

Quartermaster

PROFESSIONAL BULLETIN

Autumn 2006 PB 10-06-03

Warrior Logisticians



**PROPERTY ACCOUNTABILITY REMAINS ONE OF THE
U.S. ARMY'S TOP PRIORITIES.
SEE ARTICLE ON PAGE 7.**



FROM THE QUARTERMASTER GENERAL

The U.S. Army has long held the reputation of being the best fed, best supplied, and best equipped in the world. We wouldn't want it any other way. However, as the nation enters its sixth year in the global war on terrorism, the cost of materiel support is rising, and along with it a growing burden on the American taxpayer. A huge proportion of that materiel support, making its way from factory to foxhole, flows directly through the hands of Quartermaster leaders at every level. It is our responsibility therefore to make sure that supplies entrusted to our safekeeping reach their proper destination on time and in the right amount, but that we also carry out this mission in the most economical and cost effective way possible. This can only be done through rigorous oversight, meticulous attention to detail, and hands-on leadership – in short, the very things we in the Corps are capable of doing better than anyone else.



BRIGADIER GENERAL MARK A. BELLINI

Good stewardship and accurate accountability are essential to our ability to properly sustain America's warfighters during the long struggle ahead, it also reinforces the trust and confidence taxpayers have in our ability to do the right thing. We have a profound obligation to ensure this happens. As leaders, we must instill supply discipline into our Soldiers and ensure full accountability of supplies and equipment at all times, and at every level. Even the loss of a single item works against our best interests and plays directly into our enemy's hands. For this reason I urge you to stay abreast of the latest Quartermaster supply doctrine, techniques and procedures. Be constantly vigilant in this regard, and *THINK ACCOUNTABILITY*. (Note that in this issue of the *Quartermaster Professional Bulletin* are some thought-provoking articles on property accountability and command inventory which I highly recommend you read.)

On this same subject, the U.S. Army Quartermaster Center and School is happy to announce the development by a recent Warrant Officer Advanced Course of three new "90-Day Survival Guides" for the following military occupational specialties: Supply Systems Technicians, Property Book Officer, and Command Food Advisor. These reflect real world experience, and will be of immense value to younger warrant officers looking to benefit from what others have learned. These "Survival Guides" can be viewed on the internet at the OQMG/Warrant Officer Proponency link on the Quartermaster Corps homepage.

As a final note, you are no doubt aware that the Army has adopted a new theme – Army Strong – and is in the process of launching a major ad campaign throughout the media. The Quartermaster Corps wholeheartedly supports the strategic communication involved in this campaign, also the hoped for positive impact it will have on recruiting. Some of the details of this new campaign are outlined in this edition of the *Quartermaster Professional Bulletin* on pages 5-6.

As always, I appreciate your feedback. Please send us your comments, questions, or articles for publishing consideration. You may also call me in my office at (804) 734-3458 or DSN 687-3458, or on my Blackberry at (804) 502-0923. My FAX number is (804) 734-3174 or DSN 687-3174. I look forward to hearing from you.



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PROFESSIONAL BULLETIN

THE QUARTERMASTER GENERAL
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Army Strong: The Army's new Slogan. See article on page 5.

INSIDE BACK COVER: The full pages on battalion-size units that 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.

NONCOMMISSIONED OFFICER/SOLDIER OF THE YEAR COMPETITION BRINGS OUT THE “BEST OF THE BEST”



BY COMMAND SERGEANT MAJOR
JOSE L. SILVA

The Noncommissioned Officer/Soldier of the Year Competition was recently conducted at Fort Lee, Virginia. This week-long event tested the “Best of the Best” on numerous warrior skills such as reflexive fire, room clearing, combative and urban orienteering as well as other challenges. These outstanding Soldiers and noncommissioned officers (NCOs) were also tested on the grueling capstone (a series of undisclosed “mystery” events) on the last day of the competition. These exercises not only challenged their tactical proficiency but their intestinal fortitude as well.

The competition focused on three major areas: Warrior Tasks and Battle Drills (WTBDs), Army Values, and Warrior Ethos. The efforts of these outstanding Soldiers and NCOs reflects countless hours of training and preparation. Each represented their commands in a very honorable and professional manner.

Commanders are tailoring their training strategies to meet the challenges of the contemporary operational environment. Feedback from the Noncommissioned Officer Academy student population suggests that some units are still in the early implementation phases of the WTBDs. They are moving forward, but slowly. WTBDs were designed to replace common task testing (CTT) and reflect the latest doctrinal changes that support the global war on terrorism. There are numerous things that can hinder progress for WTBD implementation. Modification table of organization and equipment and lack of resources (not being able

to buy it) are the two major culprits. Units have to select which WTBDs to train based on command guidance, unit resources, and mission. One common mistake that tends to slow down the process involves confusion in trying to resource and augment current CTT training with WTBDs. It usually ends up with busy and sometimes unrealistic training guidance – the well known 125-pound rucksack.

SGT Corey Luffler, U.S. Army-Eighth, is the acting squad leader and prepares his colleagues to move out to the next scenario during the Warrior Tasks and Battle Drills event during the 2006 NCO/SOY “Best Warrior” Competition at Fort Lee, Virginia.



PHOTO BY MIKE STRASSER, FORT LEE PUBLIC AFFAIRS OFFICE



**SPC John Emmett (Left)
and
SFC Jason Alexander
were named 2006 Soldier
and Noncommissioned
Officer of the Year winners.**

WTBDs originated. WTBDs are now tested yearly, covering the latest message disseminated throughout the Army directing leaders to replace CTT with WTBDs.

All Soldiers, regardless of their military occupational skill, are expected to fight. Mastering the WTBDs will greatly enhance their survivability.

The following links will provide you with additional information on the WTBDs. <http://www-tradoc.army.mil/pao/trainingcloseup/020105.htm> and <http://www.armytimes.com/story.php?f=1-2929252274869.php>.

Streamlining resources, task prioritization, and a sound training strategy will speed up the transition and implementation process. The rucksack might still be heavy at the end, but at least it won't be bursting at the seams.

WTBDs lay the foundation for Soldier training and explains the why and how the



A Soldier concentrates on her push-up form during the Army Physical Fitness Test as part of the Department of the Army Best Warrior Competition.

Photo by Jorge Gomez, Fort Lee Public Affairs Office.

CSM Jose L. Silva is the 8th Regimental Command Sergeant Major for the Quartermaster Corps. He deployed to Uzbekistan for Operation Enduring Freedom as the 507th Logistics Task Force CSM and also served as the first Camp Sergeant Major for Camp Stronghold Freedom in Karshi-Khanabad. His responsibilities took him to Bagram, Mazare-Shariff, and Kabul. Then as the CSM for the 10th Division Support Command, 10th Mountain Division, Fort Drum, New York, he redeployed to Afghanistan during Operation Enduring Freedom IV to serve as the Joint Logistics Center CSM before coming to the U.S. Army Quartermaster Center and School, Fort Lee, Virginia. CSM Silva enlisted in the Army in July 1982 as an 11B (Infantryman) in the 82d Airborne Division. He became a Petroleum Supply Specialist in July 1986.

NCOs' DESIRES TO BECOME WARRANT OFFICERS ARE DRIVEN BY A NEED TO ACHIEVE GREATER PROFESSIONALISM



BY CHIEF WARRANT OFFICER FIVE
MICHAEL E. TOTER

Mission accessions for FY06 for Quartermaster warrant officers have come to a close. Accessions were excellent, with the exception of military occupational specialty (MOS) 921A, Air Drop Technician. The Army National Guard and the U.S. Army Reserve Quartermaster warrant officer accessions also did well in FY06. We still have a long way to go but we are certainly on the right track. The first FY07 accessions board met in November 2006 and the results have been posted on the web at www.leavenworth.army.mil/wocc/promote/board.htm. Again, a job well done.

Our current strength:

Active Duty – 98 percent fill, up 7 percent

*Army Reserve – 70 percent fill, up 13 percent

*Army National Guard – 57 percent fill, up 8 percent

*Both the Army Reserve and National Guard numbers do not take into account those selected and waiting to attend school.

These accomplishments were made without lowering standards. If anything, the cut got harder. In some of our MOSs we received three or more packets/applications for every accession requirement. This means we are getting the best of the best. I thank you all for doing such an outstanding job. Most of our noncommissioned officers who aspire to become warrant officers do so out of a need to be the most professional Soldiers they can be in their area of expertise. They know they can achieve this by becoming warrant officers because of the example that you, Quartermaster warrant officers, set for them. I believe we have the best all around warrant officers in our history.

Now that we are on the right path to filling our ranks with the best qualified personnel, I have to turn my attention to education. In the coming year the U.S. Army Quartermaster Center and School Logistics Training Department's Warrant Officer Division will have a 90 percent turn over. I am happy to say that we will continue to have only the very best leaders and instructors. We are implementing experiential learning which will focus on a hands on approach. Creating realistic training will take very capable and experienced warrant officers. This is exactly the type of instructors needed to train our young warrant officers. The bottom line is that we must be able to produce a Soldier capable of going from the schoolhouse to the fight and not miss a beat.

I leave you with this note, take care of your superiors, subordinates, and most of all each other. Warrant officers do not let warrant officers fail. I am proud to be a warrant officer and I am proud to be an American.

CW5 Michael E. Toter is currently assigned to the Office of the Quartermaster General, U.S. Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Quartermaster Regimental Chief Warrant Officer/Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Logistics Operations Officer, North American Aerospace Command/U.S. Northern Command, Peterson Air Force Base, Colorado; and S4, Joint Prisoners of War/Missing in Action Accounting Command, Hickam Air Force Base, Hawaii. Also, he served as Division Property Book Officer, 10th Mountain Division, Fort Drum, New York; Brigade Property Book Officer, 194th Armored Brigade, Fort Knox, Kentucky; Instructor, QMC&S, Fort Lee; and Senior Evaluator, Supply Excellence Award Program, Fort Lee. He has completed every level of the Warrant Officer Education System and holds a baccalaureate degree from the University of Maryland.

ARMY STRONG!

RECRUITING TO BUILD A BETTER ARMY

The U.S. Army's new recruiting campaign was officially launched on 9 November 2006. The Army Strong campaign was unveiled by Army Secretary, Dr. Francis J. Harvey at the October 2006 Association of the United States Army Annual Meeting in Washington, D.C.

The Army implemented internal communication and education efforts to assist the Army family to communicate to the nation about Soldiers' skills, leadership, teamwork, and selfless service prior to the launch of the new Army advertising campaign.

"It is vitally important that the internal Army family understand and embrace this new campaign. I believe this campaign speaks to an essential truth of being a Soldier," said Harvey.

A national advertising campaign for the Army Strong message will initially involve television, radio, and online spots, as well as an updated www.goarmy.com web site. Print ads began running in January 2007. The ads will be directed to media that appeals to young adults.

The Army Strong campaign builds on the foundation of the previous recruiting campaigns by highlighting the transformative power of the U.S. Army. Army Strong captures the defining experience of U.S. Army Soldiers.

"Army Strong is a strength personified by every U.S. Army Soldier – Active Component, Army Reserve, National Guard, cadet, and retired," said Lieutenant General Robert Van Antwerp Jr., Commander of the U.S. Army Accessions Command. "This campaign will show Americans that there is strong, then there's Army Strong. I am both inspired and confident that the campaign will build on the positive momentum within our recruiting program."

Army Strong was developed to specifically address the interests and motivations of those considering a career in the U.S. military. The campaign also speaks to those who understand and support the decision of a family member, friend, or employee to serve.

Army Strong is the creation of the McCann Worldgroup, the U.S. Army's marketing communications agency. McCann Worldgroup was retained 7 December 2005, after a competitive review of potential agency partners. To develop the campaign, McCann conducted extensive research among prospective Soldiers and their influencers, and interacted directly with hundreds of Soldiers. "This is a campaign informed by research and inspired by Soldiers," said Eric Keshin, McCann Worldgroup's worldwide Chief Operating Officer and Regional Director-North America.

A preview of the campaign and information is available to all Soldiers and their families at www.us.army.mil.

ARMY STRONG QUESTIONS AND ANSWERS

Q: What is Army Strong?

A: It is the tag line, or signature, for the new Army recruiting campaign that was recently launched. What is important to understand, however, is that this line captures an idea: Army Strong is a unique brand of strength personified by every U.S. Army Soldier – past, current, and future.

Q: What does Army Strong mean?

A: Army Strong reflects the Soldier. It is about the men and women who have served, who are serving today, and about the next generation including cadets who have the opportunity to become Army Strong. Army Strong is a commitment to serve and an opportunity to transform young Americans into powerful individuals who are mentally, emotionally, and physically strong. The new slogan is meant to send the message that if you join the Army, you will gain physical and emotional strength and strength of character and purpose. In addition to conveying the benefits of becoming a Soldier to young people, the program also targets selling the merits of Army service to parents, teachers, and other individuals who directly influence the lives of young people.

Q: How does this relate to the *Be All You Can Be* and *An Army of One* campaigns?

A: Army Strong builds on the foundation of 30 years of recruiting advertising campaigns for the all volunteer force. Each Army campaign has been built on the foundation of the core Army values. The tag line Army Strong is new, as well as the creative advertising and communication campaign that supports it. But the two insights that always guided Army recruiting advertising have remained unchanged. The first insight is that the U.S Army builds lifelong strength in its Soldiers through training, teamwork, personal experience, and shared values. The second insight is that American Soldiers themselves – making a difference in their lives, in their communities, and for our nation – are the most compelling example of this strength. The creative expression, but not the core truth, has changed over time to capture the interest of new generations of future Soldiers.

Q: I have heard people talking about these new U.S. Army advertisements. When and where can I see them?

A: Television commercials have begun airing nationally. Advertising will be placed on TV shows, radio stations, and in magazines. There will be vigorous online components as well. The ad campaign “speaks to the essential truth” of being a Soldier.

Q: How much will the Army spend on the program?

A: The Army will spend \$200 million annually on the ad campaign, which is designed to help boost the ranks of the Army and Army morale. Recruiting during wartime is difficult and Army officials realize that a marketing boost is important right now. This year the Army reached its goal of signing up 80,000 new Soldiers after missing its 2005 recruiting goal by the largest number in 20 years. The 2006 recruiting effort was a success as a result of offering greater financial incentives, adding more recruiters, and extensive use of the web. The new marketing contract will last five years and is valued at \$1 billion, with the first two years guaranteed at \$200 million per year.

PEACETIME PROPERTY ACCOUNTABILITY IN A “WAR ZONE”

By CW3 RODERICK A. BOHALL

Almost immediately upon deployment into *Operation Iraqi Freedom V-VII*, Headquarters, Department of the Army (HQDA) rescinded its limited wartime accountability policy. Now as the global war on terrorism has entered its sixth year, the Army must regain definitive control of its equipment assets.

Monetary resources are required to replenish equipment as it is damaged, destroyed, or reaches the end of its useful life cycle. Critical to replenishment and allocation of dollars is achieving accurate property accountability and total asset visibility. The task of regaining control requires commanders at every level to embrace the property accountability challenge. Knowing what equipment is within their commands enables commanders to apply combat power confidently and effectively. Asset visibility supports analysis for equipment replacements and budgetary requirements throughout the chain of command and at HQDA level.

Achieving the standard of accountability begins at the company, battalion, and brigade command levels. Deployments infuse greater challenges in achieving and maintaining property accountability and asset visibility as the mission tends to move at a fast and furious pace throughout the deployment. Commanders, supply officers, accountable officers, and supply personnel are the critical group that must balance the mission and property accountability requirements. They must succeed at both.

Five subsets that transpire chronologically when deploying and redeploying are:

- Pre-Deployment
- Relief in Place/Transfer of Authority (RIP/TOA)
- Sustainment Operations
- Pre-Redeployment
- Redeployment

Pre-Deployment

While each subset is important, pre-deployment is the most critical to establish the conditions for a successful deployment. Most units at the brigade and lower levels will not have the luxury of an on-site pre-deployment site survey (PDSS). Due to this unfortunate anomaly, units must adapt and leverage automation technologies to conduct a “virtual” PDSS. E-mail, telephone, video teleconferences, logistical support web sites, and other internet resources must be used aggressively and early in the PDSS process.

Units should be “linked” and communicating regularly with their replacement units as early as possible (at least six months out). This may seem early, but finalizing an equipment sourcing solution prior to completing the unit’s deploying equipment list (DEL) and prior to the first available load date is paramount. Incoming and outgoing units must be collectively cross-walking and cross-talking the mission essential equipment list (MEEL). The MEEL should be indicative of operational analysis of the unit’s current or projected mission and not simply making the MEEL match the equipment on-hand. Equipment used to fill MEEL requirements is “borrowed” modification table of organization and equipment (MTOE). Therefore, it is



Pallets loaded and ready for shipment must be properly accounted for from the loading and shipping on the front end to the receiving and distribution on the receiving end.

imperative to scrutinize the MEEL to ensure units' equipment requirements are synchronized with mission set.

Incoming and outgoing unit early interaction impacts the process of splitting the incoming unit's primary hand receipt into a forward deploying and rear detachment hand receipt. If no communication occurs between the two units at this early point, the incoming unit will prepare its DEL with very little idea of what they should bring and what they should leave at home station. This creates a potential burden on the transportation system and units may be bringing excess equipment into the theater. Splitting the primary hand receipt is a mandatory task in preparation for deployment. Property book officers for both organizations should also be linked and communicating at this point to ensure prerequisite data is exchanged to facilitate the "unit transfer" transactions in the Property Book Unit Supply – Enhanced (PBUS-E) system immediately

upon deployment. This serves the dual purpose of assuring property accountability management is transferred into the theater and aligns the unit's unit identification code in PBUS-E under its new task organization, facilitating asset visibility at subsequently higher levels of command.

Equipment shortfalls, that is, if the MEEL requires a specified quantity and the outgoing unit's equipment on-hand (theater provided equipment (TPE) hand receipt) does not fill the requirement. The incoming unit must submit an operational needs statement through their current chain

of command to the force provider command for validation of the requirement and equipment sourcing.

The incoming unit's DEL should be a minimal amount of equipment required to deploy and succeed in their mission. The unit's primary source of equipment fill should be the TPE they will inventory and accept from the outgoing unit. Most major item requirements should be filled within theater. Units should be deploying primarily with "to accompany troops" items, i.e. weapons; nuclear, biological, and chemical gear; and communications equipment. Equipment sourcing solutions should be finalized and any HQDA fragmentary orders published at RIP/TOA -120 days.

Relief in Place/Transfer of Authority

All efforts during the preceding phase are crucial to subsequent successes (and failures) in each following phase. There is a cumulative effect. Errors and omissions in previous phases

will be more and more difficult to correct as units proceed through the follow on phases.

During the deployment phase, emphasis is focused on the operational portion of the mission. Property accountability and execution of physical inventories for TPE and installation property book office (IPBO) must occur concurrently. The RIP/TOA is brief and very busy. Whenever possible unit commanders and supply personnel should deploy early to conduct the inventories.

RIP/TOA is not the time for the outgoing unit to reconcile its hand receipts. The outgoing unit should have conducted a pre-redeployment inventory within the preceding 30-60 days and executed and verified any hand receipt adjustments, receipts, turn-ins, or lateral transfers. Reconciling hand receipts during the RIP/TOA is ineffective and jeopardizes the incoming unit's property accountability success.

In turn, incoming units need to place emphasis on the inventory process and afford the commanders and supply personnel the maximum amount of time to ensure that a thorough, complete inventory is executed.

Sustainment Operations

Once the outgoing unit departs, the challenges are not over. The unit's Command Supply Discipline Program (CSDP) must be established, emphasized, enforced, and verified by higher level commands. Units must continue to be diligent in the cyclic and sensitive items inventory processes (monthly). The sustainment phase covers the largest time period and sets the tone for the next two important phases. Units will be required to sign hand receipts and inventories for TPE, IPBO, and organizational equipment from at least two property book teams. One team is from Army Materiel Command (covers TPE and IPBO) and the other is the unit's own organizational PBO.

These repetitive processes must be built into the unit's daily, weekly, and monthly battle rhythm. The inventories must include component of end item and basic issue item level inventories and units must maintain shortage annexes to track shortages and requisitions (if requisitioned) to fill unit shortages. The inventories should be construed as a mission multiplier for the commander's mission planning and execution. Diligence and a robust CSDP are keys to success during this phase.

Pre-Redeployment

Portions of this phase may begin as early as six months out, but most of the tasks will be in the RIP/TOA -120 day window. There are many things to accomplish and verify. All battle-lost or battle-damaged equipment should be turned in and replacements requested, as needed. Excess, unserviceable, and unrepairable equipment should be processed and turned in. Diligence with the sustainment procedures and the CSDP are critical.

During the sustainment phase, links with the replacement unit should be well established with excellent connectivity and communication. The MEEL should have been reviewed and revalidated with input from the incoming unit. This drives the formulation of their DEL and procedures for splitting their organizational primary hand receipt. At this point, the incoming unit is now doing "pre-deployment" processes noted above. The outgoing unit should be ready to prime the incoming unit for success. The incoming unit should be in routine, repetitive contact with the outgoing unit.

Redeployment

For the outgoing unit, it is time to pass the mission to its successor. Everything possible should have been done to assure their success in property accountability and asset visibility.

During the beginning of this phase the unit will be executing RIP/TOA procedures to bring the incoming unit up to speed on operational mission requirements and concurrently executing property inventories. At this point it is too late to be reconciling property issues or trying to validate the MEEL or find equipment to fill the MEEL. If all the phases have been effectively executed proactively and to standard, this should be the least painful phase to endure. Departing the theater knowing you have executed your mission well and maintained excellent property accountability and responsibility standards is the goal. Your successor is set up to SUCCEED.

As a quick recap to interlock these five phases between the outgoing and incoming units, the following paragraphs detail this relationship:

- As the outgoing unit is executing the mission in the “Sustainment” phase (after RIP/TOA to +240 days), the incoming unit should be ramping up for “Pre-deployment” phase (incoming unit is at RIP/TOA -180 to -120 days).
- As the outgoing unit proceeds into “Pre-redeployment” phase at RIP/TOA -120 days, the incoming unit is fully engaged in its “Pre-deployment” phase.
- Both outgoing and incoming units are interlocked in the RIP/TOA phase. Concurrently with the RIP/TOA, the outgoing unit executes its “Redeployment” phase and departs.
- Now the incoming unit, (really becomes the “next” outgoing unit) and enters the sustainment phase, and it all comes full circle.

Despite the perception that these are overwhelming processes and procedures and rigid timelines, these are achievable, attainable standards. A successful RIP/TOA is contingent upon planning and proactive engagement in making property accountability a front-end concern and setting your replacement units up for success.

The standards of peacetime accountability are once again invoked despite the challenges of operating in a sustained “wartime” environment. One hundred percent property accountability and total asset visibility are standards we must strive to attain. These two tenets are critical from the warfighter up to HQDA. Each command and staff level along the way has a requirement and necessity for accurate accountability and visibility for tactical and strategic equipment decision making processes.

CW3 Roderick A. Bohall is currently assigned to the 3d Corps Support Command, deployed in support of Operation Iraqi Freedom, as the G-4 Supply and Services Asset Visibility Officer. He has served in a variety of assignments, to include Accountable Officer in the Army Materiel Command, Industrial Operations Command, Combat Equipment Group Europe, Coevorden, The Netherlands; Property Book Team Chief and Asset Visibility Manager, 10th Mountain Division, Fort Drum, New York; Property Book Officer, 181st Transportation Battalion, Mannheim, Germany. He deployed to Afghanistan supporting the Combined Forces Land Component Command C4 Forward, Operation Iraqi Freedom I, and Operation Iraqi Freedom IV with the 3d Corps Support Command. He is a graduate of the Warrant Officer Basic and Advanced Courses and holds an associates degree from Central Texas College.

COMMAND INVENTORY - LESSONS LEARNED

BY CPT MICHAEL GOODNIGHT

For a commander, knowing how to conduct a command inventory is critical. Commanders should know the regulations and use good judgement. However, regulations do not cover every situation for avoiding a potential loss. Here is just one of many possible scenarios:

Background. A petroleum and pipeline company is in the process of deactivating. At the same time, a port operations cargo company (POCC) is in the process of activating. The POCC is assuming command and control of personnel and equipment belonging to the petroleum and pipeline company. A change of command inventory is taking place for this interim organization. Since the two companies have totally different modification table of organization and equipment documents, most of the equipment will be laterally transferred or turned in to the Defense Reutilization and Marketing Office (DRMO) as excess. Personnel turnover is taking place and new personnel are arriving slowly. The current commander is also in command of a water purification detachment. The equipment in this detachment is also included in the command inventory.

Observations. During the change of command inventory, it was business as usual. There was a big push from the current commander to turn in all excess equipment. Equipment was routinely receiving technical inspections from direct support maintenance. The supply sergeant continued to schedule lateral transfers and turn-ins to DRMO. The incoming commander met with the supply sergeant to develop a schedule for the command inventory. This schedule was provided to all the platoon leaders who were instructed to have particular items available for inventory. However, as previously stated, the guidance from the current commander continued. Eventually, the inventory was completed and the change of command took place.

Outcome. Eleven months later it was discovered that a discrepancy existed with the number of generators on hand. A generator was probably accounted for twice and the discrepancy wasn't initially discovered. It caused a financial liability investigation of property loss.

Lesson Learned. The incoming commander should have communicated better with the outgoing commander. The incoming commander's intent should have been presented and efforts made to ensure the intent was met. The incoming commander should have coordinated with the property book officer to put a freeze on all property transfers, turn-ins, and receipts during the command inventory. Commanders need to have eyes on everything that is going on with the property. The loss under investigation could have occurred due to a turn-in that was not captured correctly on the property book. The incoming commander should have made sure all sub-hand receipt holders were present during the command inventory. Commanders should personally take care of the critical responsibility of property accountability. A good property book officer can ensure commanders not put themselves in situations that could potentially be costly, but ultimately commanders are responsible.

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CONDUCTING A CHANGE OF COMMAND INVENTORY

CPT LESLIE L. NOBLES

To start off, if you are scared, good, you should be, because nobody is 100 percent sure if they are ready for command or even ready to sign their unit's property book. As a commander and the guidon for signing the unit property book, you should fear things at which you want to excel. In order to protect the interest of the U.S. government, it is imperative that change of command inventory be conducted by good Army regulation.

First of all, familiarize yourself with Army Regulation 710-2, DA Pamphlet 710-2-1, Army Regulation 735-5, and DA Pamphlet 25-30. One does not have to be an expert, but should be able to know how to pull from these references to follow proper procedures. As soon as you receive the good news of being selected to take command, get as much information as possible from your property book officer (PBO). The PBO should provide hand receipts, standing operating procedures, modification table of organization and equipment, and anything else that will help you be successful during your inventory. Talk to the outgoing commander and the supply sergeant, but be very cautious on what you are told. Remember that the supply sergeant wants to take care of you as well as his former rater. Make sure you review DA Pamphlet 25-30 to get the latest publication before starting the inventory. Visit the battalion commander to get guidance prior to starting the inventory. Compare the property against the sub-hand receipts. Personally inspect equipment loaned outside the unit.

Two ways of conducting the inventory are by section or hand receipt (this means you run the chance of equipment being loaned between sections) and by national item identification number. This is most time consuming but you get to see all like items at the same time. Prior to inventory, ensure a schedule is published on time and everyone involved is aware of exactly when their property will be inventoried. It is important

to set the standard from day one. As a new commander, everyone will be watching.

Check all items to make sure the items and their description on the unit property book or hand receipt match. Make a list of anything that does not match. Make a visual check of the condition of the property. Be sure to make a list of any damaged equipment. Count all items listed on the hand receipt and also add to your list any overages or shortages. One of the most important and difficult parts is checking in items for completeness. Use the proper technical manual or supply class to identify components. Make sure component shortages are listed on the hand receipt shortage annexes. Check the document register to ensure component shortages are on request. Make a list of component shortages that are not listed on hand and note any component overages.

Check the serial number of items recorded on the hand receipt. If items are in maintenance, make sure the maintenance request is valid. Report all differences regarding property discrepancies to the outgoing commander. They are responsible for correcting any discrepancies. Once all discrepancies are corrected, you are ready to assume command. Make sure you keep a copy of all paperwork used during your change of command inventory. It can be useful during your tour of duty as the commander.

CPT Leslie Nobles holds a bachelor degree in Physical Education and Recreation from the University of Alabama A&M, Normal, Alabama. His initial assignment was with the 1/29 Infantry Regiment, Fort Benning, Georgia, as Charlie Company Executive Officer, and as a Platoon Leader. CPT Nobles transitioned into the Quartermaster Branch, serving as 194th Maintenance Battalion S4 in the Republic of Korea and worked as the Supply and Service Officer before assuming command of the same unit. He attended the Combined Logistics Career Course and is currently assigned as a Senior OC in First Army 3/345 Infantry Regiment, Fort Gillem, Georgia.

PROPERTY BOOK OFFICER LESSONS LEARNED FROM *OPERATION IRAQI FREEDOM III*

BY CPT TJUANA WILLIAMS

Not all lessons learned end with simple solutions. They can be frustrating and create extra work. As the 13th Corps Support Battalion property book officer deployed to Iraq from November 2004-2005, I learned many lessons. Some specific ones included other branches of service, attached units, fielding of new systems, maintaining ammunition, logistics assistance representatives (LARs), supply sergeants, and company commanders.

Other Branches of Service

As the property book officer, I was responsible for an Air Force unit that performed an Army mission. When the unit arrived in theater, they transferred authority with an Army unit from *Operation Iraqi Freedom I*. Since the Army unit was told to leave their equipment, the Air Force unit inherited the responsibility and the mission of the Army unit.

The Air Force unit transferred authority every four months with another Air Force unit. The Air Force unit was made up much like the Army Reserves and Army National Guard. The unit had a commander with many cross-level Airmen. Since the units rotated so frequently, they retained the same unit identification code (UIC) as the previous unit.

While the Air Force unit took over the Army equipment, they did not have a modification table of organization and equipment (MTOE). Therefore, they did not have any authorizations to order Class VII major end items. Since they only had a UIC without a property book Department of Defense Activity Address Code (DODAAC), I could not order any Class VII items for them.

I tried other methods of procuring items for the Air Force, like having other units order them. They either did not qualify to order the equipment or could not get sufficient quantities for themselves and the Air Force unit. Even my headquarters tried without success. The requests continued to come back cancelled. I tried to procure a DODAAC through my group headquarters and through coalition forces land component command, but the requests always came back denied. By going through our battalion S4, we were able to get a few things through local purchase and we were also able to laterally transfer some excess items from other units by contacting other property book officers. However, these measures were limited.

We tried to receive Air Force Class VII items and did receive some items, but there was not always an equivalent substitute Class VII item available. Ultimately, the Air Force unit had to order the equipment through the Air Force system and, of course, the Army could not receive it at our supply support activity (SSA). We finally had to send convoys to go and receive the equipment every time something came in from an Air Force Base some distance away. We then delivered it directly to the headquarters element of the Air Force unit we were supporting.

Attached Units

I was also responsible for attached Army units. They were either platoons or teams. The rest of their company was located somewhere else. They only had their parent unit UIC. They would have to go through their parent unit to order items. They faced the same problems as the Air Force units because they did not

have any DODAACs to order replacement equipment. They would also have to pick up equipment that was ordered from their parent unit because it could not be received in our SSA. Some parent units would not order for them stating that the attachment falls under another task organization.

Recommendation: While deployed, all units and attachments when not collocated with their parent unit should receive a derivative or some type of UIC and DODAACs to allow them to be less dependent on other organizations. This will also allow them to replace damaged equipment, turn in excess equipment, and other needed equipment to remain mission ready.

Fielding of New Systems

During my tour, I inherited units that were on the new property book system. I had no prior experience with the new system and did not have the new equipment fielded. I learned how to use the system from the civilians at the installation property book office. I also had to use their property book system or other property book officers' systems when they were not occupied to perform my job. The fielding team did come to the theater, but there was no requirement that everyone convert to the new system. Therefore, there was no command emphasis to convert my units to the new system. My units remained on to different systems.

I inherited units that came fielded without training. Many of my units were already converted to the new property book system, but they had not been trained. They did not know the difference between the systems. That meant that the necessary actions were not taking place to transfer the split property book forward. Since I was not experienced with the new system upon the arrival of the units, I had to research the procedures of receiving the forward deployed hand receipts. At one point, I had one unit that was already field the new supply system, but all of my units were still on

the old system. There were other problems as well. For example, the property book system crashed on multiple occasions. The Combat Service Support Automation Management Office (CSSAMO) personnel did not know how to repair the system. Since most units were now using the new property book system, they were not trained on or did not know how to repair the old system. This caused the loss of time in mission performance because I had to repair my own property book system on multiple occasions.

Recommendation: If a fielding team is available for conversion and training, there should be a theater wide mandate for all concerned to attend. When new equipment is fielded there should be some type of training prior to units deploying. This will save time and allow the units to successfully perform their mission effectively. CSSAMO should know how to repair all standard Army multi-command management informations systems.

Maintaining Ammunition

In accordance with AR 735-5, the property book officer tracks live ammunition, not blanks. Since the S4 was maintaining ammunition, I did not track it because my boss said this was an S4 function. The S4 only assigned one person to this job and they had to go on emergency leave. There was a knowledge gap because everyone in the shop was not familiar with the overall duties and responsibilities of the shop.

Recommendation: Ammunition is a major supply commodity. If maintained and managed by multiple personnel, there will be better checks and balances.

Logistics Assistance Representatives (LARs)

The LARS changed too frequently. This allowed neither continuity nor longevity with the deployed units they assisted, especially during long deployments. There was no

accountability for the LARs who did not perform their jobs.

Recommendation: There should be a better transition between the outgoing and incoming LARs. The LARs should rotate less frequently. There should be some type of system to ensure that the LARs are assisting the units.

Supply Sergeants

Supply sergeants are arriving in theater not knowing the basic supply functions. There are fewer noncommissioned officer supply sergeants. Supply sergeants are often young enlisted Soldiers and some do not have the proper supply background. I had to set up classes to teach the basic supply functions.

Recommendation: There should be places to receive abridged and refresher training. The U.S. Army Quartermaster Center and School could send teams to different duty stations to conduct this training. The S4 should also provide additional training monthly.

Company Commanders

Company commanders have multiple property book officers: rear, forward, and installation. The company commanders are relying totally on their supply sergeants to maintain their property. The commanders are not managing their property. Therefore, during unit status reporting (USR) is the only chance the commanders have to recognize that there is a problem. They know that they need assistance from the property book officer and the S4. Usually after the USR, the commander often takes no action or does not know what action to take. The company commander should be ensuring preventive maintenance checks and services (PMCS) are performed on equipment for which they are responsible.

Recommendation: There should be an open line of communication between the

company commander and the property book officers. The company commander should also be maintaining their property. The company commander should tell the property book officer what is required. Performing PMCS allows the commander to know what is serviceable and what is unserviceable. Damaged and excess equipment will be turned in and shortages and replacement equipment ordered.

Conclusion

There were many lessons learned from this deployment. Some things can be improved by the units themselves, but for many things outside help is needed. The difficulties and recommendations for possible solutions for improvements hit on topics that I specifically encountered: other branches of service, attached units, fielding of new systems, maintaining ammunition, LARs, supply sergeants, and company commanders. I am sure others have encountered these and other significant challenges. We should always be looking for more effective ways to improve mission readiness and mission accomplishment.

CPT Tjuana Williams is a native of Mobile, Alabama. She holds an Associate of Arts degree in Liberal Arts from Kemper Military Junior College and a Bachelor of Arts degree in Psychology from the Grambling State University. She was commissioned as a Second Lieutenant through Reserved Officer Training Corps with Quartermaster as her basic branch. Initially assigned to 14th Combat Support Hospital, Benning, Georgia as the Property Book Officer, she served as Battalion Maintenance Officer, Property Book Officer, and the Support Operations Ammunition Officer for the 13th Corps Support Battalion. She is currently assigned as Battalion S4, Battalion Maintenance Officer, Safety Officer, and Housing Officer in 1st Support Battalion stationed in Sinai, Egypt. She is a graduate of Quartermaster Officer Basic Course, Standard Property Book System-Redesign, Support Operations Phase I, Commanders Safety Course, Additional Duty Safety Course, and Combined Logistics Captains Career Course.

UTILIZING ALL OF YOUR ASSETS HELPS ACCOMPLISH THE MISSION

By 1LT Rod Laird

In today's Army, units are stretched thin with limited assets available due to the large number of deployments. Because of this, units may be limited in their ability to accomplish missions. The forward support companies (FSC) attached to forward deployed units are becoming an untapped combat multiplier that can allow units to accomplish tasks not supported by their modification table of organization and equipment (MTOE). This is accomplished by combining outside-the-box thinking with unique vehicles found in the FSC. A key component of this concept is a distribution platoon with well trained, multifunctional Soldiers. The 88M military occupational specialty was the catalyst for this model due to their high level of proficiency with vehicles and ability to make the systems accomplish tasks that are not generally associated with certain vehicles. One of the most versatile vehicles in the Army is the family of heavy tactical vehicles, such as the palletized loading system (PLS) and the heavy expanded mobility tactical truck (HEMTT) cargo. These vehicles combined with ingenuity and skilled operators can allow units to undertake tasks outside of their conventional mission set.

One example of incorporating the distribution platoon as a combat multiplier is using them in observation posts (OPs) and allowing them to become part of the combat operation rather than just support operations. The Bandits of 1-32 Cavalry based out of Fort Campbell, Kentucky, used their distribution platoon in an OP with a Long Range Advanced Scout Surveillance System (LRAS3) mounted on the back of a HEMTT cargo. During a combat logistics patrol, the convoy halted near its proposed OP and began to examine the vehicle as though it was experiencing mechanical issues. The convoy commander left his vehicle and proceeded to the HEMTT

to assess the situation. Following the mock inspection, the driver then began to move into the OP position, sporadically driving and killing the engine in order to deceive any potential anti-Iraqi force observers. Once in position, the platoon mounted a LRAS3 on the back of the HEMTT cargo and began to scan the route. This operation was beneficial in two major capacities:

➤ First, the HEMTT sits at a height of 102 inches as compared to the M1114 uparmored high-mobility multipurpose wheeled vehicle which sits at 74 inches. Depending on the terrain, this extra 2 1/2 foot elevation can increase visibility of routes and eliminate terrain wash out.

➤ Second, this offered the deception of a vehicle that is considered a "soft target" being used to bait potential improvised explosive devices.

The 1-32 Cavalry also displayed the distribution platoon's versatility in assisting the Iraqi Army to improve and set up traffic control



Moving resources from one place to another in the field often means lifting and moving containerized cargo via helicopter.

points (TCPs). The distribution platoon set out to “combat drop” two 20-foot International Standardization Organization (ISO) containers, which are more commonly known as milvans, for TCPs within the Diyala Province. These containers would act as housing for the Iraqi Army Soldiers so they could maintain 24-hour manning at each check point. The conventional means of dropping a milvan in the field would mean that you have it loaded on a flat rack and knuckled into place. The 1-32 Cavalry, as with many units across *Operation Iraqi Freedom III*, did not have container handling units readily available and was therefore unable to move milvans without the aid of flat racks. This option would force them to sacrifice flat racks for the sake of dropping the milvans, which most logisticians would agree is a bad choice. Flat racks offer tremendous versatility with regard to load bearing on the PLS and can be sparse in theater whereas milvans are more abundant. The idea of combat dropping a milvan was derived from this reasoning.

Rather than the 1-32 Cavalry knuckling the milvan onto the flat rack, they allowed it to sit freely on the rack and use ratchet straps to secure the load. At the proposed drop location the platoon removed the straps, cleared the drop area, and engaged the lift hook to lower the container. Once the load slid down making contact with the ground, the driver began to pull forward allowing the container to slide off the back of the flat rack. This technique requires a skilled driver as the loads may shift and lowering the milvan can be difficult.

Many units operating in theater are currently tasked with transitioning from one forward operating base (FOB) to another which is no easy task. They are required to transport all of the equipment they deployed with from their home station as well as all of their theater equipment. Moreover, under current operations, many units are condensing FOBs in which they shrink the coalition forces into a smaller central location turning over the remainder of the base to the Iraqi Army. This process

generally requires Engineer assets to accomplish quickly. However, the distribution platoon offers assets that can assist in this process and make headway without an Engineer unit there for support. As mentioned before, most units do not have the modules or assets available to tailor the PLS to perform all specific missions. The 1-32 Cavalry did not have a container handling unit, yet it dropped ISO containers without losing the flat racks.

Likewise, the Bandits did not possess the M-6 dump module for the PLS but they still managed to move gravel between and around FOBs. With a little outside-the-box thinking they cut a 6 foot by 3 foot hole in the top of a milvan and made a dump truck of their own. To load the container with gravel, they coordinated with the civilians from Kellogg, Brown, and Root. Another option for uploading the container would be to pay an Iraqi civilian contractor to come in to load containers. This allowed the unit to improve roads and living conditions on FOBs in the squadron’s effort to transition two different bases during their deployment.

The Mustangs of Distribution Platoon, 1-32 Cavalry Squadron have made a living during this deployment by assisting their unit’s in executing missions that at first glance seemed like they could not be done. Highly trained Soldiers and ingenuity can make all the difference in the global war on terrorism. Whether it is combat operations, logistics, or transitioning FOBs to Iraqi control, the distribution platoon is a valuable asset that should be involved.

Finally, finding new ways to combat shortages and utilizing all of your assets are critical in accomplishing the mission.

1LT Laird is a Distribution Platoon Leader (Ordnance) “Bandits” of 1-32 Cavalry based out of Fort Campbell, Kentucky.

PETROLEUM SUPPORT FOR THE DRIVE TO BAGHDAD

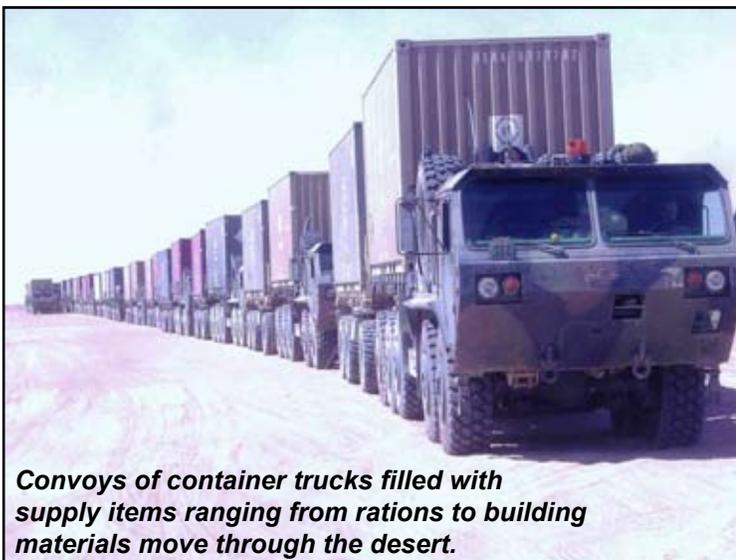
BY DR. STEVEN E. ANDERS

The Quartermaster Corps' primary role in the global war on terrorism is to provide U.S. forces and their coalition partners with a vast array of needed supplies and field services. Supplies include such things as petroleum and water, rations, individual clothing and equipment, unclassified maps, barrier and fortification materials, and more. Quartermaster services range from field feeding and laundry and bath to fabric repair and aerial delivery of supplies. It also includes the vital task of caring for the dead. Each of these logistical functions has figured prominently in the Army's ability to respond to events since 9/11, and each merits a detailed examination. Here, however, the focus is solely on petroleum supply as it illustrates the immense scope and critical importance of Quartermaster logistics support for the global war on terrorism. We will briefly examine how the POL (petroleum, oil, and lubricants) mission unfolded during the earliest months of *Operation Iraqi Freedom*.

One of the hallmarks of modern mechanized warfare is its utter dependence on huge amounts

of POL needed to keep weapons and equipment operational and vehicles running. Petroleum storage and distribution techniques have steadily improved in recent decades, most notably with the introduction in the 1980s of the Inland Petroleum Distribution System (IPDS). This system is made up of three main components. The tactical petroleum terminal (TPT), which consists of several 210,000-gallon collapsible fabric storage tanks with assorted pumps, hoses, and essential hardware. It also consisted of aluminum pipes, each 19-foot long and 6 inches in diameter, packaged together in sets that include snap-joint couplings, elbows, and the tools needed for proper pipeline assemblage. A series of high-pressure pump stations capable of forcing fuel from the bags through the pipes to the dispensers at rates approaching 800 gallons per minute (GPM) were also included. Army doctrine assigns pipeline and pump station construction to the Corps of Engineers. TPT installation and recovery, as well as operation of the entire IPDS, are assigned to Quartermaster petroleum terminal operating units.

During *Operation Desert Storm*, Quartermaster petroleum units created a "push-pull" system that generally succeeded in getting enough fuel to coalition maneuver elements as they raced 150 to 200 miles across the Iraqi desert. The experience of the first Gulf War nevertheless revealed a pressing need for more effective command and control and better coordination of all petroleum assets at the theater level. This led to the activation of the 49th Quartermaster Group at Fort Lee, Virginia, in June 1993 – the only petroleum group still on active duty. Nearly a decade later, as Army Central



Convoys of container trucks filled with supply items ranging from rations to building materials move through the desert.

Command staff planners began formulating a second Gulf War strategy in the months after 9/11, members of the 49th Quartermaster Group were brought into the planning process. Larger Al Ahmadi refineries would use its commercial pipelines to distribute fuel to Camp Virginia TPT, whose site marked the official starting point for the Army's IPDS.

Army doctrine assigns the Corps of Engineers the primary role of designing and constructing the IPDS. In the case of *Operation Iraqi Freedom*, members of the 416th Engineering Command (a Reserve unit from Darien, Illinois) mapped and reconnoitered the ground and determined the best trace for the pipeline to follow for accessibility and maximum flow rate. The 62d Engineer Combat Battalion (Heavy), an active duty unit from Fort Hood, Texas, which had no previous IPDS experience, began construction in mid-January 2003. They were soon joined by Reservists from the 808th Engineer Pipeline Company, and two National Guard units, the 226th Engineer Company from Kansas, and Charley Company, 46th Engineer Combat Battalion (Heavy) from Paris, Tennessee. Portions of these units worked closely with the 49th Quartermaster Group's petroleum operating specialists to complete the first leg of the IPDS in roughly three weeks. Army Field Manual 5-482, *Military Petroleum Pipeline Systems*, projects an average construction rate for coupled pipeline at 1.5 miles per day. This group managed to beat that slightly with an average of two miles per day for the initial trace out of Camp Victory, increasing to nearly six miles per day on average for the first and second traces combined.

Engineer "horizontal assets" also had to build road networks throughout the IPDS and berms to protect the pipelines, pump stations, and TPTs. One of the problems they had to face early on was that of pipeline over-run. The IPDS pipelines are all sand-colored, and being just six inches in diameter, are not easily seen in the desert. The pipeline traces were clearly marked on all coalition maps, and Soldiers were

routinely reminded to be on the lookout for them, so as not to accidentally run over them in tracked or wheeled vehicles. But such warnings often went unheeded. Increased signage and daily inspections failed to solve this problem, nor did specially constructed, reinforced crossing areas. It was only after the Engineers built 6-foot high berms on both sides of the pipeline that vehicle over-run ceased being a major problem.

One platoon of the 240th Quartermaster Battalion had actually arrived in Kuwait in March 2002, a full year before the Allied invasion, and with Engineer support had built the first TPT at Camp Virginia. When finally laid out, the TPT consisted of 24 bermed 210,000-gallon collapsible fuel bags, a series of fuel issue and additive injection points, internal manifolding, and a road net for fuel tankers coming and going. Additives were injected into the commercial fuel as a safety feature, also to improve lubricity and to convert it to JP8, the military's single-use fuel on the modern battlefield. Seen from above, Camp Virginia encompassed an area of nearly 600 square meters and served as a storage and distribution point for approximately 3.5 million gallons of fuel.

When completed on 25 February 2003, the initial IPDS pipeline leading from Camp Virginia ran 18 miles north to a second TPT at Camp Udairi. It was collocated with Udairi Airfield and supported airfield operations in central Kuwait. Fourteen more collapsible bags capable of storing and dispensing two million additional gallons of petroleum were laid out at this camp. A Quartermaster-run mobile fuel testing laboratory was also set up at Udairi. This section of the IPDS required three pump stations to move fuel across an 18-mile stretch of desert. Each of the isolated stations were operated by a 12-soldier detachment from the 240th Quartermaster Battalion.

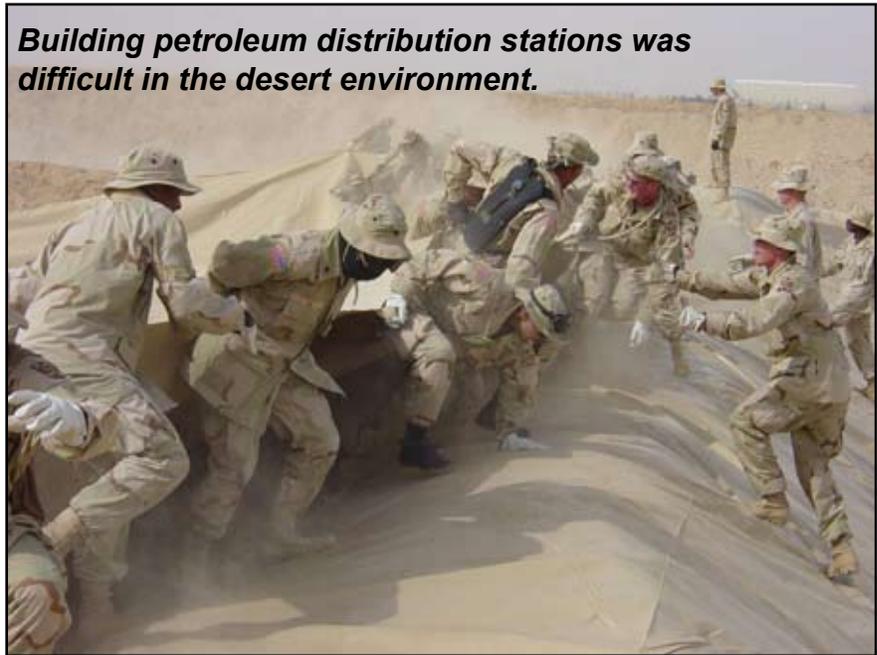
The third and final TPT in Kuwait, named Breach Point West (more commonly called BPW), was built 33 miles northwest of Udairi,

just 6 miles from the Iraqi border. This section of the IPDS pipeline, which included three additional pump stations, was completed on 18 March 2003. BPW ended up being the largest TPT established during the war with a storage capacity of 4.4 million gallons of fuel. Owing to its remote location, Quartermaster Soldiers assigned to BPW had no showers or telephone service and no post exchange support or other such luxuries. In fact, the troops facetiously dubbed it “Camp YOYO” (meaning “You are On Your Own”). Its close proximity to the border also meant they could easily see Iraqi bonfires burning in the distance, and they were well within the range of Iraqi mortars and artillery.

Once the main IPDS had succeeded in linking Al Ahmadi refinery on the coast to BPW on the Iraqi border, the Coalition Forces Land Component Command (CFLCC) C4 logistics staff and their 49th Quartermaster Group counterparts placed immediate emphasis on topping off all the TPTs in advance of the initial assault. This ensured that a maximum throughput of fuel could be moved forward continuously as the war progressed. The 240th Quartermaster Battalion had among its subordinate units one petroleum operating company and seven petroleum truck companies. All told, the latter included some four hundred and twenty 5,000 and 7,500-gallon tanker trucks. Many were used throughout January and February to haul petroleum directly from the truck fuel stand to all three of the TPTs in Kuwait, which augmented the IPDS and greatly assisted the topping off process.

Not long before the war began, one of the 5,000-gallon truck companies was assigned as direct support to the Marines in the assault and two others were assigned to the 3d Infantry

Building petroleum distribution stations was difficult in the desert environment.



Division. They were to provide the assaulting forces with their first refuel in the field at locations deep in Iraq, then turn around and go back to BPW, and keep shuttling back and forth to user units in this manner as long as the situation warranted. All of these Quartermaster petroleum truck companies did in fact venture deep into Iraq as part of the brigade combat team’s logistics train.

Planners initially assumed the IPDS would not extend beyond the border into southern Iraq. They focused instead on maximizing the flow rate of fuel into the three TPT storage areas and building up as large a reserve as possible. No sooner had the IPDS been completed, when a decision was reached to build a second line parallel to the first, running from TPT Virginia to BPW. Begun the first of March, this remarkable undertaking saw 51 miles of IPDS pipeline and pump station assemblage completed in just 17 days. This effectively doubled the POL flow rate from 700 to nearly 1,500 GPM, and removed any doubt regarding their ability to create and maintain a massive reserve right at the northern most edge of the Kuwaiti border.

When the war finally began and Allied ground troops crossed into Iraq in mid-March

moving toward Baghdad, behind them stretched a fully operational IPDS with all TPTs filled to capacity, along with convoys of topped-off tanker trucks ready to roll. All the meticulous planning and hard work had paid off. Moreover, the 49th Quartermaster Group had demonstrated, and would continue to demonstrate in the weeks and months ahead, its overall flexibility in dealing with unexpected challenges almost on a daily basis. "Fuel distribution," as one 49th Quartermaster Group member aptly noted, "is a carefully choreographed event." Obviously though, given war's inherent characteristics of fog, friction, fluidity, rampant uncertainty and the like, many things have to be "choreographed" on the fly. As an example, the 49th Quartermaster Group command section relied almost exclusively on cell phones to communicate with personnel stationed at BPW. But when cell phone service ended at the Iraqi border, they had to quickly shift to using other means of communication.

A unit's assets are always limited, and it is never known for sure if enough has been allocated to get the job done – until in fact, the job has to get done. At critical times during the campaign it was apparent that the 49th Quartermaster Group could have used considerably more trucks. They sometimes had to relinquish vehicles to others higher up in the chain of command, thus rendering themselves short-handed. At other times, the vehicles that were on hand (such as the larger 7,500-gallon tanker trucks) could not always go off-road to the spots where they were most needed. There were also at least a couple of instances where petroleum trucks were temporarily "hijacked" by units who apparently believed themselves too hard-pressed to follow the rules. All of these varied problems, and more, coupled with a host of unexpected taskings, had some 49th Quartermaster Group personnel wondering if they had not been handed "too much mission."

Adding to their challenges, CFLCC had decided, again on the very eve of war, to extend

the IPDS into Iraq as conditions allowed. That meant constructing new TPTs at assigned locations in the immediate wake of advancing forces and linking them with many more miles of pipeline, this time deep in occupied territory. As soon as the first Marine expeditionary force had taken Jalibah Airfield, not far from An Nasariyah in southern Iraq, and set up a hospital and supply depot there, Army Engineers moved in and started construction on what became known as TPT Viper. Large collapsible bags were installed and protected in the usual fashion. Meanwhile, Marine Corps petroleum specialists laid out 60 miles of 4-inch flexible pipeline called the Tactical Fuel System in the course of just five days. These flexible hoses were in turn connected to 650-GPM pumps functioning as booster stations at 5-mile intervals along the entire route.

After Tallil Air Base was captured a bit further to the north, Army Engineers and 49th Quartermaster Group personnel quickly moved in and built TPT Cedar I, with twenty-four 210,000-gallon collapsible bags. In a mere four weeks (from 22 March to 20 April) they laid out over 80 miles of IPDS pipeline, connecting BPW in the rear to Cedar I very near the fighting front. This move used up virtually all of the IPDS equipment then available in theater, and required seven additional pump stations. But soon its tank farm was filled to capacity, which made another 3.5 million gallons of fuel even more readily available to coalition forces in the area.

The last major Quartermaster petroleum storage and distribution site to be built and made operational while fighting still continued was TPT Cedar II, located 34 miles northwest of Cedar I. This final leg of the IPDS began in late April and was finished in early June. Its construction was made possible only because by then commercial pipelines extended from the coastal refineries all the way to BPW on the Kuwaiti border. This in turn freed up all the IPDS pipelines and pump stations in Kuwait for use deep in Iraq. Upon its completion, Cedar II

made available yet another 3.5 million gallons of fuel for Allied use.

The 240th Quartermaster Battalion not only had the mission to operate this, the longest IPDS ever established in wartime, but also patrol and protect its 15 isolated pump stations and more than 120 miles of pipeline located deep inside Iraq. Its Soldiers were made to endure 130-degree temperatures and vicious sandstorms, and travel hundreds of miles along mainly unsecured roadways. Too often as well, they had to face down thieves, vandals, and saboteurs bent on disrupting the flow of POL to combat forces. This experience convinced the commander that in future operations combat service support units such as the 240th Quartermaster Battalion “must have the resources to fight and survive while they support and sustain the warfighter.”

Operation Iraqi Freedom logistics in general garnered mixed reviews in early after action type reports, but not so Quartermaster petroleum support. In the 2004 Army publication entitled *On Point*, for example, the authors concluded that “logistics in *Operation Iraqi Freedom* were less than an unqualified success,” and cited many examples to show why they believed that to be the case. Nonetheless, they conceded that there were some “good news logistics stories” – among which they included bulk fuel support. Another study group focusing on distribution issues flat out argued that Class III bulk fuel stood as the “biggest success of *Operation Iraqi Freedom* distribution.” And not to be outdone, another source stated the case even more succinctly, maintaining that: “Class III was what right looks like.” Several factors undoubtedly contributed to the success of bulk petroleum distribution during *Operation Iraqi Freedom*. Critical among them was the fact that a single unit, the 49th Quartermaster Group, had overall responsibility for theater petroleum distribution. It owned both the product and the distribution system, therefore they could resolve most problems without interference from any “middlemen.” The 49th Quartermaster Group

planners got in early and formed a “POL fusion cell” with representatives from CFLCC and elsewhere that had the effect of flattening the command hierarchy. At the same time this led to improved communication and more rapid resolution of problems than if they had stayed with a more traditional chain of command. It proved tremendously beneficial as well that the 240th Quartermaster Battalion and its subordinate units were well rehearsed in bulk petroleum distribution, and that key members of their team deployed long before the outset of hostilities to build the first TPT at Camp Virginia and start truck convoys moving fuel toward advanced storage facilities. Certainly too, the use of JP8 as the main battlefield fuel proved to have been a wise decision.

Looking back, logisticians are often wont to employ gross statistics as a way of conveying a truer appreciation of their wartime doings. That said: IPDS terminals pumped over 80 million gallons of fuel between February and September 2003. At the same time Quartermaster-run commercial lines added another 115 million gallons, while truck companies distributed to forward locations nearly 40 million more gallons of fuel. The 240th Quartermaster Battalion is thus credited with handling a total of 233,498,056 gallons of fuel – a truly impressive amount by anyone’s reckoning.

“Modern armies do not march on their stomachs,” a journalistic wag observed back in 2003, just as the war was about to commence; rather “they drive on their fuel tanks.” It should be clear from the brief survey above that Quartermaster petroleum support for *Operation Iraqi Freedom* went a long way toward rendering an empty tank a thing of the past.

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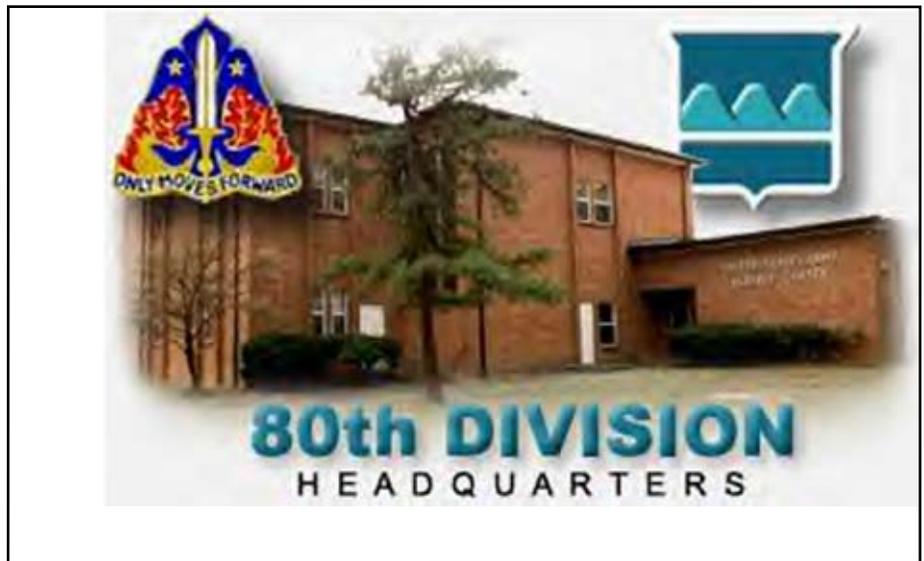
ARMY RESERVE TRAINING SYSTEM TRANSFORMS

By MAJ PATRICIA C. ANDERSON

As the 80th Division's institutional training (IT) winds down from its first outside the continental United States deployment since World War II, it faces the challenge of transformation. The Army Campaign Plan (ACP) Decision Point-74 ordered a sweeping change of the Army Reserve training system.

The six IT divisions in the Army Reserve system will transform into three training commands. Currently each IT division conducts training through professional development education (PDE), initial entry training (IET), and the Total Army School System (TASS). After the transformation, the 108th U.S. Army Reserve Initial Entry Training Command, headquartered in Charlotte, North Carolina, will only conduct IET. The 84th U.S. Army Reserve Readiness Training Command will be responsible for all PDE. Finally, the 80th Division, which will be renamed the 80th U.S. Army Reserve Schools Command, will assume all TASS instruction including military occupational specialty (MOS) qualification courses and Noncommissioned Officer Education System courses.

The Army's transformation to meet modern requirements means that units can expect frequent deployments and Soldiers will need increasingly complex skill sets. This leads to a need for changes in the training base. The transformed TASS works under a decentralized system and will deliver more complex, up-to-



date training at geographic locations to suit the students' needs.

The new 80th U.S. Army Reserve Schools Command's geographic area of responsibility will include the 50 states, the District of Columbia, Puerto Rico, Guam, American Samoa, and Europe. Three divisions will fall under the command and tentatively are planned as follows: 102d Division (Maneuver Support), based at Fort Leonard Wood, Missouri; 94th Division (Force Sustainment), headquartered at Fort Lee, Virginia; and 100th Division (Operations Support), with headquarters at Fort Knox, Kentucky.

The new Quartermaster Brigade, consisting of five battalions, will be commanded by a Quartermaster-qualified officer. The brigade headquarters will be in Charleston, West Virginia, and battalions are slated for Salt Lake City, Utah; Des Moines, Iowa; Decatur, Georgia; Columbus, Ohio; and Fort Pickett, Virginia, with a detachment at Lodi, New

Jersey. In addition to the five battalions, Quartermaster instruction will also occur year-round at five new TASS training centers (TTCs) and at other locations as needed. The new TTCs will be staffed by Active Guard and Reserve (AGR) instructors. However, during surge periods, Reserve Soldiers will supplement those instructors. Reserve instructors will also teach classes at battalion and other geographic locations as needed to meet the needs of students.

Battalions under the new structure will have three companies. Company A and the battalion headquarters will be co-located, while Companies B and C will be located at the TTCs. TTCs will be designed as full-service facilities: students will eat, sleep, and get their instruction at the same building. In addition to the AGR instructors, TTCs will be staffed by other AGR Soldiers and military technicians. The primary mission of the TTCs is to provide 2x2 instruction, which means two back-to-back blocks of instruction – each two weeks long – equivalent to traditional instruction of seven or eight months of instruction on battle assembly weekends followed by a two-week annual training period. Reserve Component instructors will continue to teach under the traditional system of instruction during individual duty for training (IDT) weekends followed by two weeks of instruction, normally in the summer.

What difference will students see as training transforms from the old system to the new? There will be some minor changes as all MOS training is consolidated into one command. The number of classes taught during IDT weekends will increase to pre-September 2001 levels, and the number of 2x2 classes will decrease. Training will be increasingly relevant to the mission of warfighters today and in the future. Having full-time instructors at TTCs means more flexibility in class start dates,

and also increases accessibility for Active Component Soldiers who will have to reclassify to a new MOS.

The new IET command will have two subordinate divisions, one at Fort Benning, Georgia and one at Fort Sill, Oklahoma. Their divisions will be geographically aligned with current basic combat training posts: Fort Benning, Georgia; Fort Sill, Oklahoma; Fort Knox, Kentucky; Fort Jackson, South Carolina; and Fort Lewis, Washington.

Restructuring for the 80th U.S. Army Reserve Schools Command and IET Command begins in FY07 and both should have full operational capability before the start of FY10. The U.S. Army Training and Doctrine Command will assume operational control over these two commands by FY10.

This is an exciting but challenging task for leaders within the current training divisions. The future payoff will be an Army even better trained to accomplish its mission.

Soldiers of the 80th Division (IT) have been mobilized and called to Active military service in the global war on terrorism since September 11, 2001. Recently the 80th Division underwent the largest single mobilization of Soldiers since World War II. Every unit in the 80th Division was effected. These Soldiers, like many who have been called before them, will serve in the Iraqi theater of operations for a period of one year and will leave behind their family members, civilian lives, and civilian employers to make an immeasurable contribution to ridding the world of the terror networks that threaten our way of life.

MAJ Anderson works in the Public Affairs Office of the 80th Division (Institutional Training).

“LEADERSHIP BOUND BY VALUES”

SGM SAL J. KATZ JR.
MULTI-NATIONAL CORPS–IRAQ, C4 SGM

Had I chosen another career, my mornings would begin around 6:30 a.m. to the sound of music streaming from a clock radio beside a king-sized bed. However, as a Soldier, I am awakened by the alarm on my wristwatch. As I roll over in my small bed and struggle to open my eyes, I see that it is 4:20 a.m. I switch on the small desk lamp in my quarters and begin my morning by reading the Word of the Day. Having then prepared my heart and mind for the challenges ahead, I get dressed and head outside. As I make my way through the dark, I see a handful of Soldiers, Airmen, and Marines trickling out of their quarters to begin their day as well. I enter a make-shift gym and join several others in an early morning workout as we prepare our bodies for the day ahead.

This is why our military is so strong. We have values that are shared throughout the military services. It takes discipline to start your day early regardless of your shift. Discipline, mental and physical, is the basis of our service to answer our country’s call to preserve and protect our freedom.

As I watch my fellow service members working out, running, lifting weights, and doing aerobics, I am filled with confidence and pride knowing that we are part of the greatest military in the world and among the greatest leaders of the future. Then I realize it’s because of the dedication I see around me that we continue to grow stronger with each passing day. It’s because of the many Americans like these who so diligently support our call. I am convinced that were he alive today, General George C. Patton would be proud to stand amongst these Soldiers, guiding and serving with them. I am

convinced even more so that he would speak to them about leadership.

It was Patton who once told a group of Soldiers, “Lead me, follow me, or get out of my way.” It was a challenge, a call to individual accountability and a personal commitment to leadership. Sometimes it takes a great leader to push himself and make the necessary corrections, regardless of his environment. This environment can make or break a leader. One either rises to the challenge or realizes it’s time to just hang it up. Looking across the gym, I see a room full of future leaders and wonder which one of us will pose General Patton’s same challenge to his fellow peers, leaders, and even subordinates.

As a senior noncommissioned officer (NCO), I find myself constantly faced with having to make fundamental uniform corrections, retraining on how to clear a weapon at the clearing barrel, or disciplining avoidable problems stemming from situations which we are confronted with daily. Yes, it’s my job to address and correct even such trivial things, but as a team we would be making greater strides if everyone took responsibility for their own actions and held themselves individually accountable. However, when such is not the case, our NCOs must hold their team accountable while being the glue that holds them together, never failing to stand up for what is right, regardless of the situation.

A couple of months ago, I visited the 1st Battalion, 506th Infantry in Ramadi, Iraq. It was a great sight to see NCOs briefing the Multi-National Corps–Iraq, command sergeants major on front line battles, future operations, and calling upon themselves to be leaders. Here at Al Faw Palace, we don’t see those NCOs and we probably won’t hear about their

contributions to our efforts until someone writes a book about it. I am not a writer, but if I was I could tell you that the Army is full of great leaders we never hear about. It is also rich with leaders on the front lines right behind them, leaders like us, here at Camp Victory.

It's the Joint Operation Center NCO that has to make that critical decision for his colonel; the medic who arises as the go-to doctor to cover wounds and save lives; or the escort duty Soldier who pulls duty two to three times a week to help the infrastructure of the Iraqi government. All of us make up "ONE" military, a team that never gives up. Winston Churchill said, "Never give in--never, never, never, never, in nothing great or small, large or petty, never give in except to convictions of honor and good sense. Never yield to force; never yield to the apparently overwhelming might of the enemy."

As my day continues in the gym, I use the Word of the Day to share what is in my heart and encourage others. I use my workouts each morning and at times during lunch to spread joy and confidence. I use my walk to the Coalition Café, the Sports Oasis, or back to my trailer late at night to avail myself to others and simply be a leader. The fact that I am not alone in this quest makes me very proud of the men and women along whom I serve here in Baghdad and throughout Iraq.

However, this is not the case across the board. There are also those among whom I serve who require constant attention. Those who are unable to motivate themselves and who remain stubbornly undisciplined. As a senior NCO, it is my role to make corrections, to motivate, and to lead. There is a point in which assisting crosses the line to enabling. There is a time in which every Soldier must choose for himself to be personally accountable and to become his own leader. As for those of us among the NCO Corps, we must step into the arena with our fellow NCOs and make a

difference! It is most fitting for us to band together right here at Al Faw Palace where General Sanchez once walked back in 2003 and guided us to victory during *Operation Iraqi Freedom*. It is for us to reflect upon past leaders of our great country and the contributions they have brought us, while directing our future leaders onto their paths toward tomorrow's successes.

Doing so is the mark of quality leadership, of which I would like to share my personal thoughts. I am confident that if I were to ask some of you reading this article to take a pen to a paper and write down the names of NCOs who have helped you during times of distress, joy or conquest, or to name those leaders who have demonstrated their character by modeling values, showing competence, being proficient, or continually working to improve your morale and welfare, many of you would have a short list and others long ones. However, there will be one thing which all of your lists will have in common, and that is values. For the Soldier, it is our Army Values: Leadership, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. To the Sailor or Marine it is Honor, Courage and Commitment; and for the Airman it is Integrity First, Service Before Self, and Excellence in All We Do.

Naturally, since I am an Army sergeant major, I am inclined to share with you the Army definition of leadership: Leadership is the process of influencing others to accomplish the mission by providing purpose, direction, and motivation (FM 22-100). This is what must be embedded into the hearts and minds of every NCO!

There are many important common goals in developing leadership skills and it is the calling of an NCO to follow oneself and to lead others to follow a common value system. To be an effective NCO, you must be able to recognize the impact of your personal background and

the values your parents gave you, as well as the values our common services have taught you.

In addition, you must have a servant's heart, which is a vital component of effective leadership. Once you understand your combined value system, use it to guide and direct your most difficult decisions. If you do, your choices will be backed by your personal convictions and the Army ethos.

As a leader, you need to fully understand who you are. A position of leadership is not for those who are lost, follow the crowd, or are passive. (Passive: lacking in energy or will, tending not to take an active or dominant part, induced by an outside agency, not active or operating - Webster's Dictionary). The leader is the one who must have a plan or he runs the danger of stagnating a group or his individual subordinates. The book of Proverbs 16:9 says; "We can make our plans, but the LORD determines our steps." To become an effective NCO you must understand what leadership is. Some NCOs may require more detailed guidance than others, but for those, who through their personal integrity have gained the trust and confidence of the ones they lead, they have become effective leaders.

Reflecting on those NCOs you listed on your piece of paper, this is our military and they uphold its values and their personal integrity. Each one of the individuals you listed has a remarkable gift. And you too may have one. However, the question is not whether you have the gift, but rather will you use it. Will you be willing to identify the differences between good and bad? Will you take the time to understand our Army values and then take a stand for them? All of these values are defined in our regulations, but they are also in our hearts. Will you search them out?

If you do and then study them closely, you will realize that each one means something

different. Each is designed to arm and equip you, piece by piece, to construct a complete mental armor which you need to become a true leader. Being prepared, and not just physically, helps the Soldier triumph when presented with their greatest battle.

No, he is armed with the mental armor, the values he needs to win his greatest challenges – those within his heart and mind. Know who you are, what you stand for. Learn the Army Values and make the Warrior Ethos the mark of a quality leader, those by which others will identify YOU.

My brother served in the USMC and retired some years ago. The Marines instilled in him a values system that he holds dear. It is the same common value system that our parents and our military has ingrained in both of us. What makes the Marines different from other military branches is that the Marines have been "First to Fight" for over 230 years. They are always ready for service and are often the first to arrive in a crisis. They may be called upon at any time to go anywhere. The Marine Corps is the only branch of the armed services specifically organized with air, land, and sea-based expeditionary fighting capabilities. Like the other branches, the Marines share common values. Take a look at our common values system in each service and you will see that we all share one thing - values.

Soldiers must be motivated to perform their best. There is only one way to motivate Soldiers. That is by providing them with up-front, sincere, and caring leadership. Unfortunately, leaders sometimes don't care as they should and choose instead to take the back seat. They may be out of uniform, yet if a junior NCO were to make a correction, they would say "Who are you to correct me?" Who you are is that true leader. The one who steps in with his Values and his Warrior Ethos mentality in gear, regardless of the situation is a true leader.

A leader is one who breaks down the door of an insurgent's stronghold, while remaining grounded in his understanding of his role in our military. He knows in his heart that we never surrender while going beyond our limits to fight for what is right.

This does not apply to just some of the time or to just a handful of Soldiers. As a combined force and a team, we need everyone to adhere to the policies. We are each leaders and we must demand accountability and discipline so we can follow what General Patton, with his renowned appetite for leadership once said, "Lead me, follow me, or get out of my way."

"We are, have been, and will remain a values-based institution. Our values will not change, and they are non-negotiable. Our Soldiers are warriors of character. They exemplify these values every day and are the epitome of our American spirit. They are the heart of the Army."-- General Peter J. Schoemaker, Army Chief of Staff, July 2003.

The Army has produced an abundance of talented leaders, but you can stand out among them more than any Soldier in this century. I am convinced our common values system and the Army Warrior Ethos epitomize the qualities that we need and desire in our leaders. You can possess the optimism that spreads to your troops.

You can develop the organizational skills and responsibility of being the drum major in laying and leading the logistics infrastructure of the theater. You can have strength and drive to accomplish any mission given, even if you have short legs and are the fastest runner in the Corps. Or you can champion the ability to uniquely inspire confidence and deep affection in any who would come into your presence.

Then, of course, there are the leaders who demand respect from all individuals, enforcing compliance in personal behavior, making it happen.

We as officers, NCOs, and leaders of Soldiers have the technical, tactical, and organizational skills that NO other military in this world has in their possession. There is NO modern battlefield in this world that we as leaders cannot handle. We are the glue that keeps our Army running as "ONE." We are called to lead with the strength and integrity that reflects our confidence in our military. No one is more professional than I. I am an NCO, a leader of Soldiers.

I truly believe we are the best equipped and the best fighting MILITARY in the WORLD!

Sergeant Major Katz currently serves as the Senior Joint Logistics Advisor for the Corps of the Multi-National Corps-Iraq, C4. Throughout his 24 year career, he has served in many enlisted leadership positions from Squad Leader to First Sergeant, to his current position as the Multi-National Corps-Iraq, C4 Sergeant Major. Some of his other assignments have included First Sergeant for Delta Company, 1st Battalion, 214th Aviation Regiment, Mannheim, Germany; Inspector General, 26th Area Support Group; Heidelberg, Germany; two tours in Korea as the Battalion S-4 for Headquarters and Headquarters Company, 1st Battalion, 72d Armor Regiment and 2d Battalion, 61st Air Defense Artillery; Battalion S-4 and Supply Sergeant for 3rd Battalion, 17th Infantry (Light), 7th Infantry Division Fort Ord, California and 3rd Battalion, 47th Infantry (Mech) Fort Lewis, Washington; and Supply Sergeant for the U.S. Army Noncommissioned Officer Academy, Schofield Barracks, Hawaii.

RICHMOND MEDICAL EXAMINER'S OFFICE HELPS SOLDIERS GAIN TRAINING AND EXPERIENCE FOR REAL-WORLD MISSIONS

Army mortuary affairs Soldiers are faced with difficult training challenges. Where Soldiers in other career fields are routinely and frequently exposed to realistic training, the closest mortuary affairs specialists come to "realistic" is when there is a loss of life. It is under such unpleasant and unfortunate circumstances that Soldiers in the military occupational specialty 92M (mortuary affairs specialist) are afforded the opportunity to receive training and exposure critical to the effective execution of their real-world missions.

It is important for them to have exposure to death, and in particular a violent death because that is what we expect they will be exposed to on the battlefield. Mortuary affairs Soldiers need to be introduced to that in a setting that is less stressful, than say, a battlefield in a foreign country. It is difficult for a 18-year-old or

19-year-old to risk being shot while trying to do their job and trying to learn at the same time.

Renowned forensic pathologist, Dr. Marcella Fierro, the Chief Medical Examiner for the Commonwealth of Virginia and faculty member and chair of the Virginia Commonwealth University School of Medicine's Department of Legal Medicine in Richmond, agrees. The Office of the Chief Medical Examiner, Central District in Richmond has a long-standing partnership with the U.S. Army and its missions to prepare mortuary affairs Soldiers for the field.

The Army currently runs two programs in which Soldiers receive training at the city morgue. The first is for advanced individual training Soldiers enrolled in the Mortuary Affairs Specialist Course of the U.S. Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia. It provides 20 hours of

acclimated study. The first training session is held on the second day of the course and provides a brief introduction to morgue functions but primarily introduces students to human remains, including those that are decomposed. Leadership of the QMC&S's Mortuary Affairs Center (MAC) knows that a session like a visit to a real life morgue/autopsy may determine whether a Soldier can stomach the sight and smells of remains, much less help process them for burial.

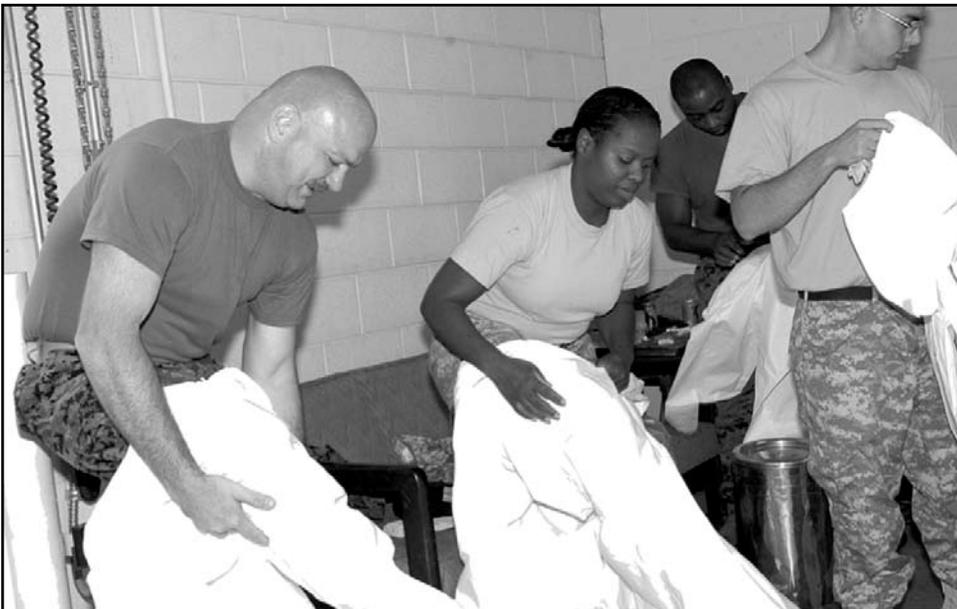


PHOTO BY T. ANTHONY BELL

Soldiers don protective clothing in preparation for autopsy work at the Richmond City Morgue.

The visit will immediately show whether the students have the mental capacity and emotional strength to perform the required duties. Soldiers who get through the introduction return to Richmond later in the course to view an autopsy performed by professionals. They get the opportunity to see it, because they may get the chance to go to a morgue in Korea or Germany where they may have to assist in autopsies on a daily basis. This training gets them familiar with the process.

During a recent autopsy session, two of nine students had to excuse themselves from the procedure due to light-headedness. They returned to the room later and completed the training. Fewer than five percent of the students who start the course are dropped after the first trip to Richmond.

It is important for them to have exposure to death, and in particular a violent death because that is what we expect they will be exposed to on the battlefield.

The first introduction is actually very mild compared to the autopsy and compared to Dover Air Force Base, Delaware, where one sees actual Soldiers and Marines with their uniforms on. The base in Delaware is where students receive further training and where the remains of military members and civilians from Iraq and Afghanistan are processed.

Once Soldiers graduate from the 92M course, they will most likely be assigned to Fort Lee's 54th and 111th Quartermaster Companies. The units, the only mortuary affairs elements in the active Army, also have an agreement with the Richmond Medical Examiner's Office. They send groups of four to five Soldiers and a noncommissioned officer to the city morgue

on 45-day rotations. The Soldiers work closely with pathologists and other personnel with the intent to reinforce fundamentals, learn routines, and more importantly become accustomed to working around remains.

They learn their way around a morgue. It is similar to learning the way around an operating room or any kind of specialized setting where there is special equipment and special ways of doing things. The Soldiers learn how to handle remains, how to move them, how to examine them, how to fingerprint them, and how to take good photographs for identification. They learn that the morgue can become a familiar place.

Soldiers on the rotations are exposed to a variety of cases in Richmond where deaths from natural causes, homicides, suicides, and accidents are as typical as any medium-sized metropolitan area in the country.

Although the cases are not typical of those the Soldiers will have to process in Iraq and Afghanistan where explosions and gunfire are common, they do provide a good mix of what they may generally encounter in the field. The training is very valuable. Mortuary affairs Soldiers headed overseas need to be prepared and this training definitely helps one to prepare.

The Richmond Medical Examiner's Office has been helping prepare Soldiers in the mortuary affairs field for 15 years. Hundreds of Soldiers have benefited from the training and experience. As a result of the training, the Army is able to send highly-qualified and capable mortuary affairs personnel to support its wartime missions. The QMC&S's MAC could not ask for better support from the Richmond Medical Examiner's Office. Because of that support, MAC has been able to provide Soldiers with the best training opportunities available to fulfill the mortuary affairs mission requirements.



SAFETY SAVES SOLDIERS



LIGHTNING SAFETY, RISK MANAGEMENT, AND PLANNING

By MICHAEL L. DAVIS

SAFETY SPECIALIST ASSIGNED TO THE U.S. ARMY QUARTERMASTER CENTER AND SCHOOL, FORT LEE, VIRGINIA

Lightning Claims Soldier's Life

A young PFC along with four other Soldiers were erecting a tent that had blown over during a storm when they were struck by lightning. They had not waited the required 30 minutes following a thunderstorm to resume work. The Soldiers were evacuated to a local medical facility where the PFC died as a result of his injuries. The other Soldiers were not seriously injured. Individual failure to follow standards, leadership failure to ensure proper training, individuals performing the task incorrectly, reinforcement of hazard avoidance, and unit failure to follow standards are the leading causes for lightning related accidents. Lightning is very dangerous. It is the second leading cause of weather related deaths in the U.S., killing more people annually than hurricanes and tornadoes combined. It also causes most of the wildfires in the U.S. Ten percent of those struck

by lightning each year are killed. Most people continuously ignore the dangers of this force of nature. Although lightning kills about 67 people and injures more than 300 each year in the U.S., it does not get the publicity as big storms. This is because lightning usually kills or injures only one or two people at a time. Also, lightning does not usually destroy entire towns, as do hurricanes and tornadoes. Survivors are an even greater tragedy! Seventy percent have long-term medical problems, while 30 percent suffer debilitating problems.

Fact -- About 25 million lightning bolts flash from the clouds to the ground each year in the U.S. alone.

When thunderstorms are nearby, avoid the following activities like your life depends on it -- it does! Your chances of being struck by lightning are: standing in an open field (45 percent); under a lone tree (23 percent); in or on the water (13.6 percent); playing golf (6.5 percent); using farm and heavy equipment (5 percent); using a telephone (4 percent); while playing golf and near individual trees (1.7 percent); and operating radio and radio equipment (1.2 percent). These activities have the most lightning casualties (casualties mean both deaths and injuries combined) associated with them in the U.S.

Some activities can put Soldiers at a high risk when lightning is involved. If you can see lightning or hear thunder, the unit should activate its Lightning Safety Plan. Resume activities only when the lightning and thunder have not been observed for 30 minutes. If you can see lightning, take



Soldiers keep a close eye on a powerful thunderstorm and heavy lightning while on night patrol.

cover immediately and if you can hear thunder, seek shelter. Here is a way to tell how far away lightning is from you. Count the seconds between seeing lightning and hearing thunder and divide this number by five. This will tell you how many miles away the lightning is. And again, always wait 30 minutes after the last lightning before leaving shelter or performing any outdoor activities. This may seem too conservative -- it's not!

Important components of a dispersal or lightning safety plan include but are not limited to: designate individual/individuals responsible to monitor the weather and initiate the necessary precautions when appropriate; develop procedures to identify and notify all personnel of the appropriate actions when there is a threat or risk of lightning; and identify safer locations that have been pre-identified along with a means to route personnel to those locations. Units must also establish an "All Clear" signal, which is differentiated from the warning signal. Finally, units need to periodically review, train, and drill the dispersal plan with all personnel. This is probably the most important element of the plan but usually the most neglected. Contrary to common belief, most lightning deaths or injuries do not come from direct lightning strikes, but from the ground surge created by the lightning.

If using tactical communication equipment, the equipment should be grounded in accordance with grounding instructions contained in applicable technical manuals. Remember that soil type impacts the grounding. Keep away from antennas, masts, guy wires, and all grounding and lightning protection equipment, including ground rods during electrical storm activity. This includes vehicles with whip antennas. If mission permits, disconnect the signal inputs before the storm. Do not attempt this during the storm, even if lightning is not nearby! Restrict the use of telephones, computers, and other electrical devices. Lightning could follow the

wire. Most lightning injuries occur from using phones during electrical storms. Radios will not be used nor will troops carry radios with antennas extended.

Remember no place is absolutely safe from lightning. Ideally, evacuation to a lightning certified or lightning protected building or structure is best when available; however, this may not be the case. If no lightning protected building/structure exists, move to a large enclosed structure (substantially constructed buildings). While indoors, avoid using telephones (remember the wires); avoid using water – sink, tub, etc. (plumbing); avoid using appliances (remember the wires); and stay in an inner room away from windows for the best protection.

A fully enclosed metal vehicle (car, bus, etc.) can provide some protection, but not a canvas covered vehicle. Individuals should close the windows and keep their hands on their laps away from any metal parts of the vehicle. Note that it's not the rubber tires of a vehicle that provide protection from lightning, but a closed top metal vehicle allows the lightning to flow around the metal shell of the vehicle and into the ground and therefore protect those individuals inside the vehicle. Note that lightning can sometimes blow out the tires or even shatter the windshield in a vehicle. This could be very dangerous if the vehicle is moving.

Fact -- Lightning can and does strike the same place twice.

If in tents with metal supports, take shelter under a small tree among several large ones if possible. Stay at least six feet away from the tree trunk to minimize a side strike and step voltage. Never stand under an isolated tree. Additionally, stay low (crouch with feet as close together as possible, have heels touch, and place hands over ears) in a ditch or depression. Other options include a low area, ravine, or foot

of a hill. Remember DO NOT lie flat on the ground. Weapons should be stacked at least 50 meters away from personnel. Mils gear and other metal conductors should be removed. If you are forced to remain outdoors, stay away from rivers, lakes, or other bodies of water. Be aware of the potential for flooding in low-lying areas; stay away from natural lightning rods/tall structures such as towers, tall trees, telephone poles, and lines.

Stay safe. If you are hearing thunder, the storm is close enough that you could be hit by lightning. Even if the sky is blue, you are not safe when there is thunder. Lightning can easily travel ten miles from a storm and strike a victim.

Fact -- One lightning bolt can be from 60 to 120 miles long. No place outside is completely safe in a thunderstorm.

Try to get inside as quickly as possible. If you are planning to play or work outside, especially if you have a ball game or other scheduled activity, listen to the forecast. If there is a chance of a thunderstorm, figure out a safe place you can reach quickly. An open shelter, such as a baseball dugout, picnic shelter, or tent, does not keep you safe from lightning. If you see signs of a developing storm, go inside before you see the first lightning or hear the first thunder.

Fact -- Metal objects do not attract lightning. Lightning tends to strike the tallest object in an area.

If outside, get inside a safe place as soon as possible. Also, you should get out of the water immediately. If you are in a boat, bring the boat to shore quickly and seek shelter. If your boat has a cabin, go inside and wear your life jacket.

Do not stand under a lone tree or by a pole or tower. Lightning usually strikes the tallest

object; do not stand on a hill or other high place; do not stand in the middle of an open field; and do not stand near anything that could conduct electricity toward you, such as a metal fence or metal bleachers.

Risk Management can be a very effective tool in the preparation of a unit for lightning safety. Accident evidence shows that many personnel have not been trained, hazard controls have not been integrated into training, and that standards are not being enforced by leaders. Remember that lightning accidents can affect not only individuals, but equipment and the mission. Risk management is not an additional task; it is a process that must be incorporated into everything we do (on and off duty). Doing so provides for successful task accomplishment and allows users to make informed decisions about hazards. Leaders must influence personnel to accomplish the task by providing purpose, direction, training, and motivation. Only training and practice can make individuals and units proficient in tasks and missions.

Leaders must outline their plan of action, develop specific training for tasks based on risk management elements, identify requirements and individuals that will be part of the mission, and prioritize activities. The integration of risk management into the planning and execution of every mission is a leadership responsibility. The process is not a science and will not provide leaders with a precise course of action. But it is an important tool that must be fully integrated into training and can save individuals, equipment, and the unit's mission.

Finally, leader responsibility does not let individuals off the hook. Soldiers need to examine their own habits and look at ways to improve. Soldiers know when other Soldiers are irresponsible and should not turn a blind eye when they are not performing to standard.



CAREER NEWS



PROFESSIONAL DEVELOPMENT

Welcome to the Combat Service Support Division (CSSD) of the U.S. Army Human Resources Command (HRC). Ordnance, Transportation, and Quartermaster commissioned officers are now organized into rank aligned logistics branches. We now have a Logistics Lieutenant Colonels Assignment Branch, Logistics Majors Assignment Branch, Logistics Captains Assignment Branch and a Logistics Lieutenants Assignment Branch. Your assignment officer remains the same for the foreseeable future and can be contacted through the same phone numbers and e-mail accounts as previously. We have now integrated our Logistics and Soldier Support Warrant Officers into CSSD. Each warrant officer will continue to receive the same professional support from their career manager as before. The Logistics Assignment Officers are committed to providing the same level of assignment and professional development service they have always provided, just in a different configuration. Visit the HRC home page at <https://www.hrc.army.mil/>. For more information about Quartermaster Corps officer, warrant officer, and noncommissioned officer issues, access the Office of the Quartermaster General web site at www.quartermaster.army.mil/.

ASSIGNMENT PROCESS 101

LTC William Krahling, Force Sustainment Division, Lieutenant Colonel Branch, DSN 221-5268, william.krahling@hoffman.army.mil

This article provides some insight as to the assignment process and how assignments are made in the Logistics Field Grade and Company

Grade Branches at the Officer Personnel Management Directorate (OPMD).

Process

We have three assignment periods or cycles: October-January, February-May, and June-September. All assignments are planned for those periods. The process is fairly simple:

1. Assignment officers determine donors. (A donor is an officer that will be moving in the cycle).
2. OPMD's Operations Division determines receivers and builds requisitions for those units. (Receivers are units that will receive personnel based on Army priorities.)
3. Units review the requisitions with the Operations Division account manager and open requirements.
4. Assignment officers assign personnel to the requisitions with a goal of six months from the start of the cycle.

Step 1: Determine Donors

Assignment officers determine donors as either discretionary or non-discretionary donors. A discretionary donor is an officer that moves for several reasons: professional development, change in requirements of a unit, Army needs, etc. Non-discretionary donors are those that have to be made: to/from school, date estimated return from overseas (DEROS), to/out of command, out of a fixed tour like Professor Military Science, Joint, Inspector General, etc. Non-discretionary moves have a definite time the officer must move. We initially look at officers over 24 months time on station to determine any discretionary moves. We may look below 24 months if the requirements outnumber

the donors. The assignment officer adjusts the availability date in The Officer Personnel Management Information System (TOPMIS) to show the officer as a projected loss. TOPMIS is the automated personnel system that we use to manage officer personnel. Retirees and officers exiting the service are also shown as a loss to the unit but are not counted as a donor. A donor is an officer available to move to another Army requirement. A loss is an officer departing a unit by permanent change of station, retirement, or expiration term of service.

Step 2: Determine requirements

Once all the loss dates are set for all officers in the Army, our Operations Division takes a snapshot in time of the Army requirements versus unit strength with the losses taken out. A **BIG** misconception is that just because an officer is departing, a unit will get a replacement. This is not necessarily the case. The Army has an approved Army Manning Guidance (AMG) and units are prioritized by the Army G1 and G3 and given a percentage fill goal. The Operations Division uses the authorization document we receive from the Army G1 every 2-3 months as our picture of unit authorizations. This is the most up-to-date authorization document and does not necessarily reflect your unit modification table of organization and equipment (MTOE) or table of distribution and allowances. You may have an authorization on your MTOE that has been changed by the Army G3 and G1. The OPMD Operations Division places the projected strength of a unit against the AMG and determines requirements based on the projected percentage of fill. The percentage of fill is based on aggregate strength so one branch may have an overage that is making up for the shortage of another branch or specialty in the aggregate strength. [Example: Unit A is authorized 10 personnel. They have 10 assigned. Their AMG percentage fill is 90 percent. The unit has one officer departing for intermediate level education. Operations

won't build a requirement to backfill that person because the unit is only going to receive nine personnel.] As far as logistics requirements, we have fought long and hard to finally get the system to recognize Quartermaster, Transportation, and Ordnance as one branch in the system. All requirements for these three specialty codes are summed together to determine requirements. This means that if a unit is over two Ordnance officers and short two Quartermaster officers, the organization is at 100 percent. The old method would generate two requirements for Quartermaster officers. Once Operations Division determines how many personnel by grade and skill each receiver unit will obtain, they build requisitions for those positions.

Step 3: Build Specific Requirements

Each major command (MACOM) submits a list of requirements they want OPMD to fill. A unit may submit as many requirements as they feel they need. They submit a form for each position by grade and skill. Once Operations Division determines how many officers a unit will receive, the MACOM and the OPMD account manager select the specific positions to open. It is often less than the number requested by the unit. We frequently get the question "What is the duty title of the job?" Often we don't know in large organizations because the command will place the inbound officer in a position based on skills and experience and internal personnel will move to meet mission requirements at the unit. Sometimes we have specific duty titles, but most often it is Logistics Staff Officer and you have to work the specific job with the gaining command. In many instances units don't put all the required information on the request they provide to HRC. If a unit needs an officer with a specific skill like ammo, rigger, language, then these skills need to be on the request sent to HRC. We often identify an officer for a position and then the unit rejects the officer because he is lacking a specific skill that was not identified up front.

Step 4: Assign Officers to Requirements

Requirements are built by the Operations Division account manager with MACOM input. These are sent to the assignment officer. These are also posted to the Assignment Interactive Module (AIM) web site on the HRC home page. We no longer post assignments to the branch web site, as they change frequently. Another misconception is that we hide assignments, which is false – that only generates mistrust in the field and we know that. Anyone who has worked here will tell you we don't hide any assignments or hold assignments for people. We have several types of requirements: routine assignments where any officer can fill if they meet the skills and experience requested on the requisition; command requisitions for officers going to command; nominative requisitions for positions like Inspector General, Joint, or Army Staff. These require approval of the gaining command. We have to ensure that an officer nominated against a nominative assignment will be approved. While we can nominate anyone for these, we must ensure that the officer nominated is competitive. If he or she is not, by the time the nomination comes back, the officer will have few options remaining. There is a lot of art to this and some science.

Command and school requisitions are not visible on AIM since they are built for a specific person and unit. Each branch receives a certain number of 01A (Generalist) assignments to fill each assignment cycle. These are divided between the various divisions within OPMD. However, when an officer looks at AIM, they see every 01A open across the Army. The logistics branches are charged to fill only a specific portion of these 01A requirements. If an officer requests a position that CSSD was not allocated, we can attempt to get it from the owning branch; however, we only have a finite number of personnel so we trade off. Imagine your response if I asked for a Hawaii requisition from you and had a Korea to offer in trade. Trades are possible and do happen, but don't count on

them. This is often where the misconception that we hide requirements is derived.

Assignment Considerations

First, from the prospective of the assignment officers, each assignment is a family decision - a family and career move - and there is a story behind each move. We realize the state of the world and the Army. We work extremely hard to minimize stress on the officers and their families and we look at a myriad of options before we make your final assignment. We try extremely hard to match officer preference to Army requirements and do our best to explain "why" when we cannot. Officers view the results from many points of view but we must keep in mind the missions of the Army. We look at many things when we make an assignment. First is professional development of the officer - where does he/she need to go to receive skills to progress, get promoted or command; what are the educational needs of the officer. Family is certainly considered in the officer move. With the current three cycle system, officers will be moving year round. We also have to consider the Exceptional Family Member Program, but the officer may still move while the family remains. Some specific rules we must follow are:

- Joint assignments are all nominative positions and 3 year tours. We maintain a 36 month average for assignments. We can only remove an officer from joint assignment early with a minimum of 22 months for battalion command or senior service college (SSC). This makes the assignment time line tight since we have SSC only once a year and battalion commands change throughout the year. Once you do a joint assignment, we prefer to not send you back to another. Other officers need that experience.
- Inspector General assignments are three years and approved by the Inspector General of the Army.

- DEROS – It is almost impossible to reassign an officer before their DEROS. We have to plan very carefully before we assign an officer to an overseas assignment longer than one year.
- Skills and Experience – Some units require that positions be filled by officers that have deployed. If you have not, this may limit some options.
- Deployments – We are under guidance to ensure combat tours are spread across the force. We do not deploy an officer just because they have not deployed. We ensure that the officer’s skills and experience match the requirement being filled. When we have a deployment requirement, we look at skills, experience, and tour equity. We work hard to ensure that time between deployments dwell time is maximized. Often we move officers out of units to deploy so that officers who have deployed can take their deployment experience to that unit.
- Consecutive overseas tours – There are very few exceptions to involuntarily assign an officer from one overseas assignment to another. The officer can volunteer but this is done only rarely.
- Worldwide Individual Augmentation System (WIAS) taskers – HRC is tasked to fill many WIAS taskers to both Iraq and Afghanistan. These are one year deployments. These are excellent opportunities to deploy so that you can increase your skills and experience.

Extension Requests

We often get requests for extensions from officers or commands. We do not act on them until we determine if a backfill is required. If Operations Division determines a backfill is required, we will consider approving the request. Some are approved, some are not. If there is no requirement built for the command, we will not approve the extension.

Summary

Remember that while we do all we can to facilitate your desires for your next assignment, HRC’s assignment priorities remain: first is Army requirements, second is professional development, and third is personal preference. Amidst all of that, we are committed to placing those with the best skills and experience in positions that make the most sense.

OFFICER PERSONNEL MANAGEMENT SYSTEM CHANGES TO GROW ADAPTIVE LEADERS

**BY LTC MAURA A. GILLEN
U.S. ARMY HUMAN RESOURCES COMMAND**

The Army’s revision of the Officer Personnel Management System (OPMS) will align branches and functional areas under three functional categories.

We are building on a proven system, but adapting to the emerging realities of the 21st Century security environment and the capabilities required of a campaign-quality, joint and expeditionary Army according to the

Chief of the OPMS Task Force, U.S. Army Human Resources Command (HRC).

The OPMS Functional Design, announced via an All-Army Active (ALARACT) message, is effective now, but most officers will not see an impact until spring.

The HRC assignment officers will begin identifying a small number of officers

for broader assignment next summer, with notifications beginning as early as January. The lieutenant colonel selection board that convenes in February will be the first to use the functional categories as promotion categories. HRC will announce procedural changes for officer evaluations (report and support form preparation and processing) and functional designation boards via MILPER messages.

The task force reestablished the periodic review process to recommend changes required for management and development of the officer corps, to develop skills required for today and tomorrow, and group skills functionally to meet Army requirements.

The revised OPMS design is better aligned to the critical joint functions required of the Army than the four career fields of OPMS 3, and provides broader officer development. This design directly supports the Army’s strategy of growing adaptive leaders.

HRC is not changing the core features of the OPMS that make it so good today.

HRC will continue to develop and promote functional specialists, and will maintain absolute focus on developing officers’ warfighting skills in their branch.

HRC has always had multi-skilled officers, but are now seeking to develop them in a more deliberate way. OPMS improvements provide the framework to build future senior leaders who are multi-skilled and better prepared to operate as part of joint and interagency teams.

The new functional categories are: Maneuver, Fires and Effects; Operations Support; and Force Sustainment, which includes the special branches. Functional categories are further divided into functional groups that link branches and functional areas with similar battlefield functions.

Lists of branches and functional areas by functional group and functional category are available at the HRC Alexandria web site, www.hrc.army.mil, under Officer Personnel Management Directorate.

There is no longer a “3” or “III” after “OPMS;” it’s an evolutionary system, without numbered versions. Reserve component leaders are committed to the same objectives for growing 21st Century officers and are reviewing the functionally aligned OPMS design to determine applicability within their personnel management systems.



CALL TO DUTY
BOOTS ON THE GROUND

Functionally Aligned OPMS Design

<p><i>Maneuver, Fires & Effects</i></p> <p>Maneuver (AR, IN, AV) Fires (FA, AD) Maneuver Support (EN, CM, MP) SOF (SF, PO, CA) Effects (IO, PAO)</p> <hr style="border-top: 1px dashed red;"/> <p><i>Operations Support</i></p> <p>Network & Space Operations (SC, Telecomms, Automation, Space Ops) ISR & Area Expertise (MI, Strat Intel, FAQ) Plans Development (Strat Plans & Policy, Nuclear & Counterproliferation) Forces Development (Force Management, ORSA, Simulation Operations) Training & Education (Permanent/Academy Professor)</p>	<p><i>Force Sustainment</i></p> <p>Logistics (TC, QM, OD, Multi-Functional Logistics) Soldier support (AG, Human Resources, FI, Comptroller) Special Branches (VC, MS, AN, SP, MC, DC, CH, JA) Acquisition</p> <div style="background-color: #4CAF50; color: white; padding: 10px; margin-top: 10px;"> <p>Supports:</p> <ul style="list-style-type: none"> - Joint & Army doctrine - Broader officer development, including development of expeditionary competences - Broader experiences, beyond and officer’s branch or functional area </div>
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QUARTERMASTER

UPDATE

New DA Form 7590, Quality Feedback Report

The DA Form 7590, Operational Rating Quality Feedback, will be an essential tool between the U.S. Army Quartermaster Center and School, Army Center of Excellence, Subsistence (ACES), Quality Assurance

Division, and the Soldiers involved in the use of operational rations. ACES is the proponent for training food service Soldiers and also serves as a policy, concept, and quality assurance agency for the Army. For the operators and consumers,

the form will serve as a direct link on any issues related to operational rations. The form will allow individual Soldiers to communicate directly with Army quality assurance specialists on issues that include operational rations, food safety concerns, and suggested improvements. The DA Form 7590 will be published in the upcoming revision of DA Pamphlet 30-22, Operating Policies for the Army Food Program, scheduled for release in early 2007.

This DA Form 7590 is viewed as another step in improving the quality of life and an enhancement of field operations for commanders, Soldiers, and food service operators throughout the entire Army. The form is presented in a selection box and open narrative format keeping it simple for all to use. We believe

OPERATIONAL RATING QUALITY FEEDBACK										
For use of this form, see DA PAM 30-22; the proponent agency is DCS, G4										
1. RATION REPORTED		2. RATION COMPONENT (specific item name)		3. RATION REPORTED			4. DATE (YYYYDDMM)			
<input type="checkbox"/> MRE				<input type="checkbox"/> RATION WAS USED			<input type="checkbox"/> DEPLOYMENT			
<input type="checkbox"/> UGR-H&S				<input type="checkbox"/> FIELD TRAINING EXERCISE			<input type="checkbox"/> STORAGE			
<input type="checkbox"/> UGR-A				<input type="checkbox"/> CONVOY						
<input type="checkbox"/> OTHER				<input type="checkbox"/> RANGE TRAINING						
5. EXPLANATION										
6. RECOMMENDATION										
7. RATION WAS		8. TEMP WHEN EATEN		9. FIELD CONDITIONS						
<input type="checkbox"/> HEATED		<input type="checkbox"/> HOT		A. TEMPERATURE <input type="checkbox"/> HOT <input type="checkbox"/> COLD <input type="checkbox"/> MODERATE						
<input type="checkbox"/> NOT HEATED		<input type="checkbox"/> WARM		B. HUMIDITY <input type="checkbox"/> DRY <input type="checkbox"/> NORMAL <input type="checkbox"/> MUGGY						
		<input type="checkbox"/> COLD		C. TERRAIN <input type="checkbox"/> MISTY/FOG <input type="checkbox"/> RAIN/SNOW						
				<input type="checkbox"/> DESERT <input type="checkbox"/> SWAMP <input type="checkbox"/> FORREST						
				<input type="checkbox"/> JUNGLE <input type="checkbox"/> FLATLAND <input type="checkbox"/> HILL <input type="checkbox"/> MOUNTAIN						
10. OVERALL OPINION OF OPERATION RATINGS										
1	2	3	4	5	6	7	8	9		
DISLIKE EXTREMELY	DISLIKE VERY MUCH	DISLIKE MODERATELY	DISLIKE SLIGHTLY	NEITHER	LIKE SLIGHTLY	LIKE MODERATELY	LIKE VERY MUCH	LIKE EXTREMELY		
11. OVERALL OPINION OF THE RATION BEING REPORTED										
1	2	3	4	5	6	7	8	9		
DISLIKE EXTREMELY	DISLIKE VERY MUCH	DISLIKE MODERATELY	DISLIKE SLIGHTLY	NEITHER	LIKE SLIGHTLY	LIKE MODERATELY	LIKE VERY MUCH	LIKE EXTREMELY		
12. DEMOGRAPHIC INFORMATION					13. PERSONAL INFORMATION					
a. YEARS OF SERVICE		d. GENDER			a. NAME					
b. RANK		e. MOS/ACO			b. TELEPHONE NUMBER					
c. AGE					c. E-MAIL ADDRESS					

that the form will aid in future improvements, the quick resolve of operational concerns, and reduce anecdotal efforts.

The overwhelming success, acceptance, and improvements in the operational rations program is accomplished by the interagency efforts between the regulatory proponent and

customer representatives at ACES, the research and development specialists at the U.S. Army Natick Soldier Center, the food safety and force protection staff at the U.S. Army Veterinary Command, and the acquisition team at the Defense Supply Center Philadelphia. POC is George Herb, ACES, QMC&ES, DSD 687-3007, (804) 734-3007, george.herb@us.army.mil.

2007 QUARTERMASTER REGIMENTAL HONORS PROGRAM

The Quartermaster Regimental Honors Program is accepting nominations for consideration by the 2007 Honors Panel Review Board. The honors program consists of three distinct categories to recognize truly outstanding individuals and units (both past and present) who have helped fulfill the Quartermaster Corps' mission or have brought credit to the Regiment over the course of its proud history.

The Quartermaster Hall of Fame Program is the highest form of recognition the Regiment offers. This honor is reserved for those who are judged to have made "*the most significant contributions to the overall history and traditions of the Quartermaster Corps.*" The Distinguished Members of the Regiment Program honors selected individuals who have made "*distinguished contributions to the Quartermaster Corps,*" and who, by virtue of prestige, status, and experience, "*will assist in*

fostering Regimental pride and esprit, heritage, and tradition." The Distinguished Unit of the Regiment Program recognizes truly outstanding units which have made significant contributions to the Quartermaster Corps.

Nominations can be sent to the Office of the Quartermaster General, ATTN: Quartermaster Regimental Office, 1201 22d Street Fort Lee, Virginia 23801. To view eligibility requirements and nomination procedures, visit the Regimental Office web site at: http://www.quartermaster.army.mil/oqmg/Regimental_office/index.html.

POC for the Quartermaster Regimental Honors Program is MAJ Steven A. Erickson, Office of the Quartermaster General, Quartermaster Officer Proponent, (804) 734-3441, DSN 687-3441, or steve.erickson@us.army.mil.

TOTAL FORCE INTEGRATION OFFICE HOSTS THE TOTAL ARMY SCHOOL SYSTEM ARMY RESERVE WARRIOR COUNSEL

On 2 and 3 November 2006, the U.S. Army Quartermaster Center and School Total Force Integration Office hosted the Total Army School System (TASS) Army Reserve Warrior Counsel to address critical issues facing the seven Quartermaster TASS Battalions in the performance of their training missions. Additionally, the Quartermaster General

conducted a roundtable discussion focusing on the challenges, constraints, and resources available to the Quartermaster TASS Battalions during training at Fort Lee. The conference attendees also received a briefing and tour of the Warrior Training Center and feedback was very positive. POC is LTC: Murriel, DSN 687-3574, Commercial: (804) 734-3574.

WARRIOR TRAINING CENTER COURSES MADE AVAILABLE TO RESERVE COMPONENT SOLDIERS

The Warrior Training Center (WTC) was established as part of the Noncommissioned Officer Academy (NCOA) to assist Soldiers in learning Warrior Tasks and Battle Drills (WTBDs). Five NCOA instructors went to Aberdeen Proving Ground, Maryland, for train the trainer instruction on WTBDs. Upon returning, they began building the training scenarios for the WTC in December 2005.

The first class of Active Duty Component Soldiers was conducted in February 2006, focusing initially on training the NCOA cadre of instructors and eventually extending the train the trainer emphasis to the 23d Quartermaster Brigade cadre, instructors, drill sergeants, and Soldiers of the 49th Quartermaster Group. During the first two months, the training was a three-day (72-hour) event. Later it was extended to a five-day (96-hour) training event.

The first class of Reserve Component (RC) Soldiers was conducted in September 2006. Forty-one 92Ys were trained in a 36-hour period. Additionally, seven 92S Soldiers completed the 36-hour RC training scenario

in November 2006. The training conducted at the WTC included escalation of force, crew served weapons training on the 50 cal. machine gun (load and unload), the M-249, the M-240B, and the M-19 (disassembly and assembly). They were taught the five parts of detainee operations: search, silence, segregation, safeguard, and speed to the rear. WTC training also includes first aid using the individual first aid kit, MEDEVAC procedures (including evaluating casualties), military operations on urban terrain, improvised explosive devices (IED) and IED awareness.

These training events are reinforced with a set of practical exercises known as a capstone. The purpose of the capstone is to evaluate the training objectives. The Soldiers perform non-combatative searches, crew service weapon (disassembly and assembly), first aid, evaluation/treatment of casualties, combatant training, and calling in a medical evacuation team. Currently, no additional RC training is scheduled until February and March 2007. POC: LTC Murriel, DSN 687-3574, Commercial: (804) 734-3574.

STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION

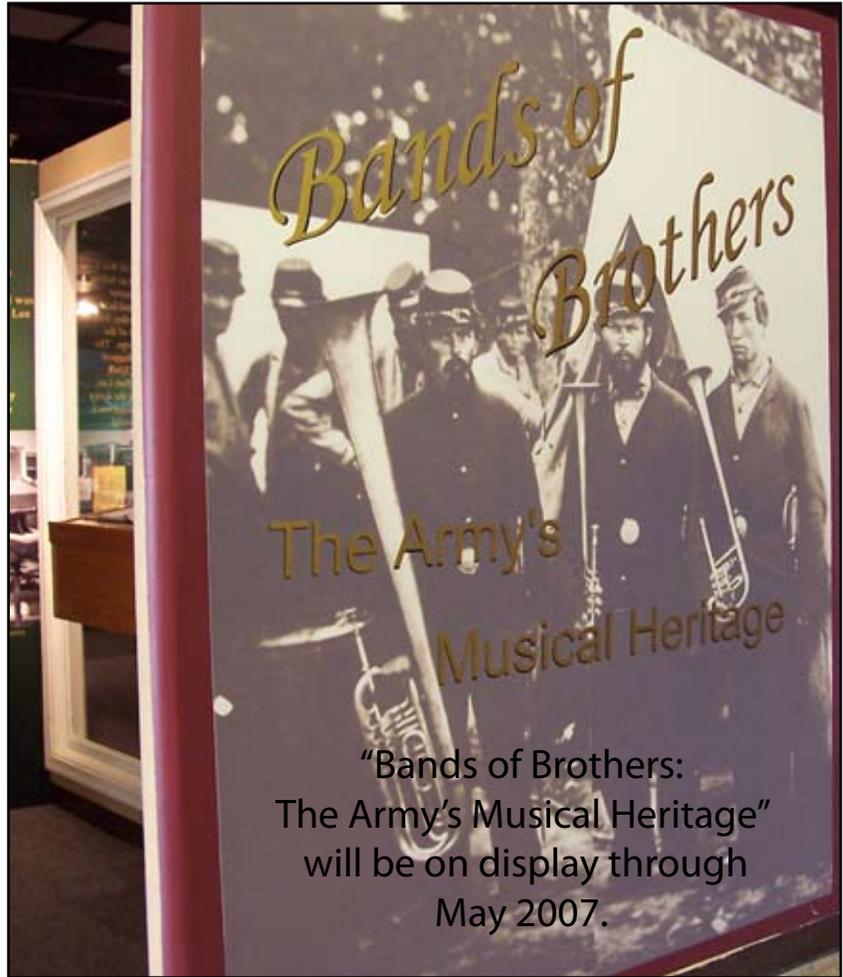
(Required by 39 U.S.C. 3685). The name of the publication is *Quartermaster Professional Bulletin*, an official publication, published quarterly by the U.S. Army Quartermaster Center and School, Fort Lee, Virginia. Editor is George Dunn, Office of the Deputy to the Commander, Fort Lee, VA 23801-1601. Extent and nature of circulation: Figures that follow are average number of copies of each issue for the preceding 12 months for the categories listed. Printed: 5,270. Total paid circulation, sold through Government Printing Office: 48. Free distribution by mail, carrier or other means: 5,122. Total distribution: 5,170. Copies not distributed in above manner: 100. Actual number of copies of a single issue published nearing to the filing date: 5,270. I certify that the above statements by me are correct and complete: George Dunn, Editor, 10 October 2006.

'BANDS OF BROTHERS' - QUARTERMASTER MUSEUM'S NEW DISPLAY ON HISTORY OF U.S. ARMY BANDS

BY TIM O'GORMAN, DIRECTOR,
U.S. ARMY QUARTERMASTER MUSEUM

The sounds of war have always included music - drums and bugles to signal commands and bands to provide inspiration and entertainment. An exhibit, "Bands of Brothers: The Army's Musical Heritage," opened 27 July 2006 at the U.S. Army Quartermaster Museum, honoring the contributions of Army musicians and Army bands and relating the history and importance of the use of music in the American Army. The exhibit also represents collaboration between Fort Lee's 392d Army Band, the U.S. Army Adjutant General Museum, and the U.S. Army Quartermaster Museum.

Soldiers throughout history have loved their bands, whose music, whether it be marches, jazz, big band swing, or rock and roll, have helped to lighten their load. Using uniforms, vintage musical instruments, images, and music, the exhibit traces the Army's musical history beginning with the drummers and fifers of the American



Revolution to today's Army bands that provide morale-building entertainment, support for ceremonies, and who often deploy overseas.

The exhibit explores the distinction between field musicians and Army bandmen; the drummers and buglers, whose role was to communicate commander's orders to Soldiers during battle; and to announce when to conduct daily duties. When a Regiment's field musicians combined into a single group they formed a drum and bugle corps. Today's drum and bugle corps are descendants of this practice. The role of bands was, and is, to provide entertainment and lift the morale of Soldiers. During the Civil War, bands were sometimes placed in the front lines to provide



Army bands were formed to instill esprit, lift morale, and provide musical entertainment.

this inspiration directly and often suffered casualties. Between 1863 and 1900, thirty-four musicians and bandsmen were awarded the Medal of Honor.

The Quartermaster Corps at one time supplied musical instruments, sheet music, and designed band uniforms and band insignia for the Army. The collections of the Quartermaster Museum contain a wide variety of musicians' and band-related artifacts including a selection of bandsmen uniforms that include an 1890s Drum Major's uniform and a 1930s Army band uniform ("Pershing's Own"), and a collection of band headgear that includes one worn by a member of John Philip Sousa's band in 1902. Artifacts on exhibit also include a collection of fifes, one of which was used at the Battle of Bunker Hill, a Civil War field drum, Civil War-era brass instruments called Saxhorns, and a variety of bugles.

A "Military Melodies" kiosk provides a selection of band music and bugle/drum calls from the American Revolution, the War of



Early Army bands originally played the instruments available for their times. Today they can compete with any marching band in the world.

1812, and the Civil War using instruments of those periods, and marches and other musical selections played by a variety of contemporary Army Bands.

A Union Soldier writing home in 1862 commented, "I don't know what we would have done without our band." Soldiers today share the same opinion.



Uniforms have changed and varied throughout the years from the "rag tag" uniforms of the Civil War and pre-Civil War eras to fancy, sophisticated uniforms of renowned Army marching bands. Today Army bands often perform ceremonies in the Army Combat Uniform.



When the Women's Army Corps (WAC) was established in 1942 there were five all-female bands. From 1948 through 1976, when the WAC was deactivated, the 14th Army Band was the only all-female.

U.S. ARMY WOMEN'S MUSEUM DEVELOPS NEW PERMANENT DISPLAY

BY JUDITH M. MATTESON
DIRECTOR, U.S. ARMY WOMEN'S MUSEUM

For the past year the U. S. Army Women's Museum, U.S. Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, has been developing a new permanent exhibit. The exhibit tells the story of Raven 42, 617th Military Police Company, 503d Military Police Battalion (Airborne) and the *Operation Iraqi Freedom* action in which they participated. Included in this team is SGT Leigh Ann Hester, the first female Silver Star recipient since World War II and the first to be cited for close combat. The Raven 42 squad is representative of the Army today. Not only did it include two women, it also included African-American and Hispanic Soldiers.

On 20 March 2005, while on patrol south of Baghdad, squad leader SSG Timothy Nein directed the squad to follow a convoy of semi-tractor trailers through their patrol area. Within minutes the convoy began to take fire from small arms, machine guns, and rocket propelled grenades.

Because SSG Nein had drilled his team so well and had previously conducted reconnaissance of the area, they were able to flank the anti-Iraqi forces (AIF). Dozens of insurgents were firing from an orchard. Nearly 20 were in a trench parallel to the main road and still more were in a trench parallel to the side road. Raven 42 was outnumbered five to one. However, after almost 30 minutes of intense fighting, the area was secured. Twenty-seven AIFs were killed, six wounded,



SGT Hester with captured weapons

and one captured. The U.S. Army Women's Museum is pleased to tell this incredible story of preparation, good training, and teamwork.

This exhibit, which the museum celebrated with a grand opening on February 4, 2007, has presented many challenges and has also been made possible because of teamwork. The most difficult aspect of the exhibit was acquiring a high-mobility multipurpose wheeled vehicle (HMMWV).

Only one half of a HMMWV was needed due to space limitations at the museum. Unfortunately, the week before the Center of Military History approved the vehicle request and sent it forward to the U.S. Army Tank-Automotive and Armament Command,



High-Mobility Multipurpose Wheeled Vehicle

there was a hold placed on all HMMWVs and their parts.

This made the job a little more difficult. However, with unbounded determination and help from the U.S. Army Logistics Management College, the museum was able to locate a HMMWV that had been in an accident and was about to become scrap metal. Since the back half of the vehicle had been crushed, and the museum only needed a front clip, it was perfect for the museum's display. Through the support of the QMC&S and the Red River Army Depot, Texas, the museum now possesses the HMMWV.

In addition to the HMMWV, two custom mannequins from Dorfman Museum Figures to represent SSG Nein and SGT Hester were required. The company flew a representative to Nashville to generate a scan of SGT Hester's head to ensure the likeness would be accurate. This was the first time the company had used this technology.

Once the sculptor had finished, the head was then cast. SGT Hester flew to Richmond and was taken to the mannequin company in Baltimore. There she had a final sitting with the sculptor who matched eye color, skin tone, and hair color.

Throughout this long process, the museum has worked closely with SSG Nein and SGT Hester to ensure the details are accurate. The exhibit specialist for the Quartermaster Museum, is helping build the exhibit, working hard to make it lifelike and realistic. This has

been a great Fort Lee team effort of which we can all be proud.



SGT Hester and sculpture

REMEMBERING SEPTEMBER 11, 2001

BY JUDITH M. MATTESON
DIRECTOR, U.S. ARMY WOMEN'S MUSEUM

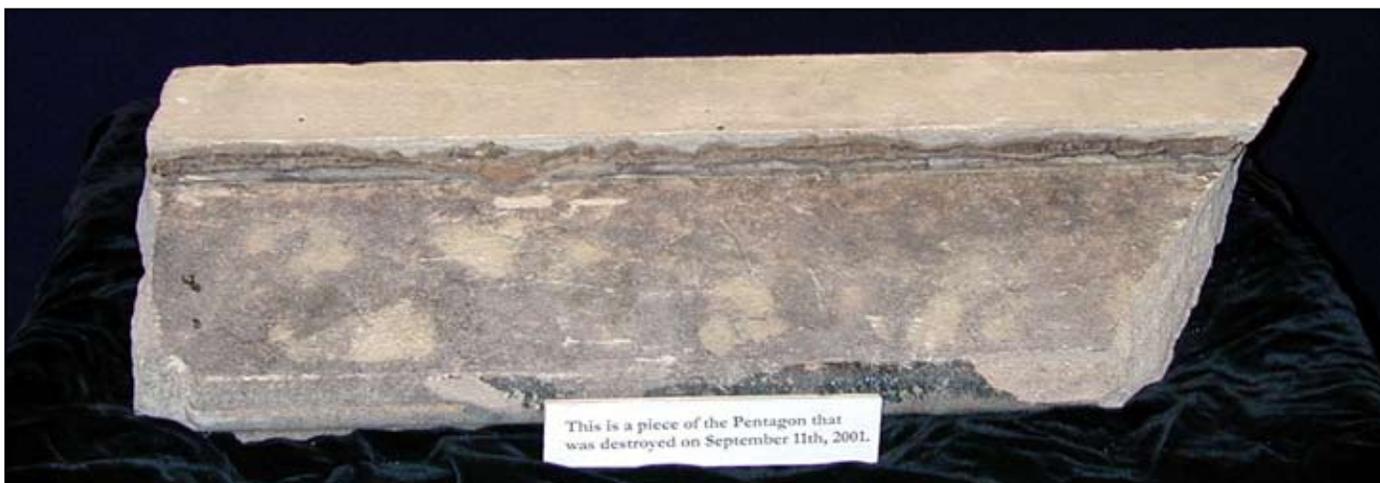
Five years after the terrorist attacks of September 11, 2001, Americans are still deeply affected by these horrific events. The U.S. Army Women's Museum recently installed a temporary pictorial exhibition, "Remembering 9.11.01." The focal point of this commemorative exhibit is a piece of limestone from the part of the Pentagon destroyed in the attack.

Normally, this is not something museums do. However, I know how this artifact affects people. The gentleman who delivered the stone to the museum asked if he could see it before he left. When we opened the box, he reached right over and touched the stone. You could feel the emotion in the room. Everyone on our staff has had the same reaction. That is why I felt it was important for the visitor to have that experience. Unfortunately, the stone was only on open display until September 30, 2006. After that time it was placed on permanent exhibit behind glass in our Global War on Terrorism Gallery.

The Pentagon has been rebuilt, and this year's memorial ceremony yielded a dramatic and inspiring picture.

"TERRORIST
ATTACKS CAN
SHAKE THE
FOUNDATIONS
OF OUR BIGGEST
BUILDINGS, BUT
THEY CANNOT
TOUCH THE
FOUNDATIONS OF
AMERICA!"

PRESIDENT
GEORGE W. BUSH



PENTAGON - SEPTEMBER 11, 2001



PENTAGON - SEPTEMBER 9, 2006



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A camel-powered convoy of ammunition for the MARS Force is delivered by 7th Ordnance Battalion soldiers and Indian laborers to an airstrip in India, February 1945.



ILLUSTRATION AND LINEAGE BY KEITH FUKUMITSU



17th Corps Support Battalion

Constituted 25 July 1941 in the Regular Army as Headquarters and Headquarters Detachment, 7th Ordnance Battalion and activated 1 August 1941 at Birmingham, Alabama.

Inactivated 25 March 1946 in India.

Activated 20 September 1950 at Fort Benning, Georgia.

Inactivated 1 December 1954 in Germany.

Activated 15 September 1960 at Fort Benning, Georgia.

Inactivated 25 March 1964 at Homestead Air Force Base, Florida.

Redesignated 1 May 1965 as Headquarters, 7th Maintenance Battalion.

Activated 15 July 1965 in Thailand.

Reorganized and redesignated 1 September 1966 as Headquarters and Main Support Company, 7th Maintenance Battalion.

Inactivated 25 June 1971 in Thailand.

Redesignated 16 October 1986 as Headquarters and Headquarters Detachment, 7th Maintenance Battalion, and activated at Schofield Barracks, Hawaii.

Reorganized and redesignated 16 October 1989 as Headquarters and Headquarters Company, 7th Maintenance Battalion.

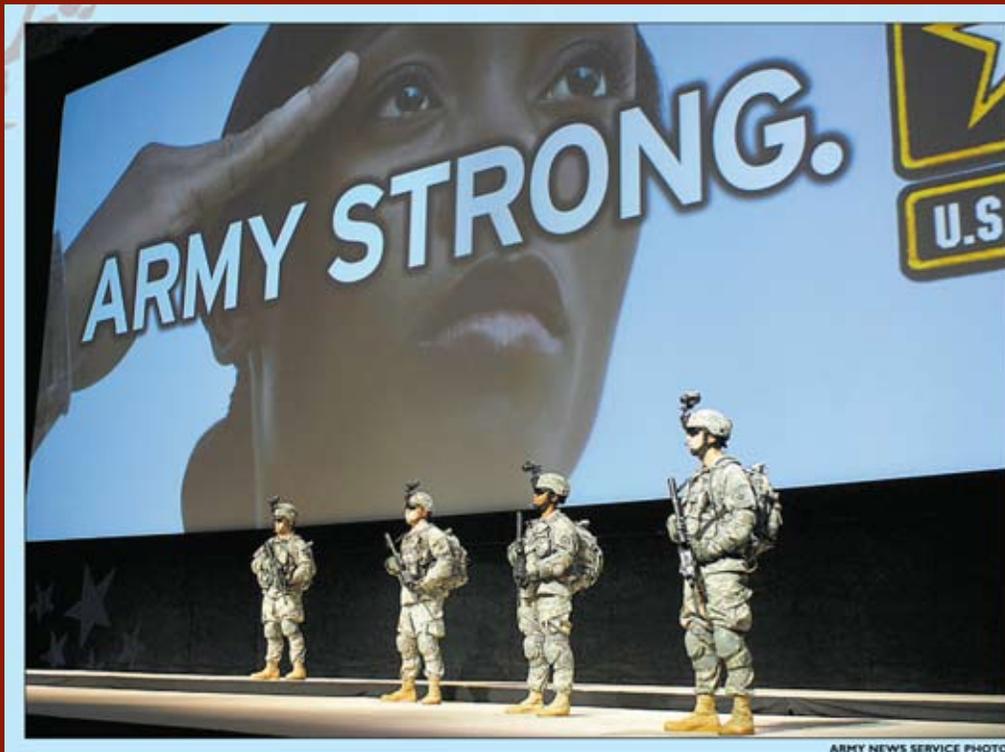
Reorganized and redesignated 16 October 1993 as Headquarters and Headquarters Detachment, 17th Support Battalion

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