

美國裝甲兵秋季號-後勤的難題

ARMOR Mounted Maneuver Journal Fall 2024-The Trouble with LOGSTATs

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提要

- 一、本篇譯文來源為美國裝甲兵校刊 2024 年秋季號，第 2 篇專文-後勤的難題實施對頁翻譯，針對美軍在作戰時，後勤補給中所遇到補給品申請與運送的問題及表單的填寫方式，可供我軍幹部參酌運用。
- 二、本刊第 2 章乃探討後勤之相關作為，闡明作戰時後勤基本原則、特性及程序；另提供先期部隊後勤整補之計畫、準備及執行等相關作為予以敘明。
- 三、後勤維持部隊戰鬥與生存持續力，包含補給品分類與獲得，裝備維修保養，軍事運輸(包含管道、水路、鐵路、公路、空運及末站轉運)、戰陣醫學衛生勤務，給水與照明。
- 四、後勤運作上為「先勤」，部隊發動作戰行動前，集中、機動與補給品集積，都必須於後勤(勤務支援)部隊完成先期準備，後勤如未如期、如質完成後勤整備，部隊作戰行動，將被迫延後或取消。
- 五、美軍後勤部隊編組齊全，戰略運輸能量首屈一指，第二次世界大戰，1944 年 12 月，空降第 101 師固守巴斯通要域，遭德軍包圍，美軍遂以空投補給被圍部隊所需物資，阻擋的軍裝甲部隊突穿，直至解圍，戰史證明後勤為戰力之泉源。

關鍵詞：後勤統計表(LOGSTAT)、後勤物流包(LOGPAC)、後勤物流共同作業圖(LOGCOP)、作戰物流(OPLOG)。

壹、前言

後勤為確保部隊戰鬥與生存持續力之泉源，作戰行動首先考量均為勤務支援能量，執行作戰首要任務-機動與集中，必須使用陸、水及空運將分散各地任務編組部隊運輸至集結地區，接著後勤部門要依據作戰計畫，優先補實部隊基本與規定攜行量，獲得再補給前，可執行軍團(15日)、旅(5日)及營(3日)持續作戰能力，前述攜行數量，在各類補給品作業手冊中均有規定。另一個後勤難題在於補給日量計算，如以5.56X45步槍彈，步兵部隊消耗很快，但砲兵部隊卻用的很少，如以統一補給日量撥發，無法適量分配至所望部隊，作者以後勤狀態報告表(LOGSTAT)作為連級補給申請統一作業表單，運用類試算表(EXCEL)自動統計功能，鍵入指定欄位，可向營部申請所需各類補給品。

國軍補給品分類總計為10類，¹補給品分類適用於平時維持部隊行政運作與戰時

¹ 國防大學·《國軍軍與辭典(2010 修訂本)》·(台北市·國防部·2010 年 01 月 22 日)·頁 8-21。

作戰計畫策定，與美軍分類一致，補給品按用途別由工兵、補給、保修及衛生戰鬥及勤務部隊負責申請、獲得、運輸及撥發至受補單位，這一過程如同近年興起的外送平台服務，登錄平台網路→點選所需物品→派送需求至指定商家→外送員提領商品→送至客戶家中，兩者流程是一致，講求及時、主動、適質及適量補給服務，國軍補給品分類，(分類方式與美軍相同，如表1)。

表1-國軍補給品定義及分類

定 義	為軍隊之裝備及維持與運作於保養、作戰(作業)上所必要之物品。		
分 類	項 目	申補軍官	運補部隊
第 一 類	(1)糧秣給養。 (2)飲用水。	(1)經補官 (2)工補官	(1)運輸連 (2)給水連
第 二 類	編裝或配賦表內最低限主要裝備及保修(養)各級作業存量。	兵補官	保修連
第 三 類	燃油及石化製品。	經補官	運輸連
第 四 類	建築材料。	工補官	運輸連
第 五 類	彈藥(含作為彈藥用途燃油)。	彈補官	運輸連
第 六 類	個人用品。	經補官	運輸連
第 七 類	編裝或配賦表內主要裝備。	兵補官	保修連
第 八 類	醫療軍品(含醫療維修零附件)。	軍醫官	衛生連
第 九 類	修理零件(不含醫療維修零附件)。	兵補官	保修連
第 十 類	其他。	動員官	運輸連

資料來源：同註1，(檢索日期：2025年03月26日)

譯文來自於美軍後勤專業軍官長期從事實際作業，與觀察陸軍補給品申請至獲得，由連級需求申請→營旅逐級轉層→師勤務支援中心核定→勤務部隊運補→單位獲得所需補給品之作業流程，國軍用兵後勤系統，平、戰時連級(含比照)均可使用上傳申補作業，毋須旅、營級轉呈。美軍則維持由連、營、旅逐級呈報至師核准撥發，作者經長期觀察發現「後勤狀態報告表、補給品存量狀態、個別問題的調節、持續的更新資料、旅級彙整與分析」等5項後勤作業流程，潛存人為疏失問題與建議解決方法。譯者按原文節次翻譯，為連貫節次內容以於附加標題及釋義，便於讀者閱讀，原文則不予變動。

貳、譯文

一、後勤狀態報告表：(連呈報-營、旅彙整轉呈、師核定撥補)

後勤狀態報告表是連貫旅部及更高指揮層用來提供當前庫存狀態、現有數量和未來需求的初期產製速寫報告，後勤狀態報告在行動之前彙整與分析各部隊申補需求資料。

提供指揮官一堆數字、百分比和顏色是毫無用處的。指揮官需求植基於對所

有後勤資料進行分析、比對並得到結論，為作戰行動提出後勤方面建議。

資料來源：《野戰手冊（FM）4-0,持續作戰，2019年7月31日》。

“The logistics status report is the primary product used throughout the brigade and at higher levels of command to provide a logistics snapshot of current stock status, on-hand quantities, and future requirements. The logistics status report is a compilation of data that requires analysis before action.

Providing the Commander a bunch of numbers with percentages and colors is useless. The commander requires an analysis based on the data along with a recommendation for action.”

Field Manual (FM) 4-0, Sustainment Operations, July 31, 2019.

(一)實際運作觀察：

後勤統計表是持續作戰中的關鍵狀態報告。基本上，結合預估與協調補給，精確回報陸軍後勤與戰陣醫療系統支援狀態，以完備戰鬥整備。陸軍領導者必須改變心態，以優化現有庫存並改善後勤狀態報告表準確性，避免產生緊急再補給需求。挑戰來自於頻仍且不一致報告，持續隱藏於計畫中，改善旅級後勤統計表精準與即時性，對提高作戰效率至關重要，重點在於紀律、準確與及時交付，以防止不必要的補給品運輸任務派遣與補給品回收。

The logistics statistics (LOGSTAT) report is a critical status report in sustainment operations. It is essential for forecasting and coordinating resupply and ensuring combat readiness by accurately reporting logistics and Army Health System support status. Army leaders must shift their mindset to optimize on-hand stockages and improve reporting accuracy to avoid emergency resupply needs. Challenges arise from inconsistent reporting frequencies hindering sustainment planning. Improving brigade LOGSTAT reporting is crucial for efficient operations, focusing on disciplined, accurate, and timely submissions to prevent unnecessary resupply missions and backhauling of supplies.

(二)資料蒐集處理：

一份完整的後勤統計表不僅詳細，而且能夠通過多種管道輕易傳輸，淺顯易懂且須經常練習以熟稔作業。而過於詳細的後勤統計表，列出每一個國防識別碼是多餘的，但過於簡化的專用詞或顏色代碼則會妨礙準確的補給估算。

後勤統計表不僅應簡單到讓排級士官長能夠蒐整資料，他們還應該詳細到足以讓後勤規劃者，能夠細化估算並根據需要重新分配資源。一個清晰的後勤統計表回報方案，包括主要、替代、應急和緊急(Primary、Alternate、Contingency及Emergency,簡稱：PACE)方法，不僅落實在任務命令，還應該整合日常作業中，包括經常駐地任務，連、營部和旅部的業管軍官們（簡稱：XOs）不僅在負責執行此一程序，他們在確保即時、準確的報告方面至關重要。接收、處理和傳遞旅級後勤統計表須明確定義，使接受者與接收責任及程序能夠完成。



A comprehensive LOGSTAT is not just detailed, it is easily transmitted through multiple channels, universally understood, and regularly practiced. While an overly detailed LOGSTAT listing every Department of Defense Identification Code (DODIC) is excessive, a simplistic list of pro words or color codes hampers accurate resupply forecasting.

LOGSTATs should not just be simple for platoon sergeants to gather data, they should be detailed enough for sustainment planners to refine estimates and reallocate assets as needed. A clear LOGSTAT reporting plan, including primary, alternate, contingency and emergency (PACE) methods, should not just be implemented in mission orders, it should be integrated into day-to-day operations, including routine garrison duties. Company, battalion, and brigade executive officers (XOs) are not just responsible for enforcing the process, they are crucial in ensuring timely, precise reports.

Recipients and responsibilities for receiving, processing, and disseminating brigade LOGSTATs must be clearly defined to enable success.

(三)回饋錯誤態樣：(來自進訓部隊建議、網路流量及資料草率處理與精準度欠佳)

來自戰鬥訓練中心的持續行動後回顧講評，輪訓單位爭執點在於精確且及時呈報後勤狀態統計表及準確預判所需物資。

這個同時飽和申補結果，導致從第一線連到師後勤資料，顯示每個層級都需要緊急補給，不同步的問題潛存於整個師的戰力維持架構。

為何完成一個表面看似簡單的任務，卻充滿爭執，歸咎於基層部隊整合管理時間不足（例如，排級誰可以挪出時間清點已獲得物資，而回報“無變化”則來自於先前的報告）以及基層部隊與上級之間的連接不良，「我們都在推託」，經常聽到的話語，「NIPR [非安全網際網路協定路由器] 當機及我已經在聯合戰場指揮平台上發送了。你沒有收到嗎？」。

領導者將對下屬發出直接指示，改善後勤統計表更具及時與合宜，報告依舊存在極大不準確或不足性，提供給未來作戰小組的持續計畫作為。

我們的觀察發現，問題不在於單位如何回報，而在於下屬單位對於應報告的內容缺乏清晰的理解，當各級參謀漫不經心分析或利用後勤統計表狀態報告，即草率估算整合下級報告，即向上呈報，這將使問題更加複雜化。

A constant after-action review comment from the combat training centers is that rotational training units struggle to submit accurate and timely LOGSTATs or to accurately forecast required commodities.

This results in emergency resupplies at every level from line companies to the division logistics package (LOGPAC), potentially desynchronizing the entire division sustainment infrastructure.

The struggle to accomplish what, if taken at face value, is a simple task is attributed to a combination of poor time management at lower echelons (the platoon who ran out of time to

count what they had on-hand and simply reported “No change” from the previous report) and poor connectivity between lower and higher echelons (“We were jumping”; “NIPR [Non-Secure Internet Protocol Router] was down.”; and “I sent it on JBC-P [Joint Battle Command-Platform]. Didn’t you get it?” are all commonly heard phrases).

Leaders will issue direct guidance to subordinates to do better and the timeliness of LOGSTATs will improve, but the reports remain largely inaccurate or insufficient to inform future sustainment planning.

Our observations have found that the problem is not so much how the units are reporting, as much as that subordinate units do not have a clear understanding of what to report. This is further complicated by staffs at echelon who are simply consolidating subordinate unit reports and pushing them higher without doing any analysis or using the LOGSTATs to inform forecasts.

(四)教則要求標準：(補給需求區分為D-緊急、預判D+24小時、48小時及72小時)

野戰教則4-0 指出，後勤統計表，依據任務編組與核定任務，統計單位需求，須包括目前現有庫存以及未來72小時作戰任務的計畫性需求。

陸軍技術通報(簡稱：ATP) 4-90，旅支援營進一步指出，準確的後勤統計表是根據指揮官的重要需求資訊而量身訂制，以支持決心策定。

同時指出，報告應包括現有庫存狀態與規劃未來 72 小時需求，機動作戰理論指出，後勤統計表須區分現有與需求數，以回饋指揮官決心策定程序。

檢視所有條文指出，確定後勤統計表的精確格式和回報機制是單位的責任，如果它們定出範例，都使用相同的格式，(如表2)。但對相同的格式而言，能充分滿足所有層級之所需、有效率回報機制與詳細需求，是不切實際的。

FM 4-0 states that LOGSTATs account for a unit’s requirements based on their task organization and assigned mission and should include the current on-hand stockages as well as projected needs out to 72 hours.²

Army Techniques Publication (ATP) 4-90, Brigade Support Battalion, further states that accurate LOGSTATs are tailored to the commander’s critical information requirements to support decision making.

It also says that the report should include both on-hand stockage levels as well as projections out to 72 hours.³

Maneuver doctrine states that LOGSTATs should identify on-hand amounts and requirements to inform the commander’s decision-making process.⁴⁵

² 註 1

³ 註 2

⁴ 註 3

⁵ 註 4

While all of the reviewed doctrine stated that it was a unit responsibility to determine the exact format and reporting mechanism for LOGSTATs, if they showed an example format, they all used the same one (Figure 1).

It is unrealistic for the same format to adequately meet the available reporting mechanisms and the level of detail required at all echelons.

(五)確認庫存消耗：(撥發不等於消耗，追蹤掌握現況，適時修調)

為了促進回報敏捷，旅部必須首先以標準化編裝，列計現有庫存與消耗數量，確認戰鬥或基本攜行裝載數量，現有庫存的以綠、琥珀、紅及黑色代表概略數量與狀態(區分滿載、申請、警告及危險，如表3)。

建議戰術、技術和程序(Tactic, Technique 及 Procedure, 簡稱：TTP)，如同追蹤補給品從持有者發放至最終使用者，在何種環節被視為消耗。然而，透過TTP終使無法申請到所有補給品。

如果1個營收到350箱戰鬥口糧(Meals Ready to Eat, 簡稱：MRE) (3天補給日份，根據 M-M-A 輪替週期)，並立即將MRE發放給士兵個人，這樣狀況不能僅因為它已發放給最終使用者，而被視為已消耗。

同樣，聯兵營戰鬥車輛剛加注超過2萬4,000加侖燃油不能被視為消耗。這些燃料必須在連隊層級進行追蹤，並納入後勤統計表回報，以告知指揮官部隊，精算確認持續作戰範圍。

表 2-後勤狀態報告表範例

後勤狀態報告表 (LOGSTAT)							
單位	A Co : 123rd AR BN :			日期/時間	151130MAY2021		
地點	史密斯營區			人數	57		
第 1 項	第 1 類	戰鬥裝載	現有數量	24 小時後	48 小時後	72 小時後	狀態
	戰鬥口糧	275	300	50	50	50	100%
	箱裝水 (加侖)	300	500	300	200	200	100%
	冰袋	250	150	125	125	125	100%
第 2 項	第 2 類	戰鬥裝載	現有數量	24 小時後	48 小時後	72 小時後	狀態
	N/A	N/A	N/A	N/A	N/A	N/A	N/A
第 3 項	第 3 類	戰鬥裝載	現有數量	24 小時後	48 小時後	72 小時後	狀態

	航空燃料 (加侖)	60K	55K	30K	35K	35K	91%
	液壓油 (加侖)	500	600	250	300	500	100%
第 4 項	第 4 類	戰鬥裝載	現有數量	24 小時後	48 小時後	72 小時後	狀態
	N/A	N/A	N/A	N/A	N/A	N/A	N/A
第 5 項	第 5 類	戰鬥裝載	現有數量	24 小時後	48 小時後	72 小時後	狀態
	120 公厘 翼穩脫殼 穿甲彈	350	175	150	100	175	50%
	50 機槍彈	10K	8.5K	5K	2K	2K	85%
第 6 項	第 6 類	戰鬥裝載	現有數量	24 小時後	48 小時後	72 小時 後	狀態
	N/A	N/A	N/A	N/A	N/A	N/A	N/A
第 7 項	第 7 類	戰鬥裝載	現有數量	24 小時後	48 小時後	72 小時後	狀態%
	N/A	N/A	N/A	N/A	N/A	N/A	N/A
第 8 項	第 8 類	戰鬥裝載	現有數量	24 小時後	48 小時後	72 小時後	狀態%
	戰術止血帶	180	75	30	50	0	41%
	乳酸林格爾 注射液	70	60	20	40	15	85%

資料來源： ATP 3-90.5 的範例後勤統計表(LOGSTAT) 格式，聯合兵種營 2021 年 7 月，圖 6-3a，頁 6-11。

To drive accurate reporting, the brigade must first standardize how the organization will count on-hand vs consumed, what constitutes a combat or basic load, and what green-amber-red-black actually mean as a percentage of on-hand stocks.

A recommended tactic, technique and procedure (TTP) is to track commodities as on-hand until they are issued to the end user, at which point they are considered consumed; however, that TTP may not always apply for all commodities.

If a battalion receives 350 cases of Meals Ready to Eat (MRE) (three days of supply, assuming an M-M-A ration cycle) and immediately issues the MREs to the individual Soldier, that Class I cannot be counted as consumed simply because it was issued to the end user.

Likewise, a combined arms battalion that has just been. Eled has more than 24,000 gallons of fuel in the vehicles. That fuel must be tracked at the company level and included in LOGSTAT reporting to fully inform commanders of their remaining operational reach.

Logistics Status Report (LOGSTAT)							
Unit:	A Co. 123rd AR BN			Date/Time:	151130MAY2021		
Location:	Camp Smith			Headcount:	57		
Line 1	Class I	Combat Load	On Hand	Next 24	Next 48	Next 72	Status %
	MRE (Case)	275	300	50	50	50	100%
	Water, Bulk (Gallons)	300	500	300	200	200	100%
	Ice (Bag)	250	150	125	125	125	60%
Line 2	Class II						
	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Line 3	Class III						
	JP-8 (Gallons)	60K	55K	30K	35K	35K	91%
	FRH (Gallons)	500	600	250	300	500	100%
Line 4	Class IV						
	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Line 5	Class V						
	120mm APRSDS-T	350	175	150	100	175	50%
	50 cal AP	10K	8.5K	5K	2K	2K	85%
Line 6	Class VI						
	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Line 7	Class VII						
	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Line 8	Class VIII						
	Tourniquet	180	75	30	50	0	41%
	Lactated Ringer IV	70	60	20	40	15	85%
POC				Page ____ of ____			

二、定義 100%補給量：(含庫存、基本與規定攜行量等補給品存量狀態)

部隊必須明確定義 100% 的定義。某些補給品很簡單，的第一類糧食 100% 定義，供應每位士兵 1 天三餐，第三類燃油 B 100% 定義，所有可裝載容器全部裝滿。

第四類和第五類補給品 100% 定義會稍微困難一些，因每個營的需求不同。旅部業管參謀必須清楚劃分每個營，按國防部識別代碼、項目，攜帶作戰基本及規定攜行量。

一旦分配完成，必須廣發至各級領導者了解他們的「100%」補給品攜行，可視為再補給需求產生前，他們還可以執行多遠作戰距離，全程作戰範圍必須扣除基本攜行量。

Defining “100 percent”

Organizations must also clearly define what 100 percent means. Some commodities are easy: 100 percent of Class I rations is three meals per Soldier per day while 100 percent of Class IIIB is the total capacity of all available assets.

Commodities such as Class IV and Class V can be slightly more difficult as each battalion has different requirements. The brigade staff must clearly articulate what the basic load is by DODIC, item, or combat configured load for each battalion.

Once this allocation has occurred, it must be widely published to ensure that leaders at all levels understand what their “100 percent” looks like and how far they can operate before requiring a resupply.

(一)補給集積整備：

包括通知更高層級的支援部隊定義100%數量，及根據這些數量換算全程作戰範圍。

在旅部確定如何計算每種物資、在何種時機下物資被視為消耗，以及每個單位如何定義100%補給品之後，他們必須設置與綠、琥珀、紅色及黑色相對應的百分比，以便在簡報使用，並引領每個持續行動報告。

This includes informing higher echelons of support of the defined value of 100 percent and what the total operational reach is expected to be based off those numbers.

After the brigade has established how they are going to count each commodity, and at what point each commodity is considered consumed, and how 100 percent of a commodity is defined by unit, they must now set what percentage corresponds to green-amber-red-black for use in abbreviated reporting and what sustainment actions each report triggers.

(二)評估補給需求：

過往的數據，當單位開始回報為琥珀色(提出申請)，補給率立即降至90%以下，回報為紅色(低戰力警告)，補給率約70%，(編譯按：此一常數為作者參與阿富汗作戰，當師級後勤系統顯示非滿載-綠色，代表各營、連部隊處於交戰狀態，因此形成需求受補單位多，但運補部隊無法即時滿足部隊需補率，降低現補率，以齊頭式維持部隊約70%以上安全戰力值)。

如果持續作戰行動，第三類B補給品接近紅色，展開緊急再補給，只為一個分配不足第三類B燃料補給品，值得補給單位啟用重要且未經計畫能量。

緊急補給通常觸發點在於不良的後勤狀態統計表作業程序，將後勤棧裝貨櫃送往不需要的地區，這將削弱旅的持續補給能力。

這將進一步影響未來的行動，如同駕駛和補給車隊指揮官，無法達到適當的工作-休息輪替，因緊急運補抽調運補能量，導致營、旅級預定補給計畫無法同步執行。

區分綠、琥珀、紅及黑色的輔助表示補給品狀態，可藉由重新調整組織與評估補給方式，減少非計畫性緊急運補，導致補給效率低降。

Historically, units will begin reporting amber as soon as they fall below 90 percent and will be in the red at 70 percent.

If the sustainment action tied to red on Class IIIB is to push an emergency resupply, the unit will be expending significant, unplanned energy to distribute less than a single fuel system worth of Class IIIB.

Emergency resupplies are typically triggered by poor LOGSTAT procedures and can degrade the sustainment architecture of the brigade by placing unnecessary LOGPACs on the road.⁶

⁶ 註 5

This can further affect future operations as the drivers and convoy commanders are not able to achieve a proper work-rest cycle as well as desynchronizing planned resupply operations at both the battalion and brigade level.

These inefficiencies can be mitigated by readjusting how the organization assesses green-amber-red-black.

(三)確認存量狀態：

透過全球反恐戰爭及持續應急作戰中，陸軍領導者慣於手中握有大量補給品，並且容易獲得所有物資的再補給。

部隊作戰中補給品儲量很少低於50%(紅色)狀態。這需要轉變作戰與後勤指揮官兩者的心態，讓他們習慣於在不申請緊急再補給的情況下，優先使用更多手上現有庫存補給品，讓再補給計畫盡可能依據支援優先順序，將急需受補單位的補給品存量，恢復到接近滿載的狀態。(如表3)，建議以綠、琥珀、紅色及黑色區塊，顯示單位補給存量狀態。

表 3-綠/琥珀/紅/黑色定義補給存量狀態

綠/琥珀/紅/黑色定義百分比範圍		
顏色區分補給品狀況	最低	最高
綠色 Green(滿載)	80%	100%
琥珀色 Amber(提出申請)	50%	79%
紅色 Red(低戰力警告)	30%	49%
黑色 Black(危險無戰力)	0%	29%

沙菀·巴倫少校調製

Throughout the Global War on Terror and ensuing contingency operations, Army leaders grew comfortable having large amounts of commodities at hand and resupplied on all commodities easily.

Units rarely operated at less than 50 percent of commodities on-hand. It will require a mindset shift among both maneuver and sustainment leaders to get comfortable using more of their on-hand stockages without calling for an emergency resupply, knowing that the planned resupply will be able to return them to as close to full capacity as possible in accordance with the priority of support. Figure 3 shows a recommended green-amber-red-black dispersion.

Defining Green/Amber/Red/Black		
Color Distinction For Supplies	Lowest	Highest
Green(Fully Loaded)	80%	100%
Amber(Submit Application)	50%	79%

Red(Low Power Warning)	30%	49%
Black(Dangerous No Effectiveness)	0%	29%

Figure3. Defining Green/ Amber/ Red/ Black in percentages. (Chart built by MAJ Sarah Barron)

三、調節個別問題：(優先使用攜行量續依戰需實施再補給與調整申補作業方式)

(一)擲節運補成本：

要求營、連級優先使用已撥發補品，在請求再補給之前，消耗更多的手中現有補給品，可使後勤單位節約運輸成本。

他們可以進行較少頻次，但規模較大的後勤補給，透過增加預測性和改善後勤執行者的工作-休息循環，為後勤基礎設施提供了額外的穩定性。這為作戰指揮官，提供戰力強大的部隊與更廣泛的作戰範圍。

Adjusted dispersion

This adjusted dispersion encourages subordinate units to consume more of their on-hand commodities before requesting resupply, which allows sustainment units to economize their movements. They can execute less frequent, larger LOGPACs which provides additional stability to the sustainment infrastructure by increasing predictability and improving work-rest cycle of sustainment executors. This provides the maneuver commander with a healthier enterprise and increased operational reach.

(二)慎選回報方式：

一旦單位確定了在後勤狀態報告中所需回報資料，他們須建立每個層級如何回報資訊。

這是一個微妙的平衡，既要確保基層單位回報足夠的正確資訊以支持決心策定，同時又要確保基層單位擁有回報資訊所需的設備和網絡。國家訓練中心的常駐旅與師級輪訓部隊，後勤統計表在每一層級或移防至新駐地或基地應有所差異。遠離駐地於野外或基地進行演訓的部隊，不太可能擁有電腦與寬頻軍用加密網路，回報1份超過60行的試算表報告。

雖然車載的聯合戰鬥指揮平台提供了一個類似試算表的選項，但使用它所提供的觸控筆和鍵盤(編譯按：若以美軍通用鍵盤為類似早期行動電話實體按鍵式，只有0至9及#與*12個鍵)，製作這麼大的一張表格是極為困難的。另外，傳輸這張表格也比傳送簡單的信文訊息更加困難。

連級後勤統計表須格式化，以便於在聯合戰場指揮平台或調頻無線電(編譯按：頻寬僅9.6Kbits，信文力求簡單，連級透過21世紀旅暨以下部隊指管系統-FBCB2傳輸)傳輸，或以硬體複製以備不時之需。此外，連級後勤統計表主要聚焦於準確掌控現有補給品。(如表4)，顯示了某一戰車連後勤統計表範例，可以透過聯合戰場指揮平台或跳頻加密調頻無線電發送後勤狀態信文。

表 4-戰車連後勤統計表格式範例



9	a. 日期/時間/時區(DTG) b. 單位/(Unit) c. 連輜重位置/(Company Trains Location) d. 部隊人數/PAX Count (including attachments)
第 2 項 第一類(糧秣)	a. 野戰口糧/ MREs (使用加熱袋加熱/OH at company trains) b. 根據需求加熱食物/Hot As requested ? (YES/NO) c. 罐裝飲水/Water cans (gals OH/tital capacity) d. 冰袋/Ice requested ? (lbs)
第 3 項 第三類(油料)	a. 燃油油量監測/ VIC Tank Level (By 1/4 tank increments) b. 罐裝油料/Fuel cans (gals OH/tital capacity) c. 大宗燃料/Bulk fuel requested ? (YES/NO) d. 武保附油(潤滑油、液壓油) /CL III (P) by type/qty
第 4 項 第四類(建築)	a. 關鍵消耗品/CCL required by type/qty b. 醫療後送裝備/C-wirt(OH) c. 基地構築與戰場防禦設備/Pickets (OH)
第 5 項 第五類(彈藥)	a. 破甲榴彈/C787 HEAT-MP-T b. 翼穩脫殼穿甲彈/CA26 APFSDS-T c. 霰彈/CA38 Canister d. 5.56mm 鏈裝彈/A064(5.56 link) e. 5.56mm 散裝彈/A0529(5.56 ball) f. 7.62mm 鏈裝彈/A131(7.62 link) g. 0.5 英吋口徑鏈裝彈/A557(.50 cal link) h. 額外補充需求彈藥/Other
第 6 項 第八類(醫療)	a. 戰場急救醫療包/CLS Pack b. 個人急救包/IFAK Pack
第 7 項 主戰裝備	a. M1A2 戰車/(OH/FMC) b. M1064 自走砲車/(OH/FMC) c. M88 救濟車 (OH/FMC)
第 8 項	特殊需求/備註/Special requests/Notes

資料來源：莎菈.巴倫少校調製

Once units have determined what data to report on the LOGSTAT, they must establish how each echelon will report that information.

It is a delicate balance of ensuring lower echelons report enough information to properly inform decision-making while ensuring those echelons have the equipment and network necessary to submit the report.

Regular brigade and division rotations at the National Training Center make it clear that LOGSTATs should look different at each echelon. A company that is conducting operations is unlikely to have access to a computer and network to submit a 60+ line Excel report.

While vehicle mounted Joint Battle Command – Platforms (JBC-P) offer an Excel-like option, it is extremely difficult to manipulate a sheet of that size using the providing stylus and keyboard. It also becomes more difficult to transmit the sheet rather than a simple free text message.

Company- level LOGSTATs should be formatted to enable easy transmission on JBC-P free text, FM radio, or hard copy as a contingency. Additionally, the company-level LOGSTAT should focus primarily on accurate, on-hand commodities. Figure 3 shows an example LOGSTAT for an armor company that can be easily sent by either JBC-P free text or FM.

Orange 1 – AR Co LOGSTAT (OH Qty)	
Line 1	a. DTG b. Unit c. Company Trains Location d. PAX Count (including attachments)
Line 2 CL I	a. MREs (OH at company trains) b. Hot As requested? (YES / NO) c. Water cans (gals OH/total capacity) d. Ice requested? (lbs)
Line 3 CL III	a. VIC Tank Level (By 1/4 tank increments) b. Fuel cans (gals OH/total capacity) c. Bulk fuel requested? (YES/NO) d. CL III (P) by type/qty
Line 4 CL IV	a. CCL required by type/qty b. C-wire (OH) c. Pickets (OH)
Line 5 CL V	a. C787 HEAT-MP-T b. CA26 APFSDS-T c. CA38 Canister d. A064 (5.56 link) e. A059 (5.56 ball) f. A131 (7.62 link) g. A557 (.50 cal link) h. Other
Line 6 CL VIII	a. CLS Pack b. IFAK Pack
Line 7 Combat Power	a. M1A2 (OH/FMC) b. M1064 (OH/FMC) c. M88 (OH/FMC)
Line 8	Special requests/Notes

Figure 4. Example Armor Company LOGSTAT format. (Developed by MAJ Sarah Barron)

1.連級以下職責：(補給品現況蒐整與調製後勤報告表呈報營部)

連長負有按時及準確回報責任，包括後勤統計表。他們可以選擇讓副指揮官或第一士官長代為收集和呈交報告，但這並不免除他們對於後勤統計表遲繳或包含不準確資料責任。

在作戰期間如果營級所選擇的後勤統計表格式過於繁瑣，則各單位必須提

供回饋意見，以調整格式，直到它適用於所有基層單位。一旦格式確定，連長必須優先考慮準確的提交，或如發生延遲情況須向上級報告。

Company commanders are responsible for submitting accurate and timely reports, to include LOGSTATs. They may choose to have their XO, or first sergeant gather and turn in the reports on their behalf, but that does not absolve them of their responsibility if the LOGSTATs are late or contain poor data.

If the LOGSTAT format chosen by the battalion is too burdensome to be completed during operations, companies must provide feedback to adjust the format until it works for both echelons. Once the format is established, company commanders must prioritize accurate submissions or communication with higher if there is a delay.

2.營級以上職責：(彙整呈報下級部隊後勤報告表並實地訪查特殊狀況)

當營部業管幕僚和前進支援連(FSC)收到後勤統計表後，他們可以分析回報的資料，整合並與之前預測資料進行比對，同時準備營級後勤統計表。

主要業管幕僚為後勤與人事官，負責審查每份呈報資料的準確性，而非僅作簡易整合，讓不正確資料混入其中。如某一連級報告其現有燃油量超過其儲存能力，或者回報第三類燃油B從100%，無故下降15%，但沒有進行任何行動來證明此一變化，後勤官必須走入該連隊，以找出事實真相。

As the battalion staff and forward support company (FSC) receive the LOGSTAT, they can now analyze the submissions, consolidate the data and compare with their forecasts, and prepare the battalion LOGSTAT.

The staff, primarily the S-4 and the S-1, is responsible for reviewing each submission for accuracy, not simply consolidating bad data and passing in on. If a company reports an inexplicable gain of more fuel on-hand than they have capacity or states that they have gone from 100 percent Class IIIB to 15 percent since the last report but hasn't conducted any operation that would justify the change, the S-4 must reach out to the company to find out the ground truth.

(三)調整作業文化：(報告精準重於呈報時效，錯誤數據會帶來災難性後果)

各單位必須調整其文化，消除即使報告包含錯誤數據也要準時報告的觀念，因為稍微延遲但準確的報告更可被接受或更可取。及時的不準確報告可能對單位造成災難性的影響。如果每個聯兵營回報需要5,000加侖的燃料，但無法全數儲存，如此，旅將向師部請求超過1萬5,000加侖的多餘燃料。

派遣4輛M969油料車與8名作業士兵前往非需求地區。這也導致每個前進支援連必須在其營後勤統計表中增加1輛M978油料車與兩名作業士兵，進一步擾亂工作-休息循環，或影響前進支援連行適當的裝備維修。如果後勤官發現報告與預測不一致時，能夠召集業管軍官驗證後勤統計表，前述運補成本浪費是可以避免。

Units must adjust their culture and eliminate the idea that a report submitted on time, even if it has bad data, is acceptable or preferable to a slightly delayed, but accurate, report. Timely, inaccurate reporting can have catastrophic effects on the unit. If each combined arms battalion reports that it needs 5,000 gallons of fuel that it doesn't have capacity for, the brigade will request more than 15,000 gallons of unneeded fuel from the division.

This puts four M969 bulk fuel trucks with eight Soldiers on the road unnecessarily. It also causes the FSCs to each put an extra M978 with two Soldiers on their battalion LOGPACs, further disrupting work-rest cycles or preventing the FSCs from conducting proper maintenance on their equipment. This wasted effort would have been prevented if the S-4 had called the XO's to validate LOGSTATs when reports don't align with forecasts.

(四)使用預估工具：(運用快速後勤估算、勤務支援計畫、水銀後勤軟體及持續計畫因素等4種工具選項，用以驗證後勤統計表)

參謀能夠使用預估以驗證後勤統計表之前，他們首先必須建立預估值。預估須能在所有層級進行；這不僅僅是支援作業辦公室(Support operations Office,簡稱：SPO)的責任，為旅建立和維持預估值。

陸軍有幾種可用的評估工具以協助前置預估，並與支援和被支援單位共享預估成果。作戰後勤計畫者和快速後勤估算工具，都是由聯合武裝支援指揮部開發的，並可從作戰後勤計畫者和後勤計畫工具團隊頁面下載。

Before staffs can use forecasts to validate LOGSTATs, they must first build the forecasts. Forecasting should occur at all echelons; it is not simply on the support operations office (SPO) shop to create and maintain the forecasts for the brigade.

The Army has several forecasting tools available and in production to assist forecasting, and sharing the forecasts with both supporting and supported units. The Operational Logistics (OPLOG) Planner and Quick Logistics Estimation Tool (QLET) are both developed by the Combined Arms Support Command (CASCOM) and available for download from the OPLOG Planner and Log Planning Tools Teams page.⁷

⁷ 註 6



1.快速後勤估算：

快速後勤估算工具是一個試算表表格，預填有陸軍部隊戰力結構設計與後勤計畫批准因素，基於前述使用修正部隊編裝表檔案，提供使用者快速估算使用。

快速後勤估算工具使用者可以對某些補給品的預期消耗率（最低/平均/最高）進行微幅調整，並根據需求訂定適用的補給品項分配。快速物流估算工具數據假設所有修改後的編裝表所列裝備均可用或正在使用且完全且具全戰力。當檔案載入使用者的電腦，可在離線狀況下使用。每個預估值將作為附加備份檔案保存。

QLET is an Excel sheet that is prefilled with Army Force Structure Designs and the G-4 Approved Planning Factors that enables a user to quickly forecast based on their chosen modified table of organization and equipment (MTOE) force file.

Users can make minor changes to the anticipated consumption rate(Minimum/Average/Maximum) for some commodities as well as tailor available distribution asset types. The QLET data is assuming that the full MTOE of equipment is available, in use, and fully mission capable. Once the file is loaded on the user's computer it can be used offline. Each forecast would be saved as an additional file.

2.勤務支援計畫：

作戰後勤計畫策畫者由部門電腦管理員，將所需程式載入所用電腦，這可能入門使用變得更加困難。它使用與快速後勤估算工具相同的規劃因素，但是聚焦於更高支援層級。作戰後勤計畫策畫者，具有高度的彈性與允許建立適合的任務部隊，並將後勤維持與機動作戰單位鏈結。旅級暨以下的規劃者可能會發現從作戰計畫中，難以獲得所需後勤詳細程度，以維持估算準確度。

OPLOG Planner is a program that must be loaded on a government computer by an administrator, which can make it more difficult to get started. It uses the same planning factors as QLET but is focused on higher echelons of support. OPLOG planner is highly flexible and allows for building tailored task forces and linking sustainment units to maneuver units. Planners at the brigade level and below might find OPLOG planner challenging to get the level of detail required to maintain accurate forecasts.

3.水銀後勤軟體：

聯合部隊後勤指揮部與陸軍軟體部門，聯合開發代名為水銀(Mercury)軟體，作為部隊後勤維持計畫製作工具。允許部隊使用端自行建立更合適的後勤維持估算方式，適用層級可至連隊部隊。

這些計畫亦可與其他使用端分享，鏈結跨層級的啟動即時共同規劃。由於水銀程式是植基於網路的連網工具，因此需要連接網路才能建立和分享計畫，在較低層級變得更具挑戰性。水銀工具仍在積極開發中，開發團隊邀請

所有用戶登錄、制定計畫並提供回饋意見，以持續改進水銀程式。

CASCOM and the Army Software Factory are also developing the Mercury: Sustainment Planning Tool.⁸This tool allows the user to create highly tailorable sustainment forecasts, down to the company level.

These plans can also be shared with other users to enable real-time, collaborative planning across echelons. As Mercury is a web-based tool, it requires connectivity to build and share plans, which becomes more challenging at lower echelons. The Mercury tool is still in active development and the development team invites all user to log on, make plans, and submit feedback to continue to improve the tool.

4.持續計畫因素：(紙本詳列輸具裝載噸可手動計算補給品與輸具數量)

估算的第 4 個選項是使用陸軍技術出版品參謀作業參考指南第 1 卷 5-0.2-1 中的持續計畫因素，以手動計算基於單位特定因素的預期消耗。陸軍技術出版品提供的作業指南，從 M978 油灌車的每分鐘加油量，中型戰術車輛可裝載的傷亡人數等項目的計畫因素。這是建議的主要預測方法，適用於營級以下，因為它不需要任何網路鏈結，並且如果編組提前確定需估算的關鍵補給品，並以手寫方式計畫因素，書寫於後勤報告表，如此可在沒有電腦的情況下進行估算及計畫作業。

The fourth option for forecasting is to use the Sustainment Planning Factors found in ATP 5-0.2-1, **Staff Reference Guide Volume 1**, to manually compute projected consumption based on the specific factors for the unit.⁹The ATP gives planning factors for everything from the gallons per minute bulk fill rate for a M978 to the number of casualties that can fit in a medium tactical vehicle. This is the recommend primary method of forecasting for battalion and below as it does not require any connectivity and can be conducted without a computer if the organization has identified key commodities to be forecasted ahead of time and written down the planning factors.

四、持續更新資料：(旅營級統計 24 小時內消耗量預判未來 24-48 小時補給需求)

(一)交叉比對估算：

無論參謀選擇使用何種工具，他們必須不斷更新估算並與實際消耗進行交叉比對。驗證估算值需持恆相互驗證比對。新的估算驗證提交給後勤統計表，以請求未來 24 小時的所需補給品，而前 24 小時的實際消耗則顯示這些預測是否準確。如果參謀發現他們的預測持續錯誤，他們需要重新檢視所使用的計畫因素，並根據需求進行修正。參謀必須確保他們是依計畫的運作進行估算，而不僅僅是試圖將手頭的補給品恢復到100%。在有限資源的環境中，要求超

⁸ 註 7

⁹ 註 8

過預測的需求以維持100%的補給率將對後勤部門造成不必要的壓力。相反，如果領導者沒有為任務進行補給估算，當作戰需求超過補給量能時，他們可能會短缺關鍵的補給品。

當短缺在24至48小時內發現補給品短缺，通常有時間進行內部平行調撥或請求更高層級的溢量支援以填補缺口。如果補給短缺狀況，直至單位報告他們已無戰力才被發現出來，即使他們在呈報後勤統計表獲得所有補給品，該單位面臨超出後勤支援限界，面對喪失作戰能力風險。

Continuous update

Regardless of which tools the staff chooses to utilize, they must continually update their forecasts and validate them against actual consumption. Validating the forecasts should be a continual give and take. New forecasts validate the submitted LOGSTATs to request commodities for the next 24 hours and the actual consumption from the previous 24 hours shows whether those forecasts were accurate. If the staff finds that their forecasts are continually wrong, they need to relook what planning factors they are using and make modifications as needed. Staffs must also ensure that they are forecasting against the planned operation, not just trying to get on-hand commodities back to 100 percent. In a resource constrained environment, requesting over-forecasted requirements to maintain 100 percent capacity will put unnecessary strain on the logistics enterprise. Conversely, if leaders are not forecasting for the mission, they may miss a critical resourcing shortfall where the operational requirements exceed capacity.

When the shortfall is identified 24-48 hours out, there is usually time to either cross-level internally or request additional assets for a higher echelon of support to bridge the gap. If the shortfall is not identified until units are reporting that they are black, the unit is at risk of culminating, even if they were at full capacity after the LOGPAC.

(二)兩種建議範例：(橘色1、2號表單，如表5)

營部幕僚審查並驗證各連的後勤統計表須檢視是否與估算產生誤差，幕僚著手整合並準備呈報營部後勤統計表。在營級幕僚極需使用電腦，即使穩定網路鏈結下，也是一項挑戰。這使得幕僚能夠利用像試算表這樣的工具來協助整合他們透過的野戰手冊或聯合戰場指揮平台，收到連級後勤統計表。這也使他們能夠將連級後勤統計表的需求與前進支援連現有大宗補給品進行比較。強烈建議前進支援連提交兩種後勤統計表：第1種-他們現有的支持自己的運輸能量與作業人員；第2種-顯示他們攜帶的以支持營作戰攜行補給。這可以防止前進支援連錯誤估算與分配如將第一類糧秣野戰口糧等錯誤計算為可供發放的補給品。(如表5)，前進支援連後勤統計表兩種建議範例。

表 5-兩種格式前進支援連後勤支援狀態報告表

橘色 1 號-前支連後勤狀態報告表		橘色 2 號-前支連散裝補給後勤狀態報告表	
第 1 項	a.日期/時間/時區 b.單位番號 c.前方支援區位置 d.兵力統計	第 1 項	a.日期/時間/時區 b.單位番號
第 2 項 第一類補給品	a.口糧(送至連輜重) b.熱食需求(是/否) c.飲水(加侖分裝/總量) d.冰塊需求(磅列計)	第 2 項 第 1 類補給品 (散裝)	a.口糧(現有數回報) b.UGRs(模組包) c.散裝飲水(現有/總量) d.冰塊(現有冰袋回報)
第 3 項 第三類補給品	a.牽引油罐車等級 b.燃油(加侖分裝/總量) c.大宗油料需求(是/否) d.CLⅢ(P)	第 3 項 第三類補給品	a.散裝 JP-8(現有/總量)
第 4 項 第四類補給品	a.CCL 需求品項數量 b.C 鋼索(現有) c.堆高機(現有)	第 4 項 第四類補給品	a.CCLs(現有數回報) b.C 鋼索(現有數回報) c.堆高機(現有數回報)
第 5 項 第五類補給品	a.A046 (5.56 鏈裝) b.A059 (5.56 粒裝) c.A131 (7.62 鏈裝) d.A557 (0.5 英吋鏈裝) e.其他	第 5 項 第五類補給品	a.C787 高爆戰防榴彈 b.CA20 脫殼穿甲彈 c.CA38 人員殺傷彈 d.A974 脫殼穿甲彈 e.A975 破障榴彈 f.PU16 拖式飛彈 g.A046 (5.56 鏈裝) h.A059 (5.56 粒裝) i.A131 (7.62 鏈裝) j.A557 (0.5 英吋鏈裝)
第 6 項 第八類補給品	a.CLS 包 b.個人急救包	第 6 項	特別需求或註記
第 7 項 戰力	a. M978 b. TRM c. LHS/PLS d. M984 e. M88 f. VSAT (現有/前支連)	莎菈.巴倫少校調製	
第 8 項	特別需求或註記		

資料來源：莎菈.巴倫少校調製

After the battalion staff has reviewed and validated the company LOGSTATs against their forecasts, they can consolidate and prepare the battalion LOGSTAT for submission. At this echelon, it is likely that staff has access to computers, even if steady connectivity is a challenge. That allows the staff to utilize tools like Excel to assist in consolidating the FM or JBC-P company LOGSTAT submissions they received. This also enables them to compare the company LOGSTAT requirements against the FSC bulk on-hand commodities. It is highly recommended to have the FSC submit two LOGSTATs: the first is what they have on-hand to

support their own movement and personnel; the second shows what they are carrying as bulk to support the battalion. This prevents miscounting commodities such as CL I MREs that are allocated to the FSC as being available for issue. Figure 4 shows an example of the recommended two FSC LOGSTATs.

Orange 1 – FSC Co LOGSTAT (OH Qty)		Orange 2 – FSC Bulk LOGSTAT (OH Qty)	
Line 1	a. DTG b. Unit c. FTCP d. PAX Count (including attachments)	Line 1	a. DTG b. Unit
Line 2 CL I	a. MREs (OH at company trains) b. Hot As requested? (YES / NO) c. Water cans (gals OH/total capacity) d. Ice requested? (lbs)	Line 2 CL I (Bulk)	a. MREs (OH for distribution) b. UGRs (Mods) c. Bulk water (gals OH/total capacity) d. Ice (bags OH for distribution)
Line 3 CL III	a. VIC Tank Level (By 1/4 tank increments) b. Fuel cans (gals OH/total capacity) c. Bulk fuel requested? (YES/NO) d. CL III (P) by type/qty	Line 3 CL III	a. Bulk JP8 (gals OH/total capacity)
Line 4 CL IV	a. CCL required by type/qty b. C-wire (OH) c. Pickets (OH)	Line 4 CL IV	a. CCLs (OH for distribution) b. C-wire (OH for distribution) c. Pickets (OH for distribution)
Line 5 CL V	a. A064 (5.56 link) b. A059 (5.56 ball) c. A131 (7.62 link) d. A557 (.50 cal link) e. Other	Line 5 CL V	a. C787 HEAT-MP-T b. CA26 APFSDS-T c. CA38 Canister d. A974 APDS-T e. A975 HEI-T f. PU16 TOW g. A064 (5.56 link) h. A059 (5.56 ball) i. A131 (7.62 link) j. A557 (.50 cal link)
Line 6 CL VIII	a. CLS Pack b. IFAK Pack	Line 6	Special requests/Notes
Line 7 Combat Power	a. M978 (OH/FMC) b. TRM (OH/FMC) c. LHS/PLS (OH/FMC) d. M984 (OH/FMC) e. M88 (OH/FMC) f. VSAT (OH/FMC)		
Line 8	Special requests/Notes		

Figure 5. Example FSC LOGSTAT formats for both company internal and bulk. (Developed by Maj Sarah Barron)

(三)主動校正催詢：(向上續報，向下催詢)

後勤統計表一旦經統整與分析後，將呈報給旅部。再次強調，旅部在指導營部的後勤統計表呈報格式及運補方式，必須考量營級具備持續可用的申補系統與確認的回饋機制，以告知營級是否收到後勤統計表。這可以防止出現這樣的對話情形：「我3小時前發送了後勤統計表，你們沒有收到嗎？」。假設呈報單位確認上級沒有收到後勤統計表，應立即按照主要、替代、應急及緊急方式繼續呈報報告，直到確認收到為止。同樣，上級必須規定時限內如未收到下級報告，則立即聯繫下級單位，詢問後勤報告表呈報狀況，如果沒有回應，則透過主、次及緊急方式再次催詢，直至繳交為止。

Figure 4. Example Armor Company LOGSTAT format. (Developed by MAJ Sarah Barron)

Once the LOGSTATs are consolidated and analyzed, they can be submitted to brigade. Again, it is critical that brigade is mindful of what systems the battalions consistently have available to them when dictating the format and PACE for LOGSTAT submissions. They also need to ensure there is a codified feedback mechanism to inform the battalions when the LOGSTAT has been received. This prevents the “I sent the LOGSTAT three hours ago, didn’t you get it?” conversations. The reporting echelon should assume that, if they did not receive a confirmation message, the LOGSTAT was not received, and they should move through the

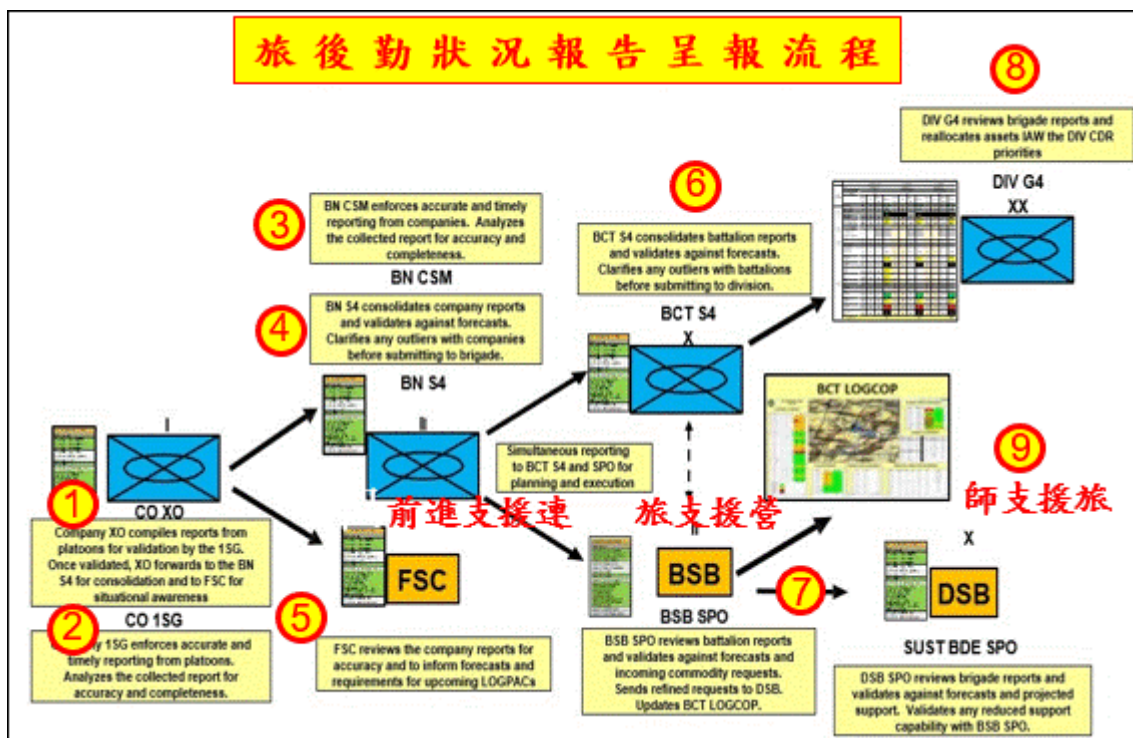
PACE to submit their report until they confirm receipt. Likewise, the higher echelon must set a time following a missed report that they begin reaching out to subordinate units to inquire about the status of the report, also utilizing the PACE if they receive no response.

五、旅級彙整分析：

(一)旅級後勤參謀：(預判未來D+24、48及72小時補給品需求向師提出申請)

旅部參謀在接收各營部後勤統計表時，參謀併同補給官進行分析，以確認準確性並驗證估算補給品數量與品項。旅後勤官與前進支援辦公室，必須確保他們的預測與估算值不會產生衝突。其他，如果在提交後勤統計表之前，兩者發現彼此估算數目不一致，他們必須解決此一問題。假如旅後勤官在呈報的後勤統計表申請某項補給品，而前進支援辦公室持續向師支援旅申請另項補給品，導致師補給部隊狀態混亂，將錯誤補給品項運往旅作戰地區。旅為完成即將到來的作戰任務，進行後勤補給估算及驗證，確保於D+48至72小時前向師部提出準確補給品項申請，這點至關重要。這些申請可以透過實際情況實施細部調節。在D+24至48小時預劃補給未送達前，營、連先使用攜行與D日戰耗補充補品，但首次補給需求呈報，必須給予補給部門足夠時間，令其籌補足額所需補給品項。(如圖1)，為後勤統計表由旅呈報至師級的運作流程。

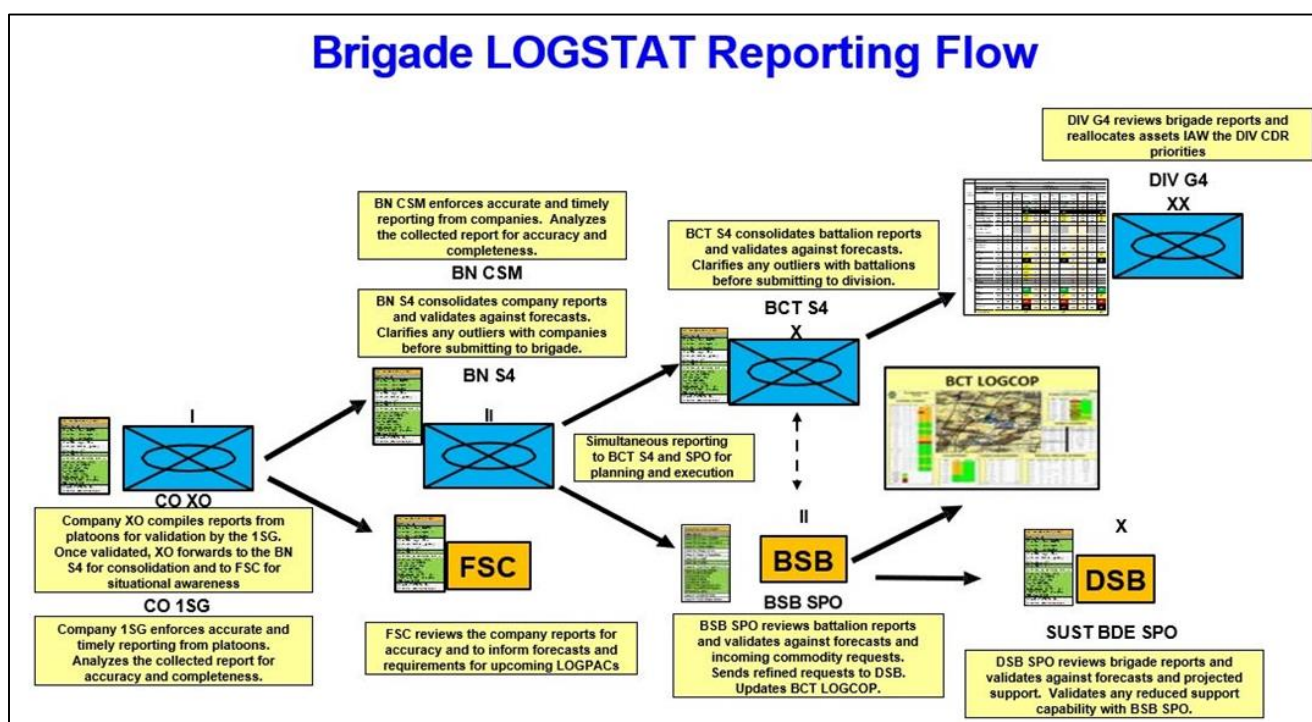
圖 1-旅後勤狀況報告表流程



Brigade level analysis

As the brigade staff receives the battalion LOGSTATs, they also conduct staff analysis to confirm accuracy and validate their own forecasts. The brigade S-4 and SPO must ensure that their forecasts do not conflict with each other and, if they identify any points of friction, they

address them prior to submitting the LOGSTAT to division or confirming commodity requests to the division sustainment brigade (DSB). If the S-4 requests one thing in the submitted LOGSTAT and the SPO requests something different to the DSB, it can create confusion in the division sustainment enterprise and negatively affect the supplies that flow into the brigade's area of operations. It is vitally important that the brigade maintain and validate their own forecasts based on the upcoming operations to ensure they are feeding accurate requests to the division 48-72 hours out. Those requests can be refined by actual consumption in the 24- to 48-hour window, but the initial request must be submitted with enough time for the division to react. Figure 5 shows the flow of LOGSTATs through the brigade to the division and a brief description of responsibilities at each echelon.



Picture 1. Brigade LOGSTAT reporting flow with brief descriptions of responsibilities at each echelon.

(Developed by MAJ Sarah Barron)

(二)後勤支援團隊：(包括連(兼任)、營、旅及師(參謀及勤務支援部隊))

此外，前進支援辦公室必須確認後勤統計表呈報的狀態，以及根據作戰需求估算確認關鍵的補給物資，這些訊息將在可供參謀和指揮官使用的後勤共同作戰圖像中顯示。後勤共同作戰圖中描述的條件將影響指揮官的決策，及後勤支援未來規劃。由於後勤統計表報告不佳而導致的不完整或過時的後勤共同作戰圖像，將使指揮官的參與後勤規劃，以導正後勤資訊的不足感。但此一行為可能迅速破壞後勤部門的穩定性，降低指揮官對其信任，後勤團隊職掌，(如表6)。

表 6-後勤團隊職掌

(1)副連長(XO)彙整來自各排組的報告，並提交給第一士官長官驗證。驗證確認後 XO 會將報告轉交給前方支援連(FSC)，以確保資訊透明，並協助後勤與指揮決策。
(2)第一士官長(1SG)負責督促各組準確且即時提交報告，並對收集到的報告進行分析，以確保數據的準確性和完整性。
(3)營級士官長(BN CSM)負責督促各連準確且即時提交報告，並對收集到的報告進行評估、分析，以確保數據的準確性和完整性。
(4)營級後勤官(BN S4)負責彙整各連級的報告並預測進行驗證，在提交給旅級之前，會與各連隊確認並驗證任何異常數據。
(5)前方支援連(FSC)負責審核各部門報告的準確性，並根據報告資訊來更新預測和未來補給(LOGPAC)需求。
(6)旅級後勤官(BCT S4)負責彙整各連級的報告並預測進行驗證，在提交給師級之前，會與各營確認並驗證任何異常數據。
(7)旅級支援營(BSB SPO)負責審核各營級報告，並與預測及即將到來的物資需求進行驗證及確認。根據結果將精算後的需求發送至師支援旅(DSB)，並更新旅級共同圖像(LOGCOP)。
(8)師級後勤官(DIV G4)負責審查旅級報告，並根據師級指揮官(DIV CDR)的優先事項重新分配補給資源。
(9)師支援旅及勤進支援辦公室(DSB SPO)負責審查旅級報告，並根據預測及預計支援需求進行資源重新分配。並與各旅支援營及前進支援辦公室(BSB SPO)確認並驗證任何減少的支援能力。

資料來源： Brigade LOGSTAT reporting flow with brief descriptions of responsibilities at each echelon.
(Developed by MAJ Sarah Barron)

Additionally, the SPO must capture the status of LOGSTAT submissions, and an assessment of critical commodities determined by operational requirements in a logistics common operating picture (LOGCOP) that is available to the staff and commander.

The conditions described in the LOGCOP will drive commander decisions and should also drive future planning. An incomplete or stale LOGCOP fed by poor LOGSTAT reporting will energize command involvement to correct perceived shortcomings. This action can quickly destabilize the sustainment infrastructure and degrade command trust in the sustainment community.

六、結論

總之，後勤統計表的問題比單純假設公司和部隊沒有遵循指示要複雜得多。各級領導者和各作戰功能的領導者必須共同努力，為成功創造條件，從明確定義後勤統計表提交的期望開始，確保各層級部隊擁有主要、次要、應急及緊急方式呈報後勤統計表所需的設備。

隨著單位不斷完善和穩定回報流程，須將其化為實際行動。後勤統計表很少在野外演習或戰鬥訓練中心輪訓以外呈報，而後勤統計表與估算流程是高度易逝的技能。如果我們希望在戰鬥訓練中心改變現狀，後勤作業技能必須融入駐地操作及在營持續訓練。

Conclusion

In conclusion, the trouble with LOGSTATs is a more multifaceted problem than simply assuming that companies and battalions aren't doing what they're told. Leaders at every echelon and across warfighting functions must contribute to setting conditions for success, from clearly defining expectations for LOGSTAT submission to ensuring all echelons have the necessary equipment to submit according to the PACE.

As units refine and solidify their reporting processes, they must then practice them. LOGSTATs are rarely submitted outside of field problems or CTC rotations and the LOGSTAT and forecasting processes are highly perishable skills. They must be integrated into garrison operations and trained continuously at home station if we hope to change the story at the CTC.

參、心得體認（代結論）

後勤實為先勤，作戰所需戰鬥與生存持續力由補給、保修、運輸及衛生與其他勤務能量所支持。美軍擁有首屈一指軍事後勤實力，二戰1944年突出部戰役，101空降師於巴斯通被圍，不但未遭德軍裝甲部隊圍殲，反阻擋其攻向安特衛普企圖，美軍空中運輸部隊川流不息提供101空降師各類補給品，因戰役期間適逢聖誕節，後勤部門將聖誕節大餐納為補給項目，目睹被圍於阿登森林內美軍享用熱騰騰聖誕美食的德軍官兵，不禁喟然：「如此充沛的補給，這場仗是打不贏！」，後勤始於需求與籌補，透過檢整、包裝與運輸(包括公、鐵路及水、空運與管道)，即時送達受補單位，以保持戰鬥力。

本文芭倫少校以親歷美軍於阿富汗作戰及長期從事後勤工作與教學任務經驗，以「後勤的難題」專文，為解決潛存於各層級，因人為疏失產生統計不實、審查草率及浪費後勤資源等狀況。提出補給品攜行、庫存量狀態、申補作業程序、審查作業及撥補方式常見問題。建議連級必須呈報實際的後勤統計表，旅、營適選4種估算工具，詳實快速核對補給品申請項量，並統計D日消耗常數，預估D+24、48及72小時補給需求，並隨戰況滾動修調，師前進支援辦公室接獲呈轉補給品申請，審認無誤即以單位分配法，將補給品直達運輸至第一線連，使補給品能夠適時、適質及適量送達需補單位，保持部隊持續且完整戰力，達成作戰任務。

代字快速檢索 Acronym Quick-Scan

ATP - 陸軍技術通報(軍事作戰、戰術、訓練、後勤)

ATP - Army Techniques Publication

CASCOM - 聯合兵種支援指揮部

CASCOM - Combined Arms Support Command

DODIC - 國防部識別代碼

DODIC - Department of Defense Identification Code

DSB - 師支援旅

DSB - division sustainment brigade

FM - 野戰手冊

FM - field manual

FSC - 前進支援連

FSC - forward support company

JBC-P - 聯合戰場指揮平台

JBC-P - Joint Battle Command-Platform

LOGCOP - 後勤作戰共同圖像

LOGCOP - logistics common operating picture

LOGPAC - 後勤包件

LOGPAC - logistics package

LOGSTAT - 後勤統計 (或) 後勤狀態

LOGSTAT - logistics statistics, (or) logistics status

MRE - 戰鬥口糧

MRE - Meals Ready to Eat

MTOE - 修改後的編裝表

MTOE - modified table of organization and equipment

OPLOG - 作戰後勤

OPLOG - Operational Logistics

PACE - 主要、次要、應急與急迫

PACE - primary, alternate, contingency and emergency

QLET - 快速後勤估算工具

QLET - Quick Logistics Estimation Tool

TTP - 策略、技術和程序

TTP - tactics, techniques and procedures

XOs - 業管軍官

XO s - executive offic

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