The Army's highest priority during peacetime is to develop and maintain units that are ready for combat at all times.

Be Ready...

Men— and Equipment— Must Be Ready For Combat.
Combat readiness is a condition of your unit which is produced by a combination of ready men and ready equipment, making a combat-ready unit.

You — and every man in your outfit — must be proficient in your own individual skill (MOS) as well as in your ability to operate as team members in your unit. And, your equipment must be so maintained that you will be sure it can do its job when you get the word to move, shoot, or communicate.

Of course, you keep yourself in top-notch condition, both physically and mentally, so you can do your fighting job right if your outfit enters combat.

But here is a new angle on keeping yourself ready: You must know not only how to perform your combat-type duties as you have been trained to do, but you must know how to keep your equipment in that same top-notch condition that you’re in. In other words, both you and your equipment must be combat-ready.

More soldiers are now convinced that in modern warfare, men alone are not enough; men plus equipment — well maintained equipment — can and will win battles.
Whose job is it to keep your Army equipment combat-ready?

Basically, it is the responsibility of the man who uses it or who controls its use. Of course, this responsibility moves up the chain of command — operator, crew chief, squad leader, platoon, company, battalion, division, corps, and army commanders and right on up to the very top. That is why you may often hear this:

"MAINTENANCE IS A COMMAND RESPONSIBILITY"

And the command part starts right with you, the man who uses that equipment. You command that equipment. Just like —

YOUR CO COMMANDS MEN AND EQUIPMENT.

In today’s Army, a man who commands, commands men and equipment. It wasn’t too many years ago that the person in command thought himself a commander of men, that if he did that job right, the equipment would perform when needed.

Not so today. The great amount of complex and hard-to-maintain equipment going into Army use caused a change in thinking. Now it is realized that equipment and men are equally important to make a unit able to fight in combat. It is realized that this equipment — just like the soldier — must be kept in top shape or the unit cannot do its job.

Equipment that is combat-ready is a must; there is no second choice.
“Operation ARM” Rolls On

Over the years, many things have been done to assist the man who controls or uses Army combat equipment. But as equipment becomes more complex and difficult to operate and maintain, simpler systems have been sought to make the maintenance job easier for the attainment of Materiel Readiness.

The people up topside have recognized the need for simple techniques for measuring equipment and unit readiness — and for procedures for reporting on the condition of equipment, which originate with you, the user.

The answer to this need rolled off in the form of a plan called “Operation ARM.”

Here are some of the actions which will help you:

REDUCTIONS IN MAINTENANCE REQUIREMENTS.
NEW EQUIPMENT WITH BETTER DESIGN AND PERFORMANCE.
A STANDARD SYSTEM OF MEASURING EQUIPMENT SERVICEABILITY.
A UNIFORM METHOD OF REPORTING UNIT READINESS.
A STANDARD EQUIPMENT RECORD SYSTEM AND PROCEDURES.
COMBINED MAINTENANCE SHOPS FOR SUPPORT MAINTENANCE.
GREATER INTERVALS BETWEEN REQUIRED SERVICES.

All of these actions are pointed toward giving you more time for needed maintenance and achieving Materiel Readiness — Combat Readiness.

Topside thinking is expressed in AR 11-14.

The AR SAYS—

Army Regulation 11-14, 7 January 1963, sets the theme for “Operation ARM” and its result—Materiel Readiness—with:

“The attitude toward materiel readiness must be such that commanders, soldiers, and civilians at all levels realize that the increasing dependency of the Army on larger quantities of more complex materiel carries with it the mandatory obligation to maintain materiel in a ready condition. This is an Army-wide, world-wide problem involving all officers, warrant officers, enlisted personnel, and civilians. A proper priority application of available resources is required so that funds, manpower (qualitative as well as quantitative), management, and technical skills are applied to improve materiel readiness.”

Actions designed to help you are more fully explained on succeeding pages...
Here's How
“OPERATION ARM”
Affects You

Read a bit more and see how some of the “Operation ARM” actions will hit you right where it will help most.

**GREEN**
- Go...
  - Ready and Able Equipment

**AMBER**
- Careful...
  - Ready But Marginally Able Equipment

**RED**
- No-Go...
  - Non-Ready Equipment

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**Equipment Serviceability Criteria (ESC) Checks . . .**

Tell You How Ready You Are

When the traffic light turns green, you go.
Amber — you get careful.
Red — you stop.

That’s the way it is with Army equipment these days what with the Equipment Serviceability Criteria (ESC) that are set up by a Log Book Technical Manual-ESC.

You can take the ESC from the Log Book TM-ESC for your own equipment and check over your equipment and come up with a score that tells you and your CO if your gear is Green for Go, Amber for Take it Easy, Joe; or Red — you’re outside looking in and can’t fight if the balloon goes up.

Get real familiar with the “Traffic Light” TM-ESC on your equipment. You never know . . . .

You’ll find them listed in DA Circular 750-1 (12 Mar 64).
Closely tied in with the “Traffic Light” idea on equipment readiness is a plan to reduce to the absolute minimum the amount of maintenance required on equipment that will be listed in technical manuals.

The Army’s maintenance engineers and equipment specialists have been busy going over the scheduled maintenance checkpoints in each technical manual with a fine-tooth comb. They have come up with a big potful of reductions in the number of checks and services that are required daily, weekly, monthly, quarterly, and annually.

Take a few examples:

These will give you an idea of what’s happening. On tactical wheeled vehicles, the Quarterly (Q) service has been chopped completely. Instead, the same service gets done every six months. A big work saving. By reducing periodic maintenance requirements more time can be devoted to more essential maintenance.

These new streamlined maintenance services are coming out as changes to your equipment’s Technical Manuals. Look for them — follow them.
EQUIPMENT RECORD SYSTEM...

One real important "Operation ARM" action that has directly affected almost every soldier is the Army's Equipment Record System (called TAERS) set up by TM 38-750 in 1962.

The old ways (and there were several) of keeping records on Army equipment were tossed out the window, and the new system went in with a standard way of keeping records. The old forms and records went, too.

...TELLS THE COMMANDER...

One of the biggest things to come from the new system is the information it provides the commander of a military unit. He can take a look at a Log Book, for example, and tell exactly (if it has been kept right) whether that equipment is combat-ready. Or he can look at his Materiel Readiness report and tell how many items of equipment in his whole outfit are ready to fight. In other words, he can tell at a glance (almost) how strong his outfit is from the condition of his fighting equipment.

A Log Book (or Log Card) is kept on many major items. Several new forms are used to record maintenance information; some of them convey this information to higher command and some tell the Army's equipment design and maintenance engineers what is happening, maintenance-wise, to their equipment. With this information they can take action to correct trouble or to design better new equipment.
TIME FOR MAINTENANCE, TOO

You may have wondered how you would get all your maintenance work done. Your unit gets more new and complicated (and hard-to-maintain) equipment. And you probably didn’t get any more men to help keep it in top shape.

Your problem has been recognized and the word is out in AR 350-1, “Army Training Policies,” Change No. 3. It’s this:

“Commanders at every level will make sure that maintenance time will be included in training schedules to make sure both men and equipment are kept ready for combat.”

So, you also can look to your unit’s training schedule for some of the time you need to keep your equipment ready to fight.
A change has been underway for the last few years in the Army’s maintenance support set-up. The old technical service support units have been replaced by consolidated support units.

For example, at a post you will have a Director of Maintenance. One section under his control maintains trucks, tanks, tractors, and other engine-driven equipment. Another takes care of radios, radar, and similar electronic equipment. Another one maintains clothing, canvas, sleeping equipment, and the like. “Functionalized” maintenance, it is called, each section taking care of commodity groupings of related equipment.

And in most divisions, we now have a Maintenance Battalion. It has elements which take care of the various types of equipment within the division.
So, instead of chasing to Ordnance to get your tank's gun and engine fixed; to Signal to get the radio worked on; to QM to have the canvas replaced, and to Engineers to recharge the fire extinguishers, you go to one outfit. No buck-passing, either. This unit is responsible for all support work.

This has one big effect on you — it's easier for you to keep your fighting equipment combat-ready.
A Few More on "ARM"

You might find a few more “Operation ARM” actions of interest, though they may not hit you directly. Read on —

**Maintenance Floats** — Your support unit provides you (when available) with another piece of equipment while yours is tied up in maintenance. That way, you and your unit will lose no training time; and you will always be ready to move out.

**Training Floats** — Training equipment provided for field operations saves wear and tear on your regularly assigned equipment. Makes it last longer — then you’ll be sure it will be ready for combat when the whistle blows.

**Maintenance Awards** — Many organizations and installations have set up effective awards programs. They can be started in any organization and are encouraged. Maintenance awards recognize a good maintenance job and point up the user of equipment who shows pride in user-ownership.
Table of Organization and Equipment — Staff people at DA Headquarters are looking over TOEs to chop out the "nice-to-have" things. They'll make sure your outfit's TOE calls for the men and equipment that are really needed to make it a powerful fighting unit. No frills.

Funding — Commanders are taking a close look at the money and what it is used for to make sure it is spent to keep your unit at combat-ready trim. Whitewashing rocks in the training area won't get your outfit ready to fight. Exercise supply economy. Materials are money.

Unit Maintenance Schools — These may be set up to train maintenance men right in your unit.

Repair Parts — Ways are being worked out to make sure repair parts are where they are needed in the amounts needed to keep your equipment combat-ready.
There you are... the things that a lot of Army people can and are doing to help you make yourself, your equipment, and your outfit strong and ready to fight—even if the balloon goes up at midnight. The rest is up to you.
Remember that you—among all the hundreds of thousands of men in the Army—you are the key man, the most important person, when it comes to keeping your fighting equipment ready for combat.

And you might note this: When it comes to Combat Readiness, you are a genuine VIP.

By Order of the Secretary of the Army:

Official:

J. C. LAMBERT,
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The Adjutant General.

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HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.
WHEN YOU GET THE SIGNAL TO

GO

WILL YOU?

THE CONDITION OF YOUR EQUIPMENT WILL DECIDE

USE EQUIPMENT SERVICEABILITY CRITERIA