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ABOUT THE COVER

Force readiness depends on proper maintenance of Army equipment which, in turn, depends on the skills of Army maintenance personnel like those depicted on the cover. The story beginning on page 22 explains the changes made in CMF 63 to improve those skills. Related maintenance articles begin on pages 2, 14, and 33.

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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 Defense or the Department of the Army.

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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.

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Internal Review and the Logistician

by Major Rod Ruthven

Logisticians seem to be continually short of time, money, and personnel. As a result, when they react to a problem, their solution may be "reinventing the wheel," that is, solving the same problem someone in another command has previously worked out.

Sometimes the problem is left to "go away" and is only faced when an inspection or an audit discovers it. One asset available to the logistics manager for indepth research in logistics is the local internal review office.

Internal review is a part of the comptroller or resource management function at the major command, installation, or corps level—and down to the division level in U.S. Army, Europe. These auditors perform reviews in both nonappropriated and appropriated fund activities.

There are two types of audits: *financial,* such as a review of unliquidated obligations; and *operational,* which is a review of the efficiency of an operation. It is this operational review that can help the logistician.

To illustrate this, let us examine a situation facing a division G4. His division commander has just visited the maintenance battalion's direct exchange operation and discovered hundreds of unserviceable 100-amp voltage regulators. Used on M113 personnel carriers, the voltage regulators are critical to this division and all combat units.

Further checking reveals that the supplying commodity command has predicted a several month delay on replacement regulators and that a critical circuit board is not now available to repair the unserviceable regulators. Faced with this, and with a field exercise that has all his staff in the field, the G4 asks the internal review office to assess the problem.

Since this is an unscheduled review, the internal review officer establishes these goals for the audit—

- Determine if the problem is really serious.
- Determine the actual backlog of unserviceables and usage of components.
- Find out what other support units are doing, to include any rebuild plans at higher level.

The review officer conducts the audit and reports the findings—

- The regulator had been coded "nonreparable" on the Army master data file. As a result, some nondivisional units have removed these regulators from their direct exchange list, and their customer units were disposing of unserviceables at the property disposal office. (A phone call to the internal review counterpart at the nondivisional command solves this).
- There are no plans to rebuild the regulators in the theater; therefore, the division will be required to take some action.
- The maintenance battalion, division materiel management center, and technical representatives have designed an improved circuit board to repair the regulator. This can be locally purchased cheaper than the original cards.
- There are seven regulator models but only two have a high density.

On the basis of these findings, the internal reviewer recommended that a message be sent to the commodity command advising them of the error in the Army master data file and the consequences of disposal without a serviceability check at support maintenance. He also recommended that a test purchase of two kinds of circuit cards be made. This will permit repair of the unserviceables on hand, but not commit the division to great expense.

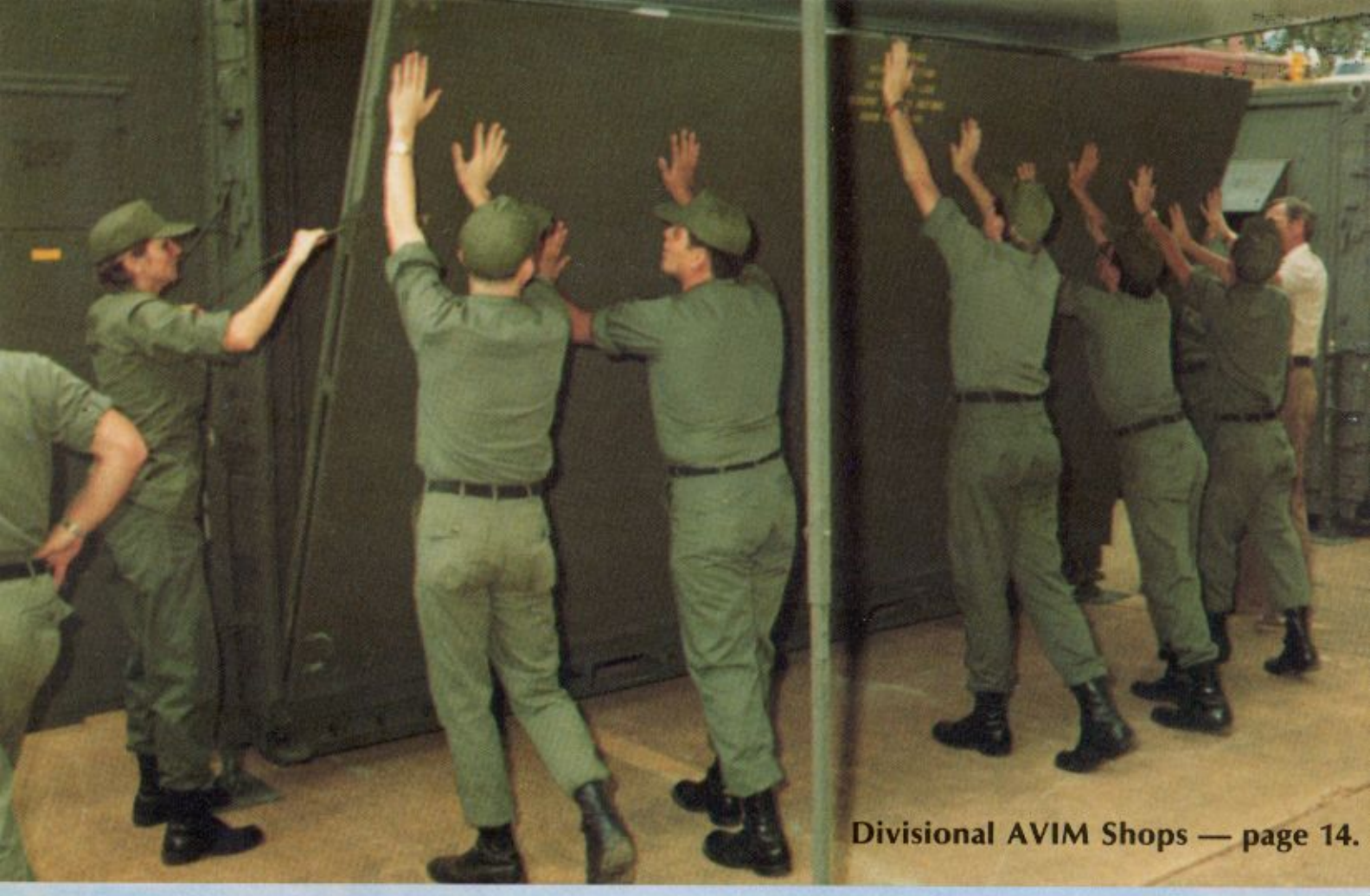
Although the internal review did not solve the problem, it did provide an outside analysis. This enabled the maintenance unit to obtain funds for circuit boards. (This is not a normal purchase at division level).

A final way that logistics managers can use their local internal review office is as liaison with the Army Audit Agency (AAA) or other audit agencies. Many internal review offices have copies of AAA reports that include areas of common interest. For example, if the AAA has cited Fort X as having a low manpower utilization in direct support maintenance, the logistician may want to look at his command's utilization. Also, internal review will usually provide follow-up reviews to all AAA reports.

Faced with ever-decreasing resources, the logistician can use his local internal review office to provide an independent evaluation of many logistics areas, thus making the internal review staff a part of the logistics team.

ALOG

Major Rod Ruthven, formerly the chief of internal review for the 1st Armored Division, is presently assigned to the U.S. Army Logistics Center, Fort Lee, Virginia, working on the Division '86 Project. Major Ruthven is a graduate of the Ordnance Advanced Course and the Command and General Staff College.



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