Quartermaster
PROFESSIONAL BULLETIN

Autumn 2008
Warrior Logisticians

PB-10-08-03

Ann E. Dunwoody
First Female
Four Star General
in the History of
our Armed Forces

The Quartermaster
Regimental Review
will return during the
2009 Symposium

From the Quartermaster General

Brigadier General
Jesse R. Cross

I want to follow-up on the US Army Combined Arms Support Command's (CASCOM) recent "Town Hall" meeting held by MG James E. Chambers. Without question, Fort Lee is a great place to be and to serve and it will become an even more inviting environment for living, working, and studying as quality of life issues are pursued. Part of your quality of life should include the CASCOM's Top 10 Rules of Thumb as expressed by MG Chambers and are worth repeating: Do physical training every day; read everyday; leave means leave; take two vacations every year; don't mortgage today for tomorrow; listen, speak last, speak softly; take a breath, think, then reply; believe in something bigger than yourself and bigger than the Army; pray every day; and Family first.

While Base Realignment and Closure is now the critical path to the future, our focus will remain on what is important today. That, of course, is training US Army Logisticians. We, the Quartermaster Center and School (QMC&S), are the advocates for and source of professional development and advancement for US Army Quartermasters. As logistics leaders, we are the "think tank" best able to develop and encourage creative new ideas within the logistics community. We are responsible for directing our own path to the future. Through a cooperative, collaborative, and open environment, we will maintain our status as the best training institution in the logistics world.

Making all of this happen will require unique communication not only from our senior officers, noncommissioned officers, and Civilians at Fort Lee, but also must include thoughtful input from our commanders and enlisted leaders in the field. We must be willing to listen and take appropriate actions on ideas from all viewpoints. This includes our young officers, our young enlisted Soldiers and our Civilian work force. Their views sometimes come from the bottom up, but those are often the best ideas.

Congratulations to GEN Ann E. Dunwoody, the first female Soldier in the US Armed Forces to achieve the rank of General, on her promotion and to MG David Kee, MG Kenneth S. Dowd and BG John F. Wharton on their recent promotions. BG Kevin A. Leonard has been nominated for promotion to MG. We wish them the best in their continued service to the United States. Let me also take a moment to welcome COL Alexander (Big Al) Davis to the command group staff as the new QMC&S Assistant Commandant, and to COL Norma Ely as the new Director of the Command Planning Group. I express my deep appreciation to COL Greg Johansen, who has retired from the Army following a long and distinguished career, for his outstanding service as the QMC&S Assistant Commandant and likewise to COL Douglas Belk for his superior performance as outgoing Director of the Command Planning Group.

As we look to the future, make a note that our next Quartermaster Symposium is scheduled for 15-20 June 2009. Be sure to add this event to your calendar for next year. The Symposium will see the return of the full **Regimental Review** for the first time since 2003. Also of interest is the need for good new warrant officer candidates. Read about these and a variety of other interesting items in this, the Autumn *Quartermaster Professional Bulletin*.

Thanks again for all your dedicated support and hard work. I greatly appreciate your continued daily support of our Quartermaster Corps. Please let me hear from you with your comments, suggestions, questions, and critiques. I can be contacted by telephone at (804) 734-3458 (DSN 687) or jesse.cross@us.army.mil.

Quartermaster
PROFESSIONAL BULLETIN

www.quartermaster.army.mil

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The *Quartermaster Professional Bulletin* (ISSN 0896-9795) is published quarterly by the US Army Quartermaster Center and School, Fort Lee, VA 23801-1601. The views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official US Army position and does not change or supersede any information in other US Army publications. Use of news items constitutes neither affirmation of their accuracy nor product endorsement. This professional bulletin is approved for official dissemination of material designed to keep Quartermasters knowledgeable of current and emerging developments to enhance their professional development. Use of the masculine pronoun is intended to include both genders where appropriate.

DISTRIBUTION: Approved for public release. Distribution is unlimited. Private subscriptions are available through the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of $20.00 per year ($28.00 foreign). **For private subscribers to change an address,** FAX a request to (202) 512-2250 or mail to Superintendent of Documents, US Government Printing Office, Mail List Branch, 732 N. Capitol Street, Washington, DC 20402-0001.

POSTMASTER: Periodicals postage paid at Petersburg, VA 23804-9998, and additional mailing offices. Send unit address change to QUARTERMASTER PROFESSIONAL BULLETIN, ATTN: ATSM-CG-DC-B, 1201 22D STREET, FORT LEE, VA 23801-1601.

The bulletin will print only materials for which the US Army Quartermaster Center and School has proponency. The bulletin reserves the right to edit material. All photographs are official US Army photographs unless otherwise credited. Material may be reprinted if credit is given to the *Quartermaster Professional Bulletin* and the author, except where copyright is indicated. Telephone (804) 734-4382/4383 (DSN 687) or electronic mail: leeeProBulletinWeb@conus.army.mil

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0821211

Distribution: Special

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COVER: The cover reflects a parade and review which is part of the traditional Quartermaster Regimental Review. The Quartermaster Center and School will conduct a full Regimental Review during the 2009 Quartermaster Symposium. This is the first Regimental Review since 2003.

INSIDE BACK COVER: The battalion-size units that LTC (Retired) Keith K. Fukumitsu, Quartermaster, has researched and illustrated for each edition since 1991 are archived on the Quartermaster Home Page under Professional Bulletin, Quartermaster Unit Lineages, at www.Quartermaster.army.mil.

GEN Ann E. Dunwoody Makes History; Receives Fourth Star and AMC Command

GEN Ann E. Dunwoody made history twice on 14 November when she was the first female Soldier promoted to the rank of four-star general in the history of the US Armed Forces and the first female Soldier to take command of the US Army Materiel Command (AMC).

GEN Casey, left, congratulates GEN Dunwoody as her husband, Craig Brotchie, pins on her new rank.

Dunwoody received her fourth star during a morning ceremony at the Pentagon. That afternoon she officially became the 17th commander of AMC at a change of command ceremony at Fort Belvoir, Virginia, where AMC is headquartered. As the commanding general, Dunwoody will oversee AMC headquarters' move to Huntsville, Alabama, under the 2005 Base Realignment and Closure Act. Prior to taking command, she served as the deputy commanding general and chief of staff of AMC.

"History will no doubt take note of [Dunwoody's] achievement in breaking through this final 'brass ceiling' to pin on this fourth star," Secretary of Defense Robert M. Gates said during opening remarks at the Pentagon ceremony. "But she would rather be known and remembered first and foremost as a US Army Soldier."

Army Chief of Staff GEN George W. Casey, Jr., presided over the change of command, which also included remarks by GEN Benjamin S. Griffin, the outgoing commander of AMC, Casey, and Dunwoody; music by the AMC Band; a ceremonial color guard; and a 17-gun salute by the Salute Battery from the 3rd United States Infantry Regiment (The Old Guard) from Fort Myer, Virginia.

Casey lauded the tremendous accomplishments of Griffin and then welcomed Dunwoody to AMC. "Ann is no stranger to the war on terror, having done a yeoman's work in the Army's G-4 in charge of logistics -- our logistics -- for three years before coming to AMC… You have big shoes to fill, but I am confident you will fill them with the same professionalism, pride and expertise with which you have done everything else for the past 33-plus years," said Casey.

Casey also complimented the work of AMC's Soldiers, Civilians, and contractors. "Seldom in our history have our Soldiers faced greater challenges. We've served at a time when the stakes for our nation are high and for our way of life are high, and the demand on our force is significant. Your mission at AMC is a matter of profound consequence, and you continue to reflect the very best of our nation, even after seven years of war," said Casey.

Dunwoody is now the Army's lead logistician, in charge of supplying everything Soldiers need to fight and win our nation's wars, from food and water to bullets and bombs to clothing, vehicles and every type of military equipment.

She will oversee more than 60,000 military and civilian employees -- many with specialties in weapons development, manufacturing and logistics -- who are located at 149 locations worldwide, including more than 40 states and 50 countries.

"I'm absolutely thrilled and honored to have been selected to lead AMC. I know that the team at AMC shares your [Casey's] and the Secretary's [of the Army Pete Geren] vision and your passion for this great Army. When Soldiers see the AMC patch, they know they will get help, they know they will get what they need. When they see our symbol they know AMC will respond with great urgency," said Dunwoody.

Dunwoody is now one of only 11 four-star generals in the US Army. With 33 years of service, Dunwoody has accomplished several other historical firsts -- including being the first female assigned as deputy commanding general of AMC, the deputy chief of staff of Army logistics, and commander of the US Army Combined Arms Support Command at Fort Lee.

GEN Casey presents four-star flag to GEN Dunwoody.

She was also the commander of the 407th Supply and Transportation Battalion of the 82nd Airborne Division, Fort Bragg, North Carolina; the 10th Mountain Division Support Command, Fort Drum, New York.; and the 1st Corps Support Command at Fort Bragg. She also deployed during Operation Desert Shield and Desert Storm with the 82nd as the division parachute officer.

Dunwoody received a direct commission as a second lieutenant in the Women's Army Corps after graduating from the State University of New York at Cortland in 1975. Later that year she was assigned to the branch of the Quartermaster Corps. She has graduate degrees in national resource strategy and logistics management.

Dunwoody credits her family for her successes. During her promotion ceremony at the Pentagon she said, "I now know this Army profession I'm so proud to be a part of is a reflection of the very values I grew up with in the Dunwoody family." Her family has a long history of military service, including her husband, who is a retired US Air Force colonel.

"This promotion has taken me back in time like no other event in my entire life. And I didn't appreciate the enormity of the event until the tidal wave of cards, letters and e-mails started coming my way," Dunwoody said.

"I've heard from moms and dads that see this promotion as a beacon of hope for their own daughters and an affirmation that anything is possible through hard work and commitment," she said.

Dunwoody also received congratulations and expressions of excitement from female veterans of previous wars. The promotion is the latest first for women in the military, dating back to 1970 when BG Anna Mae Hays was promoted the first female general officer in the US military.

At the Pentagon ceremony she also emphasized, "If anyone is worried about the next generation of warriors, fear not. The bench is filled with talented Soldiers, Sailors, Airmen and Marines, and while I may be the first woman to receive this honor, I know with certainty I won't be the last."

Photographs and material for article were furnished by Army Materiel Command Public Affairs Office.

Leadership Comes Through Building Trust, Confidence, and Caring About Your Soldiers

By Regimental Command Sergeant Major
Nathan J. Hunt, III

I consider myself nothing more than a Soldier, and I am honored and humbled to be the Quartermaster Regimental Command Sergeant Major (CSM). I have been a noncommissioned officer (NCO) for 22 years, and sometimes I feel as though this journey has just begun.

I would like to begin with a short story told to me by a general officer, who is now retired, while I was attending the Sergeants Major Academy (SMA). This general was a former division commander, a corps commander, and Chairman, Joint Chiefs of Staff. He is someone I still look up to today, not just because of his accomplishments, but also because no matter what, he always had time for his NCOs and Soldiers.

As guest speaker to our graduating class, he talked about leadership and transformation. The story he shared that day was concerning a conversation he had with his mother and father about his upcoming retirement. During part of the conversation with his mom, while he was recounting all of his accomplishments, his mom said to him, "Now, son, you know your dad and I love you and we have always been proud of you and your military career, but we are just a little disappointed that you would be getting out right now." He asked, "Mom, why are you guys so disappointed? I've done pretty well. I'm a four star general and I am going to retire and move back home. What is the problem?" She said, "Well, son, your dad and I had always hoped that someday you would make sergeant."

The "backbone" of the Army is where parents and Families of America send their children to learn discipline, duty, and responsibility. They send their children to NCOs, the "backbone," to learn how to be Soldiers and better people as they become American Soldiers. America entrusts the Army with its children to do what must be done to defend our country. Americans understand it is not an easy duty and their children might not return home from some of their duties in the Army. They want and expect us to train and lead their children to the best of our abilities and to ensure they have the best chance of survival while performing their duties as American Soldiers.

I have a son and a daughter. Many of you have children, too. I don't know about you, but sending our children off for their first day of school was a stressful event. It took many years before my wife would leave our children with anyone, even with another Family member. My point is, that parents do not trust just anyone with their children. They do have trust in us, the NCOs of the Army, to do right by their children. They send them off knowing that the first person to welcome them will be wearing the brown round campaign hat of the drill sergeant. They know that after they complete basic training they will be sent off to another sergeant at another location, in Fort Lee, to receive their technical training. After that, they know that if their son or daughter wants to receive specialized training such as Air Assault, Airborne, Pathfinder, Ranger, or even Special Forces, the backbone of the Army will be there to welcome and train them.

During and after all of the schooling, the parents of America know that we, the NCOs will pick up where they left off in the rearing of their children and carry them into the world of adulthood teaching them Army values, discipline, and respect. Some of our Soldiers left home for the first time when they came to basic combat training (BCT). Some had never been away from their hometown until then. Some had only one parent. Some had none. So we end up with America's youth in our units and formations fresh from BCT and advanced individual training. They show up bright eyed and bushy tailed with wonder in their eyes. What do we do with these young patriots? We give them to the "backbone" of the Army, our sergeants, to lead.

Families watch as troops graduate from BCT.

Leadership

One short definition of leadership is, "the process of influencing others to accomplish the mission." One word inside the definition of leadership that is often overlooked or overshadowed by the word "leadership" is the word "influence." Influence: one exercising indirect power to sway or affect. Influence can be positive or negative. Influencing others to accomplish the mission and influencing them in a positive manner is what we want to do as good leaders.

The young Soldiers discussed earlier want to be a part of something bigger than themselves; they want to be a member of a team. They want a role model, a mentor, someone to look up to, someone to answer the questions that we all have coming up through the ranks. They are looking for a positive influence. They will seek out leadership. They will choose someone or something to follow. If it is a fad or it seems cool and they don't have someone or something better to follow, they will do what everyone else is doing. They will look like whatever or whoever they are following. If it is alcohol or drugs, they will be drunk or high. If it is an undisciplined Soldier in your unit that they look up to, they will look, act, and sound just like that undisciplined Soldier. You have seen it, trousers hanging off the buttocks, etc. There is no logical reason for that type of behavior, but it will happen if we allow it.

What or who is influencing your Soldiers? Do your Soldiers want to be like you? If the Soldiers under your charge want to be like you, hopefully you are a positive influence on them. Do they trust you and are they proud to be a part of your team? Do they reflect your leadership? I can look into a Soldier's eyes and see if he or she is being lead by a good leader or if he or she is just being worked. When I look at your Soldiers, I should see you; I should see me. We are all part of the Army team. We are talking about *real* leadership.

So how do we go about this business of influencing others? First, we influence them by setting a good example for them to follow in all things. But that alone will not stand. Second, you have to earn their trust. You do that by doing what they do, when they do it. Put them before yourself in all matters from chow to time off. Treat their issues, whatever they are, as your own. Believe it or not, their issues become yours. Treat them like you wanted to be treated when you were their grade and rank. Be fair. All of this takes time and patience--your time and patience. When you have all that straight and you have earned their trust and respect, they will allow you the privilege of getting to know them. Remember this until you know your Soldiers, you cannot influence them.

You can direct, train, and work them, but until you know your Soldiers you cannot lead them effectively. Just because they are doing their jobs well does not mean that you are leading them well. They are all different and will be motivated by different means. Knowing them means more than just knowing about them, it means that you are aware and are actively assisting them in achieving their hopes, dreams, and plans. It means that you care and that you understand their issues, good and bad, and that you are working through them together as a team. They all want and need different things and you have to know who and what they are in order to know how to influence them. Your Soldiers know when you care. Caring cannot be faked. As I said before, it takes time, it takes your time. Above all, never forget where you came from.

CSM Nathan J. Hunt, III, is the 9th Regimental Command Sergeant Major for the Quartermaster Corps. He enlisted in the Army in 1983 and received his advanced individual training as a petroleum supply specialist. CSM Hunt has held numerous positions throughout his military career. They include squad leader, platoon sergeant, first sergeant, and battalion command sergeant major. Prior to his assignment to Fort Lee, CSM Hunt was assigned to the 82nd Sustainment Brigade as Command Sergeant Major. His military education includes Basic and Advanced Noncommissioned Officer Courses and the United States Army Sergeants Major Academy. CSM Hunt has a bachelor's degree in business management and is currently working on a master's degree with Webster University.

NCOs make it happen.

THE NCO CREED

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service, and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

Retention Incentives, Attitudes, PTDS, and Self-Care Addressed for Warrant Officers

By Chief Warrant Officer Five
Matthew A. Anderson, Sr.

As Quartermaster Regimental Chief Warrant Officer, I want to address four topics of key importance to the 3,000 warrant officers in the Quartermaster Corps. My first topic is my vision for ensuring that qualified warrant officers have the opportunity to advance professionally. Second, I address my definition of Soldiers and units and the key role that attitude plays. Post-traumatic Stress Disorder (PTSD) is my third subject, and it leads to the final one -- the need for warrant officers to take care of themselves.

Retention Incentives

To maintain a strong complement of warrant officers in the Quartermaster Corps, it is essential that unit commanders be willing to release those who qualify for the military training, college education and assignments necessary to keep them in the Army. My vision includes fairness and equality of opportunity for all five warrant officer military occupational specialties within the three components of the Quartermaster Corps. This is my personal and professional mission statement.

All who strive for and exceed the standard should be identified and rewarded with continued service and good assignments. They should be afforded a chance for ever-expanding opportunities such as intermediate level education (ILE) student, ILE and other instructional positions, training with industry, joint inter-governmental and inter-departmental assignments, degree completion, material and combat development, and research and development.

A great "buffet" of new opportunities await those who meet the primary stipulation, hard work. Teaching, mentoring, and coaching superiors, peers, and subordinates in the tactical and technical science and art of Army business are key elements of success. It also takes exhibiting courage, displaying selfless service to the Nation and being the warrior chief each day.

Senior warrant officers and mentors are looking for, as the Marine Corps would say, "the few and the proud" to reward with opportunities for advancement. Willingness to do the tough tasks that matter most at every unit's core will ultimately bear fruit in a warrant officer's career.

I encourage warrant officers to talk with the senior warrant officer leadership and let the career manager (note the term "career") know your interests. Discuss with your career manager your passions, special skill sets, and core competencies. The senior warrant officer corporate team will strive to set you on the path to an expanded career. This way, the hard working Soldier wins the reward for professional work rendered and the Army wins with the development of quality Soldiers.

A unit may have to make the difficult choice to release a warrant officer who has served the unit well if that individual is to have opportunities to advance. It is often through advancement that a warrant officer recommits to serving the Army and the Nation. Therefore, one unit's sacrifice is the Army's and the Nation's gain.

A warrant officer's advancement serves a second purpose that benefits both the Army

and the Nation by encouraging other highly motivated junior warrant officers to strive for their own career opportunities. The synergistic and lasting effect of that professional presence will leave a telling legacy on every member of the unit and possibly inspire others to strive to be better Soldiers.

Some units will gain the benefit of having a new warrant officer who has worked hard for his assignment. Some units will feel the loss of these special Soldiers as they depart for new assignments. However, the units will understand that while the warrant officers were with them, they had the advantage of having been influenced by a highly motivated individual who raised the morale and the professionalism of the unit. Fellow Soldiers are guided by and emulate that professionalism.

A unit wins when it receives a deeper and more broadly defined warrant officer who has experienced educational and professional development via specialized training or a work environment that few others have enjoyed. A superior warrant officer, through knowledge and experience, has the ability and responsibility to expand the vision of the unit's leaders and Soldiers.

It is tough to carve a truly incredible warrant officer away from a unit where he is the master of his domain, but this may actually make the Army better in the long run. It is tough for commanders to release this kind of warrant officer for the betterment of the Army as a whole, but they do just that every day. They have Army-wide vision and understand that the ultimate impact on the greater Army will be exponential in nature.

The skilled warrant officer's impact on professional and personal lives is like the rock which is dropped into a great, still body of water. The resulting ripples extend from the rock's point of entry and can be measured thousands of miles away. So, too, is every excellent warrant officer's impact. Quartermaster warrant officers or anyone else who may be reading this article should understand the countless thousands of human beings who are influenced by examples of professionalism, courage, and determination. Long after there is no visibly discernible ripple, the result of the positive example can still be felt.

A single point of success (that rock) in the mission of a unit and the lives of its Soldiers can leave a positive impact on many Soldiers, who, in turn, may provide an exponentially positive impact on other unit members. Think about the impact of the rock and its "ripple effect" over space and time.

Unit, Soldiers and Attitudes

Many warrant officers confide their concerns to me. I am always eager to hear their challenges and work with them toward a common solution. There is a common denominator that is often missed, and I help guide them to that revelation. Let me explain something that may help your understanding.

An Army unit is built upon several basic components: a commander who grasps a pole with a unit flag on it; a mission statement which we know is dictated by the boss and changes often; and resources (human and equipment). That is a unit. We do not have bad units in the Army though some units may not be perfect.

A unit is truly its Soldiers. Soldiers who have volunteered to serve this great Nation by joining the Army do not get up in the morning and decide that today is the day that they are going to adversely affect the unit they serve. This is not basic human or Soldier nature. We sometimes fail to articulate a few basic and fundamental rules of the road. One is that when it appears that something has gone wrong with a Soldier's professionalism, it is more often probable that something has taken place in that Soldier's personal and professional life which has caused him to stray. We can solve even the most difficult problems and help ourselves and the Soldiers around us if we focus our minds,

energies, and our hearts on the root cause of problems and not the symptoms.

The Army is defined by the basic building block of the organization: the Soldier. The private first class (PFC) starts and stops every function critical to the performance of his job dictated by the Army. At the PFC level that is all that matters. Focus your efforts on the development, resources, and support to the PFC who, in turn, will begin to understand and take ownership of his role and responsibility. When the PFC is effectively trained, guided, and led, one has a great Army.

Another critical ingredient is the sergeant (SGT). This is the first-line supervisor to the PFC and the same ingredients apply to this all-important supervisor to ensure that success "ripples" throughout the force.

Focus on core strengths and competencies. If one loses sight of one's strength, one loses the game. Understand that the profession of arms is a tough business. Training and fighting hard every day to achieve success are extraordinarily difficult. Do not lose sight of the fact that the PFC and the SGT are of critical importance to the Army's success.

A Soldier's professional demeanor and the energy he exudes in the performance of tactical and technical duties are observed by many, and more importantly, emulated by others. Here are a few basic tips about attitude to consider.

If one has a positive, can do, energized attitude, he will become a lightning rod for his unit. He will be the spark that lights the fire in the outfit and will be the value-added dimension for the commander. It is a choice each Soldier or Warrant Officer must make for himself. Life really is a series of choices.

An individual can have a poor attitude, and all the negative energy of the world will seem to be attracted to him like iron filings are drawn to a magnet. Or, one can exude positive energy

Counselor listens to Soldier's experiences.

and a positive attitude that attracts and generates forward motion in a unit and keeps pessimism at bay. This is the choice. Do not point a finger at anyone else. If you find yourself pointing at another, be assured that there are four fingers pointed directly back at you.

Post-traumatic Stress Disorder

There will be days when a Soldier is really tired – emotionally, physically, intellectually, psychologically, and spiritually. After deployment in a fighting zone, such on-going tiredness may be a sign of post-traumatic stress disorder (PTSD). Soldiers are human and subject to the laws of this world. They need to ensure they are getting proper rest and recuperation. Leaders need to ensure they are feeding the body that encompasses the Soldier's hard-driving, hard-working spirit with the proper nutrients and fluids. Sometimes, as the Chief of Staff of the Army reminds us, one needs to take a knee.

A Soldier needs to know when he cannot go it alone, and each of us needs to know when it is time to turn to that battle buddy for help. I encourage you to monitor yourself and seek assistance if you are having challenges re-adjusting to the natural flow of life. All who have deployed feel residual effects at some level for some time. These residual problems often tend to intensify rather than lessen with time.

When we drill down to the special person each of us is, we will not perform effectively and efficiently if our health is not right. Consider your physical, emotional, mental, and psychological health. All of us have received classes on nutrition, hydration, stress, suicide prevention, risk mitigation, and safety and risk assessment until we could give them.

Stop the spinning world for a moment and start dedicating a little time and energy to yourself. It can keep you from becoming unhealthy, non-deployable, non-value-added or dead, and help your profession of arms, your Family, and yourself!

Stress Mitigation

Stress mitigation is important. Stress kills people slowly by eroding the quality of life and the health of body and soul. Don't forget to eat and drink water properly. Know the risk signals of a high stress environment. Take time to whip out a safety or risk assessment on yourself. Don't let the TV rule your life when you get home. Don't eat all your meals from the fast food lane. Exercise!

As a long distance endurance runner, I know personally that nothing is so important that it should interfere with one's choice to eat right, drink appropriately, and exercise the body periodically. Quartermaster warrant officers spend a good deal of time in front of logistical information systems. The brain may be exhausted and the eyes strained, but the rest of the body is not getting much of a workout.

The two basic responses to stress are fight or flight. When one sits in front of that Standard Army Management Information System and works mightily to sort out the madness, his system is cranking out hormones. These hormones are to assist you in either a fight or flight function, not to post a receipt, work up a feeding schedule for the brigade combat team, fight to get strategic fuel into an operational battle space, or sort out where that M1 Abrams tank seems to have drifted off.

Physical exercise is one of the best ways of relieving stress. So after work take a walk, jog, or run. We have warrant officers getting injured, hurting themselves, hurting others, or having strokes, heart attacks, and living debilitating lives simply because they have failed to take care of themselves.

There is only one of you. You are a national resource of this great Nation. Tremendous investments have been made to develop you. The demands are high. Excellent performance is expected from you every day. If you do not care for yourself, the Nation does not get a value-added return on its investment.

Thanks for what you do every day. It is appreciated perhaps more than you realize by people you don't even know. It matters to the Soldiers that you train. It matters to the units that you support. It allows the Soldiers of well trained units the increased capability to execute their mission.

Take my advice. Take care of yourself, find new friends, have a battle buddy who always watches your back, and realize that the Army is the greatest Family that most of us have ever known. Don't get to a dark and lonely place where you feel that no one cares or understands where you are. You can always call me.

CW5 Matthew A. Anderson, Sr., is assigned to the Command Group, US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Quartermaster Regimental Chief Warrant Officer. He has served in a variety of tactical, operational, and strategic assignments. These include Chief, Warrant Officer Training Division, Logistics Training Department, QMC&S; Senior Chief to the Commanding General and Strategic Integration Team, 3rd Corps Support Command, Wiesbaden, Germany; and served during Operation Iraqi Freedom I and IV. CW5 Anderson has completed every level of the Warrant Officer Education System and has a master of science degree in logistics from Florida Institute of Technology. He also holds a Logistics Management Certificate from Georgia Tech and is a Certified Professional Logistician.

Becoming a Quartermaster Warrant Officer - Frequently Asked Questions

By Chief Warrant Officer Five
David A. Dickson

As the Warrant Officer Proponent for the Office of the Quartermaster General, we field questions on a daily basis about how to become a warrant officer, where to start, and what goes in the packet. Some of the more common questions that we receive are answered in this article.

How do I know if I am qualified to apply to the warrant officer program? In order to apply to the Quartermaster warrant officer program, there are two sets of prerequisites. The Army prerequisites are the first set. These are general prerequisites that apply to all warrant officer military occupational specialties (MOSs). Army prerequisites include such things as minimum general technical test score, physical profile and Army physical fitness test (APFT) requirements, security clearance requirements, and time in service requirements.

The second set of prerequisites are the proponent prerequisites. These are set by the proponent of each branch and are MOS specific. Proponent prerequisites are based on the critical skills that a noncommissioned officer must obtain to be postured for success once he crosses over into the Warrant Officer Corps. Some warrant officer MOSs may have several proponent prerequisites while others may have relatively few. For example, applicants for Petroleum Systems Technician, MOS 923A, are required to have three semester hours of college math that are algebra based. This is the only Quartermaster warrant officer MOS that has this prerequisite. The reason is that Petroleum Systems Technicians must deal with fluid dynamics and hydraulics which are very math intensive. The other Quartermaster warrant officer MOSs are not this math intensive so they do not have that prerequisite.

Both Army and proponent prerequisites can be found at the United States Army Recruiting Command's (USAREC) Web site. The link is http://www.usarec.army.mil/hq/warrant. Once there, click on the Warrant Officer MOS Prerequisite Quick Link. Army prerequisites are on the "All Warrant Officer Page." Below that you will see each warrant officer MOS listed. Select the MOS for which you are applying, and you will be able to see the proponent prerequisites. Keep in mind that there may be different prerequisites for Active Component (AC), Army National Guard (ARNG), and US Army Reserve (USAR).

What is the age limit for applying to be a warrant officer? You must be able to pin on WO1 prior to your 46th birthday; however, you may submit a waiver for this requirement.

I am in a military service other than the Army. Can I apply to be an Army warrant officer? While we do have a Blue to Green Program, it is rare that an individual can go straight from the Air Force, Navy, or Marine Corps directly to the Army Quartermaster Warrant Officer Corps. The first step is to go to http://www.usarec.army.mil/hq/warrant/index and click on Warrant Officer MOS Prerequisite Quick Link. When the menu drops down, you will see links for each of the services. Once you click on the appropriate link, you will be rerouted to a page that will assist you in correlating your occupational specialty with the appropriate Army warrant officer MOS. Once you have determined the appropriate Army MOS, you should contact the proponent and discuss what your next step should be. A table listing Navy, Air Force and Marine MOSs and job titles in correlation with Army information follows.

MOS Comparison Table				
Navy MOS	**Job Title**	**Army MOS**	**Warrant MOS**	**Warrant Officer Title**
9525	Automated Logistics Specialist	92A	920B	Supply Systems Technician
9549	Automated Logistics Specialist	92A	920B	Supply Systems Technician
AK	Automated Logistics Specialist	92A	920B	Supply Systems Technician
CS	Culinary Specialist	92G	922A	Food Service Technician
PR	Aircrew Survival Equipment Man	92R	921A	Airdrop Systems Technician
SK	Storekeeper	92A	920B	Supply Systems Technician
SK 2829	Storekeeper - Unit Supply	92Y	920A	Property Accounting Technician
USAF MOS	**Job Title**	**Army MOS**	**Warrant MOS**	**Warrant Officer Title**
2G0xx	Automated Logistics Specialist	92A	920B	Supply Systems Technician
2S0x1	Unit Supply Specialist	92Y	920A	Property Accounting Technician
2S0x2	Automated Logistics Specialist	92A	920B	Supply Systems Technician
3M0xx	Food Service Specialist	92G	922A	Food Service Technician
4A1xx	Medical Supply Specialist	91J	920A	Property Accounting Technician
4D0xx	Hospital Food Service Specialist	91M	922A	Food Service Technician
6C0xx	Automated Logistics Specialist	92A	920B	Supply Systems Technician
Marine MOS	**Job Title**	**Army MOS**	**Warrant MOS**	**Warrant Officer Title**
0451	Air Delivery Specialist	92R	921A	Airdrop Systems Technician
1391	Bulk Fuel Specialist	92F	923A	Petroleum Systems Technician
3381	Food Service Specialist	92G	922A	Food Service Technician

I don't meet all of the prerequisites. Can I get a waiver? Most of the Army prerequisites cannot be waived. The exceptions are the standard three event APFT and the maximum active Federal service limit. If you have a physical profile that prevents you from doing the standard APFT, you can request a waiver. You must have proof that you have passed the appropriate APFT and that you are deployable. While the proponent makes a recommendation on these waivers, we are not the approval authority. All APFT waivers are forwarded to Headquarters, Department of the Army (DA) G-3 for final determination. You may also request to waive the maximum active Federal service limitation. This requirement applies to Soldiers in the AC and USAR Soldiers in the Active Guard Reserve program only. Soldiers in these categories must request a waiver if they have 12 or more years of active Federal service at the time that they sign the Application for Appointment (DA Form 61). In this case, your waiver should explain why you did not apply to the program earlier in your career. Again,

the proponent can make a recommendation on these waivers, but the final decision is made by Headquarters, Department of the Army, G-1.

Generally, any proponent prerequisite can be waived by the proponent; however, this is the exception rather than the rule. In order to get a waiver approved, you have to show what type of experience or knowledge you have that would allow exemption from the prerequisite. Prerequisite waivers are rare; however, if you come up short on one prerequisite and have no way of meeting it, you should submit a packet and let us make the decision.

I meet the prerequisites so how do I get started? It depends on which component you are in. If you are in the AC, your application will go to the USAREC. Again, go to the USAREC warrant officer recruiting page and click on the link that says "Click here to find out how to get started on becoming a warrant officer." On this page you will find a series of links with complete checklists and samples that will walk you through the process.

Parents pin new warrant officer rank on their son's uniform.

In the ARNG, each State has warrant officer strength managers who are responsible to assist Soldiers in completing warrant officer applications. The Command Chief Warrant Officer of the State has the overall responsibility for the Warrant Officer Recruiting Program in his State. If you contact the Joint Force Headquarters, you will be able to contact your Command Chief Warrant Officer.

The USAR has special mission recruiters throughout the country who handle warrant officer accessions for troop program unit (TPU) members. These recruiters fall under the Retention and Transition Division in the Office of the Chief, Army Reserve. USAR enlisted Soldiers who are in the Active Guard/Reserve program must apply by contacting the Human Resources Command in St. Louis, Missouri.

What happens after I submit my packet? Once your packet is submitted to the appropriate agency, it is forwarded to the Quartermaster Warrant Officer Proponent, Office of the Quartermaster General at Fort Lee, Virginia. At the Warrant Officer Proponent Office, the packet enters the predetermination phase. During this phase, your packet is reviewed by one or more senior warrant officers. These individuals determine whether or not you meet the proponent prerequisites for the warrant officer MOS that you are attempting to obtain. This is also the phase where any waivers are reviewed and evaluated. If a waiver from a higher command level is required, a recommendation will be made and the packet will be forwarded to the appropriate command level. If the packet is approved, it will revert to a "board ready" status. If the proponent does not approve the packet, it is returned to the agency that submitted it with the reason that it was rejected.

I sent my packet to USAREC over a month ago, and it is still in the "P" status. Is there something wrong with it? (AC only.) When AC Soldiers submit a packet, it is given an administrative review for completeness and accuracy and then forwarded to the proponent. Once the review is complete, the status of the packet changes to "P." While the USAREC Web

site states that the proponent review should be completed within 30 days, this is a general goal and not an absolute suspense. The proponent has many other duties in addition to accessions. It is not unusual to hold packets until the board date approaches so that other matters can be addressed. If your packet status does not change within the 30-day time frame, it does not necessarily mean that there is a problem.

I submitted my packet prior to the USAREC cutoff, but it did not make it to the board. Why did this happen? (AC only.) As a general rule, USAREC sets the cutoff date for packet submission as the first day of the month preceding the board. For example, if the board is in November, the cutoff date will normally be 1 October. Making the cutoff date only guarantees that your packet will make it to the next level of review, which is the proponent. The proponent determines the packet cutoff based on the competitiveness of the board. For example, if there is a board quota of ten 920As and 50 packets are already approved for the board (a 5:1 ratio), the board is considered very competitive. In order to prevent the board from becoming overly competitive, we will cut off the predetermination process and hold the remaining packets until the following board. Normally this only happens when packets are submitted within a few days of the USAREC cutoff.

How often are boards conducted? There are warrant officer accession boards conducted by USAREC for the AC and USAR every two months, but not all MOSs are considered at each board. For the AC, all Quartermaster warrant officer MOSs are boarded three times a year. USAR Soldiers in a TPU status are boarded every board so there are six boards a year and those in the Active Guard/Reserve program are boarded twice a year. ARNG Soldiers are boarded at State held Federal recognition boards. The frequency of these boards varies from State to State.

I was a non-select at the board. What is the board looking at and what can I do to make my packet better? The accessions board does not release any of its notes. Each board is an individual entity and may be emphasizing different areas. The proponency does not see any after-action reports or have any information that would be helpful to answer this question. If you followed the published guidance, your packet should be as complete as possible. You are being compared to your peers by an independent board. The board develops an order of merit list and you are either above the cut line or below it.

Can I contact the proponent if I have questions? Both the proponent and the Quartermaster Regimental Chief Warrant Officer are always happy to answer questions and encourage Soldiers with questions to contact us. If you do this through e-mail, ensure that you use the proper courtesy and format. Word your correspondence in a professional manner and ensure that you use proper spelling and grammar. Please keep in mind that we have other duties and may not be able to respond to your inquiry immediately. Be patient and we will answer your question. If you do not hear from us in a reasonable amount of time, please feel free to resubmit your question.

As a final note you are reminded that you are represented by the contents, organization, and completeness of your packet. While there are Soldiers who are trained to assist you in this endeavor, they are meant to be enablers. In the end, you are responsible for your packet and it becomes our first impression of you.

CW5 David A. Dickson is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School, Fort Lee, Virginia, as the Reserve Component Quartermaster Warrant Officer Proponent Manager. He is an Active Guard/Reserve Soldier with 32 years of military experience and has served in a variety of assignments worldwide. CW5 Dickson has completed the Warrant Officer Senior Staff Course, holds a master of science degree in management information systems from Bowie State University and master certifications in both applied project management and information systems/information technology project management from Villanova University.

Regimental Pride and *Esprit*

By Dr. Steven E. Anders
Quartermaster Corps Historian

There are so many things about military life that must appear mystifying to those on the outside, or to the uninitiated. The notion of "*esprit de corps*," for instance, stands as a case in point. What does the term mean? More important, why does *esprit* still resonate with Soldiers? What value does it hold?

The 19th century Prussian philosopher Carl von Clausewitz has written: "One who is seeking a profound understanding of the fundamentals of war must understand *esprit de corps*. This spirit is the cement which binds together all qualities which taken together give an army military value."

Much of the pride that stems from serving with a particular unit or branch, comes from knowing its past achievements, honors and awards, and being apprised of its most distinguished and heroic former members. The process is one of inheriting a storied past – then coming to realize that it's *your* heritage, *your* history. Such is the starting point for *esprit*. And for a new Soldier in the Quartermaster Corps it is that very sense of pride and belonging that begins as soon as he or she pins on the Regimental insignia.

"There is a soul to an army as well as to individual men," General William T. Sherman wrote, in his 1875 memoirs, "and no general can accomplish the full work of his army unless he commands the soul of his men, as well as their bodies and legs."

Indeed, that concept of a soul, and a keen sense of spirit and *élan*, applies not only to people, but to units and branches as well. When someone mentions the 101st Airborne Division, you can't help but think "Screaming Eagles," Bastogne, and all the rest. When a 7th Cavalryman salutes … it's "Garryowen, Sir!" Some of our most noted traditions go back even further. As for example, when the 3rd Infantry Regiment's columns formally entered the gates of Mexico City on 13 September 1847, Lieutenant General Winfield Scott turned to his mounted staff and directed: "Gentlemen, take off your hats to the Old Guard." The nickname stuck – and continues to stick to this very day.

The Quartermaster Corps, of course, traces its lineage all the way back to 1775 and the American Revolution. Its overall history parallels and is part and parcel of the Nation's and our Army's history, all 238 years' worth. But until fairly recently there was no

consciously designed mechanism for cultivating *esprit*, no institutional procedures for celebrating the Corps' proud heritage and accomplishments, its outstanding units and individuals. Not, that is, until June 1986 and the establishment of the Quartermaster Corps Regiment.

Effective 13 June 1986, DA General Order Number 9 (signed by then-Chief of Staff General John A. Wickham, Jr.) placed the Quartermaster Corps under the US Army Regimental System. With that, several things happened in the weeks, months, and now years that have followed. The new Regimental Colors and Distinctive Insignia were unveiled. A standard operating procedure spelled out the program's purpose and goals, and announced the creation of regimental officers and honorary positions: The Quartermaster General, QMC&S Chief Warrant Officer and Command Sergeant Major, serve as The Regimental Commander, Regimental Warrant Officer, and Regimental Sergeant Major, respectively. They are

aided by the appointment of *Honorary* officers in each of those positions. These individuals are distinguished and highly respected retired leaders who participate in Regimental activities, serve as a "tangible link to the past," and are specifically charged with "fostering *esprit de corps*, traditions, and a better sense of Regimental history." And that they have done with amazing skill and dedicated regularity.

That brings us to three Regimental programs that have done, perhaps, more than anything else to help focus the spotlight on Quartermaster heritage, and promote *esprit*.

Hall of Fame (HOF). The first four members were inducted into the Quartermaster Regiment Hall of Fame in June 1986. Now, over two decades later, it has 119 members. They are the "best of the best" and together

constitute the "face of the Corps." All are truly outstanding logisticians. But among them, as well, are bonafide war heroes, history-making leaders, those who died in combat, and others who suffered as prisoners of war. There are also distinguished scientists and technicians, even noted humanitarians. They include all ranks, from Medal of Honor recipient Private George Watson, to the first Four-Star Quartermaster, General Richard H. Thompson. To be counted among their ranks is a singular honor indeed.

Distinguished Members of the Regiment (DMOR). The DMOR Award was introduced in 1991 to honor selected individuals who have made "distinguished contributions to the Quartermaster Corps" and who, by virtue of prestige, status and experience, "will assist in fostering Regimental pride and *esprit*, heritage and tradition." There are today, 505 DMOR

inductees whose names are enshrined on brass plaques in Mifflin Hall's Regimental Corridor. This list constitutes a veritable *Who's Who* of great Quartermasters – military and civilian, active and retired, living and deceased – who have faithfully served the Corps and have left a legacy that deserves to be recognized and remembered for all time.

Distinguished Units of the Regiment (DUOR). Every year since 1993 a Regimental Selection Board reviews nominations from the field and recommends to The Quartermaster General *the most qualified and illustrious units* for induction as Distinguished Units of the Regiment. They are drawn from both active and inactive rolls. Their performance is measured by the unit's history, longevity, campaign and battle streamers, awards, and citations. In short, by how they have contributed to the proud heritage of the Army and the Quartermaster Corps.

Carefully studying the 87 DUOR Lineage and Honors certificates currently displayed in the Regimental Corridor is like taking a crash course on what Quartermaster units have actually accomplished over the course of America's many wars. It is a case of, as the saying goes, "been there, done that … and got the T-shirt to prove it." Some of the units thus honored have histories stretching back well into the early 19th century – plus scores of battle streamers, Meritorious and Presidential Unit Citations, and awards from Allied nations as well.

From such modest appearing references emerge a picture of unalloyed Heroism … of teams of Quartermasters storming the beaches of Normandy and Anzio right along with their combat arms brethren. Or dropping supplies at Khe Sahn, and pumping fuel under fire in the Saudi Arabian desert.

Those wishing to know what *Supporting Victory* really means need look no further than the Quartermaster Regimental Honors Program – to the records left by the Hall of Fame inductees, Distinguished Members and Distinguished Units of the Regiment. Therein lie the History, the Heritage, the Pride, and yes, the *Esprit de Corps* that is ours to share.

Dr. Steven E. Anders is the Quartermaster Corps Historian assigned to the US Army Quartermaster Center and School, Fort Lee, Virginia.

Regimental Week 2009 is but a few short months away. I strongly urge members of the Quartermaster Regiment to nominate worthy individuals for induction into the Quartermaster Corps Hall of Fame or as Distinguished Members of the Regiment, and to put forth outstanding units to become Distinguished Units of the Regiment. Application details and deadline information are provided on the Quartermaster Corps home page at http://www.quartermaster.army.mil/.

BG Jesse R. Cross
The Quartermaster General

Duty to the Fallen

By Dr. Lisa Leppo

The US Quartermaster Center and School's Joint Mortuary Affairs Center (JMAC) trains Soldiers and Marines to perform the honored duty of caring for our fallen Service personnel. The goal of this training program is to provide Soldiers and Marines with the skills and knowledge necessary to search, recover, evacuate, tentatively identify, document, and conduct proper disposition of human remains and personal effects from an area of operation to the continental United States. This advanced individual training (AIT) is a 7-week, 4-day course that incorporates training in medicolegal death investigation (MDI) procedures.

AIT students gain experience at the Richmond OCME.

MDI procedures are embedded in numerous lesson plans to directly support the Armed Forces Medical Examiner System (AFMES) policy of treating each battlefield fatality as an MDI. This AFMES policy requires rigorous adherence to medical, legal, and scientific standards from the time the human remains are recovered until released from forensic hold to ensure that all crucial forensic evidence is preserved and documented. As the AFMES cannot accomplish their mission without the full support of the mortuary affairs specialist (military occupational specialty 92M0), it follows that this policy has a significant impact on the students' training by virtue of their mission of search, recovery, evacuation, and tentative identification of remains. Therefore, all search, recovery, and evacuation operations must comply with MDI standards to ensure that significant forensic evidence is properly collected, recorded, and safeguarded.

The students are typically introduced to forensic evidence handling on their third day of instruction during a field trip to the Office of the Chief Medical Examiner (OCME), Richmond, Virginia. The JMAC and the Richmond OCME have a long-standing Memorandum of Agreement by which the Richmond OCME provides the facility and personnel for training the students in forensic autopsy procedures, including the handling of evidence. On their first trip to the Richmond OCME, the mortuary affairs specialists are provided a tour of the facility and instruction on the proper handling of forensic evidence and personal effects associated with the decedents. This field trip impresses upon the students how crucial evidence handling is to any medical legal death investigation and helps to set the tone for future lessons.

Employ Basic Medicolegal Death Investigative Procedures

After the initial trip to the OCME, the AIT students begin their first lessons in the Search and Recovery block of instruction, imbedded MDI procedures. The lesson, *Employ Basic Medicolegal Death Investigative Procedures*, provides the student with the rudimentary principles of MDI. This 6-hour block of instruction consists of a 3-hour conference and a 3-hour performance-based practical exercise. The intent of the lesson plan is not to make the students certified medicolegal death investigators. It does, however, provide them

with the knowledge of medical, legal, and scientific standards to ensure that all crucial forensic evidence is preserved and documented in compliance with MDI and AFMES standards.

The emphasis of the MDI lesson plan is on the critical preservation and documentation of forensic evidence, which begins at the initial stage of the identification process. For the mortuary affairs specialist, this would be in the field; say for example, during the search and/or recovery of remains or at the receiving section of a mortuary affairs collection point (MACP) or theater mortuary evacuation point (TMEP). Preservation and documentation of evidence are critical to the final identification of remains as well as in the determination of the cause and manner of death. Therefore, if evidence is compromised at this initial stage of the investigation, then the forensic work that follows will be compromised and ultimately affect the outcome of the identification. Because the forensic pathologists at Dover Port Mortuary and US Army Memorial Affairs Activity-Europe (Landstuhl Mortuary) are dependent upon the information they receive from the mortuary affairs specialists operating in the field, it is crucial that 92Ms collect the information in accordance with MDI standards.

Prepare to Search the Site/Scene for Biological and Physical Evidence

The lesson, *Prepare to Search the Site/Scene for Biological and Physical Evidence*, teaches the Soldiers and Marines to search for biological (human remains and/or portions) and physical evidence (including forensic evidence and personal effects) in conformance with MDI standards while paying strict attention to detail. This lesson provides the students with the skills and knowledge to conduct both combat and post-combat phase searches. Instruction on how to conduct a well organized search incorporates the following MDI principals: the role of the first responder; how to properly enter the scene; how to protect the integrity of the scene and associated evidence; how to secure and protect the scene; how to adjust search methods to a particular site area and type (e.g. aircraft crash site versus post-combat field recovery); and last, how to properly document the site/scene.

Since documentation is one of the most important steps in the preservation of evidence, the AIT students are taught systematic, organized, and meticulous documentation procedures. Students are given guidelines for effective note taking to provide a written record of the condition of the scene, the activities at the scene, and the location of evidence. They are taught how to properly photograph the scene to provide a visual record and how to effectively sketch the scene to provide a permanent record of size and distance relationships.

Prepare to Set up a Grid System for a Site/Scene

The lesson, *Prepare to Set up a Grid System for a Site/Scene*, instructs the students on how to properly construct a grid around a site/scene to document evidence provenance. The instructor demonstrates how to determine grid location and dimensions based upon the findings of the search of the site/scene, the type of site/scene, and the terrain. A grid system may be used

MA students find forensic evidence in field training exercise.

during surface search and recoveries (such as an aircraft crash) or on recovery sites where human remains and associated evidence were deposited many years ago (such as recoveries associated with Vietnam, Korean, and World War II fatalities). Utilizing the archeological method of using a grid during search and recovery operations enables the students to accurately document the vertical and/or horizontal location of biological and/or physical evidence. This information, along with all the recovered evidence, is provided to the persons authorized to interpret the evidence as part of the forensic identification of human remains.

Students prepare simulated remains for removal to MACP.

Prepare to Excavate the Site/Scene

After learning proper grid techniques, the search and recovery block of instruction logically flows into the next lesson, *Prepare to Excavate the Site/Scene*. This lesson teaches the students a unique blend of archaeological and criminal investigative methods and techniques to provide the basis for the scientifically sound interpretation of the context in which human remains and associated material evidence are recovered. Students are taught that a recovery site must be treated as a crime scene and managed according to the appropriate legal and scientific principles and procedures to provide for the security of evidence and maintenance of the chain of custody.

Students are instructed in various excavation methods and techniques and how to determine which method/technique is best suited to a particular circumstance. They are versed in the proper way to excavate while maintaining integrity of all possible evidence. They learn how to screen the excavation soil, how to dig to sterile soil, and how to properly bag and document evidence by provenance. By the end of the lesson, the students realize that goals of any excavation are to recover all human remains and associated physical evidence from the scene, to establish the context in which all evidence is found, to fully document the context in which all evidence is found, to secure all evidence, and ensure that evidence is safely and securely transported to the appropriate mortuary facility to facilitate the forensic identification process.

Prepare to Recover Biological and Physical Evidence

The lesson, *Prepare to Recover Biological and Physical Evidence*, includes additional instruction on how to properly document recovery operations to assure compliance with MDI standards. Because a 92M or Marine is frequently the "first responder" on site, he is the de facto death investigator for the AFMES. Thus, the documentation portion of this lesson builds upon the foundation of the previous lesson. It takes the basic knowledge the students have learned at this point and provides more in-depth and detailed instruction on the three major forms of documentation: photographic, written, and sketches. The students learn how important detailed information of site type, location,

JMAC students show respect as they safeguard human remains.

boundaries, and physical characteristics are to the reconstruction of the loss incident. The instructor emphasizes that the information provided by the student may provide the forensic specialists (such as a forensic pathologist and/or forensic anthropologist) with pertinent information leading to the positive identification of human remains.

The actual recovery portion of the lesson details the various procedures and safety requirements to follow for the recovery of human remains, portions of human remains, and associated and disassociated personal effects. The students are taught how to collect, preserve, package, and document all evidence to comply with MDI and AFMES policies that require rigorous adherence to medical, legal, and scientific standards during the recovery of human remains and associated evidence and personal effects. They are instructed on how to properly recover human remains, how to preserve and protect potential evidence on the human remains, how to collect and document associated and disassociated evidence, how to prepare those remains for transport, and how to properly evacuate remains.

It should be noted that the Joint Mortuary Affairs Center's credo of "Dignity, Reverence, and Respect" is incorporated into each and every lesson. The JMAC empowers the students with the sacred duty of returning our nation's fallen heroes to their Families and loved ones by instilling the values of dignity, reverence, and respect for the dead. The Soldiers and Marines will fulfill their duty to the AFMES while administering dignified and respectful treatment to their fallen comrades.

The search and recovery practical exercises culminate the search and recovery block of instruction. The students execute hands-on, performance-based practical exercises in a field environment. They perform a post-combat surface search and recovery, execute a helicopter crash recovery and, finally, excavate a below-surface site. During the different scenarios, the students locate the actual site, search the site, mark the evidence, collect and package the evidence, set up a grid, excavate a site, and document all aspects of their operations in compliance with principles of MDI and the policies of the AFMES.

The second trip to the Richmond OCME is scheduled between the culminating search and recovery and the MDI practical exercises. During this trip, the AIT students are provided the opportunity to observe a forensic autopsy which they follow from beginning to end. This experience provides them the chance to witness first-hand the proper handling of evidence and personal effects associated with a forensic death investigation. The students are encouraged to interact with the forensic pathologists who are more than willing to field questions.

Mortuary Affairs Collection Point Operations

The *Mortuary Affairs Collection Point (MACP) Operations* block of instruction provides the student the skills and knowledge

needed to work at an MACP. The MACP is the basic support network that provides mortuary affairs resources to receive, process, and establish tentative identification of human remains and personal effects. The MACP also functions to secure and safeguard those personal effects and human remains. The MACP is the initial stage in the journey by which the decedent is returned home to his Family. Each MACP is established based upon geographic and strategic coordination to maximize effectiveness and is usually located at the nearest support area.

JMAC students learn to make quality assurance checks at the TMEP.

When human remains arrive at the MACP, the mortuary affairs specialist checks for personal effects and organizational equipment that may be on the human remains. With as little handling as possible and extreme care as not to damage any forensic evidence, sentimental personal effects (e.g., rings, jewelry, religious medals) and other high value personal effects are inventoried. These personal effects stay with the human remains to prevent possible loss of forensic evidence. Organizational and government equipment also stays with the human remains. Classified material, unexploded ordnance, and weapons are removed and returned to the proper authorities. Identification tags and cards are kept in the original location on the human remains. The mortuary affairs specialist gathers and documents tentative identification information and inventories and documents personal effects with meticulous care to ensure that all crucial forensic evidence is preserved. All documents, human remains, and personal effects are subjected to numerous quality assurance checks for accuracy and completeness.

Theater Mortuary Evacuation Point (TMEP) Operations

Human remains and personal effects are evacuated from the MACP to the TMEP. The *TMEP Operations* block of instruction provides the student the skills and knowledge required to work at a TMEP. A TMEP is established with the primary mission of preparing and evacuating all human remains and accompanying personal effects from theater to a military mortuary. The TMEP receives human remains and accompanying personal effects from any theater location. It performs quality assurance checks on existing documentation and/or initiates, completes, or obtains required processing documentation. Here again, human remains and personal effects are handled with extreme care to ensure the integrity of any forensic evidence and the dignity of the deceased.

Personal effects that are collected and documented in the field are sent to the Joint Personal Effects Depot (JPED), Aberdeen, Maryland (through the Dover Port Mortuary) for final disposition. Disposition of personal effects includes the collection, receipt, recording, accountability, storage, and disposition of the personal effects of US military personnel, civilians under US military jurisdiction, personnel officially accredited to the Armed Forces of the United States, and all deceased persons for whom the US provides mortuary services. The handling of personal effects begins at the time of initial collection by representatives of the Armed Forces of

the United States and extends to the time of receipt by the person eligible to receive effects (PERE), representatives of the host country, or allied nation, or until other disposition is made in accordance with applicable regulations. A mortuary affairs specialist deployed at a MACP or TMEP will be the first link in the disposition of personal effects of the deceased. A mortuary affairs specialist working at the Personal Effects Depot in Aberdeen will be the last link in the chain of events that returns the personal effects to the PERE. At each stage of their journey from theater to the PERE, the personal effects are afforded meticulous treatment, preservation, and chain of custody documentation in accordance with the forensic evidence handling standards. These procedures ensure that the PERE will receive all the personal effects of their dead loved ones. Processed personal effects, no matter how seemingly inconsequential to an outsider, are considered priceless and precious to Family members as keepsakes, reminders, and connections.

Morgue and Identification

The *Morgue and Identification* block of instruction provides the mortuary affairs specialist with the knowledge of basic anatomical terminology; basic gross human anatomy, osteology, and odontology; and fingerprinting procedures. Lessons and practical application prepare the student to proficiently assist identification specialists in a mortuary setting. Each class gains valuable experience and insight into mortuary operations during a week of classroom instruction and hands-on experience at the Dover Port Mortuary, Dover Air Force Base, Delaware. The Soldiers and Marines (under direct supervision of the AFMES) participate in every aspect of the identification process of our nation's fallen heroes. This first-hand exposure to the traumas of war helps prepare the students for the sacred duty of returning our fallen heroes from the theater to their loved ones. Direct personal contact with the AFMES forensic staff and policies at Dover Port Mortuary underlines the criticality of proper handling of forensic evidence in the identification process.

Clearly, lessons initially learned in the search and recovery block of instruction pertaining to forensic evidence handling are directly applicable to the MACP, TMEP, Personal Effects Depot, and mortuary and identification operations. Adherence to forensic guidelines during each of these mortuary affairs missions clearly supports the AFMES mission of full accountability through rigorous adherence to medical, legal, and scientific standards from the time the human remains and personal effects are recovered until they are released from forensic hold to ensure that all crucial forensic evidence is preserved and documented.

Dignity, Reverence, Respect

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Dining Facility Head Count Operations

By David Staples

Dining facility head count is a major piece of our account management system and provides an audit trail for the categories of diners subsisted in Army dining facilities around the world. Head count is also the basis for dining facility earnings which are used to pay for subsistence purchases. While this regulatory process of accountability has not changed recently, the means of process, manual and automated, have come a long way. This issue is receiving increased oversight by higher headquarters and the United States Congress in order to understand what the requirements really are for performing this critical task.

Head count is key to dining management success.

Army Regulation (AR) 600-38, *The Meal Card Management System*, 11 March 1988, has not changed and still remains in effect. This regulation provides the means for food service operations to identify the diner's meal entitlement. This is the heart of the system and still very much applicable today even though it was last updated in 1988. Accomplishing meal card management is more difficult at some installations and can be particularly hard in contingency zones. The US Army Quartermaster Center and School, Army Center of Excellence Subsistence (ACES) is currently in the process of updating this regulation. The regulation provides the guidelines for management of Meal Card Control Books (DD Form 714) and the reimbursement for meals provided in a field environment for both Active and Reserve Components. Bottom line: There is still a requirement for units to issue meal cards to their Soldiers authorized subsistence-in-kind (SIK) – government meals furnished the Soldier rather than money in lieu thereof.

The SIK Soldier is the mission essential piece required by the Department of Defense (DoD) 1338-10M, Department of Defense Food Service Program in providing the authorization for Army managed dining facilities. Without the SIK Soldier, Army dining facilities are not authorized. The objectives of the Meal Card Management System are clearly defined in Chapter 1 of AR 600-38, and basically deal with control of Meal Card Control Books (DD Form 714); policy for issue and accountability of meal cards at all issuing levels; policy and procedures for issue and withdrawal of meal cards; policy for identification and reimbursement for meals available in the field; procedures to identify meal card entitlements; and the annual review of each installation's meal card management system.

The meal card identifies permanently assigned or attached Soldiers and enlisted personnel from other services who are

authorized to subsist without reimbursement to the government. All others not identified by a meal card, letter of authorization, or orders will pay cash when subsisting in Army dining facilities. Simple, right? Well, no, we are an Army at war and the United States Congress has authorized that basic allowance for subsistence be retained by Soldiers and those of our sister services within the area of responsibility. These personnel, who would normally have to pay for meals, may eat at government expense. There are always exceptions, but the decisions are made at levels far above ours.

That brings us to another issue. There is still a requirement to identify the diner's entitlement and ensure the Army and the taxpayers' funds are not abused. There are now some new categories of diners and the head count accountability is critical in identifying the proper reimbursement to the Military Personnel Appropriation (MPA) subsistence account. We are feeding numerous categories of diners from DoD/Department of the Army Civilians and contractors to Red Cross, Army and Air Force Exchange Service, Morale, Welfare and Recreation, and other support operations personnel within the area of responsibility. All of these have different means of reimbursement to Army MPA. In the continental United States, the Military Training Service Support students are required to eat in the Army-provided dining facilities as these personnel do not receive the meal portion of their temporary duty per diem. They are not SIK by definition but are authorized to subsist free. They are accounted for, and reimbursement back to MPA is accomplished for the meal support provided.

ACES has been working the past six years on the development of an automated meal card as part of the current common access card with no movement since the approval of concept of operation was accomplished in Hawaii in the early 1990s. To date there is no automated Meal Card System providing the meal entitlement code (MEC) and unit identification code (UIC) to eliminate the manual meal card management system. This automated process is way overdue and would have eliminated our current head count accountability problems within the war zone. Accounting for and required reimbursement of subsistence dollars supporting authorized diners would be accomplished much more efficiently with an automated identification system in place. Where this stands today is an ongoing mystery. The Army Food Management Information System has had the capability of automating the head count operations, and we have developed a scan and go-head count management system that identifies diners by category, but the pieces still missing are the MEC and UIC. This means there still must be a manual meal card system, and this limits our automated capabilities.

The Army food operations noncommissioned officers and contract dining facility managers and food service leadership all need to ensure that AR 600-38 guidelines are being followed and that diners have meal cards when authorized. Accountability is a major piece of our fiscal responsibility in supporting our food service operations worldwide in all environments, and we must be good stewards of these funds.

Take a good look at your operations, ensure correct policy is being followed, and contact ACES if you need direction or assistance. ACES will provide the support and training required. Keep up the good work, stay safe and remember you are the frontline and provide a positive impact on worldwide Army food service operations and programs daily. For more information contact me at (804) 734-3345 (DSN 687) or david.staples2@us.army.mil.

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During training, Soldiers are taught how to physically set up the 600 GPH ROWPU.

Water Dawgs' Equipment Never Dies; It Just Continues Making Water

By Terence Spence

The ultimate weapon (the American warfighter) runs on water. Yet, as the equipment used to purify and process potable water continues to change and improve, one thing in the US Army remains the same: Soldiers are still being brought into the "Water Dawg" (92W, Water Treatment Specialist) field on the oldest piece of equipment in the inventory, the 600 gallons per hour (GPH) Reverse Osmosis Water Purification Unit, better known as ROWPU. That will be changing soon.

The 600 GPH ROWPU got its start in the early 1980s during what was considered at that time the new modern age of technology in processing potable water. The 600 GPH ROWPU replaced a water processing unit called the ERDLator (pronounced Erd-a-later). The ERDLator was a unit which could produce as much as 3,000 gallons of water per day; however, it was limited in its use because it could only process water from a fresh (little to no salt) water source. The need for development of purification equipment that could purify from fresh as well as salt water sources led the Army to procure the 600 GPH ROWPU, which formally introduced the reverse osmosis process of purifying water, and the rest, as they say, is history.

The 600 GPH ROWPU introduced the concept of raw water being processed through four stages of filtration. These are the multimedia, cartridge filter, reverse osmosis, and disinfection stages. Though the stages are independent of one another, all four stages are

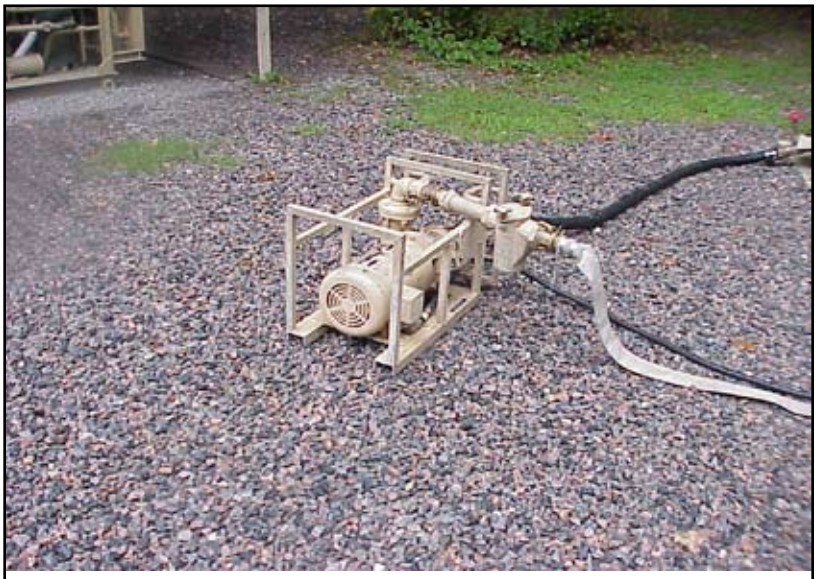
The 600 GPH ROWPU, the Army's standard operating unit, can produce clean water from almost any source.

needed to ensure that all potentially harmful contaminants in the water are removed. There are more than 100 potentially harmful contaminants that can be in the raw water source. The "Water Dawg" community deals with contaminants in two main areas, suspended (dirt and mud) and dissolved (mineral salts) solids.

In the multimedia stage a chemical called polymer is added to the raw water to help coagulate the large suspended solids. These solids are called turbidity and are trapped inside the multimedia filter housing. Inside the filter housing are beds of media consisting of six different layers: gravel, coarse garnet, fine garnet, silica sand, anthracite coal, and plastic beads. The media is layered proportional to its weight with the force of the raw water pressing against the media bed. The large suspended solids are trapped in the media while the filtered water passes through the media housing to its next stage of filtration.

In the second stage of filtration, the small suspended solids that passed through the media stage are collected in 40-inch long filters that look like a cross between a large ball of yarn and a cloth oil filter. The cartridge filter housing holds eight of these filters. Once the water leaves the cartridge filter housing, the maximum amount of suspended solids allowed in the water is less than one nephelometric turbidity unit. In laymen's terms, this unit of measurement can be compared to a color value of dirt or mud in the water.

The third stage is what most people have come to identify with the processing of potable water: reverse osmosis. Reverse osmosis is a process of filtered water under heavy pressure being forced against thin layers or membranes designed to separate the mineral salt content from the water. This separation allows the purified water to collect in the center



The 120 GPM back wash pump cleans ROWPU filters.

of the reverse osmosis element. It then travels to the product line where eventually the potable water will be stored for consumption. The mineral salt that was rejected becomes something that we call brine or waste water. A portion of the brine water will be used for different types of cleaning to help preserve the life span of the media bed as well as reverse osmosis elements. The rest of the waste water is usually sent downstream back into the original water source.

Hands-on training gives Soldiers confidence with equipment.

The last stage of filtration is disinfection. During this process, sodium hypochlorite (chlorine) is added to the water killing any existing, bacteria, as well as any bacteria that might grow once the water is stored. Though this stage is not specifically a filtration process, Soldiers are taught to consider it a stage of filtration for continuity of the subject content. Note: Once the water passes through the reverse osmosis stage, 99 percent of the bacteria have been removed, and one could make the argument that the water is safe to consume.

Today's modern technology has moved water purification from the old concept of media and cartridge filters used in removal of suspended solids to the new micro and ultra filtration concept of water purification. The introduction of micro and ultra filtration removal has lead to the up-coming retirement party for the beloved 600 GPH ROWPU. The projected phase out date is in 2011. Its replacement, the Tactical Water Purification System (TWPS), is already a part of the inventory and is doing great in the field (See *Quartermaster Professional Bulletin,* Winter 2007).

The new technology of the TWPS has many advantages, including extending the overall life span of the reverse osmosis elements. During micro filtration, water passes through thin layers of fiber in which suspended solids are dislodged and are rejected before the water moves to the reverse osmosis stage. This concept of filtration is the future of water purification and should be part of the ever changing world of processing water. However, the 600 GPH ROWPU still plays an important role in teaching the Soldier the basic concept of the "Water Dawg" experience.

The basic steps in ensuring that Soldiers are properly trained and can perform their mission in peacetime as well as war will never change. Therefore, our 92W "Water Dawgs" will always be equipped with the necessary knowledge and skills of the 600 GPH ROWPU and the operation of the TWPS until the very last 600 GPH ROWPU is out of the Army system. Count on it!

Terence Spence is an instructor for the Water Training Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Pacific Warrior 2008: Supporting Support Providers

By Rickey A. Frazier

Pacific Warrior is a tactical support exercise designed to provide commanders with a rigorous training event to assess unit readiness. It provides Regional Support Group (RSG) commanders an opportunity to train and perfect their war-time mission-essential task list (METL). It is also a validation period for RSGs in the Army's force generation model ready pool. The exercise was held at Fort Hunter Ligget, California, 7-24 June 2008. All planning and coordination was conducted by the command and staff of the 91st Training Support Division, Camp Parks, California. Pacific Warrior was executed in five phases: planning, deployment, tactical, redeployment, and final after-action review.

The 693rd Quartermaster Company handled receipt, storage, accountability, requisition, issue, and security of Class I subsistence.

This year the 561st RSG from Omaha, Nebraska, was evaluated for validation. The 561st RSG staff was prepared and up to the challenge. Pacific Warrior 2008 included 3,000 Reserve Soldiers from the contiguous United States and Puerto Rico.

An exercise of this size and importance requires critical coordination and planning from key leaders and staff. This exercise was no exception; however, the focal point of this article is those warriors behind the scenes, warriors who often go unnoticed until others are hungry or something goes wrong with food, water, or ice. That is right: our food service warriors.

Food service warriors have a very challenging task, a challenge many warriors and leaders do not realize. Food service warriors are often the first out of the bunk in the morning and the last to lie down at night, hoping not to be awakened before having to get up and start the process all over again. For most of them, the difficulties of their job do not outweigh the satisfaction of knowing they have the most rewarding task on the battlefield.

For the food service personnel, sustaining Pacific Warrior began at the subsistence supply distribution point. The subsistence supply distribution point was operated by the 693rd Quartermaster Company, Bell, California. It was responsible for Class I subsistence only. However, in a theater operation, the company would manage all classes of supplies including water and ice.

The 693rd Quartermaster Company responsibilities included receipt, storage, accountability, requisition, issue, and security of Class I subsistence. Because of the large workload requirements for a company of this size, training had to be creative to be effective. The company was divided into two shifts. These shifts were further divided into three groups with designated areas of responsibilities. The groups rotated every third day to ensure

everyone had an opportunity to work in all areas. Food service warriors cannot complete their mission if the subsistence supply company does not first accomplish theirs. On the battlefield, total support is the key to success.

The 91st Training Support Division's food service officer and food operations sergeant escorted the assessment team. The team included the Reserve Component Food Advisor from the US Army Quartermaster Center and School, Army Center of Excellence, Subsistence, Fort Lee, Virginia, and the Food Advisor, US Army Reserve Command, Fort McPherson, Atlanta, Georgia. They were escorted to the intermediate staging base (ISB), forward operating bases (FOBs) Ward, 8J, and Schoonover.

The ISB was a central location providing in and out processing support for Soldiers participating in Pacific Warrior. The ISB food service operation was outsourced to a contractor to emulate operations in the area of responsibility (AOR) where Soldiers process through a central staging area supported by contractors. Contracting food service operations at this location allowed food service Soldiers to in and out process with their respective commands.

The ISB feeding plan was designed to support up to 3,000 Soldiers per meal. The contractor (Cattlemen's) was held to the Army's contingency and field feeding plan: unitized group ration-A (UGR-A) for breakfast, meals, ready to eat (MRE) for lunch, and UGR-A for dinner.

After satisfying their appetites at the ISB, the assessment team was taken to FOB 8J. The 877th Quartermaster Company managed a food service team of 25 cooks, two mobile kitchen trailers (MKTs), a containerized kitchen (CK), and a field sanitation center. They had to quickly learn the capabilities of the staff since they all came from different units and had only one day on the ground to get to know each other before the mission began. The food service manager also managed six field kitchen support personnel.

Soldiers unload supplies.

During the course of their daily food service duties, the staff participated in several tactical training scenarios that took place before, during, and after food service operations. During these tactical scenarios, the food service team would pause or stop food preparation or feeding until the all clear was given. When feeding resumed, especially during dinner, the food service team knew they were in for a late night.

During the assessment team's three-day visit, temperatures were often higher than 100 degrees Fahrenheit. Training in extreme heat conditions of this nature requires extra efforts on the part of leaders to ensure Soldiers are cool and properly hydrated. This requires both water and ice. Because water and ice are often grouped in the food category, the food service staff also managed these commodities.

After a thorough assessment and command tour of FOB 8J, the assessment team proceeded to FOB Schoonover. The food service crew at FOB Schoonover was led by the 223rd Transportation Command. Its staff was very enthusiastic about doing the job and getting it right. The crew exemplified the phrase "going that extra mile" to provide first class support, even posting serving and nutrition awareness posters. After meals were served, the dining tent was used as a classroom or a chapel for worship services.

The food service team also participated in tactical scenarios as they took place in and around their area of operation. All Soldiers within their area of

operation were ensured of consideration when requesting, preparing, and serving meals. All food service warriors were included in battalion, company, and individual METL training.

If the warriors of Schoonover had any reservation about services received, the United Services Organization (USO) was on hand and provided comforts such as books, movies, music CDs, and small snacks. The USO representative was not allowed to open its mobile concessionaire until after duty hours so they would not interfere with or interrupt training.

Escorting the assessment team to the different FOBs and training areas made for a very long day. The team's day started around 0600 and ended about 2100. The team observed one site during breakfast preparation, serving, and recovery, and then jumped to a different site for dinner. Although the team insisted FOBs receive no prior notice of their arrival, all the food operations sergeants knew they were on the ground and would eventually visit their site.

In conjunction with feeding 800 warriors at FOB Ward, the 737th Transportation Company food service staff of 26 Soldiers had to contend with an alternate food source provider. As warriors stepped off the MKT or out of the dining tents, they were met with an all too familiar logo, "AAFES" - Army Air Force Exchange Service's mobile facility. No one knew if the AAFES presence was part of a scenario emulating what food service personnel and Soldiers encounter at certain locations in the AOR or a venue for AFFES to capitalize on a captive audience. AAFES got credit for living up to its slogan, "We go where you go." Soldiers were thrilled that AAFES was on hand since many of them needed small personal items they neglected to bring with them.

However, the AAFES presence at FOB Ward created a challenge for food service personnel. Their facilities were co-located with FOB Ward's MKT and CK. AAFES opened at 1000 and closed at 2100 providing warriors, who would normally eat from the field kitchen, an opportunity to grab a snack and call it a day. The food service personnel were challenged with not knowing how many Soldiers would take the AAFES plunge and not eat from the field kitchens. As a result, the food service team was forced to extend serving hours waiting for those warriors who might or might not show up.

Overall, food service operations were very successful and professionally executed by all involved. A great deal of this success can be attributed to the efforts of the 91st Training Support Division's food service team as they were often engaged in direct coordination with the 561st RSG food service team. The government was represented on all subsistence contract issues including milk, bread, fresh fruit, vegetables, and ice. They made sure all food service issues and requests for support were fulfilled in a timely manner.

Before sunrise and after sunset, our food service warriors were on the job doing all they could to provide the combat and logistics support warriors the best meals possible. The 91st Training Support Division, 561st RSG, and each FOB food service team received accolades for a job well done. After the exercise, the following recommendations were made:

- Food service operation sergeants get involved during the early planning stages of future major exercises and deployments.
- Maximize training by pairing junior enlisted Soldiers with noncommissioned officers to allow for on-the-job training and cross training.
- Reduce requisition amounts and use surplus inventory.
- Increase on-hand ice inventory at FOBs and maintain an emergency resupply equivalent to one day supply at subsistence supply distribution points.

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Mobile Kitchen Trailer is ready for use in the Log Warrior Field Training Exercise.

Food Service Technical Operations in Log Warrior

By LTC David K. Allen

Field Operations Training Branch's (FOTB) primary mission is to train food service specialists (92G) to standard on the use of field food service equipment in a field environment. Soldiers are trained on several different types of equipment daily, to include the Mobile Kitchen Trailer (MKT), Containerized Kitchen (CK) and the Food Sanitation Center (FSC). These systems are the main sources for providing meals to Soldiers in a field environment.

Each 92G (Food Service Specialist) Soldier receives two weeks of training in field feeding tasks included in the training program of instruction before deploying to the week-long Log Warrior Field Training Exercise (FTX). In addition to the standard training, a monthly competition is held to allow Soldiers to display the skills they have obtained. Three teams of trainees are selected by instructors to compete in the MKT/CK/FSC competition. The teams are given one hour to set up their site. An instructor monitors every team for safety to ensure proper procedures are being followed. The first team to properly set up all equipment to standard is the winner. Medals are given out to first- and second-place winners. A cookout precedes the competition and has proven to be a morale booster.

In an effort to combine technical training during the Log Warrior FTX for 92G, 92A (Automated Logistics Specialist), and 92Y (Unit Supply Specialist) military occupational specialties (MOSs), FOTB staff personnel developed a plan to incorporate the three MOSs into a training scenario where they can train as they would in the operational Army. The initial training took place at TA42 and TA27 (Log Warrior site).

The first day of training took place on 20 August 2008. Feedback from commanders, squad leaders and the Soldiers deemed the training to be very successful. The concept of the training included having 92A Soldiers pick up, inspect, and inventory rations from the Troop Issue Subsistence Activity.

Instruction also included proper issue and turn-in procedures, and learning how to complete the appropriate forms. The 92A Soldiers then transported to the Log Warrior site where a ration break point was set up.

The 92Ys played a vital role in the subsistence process as well. Their mission was to draw the unit rations from the ration break point and conduct a complete inventory of all supplies and rations before transferring them to their designated unit locations. The 92Ys then coordinated the times to pick up meals and transport the logistics package supplies to each location.

The 92Y Soldiers issued the rations to food service personnel from individual units. The 92G Soldiers received and prepared all the meals for the Soldiers during the entire exercise. The 92Gs also set up the MKT, CK, FSC and their feeding site.

The goal is to continue to build on the foundation achieved from the initial training, and to develop a training standard for all organizations during the Log Warrior FTX. There are plans to incorporate the Multi-Temperature Refrigerated Container System (MTRCS) in the future when it is issued to the Quartermaster Center and School. This system can support up to 800 Soldiers with three meals a day. The initial training on this new system took place at FOTB from 23-25 June and included 92G and 92A instructors. The instructors configured a simulated three-day ration load of both perishable and non-perishable rations to support 800 personnel. This piece of equipment requires the 92G, 92A, and 92Y to work together as an integrated team to accomplish missions using the MTRCS. POC is LTC David K. Allen, (804) 734-7535 (DSN 687) or david.k.allen@us.army.mil.

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Statement of Ownership, Management, and Circulation

(Required by 39 U.S.C. 3685). The name of the publication is Quartermaster Professional Bulletin, an official publication, published quarterly by the US Army Quartermaster Center and School, Fort Lee, Virginia. Editor is George Dunn, Office of the Deputy to the Commander, Fort Lee, VA 23801-1601. Extent and nature of circulation: Figures that follow are average number of copies of each issue for the preceding 12 months for the categories listed. Printed: 5,270. Total paid circulation, sold through Government Printing Office: 50. Free distribution by mail, carrier or other means: 5,120. Total distribution: 5,170. Copies not distributed in above manner: 100. Actual number of copies of a single issue published nearest to the filing date: 5,270. I certify that the above statements by me are correct and complete: George Dunn, Editor, 30 September 2008.

Sanitation: Wash Hands Well

By Ronald Bellamy

As all Army dining facility (DFAC) managers and food service personnel know, hand washing plays a key role in both personal health and food safety in food service operations. Despite sanitary training and education, two sanitation issues continue to stand out: Food handlers not washing their hands frequently and/or not washing their hands effectively.

Hand washing is perhaps one of the first facets of personal hygiene that we learn as children and are able to carry out on our own. A general rule is to wash your hands for the time it takes to recite the alphabet. This usually takes about 25 to 30 seconds. Remember that if enough time is spent washing hands, there is a greater chance that they will be washed effectively.

Step 1. Wet hands with warm water. This pre-rinse should remove most debris from hands and prepare them for soap application.

Step 2. Apply soap and lather hands. This step should occupy the majority of the hand washing session. Scrub hands together and be sure to clean between fingers and under fingernails. It is acceptable to use a nail brush for this step only if it is kept in good sanitary condition and is inside or near the hand sinks. Nail brushes are an added benefit but effective hand washing can be achieved without their use.

Step 3. Scrub your entire hands and forearms. The back of hands and forearms often contain as much bacteria as the palms.

Step 4. Completely rinse hands. This step is important in that it prepares the hands for the application of the sanitizer. If soap residue is left on the hands, the sanitizer may not be effective.

Step 5. Turn water levers off with your elbows if possible or use a paper towel to

turn the water off. This eliminates touching anything that will re-contaminate your clean hands. (Note, advance your paper towel prior to washing your hands so you don't have to touch the towel advance lever).

Step 6. Dry hands with single-use paper towels. Use another clean paper towel to turn off faucets and open a door if needed. Do not use a common towel to dry hands after washing.

Step 7. Apply hand sanitizer. Hands should be completely dry before adding the hand antiseptic. After applying the antiseptic, allow hands to air dry. In most Army DFACs these practices are already in place.

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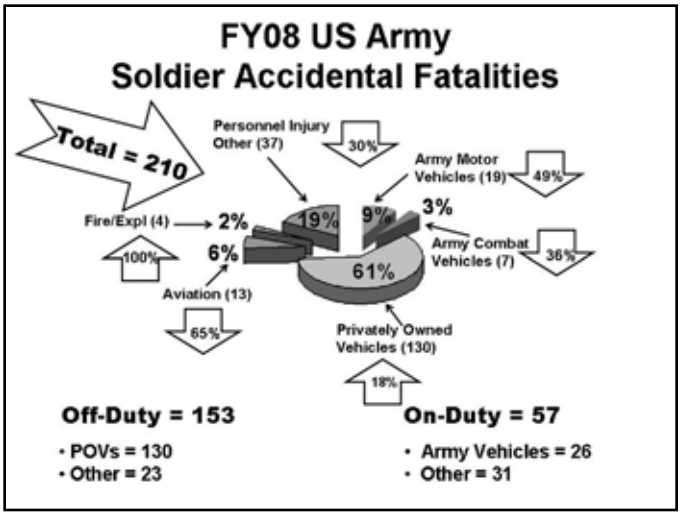

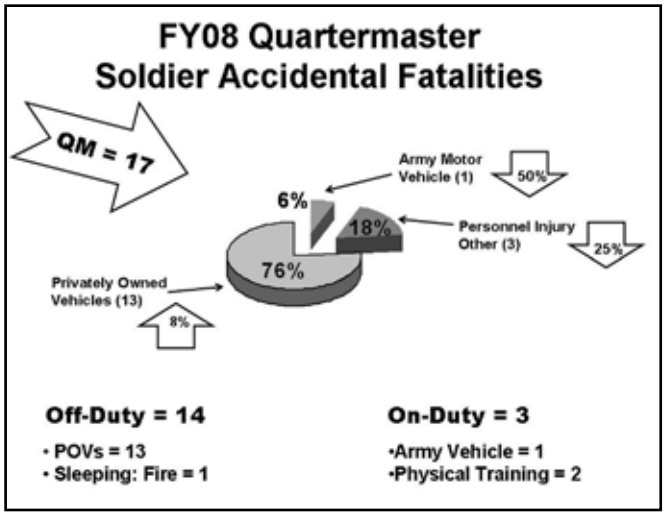

POV DEATHS UP; OTHER ACCIDENTAL DEATHS DOWN

BY MICHAEL L. DAVIS
SAFETY SPECIALIST ASSIGNED TO THE US ARMY QUARTERMASTER CENTER AND SCHOOL, FORT LEE, VIRGINIA

Overall accidental fatalities for US Army Soldiers were down 16 percent during FY08, according to United States Army Combat Readiness/Safety Center. Analysis reveals that this reduction can be attributed to renewed emphasis on safety, implementation of safety program improvements and initiatives that hone in on leading accident causes.

Driving fatalities remain the leading cause of accidental deaths while accounting for 61 percent of accident-related fatalities. This represents an increase of 18 percent from FY07. The lives of 130 Soldiers were lost to privately-owned vehicle accidents in FY08.

As we look at the numbers for our Quartermaster Corps Warriors, five of the 13 privately owned vehcile (POV) deaths involved motorcycles. Excessive speed, failure to follow published procedures, and violation of established standards are the major causes of these accidents.

We need to find a way to get through to our Soldiers – particularly those in the 32 and under age bracket – to stop the indiscipline and high-risk behavior behind these fatalities. Army wide nearly 73 percent of the FY08 accidental fatalities happened when Soldiers were off-duty. This fact indicates we need to focus loss prevention programs on off-duty accidents, particularly those involving motor vehicles.

The Quartermaster Corps reported four non-POV accidents. One Soldier died off-duty sleeping in a trailer that caught fire. Three soldiers died on-duty: two died during physical training and one driving an Army vehicle.

One accident is one too many, and we have a long way to go in reducing accidents, but we need to stop and recognize the tremendous efforts being made across the Army, and that these efforts are saving lives and reducing pain and suffering.

Our Soldiers are our most valued assets and preventable losses impact our formations every day. While Soldiers have clearly taken greater responsibility for their personal safety, as well as the safety of their fellow Brothers in Arms, leaders must continue to stay engaged in their Soldiers' lives to affect smart decision-making.

TOTAL FORCE

Reserve Component Contributions to the Quartermaster Center and School Mission

By COL Jeffery Allen

The Total Force Integration Office (TFIO) is the eyes and ears of The Quartermaster General for Army National Guard (ARNG) and US Army Reserve (USAR) issues at the Quartermaster Center and School (QMC&S). TFIO would be remiss in not acknowledging the contribution of the Reserve Component (RC) Soldier to the mission of the Training and Doctrine Command and QMC&S. Due to Soldier professionalism and the adherence to the One Army Concept, the RC footprint within the QMC&S is seamless, significant, and extremely essential. The RC lack of contribution to the QMC&S effort would, at a minimum, seriously hinder operations. To single out and observe QMC&S Citizen-Soldiers in action would put one to task if one harbors any reservations on the competence and capability of an RC Soldier. The RC Soldiers presently on duty at the QMC&S dispel and shatter all preconceptions and myths associated with past perceptions of RC Soldier professionalism.

Since the advent of the global war on terrorism, RC Soldiers have played a significant role in preparing Quartermaster Soldiers from all three components (Active Army, ARNG, and USAR) to attain and maintain technical competency in their respective Quartermaster military occupational specialties. There have been up to 80 mobilized RC Soldiers working in the various departments within the QMC&S. The bulk of RC Soldiers working full-time at the QMC&S was not due to table of distribution and allowances (TDA) billet authorizations dedicated for RC Soldiers but by pre-validated call-ups via Training Resources Arbitration Panel and Task Force orders. Occasionally, there have been TDA billets being filled by RC Soldiers, but those (Active Component Backfill) positions are an exception and not the norm. This option solicits Soldiers via the Human Resources Command (HRC) Web site: https://www.hrc.army.mil/site/protect/Reserve/soldiersservices/tours/tourlist.htm.

The HRC advertised applicants are closely screened to ensure quality personnel are selected for this most vital mission of training and preparing Quartermaster logisticians for their duty in today's fluid and arduous operational environment. Presently, there are more than 40 mobilized Soldiers working within the various QMC&S departments: 22 in the 23rd Quartermaster Brigade; five in the QMC&S Command Group; five instructors in the Logistics Training Department; six instructors in the Army Center of Excellence-Subsistence; and one each in Logistics Warrior, Mortuary Affairs, Petroleum and Water, and the NCO Academy.

USAR Quartermaster TASS (The Army School System) battalions also provide excellent Quartermaster-related training to RC Soldiers during their respective two-week training rotations. These Quartermaster TASS battalions train an average of 3,000 RC Soldiers to standards set forth by The Quartermaster General. The next time you see a sharp NCO instructor in a classroom or a squared-away platoon sergeant leading Soldier-trainees at Fort Lee, there is a good chance he is RC.

COL Jeffery Allen is a US Army Active Guard Reservist assigned as the Total Force Integration Office Director, US Army Quartermaster Center and School, Fort Lee, Virginia.

Career News

FY09 Selection Board Update

Headquarters, Department of the Army recently released the following FY 09 selection board schedule for Active and Reserve Components.

Grade	Board	Active Component	Reserve Component *=IRR **=AGR
COL	Promotion	7–24 Jul 09	11 Mar–1 Apr 09
COL	Command	13–20 Jan 09	3–10 Feb/12–19 Aug 09/20–26 Aug 09**
COL/LTC	Senior Service College	31 Mar–17 Apr 09	9–25 Sep 09
LTC	Promotion	18 Feb–13 Mar 09	8–23 Sep 09
LTC	Command	22 Sep–7 Oct 09	16–26 Jun 09**
MAJ	Promotion	21 Jan–13 Feb 09	9–25 Mar 09
CPT	Promotion	21 Oct–5 Nov 09	4 Nov–14 Nov 09
CW3/4/5	Promotion	21 Jan–6 Feb 09	14–21 Apr 09
CSM/SGM	Promotion	9–28 Jun 09	5-14 Aug 09*/10-26 Jun 09**
MSG	Promotion	5 Aug–28 Aug 09	5-14 Aug 09*/1-18 Dec 09**
SFC	Promotion	3–27 Feb 09	5-14 Aug 09*/17-27 Feb 09**
SSG	Promotion	NA	5 – 14 Aug 09*

For additional information, please contact your appropriate Human Resource Command Career Manager. QMC&S POC is LTC Rick Harney, (804)734-4178 (DSN: 687) or robert.harney@us.army.mil.

Wanted: Officer Candidates

For the next five fiscal years, Officer Candidate School (OCS) lieutenants will account for the majority of annual year group accessions (OCS candidates accounted for 50 percent of FY08 Quartermaster Corps accessions as compared to 40 percent for Reserve Officers' Training Corps, and 10 percent for the US Military Academy). Army Regulation (AR) 350-51 (US Army Officer Candidate School) outlines application and selection criteria. The directive also lists requirements for OCS selection consideration, most notably:

- Have an Armed Services Vocational Aptitude Battery General Technical Aptitude Test score of 110 or higher.
- Pass the Army physical fitness test and meet the height and weight standards of AR 600–9.
- Have a SECRET security clearance.
- Have completed at least 90 semester hours of study from an accredited college or university and be able to complete a bachelor's degree in one year or less (waiverable to 18 months).
- Have no suspension of favorable personnel action under AR 600–8–2.
- Have no convictions by civil or military courts (waiverable requirement).
- Have not been previously disenrolled from officer candidate training.
- Be under 42 years of age at the time of enrollment.

- Have completed advanced individual training (enlisted personnel).
- Have completed a physical examination within nine months of the date of the application (applicants must meet medical fitness standards).
- Have accumulated no more than 10 years of active Federal service when appointed as a commissioned officer (waiverable requirement).

Potential applicants may have their OCS packets considered through one of two selection avenues: 1) Army Human Resource Command centralized accessions board, or 2) direct selection by a Commanding General Officer specified in MILPER Message Number 07-226, Subject FY08 Direct OCS Selection Process, dated 27 August 2007. OCS graduates incur a 10-year active duty service obligation effective the date of commission. POC is Ms. Lynessa Betts, (804) 734-3533 (DSN 687) or lynessa.betts@us.army.mil.

Chief of Staff, Army (CSA) Supply Excellence Award (SEA) Team Command Supply Discipline Program (CSDP) Mobile Training Opportunities

The CSA SEA team, in conjunction with its annual competition evaluations, will offer CSDP mobile training and professional development opportunities to interested commands. The goal of this training is to acquaint Soldiers with supply discipline procedures, emphasize its importance, and encourage direct involvement at all levels. Interested commands should contact CW5 Stephen Ikeda, SEA Team Chief, (804) 734-3726 (DSN 687) or stephen.ikeda@us.army.mil.

FY 09 Quartermaster Corps Approved Training With Industry (TWI) Positions

The Army Human Resources Command (HRC) has approved four officer, three warrant officer, and one noncommissioned officer Quartermaster proponent TWI allocations for FY 09:

Industry	Rank	Military Occupational Specialty
Logistics Management Institute	CPT	92A
ExxonMobil	CPT	92F
Sunoco Inc.	CPT	92F
Labatt Food Service	CPT	92A
LMI	CW2/3	920A/B
Compass Group	CW2/3	922A
Airborne Systems North America	CW2/3	921A
The Culinary Institute of America	SSG/SFC	92G

Selected individuals will report to their perspective industry the summer of 2009 for a one-year tour of duty followed by a three-year pre-determined utilization assignment. Interested Soldiers need to contact their HRC assignment officer or career manager. POC is Mr. Jim Tolbert, (804) 734-3697 (DSN 687) or james.tolbert@us.army.mil.

FY08 Majors and Lieutenant Colonels Selection Board Results

The following are statistics from the recently released FY08 majors and lieutenant colonels selection boards. The data compares force sustainment (FS) statistics with that of maneuver, fires and effects (MFE); operational support (OS); and Army overall.

FY08 Majors Promotion List									
	Above Zone			Primary Zone			Below Zone		
	Considered	Selected	%	Considered	Selected	%	Considered	Selected	%
MFE	48	6	13	797	737	93	2,209	107	5
OS	34	9	27	484	442	91	890	51	6
FS	35	2	6	439	400	91	1,057	70	7
Army	117	17	15	1,720	1,579	92	4,156	228	5

FY08 Lieutenant Colonels Promotion List									
	Above Zone			Primary Zone			Below Zone		
	Considered	Selected	%	Considered	Selected	%	Considered	Selected	%
MFE	123	20	16	555	528	95	687	96	14
OS	96	9	9	378	307	81	391	55	14
FS	121	12	10	327	289	88	387	51	13
Army	340	41	12	1,260	1,124	89	1,465	202	14

Senior Enlisted Promotion Boards

The US Army Quartermaster Center and School, Office of the Quartermaster General, Enlisted Proponent Office would like to share the review and analysis comments from previous senior enlisted promotion boards. Quartermaster Soldiers may find this information helpful to prepare for future promotion boards. Listed below are the pros and cons which the board members viewed during their selection board process.

Cons

- In many instances the duty positions did not match the Enlisted Record Brief (ERB) and many showed the noncommissioned officer (NCO) as incoming personnel or excess, but the Noncommissioned Officer Evaluation Report (NCOER) reflects a key position.
- Many NCOs met the body fat standards outlined in AR 600-9, but exceeded the weight table by as much as 30-65 pounds. Some photos validated this change and were viewed negatively. To further degrade this situation, many depicted an increase in height and weight from one report to another and the photo was several years old or missing. (Example: NCO's height was 68" on last NCOER and met the weight standard, the next NCOER height was 70" and weighed just enough to keep them under the standard. Also, there was no change in age group). NOTE: NCOs who are overweight due to medically documented combat injuries and other medical reasons should have a statement on the NCOER that the Soldier is exempt due to medical reasons.
- Raters frequently rate an NCO fully capable with the senior rater saying, "promote ahead of peers." At the same time, the senior rater is rating the NCO a two or three block and writing, "promote now, immediately, best NCO I have seen in X number of years." This is very confusing and could potentially hurt the NCO.
- Placing an NCO in a position one or two levels above his/her grade and giving him/her a marginal report will not help get the NCO promoted.
- Some key points for the command sergeant major/sergeant major (CSM/SGM) selection board are as follows: First, the use of terminology "groom this NCO for CSM" indicates that the NCO is not yet ready for promotion. Do not use the word "groom" if the intent is to promote now. Second, recommendation for "promote to SGM" appears to be an indicator from the senior rater that the NCO lacks the leadership attributes expected of a CSM.

- Use of specific ranking versus percentages to quantify an NCO (i.e. number 1 of 12 instead of 10 percent of the 12) is more favorably considered.
- NCOs must review their records for completeness and accuracy, as file discrepancies reflect unfavorably on NCOs. When NCOs see entry errors, submit comments during ERB verification.

Pros

- NCOs who exceeded course standards at Noncommissioned Officer Education System were considered favorably during board selection, (Commandant's List, Distinguished/Honor Graduate). This also includes NCOs who met standards with specific comments related to achievements in leadership.
- Soldiers who sought and performed well in challenging positions (i.e. first sergeant or detachment sergeant, platoon sergeant, detachment noncommissioned officer in charge (NCOIC), senior enlisted advisor, logistics staff NCOIC).
- Patterns of pursuing training opportunities such as support operations, battle staff, and First Sergeants Course.
- Education was also a favorable factor; however, many NCOs had two or more years of college but were not pursuing graduate and postgraduate degrees.
- Deployments played a part of the selection process, but the board still had to consider that some NCOs were not able to deploy as they were needed to carry out missions back at home station.

The following are the statistics for the FY 08 sergeant first class (SFC) and FY 08 SGM board results. The charts represent the Quartermaster results of the entire 92 career management field (CMF) and show a breakdown of each military occupational specialty (MOS) and the overall Army.

FY08 SFC Board Results			
Army/CMF/MOS	**Total Considered**	**Total Selection**	**Percentage**
Army	30,812	8,620	27.97
CMF 92	3,046	808	26.52
92A	427	219	51.28
92F	544	51	9.37
92G	757	180	23.77
92L	19	7	36.84
92M	55	0	0
92R	94	16	17.02
92S	42	19	45.23
92W	92	24	26.08
92Y	1,017	292	28.71

The FY08 SGM Board introduced the Select-Train-Promote (S-T-P) concept for selection to SGM. In addition to master sergeants (MSGs) attaining selection for the grade of SGM with sequence numbers, the S-T-P process selects MSGs (S) to attend the United States Army Sergeants Major Academy (USASMA) for schooling (T) and will be assigned a sequence number effective with graduation date (P). MSGs selected under the S-T-P process must clear background screening process prior to attending the USASMA.

FY08 SGM Board Results				
Army/CMF/MOS	**Total Considered**	**Selected**	**S-T-P**	**Percentage**
Army	4,032	771	582	33.55
CMF 92	404	54	45	24.50
92F	40	5	3	20.00

FY08 SGM Board Results, Continued				
Army/CMF/MOS	**Total Considered**	**Selected**	**S-T-P**	**Percentage**
92G	66	19	8	40.90
92M	6	1	1	33.33
92R	6	0	1	16.66
92S	6	0	1	16.66
92Z -92A -92Y	280 169 111	29 17 12	31 16 15	21.42 19.52 24.32

CSM Selection Results		
MOS	**Selected**	**Alternates**
92A	1	0
92F	1	0
92G	4	0
92M	1	0
92R	0	2
92Y	0	1
92Z	4	6
Total	11	9

The FY08 SGM/CSM Board also selected 11 primary and nine alternate Quartermaster MSGs/1SGs/SGMs for promotion to command sergeant major (CSM). The selection process is for eligible E8/E9s who have elected to compete for the CSM positions. The board then selects the best qualified E8/E9s to serve in combat service support battalions as battalion CSM. The alternates selected must be identified to serve as a battalion CSM before the FY09 SGM/CSM board convenes. If they have not been identified, they will have to compete again for CSM if they still desire to do so.

The Sustainment Center of Excellence Headquarters building at Fort Lee, Virginia, was near completion in late autumn in preparation for the 9 January 2009 ribbon-cutting. Tenants are to begin moving into the facility in March.

QUARTERMASTER UPDATE

Joint Mortuary Affairs Center Stands Up

At the direction of the Department of the Army G-4, effective 1 October 2008, the US Army Quartermaster Center and School (QMC&S) stood up the provisional Joint Mortuary Affairs Center (JMAC) at Fort Lee, Virginia. The G-4's initiative transforms the QMC&S's former Mortuary Affairs Center into a joint logistics center with significantly expanded roles and functions to carry out the Army's mission as the Department of Defense (DoD) executive agent (i.e. lead agency) for mortuary affairs. The primary function of the JMAC is to ensure continuous, sustainable, and global mortuary affairs support for the DoD. The JMAC will continue to conduct all mortuary affairs training, training development, and doctrinal programs currently being conducted by the Mortuary Affairs Center in support of all services. Additionally, the JMAC will prepare mortuary affairs policy, monitor current operations, perform detailed analysis and reporting, provide technical assistance to combatant commands around the world, and lead DoD level initiatives to improve mortuary affairs capabilities for the current and future force. When fully resourced, expected in FY 11, the JMAC will include a robust operations section to perform the executive agent mission and provide a single "face" to the joint mortuary affairs community. POCs are Mr. Tom Bourlier (804) 734-3831 (DSN 687) or tom.bourlier@us.army.mil and Ms. Lee Green (804) 734-1414 (DSN 687) or lee.green@us.army.mil.

JPADS 2K Completes High Altitude Testing

The Joint Precision Air Drop System 2,400 pounds (JPADS 2K) system, a.k.a. "Firefly," consists of a parafoil and an Autonomous Guidance Unit, and it is linked wirelessly to a JPADS mission planner located on board the delivery aircraft. "Firefly" has completed technical and operational testing at Yuma Proving Ground, Arizona. The product manager of Force Sustainment Systems and the contractor, Airborne Systems of New Jersey, were in the process of fielding urgent materiel release capability in September 2008. To minimize threats to air carriers, JPADS has high altitude capability with ground accuracy. Additional testing is under way to identify the lower altitude limits in order to enable a greater number of drop zones to be used for training and to satisfy airspace and range control safety requirements. The JPADS 2K program of record is scheduled to begin fielding in second quarter FY09. POC is Mr. Darrell Stoker, (804) 734-0575 (DSN 687) or darrell.stoker@us.army.mil.

PWD Provides SME Support to the PM-PAWS

Since July 2008 the Petroleum and Water Department (PWD) has provided logistical and technical subject matter expertise (SME) to the program manager for petroleum and water systems (PM-PAWS) in support of fielding the Army's newest petroleum laboratory system, the Petroleum Quality Analysis System-Enhanced (PQAS-E). The support consists of reviewing and validating operator level preventive maintenance checks and services tasks, tactical laboratory test procedures, and technical manual verification. In late September 2008, two 92L (petroleum laboratory specialist) noncommissioned officers traveled to Rock Island, Illinois, to conduct hands-on physical validation and test all tasks prior to fielding the PQAS-E to the Army at large. The PQAS-E is a fully integrated laboratory system that utilizes the latest available commercial automated technology for petroleum testing. The PQAS-E is capable of providing modified B-2 level quality surveillance testing and replaces the mobile laboratory which has been in the Army's inventory since the 1970s. POC is Mr. Jose Hernandez, (804) 734-2626 (DSN 687) or jose.hernandez@us.army.mil.

Class I Configured Loads

The US Army Combined Arms Support Command (CASCOM) is working to ensure that units receive a variety of rations as well as provide refrigeration assets for deployed units. CASCOM

conducted a loading demonstration for the Multi-Temperature Refrigerated Container System (MTRCS) at Fort Lee, Virginia, 23-25 June 2008. The primary goal was to load a complete set of rations, enough to sustain 800 personnel for three days. This mission profile is in accordance with the MTRCS operational mode summary/mission profile (OMS/MP). The meal plan for each day consisted of one unitized group ration-A (UGR-A) for each breakfast and dinner and one meal ready to eat for lunch. This concept utilizes a combination of the MTRCS and containerized roll-on roll-off platform (CROP) for transport on the heavy expanded mobility tactical truck load handling system and palletized load system (PLS) to allow delivery of a full ration load. The MTRCS and CROP were loaded with pallets of rations in accordance with procedures supplied by the contractor, DRS Sustainment Systems and Services Group. The loading demonstration met all stated objectives with two exceptions. One was the inability to jump start the MTRCS from a high-mobility multipurpose wheeled vehicle in the event the MTRCS battery is dead. The other was the inability to properly secure the CROP to the PLS. The key to success for this program will be that units have an empty MTRCS ready to be retrograded when the loaded one arrives. If executed properly, this program will ensure that Soldiers never experience the same UGR menu for breakfast, lunch, and dinner. POC is CW5 Jack Van Zanten, (804) 734-3072 (DSN 687) or jack.vanzanten@us.army.mil.

Understanding Your Relationship with Contractors Accompanying the Force

The Logistics Civilian Augmentation Program is a partnership between civilian contractors and the military. Anyone who assumes duty in a supply support activity (SSA) that is augmented by contractors should:

- Schedule a meeting with the contracting officer representative (COR) as soon as possible. The COR provides information concerning the scope of the contract, performance work statement (PWS), and other contract-related requirements. Understanding the role of contractor personnel will help alleviate inadvertent violations of the contract. Ensure requirements for contractors are included in the SSA's internal standard operating procedures (SOP). Each employee of the SSA should read the SOP and have full knowledge and understanding of their role and responsibility as outlined within the document.

- Obtain a copy of the PWS and become familiar with it. Knowing what the contractor is supposed to do and to what standard they must do it will assist you in reporting contractor performance to the COR as well as effectively managing the SSA.

- Coordinate a meeting with the Soldiers, contractor personnel, Department of the Army (DA) Civilians, and host nation employees, if applicable. The focus should be on defining roles and responsibilities. Ensure all employees understand the guidelines outlined in the internal SOP and have access to the regulations. Provide necessary training to ensure continuity of operation at all times.

- Check licenses to ensure all personnel, whether government or contractor, have valid licenses for the equipment and vehicles they operate.

- Maintain a file of all information pertaining to the contractor and forward necessary documents to the COR in a timely manner. Remember, the AO does not have the authority to "order" the contractor to do something. When in doubt, contact the COR. If the AO is the COR, he or she must contact the administrative contracting officer (ACO) to clarify the management responsibilities inherent with both AO and contractors.

- Fairness and impartiality promote teamwork. Contractor personnel are an integral part of the Army team and, like their DA Civilian counterparts, provide continuity and stability. If issues with contract personnel should arise that cannot be resolved amicably, contact the COR or ACO for assistance.

Contracting courses are provided by the Army Logistics Management College (ALMC) and are taught in both the Quartermaster Warrant Officer Basic and Advanced Courses and the Noncommissioned Officer Academy. COR refresher or initial training is available at ALMC, http://www.almc.army.mil/. POC is CW3 Felicia Banks, 804-734-3425 (DSN 687) or felicia.banks@us.army.mil

Changes to the Financial Liability Investigation of Property Loss

The release of Fragmentary Order (FRAGO) #2, Operation Total Recall, provides two changes for the Financial Liability Investigation of Property Loss Section of AR 735-5, Policies and Procedures for Property Accountability, dated 28 February 2005. The first change requires the inquiry/investigation number for the Financial Liability Investigation of Property Loss (DD Form 200) be assigned before the accountable officer adjusts the records. The intent of this change is to ensure the approving authority is aware of and begins to track the DD Form 200 prior to adjustment of the property records.

The second change requires the approval authority to be the first colonel, supervisory GS-15 or YC-03 in the rating chain, and this cannot be delegated below these levels. If the final loss or damage is $100K or greater or involves a controlled item, the approving authority will be the first general officer or senior executive service Civilian in the rating chain or as identified in a support agreement. The appointing authority requirements and delegation did not change; they remain the same.

The two changes were extracted from FRAGO # 2, Headquarters, Department of the Army Operation Total Recall, Property Accountability Initiative, ALARACT 272/2007, and can be found on Logistics Network at https://lognet.bcks.army.mil. After accessing BCKS, search in the search field for FRAGO 2. POC is CW4 Roseanna Smith, 804-734-4591 (DSN 687) or roseanna.smith@us.army.mil

US Army Quartermaster Museum

A beautification project at the Quartermaster Museum is nearing completion; undertaken in anticipation of the arrival of the Ordnance Museum scheduled for construction in 2010. The Ordnance Museum will be located near the Lee Gate and when it is completed visitors will be directed to park at a central location (or "Museums Mall" area) at what is now the back of the Quartermaster and Army Women's Museums. The beautification project includes an enhanced public entrance designed to attract visitors and includes interior remodeling to provide a more aesthetically appealing entryway. The public entrance addition was constructed with funds raised by the Quartermaster Foundation, part of that organization's continuing support of the Quartermaster Museum. POC is Mr. Tim O'Gorman, (804) 734-4203 (DSN 687) or john.ogorman@us.army.mil.

Laundry Advanced System (LADS)

There is an ongoing effort to reset LADS from Model C to Model D at the original equipment manufacturer. The Model D replaces the operator control panel with a programmable logic controller and provides for an automated pre-wash manifold. This is a significant change as it eliminates the more cumbersome operator control panel. All operator and maintenance functions previously controlled from these panels are now accessed via the human machine interface or touch screen located on the main control enclosure. Model D LADS are being returned to units, which are trained on the upgrades to the Model D. All new production and fielding will be Model D. On 16 September, a LADS summit met to discuss doctrine, organization, training, materiel, leadership and education, and personnel and facilities domains. POC is Ms. Jeannie Livingston, (804) 734-1174 (DSN 687) or lou.livingston@us.army.mil.

US Army Women's Museum Receives Award

By Judith M. Matteson

The US Army Women's Museum was awarded the 2008 Army Historical Foundation's Army Museum of Excellence Award. More than 60 Army museums were considered for the award that recognizes excellence and innovation. On 10 July 2008 the museum received a plaque and a $1,000 check from BG (Retired) Creighton Abrams, executive director of the Army Historical Foundation.

The award will be used to fund automation for the museum's Archive and Research Center. This area of the museum was specifically cited in the award. The archives house 451 personal photo albums donated by Army women, 230 oral histories and approximately one million pages of archival material.

The museum created a Knowledge Center in Army Knowledge Online to support Soldier access to the history of women in the Army. In his award speech BG Abrams said, "It is in the area of programs that the museum really stands out from all other museums." The museum experienced a dramatic increase in the number of students attending educational programs in 2008. More than 8,000 school children visited the museum and participated in classes aligned with the Virginia Standards of Learning (SOL) guidelines. The programs use primary source materials and artifacts to help children develop their critical thinking and analytical skills. The stories used in the programs tell about extraordinary Army women and their contributions to this nation's history.

Also cited in the award presentation were the rotating and permanent exhibits, the museum outreach program, and the work done with the Warrior Transition Unit and the Veterans Administration's Polytrauma Transitional Rehabilitation Program. The remarkable accomplishments of the Army Women's Museum are a credit to Army women, Fort Lee and the US Army. Together with supporting private organizations, the Quartermaster Center and School, and local volunteers, the Army Women's Museum has become exceptional in all respects.

Judith M. Matteson is the Director of the Army Women's Museum, US Army Quartermaster Center and School, Fort Lee, Virginia.

Words from the Quartermaster Center and School Chaplain

Ethical and Moral Leadership is a Personal Conversation

By Chaplain (MAJ) David V. Green

We have a personal conversation (teach – train- mentor) with Soldiers across the ranks about ethical and moral leadership. This conversation is pressed into the minds of our Soldiers with frequent and forceful repetition of the Warrior Ethos, Soldier's Creed and Noncommissioned Officer's Creed. We also train and teach new officers, warrant officers and noncommissioned officers about their legal and moral mandate to be moral and inspect morality in others (US Code, Title 10, Section 3583). We remind all Soldiers, Department of the Army Civilians, and contract civilians that there are no wear-out dates on doing the right deed. We do such things in the Army because we are the ultimate resolve of our Nation, and we must maintain the moral high ground. We are an Army at war.

Our Quartermaster General, Brigadier General Cross' own guidance is, "You can't lead through e-mail." Leadership cannot be impersonal. Along these lines, accomplishing the mission involves living the Army values and having an intentional, personal conversation in your unit with other Soldiers about ethical and moral leadership.

Ethical and moral leadership must press beyond the boundaries of retelling our creeds (as indispensable as they are) and the Uniform Code of Military Justice. Conduct is fused to the personal and spiritual linkage inside every human being. Do you think that is pushing the conversation too far? The fact is, we are a very spiritually and religiously diverse Army. Approximately 71 percent of our Army claims a religious faith. Four percent of our population is agnostic or atheist. The remaining 25 percent of Soldiers identify no religious preference or decide not to report their status (but many claim a religious preference when asked and are spiritual). So why do we shy away from "letting our lights shine" when it comes to ethical and moral leadership as a personal conversation?

If you think talking about faith as it relates to ethical and moral leadership is the chaplain's job, you are only partly right. Personal conversation with a chaplain helps many people confirm or inform how their personal faith offers support for living the Army values; for being a Soldier. However, Army leaders have been talking about their relationships with God and our Nation's dependence on God since the inception of the Continental Army and our people's struggle for freedom. General George Washington said, "The propitious bounty of heaven can never be expected on a nation that disregards the eternal rules of order [ethical behavior or doing the right thing], and the right [freedom] which heaven itself has ordained [bracketed comments are mine]."

How does your own faith or beliefs figure into your conversations about ethical and moral leadership? Perhaps Saint Frances of Assisi's approach might help at this point. He said, "Preach the Gospel all the time; if necessary use words." Do you get it? Our moral and ethical behavior should line up with what we profess. Our deeds should be the essence of our faith lived out. Words should only lend credibility to our lifestyles, our Warrior Ethos, not contradict. "Talk the Walk – Walk the Talk"

I invite your feedback on our personal conversation. Please feel free to contact me at (804) 734-5169, (DSN 687) or david.v.green@us.army.mil.

Chaplain (MAJ) David V. Green is the 23rd Quartermaster Brigade Chaplain, US Army Quartermaster Center and School, Fort Lee, Virginia.

Directory - Points of Contact

US Army Quartermaster Center and School

The Quartermaster General	734-3458
Assistant Commandant	734-3759
Deputy to the Commander	734-3480
Regimental Command Sergeant Major	734-3248
Regimental Chief Warrant Officer	734-3702
Command Planning Group	734-4258
Total Force Integration Officer	734-3995
Chief, Office of the Quartermaster General	734-4178
Officer Proponent	734-3697
Warrant Officer Proponent	734-3701
Enlisted Proponent	734-4143
Quartermaster Historian	734-3700
Chaplain's Office	734-5169
Executive Services Officer	734-3694
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801st Airborne Ordnance Company Soldiers unload their Waco glider in Normandy, France, 6 June 1944.

Illustration and Lineage by Keith Fukumitsu

801st Brigade Support Battalion

Activated 2 October 1942 as the 801st Airborne Ordnance Company

Inactivated 30 November 1945 at Auxere, France

Activated June 1956 as the 801st Maintenance Battalion, 101st Airborne Division at Fort Campbell, Kentucky

Redesignated 19 January 1988 as the 801st Maintenance Battalion (Airmobile) at Fort Campbell, Kentucky

Reorganized October 1992 as the Main Support Battalion, 101st Airborne Division

Redesignated as the 801st Support Battalion (Main), 101st Airborne Division

Reorganized 16 August 2004 as the 801st Brigade Support Battalion for the 4th Brigade Combat Team, 101st Airborne Division (Air Assault)

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