Army’s ‘Big 5’—Designed to Cost
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. Poir, Jr.
14 Quality Assurance for Nuclear Weapons—Lieutenant Colonel Richard A. Stephens
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
38 Digest
42 Research Reports
42 Coming Events
43 Career Programs
45 Recently Published
   Completed Staff Work
   (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 LOGISTI-
CIAN is published to increase knowledge and understanding of logistics and assist in acc-
complishing 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 Eustis, 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 Material 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 Docu-
for mailing to a domestic or APO address and $7.45 for mailing to a foreign address. Indi-
vidual copies of the magazine are $1.05 each. Checks should be made payable to the Super-
intendent 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.