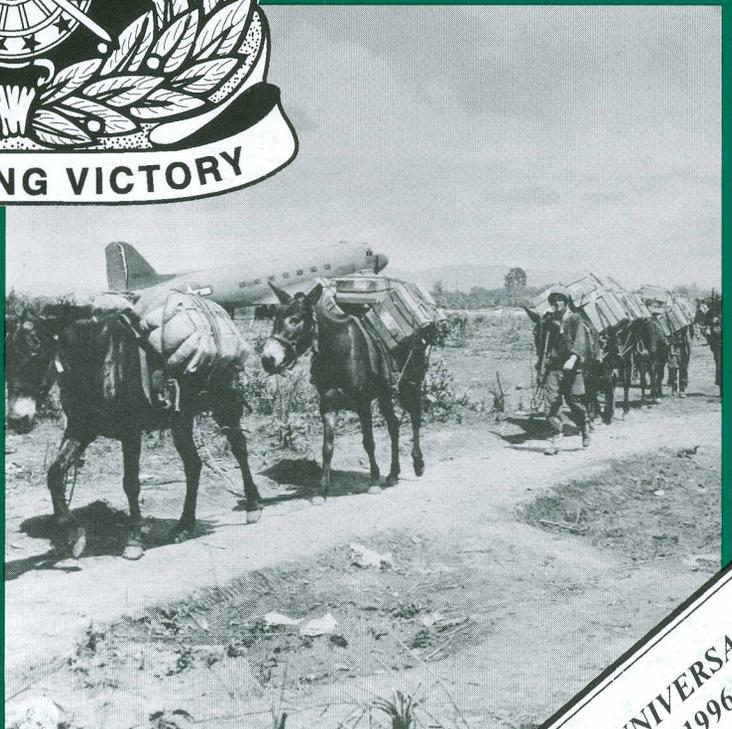
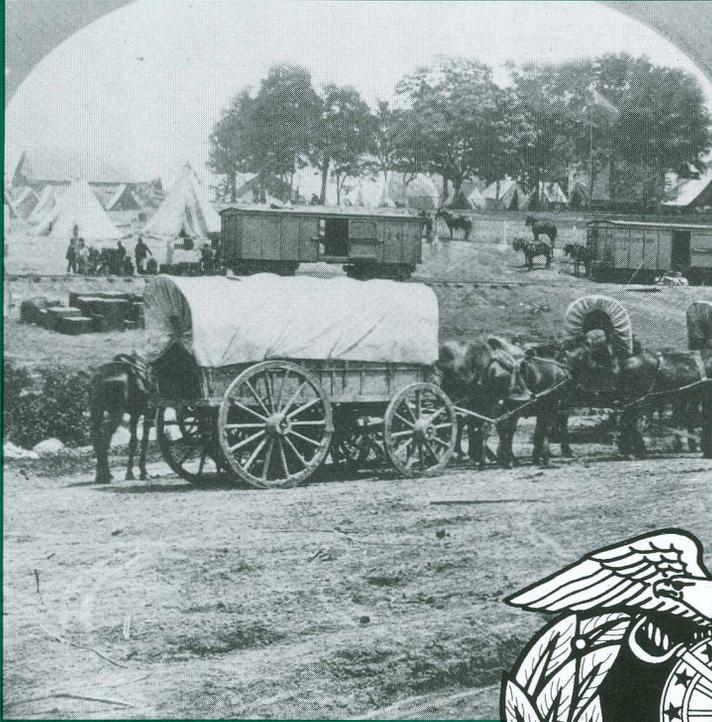


# Quartermaster

PROFESSIONAL BULLETIN

AUTUMN 1996 PB 10-96-3

SUPPORTING VICTORY



221st ANNIVERSARY  
1775-1996



## *From The Quartermaster General*



*Major General Henry T. Glisson*

This is the first edition of the *Quartermaster Professional Bulletin* since I assumed command of the US Army Quartermaster Center and School, and I want to begin my comments by publicly thanking Major General Robert K. Guest for his extraordinary leadership and numerous contributions to our Corps during his three-year tour as the 43d Quartermaster General. We were indeed fortunate to have him at the helm. The sound health and great reputation of our Corps are a tribute to his vision and hard work. No one is more qualified to lead the US Army Combined Arms Support Command into the 21st Century. Quartermaster leads the way! We wish him well.

I am immensely proud to be your Quartermaster General. Everywhere that I traveled in my previous duty as Commander of the US Army Soldier Systems Command, I saw professional soldiers of our Quartermaster Corps. I also heard time and again that Quartermaster soldiers are in great demand because we bring unique capabilities as Logistics Warriors to every organization and demonstrate through our deeds a fierce commitment to our motto **Supporting Victory**. Quartermaster soldiers truly add value to organizations wherever we go.

I am also very pleased to be The Quartermaster General during one of the most exciting times in our 221 years as a branch, the US Army's second oldest. Ours is a history of proudly supporting victory under the toughest, most challenging conditions. However, the challenges we face for the remainder of this century and as we begin the next millennium are far different than we have encountered before. America's Army has gotten a lot smaller since the end of the Cold War, the smallest we have been since before World War II, but our battlefield capabilities are growing stronger

through an unprecedented application of science and technology. America's ground combat forces of the 21st Century must and will be complemented by a Quartermaster Corps equally structured in technology and proud of its heritage, but unbound by tradition.

Many innovative things happening in our Corps today will help shape our future. From our experiences in *Operation Joint Endeavor* in Bosnia-Herzegovina to lessons learned in recent training exercises to the development of Army XXI and the Army After Next, Quartermasters are implementing logistics tactics, techniques and procedures that make our combat forces more flexible, responsive and lethal. However, I need your help in sharing your experiences with all Quartermaster troops across the total force by writing for **your** *Quartermaster Professional Bulletin*. The Corps is well served by learning from each other and publishing the actions of our soldiers who make a difference every day.

I want to offer this challenge to you: gather your thoughts and ideas, write about them and send them to the *Quartermaster Professional Bulletin*. The address is QUARTERMASTER PROFESSIONAL BULLETIN, US ARMY QUARTERMASTER CENTER AND SCHOOL, 1201 22D STREET, FORT LEE VA 23801-1601. The points of contact are: Editor-in-Chief, LTC Scott West, DSN 687-4178, commercial (804) 734-4178, and E-mail: wests@lee-dns1.army.mil; Editor, Linda B. Kines, DSN 734-4382, commercial (804) 734-4382, and E-mail: kinesl@lee-dns1.army.mil.

Again, I am proud to represent our Corps. I look forward to seeing all of our great Quartermaster soldiers during my travels.

*(Continued on Page 2)*

# Quartermaster

PROFESSIONAL BULLETIN



**The Quartermaster General**  
Major General Henry T. Glisson

**Editor-in-Chief**  
LTC Scott G. West

**Editor**  
Linda B. Kines

**Editorial Assistant**  
Martha B. Guzman

**Graphics, Photographic Support**  
Multimedia Division, Television/Photography Division  
Directorate of Plans, Training, Mobilization and  
Security, Fort Lee, Virginia

The *Quartermaster Professional Bulletin* (ISSN 0896-9795) is published quarterly by the US Army Quartermaster Center and School, Fort Lee, VA 23801-1601. The views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official US Army position and does not change or supersede any information in other US Army publications. Use of news items constitutes neither affirmation of their accuracy nor product endorsement. This professional bulletin is approved for official dissemination of material designed to keep Quartermasters knowledgeable of current and emerging developments to enhance their professional development. Use of the masculine pronoun is intended to include both genders where appropriate.

The bulletin will print only materials for which the US Army Quartermaster Center and School has pronency. The bulletin reserves the right to edit material. All photographs are official US Army photographs unless otherwise credited. Material may be reprinted if credit is given to the *Quartermaster Professional Bulletin* and the author, except where copyright is indicated.

By Order of the Secretary of the Army:  
**DENNIS J. REIMER**  
General, United States Army  
Chief of Staff

Official:

JOEL B. HUDSON  
Administrative Assistant to the Secretary of the Army  
02292

**Distribution: Special**

## Supporting Victory

- 2 Once Quartermaster, Always Quartermaster**  
Command Sergeant Major Ricky A. Vernon
- 3 Honoring the Best**
- 4 The Quartermaster Corps Observes 221 Years**  
Dr. Steven E. Anders
- 9 The Quartermasters General**  
Dr. Steven E. Anders
- 14 Professional Dialogue**  
**Mentoring: It can make or break a career.**  
LTC Robert J. McNeil
- 16 Petroleum Logistics in Operation Joint Endeavor**  
MAJ Shawn P. Walsh
- 20 Joint Training Exercise—Roving Sands '96**  
LT Patrick Braddock
- 24 Providing the Fuel to Fight—Market Square '96**  
CPT Jose A. Hernandez      LT Gary A. Holifield
- 29 Automation Security**  
MAJ Robert O. Bosworth
- 32 Subsistence Prime Vendor**  
CPT James A. Blanco
- 34 Velocity Management**  
CPT Dallis L. Barnes      CPT Alanna M. Cook  
CPT Frederick J. Hughes IV      CPT Daniel B. Lovell  
CPT Mark A. Magalski
- 37 Effective Use of Food Service Personnel**  
**in a Brigade Consolidated Dining Facility**  
CPT Saud M. Al-kahtani      CPT Phyllis V. Grace  
CPT Thomas F. Shore      CPT Bernard Warrington Jr.  
LT Steve J. Christie
- 38 Culinary Olympics in Berlin, Germany**
- 40 1996 Philip A. Connelly Awards**
- 41 Bulk Fuel Accountability Made Easy**  
CPT Floyd Chambers      CPT James L. Clark  
CPT Matthew W. Lucas      CPT Eugene Shearer  
CPT Daniel F. Snyder II      LT Gregorio Iglesias-Cruz
- 43 Students Automate Fuel Accountability**  
CPT Norman K. Chung III
- 44 How To Win a Supply Excellence Award**  
CW3 Gary A. Marquez
- 47 1996 Supply Excellence Awards**

**INSIDE BACK COVER:** LTC Keith K. Fukumitsu, Quartermaster, created the inside back cover art for this edition. He is currently assigned as the Chief of Logistics Policy and Operations for the National Guard Bureau, Washington, DC.

- 48 Safety**
- 51 Professional Readings**
- 52 Civilian Supply and Services Personnel**
- 54 Total Force**
- 56 Career News**
- 70 Quartermaster Update**
- 72 Directory**

**DISTRIBUTION:** Approved for public release. Distribution is unlimited. Private subscriptions are available through the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of \$12.00 per year (\$15.00 foreign).

**POSTMASTER:** Periodicals postage paid at Petersburg, VA 23804-9998, and additional mailing offices. Send address change to QUARTERMASTER PROFESSIONAL BULLETIN, ATTN ATSM QMG B, 1201 22D STREET, FORT LEE VA 23801-1601



## Once Quartermaster, Always Quartermaster



### Command Sergeant Major Ricky A. Vernon

This will be my last article for the *Quartermaster Professional Bulletin*, as I move toward the completion of my tour as your Quartermaster Regimental Command Sergeant Major. A message has been sent from the US Army Total Personnel Command announcing the vacancy and asking for nominations to the position.

The position of Regimental Command Sergeant Major affects soldiers in several ways. I get to wear three "hats" in this job. First, as the proponent Command Sergeant Major, along with The Quartermaster General, we are responsible for the structure of all Quartermaster military occupational specialties. Second, as the US Army Quartermaster Center and School's Command Sergeant Major, I and the Commanding General are responsible for all Quartermaster training: advanced individual training, Basic Noncommissioned Officer Course, Advanced Noncommissioned Officer Course and functional courses. The third "hat" is the Regimental Command Sergeant Major. That is the job where I communicate, visit and assess the quality of Quartermaster training for The Quartermaster General. I get to go around the world and see if what we are doing is the right thing.

I wish there were more time to get to every unit and see every Quartermaster soldier. I have seen some great training, units and soldiers during my three years. This has truly been the highlight of my career and I have enjoyed working for you.

Once Quartermaster, always Quartermaster.

*Command Sergeant Major Ricky A. Vernon, a native of Grand Haven, Michigan, entered the US Army in 1970 at age 17 and completed initial training at Fort Knox, Kentucky. His assignments include the 82d Airborne Division, Fort Bragg, North Carolina; 2d Infantry Division, Korea; The Berlin Brigade, West Berlin, Germany; Fourth US Army, Fort Benjamin Harrison, Indiana; Second Corps Support Command, Germany; and Third Corps Support Command, Germany. He received awards and performed duties in military occupational specialties in all three components of the arms, as Infantry in combat arms, as an Engineer in combat service and as Quartermaster in combat service support. He has served in the positions of Squad Leader, Platoon Sergeant, First Sergeant, and Command Sergeant Major. His professional education includes Honor Graduate, Third US Army Noncommissioned Officer Academy, Airborne and Jumpmaster Schools, and the US Army Sergeants Major Academy, Class Number 28.*

### Continued From the Inside Front Cover

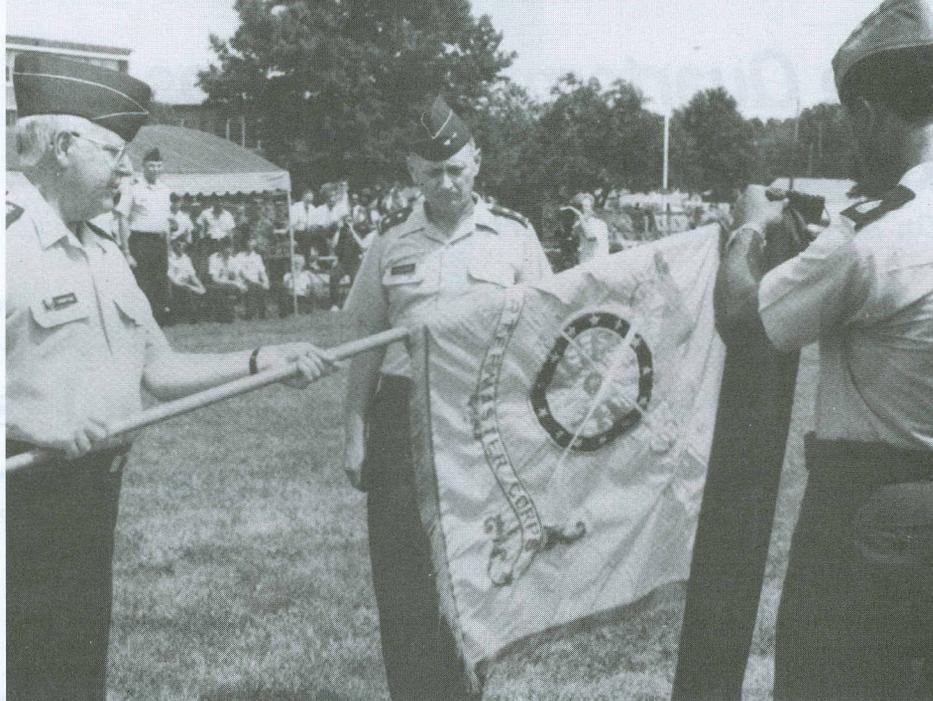
*Major General Henry T. Glisson, 44th US Army Quartermaster General, has held a wide variety of command and key staff positions. His previous assignments include Commander, US Army Soldier Systems Command; Commander, Defense Personnel Support Center, Defense Logistics Agency; Executive Officer and Special Assistant to the Department of Army Deputy Chief of Staff for Logistics; Commander, Division Support Command, 4th Infantry Division; Chief, Quartermaster Branch, US Army Military Personnel Command; Commander, 87th Maintenance Battalion, 7th Support Group, United States Army, Europe; Commander, Materiel Management Center, 1st Infantry Division; Executive Officer, 701st Maintenance Battalion; S3 (Operations), Division Support Command, 1st Infantry Division; Officer in Charge of the Cadet Mess, United States Military Academy at West Point, New York; command and staff assignments with the 25th Infantry Division; Advisor in the US Military Assistance Command, Vietnam; and Platoon Leader for the 549th Quartermaster Company (Air Delivery), Japan.*

# Honoring The Best

On June 12, 1986, the Quartermaster Corps was placed under the US Army Regimental System. Fort Lee, VA, became the regimental homebase, honorary officials were appointed, a new regimental insignia and colors were unveiled. That day also marked the opening of the Quartermaster Corps Hall of Fame (HOF) — whose purpose was, and still is, to recognize outstanding leaders who have contributed most to the achievement, tradition and history of the Corps. A Distinguished Member of the Regiment (DMOR) program was introduced in 1991, and Distinguished Unit of the Regiment (DUOR) program in 1993.

This year's HOF/DMOR/DUOR induction ceremonies will be held at Fort Lee on October 25, 1996. This event will bring to 53 the total number of Hall of Fame inductees, 225 Distinguished Members, and 26 Distinguished Units.

The Quartermaster General/Regimental Commander actively solicits the names of individuals and units that might qualify for these prestigious awards. Next year's honorees will be inducted during the Quartermaster General Officer Conference in June 1997. *Those wishing to submit nominations for any of the above programs must have packets completed and sent to the Office of the Quartermaster General no later than December 31, 1996.* For additional information please contact the Regimental Officer, CPT Aaron L. Geduldig, at DSN 687-4333 or (804) 734-4333 or E-mail to [geduldig@lee-dns1.army.mil](mailto:geduldig@lee-dns1.army.mil). The address is US ARMY QUARtermaster CENTER AND SCHOOL, ATTN ATSM OQMR REGIMENTAL ADJUTANT, 1201 22D STREET, FORT LEE, VA 23801-1601.



*In 1986 the new Quartermaster Corps Regimental colors were unfurled by General Richard H. Thompson (left), Senior Quartermaster Officer and Commanding General of the US Army Materiel Command, Major General Eugene L. Stillions Jr. (center) and Command Sergeant Major Rosevelt Martain.*

## 1996 Inductees

### Regimental Hall of Fame:

LTG John A. Kjellstrom, MG Charles C. Case (Deceased), MG Victor J. MacLaughlin (Deceased), and BG George F. Doriot (Deceased)

### Distinguished Member of the Regiment:

COL Robert C. Barrett, COL Frank J. Gigliotti, COL Albert C. Hale, COL Glen A. Israel, COL Joseph J. Juskowiak, CW4 George A. Herb, CW3 Steve L. Butts, CSM Charles J. Getreu, CSM Lynnell Sullivan, SGM Harvey J. Lester, MSG John L. Vernon, Sandra J. Ellis, and Jacques B. Loraine Jr.

### Distinguished Unit of the Regiment:

102d Quartermaster Company (POL), 407th Forward Support Battalion, 426th Forward Support Battalion, and 549th Quartermaster Company

## Quartermaster Home Page

Quartermasters now have their own Home Page on the World Wide Web computer Internet. You can access the Home Page by typing: <http://lee-dns1.army.mil/quartermaster>.

# The Quartermaster Corps Observes 221 Years

Dr. Steven E. Anders, Quartermaster Corps Historian

The US Army Quartermaster Corps —

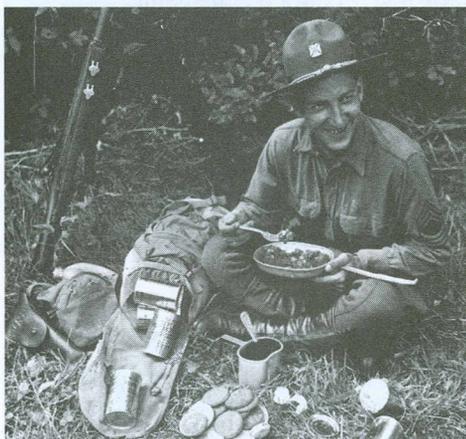


whose symbol is the sword and key, and motto is “Supporting Victory” — is the

nation’s oldest combat service support branch.

Born June 16, 1775, this year marks the Corps’ **221st anniversary.**

Since its Revolutionary beginnings, Quartermaster Corps



soldiers have participated in *every* war, *every* major campaign, and in *every* theater of operations where US troops have been deployed.

# Key: A Symbol of Ever-Changing Supply Mission

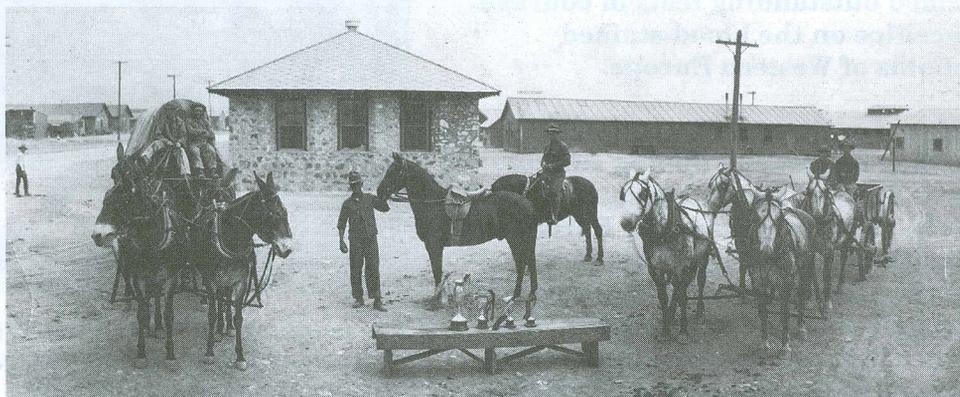
The mission of the Corps has evolved over the course of the past two centuries; some functions have disappeared, others have emerged. For example, Quartermasters transported the Army, by land and by sea, wherever it went, from the Revolutionary era until the outbreak of World War II. It was not until 1942 that a separate Transportation Corps was established.

Quartermasters picked up the clothing supply mission in 1842, graves registration (now called mortuary affairs) during the Civil War, subsistence and food service in 1912, petroleum supply around World War I, supply by air in 1950, and water purification and distribution in 1983.

Over the course of history Quartermasters have also served as mule skimmers, dog trainers, teamsters, bakers, typewriter specialists, shoe repairmen, depot operators, heraldry experts, paymasters, cemetery custodians — and in other capacities too numerous to mention. Despite all the changes, the fundamental mission of the corps has stayed the same: to support the individual combat soldier in the field.



“The Quartermaster Corps does not work with battleships, airplanes, or tanks,” a former Quartermaster general once noted. “We feed individuals; we clothe individuals; we cater to human beings.”



# *Sword: A Symbol of Bravery and Sacrifice*

From Valley Forge to Saudi Arabia, Quartermasters have fought, suffered, and died in service to our country. They were called "Fighting Quartermasters" in World War II. Today the term heard most often is "Logistics Warriors."

For their valor they have been awarded every medal this nation has allowed — including more than two dozen Medals of Honor and a like number of Distinguished Service Crosses.

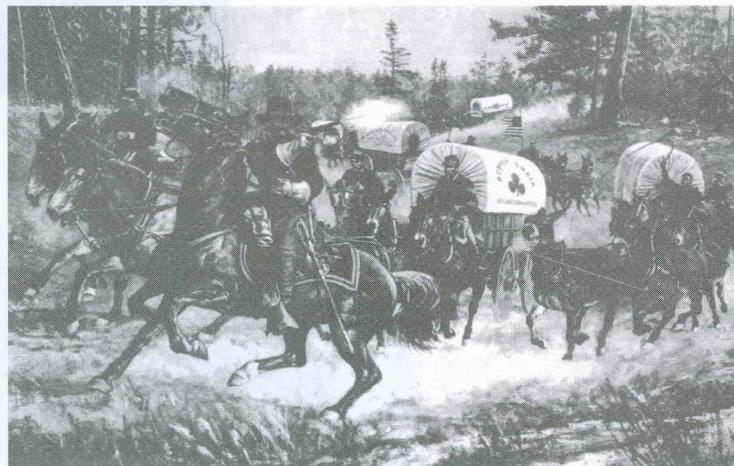
Take for example the case of commissary sergeant (and Civil War Medal of Honor winner) Ambrose Porter. He braved murderous fire from Confederate riflemen at a hot spot along the Mississippi River on August 7, 1864, and singlehandedly saved the day for his Union comrades.

Lieutenant Colonel Richard N. Batchelder, who later became The Quartermaster General, was likewise awarded the Medal of Honor for conspicuous bravery near Fairfax, VA, in October 1863. He moved his wagon trains by continuous day-and-night marches without the customary escorts. He armed his teamsters and fought off repeated attacks from Mosby's Rangers, bringing through his wagons without the loss of a single one. (See photograph for a contemporary artist's depiction of Lieutenant Colonel Batchelder in action, on horseback firing his weapon.)

World War I records tell of many "Fighting Quartermasters" (cooks, teamsters, and supply sergeants) who, in addition to providing technical support, performed outstanding feats of courage and sacrifice on the blood-stained battlefields of Western Europe.

The same was true for World War II, where they fought and died in such places as Bataan, North Africa, Sicily and Italy, and throughout the European and Pacific theaters. The 4,943 Quartermasters who lost their lives in the struggle that ended 51 years ago stand as a lasting memorial to the men and women of the Quartermaster Corps.

1LT CHARLES J. MURPHY, REGT QM ★ 1LT JOHN W. CLARK, REGT QM ★ SGT GEORGE C. WILLIAMS, QM SERGEANT ★ LTC RICHARD N. BATCHELDER, CHIEF QM ★ GRIFFIN SEWARD, WAGONER ★ 1LT NOBLE D. PRESTON, COMMISSARY SGT ★ ANDREW J. LORISH, COMMISSARY ★ SGT JOEL H. LYMAN, QM SERGEANT ★ CPT ANDREW J. MCGONNICLE, ASST QM ★ SGT DAVID H. SCOFIELD, QM SERGEANT ★ LTC JOSEPH S. SMITH, COMMISSARY ★ SGT STEPHEN E. CHANDLER, QM SERGEANT ★ SGT JOHN GALLOWAY, COMMISSARY ★ MAJ HORATIO C. KING, REGT QM ★ SGT WALTER F. MCWHORTER, COMMISSARY ★ SGT AMBROSE PORTER, COMMISSARY ★ 1LT CHARLES F. HUMPHREY, ARTY ★ HENRY W.B. MECHLIN, BLACKSMITH ★ WILHELM O. PHILIPSEN, BLACKSMITH ★ JOHN SCHNITZER, WAGONER ★ JOHN SHEERIN, BLACKSMITH ★ CHRISTIAN STEINER, SADDLER ★ JULIUS H. STICKOFFER, SADDLER ★ OTTO VOIT, SADDLER ★ T/5 ERIC GIBSON, COOK ★ RICHARD J. NOLAN, FARRIER ★ WILLIAM H. JONES, FARRIER ★ ALBERT GLAVINSKI, FARRIER ★ ERNEST VEUVE, FARRIER ★ MOSHER A. HARDING, BLACKSMITH ★ JAMES PRATT, BLACKSMITH ★ DAVID LARKIN, FARRIER



*The painting Lifeline to Victory (1996) by Civil War artist Don Stivers highlights Quartermaster bravery on battlefields past.*

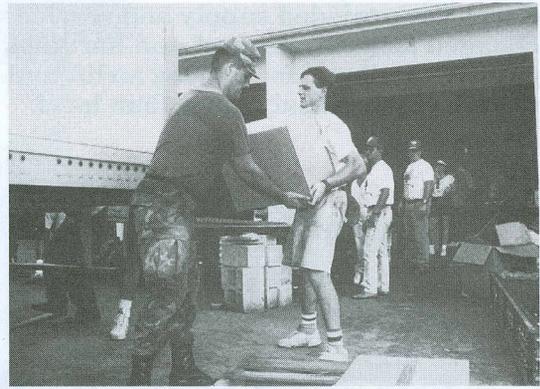
# Service to Humanity

Because Quartermaster soldiers are uniquely trained and equipped to provide life-giving support (food, water, common supplies and shelter) in situations other than war, they have long provided disaster relief and humanitarian aid in various crises — at least as far back as the 1830s.

They were there, for instance, helping out after the Chicago fire, the Jamestown flood, and the San Francisco earthquake. In more recent times, Quartermasters have given much-needed relief to victims of floods, blizzards, hurricanes and other natural disasters, at home and abroad.

Quartermaster personnel airdropped supplies to the Kurds in Iraq and to besieged Muslims in the former Republic of Yugoslavia. They went to Somalia with allied forces hoping to curb mass starvation with *Operation Restore Hope* and played a key role in US-led efforts to restore democracy to Haiti.

Last year mortuary affairs soldiers went to Oklahoma City to assist rescue efforts in the wake of our nation's worst act of domestic terrorism. They also assisted with recovery following the crash of a US aircraft carrying Commerce Secretary Ron Brown in the area of Dubrovnik, Croatia.



*Hurricane Andrew, 1992*



*Iowa Flood, 1947*



*San Francisco Earthquake, 1906*

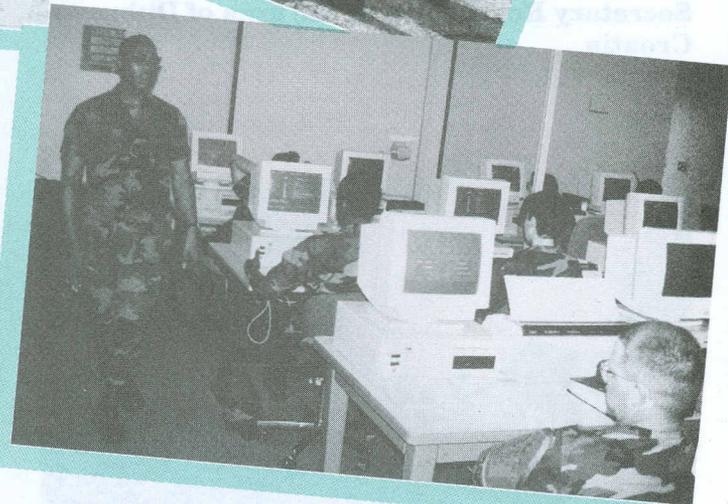
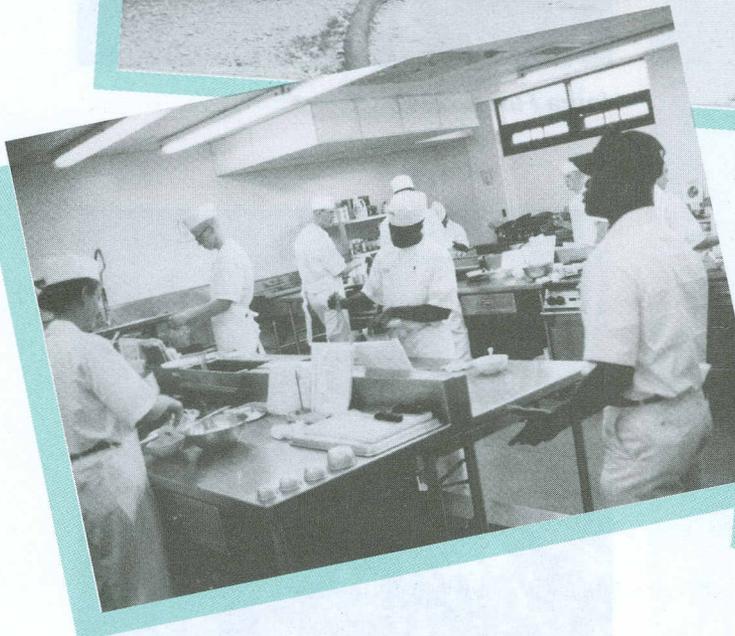
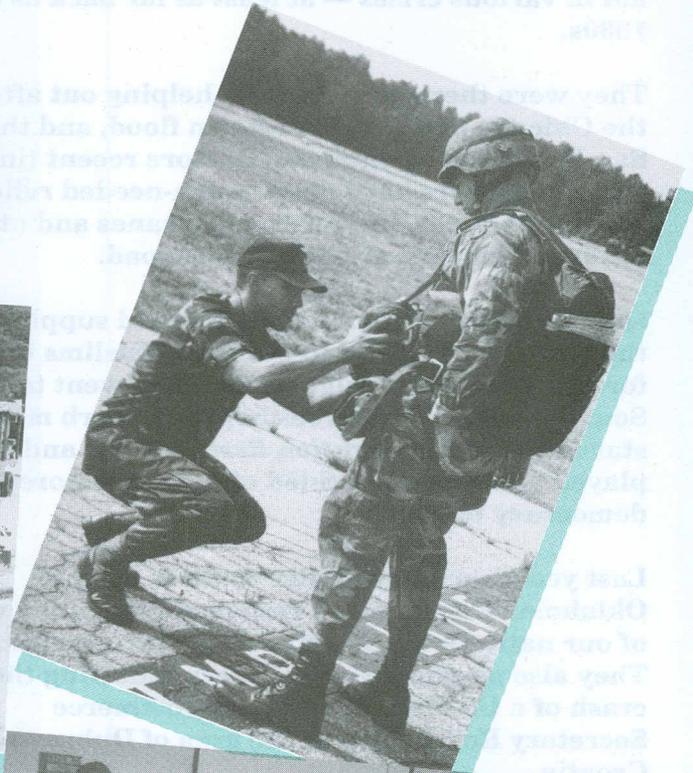


*New York City Blizzard, 1922*

# Continued Support to the Future With Pride

For 221 years through wars on this continent and in the far corners of the world, the Quartermaster Corps has provided supply and service support for our combat soldiers. The supplies themselves have changed from "fire cakes" and hardtack, to T-Rations and Meals, Ready-to-Eat; from muskets to laser-guided missiles. Fast-moving airlift and sealift capability has replaced horses and mules, making today's reach global rather than local.

Supply management has become a computerized science that deals with massive inventories in motion (with Just-In-Time logistics and Total Asset Visibility), instead of a handwritten ledger and untold guesswork.



All members of the Quartermaster Corps can take pride in the fact that never in the history of the US Army has any major operation failed for want of adequate supplies. The same level of commitment is needed for the Army to succeed now — for the remainder of the decade, and on into the 21st Century. **SUPPORTING VICTORY!**

# THE QUARtermasters GENERAL

1775  
1996

*Dr. Steven E. Anders, Quartermaster Corps Historian*

This past June's change of command ceremony, with its passing of the regimental colors from the 43d to the 44th Quartermaster General of the Army, marks the continuation of a long and honored tradition in Quartermaster history.

Though the Quartermaster supply function is as old as the first army that took the field, the term "Quartermaster" seems to have come into general usage with the rise of standing armies in the 16th century. Derived from the Old French *quartier* and the Latin *quartarius*, the term literally means master of quarters.

In the standing armies of Europe, the Dutch called this officer *kwartiermeester*, while the Germans named him *quartier-meister*. It was not until 1686, however, that the post of Quarter-Master-General was instituted in the British standing army, replacing the more ancient title of "the Harbinger" that means one who went in front to provide lodging or quarters for those who followed.

Service with British troops in campaigns against the French and Indians made American colonists familiar with the important role filled by the Quartermaster. In 1775 when an American Army took the field against the British, General Washington appointed Thomas Mifflin, a 32-year-old Philadelphia merchant, as his first Quartermaster General.

In the intervening 221 years, only 44 men have held the title The Quartermaster General. Their tenure in office has varied considerably. General Jesup served by far the longest — 42 years! — and thus holds the traditional title "Father of the Quartermaster Corps." On the other end was General Rucker who, at age 69, was given the position as a reward for nearly 45 years of service, and promptly retired 10 days later — making his the shortest term on record.

Congress abolished the Quartermaster Department for a time in the early republic, and the Army's supply duties were handled by civilians (Hodgdon and O'Hara) during campaigns in the Old Northwest. Following the War of 1812, two Quartermasters General (Mullaney and Gibson) held simultaneous appointments, one for the North and the other for the South.

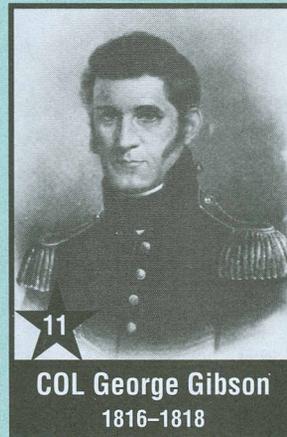
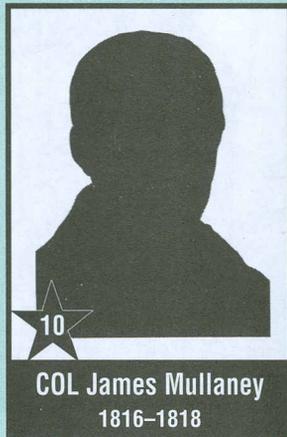
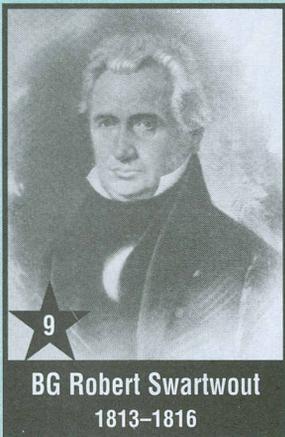
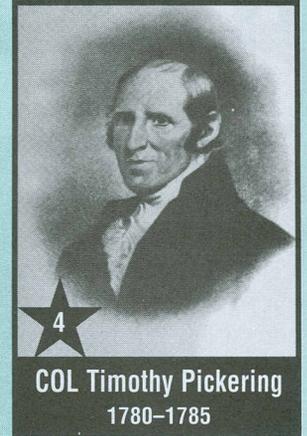
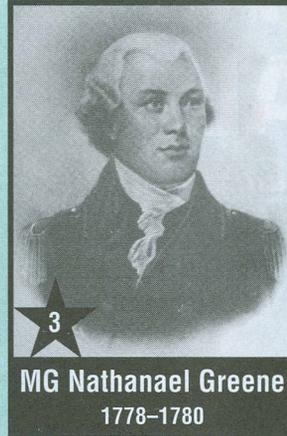
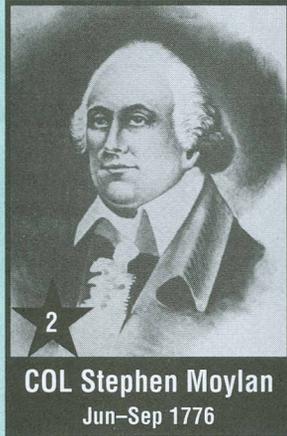
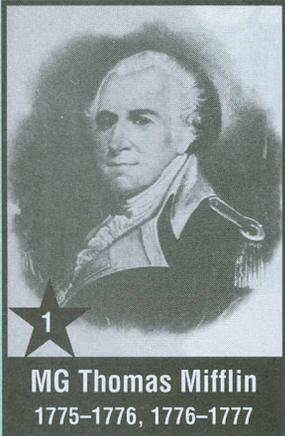
Sixteen Quartermasters General were West Pointers, the first being Joseph E. Johnston (Class



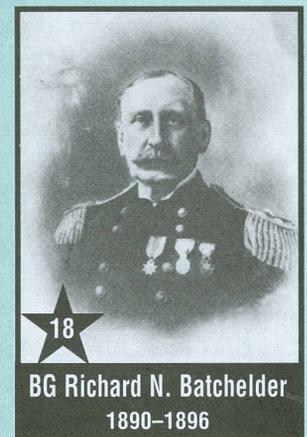
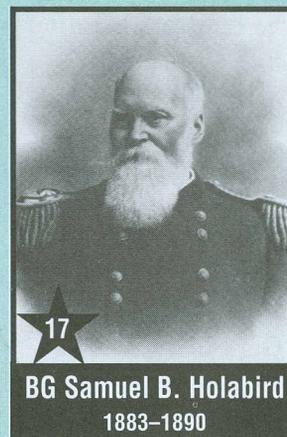
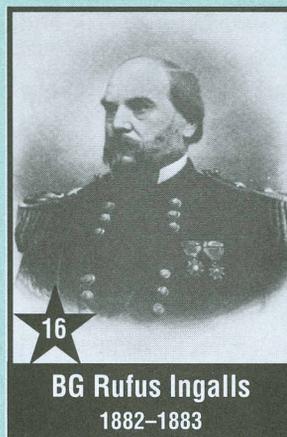
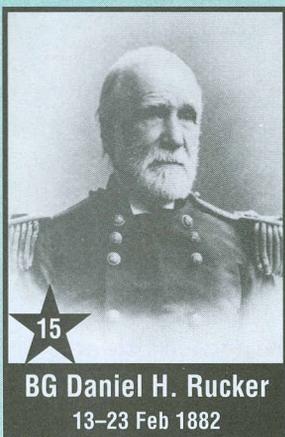
**Regimental Colors passed from MG Guest to MG Glisson, 21 June 1996.**

of 1829) and the last William T. McLean (Class of 1958). The list also includes a number of bona fide war heroes — whose awards include Purple Hearts, Silver Stars, Distinguished Service Crosses, and two Medals of Honor (Batchelder and Humphrey).

As a result of a major Army reorganization, The Office of the Quartermaster General was formally abolished on July 31, 1962. For the next two decades Fort Lee, VA, was hailed as the "Home of the Quartermaster Corps," but no one lay claim to the title The Quartermaster General — until 1983. That year, as part of the US Army Training and Doctrine Command's initiation of the branch proponenty concept, the Quartermaster Center and School Commander, MG Dukes, resurrected the ancient title and was recognized as The Quartermaster General.



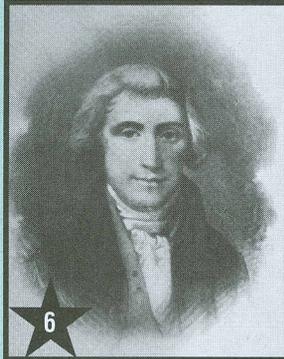
17  
19





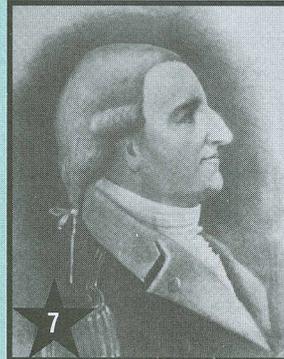
5

**Samuel Hodgdon**  
1791-1792



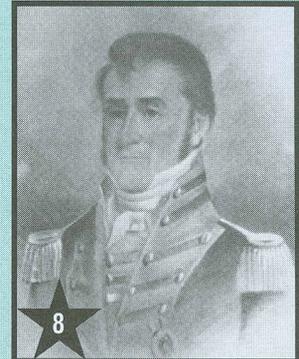
6

**James O'Hara**  
1792-1796



7

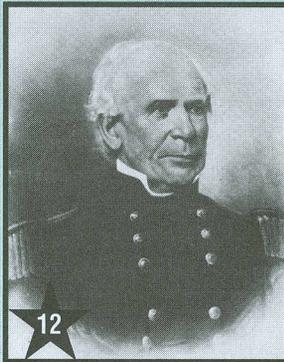
**MG John Wilkins, Jr.**  
1796-1802



8

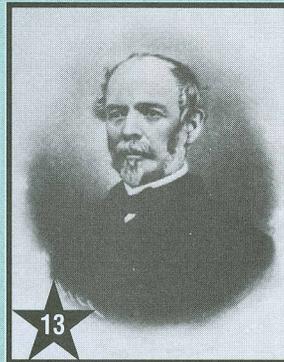
**BG Morgan Lewis**  
1812-1813

75  
96



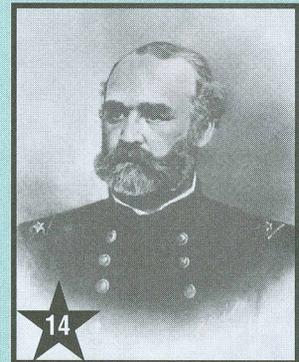
12

**BG Thomas S. Jesup**  
1818-1860



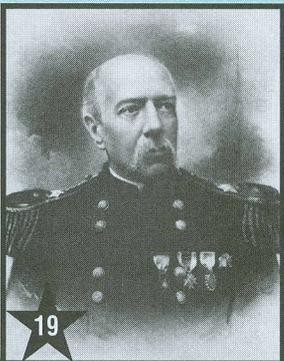
13

**BG Joseph E. Johnston**  
1860-1861



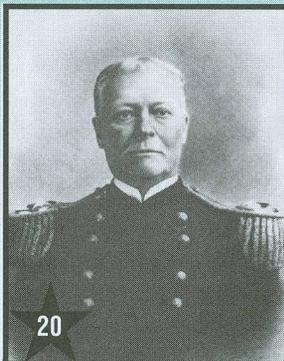
14

**MG Montgomery C. Meigs**  
1861-1882



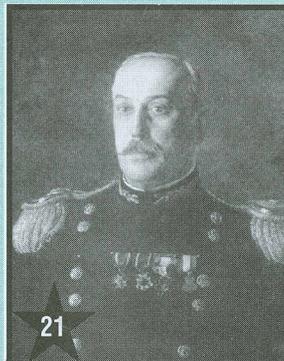
19

**BG Charles G. Sawtelle**  
1896-1897



20

**BG George H. Weeks**  
1897-1898



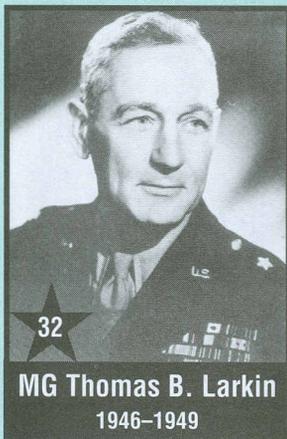
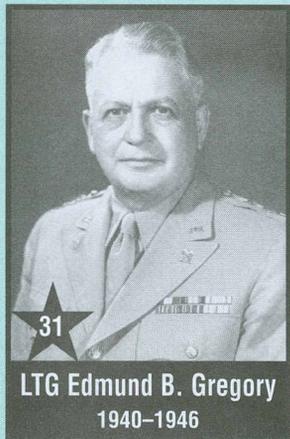
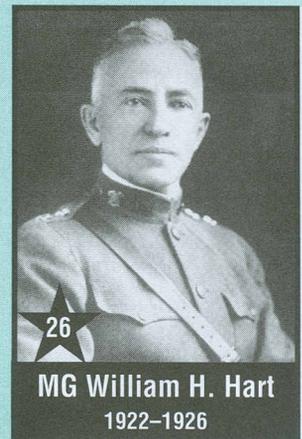
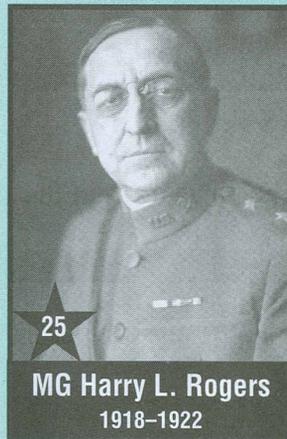
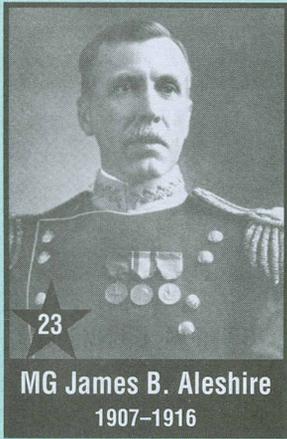
21

**BG Marshall I. Ludington**  
1898-1903

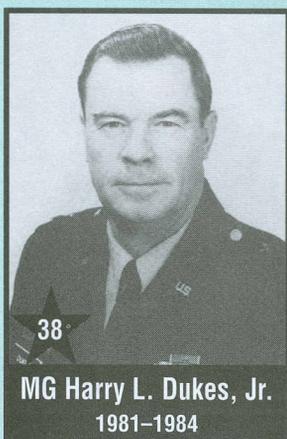
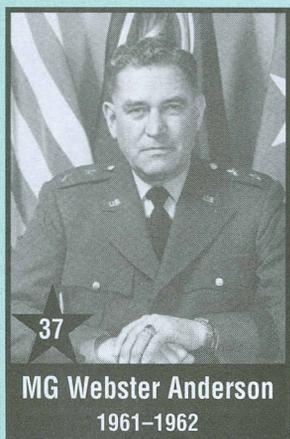


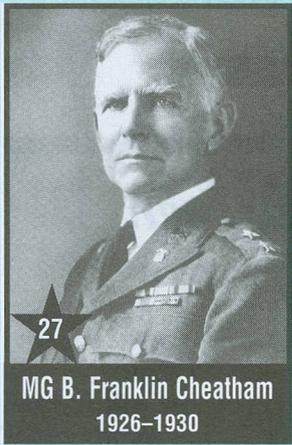
22

**BG Charles F. Humphrey**  
1903-1907

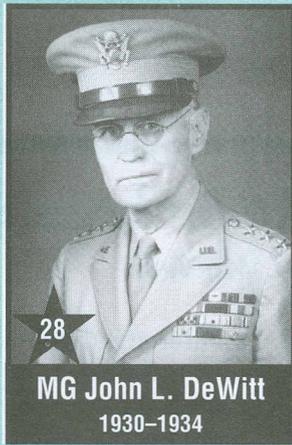


# 17 19

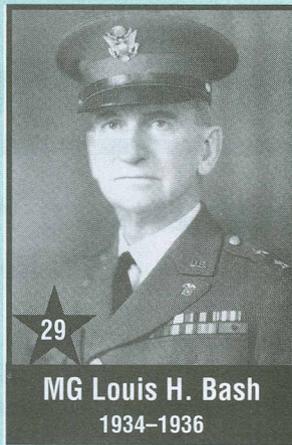




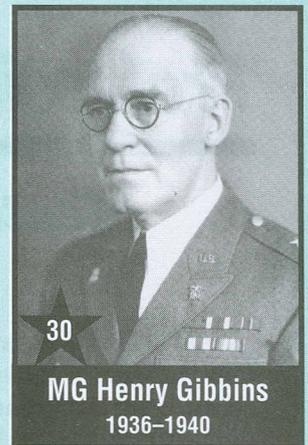
**MG B. Franklin Cheatham**  
1926-1930



**MG John L. DeWitt**  
1930-1934

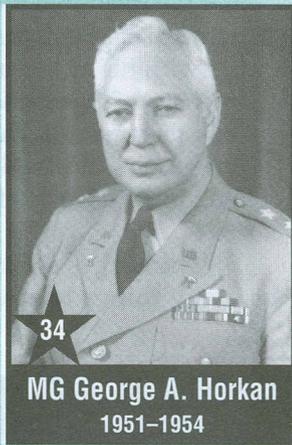


**MG Louis H. Bash**  
1934-1936

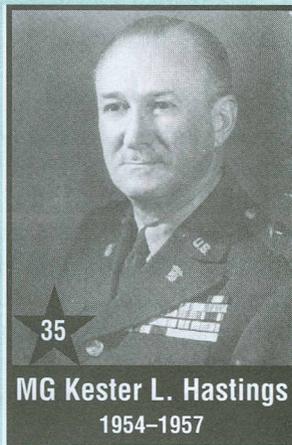


**MG Henry Gibbins**  
1936-1940

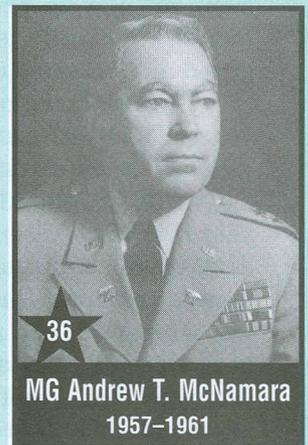
# 75 96



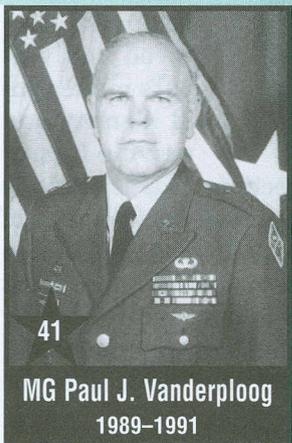
**MG George A. Horkan**  
1951-1954



**MG Kester L. Hastings**  
1954-1957



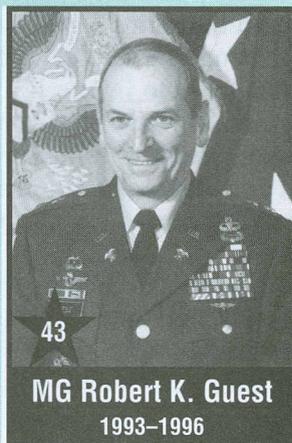
**MG Andrew T. McNamara**  
1957-1961



**MG Paul J. Vanderploog**  
1989-1991



**BG John J. Cusick**  
1991-1993



**MG Robert K. Guest**  
1993-1996



**MG Henry T. Glisson**  
1996-

# Professional Dialogue

## Mentoring: It can make or break a career.

LTC Robert J. McNeil

The question is often asked of me: Why do so many minority officers leave the military? Of course, there are many reasons. One might be that young officers look for local senior minority officers as role models on their installation. In many instances, these young officers have no one to go to because of attrition and the scarcity of such personnel. Another reason might be that not enough senior officers (field grade and above) are genuinely interested in mentoring minority officers, letting them know that they can have a successful career and helping them focus on how to get there. Whatever the reason, mentoring clearly is crucial to the development of gifted and talented officers.

The art of mentoring has been practiced for many years. The word mentor was personified in *The Odyssey* (a Greek classic). Mentor was a close friend of Odysseus who cared for his son, Telemachus, for 10 years while Odysseus traveled. Mentor, as the goddess Athena in disguise, embodied both the male and female personas. She was the ideal mentor: nurturing, supportive and protective as well as aggressive, assertive and risk-taking. Mentor/Athena played all the roles that a mentor should play today: teacher, friend, guide and protector.

In the typical workplace are the following four continuums of work relationships:

- ❑ **Peers:** These are your colleagues. Their importance to the mentoring process is often overlooked. They sometimes act as sounding boards and provide beneficial information and feedback. Peers usually serve as mentors only when they have an expertise that the mentored individual lacks.
- ❑ **Coach:** This individual is usually a strong leader and takes on a teacher/leader role in the life of the mentored soldier. He or she typically has day-to-day, hands-on involvement with the mentored individual. Coaches often provide feedback and appraisals. Coaching is usually short-term and results-oriented.
- ❑ **Sponsors:** These individuals tend to be higher up in the organizational hierarchy and therefore more influential. The primary function of a sponsor is to promote the performance and merit of the

mentored individual and to assure they are placed into positions that will showcase their high potential for success. Not all sponsors will become mentors, but sponsorship is an important part of the mentoring process.

- ❑ **Mentor:** The actual mentoring relationship itself is unique and has certain qualities that distinguish it from the other relationships. First, the mentor usually has more influence than does a coach or sponsor within a given organization. Secondly, there is a stronger degree of identification between a mentor and the mentored individual. Just as a child identifies with a parent, the mentored individual will identify with his or her mentor. The third quality is the intensity of the emotional ties that an individual may have for a mentor. This is not akin to anything sexual but grows out of a deep respect that the mentored individual develops for the mentor.

Mentoring is a very subjective art. A mentor can be many things to many people. Most important of

all, a mentor is a teacher. In the military, the mentor should teach the mentored individual to learn the *values and standards* of the profession. At the same time, the mentor must develop the mentored individual's professional identity and provide him or

her with a sense of career direction. This is perhaps where some mentors fail to embrace the full scope of the mentoring process. Military officers in leadership positions need to recognize the potential impact that they can have on the lives of junior officers, simply by providing time for a few moments of professional guidance. All too often, leaders find themselves too

A mentor  
can be  
many things  
to  
many people.

busy just to sit and talk with junior officers about the military and their careers.

As a former battalion commander, I had the opportunity to study a number of my officers' career paths. Many of them appeared to suffer from a lack of mentorship during the early years of their careers. They were indecisive about career choices, unaware of their options and making decisions based on short-term desires versus a long-term career plan. Having realized this early in my command, I took advantage of this opportunity to influence and impact upon these young lives. Therefore, I would schedule quarterly what I would call "enhancement sessions" with all of my lieutenants. This was an open forum where they were free to express themselves and talk openly about careers. When there was a need to speak with an officer separately to discuss a career choice, I generally met with the lieutenant on his or her turf. My point is that I took an active approach to mentoring. I did not stand passively by, waiting for junior officers to approach me for help or advice. All leaders should understand and have some appreciation of how difficult it must be for a young officer to face a senior officer and discuss career aspirations.

### **Minority and Female Officers**

A disturbing trend that I noted as a commander was that many of our minority and female officers tend to get off to a slower start (career wise) than their male, nonminority counterparts. The lack of a good mentor may be largely responsible for this situation. This problem could possibly be remedied in the future if all young officers received the proper mentoring in the early stages of their careers. The Army is a melting pot of cultural diversity. These cultural differences may lead to biases that may become an obstacle for leaders to develop the kind of trusting relationships necessary for a healthy mentoring environment. Biases of any type are diffi-

cult to manage. The Army can little afford to allow cultural biases to deprive *anyone* of good leadership and guidance. This situation requires careful management and observation.

As the number of minorities and female officers on active duty continues to decline, it becomes all the more important that all leaders play an active role in the mentoring process. Leaders at all levels owe it to our profession to create the best officers that they possibly can for the next generation.

Finally, if the Army is to remain the kind of force that champions winners and the opportunity to be one, we must be about the business of mentoring our gifted and talented young officers. We thereby transition them into the extraordinary soldiers and leaders that we all want in the Army of the 21st Century.

*LTC Robert J. McNeil, who is Division G4 for the 4th Infantry Division, received his commission as an Infantry officer through the Reserve Officers' Training Corps at North Carolina A&T State University in Greensboro. He has a master's degree in logistics management from the Logistics Executive Development Course/Florida Institute of Technology at Fort Lee, Virginia. He is a graduate of the Infantry Officer Basic and Advanced Courses and Airborne School at Fort Benning, Georgia; Supply Officer Management Course at Fort Lee, Virginia; and Command and General Staff College, Fort Leavenworth, Kansas. His duty assignments include Company Executive/Training Officer, Fort Jackson, South Carolina; Heavy Mortar Platoon Leader, Manchu Battalion (1/9 Infantry), 2d Infantry Division, South Korea; Battalion S4 and Commander of two Infantry companies at Fort Lewis, Washington; Director of Industrial Operations, Hohenfels Training Area in Germany; Executive Officer, 64th Support Battalion, 4th Infantry Division (Mechanized); 4th Infantry Division Logistics Plans Officer; Senior Logistics Officer, Command System Integration Agency, Washington, DC; and Commander, 704th Main Support Battalion, 4th Infantry Division.*

### **Class I Supply CD ROM**

The US Army Combined Arms Support Command, Training Directorate, completed and packaged the first internally developed Quartermaster CD ROM 6 Aug 96. The CD ROM is a 7-10 hour package that covers the same 31 hours of Class I supply training in the resident 92A advanced individual training course taught at US Army Quartermaster Center and School, Fort Lee, VA. The CD ROM covers the Army Field Feeding System (Class I supply area); Issue and Turn-in of Subsistence; Compute and Req-

uisition Subsistence; and Receive and Store Subsistence. The CD ROM was designed for a user with a 486 PC (4 MB RAM minimum, 8 MB free hard disk space, and double speed or higher CD ROM drive). The CD ROM can be used with or without sound card. With sound card, a verbal narrative is provided. The CD ROM is being sent Armywide to all training and audiovisual support centers and to US Army Reserve and Army National Guard commands. Point of contact is Rod Mustanski at DSN 687-5912 or (804) 734-5912.

# Petroleum Logistics in Operation Joint Endeavor

MAJ Shawn P. Walsh

Soldiers from the 49th Quartermaster Group (Petroleum and Water), Fort Lee, VA, deployed 10 Jan 96 to activate a Sub-Area Petroleum Office (SAPO) to support *Operation Joint Endeavor* and the Implementation Force (IFOR) in Bosnia-Herzegovina.

*Operation Joint Endeavor* began last December when North Atlantic Treaty Organization (NATO) forces took command and control of the Balkan theater from the United Nations Protection Force. Some 60,000 air, ground and naval forces from 25 nations were deployed. The SAPO mission is to synchronize petroleum operations, perform petroleum management, develop theater quality surveillance programs and conduct petroleum distribution planning functions for US forces in the *Operation Joint Endeavor* area of operations.

## Mission Requirement

The United States Army, Europe (USAREUR) and United States Commander in Chief, Europe (USCINCEUR) planners identified the need for the SAPO during the predeployment phases of *Operation Joint Endeavor*. The USCINCEUR identified the need for a SAPO in the Operation Plan and tasked the National Support Element (NSE) Commander to assign a SAPO to manage all fuel logistics forward and provide liaison with the United States European

Command (USEUCOM) Joint Petroleum Office (JPO) on all fuel matters. The SAPO was tasked to assume the JPO's responsibility for generating time-phased fuel requirements for support of operations in the US sector.

## 49th Quartermaster Group Requested

Having the NSE responsibility, the 21st Theater Army Area Command (TAACOM) requested 49th Quartermaster Group augmentation to fulfill the SAPO requirement. The formal request went through USEUCOM, and the Department of the Army to the United States Army Forces Command, which formally tasked the 49th Quartermaster Group to perform the SAPO mission.

After alert, primary and alternate teams in the 49th Quartermaster Group began preparation for the deployment. Soldier readiness packets were reviewed, appropriate documentation and inoculations were updated, and training began. Predeployment training at Fort Lee consisted of mine awareness, cold weather, first aid, rules of engagement, code of conduct, laws of land warfare, dealing with the media, operations security, convoy training and weapons qualification.

The first deployment step for the SAPO team was Fort Benning, GA. During a week of training

**A soldier looks at a destroyed rail bridge over the Sava River bordering Bosnia and Croatia. Before Operation Iron Horse, a Task Force Eagle initiative last April, moving fuel to the US sector by rail tank cars was impossible.**





**Quartermaster soldiers atop tankers gauge fuel at Camp Lukavac during Operation Joint Endeavor that began last December in the former Yugoslavia.**

there, soldier readiness packets were again reviewed, predeployment training was validated, and the soldiers were issued about 100 pounds of extreme cold weather gear. The team deployed to Germany on a chartered flight with other individual augmentees and units enroute from Fort Benning to support the peacekeeping mission.

In Germany, the SAPO team further prepared for deployment by coordinating with the 200th Theater Army Materiel Management Center, 21st TAACOM, USAREUR, USEUCOM and the Defense Fuel Region-Europe. During coordination meetings, each staff told the SAPO team what was expected. The SAPO report's content and format were also discussed. The final step in preparing for movement to the Bosnia-Herzegovina theater was the Hohenfels training center. The center's cold weather training simulated living conditions and peacekeeping operations in Bosnia-Herzegovina. Most of the five days at Hohenfels were spent training outdoors and sleeping in general-purpose medium tents in below-freezing temperatures. Individual training included extreme cold weather clothing wear and confidence, operations and maintenance of vintage "pot-bellied" stoves. Collective lane training included checkpoint operations, negotiations and mine awareness.

After completing Hohenfels training, the SAPO team convoyed from Kaiserslautern, Germany, to the intermediate staging base (ISB) in Hungary. The SAPO team was assigned to work as a section within 21st

TAACOM (Forward) Support Operations, based at a Hungarian army compound at Kaposvar, Hungary, about 100 miles southwest of Budapest. The SAPO's initial mission was to understand the complex theater petroleum distribution system that the team would be managing. The team quickly grasped the unique petroleum distribution challenges of the theater. These unique challenges included limited space on US base camps to build collapsible fuel tank farms; the single land line of communication over the Sava River; rail routes; main supply routes; locations of US base camps; logistical nodes; the weather; road conditions; limitations caused by mine fields; and force protection issues limiting how, when and where vehicles can travel.

During the deployment phases of *Operation Joint Endeavor*, fuel was transported by rail tank car from Speyer, Germany, to railheads located in Hungary and Croatia. The railhead at Tazsar airbase in Hungary, operated by the 574th Supply and Service Company, supported units deploying through the ISB to Bosnia and other units operating from the ISB. The railhead in Cerna, Croatia, operated by the 26th Quartermaster Company, was the site of transloading fuel from rail tank cars to military tankers. Military tankers, operated by the 515th Transportation Company, transported fuel from Croatia to various locations in Bosnia in support of US Task Force Eagle units.

As the theater has developed and *Operation Joint Endeavor* has transitioned into the sustainment phase, the SAPO has managed the changing fuel require-

ments. The challenge to the SAPO is to ensure that the military units are supported with fuel, while maintaining economic efficiency. For US Army sustainment operations requirements, Defense Fuel Region-Europe has contracted fuel support from a Hungarian oil company. Rail tank cars receive JP8 at the Hungarian refinery located at Szazhalombatta, outside of Budapest. The JP8 fuel continues by rail to rail sidings at the ISB in Hungary and at Sbinj, Croatia. Sbinj is close to 21st TAACOM support activities at Slavonski Brod, Croatia, and is also the support base of the 515th Transportation Company. The 515th military tankers moving fuel from Sbinj are augmented with the Hungarian oil company's commercial tankers from the oil company's Dombovar, Hungary, terminal. Together, they meet Task Force Eagle's daily requirements of 85,000 gallons of fuel. ISB units also receive fuel directly from the Hungarian oil company's Dombovar terminal, located about 20 miles from the ISB.

### **Operation Iron Horse**

Moving fuel to the US sector in Bosnia by rail was virtually impossible with destroyed rail bridges over the Sava River, bordering Bosnia and Croatia. However, on 30 Apr 96, moving fuel by rail tank cars within Bosnia became reality with the initiation of *Operation Iron Horse*. *Operation Iron Horse* was a Task Force Eagle initiative that has enhanced petroleum distribution in Bosnia. Fuel is delivered to Camp Kime in the northern portion of the US sector,

by military and commercial tankers. The 102d Quartermaster Company, Fort Campbell, KY, operates a 200,000-gallon tactical collapsible fuel tank farm which receives, stores and issues fuel. Also, the unit operates 8,000 feet of assault hose to move fuel to a 100,000-gallon farm. At the large collapsible fuel tank farm, the 102d Quartermaster Company issues to customer units. At the smaller fuel farm, Bosnian rail tank cars are loaded. The rail tank cars then move to four locations within the US sector: Camp Alicia, operated by the 240th Quartermaster Company; Camp Commanche, operated by the 127th Aviation Support Battalion; Camp Rumbaugh, operated by the 26th Quartermaster Company; and Camp Lukavac, operated by the 123d Main Support Battalion. Fuel is then issued to using units from these locations. *Operation Iron Horse* has decreased vehicle traffic on the hazardous Bosnian roads and has brought fuel closer to using units, while stimulating the local Bosnian economy.

Before the first rail tank cars moved out, the SAPO quality surveillance team provided Task Force Eagle the expertise to inspect all of the commercial rail tank cars for suitability and serviceability. Of the proposed 35 rail tank cars, the SAPO team eliminated 15 rail cars because of the previous heavy products carried or the maintenance of the cars. These rail tank cars had not been used in the past five years because of the war in Bosnia. The 20 remaining rail tank cars were inspected several times before the SAPO



**Black market fuel sales along a sidewalk in Bosnia-Herzegovina**

team certified that the rail tank cars were suitable to carry JP8 without degrading the quality of the fuel.

Since the SAPO team's arrival in Hungary, the soldiers have worked many petroleum-related projects directly impacting the management and distribution of fuel in Hungary, Croatia and Bosnia. The SAPO noncommissioned officers (NCOs) and officers have provided the theater with petroleum expertise for any and all issues about fueling the US forces of *Operation Joint Endeavor*.

In studying petroleum systems or executing support operations, the soldiers have traveled throughout the area of operations and conducted liaison visits with all units handling fuel. The SAPO team has coordinated all fuel requirements, coordinated foreign nation fuel support, performed quality certification inspections on equipment leased from host nation sources, assisted in establishing accountability systems, coordinated and provided recommendations for the proper equipment for petroleum support missions, trained soldiers and provided assistance in establishing fuel points and operating procedures.

### **Petroleum-Related Projects**

Some other SAPO projects have included the following:

- **Petroleum Pipeline Feasibility Study.** As the SAPO team prepared for deployment, the fuel situation within Bosnia-Herzegovina became a concern. Fuel was being delivered over the Sava River along Route Arizona, thus adding to the congestion on this critical supply route. The commander of the 21st TAACOM requested an assessment of the petroleum distribution system to see if a pipeline was possible in order to eliminate some of the traffic on this heavily traveled route. A team of petroleum pipeline experts was formed from the SAPO and other 49th Quartermaster Group assets. Using a sophisticated computer planning aid called PAPA (pipeline automated planning aid) and route reconnaissance, the team carefully analyzed the distribution system. The team studied various methods to meet the fuel requirements of the theater to include pipeline, truck and rail. The team made many trips into the US Sector to evaluate each option. The final analysis was that the high initial costs of installing a pipeline did not make the project worthwhile over such a short operation. The most economical and efficient method to deliver product was by truck and by *Operation Iron Horse*.
- **Stockage Objectives, Petroleum Distribution and Economics Study.** The SAPO team

researched strategic, operational and tactical level plans and studied the operational petroleum distribution system in order to provide recommendations to the command for improving petroleum management throughout the theater. This study accompanied an economic efficiency study comparing commercial and military transportation costs. The findings of the study detailed the most efficient means for the US Army to transport fuel and manage operational and tactical fuel stockage.

- **Out of Support Sector Requirements.** When the United Nations terminated support to US IFOR units in Zagreb, Croatia, the SAPO team coordinated for equipment and fuel to move to Zagreb to support JP8 and military gasoline requirements of these units.
- **Training.** The SAPO also sent an NCO to establish a fuel point and train young soldiers on equipment that they had not seen since advanced individual training.
- **Fuel Coupons.** Although the retail fuel point was meeting mission requirements, the SAPO facilitated the procurement of fuel coupons in Croatia to more efficiently meet the fuel requirements of all units located in Croatia, outside of US support sectors.

The SAPO consists of eight soldiers from the 49th Quartermaster Group. The chief is a major assisted by a master sergeant with the 77F (Petroleum Supply Specialist) military occupational specialty and a lieutenant. Two 77L (Petroleum Laboratory Specialist) NCOs have provided the expertise for all quality issues. The team has a sergeant first class 77F, a specialist 77F, and a private first class 71L (Administrative Specialist).

*MAJ Shawn P. Walsh is Chief of the Sub-Area Petroleum Office formed from soldiers of the 49th Quartermaster Group (Petroleum and Water) in Bosnia-Herzegovina. He is a Distinguished Military Graduate from The Citadel with a bachelor of science degree in business administration. He completed Airborne, Quartermaster Officer Basic, Quartermaster Officer Advanced, and Psychological Operations Courses. His previous assignments include Platoon Leader, 549th Quartermaster Company; Executive Officer, Support Company-South Multinational Force and Observers, Sinai; Class III Accountable Officer, 2d Infantry Division; Commander, 114th Quartermaster Company; Plans and Operations Officer and S5, 4th Special Operations Support Command; and Training With Industry at Exxon Company, USA, Houston, Texas, with his utilization tour at the Combined Arms Support Command, Fort Lee, Virginia.*

# Joint Training Exercise — Roving Sands '96

LT Patrick Braddock

The 49th Quartermaster Group, through its five petroleum battalions and two petroleum liaison detachments, kept the planes flying and the vehicles moving to the tune of over 1.74 million gallons of fuel during Roving Sands '96. Red Forces (US Navy and US Air Force) and Blue Forces (Canadian Army and German Air Force) alike, totaling up to 4,000 soldiers, received uninterrupted support in this joint training exercise in the harsh New Mexico desert.

The 49th Quartermaster Group deployed from Fort Lee, VA, to McGregor Range Base Camp, Fort Bliss, TX, 26 May 1996, to provide petroleum general support (GS) to all forces. Traditionally, this combined logistics effort has been used every year for the past eight years to cement operational procedures between the services and to test new strategies against a notional enemy. The 49th Quartermaster Group provided continuous theater-level bulk petroleum support to US and coalition forces by tailoring its force structure to establish three GS bulk fuel supply points at Biggs Army Airfield (AAF), Fort Bliss; Oro Grande Base Camp, White Sands Missile Range, NM; and Roswell Industrial Air Center, NM.

## Training Value

Roving Sands '96 provided a realistic simulation of the 49th Quartermaster Group's mission to provide command, control, planning, liaison and supervision of petroleum supply, distribution and quality surveillance and also water purification, storage and distribution in the supported theater of operations. It also marked the historic first use of the US Army Forces Command (FORSCOM) Joint Training Exercise Module (JTX Module) with fuel. The JTX Module is an element of the Inland Petroleum Distribution System (IPDS), consisting of 20 miles of six-inch pipeline, twelve 210,000-gallon collapsible Bulk Fuel Tank Assemblies (BFTAs), and accompanying pumps and auxiliary equipment. Since IPDS itself is located



**Soldiers from the 240th Quartermaster Battalion and other service members deployed one of the Bulk Fuel Tank Assemblies in the New Mexico desert during Roving Sands '96.**

in the Army War Reserves, the JTX Module allows petroleum operating battalions and companies to train with the IPDS equipment during peacetime exercises.

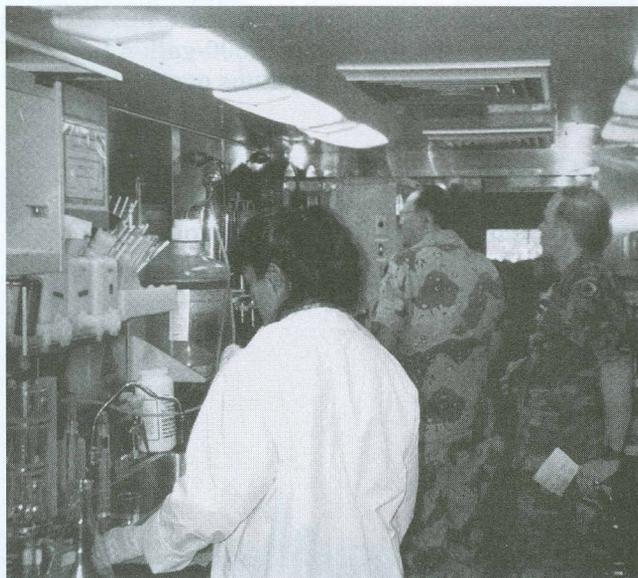
The 240th Quartermaster Battalion, Fort Lee, VA, installed three BFTAs to supply the high demand for JP8 fuel required by the three squadrons of fighter aircraft operating from Roswell Industrial Air Center. This was the first use of BFTAs since *Operation Desert Storm*. The battalion previously used the sister JTX Module with great success during the joint and combined exercise Market Square '96 at Fort Story, VA. This sister module uses water as the training "fuel" for environmentally restricted areas. (See *Providing the Fuel to Fight — Market Square '96* in this edition.)

The 49th Quartermaster Group established its headquarters at McGregor Range Base Camp, approximately 30 miles north of Fort Bliss. From here, the 49th Quartermaster Group commanded five petroleum battalions, four petroleum supply companies, and two petroleum truck companies in three locations covering an area of over 8,000 square miles. The 49th Quartermaster Group was responsible for

accounting for all fuel drawn from the Defense Fuel Supply Points (DFSPs) at Alamogordo and Biggs AAF, stored at the bulk fuel sites, and issued to the using units. Daily reports were consolidated from the battalions and transmitted electronically each day to the 321st Materiel Management Center at the 377th Theater Army Area Command (TAACOM).

The 49th Quartermaster Group also was responsible for area petroleum quality surveillance. Each battalion used its mobile petroleum laboratory to conduct daily tests of fuel to maintain quality control. These laboratories must be certified by the Army Petroleum Center (APC) before being fully operational and deployable. During the exercise, the 402d Quartermaster Battalion's mobile laboratory was deployed from New Castle, PA, and personnel were trained and certified under the guidance of an APC inspector.

The 49th Quartermaster Group's transportation branch maintained control over all fuel transport missions, issuing movement orders and coordinating with the DFSPs for fuel deliveries. Total transportation assets included 43 fuel tankers for line haul missions and 30 refuel tankers for issue missions, including both hot and cold aircraft refueling. The truck companies logged over 63,000 miles, hauling over 1.7 million gallons of fuel over the course of the exercise without any serious accident or spill. During the exercise, several "ghost" movements were conducted, where fuel was moved from one site to another to allow the truck companies the opportunity for line haul training once all sites had achieved operational levels.



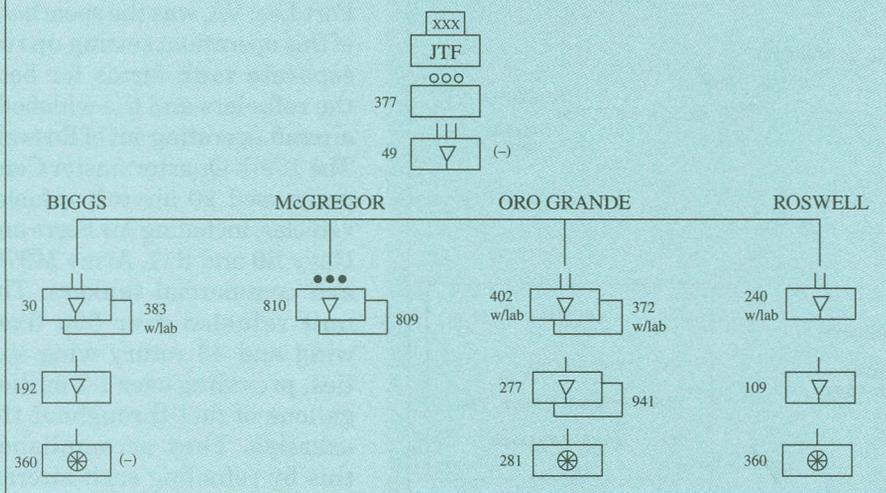
**The 240th Quartermaster Battalion conducted daily tests of fuel with its mobile petroleum laboratory.**

The 809th and 810th Petroleum Liaison Detachments were collocated with the 49th Quartermaster Group headquarters. These units provided liaison personnel for coordination with the battalions as well as maintaining an operational cell at the 377th TAACOM. This allowed the 49th Quartermaster Group to have personnel onsite for immediate reaction capability to any situation that may have affected mission accomplishment.

### Biggs AAF

The 30th Quartermaster Battalion, Tullahoma, TN, established a GS bulk petroleum site capable of storing 50,000 gallons of JP8. The 383d Quartermaster Battalion assumed the mission after two weeks, conducting aircraft refueling with Heavy Expanded Mobility Tactical Truck (HEMTT) tankers and completing the issue of over 40,000 gallons of fuel. The 383d Quartermaster Battalion's mobile laboratory supported this site for area quality surveillance, certifying both the bulk issue site and the HEMTT tankers. A platoon from the 360th Transportation Company conducted line haul missions from the

## 49th Quartermaster Group Roving Sands Force Structure



DFSP at Biggs AAF to the bulk fuel sites at both Biggs and Oro Grande. Using 7,500-gallon tankers, the platoon moved 200,000 gallons over 3,000 miles without incident.

### Oro Grande

The 402d Quartermaster Battalion and the 372d Quartermaster Battalion, Albuquerque, NM, were located at Oro Grande, NM, next to the White Sands Missile Range. This site had the capacity to receive,



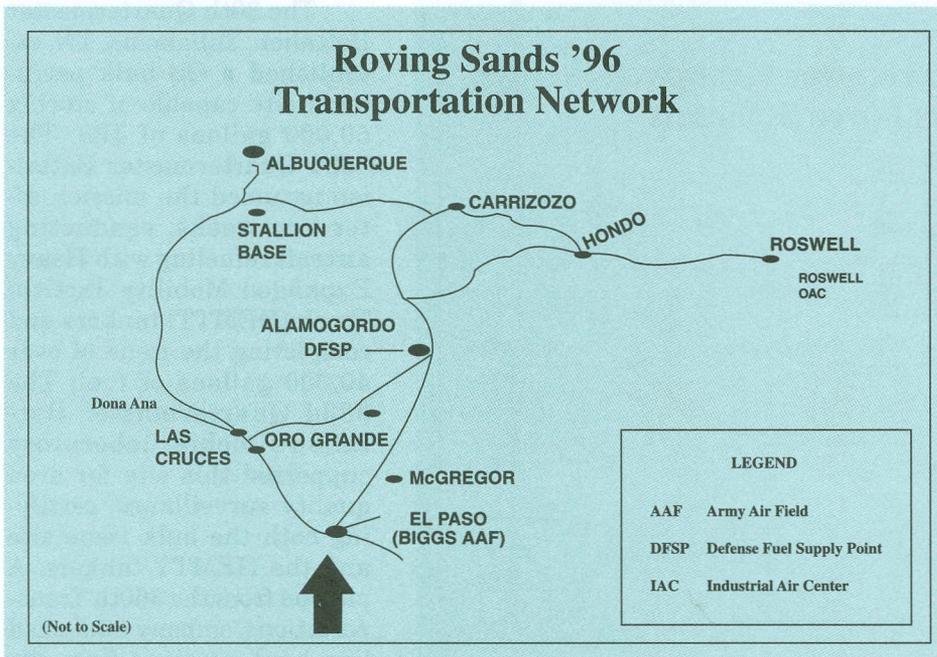
The 360th Transportation Company's 7,500-gallon tankers downloaded fuel at Roswell Industrial Air Center during Roving Sands '96.

store and issue up to 200,000 gallons of fuel. The battalions were responsible for the support of ground vehicles and bulk issue to supported units. They were also responsible for the establishment of a Forward Area Refuel Point (FARP) to support the aeromedical evacuation units operating during the exercise. The 185th Quartermaster Battalion, Fresno, CA, deployed a mobile laboratory to provide initial area support for quality surveillance and to assist the laboratory from the 402d Quartermaster Battalion in its certification effort. These laboratories were responsible for the quality of the fuel both at the bulk fuel site and at the FARP site.

The 281st Transportation Company supported Oro Grande with 11 tankers for line haul missions and 6 tankers to support the FARP and the ground vehicle fuel issues. With over 10,000 accident-free miles driven and over 318,000 gallons of fuel moved, the unit was highly successful in accomplishing its mission.

### Roswell

The 240th Quartermaster Battalion, the only active duty petroleum battalion at Roving Sands '96, set up operations at Roswell Industrial Air Center, using the FORSCOM JTX Module. This was the largest operation during the exercise, with a storage capability of over 630,000 gallons of fuel. The 109th Quartermaster Company, Fort Lee, VA, was the spearhead of this operation, setting up two separate tank farms for both the refuelers and the widebody aircraft operating out of Roswell. The 109th Quartermaster Company used 20 aircraft refueler vehicles, including Air Force and Navy R9 and R11, Army M970, and commercial tankers. The unit refueled over 500 fixed wing and 48 rotary wing sorties, providing over 1.2 million gallons of fuel throughout the exercise. They accomplished this by refueling each aircraft within a one-hour period be-





### **'A Roaring Success'**

**The 240th Quartermaster Battalion set up and operated a Tactical Field Exchange, officially a post exchange (PX) in the field. This type of logistics support gained prominence during the Persian Gulf war and continues to increase in importance with each major worldwide deployment.**



tween sorties, during which each aircraft's flight crew performed post and preflight maintenance. The battalion deployed its own mobile laboratory to provide area quality surveillance.

The 360th Transportation Company used its twenty-six 7,500-gallon tankers to supply Roswell and Stallion Base (140 miles to the west), hauling over 1.2 million gallons of fuel over 50,000 miles without serious incident.

The 240th Quartermaster Battalion took on the additional challenge of setting up and operating a Tactical Field Exchange at Roswell for all service members in the area. This was a roaring success and brought a little slice of home to those who were away from their homes for up to two months.

The overall success of Roving Sands '96 was a validation of the Total Army concept needed to provide combat service support on today's battlefield. All branches of service worked efficiently and cohe-

sively to demonstrate the validity of joint logistics doctrine. Because of the success of Roving Sands '96, plans for an even larger Roving Sands '97 are underway.

***LT Patrick Braddock, former Petroleum Officer/Laboratory Officer in Charge for the 49th Quartermaster Group at Fort Lee, Virginia, is a graduate of Frostburg State University, Maryland. His military education includes advanced individual training in Air Defense Artillery (Stinger missiles), Officer Candidate School, and the Officer Basic and Airborne Courses. He currently is Commander and S1, Headquarters and Headquarters Detachment, 49th Special Troops Battalion at Fort Lee. His previous assignments include Executive Officer, Headquarters and Headquarters Company, 240th Quartermaster Battalion at Fort Lee; Executive Officer and Platoon Leader, 75th Support Battalion, 194th Separate Armored Brigade, Fort Knox, Kentucky; and Stinger Gunner/Tactical Operations Center Non-commissioned Officer in Charge, Fort Riley, Kansas.***

### ***Lieutenants' Petroleum Course***

The Petroleum and Water Department, US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, has developed a program of instruction as a follow-on course to the Quartermaster Officer Basic Course (QMOBC) in order to better train Quartermaster Corps lieutenants on petroleum and water system deployment, site selection, maintenance and redeployment. The course will use a contingency scenario that will allow students to apply their learning during practical exercises.

This course is the result of a directive from the Commanding General, USAQMC&S, and input from the Petroleum Advisory Group. The consensus was that while QMOBC gives

lieutenants a good introduction to petroleum and water operations, QMOBC does not adequately prepare them to hold petroleum and water platoon leader positions. Some of the areas cited as lacking are quality surveillance in the field (Aqua-Glo and Millipore), site selection, and determining requirements for transportation of tactical systems. The course will cover quality surveillance in the field and deployment, site selection, maintenance and redeployment of petroleum and water tactical systems. The course is three weeks long, with the first class scheduled to start 6 Jan 97. Upon graduation from the course, the lieutenant will be assigned a skill identifier for assignment purposes. For further information on this course, contact CPT Norman Chung or Linda Williams at DSN 687-1344/1329 or (804) 734-1344/1329.

# Providing the Fuel To Fight — Market Square '96

CPT Jose A. Hernandez LT Gary A. Holifield

War requires extraordinary logistics in extraordinary quantities. The more fuel provided to a force, the farther, faster and longer the force will be able to sustain a fight. There is no doubt about the importance of petroleum in a wartime scenario. Without fuel, the force changes instantly from a fierce fighting machine to a sitting target.

What happens when soldiers deploy to an undeveloped theater with poor infrastructure, shoddy roads and bridges, and no railroads, docks or ports to transport fuel? How do vast quantities of fuel move quickly and safely to the front lines?

The answer is simple. Call the 240th Quartermaster Battalion at Fort Lee, VA, the most deployable active duty Tactical Petroleum Pipeline and Terminal Operating Battalion in the US Army. The battalion contains two line companies, each capable of operating 90 miles of a tactical petroleum pipeline and a storage terminal with a capacity of over 3.7 million gallons of product.

The 240th Quartermaster Battalion, 267th Quartermaster Company and the 461st Engineer Company recently participated in a Combined Joint Logistics Over-the-Shore Training Exercise called Market Square '96 at Fort Story, VA. The exercise included a training module that uses water as the "fuel" for environmentally restricted areas. (See *Joint Training Exercise - Roving Sands '96* in this edition.) About 2 million gallons of product (water) was discharged from

the *USS Mount Washington* to a beach termination unit and distributed through 8.3 miles of pipeline. The exercise supported Joint Chiefs of Staff training objectives and simulated critical bulk petroleum support capabilities in an austere theater of operations. The exercise tested the Army and Navy's capability to fuel a force without the support of fixed piers, docks, commercial storage or a distribution system that may be found in a developed theater.

## Two Systems

Two systems are responsible for replacing the missing petroleum infrastructure: the Navy's Offshore Petroleum Discharge System (OPDS) and the Army's Inland Petroleum Distribution System (IPDS). If the theater has no petroleum source such as a commercial refinery, then petroleum must be transported by sea to the edge of the theater. To get the product ashore, the Navy uses the OPDS. The Navy's OPDS moves the product from the ship to the shore where the OPDS connects with the Army's IPDS. When tied together, these two systems can push petroleum from a ship, four miles offshore, and throughout the theater using a tactical pipeline and storage system.

## The Navy OPDS

The Navy inventory has five tankers capable of transporting petroleum and using the OPDS. Although over two million gallons of product (water) was pumped

**The 267th Quartermaster Company soldiers rolled out each 3,000-pound fabric tank in order to properly place tanks inside protective berms.**

All photographs  
by  
LT Gary A. Holifield





***The USS Mount Washington off the coast discharged fuel directly to the beach termination unit (top) and then to the base terminal, consisting of four 210,000-gallon fabric fuel tanks (bottom) at Fort Story, Virginia, during Market Square '96.***



ashore from the *USS Mount Washington* during Market Square '96, the Navy tanker has an 11-million gallon storage capability.

Upon arriving in the theater, the Navy deploys its OPDS. Sailors first emplace a conduit that goes from the ship to the shore, resting it on the sea floor. They also set up the Single Anchored Leg Moor (SALM). This SALM is an anchor and buoy device that can be floated and sunk. The SALM allows ships to hook up to the anchored conduit when they come to deliver petroleum. The SALM saves time for the rotation of vessels.

At the shore, the Navy sets up a beach termination unit as well. Once the beach termination unit is set up, the Army operates it. This unit merely controls the flow of product from the ship to the Army's IPDS. Once the Navy is hooked up and ready to pump product from the ship into the IPDS, the Army takes control of the product discharge rate. From the fuel requests and requirements, the IPDS dispatcher will ask the ship to begin to pump a product at a certain flow rate.

### **The Army IPDS**

The IPDS is designed as a lightweight, rapidly deployable pipeline and terminal system. During Market Square '96, the 267th Quartermaster Company not only operated this system, but assisted in the setup with the 461st Engineer Company, a Reserve Component unit from Wyoming.

### **Assembling the IPDS**

The IPDS has three main components: the pipeline, pump stations and the tactical petroleum termi-

nal (TPT). The entire IPDS is packed into 20-foot ISO containers and can be broken apart and pieced together as required by the tactical commander. For instance, in Market Square '96 there were 72 containers (fuel unit) that included 10 miles of pipeline, two pump stations and six 210,000-gallon bulk fuel tanks. In a wartime scenario, the system would be packaged in the ISO containers and meet the company in theater. Engineers would emplace the pipeline, and Quartermasters would then operate and maintain the IPDS.

The IPDS pipeline is configured in five-mile sets. Each set has 1,404 sections of 19-foot aluminum pipe. Each piece of pipe weighs approximately 110 pounds. Couplings, clamps, gaskets, valves and pipeline anchors are part of the system.

The first step to emplacing the pipeline is planning a route. The Engineer company is responsible for conducting a topographic survey and coordinating with the Quartermasters to determine the best pipeline trace according to the mission. The hydraulic limitations of the pumps and vehicle access along the pipeline are only two of the considerations used in determining the route. Once the route has been determined, a team is sent along the proposed path to mark with stakes exactly where the pipeline will be placed and what type of elbows and valves will be needed. The final step in emplacing the pipeline is physically placing the pipeline trace along the designated route and connecting it.

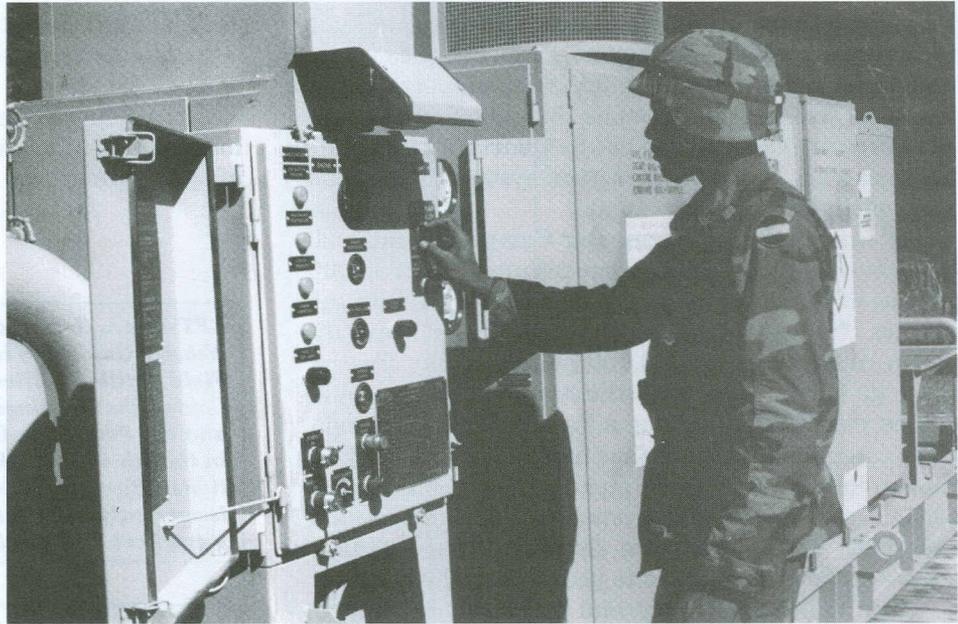
### **IPDS Pump Station**

The second major IPDS component is the pump station. Each pump station consists of two 800-gallon per minute pumps. A strainer included in the station

**Quartermasters and Engineers displayed flexibility in placing the pipeline in a variety of terrains during Market Square '96.**



**Quartermasters constantly monitored each 800-gallon per minute pump in the Army's Inland Petroleum Distribution System to ensure the proper flow rate of 'fuel.'**



filters debris from the pipeline which could possibly damage the pumps. Also, there are two other components called a launcher and a receiver. As their names suggest, they launch and receive a device called a scraper or a "Pig" (nicknamed because it squeaks as it travels inside the pipeline). This scraper dislodges corrosion, wax, sediment, air or other deposits throughout the IPDS pipeline. Engineers are responsible for assembly of the pump station.

The last major IPDS component is the TPT. The standard TPT consists of eighteen 210,000-gallon (5,000-barrel) collapsible fabric tanks. The terminal can be set up in a variety of ways depending on the mission. The TPT has the capability to simultaneously receive fuel from a pipeline at a rate of 800 gallons per minute, receive fuel from tanker trucks, store up to three different types of fuel, issue fuel to tanker trucks and nonvented drums and also to return fuel to the pipeline for further distribution downstream. When setting up a terminal, berms around each fuel tank contain fuel spills and protect the tanks. After each berm is complete, a liner is emplaced and then the actual collapsible fuel tank is laid out. Each fabric tank weighs approximately 3,000 pounds and requires at least 25 soldiers to roll out and pull into place when completely empty.

### **IPDS Operation**

The IPDS process begins at the ship or fuel source. Just as executed by the 267th Quartermaster Company during Market Square '96, the dispatcher orders the ship to begin pumping. The dispatcher regulates pump station discharge pressures and controls the movement of product through the pipeline. The dis-

patcher is the nerve center of the IPDS operation. Petroleum products must be delivered when and where needed in a tactical environment. Once a customer requests a product, the dispatcher will ensure that enough fuel is either available in storage or can be sent from the ship to the terminal for customer receipt.

The IPDS starts on the discharge side of the beach termination unit. The flow is measured and quantified so the amount and type of fuel can be recorded and tracked. From the beach termination unit, the product goes to the base terminal. The base terminal is used primarily for storage purposes and to allow fuel to settle for 24 hours. From the base terminal, fuel will either be stored until needed further along the pipeline, or the fuel may continue to move along the pipeline to the first pump station. At each pump station soldiers monitor the flow rate and pressure. The dispatcher will tell them when to increase the pump's revolutions per minute to increase the flow rate and when to decrease the flow rate or go offline, where the pump is no longer pushing product along.

An intermediate terminal can be placed anywhere along the IPDS pipeline. At the end of the line is a head terminal. Usually the customer is serviced at either of these points. Tanker trucks can receive fuel and continue the flow of petroleum to the front of the theater or to airfields. The dispatcher always remains in complete control of the pipeline and distribution to ensure that the fuel is where it needs to be at the right time.

### **IPDS Significance**

The significance of Market Square '96 is that the 240th Quartermaster Battalion simulated bulk petro-

leum operations in an undeveloped theater. The unit received depot IPDS equipment, emplaced the system and replicated product distribution to support combat forces via an eight-mile pipeline. Whether for the Army, Air Force or Marines, the 240th Quartermaster Battalion can bring in a large tactical system to meet the fuel consumption requirement.

If the 267th Quartermaster Company pumps 20 hours a day at 800 gallons per minute, over 960,000 gallons of fuel a day can be pushed 90 miles into the theater. The consumption rate of an Armor heavy division could be up to 600,000 gallons a day. Two or three divisions along with the Air Force usage could exceed two million gallons a day. One pipeline company can meet a third of that fuel requirement. With that in mind, either more pipeline operations can be set up, or a distribution system can be built around the IPDS to accommodate ships, rail cars, tanker trucks and other methods to accomplish the support.

The IPDS is a viable and extremely important asset to the US Armed Forces. This is a combat service support multiplier system. The lessons learned from Market Square '96 exercise are threefold:

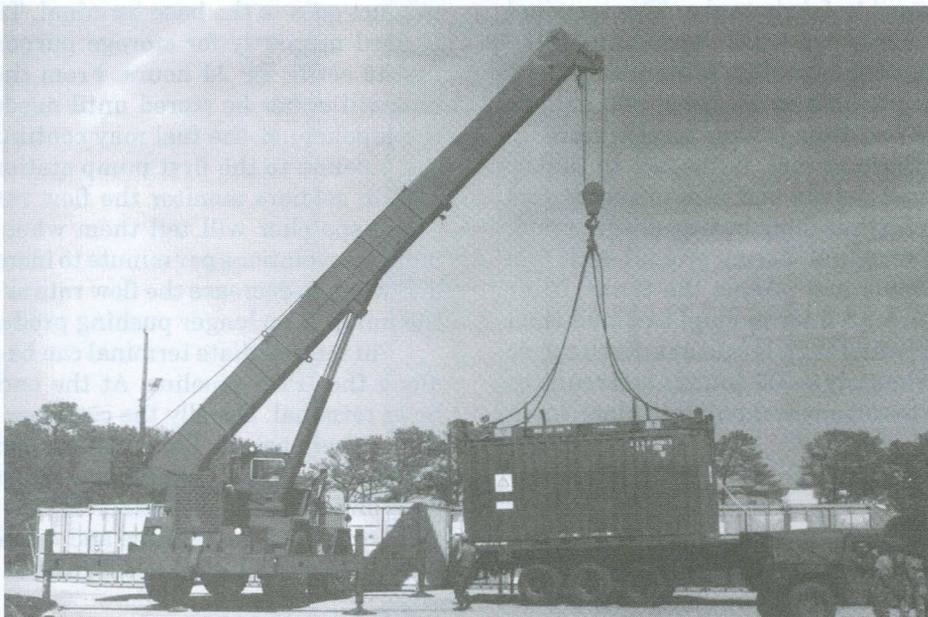
- 1) The IPDS depot stock in its current configuration is ready for worldwide deployment.
- 2) The IPDS/OPDS is the most viable way to introduce fuel into a undeveloped theater.

- 3) The IPDS system is highly flexible and responsive to today's developing battlefield.

The IPDS increases force strength tremendously for long periods of time in any undeveloped theater of operations.

*CPT Jose A. Hernandez has a master of arts degree from Webster University in Missouri. He is a graduate of the Field Artillery Officer Basic Course, the Branch Detail Course, the Combined Logistics Officer Advanced Course and the Petroleum Officer Course. He served as the S4 in the 6th of the 37th Field Artillery; Petroleum Operations Officer in the 240th Quartermaster Battalion; and is currently the Commander, 267th Quartermaster Company, Fort Lee, Virginia.*

*LT Gary A. Holifield is a graduate of George Washington University with a bachelor of arts degree in political science and a minor in journalism. He also is a graduate of the Quartermaster Officer Basic Course. He served as Platoon Leader, 21st Transportation Company, Eighth Army, Korea; and Pipeline Platoon Leader of the 267th Quartermaster Company, Fort Lee, Virginia. Currently, he is the Executive Officer of the 267th Quartermaster Company, Fort Lee, Virginia.*



**The depot shipped the entire fuel unit and 10 miles of pipeline for Market Square '96 at Fort Story, Virginia, in 72 ISO containers.**

# Automation Security

MAJ Robert O. Bosworth

As a junior officer or noncommissioned officer in today's Army, expect to supervise, manage or interact with automated systems early in your career. Supervisory and management positions involving computers have steadily increased in importance as the Army continues to move forward with the digital age. Positions such as accountable officer, technical supply officer, section or platoon leader, or noncommissioned officer in charge fall into this arena. Automation security officer positions such as Terminal Area Security Officer (TASO) or Information System Security Officer (ISSO) are additional duties that carry significant responsibility as well. The TASO oversees automation security at the section or office area level. This may encompass a single computer or series of computers in a consolidated office area or warehouse complex. The ISSO manages security at the next higher level, a group of office areas or an entire directorate or activity.

## Computer Security Training

As a TASO or ISSO, you must ensure that all automated systems for which you are responsible are properly accredited, protected and secured under the provisions of AR 380-19 (Information Systems Security). This Army regulation provides guidelines for computer security, automation information system accreditation, communications security and risk management. A standing operating procedure (SOP) outlining your specific responsibilities should be on hand at your unit. Even beyond TASO or ISSO assignments, Public Law 100.235 now requires computer security training for anyone who uses, manages or operates a federal interest computer. Automation security personnel should conduct initial training, SOP awareness and periodic refresher training. Obtain more assistance and information from your installation or activity Information System Security Manager (ISSM), installation Directorate of Information Management (DOIM), or installation security office.

Your responsibilities as a TASO or ISSO include ensuring that automated systems have a virus protection program installed, that a password and user-identification system is used and that all software programs have documented serial numbers on file with the ISSM. You will supervise all security-related actions, such as logging on and off an established

network, and ensure that automated systems are not being used to process classified information unless officially approved for that purpose.

There are a few things you should do if assigned the additional duty of TASO or ISSO. First, review AR 380-19 and your unit SOP. Request a meeting with the ISSM to discuss questions you have and to review your specific responsibilities. Schedule a courtesy inspection with the ISSM to validate the current automation security program. Contact other automation security officers on your installation. They have already experienced what you are about to encounter for the first time and can provide valuable advice.

In most cases, automation security procedures and actions will already be in place before you are appointed as a TASO or ISSO. Review and update your SOP annually. Your unit SOP and AR 380-19 should serve as reliable references for most situations you encounter. For a situation not specifically referenced by either your SOP or AR 380-19, contact your ISSM or DOIM for clarification or further guidance.

The responsibilities of a supervisor or manager of an automated system are more demanding than those of the automation security officer. You are accountable for the automation security officer's actions. If the TASO or ISSO is negligent, this failure can adversely affect your operation. If a personal computer or a logistics automated system is a vital part of your unit's daily operations, you must protect it.

Managers and supervisors have four key areas of concentration in addition to supervising automation security officers. *Physical security*, implementing a *password and user-identification* system, a *clean environment*, and maintaining *duplicate copies of critical data and software* are four of the most effective ways to protect an automated system. These methods do a great deal for ensuring automation security, yet they are often ignored or taken for granted.

## Physical Security

In certain cases, special effort must be made to protect automated systems. Computers certified for processing classified data, or automated logistics systems such as the Standard Army Retail Supply

System-2A in a division materiel management center, require specific security measures. Physical security involves protecting the system by placing it in an area where access is restricted. A separate room with a lock to which only specific individuals have the key or entry code is an example. Only authorized personnel should enter the area and log on to the system. Maintain an access roster and log, and review and update it regularly.

A barrier only protects the system from unauthorized physical contact. It can create a false sense of security. Be aware that a barrier does not protect an area from unauthorized access if the system connects to a local area network or is linked to a telephone modem. In this case, the system is susceptible to tampering from an electronic avenue not hindered by a locked door or other physical barrier.

### **Passwords**

Passwords can protect the system from unauthorized access once the physical barrier has been breached. Commonsense actions such as protecting the password are easily overlooked. Ensure password are not easily identified. Do not use names of spouses or children associated with the users, social security or telephone numbers, birthdays, or other words or numbers that can easily be associated with an authorized user.

Check to ensure that passwords are not openly displayed in the work area. It is not uncommon to find a small piece of paper with a password scrawled across it taped to the back or side of a monitor or to the pull-out shelf of a desk. It is important to change passwords on a regular basis. The S2 for the 20th Support Group at Camp Henry, Korea, notes: "The sensitivity of the operation and personnel turnover rates will determine the frequency of password changes." He recommends, at a minimum, deleting or changing a password when an individual with an assigned password has left your organization.

### **Clean Environment**

While protecting your system from unauthorized tampering or access, consider the threat posed by the local environment as well. Dirt, dust and smoke can damage any automated system. Dust that builds up over time can cause microprocessor components to overheat. Magnetically stored data on tapes or diskettes can be destroyed by a speck of dust or grit invisible to the naked eye. When these contaminated media are placed in the system, they can damage the

read and write mechanisms of the automated system. Particulate smoke or soot can do similar damage.

Keep the system in a well-ventilated area, away from dust or smoke and clean the area around your automated system on a regular basis. Ensure personnel handling the tapes or diskettes have cleaned their hands of grease, dirt and grit and that no smoking is allowed around the automated system. Food and drink placed on or near an automated system can be hazardous as well.

### **Duplicate Copies**

To protect yourself from disaster and the loss of irreplaceable data, require a daily systems backup. Duplicate copies of data should be handled with care. Store them in a clean environment in a separate building, if possible. These actions can be time-consuming, but a safely stored duplicate copy can save you frustration and despair. If a fire or other disaster strikes and your automated system is destroyed, your precious backup data should be safe from damage or loss. In addition to these four methods of providing automation security, the automated system's hard drive should be routinely checked for unauthorized software.

Unauthorized software poses a serious problem. Viruses are often transferred between systems through "bootleg" software and file transfers among diskettes. The Installation System Security Manager at Aberdeen Proving Ground, MD, notes that computer viruses often contaminate through poor computer security practices. He cites "disk to disk viruses" and "downloading executable files from E-mail and bulletin board services from the Internet and other networks" as common sources of computer viruses. He points out that one of the most difficult tasks facing automation security officers is maintaining updated software accreditation.

The brigade S2 at the US Army Ordnance Center and School, Aberdeen, MD, who had served as an automation security manager at Fort Bliss, TX, for five years, agrees and adds that "keeping track of software can be tedious but it is absolutely necessary since unauthorized software use can lead to copyright violations—a hot topic with software manufacturing associations." Criminal and civil penalties are severe. In 1992, President George H. Bush signed Public Law 102-561, changing the illegal copying of software from a misdemeanor to a felony. The maximum punishment for conviction is up to five years imprisonment and fines up to \$250,000. The brigade S2 advises automation security officers to "keep the

software together with the books and the original boxes. You've got to keep a tight leash on your software." He also noted the ease with which systems are exposed to viruses. The threat continues to grow, thanks to the information superhighway and proliferation of networks and file-sharing. The brigade S2 encourages the use of site-licensed, anti-virus programs provided by the US Army. These programs should be installed and used to check systems and diskettes before use.

In addition to loading unauthorized software, it is not uncommon for individuals to leave personal files or games on the hard drive. These types of infractions may lure other individuals into trying to access the system to play a game or simply scan a personal letter or other documentation left in the hard drive. There is an effective method for discouraging this type of activity. Simply erase the unauthorized files from the system's hard drive. Notify all personnel that unauthorized software or files will be erased without warning upon discovery. Establish this policy in writing, include it in your SOP, and enforce it.

### **Attention to Detail**

As an automation security officer, supervisor or manager, the most effective method of providing security for your automated systems is constant attention to detail. Check your access roster and logs, SOPs, automated systems, and established routines on a regular basis. Ask for a courtesy inspection. Do not wait for something to go wrong before asking for assistance.

In today's world of instant information access via the Internet, books are easily dismissed as being out of date within one year of publication. This is a misconception. A good automation security book provides a solid introduction to the basics and addresses issues and solutions that will remain valid for several years. You have a choice. You can surf the Internet for hours on end searching for information on automation security, or you can check a bookstore or library for a recently published book with everything you need in one volume.

Trade journals and magazines also provide valuable information. Do not let subscription or membership fees keep you from using these periodicals as reference and resource materials. Some magazines offer subscriptions to professional organizations at discount rates. Your unit or activity may also already have funds set aside for professional journal subscriptions. The DOIM or installation security office usu-

ally maintains a small in-house library and may have these periodicals as well. One other source of timely information to consider is the newsletters published by your ISSM or installation security office.

An assignment as an automation security officer, supervisor or manager for automated systems carries significant responsibility. Automation security is a sensitive topic with military, business and government agencies. Industrial and military espionage is not a cloak-and-dagger figment of the imagination. At the unit level, your most likely threat may be a disgruntled soldier or someone with malicious criminal intent. No matter how insignificant your operation may seem, you are responsible for ensuring that automated systems are supervised, secured and protected.

### **Ten Commandments for the TASO/ISSOs**

- I. Maintain an updated SOP.
- II. Read AR 380-19 (Information Systems Security).
- III. Consult with your Information System Security Manager and installation security office at least once a month.
- IV. Change system passwords regularly.
- V. Keep the area around your system clean.
- VI. Do a daily system backup and maintain duplicate copies of any software you cannot afford to lose.
- VII. Keep track of your software.
- VIII. Maintain an updated, site-licensed, anti-virus program on your system.
- IX. Check your system for unauthorized software.
- X. Keep a copy of this article for reference.

*MAJ Robert O. Bosworth was previously assigned to the US Army Ordnance Center and School, Aberdeen Proving Ground, MD, as an automated Logistics Systems Instructor. A graduate of Norwich University, he attended the Armor Officer Basic Course and the Quartermaster Officer Advanced Course. He has served in a variety of logistics staff positions at the battalion, group and corps support command level. He is currently assigned as the Support Operations Officer, 20th Support Group, Camp Henry, Korea.*

# Subsistence Prime Vendor

CPT James A. Blanco

It is no secret that the Department of Defense (DOD) is aggressively pursuing methods to reduce expenditures and increase efficiencies within the Armed Forces. As budgets are cut, military leaders (especially logisticians) are expected to come up with innovative methods to do more with less in supplies, equipment and personnel.

Research revealed that many logistics functions currently performed by DOD are mirrored by companies in commercial industry. Because of their competitive environment (perform or face bankruptcy), these companies maximize their operational efficiency to control costs.

Based on this premise, the General Accounting Office conducted a study which examined the possibility of using commercial distributors to supply garrison dining facilities and Troop Issue Subsistence Activities (TISAs). The result was a recommendation to the Secretary of Defense that the military services and the Defense Logistics Agency initiate the DOD Food Inventory Demonstration Project.

## DOD Cost Reductions

Conducted in FY95, the DOD Food Inventory Demonstration Project validated that full-line commercial prime vendors could successfully provide food distribution service to military installations in the continental US (CONUS). In addition to reducing DOD's costly distribution, transportation and inventory management requirements, commercial prime vendors were responsive to customer needs, provided an increased variety of products and improved food quality through fresher products.

Congress mandated conversion of the project into the Subsistence Prime Vendor Program and deployment to all CONUS installations by March 1997. The following factors describe the Subsistence Prime Vendor Program:

- Prime vendor uses commercial distributors to deliver directly to the dining facility, hospital or TISA warehouse.
- Defense Personnel Support Center (DPSC) is solely responsible for all prime vendor contracts.



- Direct Vendor Delivery contracts for bread, milk and soda will remain in effect.
- Subsistence Prime Vendor Interpreter was developed to provide an electronic interface between DPSC, the installation and the prime vendor.
- Army policy dictates a maximum of three deliveries per week for each Army installation.
- Army policy is that the prime vendor will not deliver to field sites.
- Operational rations will continue to be requisitioned from DPSC.
- The Army Center of Excellence, Subsistence (ACES), at Fort Lee, VA, will continue as the central focal point for computation of the Basic Daily Food Allowance (BDFA).

What the prime vendor provides for the customer:

- National brand-name products that are particularly effective for table use.
- A wider variety of innovative convenience products which increases flexibility in meal preparation and facility management, such as fresh-cut produce. ACES is currently analyzing selected commercial products for Army applicability.
- Fresher products through reduced order and delivery times.
- Improved service that is responsive to the customer's needs. Prime vendors are willing to provide numerous services at no additional cost to the government. A few of these services include the following:
  - Product demonstration and samplings,
  - Menu and recipe suggestions,
  - Competitive product cuttings,
  - Product training seminars,
  - Nutritional analysis fact sheets,
  - Cost containment ideas, and
  - Invitations to food shows.

As Subsistence Prime Vendor was being deployed, ACES visited installations to monitor imple-

mentation progress. Based on feedback from food advisors, troop issue subsistence officers and dining facility managers, ACES identified the following lessons learned:

- **Inventory Levels:** Increased inventory levels at dining facilities due to turn-ins from field training exercises, product issued in case lots, and managers not adjusting shopping lists before transmitting their orders. Enforcement of proper ordering techniques and efficient cube utilization management will fix this issue.
- **Increased Storage Requirement:** Prime vendor created a requirement for more refrigeration and dry storage cube because prime vendor also provides the capability to receive fresh meats and an increased variety of refrigerated products. Since ACES does not expect end-of-year funds, installations must budget for required storage equipment.
- **Contractual Obligations:** Installation food service personnel need to be aware of the prime vendor's contractual obligations for products and services. For example, one distributor's house brand had four different quality code labels. ACES has recommended that prime vendors be required to set up product displays at monthly menu board meetings and at quarterly customer meetings depicting contractually acceptable products. ACES is also exploring the possibility of developing a Contract Summary Report for each contract. This report would summarize the prime vendor's responsibilities that directly affect the installation.
- **Cataloging:** Accurate cataloging before deploying prime vendor is essential for success. Mismatches between the 8,900 catalog numbers and vendor control numbers caused problems during the demonstration. ACES, with DPSC, has developed procedures to ensure future success. However, installations should develop internal procedures to identify and correct mismatches.
- **Post Award Conference:** A well-planned and executed post award conference is essential to build a cohesive working relationship between the

**ACES teams  
conduct training  
before  
prime vendor  
deployment.**

prime vendor and the installation. Prime vendors also felt they could provide better service and advice by meeting with installation personnel before deploying the program.

- **BDFA Computation:** Beginning in January 1996, installations were required to pay vendor prices plus a 6.1 percent DPSC Contract Recovery Rate. Since prices vary from vendor to vendor, ACES will compute the BDFA by zone on a monthly basis.

- **Training:** Installations voiced a requirement for training before prime vendor deployment. Training in the areas of ordering, receiving and inventory management will be conducted for a smooth transition. A team from ACES will conduct on-site training not earlier than 45 days before implementation of prime vendor.

The Department of the Army Deputy Chief of Staff for Logistics message DTG 211600Z Sep 95, Subject: Implementation Policy for Subsistence Prime Vendor Program, outlines policy guidelines.

Food service personnel should familiarize themselves with this message before fielding of prime vendor at their installations.

The Department of the Army has completed and approved Subsistence Prime Vendor Program Procedures. Each installation will be mailed one copy, and other copies will be given out during on-site training. Subsistence Prime Vendor is poised to sustain the Army Food Program well into the 21st Century.

*CPT James A. Blanco is a Class I Project Officer for the Army Center of Excellence, Subsistence at the US Army Quartermaster Center and School, Fort Lee, Virginia. He has a bachelor of science degree in business administration from the University of New Mexico, Albuquerque. He is a graduate of Airborne School, the Quartermaster Officer Basic and Advanced Courses, Subsistence Officer Course and the Food Service Management Course. His previous assignments include Officer in Charge and Executive Officer, Mission Supply Support Activity, Field Station Berlin, Germany; Class I, Class II and Class IV Officer, Corps Materiel Management Center (CMMC), Fort Lewis, Washington; and Commander, Headquarters Company, CMMC, Fort Lewis.*

# Velocity Management

CPT Dallis L. Barnes  
CPT Daniel B. Lovell

CPT Alanna M. Cook  
CPT Mark A. Magalski

CPT Frederick J. Hughes IV

**Editor's Note: See the Civilian Supply and Services section of this edition for an article about Velocity Management's introduction to a forward logistics unit at Camp Casey, Korea.**

Velocity Management. It is a phrase we hear almost every day in our division headquarters, materiel management centers, supply support activities (SSAs), and professional journals. Often, Velocity Management is described as a system or a type of operation. It is not uncommon to hear a commander direct a lieutenant to set up a "Velocity Management" distribution point. Some segments of the Army believe Velocity Management to be a Standard Army Information System or a supply enabler. Sometimes Velocity Management is confused with Battlefield Distribution.

**Velocity Management is none of these things.** Velocity Management is a methodology to define, measure and improve existing logistics systems to provide better flow of materials and information through the logistics system.

Velocity Management is how the Army will conduct logistics business in garrison and on the battlefield. Basically, Velocity Management will operate Army logistics in a method as fast and efficient as a Fortune 500 company. The end state is to move the right supplies to the right soldier at the right time. Although commonly associated with Class IX (repair parts) cycles and order ship time (OST), Velocity Management is an approach that can be used with anything. From warehouse operations to stockage determination to financial management to health services, Velocity Management can be applied to all areas of logistics. The basic concept of Velocity Management is simply "good business management."

A "process-oriented" view of the Army logistics system, Velocity Management analyzes a process for avenues to streamline and accelerate. The basic approach is to examine each of the processes (Figure 1) within a particular system. The overall authority for

Velocity Management is the Velocity Group (VG), a coalition of more than two dozen senior logisticians from the Army with the commander of the US Army Combined Arms Support Command serving as the executive agent. Employing teams, the VG looks at the total Army logistics process. The teams identify inefficient steps in the logistics process and either improve or eliminate them. Leaders at unit level need to conduct the same analysis of their section of the total process and identify inefficiency within their control and find ways to improve or eliminate it. This will result in an analysis and improvement of the entire Army logistics process.

Why is the Army using the Velocity Management approach? During the Cold War, the Army had the budget and manpower to maintain massive stockpiles of supplies within the United States and in prepositioned stocks abroad. Because of the threat of war, many items were prepositioned to compensate for long lead times. This encouraged purchasing and storing items for war stock.

## **Prepositioned Stocks Disappearing**

The end of the Cold War, the downsizing of military forces overseas, and the continental basing of the US Army have all but eliminated the massive prepositioned stocks of supplies. Cost analysis has proven that moving supplies is cheaper than stockpiling. With all the changes in Army mission and posture, Velocity Management is an approach that focuses on responsiveness.

Despite the Army Materiel Command (AMC) maintaining over \$59 billion in inventory at the wholesale level, recent military operations in Southwest Asia, Somalia, Haiti and Bosnia-Herzegovina have illuminated shortfalls in the Army's supply system. The supplies and equipment needed by the commanders in the field were not moving through the logistics system quickly enough. Many commanders began to question the logistics system and make comparisons to the distribution systems used in the civilian sector.

**FORCE**



This article on *Velocity Management* and the next two articles, *Effective Use of Food Service Personnel in a Brigade Consolidated Dining Facility* and *Bulk Fuel Accountability Made Easy* were written by Quartermasters in the Combined Logistics Officer Advanced Course (CLOAC). As part of their branch-specific requirements, Quartermaster officers contribute to their professional bulletin on a regular basis.

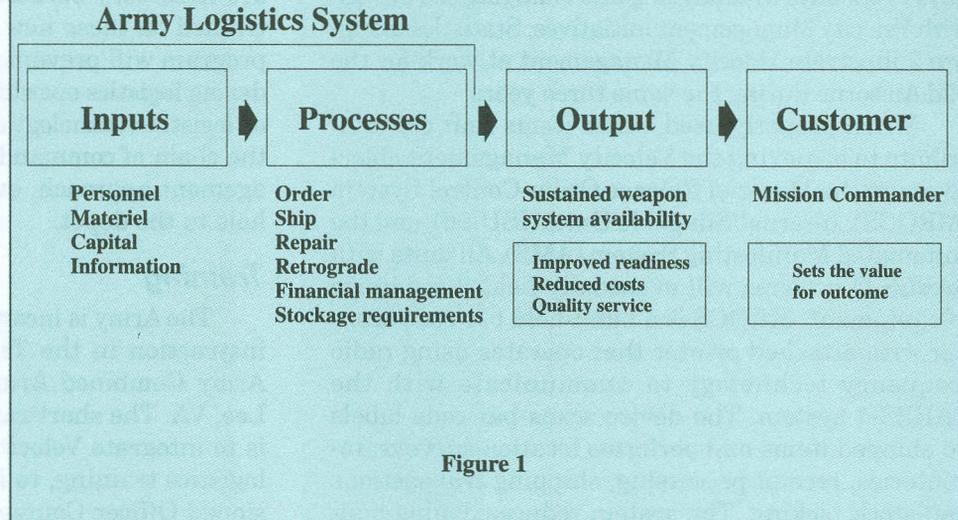
How do the civilian distribution systems deliver products to customers within two to three days when it takes the Army logistics system an average of 26 days? Why not have the Army use these same principles to improve efficiency? Questions such as these led to the Velocity Management approach to streamline the Army's logistics system. Velocity Management was first applied to OST of Army supplies and equipment.

Using the Velocity Management principles, the problems associated with OST were identified and remedied. The VG reduced OST for Active Component units based in the continental United States from 26 days to 4 days. The Standard Army Retail Supply System-Objective (SARSS-O) can be a significant enabler for Velocity Management to improve the OST within the Army supply system. When properly used, SARSS-O can cut a materiel release order from an SSA to the wholesale level in seconds. The SSAs are able to run SARSS-O cycles as often as necessary for the immediate processing of requisitions, receipts, referrals, and materiel release orders.

Other initiatives include coordinating with the Defense Logistics Agency and AMC depots to deliver parts directly to supporting SSAs and bypass installation central receiving points. The wholesale agency determines the best mode of transportation (line haul or air), but decisions are based on the required delivery date of the requesting commander. The priority code will affect the decision by the wholesale agency. Although this may result in more shipping costs, the Army will save

money in the long run because units will have the parts they need when they need them. Local purchases, pilferage and large quantities of excess piling up because of repetitive ordering will drop significantly. These improvements result from the Velocity Management approach to analyze and improve the delivery of parts.

## Each Process Must Be Analyzed.



## Velocity Management at Work 82d Airborne Division, Fort Bragg, NC

	<u>Nov 92</u>	<u>Nov 95</u>
Order Ship Time	30.6 days	9.9 days
Authorized Stockage List	1,863 lines	1,108 lines
Demand Satisfaction	61%	88%
Request Processing Time	4.2 days	1.6 days
Receipt Processing Time	8.6 days	1.1 days

**Figure 2**

A case in point for the Velocity Management approach is the decreased OST experienced by the 82d Airborne Division, Fort Bragg, NC. During a three-year period, from November 1992 to November 1995, the 82d Airborne Division reduced OST from 30.6 days to 9.9 days by analyzing and changing the system with Velocity Management initiatives. Statistics in Figure 2 illustrate Velocity Management at work for the 82d Airborne during the same three years.

When properly used, other items that can contribute to achieving the Velocity Management objectives are the Materiel Release Order Control System (MROCS), Internal/Slingable Units (ISU-90), and the Automated Manifesting System (AMS). All units with SARSS-O systems will eventually field these items of equipment. MROCS is a hand-held bar code scanner with attached printer that operates using radio frequency technology to communicate with the SARSS-1 system. The device scans bar code labels on shipped items and performs location surveys, inventories, receipt processing, shipping transactions and stock picking. The system reduces double handling and greatly improves accuracy. ISU-90s are containers that provide an efficient means of storing and transporting authorized stockage list items. ISU-90s are easily packed and stored, providing an excellent asset for moving items from warehouses to theaters of operation by airlift. Currently, the 82d Airborne Division has its entire authorized stockage list, minus the major assemblies, stored in ISU-90s ready for deployment and yet accessible for day-to-day operations. AMS provides organizations the visibility to track items from depot to SSA by means of computerized manifests and global positioning systems. AMS keeps detailed information on the contents of containers and works with high-technology locating equipment.

### Implementation

On 22 Mar 96, the Vice Chief of Staff, Army, directed every Army unit to implement Velocity Management into daily logistics operations. So what can commanders do to make Velocity Management work at their level?

At the installation level, establish site improvement teams (SITs) to look at logistics for the entire installation. This team consists of logistics leaders from the corps/installation level to the unit level. The SIT continually walks the breadth of the logistics process from the customer request, through the depot, and finally back to the user level. The team reviews the process, offers suggestions for change, and reassesses the improvements. At the installation level,

Velocity Management is a continuous process aimed at improving subordinate logistics systems on post.

At the division level, the education of leaders and soldiers is essential for success. Division-sponsored training programs for SARSS-O and MROCS are necessary because all personnel have not been trained on these new systems. A quarterly training program will prevent personnel turnovers from hindering logistics operations. Be sure to include updates on logistics technology and Velocity Management. When the chain of command commits to the Velocity Management approach, everyone benefits, from the fox-hole to the depot.

### Training

The Army is incorporating Velocity Management instruction in the Training Directorate at the US Army Combined Arms Support Command at Fort Lee, VA. The short-range mission of this directorate is to integrate Velocity Management at all levels of logistics training, to include the Basic Noncommissioned Officer Course, Advanced Noncommissioned Officer Course, Warrant Officer Course, Officer Basic Course, and Combined Logistics Officer Advanced Course. Eventually, soldiers at the advanced individual training level will receive Velocity Management training. Unfortunately, there is no plan for Velocity Management training outside the logistics field.

As logistics officers and noncommissioned officers, we must educate the supported unit leaders on the benefits of Velocity Management. We must explain to them how the total system works and inform them of the improvements that Velocity Management has made on the total supply system. With proper implementation, the increased efficiency of the supply system with Velocity Management should speak for itself.

Commanders at all levels and branches of the Army need to be aware of the incredible difference that Velocity Management can make in their demand satisfaction, the efficiency of the logistics system, and overall mission readiness. Command support within the logistics system will allow Velocity Management to work most economically and effectively. Velocity Management is the approach the Army has implemented to improve efficiency and effectiveness in sustaining mission accomplishment into the 21st Century.

*The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-516 at Fort Lee, Virginia.*

# Effective Use of Food Service Personnel In a Brigade Consolidated Dining Facility

CPT Saud M. Al-kahtani  
CPT Bernard Warrington Jr.

CPT Phyllis V. Grace  
LT Steve J. Christie

CPT Thomas F. Shore

The Army's downsizing in the 1990s definitely changed the way units do business. Food service operations are no exception. In 1994, the Army unveiled a new state-of-the-art dining facility at Fort Lee, VA, home of the Army Center of Excellence, Subsistence (ACES) and the Quartermaster Corps. The new dining facility was intended as the pinnacle in garrison food service operations. Since then, similar facilities have opened at Fort Hood, TX, and Fort Stewart, GA. These dining facilities are designed to support brigade-size operations, preparing and feeding up to 2,500 meals per day. Each facility is home to three battalions and the brigade headquarters and headquarters company (HHC).

Unlike a battalion dining facility (DFAC) where all food service personnel belong to the same unit, the food service personnel in a brigade consolidated DFAC work with members of other units. In garrison, the brigade senior food service sergeant has operational control of all the food service personnel. With both garrison and field feeding, this operational control often presents unique challenges for the brigade commander, the battalion commander, and the dining facility manager. They all must juggle garrison and field requirements and still provide quality service to every soldier.

## Operational Control

The senior food service personnel in the brigade are the food advisor (CW1 or CW2) and the food service supervisor (MSG). Both are assigned to the brigade S4 office. A commissioned officer takes on the extra duty of food service officer (FSO). Although not directly involved with food service operations, the FSO is the commander's liaison between the food service operations and the soldiers. In addition, the FSO position carries with it some unique responsibilities such as cash collection and turn-in, inventories, and other accounting and auditing procedures.



**The Sergeant Major for the Army Center of Excellence, Subsistence, often critiques student progress in garrison food service operations at Fort Lee's state-of-the-art dining facility.**

The brigade HHC is authorized five cooks: the food service sergeant (SFC), his assistant (SSG or SGT), and three soldiers. Each battalion is authorized 20 cooks: the food service sergeant (SFC), his assistant (SSG), six junior supervisors (SGT), and 12 cooks in lower enlisted ranks. In all, about 65 soldiers directly are involved with food preparation at the brigade level.

The brigade DFAC concept is a powerful idea designed to combat the challenges that commanders face with ever-increasing personnel shortages. The brigade DFAC benefits from economies of scale that provide the DFAC manager the flexibility to properly staff areas that are traditionally neglected, such as training and maintenance. To realize the potential advantages of brigade-sized operation, the food service supervisor must develop a comprehensive personnel utilization plan that incorporates the peculiarities of his particular organization.

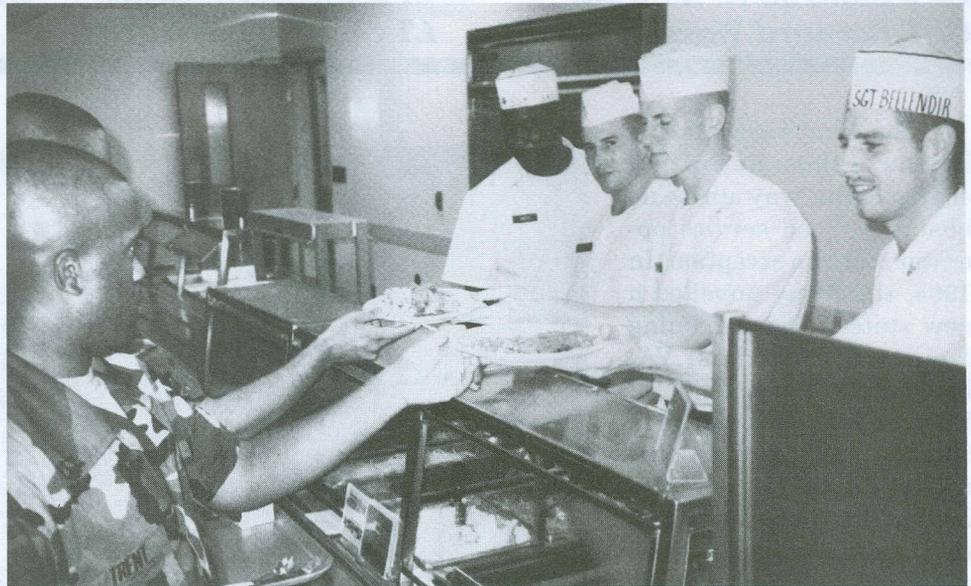
The most important thing to remember about consolidating a food service operation is that the cooks belong to the commander of their parent units and not to the dining facility. In other words, battalion commanders have complete autonomy, within reason, to use their cooks as they see fit. If a com-

mander is deploying for a field training exercise, he is free to take as many of his cooks to the field as necessary. In garrison, the commander provides the DFAC manager with the cooks to staff each shift. Memorandums of agreement between the DFAC and the owning unit commanders are essential to ensure that all potential conflicts over the control of food service personnel are addressed, eliminating potential problems that could reduce the quality of support given to all soldiers.

The food service sergeant is responsible for ensuring that the DFAC provides quality support to soldiers in garrison and field environments. This can only be accomplished if the personnel utilization plan encompasses not only garrison and field operations, but also training and management. One extremely efficient method is the three-team approach plan. The plan divides food service operations into three main categories: maintenance, training, and garrison/field operations.

### **Maintenance Critical**

Maintenance of field feeding equipment is probably the most easily neglected aspect of food service operations. The bottom line is that if the Mobile Kitchen Trailers, Kitchen Company Level Field Feed-



**Soldiers are the best evaluators of student-prepared meals in the garrison dining facility at Fort Lee, Virginia.**

ing, water trailers, immersion heaters, insulated food containers, vehicles, and other equipment are not maintained to standard, the ability of the units to support their soldiers in the field is seriously compromised. The unit commanders are responsible for ensuring that maintenance becomes an integral part of the garrison mission. The food service sergeant should assign a junior noncommissioned officer (NCO) as maintenance team chief and one or two soldiers to the maintenance team on a rotational basis (90 days) for the sole purpose of conducting operator maintenance and preventive maintenance checks and services on the unit's field feeding equipment. The maintenance team chief works closely with each unit's motor sergeant to

## ***Culinary Olympics in Berlin, Germany***

The United States Army Culinary Arts Team (USACAT) won second place overall in the Culinary Olympics in Berlin, Germany, 8-12 Sep 96, during this historic competition's 100th year. The British military team took top honors in 1996. The culinary olympics is a quadrennial event.

The Army team competed under two banners, as Team USA's 5th Regional Team and as the United States Military Team.

This year's USACAT chefs took second place

overall with 16 gold medals, 6 silver, and 6 bronze medals.

The USACAT consisted of a four-member regional team, a six-member primary live team, and a six-member secondary live team. Team members were from Fort Lee, VA, Fort Bragg, NC, Fort Benning, GA, Fort Campbell, KY, Fort Hood, TX, Fort Drum, NY, Hawaii, and the US Marine Corps. Four of the gold medals were won with distinction: perfect scores by the four individual Quartermaster team members.

ensure that all DFAC equipment is maintained at the highest level of readiness.

With food service personnel averaging work weeks in excess of 60-70 hours, NCOs are pressed to find time to plan and conduct quality training. One way of addressing this problem is to assign two NCOs to a training team with the sole purpose of improving the DFAC's training status. The training program should be managed by a senior NCO and assisted by a junior NCO. The team would be responsible for planning and teaching all classes related to garrison and field food service operations. The team would also be responsible for equipment and vehicle licensing for all cooks. Although the responsibility for conducting on-the-job training (OJT) requires the involvement of every supervisor, the training team plans and reviews the OJT program.

The garrison team is the largest and the most viable part of the brigade DFAC. It is also the most complex part of the personnel utilization plan, but its efficient organization is essential so that personnel are available to properly fill the maintenance and training teams. Fortunately, DA Pamphlet 570-551 (Staffing Guide for US Garrisons) and the Manpower Staffing Standards Application Plan enable the food service sergeant to analyze exactly how many cooks are needed to operate the garrison dining facility.

### **ACES Assists Food Service Sergeants**

The ACES is another agency where food service sergeants can receive additional technical assistance with their plans. The food service sergeant must consider the following categories when determining the staffing requirements: management, records administration, issuing and receipts, food preparation, food service line operations, dining room supervision, field feeding, midnight meals, and night baking.

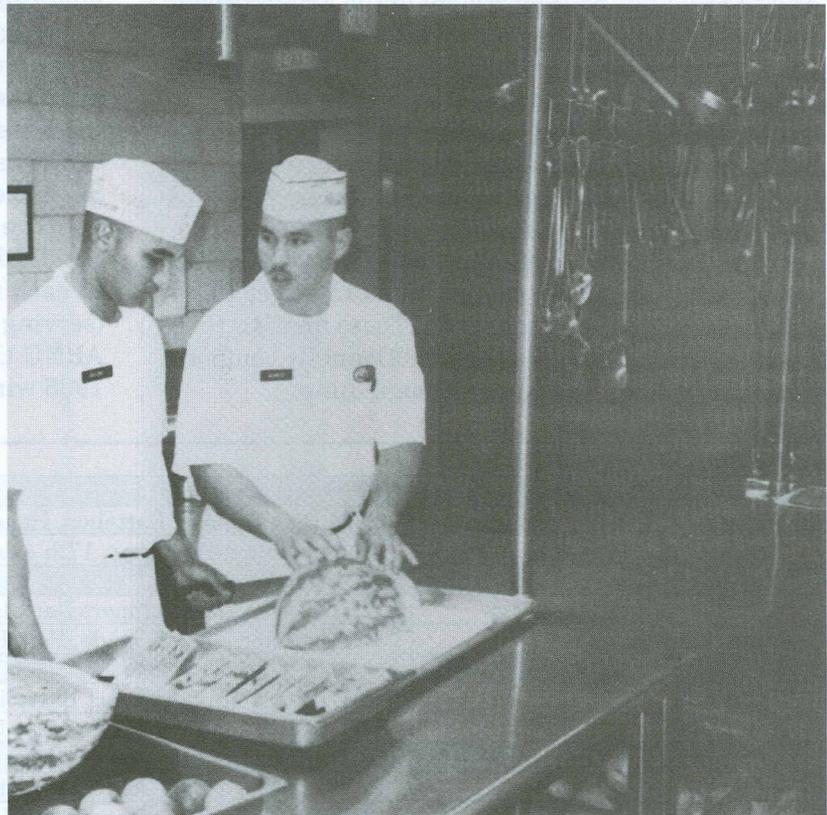
Even more than an effective manpower plan, scheduling discipline maximizes efficiency in the consolidated DFAC. There are three golden rules for efficient scheduling. The first golden rule is to stagger reporting and departing times for personnel assigned to garrison staff shifts. Personnel should report no earlier than necessary to cover their shifts and to provide some overlap time

to ensure a smooth transition. The second rule is to schedule soldiers from the same unit on different shifts so that food service operations can continue without overburdening the remaining soldiers if a unit deploys. The third rule is to rotate personnel throughout the garrison, maintenance, and training teams to ensure that the dining facility does not depend on any single soldier to accomplish the mission.

Food service sergeants may feel overwhelmed by the management required to successfully implement efficient training, but the food service sergeants do have a powerful weapon at their disposal: the training schedule. The training schedule enables a food service sergeant to plan shifts up to six weeks ahead by giving him all the planned events that could affect the available work force.

### **Military Must Supervise Military**

The integration of civilian support in the form of food service contracting presents a problem to the leadership of the consolidated dining facility. The Federal Acquisition Regulation (FAR), specifically prohibits the supervision of government employees



**Learning portion control is important in a dining facility designed for brigade-size operations, preparing up to 2,500 meals daily.**

(military or civilian) by contractors. In the FAR, Part 37.101 states that contractors providing a service will not engage in the "...supervision and control usually prevailing in relationships between the government and its employees." The FAR provides the regulatory guidance as far as the direct supervision of military soldiers by contractors in the consolidated brigade dining facility. The statutory guidance in the 5th US Code 3109 provides more specifics about the supervision of government employees in service contracting. The bottom line: there must be a military supervisor for military personnel in any DFAC supported by civilian contractors.

In conclusion, the consolidated dining facility at brigade level is effective once the primary leadership understands the unit's mission requirements. The

dining facility's officer leadership must thoroughly plan internal support requirements from soldier training to maintenance and garrison operations in order to ensure mission accomplishment. The senior leadership from each subordinate command must understand the concept and establish a definable chain of command. Also, the senior leadership must plan mission support proactively by consistent review of the brigade training cycle for the subordinate commands and then use the brigade training cycle as a planning resource.

*The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-3/4 at Fort Lee, Virginia.*

## **1996 Philip A. Connelly Awards**

The Philip A. Connelly Awards to Army winners in five categories were presented at the annual International Food Service Executives Association (IFSEA) conference, 11-14 Aug 96 in Atlanta, GA. The IFSEA and the Department of the Army cosponsor the awards program named after a former IFSEA president. Conducted annually since 1968, the program stimulates excellence in preparing and serving food to military personnel and provides added incentive for improved service operations through recognition.

Because of the large number of dining facilities and field kitchens in the Active Army, US Army Reserve (USAR) and Army National Guard (ARNG), major commands hold competitions to select finalists to represent their commands. These finalists then compete in the final phase of the Connelly competition that is held from April through June.

The US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, and the IFSEA team up to form the evaluation committees that judge each category. Each committee consists of one IFSEA civilian and two USAQMC&S military representatives. These committees visit each finalist across the US and around the world for evaluations. The IFSEA provides the winner and runner-up trophies, training for selected soldiers from the Active Army categories at Johnson and Wales University, Charleston, SC, and other honors through the IFSEA organization.

The competition's five categories are Active Army Small Dining Facilities (serving 200 or fewer soldiers at each meal), Active Army Large Dining Facilities (serving 201 or more), Active Army Field Kitchens, ARNG Units and USAR Units. The following are the 1996 winners and runners-up:

STANDING	CATEGORY	UNIT
Winner	Small	282d Base Support Battalion, Hohenfels Training Area, Hohenfels, Germany
Runner-up		Headquarters Company, 17th Area Support Group, Camp Zama, Japan
Winner	Large	HHD, 245th Area Support Battalion, Fort Clayton, Panama
Runner-up		HHC, 11th Signal Brigade, Fort Huachuca, AZ
Winner	Field	HHD, 703d Main Support Battalion, Fort Stewart, GA
Runner-up		HHC, 2d Brigade, 25th Infantry Division, Schofield Barracks, HI
Winner	ARNG	28th Military Police Company, 28th Infantry Division (Mech), Johnstown, PA
Runner-up		HHC, 1/263d Armor Battalion, Mullins, SC
Winner	USAR	371st Chemical Company, Greenwood, SC
Runner-up		388th Medical Battalion, Hays, KS

# Bulk Fuel Accountability Made Easy

CPT Floyd Chambers  
CPT Eugene Shearer

CPT James L. Clark  
CPT Daniel F. Snyder II

CPT Matthew W. Lucas  
LT Gregorio Iglesias-Cruz

Today, you assumed command of Alpha Company, 1st Forward Support Battalion that provides direct support to the 1st Brigade, 10th Armored Division. The change of command was pushed up because of some nasty fuel accountability problems. Recently, fuel losses repeatedly exceeded the allowable variance. The final incident led to a fairly large report of survey that held the company commander liable for the loss. These shortcomings did not sit well with the battalion commander. Unfortunately, you have not been to the Petroleum Officer Course and have only very limited experience with bulk fuel accountability. The "old man" has informed you that drastically improving fuel accountability in your company will be fundamental to your success as a company commander.

Does this situation sound familiar? Hopefully not, but the problem of bulk fuel accountability continues to fester at all levels. This article is intended to provide a possible solution to this problem. Like many of the Army's accountability problems today, we will attack this one by automating the antiquated, manual, "stubby-pencil" procedures. On the modern battlefield, the ability to provide adequate quantities of fuel remains a key to a decisive victory.

First, we must review the basic principles of fuel accountability. Refer to DA Pamphlet 710-2-1 of the Unit Supply Update for full details on fuel accountability. Fuel must be accurately accounted for at all levels of supply until the fuel enters the end item for consumption. In this article, we will repeatedly refer to several fuel accountability forms. To simplify the discussion, we will list them completely and refer to the forms only by their numbers in the following discussion:

- ⇒ DA Form 2064 (Document Register for Supplies)
- ⇒ DA Form 2765-1 (Request for Issue or Turn-in)
- ⇒ DA Form 3643 (Daily Issue of Petroleum Products)
- ⇒ DA Form 3644 (Monthly Abstract of Issues of Petroleum Products and Operating Supplies)
- ⇒ DA Form 4702-R (Monthly Bulk Petroleum Accounting Summary)

**Bulk fuel  
accountability  
is a problem  
at  
all levels.**

In some units the customer requests bulk fuel by submitting a DA Form 2765-1 through the proper supply support activity (SSA). Fuel is then delivered to the requesting customer by the supporting unit.

However, the process actually is somewhat more detailed. Before making a request to the SSA, the requesting unit will get a document number for the DA Form 2765-1 and present it to the supplying unit. Before transferring any fuel, the customer unit gauges its tanks to determine the balance on hand and establish a baseline to measure the amount of fuel to be received. The requested fuel is then pumped by the supporting unit into the customer unit's tanks. The customer unit conducts a second gauging to determine the amount of fuel received.

Although a critical element in the accountability process, gauging fuel does not fall within the scope of this article. For more information about gauging, refer to FM 10-69 (Petroleum Supply Point Equipment and Operations).

After fuel transfer, the customer and the receiving unit representatives will submit their respective copies of DA Form 2765-1 to the responsible individual to close out the supply transaction. Each unit's responsible individual will then post the transaction amounts received/issued on DA Form 3644. To make a simple comparison, the DA Form 3644 closely resembles a personal checkbook because DA Form 3644 tracks the amount of fuel issued and received for each day of the month. Although the two DA Form 3644s would not look exactly the same, the transaction that occurred on that given day would be reflected on both documents.

A very basic scenario of this process would begin like this: The forward support battalion requests 3,500 gallons of JP8 from the main support battalion using a DA Form 2765-1. (For the purpose of this example, we will assume that all issues are JP8.) The 3,500 gallons of JP8 are delivered on the 5th day of the month. The petroleum, oils and lubricants (POL) platoon leader (the responsible individual) or his designated representative annotates the receipt on DA Form 3644. He indicates that on the 5th day of that month he received 3,500 gallons of JP8.

During the same month, the POL platoon runs a retail fuel supply point (gas station). The POL section then uses a DA Form 3643 to record customer usage. This form records the amount of fuel pumped to each end item to include the fuel type, bumper number, and operator of the end item. At the end of the day or shift, the retail point operator will provide the responsible individual with the total amount of issues by type and record them on the DA Form 3644.

The receipts and issues are tracked in much the same way as a personal checking account. At the end of the month, each unit must be able to balance the quantities on hand with all issues and receipts to ensure proper accountability. The balance on hand is adjusted to the closing book balance using the DA Form 4702-R. On DA Form 4702-R, the opening balance from the beginning of the month (the fuel actually on hand) is updated by adding and subtracting the receipts and issues during that month. The result of this process is the closing book balance. The closing book balance is then compared to the end of month physical inventory to determine the monthly gain/loss.

Because of a variety of factors, the closing book balance on the DA Form 4702-R and the end of month physical inventory may not match. Therefore, a maximum allowable gain/loss is determined. This allowable variance is determined by adding the opening inventory and total receipts for the month and multiplying that total by .01 for motor gasoline (MOGAS) and .005 for all other fuels. Once the maximum allowable gain/loss is determined, it is compared to the actual gain/loss. If the variance is within the tolerance, the end of month balance is simply adjusted to reflect the actual balance. If the actual variance is outside the tolerance but less than or equal to 500 gallons, causative research must be conducted to determine where the loss occurred. If the loss is outside the tolerance and exceeds 500 gallons, a report of survey must be initiated.

Potential problems exist at all levels of the accounting process. The need for multiple forms at all levels and the potential for human error in record keeping add to the confusion. Many errors occur during the transfer of data from one form to the next.

Soldiers also make mathematical errors when dealing with large quantities of fuel or multiple requests. These factors are magnified tenfold when the operational tempo increases or the soldiers are working under adverse conditions. All of these factors contribute to bulk fuel accountability problems and increase the probability that the unit will exceed the maximum allowable tolerances.

Automating the fuel accountability process will lessen many problems discussed in this article. A new computer program under development will perform the fuel computations automatically and eliminate the need to transfer data from one form to the next. The "soldier friendly" program can produce an automated version of any one of the fuel accountability forms discussed in this article.

The program uses Microsoft Excel version 5.0 with the DA Forms 3643, 3644, and 4702-R designed according to DA Pamphlet 710-2-1. The DA forms are built into an Excel 5.0 workbook with links and macros designed to produce a fuel report for approval and submission to the accountable officer. The computerized workbook has two DA Form 3643 sheets for every day of the month. This handles up to 50 receipts or issues per day.

The user must input the current date, type of product, and the location of the fuel point on the first sheet of the DA Form 3643. The DA Forms 3643, 3644, and 4702-R are all linked to provide accurate and continuous updates. This feature greatly reduces the potential for mathematical errors in the accounting process. For each transaction, the using soldier inputs the customer's information on the pertinent DA Form 3643. At the end of the day, the using soldier closes out the DA Form 3643. The computer program then automatically processes and updates the information and posts it to the DA Form 3644.

At the end of the month, soldiers will input the voucher numbers on the DA Form 3644, and the program automatically processes and posts the information to the DA Form 4702-R. At this point in the process, the soldier inputs the opening and closing inventories for each product. The program then computes the closing book balance and the tolerance for each product. This takes all the potential math problems out of the process. The soldier must then complete the remarks block according to DA Pamphlet 710-2-1.

Currently, the US Army Quartermaster Center and School's Petroleum and Water Department at

**Send  
for the  
automated  
DA Form 4702-R.**

Fort Lee, VA, is modifying the computer program described in this article with the intent of making it a Standard Army Information System. The DA Pamphlet 710-2-1 currently allows for the automation of DA Form 4702-R as described in this article.

Units can obtain a copy of the basic program described in this article by sending a self-addressed, stamped envelope and a high-density 3.5-inch computer disk to PETROLEUM AND WATER DEPARTMENT, ATTN ADVANCED PETROLEUM AND WATER DIVISION, US ARMY QUARTERMASTER CENTER

AND SCHOOL, FORT LEE VA 23801-1801. Phone (804) 734-1344/1318 or DSN 687-1344/1318.

As the Army moves into the next century, we as logisticians must make every effort to fully take advantage of available technologies. We must automate antiquated manual systems to increase our ability to effectively provide for the force.

*The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-3/4 at Fort Lee, Virginia.*

## Students Automate Fuel Accountability

*CPT Norman K. Chung III*

Quartermasters in the Combined Logistics Officer Advanced Course (CLOAC) developed the computer program that automated Army Petroleum Accountability for the Petroleum and Water Department, US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA. (See *Bulk Fuel Accountability Made Easy* for how your unit can request a disk with the basic program.)

As part of the CLOAC's branch-specific Phase II, Quartermasters divide into teams at Fort Lee to work on research projects requested by USAQMC&S training departments. The Petroleum and Water Department focused its projects on automating petroleum management functions for selected tasks. Currently, no Armywide programs automate petroleum management. Variations on the accountability worksheet already exist, but are personal copies of enterprising petroleum soldiers. The Petroleum and Water Department wanted to develop and standardize such a program. The department's three initial projects were the following:

- Develop a program to automate Army Petroleum Accountability.
- Develop a program to locate pump stations for a petroleum pipeline.
- Develop a program to automate scheduling products in a multiproduct petroleum pipeline.

The Army Petroleum Accountability project is considered complete after the work of Quartermasters in CLOAC Class 96-1/2 and CLOAC Class 96-3/4.

A research team in Class 96-1/2 developed the initial spreadsheet and completed most of the programming and documentation. Last March, the first team's effort was briefed to Major General Robert K. Guest, former Quartermaster General who now commands the US Army Combined Arms Support Command at Fort Lee. Major General Guest and the commander of the 49th Quartermaster Group (Petroleum and Water) suggested improvements.

A research team in CLOAC Class 96-3/4, who also wrote the article about their project in this edition of the *Quartermaster Professional Bulletin*, made the improvements last May. When the 49th Quartermaster Group deployed May 25 to June 20 to *Operation Roving Sands* in the New Mexico desert for a joint training exercise, copies of the Army Petroleum Accountability program went with the soldiers. (See *Joint Training Exercise — Roving Sands '96* in this edition.) A representative from the Petroleum and Water Department also went to work out any "bugs." The preliminary results from the deployment were briefed to Major General Guest just before his departure as The Quartermaster General. Final improvements were made, and the accountability program is no longer a project for Quartermasters in CLOAC. The other two petroleum projects are still active.

*CPT Norman K. Chung III is the Course Coordinator for the Petroleum Officer Course of the Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia.*

# How To Win A Supply Excellence Award

CW3 Gary A. Marquez

Winning the Army Chief of Staff's Supply Excellence Award (SEA) for 1996 was very important for the members of the 2d Maintenance Company (Test, Measurement, and Diagnostic Equipment (TMDE)) Supply Activity, Camp Carroll, Korea. The members of the supply activity were eager to win top honors mainly because the unit had represented the Army Material Command (AMC) for the past six years in the separate modification table of organization and equipment unit category, always close to winning, yet only capturing the runner up spot in 1990 and 1991.

Enter a Supply System Technician (920B) in June 1995. Aware of the SEA competition, yet never exposed to it because 920Bs operate supply support activities, the new warrant officer quickly participated in an education process.

He asked questions about past evaluations and reviewed the unit's past history and successes, but nothing could explain why the unit had never won. As in any operation or task, a plan was developed to gather together experience, technical expertise, management principles, and common sense.

A brief discussion of the unit will precede a discussion of the unit's plan to win the SEA in 1996. The US Army Test, Measurement, and Diagnostic Equipment Activity (USATA) at Redstone Arsenal, AL, has overall responsibility for the calibration and repair of all Army TMDE equipment. The USATA had a major reorganization in 1995 and is subordinate to the Missile Command, also at Redstone Arsenal. The USATA has two active duty calibration companies that support the TMDE mission worldwide: the 2d Maintenance Company in Korea and the 95th Maintenance Company in Redstone Arsenal.

The 2d Maintenance Company supports all TMDE customers in the Pacific region that includes Korea, Japan, Alaska and Hawaii. The unit consists of 15 calibration teams which average 8 soldiers. Some teams are augmented with tables of distribution and allowances equipment and civilian personnel. The unit's total strength is 104 soldiers, 8 US civilians, and 17 local national (LN) civilians. In addition to the calibration teams spread throughout the Pacific, the company

also has the secondary reference laboratory, a radiological laboratory, an operations section, the company headquarters, and the supply activity.

The supply activity consists of four subsections. First, the heart of the operation is the property book office that accounts for all property with the Standard Property Book System-Redesign, the Unit Level Logistics System S-4, and several database programs. Second, the mission supply support activity (MSSA) operates and maintains a repair parts mission and warehouse that supports all Pacific teams. Third, the shipping and receiving section receives and ships everything coming through the company. This section is usually packaging and crating repair parts and TMDE equipment to be sent back to all elements around the clock. Fourth, the unit supply room

maintains hand receipts for billets equipment and the headquarters element and also maintains self-service supply center stocks, basic loads, and operational loads for the unit activities within Korea.

Upon notification that the 2d Maintenance Company would again represent AMC as the separate company for the worldwide supply awards, the planning phase started in January 1996. All employees of the supply activity, four US soldiers and seven Korean LN civilians met. The meeting centered around the goal of all participants: to win the SEA.

Everyone needed to focus on the present for this evaluation in 1996, since the employees had gone through this so many times in the past. The mood was upbeat and the response was positive. Everyone wanted to win. That goal was written down. Later, a banner was made that stretched the entire width of the property book office (PBO) office and summed up our goals: "Responsive, Reliable, Accurate." The banner and slogan picked up everyone's morale.

The approach taken to ensure our success was straight out of a Management 101 college course. The acronym "POSDCORB" fit nicely and was used continually. Our acronym is explained as follows:

**Planning:** Planning started with the goal-documenting meeting and continued with weekly in

The mood was upbeat and the response was positive.

progress reviews (IPRs). During the initial IPRs, goals, sub-goals, and required results and timelines were discussed and documented. This type of planning session was a free-for-all with an open forum. Later IPRs were more direct, and results were briefed as well as problem areas.

📌 **Organizing:** Drawing from AR 710-2, Table B, the Command Supply Discipline Program checklists, past command inspections and other command checklists, a common set of key areas was put together. Since the company had been in SEA competition for the past six years, concerns for supply functions were given less attention than the administrative areas. Key areas were identified. Direct responsibilities were given to all personnel.

📌 **Staffing:** Since the entire supply activity was less than 60 percent strength, some responsibilities were shifted. The Korean LN supply technician was tasked with keeping the Modern Army Record-keeping System in all four sections straight. The PBO automation clerk was tasked with preparing all files and folders and with maintaining all correspondence in all sections. The shipping and receiving clerk was tasked with the cleanup and disposition of all excess property in the unit supply room. The MSSA noncommissioned officer in charge was tasked with preparing the unit arms room. Assistance was also provided for the overall organization of the unit supply room and storage areas.

📌 **Directing:** The property book officer directed all activities and functions and centrally managed the sub-activities mainly through daily contact and through the weekly IPRs. During the IPRs, tasks were briefed and results were noted. When problems were discovered, the PBO shifted priorities or resources or coordinated external assistance. Everyone on the team knew what was happening and when it had to be done. The supply activity developed a great deal of camaraderie during this process.

📌 **Coordinating:** Extensive coordinating takes place when preparing for an evaluation of SEA magnitude. Internal reviews and command inspections are fine but often do not provide enough objectivity. Personal requests made by the property book officer to fellow warrant officers and civilians resulted in expert and technical review of the hazardous material programs, the files management and the supply functions of the supply room and arms room. The reviews by external sources were presented during the IPR.

Staffing, directing and coordinating took place to correct any deficiencies. Coordination between the unit in Korea and the command in Redstone Arsenal required weekly contact to ensure that command policies were updated, basic load authorizations were prepared, and appointment orders were published. Coordinating originates at the leader level and subsequently is delegated to NCOs and section supervisors. However, the key to coordination is follow-up, follow-up and follow-up.

📌 **Budgeting:** Although often overlooked as someone else's responsibility, budgeting takes on many forms. A thorough review of all due-in property, including the property book, the MSSA, and the unit supply was conducted to ensure that excessive quantities and supplies no longer required were canceled. Another area that was reviewed was adjustment documents for both the PBO and the MSSA to ensure that the proper authority had approved or disapproved the adjustment action. The actual budget was reviewed to ensure the proper use of appropriation codes and the purchase of commercial property, local purchases, and requests for services.

Command participation and cooperation is essential. It is not uncommon for a young commander to turn to a warrant officer and say: "Handle it, Chief." Immediately upon notification of the unit's nomination as the AMC representative, a meeting was held with the property book officer and the commander.

The significance of the competition was thoroughly explained and key points were identified that would require the commander's attention, support and leadership.

Time schedules were changed to allow the supply activity adequate time to

prepare for the inspection beginning at the 90-day mark. This did not mean that the office shut down, merely, that the office closed for two hours for two days a week.

**First  
impressions  
are the  
lasting  
impressions.**

Also, the training schedule needed to be changed to allow 92A (Automated Logistical Specialist) military occupational specialty training for all employees (civilians and military) on a weekly basis. Other training such as hazardous materials, automatic data processing equipment security, and safety was also conducted during these sessions. Through daily contact and constant updates on the progress of the preparation, the commander became a great supporter of our mission and provided excellent support for anything that the supply activity needed.

"First impressions are lasting impressions," and the SEA competition is no exception. Fresh paint, new tile, clean and organized areas not only in the supply areas, but also throughout the unit are important. The evaluators come to assess the overall supply discipline of the unit. Excess parts on work benches and in corners, poorly maintained vehicles, and facilities in need of work orders all indicate that the focus on supply excellence is not present. The initial briefing should be professional and brief, explaining the unit's mission and some raw data on dollar values and property. The command group should attend. This initial exposure to the unit will cement in the evaluator's mind that supply discipline

is important to the unit and that the personnel want to win.

Winning the SEA competition is not easy. Developing a comprehensive checklist of key areas, using the basic principles of management, being aggressive, incorporating teamwork, instilling the desire to win, and making a good first impression are all factors that will ensure success. While these actions are not conclusive, they serve any unit well as the beginning of a framework for success in any logistical endeavor.

*CW3 Gary A. Marquez is Property Book Officer, 2d Maintenance Company (Test, Measurement, and Diagnostic Equipment) Supply Activity, US Army Materiel Command, Camp Carroll, Korea. He has a bachelor of science degree from the University of Maryland and a master's degree in public administration from the University of Oklahoma. His military education includes the following courses: Warrant Officer Advanced, Supply Management Officer, Supply Support Activity, Warrant Officer Technical, Defense Inventory Management, Standard Army Intermediate Level Supply System, and Direct Support Unit Standard Supply System. His assignments have included Accountable Officer in Hawaii and Supply Systems Technician in Germany.*

## ***1997 Army Supply Excellence Award To Add Supply Support Activity Categories***

Currently, evaluation criteria are being developed to expand the Army Supply Excellence Award program to incorporate competition in the Direct Support Unit/Supply Support Activity (DSU/SSA) categories. Beginning in FY97, Active Army DSUs and SSAs will be nominated by the major Army commands for participation. Competition for the US Army Reserve and Army National Guard will begin in FY98. The following types of categories will be evaluated:

- Level A (Small SSA).
- Level B (Medium SSA).
- Level C (Large SSA).

Size will be determined by the following:

- Authorized stockage list size.
- Average monthly transaction volume.
- Number of support customers.

## 1996 Supply Excellence Awards

The Army Chief of Staff recognized 24 Total Army units on 26 Sep 96 for their participation in the annual Supply Excellence Awards (SEAs). Thirteen winning and 12 runner-up units of company and battalion size received SEAs sponsored by the American Defense Preparedness Association. Two teams assembled by the US Army Quartermaster Center and School evaluated 54 units representing 13 ma-

major commands in the Active Army, US Army Reserve (USAR) and the Army National Guard (ARNG) from 1 Feb to 12 Jul 96. The Quartermaster General presented individual awards at a luncheon hosted by the Deputy Chief of Staff for Logistics before the unit award presentations at The Pentagon. The following are the winners and the runners-up:

STANDING	CATEGORY	COMP	UNIT
Winner	MTOE CO (Separate)	Active	2d Maint Co (TMDE), Camp Carroll, Korea, AMC
Runner-up			19th Sig Co, Fort Huachuca, AZ, USAISC
Winner	MTOE CO (Organic)	Active	D Co (Tank), 1st Bn, 4th Inf Regt, Hohenfels, Germany, USAREUR
Runner-up			HHD/A 302d FSB, 2ID, Camp Casey, Korea, EUSA
Winner	MTOE BN	Active	202d MI Bn, Fort Gordon, GA, INSCOM
Runner-up			28th Trans Bn, Mannheim, Germany, USAREUR
Winner	TDA CO	Active	NCO Academy, Fort Richardson, AK, USARPAC
Runner-up			HHC, USAG III Corps, Fort Hood, TX, FORSCOM
Winner	TDA BN	Active	Madigan Army Medical Center, Fort Lewis, WA, MEDCOM
Runner-up			1st Sqdn, 16th Cav Regt, Fort Knox, KY, TRADOC
Winner	MTOE CO (Separate)	ARNG	1451st Trans Co, Boone, NC, NCARNG
Runner-up			HHC, 2d Bde, 34th ID, Boone, IA, IAARNG
Winner	MTOE CO (Organic)	ARNG	Co B, 1st Bn, 635th Armor, Topeka, KS, KSARNG
Runner-up			Co D, 1st Bn, 133d Infantry, Dubuque, IA, IAARNG
Winner	MTOE BN	ARNG	130th Eng Bn (Cbt), Veja Baja, PR, PRARNG
Runner-up			1st Bn, 150th Armor, Bluefield, WV, WVARNG
Winner	TDA CO	ARNG	90th Troop Command, Oklahoma City, OK, OKARNG
Runner-up			Det 4, HQ STARC, Fort Custer, MI, MIARNG
Winner	MTOE CO (Separate)	USAR	55th Support Center, Fort Belvoir, VA, USARC
Runner-up			HQ, Det, 341st Med Bn (EVAC), Mesquite, TX, USARC
Winner	MTOE BN	USAR	389th Eng Combat Bn (Hvy), Fort Riley, KS, USARC
Runner-up			926th Eng Combat Bn (Hvy), Birmingham, AL, USARC
Winner	TDA CO	USAR	Equipment Concentration Site #33, Fort Riley, KS, USARC
Runner-up			6253d USA Hospital, Santa Rosa, CA, USARC
Winner	TDA BN	USAR	1st Bn, 353d Regt, El Dorado, AR, USARC

# Wheeled Vehicles—Private And Military— The Real Killers

Michael L. Davis

## Privately Owned Vehicle (POV)

The soldier had just signed out on leave after working all day. While driving to the beach, he dozed off and drifted across the center median. The driver realized the error and attempted to return to the correct side of the road. While crossing back, the soldier's vehicle was struck head-on by another vehicle. The soldier did not have on a seatbelt and suffered fractures to both legs, neck injuries, a punctured lung, and a critical head injury. The soldier was declared dead upon arrival at a local hospital.

## Army Motor Vehicle (AMV)

The soldier was driving an M54A2 in a training area. After several days, the soldier was ordered to transport supplies for a unit. While moving the supplies, the soldier did not pay attention to the speed of the vehicle. The vehicle was moving down a steep downgrade that became a curve. The driver lost control. The vehicle left the road and rolled over several times. The driver and a passenger were pinned under the vehicle. The driver died and the passenger was permanently disabled.

These two accidents with wheeled vehicles are typical of those that end in death and permanently disabling injuries each year to Quartermaster soldiers and thousands of dollars of damage to Army vehicles and equipment. Fatigue, speed too fast for road conditions, and not following established rules of the road are the leading causes of these accidents, while not using seatbelts contributes to many of the deaths or disabling injuries. Even with the reduction of Army personnel, the number of wheeled accidents by percent of the force is not changing. Also, the number of deaths and permanent injuries in wheeled vehicle accidents are not decreasing. Since FY90, Quartermaster POV and AMV accidents have slowly increased. **Wheeled vehicles**, both privately owned and military, account for 31 to 42 percent of all Quartermaster accidents and between 60 to 70 percent of all fatalities and disabling injuries every fiscal year.

## Five Most Common Quartermaster Corps Accidents

These areas average **77 to 82** percent of all Quartermaster Corps accidents and **90** percent of all fatalities and disabling injuries.

	FY90	FY91	FY92	FY93	FY94	FY95
AMV	17%	25%	15%	16%	15%	22%
POV	17%	11%	16%	21%	21%	20%
<b>TOTAL AMV/POV</b>	<b>34%</b>	<b>36%</b>	<b>31%</b>	<b>37%</b>	<b>36%</b>	<b>42%</b>
COMBAT SOLDIERING	21%	21%	21%	15%	15%	18%
SPORTS	14%	11%	17%	18%	16%	12%
MATERIALS HANDLING	08%	09%	08%	09%	10.5%	09%

### Legend:

AMV Army motor vehicle  
 FY Fiscal year  
 POV Privately owned vehicle

FY95 data provides a good picture of the types of accidents and where fatalities and disabling injuries occur. The following chart is typical of average Quartermaster Corps yearly accident data.

### Quartermaster Fatal/PRTDSB Accidents for FY95 by MOS

ACCIDENT TYPE	92A	92R	57E	92Y	77F/W/L	92G	OFF/WO	TOTAL FATAL	TOTAL PRTDSB
AMV	2/1	—	—	1/0	—	1/0	—	4	1
POV	4/1	—	0/1	1/0	3/0	3/0	—	11	2
CBT SOL	—	—	—	—	—	1/0	—	1	0
SPORTS	1/0	—	—	1/0	1/0	—	—	3	0
MISC	—	1/0	—	—	—	1/0	1/0	3	0
<b>TOTALS</b>	<b>7/2</b>	<b>1/0</b>	<b>0/1</b>	<b>3/0</b>	<b>4/0</b>	<b>6/0</b>	<b>1/0</b>	<b>22</b>	<b>3</b>

Legend:

CBT SOL	Combat soldiering	OFF	Officer
MISC	Miscellaneous	PRTDSB	Permanently disabled
MOS	Military occupational specialty	WO	Warrant officer

### Causes Of Wheeled Vehicle Accidents

The basic causes of both POV and AMV accidents can be divided into the following seven areas:

**1. Speed Too Fast for Road Conditions:** Almost a third of all accidents are caused by excessive speed. Driver error, not following standards or rules of the road, and lack of enforcement of rules were the main causes of these accidents. Drivers need to follow posted speed requirements at all times, not allow the pace of the operation to force the speed up, ensure drivers are qualified on the vehicle they are to operate, assign an assistant driver or senior occupant whenever possible, provide information on weather problems and road conditions, and develop sleep plans.

The soldier had been drinking at a party. Later he started back to the post at a high rate of speed. He lost control of the vehicle at a curve. The vehicle ran off the road and hit a tree. Somehow, the driver avoided receiving any injuries.

**2. Other Driver:** Other drivers (both military and civilian) represent the cause of 10 to 24 percent of all POV/AMV accidents. Drivers need to follow all defensive driving rules. They need to actively look for potential hazards and identify the risk they may pose to the safe operation of the vehicle they are driving. They should prioritize the potential hazards based on their relative risk and predict the potential results. Finally, they need to choose and execute the best action to minimize the risk.

Two soldiers while traveling on an interstate road were passed by a civilian truck. The truck tried to cut over to take an exit. It spilled gravel onto the soldier's windshield, breaking it. The soldier lost control of the vehicle and hit the retaining wall. Both soldiers were wearing their seatbelts and received abrasions, lacerations and a few fractured ribs. If they had not been wearing their seatbelts, more serious injuries or even death could have resulted.

**3. Following Too Closely:** Simple human error is the cause for most AMV and POV accidents and accounts for 11 to 15 percent of all POV and AMV accidents yearly. An individual's failure to perform to the standards, and leaders' failure to enforce the standards are the leading causes of many AMV accidents. Drivers must maintain the self-discipline it takes to perform to standard, and leaders must have the courage to enforce those standards.

The driver was driving an M925 and pulling a mobile kitchen trailer. It was raining. The driver came to a curve and then realized that the vehicles ahead were coming to a stop. He had not maintained a proper distance between vehicles and was not paying attention. His vehicle struck the vehicle in front of him a glancing blow and went into a spin. The trailer rolled over and was seriously damaged. The driver only received minor injuries.

**4. Fatigue:** Fatigue is usually not the main cause of an accident but contributes to the problem in most wheeled vehicle accidents. Fatigue has been noted as a factor in 15 to 20 percent of all wheeled vehicle accidents, both AMV and POV.

The soldier was returning to duty when he fell asleep at the wheel of POV. The soldier was also driving at an excessive speed for the road conditions. The vehicle left the road and rolled. The driver was wearing his seatbelt and only received minor injuries.

**5. Misjudge Clearance:** Eight to 13 percent of all wheeled vehicle accidents fall into this area. Military drivers of AMVs need instruction on using ground guides. Ground guides must be used according to AR 385-55 (Prevention of Motor Vehicle Accidents), FM 21-305 (Manual for the Wheeled Vehicle Driver), and FM 21-17 (Driver Selection, Training, and Supervision, Track Combat Vehicles).

The Army private did not check for oncoming traffic before backing out of a parking space. The soldier had not looked before backing up and was hit by another driver in a POV. The soldier's AMV was knocked about 10 feet from where it had started. The soldier did have on a seatbelt and was lucky to receive only a minor neck sprain.

**6. Failure To Yield the Right of Way:** Five to 10 percent of all Quartermaster accidents can be attributed to this area. Drivers need to be more attentive and follow the simple rules governing the right of way.

The soldier attempted to drive through a light when it had already changed to yellow. A civilian vehicle coming through the light was hit in the rear panel. Neither driver was hurt, but several thousands of dollars in damage was done to the civilian's vehicle and the government vehicle.

**7. Miscellaneous:** This area includes equipment failure, improper operation, horseplay, and any other cause leading to an accident. Even these accidents can also be attributed to individual error, but not always to the driver.

The vehicle's rear brakes locked up. The vehicle fishtailed off the road, then flipped over and rolled. The driver and passengers survived. Failure of the brakes was cited as the main cause of the accident.

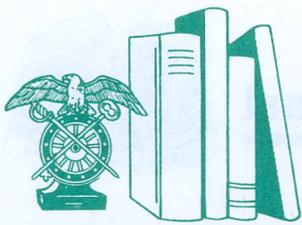
## **Responsibilities**

Many personnel feel that accidents just happen. This is not true. Human error has been identified as a contributing factor in more than **90 percent** of all Quartermaster accidents.

In many Quartermaster accidents, the human error that causes the accidents is directly tied to a soldier's failure to perform to standards or failure by leaders to enforce those standards.

Ultimately, leaders have an important responsibility in ensuring that all personnel work and play safely. However, the individual soldier has the major responsibility to follow through and perform all job-related and after-duty activities safely.

*Michael L. Davis is the Quartermaster Branch Safety Specialist assigned to the US Army Quartermaster Center and School, Fort Lee, Virginia.*



# PROFESSIONAL READINGS

The Professional Readings section of the *Quartermaster Professional Bulletin* encourages the professional development of all Quartermasters. Titles are selected from the Quartermaster School Professional Reading List and the current Department of the Army Contemporary Military Reading List, as well as other notable sources. Short reviews from the field are always welcome. The following book reviews are excerpts from reports by recent graduates of the Quartermaster Officer Basic Course at Fort Lee, VA.

## **Female Soldiers — Combatants or Noncombatants — Historical and Contemporary Perspectives** *Nancy Loring Goldman, Greenwood Press: Westport, 1982.*

The author, coeditor of *The Social Psychology of Military Service* and a research associate at the University of Chicago's Inter-University Seminar on Armed Forces and Society, completed a three-year study of women in combat in 1982. In this book, her thesis centers upon the question of women in combat not only as a military question, but also as a question that spills over into society and the political arena. In the past, women in military service have been restricted to combat support and combat service support units — where they faced combat anyway. The author advocates allowing women to volunteer for combat duty. This book discusses sex discrimination against women in the military and the inequality of women in the military and society. Her research and research from other authors documents women in combat zones, but not on the front lines, who distinguished themselves in their jobs. These military women did not become unnecessarily emotional in the performance of their jobs. They were team players in cohesive units, and the author found no evidence to prove that excluding women from combat has had an impact on the success or failure of units.

Since publication of this book, the US participated in *Operation Desert Shield/Storm* in the early 1990s in Southwest Asia. Although some women (as well as men) employed tactics to avoid combat, most women in uniform served with distinction in the theater of operations. This conflict proved that women were not a hindrance in the combat zone and also that women in uniform could be just as cold, calculating and professional as men during war. This book should be required reading for the Officer Basic Course to enlighten young lieutenants on the contributions of women in uniform. The attitude that women should not be in uniform still prevails in the military. Advances in technology make exclusion from combat duty based on physical strength obsolete. Intelligence and proficiency in technology will be the qualities admired in future soldiers, and women are equal to men when intelligence is a deciding factor.—*LT Cynthia M. Wilkerson*

## **Company Commander**

*Charles B. MacDonald, Bantam Books: New York, 1990.*

Beginning as a 20-year old captain during World War II, the author commanded two Infantry companies during his five campaigns in the European Theater, including the battle of the Bulge. His awards include a Purple Heart and a Silver Star. He retired as a colonel in the US Army Reserve and has written several World War II histories. His thesis in *Company Commander* is that it is normal to be fearful at times, even when in command of an Infantry company. Illustrating situations from firsthand experiences, he reveals his inner feelings during various times. Fear of failing, fear of not being accepted by his troops, fear of dying can all be related to his insecurity, inexperience and distress. The author successfully transcends his various fears throughout the war. I believe that the author's revelations of his feelings as a company commander with such honesty allows younger officers to realize the fears they possess are normal.

Making this book required reading for Officer Basic Course students would assist in resolving any shortcomings that students feel they possess and help young officers prepare for assuming command. The loneliness of a company commander can be great. Reading this book can bring a great sigh of relief after the reader realizes that young officers are not alone in their thoughts. Even a decorated war veteran repeatedly battled with the feelings of fear and the ultimate inner question: "Did I make the right decision?"—*LT Michael J. Pribil*



## *A Strategic Approach to Velocity Management: Getting Back to the Basics*

*Douglas W. Owens*

The Functional Chief Representatives for Career Program-13 (Supply) and Career Program-17 (Maintenance) sponsor many annual opportunities for careerists, as outlined in the FY96 *Catalog of Civilian Training, Education and Professional Development Opportunities*. The Office of the Deputy Chief of Staff for Logistics (DCSLOG) is establishing a new office with the goal of better managing civilian logisticians. This office, called the Logistics Management Proponency Office (LogPro), will ensure the availability of well-trained and experienced employees equipped with the right skills to support the Force XXI Army. Contact LogPro at Fort Lee, VA, DSN 539-0657/8.

The author of this article, a Presidential Management Intern, DCSLOG, completed a short-term training assignment with the 2d Infantry Division, Division Support Command (DISCOM), in Camp Casey, Korea. He introduced the Velocity Management concept to this forward logistics unit.

The Velocity Management program is the latest tool in the Army's arsenal to fight excess in the supply chain and to reduce dollars needed to adequately support soldiers. Velocity Management is being implemented not only at the key inventory points, but also at the grassroots installation level.

Recently, I had the unique opportunity of introducing the Velocity Management concept to the 2d Infantry Division, DISCOM, Camp Casey, Korea. What had started as a training rotation turned into one of the most challenging assignments I have ever had. The rotation was to familiarize me with the operations, functions and needs of a forward logistics unit.

### **Management Debate**

While still jet-lagged, I attended a DISCOM-wide briefing on Stock-Funded Depot Level Repairables (periodic review). During the question and answer

session afterward, I took part in a debate on the methods of managing personnel, tools, dollars and readiness. The DISCOM commander also wanted to explore the Velocity Management process to reduce costs and streamline operations.

Staff members were confused about how to approach these issues. The unit's location, heavy turnover of key staff and poor facilities were a lethal combination. After some thought, I recommended that the staff consider creating a strategic plan for their organization in order to gain focus and get back to the basics.

Of course, opening my mouth immediately made me the person to initiate the process. I proposed the following classic approach of combining academic and real-world methods.

- ⇒ Develop a mission statement.
- ⇒ Formulate objectives for the DISCOM and the Velocity Management Team.
- ⇒ Determine opportunities and threats (external environmental analysis).
- ⇒ Identify strengths and weaknesses (internal environmental analysis).
- ⇒ Develop strategies to implement objectives.
- ⇒ Define measurements to determine the success of developed strategies.
- ⇒ Develop policies to implement objectives and their strategies.

My first task was to form a strategic planning team and act as facilitator. The team was composed of representatives from the G4, S4, support battalions and their companies. I had the support of the Materiel Management Center's executive officer as my liaison and team chief.

We had a pretty rough start, mainly because of resistance to change and skepticism on the part of key personnel assigned to the team. Many resented this additional duty on top of their already swamped schedules. As strong personalities, several personnel deemed the entire process as "touchy feely New

Age management theory.” It took quite a bit of convincing that not only was the strategic planning process a time-tested pragmatic tool, but anything but “touchy feely.” Some of the most vehement opponents to the process were the Army equivalent of middle managers. This is not unusual. In nearly every other professional sector, this is where most of the resistance to change comes from.

As time went by and the process matured, several key DISCOM issues came to light. I summarized these issues in a memo, partly shown in the following paragraphs:

- Due to circumstances created by a variety of forces, the DISCOM’s operating structure (through no fault of its own) could only be described as “crisis management,” or in common parlance, “putting out fires.” In other words, this organization functioned primarily by way of constant problem-solving. The staff focused their talents primarily on the most pressing problems they faced. The end result was that multiple random events dictated management decisions. Essentially, the DISCOM was operating in a *reactive* mode.
- Any organization that functions in a reactive mode has little latitude in overcoming repetitive obligations and moving forward. Because the brunt of the organization’s resources and manpower are used to address current problematic events, a void exists in the organization’s stability. People begin to notice that they are constantly addressing the same issues, with the same equipment at the same level of training. When this is combined with a high turnover of staff, there is little continuity of purpose.
- This reactive mode inhibits *growth*, a natural human process. The inability to move forward to change along with the rest of the world runs counter to the growth process. Highly intelligent and creative people soon grow tired and frustrated, usually left feeling that they have little or no control over their professional lives. New ideas lose steam because of this. Often those who are responsible for implementing new ideas run into a wall of resistance. People become wary of attempts to change things because they do not really understand their current situation.
- This combination almost always results in negative attitudes, lowered morale and counterproductive thinking and behavior. This is where the DISCOM was when I arrived.
- In order to break this vicious cycle and create a more natural, growth-oriented environment, it

becomes necessary to move from a reactive to a *proactive* mode. This required that the DISCOM *dictate future events*, to identify what these events may be and how best to manage them.

**In a nutshell, recognizing these issues was a central tenet in the strategic planning process. It allowed the Velocity Management team to acknowledge certain realities, take control of them, and use those realities as a basis on which to operate. Over time, effectively managing these realities will greatly increase the efficiency and effectiveness of the DISCOM and the US Army itself.**

So, after many stress-filled days and caffeinated nights, we finally came out with a workable plan for both the organization as a whole and the Velocity Management team in particular.

What gave the process a boost was a directive from the Army Vice Chief of Staff requiring all units to implement the Velocity Management process. When we presented our labors to the 2d Infantry Division commander, we were able to take the directive point-by-point and describe how we already met all the Army Vice Chief of Staff’s requirements. This information was well received, and the DISCOM Velocity Management team received the commander’s blessing.

However, the most important aspect of this project was that it broke new ground, working in a unit without focus, without a specific philosophy and without an understanding of a common operating function. I have never previously facilitated a program or formed a team for this type of organization (highly regimented, disparate missions). It is difficult to implement such a program in a forward unit such as an Infantry DISCOM. The DISCOM’s focus is mainly on the mission, as opposed to seeking solutions to management problems.

Based on my experiences so far, this particular DISCOM is not alone, but a sample of an Armywide phenomenon. This strategic plan will enable Army units to gain focus and address problems in a calculated and effective manner.

This was a major learning process for all of us. The soldiers learned about themselves, their organization and how to bring it all into perspective, while I learned about their organization, personalities and how the Army in the field truly functions.

*Douglas W. Owens is a Presidential Management Intern at Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Logistics, Washington, DC.*



# TOTAL FORCE

## *Reserve Component Quartermaster Officer Advanced Course*

*CPT Rebecca Leggieri*

Professional education is an indispensable part of officer development, particularly for Reserve Component officers. Education is not only the springboard to selection for promotion and challenging assignments, it is the keystone of readiness. For the Reserve Component (RC) Quartermaster Officer, the journey begins with the Quartermaster Officer Basic Course (QMOBC) and progresses to the RC Quartermaster Officer Advanced Course (RC-QMOAC). Successful completion of the advanced course results in functional branch qualification and is a prerequisite for enrollment in the Combined Arms and Services Staff School (CAS3), a requirement for promotion to major. Timely completion of the advanced course is vital if CAS3 is to be completed before promotion board consideration.

RC-QMOAC has two phases. The first phase is a correspondence course. As soon as QMOBC is completed and the rank of first lieutenant is obtained, enrollment in Phase I is possible by sending a completed DA Form 145 (Army Correspondence Course Enrollment Application) to the Army Institute for Professional Development. Instructions and addresses for completion of the form are in DA Pamphlet 351-20 (Army Correspondence Course Catalog). Correspondence course books are delivered to the student's residence, where the student has one year to complete Phase I. A Phase I completion certificate is issued by the Army Training Support Center after the student finishes the course. Upon receipt of this certificate, enrollment in Phase II of QMOAC is possible. The Phase I completion certificate must be presented before enrollment in Phase II.

Phase II of QMOAC is a resident two-week course offered four times a year at the US Army Quartermaster Center and School, Fort Lee, VA. Enrollment takes place at the unit level using the Army Training Requirements and Resources System (ATRRS). Phase I must be completed before enrolling in Phase II. The unit administrator or training personnel will enter the student in the course through ATRRS where a reserved (R) or wait (W) status is

assigned. Wait status is a "standby" status that may be filled if another student cancels his/her quota. Only students with a reserved status have a valid seat in the course and can attend. Individual Ready Reserve students should contact their personnel management office for assistance with ATRRS.

Upon confirmation of a reserved status on ATRRS, a student contacts Fort Lee billeting at (804) 733-4100 for lodging information. Students are housed on or off post according to availability.

Orders are issued through the student's chain of command according to local procedure. The student is responsible for ensuring that the request for orders is submitted in a timely manner. ATRRS will provide dates for the course. Course attendance must be based on valid orders.

All finance issues need to be addressed at home station or by contacting the Defense Finance and Accounting Service at Fort Benjamin Harrison, IN. With the recent reorganization of the Defense Finance and Accounting Service, students cannot expect advance travel payments to be paid at Fort Lee. Students will need enough money for living expenses for the entire two weeks.

The first block of instruction will be the Army Physical Fitness Test (APFT) and weigh-in on a Sunday morning. If a student does not meet weight standards, he/she will be sent back to home station. The APFT must be successfully completed before graduation. Only valid military profiles will be honored that state an alternate APFT. Profiles from civilian physicians will not be honored and must state authorized alternate APFT events as necessary.

Uniform for the class is the battle dress uniform. The instruction is intense and fast-paced. Classes begin on the day students report, usually a Sunday, and continue to the following Sunday, when the class has a day-long break. Work resumes on a Monday with graduation on a Friday. Instruction will cover the entire range of Quartermaster functions with special emphasis on logistics automation. A single comprehensive exam is given at the end of the course.

The RC-QMOAC successfully accomplishes its mission of creating Logistics Warriors for the future and presents both a challenging and rewarding experience. For further information about RC-OAC, contact CPT Bittorf at the US Army Quartermaster Center and School at DSN 687-3680 or (804) 734-3680. LTC Robert W. Vaughan at DSN 687-3574 or

(804) 734-3574 is the Quartermaster Total Force Integration Officer at Fort Lee, VA.

*CPT Rebecca Leggieri is a Quartermaster in the US Army Reserve currently assigned to the 90th Regional Support Command in North Little Rock, AR.*

### **Total Force Integration Officer**

The Quartermaster Total Force Integration Officer (TFIO) provides a link between the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, and Reserve Component (RC) Quartermaster units and soldiers. The TFIO is an Active Guard-Reserve soldier whose mission is to support the integration of the US Army Reserve and Army National Guard as vital components of the Quartermaster Corps and the Total Army. Working in coordination with each directorate, the TFIO provides the RC perspective on issues that cross the spectrum of the USAQMC&S mission. The TFIO also provides the field with a channel of communication to address questions and concerns of interest to RC Quartermasters. RC Quartermasters are encouraged to contact the TFIO on any matter of interest regarding the Quartermaster Corps and the Total Army.

TFIO: LTC Robert W. Vaughan  
 US Army Quartermaster Center and School  
 ATTN: ATSM-DOI, Mifflin Hall, Bldg. 5000, Room 210  
 1201 22d Street  
 Fort Lee, VA 23801-1601  
 Telephone: DSN 687-3574 or commercial (804) 734-3574  
 E-mail: vaughanr@lee-dns1.army.mil

### **SARSS Manager Training**

A subcontractor in Fayetteville, NC, began executing a 110-day contract 24 Jun 96 to provide Standard Army Retail Supply System (SARSS)-Objective manager training to active Army and Army National Guard activities throughout the continental United States and Panama. The 40-hour course covers the key functions of system parameters, reparables, issue referrals, communications, demand analysis and financial management. The USAQMC&S's Logistics Training Department provides a SARSS-Objective subject matter expert to each training site to evaluate the training. The FY96 training was completed at the following locations:

<b>Location</b>	<b>Date</b>
Fort Polk, LA	24-28 Jun
Fort Campbell, KY	24 Jun-5 Jul
Fort Hood, TX	8-26 Jul
Fort Stewart, GA	8-19 Jul
Fort Bragg, NC	22 Jul-9 Aug
Fort Lewis, WA	29 Jul-9 Aug
311th MMC, CA	12-23 Aug
Fort Carson, CO	12-23 Aug
Fort Riley, KS	26 Aug-6 Sep
93d MMC, Panama	26 Aug-6 Sep
Fort Drum, NY	9-20 Sep
Fort Sill, OK	9-20 Sep
Fort Bliss, TX	23-27 Sep
Fort Polk, LA	23-27 Sep



## Changes in Industry Lead to Training With Industry Changes

CPT Robert W. Gray

The US Army's Training With Industry (TWI) program and Sun Company, Inc., have been together since TWI's beginning in 1975. Sun Company, Inc., the largest US independent refiner and marketer, has headquarters in Philadelphia, PA, and operates five domestic refineries with a total crude oil capacity of 777,000 barrels a day.

Sun Company, Inc., markets gasoline under the SUNOCO brand through about 4,000 service stations in 17 states from Maine to Indiana and in the District of Columbia. Sun sells lubricants and petrochemicals worldwide, produces crude oil and natural gas internationally, and oversees more than 7,000 miles of pipeline with terminals in 12 states. From these terminals, Sun transports these commodities by third party chartering of vessels, the company's own pipeline, bulk fuel carriers, railcars and barges.

Even with all this diversity, the extremely competitive nature of the oil industry and its narrow profit margins have forced Sun to respond by increasing efficiency and decreasing overhead. Part of Sun's response, as with many businesses, has been to restructure the organization several times during the past eight years.

### Sun's Flexibility

Major factors in Sun's continued competitiveness and the company's ability to support the TWI program have been Sun's ability to remain flexible and adapt to the market forces while striving for continuous improvement. Sun has provided a training environment with unique experiences for a Quartermaster officer every year, but one, since 1975. However, Sun almost decided not to support TWI in 1996 because of extensive restructuring of every aspect of its organization. Upper management felt that TWI would become disruptive to the restructuring effort, and many personnel would be too distracted to support the program. Nevertheless, Sun demonstrated the ability to adapt and decided to continue TWI support by simply modifying the TWI structure to fit Sun's new organizational structure.

Sun Company's strategic planning director and I, this year's TWI participant, changed the program to fit Sun's flatter organizational structure. While giving the TWI participant the opportunity to learn the refining and marketing business, Sun's TWI program was built around the TWI participant's expertise and whether or not the eight different business units and various departments were in a position to take advantage of the participant's contributions. Now and in the future, Sun will emphasize the Army officer's contributory projects. This creates an even stronger TWI program that emphasizes learning on the job.

Sun's eight independent business units are Sun Northeast Refining, SUNOCO Northeast Marketing, SUNOCO Chemicals, SUNOCO Lubricants, SUNOCO MidAmerica Marketing and Refining, SUNOCO Logistics, Sun Coal and Coke, and Sun International Production. These eight independent business units, along with the built-in diversity of the oil industry, provide a myriad of learning experiences for the Quartermaster officer.

### Hands-On Experience

During the 10-month training program that ended in July 1996, I learned through questioning, hands-on experience, and work assignments in 10 different aspects of the refining and marketing business. The areas included materials management; government affairs; crude oil supply and distribution; fuels supply, distribution and wholesale; Sun pipeline company operations; marine chartering; chemicals; health, environment and safety; tanker vessel operations; and refinery operations. Within these 10 areas, this article identifies 3 specific areas to illustrate how well this modified program works at Sun. The first two areas display how the Quartermaster officer can learn while making a direct contribution to the organization, while the third shows how the officer is exposed to unique training and hands-on experiences. The three areas are Materials Management, Pipeline Operations, and Tanker Vessel Operations.

### Materials Management

Within materials management, my experiences were primarily in refinery materials management. This Sun department offered many challenges comparable to the Army, along with several challenges specific to

the oil industry. The department is responsible for planning, purchasing, storing, issuing and turning in supplies, parts and equipment required for refinery operations.

An important element of Sun's refinery operations is storehouse (warehouse) operations. Sun's refinery storehouses have the same function as the Army's supply support activities in garrison. Storehouse personnel receive, maintain and issue supplies, parts and equipment. All Sun storehouses stock primarily what the Army calls the maintenance, repair and operational (MRO) items. Sun's MRO items represent an Army unit's authorized stockage list and prescribed load list.

One of my TWI projects was to research all available data on several possible "providers" to take over Sun's storehouse operations. A "provider" is a company that provides a service or takes over the operation and/or management of a designated piece of Sun's daily business. This is known as "outsourcing." "Outsourcing" to an outside company is an increasingly popular alternative for many organizations. By following the Army's standard decision-making process, I concluded which provider (course of action) would be the best company to take over Sun's storehouse operations. Sun's materials management department agreed with my recommendation.

### **Pipeline Operations**

Within the area of pipeline operations, I developed a Disaster Recovery and Business Continuation Plan to help Sun respond to and recover from events that interrupt control of Sun's pipeline system. Sun's pipeline system moves approximately 563,000 barrels a day of gasoline and crude oil through a 2,650-mile system. The pipeline operates in New York, New Jersey, Ohio, Pennsylvania, Michigan and Canada 365 days a year, 24 hours a day. The control center at Sun's headquarters building in downtown Philadelphia controls the pipeline. The control center operates under strict federal regulations as well as Sun's high standards. Control center personnel at their personal computers (PCs) can open or close thousands of valves, start or stop any pump, and acknowledge all incoming alarms from anywhere on the system. Information on their PC screens enables Sun personnel to respond almost instantly to any alarm indicating a number of problems throughout the entire pipeline. Losing this pipeline system, for example, for only one hour could cost Sun \$10,000.

The Disaster Recovery and Business Continuation Plan sets forth a strategy so that the Sun Pipeline Company's control center will not be inoperative or inaccessible for an extended period of time. The plan outlines the specific tasks and actions required for Sun to reestablish product movement through the pipeline as soon as possible. Sun adopted my plan and is scheduled for its walk-through later this year.

### **Tanker Vessel Operations**

Within Sun's tanker vessel operations, I had an unforgettable tour of Sun's refinery in Yabucoa, Puerto Rico, and a return trip on a commercial tanker to Sun's Marcus Hook, PA, refinery and terminal. Sun Transport in Puerto Rico owns and operates three barges and three tugs. The fleet continuously transports primarily diesel, jet fuel and #6 oil to different ports on the island.

Sun currently provides the Roosevelt Roads Naval Base with 100 percent of its high-sulfur diesel and delivers about 60,000 barrels approximately every 10 days. I joined the six-man crew of a tug bringing 60,000 barrels to the Naval Base in 5 1/2 hours. Upon arrival, the highly motivated and cohesive crew secured all lines and was ready for pumping in less than 30 minutes. After the Navy's quality assurance sergeant tested the fuel, the crew pumped the 60,000 barrels in just over 10 hours.

Upon the tug's return to Yabucoa from the naval base in Puerto Rico, the crew for the tank vessel *Philadelphia Sun* and I prepared for the US voyage back to the Marcus Hook Refinery. During the 4 1/2-day voyage, I observed and participated in almost every aspect of tanker vessel operations and learned from most of the crew.

These three areas of materials management, pipeline operations, and tanker vessel operations fully represent the strengths of the win-win relationship emphasized in Sun's new and improved TWI program. While the first two areas were primarily contributory, the third area was primarily instructional through hands-on experience.

Many organizations within a variety of industries have been forced to cut back on personnel and flatten their structures. These changes have allowed them to remain competitive by reducing operational costs. Future TWI participants should expect industries to respond to the economic realities of the US market and expect to modify their training programs accordingly. Companies will likely place more emphasis on the Quartermaster officer's expertise while maintaining a learning environment.

Thanks to Sun's ability to adapt, the company's TWI program has changed, survived and grown stronger. Sun's adaptability combined with the wealth of knowledge, expertise and patience of its employees left me with a working knowledge of the refining and marketing industry. This well-established TWI relationship will continue to provide invaluable experiences for the Quartermaster Corps and significant contributions to the industry.

The Quartermaster Branch has about seven TWI slots a year. The TWI program is followed by a three-year utilization tour. Officers must be branch-qualified and have a strong overall performance record to apply for TWI. If you have considered your professional timeline and feel you could benefit from the unique experience offered by private industry, communicate with your assignment officer today.

*CPT Robert W. Gray, Quartermaster, recently completed the Training With Industry program with Sun Refining and Marketing Company, Philadelphia, Pennsylvania. His utilization tour is with the 49th Quartermaster Group (Petroleum and Water), Fort Lee, Virginia.*

## **The Warrant Officer Candidate Course**

*Members of Warrant Officer Basic Course (WOBC), Class 96-10, Fort Lee, VA*

As recent graduates of Warrant Officer Candidate School (WOCS), Class 96-10, Fort Rucker, AL, we offer encouragement to noncommissioned officers (NCOs) who are considering applying for selection to attend the course. We were all apprehensive about attending WOCS. Hopefully, we can give insight to those who qualify, but who are hesitant and want to know more about WOCS before committing themselves.

We urge any qualified NCO who has the desire, dedication and self-discipline to become a warrant officer to apply for selection to WOCS. Your servicing military personnel office has the requirements for the particular military occupational specialty you want.

WOCS is demanding, strict and tough. It should be. It is an officer-producing school. By applying what we learned as NCOs, combined with the new skills achieved during WOCS, 67 out of 69 candidates graduated and are now Quartermaster warrant officers. The two who did not graduate resigned from the course voluntarily. This is a direct reflection on the school's mission to train warrant officer candidates and not make them quit.

Physical training was as demanding as any Army school. We were challenged to manage our time, pay attention to detail, and learn to work as a team. Our personal and common areas were inspected daily at a standard that few, if any of us, had achieved before. Our time and activities were strictly monitored and controlled.

Academics were taught at the Warrant Officer Career Center by dedicated, experienced warrant officers. Professional development was instilled through formal classes and informal discussions. All questions about any aspect of becoming a warrant officer were answered by the competent and willing staff of instructors. The Warrant Officer Career Center was a place we could temporarily relax from the stress at the 1st Warrant Officer Company.

Upon arrival, we reported to the recently activated 2d Warrant Officer Company where we inprocessed and spent one week in preparation (inactive status) before actually starting the course (active status). Previously, candidates reported to the 1st Warrant Officer Company and were immediately exposed to the full stress of the WOCS. The operations officer, a former training, assessment and counseling (TAC) officer, inspected our personal areas daily and instructed us on skills we needed to transition into an active class. We also marked our clothing and purchased any items we did not bring with us but were required to have.

On day zero (the first day on active status) we took the initial Army physical fitness test, moved to the 1st Warrant Officer Company, and were briefed by our TAC officers. Many rumors were dispelled. We were told exactly what was expected of us to complete the course. Physical stamina, strict time management, attention to detail, leadership and teamwork were emphasized then and throughout the six weeks as warrant officer candidates. Teamwork was highlighted as the most important factor. We discovered that by following this advice, we could successfully accomplish our mission to grow as officers and **graduate**.

A class on the Leadership Assessment Program (LAP) educated us on the process that the TAC officers and other warrant officer candidates used to evaluate candidates in several leadership areas. These included communications, initiative, sensitivity, decisiveness, influence, judgment, planning, and other leadership traits. We were counseled at the end of the junior, intermediate and senior phases, and after each leadership position

held. Peer evaluations were another interesting and useful part of the assessment program. The LAP helped us understand the importance of the leadership areas and how they will apply to us in the future.

If you are selected to WOCS, get into the best physical shape you can before you arrive at Fort Rucker. Make up your mind that you **will** complete the course. Have confidence in yourself, be teachable, leave your ego at the door, and be a team player by sharing your expertise and knowledge with your classmates.

### Class Profile

Education		Components		MOS		
Master's Degree	2	AD	40	920A	26	Class Total 53 - 40 Male, 13 Female
Bachelor's Degree	11	USAR	4	920B	14	Average Age: 33
Associate's Degree	19	ARNG	6	922A	33	Average Time in Service: 10.6 years
Some College	3	AGR	3			
High School	18					

#### Legend:

AD	Active Duty	920A (Property Accounting Technician)
AGR	Active Guard Reserve	920B (Supply Systems Technician)
ARNG	Army National Guard	922A (Food Service Technician)
USAR	US Army Reserve	

## Professional Development

As the Army continues to draw down, we at the Quartermaster branch, US Army Total Personnel Command (PERSCOM), would like to update Quartermasters about some new changes, developments and trends in the assignment and professional development areas.

## Officer Branch Chief Notes

*LTC James Lewis Kennon, Quartermaster Officer Branch Chief*

My job is to ensure the success of all Quartermaster officers. I want to remind you of the old military adage: "You are your own best career manager." You must be active in monitoring your progress toward your professional goals. The assignment officer is the guide who helps you decide between your "wants and needs."

Your assignment officer has seen hundreds of files of officers in your grade and year group and knows what you need to do. Often your personal wants and professional needs do not match. This is when you should listen to your guide.

The three keys to managing to success a 20+ year career follow:

- ☛ **Talk to your assignment officer.** Keep your telephone numbers and address current. Get an assessment of current performance and potential for promotion and selection for advanced military schooling. Discuss your professional goals and get recommendations on how to meet those goals. Keep your preference statement updated.
- ☛ **Get a good photograph.** An old photograph indicates to a board that you do not care. If you are on the edge, it WILL hurt. Each promotion requires a new photograph. We need two digital color photographs at the branch. One is maintained for selection boards, and the other is maintained in your file.
- ☛ **Review your microfiche.** Review and correct your microfiche on a yearly basis. Establish this review as an anniversary event of the day you joined the Army. Ensure that all of your Officer Evaluation Reports are posted and in the correct sequence. Also, pay close attention to the award portion of the microfiche and ensure that all of your awards are documented.

---

Please help us manage your career by doing your part. It requires only a commitment by you of about one day a year and some additional time to outline your 20-year career and your professional military goals. Stay in touch.

## **Managing Your Career**

*MAJ Robbie Woods, Lieutenant Colonels Assignment Officer*

In my few short months as the Lieutenant Colonels Assignment Officer, I have had the opportunity to accomplish most of an assignment officer's tasks. I have worked assignments and placed some of you on orders, scheduled others for precommand courses and prescreened files for the colonels board. I would like to give you the benefit of my newfound knowledge to get you on the right track.

## **Do Not Hide From Your Assignment Officer**

You only hurt yourself by hiding. We eventually catch up with you, even if we have to start with your major command or installation personnel manager. By the time we find you, it may be too late to get a vital piece of information for the board, or your next assignment option may be a total of one (whatever is left over after we contact everyone else). Each time you have a permanent change of station, contact your assignment officer as soon as you have a new address. Give us your duty and home telephone numbers also. Contact us after you have been on station about 12 months. That way, we can begin mapping out courses of action as well as identifying what you want for your next assignment.

Upon my arrival, I found out how many Quartermaster lieutenant colonels I did not know. Those who called in and touched base with me left an immediate impression and made it easier for me to get to know them (rather than just from a photograph and file). E-mail works great and takes very little of your time and mine. (My E-mail address is woodsr@hoffman-emh1.army.mil.) Do not be afraid to leave a message on voice mail either. We generally call you back within a matter of hours.

## **Submit Preference Statements**

Some Quartermaster lieutenant colonels have not submitted preference statements in over 10 years. In the reassignment process, we identify available officers in roughly 60-day cycles. If you have a current preference statement on file, we can narrow down the assignment options and look for those jobs or locations indicated on your preference statement. Do not hesitate to clarify what you would like to do on the remarks portion of the preference statement. (We actually read your comments.)

## **Keep Your Photograph Current**

Within the first 90 days of promotion to your new rank, have a photograph taken and sent in. You have no idea how often individual files are reviewed for possible fill of key positions. An old photograph immediately puts you at a disadvantage. Also, by regularly updating your photograph (ideally every one or two years), you will always have a current photograph on file and will not have to panic if you deploy.

If you are being considered in the primary zone, make sure your photograph is no more than one year old. Make sure you send in two copies as well. That way, if your record is before a board and you are being nominated for a special assignment, both actions occur simultaneously. (This problem arises most often during school boards.)

## **Review Your Microfiche and ORB**

My recent scrub of files for the Colonels Promotion Board indicates many officers who have not reviewed their microfiche in years. I noticed quite a few gaps in microfiche history due in large part to the switch in systems here at PERSCOM several years ago. (Do not worry, those of you considered by the colonel boards have accurate records now.) You are the one person who knows exactly when you moved from job to job and when you received an Officer Evaluation Report or an Academic Evaluation Report. As your assignment officer, I can try to piece together your history, but you are the real expert.

We developed a new technique with the FY98 Battalion Command Board to assist officers in the preparation process. We mailed a copy of the Officer Record Brief (ORB) and microfiche with the notification letter to each officer eligible. Hopefully, this helps resolve issues well in advance of the board's date to convene. Check

---

carefully the commendatory and disciplinary data (hopefully there is only commendatory, not disciplinary). Make sure your microfiche reflects all awards, meritorious service medal and higher, and all badges you are authorized to wear. If something is missing, send us a copy of the documentation to correct your file. Each time you receive a new award, do not assume "the system" knows. Send a copy directly to us at Quartermaster Branch and we will make sure it goes in your file.

These are all things I have done wrong over the last 15 1/2 years. Hopefully, you will do better with these tips. Take charge of your career.

## **Majors Assignment Officer**

*MAJ Lamont Woody, Majors Assignment Officer*

At present, Quartermaster major and captain promotables are stationed in 24 countries throughout the world supporting a variety of missions. Our logisticians in Hungary, Bosnia-Herzegovina and Croatia, Indonesia, the Middle East, and Central and South Americas continue to provide outstanding combat service support in their theaters of operation. In all areas, Quartermasters continue to lead the way as the first on the ground to set up theater reception and onward movement.

Quartermaster majors train the "logistics lane" of the future of the Army through Active Component/ Reserve Component training centers and the Battle Command Training Program. Force XXI development remains a focal point with Quartermaster majors assigned to the US Army Combined Arms Support Command, US Army Quartermaster Center and School (USAQMC&S), and Natick Research, Development and Engineering Center.

**BOTTOM LINE: Wherever the Army goes, expect a Quartermaster major in the theater supporting victory.**

## **Communication**

With Internet, E-mail, voice mail and air mail, communication with your Quartermaster Branch and the world has become easier. You can access both PERSCOM and the USAQMC&S on the World Wide Web. Board information, promotion results, policies and procedures are among the myriad of topics covered within these computerized home pages. The other three provide a great conduit to discuss professional development, future assignments and specific Quartermaster issues as you progress through the Army.

## **Assignments**

From my desk, Quartermaster Branch encompasses a myriad of assignment challenges to include congressional mandates, priority fills, exceptional family members, joint domiciles, compassionate situations, functional area requirements, and utilization tours. Career progression involves a series of challenging jobs with increasing responsibilities. Therefore, each officer must seek out the right job. DA Pamphlet 600-3 (Commissioned Officer Professional Development and Utilization) describes branch-qualifying positions in detail. Use this pamphlet as you map out career choices. In evaluating courses of action, remember that unique demands are placed on the Army today and that no unimportant job exists in the defense of our nation.

My goal is to stabilize officers as long as possible and move them for professional development or high priority assignments. Officers are vulnerable for reassignment overseas if the date of returned from overseas is earlier than 1992. Branch-qualified officers with 24 months time on station are vulnerable for reassignment. Keep these timeframes in mind when calling to discuss future assignments.

## **Command and General Staff College**

Command and General Staff College (CGSC) is synonymous with reaching military education level 4 (MEL 4) and becoming branch-qualified. Commanders in the field ask for MEL 4 officers to fill division command and corps support group branch-qualifying positions at the battalion and brigade level. Since only 50 percent of each year group is selected for resident CGSC, I recommend that all officers not selected enroll in the nonresident course.

The CGSC board convened for year groups 83-86 on 9 Jul 96. Projected release date is October 1996. Slating of selected officers occurs in 2d Quarter, FY 97.

---

## Board Observations

It is difficult to determine what will or will not affect board results. Therefore, it is tough to make blanket statements in today's downsizing Army. Board results indicate officers with all top-block Officer Evaluation Reports (OERs) from their first company command OER through their current OER were generally selected for CGSC or lieutenant colonel. Officers receiving center of mass ratings, which were not top-block reports in or after company command, were at risk for selection. The point here is to know where you stand. If you are unsure about your file, call and we will walk through it together. Sources of board information include the *Army Times*, the local military personnel office, and Department of the Army telephone line at (703) 325-9340 or DSN 221-9340. To order a copy of your microfiche, send a FAX to (703) 325-5204 or DSN 221-5204 along with your full name, mailing address, social security number and signature.

## Early Retirement

The Deputy Chief of Staff, Personnel issued a message on 28 Jun 96 providing categories for early retirement and voluntary separation. The message did not differ from previous instructions except for a statement in one of the paragraphs. It read, "for planning consideration, indications are that FY97 may be the final year that early retirement is offered." Quartermaster majors in any of these categories should discuss their options with the chain of command and me.

## FY97 Professor of Military Science Board

The FY97 Professor of Military Science Board information is coming. Cadet Command is in the process of finalizing the list of universities that open in FY97. Board information is expected no later than October 1997. Officers interested in competing for positions, please call the Quartermaster Branch.

## General Information

- ☛ FY97 Lieutenant Colonel Promotion Board: 7 Feb 97 (PZ YG81/BZ YG82).
- ☛ Branch-qualifying jobs: Chapter 25, DA Pamphlet 600-3.
- ☛ Major (04) assignments when not in branch-qualifying job: Active Component/Reserve Component, Functional Area, Inspector General, Department of the Army/major Army command staff, Training and Doctrine Command, Logistics Executive Development Course/Florida Institute of Technology, and Joint Staff.
- ☛ Quartermaster Branch FAX: (703) 325-8025 or DSN 221-8025.
- ☛ Permanent Change of Station: within the continental United States 24 months time on station and outside the continental United States date eligible to return from overseas.
- ☛ Comments are welcomed and communication is encouraged. Call me at (703) 325-8119/8123 or DSN 221-8119/8123. E-mail me at woodyl@hoffman-emh1.army.mil.

## Captains Assignment Officer

*CPT Jodi Horton, Branch-Qualified Captains Assignment Officer*

## FY97 Majors Army Selection Board

The FY97 Majors Army Selection Board is tentatively scheduled to convene 18 Mar 97. Most officers in YG87 and YG88 will be seen by this board. A Department of the Army message will be published approximately 120 days before the board start date providing the specific zones of consideration and guidance on complete-the-record Officer Evaluation Reports (OERs). Begin your preparation now by ensuring your records are in order.

**Photograph:** Photographs should be current and in color. Digital as well as the full-length photographs are both still acceptable. You can send two each directly to me for your board file.

**Microfiche:** Order your microfiche and review it for completeness and accuracy. It should include all your OERs and Academic Evaluation Reports in chronological order and readable. It should also include documentation for all awards and badges. If you need assistance updating your microfiche, send supporting documents along with a note to us at branch on what needs to be done. You can request your microfiche by FAX at DSN 221-5204 or (703) 325-5204. Provide your name, social security number, complete mailing address and signature.

**Officer Record Brief (ORB):** Again, review your ORB for completeness and accuracy. Ensure your awards match what is on your uniform and that they are documented on your microfiche. Pay particular attention to your assignment history, awards, military and civilian education, physical, height and weight. If changes cannot be made through your servicing personnel support branch, send us what needs to be updated. Do not delay.

### **Prior Planning**

Our careers progress quickly. It is extremely important to be proactive in the management of your professional timeline. I recommend that at least annually (the same time you review your ORB), you look ahead five years. Forecast upcoming promotion or selection boards, professional schooling, nominative assignment possibilities such as Advanced Civil Schooling, Training With Industry, Logistics Executive Development Course/Florida Institute of Technology and permanent change of station projections. By looking ahead, you will be able to prepare yourself for all possible options.

I talk to many officers who are getting ready to complete command and are interested in nominative positions. Many officers' files, however, do not have such items as a current photograph, Graduate Record Exam/Graduate Management Aptitude Test scores, or college transcripts, which we require in the assignment selection process. Without the required items, your file may not be considered for these assignments. **Bottom line: Keep all options open by planning ahead.**

### **Assessment**

What are your career goals? Do you plan to fulfill your service obligation, stay in the service for 5 to 10 years, make major or lieutenant colonel and retire with 20 years of service, be a battalion commander, command a brigade, be the next Quartermaster General? If not earlier, by the time we are captains most of us are considering if and how we want to serve the remainder of our military careers. There are many avenues to a successful career in the military. In managing your own career, you should take the time to do a personal assessment of your assignment history and performance. Then seek the assessment of your mentors and your assignment officer, particularly after you have completed company command. Your assignment officer can confirm your competitiveness for promotion or schooling, or recommend assignment options that may increase your promotion potential. Your own assessment, together with a periodic assessment from your career manager, will help ensure your career stays on track. **Stay in touch with branch.**

### **Changes in Assignment Officer Responsibilities**

*CPT Samuel L. Russell, Nonbranch-Qualified Company Grade Assignments Officer*

To conduct business more efficiently here at the Quartermaster Branch, we have reassigned some duties and responsibilities within the company grade assignment officers. The Future Readiness Officer will now be responsible for the professional development of all branch-detailed officers when they transition to the Quartermaster Corps. He also will continue to slate officers for Advanced Civil Schooling, Training With Industry, and Logistics Executive Development Course/Florida Institute of Technology. The Future Readiness Officer will schedule and assign officers to the Supply and Service Management Officer Course at Fort Lee, VA, at the end of the officer's second year of active federal commissioned service.

The Lieutenants Assignment Officer will now assign nonbranch-qualified (NBQ) captains to their follow-on assignments from the advanced course, hence, the new duty title: NBQ Company Grade Assignments Officer. The intent behind this change is to improve customer service by having the same branch manager bring an officer out of his first assignment into the advanced course and on to his next duty station.

### **Changes to CAS3**

Officers who will attend the Combined Logistics Officer Advanced Course (CLOAC) in FY97 can plan on completing Combined Arms and Services Staff School (CAS3) before arriving at their next duty station. The CLOAC Class 97-1/2 officers will attend CAS3 immediately after CLOAC. Those officers can expect to attend CAS3 at Fort Leavenworth, KS, in a temporary duty (TDY) enroute status if they will be going to their next assignment after the completion of CAS3. They will attend CAS3 in a TDY and return status if they are scheduled to attend either the Petroleum Officer Course, the Aerial Delivery and Materiel Officer Course or the Mortuary Affairs Course at Fort Lee, VA. The following chart lists the FY 97 CLOAC and CAS3 start and finish dates.

CLOAC			CAS3	
Class	Start	End	Start	End
97-1/2	28 Oct 96	4 Apr 97	10 Apr 97	21 May 97
97-3/4	2 Jan 97	23 May 97	28 May 97	10 Jul 97
97-5/6	23 Feb 97	15 Jul 97	29 Jul 97	10 Sep 97
97-7/8	21 Apr 97	12 Sep 97	18 Sep 97	29 Oct 97
97-9/10	9 Jun 97	31 Oct 97	4 Nov 97	18 Dec 97
97-11/12	20 Jul 97	17 Dec 97	6 Jan 98	19 Feb 98
97-13/14	4 Sep 97	13 Feb 98	24 Feb 98	4 Apr 98

Officers who begin CLOAC before 1 Oct 96 and graduate after 1 Oct 96 (Classes 96-7/8, 96-9/10 and 96-11/12 will not have to complete the nonresident CAS3 Phase I. However, they will proceed to their next duty station and must obtain a CAS3 slot from their installation in order to attend the resident portion. Officers who graduated from CLOAC or the Quartermaster Officer Advanced Course before 1 Oct 96 still must complete CAS3 Phase I before they can attend the resident Phase II portion.

## Selection Board Trends

*CPT Rick Harney, Future Readiness Officer*

As your Future Readiness Officer, I have reviewed results and conducted statistical analyses on many promotion, school and command selection boards. Although the key to success remains overall performance, you can do the following to increase your selection changes.

◆ **Review Your OERs.** The Officer Evaluation Report (OER) remains the principal tool for measuring past performance and future potential. The rated officer, however, has the responsibility for ensuring the accuracy of all administrative data. You must verify your social security number, report period, duty title and description, and physical fitness and height and weight data. Remember, your height and weight information should remain consistent throughout all reports (for example, growing inches from one report to the next).

◆ **Update Your Official Photograph.** We use your photograph not only for Department of the Army selection boards, but also for special assignment nominations. Color photographs, either 4 inches x 10 inches or the digitized three-quarter-length, are the standard. When taking official photographs, pay close attention to uniform condition and fit, awards, hairstyles and mustaches. We encourage you to update your photograph every year (particularly captains and above), even though you are required to do so every three years.

◆ **Review Your ORB and Microfiche.** You should review your Officer Record Brief (ORB) and microfiche often, annually at a minimum. Check to ensure the proper posting of all OERs, awards and decorations (particularly Department of the Army and Joint Staff badges). You can obtain your microfiche and add missing documents by FAXing your request to (703) 325-5204 or DSN 221-5204. You may also mail in your request or add documents by writing to US TOTAL ARMY PERSONNEL COMMAND, ATTN TAPC PDI S, 200 STOVALL STREET, ALEXANDRIA VA 22331-0479.

◆ **Understand the Branch Qualification Process.** DA Pamphlet 600-3 (Commissioned Officer Professional Development and Utilization) specifies the criteria for qualification at all grades. For branch qualification, Quartermaster Corps captains must meet the following requirements:

- Be an Officer Advanced Course graduate.
- Successfully command a company (minimum 12 months, optimum 15 to 18 months, maximum 24 months).
- Complete Combined Arms and Services Staff School.

◆ **Ensure We Have Your Current Mailing Address and Telephone Numbers:** This is self-explanatory. You can either call in your change of address or mail a preference statement to your assignment officer at US TOTAL ARMY PERSONNEL COMMAND, ATTN TAPC OPG Q, 200 STOVALL STREET, ALEXANDRIA VA 22332-0416.

◆ **Ensure We Have Your Official College Transcripts on File.** Your civilian education level takes on great importance when we consider you for Advanced Civil Schooling, Training With Industry, Logistics Executive Development Course/Florida Institute of Technology (LEDC/FIT), functional area designation and nominative assignments. For those considering Advanced Civil Schooling or LEDC/FIT, you should also send us a copy of your Graduate Record Exam and/or Graduate Management Aptitude Test results.

◆ **Consult Our Civilian Technicians.** Our civilian technicians assist us in supporting you. They perform routine actions such as microfiche requests, file updates and answering general questions. Contact them at (703) 325-8123/8119 or DSN 221-8123/8119.

These tips are not all-inclusive but are meant to provide you insight into becoming your own (and best) career manager. The latest board trends indicate that officers who take an active role in managing their careers do well on promotion and school selection.

## **Enlisted Quartermaster Issues**

*LTC Kenneth Gray, Quartermaster Enlisted Assignments Branch Chief*

To better serve you, the branch has been reorganized. Some of the assignment managers' areas of responsibility changed as a result of the reorganization. Do not hesitate to call the branch if you have questions about your career, DSN 221-2778 or (703) 325-2778, and E-mail to [epqmc@hoffman-emh1.army.mil](mailto:epqmc@hoffman-emh1.army.mil).

## **Branch Information Update**

Quartermaster enlisted issues are updated and published on a monthly basis as a newsletter available through the PERSCOM online net (World Wide Web: PERSCOM ONLINE). Access using MOSIAC, Netscape or LYNX. Point your browser at <http://www-perscom.army.mil>.

## **92R BNCOC Class Seats**

*SFC Roy C. Lewis, Professional Development NCO, 92R (Parachute Rigger)*

Noncommissioned officers (NCOs) interested in attending the Parachute Rigger Basic Noncommissioned Officer Course (BNCOC) must meet the following eligibility criteria:

- ☛ Be a Primary Leadership Development Course graduate. (Cannot be scheduled until six months past graduation date.)
- ☛ Meet height and weight standards of AR 600-9 (The Army Weight Control Program).
- ☛ Meet Army physical fitness test (APFT) requirements.
- ☛ Not be flagged or barred from reenlistment.
- ☛ Have a minimum of six months time on station (before scheduled class date).
- ☛ Have a minimum of six months time in service remaining (upon graduation of scheduled class date).
- ☛ Soldiers outside the continental United States must have a minimum of six months remaining on their overseas commitment to be scheduled for temporary duty (TDY) and return. Soldiers on short tours cannot be scheduled TDY. Scheduling must be done TDY enroute to/from the short tour location or once the soldier has arrived at a new duty station.

Qualified BNCOC applicants should submit requests through their chains of command. Most training NCOs at the unit can assist with scheduling. Soldiers can also contact the Career Advisor/Professional Development NCO at the Quartermaster Branch. Soldiers requiring BNCOC are further encouraged to submit requests for this service school using DA Form 4187 (Personnel Action). This DA Form 4187 should contain the following information and can be forwarded directly to the Quartermaster Branch for consideration:

- ☞ Individual is physically fit and can meet APFT standards.
- ☞ Individual meets AR 600-9 standards.
- ☞ Meets the timeframe to attend.
- ☞ Must have signature of both the soldier and his/her commander.

FAX the request directly to me at DSN 221-4521 or (703) 325-4521. Be sure to include a point of contact and telephone number on the header sheet so that I can contact you for questions and to tell you of the class scheduling outcome.

Class rosters are now available on the Army Training Requirements and Resources System for the following classes:

School/Course/Class Number	Title	Start	End Date
601 860-92R30 02	92R BNCOC	24 Jun 97	13 Aug 97
601 860-92R30 03	92R BNCOC	13 Aug 97	2 Oct 97

For questions or further information, phone me at DSN 221-8237 or (703) 325-8237 or E-mail to EPQMC@HOFFMAN-EMH1.ARMY.MIL.

## CY96 MSG Promotion Board

*SFC Kerry M. Taylor, Professional Development NCO, 92Y (Supply Specialist)*

This selection board panel reviewed a total of 1,578 sergeant first class (SFC) records for consideration to master sergeant (MSG) in the Career Management Field (CMF) 92. A breakout of the number of records follows:

CMF 92A		CMF 92Y	
Primary	12	Primary	402
Secondary	15	Secondary	283

In addition, this panel also screened sergeant first class and sergeant records for the Qualitative Management Program (QMP) consideration.

The overall quality of CMF 92 noncommissioned officers (NCOs) recommended for promotion to MSG is solid and was pulled from a population where over 94 percent of the NCOs in the zone of consideration were considered as qualified for promotion. There is some variance by military occupational specialty (MOS). A records review revealed that NCOs in CMF 92 were physically fit, technically and tactically competent, and have a wide variety of field and staff level experience.

## Competence

**Physical Fitness:** A high percentage of Quartermaster NCOs in CMF 92 were able to meet and maintain Army standards. However, in all but 94R (Parachute Rigger), there were few 290+ files and Master Fitness Trainers in both primary and secondary zones. There also was a high percentage of NCOs who had to be taped. This, when coupled with weight gain and photo appearance, often made the accuracy of the tape results questionable.

**Training and Education:** Quartermaster NCOs in these MOSs run the gamut in civilian education of college and correspondence courses. Some have achieved college degrees and beyond, while many have recorded at least two years of college or an associate's degree.

However, a significant number had made no attempt to obtain or record any civilian schooling beyond a general education diploma or high school. Some records showed no civilian schooling for over 20 years. No civilian schooling beyond high school, coupled with an average performance record, becomes a discriminator. The panel estimates about 25 percent of the CMF 92 NCOs fall into this category. Overall, secondary zone records were stronger in civilian education than those in the primary zone, but there were some very strong secondary zone records with only high school education.

The current Noncommissioned Officer Education System is adequate for most NCOs, with 92A (Automated Logistical Specialist) and 92Y NCOs taking significant automation/computer courses. However, more NCOs should apply for resident and correspondence courses such as Senior Supply and Service, Directorate of Logistics, DS4/DS3, Logistics Management and Distribution Management. Those NCOs who gained special military skills and leadership courses such as Airborne/Air Assault, Master Fitness Trainer, Drill Sergeant

and Recruiter Badges often stood out in their achievement. A small number are Battle Staff Course graduates. Clearly, being an honor graduate from any military course was a plus.

### **Performance and Potential**

Overall performance is excellent in the technical areas of all CMF 92 MOSs. Although leadership opportunities are limited in some CMFs, those who took advantage of these, such as acting first sergeants and detachment sergeants, most often scored much better than those who did not unless their ratings in these jobs were below average. NCOs who served successfully in master sergeant positions often fared better than those who did not.

Many NCOs took advantage of recruiting jobs. Whether performance was good or bad, recruiting did not really help or hurt the individual unless there was a clear, substantiated ethics or integrity violation apart from actual recruiting.

Potential for CMF 92 is good in both primary and secondary zones. Both raters and senior raters are recommending master sergeant and sergeant first class positions and senior staff and first sergeant courses. Some are even recommending command sergeant major and Sergeants Major Academy.

### **Administrative Assessment**

**Photograph:** There was an obvious lack of emphasis on getting an updated photograph with current grade for secondary zone NCOs — too many black and white/staff sergeant photographs in their files. Very few files were missing photographs altogether.

**Personal Qualifications/DA Form 21 — Review:** Many NCOs are not reviewing or updating their records. Some microfiches revealed significant disconnects in both commendatory and disciplinary data, and some in missing NCO Evaluation Reports. With the recent change to an improved microfiche, it is imperative NCOs take time to personally check what is reflected on their entire record.

**Raters and Reviews:** Many records had multiple entries where there was no senior rater input. When NCOs receive several ratings with no senior rater input, it can negatively affect the overall potential impression the record presents to the board members. On the other hand, senior raters who fail to clearly specify potential jobs and schooling are not doing the rated NCO any favors.

Job descriptions in CMF 92A/Y MOSs were often vague and general, not really spelling out what the job entailed. This occurred in everything from platoon sergeant to instructor/writer to battalion S4 noncommissioned officer in charge. At this level, clearly quantifying supervisor responsibility and accurately describing the job are critical.

The percentage of unjustified “excellent” bullets was high. Very junior officers, non-Army and civilian ratings often do not carry much credibility because they contain a high number of unjustified “excellent” bullets.

One-page letters to the board were generally well written and made a significant difference to board members when the NCO files were incomplete. Any letters submitted should be typed, succinct and grammatically correct.

Recommendations include the following:

- More special emphasis by Quartermaster senior leadership to urge Quartermaster NCOs to validate military training and correspondence courses for college credit.
- More emphasis that sergeants first class/NCOs who want to be promoted must review their records and ensure they have an updated, in-grade photograph in their files.
- More emphasis to ensure proper staff sergeant/sergeant first class cross-training within the 92A MOS.

### **Overall Career Management**

**Primary Zone:** Most NCOs are managing their careers as good or better than expected. Promotion opportunity is excellent in the CMF 92. Some NCOs have limited their promotion potential because of their limited education. Overall, however, CMF 92 NCOs are highly trained and have the technical expertise to support the Army.

**Secondary Zone:** Generally, the secondary files are strong and have excellent performance and potential ratings. Civilian education and special skills credentials are their strengths, whereas few have yet had the opportunity for advanced leadership positions. Those who did and excelled truly stood out.

**QMP Comments:** NCOs referred for the QMP generally fit the category of serious and recent misconduct in grade or a career trend of mediocre/poor performance ratings with significant problems noted as a sergeant first class. Misconduct incidents were the most prevalent. Overall QMP referrals for CMF 92 were comparatively low, with most MOSs having less than one percent.

### Overall Assessment

The quality of soldiers in CMF 92 is solid. CMF 92 is well-equipped with quality soldiers to meet the needs of the Army and carry it into the 21st Century.

### Promotions

*SFC James M. Moore, Professional Development NCO, Career Management Field 77*

**Average Range of Promotion Points to Sergeant:** The following data is a cutoff score analysis, showing the average range of promotion points held by specialists/corporals in CMF 77 as of 1 Aug 96:

77F: Range of promotion points held						#	Average		Cutoff score average	
450-499	500-549	550-599	600-649	650-699	700-749		on list	points held	for the past 12 months PZ	SZ
189	195	119	10	2	2	0	517	520	697	719

Number of soldiers promoted in the past 12 months: 220

77L: Range of promotion points held						#	Average		Cutoff score average	
450-499	500-549	550-599	600-649	650-699	700-749		on list	points held	for the past 12 months PZ	SZ
0	0	0	0	0	0	0	0	000	645	738

Number of soldiers promoted in the past 12 months: 17

77W: Range of promotion points held						#	Average		Cutoff score average	
450-499	500-549	550-599	600-649	650-699	700-749		on list	points held	for the past 12 months PZ	SZ
38	43	36	12	2	0	0	131	534	727	772

Number of soldiers promoted in the past 12 months: 31

**Average Range of Promotion Points to Staff Sergeant:** The following data is a cutoff score analysis, showing the average range of promotion points held by sergeants in CMF 77 as of 1 Aug 96:

77F: Range of promotion points held						#	Average		Cutoff score average	
450-499	500-549	550-599	600-649	650-699	700-749		on list	points held	for the past 12 months PZ	SZ
0	0	132	177	175	196	41	721	663	774	789

Number of soldiers promoted in the past 12 months: 80

77L: Range of promotion points held						#	Average	Cutoff score average for the past 12 months		
450-499	500-549	550-599	600-649	650-699	700-749	750+	on list	points held	PZ	SZ
0	0	1	1	2	1	0	5	642	763	770

Number of soldiers promoted in the past 12 months: 10

77W: Range of promotion points held						#	Average	Cutoff score average for the past 12 months		
450-499	500-549	550-599	600-649	650-699	700-749	750+	on list	points held	PZ	SZ
0	0	27	29	23	26	3	108	651	787	788

Number of soldiers promoted in the past 12 months: 14

**LEGEND:**

# Number      PZ Primary Zone      SZ Secondary Zone

**Senior NCO Promotions:** The following data shows the number of senior NCO promotions in the past 12 months:

77F: Rank	Average per month	Total promotions	Remaining on the list
SGM	.00	0	3
MSG	2.25	27	23
SFC	6.75	81	14

77L: Rank	Average per month	Total promotions	Remaining on the list
SFC	.50	6	0

77W: Rank	Average per month	Total promotions	Remaining on the list
SFC	2.25	27	4

**NCO Reductions**

The Vice Chief of Staff, Army recently published a message to the field that directs the Deputy Chief of Staff for Personnel and the Deputy Chief of Staff for Operations and Plans to coordinate actions necessary to reduce the aggregate NCO content in the Army to 47 percent. Enlisted managers in the Office of The Quartermaster General (OQMG) are currently analyzing the Quartermaster slice of this reduction to determine the impact on the Corps and identify which positions by military occupational specialty (MOS) will contribute to this restructuring effort.

Major Army command coordination with this initiative will be an important factor in ensuring this structural downsizing is accomplished effectively and efficiently. OQMG action officers will work closely with units in the field to determine which positions can best absorb this reduction.

OQMG enlisted managers are determined to distribute this initiative as equitably as functionally possible within both Career Management Fields 77 and 92. This will help maintain as much experience as possible in each MOS while producing the monetary savings targeted by budget reductions.

## **First 'Combat Olympics' Teaches OBC Teamwork**

Future platoon leaders in Quartermaster Officer Basic Course (OBC) 96-5 successfully completed their missions in an exercise described as Fort Lee's first "Combat Olympics" last August. Goals of the "Combat Olympics" are to build teamwork, leadership and decision-making skills while accomplishing a mission. The course offered a physical challenge, but how much of a physical challenge depended on how well a team worked together. The first event was a 2.1-mile run in boots while carrying fully equipped rucksacks. After the run, teams dropped the rucksacks and boots and then put on athletic shoes and load-bearing equipment to continue onto the second event, the parachute carry. The other events were the buddy carry, litter carry, tank track and the HMMWV (High Mobility Multipurpose Wheeled Vehicle) push. Between events, the teams ran half a mile before starting the next event.

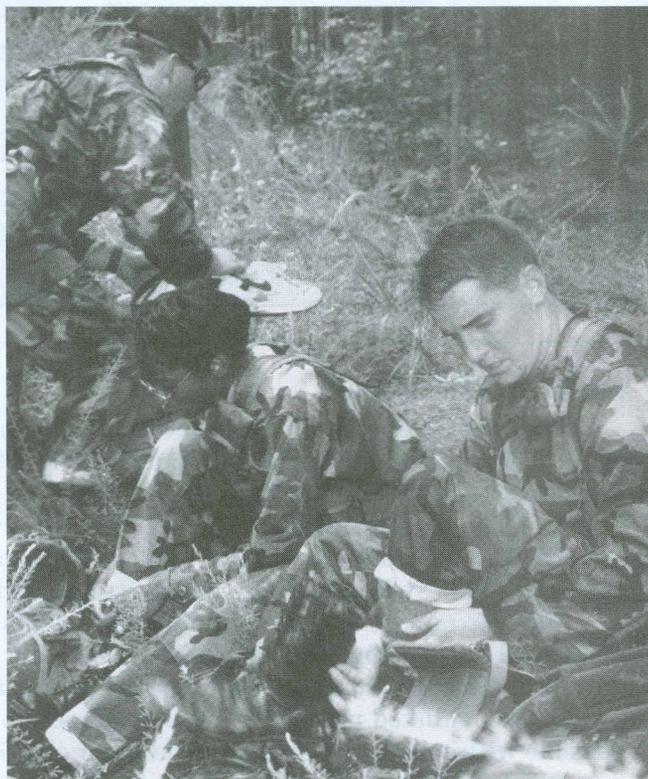
Times for the small unit training exercise ranged from 1 hour and 28 minutes to 1 hour and 37 minutes for the four teams averaging eight soldiers each. The teams were timed as they ran a five-mile obstacle course.

The "Combat Olympics" was designed with both mental and physical challenges. For example, each team was responsible for a five-gallon container of water that had to be with them at all times. The only requirement with carrying the five gallons of water was that it had to cross the finish line the same way it was received: full. One of the four teams figured out a way to get rid of the water and somehow cross the finish line with a full container. Three of the four teams carried the five-gallon jug the whole five miles, so that slowed down their times.

The OBC chief in the Logistics Training Department at the US Army Quartermaster Center and



**Finish Line for the Five-Mile Course**



**Quick Boot Change**

School emphasized that soldiers on teams had to share responsibility, a vital lesson for future platoon leaders. For more information about the "Combat Olympics," contact the OBC chief at DSN 687-4385/4328 or (804) 734-4385/4328.

## **Mortuary Affairs Exercise**

Approximately 300 Mortuary Affairs Specialists received two weeks of intense, hands-on training at Fort Lee, VA, last August. Conducted by the Mortuary Affairs Center at the USAQMC&S and the 54th Quartermaster Company (Mortuary Affairs), the training taught emerging joint doctrine and included theater mortuary evacuation point procedures, procedures for the decontamination of NBC-contaminated remains, collection point operations, mass fatality response, and search and recovery procedures. Mortuary affairs units from Puerto Rico, New York, California, Louisiana, Ohio and Virginia participated. The Marine Corps' only mortuary affairs detachment from Dayton, OH, also came. The mortuary affairs units came from the Active Component, Army National Guard and US Army Reserve. Planning will begin soon for a similar exercise next year. Plan now for your mortuary affairs personnel to come and train. For more information, contact the Mortuary Affairs Center's Director, Tom Bourlier, or Deputy Director, Douglas Howard, at DSN 687-3831 or (804) 734-3831.

## **Petroleum Glass Pipeline**

Personnel from the Petroleum and Water Department, USAQMC&S, have completed 14 months of work to bring the "glass pipeline" back into operation. The original glass pipeline was developed in the 1950s to train petroleum handlers in multiproduct pipeline operations. Located in Stewart-Roye Hall at Fort Lee, VA, the latest version of the glass pipeline provides a visual representation of petroleum distribution in a theater of operations. Using the glass pipeline, students can now visualize such concepts as interfaces between petroleum products in a multiproduct pipeline, the time to make product cuts, and splitting the flow between an intermediate terminal and the pipeline. The pipeline will be used as a visual aid in the Petroleum Officer, Combined Logistics Officer Advanced, Quartermaster Officer Basic, Petroleum and Water Basic and Advanced Noncommissioned Officer, and Petroleum Supply Specialist Advanced Individual Training Courses.

## **Sling Load Inspection Requirement**

Effective 1 Oct 97 all **Army** loads will require an inspection by a qualified inspector before arrival of the supporting aircraft. Inspections will be recorded on a Sling Load Inspection Record (DA Form number to be assigned). Qualifications for inspectors are E4 or above **and** a graduate of one of the following courses: Pathfinder, Air Assault or Sling Load Inspector Certification (SLIC). Rigging and inspection of loads and qualifying inspectors are the responsibility of the supported units.

The one-week SLIC Course began at the USAQMC&S, Fort Lee, VA, effective September 1996. For anyone desiring copies of the Sling Load Inspection Record or additional information or seats in the SLIC Course, contact Don Lynn at DSN 687-4185 or SFC Rumley at DSN 687-5889.

## **Airdrop Rigging Manuals**

The following is a list of airdrop rigging manuals that have recently been published or will be published in the near future:

- ✈ FM 10-579, C1, Airdrop of Supplies and Equipment: Rigging Landing Field Mat (Published 8 May 96)
- ✈ FM 10-532, C4, Airdrop of Supplies and Equipment: Rigging 1 1/2-Ton Trailers (Published 28 Jun 96)
- ✈ FM 10-550, C3, Airdrop of Supplies and Equipment: Rigging Stinger Weapons System and Missiles (Published 28 Jun 96)
- ✈ FM 10-591, C1, Airdrop of Supplies and Equipment: Rigging Trailer-Mounted Engineer Electrical Tool Outfits (Published 19 Aug 96)
- ✈ FM 10-500-53, Airdrop of Supplies and Equipment: Rigging Ammunition (Published 19 Aug 96)
- ✈ FM 10-500-3, C1, Airdrop of Supplies and Equipment: Rigging Containers (Published 26 Sep 96)
- ✈ FM 10-539, C3, Airdrop of Supplies and Equipment: Rigging JD 410 Tractor (Published 27 Sep 96)
- ✈ FM 10-517, C4, Airdrop of Supplies and Equipment: Rigging HMMWV (To be published 24 Oct 96)

# Directory – Points of Contact

## US Army Quartermaster Center and School

Fort Lee DSN prefixes: 687-xxxx or 539-xxxx  
Commercial prefixes: (804) 734-xxxx or (804) 765-xxxx

<b>The Quartermaster General</b> MG Henry T. Glisson	(ATSM-CG) 734-3458	<b>Director of Instruction</b> Dr. William L. Kelley	(ATSM-DOI) 734-3215
<b>Assistant Commandant</b> COL Gary L. Juskowiak	(ATSM-AC) 734-3759	<b>Airborne and Field Services</b> Theodore Dlugos	(ATSM-ABN-FS) 734-5370
<b>Command Sergeant Major</b> CSM Ricky A. Vernon	(ATSM-CSM) 734-3248	<b>Army Center of Excellence, Subsistence</b> LTC Douglas B. Byther	(ATSM-CES) 734-3007
<b>23d Quartermaster Brigade</b> COL Raymond L. Rodon	(ATSM-TPC) 734-4644	<b>Logistics Training Department</b> LTC Harry C. Thornsvard	(ATSM-LTD) 734-3195
<b>49th Quartermaster Group (Petroleum and Water)</b> COL D. Lyle Hohnstine	(AFFL-G) 734-6026	<b>Mortuary Affairs Center</b> Tom D. Bourlier	(ATSM-MA) 734-3831
<b>Chief, Office of the Quartermaster General</b> LTC Scott G. West	(ATSM-QMG) 734-4237	<b>Petroleum and Water</b> LTC Laren D. Tarbet	(ATSM-PWD) 734-2820
		<b>Noncommissioned Officer Academy</b> CSM Norbert L. Schouwiller	(ATSM-SGA) 765-2066
		<b>Quartermaster Total Force Integration Officer</b> LTC Robert W. Vaughan	(ATSM-DOI) 734-3574

### MAILING ADDRESS:

QUARTERMASTER PROFESSIONAL BULLETIN  
USAQMCS OQMG  
ATTN ATSM QMG B  
1201 22D STREET  
FORT LEE VA 23801-1601

### TELEPHONE:

DSN 687-4382  
Commercial (804) 734-4382  
FAX (804) 734-3343

### UNIT DISTRIBUTION:

Report delivery problems, changes of address or unit designation to Martha B. Guzman at DSN: 687-4382. Requests to be added to direct distribution should be in the form of a letter.

### ARTICLE SUBMISSIONS:

Submit articles in typewritten (or near letter quality), double-spaced drafts consisting of no more than 12 pages. Articles may also be submitted on 3 1/2-inch disk in most common word processing software as well as ASCII format (Microsoft Word for Windows preferred). Hard copy must be included. Please tape captions to any photographs or diagrams included.

### QUARTERMASTER HOTLINE:

The Quartermaster HOTLINE collects immediate feedback from the field on issues such as doctrine, training, personnel pronency, and Quartermaster equipment development with a 24-hour telephone answering service. The Office of the Quartermaster General records incoming calls after normal duty hours and responds to the caller the next duty day. DSN: 687-3767, Commercial: (804) 734-3767. Collect calls cannot be accepted.

### SUBSCRIPTIONS:

Individual subscriptions are available from the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of \$12.00 per year (\$15.00 foreign). Telephone credit card orders can be made 8 a.m. to 4 p.m., Eastern time, to (202) 512-1800. Orders can be sent by FAX 24 hours a day to (202) 512-2250.

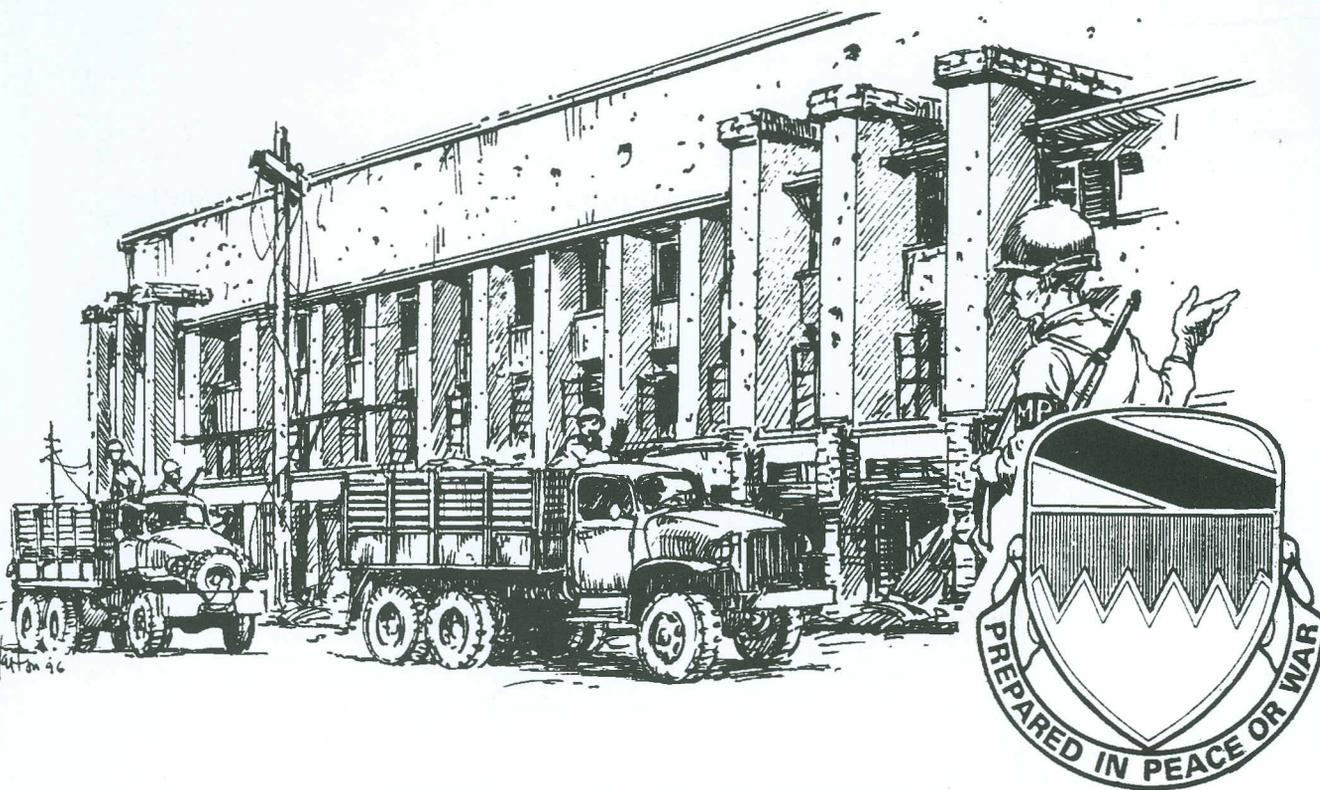
## Are You Getting the Quartermaster Professional Bulletin?

Your branch publication, the *Quartermaster Professional Bulletin*, needs your help. Each quarter, we mail to commanders in all multifunctional, Quartermaster Active and Reserve units, and logistics activities. This magazine with tactical and technical information enhances professional development. Please take a few minutes to send us your correct unit mailing address using the new postal format of no more than 5 lines, each line not to exceed 40 characters, and all capital letters. Also, please indicate the number of magazines your unit needs.

Let us hear from you. Mail your request to:

QUARTERMASTER PROFESSIONAL BULLETIN  
US ARMY QUARTERMASTER CENTER AND SCHOOL  
OFFICE OF THE QUARTERMASTER GENERAL  
1201 22D STREET  
FORT LEE VA 23801-1601

*A resupply convoy from Troop C, 16th Cavalry Quartermaster Squadron, 1st Cavalry Division, passes the Far-Eastern University building in Manila, Philippines, on its way to the front, March 1945.*



## ***115th Support Battalion***

***Organized February 1919 in the National Army at Camp Henry Knox, Kentucky, as the 675th Motor Transport Company.***

***Redesignated 1 December 1919 as the 84th Motor Transport Company.***

***Demobilized 31 December 1920 at Camp Dix, New Jersey.***

***Reconstituted 1 May 1936 in the Regular Army as Troop D, 16th Quartermaster Squadron, an element of the 1st Cavalry Division.***

***Activated 15 January 1941 at Fort Ringgold, Texas.***

***Reorganized and redesignated 15 March 1943 as Troop C, 16th Cavalry Quartermaster Squadron.***

***Reorganized and redesignated 15 November 1946 as the 15th Quartermaster Pack Troop, an element of the 1st Cavalry Division.***

***Reorganized and redesignated 31 March 1947 as the 15th Quartermaster Troop.***

***Reorganized and redesignated 25 March 1949 as the 15th Quartermaster Company.***

***Reorganized and redesignated 1 September 1963 as Headquarters and Headquarters Company, 15th Supply and Transport Battalion, an element of the 1st Cavalry Division (organic elements concurrently constituted and activated).***

***Reorganized and redesignated 1 July 1965 as the 15th Supply and Service Battalion, an element of the 1st Cavalry Division.***

***Reorganized and redesignated 5 May 1971 as the 15th Supply and Transport Battalion, an element of the 1st Cavalry Division.***

***Inactivated 15 September 1985 at Fort Hood, Texas.***

***Redesignated 1 May 1987 as the 115th Support Battalion, an element of the 1st Cavalry Division, and activated at Fort Hood, Texas.***

QUARTERMASTER PROFESSIONAL BULLETIN  
US ARMY QUARTERMASTER CENTER AND SCHOOL  
1201 22D STREET  
FORT LEE VA 23801-1691

PERIODICALS  
POSTAGE AND FEES PAID  
AT PETERSBURG, VA  
AND ADDITIONAL CITIES

OFFICIAL BUSINESS

