

Quartermaster

PROFESSIONAL BULLETIN

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LOGISTICS WARRIORS



Supply Support at Brigade and Below





FROM THE EDITOR

It's time for a short situation report of the state of your branch's professional bulletin. To those of you who have called and written with positive comments, thanks. It's gratifying to say the least. We've worked hard in the last nine months or so to improve the quality of the bulletin. Now we'll try to improve our service. Our team is fairly solid right now, so we have a little time to take on a project that should improve our service to those of you in the field.

Our distribution data base, while improved, still contains inaccuracies. Beginning this summer we'll be soliciting updated address information from unit Adjutants, so our unit distribution will be more accurate. The *QMPB* is mailed via fourth class mail. This means that if an address, either unit or individual, is incorrect, the *QMPB* won't be forwarded; and we won't know whether or not you actually received the *QMPB*. Not receiving the *QMPB* is the biggest complaint among those of you who have called in. For individuals on direct distribution (Active Component Master Sergeants and above) you need to make sure that your local mailing address shown in your personnel record is current. Since we get our mailing labels from the U.S. Total Army Personnel Command (PERSCOM), we assume they are correct. Also, beginning with this issue, we'll be indexed with the Government Printing Office (GPO) subscription service. For those of you not eligible for direct distribution who want your own personal copy of the *QMPB*, you'll now be able to subscribe through the GPO.

This issue focuses at the brigade level - as the future of the the Army is here. We're delighted to bring you some articles highlighting experience from Operation Desert Storm. Major Gordon T. Kennedy is the Executive Officer of the 503d Support Battalion, 3d Armored Division. His **Moving the Brigade Support Area** is a piece we want to see more of. You'll see how something very com-

plex can be made simple. While not exactly doctrine, it is a new way to accomplish our complex mission. CPT David W. Chaplin gives some good advice on running a smooth quartering party operation for a BSA in his **Quartering Party for a Brigade Support Area**. In **Desert Storm: Lessons for the Junior Logistician**, CPT Lawrence P. Phelps offers some lessons from his experience in the desert. CPT Phelps gives old lessons some new relevance.

We have several articles in the "news you can use" category. Captains Mark W. Hamilton and Mitch L. Wilson offer sound advice on supply and food service in **Inspecting Unit Level Supply** and **So You Are a Food Service Officer**, respectively. For those of you who find yourself with either of these additional duties, we hope you find something you can use. CPT Nicolas A. Herrera addresses a sometimes complex problem in **Inventory Adjustment Reports**. This is a straightforward description of a method of handling IARs that works for the 29th Area Support Group. Running any supply operation without adequate work space and a plan have proven to be the undoing of more than one operation. Lieutenants Glenn Taylor and Kim D. Zimmerman may have some information you can use to help solve problems in their articles: **Warehouse Mobility** and **Division Map Supply**.

While we continue to bring you "news you can use," we also want to hear more from those of you involved in Operation Desert Storm. While success speaks for itself, there are always things that can be done better. If you have something to share with the Corps, pass it on to us. Should TOEs be adjusted? Is our doctrine in line with the challenges of the future? Is there a better way? Don't worry if it's only your opinion. That's what the *QMPB* is here for. A little healthy debate never hurt anyone. Let's hear from you out there.

-MPG

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Quartermaster

PROFESSIONAL BULLETIN

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This professional bulletin is approved for the official dissemination of material designed to keep individuals within the Quartermaster Corps knowledgeable of current and emerging developments within their areas of expertise for the purpose of enhancing their professional development.

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Coming In The QMPB ...

In the next edition of the *Quartermaster Professional Bulletin*, we will feature articles written by the backbone of the Corps, "The Quartermaster Warrant." One author will cover the Total Warrant Officer System (TWOS). Another will discuss the Logistician versus the Technician, a look at how the modern Army redefines the daily chal-

lenges of these experts because of the complex and varied mission that the Quartermaster warrant supports. We will have articles on future airdrop operations and food service operations. These articles will be written by several of the senior warrant officers in the Quartermaster Corps. Additionally, the Quartermaster Warrant Officer

Assignment Officer will offer new insight to many who are not familiar with the assignment process for our warrants. We hope you will find their topics informative and educational as they aim to instill in all Quartermasters the feeling of pride reflected throughout the Quartermaster Warrant Officer Corps.

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CHANGING THE FORCE STRUCTURE



Command Sergeant Major Milton B. Hazzard

On behalf of the Quartermaster Corps, I will take this opportunity to bid farewell to Major General and Mrs. Paul J. Vanderploog. During his watch, MG Vanderploog provided astute leadership and a wealth of experience that enhanced Quartermaster warfighting capabilities, upgraded the quality of training at the Quartermaster Center and School, and significantly contributed to the Armywide prestige of the Quartermaster Corps.

Continuing its march toward reality is the restructuring of Career Management Field (CMF) 76. This process is tentatively scheduled for completion during calendar year 1992. I will explain why we are changing and just what those changes will achieve.

The Quartermaster Corps has exceeded the standard of accomplishing the mission as the Sustainer of Armies since 1775. However, we must aggressively move forward with productive and realistic training programs and with development and deployment of advanced support concepts. Where appropriate, we must change the personnel force structure to best serve the modern Army.

The current force structure has served Quartermasters well, but it is no longer in step. We are experiencing poor promotion results because too many soldiers serve in too few authorized positions. Our promotion progression routes set up some soldiers for failure because of a complete change in their military occupational specialties (MOSs) upon reaching certain ranks. We sometimes do not promote the most qualified because MOS requirements dictate promotions.

Our CMF 76 has 14 different MOSs and duty descriptions that will be reduced to 9. We have MOS designations that do not consistently show that they are related. Some examples include

MOSs 43, 57, 76, 77 and 94. Under the new concept, all Quartermaster MOSs will begin with the number 92.

MOSs 76P, X, V and C will be merged into a single MOS (92A). MOS 76Y will become 92Y. Both MOS codes eventually become 92Z, but at the sergeant major level only. MOS 43E will become 92D. MOS 57F will become 92M. The field services MOSs 57E and 43M will be merged into a single MOS and become 92S. A study is underway to merge MOS 77W into the 92S MOS. These new MOS codes will track to the sergeant major level only within their respective areas of responsibility. We emphasize that fact. The only MOS codes that track to 92Z are 92A and Y. MOS 77L will merge into 77F and become 92F. MOS 94B will become 92G.

Assignment managers and the unit leaders will have broader flexibility in making personnel decisions. This will help place the right soldier into the right duty position without cumbersome restraints on unit leaders.

Reclassification will be an automatic personnel action. Most soldiers in the field should not anticipate a return for resident training. This obviously requires significant effort by the soldiers being affected, the leadership and the Army. Initial entry soldiers will be trained with a revised program of instruction. I know that the noncommissioned officers (NCOs) of the proud Quartermaster Corps will accept this challenge and set the standard. The new force structure is a tremendous opportunity for NCOs to lead the way.



CSM Milton B. Hazzard is the Command Sergeant Major, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.

MOVING THE BRIGADE SUPPORT AREA

MAJ Gordon T. Kennedy

Supporting a heavy armored brigade in Southwest Asia posed many unique problems and opportunities for the support battalion. The battalion had to adapt thinking and operational procedures to the desert battlefield and develop creative support solutions for a 4-day, 200-kilometer attack and exploitation at the end of a 100-kilometer supply line. Not the least of the problems was simply keeping pace with rapidly moving M1- and M2-equipped task forces while maintaining support readiness. This article shows how the 503d Support Battalion met this challenge while supporting the 1st Brigade, 3d Armored Division, during Operation Desert Storm, 24-28 February 1991, in Saudi Arabia, Iraq and Kuwait.

The 503d Support Battalion deployed Germany with the 3d Armored Division in December 1990. Equipment arrived in Saudi Arabia in January and February 1991 and moved to a tactical assembly area in northern Saudi Arabia. The battalion moved with the brigade to a forward assembly area and supported the brigade as it attacked on 24 February 1991 in its assigned sector to destroy the Iraqi Republican Guard.

Task Organization

For Operation Desert Storm, 1st Brigade (the "Ready First Combat Team") was task-organized with two tank and one mechanized infantry bat-

talions. The team also had one direct support and one general support (reinforcing) howitzer battalion, an engineer battalion, an air defense battery and two military police platoons. The brigade was assigned a movement to contact and attack mission. The brigade commander's tactical plan emphasized rapid movement up the axis of advance, retaining flexibility while developing the situation and quickly focusing overwhelming combat power. His plan capitalized on the speed and shock of the M1 tanks and M2 Bradley fighting vehicles. Since the initial phase of the attack was a movement to contact, the brigade required flexibility to respond to a variety of threats. The brigade commander designed a movement formation that could rapidly respond to a variety of threats.

The brigade support plan complemented the tactical plan by moving support forward with the brigade. Everything that could move in the support battalion accompanied the brigade to establish a fully functional support area as far forward as possible. Additionally, by moving with the brigade, the support battalion could provide "tailgate" support throughout movement.

The brigade commander organized brigade combat service support assets into brigade combat trains for movement. Task forces split their logistical assets between combat trains,

which moved with the task forces, and field trains, which moved with the support battalion in the brigade combat trains. By and large, tracked vehicles moved in the combat trains and wheeled logistics vehicles moved with the field train. The support battalion commander commanded the brigade combat trains, which grew to almost 600 vehicles from 13 different units.

Keeping up with the brigade was one of the earliest and most fundamental issues faced by the support battalion. Brigade support area (BSA) moves were decentralized during exercises and Combat Maneuver Training Center rotations. Each field train and support battalion company was assigned a route and movement time and moved itself, with the support battalion monitoring the move to ensure coordination. This system assumed that units moved over a single route and that elements moved sequentially. During Caravan Guard 89, the BSA was able to move 30 kilometers in 12 hours. Sequential movement, however, did not meet the requirements of the desert battlefield. Using a 50-meter interval, the brigade combat trains would have stretched over 30 kilometers, an unacceptable distance. To keep combat power concentrated in space and time and still provide security to the entire formation, the brigade commander directed that the BSA column not

exceed six kilometers.

While the desert is a harsh logistical environment, it provides unparalleled tactical flexibility. Logistical vehicles are not roadbound for the simple reason that there are no roads. BSA configuration and security is not terrain-dependent because there are few significant terrain features. Doctrine and operational procedures, however, particularly in a forward-deployed, European support battalion, tend to move the BSA in single file. To meet the brigade's requirements, a formation was required to disperse the BSA to shorten the column while maintaining centralized control throughout movement.

The BSA adopted the formation at Figure 1 to meet desert battlefield tactical requirements. The formation was 11 columns wide, with each unit formation 2 or 3 columns wide. Each unit column had no more than 20 vehicles, limiting total formation length to 80 vehicles. Columns were dispersed 100 meters laterally, resulting in a formation 1.2 kilometers wide and 5 kilometers long.

Units were located within the formation to maximize security by placing the majority of crew-served weapons on the flanks and to the rear of the formation. Task force field trains, with a large number of ring-mounted, 50-caliber machine guns and more ammunition such as AT4 and hand grenades were placed on the flanks. The maintenance company, with five machine guns, was placed at the rear of the formation. The support battalion headquarters and the supply and

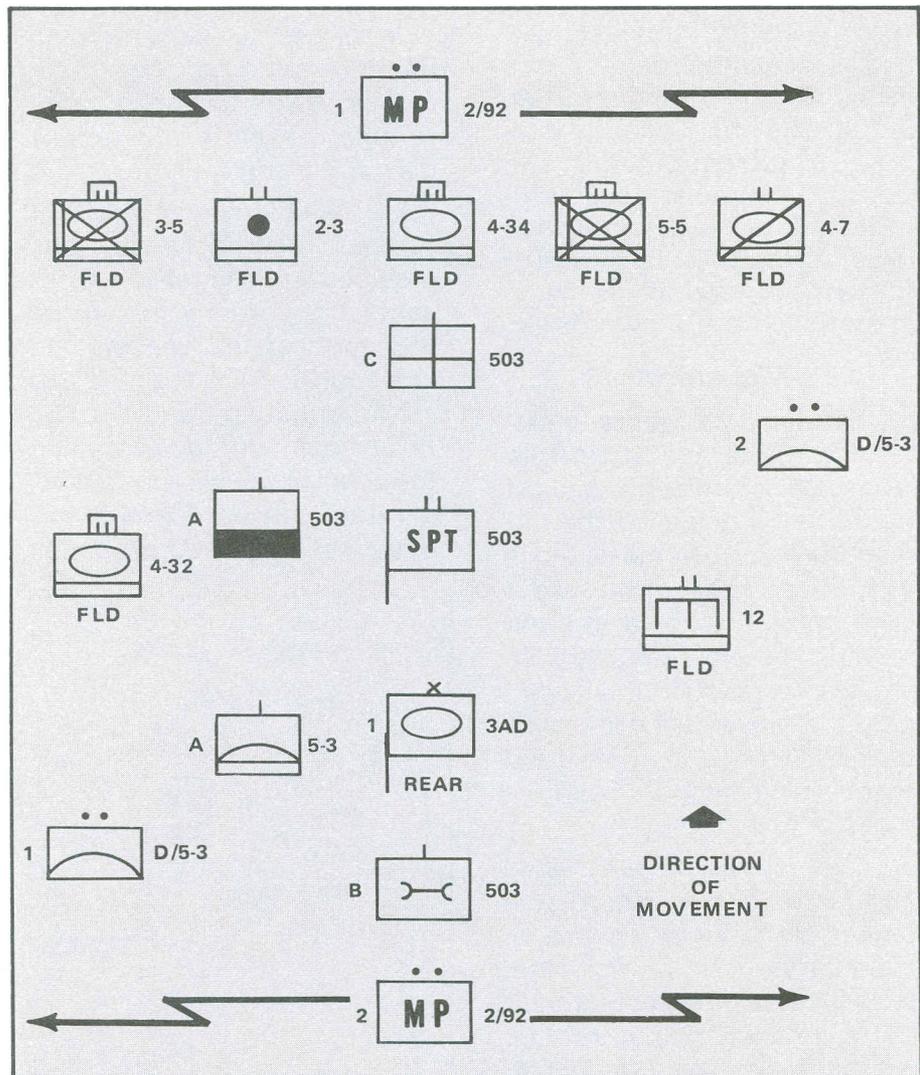


Figure 1. Brigade Support Area Movement Formation

medical companies were centrally located to maximize their security.

Command and Control

Desert navigation posed special problems. Unlike Europe where the battalion trained, there were virtually no roads or terrain features for reference. Operational control measures, normally placed along significant terrain in Europe, were simply grid lines in the desert. Navigation was by waypoints (reference points on the ground), with the formation adopting an azimuth and heading to move

from waypoint to waypoint, similar to a land navigation course. The support battalion Operations and Training Officer (S3), with the only global positioning system in the BSA, led the formation and was the primary navigator. The commander of the left guide unit, using a LORAN system, was the backup navigator who confirmed the S3's azimuths and distances.

The battalion commander moved throughout the formation, stationing himself where he could best control the situation. Movement was controlled using the forward support bat-

talion (FSB) FM command net, and all units monitored the net. With the large number of units, net discipline occasionally posed a problem, but most stations simply monitored, transmitting only to acknowledge orders. Radio traffic significantly decreased as formation operations were standardized.

Movement

Moving the BSA in a formation was a radical departure from past practice. The support battalion S3 designed the formation in coordination with tenant units, and conducted a comprehensive briefing and sand table exercise for key leaders. The overall plan included not only the movement formation, but actions on halts, contact and establishing the BSA from the march.

The formation was trained and tested during two brigade rehearsals. Key leaders to special platoon level participated, with leaders representing their units as the brigade moved across the desert, conducting various formation drills and rehearsing actions on contact. BSA units also used the rehearsals to test equipment mobility under desert conditions. The support battalion participated with 5,000-gallon tankers and stake and platform (S&P) trailers in various load configurations. As a result of the rehearsals, driver training was quickly identified as the key to successful movement. Not only did drivers require training on station-keeping within the formation, they needed to develop an understanding of what terrain their vehicles could and could not successfully cross. The rehearsals also pro-

vide an opportunity to train and rehearse rapid recovery techniques, a key factor in maintaining a steady movement behind the brigade.

An 80-kilometer movement to the forward assembly area provided a dress rehearsal for combat operations. The entire BSA participated. Leaders had an opportunity to practice and refine command and control techniques and operators had the opportunity to refine desert driving skills. The dress rehearsal uncovered problems

with rapidly refueling the brigade combat trains and obstacle crossing procedures. As a result of the after action review, plans were updated and refined to incorporate lessons learned which stood the BSA in good stead when it entered combat operations a week later.

Training

Desert formation movement required additional driver training. Most drivers were adequately trained in convoy skills, but formation station-keeping

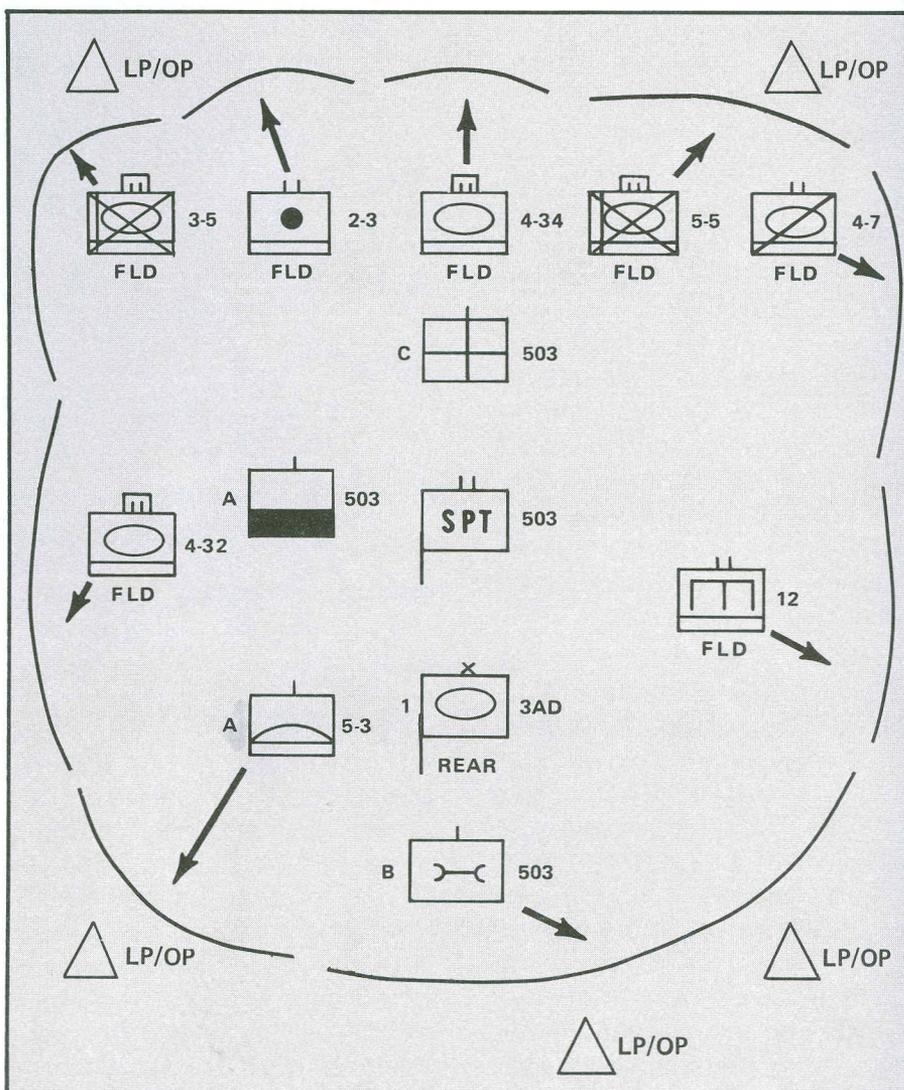


Figure 2. Brigade Support Area Actions at the Halt (Each Element Has Assigned Sectors That Provide 360-Degree Security.)

required additional skills, particularly during limited visibility. Not only must the driver follow the vehicle ahead, he must maintain station with the vehicles on the flanks. This was not a significant problem during the day, but at night or in sandstorms, when drivers could not see to the side, there was a strong tendency for adjacent columns to merge into a long single column. Leaders constantly moved throughout the formation, breaking up long columns into their proper lengths.

Drivers, particularly heavy equipment operators, also needed special desert driving training. While the surface was generally hard-packed and provided acceptable mobility, tracked and heavy wheeled vehicles broke the crust, exposing deep, soft sand. Trailing vehicles had to avoid the tracks of vehicles ahead of them to maintain mobility. Drivers learned, often through bitter experience, to stagger their locations within the column and not simply follow in the tracks of leading vehicles.

Obstacles were a major problem for BSA, since there were never enough lanes to move all 11 columns through simultaneously. A standard procedure was developed to combine adjacent columns to cross an obstacle through as few as four lanes, but command and control was a major problem at every obstacle despite detailed planning and numerous rehearsals. A night crossing through an Iraqi defensive belt on one lane was particularly difficult, lasting over six hours. Active, aggressive leadership

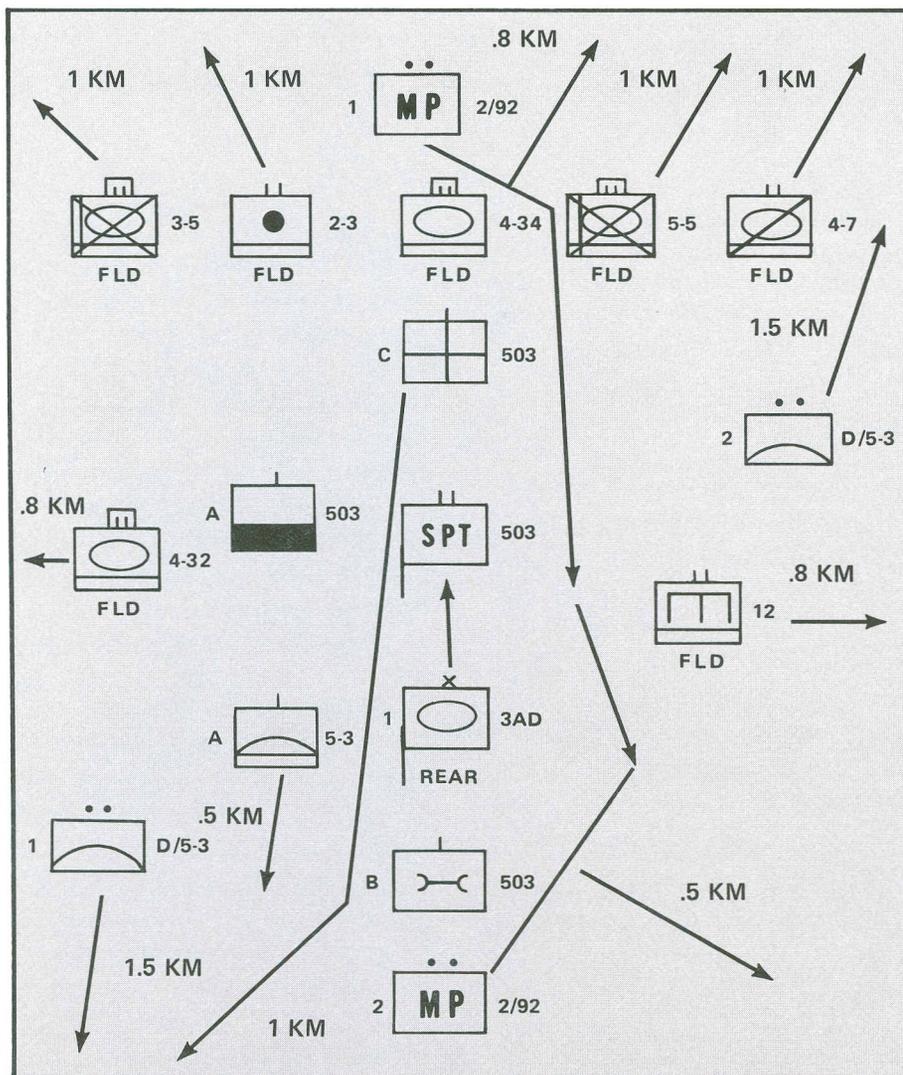


Figure 3. Standardized Base Occupation Plan (Such a Plan Simplifies Occupation, Marshaling and Establishing Support Operations.)

was the key to quickly moving through obstacles and maintaining the momentum of advance.

Security

As previously noted, the formation was designed to maximize security. In addition to organic security, a corps military police platoon was operational control (OPCON) to the support battalion and provided scouts for route and obstacle reconnaissance and security to the formation's rear. When the

platoon was released for their enemy prisoner of war (EPW) collection mission, three support battalion vehicles with machine guns moved to provide security. Leaders assumed the scouting mission.

As a part of the movement plan, the S3 developed a standard procedure for security at halts (Figure 2). This plan assigned standard sectors to each unit in the formation. The plan also tasked each unit on the perimeter to establish a listening post/observation post

***'An unanticipated benefit of the formation
was standardized support locations.'***

(LP/OP) 500-800 meters out from the formation and have a roving guard within the unit area during the halt. Whenever the formation halted, this plan was automatically implemented.

The brigade commander placed a Chapparral platoon OPCON to the FSB. Two launchers were placed on each flank, and their coverage was integrated into the division's overall air defense plan. Additionally, the air defense platoon leader monitored the division early warning net and was able to immediately pass air threat warnings over the FSB command net.

Benefits

An unanticipated benefit of the formation was standardized support locations. Supported units easily found the BSA because of its size, and the standard formation meant that a unit was always in the same place within the formation. Adjustments were sometimes made at halts. For example, the supply company standardized bulk refuel operations at the left front flank of the formation whenever it halted because of difficulties moving fuelers into the center of the formation. Task force fuelers automatically moved to that location to refuel. The medical company routinely moved out of the formation to a standard location one kilometer to the rear and left of the formation because of the need for a helipad and to separate it from legitimate

targets.

The standardized formation, coupled with a lack of significant terrain features, allowed standardized BSA occupation. Occupation occurred from a halt. Each element had a distance and azimuth to move, "exploding" the formation with the battalion headquarters as the base reference point and placing each element in proper position with adequate dispersion (Figure 3). This greatly simplified site occupation, permitting establishment in as little as 30 minutes. The absence of significant terrain simplified the process, since operational sites could be established anywhere. It also standardized the BSA configuration, reducing problems locating key BSA elements such as the medical company, shop office and Class III (petroleum, oils and lubricants) point. Standardization also simplified BSA marshaling operations for movement, since back azimuths automatically placed units into the proper formation. On one occasion, the BSA was marshaled and moving within 30 minutes of notification.

Using a standard movement formation was a solution to a variety of problems. While formations are an important part of combat arms unit doctrine, formation movement is not addressed in FM 63-20 (Forward Support Battalion). The 503d Support Battalion developed its BSA movement formation to

specific tactical and support problems posed by the Ready First Combat Team's tactical mission. By a thorough analysis of the problem and comprehensive wargaming, a workable plan was developed that provided some important side benefits. Through diligent training, rigorous rehearsals, and a viable after action review process, the basic plan was refined into workable procedures. While many of the procedures are not applicable to a European battlefield, the battalion is now examining the lessons learned from Operation Desert Storm to improve standard operating procedures.



MAJ Gordon T. Kennedy is the Executive Officer, 503d Support Battalion (Forward), 3d Armored Division, Kirchgoens, Germany. He holds a bachelor of science degree in zoology from the University of Florida, Gainesville, and a master of arts degree in international relations from the University of Southern California, Los Angeles. A graduate of the Command and General Staff College, Army Medical Department Officer Basic and Advanced and Airborne Courses, he has served in a variety of command and staff positions from platoon to division.

QUARTERING PARTY FOR A BRIGADE SUPPORT AREA

CPT David W. Chaplin

NATIONAL TRAINING CENTER, FORT IRWIN, CALIFORNIA

"We just received the brigade OPORD. They attack in two days at 0600 hours. We'll 'jump' the BSA tomorrow so we can provide uninterrupted support. The S3 and the executive officer have recommended a new BSA site. The site has been coordinated with the brigade and approved by the BSA commander. Captain Jones, you've drawn the quartering party mission, good luck."

Now you must take charge and execute the mission of the quartering party (QP). You need to know that it is no small task to move a mechanized "heavy" brigade support area (BSA) consisting of approximately 250-300 vehicles and 600 or more personnel. It is even more difficult to move a BSA if the QP cannot perform its mission. For smooth execution of the QP mission, you must be organized and have a plan. This is what you must do.

First, know the commander's intent for your mission. It should be something like: "I want the QP to set up the route with traffic control points (TCPs) and a controlled release point with guides so the entire BSA convoy and BSA occupation can be conducted in a fluid, efficient and timely manner." Second, you must be a part of the planning process. You need to know the intended locations, orientations and defensive plans for each unit in the BSA. The S3 (Operations and Training Officer) and rear battle captain should provide an overlay or a strip map depicting each unit's location, orientation, and the major obstacles and passage points into and out of the BSA (Figure 1). Once you have the overlay, you need to ensure that every QP representative to occupy the new BSA also has a copy.

Reconnaissance

Third, if there is time, you should assemble all QP leaders to conduct a leaders' reconnaissance of the new BSA site. If you get the chance to conduct a leaders' reconnaissance, the QP's mission will be much easier. During the leaders' reconnaissance you should confirm the following: 1) the entire route's distances (as depicted on the strip map), 2) all checkpoints and where TCPs will be necessary and 3) areas that each unit in the BSA will occupy. You should designate each unit's right-

hand and left-hand limits and give units their general defensive orientation.

Fourth, you must give a warning order to **ALL QP members**. The time and place of the briefing, along with assignments of TCPs, are put in the coordinating instructions of the BSA operation order (OPORD) given the day before the move. For example, "The QP briefing will be held 1300 hours, 12 Dec (the following day), 200 meters south of the BCOC (base cluster operations center). One TCP will be provided by each of the following units: (list units)....also bring maps with the new BSA overlay and the BSA movement order." At this time designate key individuals and their missions. For example, "Sergeant Jones, you will emplace all TCPs. Master Sergeant Smith, you will ride in the trail and assist in convoy control." This gives your soldiers time to make their own preparations.

QP Briefing

As the QP officer in charge (OIC) you must give a briefing to detail the mission and all major actions of the QP. Before your briefing, talk with the battalion S2/3 (Intelligence/Operations and Training Officer) or call directly to the brigade S2 by secure phone to get an update on the friendly and enemy situation. Specifically ask about enemy activity and any nuclear, biological, chemical (NBC) contamination known or suspected in the proposed BSA. This will assist you in planning your occupation of the new area. Now you are ready to construct the QP briefing.

You should use a checklist (Figure 2). Follow this checklist or a similar one to greatly reduce your preparation time and ensure a professional and comprehensive brief. You also need an overlay or a sand table that clearly depicts the start point (SP), release point (RP), all checkpoints (CPs), the distances between CPs, the security halt area and all locations of units in the new BSA. This written cue will help you make the mission clear to all QP members.

QP Checklist

The QP briefing needs to cover everything on the checklist. Also, you should emphasize the following areas: 1) Always state the mission twice. 2) Ensure TCPs and their vehicles are identi-

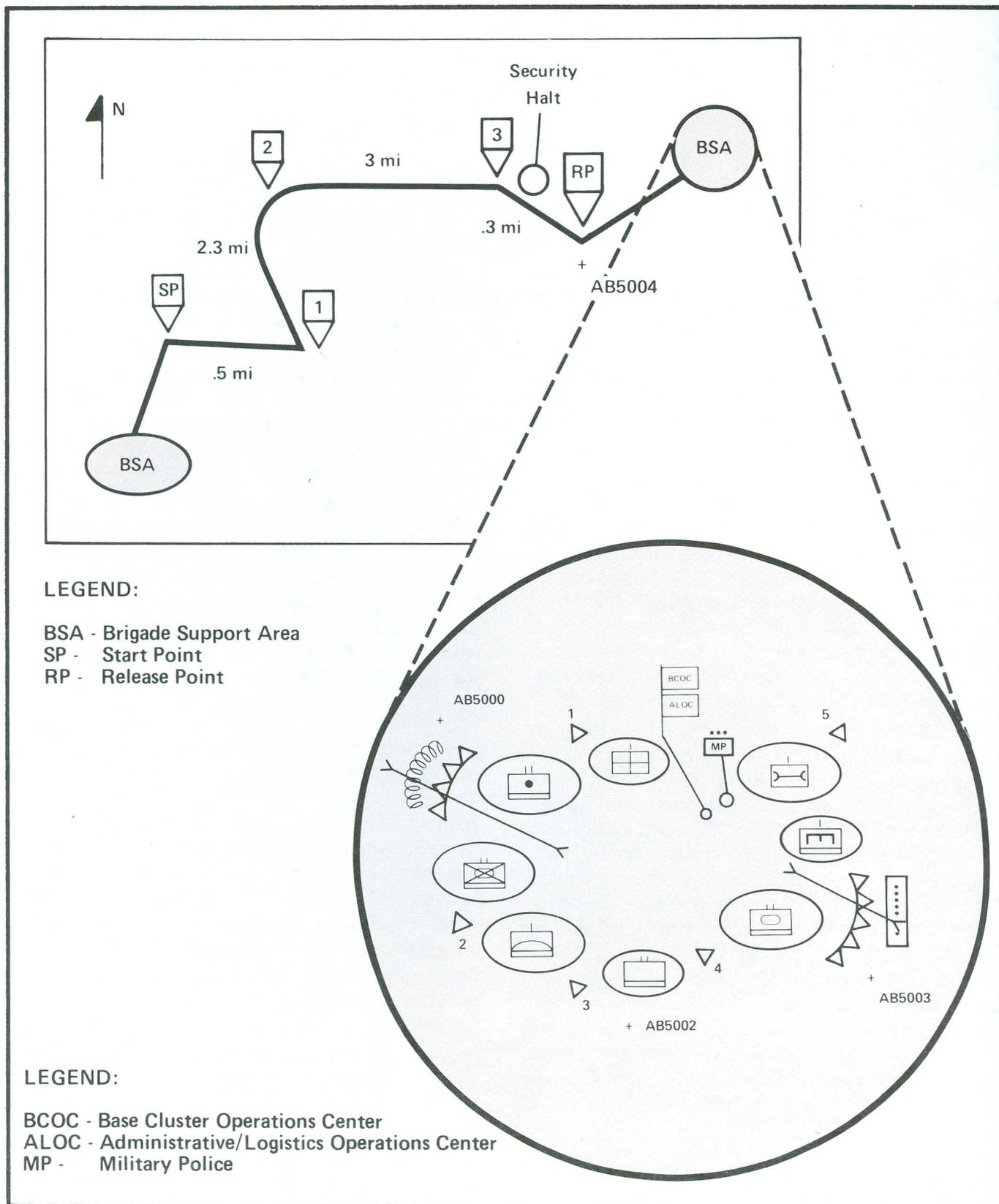


Figure 1. Sample Overlay for a Brigade Quartering Party Mission

fied and soldiers know their jobs. The QP will fail its mission of guiding the main body to the BSA if the TCPs are not properly emplaced. 3) Introduce the soldier in charge of placing the TCPs. Tell all TCPs to link up with this soldier at the rear of the movement unit during staging. This soldier is also

in charge of the RP. 4) Emphasize the importance of each unit's guides at the RP for a fluid movement of the main body into the new BSA. All guides should have a copy of the movement order so they know what time their unit arrives at the RP. (They need to be there one-half hour before the time of

- 1. SITUATION:**
- a. Enemy
Is contact expected?
Is enemy air expected? What type aircraft?
- b. Friendly Forces
- 2. MISSION:**
- Conduct a tactical road march along ROUTE _____ at (date time group) to place traffic control points (TCPs) at checkpoints (CPs) (grid locations). On order, conduct a security halt at (grid), and conduct a security sweep of new brigade support area (BSA). On order, occupy the BSA, emplace security teams, mark unit areas and send guides to the release point (RP) for reception of advance and main bodies. Conduct nuclear, biological, chemical (NBC) survey as threat dictates.
- 3. EXECUTION:**
- a. Scheme of Maneuver
Staging area is located at _____. We will stage all vehicles at (time). The order of march is (Give units in order, then specific vehicle types.) . The route is from (Give grids of all critical points and hand out strip map).
- b. Concept of Operations
The quartering party (QP) will conduct security halt at (grid). We will go to mission-oriented protection posture (MOPP) 4 as the threat dictates. We will establish local security. All vehicles will park in concealed areas. The security team will conduct its sweep and signal the officer in charge (OIC) when complete. Units will conduct NBC survey of their areas and report completion to the OIC. Unmasking procedures will be conducted (as necessary) and security will be emplaced. Immediately begin your sector sketches. I will assign responsibility of key terrain features here (point out locations on sand table). We will rehearse the guides for a night occupation and then link up the guides with the RP OIC at the RP. All others will continue to mark unit and section areas as well as routes into the areas. If we are attacked before arrival of the main body, return to the RP so that we can form a clearing force. I will report contact to the S3. Note the enemy's MOPP posture.
- c. Sub-Unit Missions
- | | |
|--|--------------------------------------|
| (1) Unit OIC/noncommissioned officer in charge (NCOIC) | (4) Security force |
| (2) Unit RP guides | (5) TCPs |
| (3) Unit NBC survey teams | (6) Military police (MP) |
| | (7) Air defense (AD) (Stinger teams) |
- d. Fire Support
Brief in general the plan of fire support for the route as well as the new BSA. Ensure all know how to call for and adjust fires.
- e. Coordinating Instructions
- (1) Actions at the halt (dismount, security, herringbone)
 - (2) Ambush reaction drill
 - (3) TCPs will be placed by (who) and picked up by the trail party of the main body (who). TCPs will have the route and times of each movement unit in the convoy.
- 4. SERVICE SUPPORT:**
- Equipment Check: M256 kits, M8 alarms, M60 machine guns, communications gear, signaling gear (flags or flashlights), ammunition, water, rations
- 5. COMMAND AND SIGNAL:**
- a. Command: QP OIC location, second in command (2 IC) location, 3 IC location
- b. Signal
- | | |
|---|----------------------------------|
| (1) Main frequency forward support battalion administration/logistics (FSB A/L) net | |
| (2) Alternate frequency FSB command | |
| (3) Unit OIC call signs* | |
| (a) QP OIC | (g) Armor (AR) FLD TNS |
| (b) A Company (CO) FSB | (h) Engineer (ENGR) FLD TNS |
| (c) B CO FSB | (i) AD FLD TNS |
| (d) C CO FSB | (j) Field Artillery (FA) FLD TNS |
| (e) Headquarters and headquarters company brigade (HHC BDE) | (k) Signal Platoon (SIG PLT) |
| (f) Infantry field trains (INF FLD TNS) | (l) MP PLT |
- (4) Radio check time _____ in staging area
- (5) Ambush/attack pyrotechnic signal
- 6. SAFETY:**
- a. Route hazards and weather conditions
- b. Defensive driving
- *for the QP OIC to use to avoid duplicate call signs*

Figure 2. Example of a Quartering Party (QP) Briefing/Operations Order (OPORD)

arrival.) 5) Establish code words for key actions of the QP such as security sweep complete, NBC survey complete, positive/negative results, BSA all clear and BSA secure. You may also want to make coded call signs for the QP's use because some probably will be identical. 6) Ensure that the second and third OICs know the mission and are prepared to take over at any time during the mission. 7) Ensure the advance party knows your mission in case the QP is ambushed and cannot accomplish the mission. 8) Discuss your contingency plan for bad communications or no communications at all. 9) Conduct a short walkthrough rehearsal using the actual sequence of events. A sand table can be particularly helpful at this point because it is a three-dimensional model of the site you will occupy. 10) Finally, you should address any questions and ensure everyone leaves the briefing feeling comfortable about the operation.

Now you must execute the mission. With the planning, briefing and short rehearsal finished, you have 70 percent of the job complete. The following are the areas of concentration for a successful QP mission:

- Choose an easy-to-locate staging area. Get to the staging area first so you can get the QP organized and keep the vehicles from bunching together.
- Send out the military police (MPs) or designated security force early for route security and security sweep of the new BSA. If MPs are not available, use the BSA reaction force. Securing the area before you arrive avoids the QP's security halt near the new BSA and saves time.
- Conduct a final check on the TCPs. Ensure all soldiers are present and have the proper uniform and signaling equipment.
- Once in the new location, confirm that every-

one has occupied their correct positions. If you conducted a leaders' reconnaissance, this will be easy. If not, plan ample time to confirm correct positions. It is much easier to adjust unit locations before the main body occupies the area.

- Ensure that each unit sends its guides to the RP to pick up the unit.
- Move around from unit to unit during the occupation and keep yourself from spending too much time in any one unit's area. You must be flexible and able to help sort out any problems at the RP at a moment's notice. For problems that cannot be directly resolved, go through the S3, executive officer and, finally, the BSA commander.

You are now prepared for the QP mission. My information is a technique that worked for me in a forward support battalion while training at the National Training Center. Use it as a tool to develop a technique that works for you. Adapt the checklist and diagrams to create the briefing style that caters to your unit's particular needs. If you do this and seek new ways to improve your technique, you will be successful.



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PROJECT SIMULATION MADE EASIER

The Venture Evaluation Review Technique (VERT), a simulation program that aids decision makers and analysts in quantifying project risks, is now easier to use. The VERT Input Assistant (VIA), a recently developed program, enables users to build and edit the input files VERT uses to conduct a simulation. Previous programs were limited in scope and did not allow access to all of VERT's features. VERT is maintained by the Army Logistics Management College, Fort Lee, VA. For more information on VERT and VIA, call CPT Keith Kaspersen at DSN 687-2027 or Commercial (804) 734-2027.

DESERT STORM: LESSONS FOR THE JUNIOR LOGISTICIAN

CPT Lawrence P. Phelps

Operation Desert Shield/Storm was a remarkable success from every standpoint: We prepared for the conflict quickly. We moved effectively and decisively to our objectives once the war began, and we provided outstanding logistics support throughout. Aside from being a highly successful operation, this experience provided the ultimate test for the training programs we, as junior leaders, had in place before the deployment. Here are a few observations on what we learned that might help other junior leaders in the logistics arena train and plan for the next deployment operation.

Train As You Will Fight

This timeworn phrase took on a whole new meaning for us during Desert Storm. We have always prided ourselves on training as we thought we would fight, but we have overlooked a few critical items:

- **Equipment.** At least once a year, take all of your equipment to a field location. This seems simplistic, but how often do you take all of your equipment to a field problem? We usually tailor our equipment to the expected duration of a field training exercise (FTX) and leave a great deal of "unnecessary" equipment in garrison. It is important to occasionally take all of this equipment to the field. This serves a dual purpose: This

is the true test of serviceability. More importantly, it makes junior leaders load-plan for the movement of all of this equipment. We always knew we were unable to move our entire company with internal life assets, but we had no idea just how great this problem was. Most logistics units cannot move 100 percent of their company with their own assets. Unless you train on this important task, you cannot displace as needed during a critical operation.

- **Soldier Skills.** During your FTXs, stress those sustainment tasks that proved to be so critical in an extended field environment. Those tasks such as field sanitation and personal hygiene, food service operations, maintenance of equipment in field conditions, hair cutting and preventative medical measures are absolutely pivotal to the success of an extended operation, but do not receive the attention they deserve. You must stress these tasks now because it is very difficult to "learn these as you go." Little things such as unit barber training can be very important when you are in the middle of nowhere with no external assistance. Although practicing the use of a field latrine is not glamorous or exciting, knowing the correct way to set one up and use one is critical to

the health and morale of your unit.

- **Standardize.** Standardize your operation so that you can function under a variety of task force organizations. During this operation, my company fell under several different headquarters, as the tactical situation changed. This happened to many logistics companies. Your internal company operations must be tailored to allow you to continue operations despite moving from headquarters to headquarters. Pay specific attention to the way you plan personnel actions and status reporting. The actual reports used for these functions vary from headquarters to headquarters, but the information remains fairly consistent. Your company headquarters should develop generic, informative status and personnel reports that can be quickly adapted to any reporting situation. Also, we learned it is helpful to develop a short briefing on the capabilities and shortfalls of your unit to inform the higher commander of your current status when you are "chopped" to an unfamiliar headquarters.
- **Unit Defense Training.** As important as mission training is, do not overlook training in the defensive areas! Training in unit defense and nuclear, biological, chemical (NBC) defensive mea-

sure is absolutely vital. This training needs to include emphasis on emplacing fighting positions, rear area operations, range cards, fields of fire and the like, but there are several areas that we found were underemphasized in our peacetime training programs. These included use of light antitank weapons (LAWs), Claymore mines and the M203 grenade launcher. These weapons systems are vital to your perimeter defense, but we do not train enough on them. Additionally, you must practice acclimatization and workloading in your mission-oriented protection posture (MOPP) gear. Have your soldiers actually report for work in the MOPP gear, and gradually increase the amount of time you spend in it. We found ourselves living and working in our MOPP gear for days at a time. You must train your soldiers to adapt to this added equipment. Never become satisfied with your NBC training program. The stakes are too high. Continuously put key personnel in NBC school. Ensure that new NBC information goes to the lowest level. Train, retrain and test every soldier on every NBC task in the common task training manual. Periodically conduct unannounced checks of soldier and NBC team proficiency. Do not neglect NBC training during FTXs because it is hot or conditions are not perfect. Integrate NBC training into every field

activity, and ensure your soldiers train in and with their NBC gear. Look at the most likely contingency missions your unit may participate in, and study the conventional and NBC threat posed in these areas. It is too late to plan your actions after the Scud missile has been launched! Finally, it is important to pay special attention to self-aid and buddy-aid medical training. Few logistics units have direct and immediate access to medics and doctors, so your unit "combat lifesavers" will be your first line of medical defense.

- **Continuous Operations.** Finally, plan and train for continuous operations. Unlike field problems, combat operations, do not adhere to a well-planned and ordered schedule. You have to be prepared to support and defend 24 hours a day. Additionally, you have to provide for continuous communications support and tactical operations center staff around the clock. This is easy to do for a week-long FTX but gets progressively more difficult after two or three months. Train several personnel in all areas of your operations, develop a good crew rest plan, and make key leaders adhere to their own work/rest schedule. Key leaders have a tendency to try to go for too long without enough rest. This could potentially lead to a poor decision...and you could lose soldiers because of this.

Set High Standards Now, And Enforce Them In Combat

Although this sounds trite, think about it for a minute. If we junior leaders cannot enforce the simple and easy standards (such as keeping the soldiers in the proper uniform and ensuring they have all of their required equipment at all times), can we reasonably expect to enforce the much harder disciplines associated with combat operations? Harsh surroundings are no excuse for allowing our soldiers to fail in the military habits of uniform or discipline. Set a high standard for the little things during peacetime training, and the harder things will fall in place during combat. Standardize your field operations. As much as possible, do things the same way all of the time. Always make your soldiers adhere to good noise, light and litter discipline. Always enforce uniformity. Train on operating in the darkness because you will not want to use your floodlights in the middle of enemy territory. Make a daily habit of enforcing high standards and strict discipline, and your soldiers will already be familiar with this practice in a combat environment.

Above All Else, Stress Readiness In All Things

Your mission in the Army is to be ready to deploy with little or no notice and to provide combat service support to the fighting forces. Therefore, the following must always remain your primary

'At least once a year, take all of your equipment to a field location....We always knew we were unable to move our entire company...but we had no idea just how great this problem was.'



focus in all of your peacetime activities:

- **Maintenance.** We enjoyed a very high operational readiness rate throughout the operation, despite having very old equipment and using it constantly. I attribute this to a great deal of outstanding preparation at operator and organizational level. There is no substitute for preventive maintenance and scheduled services. Every Friday, before you allow your soldiers to go home for the weekend, take a look at all of your equipment and ask yourself: "If we had to go to war tonight, would my equipment be ready?" If you cannot answer this question with an unqualified "yes," then it is time for you to add new emphasis to your maintenance program.

Do not overlook the little things, either. Those tents that have not been used in a while may be absolutely essential to the success of your mission. Light sets, floodlights, field phones and camouflage netting also need a periodic serviceability check. Every week, you should highlight a couple of these items for special emphasis in your maintenance program. Never forget the all-important maintenance on your weapons and NBC gear. Before deployment, we scheduled maintenance on every piece of ancillary equipment in the company at least once every quarter. Field recovery is also an important readiness tool. Ensure that all of your equipment is cleaned, inventoried, spot painted

and properly stored each time it is used in the field.

- **Unit supply.** Unit supply procedures play a big role in readiness. You must have a good inventory and replacement program in place to maintain your readiness. Check the basic issue items and additional authorized items of all of your major end items. Ensure shortages are documented, ordered and (most importantly) followed up. Tool accountability and replacement always need extra emphasis. Periodically review your due-in listing, and have your supply sergeant check on old requisitions with the logistics control activity. Always keep your prescribed load list (PLL) as close to full as possible. If you maintain basic loads of packed

Class III (petroleum, oils and lubricants) and Class I (rations) at unit level, ensure these are periodically rotated and constantly fresh. Finally, NBC contingency stocks of MOPP gear, detector kits and antidote kits must be constantly checked to ensure they are in date and serviceable. Conduct periodic inspections and inventories of your soldiers' organizational clothing and equipment (OCIE). This gear is absolutely critical, and there may not be time to replace it once you have been given a warning order to deploy.

- **Personnel readiness.** Constantly track critical personnel shortages in your unit, and contact the installation replacement channels to track the status of filler personnel for these shortages. Highlight on your monthly unit status report any personnel shortages that may significantly impact on your mission. Keep your higher headquarters informed about these shortages. Look at those factors that may inhibit your personnel from deploying smoothly, such as family care plans, powers of attorney and wills. Have a good plan for "stay back" personnel and "stay back" personal equipment. One factor that cannot be overemphasized is the importance of a good family support network. We found this to be absolutely indispensable to our deployment's success. Put key, responsible family members in charge of this, and lay a good foundation now

for a possible deployment. Constantly examine any personnel with physical profiles that will prevent them from deploying, and get these resolved now. Finally, as much as possible, refrain from making key personnel changes in the period immediately before a deployment. Keep key personnel as stable in their positions as possible. This will lead to stability throughout the unit.

NCOs Make It Happen!

I think the most important lesson we learned during this operation was to keep all responsibilities at the lowest possible level. In other words, give your noncommissioned officers (NCOs) responsibility, and make them take responsibility for their personnel and missions. Our unit was constantly occupied pushing thousands of tons of necessary supplies to the 18th Airborne Corps, and it was impossible for myself or my platoon leaders to be everywhere at once. It is essential that you establish and maintain a working environment in garrison that allows your junior NCOs to make decisions and plans for their own personnel and missions. The junior NCO, that red-eyed, overworked sergeant, is the key link in the chain of your mission. If he or she is strong and is able to recognize and act independently (within the framework of your standing policies and orders) you will succeed. If you have to personally direct all internal and external support operations, you will not succeed. It is as

simple as that. Communicate your plan to your junior NCOs, delegate and fix responsibility, and then "check the checker" as needed.

Plan Now For The Next Deployment

Many units are now home from the war, and now is the time to examine your readiness in light of lessons learned. Take a long, hard look at your modification table of organization and equipment (MTOE) for any key equipment or personnel problems. Make recommendations (on a DA Form 2028) for any changes you feel are essential to future unit operations. Do this now while the memory of Desert Shield/Storm is still fresh in your mind. Hard work and sweat now may prevent defeat and blood in the future.



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INSPECTING UNIT LEVEL SUPPLY

CPT Mark W. Hamilton

Inspecting company level supply is a time-consuming task for most of us. However, as a commander or as the unit supply officer, it is your responsibility to inspect. General Bruce C. Clarke once said that an organization only does well those things that the boss checks. This is especially true in the supply arena. In most cases we fail to check until it is time to be inspected by our higher headquarters. Given a few days notice and a knowledgeable supply sergeant, we can prepare for an inspection and, often, pass. The reason? Most inspectors inspect by using a checklist.

They check the indicators of poor supply management such as records, standing operating procedures (SOPs) and supply room organization. What most inspectors miss during the inspection is whether or not the unit level supply room is *actually* promoting supply discipline in the unit.

The Command Supply Discipline Program

The Command Supply Discipline Program (CSDP) as outlined in AR 710-2 (Supply Policy Below the Wholesale Level) is a program to help

achieve true supply discipline. CSDP is a commander's program that "...requires constant command emphasis. To instill and maintain supply discipline commanders and supervisors must routinely adhere to CSDP procedures and conduct supply discipline training for all subordinates." CSDP starts with you, the supervisor, and it is centered around the supply room. Why the supply room? Because that is where it all comes together. It is a logical place to start to get a quick picture of a unit's supply discipline. How do you check compliance with the program?

DAILY SUPPLY ACCOUNTABILITY INSPECTION PROCESS - THE SUPPLY ROOM

1. Review the property book or unit hand receipt.
 - Identify errors.
 - Verify all shortages are on order.
 - Review all changes since last inspection. Look at the change documents and verify posting accuracy.
2. Pick a line item number (LIN) on the hand receipt and ask the supply sergeant to show you where all quantities are signed for at the user level.
 - Choose LINs that are difficult to account for or that may have recently changed such as turn-in or issue.
 - Ensure the subhand receipt is current/valid.
3. Review the method used in subhand receipting the items.
 - Should a component hand receipt be used?
 - Keep a close eye on anything issued on temporary hand receipt.
 - Are shortage annexes issued for items not issued on component hand receipts?
4. Review component shortages. Ask to see the document number for any shortages. Compare the document number to the document register.
 - Make a note of items with no shortages. You want to look closely at these items during your inventories.
 - Review the document register. Is it filled out properly? Is status provided for all requests over three days old? Does the supply sergeant maintain daily transaction listings from the supply support activity (SSA)?

Figure 1.

The same way inspectors do, with a checklist. This is the most effective way of checking or evaluating the program and ensuring compliance. Simple so far? The problem in units is not that the supervisors lack an adequate checklist, but they lack the understanding of the process needed to use that checklist. Evaluating the program requires understanding what the program is about. What is the bottom line? The function of the CSDP program, and one of our primary missions as supervisors, is to promote supply economy. Conserving, maintaining, repairing, reconverting, preserving, safeguarding and salvaging supplies and equipment are what the program is all about. The best way to check supply economy is to develop a program that evaluates the entire unit supply process, not just whether or not the supply sergeant can fill out the proper forms. The checklist you develop for your unit should enable you to check your unit supply discipline program, the entire program. The process is

more important than the checklist. If you do not know how to inspect, inspecting will not do any good. Knowing what you are looking for enables you to conduct inspections much quicker with better results. Most units do not have the time to go through a detailed inspection daily or weekly. Often we are interrupted by daily events and fail to finish what we start. The result is predictable: mediocre performance. If you have a good supply sergeant the unit continues to "survive." But even the best supply sergeants must continually be evaluated in order to improve supply discipline in the unit. The supply sergeant is the key to an effective program. He is the "checker," but, as the adage goes, "who is checking the checker?" The process for checking unit level supply is simple and allows anyone to surface serious problems without having a significant background in unit supply operations.

The Inspection Process

Before starting the inspec-

tion, review your priorities. This will determine the flow of the inspections and ensure inspecting the areas of greatest importance before any interruptions. Second, determine the level of detail for the inspection. This depends on the type of inspection, such as daily, weekly or monthly. Remember, the process you use should be the same for every inspection, only the level of detail changes. The process outlined in Figure 1 is an example of a checklist with supply accountability as the number one priority.

This process applies to all classes of supply. Use it with a detailed checklist only when time permits. Remember that the primary goal is to determine whether the minimum actions are being taken. A more detailed inspection will determine whether or not the supply room excels in its operations. Pick one to three line item numbers (LINs) to review per day. Depending on what LINs you choose, a daily supply accountability inspection takes only 30 minutes (Figure 2).

DAILY SUPPLY ACCOUNTABILITY INSPECTION PROCESS - THE USER LEVEL

1. Choose one of the subhand receipts you reviewed today in the supply room. Identify the hand receipt holder. Most of the time this will be a platoon sergeant or platoon leader. Visit that area.
 - Is the equipment stored properly?
 - Is the equipment being maintained properly?
 - Is the equipment signed down to the user level? Compare this to the hand receipt issued from the company.
2. Review any subhand receipts at the platoon/section level.
 - Is the proper hand receipt used? Is the hand receipt current/valid?
 - Are component hand receipts used? At this level they should be used when possible.
3. When was the last time this equipment was inventoried at platoon/section level?

Figure 2.

COMMAND SUPPLY DISCIPLINE PROGRAM - CHECKLIST

I. GENERAL

1. Does the commander understand Command Supply Discipline Program: Phase 1 (CSDP 1)? (Reference: AR 710-2 (Supply Policy Below the Wholesale Level), Appendix E)
2. Has the commander ensured all supply personnel understand CSDP 1? (References: AR 710-2, Appendix E)
3. Does the supply sergeant know where to find CSDP 1? (Reference: AR 710-2, Appendix E)
4. Does the commander understand different types of property responsibility? (Reference: AR 735-5 (Policies and Procedures for Property Accountability))
5. Does the supply sergeant understand different types of property responsibility? (Reference: AR 735-5)

II. CLASS I BASIC LOAD MANAGEMENT

1. Does the unit have a three-day supply of Meals, Ready to Eat (MREs) on hand, based on unit modification table of organization and equipment (MTOE) authorized strength?
2. Is the unit's basic load of MREs accounted for on the property book?
3. Are all MREs condition code A?
4. Has the basic load been rotated within the past year?
5. Are MREs stored away from caustic substances?
6. Are MREs stacked at least four inches above the floor and four inches away from walls?
7. Is there one-inch of dunnage between layers of MREs?
8. Are MREs stacked to provide aisles at least 12 inches wide between every two pallets?
9. Are MREs stored with packing information facing out for easy identification?
10. Are MREs stored in a cool, dry location secured against theft?
11. Has a veterinary inspection been conducted within the last six months?
12. Has the commander appointed an inspector of unit basic load (UBL) on orders?
13. Does the unit maintain a copy of the quarterly inspection by the UBL inspector?

III. REQUESTING AND RECEIVING SUPPLIES (CLASS II, IV, V, VII, VIII)

1. Are all MTOE items on hand or on order? (Reference: AR 710-2)
2. Does the unit maintain the Class II/IV document register according to AR 710-2?
3. Does the unit conduct monthly reconciliation validation?
4. Does the unit submit cancellation requests for items requested that are no longer needed?
5. Does the unit maintain a copy of DA Form 1687 (Notice of Delegation of Authority - Receipt for Supplies) for all classes of supply?
6. Is the unit conducting Tactical Unit Financial Management Information System (TUFMIS) reconciliations?
7. Does the unit keep track of all expenditures?

IV. AUTHORIZATION DOCUMENTS AND SUPPLY PUBLICATIONS

1. Does the unit supply maintain a copy of the unit MTOE?
2. Does the unit supply room have on hand or on order a copy of all required supply publications?

V. DISPOSITION OF PROPERTY

1. Is there government property in the unit that is not on property book/unit hand receipt?
2. Have actions been taken to initiate turn-in of all property found in excess of unit needs or authorizations?

Figure 3.

VI. PROPERTY ACCOUNTABILITY

1. Is the commander signed for unit property (organization property, installation property, barracks and furnishings)?
2. Has the commander assigned responsibility for all unit property - subhand receipts of all property to user level?
3. Are sets, kits and outfits controlled by use of component hand receipts?
4. Are hand receipts current, updated every six months?
5. Are change documents posted within six months of the oldest change date?
6. Are temporary hand receipts valid, less than 30 days old?
7. Does the unit maintain copies of monthly 10 percent cyclic and sensitive item inventories?
8. Does the unit maintain copies of all relief from accountability documents, Reports of Survey, statements of charges, turn-in documents and lateral transfers?
9. Does the supply sergeant store hand receipts/subhand receipts in a secure location to prevent theft or loss?
10. Are inventories conducted before receipt, turn-in or issue of property?
11. Has the commander demonstrated direct responsibility for all assigned property by ensuring safeguarding of government property through use of internal control checklists?
12. Does the unit have an accurate storage location system?
13. Does the unit have a copy of the shortage annex from the property book officer (PBO)?
14. Are shortage annexes maintained according to AR 710-2?

VII. ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT (OCIE)

1. Does the unit maintain an OCIE record on each soldier assigned to the unit?
2. Are records maintained according to AR 700-84 (Issue and Sale of Personal Clothing) and AR 710-2?
3. Are OCIE inspections conducted by first-line supervisors for serviceability and accuracy within five days of arrival to a unit?
4. Are inventories conducted and documented according to AR 700-84?

VIII. ABSENTEE BAGGAGE/CLOTHING OF PERSONNEL DROPPED FROM ROLLS (DFR)

1. Does the unit properly secure clothing of personnel on temporary duty (TDY) or leave for extended periods of time?
2. When notified that an individual has been DFR or admitted to a hospital for five days or more, does the unit inventory and secure all OCIE and personal items?
3. When notified that an individual has been DFR, is the unit shipping abandoned clothes to the soldier's new station or home of record (HOR)?
4. Does the unit determine the expense to the United States for shipping, and is information sent to the new unit by certified mail?
5. Is a copy of the letter and certification maintained with a copy of DA Form 3078 (Personal Clothing Request)?

IX. UNIT BASIC LOADS

1. Does the unit maintain a basic load of Class III (Bulk)?
2. Does the unit maintain copies of monthly fuel reports and receipt/issue documents for Class III (Bulk)?
3. Does the unit maintain a basic load of fuel coupons?
4. Does the unit maintain a basic load of Class III (Packaged)?

Figure 3. (continued)

5. Is Class III (Packaged) rotated?
6. Does the unit maintain a basic load of Class II/IV?
7. Is there a load plan for all basic loads?

X. UNIT SUPPLY OPERATION

1. Does the unit have a supply standing operating procedure (SOP)?
2. Does the unit supply have a copy of higher headquarter's logistics SOP?
3. Is the supply and storage area neat and organized?
4. Are unit supply personnel familiar with supply regulations?
5. Is the self-service supply center (SSSC) card being secured and controlled?
6. Does the unit control issue of expendable supplies?
7. Does the unit have a method of tracking work orders?
8. Does the unit supply have a copy of the last command's inspection results?

XI. WEAPONS MAINTENANCE

1. Are the weapons clean and maintained in a ready-for-use state?
2. Are DD Form 314s maintained according to DA Pamphlet 738-750 (The Army Maintenance Management System (TAMMS))?
3. Are DA Form 2404 (Equipment Inspect and Maintenance Worksheet) and DA Form 2407 (Maintenance Request) filled out according to DA Pamphlet 738-750?
4. Are required services performed by organizational maintenance personnel scheduled according to equipment technical manuals (TMs)?
5. Are required services completed according to schedule?
6. Are all M16A2s gaged at least once annually according to TM 9-1005-249-24&P (Organizational, Direct Support and General Support Maintenance Manual Including Repair Parts and Special Tools List for Rifle, 5.56-MM, M16 and M16A1)?
7. Are all nondeadline part requests annotated on DA Form 2408-14 (Uncorrected Fault Record)?
8. Does the unit maintain a prescribed load list (PLL) for assigned weapons?
9. Is the armorer's tool kit complete, serviceable, on hand and up-to-date?
10. Are the tools being maintained according to TM 9-243 (Use and Care of Hand Tools and Measuring Tools)?
11. Are the tools secured properly against loss or theft?
12. Does the unit have adequate cleaning supplies on hand?
13. Does the unit have an arms room maintenance SOP?
14. Is the arms room organized and clean?
15. Is fire fighting equipment available, properly marked and maintained?
16. Have all flammables been removed from the arms room?

Figure 3. (continued)

The purpose of this inspection is to show command emphasis on supply discipline. It can be done in a very short time and incorporated into your daily activities. This will ensure that your junior leaders learn how to check and that they are *actually* checking. Remember, review only one to three LIs per day. This

is done to make sure that checking will occur *daily*. It also prevents the lack of motivation that results when you discover you've "bitten off more than you can chew." Once this becomes habit, more LIs can be checked. Again, the emphasis here is showing that supply discipline is a concern for all supervisors.

The Command Supply Discipline Evaluation

By incorporating these ideas and processes, you will be better prepared for your Command Supply Discipline Inspection. This quarterly inspection for company-size units is done by the battalion commander and staff. The purpose of this evalu-

ation is to determine whether or not a unit is complying with regulatory guidance. The requirements for this evaluation are outlined in AR 710-2, Appendix B. As a minimum, these inspections include a review of the property book, document file, document registers, due-in status file, hand receipts and the prescribed load list (PLL). In addition, a check will be made of the procedures to request, receive and account for property and to return recoverable items.

In preparing for this type of evaluation, the most important thing you must do is develop a comprehensive checklist. Your checklist should cover the entire supply program. Figure 3 shows a basic checklist, but the list must be tailored to each unit. This checklist contains only the basic requirements as set forth in Army regulations. When tailoring your checklist, you should add any directives set forth in major Army command (MACOM) guidance or local standing operating procedures (SOPs). Once you have developed your checklist, compare it against anything in the battalion checklist. In fact, it should be more detailed than the battalion checklist.

Before conducting a pre-inspection you should review the previous evaluation results. The priority should obviously be those areas identified as problem areas in the last inspection. If you do not have a copy of past inspection results, you should be able to obtain a copy from the battalion S4 (Logistics Officer). Try to conduct your pre-inspection at least a week or two in advance of the actual evaluation.

This will give you sufficient time to show that you have not only identified the problem but you are taking corrective action.

Always announce your pre-inspection. Give everyone the chance to review their work for accuracy. Using your checklist, go through the same process used in the daily supply inspections. The basic difference between the daily supply inspection and the pre-inspection is the amount of detail you will go through. During the pre-inspection, evaluate every record for accuracy. If you have kept up with your daily supply inspection, this should be easy. Your focus should be on detail. Are all forms filled out according to regulations? Is all your property properly accounted for and hand-receipted down to the user-level?

Once you complete the pre-inspection, identify the weak areas to those subordinates required to correct these shortfalls. Be specific. Use the written record of counseling (DA Form 4856-R) to clearly identify those actions each individual must take. The last step in this process is to always brief your commander on the results of the inspection. Keeping your commander informed is the name of the game. It shows that you have, at the very least, started to correct any shortfalls by identifying them and implementing corrective action. After all, one of the goals of the Command Supply Discipline Program is to "...identify supply problems to permit timely corrective action within the chain of command."

Inspecting unit supply is a

fairly simple operation. There are more than enough yardsticks by which to gauge success. The problem is to break down how your unit conducts its operations so you can develop a plan for inspecting that makes sense. Before you go and inspect your unit's supply operation, take the time to make a plan. Develop a process or use the one described here, just make sure that the process discloses whether or not the unit is promoting supply discipline. Once you've got a sound way of assessing your unit supply, develop a checklist that supports your process and evaluates how well the unit complies with Army regulations. Above all, ensure you develop a plan and a process for inspecting your unit that is realistic and keeps the unit focused on promoting supply discipline. As the old adage goes, "If you're not part of the solution, you're part of the problem."



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THE ARMY FAMILY OF RATIONS

CW3 Peter Motrynczuk

The Right Meal, At The Right Place And At The Right Time

Before Operation Desert Shield/Storm in Southwest Asia, the Army had a feeding standard of providing all soldiers with one Meal, Ready to Eat (MRE) and two hot meals per day. The hot meal was primarily T-Rations. The standard also allowed for two A-Ration meals in a seven-day period. This policy, more of a "prescription" than a feeding standard, surely did not provide the commander with the flexibility to take care of soldiers. At that same time, the U.S. Army Quartermaster Center and School was aggressively pursuing a revised feeding standard to provide the commander with the ability to give all soldiers on the battlefield the right meal, at the right place and at the right time. A revised feeding policy simply states that field commanders must provide their soldiers with three quality meals per day. This revised feeding policy was approved in November 1990 and successfully exercised during Operation Desert Storm.

To support the revised feeding policy of three quality meals per day, the commander has available a "family of rations" built on individual and group rations. During Operation Desert Shield/Storm, the primary individual ration was the MRE. Group rations included unitized T-Rations, unitized B-Rations and A-Rations.

As mentioned, the MRE was the primary individual ration used in the theater. More than 91 million meals or 50 percent of the meals shipped to the Joint Operations

Area (JOA) were MREs. Units deployed with three to five days of basic load and were then supported by the theater with their Class I (rations) needs. The MREs issued by the Defense Personnel Support Center (DPSC) to the JOA were the latest MREs. The improved MREs included increased entree size, two breakfast entrees (ham and egg omelet and corned beef hash), name brand candies, Tabasco pepper sauce, Taster's Choice coffee, beverage powder and wet tow-elettes. During Operation Desert Shield/Storm, the MRE was enhanced with fresh fruits and fruit juices. A high-heat-resistant chocolate bar, the Hershey Desert Bar, was also developed and produced to enhance the MRE. The Desert Bar was so well received that it will continue in 2 of 12 menus in future MRE productions.

The flameless ration heater, a recent development that enables the soldier to heat an MRE, was shipped in bulk. With distribution problems and the rapid end of the war, few soldiers realized the benefit of the flameless ration heater. However, the flameless ration heater is now available in bulk pack to Active and Reserve Component units to supplement the MRE. The item is listed in the C8900 Federal Supply Catalog for Subsistence. The food service sergeant can order the heater through normal Class I channels. The flameless ration heater received high reviews from soldiers and leaders alike. We envision the item packaged in the MRE pouch in future procurements.

Other individual rations in our existing "family of rations" include the Ration Cold Weather (RCW) and the Ration, Lightweight 30-Day (RLW-30). The RCW, a unique individual ration for arctic environments, consists of six menus with entrees, snacks and numerous hot drinks. The RCW requires little preparation. The ration, lighter and smaller than three MREs, contains approximately 4,500 calories per daily ration menu.

The RLW-30 is a lightweight, calorie-dense ration designed for the Special Operations Forces. The ration consists of dehydrated components and may be eaten as is or with minimum preparation by the soldier. The RLW-30 weighs less than one pound and contains approximately 2,100 calories per daily menu ration. The ration is made up of six different menus.

Group rations, unlike individual rations, require cooks and food preparation equipment (including refrigeration when serving A-Rations). In addition, Class I personnel requirements increase with group rations. Our existing group rations include T-Rations, B-Rations and A-Rations. All of these rations were used to support our soldiers during Operation Desert Shield/Storm.

T-Rations consist of semi-perishable foods that include a variety of fully cooked tray pack entrees, vegetables, desserts and starches. The tray pack container serves as a packing, heating and serving container. There are 10 breakfast and 10 lunch/dinner menus. The T-Ration Module con-

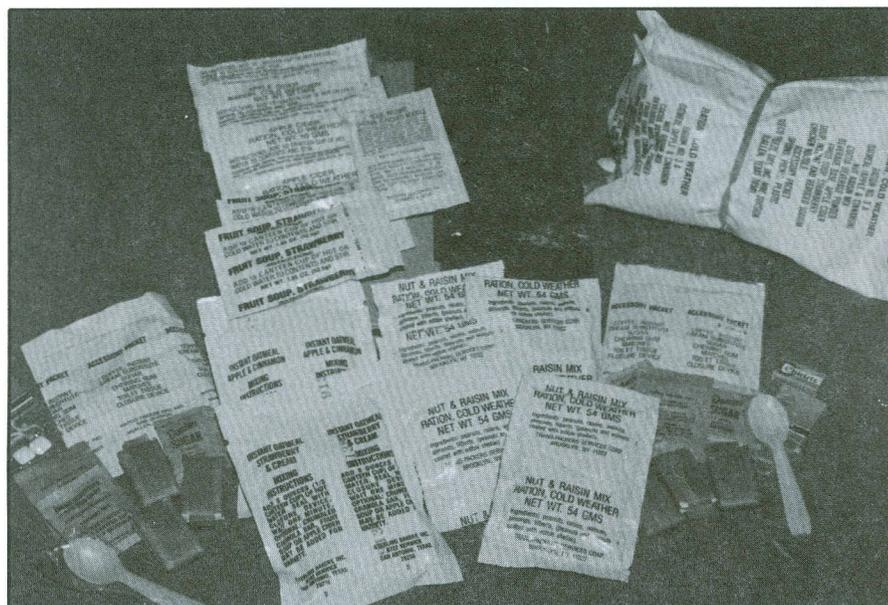


MEAL, READY TO EAT (MRE)
 The latest versions of the MRE include increased entree size (8 ounces), two breakfast entrees, name brand candy, Tabasco sauce, Taster's Choice coffee, beverage powder, wet towelettes and a longer spoon. The Hershey Desert Bar, introduced during Operation Desert Shield/Storm, will be in future MREs.



FLAMELESS RATION HEATER

The Flameless Heater for Meals, Ready to Eat (MREs) enables the soldier to heat an MRE. Available in bulk, the heater can be ordered by the food service sergeant through normal Class I (rations) supply channels.



RATION COLD WEATHER (RCW)

The RCW, an individual ration for arctic regions, consists of six menus of entrees, snacks and numerous hot drinks with approximately 4,500 calories per daily ration menu.



RATION, LIGHTWEIGHT 30-DAY (RLW-30)

The RLW-30 is a lightweight, calorie-dense ration for the Special Operations Forces. The RLW-30 weighs less than one pound and contains approximately 2,100 calories per daily menu ration.



T-RATION MODULE

The T-Ration module is now sent to units in 18-meal modules rather than the earlier 36-meal module. T-Rations arrive 12 modules to a pallet (216 meals per pallet). By reducing both T-Ration module and pallet size, the Army expects to reduce waste, prevent repeated menus and ease the handling of the module. The T-Ration continues in its simplicity, good packaging and minimum requirements for preparation.



UNITIZED B-RATIONS

Today's B-Rations are semiperishable foods packaged in various sized cans, bags and boxes. The B-Ration is unitized 100 meals per increment, two increments per pallet. The B-Ration is a good ration option when food preparation personnel and equipment are available and the tactical and logistical situation permits.

tains everything needed to support the soldier, including the single service eating ware. Milk and bread are required to make the meal nutritionally adequate. The T-Ration may be further enhanced with dry cereal, fresh fruits, salad material and some condiments. The highly acceptable lunch/dinner menus include such entrees as chicken breast with gravy, hamburgers and turkey slices with gravy. Breakfast entrees include a variety of egg omelets, ham, pork sausage links and creamed ground beef. Research continues to produce improved breakfast components for the Breakfast T-Ration menus such as sausage patty with biscuit and chipped beef. The T-Ration Module is now being unitized 18 meals per module rather than 36 meals to the module. Additionally, the modules still are unitized 12 modules to a pallet, but because the module is 18 meals versus 36 there are now only 216 meals per pallet. This initiative is expected to reduce waste, prevent repetition in menus and make handling the module easier. More than 20 million T-Ration meals were shipped to support Operation Desert Shield/Storm, which made up about 11 percent of all rations shipped to the theater. About 98,000 T-Rations were served daily, which made up approximately 7 percent of the daily rations consumed. The beauty of the T-Ration continues to be simplicity, compact packaging and the minimum requirement for personnel and equipment to prepare the ration.

A ration revived for extensive use during Operation Desert Shield/Storm and a viable member of our "family of rations" today is the B-Ration. B-Rations used today are those semiperishable foods packaged in various-sized cans, bags and boxes.

B-Rations used in Southwest Asia were packed in six easy-to-handle boxes. The six boxes include everything the cook needs to prepare a meal for up to 100 soldiers, including the single-service eatingware. Milk and bread are required to make the meal nutritionally adequate, and enhancements such as salad and fresh fruits are optional. These six boxes are called a 100-soldier increment. Two 100-soldier increments make up a pallet of unitized B-Rations. Over 39 million meals were shipped to Operation Desert Storm/Shield, which made up 22 percent of the total rations shipped to the theater. The unitized B-Rations were a preferred ration used during Operation Desert Shield/Storm.

Fresh foods or A-Rations are the ultimate ration commanders like to provide their soldiers. It continues to be a member of our "family of rations." As with the other group rations, A-Rations require food preparation personnel and equipment, plus refrigeration to hold the perishable fresh foods. During Operation Desert Shield/Storm, contract operations provided extensive A-Rations. Over 460,000 A-Ration meals were served daily, which made up approximately 35 percent of the daily rations consumed. The primary points to consider before the A-Ration option are an adequate number of cooks, equipment and Class I support.

Bread on the battlefield is a must. Today's technology provides us a capability to provide our soldiers with a shelf-stable "pouch bread" that actually looks, smells and tastes like regular bread. The pouch bread supplemented all types of rations during Operation Desert Shield/Storm and proved to be a highly accepted product. This

item is now available to enhance all rations during field training exercises. It especially complements the MRE, T- or B-Rations until field-baked or contract bread becomes available. The bread comes packed in 12 individual servings per bag, 8 bags to a box. It is listed in the C8900 subsistence catalog and is requisitioned through normal Class I supply channels. A Standard Army Field Menu (Coordinating Draft) incorporating T-, B- and A-Ration menus has been developed to provide guidance on the "family of rations," and it also provides a 10-day menu cycle for T-, B- and A-Ration menus. This coordinating draft is in the field for comment before it becomes the single field menu for Active and Reserve Component use.

A significant lesson learned during Operation Desert Shield/Storm is that commanders must have the flexibility to decide the ration required to support soldiers based on the tactical and logistical situations. As time went on during Operation Desert Shield/Storm, we realized how the "family of rations," would capitalize on specific strengths of available rations, supporting equipment and host nation support within the theater. Given the flexible feeding policy coupled with the "family of rations," commanders today can ensure that all soldiers are provided the right meal, at the right place and at the right time.



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SO YOU ARE A FOOD SERVICE OFFICER

CPT Mitch L. Wilson

"Congratulations! ... I have decided to make you battalion S4 You will be the Food Service Officer (FSO) as one of your additional duties." Those words usually spell headache. Even the most casual observer knows that the responsibility of being FSO for a consolidated dining facility is a big one. In my case it was compounded because the units supported by the dining facility were from various branches, no two the same, each with a different mission and each with its own support requirements and problems. Combine that with the inevitable deployments, post taskings and responsibilities of your full-time job, you begin to see the complete picture. New job, big mission and no experience!

A quick call to the brigade S3 (Operations and Training Officer) and the former FSO reveals that the post does not have a food service management school for FSOs. No one seems to know where an FSO needs to start to prepare for the job. FSO now looks like one of those "play it by the seat of your pants" missions.

Quite a few mistakes later, I realize that being an FSO really is not that hard. It is just difficult getting started because very few people, including most FSOs, know how to run a dining facility. This leaves you with two options: get your unit to send you to the U.S. Army Quartermaster Center and School's subsistence course at Fort Lee, VA, or, more likely, use

a little initiative to professionally develop yourself. The bottom line is that you can be a great FSO, no matter how little formal training you have, if you know where to start. Here are some suggestions on how to get a quick jump on your new job as an FSO.

TECHNICAL COMPETENCE

There is absolutely no substitute for being technically competent. The quickest and easiest way to build technical competence in food service is to read Army Regulation (AR) 30-1 (The Army Food Service Program) and Technical Bulletin (TB) Medical 530 (Occupational and Environmental Health Food Service Sanitation).

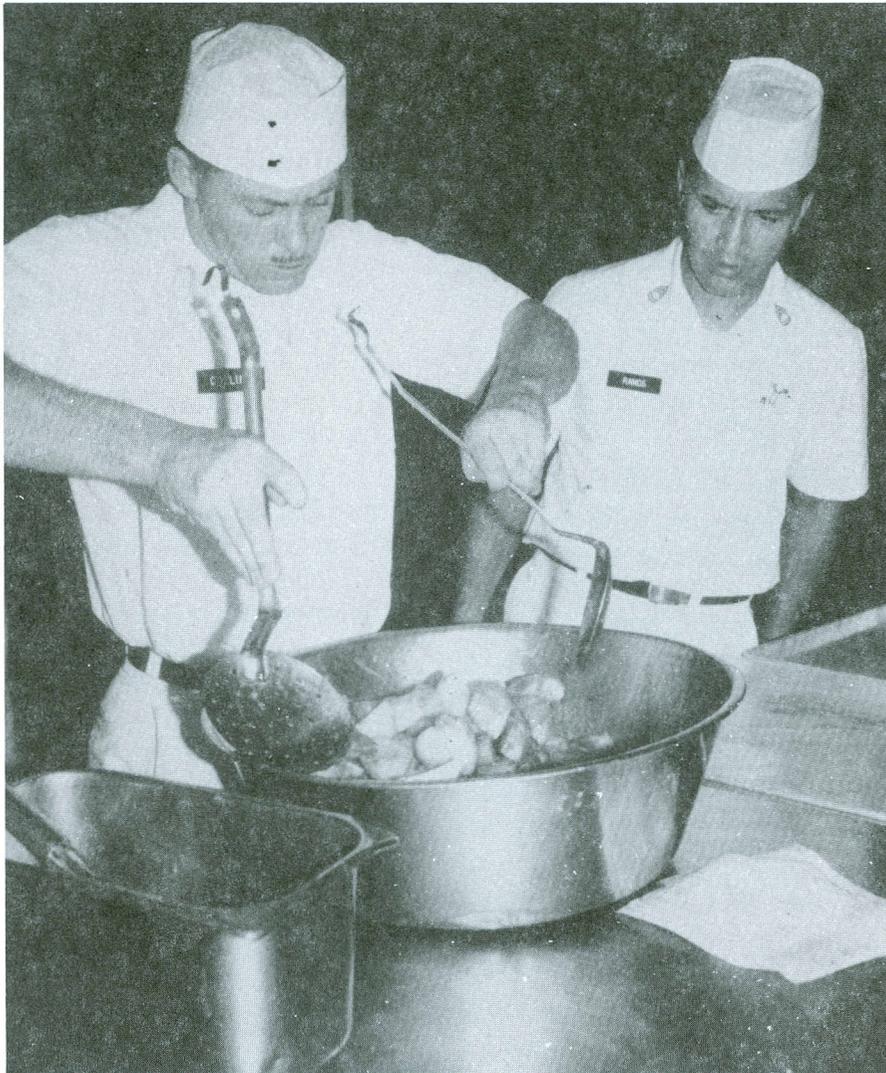
AR 30-1 provides all the requirements you need to run a dining facility. A quick review of AR 30-1 will give you an idea of your job as FSO. Pay particular attention to Chapters 6 through 9, 11 and Appendixes D, E and I. Accountability of cash meal payment books and money (Chapter 11) and subsistence accountability (Appendix I) are the areas where FSOs tend to get into trouble. By getting a firm grasp on these areas, you will avoid an investigation or a report of survey with your name on it. Shortcomings in sanitation are absolutely unacceptable. As a result, sanitation in food service is emphasized. TB Medical 530 provides all the information you need for a sanitary dining facility. Read this before your first walk-through inspec-

tion of your new dining facility to get a good idea of what kind of food service sergeant (FSS) works for you. You will definitely know how high his standards are within 10 minutes of walking into the building. This will provide you with insight on what to expect in the future.

For more information about your dining facility in particular, read a copy of the dining facility's memorandum of agreement (MOA), past inspection results and any other standing operating procedures (SOPs) for dining facility support. The quality of the MOA, or the absence of one, will tell you a lot about how your dining facility has operated. Past inspection results will speak for themselves, especially if recurring deficiencies are a trend.

MEET AND TALK

The installation's food advisor, troop issue subsistence officer, director of logistics, and director of engineering and housing have a tremendous impact on dining facility operations. They have information that affects the day-to-day operation of your dining facility. Open the lines of communication with these personnel and go talk to them on a regular basis. Go out of your way to provide these offices with the assistance and information they need. Establishing good relations with these offices can help you in the long run and may determine whether you or someone else gets assistance.



'Candid communications between you and your food service personnel is an absolute must.'

If you do not cultivate this relationship, someone else will.

The food advisor plays an especially important role in the food service program. He trains the FSO. The administrative side of food service operations involves a large amount of paperwork that is the FSO's responsibility. Use the food advisor and have him teach you the correct way to complete the forms and the inventories associated with them. Have him point out common mistakes for each form.

Do not take the easy way

out by just signing off on these forms. If you do, you are gambling with your career. Subsistence is highly marketable because everyone needs it. Not knowing the correct method of conducting inventories and maintaining accountability invites theft. When subsistence starts disappearing from your dining facility, one person is going to be held responsible: YOU.

COMMUNICATE

As my old commander would say, you must go out and rub elbows with the people you

support if you want to do your job well. Perhaps the most important aspect in keeping a dining facility running smoothly is going to the individual unit commanders, sergeant majors and first sergeants and talking to them. Encourage them to call you if there is a problem or if they have any questions. Ensure they understand that your focus is on providing the best dining facility support in field and garrison. Just because you cannot bake cakes and provide condiments and drinks for change of commands, or other events that the dining facility is

not authorized to support, does not mean you will not support them. There is strict guidance on the Army Food Service program that must be followed. Beyond that, you are there to take care of the soldier. This attitude will enable you to handle problems without involving the "Old Man."

By being proactive in determining the needs of your units, you can provide high-quality food support. Get each of the units into the habit of sending you a copy of their long-range and weekly training schedules. If necessary, go by personally and pick them up. Review these training schedules weekly to anticipate upcoming support requirements. If a unit has not coordinated ration support for an upcoming event, call and remind them of the coordination requirements for subsistence support and explain to them why you have to have the coordination. Soon, late coordination will be a thing of the past except for true emergencies.

"Rubbing elbows" also applies to your dining facility as well. You cannot do your job as FSO unless you spend quality time in the dining facility. The FSO is exempt from paying the surcharge for a reason: to get FSOs into the dining facility to check the quality of food and service on a daily basis. Initially, the 94Bs (Food Service Specialists) will resent what they see as an intrusion, but they will soon realize you care about providing quality service

to the soldiers you support. When they see that you think your job as FSO is important enough for you to devote 110 percent to doing it right, they will follow your example. On the other hand, if you do not show that you care enough to devote time to the dining facility on a regular basis, why should they?

Have the 94Bs in the dining facility teach you how to conduct inventories and fill out paperwork, even if you know how to do it. Ask them questions about problems or faults you find. Make sure that you know the answers to at least 50 percent of the questions you ask before you ask them. Once they realize that you know the answers to most of the questions you ask, your soldiers will answer your questions accurately or with a simple "I do not know." Candid communications between you and your food service personnel is an absolute must. The sooner you establish this standard, if it is not already in place, the better.

WIN AND KEEP COMMAND EMPHASIS

Command emphasis in food service operations will improve food support immeasurably. Keep your boss informed and interested in dining facility operations. Brief him **daily** on problems, anticipated problems, accomplishments and upcoming events. This will let him know you are doing your job and will allow you to prevent people from going over your head to solve problems. Having a little fire-

power in your corner is great when it comes to resolving disputes concerning food support and dining facility operations. Do not involve your commander in any problems that you can handle on your own. However, when the problem gets out of hand, call in the artillery. Once the commander backs you up, everyone will see that you have his support. This will prevent future problems from going over your head.

Remember that as an FSO you have a charter to follow. You must heed regulations, safeguard government resources, be loyal to your boss and supported units. Above all, take care of the soldier. Following my advice will not make you the best FSO in the world, but it will get you through the first 30 days or so of your new job. Combine this advice with a little dedication, common sense and a lot of hard work and you will be on your way to becoming a good FSO.



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INVENTORY ADJUSTMENT REPORTS

CPT Nicolas A. Herrera

Does \$75,000 sound like a lot of money? It's about 2 1/2 per cent of \$3 million. As an accountable officer of a supply support activity (SSA), you probably will deal with dollar values such as this daily. When working with dollar values in the millions, small errors suddenly become cause for great concern. Inventory Adjustment Reports (IARs) correct errors in inventory quantities at the SSA level. A problem at most SSAs is no clear understanding of what a reportable error is. An IAR from the DS4 (Direct Support Unit Standard Supply System) computer is usually cause for concern. Since AR 735-5 (Policies and Procedures for Property Accountability) limits the amount of IARs to 2 1/2 per cent of the dollar value of your requisitioning objective (RO), understanding IARs is the key to working smarter instead of harder. After all, it is usually the lack of understanding IARs that causes the extra hard work and pain. In our example, \$75,000 is 2 1/2 per cent of \$3 million. If \$3 million were the value of your RO, you would have a huge, "minor" error. What defines a reportable and an administrative adjustment? How do you process them?

Typical Situation

Here is a typical situation. Your DS4 computer goes down at the SSA. Two transactions occur during the down time: a high priority "walk through" requisition for a part costing \$25,000 and a customer turn-in of a part costing \$50,000. The transactions are input to the DS4 but not processed by the system (error out). A month later during a cyclic inventory, the DS4 generates an IAR with a gain of \$50,000 and a loss of \$25,000. Is there an error? Always ask yourself if there is a physical gain or loss to the government. *Supply Update 12* does not spell it out this clearly. This is the way I interpret the regulation. The U.S. Army does not want to collect on supplies not actually missing. This is called the "common sense test."

As a former accountable officer I can appreciate a dilemma like this. To succeed as an accountable officer you need to understand the difference between reportable and nonreportable administrative adjustments. Although *Supply Update 12* offers guidance, real-world events can sometimes be confusing. In the 29th Area Support Group we decided to clarify the process. With the help of other accountable officers, local nationals, sol-

diers, a Department of the Army civilian and the 21st Theater Army Area Command (TAACOM) Command Logistics Assistance Inspection Team, we came up with some guidelines that are fairly straightforward. All of our procedures are based on the nondivisional SSA. These procedures still apply to all SSAs, divisional or nondivisional. Remember to have the most current regulations available. Check with your DS4 personnel to ensure all prices in your van are the most current (that the catalog update has been run). When in doubt check the Army Master Data File (AMDF). Most important of all, remember to ask questions. The regulation is confusing enough by itself. The training I set up at the 29th Area Support Group proved to be a very valuable exchange of supply information.

Administrative adjustments include all items found in AR 735-5, paragraph 14-29(m). They include assembly, disassembly, stock number or unit of issue changes and transaction reversals. I believe that if causative research shows the discrepancy is not a **physical** gain or loss, then the adjustment is administrative. Causative research is an internal investigation to find what caused a specific inventory adjustment. Administrative adjustments are made when there is no actual gain or loss to the government. These IARs do not affect the SSA stock record account's (SRA's) IAR limitation of 2 1/2 per cent of the RO. If research fails to locate the discrepancy causing the IAR, a report of survey must be started. For administrative IARs take the following actions:

- Complete a DA Form 444 (Inventory Adjustment Report) when the dollar value of the discrepancy falls between \$50 and \$500. See DA Pamphlet 710-2-2, Figure 9-11).
- Check DA Pamphlet 710-2-2, paragraph 9-13(a), to see if the regulation requires research. I recommend causative research in all cases. This is especially true if the SSA exceeded its IAR limit (2 1/2 per cent of the RO). Always conduct research while it is still fresh in your mind. This also provides an audit trail if there are future problems.
- If the value of the the discrepancy is more than \$500, then research is required. Complete the DA Form 444 as shown in DA Pamphlet 710-2-2, Figure 9-11. The stock record officer (SRO) retains this IAR for two years.

- If the IAR is administrative and less than \$500, the SSA commander must sign it. Remember, although you are the SRO, the commander is still responsible for everything.
- Forward IARs to the colonel level of command only if the value of the discrepancy exceeds \$10,000. This applies to all IARs—both reportable and nonreportable adjustments.
- Distinguish between administrative and reportable IARs on the DS4 IAR report (PCN AGL-C14). A pen and ink notation should do it.

Reportable IARs must be processed through the appropriate approving authority. The approving authority varies according to the dollar amount of the discrepancy. Check AR 735-5, paragraph 14-29 because it spells it out for you. Reportable IARs require a slightly different processing procedure:

- Complete the DA Form 444.
- Conduct causative research and assemble all documents used in your research. They should be placed in chronological order. DA Pamphlet 710-2-2 detail show to do this, but as a minimum include:
 - DA Form 444. The results of your research should be explained simply on the back of the form.
 - All transaction registers, receipts, issues and inventory records.
 - DS4 IAR reports (PCN AGL-C14), Input Transaction Error Listings (PCN AGL-C02) and any inventory control lists generated by the Standard Army Retail Supply System (SARSS) software.
 - All storage location tickets and material release orders or denials.
 - Any cross-referenced IARs.

Start all causative research by tracking the error from the last inventory of that National Stock Number (NSN). Use this as a start point for all supporting documentation. Keep in mind that 9 times out of 10 your story (if reportable) will be seen by your battalion commander. He is busy and does not have time for technical and confusing data. Keep your narrative simple and to the point. Have someone else look at your narrative to conduct a simplicity check.

'I believe that if causative research shows the discrepancy is not a physical gain or loss, then the adjustment is administrative.'

A discrepancy still exists between the two regulations covering IAR processing. AR 735-5 requires IARs for discrepancies with extended dollar values of \$100. DA Pamphlet 710-2-2 requires IARs for discrepancies with an extended dollar amount of \$50. I recommend using the \$50 limit of DA Pamphlet 710-2-2 for two reasons. First, the DS4 software creates an IAR on all amounts with an extended dollar value over \$50, and units are required to submit a DA Form 444 for all IARs generated by DS4. Until a Systems Change Package (SCP) is fielded or clarification from the Deputy Chief of Staff for Logistics (DCSLOG) is issued, this is the way we do business. Another reason to use the \$50 limit is its effectiveness as a management tool. If you find yourself doing many IARs,

you will notice performance indicators which could point out flaws in your SSA. Your goal is to reduce the workload at your SSA by reducing the IARs. If you quickly notice these negative performance indicators, whatever they may be,

then you will quickly correct them.

Constant change is the norm in the world of logistics. Adapting to that change and improving on our systems is the challenge for all Quartermasters. In today's Army, accountable officers are also required to be financial managers. Doing more with less money is a good indicator of your success. Timely and accurate processing of IARs is one of the keys to a successful SSA. Ultimately this makes a successful SSA by improving support to the customer and quality customer support is the true measure of any Quartermaster operation. We can minimize our workload, increase efficiency and support the force by understanding these basic procedures.



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DIVISION MAP SUPPLY

LT Kim D. Zimmerman

The receipt, storage and issue of unclassified maps to a division is a monumental job, one currently handled by the division's Class II (general supplies), packaged III (petroleum, oils and lubricants) and IV (construction and barrier materiel) warehouse. Over a year ago the Engineer Corps turned the map supply mission over to the Quartermaster Corps. With maps designated a Class II item, the map supply mission now falls to the Class II and IV warehouse. As the officer in charge (OIC) of these consolidated classes of supply, I picked up the mission to plan, direct and supervise this movement and transfer of responsibility for my unit. Some of the lessons learned may be useful to units just gearing up for the map supply mission.

Background

The first problem was not who was going to handle this mission, but where were they going to receive, store and issue a large quantity of maps. When we picked up the map supply mission we needed enough space to colocate the maps as well as all the other items normally in the Class II and IV warehouse, Class IV yard, packaged III yard, and packaged III authorized stockage list (ASL). Therefore, space was the biggest problem. Where will you put a large quantity of maps? Currently, here at the 4th Infantry Division (Mechanized) (ID (M)) unclassified map room, we stock approximately 1,500 different map series and 500,000 sheets. These unclassified maps cover Germany,

Belgium, Panama and Southwest Asia. To put this into perspective, the storage area required for this many maps would be approximately 50,000 square feet.

But, where do you move a map room or a map building? How would you move approximately 1,500 locations without losing map integrity? What kind of assets could do this in a timely and efficient manner? Previously, our unclassified map room was in an old building with approximately 33,000 square feet of storage space. Even this facility was filled from floor to ceiling and wall to wall with no available space to add the maps for possible "hot spots." Simply put, the map room needed room to grow.

Answers to our problems came with the inactivation of the division's 2d Brigade Combat Team. Along with the 2d Brigade Combat Team went their forward support battalion (FSB), the 204th FSB. With the FSB vacating its maintenance area in the direct support unit (DSU) consolidated maintenance facility, we saw an opportunity to consolidate the Class II and IV warehouse with packaged III and the map room under one roof. With our warehouse movement plan approved by the division support command (DISCOM) commander, the former maintenance area was redesignated as a supply facility. This option is obviously not available to all, but the bottom line is that the map room must have adequate space. There is no option here. Without adequate space the map supply mission quickly bogs down.

The Move

After several briefings, the go-ahead was finally given. The map room received the greatest attention as it presented the most serious problems. Detail squads put together at company level and directed by the map room noncommissioned officer in charge (NCOIC) began by pulling each separate map location off its respective shelf and placing it into multipack boxes. (These are the large cardboard boxes that supplies are shipped in.) Each location had to be placed into the box very carefully to prevent mix-ups with maps from different locations.

Another problem complicated the move. The main storage room of the old building contained wooden shelves built into the rafters and support beams of the building itself. Therefore, once the boxes of maps were moved to the new facility, they had to be stored in an orderly manner until all the maps could be removed from the shelf area. It took countless hours to do this, let alone tear the shelves apart from the building. That was the real problem. We had to take the wooden shelves apart board by board, transport the lumber to the new facility and rebuild the shelves. No funds were available to buy new shelving for the new facility. To rebuild the shelves we needed engineer support, but we checked into it and found that it would take months before engineers could help us. It was up to us to help ourselves. We could not wait months for help because 4th ID (M) units needed maps for training. These maps

'The receipt, storage and issue of unclassified maps to a division is a monumental job.'

were packed away in multipack boxes, which would have had to be torn apart box-by-box until the correct map series could be found. The lesson learned here: be self-sufficient and have a plan.

Setup of the Map Room

Meanwhile, the Class II and IV warehouse, Class IV yard, packaged III yard, and packaged III ASL were also moving into this same facility at the same time. This meant personnel and transportation were in short supply. It took almost two months to remove all the maps and shelving from the old storage facility and transport them to the new facility. Our battalion's self-help NCOIC, along with the map room NCOIC and his assistants spent the next month rebuilding the locations and putting up the dismantled metal shelving.

Once this was completed, the next project was placing the maps back onto their locations. Since this was a new facility, a location system had to be implemented but with the same principle as the old facility. This location system involves placing maps into their correct loca-



tions by putting them in correct series and sheet number. Using this plan, map room personnel can quickly and easily locate a large quantity of maps in a short period of time. It is the same principle as the Dewey Decimal System used in our nation's libraries. The locator system to keep track of inventories, accountability, locations, unit issues and reorder points uses DA Form 3318 (Records of Demands). Each map series has all of its individual sheets that make up that series on separate DA Form 3318s. To store them neatly and efficiently, the same cabinet system used for DD Form 314 (Preventive Maintenance Schedule and Record) is used.

Five separate rooms make up the map storage facility. Each room is used for a separate part of the world, as the previously mentioned countries indicate. Plus, specific training areas of the 4th ID (M) such as the National Training Center (NTC) at Fort Irwin, CA, and the Pinon Canyon Maneuver Site are also stored there. The primary map scales that are stored and used are 1:50,000 and 1:250,000 (inches to feet). Customers can usually request which scale they want of their training area.

Resourcing

Putting maps onto shelves was a very time-consuming process. Putting up the locator cards on each location had to be

completed before all the maps could be placed in their bins. It took months to unpack all the maps, put up the locator system and place maps into bins. As all this was happening, Operation Desert Shield in Saudi Arabia began. Almost immediately, we were directed by the Acting Chief of Staff (ACofS) G2 to order thousands of Southwest Asia maps. Our space was already filled with maps of other 4th ID (M) contingency areas, and we had no plans for where to store them. Maps of our less likely scenario areas had to remain in their multipack boxes to allow room for the higher priority maps.

Now, two rooms are totally dedicated to Southwest Asia alone. This creates a major space problem - the facility has the required room space but not the required shelf space. To order enough shelving for all the unshelved maps would cost thousands of dollars, and funds are not available for such a large expenditure. Presently, a very large quantity of maps are neatly stacked in boxes and pallets in a maintenance bay. This means a large area is being used in an undesirable manner, not the most efficient way to run a map supply operation. Another problem facing the map room is lack of personnel. The supply company of the main support battalion (MSB) is authorized approximately 20 personnel for the Class II, packaged III and IV warehouse. However, since the Table of Organization and Equipment (TOE) does not reflect the need for people in the map room, personnel have to try to do both jobs. The map room has gone for months with-

out any personnel totally dedicated to it. With the ever-increasing need for maps by the 4th ID (M) and its attached units, it is difficult to accomplish both missions.

Automation

The solution to our personnel problem would be automation of the map supply mission. At the present time all inventorying, ordering, receiving and issuing of maps is done by hand. This is a very time-consuming process. If an automated system were developed, it could save approximately 75 percent of the time involved in ordering and issuing maps. Perhaps the best solution would be a program that could be integrated into the Standard Army Retail Supply System (SARSS) computer system.

This would allow each map series and sheet number to be assigned a stock number not unlike a national stock number (NSN). The initiative to integrate the Defense Mapping Agency (DMA) maps into the SARSS has been ongoing for the past few years. Today DMA has a manual requisitioning system. In September 1990, DMA entered into a two-year contract agreement for systems modernization. DMA is anticipating their systems acceptance test not later than September 1992. A joint planning group has discussed in detail various means for using the DMA catalog number as a part number. Using the first five positions of each map-unique number and then cataloging the numbers in the standard Department of Defense (DOD)/Department of the Army (DA)

catalog system would provide the essential ingredients for integrating maps into the standard supply system. This approach will provide Military Standard Requisitioning and Issue Procedures (MILSTRIP) manufacturer's part number construction for map-unique numbers, allowing document identifier code (DIC) A02/A0B requisitioning through automated channels. Standard cataloging of the items would provide retail-level catalog data necessary for automated systems editing and also determination of the (source of supply) appropriate routing. Another U.S. Army Combined Arms Support Command (CASCOM) meeting on automation of map requisitioning will be held in the near future. With the thousands of different maps, this is no easy task.

The new mission of the Quartermaster Corps to handle maps is a job that will not be taken lightly. With the millions of maps needed for an armed conflict, the Quartermaster Corps has been tasked to convert an outdated map supply system and make it the most modern in the world.



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BATTLE FOCUSED PHYSICAL TRAINING

CPT Brenda S. Hughey

The new FM 25-101 (Battle Focused Training) has brought renewed emphasis on realistic training. Commanders at all levels must develop training based on a unit's mission essential task lists (METLs). Success on the modern battlefield depends not only on the technical ability to perform mission essential tasks, but also on the *sustained* performance of tasks. Physical fitness training is the key to this sustainability. Stamina and physical strength will enable us to conduct operations in a fast-paced combat environment for extended periods. Physical fitness is important in promoting unit cohesion and team-building and also critical to our force readiness. Combat service support (CSS) personnel particularly need to acknowledge the importance of sustainability. This is because our daily mission requirements frequently take precedence over training, including physical fitness training. To achieve a balance between mission support and training poses a unique challenge for CSS leadership. Command emphasis is fundamental in developing and implementing a physical fitness program. Without command emphasis, even the best program simply will not work. A commander's regular participation is the most visible way of ensuring command emphasis. Participation also will enable the commander to quickly and accurately assess the effec-

tiveness of training. Remember that the goal is achieving a level of physical fitness that ensures combat sustainability.

Because of its importance and potential benefits to unit readiness, physical training (PT) should be treated like any other training a unit conducts. This entails more than just listing PT on the weekly training schedule. A good PT session, like all good training, is characterized by prior planning and coordination. Time allotted for PT is usually limited. Making the best use of that time is important.

METL and Physical Task Assessment

The first step in developing a program is assessment. Here is where a master fitness trainer can be a tremendous asset to a commander struggling to gain the most out of the Army's most precious resource - soldiers. The Master Fitness Trainer Course is an intensive four-week course at the U.S. Army Soldier Support Center, Fort Benjamin Harrison, IN. Officers and noncommissioned officers (NCOs) learn about "body mechanics" related to physical performance and capabilities. With this background the master fitness trainer can analyze mission essential tasks and recommend exercises that will both develop the activity required and maximize the PT time available. Ideally, every company-sized unit would have a mas-

ter fitness trainer. Again, effective time management is important in the combat service support realm because mission support frequently takes precedence over training.

The assessment process requires a commander to identify individual mission essential tasks and the physical performance required to accomplish them. Figure 1 shows an example of the assessment process. This process indicates which component of physical fitness specifically needs to be developed. A good physical fitness program will develop each of the five components: cardiovascular endurance, muscular endurance, muscular strength, flexibility and body composition.

Cardiovascular endurance is the technical term for stamina, the ability to continue despite fatigue. A high state of cardiovascular endurance, or stamina, also enables us to recover from exhaustion more quickly. *Muscular endurance* is the ability to perform continuous repeated movement or activity with moderate resistance, such as sit-ups or push-ups. Muscular endurance is different from *muscular strength*, which is the greatest amount of force that can be exerted in one movement. The combination of muscular endurance and strength enables soldiers to perform a wide range of lifting, carrying

and loading functions closely associated with CSS tasks. The fourth component, *flexibility*, is the ability to move joints through their full range of motion. Basically, this is how limber a person you are. Flexibility is critical in reducing susceptibility to injury while conducting physical fitness training. Lastly, *body composition* is the ratio of muscle to body fat. The Army does not tolerate overweight or overfat individuals, with good reason. Excess body weight decreases a person's efficiency to perform physical tasks and increases early fatigue. All of these components are required on the modern battlefield. To build an effective program, each one of these components of physical fitness must be assessed and developed.

Once the assessment is complete, the commander needs to establish objectives to reach the ultimate goal,

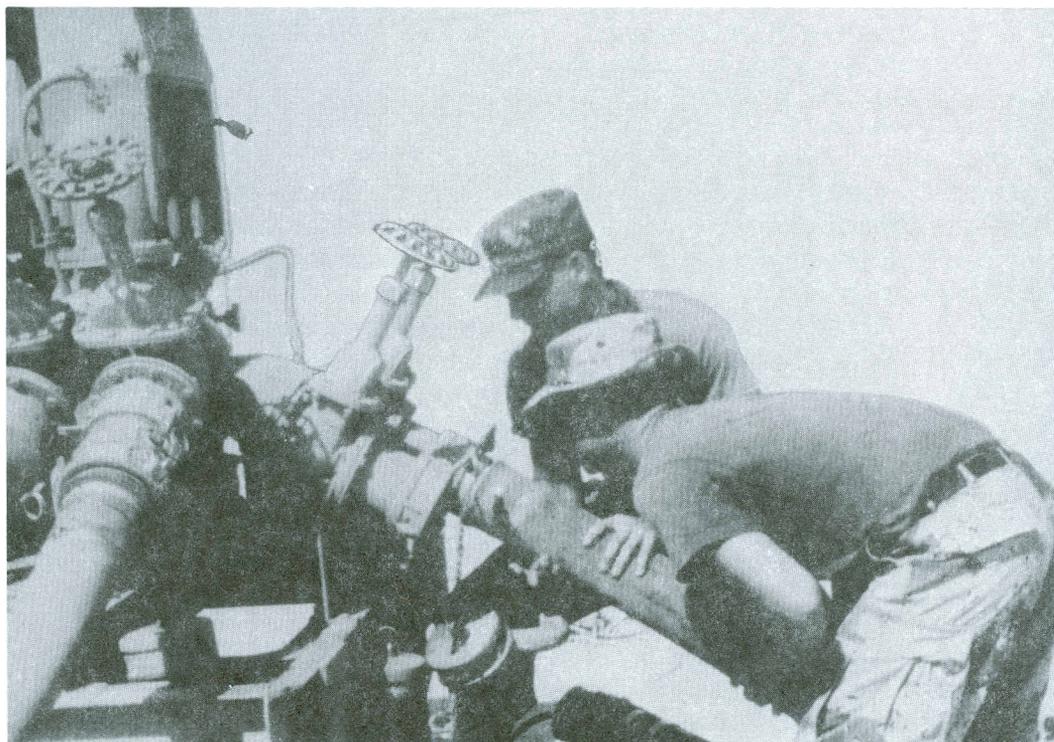
which is combat sustainability. These objectives need to be measurable and readiness-related to performing mission tasks. Figure 1 shows how the components of physical fitness all relate back to a METL task. More importantly, the sample matrix shows the activity which will help a soldier achieve METL tasks as a measurable activity. Improvement can be seen and measured. While establishing the program, your objectives should not be limited to achievement of a standard on the Army Physical Fitness Test (APFT). The APFT is only a tool which measures the level of physical fitness of an individual. Moreover, it is not even a complete tool since it only measures cardiovascular and muscular endurance.

Principles of a Physical Fitness Program

The success of the program will depend on how

effectively you follow some basic principles. ***Regular training sessions*** are essential. Without regular sessions, a training effect cannot be achieved. Infrequent or sporadic PT actually does more harm than good. During periods of heightened activity followed by a layoff, the body does not become stronger (less prone to injury). The body returns to its pre-program state, so no improvement actually occurs. Sessions should be conducted at least three times per week. ***Overload and progression*** require that physical exertion exceed the normal demands placed on the body. The intensity of the demands must gradually increase for improvement to occur. In other words, if you always do the same amount of repetitions or run the same distance in the same amount of time, you will never improve. These are important factors to keep in mind for soldiers just

'Stamina and physical strength enable us to conduct fast-paced combat operations.'



STEP 1	STEP 2	STEP 3	RECOMMENDED ACTIVITY
<i>Identify CSS METL Task</i>	<i>Identify Physical Performance Required</i>	<i>Identify Component</i>	<i>Determine Required Exercise(s)</i>
<i>Individual Tasks</i>			
Upload Unit Equipment	lift, carry, load various weights	muscular strength/ endurance, flexibility	<ul style="list-style-type: none"> ● weight circuit training ● stretching
Conduct Tactical Road March	maintain alertness and concentration operating vehicle for long distance	aerobic endurance	<ul style="list-style-type: none"> ● distance running ● group runs 3 miles + ● Indian runs
Operate in NBC environment	wear M17 protective mask while conducting all operations	aerobic endurance	<ul style="list-style-type: none"> ● all ● swimming ● interval training/ sprints
Construct Individual Fighting Position	bending, lifting, digging	muscular strength/ endurance, flexibility	<ul style="list-style-type: none"> ● timed sets of push-ups/ sit-ups ● stretching
<i>Collective Tasks</i>			
Conduct Petroleum Operations	lifting, carrying various weights bending	muscular strength/ endurance, flexibility	<ul style="list-style-type: none"> ● partner-resisted exercises ● stretching ● log drills
<ul style="list-style-type: none"> ● Setup/operate FSSP/FARE 			
Conduct Transportation Operations	maintain alertness and concentration while operating a vehicle for long distance	aerobic endurance agility and coordination for tying down loads	<ul style="list-style-type: none"> ● distance running ● aerobics ● guerilla drills ● confidence course
Receive, Store, Issue Supplies	loading, unloading carrying, stocking shelves, bending reaching, forklift operations	muscular strength/ flexibility, manual dexterity, coordination	<ul style="list-style-type: none"> ● weight training ● circuit training
Conduct DS Maintenance Operations	lifting, bending, squatting, installing parts, using tools	muscular strength/ flexibility, manual dexterity, coordination	<ul style="list-style-type: none"> ● weightlifting ● hand and finger strengthening
Conduct Medical Support	bending, lifting, carrying weight in excess of 100 lbs.	muscular strength	<ul style="list-style-type: none"> ● litter carry relays
Conduct Graves Registration Operations	bending, lifting, carrying weight in excess of 100 lbs.	muscular strength	<ul style="list-style-type: none"> ● litter carry relays ● weightlifting

LEGEND:

DS - direct support	FSSP - fuel system supply point
FARE - forward area refueling equipment	lbs. - pounds
	NBC - nuclear, biological, chemical

Figure 1. Sample of a Partial Assessment Matrix for a Forward/Main Support Battalion

starting out. Intensity should be increased slowly to not discourage individuals or cause injury. Too much, too fast can ruin an otherwise well-thought-out program. **Balance** is merely ensuring that all components of fitness are being developed. The principle of **recovery** means that hard days of training will be followed by easy days. Actual muscle development occurs during these recovery periods.

Specificity is related to the commander's intent or goals of the program. To achieve the improvement desired, the PT must be geared toward the individual's needs as well as the needs of the unit. For example, if a commander wants to improve endurance, he must incorporate ability group runs into the program. Unit runs alone will not improve the ability of most of the individuals. Group runs with soldiers grouped by their abilities still meet the goal of building the individual while furthering the unit mission. Similarly, if a commander has a strength-related goal, then he cannot expect push-ups and sit-ups alone to help achieve that goal. Actual weight training is required.

Implementing **variety** in a physical fitness program presents a training challenge, but it is a critical element of a successful program. Anything varied and new sparks interest. Planning underlined by creativity is the key to providing variety. We need to take a hard look

at the "daily dozen" conditioning drill routine and reassess its value. True, it provides a task, condition and standard for the instructor, but soldiers get very little benefit out of the "daily dozen." Where is the training value in that? In today's Army we stress the importance of challenging our soldiers. Allowing our young leaders to plan and conduct physical fitness training, under the supervision of a Master Fitness Trainer, is an excellent way of challenging them. It will also ensure that variety finds its way into the program.

The final principle is **reality**. There will always be constraints in designing and implementing a physical fitness program specifically for CSS units. Time available and facilities available, as well as disruptions for mission support and field training exercises, all limit the commander's options. Again, creativity, ingenuity and realistic goal-setting will help make the best use of a soldier's PT time. A physical fitness program is not limited to exercise alone. Optimum physical performance also requires a healthy diet and sufficient rest. Educating soldiers on healthy choices about food can be done in a variety of ways. These include wellness seminars conducted by medical personnel, health risk appraisals and posting nutrition information in the dining facility. The Army has made great strides in nutrition awareness as a part of the total sol-

dier. Most dining facilities now provide low-sodium, low-calorie and low-cholesterol foods at every meal. Commanders should ensure that these healthier options are indeed available and encourage their soldiers to try them.

As leaders we need to get away from viewing physical fitness training as a requirement, instead of an integral part of our overall training plans. A well-designed and administered unit physical fitness program, with appropriate command emphasis, will achieve sustainability for combat. We accomplish this through proper assessment of individual mission essential tasks and adherence to some simple basic principles. We owe it to our soldiers to ensure they are physically as well as technically and tactically prepared for the demands of combat.



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LIEUTENANT: THE BEST JOB IN THE ARMY

CPT Steve A. Kersey

You are a new second lieutenant, fresh from your basic course and on your way to your first assignment. What will your soldiers be like? How will they treat you? Will you have the right answers for them? It can be a frightening experience, facing your soldiers for the first time. The relationship between a lieutenant and his soldiers can be the most challenging and rewarding experience in the Army. It can also be a waste of time for all involved. The Army has challenged you to make this situation successful. I will offer you a few tips, based on my experience as a platoon leader and company executive officer, to help get this relationship started.

You must accept the responsibilities of your position. Your soldiers will look to

you for everything, even though a majority will probably be older than you. You will be asked to help with legal, marital, financial and other problems. Do not try to tackle this alone. There are a number of people available to help with almost any situation you may face.

THE BEGINNING

The first few weeks are very important and you need to plan your actions beforehand. First, talk to your first sergeant and company commander about your platoon. What are their strengths and weaknesses? Do they have problems needing immediate attention? Next, meet with your platoon sergeant and other noncommissioned officers (NCOs). Set your standards quickly. A written philosophy of command will

accomplish this. It will help you lay out your expectations of your soldiers and what they can expect from you. Spend some time observing your soldiers before conducting a formal meeting. You are a stranger, so let them become familiar with your presence before you take charge. When you do meet them formally, be prepared. Look sharp, rehearse your comments, restate your standards and show that you are eager to work with them. This first phase is critical. First impressions are very important, so make yours count.

PROVE YOURSELF

Now that the introduction phase is over, your next step is to prove yourself to them. This should not be an artificial, canned performance. You will

have opportunities during daily operations to show your skills. I mean physical fitness, land navigation, your branch skills and even your soldiers' jobs. Remember, you do not know everything. If they see you trying and see you are concerned with their jobs, they will begin to trust you. Your goal is to gain their trust and confidence. They will test your knowledge, but do not try to fake it. If you do not know how to perform a task, ask someone to teach you.

LEARN FROM THEM

PFC Jones may be a "widget fixer" but he could be the best "widget fixer" in your unit. Ask him to show you his job. Taking an interest proves you have confidence in his abilities. I have seen too many officers who are embarrassed to ask a soldier how to do something. You need to realize that you do not have time to be an expert "widget fixer," but you do need a basic understanding of everything your soldiers do. What better way to learn than asking the soldier? This serves two basic needs: your need for learning and the need to build confidence in PFC Jones.

GET DIRTY

There is no written law saying lieutenants cannot perform manual labor. When time permits, help your soldiers set up a field site, perform vehicle maintenance or clean platoon equipment after a field problem. Some of your NCOs will fight you on this, but I believe it is important. The soldiers will enjoy "showing the LT" a few tricks and it gets you away from the paperwork for awhile. They will neither expect nor want this from you all the time. The point is, they can count on your

help when they need it. It is a great team builder.

COUNSEL SOLDIERS

A few soldiers will try to test your patience. Some will have the attitude that everyone is out to get them. Counsel them and record it. You must look at each case individually because there is no perfect solution. Realize that personal problems may be influencing their job performance. If you can help with that problem, you may have a good worker on your hands. If all fails, get them out of the Army, **FAST**. The longer they stay, the probability of influencing others grows. The good soldiers will see the bad "getting away with murder," and they will cease to have confidence and trust in the chain of command.

EXPECT BAD DAYS

You will have bad days occasionally. No one is perfect. Your work and your ability to supervise will suffer. Do not take it out on your soldiers. You could cause irreparable damage. Look for signs of the occasional bad day in your senior NCOs and try to insulate your soldiers from them.

PROTECT THEM

There is a lot of outside interference affecting your platoon. Be a buffer between your soldiers and this interference, but I do not mean to baby them. There is a big difference between your platoon's turn for police detail and someone grabbing them at the last minute. Your soldiers appreciate you looking out for them.

TALK WITH THEM

Sit down with your soldiers, occasionally, and let them

air their complaints without your NCOs. Keep the conversation confidential or they will never open up again. Encourage them to provide solutions to problems and try to get answers for them. This helps keep down animosities and keep the lines of communication open. You must sort through the complaints and separate the real problems from the usual gripes, but remember that all are real to the soldier.

GET TO KNOW THEM

My battalion commander wanted us to know every soldier's family background, hobbies, children's names, and blood type. We did this by keeping a leader's notebook with us at all times. The point is, you must know your soldiers well. You can head off a lot of problems if you know what may be causing them. Spend as much time as possible with them. Visit the billet on the weekends and organize platoon functions. This builds camaraderie within your unit and you will see soldiers pull together. You will find some very interesting characters. This takes time, but you will become very attached to them. Being attached does not mean you are their "buddy." You are the boss. Do not let your soldiers or yourself forget that. You must always maintain your military bearing and professionalism. Your soldiers will respect you for it.

SUMMARY

I want to restate a few tips I think are key in the lieutenant-to-soldiers relationship:

- Plan your first meeting well in advance. Seek proper guidance.
- Prove your ability to try, not

to know everything.

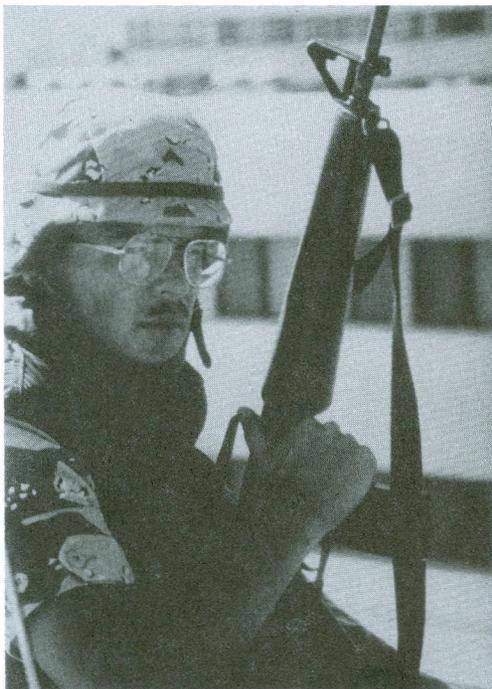
- Learn from the subject-matter experts, your soldiers.
- Roll up your sleeves and get dirty.
- If you cannot change problem soldiers, get them out.
- Do not let an occasional bad day affect your soldiers.
- Protect your soldiers from outside interference.
- Let them occasionally air their complaints.
- Get to know them.

I have offered some advice for the new platoon leader, but there is one factor missing. Sincerity - you cannot fake it. If you try, your NCOs and soldiers will spot it quickly. If you are not

really interested in implementing any of the advice I have offered, you will damage your credibility with your soldiers more than you can imagine. You need to really care for and about them or no amount of advice will help you. You are responsible for your soldiers' mental and physical well-being. It is a big responsibility for a young officer, but do not try and do it all alone. Plenty of others have gone through this and are eager to give advice. If you approach this relationship with the right frame of mind, it will be a satisfying experience. In return, you will have a bunch of soldiers who are willing to follow you anywhere, to perform any mission. That is a pretty good feeling.



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WANTED: DESERT STORM REPORTS

The *Quartermaster Professional Bulletin* is interested in publishing photos and stories about Operation DESERT SHIELD/STORM in future issues. Share what works and doesn't work, offer your opinion on new ways to accomplish the diverse Quartermaster mission. We are especially interested in quality photographs.

Send your submission to Editor, *Quartermaster Professional Bulletin*, U.S. Army Quartermaster Center and School, ATTN: ATSM-QMG-B, Fort Lee, VA 23801-5032.

SUPPLYING THE FRONTIER: LOGISTICS AND THE CAVALRY

LT Judith A. McColl

Supporting the U.S. Army has always been difficult, but the expanding frontier of the 19th Century had its own unique problems. The great distance and transportation system were major factors in the Army's ability to function. Supplying the cavalry of the western frontier is not a concept Americans think about while watching movies of the Old West. The American only sees a column of soldiers or horses coming to the rescue and then riding off into the sunset. How that troop of soldiers is supported is not a burning question.

But the ability to supply soldiers with anything at all to wear, eat or shoot was a major accomplishment for all who lived on the plains. The difficulty of support for the troops can be calculated in time, distance and volume because it took many days for thousands of freight wagons and pack trains to travel hundreds of miles to the outposts of the West.

Before the Mexican War the major concentration of military forces was east of the Mississippi River and therefore easy to support. Distance became a major hurdle when the Mexican War pushed the boundary of the United States to the Pacific Ocean.

National Expansion

In 1848 the United States engaged in a war with Mexico. At the conclusion of the war, the United States acquired a tremendous amount of territory, which resulted in an increased demand on an already small regular Army force, spreading it out over the frontier from the Mississippi to the Pacific. In 1850 approximately 2,000 officers and men were at 33 posts east of the Mississippi and 6,400 at 67 posts west. Over the next 10 years the eastern side declined to 1,000 while the western side increased to over 13,000. Authorized personnel strength was increased by 50 percent, while the cost of supplying troops and transportation increased 1,500 percent.

There were two ways of moving troops and supplies to their destinations. Generally, troops and supplies for the Pacific posts traveled either

by ship around Cape Horn or by mule and canoe across the Isthmus of Panama. The Cape Horn route demanded five months of travel time. The Panama route was extremely expensive and hazardous.

However, land transportation to the new frontier posts on the plains was difficult and long. Before the new westward expansion, most posts had been close to navigable waterways, making them accessible. The new posts that were being established were many miles from waterways. Long overland hauls by wagon and mule train became necessary to support the posts. Fort Leavenworth was the main garrison on the Santa Fe Trail and Oregon routes. Fort Leavenworth was supplied by water as far as St. Louis. From there supplies were rehailed 310 miles to Fort Kearny, 637 miles to Fort Laramie, 728 miles to Fort Union and 821 miles to Santa Fe.

Portrait of a Unit

The winter of 1866-67 was cold along the Powder River in the mountains of Wyoming. Fort Kearny was being constructed on the wagon road 232 miles from Fort Laramie. Five companies of the 13th Infantry were being harassed by Sioux and Cheyenne Indians during the construction because they were building on the Indians' last hunting grounds. Earlier, on 31 December, 76 soldiers, 3 officers and 2 civilians from the post had been killed going to the aid of a wagon train bringing supplies for the post. Life for the men was not easy.

Morale was already low because of the shortage of food. Forage and grain for the horses and mules was also low. So, to prevent all the animals from starving, the post commander sent unnecessary ones to Fort Laramie. Many, however, died enroute. The animals that remained at Fort Kearny were sent out to fend for themselves when the forage ran out the next month. This had a detrimental effect on the soldiers.

To obtain fuel for heat, men resorted to packing firewood on their backs through snow-

'Cavalry operating in the American West demanded an enormous amount of logistical support.'

drifts, and many ended up with frostbite. Food supplies were exhausted long before fresh shipments were expected, leaving one-third of the force sick with scurvy from a daily diet of bacon and hard bread. The suffering at Fort Kearny was not duplicated to that extent elsewhere, but other posts that ran short of commissary supplies were unable to ask for help from other posts.

During the winter months communication was virtually impossible to maintain with remote posts. Posts such as Fort C.F. Smith on the Big Horn River in southern Montana, Fort Brunear on the Snake River in Idaho or Fort Berthold on the Missouri River in North Dakota were totally isolated. Troops were few in number and were called on to perform tasks of construction and supply in addition to fighting.

At the beginning of 1860, 14,000 officers and men were stationed around the country. With the start of the Civil War, great numbers of men entered the Army, but that was of little or no consequence for those on the plains. The supply and transportation system remained unchanged.

Supply and Transportation

At the end of the Civil War, the Army reduced the number of supply depots to four. They were located in New York, NY, Philadelphia, PA, Washington, DC, and Jeffersonville, IN. Beyond the Mississippi, Fort Leavenworth was used as a supply base, and in 1878 a new depot was completed in San Antonio, TX. Having all major supply depots east of the Mississippi and the customers west of the Mississippi laid the groundwork for a large transportation problem.

Supply of the western posts before and after the Civil War had basically remained the same, relying on long hauls by wagon over hundreds of miles of trails. Because the Army did not have the men or equipment to provide transportation, the majority of posts on the plains were supplied by private freight contractors. The Quartermaster Department had determined before the war that contract freighters provided



the cheapest and best way of transporting military supplies.

Contracts were awarded every year to the lowest bidder, at the rate of 100 pounds/100 miles with seasonal adjustments. Since this was the most cost-effective method, posts of the Pacific military division and Texas were soon supplied in this manner. In Arizona, New Mexico and the Rocky Mountains, most of the transportation was by the more expensive pack mule because of the terrain. In 1866 wagon trains carried almost 40,750 tons of supplies at the cost of \$3,250,000. In 1868 the Quartermaster Department began using the railroads on the frontier. The railroads carried 18,605 tons of supplies, and the freighters carried 22,645 tons in the first year of operation. The use of wagon transport decreased with the completion of the transcontinental railroad. However, wagon trains were still needed to supply posts located on

lines lateral to the main railroads and the newly established posts.

The four major rail routes were built along the four major land routes that had been used by the wagons. Route one, from Omaha, NE, to Fort O.A. Russell, WY, followed the North Platte River heading west. The other routes were route two from Fort Riley to Denver, CO, route three from Fort Laramie to Salt Lake City, UT, and route four from St. Paul, MN, to Bismarck, ND. Later expansions of the railroad created more extensive linkage of rail lines throughout the West.

Garrison Support

After the long overland haul of supplies to the frontier posts, supply problems were far

from over. Maintaining logistical support in the field was another difficulty. When a cavalry force moved out on a mission, it moved under a handicap. The column had less mobility because it required a slowmoving baggage train to move out with it.

A cavalry column operating in the West demanded an enormous amount of logistical support. To support the column's main mission, the column itself had to establish supply points along the trail and stock them. When these supply points were established, they were guarded by members of the column. This decreased the column's strength because the cavalymen were guarding the stores and not on the march.



Traveling with the military were civilian freighters who had contracted to haul supplies. The column needed the civilians to help transport provisions because the cavalry did not have the equipment or personnel to move its supplies. In addition, supply trains shuttled between the post and the supply points, replenishing the column.

In addition to supplies for the troops, forage for all the horses and mules had to be transported. Horses that the soldiers rode could not remain healthy on grass alone as the Indian ponies did; they needed grain. The freighters also had to haul forage for the horses and mules that pulled the wagons.

The support necessary for the animals alone required a number of wagons. The amount of forage that a team of horses required was 23 pounds per horse per day, and a team consisted of six horses or mules. One wagon could haul enough to feed its team for two weeks. Other wagons carried supplies for the troops. One expedition of General George Crook is an excellent example of what was required to support an army in the field.

General Crook

General Crook was a veteran of the Indian Wars and the Civil War. He was the only general officer to command in the field in the Pacific, Arizona and Plains theaters. Crook was a student of the Indian way of life and the territory he fought in. The principle he followed for defeating an enemy was simple: track him until he wore down. General Crook trained both his soldiers and his animals in supply movements so that they were better able to stay moving after the Indians.

When General Crook and his army left Fort Leavenworth in 1876 in pursuit of Sitting Bull, he had a lot of company. Along with him went 300 civilians manning 168 supply wagons and a pack train of 400 mules. A unit so laden with logistical support faced incredible odds trying to track down Indians who moved swiftly and traveled lightly. This expedition needed to move quickly. Because of this, General Crook moved faster than his logistical support. Leaving behind his wagon trains, he moved faster but was unable to

sustain the movement. The troops needed to stop and take time to search for food to the point that "it ended with troops expending virtually all their energy and resources simply keeping themselves supplied" (page 73, Robert M. Utley's *Frontier Regulars: The U. S. Army and the Indian Wars 1866-1891*, New York, Macmillan, 1973).

The one advantage the Army did have with all its wagon trains was the ability to supply itself and fight in the winter. The Indians had to stay in their camps with few rations. This is the reason most of the major battles won by the cavalry were fought during the winter.

Conclusion

The Army's ability to move and shoot effectively depended greatly on the length and mobility of its supply lines. The multitude of wagons and animals necessary just to support an army on the battlefield causes wonder at the capacity of the troops to fight under such conditions. In 1882 the assistant Quartermaster General stated that "unless cavalry operate in a country well supplied with forage, a large amount of wagon carriage must be furnished for forage and in such cases cavalry is of little value except to guard its own training" (page 75, Utley). The cavalry's quarry was flexible and mobile—abilities which enabled the Indians to prolong their fight with the cavalry. With a better system of support, the cavalry possibly would have accomplished its mission sooner.



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THE ARMY ACQUISITION CORPS

What is it?

LT Betty J. Yarbrough

Organization

The Army Acquisition Corps was developed and organized as a result of the Defense Management Report released in July 1989. Basically, the Army Acquisition Corps program will replace the Army's Materiel Acquisition Management program. The Defense Management Report listed several key requirements for an acquisition program. These requirements will result in a devoted corps of acquisition specialists in the military with expertise in a specific area.

Specialists

The acquisition specialists will be selected early in their careers. They will have practical experience from their previous positions and will develop their acquisition skills to complement their functional knowledge. The acquisition specialists will receive advanced managerial and technical training. Opportunities for promotion will be equal to that of officers Armywide.

The Army Acquisition Corps is not a branch. It is not a functional area. It is a specialty. The Army Acquisition Corps officer will wear his basic branch insignia and be affiliated with his regiment. The Army Acquisition Corps program will consist of approximately 3,000 personnel. These 3,000 personnel include candidates and certified officers. Of the 3,000 personnel, 2,400 will be in functional area 51 (research, development and acquisition), 45 in functional area 52 (nuclear weapons), 327 in functional area 53 (systems automation), 165 in functional area 97

(contracting and industrial management) and the remaining 63 will be aviators (branch 15) with a functional area of 35 (tactical intelligence).

Selection

Officers who want to enter the Army Acquisition Corps should hold a functional area previously listed as a prerequisite. An officer who is single track and does not hold a functional area may still apply. If selected, that officer will be admitted into the Army Acquisition Corps and assigned a functional area based on the Army's needs. Officers who hold a functional area other than one from which Army Acquisition Corps officers are drawn should request a functional area redesignation. During their eighth year of service, officers who are branch qualified will be reviewed by a board for selection into the Army Acquisition Corps. Officers with one of the required functional areas may request entry into the Army Acquisition Corps, but this will not mean automatic selection. Approximately 213 officers will be selected Armywide on an annual basis.

An officer selected for the Army Acquisition Corps must meet specific criteria. The officer will be branch qualified at the company level as appropriate for his particular branch. For Quartermaster officers, company-level branch qualification includes three key requirements. These key requirements are the completion of the Officer Advanced Course (OAC), the completion of the Combined Arms Service Staff School

(CAS3) and command of a company/detachment.

The selected officer will have the potential for promotion to major. For Quartermaster officers, recent major promotion boards have emphasized that successful company command is essential for promotion.

The selected officer will have an undergraduate degree in a discipline such as business management, engineering, business science or computer science. The officer will also have a sound educational background and be academically qualified for acceptance into a graduate program. In most cases, the selected officer will be a volunteer. It should be noted that an officer could possibly meet the criteria and not be selected because selection depends on the needs of the Army Acquisition Corps.

Officers selected by the board will become candidates and will receive skill identifier 4M. This officer's personnel file will be physically relocated from his Branch Assignment Section to the Military Acquisition Management Branch at the U.S. Total Army Personnel Command (PERSCOM). At this point, assignment precedence changes from branch qualifying to acquisition developmental assignments.

Career Progression

Officers selected for the Army Acquisition Corps who do not have an advanced degree will be offered an opportunity to earn a master's degree through the Advanced Civil Schooling program. After obtaining a master's degree, the officer will attend

the Materiel Acquisition Management (MAM) Course at the Army Logistics Management College at Fort Lee, VA. Near this point in the officer's career, he should be promoted to major. Following the MAM Course, the officer will be assigned to an acquisition position in his functional area. After this assignment, the officer will either attend the resident Command and General Staff College or enroll in the non-resident Command and General Staff Officer Course. Following the completion of this course, the officer will be assigned to an acquisition user position. This will be an Army Acquisition Corps officer's last assignment in his basic branch. This assignment ensures the officer is knowledgeable of any changes that can assist him in the acquisition arena. The officer will then attend the Program Management Course at the Defense Systems Management College at Fort Belvoir, VA. All subsequent assignments will be solely acquisition assignments. At this point, the officer should be promoted to lieutenant colonel, certified in the Army Acquisition Corps, and awarded the skill identifier 4Z. As a lieutenant colonel and again as a colonel, officers will compete for critical acquisition positions. Colonels not selected for a critical acquisition position will serve in their functional areas. The lieutenant colonels and colonels compete for manager and program executive officer positions, respectively. The requirement for a joint service assignment is waived for Army Acquisition Corps officers. One very significant difference in the career path of Army Acquisition

Corps officers from that of Quartermaster officers is that Army Acquisition Corps officers will not compete for battalion or brigade command.

Civilians

The Army Acquisition Corps program will also involve civilians. Civilian candidates will be selected from career programs 11, 13, 14, 15, 16, 17, 18, 23, 24 and 25. One source of civilian candidates will be the Logistics and Acquisition Management Program. The civilian career path is comparable to that of the officer. Currently, there is a proposed change in legislation before Congress to allow funding for advanced degrees for civilians. This will enable the Army to require all Army Acquisition Corps personnel to have a master's degree.

Career Decisions

According to BG(P) Malcolm R. O'Neill, the first director of the new Army Acquisition Corps, the goal of the Army Acquisition Corps is to give the Army a group of professionals who are qualified to procure equipment for soldiers to use in combat.

This new program is requiring officers in today's Army to make difficult decisions early in their military careers. Since officers may apply for a specific functional area, those seeking the Army Acquisition Corps must choose a functional area of 51, 52, 53 or 97. This initial decision takes place during the officer's fifth year of service. In addition to selecting a functional area early in his career, the young officer must accept the fact that entry into the Army Acquisition

Corps will preclude him from ever being a battalion or brigade commander. Some officers will decline entering the Army Acquisition Corps because they want to hold positions linked more closely with troops.

Regardless of the career choice, the qualities required for success will remain unchanged. One of the most positive traits of the Army Acquisition Corps is that it offers the same opportunities for promotion as other officers, assignments to demanding positions or projects and a high degree of job satisfaction through ensuring preparation of soldiers for combat with the best possible equipment. No matter which career an officer chooses, the key to success will still rest primarily with the individual officer.

DA Pamphlet 600-3 Update

The development of the Army Acquisition Corps resulted in numerous changes to DA Pamphlet 600-3 (Commissioned Officer Professional Development and Utilization). A total revision has been approved by the Chief of Staff, U.S. Army and is scheduled to be published in late 1991.



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AIR LOAD PLANNING

LT Edward A. Welch

The U.S. Air Force Military Airlift Command (MAC) Affiliation Airlift Planners Course is a vital asset that should not be overlooked by Quartermaster soldiers and units. It is a two-week course that instructs U.S. Army personnel in the grade of E5 and above on the proper procedures for manifesting, load planning, and inspecting cargo for transport by any MAC aircraft in the airlift inventory as well as the KC-10 of the Strategic Air Command (SAC).

The course's purpose is to expedite air movements by shifting the burden of these essential tasks to the unit being transported. This greatly reduces the processing time at the departure airfield since all of the planning has been completed before the customer unit's arrival. Once these plans have been verified by MAC, immediate upload can begin.

Nearly every logistical unit at corps level and below is required at one time or another to deploy by air. Prime examples of this are Return of Forces to Germany (REFORGER) and Operation Team Spirit. Additionally, this point has been underscored by the recent massive, rapid deployments of Operation Desert Shield/Storm in Saudi Arabia and Operation Just Cause in Panama. The U.S. Army's warfighting capability is directly related to its ability to deploy by air. This is no less true for the Quartermaster Corps.

The course is broken into four distinct phases: orientation to the MAC, airlift preparation, principles of load planning, and safety. Each of these is a distinct but vital aspect of air movement. The phases of instruction build upon each other, starting at the most basic aspects of building a 463L pallet and progressing to developing original load plans for all cargo aircraft in the U.S. Air Force's present inventory. Throughout the course safety is the primary focus in every step.

Orientation to MAC

This element of the course includes information on the MAC command structure, capabilities, the affiliation training program, airlift movements, airlift aircraft, and the Civil Reserve Air Fleet (CRAF). The Airlift Planners Course student is taught the capabilities and characteristics of the Lockheed C-130 Hercules, Lockheed C-141B Starlifter, Lockheed C-5 Galaxy, and the SAC McDonnell-Douglas KC-10 Extender. A detailed knowledge of every dimension is critical to safe and effective manifesting. In light of the recent full-scale mobilization to Saudi Arabia, the section on CRAF is of great interest. This involves civil air carriers of U.S. registry who contractually commit themselves to provide personnel, services, and aircraft to support MAC under stated emergency conditions. The three progressive stages of activation are covered. Instructors show all five of the aircraft utilized in the CRAF program: the Boeing 747, DC-10, DC-8, Boeing 707, and the Lockheed L-1011.

After completing this element of the course, the student has a greater appreciation of the ability of MAC to support global deployments of massive amounts of soldiers and equipment. It becomes obvious that it is a key tool for unit commanders to utilize to successfully accomplish their missions in time of peace or war.

Airlift Preparation

During the airlift preparation phase of the airlift planners course, the supported force's responsibilities are covered in detail. These include marshaling, cargo preparation and inspection, palletization, shoring, and weighing and marking of cargo. The types and capabilities of materials handling equipment (MHE) are

also discussed.

Marshaling is defined as the orderly assembly, organization, and movement of personnel and equipment from unit to the aircraft. This aspect of air movement is covered since it is absolutely essential to a successful airlift. All of the steps necessary to identify, consolidate, prepare, prioritize, and document cargo are taught.

The U.S. Air Force will not load equipment on its aircraft unless it is properly prepared and inspected, so a heavy emphasis is placed on cargo preparation and joint inspection. The Airlift Control Element (ALCE) representative points out the necessity of cleaning cargo, reducing items to fit a certain spot within the aircraft (fuselage station), correctly loading secondary cargo within vehicles, palletizing cargo, and properly handling hazardous materials.

A major portion of this phase involves the preparation of DD Form 1387-2 (Special Handling Data/Certification) and DD Form 2133 (Joint Airlift Inspection Record). The DD Form 1387-2 is a mandatory form for all hazardous cargo. A valuable aspect of this training is that routine items that count as hazardous cargo such as lithium batteries are noted. This is important because failure to properly document any hazardous cargo, no matter how small, can cause an entire chalk (designated cargo) that constitutes a complete aircraft load to be rejected for airlift.

Another block of instruction deals with palletization and shoring. ALCE representatives discuss fundamentals of building a 463L pallet. All of the pertinent requirements, restrictions and specifications are covered. (A separate course offering extensive "hands-on" training of building 463L pallets to move vari-

ous types of cargo is also offered through MAC.)

Shoring (material used to distribute equipment weight over a larger area to prevent damage) is another important topic. Rolling, parking, and sleeper shoring, as well as dunnage are a supported force responsibility. Grasping the requirements involved is a necessity.

Students then learn the final section of airlift operation - weighing and marking cargo. MAC will not airlift any items that are not properly weighed and marked with the center of balance (CB).

Instructors show the various types of scales and methods of weighing used. It is at this point in the course that CB calculations are introduced. This is important because all future computations of aircraft balance revolve around this formula. A workbook with sample problems is provided to the students to increase their proficiency with all of the required calculations.

It is worthy of note at this point that the course involves a great deal of mathematics. A calculator and the ability to handle equations and formulas are essential.

Principles of Load Planning

This element of the course consists of instruction on aircraft weight and balance, load planning principles, aircraft characteristics, and manifesting.

Aircraft weight and balance are the most important factors of flight safety when load planning. For an aircraft to fly properly it must be balanced. The main method used to instruct aircraft CB is a series of increasingly difficult computations and examples. The instructor's philosophy is that the best way to learn load planning is by doing it. During this phase of the course the ALCE representatives closely monitor and grade the progress of students. Class work and homework are both checked and graded, and those individuals needing extra help are given even closer attention.

Next, students load plan an entire unit's equipment using a unit aircraft utilization plan. Load planning makes it possible to know in advance whether an aircraft can carry a load. It also identifies how many and what types of aircraft are needed to accomplish a mission. The load plan greatly aids airlift preparation by such factors as prioritizing cargo, identifying requirements for MHE, and shoring.

The final step of airlift planning is manifesting. A manifest is a written inventory and record of the cargo and personnel aboard an aircraft. In this phase each student prepares numerous detailed schematics of each type of aircraft. Department of Defense forms for C-5s, C-130s, C-141s, and KC-10s are used to document cargo manifests. Each of these represent a model of how the actual loaded aircraft will appear.

These schematics are precise and take into consideration vehicle/cargo CBs, weight, aircraft limitations, and fuselage stations. More simply it means an Air Force Loadmaster can use this completed form to actually configure all of the cargo on an aircraft. For this reason, any error on the manifest (which students complete as the final examination) that causes the aircraft to be out of balance or that ignores the limitations of the aircraft will cause the student to fail the course.

Safety

Movement safety should be the primary consideration in every airlift. Flight line safety is stressed by the ALCE representative as imperative to mission effectiveness.

The main topics covered are flight line safety, the circle of safety (restricted area around aircraft), vehicle parking (parallel to the wing axis), loading safety, and off-load safety.

The basic doctrine of safety for airlift operations is "expose

the minimum number of personnel to the minimum number of hazards." All personnel not actually needed on the flight line should stay away.

Airlift Operations and the Future

Air movement is a necessity in today's volatile world where a rapid military response can become necessary at an hour's notice. The future shows little sign of being more peaceful. While the U.S. traditional adversaries pose less of an imminent threat than in the past, low intensity conflicts are constantly developing halfway around the world. The need for airlift capability is constantly expanding, and the MAC Affiliation Airlift Planners Course is a commander's best tool to develop an effective combat force that can immediately respond to airlift contingencies.

Personnel interested in attending this course should contact their unit S3 (Operations and Training Officer). The course is offered on a quarterly, biannual, or annual basis based upon each unit's MAC affiliation level. It is normally taught at the U.S. Air Force Base closest to a major Army installation to be trained. ALCE teams are sent to specific areas on a rotating basis to train all of the representatives from affiliated Army units.



LT Edward A. Welch was the Petroleum Platoon Leader of A Company Supply and Transport (S&T), 193d Support Battalion, Fort Clayton, Panama, during Operation Just Cause. He is a graduate of the U.S. Air Force Military Airlift Command Affiliation Airlift Planners Course and is assigned to the Office of the Quartermaster General, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.

WAREHOUSE MOBILITY

LT Glenn Taylor

0430 hours. A small kaserne of a forward support battalion, somewhere in Germany.

"Is everyone here, First Sergeant?"

"Yes, sir."

"Good, let's get started. We have been alerted to move to position Tango. We have 72 hours to be in position and fully operational. We will not be coming back to this location. That means everything goes with us."

"Sir, usually we need transportation help to do this. Are you saying we won't be able to shuttle parts from the warehouse to Tango?"

"Absolutely. Welcome to your first Alpha-level alert, Lieutenant Faragut."

The future of support will require support units to provide support further forward and cover a larger area. This economy of forces will place a premium on streamlining warehouse operations. The ability to pick up and move at a moment's notice will be more vital. How will Lieutenant Faragut move the brigade's Class IX (repair parts) assets with his available resources? Answer: He cannot.

A typical Class IX operation could be composed of 3,200 lines. Major assemblies might account for 28 of those lines, and reparable exchange (RX) another 42. Transportation, always at a premium, might be limited to six stake and platform (S&P) trailers, seven M129A2 "VICTOR" vans, two 2 1/2-ton trucks and two expandable supply vans. Total capacity of this operation is

2,200 lines. Normally only 51 percent of the total assets would fit on available transportation. Another 10 S&P trailers would be required. Although I am addressing this issue from my experience as a technical supply officer for a separate brigade, the problem of inadequate transportation assets is universal. What can be done to avoid this situation?

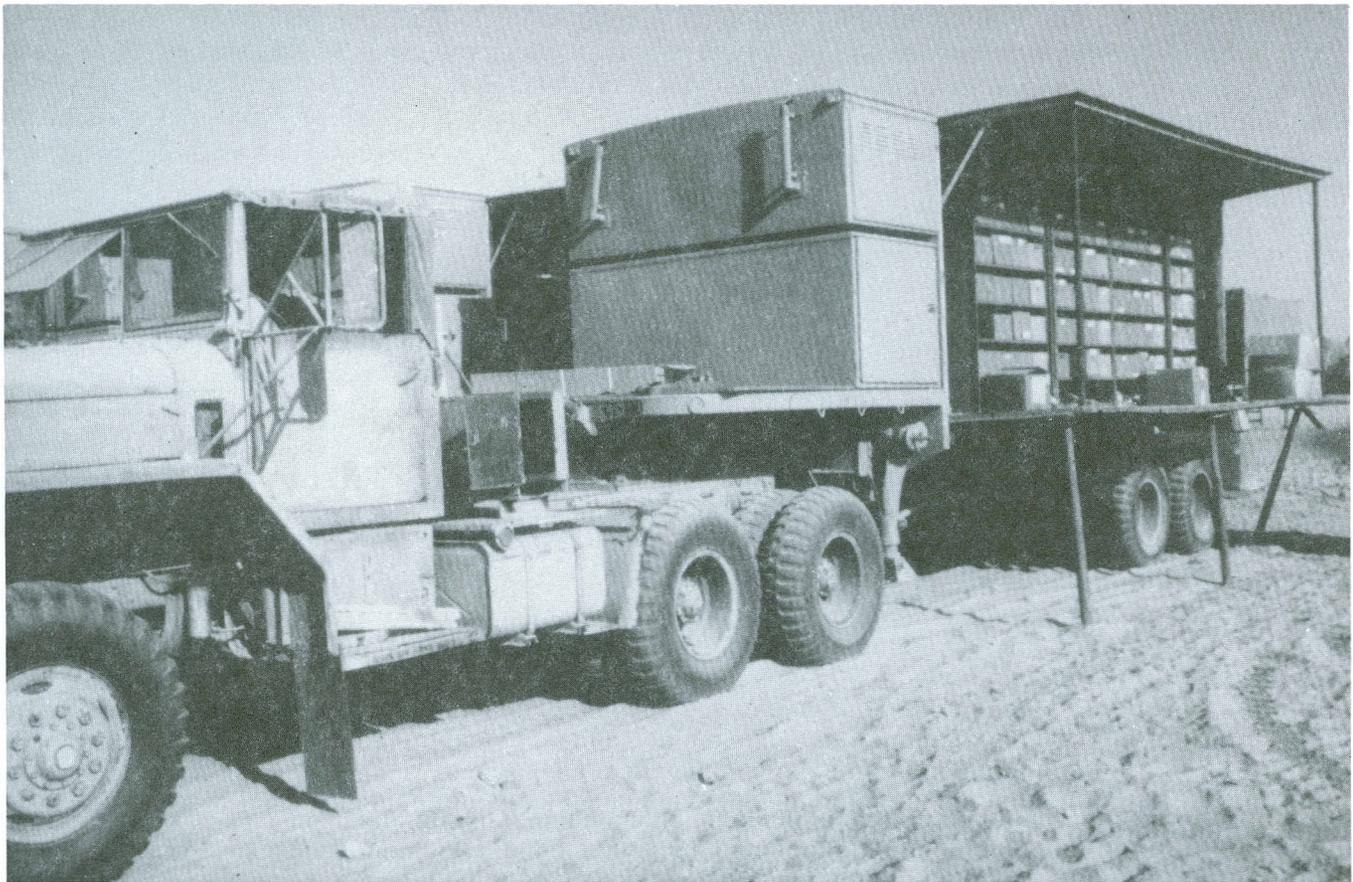
The key to streamlining the Class IX operation is becoming as self-sufficient as possible. To do this, employ supply economy. Technical supply officers have an obligation to assist battalion and brigade commanders in determining their actual support needs. Do this by determining your wartime needs. Authorized stockage list (ASL) items in a forward support battalion should have as few "nice-to-have" items as possi-

ble. Seat cushions or large numbers of noncritical stock items waste valuable space. Limit stockage to critical supply parts, parts difficult to obtain in wartime. At the same time, take the mission and lift capability into account.

To determine wartime needs, have the maintenance shop officer provide you with a historical file copy from his Standard Army Maintenance System Level 1 (SAMS-1) report. This will detail what parts have been ordered over the past three years. Look very closely at quantities and the field densities of equipment at the time. This provides a foundation for you to begin streamlining your ASL.

- *Stock only those items for which you have space.*

Make hard choices between



'The next conflict will be a *come-as-you-are* proposition. To be combat-ready, you must reduce your ASL to items which ensure mission accomplishment...'

items that are seldom used and high turnover lines, difficult to obtain and common-use items. Look at all your supply lines and determine which items have primary stock numbers on hand. Check to see which substitute stock numbers are on hand for those difficult-to-obtain primary stock numbers. Also look to see if both primary and substitute items are on hand. If the secondary stock number is readily available but there is difficulty in obtaining the primary, concentrate stockage with the secondary stock-numbered item. If both the primary and

secondary stock numbers are on hand, turn in the secondary stockage. By turning in your excess and nonessential stock-numbered items, you will have significant savings. My organization saw an entire training exercise funded almost solely through monies returned when we turned in excess and nonessential parts.

- *Assess your storage upload potential.*

Uploaded at all times in mobile storage vans are critical supply items. These must be on hand to sustain the combat readiness and efficiency of

your supported units. Items may include such high-use items as M-1 fire extinguishers, brake shoes or circuit cards. These quantities should be determined using the SAMS-1 report, command input and the supported unit's mission requirements. To support a combat unit, take a maximum number of major assemblies (MASSY). Remember that there are limits on total cubic footage or tonnage that S&P trailers can haul. It is unrealistic to assume that you will be able to carry five M-1 power packs and three M-88 engines on one S&P trail-

er, for example. Assuming that you will never have to move the entire Class IX operation is a dangerous assumption. The order to pack up and move all my assets came during Return of Forces to Germany (REFORGER), when higher headquarters decided to conduct all resupply to units from units in the field also. On receipt of such an order, it is suddenly obvious that moving the warehouse in one "lift" is a challenge under the best of circumstances. Using a MASSY usage report from recent field exercises, we could determine which MASSY would be critical to the brigade. These were the MASSYs that we chose to keep uploaded. But there was still such an overflow of noncritical parts that only 51 percent of the warehouse could be uploaded and moved in one lift. Moving our 3,820 lines of RX, MASSY and common storage items required 32 S&P tractor/trailer missions. Following the REFORGER, the number of lines was reduced to more accurately reflect actual usage data and upload capability.

- *Conduct ASL review boards twice a year.*

The conduct of ASL review boards is spelled out in AR 420-1 (Real Property and Resource Management). These boards are perhaps the most important tool you have in streamlining your operation. Here is where the hard choices are made on the "macro" level. Each battalion motor officer (BMO) and battalion maintenance technician (BMT) should attend along with the Class IX material officer, technical supply officer, technical supply technician and

shop officer. These meetings should focus on what actually is or should be stocked. The criteria should be:

- Demand history.
- Frequency of use (Example: Is the item used once a year or twice a week?).
- Difficulty in receiving the item.
- Mobile storage space available.
- Is this item a "show stopper" (mission critical)?
- *Use wartime/combat stockage directives.*

The brigade or the division G4 has usually determined minimum Class IX support required to survive the first 30 days of battle. Review this roster at least annually. The wartime/combat stockage roster will have a listing of all primary and substitute stock numbers for major assemblies and critical supply parts. Load critical supply parts on the supply vans permanently. This will form the basis for your combat ASL. Make load plans for major assemblies available for each S&P trailer to ensure smooth upload of supplies.

The next conflict will be a "come-as-you-are" proposition. To be combat-ready, you must reduce your ASL to items which ensure mission accomplishment, reduce upload time and improve support. The bottom line: only stock items which will effect combat effectiveness. Reviews must be conducted ruthlessly and choices made. This is often easier said than done. The failure to make the hard choices often stymies your attempts to create a truly

mobile organization. But if the hard choices are not made, the end result is **decreased** combat effectiveness. How? Because choices are not made, critical parts are left in the rear due to lack of space or not carried at all. Consider the time and man-hours wasted as the Class IX operation is forced to shuttle between various warehouses in the rear to obtain the parts required, instead of relying on the system.

Increasing the mobility of a Class IX warehouse operation is not a mystery. Following these simple guidelines and current regulations ensures success. Another way to increase your effectiveness and eventually reduce your workload is to become so involved with your customers that you completely understand their requirements. Foster a working relationship with your supported units. You will find that battalion motor officers and technicians have an excellent idea of what you really need to be stocking in your warehouse. Remember, your goal is support, on time, on target, on location.



LT Glenn Taylor is a graduate of Kansas State University, Manhattan. He is also a graduate of the Quartermaster Basic and Advanced Courses. Previously, he has served as Technical Supply Officer and Company Executive Officer with B Company, 299th Support Battalion, 1st Infantry Division (Forward), Boebligen, Germany.

REMINDERS FOR IMMERSION HEATERS AND M2 BURNER UNITS

Hubert B. Watts

Periodically, we must remind you of the safety precautions for setting up, lighting and operating immersion heaters and M2 burner units. There are only a few, but they are very important.

Immersion Heaters

When setting up immersion heaters, select a level site.

Before lighting the heater, check for excess gasoline in the combustion chamber by turning the unit upside down. Do not soak your lighting torch by holding it under the fuel drop valve.

While the unit is operating, avoid looking directly into the fuel or burner compartments. Always keep a fire extinguisher near and promptly wipe up any spilled fuel.

After operation, remove the fuel tank from the unit. If the tank is left on the unit while not in use, gasoline may leak into the combustion chamber.

M2 Burner Units

Light the burner outside, never in the kitchen tent or truck.



When fueling the unit, be careful not to open the filler cap near open flames. If refueling, turn the flame off and let the unit cool. Never refuel a unit while it is still burning or while it is still hot. Keep a check on the pressure gage. Do not operate beyond 25 pounds pressure. There are several things to remember about releasing the pressure. Never release air pressure while the unit is burning or

hot; wait until it has cooled. Do not release air pressure through the air input valve.

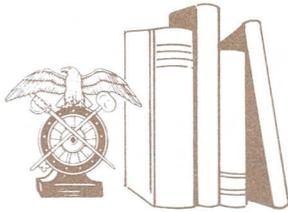
Make adjustments to fittings and joints before operation or after the unit has cooled. Never tighten fittings and joints while the unit is in operation.

Of course, you must wipe up spilled fuel immediately.

Remember, you can never be too careful when handling gasoline and gasoline-fueled equipment. You can find more information on operation and safety in FM 10-23 (Army Food Service Operations) and appropriate training manuals.



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PROFESSIONAL READINGS

The Professional Readings section of the *Quartermaster Professional Bulletin* is designed to encourage the professional development of all Quartermasters. Titles are selected from the Quartermaster School Professional Reading List, the current Department of the Army Contemporary Military Reading List, as well as other notable sources. Short reviews from the field are welcome.

The Defense of Hill 781: An Allegory of Modern Mechanized Combat

James R. McDonough, Presidio Press, Novato, CA, 1988.

When Ernest Swinton published **The Defense of Duffer's Drift**, he probably did not expect it to be as widely read as it eventually was. This tactical primer has served soldiers for generations. Now Colonel McDonough has given us the modern version of **The Defense of Duffer's Drift**. Using the same premise as Swinton, McDonough guides us through a National Training Center rotation with Lieutenant Colonel A. Tack Always. This book is full of humor as well as the basics of mechanized combat. Although its focus is on the mechanized infantry, it has much to offer the logistician, as understanding the combat arms makes a better logistician. This book also reminds us that our greatest weapon has a human face.

Urgent Fury, The Battle for Grenada

Mark Adkin, Lexington Books, Lexington, MA, 1989.

This book is part of a series in low-intensity conflict studies. Major Adkin, a retired British infantry officer and a member of the Barbados Defense Force, offers a view of the Grenada operation as "an outsider." He provides an overview of the political situation which led to the invasion and follows with an excellent account of the operations. While not completely critical of the U.S. military, Adkin states that "the catalogue of U.S. military failures since World War II points unerringly to fundamental flaws in their system." For example, he discusses mismanagement, lack of preparation at the highest levels, communications breakdowns and preventable casualties. This book is very informative and interesting.

The Anatomy of Courage

Lord Moran, Avery Publishing Group Inc., Garden City Park, New York, 1987.

This book is a part of Avery Publishing Group's Art of Command Series. Lord Moran was the medical officer of the First Battalion of the Royal Fusiliers in World War I and also Winston Churchill's physician in World War II. First published in 1943 with a second author's edition in 1966, his book remains the first stop for those seeking to understand how and why soldiers act as they do in combat. It is written from a British point of view, but the author understands courage and how it is displayed on the battlefield. This book stands the test of time because of the answers it offers and the way it is written. This book is a must for the professional soldier.

The Straw Giant, America's Armed Forces: Triumphs and Failures

Arthur T. Hadley, Avon Books, New York, 1987.

First published in 1971, this book has been revised periodically and, recent success notwithstanding, is still relevant. Hadley sees six factors present at recent American military failures that will presumably be present at any other failure unless they are corrected. These six factors: overcontrol, readiness (or the tooth-to-tail ratio), flawed organization, interservice/intraservice rivalry, the Great Divorce (the separation of the military from the financial, business, political and intellectual worlds) and what Hadley calls KAFCA (Keeping the Able From Contributing to the Action) have seemingly been evident from late World War II until Grenada. The failure to understand these factors may well lead to another debacle like the aborted hostage rescue attempt in Iran in 1980. Hadley is well-qualified to comment on the American military, having been associated with it for most of his life first as an officer, then as a commentator. This book is extremely well-written and should be read by all professional soldiers.

MQS II COMMON TASKS AND SUPPORTING MATERIALS

The U.S. Army Training Support Center, Fort Eustis, VA, is proponent for developing the Military Qualification Standards (MQS) manual of common tasks. Proponent schools and agencies prepare task summaries and training support packages (TSPs). The MQS II manual of common tasks contains the tasks for all company-grade officers to master. Task summaries comprise the main part of the manual. The tasks contain the standardized training objectives for all officers to perform their jobs, lead, train, fight, survive and to win in combat.

The U.S. Army Quartermaster Center and School, Fort Lee, VA, is proponent for nine common tasks: seven Supply, one Graves Registration and one Subsistence. A task summary page, included in the MQS II Common Task Manual published in January 1991, supports each common task. The TSPs ensure standard training unique to each phase of the MQS system. TSP users do not have to follow the recommended time requirement for the tasks. However, the standards in the TSP are mandatory and must always be met or exceeded. The TSP provides administrative information, lesson plans training and training evaluation materials for service school instructors to prepare, manage and present standardized instruction. The U.S. Army Training Support Center prints and distributes common task TSPs to Training and Doctrine Command (TRADOC) schools and Reserve Officers Training Corps (ROTC) schools.

FY 92 SDT WINDOWS

The Self-Development Test (SDT) will be a formal, written test administered by the Training Standards Officers (TSOs) and will replace the present Skill Qualification Test (SQT). The SQT ended for privates, privates first class, specialists and corporals 30 Nov 90 for the Active Component and 31 Aug 91 for the Reserve Component. SDT testing will begin 1 Oct 91 for the Active Component and 1 Oct 92 for the Reserve Component. The SDT, like the SQT, will be tested annually during a 3-month test window for the Active Component and every 2 years during a 12-month test window for the Reserve Component. The SDT test windows for Quartermaster military occupational specialties (MOSs) for the Active Component are as follows:

MOS	SKILL LEVELS	TEST WINDOW
• 76X	2-4	Nov 91-Jan 92
• 57F	2-4	Dec 91-Feb 92
• 43M	2-4	Jan 92-Mar 92
• 57E	2-4	Feb 92-Apr 92
• 43E	2-4	Apr 92-Jun 92
• 77W	2-4	May 92-Jul 92
• 77F	2-4	Jun 92-Aug 92
• 77L	2-4	Jun 92-Aug 92
• 94B	2-4	Jun 92-Aug 92

• 76P	2-4	Jul 92-Sep 92
• 76C	2	Aug 92-Oct 92
• 76Y	2-4	Aug 92-Oct 92
• 76V	2-4	Sep 92-Nov 92

FY 92 QUARTERMASTER RC OFFICER ADVANCED COURSE

The FY 92 schedule for Phase I of the Quartermaster Reserve Component (RC) Officer Advanced Course follows:

PHASE	CLASS	DATES
I	92-1	19 Oct-1 Nov 91
I	92-2	22 Feb-6 Mar 92
I	92-3	12-24 Apr 92
I	92-4	9-21 Aug 92

Phase III dates will be available Nov-Dec 91.

For further information, phone MAJ Joose or Mr. Clemons at DSN 687-5167/5452 or Commercial (804) 734-5167/5452.

HOT LINE INFORMATION

The Office of Evaluation and Analysis (OEA) in the U.S. Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, collects immediate feedback from the field with a 24-hour telephone answering service. OEA records incoming calls

closely. Ending the allowances and the corresponding increases in basic pay would result in possible tax increases because allowances are not now taxed. On the other hand, this change could result in better retirement benefits computed on basic pay.

DINING SURCHARGE CHANGES

Personnel who must pay for meals in soldier dining facilities can face two separate charges. There is an amount collected to cover the cost of the food ingredients. This is called "food costs." There is a second fee collected to cover the cost of operations such as labor, utilities and maintenance. This figure is called surcharge. Surcharge must be paid by officers and civilians, unless specifically exempt by one of the criteria specified in AR 30-1 (The Army Food Service Program), paragraph 6-16. Surcharge exemption is authorized when consuming a meal in the field, aboard a ship, as a result of an act of providence or when duty prevents consuming meals elsewhere. In essence, meals consumed by choice require surcharge payment. When the choice is eliminated and meals must be consumed in the government facility or personnel go hungry, surcharge is waived. Additionally, all officers, civilians and soldiers who receive the subsistence per diem allowance must always pay the surcharge rate regardless of the meal, conditions or location where the meal is consumed.

A recent change to normal surcharge exemption was published by Headquarters, Department of the Army (HQDA) message 192145Z Mar 91, subject: Dining Facility Surcharge Exemption. This change exempts surcharge for all officers in leadership positions as defined in AR 670-1 (Wear and Appearance of Army Uniforms and Insignia), paragraph 28-20. Personnel who knowingly sign a cash collection sheet and pay only the food cost when surcharge is required are subjecting themselves to possible charges of fraud. The amount of \$5.75 per day is obviously too small to jeopardize a career. When a soldier compares the price of a burger, fries and a drink for \$4 with an all you-can-eat buffet, salad bar, beverages and dessert for only \$5, the Army's price is still a bargain. Leaders should now have an incentive to dine at the facility more often and, hopefully, help police the system.

SOCIAL FUNCTION SUPPORT BY SOLDIER DINING FACILITIES

Many officers and noncommissioned officers (NCOs) continue to view using the soldier dining

facility, personnel, equipment and even rations to support military social and religious functions as authorized uses. Before the 1977 publication of AR 30-1 (The Army Food Service Program), no written guidance prevented such practices. Therefore, the food service sergeant was tasked to provide pastries and beverages for promotions, commander's meetings, graduations, change of command ceremonies, prayer breakfasts and other such functions. A close look at participants revealed attendance by mostly officers, NCOs and civilians. All three groups had to pay for government rations when consumed, but no funds were collected. The misconception was that the person paid when consuming a meal, and these items would definitely not qualify by most as a meal. In the 1977 edition of AR 30-1 and all subsequent changes and revisions, very specific guidance prohibits using soldier dining facilities, personnel, equipment and especially food to support any function except for soldiers authorized subsistence-in-kind (SIK) and other identified officers, soldiers paid the basic allowance for subsistence (BAS), and civilians if they reimburse the government. Even though the guidance was clear, many functions continued to be supported illegally.

By Headquarters, Department of the Army (HQDA) message 171 300Z Apr 91, support for change of command functions was taken off the prohibition list. Such support, however, requires the commanders to purchase all ingredients required for such support from the commissary, post exchange or commercial sources.

Understanding the rationale for these decisions requires an understanding of ration entitlements. By public laws, Titles 10 and 37, soldiers are either authorized rations as part of their pay and allowances or a monetary allowance. The officer receives a fixed amount per month. The soldier on BAS receives \$6.15 per day or approximately \$184.50 per month. The soldier on SIK receives \$4.54 per day or \$136.20 per month in actual food. In addition to receiving the lowest allowance, the soldier on SIK forfeits about 45 percent of his annual allowance through missed meals. The officer and BAS soldier receive their full entitlement regardless of meals missed. To compound the negative impact on the SIK soldier, when food items (even a cup of coffee) are consumed without someone signing the cash collection sheet, the dining facility account is not reimbursed for subsistence. Thus, less food or lower-priced food items are procured to support the SIK soldier. In short, the SIK's ration is used to subsidize the officer or BAS soldier who consumed the perceived "free" rations.

A good leader (officer or NCO) should never knowingly support any activity that has a negative impact on their soldiers. Leaders are the key to policing the system. They must not request or support any function where the food was illegally obtained from the soldiers' dining facility.

OPERATION DESERT STORM: ARMY FIELD FEEDING FEEDBACK

There is nothing like firsthand experience to tell if a system works or not. However, not too many of the doctrine and policy personnel in the Army Field Feeding System were in the right position at the right time to be able to see the entire food distribution, food preparation and food service operations in Operation Desert Storm. We have had wide-ranging comments back from a narrow slice of various personnel with the war effort. Some were positive; many were not. We expect to hear the focus on the "misses" rather than "hits" in the food arena. But we need to verify the system as a whole, from top to bottom. So, this is a call for all of you returning fighters and supporters to tell us what you observed and experienced as you moved into theater, out of the staging areas, and into the desert. We want to know what worked, what was missed, what was excess, who knew or did not know what was coming for the next day's meals. . . who called the shots in your units. The individual rations and menus, the planning and coordinating roles, the equipment versatility and limits, transportation needs: anything and everything related to getting the food to you and its quality and quantity is fair game. Please balance off the problem statements with things that did go well, and how important those were for you.

Maybe your comments and suggestions will make the field feeding system in the next "real one" an even more responsive operation. Please take the time to write us at the following address:

USAQMC&S
Army Field Feeding ODS Feedback
ATTN: ATSM-CES
(Field Ops Div)
Fort Lee, VA 23801
POCs: MAJ Dolloff-Crane, DSN 687-1312 and
SGM Patterson, DSN 687-3921.

P&WANCOG REQUIRES MATHEMATICS

Soldiers who attend the Petroleum and Water

Advanced Noncommissioned Officer Course (P&WANCOG) need a solid background in mathematics. Students must be familiar with basic formulas in multiplication, division and fractions and also must be able to use these formulas in algebraic equations. Students must know how to use a calculator. For a basic mathematics refresher workbook, contact Arthur LeMire, P&WANCOG course director, at DSN 687-3427/2407 or Commercial (804) 7343427/2407 or write to Commander, U.S. Army Quartermaster Center and School, ATTN: ATSM-PWD-A (P&WANCOG), Fort Lee, VA 23801-5042.

NEW WATER TANKER TRAINING

The Petroleum and Water Department, Water Training Division, will soon begin training the U.S. Army's new 5,000-gallon, hardwall, potable, water tanker (Model XM 1098). This training will consist of operation of the tanker's hose and pumping assemblies, including operator-level maintenance and servicing, preventive maintenance checks and services (PMCS) and troubleshooting.

This training will coincide with the 3,000- and 5,000-gallon semitrailer mounted fabric tanks (SMFTs) training already being conducted by the Water Training Division. All Advanced Individual Training (AIT), Basic Noncommissioned Officers Course (BNCOC), Army National Guard (ARNG) and U.S. Army Reserve (USAR) Water Purification Specialist (77W) students will receive the training.

The potable water tanker can perform as both a line-haul (storage to storage) and a servicing (storage to distribution) tanker. The tanker can self-load/unload through the mounted pump assembly as well as through gravity feed. It can also service a variety of water containers such as five-gallon water cans and the individual soldier's canteen.

GRREG TITLE/NAME CHANGE

Effective 29 March 1991, the name of the Graves Registration (GRREG) Center, U.S. Army Quartermaster Center and School, Fort Lee, VA, changed to the Mortuary Affairs Center. The new office symbol is ATSM-MA. This change is in line with a recently approved change to the military occupational specialty (MOS) 57F/additional skill identifier (ASI) 4V titles from Graves Registration Specialist/Officer to Mortuary Affairs Specialist/Officer. This title change more adequately depicts the full spectrum of responsibility for which the 57Fs and 4Vs are trained.

MORTUARY OFFICER COURSE

The Mortuary Affairs Officer Course (formerly GRREG Officer Course) is scheduled on the following dates:

Class	Begin	End
501-92	2 Dec 91	13 Dec 91
001-92	8 Jun 92	19 Jun 92
502-92	17 Aug 92	28 Aug 92

In addition to preparing officers for command and staff positions in a mortuary affairs battalion or company, this course prepares officers for staff responsibilities in the Joint Mortuary Affairs Office of a unified command. Officers who successfully complete the course will be awarded the additional skill identifier of 4V, Mortuary Affairs Officer. Personnel interested in enrolling in the course must submit requests for attendance through their established training channels.

ANCOC/BNCOC REPORTING

Soldiers at Fort Lee, VA, for the Advanced Noncommissioned Officer Course (ANCOC) or Basic Noncommissioned Officer Course (BNCOC) should report to the Quartermaster Noncommissioned Officer Academy, Building 3102-B, no later than 1700 on the *day before the course start date*.

All ANCOC students should bring the following items:

- 20 copies of orders and amendments.
- Health and dental records and over-40 medical clearance.
- Copy of permanent profile.
- Copy of their DA Form 2A (Personnel Qualification Record, Part I - Enlisted Peacetime) and 2-1 (Personnel Qualification Record - Part II).
- Prescribed clothing and equipment.

If you have not received a Student Guide 30 days before your reporting date, contact 1SG Glen Milligan (ANCOC) at DSN 687-5823/1240 or 1SG Derek Braswell (BNCOC) at DSN 687-2487/3869. Be sure you have more than six months service remaining after your graduation date.

The Quartermaster Noncommissioned Officer Academy scheduled the following classes in 1st Quarter of FY 92:

CLASS NUMBER	START DATE
ANCOC 76P-01	7 Oct 91
76Y-01	21 Oct 91
57F-01	28 Oct 91

94B-01	28 Oct 91
77F-01	4 Nov 91
76Y-02	12 Nov 91
94B-02	25 Nov 91

BNCOC	START DATE
76Y-01	3 Oct 91
94B-01	3 Oct 91
43E-01	3 Oct 91
76Y-02	3 Oct 91
76Y-03	3 Oct 91
76X-01	24 Oct 91
77L-01	24 Oct 91
76P-02	24 Oct 91
94B-02	24 Oct 91
76Y-04	24 Oct 91
76Y-05	24 Oct 91
77F-01	14 Nov 91
76V-01	14 Nov 91
94B-03	14 Nov 91
76Y-06	14 Nov 91
76Y-07	14 Nov 91
76Y-08	14 Nov 91
94B-04	6 Dec 91
76Y-09	6 Dec 91
76Y-10	6 Dec 91

Career Update

QUARTERMASTER OFFICER BRANCH CHIEF

LTC James Colvin

Good folks in the field seem to come and go quickly and the same is true here at the Quartermaster Branch. CPT Rhonda Jakubik-Workman, former Captains' Assignment Officer, was reassigned to another position in the U.S. Total Army Personnel Command (PERSCOM). CPT Eugene Reeves, previously Lieutenants' Assignment Officer, is her replacement. CPT Reeves, in turn, was replaced by CPT Cassandra Roberts, who previously worked in the Distribution Division of PERSCOM. In the near future, MAJ Dean G. Delis, Future Readiness Officer, will change positions with MAJ John R. Angevine, Majors' Assignment Officer.

Finally, our long-standing vacancy for a company grade technician, was filled by Stacy Buff. She, along with our field grade technician, Doris Fowler, are **not** secretaries and they can help you with many areas such as Officer Record Briefs (ORBs),

microfiche and checking on photographs. This team should remain intact for at least the next 12 months.

Now, I will discuss the performance microfiche in your selection board file. Your performance as indicated on your Officer Evaluation Reports (OERs) and Academic Evaluation Reports (AERs) on microfiche is the most critical item reviewed by selection board members, who also give special attention to your official photograph and your ORB.

Let us look at the OER from a board member's perspective. Parts I (Administrative Data) and II (Authentication) are fairly straightforward. Your signature in Part II verifies that the information in these two parts is accurate. Your signature also certifies the Army Physical Fitness Test (APFT) and height and weight data entered in Part IVa 3 and a 12. Part III really starts the critical review by the board member.

The principal duty title in Part III is very important. Most Army personnel understand duty titles such as platoon leader, company commander and battalion S4. Board members can relate to these standard, "generic" titles. Bottom line: Especially if you are not in a modification table of organization and equipment (MTOE) unit, try to keep your duty title as "generic" as possible. Do not use abbreviations or acronyms that will not be understood by all. The job description, taken directly from your OER support form, needs to address your scope of responsibility. Board members need to know such things as your number of personnel, and the number, types and asset value of your equipment/classes of supply. In a nutshell, quantify your scope of responsibility in terms of resources such as people and equipment.

Part IV, Performance Evaluation - Professionalism, is divided into two parts: Professional Competence and Professional Ethics. Board members quickly scan for all "1s," an Army Physical Fitness Test (APFT) "PASS," and the officer's meeting height and weight standards. Anything greater than a 1 is not keeping pace with the pack. Failing an APFT or exceeding the body fat standard is a sure way to be a nonselect. The second part, Professional Ethics, will be quickly read by the board member for any negative comments. Ethics form the central values of a professional officer corps, and negative comments will have a tremendous impact.

In Part V, board members check that the

blocks annotated by the rater are down the left side of the report. That is, in the "always exceeded requirements" and "promote ahead of contemporaries" blocks. Anything less than these blocks is again not keeping pace with the pack. The rater's comments on potential will usually be read by the board member. However, the rater performance comments may not always be read in total. Given the number of files to review, number of OERs in each file and the time available, the performance evaluation may be read if time permits. Potential comments carry a lot of weight because they are really the issue on a selection board. Board members will usually look for three things in both the Rater and Senior Rater Potential comment blocks: promotion potential, assignment potential (command/staff) and schooling potential (Command and General Staff College and Senior Service College).

Part VII for the senior rater is again divided into the two parts of potential evaluation and comments. I have discussed the comment block for the senior rater. The senior rater's evaluation of potential might, in fact, carry the most weight on the OER. Without getting into a discussion of the center of mass (COM) concept, each OER is reviewed by the board member for relationship of the senior rater's block check to the senior rater's COM. The more officers in the profile, the more credible the profile and vice versa. Board members can quickly review the senior rater block check/profile on several OERs and get an overall assessment of the potential for selection.

Finally, board members all tell us that the most important OERs in a file are the command OERs. These usually carry a lot of weight because those are the jobs where we have to "put it all together."

I hope this provides more insight into the board selection process. Next time you come to the Quartermaster Branch, ask to see a selection board room and a sample selection board file. We will be glad to do this. The more you understand the process, the better your chances for selection.



LTC James Colvin has been Chief of the Quartermaster Branch at the U.S. Total Army Personnel Command, Alexandria, Virginia, since March 1990. His previous assignments include battalion command in Sinai, Egypt, and numerous other command and staff positions.

Career Update

FUTURE READINESS OFFICER

MAJ Dean G. Delis

I want to remind Quartermasters interested in applying for FY 92 Advanced Civilian Schooling (ACS) and Training With Industry quotas (programs starting in late Summer 1992) to submit your applications by 1 October 1991. Additionally, Logistics Executive Development Course/Florida Institute of Technology applications should be submitted six months before the start dates of the courses. (Courses start in August and January.)

In addition to ACS quotas in logistics management, we receive quotas for some unique high technology disciplines such as petroleum engineering, textile engineering, Operations Research/Systems Analysis (ORSA) engineering, food technology and computer science. If you are branch-qualified, have an undergraduate degree in one of these fields or a related field, and are interested in fully funded ACS, please give us a call.

Combined Arms and Service Staff School (CAS3) is a requirement for all officers in Year Group (YG) 79 and later. We recommend completing Phase I of CAS3 as soon as possible after graduation from the advanced course. Then, work through your local training managers to arrange for a quota to attend the resident phase at Fort Leavenworth, KS. Since CAS3 is a temporary duty (TDY) and return course, do not rely on Quartermaster Branch to send you to CAS3 enroute to a new assignment. Currently, CAS3 is not a prerequisite for promotion to major. However, as we reduce the force, not being a CAS3 graduate could become a discriminator in the selection process. Bottom line: CAS3 is a mandatory for YG 79 and later, and it must be completed before resident Command and Staff College attendance, so plan accordingly.

Completing Military Education Level-4 (MEL-4) training is important. If you have not been selected for resident MEL-4 training by your second look, we recommend that you complete the course by correspondence or through a U.S. Army Reserve School. Bottom line: There is little chance of being selected for lieutenant colonel

without being a MEL-4.

We always receive several questions concerning the importance of a master's degree. Let us put everything in perspective. An officer's most important education is his or her military education. In particular, the critical courses are the Officer Basic Course, Officer Advanced Course, Combined Arms and Service Staff School, Command and Staff College and Senior Service College. These military courses are required at different points in an officer's career for branch qualification and promotion. Army officers are competitive people; thus, at the lieutenant colonel level, most officers have master's degrees. However, do not let obtaining a master's degree affect job performance and do not place the degree before military education needs. Each year officers are selected for battalion-level command who have not completed a master's degree. Most of these officers have taken the tough jobs throughout their careers and have done extremely well. Bottom line: If you have the time to complete a master's degree without affecting your military education requirements or your job performance, by all means, do it. Otherwise, do well in your assigned positions and meet your military education requirements.

Another problem that we notice at branch is the lack of a valid security clearance on some of your Officer Record Briefs (ORBs). All officers must receive a SECRET clearance when they are commissioned and must have access to secret information. Review Section II on your ORB to make sure of the appropriate security data. If not correct, bring your security clearance to the attention of your local security manager who will update it through security channels. The Quartermaster Branch cannot update Section II of an ORB.

Major John R. Angevine, current Majors' Assignment Officer, and I will trade desks during Summer 1991. I have enjoyed supporting all of you as the Future Readiness Officer and look forward to serving the captains (promotable) and majors from the Majors' Assignment Desk.



MAJ Dean G. Delis is the Future Readiness Officer at the U.S. Total Army Personnel Command, Alexandria, Virginia. He is a graduate of Command and General Staff College at Fort Leavenworth, Kansas.

Career Update

MAJORS

MAJ John R. Angevine

This article is most applicable to those soldiers assigned to continental United States (CONUS) locations. Officers assigned to OCONUS locations will normally remain in the same location until they reach their date eligible for return from overseas (DEROS). There are very few exceptions to this rule. The prescribed tour length for soldiers assigned to CONUS locations is four years, and the average time on station continues to be approximately 36 months.

Everyone is eventually assigned to a location or a duty that they do not like. The most important thing to remember is to do your best; the Army needs you there. The Officer Evaluation Reports (OERs) from this job will carry the same weight as other OERs when a board considers your file for promotion or schooling. In this day and age, you have no jobs in which you can afford to slack off. You must do your best. Any reports below the center of mass will place you at risk for promotion.

Expect minimum time on station (TOS) of 24 months. It is rare to move with less time than this. If an officer volunteers to move at 24 months TOS, several actions are required. The most important is talking with your chain of command and gaining their approval to depart. The best way to do this is to forward a DA Form 4187 (Request for Personnel Action) through your chain of command, including your installation personnel officer, to Quartermaster Branch at the U.S. Total Army Personnel Command (PERSCOM).

Before submitting your DA Form 4187, contact your assignment officer to discuss your options. The following are the general guidelines that we use when considering an early move:

- **Army needs.** If you are moving from a CONUS location, you will usually go to an OCONUS assignment, with very few exceptions. Is your current installation over or understaffed with Quartermaster officers in your grade and area of concentration? If the installation is short of officers, you may not be able to leave. Are you completing an Army Educational Requirements Board (AERB) or Training With Industry (TWI) utilization tour? If so, you must complete your commitment

before moving. If you are in a joint duty position or assigned to a Department of Defense agency, public law requires completing 36 months before moving.

- **Officer's professional needs.** Are you branch-qualified for your grade? If not, can you get branch qualified at your current location? If you are at a location with troops, you probably will not move to another troop assignment. Many jobs are nominative, which means the gaining command is looking for specific skill or abilities. For example, some joint commands will accept a major for a joint position if not branch-qualified, but all officers applied to a joint job must have completed Command and General Staff College.
- **Officer's personal desires.** Many officers request reassignment to Reserve Officers' Training Corps (ROTC), United States Army Recruiting Command (USAREC), or United States Army Materiel Command (AMC) positions. Currently, there are only three captains (promotable) or majors assigned to ROTC, none in USAREC, and only 28 assigned to AMC. Quartermaster majors are assigned across the CONUS major Army commands, but the three largest concentrations of officers are in United States Army Forces Command, United States Army Training and Doctrine Command or joint duty assignments. I want to reemphasize that if you are requesting an early move from a CONUS location you will have to make a permanent change of station (PCS) to an overseas location. The majority of Quartermaster officers assigned outside of CONUS continue to serve in Germany or Korea.

When Quartermaster Branch receives your DA Form 4187 with the command's concurrence for you to move, we will initiate a stability break. This is a formal staff coordination process. The stability break reviews the current strength at the losing and gaining commands, your total time on station, backfill requirements, joint domicile issues and PCS costs. The action is staffed with the Distribution Division (manages the Army strength), Joint Management Office, your functional area controller, professional development, AERB/TWI manager, Quartermaster Branch Chief, Chief of Combat Service Support Division, and finally the Director, Officer Personnel Management Directorate (OPMD). When the stability break is approved, your assignment officer

releases your assignment instructions to your military personnel office, which in turn issues you PCS orders.

It is possible to move early, but the needs of the Army must come first. Contact the Quartermaster Branch to discuss your options and then gain the approval of your chain of command. (I will be changing jobs this summer with MAJ Dean G. Delis, who has been Quartermaster Future Readiness Officer for the past year.)



MAJ John R. Angevine is the Majors' Assignment Officer of the U.S. Total Army Personnel Command, Alexandria, Virginia. He is a graduate of the Command and General Staff College at Fort Leavenworth, Kansas, and has held numerous staff positions including division support command (DISCOM) S4 (Supply Officer) and battalion S3 (Operations and Training Officer).

Career Update

LIEUTENANTS

CPT Eugene Reeves

In April 1991, I became the Captains' Assignment Officer. However, I want to discuss a couple of issues before changing desks.

Branch Detail

Two branch detail programs currently are ongoing in the field: the two- and four-year programs. The two-year program only affects Year Groups (YG) 90 and later and the four-year program affects YG 89 and earlier. Officers branch-detailed for four years and assigned overseas on a long tour can expect to come back to the Quartermaster Basic Branch. Officers assigned to

continental United States (CONUS) posts can expect to remain on-station for 48 months, unless action is taken by the officer to break stability. Plans for YG 90 and later are to send these officers to the Quartermaster technical course at Fort Lee, VA. This is a six-week temporary duty (TDY) and return course designed specifically for branch-detailed officers. Once back at your duty station, you should be programmed to work in a Quartermaster job in a logistics unit. There are four classes scheduled for YG 90 officers in FY 92. To attend, contact your new assignment officer, CPT Cassandra Roberts.

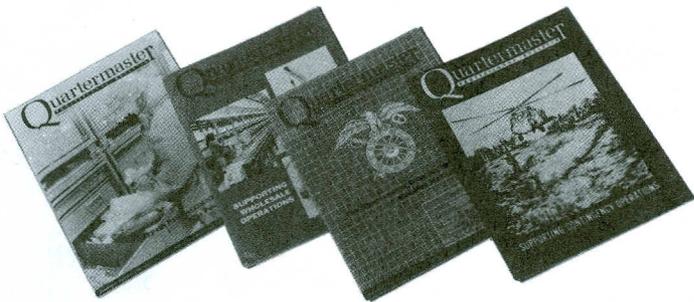
Officer Exchange Program

We now have an exchange program between the Ordnance Officer Advanced Course and the Quartermaster Officer Advanced Course. This exchange program requires that you be highly competitive. One personally screened officer per class is selected to attend the other branch's advanced course. We are looking for officers with experience in forward or main support battalions as platoon leaders, shop officers and primary staff officers. If you would like to be considered, contact your assignment officer and ask that your file be nominated for the Advanced Course Exchange Program.



CPT Eugene Reeves is the Captains' Assignment Officer at the U.S. Total Army Personnel Command, Alexandria, Virginia. His previous assignments include Commander, Headquarters and Headquarters Troop, Combat Support Squadron, 11th Armored Cavalry Regiment (ACR) and Regimental Property Book Officer, 11th ACR, Fulda, Germany.

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426th SUPPLY AND TRANSPORT BATTALION



LINEAGE

Constituted 23 July 1918 in the National Army as the 326th Supply Train and assigned to the 101st Division (101st Division only partially organized October–November 1918; demobilized 11 December 1918; reconstituted 24 June 1921 in the Organized Reserves and assigned to the Sixth Corps Area)
Former 326th Supply Train reconstituted 24 June 1921 in the Organized Reserves as the 101st Division Train, Quartermaster Corps
Organized in January 1922 with headquarters at Milwaukee, Wisconsin
Redesignated 23 March 1925 as the 101st Division Quartermaster Train
Reorganized and redesignated 1 July 1936 as the 426th Quartermaster Regiment, an element of the 101st Division
Reorganized and redesignated 30 January 1942 as the 426th Quartermaster Battalion, an element of the 101st Division
Reorganized and redesignated 15 August 1942 as the 426th Airborne Quartermaster Company, an element of the 101st Airborne Division; concurrently, withdrawn from the Organized Reserves and allotted to the Army of the United States
Inactivated 30 November 1945 in France
Redesignated 18 June 1948 as the 101st Airborne Quartermaster Company
Allotted 25 June 1948 to the Regular Army
Activated 6 July 1948 at Camp Breckinridge, Kentucky
Inactivated 1 April 1949 at Camp Breckinridge, Kentucky
Activated 25 August 1950 at Camp Breckinridge, Kentucky
Inactivated 1 December 1953 at Camp Breckinridge, Kentucky
Activated 15 May 1954 at Fort Jackson, South Carolina
Reorganized and redesignated 1 July 1956 as the 426th Airborne Quartermaster Company, an element of the 101st Airborne Division
Reorganized and redesignated 25 April 1957 as the 426th Supply and Transport Company, an element of the 101st Airborne Division
Reorganized and redesignated 3 February 1964 as Headquarters and Headquarters Company, 426th Supply and Transport Battalion (organic elements constituted and activated or redesignated as follows: Companies A and C constituted 21 January 1964 in the Regular Army and activated 3 February 1964 at Fort Campbell, Kentucky; 101st Quartermaster Parachute Supply and Maintenance Company [organized 1 March 1945] reorganized and redesignated 3 February 1964 as Company B, 426th Supply and Transport Battalion)
426th Supply and Transport Battalion (less Company B) inactivated 21 May 1965 at Fort Campbell, Kentucky. (Company B, 426th Supply and Transport Battalion concurrently reorganized and redesignated as the 101st Quartermaster Company)
Redesignated 1 July 1968 as the 426th Supply and Service Battalion and activated in Vietnam (101st Quartermaster Company concurrently reorganized and redesignated as Company B, 426th Supply and Service Battalion)
(Company B redesignated 21 September 1973 as Company E; Companies B and D concurrently constituted; and Companies B, C, and D activated)
Reorganized and redesignated 17 September 1986 as the 426th Supply and Transport Battalion

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