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U. S. ARMY QUARTERMASTER SCHOOL
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ATSM-QMS

12 DECEMBER 2013

MEMORANDUM FOR Chief of Staff, Army, Supply Excellence Award (CSA SEA)
Program Participants

SUBJECT: 2012-2013 Chief of Staff, Army, Supply Excellence Award (CSA SEA)
Program Functional After Action Review (AAR)

1. The Supply Excellence Award evaluation "lessons learned" are enclosed and provided to all SEA participants in order to improve their operations. During the on-site evaluation some general trends were noted. Winning units have made the effort to enhance their competitive status by implementing the recommendations from previous years' lessons learned.
2. Comments are general in nature and are not directed at any specific unit.
3. Additional information about the program can be found on the Quartermaster webpage at:
http://www.quartermaster.army.mil/ltd/supply_excellence_award_program.html
4. Point of contact is cindy.e.frazier.mil@mail.mil at DSN 687-5269.

Encls:

//Original Signed//
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CW5, QM
CSA SEA Chief

Property Accountability
Enclosure 1 to Chief of Staff, Army, Supply Excellence Award Program
Functional After Action Review (AAR)

COMMAND DISCIPLINE SUPPLY PROGRAM: The CSDP is a Commander's program; the success of the program is dependent upon the amount of emphasis placed on the planning, coordination and execution of the program. Not all Organizations included the last two CSDPs as the message stated and some sent the cover page of the CSDP finding and not the entire applicable CSDP table, however CSDP was addressed in SOP's.

Recommendation: Adhere to published guidance and conduct comprehensive inspections in the required time frames. CSDP should be on the training calendars. Recommend commands leverage SMEs to oversee the program.

STANDARD OPERATING PROCEDURE (SOP): SOP's require signature and some were not signed by the responsible person or signed at all. Lacked information on step-by-step procedures for handling routine and recurring task associated with property accountability issues. Not enough continuity information required to train and remind soldiers of operating procedures (internal and external) in accordance with Army directives.

Note: A few Organizations DODAAC series memorandum was lacking in detail and some did not match what was in PBUSE.

Recommendation: Double check your SOP to ensure anyone in the Organization could follow logistical procedures with little or no training. Brigade and Battalions must conduct periodic review of their subordinate units SOPs and provide training on how to develop and implement a unit level SOP. Provide "How to" example documents as part of the SOP and ensure it is accessible by all individuals in the unit. Enforce what is in writing and put the responsibility on unit personnel to adhere to the requirements in the SOP. SOPs are a valuable tool to ensure accurate property accountability is maintained.

Inventories: Not all primary hand receipts were included in the packets and the majority of hand receipts were not signed. Out of date fields on their sub-hand receipt holder report. Annual inventories are conducted, and majority of commands use the cyclical method. Cyclic inventory schedule wasn't published by the responsible person.

Recommendation: Schedule inventories on the training calendar. When using the cyclic method, PBOs have flexibility in scheduling the number of LINs to be inventoried due to resources (people/time). When commanders delegate the inventories to the sub hand receipt holder they are still responsible and must ensure they are conducted properly.

Reconciliation of open document numbers: The purpose of the reconciliation is to confirm continued need for the item, the quantity requested and minimize the funds involved in un-needed requisitions. The process begins with the first source of supply providing its customer with a listing of dues out requiring validation. During the validation it is mandatory that an item by item review is conducted with the unit activity register. Some Organizations were confused regarding the last two reconciliations/validations and the backorder reconciliation.

Recommendation: The activity register should be printed to include ALL open document numbers prior to the SSA cutoff date and take appropriate action identified in supply regulations for items on the activity register that are not listed on the recon. Customer validation and reconciliation procedures should be of interest during IG inspections, CSDPs, Staff Assistance Visits (SAVs) and Command Logistics Review Team (CLRT) visits.

Supply Support Activity (SSA)
Enclosure 2 to Chief of Staff, Army, Supply Excellence Award Program
Functional After Action Review (AAR)

Trends:

a. Supply Discrepancy Report (SDR): Procedures lacked detailed information on step-by-step procedures for handling routine task in accordance with facilitating this web-based entry method for SDRs to support those customers without an automated tool in internal or external SOP. This on-line web-based method is either not being submitted or tracked.

Recommendation: The DoD Web Supply Discrepancy Reporting (SDR) system provides a web-based entry method for SDRs, routing for web submissions and logistics transactions according to business rules, any-to-any translation to support unique and standard transaction formats, information exchange between the action office and the shipper, SDR resolution responses, capture of SDR and response management statistics and assimilation of SDR metrics along with Customer Wait Time/Logistics Response Time in support of perfect order fulfillment. This process reduces manual SDR form creation and provides an automated process for tracking SDR response information. To use the SDR web-based process system access request is required and can be obtained through <https://www.transactionservices.dla.mil/sar/warning.asp>.

Temporary Loan Process: Procedures lacked detailed information on step-by-step procedures for handling routine task in accordance with facilitating this action line process that supports training or funding constraints.

Recommendation: This process is used to post the return of loaned items. This SARSS1 process is recorded and maintained on the Suspense and Activity Files with a DIC "DFN". These records are retained on the files until the items are returned by the customer or the customer informs you that the items will not be returned. Customers to the RIC_support should be aware of this loaned process to continue operations do to off-site training support (JRTC, NTC, etc.) and funding constraints.

Internal and External SOP Signatures: Units did not have their higher headquarters SOP's signature and without guidance the SOP policies and procedures the SSA have in place could not be authenticated.

Recommendation: Have the internal or external SOP authenticated by its higher commands. The regulatory guidance and administrative procedures lists all SSA management lines-of-communication requirements for supply units or activities providing direct support to users and needs command approval.

Performance Metrics: (Previous or Current Month): Supply chain performance metrics provided were 2-4 months out of date in according with administrative requirements from ALACRAT message date.

Recommendation: Provide performance metrics closed to the ALACRAT release message.

Planograph: Did not show the subjective relationship values based on the actual functions in an existing constrained SSA warehouse.

Recommendation: This distribution point planograph methodology should be used to assign values to the relationships between the major functions of the SSA warehouse.

Gaining Stock Record Officer (SRO) Statement: Missing statement

Recommendation: The gaining SRO statement is needed who attest that they have received from their predecessor of all property related to stock recorded account at the time of transfer of last voucher number on a particular date.

Age Edits: Procedures lacked detailed information that explains the unit unique parameters (UUP) regulatory guidance or administrative procedures for individual priority groups that supports the customer requests.

Recommendation: Age edits are established to satisfy the particular needs of the corps, theater, or installation. Even though the accountable officer has no authority to make changes to the system parameters, they do have input to what the settings should be in order to satisfy good customer support. This parameter information is value added and should be incorporated based on routine response to customer wait time (CWT), requisition wait time (RWT) and time definite delivery (TDD).