

serial number giving us daily status. Items are moved by air and repair and handling is expedited. By using these management techniques, we have been able to significantly reduce the number of spares required for weapons support.

Each of the commands has a supply staff to manage supply operations within their command to insure that central policy and control are carried out as directed by Air Force Headquarters. The various commands recommend policy changes which are approved or disapproved based on their merit.

At each major base in the Air Force we have a single chief of supply who performs and supervises the retail operation of the base supply system. All activities on each base obtain their supply support from this one base supply account except for medical, cryptographic, nonappropriated funds, et cetera. This activity in turn is the only organization authorized to go to the wholesale organizations, such as AFLC, DSA, GSA, for items of supply.

The chief of supply is the senior supply officer on the base with broad supply background. To assist him we have individuals designated as managers for spares, equipment, fuels, et cetera. Our bases usually manage 40 to 70,000 supply line items.

The chief of supply, is responsible for supporting all—and let me emphasize the all—units on the base. As an example, if ADC and SAC share a base, as they often do, there is only one supply activity on that base to support both units. Other onbase organizations such as civil engineer, communications and weather are also supported by the same single supply activity. On some bases we have as many as 75 organizations drawing support from the single supply organization.

To accomplish our supply accounting functions at Air Force bases throughout the world we use UNIVAC 1050-II computers, under program control, in a standard organization. Installation of this standard system has literally revolutionized our overall supply operation. We now enjoy a responsive requisitioning and inventory status reporting capability. By standardizing computer hardware, data systems, and supply procedures, we have taken a significant step forward in further improving our logistics system, resulting in reduced inventories, improved customer support to tactical units, and reallocation of several thousand manpower spaces to other essential functions.

Program changes cannot be made by base personnel or the major command owning the base. Policy and computer program changes are directed through only my office. We can implement changes and improvements much more quickly. When my office directs program changes I am confident they are implemented uniformly, worldwide, on the dates directed.

Though each of our bases has a slightly different mission, our supply system and procedures are flexible enough to effectively support all of them. Stock levels, accounting procedures, inventory techniques and frequency, funds management, reports, and organization have all been standardized and are centrally controlled.

Inventory procedure is a good example of our centralized control. Here, we are striving to improve our inventory accuracy by establishment of standards, and comparison of the performance turned in by the separate bases and commands.

The amount of control exercised over our spares assets is based on the value of the items to be inventoried. We have quarterly inventories of our Hi Valu and critical items, and our objective is 100 percent accuracy. Every item must be accounted for.

Equipment items are inventoried at least once each year, and again, each item must be accounted for.

On our low-cost, hardware-type items, we authorize the use of sampling techniques, and expect an accuracy of 80 to 90 percent.

Another good example of our centralized control is in the management of our bases versus AMA outstanding orders. For base orders placed on an AMA but not yet supplied, we have special programs to keep the two sets of books in agreement—we call this process back-order validation. When we initiated this procedure, we found the books to be less than 50 percent in agreement. By central control of programs and command attention, our accuracy has improved to nearly 85 percent. We are refining our methods to take advantage of lessons learned, and revisions to the procedures, to be implemented on November 30, should produce a 95-percent accuracy rate.

Another major benefit has been the reduction in training requirements and increased efficiency of our supply personnel. Our personnel are now immediately productive when they are transferred between CONUS bases of different