



OFFICE OF THE SECRETARY OF DEFENSE

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DEFENSE LOGISTICS  
STANDARD SYSTEMS OFFICE

DLSSD-D

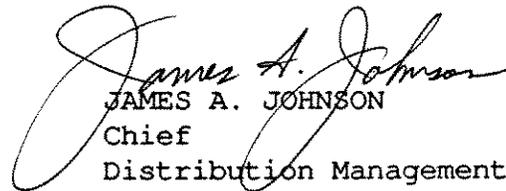
01 NOV 1991

MEMORANDUM FOR DISTRIBUTION

SUBJECT: DoD Joint Small Arms Coordinating Group (JSACG) Meeting,  
October 22-24, 1991

The attached Memorandum of Meeting is forwarded for your information.

The DLSSD-D point of contact is Mr. Frank St. Mark,  
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Attachment:  
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8 NOV 1991

MEMORANDUM OF MEETING

SUBJECT: Summary of DoD Joint Small Arms Coordinating Group (JSACG)  
Meeting

I. **PURPOSE:** The subject meeting was held at the Defense Logistics Standard Systems Division, Alexandria, VA on October 22-24, 1991. The primary purpose of the meeting was to continue the process of ensuring a smooth transition of the DoD Small Arms Serialization Program (DoDSASP) from the Army to the Defense Logistics Support Office (DLSO). The meeting agenda is at attachment 1 and the list of attendees is at attachment 2.

II. **BRIEF SUMMARY OF DISCUSSIONS:**

A. Administrative:

1. The JSACG Chairperson welcomed the Group and provided an overview of the DLSO, its relationship to the Office of the Assistant Secretary of Defense (Production and Logistics) (ASD(P&L)), and its responsibility for administration of the Defense Logistics Standard Systems (DLSS) and the various Process Review Committees (formerly Focal Point Committees). The Group was also provided copies of correspondence transferring the DODSASP from the Army to DLSO.

2. Mr. Greg Legare, the DLSO Defense Logistics Management System (DLMS) Program Manager presented an overview of the DLMS. The DLMS is the logistics system of the future that will integrate the logistics processes into a single system spanning all logistics functions. The objective of the DLMS is to improve logistics support to the customer and provide decision makers with essential decision/support information through the use of electronic data interchange (EDI). Unlike the DLSS 80 character transaction formats, DLMS transactions use variable length formats. The DLMS/EDI formats will support additional information requirements such as serial number tracking and weapons system management. The DLMS initial operating capability is March 1993.

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B. Agenda Items:

1. The agenda included several topics from previous JSACG meetings as well as new topics. The agenda items are as follows:

a. SERIAL NUMBER TRACKING OF CATEGORY I NON-NUCLEAR MISSILES AND ROCKETS (92-1)

(1) Discussion: Based on the potential for legislative action to force the DoD Components to track Category I non-nuclear missiles and rockets in a central DoD registry, it was determined that Category I non-nuclear missiles and rockets should be tracked in the Component and DoD Registries. At the September 19-20, 1989 JSACG meeting, the Army presented their initiatives in tracking their Category I non-nuclear missiles and rockets in their Component Registry, while the Navy and Marine Corps nonconcurred in tracking their Category I non-nuclear missiles and rockets in their Component Registry and the DoD Registry. Their rationale was that Category I non-nuclear missiles and rockets are munitions (Class V), not arms. Subsequent to the meeting, the Deputy Assistant Secretary of Defense (Logistics) tasked the JSACG to revise DoD Instruction 4140.52, "DoD Small Arms Serialization Program" and DoD 4000.25-2-M, Chapter 12, "Small Arms Serial Number Registration and Reporting" to include Category I non-nuclear missiles and rockets. During the discussion at this meeting, it became clear that: (1) the Services are tracking Category I non-nuclear missiles and rockets; (2) there is a need for a central registry for Category I non-nuclear missiles and rockets; and (3) the small arms (Class VII) and munitions (Class V) communities do not interface.

(2) Disposition: The Group generally agreed that there are several steps needed to accomplish establishing a DoD Registry for Category I non-nuclear missiles and rockets: (1) ASD(P&L) has to direct (recommend) the DoD Components to track Category I non-nuclear missiles and rockets in a Component and DoD registry; (2) based on the Army's success in adding their Category I non-nuclear missiles and rockets to their registry, the DoD (Small Arms) Registry could be used as the DoD Registry for Category I non-nuclear missiles and rockets (additional resources required); (3) if the DoD Registry is used, the Components' current Category I non-nuclear missiles and rockets tracking system should interface directly with the DoD Registry using established DLSS Small Arms transactions and bypass the Component Small Arms Registry; and (4) if Category I non-nuclear missiles and rockets are incorporated in the

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DODSASP, all policies and procedures related to DODSASP would require changes to incorporate Category I non-nuclear requirements. As indicated above, the first step is to direct (recommend) the Components to track Category I non-nuclear missiles and rockets in the DoD Registry. The JSACG Chairperson will assist the ASD(P&L) representative in the preparation of the correspondence.

b. OPEN SHIPMENTS (92-2)

(1) Discussion: The DoD Registry does not have the capability to identify open shipments (between the DoD and Component Registry); however, the Army's Registry does identify open shipments (between the Army and other Components). The Army's Registry is currently forwarding an open shipment listing to the individual Component Registries for resolution. The listing is generated monthly and contains CONUS open shipments greater than 30 days and OCONUS open shipments greater than 90 days. There is no visibility of open shipments between the other Components (e.g., Navy and Air Force, Air Force and Marine Corps, etc.). As of October 1, 1991, there were approximately 11,000 inter-Army open shipments.

(2) Disposition: Open shipments, regardless of the activities involved, impact the effectiveness of the DoD Registry. Based on the Group's discussions, it was agreed to include open shipments as an element to be addressed in the DoD Small Arms Program Plan.

c. MORATORIUM ON DEMILITARIZATION OF SMALL ARMS (92-3)

(1) Discussion: The moratorium on demilitarization of small arms (less than .50 caliber) has been in effect since 1980. In October 1990 (Fiscal Year 1991), the DoD was successful in obtaining relief from the prohibition on demilitarizing small arms except more than 310,784 unserviceable M-1 Garands or M-1 carbines. This change permits the Components to dispose of all other small arms that are determined to be excess to its needs.

(2) Disposition: The Group was provided copies of the DASD(Logistics) memorandum of February 15, 1991 and the DoD Fiscal Year (FY) 1991 Appropriation Bill that lifted the moratorium. The DLA JSACG representative was reminded to provide DASD(L) the total number of small arms (by type) that were disposed of during FY 91, by January 1, 1992. The DoD expects the FY 92 Appropriation Bill to contain the same provision with regard to small arms.

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d. REPORTABILITY DETERMINATION (92-4)

(1) Discussion: One of the Chairperson's concern in the transfer of the DODSASP administration to DLSO was the determination of what small arm should or should not require control in the program. Based on his discussion with the former JSACG Chairperson, reportability determination appeared to be an extensive process that could not be performed at DLSO. A review of the September 1989 JSACG minutes revealed that the JSACG had attempted to legitimize the determination process.

(2) Disposition: The Group reviewed the September 1989 reportability determination steps and agreed to the following:

(a) The Component determines whether a small arm is reportable based on the MILSTRAP small arms definition. If the Component determines or cannot determine reportability, the Component forwards a request for reportability determination to the JSACG Chairperson for JSACG coordination.

(b) The JSACG Chairperson validates reportability based on MILSTRAP definition and Component supporting documentation.

(c) The JSACG Chairperson staffs proposal with the JSACG.

(d) The decision of the majority of members will prevail.

(e) The JSACG Chairperson will provide staffing results and the JSACG decision to the requesting Component with copies to the JSACG.

The Group also agreed to include the reportability determination "steps" in MILSTRAP chapter 12.

e. POLICY MEMORANDUM (92-5)

(1) Discussion: At the September 1989 meeting, the JSACG agreed to use a "policy memorandum" format to promulgate JSACG decision and policy statements. Since the DODSASP has been

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transferred to the DLSO, the Chairperson could not identify any requirements emanating from the JSACG that could not be accomplished through the normal DLSS procedures, except DODSASP reportability determination matters.

(2) Disposition: The Group agreed to retain the policy memorandum concept until the JSACG has had sufficient time to fully experience whether the concept is necessary.

f. DRAFT "SUPER REG" (DOD 4140.1-R) DODSASP POLICY  
(92-6)

(1) Discussion: As a result of the DoD effort to reduce the number of DoD instructions, directives, etc., DoD Instruction 4140.52, DoD Small Arms Serialization Program, was incorporated in DoD 4140.1-R, Supply Management Regulation. The DODSASP policy was rewritten to include only the basic requirements for establishing and maintaining a small arms serialization program. The JSACG Charter is contained in Appendix L of DoD 4140.1-R. The DoD 4140.1-R has been dubbed "Super Reg." The Super Reg is expected to be staffed with the Components in mid-1992. The Components will have approximately six months to review and provide comments/recommendations to DoD.

(2) Disposition: The Group reviewed the Super Reg DODSASP policy and recommended the following changes:

(a) Paragraph G.2.b. - Delete the requirement to include Category I non-nuclear missiles and rockets pending the outcome of paragraph B.1.a., above.

(b) Paragraph G.3. - Add new paragraph G.3.c., "The DoD Inspector General shall: (1) Perform periodic evaluation of the Small Arms Serialization Program to include the quality of performance, the accuracy of the processes used to track, report, validate, and register each small arm by serial number. (2) Provide audit findings to the DoD Component that disclose weaknesses in the Small Arms Serialization Program."

(c) Paragraph G.3.d.(2). - The Army recommended that this paragraph be revisited pending the outcome of AMCCOM/AMC DODSASP pricing strategy letter of August 19, 1991.

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(d) Paragraph G.3.d.(4). - Delete last sentence.

(e) Paragraph G.3.f. - Delete paragraph.

A marked up copy of the Super Reg policy was provided to the DASD(L)SD JSACG representative.

g. REVISING MILSTRAP CHAPTER 12 (92-7)

(1) Discussion: One of the functions of the JSACG is to review the efficiency and effectiveness of the DODSASP and when necessary develop enhancements for incorporation in MILSTRAP chapter 12. Based on the transfer of the administration of the DODSASP to DLSO, the incorporation of the DODSASP policy in the Super Reg, and previously identified revisions to chapter 12, a revision to chapter 12 is necessary.

(2) Disposition: Prior to revising chapter 12, the Group agreed to review chapter 12, review their Component implementing policy and procedures, identify differences between chapter 12 and Component policy and procedures, and present an overview of their small arms program at the next JSACG meeting. The members were also requested to provide the Chairperson a copy of their small arms policy and procedures.

h. DOD SMALL ARMS SERIALIZATION PROGRAM PLAN 1992 - 1996 (92-8)

(1) Discussion: In order to identify the issues identified in JSACG minutes, known shortfalls in the program, and future enhancements, the Chairperson recommended that a DODSASP Plan be developed. The purpose of the plan is to provide general guidance for the JSACG in accomplishing the review of current and proposed DODSASP requirement. The plan is also the vehicle used to track progress toward correcting any weaknesses identified by the Group, DoD and Component Inspector Generals, and the General Accounting Office.

(2) Disposition: An example of a program plan is at attachment 3.

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i. DEFINITION OF SMALL ARMS (92-9)

(1) Discussion: The maintenance of the definition of small arms is perhaps one of the most important responsibilities of the JSACG. Without a clear and concise definition of small arms, the determination as to whether a weapon qualifies as a reportable small arm could not be made. During the September 1989 meeting the Group recommended that the small arms definition for "rocket launchers" be changed to "reusable rocket launchers." At this meeting the Group recommended that "pellet guns .17 caliber and above" be added to the definition. Subsequent to this meeting, it was determined that the definition of "mortars" should be changed to "mortar tubes."

(2) Disposition: Since reusable rocket launchers are currently being reported in the DoD and/or Component registries, and there are no requests for reportability determination of .17 caliber and above pellet guns and mortar tubes pending, the Chairperson recommended that the enhancements to the definition be revised in conjunction with MILSTRAP chapter 12. This approach would ensure that all areas of the program are addressed, e.g., policy, procedures, definitions, transaction codes, transaction formats, etc.

j. DODSASP PERFORMANCE GOALS (92-10)

(1) Discussion: Within the JSACG Charter there is a function that requires the JSACG to establish performance goals for various elements of the DODSASP. Currently there are no DODSASP performance goals.

(2) Disposition: The Chairperson tasked the JSACG to recommend performance goals and to provide their recommendation to the him within 60 days of the date of the October 1991 meeting minutes. The recommended performance goals will be discussed at the next JSACG meeting.

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k. SMALL ARMS SERIAL NUMBER 12-ZONE OVERPUNCH (92-11)

(1) Discussion: The Air Force submitted a suggestion to the JSACG recommending that the 12-zone overpunch, which identifies a serial number that begins with zero, be eliminated. Their recommendation is based on the number of errors they are experiencing with the use of the 12-zone overpunch. The Air Force further suggested that only the actual serial number be entered in record positions 57-67, and leave the remaining record positions blank. The MILSTRAP requirement is to right justify and fill the unused positions with zeros.

(2) Disposition: The Group discussed the Air Force suggestion at length and generally agreed the suggestion had merit; however, due to the moratorium on changes to the DLSS, and the emerging DLMS/EDI system, the JSACG recommended that the Air Force, as indicated in their suggestion, make the necessary **intra**-Air Force logic changes to D184. The JSACG also reiterated that the changes to the Air Force internal system must not interfere with their ability to communicate **inter**-Air Force. The DLSS small arms transaction serial number (record position 57-67) explanation and instruction will be clarified in the Group's review of chapter 12. In the interim, the Group agreed to clarify the serial number explanation and instruction in the minutes to indicate that the 12-zone overpunch is an ampersand (@). (In punched-card transactions, the beginning zero serial number indicator is a 12-zone overpunch (ampersand (@)). In nonpunched-card transactions, the beginning zero serial number indicator is the EBCDIC or ASCII equivalent of the punched-card entry.)

l. OPEN AGENDA ITEMS

(1) The subjects of **Small Arms Bar Coding** and **Reportable Item Control Codes** were briefly introduced; however, the Group was not prepared to discuss them. MAJ Barron volunteered to share information he receives as a result of attending meeting on the subjects at the next JSACG meeting.

(2) **Serial Number Tracking of Captured Weapons**. Capt Jennings discussion on the Marine Corps tracking of captured weapons will be provided under separate cover.

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Meeting

III. **DECISIONS REACHED:** Decisions reached are as described in the disposition paragraphs.

IV. **FOLLOWUP ACTIONS REQUIRED:** The next JSACG meeting is tentatively scheduled for Second Quarter 1992. The Chairperson appreciated the attendees participation in making this a successful meeting.

Prepared By:

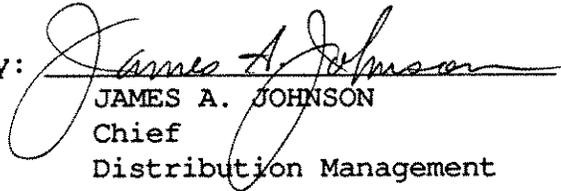


FRANK ST. MARK

Chairperson

Joint Small Arms Coordinating  
Group

Approved By:



JAMES A. JOHNSON

Chief

Distribution Management

Attachments:  
As stated

DOD JOINT SMALL ARMS COORDINATING GROUP MEETING

AGENDA

OCTOBER 22-24, 1991

<u>ITEM NO.</u>	<u>TOPIC</u>
	ADMINISTRATIVE COMMENTS
	DEFENSE LOGISTICS MANAGEMENT SYSTEMS (DLMS) BRIEFING
	OPEN AGENDA
92-1	SERIAL NUMBER TRACKING OF CATEGORY I NON-NUCLEAR MISSILES AND ROCKETS
92-2	OPEN SHIPMENTS
92-3	MORATORIUM ON DEMILITARIZATION OF SMALL ARMS
92-4	REPORTABILITY DETERMINATION
92-5	POLICY MEMORANDUM
92-6	DRAFT "SUPER REG" (DOD 4140.1-R) DODSASP POLICY
92-7	REVISING MILSTRAP CHAPTER 12
92-8	DOD SMALL ARMS SERIALIZATION PROGRAM PLAN 1992 - 1996
92-9	DEFINITION OF SMALL ARMS
92-10	DODSASP PERFORMANCE GOALS
92-11	SMALL ARMS SERIAL NUMBER 12 ZONE OVERPUNCH

DOD JSACG MEETING

OCTOBER 22-24, 1991

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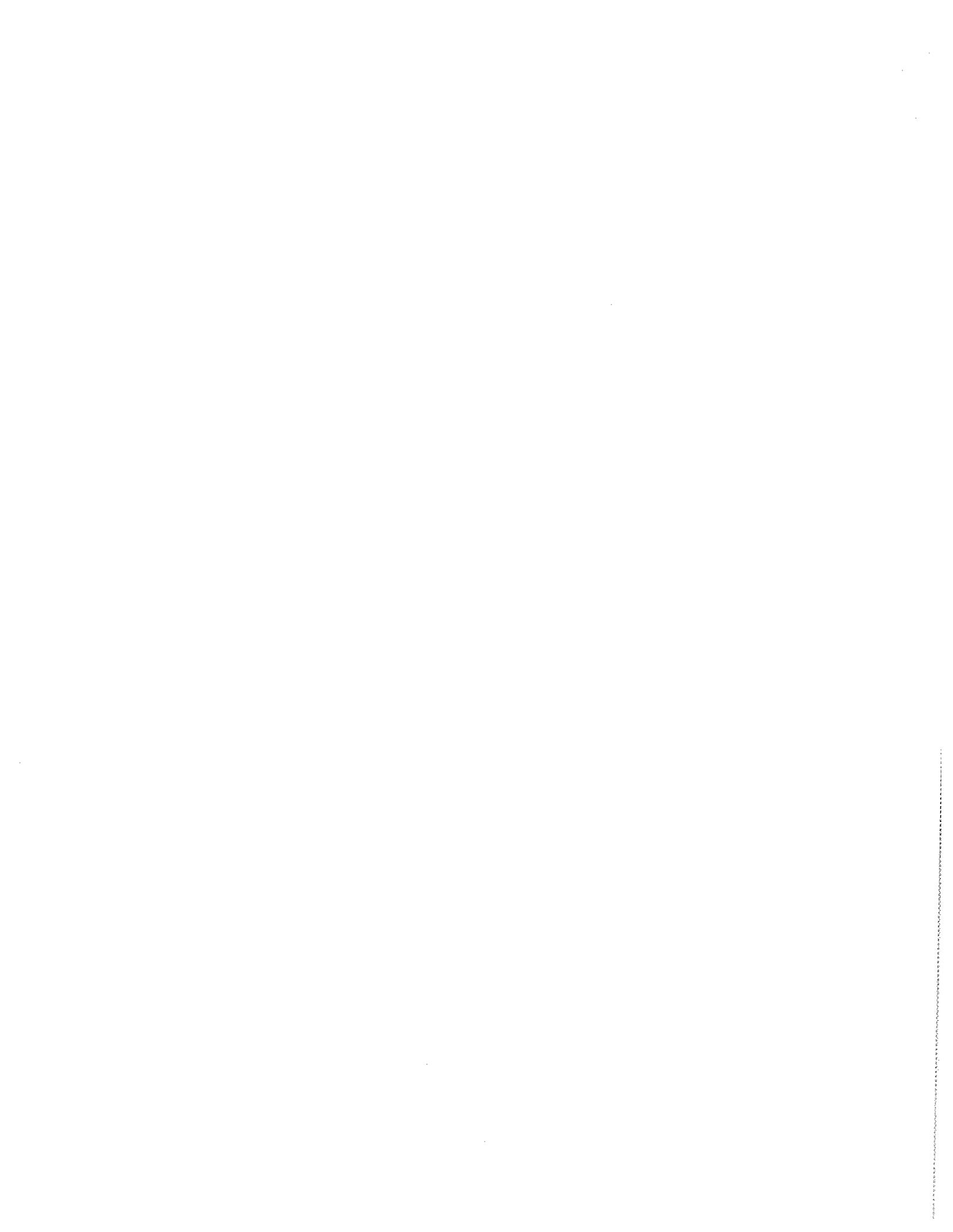


DoD

PHYSICAL INVENTORY CONTROL  
PROGRAM PLAN

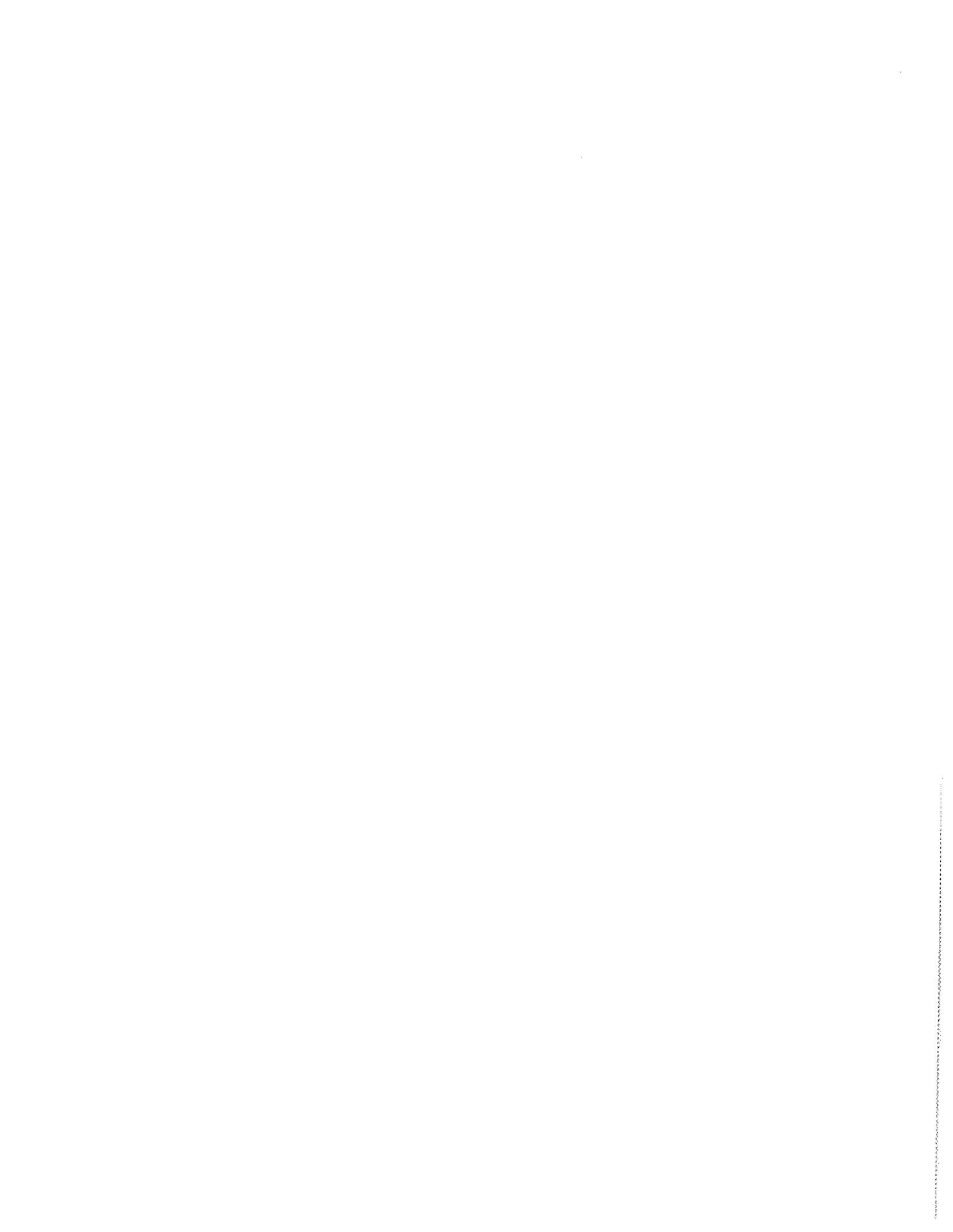
FISCAL YEARS 1990 - 1994

November 1990



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# PART I

## GENERAL

### A. REFERENCES

1. DoD Joint Physical Inventory Working Group (JPIWG), "Physical Inventory Control Program Plan (PICPP) for Fiscal Years 1988-1993," dated November 1989.
2. Department of Defense Instruction 4140.35, "Physical Inventory Control for Department of Defense Supply System Materiel," 30 June 1987.
3. Department of Defense 4000.25-2-M, "Military Standard Transaction Reporting and Accounting Procedures (MILSTRAP)," 1 May 1987.
4. Department of Defense 5160.65-M, "Single Manager for Conventional Ammunition (SMCA)," April 1989.

### B. PURPOSE

The purpose of this document is to reissue reference A.1., above, and update the plan of action for the overall review and improvement of the Department of Defense (DoD) Physical Inventory Control Program. It provides the general guidance for the JPIWG in accomplishing the review of current and proposed physical inventory control program requirements, conducting staff assistance visits, and providing recommendations to the Director, Supply Management Policy, OASD(P&L). The PICPP is also the vehicle used to track progress toward correcting the DoD-wide weakness submitted on the Secretary of Defense 1986 Annual Statement of Assurance. Additionally, it serves as the detailed blueprint for implementing the portion of the DoD Management Improvement Plan dealing with physical inventory control, and is an integral part of the National Defense Authorization Act for Fiscal Year 1989 (Chapter 171 - Security and Control of Supplies). The plan also supports the Inventory Reduction Plan, specifically Physical Inventory Control and Security Action Items and Milestones 7.4.1 through 7.4.5 and the Defense Depot System (DDS) interface.

### C. SCOPE

The PICPP encompasses a comprehensive review of the existing policies and procedures, overall systems, including Logistics Applications of Automated Marking and Reading Symbols (LOGMARS), Microcircuit Technology in Logistics Application (MITLA), Modernization of the Defense Logistics Standard Systems (MODELS), and recommended improvements, where warranted. Total Quality Management (TQM) policies, procedures, and support systems will be incorporated into the plan as they are identified.

### D. OBJECTIVES

DoDI 4140.35 prescribes the DoD policy for physical inventory control for supply system materiel. The procedures to implement the policy are contained in DoD 4000.25-2-M (MILSTRAP). The state-of-the-art within the logistics area is constantly advancing, therefore, the policies and procedures must advance at the same rate to be effective. The PICPP will concentrate on, but not be limited to, the following areas:

1. Procedures Review. Examine the existing policies and procedures, including DoDI 4140.35, DoD 4000.25-2-M, DoD 5160.65-M, individual DoD Component implementing policies and procedures, and staff assistance visits. This review will focus on the requirements for causative research, quality control, inventory scheduling, location reconciliation, and physical inventory control of automated warehouse systems for both ammunition and general supplies.

2. Standards Review. Examine existing wholesale physical inventory control standards and develop new standards for those found to be inadequate for properly measuring performance to ensure efficient operations. The review will also include a review of the below wholesale physical inventory control program. Based on the below wholesale program review, the JPIWG will develop and incorporate appropriate retail inventory program policies and procedures in DoDI 4140.35 and DoD 4000.25-2-M.

3. Management Performance Review. Examine the DoD Components' policy for including inventory accuracy and materiel accountability in Internal Management Control (IMC) systems reports and

identification of weaknesses in accountability systems and planned corrective action affecting inventory accuracy. Review of this area will also include an evaluation of the DoD Components training program for personnel affecting inventory accuracy.

4. Reports Review. Examine the DoD Components' source data generation and compilation of the Inventory Control Effectiveness (ICE) Report. The review will focus on standardizing the data that is reported in the ICE Report as well as providing a base for improving ICE reporting.

## **E. BACKGROUND**

1. Based on the various reviews and audits within the physical inventory area, OASD(P&L) tasked the JPIWG to conduct a comprehensive review of the DoDI 4140.35 and DoD 4000.25-2-M. The JPIWG will ensure that the concepts, rules, and procedures remain current and support the management needs of the DoD as well as the DoD Components.

2. As indicated in the General Objectives and Milestone Charts, several initiatives were completed in FY 90. These initiatives include recommendations from the General Accounting Office (GAO) audits, and Defense Analysis and Studies Office (DASO) (formerly Logistics Systems Analysis Office (LSAO) studies, that were promulgated in Approved MILSTRAP Change Letter (AMCL) 8, Revised Procedures for Physical Inventory Control.

## **F. RESPONSIBILITIES**

DoD JPIWG responsibilities are as outlined in DoDI 4140.35. Elements responsible for accomplishing the major tasks in the PICPP are designated in the milestone charts contained in part III of this plan. Funding for travel and per diem expenses will be borne by the representatives' parent organization for staff assistance reviews.

## **G. PLAN DEVELOPMENT AND MAINTENANCE**

1. The program review will be performed by representatives of the Defense Logistics Standard Systems Division (DLSSD) and augmented by JPIWG Component representatives as required. The JPIWG

representatives should be available on an as-required basis for this review. The group may be supplemented by additional representation from the DoD Components, as necessary.

2. The review will encompass those areas identified under section D., above, plus any additional areas identified during the course of the review.

3. Milestones have been established and are enclosed as part III. Based on the approval of this plan and any additional guidance from the OASD(P&L), these milestones will be reviewed and adjusted by the DoD Physical Inventory Control Program Administrator.

4. During the review, cost data, where applicable, will be compiled to estimate the anticipated cost benefits from recommended actions.

5. Recommendations, as a result of the review, will be made to the Director, Supply Management Policy, OASD(P&L). Change proposals to references under section A., above, will be developed and submitted to the DoD Components for coordination in accordance with part III.

6. Approved procedures shall be implemented within established timeframes and within the capabilities of the DoD Components.

7. The recommendations from the DoD Joint Physical Inventory Working Group, General Accounting Office, and DoD Inspector General that were staffed in FYs 1988 and 1989 that relate to improving policy and procedures that impact materiel accountability have been completed (staffed and approved), but not yet incorporated in DoD 4000.25-2-M. Publication of the approved changes to MILSTRAP chapter 7 are dependent upon the DoD Components' ability to program the required modifications to their automated systems. The PICPP will track the DoD Components progress towards implementation of the approved MILSTRAP chapter 7 enhancements.

8. At the November 1990 JPIWG meeting, the JPIWG recommended that Part IV of the PICPP be deleted from the FY 1990-1994 plan. The JPIWG also agreed to revise the FY 1991-1995 plan and incorporate milestones based on Service/Agency accomplishments, e.g., AMCL 8 implementation, DDS scheduled implementation, etc. The revision will be completed and approved by the third quarter 1991.

## PART II

### MAJOR PROGRAM ELEMENTS

#### A. GENERAL

The PICPP was developed to maintain management emphasis on accuracy of property accountability records, and to revise the existing procedures, standards, and goals to recognize state-of-the-art advances. The initial efforts under this plan concentrated on the wholesale level. Subsequent efforts will continue to focus on below wholesale levels of supply. The elements addressed in this plan relate to improving the policy and procedures that impact materiel accountability with the aim of improving the accuracy of inventory data and overall supply performance within the DoD.

#### B. PROCEDURES REVIEW

The existing practices and procedures in use within DoD will be reviewed to identify and implement procedural changes which offer the most significant return on resources devoted to the physical inventory program. Sub-elements of the procedures review will involve:

1. Causative Research. The requirements for causative research were reviewed at the DoD and DoD Components' level by the Defense Analysis and Studies Office (DASO). The review at the DoD Component level consisted of a review of the DoD Components' causative research process to determine whether causative research was identifying and correcting the cause of errors and whether the effort warranted the continued investment of skilled resources. As a result of the review, proposed changes to DoD 4000.25-2-M will be staffed with the DoD Components in accordance with Milestone Chart No. 1 in part III of this plan.

STATUS: The DASO completed the "Physical Inventory Control Research Study" in March 1988. In general, the study concluded that the Components were in compliance with DoD research policies and procedures. Based on the results of the study and GAO

recommendations, the JPIWG has drafted a proposed change to MILSTRAP Chapter 7 outlining the procedures to be used in performing causative research of physical inventory adjustments. The procedures include depth of research, types of transactions to be included in the research, composition of causative research files, etc. The JPIWG also determined that postcount validation and preadjustment research must be addressed in the chapter.

2. Quality Control. The requirements for the quality control program will be reviewed at the DoD and DoD Components' levels. The review at the DoD Components' level will consist of a review of the DoD Components' quality control program to determine what work processes are being checked, the frequency of the check, and the inspection characteristics. The review will also evaluate the quality control requirement to determine whether the program is identifying and correcting errors and whether the effort warrants the continued investment of skilled resources. Based upon findings and recommendations, proposed changes to DoD 4000.25-2-M will be staffed with DoD Components in accordance with Milestone Chart No. 2 in part III of this plan.

STATUS: The JPIWG has evaluated the quality control program requirements and is developing the specific work processes that require quality control assessments. The quality control program requirements will be developed and staffed as a separate MILSTRAP chapter in accordance with Milestone Chart No. 2 in part III of this plan. The strawman chapter is currently being reviewed by the JPIWG.

### 3. Physical Inventory Control of Automated Warehouse Systems.

The current physical distribution systems in use in the DoD system today are an amalgamation of systems from pre-World War II to state-of-the-art, high tech systems. The result is a highly complex associated manual and automated process. The state-of-the-art systems often require their own data bases, which do not necessarily interface with the older systems that presently requires reconciliation between the data bases to ensure accurate inventory records. Full integration of the manual and the automated physical distribution systems are presently planned and, in some cases, underway.

The DoD Components are encouraged to request funding for the integration of innovative technology enhancements such as artificial intelligence (AI), the Logistics Application of Automated Marking and Reading Symbols (LOGMARS), and Microcircuit Technology Logistics

Applications (MITLA) into existing systems and processes. The policies and procedures for the physical inventory control program must recognize and take advantage of new technologies in physical distribution.

The JPIWG will identify and examine the processes in the physical inventory program that require enhancements to take advantage of the automated physical distribution systems. The review will be in accordance with Milestone Chart No. 3 in part III of this plan.

STATUS: The DoD Components will provide automated physical distribution systems data to the JPIWG. The JPIWG will ensure that all automated processes that enhance physical inventory be included in DoDI 4140.35 and DoD 4000.25-2-M. Based on the emergence of the DDS over the next few years, the JPIWG will monitor the need to accommodate specific changes to policy/procedures in order to facilitate depot consolidation.

### **C. MANAGEMENT PERFORMANCE REVIEW**

A review of training will be conducted to determine the Components' view of training problems and management commitment to resolving the problems. The review will determine the effectiveness of the DoD Components' training programs that are related to the physical inventory program. Training is a vital aspect in improving inventory accuracy. As identified in several audit reports, the vast majority of inventory adjustments are directly attributable to human error in processing either materiel or paperwork. This finding clearly indicates that training is not only required but mandatory. The JPIWG will review the DoD Components' training program for the purpose of developing training standards and monitoring training accomplishments. Based on the findings and recommendations, the JPIWG will develop and staff a proposed change to DoDI 4140.35 and DoD 4000.25-2-M in accordance with Milestone Chart No. 4 in part III of this plan to ensure that adequate training is provided to personnel performing physical inventory program functions. Additionally, DLSSD, in coordination with the JPIWG, will pursue development of a DoD Physical Inventory Control training course to educate DoD Component functional personnel on concepts, policies, and DLSS procedures for maintaining control over DoD supply system materiel.

STATUS: The requirement to ensure that adequate training is provided to supply system personnel who perform functions affecting physical inventory control was incorporated into DoDI 4140.35 and promulgated 30 June 1987. The DoD Physical Inventory Control Program Course program of instruction was completed in October 1986. The Army Materiel Command will budget for the course's requirements in the POM years, FY 90 through FY 94, with a proposed implementation date of first quarter FY 92. The draft course was reviewed at the November 1990 JPIWG meeting and comments/recommendations were provided to Army Logistics Management College. Depending on funding the course may be available to the Services/Agencies beginning FY 92.

#### D. REPORTS REVIEW

The existing ICE Report was reviewed by the DASO in conjunction with its review of the DoD Components' source data generation and compilation of data for ICE Report preparation. Based on the review, the JPIWG developed and staffed an enhanced ICE Report that included causative research error classification code reporting for the annual random statistical sample report. Other ICE Report shortfalls identified during the review, but not included in AMCL 8, are as follows:

1. Materiel In Storage. DoDI 4140.35 does not specifically identify the items in storage that are required to be reported in the ICE Report (i.e., components: assembly, sub-assemblies, etc.), materiel that is ready for its intended use (end items), reutilization inventory (i.e., Defense Reutilization and Marketing Service (DRMS) and Aerospace Maintenance and Regeneration Center (AMARC)). The JPIWG will review the DoD Components' policies and procedures for reporting the above items and identify the items to be included in the ICE Report. The review will be accomplished in accordance with Milestone Chart No. 5 in part III of this plan.

2. Computation of the Average Value of Inventory. MILSTRAP Chapter 7 defines the average value of inventory as the value of on hand assets as reflected on financial records. It does not specify what types of financial accounts should be included in computing the average value of inventory for the purposes of the ICE Report. AMCL 8 defines the record value of items inventoried as the extended value prior to actual inventory of line items inventoried during the reporting period.

Since recent GAO audits used the average value of inventory from the ICE Reports to compute and report inventory growth, the figures used in calculating the average value of inventory must be clearly defined.

The JPIWG will develop a specific definition for the average value of inventory and identify the financial accounts that will be included in the average value of inventory computation (i.e., stock on hand, inventory with contractors, inventory intransit; and/or inventory intransit between storage activities, etc.). This definition will be incorporated into DoDI 4140.35 and DoD 4000.25-2-M in accordance with Milestone Chart No. 6 in part III of this plan.

STATUS: The definition for average value for inventory was developed by the JPIWG and will be staffed in the next proposed change to the physical inventory control program procedures.

#### **E. AMCL 8 IMPLEMENTATION SCHEDULE AND EXECUTION**

The August 31, 1989, issuance of the Request for Implementation Date (RFID) for AMC 8 is the cumulation of several years effort to improve the effectiveness and efficiency of the Physical Inventory Control Program. The enhancements included in AMCL 8 are based on JPIWG analyses, chartered external studies, GAO and IG audit reports, and Congressional concerns. The changes are far reaching, and in many cases change the fundamental processes. In view of the scope of the changes, a phased implementation plan will be developed and executed. The implementation schedule is shown in Milestone Chart No. 7, part III of this plan.

STATUS: The implementation date for AMCL 8 is November 1, 1994. The approved change may be implemented before November 1, 1994, for intra-Service or Agency use or for inter-Service or Agency use based on agreement of the DoD Components involved. It is anticipated that the annual random statistical sample inventory will be the first function implemented from AMCL 8. Other required changes promulgated by AMCL 8 may require earlier implementation to support the Defense Distribution System (DDS).

## F. MONITOR PERFORMANCE

The JPIWG will conduct a continuous review of the ICE Report and other performance reports reflecting DoD Components' performance in satisfying the program standards. Performance monitoring will include onsite reviews as indicated in the Milestone Charts contained in part III of this plan.

## G. PROGRESS REPORTING

The chairperson of the JPIWG will provide periodic reports of progress in accomplishing this plan to the Director, Supply Management Policy, OASD(P&L).

## PART III

### GENERAL OBJECTIVES AND MILESTONE CHARTS

The enclosed general objectives and milestone charts reflect the designated areas and timeframes to be adhered to by the JPIWG. They also provide the elements within the DoD that are responsible for completing the tasks. The general objectives section provides the major topic areas with specific goals. The milestone charts provide a detailed breakout of actions to accomplish those goals and objectives.

## GENERAL OBJECTIVES

1. Causative Research: Improve and standardize procedures for the causative research program.

Date	Target	
<u>Specific Objective</u>	<u>QTR</u>	<u>FY</u>
Expand and improve the causative research program.		
<u>Outcome Statement</u> : Causative research program implemented by DoD Components.	3	92
<u>Goals</u> :		
(1) Initiated DASO study on inventory adjustments and causative research.	4	87
(2) Reviewed GAO audit reports pertaining to physical inventory control.	4	87
(3) Conducted in-process reviews with DSAO.	1	88
(4) Reviewed DASO study findings and recommendations on causative research procedures.	4	88
(5) Developed revised DoD guidance for causative research program.	2	91
(6) Staffed revised DoD guidance for causative research program.	4	91
(7) Requested implementation date for causative research program.	3	92
(8) Conducted staff assistance visits to review Components' causative research practices.	3	93

2. Quality Control: Standardize the quality control program to include work processes to be checked, frequency of the checks, and the inspection characteristics.

Date	Specific Objective	Target	
		QTR	FY
	Formalize the DoD Quality Control Program.		
	<u>Outcome Statement</u> : Establish DoD Quality Control Program.	1	92
	<u>Goals</u> :		
	(1) Conducted staff assistance visits to review DoD Component quality control programs and procedures.	3	87
	(2) Published staff assistance visit report.	4	87
	(3) Developed proposed DoD guidance for quality control program.	2	91
	(4) Staffed proposed quality control procedures with DoD Components.	4	91
	(5) Requested implementation date for quality control program.	3	92
	(6) Conducted follow-on staff assistance visits to evaluate quality control program.	3	93

3. Physical Inventory Control of Automated Warehouse Systems: Review the DoD physical inventory control program policies and procedures and identify the processes that require enhancements to take advantage of the automated physical distribution systems.

Date	Specific Objective	Target	
		QTR	FY
	Develop and staff changes to DoDI 4140.35 and DoD 4000.25-2-M based on JPIWG review.		
	<u>Outcome Statement</u> : Revise DoDI 4140.35 and DoD 4000.25-5-M to recognize and take advantage of new technologies in physical distribution systems.	4	92
	<u>Goals</u> :		
	(1) Initiated Navy and Air Force test to conduct random statistical sample location survey in automated warehouses.	3	89
	(2) Conducted in-process review with Navy and Air Force.	2	90
	(3) Reviewed Navy and Air Force test findings and recommendations on random statistical sample location survey procedures.	3	90
	(4) Developed revised DoD guidance for random statistical sample location survey program for automated warehouses.	1	91
	(5) Staffed revised guidance for random statistical sample location survey.	4	91
	(6) Requested implementation date for random statistical sample location survey in automated warehouses.	3	92
	(7) Initiated studies to determine how best to take advantage of and enhance DoDI 4140.35 and DoD 4000.25-2-M to recognize new technologies in physical distribution systems.	3	92

4. **Training:** Ensure that adequate training is provided to personnel performing physical inventory control functions.

<u>Specific Objective</u>	<u>Target Date</u>	
	<u>QTR</u>	<u>FY</u>
Develop a DoD-wide course on physical inventory control management course.		
<u>Outcome Statement:</u> Ensure minimum training standards are established for personnel affecting inventory accuracy.	1	92
<u>Goals:</u>		
(1) Tasked Army to develop a DoD-wide course on physical inventory control management.	3	86
(2) Staffed proposed changes to DoDI 4140.35 requiring that adequate training is provided to supply system personnel affecting inventory accuracy.	3	86
(3) Army developed DoD-wide course on physical inventory control management.	4	90
(4) DoD Components implemented DoD required training for supply system personnel.	1	92
(5) DoD Components ensured supply system personnel training include the DoD-wide physical inventory control management course.	1	93

5. Materiel In Storage: Improve and standardize policies and procedures to establish conformity in reporting requirements in the Inventory Control Effectiveness (ICE) Report.

<u>Specific Objective</u>	<u>Target Date</u>	
	<u>QTR</u>	<u>FY</u>
Identify and clarify the ICE Report reporting requirements.		
<u>Outcome Statement</u> : Incorporate ICE Report reporting requirements for materiel in storage in DoD 4140.35 and DoD 4000.25-2-M.	4	91
<u>Goals</u> :		
(1) Reviewed components policies and procedures for reporting components, materiel that is ready for its intended use, and reutilization inventory.	3	91
(2) Developed and staffed proposed change to DODI 4140.35.	2	92
(3) Incorporated approved reporting requirements in DoDI 4140.35 and DoD 4000.25-2-M.	2	93
(4) Requested implementation date of approved ICE Report reporting requirements.	1	94

6. Computation of the Average Value of Inventory: Develop a specific definition for the average value of inventory.

<u>Specific Objective</u>	Target Date	
	<u>QTR</u>	<u>FY</u>
Expand and improve definition of the average value of inventory.		
<u>Outcome Statement:</u> Identify the financial accounts that will be included in the definition of the average value of inventory and incorporate this definition into DoDI 4140.35 and DoD 4000.25-2-M.	4	91
<u>Goals:</u>		
(1) Identified financial accounts that will be included in the definition of the average value of inventory.	1	90
(2) Developed and staffed proposed changes to DoDI 4140.35 and DoD 4000.25-2-M.	2	92
(3) Incorporated approved changes in DoDI 4140.35 and DoD 4000.25-2-M.	2	93
(4) Requested implementation date of approved ICE Report reporting requirements.	1	94

7. AMCL 8 Implementation Schedule and Execution: Develop phased implementation dates for each process identified in AMC 8.

<u>Specific Objective</u>	Target Date	
	<u>QTR</u>	<u>FY</u>
Develop phased implementation dates for the execution of AMC 8.		
<u>Outcome Statement:</u> Identify the implementation dates for each process in AMC 8.	2	90
<u>Goals:</u>		
(1) Finalized AMC 8 for staffing.	3	89
(2) Issued AMC 8, RFID.	4	89
(3) Received DoD Components response to RFID.	1	90
(4) Reviewed DoD Components response to RFID.	1 & 2	90
(5) Issued approved implementation dates.	1	91
(6) DoD Components implemented AMCL 8.	1	94

# MILESTONE CHART

SUBJECT: PHYSICAL INVENTORY CONTROL PROGRAM PLAN PROCEDURES REVIEW

CHART NO. 1

MILESTONE	FY 90			FY 91			FY 92			FY 93			FY 94		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
CAUSATIVE RESEARCH PROGRAM															
(1) INITIATED DASO STUDY ON INVENTORY ADJUSTMENTS & CAUSATIVE RESEARCH.															
(2) REVIEWED GAO AUDIT REPORTS PERTAINING TO PHYSICAL INVENTORY CONTROL.															
(3) CONDUCTED INPROCESS REVIEWS WITH DASO.															
(4) REVIEWED DASO STUDY FINDINGS AND RECOMMENDATIONS ON CAUSATIVE RESEARCH PROCEDURES.															
(5) DEVELOPED REVISED DOD GUIDANCE FOR CAUSATIVE RESEARCH PROGRAM.															
(6) STAFFED REVISED DOD GUIDANCE FOR CAUSATIVE RESEARCH PROGRAM.															
(7) REQUESTED IMPLEMENTATION DATE FOR CAUSATIVE RESEARCH PROCEDURES.															
(8) CONDUCTED STAFF ASSISTANCE VISIT TO REVIEW CAUSATIVE RESEARCH PRACTICES.															

REMARKS:

AS OF DATE: November 1990

LEGEND:  Plan     Completed Plan     Major Decision Point     Revision     Completed Revision

MILESTONE CHART

SUBJECT: PHYSICAL INVENTORY CONTROL PROGRAM PLAN PROCEDURES REVIEW

CHART NO. 2

MILESTONE	FY 90			FY 91			FY 92			FY 93			FY 94			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
QUALITY CONTROL REQUIREMENTS																

- (1) CONDUCTED STAFF ASSISTANCE VISIT TO REVIEW DOD COMPONENT QUALITY CONTROL PROGRAMS AND PROCEDURES.
- (2) PUBLISHED STAFF ASSISTANCE VISIT REPORT.
- (3) DEVELOPED PROPOSED DOD GUIDANCE FOR QUALITY CONTROL PROGRAM.
- (4) STAFFED PROPOSED QUALITY CONTROL PROCEDURES WITH DOD COMPONENTS.
- (5) REQUESTED IMPLEMENTATION DATE OF APPROVED QC PROCEDURES.
- (6) FOLLOW-ON STAFF ASSISTANCE VISIT TO EVALUATE QC PROGRAM.

REMARKS:

AS OF DATE: November 1990

LEGEND:  Plan  Completed Plan  Major Decision Point  Revision  Completed Revision

# MILESTONE CHART

**SUBJECT: PHYSICAL INVENTORY CONTROL PROGRAM PLAN PROCEDURES REVIEW**

CHART NO. 3

MILESTONE	FISCAL YEAR		FY 90		FY 91		FY 92		FY 93		FY 94		
	QUARTER		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
(1) INITIATED NAVY AND AIR FORCE TEST TO CONDUCT RANDOM STATISTICAL SAMPLE LOCATION SURVEY IN AUTOMATED WAREHOUSES.													
(2) CONDUCTED INPROCESS REVIEW WITH NAVY AND AIR FORCE.													
(3) REVIEWED NAVY AND AIR FORCE TEST FINDINGS AND RECOMMENDATIONS ON RANDOM STATISTICAL SAMPLE LOCATION SURVEY PROCEDURES.													
(4) DEVELOPED REVISED DOD GUIDANCE FOR RANDOM STATISTICAL SAMPLE LOCATION SURVEY PROGRAM FOR AUTOMATED WAREHOUSES.													
(5) STAFFED REVISED GUIDANCE FOR RANDOM STATISTICAL SAMPLE LOCATION SURVEY.													
(6) REQUESTED IMPLEMENTATION DATE FOR RANDOM STATISTICAL SAMPLE LOCATION SURVEY.													
(7) INITIATED STUDIES TO DETERMINE HOW BEST TO TAKE ADVANTAGE OF AND ENHANCE DODI 4140.35 AND DOD 4000.25-2-M TO RECOGNIZE NEW TECHNOLOGIES IN PHYSICAL DISTRIBUTION SYSTEMS.													

REMARKS:

AS OF DATE: November 1990

LEGEND:  Plan     Completed Plan    \* Major Decision Point     Revision     Completed Revision

SUBJECT: PHYSICAL INVENTORY CONTROL PROGRAM PLAN MANAGEMENT PERFORMANCE REVIEW CHART NO. 4

MILESTONE	FISCAL YEAR				QUARTER				
	FY 90	FY 91	FY 92	FY 93	FY 94	1Q	2Q	3Q	4Q
TRAINING									
(1) TASKED ARMY TO DEVELOP DOD-WIDE PHYSICAL INVENTORY MANAGEMENT COURSE.									
(2) STAFFED PROPOSED CHANGE TO DODI 4140.35 REQUIRING TRAINING.									
(3) ARMY DEVELOPED DOD-WIDE COURSE.									
(4) DOD COMPONENTS IMPLEMENTED REQUIRED TRAINING FOR SUPPLY SYSTEM PERSONNEL.									
(5) DOD COMPONENTS ENSURED THAT SUPPLY SYSTEM PERSONNEL TRAINING INCLUDES DOD INVENTORY CONTROL MANAGEMENT COURSE.									

REMARKS:

AS OF DATE: November 1990

LEGEND:  Plan  Completed Plan  Major Decision Point  Revision  Completed Revision

MILESTONE CHART

SUBJECT: PHYSICAL INVENTORY CONTROL PLAN REPORTS REVIEW

CHART NO. 5

MILESTONE	FISCAL YEAR				FY 92	FY 93	FY 94	
	FY 90	FY 91	FY 92	FY 93				
MATERIEL IN STORAGE	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
(1) REVIEWED COMPONENTS POLICIES AND PROCEDURES FOR REPORTING COMPONENTS, MATERIEL THAT IS READY FOR ITS INTENDED USE, AND REUTILIZATION INVENTORY.								
(2) DEVELOPED AND STAFFED PROPOSED CHANGES TO DODI 4140.35.								
(3) INCORPORATED APPROVED CHANGES IN DODI 4140.35 AND DOD 4000.25-2-M.								
(4) REQUESTED IMPLEMENTATION DATE OF APPROVED ICE REPORTS REPORTING REQUIREMENTS.								

REMARKS:

AS OF DATE: November 1990

LEGEND:  Plan     Major Decision Point     Revision     Completed Revision

MILESTONE CHART

CHART NO. 6

SUBJECT: PHYSICAL INVENTORY CONTROL PLAN REPORTS REVIEW

MILESTONE	FY 90			FY 91			FY 92			FY 93			FY 94			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
COMPUTATION OF AVERAGE VALUE OF INVENTORY																

- (1) IDENTIFIED FINANCIAL ACCOUNTS THAT WILL BE INCLUDED IN THE DEFINITION OF THE AVERAGE VALUE OF INVENTORY. ●
- (2) DEVELOPED AND STAFFED PROPOSED CHANGES TO DODI 4140.35 AND DOD 4000.25-2-M. ○
- (3) INCORPORATED APPROVED CHANGES IN DODI 4140.35 AND DOD 4000.25-2-M. ○
- (4) REQUESTED IMPLEMENTATION DATE OF APPROVED ICE REPORT REPORTING REQUIREMENTS. ○

REMARKS:

AS OF DATE: November 1990

LEGEND: ○ Plan ● Completed Plan ★ Major Decision Point □ Revision  Completed Revision

# MILESTONE CHART

SUBJECT: PHYSICAL INVENTORY CONTROL PLAN REPORTS REVIEW

CHART NO. 7

MILESTONE	FISCAL YEAR				FY 90	FY 91				FY 92				FY 93				FY 94						
	QUARTER					1Q	2Q	3Q	4Q	1Q 2Q 3Q 4Q				1Q 2Q 3Q 4Q				1Q 2Q 3Q 4Q						
AMC 8 IMPLEMENTATION SCHEDULE AND EXECUTION									✓															

- (1) FINALIZED AMC 8 FOR STAFFING. ●
- (2) ISSUED AMC 8, RFID. ●
- (3) RECEIVED DOD COMPONENTS RESPONSE TO RFID. ●
- (4) REVIEWED DOD COMPONENTS RESPONSE TO RFID. ● ●
- (5) ISSUED APPROVED IMPLEMENTATION DATES. ○
- (6) DOD COMPONENTS IMPLEMENTED AMCL 8. ○
- (7) CONDUCTED IMPLEMENTATION PROGRESS REVIEW. ○

REMARKS:

AS OF DATE: November 1990

LEGEND: ○ Plan ● Completed Plan ★ Major Decision Point □ Revision ☒ Completed Revision