Quartermaster

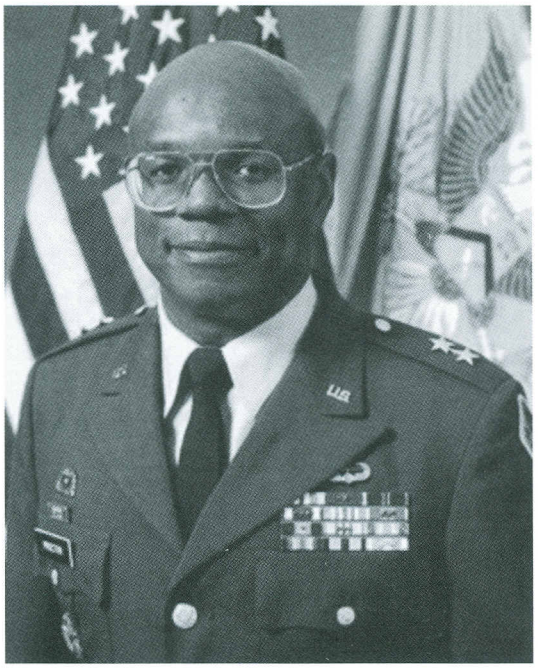
PROFESSIONAL BULLETIN

AUTUMN 1999 *PB 10-99-3*

WARFIGHTERS' LOGISTICIAN

Where are *Quartermasters?*

From The Quartermaster General



Major General Hawthorne L. Proctor

Warm greetings to each of you and your families! I am truly humbled and honored to have been selected as the 46th Quartermaster General of the US Army. This is the highlight of over 31 years of service to our great nation. The chance to train Quartermaster professionals from the beginning of their careers and impact their lives throughout their time in service has been the goal of a lifetime! Training all Active, US Army Reserve and Army National Guard soldiers to the same standard under The Army School System (TASS) is the Quartermaster and Army's benchmark.

I want to sustain many of the wonderful programs that you all have initiated under the leadership of the 45th Quartermaster General, my good friend, MG James M. Wright. We will continue to emphasize high standards, Army values training, technical/tactical competencies and physical fitness.

This is an exciting time for our Army and our Corps. We are on the cusp of a new millennium, and Quartermasters will continue to provide the requisite support on the battlefield for the materiel that all warfighters have needed throughout the years – fuel, shelter, repair parts, supplies, food, water and mortuary affairs. There is a revolution taking place in military logistics right now. What we Quartermasters do will not change; however, how we do it will. We are working to improve the battlefield distribution process of feeding and fueling the force, as well as providing greater services through aerial delivery and laundry and shower support. General Dennis J. Reimer once said that there could not be a revolution in military affairs until there is a revolution in logistics. Logisticians will be the champions of this revolution and help shepherd the armed forces into the future. I am dedicated to exploiting technology, situational understanding, logistics automation, and distribution agility to anticipate and provide precision logistical support. We *must* replace logistics mass with logistics velocity.

As part of this effort, I recently forwarded a memorandum to Senior Quartermasters requesting your comments on issues/concerns for the upcoming functional review scheduled for February 2000. This is our opportunity to address personnel issues with the Senior Army Leadership and effect positive changes for our Army and Corps. In addition, the June 2000 Quartermaster Functional Area Assessment will provide another opportunity to bring Quartermaster modernization issues to the Vice Chief of Staff, Army.

As many of you already know, my previous assignment was Deputy Chief of Staff for Logistics and Operations, US Army Materiel Command. In this capacity, I was involved with many exciting, innovative initiatives such as the single stock fund, increased digitization on the battlefield and web-based logistical support. As modern warfare increases in technological sophistication, speed and complexity, so must logistics systems change.

Although our business has become increasingly complex, I still believe in the basic tenets of solid leadership. My Command Philosophy is really very simple and focuses on caring, commitment and communication. One of my favorite quotes is, "No

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Quartermaster
PROFESSIONAL BULLETIN

The Quartermaster General
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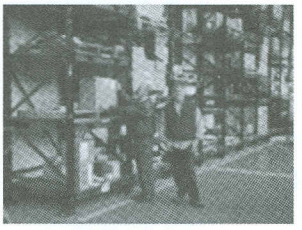

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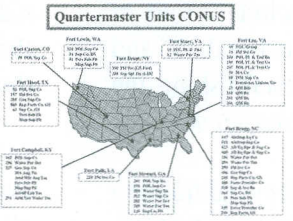

FRONT COVER: Where Are Quartermasters? Approximately 38,500 Quartermasters on active duty serve around the world, and 42 out of every 100 Quartermaster soldiers work in combat units. See the article and maps that begin on **page 22**.

INSIDE BACK COVER: Keith K. Fukumitsu, Quartermaster, researches and illustrates the battalion-size units featured 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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CSM/SGM Conference

Command Sergeant Major Larry W. Gammon

Heritage and History are the focus of the fifth annual Quartermaster Sergeants Major Conference at the Home of the Quartermaster Corps, Fort Lee, VA, in late September. All the participants are bringing biographies, photographs and other significant information about themselves and other Quartermaster soldiers to assist in compiling a database for enlisted Quartermasters. (See the article *Enlisted History Office* on Page 3.)

The 1999 activities will parallel last year's conference, with minor changes to most fully cover combat service support issues of the past and present. The changes are a result of recommendations by the sergeants major who attended the 1998 conference. This year's conference highlights include a tour of the nearby City Point Unit, a "mixer/icebreaker," and a discussion of the significance of establishing the historical database of enlisted Quartermaster soldiers.

The daily schedule begins with physical training with enlisted soldiers. The evening schedule features a "mixer/icebreaker" with NCO Academy students. This gathering will give the sergeants major the opportunity to mingle with their peers and meet with some of the young Quartermaster soldiers attending the Basic and Advanced Noncommissioned Officer Courses (BNCOC and ANCOC).

The staff ride to the City Point Unit will convey the lessons of the past to the present Army leadership for current applications. The City Point Unit was one of the largest logistical operations of the US Civil War. On an average day, the Union Army stored 9 million meals for the soldiers and 12,000 tons of oats for their horses. The only food not imported from the northern states was bread, which was produced on site. The Union Army baked more than 100,000 loaves of bread per day to send by train to the soldiers on the front line.

The staff ride is an educational tool to bring to life the historic encounters of the Civil War on the very terrain where it took place. Conference participants will be reminded of the leadership, tactics and strategy, communication, use of terrain and, above all, the psychology of men in battle - applicable today as in the past. Valuable information on this historical tour offers the time to excerpt lessons from the past and to develop new leadership strategies for the new millennium.

Why is the Sergeants Major Conference important to the Quartermaster Corps? First, it gives all the Quartermaster sergeants major (active duty, US Army Reserve and Army National Guard) the opportunity to come home to see how Quartermaster soldiers are being trained. Secondly, it gives the top noncommissioned leaders a way to get together and discuss past, present and future issues of the Corps. Highlights of previous conferences were the discussions of the pros and cons of current strategies, as well as the evaluation of the Quartermaster issues. Also, the conference is a forum to convey the objectives of The Quartermaster General.

(Continued on Page 3)

(Continued from Page 2)

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.

Enlisted History Office

The Regimental Command Sergeant Major has established a Quartermaster Corps enlisted history office at the Home of the Quartermaster Corps, Fort Lee, VA, to collect, store and archive historical information and documents. The goal of the enlisted historian is to help create a database of information that reflects the contributions made by the Quartermaster Corps' enlisted professionals.

The Regimental Command Sergeant Major and the Quartermaster Historian believe today's logisticians must become more accountable to future Quartermasters by sharing the accomplishments and contributions of the past and present. You can help us become more accountable by helping construct a database of information that traces enlisted roots from the Continental Army to the present. We would like to start by building a database of information on command sergeants major and sergeants major who have served or are serving their country as members of the Quartermaster Corps.

The Noncommissioned Officer (NCO) Corps continues as the "Guardian of the Army's Standards." Since the Army's inception more than 224 years ago, NCOs have been there. NCOs are the trainers, the coaches, the mentors and the leaders who hold together our value-based Army, thereby earning the reputation as the "Backbone of the Army." Quartermaster Corps NCOs are a vital component of the total NCO Corps. Talented, motivated and loyal NCOs have made many significant contributions over the years "Supporting the Force."

Tell Your Story

We all know the story of SGT Alvin C. York, an Infantry soldier who earned the Medal of Honor fighting in the trenches of Europe during World War I. We also know about Audie Murphy, whose leadership and courage during World War II earned him the Medal of Honor. What do we know about Quartermaster NCOs and enlisted soldiers? Did you know that Quartermasters have participated in every conflict since our nation's beginning? Do you know who Tech 5 Eric Gibson was and what his contributions to the Quartermaster Corps were? Did you know that two Quartermaster soldiers, one NCO and one enlisted, were inducted into the Quartermaster Hall of Fame this year?

Let's do our part to ensure enlisted history is not forgotten. Many enlisted Quartermasters have a story to tell, and now they can do just that by contacting SGM Michael C. Natale in the Quartermaster Enlisted History Office. To contact SGM Natale, write to COMMANDER, USAQMC&S, OFFICE OF THE QUARTERMASTER GENERAL, ATTN ATSM QMG, 1201 22D STREET, FORT LEE, VA 23801-1601. The new enlisted historian also can be reached by calling (804) 734-4151 or by E-mail at natalem@lee.army.mil.

Professional Dialogue

Live-Fire Exercises: Not Just for the Combat Arms

CPT Jeff Britton *CPT Noelle Grosso* *CPT Steve Hoglund*
CPT Alvin Javier *LT Mike Dusablon* *LT Troy Rittenhouse*

General John N. Abrams, US Army Training and Doctrine (TRADOC) commander, has said that the ability to conduct live-fire training exercises to realistic standards is paramount for the Army's future. The US Army has deployed on short notice 30 times since the end of the Cold War. During those deployments, the combat service support (CSS) units were among the first to deploy and the last to redeploy.

In today's force projection Army, units have little time to train for their deployments, especially the support units that assist other units preparing for deployment. Because units deploy with the skills they have upon notification, tough realistic training must exist at the unit level. Weapons qualification is not enough. Live-fire training in a garrison environment is essential to prepare CSS units for success on the battlefield. This article will highlight historical examples, relevant doctrine, home-station training and current exercises supporting CSS live-fire training.

Day and Night Live-Fire Scenarios at Fort A.P. Hill

US Military Superiority

The United States became the sole remaining superpower in 1989 with the collapse of the Soviet Union and the end of the Cold War. The US currently possesses and produces more deadly military hardware than can be brought against the nation. However, military superiority alone will not resolve conflicts. Instead, the US will most likely encounter "little" wars or low-intensity conflicts (LICs) with limited objectives. The two types of LICs are wars to oppose aggressions, such as *Operation Desert Storm,* and guerilla wars characterized by insurrection and subterfuge.

Of the two LICs, guerilla warfare is the greater challenge that will continue to test US forces for years to come. Guerillas strike primarily by ambush against CSS operations: lines of communication and supply, rear bases, cities, convoys and isolated outposts. Supplies carried on convoys are essential to maintaining the combat power of the forward units. Every drop of fuel, every round of ammunition and every repair part represents an increment of combat power. Combat units become ineffective without constant resupply. Attacking a maneuver unit's support assets reduces its combat power. The CSS soldier must train to counter an attack.

In recent history, many examples show where the CSS soldier operated in hostile environments and

All official US Army photographs are from the National Training Center, Joint Readiness Training Center and Fort A.P. Hill.

encountered the enemy. From the Vietnam War in Southeast Asia to the more recent Stability Operations and Support Operations around the world, guerillas have attacked the CSS soldier.

On 25 Aug 68, for example, Sergeant William Seay was a driver in a convoy carrying critical supplies and ammunition from Long Binh to Tay Ninh in Vietnam. North Vietnamese forces ambushed the convoy. SGT Seay took a defensive position and killed many of the enemy, provided direction and leadership, and saved the lives of many US soldiers. His gallantry in action cost him his life. He was awarded the Medal of Honor posthumously. (At the Home of the Quartermaster Corps at Fort Lee, VA, the parade field in front of Mifflin Hall is named in SGT Seay's honor.)

In January 1993, US soldiers operating under Unified Task Force (UNITAF) rules of engagement in Somalia, Africa, faced belligerent crowds. Civilians created roadblocks or rushed in front of vehicles to stop convoys and grab everything not tied down. Certain crowds were more violent and threw rocks, attempting to damage equipment or injure soldiers. In these situations, the CSS soldiers have to know how to defend themselves.

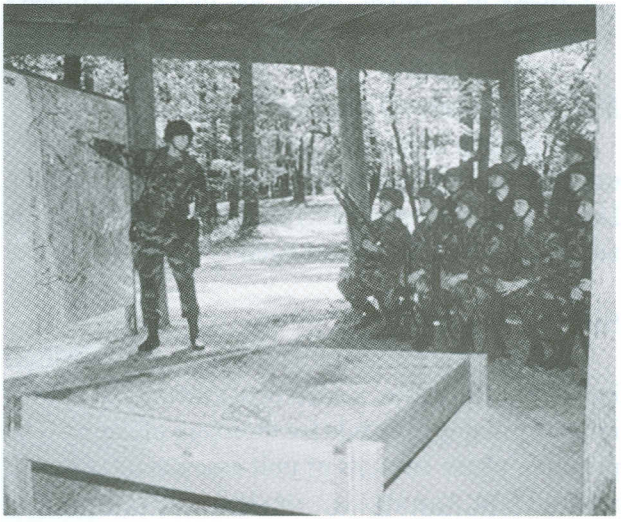
On 22 Jul 94, elements of the 29th Support Group deployed from Kaiserslautern, Germany, to Goma, Zaire, for *Operation Support Hope* in Africa. The water purification teams, one of the 29th Support Group's teams in country, set up and began producing potable drinking water for the 300,000-plus refugees from Rwanda. The CSS soldiers had only a small security force to protect them. The potential to encounter a hostile force was high. The CSS soldier was not prepared to react against or to protect against or to counter live fire.

Army Doctrine

There is currently no doctrine written specifically for CSS units to prepare and execute live-fire exercises. Units can draw necessary information from the combat arms arena. To develop training, units can apply current live-fire publications to scenarios relevant to the CSS community. Many publications and web sites have information on the live-fire exercise, including the following:

- Army Doctrine and Training Digital Library Online at http://www.adtdl.army.mil/

Live-fire exercises should integrate individual weapons.



- FM 25-101 (Battle Focused Training)
- TC 25-10 (Lane Training)
- TC 7-9 (Infantry Live-Fire Training)
- TC 25-8 (Training Ranges)
- Center for Army Lessons Learned (CALL) on line at http://call.army.mil/
- FM 55-30 (Convoy Operations
- FM 7-8 (Infantry Tactics for Platoon/Squad Operations)

TC 7-9 and TC 25-10 are the most thorough publications covering live-fire, lane-training exercises and planning considerations.

Unit Training in Live-fire Exercises

The Army's philosophy for live-fire exercises is that they assist in combat readiness. This philosophy includes establishing areas that allow leaders to select

methods of fire and maneuver based on mission, enemy, terrain, troops and time available (METT-T) by integrating all organic and nonorganic weapons systems. This method allows personnel to train against realistic targets and to return fire.

CSS Army Training and Evaluation Programs (ARTEPs) and unit tactical standard operating procedures (TACSOPs) can assist with developing training scenarios. Here are a few suggestions:

- Defend march columns (convoys).
- Defend against a Level I attack.
- Defend the company area of operation within the brigade support area.
- React to a threat, using the quick reactionary force.

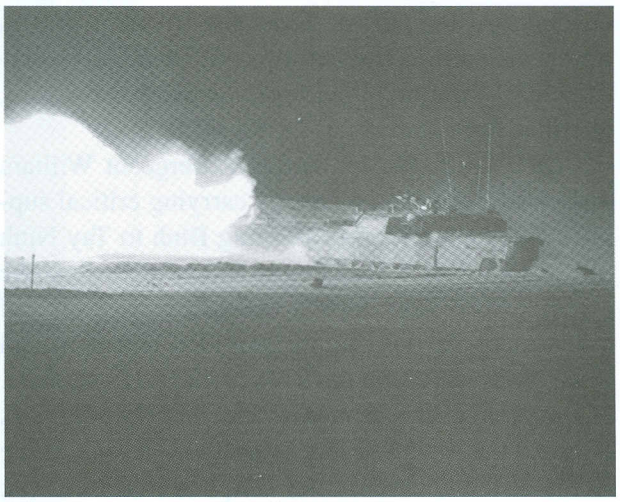
Eight-Step Lane Training Model

A proven technique in establishing a live-fire exercise is the Eight-Step Lane Training Model. Designed for the maneuver units, the model can be adapted to the CSS environment.

Step 1: Planning

This step is probably the most time- and labor-intensive. Therefore, leaders must factor ample time into the training schedule for thorough planning. The planning phase consists of unit assessment, training assessment, analysis, design, development, scheduling, resource acquisition, support coordination, pretraining and preparation for training. During planning, the leader must ensure that all soldiers are proficient with their individual weapons, range determination, target identification, fire control measures and movement techniques. The live-fire exercise should include, but is not limited to, the following objectives:

- Integrate all assigned and attached weapon systems to include M60s, M2s, MK19s, hand grenades and individual weapons.
- Avoid a range mentality by using realistic positioning of the enemy (based on terrain and opposing forces doctrine) and the simulation of the sights, sounds and smells of the battlefield.
- Integrate nonorganic personnel who do not normally participate with the unit (mechanics) but who need the training experience.
- Train for the leaders in fire commands and fire control measures.



National Training Center, Fort Irwin, California

Step 2: Train the Leaders

Training the leaders involves not only the leaders of the units participating in the live-fire exercise, but also involves the observer/controllers (O/Cs), range safety officers (RSOs), and the assistant range safety officers (ARSOs). For the participating leaders, training should consist of troop-leading procedures (TLP) and formal tactics, techniques and procedures (TTP) listed in ARTEPs, Mission Training Plans (MTPs), and battle drills listed in the unit TACSOPs, as well as field-tested experiences.

At a minimum, O/C training should consist of the live-fire exercise scenarios, range limitations and standards for all soldiers to attain. Risk assessments and safety considerations are important training areas as well. The RSO and ARSOs should be trained well on all aspects of safety, range limitations, weapons capabilities, and medical evacuation (MEDEVAC) procedures.

Step 3: Reconnaissance of the Training Site

Reconnaissance involves looking at where the soldiers want to train and then coordinating with range control. The live-fire exercise scenario must agree with the limitations of the training site. To attain the training objective, the training site must be appropriate for the participants to receive the most benefits.

Step 4: Issue the Administrative Order

The administrative order is a coordination and execution plan that assigns a task and purpose to

all personnel who will be involved in the live-fire exercise. Chapters 5 and 6 of TC 7-9 have examples of basic administrative orders to provide a frame of reference.

Step 5: Rehearse

Rehearsals involve not only the participants, but also the range personnel. Leaders should rehearse their scheme of maneuver with their commanders before conducting unit rehearsals. Range personnel should rehearse scenario flow and how to react to common problems or scenario changes, for example, MEDEVAC requests and cease-fire procedures.

Step 6: Execute

Execution consists of the "crawl-walk-run" process. For the soldiers undergoing training, this process usually occurs within a short time frame of only a few hours or days. The time frame depends upon the tasks selected and the number of soldiers to be trained. However, within the Reserve Component, the crawl-walk-run process can occur during several weeks, months or years.

Each step of the crawl-walk-run process consists of several sub-steps outlined in Chapter 1 of TC 25-10. The sequence of training follows:

Crawl. Dry fire does not have to use the same terrain as the live-fire exercise because of safety considerations, but should use similar terrain.

Walk. Multiple Integrated Laser Engagement System (MILES) force-on-force exercises will help keep soldiers honest and prevent them from performing unrealistic actions in the live-fire exercise.

Run. This means live fire at combat speed under tactical conditions with safety considerations.

Step 7: After Action Review (AAR)

The O/C should conduct the AAR with the participating unit either during a temporary halt or after completing the live-fire exercise. This is where the unit assesses performance based on preestablished standards and training objectives. If the standards and objectives have been met, leaders then conduct sustainment training as necessary or go to Step 8.

Step 8: Retrain

Retraining involves taking the unit through the live-fire exercise in order to meet the standards and training objectives identified in the AAR.

Joint Readiness Training Center, Fort Polk, Louisiana

Current Exercises

Currently, three training facilities can allow CSS units to conduct live-fire exercises: the National Training Center (NTC) at Fort Irwin, CA; Joint Readiness Training Center (JRTC) at Fort Polk, LA; and Fort A.P. Hill, VA.

National Training Center

Live-fire lane training conducted at NTC is designed primarily for maneuver units. The brigade support area's one live-fire lane is very limited. Because of time constraints, only one platoon or the quick reactionary force from the forward support battalion conducts the live-fire training and usually with minimal success. The training is fast-paced and realistic, but the unit as a whole does not benefit since only one platoon conducts the training. The poor results are due to a lack of command emphasis at the home station.

O/Cs at NTC highlight a number of problems with the live-fire exercise. Many soldiers are not familiar with the equipment they are expected to fire in combat, for example, AT-4s or M2 machineguns. Only 25 percent of the crews are familiar enough with the M2 to fire it. Many units do not know how to employ weapons using a range card. Units are unsure how to use target reference points during day or night operations.

Joint Readiness Training Center

A senior operations noncommissioned officer at JRTC cites lack of knowledge and lack of realistic training as the top reasons that units have problems

Fort A.P. Hill, Virginia

when first arriving at JRTC. Most soldiers hear rounds and simulators explode for the first time during the JRTC rotation. Unfortunately, not all soldiers will receive live-fire training at the JRTC. Only one company per rotation will pass through the live-fire lane. Also, live-fire training is conducted during the first week, the week before heading into the maneuver area. This schedule does not allow any time for the units to practice or train as a combined arms team.

The JRTC provides five scenarios during the actual convoy live-fire exercise. These scenarios include the following: defend convoy from an ambush (near and far), defend convoy from a chance encounter, react to sniper fire, and react to civilians on the battlefield. In addition, the live-fire lane provides for call for fire and MEDEVAC training. Evaluations of these scenarios are evaluated based on the unit's local SOP. The live-fire lane provides for a nonregulated and realistic seven-vehicle destruction. The assessment is based on the light Infantry squad. The degree of attack is never lowered. However, it may be increased, based on the proficiency level and the learning curve of the unit. The JRTC has more realistic and challenging live-fire training for the CSS soldier than NTC.

Fort A. P. Hill

Fort A.P. Hill has continually upgraded the installation's training capabilities. Fort A.P. Hill has nine Infantry warfighting lanes with fixed assembly areas, obstacles and objectives; three Engineer lanes; six CSS lanes with petroleum, oil and lubricants (POL) berms that can double as enemy prisoner of war holding areas; one TOW missile lane; one Scout lane; two mortar lanes with live fire; and two Artillery lanes with live fire. These improvements establish a training guideline so soldiers can prepare and train for deployments to JRTC or NTC. Fort A.P. Hill offers the capability of tailoring live-fire scenarios to the CSS unit commander's training needs, using combat arms doctrinal guidance. Available is a live-fire convoy range (modeled after the JRTC), live-fire defensive position (squad to company size) and a live-fire quick reaction force attack range. These live-fire scenarios can provide CSS leaders the opportunity to work with Infantry/Artillery units to actually adjust indirect firing. For a new training video or a printed guide about training opportunities at Fort A.P. Hill, telephone (804) 633-8324 or E-mail to perrottk@belvoir.army.mil.

Fort A.P. Hill also has demolition live-fire areas where CSS units can train in clearing obstacles. One new range (Range 24) provides the capability for a unit to conduct "running fire" while negotiating the range's 7-kilometer length.

Fort A.P. Hill's terrain almost perfectly replicates the "maneuver box" terrain of the JRTC. The post is a site for all units to practice for the JRTC environment and to gain the skills required for combat effectiveness on today's battlefield by integrating live-fire lanes training.

The Army must implement a new way of training for the CSS soldiers to become combat-effective and support-driven at a moment's notice. CSS soldiers must train as we fight. History has shown that the CSS unit could become the main effort in Stability Operations and Support Operations, where there is a fine line between a hostile and nonhostile environment. CSS units and soldiers must be prepared. Army doctrine must be written to include CSS live-fire training. Unit commanders should train soldiers under realistic conditions. Live-fire training in a garrison environment is essential to prepare CSS units for success on the battlefield. The Army must recognize the importance of live-fire training for the CSS soldier.

The authors are Quartermaster graduates of the Combined Logistics Captains Career Course 99-02 (formerly called the Combined Logistics Officer Advanced Course) at Fort Lee, Virginia.

Mining Logistics Gems
The Chief of Staff, Army, Supply Excellence Award Program

CW5 Robert Gowin *CW3 Antonio Ocasio*

The on-site evaluations for the 1999 Chief of Staff, Army, Supply Excellence Awards (SEAs) mined some "logistical gems" in the Supply Support Activity (SSA) and Unit Supply categories. The evaluation team consisted of Property Book Technicians CW5 Robert Gowin (team chief) and CW3 Renette Rawlins, and Supply Systems Technicians CW4 Charles Rogers and CW3 Antonio Ocasio. The 1999 SEAs were presented in September in Springfield, VA, with sponsorship by the National Defense Industrial Association. The following observations by team members describe what makes a unit a winner, as evaluated by the stringent SEA criteria.

Long Road to the Top

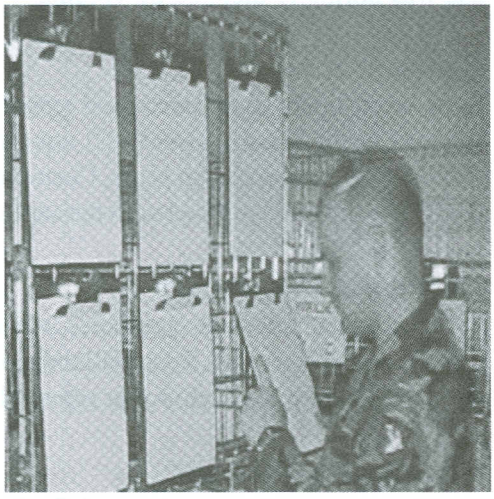
Units competing for the SEAs are finalists chosen by the Army major commands (MACOMs) before the SEA team travels worldwide from the US Army Quartermaster Center and School at Fort Lee, VA, for firsthand evaluations. Units in the Active Army, US Army Reserve and Army National Guard are eligible. Active Army MACOMs nominate a single unit in each of the nine categories (Supply Support Activity-three and Unit Supply-six) during October-November. One exception is the US Army Forces Command (FORSCOM), so large that FORSCOM can nominate two units in each category.

Category C - The Supply Support Activities (SSAs)

CW3 Antonio Ocasio

These Guys Are Good!

The SSAs ranged in size from small to large, customer bases from 4 to 140, volume from light to "borderline overwhelming" and mission from fixed Table of Distribution and Allowances (TDA) to divisional light and mobile. Staffing was light to "healthy," and the facilities ranged from old transformed hangers to million-dollar, state-of-the-art, engineering marvels. Regardless of their individual situations, one common theme prevailed among the winners: operational effectiveness.



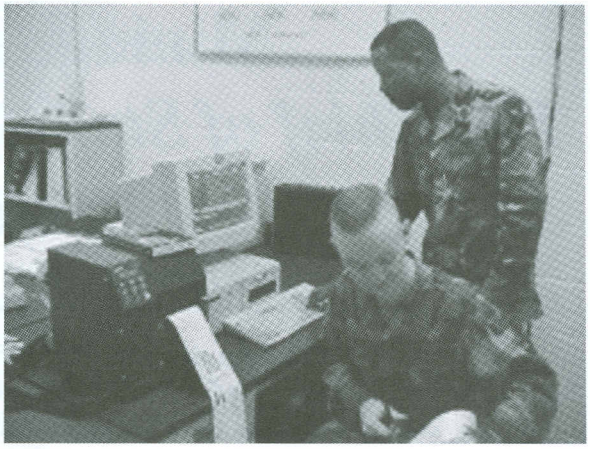
A technician at Fort Campbell, KY, reviews daily SARSS-1 reports.

Pride in Ownership

Running an SSA is one of the toughest if not the toughest job in the combat service support arena. The SSAs at the top dealt with the long hours, demanding customers, austere conditions, endless queries, flawed Standard Army Management Information Systems (STAMISs), endless review and analysis (R&A) processes and, of course, field problems. These SSAs took on the challenges.

Their soldiers became quick studies and effective managers. They also became masters of their craft and earned great respect and notoriety. These soldiers were recognized for their supply expertise by the Deputy

Chief of Staff for Logistics (DCSLOG) and The Quartermaster General. Some individual soldiers, whether or not their units win in SEA competition, are honored at the annual awards ceremony for their supply expertise demonstrated during the team's evaluation.



Soldiers at Fort Campbell, Kentucky, pay attention to details.

GENERAL OBSERVATIONS

Appearance and Operational Flow

The SSAs evaluated by the SEA team were in an acceptable to high state of "police." The general appearance was neat and orderly, and the operational flow throughout each activity was optimized. Several activities were exceptionally creative in enhancing their strategic mobility.

Receipts Processing

Across the board, receipts processing was sound. The soldiers understood and adequately explained the receipts process, including the processing of partial/short/over shipments and the resolution of items in litigation.

Inventory Procedures

The location survey, inventory and inventory adjustment processes were fully understood by evaluated units. The sample (20) line surveys and inventories validated this fact for the SEA team. Isolated counts that did not match were researched correctly by checking receipts not yet shelved or Material Release Orders (MROs) not yet picked. Portable Data Collection Devices (PDCDs) were used in varying degrees to conduct surveys and inventories. Their use was normally dictated by volume.

The 22d Area Support Group of Italy optimizes vertical space.

Customer Issue

Issue point operations functioned smoothly with Material Release Order Control (MROC) equipment used almost exclusively to record each issue. Customers interviewed by the SEA team were pleased with the service being provided.

Reparables Management

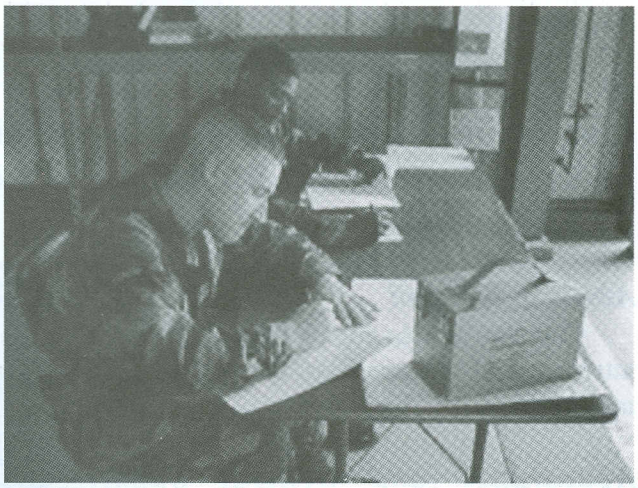
The management of reparables was especially impressive. The management of these readiness and dollar drivers was meticulous. Reconciliations with maintenance shops were conducted periodically to ensure that the net asset posture for high-dollar reparables was current and accurate.

Management of Excess

Excess assets were retrograded routinely, based on an appointment system with the next higher level. Parameters were set to channel assets to the correct external elements.

Equipment Use, Maintenance and Licensing

Except in Belgium and Italy, where local restrictions on the use of radio frequency technologies apply, MROC equipment was used to full capacity by evaluated units. Activities that opted not to use certain pieces of equipment or to use them in varying degrees were able to explain why. Material handling equipment (MHE) was maintained properly and documented. Operators presented current licenses on demand and used appropriate safety equipment.



A 25th Infantry Division reparables clerk processes aviation parts.

SPECIFIC OBSERVATIONS

Misunderstanding and Misapplication of Condition Codes

Condition code "B" was incorrectly interpreted and applied. One specific example had SSAs receiving serviceable assets not packed at a depot in condition code "B."

Interface With Next Higher Supply Level

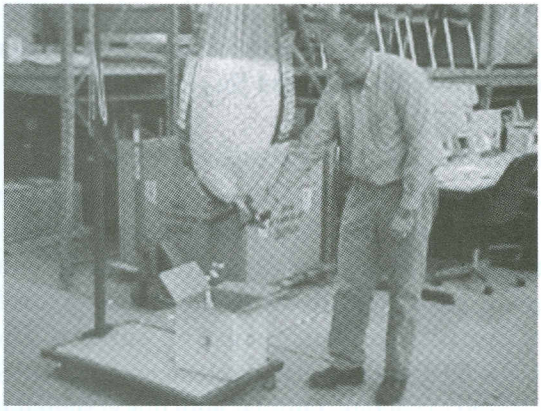
The next higher level, normally the Directorate of Logistics (DOL), had placed some unique requirements on SSAs. One example was the requirement to place serviceability (yellow) tags on serviceable turn-ins not recoverable.

Too Much Hardcopy Filing

A great deal of human resources were expended filing hardcopies of issue/receipt/ retrograde documents that can be readily retrieved from the Standard Army Supply System (SARSS-2B) document history database. Today's "paperless" concept is conflicting with old school management techniques. Units cannot continue to manage using Standard Army Intermediate Level Supply (SAILS)/Direct Support Unit Standard Supply system (DS4) management principles. The typical modern day SARSS-1 SSA was not staffed to accommodate labor-intensive, non-value-added administrative processes.

Referrals

Referrals were still not moved and monitored adequately for well-documented reasons.



A 25th Infantry Division (Light) soldier pulls excess (left), and an 80th Area Support Group worker prepares a shipment.

Parameters

Except for a couple of instances, parameters were understood and set, based on local or regional philosophy.

Category A - Modified Table of Organization and Equipment (MTOE)
Category B - Table of Distribution and Allowances (TDA)

CW5 Robert Gowin

Attention to Detail

Common among competing units was the attention to detail necessary to run successful unit supply operations.

Appearance and General Supply Management

Unit work areas were found in a high state of "police." Several units were limited by physical constraints, yet managed to optimize available facilities. Operations were efficient and maintained a high degree of security for supplies and equipment. Most units were aware of hazardouse materials (HAZMAT) policies and procedures and were adhering to locally directed policy.

A technician at Fort Sill, Oklahoma, updates the property book.

Standing Operating Procedures (SOPS)

Units with good SOPs were generally good units. Referencing up-to-date publications was an indicator of attention to detail and the desire to make the SOP a working, useable document, versus something to show a SEA evaluator. The SEA team obtained copies of the better SOPS for distribution to units that needed a solid template from which to work.

Major Command Involvement

To the unit, heavy MACOM involvement made the difference between a good and a superior operation.

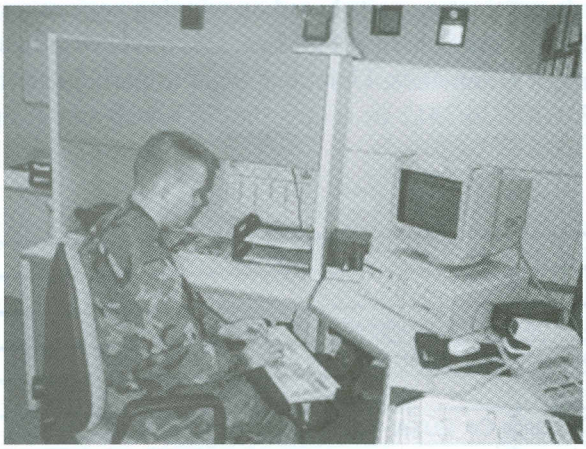
Command Supply Discipline Program (CSDP)

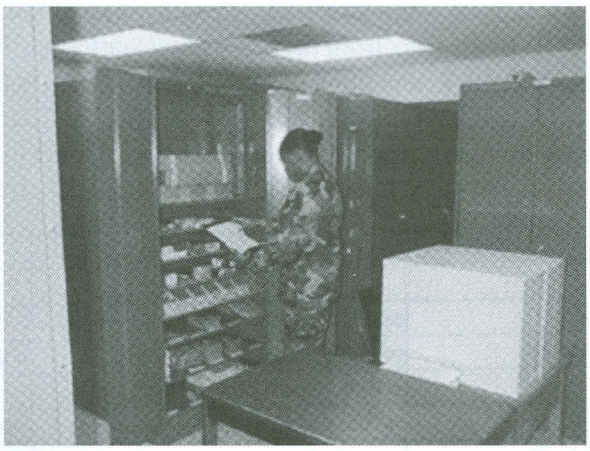
Organizations that fully used the CSDP were well prepared for SEA evaluations. Up-to-date inspection checks with current directives resulted in confident unit supply personnel well versed in supply policy and procedure. Units do not make this happen, the next higher command level does.

Publications and Authorization Documents

An up-to-date publications and authorization documents area was a must for performing complex logistical tasks. These items must be available throughout the organization. The computer Internet, although a great tool, may not be available at the supply room level. Some commands had local area networks (LANs) established - but, again, not always down to the supply room level. Moreover, the network-based publications were not always current. Guidance must be current. The DSCLOG through the Logistics Integration Agency (LIA\www.lia.army.mil) has implemented the DCSLOG Publication Management System (DPMS). All units were advised to become familiar with this system if not already familiar. Also, the Federal Logistics (FEDLOGS) data on compact disc provides a recommended list of required publications (disc number 3 under "army help").

This is an excellent place to start building a publications library (along with command-directed publications). The SEA evaluators noted that some FEDLOG-recommended publications were obsolete or superseded. Always check a current copy of DA Pamphlet 25-30, E-publication, E-forms, Electronic Ordering Software and Joint Electronic Library.





A soldier in Alaska updates an ULLS-S4 hand receipt (left), and another soldier inventories pilferable assets.

Property Books and the Standard Property Book System-Redesigned (SPBS-R)

This was a success story. All property book operations evaluated by the SEA team in 1999 were well managed by conscientious individuals. It was great to see young warrant officers doing what they do best and doint it extremely well. Some operations were managed by personnel with no supply background, which resulted in some problems. The technique of processing the required semiannual catalog update and working the process output was not fully understood. Lack of familiarization with the built-in SPBS-R manual worsened the situation. This resulted in the use of outdated hardcopy SPBS-R manuals. The latest version of the SPBS-R manual is available within the application software.

Summary of the 1999 SEA Evaluations

The 1999 SEA evaluation cycle was both exciting and rewarding. The competition was extremely tight, with little separating winners from runners-up and runners-up from honorable mentions. Even the units that did not win were clearly superior to the average operation. Each year, more and more units throw their helmets in the logistical ring and proclaim "We are the best!"

For more information on the Supply Excellence Award program, log on to its web site at http://www.lee.army.mil/ltd/supexcel.html.

1999 Supply Excellence Award Winners

The Chief of Staff, Army recognized the following Total Army units with Supply Excellence Awards (SEAs) at a ceremony in Springfield, VA, in September. The annual SEAs are sponsored by the National Defense Industrial Association. SEA objectives include enhancing the Army's Command Supply Discipline Program (CSDP). In fact, competition begins with major commands nominating units based on winning performance in the CSDP. Evaluators from the US Army Quartermaster Center and School at Fort Lee, VA, travel worldwide to conduct on-site evaluations of units nominated by the major commands. Units that want to participate in the next SEA competition may telephone (804) 734-3210/3163/3726/3312 or access the SEA web site at http://www.lee.army.mil/quartermaster/ltd/supexcel.html.

STANDING	CATEGORY	COMP	UNIT
Winner	MTOE Co with	Active	HHC, 501st Military Intelligence Bde, INSCOM
Runner Up	property book		408th Signal Co, FORSCOM
Winner	MTOE Co without	Active	72d Ordnance Co, EUSA
Runner Up	property book		HHD, 504th Military Police Bn, FORSCOM
Honorable Mention			534th Military Police Co, USARSO
Winner	MTOE Bn with	Active	41st Signal Bn, FORSCOM,
Runner Up	property book		532d Military Intelligence Bn, INSCOM
Honorable Mention			78th Signal Bn, FORSCOM
Winner	MTOE Bn without	Active	725th Main Support Bn, 25th ID(L), USARPAC
Runner Up	property book		6th Bn, 101st Aviation Regiment, FORSCOM
Winner	TDA Lower (Small)	Active	USA Garrison, III Corps, Fort Hood, TX, FORSCOM
Runner Up			C Troop, 5th Squadron, 15th Cavalry Regiment, TRADOC
Honorable Mention			Aviation Technical Test Center, Fort Rucker, AL, AMC
Winner	TDA Upper (Large)	Active	Maintenance Activity, Mannheim, Germany, USAREUR
Runner Up			US Army Material Support Center, Korea, EUSA
Honorable Mention			Red River Army Depot, AMC
Honorable Mention			2/2d Field Artillery Bn, TRADOC
Winner	SSA Small	Active	C Co, 25th Aviation Regiment, USARPAC
Runner Up			80th Area Support Group, USAREUR
Honorable Mention			C Co, 52d Aviation Bn, EUSA
Winner	SSA Medium	Active	C Co, 801st Main Support Bn, FORSCOM
Runner Up			22d Area Support Group, USAREUR
Winner	SSA Large	Active	725th Main Support Bn, 25th Infantry Div, USARPAC
Runner Up			701st Main Support Bn, 1st Infantry Div, USAREUR

STANDING	CATEGORY	COMP	UNIT
Winner	MTOE Co with	USAR	824th Transportation Co (Heavy Boat), Moorehead City, NC
Runner Up	property book		912th Medical Co, Independence, MO
Winner	MTOE Co without	USAR	A Co, 411th Engineer Bn, Maui, HI
Runner-Up	property book		1932d Medical Team, Independence, MO
Honorable Mention			499th Quartermaster Co, Richmond, VA
Honorable Mention			317th Support Center (RAOC), Wiesbaden, Germany
Winner	MTOE Bn with	USAR	94th General Hospital, Seagoville, TX
Runner Up	property book		389th Engineer Combat Bn, Dubuque, IA
Winner	MTOE Bn without	USAR	489th Civil Affairs Bn, Knoxville, TX
Runner Up	property book		317th Quartermaster Bn, Lawrence, KS
Winner	TDA Lower (Small)	USAR	HHD, 1189th Transportation Terminal Bde, Charleston, SC
Runner Up			Military Intelligence Group, Heidelberg, Germany
Winner	TDA Upper (Large)	USAR	Equipment Concentration Site (ECS) #33, Fort Riley, KS
Runner Up			1984th USA Hospital, Fort Wainwright, AK
Winner	MTOE Co with	ARNG	Co B, 118th Medical Bn, Waukesha, WI
Runner Up	property book		HHB, 113th Field Artillery Bde, Greensboro, NC
Winner	MTOE Co with	ARNG	HHSB, 1/487th Field Artillery Bn, Wahiawa, HI
Runner Up	property book		43d Army Band, Lincoln, NE
Honorable Mention			Co A, 29th Support Bn, Honolulu, HI
Winner	MTOE Bn with	ARNG	130th Engineer Bn, Vega Baja, PR
Runner Up	property book		210th Finance Bn, Jackson, MS
Winner	MTOE Bn without	ARNG	1/167th Cavalry Squadron, Lincoln, NE
Runner Up	property book		1/120th Field Artillery Bn, Wisconsin Rapids, WI
Winner	TDA Lower (Small)	ARNG	90th Troop Command, Oklahoma City, OK
Winner	TDA Upper (Large)	ARNG	MTC, Camp Grayling, Grayling, MI
Runner Up			HQ STARC, Mississippi, Jackson, MS
Winner	SSA Small	ARNG	Co B, 193d Aviation Regiment, Wheeler Army Airfield, HI
Winner	SSA Medium	ARNG	USPFO, Nebraska, Lincoln, NE
Runner Up			USPFO, West Virginia, Buckhannon, WV
Winner	SSA Large	ARNG	USPFO, Louisiana, Alexandria, LA
Runner Up			USPFO, Texas, Austin, TX

(Continued from Inside Front Cover)
one cares how much you know, until they know how much you care." I am all about supporting soldiers. That means we have to take care of the mission, the members of the team and their families and also ensure that they are successful in all they endeavor.

Good leaders are not part of the problem; they do not abuse the system or people; they do not compete against each other; do not act as independent operators; do not act disloyally or dishonestly; do not spread rumors; and do not put their careers before the welfare of their troops. All these things tear down people and units. Do not fall victim to taking the easy way out. Do the right thing and do things right.

I am very proud to take the reins of our magnificent Corps. I look forward to seeing you and your soldiers at the national training centers, at home station both in the continental US and overseas, and here at the home of our Corps. Quartermasters have participated in every war, every major campaign and in every theater of operations where US soldiers have been deployed. That is why logistics warriors – Active, Reserve Component and civilians – have been and will remain essential to our nation's defense. "Supporting Victory" will be just as important in future conflicts as it has been in the past.

Major General Hawthorne L. Proctor, 46th US Army Quartermaster General, held many command and staff positions. His most recent assignments include Deputy Chief of Staff for Logistics and Operations, US Army Materiel Command; 26th Commander of the Defense Personnel Support Center; and the first commander of the Defense Supply Center, Philadelphia, PA; Director of Plans and Operations, Office of the Deputy Chief of Staff for Logistics; Executive Officer for the Deputy Chief of Staff for Logistics, Department of the Army; and Commander, 45th Corps Support Group (Forward), Schofield Barracks, HI. Other key assignments include Chief, Combat Service Support Career Division, Enlisted Personnel Management Directorate, US Total Army Personnel Command; Director, Supply and Professional Development Department, US Army Quartermaster Center and School, Fort Lee, VA; and Commander, 25th Supply and Transport Battalion, 25th Infantry Division (Light), Schofield Barracks. Before assuming battalion command, overseas duty included assignments in Korea, Vietnam and Thailand.

The Quartermaster General's 12 Keys To Excellence

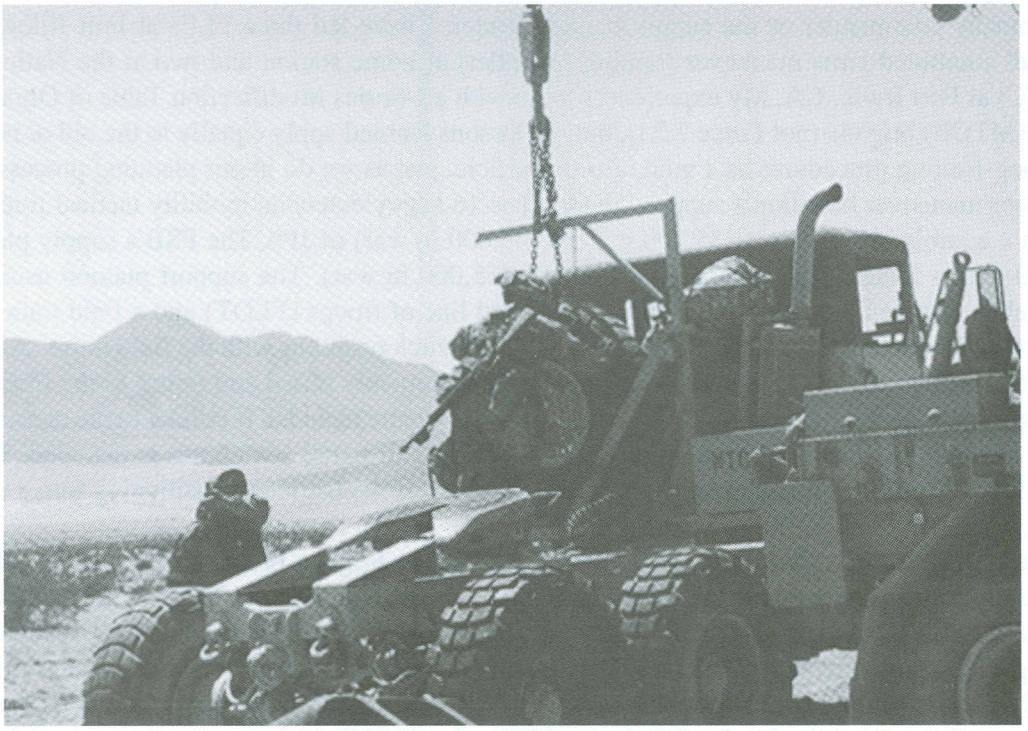
1. **Be professional in every way. Our nation is counting on you.**
2. **Don't compromise your integrity. It is non-negotiable.**
3. **Don't rationalize failure - plan for success.**
4. **Disagreement is not disrespect. Loyalty is a two-way street.**
5. **Be open and honest so we can solve problems as a team.**
6. **Be creative and improve service to our soldiers, marines, civilians, their families, and our Army.**
7. **Have a winning attitude. It is infectious.**
8. **If you don't understand a mission or task, ask for clarification.**
9. **Spread enthusiasm rather than rumors! Also, maintain a sense of humor.**
10. **10% of doing a job is telling people to do it; 90% is followup.**
11. **Members of our team will get the recognition they deserve.**
12. **BE SAFE AND HAVE FUN!**

Pushing Supplies Forward

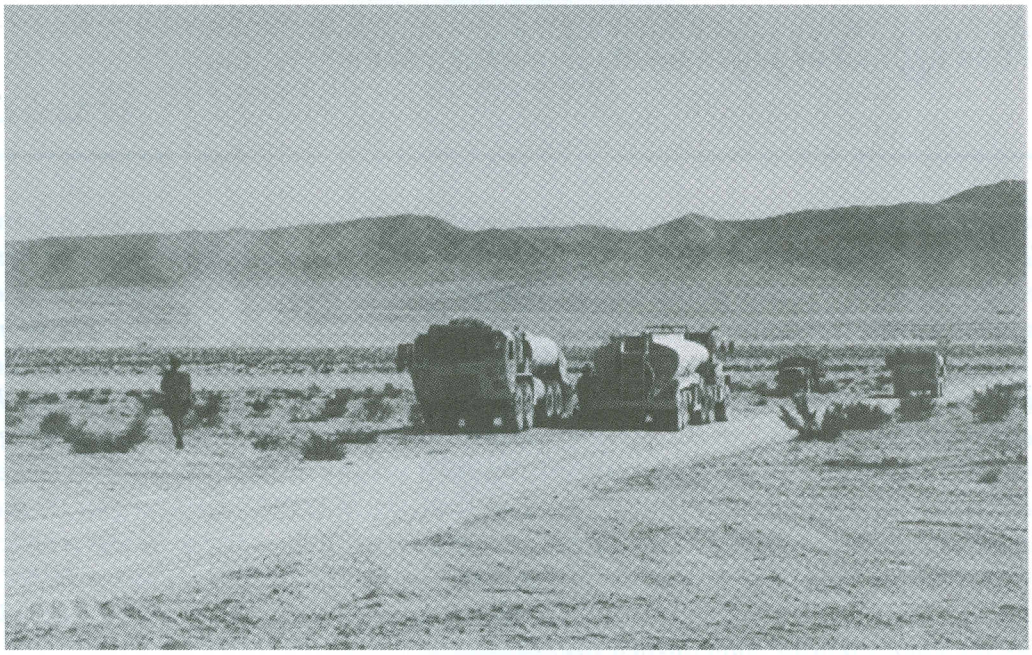
LT Steve Lewis

The convoy rolling along the desert road slowly pulled to a halt. The convoy was a forward logistics element (FLE), a slice of supplies sent forward from the brigade support area (BSA) by elements of the forward support battalion (FSB) to the maneuver battalions, usually during a battle. One of the FLE's vehicles, a 5,000-gallon fuel tanker, had a flat tire. It would take 30 minutes to repair, and 30 minutes was a long time to wait and hope the enemy did not see you. The platoon leader decided to set up where they were and prepare to issue fuel. Just as the 77Fs (Petroleum Supply Specialists) were attaching the hoses to their tanker, a cloud of dust appeared on the horizon, heading toward the FLE. As the dust cloud got closer, the platoon leader recognized it as an enemy BRDM. Would it see the convoy, the platoon leader wondered? How could it miss such a big target? The convoy had one ring-mounted M2 machine gun for security. Would that be enough to handle the BRDM? Just then a speck appeared on the horizon. It was a helicopter. All the soldiers in the platoon held their breath, hoping the helicopter was friendly. It was a HIN-D looking for targets and this convoy was a great target. "Well at least it can't get any worse," thought the platoon leader. That's when the enemy mortar team opened fire.

This article will explain a FLE at the brigade level and also assist leaders responsible for planning and executing a FLE at a combat training center (CTC) or in combat. The FLE's purpose is maintaining the momentum of friendly forces on the battlefield by decreasing the distance from supplier to customer and, therefore, decreasing the time needed for resupply. The FLE allows soldiers to take advantage of lulls in battle or transitional periods between battles to rapidly refuel and resupply. A FLE is most useful during an attack or movement to contact because the combat unit is moving farther away from its main source of supplies, the BSA.



A sergeant repairs an M969 fuel tanker's flat tire, while the Forward Logistics Element stops where it is and prepares to issue fuel.



Forward Logistics Element's Refueling Site at the National Training Center

The most important component of the FLE is usually bulk Class III (petroleum, oils and lubricants). During cross-country operations, M1A1 Abrams tanks use about 56 gallons of JP8 an hour, making the fuel extremely critical to continued movement. Since JP8 is so critical to a continued fight and the offense is impossible without this fuel, any chance for resupply should not be missed. Even a minor delay can slow the attack's momentum, so logisticians must take advantage of any resupply opportunity during or directly after a battle.

Depending on the FLE's size and composition, the FLE can be led by the support operations officer (SPO), an FSB company commander or the supply platoon leader. I have led three FLEs at Fort Riley, KS, during brigade-level combined arms maneuver training (gauntlet) at home station and two at the National Training Center (NTC) at Fort Irwin, CA. My experiences were with a J-Series Modification Table of Organization and Equipment (MTOE) brigade (not Force XXI), but the lessons learned apply equally to the old or new MTOE. I used the troop-leading procedures as a guide for this article, just as we do in our planning process for battle.

An Armor maneuver battalion's support platoon has 16 heavy extended mobility tactical truck (HEMTT) fuelers with a combined capacity of 35,200 gallons (40,000 in war) of JP8. The FSB's supply platoon has 11 M969 5,000-gallon fuelers with a capacity of 41,800 (55,000 in war). The support platoon usually splits its HEMTT fuelers between a combat train near the forward line of troops (FLOT) and a field train in the BSA. During a battle, the combat trains refuel the tanks and then switch positions with the field trains. A FLE three to five kilometers behind the FLOT allows the combat trains to quickly refuel and return to the FLOT.

Although a FLE generally consists of JP8, other supplies can be included if critical to the mission's success. Emergency resupply of Class V (ammunition) or Class IX (repair parts) sometimes is included. The FLE can also send Class IV (construction and barrier materiel) forward if the battle is transitioning into a defense.

Receive the Mission. The requirements for a FLE in the brigade order are usually just the proposed location and the classes and amounts of supplies. Sometimes the brigade order gives a "trigger," for example: "When the lead elements of the brigade cross Phase Line Smith, the BSA will launch the FLE." A good relationship with the brigade S4 planners, the FSB S3 staff and the SPO ensures that all understand the capacity and ability of the supply platoon and all the supply platoon's missions. Remember, the supply platoon has to continue to support the entire brigade while simultaneously conducting the FLE. Once the mission is received, it is important to evaluate the requirements and balance those with the ongoing requirements in the BSA. How much of each

class of supply does the FLE really need to take? When does the FLE need to be in position? Where will the maneuver units be? Remember the importance of limiting the FLE's signature on the battlefield. Each vehicle added to the FLE's convoy drastically increases the chance of being spotted by either combat or intelligence elements of the enemy.

Make a Tentative Plan. Once the FLE's basic requirements are in hand, it is important to do two things. First, develop a plan that is integrated into the overall brigade maneuver plan. Secondly, build a unit that can support itself while away from the BSA and complete the mission. The FLE's route must be passable with all vehicles. This limits the FLE to main supply routes (MSRs), secondary roads and fairly good terrain. The route must be clear of obstacles and possible enemy activity, but close enough to the maneuver elements to be in position quickly. In every FLE that we conducted at Fort Riley and the NTC, we choose the most direct route. This decision worked out well. However, if the opposing forces (OPFOR) had planned an ambush, we would have been in trouble.

Another factor to consider is day or night movement. Base this decision on good risk assessment as well as mission requirements. During brigade gauntlet, we would leave the BSA during darkness because of our familiarity with the terrain. During NTC missions we would wait for daylight to decrease the risk of night movement with fuel tankers. The FLE unit should have a command and control element with radio and /or Mobile Subscriber RadioTelephone (MSRT) communication with the BSA and the maneuver units. The FLE should also have some type of added security. A five-ton cargo truck with a ring-mounted, .50-caliber machine gun is the best-suited weapon on the supply platoon's MTOE and works well for ground and air security. This gun truck is also valuable for clearing the FLE site before the fuelers and other supply trucks move into position. The last critical element is some type of maintenance asset. At the very minimum, a qualified vehicle mechanic driving or riding in one of the vehicles is a good idea. If available, a recovery vehicle is an even better idea. All our FLEs deployed with mechanics whose assistance proved critical to our success.

The plan should have enough flexibility to allow for changes during the operation. During our second FLE at the NTC, we were stopped three kilometers from our planned FLE site because of a vehicle's flat tire. Our wrecker team quickly began fixing the problem, but the wait would be a minimum of 30 minutes. I decided to remain in place and set up the FLE where we were. This allowed us to stay on schedule and keep the unit together. This turned out to be the correct decision because we had enemy contact. If we had left a tanker and the wrecker behind, those assets would have been exposed with no security. The placement of limited assets requires careful consideration. During one FLE, I placed my security five-ton truck at the rear of the convoy. My intent was to have "eyes" and a radio at both ends of the convoy: the five-ton in the rear and me in the front. This proved the wrong choice. We had enemy contact to our front and the gun truck was not able to respond without firing over all the fuel tankers. If we had contact to our sides, as expected because a convoy is a linear target, the gun truck's placement would have been in a better position to destroy the enemy.

Lastly, consider any fire support that might be available. Depending on the area of operation, the FLE might have some type of artillery support. Discuss what is available with the S3.

Issue the Warning Order. Keep all participants informed about the upcoming mission. Since soldiers will come from several different platoons or different companies, such as medics, maintenance, Class III, Class V and Class IX, write down the basic facts and specific tasks for each section and get the SPO to help coordinate with each section. I write the specific information on a 3x5 index card and give one to each participating section.

Conduct Reconnaissance. Leadership probably will be limited to a map reconnaisance of the area and route. Review the route and an alternate route to the FLE site. The FLE also needs a route to the nearest medical aid. This will usually be an ambulance exchange point (AXP) near the FLE or along the way. Also look for rally points along the FLE's route. Remember that a FLE is a low risk, high payoff target. A FLE convoy moves slowly with limited defenses and limited early warning capability, and a FLE carries cargo critical to the

brigade's success. Keeping these factors in mind, plan route and rally points with the most concealment. The FLE's site should offer cover or concealment but be trafficable for the 5,000-gallon fuelers and the HEMTTs. A good method is hiding the assets in a concealed position and then placing the FLE's command and control (C2) vehicle close the MSR to guide the support platoons.

Complete the Plan. While working on a FLE plan, keep these factors in mind:

ACTION	ADVANTAGE	DISADVANTAGE
Use the MSR	easy to move	observed by enemy
Take extra security	better ability to defend	draws attention of enemy/takes combat power away from BSA
Take wrecker	ability to recover vehicles	draws attention of enemy/recovery asset away from BSA
Take extra Class III	able to support continued attack	critical asset outside the BSA
Lead from the front	control route and speed	danger from ambush/mine field
Take elements from other units	ensure all suppplies get to right area	draws attention of enemy/hard to control
Add vehicle for casualty evacuation and cargo	ability to evacuate casualties without losing C2 or security	draws attention of enemy/more resources outside BSA/unknown level of training
Move convoy at night	better concealment	higher risk/longer wait at objective

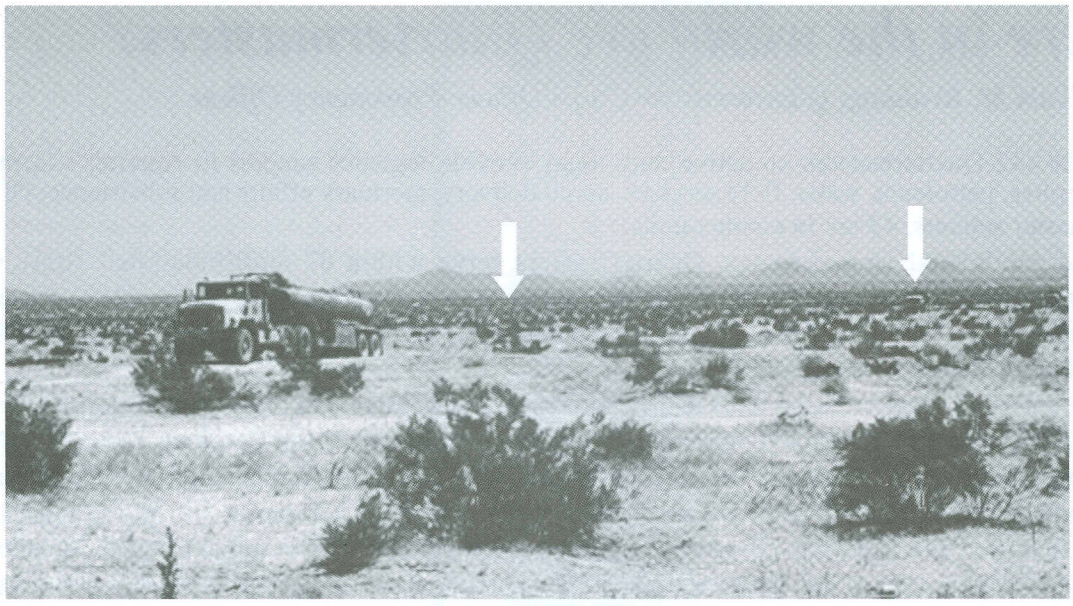
Issue Complete Plan. Brief as many participants as possible. The standard operations order format around a terrain model is the best way to ensure that every soldier knows what the mission is. The hard part is finding time to get all the participants together. At a minimum, brief the drivers of each vehicle and the key leaders. Issuing each vehicle a strip map is also great way to ensure that all soldiers get to the right place. Creating a strip map and setting up a sand table are good for developing junior soldiers. Assigning these jobs to privates and specialists is a way to let them be part of the planning process.

Inspect. Because the vehicles on the FLE must be self-supporting, each vehicle must have food, water and personal survival gear, such as sleeping bags and wet weather gear. Because maintenance resources will also be limited, proper preventative maintenance checks and services (PMCS) are critical as well as additional Class III (rations) packaged products. The FLE could stay out overnight or be directed to more than one location.

Rehearse. The value of rehearsals can not be understated. Soldiers need to practice at home station. The ability to control all the vehicles and soldiers in the FLE is limited by a few radios and the distance and dispersion of all vehicles. If dispersed properly, the vehicles will not be able to see the FLE's leader all the time. Proper rehearsals will ensure that every soldier can accomplish the mission in the absence of leadership. Rehearsals of action at stops are very important. Ensuring that each soldier knows what to do if the convoy is halted is critical to the FLE's success. Rehearsing actions on the objective are also important to make sure every soldier knows what he must do as soon as the FLE reaches its position.

Supervise. Lastly, the leader's responsibilities start long before the FLE leaves the BSA. The leader must supervise and participate in the training every day to ensure soldiers know "what right looks like." The leader must be aware of every soldier's capability. Although a leader may want to lead from the front, supervision may work better with the leader in the middle of the convoy.

A well-planned, briefed and executed FLE can have a tremendous impact on the battlefield. Resupply at the critical moment can change the course of the battle. The ability to push supplies forward on the battlefield gives



Actions at a Forward Logistics Element's Halt (Notice the soldier in the center of the photograph in a prone position defending the vehicle to the left and also notice the distance between vehicles in the left and right of the photograph.)

the maximum flexibility to take advantage of all tactical successes. Most important to remember in FLE preparation are planning for contingencies and rehearsing all actions. Logisticians must do everything possible to give the brigade that ability to continue the fight.

The convoy rolling along the desert road slowly halted. One of the 5,000-gallon tankers had a flat tire. The wrecker drove alongside the HEMTT tanker, and soldiers rapidly began to change the tire. The job would only take 15 minutes, with the wrecker driver and mechanics helping the tanker driver while the soldier riding "shotgun" in the HEMTT tanker pulled security. As the convoy began to set up for bulk transfer, the platoon leader recognized an enemy BRDM on the horizon. The FLE's security vehicle, a five-ton cargo truck with a ringmounted, .50-caliber machine gun already was on higher ground covering the convoy. The gunner tracked the BRDM driving across the desert, but the enemy vehicle never came close because the convoy's dispersion and use of terrain hid the FLE so well. Then the FLE's gunner and platoon leader heard the rotors of an enemy HIN-D. Again, concern quickly turned to relief as the enemy helicopter flew by without seeing the FLE. However, the danger was not over. An enemy mortar team hiding the mountains begin to fire near the convoy to force the FLE to move into the open. The platoon leader's driver quickly picked up the MSRT secure telephone and called the BSA. Trained and drilled in this procedure, the driver called for indirect fire and destroyed the enemy mortar team before any damage to the FLE. Then, right on time, the first support platoon arrived for bulk fuel resupply from the FLE.

For questions or further information, contact the author at lewiss@riley-emh1.army.mil.

LT Steve Lewis is the Supply Platoon Leader, Company A, 101st Forward Support Battalion, 1st Brigade, 1st Infantry Division (Mechanized), Fort Riley, Kansas. He is a graduate of Arizona State University. He served as an Armor Platoon Leader before completing his branch detail and transitioning to the Quartermaster Corps in 1998.

Where in the world are Quartermasters?

CPT William M. Krahling, Quartermaster Corps Officer Proponency Officer

The 38,442 Quartermasters on active duty today provide logistics support to America's Army in these areas: supplies, petroleum, water, field services, aerial delivery, mortuary affairs and subsistence. Of every 100 Quartermaster soldiers, 42 are in combat units.

In the continental United States, Quartermasters serve within 67 multifunctional Army units with Quartermaster companies, platoons and teams in 11 states. Overseas, Quartermasters serve within 7 multifunctional units in Hawaii, 1 in Alaska, 1 in Belgium, 41 in Germany, 1 in Italy, 4 in Japan, 10 in Korea, 1 in The Netherlands, and 1 in Panama.

There are 52 all-Quartermaster units in the continental United States at Fort Carson, Colorado; Fort Stewart, Georgia; Fort Campbell, Kentucky; Fort Polk, Louisiana; Fort Bragg, North Carolina; Fort Drum, New York; Fort Hood, Texas; Fort Story and Fort Lee, Virginia; and Fort Lewis, Washington. There are 3 "pure" Quartermaster units in Hawaii, and 5 overseas in Germany, 1 in Italy, 3 in Japan, 5 in Korea and 1 in Panama.

The US Army Quartermaster Corps is the nation's oldest combat service support branch, founded June 16, 1775. Since the early days of the American Revolution, Quartermasters have participated in every war, in every major campaign and in every theater of operations where US soldiers have been deployed.

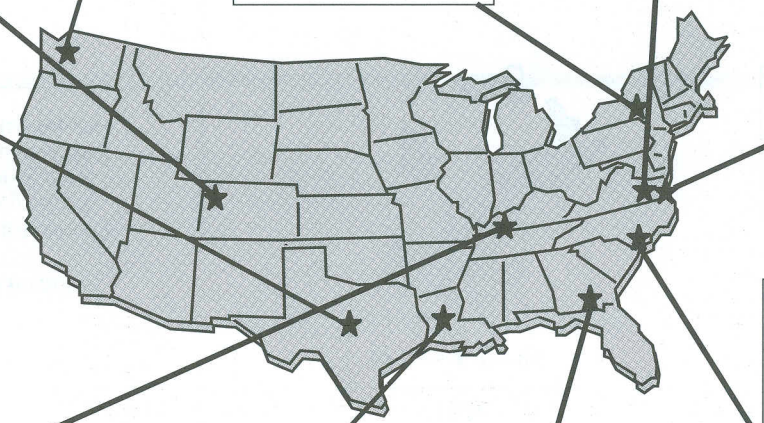
As the Army prepares to enter a new century with the most significant period of change in the Armed Forces since World War II, Quartermasters are changing their logistics to match the technological sophistication, speed and complexity of modern warfare. Quartermasters are moving from a supply-based system that relies upon supplies on hand to a system that relies on technological breakthroughs to provide the right supplies to the right place at the right time in the right quantities.

How Quartermasters provide combat service support will change: what Quartermasters do will not change. Quartermaster soldiers provide or arrange soldier supply support items and equipment through materiel distribution management. Quartermasters provide major end items, repair parts, rations, water, petroleum, individual and organization clothing and equipment, personal demand items, administrative supplies, unclassified maps distribution, tactical field exchange, reclamation, salvage, property disposal, fortification and barrier materiel, and material to support military and nonmilitary programs. The Quartermaster branch trains and performs aerial delivery support to distribute materiel and supplies required during specific circumstances. Critical field services include mortuary affairs, field feeding, showers and laundry support - trained and managed by the branch to restore battlefield capability. The Quartermaster branch proponent executes combat developments, doctrine and training and professional development requirements to meet Army mission needs in peace, operations other than war and war.

Legend for Maps

AASLT	Air assault	DS	Direct support	POL PL & Tml	POL (petroleum, oils and lubricants) pipeline and terminal
AD	Aerial delivery	EAD	Echelons above division	Pur	Purification
AOAP	Army Oil Analysis Program	Env	Environment	QM	Quartermaster
ASG	Area support group	Eq	Equipment	Rep	Repair
Aug	Augmentation	Fld	Field	Rpr	Repair
AVN	Aviation	FSB	Forward support battalion	S&S	Supply and services
Bde	Brigade	Fwd	Forward	SB	Support battalion
Bn or BN	Battalion	GS	General support	Spt	Support
BSB	Base support battalion	ID	Infantry division	SQDN	Squadron
CAV	Cavalry	MA	Mortuary Affairs	Sup	Supply
CMMC	Corps Materiel Management Center	MSB	Main support battalion	Sup Spt Tm (LID)	Supply Support Team (Light Infantry Division)
Co	Company	OCONUS	Outside the continental United States	Svc	Services
CONUS	Continental United States	Para & Tex Rn Tm	Parachute and textile renovation team	TAACOM	Theater Army area command
COSCOM	Corps support command	Pers Sub Plt	Perishable subsistence platoon	TAMMC	Theater Army materiel management center
CSB	Corps support battalion	PL	Pipeline		
CSG	Corps support group	Plt	Platoon	Tm	Team
Det	Detachment	POL	Petroleum, oils and lubricants	Tml	Terminal
DISCOM	Division support command				

Quartermaster Units CONUS



Fort Carson, CO

59 POL Sup Co

Fort Lewis, WA

528 POL Sup Co
24 Sup Co, DS
81 Pers Sub Plt
Map Sup Plt

Fort Drum, NY

590 Fld Svc (GS Fwd)
200 Sup Spt Tm (LID)

Fort Story, VA

19 POL PL & Tml
82 Water Pur Tm

Fort Lee, VA

49 POL Group
16 Fld Svc Co
240 POL PL & Tml Bn
109 POL PL & Tml Co
267 POL PL & Tml Co
54 MA Co
58 POL Sup Co
3 Petroleum Liaison Tm
23 QM Bde
244 QM Bn
262 QM Bn
266 QM Bn

Fort Hood, TX

53 POL Sup Co
157 Fld Svc Co
289 Gen Sup Co
565 Rep Parts Co, GS
62 Sup Co, GS
Pers Sub Plt
Map Sup Plt

Fort Bragg, NC

647 Airdrop Eq Co
612 Airdrop Sup Co
623 AD Eq Rpr & Sup Co
600 AD Eq Rpr & Sup Co
186 Water Pur Det
204 Water Pur Tm
259 Fld Svc Co
406 Gen Sup Co
249 Rep Parts Co, GS
488 Force Provider Co
530 Sup & Svc Bn
364 Sup Co, DS
18 Pers Sub Plt
Map Sup Plt
135 Force Provider Co
249 Rep Parts, GS

Fort Campbell, KY

102 POL Sup Co
196 Water Pur Det
227 Gen Sup Co
MA Aug Tm
Arid Wtr Aug Tm
Pers Sub Plt
Map Sup Plt
AOAP Lab Tm
291 Arid Env Water Tm

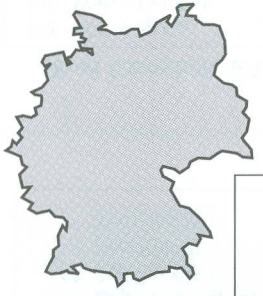
Fort Polk, LA

229 Fld Svc Co

Fort Stewart, GA

260 POL Sup Bn
110 POL Sup Co
559 Water Sup Bn
512 Water Sup Co
202 Water Pur Det
205 Water Pur Tm
226 Sup Co, DS

Quartermaster Units OCONUS



Germany

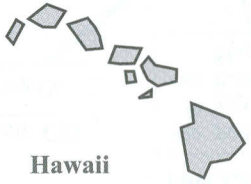
5 Airdrop Spt Det
574 Sup Co, DS
240 Sup Co, DS
26 Sup Co, DS
71 Map Sup Plt

Italy

24 Para & Tex Rn

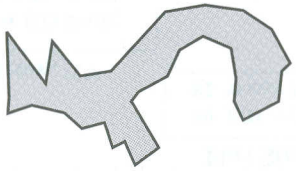
Korea

4 Airdrop Support Det
473 Fld Svc Co
348 Sup Co, DS
305 Sup Co, DS
293 EAD Spt (2ID)



Hawaii

87 Para & Tex Rn Tm
540 Fld Svc Co
40 Sup Co, DS



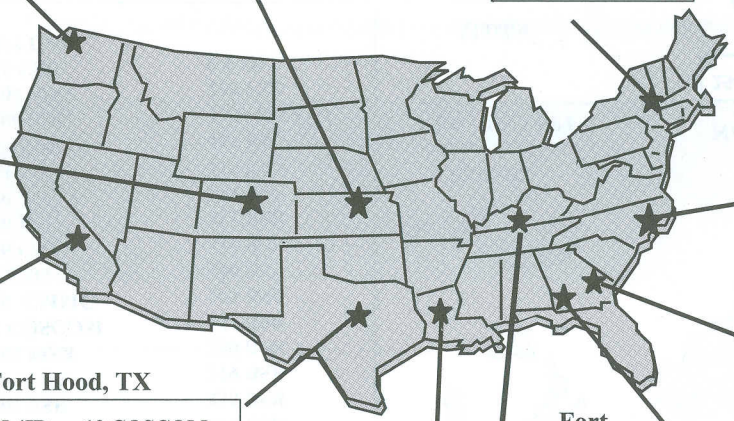
Panama

193 Fwd Spt Co

Japan

505 QM PL & Tml Bn
248 QM POL Liaison
35 S&S Battalion

Support Units in CONUS



Fort Lewis, WA

296 FSB (2 ID)
25 FSB (25 ID)
20 CMMC
593 CSG
532 CSB

Fort Riley, KS

101 FSB (1ID)
125 FSB (1AD)

Fort Drum, NY

DISCOM 10 MTN
10 FSB
210 FSB
710 MSB
548 CSB

Fort Carson, CO

3 SPT SQDN
43ASG
68 CSB
64 FSB (4ID)

Fort Irwin, CA

11 SPT SQDN

Fort Bragg, NC

DISCOM 82 ABN
82 FSB
307 FSB
407 FSB
782 MSB
1 COSCOM
2 CMMC
46 CSG
507 CSG
189 CSB
264 CSB
530 QM BN
528 SPT BN

Fort Hood, TX

DISCOM 4ID
4 FSB
204 FSB
404 ASB
704 MSB
DISCOM 1 CAV
15 FSB
115 FSB
215 FSB
615 ASB
27 MSB
13 COSCOM
4 CMMC
64 CSG
553 CSB

Fort Polk, LA

2 SPT SQDN
142 CSB

Fort Campbell, KY

DISCOM 101
AASLT
426 FSB
526 FSB
626 FSB
801 MSB
101 CSG
561 CSB
129 CSB

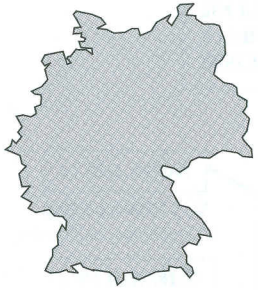
Fort Benning, GA

13 CSB
203 FSB
(3ID)

Fort Stewart, GA

DISCOM 3 ID
3 FSB
26 FSB
3 AVN SPT BN
703 MSB
24 CSG
87 CSB
260 QM BN
559 QM BN

Support Units in OCONUS

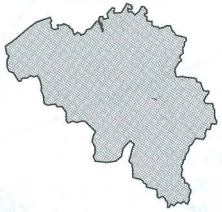


Germany

DISCOM 1 AD
47 FSB
501 FSB
127 AVN SPT
123 MSB
DISCOM 1 ID
201 FSB
299 FSB
701 MSB
3 COSCOM
19 CMMC
7 CSG
16 CSG
26 ASG
29 ASG
53 ASG
98 ASG
100 ASG
104 ASG
71 CSB
485 CSB
200 TAMMC
601 AVN SPT
6 ASG
221 BSB
222 BSB
233 BSB
235 BSB
279 BSB
280 BSB
282 BSB
293 BSB
409 BSB
410 BSB
411 BSB
414 BSB
415 BSB
417 BSB
21 TAACOM
299 FSB
8 CSB

Italy

22 ASG

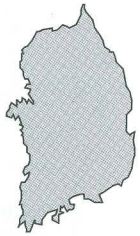


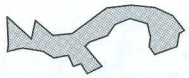
Belgium

80 ASG

Korea

DISCOM 2 ID
302 FSB
2 FSB
702 MSB
19 TAACOM
501 CSG
20 ASG
23 ASG
34 ASG
6 TAMMC





Panama

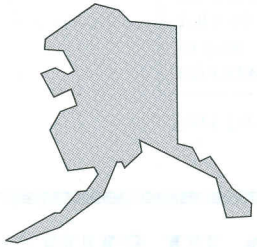
BN AREA SPT

Netherlands

254 BSB

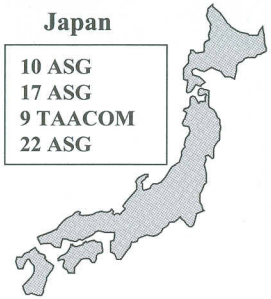
Alaska

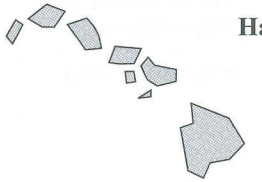
46 SB



Japan

10 ASG
17 ASG
9 TAACOM
22 ASG





Hawaii

DISCOM 25 ID
725 MSB
325 FSB
225 FSB
45 CSG
17 CSB
524 CSB

Protecting the Force – Risk Management and Leadership

Michael L. Davis

The Risk Management Process needs to be done for all missions, operations or tasks performed by an organization or unit.

Operations are demanding and, many times, complex. Therefore, Army operations are inherently dangerous. Every leader of every rank must remember to use the Risk Management Process to conserve military resources and also must integrate the process into all military decisions. Leaders use the Risk Management Process as a tool that saves lives and equipment.

Protecting the Force requires leaders to use the Risk Management Process, so that equipment and personnel are available to complete all mission requirements.

The following are some benefits of the Risk Management Process:

- A risk assessment helps identify realistic controls that are clear, practical and specific.
- Once completed, a risk assessment can be used to train new personnel and to reinforce training of older cadre members.
- The assessment helps identify areas that require supervision.
- The assessment helps identify areas that may require additional training.
- The assessment allows leaders to identify feasible and effective control measures where published standards do not exist.
- A risk assessment allows a leader to identify the major hazards that personnel and equipment will face during a training event or a real operation.
- The risk management process is an important means to enhance situational awareness during an event.
- The Risk Management Process maintains Army standards and discipline.
- The process helps identify weak points in a unit's capabilities and also ways to improve a unit's abilities.
- The risk management process is a very good tool for assessing the ever-changing hazards of any operation.
- The process helps leaders make decisions that balance risk with mission benefits.
- Failure to effectively manage risk makes operations costly in terms of loss of personnel, equipment and damage to the environment.
- The process allows leaders to conserve lives and equipment.
- The process helps reduce mission degradation and helps increase effectiveness.
- The Risk Management Process, applied to all planned events, allows leaders sufficient time to plan, prepare, train and execute all operations.

Remember that risk decisions are the commander's business. Without using the Risk Management Process, the commander does not have all the necessary information to make the correct decisions to protect the force and complete the mission.

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

RESERVE COMPONENT

Army Reserve Map Platoon Provides Navigational Assistance

MAJ John A. Leggieri

Execution of successful military operations depends upon the timely acquisition and distribution of maps. Topographical maps allow soldiers to accurately navigate and accomplish mission objectives. Their importance on the battlefield ranks as high as food, fuel, ammunition and water. Combat service support (CSS) doctrine dictates the prompt and precise distribution of maps to warfighters.

Map distribution doctrine has undergone radical changes within the past several years. The National Imagery and Mapping Agency (NIMA), once the sole map provider, now only produces map products. Wholesale distribution of maps has been turned over to the Defense Logistics Agency (DLA). Defense Supply Center Richmond (DSCR), located in Richmond, VA, executes this mission for DLA. Retail distribution, once allocated to the Engineer Corps, has now been assigned to the Quartermaster Corps. Modified Table of Organization and Equipment (MTOE) changes created Active Component (AC) and Reserve Component (RC) map distribution platoons within Quartermaster companies for this new mission.

Hands-On-Training

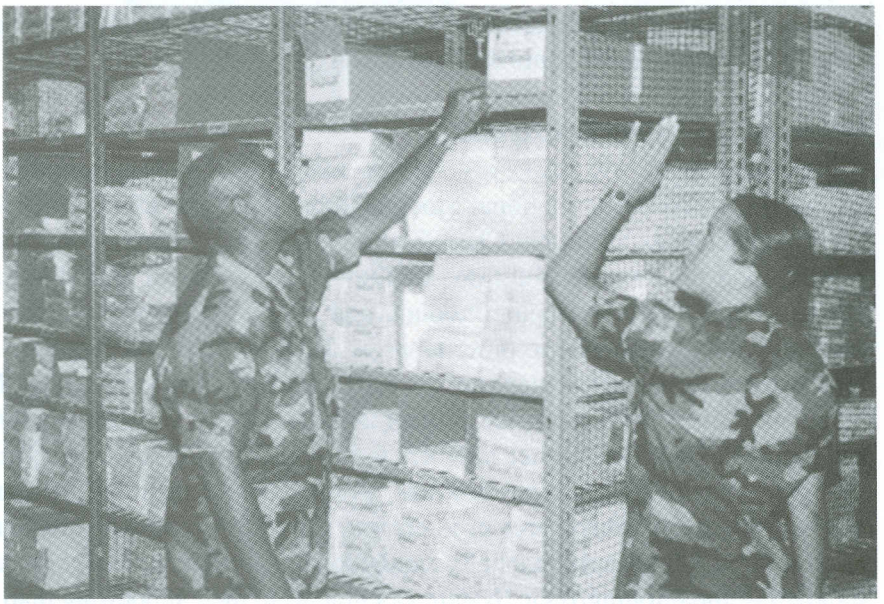
The 355th Quartermaster Company, a US Army Reserve unit in New Orleans, LA, houses one such distribution organization. Its map platoon, created in 1995, has map distribution training as its number one priority. Because map dispersal was a new mission to the Quartermaster Corps, soldiers in the unit with the military occupational specialty (MOS) of 92A (Automated Logistical Specialist) were not familiar with doctrine or procedures. Establishment of a Hands-On-Training (HOT) mission was instrumental to the unit's training plans. HOT missions allow the soldiers to train in peacetime, as they would provide maps during war.

Soldiers in the 355th Quartermaster Company sort and store unclassified CD ROM map catalog software during the unit's annual training at the Topographic Readiness Facility, Fort Bragg.

The journey to create a map HOT mission began more than two years ago. A formal request to institute a Class II (general supplies) HOT mission was submitted by the 355th Quartermaster Company and the unit's higher headquarters, the 692d Corps Support Battalion (CSB) and 363d Corps Support Group (CSG). This chain of

command pitched the proposal to the 90th Regional Support Command (RSC) staff in February 1997. A phased implementation plan was devised. RSC staff members in the logistics, force development, engineer, information management and operations sections set out to get the resources required to make the mission a success.

A full-time support soldier was quickly brought on board. Engineers drew construction plans for a map distribution facility. Critical information management systems arrived at the unit. Much-needed supplies enhanced the mission capability of the map platoon. Standing operating procedures were worked and reworked. Soldiers at all levels of command joined together to make the dream of a map mission become a reality.



Sergeants first class from the 90th Regional Support Command and the 355th Quartermaster Company check unclassified maps during annual training at the Defense Supply Center Richmond.

Customer Support

The map platoon services more than 1,000 US Army Reserve customer units in 15 states and Puerto Rico. The 90th RSC, 75th Division (Exercise), 95th Division (Exercise), 377th Theater Support Command, 89th, 88th and 65th RSCs make up the current customer base. Response to the mission has been overwhelming. The 355th Quartermaster Company's platoon sergeant explains: "I receive numerous requisitions and phone calls on a daily basis. Other units within our geographic area from the Army National Guard, Marines and Navy also inquire about obtaining maps. Its amazing how quickly the word got out about this map training mission."
The 355th Quartermaster Company can provide unclassified maps of any region in the world. Classified maps are also available upon request. Orders are filled directly from stocks at the unit's facility. Requisitions exceeding the unit's on-hand stock are forwarded to DSCR for immediate issue.

AC/RC Integration

The 355th Quartermaster Company has had the unique opportunity to train with and provide map support to AC units. The RC unit supported the XVIII Airborne Corps Topographic Readiness Facility at Fort Bragg, NC, during the 355th Quartermaster Company's annual training (AT) in June 1998. Operation of the facility was assumed from the 406th Quartermaster Company's Map Platoon, an AC unit deployed to the field during the 355th Quartermaster Company's AT period. The 355th Quartermaster Company's Map Platoon provided timely map support to America's contingency forces, including the 82d Airborne Division, 101st Airborne Division and Special Operations units.

The platoon also conducted a two-week AT at DSCR's Map Distribution Facility, the worldwide provider of map products, in August 1998. Soldiers provided technical advice and hands-on support during the facility's set-up. Because the DSCR facility had recently been besieged with maps from NIMA, the 355th Quartermaster Company's assistance was welcome.

These training events proved that RC soldiers can assume a vital active duty mission and immediately provide CSS support. The 355th Quartermaster Company is not the only RC map provider. The 803d Quartermaster Company in Atlanta, GA, provides maps to East Coast RC units, while the 693d Quartermaster

Company in Bell, CA, provides maps to West Coast RC units. Together these units provide complete coverage to all USAR units in the continental US (CONUS).

Innovations in Map Distribution

Map customers will notice several new innovations in distribution procedures. NIMA is in the process of assigning a 13-character National Stock Number (NSN) to all its products. The NSN consists of two parts: a four-character Federal Supply Classification (FSC) and a nine-character National Item Identification Number (NIIN). Map products fall into one of four FSCs: 7641 for Aeronautical Products, 7642 for Hydrographic Products, 7463 for Topographic Products and 7644 for Digital Products. The NSN to be printed on each map sheet will allow customers to order maps as they do other vital supplies.

Customers can request maps not yet assigned an NSN by knowing the NIMA reference number, also printed on the map. The NIMA reference number is alphanumeric and varies in length (up to 15 characters). Customers can obtain NSNs and reference numbers in *NIMA's Catalog of Maps, Charts and Related Products* and current *Bulletin Digest*. These two publications, available from map distribution units, allow the customer to cross-reference the geographical area of interest to the NIMA reference number and NSN.

Currently, USAR units manually requisition map products. Customers submit a Standard Form 344 (Multiuse Standard Requisitioning/Issue System Document) to their supporting map distribution platoon to fill from shelf stock. Items not available locally are electronically ordered through the DAASC Automated Messaging Exchange System (DAMES). Requests are transmitted to DSCR, which locates the product and forwards it directly to the requesting unit.

Customers may soon be able to electronically request maps from their supply rooms. Using the Standard Army Retail Supply System (SARSS) to requisition maps is being explored. SARSS automation interface difficulties, including the tendency to charge for map products (normally free items) and inability to read the NIMA map reference number, have temporally delayed the system's full-scale implementation. Quartermaster company (map platoon) MTOEs are also under review for possible authorization of SARSS computers. Resolution of these issues will potentially further define map distribution doctrine, modify map platoon responsibilities and significantly benefit customer units by reducing order/ship time.

The future is now

The 355th Quartermaster Company's map operations moved to a newly constructed map distribution facility in June 1999. Located next to the Fleming Center in New Orleans, LA, the map facility accommodates state-of-the-art map storage and issue operations. Items in stock include hard copy maps and catalogs, as well as newly automated maps, soft copy catalogs and quarterly bulletins on CD ROM. Customers can now find their way on the battlefield with automated map products and a laptop computer.

Map distribution is an exciting and ever-changing environment. In the Army's climate of rapid adjustment, the 355th Quartermaster Company holds one goal above all others: customer satisfaction. Their commitment to excellent navigational assistance sets the course for the Total Army into the 21st Century.

MAJ John A. Leggieri is the Plans and Operations Officer, Office of the Deputy Chief of Staff for Logistics, 90th Regional Support Command, North Little Rock, Arkansas. He has a master of science degree in education from the College of Saint Rose in Albany, New York. He is a graduate of Command and General Staff Officer Course, Logistics Executive Development Course, Airborne and Pathfinder schools, Mortuary Affairs Officer Course and the Quartermaster Officer Advanced Course. He has previously served as Supply and Services Officer, Battalion S2/3, Battalion S4, Company Commander and Platoon Leader in the 809th Supply and Service Battalion, 413th Supply and Service Battalion, 82d Airborne Division and 2d Infantry Division.

Training With Industry at SUPERVALU

CPT Willie Rios III

What is SUPERVALU? What does this private business provide the Army? These were two of the first questions I asked myself when I learned that my TWI assignment would be with SUPERVALU. Later, I had these thoughts: What am I going to do in a grocery store? How is the Army going to benefit by sending me there? I will answer these questions in the article, but first let me tell what SUPERVALU is all about.

In partnership with the Army, SUPERVALU has provided opportunities under the Department of Defense's TWI program for officers in distribution, warehousing and food service operations for the past 10-plus years. TWI soldiers are encouraged to participate as employees of the company and work on assigned projects. As I soon discovered, SUPERVALU is a Fortune 500 Company in the wholesale grocery distribution and retail industry. Also, SUPERVALU operates a military sales division that distributes grocery products to military commissaries, both in the continental US (CONUS) and outside the continental US (OCONUS). I was assigned to SUPERVALU'S Northwest Region Military Sales Department in Tacoma, WA. The military sales department distributes to commissaries in Washington, Colorado, Idaho, Wyoming, Montana, Alaska, Korea, Guam and Japan.

What Is SUPERVALU?

SUPERVALU is the nation's leading wholesale food distribution company and the ninth largest food retailer, with 48,000 full- and part-time employees at the end of the company's FY99, roughly the size of an Army corps. SUPERVALU supplies more than 4,600 food stores, most of them independently owned in 38 states. The company operates 36 distribution centers in 7 regions, and this encompasses more than 24 million square feet of distribution space. SUPERVALU's Save-A-Lot subsidiary additionally services more than 700 limited-assortment food stores - 142 corporate and 559 licensed units - through 11 distribution centers. SUPERVALU operated 328 retail food stores at the end of its FY99.

SUPERVALU supplies conventional supermarkets, price superstores, upscale supermarkets, combination food and drug stores, "supercenters" and limited-assortment stores. The company distributes to SUPERVALU Foods, IGA, Cub Foods, County Market, Save-A-Lot, NewMarket, Shop'n Save, Bruno's, Dahl's, Dierbergs, Jerry's Jitney Jungle, Top Foods and many other retail food stores.

What Does SUPERVALU Provide the Army?

SUPERVALU's military sales division is one of the nation's largest military grocery distributors. With the Defense Commissary Agency (DECA) and grocery vendors and manufacturers, SUPERVALU distributes grocery products to commissaries, military shoppettes and certain exchanges in both CONUS and OCONUS locations.

What Am I Going To Do in a 'Grocery Store'?

Training with a leader in the grocery industry brought me many unique and interesting opportunities not available within the Army. In addition to the training, I was able to observe and compare how the military and civilian sectors operate and interact with each other.

TWI is an alternative educational program that incorporates on-the-job training with real workplace issues. Soldiers develop and learn in an environment that exposes them to multifunctional logistical challenges. SUPERVALU has many training opportunities for logisticians, such as the following areas from my TWI experience:

- Warehouse Management Operations
- Transportation Operations
- Distribution Management Operations
- Acquisition and Buying Functions
- Maintenance Operations
- Interaction with DECA and Commissaries
- Budgets and Forecasting

How Will the Army Benefit From My TWI Assignment?

During my TWI assignment with SUPERVALU, I noticed two areas where I believe the Army could benefit. The first is called Advantage Logistics, SUPERVALU's distribution and storage system that stores products based on movement history. The second concerns the automation integration within the industry and the benefits of this system for SUPERVALU.

As with most major wholesalers and retailers, SUPERVALU carries thousands of items, but less than 20 percent of those items account for virtually all of the volume. Traditionally, SUPERVALU treated all items alike, making them available on all orders to all stores, warehousing them in the same way, transporting them in the same way and, in many cases, costing all items in the same way. This tradition built in layers of excess inventory, lengthened the pick lines within SUPERVALU warehouses, and added costs for carrying seldom-ordered products.

Multitiered Distribution System

SUPERVALU, with vendors and retailers, implemented a multitiered distribution system for moving goods to market in the most cost-effective manner. In this system, a product can take many paths, and SUPERVALU must determine the most efficient path for each product. New regional distribution centers are implementing multitiered distribution. Based on movement of a product, SUPERVALU's regional centers will support four to five smaller distribution centers. For promotional quantities of goods and certain fast-moving products, this "cross-docking" function allows products to travel directly from the regional distribution center to the retail store, bypassing the downstream distribution center and associated handling costs. The regional centers function like the Army's support battalions and the smaller distribution centers function like the Army's supply companies. Products are stored and distributed according to their movement history and turnover ratio, eventually reducing operating costs. This type of supply distribution is worth researching to further reduce the Army's ordering, shipping and handling times. Better movement of supplies can improve unit sustainment and readiness.

ADVANTAGE Technology

SUPERVALU communicates within its internal structure through an Electronics Data Information (EDI) System that allows real-time, event-driven processing rather than the end-of-day batch processing which predominates in business today. SUPERVALU has a central EDI gateway with a central point for communicating with all vendors and customers. SUPERVALU installed a translator that allows the company to translate data from its internal systems into the grocery industry's standard format for external communication. The same system will also translate the external data received by SUPERVALU back into formats that SUPERVALU can process internally.

If this capability existed between all the Army's automated systems, information from the various Standard Army Management Systems (STAMIS) could be extracted into one "do all" system. Imagine the time and resources the Army could save. A Force XXI initative called the Combat Service Support Command and Control System (CSSCS) is the Army's newest logistics management tool being evaluated in Bosnia-Herzegovina. CSSCS, as one of the five components of the Army Tactical Command and Control System (ATCCS), was

designed to meet the commander's need for fast, accurate logistics information on today's dynamic battlefield. In theory, logisticians will have a single "do all" system that enables CSS supply systems to communicate and track data.

Force XXI initiatives are allowing the Army to increase its ability to track and react to the needs of the battlefield. However, the Army must be able to integrate military systems with those in civilian industry to better serve soldiers and continue to improve upon efficiencies. Prime Vendor and outsourcing are two recent initiatives allowing the Army to reduce huge stockpiles as well as increase the military readiness rate, but developing a system that allows both industry and military automation to interact would complete the supply process.

One final project that SUPERVALU is currently implementing into its regions is the Valunet System. Valunet acts much like the Army's Standard Army Retail Supply System-Objective (SARSS-O) fielded at the battalion level. SUPERVALU is fielding its Valunet down to its retail stores or, in Army terms, their companies. Retailers will have the status of products on hand, advertising promotions, prebooked orders and other reports specific to SUPERVALU operations.

The Army usually has this type of information in a battalion's support operations section, so why not field a system like Valunet in a limited capacity to the lowest level of command possible? The Army's Executive Management Information System (EMIS) is similar to the Valunet system in the type of information it tracks. EMIS supports the Integrated Sustainment Maintenance (ISM) program for general support maintenance. EMIS allows brigade-level staffs to monitor supply and maintenance status for maintenance units. If EMIS could be modified to allow other types of CSS units to gain information and visibility, commanders at the lowest level could become proactive with their decisions instead of reacting to outdated information. Ultimately, unit readiness would improve.

Training and working with SUPERVALU has expanded my view of how supply distribution functions outside the military environment. TWI introduces logisticians to an environment where profit and loss become the measuring stick for survivability rather than budgets and stewardship.

The Army can learn from civilian businesses and the efficiencies that they incorporate into their daily operations. Today's Army interacts a great deal with civilian industries, so understanding the processes and logic of civilian industries is becoming increasingly important. For these reasons, the Army must comprehend and implement industrial functions and standards into the military system, where applicable, as well as continue partnership in training with civilian industrial leaders. Soldiers training and working with professionals in various industries form vital links that ensure the Army continues to improve upon efficiencies in order to meet the challenges of the 21st Century.

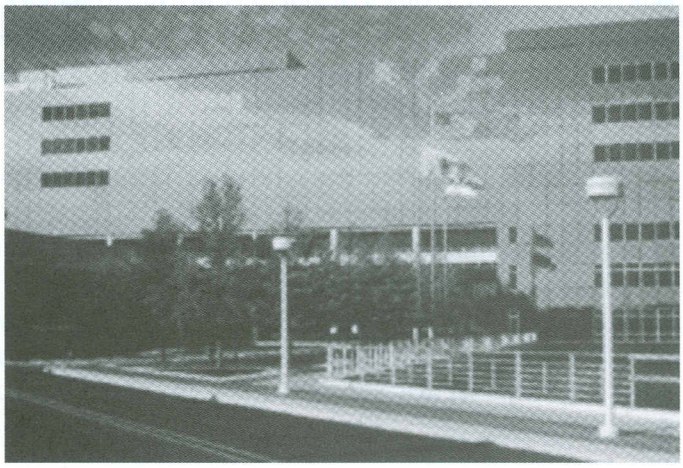
CPT Willie Rios III worked in the Army's Training With Industry (TWI) program with SUPERVALU in Tacoma, Washington. He has a bachelor of business administration degree from Texas Southern University and is a Reserve Officers' Training Corps graduate from the University of Houston. His military education includes the Combined Logistics Officer Advanced Course, Aerial Delivery and Material Course, Field Artillery Officer Basic Course, Airborne School and Nuclear Warhead Detachment Course. He previously served as Maintenance Assembly Team Leader, 19th USAFAD, Southern European Task Force, Greece; Fire Support Officer, Platoon Leader and Supply and Service Officer, 4th Infantry Division, Fort Carson, Colorado; Group S4, 29th Support Group, Kaiserlautern, Germany, and Company Commander, 51st Maintenance Battalion, Mannheim, Germany.

Training With Industry: Steps to a Successful Tour

CW4 Matthew A. Anderson Sr.

Editor's Note: The Quartermaster General directed more warrant officer participation in the Training With Industry (TWI) program in the mid-1990s during the Army's downsizing. As the combat service support regular line officer corps moves rapidly toward becoming multifunctional logisticians, the Warrant Officer Corps will maintain the technical integrity of the branch. TWI consists of a 1-year training program in civilian industry with a 36-month, follow-on assignment to an Army position requiring interaction with the private sector on a routine basis. The author is a supply systems technician with military occupational specialty (MOS) 920B. His article explains how TWI can be a "Win-Win-Win" assignment for the participant, the Army and the sponsoring industry.

Training With Industry (TWI) is a four-year program that begins with a one-year assignment to a sponsoring industry and continues through a three-year Army utilization assignment. For selection, a warrant officer's military experience must document the ability to work as a self-starter in unique and challenging assignments. The TWI assignment is nominative, meaning that packets of equally qualified service members go through a selection process by a board or panel before the packets go to the sponsoring industry for final approval.



Sears Corporate Headquarters, Chicago, Illinois

The warrant officer's TWI mission includes learning the best business practices to apply to Army procedures and observing executive operations. The TWI soldier ultimately enhances the ability of the Armed Forces to relate functions performed in private industry to military service. The objective is to improve the Army's functions by drilling in the best business practices, leading-edge technologies and "out of the box" thinking learned from the sponsoring industry. Also, the TWI warrant officer learns to apply the management and decision-making processes used by corporate America.

I personally felt the need to clarify the TWI program in this article and lay out the steps to success for two reasons: to ensure applications by the right candidates and to outline a clear path to a productive assignment once a candidate is selected. I will detail the "Win-Win-Win" situation for success by the Army, industry and the individual Quartermaster soldier.

TWI is a tremendous program, with far-reaching impacts, but TWI is not for everyone. TWI involves a tremendous commitment, flexibility and capacity to work in a dynamic environment outside the normal mechanisms associated with the military structure.

What TWI Is

The TWI program is very industry- and personality-specific. Because each industry and service member is different, I will say that a high-caliber Quartermaster generally spends the first year of TWI learning the best that a sponsoring industry has to offer. That is a textbook answer. It is important to note that the industry will accept you as one of the employees. You will be held to the same exacting standards as military service. You will see the breadth and the depth of the logistics arm of a leading retailer or manufacturer, and you will be in tune with the needs of the industry's various customers. You will travel about 40 percent of your time to observe and influence many business operations. You will be sought for your expertise and knowledge. You will train, teach and mentor all levels of the organization.

What TWI Is Not

From a number of well-meaning soldiers asking me questions about TWI, I have learned of many inaccurate perceptions. You will *not* be wandering the hallowed halls with your scholarly notebook in hand, observing and noting the practices of a retailer! You will *not* be in formal classroom instruction with a formal program of instruction for a year. You *will* roll up your sleeves and dive into a resource-challenged and mission-rich environment.

What are the expectations?

Very early in the year (typically within the first several weeks), you must clarify and formalize the specific expectations of the sponsoring industry, you and the Army. In other words, you must define the "Win-Win-Win." Come to an agreement on quantitative objectives that will result in a successful tour. Clearly spell out objectives and put measurable goals in writing. It helps to draw up a timeline of your tenure so you can determine if your training plan is being met through periodic meetings. I recommend quarterly meetings.

Template for Success

Use the following steps to success, and I guarantee a "Win-Win-Win" situation:

- The Department of Defense (DOD) details the follow-on utilization assignment to the warrant officer and to the sponsoring industry.
- The sponsoring industry's training department or human resource department drafts a training plan with the candidate's resume, application packet, DOD expectations and interests related to the Quartermaster's follow-on assignment.
- The candidate goes on temporary duty (TDY) to the US Army Combined Arms and Support Command (USACASCOM) for a TWI concept briefing and training to prepare for assignment.
- The soldier assigned to the sponsoring industry works with the sponsor to finalize the training plan and action officer plan.
- The candidate performs duties as an action officer and intersperses training, both formal and informal.
- The candidate departs the one-year assignment with industry for a three-year utilization slot in the Army.

Roles and Responsibilities

You must understand your role. You were chosen because you are a proven logistical leader, typically an energetic "Type-A Personality," and you already have led soldiers in a series of progressively more challenging missions for decades. However, you assume a different role while assigned to private industry.

Depending upon your specific industry, you may have to modify some of my guidance. However, at a high level, I suggest that you retain the core competencies that led to your selection. Be prepared to slip into an observer's or an assistant's role. Though you will doubtless have significant interaction with industry employees, you will not have direct (efficiency report) authority over employees in day-to-day duties. As the year progresses, the industry will gain confidence in your broadening skills. After all, professional Army logistics stick to the basics: teaching, training and mentoring a process or function. You will be given broader mission parameters and authority. The key is selling yourself and advertising your strengths, training and educating your weaknesses, taking on the tough projects and performing at a level higher than the standard.

Training: Formal and Informal

Opportunities abound in TWI for classroom instruction coupled with seminars. However, a realistic definition of TWI is clearer by using these two terms: on-the-job training (OJT) and on-the-job experience (OJE). You will learn by doing, being assigned projects and performing corporate and field operations that include research and execution. The formal training opportunities depend on the capability of the sponsoring industry. Your first stop will be the training department within the human resources directorate. I would stress correspondence courses, tapes, seminars, cross-training and cross-functional meetings.

Action or Project Officer

You will be assigned a project or a program to assist in operational management and execution. Your assignment may involve extensive travel throughout the nation. You will not manage at "32,000 feet," but you will go where the associates on the ground are running the business. You will learn from them. You will train, mentor and teach. You may write comprehensive process manuals. You may direct, produce and lead the acting in process videos. You may teach packaging or docking processes to associates. You will be fully, wholly and totally responsible for the success or failure of a core business. This is not an academic drill! TWI is about market share, competitive edge and future employment. You will coordinate with diverse and far-reaching corporate and field organizations. You will assist in bringing projects from conception through completion.

Dress for Success

Will you wear battle dress uniforms to work every day? No. Depending on your sponsoring industry, dress will vary. You will maintain high standards of appearance, demeanor and dress at all times. When people do not realize that you are on active duty, you will be shocked because you have become a perfect "fit" with your business role. Never forget that you represent the Armed Forces. Dress and act in that manner at all times.

Your Tie to Military Support Systems

You will have a great military support system, perhaps right next to where you are serving your TWI assignment. However, you may find yourself half a country away. Remember, the Student Detachment at Fort Jackson, SC, is a courteous and professional phone call away! This dynamic, responsive group of individuals will proactively and professionally handle any and all perceived and real issues that may arise. You will need to address medical and dental support. Your sponsors, both military and civilian, and a comprehensive continuity book will spell out the specific procedures and steps to ensure full coverage.

Continuity Book

A continuity book is your link to service members who have sat in your same seat and wrestled with some of the same concerns. This book will ensure a worry-free tour of duty with its phone numbers, points of contact, maps, directions, and a complete set of instructions to deal with a variety of situations. Continue to update your TWI continuity book issues as issues arise.

Ambassador Role

You are the only military presence that your business associates will typically see in action. Your appearance, demeanor, enthusiasm and professional delivery on projects will dictate their lasting impression of the military. What soldiers take for granted, civilian employees often know little about and are curious to learn. Dispel myths and ensure a positive impression of the military and its service members in the Armed Forces. You are a certified professional logistician and have a great deal of knowledge and experience to bring to industry.

Sponsor/Mentor: Industry/DOD

Sponsors, both in military service (usually the soldier whose seat you just took) and within the private industry itself, are critical. The Quartermaster who just left a TWI assignment can assist you in overcoming roadblocks, perceived or otherwise. Within the sponsoring industry, ensure that someone has been assigned to assist you. Normally, this will be an employee from the human resource department for personnel or administrative functions and another employee within your assigned department for issues that impact your day-to-day work.

A key point to make is that your replacement may or may not "hot seat" with you. The sponsoring industry is a large organization. Based on specific skills and the industry's needs, you may be assigned to a different department or channel than the soldier before you.

Training Plan

You must design a one-year TWI training plan or program. It serves as a written road map for you and for the organization to detail the path of formal and informal training and functions associated with an action officer. Do NOT expect anyone to hand you such a plan on day one. Rather, you will assist in preparing a plan that includes establishing quantitative objectives. This will involve a quick education in the business. The various business functions and formats involve a clear understanding of your ultimate objective: your follow-on utilization assignment in the Army. Training, performing on the job and understanding the organization fully within one year is not realistic. Therefore, narrow your TWI focus. Knowledge of your three-year, follow-on assignment and the specific job skills you will need for the Army allow for a better training plan while working in industry. Do you train for water crossing when your mission is to attack through a desert pass?

Quarterly Updates on Contributions and Project Involvement

Your quarterly "contributions document" is a way to keep your many proponents aware of your TWI progress and allow them to communicate with you if you have wandered outside the "firing limit" boundaries. It is a tool for them to track the effectiveness of the TWI program and to ensure that your objectives will be met.

Follow-on Utilization Assignment

Your follow-on, utilization assignment in the Army is the central point of this article. It is the commander's guidance and drives all training and training plan development, both informal and formal, throughout the lifecycle of TWI. It is the key variable to a successful program or a flawed program. Understand that TWI means a four-year program, not one! The benefits of TWI training will last longer than four years.

Role of Your Proponent

The Quartermaster's proponent is at Fort Lee, VA. He is active throughout the TWI lifecycle. He is instrumental in mentoring, teaching and training you from TWI selection, on-site work with private industry, and the selection of your follow-on assignment. He will stay in touch with you and invite feedback on how to improve the TWI program. He will invite you to continue to serve as an active sponsor to the warrant officer who replaces you, meet for program reviews to recommend TWI enhancements or reengineering and to speak to Quartermasters interested in the program.

TWI is a dynamic program. You will add to private industry's base of knowledge by leveraging your military logistics skills. Conversely, you will gain an incredible insight into the inner workings and decision-making process of an industry leader. This article has spelled out the high-level issues related to TWI and a military participant's role. Having these challenges spelled out will put you on the glide path toward a fulfilling and a rewarding TWI experience.

CW4 Matthew A. Anderson Sr., currently at the US Army Quartermaster Center and School, Fort Lee, Virginia, was an Action Officer for Sears, Roebuck and Co. during his Training With Industry assignment. He has associate's degrees from Columbia College, Missouri, and North Western State University, Louisiana. His military education includes all the Army's major automated supply systems and the Supply Services Management Officer's Course, Contractor Officer Course: Army and Navy Certified, Airborne School, and Warrant Officer Advanced Course. A 920B (Supply Systems Technician) with more than 20 years of Army experience, CW4 Anderson has served in a variety of assignments in the United States and overseas.

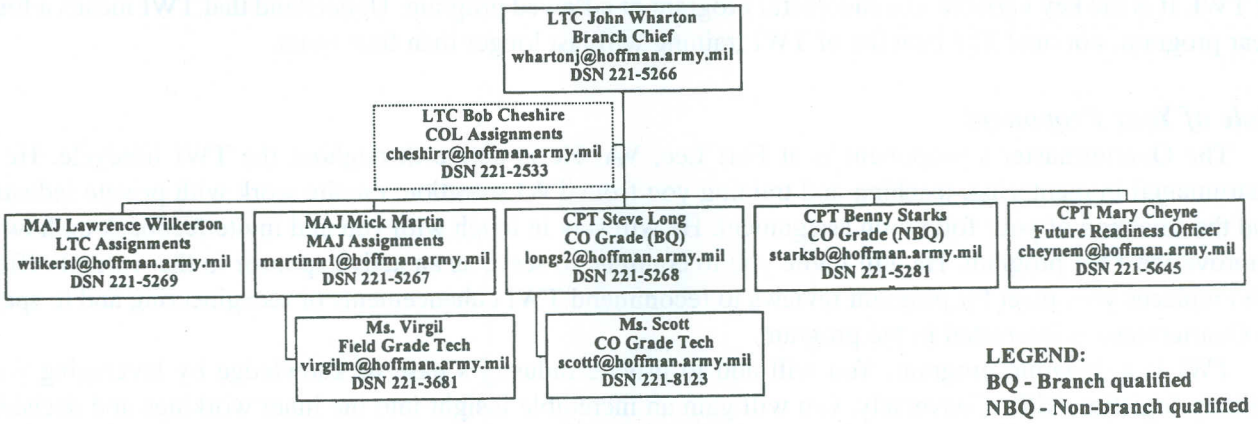
Professional Development

As the Army continues to draw down, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some new changes, developments and trends in the assignment and professional development areas. **For more information about officer and noncommissioned officer (NCO) 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 telephone 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.

Quartermaster Officers – Where To Find Answers

LTC John Wharton, Branch Chief
whartonj@ hoffman.army.mil, DSN 221-5266

The following chart shows the updated Quartermaster officer branch's organization, with telephone and E-mail contacts for military career managers and civilian technicians. We stand ready to assist you in managing your professional development while meeting Army readiness requirements.



Quartermaster Officers - Where To Find Answers

For those who have transitioned this summer, please take the time to contact your assignment officer and update your personal information such as phone number, home/work address and E-mail address. This will assist us to better serve you. As always, we continue to work on the Quartermaster branch homepage to make that a valuable tool for you (http://www-perscom.army.mil/OPqm/qm.htm). We look forward to working with you as we bring the Quartermaster Corps into the 21st Century.

PERSCOM Establishes a Colonels Division

Effective 1 Sep 99, PERSCOM's Officer Personnel Management Directorate reestablished a central office for colonel assignments. Since 1997, basic branch assignment officers or functional area managers had made colonel assignments. Today, many basic branch managers are "dual-hatted" as branch chiefs. The new Colonels Division will help ease this burden and let the branch chief concentrate on the professional development of the lieutenant through lieutenant colonel population, while the new colonel assignments officer manages the assignments and professional development needs of colonels. The Quartermasters' colonel assignments officer

is LTC Robert T. Cheshire, Room 6N59 on the sixth floor of the Hoffman II building in Washington, DC. Telephone DSN 221-2533 or contact him through the Colonels Division web page at http://www-perscom.army.mil/OPcol/

FY 01 Battalion Command Selection Board Preference Statement Goes ON LINE

The Army Competitive Category Board for Battalion Command selection will convene October 19 for eligible combat service support (CSS) lieutenant colonels. Quartermaster officers will compete for 14 Quartermaster and 46 multifunctional commands that open in FY01. Officers in the zone of consideration consist mainly of year groups (YGs) 80-83 (and those officers below the zone in YG 84/85). MILPER Message 99-190 contains specific details for the zone of consideration for this board.

New to this year's command selection process, and in place for all future command selection boards, is the automation of personal preference statements. In previous years, officers had to submit a preference statement in hard copy to their assignment branch manager. The command preference statement conveyed categories of command that the officer desired to compete for and provided input about specific command preferences.

In keeping with the Army's transition into the Information Age, the PERSCOM Officer Career Management Knowledge Center, in concert with Army Knowledge Online (AKO), allows eligible officers to review projected command vacancies and submit command preferences on line. This program will increase access to validated information, improve efficiency and increase the officers' understanding of the command process. The career field designation process already uses this capability. Expanded uses include submitting Functional Area Designation and Senior Service College preference statements. For questions about the PERSCOM Officer Career Management Knowledge Center, access the AKO Help desk by E-mail to help@us.army.mil or contact your assignment manager.

Hot Links

The following are a few current web sites with career information for soldiers in the field:

Link to AR 350-100 (active duty service obligations)
http://books.army.mil/cgi-bin/bookmgr/BOOKS/R350_100/CCONTENTS

Link to AR 600-8-24 (officer transfer and discharges)
ftp://pubs.army.mil/pub/epubs/pdf/r600_824.pdf

Link to DA Pamphlet 600-3 (officer development)
ftp://pubs.army.mil/pub/epubs/pdf/p600_3.pdf

Career Field Designation Information
http://www.army.mil/opms/CFDBRev/index.htm

Functional Area Information
(This opens up to a page where you can select a link, by functional area (FA), and then takes you to the specific chapter of DA Pamphlet 600-3 that governs that FA.)
http://www.army.mil/opms/BrFaInfo.htm

New Officer Evaluation Report (OER) Current Senior Rater Update
http://www.perscom.army.mil/tagd/oers/srupdt3.htm

OER Appeals Information
http://www.perscom.army.mil/tagd/oers/guide.htm

Officer Selection Boards for FY00
http://www.perscom.army.mil/select/bdschd00.htm

Quartermaster Officer Branch Briefs

Make sure you check out the web site on upcoming boards (http://www.perscom.army.mil/select/bdschd00.htm). Congratulations to all the newly selected majors. (By the time you read this edition of the *Quartermaster Professional Bulletin*, the list will have been released.) Shortly after you receive this edition, the Quartermaster officer branch will start the slating for Command and General Staff College AY 0/01. If you want to attend a sister service school, submit your request in writing to the chief of the Quartermaster officer branch or contact your assignment officer for more information. We will be preparing officer records for the Brigade Command Board and Brigadier General Board in December 1999-January 2000. Please take the time now to review your records and update your Officer Record Brief and official Department of the Army photograph.

PROMOTION "2000"

CW4 James C. Tolbert, Career Manager for Quartermaster Warrant Officers
tolbertj@hoffman.army.mil, DSN 221-7839

This article will educate officers on how to prepare their records for presentation to Army promotion boards. While the content may seem specific to warrant officers, this information applies to all Army officers. Here are my recommendations derived from reviewing and preparing promotion records for Warrant Officer Selection Boards during the past two years.

Bottom Line: Many officers check all the right blocks in preparing their records for promotion selection boards, but far too many officers are too passive and do not ensure their records look their best for a selection board. When the time comes for an officer to leave the service and pursue a civilian career, I suspect most will spend an inordinate amount of time preparing a resume inserting the right verbiage, obtaining the appropriate paper and selecting the best possible print job available. All this to get a civilian job! Well, preparing for a promotion selection board is no different. An Officer Record Brief (ORB), microfiche and photograph serve as an Army officer's resume to a promotion board.

Many officers work diligently at their duties and do not pause to ensure their personnel records are current and ready for presentation to a promotion selection board. Keep in mind the three phases of the promotion process: an officer's performance, the subsequent evaluation of performance, and the appearance of promotion records to the board.

The officer is responsible for duty performance: no one else can assist in this area. Conversely, the officer's rating chain is responsible for evaluation of the officer's performance with the Officer Evaluation Report or OER (DA Form 67-9). However, officers have a direct impact on the appearance of their promotion files. Many others can assist the officer in maintaining and preparing a promotion file, including the servicing personnel unit, the US Total Army Personnel Command (PERSCOM) career manager, and certain other activities at the PERSCOM level (microfiche section and OER section). I will focus on appearance of the promotion file in this article.

These are the three standard components of a promotion file:

- ORB (DA Form 4037)
- Official Military Personnel File (OMPF on microfiche)
- Official Photograph.

The officer can place OERs, award certificates and certain other commentary documents in the promotion file. When documents arrive at PERSCOM just before a promotion board convenes, there is not enough time to process them for the microfiche, so the documents go into the promotion folder in hard copy format.

The ORB captures the officer's personal and professional data. This provides promotion board members with a "snapshot" of the officer's overall accomplishments. Promotion board members will develop a mental picture of the officer by reviewing the officer's assignment history, military and civilian education levels and the officer's awards and decorations. Therefore, the ORB is an extremely important document to maintain year-round. To prepare for promotion boards, officers should pay particular attention to the following areas:

SECTION IV (Personal/Family Data)

Requirement: Ensure the "PULHES" (physical) date is less than 5 years.

Action: Submit updated medical/physical documents to the servicing personnel unit.

SECTION VI (Military Education)

Requirement: Ensure all military courses are listed.

Action: Submit to the servicing personnel unit any course certificates that are not listed in this section. There is no requirement to submit copies for inclusion onto the microfiche when the course is listed in Section VI of the ORB.

SECTION VII (Civilian Education)

Requirement: Ensure your civilian education level is correct. These are valid entries:

8 = Less than two years of college
4 = 60 or more college semester hours
D = Associate's degree
K = Bachelor's degree
N = Master's degree
U = Doctorate degree
V = Post Doctorate degree
W = Professional
L = High School
1 = Non-High School

Action: Submit an *original* copy of an *OFFICIAL* college transcript indicating the degree awarded or the amount of earned college credit hours. A certified stamped copy is acceptable instead of an original copy. Memorandums from the college or university stating "a degree will be awarded" or "the student has satisfied all degree requirements" are not acceptable. Only college transcripts are used to update the officer's college education level.

SECTION VIII (Awards and Decorations)

Requirement: Ensure all earned awards are listed on the ORB. Furthermore, ensure copies of award certificates are listed on the OMPF microfiche. The DA Form 638 (Recommendation for Award) is not authorized for inclusion onto the microfiche.

Action: Submit to PERSCOM copies of award documents where there is an inconsistency between the ORB and the microfiche. If the award is listed in Section VIII of the ORB, then a corresponding award certificate should be listed on the microfiche.

SECTION IX (Assignment Information)

Requirement: Ensure your assignments are correctly identified to include dates of assignment, a proper duty title and military occupational specialty (MOS). Use your actual duty title and not the generic duty title. The following titles are some examples:

Generic	Actual
Property Accounting Technician	Division Property Book Officer Group/Brigade Property Book Officer Battalion Property Book Officer
Supply Systems Technician	Main Support Battalion Supply Support Technician Forward Support Battalion Supply Support Technician Class IX (repair parts) Officer
Airdrop Systems Technician	Airdrop Repair Technician Platoon Leader Training Airdrop Systems Technician
Food Service Technician	Division Food Service Technician Brigade Food Service Technician Food Service Advisor

Ensure the ORB reflects deployments to other countries while serving at the unit of assignment. Deployments such as Bosnia, Haiti and Macedonia must be added to the ORB with a Standard Installation/Division Personnel System (SIDPERS) transaction. Avoid multiple entries on the ORB for the same unit/installation. This only clutters the document.

Action: Work with the servicing personnel unit to correct any incorrect information. A career manager can only change the "duty title" and "DMOS." Servicing personnel can also change these entries. The units of assignment data entries are generated by SIDPERS transactions at the servicing personnel unit. PERSCOM cannot modify SIDPERS transactions.

SECTION X (Remarks)

Requirement: Ensure a current official photograph is on record at PERSCOM. The photograph should be digital and less than 5 years old. Officers being considered for promotion in any one of the three promotion zones (promotion, above and below the zone) *should* take a photograph in the promotion year.

Action: Take a current photograph (example Jan 2000) and YOU send the photo to PERSCOM. Do not wait until March or April 2000 to make the appointment. You risk not having nough time to react if the photograph must be taken again for any reason. The corrected photograph may not arrive at PERSCOM in time for the board! Also, consider taking a photograph before reassignment to a short tour area because not all short tour areas have photographic capabilities.

SIGNATURE: All officers being considered for promotion should ensure they review and, most importantly, sign their "promotion" ORB. By signing the promotion ORB, the officer is signifying that he has reviewed the entries and acknowledges the accuracy of the data. A signature on a promotion ORB again sends a subtle message to the board.

Finally, many other entries on the ORB are important and must be checked for accuracy. It is not my intention to suggest that these other entries are not important: they are. However, those that I have identified are the areas of focus for promotion board members when voting a promotion file.

OMPF MICROFICHE. The OMPF microfiche is the second important item in the promotion file. The microfiche will contain all OERs, any Academic Efficiency Reports (AERs), copies of award certificates and other commentary data. Promotion board members spend most of their time reading OERs on the microfiche. A board member will develop a good understanding of the officer's duty performance and the rating chain's evaluation of the officer's performance through the rater's and senior rater's narrative.

Also, officers should ensure that copies of all award certificates are listed on the microfiche and that the number and types of awards correspond to those on the ORB. A copy of each award certificate should be present or a copy of the award order if the order number is not listed on the certificate. Copies of DA Form 638 are not authorized on the microfiche.

Since promotion board members spend most of their time reviewing the microfiche, every officer must check this data before any promotion board. Resolve differences with the servicing personnel support unit and your PERSCOM career manager. Officers can request a copy of their microfiche by mailing a request or sending a FAX to PERSCOM:

COMMANDER	FAX:
PERSCOM	DSN 221-5204
ATTN TAPC MSR S	Commercial (703) 325-5204
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Send requests by E-mail to offrcds@hoffman.army.mil. The request should contain the officer's full name, social security number and mailing address.

PHOTOGRAPH. The official military photograph provides a promotion board member with a first impression of the officer. Small details, such as the officer's physical fitness, proper wear of uniform (looks like a soldier/officer) and good personal grooming (hair, mustache, lipstick), are first impressions. Depending on the total record of the officer, a good photograph may not help an officer, but a bad photograph will always hurt! The old saying that "you only get one chance to make a good first impression" prevails here.

Army Regulation 640-30 requires that officers take a photograph every five years. If an officer has a five-year old photo on file, then a promotion board member will take a harder look at an officer. Negative questions can and do arise, such as why did the officer not take a new photograph - is he fat, lazy or just doesn't care? These are not good first impressions and can be hard to overcome.

Before any promotion board, most PERSCOM career managers recommend a new photograph dated not more than six months before a board meets. I take that one step further. I suggest the photograph be dated the same year the promotion board will convene. Again, this proactive approach sends a subtle message to the board that you are prepared and motivated at the prospect of progressing to the next grade.

Here are some tidbits of information about official photographs:

- Men, consider shaving your mustache!
- Have a military haircut.
- Have the uniform professionally cleaned.

- Ensure all awards listed on the ORB are present: no surprises!
- Question the photograph's quality: it's your right!
- Have a colleague check the photograph: get a second opinion!
- Women, be careful with "fancy hair-dos" and bright lipstick: this is not a fashion shoot!
- YOU send YOUR photograph to PERSCOM, only two copies not five!
- There is no requirement to sign the back of the photograph.
- I always recommend the photo be dated the same year of the promotion board. For example, if the board convenes in May 2000, then take a photo in January or February. Waiting longer than that is a gamble!
- Non-procrastinators, there is no need to spend the extra money to use express services. Regular mail works just fine. However, if you have waited until the 12th hour, then consider using one of the overnight services.
- Choose an overnight mail service that delivers to a **room number at PERSCOM**. Be a smart consumer!
- Keep your file simple, professional and current!

From my vantage point As a PERSCOM career manager, the officer's photograph provides the board member with an initial impression. The ORB delineates the officer's diversity through assignment history, schooling and any additional skills. Finally, the OMPF microfiche sums up the total officer by communicating how well the officer has performed through the assessment of the officer's many raters and senior raters.

So which is the most important? The photograph, ORB or microfiche? Each represents the complete officer and each is important in its own right. Ensure all are accurate and up-to-date. Every officer being considered for promotion must ensure that personnel records reflect the best possible impression to the promotion board! Do not assume the PERSCOM career manager or the specialist working at the servicing personnel unit will update YOUR records. Your records are YOUR responsibility. In essence, officers are preparing to present themselves to a promotion board. The only difference is that the officers will not physically appear before the promotion board, but their records (photograph, ORB and OMPF microfiche) will.

Noncommissioned Officer Branch Notes

LTC James M. Joyner, Chief, Quartermaster Enlisted Personnel Management
Joynerj@hoffman.army.mil

This is my first article in the *Quartermaster Professional Bulletin*. I am proud to be here to serve you as the new branch chief. The first priority of Quartermaster branch at PERSCOM continues to be taking care of Quartermaster soldiers and their families. Service to you is the most important thing we do in the Quartermaster Enlisted Personnel Management Branch. Each and every Quartermaster soldier deserves the best, and the 27 senior noncommissioned officers (NCOs) and Department of the Army civilians who work in the branch are committed to providing you first-class assignment and professional development support.

The branch is tasked with worldwide distribution of Quartermaster soldiers. We try to balance the needs of the Army with the desires of the soldier. This is very difficult to do with the current population of Quartermaster soldiers versus the number of assignments needed across the Army. We make about 1,200 assignments a month, with some months going as high as 2,000. These assignments are made from an aggregate strength of 46,000 Quartermaster soldiers. Your input is a vital part of the assignment process. Let us know what you want, and we will always consider your preferences. Our assignment managers' telephones have two lines with the same number. If you call and the manager is talking on one line, the phone may ring continuously. The assignment manager works with one soldier at a time until completion before taking the next call. Be persistent because we are interested in you, and we will take the time to discuss your assignment and professional development needs. You may want to use PERSCOM's alternative contact procedures.

By computer, you can 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. You should receive an E-mail reply within two normal working days. Please make sure you include your complete name and social security number. Also provide your complete E-mail address in the body of your note and a work telephone number in case we need to call you.

All the assignment managers want to fully consider your preferences, whether by voice or E-mail. Remember you must also submit a traditional DA Form 4187 (Personnel Action). This ensures your chain of command fully supports your requests. We make assignments six to nine months into the future. About a year from your normal permanent change of station, you should begin to communicate with us. Get your preferences in early so that your assignment manager can best work on your behalf.

Money Incentives for Enlisted Soldiers

CPT Jennifer C. Chronis, Deputy Branch Chief, Enlisted Personnel Management
chronisj@hoffman.army.mil

In an effort to recruit and retain the highest quality soldiers for today's constantly changing Army, the Army budgeted more money than ever in FY99 for monetary incentives. For new recruits, the primary incentives include the Enlistment Bonus and the Army College Fund. For soldiers currently on active duty who choose to reenlist, the Selective Reenlistment Bonus and the Bonus Extension and Retraining Program are the two major incentives. Also, the Army tested the Targeted Selective Reenlistment Bonus (TSRB) for Fort Drum, NY, Fort Riley, KS, and Fort Hood, TX, only for FY99. The TSRB program is currently under evaluation. Its continuation or discontinuation will be determined in the near future.

The Army offers the Enlistment Bonus in differing amounts to qualified individuals who enlist in the Regular Army for a specific military occupational specialty (MOS) and length of service. The Enlistment Bonus is designed to increase the number of qualified soldiers in MOSs that are both critical and have inadequate first-term manning levels or skill level one shortfalls. The Army's Enlistment Bonus budget for FY99 was $75 million, a $14-million increase from FY98 and a $59.9-million ncrease from FY96. Enlistment Bonuses are not available, however, with the two-year enlistment option. The following Quartermaster MOSs have an Enlistment Bonus as indicated, based on the term of the enlistment:

MOS	3 YEAR	4 YEAR	5 YEAR	6 YEAR
77F	$3,000	$6,000	$ 7,000	$ 8,000
92A	$2,000	$3,000	$ 4,000	$ 5,000
92G	$3,000	$6,000	$ 7,000	$ 8,000
92R	$4,000	$8,000	$10,000	$12,000
92Y	$2,000	$3,000	$ 4,000	$ 5,000

Also, the Army College Fund is available to soldiers who enlist in 77F (Petroleum Supply Specialist), 92A (Automated Logistical Specialist), 92G (Food Service Specialist), 92R (Parachute Rigger) and 92Y (Unit Supply Specialist). The Army College Fund can include up to $50,000 in college benefits. Finally, soldiers who enlist for 77F, 92A or 92Y and have 13 years or 30 semester hours or more of education qualify for an additional $1,000 HIGRAD bonus.

To retain the highest quality soldiers while maintaining the health of critically short MOSs, the Army employs its Selective Reenlistment Bonus program. The program is designed to improve retention levels and maintain readiness while focusing on critically short MOSs and MOSs with a historically challenging time in retaining soldiers. For FY99, the budget for initial payment of the Selective Reenlistment Bonus was $39.9 million, an increase of $10.1 million from FY98 and $22.4 million over FY96. The following Selective Reenlistment Bonus multipliers are currently in effect for Quartermaster soldiers:

MOS	SPC	SGT	SSG-SFC
92A W/SQI "P"	1A/0	1A/0	1A/0
92G W/SQI "P"	1A/0	1A/0	1A/0
92R	2A/0	2A/1B	2A/1B
92Y W/SQI "P"	1A/0	1A/0	1A/0

An "A" Selective Reenlistment Bonus multiplier applies to soldiers in the listed rank who have up to 6 years of service. A "B" Selective Reenlistment Bonus multiplier applies to soldiers who have more than 6 years and up to 10 years of time in service in the requisite rank. The formula for the multiplier follows:

Selective Reenlistment Bonus multiplier x Base Pay x Term of Reenlistment

For example, a 92R SGT with more than 6, but less than 10 years of service, who reenlists for 3 years to stay in the MOS will receive a Selective Reenlistment Bonus equal to one times his base pay times three years. Furthermore, a 92R SGT with less than 6 years of service who reenlists for three years to remain a 92R would be eligible for the 2A Selective Reenlistment Bonus multiplier, which equates to two times his base pay times three years. For soldiers in these MOSs who choose to reenlist, the financial benefits can be substantial.

Another Army program for soldier retention is the Bonus Extension and Retraining program or BEAR. The BEAR aims to attract qualified soldiers to reclassify into a shortage MOS by providing a monetary incentive equal to the Selective Reenlistment Bonus for the MOS itself. Currently, the only Quartermaster MOS in the BEAR program is 92R. Open to nonpromotable specialists and below, the BEAR provides a 2A multiplier. The BEAR formula is the same as the Selective Reenlistment Bonus formula.

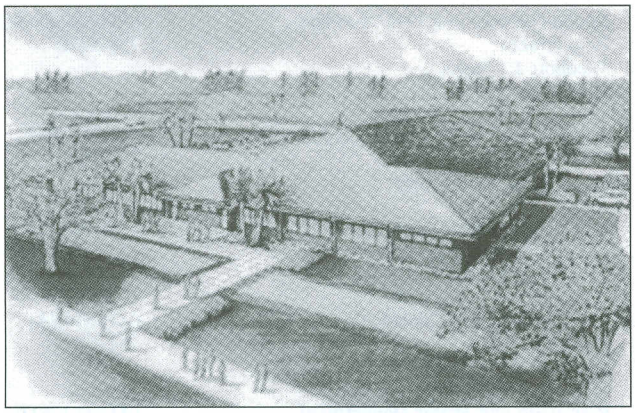
At the Quartermaster Branch of the Enlisted Personnel Management Division, we work hard to ensure that Quartermaster MOSs have the highest and most visible incentives possible, based on the strength and overall health of each particular MOS. Help yourself, your family and your career by staying abreast of the constantly changing monetary incentives for your MOS. In addition to your unit chain of command and Retention NCOs, *PERSCOM Online* is a great source of information because it is continually updated with the latest MILPER messages about monetary incentives. Simply go to http://www.perscom.army.mil and click on the General Subjects listing to find all the current articles and messages posted on the web site. As always, I am available on E-mail for questions or comments at chronisj@hoffman.army.mil.

Warrant Officer Promotion Results

The FY99, CW3, CW4 and CW5 Promotion Selection Board results were released in early September. As a whole, the Quartermaster Corps did very well, according to CW5 John A. O'Mara, Warrant Officer Proponent, Office of The Quartermaster General, Fort Lee, VA. Here are the Corps' percentages:

	Above Zone		Primary Zone		Below Zone	
CW3	10/6	60.0%	57/38	66.6%	77/1	1.2%
CW4	10/1	10.0%	32/23	71.8%	42/0	0.0%
CW5	17/1	5.8%	19/11	57.8%	12/0	0.0%

QUARTERMASTER UPDATE



Dramatically Improving Dining Facilities

The Army must better compete for the cash-paying soldier who often chooses to eat at a commercial establishment instead of a garrison dining facility. The Army also competes for the subsistence-in-kind (SIK) soldiers who buy meals in commercial establishments while forfeiting their meal entitlements in Army dining facilities. For that reason, equipment and facility experts at the Army Center of Excellence, Subsistence (ACES) are designing new facilities flexible enough for different concepts such as pay-as-you-go (a la carte), buffet or traditional service. A major new concept is the promotion of "grab and go" meals, proving popular with busy soldiers. The ACES experts at Fort Lee, VA, are also looking into the complete take-out meals of "home-cooking" popular in the civilian sector. Garrison dining facilities will look more like their commercial competitors. Likewise, dining rooms are being reengineered to promote a relaxing atmosphere. For more information on dining facility design, contact Mr. Goldie M. Bailey at (804) 734-3354 or E-mail to baileyg@lee.army.mil or contact Mr. Joe McKinney at (804) 734-3433 or E-mail to mckinney@lee.army.mil

CIE Improvements

The USAQMC&S assumed proponency for Clothing and Individual Equipment (CIE) in March 1993 for the following items: Army Green Service Uniforms (Class A/B and accessories), Women's Dress Uniforms, General Officer Uniforms, Maternity Dress Uniforms and Cooks' Uniforms. The point of contact for CIE issues is CPT Steve Allen at DSN 687-0571, (804) 734-0571 (FAX -2678) or E-mail to allens@lee.army.mil. The following CIE initiatives are complete or are in progress:

White Cardigan Sweater. This was a standardization effort between the Army and the Air Force to be worn by food service and medical personnel as an optional purchase item. The item is scheduled for introduction in FY00.

Women's Dress Coat Size Conversion.* The coat conversion will be consistent with other components of the dress uniform according to the Department of Defense Sizing System. This item will have invisible modifications for added comfort and better appearance and will be phased into the system.

Women's Dress Tuck-In Short Sleeve Shirt Button Placement.* Buttons on this shirt will be adjusted to correct a modesty issue when wearing it. The modified item will be phased in with an anticipated date of issue during 4th Quarter, FY00.

Optional Purchase Army Green Service Fabric (AG491) Test. The decision was made to maintain the current 100 per cent polyester fabric used in the Optional Army Green Service Uniform.

All-Weather Coat.* Testing will begin during 1st Quarter, FY00 to validate a standardization effort between the Army, Air Force, Navy, and Marines on the All-Weather Coat.

Men's Athletic Fit Class A Uniform.* This initiative has been approved. It will add sizes and modify current patterns to accommodate an athletic fit uniform. The cost will be the same as the current Class A uniform.Testing will begin during 1st Quarter, FY00.

Maternity Cardigan Sweater. The item is a standardization effort between the Navy and the Army. Characteristics are identical to the Optional Unisex Cardigan Sweater, but it is sized for maternity wear and is made of 100 per cent acrylic. Testing will begin during 1st Quarter, FY00.

***Issue item for clothing bag**

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A 2nd Supply Company convoy at a temporary halt along the MSR near Wonju , Korea, January 1951

2nd Support Battalion (Forward)

Organized 1 October 1917 at Fort Sam Houston, Texas, as the 2nd Supply Train, an element of the 2nd Division.

Redesignated in 1919 at Fort Sam Houston, Texas as the 2nd Division Trains.

Redesignated in 1936 as the 2nd Quartermaster Regiment.

Reorganized and redesignated in 1939 as the 2nd Quartermaster Battalion.

Redesignated 21 October 1942 as the 2nd Quartermaster Company.

Inactivated in 1957 in Alaska.

Reactivated less than a year later at Fort Benning, Georgia.

Reorganized and redesignated in March 1965 as the 2nd Supply and Transport Battalion.

Reorganized and redesignated 16 October 1989 in Korea as the 2nd Support Battalion (Forward).

*** AISNE * AISNE-MARNE * ST. MIHIEL * MEUSE-ARGONNE * LORRAINE 1918 * ILE DE FRANCE ***
*** NORMANDY * NORTHERN FRANCE * RHINELAND * ARDENNES-ALSACE * CENTRAL EUROPE ***
*** UN DEFENSIVE * UN OFFENSIVE * CCF INTERVENTION * FIRST UN COUNTEROFFENSIVE ***
*** CCF SPRING OFFENSIVE * UN SUMMER-FALL OFFENSIVE * SECOND KOREAN WINTER ***
*** KOREA, SUMMER-FALL 1952 * THIRD KOREAN WINTER * KOREA, SUMMER 1953 ***

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Army Values
"I" is for Integrity

We are a "values-based" Army. Our Army rests on the twin cornerstones of Ethics and Integrity. All soldiers have the responsibility to behave ethically - to "do what is right" and to act with INTEGRITY at all times. That means an inner sense of what's right and wrong (both morally and professionally) and the courage to tell the truth at all times - even when the truth hurts.

The famous World War II and Korean War commander, and former Chief of Staff of the Army, General Matthew B. Ridgeway had this to say about integrity and moral courage:

> "It has long seemed to me," he said, "that the hard decisions are not the ones you make in the heat of battle. Far harder to make are those involved in speaking your mind about some harebrained scheme which proposes to commit troops to action under conditions where failure seems almost certain, and the only results will be the needless sacrifice of priceless lives."

Given what any soldier is likely to experience, a great deal rides on the individual knowing right from wrong - having the courage to do right and speak the truth. The Army defines Integrity as: "The sum total of a person's set of values; his or her private moral code." - *Dr. Steven E. Anders, Quartermaster Corps Historian*

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