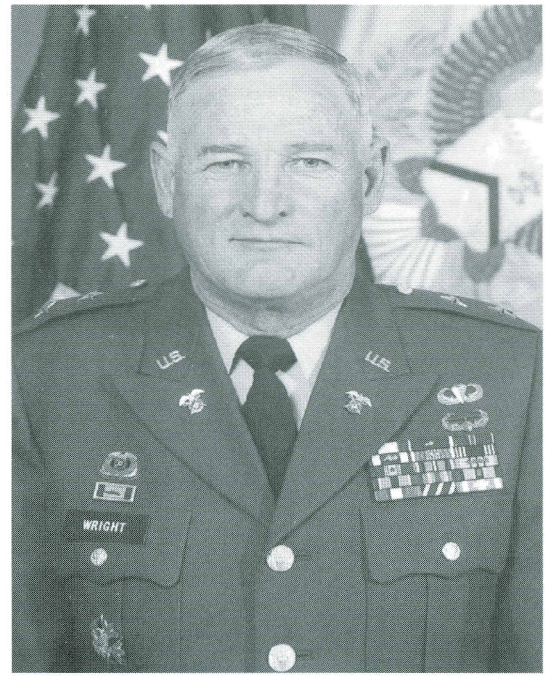
Quartermaster

PROFESSIONAL BULLETIN

AUTUMN 1998 *PB-10-98-3*

WARFIGHTERS' LOGISTICIAN

From The Quartermaster General



Major General James M. Wright

In September, we lost a great American and Quartermaster with the death of Major General Thomas W. Robison. He was a personal friend of mine and I will miss him. A visionary responsible for many of the innovative logistics concepts that are part of what is now referred to as the "revolution in military logistics," he made a significant impact on Army logistics and mentored many Quartermasters to lead and treat people with respect and dignity. We will remember his friendship, professionalism and personal sacrifices to his Army and his nation. We will keep his dream and his spirit alive in the Quartermaster Corps. He was among the six new members inducted into the Quartermaster Hall of Fame in 1998 and profiled in this edition.

Supply Excellence Awards

Also in September, the Chief of Staff, Army held the Supply Excellence Award presentations in Washington, DC. The winning units and first runners-up were recognized. I am very proud of this program and challenge all units in the Army to compete. This edition of the *Quartermaster Professional Bulletin* has a listing of the winners and the 1999 application procedures in its UPDATE section.

The operational and academic train of the US Army Quartermaster Center and School (USAQMC&S) is gaining speed and moving quickly down the track. I received a lot of feedback from my previous *Quartermaster Professional Bulletin*, especially to the article titled "Professional Dialogue: The CSS Reserve Component and Force XII."

First, I would like to say I am glad to see that so many people are reading their professional bulletin. Secondly, I am a firm believer and supporter of the Total Army concept.

Quartermaster Reserve Component

Sixty-two percent of the Quartermaster warfighting capability is in the US Army Reserve and Army National Guard, and these units and soldiers are vital members of the Quartermaster team. We are very proud of their professionalism and their daily contributions to the readiness of our Corps and our Army. We cannot win without them.

Lastly, I want to stress that one important purpose of the *Quartermaster Professional Bulletin* is to stimulate frank and open discussion, particulary in its Professional Dialogue section. We met that goal.

Also this autumn, the USAQMC&S hosted the Command Sergeant Major/Sergeant Major Conference at Fort Lee, VA. This conference enables our most senior noncommissioned officers (NCOs) to discuss the future of the Corps. One key subject was the impact of Change in NCO Structure (CINCOS) on the NCO ranks and the upward mobility of Quartermaster soldiers. Other discussion centered around the future goals and objectives of the Noncommissioned Officer Education System. Our Quartermaster NCOs are the muscle of our Corps.

I am looking forward to leading the Quartermaster Corps in 1999. I am very proud to be your Quartermaster General and look forward to visiting our

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The Quartermaster General
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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.

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By Order of the Secretary of the Army:
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04939

Distribution: Special

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FRONT COVER: SGT Adrienne Story of the Public Affairs Office at Fort Lee, VA, took the photograph of this soldier with the 49th Quartermaster Group when deployed to Fort Pickett, VA, in August for the first group-wide training exercise that included confidence course competitions, squad- and platoon-level LANES training and wartime missions.

INSIDE BACK COVER: Keith K. Fukumitsu, Quartermaster, researches and illustrates the battalion-size units featured with a page in each edition. LTC (Retired) Fukumitsu was formerly assigned as Chief of the Course Development Division, Directorate of Training and Doctrine, US Army Quartermaster Center and School, Fort Lee, VA.

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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.

What You Cannot Control What You Can Control

Command Sergeant Major Larry W. Gammon

The Quartermaster Noncommissioned Officer (NCO) Corps is healthy and vibrant, with unlimited potential for outstanding performance in the coming years. Along with needs of the Army and the Corps, come the needs of the individual. NCOs want to know what they can do to help themselves to be the leaders for the 21st Century. I will discuss with you the things you can control to help yourself and the things that you cannot control.

Things That You Cannot Control

All promotions for enlisted soldiers are driven by force structure. We have a vacancy-based promotion system. We can only promote as many NCOs as we need. A mix of doctrine, requirement and available resources generally drives this structure. This is especially significant in low-density military occupational specialties (MOSs). An excellent article in the Career News section of the previous edition of the *Quartermaster Professional Bulletin* (Summer 1998) explains the effects of force structure on the promotion system. The article is entitled "Promotion Within the Quartermaster Corps: Sergeant First Class and Master Sergeant Selection Procedures."

Assignments are very difficult for an NCO to influence on two fronts. This first front includes the US Army Total Personnel Command (PERSCOM) requirements in your grade and MOS. If there are no open requisitions for the places you want to go, in the units that you want to serve in and at the time you want to go, it reduces the chance of an assignment happening. The needs of the Army come first. Secondly, with very few exceptions, PERSCOM assigns to theaters and installations, not to specific jobs. The commander's needs at the time you arrive are the single most important consideration of where and how you will serve that organization. Often, the job you think you will be getting is not the job you get. The local commander must have this flexibility to ensure mission accomplishment.

Promotion board results tell us that serving in too many table of distribution and allowance (TDA) assignments can create a competitive disadvantage, even if sometimes not under your control. However, the numbers show that there are many more opportunities for modification table of organization and equipment (MTOE) jobs than there are TDA jobs. Now you are thinking, "Okay, what can I control?"

Things That You Can Control

The first and most important thing that you can control is your performance. The golden rule is "do good at all your jobs." Be a team player and always make contributions to your organization. Do not be an "it is not my job NCO." There is no substitute for success. The assignment managers at PERSCOM know what is required, in terms of assignments, for your career development and generally blend your wants well with the needs of the Army. When NCOs volunteer for positions to avoid the hard jobs, they put themselves at risk of a competitive disadvantage. Call me crazy, but I have always asked for the hardest job available, because I knew if I could do that I could do anything. I receive very few calls asking to get out of a TDA assignment to go to a combat division. Upon arrival and throughout your tour wherever it is, seek positions of leadership and greater responsibility. Every leader likes soldiers who want the job.

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Make sure you have a clear understanding of the processes that govern your career: you must understand centralized promotion boards. A clear understanding of how these panels/boards operate will help you prepare yourself for the next grade.

The Joint Visual Information Activity has created for the Department of the Army's Deputy Chief of Staff for Personnel a videotape that shows how these promotion panels/boards operate and how standards are created. I recommend this tape for any NCO seriously interested in career opportunities. In fact, viewing this tape should be mandatory for all NCOs. Entitled "Understanding the Centralized Promotion Process," the tape should be available at most military installations. If not, call Louise Roscioli at DSN 795-7937 or (717) 895-7937.

Another process that records your success is your NCO Evaluation Report (NCOER). You have more control than you think over your NCOER process. Your constant communication through counseling provides you an opportunity to ensure that it reflects accurately who you are and what you have done.

Lastly, take control of your Official Military Personnel File (OMPF). Your records and photograph tell the world who you are. If you do not take on the responsibility to keep them up to date, "Who are you?" Please do not be one of those NCOs whom I have heard many times after publication of Department of the Army board results say that "I wished I had done this or I wished I had done that." Help us help you. Have a great Quartermaster Day!

Command Sergeant Major Larry W. Gammon has served in a variety of leadership positions as Command Sergeant Major, 45th Corps Support Group (Forward), Schofield Barracks, Hawaii; Command Sergeant Major, 23d Quartermaster Brigade, Fort Lee, Virginia; Commandant, Noncommissioned Officer Academy, Fort Lee; Command Sergeant Major, 99th Forward Support Battalion, Fort Lewis, Washington; First Sergeant, Headquarters and Headquarters Company, 109th Forward Support Battalion, Fort Lewis; First Sergeant, 2d Support Command Corps Materiel Management Center, Stuttgart, Germany, and Platoon Sergeant, S4 Noncommissioned Officer in Charge. His military education includes Airborne School, the Sergeants Major Academy, First Sergeants Course, Senior Supply Sergeants Course, Noncommissioned Officer Logistics Course and Advanced Noncommissioned Officer Course.

(Continued from the inside front cover)

magnificent soldiers at their various duty assignments throughout the world.

Major General James M. Wright, 45th US Army Quartermaster General, has held numerous command and staff positions. His previous assignments include Commander, 21st Theater Army Area Command, Germany; Deputy Chief of Staff, Logistics, United States Army, Europe, and Seventh Army and also Director of Logistics, Controller Staff, Exercise Atlantic Resolve '94; Director of Plans and Operations for the Deputy Chief of Staff, Logistics, United States Army; Commander, 1st Corps Support Command (COSCOM), XVIII Airborne Corps; Commander and Assistant Division Commander, Division Support Command, 7th Infantry Division (Light); Chief of Staff and later Deputy Commander, 1st COSCOM; Commander, 426th Supply and Service Battalion, 101st Airborne Division (Air Assault); Commander, Special Troops Battalion, 1st COSCOM; Commander, Logistical Support Unit, Multinational Force and Observers, Sinai; S1 (Logistics) Advisor, Advisory Team 25, United States Military Assistance Command, Vietnam; Commander, 25th General Supply Company, 95th Supply and Service Battalion, 3d Support Brigade, United States Army, Europe, and Seventh Army.

HERITAGE AND VALUES

Soldiers in the NCO Academy Have Their Say

Noncommissioned officers (NCOs) at the NCO Academy, Fort Lee, VA, reinforce the Quartermaster Corps' History, Traditions and Values training program by writing about the seven Army Values. Upon initiative of The Quartermaster General, students in the Advanced and Basic Noncommissioned Officer Courses (ANCOC and BNCOC) express their opinions on what the basic Army values mean to them as NCOs. The Quartermaster General believes daily values training at the schoolhouse and in the field will build a fighting spirit. The first letter of each Army value forms the acronym **LDRSHIP** (pronounced "leadership") for the seven values of **Loyalty, Duty, Respect, Selfless Service, Honor, Integrity** and **Personal Courage.** A sampling of these first writing assignments from BNCOC Class 92Y98-07 follows:

Honor

Most employees do not usually spare even a glance for the green marble plaque with its list of fallen American diplomats as they walk to work each day though the cavernous lobby of the US State Department. Employees do know the list is there. They also know that there is a chance, a small one but a chance nonetheless, that their names could be the next ones inscribed. The plaque, or rather plaques at each end of the lobby, record the names of 178 US officials, so far, who died serving their country abroad during the past two centuries.

The names of 12 Americans who were killed 7 Aug 98 by a truck bomb that blew up outside the US Embassy in Nairobi, Kenya, are the next to be added to this list. It is the job of John Kinnard, a stonemason from Arlington National Cemetery who carves and gilds the names, to place these 12 names in this place of honor.

Secretary of State Madeleine Albright brought home 10 of the bodies the week after the bombing in a ceremony held at Andrews Air Force base near Washington, DC. Albright herself reflected on the plaque during an address to State Department employees on the blasts in Nairobi and the Tanzanian capital, Dar es Salaam. "Sometimes our eyes fall to the empty space on the second plaque and we know in our very soul that as long as the world is as it is, as long as we have Americans who love their country as we do, more names will fill that space," she said.

US Embassy spokesman Chris Scharf, watching the coffins file past, said he was struck by the enormity of the tragedy. "I think of the Kenyan secretary who worked in my office," he said. "I think of the young sergeant that lived above me.... Those people are gone. We've suffered a terrible loss."

The State Department tributes are among the many ways that we honor Americans who have paid the ultimate price for freedom and our way of life because of their faithful duty to our country. We must remember their sacrifice and realize that it is our time to take up the torch of liberty so that their lives will not have been lost in vain. – ***SGT David A. Gunther***

Personal Courage

Personal Courage is one of the seven Army Values. According to *Random House Dictionary*, the definition of courage is "the ability to face difficulty or danger with firmness and without fear." The Army divides courage into two forms: physical and moral. Physical courage is putting one's body in harm's way to do one's duty. Moral courage is standing up for what one believes is right.

Two famous generals have been quoted on their perspectives of fear and courage. General "Stonewall" Jackson, a commander for the Confederate States of America during the Civil War, stated: "Never take counsel of your fears." General George S. Patton Jr., a World War II leader stated: "Untutored courage is useless in the face of educated bullets," and "All men are frightened. The more intelligent they are, the more they are frightened. The courageous man is the man who forces himself in spite of his fear to carry on."

An historical example of a Quartermaster's personal courage comes from World War II. On 15 Jul 18, the Germans mounted a major offensive near the Marne River in France. The US Army had just arrived and had not been able to make a difference in the war. The German army wanted to take advantage of this situation.

SGT Edward Greene, a cook for Battery F, 10th Field Artillery, 3d Infantry Division, demonstrated his courage after his field kitchens were destroyed during a pre-assault bombardment. SGT Greene took it upon himself to start carrying ammunition to the battery's guns. SGT Greene continued his courageous effort for hours, even under continuous artillery fire and observation from the enemy. He continued, even though he was wounded. He only ceased when ordered to the rear for medical care. SGT Greene received the Distinguished Service Cross for his courageous effort.

SGT Greene's courage was both physical and moral. He did not have to be ordered. He took the initiative. As a noncommissioned officer (NCO), he set an example to the other soldiers. NCOs can create courage in the soldiers that they lead. A leader must build courage within soldiers. This can be done with realistic training. As soldiers become more confident in their skills, they build the personal courage to perform those skills under pressure. Training helps soldiers to put their fears aside and complete any mission with both physical and moral courage.

If a leader does not have courage, then that leader will be ineffective. Why would a soldier follow a leader who does not have the personal courage to place himself in harm's way or stand up for his beliefs? It takes courage to be a leader. Personal courage to stand in front of soldiers must come from within. If an NCO cannot lead his soldiers to face their fears, then that NCO is not courageous. Every NCO should have Personal Courage. – ***SSG Thomas A. Friend Jr.***

Respect

The greatest asset of the US Army is its people. The best technology and equipment cannot win wars without people. The most well-thought-out plans cannot be executed without soldiers. These soldiers must be motivated into action to become victorious. Respect between leaders and those who are led must be present for this motivation to happen. Some areas where respect is important include taking care of the soldier's individual needs and personal rights. Furthermore, the respect shown to those soldiers who have paid the price for freedom assures all soldiers that their efforts will not be forgotten. Respect will cause soldiers to execute without question or hesitation the orders of a leader.

The Quartermaster Creed says, "I gave you the flags to serve, the medals, the crests, the clothes you wear, are my design." Quartermaster soldiers have the responsibility to supply the basic items needed for soldiers to survive. The medals that soldiers wear and even the crests signify that their different corps and units are important. Members of the military wear these items as reminders of what they have accomplished and also as a display of pride for their different organizations.

The wants and needs of soldiers are the main focus of the work of the Quartermaster soldier. It is important to order what is needed so it is on hand before soldiers ask. Logisticians must be fair in the distribution of supplies, especially when supplies are scarce. When there is an abundance of supplies, the logistician must manage these supplies so there is no waste or future shortage. Quartermasters gain respect by giving fair estimates of when supplies will be received and by not being afraid to deny the impossible request. Respect will be lost if the logistician allows soldiers to anticipate supplies that will never be received.

Noncommissioned officers (NCOs) must respect the diversity of ranks and provide the means for each soldier to live within the military framework. When dealing face-to-face with soldiers of any rank or position, Quartermaster NCOs must maintain their professionalism. They should not have to cover their deficiencies by focusing on the shortcomings of others. Rather, they will gain respect and show respect by mentoring and educating soldiers to a higher level.

To claim that NCOs treat everyone the same is incorrect. Those who have earned the respect of an NCO are treated differently than those who have not. It is important, however, to respect all people and always treat them the way we would like to be treated, regardless of how they might treat us. According to General John M. Schofield, "It is possible to impart instruction and give commands in such a manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey."

Basic respect for fellow human beings should allow soldiers to exercise only the amount of force necessary to obtain the lawful objective. Force beyond that point would cause others to lose respect for our Army and our country. The failure to exercise ample force and discipline could also lead to defeat and loss of respect.

No group of soldiers has a greater responsibility to provide for soldiers' basic needs than the Quartermaster Corps. All members of the military must respect soldiers' rights. Quartermasters have one of the most diverse populations and, therefore, must set the example. – ***SGT Clair E. Hoesing***

Professional Dialogue

Moving Forward in Distance Learning

Nancy B. Briggs

The US Army Quartermaster Center and School (USAQMC&S) at Fort Lee, VA, is moving forward through the application of distance learning techniques and the development of products to ensure a Total Force readiness posture. The focused and defined path directly supports the Army's three strategic campaign plans: Warfighter, Warrior and WARNET, which comprise Army Training (AT) XXI. As the USAQMC&S proceeds down this path to mission accomplishment, it becomes necessary to redesign and modernize the institutional training base and link together a network of information architecture and various delivery systems.

TRADOC financially sponsors a program called Classroom XXI.

These steps change the way the USAQMC&S does business and achieves efficiencies in training for both the Reserve and Active Components (RC and AC). With the increased reliance on the RC, all combat and sustaining forces must have access to training at the right time and place to support rapid deployments to any theater of operation. A totally comprehensive distance learning plan, with a supporting infrastructure, ensures that a readiness requirement is achievable for soldiers and leaders, doctrine, tactics and battle systems.

Definition of Distance Learning

What is distance learning? Distance learning is the delivery of standardized individual, collective and self-development training to soldiers and units at the right place and time through the application of multiple means of technology. Distance learning may involve student-instructor interaction in both real time and non-real time. It may also involve self-paced instruction without benefit of access to an instructor.

With any plan, support is essential for success. In the distance learning world, that support is critical and begins with Congress allocating specified funds to build the infrastructure necessary for soldiers to access training. These concepts and strategies, defined within the Army Distance Learning Program (ADLP), provide a progressive execution strategy involving the Department of the Army (DA), the US Army Training Support Command (ATSC), the US Army Training and Doctrine Command (TRADOC) and the installation.

The ADLP provides funding to construct state-of-the-art classrooms with the latest automation technology to implement distance learning. Fort Lee, as with all but one other TRADOC installation, will receive three fully automated classrooms in FY98. Two are located within the USAQMC&S, and the third is housed within the Army Logistics Management College at Fort Lee. All had a completion date of August 1998. Training in these facilities will directly enhance the soldier's ability to perform on the digitized battlefield.

Also highly involved, TRADOC is financially sponsoring a program called Classroom XXI. State-of-the-art facilities will be built that parallel the efforts funded by the ADLP. The USAQMC&S is scheduled to receive two classrooms in the late FY98-early FY99 timeframe containing various levels of automation. One will be located within Mifflin Hall and the other will be constructed in the Army Center of Excellence, Subsistence training facility, both at Fort Lee. Close coordination with TRADOC information management, engineer and design personnel, as with the ADLP construction projects, promises to pay off with the Classroom XXI program.

Automated Library

In addition to these two programs, a massive automated library, the Army Digitized Training Library, is being constructed by the ATSC to temporarily house all digitized proponent training and doctrine materials. Materials currently housed in this library can be retrieved on the Internet. Upon completion of a Digitized Training Access Center (DTAC) within the Directorate of Information Management's facilities, proponent

materials will be transferred from ATSC to Fort Lee for access through both the ADLP and Classroom XXI projects.

Nothing mentioned so far would be successful without command support - shown in the following excerpt from The Quartermaster General's **Vision on Distance Learning.**

> **To maximize the support for Army Training XXI through a highly focused, seamless and fully integrated system of unit, individual, and self-development training leveraged by the use of state-of-the-art technology and provided on-demand, synchronous, or asynchronous to all forces regardless of location.**

These words have been directly applied to each and every course, program, process and procedure within the USAQMC&S to provide only the very best training while maintaining a strict standard of performance for all personnel.

The USAQMC&S has been aggressive in pursuing TRADOC's Other Procurement-Army (OPA) and Operations and Maintenance - Army (OMA) funds to build an infrastructure for projecting different platforms of resident and nonresident training.

In February 1996, the first teletraining network (TNET) was installed in the NCO Academy at Fort Lee. From this location, instruction can be received from both internal and external sources and transmitted to classrooms within the building or to a receiving site.

'Fixes' to the Field

The USAQMC&S Mortuary Affairs Center and the Army Center of Excellence, Subsistence have capitalized on the TNET by conducting demand-supported training, doctrine updates, new concept information and field sanitation courses since inception of the facilities. Also, the US Marine detachment at Fort Lee, whose food service training is collocated with the USAQMC&S, has conducted training and informational discussion with the field by TNET. Such training reflects the ability of the USAQMC&S to provide training and an immediate "fix" to a field requirement.

To prepare the instructional staff for this mode of delivery, the USAQMC&S has worked with ATSC and conducted Video Teletraining Instructor Training Courses (VTTITCs). Personnel in the VTTITCs will act as trainers within their own departments, centers or the NCO Academy. Classes are conducted at the TNET site with ATSC materials.

Common Core Training

One particular area of interest that meets all the criteria of distance learning is common core training. A joint effort between the US Army Transportation Center and School (USATC&S) and the USAQMC&S for the period of a week was successful. The USATC&S presented the instruction to Transportation students, as well as to Quartermaster soldiers with the military occupational specialty 77F30 (Petroleum Supply Specialists).

The USAQMC&S Logistics Training Department took the lead in offering automation training concurrently with the US Army Ordnance Center and School (USAOC&S) and the USAQMC&S by conducting two iterations of the Standard Property Book–Redesigned (SPBS-R). More team-teaching and information-sharing is planned with instruction possibly coming from the Sergeant's Major Academy and being received concurrently at several TNET sites.

In the broad perspective, these particular training initiatives reflect only a portion of the opportunities envisioned for the TNET. Since TNET can only broadcast one program at a time, the USAQMC&S has taken advantage of addressing multiple receiving sites with a high rate of success and has not been limited to the continental United States. On many occasions, TNET training has been conducted in Europe, where a mobile training team previously had to be sent for the very same instruction.

CD-ROMs and Video Training

Production of courses or portions of courses containing multimedia have paralleled development of the resident courses. This multimedia instruction will depend on training for trainers and training developers on applicable software systems. Production of CD-

ROMs, training accessible on the Internet, and video mark only the beginning of USAQMC&S product development. The USAQMC&S will continue to leverage technologies to reach field units, RC soldiers, training centers, joint force units, and civilians while enhancing resident instruction in an effort to provide training on demand when and where the soldier needs it.

The USAQMC&S, with US Army Combined Arms Support Command (CASCOM) and TRADOC, will continue to pursue appropriate staffing of various modes of instructional delivery and obtaining highly qualified personnel to assume mission responsibilities. As the USAQMC&S moves forward in providing Force XXI training, the commanding general must retain the flexibility to align available resources with mission to select Quartermaster initiatives for distance learning. Relevant selections will be supported through the investment of time for training, training development and the availability of equipment from both the trainer's and the customer perspective.

The USAQMC&S has made significant strides toward exploring and using Information Age technology for resident and distance learning. These efforts have been and will continue to be the focus as each proponent within the schoolhouse determines the appropriate way to deliver critical tasks, annexes and entire courses of instruction. The extremely important skills and knowledges obtained through hands-on training will be retained and enhanced through new processes and procedures that will provide the field Army and members of the joint military community with the required tools, techniques and products to assist them on the leading edge of change.

Nancy B. Briggs is Chief, Operations and Training Management Office, US Army Quartermaster Center and School, Fort Lee, Virginia.

CORRECTION:
Internet Web Site for Doctrine Publications

The address for the Army Doctrine and Training Digital Library (ADTDL) at Fort Eustis, VA, changed since its publication in the Summer 1998 *Quartermaster Professional Bulletin* and probably will change again this Autumn. To access the "ADTDL Home Page," use this Internet Protocol (IP) address: http://155.217.58.58. The ADTDL has applied for an address with a Universal Resource Locator (URL). When the address changes, a forwarding URL address will appear with the IP address.

In the future, new doctrine publications available from this Internet web site will dramatically reduce the number of printed manuals. Also, the numbering system for Army doctrine field manuals will be changed to conform to the joint doctrine identification method. These initiatives will slash Army doctrine development time by six to eight months as part of a program to make doctrine more accessible to the Army in the 21st Century.

Changing the method for numbering and titling doctrine manuals will make a seamless link between Army and joint doctrine. For example, when the Army's key warfighting manual, Field Manual 100-5 (Operations), is updated, it may become Army Publication 3.0 (Operations). That matches Joint Publication 3.0, the overarching doctrine of how all of the nation's services fight together.

Compared to today, very few copies of doctrine manuals will be printed. Users with proper access can download the new manuals from the web site. In the not-too-distant future, all users of Army doctrine will log onto the ADTDL web site, and field manuals will be automatically downloaded onto their hard drives.

Professional Dialogue

A Big 'Hooah' for Garrison Feeding

Dr. Mitchell J. Hartson

With a decision by the Chief of Staff, Army, to establish the Army Center of Excellence, Subsistence, in the US Army Quartermaster Center and School (USAQMC&S) in 1989, The Quartermaster General's charter expanded to include responsibility for the Army's garrison feeding program along with doctrinal responsibility for Army field feeding. While much progress has been made during the past several years in field feeding equipment and rations, progress has been somewhat slower in reinvigorating garrison feeding.

The continuous improvement of garrison feeding operations is a key pillar in the commitment by the Army to serve high-quality meals to soldiers. The customer base consists of Subsistence-in-Kind (SIK) and Basic Allowance for Subsistence (BAS) soldiers. The business climate for Army dining facility operations is one of competition for soldiers' patronage. BAS reform calls for taking all soldiers off SIK status, except for soldiers in the training base. This will have a tremendous impact on the way the Army does business because most soldiers will be able to choose where to eat.

Quartermasters strongly believe that maintenance of superb dining facilities is essential to give soldiers a place to eat together in an atmosphere that can build friendships, promote teamwork and increase unit esprit. The Army still operates more than 350 dining facilities in the Active Army and spends substantial sums for the soldiers' annual grocery bill. Leadership must follow the letter and the spirit of the Defense Reform Initiative, which dictates the use of good business practices. Quartermasters are on a glide path toward improvement of Army garrison feeding operations that will make us competitive for the BAS patrons in the years ahead. The following are some of the important ongoing initiatives that collectively posture garrison feeding for a healthy future.

Prime Vendor

Directed as a result of a General Accounting Office study, the implementation of Subsistence Prime Vendor has been a milestone in reengineering the Army's food distribution practices. The Defense Supply Center-Philadelphia, PA, and the Army Center of Excellence, Subsistence and the US Army Information Systems Software Development Center Lee, at Fort Lee, VA, have been deeply involved in a partnership rolling out the Subsistence Prime Vendor program.

Subsistence Prime Vendor has replaced the Army's practice of warehousing food for garrison feeding operations. Prime Vendor implemented a program of direct distribution of food from the commercial distributors to the dining facility loading dock. To date, Prime Vendor has been introduced throughout the continental United States. Fielding was completed in Hawaii during February-March 1998, and fielding in Europe began during the third quarter. Work is underway to roll out the program in Korea.

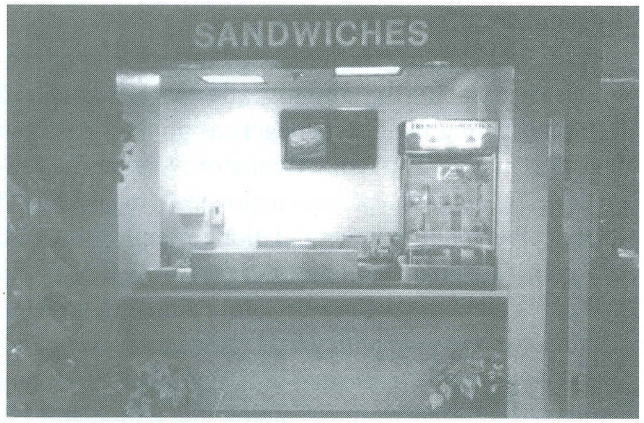
We feel strongly that Prime Vendor will sustain the Army Food Program into the 21st Century. Subsistence Prime Vendor has been the impetus for a major cultural change in the food program. We have empowered dining facility managers with managing Prime Vendor. With these new responsibilities for Army service managers, we at the USAQMC&S are reviewing all Quartermaster training programs to ensure preparation of food managers for the challenges ahead. The bottom line is that Subsistence Prime Vendor has been a success story for the Army and for the Department of Defense.

A la Carte Feeding

A la Carte feeding represents another key business strategy for the Army Garrison Food Program into the next century. As mentioned previously, a much larger share of the soldier-customer base in the future will be cash-paying soldiers due to BAS reform. The garrison food program received a great boost with the recent reduction in meal rates. The reduction in meal rates for the BAS patrons has significantly enhanced the Army's competitive position. The Army introduced the A la Carte concept to attract more of the BAS patrons.

Branding

Before ----



After ----

Long used in the Air Force and in Army hospital feeding programs, A la Carte, simply stated, is a system of flexible pricing of individual meal items similar to commercial cafeterias. The concept is new for Army garrison feeding due to a change in philosophy about the core soldier customer base that has, up to this time, been the SIK soldier. A full meal at a single price made sense to the SIK patron who receives the meal entitlement by eating meals in garrison. On the other hand, BAS patrons often wish to eat less than a full meal and pay less than the full meal price. A la Carte meets this demand.

Initial experience with A la Carte feeding operations at Fort Hood, TX, and Fort Drum, NY, has been very promising with significantly increased participation rates overall. The metrics tell the story with increases of up to 37 percent in SIK participation and 128 percent in BAS participation, based on data reported by installation food advisers. A la Carte supports expanded hours of operation and expansion of "grab and go" meals. On a case-by-case basis, conversion of selected garrison dining facilities to A la Carte recognizes important demographics such as dual-career and single-parent families.

Based on the initial success of this program, A la Carte facilities are planned at locations such as Fort Lewis, WA; Fort Riley, KN; Fort Sam Houston, TX; Fort Stewart, GA; Fort Bragg, NC; Fort Sill, OK; and Schofield Barracks, HI. This list is growing daily.

Our belief in the potential of A la Carte facilities to reinvigorate garrison feeding led Quartermasters to work with the Chief of Engineers to ensure that all dining facilities constructed in FY99 and later will be either A la Carte design or capable of being adapted to A la Carte feeding. We make money in our garrison facilities when we provide high-quality services for soldiers up to the capacity of the facility. Increasing participation is a key part of the Army's business strategy.

Branding

Branding is the process of identifying to the customer the brand name of a product being served. Efforts to benchmark garrison feeding operations with commercial counterparts have focused on branding as a major trend in the American food service industry. Branding is another of the important tools we can use to help increase soldier participation. Soldiers like seeing foods with brands they recognize. Branding affects soldier participation by helping the Army to level the playing field with commercial businesses competing for our customers.

All evidence suggests that the use of readily recognizable brand name foods improves soldiers' morale and desire to patronize dining facilities. Simply stated, soldiers like to see brands in dining facilities similar to what they have seen at home, in shopping mall food courts, quick service restaurants, and school systems.

As in the case of A la Carte, early feedback from installations such as Fort Hood and Fort Drum has demonstrated the positive effects of Branding on soldier participation, both in the SIK and BAS categories. Much as is the case with Subsistence Prime Vendor, the Army must refocus training food service managers to help them manage the Branding program. Branding can be used to great advantage in both traditional dining facilities and in A la Carte facilities.

Food Service 2000

The Army Food Management Information System (AFMIS) has been the management information system for several years to support garrison feeding operations. AFMIS, when introduced, was an important step for the Army Food Program. Efforts are underway to significantly improve the Army's management information system capabilities as we move to the 21st Century. Food Service 2000 (FS2000) is the name for the technical architecture to provide important capabilities beyond AFMIS.

FS2000 is a concept developed by a commercial contractor retained by the Office of the Deputy Chief of Staff, Logistics, Headquarters, Department of the Army. FS2000 was developed with emphasis on the use of commercial-off-the-shelf (COTS) software and easy-to-use graphical interface. It will operate from a microcomputer located in the dining facility and will provide a vital communications link for the dining facility manager, installation food adviser, and leaders at Department of the Army as well as the Army Center of Excellence, Subsistence at the USAQMC&S.

FS2000 consists of three major components: Back Office System (BOS), Point-of-Sale System (POS) and Decision Support System (DSS). The BOS will provide the capability to manage inventory, purchasing and receiving operations, and recipe/menu planning. FS2000 will provide labor and asset tracking as well as automating account status. The BOS will integrate sales information from the point-of-sale and will greatly facilitate conversion to A la Carte operations.

The POS will handle traditional dining facilities as well as A la Carte facilities. Menu sales can be tracked by a soldier for more accurate meal costing. "Touchscreen" devices and graphical keys will make the system easy to use and maintain.

Thirdly, the DSS will roll up all operations performance data for comparison of dining facilities and installations worldwide. Wise management of Army resources through DSS is one of many pillars in our efforts to operate like a commercial business. FS2000, when fully deployed, will substantially improve the Army's ability to perform effectively and efficiently.

Regulatory Revision

Last, but certainly not least, we are working on significantly reducing the administrative paperwork faced by Army dining facility managers as go they go about their daily tasks. The Army Center of Excellence, Subsistence established a process action team to take a hard look at all existing Army regulations affecting the food program. The goal was threefold: (1) to merge as many of the regulations as feasible into a single document, (2) to better separate policy from procedure and ensure that only policy is published in Army regulations, and (3) most importantly, to streamline the administrative paperwork consistent with sound accountability and common sense. The Army Center of Excellence, Subsistence took advantage of its annual Worldwide Food Service Workshop in Philadelphia, PA, to solicit essential input from our management experts doing the job in the field.

Taking the Initiative-The Key To Success!

These initiatives are helping to build new enthusiasm both with Army food service professionals and with the soldiers we serve. Providing meals of the highest quality in an atmosphere conducive to building friendships is in keeping with the goal of taking Army garrison feeding into the next century. To stay informed on the latest developments, visit the Army Center of Excellence, Subsistence Web site at http://www.lee.Army.mil/quartermaster/ACES/index.html.

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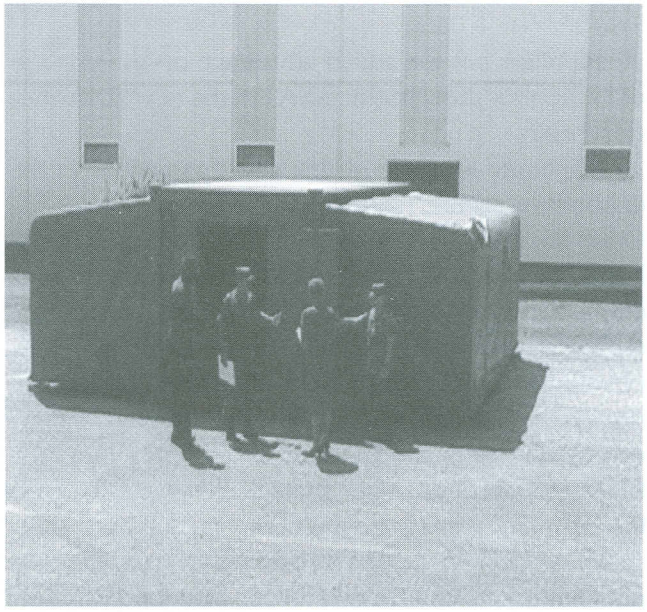

The Mobile Expandable Container, operational in 30 minutes, opens to a stock control section of the future with more than 400 square feet of floor space.

Quartermaster Model Warehouse

CW3 Antonio Ocasio

The US Army Quartermaster Center and School (USAQMC&S) has made tremendous strides during the past 12 months in upgrading and tailoring its training to meet the needs of the field. The Standard Army Retail Supply System-Objective (SARSS-O) training labs at the Logistics Training Department's Automated Supply Training Facility provide the latest doctrine, operational procedures and management techniques.

Both officers and noncommissioned officers are leaving the schoolhouse at Fort Lee, VA, armed with the necessary tools to "hit the ground running" and assume the responsibility of managing a fully functional Supply Support Activity (SSA). Improvements in training manifest themselves through positive feedback from the field.

The USAQMC&S focus now involves several key areas: developing a full-blown Model SSA, a computer-based centralized reference library, and training the MOS 92A (Automated Logistical Specialist) soldier to meet the field's requirements. The goal is to prepare Quartermasters to go to their first duty assignments ready to function in any section to which assigned.

The USAQMC&S is in a partnership with the field and industry to pursue a Model SSA. The 1st, 3d and 13th Corps Support Commands (COSCOMs) routinely exchange ideas on SSA operations. Productivity-enhancing products and equipment are constantly tested as part of the technology insertion initiative.

A Better Way of Doing Business

A substantial amount of money is lost daily through the misapplication of supply doctrine, the lack of familiarity with the prevailing functional supply system (SARSS-O), and the lack of experience necessary to apply sound operational management techniques. A three-phase program will remedy these shortfalls.

Phase I is redesigning the 92A warehouse training facility in Building 6234 at the USAQMC&S. This redesign involves the procurement and installation of Internal Airlift/Helicopter Slingable Container Units (ISU-901) containers, Palletized Load System International Standard Organization (ISO) containers, an electromechanical conveyor system, and mezzanine sections.

The redesign will lay out the facility to replicate an actual SSA with some unique additions to highlight technological advancements. This "realism" approach has the significant advantage of training the soldiers in an environment they will likely see again. Each section will be laid out in arena style with the student seating tailored to the section rather than vice versa. This over

all approach has the added advantage of bridging the old school of thought (the SSA) to the new (Distribution Point).

A specific example of this new approach is in the distribution section (shipping). The advent of SARSS-O has brought this section to the forefront. The distribution of assets to other SARSS1 sites (referral process), Defense Reutilization and Marketing Office (DRMO), and wholesale in moderate to high degrees of volume requires a fully stocked distribution section. Rugged, collapsible and reusable distribution containers replace cardboard boxes when shipping referrals. Mezzanine sections will be strategically placed to house the inventory management section (stock control).

Phase I also includes a web-based centralized reference library (CRL). A continuous drag on personnel resources is the requirement to generate documentation, such as internal/external/desktop standing operating procedures (SOPs), Memorandums of Instruction (MOIs), account transfers and causative research.

SSA Manger's Handbook on the Internet

The *SSA Manager's Handbook* is now available on the Quartermaster Home Page at http://www.lee.army.mil/quartermaster/ltd/ to help with these requirements. (Click "USAQMC&S Partnership Program" and then "download a section of the SSA Handbook.") The Quartermaster Home Page is constantly being revamped to give the field ready access to these types of documents.

Phase II expands the project by creating an outside bulk storage area. Storage racks hold medium bulk items as well as tires. Locations will be bar-coded to allow the use of Material Release Order Control (MROC) equipment while working outside. A Radio Repeater Unit will be strategically placed to extend the capability of the Base Radio Unit (BRU). Then, students can conduct surveys and inventories and pull parts by using the MROC Portable Data Collection Device (PDCD).

Phase III integrates the customer units (Standard Army Maintenance System (SAMS), Unit Level Logistics System-Ground (ULLS-G), and the Standard Property Book System-Redesigned (SPBS-R) and the intermediate level (SARSS2AD). This phase ties the whole system together so that soldiers experience the flow of transactions as well as assets. Phase III also provides a complete scenario for teaching supply management principles.

As part of a joint initiative with the Quartermaster Directorate of Combat Developments, the Model SSA is exploring the mobile stock control section of the future: the Mobile Expandable Container (MEC). The MEC is a 20-foot ISO container that opens up for over 400 square feet of floor space. Inside the MEC are tailored workstations for SARSS and MROC equipment. One possible prime mover for the MEC is the Heavy Expanded Mobility Tactical Truck (HEMTT) equipped with a Load Handling System (LHS) and Container Handling Unit (CHU).

Testing at Two Sites

One MEC is at the USAQMC&S's Model SSA. Two more are at Fort Hood, TX, for testing this fall with the 4th Forward Support Battalion (FSB), 4th Infantry Division (Mechanized).

The MEC is just one part of the Quartermaster Combat Development's Authorized Stockage List (ASL) Mobility project, which looks at new ways of improving SSA operations. Integrating this project within the Model SSA allows soldiers to train with, as well as provide feedback on, a system of the future.

Just as Quartermasters can no longer conduct supply business as in the past, Quartermasters can no longer afford to train soldiers mechanically using outdated methods and stodgy equipment. Logisticians must think "out of the box" and develop innovative training methods incorporating state-of-the-art storage and distribution equipment. The development of the USAQMC&S Model Warehouse is a major step in that direction.

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'Outsourcing': Privatizing the Force and Functions

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"Outsourcing" is an ongoing trend in the Department of Defense (DOD) with impacts on the Army's logistics community. Many operational programs are affiliated with outsourcing. Why has the DOD taken this new direction? When and where will this initiative come to your corner of the world?

Subsistence Prime Vendor is an example of Army outsourcing.

Quite simply, outsourcing is the privatization or commercialization of functions or personnel positions previously managed or held by DOD civilians or military members. Examples of outsourcing are Prime Vendor and also the Logistics Civilian Augmentation Program (LOGCAP). Perhaps more familiar, use of the International Merchant Purchase Authorization Card (IMPAC) is a form of outsourcing for purchases of immediate use or expendable supplies.

Streamline Operations

The primary impetus for outsourcing is twofold. First, efforts to streamline operations result from the continuous process of downsizing, such as the Base Realignment and Closure (BRAC) initiatives, and competition for the ever-shrinking dollars allocated to the defense budget. The source document for this downsizing campaign is the Office of Management and Budget (OMB) circular A-76, known more succinctly as "A-76." This document establishes the federal policy for commercial activities to fulfill military missions and to provide related services.

Secondly, outsourcing is intended to further refine the application of Velocity Management and Just-in-Time logistics. Velocity Management began in 1992 with the commander of the US Army Combined Arms Support Command (CASCOM), Fort Lee, VA. His primary intent was reducing order ship time (OST) to deliver equipment and supplies to soldiers on the ground as rapidly as possible.

Since then, the bottom line in Velocity Management has evolved. Velocity Management includes not only rapid responses to customer requisitions, but also efficient transportation and in-transit tracking, reduced warehousing expenses and smaller stockpiles at the unit level. Subsistence Prime Vendor is an excellent example of the application of the principles of Velocity Management. Instead of warehousing food used to support garrison feeding operations, the Army implemented Subsistence Prime Vendor so that commercial distributors can deliver directly to a dining facility's loading dock.

There are Prime Vendors and installations fully involved in the process of outsourcing. Outsourcing is here to stay. It is not so much a question of *will* you see it, as *when* will you see it.

The Defense Logistics Agency (DLA), headquartered at Fort Belvoir, VA, and the Army Materiel Command (AMC) are the executive agents for the implementation, management and oversight of outsourcing programs and initiatives throughout DOD. In fact, DLA is a model of these outsourcing efforts. In 1992, DLA began its analysis of "business process re-engineering."

Quartermasters Among Outsourcing Experts

DLA has since transitioned its own organization from managing on-hand assets and vast stockpiles of supplies

to acting as a broker, or liaison, between the DOD and civilian contractors. DLA with the AMC, CASCOM and the US Army Quartermaster Center and School (USAQMC&S) have the largest portion of the Army's pool of subject matter experts on outsourcing strategies and the implementation of future plans and contracts.

Outsourcing shifts the Army's reliance away from massive stockpiles.

To again use Prime Vendor as an example of Army outsourcing, contracts are awarded to suppliers who ship products directly to military activities on an as-needed and when-requested basis. The Army can require delivery throughout a specific geographical region, area of operations or "on-time, on-target" wherever needed. Prime Vendor ultimately reduces delivery time to the customer. By using the private sector's storage and distribution systems, Prime Vendor also reduces the associated warehousing and distribution costs of Army agencies, DLA and AMC.

Just as the Army has shifted focus from "forward deployment" to "force projection" capabilities, the DOD has shifted from relying on massive and expensive stockage levels. The Army now emphasizes quick delivery to meet customer demands and also depends on more responsive transportation assets. For example, many customer requests are now delivered from the Army depots and National Inventory Control Points (NICPs) by private distribution companies such as Federal Express, United Parcel Service, and Emery. In theory, this outsourcing should result in an increase of operational readiness rates. As commonly witnessed at the operational level, readiness rates have been monumentally challenged with the reductions in the overall defense budget.

Outsourcing can apply to ordering repair parts over the Internet.

There are many examples of outsourcing through the use of Prime Vendors to cite. In FY95, the Subsistence Prime Vendor program was tested and determined a viable way to provide high-quality food for stateside, garrison feeding.

DLA estimated a $20-million dollar reduction in wholesale inventory alone during FY96. An additional benefit of the Subsistence Prime Vendor contracts is the use of familiar, name-brand products by installation dining facilities. By providing these items to soldiers and other military personnel, the Army hopes that the dining facility will become a more attractive alternative and result in an increase in headcounts, improve the nutrition of military forces, and conceivably lead to an increase in personnel readiness rates. Within the subsistence arena, some examples of the use of commercial products include Jimmy Dean sausage and Coca-Cola beverages.

Another example of outsourcing at work is the PartNet search and ordering capability. PartNet is an Internet-based, or "web-based," catalog of components and repair parts that have been screened, tested and determined to meet military specifications.

Under this concept, the customer identifies, selects and orders commercial items over the computer Internet at significantly reduced cost and delivery time. In some instances, the end-user can receive an order overnight or within just three or four days, where the defense distribution system may have taken up to 30 or 45 days for the same item. Currently, in addition to the delivery of Class IX (repair parts), the feasibility of outsourcing the production is being considered at the DOD level.

Maintenance is another arena where the DOD and private industry have merged to increase readiness and quality of work. As an example in both Army and Air Force aviation, civilian contractors are quite frequently working alongside military "green-suiters" to complete scheduled (phase) and unscheduled maintenance.

While the military maintains responsibility for all repairs and quality control for the work, the contractors can work without interruption or absence for training purposes, unit taskings and otherwise routine requirements that result in a loss of military man-hours. The civilian "blue-suiters" are usually military veterans or retirees who have many years of experience working on the various aircraft. In fact, in many cases, the contractors have more experience than their military counterparts.

Deployability with outsourcing is still untested.

Installation management and base support functions are also transitioning to civilian contract or privatization. These functions, in particular, can more easily and seamlessly move to the private sector because deployability and battlefield responsibility are not concerns. For example, the Air Force's base support operations at Vance Air Force Base are now entirely under contract.

Many management and maintenance personnel who work in support of Army facilities have also been eliminated as the trend towards downsizing continues. Eliminating these positions has not directly correlated with a carte blanche dismissal of personnel (military or civilian), as much as caused the reassignment of personnel to positions previously unfilled. Also, some military members have been given the opportunity for early retirement or separation incentives should they decide to decline reassignment.

Many issues have yet to be tested and *proven* in the outsourcing arena - not the least of which is the issue of deployability. The contracts already awarded and currently in development all account for a wartime scenario and the necessity for uninterrupted support. The reality of operating in a hostile environment, under real-world conditions, has not been put to the test. Civilians required to work in a forward location must complete a training program in order to deploy and operate alongside the military. The program includes basic marksmanship familiarization; land navigation; nuclear, biological, chemical training; as well as theater-specific threat concerns and some other entry-level skills. *Operations Joint Endeavor* and *Joint Guard* were textbook examples of peacekeeping exercises not elevated to the level of even a low-intensity conflict (LIC).

Therefore, the question that remains to be *fully* answered is, "Will the civilians or contractors who find themselves on the battlefield persevere when the threat level has increased significantly?" There have been some success stories with respect to deploying a LOGCAP contingent. Currently, contract personnel deployed to the former Yugoslavia in Bosnia have shown themselves to be capable, reliable and responsive.

Additional concerns to the logistics and operational communities include how the DOD financial accounting system will interface with the commercial vendors and allow for tracking of expenditures as well as credits applied for unserviceable turn-ins and repairable items. These issues, while currently unresolved, have been identified and are being worked for a solution.

Capturing demand analysis and document histories are another point of concern for logisticians and materiel managers. As it stands today, a method to ensure connectivity between the Army's Standard Army Management Information System and commercial vendors is not in place. The goal is to provide the customer seamless support with no or minimum additional effort required to interface with the vendor.

In conclusion, some may question whether outsourcing has been a planned and coordinated initiative within the DOD or a budgetary-driven reaction resulting from what some view as dangerously restrictive defense financial allocations. Velocity Management, Just-in-Time logistics and Prime Vendor may be simply the extraordinary byproducts of an otherwise unfortunate circumstance.

However, in any case, outsourcing is a reality for Force XXI soldiers and leaders. Likewise, Force XXI logisticians must adapt to the changing environment through education, dedication and precision to ensure unparalleled support to the soldiers in the field and the future success of today's Army on the modern battlefield.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 98-4 at Fort Lee, Virginia.

600-Gallon ROWPU Battle Damage Assessment and Repair

SGT Patrick A. Scheina

The many tubes, valves, vials and gauges of the 600-gallons per hour (GPH) Reverse Osmosis Water Purification Unit (ROWPU) make it a fragile system. The temperatures that dip below freezing and the shocks of loading the system for a long-range deployment could damage ROWPU parts, even when treated with extreme care.

Often, this damage involves hard-to-replace parts with long order ship times. Repairers in military occupational specialty (MOS) 63J (Quartermaster and Chemical Equipment Repairer) must be able to conduct battle damage assessment and repair (BDAR) and use materials and tools readily available to get the damaged systems back on line and producing potable water.

The forward support company (FSC) assigned to the Southern European Task Force (SETAF) Lion Brigade at Vicenza, Italy, recently solved a challenging BDAR problem. The unit operates two 600-GPH ROWPU systems. During a deployment to the Grafenwohr Training Area in Germany, metering tubes on both ROWPUs broke.

Exact Cause Unknown

The exact cause of the breakage is unknown. Perhaps jostling the equipment when loading on rail cars or vibrations during shipment cracked the ROWPU tubes. The rail route traveled through high Alpine elevations with associated drops in temperatures below freezing. This could have caused residual water in the system to relocate to the metering tube area and crack the tube. Freezing temperature is the most likely explanation.

Precombat preventative maintenance checks and services (PMCS) in the cantonment area revealed the cracked tubes. The estimated time to procure two replacement tubes exceeded 14 days. The Lion Brigade, along with the Forward Support Company, can deploy to Germany only twice a year for large-scale training. These two deployment opportunities must maximize water purification training. These facts, coupled with the essential water purification mission to provide water for the Lion Brigade, prompted the attempt at an expedient repair.

One 63J, assisted by a soldier with MOS 63B (Light Wheeled Vehicle Repairer), make up the ROWPU organizational maintenance contact team. The team tackled the problem by searching for repair items and materials readily available. To replace the metering tube, the team selected a piece of fiberglass pole from an unserviceable section belonging to a camouflage screen support system (NSN 1080-00-165-9027). The team examined and discarded several lengths of metal pipe. The metal pipe could allow excessive operating pressure to build in the system, and the team also expected difficulty of mating the pipe ends. Plastic pipe proved too brittle for the repair team to use.

Equipment Needed

To be truly effective, the field expedient repair must use tools and gear common to the repair team or ROWPU section. The following is a list of items required for this repair:

- Fiberglass pole section 2 ¼ inches in diameter and EXACTLY 5 inches long
- Two O-rings size #222 from O-ring kit NSN 5330-00-966-8657
- #2 Phillips head or cross tip screwdriver
- Hacksaw
- Ruler or tape measure
- Sandpaper (80 grit preferred)
- Carpenter square

Directions

Working carefully, two personnel need about one hour to complete this repair. Allow more time for a start-up test. No special skills outside the 63J MOS are required. Refer to TM 10-4610-240-24P (Figure 31. Product Water (Light Blue Tape) (Flow Meter, Sheet 3 of 3) for the schematic diagram to match the parts described in the following sequence:

1. Using a Phillips head screwdriver, remove the four screws from the tube shield unit.
2. Carefully remove tube shield unit.
3. Take caution to remove all broken glass from the flow meter frame.
4. Unscrew plastic nut and remove from frame.
5. Remove and replace O-rings with larger O-rings from the parts kit.
6. Remove float meter and place to the side. It will not be used again until the correct metering tube is replaced.
7. Using the hacksaw, cut a 5-inch piece of support screen pole using the carpenter's square to ensure the ends are true.
8. Sand the inside of the 5-inch piece of support screen pole 1/2 inch from the top and bottom until the top and bottom ends are one-half of their original thickness.
9. Slide plastic nut over the 5-inch section.
10. Insert 5-inch piece.
11. Slide orifice up to create a tight fit.
12. Tighten plastic nut to ensure a waterproof seal.
13. Replace tube shield unit with four screws.
14. Run system through start-up procedures and check for leaks.

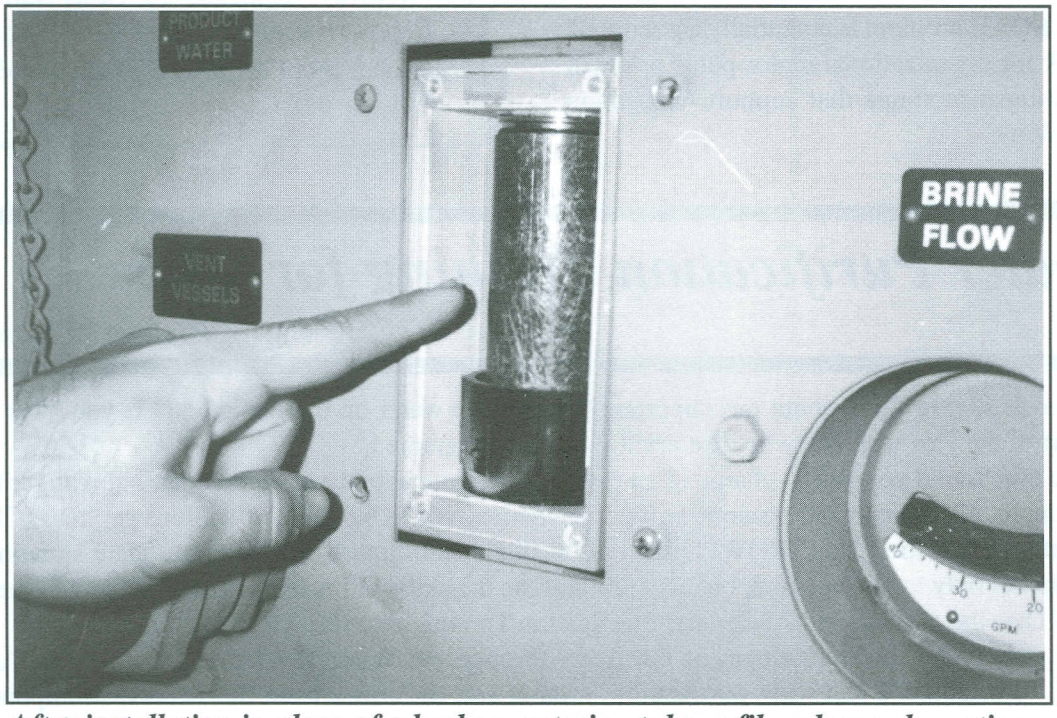
Continuously monitor the repair for the first 15 minutes and then every 15 minutes thereafter. If serious leaks develop, shut the system down. Check the camouflage pole section for cracks and the O-rings for a tight seal. Check the tightness of the plastic nut, but do not overtighten it. Restart the system. If leaks still continue, then shut down the ROWPU and check the diameter and ends of the fiberglass pole section.

Evaluation

The fabricated repair worked smoothly through eight days of intermittent operations. The fiberglass pole sections can be of several different types from different manufacturers, and the varying construction will cause different water pressure tolerances. The FSC's repair team found the fiberglass pole section and O-ring assemblies to be effective at normal operating pressures of 150 pounds per square inch.

The repair's durability proved itself during operations producing 30,000 gallons of potable water until the new metering tubes arrived and could be installed. The maintenance team kept the sections of fiberglass pole in case a similar repair is needed in the future.

When this type of expedient repair is accomplished, the ROWPU operator is not able to quickly and pre-



After installation in place of a broken metering tube, a fiberglass pole section allows water to flow through the repair to a 600-GPH Reverse Osmosis Water Purification Unit.

cisely gauge the level of product output using the flow meter. However, the operator can calculate the amount of product with accuracy by using the water meter accessed near the chemical storage tanks.

Lessons Learned

During set up of a water purification operation, the first few hours are critical. The Forward Support Company routinely deploys a repair team with the ROWPU section during set up. The team has a 63J soldier and either a 52D (Power Generation Equipment Repairer) or MOS 63B soldier with tool kits. The maintenance team validated its worth by rapidly diagnosing the metering tube repair. The repair team began BDAR work immediately to ensure the section produced potable water for supported units.

Italy, the home station of the Forward Support Company, routinely enjoys mild winter months. However, units from temperate climates should still thoroughly drain their ROWPU systems after operation. This is particularly true when preparing the equipment to deploy through a cold region where temperatures can drop below freezing.

Most units practice the Sergeants' Time Training (STT) concept of blocking a time during the week to train soldiers on critical skills at squad or team level. This type of BDAR problem is potentially a good STT teaching task for organizational motor pools or direct support maintenance shops that support 600-gallon ROWPU systems.

It should be emphasized that this is only a temporary fix. This field expedient repair is not intended as a permanent repair, and the proper parts should be placed on order immediately and installed when they arrive. However, with this repair, the ROWPU repair team enabled Forward Support Company water purifiers to make the best use of limited training time by getting the ROWPU systems back on line and doing what they do best: producing water for the soldiers of the SETAF Lion Brigade.

SGT Patrick A. Scheina currently serves in the military occupational specialty (MOS) 63J (Quartermaster and Chemical Equipment Repairer) with the Forward Support Company assigned to the Southern European Task Force (SETAF) Lion Brigade, Vicenza, Italy. His military education includes basic training at Fort Knox, Kentucky; training in MOS 71G (Patient Administration Specialist); 63J MOS training; Airborne School at Fort Benning, Georgia; Advanced Airborne School at Fort Bragg, North Carolina; 63J/52C30 (Utilities Equipment Repairer) MOS training; and the Basic Noncommissioned Officer Course at Aberdeen Proving Grounds, Maryland. Locations of previous duty assignments include the Army National Guard in Illinois; Vielseck, Germany; Fort Meade, Maryland; and Fort Bragg, North Carolina.

Saltwater Purification Training for 'Free'

CPT John W. Mark Jr.

Did you ever stop to think about the importance of potable water on the battlefield? If you have not, you are probably part of the vast majority who take drinking water for granted.

Have you ever found yourself in charge of an extremely technical piece of equipment, but without the expertise to run or maintain it? The noncommissioned officer in charge (NCOIC) of a 3,000-gallons per hour (GPH) Reverse Osmosis Water Purification Unit (ROWPU) team will often find himself in this unfortunate situation. He needs technical help not only to educate him, but also to fine-tune the skills of his team. The US Army Forces Command (FORSCOM) has the answers at its Saltwater Purification Training Site (FSWPTS).

Originally tasked by the Department of the Army through the Water Resources Management Action Group (WARMAG) to establish a saltwater purification training site for crews from the Reserve Component, echelon above division/corps and general support water purification units, FORSCOM continues its FSWPTS at Fort Story, VA. A unit pays only for a soldier's transportation. The FSWPTS provides hands-on training for the installation/setup, operation and maintenance, element cleaning, disassembly and storage of the major components of the 3,000-

GPH ROWPU. Since the original tasker, lessons learned from the Somalia relief effort, *Operation Safe Haven*, and *Operation Uphold Democracy* have proven the need for Active Component units to train on purification operations from a saltwater source.

Conditions during *Operation Desert Shield/Storm* reinforced the Army's needs for more water purification from a sustainable platform. Hence, the fielding of the 3,000-GPH ROWPU. This system greatly enhances the logistical community's ability to provide safe drinking water for soldiers in the field. On the down side, this large-capacity ROWPU is a "monster" in terms of operation and maintenance.

So, although the FSWPTS was originally developed for a training deficiency in purifying water on a beach, the training continues to evolve. The FSWPTS has expanded from a course on beachhead operations to a seven-day course for 77W (Water Purification Specialist) soldiers on both beachhead and normal operations, with blocks of instruction on operator maintenance and environmental equipment. In addition, a seven-day 63J (Quartermaster and Chemical Equipment Repairer) course was added. The FSWPTS will expand to include courses for the 600-GPH ROWPU and the Tactical Water Distribution System (TWDS).

The course for soldiers with the 63J military occupational specialty (MOS) is specifically for organizational maintenance of the 3,000-GPH ROWPU. Held twice a year, it focuses primarily on wiring and troubleshooting this electronically run system. When a 63J completes this course, that soldier is ready to tackle almost any problem a 3,000-GPH ROWPU can develop. The greatest challenge in the 63J course is either that most students are not 63Js or that they are 63Js who have never worked on a 3,000-GPH ROWPU. Some good news for the water community: the US Army Ordnance Center and School recently increased the length of the ROWPU segment of the 63J program of instruction during advanced individual training.

77W ROWPU Training

The 77W course has a different focus. Held 14 times a year, this course concentrates on saltwater purification. Students learn methods to calculate tides, proper use of the saltwater intake system and troubleshooting procedures, in addition to advanced operation procedures. As with the 63J course, many students are not MOS-qualified. However, the FSWPTS is not an MOS-producing school.

Therefore, Phase I of the 77W course covers the components, general operation and other basic knowledge of the system. That instruction quickly transitions to saltwater operations. The final phase introduces the students to two new pieces of equipment that FORSCOM purchased to meet environmental compliance restrictions when purifying water. Those pieces of equipment are the Multifunctional Modular Fluid Filtration System (MMFFS), pronounced "miffs," and the Reticulated Electro Chemical Oxidation Reduction Pak (RECOR).

Environmental permits are a training distractor. Because of chemical content, ROWPU backwash and brine create the requirement for backhaul to a sanitation disposal area. Contracting for this hauling and disposal can be very expensive and delay a unit's recovery time. Students who train on the MMFFS and RECOR are training on developing technology that will be commercially available and possibly fielded to their unit.

The most attractive aspect of training at FORSCOM's FSWPTS is the cost to the unit. A unit only needs to provide transportation for the soldier. If the soldier flies into Norfolk (VA) International Airport, for example, the contractor will provide transportation to Fort Story. Billets and mess are provided at no cost and no per diem is necessary.

The 49th Quartermaster Group at Fort Lee, VA, - the scheduling authority for the courses - will host a Pre-Camp Conference, normally at the end of November each year. The group fills all available training slots two years ahead for Active Component units and five years ahead for Reserve Component units. This conference also gives planners a chance to revalidate the upcoming year's schedule. For more information, call the author at (404) 464-7244 or DSN 367-7244 or E-mail to markjo@forscom.army.mil.

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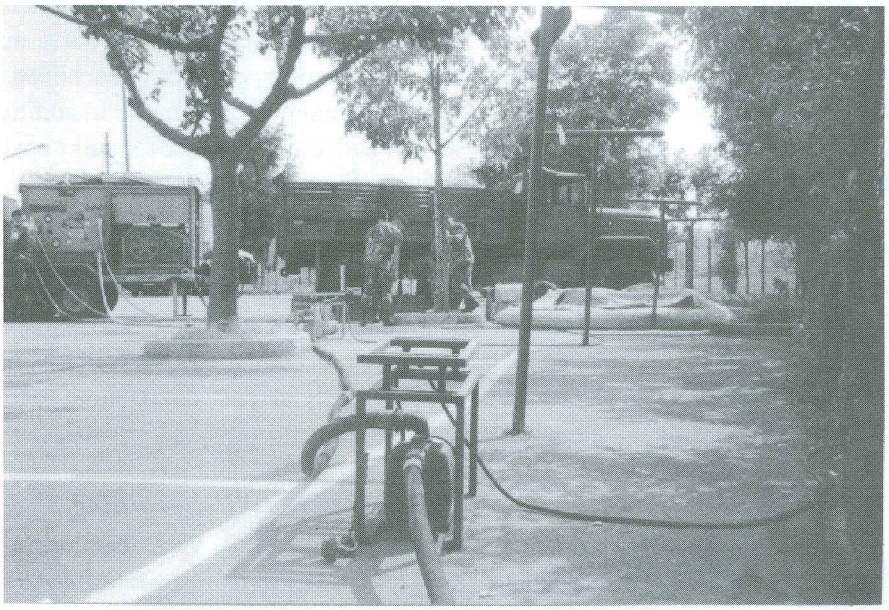
Water Purifiers in Italy Solve A Terrain Resource Challenge

MAJ Scott T. Glass

Combat service support units with water purification elements benefit from access to training sites under direct or indirect US military control. These sites are critical to sustaining military occupational specialty (MOS) tasks for MOS 77W (Water Treatment Specialist) and 63J (Quartermaster and Chemical Equipment Repairer) that are most closely associated with the water purification mission and maintenance. The Forward Support Company (FSC) of the Southern European Task Force's (SETAF) Lion Brigade stationed in Vicenza, Italy, operates two 600-gallons per hour Reverse Osmosis Water Purification Units (ROWPUs).



Quartermasters (top) work at ROWPU Site #5 on a parking lot hardstand 20 meters from the Bacchiglione River. The slow-moving river (bottom) flows through an intensely agricultural area.

The home caserma is in an urban area with no potential sites inside its boundaries. Twice yearly, the FSC deploys to the Grafenwohr Training Area in Germany, the only site available for large-scale water purification training. The ROWPUs must be moved by rail and transportation costs are high.

The nearest training area controlled by the US military and able to support limited water purification training is Camp Darby near Livorno, a six-hour deployment southwest of Vicenza. Although the FSC deploys once yearly to Camp Darby for a field training exercise (FTX), the site is not near enough to permit daily training and ROWPU maintenance rollouts. The solution to this problem was to identify and coordinate a series of local water purification training areas near Vicenza.

Environment and Local Geography

Vicenza sits in a basin drained by the Bacchiglione, Retrone, Astichello and Tesina Rivers. The Bacchiglione flows through the city and is joined by the three smaller rivers: two in the city itself and the third 8 kilometers to the southeast.

The area has been a rich agricultural district for hundreds of years. Many irrigation ditches and channelized creeks crisscross the landscape. Nearly all the streams have high dikes to limit flooding and numerous projects tap the rivers for irrigation water. These factors limit access, volume and velocity of source water.

The Bacchiglione River has long held a reputation of containing water dangerous to drink. The water has a chemical profile close to water in certain areas of Africa where the ROWPU crews could be called to purify water. Liberal use of animal fertilizer on thousands of acres creates the potential for contamination. The Bacchiglione washes through the urban and industrial areas of Vicenza and brings the resulting pollution hazards. Local residents will not allow their children to swim in the river water.

The FSC water purifiers could expect the local raw source water to be high in nitrate (indicating human waste matter), manganese (a digestive irritant), ferro (iron, another digestive irritant) and miscellaneous dissolved solids. The e-coli bacteria count averaged around 160 colonies per 100 milliliters of water (more than 175 times the level allowed in standard United States drinking water).

Key Site Characteristics

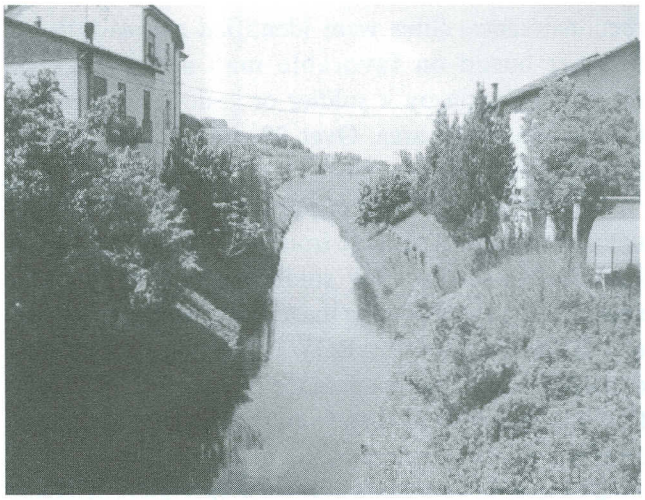
Several key factors guided the selection of possible training sites. Deciding desired site characteristics in advance of the planned reconnaissance helped make better use of limited time. The key factors do not appear in any order of importance in the following list:

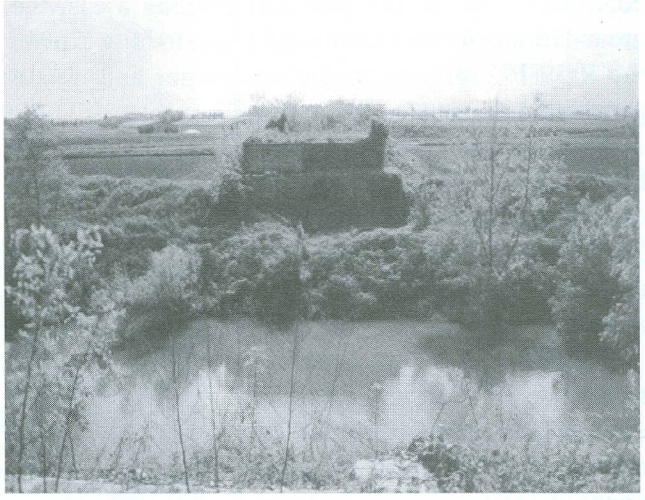
Travel Distance. Within 20 to 30 kilometers (about 14 to 20 miles) from the motor pool would be an ideal distance. This would allow the ROWPU section to reach the site, set up, train and return well within a normal training day. This distance would also provide a good maintenance check for the prime mover vehicles and trailers.

Communications. The site should be within Single Channel Ground-Air Radio System (SINCGARS) FM communications reach, with or without a retransmission station. If this was not possible, then access to a local phone was very desirable because military cellular phones were in limited supply.

Hardstand. The ROWPUs required a paved or concrete surface for an operating site. Minor drainage from the operating site needed to return easily to the water source without causing any erosion problem.

Road Access and Trafficability. Many of the local roads are extremely narrow. Roads servicing the operating sites had to allow prime mover and local traffic simultaneously, as well as allowing access for product water vehicles. The best sites would have paved approach roads to prevent vehicles rutting and miring the route. Because the local area had flooded in the past two years, approach roads to any site should be beyond encroachment by high water.





Irrigation ditches (top) at the potential sites did not contain enough water for year-round use. At Site #17 (bottom), the ROWPU team chose not to operate at the demolished railroad bridge over the Bacchiglione River because of the high embankment and difficult access.

Landowner Permission. Obviously, the ROWPU training required the local landowner's consent. Although absolutely essential to conducting training, this factor would be the last one checked in order for soldiers to get the most training possible from site surveys and reconnaissance.

Reconnaissance

Using a 1,50:000 map of the Vicenza area, the FSC commander, the supply and service platoon leader, and water section chief conducted training on map

reconnaissance. Sites were identified and assigned a number based on favorable map appearance or recommendation by a soldier or resident with some knowledge of the area. Over 20 sites received initial consideration.

Armed with a site list of priorities, the FSC coordinated rotary wing support from the local 6th Aviation Detachment so that 77W soldiers could examine the sites closely. By following the trace of the Bacchiglione and Tesina watercourses, ROWPU section soldiers conducted an aerial reconnaissance of each site. The section dropped several sites from the list because major selection factors were not satisfied.

The section added possible locations not previously nominated during the map survey. A 35-millimeter camera and camcorder recorded an image of each area. On landing, the ROWPU section began listing sites in priority for a visit by ground reconnaissance.

The ground reconnaissance had four major objectives. First, since the Italian or US military controlled none of the potential training areas, the ground reconnaissance team would have to fully explain the ROWPU mission to the landowner and obtain permission to operate.

Second, a preventive medicine specialist from the FSC's medical platoon recovered a sample for chemical analysis tests using the DR 2000 chemical analysis kit. The chemical results went to the water section chief.

Third, the team drew strip maps to the site location and carefully examined the approach roads. The road net had to have a good entrance and exit to prevent the water product vehicles from collapsing bridges with their heavy weight or scraping building corners with their wide turning requirements.

Fourth, the team inspected the site, paying particular attention to slope, drainage and hardstand factors. There would have to be adequate space for the ROWPU to set up, operate, and fill product water carriers without disrupting the landowner or local traffic. Life support mechanisms within a usable radius were also examined.

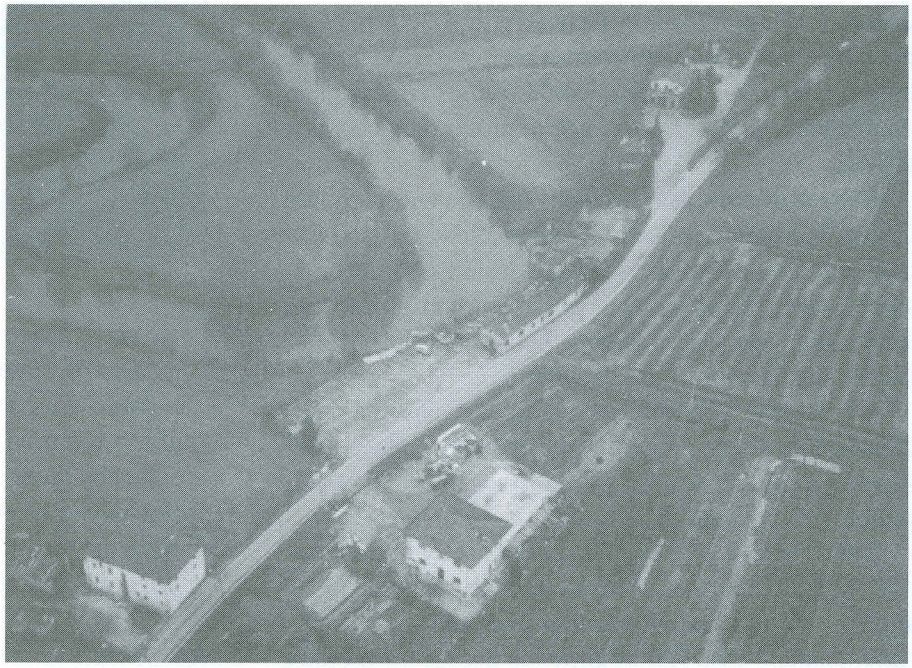
Site #5 Chosen

The selection process for Site #5 was typical. It had been identified before the map reconnaissance as a possible site because the Bacchiglione River made an elbow bend to pass within 20 meters of a parking lot hardstand. The site, located about 3 miles from Caserma Ederle, appeared favorable from the map reconnaissance. A closer inspection by air indicated no problems.

A ground team visited the property, which is a family-owned restaurant on the riverbank with a large asphalt parking lot. Access roads from the north and south were narrow. The team recommended the south approach route, recognizing that it required a high level of operator caution.

Once the members of the ground team explained their purpose, the property owners strongly advised against drinking any water taken from the river. Tests of the water immediately confirmed this concern as well-founded.

Two members of the owner's immediate family spoke very good English – a definite advantage. The property owner suggested a weekday that his business was usually closed would be best, but did not object to the area used as a training site during the day within reasonable hours as long as it did not disrupt business.



This reconnaissance photograph, taken from a UH-1H helicopter, shows the first ROWPU site brought into production: the parking lot by the long building in the center of the photograph.

Close proximity to the FSC base of operations allowed good SINCGARS FM communications. Although the site's location prevented a road march of sufficient length to test vehicles, this could be done by planning a route with added distance through the local area before reaching the site. Site #5 became the first site used as a local training area for water purification.

Site #17 Not Chosen

The ROWPU section examined and discarded Site #17 as a potential site. Originally, the map reconnaissance did not select this area because the map showed a railway bridge. The air check showed the location as a demolished railroad bridge over the Bacchiglione River. The rails had been removed from the northeast and southwest rights-of-way. When viewed from the air, the high railroad embankment allowed approach during periods of flooding.

Site #17 met the desired quality of distance from Caserma Ederle. With a retransmission station, FM communications could be maintained with the unit headquarters. This was especially important since the nearest local telephone was more than one kilometer from the site.

After the flight, a ground team attempted to visit the site. The demolished bridge could be reached on foot, but no way was available for the ROWPU vehicles and product water trucks to reach the site except by reversing along the high, narrow railway embankment for about 800 meters. Also, the high bank required the ROWPU pumps to draw water up a 40-foot elevation. A preventive medicine specialist extracted water samples as for the other sites.

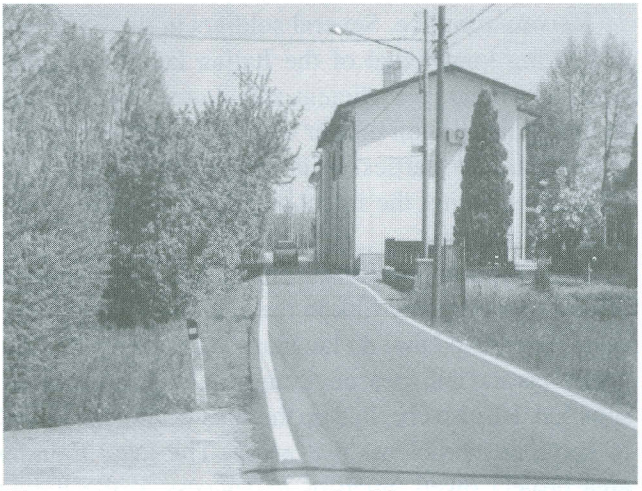
Despite some favorable factors, the ROWPU section did not pursue operations at Site #17. The narrow, difficult access to the area from either direction is hazardous. The site could not easily support the ROWPU system and product water vehicles simultaneously. The leadership decided not to continue with the process to gain landowner permission.

Site "X" Gets Another Look

During local training area operations, FSC leadership noted a site ruled out during the ground reconnaissance. The site is a gravel parking lot right by the river. Access to the parking lot is through an extremely narrow, gate-like opening in a blind curve. These factors indicated that entrance to the site would be too hazardous. However, by limiting the product water carriers to 5-ton cargo series trucks, the gate and curve could be safely negotiated with an Italian local police team to briefly stop traffic. Site "X" was located about 1 kilometer downstream. Chemical tests confirmed similarities with Site 5. Site "X" was added to the list for further research.

Lessons Learned

Communications. Cellular telephones are both an expensive and a nonsecure means of communication. Pay telephones were not generally located near enough sites for effective use, and the unit headquarters could not contact the ROWPU section unless a soldier was stationed at the telephone. To maintain good host nation relations, the unit commander gave explicit



Heavy Army trucks loaded with water tanks must share the narrow Italian roads with local traffic.

A ROWPU 5-ton cargo truck prime mover has 500-gallon water tanks strapped in the cargo bed, with the ROWPU and its generator behind the truck on a trailer.

guidance that the local businesses and private homeowners were not to be disturbed to use private telephones except for an emergency.

Road net. Italian local roads adjacent to the Bacchliglione are usually extremely narrow lanes used by wagons in the 19th Century and later paved to permit automobile traffic. Businesses and dwellings often are within three or four feet from a local road or crossroads. Turns inside small villages are very sharp. Bridges are often one lane. Turnaround opportunities for tractor-trailer water trucks are limited. These factors repeatedly brought out the value of a thorough route reconnaissance. Once the reconnaissance is completed and a route selected, all test vehicles should move along the route to verify its suitability.

Reconnaissance. Several soldiers in the FSC have a working knowledge of the Italian language. However, this is not a sufficient substitute for taking the Italian Army liaison officer or police official with the reconnaissance parties. This ensures that there is no misunderstanding the intent and requirements for the ROWPU section.

Host nation relations. The Italian Army liaison officer formed a key link in the site coordination process. He ensured that no language barrier impeded negotiations and that local environmental regulations were satisfied. He also checked on the sites when operational to solve any problems that arose. The local training area project owed much of its success to the Italian Army liaison officer's work.

The ROWPU section planned to have local police or Italian Army liaison personnel with communications and a vehicle at the sites whenever operating. This was to help explain the ROWPU mission, resolve any unforeseen disputes and to give the ROWPU section another way to communicate if needed.

Due to other commitments, this type of support was not often available. The section compromised by arranging for advance coordination visits and having the Italian authorities visit the training during the day. A sign in English and Italian made by the water section chief explained the ROWPU operation and mission to any Italian citizen observing the site. The sign stressed that the ROWPU process did not harm the environment in any way.

The section did not discourage local Italians from observing the operations and did its best to present a favorable impression of the US Army. The ROWPU section received guidance to allow the local police or the Italian Army personnel to handle any out-of-the ordinary dealings with local civilians.

Force Protection. The ROWPU section operated in a low-threat posture. This does not mean that the threat was evaluated beforehand. The section took into account the location of local police and arranged visits by the local and municipal police. Deterrent and low-profile operating postures were the best protection in this case.

Preventive Medicine. The FSC medical platoon's preventive medicine section provided a key element throughout the selection process. Tests could determine if a site had levels of contaminants, and the preventive medicine specialist could brief the ROWPU section chief. The ROWPU section also depended on the 91S (Environment Health Technician) personnel to run tests to monitor water quality of approved sources and shipped bulk product water. The FSC leaders found that the local water training areas provided a new and motivational training opportunity for organic 91S soldiers.

Environmental Hazards. Local environmental laws in the Vicenza area did not specifically address discharge of purification process brine back into the source. Most local environmental regulations will cover this situation only indirectly. The FSC relied on the Italian North Atlantic Treaty Organization liaison to resolve these concerns. The solution was to prevent return of processed brine back into the Bacchliglione River. Local sewer drains provided a method of brine disposal instead.

Brine, in some areas, can cause erosion problems and violate local environmental regulations. Disposal of the brine should be carefully considered during site reconnaissance, including the contingency of hauling brine to a suitable disposal site.

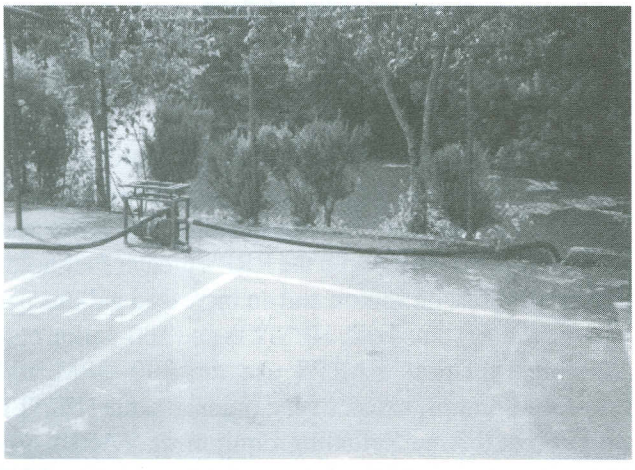
Maintenance. The FSC organizational maintenance section typically deploys a maintenance team composed of a 63J and a 52D (Power Generation Specialist) or 63B (Light Wheeled Vehicle Repairer) when the ROWPU displaces to a new operating site. The company continued this practice to most efficiently use site time, as well as give the ROWPU system repairers maintenance training if the requirement arose. This team had the experience and tools to make most repairs necessary during start-up operations. The team should remain on site as long as conditions permit to limit the length of any shutdowns because of organizational maintenance problems. The FSC's organic direct support maintenance platoon maintained a standby 63J

contact team during local training area water operations. Most units will not have this capability, so coordination is necessary with the supporting direct support activity.

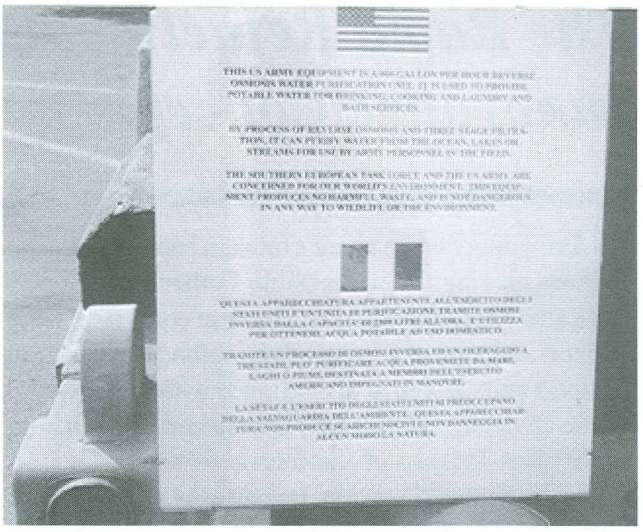
The Last Drop

Bringing local water training areas online allowed the ROWPU section to conduct additional training vital to the SETAF Lion Brigade. From the first batch of water purified, the water section filled two 500-gallon collapsible tanks with water and transported the fabric tanks to Aviano Airbase, about two hours' travel from Vicenza. The ROWPU section assisted in rigging the fabric tanks for airdrop. The collapsible tanks landed safely. Within 30 minutes, airborne supply and service soldiers from the FSC were ready to issue bulk water to supported units. Preventive medicine tests confirmed that the water was still potable – another testimonial to the skill and equipment of 77W MOS soldiers.

Any water purification unit or section required to deploy long distances for infrequent training needs a local training area for training new section soldiers, sustaining ROWPU crew proficiency, maintaining mission readiness of water purification equipment, and developing organization and direct support maintenance skills. The identification, selection and reconnaissance of potential sites are also extremely beneficial training events. By practicing the wide range of skills associated with the local training area process, water purifiers in the Quartermaster Corps will continue to train to produce water "good to the last drop."



This raw water pump is set up on a bank 10 to 12 feet above the river source.



An English/Italian sign on a ROWPU system explains the equipment and processes to local nationals.

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The Rapid Refuel Point: Innovative Concepts for Refueling Army Aviation

LT Bradley L. Rees

Providing fuel on today's modern battlefield to units that are moving faster, traveling farther during operations and incorporating more pieces of equipment forces support units to use innovative methods of resupply. Support units assigned to or aligned with the 101st Airborne Division (Air Assault) understand versatility and innovation because of the increased maneuverability of the Air Assault Division. Because the 101st Airborne Division (Air Assault) consists of more than 300 aircraft - including attack, lift and observation helicopters in two separate aviation brigades - refueling this division becomes a vital task that often exceeds the refueling capabilities of the division's assets. Refueling the division then becomes the responsibility of corps units operating in the division area.

Doctrinal Throughput of Fuel

Doctrinally, corps throughput of fuel to division assets involves the use of M967 bulk fuel tankers and M969 retail fuel tankers to division assets. Rarely are corps units used to directly refuel the bulk of a division's aviation assets. Rather, divisional refueling assets receive fuel from corps units and, in turn, issue fuel to their own customer units. This is not always the case.

As stated in the *G1/G4 Battle Book and the Support Operations Handbook*, a corps petroleum supply company (general support) has the mission to establish and operate temporary storage facilities (up to 2.6 million gallons) for direct support (DS) to nondivisional units and general support (GS) to divisional units on an area basis. At level 1, this unit establishes and operates bulk Class III (petroleum, oils and lubricants (POL)) supply points (up to 1.6 million gallons daily) to provide limited mobile filling stations, and lays and operates about 24 kilometers (15 miles) of collapsible hose line.

The 102d Quartermaster Company (POL), 561st Corps Support Battalion at Fort Campbell, KY, is a petroleum supply company (GS) that maintains the ability to conduct this doctrinal mission, proven during a deployment to Bosnia as part of *Operation Joint Endeavor* in the late 1990s. More often, though, the 102d Quartermaster Company (POL) conducts another mission, completely separate from its doctrinal mission, because of its habitual relationship with the 101st Airborne Division. This mission is the Rapid Refuel Point (RRP) that uses organic M969 tankers and components of the Fuel System Supply Point (FSSP) and the heavy expanded mobility tactical truck (HEMTT) Tanker Aerial Refueling System (HTARS). The RRP is a system first put to use during *Operation Desert Shield/Storm* in the early 1990s.

Key Asset in the Gulf War

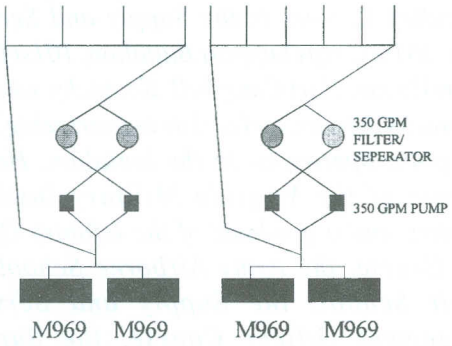
The RRP became a key asset that allowed the division to refuel large amounts of aircraft at one time, while division assets moved forward to establish key Logistics Release Points (LRPs) and Forward Arming and Refueling Points (FARPs) for aircraft. The decision to echelon combat service support (CSS) assets in this manner enabled the division to strike 150 kilometers into the heart of Iraq, unsuspected. The RRP can be configured into a 4-point, 6-point, 10-point, or 24-point system depending on mission, enemy, terrain, troops and time available (METT-T). When the 10-point RRP is established, the company can store up to 1.8 million gallons of fuel at a separate location.

Only Fuel Issued

Somewhat different from a FARP, which is operated by aviation and DS units in the division, the RRP maintains a fuel-only issuing posture. The RRP also differs from the FARP with the RRP's greater fuel-holding capabilities on station and an increased gallons per minute (GPM) threshold. HEMTTs and 500-gallon collapsible fuel tank FARPS use the 300-GPM and 125-GPM pumps, respectively, organic to the HEMTT and Forward Area Refueling Equipment (FARE) systems in aviation "3/5 platoons." (An aviation "3/5 platoon" refers to the two classes of supply, Class III (POL) and Class V (ammunition), provided by soldiers in the Quartermaster Corps and the Ordnance Corps.)

The RRP, on the other hand, uses the 350-GPM pumps and filter/separators organic to the petroleum supply company (GS). The increased GPM of the pumps and filter/separators coupled with the larger hose line allows more fuel to be pumped over greater distances in less time.

Truly organic petroleum supply companies (GS) do not execute the RRP mission. The RRP usually uses four M969 Tankers for a 10 point system: 4 x 350 GPM pumps, 4 x Filter Separators, 6 CCR Nozzles, and 4 D-1 Nozzles. When the RRP is set up using equipment from the FSSP system, 1,600 feet of 4-inch hose line is used and 1,100 feet of 3-inch hose line is used, along with the needed valves, joints and manifold systems to connect the system together. When the RRP uses 2-inch hose line components from the HTARS, it can decrease the set up time of the RRP by 30 percent.



It is only recommended to use components of the HTARS when the issuing unit decreases the throttle on the 350-GPM pumps. This is due to the smaller hose line pressure/burst capacity of the 2-inch hose line. A variety of combinations of the FSSP and HTARS can be established, based on METT-T. If extra site setup time permits, that time increases the ability of the unit to provide support on the battlefield and gives the unit essential time needed for improving the safety measures at the RRP (HAZMAT/SPILL Plan, Fire/Crash and Rescue Teams, communication). The additional time is also vital for improving security at the RRP site.

The 10-point RRP usually requires an area about 500 meters in length by 125 meters in width. This setup is used during training exercises, but the dimensions of the RRP can be changed to suit the mission. In its training configuration, the setup forces aircraft to "nose-in" to each fuel point. In real-world missions, the RRP can be established to allow aircraft to land in a trail, creating a roll-in, roll-out refueling point. The 10-point system can handle 6 light refueling points (for OH-58, AH-1, AH-64, UH-60 helicopters) and 4 heavy points (for CH-46, CH-47, CH-53 helicopters). More refueling points can be added on a mission-by-mission basis. Also, there are several aircraft lift configurations that can be refueled simultaneously at the 10-point RRP.

Big Advantage

One of the biggest advantages that the 10-point RRP offers the 101st Airborne Division (Air Assault) is the ability to "hot refuel" an entire lift of aircraft. Usually, lifts consist of 6 to 10 aircraft at any given time. Rather than refueling a few aircraft at a time while others assemble in staging areas or fly in traffic patterns, the configuration of the RRP allows entire lifts to land, refuel and depart as a single lift. The 10-point RRP can refuel 10 light aircraft simultaneously, 6 light aircraft and 2 heavy aircraft at the same time, or 5 heavy aircraft at any given time. Supplemental support from divisional assets such as a Heavy FARP Site, a CH-47 with a 3,000-gallon fabric fuel tank, and HEMTT fuelers add to the capabilities of the RRP.

Mission Diversification

Diversification in the mission of the petroleum supply company (GS) suggests that the modified table of organization and equipment (MTOE) of the unit can be expanded to designate habitual missions and specific alignments with major unit commands (MUCs). To date, there are four active duty petroleum supply companies (GS): one at Fort Lee, VA, one at Fort Campbell, KY, one at Fort Hood, TX, and the fourth at Fort Stewart, GA. All of these GS companies would maintain the current capabilities of bulk fuel storage, up to 2.6 million gallons of bulk fuel storage, and 1.6 million gallons of daily issue. However, further designations would allow higher headquarters to estimate the level of support based on the added designator.

One company could maintain the basic (GS) identifier while the others could be designated as (GS) (Aviation) and (GS) (Heavy) according to their MUC alignment. In these configurations, MUCs would have a greater understanding of the petroleum supply company (GS) in their area of operations and better use these assets to support the ground tactical plan. Furthermore, an added identifier to the (GS) companies would allow these units to submit MTOE changes for needed equipment that is currently obtained on a case-by-case basis.

When discussing operational safety during RRP operations, a controversial point arises about air traffic control. FM 57-38 (Pathfinder Operations) and FM 10-68 (Petroleum Operations) explain that an air traffic controller or some other adequately trained person is required at each refueling point that serves more than one aircraft. This person provides flight crews with information such as wind direction and velocity, remaining fuel supply, enemy activity in the immediate area, hazards or obstructions to landing, and emergency situations. An implied task in this statement is that the air traffic controller or other adequately trained person also determines emergency traffic patterns, landing sequence for inbound aircraft, and has the ability to conduct site surveys of the RRP site.

Safer Operations

Although soldiers stationed at Fort Campbell go through the Air Assault Course and are authorized to direct aircraft by hand and arm signals, they are not trained on determining wind speed and direction, conducting site surveys or the procedures for disseminating traffic patterns to inbound aircraft. Although the 101st Airborne Division (Air Assault) has the only Pathfinder company in the Army and there is an air traffic control company stationed at Fort Campbell, external support from these units for RRP operations is limited. Also, the 102d Quartermaster Company (POL) does not have any coded additional skill identifier (ASI) Pathfinder slots allocated on its MTOE because of the doctrinal mission statement of a petroleum supply company (GS). These circumstances raise the validity of allocating Pathfinder-qualified personnel to units that conduct RRP missions or similar aircraft refueling missions. The abilities of the 102d Quartermaster Company (POL) surpass the requirements of the Air Assault School and maintain a flawless support record for RRP operations, but the additional ASI would better ensure safe operations during training or real-world missions.

The versatility of support units corresponds directly to the units they support. Even if doctrinal mission statements exclude habitual operations, support units in today's Army must be flexible and diversify their capabilities. The RRPs clearly illustrate these statements and the 102d Quartermaster Company (POL) maintains the ability to diversify unit capabilities. With its initiative, flexibility and improvisation, the RRP helps make the 101st Airborne Division (Air Assault) one of the strongest force projection units in the world.

LT Bradley L. Rees is the Supply and Services Officer, 561st Corps Support Battalion, 101st Corps Support Group, Fort Campbell, Kentucky, where he tasks, tracks activity, and assists in overseeing rapid refuel point operations in the battalion. He is a graduate of the Virginia Military Institute, Lexington, and a graduate of the Infantry Officer Basic Course, the Army Airborne School, Air Assault School, the Supply and Services Management Officer Course, the Support Operations Course (Phase II), and the Aerial Delivery and Materiel Officer Course. His previous duty assignments include Rifle Platoon Leader and Anti-Armor Platoon Leader, 1st Battalion, 187th Infantry Regiment (RAKKASANS), 101st Airborne Division (Air Assault), Fort Campbell.

Notice to Readers

Your unit may be receiving fewer copies of the *Quartermaster Professional Bulletin* each quarter. In the face of Army downsizing, the "Voice of the Corps" had to streamline its mailing list.

However, complete editions will soon appear on the Quartermaster Home Page at http://www.lee.army.mil/quartermaster. Currently available for downloading are articles from the previous two editions (select "QM Professional Bulletin"), plus articles and the indexes for 1994, 1995, 1996 and 1997 (select "Professional Bulletin Archive").

Food Service Support in the 21st Century

MAJ Agron Husi *MAJ Austin Kapindula* *CPT Darren Frank*
CPT Kirk Harvey *LT Tontra Lowe* *LT Archie Herndon*

Imagine being a squad leader in the heat of a battle and facing the decision to overrun an objective or fall back to the established rendezvous point. Reaching into your rucksack, you pull out the remaining food bar that was included in your dinner, a Meal, Ready to Eat (MRE), and polish it off without hesitation. Instantly, your thoughts settle into perspective. You decide to overrun the objective, and the mission is an overwhelming success.

Although exaggerated, this scenario may be experienced more frequently by soldiers because of new ration components that will "enhance the physical and mental performance of combat individuals during sustained operations in the integrated battlefield." The upgrade of the Army Field Feeding System-Future (AFFS-F) will feature performance-enhancing ration components (PERCs), such as an MRE food bar, as well as other modifications and new technologies. This will result in the best soldier-sustaining products for the 21st Century. Innovations in areas that include food packaging, ration development, advanced heating technology and improved field feeding equipment will make getting soldiers the "right meal at the right time at the right place" much easier and more efficient.

Food Packaging

Because soldiers can deploy to any location at any time by any mode of transportation - including railroad cars, trucks, ships and aircraft - rations must withstand environmental changes and severe physical forces. The type of food packaging plays a distinct role in the shelf life (how long a product remains edible) and the receipt of high-quality, good-tasting rations by the soldier. Military rations are designed for at least a three-year shelf life.

At the US Army Natick Research, Development, and Engineering Center (NRDEC), scientists conduct continuous research in food packaging technology at several laboratories. These include the Materials Testing Laboratory, the Flexible Packaging Laboratory and the Container Testing Laboratory that form the Combat Ration Processing and Packaging Facility.

The Materials Testing Laboratory evaluates packaging material for crucial physical properties, such as seal strength, and barrier properties, such as oxygen and vapor transmission rates. Scientists use sophisticated equipment to develop the most effective materials. Researchers measure the force required to break material or seals.

Other equipment measures the rate of water vapor and oxygen transmission through polymeric films. These tests are important because the amount of oxygen and water directly affects the rate of food spoilage. Food spoilage is one of the primary elements that sturdy, well-developed food packages can hinder or stop. Aggressive research in coating for food packages and shipping containers is underway to investigate and exploit commercial coating film. Coating film will extend the shelf life of commercial off-the-shelf (COTS) items without the need for foil overwraps.

New Coating System

The military primarily uses foil laminated pouches for operational rations because of the water vapor and oxygen barrier protection to maintain the three-year shelf life. A new coating system will allow spraying or coating commercially prepared and packaged foods with a film so that these foods meet the minimum standard for the military.

The Flexible Packaging Laboratory designs and makes prototypes of new packaging systems. This laboratory tests various pouches and metal can sealers. Also, these scientists participate in modification of the food packet, Long Range Patrol Improved (LRP[I]) established for the Special Operations Forces. Advances in packaging technology have resulted in an inexpensive, light (less than one pound per meal), calorie-packed product with a potential 10-year shelf life.

The Container Testing Laboratory evaluates shipping containers with assembled rations and pallet loads. This laboratory has environmental chambers that test the durability of packaging materials and ensure the quality of food in extreme environmental conditions. Scientists test the effects of extreme hot, cold and tropical climates on the quality of rations at a given relative humidity.

Since military food is shipped and stored around the world, this testing ensures that the best product reaches the warfighters.

Other tests at the Container Testing Laboratory include the vibration table that simulates the forces and motions of trucks, railroad cars and aircraft. This table is commonly used to verify the protective capabilities of packaging. Also, a drop tester simulates the fall of a packaged shipping container. The container is dropped 10 times on each face and corner from a standard height.

The continuous strides in the area of food packaging are definitely adding to the acceptance and quality of the prepared meals. The ever-changing physical and environmental conditions to which rations are exposed mandate durable materials and stringent testing that will assure soldiers receive safe, edible food.

Ration Development

The modern battlefield requires that soldiers receive adequate nutritional support for their high mobility. To achieve this, the Sustainability Directorate of the US Army Soldier Systems Command (USASSCOM) and the NRDEC design, develop and test military rations. The standard is a meal maintained at 80 degrees Fahrenheit for three years and for six months at 100 degrees Fahrenheit. Also, each meal must meet the nutritional standards in AR 40-25 (Nutrition Allowances, Standards, and Education). Each meal must be packaged to protect the meal from the hazards of transportation and handling, including high temperatures and airdrop delivery.

MRE. One factor makes the MRE a success or failure: its appeal to the soldier. As a result of feedback from *Operation Desert Shield/Storm* in the early 1990s, the MRE improved to focus on expanding the variety of the meals and adding to the nutritional intake. These improvements include changes to the menu base and the addition of two new entrees. An additional breakthrough was adding pouch bread. These changes to the MRE will help provide soldiers with the nutrition they require.

The Time-Temperature Indicator (TTI) is an example of a measure to ensure quality and minimize waste of MREs. The concept is simple: the labels indicate freshness of the product. Time and heat affect the label. The greater the heat, the quicker the label darkens. This indicates the product's freshness and maximizes the quality of the rations the soldiers receive.

The TTI program will replace the "first in, first out" concept. The TTI also will provide veterinary personnel with a more effective technique to conduct inspections. Monitored by the veterinary command inspectors, the TTI will transition into production beginning with MRE XVII.

Meal, Cold Weather (MCW). Because of the variety of battlefield situations, special meals have been developed. One is the MCW. The meal is designed with some unique characteristics. First, the meal provides 1,500 kilocalories per menu, about 4,500 kilocalories per day. Also, the MCW is waterproof, flat, light and less expensive than traditional MREs. The MCW was designed to replace the Ration, Cold Weather, which was the one high-calorie meal per day. Initial research shows that the three-meal-per-day concept is operationally more appropriate.

Unitized Group Ration (UGR). To meet the requirements of the AFFS-F, which states that one A or B meal will be served per day (tactical situation permitting), the UGR was developed. The UGR was evaluated at the US Army Quartermaster Center and School during FY93. The results were positive. The UGR streamlines the process of ordering, issuing and preparing the meal.

The UGR, as with all Army products, has changed since its introduction in FY93. First, the number of meals per pallet tiers went down from 400 meals to two 50-meal modules. This reduced the amount of waste and increased the flexibility of menu variety. Secondly, the terminology for the UGR options will be "cook prepared" and "heat and serve."

Advanced Heating Technology

Through the course of military history, one fact has proven indisputable: a hot meal boosts soldier morale. To heat meals, the Army developed several devices including the nonflammable ration heater and the mounted water ration heater. Soldiers use both to heat the MRE.

Nonflammable Ration Heater. The nonflammable ration heater, developed through a Small Business Innovative Research project, will replace the flameless ration heater that is activated by water and contains magnesium and produces flammable hydrogen gas dur-

ing use. Because of the hydrogen in the flameless ration heater, this device is classified as "Dangerous When Wet Material." This classification restricts transportation and storage. The nonflammable ration heater has no such limitations.

The nonflammable ration heater consists of anhydride powders that provide two sources of heat when activated by water. The nonflammable ration heater weighs less than two ounces, takes only one ounce of water to activate and produces no harmful gases when activated. As a result of the elimination of gaseous byproducts, the nonflammable ration heater does not have restrictions that limit storage, transportation or use. The nonflammable ration heater also has an additional benefit: it costs less than the flameless ration heater presently in the Army's inventory.

Mounted Water Ration Heater. The mounted water ration heater is designed to provide armored vehicles with the ability to heat individual rations and prepare beverages. Electronically operated and thermostatically controlled, the mounted water ration heater uses a vehicle's 24-volt system as its power source. The mounted water ration heater requires very little space. Also, the mounted water ration heater can work when the vehicle is stationary or on the move.

The mounted water ration heater was developed with an inner and outer container that operates as a "double boiler." The larger container, the heater, is filled with water. The smaller container, which contains up to five MRE entrees, heats the contents. The mounted water ration heater can heat 1 gallon of water in 40 minutes or 5 MRE entrees and 40 ounces of water in 80 minutes. A bonus is that the crew can use the built-in water heater for personal hygiene. The mounted water ration heater can maintain the water at a set temperature for an entire operation.

Improved Field Feeding Equipment

Included in the AFFS-F concept are the development of more efficient equipment and the modification of older items for more expedient food service support. Since approval of the AFFS-F proposal in 1992, upgrades have been made to several current pieces of equipment, and prototypes of new items have been tested.

Kitchen, Company Level, Field Feeding-Enhanced (KCLFF-E). The KCLFF is designed to heat, deliver and serve one Heat and Serve Ration meal per day for up to 200 soldiers. The major components are a heater cabinet, cookpot/cradle, M2 burner, work/serving table, beverage dispensers, and insulated food containers to allow delivery of hot meals to soldiers in remote sites.

The KCLFF has recently been upgraded to the KCLFF-E to include an M59 field range cabinet, ice chest, more insulated food containers and a griddle. The KCLFF-E provides more capability to prepare and serve limited quantities of cook-prepared perishable food and cook-prepared shelf stable rations.

Mobile Kitchen Trailer-Improved (MKT-I). The MKT, currently the Army's primary field kitchen, was developed and fielded over 20 years ago. Since then, technology and the Army's mission have changed significantly. MKTs will be upgraded with MKT-I equipment, which will expand the usefulness and extend the life of the MKT. The MKT-I will address the operational and functional deficiencies of the MKT. The MKT-I will improve operations during cold weather conditions, the exhaust of cooking byproducts, cooking capacity, and interior lighting.

The MKT-I includes the following components: a two-kilowatt generator, modern burner unit (MBU), lights, 110-volt AC convenience receptacles, exhaust/circulation fan, vinyl-coated polyester fabric walls, cold weather rubber matting and ground skirt, durable electric can opener for tray pack rations, and waste handling/can crusher. Also, with an advanced design refrigeration program that has more than twice the storage space of the existing refrigerator, the need for large amounts of ice will end. The MKT's current ice chest is heavy and inefficient and requires large amounts of ice for operation.

Insulated Food Container (IFC). Advancements also have been made in temporary food storage compartments. The standard Mermite container previously used to maintain food temperatures during transport was difficult to clean and had limited durability. A 1993 market survey under the Soldier Enhancement Program identified a commercial item called the IFC to replace the Mermite container. The IFC provides improved handling, loading, stacking and serving capabilities. The IFC maintains food at acceptable serving temperatures under extreme environmental conditions (-25 degrees

Fahrenheit to 120 degrees Fahrenheit) during transport from field kitchens to soldiers at remote sites. The IFC is durable, uses standard steam table pans and allows easy field sanitation. Its high-density polyethylene has impact resistance. The IFC is also stackable and does not require painting.

Modern Burner Unit (MBU). The MBU is the replacement for the M2 gasoline burner currently used in all field feeding systems. The MBU will cost about $1,000 per unit.

The MBU uses an automatic, closed-circuit fueling system that avoids possible spilling hazards. Also, the MBU eliminates the need to remove the burner for refueling, as with the pressurized fuel system of the M2. It reduces both the logistics burden and safety hazards of gasoline by burning the less volatile JP8 fuel. With an electronic ignition, the MBU is ignited in place. This saves time by eliminating the preheating period required with the M2 and also reduces the hazards associated with lighting and carrying lit burners into the kitchen.

Containerized Kitchen (CK). The CK provides a flexible, rapidly deployable and multifood preparation capability for increased consolidated meal preparation. The CK will be deployed at meal preparation sites, generally at battalion level. The CK can support up to 550 soldiers with three hot cook-prepared perishable meals, cook-prepared shelf stable meals or heat-and-serve ration meals per day. One CK will replace two MKTs and provide more food preparation capability. The CK costs less than $100,000 per unit and will begin production in FY99. During the Advanced Warfighting Experiment at the National Training Center, Fort Irwin, CA, the Support Squadron, 11th Armored Cavalry Regiment used a CK to support more than 1,000 soldiers daily with two hot meals per day.

The CK consists of a combination of existing military standard kitchen equipment and commercial components integrated into an expandable 8x8x20-hybrid container. It will be mounted on a tactical trailer and towed by the new family of medium tactical vehicles' five-ton cargo truck. The CK's major features include electrical power from an onboard tactical quiet generator; an environmental control unit for heating and cooling; refrigerated storage of at least 33 cubic feet; capability to roast, grill, boil, fry and bake; running water; a protected serving line; and exhaust ventilation. Setup time by a trained team is 30 minutes.

Rapid Deployment Kitchen (RDK). The RDK is a new concept in field kitchens using a single oil burner to heat thermal fluid that then circulates to individual kitchen appliances. The RDK is a full-service kitchen equipped with a large convection oven, warming oven, griddle and two 20-gallon kettles. Although this kitchen has a high capacity for meal preparation, the RDK is packaged on a small trailer that can be readily towed anywhere on the battlefield.

The RDK offers several advantages over conventional mobile kitchens. Key features of the RDK include the following:

- Kettles bring water to boil in 6 minutes.
- Tray packs heat to 180 degrees Fahrenheit in 40 minutes (less than half the time required by current systems).
- The RDK prepares A/B/T rations for a company-sized unit.
- The RDK operates on any available battlefield fuel.

This RDK technology will be used in a US Marine Corps mobile field kitchen scheduled for production by Fourth Quarter, FY99. It will also be used as a preplanned product improvement for the US Army's CK.

Lasting Effect

The AFFS-F will have a significant, long-term effect on the sustainment of soldiers with the new technologies in food packaging, rations, advanced heating technology and field feeding equipment. The Army's bold steps to improve the quality of meals, to improve equipment safety and efficiency, and to deliver high-quality, good-tasting meals to the warfighters will have an enduring impact on the 21st Century battlefield.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 98-1 at Fort Lee, Virginia.

1998 Regimental Hall of Fame, Distinguished Members and Units of the Regiment

The Quartermaster Hall of Fame inducted six new members in 1998: MG David E. Watts, MG Charles R. Henry, MG Thomas W. Robison, BG James E. Bickford, CW5 William C. Mullins, and CSM Carl C. Kelly. The induction ceremony, which also included new Distiguished Members and Units of the Regiment, was held at the Home of the Quartermaster Corps, Fort Lee, VA, in June.

The Hall of Fame now has 60 members. The Hall of Fame recognizes military personnel of all ranks who are not on active duty and also civilians who have made lasting, significant contributions to the Corps.

The 19 Distinguished Members of the Regiment for 1998 are BG Philip M. Mattox, BG Daniel G. Mongeon, George H. Allen, COL Wardell G. Baker, COL Ronald V. Bila, COL Michael R. Devine, COL Gregory D. Gibbons, COL Will H. Horn, COL Howard James (Deceased), COL Robert W. Mortis, COL Richard Ross, LTC Richard L. Barth, CSM Timothy Bowers, CSM Cynthia A. Pritchett, CSM Charlie C. Chappell, CSM Mary E. Sutherland, CW5 Jimmie Tiner, CW5 Lester Mason, and Albert O. Pettis.

The six new Distinguished Units of the Regiment are the 7th Infantry Division Support Command, 97th Quartermaster Battalion, 46th Corps Support Group (Airborne), 227th Supply Company, 600th Quartermaster Company, and 603rd Quartermaster Graves Registration Company. The 1998 Regimental honors were awarded 15-20 June at Fort Lee.

Major General David E. Watts was born in Newton, MA, in 1928, and enlisted in the Army in 1946. He served in the 82d Airborne Division as a Pathfinder and demolitionist. Using the GI Bill, he graduated from the University of Connecticut and was commissioned second lieutenant through the Reserve Officers' Training Corps (ROTC).

His early assignments included combat duty in the Korean War as a platoon leader with the 179th Infantry Regiment, 45th Infantry Division; a stateside tour with the 9th and 69th Infantry Divisions and a European tour with the 10th Special Forces Group where he gained experience with British, French and Greek Special Operations units. Following service with Third US Army Headquarters, he joined Okinawa-based 1st Special Forces Group, participating in operations in Korea, Taiwan and Vietnam. In 1967 he returned to Vietnam to command the "Big Red One's" 1st Supply and Transport Battalion. He would later command the 1st Cavalry Division Support Command (Fort Hood, TX) and the 200th Theater Army Materiel Management Command (Germany). Between 1983 and 1986, he was assigned as the J-4/7 of the newly-formed US Central Command at MacDill Air Force Base, FL, where he led logistical, construction and military assistance efforts for all US defense matters in Southwest Asia.

Major General David E. Watts

Major General Watts is a "logistics warrior" whose heroic service earned him two Bronze Stars, two Purple Hearts, two Combat Infantry Badges, and both the US Army and Defense Distinguished Service Medals.

Major General Charles R. Henry was born in Horse Cove, KY, on 3 Oct 37. Upon completing ROTC and graduating from Middle Tennessee State University, he was commissioned second lieutenant in 1959.

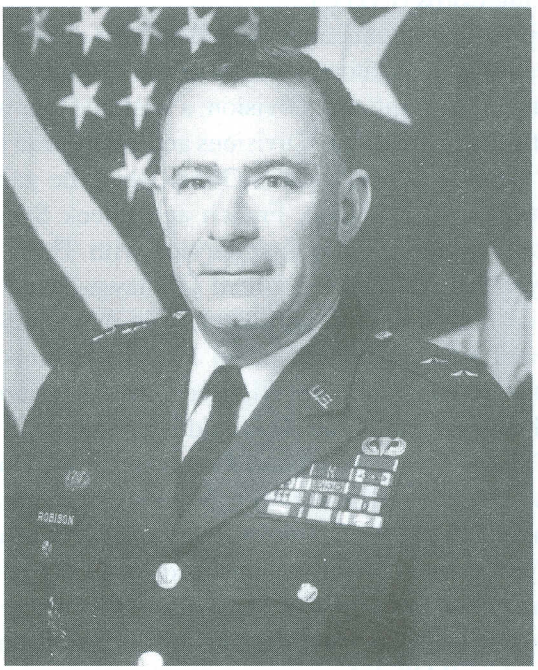
Throughout his career of nearly 33 years, Major General Henry held a variety of important Quartermaster, mission-related, command and staff positions – from small units in the field to the large Defense Contracting Management Command, a joint Department of Defense agency. Overseas assignments included tours in Vietnam, Europe and Saudi Arabia. During the 1980s he served four times in the Defense Logistics Agency, most notably as an acquisitions and contracting expert. He was also selected to become the Army's first Competition Advocate General (a position newly established by Congress), where he reported directly to the Secretary of the Army. He reduced Army costs by 30 percent and increased competitive contracting from 38 percent to 65 percent.

Many of the creative policies and contracting procedures he established while serving as a Quartermaster officer have become institutionalized for the nation's and the Corps' betterment.

Major General Charles R. Henry

Major General Thomas Wayne Robison was born 8 Oct 39 in Good Hope, GA, and died 1 Sep 98 in Atlanta, GA. After graduation from the University of Georgia in 1961, he was commissioned a second lieutenant and assigned to the US Army Quartermaster Corps.

During his 35-year career as a Quartermaster officer, he commanded key logistical units with the 101st Airborne Division (Vietnam), 2d Infantry Division (Korea), 1st Cavalry Division (Fort Hood, TX), and the 1st Corps Support Command (Fort Bragg, NC). He also served as Commander of the Army Air Force Exchange Service in Europe, and was Deputy Commander of the 22d Theater Army Area Command in Saudi Arabia during *Operation Desert Storm*. He held several important logistics staff positions as well, including service with the Deputy Chief of Staff for Logistics (DCSLOG) and on the Joint Staff. His final assignment before retiring in 1996 was as Commander of the US Army Combined Arms Support Command at Fort Lee, VA.



Major General Thomas Wayne Robison

Brigadier General James E. Bickford was born 17 Apr 37 in Garten, WV, and was commissioned second lieutenant in the Infantry after graduation from Eastern Kentucky University in 1959.

Early in his career, Brigadier General Bickford established his credentials as a first-rate petroleum officer and went on to hold key command and staff assignments at every level. As a captain in Vietnam, he was the first petroleum officer assigned to the 1st Logistical Command and developed the first overall petroleum support plan for US troops in Southeast Asia. As a major, he played a pivotal role in high-level negotiations concerning US military petroleum interests in France. He later served a second tour in Vietnam (as a MACV petroleum staff officer); commanded major petroleum storage and distribution units in Korea, the United Kingdom and Germany; and commanded the 200th Theater Army Materiel Management Center in Zweibrucken, Germany. In his last assignment before retirement in 1991, he commanded the Defense Fuel Supply Center, which oversaw the acquisition, storage and distribution of all fuel for US forces worldwide – including the immensely successful fuel support provided during *Operation Desert Storm*.

Brigadier General Bickford devoted nearly three decades helping to ensure that petroleum – the "life-blood" of today's mechanized armed forces – will never be in short supply.

Brigadier General James E. Bickford

Chief Warrant Officer William C. Mullins began his military career as an enlisted soldier in 1955 and rose to the rank of Sergeant First Class (P) before being commissioned a warrant officer in 1969.

He served his first tour as a Chief Warrant Officer One (CW1) in Vietnam with an Air Defense Artillery Battery, then with the 14th Armored Cavalry Regiment in Europe, where his unit won best supply operation in V Corps for two years. As a CW2, Chief Mullins oversaw logistical support for 25,000 Vietnam refugees while supporting 20,000 Reserve Component personnel for annual training.

During his first decade as a warrant officer, Chief Mullins saved millions of supply dollars and became recognized as one of the foremost logistics warrant officers in the Army. Later as Team Chief for the Department of the Army Warrant Officer Recruiting Team, CW4 Mullins led a successful campaign to fill the critical shortage of technical warrant officers that had plagued the Army for years. As a Senior Warrant

CW5 William C. Mullins

Officer, Mr. Mullins directed the much-acclaimed Total Warrant Officer Study; helped integrate officer and warrant officer programs for all schools associated with logistics; and performed many military occupational specialties studies, improving coding and classification – and much more. In recognition of his accomplishments, Chief Mullins was recalled to active duty after his 30-year retirement.

CW5 Mullins' brilliant career saw 41 years of service, spanning five decades. A Distinguished Member of the Quartermaster Regiment and Order of Saint Martin awardee, he has often been described by superior officers as "simply the best." In a most recent contribution, Chief Mullins directed the Total Warrant Officer Study and developed a highly acclaimed 30-year Management Plan for Army warrant officers.

Command Sergeant Major Carl C. Kelly entered the Army as an enlisted soldier three days after the Japanese attack on Pearl Harbor, when he was not yet of voting age.

In 1944, PFC Kelly served with the Third Army's 5th Infantry Division in the move across Europe and was awarded the Combat Infantry Badge, the Bronze Star Medal, and a Silver Star for gallantry in action. In the postwar era, he became a logistics noncommissined officer and continued to serve with distinction at home and abroad. He was ultimately promoted to command sergeant major. Thereafter, he served as G1 Sergeant Major for the 3rd Infantry Division in Germany during the height of the Cold War and while the division underwent a ROAD reorganization; as Command Sergeant Major for the 54th General Support Group in Vietnam (1969-70) which included nearly 2,700 personnel; as Command Sergeant Major of the Germersheim Army Depot and Military Community (Germany); and finally as Command Sergeant Major of the 2nd Battalion, Quartermaster School Brigade, Fort Lee, VA.

During his 35-year career, Command Sergeant Major Kelly displayed all qualities that mark a dedicated, effective and professional Quartermaster noncommissioned officer.

Command Sergeant Major Carl C. Kelly

Newest USAR Chief Is A Quartermaster

Major General Thomas J. Plewes, newest Chief of the US Army Reserve (USAR), illustrated the USAR's history of 90 years of service in the Summer 1998 edition of the *Quartermaster Professional Bulletin*. However, the Total Force section of that edition did not identify him as a Quartermaster in his biography. His previous assignments include Deputy Commanding General, US Army Reserve Command, Atlanta, GA, and Commander, 310th Theater Army Area Command, Fort Belvoir, VA.

In his comments on the USAR's 90th anniversary in 1998, Major General Plewes called the USAR "a beacon...of the right way that Reserve Components seamlessly mesh with their parent service." Sixty-two percent of the current Quartermaster warfighting capability is in the USAR and Army National Guard.

Dangerous Chemicals and the Quartermaster Corps

Michael L. Davis

Details of soldiers were caught cleaning off paint from their faces, arms and hands with a paint solvent. The solvent was clearly marked as skin absorbent and dangerous if near the eyes.

A highly trained petroleum operator was reclassified into another military occupational specialty (MOS) after the 14-year veteran became hypersensitive to fuel products.

Soldiers received chemical burns to their eyes and skin after using cleaning products improperly. No one provided them training or supervision.

A soldier threw a cleaning solvent into the trash without checking to see if the chemical was hazardous or if the solvent could be disposed in a better way. When the material was found, the unit and individual were reprimanded.

The Occupational Safety and Health Administration (OSHA) in 1983 issued the Hazard Communication Standard. This Executive Order provided the authority for implementing this standard within the federal sector. Issued to help protect personnel from the effects of dangerous chemicals, the program requires informing all personnel about hazardous chemicals in the workplace and training personnel to work safely with these materials. While primarily directed toward AR 385-10 (Army Safety Program), the standard requires compliance by all military personnel of the Department of Defense.

The soldier had just drained motor oil into a pan. Realizing the pan would be needed for some other work, the soldier tried to clean the pan with a material he had on hand. The cleaning material reacted with the motor oil, causing a cloud of gas. The soldier fled the area and was not hurt.

The full implementation of the program conveys a sense of concern for personnel, produces personnel who are well informed of all aspects of their jobs and complies with federal law. Proper implementation evaluates the potential hazards of chemicals and communicates this information and protective measures to personnel. If no specific standard for hazard communication exists in a host country, the federal standard applies.

Soldiers were cleaning an area. They mixed two or three cleaning products together. Several soldiers became ill and had to leave the area. Soon, all personnel in the building had to be evacuated because of the danger of the fumes.

The leader, as the hazard communicator, is responsible for evaluating potential chemical hazards and conveying that data and protective measures to personnel under his command. This evaluation applies to any chemical in the workplace that personnel may come into contact with under normal conditions or through emergencies, but does not apply to hazardous waste products. Hazardous waste is covered under AR 420-57 (Solid and Hazardous Waste Management) and Environmental Protection Agency (EPA) regulations.

A soldier neither paid attention to training nor put on the protective gloves issued to him. The soldier received minor chemical burns to both his hands.

A group of soldiers all received chemical burns to their hands and arms while cleaning weapons after returning from the field. They had used a solvent incorrectly.

Budgetary requirements may need amending to meet protective measures indicated for any chemical in the workplace. Lack of funds cannot be used as an excuse for not complying with the standard. Remember that a material designated as a hazardous chemical may require protective equipment and should not be ignored.

The Material Safety Data Sheet (MSDS) is the first place to consult for compliance with safety standards.

Leaders need to comply with all aspects of the standard. Here are some of the most important sections that are often neglected: identify and evaluate chemical hazards in the work areas, prepare a hazardous substance inventory and update the inventory whenever necessary. Develop a file of MSDS of all hazardous chemicals on the inventory and update it as required and also provide personnel with access to the MSDS file in the workplace. Ensure material is properly labeled if necessary. Ensure personnel who could be exposed to dangerous chemicals are identified and trained. Prepare a standing operating procedure for each work area where hazardous chemicals are used or stored. Post accident prevention signs. Evaluate/update everything as necessary.

A review of an organizational work area found that several hazardous materials were being stored incorrectly and were not included on the organization's hazardous inventory.

Responsibilities and functions of the program may vary from organization to organization because of structural and functional differences. Ultimately, leaders are responsible for implementation and enforcement of the program. Individuals are responsible for the safety of themselves and those around them.

Not having a complete hazardous material inventory list and not using the MSDS is the biggest mistake that leaders and personnel make. The MSDS describes the hazards of the chemical used. The MSDS provides information that tells personnel about hazardous ingredients of the product, such as the permissible exposure limits and the average amount of material that an individual can safely be exposed to (usually for eight hours).

The MSDS provides physical data about a chemical's appearance, smell and physical properties. The fire and explosion data section provides information on the chemical's potential to catch fire and explode. The health hazard area lists the symptoms of overexposure and gives first aid data. The reactivity data area tells personnel how stable a material is and what materials it should not come into contact with. Spill and leak procedures show what steps to take for a leak or spill. The special protection area, which provides information on personal protective equipment, must be used in order to avoid exposure. This special protection area also has data on ventilation and how to handle and store a chemical safely.

Remember that the Control Measure Section of the MSDS provides the *minimum* personnel protective equipment for soldiers. The organization is held responsible for providing this equipment.

While leaders are responsible for the overall program, all other personnel are responsible for following all requirements of the Hazard Communication Standard.

Working safely with hazardous chemical materials is a team effort.

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

Are you interested in training or a developmental assignment - At no cost to your command?

Emory Greene, Logistics Management Proponency Office (LogPro), Proponency Specialist

The Functional Chief Representative for Supply Management (CP-13) urges career program managers and supervisors to encourage CP-13 (Supply) careerists to apply for training or developmental assignments.

Immediate Opportunities

The following training opportunities and developmental assignments are available to develop the careerists' competitive edge for high-level logistics positions. Requirements vary for each assignment.

Long-Term Assignment. 6-12 month assignments are available at Headquarters, Department of the Army, US Army Combined Arms Support Command, Corps of Engineers, Communications Electronics Command, and several other locations in the continental United States.

Material Distribution Management Professional Enhancement Program (MDMPEP) (CP-13). 12-month assignment at the Department of Defense. Employees at GS-12/13 levels in the Supply Management career program who have demonstrated the potential for promotion to top management positions. Nominees should have experience in the supply and property management career fields.

Short-Term Assignment. Assignments less than 120 days to broaden careerist experience or to gain knowledge and specific functional areas within the field of supply or maintenance management. Examples are Training With the Soldier (TWS) and Cross Functional Training (CFT).

University Education. The Logistics Educational Assistance Fund (LEAF) for undergraduate study and Graduate Level Logistics Education Fund (GLLEAF) for graduate study now provide greater flexibility to logisticians seeking an opportunity to attend a college within their communities (50-mile radius).

Senior Service Schools. Army War College (AWC), National War College (NWC) and Industrial College of the Armed Forces (ICAF).

Training With Industry (TWI). TWI assignments are available now with the Sears and the Boeing Aircraft corporations. However, opportunities are not limited to these companies.

Professional Schools. Logistics Executive Development Course (LEDC) now open to GS11 without waivers and the Army Management Staff College (AMSC).

The **Activity Career Program Manager (ACPM)** for CP-13 at each installation can provide professional career guidance on the various programs. If these managers are not available, obtain detailed information from the major command (MACOM) CPM or the LogPro Office at LogPro, Suite 216, 700 Quarters Road, Fort Lee, VA 23801. Phone DSN 539-0616 or (804) 765-0616, FAX to DSN 539-4175, or E-mail to logpro@lee-dns1.army.mil.

CAREER NEWS

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. **For more information about officer and noncommissioned officer issues, access the Quartermaster Home Page by typing http://www.lee.army.mil/quartermaster and then look up the appropriate Quartermaster Branch Newsletter from PERSCOM.** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's phone number, E-mail address, FAX number, and telephone interactive voice response system (IVRS) instructions and phone number. Enlisted soldiers can get their pocket cards at their servicing personnel center.

New Chief, Quartermaster Officer Personnel Management Directorate, PERSCOM

LTC Dean G. Delis, delisd@hoffman.army.mil, DSN 221-8119

I pledge to you that our Quartermaster Branch team is here to help you in the field as you progress through your career. We will work closely with each and every one of you to ensure you grow professionally while meeting the needs of our Army. Yes, one of our jobs is to fill Army requirements, but we will never lose touch with the human dimension involved in every assignment. Can you expect us to meet everyone's wishes? No, but we sure try hard. Remember, the best way to help us to help you is through effective, open communication. Update your addresses and phone numbers with us when you move or change jobs. Call us six months ahead for assignments in the continental United States (CONUS) and approximately eight months ahead for overseas (OCONUS) assignments. Use our E-mail addresses and phone numbers to talk to us.

Each of you must be actively involved in managing your own career. Thus, become familiar with DA Pamphlet 600-3 (Commissioned Officer Development and Career Management), develop a career timeline that will help you meet your goals and use it when interfacing with branch. You are your best career manager. Take the tough jobs and do well in them. Always update your Officer Record Brief (ORB), have a sharp photograph and do your best in whatever job you hold. Every Officer Evaluation Report (OER) is important, particularly your OERs as company/battalion/brigade commanders and your branch-qualifying reports at the rank of major.

Discussion of Colonels Assignments

I am looking forward to opening dialogue with all of our Quartermaster colonels. Yes, there is talk in PERSCOM about standing up colonels division. The new name given to this function will be OPMS XXI Colonels Division which will focus on management of colonels by career field. Until full implementation of this division, please call and let me know what you would like to do in the future, so I can better serve you. The timeline between talking to you about an assignment and getting the concurrence of both the losing and gaining command can take 30 to 45 days. Please be patient. I will do my best to keep you in the loop throughout the process and provide you with assignment instructions as soon as possible.

In closing, it is an honor being back at the Quartermaster Branch as your branch chief. I am truly looking forward to serving you and our Corps. Quartermasters lead the way, "Supporting Victory!"

FY98 LTC Promotion Board: Observations From the Quartermaster Branch

MAJ Robert T. Cheshire, Major Assignments Officer, cheshirr@hoffman.army.mil, DSN 221-8119

Congratulations to the FY 98 Quartermaster Lieutenant Colonel selectees. A well deserved promotion from a very competitive selection process. Your next gate will be the LTC Battalion Command Board.

From my vantage point as an assignments officer, the FY98 LTC promotion board confirmed a few hard truths that I would like to share with you. Our recent promotion performance does not reflect an inadequacy in our Corps or a poor cohort of Quartermaster officers. On the contrary, YG82 (primary zone of consideration officers) previously had 11 officers selected below the zone, an extraordinary accomplishment. Many of those officers went on to 2 X BZ selection and are now serving battalion commanders. Despite this accomplishment, as a Corps we had 31 officers in the primary zone of consideration not selected for lieutenant colonel. Why they were not selected is the focus of this article.

There are no easy answers to explain the reason for any nonselection. The simple truth is there are many great officers within our ranks, and the difference between selection and nonselection can be a very fine line.

That said, the DA selection board has the unenviable task of selecting officers based on three primary elements: the individual photograph, the hard copy Officer Record Brief (ORB) and the performance microfiche (reflects copies of all evaluation reports, training certificates and commendations). It is important to recognize that the total file is evaluated, and the individual officer bears responsibility for ensuring that his file is in order. A review of PERSCOM files indicates that Quartermaster officers had overall good files, but some readily identifiable trends were apparent:

- Officers who had not completed Command and General Staff College (CGSC) (resident or nonresident) were invariably not selected for promotion. According to DA Pamphlet 600-3, completion of CGSC is required to be considered fully branch-qualified as a major. This board and previous boards did not select non-MEL 4 officers for promotion.
- Photographs where officers looked heavy caused boards to take a hard look at height/weight issues. In some cases, that raised a red flag to board members.
- Assignment patterns that reflect a majority of non-troop or out-of-mainstream assignments indicated to boards a lack of hard troop time and appear to have hurt some officers. This was especially hurtful if the officer only had a middle-of-the-road performance in the one or two troop assignments he had. Tough troop jobs done well were important to this board.
- Off-block checks or "2s" in early lieutenant Officer Evaluation Reports (OERs), coupled with a *pattern* of mediocre OERs or one weak OER as a senior captain or field grade officer, hurt a few officers.
- Performance in branch-qualifying positions at the captain and major levels was important. Any perceived downturn in performance as a company commander or major branch-qualified position, even with different senior raters, served as a board discriminator. Equally, lack of improvement in branch-qualified jobs put an officer at risk if the rest of his file was middle-of-the-road.

Areas You Can Control for Promotion

As an officer, you have several areas that you control for your promotions. Most of these areas are not new, but I will restate them again because they are important.

DA Photograph. This is your opportunity to make an impression on a board member. Everything else that a board member knows of you will come from the written word. The old adage that first impressions are important applies here. Ensure you have a current photograph. I believe you should have one that is less than two years old. You tell a board member you do not care about promotion if your photograph is outdated or portrays you poorly. Generally, Quartermasters have done well with photographs, but pay special attention if you have a weight problem. Ensure you look fit, your uniform fits properly, and your decorations are in order.

Officer Record Brief (ORB). This document summarizes your career. Boards consist of officers representing each branch. Boards may or may not understand combat service support (CSS) acronyms or convoluted duty titles. Keep your job description simple and understandable to the average non-CSS officer. Recognize that your current duty title and unit designation can only be changed at your installation. Take the time to go through your ORB with a mentor, and then check to ensure your corrections "took" before your ORB goes to the board.

CGSC. Without it, you will not get promoted. Nonresident officers are still competitive for promotion to lieutenant colonel and battalion command. Resident CGSC is not a guarantee for promotion. Six resident graduates did not get selected for promotion during the last board. Five nonresident graduates were selected.

Performance. Above all else, this is the key to success. You must do well in what you do and seek the tough jobs. Historical data shows that below center of mass (BCOM) performance or lack of taking the tough jobs will hinder promotion potential. Your time as a major (field grade) is short and every job counts. Lack of troop time or no progression in troop assignments are indicators to a board.

Bottom line. The promotion picture will get better. You are an integral part of helping the Quartermaster Corps help itself. Take care of your file. Perform well in tough assignments, stay fit and keep your record up to date. Your assignment officer is standing by to assist and address your professional development needs. Keep in touch.

Slating for Success

LTC Richard J. Poole, Combat Service Support Division Executive Officer, Officer Personnel Management Directorate, pooler@hoffman.army.mil, DSN 221-8119

The projected dates of the FY00 Combat Service Support Battalion Command Selection Board are 20 Oct through 6 Nov 98. The competition for this selection is extremely intense. Quartermasters selected will be the very best and should be proud of their accomplishment.

So, what happens once the board selects an officer for command? Sounds easy: selection, slating and then release of the list. Having participated in last year's slating process, I can tell you it is anything but easy. There is a deliberate process which serves to ensure the command slate is successful, both for the Army and the officer. I want to explain some common misconceptions about the slating process.

The most misunderstood part of the process is the actual board input into the slating. Boards in the recent past have selected an officer's category of command and left the slating to the branch chiefs. The last board changed this process and provided more slating guidance. The board still selects an officer's category of command (multifunctional or supply). Also, the board will provide guidance on the type of command (TOE or TDA), the echelon of command (division, corps, echelon above corps), the officer's service in a heavy or light unit, and the officer's service CONUS or OCONUS.

The slating process is very rigorous, considering a myriad of factors to ensure the end result is the "best fit" of qualifications for the type of command that is opening. Also the Chief of Staff, Army (CSA), Quartermaster General and the PERSCOM commander have issued additional guidance. The requests of each selected officer also are weighed heavily in the final slate. Each branch chief will slate selected officers and deviate only with justifiable reason. The Quartermaster Branch will slate the Quartermaster functional battalions and the 90A Branch Chief will slate the multifunctional battalions. The process has the latitude to ensure meeting the Army's needs while supporting the wishes of the selected officers, in most cases. The process culminates with a decision brief to the CSA before the official release of the slate.

The process works. As seen in the last board, Quartermaster officers are serving in dynamic commands throughout the Army and doing outstanding things. I look for this to continue with the results of the next board.

The Combined Arms and Services Staff School and Alternatives to the Resident Course

CPT Dianne M. Del Rosso, Branch-Qualified Captain Assignments Officer
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If you have not had the opportunity to attend the Combined Arms and Services Staff School (CAS3) due to the timing of your PCS moves, operational deployments, unit OPTEMPO or family needs, please let your assignment officer know. This is a milestone you must achieve. In some cases, your ORB may not be updated so PERSCOM may not know whether or not you have completed CAS3. If you are going before the CGSC board in FY99 and have not attended, please contact PERSCOM immediately so we can work together on getting you into a CAS3 slot. Please understand that some officers from year groups 88 to 94 have not had the opportunity to attend. We are trying to schedule officers based on their year group and timing of a PCS move, given a very few slots per class. Also, the

priority for seats goes to officers graduating from the Combined Logistics Captains Career Course (formerly the Combined Logistics Officer Advanced Course) who attend in a TDY and return status.

Bottom Line: Allow us to help you with your scheduling of the course. We will try our best to schedule the course when it meets your time line, based on your year group.

Here is the current schedule for FY99:

99-1	3 Nov - 18 Dec
99-2	4 Jan - 18 Feb
99-3	23 Feb - 7 Apr
99-4	12 Apr - 25 May
99-5	1 Jun - 15 Jul
99-6	1 Aug - 10 Sep
99-7	13 Sep - 27 Oct

Alternatives to the Resident CAS3 Course

The Reserve Component (RC) CAS3 course offered through the Total Army School System (TASS) is an alternative to the resident six-week course. There are two options under this RC version called RC-CAS3. The first option is an "eight by two" course, where an officer attends class one weekend a month for eight months and ends with a two-week temporary duty course during the summer. Enrollment normally begins in the first quarter of the fiscal year. The second option is a "two by two" course, where an officer attends classes for two periods of two weeks at a time. Interested officers can contact me for points of contact within the seven-region TASS areas. To enroll, FAX a completed DA Form 4187 with appropriate course dates and schedule to me at DSN 221-8025, and I will ensure that you are enrolled when seats are available.

Scheduling for the Combined Logistics Captains Career Course (CLC3)

CPT Steve Long, Non-Branch Qualified Company Grade Assignments Officer
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My mission is to fill Army requirements throughout the world with the right officer at the right time. My personal goal is to "listen" to each officer, provide timely and accurate advice, and try to match each officer's assignment preference with the needs of the Army. Please have patience if the phone is "always busy when you call branch." It takes time to provide individual service to each officer who calls. I find that E-mail works best, especially for those officers overseas. My E-mail address is longs2@hoffman.army.mil.

I am now scheduling officers for FY99 CLC3 (formerly the Combined Logistics Officer Advanced Course or CLOAC) classes. These dates include the Combined Arms and Services Staff School (CAS3). Phase 4 of CLC3 is now CAS3.

99-01	11 Nov 98 - 26 May 99
99-02	13 Jan 99 - 16 Jul 99
99-03	14 Mar 99 - 10 Sep 99
99-04	26 Apr 99 - 27 Oct 99
99-05	17 Jun 99 - 17 Dec 99
99-06	1 Aug 99 - 16 Feb 00
99-07	16 Sep 99 - 6 Apr 00

Questions About the New Officer Evaluation Report System

CPT Benny L. Starks Jr., Future Readiness Officer, starksb@hoffman.army.mil, DSN 221-8119

Since my arrival, the Quartermaster Branch has been inundated with questions about the new Officer Evaluation Report (OER) system. Here are the primary questions asked and some helpful tidbits:

Frequently asked questions and helpful tidbits:

- **What are the most recent trends of senior rater profiles?** Of 50,000 OERs received, approximately 29 percent are above center-of-mass (ACOM).
- **What are the box check trends in the leader attributes/skills/actions section (part IVb)?** There are no trends at this time.
- **What trends have developed for the unique skills block (part Vc)?** Currently, no trends have developed. Completion of the unique skills portion is optional. Effective **1 Jan 99**, the potential career field recommendation will be **mandatory** on all OERs with a "THRU" date of 1 Jan 99 and later. The recommendations by both the rater and senior rater must include a potential career field (CF) and branch (BR) or a potential career field (CF) and functional area (FA) for future service, on all Army competitive category captains through lieutenant colonels. The information in parts Vc and VIId will be stated as follows: "Would serve the Army best in CF/BR or Would serve the Army best in CF/FA." For example, if the rater and senior rater believe CPT Jones, a Quartermaster Officer with a FA of 45 (Comptroller), is best suited/has the greatest potential for future service within the Quartermaster branch which falls under the operations career field, they would state in Parts Vc and VIId: "Would serve the Army best in OPCF/92." CF90 (Multifunctional Logistics) should not be recommended in parts Vc or VIId because officers will not be designated in this area. Officers best suited for FA90 should be recommended for the operations career field in their basic branch, OPCF/92. As a reminder, **do not** write potential or school comments in part Vc.
- **What is the standard for the senior rater section (parts VIIa and VIIb)?** In part VIIa, the senior rater should assess the rated officer's potential to perform at the next higher grade compared with all other officers the senior rater has seen, of the same grade. Anything other than best-qualified could become a discriminator later in the officer's career. In part VIIb, the senior rater should assess the rated officer against every officer he currently rates in that grade. The norm has been best-qualified, center-of-mass.
- **What is the impact of not listing three future assignments (Part VIId)?** Completion of this block is mandatory. The senior rater will list future assignments for which the rated officer is best suited, emphasizing the next three to five years. Also, effective 1 Jan 99, the potential career field recommendation will be mandatory on all OERs with a "THRU" date of 1 Jan 99 and later for all Army competitive category captains through lieutenant colonels.

Other helpful tidbits. The duty description (part IIIc) must be clearly worded so all board members can relate to position requirements. The description should contain key responsibilities such as number of personnel supervised and dollars in budget or equipment. In the Junior Officer Developmental Support Form (JODSF) portion of the OER (part IVd) the rater must place an "X" in either the "Yes" or "No" box if the rated officer rates any lieutenants or warrant officers one. If the rated officer does not rate any lieutenants or warrant officers one, simply place an "X" in the "NA" box. Comments are mandatory for a "No" entry and are written in part Vb. Remember, performance and potential comments must be covered in the rater portion (part Vb) of the OER. Potential comments should be placed last.

Finally, you must maintain your Officer Record Brief, microfiche and Department of the Army photograph. Many assignment requests come up with short suspenses. If PERSCOM cannot contact you or if your photograph is outdated, you could miss out on an opportunity to enjoy a professionally rewarding assignment. Your address, telephone number and E-mail address can be updated with a simple telephone call to the Quartermaster Branch. Telephone or send me E-mail. I look forward to serving as your Future Readiness Officer.

How Education Keeps Warrant Officers Competitive for Promotion

CW4 James C. Tolbert, Quartermaster Warrant Officer Assignments Officer
tolbertj@hoffman.army.mil

Our Army is smaller now compared to when I first joined. The result is increased competition for promotion opportunities for career advancement. Warrant officers must be vigilant in achieving career goals. Although education alone will not guarantee career advancement, a college degree is a certain plus.

Military Education

The military education requirements consist of the leader development training that warrant officers receive during their careers. Warrant officer leader development is outlined in Department of the Army Pamphlet 600-11. This professional pamphlet provides the guidance for training warrant officers from the W01 grade to the grade of CW5. Warrant officers must attend additional schooling at selection for promotion to the next higher grade.

The Warrant Officer Education System (WOES) training is designed to prepare warrant officers for additional duties and responsibilities at the next higher warrant officer grade. The officer's current Military Education Level (MEL) is listed in section VI (Military Education) of DA Form 4037 (Officer Record Brief - ORB). A list of all MEL codes follows:

MEL	Course
1	Warrant Officer Senior Staff Course
4	Warrant Officer Staff Course
6	Warrant Officer Advanced Course
7	Warrant Officer Basic Course

Warrant Officer Basic Course. Upon completion of the Warrant Officer Candidate Course at Fort Rucker, AL, newly appointed warrant officers train at their proponent schools for technical certification. This course is commonly called the Warrant Officer Basic Course, and a MEL 7 is awarded.

Prerequisite Studies for the Warrant Officer Advanced Course. All warrant officers will be enrolled in this course at about the sixth year of warrant officer service. This nonresident course is a prerequisite to the resident Warrant Officer Advanced Course (WOAC). The course materials aim to enhance communicative and staff skills to help prepare the officer for the resident phase of WOAC and assignments as a CW3. The course is administered by the Warrant Officer Career Center (WOCC) at Fort Rucker. Enrollment is mandatory and automatic at the officer's sixth year of warrant officer service.

Warrant Officer Advanced Course (WOAC). The WOAC is reserved for CW2s selected for promotion to CW3. WOAC is a functional, specialty development course conducted at the proponent school. The course focuses on preparing the officer to serve in senior warrant officer positions at the CW3 level. Officers successfully completing WOAC are awarded a MEL 6 on their ORBs.

Warrant Officer Staff Course (WOSC). The WOSC is conducted at the Warrant Officer Career Center at Fort Rucker. Warrant officers selected to the grade of CW4 will attend this course regardless of their military occupational specialty (MOS). Course instruction includes advanced communicative and staff skills, problem-solving and decision-making. This course is designed to prepare warrant officers for service during the next several years as a CW4. Warrant officers completing this course receive a MEL 4.

Warrant Officer Senior Staff Course (WOSSC). The WOSSC is also conducted at the Warrant Officer Career Center. As in the WOSC, warrant officers selected to CW5 must attend regardless of MOS. This course provides the officer with the latest information on Army doctrine, policy, equipment and the force structure. A MEL 1 is awarded upon successful completion of the course.

Warrant Officers may have additional resident and nonresident training from other military institutions. Courses such as the Standard Property Book System-Redesigned (SPBS-R) and the Standard Army Retail Supply System-

Objective (SARSS-O) are just a couple. Also, courses taken by correspondence may also appear on the ORB. In all cases, officers must review their ORBs to ensure proper credit for their military education.

Civilian Education

Warrant officers may pursue an associate or baccalaureate degree through either a fully funded or partially funded program. Under the fully funded program, the Army pays all tuition, textbooks and supplies while also paying the warrant officer full pay and allowances. Officers participating in fully funded civil schooling must serve in duty positions designated by the Army Education Requirements System (AERS). Most warrant officers pursue their education in partially funded programs, commonly referred to as "off-duty studies." The warrant officer pays the cost of all tuition, fees and textbooks. Warrant officers should use available educational benefits such as the GI Bill or Tuition Assistance to offset educational costs.

The civilian education goals established for warrant officers recommend the completion of an associate's degree by the time the officer is eligible for promotion to CW3, and a bachelor's degree before eligibility for CW4. Civilian education information is in Section VII of the ORB. Section VII has three subsections in which three different institutions and disciplines may be added. In order to update the civilian education level, warrant officers must submit copies of official college transcripts to DA PERSCOM. Section VII (Civilian Education) of the ORB lists the institution and the level completed. Here are the valid entries for the levels completed:

- Non high school
- High school
- Less than two years college
- 60 or more semester credits
- Associate's degree
- Baccalaureate degree
- Master's degree
- Doctorate degree

Warrant officers continue vigorous pursuit of civilian education degrees. Warrant officers must be aware that a vast majority of active duty warrant officers currently have some civilian education at various levels. For officers currently taking college courses toward a degree, there are no valid entries on the ORB to indicate that an officer is pursuing civilian education.

Degree Completion

The Army's Degree Completion Program (DCP) is another source for warrant officers to pursue or complete civilian education. The DCP allows the warrant officer to attend an approved college full time. Active duty warrant officers are eligible to complete their baccalaureate or associate's degree through participation in DCP. Application procedures are outlined in AR 621-1 and on PERSCOM's web page (www.perscom.army.mil/wod/wodcp.htm). These references provide detailed information on program requirements, eligibility and application procedures. Briefly, warrant officers must meet the following requirements:

- ✓ Be in a voluntary indefinite or regular Army status,
- ✓ Possess a high-quality record of performance, and
- ✓ Be able to fulfill the active duty service obligation incurred for attending schooling before reaching a mandatory release date.

The normal period of time for DCP participation is 12 months or less. Approval can be granted for warrant officers to complete a degree for up to 18 months, but those approvals are handled on a case-by-case basis. Again, warrant officers interested in applying for the DCP should visit PERSCOM's web site at www.perscom.army.mil/wod/wodcp.htm for detailed application procedures or contact the career manager.

Logistics Executive Development course (LEDC)

While the Army's DCP does not allow active duty warrant officers to pursue a master's degree, the LEDC does. The LEDC is taught at the Army Logistics Management College (ALMC) at Fort Lee, VA. The LEDC, the Army's senior logistics course, is recognized as the premier logistics instruction in the ALMC curriculum. Also, ALMC's LEDC program has a cooperative master's degree program with the Florida Institute of Technology (FIT). Upon completion of the 19-week LEDC course, the cooperative FIT program means that officers then continue with a master's program. After LEDC, officers are may transfer up to 12 credit hours from LEDC toward the FIT graduate study. Officers completing both the LEDC and the FIT graduate work are then awarded a master's degree in logistics management or a master's of management (logistics). For more information about LEDC and LEDC/FIT visit ALMC's web site at www.almc.army.mil/SCHOOLS/SLC/ledd/file/ledchomepage.htm.

Educational Insights.

I commend warrant officers for their efforts and achievements toward their civilian educational goals. However, soldiers must not become complacent with their educational accomplishments. Warrant officers who have completed college degrees are not automatically more competitive than their peers simply because of their educational level. The key to successful careers will continue to be working the hard jobs in the hard locations with outstanding results. A college degree will certainly supplement a warrant officer's professional resume, but will not in itself serve as the sole source indicating outstanding performance.

Basically, soldiers earn promotions based on a proven record of outstanding performance and the potential to serve in the next higher grade. Warrant officers must neither depend solely on civilian educational accomplishments as the benchmark for military advancements nor pursue college degrees at the expense of military duties and responsibilities.

For more information, contact CW4 Tolbert at the US Army Total Personnel Command, ATTN: TAPC-OPW-QM (CW4 Tolbert), 200 Stovall Street, Alexandria, VA 22332. Telephone DSN 221-7839 or (703) 325-7839. FAX questions to DSN 221-5232 or (703) 325-5232.

Noncommissioned Officer Branch Chief Notes

LTC R.D. Cox, Chief, Quartermaster Enlisted Personnel Management Directorate, PERSCOM
coxr0@hoffman.army.mil

As your new Branch Chief, I am excited about the opportunity to continue taking care of Quartermaster soldiers and their families. Please pay special attention to the article in this Career News section by CPT Bruce E. Cox, Deputy Branch Chief and Force Integration Officer. CPT Cox focuses on how you can best help yourself in the assignment process. You all know that you are personally your best career managers. The more you understand about the assignment process, the better you can prepare for assignment changes.

Our first priority continues to be taking care of Quartermaster soldiers and their families. Service to you is the most important thing that we do. The senior NCOs and DA civilians who work in the Quartermaster Enlisted Personnel Management Directorate are committed to providing you first-class support.

We are also charged to ensure the proper worldwide distribution of Quartermaster soldiers, and this leads to some inevitable challenges as we balance soldier wants with Army needs. We continue to make about 1,250 assignments every month. Your input is a vital part of the assignment process. Let us know what you want and we will always consider your preferences.

Talk to Us Online

In addition to the telephone, our *PERSCOM Online* newsletter is a good source of information. We recently established direct web linkages to and from the Quartermaster Home Page at *http://www.lee.army.mil/quartermaster* for your convenience. Also note that you are now able to send E-mail directly to the specific assignment managers

and professional development NCOs who represent you by clicking on their underlined names once you enter *PERSCOM Online*. E-mail is a great alternative to the telephone. Please make sure you include your name, social security number, telephone number and E-mail address in the body of your note in case we need to contact you.

Communication - whether by voice, E-mail or any of several other methods - is important, particularly as it relates to your next assignment. All assignment managers want to fully consider your preferences. We make assignments six to nine months into the future. About a year from your normal PCS, begin to communicate with us. Get your preferences in early so that your assignment manager can best work on your behalf.

However, E-mail is not a substitute for the traditional DA Form 4187. In many cases, the assignment manager will require you to follow up an E-mail discussion with a DA Form 4187. This ensures that your chain of command fully supports your requests. As always, we take our work very seriously. I want you all to understand our true measure of success is the daily contribution we make to your career satisfaction.

NCO Assignment Process

CPT Bruce E. Cox, Deputy Chief and Force Integration Officer
coxb0@hoffman.army.mil

One of the more challenging aspects of an Army career is the PCS move. Some look forward to this move. For most, it represents another challenge of schedules and changes to job and lifestyle. However, an NCO can cushion the blow of constant moves and make then easier for the family. The most important factor is for each soldier to be involved in his career and the assignment process, preventing the feeling of being caught off guard with assignment instructions to move.

Due to our everyday mission, the Army's readiness is first and foremost in the assignment process. However, NCO assignment managers work hard to incorporate the soldiers' wishes into the assignment process. Short-term moves are not PERSCOM's goal. Usually, quick moves are not normal and represent the unexpected loss of authorizations at selected installations. Many reasons lead to other moves of less than 36 months on station, but are likely due to the low operating strengths of some MOSs. Low operating strengths of MOSs result in quick turnaround times to fill worldwide requirements.

Whatever the reason, PERSCOM does not like to move soldiers with less than 36 months Time On Station (TOS). This is not business as usual and severely impacts the PCS budget established each year. Every move short of the normal 36-month rotation time represents a tremendous expense to the Army and a morale detractor for soldiers. With that in mind, stability for the soldier and his family is very important to PERSCOM and the way we do business.

Many soldiers have commented to me in the past that their assignment was done by the computer. Assignment managers are assisted by computer programs, but they do handle each assignment individually. PERSCOM uses a computer program to nominate soldiers for assignment, and this is the beginning of the assignment process. The nomination process involves weighted criteria that "nominate" soldiers for movement. The most heavily weighted criteria is the soldier's TOS. As noted, the preferred TOS is 36 months before movement. This cannot always be accomplished because of various reasons.

Some factors that prevent or accelerate moves are enrollment of a family member in the Exceptional Family Member Program (EFMP), retention control points, worldwide MOS operating strength, special skills (ASIs and SQIs), and promotable status. These are not the only reasons and many factors come into each, individual assignment decision. The bottom line: each assignment is unique and PERSCOM's computer systems only aid career managers. Therefore, it is critical that each individual stay in touch with PERSCOM and actively work with his assignment manager. This effort can help both PERSCOM and the soldier assign the right person to the right job and location.

The best person to manage your career is you. Persistence pays off. Your desires for assignment are important to PERSCOM and can help determine if you get your first, second or third choice in assignments. Remember, when requesting an assignment, list your desires but also include an assignment request to a post that has a high Quartermaster density. Large divisional posts are filled with opportunities for the Quartermaster soldier. Therefore, while

you may want to go to a smaller post, you may also want to include a large post in your assignment preferences. This will allow you to receive consideration for a post that you desire if the smaller post is not available at the time of your assignment.

While this article is aimed at CONUS assignments, remember that there are still many opportunities overseas. If you have not been overseas lately, your turn is likely just around the corner. PERSCOM is processing more CONUS to CONUS moves today than in the past, but there are still tremendous needs OCONUS.

Communication with your assignment manager is paramount and should begin when a soldier is about six to nine months from the PCS time frame. The Quartermaster Branch consistently works assignments for soldiers to allow ample notice to prepare families and take care of personal matters.

However, PERSCOM career managers have a tremendous workload. Currently, our branch has 17 managers, including Professional Development NCOs who manage the careers of over 45,000 soldiers.

Although getting through on the telephone at times is tough, PERSCOM now uses E-mail as an alternate form of communication. Managers are responsible to respond to your E-mail and to help with your inquiries. The best policy is for soldiers to call, FAX and E-mail their manager. This redundant effort helps to ensure that your voice is heard. All E-mail addresses are located on the Quartermaster/Chemical Enlisted Branch newsletter on *PERSCOM Online* (linked to the Quartermaster Home Page at http://www.lee.army.mil/quartermaster). By clicking on your assignment manager's name, you will be taken directly to that address.

Acquisition Certification Eligibility

Military personnel who can document specific education, acquisition training and acquisition experience are eligible for acquisition certification as defined in Department of Defense (DOD) publications that implement the Defense Acquisition Workforce Improvement Act (DAWIA). Acquisition career fields include Acquisition Logistics; Business, Cost Estimating and Financial Management; Communication-Computer Systems; Contracting (including construction); Industrial and/or Contract Property Management; Manufacturing and Production (includes Quality Assurance); Purchasing and Procurement Technician; Program Management; Systems Planning, Research, Development and Engineering; and Test and Evaluation.

Service members who are not part of the Army Acquisition Corps but meet the requirements of DOD Instruction 5000.58 (Defense Acquisition Workforce) can be certified at an appropriate level. Second-level supervisors certify their soldiers. for Levels I and II. The Senior Executive Service or General Officer in the individual's chain of command complete Level III certification. The annual Defense Acquisition University Catalog contains certification standards. For more information, contact MAJ Phil Yacovoni at yacovonp@sarda.army.mil or Mary McHale at mchalem@sarda.army.mil.

QUARTERMASTER UPDATE

1998 Supply Excellence Award Winners

STANDING	CATEGORY	COMP	UNIT
Winner	AIA – MTOE Co	Active	56th Army Band, Fort Lewis, WA, FORSCOM
Runner-up	With property book		21st Transportation Co, Yungson, Korea, EUSA
Winner	AIB – MTOE Co	Active	534th Military Police Co, Panama, USARSO
Runner-up	Without property book		72d Ordnance Co, Camp Hialeah (EUSA)
Winner	AIIA - MTOE Bn	Active	28th Transportation Bn, Mannheim, Germany, USAREUR
Runner-up	With property book		205th Military Intelligence Bn, Fort Shafter, HI, INSCOM
Winner	AIIB - MTOE Bn	Active	112th Signal Bn, Fort Bragg, NC, SOCOM
Runner-up	Without property book		44th Signal Bn, Mannheim, Germany, FORSCOM
Winner	BIA - TDA Unit	Active	Co A, 35th Engineer Bn, Fort Leonard Wood, MO, TRADOC
Runner-up	(Lower Level)		HHC, USAG, III Corps and Fort Hood, Fort Hood, TX, FORSCOM
Winner	BIIA - TDA Unit	Active	U.N. Security Force – Joint Security Area, Panmunjom, Korea, EUSA
Runner-up	(Upper Level)		U.S. Army Aviation and Missile Command, Redstone Arsenal, Huntsville, AL, USAMC
Winner	CI - Direct Support	Active	3d Maintenance Co, 143d Air Defense Artillery, Korea, EUSA
Runner-up	Unit (Small)		Co C, 25th Avn Regt, 25th Infantry Div, USARPAC
Winner	CII - Direct Support	Active	80th Area Support Group, Chievres, Belgium, USAREUR
Runner-up	Unit (Medium)		542d Maintenance Co, Fort Lewis, WA, FORSCOM
Winner	CIII – Direct Support	Active	Co D, 701st Main Support Bn, 1st Infantry Div, Kitzigen, Germany, USAREUR
Runner-up	Unit (Large)		Co E, 704th Main Support Bn, 4th Infantry Div, Fort Hood, TX, FORSCOM
Winner	AIA – MTOE Co	USAR	425th Transportation Co, Salina, KS
Runner-up	With property book		952d Engineer Co, Paris, TX
Winner	AIB - MTOE Co	USAR	300th Area Support Group, Gerow, USARC, Fort Lee, VA
Runner-up	Without property book		454th Replacement Det, Frankfurt, Germany
Winner	AIIA - MTOE Bn	USAR	325th Field Hospital, Independence, MO
No Runner-up	With property book		
Winner	AIIB - MTOE Bn	USAR	12th Psychological Operations Bn, Moffet Field, CA
No Runner-up	Without property book		
Winner	BIIA - TDA Unit	USAR	1395th Transportation Terminal Bde, Seattle, WA
Runner-up	(Upper Level)		Equipment Concentration Site #33, Fort Riley, KS
Winner	AIA - MTOE Co	ARNG	30th Engineer Bde, Charlotte, NC
Runner-up	With property book		1436th Engineer Co, Montaque, MI
Winner	AIB - MTOE Co	ARNG	43d Army Band, Lincoln, NE
Runner-up	Without property book		Co A, 1/133d Infantry Bn, Dubuque, IA
Winner	AIIA - MTOE Bn	ARNG	109th Medical Bn, Iowa City, IA
Runner-up	With property book		210th Finance Bn, Jackson, MS
Winner	AIIB - MTOE Bn	ARNG	1/632d Armored Bn, Wausau, WI
Runner-up	Without property book		199th Support Bn, Alexandria, LA
Winner	BIA - TDA Unit	ARNG	90th Troop Command, Oklahoma City, OK
No Runner-up	(Lower Level)		
Winner	BIIA - TDA Unit	ARNG	HHD, State Area Command, Jackson, MS
No Runner-up	(Upper Level)		
Winner	CI - Direct Support	ARNG	U.S. Property and Fiscal Office, WV
Runner-up	Unit (Small)		U.S. Property and Fiscal Office, MS

Supply Excellence Awards Begin With MACOM Nominations

The Chief of Staff, Army (CSA) recognized 76 individual awardees representing 38 Total Army units with Supply Excellence Awards (SEA) for 1998. This year was the first CSA SEA competition that expanded the Supply Support Activity Category to include the Army National Guard and the US Army Reserve.

Teams assembled by the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, traveled worldwide to evaluate the competing units for six months. The annual CSA SEA awards are sponsored by the National Defense Industrial Association. In addition to the 76 individual awards from 38 units, another 125 soldiers will receive a Quartermaster General's Certificate of Appreciation for their supply expertise demonstrated during the evaluation. These individuals receive the certificates regardless of whether or not their units won.

These logisticians also receive special recognition from their local commands. All are winners, since these soldiers have already won the Army major commands (MACOMs) competition before the CSA SEA team visits. The competition was tough in 1998, and feedback to the SEA evaluators suggests that units get better by competing whether they win or not.

The MACOMs nominate a single unit in each of the nine categories (unit supply-six, supply support activity-three). One exception is the US Army Forces Command (FORSCOM), so large that two units can be nominated in each category. The SEA evaluators get many requests from the field asking, "How can my unit enter the competition?" The short answer is to get the MACOM to nominate your unit.

The CSA SEA program nominations are based on the results of the Command Supply Discipline Program (CSDP). The CSDP rules and checklist are in AR 710-2, Paragraph 1-13 and Table B. Units that want to compete must demonstrate their preparedness on CSDP evaluations and obtain their MACOM nominations. The MACOM nominations are submitted to the CSA SEA teams at the USAQMC&S, ATSM-LTD-SP, 1831 A Avenue, Fort Lee, VA 23801-1621, in accordance with an annual Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Logistics (HQDA ODCSLOG) message. This ODCSLOG message has a suspense date for submission of nominees, usually around mid-December, since the CSA SEA teams start the evaluations in January. In 1998 evaluations were complete in early June, and the CSA presented the awards in early September in Washington, DC.

The unit and organizational supply categories (Categories A and B) have not changed much since the CSA SEA program began in 1986. The newest category (Category C) for supply support activities (SSAs), was introduced in the 1997 competition and expanded in 1998 to the US Army Reserve and Army National Guard.

Units that want to participate in the FY99 competition may telephone (804) 734-3163/3210 for more information. Also, check the Quartermaster Home Page at http://www.lee.army.mil/quartermaster. – *CW4 Vince Nichols*, Supply Excellence Award Division, Logistics Training Directorate, USAQMCS&, Fort Lee, VA.

Petroleum Manuals Update

The Quartermaster Training Division, Training Directorate, US Army Combined Arms Support Command (CASCOM), has updated the inventory of petroleum manuals. The following list provides the current inventory and the supersessions:

- FM 10-67-1 (Concepts and Equipment of Petroleum Operations), 2 Apr 98, supersedes FM 10-18 (3 Dec 86), FM 10-20 (29 Feb 84), FM 10-68 (29 May 87), FM 10-69 (22 Oct 86), FM 10-70-1 (27 Dec 83), and FM 10-71 (12 May 78).
- FM 10-67-2 (Petroleum Laboratory Testing and Operations), 2 Apr 97, supersedes FM 10-70 (9 May 83) and FM 10-72 (11 Aug 86).
- FM 10-416 (Petroleum Pipeline and Terminal Operating Units), 12 May 98, supersedes FM 10-207 (10 Apr 81).
- FM 10-426 (Petroleum Supply Units), 12 Jun 97, supersedes FM 10-427 (11 Aug 86).
- FM 10-602 (Headquarters and Headquarters Units, Petroleum and Water Distribution Organization), 12 Sep 96, supersedes FM 10-200 (6 Jul 84).
- STP 10-77L14-SM-TG (Petroleum Laboratory Specialist), 11 Jun 98 supersedes STP 10-77L14-SM-TG, 19 Nov 93.

Training Products for Force Provider

Training products supporting the Force Provider are in development by the Quartermaster Training Division, Training Directorate, CASCOM. The following is a listing of the products being developed, current status, and programmed completion date:

- FM 42-424 (Quartermaster Force Provider Company). Coordinating draft manual sent for field review, Dec 96. Programmed completion date, Sep 98.
- ARTEP 42-424-30 (Quartermaster Force Provider Company). Coordinating draft sent for field review, Dec 95. Revised Army Training and Evaluation Program Mission Training Plan draft (including updated crew drills), Sep 98; programmed completion date, Dec 98.
- Force Provider Overview CD-ROM was distributed Jul 97.

Joint Water Resources Management Action Group (JWRMAG) To Meet

The 21st JWRMAG meeting will be at Camp Lejeune, NC, 1-4 Dec 98. The Quartermaster General is scheduled as the guest speaker. The Marine Corps 8th Engineer Support Battalion, 2d Force Service Support Group, will host the meeting for second time in the past three years.

The annual JWRMAG meeting is a joint forum chaired by the Director for Transportation, Energy and Troop Support, Office of the Deputy Chief of Staff for Logistics, Headquarters, Department of the Army (ODCSLOG HQDA), who represents the Army as the Department of Defense (DOD) Executive Agent for Land-based Water Resources Management. The JWRMAG evaluates DOD tactical, potable, water-related issues that include equipment requirements, force structure, training, joint interoperability and funding requirements, to name a few. Lessons learned from real-world deployments (domestic and global) are also frequently reviewed.

The JWRMAG is attended by all military services, the Joint Staff, staffs of the unified commands, major commands, and many government agencies with a supporting role in the DOD Water Support Program. For more information, contact Bill Carico, HQDA, ODCSLOG, DALO-TSE (Water Team) at E-mail caricobj@hqda.army.mil or DSN 224-3264.

Fuel and Water Integrated Concept Team

The Fuel and Water Integrated Concept Team (ICT), chartered by The Quartermaster General earlier this year, is currently working the future concepts for fuel and water support in the Force XXI environment. Major participants include the National Guard Bureau, Office of the Chief of the Reserves, Army Petroleum Center, 475th Quartermaster Group, USAQMC&S and CASCOM. Other organizations are asked to participate when their specific areas of interest are addressed.

The ICT will provide assistance in developing the fuel and water force structure for echelons above division and in determining materiel solutions to improve fuel and water support capabilities. The ICT focuses on future doctrine, force structure and materiel solutions. The ICT does not replace the PAG or JWARMAG. Point of contact is MAJ Howard D. Hulen, ATTN: ATCL-QC, CASCOM, Fort Lee, VA, or DSN 687-2523.

Force Structure Change Requests

To Justify Force Structure Document Change Requests: Force structure in the US Army is constantly changing because of Armywide initiatives involving modernization, standardization and new doctrine. Also, severe manpower and budget constraints affect the Army's force structure. These programmed changes take precedence over those that originate at unit level.

Unprogrammed changes to Table of Organization and Equipment (TOE)/Modification Table of Organization and Equipment (MTOE) that units request to Army force structure are scrutinized by higher headquarters for justification based on the minimum essential requirements for the mission. Standardization and stabilization applies to both TOE and MTOE. Units must consider that a request to change one unit usually implies a change for all similar Army units. Change may result in a huge *resource bill* - paid by guess who?

Bottom Line: Change requests must be based on *wartime* doctrine rather than contingency mission. Contingency support alone is not recognized by the US Army Force Management Support Agency (USAFMSA) or Forces Command as justification. Unique geographical or new mission/operational requirements must be clearly cited. Information in Army Regulation 71-32 may serve as a sound basis for justification.

Joint Sling Load Operation For Active and Reserve Components

More than 40 Active and Reserve Component soldiers took part in a joint sling load operation that included the US Army Quartermaster Center and School's (USAQMC&S) Sling Load Inspection Certification Course, the US Coast Guard (USCG), and the US Army Reserve (USAR). The joint operation was the first of its kind since the Quartermaster Branch assumed the DOD proponency for sling load in 1995.

The operation on Fort Lee's McClaney Drop Zone on 10 Apr 98 was part of the exercise that ends the certification course. The operation's aircraft included the Army CH-47D Chinook (the largest cargo helicopter in the Army inventory), provided by the 1/159th Aviation Regiment (USAR) at Fort Eustis, VA. The USCG provided Fort Lee with its low-flying, fast-moving HH-60J Jay Hawk. The Jay Hawk is in the same family as the Army's UH-60 Black Hawk, but has a reduced hook capacity of 6,000 pounds compared to the Black Hawk's 9,000-pound capacity.

The sling load for the operation at Fort Lee included the M998 HMMWV, M102 Howitzer, A-22 Cargo Container, and the 10K Cargo Net. Each load was correctly rigged and inspected according to FM 10-450-3 (Multiservice Helicopter Sling Load Basic Operations and Equipment, April 1997) and DA Form 7382-R (Sling Load Inspection Record) - mandatory since 1 Oct 97.

A US Coast Guard HH-60J Black Hawk lifts an A-22 Cargo Container during a joint sling load operation at the Home of the Quartermaster Corps.

A student gives the pilot the signal to hover while the hook-up team secures a sling load.

The USCG Air Station at Elizabeth City sent personnel to the April class at Fort Lee to ensure that the flight mechanics were properly trained in the correct rigging and inspection procedures that are such a very important aspect of sling load operations. The Coast Guard sling loads various pieces of equipment, such as generators and tools, to and from the station several times a year.

Since Quartermasters began setting and maintaining sling load standards throughout the Department of Defense, the Sling Load Inspector Certification Course has successfully trained and certified more than 1,400 students as sling load inspectors from all branches of service. This includes soldiers from four allied countries. For more information about attending the Sling Load Inspector Certification Course, contact the USAQMC&S's Sling Load Office at DSN 687-4185/5889/5890. – *CPT B. N. McCutcheon, Quartermaster*

Directory - Points of Contact

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Quartermaster Home Page

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

A 4th Quartermaster Company mess team provides hot food to weary 4th Infantry Division soldiers in the Huertgen Forest, November 1944.

4th Support Battalion

Constituted 19 November 1917 in the Regular Army as the 4th Supply Train and assigned to the 4th Division (later designated as the 4th Infantry Division)

Organized 31 December 1917 at Camp Greene, North Carolina

Reorganized and redesignated 15 April 1921 as the 4th Division Train, Quartermaster Corps

Inactivated 21 September 1921 at Fort Lewis, Washington

Redesignated 23 March 1925 as the 4th Division Quartermaster Train

Redesignated 1 May 1936 as the 4th Quartermaster Regiment

Redesignated 16 October 1939 as the 4th Quartermaster Battalion

Activated 1 June 1940 at Fort Benning, Georgia

Reorganized and redesignated 19 September 1942 as the 4th Motorized Quartermaster Battalion

Reorganized and redesignated (less Quartermaster Gasoline Supply Company) as the 4th Quartermaster Company (Quartermaster Gasoline Supply Company - hereafter separate lineage)

4th Quartermaster Company inactivated 2 March 1946 at Camp Butner, North Carolina

Activated 6 July 1948 at Fort Ord, California

Reorganized and redesignated 1 October 1963 as Headquarters and Headquarters Company, 4th Supply and Transport Battalion (organic units constituted 21 August 1963 and activated 1 October 1963)

Battalion inactivated 15 April 1985 at Fort Carson, Colorado

Redesignated 1 May 1987 as 4th Support Battalion and activated at Fort Carson, Colorado

*** AISNE-MARNE * ST. MIHIEL * MEUSE-ARGONNE * CHAMPAGNE 1918 * LORRAINE 1918 ***
*** NORMANDY (W/ARROWHEAD) * NORTHERN FRANCE * RHINELEAND * ARDENNES-ALSACE * CENTRAL EUROPE ***
***COUNTEROFFENSIVE, PHASE II * COUNTEROFFENSIVE, PHASE III * TET COUNTEROFFENSIVE ***
*** COUNTEROFFENSIVE, PHASE IV * COUNTEROFFENSIVE, PHASE V * COUNTEROFFENSIVE, PHASE VI ***
(TET 69/COUNTEROFFENSIVE * SUMMER-FALL 1969 * WINTER-SPRING 1970 * SANCTUARY COUNTEROFFENSIVE *
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"D" is for Duty

The history of the US Army is full of examples of soldiers who, in the face of unbelievable odds, when it seemed all might be lost, managed to carry on nonetheless – out of a sheer sense of DUTY. Whether it was because they felt the call of patriotism. Or an attachment to the unit. Or to their fellow soldiers.

If you were to ask a bona fide war "hero" why he or she did what they did, they'd probably have a hard time explaining it. There's a good chance they'd say: "I don't know about being a hero. I was just trying to 'do my duty.'"

At the end of World War II, many in the country and in the press hailed the Commander of Allied Forces in Europe, General Dwight D. Eisenhower, as a national hero. He didn't quite see it that way. His response was, "I'm just a Kansas farm boy who did his duty."

General George S. Patton, Jr., another acclaimed hero from World War II, also believed strongly in the importance of doing one's duty. "If I do my full duty," he said, "the rest will take care of itself."

"Do your duty in all things," the Confederate General Robert E. Lee is said to have advised his son. "You cannot do more. You should never wish to do less."

DUTY IS A SENSE OF OBLIGATION. That means in the military you don't always get to do what you want to do. Often it's what you *have* to do. Or feel you *should* do, or *must* do. – *Dr. Steven E. Anders, Quartermaster Corps Historian*

Headquarters, Department of the Army This publication is approved for public release. Distribution is unlimited.