Quartermaster

PROFESSIONAL BULLETIN

Winter 2007 PB-10-07-04

Warrior Logisticians

Quartermasters Supporting the Global War on Terrorism!

From the Quartermaster General

Brigadier General Jesse R. Cross

First and foremost, it is a distinct honor to have been selected as the 50th Quartermaster General of the Army. I look forward to representing the Corps and working with each and every one of you. I know that together we will make tremendous progress in the weeks and months ahead. My sincere thanks go to Brigadier General Mark Bellini for his able leadership and many accomplishments as the 49th Quartermaster General – and for helping to make my transition to the Quartermaster Center and School (QMC&S) at Fort Lee both smooth and efficient.

Like the Army as a whole, both the Quartermaster Corps and its home base here at Fort Lee are undergoing massive, fundamental changes. The Sustainment Center of Excellence and Logistics Corps concepts are no longer theories in waiting, rather they are visibly becoming each day one step closer to functional reality. You can see it in the new buildings going up, the revised doctrine, and upgraded equipment. The new sustainment units that are making history in Iraq and Afghanistan at this very minute are also undergoing these same changes. For our part, we will continue doing our utmost to ensure that all Quartermaster Soldiers are trained and ready to succeed in combat, and that we will deal effectively with this ongoing business of change. After all, both challenges promise to be with us for the foreseeable future.

As I recently explained to the QMC&S staff and cadre, my command philosophy rests on a few well-worn principles. We are a team in which everyone's input counts. Not only that, but each of us on the team is entitled to be treated with dignity and respect. I have no tolerance whatsoever for the mistreatment of people. Our mission is to train, educate, and develop Quartermaster Soldiers and leaders whose mission in turn is supporting victory. We will accomplish that mission. But I want us to do so while maintaining a sense of balance in our lives and without forgetting the importance of Family in all that we do.

My experience has been that when everybody pulls together – works hard, learns and improves every day – we not only have a better chance at success, but we also tend to leave a legacy we can be proud of. It is okay to be ambitious (good in fact); we all benefit when the bar is raised high. But egos should be kept in check; no one knows everything, we can all learn from others. Safety is of course always paramount in all that we do. Nothing is worth the loss of a Soldier's life. And lastly, I hope that as we do all this, we still manage to have fun.

Since we are the voice of the Quartermaster Corps I encourage you to solicit "cutting edge" articles from our field commanders and all Quartermasters serving around the world for our professional publication, the *Quartermaster Professional Bulletin*. There is no need to wait for me to request them, just send them to us. I know there is pertinent Quartermaster information in the field and we want to hear about it and share it with the whole Quartermaster Corps! As you read this issue of the *Quartermaster Professional Bulletin,* I trust that you will find Dr. Steven Anders' historic perspective, *The Quest for Supply Accountability* (page 12), very informative. This article is the first of a three-part series on the history of automated logistics from World War II to the present. Also read the article on page 24 about the Pentagon's "The Grill Sergeants" show. I also urge you to read all the articles and hope you will gain some knowledge on things happening in the Quartermaster world.

Thank you all for your dedicated support and hard work. Again, I am truly honored to be here and look forward to the challenge. I also very much look forward to hearing from you with your comments, suggestions, questions, and critiques. I can be contacted by telephone at (804) 734-3458 (DSN 687) or jesse.cross@us.army.mil.

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COVER: The collage of US Army photos featuring logisticians supporting the global war on terrorism was compiled by George Dunn, Editor.

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

Distance Learning: A Long Distance Commitment

By Command Sergeant Major Jose L. Silva

Technological advances have created a lot of excitement for their use in distance learning and their potential for almost unlimited uses in the digital education arena. Many traditional institutions have added distance learning programs in their curricula. Educators are forming virtual campuses that deliver courses exclusively through distance learning. Many corporations have also begun establishing web-based learning centers for their employees.

The US military began employing correspondence courses around 1940. In 1950, the Signal School began experimenting with the use of television to deliver training. In 1970, the Air Force Institute of Technology began using commercial dial-up telephones to provide limited instruction to remote locations. Their effort was expanded later that decade to include electronic blackboards.

The guiding force behind Army distance learning initiatives is the Army Distance Learning Program (ADLP). This initiative was created and approved in 1996 to support the Army and institutional Army transformation initiatives by developing courseware required to support brigade combat teams, fill the gaps in skill training with distance learning modules available on demand, enhance leader development, link unit training strategy with the education and training strategies, and to develop courses across functional areas to facilitate multi-skill training.

The goals of the US Army Training and Doctrine Command (TRADOC) under ADLP also include increasing training opportunities for Soldiers, improving the quality of instruction, increasing access to training, and reducing the time Soldiers spend away from their units and Families. Under TRADOC's directive and with oversight from the Combined Arms Support Command, combat service support (CSS) schoolhouse communities are revising and streamlining their curricula and maximizing the use of online training to fill doctrinal training gaps.

The US Army Quartermaster Center and School (QMC&S) training developers are working diligently to develop distance learning modules for some of its high density military occupational specialties. Some of these modules might become prerequisites for resident courses. The QMC&S is in the process of revising the Advanced Noncommissioned Officer Course and determining which tasks can be delivered online and which ones will remain in the classroom. The distance learning approach to the Noncommissioned Officer Educational System curricula will be a bold change that will open the doors to CSS multi-functionalities.

An example of the courseware availability and CSS courses can be accessed at the "Lifelong Learning Portal" https://www.cascom.lee.army.mil/scoe/scoebbportal/. This is the US Army Sustainment Center of Excellence Learning Content Management System (LCMS). The function of LCMS is to facilitate Lifelong Learning and Knowledge Management. Note: you will need your Army Knowledge Online user name and password to log in.

The Army and other military services have made a substantial investment in distance learning technologies. Making training available anytime and anywhere places the burden on the learner to be their own training manager and perhaps their sole source of motivation. My experience with distance learning has been an interesting one.

If you have an AKO account, then click your Unit Insignia "Icon" Above to access applicable courses.

Welcome to the United States Army Sustainment Center of Excellence (SCOE) Learning Content Management System (LCMS).

The SKN Logo is the link to the Sustainment knowledge portal.

To view courseware availability, click on the proponent icon of interest and follow the login prompts to gain access. AKO user ID and password will be required.

If you need more detailed help:

e-mail: SCOE Helpdesk

The Sustainment Center of Excellence Lifelong Learning Portal

Being the Quartermaster Regimental Command Sergeant Major has driven me to enroll in several courses in order to keep up with what is going on in the trenches. I will not mention how many, but I will say that my weekends are busy; distance learning can become a double-edge sword if one does not know how to manage their time.

The Lifelong Learning Portal provides the opportunity to navigate to the different CSS proponent courses and in most cases it is generally easy to enroll. Whether to recoup some perishable skill, the need to fill a knowledge gap, or just for the sake of lifelong learning, the Lifelong Learning Portal is available 365/24/7.

Recognizing when additional help is needed and maintaining the motivation to stick with it plays an important role in distance learning success.

"Education should occur in distance learning. Learning is the goal, not teaching." –General Eric K. Shinseki, US Army Chief of Staff, 21 June 2001

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 US 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.

Quartermaster Team Warriors

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

Let me inform you of some current and future initiatives relating to Quartermaster warrant officers as viewed from my foxhole as the Quartermaster Regimental Chief Warrant Officer.

Quartermaster Initiatives

FY09 is the target for Quartermaster warrant officers to attend the Warrant Officer Staff Course and Warrant Officer Senior Staff Course at Fort Rucker, Alabama, and then travel to Fort Lee, Virginia, for a rigorous five-day round robin training venue through each of the functional discipline directorates at the US Army Quartermaster Center and School (QMC&S). Regardless of warrant officer military occupational specialty (MOS), one will receive a minimum of a half-day of training for familiarization with the equipment, systems, emerging doctrine, and practices and procedures of the Quartermaster Corps.

The training is not intended to make the participants experts, but rather to give them an appreciation within the scope of their MOS. Due to transformations currently taking place in the Army and the logistics community specifically, it is imperative to ensure that senior warrant officers are apprised of all disciplines and functions within the Quartermaster field.

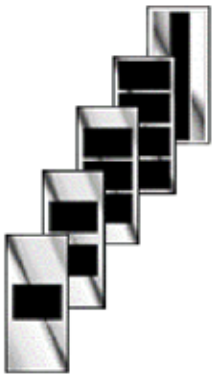
The 920A (Property Accounting Technician) and 920B (Supply Systems Technician) Critical Training Review Boards have completed their comprehensive reviews of the critical tasks associated with training materiel for the Warrant Officer Basic and Advanced Courses (WOBC/WOAC). I extend my personal thanks to the MOS work group teams who served during the recent Warrant Officer Conference to ensure concerns from the operational force were captured. Based on the results of this process, the training lesson plans will be modified accordingly to ensure relevant training for warrant officers attending WOBC and WOAC levels.

The Critical Task Review Board for 922A (Food Service Technician) will complete its review soon. Thoughts and observations would be appreciated. Send them to the Army Food Service Advisor at jack.vanzanten@us.army.mil or the Director, Army Center of Excellence, Subsistence at david.k.allen@us.army.mil.

Plans are underway for having the Warrant Officer Symposium in conjunction with the Quartermaster Symposium in the May 2008 time frame. Please post to your calendar and plan to attend. The previous symposium under the same format was a tremendous success.

Warrant Officer Accession Board

The November Warrant Officer Accession Board was a highly competitive board for our noncommissioned officers (NCOs) desiring to become warrant officers. Strong competitive packets were reviewed by a team of hand picked subject matter experts and the results were outstanding. The health of the Quartermaster Warrant Officer Corps has never been better in all MOSs. National Guard and Reserve Components need to assist by getting the word out to NCOs who are interested in becoming warrant officers. They should



contact their State or Reserve recruiting teams or contact the Quartermaster Warrant Officer Proponent Section.

The life cycle management and formal slotting of the senior warrant officer positions for 923A (Petroleum Technical Warrant Officer) within the total force structure is a process receiving a lot of attention. This MOS has been a resounding success to our Corps. The operational force needs highly trained 923As.

The WOAC 923A is scheduled to go live in 2QFY08. If you are a CW2, please be looking for this course to broadcast in the Army Training Requirements and Resources System for advanced training at the QMC&S.

As part of the Army and Quartermaster Corps transformation, the 921A (Airdrop System Technician) has been made a critical enabler to the sustainment brigade commander's fight by being placed on his staff. It is the intent of the Army for that Soldier to be the sustainment brigade commander subject matter expert for full spectrum airdrop missions. There is an aggressive action in the works to ensure the positions are coded correctly in the structure documents to ensure that the Soldier is paid the jump pay required by their MOS.

LOGNET, Warrant.Net, Battle Command Knowledge System (BCKS), Sustainment Knowledge Management, do any of these terms mean anything to you? If not, it is strongly suggested that you take time to become familiar with these powerful and enabling tools to your everyday fight. A simple note posted to either LOGNET or Warrant.Net alerts tens of thousands of individuals to your need for information, assistance, and general concern. Further, there are prepared standard operating procedures, Excel workbooks, and other amazing tools developed to address your needs. Help is a few key strokes away. Take the time to dial into this functionality.

Training and self improvement does not always have to be a brick and mortar formal classroom environment training. There are many venues and programs available to you for continuing your lifelong learning. I challenge each and every one of you to continue developing yourself both professionally and personally. Urge your peers and Soldiers to improve themselves as well. We know that the pace of the global war on terrorism makes it difficult to attend formal training. If you find yourself or your Soldiers deficient in critical training, please let me know and I will research a way to get you training. It may be distributed learning or it may be an on-site mobile training team.

In October 2007, the Army Warrant Officer Senior Warrant Officer Advisory Council met at Fort Leavenworth, Kansas, to discuss issues relating to warrant officer cohort-wide initiatives. I would like to review a few with you so you can gain situational awareness and perhaps dispense with any confusion in the field.

Active Service Waivers: Where do we stand with the "no more than 12 year active service requirement" for an NCO interested in becoming a warrant officer in the Active Component? First, this action involves a legislative change and is tied to several other initiatives including WO1 commissioning and a ten-year requirement (once you pin warrant officer) to hold warrant officer rank. The Regimental Warrant Officer Team was briefed that this will not become a reality until 2010 or 2011. For the time being, the Army is targeting 8 years service and is able to go out as far as 12 years without a request for a waiver from the Army G1.

Accession Packet Waivers: We receive many requests for waivers relating to NCO to warrant accession packets. Understand that the Army prerequisites cannot be waived (check USAREC and QMC&S school sites).

The Quartermaster prerequisites have some flexibility, but as a general rule the standard is the standard. If we have an exceptional packet and if we are in an under strength MOS, there is a stringent waiver consideration process we must go through. That is the extreme exception, not the rule. If you have any concerns, please call the warrant officer proponent for clarification.

There is a pilot test starting this summer at Fort Leavenworth, Kansas. Five warrant officers will attend the Army Command and General Staff College's Intermediate-Level Education program. This is a ten-month course normally attended by majors and lieutenant colonels. Based on study and analysis, there may be an opportunity to continue and potentially expand the pilot. Quartermasters have been offered two slots for a special board that will convene at the Army Human Resource Command (AHRC) to consider/select the final five candidates. Contact your AHRC career manager for consideration.

011A Positions: These are positions coded in our structure as MOS immaterial positions. Further, these are positions which are critical to the Warrant Officer Corps. Although, no formal method exists for the warrant officer cohort to review impending positions becoming vacant and a process to entertain a selection process. The senior warrant officer Active Component concluded that as these positions become available, a canvas of the appropriate population would be conducted to find interested applicants. For example, the executive officer of each of the Basic Officer Leadership Course II companies standing up will be 011A (CW3). That initial group will need to be selected and as they rotate they will be replaced. There will be fair representation across the Warrant Office Corps to ensure everyone has the opportunity to bid on these positions. Quartermaster warrants will be selected. Those interested should contact their AHRC career manager.

Strategic Communication: Strategic communication is the ability to communicate with individuals and groups on changes, projects, and programs associated with the Warrant Officer Corps. Your help will allow our team to serve you better. If you are not receiving information on a topic or if you are hearing of changes coming down the pike and are interested in whether there is any truth to what you are hearing, then write me. I will respond directly to you and incorporate your interest in an article to the Quartermaster Warrant Officer Corps. Communication is both vertical and horizontal, and by keeping Quartermaster warrant officers informed we will successfully see our way through transformation.

These are dynamic times for the Warrant Officer Corps and I am proud to lead and report on the noteworthy projects and programs utilizing this venue. We will, as a team, continue to improve our 'foxhole' and I look forward to seeing each and every one of you in the near future. Sustain the Line!

You may contact me at (804) 734-3702 (DSN 687) or matthew.anderson@us.army.mil.

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

Making the Most of Your Formal Warrant Officer Education

By Chief Warrant Officer Five David A. Dickson

My position at Fort Lee gives me the opportunity to speak with many students in both the Quartermaster Warrant Officer Basic Course (WOBC) and the Quartermaster Warrant Officer Advanced Course (WOAC). Sometimes I speak to them individually and sometimes in small group sessions. The students represent all three components: Active Army, Army National Guard (ARNG), and United States Army Reserve (USAR). I also have the pleasure of having a front row seat at the after action reports (AAR) for all of the classes.

These classes are split into a common core phase and a technical or tract phase. On average, the students get four weeks of common core and four weeks of technical training (some military occupational specialties (MOSs) receive a little more). During a recent discussion with the Quartermaster Regimental Chief Warrant Officer, we had a revelation. Currently, Quartermaster warrant officers receive approximately eight weeks of purely technical training throughout their entire career. Although there is a study underway to add a technical/functional phase to the Warrant Officer Staff Course and the Warrant Officer Senior Staff Course, this has not yet been approved. Even if implemented, it will only add two weeks of technical/functional high-level and multi-dimensional training. Eight weeks of technical training over a 20 or 30-year career is an incredibly short period, especially when you are referring to the Army's subject matter experts (SMEs).

One of the standard AAR comments is that more classroom hours need to be devoted to the technical phase. Recently several students stated that the level of instruction regarding the various Standard Army Management Information Systems (STAMIS) (e.g. Property Book Unit Supply Enhanced (PBUSE) and the Standard Army Retail Supply System (SARSS)) should be taught at a higher level and in more detail. On the other hand, an equal number of students stated that they struggled to keep up in this area. The cause of this disparity is the different levels of exposure based on assignment history and time in service.

We are accessing warrant officers from the noncommissioned officer (NCO) ranks much earlier in their careers. In most of the Quartermaster warrant officer specialties, a Soldier with five years experience in a feeder MOS can apply to the warrant officer program. It is not unusual for a Soldier to be at company level even after five or six years in the Army. Also, we are moving to a brigade centric structure where property accountability is often maintained at the brigade level and it is easy to see how the majority of the Property Accountability Technician (MOS 920A) applicants may have no property book experience. In addition, the Quartermaster prerequisite requirements for applying to the program that required specific experience levels (e.g. property book or warehousing) have been removed. It is easy to see that the breadth of knowledge of the new Quartermaster warrant officer is considerably different from those of the past.

In taking a closer look at this challenge, I spoke to instructors in the Warrant Officer Division at the US Army Quartermaster Center and School (QMC&S) where I was introduced to the "Toolbox" or "Toolkit"

analogy. Basically, every student, be it WOBC or WOAC, arrives with a toolbox of knowledge. The contents of the box are based on the previous assignments that the Soldier has had and any proactive initiatives that the Soldier has taken for self-improvement. Just as no two mechanics carry exactly the same tools, no two students come with the same knowledge and experience tools in their toolbox. The instructors must make an assessment of the tools that each student has and adjust the teaching technique so all students will benefit from the training.

Know the Regulations

The question now becomes, "Other than through on-the-job experience, how do we make sure that our toolbox contains the proper tools?" The easiest way to start is to ensure that everyone has a thorough understanding of the regulations and pamphlets that apply to their job. Today this is easier than ever. All Army Regulations and Department of the Army Pamphlets are available online from the Army Publishing Directorate (www.apd.army.mil). As the SME, a Soldier needs to delve deeper into Army publications rather than just studying those areas that apply to their current position. They also need to be thoroughly familiar with Department of Defense (DoD) Regulations and Instructions. A link to DoD publications can be found on the Army Publishing Directorate's homepage. Reading and reviewing these publications should be part of a Soldier's daily activities.

Know the STAMIS

Next is knowledge of the STAMISs that are used in the Soldier's field. Obtaining the necessary depth of knowledge in this area can be very challenging. The first challenge is based on assignment history. If most of the military career is at company (and in some cases battalion) level, it is likely that a Soldier has not had the opportunity to operate some of the systems that they will be responsible for immediately upon leaving WOBC. While a young supply sergeant (92Y) may be highly proficient in the unit level module of PBUSE, they may have little or no knowledge regarding operation of the system at property book level and it is very likely that they will be assigned as a property book officer immediately upon graduation from WOBC. Likewise, an automated supply specialist may have several years of experience in a motor pool operating Unit Level Logistics System-Ground or the Standard Army Maintenance System-Enhanced, but have no experience operating SARSS in a warehouse environment. Again, it is likely that this Soldier's first assignment as a warrant officer will be as a supervisor of a supply support activity (SSA).

This is a little more difficult than learning regulations. Becoming proficient in the use of a STAMIS is no different than becoming proficient in any commercial software system such as word processing systems or spreadsheet programs; however, if you don't have access to the system, it is very difficult to learn it. While the Army does offer functional courses to learn a STAMIS, there are always the problems of quotas, funding, deployments, etc. that may prevent one from attending. How do we overcome this challenge?

The first step is to locate and access the distance learning avenues that are available. These include correspondence courses offered by the Army Distributed Learning Support Team (School Code 553 in the Army Training Requirements and Resource System) and various computer-based training sites. One such site is the Logistics STAMIS Toolbox (www.usarstamis.org) that was developed by the US Army Reserve. Set up an account and apply for a password to use this site. PBUSE also has a self-contained knowledge center (https://pbuse.us.army.mil/gcss/index_NOGIF.html) that can be accessed by anyone wishing to gain more information about the system. Here

Login screen to USARC STAMIS Toolbox - Once inside you can find everything from Helpful Hints to Frequently Asked Questions to Changes and Updates for the various Logistics Standard Army Management Information Systems.

one may access the End User Manual, updates to the system, and a variety of computer-based training in specific PBUSE functions. No password or PBUSE access is required to use this resource.

While the tools identified above will assist in gaining some familiarity with the various systems, they are no substitute for hands-on experience. A unit supply sergeant should try to connect with a local property book officer for some one-on-one instructional time. Likewise an automated logistical specialist assigned at company level might talk to the local SSA manager and request some individual training. These warrants are usually pretty busy but most will be happy to squeeze in a little training time for a young, energetic NCO or junior warrant officer who wants to learn.

Finally, some Soldiers have the best of both worlds. They currently may be the operator of a STAMIS in their field and should take full advantage of the learning opportunity. Don't be satisfied with just knowing what buttons to push and when to push them; gain a thorough understanding of the system. Don't just learn "how to work it," but learn "how it works." This is what separates the true SME from the rest of the pack.

Contribute to Professional Forums and Publications

Electronic forums are a great tool for sharing knowledge and getting questions answered. There are two main forums that can be helpful in preparing for upcoming schools. They are found in the Battle Command Knowledge System. One is the Logistics Network or LogNet (lognet.bcks.army.mil). As the name implies, LogNet specifically addresses issues and concerns in the area of logistics. Within the Quartermaster Group there are several forums that address specific sub-areas of the Quartermaster Corps. A SME sponsors all of these forums. A second more general network is the Warrant Officer Network or WONET (wonet.bcks.army.mil). As the Army moves forward with the modularity concept, it is becoming increasingly necessary to have some conceptual knowledge of the other fields that one may have to interact with. Since WONET embraces the entire warrant officer community and is not MOS or Corps specific, it is an excellent tool to fulfill this need.

In addition to electronic forums, professional publications are also an important method in adding tools to one's toolbox. Important knowledge is gained by reading these publications and it is also important

to make contributions to them. Writing an article for publication requires research that will add to and reinforce individual technical knowledge of a subject. Two main publications for Quartermasters are the *Quartermaster Professional Bulletin* and the *Army Logistician*. I encourage all of you to submit articles to these publications on a regular basis.

Find a Mentor

In the Army, the establishment of a mentorship program is a requirement, not an option. Between command mentorship programs, electronic forums, and everyday networking, it should not be hard to find a mentor or two or three. That's right – nothing says you may only have one mentor. With different assignments come different experiences and knowledge. If a Soldier can find two or three willing mentors with different backgrounds, they will be able to see challenges from different perspectives. Also, do not limit mentorship to one's own component. As the global war on terrorism continues, the line between the Active Component and Reserve Component has blurred. Soldiers in each component need to have an understanding of the other component. If you are in the Active Army, seek mentors in both the USAR and ARNG and vice versa.

Finding willing mentors in the warrant officer community should not be difficult. With all of the electronic communication techniques available, it is easy to reach out and touch someone. Historically, warrant officers are more than willing to share knowledge, mentor, and teach. This trait makes it easy to find someone willing to spend time helping a Soldier sharpen the tools in their toolbox. A former Quartermaster Regimental Chief Warrant Officer said at almost every presentation he gave, "Warrant officers don't let warrant officers fail." This is a charge that all Quartermaster warrant officers should take seriously.

Taking the Extra Step

This article has focused on using military resources to assist in developing technical competency. However, there are non-military tools that are also available. The bulk of our daily activities today are focused around automation and automated systems. Although the Army may have developed the proprietary automation system that a Soldier is responsible for, more than likely they used commercial technology and/or a commercially developed platform. Try and obtain the documentation on the platform used. By understanding the principles of its operation, helps one stay ahead of the game. Gain a basic understanding of technology and automation by taking courses offered through Army E-Learning at the Skill Net Portal. Beyond this, there are several civilian educational institutions that offer courses on the design and development of various automation platforms. The Army Tuition Assistance Program and the GI Bill cover many of these courses.

Summary

Over the course of a career as a Quartermaster warrant officer there are precious few formal training hours that will be made available so make the most of them. The Warrant Officer Division at the QMC&S has some of the finest, most competent instructors in the Army. They are limited by the number of hours that they have available to impart their wisdom and cannot make a Soldier a SME in the four weeks allotted for technical training in each course (WOBC and WOAC). It is important for the individual to ensure they have as many tools as possible in their toolbox before they get here. While one is more than capable of adding new tools to their toolbox, they will get much more out of the training if they can concentrate on sharpening the tools that already exist. If you have any questions or need assistance, feel free to contact me at david.dickson@us.army.mil.

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

From the Quartermaster General

(Continued from the Inside Front Cover)

On 26 October 2007, Major General Mitchell H. Stevenson, Commanding General of the US Army Combined Arms Support Command, passes the Quartermaster Command Colors to Brigadier General Jesse R. Cross, who assumed duties as the 50th US Army Quartermaster General.

Biographical Sketch for Brigadier General Cross

Brigadier General Jesse R. Cross is the 50th Quartermaster General as well as Commanding General, United States Army Quartermaster Center and School and Deputy Commanding General, Fort Lee, Virginia. Brigadier General Cross is a graduate of West Texas State University with a bachelor of business administration degree in marketing and a master's degree in logistics management from Florida Institute of Technology. He was commissioned as a Quartermaster Second Lieutenant through the Reserve Officers' Training Corps in 1979. He is a graduate of the Quartermaster Basic and Advanced Courses, Command and General Staff College, and the War College.

Brigadier General Cross' past assignments include: Platoon Leader, Property Book Officer, and Shop Officer, 225th Maintenance Company, Fort Sill, Oklahoma; Supply Control Officer, 2nd Supply and Transportation Battalion, 2nd Infantry Division, Camp Casey, Korea; Commander, Headquarters and Supply Company, 3rd Support Battalion, 9th Infantry Division, Fort Lewis, Washington; Assistant Professor of Military Science at Texas Tech University, Lubbock, Texas; Supply Management Officer, Materiel Management Center, Fort Hood, Texas; Support Operations Officer and Executive Officer, 3rd Support Battalion, 3rd Infantry Division, Schweinfurt, Germany; Logistics Staff Officer, Directorate of Logistics, US Special Operations Command, MacDill Air Force Base, Florida; Commander, 125th Forward Support Battalion, 1st Armored Division, Fort Riley, Kansas; Senior Forward Support Battalion Observer Controller, Combat Maneuver Training Center, Hohenfels, Germany; Support Operations Officer, 3rd Corps Support Command, Wiesbaden, Germany; Commander, 200th Materiel Management Center, Kaiserslautern, Germany; and Plans Chief, J4, United States Central Command, MacDill Air Force Base, Florida.

He was promoted to Brigadier General in a ceremony held at the Defense Supply Center Philadelphia on December 2, 2005. His last assignment was as Commander of the Defense Supply Center Philadelphia (DSCP), Defense Logistics Agency. The DSCP annually buys over $12.4 billion worth of food, clothing, textiles, medicines, medical supplies, construction, and equipment items for American military personnel and other customers worldwide.

Brigadier General Cross' awards and decorations include: Defense Superior Service Medal with Oak Leaf Cluster, Legion of Merit, Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal with four Oak Leaf Clusters, Army Commendation Medal, and the Parachutist Badge. He was inducted as a Distinguished Member of the Quartermaster Regiment in 2006 and was awarded the Distinguished Order of Saint Martin in 2003.

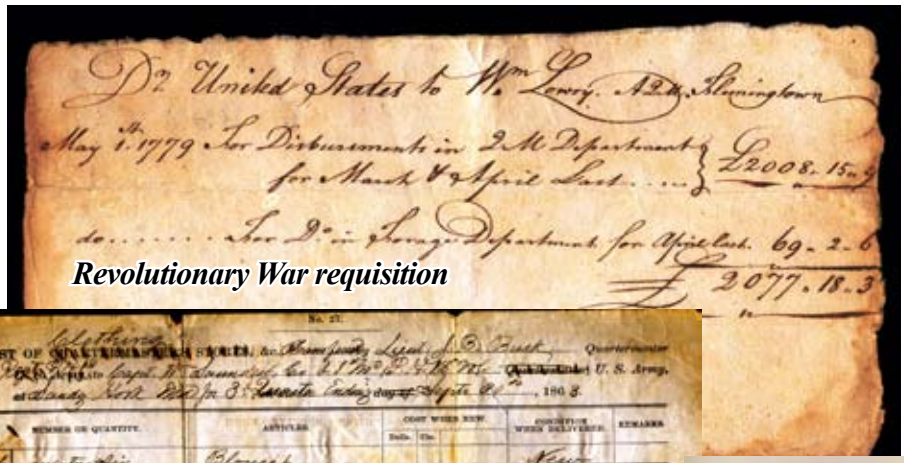
The Quest for Supply Accountability

Part I – Wholesale Logistics and the Beginnings of Automation

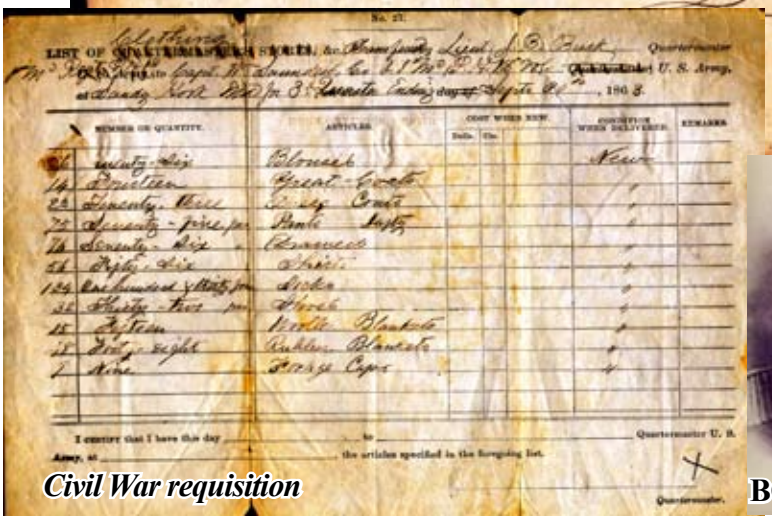
By Dr. Steven E. Anders
Quatermaster Corps Historian

In his book, *War As I Knew It*, General George Patton made a fascinating observation concerning Allied supply capabilities during the height of the Battle of the Bulge: "It is to the great credit of the Quartermaster Corps that on this Christmas Day [December 25, 1944] every Soldier had turkey. . . . I know of no army in the world that would have done such a thing."

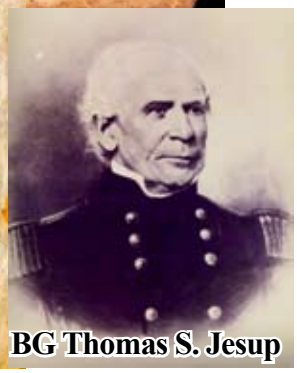
General Patton was right to marvel at such a remarkable feat. Because even in the midst of a ferocious German counterattack, Allied logisticians had managed to not only hold tough, but to begin quickly reasserting the flow of supplies forward – in a 4,000-mile pipeline that stretched from Heartland America to the Belgium front. Marvelous indeed! It represented a triumph of planning and preparation; the employment of new skills, equipment, and technique; and *a truly heightened mastery of supply control and accountability*. These were all products of fairly recent history. And therein hangs a tale.



Revolutionary War requisition



Civil War requisition



BG Thomas S. Jesup

The Roots of Accountability

Brigadier General Thomas Sydney Jesup rightfully holds the title "Father of the Corps" for his unprecedented 42 years of service (1818-1860) as The Quartermaster General. Yet he might also with some legitimacy lay claim to being called "Father of Supply Accountability," for his efforts to improve the old Army's supply methods and techniques.

It was Jesup, after all, who drafted initial regulations dictating how supplies were to be requisitioned and paid for. He too issued the Corps' first printed forms to facilitate that process. He also required his depot commanders to turn in completed vouchers and receipts and submit monthly summaries for his personal scrutiny. These and other reforms, he became convinced, led to a system of supply accountability that worked effectively and efficiently... so long as individuals played by the rules.

"I never found the slightest difficulty from the working of the regulations; nor do I believe that any difficulty is occasioned by the regulations," Jesup wrote to a fellow officer in 1840. "All the difficulties I have observed since the system has been in operation, have resulted from commanding officers forgetting their own high position and descending to, and interfering with, the minutest details of the duties of Quartermasters – or in other words the difficulties have not resulted from the system, but from an unnecessary interference with it."

Regardless of whether this was a valid critique (or an attempt at logistical buck-passing), clearly Jesup deserves credit for having started the Army down the road toward proper supply accountability. Now let's quickly jump forward a century in time, from 1840 to 1940, to see how the challenge and response to supply accountability evolved in the modern era.

Supplying a Global War

The situation facing Quartermaster "supplymen" at the start of World War II bore little resemblance to the problems of Jesup's day. The scope and scale of World War II's logistical requirements far and away dwarfed those of the antebellum period, the Civil War, Spanish American, and World War I combined.

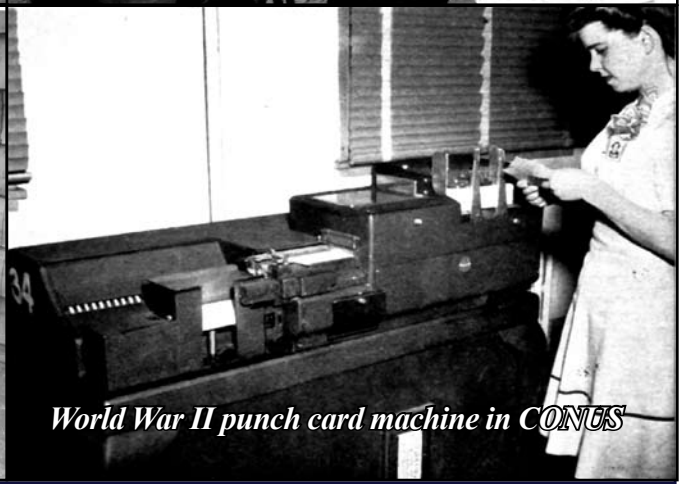
After Pearl Harbor, millions of hastily mobilized troops had to be supported around the globe on multiple fronts and over lines of communication stretching thousands of miles. All were looking to be sustained by a mind-boggling assortment of specialized food, clothing, equipment, and repair parts drawn from the industrial base.

Overnight the Quartermaster Corps was forced to become the country's largest procurer and worldwide distributor of military goods. Major General Edmund B. Gregory,

Supply storage in Europe during World War II

Tracking supplies in Europe during World War II

World War II Quartermaster visually inventories supplies in Europe.

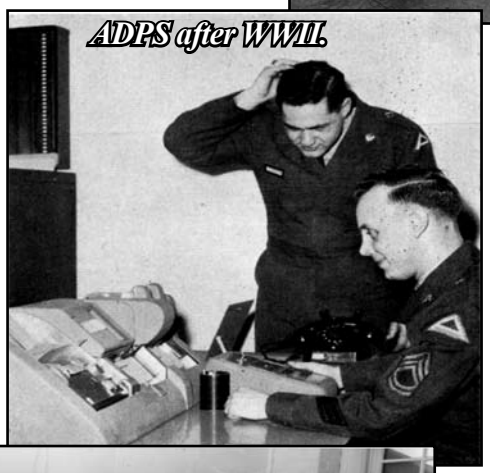


World War II punch card machine in CONUS

the wartime Quartermaster General (whom some called "Pope Gregory), was hailed as "the world's biggest, busiest business man." At their peak, Corps depots were acquiring, storing, and shipping nearly two million tons of Quartermaster supplies monthly at a cost of more than a *billion* dollars. One cannot imagine a latter-day Jesup personally scrutinizing all those vouchers and receipts. Thus the question, how did they go about tracking all those goods – moving them from "factory to foxhole," as we would say today – while guaranteeing responsiveness and needed accountability?

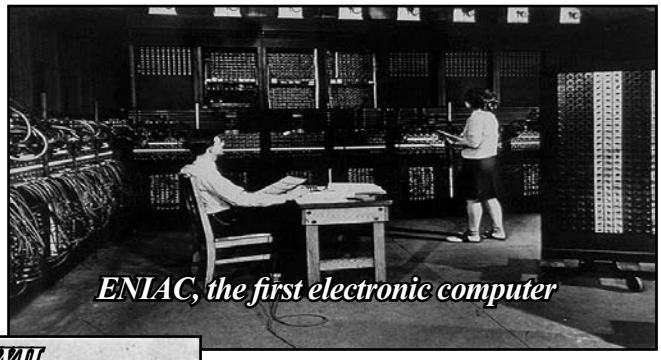
Automation to the Rescue

Their first step was to begin streamlining the system by revising some long-held practices and procedures. As early as December 1940, for example, The Quartermaster General established a *credit system* to help expedite the filling of requisitions, to maintain balanced stocks, and to prevent an accumulation of excess stocks. Credited items were automatically forwarded to corps area Quartermasters at designated distributing depots. By the summer of 1942, they had gone a step further by introducing *maximum and minimum depot stock levels*. That same year they simplified procedures yet again by setting up a *direct system of supply* that allowed stations to submit requisitions directly to regional distributing depots.


ADPS after WWII.

EAMs and Teletype, postwar

But even more arresting and revolutionary in its effect was the introduction of electronic accounting machines (EAM). The old bookkeeping machines and manual accounting techniques could not provide the variety of detailed reports needed to track and sustain supplies for a rapidly expanding Army. In the spring of 1940, the International Business Machines (IBM) Corporation ran tests at several Quartermaster depots which showed that their machines were entirely suitable for handling military logistics. Through the use of the EAM system, these tests confirmed reports containing data essential to the distribution of stocks were prepared, sorted, and printed within a few hours, though this work would have required days or even weeks under the old method.


ENIAC, the first electronic computer

Such rapid change, however, does not always guarantee instant converts. Indeed, only about half of the depot personnel involved embraced the new technology and saw it as a major improvement. The rest tended toward "passive resistance" because of their unfamiliarity with the machines and what they perceived as the incompetence of the people handling them. The Office of the Quartermaster General (OQMG) responded by bringing in Reserve officers more familiar with IBM methods and setting up programs to train the others. With that, the whole EAM/Quartermaster depot system of supply began working with unprecedented speed

and efficiency. Once the EAMs were hooked into the teletype system, "net stock status" reports flowed from Quartermaster depots to OQMG in Washington at the end of each day. Consolidated figures for all depots could be placed on The Quartermaster General's desk at the end of each week.

All this was taking place while still on the eve of Pearl Harbor. As a result, everything moved more quickly. Depot personnel prepared shipping tickets, receiving/accounting and daily availability reports, due-in and due-out reports, and stock status reports in record time, allowing distribution planners to get the reports they needed in 3 to 4 days instead of the usual 30 to 60 days. This, of course, cut down on the amount of supplies necessary in the pipeline, leading to cost savings and even more over all efficiencies. A Quartermaster major, seeing the beneficial effects by the end of 1942, summarized it this way:

> *"We are fighting a modern war which is fast and streamlined, being fought on worldwide fronts with constant changes. Modern war necessitates modern thinking and modern methods. Fighting forces are using planes and tanks to carry the fight to the enemy. The Quartermaster Corps is using electronic accounting machines to provide information necessary for intelligent and timely direction of supplies to the troops, thus insuring that the right supplies will be at the right place at the right time and in the right quantities."*

The Growth of Automated Data Processing Systems (ADPS) in the Cold War

During World War II the US Army Ordnance Corps likewise readily turned to technological breakthroughs in hopes of solving its most pressing problems. They specifically wanted to improve methods for ballistics computation. Therefore, they turned to University of Pennsylvania researchers in June 1943, offering them a six-month contract (and payment of just under $62,000) to deliver a report on an "electronic numerical integrator and computer (ENIAC)." They could hardly have appreciated at the time where events would lead from there or what an important role the *computer* would come to play in military logistics (and in the lives of us all for that matter) in the last half of the 20th century.

This truly was a history-making enterprise. It led to the development in 1946 of the world's first electronic digital computer – a 30-plus-ton behemoth known by its acronym ENIAC. Like the electronic accounting machines that preceded it, ENIAC relied on punch cards to input data and shoot out information. It could handle the most complex calculations in an unbelievably short time span. For sheer inventiveness it was up there with nuclear fission, guided missiles and earth satellites, and other hallmarks of the fifties scientific revolution. As it turned out though, ENIAC was a bit too advanced, and certainly too expensive, to offer any practical or immediate benefit to the Quartermaster Corps.

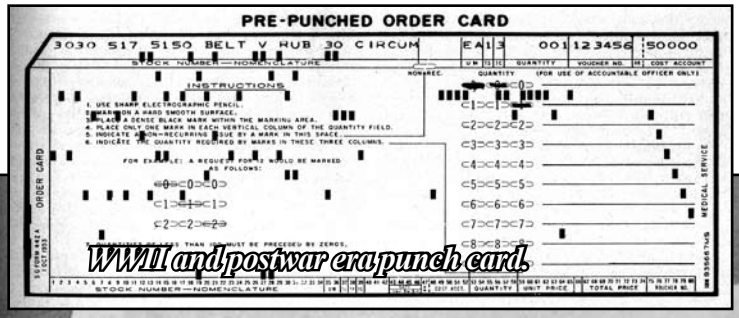
OQMG in 1958 before IBM computers

OQMG in 1958 after IBM computers

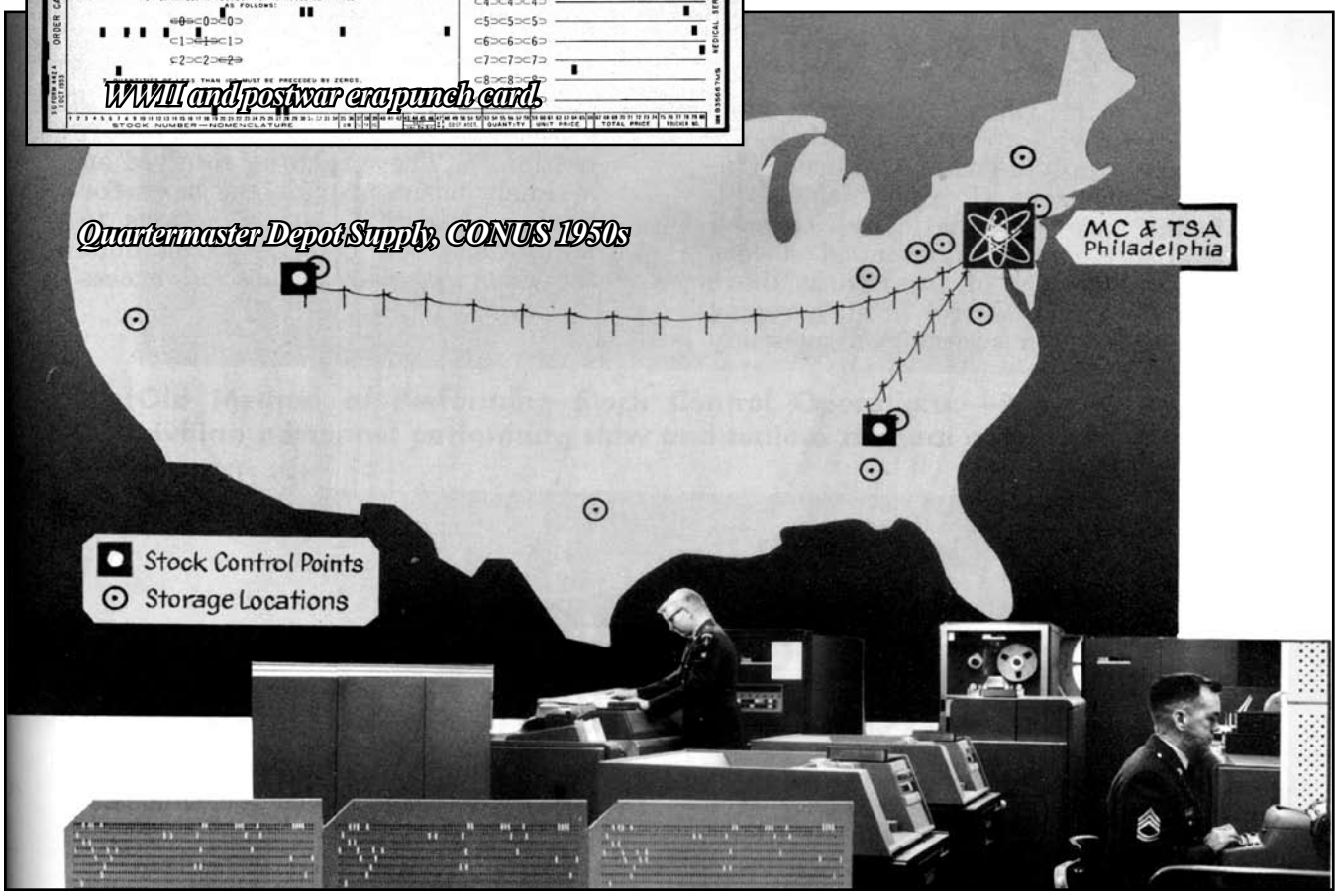
However, that situation didn't last long. Development of computer technology absolutely took off in the decade following 1946. Soon scores of companies were developing ADPS purposefully designed with clerical and business applications in mind – making them perfect for receiving large volumes of data, doing relatively simple computations, and generating output in the form of action documents and reports. Perfect as well for Quartermaster supply operations.

In March 1955, The Quartermaster General, Major General Kester L. Hastings, set up a Task Group within his office to determine the major areas where ADPS could be used most effectively. Members of this fact-finding body visited companies using automated equipment and took briefings from computer manufacturers and government experts in the field. Among other things, they learned that nearly 300 companies were making electronic computers, that they could be purchased or rented (in the case of the latter for anywhere from $3,000 to $50,000 a month), and that the process of getting automated could be arduous in the extreme.

There were multiple issues regarding site preparation, electrical wiring and air conditioning, the need to develop machine "language," and more. Yet such overhead, the ADPS Task Group concluded, was more than likely well worth the investment. For they discovered that "a single large-size computer operating 12 hours a day has the capacity to assimilate the entire EAM workload for supply accounting and reporting experienced by the 23 Quartermaster accountable continental United States depots, plus Cameron Station [OQMG Headquarters] during peak World War II conditions." A single computer!



WWII and postwar era punch card.



Later in 1955, the ADPS Task Group recommended establishing a centralized data processing center where they could make maximum use of the so-called "electronic brains." The site picked for the new Quartermaster Inventory Control Center (QICC) was the Richmond Quartermaster Depot. The first IBM Type 650 Magnetic Drum electronic computer arrived in Richmond in January 1956 and was immediately put to work on procurement issues and turning out new complicated depot stock status reports. Not long after that, they received a second IBM 650, then a third, as activity picked up. Soon all eyes turned to Richmond:

> *"The Corps watched while it [the QICC] grew in scope, first assuming the accountability for Quartermaster stocks controlled by the Richmond Quartermaster Depot on 1 March, the Atlanta and Fort Worth General Depots on 1 May, the Columbus and Schenectady General Depots on 1 June, and the Utah General Depot on 1 July. By July 1956, a 5,000 mile leased-wire transceiver network had been established, linking Richmond with each of the distribution depots in the United States."*
>
> *"During a period of five months, the entire concept of supply changed. The Quartermaster General now had access to daily availability data on every item in the Quartermaster depot system."*

By the end of the 1950s, automated data processing equipment had been installed at centers in Philadelphia, Richmond, and Columbus. Moreover, the IBM 650s had been upgraded with RAMAC (random access) magnetic tape hard drives. This signaled a completion of sorts on the "wholesale" end. Now OQMG and the Corps at large would begin turning its attention toward the "retail" end of the supply chain. To figure out how the benefits of automation might be standardized, integrated further – and extended to the all-important Army in the field.

An "Old Soldier" Looks to the Future

Major General Andrew T. McNamara was born in 1905, graduated from West Point in 1928, and served as the first Army Quartermaster in World War II. He had witnessed firsthand the remarkable advances in logistics that had occurred before, during, and after the war – including the revolutionary progress in automation. Now as The Quartermaster General (from 1957 to 1961) he sensed that it had really only just begun. Ever the optimist, he longed that others in the Corps would come to share his belief in the "brilliant future" that lies ahead; and would join him in embracing change, even knowing that it would not be easy.

"We all prefer to see evolutionary change," noted General McNamara in his address to the 1958 National Quartermaster Conference. "But we must be equally prepared for the revolutionary. In our own lifetime, as military men, we have seen both. And we have seen the Army contain and benefit from both."

Change, he reminded them, "is a perpetual bedfellow of logistics." That would certainly become the case even more so with regard to supply automation and accountability in the decades to follow.

Editor's Note: This is the first of a three-part series of articles on the history of automated logistics from World War II to the present.

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

Supporting Joint Logistics Readiness

By COL Richard Staats

Between 19-22 April 2007, the Defense Logistics Agency (DLA) Directorate for Joint Reserve Forces (J9) conducted its first Joint Readiness Training Exercise (JRTX) at Norfolk, Virginia, with Reserve Component (RC) personnel representing each of the United States military services.

The United States is at war and the DLA is leaning forward in the global war on terrorism (GWOT). The RC personnel of the J9 are doing their part to support the fight. For the past five years, the RC personnel in the J9 have provided 75 percent of the personnel required to fill positions for DLA in combat zones worldwide.

What many Soldiers do not know is the importance of the role that Quartermaster trained personnel bring to this program. All the officers at DLA J9 are required to go through the Joint Course on Logistics (JCL) at Fort Lee, Virginia.

The JCL prepares mid-level logistics managers, Active Duty and RC, to serve in positions requiring joint logistics knowledge such as Joint Chiefs of Staff joint duty assignment list (JDAL) and JDAL-like logisticians; Department of Defense (DoD) logistics positions; component/service headquarters logistics staff planners; corps or theater logisticians (planning and execution); and major logistics command logistics staff and action officers (including program and project managers). Additionally, a significant number of individuals from the DLA RC leadership team are Quartermaster qualified having gone through training at the Quartermaster Center and School.

The training that Army, Navy, Marine, and Air Force officers receive at Fort Lee is translated into success both in the continental United States and at forward operational battle spaces. Training is a continuous process and must be periodically refreshed and honed. Joint Publication 3-0 states, "preparing the theater also includes organizing and, where possible, training forces to conduct operations throughout the theater." The commander's vision of the JRTX was to prepare the Soldiers, Marines, Sailors, and Airmen of the J9 for the deployments they will face in the GWOT.

The DoD and each of the military departments have mandatory training requirements that include topics ranging from security and counter-terrorism to sexual assault prevention and the laws of warfare. A highly trained group of J9 professional military personnel taught the classes, augmented by functional experts where required by the subject matter. For example, the laws of warfare class must be taught by a legal expert (e.g. a Judge Advocate General officer) and the class on sexual assault prevention taught by the lead representative from the United States Army Reserve Readiness Command from Fort Jackson, South Carolina.

The J9 personnel shifted gears and learned about joint logistics operations at DLA. Personnel learned about the overall DLA mission and its shifting focus in supporting the GWOT through a combination of classroom and hands-on work. Training included an overview of new systems such as Business System Modernization, the role of the Defense Contingency Support Team down range. In addition, personnel were introduced to Air Force and Navy supply systems.

Training is important for Defense Logistics Agency military members who also spend time in Iraq.

The DLA mission is growing to include retail operations and expanding its in-theater support. The J9 personnel were introduced to many of the pertinent changes that will affect their roles during a deployment. Even with all the training, the J9 personnel had time to do some socializing and enjoy some outstanding dining support from the US Marine Corps at Camp Allen, Norfolk.

The third day of the JRTX brought J9 personnel out of the classroom and into round robin lanes with hands-on training at various stations. This readiness training was taken directly from Army warrior training and theater requirements identified by the Combined Forces Land Component Command in Central Command.

Soldiers, Marines, Sailors, and Airman had the opportunity to hone a number of vital combat survival skills. Weapons qualification and familiarization training with the M16A2 and 9mm pistol are an annual requirement for most of the services. Emphasis was placed on first aid, land navigation, detecting and reporting improvised explosive devises, urban operations, proper radio communication, and calling in a medical evacuation. Some of the Reservists played roles as indigenous personnel in a Southwest Asian environment to allow the J9 personnel the opportunity to conduct simulated checkpoint and force protection operations.

Part of force protection is the understanding of how to perform buddy aid and basic life preserving measures. In a combat environment, defense personnel do not have the luxury of taking the time to look up each injury in a manual. Basic life preserving methods have to be second nature, i.e., part of the individuals "muscle memory."

The overall exercise received positive comments and reviews from both the DLA and the US Army Reserve Component leadership. The success of the first ever JRTX is attributed to the efforts of the J9 Joint Planning Cell and the excellent participation from all the services. The J9 has already begun planning for the JRTX in FY08. The goal next year will be nothing less than joint excellence in joint training.

COL Richard C. Staats, Jr., US Army Reserve, has been a Quartermaster officer since his commissioning and is currently assigned as Commander for the 211th Regional Support Group. He was previously assigned as the Director of Joint Reserve Training for the Defense Logistics Agency. COL Staats has a doctorate from Massachusetts Institute of Technology and is also a graduate of the United States Military Academy with a bachelor of science degree. His military education includes the Quartermaster Officers Basic and Advanced Courses and Command and General Staff College.

Garrison Food Program Manager Operations Annual Budget Management and Planning

- A rational approach for the planning and distribution of funding to support expendable supplies consumed in Army garrison dining facilities

By Michael Damico

"Hey, when are we going to get more money for expendable supplies?" This question or one similar is often heard by Installation Management Command Food Program Managers (FPM) as they discuss dining facility and food program operations at their quarterly Food Service Management Boards or when they visit their US Army Garrison (USAG) dining facilities. Funding to support the supplies and products required for the sanitary maintenance, upkeep, and operation of USAG garrison dining facilities is not a given or funded by Army subsistence account dollars. These supplies are funded as a result of the installation food service operations budget process developed annually by the installation/USAG food program manager.

Is there a standard methodology for developing this annual funding requirement used by all garrison food program managers? Do all food program managers use the same methods for determining this requirement? Is there over-arching policy guidance that directs food program managers to use specific matrices and procedures to develop this annual requirement? Do they use last year's requirements and add 10 percent? The answer to all these questions is no. That being the case, we now understand that garrison FPMs must be very familiar with the operation and mission of the garrison dining facilities on their installation or garrison. The FPM must invest the time required and conduct the research necessary, using available food program data such as: size of the dining facilities, number of serving lines, head count, hours of operation, remote feeding supported from the garrison dining facilities, operational duty days, holidays, training holidays, policy driven sanitation requirements, equipment failure, and other unique requirements for the provision of safety equipment or other supplies when developing their annual budget submission for expendable supplies.

Expendable products and supplies are used to maintain Army dining facilities in a clean and sanitary condition.

Let's review, with a suggested rational and systematic formula driven approach that can be used by the installation FPM when building the annual installation budget requirements and also for making an equitable distribution of funding based on research data accumulated to support garrison dining facility operations. The Army's current dining facility definitive designs are based on specific design capacities and square footage. (Army definitive dining facility design plans can be found on the ACES web page at http://www.quartermaster.army.mil/aces/). Army definitive design specifies four dining facility design sizes and capacities:

- 150 - 250 personnel (13, 245 square feet)
- 251 - 500 personnel (22, 389 square feet)
- 501 - 800 personnel (27,550 square feet)
- 801 - 1,300 personnel (30, 257 square feet)

Size does not always mean that this is the number of diners that are actually subsisted in each facility; size will dictate how many square feet require cleaning.

In Europe, Korea, and other parts of the world, FPMs may find many non-standard design facilities (in troop barracks, locally designed, etc.) that are be grouped as **small** (up to 14,000 square feet), **medium** (14,001 – 27,000 square feet), and **large** (over 27,000 square feet) based on their overall square footage and dining room capacity. These type facilities may or may not mirror definitive design capacities. No matter what the case, the review of funding requirements based on the above food program historical data must be accomplished to ensure adequate expendable supplies are available for sanitary and safe operation.

Based on past historical experience and as a general rule, the number of diners served will dictate the majority of the basic costs related to the use of expendable supplies, such as napkins, paper towels, hand sanitizers, soaps, mops, brooms, hairnets, paper caps, bleach, and dish machine chemicals, (if not centrally contracted). Based on past food program management experience, a good rule of thumb is summarized in the chart on the following page. This information can be used as a base line for determining the development and distribution of funding to dining facilities in support of expendable supplies used/consumed/expended to meet basic sanitary and service requirements.

Army dining facilities provide "grab and go" type meals for Soldiers on the run. The materials to support the "grab and go" program must be included in expendable supply budget analysis based on diner use of the "grab and go" program.

Cumulative Diners Served (Daily Head Count	Basic Funding (Per Quarter)
10	$ 100
20	$ 200
50	$ 500
100	$1,000
200	$2,000
300	$3,000
400	$4,000
500	$5,000

This basic operational planning formula is based on the average cumulative number of diners served (head count), and uses the 5 mill rounding rule, e.g. 5 (head count) or higher will round up to the next higher number, 4 or lower will round down. Using this formula will ensure that the necessary basic expendable supplies required for mandatory sanitary operation of the garrison dining facility are available each quarter of the fiscal year.

Now let's look at the other additional expendable supplies required for operation of the dining facility. These expendables can be grouped into four categories: **administrative supplies** such as computer paper, printer cartridges, pens, pencils, file folders, and other miscellaneous office type supplies necessary to maintain standard operations; **mandatory safety equipment** for dining facility attendants such as protective gloves, eye protection, aprons, hairnets, safety shoes, and anti-slip mats; **carry-out supplies** to support "to go" meals or "grab and go" meals such as plastic-ware, paper or plastic bags, paper cups, cup lids, wax paper, or sandwich wrap, paper or lightweight plastic meal containers with lid; and **dining/meal service replacement products** such as dinner plates, coffee cups, glasses, silverware, trays, bowls, vegetable dishes, etc. These four categories of expendable supplies are not included in the calculation above by head count for basic operating health and sanitation supplies. These four categories of supplies and funding are driven by the actual number of diners supported, number of dining facility attendants, operating days per month, and meal service replacement product loss and breakage (which should be monitored).

Sufficient china, flatware, cups, and bowls are essential to the meal service. These articles are consumed through breakage and loss. They must be included in the budget process.

The garrison food program manager must complete the research necessary to ensure that they are aware of the current pricing for the additional expendable supplies outlined in the above four categories to ensure that sufficient funding is calculated and included in their annual operating budget. Historical data based on real time garrison dining facility operations has shown that approximately $500.00 of today's dollars per additional category per quarter is sufficient to maintain these supplies in each garrison dining facility. Again, installation/garrison FPMs must know each dining facilities support requirements and have a general idea of the cost of the expendable supplies either provided through an installation self service supply center, local General Services Administration store, or commercial vendors. They must also ensure that receipts for expendable supplies are being maintained at individual dining facilities with copies provided to their office to ensure that funding is being spent to meet actual requirements and not to create stockpiles of expendables beyond demonstrated necessary and required support requirements. Being aware of costs at the FPM level also allows the FPM to forecast

additional requirements based on actual product cost and inflation for budget out years.

Below is an example of the formula using basic operational costs and plugging in (based on actual mission-driven support requirements) the four mission-driven and the mandatory safety requirements for expendable supplies.

Example:	
Dining Facility	14th ACR
Facility Size	Medium
Average Daily Head Count	220 = $2,200
Administrative Supplies	$300
Replacement	$500
Carry-out	$500
Safety	$500
	+_____
3rd Quarter Total for 14th ACR Expendable Supplies	$4,000

One additional planning factor that must be taken into account for those installation/USAG FPMs managing Installation Management Command garrison dining facilities in some outside the continental United States (OCONUS) locations is dining facility attendant uniforms for the local national or dependant hire workforce performing dining facility attendant duties. Uniform costs will vary according to your location and seven wash-and-wear uniforms per individual are generally provided to meet this requirement annually.

The use of the above basic formula and the four (five OCONUS) additional category additives can be used by food program management staff to develop a rational systemic approach to the annual budget and funding process. One additional note for your consideration regarding funding of expendable supplies is the meal rate charged cash customers that are authorized by the installation/garrison commander to purchase meals in Army appropriated fund dining facilities. The FPM in conjunction with the installation commander

Dining facility attendant uniforms and safety/sanitation gear are required for safe and sanitary duty performance. These items must be reviewed as part of the annual budget review process.

and installation/USAG resource manager should ensure that all operation and maintenance and Army collections related to the service of cash meals is specifically targeted to support the installation/USAG expendable program. The earnings generated by the sale of meals to cash customers are earned (the difference between discount and standard meal rate) in the dining facility and should be returned to the installation/USAG FPM to support the dining facility mission. This may be assumed as happening; however, if the local and regional food program management staffs are not tracking these funds and ensuring that these dollars earned in the dining facility are being returned to support the local food program, then they are being used by the installation/garrison to support other garrison missions. Check and correct any mishandling of these funds. In summary, the adage "if you fail to plan, you plan to fail" is especially true when it comes to the budgeting and management of expendable supplies that support all Army garrison dining facilities.

Michael Damico is assigned as a Food Service Systems Analyst with the Concepts, Systems, and Policy Division, Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia.

Fort Lee Army Platoon Sergeant Spices Up the Pentagon Channel

By George Dunn

When SFC Brad Turner joined the US Army, all he wanted to do was to be a cook. At the time he enlisted in 1990, the Army slogan was "Be All You Can Be" and SFC Turner wanted to be the best cook that he could be. Seventeen years later, and with a great deal of personal training effort along the way, SFC Turner has reached a level of culinary skills and a training philosophy that makes him one of the best. He recently served hungry Pentagon Channel audiences a new recipe for entertainment during a half-hour cooking show called "The Grill Sergeants."

SFC Turner, who is one of several hosts for "The Grill Sergeants," is currently assigned as a platoon sergeant at the Quartermaster Center and School, Fort Lee, Virginia. He has come a long way from his humble beginnings in New Orleans where he learned to enjoy cooking and eating with his large family. That is where his love for cooking his specialty "gumbo" and other Cajun dishes began.

SFC Turner was first trained as a cook at Fort Dix, New Jersey, and was immediately sent to his first assignment as a cook in Korea. As a junior cook, he did mostly "grunt" work cleaning up after the "real" cooks. However, his attitude about learning more led to a determination to be all he could be as a cook by training himself on his own time. One of his first learning experiences involved making biscuits. Since his unit wasn't using the biscuit mix that came in regularly, SFC Turner decided to use it to perfect his biscuit-making skills. Following his cleanup duties, he baked biscuits until the early morning hours, then packaged them and sent hot biscuits to all the troops at the surrounding units. When word got back to his superiors about the great biscuits, they had no idea who was responsible. SFC Turner's biscuits received rave reviews.

While in Korea he also connected with a Korean chef who taught him how to carve vegetables. He practiced and became very proficient. At his next duty assignment, he asked his superiors if he could learn how to bake cakes. They told him to "go for it" and he did! Following the directions meticulously, he made cake after cake and then he taught himself how to decorate them. It wasn't long before his cakes were being used for ceremonies, promotions, and other special events. This process of training himself on the job became so ingrained that today he knows every recipe in the Army cooking manual by heart and he has prepared every one of them during his career.

Another attribute that made SFC Turner one of several military "Grill Sergeants" chosen to host the program is his natural flair for talking to his audience as he cooks. He explains what he is doing, tells jokes, and even sings as he prepares his food. "The Grill Sergeants" differs from other cooking shows in that it caters to a service member audience with much of the dialogue peppered with military overtones. The show airs Mondays at noon Eastern Time and also will be available on the Pentagon Channel's web site at www.pentagonchannel.mil. Recipes appearing on the show will be available on the program's web site. Each episode of "The Grill Sergeants" teaches the audience how to prepare a single food item-- cakes, pies, or turkey entrées, for example -- while the in-house Army jazz quartet "The Taste Buds" plays during the show. The quartet members also act as official taste testers.

SFC Turner also believes that eating together is a recipe for encouraging Families, especially military Families distanced by deployments and busy work schedules, to relish moments in the kitchen together, preparing dishes in easy steps outlined in the follow-along cooking show. His recipe for success comes from hard work and training to be all he could be as an Army cook. As one of his mentors and a judge of a previous show said, "Look out Emeril; Look out Rachel Ray; here come The Grill Sergeants!

The Active Guard Reserve: An Integral Part of Today's Total Force

CPT Beverly B. Maddux

The United States Army Reserve is based in the tradition of the American Colonists who would serve, protect, and defend the United States whenever and wherever as required. George Washington and Alexander Hamilton both proposed a contingency force that would be centrally controlled by the federal government to support the Army.

The United States Army Reserves traces its beginning to 23 April 1908, when Congress passed Senate Bill 1424. The act authorized the Army to establish a Reserve Corps of medical officers. The Secretary of War would and could order these officers to active duty during a time of emergency. This was the nation's first Federal Reserve. Four years later, a provision of the Army Appropriations Act of 1912 created the Regular Army Reserve, a Federal Reserve outside the Medical Reserve Corps. As a result of tensions between the United States and Mexico, the first call-up of the Army Reserve came in 1916. This mobilization allowed the Army Reserve to be identified as an added strength and a source of expertise for the Army. The National Defense Act of 1916 established the Officers Reserve Corps, the Enlisted Reserve Corps, and the Reserve Officers Training Corps. The Army Reserve has participated in numerous campaigns and conflicts ranging from World War I to the Korean Conflict in 1950 and from the All-Volunteer Force implementation in 1973 to the Somalia relief efforts in 1992. Today, Active Guard Reserve (AGR) and Reserve Component (RC) Soldiers are a critical part of the total force and deeply integrated with the regular Army in the global war on terrorism.

Following the Gerard Study and the Sills Study (US Army Forces Command, 1983), Congress identified a requirement to establish a link between the Army Reserve and Regular Army, thus establishing the Active Guard/Reserve in 1980. Two years later, the name was changed to the AGR. The AGR program was established to improve the readiness and support of the RC. The AGR program objective is to provide highly qualified officers, warrant officers, and enlisted Soldiers to meet the full-time support requirements of the Army National Guard and the Army Reserve projects and programs. The AGR program is a career program offering excellent opportunities within the Army and Army Reserve locations. Individuals may enter the program laterally at any grade level.

The AGR is an alternative to Regular Army; however, the AGR program has a formal acceptance process. A Soldier must submit an application, be selected, and then enter into an accession process. These steps may take no less than six months or as long as two years. Duty assignments include an initial tour of three years. Once the initial tour is completed and assessed, the Soldier becomes a fully qualified AGR and may request a transfer. An AGR Soldier may be reassigned and reattached worldwide based on the needs of the Army. The AGR program is regulated under Title 10 of the United States Code.

The benefits of the AGR program are outstanding. Soldiers have the opportunity to train with RC Soldiers as well as AC Soldiers, be assigned and/or attached worldwide, and receive the same benefits and entitlements as a AC Soldiers, including full commissary and post exchange privileges, medical care for themselves and immediate family, and the opportunity for immediate retirement after 20 years of active service.

Some disadvantages of the AGR program are that military training is not always readily

available. Individual career control can be limited and education requirements are regulated and granted on a limited basis as dictated by mission requirements. AGR Soldiers must be assertive in obtaining military and professional development courses. They must be the agile professional. The RC is granted a smaller number of resident course seats, so the AGR Soldier must always remain in the ready position: physically and mentally. Standards must be maintained through online and distance learning classes and uncompromising individual physical training.

Serving in the AGR program provides the opportunity to train with outstanding professional Soldiers, be mentored by an array of leaders and leadership styles, train in different countries while working with joint forces and international agencies, and the opportunity to pursue military and civilian educational goals.

The AGR is a category of the RC personnel serving in the support of organizing, administering, recruiting, and instructing or training the RC. The AGR program is an excellent program offering great benefits and opportunities for all qualified Soldiers.

CPT Beverly B. Maddux is a graduate of the Combined Logistics Captains Career Course, Class 07-006, US Army Quartermaster Center and School, Fort Lee, Virginia.

Three Tips for Newly Appointed Junior Staff Officers

By CPT Evan H. Buckler

As every officer knows, being on staff is not always a dream assignment. There is nothing flashy or glamorous about the job. A junior staff officer might be viewed as the scourge of the officer corps and sometimes treated like a second class officer. Instead of leading Soldiers, you command a desk with e-mail and PowerPoint as your weapons.

But staff duty is a necessary "evil." Without the sometimes thankless efforts of their staff, commanders could not accomplish their missions. Furthermore, the skills that officers learn while serving on staff duty will ultimately make them better commanders.

So as more and more junior officers become staff officers, specifically at the battalion level, it becomes evermore important for those with staff experience to pass along their knowledge. This article is addressed to those junior officers who have been appointed to their first staff position. It should also serve as a reminder to those who have "paid their dues."

At first, being a staff officer is going to seem completely different from being a platoon leader. But the positions do have their similarities. Both jobs require one to continually figure out how to accomplish tasks without the personnel or resources that one believes are needed.

A new battalion staff officer will inevitably spend a large portion of time answering data calls. It seems that every time one has a second to catch one's breath, the phone rings or another e-mail pop ups. It is an endless barrage of requests. The commander or executive officer needs this, the brigade staff wants that, someone

from one of the companies needs to know how to do something. This onslaught seems to never end, and it won't. So the main recourse is to develop a strategy to minimize the amount of time spent answering each request. This can be accomplished by following three simple steps.

Step One - Establish a Database

The first step is to establish a database. Records should be filed correctly and be easily accessible. The Army Records Information Management System is outlined in Army Regulation 25-400-2; the newest update is 2 October 2007. It covers both hardcopy and electronic record keeping.

As for hard copy records, never let documents pile up on your desk. No matter how organized one may be, things always seem to grow legs, leaving the junior staff officer unable to find a specific document at that crucial time. There is nothing more frustrating than not being able to find something that was just on one's desk two minutes ago.

Electronic records, specifically databases and trackers, should also be organized and easily accessible. One simple method is to utilize the unit's network to post files and databases. This will make your files more accessible not only to you, but to others who also require the information. But don't forget to maintain copies on your computer and back them up. You work to hard to let a network or hard drive crash bring you to a grinding halt because you can't access your own data.

Once you have your hard copy and electronic files organized, don't forget to maintain them. If you spend a couple minutes a day ensuring that your documents are put back and your files are saved and backed up, you will avoid countless headaches. Now you are ready for step two.

Step Two - Efficiently Collect and Manage Data

The second step is to efficiently collect and manage data. Everyone wants up-to-date information, so the implied task to you is to continually update the data you have. As you might expect, the goal is to not be forced to conduct exhaustive research for every data call you receive. If you have to go and collect data from people every time the brigade staff or executive officer needs information, you will have no time for anything else.

One should develop regularly scheduled information updates. They should be added to the battle rhythm and ultimately to the shop and unit standard operating procedures. Once implemented, the updates will enable quick access, providing current information in the shortest amount of time. Additionally, the standardized updates have a second order affect. They inform shop and subordinate units on the data that is needed and on what basis. This enables them to develop and implement systems for tracking and updating their own information.

In a worst case scenario, if one receives a data call that has to have up-to-the-minute accuracy; no one has to frantically scramble to collect information. Data from the last update can be confirmed and if necessary, a few minor corrections can be made.

There are always those last minute obscure data calls and they always seem to come up when you are the busiest. The key in dealing with them is not to panic. Do not fire off a rushed e-mail or make frantic calls demanding information. This technique is rarely effective and undoubtedly the information received will not be what was asked for or in the format needed. Ultimately this could require unnecessary requests for the data and waste precious time reformatting it.

So instead of frenzied e-mails and phone calls, try this. Take a few extra seconds to ascertain exactly what information is needed. Then decide on the most efficient means for collecting it. Consider when the information is needed and in what format it is to be submitted. Do not fall into the trap of just regurgitating

the data that was requested. This is especially true when dealing with data calls that involve intricate spreadsheets. The more complicated the request and format, the less likely the information returned will be accurate or on time. Try to use a simple format that will be easy for everyone to work with.

The success of step two depends on good communication. It is to easy as a staff officer to just demand information by a given deadline without any reasoning. Take time to explain the general purpose of the data call. Most subordinates will appreciate the effort and give the task an extra level of attention. Also, once you send out the data call, follow up. Send out an e-mail and make a phone call too. If the data call seems to complex, conduct a face to face. This will keep one from using the always dangerous "fire and forget" method.

Once files are organized and are efficiently manageable, the bulk of the work seems done. But the most crucial step still remains. The third step, the one that seems the easiest, will cause the most pain.

Step Three - Complete and Accurate Information

Step three is ensuring that the information provided is as close to 100 percent complete and accurate as possible. Submitting incomplete or inaccurate data will instantly cause loss of credibility and integrity. The commander, supervisor, and fellow staff officers will begin second guessing you, continually double checking the accuracy of your data. At that point all the work accomplished in steps one and two have been nullified. One will have become an ineffective staff officer, bogged down with information verifications on top of all the data calls you started with.

To be successful in step three, good attention to detail and good communication are a must. When requesting information or giving a task to a subordinate, ensure clear and concise instructions are provided on the requirements and the expectations. Then, when they submit the data to you, make sure you review it before you accept it. If it is not to standard, give it back to them for corrections. The reason you must do this is twofold. First, if not reviewed, one can not provide feedback. By continually providing feedback to peers and subordinates, your communication skills will improve. There will also be fewer misunderstandings and ultimately everyone will be more efficient.

Second, if one habitually accepts things without reviewing them, subordinates will begin to think their work is not important and their attention to detail will decrease. The direct impact is that one's work will begin to be noticed. Errors in the information provided will ultimately lead to the returned data and will require time necessary to correct. Either way, efficiency is greatly reduced.

The final step in ensuring the accuracy of the data is to always review it before submitting it to the requestor. It is very easy to compile the data, format it, and send it up without a second thought. But inevitably there will be errors; no one is perfect 100 percent of the time. One will be quite surprised at how many small mistakes are caught, not to mention big ones. Reviewing will improve accuracy and will avoid the nightmare of having to continually resubmit information.

In review, there are three key steps to managing data calls: establish a database, efficiently collect and manage information, and ensure the data you submit is 99.9 percent accurate and complete. Following these three steps will save precious time and ultimately improve your efficiency as a staff officer.

Now there is more to being a staff officer than data calls. But having an effective strategy to deal with them will help avoid spending one's entire time as a staff officer doing them.

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Commentary: Integrity

By LTC Michael W. Hudspeth

We have all had classes in integrity. For those who are leaders, there were additional classes in integrity. What is integrity and why is it important, especially in the field of logistics?

Integrity is defined as "steadfast adherence to a strict moral or ethical code." One way to look at it is that integrity means doing what is right even when no one is looking or when no one will find out. Another way to look at it is adhering to a moral or ethical code with no compromises. There have been reports about people who have found money and no one knew that they found it. When they turned it in to authorities, people said they had a high level of integrity.

As a special agent with the Office of Professional Responsibility, Immigration and Customs Enforcement, Department of Homeland Security, I have seen firsthand the affects that integrity and a lack of integrity can have on an individual, their families, their friends, their employers, and the United States of America.

When people read a newspaper article about an employee who has been arrested for a crime, they understand that the employee, at least during a momentary lapse of judgment, had a lack of integrity. However, most people fail to realize that employees rarely jump from honest employee to criminal from one day to the next. It is through a process of small steps, sometimes referred to as the "slippery slope," that most people end up going too far and getting into serious trouble. The problems generally started years earlier with very small steps or minor infractions of the rules.

As Soldiers, we have a responsibility to have and maintain a high level of integrity. Integrity is important for Soldiers in general, but integrity is especially important in the arena of logistics. The accountability of equipment and supplies is of vital importance. Rules and procedures are in place for a reason – to protect the Soldier and the Army. When we begin to take shortcuts and bend the rules, it can open the door to more serious problems. It is rarely the Soldier's intent to commit major infractions, it is merely bending this rule, then that one. It is almost always in the interest of getting the job done. A philosophy of "the end justifies the means" is a dangerous concept that can entirely erode or eliminate integrity over time.

The war fronts in Iraq and Afghanistan have demonstrated the need to modify procedures to accomplish the mission and many changes have evolved during the years since the first troops entered Afghanistan. This is actually a good problem-solving analysis. As long as the chain of command is involved in approving the modifications, then there is integrity in the process. The key to remember is that once we compromise on a small issue, it is easier to compromise on the next issue. Sometimes, it starts to happen more frequently and begins to happen on greater issues. We must guard against the temptation to shortcut the process, compromising our integrity, all in the interest of accomplishing the mission.

LTC Michael W. Hudspeth is in the US Army Reserve and is also a Senior Special Agent with the Office of Professional Responsibility, Immigration and Customs Enforcement, Department of Homeland Security in Fairfax, Virginia. LTC Hudspeth has a master's degree in education from Troy State University.

Fuel on the Battlefield: 92F Petroleum Officers

By Robert Lias

Since the late 1930s, fossil fuels have been a critical commodity for the warfighter. Indeed, as our force structure migrated away from the horse and wagon to the modern mechanized forces, this dependency on petroleum products has increased in importance. As our dependence on fuel increased, our need for well trained petroleum leaders and warriors also increased. The Petroleum Officer Course is a testament to this need and continues to fill the Army's ranks with high-quality and technically skilled officers who ensure that our forces are supplied with the right fuel at the right time in the quantity and quality needed.

As the Army's model migrates towards a multi-functional Quartermaster officer corps, retaining expertise within the petroleum functional arena is even more crucial and challenging. Retaining this expertise is one of the vital missions of the Petroleum and Water Department, which is one of five training departments within the Quartermaster Center & School (QMC&S). To promote and enhance the requisite skills needed to successfully manage the petroleum mission within any unit, the warfighter needs dedicated leaders and managers who have had multiple tours and/or productive experiences working within the petroleum operational arena. The Petroleum Officer Course is the first step

Student officers work with the salt water intake at Fort Story, Virginia.

in a long maturation process towards the creation of quality mid level and senior level petroleum officers.

To develop the level of petroleum expertise required to fill the senior level command and joint staff billets, officers must be provided multiple opportunities to enhance their petroleum expertise. To assist with the growth and development of these officers, commissioned 92F petroleum officers compete for selection for training with industry (TWI) or attendance to advance civil schooling. Upon successful completion of these assignments, officers are required to complete a utilization tour within the Army's operational or institutional petroleum logistics affiliated organizations. These assignments are often followed by selection to Joint billets within the combatant commands or within the Defense Energy Support Center.

To enhance the petroleum expertise within the operational Army and to mitigate the loss of petroleum expertise within the commissioned officer ranks, the Army established a new career field within the Quartermaster warrant officer proponent. The 923A Petroleum Technical Warrant Officer will help make great strides towards addressing the tactical and operational needs of the US Army and the warfighter at large. However, to continue meeting the needs of the Joint Services and at the strategic level and certain operational level requirements, the Army must still relentlessly invest in producing quality and versatile commissioned 92F petroleum officers.

As the Army evolves and continues to develop, maintaining quality petroleum leaders and organizations will remain a primary area of emphasis for the Army's Petroleum and Water Department. Developing the right leaders with the right skill set to ensure our joint warfighters have the best opportunity to succeed on the battlefield will remain at the forefront of "Fueling and sustaining the Force!"

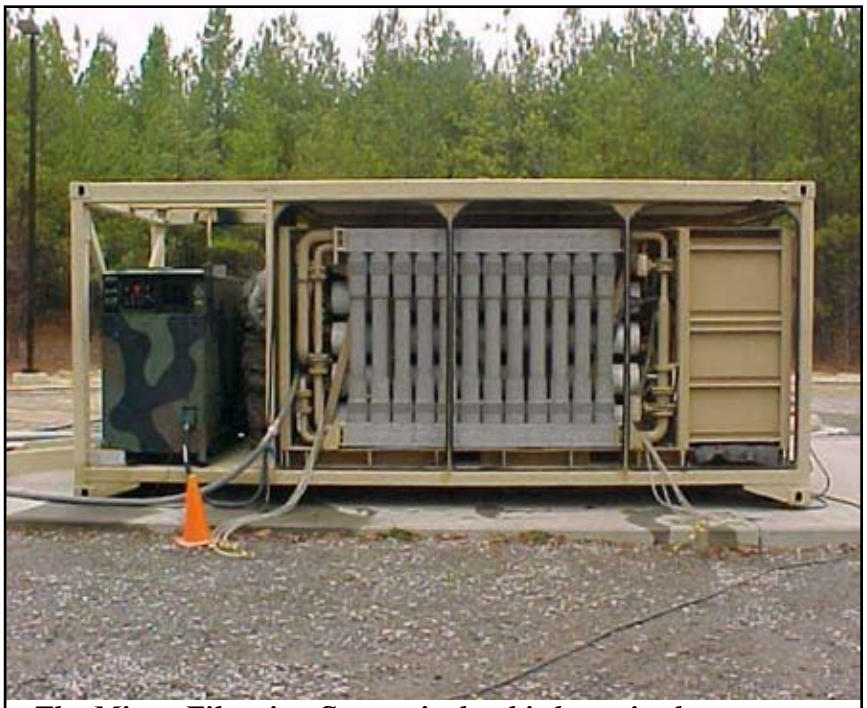
92 Petroleum Officer Critical Tasks

Number	Task
101-92F-9001	Manage Water Supply Operations
101-92F-9002	Plan Bulk Petroleum Supply Procedures
101-92F-9003	Plan Bulk Petroleum Operations
101-92F-9004	Direct Bulk Petroleum and Water Operations
101-92F-9005	Manage Bulk Petroleum and Water Operations
101-92F-9006	Plan Bulk Petroleum and Water Support Operations
101-92F-9007	Direct the Petroleum and Water Surveillance Operations
101-92F-9008	Manage Bulk Petroleum Supply and Services Operations

Robert Lias is Chief of the Advanced Petroleum and Water Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Tactical Water Purification System (TWPS) Utilized During Cold Weather Operations

By Johnny Brown
SFC Ronald Ragin



The Micro-Filtration System is the third step in the purification process.

During the winter months, the cadre in the Water Training Division, Petroleum and Water Department, US Army Quartermaster Center and School, prepares students to handle purification operations in extreme cold weather climates. One of the many challenges 92W (Water Treatment Specialists) advanced individual training students will have to learn during training is how to prevent the water from freezing inside various hoses, pipes, pumps, and filters associated with four different purification systems. All reverse osmosis water purification units (ROWPUs) are designed to operate in unusual weather conditions from -25 to 32 degrees Fahrenheit. During their 13-week and 1-day training cycle the students are taught the basic winterization process on each piece of equipment and to minimize delays in the water treatment process.

The 1,500 gallon per hour (GPH) TWPS is the latest and the most advanced water purification technology in the US Army's inventory. This is one of four water purification systems the 92Ws have the opportunity to work on during the tenure of their course. The TWPS is used to produce potable water from a broad range of potential water sources such as freshwater, brackish, and seawater to include water contaminated with nuclear, biological, and chemical warfare agents. For bulk water supply operations, the TWPS replaces the existing 600 GPH ROWPU. As the next generation water purification system, the TWPS produces 1,500 GPH (25 GPM) on fresh water and 1,200 GPH (20 GPM) on salt water. The system includes state-of-the-art pretreatment (micro-filtration) modules to extend the life span of the reverse osmosis filtration components. The TWPS is designed to be transported in a flat rack configuration which utilizes the Load Handling System. The following list describes the major components of the TWPS and their function:

- Raw Water Supply System - Supplies water to the TWPS platform.
- Micro-Filtration (MF) System - Filters raw water to remove suspended solids and micro-organisms. This system includes an automatic backwash cycle to remove the filtered material from the MF and discharge it back to the source.
- Reverse Osmosis (RO) System - Converts a part of the filtered water to

potable product water containing trace amounts of salts while reflecting the remaining water containing most of the salts back to the raw water system.

- Air System - Provides pressurized air to operate automatic valves and to blow filtered material loose from the MF during backwash.
- Chemical Injection System - This system includes pumps and a tank to inject an antiscalant to avoid salt scale in the RO elements. In addition, the system injects hypochlorite into the product water during the last treatment stage.
- Product Water Distribution System - This system includes two 3,000 gallon storage tanks, a distribution pump, and two distribution hoses to store and deliver product water.
- Ocean Intake Structure System - This system allows for personnel to easily purify water from the world's vast oceans while minimizing the effects of high and low tide.

Soldiers are learning how to properly install the fabric wall during cold weather conditions.

During extremely cold temperatures, the importance of employing cold weather procedures to ensure the safety of personnel and equipment is stressed. There are several performance measures to protect the TWPS during the setup and operation in cold weather. These steps are as follows:

Soldiers attach thermal blankets on the suction hose and a thermal cover over the raw water pump.

- One of the first steps in deploying the winterization kit is to install the fabric wall which will insulate the unit and provide heat and protect the Soldier from adverse weather conditions.
- Along with installing the insulated wall, heat ducts and vents must be installed to distribute heat throughout the unit. The diesel heater must be able to maintain an amber temperature of 60 degrees Fahrenheit to protect the air system from freezing.
- The raw water pumps are covered with insulated thermal and electrical collars to prevent the pumps from freezing.
- The raw water hoses are wrapped within a thermal insulated heat blanket to protect the hoses in adverse weather conditions to avoid freezing.
- The ice auger is utilized to drill holes into the water source and an ice strainer is inserted to draw raw water from the source to begin water operations.
- The MF is properly drained daily once operations are completed. Failure to do so will result in damaging the MF system.

Distribution pump with winterization cover.

- The TWPS has a total of five RO vessels with two elements each. Special care is taken to prevent freezing of these components.
- Preserve the RO elements by either placing all 10 of the three-way valves to the drain position located at the end of each vessel or remove the elements and place them in a warehouse at room temperature. This procedure greatly reduces the possibility of freezing during shutdown in cold weather operations and prolong the life of the elements.
- Periodically, circulate the water in the distribution tanks by placing each one of the distribution nozzles inside of the tank and starting either the electrical/diesel pump. This process of circulation will significantly reduce the possibility of freezing.
- The time required before accurate chlorine testing can be achieved, during temperatures below 32 degrees Fahrenheit, requires a significantly longer contact time for proper chemical reaction to take place.
- Standby to shutdown procedures in cold weather operations applies only when the TWPS is to be shut down for less than 30 minutes. Ensure the tactical quiet generator (TQG) and the diesel fired heater remains on. Leave the hose heating blankets and pump heating collars installed and the hose/pump heater switch on.
- The short term shutdown procedure during cold weather operations should only be followed if the TWPS is to be shut down for more than 30 minutes, but less than 54 hours or if the TQG must be shut down. This procedure will require the operator to place the selector switch in the MF drain for a total of four times, 90 seconds each time.

Finally, before the TWPS can be properly stored, the equipment must be flushed, shutdown, and drained. The TQG must be secured and disconnected. Preservation of the MF and RO elements may also be required based on the expected length of the shutdown. Following the established guidelines and recommendations above have fostered a safe operating environment in the training for students, cadre, and equipment.

Johnny Brown is an instructor in the Water Training Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

SFC Ronald Ragin is an instructor in the Water Training Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

TOTAL FORCE

Total Force Integration Office (TFIO) and the US Army Training and Doctrine Command (TRADOC) Reserve Component (RC) Liaison Team Update

By COL Jeffery Allen

As the new director of the Total Force Integration Office (TFIO), I want to take this opportunity to remind everyone what the responsibilities of the TFIO are. Our office offers a great deal to all of the Soldiers on Fort Lee. It provides a link between the US Army Quartermaster Center and School (QMC&S) and Reserve Component (RC) units and Soldiers including both the Army National Guard (ARNG) and the US Army Reserves (USAR).

Working in coordination with each QMC&S directorate, the TFIO provides the RC perspective on issues that cross the spectrum of the QMC&S mission. The team is comprised of nine Soldiers including three Training and Doctrine Command (TRADOC) RC liaisons.

As the director of TFIO, I am a Reserve Active Guard Reserve (AGR) Soldier whose overall mission is to support the integration of the USAR and ARNG as vital components of the Quartermaster Corps and the Total Army. The remaining TFIO Soldiers are either AGR or mobilized Soldiers also dedicated to the mission. Their names and numbers follow:

COL Jeffery Allen	734-3995
LTC Chuck Murriel	734-3574
LTC Randy Grenier	734-3419
MAJ Leona Brown	734-3420
MSG Stephen Smith	734-4741
SSG Rhuna Holley	734-3418
Area Code - 804 DSN - 687	

The TRADOC RC Liaison contacts are:

SGM Wayne Bowser	734-6897
SGM Rayvonso Hemmingway	734-7971
MSG Ivory Bourage	734-6773
Area Code - (804) DSN - 687	

The TFIO provides the field with a channel of communication to address questions and concerns of interest to all logisticians regarding how the RC and Active Component should interact and benefit each other. The TFIO can answer questions regarding RC policy and procedures, assist with resolving RC pay and promotion issues and follow-on or additional training opportunities, provide RC officers and enlisted Soldiers assistance with the enrollment process and information on all courses taught at Fort Lee, and assist Soldiers with all aspects of RC advanced individual training.

RC Soldiers are encouraged to contact the TFIO on any matter of interest regarding the Quartermaster Corps and the Total Army. Please contact the office at any of the telephone numbers listed or via mail at Total Force Integration Office, US Army Quartermaster Center and School, ATTN: ATSM-AC-R, Mifflin Hall, Bldg 5000, Room 212, 1201 22d Street, Fort Lee, Virginia 23801-1601. E-mails may be sent directly to me at jeffery.allen1@us.army.mil.

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

THE IMPROVED FOOD SANITATION CENTER GLOVES

BY CPT RICHARD RAMOS

The US Army Quartermaster Center and School (QMC&S) safety officers and food service leadership noted a series of incidents attributed to inadequate gloves, a lack of standards, and improper use of hand protection in manual ware washing operations. Soldiers are commonly exposed to water temperatures in excess of 171 degrees Fahrenheit for the sanitizing step of the three compartment ware washing system and up to boiling temperatures of 212 degrees Fahrenheit handling tray packs and number 10 cans in the tray ration heater system. Subsequently, the task of determining the best available preventive measures and personal protective equipment (PPE) was directed.

The QMC&S's Army Center of Excellence, Subsistence collaborated with the Combat Feeding Directorate, Natick Soldier Research Development and Engineering Center to examine, field test, and select an improved "hot glove" to protect the warfighters when handling hot rations and for manual ware washing. The hot glove, for use primarily in field feeding operations, is the Ansell Redmont, model 19-938, an 18-inch Neoprene gauntlet glove. The Ansell Redmont glove demonstrated excellent all-around resistance to snags, cut, abrasions, and punctures, as well as excellent resistance to a wide range of chemicals (oils, acids, caustics, alcohols, and many solvents). It is durable, liquid-proof, and protects from intermittent contact with extreme high temperatures.

Natick identified this glove as a Department of Defense combat feeding equipment standard. The glove selection is consistent with Occupational Safety and Health Administration 21 Code of Federal Regulations (CFR) 1910.138, Hand Protection, and the Food and Drug Administration, Food Handling Regulation 21 CFR 177.2600. Consequently, the Ansell Redmont glove was selected to be issued with all future Food Sanitation

The improved Food Center Sanitation gloves help protect against sharp edges and extremely hot water temperatures.

The improved Food Sanitation Center gloves can keep a food handler's hands safe from cuts and water temperatures greater that 212 degrees Fahrenheit.

Centers (FSC) and Assault Kitchens. The improved hot gloves are also recommended for manual ware washing in garrison.

The gloves are available through federal logistics (Class IX) for approximately $13.00 and by local purchase through various General Services Administration safety supply distributors ranging from $18 to $27 a pair. The national stock number is 8415-01-511-4637, gloves, chemical and oil protection, part number 17091, $12.89 a pair.

Sanitation and infection control should also be considered for total force health protection. Some PPE like durable gloves are commonly shared among several workers. Therefore, it is important to have food service personnel wash their hands before and after wearing any gloves to prevent the transmission of communicable disease such as staphylococcal infections. Precaution is achieved by allowing the inside of the glove to thoroughly dry, then applying an Environmental Protection Agency-registered disinfectant spray such as Lysol® to eliminate germs and odors from bacteria, fungi, viruses, mold, and mildew

The employer (in this case the Army) is responsible for assessing workplace hazards regularly and implementing controls including the use of PPE to protect their workers (military and civilian). Leadership should also enforce that defective or damaged PPE not be used and assure that limitations of the PPE are understood by the workers. The gloves are limited in length. Caution is needed when working in hot water to prevent any hot water from entering the glove through the open cuff near the elbow. Also, workers can avoid excessive glove contact with hot water in the FSC by using its immersion basket for utensils and using the handles of stock pots and similar cooking equipment when submerging them. Proper maintenance and use of PPE conserves employee's health and employer's budget. Therefore, PPE training should be planned into task performance.

It is imperative that managers exercise composite risk management, hazard analysis, and critical control point principles to facilitate decision making for implementation of the best practices standards and industry techniques and equipment for each task of their military food service operation.

CPT Richard Ramos is an Environmental Science Officer assigned as an instructor with the Office of Food Defense, Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia.

Career News

Logistics Branch Establishment

On 27 November 2007, the Secretary of the Army signed General Order 2007-06 establishing the Logistics (abbreviated as "LG") branch effective 1 January 2008. The LG branch creation applies to Active Duty, Reserve, and National Guard officers and formally eliminates what was previously known as the functional area 90 (Multifunctional Logistician) program. A MILPER message outlines the LG branch implementation and eligibility specifics.

Beginning 1 January 2008, LG branch officers meeting prerequisite criteria will hold as their primary area of concentration (AOC) either 90A (Multifunctional Logistician) or 89E (Explosive Ordnance Disposal). Officers with 90A as their primary AOC will maintain a secondary AOC in one of four functional areas of expertise:

- 88A – Transportation
- 91A – Maintenance and Munitions
- 92A – Supply and Services
- 92F – Petroleum and Water

Human Resource Command (HRC) in Alexandria, Virginia and HRC-St. Louis, Missouri will automatically top-load Active Duty and Reserve Component LG branch designations onto individual officer record briefs (ORBs) during the months of January-February 2008. Officers should review their ORBs not later than the end of February 2008 to ensure changes have taken place. For National Guard Component officers, battalion-level S1s will screen officer records to verify eligibility for mandatory conversion to LG branch during the months of January-March 2008. Battalion S1s will submit appropriate records/paperwork for a request for branch transfer to their supporting Military Personnel Office officer branch no later than 31 March 2008. All states will complete the federal recognition board process to appoint eligible officers into LG branch NLT 30 June 2008. Officers should review their records after the board process to ensure the changes have taken place.

Department of the Army Pamphlet 600-3, Commissioned Officer Professional Development and Career Management, was published in December 2007. Chapter 35 details the desired key developmental experiences for LG branch officers.

An updated Army Regulation 670-1 will reflect uniform policy changes associated with LG branch establishment. The LG branch insignia for wear on the Army Green and Blue Service uniforms are now available in Military Clothing Sales stores. LG branch officers will wear the regimental crest associated with their assigned functional area of expertise (secondary AOC). This policy also applies to all LG officers subsequently designated into other functional area programs (such as Acquisition Corps).

The LG branch color is "Soldier Red" and officers have until FY11 to convert uniforms from their functional branch to LG branch colors. If lieutenants decide to purchase mess blues, they should do so with Soldier Red as the color on the lapel and sleeve braid. Dress blues should be bought with

regimental colors, until such time as they enter the Logistics Branch. POC is LTC Rick Harney, Chief, Office of the Quartermaster General, (804) 734-4178 (DSN 687) or robert.harney@us.army.mil.

Colonels Promotion Selection Board

On 27 November 2007, Human Resource Command released the results of the FY07 Colonels Promotion Board. The following promotion statistics summarize force sustainment colonels promotion board results:

Branch	Considered	Selected	Percentage
Quartermaster	67	27	40.2
Ordnance	73	32	43.8
Transportation	48	20	41.6

In addition to the above statistics, Quartermaster Branch was the recipient of five below-the-zone selections as compared to Ordnance with four and Transportation Branch with three respectively. Congratulations are in order for all selectees. POC is CPT Brett Hollifield, Officer Proponent, Office of the Quartermaster General, (804) 734-4333 (DSN 687) or brett.hollifield@us.army.mil.

Battalion Command Selection Board

On 13 December 2007, Human Resource Command (HRC) released the results of the FY09 Battalion Command/Key Billet selection list. Of the 72 force sustainment commands/key billets, Quartermaster Corps lieutenant colonels fared well as the following results indicate:

Branch	Functional	Logistics Key Billets	Logistics Operations	Logistics Strategic Support	Logistics Training	Branch Immaterial	Total Selects	Percentage
Medical Service	NA	0	1	0	0	0	1	1.4
Ordnance	8	2	18	0	1	1	30	40.5
Quartermaster	0	2	15	5	5	1	28	38.8
Transportation	14	0	1	0	0	0	15	20.3
Total	22	4	35	5	6	2	74	

HRC will began the slating process in January 2008. All selectees should contact either their assignment officer or command management branch for any questions regarding the selection or slating process. POC is CPT Brett Hollifield, Officer Proponent, Office of the Quartermaster General, (804) 734-4333 (DSN 687) or brett.hollifield@us.army.mil.

Captain Incentive Program Update

To date, 685 of 936 eligible Quartermaster captains (73 percentage) have taken the incentive as the following chart indicates:

Incentive	Number Selected	Percentage
Monetary	641	93.6
Graduate School	10	1.5
Military School	1	0.1
Branch of Choice	22	3.2

Incentive	Number Selected	Percentage
Post of Choice	11	1.6
Total	685	

The statistics represent a very positive trend considering over 90 percent of force sustainment captains have deployed at least once in support of the global war on terrorism. POC is CPT Brett Hollifield, Officer Proponent, Office of the Quartermaster General, (804) 734-4333 (DSN 687) or brett.hollifield@us.army.mil.

Training with Industry (TWI) Program Allocations

The Human Resource Command (HRC) has announced its FY08/09 officer and warrant officer TWI program allocations for each branch. Quartermaster branch was allocated six slots (four officers, two warrant officers) as follows:

Industry	**Rank/Area of Consideration**	**Allocations**
Logistics Management Institute	CPT/92A	1
ExxonMobil Fuels Marketing Company	CPT/92F	1
Sunoco Inc.	CPT/92F	1
Labatt Food Service	CPT/92A	1
Logistics Management Institute	CW3-CW4/920A	1
Compass Group	CW3-CW4/922A	1

The FY08/09 officer TWI program is open to all Quartermaster functional branch captains who have successfully completed company command and have strong promotion/school selection potential. Each officer will spend one year training with the selected industry followed by a three-year utilization tour to be determined. Interested officers should contact MAJ Courtney Abraham, Quartermaster Lieutenants and Captains Assignment Officer, HRC, at (703) 325-5645 (DSN 221) or courtney.abraham@us.army.mil.

The FY08 warrant officer TWI selection process is complete. CW4 Cindy Frazier, 920A, has been selected for the TWI position with Logistics Management Institute located in Fairfax, Virginia. CW4 Frazier will report to LMI in June 2008 with a follow on assignment to the Quartermaster Center and School. CW3 Ellen Magras, 922A, has been selected for the newly approved TWI position at Compass located in Richmond, Virginia. CW3 Magras will also have a follow on assignment at Fort Lee. POC is CW5 Dickson, (804) 734-3475 (DSN 687) or david.dickson@us.army.mil.

Wanted: Outstanding Quartermaster Noncommissioned Officers to Enter the Ranks of the Quartermaster Warrant Officer Corps

The US Army Quartermaster Warrant Officer Corps is looking for highly skilled and motivated noncommissioned officers who hold one of the following enlisted military occupational specialties (MOSs): 92A, 92Y, 68J, 92R, 92G, 68M, 92F, 92W, or 92L to apply for the warrant officer program. Positions are available in the following MOSs:

- 920A – Property Accountability Technician
- 920B – Supply Systems Technician
- 921A – Aerial Delivery Technician
- 922A – Food Service Technician
- 923A – Petroleum Systems Technician

Interested Soldiers can find Army and the Quartermaster proponent prerequisites at www.usarec.army.mil. Go to the US Army Recruiting Command's web site and click on "Warrant Officer Recruiting." Then follow the link marked "Click here to find out how to get started on becoming a warrant officer." If you have any questions, feel free to contact CW5 David Dickson, Quartermaster Warrant Officer Proponent, (804) 734-3475 (DSN 687) or david.dickson@us.army.mil.

Master Sergeant Promotion Selection Board

Human Resource Command recently released the results of the FY08 Master Sergeant Promotion Board. Promotion board results are as follows:

MOS	Considered	Selected	Percent Selected
92A	253	119	47
92F	128	2	2
92G	499	13	3
92L	9	0	0
92M	30	1	3
92R	53	1	2
92S	23	3	13
92W	47	0	0
92Y	665	132	20
Total Quartermaster	1,707	271	16
All MOSs	18,888	2,721	14

Congratulations to all selectees. POC is SGM Andrea Farmer, Quartermaster Enlisted Proponent, (804) 734-4143 (DSN 687) or andrea.farmer@us.army.mil.

Enlisted Aide Program Volunteers Wanted

Quartermaster Branch is seeking highly motivated and professional food service specialists (MOS 92G) for the challenging yet rewarding Enlisted Aide Program. Enlisted Aides relieve general and flag officers of minor tasks and details which, if performed by the officers, would be at the expense of the officer's primary military and official duties. DoD Policy 1315.9 and AR 614-200, paragraph 8-11c (Enlisted Assignments and Utilization Management) outline Enlisted Aide Program specifics to include prerequisites.

Interested Soldiers meeting prerequisites need to submit a DA Form 4187 through command channels to Human Resource Command for approval. Soldiers selected for the Enlisted Aide Program will attend the four-week Advanced Culinary Skills course followed by the two-week Enlisted Aide Training Course. Soldiers meeting prerequisites and completing the above mentioned courses will be awarded additional skill identifier "Z5" upon 120 days of on-the-job training in a General Officer Management Office authorized enlisted position. POC is SGM Andrea Farmer, Quartermaster Enlisted Proponent, (804) 734-4143 (DSN 687) or andrea.farmer@us.army.mil.

Training With Industry (TWI)

The Enlisted Personnel Proponency Office has established the first enlisted allocation for the TWI Program for food service specialists MOS 92G. TWI gives military personnel the opportunity to gain valuable experience working in the commercial industry while at the same time contributing knowledge and experience to the Army. The industry that was selected for 92Gs was the Culinary Institute of America (CIOA) in Hyde Park, New York. The Soldier selected to participate each year will be assigned to the Student Detachment, Fort Jackson, South Carolina, with duty at the CIOA.

The CIOA is one of the world's premier culinary colleges and has been setting the standard for excellence in professional culinary education for 60 years. The CIOA offers three levels of ProChef certification, associates programs, bachelors programs, certified culinary sales professional programs, and many other programs for food enthusiasts. During the Soldier's stay at the institute, they are enrolled in many continuing education programs such as the ProChef Certification Program, Industry Solutions Program, and Food Enthusiast Program.

The Soldier is also responsible for the development of lesson plans and is required to deliver lectures and demonstrations, as well as the development of online courses. Upon completion of the year long training, the Soldier is assigned to the Advanced Culinary Training Division, Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia. In order to initially qualify for the position the Soldier must be a SSG(P) or SFC with less than one year time in grade. For more information on the prerequisites and how to apply, please visit the TWI website at https://www.hrc.army.mil/site/protect/Active/opfamacs/TWI02.htm.

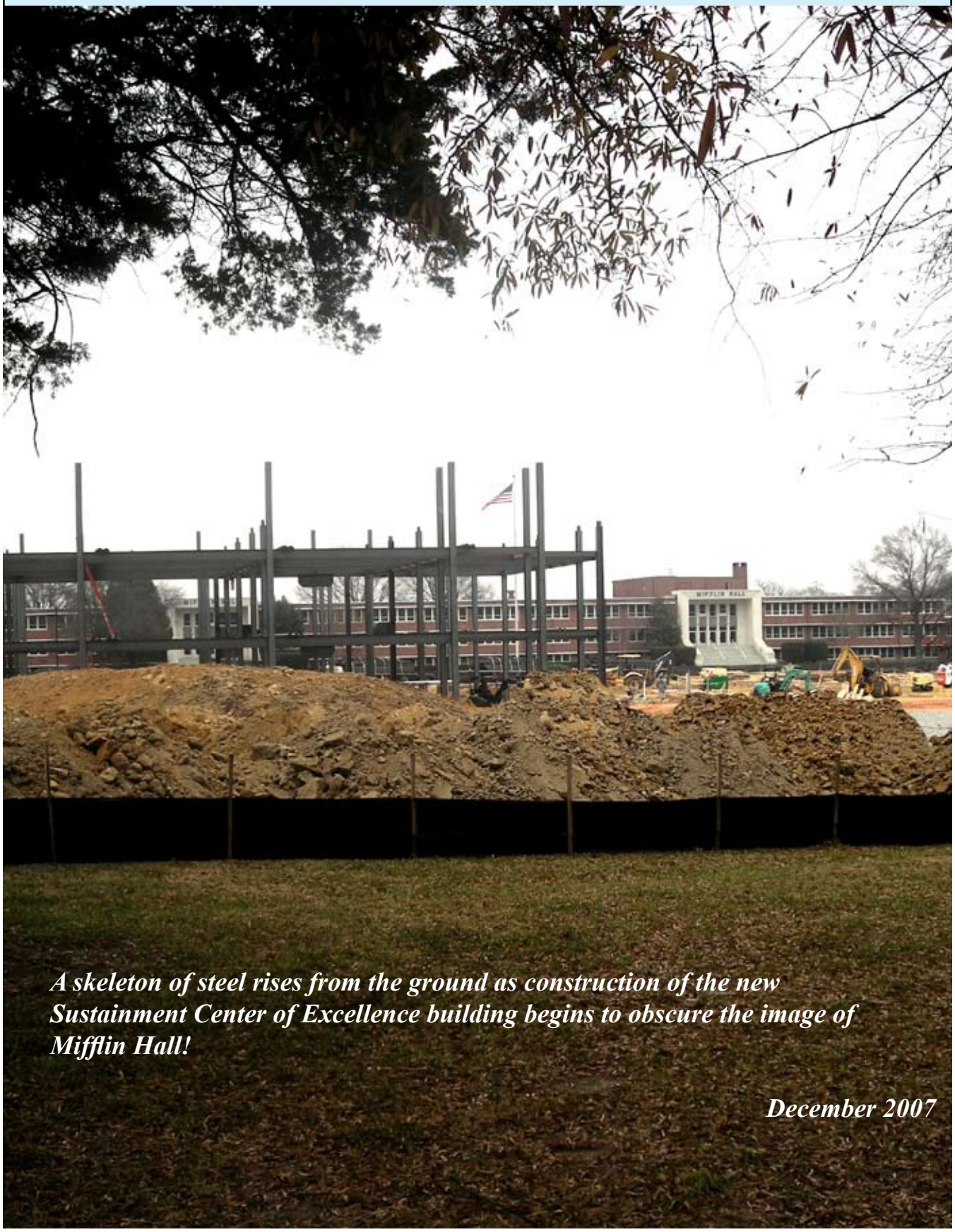
Points of Contact

Listed below are the Quartermaster Center and School's Enlisted Proponency Office personnel and the MOS for which they are responsible. If you need assistance, please contact the point of contact for your respective MOS.

MOS	Point of Contact	E-mail	Telephone*
Chief and 92G	SGM Andrea Farmer	andrea.farmer@us.army.mil	734-4143
92F/92L/92W	MSG Evalani Faniel	evalani.m.faniel@us.army.mil	734-4191
92A/92R	MSG Efrain Rangel	efrain.rangel@us.army.mil	734-4189
92G/92S	SFC Darcy A. Teal	darcy.teal@us.army.mil	734-4330
92M/92Y	SSG Chelsea Spier	chelsea.spier@us.army.mil	734-4183
*Commercial (804) DSN 687			

ARMY STRONG!

QUARTERMASTER UPDATE



A skeleton of steel rises from the ground as construction of the new Sustainment Center of Excellence building begins to obscure the image of Mifflin Hall!

December 2007

Conference Room Dedication Honors Major General (Retired) Charles R. "Chuck" Henry

On 28 December 2007, the Quartermaster Center and School paid tribute to Major General (Retired) Charles R. Henry for his service as former ***Honorary Colonel of the Quartermaster Regiment***. During his 33-year active duty career, MG Henry earned numerous awards, including the Legion of Merit, the Bronze Star Medal, the Defense Superior Service Medal, two Distinguished Service Medals, the Defense Distinguished Service Medal, the Meritorious Service Medal (with one Oak Leaf Cluster (OLC)), the Joint Service Commendation Medal (with two OLCs), and the Army Commendation Medal. He also holds the Parachutist Badge.

He was inducted into the Quartermaster Corps Hall of Fame in 1998 and the Defense Logistics Agency Hall of Fame in 1999. MG Henry is a widely recognized and truly gifted leader in logistics. The Logistics Training Department's main conference room will henceforth be known as ***Henry Conference Room***. A special exhibit with photographs and personal memorabilia will remind all visitors of his many contributions, and will allow MG Henry to serve as a role model for other Quartermaster Soldiers for many years to come.

MG Henry was born in Horse Cove, Kentucky on 3 October 1937. Upon completion of the Reserve Officers Training Corps curriculum and the educational course of study at Middle Tennessee State University in 1959, he was commissioned a second lieutenant and awarded a bachelor of science degree in economics. He also holds Juris Doctor and Master of Law degrees from Wilson College. His military education includes completion of the Quartermaster Basic and Advanced Officer Courses, the US Army Command and General Staff College, and the Army War College.

Major General (Retired) Charles R. "Chuck" Henry

Throughout his 33-year active duty career as a Quartermaster Logistician, MG Henry held a wide variety of important command and staff positions in the continental US and overseas. While assigned to the US Army Armor Center, Fort Knox, Kentucky, he served as Chief, Field Maintenance Division, Office of the Installation Quartermaster. Later, MG Henry was assigned as an Army Advisor to the 30th Supply and Transportation Battalion, 30th Armored Division, Tennessee National Guard in Nashville.

Reassigned to US Army Europe, he served in consecutive assignments with the 35th Supply and Service Battalion as the Class II and IV (Individual Equipment and Construction Materials) Officer, Company Commander, and Battalion Operations

The Major General Charles R. "Chuck" Henry Conference Room is located in the Quartermaster Center and School's Logistics Training Department Automated Supply Training Facility.

Officer. He returned to the States to attend the Defense Language Institute for Arabic language training and was assigned to the US Military Training Mission in Saudi Arabia as Quartermaster Advisor.

MG Henry was then assigned to the Defense Logistics Agency (DLA), where he served as Chief of the Production Management Branch in the Defense Construction Supply Center's Procurement and Production Directorate, Columbus, Ohio. Following a tour in Vietnam as a logistics officer with the US Military Advisory Command, MG Henry was assigned to the Defense Contracting Administration Services Region Atlanta in Marietta, Georgia, where he served as Deputy Director of Production and later, Deputy Chief for Planning and Management. MG Henry also commanded the 1st Battalion, Quartermaster School Brigade, Fort Lee, Virginia. Remaining at Fort Lee, MG Henry served as Director of Personnel and Community Activities. He was then assigned to the Defense Contracting Administration Services Region in Cleveland, Ohio, where he commanded the Detroit Management Area, and later became the Region Commander. During his last four years of active duty (1988 to 1992), MG Henry again served with DLA as Deputy Director (Acquisition Management) and the first Commander of the new Defense Contract Management Command.

Exchange Ceremony Captures Official Establishment of the new US Army Logistics Branch

The first wave of more than 10,000 logistics officers recently exchanged their branch insignia at a ceremony at Fort Lee, Virginia, following the official establishment of the Logistics Branch. According to Major General Mitchell H. Stevenson, Commander, US Army Combined Arms Support Command and installation commander of Fort Lee, this change officially marks a new chapter in the history of US Army logisticians.

Representing logisticians Army-wide, more than 50 officers from Ordnance, Quartermaster, and Transportation branches were united under the Logistics Branch in order to meet the sustainment challenges of the 21st century warfighter.

The Logistics Branch is the newest branch of the Army, officially established on 1 January 2008. Officers who began their careers as lieutenants in the Ordnance, Quartermaster, or Transportation branches are now united within the Logistics Branch at the rank of captain after completion of the Combined Logistics Captains Career Course or the Reserve Component Captains Career Course.

The recent ceremony recognized those officers who are already graduates of these courses as Logistics Branch officers by exchanging their current branch insignia for that of the Logistics Branch. Many of these officers have been working in the field of logistics for more than 25 years.

The Logistics Branch officers are expert multifunctional logisticians capable of anticipating requirements, planning sustainment operations, and integrating all facets of logistics in order to execute sustainment activities around the world. They are an integral part of all operations providing our Nation's warfighters all the support necessary to fight and win.

Logistics Corps Creed

I am an American Soldier and a logistician.

I am the heir of Quartermaster, Ordnance, and Transportation Soldiers who have served our Nation in war and peace since 1775.

I provide the Nation's warfighters of all services what they need, when they need it, where they need it.

I anticipate the warfighter's need for sustainment in all situations, at all times, under all conditions.

I integrate logistics into the commander's plans and decisions.

I ensure continuity of support to sustain the momentum of the force.

I respond rapidly to the ever-changing needs of the warfighter.

I improvise to sustain the force with innovation and ingenuity.

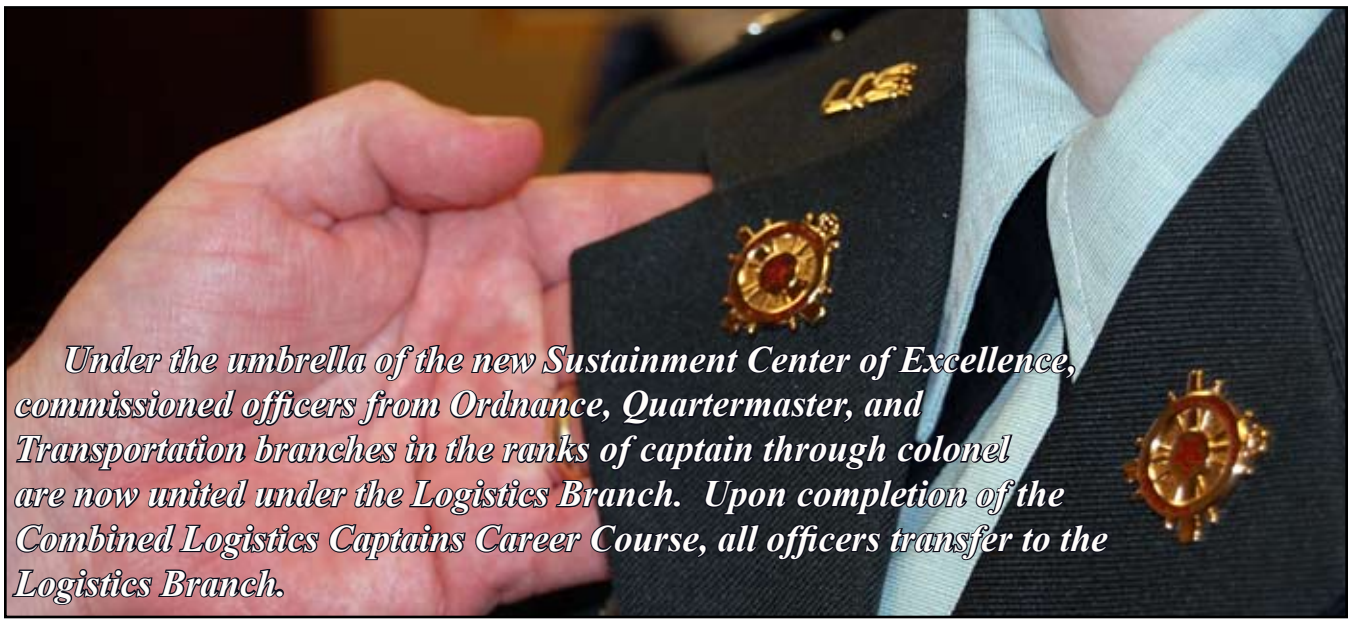
I live by the Army values and the Soldier's Creed.

I lead by example.

I am true to the motto of the Logistics Corps, "Sustinendum Victoriam" ...

"Sustaining Victory!"

The New Sustainment Center of Excellence (SCOE) Insignia



Under the umbrella of the new Sustainment Center of Excellence, commissioned officers from Ordnance, Quartermaster, and Transportation branches in the ranks of captain through colonel are now united under the Logistics Branch. Upon completion of the Combined Logistics Captains Career Course, all officers transfer to the Logistics Branch.

Property Book Unit Supply-Enhanced (PBUSE) Update

The Logistics Training Department (LTD), offers a range of PBUSE training opportunities for Soldiers. LTD's Functional Division offers a three-week (120 hours) resident course which focuses on the skills required by a property book team operating at the brigade or installation level. A one-week (40 hours) which focuses on the skills required by a unit supply sergeant or clerk is also offered. This training is also offered as a mobile training team anywhere in the world. All 92Y (Unit Supply Specialist) advanced individual training students receive 10 days (80 hours) of training on PBUSE during their 7-week, 1-day course. POC is LTC William Fegler (804) 734-3195 (DSN 687) or william.fegler@us.army.mil.

The following is a list of the topics taught in the Advanced Individual Training course for 92Y (Unit Supply Specialist) course: C-1: Operate Automated Unit Supply System, C-2: Perform Automated Supply System Set-up, C-3: Examination C-1 - C-2, C-4: Assign Automated User Roles, C-5: Maintain Automated Parameter Tables, C-6: Maintain Automated Organization Data, C-7: Maintain Automated Budget Process, C-8: Process Automated Alert Messages, C-9: Perform Automated Catalog Maintenance, C-10: Perform Automated Request Process Unit, C-11: Perform Automated Unit Hand Receipts, C-12: Process Unit Clothing and Equipment, C-13: Perform Automated Component Process, C-14 Maintain Automated Unit Supply Loads, C-15: Maintain Material Status System, C-16: Prepare Automated Reports and Queries, C-17: Perform Automated Ammunition Process, C-18: Establish Automated Logistics Scenarios, C-19: Supervise Inventory of Property, C-20: Examination C-4 - C-19.

Words from the Quartermaster Center and School Chaplain

A Good Deed is Never Lost

By Chaplain (MAJ) David V. Green

The story is told of an elderly gentleman who was in the post office and was unable to address the postcard he wanted to send to a friend. He asked a young man if he would address the postcard for him.

The man gladly agreed to do so and even offered to write a short note on the card for the elderly gentleman. After a short note was dictated, the young man handed the postcard to the old fellow. The elderly gentleman looked at the postcard, handed it back to the young man, and asked, "Would you mind doing one more thing for me?"

The young man had thoroughly enjoyed this act of kindness and answered, "Certainly, what else may I do for you?"

The elderly gentleman replied, "At the end of the note could you add, 'Please excuse me for the sloppy handwriting'?"

The story makes me smile because all of us experience ingratitude and probably have had more than one of our good deeds not go unpunished.

What we need is the right perspective in our everyday lives to help keep us focused on excellence and a willingness to freely give random acts of kindness. I find the words of Mother Teresa especially meaningful and helpful. She wrote,

"People are often unreasonable, illogical, and self-centered: Forgive them anyway.

If you are kind, people may accuse you of selfish, ulterior motives: Be kind anyway.

If you are successful, you will win some false friends and some true enemies: Succeed anyway.

If you are honest and frank, people may cheat you: Be honest and frank anyway.

What you spend years building, someone could destroy overnight: Build anyway.

If you find serenity and happiness, they may be jealous: Be happy anyway.

The good you do today, people will often forget tomorrow: Do good anyway.

Give the world the best you have, and it may never be enough: Give the best you've got anyway.

You see, in the final analysis, it is between YOU and GOD: It was never between you and them anyway."

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

Why You Should Consider Writing an Article for the *Quartermaster Professional Bulletin*

For many years there has been a short list of words that describe the fundamental questions that should be answered when writing articles. It is stated in high school and university journalism classes and often repeated in the professional setting. The questions are familiar to many people. They are: "Who? What? Where? When? Why? And How?"

Answer these questions when writing an article for publication and the basics are done. It isn't necessary to answer these questions in the order listed above and sometimes they all may not apply, but it is a good rule to remember when one determines they are going to put pen to paper.

So, why should you consider writing an article for the *Quartermaster Professional Bulletin*? In this case, probably the most important reason is that there is an audience that has an inherent interest in what you, as a Quartermaster field commander, first sergeant, sergeant major, or any Soldier, who may have experienced unique problems or circumstances in the logistics arena and found sound operational solutions, have to say. If you don't let them know, other Soldiers may end up repeating a process that you successfully resolved… and they may not have the same successful results.

As you begin to crunch the details of an article, there is a high probability that you will answer some of the basic questions through your discussion. You are the subject matter expert trying to convey what you want or need your audience to understand or learn from what you are writing. Keeping those questions in mind can also help you develop some practical organization and flow to your article. You may discover after you have finished drafting your article that one thought or paragraph may fit better if it is moved to a different part of the article.

One of the most significant elements that has been built into the ever changing curriculum at the Quartermaster Center and School (QMC&S) is the use of "lessons learned" from Soldiers at all levels who have returned from tours of duty in Iraq, Afghanistan, and other worldwide duty locations. Not only do they have an impact in the classroom, many articles on lessons learned have appeared in the *Quartermaster Professional Bulletin*, which has a basic circulation of five thousand copies sent to units around the world (both Active and Reserve Component). It provides a valuable resource of information that keeps the Quartermaster Corps in touch with trends and changes that are happening in the training arena and the field environment.

A need to write for publication is a characteristic shared by many professionals. It is a quality that moves them to seek an outlet for the expression of ideas and ideals. Military personnel, as part of the profession of arms, should be excited or at least compelled by some inner motivation to share their experiences and ideas with fellow Soldiers, Sailors, Airmen, Marines, and others. You may also find great personal satisfaction in having your article published in a professional publication. In some QMC&S courses, there are writing requirements and some of these assignments end up as good articles that are published in the *Quartermaster Professional Bulletin*.

It should be noted that the Quartermaster Corps logistics community includes the many dedicated government civilian employees from whom we equally seek articles. Many of these

individuals are former career military personnel who make tremendous contributions to the success of the Quartermaster Corps, QMC&S, and the greater logistics community. Their knowledge is also a resource that is desired by the *Quartermaster Professional Bulletin*, so we encourage our civilian logisticians to consider writing for us. Having an article published may also prove to be a career enhancing effort. At the very least, it can be a positive bullet input on one's evaluation. It also makes a nice addition to one's resume.

Finally, another important reason for writing an article for the Quartermaster Professional Bulletin is that it becomes part of the Quartermaster Corps historical record which is filled with documentation covering the last 232 years. These historical records are often used by command historians and others when developing briefings, speeches, and other scholarly works.

So consider writing an article that supports the Quartermaster Corps and its long history, provides personal satisfaction and career amplification, and most importantly, provides useful real world knowledge that can be used by other Quartermaster Corps members as they do their jobs.

Accuracy Counts!

Quartermaster Professional Bulletin Writer's Guidelines and Submission Requirements

Overview and Points of Contact

The *Quartermaster Professional Bulletin* is a quarterly proponency publication published by the US Army Quartermaster Center and School, (QMC&S) Fort Lee, Virginia. The mailing address is QUARTERMASTER PROFESSIONAL BULLETIN, ATTN ATSM-CG-DC-B, 1201 22D STREET, FORT LEE, VA 23801-1601. For review of submissions, e-mail the editor at leeeProBulletinWeb@conus.army.mil or telephone (804) 734-4382/4383 (DSN 687).

The *Quartermaster Professional Bulletin* is available on the web at http://www.quartermaster.army.mil, than clink on the Professional Bulletin link. The *Quartermaster Professional Bulletin* is mailed every quarter at no cost to Quartermaster units and to combat service support units that are separate from the Quartermaster Corps, but have Quartermaster officers classified as multi-functional logisticians and Quartermaster Soldiers performing supply and field service missions.

Articles

Generally speaking, articles should not exceed 1,600 words. Do not submit articles with footnotes, endnotes or acknowledgement lists of individuals. Back issues provide the best "style guide" for writing. Go to the Quartermaster homepage at www.quartermaster.army.mil and select the link Professional Bulletin for an index of past editions as well as to reference this article.

Content

As a doctrinal and training publication, the *Quartermaster Professional Bulletin* informs personnel of current and emerging developments within the Quartermaster Corps. The publication prints materials for which the QMC&S has proponency, including petroleum and water distribution; supply;

airborne and field services; mortuary affairs; subsistence; automated logistics training; career development; and future concepts.

The *Quartermaster Professional Bulletin* publishes only original articles, so manuscripts should not have been published elsewhere or submitted to other publications for consideration.

Inappropriate Content

Inappropriate for publication are articles that promote self-aggrandizement, notices such as promotions and assignments, routine news items, information for which the Quartermaster Corps is not the proponent, and personality-type features. Public affairs channels target the audiences for these important, but more personal items of information.

Style

Write in a straightforward, narrative style - using the active voice with minimum slang, abbreviations and acronyms; if acronyms are used, please spell out upon first time use. Also per new guidance, Soldier is a proper noun, therefore Soldier is always capitalized. The emphasis is on the content, rather than the organization or individuals. Often, the logical structure of an article is most easily adapted from the format of a military Information Paper.

Clearance

All articles must be cleared by the author's security and public affairs office before submission. A cover letter accompanying the article must state that these clearances have been obtained and that the article has command approval for open publication, as required.

Submission Procedures

Preferably, manuscripts in Microsoft Word and illustrations/photographs/ graphics will be e-mailed as separate files to leeeProBulletinWeb@conus.army.mil. Photographs/illustrations/graphics must NOT be embedded in the text.

All electronic files of photographs must have a resolution of at least 300 dpi in the .JPG format with appropriate captions. Always include a point of contact name, e-mail address, and phone number. In the event that questions arise, we will contact you.

Also, include a short biography that includes: who you are, current job position, previous experience, and military and civilian education. We will include this information with the article when published. If using surface mail, please provide a CD with the hard copy and note captions to any photographs or diagrams included.

"Write to be understood, speak to be heard, read to grow..."

Lawrence Clark Powell

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UNIT DISTRIBUTION:
Report delivery problems, changes of address or unit designation to Martha B. Guzman at DSN 687-4383. Requests to be added to direct distribution should be in the form of an e-mail to martha.guzman@us.army.mil.

ARTICLE SUBMISSIONS:
For editorial review, e-mail articles to leeeProBulletinWeb@conus.army.mil. See Professional Bulletin, Quartermaster Home Page, at www.Quartermaster.army.mil for more details in two articles titled *How To Research and Write for the Quartermaster Professional Bulletin* and *Writer's Guidelines and Submission Requirements*. Submit articles in double-spaced drafts consisting of no more than 12 pages in Microsoft Word for Windows.

Quartermaster Hotline
DSN: 687-3767, Commercial: (804) 734-3767
24-hour telephone answering service. No collect calls.

27th Ordnance Battalion mechanics make repairs on a disabled 70th Tank Battalion M26 Pershing tank on the outskirts of Pyongang, North Korea, October 1950.

Illustration and Lineage by Keith Fukumitsu

27th Brigade Support Battalion
"Rough Riders"

Constituted on 1 September 1921 in the Regular Army as the 27th Ordnance Company, an element of the 1st Cavalry Division and activated 21 September 1921 at Fort Bliss, Texas.

Reorganized and redesignated the 27th Ordnance Medium Maintenance Company on 2 March 1943.

Reorganized and redesignated 25 March 1949 as Headquarters and Headquarters Detachment, 27th Ordnance Battalion in Honshu, Japan.

Redesignated as the 27th Maintenance Battalion on 1 September 1963 in Korea.

Reorganized 1 July 1965 at Fort Benning, Georgia as part of the conversion of the 11th Air Assault Division into the 1st Cavalry Division.

Deactivated and reorganized as the 4th Support Battalion (Main), 1st Cavalry Division on 20 June 1985 at Fort Hood, Texas.

Redesignated on 1 May 1987 as the 27th Main Support Battalion.

Inactivated at Fort Hood on 6 July 2005.

Reactivated on 18 October 2005 as the 27th Brigade Support Battalion, 4th Brigade, 1st Cavalry Division at Fort Bliss, Texas.

WWII

*** NEW GUINEA * BISMARCK ARCHIPELAGO * LEYTE (WITH ARROWHEAD) * LUZON ***

KOREA

*** UN DEFENSIVE * UN OFFENSIVE * CCF INTERVENTION * FIRST UN COUNTEROFFENSIVE ***
*** CCF SPRING OFFENSIVE * UN SUMMER-FALL OFFENSIVE * SECOND KOREAN WINTER ***

VIETNAM

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***TET 69/ COUNTEROFFENSIVE * SUMMER-FALL 1969 * WINTER-SPRING 1970 ***
*** SANCTUARY COUNTEROFFENSIVE * COUNTEROFFENSIVE, PHASE VII ***

SOUTHWEST ASIA

*** DEFENSE OF SAUDI ARABIA * LIBERATION AND DEFENSE OF KUWAIT ***

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