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FM 29-10

DEPARTMENT OF THE ARMY FIELD MANUAL

SUPPLY MANAGEMENT IN THE FIELD ARMY



HEADQUARTERS, DEPARTMENT OF THE ARMY
JULY 1965

CHANGES }
No. 1 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 15 October 1965

SUPPLY MANAGEMENT IN THE FIELD ARMY

FM 29-10, 7 July 1965, is changed as follows:

Make the following pen-and-ink change:

Page 47, paragraph 2a(2), last sentence:
Change signal brigade to signal platoon.

10. Field Army Level

A field army * * * by its mission. In this manual, a field army is a type force with three corps of four divisions each—two infantry divisions, one armored division, and one mechanized division. This is a * * * of his army.

* * * * *

b. (Superseded). This is not to say that establishment of FASCOM has relieved the field army commander of responsibilities for combat service support. To the contrary, the field army commander transmits to FASCOM orders for execution of the logistical plan established by his headquarters. The FASCOM commander is responsible to him for executing most of the combat service support provided to the field army. What the establishment of FASCOM has done is to make clear the distinction between, and emphasize the direction of, general staff activity at these levels of command so far as combat service support is concerned. At field army interest is in overall or broad policy guidance. At FASCOM headquarters interest is in detailed planning and execution.

* * * * *

11. Field Army Support Command

The field army * * * the field army. FASCOM commands, directs, and supervises all combat service support units assigned or attached to the field army. It exercises territorial * * * damage control operations.

* * * * *

14. Support Groups

Support groups are * * * technical service responsibilities.

* * * * *

b. General support groups * * * in appendix I.

* * * * *

(3) In addition to these common activities—

(a) (Superseded). The maintenance element maintains liaison with the materiel management section of group headquarters.

* * * * *

19. Operating Guidance

* * * * *

b. These guidelines contain * * * and AR 711-17).

* * * * *

(2) (Superseded). The basic pattern is schematically illustrated in figure 14. It must be understood that ammunition and medical supplies are excluded, and that there are variations for such commodities as subsistence and petroleum which can be supplied by schedule under certain conditions. The supply of ammunition is detailed in FM 9-6; the supply of medical items in FM 8-16. Subsequent paragraphs in this section provide additional details for the commodities covered by the classification of general supplies in the field army.

(a) Essentially, supply demands are submitted by the user to the direct support suppliers, either division support command or direct support group. From the direct support level, demands travel to the general support level and then directly to the inventory control center. Control headquarters—division and support brigades—do not enter into routine supply actions.

(b) The inventory control center replenishes general support stocks by requesting shipments from the communications zone. It may also request shipments from the communications zone if an emergency or one-time demand cannot be satisfied from resources under FASCOM control. Such demands placed

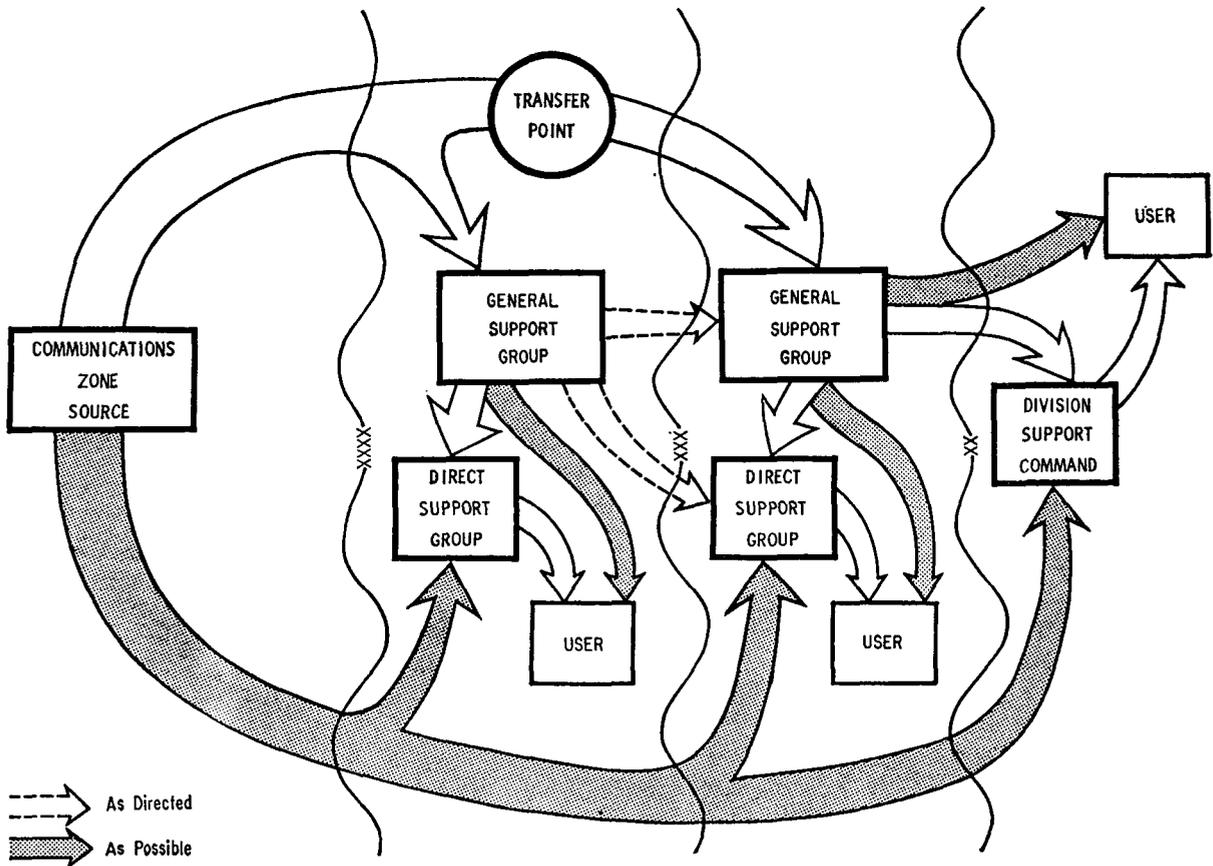


Figure 13. (Superseded) Flow of supplies, schematic.

on the communications zone normally include requested destination of COMMZ delivery, which may be corps or even division areas. Supply transfers among general support groups are normally a FASCOM policy matter and, even when completely justified, do not substitute for routine replenishment action.

* * * * *

20. General

This section contains * * * on the following:

* * * * *

c. Consumable **supplies**, principally subsistence and expendable class II and IV items, are representative of the types most susceptible to scheduling and unitization.

* * * * *

g. (Added). The ICC is the principal agent of the FASCOM for supply management. It receives nonetheless operational control from the Assistant Chief of Staff for Supply, FASCOM. As such

control bears directly upon the policies of the FASCOM commander, as well as those of field army headquarters, specific responsibilities assigned to the ICC can be expected to vary in particular situations or environments. The management actions indicated for the FASCOM level in subsequent paragraphs anticipate the ICC as the means through which most of the actions are accomplished.

22. Class II and IV Supply

* * * * *

b. An item stockage * * * frequency of submission.

* * * * *

(6) (Superseded). Maintenance floats of selected end items of equipment are stocked at maintenance activities to provide replacements for unserviceable items when repair and return to the user cannot be accomplished with established time limits. Float items are also issued in emergencies

as immediate replacements for items required in accomplishing the user's mission.

* * * * *

23. Class III Supply

* * * * *

d. For class III supply—

(1) FASCOM—

(a) (Superseded). Performs functions listed in paragraph 10 and appendix III.

* * * * *

25. Transportation Management

Transportation management in * * * field army (FM 55-10).

a. Movements planning is accomplished by the FASCOM staff transportation **specialists (FM 55-10)**. The FASCOM movement * * * forecasts are based.

* * * * *

(2) Insofar as the * * * movements procedure (AR 55-10)—

(a) The inventory control center submits the requirements for transportation to **the movement control center** as soon

as supply action is taken on a requisition. The center indicates * * * transportation movements personnel.

(b) (Superseded). Once the decision is made, the movements control center programs field army transportation to accomplish moves to be made on transportation brigade vehicles and informs the appropriate modes and transfer point activity of the cargo to be shipped from the communications zone.

* * * * *

26. Movements Management

Movements management, like * * * response to requirements.

a. (Superseded). Actually, the movements management function in the field army is accomplished in the movement control center of the transportation brigade (FM 55-10). This brigade performs the functions not only for the army-wide transportation service, but also for FASCOM which is not provided with necessary personnel to accomplish the movements management mission for it.

* * * * *

APPENDIX II

STAFF ACTIVITIES IN SUPPLY MANAGEMENT AT FIELD ARMY LEVEL

2. G4 Responsibilities

As now constituted, * * * supply and services. The staffing of this section provides personnel to assist in the formulation of **broad** logistics policies and logistical planning for future operations. It provides also for the personnel to staff G4 element of the tactical operations center (TOC).

a. Major supply functions in which the section has **advisory and general staff interest** include—

(1) Determination of supply * * * supplies and equipment.

* * * * *

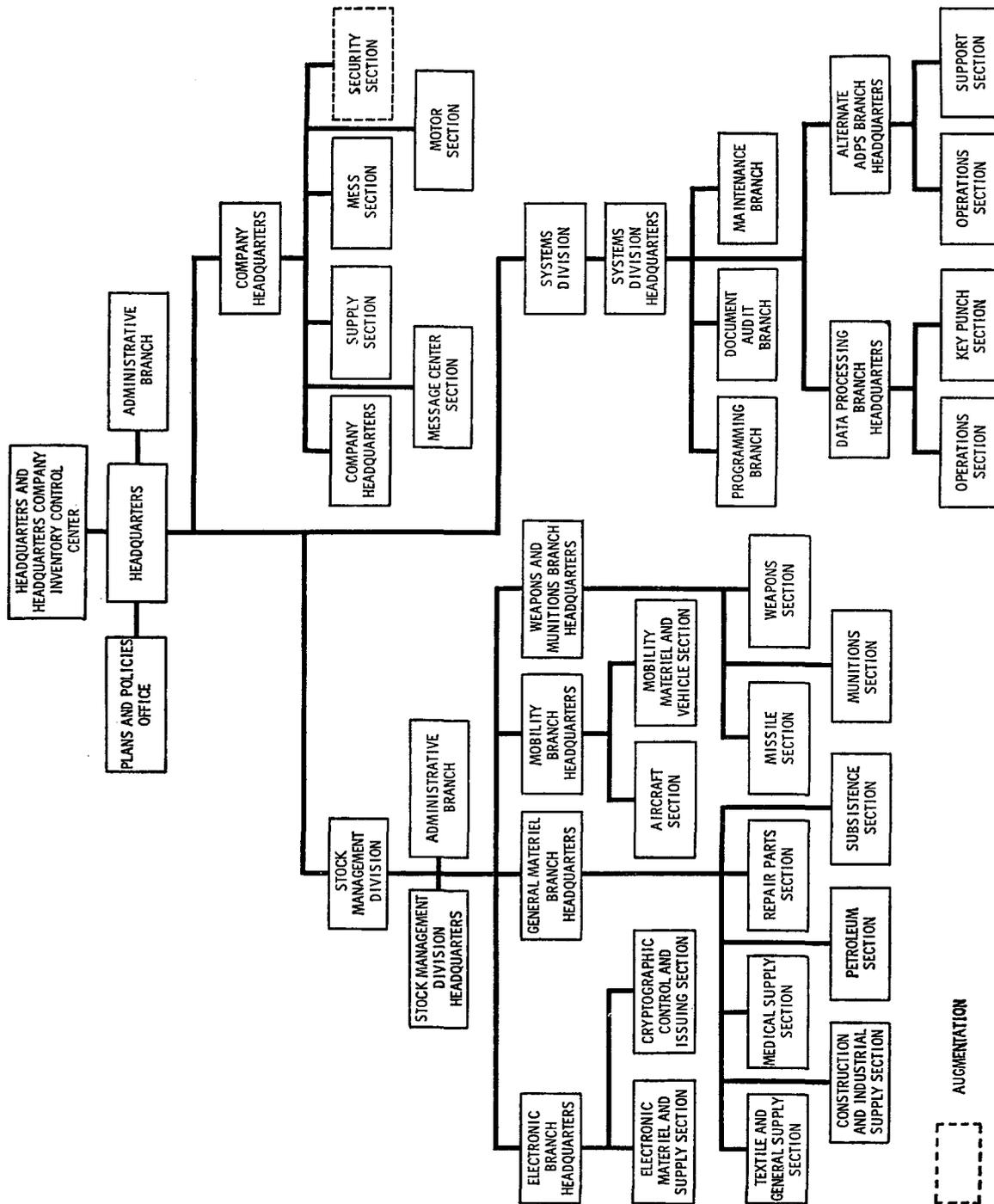


Figure 15. (Superseded) Inventory control center.

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

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Major General, United States Army,
The Adjutant General.

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CofEngrs (3)	Corps (15)	29-102 (2) 54-12 (2)
CofCh (3)	Div (10)	29-115 (2) 54-22 (2)
OPO (10)	USACDCIAS (2)	29-118 (2) 55-66 (2)
USACDCEA (5)	USACDCEC (5)	29-126 (2)
USACDCCEA (5)	USACDCSSG (25)	29-202 (2)
USACDCAGA (1)	USACDCNG (1)	29-402 (2)

NG: State AG (3); units—same as Active Army except allowance is one copy to each unit.

USAR: None.

For explanation of abbreviations used, see AR 320-50.

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CHAPTER 1

INTRODUCTION

1. Purpose and Scope

a. This manual contains information intended primarily for commanders, staff officers, and other personnel concerned with the management of Army stocks at the higher echelons of command within the field army. Policies, procedures, and information on requisitioning, storage, and distribution of supplies and equipment are contained in other publications. Among these are—

- (1) FM 9-6, Ammunition Service in the Field Army.
- (2) FM 29-45, General Support Supply and Service in the Field Army.
- (3) FM 29-3, Direct Support Supply and Service in the Field Army.
- (4) FM 29-22, Maintenance Operations in the Field Army.
- (5) FM 54-3, The Field Army Support Command.
- (6) FM 54-4, The Support Brigade.

b. This manual discusses the FASCOM inventory control center (ICC). It describes center organization; indicates center mission and functions; and, in some cases, discusses duties of center personnel. The manual discusses organization for supply and supply management in the field army. It contains information that indicates application of automatic data processing to selected combat service support functions within the field army.

c. Doctrine sets forth principles which indicate and guide but do not bind in practice. Its effectiveness depends upon and requires intelligent application. The manual, therefore, does not intend to present a set of rules which, if followed, will insure successful completion of assigned missions. Rather, it suggests direction and indicates assignment of functions compatible with a system of combat service support tailorable to field forces of varying

composition in varying situations and environments. The general organization of the field army, its combat and combat support units, and responsibilities of command are dealt with only to the degree considered necessary for intelligent and reasonable application of principles discussed.

2. Modification

Refinements in organizational structures, technological advancements, and continuing evolution of doctrine will make changes to this manual necessary. Field experience may also suggest changes or improvement of the material presented. Users are therefore encouraged to submit recommendation or comments direct to the Commanding Officer, United States Army Combat Developments Command Quartermaster Agency, Fort Lee, Virginia. Comments should be keyed to the specific page, paragraph, and line of the text to which change is recommended. Reasons should be provided to insure understanding and complete evaluation.

3. Application

Through the years and despite all the changes in military operations and support requirements, certain factors have recurred with such consistency and have so patently affected the success or failure of supply support that they are looked upon as fundamentals. As these have universal application under conditions of nuclear and non-nuclear warfare, this manual applies, unless otherwise indicated, to both environments. The general territorial organization of the theater, basic operational concepts, and responsibilities of command are discussed in Field Service Regulations and other publications listed in appendix I. These publications provide the framework within which this manual has been cast.

CHAPTER 2

BASICS OF SUPPLY MANAGEMENT

Section I. GENERAL

4. Orientation to Terms

Management goes by many definitions. Most apt is, for this manual, that management is the planning, organization, direction, coordination, and control of manpower, facilities, and materiel to accomplish a definite mission. Even with these terms limited to the scope of the management of supplies within a field army, any discussion must deal largely in generalities. Further, to appreciate the actual problems confronting the field army supply manager, it is necessary to examine some of the principles on which a system of supply management must be based.

a. One of the first is the principle of unified supply responsibility. Coupled with this is the principle that supply responsibility be delegated to levels in the supply system which are appropriate for each item or group of items. The logical application of these principles is the development of an organization in which the related functions of supply are brought together under single management. This amounts to unified supply responsibility for commodity groupings.

b. Behind the principle of delegation lies the principle of authority. This principle, in application, means that the commander effectively controls his allocated service support but insures that each responsible element possesses enough authority to carry out his intent. It emphasizes that combat service support operations are directed by technically competent persons who seek the same objective—the accomplishment of the command mission.

5. Effects of Technology

a. In addition to the underlying principles, supply management has been influenced by technical and technological achievements which have fostered a whole new generation of concepts for deployment, employment, and maneuver of forces. Common to these concepts are—

- (1) Highly mobile and mission-tailored forces.
- (2) The greater dispersion of tactical formations that appreciation of enemy capabilities makes necessary.
- (3) The logistic capability to provide continuous and effective combat service support.

b. With the emergence of these concepts it has become evident that certain basic requirements must be met by the system for combat service support within the field army. The system has to—

- (1) Reduce the participation of combat forces in the processes of supply.
- (2) Support highly mobile, tailored forces equipped and organized for independent operations or employment at widely dispersed locations.
- (3) Adjust rapidly and effectively to abrupt changes in deployment and requirements of supported forces. Basic elements required to produce this capability include—
 - (*a*) Rapid production and dissemination of supply control data through automatic data processing equipment.
 - (*b*) Provision of a balanced support effort oriented to the needs of the supported units.
 - (*c*) Elimination of unnecessary handling of supplies by maximum use of throughput shipments.
 - (*d*) Use of improved transportation methods to expedite the movement of personnel and cargo.

6. Organizational and Operational Factors

Combat service support provided on the basis outlined requires greater managerial attention than was needed in the past. This attention is demanded not only by the continuing need for the constant balance and ad-

justment inherent in the substitution of responsiveness for stockage, but also—and to an even greater degree—by organizational and operational changes in the field army structure.

a. Principal among the organizational developments are the—

- (1) Establishment of a field army support command (FASCOM) as the single agency for all combat service support in the field army, except personnel replacements and construction.
- (2) Establishment, as an element of FASCOM, of an inventory control center (ICC) and assignment to it of a mission that includes requirements computation; distribution management; procurement direction; disposal direction; and rebuild direction, when the function is authorized in the theater.
- (3) Establishment, within FASCOM, of medical, ammunition, transportation, and military police brigades to provide their respective combat service support functions as army-wide services directly under the control of the field army support commander.
- (4) Establishment, within FASCOM, of support brigades consisting of direct support and general support groups tailorable to the needs of forces in varying environments and conditions of warfare. These brigades provide supply, maintenance, and other serv-

ice support not furnished as army-wide services.

b. Among the operational developments are the following:

- (1) The elimination of technical service special staff sections at all headquarters and the consequent elimination of the system of technical control exercised vertically through technical and administrative service channels.
- (2) Realignment within the field army area of direct and general support on a functionalized basis to provide for single-source support for each using organization. Direct support is support for nondivisional units. It is provided by direct support groups located in the corps and army service areas. General support, as in present doctrine, operates in support of direct support. It is, specifically, the support provided to divisions and to the direct support groups that support nondivisional units.

c. Even with these developments the basis of the theater supply structure remains a staged system familiar to current doctrine. On this is imposed a management structure which assigns responsibility for actions to maintain balance between requirements and actual use in a pattern of support organizations comparable to command levels. This will become apparent from study of the organization and procedures for supply support to be covered later.

Section II. MANAGEMENT CONTROLS

7. Elements of Management

a. The functions that the Army regards as elements of the supply management system are—

- (1) Computation of supply requirements.
- (2) Procurement of required supplies.
- (3) Storage and distribution of supplies to meet consumer needs.
- (4) Maintenance required while items are in the inventory.
- (5) Disposal of items when no longer needed.

b. While presentation of these elements as listed make for an orderly discussion their

order of appearance in the actual management of an operating supply system is rarely so logical. To the contrary, the supply manager is required to make decisions in a constantly changing environment.

8. Tools of Management

Military standard requisition and issue procedures and army field stock control are among measures the Army has taken to standardize operations to the point that management decisions are facilitated. No such measure is complete in itself, however, and many tools and devices of control must be employed so that

the management mission is accomplished. The basis of control is not only information in the hands of managers, but also vast amounts of data that organizational commanders have available within their organizations. Intelligent management action demands, consequently, readily accessible and uninterrupted channels for the transmission of ideas and information among all elements of the supply support organization.

a. In much the same way as rapid and responsive supply action has been substituted for large inventories in the supply system, fluid and flexible movement has been installed as a feature of the field army transportation system.

- (1) Transportation is, in a sense, a perishable commodity. It must be used when available. It cannot be stored or saved for subsequent operations. Efficient use of existing daily capability demands, therefore, strict observance of at least two basic principles: namely, that movements must be fluid and flexible, and that maximum use must be made of carrying capability.
- (2) Fluidity of the transportation system refers to uninterrupted flow of traffic; flexibility to the ability of the system to adjust rapidly to changing situations. Communications is a most important factor influencing both. Movement decisions must be based upon the most current information available.
- (3) Maximum use of carrying capability requires close regulation. Unnecessary transshipments and rehandling of supplies must be held to the minimum. Backhauls and crosshauls must be eliminated to the extent possible. Turnaround times must be shortened by improved loading and unloading methods, including application of

unitized loading techniques (FM 55-9).

- (4) Nothing, however, has exerted a greater influence upon transportation in the field army than the objective of throughput deliveries from the communications zone (para 18). Primarily for this reason a third principle can be added to those discussed above. Control of movements must be centralized at the highest level at which it can be effectively exercised.

b. Stated another way, the problem of the supply manager is not only *what* items to supply, but also the most efficient way by which to provide those that must be supplied.

- (1) The supply system in the field army exists for only one purpose—to support troops in combat and their supporting forces. The Army has developed a system of reports for measuring the adequacy of supply both in quantitative and qualitative terms. One aim of the supply manager in this area is to reconcile the need for simplicity in requisitioning procedures with the equally urgent need for selective and adequate control of supplies moving through the system.
- (2) The use of automatic data processing equipment and improved communications is changing the mechanics by which control is accomplished. These things do not change, however, the fundamental factors of the processes involved. The field army supply system remains dependent upon an effective communications network and transportation support. It is the task of supply management to appraise and control the whole process of supply not as distinct and separate functions, but as interrelated chain of activities from procurement through distribution to consumption or disposal.

Section III. SUPPLY MANAGEMENT RESPONSIBILITIES

9. General

Responsibility is an inherent condition of military command. Within the limits of the

command it is total. No commander can evade any part of it. He can lighten its burden by properly organizing his staff and by intelli-

gently delegating directorial, supervisory, and operational authority. Earlier paragraphs of this manual suggested factors that have influenced the staff structure at each command echelon in the field army. It is now necessary to examine briefly the even greater impact these factors have had upon assessment of staff responsibilities.

10. Field Army Level

A field army is an administrative and tactical organization consisting of a headquarters and a variable number of corps and supporting troops. Its size and composition are determined by its mission. In this manual, a field army is a type force with three corps and of four divisions each—two infantry divisions, one armored division, and one mechanized division. This is a purely arbitrary configuration designed to serve as a basis for the exemplification of organizational and operational features, all of which may be scaled to similar forces of other composition. In any event, the field army commander is responsible for all tactical, combat, support, and combat service support forward of the army rear boundary. Depending upon organization within the theater, he is answerable to an army group commander, task force commander, theater army commander, or theater commander for the tactical and administrative operations of his army.

a. At army, plans encompass the entire field of consideration involved in projected operations. To illustrate the scope and magnitude of these activities at the field army level, it has been said that planning at field army headquarters is projected at least two army operations ahead. Consequently, the formulation of details of employing means in the execution of these plans must be developed by other headquarters. Tactically, development of these detailed plans constitutes the principal planning activities at corps and division headquarters. Insofar as combat service support is concerned, the details of execution as well as the control of the means are vested in the FASCOM.

b. This is not to say that establishment of FASCOM has relieved the field army commander of responsibilities for combat service support. To the contrary, the field army commander transmits to FASCOM orders for exe-

cution of the logistical plan established by his headquarters. The FASCOM commander is responsible to him for executing most of the combat service support provided to the field army. What the establishment of FASCOM has done is to make clear the distinction between and emphasize the direction of general staff activity at each level of command insofar as combat service support is concerned.

c. For supply support, whether at field army, corps, or division, one general staff section is the focal point. In field army headquarters (fig. 1) this is the section headed by the assistant chief of staff, G4. To accomplish the force-level planning for which the field army headquarters is responsible, this section is oriented on the major aspects of logistics planning rather than operational activities—command policies for the storage, distribution, and documentation of supplies, for example, as opposed to the mechanics of supply operations; highway regulation, traffic control, and coordination of the use of airlift as opposed to transportation operations; and development of plans and policies for coordinated supply and maintenance operations as opposed to assignment of maintenance missions by type of equipment or category of maintenance. Specialist expertise, advice, and assistance, provided within the framework of these aspects, may be divided into two main categories—planning and current operations activities.

(1) Planning activities include—

- (a) Determination of broad requirements for units, supplies, and equipment.
- (b) Establishment of priorities and allocations.
- (c) Preparation of policies, plans, and directives for combat service support.
- (d) Coordination with theater army, TALOG, FASCOM, corps, and divisions; and with such other Services and Allied groups as may be necessary.
- (e) Provision of advice and assistance to the field army commander and staff.

(2) Current operations activities include—

- (a) Adjustment of priorities and allocations.

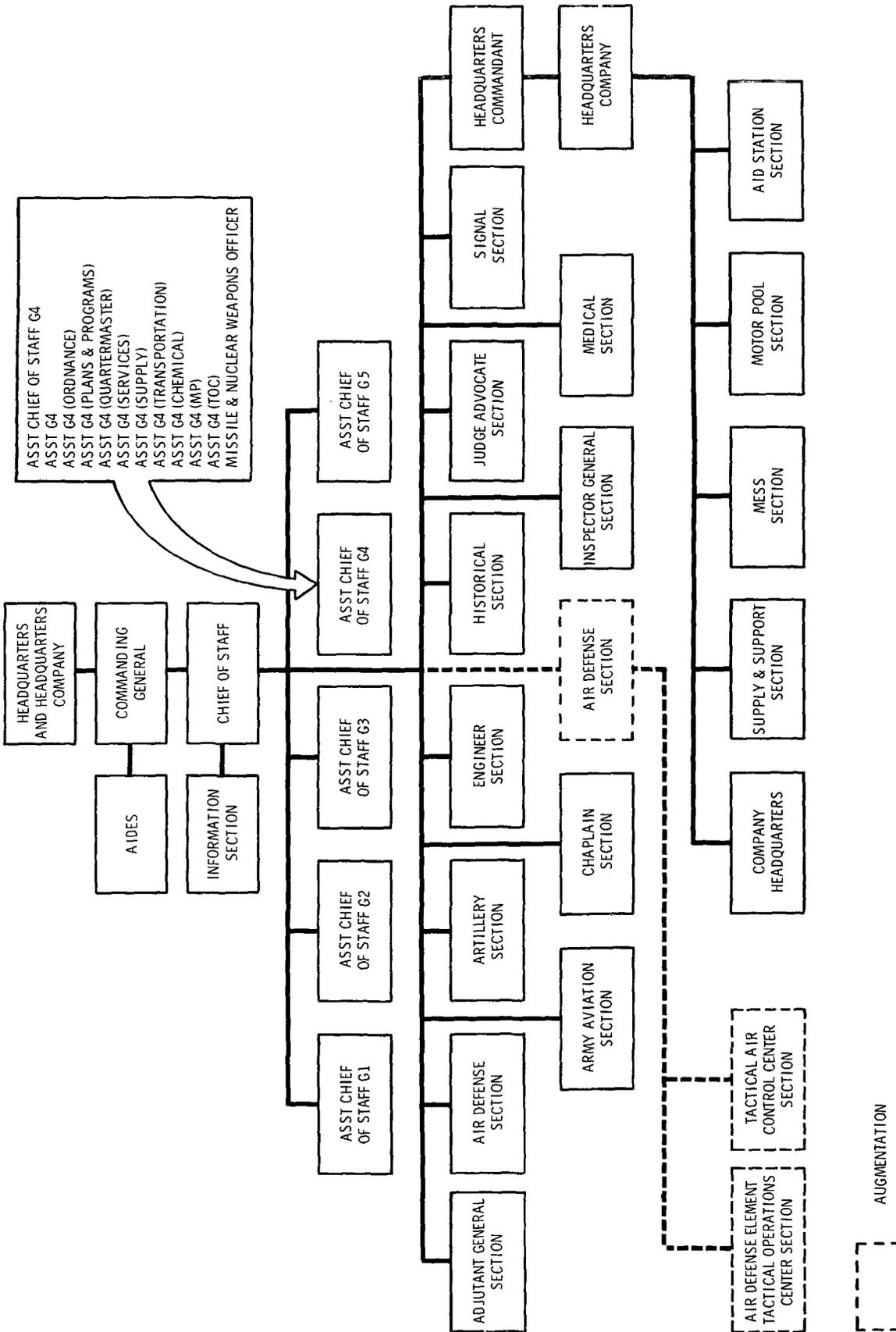


Figure 1. Field Army Headquarters.

- (b) Interpretation of policy.
- (c) Change or revision of plans in accordance with requirements of the situation.

d. Specific functions provided by the specialists within the section are indicated in appendix II. The authority that the field army commander assigns or delegates to FASCOM determines the manner and degree to which these functions are provided at the field army level.

11. Field Army Support Command

The field army support command (FASCOM) provides centralized control for combat service support, except personnel replacements and construction, in the field army. FASCOM commands, directs, and supervises all combat service support units assigned or attached to the field army. It exercises territorial control over the field army service area, including the planning and conduct of rear area security and area damage control operations.

a. The FASCOM commander is the principal executive for combat service support in the field army. He discharges his responsibilities through the effective use of his staff; an inventory control center; support brigades, and army-wide services (fig. 2).

b. The FASCOM commander has been provided a staff corresponding essentially to that of a Logistical Command C as described in FM 54-1. It differs in that the principal staff members are designated assistant chiefs of staff rather than directors (fig. 3), a feature which aligns it with the field army headquarters. The focal point for supply matters in the FASCOM headquarters is the section headed by the assistant chief of staff, supply. Specific duties of selected personnel are detailed in appendix III.

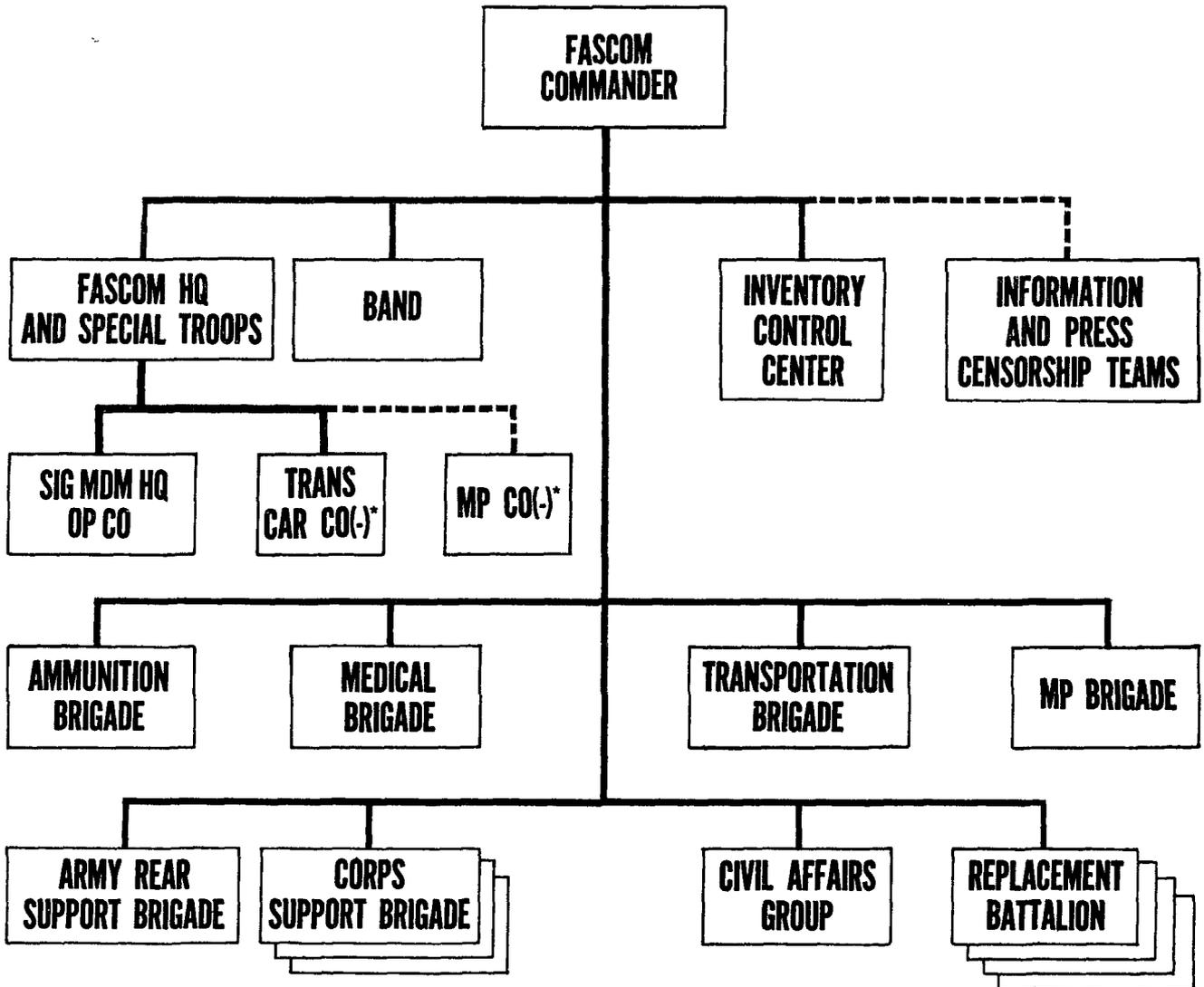
c. For the operational planning and direction which are the main activities of the FASCOM headquarters, the staff for the assistant chief of staff, supply, is oriented on functional areas rather than service-assigned responsibilities—subsistence, textiles, and petroleum, for example, as opposed to quartermasters; construction and surface material as opposed to engineer; and mobility, aircraft material, and repair parts as opposed to ordnance and transportation. To perform these functions, the staff element may be internally organized as shown

in figure 4. So organized, the assistant chief of staff, supply, plans, coordinates, and supervises the activities listed below. He also exercises control over the stock management activities performed by the FASCOM inventory control center (ICC).

- (1) Determination of supply requirements for the FASCOM and supported forces.
- (2) Acquisition, receipt, storage, distribution, and documentation of supplies and equipment.
- (3) Allocation, within established priorities, of weapons, munitions, supplies, and equipment in critical supply within FASCOM and within the field army. The priorities for items in critical supply within the FASCOM are established by the assistant chief of staff for security, plans, and operations. The priorities for items in critical supply within the field army are established by the field army commander.

d. The inter-relationship in regard to the assignment of priorities and allocations of supplies is indicative of the coordination necessary among the staff elements of the FASCOM headquarters, which are covered in detail in FM 54-3. It is necessary here, however, to outline some of the broad areas of interest to these sections to indicate the coordination necessary for effective supply management.

- (1) The assistant chief of staff, services, is a position added when the directorate-type organization is used. The section headed by this officer is concerned with, coordinates, and supervises such activities as the acquisition, rehabilitation, maintenance, and disposition of real estate and utilities; communications; movements control, to include movement of supplies by water, rail, highway, air and pipeline; local procurement of material and services; and provision of such services as laundry, bath, clothing exchange, and decontamination. Graves registration is a matter of concern to the assistant chief of staff, personnel.
- (2) The assistant chief of staff, maintenance, plans, coordinates, and super-



***ALSO SUPPORTS FIELD ARMY HEADQUARTERS AND THE ARMY REAR SUPPORT BRIGADE HEADQUARTERS**

Figure 2. The field army support command (FASCOM).

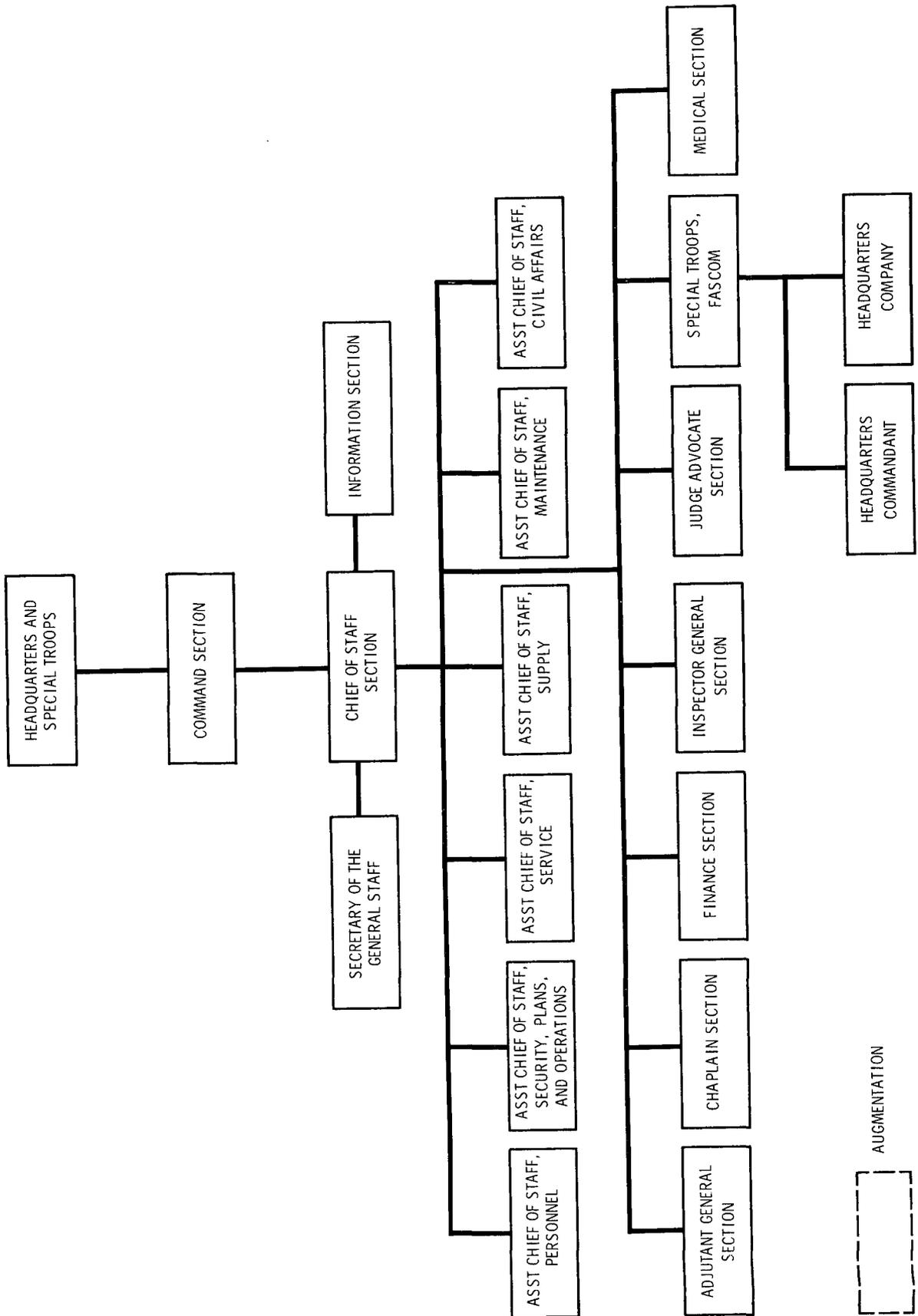


Figure 3. Headquarters and special troops, field army support command.

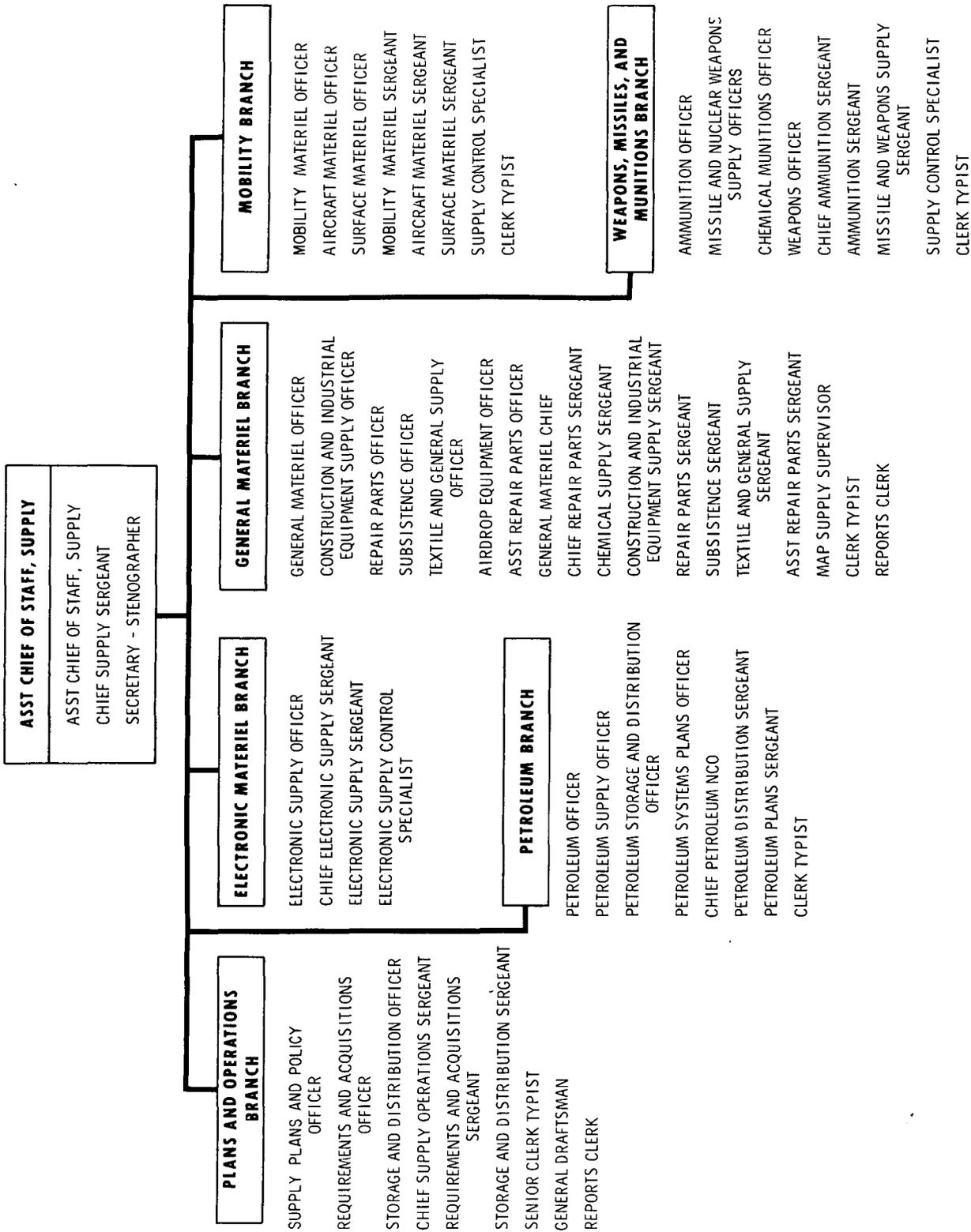


Figure 4. Assistant chief of staff for supply, field army support command.

vises activities pertaining to—

- (a) Maintenance and repair of material.
- (b) Maintenance management, to include those aspects performed by the FASCOM inventory control center. In this connection, he coordinates with the assistant chief of staff, supply, in the development of policies and operational instructions for performance of maintenance activities issued to the FASCOM ICC and subordinate support brigades.
- (c) Material readiness.
- (d) The equipment records system and associated maintenance data collection, analysis, and reporting functions.

12. Inventory Control Center

The heart of the supply management system for the field army is the centralized inventory control center (ICC). The center is organic to the FASCOM and is equipped to receive, retain, collate, integrate, analyze, and disseminate complete and current information on all supply transactions and associated data. More specifically, the center provides integrated material inventory management for all classes of supplies for the field army, using automatic data processing and related equipment. The center is organized into a headquarters, mission elements and headquarters company. These elements are discussed individually in appendix V.

a. Successful accomplishment of the center mission and the proper discharge of the FASCOM commander's responsibilities require that the center—

- (1) Maintain a continuous study of the supply system within the field army.
- (2) Determine the effects of new or modified directives on the system.
- (3) Review and analyze demands for the purpose of recommending additions or deletions to authorized stockage list and adjustments to requisitioning objectives.
- (4) Receive and process requirements from support brigades, army-wide ammunition brigade, and the medical depot.

- (5) Compute requirements for equipment and supplies for all elements of the field army.
- (6) Initiate action and fulfill supply requirements by requisition on the communications zone, local procurement, or redistribution of stocks among support brigades.
- (7) Direct disposal of surpluses, as required.
- (8) Direct rebuild of components or of major end items, when such action is authorized.
- (9) Report any significant maintenance data to the FASCOM staff. In this connection, the center may provide a maintenance data collection activity for the receipt, processing, analysis, and storage of maintenance data generated through the Army equipment records system (TM 38-750 and TM 38-750-1);* perform assigned maintenance management functions; and provide feedback data and reports to subordinate units.

b. The center acts as the hub of the entire field army supply system. By design, it makes use of modern machine methodology to insure that FASCOM supply actions are immediately responsive to the field army commander's desires. It provides information necessary to permit centralized control of the allocation of supplies by FASCOM. It defines lines of responsibility and establishes a clear line of separation between overall supply control and supply handling operations. It accomplishes these things under criteria and policies established by FASCOM headquarters, receiving its operational control from the Assistant Chief of Staff for supply.

c. A considerable part of the inventory control center's daily activity is concerned, for example, with determining sources of supply for requests referred to it and with shipments it initiates that are not based on requisitions. Another aspect of its activities is control of stock levels, as that involves interpretation of local demands, seasonal demands, and equip-

* If a centralized collection activity is not established at FASCOM, then collection activities will be established by each brigade. If established at FASCOM, processing of data can be facilitated by use of machine equipment of the inventory control center; if established at brigade, processing of data will be done manually.

ment population. Supply by schedule, to the extent that it can be applied, will also be a major task of the center.

d. The center maintains all prescribed records and provides FASCOM headquarters staff, as a service, "printouts" of supply data and other appropriate information. It assures that FASCOM commander and his staff timely and complete information upon which decisions and planning can be based. It provides similar information to support brigade commanders. Use of data-processing equipment affords the capability of providing such information rapidly and of accomplishing supply actions that are adaptable to machine solution. Commodity management personnel within the center make, within prescribed policies, decisions that require human judgment and perform these functions that are not adaptable to machine operation.

e. The center is staffed to operate without interruption (that is, on a 24-hour basis). When this is not necessary, it may operate at reduced strength and only the data-processing and transceiver elements need operate continuously.

f. Although center actions influence directly or indirectly the operations of FASCOM supply and services units, it is not in the chain of command between FASCOM headquarters and its subordinate elements. The center, moreover, makes a relatively narrow range of operating decisions, and only to the extent prescribed or authorized by FASCOM headquarters for the exchange of information. Such liaison is not used for the purpose of making changes in policies or procedures.

13. Support Brigades

a. The support brigades are the major subordinate units of the FASCOM for the following:

- (1) Supply of class I, class III, and class II and IV supplies (except those provided by the army-wide services).
the army-wide services).
- (2) Provision of maintenance support (except that provided by the army-wide services).
- (3) Provision of legal and such technical and administrative services as graves registration, laundry and bath, per-

sonnel records, and finance disbursing.

b. Support brigades (FM 54-4) are provided on the basis of one per corps and one for the army service area. Each support brigade consists essentially of a headquarters, direct support groups, and general support groups. The exact number of groups assigned or attached depends primarily upon specific support requirements and varies with the overall composition of the force, deployment of units, number of units supported, characteristics of the area, and operational environment. For a field army structure of three corps, each support brigade has two direct support groups and two general support groups.

- (1) Although the corps support brigades are normally attached to FASCOM, the headquarters of the support brigades operating in the corps areas have close working relationships with corps headquarters to insure timely and adequate support. Coordination with corps is required for all aspects of operations, to include space allocation and movement within the corps areas. The support brigades, however, are responsible for support of all army units in their areas of responsibility and for support of other units and agencies as directed.
- (2) Because the missions and functions of support brigades operating in the corps area differ in some respects from those of the support brigade in the army service area, the organizational structures are somewhat different.
- (3) Each of the three forward (or corps support) brigades (fig. 5) contains a headquarters and headquarters company; signal operating company; administrative services units; two direct support groups; two general support groups; and transportation, military police, and finance disbursing elements. A replacement battalion is attached, but for administrative support only.
- (4) The brigade operating in the army service area has been designated as the army rear support brigade (fig. 6). It likewise consists of a headquarters and

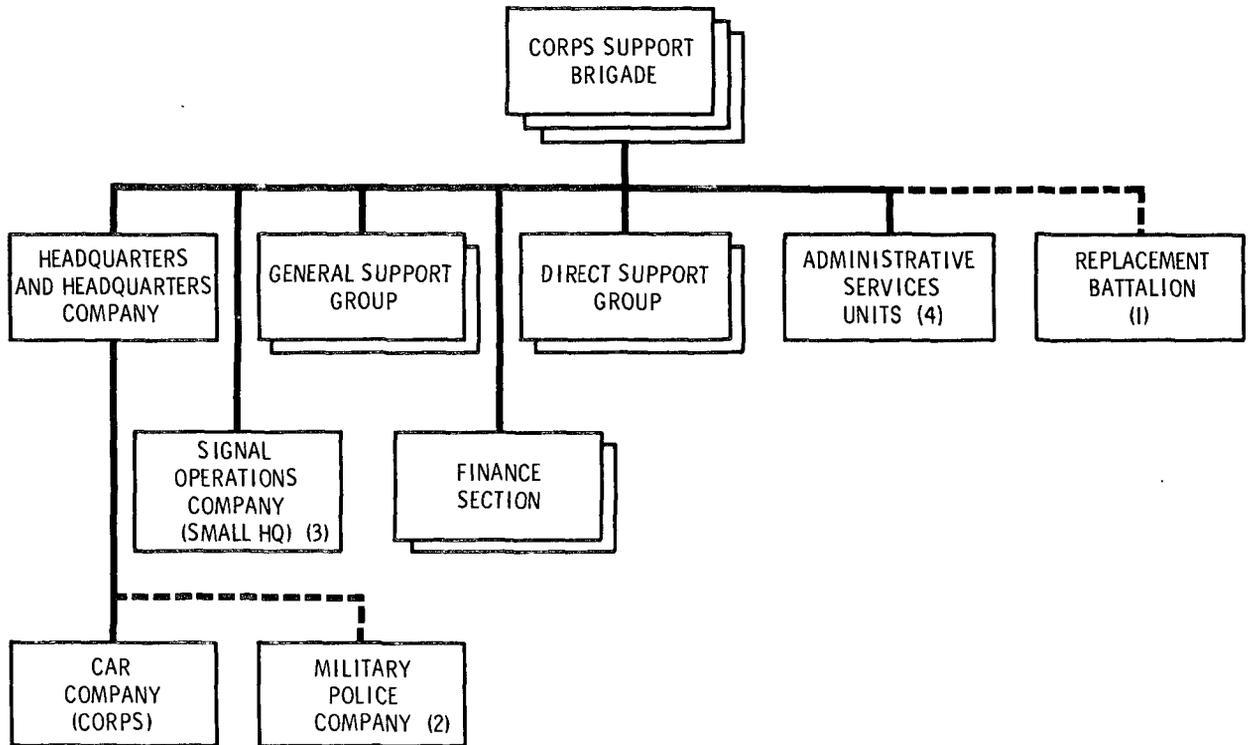
headquarters company, which is identical with the one in each corps support brigade; an administrative services unit; signal operating company; two direct support groups; two general support groups, and a replacement battalion, which again is attached for administrative support only. In addition, this brigade also has a quartermaster air delivery company and area damage control, military police, and finance units.

c. In composition, support brigade headquarters (fig. 7) parallel FASCOM headquarters. The general staff sections are functionally organized rather than oriented or service-assigned responsibilities. The specialists members of the Assistant Chief of Staff, Supply, have certain common functions and responsibilities. These are to—

- (1) Advise the support brigade commander and his staff on all phases of support.
- (2) Develop plans for implementation of FASCOM policies and directives on combat service support for the units supported.
- (3) Recommend policies, procedures, and operational instructions for its subordinate direct support and general support units.

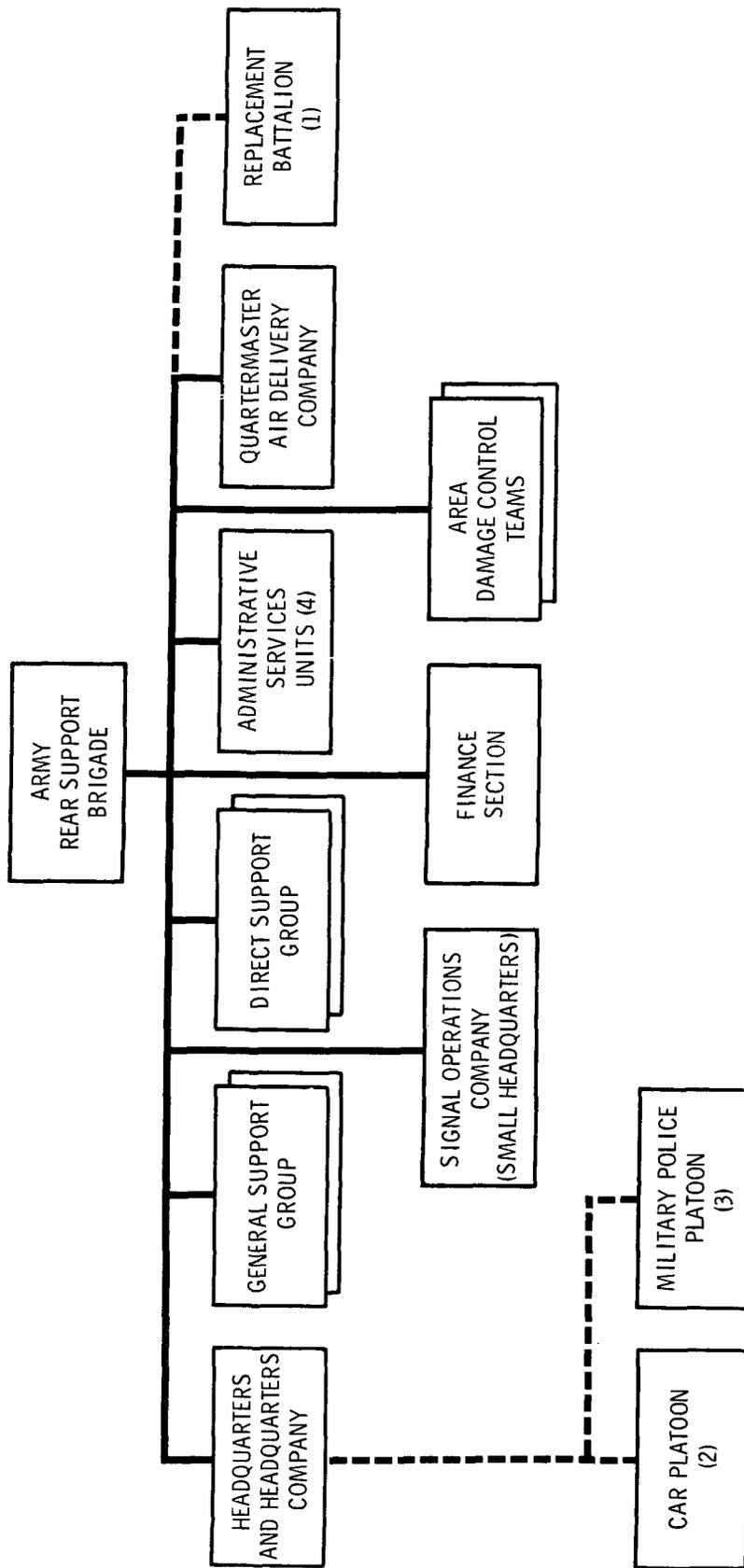
d. Certain staff members have other specific functions and responsibilities. These are discussed in appendix IV. In all cases, the duties indicated are performed within the following framework:

- (1) Support brigade headquarters exercise command and control through issuance of mission-type orders to subordinate units.



- (1) Assigned to FASCOM, but under operational control of field army.
- (2) Organic to MP brigade; also supports corps headquarters.
- (3) Provided by field army signal service.
- (4) Includes Personnel Service Company, Army Postal Units & Special Services Detachment.

Figure 5. Corps support brigade.



- (1) Assigned to FASCOM, but under operational control of field army.
- (2) Organic to car company supporting FASCOM headquarters.
- (3) Organic to MP company supporting FASCOM headquarters.
- (4) Includes Personnel Service Company, Army Postal Units & Special Services Detachment.

Figure 6. Army rear support brigade.

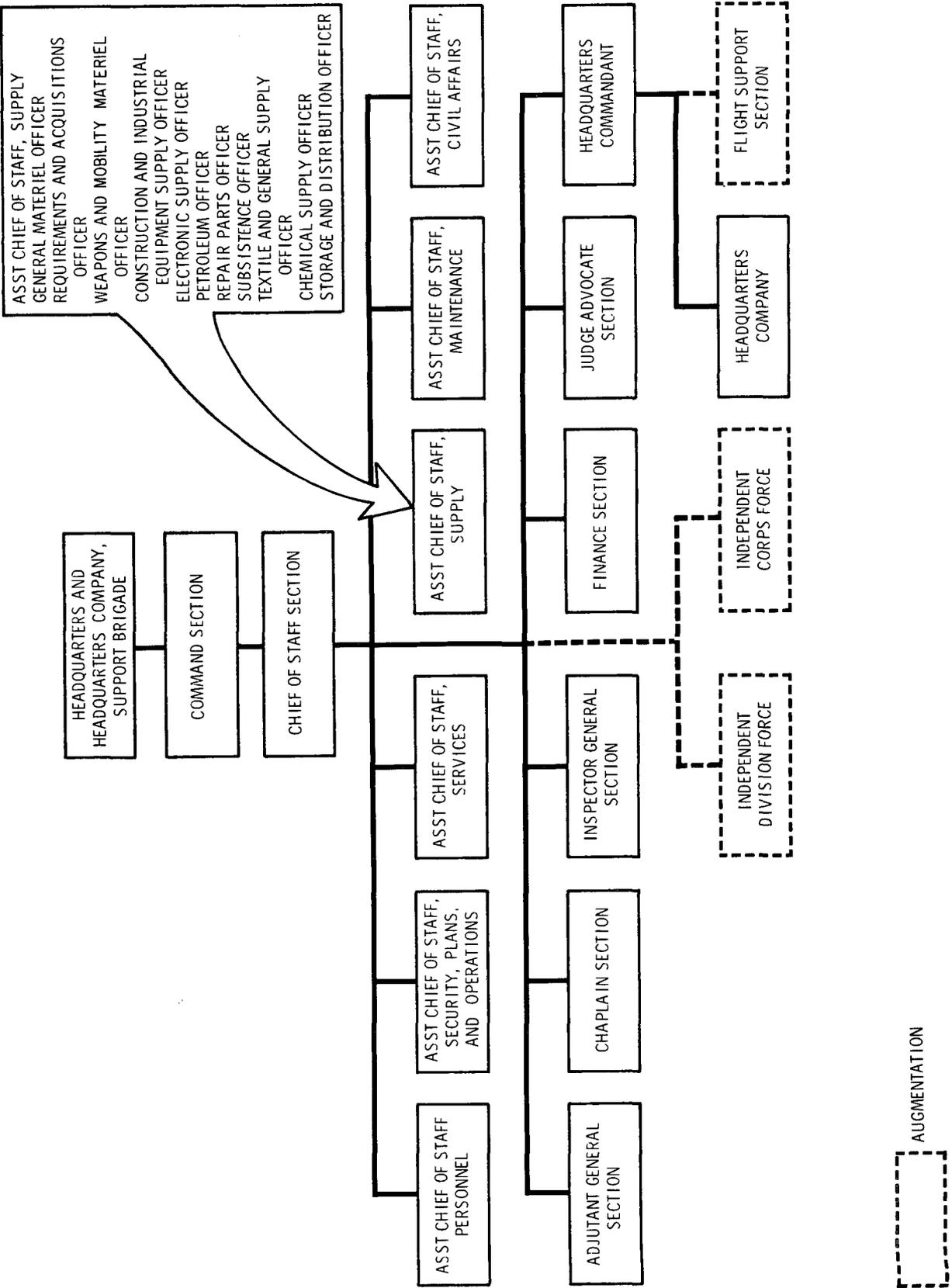


Figure 7. Support brigade headquarters.

- (2) The brigade staff is involved only with policy planning and staff supervision. Its primary function is to provide staff guidance and assistance to operating units.
- (3) Although the corps support brigades have a close working relationship with corps headquarters, the support brigades are responsible to FASCOM for combat service support functions.
- (4) Brigade headquarters has as its basic purposes development, use, and control of personnel and facilities to accomplish assigned missions.
- (5) The main function of the support brigades staff is the balancing of workload between major units of the brigade. This includes the assignment of missions to direct support and general support groups, allocation of tasks to direct support and general support groups, and the transfer of functions between units of direct support and general support groups when required.
- (6) Support brigade headquarters enter the supply system on a "management by exception" basis only, i.e., for controlled items.

14. Support Groups

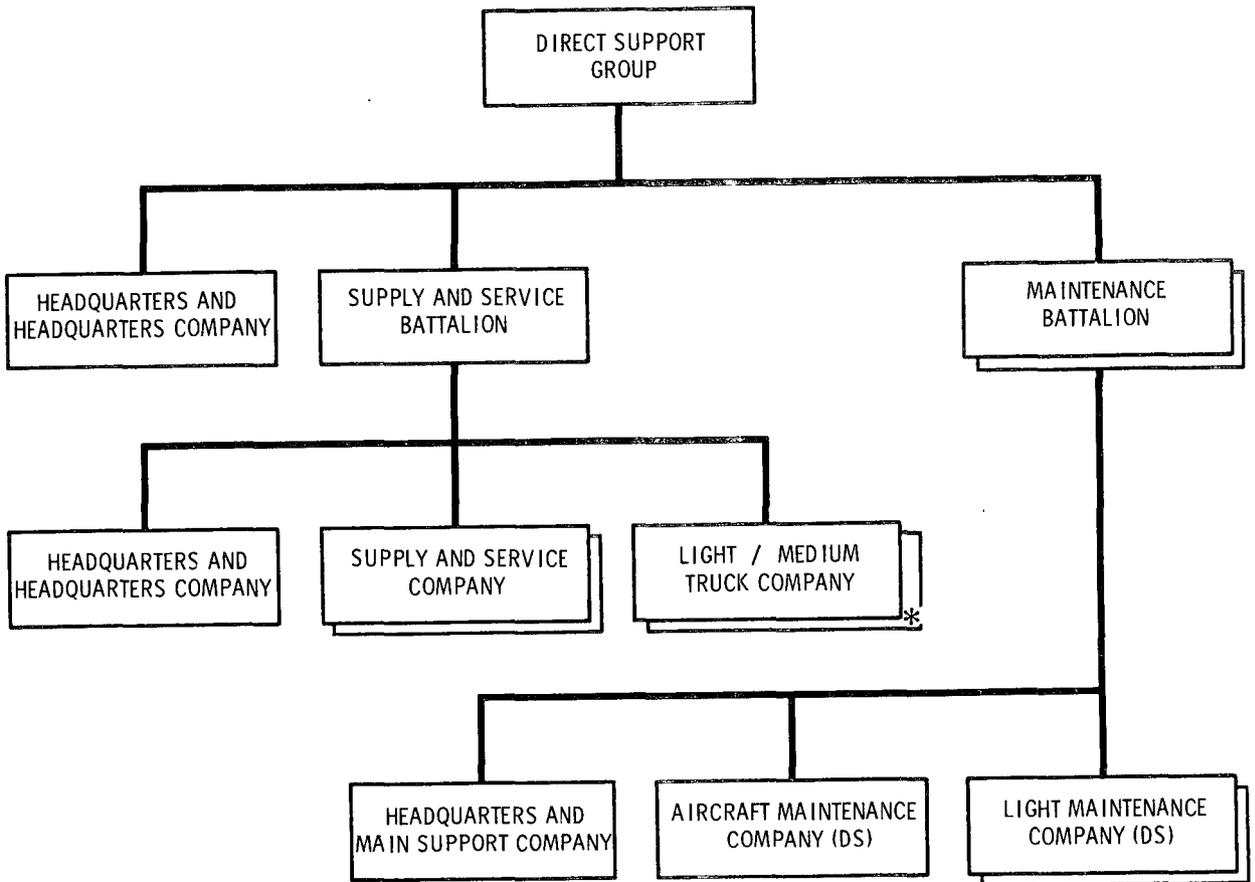
Support groups are the major operating elements of the support brigades. They provide support to divisions and nondivisional troops and units in the combat units. There are two basic configurations—one for direct support groups, the other for general support groups. The groups, both direct and general, represent an evolutionary extension of present doctrine for combat service support in that they are functionally organized. Each consists, in other words, of units that specialize in either supply or maintenance instead of composite supply and maintenance units oriented on technical service responsibilities.

a. Direct support groups provide retail support to nondivisional units in the combat zone. Each group consists essentially of a headquarters, supply and service, and maintenance elements (fig. 8). The pattern of organization is the same whether the group is assigned to a corps support brigade or to the support brigade operating in the army service area. For

special cases, or in certain task organizations, however, the group may have other combat service support elements attached from either the general support groups and/or the army-wide brigades.

b. General support groups provide wholesale support to divisions and direct support groups. Each general support group consists essentially of a headquarters and battalions of supply and service and maintenance units. Types and numbers of units depend upon specific support requirements, overall composition of the force, kinds and deployment of units to be supported, and operational environment. A type organization for a general support group in a corps support brigade appears as figure 9. A type organization for a general support group in the rear support brigade appears as figure 10. The supply and service aspects of general support are discussed in FM 29-45; the maintenance aspects are covered in FM 29-22 and other publications listed in appendix I.

- (1) Despite differences in organization, there is a high degree of similarity in general support group operations in corps and army service areas. This is due to common mission and responsibilities of group headquarters. These are unique in terms of current organizations for the field army. The functionally-organized group headquarters (fig. 11) has as its basic purpose the efficient development, use, and control of personnel, material, time, and facilities required in the accomplishing of assigned missions. This involves collecting, sorting, collating, storing, and furnishing information and preparing and transmitting estimates, plans, and instructions. In summary, this headquarters is responsible for command, staff planning, supervision, and management of subordinate units and personnel. Staff members advise and assist the group commander in development of plans for forthcoming operations, prepare implementing directives, and inspect subordinate units to insure that established policies and procedures are being followed. They advise on general location and displacement of subordinate units and,



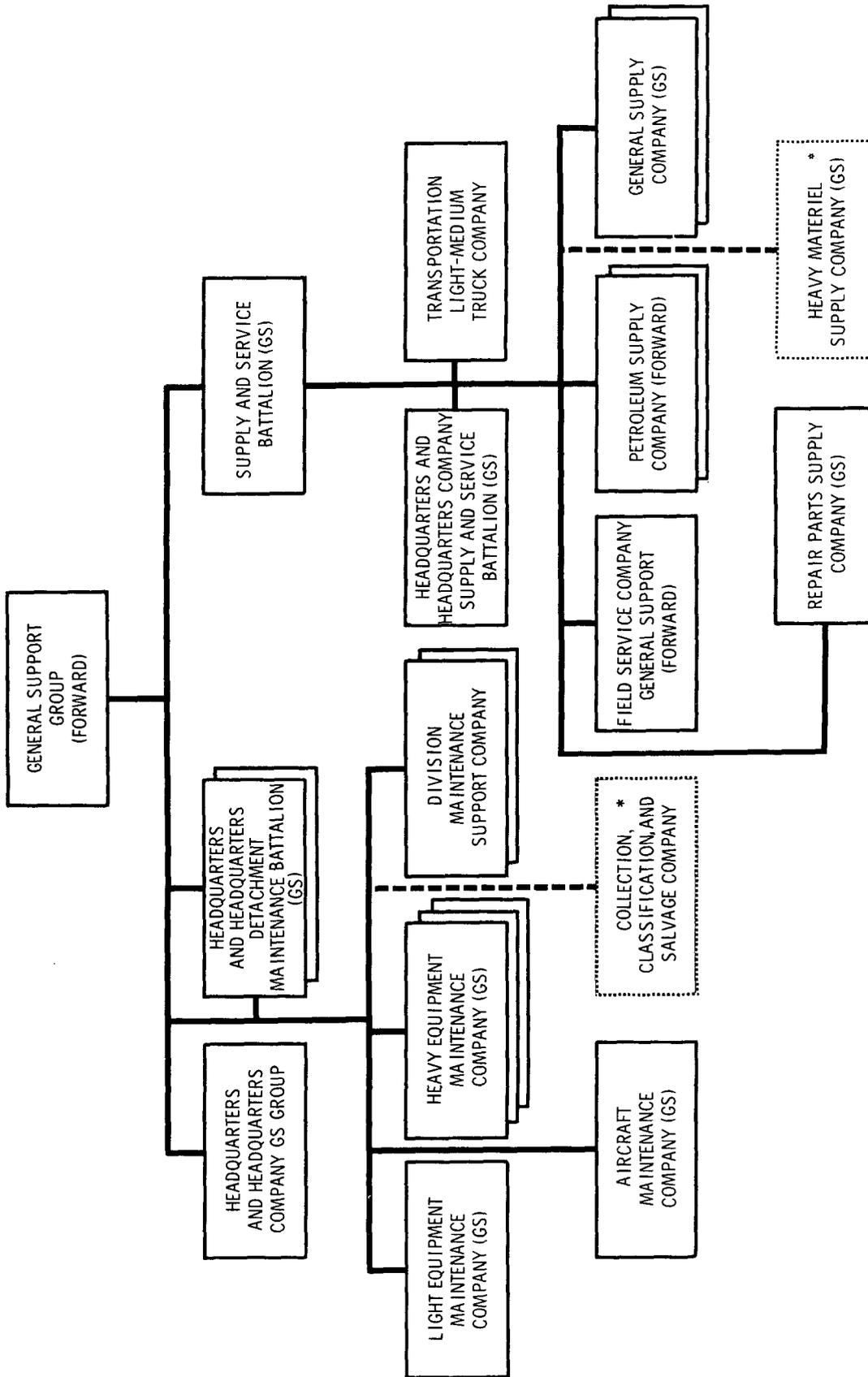
* ONLY IN ARMY SERVICE AREA

Figure 8. Direct support group.

when requested, provide technical assistance to operating companies. Their participation in supply operation is normally limited to controlled items only. Battalion headquarters are the offices of record for routine supply actions. Group headquarters manage by exception.

- (2) The service, supply, and maintenance section is the element of the headquarters concerned with combat service support activities to be performed by subordinate operating units. It may be internally organized as shown in figure 12. The common responsibilities of the staff officers are to—
- (a) Engage in planning for supply and maintenance operations for periods extending up to 30 days hence, but normally in the range of 10 to 55 days.

- (b) Advise on the application of supply and maintenance policies and prepare implementing directives.
- (c) Inspect subordinate units to insure that established policies and directives are being followed.
- (d) Maintain liaison with their counterparts and support brigade headquarters.
- (3) In addition to these common activities—
- (a) The maintenance element maintains liaison with the materiel management with the materiel management.
- (b) The service element coordinates and supervises the group food service program and the performance of field service activities.
- (c) The transportation element coordinates to insure the effective utilization of organic transportation re-



* ONE UNIT AUTHORIZED PER CORPS.

Figure 9. General support group, corps support brigade.

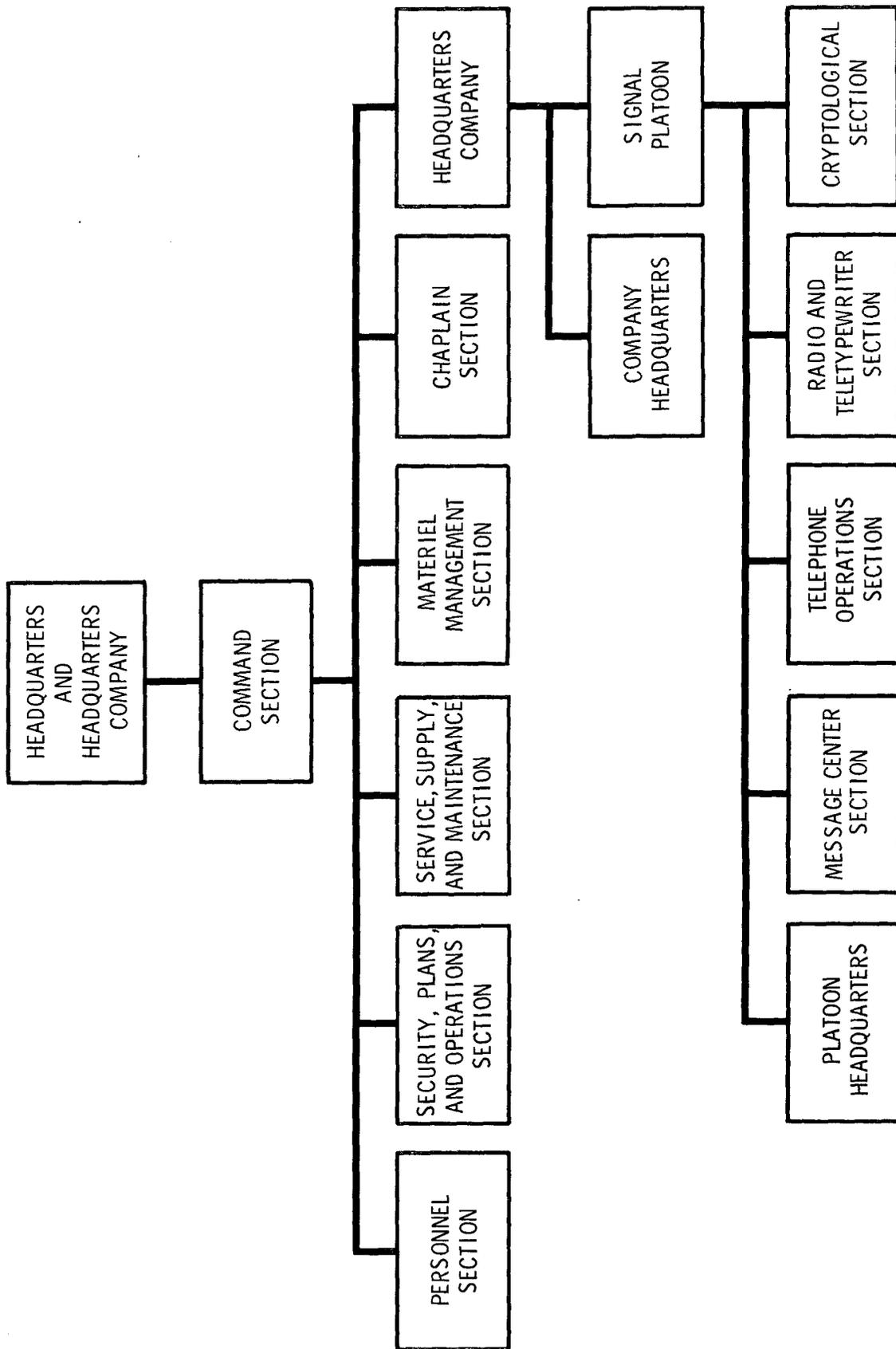


Figure 11. General support group headquarters.

sources available to the group, and in coordination with other staff members recommends priorities for use of organic transportation resources and those provided by the transportation army-wide service.

- (4) There is one area that does require active daily participation by group headquarters. This is coordination needed to maintain the proper balance and relationship between group supply and maintenance activities. For this purpose, each group headquarters has a materiel management section as part of its structure (app. VI). This section is usually located with the headquarters of the supply and services battalion to facilitate coordination with the battalion supply office. This coordination covers such matters as supply of repair parts for large-scale maintenance projects and disposition of materiel on which maintenance has been completed.

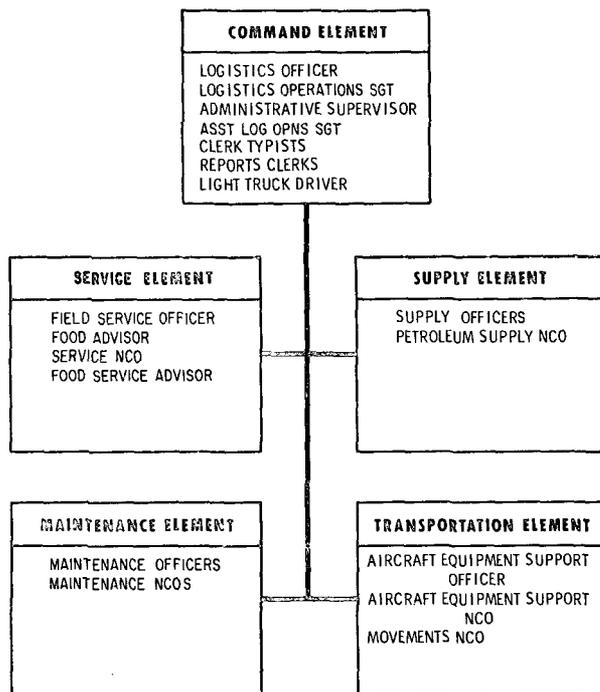


Figure 12. Type organization, service, supply, and maintenance section, general support group headquarters.

15. Army-Wide Services

There are within the field army certain combat service support functions with characteris-

tics that make it impractical to integrate them into the structure of the support brigades. Accordingly, they are provided as army-wide services. Some are provided by the FASCOM. Others, because of additional considerations, are provided under direct control of field army headquarters. Those provided by the FASCOM are ammunition, medical service, transportation, military police, and civil affairs.

a. Ammunition services is provided by the ammunition brigade. It is covered in FM 9-6 and includes conventional ordnance and chemical ammunition; special ammunition; missiles, rockets, and ancillary control and launching equipment; special tools and test and handling equipment peculiar to the support of mission items; and repair parts, assemblies, and maintenance operating supplies for mission items. The brigade also provides explosive ordnance disposal service.

b. Medical service is provided by the medical brigade. The brigade furnishes dispensary-type medical service on an area basis and hospitalization to all elements of the field army. It also provides medical supply and maintenance service; patient evacuation; and dental, veterinary, and laboratory services. Medical service in the field army is covered in FM 8-16.

c. Transportation service is provided by the transportation brigade. The brigade provides line-haul motor transport of dry cargo and personnel. It provides army airlift capability for select cargo and replacements. It provides transfer service at air, rail, and highway terminals. It provides for local distribution, as required, of dry cargo and personnel.

d. Military police service is provided by the military police brigade. Its mission is to enforce discipline, law and order, and to provide traffic control, evacuation and custody of prisoners of war, and deflection of refugees and others from priority road nets. It also assists lost units in movement to their destinations; returns stragglers to their units; controls circulation of individuals, prevents, detects, and investigates crime; and assists in rear area security and area damage control.

e. Civil affairs support provided by an organization tailored specifically to the type of civil affairs operations being conducted. There is, however, a basic organization designed to control civil affairs activities in the field army. Its

composition and operation are outlined in FM 54-3.

f. The field army replacement system is controlled directly by field army headquarters. The system consists of replacement battalions,

which are the operating units, and a functional staff element included as part of the Adjutant General staff section of field army headquarters. The replacement battalions are assigned to FASCOM, but for administrative control only.

Section IV. SUMMARY

16. General

In a strict sense supply management in the field army exists at the FASCOM level exclusively. Everything above is coordinative in nature, force-wide in scope, and general in intent. Everything below—support brigades and army-wide services—is operational in mission, specific in scope, and detailed in application.

a. FASCOM is the executive agency of the field army combat service support structure. It represents the highest level of supply management in the field army. Through the ICC, as appropriate, it—

- (1) Maintains cognizance of the field army inventory of items for which it is responsible.
- (2) Controls the positioning of stocks to eliminate unnecessary crosshauling and backhauling.
- (3) Computes quantitative requirements and stockage objectives for subordinate echelons.
- (4) Designates and maintains control of critical items and of items in the maintenance floats.
- (5) Procures or redistributes assets of the field army.
- (6) Initiates action leading to disposal of stocks.
- (7) Designates priorities and allocations.
- (8) Processes requisitions and reports from subordinate echelons.
- (9) Controls entrance of items into the field army supply system.

b. General support battalions represent the middle management levels. For items that are not controlled at support brigade level, they have duties that parallel the following:

- (1) Protecting and preserving stock in storage.
- (2) Issuing supplies against proper docu-

ments to authorized troop units and other customers.

- (3) Maintaining authorized stock levels and replenishing inventories by placing requests or demands on appropriate source of supply.
- (4) Maintaining records of stocks in storage and stocks due in and checking stocks on hand against inventory records at periodic intervals.
- (5) Placing on authorized sources of supply consumer requests for supplies not available for issue.

17. Principles and Objectives

a. In the critical functions that make up supply management, control may be regarded as the vehicle through which the management process is accomplished. Control is an inherent element of delegation. By its careful exercise, the manager can focus his attention on the unexpected or the extraordinary leaving the routine to the normal processes of execution. This does not mean that manager can delegate downward only or that his own accountability to his superiors is diminished by the delegation. On the contrary, control occurs largely after the fact; and this is a consideration that makes clear statements of policy absolute necessities. For supply management, such policies should be designed to reduce the time lag between performance and management actions.

b. To this end, the establishment of FASCOM and the functional structure of combat service support system have made possible an alignment of general staff organizations that emphasize the direction of activity at each level of command. At each, to varying degrees, organization has been oriented on systems and broad functional areas rather than service-assigned responsibilities. The impact of this organization

on actual supply operations is the subject of the next chapter.

c. Stock control, supply control, and inventory control comprise the integrated system through which supply management is accomplished.

(1) Stock control is the process by which, through a system of records and reports, pertinent data are maintained on the quantity, location, and condition of supplies on hand, due in, and due out. The function of stock control is to determine the quantities of supplies and equipment available for issue and to maintain records on the location of those items. Stock control however, is more than a record-keeping process. It is a system in itself and, as such, is the cornerstone of supply management. It includes the procedures by which requisitions are filled; shortages and excess discovered and eliminated; and surplus, obsolete, unusable, and unrepairable items located and reported.

(a) Stock control over field army stocks carried by support brigades is exercised, as mentioned, at the general support level. This control covers the supplies and equipment held by general support groups. Stocks in direct support groups are considered issued in the same sense as those in division support commands. There is an exception to this policy. It applies to end items in the maintenance floats of direct support units as these are considered part of field army reserve stocks.

(b) Whenever the situation permits, stock control personnel from subordinate operating units are pooled to form a stock control element at general support supply and service battalion headquarters. In other

cases, the stock control activities are decentralized. In any event, however, control is centralized at battalion headquarters.

(2) Under a system that substitutes responsiveness for stockage, the character of supply operations changes as consideration of "convenience to the user" diminishes in comparative importance. At the direct support level, for example, where convenience to the user is primary consideration, the function of supply consists in the provision of individual items. At the supply management level, where convenience to the user is a secondary consideration, the function of supply consists in the association of items and in the control of the associated items as commodities. Supply control represents the transition between these two functions.

(a) Supply control, by definition, is the process by which demands for an item of supply are balanced against assets of the item to allow for definitive supply action in the form of acquisition, disposal, or allocation. In practice, supply control and stock control are interdependent. Stock control provides information on the status of stocks within the supply system; supply control provides information on materiel entering the system.

(b) Accordingly, supply control within the field army is exercised at the general support echelon where it encompasses the supplies and equipment stored and issued by general support supply and service installations and the transmission of requirements and stock status information. It is exercised at the inventory control center where it is the central and critical activity of commodity management.

CHAPTER 3

SYSTEMS FOR SUPPLY SUPPORT

Section I. GENERAL

18. Philosophy for Supply

Combat service support under environments of greater dispersion and mobility must operate with minimum inventories and reduce the participation of combat forces in the processes of supply. The key to the attainment of both these objectives lies in substituting responsive supply action for stockage. While the achievement of this is an ultimate, rather than an immediately attainable, objective, it is one toward which steps have been taken. Among these are the increased attention and emphasis directed to such techniques as unitization of supplies and to such systems as scheduled supply.

a. Unitization of supplies may be generally defined as the process by which a number of items, like or dissimilar, are packed and packaged so that they can be handled as a unit from time of preparation through storage to issue.

- (1) There are several techniques of preparation. The items can be placed in a container or the items may be securely bound or strapped together. The container or the load can then be placed on a pallet. The intent here is the determination of a balance between a total "loose cargo" operation and total containerization. It must be recognized that optimum containerization would require initial preparation at a manufacturer's plant and delivery, unbroken, to a consuming unit.
- (2) Such a procedure would involve a determination of requirements with an exactitude hardly obtainable in conflict of any intensity. There will be a point in the distribution system at which loads must be broken down or from which distribution or loose cargo is the more advantageous and expeditious means. Management is necessary to determine or to estimate the

"breakpoint" based on the peculiarities of the various commodities of supplies.

b. Scheduled supply is the system by which the supplier calculates the quantities of essential items for using organizations and ships them forward without requisitions on schedules that are agreeable to the user and which he can change by notification to the supplier. The speed of computation and communication inherent in the automated processes visualized makes it feasible to adapt some principles of scheduled supply to subsistence, petroleum, and general supplies with a recurring uniform demand or for which requirements are predictable with a reasonable limit of accuracy. Again, it is necessary to apply judgment to fix the balance between the system that employs maximum supply by schedule and on one which it is used proportionally. Generally, the system should be capable of accepting any percentage of supply that can be scheduled to the extent that military practicality allows.

c. The system should likewise be capable of accepting any percentage of throughput distribution that may be feasible. Generally speaking, the system anticipates that communications zone transportation will bring all supplies into the combat zone and, wherever possible, into the areas where the supplies will be consumed. Obviously, differences in areas of operation, tactical plans, enemy capabilities, and similar factors will influence the amount of throughput that can be built into the system. It is important, however, that the objective of throughput distribution be recognized and that every effort be made to realize advantages from its potential. It is anticipated that, as an attainable objective, about 25 percent of all supply shipments will bypass the next lower echelon (fig. 13). This means, in application, that—

- (1) General support units in the corps and army service areas receive about 75 percent of their requirements direct from supply installations in the communications zone on COMMZ transportation. The remaining 25 percent is transshipped in the army service area, that is, transferred from COMMZ to field army transportation for further delivery.
- (2) General support units continue the pattern by making shipments that bypass direct support installations, whenever practicable. Again, it is anticipated that major divisional units and major nondivisional units can expect to receive about 25 percent of their requirements from general support installations on general support group vehicles or transport pro-

vided by the transportation brigade. Division support commands and direct support groups can expect to receive about 75 percent of their requirements from general support units in the same manner.

d. Automated data processing systems and improved communications, applied effectively, can assist in overcoming many problems in supply management by providing facilities that far surpass previous capabilities for accumulation and transmission of data incident to supply. It must be recognized, however, that automated data processing, for all headquarters, is neither subordinate to nor a substitute for effective supply. The equipment serves as a tool for management; not as its replacement. System and service must be mutually supporting in the common objective.

e. In keeping with the responsiveness that

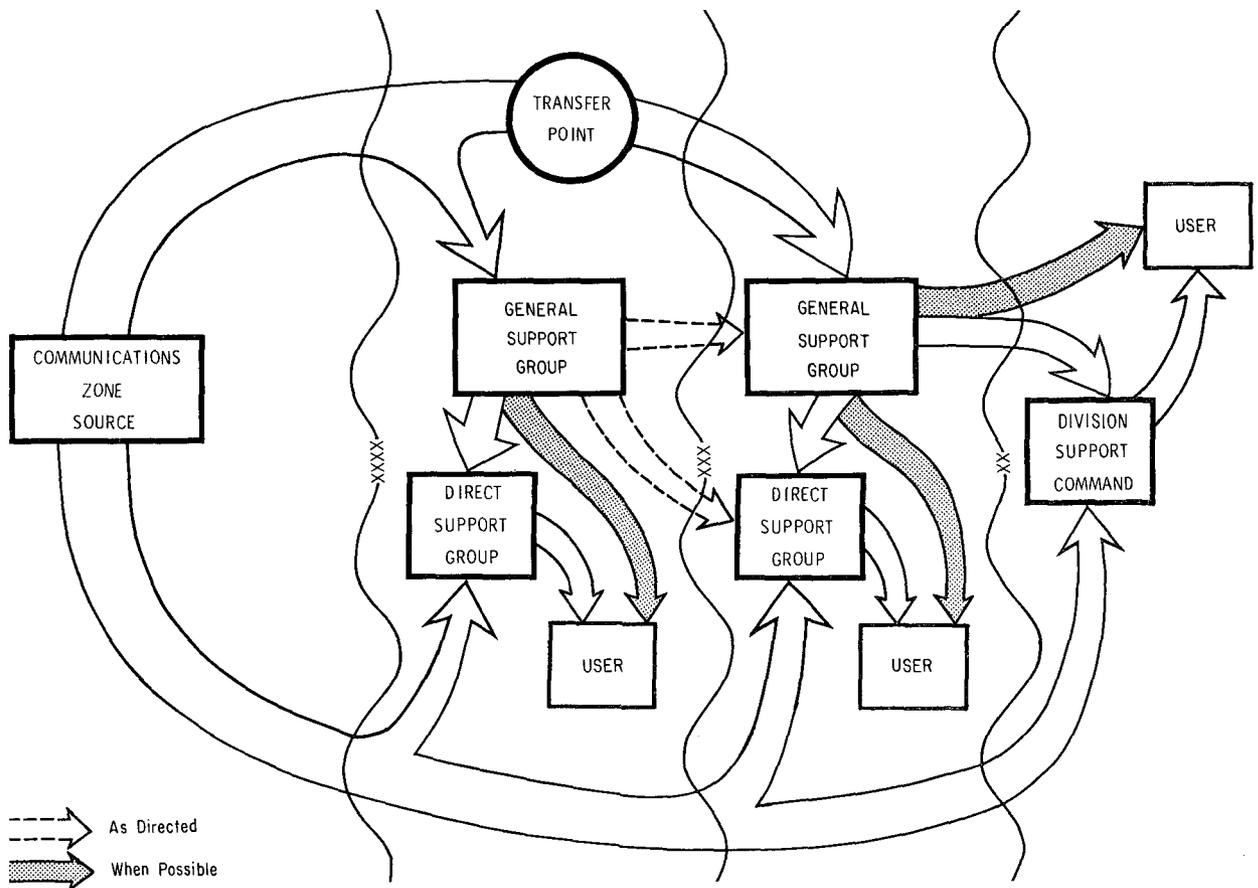


Figure 13. Flow of supplies, schematic.

characterizes the supply system, stockage levels within the army have been established at approximately 7 days of supply.

- (1) Approximately 2 days of supply are maintained at the direct support echelon. The requirement for mobility limits stockage to class I, class III, and class II and IV supplies for which there are high frequencies of demand. Repair parts stocks exceed the 2-day level by varying amounts up to 15 days depending upon the supply characteristics of each item, transportation capability of the unit, and economy in supply operations.
- (2) Approximately 3 days are maintained at the general support echelon for units supported. An additional 2 days for the field army is maintained by general support units in the army service area. Stockages include a greater variety and type of items that are carried by the direct support echelon. These are based on demand criteria and include critical (or controlled) items. Again, repair parts stockage constitutes an exception. Stockage of up to 15 days is authorized to be held as shop stock by general support maintenance units, and additional quantities may be involved when repair parts are required to support large-scale maintenance operations.

19. Operating Guidance

a. The supply system, in its overall aspects, provides the opportunity to recognize groupments of supply beyond traditional classifications, *i.e.*, class I, class II and IV, class III, and class V. This recognition has taken several forms.

- (1) Establishment, within the field army, of four major groupings of supply: general supplies, fuels and lubricants, ammunition, and medical items.
- (2) Inclusion under the general supply grouping of subsistence (class I) and all class II and IV items, except those associated with missiles.
- (3) Cognizance of the fact, as evidenced by the general supply general sup-

port company, that groupment of commodities for which strength of forces constitutes a basis of issue is a valid extension of operating principles.

- (4) Structuring of supply staffs particularly at command and inventory control levels, on the basis that the supply system is the sum of its several subsystems.

b. These guidelines contain the foundations for the procedures that constitute the pattern for the basic system. Essentially, that system incorporates the standard requisitioning, receipt, and issue procedures (para 8) set forth in AR 725-50 and the provisions of associated regulations for army field stock control (AR 711-16 and AR 711-17).

- (1) While it should be expected that technological advances will bring about different requirements, the basic principles of the standard procedures will remain intact. Likewise, many of the forms used in the system can be expected to be longlived, even though variations may appear.
- (2) The basic pattern is schematically illustrated in figure 14. It must be understood that ammunition and medical supplies are excluded and that there are variations for commodities, like subsistence and bulk petroleum, that can be supplied by schedule under certain conditions. The supply of ammunition is detailed in FM 9-3; the supply of medical items in FM 8-16. Subsequent paragraphs in this section provide additional details for the commodities covered by the classification of general supplies in the field army.

- (a) Essentially, supply demands are submitted by the user to the direct support supplier, either division support command or direct support group. From the direct support level, demands travel to the general support level and then directly to the inventory control center. Control headquarters—division and support brigades—do not enter into routine supply actions.
- (a) The inventory control center fills re-

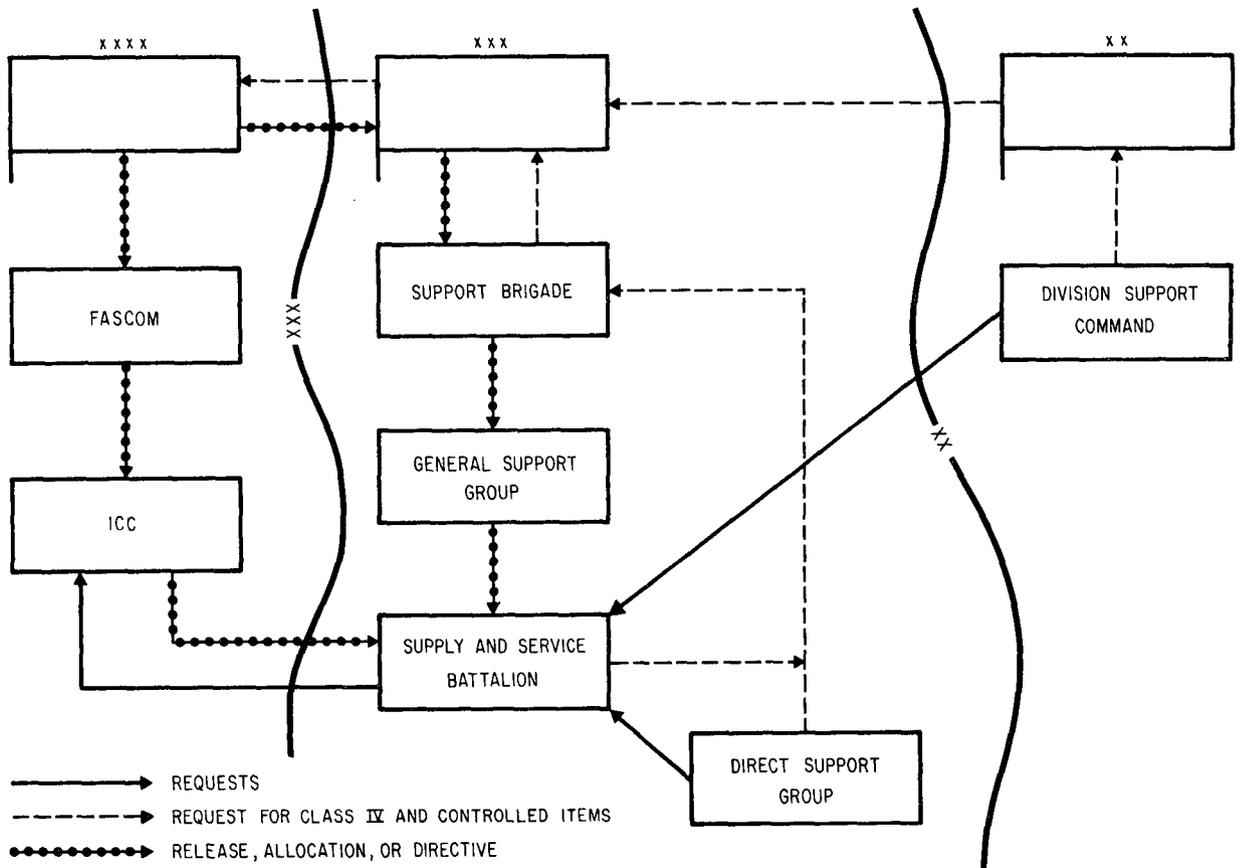


Figure 14. Flow of demands, schematic.

quests from any resources under FASCOM control. The center, acting under policies of the FASCOM, can do this by moving supplies laterally from one forward general support group to another or by moving supplies forward from a general support group in the army service area. General support groups can also make comparable supply transfers between subordinate elements. The inventory control center places replenishment demands and demands for supplies not within the resources of the FASCOM on the communications zone. Demands placed on the communications zone include the requested destination of COMMZ delivery, which may be corps or even division areas.

c. To be more specific about the system being discussed, supply and transport battalions of division support commands are the direct support suppliers for divisional units and supply and services battalions of direct support groups are the direct support suppliers of corps and army units. It is to these battalions that using units submit demands for all commodities except repair parts, which are supplied by division and direct support maintenance battalions; ammunition; and medical supplies. Supply and service battalions of general support groups are the organizations to which supply and transport battalions and direct support supply and service battalions submit their demands for all commodities except those provided by the army-wide services. These are the battalions which deal with the inventory control center on day-to-day supply operations and with command headquarters on policy matters.

Section II. SYSTEMS MANAGEMENT

20. General

This section contains information that extends selected management functions to the several classes of supply at the echelons most concerned with their execution within the field army. In regard to the classes of supply to be discussed, the information is based on the following:

a. Whenever possible, stock control personnel from the operating units of general support supply and service battalions operate as a centralized stock control element at battalion headquarters.

b. Transceiver service is made available from communications support sources (normally TOE 11-500 teams) available to the field army commander.

c. Consumable suppliers, principally subsistence and expendable class II and IV items, are representative of the types most susceptible to scheduling and unitization.

d. Bulk petroleum and packaged petroleum products are processed through the same channels and are delivered as far forward as possible by communications zone organizations.

(1) Bulk fuel is issued primarily on the basis of forecasts of requirements and supply status, or consumption, reports. Initial issues of allocations, if required, are made based upon the forecasts of requirements. Replenishment issues are based on demands or status reports, both of which are after-the-fact actions taken to substitute issues already made during the given period.

(2) In contrast to other classes of supply, bulk petroleum is delivered by tank trucks organic to the petroleum units of general and direct support groups; they are not delivered by the transportation brigade.

e. Class V supply is considered only insofar as the FASCOM inventory control center is concerned.

f. The army topographic battalion issues maps to corps topographic companies, to FASCOM, and to army troops. The corps topographic company issues maps to divisions and corps troops.

21. Class I Supply

a. *Scheduled System.* The ICC determines class I requirements for current consumption. It indicates substitutions to be made to equalize issues and adjusts quantities to cover changes in troop strengths, reserve requirements and other contingencies.

(1) A schedule of deliveries is agreed to by the general support supply and services battalion and its supporting installation in the communication zone. This schedule indicates the time, quantity, types of rations, and locations and identities of receiving units. Deliveries are made as scheduled unless the battalion wishes to modify the schedule for its shipments for any reason. Silence on the part of the battalion indicates that no changes are desired. A conforming schedule is set up between the battalion and divisions and direct support units that it supports. Scheduled deliveries are likewise continued unless the supported unit notifies the battalion that adjustments will be necessary.

(2) Battalion headquarters maintains stock records on class I supplies in each of its general supply companies which perform what are essentially warehousing functions. The company acts as a transfer point for the supplies that cannot be delivered directly from the communication zone to division support commands and direct support groups. Company stockage is rotated in accordance with applicable regulations and procedures.

b. *Nonscheduled System.* Until automatic data processing equipment becomes available and sufficient experience has been gained to permit scheduling, battalion receives requirements from supported units. These may be transmitted by any available and effective means of communication.

(1) At intervals prescribed by the general support group or higher headquarters, battalion headquarters submits to the ICC a status report of quantities on hand. These reports are

the basis for computing class I supply requirements for total quantities of each component to be supplied to supported units during the ensuing period.

- (2) Each general supply company conducts a physical inventory prior to submission of the status reports to insure accurate reflection of stocks on hand. Stock record cards, if maintained, are brought up to date.
- (3) The status reports also serve as instruments for action to replenish stockage in each company to the prescribed level. General support group or brigade headquarters may request information copies of the status reports, for use on transferring or redistributing stocks between battalions or to balance the support workload if such action becomes necessary.
- (4) The class I stockage of each company is a working stock subject to daily movement. Since the possibility of deterioration is slight, temporary storage facilities will be adequate. When items are received, personnel of the class I section check types, quantities, and condition of supplies and tally them in on the accompanying shipping document. To make issues, section personnel check records of quantities on hand; prepare the shipment; make substitutions when necessary; and prepare a shipping document. The shipping document is annotated, if necessary, to show substitutions and other actions taken to equalize issue and a copy is retained as a tally out.

c. Management Actions. Whether subsistence is supplied by schedule or by requisition, certain managerial actions are performed at FASCOM and at the general support level.

- (1) FASCOM, for example—
 - (a) Computes and establishes stockage objectives for subordinate echelons.
 - (b) Determines class I requirements for current consumption.
 - (c) Maintains records of asset data by processing transactions that change quantity, condition, location, and identification of items in all sub-

ordinate support group locations.

- (d) Establishes class I supply levels for field army supply installations.
- (e) Develops class I supply distribution plans.
- (f) Advises the inventory control center on substitutions, on actions where supply is limited, and similar class I supply problems.
- (g) Prepares and arranges for distribution of menus and menu changes.
- (h) Locates sources for perishable subsistence and takes appropriate action for procurement and distribution.
- (i) Evaluates the field army class I operations for improvement. Maintains liaison with support brigades, general and direct support supply units, and combat divisions to determine adequacy of class I supply support.
- (j) Provides technical direction and operational guidance to insure effective class I supply support within the field army.
- (k) Determines mission for class I supply units of the field army support command.
- (2) The supply and services battalion—
 - (a) Accepts input from supported units concerning type of subsistence required and/or quantity changes and releases data to FASCOM to provide timely adjustment to schedules.
 - (b) Provides FASCOM with status reports on quantities and ratios of menus in storage so that unbalances of stock can be prevented or corrected.
 - (c) Satisfies requests from supported units on the basis of established schedules or requisitions.
 - (d) Receives modification from supported units in instances where requirements differ from the scheduled pattern.

22. Class II and IV Supply

a. The system for the supply of class II and IV items must take cognizance of the peculiarities that characterize these classifications. In the field army, authorized stockage lists are

meaningless unless it is recognized that these lists are not fixed, but that they are subject to continuous review and to change in the face of actual situations or situations expected to be confronted. Repair parts constitute the line item problem in the field army. Here, again, it must be recognized that the composition of prescribed load lists, the accumulation and compilation of demand data, and the interplay of direct exchange with resupply procedures are problems that extend along the length of the supply line. Vehicles, artillery pieces, and construction supplies constitute the bulk of tonnage in these classifications. In most cases, many of these items will be those over which issue controls are imposed. As a general rule, field stockage of these items will be limited and supply action will take the form of shipments from the rear. From a management standpoint, and to the extent that policy permits, class IV can be regarded as a system by which requests for class II items in excess of authorized allowances and for class II items over which controls have been placed are processed through command channels.*

b. End item stockage within the combat zone is determined by the theater army commander's policies. The number of items authorized for stockage depends upon the density of end items in the hands of troops, availability of items, and resupply limitations. The field army commander establishes controls for the most efficient utilization of authorized stocks and to preclude loss or wholesale exchange of the stocks. The FASCOM inventory control center implements the army commander's policies for control of end items within the combat zone. If authorized or approved by higher headquarters, submission of daily battle loss equipment reports to serve as automatic requisitions for major items of equipment may be incorporated by field army standing operating procedures. If constituted, the procedures specify the types of equipment to which applicable, the type of report, and established frequency of submission.

- (1) End items, except those issued to using units under authorization tables, are considered army reserve stocks. This includes maintenance float items. Stocks of end items may be divided

* There are certain exceptions, particularly in the case of combat support items.

into operational stocks and special reserves. Operational stocks are used for normal and item replacement, including maintenance float establishment, in accordance with FASCOM policies. Items in the special reserve are issued only when authorized by the field army commander. They are used for such purposes as reconstitution of combat units which have lost their equipment.

- (2) End items such as tanks, trucks, and artillery pieces are stocked in accordance with distribution instructions furnished by the FASCOM inventory control center. The control of automotive and artillery end items is more stringent than that of small arms and instruments.
- (3) The field army maintains stocks of certain supplies and equipment designated as critical by the field army and corps commanders. The stocks may consist of pipeline equipment, bridging and construction equipment and barrier material. Requisitions for these supplies are submitted through command channels for approval by the commander who established the control.
- (4) Some supplies require special considerations insofar as receipt, storage, and issue are concerned. Bridging and bridge timber, for example, are stocked and maintained by heavy material general support supply companies and released by tactical commanders. All are normally command controlled. Distribution is by unit pickup. Cement, paint, plywood, and glass also require special handling and controlled stockage, and are normally designated for supply from specified heavy materiel general support supply companies only. Topographic supplies, such as map paper and developing fluids, are normally designated for stockage by one of the general supply general support companies in the army rear support brigade.
- (5) Field fortification material, such as sandbags, barbed wire, and pickets are stocked in direct support units as

well as general support battalions. Stockage is based not only on demand criteria but also experience factors. The amount of barbed wire or the number of sandbags during a given month have, for example, little relationship to the amount to be consumed during the necessary given period. Amounts required depend upon the season, weather, tactical situation, and requirements for flood control revetments and other projects.

- (6) Maintenance floats of selected end items of equipment are stocked at maintenance activities to provide replacements for unserviceable items when repair and return to the user cannot be accomplished with established time limits. Float items are also issued in emergencies as immediate replacement for items required in accomplishing the user's mission. Maintenance floats are used this way, to cite one example, at direct support level. At general support, maintenance floats are used to reconstitute direct support float stock and for emergency issue on maintenance exchange basis in cases where a replacement float item is not available at direct support level to a needy user.

- (a) Because a maintenance float is part of the army reserve stock of end items, issue of float stock is guided by policies and procedures established by FASCOM. These may be supplemented by controls exercised by group or brigade, both of which are notified when items are issued from float stock. Thus, management of float stock is decentralized.

- (b) This does not mean that maintenance float stock can be used in lieu of normal end item supply procedures. On the contrary, FASCOM acts for the field army commander in establishing policies and procedures for the control of float stock. Support brigade headquarters, in turn, must coordinate with supported corps to determine priorities for issue of float stock.

- (7) Direct exchange is a transaction by which a supported unit turns in an unserviceable item and receives a serviceable one in exchange. The transaction is simplified and accelerated because documentation is at a minimum. Direct exchange is primarily intended for repair parts, components, and assemblies. It is used within direct support maintenance battalions, however, as the method for the support of small arms and non-integrated fire control instruments. The direct exchange system is discussed in FM 29-22.

- c. In any event, the basic system discussed in paragraph 19 is primarily applicable to class II and IV supplies.

- (1) The document used serves several purposes. It is a requisition, follow-up, cancellation, and means of conveying supply status information. There are two versions of the form. One is used by requisitioners without automatic data processing or electric accounting machines; the second version by requisitioners with electronic processing and transmitting equipment.

- (2) Introduction of electric accounting machines at the direct support level, to include division support commands, appears imminent. Pending complete automation, however, supply information must be forwarded by conventional means—by messenger, when the physical transmission of documents is necessary; by telephone, teletypewriter, or radio when it is not.

- d. Under a typical delineation of functions for class II and IV supplies—

- (1) FASCOM—

- (a) Designates priorities.

- (b) Processes requisitions and referrals from subordinate echelons.

- (c) Disseminates catalog change data.

- (d) Creates instructions for subordinate echelons for disposal of stocks on hand in excess of requirements.

- (e) Maintains a file of requisitions and other transactions from which ad-

vice and replies to status requests are produced automatically.

- (f) Establishes and maintains control of maintenance float items.
- (2) General support units—
 - (a) Forward to FASCOM for action requisitions from supported units.
 - (b) Record and report to FASCOM demand data appropriately classified.
 - (c) Maintain requisition and transaction files.
 - (d) Effect replenishment action for all general support group stocks and for those selected direct support group stocks over which command surveillance is maintained.
 - (e) Effect catalog changes based on data provided by FASCOM.
 - (f) Process requisitions from supported units, issuing available items and forwarding requisitions for others to the ICC.
 - (g) Initiate replenishment requisitions.
 - (h) Collect demand data for issues made.

23. Class III Supply

a. The system for supply of class III products in the field army is based upon several factors.

- (1) The first is bulk distribution of petroleum fuels. The Petroleum Intersectional Command (POLIC) extends its pipeline system to the farthest points practicable, even into the combat zone when possible. Depending upon the tactical situation, distances involved, and the decision of the field army support command or higher authority, tankage may be erected at or near the pipehead terminals to receive and store products flowing through the lines.
- (2) The second is a field army fuel requirement factor of 7 gallons per man per day. In this, the operational characteristics of divisions, types and numbers of fuel-consuming vehicles in each, probable tactical deployments, and disposition of nondivisional supporting troops in the corps and army service areas were considered.

- (3) The third is recognition of the fact that the distribution system must reflect the level of supply authorized for division support commands as well as direct support groups.
- (4) The fourth is the characteristic mentioned in paragraph 20 that bulk petroleum moves through the supply system at a constant rate subject only to requests placed on controlling headquarters to adjust or alter deliveries. An empty fuel tank of a combat vehicle is a requisition; so is the empty space in a storage tank.

b. In evolving the organization for combat service support in the field army, an allocation system was devised for exercising command control over the assignment of available cargo tonnage for the distribution of class III supply. Provision of equipment on the basis of the factors discussed above makes such allocations unnecessary unless the field army commander or higher authority desires or directs otherwise.

- (1) The system, therefore, continues to be based on the submission of periodic forecasts and status reports of actual issues and stocks on hand. Throughout, formal requisitions are not normally necessary. Forecasts are made known by telephone, electrically-transmitted message, or other means of communication. Submission of status reports is an after-the-fact action to substantiate the virtually automatic issue of product.
- (2) General support supply and service battalions satisfy requirements made known by supported division supply and transport battalions and direct support supply and service battalions of corps support brigades. Quartermaster army petroleum supply battalions make shipments to refill general support supply and service battalions and to satisfy requirements of designated direct support supply and service battalions, usually those located in the army service area. Status reports submitted by quartermaster army petroleum supply battalions are the basis for field army requirements

placed on the communications zone by the ICC.

c. Exercise of control by headquarters above the general support (and quartermaster army petroleum supply) battalion level depends primarily upon field army policy tactical dispositions and operating considerations. The corps support brigade commander will normally direct that requirements be made known to his headquarters when the brigade operates as a corps support command for an independent corps operation, or may direct such processing for purposes of movements control. The army rear support brigade headquarters may be placed in the system for effective coordination of the army quartermaster petroleum supply battalion in the army service area. In such cases it monitors or receives requirements from general support supply and service battalions and directs shipments by quartermaster army petroleum supply battalions. If directed, requirements may be communicated through command channels. In each case, where controls are imposed the objective is not to allocate or delimit quantities of product, but rather to make available to command information and data on which to base decisions effecting divergence, relocations, or other adjustments needed to satisfy product requirements with available transport capabilities.

d. For class III supply—

(1) FASCOM—

- (a) Performs functions listed in paragraph 60.
- (b) Represents the field army in all class III supply matters with POLIC.
- (c) Computes class III requirements by automated evaluation of fuel-consuming equipment density factors and projected tactical activity.
- (d) Provides ullage data when pipelines extend into the army area.
- (e) Estimates future petroleum demands.
- (f) Establishes, when necessary, credits for supported organizations based on allocations made by field army headquarters.
- (g) Participates in special staff supervision over petroleum supply operations.

(h) Coordinates with engineer brigade relative to construction of bolted steel tanks for bulk petroleum storage.

(i) Coordinates with transportation brigade relative to linehaul of petroleum.

(2) Petroleum and general support battalions—

(a) Issue and release for shipment without restriction, unless otherwise directed, class III stocks required by supported consumers.

(b) Report receipts, issues, and shipments in compliance with standing operating procedures.

(c) Submit ullage reports in such frequency that full utilization of bulk storage capacity can be attained.

24. Class V Supply

The class V supply control system is designed to assure timely provision of needed ammunition, prevent accumulation of excess stocks, and determine quantities of total stocks on hand available for redistribution or disposal. The system requires that all essential data on the supply status of class V items be compiled, kept up-to-date, and centrally consolidated so as to provide maximum availability to those responsible for inventory control.

a. Army standing operating procedures, which conform to and implement policies of higher headquarters, normally include—

(1) Specific ammunition requisitioning processes. Replenishment or withdrawals at conventional ammunition supply installations may be automatic or by requisition. Responsibility for initiating requisitioning action will be stated in administrative orders and amplified in standing operating procedures.

(2) Clearly defined allocation and reporting procedures for special ammunition.

(3) Guidance for inventories taken at prescribed intervals to reflect both serviceable and unserviceable ammunition.

(4) Periodic review and adjustment of stock levels of each ammunition item

by higher authority to reflect the support mission of ammunition installations.

- (5) Procedures for reporting excess conventional ammunition items.
- (6) Instructions to maintain ammunition in the hands of using units at the prescribed levels.
- (7) Instructions for reporting intransit shipments of class V stocks at each echelon.
- (8) Procedures for reporting regulated items and items of critical supply.
- (9) Channels and methods of communications to be used in reporting. This will include normal, alternate, and emergency methods.

b. Conventional ammunition service in the field is generally based on a continuous refill system. Tactical units are responsible for maintaining a basic load of ammunition. Replenishment of ammunition expended by units is either concurrent with or in anticipation of an immediate requirement. Ammunition supply points are replenished by shipments from COMMZ or designated combat zone sources. Ammunition is controlled by a system of credits to army and by a system of rationing and restrictions (available supply rate) on firing within army. The credit system is not used below the army level. The allocation of credits to armies, the announcement of available supply rates, the continuous refill system whereby units maintain their basic loads at prescribed levels, and a system of ammunition reports provide the degree of control required by the situation. The procedures for supply and stock control of conventional ammunition involve the basic load, the required supply rate, the available supply rate, and activities of major command ammunition officers. AR 711-16 prescribes basic ammunition stock control policies.

- (1) The basic load is a specific amount of ammunition prescribed by the Department of the Army to be in possession of each type organization. Basic load factors are published in

FM 101-10-1. Basic loads for allocation items are normally prescribed by the theater commander. The basic load includes ammunition carried by the individual soldier, stowed in self-propelled weapons, carried in prime movers, and stowed at gun positions and unit dumps. The basic load is expressed in rounds per weapon or in other units of measure for bulk allotment.

- (2) The required supply rate is the amount of ammunition needed for each type of weapon to sustain operations within restrictions for a specific period. It may vary for each combat unit within a corps and for units within a division, depending upon the type of operation.

(a) The required supply rate is under constant surveillance at field army and lower echelons and is adjusted to fit the progress of operations. Divisions, for example, periodically submit modified estimates of required supply rates to corps. These are generally for limited periods, such as 2 to 5 days. The corps considers the most current estimates when announcing the available supply rates.

(b) Based on allocations received, the field army commander announces an available supply rate for restricted items of ammunition to the corps and to army troops having a combat mission. The corps commander announces an available supply rate for the various divisions of the corps and corps troops having a combat function. The available supply rates of each division may differ because of tactical missions.

c. Special ammunition items are those which require extraordinary control, handling, or security. Special ammunition includes nuclear and nonnuclear warhead sections, nuclear projectiles and associated spotting rounds, propelling charges, atomic demolition munitions, and specified missile bodies. Special air material service in the field is based on special

ammunition packages, special ammunition loads, and an allocation system (FM 9-6).

d. Detailed procedures for conventional and special ammunition supply and stock control activities performed by units of the ammunition brigade are contained in FM 9-6. In general, the procedures are designed to provide the ammunition brigade headquarters capability to—

- (1) Insure control and allocation, within field army policy and direction, of critical ammunition items stocked by subordinate elements.
- (2) Prescribe, within available supply rates, stock control policies to support user requirements.
- (3) Recommend stock level changes.
- (4) Furnish required information to the inventory control center and take action based on stock status reports and other information received from the center or the FASCOM.
- (5) To take such actions, within policy and authority, as are required to coordinate and provide assistance in maintaining balanced and effective army-wide ammunition support.

e. In general, and unless otherwise directed, the inventory control center normally—

- (1) Maintains central cognizance of field army ammunition assets.
- (2) Determines balances of stocks to be located at ammunition storage locations, issued on input for the ammunition brigade; and maintains those balances through redistribution, diversion of intransit stocks, requisitions, and disposition instructions.
- (3) Provides stock status information to the ammunition brigade and, as directed, to ammunition battalions.
- (4) Transmits field army stock status report to the communications zone.
- (5) Disseminates catalog change data.
- (6) Maintains a file of field army ammunition supply transactions.
- (7) Maintains and distributes ammunition lot information.
- (8) Maintains appropriate records on all special ammunition items which require periodic inspections, and prepares and distributes schedules for

these inspections to ammunition battalions. After items have been inspected, nuclear weapon inspection reports, as appropriate, are prepared in accordance with the applicable technical manuals and submitted to the inventory control center which forwards them, as directed, to specified theater army or CONUS activity.

- (9) Reports to the designated theater army activity all actions in the field army that affect theater army special ammunition assets.
- (10) Schedules, as directed by FASCOM and higher authority, assembly and distribution of nuclear, chemical, and biological weapons.
- (11) Maintains support from ammunition battalions on the assembly or conversion of nuclear weapons within special ammunition units.
- (12) Adjusts the on-hand balances of items used in the assembly of weapons and of the assembled weapons concerned. This cross-reference system enables the inventory control center to locate any specific serially-numbered component regardless of location within the army area or within an assembled weapon.
- (13) Requisitions required modification and modernization kits and equipment for special ammunition items and directs the distribution over the basis of reports from ammunition battalions.
- (14) Maintains, on the basis of reports received, cognizance over modernization requirements for specified weapons and components. Requisition replacements, as directed, for obsolete or outmoded items.

Note. Whenever possible, nuclear weapons being turned in are replaced by ones recently inspected so that maximum and immediate fire support capability is maintained by the firing unit. Modernization, alteration, and modification of weapons should be accomplished at the time of the scheduled storage inspection. Such modifications or alterations are performed only as directed. This procedure does not in any way relieve unit commanders having custody of materiel of their normal responsibilities.

Section III. MOVEMENTS LIAISON

25. Transportation Management

Transportation management in the field army involves essentially two elements—movements planning and movements programming. Movements planning encompasses the gathering of supply and personnel movements information from supply managers, replacement battalions, army-wide services, and other users of transportation. Movements programming directs shippers, transport operators, and receivers in the movement of supplies and personnel in the field army (FM 55-10).

a. Movements planning is accomplished by the FASCOM staff transportation officer. The FASCOM movement plan is submitted in advance to cover a specified period. Accuracy depends on several factors. Chief among these are the lead time required for forecasting supply and personnel movement requirements and the accuracy of the information on which the forecasts are based.

- (1) The actual length of the lead time depends on the reaction time required to adjust transportation resources. If the air mode is considered, a very short lead time for forecasts is possible. If motor transport units are involved, longer lead time is required to displace the units and permit the establishment of operations in a new location.
- (2) Insofar as the accuracy of forecasts information is concerned, the key is found in the automatic data processing equipment that serves the FASCOM inventory control center. The use of this equipment makes possible a system under which movements requirements are submitted to a central movements management agency; a technique that represents a departure from conventional doctrine (FM 55-10). Under the system, which is part of the military standard transportation and movements procedure (AR 55-10)—
 - (a)* The inventory control center submits the requirements for transportation to the transportation movements section of the transportation

movements battalion as soon as supply action is taken on a requisition. The center indicates whether the requisition is to be filled from a support brigade, procured locally, or placed as a requirement on the communications zone. While the center can do these things because it has knowledge of supplies and equipment moving forward from the communications zone, its decision is not a unilateral one. The decision is arrived at, rather, through coordination with communication zone and field army transportation movements personnel.

- (b)* Once the decision is made, the transportation movements section programs field army transportation to accomplish moves to be made on transportation brigade vehicles and informs the appropriate modes and transfer point activity of the cargo to be transhipped from the communications zone.

b. The movements program results from movement planning. Essentially, it is the command's program for the distribution of supplies and personnel. It allocates available modes of transportation to accomplish movement requirements. It sets forth the movements priorities established by the commander.

26. Movements Management

Movements management, like transportation management, also involves two functions: planning, coordinating, and supervising the allocation and use of available transportation resources; and operative management, which is a command function exercised by commanders of transport units, transportation facilities, and shipping and receiving installations. The overall objective of movements management (FM 55-9) is decisive and timely transportation service response to requirements.

a. Actually, the movements management function in the field army is accomplished in the movements battalions of the transportation brigade. This brigade performs the functions

not only for the army-wide transportation service, but also for FASCOM which is not provided with necessary personnel to accomplish the movements management mission for it.

b. As a result, the relationship between sup-

ply and movements managers in FASCOM is an extremely close one—so much so, in fact, that the organization of the ICC complements the FASCOM movements activity. Beyond this brief statement of coordination, movements management is the province of FM 55-9.

APPENDIX I

REFERENCES *

1. Army Regulations (AR)

- 55-10 Military Standard Transportation and Movements Procedure (MILSTAMP).
- 310-3 Department of the Army Publications: Preparation, Coordination, and Approval.
- 320-5 Dictionary of United States Army Terms.
- 320-50 Authorized Abbreviations and Brevity Codes.
- 611-101 Manual of Commissioned Officer Military Occupational Specialties.
- 611-201 Manual of Enlisted Military Occupational Specialties.
- 700-9100-10 Petroleum Responsibilities.
- 711-16 Installation Stock Control and Supply Procedures.
- 711-25 Stockage of Supplies and Maintenance of Authorized Stockage Lists.
- 725-50 Issue of Supplies and Equipment: Requisitioning, Receipt, and Issue System.
- 735-35 Supply Procedures for TOE Units, Organization, and Non-TOE Activities.
- 750-5 Organization, Policies, and Responsibilities for Maintenance Operations.

2. Department of the Army Pamphlets (DA Pam)

- 108-1 Index of Army Motion Pictures, Film Strips, Slides, and Phono-Recordings.
- 310-1 Index of Administrative Publications.
- 310-2 Index of Blank Forms.
- 310-3 Index of Technical Manuals, Technical Bulletins, Supply Bulletins, Lubrication Orders, and Modification Work Orders.
- 310-7 Index of Tables of Organization and Equipment, Type Tables Distribution, and Tables of Allowances.

3. Field Manuals (FM)

- 9-6 Ammunition Unit Operations in the Field Army.
- 10-8 Air Delivery of Supplies and Equipment in the Field Army.
- 10-20 Organization for Supply of Petroleum in a Theater of Operations.
- 10-60 Supply of Subsistence in a Theater of Operations.
- 29-22 Maintenance Operations in the Field Army.
- 29-45 General Support Supply and Service in the Field Army.
- 39-3 Direct Support Supply and Service in the Field Army.
- 38-1 Logistics Supply Management.
- 54-1 The Logistical Command.
- 54-2 Division Logistics and the Support Command.
- 54-3 The Field Army Support Command.
- 54-4 The Support Brigade.
- 55-9 Transportation Services and the Transportation Brigades in the Field Army.
- 55-10 Transportation Movements, Services, and Units in the Field Army.
- 55-35 Transportation Motor Transport Services and Units in the Field Army.
- 61-100 The Division.
- 100-5 Field Service Regulations: Operations.
- 100-10 Combat Service Support.
- 101-5 Staff Officers' Field Manual: Staff Organization and Procedures.
- 101-10-1 Staff Officers' Field Manual: Organizational, Technical, and Logistical Data.

4. Technical Manuals (TM)

- 38-750 The Army Equipment Record System and Procedures.

* Selected references only. For a complete listing of applicable publications, see current DA Pam 310-3 and 310-4.

APPENDIX II

STAFF ACTIVITIES IN SUPPLY MANAGEMENT AT FIELD ARMY LEVEL

1. General

Recasting the organizational structure of field army headquarters was occasioned by more factors than the functionalization of supply. Principal among these were changes in the system for tactical air support, establishment of the army engineer brigade and designation of its commander as the army engineer, and need for mobility more compatible with unit mission and movement capabilities. From the viewpoint of supply support, however, the need to shift the emphasis of responsibility and to alter the identity of special staff structure are the most significant. Out of this has come the deletion of the quartermaster, chemical, ordnance, and transportation sections as provided for under TOE 51-1D and the assignment of their functions to the Assistant Chief of Staff, G4.

2. G4 Responsibilities

As now constituted, the Assistant Chief of Staff, G4, is the principal staff advisor to the field army commander and chief of staff in all matters pertaining to supply and services. The staffing of this section provides personnel to assist in the formulation of logistics policies, logistical planning for future operations, and in the determination of allocations and priorities. It provides also for the personnel to staff the G4 element of the tactical operations center (TOC).

a. Major supply functions include—

- (1) Determination of supply requirements, requisitioning, procurement, storage, security, distribution, and documentation of supplies and equipment.
- (2) Allocation of combat weapons, munitions, and equipment.
- (3) Logistical management of nuclear weapons.
- (4) Collection and disposition of excess, salvage, and captured enemy supplies.

b. Major service functions encompass—

- (1) Transportation, to include transport of units, personnel, and supplies by all means of transportation; control of troop movements; highway regulation and surface traffic control; coordination of the use of airlift in support of combat service support operations; and preparation of movement order annexes pertaining to regulation or control measures and logistical aspects.
- (2) Maintenance and repair of supplies and equipment.
- (3) Construction of all facilities and installations, except fortifications and signal communications.
- (4) Acquisition, allocation, administration, and disposition of real estate, to include billets and shelters.
- (5) Food service.
- (6) Firefighting protection.

c. Miscellaneous responsibilities include—

- (1) Location of rear boundaries and establishment of service areas.
- (2) Preparation of logistical estimates, reports, and plans.
- (3) Preparation, authentication, and distribution of the administrative order and/or the logistical annex to the operation plan or order.
- (4) Determination of the adequacy of protective measures and employment of service troops in the integrated defense plan for lines of communication, combat service support installations, and rear establishments.

d. The logistical portion of the army field order is one evident result of the work of G4. While it is in itself a simple and succinct statement of broad policy and procedure for the support of tactical operation contemplated in the order, it is at the same time the product of much effort by many hands and many heads. Its publication means that the army commander has approved a suggestion made by his G4

who has collected, revised, evaluated, and presented the collective talent, experience, imagination, and training of many persons, each an expert in some part of the logistics field. What it does not show is that the G4, guided by the general direction of the commander, has directed these personnel in a total examination of all the facets of service support of the army mission. Such examination not only covered supply and transportation, and maintenance, but also necessitated very close cooperation with the staff sections responsible for manpower, communications, and civil affairs.

3. Staff Member Responsibilities

a. While the organizational composition of the G4 section is shown in figure 1, the section may be operationally divided by any pattern that permits effective accomplishment of missions.* In any event, three basic factors influence the duties of the personnel assigned to the section.

- (1) The first of these factors is responsibility of the field army commander for the coordinated planning and direction of force-wide capabilities for successful completion of assigned missions.
- (2) The second of these factors is the responsibility assigned to the field army commander for the execution of most combat service support operations. In application, this factor has limited the requirement for specialist advice and assistance on combat service support to the establishment of policy, preparation of plans, and exercise of general supervision.
- (3) The third factor is that the field army commander's requirement for advice and assistance must be met in the broad terms represented by the general staff structure of his headquarters. This means, in application, that the specialist knowledge and expertise for a specific activity cannot be concentrated in any one section. In the case of engineer activities, for example, specialists in maps and military

mapping are required by the Assistant Chief of Staff G2; specialists in engineer combat support operations are required by the Assistant Chief of Staff G3; while specialists in the development of policy for supply of construction and fortification equipment are required by the Assistant Chief of Staff, G4.

b. Based on these factors, the G4 section has been provided with the knowledge and expertise to—

- (1) Advise the field army commander and the general staff on matters pertaining to the supply of special and conventional ammunition, maintenance, and provision of maintenance materiel. Develop plans for maintenance support requirements.
- (2) Recommend the available supply rate of ammunition to major subordinate commands and allocations in accordance with availability and established priorities.
- (3) Prepare broad policies and directives pertaining to feeding standards, use of military subsistence for indigenous personnel, and utilization of local resources. Recommend priorities for the allocation of subsistence.
- (4) Advise the field army commander and general staff on all aspects of transportation support. Assist in preparing the transportation portion of estimates and recommend appropriate courses of action. Assist in the preparation of plans and orders and accomplishes the necessary coordination with supporting forces. Maintain liaison with the FASCOM and corps transportation officers to assure continuous and effective transportation support for army operations.
- (5) Plan and coordinate petroleum supply and distribution.
- (6) Provide advice and assistance on the development of field army policies related to requisitioning, procurement, storage, maintenance, documentation, recover, evacuation, salvage, and recclamation of supplies and equipment.

* Information in this appendix is based on TOE 51-1E, distributed "FOR STAFF PLANNING ONLY."

APPENDIX III

THE ASSISTANT CHIEF OF STAFF, SUPPLY, FIELD ARMY SUPPORT COMMAND

1. General

Expansive coverage of field army support command headquarters is contained in FM 54-3. The purpose of this appendix is to indicate a typical delineation of functions to selected individuals who make up the Staff of the Assistant Chief of Staff, Supply, when organized in a manner similar to that shown in figure 4.

a. In the strict sense, the officers who make up this general staff element are the managers of the supply in the field army. It is at this level that combat service support assumes importance by function and at which supply becomes identifiable by commodity. Consequently, the composition of the section provides—

- (1) A plans and operations element which coordinates the activities of commodity-oriented elements that complete the organizational structure. In so doing, it monitors acquisition, storage, and distribution matters.
- (2) Commodity-oriented elements, each with supply specialists personnel having the skills and expertise needed to provide the integrated, mature, and definitive judgment required for the exercise of supply management.

b. Basically, the section functions as an entity to develop the detailed plans for the execution of the supply plan formulated by the field army commander. Cognizance is taken of the day-to-day operations of the inventory control center and of the supply elements in subordinate commands. To the extent practicable, routine operations and decisions are made by the inventory control center within policy guidance and machine capability.

2. Staff Member Responsibilities

a. Electronic Supply. The electronic supply officer and his assistant are the staff members through whom the Assistant Chief of Staff, Supply, maintains cognizance over the supply of electronic material within the field army.

These officers advise and assist plans, requirements, and storage and distribution officers who coordinate with the field army signal officer charged with overall responsibility for communications support in the field army. They provide staff advice to the commodity managers for electronic material at the inventory control center and exercise management in cases that exceed center authority. They coordinate and deal with communications-electronics personnel on the staff of the Assistant Chief of Staff, Maintenance.

b. Petroleum Supply. The petroleum officer, petroleum supply officer, petroleum storage and distribution officer, and petroleum system plans officer may be regarded, together with their specialists and technicians, as a field army petroleum supply office.

- (1) Generally speaking, these personnel plan and coordinate field army support command petroleum supply operations and maintain liaison with appropriate personnel at field army headquarters relative to petroleum supply matters.*
- (2) Specifically, these personnel—
 - (a) Recommend petroleum supply policies for the field army support command.
 - (b) Estimate future petroleum demands.
 - (c) Coordinate, as authorized, with the Petroleum Intersectional Command (POLIC), to include location and extension of pipelines.
 - (d) Coordinate, as authorized, with the transportation brigade relative to the line-haul of bulk petroleum when requirements exceed capabilities of the quartermaster army petroleum supply battalion.
 - (e) Coordinate, as authorized, with field army headquarters and the engi-

* Normally the Assistant G4, Quartermaster, with primary staff interest in petroleum matters (MOS 4960).

neer brigade on requirements for construction of bulk petroleum storage facilities.

- (f) Coordinate, as necessary, with petroleum supply officers of the support brigades.
- (g) Provide staff advice to commodity managers for petroleum at the inventory control center and exercise management in cases that exceed center authority.

c. Weapons and Munitions Supply. An ammunition officer, missile and nuclear weapons officer, chemical munitions officer, nuclear officer, and weapons officer are the personnel through whom the Assistant Chief of Staff, Supply, maintains cognizance over the supply of conventional and special ammunition and all types of missiles and weapons, including tanks and self-propelled guns. These personnel provide advice to appropriate commodity managers at the inventory control center and handle matters beyond center authority. The ammunition officer maintains contact with the ammunition brigade. Others maintain liaison, as authorized, with personnel concerned with the supply of weapons at support brigade headquarters. The ammunition officer maintains central cognizance of field army ammunition assets and determines, based on input from the ammunition brigade, balances of stocks to be held at storage locations.

d. Vehicle and Mobile Equipment Supply. The mobility materiel officer, aircraft materiel officer, and surface materiel officer provide the capability to monitor the supply of such items as cargo and passenger vehicles; materials handling equipment; aircraft; bulldozers; and other general- and special-purpose equipment, both wheeled and track-laying. Tanks and self-propelled guns are usually excluded from the jurisdiction of these officers.

- (1) As in the case of their counterparts for electronic, petroleum, weapons and munitions supply, these personnel provide staff advice to appropriate commodity managers in the inventory control center and handle matters beyond center authority. They also deal with appropriate personnel at support brigade headquarters. Generally speaking, they recommend the plans

and policies that set the pattern for the supply of these items by the heavy materiel supply general support companies of the supply and service general support battalions.

- (2) In performing assigned functions, these personnel coordinate, as authorized, with the field army headquarters staff and the engineer and transportation brigades. Such coordination is necessary to assure proper and effective support of brigade equipment requirements.

e. General Materiel Supply. The general materiel for which the Assistant Chief of Staff, Supply, has been provided specialist knowledge and assistance, encompasses such things as subsistence; clothing and textile items; repair parts; airdrop equipment; construction and industrial supplies; power generating and lighting equipment; topographic supplies; and office and other administrative-type equipment.

- (1) These personnel monitor and provide staff advice to commodity managers at the inventory control center. They recommend and coordinate programs for the supply of the commodities in which they have primary interest.
- (2) A typical breakout of duties may be to—
 - (a) Recommend the commodity distribution plan.
 - (b) Provide for dissemination of catalog change data.
 - (c) Develop instructions for disposal of stocks on hand in excess of requirements.
 - (d) Control maintenance float items.
 - (e) Monitor revision of authorized stockage lists.
 - (f) Recommend policies for the control of end items within the command.

f. Cryptologistics. The Assistant Chief of Staff, Supply, has the additional function of insuring that cryptologistics matters are properly coordinated at the field army support command level.

- (1) Cryptologistics includes the accounting for and distribution of cryptographic material and the maintenance of communications security equipment. It is a service performed at the

general support level by a cryptologistics section of each general support group headquarters.

- (2) Control of the function is exercised at the field army support command level within the plans and operations branch of office of the Assistant Chief of Staff, Supply, if so organized; and by the cryptographic control and is-

sue section of the inventory control center. The plans and operations branch (or designated officer) insures that proper security is provided for cryptographic materiel in transit and for cryptographic work areas. The cryptographic control and issue section exercises the detailed cryptographic control.

APPENDIX IV

SUPPLY MANAGEMENT AT THE SUPPORT BRIGADE LEVEL

1. General

a. Staff relationships and duties of staff members at support brigade headquarters are covered in detail in FM 54-4. As indicated in paragraph 13 of this manual, support brigade headquarters are organizationally patterned after FASCOM headquarters; and, as is the case with FASCOM, the Assistant Chief of Staff, Supply, may organize his section in any way that assures successful completion of assigned tasks. This discussion is based on a breakout similar to that shown in figure 4.

b. In any event, there are, from a supply management standpoint, several factors that influence and determine activity at this level.

- (1) The basic purpose of the support brigade staff is to assist the brigade commander in the control of personnel and facilities to accomplish assigned missions.
- (2) Essentially, the support brigade commander requires staff assistance comparable to that required by FASCOM commander, but with the emphasis on operations rather than management. While, for example, the support brigade staff must be informed of the kinds and quantities of supplies authorized and on hand as a basis of planning, it does not normally become involved in the processes by which the supplies are obtained. Similarly, while it must make provision for supply and maintenance support required by the overall tactical plan, it must normally do so within allocated means and established policies.
- (3) The relationship between the Assistant Chief of Staff, Supply, of the support brigade headquarters and the supply and service general support battalion is essentially the same as

that between the Assistant Chief of Staff, Supply, of FASCOM headquarters and the inventory control center*

- (a) Battalion headquarters, within authority designated by the support brigade commander, exercise centralized stock control over field army stocks carried by general support units in the brigade; receive and take action on requests or demands for supply; and submit requisitions and status reports to the FASCOM inventory control center as prescribed.
- (b) Support brigade headquarters exercise management over critical items; items in short supply; regulated items, command-controlled items, or items which must be provided by allocation, priority, or other special authorization.

Note. Availability of data processing equipment is the determining factor in the assignment of functions to support brigade and supply and service battalion headquarters. While neither of these headquarters have electronics (automatic) data processing facilities, units of the battalion have been provided with punch card machines and necessary transceiver service is provided to battalion headquarters, by appropriate transceiver operator and maintenance teams. Support brigade headquarters, unless augmented for some reason, do not have a machine capability. It is anticipated, however, that as equipment becomes available to permit automatic data processing, support brigade headquarters will assume supply management responsibilities.

- (4) Support brigade headquarters provide a nucleus command structure that can be expanded to meet requirements of specific situations. Each corps support brigade can, for example, when supplemented by elements of the army-wide brigades, function as a corps support command (COSCOM) for independent corps operations. Un-

* In the army rear support brigade, the relationship is equally applicable to the transportation aircraft maintenance and supply battalion and the quartermaster army petroleum supply battalion.

der such circumstances, the headquarters must be augmented by both personnel and equipment to exercise the necessary control functions. The army rear support brigade headquarters may, in an emergency, take over the mission of the FASCOM inventory control center. Normal placement of the alternate data processing section of the inventory control center (appendix V) with the Army rear support brigade headquarters is a measure designed to facilitate the transition in that eventuality.

2. Staff Member Activities

a. Plans and Operations. Generally, the parallelism between the operation of the Office of the Assistant Chief of Staff, Supply, at support brigade headquarters and at the field army support command extends to the breakout of functions to individual staff members.

- (1) As at FASCOM headquarters, a requirements and acquisition officer and a storage and distribution officer make up a plans and operations element that coordinates the activities of the commodity-oriented elements that complete the section. These personnel coordinate, as necessary, with the staff of the Assistant Chief of Staff, Maintenance, and with other general staff sections at the support brigade headquarters, to develop the policies, and guidance for carrying out instructions received from the field army support command and the inventory control center.
- (2) In keeping with the similarity of the counterpart element in FASCOM headquarters, the plans and operations element also insures that cryptologistics matters are properly coordinated at the support brigade level. This includes insuring that proper security is provided for cryptographic materiel in transit and for cryptographic work areas. In this activity, coordination is maintained with the communications services officer on the staff of the Assistant Chief of Staff, Services, and with the cryptographic

control and issue section of the inventory control center. The detailed cryptographic control is exercised, however, by the signal brigade of the general support group headquarters.

b. Electronic Supply. The electronics supply officer and the specialists who assist him maintain cognizance over the electronic materiel supply activities of subordinate operating elements in the brigade. They deal with the commodity managers for electronic materiel at the FASCOM inventory control center.

c. Petroleum Supply. The petroleum officer, his assistant, and enlisted specialists make up what may be regarded as a brigade petroleum supply office. The duties of these personnel depend entirely upon the degree of control the field army support command or higher headquarters places on the supply of this commodity. Unless otherwise directed, these personnel receive status reports from the petroleum supply elements of the general support groups. Reports from the corps support brigades are transmitted to the army rear support brigade which, in turn, transmits them with its own requirements to the commodity managers for petroleum at the inventory control center. The petroleum personnel at both the corps and army rear support brigade headquarters may become involved in the process of petroleum supply if the commodity is a controlled or allocated for any reason.

d. Weapons and Vehicles Supply. The weapons and mobility materiel officer and his assistant are the personnel who maintain cognizance over the supply of most major end items by the operating elements of the brigade. They are concerned with such items as tanks and self-propelled guns, general- and special-purpose vehicles, and aircraft. These personnel deal with and receive instructions from the managers of these commodities at the FASCOM inventory control center. When necessary, they exercise control over the issue of these commodities in accordance with prescribed priorities and established allocations.

e. General Materiel Supply. General materiel encompasses, as at FASCOM headquarters, subsistence; clothing and textile items; repair parts; chemical items; and construction and industrial supplies; less special-purpose vehicles. Accordingly, corresponding specialists

have been provided to maintain proper cognizance over support brigade activities concerned with the supply of such materiel. In most cases, these personnel deal with the appropriate commodity managers at the FASCOM inventory control center and exercise such additional measures as may be required for items over which allocations or other means of control have been imposed.

(1) Monitorship of items in the critical or controlled category is indicative of the type duty performed. The support brigade normally receives a list of such items from FASCOM. To this list, the support brigade commander may add items critical in the brigade area. Additions made to the list by the brigade are based, among other things, on shortages or expected shortages noted by a review of materiel readiness reports and other documents generated through the Army equip-

ment record system and procedures (TM 38-750) and on reports of supply problems received from subordinate supply activities. Supply units within the brigade must obtain permission from support brigade headquarters, through group headquarters, for the release of items controlled by the brigade.

(2) In place of (or in conjunction with) the control procedure, the support brigade staff may recommend or take action to affect supply of certain items through collection point operation. This is a procedure by which support brigade headquarters assigns priorities to the reclamation of specified end items, or, in the case of components, authorizes cannibalization, if within field army policy. In other instances, the brigade staff may request FASCOM to authorize fabrication or local procurement.

APPENDIX V

INVENTORY CONTROL CENTER ORGANIZATION AND OPERATION

1. Composition

The inventory control center (TOE 29-402) is organized along functional lines, into center headquarters, mission elements, and a detachment headquarters. These elements, shown in figure 15, are discussed in the following paragraphs.

2. Center Headquarters

Center headquarters has the center commander, his deputy, and personal staff. It also contains the plans and policy office and the administrative branch.

a. The center commander is charged with the inventory control mission of the field army. He directs and controls center operations and is responsible for all center activities. The duties of the individuals who make up the personal staff are apparent from the job titles shown in the TOE and in the corresponding general description contained in AR 611-201.

b. The plans and policy office assists the commander by translating the instructions of FASCOM into a working pattern for the center. It is responsible for continuous study of the supply system. It assists the center commander in making decisions or arbitrating differences arising from any conflict of management requirements with machine capability. Some of its typical functions are to—

- (1) Review new or modified supply directives or requirements, study supply problems, formulate and staff plans, prepare action directives both to the field and to other elements of the center, and furnish the Systems Division guidance for translation into machine programs and procedures.
- (2) Continuously study the supply system and the operation of the center.
- (3) Collect and evaluate data to measure the effectiveness of the system and to bring attention to areas which are troublesome.
- (4) Develop studies on stockage criteria,

machine requirements, and improved data transmission.

- (5) Review all actions which conflict with center organizational lines.

c. The administrative branch assists the center command by providing all the adjutant general services. Typical functions are to—

- (1) Coordinate the communications services provided by the supporting signal platoon.
- (2) Provide drafting, typing, and reproduction service.
- (3) Supervise the message handling procedures within the headquarters.

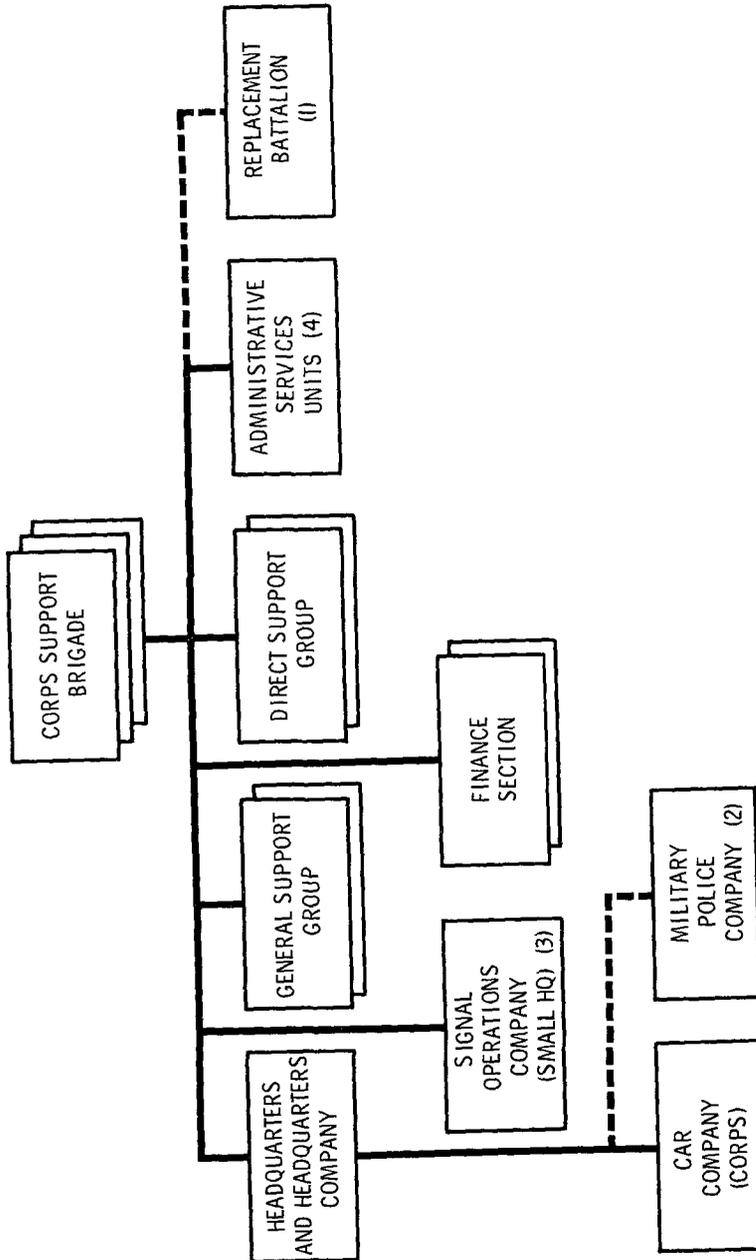
3. Company Headquarters

a. Company headquarters is the command element for the enlisted personnel assigned or attached to the center. It provides mess, supply, and billeting to all members of the center.

b. Company headquarters includes the company commander, executive officer, first sergeant, and other personnel for the command, discipline, and tactical training of troops. The mess section provides the mess steward and other personnel who operate on around-the-clock basis. The motor section operates the center motor pool. It also has the personnel to operate the electric power system for the center. The message section operates the message center and handles in-coming and outgoing mail. The supply section provides supplies for support of center operations. The security section provides for internal and external security of the center's automatic data processing equipment area. Section personnel also provide a training nucleus for the tactical training of the personnel assigned to the center.

4. Stock Management Division

The stock management division is the operating nucleus of the center. It is the focal point for current stock management information in the center. It has the commodity managers who analyze data received by or gener-



(1) Assigned to FASCOM, but under operational control of field army.

(2) Organic to MP brigade; also supports corps headquarters.

(3) Provided by field army signal service.

(4) Includes Personnel Service Company, Army Postal Units & Special Services Detachment.

Figure 15. Inventory control center.

ated in the center, determine action to be taken, and submit instructions to the systems division for translation into programs. They also review machine actions and interpose human judgment whenever necessary. An additional responsibility is the manual processing of supply transactions that are not adaptable to machine application. The type data generated, reviewed, or evaluated varies in detail and content with the progress of operations, requirements of the FASCOM staff, and the center commander. As data is received, processed, and generated at the center, the branch chiefs in the division keep the supply officers on the FASCOM staff fully advised and informed. These, in turn, analyze the supply structure as it pertains to their particular responsibilities and recommend changes in the policies, programs and control actions of the ICC. Implementing orders and directives are issued to the center commander by the FASCOM Assistant Chief of Staff for Supply.

a. The division is organized into a headquarters; administration branch; and four operating branches, divided into specialized sections primarily determined by the commodities involved.

- (1) Division headquarters has the division chief and his assistant with necessary clerical personnel.
- (2) The administration branch has the specialists and clerical personnel to provide administrative and supply support for the division. This includes operation of a typing pool.

b. The operating branches have similar staffing patterns. Each has a chief, stock control specialists and technicians, and other clerical or specialized personnel. The designation of the sections into which each is organized indicate primary functions and interests.

5. Systems Division

The system division is the heart of the inventory control center. To it flow all the information bits representing specific transactions or reflecting particular or unusual conditions. From it emanate the collated data to be evaluated by stock management personnel and supply managers at FASCOM headquarters. The division controls, operates, and services

the center's computers and other data processing equipment.

a. Division headquarters has the division chief, his assistant, and necessary clerical and administrative personnel. The division chief directs and controls division operations. He represents the center in dealings with other agencies on policies and procedures related to his functions.

b. The programming branch is directed by the branch chief assisted by the programming officer. He supervises branch personnel who define problems; develop, study, establish, and direct programs; and confers regularly with stock management personnel to assure the accuracy and sufficiency of programs. Branch personnel also prepare flow charts and diagrams, develop machine instructions, edit operating routines, and analyze computer performance.

c. The data processing branch is equipped with a high speed, general-purpose digital computer; keypunch machines with printers; and verifiers. It has personnel to operate this equipment and perform other related functions. Speaking without regard to specific section assignments, the branch—

- (1) Converts requisitions into shipping orders, extracts, or demands on sources of supply in the communication zone.
- (2) Prepares transaction analyses and maintains basic files and feeder data for review by stock control personnel or the FASCOM staff.
- (3) Maintains sets of current procedures developed by the programming branch.
- (4) Maintains a tape library which includes stock status of all items in army stock, complete cross-reference data for depot stockage list items, and demand history files.

d. The document audit branch is the control element of the systems division. It reviews all requests placed on the center for machine processing and reviews all completed transactions before they leave the center to make certain that processing has been in accordance with established procedures and schedules. Branch personnel make periodic audits of the system, evaluating and measuring operating

procedures for accuracy and legibility. To illustrate—

- (1) Operating battalions of the support brigades and ammunition brigades send all requisitions for replenishment of stocks to the center. Actions within programmed procedures are automatically handled in the systems division. Others are processed to the stock management division where decisions are made to approve, disapprove, or change the requests, or to seek guidance from FASCOM headquarters. Whatever the decision, directions are prepared on the action taken.
- (2) Instructions are sent to the systems division for machine processing. If decision is to ship from a support brigade, the division prepares shipping instructions. If decision is to fill the request by shipment from the communications zone, the division transmits the request direct to the designated supply source and notifies the requisitioning agency of the action. It is a responsibility of the document audit branch to make certain that such notification is provided, for the center does not normally maintain a listing of dues-in from the communications zone. These are maintained at the general support level.

e. Maintenance branch personnel perform organizational maintenance on all computers and key-punch machines in the division and operate and maintain the division's power generators.

f. The alternate automatic data processing branch is made necessary by the fact that the inventory control center is an extremely critical installation and that it must operate continuously, once established.

- (1) A basic minimum "first-line" security force is provided for the internal security of the ADP equipment area, including prevention of damage by fire or sabotage to technical operating equipment. This force further provides 24-hour control of entry and

exit to the machine area without utilizing personnel necessary to the mission operation of the center. The security force plans and operational procedures are in coordination with the rear area security and damage control elements functioning in the immediate area. The security force provides training media and instructors for emergency internal and external security for the center's operating personnel.

- (2) The alternate automatic data processing branch is a positive means of continuing the inventory control functions when conditions demand. Data stored and maintained at the alternate site is continuously updated by the inventory control center. The additional machine capability can also be used when the machine time required exceeds that available at the main inventory control center.

6. Transceiver Support

Transceiver support is to be provided to the center by designated units of the army-wide signal brigade. The transceivers provide the center direct communication with each support brigade, each directs support and general support battalion of the ammunition brigade, the Petroleum Intersectional Command, each general depot in the advance section of the communications zone, and the medical depot.* Transceivers are used to communicate instructions on such matters as stock levels and requisitioning procedures, changes in stock nomenclature, and shipping orders.

* The army medical depot is the basic medical supply and maintenance unit for a field army. The depot operates a base and three advance supply points. The advance depot elements and units in the army service area are serviced by the base facility. Advance platoons of the depot are provided on the basis of one per corps. When possible, these are located with other medical units, but in no instance will they be located so as to compromise protection under the Geneva Convention. Divisional units place demands for medical materiel on their supporting medical battalion. Advance platoons of the depot support division medical battalions and nondivisional medical units located in their area of responsibility. Demands for controlled and regulated items are submitted directly to the medical brigade. The brigade, in turn, forwards approved demands to the ICC for supply action. The ICC issues shipping instructions to the appropriate supply point. Medical equipment maintenance, spectacle repair and fabrication, and whole blood distribution are functions of the army medical depot.

APPENDIX VI

MATERIEL MANAGEMENT AT GENERAL SUPPORT GROUP LEVEL

1. General

Maintenance management at the general support level must be viewed with a perspective slightly different from that at the direct support level. While many of the tools and techniques of management are similar at both levels, there are certain dissimilarities of which cognizance must be taken.

a. Direct support maintenance units, for example, perform a large portion of their work on sight and specializes in the repair of end items by the removal and replacement of defective components. General support maintenance units, on the other hand, are concerned with repairing unserviceable components generated through direct support operations. Moreover, there is usually no requirement for on-site maintenance at the general support level.

b. Whereas the maintenance effort at the direct support level supports the users of equipment, maintenance effort at the general support level supports the supply system.

c. Maintenance planning and forecasting at the direct support level are geared to more immediate requirements, and emphasis is placed on the prompt repair of equipment and its return to the user. Maintenance planning at the general support level for more long range in scope and is designed to capitalize on the efficiencies to be gained from production-line maintenance operations.

d. The most significant variation lies, however, in the area of maintenance and supply relationships. While there is a group for relationship between supply and maintenance at the direct support level, there is a virtual independence at the general support level. Accordingly, general support group headquarters becomes directly involved in controlling, coordinating, and integrating supply and maintenance activities.

2. Materiel Management Section

The materiel management section of the general support group headquarters is the element

charged with these responsibilities. Because of the requirement that the section become involved in the day-to-day, and hour-to-hour relationship between supply and maintenance, it receives staff supervision from the logistics officer in the services, supply, and maintenance sections of group headquarters. In addition, it is anticipated that the materiel management section will be located adjacent to the supply control section of the general support supply and service battalion headquarters.

a. The principal functions of the materiel management section are to—

- (1) Coordinate short-range supply and maintenance activities.
- (2) Balance maintenance workloads between maintenance units.
- (3) Coordinate maintenance requirements with supported units.
- (4) Arrange for and coordinate large-scale maintenance projects.
- (5) Insure conformance with work schedules and priorities.
- (6) Serve as the control agency to inform supported units as to the destination to which unserviceable or abandoned materiel is to be evacuated; inform battalion maintenance units of the work they are to receive; keep track of serviceable and unserviceable assets in group maintenance units; issue disposition instructions to group maintenance units; and direct evacuation of materiel.
- (7) In coordination with the maintenance battalion, determine repair parts requirements for large-scale maintenance projects and inform the supply and service battalion of such requirements. Coordinate with the supply and service battalion to assure that repair parts are available for the performance of maintenance and that transportation is available to effect the movement of materiel to and from

- units of the maintenance battalion.
- (8) Provide periodic reports to the inventory control center concerning the status of unserviceable, but repairable end items, components, and assemblies that comprise a portion of the supply assets of the field army.
- (9) Provide guidance to the collection, classification, and salvage company concerning cannibalization, removal

of critically-needed components from unserviceable and uneconomically repairable items, and items to be salvaged.

b. Many of the functions and activities listed above lend themselves to incorporation in SOP's and a more detailed coverage of the techniques that may be included is contained in FM 29-22.

By Order of the Secretary of the Army:

Official:

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Major General, United States Army,
The Adjutant General.

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

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USACDCCBRA (3)	USALMC (3)	55-66 (2)

NG: State AG (3); Units—same as Active Army except allowance is one copy to each unit.

USAR: None.

For explanation of abbreviations used, see AR 320-50.