

**Army Regulation 11-1**

**Army Programs**

# **Command Logistics Review Program (CLRP)**

Headquarters  
Department of the Army  
Washington, DC  
13 August 1999

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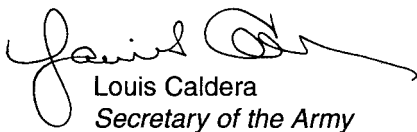
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Effective 13 September 1999

## Army Programs

### Command Logistics Review Program (CLRP)

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Louis Caldera  
*Secretary of the Army*

**History.** This publication is a revision of Army Regulation 11-1. Because the publication has been extensively revised, the changed portions have not been highlighted.

**Summary.** This regulation implements the Command Logistics Review Program within Headquarters, Department of the Army, the major Army commands, the National Guard Bureau, and the U.S. Army Reserve. It includes policies and procedures for conducting Command Logistics Review Program assistance and assessment reviews, delineates responsibilities of Headquarters, Department of the Army; major Army commands; National Guard Bureau; and U.S. Army Reserve, and suggests logistics areas for review.

**Applicability.** This regulation applies to the Active Army, the Army National Guard, and the U.S. Army Reserve. During mobilization, policies contained in this regulation may be modified by the proponent.

**Proponent and exception authority.** The proponent of this regulation is the Deputy Chief of Staff for Logistics (DCSLOG). The DCSLOG has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The DCSLOG may delegate this approval authority in writing to a division chief within the proponent agency in the grade of colonel or the civilian equivalent.

#### **Army management control process.**

This regulation is subject to the requirements for internal control systems of AR 11-2. It contains internal control provisions but does not contain a checklist for conducting internal control reviews.

**Supplementation.** Supplementation of this regulation and the establishment of command and local forms are prohibited without prior approval from the Director, U.S. Army Logistics Integration Agency (LOIA-FS), 5001 Eisenhower Avenue, Alexandria, VA 22333-0001.

**Suggested improvements.** Users are encouraged to send in comments and suggested improvements to this regulation. The preferred method for sending in comments and suggested improvements is through the Internet site of the Logistics Integration Agency, <http://lia.army.mil>, at "Logistics Regulations and Pamphlets." Anyone without Internet access should submit comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Director, U.S. Army Logistics Integration Agency (LOIA-FS), 5001 Eisenhower Avenue, VA 22333-0001.

**Distribution.** This publication is available in electronic media only and is intended for command levels A, B, C, D, and E for Active Army, Army National Guard of the U.S., and U.S. Army Reserve.

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\*This regulation supersedes AR 11-1, 6 September 1989.  
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# Summary of Change

AR 11-1

Command Logistics Review Program (CLRP)

This revision—

- Updates the policy on the implementation and operation of CLRP (throughout paras).
- Establishes procedures for policy effectiveness reviews and rapid assessments (para 4b(2)).
- Removes the -R form from the back of the regulation.

## **1. Purpose**

This regulation prescribes policies, procedures, and responsibilities for managing the Command Logistics Review Program (CLRP). The CLRP is a logistics program that may be used at all levels to attain, sustain, and manage materiel readiness. It is also a materiel readiness tool used by the Logistics Readiness and Sustainability Program. (See Army Regulation (AR) 700–138.)

## **2. References**

Required and related publications and prescribed and referenced forms are listed in appendix A.

## **3. Explanation of abbreviations and terms**

Abbreviations and special terms used in this regulation are explained in the Glossary.

## **4. Responsibilities**

- a. *Director, U.S. Army Logistics Integration Agency.* The Director, U.S. Army Logistics Integration Agency (LIA), will perform the following for the Deputy Chief of Staff for Logistics (DCSLOG):
  - (1) Develop and revise Department of the Army (DA) policy for the CLRP and monitor the overall CLRP.
  - (2) Develop in coordination with the major Army commands (MACOMs), scheduled visits, Policy Effectiveness Reviews, and Rapid Assessments.
  - (3) Monitor and provide assistance to MACOM CLRP efforts.
  - (4) Review all MACOM CLRP visit reports to identify—
    - (a) Problems that are beyond MACOM scope to resolve.
    - (b) Adverse or favorable logistics conditions and trends.
  - (5) Assist in resolving logistics issues that exceed MACOM scope.
  - (6) Provide the Office of the Deputy Chief of Staff for Logistics (ODCSLOG) with periodic reports of command concerns, rapid assessments, policy reviews, logistics issues, and actions and recommendations for systems improvements and reviews.
  - (7) Coordinate MACOM Command Logistics Review Team (CLRT) requirements for team augmentation from outside sources.
- b. *Headquarters and associated field activities.* The Assistant Secretary of the Army for Financial Management and Comptroller (ASA(FM&C)); the Director of Information Systems for Command, Control, Communications and Computers (DISC4); the DCSLOG; the Deputy Chief of Staff for Personnel (DCSPER); and the Deputy Chief of Staff for Operations and Plans (DCSOPS); the Deputy Chief of Staff for Intelligence (DCSINT); the Chief, National Guard Bureau (CNGB); The Surgeon General (TSG); the U.S. Army Reserve Command (USARC); and associated field activities will—
  - (1) Provide subject matter experts, when requested, to augment the MACOM CLRT on visits to units and commands with unique problems.
  - (2) When requested, assist the Headquarters, Department of the Army (HQDA), CLRP in conducting rapid assessments and policy effectiveness reviews.
  - (3) Respond as tasked, to the Director, LIA (LOIA–FS), 5001 Eisenhower Avenue, Alexandria, VA 22333–0001.

c. *The CNGB, USAR commanders, and MACOM commanders.* The CNGB, USAR commanders, and MACOM commanders will—

- (1) Establish a CLRP and conduct periodic CLRT visits to subordinate elements. Generally, units and activities should be visited every 36 months as a minimum. The actual frequency should be decided on a case by case basis considering the significance of identified logistics problems, uniqueness of the MACOM missions, and the importance of the unit's or activity's mission.
- (2) Assign responsibility for the CLRP to a specific functional element.
- (3) Transmit their annual CLRT visit schedule to the Director, LIA (LOIA-FS), by 31 July of each year. For the USAR, this schedule will include visits to the Regional Support Commands (RSC) and USARC installations.
- (4) Submit requests for augmentation to LIA (LOIA-FS) at least 60 days before a visit, so arrangements can be made with other MACOMs and activities that will furnish the augmentees.
- (5) Review all observations with appropriate personnel of the command visited and, when possible, provide a copy of all draft observations to the visited activity prior to the exit briefing.
- (6) Provide reports of CLRP visits to the visited command within 45 days after each visit. (These reports are exempt from information requirement control, in accordance with AR 355-15, para 5.)
- (7) Forward any CLRP visit observations that require HQDA action or will be of interest to the Office of the DCSLOG (ODCSLOG) to the Director, LIA (LOIA-FS), 5001 Eisenhower Avenue, Alexandria, VA 22333-0001, within 30 days after each visit.

## **5. Command Logistics Review Program**

The overall CLRP consists of the HQDA Command Logistics Review Program and MACOM CLRPs.

a. *HQDA CLRP.* The HQDA CLRP is an assessment program of the HQDA DCSLOG designed for the review of unit, installation, and activity logistics operations. The program is used to identify and resolve logistic issues and provide field commanders with a conduit to the HQDA DCSLOG. The HQDA CLRP will be accomplished primarily by—

- (1) Scheduled visits to active duty, National Guard, and/or Army Reserve elements. The primary objective is to collect and respond to command logistics concerns that are above the organizations' MACOM to resolve.
- (2) Policy effectiveness reviews designed to quickly determine how existing, new, or revised logistics policy is affecting operations in the field. The HQDA CLRP may also evaluate the impact of proposed policy.
- (3) Rapid assessments of DA-level logistic issues or potential issues. The team will conduct an in-depth analysis to resolve the issue or problem and either recommend or implement a resolution. To efficiently conduct an assessment, LIA will request support (subject matter experts) from appropriate organizations and agencies as required.

b. *MACOM CLRP.* The MACOM CLRP is not an inspection program. It is an assessment and assistance program for review of unit, installation, and activity logistics operations to—

- (1) Identify and resolve logistics problems that are adversely affecting the readiness posture of the command, installation or activity.
  - (2) Take corrective action on logistics problems that are resolvable at the unit or activity level and may be of interest during subsequent audits, command inspections, reviews, or assistance visits. However, MACOM CLRT visits will not coincide with audit or inspection visits.
- c. *Design of the MACOM CLRP.* The MACOM CLRP is designed to—
- (1) Improve logistics readiness and sustainability of the Army in the field.
  - (2) Improve the logistics posture of command or installation support activities.
  - (3) Assist in all areas of logistics management.
  - (4) Foster command involvement in disciplining logistics operations.
  - (5) Provide logistics status to commanders and staff at all levels.
  - (6) Surface problems to the HQDA CLRP that are beyond the scope of the MACOM to resolve.
- d. *Conduct of the MACOM CLRP.* The MACOM CLRP will—
- (1) Visit subordinate units in accordance with paragraph 4c above.
  - (2) Require a review of the following:
    - (a) Policies, procedures, doctrine, systems, training, personnel, and funding matters affecting logistics.
    - (b) Supply, maintenance, transportation, services, and facilities engineering functions with major logistics impact.
  - (3) Identify problems at all levels so commanders and staff can take corrective action.
  - (4) Conduct vertical assessments through command and technical channels to identify root causes of problems.
- e. *Implementing review teams.* The MACOMs, NGB, and USAR will implement Command Logistics Review Teams. Each team will operate under a senior logistician (military or civilian), who serves as the team chief. Team composition and review procedures are described in paragraphs 6 and 7. The MACOM-level logistics assessment and assistance teams that are established and structured to accomplish the program described above are considered CLRTs under this regulation.
- f. *Planning to attain objectives.* MACOM supplements to this regulation should contain the plan used to attain the objectives of the CLRP.

## **6. Requirements for MACOM CLRT visits**

- a. MACOM commanders may—
- (1) Provide a senior representative to conduct or participate in entrance and exit briefings to emphasize the importance of the program.
  - (2) Require the presence of appropriate commanders and key personnel at exit briefings to ensure that all are informed and can benefit from the observations.
  - (3) Establish procedures for follow-up assistance visits that are needed to ensure corrective action.

- (4) Invite personnel of the U.S. Army Materiel Command (AMC) Logistics Assistance Office (LAO) to participate in CLRP visits as observers and in an advisory capacity.
- b. The CLRT chief will—
  - (1) Obtain in advance information and data on problem areas and select qualified personnel in these areas as team members. If resources are not available, the team chief will request assistance from higher headquarters or LIA as appropriate.
  - (2) Assign specific subjects for review to each team member.
  - (3) Develop a detailed plan for each visit, including methods for a vertical assessment of logistics systems to be reviewed.
  - (4) Brief team members before each visit and explain the plan.
  - (5) Conduct entrance and exit briefings with representatives of the visited command, installation, or activity.
  - (6) Review each observation submitted by team members to ensure they have—
    - (a) Clearly defined significant problems.
    - (b) Identify the solutions to problems and the commands or activities responsible for correcting them.
    - (c) Discussed problems and underlying facts with command and staff members visited.
    - (d) Referred problems to other team members for further inquiry, when needed.
    - (e) Traced each problem to its source.
  - (7) Prepare reports of CLRT visits. These reports will include—
    - (a) A memorandum summarizing areas and functions observed, citing the major problem areas as well as the commendable areas.
    - (b) A list of CLRT members, including for each the unit or activity, office symbol, and duty telephone number.
    - (c) An index of observations by functional area that lists the agency, unit, or command responsible for correcting the issues.
- c. DA Form 4965, Command Logistics Review Program Observation Worksheet, will be used to document commendable achievements, problems, recommended actions, and the responsible organization to take corrective action. A DA Form 4965 is available on the Army Electronic Library (AEL) CD-ROM (set issued quarterly) and the U.S. Army Publishing Agency web-site, [www.usapa.army.mil](http://www.usapa.army.mil). Use of this form provides Army-wide standardization.

## **7. Review emphasis**

The MACOM CLRP visits should emphasize the identification of systemic logistical problems that affect individual and unit readiness. Since systemic problems will in many instances be directly associated with compliance issues, MACOM CLRTs may often surface compliance problems not identified by local command reviews. Local commanders may desire to review these areas to determine why local reviews did not surface these problems needing local corrective actions. The following are some examples of areas that may be assessed:

- a. *Unit status reporting.* Assessment includes—
  - (1) DA Form 2715–R (Unit Status Report) (AR 220–1).
  - (2) DA Form 2406 (Materiel Condition Status Reports) (AR 700–138).
  - (3) DA Form 3266–1 (Army Missile Materiel Readiness Report) (AR 700–138).
  - (4) DA Form 1352 (Army Aircraft Inventory Status and Flying Time) (AR 700–138).
- b. *Logistics plans and operations.* Assessment includes—
  - (1) Logistic annexes to operation and contingency plans.
  - (2) Mobilization planning.
- c. *Supply.* Assessment includes subject areas covered in AR 710–2 and other cited publications:
  - (1) Command Supply Discipline Program.
  - (2) Property accountability (AR 735–5 and AR 710–3).
  - (3) Requisitioning, receipt and issue of supplies (AR 725–50).
  - (4) Response of retail and wholesale levels.
  - (5) Control of pseudo receipts.
  - (6) Fill rates.
  - (7) Back orders.
  - (8) Shop stock/bench stock.
  - (9) Central issue facility.
  - (10) Storage (AR 740–3).
  - (11) Prescribed Load List.
  - (12) Authorized Stockage List.
  - (13) Statement of Charges/Cash Collection Voucher, Inventory Adjustment Reports and Reports of Survey (AR 735–5).
  - (14) Identification and disposition of excess equipment.
  - (15) Reports of Discrepancy (AR 735–11–2).
  - (16) Organizational clothing and individual equipment.
  - (17) Reparable exchange and return of reparables to depots.
  - (18) Unique Item Tracking (UIT) (AR 710–3).
  - (19) Accountability and procedures for the use of the International Merchant Purchase Authorization Card (IMPAC).
  - (20) Continuing Balance System—Expanded (CBS–X) (AR 710–3).
- d. *Integrated logistic support.* Assessment includes—
  - (1) Adequacy and completeness of materiel fielding planning.
  - (2) Acceptability of introductory phase to include new equipment training (NET).
  - (3) Availability and adequacy of materiel system logistics support resources for initial fielding and follow-on requirements.
  - (4) The sustainment of logistics support of recently fielded new materiel systems.
  - (5) The management of displaced equipment and associated support items.
  - (6) The overall force modernization management function.

- e. *Logistic personnel.* Assessment includes personnel authorizations, fill rate, training, and proper use.
- f. *Standard Army Management Information System operations.* Assessment includes—
  - (1) Operational status.
  - (2) Manuals and procedures.
  - (3) Validity of input and output.
  - (4) System discipline.
- g. *Maintenance.* This assessment includes subject areas covered in AR 750–1 and other cited publications.
  - (1) Backlogs.
  - (2) Controlled exchange.
  - (3) Readiness floats.
  - (4) Army Warranty Program (AR 700–139).
  - (5) Field returns.
  - (6) Modification work orders.
  - (7) Calibration of test, measurement, and diagnostic equipment (AR 750–43).
  - (8) Small arms gauges listed in TB 43–0196.
  - (9) The Army Maintenance Management System (DA Pamphlet (Pam) 738–750).
  - (10) Quality Deficiency Reports.
  - (11) Publications availability.
  - (12) The Army Oil Analysis Program.
  - (13) Repair parts support.
  - (14) Reporting and Control Procedures.
  - (15) Timely evacuation of unserviceables.
  - (16) Reparable management.
- h. *Petroleum, oils, and lubricants (POL) operations and energy conservation.* This assessment includes—
  - (1) Accountability, storage, handling, and dispensing of fuel, oils, and lubricants (AR 710–2).
  - (2) Quality surveillance of fuels.
  - (3) POL procurement reports and safety.
  - (4) Implementation and development of energy conservation programs (AR 11–27).
- i. *Transportation.* This assessment includes—
  - (1) Implementation of traffic management (freight, passenger, personal property) programs (AR 55–4 and Department of Defense (DOD) Regulation 4500.9–R).
  - (2) Movement contingency plans (land, sea, and air).
  - (3) Blocking, bracing, tie-down materials.
  - (4) Theater transportation unique systems.
  - (5) Rail maintenance program.

- (6) Transportation motor pool operations (DA Pam 750–35).
- j. *Logistics training and doctrine.* This assessment includes—
  - (1) Compatibility of tables of organization and equipment (TOE) and modified tables of organization and equipment (MTOE) and missions with equipment characteristics and capabilities.
  - (2) Training management.
  - (3) Use of local learning centers.
  - (4) Personnel training skill levels.
  - (5) Employment of current doctrine.
- k. *Command budgets, consumer funds.* This assessment includes reimbursement of retail working capital funds from consumer funds.

## **Appendix A References**

### **Section I**

#### **Required Publications**

##### **AR 11-27**

Army Energy Program. (Cited in para 7*h*(4).)

##### **AR 55-4**

CONUS Military Installation Materiel Outloading and Receiving Capability Report (Requirement Control Symbol (RCS) MTMC-7(R-2)). (Cited in para 7*i*(1).)

##### **AR 55-355**

Defense Traffic Management Regulation. (Cited in para 7*i*(1).)

##### **AR 220-1**

Unit Status Reporting. (Cited in para 7*a*(1).)

##### **AR 700-138**

Army Logistics Readiness and Sustainability. (Cited in para 1, 7*a*(2), (3) and (4).)

##### **AR 700-139**

Army Warranty Program Concepts and Policies. (Cited in para 7*g*(4).)

##### **AR 710-2**

Inventory Management Supply Policy Below the Wholesale Level. (Cited in para 7*c* and *h*(1).)

##### **AR 710-3**

Asset and Transaction Reporting System. (Cited in para 7*c*(2) and (19).)

##### **AR 725-50**

Requisition, Receipt, and Issue System. (Cited in para 7*c*(3).)

##### **AR 735-5**

Policies and Procedures for Property Accountability. (Cited in para 7*c*(2) and (14).)

##### **AR 735-11-2**

Reporting of Item and Packaging Discrepancies. (Cited in para 7*c*(16).)

##### **AR 740-3**

Care of Supplies in Storage (COSIS). (Cited in para 7*c*(11).)

##### **AR 750-1**

Army Materiel Maintenance Policy and Retail Maintenance Operations. (Cited in para 7*g*.)

##### **AR 750-43**

Army Test, Measurement and Diagnostic Equipment Program. (Cited in para 7*g*(7).)

##### **DA Pam 738-750**

Functional Users Manual for the Army Maintenance Management System (TAMMS). (Cited in para 7*g*(9).)

##### **DA Pam 750-35**

Guide for Motor Pool Operations. (Cited in para 7*i*(6).)

**TB 43-0196**

Inspection and Certification of Gages—Small Arms. (Cited in para 7g(8).)

**Section II****Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand this regulation.

**AR 11-2**

Management Control

**AR 40-61**

Medical Logistics Policies and Procedures.

**AR 55-38**

Reporting of Transportation Discrepancies in Shipments (RCS: MTMC-54).

**AR 335-15**

Management Information Control System.

**AR 381-143**

(C) Logistic Policies and Procedures (U).

**AR 700-4**

Logistics Assistance

**AR 700-82**

Joint Regulation Governing the Use and Application of Uniform Source, Maintenance and Recoverability Codes.

**AR 700-84**

Issue and Sale of Personal Clothing.

**AR 710-1**

Centralized Inventory Management of the Army Supply System.

**AR 750-56**

Maintenance of Rail Equipment.

**DA Pam 710-2-1**

Using Unit Supply System (Manual Procedures).

**DA Pam 710-2-2**

Supply Support Activity Supply System (Manual Procedures).

**Section III****Prescribed Forms****DA Form 4965**

Command Logistics Review Team Observation Worksheet (Cited in para 6c)

**Section IV****Referenced Forms****DA Form 1352**

Aircraft Materiel Condition Status and Flying Time Reports

**DA Form 2406**

Materiel Condition Status Report (MCSR).

**DA Form 2715-R**

Unit Status Report (USR).

**DA Form 3266-1**

Army Missile Materiel Readiness Report System

## **Glossary**

### **Section I**

#### **Abbreviations**

##### **AMC**

U.S. Army Materiel Command

##### **ARNG**

Army National Guard

##### **ASA(FM&C)**

Assistant Secretary of the Army for Financial Management and Comptroller

##### **CBS-X**

Continuing Balance System—Expanded

##### **CLRP**

Command Logistics Review Program

##### **CLRT**

Command Logistics Review Team

##### **CLRTX**

Command Logistics Review Team—Expanded

##### **CNGB**

Chief, National Guard Bureau

##### **CSDP**

Command Supply Discipline Program

##### **DA**

Department of the Army

##### **DCSINT**

Deputy Chief of Staff for Intelligence

##### **DCSLOG**

Deputy Chief of Staff for Logistics

##### **DCSOPS**

Deputy Chief of Staff for Operations and Plans

##### **DCSPER**

Deputy Chief of Staff for Personnel

##### **DISC4**

Director of Information Systems for Command, Control, Communications, and Computers

##### **DODSASP**

DOD Small Arms Serialization Program

##### **HQDA**

Headquarters, Department of the Army

##### **IMPAC**

International Merchant Purchase Authorization Card

**LAO**

Logistics Assistance Office

**LIA**

U.S. Army Logistics Integration Agency

**MACOM**

major Army command

**MTOE**

modification table of organization and equipment

**NET**

new equipment training

**NGB**

National Guard Bureau

**ODCSLOG**

Office of the Deputy Chief of Staff for Logistics

**POL**

petroleum, oils, and lubricants

**RSC**

Reserve Support Command

**TSG**

The Surgeon General

**STAMIS**

Standard Army Management Information System

**TOE**

table of organization and equipment

**UIT**

unique item tracking

**USARC**

U.S. Army Reserve Command

**USR**

unit status report

**Section II****Terms**

This section contains no entries.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

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