portion resulting from the procurement lead time involved in producing the item.

The long delay in the issue of an item is impacted by several factors; the development of a new fabric, the diminishing source of textile manufacturers, the lack of response by industry to DPSC's procurement needs except for a very small number of suppliers (some of whom are not reliable), and the necessity to phase out stocks of an item being replaced.

In the process of effecting the introduction of a new or modified clothing and equipment item into the supply system, USASPTAP has a major role in monitoring all of the actions required until the Effective Date of Supply (EDOS) is finally achieved. These actions include negotiating the EDOS for the Army with DPSC; providing instructions to the Army MACOMS and field activities concerning requisitioning procedures; NSN information; wear, care and fitting of new items; coordinating the phase-in/phase-out; and assuring that funding is available to DPSC for procurement, and to field activities for requisitioning of the item.

When necessary USASPTAP effects requisitioning control on groups of items for the purpose of allocating available assets and insuring issues are made within priorities established for a specific purpose. USASPTAP also has responsibility for revision, publication and maintenance of SB 10-496, Wartime Replacement and Consumption Rates; SB 10-523, Size, Tariff, Clothing, Equipment and Footwear; and a monthly Supply Information Letter to all Army Field Activities. Additionally, the Activity is responsible for AR 30-7, Operational Rations; Technical Manual (TM) 10-227, Fitting of Army Uniform and Footwear; and TM 10-277, Chemical, Toxicological and Missile Fuel Handlers Protective Clothing. Input is also

provided to DARCOM for publication of the War Reserve Stockage List Army (WARSL), SB 700-40.

USASPTAP provides for the supply of controlled heraldic items such as flags, decorations and medals to the Office of the President, senior Government officials, veterans and Army general officers. Requisitions for insignia and other authorized heraldic items are processed thru this activity and, if approved, are forwarded to DPSC for supply action. Disapproved requisitions are returned to the submitting activity with the reasons therefore.

Major problem areas which are encountered by USASPTAP in accomplishing its mission are as follows:

- o Inadequate technical data and unrealistic tolerances in item specifications
- o Lack of funding and distribution planning on new items
- o No visibility of residual assets in the hands of troops
- o Unanticipated strength changes and conflicting or obsolescent troop deployment schedules
- o Changing from adjectival sizes to numerical sizes and vice versa, necessitates continual changes to the size tariffs

Headquarters, USA Test and Evaluation Command (TECOM)

Combat Support Systems Materiel Test Directorate

Troop Support Division

Aberdeen Proving Ground, Maryland

Test and Evaluation during the development of a new or modified item/system is the responsibility of TECOM. Development testing is that testing and evaluation conducted to demonstrate that the engineering design and development process is complete, that the design risks have been minimized, and that the new or modified item/system will meet the specifications established.

Planning for development testing commences upon the receipt of advice from the materiel developer in the form of a draft Letter Of Agreement (DLOA), or an approved Letter Requirement (LR) or Required Operational Capability (ROC) document indicating that an item or system has entered the materiel acquisition system cycle. In order to analyze test work to be accomplished in establishing the test scenario, a special task team is formed at TECOM, consisting of a Test Project Manager, systems analysts, environmental specialists, logistics personnel, and other members depending on the complexity of the new system/item.

This team, after review and analysis, prepares the documentation to cover all facets necessary to accomplish the developmental testing and evaluation.

The following documentation applies to developmental testing:

Coordinated Test Program (CTP): A planning document formalizing the testing activities relating to the development project. It is sectionalized by major tests and is maintained by the materiel developer. Before approval, it is coordinated with concerned Agencies/Activities.

Outline Test Plan (OTP): Contains appropriate administrative information, the purpose of the test, objective, scope and tactical context, resource requirements, and cost estimates. TECOM is required to submit OTPs to the U.S. Army Operational and Test Evaluation Agency (OTEA) for review and approval.

Test Design Plan (TDP): A document proposed and approved by the test organization which prescribes the circumstances under which a test is to be executed, the data required from the test, and the means to be used in analyzing the data compiled from the test.

Detailed Test Plan (DTP): Contains explicit instructions for directing every phase of the test, particularly test control and data collection and analysis.

Independent Evaluation Plan (IEP): The materiel developer's or operational tester's internal master plan for the evaluation of a materiel systems technical or operational effectiveness.

Personal Clothing (Bag Items) are not tested by TECOM. Only items that are combat oriented or have a significant function in combat are tested by TECOM.

R&D funds (Program 6.3 and 6.4), budgeted through the materiel developer (DARCOM), are obligated and expended by TECOM in their development testing and contracting activities.

The following Test Activities are utilized by TECOM for various phases of development testing as required:

USA Aberdeen Proving Ground	APG, MD
USA Cold Regions Test Center	Seattle, WA
USA Electronic Proving Ground	Fort Huachuca, AR
USA Aviation Development Test Activity	Fort Rucker, AL
USA Dugway Proving Ground	DPG, UT
USA Jefferson Proving Ground	Madison, IN
USA Tropic Test Center	Miami, FL
USA White Sands Missile Range	WSMR, NM
USA Yuma Proving Ground	Yuma, AR

Training and Doctrine Command (TRADOC)

DCS Combat Developments

Combat Service Support Systems Directorate

Soldier Support and Administration Systems Branch

Within Headquarters TRADOC, the Soldier Support and Administration Systems Branch has the responsibility for processing and coordinating requirements emanating from submitters, usually TRADOC proponent schools. In its role as the user representative, this office is responsible for passing the requirement to DARCOM, the materiel developer. Upon reorganization of the Quartermaster Corps (QMC), the proponent schools were given the responsibility for requirements initiation for clothing and equipment. The usual manner of submission is the Letter Requirement (LR), which is estimated to be used for 95% of the requirements for clothing and equipment.

The predominant schools involved in the requirements initiation are: the Infantry School, Fort Benning, Georgia; the Armor School, Fort Knox, Kentucky; the Aviation School, Fort Rucker, Alabama; and for cold weather clothing, the Combined Arms Center, Fort Leavenworth, Kansas. The Chemical School, Fort McClelland, Alabama, is the executive agent for chemical protective clothing.

The proponent school forwards the requirements document to the Combined Arms Center Development Activity (CACDA), Fort Leavenworth, Kansas, for review and the Logistics Center at Fort Lee, Virginia, for applicability and adaptability to Integrated Logistics Support (ILS) and Reliability, Availability and Maintainability (RAM) programs. Evaluations are returned to Headquarters, TRADOC for coordination with Army Major Commands, other military services, internal Headquarters staff, and DARCOM. A formal Requirements Review Committee headed by a General Officer completes the review.

When the initiating document is an LR, the requirement signed by the TRADOC Deputy Chief of Staff for Combat Developments and DARCOM Development and Engineering Directorate, is considered as approved. If the requirements documents is a ROC, it is forwarded to Headquarters, DA for approval.

The Soldier Support and Administration Systems Branch plays a key role in the prioritization of requirements, new development concepts, laboratory reviews and the Product Improvement Program.

Some of the problems cited by this branch are as follows:

- o Product Improvement items are in a roll-up funding line that is usually never reached for execution and remain unfunded.
- o Army Uniform Board items are introduced without sufficient acceptability testing.
- o Users are not satisfied with NLABS performance which is attributed to understaffing and underfunding.
- o Product Improvement reviews do not receive Headquarters, DA staff support; representatives of DA staff agencies usually do not attend the reviews.

- o Too many laboratories splintering off clothing and equipment responsibilities, e.g., the Chemical Systems Laboratory has the chemical protective clothing and AVRADCOM has Aviation Life Support Equipment.
- o DARCOM is hardware oriented and no counterpart exists for clothing and equipment.

Also within TRADOC, the Supply Division, Materiel Directorate, Deputy Chief of Staff for Personnel, Administration and Logistics, monitors shortages, and problem items.

The Infantry School

Combat Developments Directorate

Fort Benning, Georgia

The Combat Developments Directorate, a staff element of the Infantry School, is responsible for operational testing of materiel systems that have progressed through the conceptual and some of the development stages.

Upon receipt of an approved Required Operation Capability (ROC), Letter Requirement (LR) or other authorization document, action is initiated to develop an Independent Evaluation Plan (IEP) which is basically an internal master plan for the evaluation of the operational effectiveness of a materiel system. In many instances, the Infantry School will initiate new items or modifications to existing items and will participate with the combat developer in the preparation of the ROC, LR or other statement of needs document.

The IEP is prepared by the evaluator, in this instance the Infantry School, and is developed in close coordination with the combat and materiel developers. The plan is provided to the U.S. Operational Test and Evaluation Agency (OTEA) for review and comment.

Because of the extensive coordination requirements and to assure that funding will be available, the IEP action is started 18 to 24 months before the actual test takes place.

The IEP prepared by the operational testing evaluator is a highly comprehensive document which includes information currently available on the system to be tested, operational issues and test criteria, evaluation procedures, reliability, availability and maintainability data, schedules and milestones, and the activities and locations involved in the actual tests.

A major test activity is the U.S. Army Infantry Board also located at Fort Benning. The Infantry Board plans, conducts, and reports on materiel tests of equipment and ancillary items to be used by the infantry soldier. It also conducts test of equipment worn or carried by the individual soldier, e.g., individual equipment, rations, chemical, biological and radiological equipment. Personnel and units stationed at Fort Benning are utilized for the tests and which are held in as realistic environment as possible.

U.S. Army Operational Test and Evaluation Agency (OTEA)

Plans and Operation Division

NonMajor Systems Branch

The responsibility for the management of all operational testing for the Army in support of Materiel Acquisition Systems and Force Development programs is assigned to the Operational Test and Evaluation Agency (OTEA). Under the present management system, OTEA is the operational tester for all major and Category 1 nonmajor systems. The U.S. Army Training and Doctrine Command (TRADOC) and other designated operational testers conduct operational testing for categories 2, 3 and 4 nonmajor systems. Category 2 nonmajor systems are characterized as having Chief of Staff, Army, or higher interest, and/or have potential higher cost (combined RDT&E and procurement appropriations exceeding \$25 million). Category 3 systems normally have combined RDT&E and Procurement appropriations between \$10 and \$25 million, and Category 4 systems are those that qualify for Category 3 systems but are not selected or are below the funding threshold for Category 3 systems.

In carrying out these responsibilities, OTEA provides policy and guidance for all operational testing; develops and promulgates test and evaluation methodology; identifies nonmajor systems, categories 2, 3, and 4 with designated operational testers; and semi-annually publishes a list of the non-major systems. OTEA also reviews and coordinates funding requirements for user tests not assigned to OTEA, plans and budgets user test requirements for which they are assigned, and provides information to ODCSOPS and ODCSRDA concerning the priority and justification for OT programs.

In accomplishing operational test responsibilities, OTEA exercises intensive management over designated major acquisition programs and Category 1 nonmajor systems. Active management is applied to Category 2 nonmajor systems, and selective management to nonmajor systems in Categories 3 and 4.

It was confirmed that organizational clothing and individual equipment would normally be designated as Category 3 and 4 nonmajor systems and, in some cases, due to CSA interest, could be designated a Category 2 nonmajor system. OTEA's role in operational testing of Categories 3 and 4 is primarily that of a reviewer and coordinator. The designated operational tester forwards copies of their Outline Test Plan (OTP), Independent Evaluation Plan (IEP) and Independent Evaluation Report (IER) for review and comment by OTEA and, on a selective basis, OTEA will review Test Design Plans (TDP) and monitor test execution. For Category 2 nonmajor systems, OTEA will scope the OT II phase of the testing and will review and approve the Test Design.

INITIAL CLOTHING ALLOWANCES*

Army Male-FY 1983

27 Oct 81

	FY-82 In	FY-83 PB	Quantity	Unit Price	Total	Net Change	Useful Life In Months	Annual Maintenance Allowances
Bag, Duffel	14.43		1	14.71	14.71	.31	120	1.48
Belt, Ctn, Web, Blk	1.70		2	.76	1.52	(.18)	12	.76
Boots, Combat, Lthr., Blk	74.60		2	31.96	63.92	(10.69)	17	22.56
Buckle, Belt, Blk	.38		1	.37	.37	(.01)	12	.37
Cap, Garrison, AG-344	7.52		2	3.48	6.96	(.56)	48	.88
Coat, Wool, AG-344	76.00		-	-	-	(76.00)	-	-
Coat, Poly/Wl AG-344	52.00		2	52.30	104.60	52.60	42	15.00
Coat, All weather, AB-385	36.50		1	37.38	37.88	.88	24	18.69
Coat, Cold Weather, AG-107	64.00		-	-	-	(64.00)	-	-
Coat, Cold Weather, Camouflage	-		2	42.00	84.00	84.00	36	14.00
Drawers, Ctn, Boxer, White	6.60		-	-	-	(6.60)	-	-
Drawers, 109	-		6	2.31	13.86	13.86	-	-
Glove, Mens, Lthr	17.10		1	16.19	16.19	(.91)	36	5.40
Glove, Insert	2.82		2	1.76	3.52	.70	31	.72
Gloves, Shell, Lthr, Blk	11.10		1	8.95	8.95	(2.15)	34	3.12
Insignia, BOS, IP	.32		1	.36	.36	.04	20	.22
Insignia, EP, US	.58		2	.36	.72	.14	20	.22
Necktie, Wl, Blk	2.11		1	1.82	1.82	(.29)	48	.46
Shirt, LS, AG-415	16.42		2	8.03	16.06	(.36)	24	4.02
Shirt, SS, AG-415	19.68		3	6.56	19.68	-	24	3.28
Shoes, Dress, Blk	18.30		1	18.76	18.76	.46	29	7.76
Socks, Ctn, Nyl, Blk	1.74		3	.60	1.80	.06	6	1.20
Socks, Nyl/Wl, OG-408	7.10		5	1.37	6.85	(.25)	4	4.12
Trousers, Wool, AG-344	18.50		-	-	-	(18.50)	-	-
Trousers, Wl/Foly, AG-344	29.20		2	16.31	32.62	3.42	36	5.44
Towel, Bath, White	3.88		-	-	-	(3.88)	-	-
Towel, Bath, Brown	-		2	2.00	4.00	4.00	-	-
Undershirt, Ctn, Wh	2.70		2	1.45	2.90	.20	-	-
Undershirt, 109	10.40		4	2.67	10.68	.28	-	-
Cap, Camouflage	9.10		2	3.29	6.58	(2.52)	12	3.29

Figure A-1

A-24

INITIAL CLOTHING ALLOWANCES*

Army Male-FY 1983

27 Oct 81

	FY-82 In	FY-83 PB	Quantity	Unit Price	Total	Net Change	Useful Life In Months	Annual Maintenance Allowances
Coat, Camouflage		64.00	4	16.02	64.08	.08	24	8.01
Trousers, Camouflage		68.80	4	16.85	67.40	(1.40)	24	8.43
Total		637.85			610.60	(27.25)		129.74
Standard	Annual				129.60			
Basic	Monthly				10.80			
	Annual				90.00			
	Monthly				7.50			

* Based on data submitted by DLA to OSD and CTA 50-900.

Figure A-1

A-25

INITIAL CLOTHING ALLOWANCES*

Army Female-FY 1983

27 Oct 81

FY-82 In	FY-83 PB	Quantity	Unit Price	Total	Net Change	Useful Life In Months	Annual Maintenance Allowances
	14.40	1	14.71	14.71	.31	120	1.41
Bag, Duffel	.85	1	.76	.76	(.09)	12	.76
Belt, Ctn, Web, Blk	15.86	2	14.70	29.40	13.54	24	7.35
Beret, Fur Felt	74.60	2	31.96	63.92	(10.68)	17	22.56
Boots, Combat, Lthr., Blk	.30	1	.31	.31	.01	12	.31
Buckle, Belt, Blk	9.10	2	3.29	6.58	(2.52)		
Cap, Camouflage	52.00	1	40.59	40.59	(11.41)	48	10.15
Coat, Poly/Wl, AG344	38.00	1	36.21	36.21	(1.79)	36	12.07
Coat, All weather, AS385	64.00	4	16.02	64.00	.08	24	8.01
Coat, Camouflage	64.00	2	42.00	84.00	(64.00)	36	14.00
Coat, Cold Weather 107	2.82	2	1.76	3.52	.70	31	.72
Coat, Cold Weather, Camouflage	11.10	1	3.95	3.95	(2.15)	34	3.12
Glove, Insert	19.60	1	20.35	20.35	.75	36	6.78
Gloves, Shell, Lthr, Blk	11.10	1	11.16	11.16	.06	18	7.44
Gloves, Lthr, Dress, Blk	12.00	1	11.62	11.62	(.38)	-	-
Handbag, Syn, Blk	.58	2	.36	.72	.14	20	.22
Havelock, Ctn/Poly, Blk	.32	1	.36	.36	.04	20	.22
Insignia, EP, U.S.	.94	1	1.12	1.12	.18	20	.67
Insignia, BOS, EP	10.80	1	13.36	13.36	2.56	24	5.40
Insignia, Hat, EP	18.40	1	25.20	25.20	6.80	24	12.60
Jacket, SS, Poly/knit, AG388	61.00	1	55.07	55.07	(5.93)	36	13.36
Jacket, LS, Poly/knit, AG388	1.66	1	2.07	2.07	.41	-	-
Jacket, Poly/wl, AG344	31.50	3	5.67	17.01	(14.49)	12	5.67
Scarf, Acrylic, Wh.	17.90	1	16.60	16.60	(1.30)	44	4.56
Shirt, Poly/ctn., Wh.	13.42	2	6.34	12.68	(.74)	24	3.17
Shoes, Dress, Oxford	8.42	1	8.80	8.80	.38	36	2.88
Skirt, Summer, Poly, AG388	18.10	1	19.46	19.46	1.36	24	9.73
Skirt, Poly/Wl, Tep, AG344	7.10	5	1.37	6.85	(.25)	4	4.08
Slacks, Poly/Wl, AG344	3.88	2	2.00	4.00	.12	-	-
Socks, OG-408	6.31	1	6.05	6.05	(.26)	15	4.84
Towel, Bath	10.68	4	2.67	10.68	-	6	5.34
Tunic, Poly/Wl, AG413	68.80	4	16.85	67.40	(1.40)	24	2.43
Undershirt, Mans, CLOG109							
Trousers, Camouflage							

Figure A-2

A-26

INITIAL CLOTHING ALLOWANCES*

Army Female-FY 1983

27 Oct 81

	FY-82 In FY-83 PB	Quantity	Unit Price	Total	Net Change	Useful Life In Months	Annual Maintenance Allowances
Cash Allowance (Pumps)	94.85 (24.20)			101.49 (25.89)	6.64 (1.67)	29	10.72
Total Standard MA	764.39			765.08	.69		191.57 129.63 10.80
Basic MA							90.00 7.50

* Based on data submitted by DLA to OSD, CTA 50-900 and info provided by DALO that Classic ensemble will not be ready for issue in FY 1983.

DARCOM
DIRECTORATE OF DEVELOPMENT, ENGINEERING AND ACQUISITION

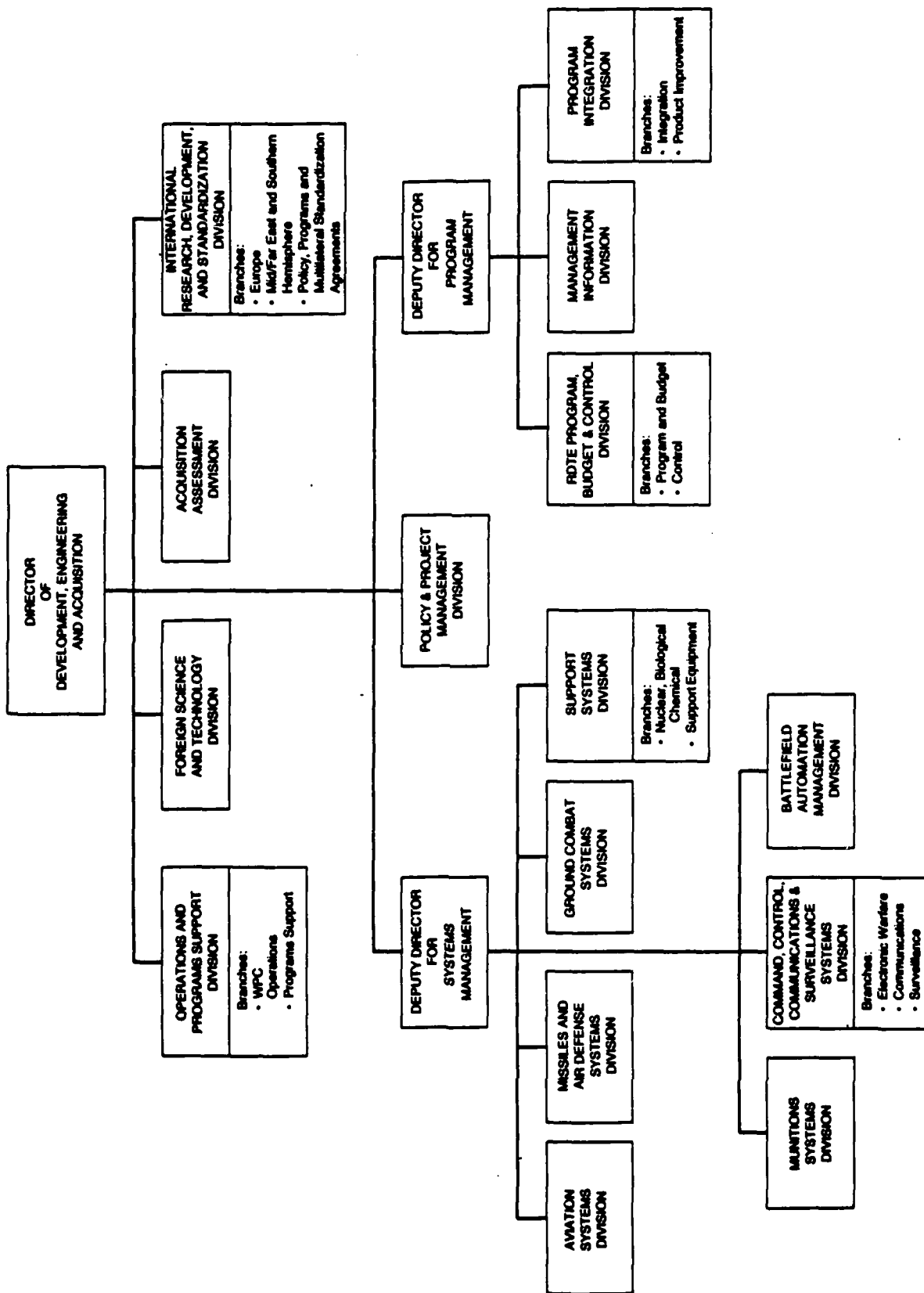


Figure A-3

DARCOM
DIRECTORATE FOR SUPPLY, MAINTENANCE AND TRANSPORTATION

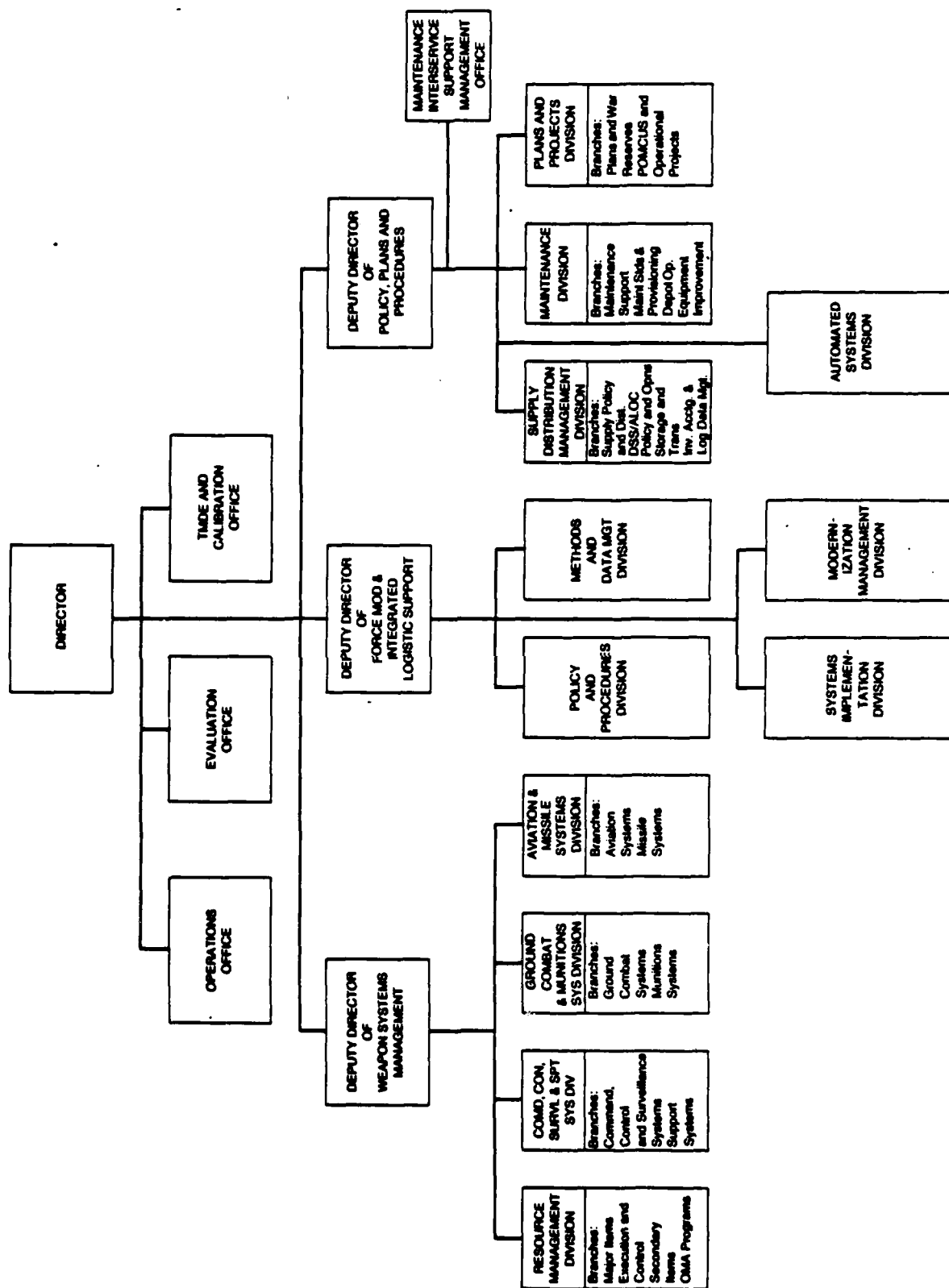
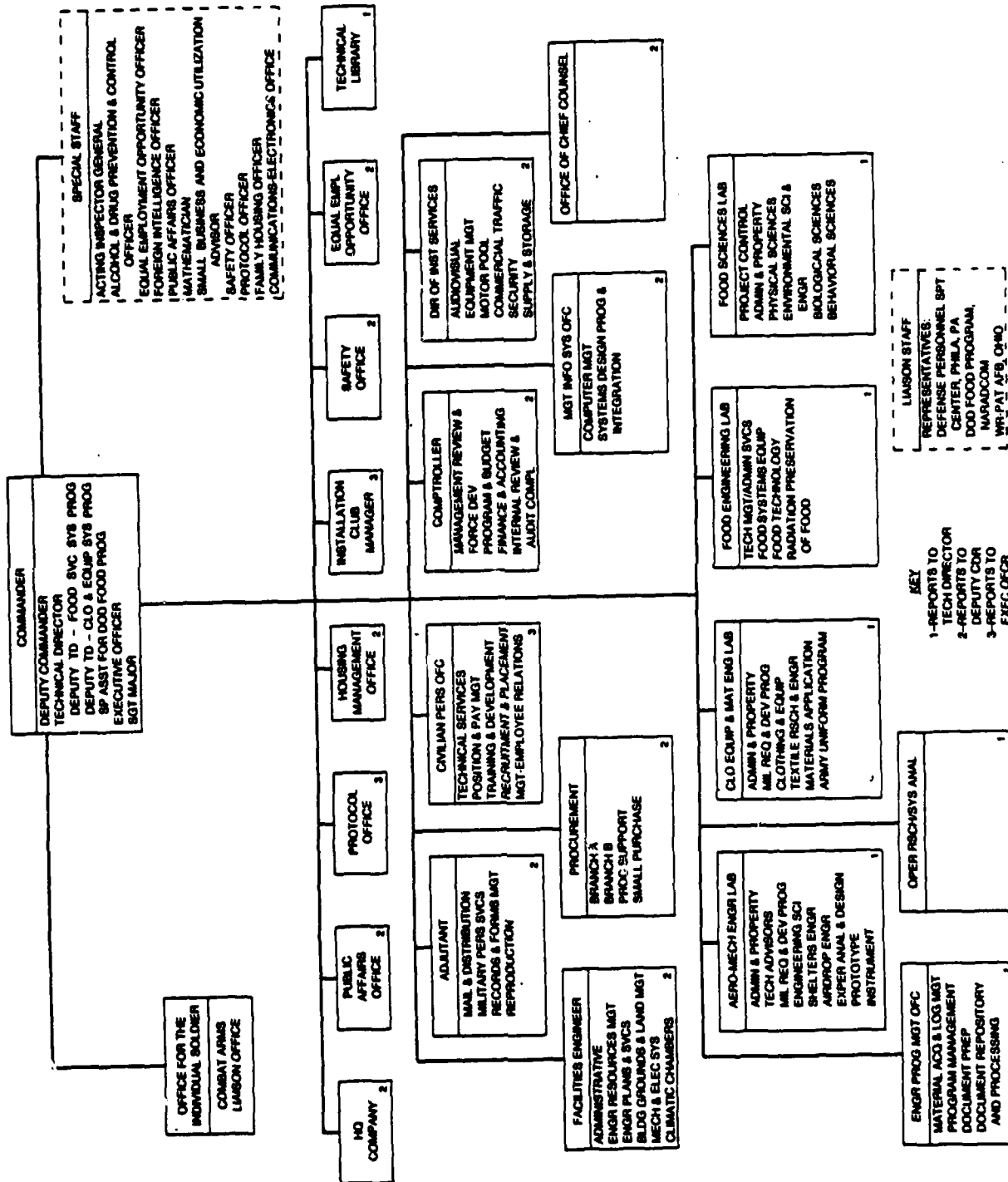


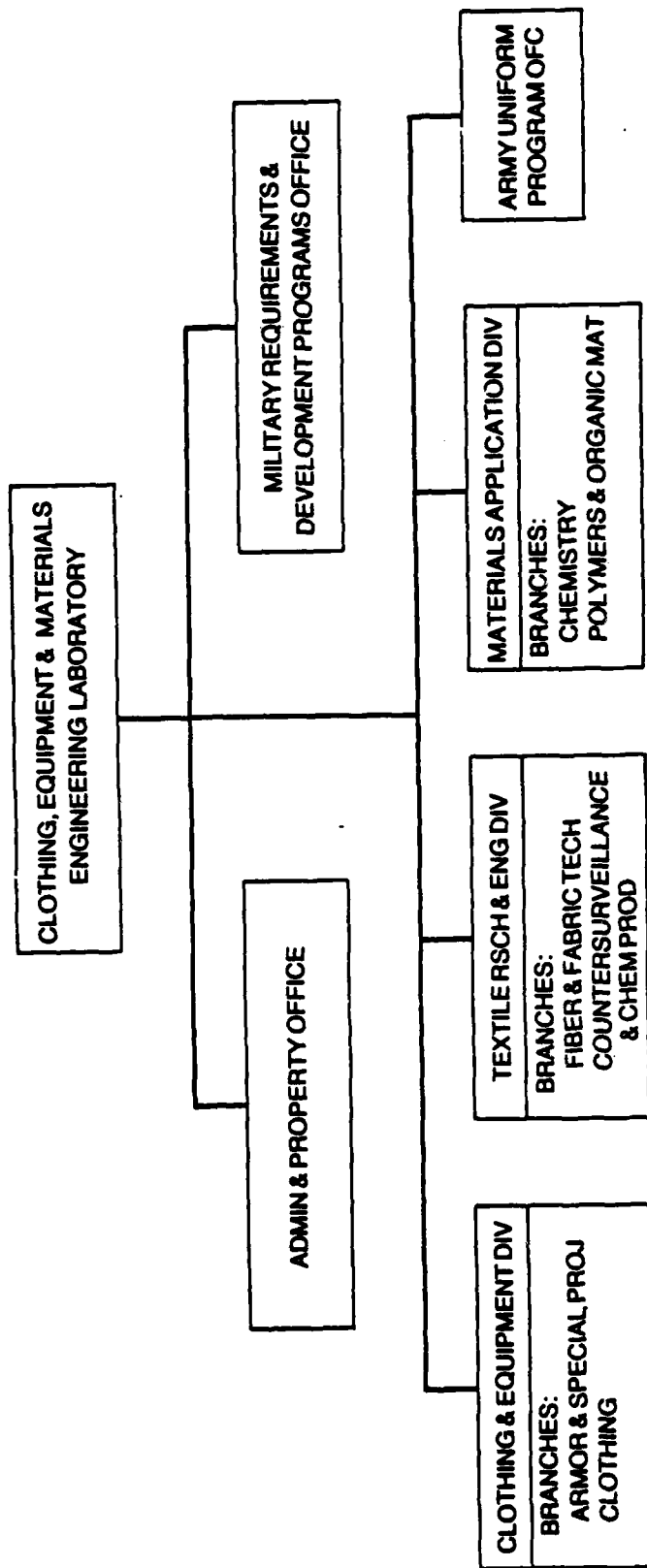
Figure A-4

US ARMY MATERIEL DEVELOPMENT AND READINESS COMMAND
US ARMY NATICK RESEARCH AND DEVELOPMENT COMMAND



US ARMY NATICK RESEARCH & DEVELOPMENT LABORATORIES ORGANIZATION

CLOTHING, EQUIPMENT & MATERIALS ENGINEERING LABORATORY



MISSION

To plan, organize and conduct the Army's R&D program on individual protective clothing, personnel armor and personal life support equipment systems, and ancillary equipment and items; and to coordinate for the Army all contributing research, development and engineering effort concerned with protection of the individual soldier. In support of the Army Uniform Board, design, develop and test all Army uniform items; provide technical support in related areas to the SAUDI Project Office, and in particular, serve as the technological support for all textile technology. Develop and prepare technical data for standardization and procurement documents for the foregoing commodities. Plan, organize and conduct product engineering and provide technical support on stock fund clothing and textiles and General Supply items for the Army to the Defense Logistics Agency, other Defense Departments and US Government Departments, and US industry. Develop and maintain an inventory of knowledge of foreign government items and other government items in the commodity areas of interest; plan, organize and conduct assigned phases of DA, DOD, quadripartite and NATO Standardization Programs on Army items in designated commodity classes.

Figure A-6

RELATIONSHIPS WITH DA AGENCIES

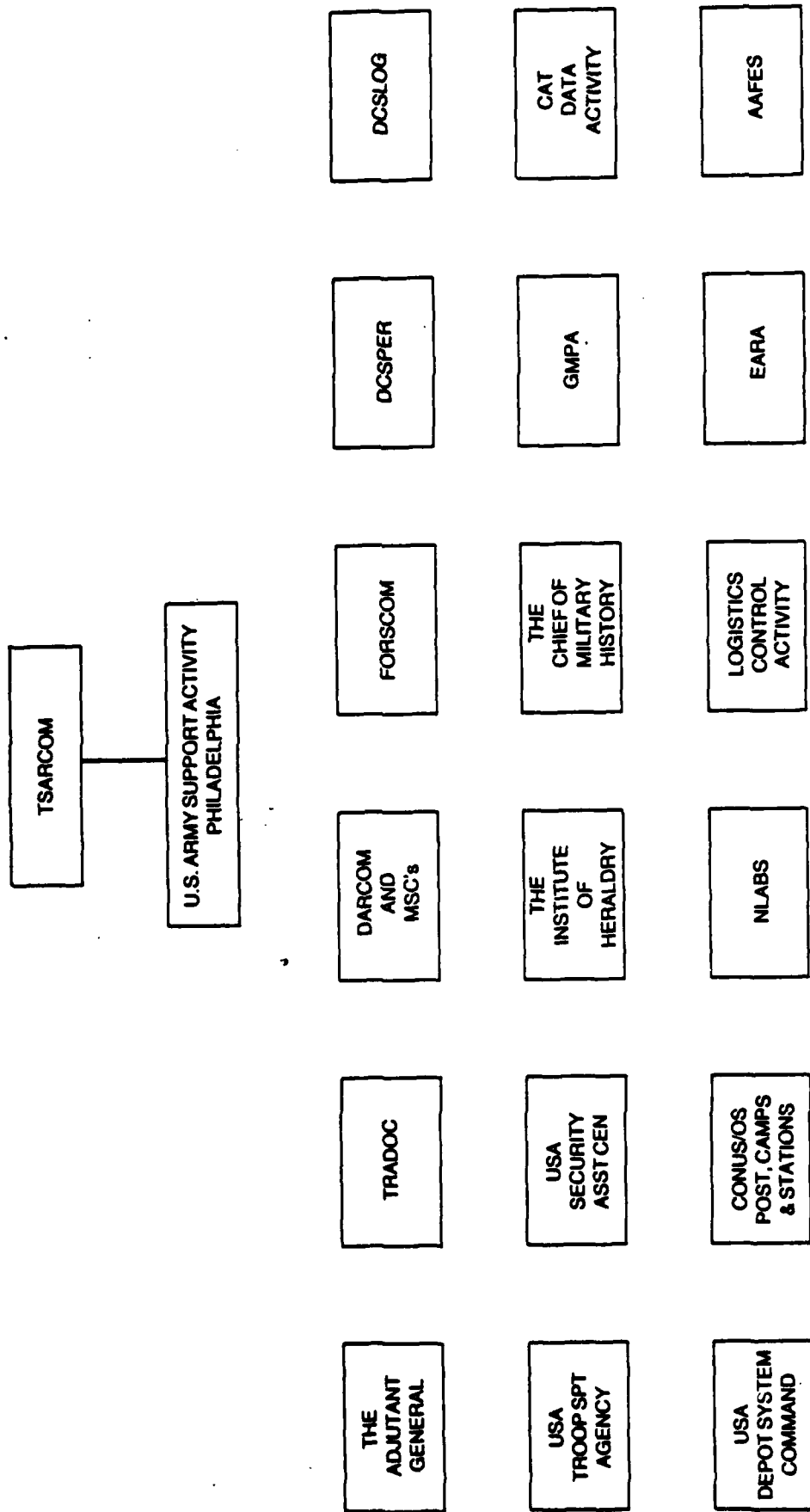


Figure A-7

U.S. ARMY SUPPORT ACTIVITY, PHILADELPHIA

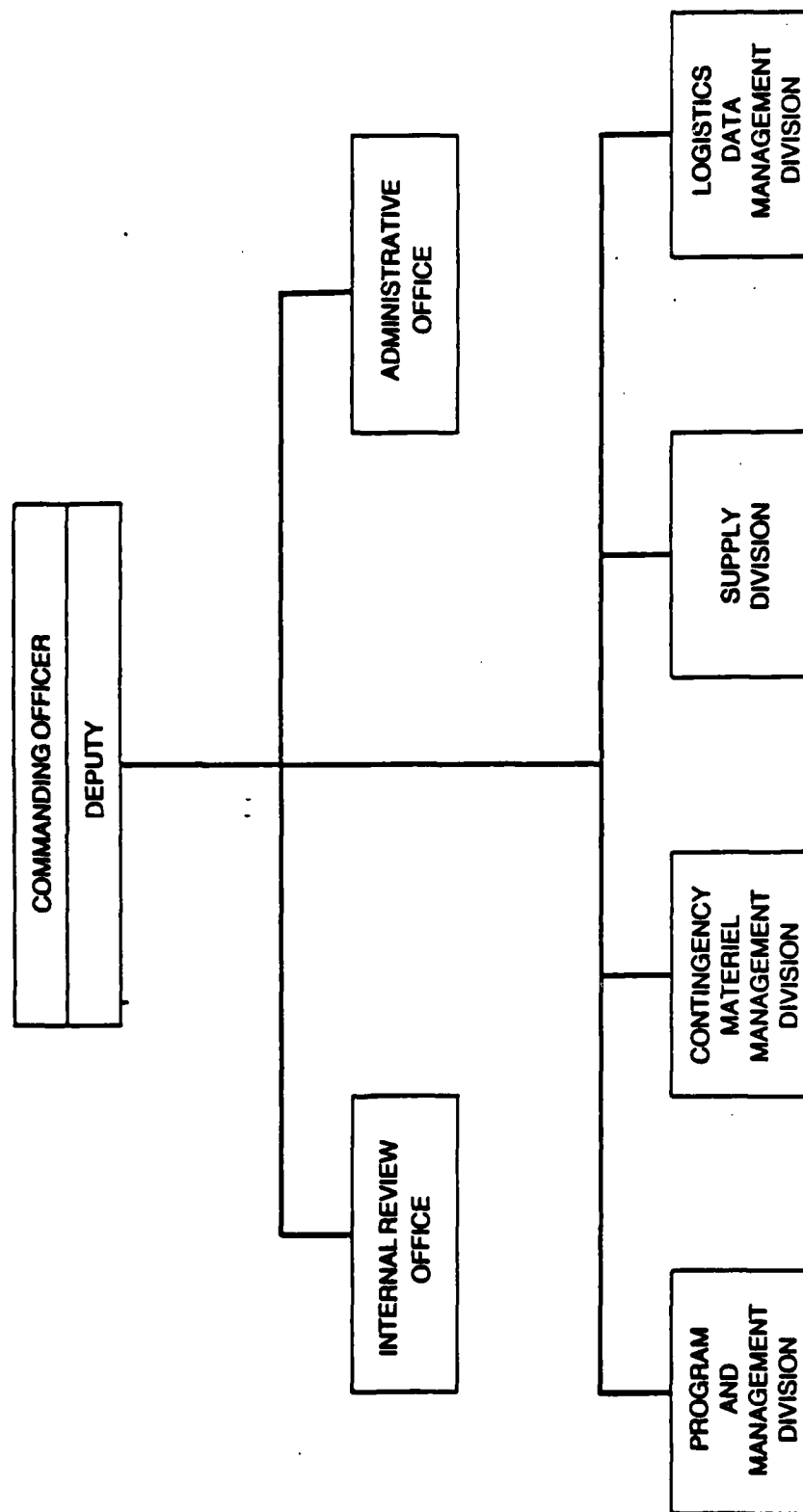


Figure A-8

APPENDIX B

APPENDIX B

Responsibilities of Other Military Services'/Agencies' Clothing and Equipment Systems

NAVY

The management of the Navy uniform and organizational clothing program is guided by OPNAV Notice 5450 and Naval Supply Systems Command Instruction 10120.2A, "The Navy Uniform and Organizational Clothing Program." Under the auspices of the Naval Supply Systems Command, the Navy Resale and Services Support Office (NAVRESSO), Brooklyn, New York, serves as the Program Manager within the Navy for logistical tasks associated with the research, development, test and evaluation (RDT&E); acquisition; storage; issue; and sale of naval uniforms, organizational clothing and miscellaneous organizational items.

Within NAVRESSO, the Fleet Support Group acts as the central focal point for clothing as it pertains to determining requirements, funding, procurement, stocking, requisitioning, issuing and disposal. This office also monitors and provides management direction for Navy Uniform Centers and other designated distribution points which stock and supply Navy exchanges with uniforms and accessories; coordinates the annual update of the Monetary Clothing Allowance list; forecasts Navy uniform requirements; and prepares phase-in/phase-out schedules of Navy uniform articles.

The Navy Clothing and Textile Research Facility (NCTRF), Natick, Massachusetts, under the cognizance of NAVRESSO, performs the RDT&E for clothing and textiles, including personal and organizational clothing and some individual equipment. NCTRF also maintains a Technical Support Division at the Defense Personnel Support Center (DPSC), Philadelphia, which serves as the primary point of contact for technical, cataloging, and supply and procurement related matters for clothing and textiles assigned to DPSC for integrated management. NCTRF is similarly involved in the RDT&E Budget preparation/execution process as the Army's NLABS.

Requirements for user clothing and individual equipment are generated from two sources within the Navy. The Navy Uniform Board (see Figure B-1) recommends new personal or sea bag clothing items to the Chief of Naval Operations (CNO). Upon CNO approval, the NCTRF is directed to commence development of these type items. Funds utilized for the RDT&E of personal clothing items are obtained from the Operations and Maintenance Navy (OMN) appropriation. NCTRF receives requirements for development of organizational clothing and personal equipment items from various Navy sponsors, i.e., the Office, Deputy Chief of Naval Operations for Logistics, maintains a Ship Board Uniform Subcommittee which is responsible for the Navy's Battle Dress and Chemical Protective Clothing programs. The document normally utilized to transmit the organizational clothing or individual equipment requirement is a letter signed at the Flag Officer level which describes the need for the item and contains, depending upon the complexity and use, varying amounts of functional characteristics the item must possess. The Navy does not employ the formal/structured system of Required Operational Capability (ROC) or Letter Requirement (LR) documentation as utilized by the Army. This alone compresses the timeframe from requirements development to initiation of the RDT&E process for the new item (normally only a

2-3 month lapse). Funds used for the RDT&E of organizational clothing items are obtained from the R&D appropriation.

Testing of new clothing items, both personal and organizational, is managed by NCTRF. Unlike the Army, there is no outside agency involvement in managing/operating new clothing item testing. NCTRF is responsible for conducting in-house laboratory and advanced development testing and managing, with assistance from the Navy Military Personnel Command as required, all service testing of the item. NCTRF also prepares all test reports, to include test evaluation/results. Because NCTRF is the focal point for testing with little, if any, outside agency involvement, considerable time savings is realized during the development process when compared to the complexities of the Army's management structure for testing new clothing and equipment items.

Subsequent to development, the clothing item does not go through a formal type classification process as an Army item. Instead, the Supply Request Package (SRP) is furnished the NCTRF's Technical Support Division in Philadelphia by NAVRESSO. The Technical Support Division develops requirements (for organizational clothing), accomplishes phase-in/phase-out planning, obtains basis of issue (BOI) from either the Navy Uniform Board (personal clothing) or Fleet Support Material Office (organizational clothing), initiates cataloging documents, and coordinates with DPSC for initiation of item procurement.

As mentioned, there are several major differences in the Navy's methodology of managing clothing and equipment as compared to the Army's management system. These differences are summarized as follows:

- o Program Management and direction for all Navy uniforms and clothing matters emanate from the NAVRESSO. This, in effect, streamlines lines of communication as well as simplifies problem identification of and resolution to the Navy's clothing program.
- o The Navy utilizes simplified correspondence such as letters and memorandums to perpetuate requirements for personal and organizational clothing and individual equipment items rather than the complicated and time consuming requirements document (ROC/LR) procedures.
- o The NCTRF accomplishes in-house and service testing of clothing and individual equipment items without any other agency involvement, to include preparation of test reports, evaluation and results.
- o The Technical Support Division, an entity of NCTRF, is co-located at DPSC and serves the Fleet, Naval Systems Commands, DPSC, and other activities as the primary contact for technical, cataloging, and supply and procurement related matters for clothing and individual equipment items assigned to DPSC for procurement.

The Navy Uniform Board is similar to the Army Uniform Board in organizational structure and level of authority. Voting members include:

Deputy Chief of Naval Operations for Manpower, Personnel and Training (President)

Deputy Chief of Naval Operations for Submarine Warfare

Deputy Chief of Naval Operations for Surface Warfare

Deputy Chief of Naval Operations for Air Warfare

Deputy Chief of Naval Operations for Logistics

Director, Navy Nurse Corps

Commander, Navy Recruiting Command

Commander, Naval Supply Systems Command

Commander, Navy Resale and Services Support Office

Representative, Office of The Surgeon General of the Navy

Representative, Office of Research, Development, Testing, and Evaluation

Senior Female Office in Washington Area

Master Chief Petty Officer of the Navy

Recommendations emanating from the Navy Uniform Board are forwarded to the Chief of Naval Operations for decision.

Figure B-1

U.S. Air Force

Directorate of Engineering and Services

Clothing Policy Branch

The importance of the management of clothing to the U.S. Air Force is evidenced by the operation of a Clothing Policy Branch which is responsible for developing and approving all policies and procedures pertaining to Air Force uniform clothing for the Active Air Forces and the Air Force Reserve and Air National Guard. Attached is an organizational chart depicting this office and its relationship to other USAF and DLA activities (see Figure B-2).

In the management of personal clothing, the Air Force operates the Monetary Clothing Allowance System for personal uniform items and the Issue-in-Kind system for organizational clothing.

Personal clothing items are integrated into the supply system through the Air Force Uniform Board (AFUB). Recommendations for new or modified personal clothing items must be processed through a major Air Force Command in order to be considered by the AFUB. The Aeronautical Systems Division, Air Force Systems Command (AFSC), the AFUB and the Chief of Staff, Air Force, can also initiate proposals for new personal or optional clothing items. The Secretariat of the AFUB receives records, initiates action and effects staff coordination on all recommendations to be considered by the Board. Technical assistance and advice is provided to the Board by the AFSC, and as directed by the Board. AFSC is responsible for development actions on textile materials and uniform clothing.

The Air Force Uniform Board is chaired by the Assistant Deputy Chief of Staff for Manpower and Personnel (AFMP) and is composed of senior Air Staff personnel. Recommendations for new or modified items must be approved by the Chief of Staff, USAF, in order to be adopted for use.

Upon approval, the Air Force Directorate for Engineering and Services is notified and a request is made to AFSC to complete the necessary patterns and specifications. The Air Force Logistics Command (AFLC) is requested to effect necessary actions so that the Supply Request Package will be provided to the procurement activity (DPSC) in order that procurement and supply can be effected.

The Air Force Clothing and Textile Office located at the Defense Personnel Support Center in Philadelphia, Pennsylvania, provides the logistical support for personal and organizational clothing items to Air Force activities world-wide. This office develops the quantitative requirements and assembles the necessary data needed to complete the supply request package furnished to DPSC. This office is also involved in a variety of other functions relating to the retail management of clothing and textile items, such as administering the USAF Quality Assurance Program and the Air Force Cataloging and Standardization Program.

The Monetary Clothing Allowance System provides enlisted personnel with the uniforms required for initial training and follow-on deployment to duty stations. Enlisted personnel are provided an initial clothing allowance for the quantity of items required by the majority of Air Force personnel. Uniform items in the "Clothing Bag" are funded by the Military Personnel, Air Force appropriation which is planned and programmed at Headquarters, USAF. Subsequent to initial

issue, enlisted personnel receive a monthly clothing maintenance allowance for the replacement of mandatory items as necessary due to fair wear and tear.

The Organizational Clothing Issue System or Issue-in-Kind System is designed to provide special purpose clothing to Air Force personnel based on duty requirements. Issue of organizational clothing is funded by the Operations and Maintenance, Air Force appropriation.

The introduction of a new or modified organizational clothing and equipment item is usually accomplished through development of a Statement of Need (SON) by the requiring activity (Major Command).

If the pre-evaluation review indicates that the program specified by the SON can be accomplished within the USAF decision authority, program initiation is then authorized. If the pre-evaluation review indicates the program solution to be above Headquarters, USAF decision authority, a Mission Element Need Statement (MENS) is then prepared and coordinated for approval at the Secretary of the Air Force level.

Each validated operational need identified by either a SON or MENS must be prioritized among other needs and compete in the Planning, Programming and Budgeting System (PPBS) for resources to identify and evaluate alternate solutions and sources. After funds are identified, a Program Management Directive (PMD) is issued by USAF/RD to the operational testing and evaluation activities and other participating commands, and the process of developing the item/system is accomplished. The AFLC provides logistics support in developing the supply request package, in coordination with the Air Force Clothing and Textile Office, and procurement is effected by DPSC. Figure B-3 reflects the steps involved in the introduction of Air Force organizational clothing and equipment.

United States Marine Corps

Deputy Chief of Staff for Installations and Logistics (DCSI&L)

Materiel Division

Supply Management Section and General Supply Section

The policies for the materiel management of personal clothing and accessories including interface with the Permanent Marine Corps Uniform Board (PMCUB) are accomplished by a section within the Materiel Division, Office of the Deputy Chief of Staff for Installations and Logistics, Headquarters, USMC (see Figure B-4).

The PMCUB, established by the Commandant, USMC, is directed by the President of the Board, currently a retired Brigadier General. The Board, on its own initiative or as a result of requests for changes from within the Marine Corps, considers any matter related to U.S. Marine Corps uniforms including problem items, items where possible improvements can be made, and new items.

When the PMCUB determines that a modification of an item or new item is necessary or feasible, the DCSI&L is advised and action is taken by the Material Division to provide the Marine Corps Logistics Base (MCLB), Albany, GA, instructions for the development of specifications, prototypes, drawings, etc. This concept phase consumes about 9 months. The PMCUB reviews the results

and determines acceptability or disapproval. If approved, action is continued to accomplish the necessary development and operational testing with the various Marine Corps R&D facilities at Quantico, and if appropriate, at NLABS.

Subsequent to development and testing, the item is again reviewed by the PMCUB and minutes/recommendations are forwarded through the Uniform Advisory Committee which is chaired by the Assistant Commandant, USMC, to the Commandant, USMC, for final approval.

The technical data package is prepared by the appropriate USMC R&D activity and the supply request package is prepared at Albany, GA, and furnished to DPSC, Philadelphia, for procurement and issue. The Marine Corps utilizes several methods for advising their users of the introduction and availability of new or changed items. One method of advice is a Marine Corps Bulletin which provides identification of the new item and the items being replaced, along with requisitioning information and source of supply. Another publication is the Advanced Logistics Order which provides comprehensive data on items replaced, training requirements, funding, etc. A Letter of Adoption and Procurement which provides detailed planning data, distribution and quantity information, progress of actions on the development and adoption of the items, and funding data is also provided to Marine Corps users.

In the area of organizational clothing and individual equipment, the USMC follows the same procedures prescribed by DoD directives for the acquisition of materiel items and systems. The Letter Requirements (LR) and Required Operational Capability (ROC) are developed by the USMC materiel developers (R&D activities) based on requirements or statements of need from the Combat Developers (Fleet Marine Forces). The acquisition systems for items of organizational clothing and individual equipment are normally designated nonmajor systems - Category 3 - and are monitored by In Process Review Committees until approved. The same procedures utilized for personal clothing are followed, i.e., the R&D activity involved will assemble the specifications, drawings, etc., for the technical data package and will forward this package to the MCLB for inclusion with the supply request package which is submitted to DPSC. The Materiel Division, Headquarters USMC, prepares the necessary letters of advice discussed above to the Marine Corps Fleet activities informing of the new item and other changes, as appropriate.

Unlike the other MILSERVS, funding for development and testing for USMC personal clothing items is accomplished with R&D funds. In other areas funding follows the same pattern. The Military Personnel, Marine Corps (MPMC) appropriation funds the issue of personal uniform items and maintenance allowances, and the Operation and Maintenance, Marine Corps (O&M, MC) Program 2 appropriation funds the issue of organizational clothing and equipment. The Program monitor for the O&M, MC Program 2 appropriation is in the Office of the DCSI&L. A special technique is utilized for controlling the funding and issue of selected new or changed items. Prior to the Estimated Date Of Supply (EDOS) for such an item, the Materiel Division will instruct DPSC to issue the new items to specified units and furnished a Military Inter-departmental Purchase Request (MIPR) to provide funds for the quantities requisitioned. This assures that the activities authorized the item will receive them and that funds programmed for issue will be utilized for that purpose only.

Defense Logistics Agency
Directorate of Supply Operations
Supply Management Division

The Defense Logistics Agency (DLA), the parent command of the Defense Personnel Support Center (DPSC), Philadelphia, has the primary policy and procedure responsibilities relative to the procurement and supply of clothing and equipment. Figures B-5 and B-6 depict the organization and activities of DLA. The Supply Management Division is concerned with the introduction of new items, and the various processes used to bring the new item into the inventory. They also provide DPSC the staff expertise to resolve problems in supply posture of items causing difficulties to the Military Services. In addition, the Supply Management Division acts as a coordinating agency with the Military Services for disposition of residual assets when the \$450,000 limitation placed upon the system by OASD (MRA&L) is exceeded. During the initial process, failure to consider actions to reduce or minimize large inventories of items being replaced will delay the introduction process.

In November 1981, DPSC began conversion from its unique computer system to the Standard Automated Materiel Management System (SAMMS). This standard system has been in use at the other DLA Inventory Control Points for approximately 10 years. Due to the significant use of program data such as troop strength, recruit input, size tariffs, government furnished materiel computations and other system differences, major changes in programming and software were required to adapt SAMMS to the DPSC Clothing and Textile Supply System. The SAMMS system is primarily guided by DLA Supply Operations Manual 4140.2, Vol. 1, Distribution System Procedures and Vol. II, Supply Center Operating Procedures.

Other publications affecting clothing and equipment in use by this office are Joint Regulations, the Army designations being: AR 70-29, Production Testing of DLA-Managed Items, 27 May 1969; AR 32-5, Introduction of New Clothing and Textile Items into the Department of Defense Supply System, 19 September 1977; AR 32-7, Use of Defense Logistics Agency Textiles by All DoD Procurement Agencies, 6 May 1970; and AR 32-31, Clothing and Textiles Requirements Data, 29 September 1971.

The Supply Management Division also participates in the quarterly review of Army Clothing and Equipment Items with DPSC, ODCSLOG, and USASPTAP. In these quarterly review sessions, status, problems in various stages of procurement, and supply posture are discussed and resolutions agreed upon. Those items impacting recruit centers are given special attention at monthly meetings. It is important to note that no liaison between, or coordination with TSARCOM or DARCOM takes place.

DLA is Defense Stock Fund oriented. Programming, budgeting and execution are accomplished without extensive participation from the Military Services. Selected program data plus past demand, coupled with known predictable developments, form the basis for financial planning. Assurances of buy-out are of great concern. Nothing plays more havoc with the stock fund than to introduce an item into the system and make large initial procurements to contractual obligations, only to have it replaced on an urgent basis without concern for the replaced item. Another major problem is an unanticipated inventory build-up of a new item because a MACOM fails to requisition the quantity forecasted, and utilizes the

funds programmed for some other purpose.

Initial planning for a new item must consider the Procurement Leadtime (PLT) associated with separate procurements of the fabric required for end article production. Besides obvious cost benefits from large buys, such important factors as shading, quality control, and excessive PLT from competing manufacturers necessitate the use of government furnished materiel. A significant portion of the textiles (usually one-third) is required to be on hand before contracts for the end item are awarded. A recent audit reflects a 15% savings to the Government by employing this technique.

DPSC is fully automated and in a standard mode. The extraction of DPSC data by the Military Services is currently possible. Military Services, via terminals, can secure item information contained in three major files: National Inventory Record, Requisition and Status File, and Due-in File. This data is sufficient for Army managers and will be considered in subsequent automation requirements.

From DLA's vantage point or perception, a number of problems are caused by the failure of the Military Services to inform or coordinate with DPSC on a timely basis. Some of these problems are discussed below:

- o When changes to the basis of issue are made, lack of forewarning can cause drastic shortages of stock. A recent example is a change from 1 Nurse's skirt and 3 Nurse's slacks to 4 Nurse's skirts. The impact is obvious: shortages and overages, respectively, to the replacing and replaced item.
- o Recruiting goals versus actual inductions; whereas anticipated recruitment data is a valuable planning factor, an adjustment by actual data is considered an important matter.
- o Tariffs currently being used are not representative of the actual inductees. More frequent updating based on actual experience will resolve this problem. Tariffs on projected inductees, i.e., those recruited on a deferred basis, would be helpful.
- o The participation and/or receipt of minutes from Military Services' Uniform Boards can aid in various facets of uniform acquisition.

The mobilization or War Reserve requirements are not truly representative of the needs that will exist during any kind of mobilization. There is no personal clothing in War Reserve and any significant mobilization will cause severe shortages with devastating impact. This problem is deserving of separate study.

Defense Logistics Agency

Defense Personnel Support Center

Directorate of Clothing and Textiles

The Defense Personnel Support Center (DPSC), Philadelphia, has the Department of Defense responsibility for inventory management, contracting and production support, technical data, and other associated support actions for three major commodity groupings: Clothing and Textiles, Subsistence and Medical.

The Directorate of Clothing and Textiles has DoD single manager responsibility for approximately 28,000 line items in 21 Federal Supply Classes of property (See Figure B-7). It is in this grouping of line items that the Army's personal clothing, organizational clothing and individual equipment, the focus of this study, is found. The singular exceptions are the optional items of clothing that are found in the AAFES and commercial outlets.

Organizationally, the C&T Directorate has three major functional operating divisions; the Supply Operations Division, the Technical and Quality Assurance Division, and the Contracting and Production Division. These divisions have branches organized along either functional or commodity lines (see Figure B-8). Supply and administrative services are rendered through a Management Support Office.

Numerous functions are accomplished by this Directorate in its role as a National Inventory Control Point (NICP). Examples of these diverse functions include: inventory and inventory adjustments and reports, maintaining accountable balance records, preparation and maintenance of Stock Fund budget and execution, and contracting and production decisions.

To best examine DPSC's role in the Army's management system, a discussion of the interfaces of Army activities/agencies is considered appropriate to achieve maximum understanding.

Subsequent to the Army's prerogatives in the introduction process (previously discussed in those sections applicable to TRADOC, ODCSOPS, ODCSRDA, NLABS, and USASPTAP), technical specifications and requirements are furnished DPSC via a transmitting document referred to as a Supply Request Package (SRP), which is prepared and submitted by USASPTAP. The SRP is processed by the Technical and Quality Assurance Division for standardization, specification adequacy, and cataloging actions. The SRP is passed to the Contracting and Production Division to ascertain acceptability by industry. The Supply Operations Division then receives the SRP and establishes master Data File Records, computes requirements and initiates the Procurement Request. Other decision points, such as whether to use Government Furnished Material (GFM) or Contractor Furnished Material (CFM), and determining the need for expanded first article or production test by more than one contractor, are needed to assure quality and production capability.

Before an item is awarded, DPSC will review the Army's standardization and planning efforts for phase-in to ensure maximum use of existing DoD assets of the phase-out item. A phase-out plan (residual assets at the time of the Estimated Date of Supply (EDOS) are projected to exceed \$450,000) must be developed by the Army in coordination with DPSC, and submitted through DLA to OASD (MRA&L) for approval. Coordination with USASPTAP during the initial processes through the ultimate issuance of a contract is continuously maintained.

For years, DPSC has been the focal point of criticism concerning the time consumed in letting contracts and subsequent contractor performance in delivery. This criticism comes despite DPSC's attempts to keep the Military community informed of the reasons/causes for extended procurement leadtimes.

To assure quality of materiel and standard fabric shade for the new uniform item, contracts are awarded for manufacture of cloth for use as GFM on the end item contracts. This has an effect of expanding leadtime for the initial procurement of the end item, as the same procedures must be followed in the procurement of both the fabric and the end item. These steps include first article production, inspection, and delivery of a significant amount of cloth before an end item contract can be let. An approximate 15-month procurement leadtime is required for new fabric to be produced. When GFM is applied to the manufacture of an end item, another 12 months is added to the process before acceptance of the first requisition for that item can be accommodated.

If no first article is required, delivery times are enhanced. Dependent upon the sophistication of the end item, either a first article or an expanded first article test is accomplished. As in the case of the KEVLAR helmet, a totally new item/process to industry, a full production test with five contractors was necessary.

There are many regulations and restrictions which must be considered before letting a contract for production of an end item. Certain types of businesses are given special consideration such as small or minority organizations, or those in distressed areas. Also, the selected contractor must meet specifications of the Occupational Safety and Health Act. Subsequent to contract award, uncontrollable factors as strikes, fire, flood, contractor bankruptcy, EEO clearances, congressionals, pattern and/or specification deficiencies, first article or product rejection, and bidder protests, can create havoc with production schedules.

DPSC enjoys a close working relationship with NLABS, who maintains a liaison office at Philadelphia. Problems in specifications are usually resolved expeditiously. DPSC personnel indicated that data received from NLABS were clearly superior to that received from other Military Services.

All requisitions originating at Army installations/units, world-wide, ultimately arrive at the C&T Directorate for processing and issue, either through shipment of on-hand depot stocks, or by direct purchase. For selected items, controls are applied by USASPTAP to monitor and prioritize shipments.

The C&T Directorate also operates an Emergency Supply Operations Center (ESOC) to respond to Priority Group One requisitions via direct telephone or message.

DPSC addresses the following problems in their relationship with the Army:

- o The lack of asset data at unit level makes the phase-in/phase-out calculations suspect.
- o No internal distribution capability exists within the Army. An example cited was the movement of fatigues from TRADOC to FORSCOM.
- o The change from numeric sizes of clothing to adjectival sizes (sm., med., and lg.) for replacing items causes data conversion problems.
- o No new War Reserve requirements were received from the Army, causing use of last years' computation.

[illegible]

B-11

DEPARTMENT OF THE AIR FORCE INTRODUCTION OF ORGANIZATIONAL CLOTHING

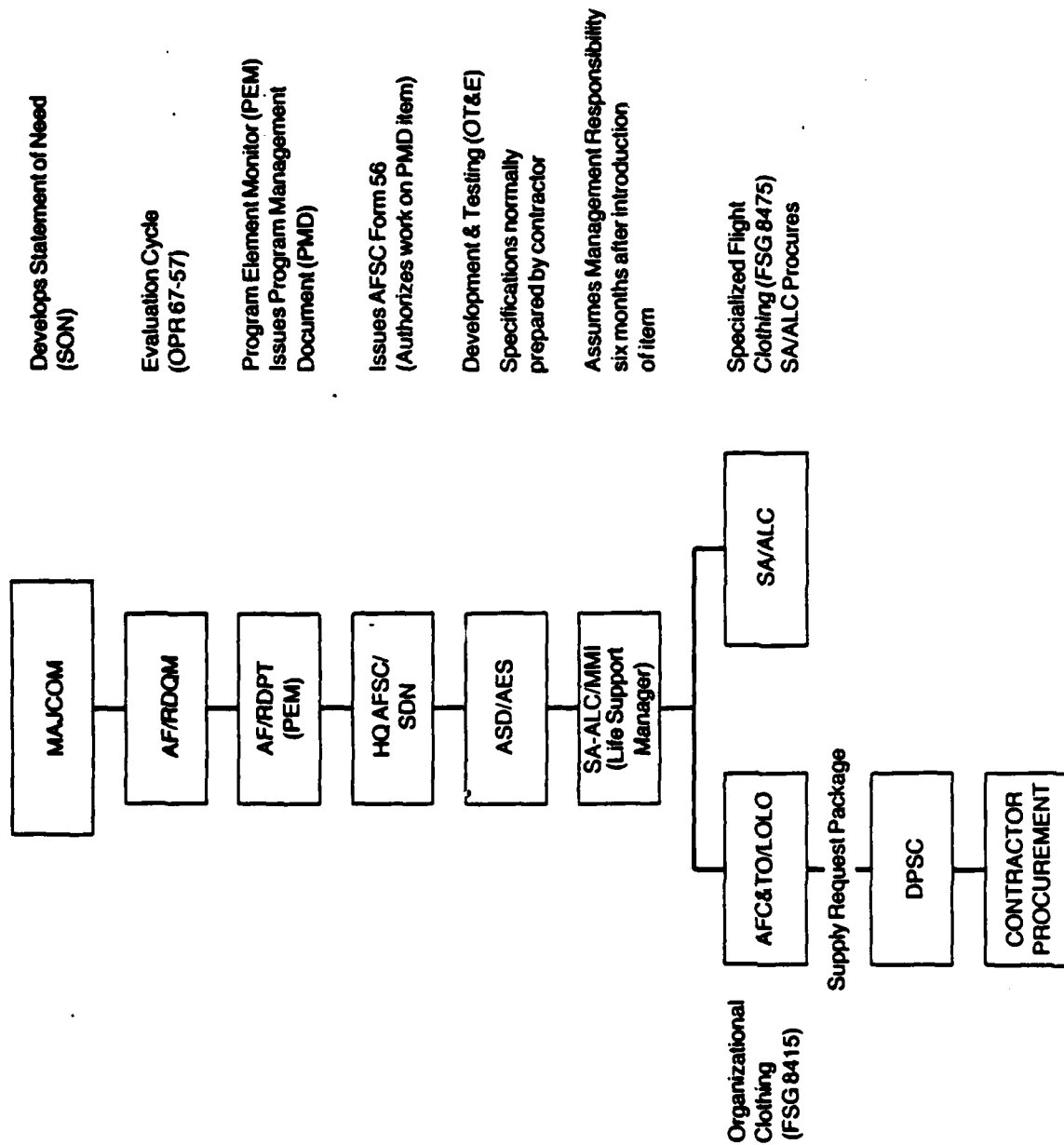


FIGURE B-3

HEADQUARTERS, U.S. MARINE CORPS

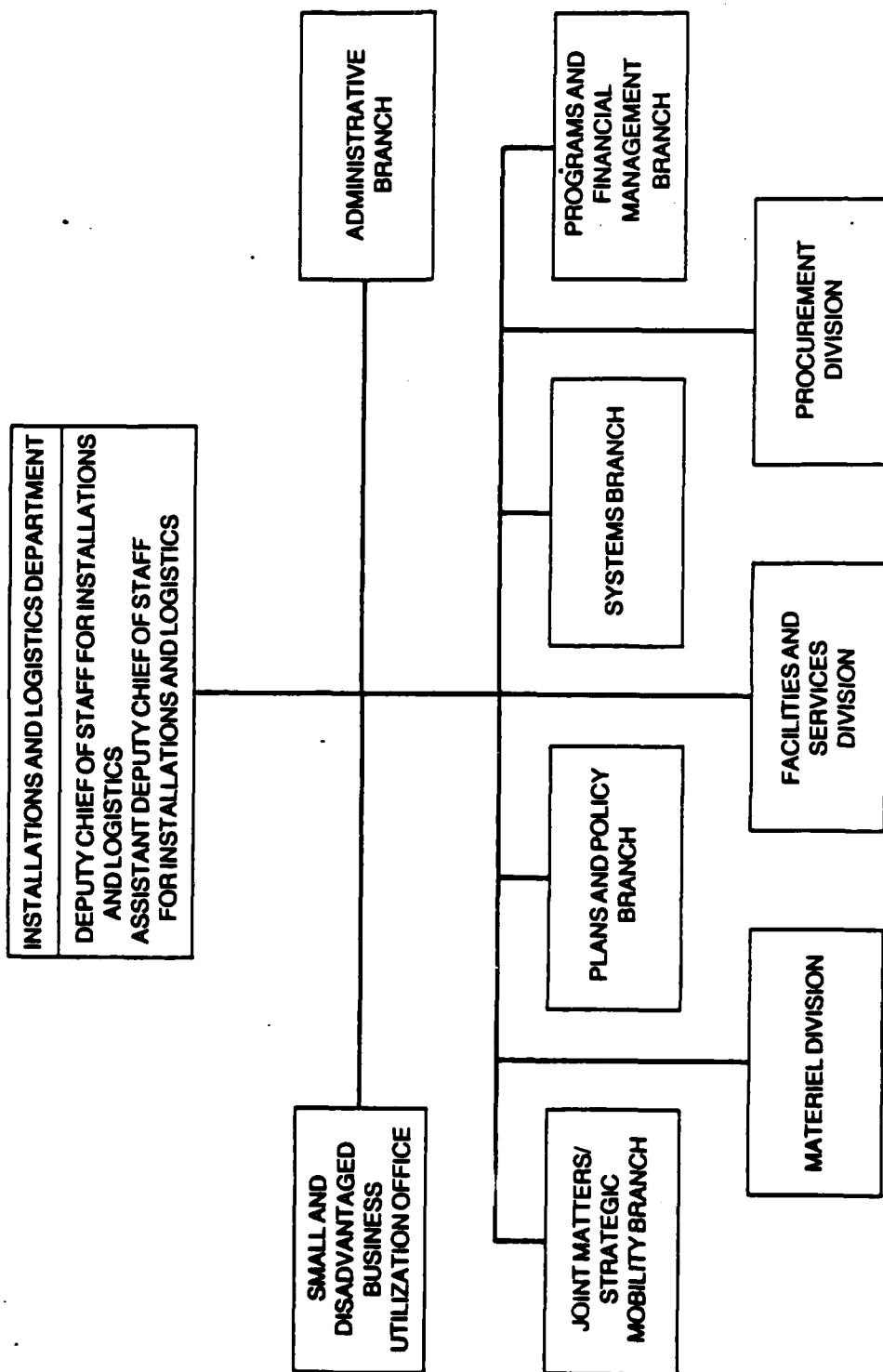


FIGURE B-4

HEADQUARTERS, DEFENSE LOGISTICS AGENCY

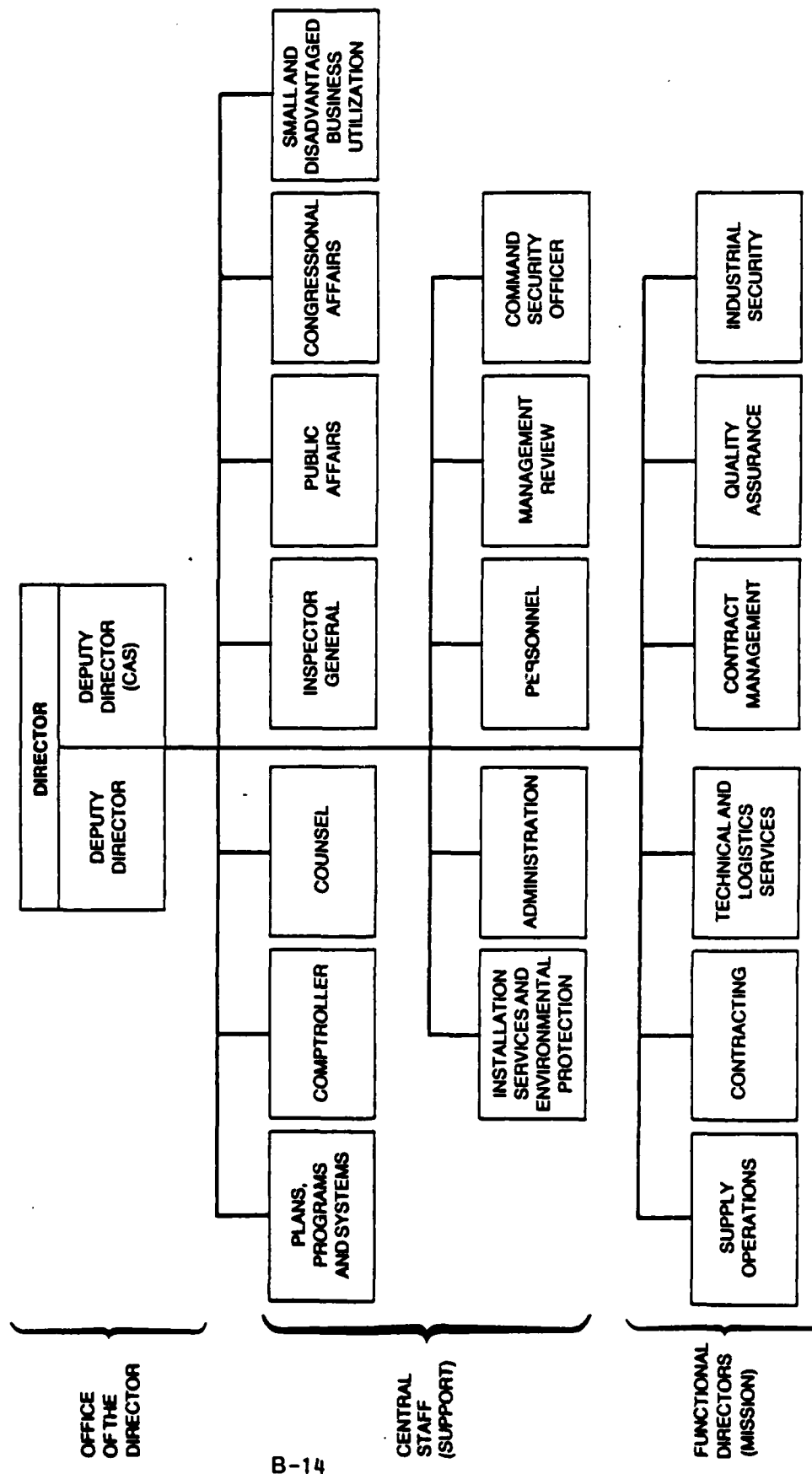


FIGURE B-5

DEFENSE LOGISTICS AGENCY

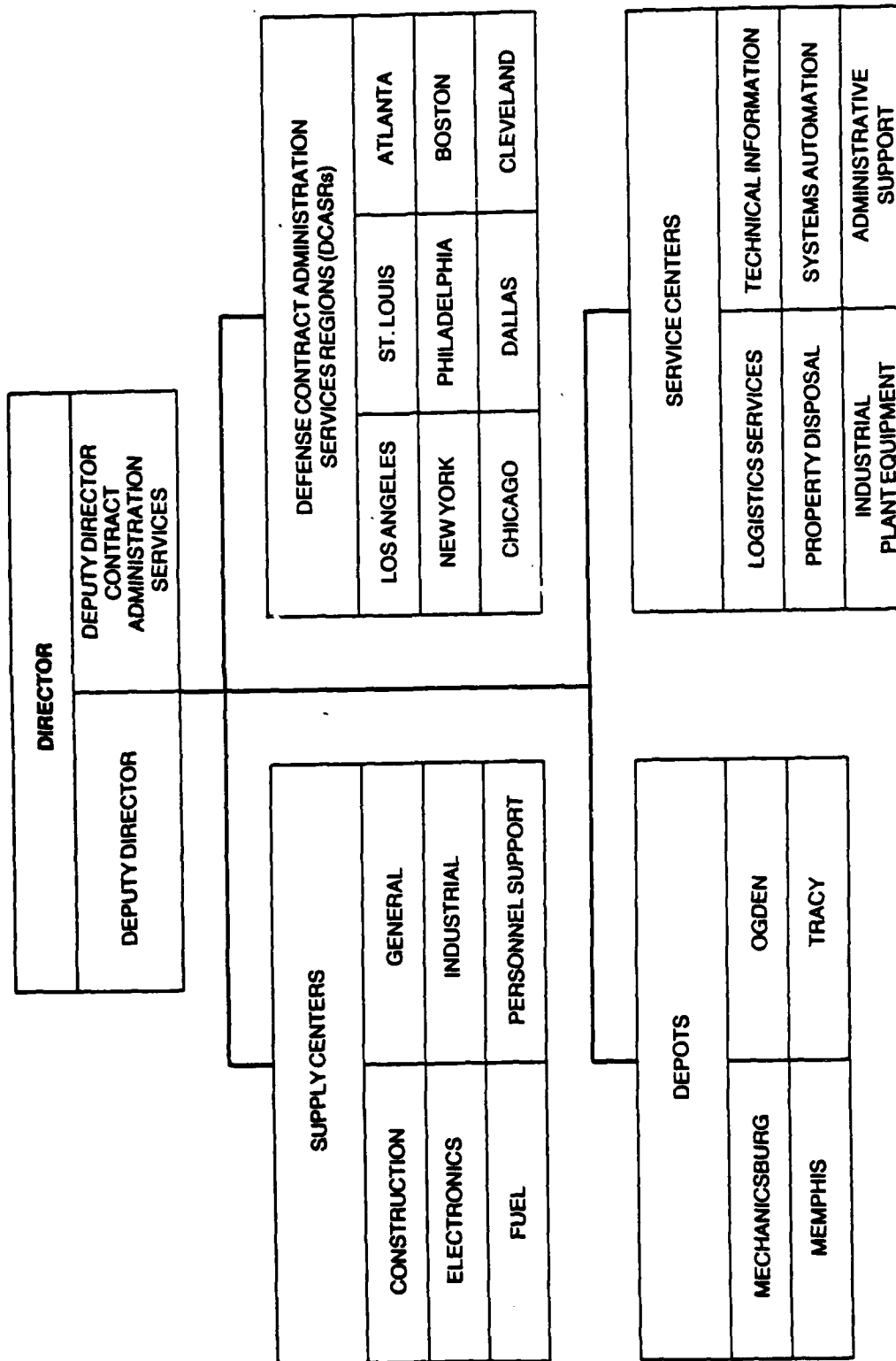


FIGURE B-6

DEFENSE PERSONNEL SUPPORT CENTER

CLOTHING AND TEXTILES MANAGED ITEMS

FSC	TITLE	NUMBER LINE ITEMS*
7210	HOUSEHOLD FURNISHINGS.	60
8305	TEXTILE FABRICS.	1,738
8310	YARN AND THREAD.	375
8315	NOTIONS & APPAREL FINDINGS	688
8320	PADDING & STUFFING MATERIALS	11
8330	LEATHER.	75
8335	SHOE FINDINGS & SOLING MATERIALS	1,600
8340	TENTS & TARPULINS	416
8345	FLAGS & PENNANTS	1,374
8405	OUTERWEAR, MEN'S	7,968
8410	OUTERWEAR, WOMEN'S	3,186
8415	CLOTHING, SPECIAL PURPOSES	2,403
8420	UNDERWEAR & NIGHTWEAR, MEN'S	149
8430	FOOTWEAR, MEN'S.	2,440
8435	FOOWEAR, WOMEN'S	350
8440	HOSIERY, HANDWEAR & CLOTHING ACCESSORIES, MEN'S.	194
8445	HOSIERY, HANDWEAR & CLOTHING ACCESSORIES, WOMEN'S.	80
8455	BADGES & INSIGNIA.	4,279
8460	LUGGAGE.	29
8465	INDIVIDUAL EQUIPMENT	409
8470	ARMOR, PERSONAL.	153
		<u>27,977</u>

* AS OF 30 SEP 81

Figure B-7

DEFENSE PERSONNEL SUPPORT CENTER DIRECTORATE OF CLOTHING & TEXTILES

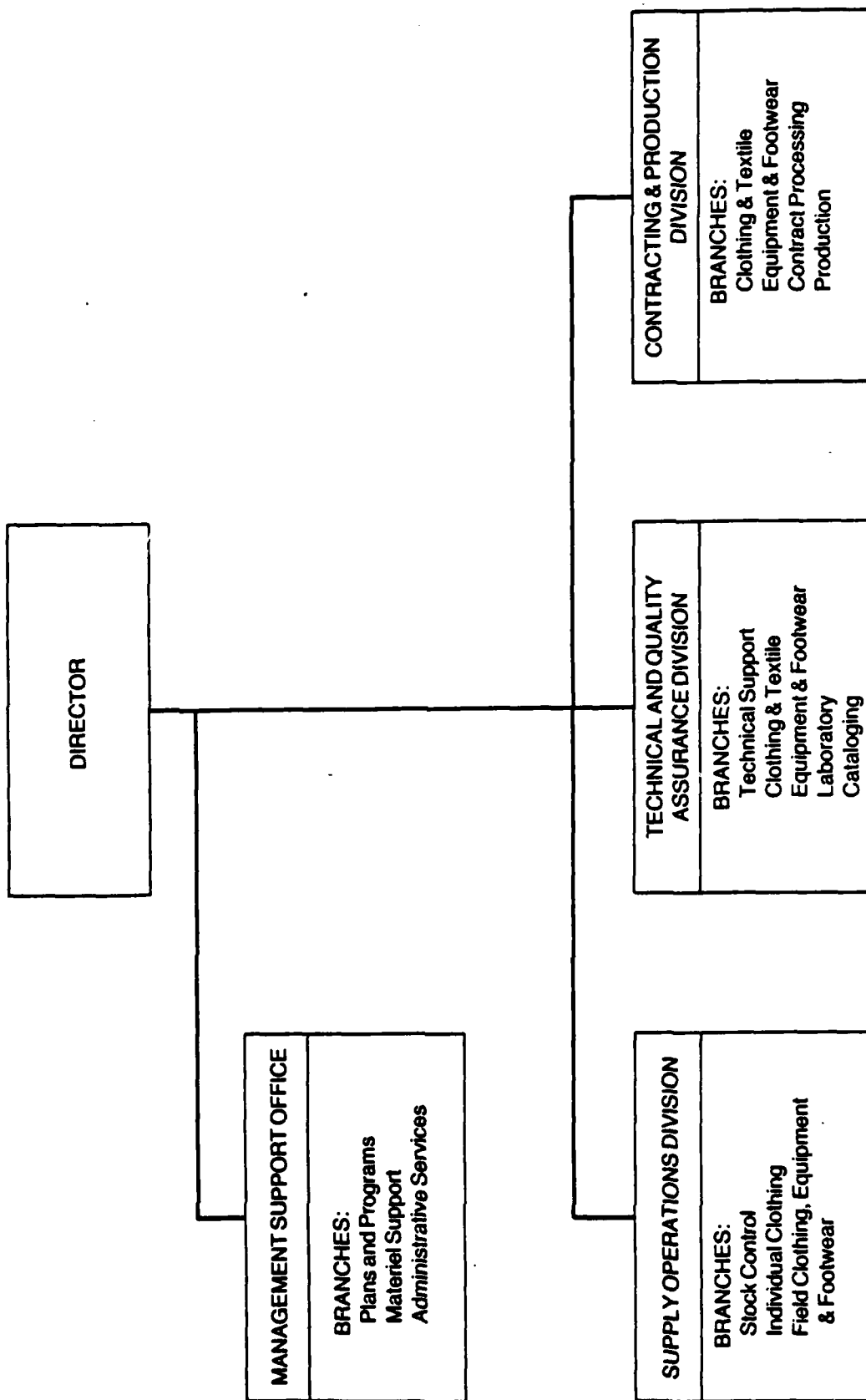


FIGURE B-8

APPENDIX C

APPENDIX C

Responsibilities of Non-DoD Selected Activities' Clothing and Equipment Systems

General Services Administration

Federal Supply Service

Boston Region

Office of Commodity Operations

The Federal Supply Service, a major activity of the General Services Administration (GSA), is responsible for procurement, receipt, management, storage and distribution of materials and equipment, either from stocks maintained in distribution depots, or from suppliers for direct delivery to ordering activities. GSA's system capability interfaces with DoD activities in the use of the Military Standardized Requisitioning and Issue System (MILSTRIP) and the Uniform Materiel Movement and Issue Priority System (UMMIPS). The following four major programs carry out these supply and service support responsibilities to military and civil agencies.

Depot Stock Program. This program includes all items stocked in GSA supply depots and self-service stores where overall requirements are repetitive and can be reasonably forecasted. This program provides immediate availability to meet the needs of requisitioning activities, both civil and military.

Federal Supply Schedules. Many items purchased by GSA cannot be stored economically in its depots for redistribution because of the wide range of characteristics, and the availability at reasonable prices from the nationwide distribution system of manufacturers. Procurement of these items are arranged by providing Federal Supply Schedule contracts. Utilizing these contract schedules, an activity places an order with the commercial supplier who delivers to and bills the ordering activity.

Direct Delivery Procurement. Certain items that are not normally available from GSA depots or through Federal Supply Schedules because of distinctive characteristics such as special fabrics or unusual marking requirements are procured under the National Buying Program through the GSA Region responsible for the specific commodity required.

Local Purchase/Decentralized. Some GSA managed items are authorized for local purchase because of low dollar value and non-recurring demands.

These Federal Supply Service functions are provided through Regional Offices, each Region being responsible for all GSA functions in its geographic area. At the regional level, complete supply operations are conducted with each region having depot facilities under its control. Each Region is responsible for processing orders from requisitioners located in its area, management of depot stocks, and procurement of items for direct delivery from vendors to ordering agencies.

GSA's Boston Region has responsibility for procurement of clothing and textile items assigned to GSA for management. Approximately \$8 million is spent annually

on clothing items managed by this Region. The predominant grouping of items is athletic clothing and footwear.

During discussions regarding procedures for obtaining new items, GSA representatives advised that in most instances, it took approximately 180 days from initial request for a new item until the first significant delivery. This statement was reiterated several times during the visit and confirmed by reviewing GSA documentation. An example given was the transfer of item management responsibility on some athletic clothing from DPSC to GSA. Requirements were computed and the contract was awarded in 120 days; with a required delivery in 45 to 60 days.

A direct comparison with an Army/DPSC procured item cannot be made because the introduction process does not apply to a GSA item. The requestor must be able to submit a requirement with sufficient description in order to procure commercially available items. The 120 day administrative leadtime is comparable to DPSC's administrative lead time. The required delivery time is less than that normally found in DoD items; however, it must be remembered that GSA deals with commercial items only and normally in small quantities.

In-house, GSA is responsible for certain types of uniforms, specifically Federal Protective Officers' and Elevator Operators' uniforms. Each GSA service (e.g., Commissioner for Protective Services) sets the requirements, i.e., style, material, and color, and submits the request by letter to the Commodity Operations Directorate, Boston Region. Because requirements usually adhere to commercial standards, very little testing or research is required.

This office then negotiates indefinite term and quantity type contracts to be used by the requisitioner.

One of the significant observations made during the visit was the lesser degree of impact the Small Business Administration (SBA) plays in GSA procurement as opposed to DoD procurement. An SBA representative visits on the average of once a week to review contracts and offer his advice and comments. At DPSC, each procurement directive from the Supply Division passes through the SBA representative for small business set-aside determination prior to reaching the contracting officer. GSA appears to be more attuned to the use of responsive performers.

The Federal Supply Schedule contract offers distinct advantages to the requisitioner. Administrative lead time is only performed once, and delivery/manufacturing processes becomes the main segment of time involved before the items are received by the user. It is the understanding of the Study Team that DLA has in the past pursued this type of contracting; however, it has not been adopted to date.

GSA commercial descriptions are a single page to two pages of technical data. It is recognized that commercial items require far less technical description than military items but in the clothing area especially, there are many items for which a commercial description will suffice.

Recommendation

- o Examine the SBA role at GSA in-depth, compare with the role at DPSC in order to arrive at the true impact.
- o DLA/DPSC consider use of supply schedule type contracts for selected clothing and individual equipment items.
- o Instruct NLABS and other specification preparing activities to use commercial descriptions where feasible.

U.S. Postal Service

Labor Relations Department

Labor Relations Group

Prior to 1955, uniforms for mail carriers were purchased individually by the carriers, at their own expense. In 1955, Congress mandated uniforms and allowances for postal employees. In 1960, the Postal Service requested NLABS develop specifications and establish a quality control program to improve the appearance of postal uniforms. NLABS was also chartered to assure that the items of the uniform worn by postal personnel meet the minimum requirements of the specifications.

The U.S. Postal Service (USPS) does not procure, stock or distribute uniform items for their employees. A system has been established to insure those employees authorized to wear distinctive items of clothing can procure the items authorized from approved vendors throughout the country.

As a result of a long standing agreement between the USPS and NLABS, the Army Uniform Quality Control office develops specifications for uniform items based on material requirements established by the Postal Service, and conducts a technical evaluation program on fabrics and items which textile manufacturers, uniform tailors, custom tailors and others propose to supply USPS personnel. Based on examination and approval of samples submitted, NLABS' Uniform Quality Control Office will issue certificates on behalf of the USPS which permit the manufacturer or supplier to affix certification labels to the uniform items attesting to USPS approval.

The individual postal employee purchases appropriate items authorized for wear from licensed vendors. Qualified vendors are licensed by the USPS, and must comply with an agreement regarding the code of ethical conduct for uniform vendors. The employee, at the time of purchase, shows the vendor his Employee Uniform Allowance Statement which indicates the items and amount of money the individual is authorized. After purchase, the employee provides his Postmaster with the original invoice of purchase and, in turn, the Postmaster consolidates these invoices and provides them to a central office for payment to the vendor. Excellent control is maintained by the Postal Service over these transactions. Vendors will not be reimbursed for purchases by Postal employees if the maintenance allowance is exceeded, or if they are not licensed by the Post Office. Postal employees who exceed their allowances or procure from unlicensed vendors must reimburse the vendors at their own expense.

There is a provision in each employee's contract which pertains to uniforms and allowances. Decisions on uniform items are made by the Joint Labor Management Uniform Sub-Committee and the introduction, change, or elimination of a uniform item is controlled by this committee.

There are approximately seven different Postal Service positions requiring uniform items. Uniforms vary from a complete uniform for letter carriers and uniformed guards, to selected items of uniform for other positions, i.e., inside mail handlers, window clerks, etc. It is estimated there are approximately 9,000 licensed vendors throughout the country who are authorized to sell uniform items to Postal Service employees.

Department of the Interior

National Park Service

General Services Division

Until recently, National Park Service (NPS) uniformed employees were issued a uniform monetary allowance and were required to purchase uniforms from various authorized suppliers. This system, however, was ill-defined, lacked centralized control, and consequently led oftentimes to neglect and abuse. In 1981, a new system was established which no longer authorizes cash payment of allowances directly to NPS employees. Uniforms are now provided to the employee through a centralized distribution system, and all required uniform items are available through a service-wide contractor. The new supply method applies to both initial and replacement allowances. The total initial uniform allowance granted to one employee in any one year is \$400.00, except when an employee is being changed from one type and category of uniform to an entirely different one. A \$200.00 maintenance or replacement allowance is also authorized annually.

Allowances listed on the NPS Uniform Allowance Schedule are the ordinary maximum allowed for any employee. While National Park Regions and the Washington Area Service Office will continue to provide oversight and guidance, the responsibility for administering the new program now rests at the Park level. In particular, the responsibility of determining who shall wear the uniform and the allowance permitted belongs to each Park superintendent. Prorated allowances are recommended for employees wearing the NPS uniforms only occasionally. The uniform allowance is intended to defray the cost of wearing a uniform and is not meant to cover the total of all uniform items. Optional uniform items, when authorized for wear, are purchased at personal expense, except when designated by the Park superintendent as specialized or protective clothing and equipment. By Comptroller General decision, these type items are procured and paid for by the Park Service either from operating funds or appropriated funds (protective clothing and equipment for use when the employee is engaged in hazardous work). Also, allowance funds are not to be used for uniform cleaning or maintenance. This responsibility rests with each NPS employee and his/her supervisor when enforcing wear and appearance standards.

Under the new system, an authorization form, when prepared by the Park superintendent's Office, is sent to the service-wide contractor who establishes an account in the employee's name. The employee may then order uniforms up to the dollar limit authorized for approved uniform items. Purchases in excess of allotted amounts must be accompanied by personal check, money order, or credit

card for the excess amount. The uniform allowance authorization form must be prepared when the employee first becomes eligible for an initial allowance; is eligible for a replacement allowance; changes category or seasons (summer/winter); leaves the NPS or moves to a non-uniform position; or transfers to another Park.

The NPS uniform reporting system is maintained by the service-wide contractor. Four monthly reports designed to provide the Park Service and contractor management data to effectively and efficiently administer the program have been established. Firstly, an Inventory Sales Summary provides the NPS with information on numbers and types of uniforms delivered, and is also used by the contractor to forecast demands and maintain adequate stock levels. A Regional Summary Report depicts a summary of total dollar transactions by Park/Region, and an Invoice Summary reflects shipments and is the controlling document for payments to the contractor. Lastly, an employee Status Report provides a complete status, by Park, for all employees in the system to include orders to date, date of last order, transactions during the month, and the employee's account balance.

Although each local Park is primarily responsible for administering the new NPS clothing and equipment program, each employee shares responsibility by ensuring the shipping invoice provided by the contractor is correct. The employee is given ten days to examine the order, accept it, or return it to the contractor. If the order is correct, the employee signs one copy of the invoice, forwards it to the Park administrative office, and retains the other copy for personal records. Should the order be incorrect, the employee returns the item(s) in question for exchange.

Funds for the Servicewide Uniform Program are withdrawn from the Park's budget annually. For FY82, funds were withdrawn on the basis of expenditures in FY81. Future withdrawals are in arrears, e.g., funds will be withdrawn for FY83 based on actual FY82 expenditures.

APPENDIX D

APPENDIX D

In-Depth Examination of General Officer in Process Review (GO IPR) Selected Management Approach

The selected approach to developing an optimum management system for clothing and equipment came shortly after the Study Team briefed the General Officer In Process Review on January 25, 1982. This briefing can be found in Appendix G of the Study Report. At this juncture in the study, five alternatives were presented for discussion. These alternatives, with the exception of Alternative E, Enhancement of the Current System, contain a number of processes where improvements were so obviously required that these changes were included in each of the other alternatives. Consequently, the preferred management system will include the following concepts.

- o Army Clothing and Equipment Board
- o MACOM Clothing and Equipment Board
- o Expedited Concept Process
- o Direct Communication/Coordination
- o Higher degree of Centralization

The optimum management system is centered around a Program Management Office (PMO) at DARCOM Headquarters. This office will be the central operational focal point for personal clothing, organizational clothing and individual equipment management. This office will also provide the Executive and Secretary for the Army Clothing and Equipment Board (ACEB). These officials will be responsible for the agenda and administrative details associated with this Army Staff function. Additionally, the PMO will have direct access to a central proponent on the Army Staff, an office located in the Directorate for Transportation, Energy and Troop Support, ODCSLOG, which will provide a direct interface for dissemination of information and guidance. The PMO will have direct coordination and communication authority with those agencies that have direct impact or designated roles in clothing and equipment management processes. The centralization of authority and responsibility vested in the PMO and the Army Staff Proponent is the key ingredient for the successful operation of the selected management system for it clearly delineates the "person in charge" and the "organizational entity in charge." This fixation of responsibility cures the most basic fault now found in clothing and equipment management.

Figure D-1 depicts the Clothing and Equipment Management System and those organizational elements involved. For clarity purposes, this appendix will discuss these responsibilities as much as possible in the sequence of actions that takes place in the development of new items.

MACOM - Requirements or statement of need originates or can originate from any individual or organizational element in the active Army, Reserves or National Guard. The origination can be in any form, letter, or as a part of the Army suggestion program. The "need" is forwarded through command channels, to the responsible office designated by each Major Command for review and comment prior to forwarding to TRADOC, which retains its status as the user representative.

MACOMs will also provide troops, in either dispersed locations, or by organiza-

tion, to participate in developmental or operational testing when requested by proper authority. MACOMs will ensure that survey forms are satisfactorily completed prior to submission to the responsible testing organization. Any funds directly identifiable to the test process will be reimbursable. Such charges as overhead and salaries will be borne by the organization performing the test.

MACOMs, when designated, will provide membership to the MACOM Clothing and Equipment Board (MCEB).

TRADOC - TRADOC occupies a significant role in the clothing and equipment program. As the user representative they are responsible for overseeing the preparation of the requirements document to be utilized for clothing and equipment in the proposed optimum management system [See Annex A to Appendix D for details of Statement of Need-Clothing and Individual Equipment (SN-CIE)]. Also, TRADOC will chair the MACOM Clothing and Equipment Board (MCEB). The logical placement of this responsibility, to be determined ultimately by the TRADOC Commander, appears to warrant consideration at the Deputy Chief of Staff, Combat Developments level with the Combat Service Support System Directorate providing both the Executive and Secretary for the MCEB. TRADOC will task the proponent school to develop the SN-CIE. Tasking will include a mandatory required date for completion and return by the component school. This date will be predicated upon the anticipated complexity of the item being documented. Upon return of the SN-CIE, the Combat Service Support Systems Directorate will review, correct as necessary, and effect the minimum necessary distribution appropriate for the item in question. Each distribution should be tailored as required. The letter requesting coordination and comment should contain a thirty to forty five day requirement for response and a statement to the effect that non-receipt of response will be treated as concurrence. In addition to coordination within the Army, initial coordination with other MILSERVS should take place at this time. The Combat Service Support Directorate will evaluate and assess comments and incorporate, as appropriate, into the requirements document. This Directorate will then schedule presentation of this requirement for the next MCEB.

Upon return from the MCEB, the SN-CIE will be forwarded to NLABS for completion of the technical aspects of the requirements document. NLABS will forward the completed document to the DARCOM Program Management Office with information copy to TRADOC.

As the combat developer, TRADOC will also play an important role in the product improvement (PI) program. In coordination with the DARCOM Program Management Office, TRADOC will review all product improvement proposals (PIPs) to ensure they agree with materiel, training, logistics support, and operational objectives, and that there is not an existing item or one under development that will perform the same function. In accordance with appropriate regulations, TRADOC will prepare necessary documentation, including a cost and operational effective analysis (COEA) and conduct, if necessary, operational testing of the item.

NLABS - At this point in the process, NLABS responsibility consists of a technical assessment to include system events and time required to successfully bring the item through development testing. NLABS will also include statements as to recommendations for type classification and basis of issue. Comments relative to

rationalization, standardization and interoperability will also be included. The cost factor analysis will be reviewed and updated as predicated by factors found during the technical evaluation. NLABS will establish restrictive timeframes and controls to insure that processing takes place in minimum time. Logs will be kept for subsequent review by the DARCOM Program Manager. When the SN-CIE is completed, it will be forwarded to the DARCOM Program Management Office for further review and processing.

MACOM Clothing and Equipment Board (MCEB) - The primary purpose of the MCEB will be to act as a field level extension of the Army Clothing and Equipment Board (ACEB) to review each Statement of Need-Clothing and Individual Equipment (SN-CIE) for completeness and ascertain if a valid user need exists prior to requesting materiel development of a new item(s) or modifications to existing item(s). A corollary objective of the board will be to screen out and prevent superfluous requirements from reaching the materiel developer and the ACEB.

The MCEB is also responsible for approving, on an annual basis, an updated five year projection of science and technology objectives for the Research (6.1) and Exploratory Development (6.2) organizational clothing and individual equipment programs.

The MCEB will consist of the voting members as follows:

Deputy Chief of Staff for Combat Developments, HQ TRADOC (Chairperson)
Representative, HQ DARCOM
Representative, HQ FORSCOM
A Senior Female Representative, FORSCOM
Representative, Army National Guard Bureau
Representative, Chief Army Reserves

NOTE: To assure the reserve component user requirements are met, the Army National Guard Bureau and Chief, Army Reserves will have one representative each on the MACOM board. This will include the total primary Army user community into one body.

The rank/grade of voting members shall be determined by the Commander, TRADOC. It is envisioned that the board members, with the exception of the chairperson, will be, as a minimum, at the 06 level. Associate members (without vote) will be invited from DARCOM Clothing and Equipment Program Office, NLABS, TIOH, and the U. S. Army Infantry School, and will serve in an advisory capacity. The chairperson may invite non-voting advisors from other agencies or major commands as appropriate. Contingent upon TDY funds, time/travel constraints, etc., overseas commands, e.g., USAREUR, WESTCOM, Eighth U. S. Army, may participate as voting members; otherwise, their input/position, as well as that of any other MACOM, will be taken into consideration during the approval/disapproval process and made a matter of official record during the board proceedings.

The MCEB will meet at the call of the Chairperson. Consideration should be given to convening at least once each quarter provided sufficient SN-CIE's have accumulated to warrant a board review. Agenda items will be provided each member of the board in sufficient time to allow review before the board convenes. Associate members will provide comments concerning agenda items as deemed necessary, or as requested by the chairperson.

All SN-CIE's will be reviewed by the board in detail. Paramount to this review will be the completeness and validity of the statement of need by the user community. It is also significant that the user review every like item and arrive at a coordinated position that the new requirement, if applicable, will replace a similar item in the system upon type classification. A statement to this effect must be included in the SN-CIE. The MCEB will review this statement and verify its accuracy. Proliferation of like items performing the same purpose must be avoided. A recommended basis of issue must also be reviewed and verified by the board.

Each voting member of the MCEB will have one vote. A 2/3 vote of those voting will constitute a majority.

Considering the current HQ TRADOC organizational structure, it is envisioned that the Executive, MCEB, will be the Chief, Combat Service Support Systems Directorate and the Secretary, MCEB, will be the Chief, Soldier Support and Administration Systems Branch. The current mission of these organizations includes user requirements for clothing and equipment; therefore, the incumbents will simply be dual-hatted allowing mission continuity and negligible learning curve time. The Executive, MCEB, will be responsible to the MCEB chairperson for the overall administration and functioning of the board. The Secretary, MCEB, will be responsible, in concert with the Executive, for administering the board to include: scheduling/notification, agenda, briefers, conference room, briefing aids, stenographer, summary of proceedings, custodian for all records of the board, and preparation of correspondence for signature of the board chairperson as required.

To ensure accountability of the requirements document from inception to final disposition, each SN-CIE will be controlled by the Combat Service Support Systems Directorate by utilization of a master control ledger and placement of control numbers on the SN-CIE document. As a minimum, the control number will be numerically sequenced, by fiscal year. If the SN-CIE is not recommended for materiel development, the master ledger will be so noted and the SN-CIE will be returned to the user proponent without action.

If the SN-CIE is recommended for further consideration and materiel development, the Secretary, MCEB, will ensure the master ledger is appropriately annotated prior to the document's release to NLABS. In coordination with NLABS, the Secretary, MCEB, will monitor the status of the SN-CIE throughout the staffing process. When the SN-CIE is forwarded to the DARCOM Clothing and Equipment Program Office, a cross-check will be made with the Secretary, MCEB, to insure proper numerical sequencing is maintained.

The Secretary, MCEB, will ensure the annual update of the Science and Technology Objectives document is fully coordinated among the user community, is developed with consideration of deficiencies in fielded and programmed capabilities to overcome specific problems resulting from mid and long-range threat and technological assessments, and is in concert with the POM and Budget cycles. A recommended order of priority will be affixed to each objective. Subsequent to MCEB review and approval, the Secretary, MCEB, will forward the document to the Program Manager, DARCOM Clothing and Equipment Program Office, for further action and tasking to NLABS.

DARCOM Clothing and Equipment (C&E) Program Office - The Study Team is of firm conviction that the Clothing and Equipment Office be physically located at DARCOM Headquarters in Alexandria, VA, despite the fact that all other Program Managers are located in subordinate activities. Clothing and equipment management requires an inordinate amount of coordination, not only with the proposed newly formed and designated proponent office in ODCSLOG but the mandatory communication links with other Army Staff deputes, primarily ODCSPER, ODCSOPS, ODCSRDA, OCAR and the NGB. The physical proximity will allow a communication/coordination link to be accomplished expeditiously.

The Program Manager (PM) is the Executive of the Army Clothing and Equipment Board and one of his assigned military officers will serve as the Secretary. In these capacities, the proximity to the Army Staff (ARSTAF) is paramount for such things as agenda preparation, keeping board members informed, publishing minutes and writing CSA memoranda.

Another reason for the recommended placement of the Program Office at DARCOM proper is the level of talent and expertise available for these critical positions is far superior to that normally found in field activities. This comment should not be construed as a blatant disregard of the fact that field personnel are just as intelligent as headquarters personnel. However, working in a Headquarters environment has better prepared individuals to assume positions that requires the significant coordination/communication requirements that working in this type of Program Management Office will require.

The Deputy Program Manager will be a representative of TRADOC, working full time for the DARCOM Program Manager. This will assure an authoritative materiel developer/combat developer relationship constantly involved in the day-to-day business concerning all phases of clothing and equipment development and readiness. This position, and the TRADOC incumbent, will also serve as a vital link to the MACOM Clothing and Equipment Board.

The Program Manager should be at the 06/GS-15 level and the TRADOC Deputy at the 05/GS-14 level. DARCOM/TRADOC should make every attempt to select superbly qualified individuals for stabilized tours of duty and insure that rotation of these key individuals does not occur within less than one year of each other. For instance, consider initially a three year tour for the Program Manager and a two year tour for the Deputy before each position becomes a three or four year assignment.

Five viable alternatives exist for organizational placement of the DARCOM Clothing and Equipment Program Office. These are:

- o Chief of Staff, DARCOM
- o Deputy Commander for Research, Development and Acquisition
- o Deputy Commander for Materiel Readiness
- o Director of Development, Engineering and Acquisition
- o Director for Supply, Maintenance and Transportation

Recognizing the command prerogatives of the Commander, DARCOM, the Study Team recommends the direct placement of the Program Manager Office either reporting to the Deputy Commander for Materiel Readiness or the Director for Supply, Maintenance and Transportation. The main thesis behind this recommendation is to provide emphasis and managerial influences when considering the entire clothing and equipment program as the ARSTAF proponent is planned at the ODCSLOG. This will provide a positive communication link within similar functional activities.

The Program Manager's Office is envisioned as having three branches: Resources; Research, Development and Testing; and Supply and Procurement (see Figure D-2). Discussed separately, these branches would have the responsibilities indicated:

Resources - This branch would have the inherent responsibilities normally found in an organizational entity entrusted with funds management. They would be required to prepare a Program Development Increment Package (PDIP) on directed items or, if determined by the ARSTAF, a clothing and/or individual equipment functional PDIP. This document will assist in Program Objective Memorandum (POM) submissions and will be prepared when requested by the proponent office of ODCSLOG. Background data and financial estimates for Budget preparation will emanate from this office. Concerned appropriations are MPA, OMA-Programs 2, 7 and 8, R&D (6.1-6.4), RPA, OMAR, NGPA and OMANG. The latter four appropriations, with the exception of uniforms for Junior and Senior ROTC elements, will remain with the OCAR and NGB although the Resources branch should be aware of their respective submissions. Continual coordination and responsiveness to their counterpart in the proponent office of ODCSLOG will be maintained. They will also assemble Army Stock Fund data and will assist and coordinate with the Secondary Items Division, Directorate of Resources and Management, ODCSLOG. The personnel selected for positions within this branch should possess background experience in the financial management and logistics arena. Assignment of two individuals to this branch is suggested.

Research, Development and Testing - This branch will assume cognizance of the R&D effort performed by NLABS and the associated development testing for which NLABS will be responsible. Additionally, they will assume a coordinated role in the operational testing performed under the auspices of TRADOC. This branch will review NLABS development and test plans, assuring themselves of adequacy and thoroughness of these processes. They should be aware of timetables, problems, set-backs, and the general progress being made for each item under development and test. Also, they should assure from the initial receipt of the requirements document that TRADOC test facilities have begun planning and programming for operational testing.

One of the first responsibilities this branch should assume with NLABS is to extract from the multitude of steps contained in the Materiel Acquisition Process for non-major systems those steps or events appropriate and required for the development of four separate and distinct categories of property: personal and optional clothing; organizational and combat clothing; life support clothing and individual equipment; and other individual equipment. Assurances that life support items receive a higher level of development processes and testing parameters must be affirmed. There has to be a tailoring philosophy given to the

development and test plans - one set cannot accommodate a handkerchief and a combat boot. This branch will maintain coordination with the ARSTAF proponent, ODCSOPS and ODCSRDA.

In concert with TRADOC, the Research, Development and Testing Branch will be responsible for the clothing and equipment product improvement (PI) program and will adhere to PI policies and procedures promulgated in applicable Army regulation(s). Working within the framework of PI objectives, this branch will ensure that each product improvement proposal (PIP) package is adequately reviewed and evaluated, and that all functional elements will be included in the evaluation to ensure only essential and cost-effective PIPs are approved. An essential ingredient to successful clothing and equipment PI is the early planning/programming of funds to support approved PIPs. Accordingly, this branch will effect coordination early in the fiscal planning process with the Resources Branch, the Plans, Policy and Management Division, Directorate of Combat Support Systems, ODCSRDA, and the ODCSLOG proponent office to ensure inclusion of funds by appropriation (OMA, R&D) in the POM and budget cycles. A barometer of success of this important program is the timely availability of adequate funds to support the approved PIP.

This branch will also be responsible for reviewing the annual update of the five year projection of science and technology objectives plan as approved by the MCEB, and revising priorities, as appropriate, in coordination with the ARSTAF and user community. The branch will coordinate the plan with the Resources Branch for allocation of available funds and forward the document, with appropriate guidance, to NLABS to initiate concept analyses, feasibility studies and fiber/fabric technology in conjunction with industry and current state-of-the-art. Two individuals are recommended for assignment to this branch.

Supply and Procurement - The officer-in-charge of this branch, suggested to be either a Major or Captain, (04/03), should serve in the dual capacity as Secretary, Army Clothing and Equipment Board (ACEB). He would be responsible, in concert with the Executive, his immediate superior, for the Board's agenda, arrangements for briefers, conference room, briefing aids, stenographer, notifications, etc. to allow for a smooth functioning Board.

This branch has the most diverse functions relating to clothing and equipment to monitor as its role extends from assisting in the requirements development of an item until its ultimate disposal. The branch will review with ODCSOPS and the proponent office of ODCSLOG the suggested requirements and the prioritization of issue and then assure itself that these representations are adequately and properly portrayed in the Supply Request Package (SRP) prepared by USASPTAP for forwarding to DPSC. They will follow the production process, be cognizant of contract awards, contractor performance, delivery schedules, delivery slippages, contractor defaults, production samples or first article testing. The object is not to harass DPSC but rather to maintain liaison and offer assistance to insure a quality product is manufactured on time. The branch can negotiate NLABS technical assistance to DPSC and DCAS so as to minimize production problems.

Once the flow of contract deliveries has been ascertained, this branch will insure that requisitions are forthcoming, that, if appropriate, USASPTAP is monitoring with DPSC, the priority of units receiving property and coordinating with the Resources Branch to assure that no funding problems are holding up the issue.

The Supply and Procurement Branch must assume a role in the redistribution of assets within the Army. Should a unit/command decide to reduce authorizations and requirements for an item while other units/commands have a need, then they must assume the direction for applying those assets to the right place, again working with the Resources Branch for funds credit and debit. Assets should not be returned to DPSC in large quantities for credit or possibly no credit when a need exists elsewhere in the Army. Small quantities, (amounts determined by the Chief, Clothing and Equipment Program Office, ODCSLOG) will continue to be reported through the normal FTE process.

Excesses and certificates of disposal will be prepared by this branch for appropriate signature level.

The Supply and Procurement Branch will maintain cognizance of and be responsible for the Army's clothing and individual equipment product deficiency and data feedback system. Quality deficiency report (QDR) documentation (SF 364 or SF 368) regarding failed or defective items will be screened and processed by this branch in accordance with applicable directives/regulations and technical manuals. In order to maintain management visibility; correlation of quality, reliability, and maintainability; contractor quality history; and implement cost-effective engineer changes, a system will be established whereby an analysis and investigation capability exists to assure timely and thorough actions are taken to address and correct the cause of confirmed deficiencies. To assure cross-service/agency reporting of defective products in a uniform format, coordination must be maintained between this branch, the ODCSLOG proponent office, NLABS, DLA, DPSC, applicable MACOMS and other using services.

A Clothing and Equipment shelf-life program will be established by this branch, based upon guidance from the ODCSLOG Clothing and Equipment Office. In conjunction with NLABS, a listing of all clothing and equipment shelf-life items will be formulated and updated. In coordination with DPSC, USASPTAP, and NLABS, periodic inspections/reviews will be conducted to ensure the accuracy/adequacy of the shelf-life program to include rotation of shelf-life items using the FIFO principle. The ODCSLOG Clothing and Equipment Office will be kept aware of the shelf-life program via periodic reports/briefings as requested.

As new organizational clothing and individual equipment SN-CIE documents are approved for development and fielding, the Supply and Procurement Branch, in coordination with the ODCSLOG Clothing and Equipment Office, will ensure wear, appearance, care/maintenance policies/instructions are extracted from the SN-CIE document, revised if necessary and prepared for publication/implementation early in the development/testing process. The objective is not to allow a new organizational clothing or individual equipment item into the fielding process without corresponding wear/care/maintenance instructions.

This branch will ensure approved BOI for organizational clothing and individual equipment items are staffed with ODCSOPS for publication in appropriate authorization documents. BOI for personal clothing and heraldic items will be staffed with the ODCSLOG Clothing and Equipment Office who will ensure appropriate action is taken by ODCSOPS.

The DARCOM PMO will act as a central gathering agent for the Army suggestion program relative to clothing and equipment. In this regard, the Supply and Procurement Branch will ensure that suggestions are forwarded to the appropriate

agency (Secretary MCEB, ODCSLOG Clothing and Equipment Office, ODCSPER, NLABS, USASPTAP, etc.) for coordination, action, comment as required. A master file will be maintained to retain accountability/disposition. Suggestions will be processed in accordance with the Army Suggestion Program guidelines/directives.

Coordination requirements of this branch are significant. They must work closely with the proponent office of ODCSLOG, the user Commands down to the station supply officers, AAFES, CIIPSS, DLA and DPSC, NLABS and particularly USASPTAP. Three individuals are suggested for assignment to this branch.

ODCSLOG, Clothing and Equipment (C&E) Office - A key organizational ingredient to the success of the changes recommended in the structure of an optimum clothing and equipment management system is the ARSTAF proponent organization located in ODCSLOG (see Figure D-3). Along with the Program Management Office located at DARCOM Headquarters, the Clothing and Equipment Office forms the Army General Staff control and supervisory nucleus of the proposed management system. The main purpose of a proponent organization at the ARSTAF is to minimize the coordination processes of field entities and staff agencies, and simultaneously establish an organization responsible for the surveillance of clothing and equipment Army-wide, a designation prominently void in the current management philosophy. The Chief of Staff, Army, through his Deputy Chief of Staff for Logistics would now have a proponent office for a singularly important commodity grouping; personal clothing, organizational clothing, and individual equipment.

Except for a TRADOC representative, the organizational structure of this office would pattern itself after the Program Management Office at DARCOM, and perform many of the same responsibilities except at the monitoring or supervisory level. It provides a main or comparable point of contact at ARSTAF level for the PM enabling his problems to get immediate attention. Additionally, the proponent office would provide focal point status for each ARSTAF agency. The office will coordinate with ODCSOPS, ODCSPER, and ODCSRDA on requirements, prioritization, product improvement proposals, budget preparation, and budget execution. It will enable the OCAR and NCB logistics elements to have a single direct interface leading to improvement of support through a group dedicated to their needs for clothing and equipment. The proponent office will work with PA&E in their ability to prepare a functional PDIP for the entire range of the commodity. Their inherent proximity to other ODCSLOG functional entities such as the Secondary Items Division, War Reserve Division, Supply Policy Division and the Programs & Management Division further solidifies the Planning, Programming and Budgeting processes for clothing and equipment.

The persons assigned for development and testing would coordinate closely with ODCSRDA, DARCOM and TRADOC, insuring these processes lead to acceptability of the items required by the Army.

Proper and appropriate staffing at adequate grade levels to assure a high degree of professional capability is important to this office and cannot be overstressed. The senior individual must possess a great deal of experience in the clothing and equipment processes and the financial aspects peculiar to this commodity group. Care must also be exercised in the selection of individuals for the other key positions within the office. Enough personnel must be assigned to cover or

eliminate "brush-fire" management. Sufficient personnel assets must be available for proper planning and coordination to assure a high degree of disciplined management. In addition to the Chief and a clerk-typist, five additional people are recommended for initial assignment to this office; two in Resources, one in RDT&E and two in Supply and Procurement. Once the office is functionally operational, a manpower survey team should evaluate the personnel requirements. Consideration should be given to assign this office to the Director for Transportation, Energy and Troop Support, or to reporting direct to the Deputy Chief of Staff for Logistics, much the same as the ODCSLOG Aviation Logistics Office.

Army Clothing and Equipment Board (ACEB) - The purpose of the ACEB will be to review all Statement of Need-Clothing and Individual Equipment (SN-CIE) documents recommended by the MACOM Clothing and Equipment Board (MCEB) for new item materiel development and type classification into the supply system; review policies pertaining to wearing of new clothing items, as appropriate; and provide recommendations on proposed uniform and individual equipment changes or related wear policy through the Vice Chief of Staff, Army, to the Chief of Staff, Army (VCSA/CSA).

The ACEB will consist of voting members assigned to the ARSTAF. The suggested composition of the ACEB is listed below. Each member (except for the Sergeant Major of the Army) will nominate a general officer alternate who will serve in his/her absence:

Deputy Chief of Staff for Logistics or Assistant Deputy Chief of Staff for Logistics (Chairperson)

The Deputy, The Inspector General

Assistant Deputy Chief of Staff for Operations and Plans

Assistant Deputy Chief of Staff for Personnel

Assistant Deputy Chief of Staff for Research, Development, and Acquisition

Senior Female Officer on the Army Staff

Sergeant Major of the Army

NOTE: Since the optimum management system centralizes clothing and equipment appropriation management and three program directors (MPA, OMA, and R&D) are represented on the ACEB, it was deemed unnecessary to include a Comptroller of the Army representative on the board.

The Chief, Army Nurse Corps will be an associate member, without vote, on the ACEB. Other associate members (without vote) may be invited from NLABS and TIOH to serve in an advisory capacity, as required. The Chairperson may also invite other nonvoting advisors from other ARSTAF agencies or major commands.

The ACEB will meet at the call of the Chairperson or when sufficient SN-CIE's have accumulated to warrant convening the board. Consideration should be given, however, to convening at least once every four months, as a minimum. Agenda items will be provided each member of the board in sufficient time to allow review prior to the board meeting. Associate members may provide comments concerning agenda items as deemed necessary or as requested by the Chairperson.

The ACEB will serve as an in-process review committee to review all SN-CIE's recommended by the MCEB for new or improved item development and type classification. Careful consideration must be given to ensuring an Army-wide need has been established; coordination among the user community, materiel developer, appropriate ARSTAF agencies, and other MILSERVS has been effected; basis of issue plan is accurate; and most importantly, the new or improved item, if appropriate, will replace a similar item in the system. Proliferation of clothing and equipment items must be avoided.

Each voting member of the ACEB will have one vote. A 2/3 vote of those voting shall constitute a majority. The Program Manager, DARCOM Clothing and Equipment Program Office, will be the Executive of the ACEB. In this capacity, he is responsible to the Chairperson, ACEB, and the Chief, ODCSLOG Clothing and Equipment (C&E) Office, for the administration and proper functioning of the ACEB. The Chief, Supply and Procurement Section, DARCOM Clothing and Equipment Program Office, will be the Secretary, ACEB. In concert with the Executive, ACEB, and Chief, ODCSLOG C&E Office, the Secretary will administer the ACEB and is responsible for: scheduling/notification, agenda, briefers, conference room, briefing aids, stenographers, summary of proceedings, custodian of all records of the board, and preparation of all correspondence for signature of the board Chairperson, as required. The Secretary, ACEB, will also prepare the board's recommendations by decision memorandum through the VCSA to the CSA. Each recommendation will include the board's rationale in arriving at the recommendation, and minority positions, if any.

An SN-CIE control ledger will be maintained in numerical sequence by the Secretary, ACEB, to ensure accountability throughout the SN-CIE staffing process and final disposition. In this regard, the Secretary, ACEB, must maintain close liaison with the Secretary, MCEB, NLABS, and ODCSLOG C&E Office to stay aware of the requirements document status.

Prior to a board meeting, the Secretary, ACEB, will forward the proposed agenda with all supporting documentation, to the ODCSLOG C&E Office for review and approval. Those items which, in the judgment of the Chief, C&E Office and in concert with the DARCOM PMO, are considered to have minimal, if any, impact on morale, welfare, esprit, and pride of the soldier, or cost to the Army, may be extracted from the agenda and coordinated with appropriate ARSTAF agencies for approval. The ODCSLOG C&E Office will be the proponent agent for this action, ensure that appropriate implementing instructions are provided to the developing agency, the master SN-CIE ledger is annotated, and concerned agencies are informed so that corollary actions, i.e., basis of issue established in appropriate documents, wear and appearance policies published, etc., can be implemented. The ODCSLOG C&E Office will prepare a Chief of Staff Weekly Summary for VCSA/CSA information concerning actions taken on these items.

The following procedures will apply to SN-CIE's presented to the ACEB for review: Firstly, if the total development cost for the new or modified clothing or equipment item (includes DT and OT costs) is less than \$25,000, the board may approve/disapprove the item as determined by the Chairperson. If the SN-CIE is disapproved, the Secretary, ACEB, will return the document to the Secretary, MCEB, without action. The master ledger will be annotated accordingly. If the board approves the SN-CIE, the Secretary, ACEB, will forward implementing instructions to either NLABS or TIOH and record the master ledger. In either case, the VCSA/CSA will be informed of actions taken by the board. Secondly, if the item exceeds \$25,000 in development costs, or if the SN-CIE is a life support equipment item, e.g., protective body armor, the ACEB will review and provide recommendations, with supporting rationale, through the VCSA to the CSA for decision. If the CSA disapproves a proposed item for development, the SN-CIE control ledger will be annotated and the SN-CIE will be returned to the Secretary, MCEB, without action. Information copies will be provided to appropriate agencies. If the SN-CIE is approved by the VCSA/CSA for development, the Secretary, ACEB, will prepare implementing instructions to either NLABS or TIOH, and TRADOC (initiates Operational Test procedures) and inform all other agencies concerned. Subsequent to development, approval for fielding/production will be solicited from the VCSA/CSA via the ACEB. If approved, the Secretary, ACEB, will prepare implementing instructions to either NLABS or TIOH, and inform all other agencies as appropriate. The SN-CIE control ledger will be maintained as the source document to determine the status of the SN-CIE throughout its life cycle.

If the VCSA or CSA directs development of an item which does not have a supporting Statement of Need document, the DARCOM Program Manager's Office will prepare the SN-CIE, furnish copies to the MCEB, obtain a control number, and subsequently direct development of the item. In any event, the master ledgers will be maintained throughout the development, fielding, production, and issue processes of the new or modified clothing or individual equipment item. Following development, the item will be forwarded through the VCSA to the CSA via the ACEB for fielding/production decision. It should be noted that the DARCOM PM must ensure that monies are not expended for development of a new or modified item until receipt of an approved SN-CIE document. The Secretary, ACEB, will also ensure that all corollary actions are taken on all approved SN-CIE's.

Development - Clothing and Equipment must be recognized as a separate and special commodity grouping requiring development specifically tailored to each segment therein. The Program Management Office, with assistance of the materiel development community at DARCOM and NLABS, should develop a sequence of events to serve as a point of departure for the development of personal clothing, organizational clothing, individual life support equipment, and other individual equipment. In effect, the clothing and equipment items cannot be treated as major systems or non-major systems. The tailored development system must provide those events required and consider expeditious yet comprehensive development as paramount features.

NLABS must be responsive to the Program Management Office and the proponent office in DA ODCSLOG. They must be able to provide status, such as progress or difficulties, budget and POM inputs, technical expertise and other coordination efforts.

Testing - It is recommended that NLABS serve as the controlling agency for all development testing for the clothing and equipment commodity group. NLABS will either perform the development test, award contracts to perform such tests, or utilize those Army test facilities that are available for development testing. NLABS will write the test plan, tailored for the type of item being developed to provide assurance that the results will present the required test results. NLABS will also provide the Test Evaluation thereby assuming responsibility for the end product. Development testing will include the category of testing referred to as laboratory testing. NLABS will determine the feasibility of accomplishing operational testing simultaneously with development testing and will obtain the prototypes to accomplish each type of testing.

TRADOC will continue its role as executive agent for accomplishment of operational testing utilizing the proponent schools and boards. Test results will be furnished to the DARCOM Program Management Office.

Financial - At the present time, clothing and equipment requirements are met financially by the application of several different appropriations and programs administered separately by appropriate Program Directors in various ARSTAF agencies. This division of responsibility has been a contributing factor to the problems encountered in the budget and budget execution processes and in the timely fielding of clothing and equipment items.

It is proposed that under the establishment of a proponent office in ODCSLOG which will assume ARSTAF responsibility for the entire spectrum of clothing and equipment, that this office will assume project manager responsibilities for that segment of the appropriations and programs applicable. To keep from any restructuring of the budget or POM and having dual Program Directors, the ODCSLOG Clothing and Equipment Project Manager will provide input to the Program Director's representative and in so doing respond to the instructions, and time frames necessary to meet established schedules and deadlines. The Program Director will assure that the Project Manager is afforded the necessary guidelines that enables him to respond. The Program Director will include or incorporate as necessary the data furnished so a complete program is represented to higher authority.

The proponent office will work closely with the Resources Branch of the Program Management Office, DARCOM, in the preparation of PDIPs, functional PDIPs, budget data and narratives including product improvement proposals, POM preparation, and in financial dealings with NLABS, USASPTAP, DPSC, TRADOC, and user MACOMs.

Military Personnel, Army (MPA) - This appropriation funds the initial issue of personal military uniforms. This is found in a single line of the MPA budget. The Program Director is DCSPER and the administering office is the Clothing and Subsistence Section, Program and Budget Division, Director of Manpower Programs and Budget. The Clothing and Subsistence Section will provide the proponent office historical information, prior years' budgets, and accession data necessary to prepare subsequent budgets. The proponent office will prepare budget estimates, provide computational logic and narrative justifications to the Clothing and Subsistence Section who will incorporate the Military, Initial Issue line into the Uniform or Clothing Allowances section of the budget.

Research and Development (R&D) - This appropriation funds the product improvement, and research, development, testing and evaluation (RDT&E) efforts for organizational clothing and individual equipment. The Program Director is the DCSRDA and the administering office is the RDTE Programs and Budget Division, Director of Materiel Plans and Programs. The RDTE Programs and Budget Division will provide the proponent office historical data, prior years' budgets, Congressional Descriptive Summaries (CDS), MARC A & B worksheets, MARDIS updates, project listings, and any other internal ODCSRDA worksheets necessary to prepare the POM and budget submits. The proponent office will prepare updated CDS's and worksheets, including computational logic, and narrative justifications and provide to the RDTE Programs and Budget Division for incorporation into R&D POM and Budget cycles.

Operations and Maintenance, Army (OMA) - Program 2 and Program 8 - These Programs fund product improvement proposals, and organizational clothing and individual equipment for Active Army issues and Active Army trainees respectively. In addition, Program 8 funds the Reserve Officers Training Corps (ROTC) for organizational clothing and individual equipment. DCSOPS is the Program Director for Program 2 and Program 8. The proponent office will serve as the Project Manager for the applicable segment of these programs. The proponent office will respond to ODCSOPS budget monitors for POM inputs, PDIPs, and budget data and narrative justifications. The ODCSOPS will review and amalgamate into the Program in order to reflect complete Program submissions. ODCSOPS should consider showing a separate line for organizational clothing and individual equipment even though dollar amounts do not approach other budget lines now recorded separately. The intent is not to "fence" monies, but rather to create an awareness throughout the Army command structure of the importance of this commodity and to reflect the steps taken by the ARSTAF to include it into the Army budget.

DCSOPS continues to serve as Program Director for these programs, with the proponent office acting on his behalf for all PDIP, budget and POM submits.

Operations and Maintenance, Army (OMA) Program 7 - OMA-Program 7 is currently used in the design, development and testing of personal clothing, and product improvement proposals. The Program Director for Program 7 is DCSLOG. Though currently programmed and budgeted within ODCSLOG by the Directorate for Resources and Management, the Study Team advocates similar responsibilities as with Programs 2 and 8 be assumed by the proponent office in order to maximize the financial aspects of the clothing and equipment program. The Directorate of Resources and Management would continue in its overall role of assimilating proponent data inputs into the budget process.

Operations and Maintenance, Reserves, (OMAR)

Reserve Personnel, Army, (RPA) - The Chief, Army Reserve (CAR) will continue to prepare and submit budget and POM documents in the same manner except that coordination requirements should be eased by the centralization of all clothing and equipment responsibilities within a single operating proponent agency. CAR will ensure copies of all financial documents are furnished to the Chief, Clothing and Equipment Office, ODCSLOG.

The current responsibility of DCSPER with regard to ROTC Uniform Allowances will be accomplished by the proponent office.

Operations and Maintenance, Army National Guard (OMANG)
National Guard, Personnel, Army (NGPA) - The Chief, National Guard Bureau will continue to prepare budget and POM submissions as is currently accomplished except that copies will be furnished to the proponent office of ODCSLOG. Coordination with the proponent office should simplify the communication needs of the Army National Guard logistics and budget offices.

Army Stock Fund (ASF) - The Secondary Items Division, Directorate for Resources and Management, ODCSLOG, has the Army Stock Fund responsibilities. It is suggested that this role be continued as presently performed with the exception that coordination processes and communication efforts be significantly enhanced from that observed during the progress of the study. This point cannot be overemphasized as the Study Team was informed on more than one occasion that coordination with the Stock Fund was non-existent. There is no intention of establishing a separate Stock fund submission. The proximity of the proponent office and the fact it is in the same deputate should enhance the intra-relationships.

Production - The fact that the Defense Logistics Agency (DLA) and the Defense Personnel Support Center (DPSC) have the great majority of clothing and individual equipment for the production process and perform the issue to the retail activities should not be construed as having a hampering effect. It should not cause any more problems than if the procurement were done by an Army Inventory Control Point (ICP). The difference is that the coordination and communication is an inter-agency process rather than an intra-service process. The central office concept will significantly contribute in clearing the perceptions that were observed during the interview process. The primary areas to be reviewed with DLA/DPSC are:

- o Systematic coordination - The DARCOM Program Manager should establish and conduct periodic meetings with DLA/DPSC to discuss all problem areas. Any unresolved issues will be elevated to the HQ DA proponent office.
- o Specification changes - NLABS should approve all specification changes required by producers. This requirement should be established and confirmed with DLA/DPSC.
- o Quality Control - A study effort should be considered to examine the quality control processes in effect and utilized by DCAS and the role Army plays in identifying problems and participating in solutions. In the interim, the Program Manager should focus all identified difficulties with DPSC and assist with any Army activity in so far as practical.
- o Small Business - The performance of contractors should be carefully scrutinized by the Program Manager. Statistical evidence should be recorded and made available to DPSC. If awards continue to unsatisfactory performers, the proponent office in ODCSLOG should be notified. This subject should be thoroughly reviewed with DLA/DPSC. As noted previously, the General Services Administration (CSA) does not tolerate poor performance and have experienced no problems with SBA.

Subsequent to solid documentation, it might be prudent to consider joint discussions with DLA/SBA/Army in the event local action does not prove satisfactory.

- o Schedules - Year contracts with a supplier at known cost and capable of direct ordering by a CIIP or retail unit offers some potential for accelerated delivery. This is especially true for personal clothing items. The PMO/proponent office should begin discussions with DLA/DPSC after determining those items/quantities that present the best potential. Strive for a one year service test of this proposal.

Deputy Chief of Staff for Personnel (DCSPER) - The Uniform and Appearance Branch, Leadership Division, Directorate of Human Resources Development, ODCSPER, will retain responsibility for all wear and appearance policies for personal, dress, distinctive, and optional clothing, and heraldic items, as well as proponenty for AR 670-1, Wear and Appearance of Army Uniforms and Insignia. The Chief, Uniform and Appearance Branch will interface with the ODCSLOG C&E Office, and DARCOM PMO regarding personal, dress, distinctive, and optional clothing or heraldic SN-CIE items and ensure appropriate wear policy recommendations for these items are presented, if applicable, to the ACEB and the VCSA/CSA for approval. The branch chief will also ensure that approved wear and appearance policies are published for implementation as expeditiously as possible. Because personal and optional uniforms greatly affect the pride, esprit, and discipline of the soldier and the DCSPER has a fundamental interest and responsibility for these issues, the Chief, Uniform and Appearance Branch will serve as the primary advisor to the ADCSPER on all matters of personal/optional uniform and heraldic items presented to the ACEB. As a result of the highly emotional issues which are normally associated with personal uniforms, the role of the ADCSPER as an ACEB member cannot be overemphasized. Accordingly, it is important that during the board proceedings, the ADCSPER's counsel regarding personal/optional clothing be taken into serious consideration in the decision-making process for items of this nature.

Suggestions regarding wear policies for personal and optional uniform and heraldic items will be screened by the DARCOM PMO and, if appropriate, forwarded to the Chief, Uniform and Appearance Branch for consideration for Army-wide implementation. The Clothing and Subsistence section, Program and Budget Division, Directorate of Manpower, Programs and Budget, ODCSPER, will interface with the ODCSLOG Clothing and Equipment Office on all matters pertaining to the MPA appropriation, POM and budget preparation relating to personal clothing, and all items recommended for the soldiers' clothing bag. Details regarding the fiscal responsibilities of these two ARSTAF agencies are noted in the Financial Section of this appendix.

Deputy Chief of Staff for Operations and Plans (DCSOPS) - The Combat Division, Requirements Directorate, ODCSOPS, will maintain responsibility for all matters pertaining to prioritization of Army requirements as well as distribution and redistribution plans of organizational clothing and individual equipment. This office will also continue to coordinate the generation of qualitative requirements for organizational type clothing and equipment and maintain interface with ODCSLOG Clothing and Equipment Office on all matters pertaining to the life cycle management of clothing and equipment to include the product improvement pro-

gram. The Chemical and Nuclear Division, Chemical and Nuclear Directorate, ODCSOPS, will be responsible for requirements generation, prioritization, and execution of distribution and redistribution plans for all chemical and nuclear protective clothing and individual equipment. The Chemical and Nuclear Division will also maintain interface with the C&E Office, ODCSLOG, on all matters of chemical protective clothing and individual equipment, to include the product improvement program.

To remain cognizant of new item development, all SN-CIE's will be staffed with ODCSOPS. Interface must also be maintained between the Resources section, C&E Office, ODCSLOG, and ODCSOPS to ensure a fully coordinated functional PDIP is developed. ODCSOPS will remain responsible for inclusion of the BOI in appropriate CTA's (personal and organizational clothing and individual equipment) subsequent to item entry approval by either the ODCSLOG C&E Office, ACEB, or CSA.

Details regarding staff actions required by both ODCSOPS and ODCSLOG in the formulation of organizational clothing and individual equipment funding requirements are noted in the Financial Section of this appendix.

Deputy Chief of Staff for Research, Development, and Acquisition (DCSRDA) - ARSTAF interface between the ODCSRDA and the ODCSLOG proponent office will take place between the Resources Section, Clothing and Equipment Office, ODCSLOG, and the RDT&E Programs and Budget Division, ODCSRDA, on all matters pertaining to the R&D POM and budget submits. Details regarding staff actions required by both ARSTAF agencies in the formulation of organizational clothing and individual equipment funding requirements are noted in the Financial Section of this appendix.

Other responsibilities required of the Department of Army Systems Coordinator (DASC) for organizational clothing and individual equipment will be performed by the Research, Development, and Testing Section, C&E Office, ODCSLOG. These responsibilities include: monitoring basic research and exploratory development efforts including updating the five year projection of science and technology objectives plan, and all on-going advanced and engineering development projects; interface with TRADOC regarding programming and planning for operational testing; ensuring availability of requirements documents prior to commencement of materiel development efforts; ensuring policies and procedures are being adhered to regarding development test plans and milestone schedules; interface between DARCOM, other ARSTAF agencies, Army Secretariat, and OSD on all matters of the RDT&E program (6.1-6.4) with particular emphasis on life support clothing and equipment; resolving problems surfacing during the development and testing process which either require additional funding or interfere with or delay type classification; and responding to presidential, congressional, or other inquiries involving the RDT&E of organizational clothing and individual equipment items.

As currently prescribed in applicable Army regulations, the DCSRDA will retain main Army General Staff responsibility for the product improvement (PI) program. However, to assure success of the program and fund availability for approved product improvement proposals (PIPs) regarding clothing and equipment items, intensive coordination will be effected between the Plans, Policy and Management Division, Directorate of Combat Support Systems, ODCSRDA, the DCSLOG Proponent Office, and the DARCOM Program Management Office.

Statement of Need - Clothing and Individual Equipment (SN-CIE)

A Statement of Need-Clothing and Individual Equipment (SN-CIE) is a requirements document or a user statement of need for a new or improved article of personal or organizational clothing or individual equipment required in support of the combat developer or using activity (see Annex A for proposed format).

The purpose of the SN-CIE is to state in a minimum of documentation the expression of need envisioned by users to the materiel developer, who is Natick Research and Development Laboratories (NLABS), an operational command of DARCOM.

Under this concept, the user will forward all SN-CIE's to TRADOC for evaluation and, if deemed necessary, comment by the proponent school. Excessive coordination will be avoided. The MACOM Clothing and Equipment Board, chaired by TRADOC, will have approval/disapproval authority. Approved SN-CIE's will be forwarded to NLABS with an information copy to DARCOM.

NLABS will complete the developmental statement(s)/requirement(s) of the SN-CIE and forward to the DARCOM Clothing and Equipment Program Manager's Office. Information copies of the SN-CIE will be forwarded to HQ TRADOC and the ODCSLOG Clothing and Equipment Office.

FORMAT FOR AN SN-CIE

Part 1 - Combat Developer Statements/Requirements

1. Title

- a. Descriptive title
- b. MACOM Clothing and Equipment Board control number

2. Need

Describe why the item is needed, stressing combat/threat advantages if appropriate.

3. Type Classification/Basis of Issue

Recommend appropriate Type Classification (TC) of the item being proposed and item(s) being replaced. It is significant that the user review every like item and arrive at a coordinated type classification to minimize the number of items in the supply system that perform the same purpose. Recommend Basis of Issue (BOI) (to facilitate funding, user MACOMs should provide an upfront assessment of peacetime issues versus project stock requirements).

4. Description

Describe from the user's vantage point a narrative statement that will enable a reviewer/developer to perceive exactly what is being requested. Do not provide limitations or excesses that exceed the state-of-the-art. This should be left to the materiel developer to explore.

5. Operational/Organization Concept

State how the item will be employed; organizational or personal asset; type of units involved, and a logistics support concept.

Annex A - Coordination Annex

To be completed by TRADOC.

Annex B - Cost Factor Analysis

Start with best estimate of cost, tempered by like/similar items and inflationary trends. Develop anticipated usage factors, items being replaced, and disposals to arrive at estimated costs for employment at the 5th through 9th years.

Annex C - Recommended Wear and Appearance Policy

Provide rationale for suggested wear and appearance policy for the item.

Part II - Materiel Developer Statements/Requirements

1. Technical Assessment.

Describe the system events required for development, development testing and operational testing. Establish time elements and sequences for each event.

2. Type Classification/Basis of Issue

Comment/confirm TC and BOI recommended

3. Rationalization, Standardization, Interoperability

Comment on other service and NATO interest.

Annex A - Care and Maintenance Instructions

To be provided by NLABS.

Annex B - Cost Factor Analysis

Provide updated cost factors as determined after technical evaluation.

PROPOSED CLOTHING AND EQUIPMENT MANAGEMENT SYSTEM (DARCOM-PROGRAM MANAGER)

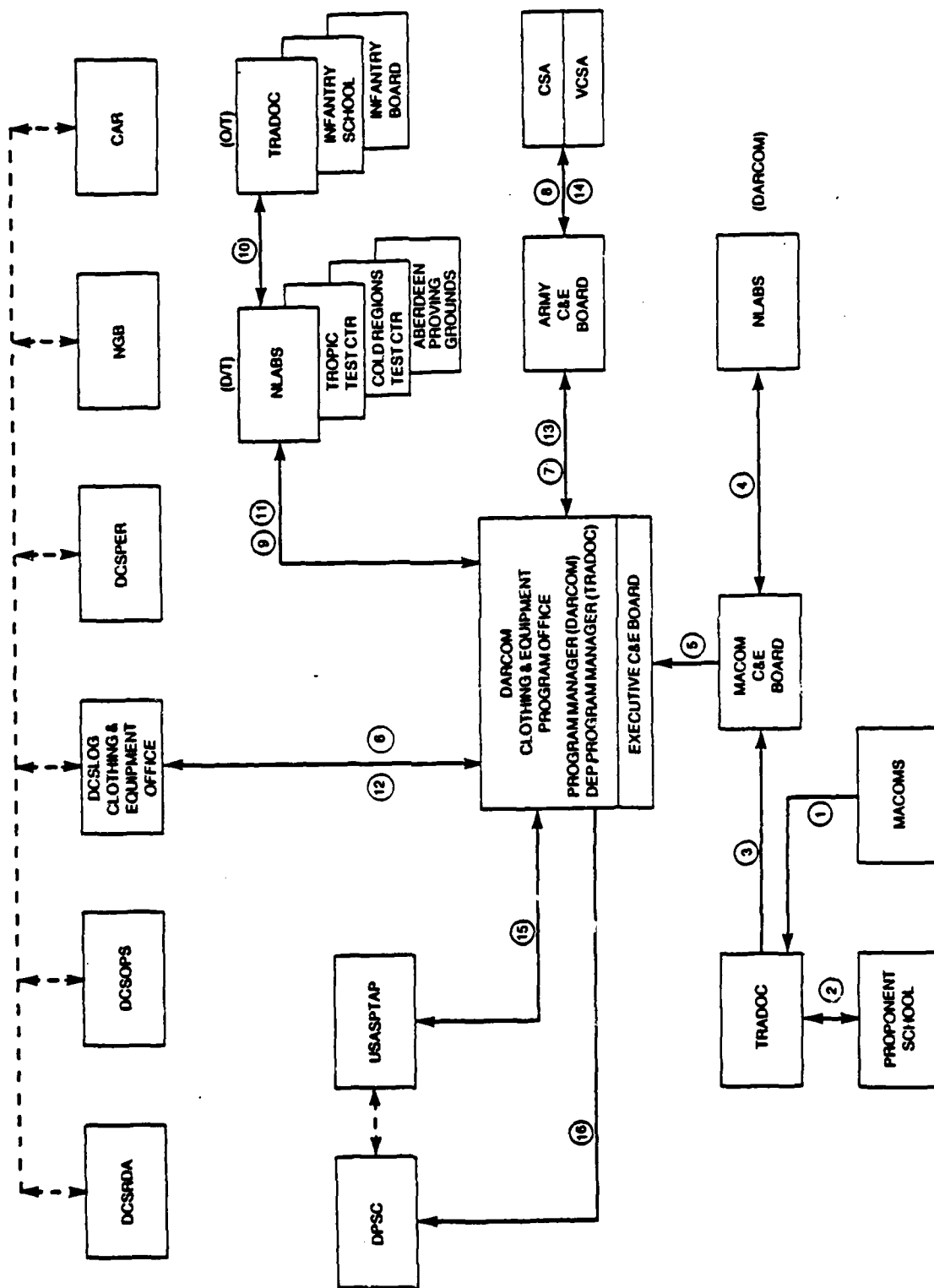
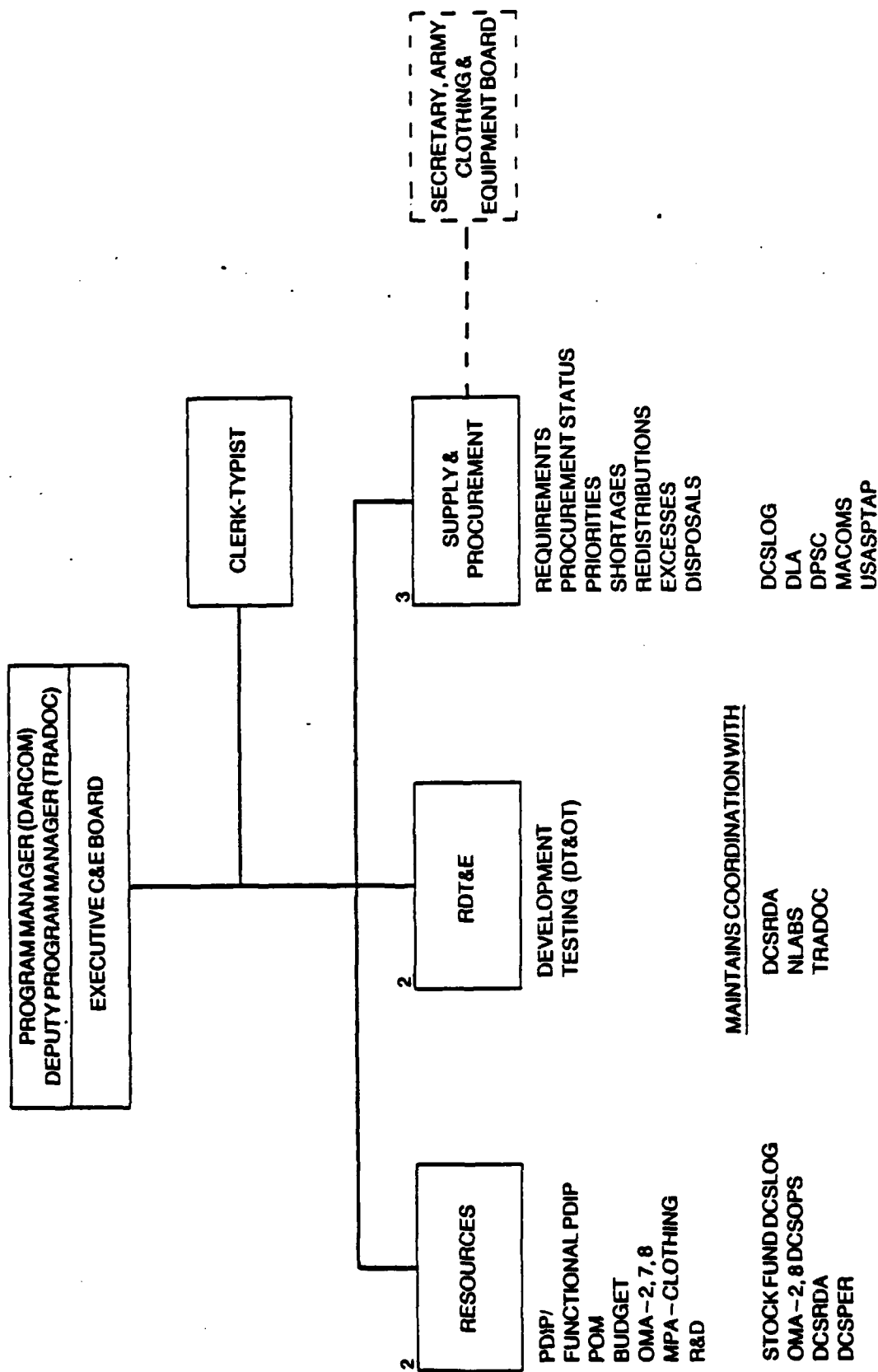


FIGURE 1

PROPOSED DARCOM CLOTHING AND EQUIPMENT PROGRAM MANAGEMENT OFFICE



D-22

FIGURED-2

PROPOSED DCSLOG CLOTHING AND EQUIPMENT OFFICE

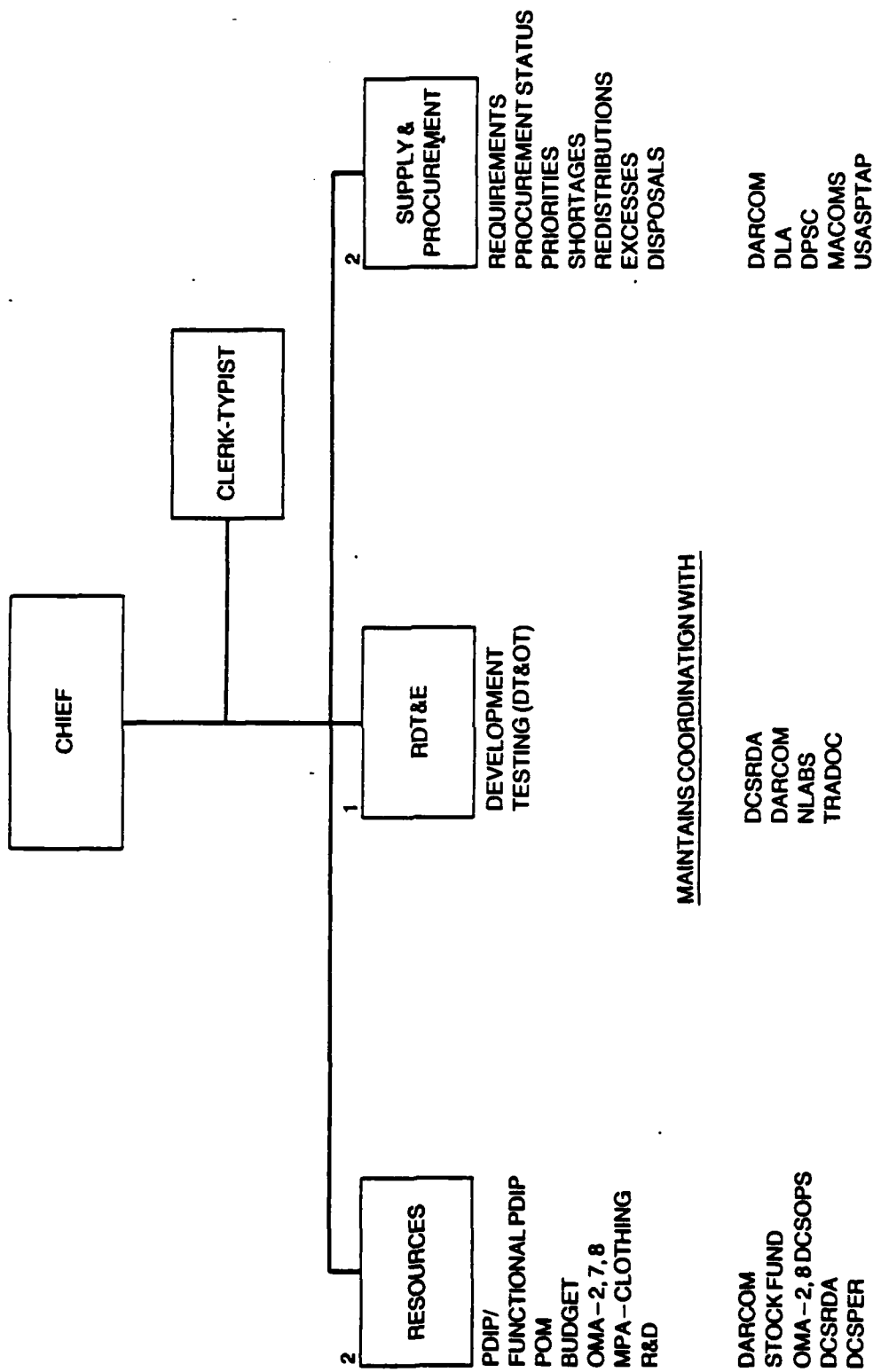
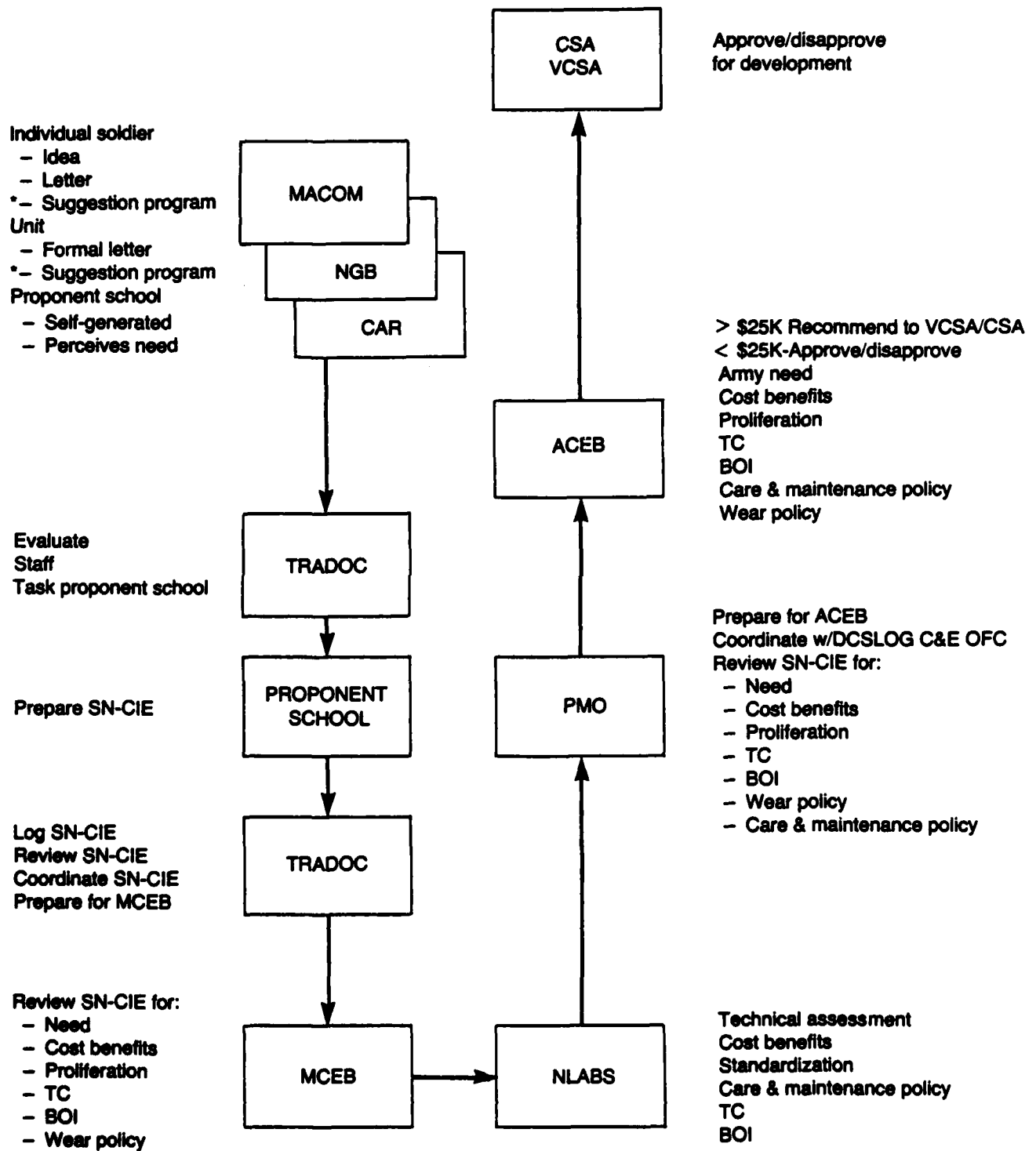


FIGURE D-3

APPENDIX E

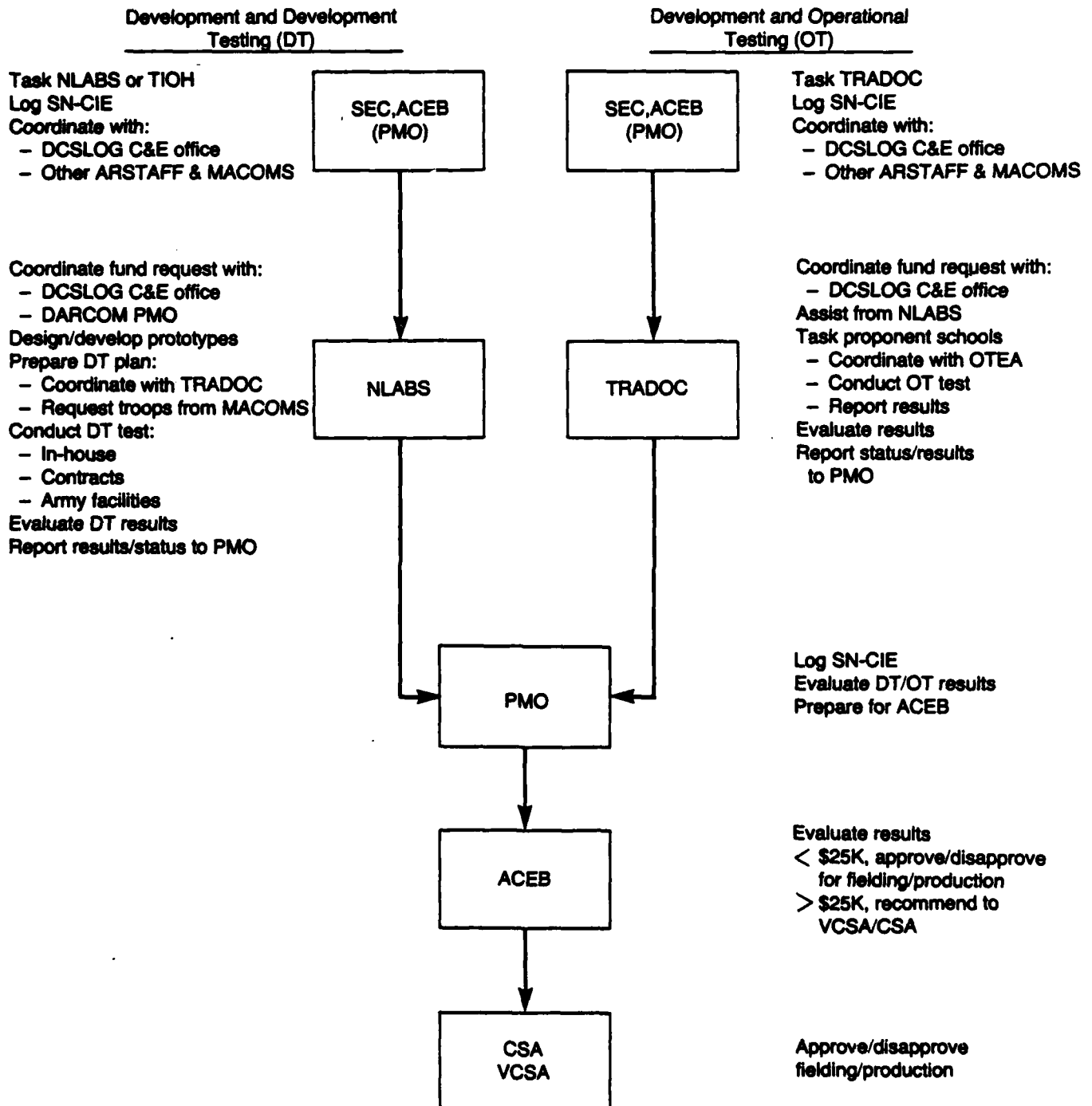
APPENDIX E
LIFE CYCLE MANAGEMENT MODEL
SELECTED MANAGEMENT SYSTEM
CONCEPT PROCESS



*Selected suggestions may be routed to DARCOM PMO

LIFE CYCLE MANAGEMENT MODEL SELECTED MANAGEMENT SYSTEM

DEVELOPMENT AND TESTING PROCESSES



LIFE CYCLE MANAGEMENT MODEL SELECTED MANAGEMENT SYSTEM

FIELDING/PRODUCTION PROCESSES

LOG SN-CIE

Coordinate with:

- DCSLOG C&E office
- DCSOPS
- DCSPER
- DLA/DPSC

Task NLABS/TIOH:

Forward TDP to USASPTAP

TDP to USASPTAP

Coordinate with:

- DCSLOG C&E Office
- DARCOM PMO
- DPSC

Prepare SRP to include TDP

Coordinate with:

- DCSLOG C&E office
- DCSOPS
- DARCOM PMO
- DPSC

Forward SRP to DPSC

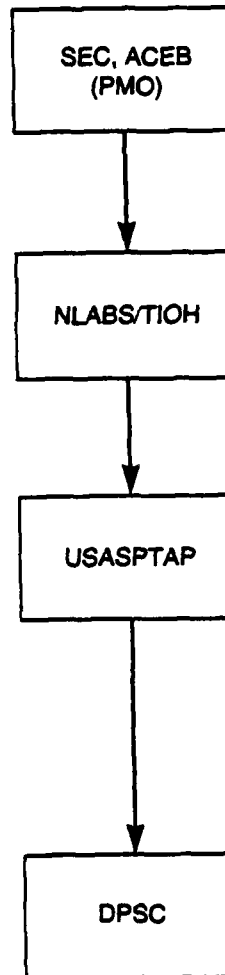
Coordinate with:

- DCSLOG C&E office
- DARCOM PMO
- NLABS
- USASPTAP

Ensure standardization

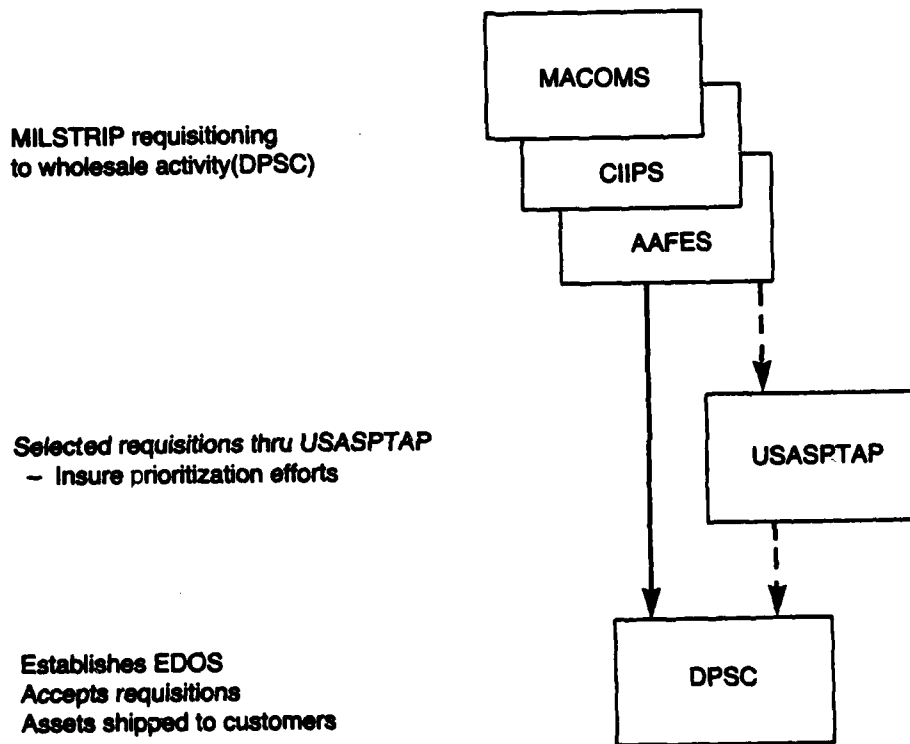
Procurement to industry:

- First article testing
- Production testing
- Quality control
- EDOS



LIFE CYCLE MANAGEMENT MODEL SELECTED MANAGEMENT SYSTEM

ISSUE PROCESS



APPENDIX F

APPENDIX F

Approved Modifications to the Clothing and Equipment Proposed Management System

Appendix D was written as a result of the originally agreed upon premises emanating from the General Officer In Process Review (GO IPR) held on December 15, 1981. Subsequent to the GO IPR, negotiated changes that predominantly reflect Army Staff (ARSTAF) and Major Army Commands (MACOM) positions were either adjudicated or adopted by the Study sponsor.

All ARSTAF and MACOM positions on each area of change were documented and presented by Decision Memorandum of April 12, 1982, and subsequent decision briefing to the VCSA on April 14, 1982. The decision of the VCSA was documented by DCSLOG on April 29, 1982.

Modifications to the proposed clothing and equipment management system delineated in Appendix D are commented upon by subject area below:

MACOM Clothing and Equipment Board (MCEB) - The concept of a MACOM Clothing and Equipment Board was disapproved and approval granted to establish a Clothing and Equipment Advisory Group (CAG) which will consist of representatives from all MACOMS, the Reserve Components and other services. TRADOC will chair the CAG and provide the Executive and Secretary. It is anticipated that the CAG will meet quarterly and address all aspects of the CIE program, to include the status of SN-CIEs. A specific charter for the CAG will be formulated through a combined ARSTAF/TRADOC effort and will serve as the basis for incorporating these responsibilities into a new Army Regulation under development. TRADOC will be responsible to secure all MACOM coordination of proposed introduction of new items. TRADOC will continue to be the user representative.

Program Management Office (PMO) - Two of the management alternatives presented to the December 15, 1981, GO IPR centered around DARCOM assuming a significant role in the management of clothing and individual equipment. One alternative combined the development and readiness functions while the other alternative kept these functions separately aligned and attuned to the organizational structure normally found at DARCOM. Appendix D was written with the idea of a single responsible office at DARCOM. Subsequent coordination and approval affirmed the desire to operate as two separate entities, one a Commodity Management Office (CMO) which would retain all the responsibilities delineated for the PMO except for development and testing which would be accommodated in the Directorate for Development, Engineering and Acquisition. The Commodity Management Office, within the Directorate for Supply, Maintenance and Transportation, will maintain liaison with the dedicated development personnel and, in effect, represent a comprehensive organizational entity monitoring clothing and equipment through all the processes from concept to issue.

It was envisioned that this office would provide the Executive and Secretary for the ACEB; however, it was concluded that the Executive and Secretaries would be from ARSTAF organizations. The CMO will be the primary operational activity in all phases of CIE management.

Army Clothing and Equipment Board (ACEB) - The only change offered to the recommendation to establish an ACEB to replace the AUB and accommodate organizational clothing and individual equipment into a single developmental and approval process, was to establish dual or co-chairmanship (DCSLOG/DCSPER) and have separate Secretaries. The DCSLOG will chair the meetings/items when organizational clothing and individual equipment is presented, and the DCSPER will chair the meetings/items when personal and optional clothing and heraldic items are presented. The ODCSLOG will provide the Executive for the Board and both ARSTAF principal's secretaries will respond to his direction in setting up and presenting items for decision.

Development Testing - The Study recommends that NLABS assume the controlling role of all development testing which would have eliminated TECOM from their traditional role. This concept was not adopted by the GO IPR and development testing will remain as it is currently structured except that the DARCOM CMO will exercise its influence over the process through TECOM.

Organizational Placement of US Army Support Activity, Philadelphia (USASPTAP) - The Study recommends USASPTAP be placed as an organizational entity reporting directly to DARCOM and eliminate TSARCOM from the chain of command. DARCOM has indicated a desire to review this recommendation and determine the ultimate organizational placement.

APPENDIX G

BRIEFING TO GENERAL OFFICER IN-PROCESS REVIEW (GO IPR)

December 15, 1981

ARMY MANAGEMENT OF CLOTHING
AND EQUIPMENT STUDY

Contract Number MDA903-81-C-0585

Being presented by: CACI, Inc. - Federal

AD-A120 043

CACI INC-FEDERAL ARLINGTON VA

F/G 15/5

ARMY MANAGEMENT OF CLOTHING AND EQUIPMENT STUDY. ADDENDUM. (U)

JUN 82 S WEINBERG, J TRACY

MDA903-81-C-0585

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DATE
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PLAN OF ACTION AND MILESTONES

			MONTHS AFTER CONTRACT AWARD								
TASK NO.	SOLICIT ITEM NO	TASK DESCRIPTION	01	02	03	04	05	06	07	08	09
0001A-Q	0002AA	Monthly Status Reports; Reports/Briefings to COTR	o-----Δ	o-----Δ	o-----Δ	o-----Δ	o-----Δ	o-----Δ	o-----Δ	o-----Δ	o-----Δ
0001A	NA	Examine & document pertinent Army directives	o----Δ								
0001B	0002AB	Develop draft work plan & Final Report Format	o----Δ								
0001C	NA	Document organizational structure and responsibilities of Army Headquarters and subordinate activities	o-----Δ								
0001D	NA	Analyze other Military Departments' clothing and equipment systems		o----Δ							
0001E	NA	Analyze non-DoD organizations which perform clothing and equipment functions			o----Δ						
0001F	NA	Develop second SAG briefing			o----Δ						
0001G	NA	Analyze and assess documentation to determine attributes and problems in systems examined			o-----Δ						
0001H	NA	Develop different approaches for the management of clothing and equipment				o-----Δ					
0001I	NA	Develop evaluation criteria for use in selecting & recommending to SAG the optimum approach					o----Δ				
0001J	NA	Develop third SAG briefing on approaches identified by Task 0001H and recommended approach in Task 0001I					o----Δ				
0001K	NA	Conduct in-depth review of management approach selected by the SAG							o-----Δ		
0001L	NA	Conduct analysis of alternatives for automating the clothing and equipment process							o-----Δ		
0001H	0002AC	Develop the Draft Final Report and Addendum								o-----Δ	
0001N	NA	Develop the fourth SAG briefing on highlights of Draft Final Report								o----Δ	
0001O	NA	Provide Draft Final Report and Addendum at fifth SAG briefing									o----Δ
0001P	NA	Incorporate revisions to Draft Final Report as prescribed by the SAG									o----Δ
0001Q	0002AD	Develop the sixth SAG briefing on the highlights of the Final Report									o----Δ

PLAN OF ACTION AND MILESTONES

MONTHS AFTER CONTRACT AWARD												
TASK NO.	SOLICIT ITEM NO	TASK DESCRIPTION	01	02	03	04	05	06	07	08	09	
0001A-Q	0002AA	Monthly Status Reports; Reports/Briefings to COTR	-----Δ	-----Δ	-----Δ	-----Δ	-----Δ	-----Δ	-----Δ	-----Δ	-----Δ	
0001A	NA	Examine & document pertinent Army directives	-----Δ									
0001B	0002AB	Develop draft work plan & Final Report Format	-----Δ									
0001C	NA	Document organizational structure and responsibilities of Army Headquarters and subordinate activities	-----Δ	-----Δ								
0001D	NA	Analyze other Military Departments' clothing and equipment systems		-----Δ								
0001E	NA	Analyze non-DoD organizations which perform clothing and equipment functions						-----Δ				
0001F	NA	Develop second SAG briefing			-----Δ							
0001G	NA	Analyze and assess documentation to determine attributes and problems in systems examined			-----Δ							
0001H	NA	Develop different approaches for the management of clothing and equipment			-----Δ							
0001I	NA	Develop evaluation criteria for use in selecting & recommending to SAG the optimum approach			-----Δ							
0001J	NA	Develop third SAG briefing on approaches identified by Task 0001H and recommended approach in Task 0001I				-----Δ						
0001K	NA	Conduct in-depth review of management approach selected by the SAG				-----Δ						
0001L	0002AC	Develop the Draft Final Report (less Chapter VII) and Addendum				-----Δ						
0001M	NA	Develop the fourth SAG briefing on highlights of Draft Final Report					-----Δ					
0001O	NA	Provide Draft Final Report (less Chapter VII) and Addendum at fourth SAG briefing					-----Δ					
0001L	NA	Conduct analysis of alternatives for automating the clothing and equipment process and brief at fifth SAG						-----Δ		-----Δ		
0001P	NA	Incorporate revisions to Draft Final Report as prescribed by the SAG								-----Δ		
0001Q	0002AD	Develop the sixth SAG briefing on the highlights of the Final Report									-----Δ	

○ Commence Task □ Complete Task Δ Completed Task w/Inalterable

CLOTHING & EQUIPMENT VISITS & BRIEFINGS

Army Staff

DCSLOG	Troop Support Division War Reserve Division Supply & Maintenance Division Programs Management Division Secondary Items Division
DCSPERS	Uniform & Appearance Branch (AUB Secretariat) Clothing & Subsistence Section
DCSOPS	Requirements Directorate
DCSRDA	Support Systems Division
DACS	Programs, Analysis & Evaluation Army Force Modernization Coordination Office Management Directorate
DACA	Op/Sup Forces Division
CAR, ANGB	

CLOTHING & EQUIPMENT VISITS & BRIEFINGS

Army Field Activities

TRADOC

NLABS

Institute of Heraldry

DARCOM

USASPTAP

External Activities

DLA Headquarters

DPSC Supply
Technical Operations
Plans & Management

GSA Region 1, Boston, MA
Commodity Operations Division

Air Force

Marine Corps

Post Office

Observations - (Issues?)

- o Responsibility
 - oo No single person responsible
 - oo No single organization responsible
 - oo No recognition of Clothing and Equipment role or importance
- o Funding
 - oo No budget line
 - oo R&D funds/OMA (Program 7)
 - oo Poor coordination with Stock Fund
 - oo PDIP responsibility not defined
 - oo OMA (Program 2) vs OMA (Program 7)
 - oo MPA appropriation is the cleanest

Observations - (Issues?)

- o Concept Phase
 - oo Excessive Time Period
 - oo Too much coordination
 - oo Requirements Documents same as major weapon system
- o Organizational Structure
 - oo Responsibilities ill-defined
 - oo piecemeal responsibilities
 - oo Too many activities involved
 - oo Channels differ for clothing and equipment

Observations - (Issues?)

- o MILSERVS/Agencies Differences
 - oo Schedule Type of Contracts (GSA)
 - oo Less SBA involvement (GSA)
 - oo No type classification (AF) (MC)
 - oo Initial issue clothing and equipment by MIPR (MC)
 - oo Organizational placement of Uniform Board (MC)
 - oo Centralized Budgeting (MC)
- o Other
 - oo Development Testing by TECOM and others
 - oo Activities and Events for Development

BRIEFING TO GENERAL OFFICER IN-PROCESS REVIEW (GO IPR)

January 25, 1982

ARMY MANAGEMENT OF CLOTHING

AND EQUIPMENT STUDY

CONTRACT NUMBER: MDA903-81-C-0585
PRESENTED BY: SID WEINBERG
PROJECT MANAGER
CACI, INC. - FEDERAL

OBJECTIVE

To identify, analyze and recommend the optimum management system for clothing and equipment from among various alternatives.

BRIEFING OUTLINE

- o DEFINITIONS
- o OBSERVATIONS
- o EXAMINE CURRENT MANAGEMENT PROCESSES
- o EXAMINE SUBSTANTIVE ISSUES
- o DISCUSS CONCEPTUAL SOLUTIONS TO -
 - oo MANAGEMENT PROCESS DEFICIENCIES
 - oo SUBSTANTIVE ISSUES
- o IDENTIFY ALTERNATIVE MANAGEMENT SYSTEMS
 - oo ADVANTAGES AND DISADVANTAGES
- o RECOMMEND OPTIMUM MANAGEMENT SYSTEM

DEFINITIONS

PERSONAL CLOTHING	-	MILITARY-TYPE CLOTHING AND CLOTHING OF A PERSONAL NATURE PRESCRIBED BY THE SECRETARY OF THE ARMY AND PROVIDED TO ENLISTED MEMBERS UNDER THE ARMED FORCES CLOTHING MONETARY ALLOWANCE POLICES AND REGULATIONS EXAMPLES - SERVICE UNIFORMS, UNDERWEAR, <u>SELECTED</u> FOOTWEAR AND HEADGEAR, AND APPROPRIATE ACCOUTERMENTS
ORGANIZATIONAL CLOTHING	-	CLOTHING ISSUED, REPAIRED, CLEANED AND REPLACED USING OMA FUNDS, BASED ON ALLOWANCES RELATED TO MISSION OR ENVIRONMENT EXAMPLES - COLD WEATHER CLOTHING, CHEMICAL <u>PROTECTIVE</u> ENSEMBLE, BODY ARMOR
INDIVIDUAL EQUIPMENT	-	EQUIPMENT PRESCRIBED BY CTAS DESIGNED FOR USE OF THE INDIVIDUAL SOLDIER EXAMPLES - ENTRENCHING TOOL, CANTEEN, WEB <u>BELT</u>
OPTIONAL CLOTHING	-	PERSONAL CLOTHING ITEMS AUTHORIZED FOR WEAR BUT NOT STOCKED OR PROCURED WITH APPROPRIATED FUNDS EXAMPLES - WINDBREAKER, SWEATERS, MESS BLUE AND MESS WHITE UNIFORMS

OBSERVATIONS

o RESPONSIBILITY

- oo NO SINGLE PERSON RESPONSIBLE
- oo NO SINGLE ORGANIZATION RESPONSIBLE
- oo DILUTION OF CLOTHING AND EQUIPMENT IMPORTANCE
- oo MINIMAL PERSONNEL ASSIGNED

o FUNDING

- oo NO OMA BUDGET LINE
- oo DEVELOPMENT USES R&D FUNDS/OMA (PROGRAM 7)
- oo POOR COORDINATION WITH STOCK FUND
- oo PDIP RESPONSIBILITY NOT DEFINED
- oo MPA APPROPRIATION IS THE CLEANEST
- oo NUMBER OF DIFFERENT APPROPRIATIONS/PROGRAMS USED

OBSERVATIONS

- o ORGANIZATIONAL STRUCTURE
 - oo RESPONSIBILITIES ILL-DEFINED
 - oo TOO MANY ACTIVITIES INVOLVED
 - oo SIGNIFICANT COORDINATION PROCESS
 - oo DIFFERENT CHANNELS FOR CLOTHING AND EQUIPMENT
- o MILSERVS/AGENCIES DIFFERENCES
 - oo SCHEDULE TYPE OF CONTRACTS (GSA)
 - oo LESS SBA INVOLVEMENT (GSA)
 - oo NO TYPE CLASSIFICATION (AF) (N) (MC)
 - oo INITIAL ISSUE CLOTHING AND EQUIPMENT BY MIPR (MC)
 - oo ORGANIZATIONAL PLACEMENT OF UNIFORM BOARD (N) (MC)
 - oo CENTRALIZED BUDGETING (MC)
 - oo DEVELOPER MONITORS ALL TESTING (N)
 - oo PERSONAL CLOTHING DEVELOPMENT WITH R&D FUNDS (MC)

MANAGEMENT PROCESSES

- o CONCEPT
- o DEVELOPMENT
- o TESTING
- o FIELDING
- o PRODUCTION
- o ISSUE
- o FINANCIAL
- o . . . ADP

CONCEPT PROCESS - CURRENT

o PERSONAL CLOTHING

- oo NEED EXPRESSED BY INDIVIDUAL/MACOM
- oo SECRETARY, AUB EVALUATES/SECURES EVALUATION ASSISTANCE
- oo POSTIVE EVALUATIONS TO AUB
- oo AUB REVIEWS, RECOMMENDS TO CSA
- oo CSA APPROVES, AUB TASKS DEVELOPER BY LETTER

CONCEPT PROCESS - CURRENT

- o ORGANIZATION CLOTHING AND INDIVIDUAL EQUIPMENT
 - oo NEED EXPRESSED BY USER COMMUNITY
 - oo LOA/LR/ROC GENERATED BY TRADOC
 - oo DARCOM/NLABS ASSIST IN REQUIREMENTS PREPARATION
 - oo WORLDWIDE AND OTHER MILSERVS STAFFING
 - oo TRADOC/DARCOM APPROVAL
 - oo LOA/LR FORWARDED TO DEVELOPER
 - oo ROC FORWARDED THROUGH DA TO DEVELOPER
 - oo CLOTHING TAKES SIMILAR PATH AS NON-MAJOR SYSTEMS

DEVELOPMENT PROCESS - CURRENT

- o PERSONAL CLOTHING
 - oo FEASIBILITY INVESTIGATION
 - oo APPROVAL LEVEL DETERMINED BY DEVELOPMENT COSTS
 - oo OVER \$ 25,000 - AUB REVIEWS, RECOMMENDS TO CSA
 - oo TASKING LETTER TO DEVELOPER
 - oo PHASE-IN/PHASE-OUT PLANNING COMMENCES BY USASPTAP
 - oo PROTOTYPES REVIEWED BY AUB
 - oo TESTING OVER \$ 25,000 - AUB REVIEWS, RECOMMENDS TO CSA
 - oo CSA APPROVES, AUB TASKS DEVELOPER BY LETTER

DEVELOPMENT PROCESS - CURRENT

o ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT

oo LOA - 6.3 ADVANCED DEVELOPMENT

oo LR/ROC - 6.4 ENGINEERING DEVELOPMENT

oo REVIEWS, WORKING GROUPS, IPRS

oo DEVELOPMENT STEPS SIMILAR TO NON-MAJOR
SYSTEMS

oo STEPS TAILORED TO ITEM BEING DEVELOPED

TESTING PROCESS - CURRENT

- o PERSONAL CLOTHING
 - oo PROCURE TEST SAMPLES
 - oo PRODUCT ASSESSMENT
 - oo DEVELOPS MACOM/TROOP SURVEY QUESTIONNAIRE
 - oo APPRAISE TROOP ACCEPTABILITY, MILITARY UTILITY, OPERATIONAL EFFECTIVENESS/SUITABILITY
 - oo FINDINGS TO AUB
 - oo AUB REVIEWS, RECOMMENDS APPROVAL TO CSA
 - oo CSA APPROVES FOR ADOPTION

TESTING PROCESS - CURRENT

- o ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT
 - oo DEVELOPMENTAL TESTING
 - TECOM AND SELECTED ACTIVITIES
 - PLANNING BEGINS WITH RECEIPT OF DRAFT
LOA/LR/ROC
 - DEVELOPS COORDINATED TEST PLAN
 - FORMS TEST WORKING INTEGRATION GROUP OR IPR
 - PREPARES REPORT
 - oo OPERATIONAL TESTING
 - TRADOC/INFANTRY SCHOOL/INFANTRY BOARD, OTEA
 - PARTICIPATES IN COORDINATED TEST PLAN
 - PREPARES INDEPENDENT EVALUATION PLAN
 - PREPARES REPORTS FOR IPR

FIELDING PLAN PROCESS - CURRENT

o REQUIREMENTS DETERMINATION

oo DCSOPS (DAMPL) (LOGSACS)

oo DCSLOG

o SUPPLY REQUEST PACKAGE (SRP)

oo USASPTAP

- TECHNICAL DATA PACKAGE (NLABS)

- REQUIREMENTS

- FORCE MODERNIZATION (PRIORITIZATION)

PRODUCTION PROCESS - CURRENT

- o PREDOMINENTLY DPSC
- o SRP FURNISHED BY USASPTAP
- o AVERAGE 18 - 24 MONTHS TO DELIVERY
- o LIMITING FACTORS
 - oo SMALL BUSINESS SET-ASIDES
 - oo LONG LEAD TIMES
 - oo DWINDLING PRODUCTION BASE
 - oo PRODUCTION/FIRST ARTICLE TESTING

ISSUE PROCESS - CURRENT

- o REQUISITIONS TO DPSC
- o CRITICAL ITEMS ROUTED THROUGH USASPTAP
 - oo DAMPL GUIDANCE FOLLOWED

FINANCIAL PROCESS - CURRENT

CATEGORY

APPROPRIATION

PROGRAM DIRECTOR

PERSONAL CLOTHING

DEVELOPMENT PROGRAM
 ISSUES/ALLOWANCES AA
 ISSUES/ALLOWANCES NG
 ISSUES/ALLOWANCES RESERVES
 ROTC UNIFORM ALLOWANCES

OMA - PROGRAM 7
 MPA
 NGPA
 RPA
 RPA

DCSLOG
 DCSPER
 ARNG
 CAR
 DCSPER

ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT

R&D
 ACTIVE ARMY ISSUES
 ACTIVE ARMY TRAINEES
 ROTC
 RESERVE FORCES
 ARNG

R&D
 OMA - PROGRAM 2
 OMA - PROGRAM 8
 OMA - PROGRAM 8
 OMAR
 OMANG

DCSRDA
 DCSOPS
 DCSOPS
 DCSOPS
 CAR
 ARNG

ADP PROCESS - CURRENT

- o NO TOTAL SYSTEM EXISTS
- o PART OF VARIOUS CURRENT SYSTEMS
 - oo R&D - A/B WORKSHEETS, MARDIS
 - oo DCSOPS - DAMPL/LOGSACS
 - oo DCSLOG - WAR RESERVE DEFICIENCY AND BUDGET STRATIFICATION REPORTS
 - oo DPSC - LISTINGS

CONCEPTUAL SOLUTIONS - MANAGEMENT PROCESS

o CONCEPT - DEVELOPMENT

oo INITIATE USE OF LETTER REQUIREMENT- CLOTHING (LR-C) FOR CLOTHING AND EQUIPMENT

- DESIGN TO ACCOMMODATE MANAGEMENT
SYSTEM OBJECTIVES
- INCORPORATE TYPE CLASSIFICATION
RECOMMENDATIONS
- INCORPORATE BASIS OF ISSUE
- CONSIDER AS "STATEMENT OF NEED"
- LIMIT COORDINATION REQUIREMENTS
- DEVELOPMENTAL STATEMENT PROVIDED
BY NLABS
- ESTABLISH STRICT TIMEFRAMES

CONCEPTUAL SOLUTIONS - MANAGEMENT PROCESS

- o DEVELOPMENT TESTING (DT)
 - oo ACCOMPLISH DT AT NLABS
 - oo PROVIDE REGULATORY AUTHORITY
 - oo NLABS WILL WRITE/FINALIZE TEST PLANS AND EVALUATIONS
 - oo FORWARD RESULTS/RECOMMENDATIONS TO CENTRAL BOARD
- o OPERATIONAL TESTING (OT)
 - oo TRADOC, AS USER REPRESENTATIVE, WILL SPONSOR
 - oo CONTINUE USE OF PROPONENT SCHOOLS
 - oo CONTINUE USE OF SPECIALIZED TEST CENTERS
 - oo FORWARD RESULTS/RECOMMENDATIONS TO CENTRAL BOARD

CONCEPTUAL SOLUTIONS - MANAGEMENT PROCESS

o PRODUCTION

oo PROVIDE EARLIER PRE-PLANNING TO DPSC

oo IMPROVE COORDINATION ON PHASE-OUT

oo IMPROVE QUALITY CONTROL

oo INVESTIGATE SBA IMPACTS

oo INVESTIGATE REQUIREMENTS-TYPE CONTRACTS
ENSURING OPTIONS ARE USED

oo INVESTIGATE GSA-TYPE SCHEDULES

CONCEPTUAL SOLUTIONS - MANAGEMENT PROCESS

o

FINANCIAL

oo CONSOLIDATION WITHIN ULTIMATE RESPONSIBLE ORGANIZATION FOR PLANNING, PROGRAMMING, AND PROVIDING DATA TO PREPARE BUDGET

oo POSSIBLE OPTIONS

- MPA.....ASSIGN PROJECT MANAGER FOR CLOTHING RESPONSIBILITIES TO CENTRAL ORGANIZATION WITH DCSPER RETAINING CONSOLIDATION ROLE ONLY

- R&D.....ASSIGN PROJECT MANAGER FOR CLOTHING AND INDIVIDUAL EQUIPMENT R&D FUNDS TO THE CENTRAL ORGANIZATION. DCSRDA WILL RETAIN CONSOLIDATION ROLE

- OMA - PROGRAM 2 AND OMA - PROGRAM 8...
...ASSIGN PROJECT MANAGER RESPONSIBILITY FOR ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT TO THE CENTRAL ORGANIZATION. DCSOPS WILL RETAIN CONSOLIDATION ROLE

oo MECHANISM FOR ENSURING PROGRAMMED AND BUDGETED RESOURCES ARE EXPENDED FOR INTENDED PURPOSES IS ESSENTIAL AND WILL BE DEVELOPED UPON SELECTION OF OPTIMUM MANAGEMENT SYSTEM

CONCEPTUAL SOLUTIONS - MANAGEMENT PROCESS

o AUTOMATED DATA PROCESSING

- oo CHAPTER VII OF STUDY REPORT
 - WILL ADDRESS ALTERNATIVES
 - PROVIDE JUSTIFICATION
 - PROVIDE MACRO-COST ESTIMATES

SUBSTANTIVE ISSUES

- o CRITICALITY OF CLOTHING AND EQUIPMENT
- o ARMY UNIFORM BOARD CONCEPT
- o DIFFERING MANAGEMENT SYSTEMS AND ORGANIZATIONAL ELEMENTS

SUBSTANTIVE ISSUES

o CRITICALITY OF CLOTHING AND EQUIPMENT

oo IMPORTANCE OF CLOTHING AND EQUIPMENT MANAGEMENT RESPONSIBILITIES IS DILUTED THROUGH COMBINING WITH OTHER MANAGEMENT RESPONSIBILITIES PERCEIVED TO BE OF HIGHER PRIORITY

o ACTIONS NEEDED

oo NEED TOP-DOWN EMPHASIS

oo REQUIRES MEANINGFUL ORGANIZATIONAL ALIGNMENT

oo NEEDS ASSIGNMENT OF REALISTIC PERSONNEL RESOURCES

oo WILLINGNESS TO BE INNOVATIVE

SUBTANTIVE ISSUES

- o ARMY UNIFORM BOARD CONCEPT
 - oo CONCERNED WITH PERSONAL CLOTHING AND HERALDICS
 - oo HAS STAFF AND MACOM REPRESENTATION AT GENERAL OFFICER LEVEL
 - oo DIRECT LINE OF COMMUNICATION WITH CSA/VCSA
 - oo HAS PERMANENT SECRETARY
 - oo RECORDED MINUTES AND MEMORANDA
- o ADVANTAGES
 - oo PROVIDES MANAGEMENT VEHICLE FOR RAPID DECISIONS
 - oo ENABLES HIGHEST LEADERSHIP PARTICIPATION
 - oo INSURES APPROPRIATE STAFF PARTICIPATION
 - oo INSURES TIMELY DEVELOPMENT

SUBSTANTIVE ISSUES

o DIFFERING MANAGEMENT SYSTEMS/ORGANIZATIONAL ELEMENTS EXIST FOR PERSONAL CLOTHING AND ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT, EMPLOYING DIFFERENT RESOURCES, PEOPLE, AND POLICIES/PROCEDURES

o ADVANTAGES OF A SINGLE MANAGEMENT SYSTEM/ORGANIZATIONAL ELEMENT

oo RESPONSIVENESS IN PEACETIME AND WARTIME ENHANCED

oo RESPONSIBILITY IS VESTED

oo FUNDS AND BUDGET MANAGEMENT IS STRENGTHENED

oo EMPLOYS FULL-TIME PEOPLE

oo AUTOMATION POTENTIAL IS MORE VIABLE

oo COMMODITY ORIENTED

oo PROVIDES EMPHASIS TO CLOTHING AND EQUIPMENT

oo INVOLVE ONLY CONCERNED ORGANIZATIONS

CONCEPTUAL SOLUTIONS - SUBSTANTIVE ISSUES

- o ORGANIZATIONAL CHANGES RECOMMENDED
 - oo IF DARCOM IS SELECTED AS CENTRAL ORGANIZATION
 - ALIGN USASPTAP AS A DIRECT REPORTING AGENCY
 - oo IF DCSLOG IS SELECTED AS CENTRAL ORGANIZATION
 - ALIGN USASPTAP AS REPORTING AGENCY TO TSA

ADVANTAGES

- o DARCOM
 - oo USASPTAP AT SAME LEVEL AS NLABS
 - oo ELIMINATES TSARCOM FROM CHAIN OF COMMAND
 - oo ENHANCES COMMUNICATION
- o DCSLOG
 - oo CONSOLIDATES WHOLESALE/RETAIL CLOTHING FUNCTIONS
 - oo DIRECT REPORTING CHAIN
 - oo ENHANCES COMMUNICATION

CONCEPTUAL SOLUTIONS - SUBSTANTIVE ISSUES

o ARMY CLOTHING AND EQUIPMENT BOARD (ACEB)

oo USE FOR ALL CLOTHING AND INDIVIDUAL
EQUIPMENT

oo CHAIRED BY ADCSLOG

oo EXECUTIVE OFFICER OF ACEB IS CHIEF,
CLOTHING AND EQUIPMENT BRANCH/PROGRAM
OFFICE

oo SECRETARY OF ACEB IS FROM CLOTHING AND
EQUIPMENT BRANCH/PROGRAM OFFICE

oo MEMBERSHIP IS LIMITED TO ARMY STAFF

CONCEPTUAL SOLUTIONS - SUBSTANTIVE ISSUES

o MACOM CLOTHING AND EQUIPMENT BOARD

oo CHAIRED BY TRADOC

oo FIELD LEVEL EXTENSION OF ACEB

oo INITIATES REQUIREMENTS

oo COORDINATES AMONG USERS

oo NLABS DETERMINES TECHNICAL FEASIBILITY

MANAGEMENT SYSTEM ALTERNATIVES

0 FIRST FOUR SYSTEMS RECOMMENDED HAVE THESE SIMILARITIES

- 00 ARMY CLOTHING AND EQUIPMENT BOARD
- 00 MACOM CLOTHING AND EQUIPMENT BOARD
- 00 CONCEPT PROCESS
- 00 DIRECT COMMUNICATION/COORDINATION
- 00 HIGHER DEGREE OF CENTRALIZATION THAN CURRENTLY

0 FIVE SYSTEMS IDENTIFIED

- 00 A - DARCOM - FUNCTIONAL MANAGEMENT
- 00 B - DARCOM - PROGRAM MANAGER CONCEPT
- 00 C - DCSLOG/DCSPER - SPLIT RESPONSIBILITY
- 00 D - DCSLOG - CLOTHING AND EQUIPMENT BRANCH
- 00 E - ENHANCEMENT OF CURRENT SYSTEM

o CLOTHING AND EQUIPMENT MANAGEMENT SYSTEM
(DARCOM - FUNCTIONAL MANAGEMENT)



ADVANTAGES AND DISADVANTAGES

ALTERNATIVE A

o ADVANTAGES

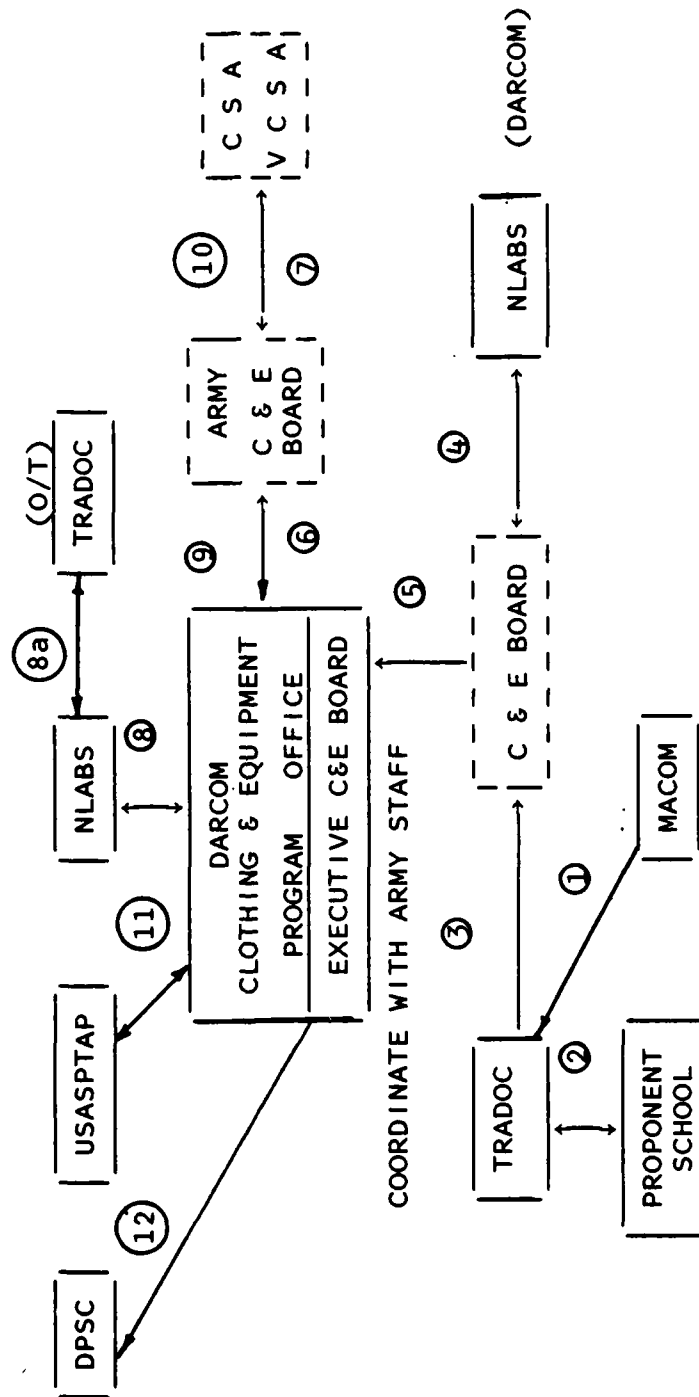
- oo FITS PROPOSED DARCOM REORGANIZATION
- oo FUNCTIONAL MANAGEMENT
- oo UTILIZES R&D AND LOGISTICS PERSONNEL RESOURCES
- oo DIRECT CONTROL OVER NLABS AND USASPTAP
- oo OPERATORS AT OPERATIONAL LEVEL

o DISADVANTAGES

- oo LACK OF CENTRALIZED CONTROL
- oo REQUIRES SIGNIFICANT EMPHASIS/SUPERVISION
- oo REORIENTATION OF PRIORITIES
- oo REQUIRES CONTINUAL COORDINATION
- oo REQUIRES RESPONSIVENESS TO DA BOARD
- oo LEVEL OF AUTHORITY IS BELOW DA
- oo KEEPS C&E IN MATERIEL ACQUISITION PROCESS
- oo - AUTOMATION POTENTIAL MORE COMPLEX
- oo FINANCIAL PROCESS MORE COMPLICATED

ALTERNATIVE B

o CLOTHING AND EQUIPMENT MANAGEMENT SYSTEM (DARCOM - PROGRAM MANAGER CONCEPT)



ADVANTAGES AND DISADVANTAGES

ALTERNATIVE B

o ADVANTAGES

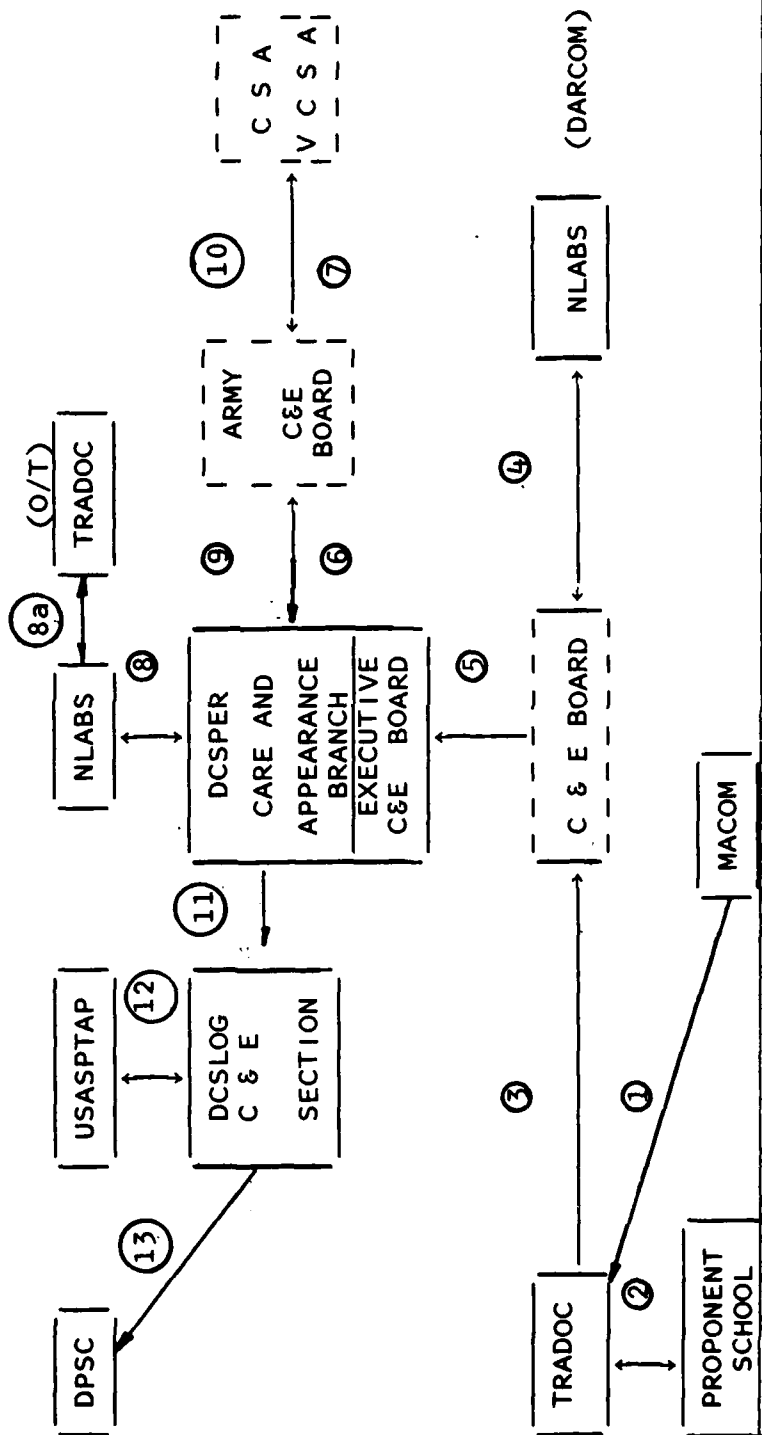
- oo ALLOWS CENTRALIZED CONTROL
- oo PROVIDES FOR PROGRAM MANAGER EMPHASIS
- oo UTILIZES R&D AND LOGISTICS PERSONNEL RESOURCES
- oo DIRECT CONTROL OVER NLABS AND USASPTAP
- oo AUTOMATION POTENTIAL ENHANCED
- oo OPERATORS AT OPERATIONAL LEVEL

o DISADVANTAGES

- oo REQUIRES ESTABLISHMENT OF A PROGRAM OFFICE
- oo REQUIRES CONTINUAL COORDINATION
- oo REQUIRES RESPONSIVENESS TO DA BOARD
- oo LEVEL OF AUTHORITY IS BELOW DA
- oo KEEPS C&E IN MATERIEL ACQUISITION PROCESS
- oo REORIENTATION OF PRIORITIES

ALTERNATIVE C

- o CLOTHING AND EQUIPMENT MANAGEMENT SYSTEM
(DCSPER - UNTIL DEVELOPMENT IS COMPLETED)
(DCSLOG - BUDGET, FIELDING)



ADVANTAGES AND DISADVANTAGES

ALTERNATIVE C

0 ADVANTAGES

- 00 MAINTAINS SOME SIMILARITY TO CURRENT SYSTEM
- 00 KEEPS DCSPER IN PERSONAL CLOTHING ROLE
- 00 AUTHORITY AT HIGHEST LEVEL

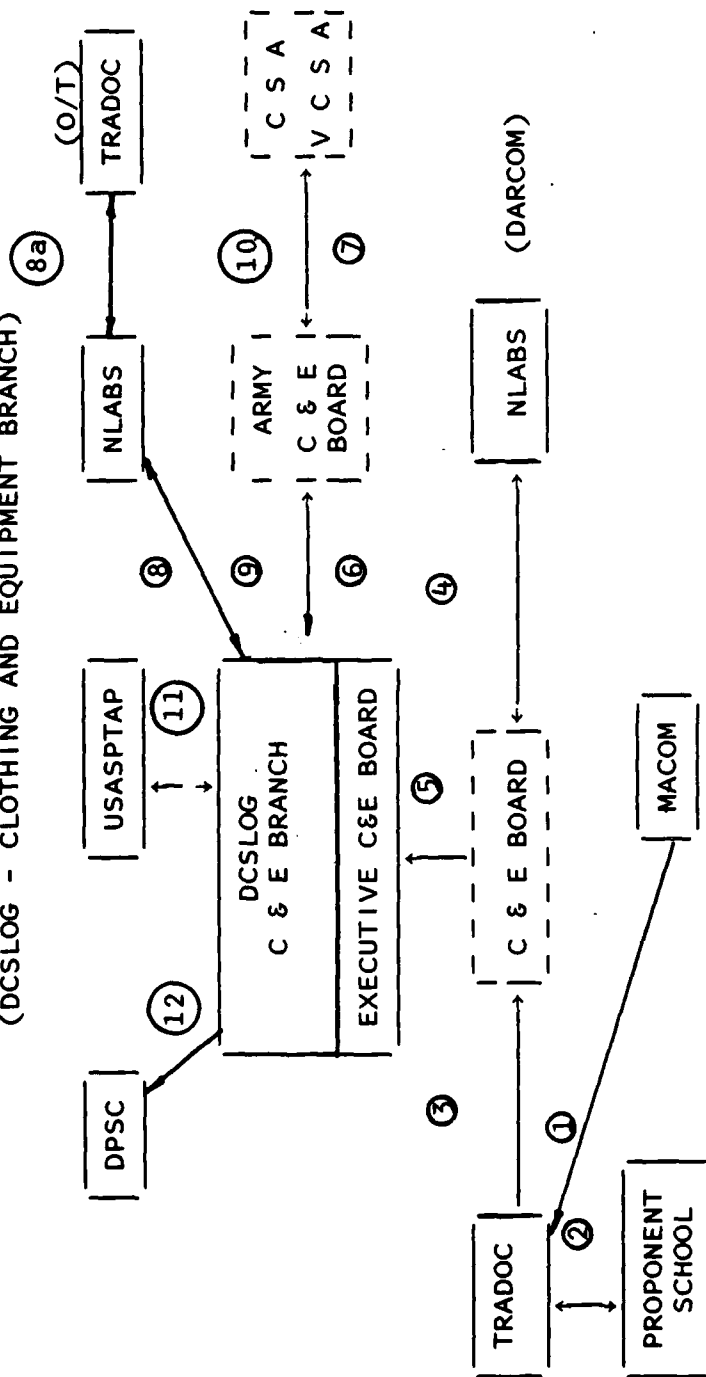
0 DISADVANTAGES

- 00 PUTS DCSPER IN ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT ROLE
- 00 WOULD REQUIRED R&D AND LOGISTICS PERSONNEL
- 00 KEEPS FINANCIAL PROCESS ON DECENTRALIZED BASIS
- 00 SPLIT RESPONSIBILITY BETWEEN DCSPER AND DCSLOG
- 00 REQUIRES SIGNIFICANT COORDINATION
- 00 MAKES OPERATIONAL ENTITIES OF STAFF ELEMENTS

ALTERNATIVE D

o CLOTHING AND EQUIPMENT MANAGEMENT SYSTEM

(DCSLOG - CLOTHING AND EQUIPMENT BRANCH)



ADVANTAGES AND DISADVANTAGES

ALTERNATIVE D

o ADVANTAGES

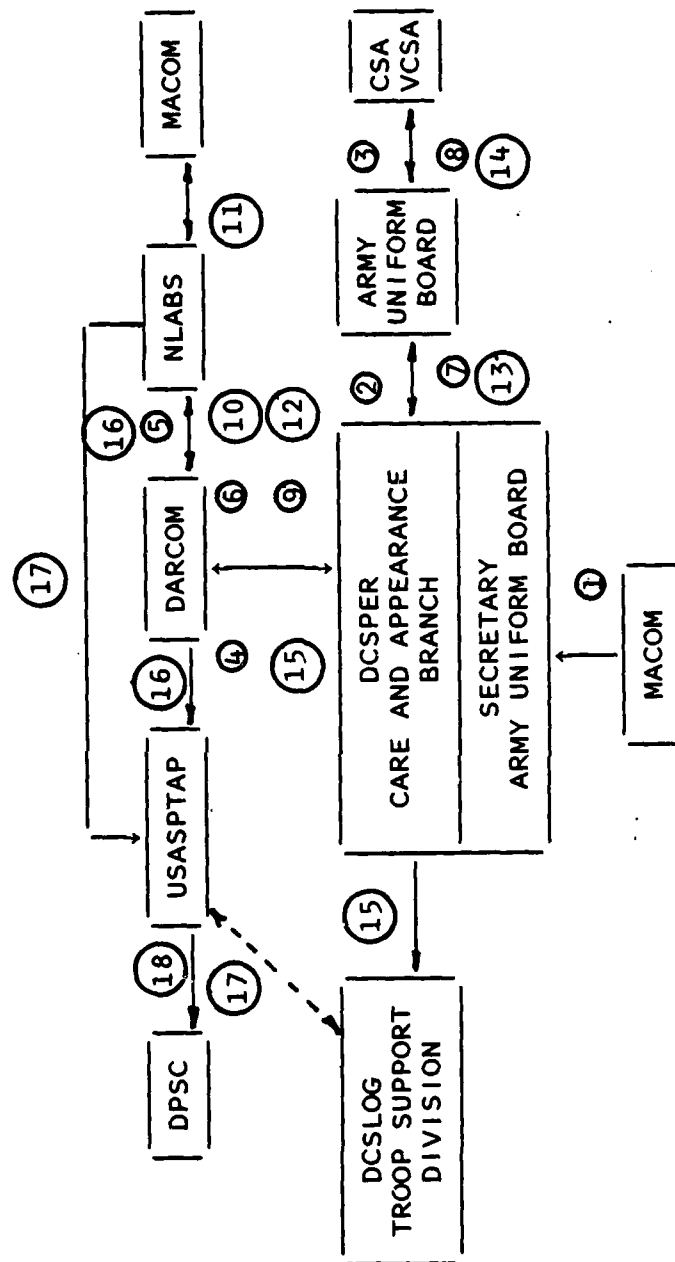
- oo ALLOWS CENTRALIZED CONTROL
- oo UTILIZES LOGISTICS PERSONNEL RESOURCES
- oo MINIMIZES COORDINATION PROBLEMS
- oo AUTHORITY AT HIGHEST LEVEL
- oo READINESS ACTIVITY INFLUENCES ENTIRE SYSTEM
- oo MAXIMIZES FINANCIAL PLANNING, PROGRAMMING/
BUDGET EFFECTIVENESS
- oo AUTOMATION POTENTIAL ENHANCED
- oo MAXIMIZES SYSTEM RESPONSIVENESS

o DISADVANTAGES

- oo REQUIRES R&D TYPE PERSON
- oo MAKES OPERATIONAL ENTITY OF STAFF ELEMENT

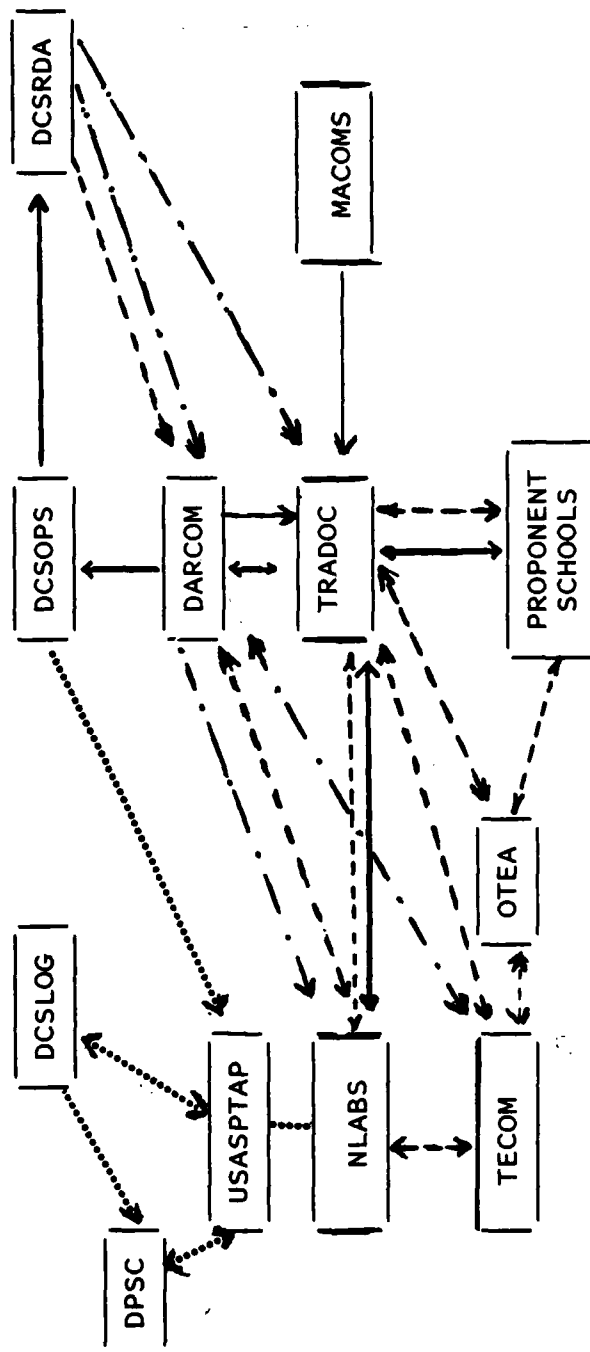
ALTERNATIVE E-1

o CURRENT PERSONAL CLOTHING MANAGEMENT SYSTEM



ALTERNATIVE E-2

o CURRENT ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT MANAGEMENT SYSTEM



ADVANTAGES AND DISADVANTAGES

ALTERNATIVE E

o ADVANTAGES

- oo MINIMIZE TURBULENCE
- oo LEVEL OF AUTHORITY AT HIGHEST LEVEL
- oo OPERATORS AT OPERATIONAL LEVEL

o DISADVANTAGES

- oo RESPONSIBILITY SPLIT BETWEEN ARSTAFF AGENCIES
- oo FINANCIAL PROCESS MORE COMPLICATED
- oo REQUIRES SIGNIFICANT COORDINATION
- oo ALSO REQUIRES ADDITIONAL PERSONNEL
- oo MINIMIZES SYSTEM RESPONSIVENESS
- oo REQUIRES ENHANCEMENT OF MAJOR PROCESSES
- oo AUTOMATION POTENTIAL MORE COMPLEX
- oo POSITIVE RESULTS QUESTIONABLE

RECOMMENDED MANAGEMENT SYSTEM

CONTRACTOR STUDY TEAM RECOMMENDS SELECTION
OF ALTERNATIVE D (DCSLOG - CLOTHING AND
EQUIPMENT BRANCH) FOR EXPANDED STUDY

RECOMMENDED MANAGEMENT SYSTEM

- o THE RECOMMENDED MANAGEMENT SYSTEM FOR CLOTHING AND EQUIPMENT OR OTHER ALTERNATIVE, MODIFIED AS DIRECTED BY THE GENERAL OFFICER IPR, WILL BE EXAMINED AND DOCUMENTED IN-DEPTH AS APPENDIX D OF THE DRAFT FINAL REPORT.

BRIEFING TO GENERAL OFFICER IN-PROCESS REVIEW (GO IPR)

March 8, 1982

ARMY MANAGEMENT OF CLOTHING

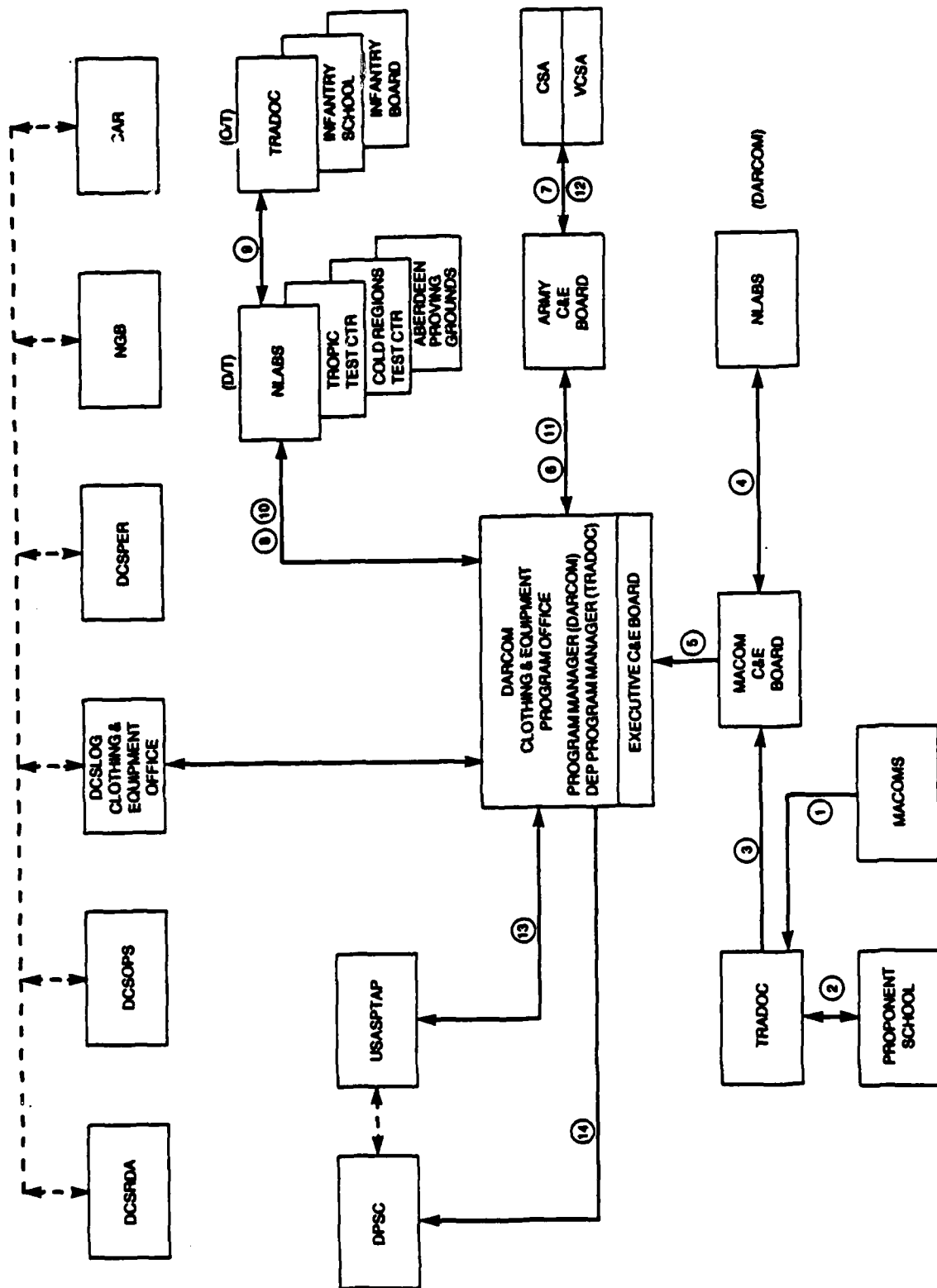
AND EQUIPMENT STUDY

CONTRACT NUMBER: MDA903-81-C-0585
PRESENTED BY: SID WEINBERG
PROJECT MANAGER
CACI, INC. - FEDERAL

DALO-TST LETTER, SUBJECT: IMPROVED MANAGEMENT -
CLOTHING AND INDIVIDUAL EQUIPMENT (CIE), DATED 2 FEBRUARY 1982

- o ALTERNATIVES REVIEWED BY VCSA 28 JANUARY 1982
- o CONTRACTOR AUTHORIZED TO EVALUATE APPROACH THAT PROVIDES:
 - oo INTENSIFIED, CENTRALIZED MANAGEMENT
 - oo COMMON MANAGEMENT STRUCTURE FOR ALL CIE
 - oo MORE STRUCTURED REQUIREMENTS AND APPROVAL PROCESS
 - oo STREAMLINED PROCEDURE FOR RESEARCH, DEVELOPMENT AND FIELDING
 - oo LETTER REQUIREMENT SPECIFICALLY DESIGNED FOR CIE
 - oo ESTABLISHMENT OF AN MCEB
 - oo ESTABLISHMENT OF A PMO
 - oo ESTABLISHMENT OF AN ACEB
- o MODIFIED ALTERNATIVE PROVIDED TO CACI, INC. FOR PREPARATION OF DETAILED POLICIES AND PROCEDURES.

PROPOSED CLOTHING AND EQUIPMENT MANAGEMENT SYSTEM (DARCOM-PROGRAM MANAGER)



ARMY MANAGEMENT OF CLOTHING AND EQUIPMENT STUDY (DRAFT)

o ADDENDUM

oo APPENDIX A - RESPONSIBILITIES OF ARMY STAFF AGENCIES
AND OTHERS

oo APPENDIX B - RESPONSIBILITIES OF OTHER MILITARY
SERVICES/AGENCIES CLOTHING AND EQUIPMENT

oo APPENDIX C - RESPONSIBILITIES OF NON-DOD SELECTED
ACTIVITIES' CLOTHING AND EQUIPMENT MANAGEMENT
SYSTEM

-FINAL REPORT INPUT

oo APPENDIX D - IN-DEPTH EXAMINATION OF GOIPR SELECTED
MANAGEMENT APPROACH

oo APPENDIX E - PLAN FOR LIFE CYCLE MANAGEMENT

oo APPENDIX F - PLAN FOR IMPROVED DATA COLLECTION PROCEDURES
AND SOURCES

-FINAL REPORT INPUT

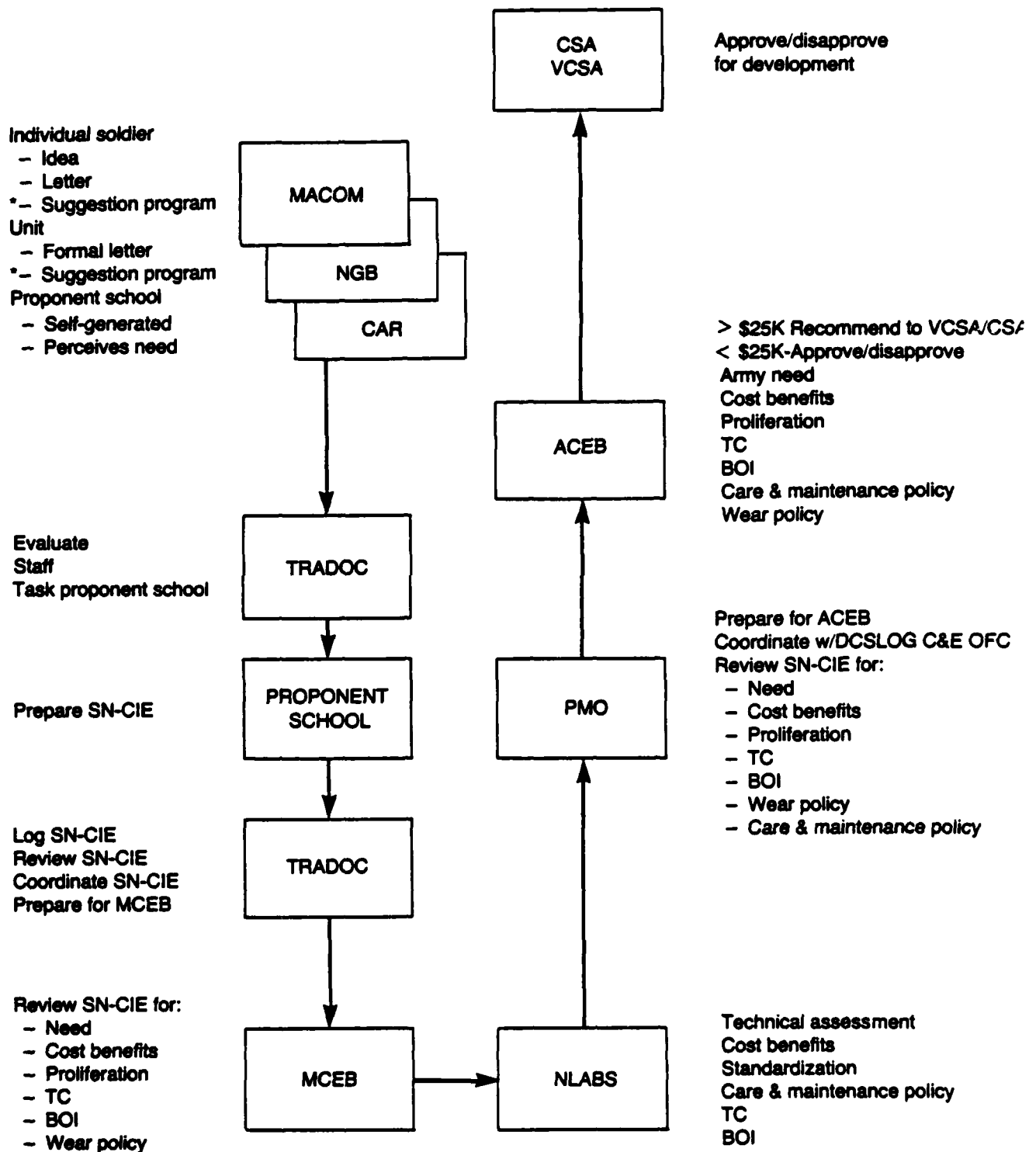
oo APPENDIX G - BRIEFINGS TO GOIPR

oo APPENDIX H - ADMINISTRATIVE DETAILS

ARMY MANAGEMENT OF CLOTHING AND EQUIPMENT STUDY (DRAFT)

0	VOLUME 1
00	TABLE OF CONTENTS
00	LIST OF FIGURES
00	EXECUTIVE SUMMARY
00	CHAPTER 1 - EXAMINATION OF THE CURRENT ARMY MANAGEMENT OF CLOTHING AND EQUIPMENT
00	CHAPTER 2 - EXAMINATION OF OTHER MILITARY SERVICES/ AGENCIES MANAGEMENT OF CLOTHING AND EQUIPMENT
00	CHAPTER 3 - EXAMINATION OF NON-DOD SELECTED ACTIVITIES' MANAGEMENT OF CLOTHING AND EQUIPMENT
	-FINAL REPORT INPUT
00	CHAPTER 4 - ANALYSIS AND ASSESSMENT OF PROCESSES AND ISSUES
00	CHAPTER 5 - SUMMARIZATION OF PRINCIPAL MANAGEMENT APPROACHES LEADING TO AN IMPROVED OPERATING/ MANAGEMENT SYSTEM
00	CHAPTER 6 - ALTERNATIVES FOR AUTOMATING THE SELECTED MANAGEMENT APPROACH
	-FINAL REPORT INPUT

APPENDIX E
LIFE CYCLE MANAGEMENT MODEL
SELECTED MANAGEMENT SYSTEM
CONCEPT PROCESS



*Selected suggestions may be routed to DARCOM PMO

MACOM CLOTHING AND EQUIPMENT BOARD (MCEB)

o VOTING MEMBERS

oo DCS FOR COMBAT DEVELOPMENTS, HEADQUARTERS TRADOC
(CHAIRPERSON)

oo REPRESENTATIVE, HEADQUARTERS DARCOM

oo REPRESENTATIVE, HEADQUARTERS FORSCOM

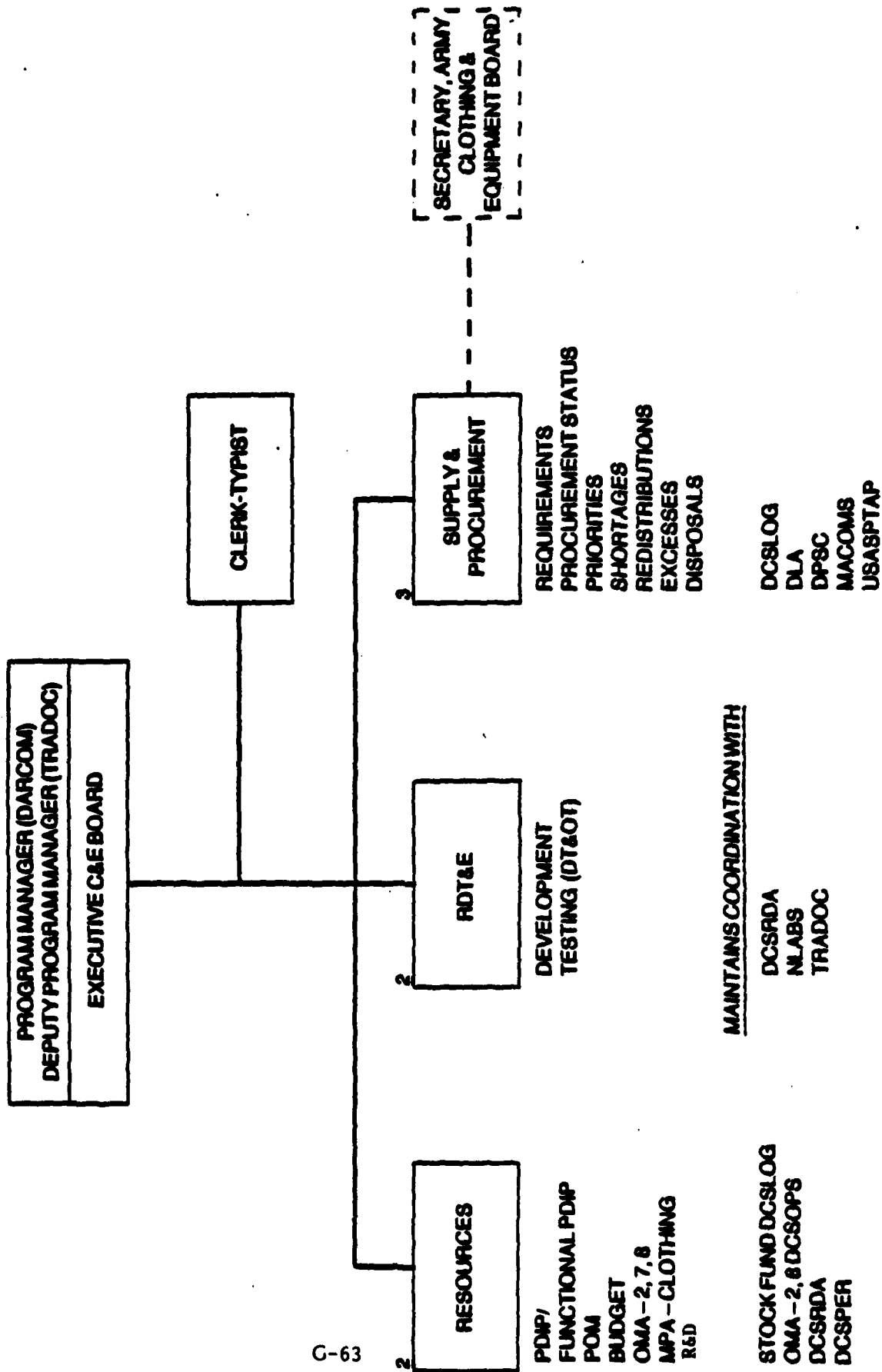
oo A SENIOR FEMALE REPRESENTATIVE, FORSCOM

oo REPRESENTATIVE, NGB

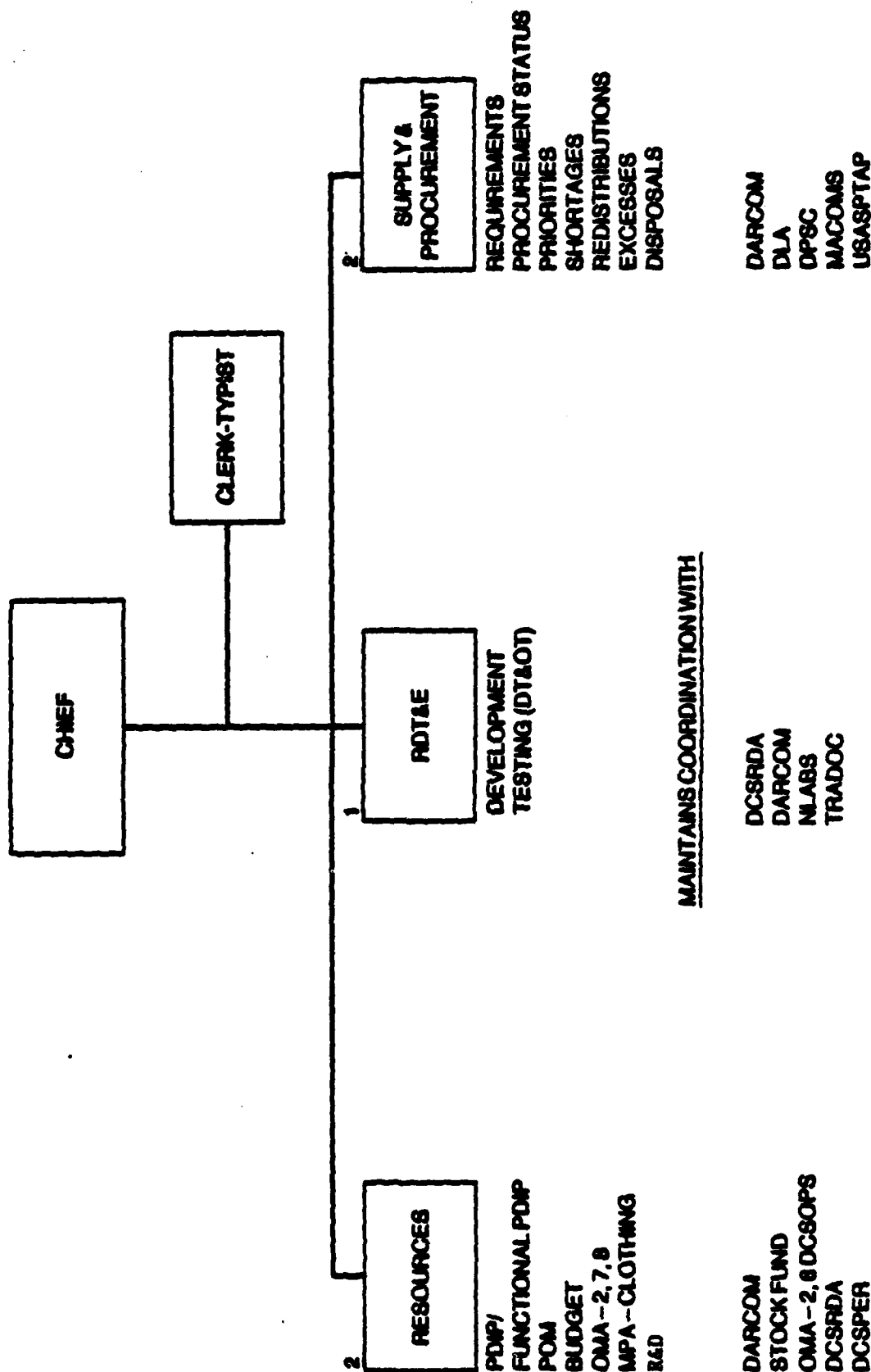
oo REPRESENTATIVE, OCAR

oo OVERSEAS COMMANDS

PROPOSED DARCOM CLOTHING AND EQUIPMENT PROGRAM MANAGEMENT OFFICE



PROPOSED DCSLOG CLOTHING AND EQUIPMENT OFFICE



ARMY CLOTHING AND EQUIPMENT BOARD (ACEB)

o VOTING MEMBERS

oo DCSLOG/ADC SLOG (CHAIRPERSON)

oo ADCSPER

oo ADCSOPS

oo ADCSRDA

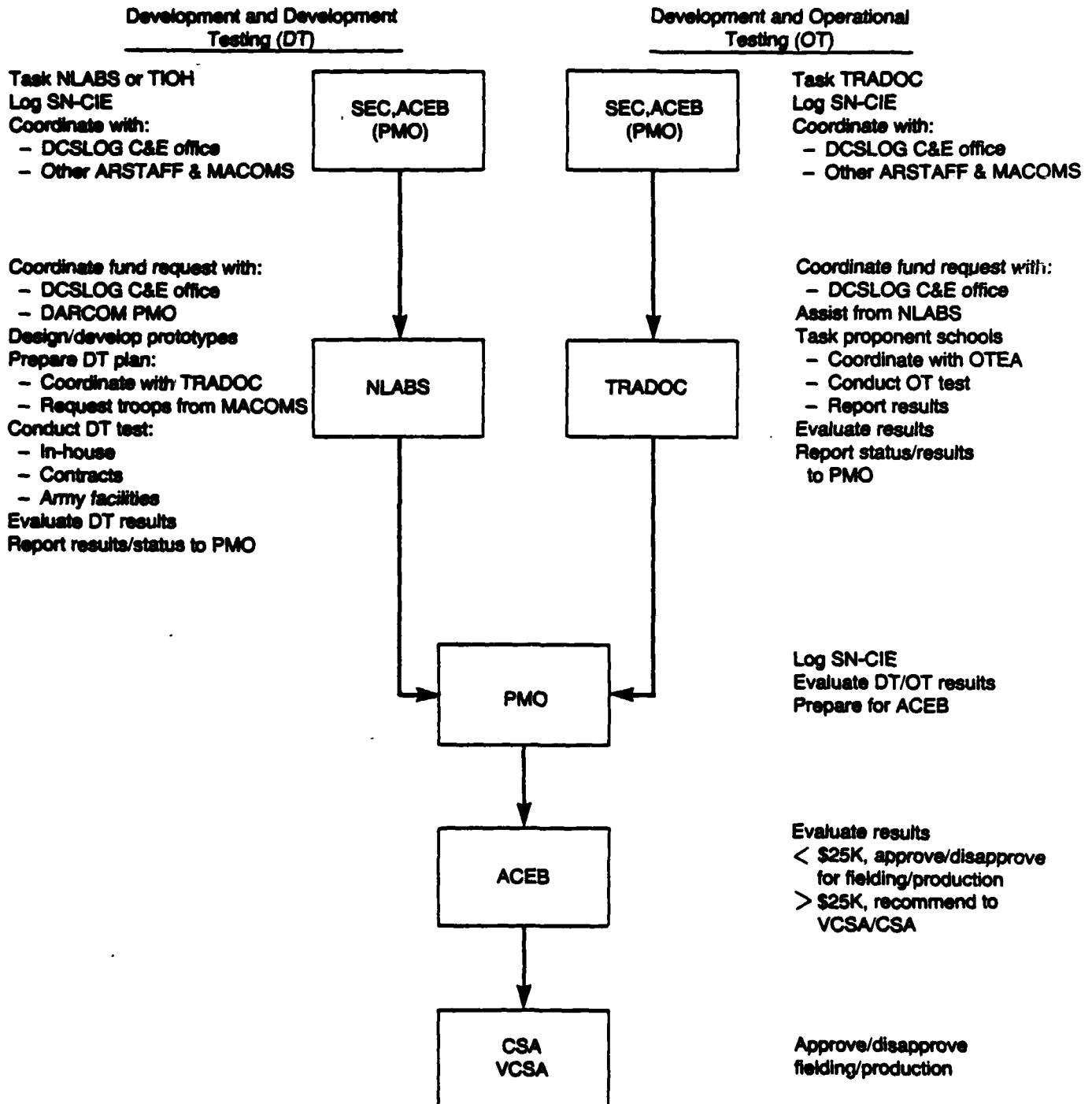
oo DEPUTY INSPECTOR GENERAL

oo SENIOR FEMALE OFFICER ON ARSTAFF

oo SERGEANT MAJOR OF THE ARMY

LIFE CYCLE MANAGEMENT MODEL SELECTED MANAGEMENT SYSTEM

DEVELOPMENT AND TESTING PROCESSES



LIFE CYCLE MANAGEMENT MODEL SELECTED MANAGEMENT SYSTEM

FIELDING/PRODUCTION PROCESSES

LOG SN-CIE

Coordinate with:

- DCSLOG C&E office
- DCSOPS
- DCSPER
- DLA/DPSC

Task NLABS/TIOH:

Forward TDP to USASPTAP

TDP to USASPTAP

Coordinate with:

- DCSLOG C&E Office
- DARCOM PMO
- DPSC

Prepare SRP to include TDP

Coordinate with:

- DCSLOG C&E office
- DCSOPS
- DARCOM PMO
- DPSC

Forward SRP to DPSC

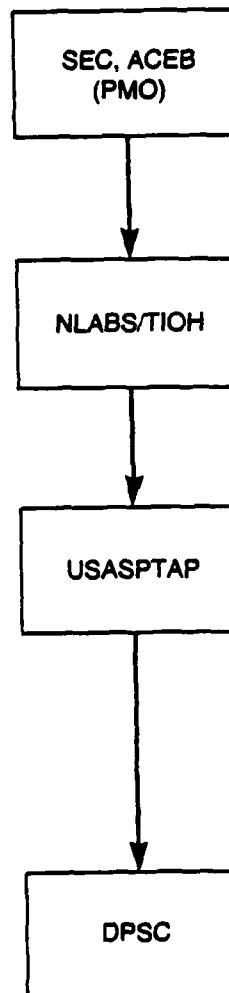
Coordinate with:

- DCSLOG C&E office
- DARCOM PMO
- NLABS
- USASPTAP

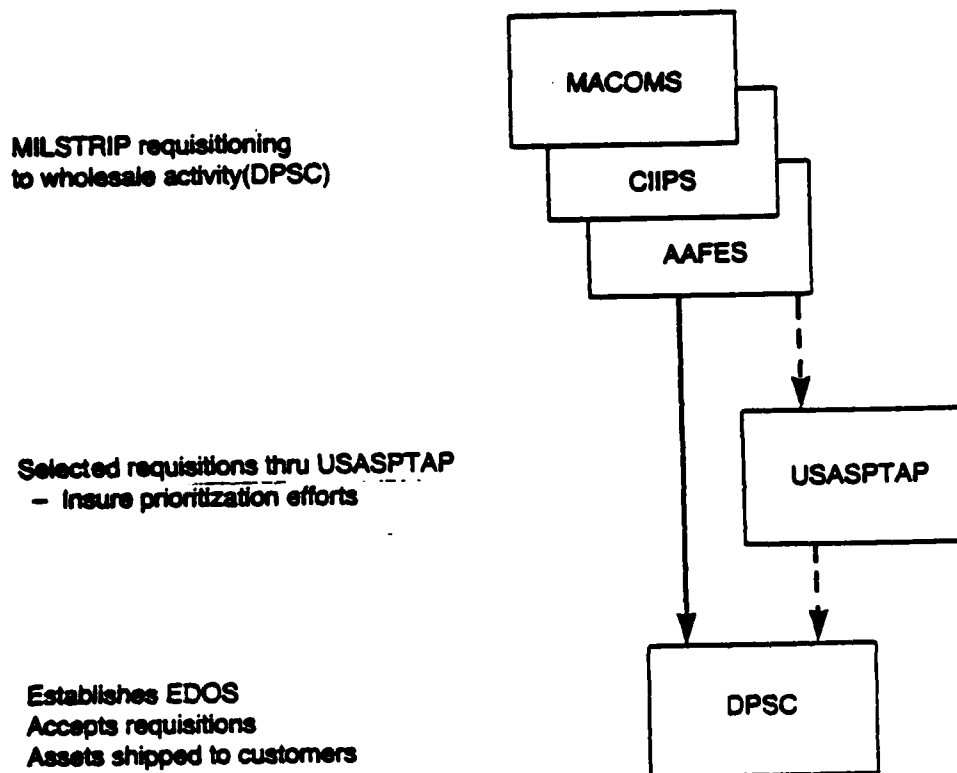
Ensure standardization

Procurement to industry:

- First article testing
- Production testing
- Quality control
- EDOS



**LIFE CYCLE MANAGEMENT MODEL
SELECTED MANAGEMENT SYSTEM
ISSUE PROCESS**



SUMMARY - FINANCIAL ASPECTS

o PROPONENT OFFICE

oo ASSUMES PROJECT MANAGEMENT STATUS FOR:

APPROPRIATION PROGRAM DIRECTOR

MPA
OMA 2 & 8
OMA 7
R&D

DCSPER
DCSOPS
DCSLOG
DCSRDA

oo PREPARES BUDGET DATA, POM INPUTS AND FUNCTIONAL PDIPS

oo WORKS CLOSELY WITH STOCK FUND

oo NGB AND OCAR RESPONSIBILITIES REMAIN UNCHANGED

oo EACH PROGRAM DIRECTOR CONSOLIDATES, IS DECISION AUTHORITY AND PRIORITIZES INPUTS, AND OBTAINS PROGRAM APPROVAL

APPENDIX H

APPENDIX H

Acronyms and Abbreviations

Part 1

AA—Active Army
AAFES—Army and Air Force Exchange Service
ACEB—Army Clothing and Equipment Board
ADP—Automated Data Processing
AFC&TO—Air Force Clothing and Textiles Office
AFLC—Air Force Logistics Command
AFMCO—Army Force Modernization Office
AFSC—Air Force Systems Command
AFUB—Air Force Uniform Board
AMDF—Army Master Data File
AMDTC—Army Medical Department Technical Committee
AMIM—Army Modernization Information Memorandum
AMP—Army Material Plan
ARDIS—Army Research and Development Information System
ARNG—Army National Guard
ASARC—Army Systems Acquisition Review Council
ARSTAF—Army Staff
AUB—Army Uniform Board
BASOPS—Base Operations Systems
BDU—Battle Dress Uniform
BOI—Basis of Issue
BOIP—Basis of Issue Plan
CACDA—Combined Arms Center Development Activity
CAR—Chief, Army Reserve
CDS—Congressional Descriptive Summary

CE&MEL—Clothing, Equipment and Materiels Engineering Laboratory (NLABS)
CFM—Contractor Furnished Material
CIF—Central Issue Facility
CIIP—Clothing Initial Issue Point
CMDF—Catalog Master Data File
CNO—Chief, Naval Operations
COA—Comptroller of the Army
COB—Command Operating Budget
COEA—Cost and Operational Effectiveness Analysis
CON—Contingency (Type Classification Designation)
CSA—Chief of Staff, Army
CSS—Clothing Sales Stores
CTA—Common Table of Allowances
CTEA—Cost Training Effectiveness Analysis
CTP—Coordinated Test Program
CVC—Combat Vehicle Crewman
DA—Department of the Army
DAMPL—Department of Army Master Priority List
DARCOM—U.S. Army Materiel Development and Readiness Command
DASC—Department of Army System Coordinator
DCAS—Defense Contract Administration Service
DCSLOG—Deputy Chief of Staff for Logistics
DCSOPS—Deputy Chief of Staff for Operations and Plans
DCSRDA—Deputy Chief of Staff for Research, Development and Acquisition
DCSPER—Deputy Chief of Staff for Personnel
DEA—Directorate for Development, Engineering and Acquisition, DARCOM
DIIP—Defense Inactive Item Program

DLA—Defense Logistics Agency
 DLOA—Draft Letter of Agreement
 DMMB—Defense Medical Material Board
 DOD—Department of Defense
 DPSC—Defense Personnel Support Center
 DSARC—Defense Systems Acquisition Review Council
 DT—Development Testing
 DTP—Detailed Test Plan
 EDOS—Estimated Date of Supply
 EDT—Engineering Design Test
 EEO—Equal Economic Opportunity
 ESOC—Emergency Operations Supply Center
 FDTE—Force Development Testing and Experimentation
 FiFo—First in - First out
 FORSCOM—U.S. Army Forces Command
 FSG—Fleet Support Group
 GFM—Government Furnished Material
 GO IPR—General Officer In-Process Review
 GSA—General Services Administration
 ICP—Inventory Control Point
 IEP—Independent Evaluation Plan
 ILS—Integrated Logistics Support
 IMSA—Installation Medical Supply Activity
 IPR—In-Process Review
 LOA—Letter of Agreement
 LOGSACS—Logistics Structure and Composition System
 LP—Limited Procurement (Type Classification Designation)

LR—Letter Requirement
MACOM—Major Command
MADP—Materiel Acquisition Decision Process
MARDIS—Modernized Army Research and Development Information System
MCEB—Major Command Clothing and Equipment Board
MCLB—Marine Corps Logistics Base
MEDCEN—Medical Center
MEDDAC—Medical Department Activity
MENS—Mission Element Need Statement
MILSERVS—Military Services
MILSTRIP—Military Standard Requisitioning and Issue Procedures
MIPR—Military Interdepartmental Purchase Request
MPA—Military Personnel Army
MRIS—Modernization Resource Information System
NATO—North Atlantic Treaty Organization
NAVRESSO—Navy Resale and Service Support Office
NAVSUP—Naval Supply Systems Command
NCTRF—Navy Clothing and Textile Research Facility
NGB—National Guard Bureau, Army and Air Force
NGPA—National Guard Personnel, Army
NICP—National Inventory Control Point
NLABS—Natick Laboratories,
 (U.S. Army Natick Research and Development Laboratories)
OAP—Outline Acquisition Plan
OBS—Obsolete (Type Classification Designation)
OCIE—Organizational Clothing and Individual Equipment
OCSA—Office of the Chief of Staff Army
OMA—Operations and Maintenance, Army

OMANG—Operations and Maintenance, Army National Guard
OMAR—Operations and Maintenance, Army Reserve
OMN—Operations and Maintenance, Navy
OT—Operational Testing
OTEA—U.S. Army Operational Test and Evaluation Agency
OTP—Outline Test Plan
PA&E—Program Analysis and Evaluation
PARR—Program Analysis Resources Review
PASGT—Personnel Armor System Ground Troops
PBC—Program Budget Committee
PDIP—Program Development Increment Package
PDIR—Program Directive
PEP—Producibility, Engineering and Planning
PI—Product Improvement
PIP—Product Improvement Proposal
PLT—Procurement Lead Time
PMCUB—Permanent Marine Corps Uniform Board
PMD—Program Management Directive
PMO—Program Management Office
POC—Point of Contact
POM—Program Objective Memorandum
POMCUS—Prepositioned Materiel Configured in Unit Sets
PPBS—Planning, Programming and Budgeting System
PWRMR—Prepositioned War Reserve Material Requirements
PWRMS—Prepositioned War Reserve Materiel Stocks
QDR—Quality Deficiency Report
QMC—Quartermaster Corps

RAM—Reliability, Availability & Maintainability
R&D—Research and Development
RDT&E—Research, Development, Test and Evaluation
ROC—Required Operational Capability
ROTC—Reserve Officers Training Corps
RPA—Reserve Personnel, Appropriation
SAG—Study Advisory Group
SAILS—Standard Army Intermediate Logistics Supply
SAMMS—Standard Automated Materiel Mangement System
SBA—Small Business Administration
SDP—Small Developmental Projects
SELCOM—Select Committee
SICC—Service Item Control Center
SMT—Directorate for Supply, Maintenance and Transportation (DARCOM)
SON—Statement of Need (USAF)
SN-CIE—Statement of Need, Clothing and Individual Equipment
STD—Standard (Type Classification Designation)
STO—Science and Technology Objectives
TAADS—The Army Authorization Document System
TAGO—The Adjutant General's Office
TC—Type Classification
TDA—Table of Distribution and Allowances
TDP—Technical Data Package
TDP—Test Design Plan
TECOM—Test and Evaluation Command
TIOH—The Institute of Heraldry
TM—Technical Manual

TOE—Table of Organization and Equipment
TPSN—Troop Program Sequence Number
TRADOC—U.S. Army Training and Doctrine Command
TSA—U.S. Army Troop Support Agency
TSARC—Test Schedule and Review Committee
TSARCOM—Troop Support and Aviation Materiel Readiness Command
TSG—The Surgeon General
TWIG—Test Integration Working Group
USA—United States Army
USAF—United States Air Force
USALEA—US Army Logistics Evaluation Agency
USAMMA—U.S. Army Medical Materiel Agency
USATECOM—U.S. Army Test and Evaluation Command
USASPTAP—U.S. Army Support Activity, Philadelphia
USMC—United States Marine Corps
USN—United States Navy
USPFO—U.S. Property and Fiscal Officer (National Guard)
VCSA—Vice Chief of Staff, Army
WARSL—War Reserve Stockage List
WRMR—War Reserve Materiel Requirements
WSM—Weapons System Manager
WSMAT—Weapons Systems Management Team
WSSO—Weapons Systems Support Office

APPENDIX H

Activities Visited

Part 2

Army National Guard Bureau

Chief of the Army Reserve

Comptroller of the Army

DA, ODCSLOG, Programs Management Division

DA, ODCSLOG, Secondary Items Division

DA, ODCSLOG, Supply Maintenance Division

DA, ODCSLOG, Troop Support Division

DA, ODCSLOG, War Reserve Division

DA, ODCSOPS, Combat Division

DA, ODCSPER, Leadership Division

DA, ODCSRDA, Combat Support Systems

Program Analysis and Evaluation Directorate, Office, Chief of Staff of the Army

The Office of the Surgeon General

The Office of the Inspector General

U.S. Army Materiel Development and Readiness Command

U.S. Army Natick Research and Development Laboratories

U.S. Army Operational Test and Evaluation Agency

U.S. Army Support Activity, Philadelphia

U.S. Army Infantry School

U.S. Army Institute of Heraldry

U.S. Army Test and Evaluation Command

U.S. Army Training and Doctrine Command

Defense Logistics Agency

Defense Personnel Support Center

Directorate for Engineering and Services, U.S. Air Force

Materiel Division, U.S. Marine Corps

U.S. Navy Clothing and Textile Research Facility

U.S. Navy Fleet Support Group

U.S. Navy Resale and Services Support Office

General Services Administration, Office of Commodity Operations

U.S. Postal Service, Labor Relations Department

National Park Service, Department of Interior

APPENDIX H

Personnel Visited

Part 3

Chief Army Reserve
LTC R. Wienz

Comptroller of the Army
Mr. J.R. Glenn
Mr. T. Kelly

DA, ODCSLOG, Programs Management Division
LTC T. Cimral
LTC D. Coonfield

DA, ODCSLOG, Secondary Items Division
MR. R.F. McCoy
Ms. E. Murphy

DA, ODCSLOG, Supply Maintenance Division
LTC T.W. Lott

DA, ODCSLOG, Troop Support Division
Ms. V. McKenzie
LTC R.A. Gimbert
MAJ J.R. Hall

DA, ODCSLOG, War Reserve Division
LTC W.C. Baker
MAJ S. Whitt
Mr. K. Baer

DA, ODCSOPS, Combat Division
MAJ W. Brinker

DA, ODCSPER, Leadership Division
MAJ D.R. Mitchiner
SGM T.B. Proffitt
Mr. M.J. Larsen
Mr. R. Rogers

DA, ODCSRDA, Combat Support Systems Division
LTC D.R. Greer

National Guard Bureau
LTC R. St. Pierre

DA Program Analysis and Evaluation Directorate,
Office, Chief of Staff of the Army
LTC R.C. Zschoche
LTC H. Denwoody
LTC J.R. Ellis
LTC J. Daugherty

The Office of the Surgeon General
LTC A.H. Wesselman
LTC E.H. Myreland
Mr. W.J. Balderson

The Office of the Inspector General
MG V.E. Falter
COL C.H. Ferguson
COL H.F. DeBolt

U.S. Army Materiel Development and Readiness Command
COL P.N. Kane
Mr. W. Kracov
Ms. C. Veth
Ms. C. Mason
Mr. P. Yukly

U.S. Army Natick Research and Development Laboratories
COL G.R. Rubin
Mr. E. Levell
Mr. D. Gordon
Mr. S. Salura
Mr. D. Cerow
LTC R. Charles

U.S. Army Operational Test Evaluation Agency
LTC C.S. Unger
LTC W. Baldwin
LTC G.A. Green
MAJ T. Lowman
Mr. F. Griffith

U.S. Army Support Activity, Philadelphia
COL R.E. Shaul
Mr. J.A. Bryant
Mr. S. Pollack
Mr. C.J. Becht
Mr. D. Holden

U.S. Army Infantry School
COL S.T. Skaige
COL R.A. Humphrey
Mr. G. Harwood
MAJ J. Medici
MAJ W. Catchings
CAPT J. Graber

U.S. Army Institute of Heraldry
COL R. Allen
Dr. O. Landrom
Mr. C. Ray

U.S. Army Test and Evaluation Command

COL R.E. Rogers

Mr. T.E. Dee, Jr.

Mr. H.J. Peters

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COL L.E. Solomon

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Mr. R. Quigley

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Mr. F. Coccia

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APPENDIX H

Study Advisory Group Members Army Management of Clothing and Equipment

Part 4

<u>Name</u>	<u>Organization</u>	<u>Phone No/Ext</u>
COL C. Kowalczyk	DALO-TST	5-2711
Ms. V. McKenzie	DALO-TST-E	7-1411
LTC B. Zschoche	DACS-DPA	5-6664
LTC D. Greer	DAMA-CSS	4-8673
MAJ J. Hall	DALO-TST-E	7-1630
MAJ D. Mitchiner	DAPE-HRL-U	5-6361
MAJ W. Brinker	DAMO-RQD	7-9663

APPENDIX H

General Officer In Process Review

Part 5

December 15, 1981

ODCSLOG

MG W.E. Eicher
BG F.J. Toner
BG E. Honor
COL C.A. Kowalczyk
Ms. V. McKenzie
Mr. J. Flinn
MAJ J. Hall

ODCSPER

BG J.H. Mitchell
MAJ D. Mitchiner

ODCSRDA

BG P.H. Mason

ODCSOPS

BG E.D. Parker
MAJ W. Brinker

DARCOM

MG O.E. Gonzales
COL P. Kane

TRADOC

MAJ J. Foster

FORSCOM

COL W. Sherrill
MR. M. Peters

QM School

LTC G. Solander

OCAR

Mr. G. Rakaus

NGB

LTC R. St. Pierre

General Officer In-Process Review

January 25, 1982

ODCSLOG

MG W.E. Eicher
BG F.J. Toner
BG E. Honor
COL C.A. Kowalczyk
Ms. V. McKenzie
Mr. J. Flinn
MAJ J. Hall

ODCSPER

BG J.H. Mitchell
COL R.C. Carroll
MAJ D. Mitchiner

ODCSRDA

BG P.H. Mason
Mr. W. Studebecker

ODCSOPS

BG E. Parker
MAJ W. Brinker

DARCOM

MG O.E. Gonzales
COL Morrissey
COL R. Baldwin
Mr. W. Kracov

TRADOC

COL L.E. Solomon

FORSCOM

COL W. Sherrill
MR. M. Peters

QM School

LTC G. Solander

OCAR

LTC R. Wienz
Mr. G. Rakaus

NGB

LTC R. St. Pierre

General Officer In-Process Review

March 8, 1982

ODCSLOG

MG W.E. Eicher
BG(P) F.J. Toner
BG E. Honor
COL C.A. Kowalczyk
COL D.L. Saunders
Ms. V. McKenzie
Mr. J. Flinn
MAJ J. Hall

ODCSPER

BG(P) J.H. Mitchell
MAJ D. Mitchiner

ODCSRDA

BG P.H. Mason
MAJ J. Simonich

ODCSOPS

BG E.D. Parker
MAJ W. Brinker

DARCOM

MG O.E. Gonzales
COL P. Kane
Mr. B. Kracor
Mr. R. Heinbach
Mr. J. Schuble

TRADOC

COL L. Solomon

FORSCOM

COL W. Sherrill

QM School

LTC G. Solander

OCAR

COL R. Ridgely
Mr. G. Rakaus

NCB

LTC R. St. Pierre

APPENDIX H

Directives/Regulations

Part 6

Army Regulation No. 70-29, Production Testing of DSA (DLA) - Managed Items, 27 May 1969.

This regulation contains the policy for production testing of clothing and textiles.

Supply Bulletin 10-496, Supply Control Wartime Replacement Factors and Consumption Rates for DLA/GSA Assigned Items, 31 October 1978.

This Supply Bulletin provides a tabulation of wartime replacement factors and consumption rates for those DLA/GSA assigned items required for mobilization planning. The replacement factor is the estimated percentage of clothing and equipment in use that will need to be replaced each month. Consumption rate represents the average quantity of a consumable item consumed in a month by 1,000 individuals.

Army Regulation No. 37-104-3, Military Pay and Allowances Procedures Joint Uniform Military Pay System (JUMPS Army), 15 April 1973.

Chapter 5 contains procedures relative to Clothing Maintenance Allowance (CMA) and Chapter 7, Section E, on Clothing Charge Sales.

Army Regulation No. 710-2, Materiel Management for Using Units, Support Units and Installations, 1 August 1971.

This regulation provides policies and operating procedures for user or retail level supply activities. Includes supply, accounting and stock control, ROTC and support of Reserve Forces.

Supply Bulletin 700-40, War Reserve Stockage List Army (WARSL), 26 November 1979.

This Supply Bulletin furnishes a consolidated list of War Reserve Stockage Items authorized for worldwide use. Also identifies these items for each major overseas command and FORSCOM. Organizational clothing and equipment is a major category of identified War Reserve items.

Army Guidance, Volume II, 10 October 1981.

This document combines the planning and programming procedures for the FY 1984-88 PPBS Cycle. Used in the Army Management of Clothing and Equipment Study to achieve an understanding of the Program Analysis Resource Review (PARR) and Program Development Increment Packages (PDIPs) processes.

Army Regulation No. 700-85, Summary of Operations - Army Clothing Sales Stores and Reception Station Clothing Initial Issue Points, 12 March 1974.

Provides the reporting form and directions for the Summary of Operations report to evaluate costs and improve management operation practices of Clothing Sales Stores and Clothing Initial Issue Points.

Army Regulation No. 702-11, Army Quality Program, 15 April 1979.

This regulation implements the DoD Quality Program set-up by DoD Directive 4155.1 to insure all services and products designed, developed and purchased conform to specified requirements and user satisfaction. Insures mission and operational effectiveness at minimum cost.

Common Table of Allowances 50-970, Expendable Items (Except: Medical, Class V, Repair Parts and Heraldic Items) 1 June 1979.

This CTA provides the basis of issue to acquire selected items of expendable/durable equipment.

Army Regulation No. 710-1, Centralized Inventory Management of the Army Supply System, 30 December 1970.

This regulation contains policy and procedural guidance for centralized inventory management of the Army supply system at National Inventory Control Points (NICP) and Army Class Manager Activities (ACMA). Includes supply discipline, stockage policies and inventory management controls. Also contains instructions on requirements determination, financial inventory management, and management of war reserves.

Army Regulation No. 702-3, Army Materiel Reliability, Availability, and Maintainability (RAM), 15 November 1976.

This regulation sets forth objectives, concepts, responsibilities and general policies for Army materiel reliability, availability and maintainability (RAM) programs. Establishes the manner by which the RAM characteristics are to be stated in requirements documents.

The objectives are to insure that materiel systems are operationally ready for use when needed and can be economically operated and maintained within the scope of logistics concepts and policies.

Common Table of Allowances, No. 50-900, Clothing and Individual Equipment, 31 October 1978.

This Table of Allowances, together with CTA 8-100 and CTA 50-970, prescribes allowances for individual and organizational clothing and individual equipment authorized Army personnel for procurement with appropriated funds.

The allowances prescribed are organized by Peace, Mobilization, ARNG, ROTC, USAR, and DA Civilian.

Army Regulation No. 700-84, Issue and Sale of Personal Clothing, 15 February 1980.

This regulation states the policies and procedures for use and sale of personal clothing to members of Army activities. It describes the systems for maintenance, replacement, and disposition of personal clothing.

Army Regulation No. 32-7, Use of Defense Supply (Logistics) Agency Textiles by All DoD Procurement Agencies, 6 May 1970.

This regulation prescribes policy and responsibilities for using long supply textiles in Federal Supply Group (FSG) 83. Requires the use of textile materials which can be furnished by the Defense Personnel Support Center (DPSC) from on hand inventories in long supply as mandatory Government Furnished Property (GFP) in the production of end items containing such materials.

Army Regulation No. 32-15, Classification and Inspection, 19 August 1976.

Provides instructions in making inspections of clothing and equipment in the hands of units or individuals for the purpose of determining serviceability.

Army Regulation No. 32-31, Clothing and Textiles Requirements Data, 29 September 1971.

This regulation prescribes reporting requirements for supply planning data necessary for the computation of recurring requirements for clothing and textile items under the inventory management cognizance of the Defense Personnel Support Center (DPSC). It also provides for the submission of non-recurring requirements to DPSC.

Army Regulation No. 70-1, Army Research, Development and Acquisition, 1 February 1977.

This regulation establishes policy, responsibilities and general procedures for conducting research and development, acquiring developmental and non-developmental items or systems, and conducting developmental product improvements.

Army Regulation No. 70-16, Department of the Army System Coordinator (DASC) System, 20 March 1975.

Defines the procedures to establish and facilitate integrated program planning and scheduling by the Army Staff, materiel developers, combat developer, trainer, operational tester, and logistician for DASC monitored systems.

Army Regulation No. 140-40, Logistics Policies for Support, 7 June 1973.

This regulation establishes basic logistic policies pertaining to U.S. Army Reserve Policy guidance. Deals with Supply Distribution, Stock Control, Budget and Funding, and Facilities.

Army Regulation No. 70-61, Type Classification of Army Material, 1 August 1978.

This regulation establishes the parameters to identify the life cycle status of a materiel item by assigning a type classification designation. This designation serves as a guide to authorization, procurement, logistical support, and asset and readiness reporting. Type classification designations, in normal life cycle sequence, are Standard (STD), Contingency (CON) and Obsolete (OBS).

Army Regulation No. 71-3, User Testing, 8 March 1977.

Establishes guidance for initiating, planning, programming, conducting, and reporting user testing. Also describes the responsibilities, functions and procedures of the Department of the Army Test Schedule and Review Committee (TSARC).

Army Regulation No. 670-1, Wear and Appearance of Army Uniforms and Insignia,
1 November 1981.

Prescribes the uniforms which may be worn, the items which may be worn on the uniforms, and the manner and occasions when the uniforms will or will not be worn for all personnel in the U.S. Army. Defines the Army Uniform Board (AUB) as responsible for developing policies and recommending changes for Army uniform clothing, accessories, and insignia. Stipulates new or changed uniform clothing and insignia items will not be authorized without the approval of the Chief of Staff, U.S. Army (CSA).

Army Regulation No. 670-2, Life Cycle Management of Army Uniforms, 1 October 1980.

This regulation prescribes DA policy, responsibilities and administrative procedures by which Army uniforms are initiated, designed, developed, tested, approved, fielded, and modified. Defines the responsibilities of major staff agencies and the composition of the Army Uniform Board. Insures timely development, initial acquisition, use of current technology and completeness of coordination with prudent economic principles.

Army Regulation No. 700-4, Logistics Assistance Program, 1 December 1978.

This regulation establishes DA policies for providing logistic assistance to MACOMs and operational forces. Designed to improve readiness of weapons and equipment systems by establishing procedures for technical guidance, collection and dissemination of logistics information, and providing a single point of contact for logistics assistance.

Army Regulation No. 700-51, Army Data Management Program, 28 February 1973.

This regulation implements Department of Defense Instruction (DoDI) 5010.2, Management of Technical Data, which establishes policies and procedures for managing technical data contractually acquired, technical data developed within DoD and a DoD Data Management Improvement Program.

Army Regulation No. 32-5, Introduction of New Clothing and Textile Items into the Department of Defense Supply System, 19 September 1977.

This regulation prescribes policies, responsibilities and procedures for planning actions to introduce new clothing and textiles into the DoD Supply System, and provides for standardization and coordination of development among the Military Services.

Army Regulation No. 71-9, Materiel Objectives and Requirements, 26 February 1981.

This regulation establishes procedures and assigns responsibilities for formulating and processing requirements documentation for acquisition of materiel, to include training devices, from inception to deployment in the materiel acquisition process. Establishes procedures for conducting Special Task Force and Special Study Group activities, for conducting Cost and Operational Effectiveness Analyses (COEA), and Cost Training Effectiveness Analyses (CTEA).

Department of the Army Pamphlet No. 70-21, The Coordinated Test Program, May 1976.

This regulation provides the detail and format for the preparation and maintenance of the Coordinated Test Program (CTP), a sequence for the integration of all testing and test-related activities during the development and acquisition of an item or system, and guidance for the establishment and conduct of the Test Integration Working Groups (TIWG).

Department of Defense Directive No. 5000.3, Test and Evaluation, 19 January 1973.

This directive establishes OSD policy for the conduct of test and evaluation for the military Departments and Defense Agencies in the acquisition of defense systems, to include those which do not fall in the "major acquisition programs" category.

Army Regulation No. 70-10, Test and Evaluation During Development and Acquisition of Materiel, 29 August 1975.

This regulation states the concept, assigns responsibilities, establishes policy, and prescribes procedures for test and evaluation for development testing (DT) and operational testing (OT) that are accomplished during the material acquisition process.

This regulation is applicable for both developmental and nondevelopmental programs undertaken to satisfy approved Army materiel requirements, but does not apply to the Army National Guard or the US Army Reserve.

Army Regulation No. 1000-1, Basic Policies for Systems Acquisition, 1 May 1981.

This regulation establishes basic Army policy and prescribes responsibilities and procedures for acquisition of all Army materiel systems. This includes multi-service programs for which the Army is the lead service, and nondevelopment items.

Army Regulation No. 71-2, Basis of Issue Plan, 19 April 1976.

This regulation identifies the Basis of Issue Plan (BOIP) as an integral part of the Life Cycle System Management Model (LCSMM), and directs preparation of the BOIP to support the materiel acquisition process. It prescribes policies and procedures and assigns responsibilities for preparing, processing, approving, recording, updating, revising, and retiring BOIP to history file.

Army Regulation No. 40-61, Medical Logistics Policies and Procedures, 1 November 1981.

This regulation gives an overview of the Army medical materiel management system and defines specialized elements of the system as they interface with the overall logistics system. It provides guidance which is in addition to that found in basic logistics directives for the accomplishment of functions peculiar to management of medical logistics.

Army Regulation No. 70-15, Product Improvement of Material, 15 June 1980.

This regulation establishes policies and procedures for the management of product improvements, and prescribes responsibilities, standards, methods for approving, funding, reporting, testing, and evaluating the product improvement program.

Army Regulation No. 702-11, Army Quality Program, 15 April 1979.

This regulation sets forth the Army Quality Program responsibilities, policies, and requirements to ensure mission and operational effectiveness and user satisfaction with DoD products.

Army Regulation No. 702-7, Reporting of Product Quality Deficiencies, 30 July 1979.

This regulation establishes policy for the reporting of product quality deficiency data and a system for feedback across DoD Component lines as part of the overall Quality Assurance Program.

Army Regulation No. 735-11-2, Reporting of Item and Packaging Discrepancies, 1 February 1980.

This regulation establishes the policies and procedures prescribing the methods and conditions under which shipping type, packaging, and parcel post discrepancies are reported and replies/corrective action are furnished/taken.