Assistant Secretary of the Army  
(Installations, Logistics, and Financial Management)  
Joel E. Bonner, Jr.  
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 Billy C. Holland  

Editor-in-Chief  
Thomas A. Johnson  
Associate Editors  
Terry R. Speights  
Jacqueline Patterson  
Assistant Editors  
Richard Ford  
Justin L. Paniere  
Robert D. Paulus  
Art Director  
Charles Marie  
Staff Artist  
Richard W. Hasenauer  

ABOUT THE COVER  

For large-scale deployments, the Army has long depended on breakbulk ships like those pictured on the cover. Today, barge carriers, roll-on-roll-off ships, and container ships widen the Army's transportation options. This article beginning on page 2 discusses some advantages and disadvantages of each type of ship.

ARTICLES  
2 Ships and Strategic Deployment—Major Jason D. Carroll  
6 Battlebooks—A Unique Approach to Mobilization Planning—Lieutenant Colonel John G. Benton  
8 MMIP Update—Lieutenant Colonel Robert M. O'Donnell  
11 Commentary—Securing Organizational Clothing and Equipment—Captain Bruce P. Schoch, USAR  
11 Commentary—Training Realistically—Lieutenant Colonel Robert W. Hall, Jr., FLARNG  
12 Blackout Logistics—Major B. Don Sullivan  
17 Learning to Troubleshoot by Simulation—Jim Dees  
20 Logistics and Battlefield Management—Lieutenant Colonel Jerry W. Betts, USA (Ret.)  
22 Fuel Conservation—Captain Bruce P. Schoch, USAR  
24 Unsung Heroes of the Rhine—ALOG Staff Feature  
27 Where's the Ammunition?—Lieutenant Colonel Lynn A. Lancaster  
32 Managing POMCUS Maintenance with Minicomputers—Raul Soto  
34 Logistics of the Inchon Landing—Major Stanley L. Walker

DEPARTMENTS  
1 Emphasis  
39 Recently Published  
40 Digest  
44 Forum  
Meeting of the Minds—Lieutenant Colonel Thomas H. Fletcher—(inside back cover)  

Army Logistician (USPS 112-430) 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 Defense of 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, except where copyright is indicated.  

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 1980 in accordance with AR 310-1.  

Active Army units receive distribution under the gimppost 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 adjutant general or Army Reserve channels.  

Annual subscription rates are: $12.00, mailed to a domestic or APO address and $15.00 to a foreign address. Single copy rates are $2.25 domestic and $2.85 foreign. Order through and make checks payable to Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.
Meeting of the Minds

by Lieutenant Colonel Thomas H. Fletcher

Do you ever feel like going beserk when you learn that another meeting has been called, rescheduled, or even canceled? Have you ever tried to track down your boss, only to find he's trapped in one meeting and late for the next one? Have you been to an aimless, disorganized, prolonged talkathon in the last few days? How about the past week? Do you know of anyone committed to a recurring, firmly scheduled committee meeting for which the committee members have absolutely no reason to convene but are forced to anyway? Have you left a decision-making gathering in the last month which ended in complete agreement? Complete agreement to meet again, that is. Have you sat bewildered and uncertain waiting for a meeting to start only to realize your anxiety was unwarranted when you discovered that none of the other participants knew why the meeting was called?

As contradictory as it may seem after that introduction, I am firmly convinced meetings are important to sound management. Better still, sound meetings are important to sound management. It is my further conviction, however, that meetings within the Army have deteriorated into abuse. Succinctly, too many managers allow themselves to be positioned around conference tables only to be robbed of valuable productive time. Ask the average participant just before a meeting opens why he or she is there, and see what responses you get. You can bet most, if not all, are reactive—

"It's on my calendar," "My secretary told me to be here," "I'm sitting in for Fred," "Who knows?"

"Who cares?" "They're always calling these things," "My boss said he was here."

You may just get silence, a shrug of the shoulders, or a snide grin.

One wonders if there is anyone who would dare challenge a meeting, who would actually ask for a clear statement of purpose, reinforced with an agenda and held to strict time limits. There might even be a hero out there willing to start a general exodus from a "talk" session where no one is willing to control Mouthy Mulligan.

Imagine working in a command where all meetings, regardless of size, are outlawed on Monday, Wednesday, and Friday. Absolutely no exceptions. Then consider any and all meetings confined to Tuesday and Thursday mornings. Impossible? Think about it. Isn't the thought alone too good to be true? You're even enjoying the prospect: a full workday.

You'll have to excuse me now. I've been called to a meeting. When I asked for what purpose, the fellow calling said he is going to explain to everyone what happened at a meeting I attended yesterday.

Lieutenant Colonel Thomas H. Fletcher is assigned to the Office of the Deputy Chief of Staff for Logistics, Forces Command, Fort McPherson, Georgia. He is a graduate of the U.S. Military Academy, Babson College, and the Army Command and General Staff College.

Copyright © 1981 Thomas H. Fletcher