Assistant Secretary
of the Army
(Installations, Logistics, and
Financial Management)
Alan J. Gibbs
Deputy Chief of Staff
for Logistics
Department of the Army
Lieutenant General
Arthur J. Gregg
Commanding General
U.S. Army Materiel Development
and Readiness Command
General John R. Guthrie
Commandant
U.S. Army Logistics
Management Center
Colonel James E. Harris

Editor-in-Chief
Thomas A. Johnson
Associate Editors
Terry R. Speights
Jacqueline Patterson
Assistant Editor
Richard Ford
Art Director
Charles Marie
Staff Artist
Joseph A. Wells

ABOUT THE COVER
These CONUS-based soldiers are shown returning armored personnel carriers to POMCUS storage sites in Europe after their use during Reforger '79. The Deputy Chief of Staff for Logistics, in his article beginning on page 2, states that POMCUS stocks are the key to the rapid reinforcement of NATO—a vital logistics mission.

ARMY 
LOGISTICIAN 
VOLUME 11, NUMBER 6 
NOVEMBER-DECEMBER 1979 
THE OFFICIAL MAGAZINE OF UNITED STATES ARMY LOGISTICS

ARTICLES
2 Logistics and Force Readiness—Lieutenant General Arthur J. Gregg
6 National Supply System Approved—ALOG Staff Feature
8 Breakout—Major General Richard H. Thompson
12 Computing Combat ASL’s by Mathematical Model
—Walter E. Belknap
14 Teaching Today’s Soldier—Dorothy J. Edwards, Ph.D.
17 Quality Function in the Army Logistics System
—Victor K. Evans
20 Napoleon: Master Logistician—Captain George M. Stephenson
24 LOGEX ’79—ALOG Staff Feature
28 Stocking for Direct Exchange—Captain James Brooks
30 Surviving the Sedan Famine—Captain Bruce P. Schoch, USAR
33 Motor Stables—Chief Warrant Officer (W4) Gene E. Davidson
36 Battlefield Recovery—David R. Flyer

DEPARTMENTS
1 Emphasis
38 Digest
42 Career Programs
42 Coming Events
43 Recently Published
44 Forum
Commanders’ Energy Conservation Checklist
—inside back cover

Army Logistician is devoted to the publication of timely, authoritative information on Army and Defense logistics for the Active Army, Army National Guard, Army Reserve, civilian employees of the Army, and the public. Our purpose is to increase knowledge and understanding of logistics and to encourage and stimulate innovative thought in areas of logistics by providing a forum for those ideas. The views expressed in the articles are those of the authors and not necessarily those of the Department of the Defense or the Department of the Army.

Army Logistician is an official Army periodical published bimonthly and sponsored by the Assistant Secretary of the Army (Installations, Logistics, and Financial Management), the Deputy Chief of Staff for Logistics, and the Commander, Army Materiel Development and Readiness Command. Photographs are U.S. Army unless otherwise noted. Material may be reprinted if credit is given to Army Logistician and the author, unless otherwise noted.

Use of the third person pronoun “he” and any of its forms, as used in this periodical, is intended to include both masculine and feminine genders. Any exceptions will be indicated in the text.

Articles, photographs, illustrations, and items of interest on any facet of Army logistics are invited. Direct communication is authorized to: Editor, Army Logistician, Army Logistics Management Center, Fort Lee, Va. 23801.

Use of funds for printing of this publication was approved by Headquarters, Department of the Army, on 1 October 1978 in accordance with AR 310-1.

Active Army units receive distribution under the pinpoint system outlined in AR 310-2. DA form 12-5 must be sent to Cdr, AG Publications Center, 2800 Eastern Boulevard, Baltimore, Md. 21220. Army National Guard and Army Reserve units must submit requirements through State adjutants general or Army Reserve channels.

Annual subscription rates are: $9.00, mailed to a domestic or APO address and $11.25 to a foreign address. Single copy rates are $1.50 domestic and $1.90 foreign. Order through and make checks payable to Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.
Commanders’ Checklist for Energy Conservation

- Does your organization have a command-directed energy conservation program, headed by a chief, that provides publicity, awards, motivation, directives, and regulations? □ YES □ NO

- Have directives and instructions from both local and higher headquarters been implemented? □ YES □ NO

- Are inspections and surveys made to insure the maximum use of each building? Are utilities shut off in unoccupied buildings and in unoccupied areas of buildings in use? □ YES □ NO

- Does your organization have energy conservation goals with specific milestones established for their accomplishment? Have action plans been developed to achieve the milestones? Has responsibility for implementing the action plans been assigned to a specific individual? □ YES □ NO

- Has the person responsible for action plans communicated those plans to the widest possible range of organization personnel? □ YES □ NO

- Are energy consumption reporting procedures timely and accurate? Is fuel conservation measured and reviewed? □ YES □ NO

- Does your program increase personnel awareness of the need for maximum conservation of energy resources both at work and at home? □ YES □ NO

- Has one person been designated to control energy use in each building, such as turning off unnecessary lights and controlling heating and cooling? □ YES □ NO

- Are smoking prohibitions in classrooms, conference rooms, and other assembly areas enforced to reduce ventilation requirements? □ YES □ NO

- Is an energy waste reporting system encouraged? Is there a designated person to call to report wastes such as steam leaks, street lighting on during the day, and similar wastes? □ YES □ NO

- Has assistance from other Government agencies or utility companies been requested to obtain checklists or onsite checks for efficient energy use? □ YES □ NO

- Are work schedules flexible to take advantage of minimum heating, cooling, and lighting requirements and to facilitate car pools? □ YES □ NO

- Are large electrical loads, such as lighting for air fields, athletic fields, and industrial operations, controlled? □ YES □ NO

- Is there a contingency plan for power outages and fuel shortages? □ YES □ NO

- Can your organization measure the results of various energy conservation actions such as reduced lighting, temperature control, daytime cleaning, and efficient use of vehicles? □ YES □ NO

Source: The National Guard Bureau, Departments of the Army and Air Force.