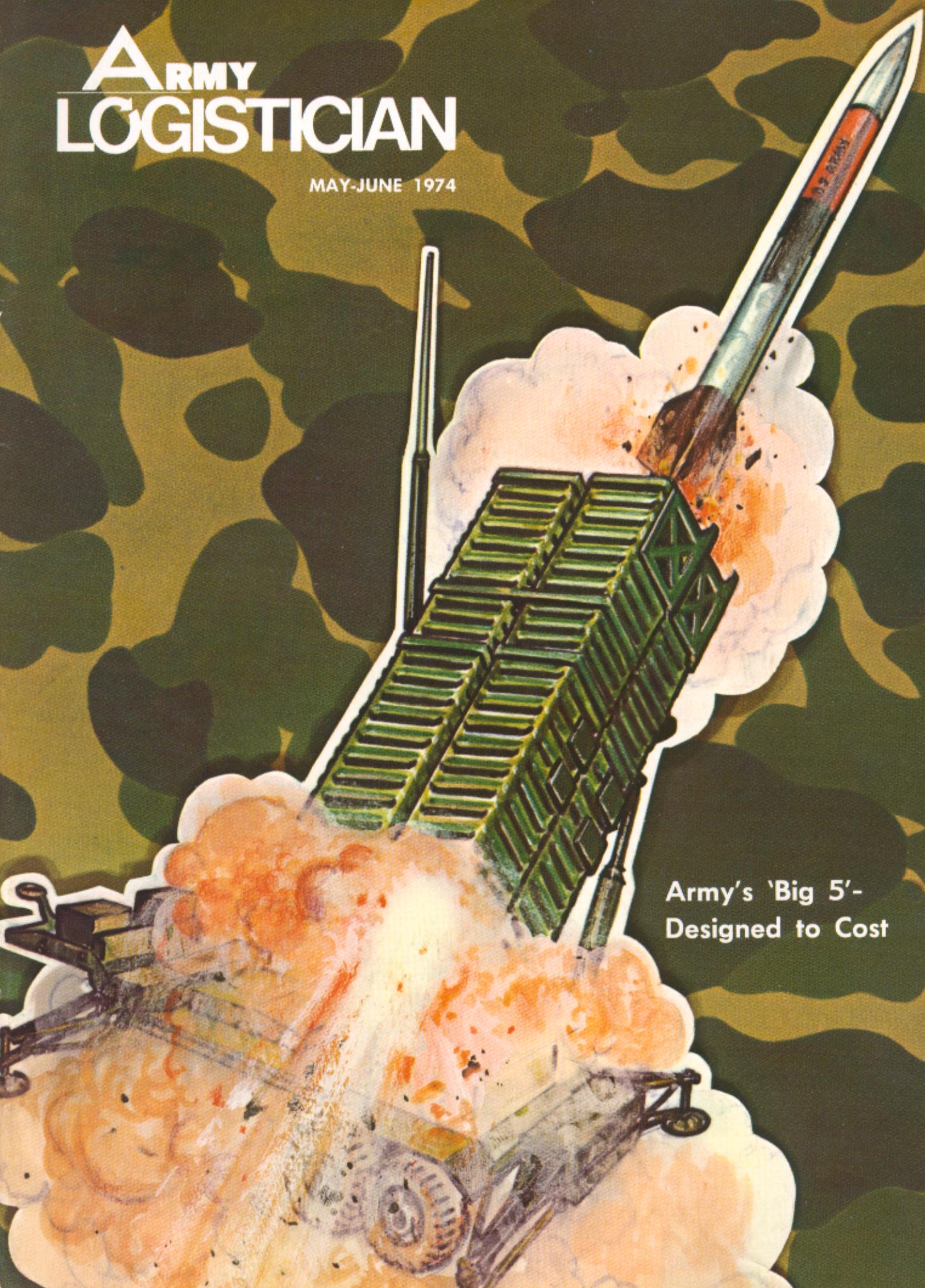


ARMY LOGISTICIAN

MAY-JUNE 1974



Army's 'Big 5'-
Designed to Cost

Assistant Secretary,
of the Army
(Installations and Logistics)

Eugene E. Berg

Deputy Chief of Staff
for Logistics
Department of the Army

**Lieutenant General
Fred Kornet, Jr.**

Commanding General
U.S. Army Materiel Command

General Henry A. Miley, Jr.

Commandant
U.S. Army Logistics
Management Center

Colonel Don A. Wilkinson

Editor-in-Chief

Thomas A. Johnson

Associate Editors

**Terry R. Speights
Jacqueline Patterson**

Assistant Editors

**Renault Boyer
Harry D. Dowlan, Jr.
Joyce C. Kirks
Greg Todd**

Art Director

Hugh E. Humphreys

Staff Artist

DeFonce Threatt

ARMY LOGISTICIAN



VOLUME 6, NUMBER 3 MAY-JUNE 1974

THE OFFICIAL MAGAZINE OF UNITED STATES ARMY LOGISTICS

FEATURE ARTICLES

- 2 **Design to Cost**—Raymond D. Gilbert
- 7 **Centralized Management of Logistics Officers**—
Colonel Charles E. Conrad
- 10 **Management by Objective: Theory and Practice**—Robert E. Jones
- 13 **Deliver the Parts**—Private David H. Poer, Jr.
- 14 **Quality Assurance for Nuclear Weapons**—Lieutenant Colonel
Richard A. Stephans
- 16 **Cooperation Is the Key**—ALOG Staff Feature
- 18 **Depots Use Industrial Funding**—ALOG Staff Feature
- 20 **Air Pollution Control**—Lieutenant Colonel Andrew J. Wilson, USAR
- 22 **Paving the Way for Pollution Solutions**—ALOG Staff Feature
- 24 **Army's 'Big 5'**—ALOG Staff Feature
- 28 **On the Move with USARJ**—ALOG Staff Feature
- 30 **Project SKIP—An Idea Takes Hold**—Charles E. Stine
- 32 **Logistically Speaking—The Posture of the Army**
The Honorable Howard H. Callaway
- 35 **Chief of Staff Reports on the Posture of the Army**—
General Creighton W. Abrams

DEPARTMENTS

- | | |
|----------------------------|------------------------------|
| 1 Emphasis | 43 Career Programs |
| 38 Digest | 45 Recently Published |
| 42 Research Reports | Completed Staff Work |
| 42 Coming Events | (inside back cover) |

The mission of ARMY LOGISTICIAN is to provide timely and authoritative information on Army and Defense logistics plans, policies, doctrine, procedures, operations, and developments to the Active Army, Army National Guard, U.S. Army Reserve, civilian employees of the Army, and the public. ARMY LOGISTICIAN is published to increase knowledge and understanding of logistics and assists in accomplishing the information objectives of the Department of the Army.

ARMY LOGISTICIAN is an official Department of the Army periodical published bi-monthly at the U.S. Army Logistics Management Center, Fort Lee, Virginia, under the sponsorship of the Assistant Secretary of the Army (Installations and Logistics), the Deputy Chief of Staff for Logistics, and the Commanding General, U.S. Army Materiel Command. Photographs are U.S. Army unless otherwise specified. Material may be reprinted provided credit is given to ARMY LOGISTICIAN and to the author. Opinions expressed by contributors do not necessarily reflect the official viewpoint of the Department of the Army.

Articles, photographs, illustrations, and items

of interest on any function of U.S. Army logistics are invited. Direct communication is authorized to: Editor, ARMY LOGISTICIAN, U.S. Army Logistics Management Center, Fort Lee, Va. 23801.

Use of funds for printing this publication was approved by Headquarters, Department of the Army, 1 October 1973.

Active Army units receive distribution under the pinpoint distribution system, as outlined in AR 310-2. Completed DA Form 12-5 must be sent directly to CO, AG Publications Center, 2800 Eastern Boulevard, Baltimore, Md. 21220.

Army National Guard and U.S. Army Reserve units must submit requirements through their state adjutants general and U.S. Army Reserve channels respectively.

Subscriptions to ARMY LOGISTICIAN are available through the Superintendent of Documents, U.S. Government Printing Office, Washington, D. C. 20402. Annual rates are \$5.95 for mailing to a domestic or APO address and \$7.45 for mailing to a foreign address. Individual copies of the magazine are \$1.05 each. Checks should be made payable to the Superintendent of Documents.



ABOUT THE COVER

Five major Army weapon systems are currently being developed under the design to cost policy. The story beginning on page 2 explains the DOD design to cost policy; the story beginning on page 24 describes the Army implementation. The cover design by DeFonce Threatt shows the 'Big 5.' Design of the XM1 is not available and is an artist's concept only.

Completed Staff Work

Study of a problem and presentation of its solution in such form that only approval or disapproval of the completed action is required.

- **Know the problem.**

- **Make one individual responsible to you for the solution.**

- **State the problem to him clearly, precisely, explain reasons, background, limit the area to be studied.**

- **Give the individual the advantage of your knowledge and experience in this problem.**

- **Set a time limit; or request assignee to estimate completion date.**

- **Assure him that you are available for discussion as work progresses.**

If you were the subordinate, would you consider the guidance, given at the time the assignment is made and as the directed work progresses, to be adequate for readily completed staff work? Adequate guidance eliminates wasted effort, makes for completed staff work.

