The basic Army mission dictates a requirement for every individual to perform preventive maintenance on his equipment so it will be ready for any eventuality. Military necessity may require combat units to operate alone or unsupported for undetermined periods and under a wide variety of terrain and weather conditions. Obviously, there will be much interdependence of men and equipment—both of which are required for sustained combat under varying degrees of isolation.

A unit commander must be aware of all factors which influence the total readiness of his unit if he is to attain and then maintain the high state of readiness required for mission accomplishment. An important factor is time for the maintenance effort both preventive and corrective. Unit commanders and their staffs must carefully plan for the most efficient use of time available to the organization as a whole as well as the use of time by individual personnel.

The availability of operators, mechanics, and maintenance supervisors, and their state of training is a prime consideration in allocating the time that must be devoted to maintenance of
equipment and personnel training. Therefore, the commander must determine that the unit’s activities are pre-planned and organized so as to provide for and then achieve the optimum use of time for maintenance. In this manner, a proper balance will be attained in the time spent on training for tactics and other combat techniques and the time devoted to the task of preventive maintenance training and performance of maintenance on equipment.

Combat effectiveness must be the primary goal of the commander of a combat unit because this is the sole reason for the existence of such a unit. Unquestionably, combat effectiveness — to a great extent — depends upon materiel readiness. Therefore, the combat readiness of a troop unit is directly related to the materiel readiness of the equipment with which the unit must be prepared to fight. The ability of a unit to maintain its arms and equipment in a state of readiness can provide the difference between victory and defeat.

The role fulfilled by the unit commander, in the final analysis, provides the prime impetus in influencing the attitudes of his personnel and the ability of his unit as a whole to obtain the required degree of combat effectiveness.
Are you using all the authorities available to you to improve the maintenance of materiel and thereby the combat effectiveness of your unit?

IF YOU AREN'T . . . there are a host of Department of the Army publications that not only provide policy guidance but give you — as a unit commander — authority to take a wide range of possible actions to attain the required degree of materiel readiness.

Since all policies and authorities related to materiel readiness or to equipment maintenance have a common goal they are jointly aimed at —

1. Improving materiel readiness and thereby enhancing the combat effectiveness of your unit TODAY,

2. Providing for the continued maintenance of materiel readiness and combat effectiveness of your unit for possible needs of the FUTURE.

Surely, it will be readily apparent to the tactician that combat effectiveness cannot be achieved solely through the training of the individual soldier, the squad, the company, or the battalion in battle tactics or any other single aspect of military proficiency. Combat effectiveness is a composite of many things — the most important of which are — Ready Men and Ready Materiel.

Its connotation is the overall training and preparation of the individual — and the unit as a whole — and, the attainment and maintenance of unit equipment in a state of readiness that will permit mission accomplishment.
Let's review a few of the pertinent materiel readiness regulations so as to renew acquaintanceship with the latest publications on policy and guidance. These regulations will provide the foundation for the later coverage of discretionary authority which exists and which is available for use by commanders in achieving a greater measure of combat effectiveness.

AR 220-1 outlines the readiness requirement expected of units as:

"The level of readiness which is assigned in peacetime to each unit of a command as required by that command to accomplish the commander's assigned missions in relation to the deployment schedule of the unit."

This readiness requirement for the unit is translatable by the unit commander into the goal or objective for attainment by the unit.

AR 11-14 recognizes the complexity of materiel readiness when it states:

"The importance of materiel readiness is paralleled by its scope and the difficulties of achieving it. It extends from crew maintenance performed on a tank during a lull in battle to the overhaul on an aircraft in a depot shop. It encompasses items as small as a gas mask and as large as a missile system. It is deeply involved with repair parts supply, funding, skills, manpower, facilities, tools, publications, transportation, and management. . . . Each of these factors is a separate element of the overall problem and is of great magnitude, but to achieve total materiel readiness all parts of the problem must be solved."

A study of the above statement points up areas where the unit commander has cognizance. He has to be deeply involved, in varying degrees, in all the areas covered if his unit is to attain materiel readiness.

Then, there is the regulation on the Serviceability of Unit Equipment which is provided in AR 750-10.

It — "Provides commanders at all levels with a uniform method of evaluating the serviceability of equipment authorized and issued to units."

This method of evaluating equipment is a valuable working tool for use by the unit commander as well as a management tool for higher echelons of command. The aim of this method of evaluation is the prompt elimination of any condition which acts to limit immediate or future materiel performance. Benefits to the unit commander from the use of this method of evaluation should not be underestimated, as concentrated emphasis on its application will reveal the true readiness of unit equipment.

In summary, we have reviewed materiel readiness requirements and the goal for unit commanders; the magnitude of the materiel readiness problem and some of the areas involved; and the method of evaluating the serviceability of equipment, which was devised to assist the unit commander in determining the degree of his unit's equipment readiness.
COMMAND RESPONSIBILITY

The subjects just covered are closely related to command responsibility. This subject is not new but is a link between the goal set for a commander and the accomplishment of that goal. AR 750-5 covers the equipment maintenance area of command responsibility as follows:

Commanders, including squad, section, and platoon are responsible for:

- INSURING that all equipment is in a serviceable and mission-ready condition.

- ADVISING their superior of requirements for maintenance support, replacement of end items, and repair parts.

- COMPLYING with instructions and procedures for preventive maintenance operations, to include training in preventive maintenance of equipment, and allocating and scheduling sufficient time in the training program for performing preventive maintenance.

- ASSIGNING maintenance responsibilities for all organizational equipment to specific individuals.

- PREVENTING the abuse of equipment under their control.

- PLANNING and developing programs for maintenance support for future operations.

- MAINTAINING records on the receipt, operation, maintenance, modification, and transfer of items of equipment as prescribed in TM 38-750.

- CONDUCTING inspections to determine the adequacy of their maintenance programs.

- INSURING prompt evacuation of unserviceable equipment to supporting maintenance units.
OUR MAINTENANCE RESPONSIBILITIES ARE?

INDIVIDUAL RESPONSIBILITY

"Assigned operators or users of equipment will be responsible
   for proper preventive maintenance services."

AR 750-5

The individual responsibilities of the operator or user in the application of preventive maintenance services to equipment is not only real — but a must — if the required maintenance of equipment is to be achieved. Such achievement as an objective also must have the continued personal attention of the unit commander. This attention is not only needed to assure close supervision as an element of preventive maintenance services but concerns the continued command attention of the entire maintenance effort and the contingent problems associated with the readiness of equipment.

The truism that maintenance is a command responsibility is a generally accepted principle of maintenance. But not until all commanders — old and new — allocate an equivalent amount of time to supervising the maintenance of equipment as is given to the supervision of tactics and other combat techniques, will really effective maintenance be a reality. Maintenance must have equal time and equal effort with that of tactical training.

MAINTENANCE AND TACTICAL TRAINING
MUST HAVE EQUAL TIME AND EFFORT

The principles of maintenance are clearly stated in AR 750-1 and because of their importance are reemphasized here . . .

AR 750-1

"Each commander is responsible for his assigned maintenance.

Maintenance will be performed in accordance with published doctrine at the lowest category consistent with the tactical situation, skills, time, repair parts, tools, and test equipment available within allocations.

Repairs will be accomplished on site, whenever feasible and in accordance with maintenance allocation charts.

Unserviceable materiel which is beyond the maintenance capability of an organization will be reported or delivered to the next higher maintenance organization.

All authorized maintenance within the capability of an organization will be accomplished whenever possible before evacuation of economical repairable items to the next higher maintenance organization."

In addition, AR750-5 has this to say about organizational maintenance:

AR 750-5

"Organizational maintenance will be performed in accordance with applicable Department of the Army publications such as technical manuals, technical bulletins, and lubrication orders.

Organizational mechanics will be required to inspect and assist with the preventive maintenance performed by the operators.

Operators will assist organizational mechanics in performing repairs or periodic maintenance services."
With the increasing complexity of fighting equipment of all types the role of the commander in influencing his men to perform better maintenance cannot be overstressed. Further, each unit commander must take full advantage of published policies and guidelines, and be alert to identifying problem areas in order to accomplish established maintenance objectives. Each unit commander also should be ready at all times to answer in the affirmative the often asked question —

*Are You Doing Everything You Can To Keep Your Equipment Ready For Combat?*

Of course, an affirmative answer to the above question should mean the commander was taking every advantage of authorities available to him; and that willingness was not being confused with execution in applying an extensive list of varied techniques which would reduce the maintenance work of the unit.
PREVENTIVE MAINTENANCE —
A Commander's Program

Preventive maintenance is the foundation upon which the Army maintenance structure is built. A good preventive maintenance program will negate the requirement for much “corrective” maintenance. Basically, effective preventive maintenance stems from a planned program established at the company and battalion level with defined objectives and a follow-up system to insure compliance. To be ideally effective the commander must emphasize the essentiality of officer and non-commissioned officer participation. This participation should be required during scheduled daily preventive maintenance periods, when equipment, operators, and crews are available.

The commander must display PERSONAL INTEREST — using the preventive maintenance program as a training medium. He should be aware of DA Pamphlet 750-1, A Preventive Maintenance Guide for Commanders, and use it as a tool to increase his own effectiveness in checking equipment. He then must determine that his officers and non-commissioned officers are adequately trained on unit equipment to properly supervise operators and crews. If necessary, operator preventive maintenance should be performed “by-the-numbers” as a medium for training these personnel in maintenance procedures, while accomplishing the required preventive maintenance of equipment at the same time. The use of this technique, however, should not be necessary with experienced personnel who are properly trained on their equipment.

And the commander must demand that his officers and non-commissioned officers not only be present but that they closely and enthusiastically supervise scheduled preventive maintenance periods. Such enthusiastic professional supervision is contagious and will permeate the entire unit. The results of a preventive maintenance program planned, executed, and supervised in a manner similar to that just discussed, will increase the readiness of materiel within the unit and thereby its combat effectiveness.

CONSERVATION OF EQUIPMENT LIFE

There are many avenues of approach open to unit commanders that will lead to the conservation of materiel resources. In some instances, recommendations for approval of higher commanders are the appropriate course of action, while in other instances the unit commander has the latitude of independent action. In either instance, however, the unit commander can influence favorably an action to increase effective equipment utilization.
WHAT AUTHORITY DOES THE UNIT COMMANDER HAVE WHICH HE IS NOT USING?

There are apparently more authorities available to unit commanders than are being used because full advantage has not been taken of discretionary authority provided in existing directives. An example is the elimination of nonessential equipment provided an organization by documents of authorization. AR 700-11, Reduction of Equipment Requirements, provides the procedures for making recommendations for the reduction of unnecessary equipment. It emphasizes the responsibility for continual evaluation of the necessity for equipment furnished the unit and the need for alertness in taking action to eliminate non-essential items. Further, the regulation encourages participation and stresses the potential of this effort, as well as the importance of continued emphasis and periodic review of item requirements. It should come as no surprise to a unit commander that progress in the use of this authority will return dividends by a reduction in equipment requiring maintenance.

EFFECTIVE EQUIPMENT UTILIZATION

Another extremely important area, somewhat allied to the subject just discussed, is the balancing of unit equipment usage and the maintenance workload with personnel resources as a means of enhancing materiel readiness. Paragraph 12n of AR 750-5 provides the unit commander with an effective method for obtaining this balance. With the approval of the appropriate higher commander, serviceable equipment that is temporarily beyond the maintenance capability of a unit may be placed in administrative storage. It is obvious that such an action when carefully planned would:

- **Increase** the overall life of the unit’s equipment.
- **Decrease** the maintenance workload required for equipment under operation.
- **Increase** the effectiveness of personnel resources for the maintenance of equipment being used.
- **Decrease** to a minimum the resources required for the preventive maintenance of equipment in administrative storage.
- **Increase** the serviceability of the equipment through administrative storage — and at the same time,
- **Increase** the serviceability potential of the equipment remaining in operation.
This discrendional authority to recommend methods to higher headquarters which will balance equipment usage and the maintenance workload with personnel resources can be further supplemented by personal actions of the unit commander. With equipment in administrative storage, a carefully supervised rotation program will be needed to maintain an equitable distribution of equipment usage in terms of hours operated, miles covered, or rounds fired. In addition, there are allied areas in the conservation of equipment life that are also related to effective equipment utilization. They encompass the adjusting of equipment usage to essential requirements, the combining of vehicle dispatches whenever this technique is feasible, the use of the correct piece of equipment for any given job, and the absolute elimination of unnecessary usage.

**INCENTIVE PROGRAM**

The maintaining of a high degree of morale among the men of his unit should be the constant concern of a unit commander. Although the state of morale achieved is based on many factors, the commander is in a position to favorably influence these factors by the attention he gives to this important subject. The use of awards and incentives are techniques that may be used to recognize higher standards of equipment maintenance and repair, and they have been found to be effective when pursued aggressively. Recognition for a job well done in the form of individual praise is one of the simplest forms of recognition available to a commander. In the proper environment such individual recognition may have the desired motivating effect for some personnel. On the other hand, conditions may indicate that a more formal method should be used to recognize or encourage men to greater endeavors. Such methods can and should vary with the situation to be successful. Since there are a great variety of motivation techniques available, the unit commander has latitude to choose the incentive that best fits his need. These can be awards such as letters of commendation, engraved scrolls, badges, plaques, and special military passes. Used judiciously, the unit fund is a source for inexpensive items that have value for their symbolic significance rather than their monetary value.

Competition is another method that may very well produce outstanding performance in the care and maintenance of equipment and can be developed easily through publicity for use among individuals or between subordinate elements of a command. The alert commander will establish methods such as these — as well as other techniques that may present themselves after careful exploration — all with the objective of motivating his men to greater endeavors in achieving a higher standard of materiel effectiveness.
PUBLICATIONS

An absolute requirement for proper maintenance is the availability of the technical publication which pertains to each individual item of equipment. The mechanical complexity of Army equipment makes the use of such technical publications a mandatory requirement. Advancements in technology and equipment changes create the need for vast amounts of printed matter to communicate detailed information on equipment. It is the using unit that must determine the publications which are needed. Once this determination has been made these publications must be used. An unused, clean technical manual on file in the battalion library accomplishes nothing. The technical manual must be read and referred to constantly by the personnel who maintain equipment.

No troop commander by himself can possibly keep abreast of the constant flow of technical publications and their changes. The commander can, however, assign the responsibility for review of publications to appropriate subordinate personnel. In this way, they who are intimately concerned with particular types of publications can determine if the subject matter is pertinent to their organization and recommend internal distribution. The unit commander can then decide which of the new publications that apply to his organization will require reading by him. He can also determine if his personnel understand the publication supply system so as to insure an uninterrupted flow of publications to his unit.

There are two methods of distributing publications — Under Pinpoint, distribution is direct from the publications center to the unit. Under Formula distribution, publications are distributed through command channels. Pinpoint is more rapid since bulk shipments and post publications stock rooms are avoided.

AR 310-1 outlines the General Policies on Military Publications and the Department of the Army 310-series circulars provide interim announcements of interest to commanders. In this important area both of the publication centers (St. Louis, Missouri and Baltimore, Maryland) also publish weekly bulletins. They are distributed to all units with which the centers have accounts and are informative in nature. The bulletins are concerned with matters pertaining to current publications and blank forms, as well as other information which is of value to the unit commander in obtaining effective publications support from the publication centers.

A valuable guide that the unit commander should insure is available and on hand is DA Pamphlet 310-10, Guide for Publications Supply Personnel. This pamphlet is a valuable tool in the orientation and guidance of all personnel who are connected in any way with the distribution and resupply of publications and blank forms.

INSPECTIONS

Equipment inspections are instruments by which a commander can ascertain the serviceability of equipment and the efficiency of the maintenance being performed by the operator or user, organization, or the supporting units. It is the responsibility of the unit commander to see that instructions and procedures for preventive maintenance, repair and modification operations are strictly complied with by all personnel of his unit, and that support maintenance is promptly requested. These are basic inspection requirements. It is also the responsibility of commanders to determine that each individual operator or user of equipment is trained in the proper preventive maintenance, that organic mechanics are properly trained and that sufficient time is allotted to these personnel to properly perform maintenance. Maintenance inspections are not only performed by the unit commander and his staff but can be expected from higher headquarters in the form of staff visits, command inspections, and technical inspections.

Regardless of the type of inspection conducted — either by the unit commander or higher headquarters — a prompt follow-up action is necessary to insure that corrections are made and the basic causes for equipment faults are corrected. All inspection reports must be analyzed to determine not only the seriousness and the extent of equipment faults or of the conduct of maintenance operations but also why they exist. Additional training then may be required on some specific phases of maintenance or additional time may be needed to perform maintenance operations properly.
LIAISON WITH SUPPORT ACTIVITIES

A direct support unit is responsible for providing the supported organization with maintenance and supply support as well as technical assistance and guidance. The importance of this support to an organizational unit is readily apparent. Consequently, the unit commander and key personnel designated by him should establish liaison with the commander and supervisory personnel of the direct support unit. Then, a close working relationship should be maintained with the support unit to achieve the maximum benefits that such a relationship will provide. The advantages of frequent reciprocal visits by both commanders should not be underestimated. Both the support and the supported unit will gain from an intimate awareness of each other's needs. In addition, the combat unit commander can utilize informal liaison visits to:

1. Reconcile all actions being taken to repair unserviceable equipment.
2. Determine the validity of outstanding unit requisitions.
3. Ascertain the status of maintenance requests that have been placed on the direct support unit.

In summary, the maintenance of organizational equipment can be greatly improved by the technical advice and the maintenance and supply support provided by the direct support unit. The reason for the support unit's existence is clear. Each unit commander should solicit its assistance through frequent liaison visits.

READINESS GUIDANCE

It is readily apparent that each unit commander must carry out his responsibility of maintaining the required state of materiel readiness within his unit if the readiness requirements of the Department of the Army are to be met. Since tables of organizations continue to provide greater numbers of equipments—mostly newer equipment of greater complexity than older equipment which has been replaced—each unit commander must give increasing attention to equipment maintenance. It has been found that many shortfalls existing in units today could have been avoided if continued COMMAND ATTENTION had been given to the maintenance effort. Therefore, the subject of discretionary authorities available to unit commanders to initiate a wide range of possible actions is reemphasized. It is through such aggressive actions that unit commanders can contribute to the attainment of materiel readiness.
The fact that problems affecting materiel readiness exist suggests a requirement for a penetrating analysis of these problems and the development of meaningful methods leading to their solution. The ever-increasing importance of the area of Materiel Readiness has been recognized by the Department of the Army. This recognition has been made poignantly clear by the measures that have been instituted by the Army Vice Chief of Staff toward the enhancement of overall readiness activities, including his personal direction and supervision of a 27-point ARMY PROGRAM TO IMPROVE READINESS. The points included in this program consist of 27 specific staff actions that are receiving top level Army management surveillance today, as they provide a meaningful and forceful program to improve the readiness of materiel. Knowledge of this program and the materiel readiness areas being explored at this level of the Department of the Army provides information and readiness guidance to each unit commander. By their titles alone, as set forth on the following pages, these 27 points suggest the broad range of areas related to the subject of Materiel Readiness.

1. **Maintenance Career Program.**
   a. Develop clear-cut and comprehensive career programs embracing the maintenance and supply fields as a means of providing the necessary incentives to attract and retain the number of highly competent officers required in these areas of such importance to materiel readiness.
   b. Review grade authorization in the maintenance and supply fields for possible up-grading and establish suitable grade progressions where they are currently lacking.
   c. Study the modification of the existing NCO logistics program as a basis of including other enlisted personnel.

2. **Personnel Turbulence.**
   a. Determine the minimum essential tour for effective utilization of trained manpower.
   b. Refine the assignment and levy procedures, wherever possible, with a view toward reducing the impact of turbulence at unit levels.

3. **Allocation and Utilization of Skills.**
   Review the allocation and effective utilization of trained personnel, including the policies and practices that allow trained maintenance personnel to be dissipated into other areas.

4. **Current TOE Inadequacies.**
   a. Provide a repair parts clerk at company level in pertinent TOE of armor, engineer, artillery, and signal battalions of the ROAD divisions.
   b. Provide a records clerk in appropriate company TOE to handle administration of TAERS.
   c. Initiate a detailed review of criteria used in TOE staffing involving personnel who are vehicle operators in addition to their primary duty, with the objective of providing units with the necessary capability to maintain their equipment.
d. Institute a review of the following TOE with emphasis on the area indicated:

(1) Engineer Battalion, Infantry Division (TOE 5-155E). Provide adequate maintenance personnel in the battalion maintenance section.
(2) Corps Signal Battalion (TOE 11-15D). Insure that radio and carrier platoons are authorized sufficient personnel to maintain equipment.
(3) HAWK Missile Battalion (TOE 44-235T). Provide adequate mechanics to maintain authorized conventional type equipment in unit.

e. Initiate a review of the TOE of the maintenance battalions in all types of ROAD divisions with emphasis on provision of adequate supply personnel authorizations in the technical supply platoon of the main support company. Consider also the provision of a repair parts supply officer in the battalion headquarters, the strengthening of both the battalion S-4 section and the supply section of the forward supply company, and provision of an organizational maintenance capability (both mechanics and tools).

Reorient School Training to Functional Training.

a. Institute an expanded training program to insure that officers assigned to battalion level staff positions in supply, maintenance, and communications receive adequate special training in their duty MOS.

b. Reexamine the POI for the various basic officer courses to insure that supply and maintenance subjects receive coverage necessary to meet requirements for company officer assignments.

c. Monitor current training programs to insure that adequate numbers of officers trained in supply and maintenance are produced to meet the requirements of divisional and other general and direct support organizations.

Other Training.

a. Expand and improve the system of training at installation level to provide company level officers with timely and effective training which will enable them to perform efficiently such additional duty functions as motor officer, supply officer, or communication officer.

b. Reemphasize the importance of the unit materiel readiness officer and provide appropriate training for those not qualified by previous experience or training.

c. Expand the multilevel training test now being conducted to include the automotive maintenance fields, as a basis for future expansion and adoption of the multilevel school system in other selected maintenance and supply areas.

d. Establish courses of instruction at appropriate service schools for materiel inspectors and diagnosticians.

e. Exploit, to a much greater degree than generally exists at present, the use of local resources, such as technical assistance personnel and Army extension courses, as a supplementary means of improving the qualifications of enlisted supply and maintenance personnel.

User/Operator Training. Initiate a program to have appropriate service schools prepare instructional packages for enlisted supervisor, technician, and operator training at installation level and below, and monitor the effectiveness of the use of these instructional packages.
27-point Army Program

8 Overcommitment of Units.
   a. Review and analyze all actions that influence decisions which result in the commitment of CONUS units to large-scale exercises.
   b. Determine the true essentiality of all active Army support for active duty training requirements of Reserve Components, particularly that support which takes maintenance and supply personnel away from their parent units.

13 Multipurpose Automatic Inspection and Diagnostic Equipment. Expedite the processing of qualitative materiel requirements for multipurpose automatic inspection and diagnostic equipment and subsequently initiate on a priority basis the development of hardware in response to approved qualitative materiel requirements.

9 CONUS Base. Establish a training base to provide adequate replacement in MOS and grade for overseas requirements.

10 Reliability. Review each item qualitative materiel requirement to assure that the appropriate reliability objectives are prescribed and insure that these objectives are considered during development.

11 Maintainability. Review each item qualitative materiel requirement to assure that the appropriate maintainability objectives are prescribed and insure that these objectives are considered during development.

12 New Item Testing. Assure adequate testing and preproduction changes to provide greater reliability and maintainability.

14 Mandatory Maintenance Time. Emphasize the necessity for close supervision of the maintenance effort and the prompt turn-in of equipment for correction of deficiencies.

15 Conservation of Equipment Life. Encourage and establish guidelines for the use of administrative storage to balance equipment usage with available maintenance resources and to conserve equipment life.

16 Initial Provisioning. Provide adequate initial support concurrent with distribution of a new model item of equipment.
Repair Parts.
a. Improve Prescribed Load Lists through:
   (1) Revising outdated repair parts lists in equipment manuals.
   (2) Providing technical assistance to units in determining the composition of these lists and in recording demand data.
   (3) Monitoring of unit lists through both command and technical channels.
   b. Orient installation commanders and their staffs on the value of the technical support available from the regional offices of the Supply and Maintenance Command.
   c. Increase the effort devoted to the monitorship and timely correction of deficiencies existing within installation supply echelons, to insure:
      (1) Proper alignment of unit's Prescribed Load Lists with the Authorized Stockage Lists of installations and direct support units.
      (2) Timely action on parts requests.
      (3) Consistent and effective follow-up actions.
      (4) Accurate inventories of stock on hand.
   d. Disseminate Federal Stock Number interchangeability data, including expansion of data support to installations that will embrace other than installation stockage list items.
   e. Provide review and control to insure that adequate repair parts support is provided for Standard C and Limited Standard materiel until such equipment is replaced by new items.

Depot Maintenance. Determine the status of engines and transmissions pertaining to each major item contained in the "Go/No Go" list of combat essential equipment, through a joint monitorship by DCSLOG and AMC to insure that requirements and resources are given the necessary recognition, emphasis, and follow-through.

Maintenance Equivalents. Develop quantitative and qualitative requirements for maintenance manpower requirements.

Maintenance Facilities. Expedite the currently approved MCA program for maintenance facilities and raise priorities for such facilities in developing fiscal year construction requirements for the future.
27-point Army Program

**21. Readiness Liaison Program.** Continue to conduct DA materiel readiness liaison visits to assist in the correction of problem areas that cannot be resolved within the resources of the major commands.

**22. The Army Equipment Record Procedures (TAERS).** Utilize the decisions resulting from the DA Mechanization/Computerization Study Group for actions involving system changes to improve performance at CONUS Class I installation supply activities.

**23. Supply Systems and Procedures.**
   a. Institute action to give a prefix or suffix to Federal Stock Numbers which will identify the responsible source such as NICP, DSA element, or GSA.
   b. Establish a central clearance agency for the routing of "supply source unidentifiable" requisitions.
   c. Institute necessary action to eliminate equipment shortages in ARSTRIKE units which may be due to the maldistribution of assets.
   d. Consider the redistribution of any assets to satisfy ARSTRIKE requirements.
   e. Reflect in DA distribution documents the identity of principal items of equipment in critical short supply and which are not available for issue to satisfy authorized levels for ARSTRIKE units.

**24. Pinpoint Distribution.** Republicize the Army pinpoint distribution system to insure that using units are aware of how to obtain required publications.

**25. Materiel Readiness Reporting Procedures.** Coordinate new or revised readiness reporting procedures, as set forth in AR 750-10, equipment serviceability criteria (ESC) and equipment record keeping systems, with all interested agencies.

**26. Unit/Materiel Readiness Reporting.**
   a. Review and revise the readiness indicators, criteria, and reporting procedures established by AR 220-1, "Unit Readiness," with the objective of providing a more realistic determination of actual readiness and a more informative report than the present one.
   b. Review and analyze the various JCS and DA directives on operational readiness reporting with the objective of eliminating conflicting requirements, duplication, and overlap.
Funding. Review funding and fiscal management and their impact upon materiel readiness in the light of the conclusions and recommendations to be made by the currently established Study Group on Mechanization/Computerization of CONUS Class 1 installation supply activities, and subsequent to this review, determine what additional steps, if any, should be taken to resolve this problem.

In effect this program to improve readiness is a follow-on of Operation ARM — an effort which undertook to establish readiness objectives combined with measurement and reporting systems to make known to top level command management the degree of readiness by comparison with objectives. The Army goal is maximum readiness in order that global commitments can be met. This also should be the goal of the unit commander so that his unit is prepared to carry out its mission. Therefore, it can be stated that readiness is everyone's responsibility from the individual soldier through all elements to the Headquarters, Department of the Army. The meaning is clear:

READY PERSONNEL

READY MATERIEL

READY UNITS
"Combat Effectiveness must be the primary goal of the commander of a combat unit because this is the sole reason for the existence of such a unit."