

Quartermaster

PROFESSIONAL BULLETIN

WINTER 2008

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WARRIOR LOGISTICIANS



International Culinary Olympics Gold Medal Winner for Centerpieces



FROM THE QUARTERMASTER GENERAL

Greetings from Fort Lee! We have much to look forward to in the “Year of the NCO.” In 2009, we will conduct the Quartermaster Symposium, hold our 34th Annual Culinary Arts and Enlisted Aide of the Year Competitions, and relocate from Mifflin Hall to the Sustainment Center of Excellence (SCoE) Headquarters plus so much more. All will be executed to standard as we continue to provide outstanding Quartermaster Warriors capable of sustaining the operating forces in the full spectrum of operations.

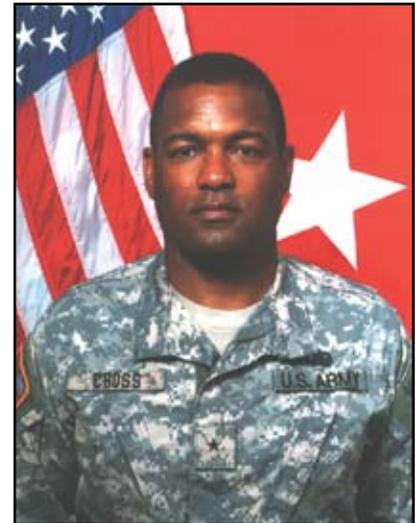
Fort Lee continues to be a hub of construction activity as Base Realignment and Closure (BRAC) work moves forward. The QMC&S headquarters will move into the new SCoE Headquarters building in the spring. In addition to all the physical moves on Fort Lee, we have established the Joint Mortuary Affairs Center and the Joint Culinary Center of Excellence this fiscal year. We will also plan and execute the 2009 Quartermaster Symposium 15-20 June.

The 2009 Quartermaster Symposium will honor the non-commissioned officers (NCOs) of our Corps. A full regimental review is planned, as well as regimental honors for our distinguished members and units. Our warrant officers and senior NCOs will be holding their conferences in conjunction with the Symposium. Quartermaster issues and initiatives will be discussed. Current and proposed Army equipment will be on display for review. I strongly encourage you to make plans now and schedule your hotel accommodations to ensure your seat at this exciting event. You do not want to miss this one!

I congratulate the US Army Culinary Arts Team for capturing 13 gold medals during the International Culinary Olympics held this past fall in Germany. Of special note is the award-winning individual centerpiece which is featured on the cover. CW4 Robert Sparks, attending his final competition, designed and sculptured his western theme tallow centerpiece and received a gold medal. We are truly blessed with outstanding talents among our military chefs, and competitions such as this provide the unique opportunity to showcase those talents.

As a result of BRAC consolidation, this winter issue will be the last of our regular issues of the *Quartermaster Professional Bulletin*. We are in the design and build phase of a final commemorative edition. The commemorative edition will look back at our 234 years as a Corps; cover current operations in Iraq and Afghanistan; and try to predict the future of our Corps. The commemorative issue will be out later this year. If you think you can predict our future, contact the *Bulletin* staff [(804) 734-3067 or (804) 734-4383; kathryn.weigel@us.army.mil; office in room 202 A, Mifflin Hall]. We would like to hear from Quartermasters in the field on this subject. Your thoughts just might be published in this final special edition.

This year will be an exciting and challenging one for our Quartermaster Corps, and again I wish each of you and your families a happy and prosperous 2009. I look forward to welcoming you to Fort Lee in June for the Quartermaster Symposium. I also thank you for your continued support of our Corps. If you have any comments, suggestions, questions or critiques, please phone me at (804) 734-3458 (DSN 687) or e-mail me at jesse.cross@us.army.mil.



**Brigadier General
Jesse R. Cross**



Quartermaster

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www.quartermaster.army.mil

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COVER: CW4 Robert Sparks won a gold medal in centerpiece competition at the 2008 International Culinary Olympics held in Erfurt, Germany, with this Native American tallow sculpture. See article and photos beginning on page 9.

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.

First Sergeants Set the Course for a Unit



By **Regimental Command Sergeant Major
Nathan J. Hunt, III**

There is no position other than the First Sergeant in the enlisted rank structure of the US Army that can turn a bad unit into a great unit or a great unit into an awful unit. The privileges of wearing the rank of First Sergeant and filling that critical billet are to be given only to those noncommissioned officers (NCOs) who have proven themselves through continuous outstanding performance and have the emotional and physical endurance to continue with that level of performance. This NCO should be the best Soldier in the unit and must know all of the unit's equipment, the unit's capabilities, its strengths and weaknesses, and, finally, everything there is to know about the members of the unit. Additionally, this NCO should have served as a platoon sergeant, team sergeant, or detachment sergeant and have learned those lessons that can only be learned standing side by side and toe to toe with other Soldiers in garrison and in combat. As with any new position learning is inevitable; however, the lessons learned during one's tenure as a First Sergeant will usually be more profound for the appointee.

The First Sergeant's role in the Army is time-honored and rich in custom and tradition. The primary duties of the position, according to General Friedrich Wilhelm von Steuben, are as follows:

- Enforce discipline and encourage duty among troops
- Maintain the duty roster
- Keep the company descriptive book (This book listed the name, age, height, place of birth, and occupation of every enlisted man in the unit. Today it would be known as a leader book.)

Throughout the Army, you will find NCOs who, for reasons of their own, have no desire to perform the duties of a First Sergeant. They should not be forced into it. If there are no physical limitations preventing the NCO from performing these duties in an outstanding manner, and they are not actively seeking this position, that's fine, just remember that ranks of specialist five through seven are gone. The Army of today is a leader-driven and producing organization. There are some Soldiers who wish those specialist ranks were still around. I do not. During those years, there were "specialists" and there were "hard striped" NCOs. I'm sure you understand the difference. When I arrived at my first permanent duty station, it was easy for me to see the difference in roles between the two. I knew immediately that I wanted to be a corporal, not a SPEC5 or even a SPEC7. A corporal had more power and influence over other Soldiers than those within the specialist ranks.

Vigilance and endurance are words that the First Sergeant must live by daily. He must be vigilant over all of the things that can, and do, affect the training, lives, well being, morale, and overall readiness of Soldiers. The list of things we're talking about here is endless and is always changing, but these are the things that, if left unchecked on a regular basis and allowed to continue, will manifest themselves in many ways, including the following: disrespect, AWOL, low retention, overweight Soldiers, angry Families, low morale, alcohol and drug abuse, failed missions, untrained Soldiers, negligent discharges, accidents, missing sensitive items, equal opportunities violations, improper relationships, sexual harassment, "hey you" duties, excessive profiles, malingering, and unserviceable/dirty billets. This little list only skims the surface. When a commander

or command sergeant major (CSM) sees these types of issues surfacing in a unit, they must pay close attention. Such issues are not the accomplishments of the First Sergeant alone. It also takes others to make these types of incidents occur. If the commander and first sergeant have established standards and have built a cohesive team, these issues will be kept to a minimum by the vigilance of the first sergeant and other NCOs. As a result, the majority of the other Soldiers within the unit will not tolerate or condone these behaviors from other members of the team.

The duties of the First Sergeant have changed over the years. There was a time when the garrison first sergeant could send the field first sergeant to do the actual dirty work with the Soldiers. Those days are gone. First Sergeants in the Army today had better have their stuff straight. They have to be multi-functional, and they must be experts in field-craft. The technological advances we enjoy today both on and off the modern battlefield require all NCOs to be constant learners and out-of-the-box thinkers. The First Sergeant has to be out front as a master trainer on all weapon systems, night vision devices, and all communication systems. First Sergeants must completely understand their unit's mission as well as the role their Soldiers play in mission accomplishment. Battlefield circulation is a must, and it must be accomplished regularly. Our warriors fight in small teams dispersed all over the battlefield. They may not see the company guidon for the duration of a deployment, but they had better see the first sergeant and commander regularly, regardless of where the Soldiers are located.

As a CSM, I look at the achievements of the junior Soldiers and NCOs when judging the performance of a First Sergeant. The First Sergeant who scores 300 on the Army physical

fitness test has accomplished nothing if the Soldiers of the unit are out of shape. NCO of the Year, Soldier of the Year, Audie Murphy Club inductees are all good indicators of a unit that is focused on taking care of its members.

A good First Sergeant builds a great team. Everyone pulls for everyone, and all members of the team look out for each other. The different types of misconduct discussed earlier are infrequent in high-performing units, and the members of the unit walk with pride and may seem a little cocky. The reason for the cockiness is that they are confident, well trained, physically fit, clean and well kept. They feel great about themselves and the unit. They walk with their heads held high because they know they have the bragging rights that come with a great reputation. Profiles are down, retention is up, accidents are down, morale is up. Promotions occur on time and Soldiers' Families know that they are members of the team and actively participate in unit functions. Discipline is clearly visible and respect is shown to all members of the team. In a cohesive unit, a member's biggest fear is letting the team down. A solid unit is a direct reflection of the First Sergeant's ability to lead, train and communicate. The First Sergeant is the "backbone," the strength of the unit.

All of this is hard work, and there are no days off for the First Sergeant. Early morning and late night phone calls come with the job, right along with fighting for your Soldiers. It has been my experience that Soldiers don't need the First Sergeant or anyone else to fight for them when they are right. Normally it is when they are wrong that they need the backing of their NCOs. The First Sergeant must know which battles to undertake and which to let go. The First Sergeant cannot allow himself to hold grudges and must always remain totally impartial and fair. Whenever there is a question





First Sergeants ensure that each Soldier is physically fit.

of right or wrong, do what is right. Whenever there is a chance for error, err in favor of the Soldier.

The First Sergeant must be able to communicate effectively in order to provide guidance on matters of leadership, military justice, customs and courtesies, and local policies and procedures. The First Sergeant's appearance and conduct must be exemplary. If the First Sergeant is leading the way, the Soldiers of the unit will want to look like, perform like, and sound like the First Sergeant. The unit commander and Soldiers must be able to trust the First Sergeant in all matters and be able to talk with the First Sergeant in confidence when they need to. Keeping the commander informed as the senior enlisted adviser will ensure that the commander has all of the information he needs to make the best decisions for the Soldiers and the mission.

While the First Sergeant works for his company commander, he must support the CSM. The Department of the Army assigns master sergeants to organizations; however, it

is normally the brigade CSM, along with the battalion CSM, who decides who will be the First Sergeant of a unit.

The First Sergeant is the life blood of the Army. There can be no substitute for this position and no question of its importance. When First Sergeants are exceptional, their units are exceptional, regardless of any other single personality involved. Perhaps their rank insignia should be the keystone rather than the traditional one. It is around the First Sergeant that almost all unit operations merge. The first sergeant holds formations, instructs platoon sergeants, advises the commander, and assists in training of all enlisted members.

The First Sergeant may swagger and appear, at times, to be something of a show-off, but he or she is not egotistical. The First Sergeant is proud of the unit and, understandably, wants others to be aware of his unit's success. For the first time, the title of address for this grade is not sergeant, but First Sergeant! There is a unique relationship of confidence and respect that exists between the First Sergeant and the commander not found at another level within the Army.

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 as the 82nd Sustainment Brigade 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.

QMC&S Enhances Training: Tactical, Operational, and Strategic Fight Benefits



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

I am pleased to announce a series of Quartermaster General Officer-directed training initiatives that will

provide training opportunities for you and your team via interactive and distance learning. The Quartermaster Center and School (QMC&S) staff fully understands that the Army Force Generation model and the global war on terrorism involve every member of the team in the fight, making it very difficult for you to disengage from your duties and receive training of any type.

Since The Quartermaster General, Brigadier General Jesse R. Cross, has fast-tracked quite a few more training initiatives, I feel it is prudent, with the emphasis on property accountability and command supply discipline programs, to detail a few for you. Below I will discuss a few products and training tools that will complement the training that you received in the formal institution. I will also point out how you may use pieces of this training to target training shortfalls in yourself or your team members.

Command Supply Discipline Program

Brigadier General Cross directed the Warrant Officer Basic and Advanced Courses to develop a Command Supply Discipline Program (CSDP) guide and an accompanying lesson plan. The lesson plan will be added to the Automated System Approach to Training. He directed that the guide include, but not be limited to, the following:

- implementation guidance to stand up a program within a battalion and/or brigade;
- how-to steps on monitoring and maintaining a program;

- guidance and a checklist on how to perform the evaluation and ensure value-added follow-ups;
- and discussion of dynamics associated with Installation Management Command, Army Sustainment Command, Army Reserves, National Guard, and deployment.

The guide and lesson plans will be available this spring on LOGNet (<https://forums.bcks.army.mil/>) and the Quartermaster Web page (<http://www.quartermaster.army.mil/>).

The CSDP is not just an evaluation program; it is truly a commander's key to understanding and appreciating supply discipline and economy within his or her battle formation. Operations and maintenance, as well as major end-item procurement dollars, are tightly controlled. Programs such as CSDP evaluations provide feedback to the command. Therefore, it is imperative that the training and guide being developed and fielded address the full range of the environment that a sound CSDP will evaluate. Please provide feedback to this guide so that we may ensure that it meets the needs of your formation.

AIT and PME Warehouse Training

The Quartermaster General directed an expansion and a significant upgrade to the warehouse training in all courses and classes taught in the QMC&S. This includes initial entry training (IET), advanced individual training (AIT), and professional military education (PME) -- Basic and Advanced Noncommissioned Officer Courses, Basic and Advanced Officer Education System-Warrant Officer, Supply and Services Management



Warrant officers receive technical training in an instructional laboratory.

Officer Course, Basic Officer Logistics Course, and Combined Logistics Captains Career Course.

Warehouse training has taken place at Fort Lee in a single 1942-era building since World War II. Building 6234 has had some improvements in the past, but it is undergoing major renovation during 2009 to correct structural problems and create state-of-the-art classrooms to provide NCOs, warrant officers, and officers with the latest instructional devices. The adjacent building, 6231, which had been a storage warehouse, is being transformed into a similar training facility for IET and AIT students.

The major changes to these two 26,000-square-foot buildings have been designed to modernize the facilities and enhance their educational mission. If you visit Fort Lee, please take the time to drop by and view this comprehensive effort.

Property Accountability Awareness Training

Many of our 92Ys, unit supply specialists, perform duties outside their military

occupational specialty (MOS). Or they have been removed from the formal institution-based training for a number of years and lack current information as it relates to enhancements to the Property Book Unit Supply-Enhanced (PBUSE) System. Field commanders' input indicates that refresher training is needed.

We are just beginning to evaluate this project and are working very closely with the training development team and the instructors in the QMC&S to ensure that we develop a product that is timely and meets the objective of ensuring awareness of the basic supply room functions to the target audience (the 10/20 level Soldier in the supply room). Please contact us at the QMC&S with any thoughts or comments you may have. Further, we are looking at developing property accountability training as it relates to basic doctrine and the general functionality of PBUSE.

Everyone who is responsible for functions associated with the supply room and property book is required to have refresher training or awareness training to ensure that they are

current with the logistical systems, doctrine, and practices of operating in the tactical and operational environment.

The curriculum is still in development and projected to be available for download by the summer of 2009. The training, estimated to be four to six hours, is to be posted on the Lifetime Learning Center of the Quartermaster Community on the Battle Command Knowledge System (BCKS).

Unit Supply Soldier Familiarization Training

This training will target the Soldier who has not received formal institutional training or does not have the 92Y MOS. The reality is that there are Soldiers in MOSs other than 92Y who are working in supply rooms today, and we need some way to familiarize them with procedures so the commander is confident that the Soldier has the requisite capabilities to perform the job.

With development of this training still under way, Soldiers can anticipate finding it on BCKS by the summer months. They will be able to download PowerPoint slides from the Lifetime Learning Center of the Quartermaster Community.

Training as a Foundation

Training and discipline are the foundation of everything we do. Often we chase the paper tiger's tail over symptoms when the real issue may be found in the lack of quality training or lack of discipline to ensure standards are understood and followed.

Every Soldier in the Army is afforded the initial entry MOS training; however, we are determining that there is a need for training, refresher, familiarization, or study in a specific interest. The Soldier is not afforded the opportunity to attend formal training until later in his career. Therefore, Brigadier General Cross is aggressively taking advantage of modern distance learning to train the Soldier in our Quartermaster Corps as well as the Soldier



Soldiers are trained to use authorized stockage list storage enablers.

who is performing functions outside his MOS but within Quartermaster functions or roles.

We will continue to work hard to bring you, the Soldier, effective training. And you will continue to ensure the business of the Army is carried out in a professional manner.

As always, we look forward to receiving your comments and suggestions here at the QMC&S. A Quartermaster Soldier is never too shy to tell us how to improve our foxhole. Please continue to provide your commander with the superlative support that I know you give every day. There is no "I" in team.

CW5 Matthew A. Anderson, Sr. is currently assigned to the Command Group, US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Regimental Quartermaster Chief Warrant Officer. He has served in a variety of tactical, operational, and strategic assignments worldwide. 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 University and is a Certified Professional Logistician.

Quartermaster Warrant Officer Proponent Welcomes New and Returning Personnel



By Chief Warrant Officer Five
David A. Dickson

The Quartermaster Warrant Officer Proponency began the new year with two new faces;

technically, we have one new face and one returning from a deployment to Iraq. The new face is my replacement, CW5 Candis R. Martin. CW4 Rod Bohall, who worked with the Active Component, just returned from a six-month deployment as the property book officer for the Iraqi Assistance Command. He has returned to his previous duties here and is, once again, the point of contact for proponent issues regarding the Active Component.

January 2009 marked the beginning of my third year as the Warrant Officer Proponent, and I have accepted a position in the Enterprise Systems Directorate at the Combined Arms Support Command. My two years here have been both eventful and rewarding. When I originally reported to the Office of the Quartermaster General, my duty position was Reserve Component Quartermaster Proponent Manager. At that time the Quartermaster Regimental Chief Warrant Officer (QM RCWO) was also the Quartermaster Warrant Officer Proponent for all components.

When Brigadier General Jesse R. Cross assumed the position of Quartermaster General, he decided that the QM RCWO should not function as both the Regimental Warrant Officer and the Warrant Officer Proponent. The proponency responsibilities for all components were assigned to me and Chief Bohall. At that time Chief Bohall was on loan from the Warrant Officer Division of the Logistics Training Department to provide additional manpower to the proponency. As luck would have it under

the new table of distribution and allowances (TDA) for the Sustainment Center of Excellence (SCoE), the RCWO and the proponent are split into two separate CW5 positions.

The restructuring of the Warrant Officer Proponent under the SCoE TDA will allow for a more component-focused approach to the management of the Quartermaster Warrant Officer Corps. This will allow the Reserve Component Proponent Manager to concentrate on those issues that are unique to the Reserve Component. As I mentioned, my replacement is CW5 Candis Martin. Chief Martin has a wealth of military experience which includes one tour in support of *Operation Iraqi Freedom* serving both in Kuwait and Iraq. We began our transition in January 2009, and I will remain in the proponent office until April 2009 to complete the transition. Once the transition is complete, I will report to my new position where I will be involved with the development of the Global Combat Support System - Army (Field/Tactical).

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.

Baker's Dozen

Army Culinary Arts Team Brings Home 13 Gold Medals

By MAJ Terrence A. Williams

The United States Army Culinary Arts Team (USACAT) enjoyed enormous success as the members brought home 13 gold medals from the International Culinary Olympics held in Erfurt, Germany, from 19-23 October 2008. The German Chefs' Association hosts the World Culinary Olympics every four years, inviting more than 1,000 competitors from 50 or more nations. The USACAT competed in three military categories against 13 teams.

The first event was the Hot Food Challenge where the team had to prepare 150 three-course meals in four hours with a two-hour service window. The time constraint and number of meals were not the most difficult task. To increase the complexity of the meal, everything was prepared and served from the German

Karcher field kitchen trailer, which is similar to the US Army mobile kitchen trailer. The US meal was in such high demand that the 150 meal tickets sold out in 30 minutes. This is a testament to the reputation and the high quality meals that the USACAT is known globally for producing. The team did not disappoint and was the talk of the competition. The result was six gold medals.

The second event was the Cold Food Table Display. The team had 24 hours to cook and prepare seven, three-course meals for display. The momentum from the Hot Food Challenge carried over to the Cold Food Table Display, resulting in another six gold medals.

In the third event, USACAT Manager CW4 Robert Sparks of Fort Lee, Virginia, was competing in his last Olympics.



Sharing secrets of American cuisine
In addition to competing while in Germany, members of the US Army Culinary Arts Team taught members of the local German Partnership Organization how to prepare New England clam chowder.



Team members prepare mushrooms and salmon, at left, and show off their medals above.

1988, the teams on which he has served have won a total of 61 gold medals, 25 silver medals and one bronze medal. In individual competition as a pastry chef, team adviser and, in 2008, as team manager, he has won three personal gold medals and one silver medal.

This year's gold medal recipients other than Chief Sparks are US Coast Guard (USCG) Senior Chief Food

He entered the individual event for centerpieces. Chief Sparks has been a fixture of Army culinary circles for the past 20 years. Following several weeks of painstaking preparation, he too was awarded the gold for his carved tallow centerpiece of a native American about to spear a buffalo while riding a stallion. Tallow is a chocolate and wax mixture.

Since Chief Sparks began competing as an apprentice in



Americans learned to make German spätzle at the Olympics.

Service Specialist Justin Reed, Washington, DC; Staff Sergeant Joshua Spiess, Washington, DC; USCG Food Service Specialist 2 Edward Fuchs, Sheboygan, Michigan; Sergeant Matthew Flemister, Fort Myer, Virginia; Specialist Valine



Desserts are 'dressed' for presentation.

Vukich, Fort Carson, Colorado; and Specialist Michelle Carville, also from Fort Myer.

The USACAT is comprised of military service members from around the world and consists of competing and non-competing members. The non-competing members are a team manager, assistant manager, six apprentice chefs, and up to three adviser/coaches. Actively competing



Food must look as good as it tastes.

members are the team captain and five chefs (maximum of two pastry chefs). All members participate in scheduled training events, and conduct military demonstrations world-wide. USACAT members are selected every two years



SPARKS



REED



FUCHS



SPIESS

USACAT TEAM AND GOLD MEDAL HOT FOOD CHALLENGE



FLEMISTER



APPETIZER



ENTREE



DESSERT

Menu

Appetizer

Seared Tuna, Smoked Trout, Cured Poached Salmon
Peppered Greens

Entree

Sage Infused Mushroom Salad
Turkey Breast, Jus Lie
Sweet Potatoes, Candied Walnuts & Pears
Green Beans Wrapped In Cured Ham
Onion Cranberry Johnny Cake

Dessert

Chocolate Mousse Crunch Cake
With Meringue Cookie
Red Currant and Apricot Sauce



CARVILLE



VUKICH

at the Annual Culinary Arts Competition held at Fort Lee. The 34th Annual Culinary Arts Competition is scheduled from 28 February to 14 March 2009. For more information about becoming a USACAT member, please contact CW4 Robert Sparks at robert.sparks2@conus.army.mil or see our website at: http://www.quartermaster.army.mil/aces/programs/culinary/competition/culinary_competition.html.

MAJ Terrence A. Williams is assigned as the Director of Training, Joint Culinary Center of Excellence, US Army Quartermaster Center and School, Fort Lee, Virginia. His previous food service assignments include Training with Industry Officer at Labatt Food Service, Company Commander MOS 92G Food Service Specialist, and Theater Food Service Officer, Afghanistan.

TWI Expands: 921As Gain Chance to Work with Airborne Industry

By CW4 Leo J. Venckus

It's been a long time coming. For at least 15 years that I can remember, airdrop systems technicians (921As) have been looking for a way into the coveted Training with Industry (TWI) program. Blame it on our low density military occupational specialty (MOS). Blame it on the number of slots allocated to the Quartermaster Corps or, better yet, blame it on those who felt this was something from which the airdrop community would never benefit. Whatever the reason, the 921As have been excluded from the TWI program until now. Not only are 921As now included, but their MOS was also allocated its very own TWI slot at the beginning of FY09. (See related article by CW5 David Dickson on page 16.)

Much of the credit goes to the US Army Combined Arms Support Command, the Office of the Quartermaster General (OQMG), previous 921A Warrant Officer Advanced Course classes, and the Quartermaster Regimental Chief Warrant Officer. Countless hours of research, PowerPoint presentations, papers, telephone calls, and multiple rewrites of the request memorandum all paid off on 18 August 2008 when the OQMG was officially notified by the Department of the Army that the Quartermaster Corps was allocated its third permanent TWI position. Now, instead of alternating the previous two TWI positions between three of the five Quartermaster warrant officer MOSs, this third TWI position creates an exclusive slot for the 921As. The other two Quartermaster warrant officer TWI slots are utilized by the property accounting technicians (920A), the supply systems technicians (920B), and the food service technicians (922A). The petroleum systems technician is a relatively new MOS and has not yet been considered for the TWI program.



A dragonfly parachute delivers cargo.

After careful consideration, the Department of the Army Human Resources Command found Airborne Systems North American to be the company best positioned to enhance the unique technical skills of a 921A. Airborne Systems is a global company that supports customers around the world from its headquarters in Pennsauken, New Jersey. The corporation's three North American manufacturing facilities are in Pennsauken, Santa Anna, California, and Bellville, Ontario, Canada. The TWI assignment will be at the West Segerstrom Avenue, Santa Ana, facility. Airborne Systems North American brings to the market and its customers a history that embraces four of the world's leading parachute companies, combining the resources of GQ Parachutes, Irvin Aerospace, Para-Flite, and Aircraft Materials, according to the company's Web site.

What can 921As expect from this new opportunity? Plenty. Since the global war on terrorism began, the aerial delivery community has experienced a new sense of urgency

to upgrade, replace, or introduce new airdrop technologies. The last 57 years have brought upgrades to existing equipment, but very few new technological advances have been made. The aerial delivery industrial base has stepped up to meet the challenges and needs of our ever-changing military. We are now experiencing change in both of our legacy static-line personnel parachute systems, the T-10 and MC1-1 series. These two systems are in the midst of being replaced after 50 and 30 years, respectively.

In addition, new airdrop technologies have been introduced that maximize the interior cargo space of the C-17 cargo aircraft and that electronically release a malfunctioning extraction parachute from the back of a C-130 cargo aircraft, thus keeping the loadmaster out of harm's way. Most importantly, these new technologies enable an aircrew to precisely airdrop much needed classes of supplies to the warfighter on the smallest of austere drop zones through the use of the joint precision air drop system.

With the addition of the 921A in the TWI program, we expect to immerse ourselves in this new wave of cutting edge technology in all facets of the civilian industry. We expect to listen and learn as we experience what it is the civilian industry does to meet the needs of its customers, how it incorporates and challenges employees to meet and exceed the highest quality standards required of the airdrop arena, and how industry incorporates the best business practices to remain competitive in today's marketplace. We expect to provide feedback to industry representatives based on our own experiences and the



Material is loaded for aerial delivery.

Army's needs as well as our expectations for receiving commodities from the industrial base. Armed with this information, 921As coming back to their utilization assignments will be better suited to make a difference in contributing to the success of their unit and in teaching, mentoring, and coaching in order to better educate their unit and the US Army.

The 921A community is extremely excited about this new opportunity but, as the old saying, goes, "Be careful what you wish for. You just might get it." We wished for it, we got it, and now with the help of the OQMG and the Human Resources Command, we must manage it. As a low density MOS, the rotation of 921As in and out of the TWI program must be carefully managed as the assignment with industry is for a period of only one year, with a three-year active duty service obligation. Having a 921A step out of the MOS every year and later return to the same predetermined utilization assignment will be a strain on the individual 921A as well as the unit.

This assignment policy may also have an effect on the ability to recruit qualified 921As for TWI. Therefore, several utilization assignments must be identified to give the returning 921A a stable period to use the knowledge gained from industry to make a significant impact on the unit to which the returning Soldier is assigned as well as to the US Army. Thankfully, the 921As have a variety of assignments that correlate extremely well with the objectives of the TWI program. With what we anticipate Airborne Systems North American will add to the TWI program, six potential utilization assignments are available, each with its own unique ties to the industrial base. Two are associated with the wholesale distribution side of the aerial delivery field and include contracting, quality assurance, and distribution. Two more are associated with the research, development, and engineering side of the aerial delivery field, and the last two are associated with the science and technology, developmental and operational testing, and force development side of the aerial delivery field. Airborne Systems North American is intertwined with each aspect of these assignments whether it is through current contracts, potential contracts, or in support of ongoing urgent material releases on current emerging technologies. Regardless of the utilization assignments, rotation among them is the key to the longevity of the 921As participation in TWI.

The opportunity for 921As to participate in the TWI program was a long time coming, and now that it is here, let's take advantage of it. Are you willing to be the second 921A to train with an industry? Are you a highly motivated, self-confident, well-spoken, high-speed 921A who is ready for the challenge of excelling in the civilian industry? Are you willing to take on the role as an ambassador for the US Army by representing your MOS and the Quartermaster Corps as a whole? If



A firefly parachute in action.

so, congratulations! You have volunteered to continue blazing a trail for others.

For more information on the prerequisites as well as the application process, contact your assignments manager for all the details.

CW4 Leo J. Venckus is currently assigned to the Aerial Delivery and Field Services Department of the US Army Quartermaster Center and School, Fort Lee, Virginia, as the Senior Airdrop Adviser. CW4 Venckus is an active duty Soldier with more than 25 years of military service. He has served in a variety of assignments, including the active duty liaison to the Tank Automotive and Armaments Command Integrated Logistics Support Center, Natick, Massachusetts; senior airdrop systems technician for the 3rd Special Forces Group (Airborne), Fort Bragg, North Carolina; the John F. Kennedy Special Warfare Center and School, Fort Bragg; 4th Quartermaster Detachment, Pusan, South Korea; and 782nd Main Support Battalion, 82nd Airborne Division, Fort Bragg. He has completed the Warrant Officer Senior Staff Course and holds a master's of science degree in logistics management from Florida Institute of Technology.

Warrant Officer TWI Program

Private Sector Experience Improves Quartermasters' Effectiveness

By CW5 David A. Dickson

The Training with Industry (TWI) program is covered in AR 621-1, Training of Military Personnel at Civilian Institutions. The intent of this program is to provide military personnel the opportunity to obtain training in private sector practices and techniques that is not available in traditional military schools. TWI is a program run by Department of Defense (DoD) that is available to all services.

In the Army, the TWI program is available in several branches and in many military occupational specialties (MOS). This program is open to officers, warrant officers and non-commissioned officers. This article will focus on TWI opportunities available to Quartermaster warrant officers. This program is administered by the Quartermaster Warrant Officer Proponent at Fort Lee, Virginia.

Criteria to Establish a Specific TWI Program

In order to establish a program for a specific MOS, strict criteria must be met. First of all, there must be a specific DoD/Department of the Army requirement that will be fulfilled by the training received in the civilian sector. Along this same line, there must be an appropriate follow-on assignment where the Soldier will be able to apply the skills gained to benefit the Army. The Soldier must go directly from the TWI assignment to the designated follow-on assignment. All TWI assignments must be between six and 12 months in duration. The programs that we have established for Quartermaster warrant officers are 12 months in duration. The TWI tour must be in line with the established professional development and career path of the Soldier. Lastly, there must be a written agreement between the host company and the US Army prior to the Soldier's

reporting for duty. The overall administrative agency for the TWI program in the US Army is the Human Resources Command (HRC) in Alexandria, Virginia.

Eligibility, Obligations, and Application Procedures

Currently we have programs available for property accountability technicians (MOS 920A), supply systems technicians (MOS 920B), airdrop systems technicians (MOS 921A), and food service technicians (MOS 922A). The two supply MOSs share the program, and we alternate the MOS eligibility each year.

Applicants must be on active duty, have high scholastic aptitude, and career potential. Additionally, warrant officers must hold a Regular Army (RA) appointment. Warrant officers must not exceed 24 years of active warrant officer service and must have enough service time remaining to fulfill the incurred service obligation. The active duty service obligation (ADSO) that the Soldier incurred when accepted into the TWI program is three times the length of the program. Since all of our programs are one-year programs the Soldier incurs a three-year ADSO.

Soldiers accepted into the program will be assigned to a designated follow-on position where they can use the training that they received for the betterment of the Army. The follow-on assignment will be at least two years in duration. Follow-on positions are identified on authorization documents with a Standard Personnel Remark of 97, Validated Training with Industry (TWI) Position. Often there is more than one position designated as a follow on assignment for each MOS. This allows us to



TWI assignments typically demand much computer time from warrant officers.

run the program over consecutive years without having to move Soldiers out of their assignment each year. The minimum duration of the follow on assignment is two years and the assignment is identified at the time the Soldier is selected for the program.

Ideally, applicants will be senior CW2s and CW3s. If you are interested in the program, you may submit a packet to your branch manager at the HRC. Packets will contain the following items:

- DA Form 1618, Application for Detail as Officer Student at a Civilian Educational Institution or at Training with Industry (Mandatory)
- Official college transcripts (Mandatory)
- Letters of recommendation from the chain of command (Recommended)
- Officer evaluation reports (OERs) (Recommended)
- Biographical summary (Recommended)
- Current officer records brief (Recommended)
- Other documents that you may think are relevant

Once the packets are reviewed at HRC, they are forwarded to the Warrant Officer Proponent at Fort Lee and split into three groups. Packets submitted by supply technicians, both

920As and 920Bs, are reviewed by a senior warrant officer holding the same MOS at the Warrant Officer Division, Logistics Training Division. Packets submitted by airdrop systems technicians are sent to the Aerial Delivery/Field Services Division for review, and those submitted by food service technicians are forwarded to the Army Food Advisor. These individuals review the packets and evaluate such factors as education (both military and civilian), assignment history, and OERs. They summarize their findings, and the packets are forwarded to the Quartermaster Regiment Chief Warrant Officer for selection.

What to Expect While in the Program

Once you report to the industry partner, you will be processed in by its human resource department in a manner that is very similar to what a new employee would experience. You will work in the appropriate civilian attire and be treated like any other employee in the company. Since the intent is that you learn the business practices of the civilian industry, you will normally function in the position of a mid-level manager. Although each industry is slightly different, most will have you rotate through each aspect of the business, often under the tutelage of the department manager. In some instances you will be empowered to function in a supervisory position. Also, it is not uncommon for the TWI participant to be assigned a project by the company. In these situations it is not uncommon for the Soldier to be given a real world problem to analyze and solve, if possible.

When we choose the industry, we try to impress upon its personnel some of the differences between military and civilian life and the fact that Soldiers, especially those with the number of years of military service that a TWI participant will have, are indoctrinated into a special culture and have certain expectations. The industry partners that we choose are very understanding in this area; however, this is not a one-way street. You will be expected to meet them over the halfway mark. Keep in mind that they have a business to run and must

turn a profit to survive in the civilian business sector. If you are used to early morning physical training with personal hygiene time until 0900 hour, this may not fit into your new work day. If their day is 0800 to 1700 with two 15 minutes breaks and a half-hour lunch, then that will be your day. You may end up working some federal holidays, but most of the industry partners are sensitive to the fact that you are a federal employee and will try not to disrupt your personal routine too much, but when it comes right down to it, you are considered a company employee and must follow company policies.

This does not mean that your lifestyle will be a total departure from the Army. You will be assigned to the Student Detachment at Fort Jackson, South Carolina. The Student Detachment will be responsible for the command and control, personnel administration and pay-related matters of all assigned TWI students including issues concerning TRICARE and annual leave. The Student Detachment will also publish TDY orders based on HRC approval. We try to anticipate any travel requirements when we establish the program and request funding at that time.

As a participant in the TWI program, you will be required to maintain and submit various reports to the Proponent and the Student Detachment. These reports follow:

- **TWI Contact Information Sheet** - This is a basic contact sheet that includes information on how you and the industry POC can be contacted. This is due within 10 days of your report date to the industry.
- **Training Plan** - You will submit this plan to the Proponent no later than 30 days after reporting to the industry. This plan will consist of the program objectives, specific activities planned to support the objectives, and any self-study program planned.
- **Interim Training Report** - This report gives the status of the training plan

and its implementation. It will be submitted to the proponent halfway through the training program.

- **Final Training Report** - This is your after action report in which you will evaluate the training received and make recommendations on how the program can be changed to benefit the next participant.
- **Civilian Academic Evaluation Report (DA Form 1059-1)** - This is one of the most important forms and will become a part of your permanent military record. A completed copy of this form is due to the HRC no later than 30 days from the completion date of the program. You will also provide a copy of this to the Proponent.
- **On-Site Continuity Book** - You will maintain a continuity book to pass on to the Soldier who will replace you. You will include both industry specific information and life support information (e.g. medical care, housing information, etc.) in this book.

More details on these requirements can be found in the TWI Student Handbook at <https://www.hrc.army.mil/site/protect/active/opfamacs/TWI06.htm>.

Specific Programs for Quartermaster Warrant Officers

As mentioned earlier, we have three separate TWI programs for Quartermaster warrant officers. Property accountability technicians



(920A) and supply system technicians (920B) spend one year at Logistics Management Institute, Inc (LMI) in McLean, Virginia. LMI is a strategic consultation firm that provides expert advice and helps various government agencies resolve concerns in various areas including logistics. Warrant officers who are placed with LMI normally work as action officers for specific projects under the direction of a senior company official. The possibilities here are as diverse as the US Government and the field of logistics.

We re-energized the TWI program for food service technicians (922A) last year with Compass Group North America, a company that provides leading-edge services in food service and hospitality management. We first started this program in the Richmond, Virginia, area in 2007 where Compass runs food service establishments for various companies. As the year progressed, we realized that this was not the appropriate level for the program, and we have now moved to the headquarters in Charlotte, North Carolina. At this level, the TWI participant will be able to interact with mid- and upper-level managers and experience the industry from the corporate level.

The newest addition to the Quartermaster Warrant Officer TWI program is an opportunity for airdrop systems technicians (921A) to spend a year with Airborne Systems North American. (See related article by CW4 Leo Venckus on page 13.) This program begins in 2009. The warrant officer who is selected for this assignment will spend a year at the industry's production site in Santa Ana, California. During this time, the warrant officer will rotate through all functional areas for the company, including engineering, production and manufacturing, and quality control. The Soldier will be assigned a capstone project that will be based on real world concerns of the company. He or she will be expected to gather and analyze data and present the findings and conclusions to senior company executives.

Summary

The TWI program for Quartermaster Warrant Officers is not a static program but is constantly evolving. In the future we are looking at initiating a program for the petroleum systems technician (923A). As this MOS matures, we will start researching the appropriate industry partner that will provide the biggest benefit to the Warrant Officer Corps and the Army. We are also considering branching out to different industries within the same field. For example, we have considered alternating the food service technicians between Compass Group and Heinz. While Compass is more service oriented, the Heinz program would be more oriented toward research and development. The key ingredient here is finding the appropriate follow-on assignment in the Army structure.

While we can make certain changes to the program, the main influence on the actual content and quality of the training is the participant. Your level of involvement in the dynamics of the industry will depend on your initiative and drive. The industry partners see the Army warrant officer as a self-motivated mid-level manager and will often allow you to take the ball and run with it. You also have the power to suggest modifications and changes to the program based on your experiences at the company. The Quartermaster warrant officer TWI program will only be as good as you make it.

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LATTs: The Key to Iraqi Army Success

By MAJ Matt Williams

So there we were, just like any other incoming brigade support battalion (BSB) in Iraq, conducting a comprehensive relief in place (RIP) with our predecessors. By all accounts, it was a picture-perfect operation, until we found out that we would have to partner with the garrison support unit (GSU) at a nearby base.

The 3rd Infantry Brigade Combat Team (IBCT), 25th Infantry Division was deployed to Multi-National Division - North (MND-N) in support of *Operation Iraqi Freedom*

2006-08. As members of the 325th BSB staff at Forward Operating Base (FOB) Warrior, Kirkuk, we became intimately familiar with the requirements for a successful RIP with the 426th BSB, 101st Airborne Division – a remarkable unit with a great command team and climate. As we began the two-week RIP process, it became increasingly clear that there was more to our logistics requirements than we originally thought. Support to the brigade would be relatively easy, we thought, but if we were to follow the brigade commander's guidance and conduct the RIP 1:1, then we would inherit a logistics partnership or Logistics Assistance Training Team (LATT) with the Iraqi Army that was initially beyond our scope. It is clear that the war in Iraq will be an ongoing war. I am not proposing that the methods presented here are the only way to provide support or establish partnership, but it is important to point to issues that deploying logistics units must consider as we strive to understand changes in the contemporary operating environment. In the absence of doctrine for Iraqi Army logistics partnerships, units must rely on the basic foundations of the military decision-making

. . . units must rely on the basic foundations of the military decision-making process in order to completely understand the problem and implement effective solutions.

process in order to completely understand the problem and implement effective solutions. I also submit that initial estimates must be continually reviewed, at least twice a year, in order to maintain relevancy.

The genesis of our partnership came in an order to the 426th BSB; it directed a partnership with the GSU on a small Iraqi Army garrison approximately 10 minutes from FOB Warrior. The 426th BSB's initial plan laid the foundation for some capability in combat lifesaver training,

supply management, and administrative support for the GSU staff. The long-term solution involved a more detailed plan that incorporated four of the six tactical logistics (TACLOG) functions (arm, fuel, fix, sustain). Although the plan was in its infancy, it was transitioned to the 325th BSB during a 14-day

RIP window. As the brigade assumed its role in MND-N, the BSB found itself supporting six major FOBs and eventually securing two communications retransmission stations near the city. Challenging, but never-the-less necessary, we quickly realized that, based on our mission, we had to learn more about the GSU, how Iraqi Army logistics worked and how to proceed and plan for the unknown.

Mission Analysis

We defined our partnership as a collaborative relationship in which coalition force (CF) logistics personnel served as military consultants, assisting Iraqi Army logistics units in order to implement and improve their management functions. Many of the conditions we faced involved the use of terms we had yet to hear, much less comprehend. These terms

and definitions were briefed well during our RIP, but what did they really mean and how did they impact our partnership? One example is spheres of influence (SOI) engagements. Internally, we defined them as politics-shaping engagements of Iraqi Army and CF leaders as a means of facilitating mentorship, partnership, and influence in fostering desired events and activities. These engagements were the single point of success we experienced during our 15-month deployment; however, no one knew how significant they would become as we sat down to analyze our mission.

As many know, mission analysis is somewhat systematic when a unit has an order from which to work. In our case, however, we had a task – to partner with and support the GSU. The scope of our partnership was left to the BSB commander and all that the staff could imagine. Our commander’s vision provided a clear pathway to help us through mission analysis. Most of our implied tasks were centered on goals and benchmarks designed to build Iraqi logistics capability so the Iraqis

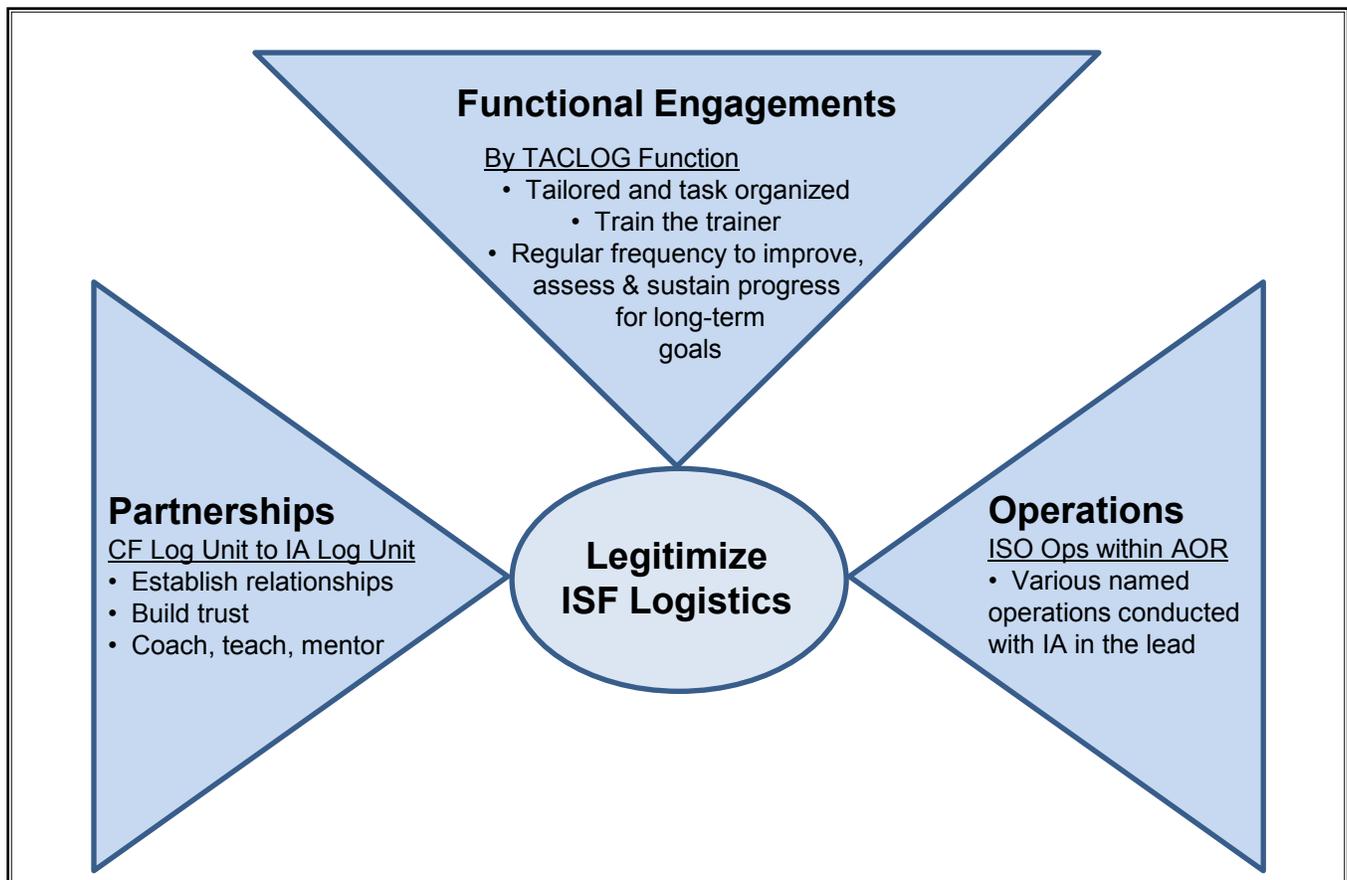
could eventually support and sustain themselves. However, the essential task was to establish and maintain rapport with the GSU commander. Using these goals and benchmarks as our base, we developed a campaign plan and a model to illustrate our endstate to legitimize Iraqi Security Force (ISF) logistics. This is illustrated by the accompanying chart.

Partnership Themes

In order for us to build an effective and meaningful relationship with the GSU, we saw our partnership falling along three levels of tasks:

- Tasks the Iraqis can do for themselves,
- Tasks the coalition forces can assist with through expertise and internal resources, and
- Tasks requiring the assistance of outside agencies.

We also ensured that we operated simultaneously on all three task levels while synchronizing the lines of operation of our campaign plan to obtain measurable success



on each task level, with a consideration for a one-year plan with out-year projects beyond our deployment. We nested these actions with our internal weekly working groups and SOI engagements with the commander and functional area experts. This provided meaningful contact with our Iraqi Army partners, which in turn, added value and results to each visit. Key to these working groups was finding and fixing responsibility with Iraqi staff and commodity managers; however, we made it a point that ***all successful solutions must be Iraqi***. By communicating log functions, principals, and themes throughout the battlefield operating system, we could then help the GSU staff generate its own solutions. The use of military transition teams also facilitated assessments with our LATT in conjunction with the weekly brigade ISF Cell log meeting. The backbone of our success, however, was imbedded in the level of homework and preparation conducted before our SOI engagements. The working group allowed us to review the previous week's events and accomplishments and thoroughly prepare as a group for the next visit of subject matter experts. The commander's insights from SOI engagements provided the direction and focus for the coming weeks or months. As we identified the goals of the next visit, there were also expected outcomes in order to ensure progress. We would, therefore, task organize our team according to the goals established by the functional area experts and then apply the necessary resources to reach those goals.

Fix

In the TACLOG function of fix, we designed a maintenance training program that paired Iraqi Army mechanics with CF mechanics to work on the M1114 up-armored high mobility multipurpose wheeled vehicles, civilian pickups, and military generators. We discovered

that many of the Iraqi soldiers were generally good mechanics, but they had little to no formal training. Some Iraqi soldiers were not even trained as mechanics, but as drivers, carpenters, administration clerks, or other low-density skills. Many of the tools were locked in a closet to prevent theft or used as a display of power and preparedness. A combined maintenance training program provided Iraqi Army mechanics with hands-on instruction with the use of training manuals printed in Arabic. The 40-hour course culminated with a certification of achievement for each graduate.

... all successful solutions must be Iraqi. By communicating log functions, principals and themes throughout the battlefield operating system, we could then help the GSU staff generate its own solutions.

On a larger scale, we discovered the Iraqi Army relied heavily on the national maintenance contract (NMC), which was designed to assist it until the Iraqi soldiers were able to conduct their own maintenance.

Although we were

scheduled to turn over control of the contract to the Iraqi Army during our tour, the GSU was not prepared to assume control. Problems remained with command and control, basic accountability procedures for tools, and getting the 4th Motorized Truck Regiment to even turn in vehicles for regular maintenance. With no plan in place, this challenge precluded the transition of the existing NMC and the contract was ultimately extended. Despite these challenges, the Iraqi Army mechanics were proud of their accomplishments and the relationships they formed. The modest improvements in Iraqi Army maintenance significantly prepared the GSU to eventually assume control of its own maintenance program.

Fuel

Perhaps the largest area of success for our team was being able to effect the dramatic change in the Iraqi Army fueling procedures. To be clear, problems continue to this day with corruption and poor fuel quality, but our LATT made great strides in the basic

functions of receive, store, and issue. By using coalition force and Iraqi Army functional area fuel experts, we designed above- and below-ground storage capability that prevented dirt and trash from contaminating the fuel. The GSU marked tanks accordingly in Arabic and English and implemented basic accountability documentation and procedures to ensure the right quantities were received and issued to the right units. We also considered safety and enabled the GSU to obtain and install hand and eyewash stations. Fuel handlers began wearing the proper personal protective equipment when issuing fuel, tanks were locked to prevent theft, and barriers were installed to protect the above-ground storage from indirect fire. All of these actions were steps to improve services and morale as well as to enable the GSU to conduct independent supply operations at a higher level.

Combat Health Support

When we arrived in theater and began our GSU partnership, the clinic at the GSU had very little capability. Limited to treatment for slips, trips, and falls, the doctor had no medical supplies or medications. What he was able to obtain came from the Kirkuk General Hospital (KGH) as excess supplies that were released only to the doctor. With assistance from the Ministry of Health, we were able to obtain a regularly scheduled small push of medical supplies to the clinic, in which the doctor and his staff eagerly took pride and ownership. This prevented sidebar deals with the KGH and provided basic medicines for treatment. Our goal was to build a Level II medical capability within the clinic. We expanded the combat lifesaver training for the unit and trained hundreds of Iraqi Army soldiers. We strongly encouraged the GSU to increase their medical maintenance program, which resulted in the reopening of the dental X-ray section, and laboratory. The clinic also opened a new facility on K1 during our tour, which provided a full staff of doctors, physician

Our goal was to build a Level II medical capability within the clinic. We expanded the combat lifesaver training for the unit and trained hundreds of IA soldiers.

assistants, administration and a 20- to 25-bed patient hold section. In addition, we added mass casualty (MASCAL) training exercises to stress the emergency system and first responders.

Months of training and rehearsals within the FOB paid big dividends when we finally conducted an off-the-FOB joint MASCAL in conjunction with the first-responders from the hospital and coalition forces. The exercise was a tremendous success for all parties and allowed the clinic to identify areas to improve and helped them gain a greater sense of pride in their own capability.

Arm

We began our ammunition assessment by determining accountability and storage capability. Finding that the GSU stored weapons, residue, and ammunition together in one magazine, we quickly encouraged the GSU to separate everything and implement issue and turn-in procedures along with the establishment of a chain of custody for all ammunition.

As the SOI engagements continued, we convinced the GSU commander that his unit needed the help of the Ministry of Defense (MoD) to approve their concept of support. Through letters from the staff and commander, the GSU received approval from MoD for its concept of support along with an authorized basic load based on weapon density of the 4th Iraqi Army Division. The GSU began to establish monthly inventories and trained on the proper banding techniques for ammunition cases and pallets. Receipt of new weapons allowed the GSU to exercise supply accountability procedures and demonstrate proper storage and issue techniques.

Sustain

The Iraqi supply system has been described as a system with a beginning and an end but no middle. Although the regional support unit

for MND-N was in Taji, there was no schedule for delivery and no data base to order supplies or check status. The GSU would often send a driver and truck to the RSU to pick up any supplies that he could persuade the warehouse to release. The lack of authorized stockage list parts created long repair cycles and generated poor operational readiness rates and loss of combat power. In our efforts to prepare the GSU for a better supply and services program, we understood that we would not be able to build the middle that seemed to be missing; so we worked to help the GSU develop a forecast for resupply with the added tasks to receive, store, and issue stocks and maintain accountability of Class IX stocks. This also served to reduce dependence on the NMC mentioned earlier. By using a blueprint of the 325th BSB Supply Support Activity as an example of a warehouse floor plan, we created inventory lists, developed a planograph for bulk items, and obtained shelves for quick service supply items. These may seem like small improvements in supply and storage, but for a unit that had no supply system the real payoff came from getting the GSU troops to think and act for themselves.

Lessons Learned

Everything the BSB contributed to the partnership with the GSU was ultimately designed to legitimize the ISF. But there was a cost – time. Supply and maintenance actions that would normally take a matter of days for any CF unit to complete, took anywhere from weeks to months for the GSU to complete. Without the necessary infrastructure in place to support the “missing middle” of Iraqi Army logistics, requests and routine actions were belabored and delayed by an imperfect system. Logistics is a critical function of any military organization, at any level, and ensures sustained operations. After a few months of basic procedures training

and coaching on how to use the ministries and agencies above the unit level, we were amazed at how well the Iraqi Army was able to provide independent combat service support to the 4th Iraqi Army Division.

I neglected to mention that Iraqis perceive a request for help as a weakness, and they believe that no respectable commander would ever request help from a higher headquarters. These views were pervasive in the GSU. Breaking this cultural paradigm after 30 years of an oppressive regime continues to challenge western cultures. But this view is an institutional change that continues to improve and mature daily throughout Iraq.

Logistics is a critical function of any military organization, at any level, and ensures sustained operations.

With a comprehensive campaign plan developed from detailed mission analysis, running estimates, and operational oversight, LATTs can train, assist and influence their

partnerships in developing their own logistics support structure. This ultimately serves to legitimize the ISF. Our partnership with the GSU transcended the military and positively affected the nearly 1.2 million citizens of Kirkuk. Not only was the ISF capable of providing security, but it was also respected and seen as a legitimate force that worked in the best interests of the people of Iraq. Then and now, LATTs remain the key to success in Iraq.

MAJ Matt Williams is currently the Battalion Executive Officer for the 524th CSSB, 45th Sustainment Brigade. While deployed to Iraq, he was assigned as the 25th ID, 3IBCT, 325th BSB S3 at FOB Warrior, Kirkuk. He has a bachelor's degree in political science from the University of Georgia and a master's degree in management and leadership from Webster University.

A Fuel Operation in Afghanistan

Platoon Shows Initiative, Earns Award

By 2LT Paige J Porchia

During its most recent deployment to Afghanistan in support of *Operation Enduring Freedom VIII*, the Fuel and Water Platoon of Alpha (Distribution) Company, 782nd Brigade Support Battalion (BSB) undertook the task of setting up and operating the Army's largest petroleum fuel site at forward operating base (FOB) Sharana with very limited engineer support. The platoon of paratroopers accomplished its mission and received an award for its efforts.

Ground-breaking for the fuel system supply point (FSSP) at FOB Sharana began in early June 2007 and was completed by the end of July. The established FSSP became the main fuel hub for Regional Command-East (RC-East) in August 2007, and the 782nd continued support missions there until April 2008.

The mission statement called on the platoon to provide bulk and retail petroleum receipt, storage, issue, and quality surveillance support to the Combined Joint Task Force 82 (CJTF-82), 82nd Airborne Division, 4th Brigade Combat Team (BCT), to North Atlantic Treaty Organization forces assigned to RC-East (South) of Afghanistan in support of combat operations and in limited amounts, to the Afghani army and police forces. The mission focus was to help establish a new logistical operation hub on FOB Sharana by establishing and operating a new 500,000-gallon tactical petroleum terminal while providing personnel and equipment in support of multiple company requirements including base defense operations, combat logistical patrols, and distribution functions involving contracted rotary-winged aircraft. In addition, CJTF-82 was assigned to establish a forward area refuel point on FOB Sharana in support of the new helicopter landing zone



FOB Sharana's fuel supply system was world's largest in FY07.

(HLZ). It was also to provide petroleum support to all units in the brigade area of responsibility.

Between February 2007 and April 2008, the Alpha Company's Fuel and Water Platoon designed, constructed, and operated the Army's largest tactical petroleum fuel site in Afghanistan and in the world. This was accomplished while exceeding safety standards (zero time-loss injuries), having no fire-related incidents, and avoiding operational shut-down because of any maintenance deficiency during a 10-month period while managing 24/7 operations. The platoon created FOB Sharana's 500,000-gallon fuel point to replace the older 60,000-gallon fuel point without significant environmental impact to the operating site. It also maintained customer retail distribution, bulk issue, and FOB refuel during this period. It aligned the distribution of Class III (B) logistics in RC-East in support of combat operations.

Although earth-moving equipment was present at the site of operation, qualified engineering personnel were not available to our mission due to prioritization of assets. The

platoon compensated for this loss of support by having its own qualified and experienced paratroopers operate the equipment to construct the FSSP. This type of initiative and its excellent safety record were responsible for the platoon's receiving the American Petroleum Institute Award for the Best Tactical Fuel Point in the US Army for FY07.

The FSSP was inspected and certified by an officer from the Subarea Petroleum Office - Afghanistan, 164th Quartermaster Group/ 43rd Joint Logistics Command (JLC) who commended the unit for exceeding standards set by JLC. Contributing to the platoon's fire safety record were the quarterly contingency exercises it planned and held with Air Force



A helicopter refuels at FOB Sharana.

Crash, Fire, and Rescue at FOB Sharana. All platoon members participated in enforcing safety standards for all customers and visitors to the site.

The platoon accounted for more than \$10 million worth of multiple petroleum products without exceeding allowable loss standards set by JLC. It created security counter-measures to prevent fraud by host nation personnel. Host nation drivers who were missing more than 10 percent of their load were immediately detained by the platoon and transferred to Afghani officials for prosecution. This aggressive stance led to reductions in loss of fuel and in attempted thefts. The platoon established an internal standard operating procedure to maintain accountability of all fuel from its receipt to its distribution.

When the platoon took over operations in August 2007, it assumed responsibility for year-round support of FOB Sharana's generator and heater operations. Local nationals were employed to assist with this refueling operation. The unit was also responsible for 10 50,000-gallon collapsible fuel bags. That number increased to 11 bags in December 2007 after the HLZ was completed and the platoon began providing fuel to rotary-winged aircraft, in addition to contractor-operated fixed-winged aircraft. The platoon also built two additional FSSPs on outlying FOBs with a combined capacity of 70,000 gallons. Paratroopers provided setup and trained the SHADOW Unmanned Aerial Vehicle Platoon on the operation of a forward area refueling equipment system, enabling it to provide the 4th BCT additional surveillance capabilities.

Since its return from Afghanistan to the United States, the Fuel and Water Platoon of Alpha Company, 782nd BSB has been working with the Petroleum and Water Department (PWD) at Fort Lee, Virginia, in order to remain relevant with future petroleum and water combat systems. The unit leaned forward and in December 2008 coordinated a one-week

refresher course with current petroleum and water logistics equipment in coordination with PWD, further improving its petroleum and water operations and mission requirements. These paratroopers from Fort Bragg have taken the initiative to enhance their own training, ensuring that the entire platoon of fuelers and water dawgs remains among the best in the establishment of future fuel and water operations.

2LT Paige J Porchia is currently assigned to Alpha (Distribution) Company, 782nd Brigade Support Battalion, 82nd Airborne Division, Fort Bragg, North Carolina, as the supply support activity platoon leader. She is an active Paratrooper with a bachelor of science degree in criminology from North Carolina State University.

Command Post Exercise-Sustainment 143rd ESC and 593rd SB Hold Exercise at Fort Lee

By Mr. Billy Demps

The US Army distribution supply chain management encompasses many individual and collective components. Commonly referred to as a supply “pipeline,” supply chain analysis is used to (but is not limited to) identifying multiple and varied components associated with the movement, transportation, security, in-transit visibility, final location, condition, and retrogrades of commodities. Continuous lessons learned from *Operation Iraqi Freedom* rotations have brought sharply into focus the myriad challenges surrounding diminished support units forward, the replenishment of maneuver forces, and the ground and air support required to support and sustain the operational tempo, mission focus, battle rhythm and battle synchronization of logistics and transportation assets.

The 143rd
Expeditionary
Sustainment

Command (ESC), based in Orlando, Florida, and the 593rd Sustainment Brigade (SB) of Fort Lewis, Washington, participated in a command post exercise-sustainment (CPX-S) held at Fort Lee, Virginia, in November 2008. The exercise conducted an around-the-clock operation from 16-21 November. It included an end of exercise



Soldiers analyze supply chain challenges during exercise.

after-action report. The two units participated in a classified simulation exercise using a combination of the joint deployment logistics model (JDLM) and a master scenario events list (MSEL) to drive the exercise in support of the units' training objectives.

The exercise scenarios used the central command area of operations using Kuwait operational environment. The CPX-S was a demanding distribution management fight supporting the training objectives of the commanders of both the 143rd ESC and the 593rd SB. The exercise provided a single venue for each commander to conduct internal assessments of his staff and of subordinate units and their staffs in preparation for a pending Kuwait area of responsibility (AOR) rotation. The CPX-S used the 143rd ESC's and 593rd SB's projected mission and their commanders' intent for the rotation as the basis of operation in accordance with a simulated battle rhythm. The exercise also used current information systems and reporting requirements, formats, processes and procedures used in their respective assigned AORs for command-level assessments of each unit's command and staff functions. The exercise created a training environment that closely replicates the operational environment in which specific staff elements must perform critical analytical tasks regarding the management of supply classes I through IX.

The CPX-S training calendar was split into two phases between 10 and 21 November. During the first week, selected personnel were provided training in distribution management analysis, trends, practices, lessons learned, relief in place/transfer of authority practical exercise, and operational considerations utilizing battlefield automation enablers. Observer/trainers, role players, and controllers had pre-exercise training in conjunction with simulation testing and training. The training included a one-day communications exercise and a two-day mini-exercise. Staff elements and logisticians from 143rd ESC and 593th SB training audience attended courses offered by instructors from

the Quartermaster School and Army Logistics Management College, and other guest speakers.

The 10-14 November training curriculum emphasized all analytical tools available for planning and allocation of resources, coordination and de-conflicting of transportation resources and assets, validation of transportation and distribution requirements, location and movement of demanded commodities, and commodity tracking within the theater AOR architecture. These tools include integrated logistics analysis program, battle command sustainment support system, radio frequency identification, in-transit visibility, movement tracking system, Force XXI battle command brigade and below, contract officer representative course, and command post of the future. Supporting these specific areas was the validation of the standard transportation management request process.

The second week started with the execution of a five-day, around-the-clock JDLM stimulated, simulated exercise. The 143rd ESC, 593rd SB, and subordinate unit role player liaisons operated from the Quartermaster School's Joint Distribution Laboratory (JDL) (Building 7143), Fort Lee, Virginia. The exercise control staff, subordinate unit role players, and role-player units external to the 143rd ESC and the 593rd SB were hosted by Logistics Exercise and Simulation Directorate and operated from Building 1109, Fort Lee. The primary focus emphasized establishing, honing, and evaluating competency-based learning objectives. These objectives are designed to integrate the absolute requirement to analyze and synthesize operational information and to apply technical, interpersonal, and conceptual logistics skills with the end result of supporting the exercise warfighter tasks.

The 143rd ESC was supported by experienced subject matter logisticians, who provided effective coaching and mentoring, thus contributing to the establishment of a "realistic" exercise, a battle rhythm in managing

the AOR replenishment of supplies, repair parts, water, bulk fuel, and munitions. The mentors also provided critical analysis and feedback to key staff elements while ensuring the military decision-making process was fully integrated into the battle rhythm and battle update assessments. The 143rd ESC staff activities were also assisted by participants from current deployed and past trace units, 311th ESC, and 1st Theater Sustainment Command combat subject matter logisticians.

The Combined Arms Support Command's CPX-S Exercise Plans Cell served as the planning lead. It prepared the exercise directive, higher headquarters operations order, exercise control plan, simulation control plan and MSEL. US Army Quartermaster Center and School facilitated the life-support and training facilities used by participants. The JDL was the backdrop for the support operations center and other principle general's staff activities. The 593rd SB staff activity was housed in a deployable rapid assembly shelter (DRASH). The exercise participants used the communication movement within array network suites as the primary method of exercise communication. The network suites integrated a video teleconferencing collaboration tool with Adobe Connect voice collaboration tool, exchange e-mail/shared folders, and voice-over Internet protocol application.

The DRASH used in the exercise is a mobile shelter with fixed wall capability that can be erected by a six-person team within four to six hours as an operations center and command post. The shelter is focused on design, engineering, integration, and analysis of command

and control. It houses command, control, communications, computers, intelligence, surveillance, and reconnaissance. The self-contained mobile shelter was installed and integrated on work tables with tactical data links (telephone, satellite, and computers). The DRASH provides a trailer-mounted support system (TMSS) capability. TMSS has an environment control unit and 33-kilowatt generator set. The power distribution design capabilities allow for rapid distribution of electrical power required for computers and associated network management to support tactical communication.

Mr. Billy Demps is assigned as Chief, Functional Division and Distribution Management Course Manager, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.



Soldiers use computers to track operational tempo.

Inventory Controls Play a Major Role in Management of Food Establishments

By Mr. Stephen J. Primeau

“Hey, Sarge, do I count this case of cereal as one case or 54 individual boxes?” This scenario or one similar has been played out in Army dining facilities many times over the years and, depending on how the case of cereal was counted, it has caused many inventory problems in Army dining facilities. Many dining facility managers wonder why inventory control procedures receive so much attention throughout the food service chain of command. Food operations sergeants know it is required by regulatory policy and guidance, but why has inventory control moved to the forefront of the food service industry, both in the military and civilian sector in recent years?

More and more often in today’s Army, good business practices from civilian industries are being used because they make good business sense. Why should the Army spend taxpayers’ (our own) money to research and develop programs when the civilian industry is doing the same? We can choose industry’s best

practices and adjust them, if needed, to fit within the frame work of the military requirements and policy. Inventory management is one of the more critical business practices for both the Army and civilian food service industry. Accurate inventories mean operating dollars are not tied up needlessly as subsistence sitting on shelves or in the freezer for a long time.

I encountered an example of what happens when inventory management is not practiced when I visited a brigade dining facility as a member of the Food Management Team. The facility’s two freezers had been so over-filled that people had trouble entering the freezers which were being worn out by the strain created by the excessive food volume.

The brigade had to eat its way through the rations on hand for at least two weeks before more supplies were ordered. Staff members were taught improved purchasing habits.

Civilian industry relies on current inventory management because of the bottom line – profit. It is important for the industry to track prime cost on a regular basis, as it includes the two most controllable costs in industry – labor and cost of goods sold (inventory). The Army relies on current inventory management to ensure that dining facility accounts are being managed within regulatory policy guidelines.

The food service industry historically used monthly inventory or labor-tracking systems, but in recent times more operations have moved to



Careful monitoring of supplies boosts efficiency.

a weekly or bi-weekly inventory standard. This happened because monthly tracking of prime cost (cost of goods and labor) often meant a facility exceeded its benchmarks and suffered a permanent loss of profit. For example, maybe the price of a raw product has increased and driven up food costs. If you wait for months to find out, then you've lost the opportunity to either adjust menu prices or find less expensive substitute products.

Inventories on a monthly or longer basis could also mean that some new employees are not using the proper portion control, or that labor costs have increased 10 percent, or that an employee has been stealing food on a regular basis. Waiting months to calculate cost of goods sold (inventory)

to finally learn it is out of balance can mean you let thousands of dollars literally walk out the back door.

Civilian food service personnel determined that weekly or bi-weekly cost reporting will change the attitudes and behavior of the kitchen staff because it creates awareness of the importance of controlling food and beverage costs and lets employees know they are being held accountable. If there is a problem, you will know about it quickly and can respond accordingly. Army and civilian experts all agree that a good inventory system will give accurate, up-to-date information on your actual food costs. Management must know what it is costing to put out a product and have a system that will help discover problems that might prevent you from reaching your budgeted profitability (account status). Managers agree that conducting weekly inventories gives them the best possible solution to accurate cost accounting as well as proper food and staff management.



Army food service leadership recognizes the same principles that our civilian counterparts use as a good basis of operations. We don't track labor costs in the military (with the exception of full food service contracted dining facilities), and we don't have to worry about the profit margin. However we are required to be at zero or minus percent of our account status at the end of the fiscal year.

The Army observed these institutional business practices and adapted some of them to fit its needs. It has outlined the requirements for inventory management in AR 30-22, The Army Food Program, 10 May 2005, paragraph 3-24. Food program managers (FPMs) must

be well versed in and observe these regulations.

It is important to remember that AR 30-22 prescribes the minimum required standards for conducting inventories. In many cases, military managers use the civilian standard of weekly inventories because it gives them the most current data for planning menus, ordering rations, and being accountable. They actually adhere to the same inventory controls that their civilian counterparts use. Food operations sergeants do monitor proper storage principles and proper stock rotation practices. They also enforce exacting cleaning and sanitation procedures as set by Technical Bulletin Med 530. Food preparation by the kitchen staff is constantly being monitored and supervised by our sergeants.

Another method that the civilian sector has established for inventory controls is the notion of par levels for subsistence stock. Par levels are simply the level of each item of your inventory that you need on hand to make it

to your next delivery. You don't have to use formulas to set par levels; use your experience in purchasing and knowledge of food recipes to know how much you will need and use these factors to set your minimum levels. Managers can use their weekly inventories to adjust the par levels and use these two pieces of information to accurately adjust their purchase orders.

The third civilian method pertains to the training of the staff to conduct an inventory as well as to pay attention to detail on preparation levels, stock rotation and cleanliness. The military clearly has this method covered because we constantly train and mentor Soldiers within our job specialty.

Additionally, all subsistence on hand in the dining facility will be inventoried at the end of the month. The inventory will be taken after the ingredients for the dinner meal have been pulled. The only items that are excluded from the physical on-hand inventory are operational rations such as meals, ready to eat and residual unitized group rations, open containers (except sensitive and high-dollar items) for kitchen use, commercial box lunches, leftovers, and any residual items of subsistence returned to garrison (although these are kept on a separate, non-account affecting inventory).

Managers know that the objective of routine menu planning is to form a basis for food buying and production. All food operation management personnel must continually analyze cost, storage, and labor factors to determine the most effective method of purchasing and preparing food. The cost per yield, available personnel, market cost at varying times of the year, and monetary status of the dining facility account will determine which items to purchase.

Of course, managers know that they are required to safeguard subsistence because the Army Food Program covers this requirement. It states, "Subsistence will be safeguarded during receipt, storage, issue, preparation, and serving. Prevention of unauthorized diversion of government subsistence will be included in the installation crime prevention program in accordance with AR 190-13, paragraph 2-2, and the physical security programs per AR 190-16, paragraph 1-4, and AR 190-51, chapter 3. Misuse, waste, or mismanagement actions pertaining to subsistence will be cause for investigation and appropriate action as deemed necessary by the installation commander."

Understanding the purpose of an objective will make it easier for managers to achieve the requirements within regulatory guidelines, but they should also understand that they are not alone in the process of inventory management or account status. The whole chain of command has a responsibility to assess and assist in this process. It is vitally important for the installation FPM to understand the dining facilities' missions and to take an active part in assisting the managers in inventory management. The FPM authorizes in writing all adjustments to the inventory level policy. This part of the regulation gives the FPM the authority to use prior historical data or future commitments to adapt the inventory levels of dining facilities when the six days of supply rule does not make sense. An example might be at a reserve or training dining facility where mobilization or de-mobilization change headcount numbers drastically.



Maintaining proper inventory control is an integral part of a successful operation. By implementing an efficient and cost-effective inventory control system, you can minimize food costs; reduce labor requirements, spoilage, waste and mismanagement, thereby increasing your ability to manage your account status. Managers must implement and use an inventory system.

There are many inventory systems available to choose from and the installation food program manager can assist you in selecting the best method or system within his program standards. If all food program personnel work together, then the system can be modified and implemented to fit your particular operation. An inventory system will give you accurate, up-to-date information on your actual food cost. You must know what it is costing you to put out your product and have a system that will help you discover problems that might be preventing you from reaching your budgeted account status. An inventory system should be user-friendly and not be cumbersome to use. Again, these



systems are there to assist you in managing your business, not to take up all of your time.

Mr. Stephen J. Primeau is assigned as a Senior Food Service Systems Analyst with the Concepts, Systems, and Policy Division, Joint Culinary Center of Excellence, US Army Quartermaster Center and School, Fort Lee, Virginia. He retired as a food service master sergeant from the US Army with 24 years of service. Upon retirement, he worked for a food manufacturer, Cuisine Solutions, for two years as its military sales manager.

Forklift Familiarization Training Returns to Fort Lee

In December 2008 forklift familiarization training returned to Fort Lee, Virginia, via the Automated Logistical Supply Specialist (92A10) Course. Such training was eliminated from Quartermaster advanced individual training (AIT) in 1993 in response to a directed requirement to reduce course-length, equipment requirements, and equipment maintenance costs. At that time, Soldiers who left Fort Lee trained on forklifts were still required to undergo training at their first unit assignment in order to be licensed as forklift operators.

In support of that directive, the critical task for forklift training was moved from the resident course and became each unit's responsibility. Now the Quartermaster Center and School is prepared to help units with this task by once again providing forklift familiarization training to all Soldiers attending the 92A10 AIT course at Fort Lee. The new training will introduce AIT Soldiers to the forklifts they are most likely to see and operate in their first unit assignment. Two forklift simulators are to be available by the spring of 2009 to give AIT students some stick time in the cab of a 10K ATLAS II forklift.

Although students will not be licensed operators when they graduate from the course, they will have a good working knowledge of forklifts when they arrive at their first unit assignment. For more information about this course, please contact Mr. Jerome Pepper at (804) 734-4579 (DSN 687) or jerome.pepper@us.army.mil.

PBUSE Fields New AIT Hardware

Property Book Unit Supply-Enhanced (PBUSE) Interim Change Package (ICP) 6.3 software Automatic Identification Technology (AIT) Phase I was released to the user community on 12 September 2008. The fielding of and training on the AIT hardware was tentatively to begin in the first quarter of FY09, with fielding to continue through the fiscal year. This hardware consists of rugged hand-held terminal (HHT) CK61G mobile computers with PM4i barcode printers. AIT Phase II, to be deployed in a later software change package release, will incorporate request, receipt, turn-in, and lateral transfer capabilities of PBUSE AIT.

Coordinated efforts and on-going actions between the Army G-4, Project Manager-Logistics Information System, and the Quartermaster Center and School (QMC&S) have enabled the initial fielding of the PBUSE AIT to the QMC&S. This allows training of this capability to begin in the second quarter of FY09. Training will be incorporated into the revised PBUSE training support packages in respective course training modules using the enabling learning objectives under already approved Soldier critical tasks.

The PBUSE integrates and automates the inventory information and barcode technology through the use of the HHT computer/scanner, PM4i barcode printer, two-dimensional barcode labels, and automated information system. Although the AIT capability is targeted for the unit supply enhanced user level; it can also be employed at the property book level. Specifically, automated inventories for cyclic, sensitive, 100 percent, ad hoc, and sub-hand receipt (SHR) inventories can be performed with AIT. The enhanced capability provides the warfighter logistician with the capability

to track, document, inventory, and control the deployment of personnel and materiel. Further enhancements and system upgrades indicate that it will be a time-saver and assist commanders with inventories. Capability includes the option to view discrepancies identified during the inventory. The report will alert the user to these:

- any item not inventoried,
- additional items scanned or manually input,
- excesses/shortages,
- missing serial/lot numbers, and
- serialized items not belonging to your unit identification code.

If a barcode label cannot be read during inventory process, one of these actions should be taken:

- The user can manually type in the data on the label or click a checkbox that notes an item was not able to be scanned, which will include it in the inventory.
- If the user selected a specific SHR to scan an item for and the item belongs to a different SHR, the user will get a warning message similar to the one that is displayed when an item doesn't exist on the hand receipt.
- If the item is a bulk asset or contains a lot quantity, the user will be prompted to enter (or confirm) the quantity before continuing.
- Users will have the ability to manually add an item that cannot be read or does not appear on the inventory list.
- Users will have the ability to remove an item from the list of items scanned.



Hand-held computer

POCs are Mr. Billy Demps, (804) 734-4711 (DSN 687) or billy.demps@us.army.mil and Mr. Steve Pawlick, (804-734-3481 (DSN 687) or steve.pawlick@us.army.mil.

92Gs Valued in War Zones Though Some Need Post-Deployment Refresher Training

By CW5 Jack C. Van Zanten

The food service military occupational specialty (MOS) 92G series continues to provide wholesome, nutritionally adequate menus with a wide variety of choices to support the Soldier in all environments throughout the world. From the daily support provided in garrison to local and national training areas to the war zones in Afghanistan and Iraq, food service personnel are performing this critical feeding mission. With the many rotations and the development of the Logistics Civilian Augmentation Program (LOGCAP) in contract food service operations at the main contingency bases in the war zones, the value and technical capabilities of our food service personnel may be overlooked by some of our leaders. A need for post-deployment refresher training for 92Gs who work outside their MOS has been identified, and this training has been implemented.

Most of our leaders fully understand the worth of this vital MOS as well as the support the 92G Soldiers provide and their value in current and future operations. Those who see only the major base LOGCAP operations and question whether there is a future need for the food service MOS, simply need to move to the forward operating bases (FOBs) or the combat operating posts (COPs). There they will find Soldiers performing their feeding

mission in some of the most austere and remote sites imaginable. Ask the Soldiers operating at such sites what a hot meal means to them, and discover the full worth of this food service MOS and the cooks who support the organizational mission daily.

The Army is eating better than it ever has in an operational mission. This is due, in part, to those food service experts who oversee the entire food service program. Food service noncommissioned officers and warrant officers lead the way in coordinating, providing oversight, and ensuring that LOGCAP dining facilities and FOB/COP field kitchens have everything they need to support the commander's objectives.

The food service Soldiers are not just cooking either. They perform other duties related to support of the feeding mission from Class I yards to LOGCAP contract oversight, and they still must be combat-ready. It is understood that "every Soldier's secondary MOS is Infantry," so cooks also perform tasks ranging from guard duty to convoy escort.

Because a significant number of 92Gs are not able to work in their MOS while deployed, the US Army Training and Doctrine Command (TRADOC) tasked the Quartermaster Center and School (QMC&S) in May 2008 with



Hot meals are prepared in field kitchens.

determining the existence and extent of 92G skill degradation during deployment and, if found, suggesting mitigation courses of action. The QMC&S Joint Culinary Center of Excellence (JCCoE), in conjunction with the Combined Arms Support Command and Sustainment Center of Excellence, developed a survey to solicit feedback from the Army food service community. The survey was opened and deployed for data collection on 12 August 2008 and closed a week later.

Approximately 73 percent of respondents indicated additional training is required for 92G Soldiers returning from lengthy deployments. The largest response indicated that refresher training is needed for 26 to 50 percent of 92Gs. The estimated number of training days suggested was 14. Areas identified as needing the most extensive training are preparing a variety of baked items; sanitation and food-handling techniques; preparation of meat, poultry, and seafood; and principles and concepts of menu planning. Written comments reflect that a major reason for this is that Soldiers leave advanced individual training, arrive at their unit, and deploy without first working in a dining facility. Once deployed, these Soldiers may work outside of the 92G MOS because of LOGCAP support in the major base camp areas.

TRADOC approved a recommended way ahead for food advisers and supervisors to institute and monitor an on-the-job training program with QMC&S support tailored to organizational training needs. The JCCoE has posted a program of instruction for 92Gs on the Web at http://www.quartermaster.army.mil/aces/training/training_main.html. It is to be used as a template. Food advisers and supervisors have the flexibility of tailoring the program to the needs of their particular command. A variety of assistance is available by clicking the “e-mail” button on the above Web page and submitting questions to the various departments within the JCCoE.

Our food service professionals are a valuable resource in sustaining the operational readiness whether they are preparing and serving meals or providing contract oversight to the LOGCAP dining facility operations or providing the Class I support with the Defense Supply Center Philadelphia. While many see contractors performing part of the mission, the food service Soldier is performing the most critical and unsung feeding support behind the scenes daily. The food service Soldiers provide valuable contract oversight, ensuring that the food prepared and served in LOGCAP dining facilities by host nation personnel meets sanitary and food preparation requirements. The contractor’s final product is obvious to the casual observer while the great job by our contract officer representatives is not.



Soldiers dine at a forward operating base.

CW5 Jack C. Van Zanten is the Army Food Adviser at the Quartermaster Center and School. His previous assignments include FORSCOM Food Adviser, XVIII Airborne Corps Class I Officer, and 1st Armored Division Food Adviser.

Army Updates Two Petroleum Systems

By Conrad Bradley

In 1911, the Army began to experiment with using motorized vehicles to support troops in tactical environment. Five years later, trucks were used in support of the “Punitive Expedition” to Mexico. Since World War I, the US military has used portable storage tanks mounted on 2 ½-ton trucks, portable storage tanks mounted on railcars, and 5-gallon Jerricans to move fuel. In the mid-1970s, the Army recognized the significant challenge of supporting modern military forces with a vast amount of fuel. To satisfy this need, the Army tested and deployed the Inland Petroleum Distribution System to support the rapid tempo of today’s Army.



Assault Hoseline Pump

The new FSSP is capable of receiving bulk fuel from a variety of sources, and issuing bulk fuel to rotary aircrafts and ground vehicles. The capacity and layout of this bulk storage system can be tailored to situational requirements ranging from 120,000 to 800,000 gallons. It is capable of rapid emplacement and recovery and can be transported to the operational site by a wide variety of transportation assets.

Used by division and corps units, the FSSP is the primary system for receiving, storing, and issuing fuel within the theater of operation. The system components consist of: The fuel receipt area, a tank farm assembly (any combination of 20,000-, 50,000-, or 210,000-gallon tanks), the fuel dispensing area, 350 GPM pump assemblies and filter separators, and associated hoses and fittings.

In the last several years, the Army has fielded several new refueling systems. One of the systems is the M90800 Assault Hoseline System (AHS). In addition to the AHS, the Army is currently fielding a new fuel system supply point (FSSP), which will vastly increase the storage capacity compared to the legacy system.

The AHS is a cross-country, bulk petroleum distribution system used in the Army’s corps and theater areas to rapidly transfer fuel between petroleum bulk storage facilities over diverse and difficult terrain. The AHS has more than 2.65 miles of 4-inch collapsible hose mounted on four hose reels. These hoses transport fuel at a rate of about 350-gallons per minute (GPM). Its pressure-regulated pump unit is driven by a 350-GPM diesel engine. The system also has a mechanical means of deploying and recovering the hoses, a capability to traverse many different types of terrain, the ability to span obstacles up to 200 feet long, a functional ability to control the flow of fuel, and the capability to evacuate liquid and air from hoses after use.

Other additions to the new system include tank volume meters installed on the input and output sides of the tanks. Flow meter assemblies are used to observe the volume of fuel. The system also includes a recirculation/transfer line, which enables the user to recirculate the fuel in each bag and transfer fuel from bag to bag. A Hammond’s injector is also included with the system, which allows additives such as corrosion inhibitor, fuel system icing inhibitor, and static dissipating additive to be injected when required. Soldiers currently attending advanced individual training are training on the AHS and will start receiving training on the new FSSP in the near future. The AHS and FSSP systems are designed to be around until these Soldiers are senior noncommissioned officers and officers fueling the force.

Mr. Conrad Bradley is a Training Specialist at the Petroleum and Water Department, United States Army Quartermaster Center and School, Fort Lee, Virginia.



Confined Spaces

Prepare Well to Work in Tanks, Tunnels

By **Michael L. Davis**

Safety Specialist Assigned to the US Army Quartermaster Center and School

The Department of the Army (DA) and the Occupational Safety and Health Administration (OSHA) require that a safety plan be developed, that personnel be trained, and that the safety plan be followed any time a worker is to enter a confined space, including petroleum and water tanks. DA Pamphlet 385-10, Army Regulation 385-10, and OSHA Standard 1910.146 apply to all confined spaces that 92F-Petroleum Supply and 92W-Water Treatment personnel may enter. However, we are receiving reports that units do not have safety plans and that 92F and 92W personnel are not being trained or equipped for safety. Unit leaders must ensure that a safety plan for their operating environments and equipment be developed and that personnel are properly trained and equipped.

Remember, entering any tank or like structure will expose personnel to possible death or injury in what are referred to as “confined spaces.” OSHA defines a confined space as a space that is large enough for a worker to enter, has restricted means of entry or exit, and is not designed for continuous worker occupancy. According to the agency, more than 5,000 injuries occur in confined spaces each year in the US alone. A permit-required confined space (permit space) presents or has the potential for hazards related to atmospheric conditions (flammable, toxic, asphyxiating), engulfment, configuration, or any other recognized serious hazard.

Regulations governing entry into confined spaces are specified by OSHA. You can find these regulations at 29 CFR 1910.146 or check

with your local safety agency for requirements (unit standard operating procedures and local safety procedures). Examples of confined spaces include ship compartments, fuel tanks, storage tanks, vats, silos, sewers, tunnels, and vaults. Although these environments are often dangerous, you might have to work in them to inspect equipment, hardware, or structural elements, or to clean, repair, or maintain them.

Remember that dangerous vapors and gases can accumulate in these spaces. This is what makes a confined space

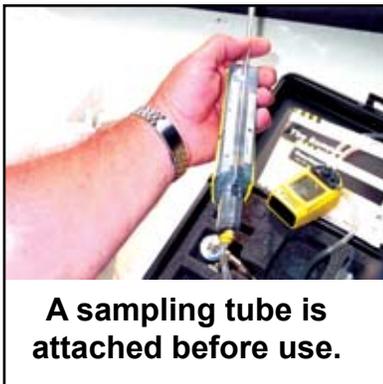
hazardous. Fires, explosions, and physical hazards can also injure or kill an unprotected worker. Let’s look further at some of the dangers you might encounter in a confined space. Physical hazards may result from mechanical equipment or moving parts like agitators, blenders, and stirrers. Dangers may also be present from gases, liquids, or fluids entering the space from connecting pipes. Before entering a permit space, all mechanical equipment must be locked out/tagged out. All lines containing hazardous materials such as steam, gases, fuel, or coolants must also be shut off. Other physical hazards include heat and sound. Temperatures can build up quickly in a permit space and cause exhaustion or dizziness. Sounds may reverberate and make it hard to hear important directions or warnings.



Portable gas analyzer’s main unit is turned on.

Most permit space accidents are related to atmospheric conditions inside the space or to the failure to continuously monitor hazards. In general, the primary hazard associated with confined spaces is oxygen deficiency. Normal air contains 20.8 percent oxygen by volume. The minimum safe level as indicated by OSHA is 19.5 percent; OSHA defines the maximum safe level as 23.5 percent. At 16 percent you will feel disoriented, and between 8 and 12 percent you will generally become unconscious. Either displacement or consumption may reduce oxygen in a space. Gases such as argon, nitrogen, or methane displace oxygen. Chemical reactions such as rusting, rotting, fermentation, or burning of flammable substances may cause consumption.

Fire and explosion are serious dangers in



A sampling tube is attached before use.

a permit space. Fumes and vapors will ignite more quickly in the trapped air. Flammable and combustible gases or vapors may be present from previous cargoes,

tank coatings, preservatives, and welding gases. Faulty electrical equipment, static electricity, sparks from welding, or cigarettes can ignite built-up vapors and gases. These contaminants occur from material previously stored in the tank or as a result of the use of coatings, cleaning solvents, or preservatives. Unfortunately, you won't be able to see or smell most toxins, but they present two types of risk in a permit space. First, they can irritate your respiratory or nervous system. Second, some toxic chemicals can cut off your oxygen supply or get into your lungs and cause asphyxiation.

Once you recognize a hazard, there are several important steps to follow when working in a confined space. Plan carefully before you enter the space. Test the air before entry

and periodically as you work. If there are any hazards in the space, it is considered a permit-required confined space and you may enter only if you're following your unit's confined space permit program. There is an alternate procedure for confined spaces when the only hazard is a hazardous atmosphere that can be made safe for entry through continuous ventilation. These spaces don't need permits. Finally, have a rescue plan in case of an emergency. Work in and around permit spaces must be viewed as a total process. Safe entry is only the beginning. You want Soldiers to enter, complete the work, and exit safely.

Entry permits must be used to enter a confined space that presents or has the potential for presenting hazards related to atmospheric conditions or any recognized serious hazard. In such cases, only a worker with a written permit should be allowed to enter a permit-required confined space. In situations where you must use a permit, obtain one from your supervisor and post it outside the permit space to warn others that you are inside.

Use locks and tags to prevent accidental startup of equipment while someone is working in the permit space. Cut off steam, water, gas, fuel, or power lines that enter the space. Use only safe, grounded, explosion-proof equipment and fans. The unit must have special instruments for testing the levels of oxygen, combustibility, and toxicity in confined spaces. A common cause of injury and death in permit space accidents has been failure to test for dangerous air contaminants and safe oxygen levels before entry and during work procedures.

Test for oxygen and combustibility before you open the space by probing with test instruments near the entry. Once the space is opened, test the air from top to bottom. Some gases are heavy, and will sink to the bottom of the space. Light gases will rise to the top. Be sure to check all levels. After you are sure that the oxygen level is adequate and that there is nothing combustible in the space, test for

toxicity. Notify your supervisor if pretests find hazards that you can't adequately protect against. Follow-up testing may be periodic or continuous, depending on specific conditions. Because the work being done within a permit space may also change air quality, continuous testing may be needed to ensure worker safety.

Some confined spaces may contain water, sediment, hazardous atmospheres, or other unwanted substances. These substances generally must be purged, that is, pumped out or otherwise removed, before entry. Use ventilating equipment where possible. Ventilation should maintain an oxygen level between 19.5 percent and 23.5 percent. It also should keep toxic gases and vapors to within OSHA-accepted levels. Portable self-contained breathing devices should be used where the entrance is large enough, unless the atmosphere is ventilated or has been determined to have no potential atmospheric hazards. If the entrance to a potentially hazardous atmosphere is too small, an airline mask should be used with supplied air. If there is any danger of disconnecting the airline, a five- to 15-minute escape respirator containing breathing air should be carried. You might also need eye and hearing protection and protective clothing.

OSHA estimates that almost two-thirds of the total deaths result from people attempting a rescue. When Soldiers enter a permit space, at least one person should remain outside to summon help or offer assistance. When the unit designates a Soldier to perform rescue procedures in addition to monitoring the safety of the confined space entrant, that Soldier should be equipped with the necessary personnel protective equipment and rescue equipment and be trained in first aid and cardiopulmonary resuscitation. The Soldier should maintain constant communication with those inside the space by sight, radio, or field telephone. If a situation arises that requires emergency entry, the Soldier should not enter until additional help arrives. Remember that a rope tied around a Soldier's waist is not an



acceptable rescue method because it does not allow a single rescuing Soldier to pull the injured one out of a space. A full body harness with lifeline is a better approach because it can be attached to a block and tackle, which a single rescuer/attendant can operate.

Units should always follow safety procedures and the organization's permit space program. They should use protective equipment made available by the unit. Following these rules carefully will enable Soldiers to work safely even in permit-required confined spaces. Keep the following safety tips in mind:

- Ensure all personnel are trained in the necessary requirements to enter a confined space and that only trained personnel are allowed to enter any confined space.
- Use prescribed personal protective and respiratory equipment at all times if required.
- Test the air inside the permit space for flammable, explosive, and toxic vapors and gases before entry. If necessary, test again while work is in progress to ensure continued worker safety.
- Always use spark-proof tools and explosion-proof fans, lights or air movers when working in permit spaces.
- Have trained, well-equipped Soldiers stand by to rescue anyone who gets into trouble while working in a permit space.
- Check with the local safety representative for requirements and training needs.
- The unit must have an emergency plan that includes emergency rescue procedures.



CAREER NEWS



Wanted: More Officer Candidates and Coaches and Mentors for Them

By **LTC Rick Harney**
Chief, Office of the Quartermaster General

For the next five fiscal years (FY), Officer Candidate School (OCS) lieutenants will account for the majority of annual year group accessions. In FY08, OCS candidates accounted for 50 percent of Quartermaster Corps accessions as compared to 40 percent and 10 percent for Reserve Officers' Training Corps (ROTC) and US Military Academy cadets, respectively. While this initiative affords highly deserving enlisted Soldiers and warrant officers the opportunity to maximize their potential, it also compensates for projected ROTC accession shortcomings and serves as a temporary stop-gap measure to ease captain shortages. This initiative also creates leadership challenges that senior leaders must take into account when coaching and mentoring junior officers.

Army Regulation (AR) 350-51 (US Army Officer Candidate School) outlines the 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 9 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 (HRC) centralized accessions board, or 2) direct selection by a commanding general officer specified by Headquarters, Department of the Army, G-1 policy (FY09 direct OCS selection process guidance had not been released as of press time).

Please note that OCS candidates come from two sources: Active Duty, Guard, and Reserve enlisted Soldiers, warrant officers, “prior service” candidates, or US Army Recruiting Command (USAREC) applicants assessed under the “college option” program (“college option” candidates must possess at least a bachelor’s degree in order to apply). Regardless of source, OCS graduates incur a 10-year active duty service obligation effective the date of commission.

OCS has traditionally served as an extremely effective and important commissioning source. Conversely, it poses unique coaching and mentoring challenges among senior leaders. The following points, though not inclusive, elaborate on the issues that leaders should take into consideration when coaching and mentoring OCS graduates:

- **Age and Generational Gaps:** Age and generational differences present themselves in two forms: Leader to led and peer to peer. First, company commanders and principle staff heads, and in some cases battalion commanders, will find themselves leading lieutenants their age or older and with comparable operational experience. This point not only lends itself to the perception of a better served unit but could also, conversely, prove intimidating to junior leaders. Further, age and maturity factors may result in some “prior service” lieutenants finding it difficult to relate to their youthful ROTC and West Point counterparts. Therefore, leaders must develop a culture that embraces age and generational differences in a more cohesive organization.
- **Transition from Enlisted/Warrant Officer to Officer:** Nearly all “prior service” candidates have heard the endearing phrase “Don’t forget where you came from” mentioned to them prior to OCS attendance. While the expression serves as a reminder to always take care of Soldiers, some have taken the words literally, thus maintaining a pre-OCS mind set. OCS candidates must learn early on that responsibility as a commissioned officer takes on an even greater meaning than previously encountered. Leaders must learn to recognize this challenge and take appropriate action in the form of “teachable moments” to point out role differences and critical/cognitive thinking skills required of an officer.
- **Education and Professional Development:** Nearly all leaders and scholars agree that professional development as a lieutenant provides the foundation that shapes one’s career. Unfortunately, the professional development timeline for some “prior service” lieutenants gets drastically shortened when one factors in degree completion. For example, current policy dictates that an officer must have a bachelor’s degree prior to promotion to captain (O-3). Additionally, HRC promotes first lieutenants to captains at the 36-month active federal commissioned service mark. Basic Officer Leadership Course (BOLC) and follow-on school (Airborne, Aerial Delivery Materiel Officer, Mortuary Affairs, etc.) attendance, coupled with 12-18 months of degree completion, could result in less than one-year lieutenant’s time prior to promotion to captain! Instances of this nature will require command direct coordination with HRC career managers to ensure unit operational needs are met while officers complete educational and professional development requirements.
- **Complacency:** Complacency is closely tied to officer transition and professional development. An OCS officer’s length of prior service; along with leadership ability, technical competence, and operational experiences contribute to complacency. BOLC professional development sessions indicate most Quartermaster branched “prior service” lieutenants served in one of nine functional military occupational skill specialties with very few possessing multi-functional logistics experience. Unfortunately, most tend to over-rely upon their one-dimensional knowledge base not putting forth the effort necessary to develop as an officer. Leaders should react by removing such

officers from their “comfort zones” and placing them in positions that facilitate higher learning and professional development.

- **Officer Goals and Aspirations:** While DA Pamphlet 600-3 outlines professional development timelines, key developmental assignments, and civilian and military educational requirements, “prior service” officer length of time-in-service and ultimate goals and aspirations may alter one’s coaching and mentoring outlook. OCS officers often view commissioned service as a stepping stone toward post-retirement success – a realistic thought process that could lead officers to functional areas or non-traditional paths. Leaders should keep an open mind when coaching and mentoring “prior service lieutenants,” balancing operational needs and professional development requirements with officer goals and aspirations.

In conclusion, the current officer candidate accession surge serves as an excellent short-term initiative by providing highly deserving Soldiers the opportunity to excel while reducing the shortage of captains. Senior leaders must understand the challenges coaching and mentoring “prior service” officers and take appropriate steps to ensure positive integration within their organizations.

LTC Rick Harney is assigned as the Chief, Office of the Quartermaster General, US Army Quartermaster Center and School. He has served in a variety of command and staff positions at the tactical, operational, and strategic level. A distinguished military graduate of the US Army Officer Candidate School, LTC Harney is also a graduate of the Field Artillery Officer Basic and Quartermaster Advanced Courses, US Army Command and General Staff College, and Joint Forces Staff College. A graduate of Hawaii Pacific University, he also holds a master’s of business administration from Webster University and a master’s of military arts and science from the US Army Command and General Staff College.

Fiscal Year 2009 Selection Board Update

Headquarters, Department of the Army recently released the following 2009 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. POC is LTC Rick Harney, (804)734-4178 (DSN 687) or robert.harney@us.army.mil.

Fiscal Year 2008 Colonels Selection Board Results

On 5 November 2008, Human Resources Command released the results from the FY08 Colonels (ACC) Promotion Selection Board. The following promotion statistics compare Force Sustainment (FS) statistics with that of Maneuver, Fires and Effects (MFE); Operational Support (OS); and Army overall.

FY08 Colonel Promotion List									
	Above Zone			Primary Zone			Below Zone		
	CON	SEL	%	CON	SEL	%	CON	SEL	%
MFE	228	6	2.6%	398	227	57.0%	416	24	5.8%
OS	180	19	10.6%	258	122	47.3%	284	13	4.6%
FS	122	1	0.8%	218	121	55.5%	294	13	4.4%
Army	530	26	4.9%	874	470	53.8%	994	50	5.0%

Congratulations are in order for all selected. POC is LTC Rick Harney, Chief, Office of the Quartermaster General, (804) 734-4178 (DSN 687) or robert.harney@us.army.mil.

Fiscal Year 2008 Master Sergeant Selection Board Results

The Human Resources Command recently released the FY09 MSG Promotion Board results. Results provide the percentage of Quartermaster Soldiers considered and selected for promotion to MSG as well as the Army average. POC in the Enlisted Proponent Office is SSG Arnetra Hughes, (804) 734-4330 (DSN 687) or arnetra.hughes@us.army.mil.

FY09 MSG Board Results			
Army/CMF/MOS	Total Considered	Total Selected	%
ARMY	20,552	3,241	15.80%
CMF 92	1,866	241	12.91%
92A	268	82	30.59%
92F	291	26	8.93%
92G	492	53	10.77%
92M	66	1	1.50%
92R	55	5	9.09%
92S	49	2	4.08%
92Y	645	72	11.16%

Captain Incentive Program Update

The FY08 Captain's Incentive Program enrollment period ran from 7 April 2007 to 30 November 2008. The program is not offered for FY09. The data indicate 14,245 out of 21,243 active duty officers (67.1 percent) chose one of five incentives (monetary, graduate school, military school, branch of choice or post of choice). The Captain's Incentive program was offered to officers in year groups 1999-2005. Officers become ineligible upon promotion to major. Many senior year group officers (1999-2002) had already separated from service prior to the program start date. Non-participants included officers that were separated, ineligible or deceased. Separating officers cited family concerns followed by leadership conflicts as primary reasons for separating. POC is CPT Joanna Mosby, Officer Proponent, Office of the Quartermaster General, (804) 734-3441 (DSN 687) or joanna.mosby@us.army.mil.

2009 Quartermaster Symposium

Mark your calendars! The US Army Quartermaster Center and School will host the 2009 Quartermaster Symposium 15-20 June 2009, at Fort Lee, Virginia. In celebration of the Year of the NCO, the symposium will recognize the contributions of our non-commissioned officers. The symposium is designed to facilitate discussions on Quartermaster functional issues, preview initiatives, address specific concerns raised by operating and generating forces, and recognize Quartermaster Corps excellence. Key events include Warrant Officer and CSM/SGM conferences, dedication ceremonies, regimental review, and Quartermaster Foundation dinner and Regimental Honors Program recognition ceremony. More information, including an agenda and guest speaker list, will be forthcoming. POCs are LTC Rick Harney, (804) 734-4178 (DSN 687) or robert.harney@us.army.mil and COL Norma Ely, (804) 734-4258 (DSN 687) or norma.ely@us.army.mil.

Theater Logistics Studies Program

The Theater Logistics Studies Program or TLog (formerly known as the Logistics Executive Development Course) is the premier operational logistics course. This challenging 19-week course, based on case studies and featuring high-level speakers, prepares senior logistics captains and majors to occupy key logistics planning positions within the support operations shops of theater support commands and expeditionary support commands, as well as designated positions on theater and expeditionary level logistics staffs. Attending military and civilian students can also earn a master's degree in logistics management through a cooperative degree program with Florida Institute of Technology. The next TLog class begins in August 2009. The Combined Arms Support Command and Sustainment Center of Excellence recently initiated a proposal recognizing TLog completion as an

additional skill identifier. This action is pending Department of the Army Headquarters staffing and should be approved before the next class starts. Interested officers should check with the appropriate career manager for program information. The Army Logistics Management College POC is Mr. Ken Cox, (804) 765-4752 (DSN 687) or leeetlog@conus.army.mil. The Quartermaster Center and School POC is LTC Rick Harney at (804) 734-4178 (DSN 687) or robert.harney@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 their 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

On-Line Joint Mortuary Affairs Senior NCO Course

The Joint Mortuary Affairs Center (JMAC), Quartermaster Center and School, Fort Lee, Virginia, offers an on-line Joint Mortuary Affairs Senior Noncommissioned Officer (NCO) Course. This Web-based course is open to senior (E-6 and above) NCOs of all branches of service requiring information for planning mortuary affairs operations. The course is directly focused on requirements for staff mortuary affairs NCOs. For further information and procedures for application, please visit the JMAC Web site, http://www.quartermaster.army.mil/mac/jmac_main.html. POC is Mr. Bernard Bogan, (804) 734-5051 (DSN 687) or bernard.bogan@us.army.mil.

Petroleum and Water Department Petroleum Training Facility Bulk Fuel Capitalization Initiative

Since February 2008 the Petroleum and Water Department (PWD) of the Quartermaster Center and School (QMC&S) has aggressively pursued re-capitalization of the Petroleum Training Facility (PTF) and the infusion of bulk fuel to enhance training and support continental United States-based contingency requirements. In February 2008, the Defense Energy Support Center (DESC) provided \$3.4 million emergency sustainment, repair, maintenance and environmental funding for tank refurbishment and for cleaning the entire pipeline system, including pipeline hydro-testing.

In May 2008, QMC&S-PWD segregated training tanks 3 and 4 and re-started full spectrum bulk fuel sampling and gauging training. In September 2008, the rail car training operation was segregated from the capitalized site and rail car training operations resumed as well. Additionally, PWD received approval from the Army Petroleum Center for the product quality control plan, which will be used to manage the capitalized site once the product is delivered. In October 2008, in anticipation of PTF capitalization, DESC designated the facility to store contingency war-reserve fuel stocks.

Lastly, PWD recently funded the construction of the tank truck spill containment berm that is to be used to support the US Army Reserve Component Quartermaster Liquid Logistics Exercise in the summer of 2009 and aid fuel deliveries once the PTF resumes fixed pipeline and terminal operations training. These efforts will greatly enhance the QMC&S ability to support the warfighter and improve the quality of training provided. The PTF is rapidly becoming an improved joint training platform directly affecting deployed Soldiers and sister service members worldwide. In 2009, both the US Air Force and US Army plan to conduct a first article test for 210,000-gallon collapsible fabric fuel tanks that will be utilized in Iraq and Afghanistan. POC is

Mr. Jose Hernandez, (804) 734-2626 (DSN 687) or jose.hernandez@us.army.mil.

Petroleum and Water Department Issues New Water Planning Guide

Headquarters, Department of the Army has recently updated the Water Planning Guide. It provides water consumption rates for use in planning and modeling. The guide provides rates that are extrapolated for theater-level planning, and it also provides detailed rates for each functional area so users can customize them to suit their requirements. The guide provides rates for both potable and non-potable water requirements. This version includes a small section on ice and a section to assist with planning for bottled water distribution. The water support equipment consumables section now includes newer equipment.

The Water Planning Guide is available on the Combined Arms Support Center Planning Data Web site, <https://www.cascom.army.mil/private/CDI/FDD/Multi/PDB/Water.htm>, and on the Quartermaster Center and School Petroleum and Water Department Website, http://www.quartermaster.army.mil/pwd/pwd_water.html. POC is Miss Mari Wells, Management Analyst (Force Structure, Quartermaster), (804) 734-2363 (DSN 687) or mari.wells@conus.army.mil.

End of an Era: Bulletin to Cease Publication

This is the final regular issue of the *Quartermaster Professional Bulletin*. The quarterly publication debuted in March 1988.

The *Bulletin* staff, with the assistance of Quartermaster Historian Dr. Steven Anders, is preparing a commemorative edition to be published this summer. The 234-year history of the Quartermaster Corps will be featured in that edition. Also planned are articles examining the present situation in our war zones abroad, the Base Realignment and Closure changes at home, and our future.

WORDS FROM THE QUARTERMASTER CENTER AND SCHOOL CHAPLAIN

Recovering and Resetting Our Spirits

Healing the Warrior's Soul

By Chaplain (MAJ) David V. Green

“War is hell!” This saying attributed to GEN William T. Sherman is still true. The warrior's soul is on an extreme journey dealing with places of emotional soreness due to loss, physical injury and death. But what kind of sustainment does the warrior's spirit need? At times it is a challenge for the soul to find the energy to care about normal life, let alone deal with the issues of readjusting to life beyond the war zone. There is a bridge back from the hell of war. We all must work to see that the warrior's soul makes it across that bridge and is on the journey to recover and reset.

Tending to the soul of the warrior is a critical sustainment issue requiring the following deliberate recovery and resetting steps:

1. Know the combat-related issues that oppose the warrior's soul.

- **Mild Traumatic Brain Injury (mTBI)** is a type of concussion resulting from a blow to the head. It does NOT result in obvious physical injury (you can't see it). This injury can produce symptoms not recognizable as related to a more typical injury. The

most common symptoms are headaches, dizziness, nausea/vomiting, memory problems, and irritability. The mTBI is the signature injury of our current war.

- **Post Combat Stress** creates long-term reactions to combat. Operational exposure negatively impacts quality of life. These stress reactions are physical, behavioral, and emotional. They get in the way of normal life. Physical reactions include fatigue, chest pain, weakness, sleep problems, nightmares, breathing difficulty, muscle tremors, profuse sweating, pounding heart, and headaches. Behavioral reactions include withdrawal, restlessness, emotional outbursts, suspicion, paranoia, loss of interest, alcohol consumption, and substance abuse. Emotional reactions include anxiety or panic, guilt, fear, denial, irritability, depression, intense anger, agitation, and apprehension.

- **Compassion Fatigue** is the result of absorbing the emotions of people who have suffered or are suffering from the violence and other tragedies of war. The impact of other people's trauma begins to affect one's well-being and personal relationships.

Tending to the
Warrior's Soul
is a critical
sustainment issue
that requires
three deliberate steps
to facilitate recovery.

It is described as secondary post-traumatic stress disorder. Normally it is a term used for caregivers such as nurses, doctors, mental health workers, chaplains, and others who work in high intensity areas such as mortuary affairs specialists (92M).

2. Create a climate for recovery and resetting of the warrior's soul.

Your personal efforts combined with the mental health community, family readiness support centers, Army community services, military one source, and chaplains will provide a journey to healing. Healing the warrior's soul is a partnership from the whole community. Go with your battle buddies to get the help they need. This strategy sets a climate for help. A warrior must journey through feelings, thoughts, and behaviors. What they/we experienced from the hell of war is now part of them/us, but those experiences do not have to own them/us or control them/us. Every Soldier serving or individual supporting a warrior needs to live and promote this climate for recovery and resetting of the soul.

3. Lead by example in recovery, resetting of your own warrior's soul.

A 25 November 2008 *USA Today* headline read, "General's Story Puts Focus On Stress From Combat – Military hopes more troops will get help." GEN Carter Ham, one of our Army's four-star generals, was in command of the northern part of Iraq during the early part of the war. The article reported that GEN Ham personally experienced the aftermath of a suicide bomber who blew himself up in a mess hall in Mosul, killing 22 people, 14 of whom were Soldiers.

GEN Ham is a Soldier who got help with his post traumatic stress. He was having *normal* stress responses to the *abnormal stresses* of war. The general sought screening for his post-traumatic stress and got counseling from his chaplain. USA Today reported that GEN

Ham said, "You need somebody to assure you that it's not abnormal ... it's not abnormal to have difficulty sleeping. It's not abnormal to be jumpy at loud sounds. It's not abnormal to find yourself with mood swings at seemingly trivial matters. More than anything else, [it is important] just to be able to say that out loud."

His wife was the first to notice a difference in him. She said, "When he came back, all of him didn't come back. ... Pieces of him, the way he used to be were perhaps left back there. ... I didn't get the whole guy I'd sent away." GEN Ham's example and the support of his family demonstrate to all of us that seeking help is not a sign of weakness! Sometimes what a person is *feeling, thinking and doing* – as a result of combat experiences – is the most normal thing going on with the Soldier. Many need a jump-start to get them across that bridge from hell and on the journey to recover and reset their souls.

Recovering and resetting the warrior's soul involves knowing the issues facing returning Soldiers. It is setting a climate and community partnership to help warriors on that journey; and having the personal courage to reach out for help. Ask your battle buddy the hard questions when you notice unhealthy behavior. Go with your buddy to a helping agency.

Together and, I pray, with God's help, we will see the almost 300,000 Iraq and Afghanistan combat veterans (according to a study by the RAND Corp., *USA Today*) who suffer from combat stress experience become involved in recovery and the resetting of their souls.

"Surely God is my help; the Lord is the one who sustains me." ~ Psalm 54:4

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

2008 INDEX

The following index references what the Quartermaster Corps printed in the Spring, Summer, Autumn, and Winter editions of the Quartermaster Professional Bulletin for 2008. The 2008 index is being published in this issue since our next issue will be a commemorative final edition. This quarterly publication focuses on keeping Quartermaster Soldiers and Department of the Army Civilians aware of emerging developments within the Corps. The staff once more thanks all the authors from throughout the world who submitted articles, graphics, and photographs. Your support makes the Quartermaster Professional Bulletin a reality. Readers may access online archive files of selected articles dating to 1995 on the Quartermaster Home Page at www.quartermaster.army.mil, Professional Bulletin.

AIRBORNE

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553rd Quartermaster Battalion Soldiers load supplies for the front lines, September 1944.

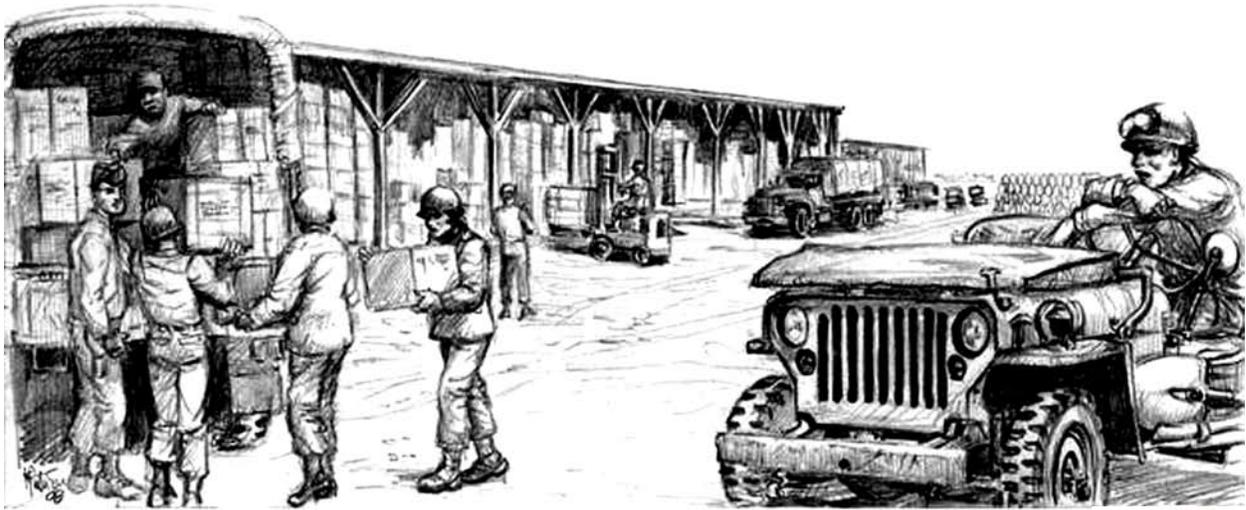


ILLUSTRATION AND LINEAGE BY KEITH FUKUMITSU

553rd Combat Sustainment Support Battalion



Constituted 23 February 1943 in the Army of the United States as the 553rd Quartermaster Service Battalion and activated 25 June 1943 at Camp Ellis, Illinois.

Reorganized 20 September 1943 and elements redesignated as follows:

Headquarters and Headquarters Detachment as Headquarters and Headquarters Detachment, 553rd Quartermaster Battalion

Companies A-D as 3188th, 3189th, 3190th, and 3191st Quartermaster Service Companies respectively; hereafter, separate lineages.

Inactivated 11 November 1945 at Fort Francis E. Warren, Wyoming.

Redesignated 10 January 1967 as Headquarters and Headquarters Company, 553rd Supply and Services Battalion and allotted to the Regular Army.

Activated 1 March 1967 at Fort Hood, Texas.

Reorganized and redesignated 16 September 1982 as Headquarters and Headquarters Detachment, 553rd Supply and Services Battalion.

Reorganized and redesignated 16 October 1993 as Headquarters and Headquarters Detachment, 553rd Corps Support Battalion.

Redesignated 1 October 2006 as Headquarters and Headquarters Company, 553rd Combat Sustainment Support Battalion.

* NORTHERN FRANCE * RHINELAND * ARDENNES-ALSACE * CENTRAL EUROPE *
* OPERATION RESTORE HOPE *
* DEFENSE OF SAUDI ARABIA * LIBERATION AND DEFENSE OF KUWAIT *
* OPERATION ENDURING FREEDOM * OPERATION IRAQI FREEDOM *

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**PERIODICALS
POSTAGE AND FEES PAID
AT PETERSBURG, VIRGINIA
AND ADDITIONAL CITIES**



The Sustainment Center of Excellence (SCoE) Headquarters is nearly ready for occupancy with personnel expected to begin moving in sometime in the spring. The SCoE is made up of the Combined Arms Support Command and Sustainment Center of Excellence, the Quartermaster Center and School, the Transportation School, and the Ordnance School.

**HEADQUARTERS, DEPARTMENT OF THE ARMY.
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