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ARMY REGULATION

AR 5-4

MANAGEMENT

**DEPARTMENT OF THE ARMY
MANAGEMENT REVIEW
AND
IMPROVEMENT PROGRAM (DAMRIP)**

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Effective 2d Quarter FY 74

HEADQUARTERS, DEPARTMENT OF THE ARMY

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No. 5-4

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DEPARTMENT OF THE ARMY
WASHINGTON, DC, 4 September 1973

MANAGEMENT
DEPARTMENT OF THE ARMY MANAGEMENT REVIEW AND
IMPROVEMENT PROGRAM (DAMRIP)

Effective 2d Quarter FY 74

This regulation combines in one publication the policy and guidance necessary for the establishment and utilization of a management review and improvement program. Local supplementation of this regulation is permitted. If supplements are issued, Army Staff agencies and major Army commands will furnish one copy of each to HQDA (DACA-MRM), ATTN: DAMRIP, Washington, DC 20310. Other commands will furnish one copy of each to the next higher headquarters.

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*This regulation supersedes AR 1-65, 25 August 1967, including the Work Simplification Report, RCS CSCAM-120; AR 1-50, 12 April 1967, including all changes and the Work Measurement Summary, RCS CSCAM-107(R2); AR 5-11, 12 January 1970; AR 11-20, 27 September 1971, including the Army Cost Reduction Report, RCS CSGLD-1613; AR 11-26, 30 June 1972; Ltr, AGDA-A(M) (20 Apr 71) COMPT-M(M), 30 April 1971, subject: Department of the Army Management Improvement Program; Ltr, DAAG-PAP-A(M) (28 Mar 72) DACA-MRM, 7 April 1972, subject: Defense Integrated Management Engineering System (DIMES)-Work Measurement; Ltr, DAAG-PAP-A(M) (8 Nov 72) DACA-MRM, 15 November 1972, subject: DAMRIP-Interim Guidance; Ltr, DAAG-ASM, DACA-MRM, 20 April 1972, subject: Training and Usage Plan for Management Practices in TOE Units (MAP-TOE); Ltr, DAAG-ASM, DACA-MRM, 21 April 1972, subject: CONARC Tasks in Management Practices in TOE Units (MAP-TOE) Training.

CHAPTER 1

GENERAL

1-1. Purpose. This regulation—

a. Implements Department of Defense Directive 5010.28, Department of Defense Management Review and Improvement Program and Department of Defense Instruction 5010.32, Department of Defense Management Review and Improvement Program.

b. Establishes the Department of the Army Management Review and Improvement Program (DAMRIP).

1-2. Background. *a.* Responsive and economical management has always been a primary Army concern. Over the years many Army programs, both formal and informal, have stressed the urgency of doing a better job. DAMRIP provides a common framework for integrating the various management improvement programs into a unified effort. This regulation combines in one publication the policy and guidance necessary for the establishment and conduct of a management review and improvement program.

b. The Army Cost Reduction Program, an element of the DAMRIP, will continue to focus attention on the individual efforts of Army personnel to improve management and reduce costs at all levels of operation. The validation and reporting procedures required to meet higher authority requirements have been incorporated into this regulation.

c. The Work Simplification Program is established as a separate Army Program. The techniques are taught to first-line supervisors in the MAP-TOE and MAP-TDA courses. These techniques will also be used by management analysts and industrial engineers in carrying out their management improvement responsibilities.

1-3. Scope. This regulation covers the policies, responsibilities, procedures and reporting instructions of the DAMRIP and applies to all Army activities both active and reserve.

1-4. Objectives. The objectives of the DAMRIP are to—

- a.* Increase productivity.
- b.* Provide better service.

c. Reduce the overall cost of Army operations, supplies and services.

d. Improve quality of outputs.

e. Promote a capability for innovation throughout the Army.

f. Improve management and operating practices.

g. Promote motivation and job satisfaction.

h. Stimulate the initiation of positive management improvement action.

1-5. Concept. *a.* The Department of the Army Management Review and Improvement Program (DAMRIP) is designed to improve management and operating practices at all levels and to stimulate the initiation of positive management improvement actions. The program enables the commander to identify and solve his management problems through these means:

(1) It concentrates in the comptroller's office the overall responsibility for management improvement efforts of the following program elements:

- (*a.*) Management Reviews.
- (*b.*) Priority Improvement Projects.
- (*c.*) Defense Integrated Management Engineering System (DIMES).
- (*d.*) Value Engineering.
- (*e.*) Management Improvement Incentives.
- (*f.*) Idea Interchange.
- (*g.*) Reports Management.
- (*h.*) Management Training.
- (*i.*) Productivity/Output Measurement.
- (*j.*) Cost Reduction.
- (*k.*) Zero Defects.

(2) It allows the command to exercise centralized management control of all program elements, thereby precluding fragmented responses from different organizational elements to multifaceted management problems. This provides a flexibility and strength in management response not previously available.

(3) It provides maximum latitude to the commander to develop his own management review and improvement program applicable to his unique management environment and associated