

**Survival Guide
For
The New QM Warrant Officer One (WO1)
Command Food Advisor**



“YOUR FIRST 90 DAYS”

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922A Food Service Technicians of WOAC 001-2007
Fort Lee, Virginia
*As of 1 January 2007***

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1. INTRODUCTION

You have just finished the Warrant Officer Basic Course and have been assigned the responsibilities as Brigade Food Advisor/Support Operations Food Technician for the very first time. What are your first steps? What must you get a handle on to begin to control your food program?

If you are lucky you have, or had previously, a strong logistics mentor who can or did show you the ropes. Unfortunately this is often not the case, especially in the Army Reserve or Army National Guard. When we began, some were and some were not and many learned everything about their job by trial and often painful error. If you are thinking it should not be this way, we are in agreement with you. The reality is that it is that way for most of you who have to hit the ground running and it does not seem to slow down. In food service, the mission never ends

It is very easy to get overwhelmed in the Command Food Advisor position. That is why it is important to focus on what the *real* priorities are in your job. These are:

- Making sure that your food program supports all Soldiers for all missions by providing quality meals at the right place, right time, and in the right quantities. This includes support from home base to the fox-hole.
- Ensuring that the unit's Food Service Soldiers are prepared for war.
- Ensuring that Food Service Equipment on hand is in good maintenance condition.
- Ensuring that all personnel in the food support area are trained and ready.

This guide, in which we are the authors of, does not attempt to cover everything you will have to do in your unit but simply to get you off to a good start on building a solid foundation for long term job success in your unit. It contains information and experience gathered, often the hard way, over the course of a long career. We wish we had been given such a guide when we first became a Command Food Advisors.

We do not claim this guide is perfect. If there is something in this guide that conflicts with an established Army or DOD regulation then what is stated in that regulation takes precedence over the conflicting statement in this guide.

We hope you find it useful.

Best Regards,
WOAC Students:
CW3 Mike Posey
CW2 Christopher Marquez
CW2 Clifford Peterson

2. MEETING THE COMMAND

As a newly arrived Warrant Officer, you are expected to report to your unit with enough information at your disposal to be an immediate mission contributor. Be prepared to integrate into the unit as soon as possible. The first few months may require more time on station to learn your new responsibilities. Investing the time now will pay off for you and your units. Being approachable as well as coachable will give your units the confidence needed to open the lines of trust and communication required for success.

1. Unit Adjutant (S1):

The Adjutant will probably be the first person to provide you with a unit orientation. The purpose of this meeting is to provide you an opportunity discuss your transition concerns. The Adjutant will provide you with your rating scheme and social roster information. The S1 will introduce you to the commander and all the primary staff members. The Adjutant can also provide command and staff times and locations.

A. Questions to the Adjutant:

- (1) Which company or staff position will I be assigned to?
- (2) Who currently holds that position?
- (3) How much transition time will we have?
- (4) Request ORB updates
- (5) Request rating scheme and social roster
- (6) Request an office call with the XO and Commander
- (7) Who do I have assigned to me?
- (8) Am I rating any of them?
- (9) If yes, when are their counselings due?
- (10) Of the soldiers working for me, are there any 90, 60, 30 day losses?
- (11) Are the losses key to my operation?
- (12) Who is my sponsor?

B. Request In-processing checklist:

- (1) Have enough copies of your orders on hand to meet local needs (don't give away your last copy)
- (2) Take notes, request directions, and specific instructions

2. Meet your Rater:

The Rater's goal is not to intimidate you, but to provide purpose, direction, and put you on the right path to improve the unit. They will provide you with guidance from a command perspective. A successful interview will depend on your ability to understand your logistics management officer mission. The rater should advise you of the performance standards as they recognize them. Be prepared to tell your new boss what you bring to the fight.

A. Receiving the Rater's intent and focus:

- (1) Set aside enough time to receive their intent
- (2) Request a copy of their support form
- (3) Request an azimuth to see how your efforts may benefit the command

3. Meet your Senior Rater:

The Senior Rater's goal is to witness your performance from an improved organizational perspective. They are very busy and won't have time to observe your greatness on a daily basis. Your ability to take on command issues, and provide measurable resolutions will be the best way to show your impact. Your Senior Rater should know you personally not by your words, but by your performance. You should expect to attend unit functions and support the command's priorities. Inform them of the importance of Warrant Officer continuing education and training. Remain active in the field of logistics, and maintain a current Logistical Network (LOGNet) account.

- A. Making your appointment and being prepared
- B. Set aside time to receive their intent (request a read ahead)
- C. Dress militarily for the date, have your pen and pad
- D. Be punctual, patient, prepared to listen, and take notes
- E. Note specific concerns, and dates that matter to them
- F. Ask about specific command concerns
- G. Request specific instructions for unit Logistical readiness improvement
- H. Request to be senior rated by the Commander, that appoints you at the Battalion (BN), Brigade (BDE) or Brigade Combat Team (BCT) level

4. Meet your supported units:

The Commands that you support deserve your best effort in everything you do. You are a highly professional Logistics Management Officer and if you don't make it happen then it will not happen. Establish your own set of tasks that support the commander's intent at all levels of command (BCT, BDE, BN, and Co) and always seek to improve their goals. The atmosphere you create is the one you must live in for your tenure in that command. Your initial presentation of your first products will carry you as a professional manager or a professional that must be managed.

- A. Travel to the unit area to become familiar with their location or setup a telephone conference
- B. Request a list of immediate support required
- C. Remain unbiased by opinions of other individuals
- D. Request a unit meeting schedule (Supply, Maintenance, and USR)
- E. Expect to meet the Battalion Commander and Executive Officer

5. Unit Security Manager (S2):

The unit security manager will expect you to turn-in a hand carried security packet from your previous command. This packet will inform them of your need to update your security clearance or what level access to grant you. They will brief you on the current and future threat levels. They will provide you with unit specific information on readiness trends and Unit Status Reporting dates.

A. Be prepared to complete the most current security application

- (1) Request Access Badges (Training and current mission brief access)
- (2) Request to be added to unit security access roster
- (3) Request operations security brief
- (4) Request enemy situation for upcoming deployment
- (5) Discuss your security clearance in order to ensure you are prepared for any upcoming exercises or deployments

6. Unit Plans and Operations Officer (S3)

When a new Officer enters the unit and comes to the S3 office, they will receive an orientation of the area. They will be introduced to all the different sections in the S3 shop. The Training NCO will discuss what each unit's training schedule contains for the next 4-6 weeks. The Master Driver will discuss current and future driver's training courses that are being conducted and update driver's license information. The Master Gunner will give a brief gun line orientation to discuss current and future ranges for the unit. The Operation's Sergeant will discuss daily operations and taskings of the unit. The Schools NCO will discuss any schools or travel issues.

- A. Discuss Commander's intent for organization
- B. Discuss unit Tactical SOP's and how it is used within the unit
- C. Discuss unit Mission Essential Task List (METL) and timeline for training on these tasks
- D. Extract all Tasks that impact Logistics or Individual Training requirements
- E. Discuss training calendar, training events and Weekly Battle Rhythm
- F. Request a list of Commander's Critical information Requirements (CCIR)
- G. Discuss current unit training timeline
- H. Discuss past training and go over short and long range training on the calendar
- I. Discuss weekly training meeting location and format
- J. Discuss what the S3 shop does for the unit to include: schools, training schedules, ranges, taskings, and driver's training.

7. Unit Logistics Officer (S4):

The Unit S4 Officer in charge will assist you in remaining on task with all logistics issues. They work closely with the Support Operations Officer (SPO). They also assist with the alignment of equipment based on guidance from the S-3. They may or may not rate you, but will be a key logistics link to the BN, BDE, and BCT Commander's support requirements. Your ability to

accept and respond to multiple information inputs is the key to your success. The ability to receive, prioritize, and execute task will benefit your supported units very much. Your active participation in all support units is an investment in your own stock. Your presence in the trenches gives credibility to your walk, and talk. You will be required to understand the mission of each of your supported units, and to devise a plan to support each unit's individual needs.

- A. Be prepared to attend all meetings where logistical readiness issues are discussed
- B. Request scheduled reporting dates and times
- C. Know who you are supporting
- D. Request a list of units by type
- E. Request a copy of previous months USR
- F. Request a copy of expected new equipment fielding dates
- G. Contract unit repair and utilities (R&U) representative for work area updates

8. Unit Automation Officer (S6):

The Unit Automations Officer is the commander's eyes, ears, and voice. They are responsible for enabling the commander to see and hear in near real time. They keep the Local Area Networks functioning, Blue Force Tracker systems, Mobile Tracking System, and the Command Post of the Future systems running. They provide computer imaging, establish accounts, conduct training, and oversee internet security validations.

- A. Request Email accounts for the Local Area Network
 - (1) SIPR (Secure)
 - (2) NIPR (Non-Secure)
- B. Request unit automation architecture brief
- C. Request training for unfamiliar communications systems
- D. Request unit basic briefing slides
- E. Request who Standard Army Management Information System (STAMIS) and Combat Service Support Automations Management Officer (CSSAMO) personnel are

3. OFFICER EVALUATION RECORD SYSTEM (OER)

There are few attributes that contribute to your appearance as a quality warrant officer that you must know and understand before arriving to your first unit assignment as a warrant officer. You need to remember that no matter what your circumstances, your greater limitation isn't the leader above you. It's the spirit within you.

The Officer Evaluation Record System (OER) is the primary vehicle for recording a quality officer's performance. It is the tool the Army uses to promote the right people like you and me and assign us where we can best be utilized. You can find excellent career information at the U.S. Army Human Resources Command (HRC) (<https://www.hrc.army.mil/indexflash.asp>) and the U.S. Army Warrant Officer Career Center (http://usawocc.army.mil/warrant_off/career.htm) web links. I will cover basic topics to help ease your transition into the officer and the warrant officer corps. Do not wait until the last minute to learn about your rating chain, evaluation process, types of reports, or your officer record brief. You can road map your success by influencing your career and learning how to become your own career manager.

1. Rating Chain- Be Proactive! As soon as you know your assignment or your sponsor contacts you, find out your rater and senior raters, ask your sponsor for their e-mails and phone numbers, and briefly introduce yourself. Your rating chain begins with you as the rated officer, followed by your rater and senior rater. You can effectively communicate and influence your raters by understanding the following responsibilities:

A. Rated Officer Responsibilities - You must prepare yourself to discuss duty description and performance objectives with your rater within 30 days. The warrant officer that you are replacing can assist and mentor you to accurately describe duties, objectives, and give you an example on how to record significant contributions at the end of the rating period on DA Form 67-9-1 and 67-9-1a. You can use a log or periodically update the significant contributions on the support form. Keep in mind to perform each assigned or implied duty. You can always go to your rater any time to revise and update objectives and duty description as they change during your rating period.

B. Rater Responsibilities - Your rater should provide you their and the senior rater's support form. If not, ask for it. Your rater will discuss your duty and performance scope within 30 days. Your rater is required to counsel you quarterly utilizing DA Form 67-9-1. If they do not, seek counseling by periodically reminding them. Remember you can always add value to the organization and can correct problems when they are known. It is too late to make corrections at the end of the rating period; therefore, with a solid rapport with the rater and senior rater is the key to ensure that you are on track with the commander's intent.

C. Senior Rater Responsibilities (SR) - Your senior rater will review your counseling record throughout the rating period. Your SR will approve your DA Form 67-9-1a developmental plan. At the end of the period, your SR will assess and evaluate your performance based on your support form, selection labeled Major Performance Objectives (Part IV b.) and Significant Contributions (Part IV c.). The time you spend on your support form will speak for you.

2. Evaluation Process - Your evaluation process start at the beginning of the rating period (day one in your unit). Therefore, you must become familiar with your rating chain direction and focus. The forms used below in the evaluation process can be found at the Army Publishing Directorate (<http://www.usapa.army.mil/>).

A. DA Form 67-9-1 (Officer Evaluation Report Support Form), Reference AR 623-3 and DA Pam 623-3 - Your support form is a wonderful tool to establish priorities, focus, and goals. Unfortunately, we are not formerly trained on how to complete one effectively and we usually rely on others to give us advice. Therefore, you must learn how to sell yourself on your support form on the following blocks:

(1) Duties and Responsibilities (Part IV a.) - Your rater should have a duty description for your position and cover this portion in your support form. If not refer to AR 600 to determine duty description or get with a senior warrant officer

(2) Major Performance Objectives (Part IV b.) - You should complete the next portion of the support form with the rater within 30 days of the rating period and adjusted throughout the rating period. Your rater should give you definite goals and/or projects that they would like to be completed during the rating period. Always keep in mind that if the goal is not achieved due to unforeseen circumstances, you can rewrite that portion of the support form as the rating period goes by to show what you achieved. You want to ensure your goals are attainable.

(3) Significant Contributions (Part IV c.) - In this section of the support form, you should give the rater and senior rater an idea of what you want written on your OER. I suggest that you write and highlight specific sentences that you want your rater and senior rater to see and make comments on your OER. You must sell yourself by clearly writing your contributions in a language that your rater and senior raters can understand.

B. DA Form 67-9-1a (Developmental Support Form), Reference AR 623-3 and DA Pam 623-3 - Your rater and senior rater uses this form as a tool to assist you as a junior officer to transition into the Army and leadership culture by institutionalizing the Army values. You just need to know what hat to put on and then enjoy the challenge. Being coachable and your attitude in learning is the key to succeed in the future.

C. DA Form 67-9 (Officer Evaluation Report), Reference AR 623-3 and DA Pam 623-3 - Your OER is done annually. It is one of the most important documents that promotion boards use for selecting officers for promotion. You must carefully review and ensure the administrative section of this form is correct, read the rater and senior rater's comments to ensure they touch key elements such as performance, potential, and promotion. You should receive a good OER if you do your job well, reflect Army Values in your actions and attitudes, and follow the process. This Human Resource Command (HRC) web link will provide you block-by-block instructions explaining the DA Form 67-9.
https://www.hrc.army.mil/site/Active/TAGD/OERS/oyer_form/oyerform.htm.

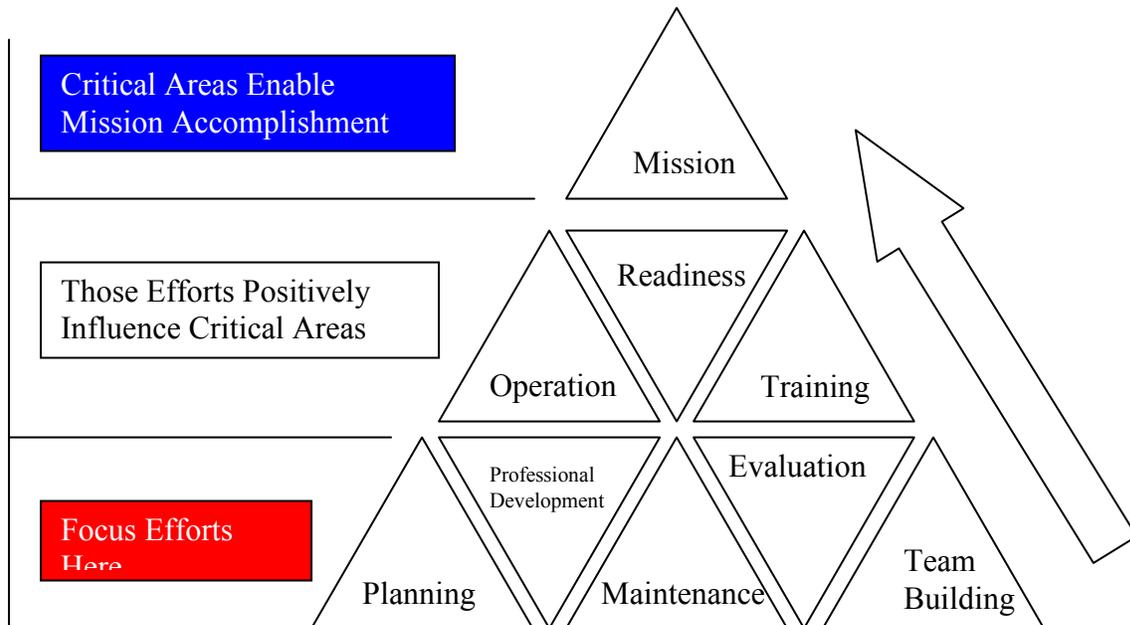
(1) Type of Reports- As you become familiar with the OER System you will learn that there are two types of reports: mandatory and optional. These are further divided into 90-calendar-day minimum rating period (Change-of Rater, Change of Duty, Annual, Departure on TDY or Special Duty, TDY and SD Supervisor's Evaluation, and Officer Failing Promotion Selection) and other than a 90-day requirement (Complete the Record, Senior Rater Option, Rater Option, Sixty-day Option, Relief for Cause, and HRC Directed).

D. Officer Record Brief (ORB) - Your ORB serves as your military resume (officer's resume), career history, training, and experience log. Your commander keeps a personal copy of the ORB on every officer in his or her command for easy reference. In addition, your commanders usually demand an ORB from every inbound officer on orders to their command. You need to maintain an accurate and up to date ORB, as it is always required for officers considered for nominative and special assignments. More importantly, your ORB is one of three documents (OER Evaluations and Photo are the other two) used by promotion boards. You can find the Officer Record Brief (ORB) Guide at <https://www.hrc.army.mil/site/protect/Active/opwod/orb/orbmain.htm> and you can View/Print your Officer Record Brief (ORB) at <https://isdrad16.hoffman.army.mil/SSORB> for Active Components, <https://www.hrc.army.mil/portal/> for the Reserve and <https://isdrad16.hoffman.army.mil/SSORB> for NG.

3. Summary- The support form, the developmental support form, and the officer evaluation report are tools to assist senior officers to develop future leaders. Mr. John C. Maxwell said in his book 360 Degree Leader, "You may not be a follower at the lowest level of the organization, but you are not the top dog either- yet you still want to lead, to make things happen, to make a contribution." All warrant officers should strive for the top of their game by reaching their full potential as leaders and technicians. Good Luck!

4. TIP OF THE SPEAR DESIGN

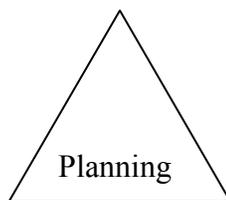
By design, here is the basic focus of the guide:



Our premise is that by focusing on the lower level “ blocks” you will influence the areas that combine to add the most impact to accomplishing your mission to support the Soldier. We have chosen to highlight our experience in the areas of **Planning, Professional Development, Maintenance, Evaluation, and Team Building** as areas that we thought were critical to our success in the first 90 days of becoming a food advisor. You may experience something a little different. Again, this guide is not meant to be all- encompassing and is limited by the amount of time in which we have had to work on it.

It is meant to provide information to the Warrant Officer assigned to both the Brigade Combat Team (BCT) S-4 and the Support Operations shops, as well as the NCO assigned in lieu of the Warrant Officer to fill those positions. We realize that some of the material may not pertain, but have tried to provide what we can. We also acknowledge that there is much material that focuses on the two very different areas of Garrison Operations and Tactical Operations. At the very least we have tried to provide insight on both areas where applicable.

Much of the material used here is from other reference sources. We have provided links where applicable. Please note that everything contained is characterized as **For Official Use Only (FOUO)**.



5. PLANNING:

Upon arriving you should note that you are behind in planning by several months. Whether in garrison, or getting ready for a major deployment, it is our opinion that a Brigade Food Advisor must be planning 9-12 months out for operations and field deployments. Your number one priority must be to get a handle on upcoming missions and ensure that they are adequately planned for and that you have completed the appropriate paperwork such as opening accounts and ordering.

To accomplish this, you must get familiar with the training calendar and create/verify/validate projected headcount numbers and menus. Remember that some BCT Commanders will want Battalion Commanders to have individual menus to support their mission, and some will want to dictate the rations cycle to keep everyone the same. It is up to you to influence both to ensure the best support possible to the Soldier.

An important aspect to planning is communication. You must also be very proactive in your efforts to communicate your plan and its development to the stakeholders within and outside of your unit. One of our highly recommended pieces of advice is to begin to establish your contacts list and, if at all possible, interact with them in the most personable manner. This means giving them a phone call instead of always sending anonymous e-mails to communicate. For some, e-mail is the most preferred method, but it is important to interact with real people when you need ongoing support.

As we are currently fighting the Global War on Terrorism, many of you will deploy with units all around the world. Please note that here our highly recommended piece of advice is to use your (food ordering) chain of command in these instances (SOPs are at the ACES web site above), but if you need to contact DSCP for questions you need answered. Again, DSCP should be your only point of reference outside of the chain. We realize that your command may have other questions and need to speak with POCs. It is for this reason that we provide the following essential information:

- a. DSCP IBEX Partner Profiles/POC Numbers.
- b. How to order rations in theater.
- c. SPIDERS- Support Planning Integrated Data Enterprise Readiness System.

This information is drawn from the Deployment Handbook provided by DLA/DSCP at the Subsistence Web Site <http://www.dscp.dla.mil/subs/index.asp> and the SPIDERS Web Site <https://today.dla.mil/j-3/ibms/spiders.asp>

a. The Industrial Base extension (IBex) Program is managed by the DSCP Subsistence Industrial Base Planning Office, DSCP-FTG. There are currently 16 IBex partners. Of the 16, five (5) are global logistics providers and eleven (11) are current Subsistence OCONUS Prime Vendors. The IBex partners provide a major presence in approximately 95% of the countries throughout the world with many areas having overlapping coverage. Information purchased under the IBex Program is entered into the Support Planning Integrated Data Enterprise Readiness System (SPIDERS). The following pages list IBex Partner Profiles and a Major Presence Listing by country and point of contact information. Beyond providing subsistence from approved sources, IBex contractors have the capability to perform base camp construction and infrastructure maintenance, warehouse contracting, MHE, rental vehicles, food service functions, construction of prefabricated buildings, transportation, manpower and an entire range of support and services. DSCP should be contacted immediately pending deployment operations, in consideration of OPSEC, to arrange for IBex support through unit Contingency Contracting.

DSCP POC for the IBex Program is Elaine Keller, DSCP-FTG, Defense Supply Center Philadelphia, 700 Robbins Avenue, Philadelphia, PA 19111, Tel: 215 737-8052, Fax: 215 737-9043, email: Elaine.keller@dla.mil . The Ibex POC's are:

(1) Bahrain Maritime & Merchantile Intl (BMMI), Sitra, Bahrain: It operates in Bahrain, Djibouti (East Africa), Kuwait, Qatar, UAE, and GCC Countries (Global Sourcing and Supply Capability). It provides Subsistence Prime Vendor , FMCG/Retail Experience, airlift support of perishables from CONUS and OCONUS hubs to DFAC's and to FOB's providing subsistence, food service equipment, personal demand items, warehousing & transport, logistics & supply chain management, and facility management.

(2) CJ America, Los Angeles, CA: Major support is through Korean annual sales of \$2 Billion in catering, logistical support, food manufacturing subsistence, bottled water, and provides construction materials

(3) Coastal Pacific Food Distributors, Inc., Stockton, CA: Major support is through Japan and Singapore as Subsistence Prime Vendor Japan. It has provided over sixteen years in supplying Defense Commissary and DECA supplies and distribution, CONUS West Coast, Alaska, Pacific Rim.

(4) Danish Camp Supply, Norrønsundby, Denmark: (www.danishcamp.dk) Major support operations in Afghanistan East Africa Europe Middle East North Africa North Atlantic Logistics, distribution, warehousing, supply, turn-key camp projects, custom ISO containers, subsistence, including bottled water and produce, catering, facility establishment, and management. It operates under NATO, UN, DLA (DSCP, DDC) and various European Armies, Civil Contractors Access to MAERSK logistical assets in a total of 117 countries (Classes 1,2, 4, 6-10). It provides subsistence, individual equipment, petroleum, oil & lubricants, construction and prefabricated buildings for complete turnkey camps, personal demand items, major end items, medical supplies including field hospitals, repair parts, and materiel to support nonmilitary programs including tents.

(5) EBREX Food Services SARL, Geneva, Switzerland:

Major presence in Djibouti, Europe (Southern & Northern), Latin America, Middle East, and South Africa. It operates as the Subsistence Prime Vendor in the Southern Europe zone since 1998. Has provided food support in Operation Iraqi Freedom Storage to include logistical support, transportation, freight forwarding, and military customers bonded warehousing for Class I – Subsistence (Perishable and Non-Perishable).

(6) ES-KO (UK) Limited, London UK: Provides major support to Africa,

Asia, Balkans, Europe, Middle East, and South America. Successfully completed projects for clients ranging from international organizations engaged in peacekeeping missions and food relief missions to government agencies engaged in reconstruction and development work. Clients include companies and large multinationals in the oil and construction industries, operating in the field of major construction projects, and oil exploration and production bases, mostly in extremely remote areas.

(7) Food Services Inc., Mt. Vernon, Washington: Major Presence is in

Japan as Subsistence Prime Vendor, Okinawa, Japan. It conducts local Contracts for FF&V, Dry Ice, Water, 20' & 40' containers, and transportation.

(8) M.I. Resources Inc., Fullerton, CA (Subsidiary of Mitsui & Co., Ltd,

Japan): (www.mitsui.com) Major experience in the overall in the Worldwide Pacific Rim in Japan, Vietnam, China, Russia, and Australia. It is a leading trading company in Japan, with over 180 overseas offices and subsidiaries doing \$480B in annual sales. Capabilities include logistical technology, transportation, food service capability, storage facilities, and host nation expertise. Mitsui utilizes GPS & Global Communications Systems to track the movements of its ships, vans and trucks worldwide. Mitsui is currently establishing a logistics network in China. (Classes 1, 4, 8-10) Subsistence, construction, medical, repair parts and heavy equipment.

(9) PWC LOGISTICS: (WWW.PWCLOGISTIC.COM) Major presence

in all Middle East countries except Syria. PWC Logistics has 450 offices (+17,000 employees) in over 100 countries worldwide covering all COCOMs (see company website for presence by geography) Core commercial services are warehousing, transportation, freight management, project logistics, events & exhibition logistics, ground handling, customs management, and innovative IT solutions. It operates as Subsistence Prime Vendor Iraq/Kuwait – DLA DSCP; Heavy Lift Transportation – US Army; Defense Distribution Center Kuwait/SW Asia – DLA DDC; Fuel Distribution M&O – DLA DESC; 436L pallet recovery – US Air Force; Expeditionary Camps – Dept of State; Warehousing and Distribution – PCO.

(10) Quality Distributors, Guam, USA: Major presence supporting Guam,

Saipan, and surrounding islands as the Subsistence Prime Vendor, Guam. Operates as a full line food distributor for US franchise restaurants.

(11) Seven Seas Shippers, Dubai, United Arab Emirates :

(www.sevenseasgroup.com) Major support to Afghanistan, Bahrain, Djibouti, Kuwait, Oman, Qatar, and UAE. Operated as a subsistence supplier to US Navy since 1988 and provides as a

subsistence full line food distributor to Southwest Asia since 2001, Prime Vendor MRO (Maintenance, Repair & Operations) since January 2005 to all countries in the Arabian Peninsula, and Afghanistan Subsistence Prime Vendor, Djibouti since November 2005 providing Warehouse/Storage/Distribution of operational rations (MRE, UGR/GFM).

(12) SODEXHO Defense Services, Universal SODEXHO – SODEXHO Alliance: (www.sodexhousa.com/military.asp) Major presence in Afghanistan, Australia, Belgium, Chile, Czech Republic, Finland, France, Germany, Iraq, Italy, Kosovo, Kuwait, Netherlands, Oman, Qatar, Saudi Arabia, Singapore, South Africa, South Korea, Spain, Sweden, Turkey, United Arab Emirates, and United Kingdom.

(13) SUPREME FOODSERVICE AG: Major support to Africa, Asia, (SPV Afghanistan) Balkans, Europe, and the Middle East. Contingents operating in more than 30 nations including US, UK, Canada, Germany, NATO (KFOR, EUFOR, ISAF), United Nations Commercial: 25 Customers including Pizza Hut, Kentucky Fried Chicken, Whitbread Restaurants Food, catering, camp management services, refrigeration and power supply, kitchens and kitchen equipment, storage & distribution of customer owned goods, duty free wholesale & retail operations

(14) Theodore Wille Intertrade GmbH, Zug, Switzerland: (www.primevendor.de) Major Presence in Central Asia, Europe, and the Middle East. Provides Maintenance, Repair and Operation (MRO), Supplies, DSCP - Prime Vendor for CENTCOM, Germany, Italy, Greece, Turkey, and Bulgaria Subsistence Prime Vendor for Northern Europe – DSCP Supporting Germany, Poland, Hungary, Bosnia, Croatia, UK, Uzbekistan, Kygerystan, Tjakistan, and Republic of Georgia. Food Warehouses located in Germany, Uzbekistan, UK, and Croatia. Includes storage of UGR-A's and MRE's Support various US GOV agencies with base camp life support, warehousing, food services, laundry, vehicle rentals and maintenance, design/construction and minor/major construction contracts.

(15) USFI, INC., Gardena, CA – (www.usfifoods.com) Major experience in supporting Korea and Pacific Rim Nations (Japan / Okinawa / Philippines /Vietnam). It provides Subsistence Prime Vendor CONUS Warehousing/Distribution Service UGR-A Distribution Clothing & Textile Supply FF&V Supply Logistics Management Subsistence Sourcing from CONUS & OCONUS Non-Food items sourcing supplies Temperature controlled warehousing and logistics Mass feeding catering management

(16) Y. Hata & Co., Limited: Major support as Hawaii Subsistence Prime Vendor offering full line of products as food distributor for Navy ships and land since 1998.

b. The current CONOPS Class I SOP for the AOR dictates different methods for ration/order flow for theater operations (http://132.159.126.23/aces/messages/fy06/files/SOP_CONOPs_CLASS-I_PROCEDURES-20apr06.pdf). The SOP is at the ACEs web site noted above. It references every level and provides excellent information for your deployment.

We would like to highlight some of the following acronyms, or terms you will hear and note their respective responsibilities.

(1) Combined Forces Land Component Command (CFLCC). CFLCC has Title 10 Authority for the AOR. Provides guidance on Class I issues and coordinates with ACES, DSCP and SPV on all Class I operations and end to end (E2E) supply line distribution.

(2) Multi National Force – Iraq (MNF-I): MNF-I C-4 establishes sustainment plans, policies, and procedures for operational logistics support and services to sustain joint and coalition forces within the MNF-I area of responsibility and, on order, support the U.S. Embassy-Iraq. The MNF-I C-4 provides Class I operations oversight, policy and recommendations in accordance with appropriate regulatory policy or submit exception to policy to DA G4 through ACES, Ft Lee VA.

(3) Multi National CORPS-Iraq (MNC-I): MNC-I coordinates Class I operations for LOGCAP dining facilities and FOBs/MKT sites. Provides review and consolidation of FOBs (Military Operated MKT Sites) Class I documents to CFLCC for order processing and distribution by SPV. Establishes Food Service Team to review, train and ensure COTRs and LOGCAP providers are performing their duties in accordance with regulations and directives. Consolidate headcount (HC) data and provide weekly or every 4 days to CFLCC in accordance with Headcount reporting procedures/SOPs.

(4) Combined Joint Task Force (CJTF) 76: CJTF76 establishes sustainment plans, policies, and procedures for operational logistics support and services to sustain joint and coalition forces within the CJTF76 area of responsibility.

(5) Joint Logistics Center (JLC): JLC coordinates Class I operations for LOGCAP dining facilities and FOBs/MKT sites. Provides review and consolidation of FOBs (Military Operated MKT Sites) Class I documents to CFLCC for order processing and distribution by SPV. Establishes Food Service Team to review, train and ensure COTRs and LOGCAP providers are performing their duties in accordance with regulations and directives. Consolidate headcount (HC) data and provide weekly or every 4 days to CFLCC in accordance with Headcount reporting procedures/SOPs.

(6) Army Center of Excellence Subsistence (ACES): ACES is the Executive Agent (EA) for the Department of the Army 21 Day CONOPS Menu and UGR-A Supplemental Menu. ACES provides regulatory policy for Class I operations and accountability for Contingency Operations (CONOPS).

(7) Defense Supply Center Philadelphia (DSCP): DLA has designated DSCP as EA for Class I Operations for DOD. DSCP provides Subsistence Prime Vendor (SPV) support to CONOPs area.

(8) Unit Commanders: Commander's are responsible for the oversight of

the LOGCAP dining facility operations and FOBs/MKT sites. Assign food service personnel to LOGCAP dining facilities to perform both headcount operations and Contract Officer Technical Representative (COTR) responsibilities. COTRs need to be placed on orders from DCMA and perform duties to ensure contract compliance.

(9) Contracting Officer Technical Representative (COTR): COTRs are designated on orders by DCMA. COTRs perform food service operations oversight in assigned dining facility ensuring proper headcount, ordering, receiving inventory, storage, preparation and serving operations are in accordance with all regulations and directives. COTRs will validate and sign Headcount Report every four (4) days and validate, initial and date the Monthly Earning and Expenditure every ten (10) days for dining facility account status. Provide required reports to higher headquarters Food Service Office and KO on LOGCAP Provider duties and responsibilities and contract compliance. Efforts should be made to use senior NCO 92G's and 922A WO's in this capacity and to appoint on orders by DCMA. No KBR records will be removed from the dining facility; checks will be performed in the respective dining facility. (See enclosure 1 DCMA DFAC Checklist)

(10) Quality Assurance/Performance Evaluators: Performance evaluators are an extension of the COTR's to perform evaluations on the contractor performance. Deficiencies are documented and submitted to the COTR follow-up and resolution through DCMA. Efforts should be made to use military 92G's in this capacity and appointed on orders.

(11) Subsistence Prime Vendor (SPV). SPV provides Class I distribution and order fulfillment in accordance with contract requirements.

(11) LOGCAP Service Provider: LOGCAP Provider provides contract and management support for all LOGCAP dining facilities and LOGCAP FOB Food Service Operations in accordance with all directives. Performs all duties and requirements in accordance with regulations and other directives within the contract. Responsible for full food service operations to include procedures in ordering, receiving, storing, inventory control and management, prepares and serves Class I in support of authorized patrons.

b. In addition, the Support Planning Integrated Data Enterprise Readiness System (SPIDERS) was a primary source of data for this book. SPIDERS is a secure DLA web application used for Readiness and Contingency Planning and can be accessed at: <https://spiders.dla.mil/Spiders/Home.asp>

SPIDERS is a web application that supports [DSCP Subsistence](#) Industrial Base Analysts, Subsistence Item Managers, DLA Logistics Customers as well as COCOMs and the DOD. The SPIDERS web application provides a powerful set of integrated data for readiness analysis, logistical services and asset visibility.

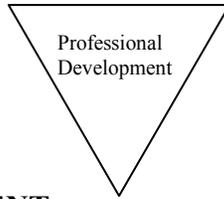
SPIDERS provides:

- (1) CONUS Commercial Industrial Base capabilities
- (2) Data for Operational Rations inventory/asset location

- (3) Status of Mission Tracking orders of Operational Rations sent OCONUS
- (4) IBex data - a comprehensive data set of logistical services and supplies OCONUS - provided by Industrial Base Extension Vendors.

Through SPIDERS, Customers can pull Excel spreadsheets loaded with Operational Rations inventory data (by RIC) for quick analysis. For shipments of Operational Rations sent OCONUS, you can pull a status report (a Bookings report has transportation information) or run a Container Contents report.

You can also use the Container Calculator to model shipment planning for multiple types of aircraft and trucks. We really like this feature, but know that there are other tools to do it.



6. PROFESSIONAL DEVELOPMENT

Upon arrival to the SPO/BDE in the first 90 days, you need to formulate a plan to develop yourself professionally. It is important to identify your strengths and weaknesses and get to work on them. At this point we are concerned with those strengths and weaknesses that are specific to what you have to get done now. Are you familiar with the regulation you will use to inspect? Do you know how to check your dining facility account status? Can you handle the computer well enough to design and brief operations to your Commander? These are the 50 meter targets that you will have to engage in the first 90 days.

Also worth noting is that you will have to council and rate NCOs in the first 90 days. It is critical that you develop your competencies to be able to do this to standard. To do this, consider working with a CSM or MSG to ensure you are ready and up to speed very quickly.

Later on, some Military courses/classes to consider are the ST-7000, Contracting Officer's Representative (COR), sanitation, and nutrition classes. This will give you a baseline and certificates of training to certify your knowledge and experience. In addition, the WOBC, WOAC, Training with Industry, AR 30-22, DA Pam 30-22, TB Med 530, FM 10-23, FM 10-23-2 as well as any supplements to these manuals, to include the ACES Quartermaster website, and mentorship/networking with your seniors is where you draw your knowledge. Using these Military assets will increase your knowledge base and develop you as an up and coming Technical Warrant Officer.

Education is the key to success. A WO1 should consider completing their Associate or Bachelors Degree. This is going to be a challenge because you are going to have to complete your studies using your personnel /family time. To make this task a little easier, the civilian sector has made internet courses accessible to military personnel; you may also take courses on Saturdays/Sundays. Taking advantage of the information provided above will increase your chances for promotion and make you more marketable for better or future assignments.

Officer Mentorship

As a warrant officer, you will be expected to function as a staff officer by your unit. It is important to establish credibility as an officer from the beginning. This area focuses on the general nature and practices of a professional US Army officer, (outside of command).

With the increase of theatre of operations, there has also been a recent call upon warrant officers Army-wide to perform above and beyond their technical areas in order to achieve unit success. It is our recommendation that a warrant officer support the unit as needed in order to

achieve mission accomplishment but also to keep raters and senior raters educated and informed on your technical requirements for an even keel.

Consider the following throughout your reception, integration and throughout your unit assignment:

Protocol and performance.

- Provide your rater and senior rater a copy of your support form and ORB upon arrival.
- Ask your rater and senior rater for a copy of their support form and ensure your intent lines up with theirs.
- Seek mentorship from rater and senior rater for a periodic azimuth check. This can be as simple as a lunch discussion.
- Maintain professional uniform and conduct at all times, as officers are viewed primarily by perception.
- Maintain perishable skills and requirements: Physical fitness and appearance of uniform, weapons qualification.
- Remain privy to CTT and low density tasks. It's hard to tell NCO's and soldiers what to do, when you can't even do it yourself.

Preparation.

- Become familiar with Unit and higher headquarter policies and SOPs thereby basing your own policies, SOPs and TTPs (techniques, tactics and procedures), while ensuring they coincide with regulatory guidance.
- Scheduling initial and onward office calls with key personnel, (Commanders, CSMs, 1SGs, Higher echelon Warrant and Staff officers, multi echelon Contracted and DA Civilians working within your scope)

Staff Officer Performance.

- Staff Synchronization. Learn to function as a single organism with your fellow staff officers by becoming familiar with the Military Decision Making Process (MDMP) and cross-reference all multi-lane operations with fellow staff officers in order to make planning more efficient and timely for both commanders and soldiers.
- Effective Planning. Think plans all the way through from the beginning and always develop three courses of action for all issues and dilemmas before briefing a commander.
- When staffing plans, policies and information, always ask yourself who else needs to know, and bring them into the loop.
- Staff officers provide analysis, commanders usually make decisions based on the staff analysis. Do not say "No" to a commander with the exception of a blatant violation of military ethics.
- Do have the courage to advise commanders and senior staff officers on regulatory guidance and provide recommendations.

- Do not give field grades raw data. Do the analysis yourself and give them the bottom line up front, with highlights (during briefings) and data rollups (on paper). They'll ask if they want more information.

Please note:

The more credibility you establish, the more your highlights will fly, so if you're constantly getting troubleshoot you need to do a self check quick.

Providing highlights does not mean you will not need to do in-depth analysis. You will always want to do a good analysis and be prepared to answer questions. It is better to tell a commander that you'll get back with him if you don't know the answer, than to try and answer what you don't know. But try to keep not knowing the answer to a minimum, warrant officers are technical experts, and therefore, not knowing the answer on a frequent basis will diminish your credibility.

Before briefing, think about what you might get asked. The main reason commanders and senior staff officers stop someone briefing and ask questions is because they want to know how you're plan ties into and coincides with the other staff officer's plans.

In other words: If you are briefing Class I delivery, you should have already coordinated dates and times with your S-3 (to confirm requirement), S-1 (to confirm unit numbers and locations), SPO (to establish Class I point), unit transportation and TISA (in order to bring out Refers and flatbeds already loaded), and subordinate unit logisticians (in order to ensure they can pick up on time). The more you can incorporate this information into your briefing the less questions you'll be asked.

Know what to brief to whom: BSB commanders and executive officers will want a lot of details while an infantry Brigade commander will only want highlights. Always have plans reviewed and approved by your rater and senior rater before briefing it to your commander.

A brief to a Brigade commander during a mission analysis, based on the aforementioned scenario can be as simple as follows: *"Sir my Class I plan is an A-M-A meal cycle with all enhancements and supplements on a 2-2-3 push, with MRE's for beginning and ending days. I have pre-coordinated and synchronized dates and times for all pickups and deliveries with the TISA, SPO, transportation Officer, and the Battalions, The plan was given to the Brigade S-4 and XO in-depth and pre-approved, Subject to your questions..."*

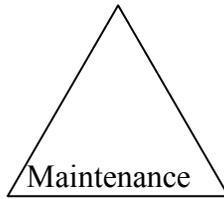
Please Note:

- You will be stopped and asked questions as you go, because they may not know half of what you are saying, be prepared to give good answers for everything.
- The plan will change during execution as it comes into play (possibly even before), expect it, revise and provide updates to all who need to know.

- When providing recommendations, put yourself in the commander's shoes, as well as the soldiers' shoes and provide recommendations based on the unit's best interest as a whole.
- Become fluent in Microsoft office programs, primarily: Word, Excel, Power Point, and Outlook. Proper use of these can easily save you time on an exponential curve (the more you learn and use, the time saved will multiply).
- Become familiar with staff abbreviations, acronyms and jargon. IRT=in reference to, ICW=in conjunction with, BPT=be prepared to, IOT=in order to, "*Muddy the waters*"=bringing in confusion, SWAG=systematic wild guess, "*Sign up for*"=agree to something, etc.

Additional Tips

- Bad news does not get better with time.
- The longer you wait, the harder things get.
- You cannot please everyone, focus on what is right, and what is best for the unit.
- Be careful what you write in an e-mail.
- Be careful what you say, who you say it to and who's around when you say it, you're name will be used in vein if it can.
- 80% of information on time is better than 100% of information late.



7. MAINTENANCE:

Readiness

Maintenance further supports, and most directly impacts, the second level of blocks, which includes readiness. Readiness deals with taking care of what you have and requisitioning what you need. This applies to both personnel and equipment. Unit modified table of organization and equipment (MTOE) is the first step in the readiness process. It basically deals with identifying what you have in contrast to what you need. Food service advisors must monitor unit, (both current and at least two years ahead) for current and future personnel and equipment status. Use this information to assist in filling shortages in order to achieve readiness. Food service advisors should assist unit in coordinating personnel shortages through unit S-1, and equipment shortages through the unit property book officer.

Maintenance

Food Service Advisors are expected to assist commanders and their unit food service sections with their command maintenance program in support of unit readiness. A strong maintenance program is the grand pillar to mission accomplishment.

Maintenance facets as applied to food service MTOE equipment include preventive maintenance checks and services (PMCS), Reset/Regen programs, and maintenance work order (MWO) upgrades.

Maintenance facets in reference to dining facility operations include the Equipment replacement program, vendor merchandising equipment, and GSA purchasing for small equipment.

The dining facility equipment replacement program begins with the unit level dining facility maintaining a DA form 3988 equipment replacement record which includes every appliance in the dining facility minus vendor merchandising (leased) equipment. This form is consolidated at the Brigade and Division levels and used at the Installation level for forecasting upcoming equipment requirements for the entire installation.

When inspecting unit field feeding equipment, consider the following:

- Equipment knowledge:
 - a. All publications on hand to include all equipment TM's.

b. Soldiers knowledge and proper licensing of all food service and associated equipment.

- Equipment serviceability:

- a. All end items are on a maintenance schedule with completed DA Form 5988 (preferably) or maintenance is scheduled on a DD Form 314 with completed DA Form 2404.

- b. Up-keeping of fragile equipment (Fire extinguishers recharged, lantern globes, light sets).

- c. Proper storage and labeling of MBU's, fuel cans, and fuel hose assemblies

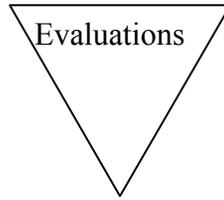
- Equipment accountability:

- a. Copies of applicable MTOE, all hand receipts, Missing items on shortage annex and ordered on valid document register.

- b. All end item equipment is assigned administrative numbers and loaded into ULLS-G box.

- Equipment Cleanliness:

- a. All equipment is clean and properly stored, (This includes tentage, and water blivets).



8. EVALUATIONS:

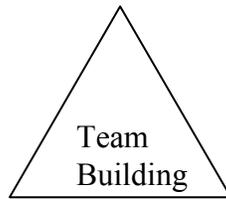
Evaluations measure unit readiness and are designed to assist subordinate units in improving and enhancing their operation. The three most common evaluations food service advisors at the BCT level conduct are: dining facility operations, field equipment maintenance, and field kitchen operations.

When evaluating unit dining facilities, you should consider the general checklists below. Our best advice is to get the checklists on digits from those who will inspect higher up. This way, you will be working to improve areas and in the format that those inspecting you will check. There are many different formats, but most look at the following:

- The use of production schedules as an effective management tool: are cooks following cooking times, all items annotated etc.
- The preparation of food: food kept out of the temperature danger zone, all food items properly labeled, recipe cards, SOP being followed etc.
- The proper amount of serving utensils, silverware, plates, cups, trays etc. and in good condition.
- The overall cleanliness of facility including restrooms, storage areas, etc.
- The ordering, reception and proper storage, issuing and inventory of all rations.
- The cleanliness of all food handlers.
- Security and proper procedures for keys, cash, rations, and operational rations.
- Proper filing of dining facility Administration.
- On hand availability of regulations: AR 30-22, DA Pam 30-22, TB MED 530, AR 25-400-2, FM 10-23, FM 10-23-2, AR 600-38, AR 40-25, SB 10-264.
- Menus properly planned and nutritionally considered.
- Low density MOS density Training being conducted: IAW STP 10-92G1-SM-TG, and STP 10-92G25-SM-TG.
- Incentive programs being supported and utilized.

When evaluating a unit Field Kitchen, consider the following:

- Site selection, proper layout and distances IAW FM 10-23.
- Equipment, cleanliness, serviceability, accountability (sufficient amounts to include refrigeration) and proper used and properly dispatched.
- Dining Facility Manager proper and continuous coordination with food service technician, TISA, and Class I yard concerning ration delivery, draw, turn-in, cancellation etc.
- Adequate, nutritious meal cycle with all authorized enhancements and supplements.
- Proper use of administrative paperwork as management tools, (production schedules, ration control sheets, issue slips, inventory, DA Form 5913, field feeding SOP etc.
- On hand availability of regulations: AR 30-22, DA Pam 30-22, TB MED 530, AR 25-400-2, FM 10-23, FM 10-23-2, AR 600-38, AR 40-25, SB 10-264.
- The cleanliness of all food handlers.
- Proper setup of serving line, (meat, beverage and condiments served last).
- Proper labeling of insulated food containers for remote site feeding.



9. TEAM BUILDING:

A major cornerstone of your food program will depend on your ability to build a team that accomplishes the mission at all times. You will not be able to be everywhere to supervise everything. Here's the real kicker, you must build the team to include not only the food service professionals, but also all leaders in the BCT. How do you do this? You start by ensuring all (food service) Soldiers are trained, treated with respect, being given an environment where they can exhibit their abilities, and being well taken care of. Secondly, you communicate with leaders at all levels your desire to support their Soldiers the best that you can and get their buy-in to help you do this. Leaders support you when you support them.

We suggest you follow good regulation guidance on this one. When coming into a new unit, you want to become part of the team not an outsider. To integrate successfully with your new unit, you want to assess any problems before making changes; this is done in the first thirty days. To integrate effectively, FM 6-22 outlines three basic stages: formation, enrichment, and sustainment. In the formation stage learn about leaders and other members, learn about team purpose, task and standards, and develop patience, a hard working attitude and good interpersonal skills. In the enrichment stage, you reinforce desired group norms, adjust to feeling about how things ought to be done, and cooperate with other team members. Note: New team members gradually move from questioning everything to trusting themselves, their peers, and their leaders. Leaders learn to trust by listening. The most important thing a leader does to strengthen the team is training. In the sustainment stage focus on teamwork, training, and maintaining, assist other team members, and adjust to continuous operations. Note: In this stage members identify with their team.

10. WEBSITE RESOURCES

Warrant Officer Recruiting Information – It is very important to keep up with the latest changes to recruiting warrant officers. The following websites will help you direct candidates to get information about the Corp. Keep in mind as a leader you should be looking for that Soldier to replace you.

<http://www.usarec.army.mil/hq/warrant/> Warrant Officer Recruiting Command
<http://usawocc.army.mil/> Warrant Officer Career Center
<http://www.penfed.org/usawoa/index.html> US Army Warrant Officer Association

LOGISTICS Management Tools

<http://www.quartermaster.army.mil/aces/> Army Center of Excellence, Subsistence
<http://www.dscp.dla.mil/> Defense Supply Center Philadelphia
<https://www.arims.army.mil/> Army Records Information Management System
<https://WEBTAADS.belvoir.army.mil/> TDA / MTOE / CTA / JTA
<https://aeps.ria.army.mil/aepspublic.cfm> US Material Command
<http://www.amc.army.mil> Army Material Command
<http://www.gsa.gov> GSA General Services Admin
<https://www.ilap.army.mil/> Logistics Information Warehouse
<https://www.daas.dla.mil/daashome/> Defense Automatic Addressing System
<https://www.logsa.army.mil/> Logistics Support Activity
<http://www.dtic.mil/> Defense Technical Information Center
<http://www.slamis.army.pentagon.mil> SSN-LIN Automated Management & Integrating
<http://wegal.ogden.disa.mil/mrostatus/> J6U MRO Tracking System
<http://web1.deskbook.osd.mil/jsp/default.jsp> AT&L Knowledge Sharing System

EQUIPMENT

<http://peosoldier.army.mil/> Program Executive Office Equipment
<http://asc.army.mil/default.cfm> Acquisition Support Center
<https://forums.bcks.army.mil/> LOGNet
<http://www.forscom.army.mil> Forces Command

TRAINING

<http://www.atsc.army.mil/> Army Training Support Center
https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm Distance Learning
<https://www.atrrs.army.mil/atrrscc/> Army Training Requirements & Resources System
<http://www.dau.mil/index.asp> Defense Acquisition University

Army National Guard

<http://www.arng.army.mil> Federal and State Mission Information
<https://gko.ngb.army.mil> Army Guard Information

Army Reserve

<http://www.armyreserve.army.mil/arweb/> Army Reserve Organization and Units
<http://reims.xotech-llc.com/> Lateral Transfers, Turn In,
<http://usarc.intranet> USARC, G4

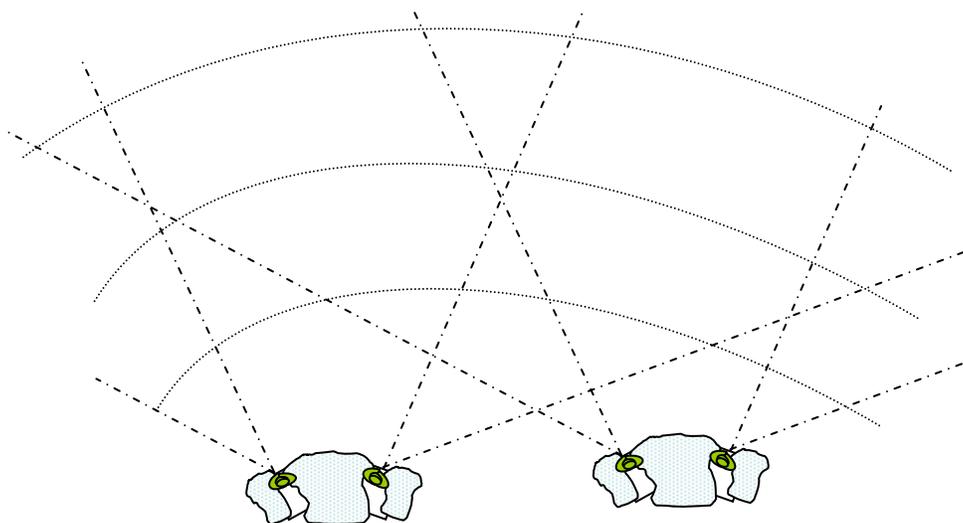
11. PUBLICATIONS

- AR 30-22- The Army Food Program.
- DA Pam- 30-22- Operating Procedures for the Army Food Program
- TB Med 530- Occupational and Environmental Health Food Sanitation
- FM 10-23- Basic Doctrine for Army Field Feeding and Class I Operations Management
- FM 10-23-2- Tactics, Techniques, and Procedures for Garrison Food Preparation and Class I Operations Management
- AR 710-2. Deals with inventory and supply management policy. It is often the last word in disputes.
- AR 735-5. Dealing with lost, damaged, destroyed, and battle loss equipment is a constant headache and this regulation is the regulation which covers how to handle these matters.
- CTA 50-909 (Field and Garrison Furnishings and Equipment)
- CTA 50-970 (Expendable/Durable Items)
- CTA 8-100 (Army Medical Department Expendable/Durable Items)
- DA Pam 710-2-1
- DA Pam 710-2-2.
- DA Pam 750-8. This deals with unit equipment maintenance. It also shows you how to set up a unit equipment maintenance program and manage it. Your unit level maintenance lives and dies by this Pam!

12. SUMMARY

In Summary, Use the fighting position analogy:

- Begin with a hasty if there is little time for preparation.
- Dig armpit deep with your analysis for added preparation and success.
- Don't forget your grenade sumps (backup plans for unexpected issues).
- Ensure you have some good field-grade top cover.
- Ensure your sector interlocks fire with the other staff officers in your unit's perimeter.
- Prepare and engage the fifty meter targets first and work your way beyond.
- Fire to the oblique in support of your command when your unit really needs something but the system hinders.
- Trust your senior level warrant officers as good sector stakes to help you control your direction of fire.
- Ensure your senior NCO is on the other side of your foxhole, covering your flank.
- Strategically place your crew served weapons (Trained soldiers) and your claymores (Soldier and Equipment Readiness).



**Survival Guide
For
The New QM Warrant Officer One
(WO1)
Command Food Advisor**



“YOUR FIRST 90 DAYS”

**Prepared By:
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CW2 Christopher Marquez
CW2 Clifford Peterson**