Quartermaster

PROFESSIONAL BULLETIN

AUTUMN 2001 *PB 10-01-3*

WARFIGHTERS' LOGISTICIAN

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We're working hard on how to do it right.
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From The Quartermaster General

Major General Terry E. Juskowiak

It is truly an honor to be the 47th Quartermaster General, and it is great to be back at the US Army Quartermaster Center and School (USAQMC&S) and Fort Lee, VA. I want to say thanks to the 46th Quartermaster General, Major General Hawthorne L. Proctor, for making the transition easy, functional and productive. I also want to wish each of you success in your duties. Your success is a great reflection on the Quartermaster Corps. Keep up the hard work.

Priority One

Our number one priority at the USAQMC&S is to provide our units in the field with the best training for junior enlisted soldiers, noncommissioned officers, warrant officers and officers. Our focus is on the quality of our graduates. It is imperative to our Army that each Quartermaster soldier has the fundamental tools to perform his or her job when they leave the USAQMC&S. When Quartermaster soldiers arrive at their first operational units, they must have what it takes to be successful as soldiers, team members and future leaders.

Quartermaster soldiers are trained on the basic functions of their military occupational specialties here at Fort Lee. They train according to critical task lists and pass tests to standard before graduation. We want leaders to know those trained tasks. In the next issue, we will talk more about individual training and provide you with those critical tasks so you know what to expect from a new Quartermaster soldier.

Along with the honor of being The Quartermaster General comes the responsibility of ensuring the health, welfare and future relevance of the Quartermaster Corps. Army Transformation is one of the USAQMC&S charter responsibilities. We are a member of the US Army Training and Doctrine Command's task force that is developing the Objective Force maneuver sustainment concept – working right alongside the other branch proponents in combat service support. Logisticians must be involved whenever leaders discuss the Future Combat System and how the Army will fight in the future. We will not be left behind or be an afterthought to the transformation process. We will ensure that Quartermasters stay on the ground floor of Army Transformation.

Thanks to Mentors

Finally, on behalf of all Quartermasters, I want to thank some senior officers for their dedicated service to the Quartermaster Corps and the Army. Four Quartermaster general officers have retired in the past few months: Lieutenant General Henry T. Glisson and Lieutenant General John M. McDuffie, Major General Charles Cannon, Jr., and Brigadier General Philip M. Mattox. Each has been on the cutting edge of logistics for the Army and the Department of Defense. They have been mentors to an entire generation of logisticians. The Quartermaster Corps will greatly miss their leadership and vision.

As The Quartermaster General, I will do as much as possible to continue to enhance the quality of the Quartermaster Corps. Our Corps is in great shape.

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Quartermaster
PROFESSIONAL BULLETIN

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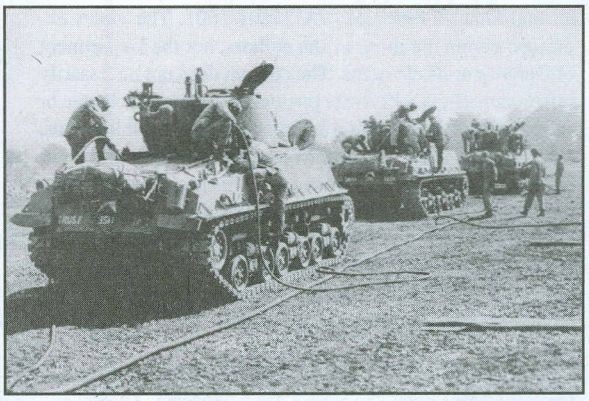
Logistics Training: Working Today for Tomorrow

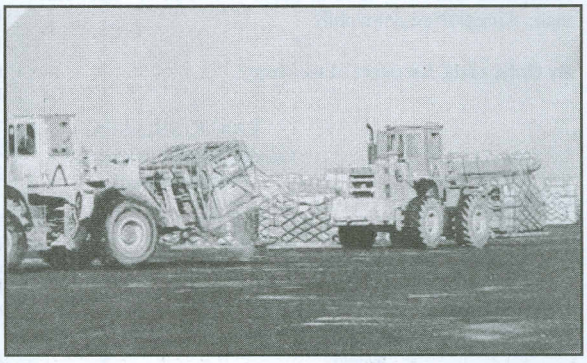
Command Sergeant Major Larry W. Gammon

As the Quartermaster Corps opens the door of Army Transformation, we realize that change is the one constant that keeps our military the best fighting force in the world. With these changes will come hardship, denial, trying situations and opinionated questions that would counter the effectiveness of change. I believe that we in the Quartermaster Corps will rise above all these matters and maintain our focus concerning the effectiveness of our Corps now and in the future. The work we do today on Logistics and Training will forge a new and improved Quartermaster Corps and Army if done right, and we're working hard on how to do it right.

Logistics



The objectives of Logistics Transformation are to get the combat force on the ground with an appropriate level of logistics to support soldiers and systems, to reduce our footprint in the battle space and to get to the fight faster. This sounds like an easy change, but things are not always as easy as they seem. History has shown that a fighting force with shortcomings in logistics support is more easily defeated than a force with unsevered supply lines and imaginative leadership. The success of General George S. Patton Jr. in North Africa during World War II is a prime example of having the required logistics support at the right place and at the right time to ensure victory. On the other hand, one of the strongest armies of all time led by one of the greatest German commanders of World War II, General Erwin Rommel, "The Desert Fox," sacrificed many soldiers' lives because the required logistics support wasn't available.



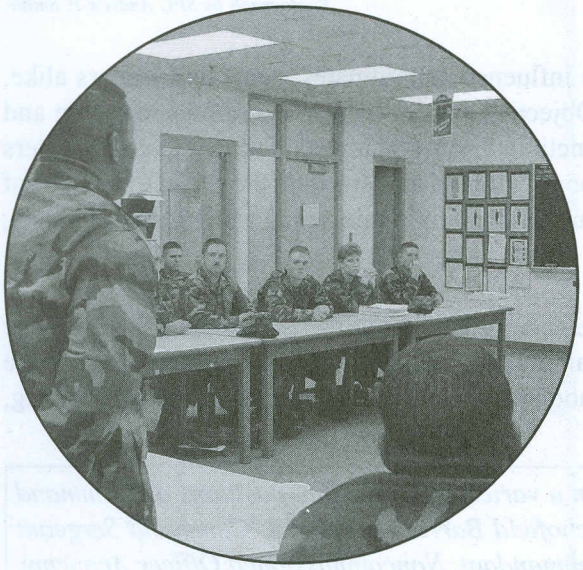
Support units and sustainment soldiers represent a large percentage of soldiers in the combat theater. They request, receive, issue and prepare what soldiers and systems consume such as fuel, ammunition, repair parts, water and food. If I say so myself: *they do it quite well.* One shining example of combat service support in a theater would be *Operation Desert Shield/Desert Storm* in the early 1990s where thousands of Quartermasters were involved with every aspect of logistics from loading and unloading MILVANs to repatriation of soldiers who gave their lives in defense of freedom.

"Just in Case" logistics, when our supply centers and distribution points stockpiled up to 45 days of supplies *just in case* there was a need for that certain commodity at a given time in the future, is slowly fading into history. Our revolution in military logistics has streamlined our processes for requesting, receiving and issuing supplies, thereby greatly reducing levels and days of supply and eliminating many of these once-bustling depots and supply centers.

With any change there is a risk. When commanders at all echelons, as well as leaders in the field, knew their supplies were within reach and could be delivered in a reasonable amount of time, there existed a somewhat secure feeling. On the other side of the coin with today's "Just in Time" logistics, commanders are more apprehensive about logistics and are concerned with having the right stuff at the right place at the right time.

Training

Training is another area of concern for leaders as we transform to the Army's Objective Force. What is the appropriate mix of training for a soldier to receive from initial entry training through the Sergeants Major Academy? When should a soldier be sent to the Basic Noncommissioned Officer Course (BNCOC) and Advanced Noncommissioned Officer Course (ANCOC)? Should the training be resident or distance learning? Should the training take place within a certain region or at the branch school? Should the training be "Just in Case" or "Just in Time"? When should creative thinking or critical thinking enter the training mix? These are just a few of the questions leaders are asking as they move closer to the Objective Force.

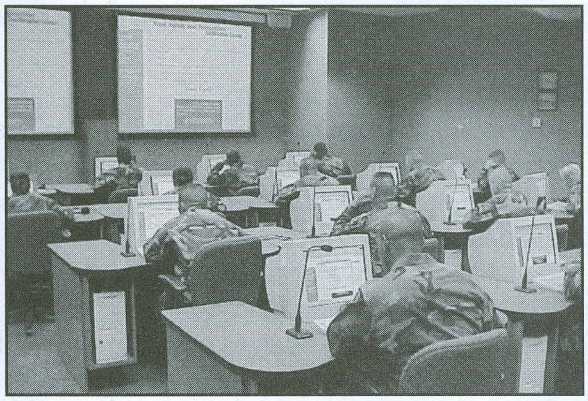


If Army Values are the foundation of our Army, then training is the cornerstone. Training is the one variable that sets us apart from our counterparts around the world. Many organizations struggle to exist because of inadequate training and poor leadership. Our system of training soldiers produces the best-trained, most productive, highly motivated soldier in the world. More than one nation has studied our system of training to develop a comparable system that would benefit their countries. Does that mean we are at the apex of training? No, not at all. We should be aggressively looking for methods, procedures and products to assist with advancements to improve training.

What would be the benefit if we taught soldiers how to think instead of what to think? This sounds somewhat revolutionary, but doesn't it parallel the requirement of an Objective Force? Soldiers are stationed on every continent around the world performing duties such as fire-fighting in the mountains of Nevada and peacekeeping operations in the Balkans of Europe. When does the training start for each different mission? We have standards in training that cover everything from the proper procedure for individual camouflage to driving at night and wearing night vision devices, but it's almost impossible to train every soldier for every mission.

Could *Just in Time* training be the answer, or should we continue with *Just in Case* training? So, what are *Just in Case* training and *Just in Time* training? *Just in Case* training covers most of the systems or procedures a soldier would use in a military occupational specialty (MOS) that is non-specific to the unit of assignment. *Just in Time* training prepares a soldier for a specific job or skill, or a need dependent on the unit of assignment. For example, a soldier going to a forward support battalion as a fuel handler only would receive the *Just in Time* training required to satisfy the needs of that organization.

How does our military culture cement our ways of thinking and training? We are locked into what has been stamped into our heads at our training institutions. We are, as the saying goes, "products of our environment." The tasks, conditions and standards are written and enforced. How do we teach the tasks if the conditions are not known or if the standards are not set? Are the required training resources available to meet all possible contingencies? How will the reduction of resident, phased training and the possible increased dependence on distance learning impact mission readiness and personnel? How about that most important resource we all want to gripe about not having enough of: *TIME?* Where does the losing or gaining commander find the right time to train the right soldier for the right job?



Photograph by SPC Andrew P. Smith

We have many enablers that will aid the training of our future leaders. Computers are probably the best example visible to almost everyone today. With a computer, soldiers use compact disk (CD) software tutorials to train individually on MOS and common tasks. The teletraining network (TNET) and online classes reduce operating cost for units, installations and the Army. A soldier who now trains 10 weeks at a resident NCO Academy could attend resident training for half that time in the future and finish his training online. The soldier who makes a permanent change of station (PCS) would receive a read-ahead training package to update and refresh his skills before arrival at the gaining unit. Today's soldiers have to be self-motivators, self-thinkers and independent leaders with the capability to influence subordinates, peers and leaders alike. Logistics and logisticians of the present Army and of the Objective Force Army will continue to serve and support our soldiers, leaders and country with pride and distinction. It must be understood that Quartermasters have a huge challenge ahead as we maneuver through the door of change and arrive at the Objective Force of the future. Whether we're talking Logistics or Training we must find the right mix, using all available enablers, to maintain our standards and values.

We must always remember that training is the cornerstone of our great Army. The bottom line: *Training has to be done right*. Logistics support is only as good as the training our logistics soldiers receive. Whether the training is resident classes, distance learning or any other method involving creative thinking or critical thinking, *training has to be done right.*

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.

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Linda B. Kines, Editor, 4 Sep 01

Professional Dialogue

The Evolutionary Revolution in Food Service

Emily J. Prior

Since the earliest days of the American Revolution, even before this nation WAS a nation, soldiers were supporting other soldiers by buying (or otherwise acquiring!) and issuing foodstuffs. At that stage in our history, soldiers usually prepared their own food over small campfires. The "planned" ration was seldom the ration actually issued to the soldier. Meals were limited both by the varieties available and the skills of the soldiers who cooked the food.

Just as the communication industry has evolved - from the parchment note to the use of a satellite sensing system - so has food service for today's soldier-customer. The food service mission - providing three nutritious meals per day or the cash equivalent thereof - has remained the same. However, the military method for providing those meals has changed significantly.

As recently as 1994, the Department of Defense used annual contracts and purchased the "lowest bid" commodity items to feed troops for the next year - or however long it took to get those products out of the depot where the food had been stored. Frequently, Veterinary Corps personnel were asked to examine products and extend their shelf life. Often food was still "safe," but had lost much of its eye and taste appeal. Dining facility personnel worked hard to make meals appealing, but had to use products that had aged, were "low bid" to begin with and were limited in application.

Then in 1994, along came Subsistence Prime Vendor. The entire military food service culture changed. Suddenly, soldiers were acquiring food from the same full-line distributors that supplied food to their civilian peers. The Army could buy and offer the commercially known, name brand products that soldiers saw advertised on television or ate at meals in restaurants. The Department of Defense no longer warehoused food: military personnel ordered on Monday for Wednesday delivery to the loading docks of dining facilities. Prime Vendors rotate their stock between 16 and 25 times year, ensuring freshness of products. The evolution of food service now has become a full-scale revolution.

Subsistence Prime Vendor Time-Tested

The Army is now in its seventh year of Subsistence Prime Vendor. Where are we, and what do we expect our next steps to be? First, we have fielded Prime Vendor around the world, literally from Kwajalein to Kosovo. Our soldiers are eating food delivered by Subsistence Prime Vendors. Second, because the food has never sat aging in a defense depot, it is remarkably fresh. Third, the brand names we are buying are readily recognized by soldier-customers and draw a "halo" of quality around Army meals. The menu choices are literally unlimited, ranging from the commonplace to the exotic....in simple terms, from hamburgers to pierogis or gyros.

These items have allowed the Army to both improve choices and quality and, at the same time, improve food safety. We now buy and serve pasteurized eggs, for example, reducing the opportunities for foodborne illnesses from salmonella. We are buying "speed scratch" foods that minimize labor and reduce product-handling while ensuring consistent product quality.

The Army is now offering foods with brand names, from breakfast to "grab and go" meals. We are planning to test "Convenient Meal Replacement," the Army's version of Home Meal Replacement. (We realize some of these meals will be consumed at a barracks or a work site, rather than exclusively in a home). With the fastest-growing segment of the Army population being the single male parent and the

second fastest being the two-soldier parent family, we believe that there will be significant demand.

With Convenient Meal Replacement, a soldier can stop by a dining facility on the way home and pick up entrees, starches, vegetables and desserts for the family at a very reasonable cost. The family can then quickly heat the meal in the containers in which they are packed, using either a microwave or conventional oven. This will enable families to eat more nutritious, appealing meals at a lower cost than the typical fast food meals they currently consume. A single soldier might decide to pick up such a meal and take it back to the barracks where he's studying for a test - or watching an exciting football game. This is the next step is supporting the soldiers on point around the world.

Dramatic Changes

How has Subsistence Prime Vendor changed the food operations community? I recently saw an article from Defense Supply Center Philadelphia (DSCP) in which Commander James Kerber, US Navy Commander of DSCP-Pacific, indicated Navy operations in 12 locations in 11 different time zones. The DSCP staff is no longer a "one-act pony." They are now in the contracting business and have to be customer-oriented if they are to remain relevant. Subsistence Prime Vendor has opened doors of communication and partnership between the services, who now share leadership roles on a food policy council and who now share information on a regular basis at joint service catalog reviews, food shows, and training hosted by prime vendors.

Food service at the installation level has changed equally dramatically. Very few installations retain a troop issue warehouse. Most rely totally on their Prime Vendor to provide mobilization or surge requirements. Food operations personnel have had to totally re-think how they do business. Many people ask: "How are our cooks going to learn how to cook if they buy so many pre-prepared items?" My reply to that question: "Army cooks are doing exactly what we're doing at home." Pre-preparation has become one of the tools we use to speed food preparation and to allow us to do more creative things with our food and our meals. It's no longer necessary to scrub and peel potatoes, for example. We can buy potatoes already peeled, even sliced or shredded. Then we can spend the time we would have spent on peeling, slicing or shredding on seasoning, cooking the potatoes in a more creative manner or by preparing an additional side dish to accompany the potatoes. Sometimes it is even less expensive to buy an item partially prepared, since we cannot "eat" the loss in foods, such as peels, fat and bones. Buying "speed scratch" items even saves storage space, which is very important both in garrison and the field.

Subsistence Prime Vendor is a superb success story for the military. The partnerships created among the services, with DSCP, with the vendors and with the manufacturers are resulting in improvements to the food programs worldwide.

During a recent worldwide food service workshop, Prime Vendor representatives conducted a panel discussion designed to improve customer understanding of how the Prime Vendors do business. The DSCP conducted training on quality audits, in partnership with Department of Agriculture and Department of Commerce. Manufacturer representatives presented training on marketing and general product information, ranging from where on a pig certain cuts were located and how to use them, to what types of potatoes are best for French fries and how to prepare them. These partnerships are strengthening the worldwide food program.

What do we see for the future? More of the same, only more so. Already we have expanded the program to include prime assemblers for Unitized Group Rations. We have contracted for Prime Vendors of food service equipment. We are testing and planning to implement the purchase of non-food items, such as cleaning supplies and paper products, through Subsistence Prime Vendors. In other words, Subsistence Prime Vendors and the Army make good partners, and the evolutionary revolution will continue in the future.

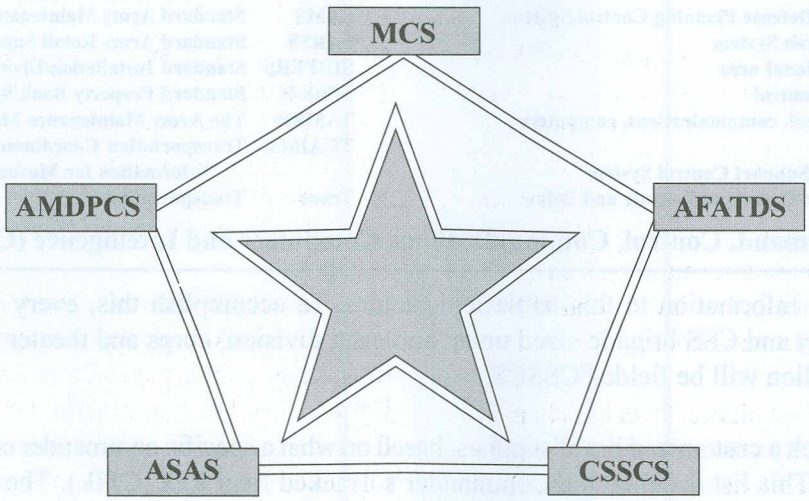
Emily J. Prior is Chief of the Concepts, Systems and Policy Division, Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia.

Overview of the Combat Service Support Control System (CSSCS)

CPT Anthony R. Ely

The Combat Service Support Control System (CSSCS) is a key logistics management tool for commanders and staff in combat, combat support and especially in combat service support (CSS) units. Connected to all major Standard Army Management Information Systems (STAMIS) and four other Battlefield Functional Area Control Systems (BFACS), the CSSCS can capture and display logistical and tactical data. This captured data, combined with the unit task organization (UTO), enables the CSSCS to track selected command assets as low as company level, produce logistics reports and compute course-of-action effects on overall status. These capabilities, among others, are the reason why the CSSCS is not only a vital logistics decision-making tool for commanders and staff, but also an integral component of the modern battlefield.

The CSSCS is the CSS component of the BFACS. The BFACS has a total of five interconnected components. The other four components are the Maneuver Control System (MCS), the All Source Analysis System (ASAS) for intelligence on the enemy, the Advanced Field Artillery Target Data System (AFATDS) and the Air Missile Defense Planning Control System (AMDPCS). (See Figure 1.) Each of these components is a command and control (C^2) tool for the commander and staff in each particular battlefield functional area (BFA) and make up the Army Battle Command System (ABCS).

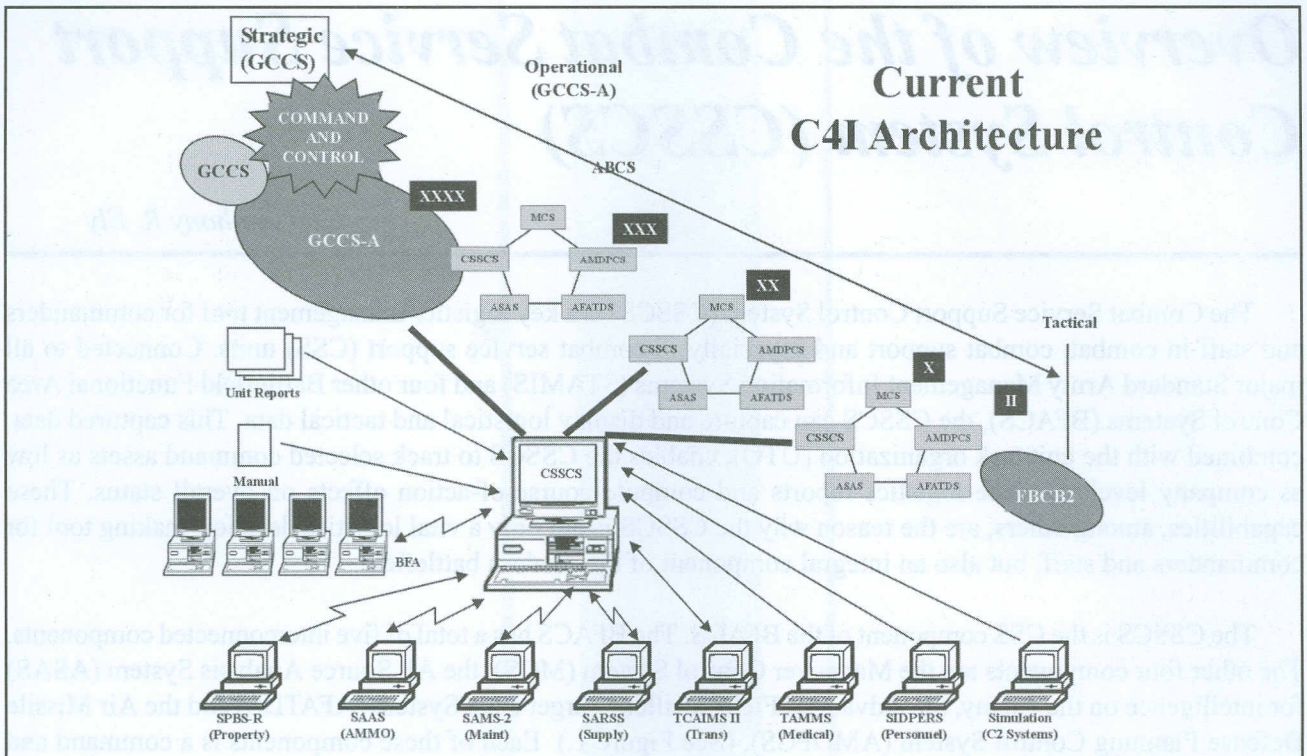


LEGEND:

AFATDS	**Advanced Field Artillery Target Data System**	**ASAS**	**All Source Analysis System**
AMDPCS	**Air and Missile Defense Planning Control System**	**CSSCS**	**Combat Service Support Control System**
		MCS	**Maneuver Control System**

Figure 1. Battlefield Functional Area Control System (BFACS)

The BFACS, which comprise the tactical and operational C^2 systems, is linked to strategic-level C^2 systems through the ABCS. All these systems form the Command, Control, Communications, Computers and Intelligence (C4I) Architecture. (See Figure 2.) This is a complex network, but it is all based on one principle: a common picture of the battlefield through shared information. For example, commanders and staff from battalion to theater level can view detailed CSS status information displayed on the CSSCS. The CSSCS provides CSS,



LEGEND:

ABCS	Army Battle Command System
AFATDS	Advanced Field Artillery Target Data System
AMMO	Ammunition
AMDPCS	Air and Missile Defense Planning Control System
ASAS	All Source Analysis System
BFA	Battlefield functional area
C2	Command and control
C4I	Command, control, communications, computers and intelligence
CSSCS	Combat Service Support Control System
FBCB2	Force XXI Battle Command Brigade and Below
GCCS-A	Global Command and Control System-Army
Maint	Maintenance
MCS	Maneuver Control System
SAAS	Standard Army Ammunition System
SAMS	Standard Army Maintenance System
SARSS	Standard Army Retail Supply System
SIDPERS	Standard Installation/Division Personnel System
SPBS-R	Standard Property Book System-Redesigned
TAMMS	The Army Maintenance Management System
TCAIMS	Transportation Coordinator-Automated Information for Movements System
Trans	Transportation

Figure 2. Army Command, Control, Communications, Computers and Intelligence (C4I) Architecture

medical and personnel information to this battlefield picture. To accomplish this, every CSS battalion; all combat, combat support and CSS brigade-sized units; and each division, corps and theater will have CSSCS. Eventually, every battalion will be fielded CSSCS.

The CSSCS can track a customized list of supplies, based on what a specific commander considers important to monitor and report. This list is called the Commander's Tracked Item List (CTIL). The CTIL is extracted from the Baseline Resource Item List (BRIL). The BRIL is a list containing more than 3,000 items. These include personnel and supply items, listed by military occupational specialty (MOS), National Stock Number (NSN), Line Item Number (LIN), or nomenclature. The commander creates his CTIL by selecting from the BRIL items he considers mission essential.

Consistent Reports

The CTIL is established in the CSSCS by the highest command in a particular area of operations. All subordinate CSSCS nodes use the CTIL established by the highest command. For example, a theater commander's CTIL is also used at corps, division, brigade and battalion levels. This ensures that all commanders are tracking the same items through their CSSCS nodes. Also, all reports are consistent because they have the same items. Subordinate commanders may add their own items for their own use.

The CTIL is part of the CSSCS database equation. Another part is the Unit Task Organization (UTO). The UTO is loaded at battalion level or higher. The UTO consists of all subordinate units, down to companies. Combining the UTO and the CTIL (with updated/accurate logistics data), the CSSCS can display the status of any CTIL item for any company in that UTO.

The CSSCS displays supply status through a wide range of reports. These include CSS status reports (graphic displays of status by class of supply and personnel), force echelon reports (consolidated CTIL item status for units and supply points within an echelon), CSS capability reports (based on a five-day supply use projection), battle loss reports (CTIL item losses for a specific unit), unit reports (CTIL item status for items in a unit), supply point reports (asset status within a supply activity), class of supply reports (Classes I (rations), II (general supplies), bulk III (petroleum, oils and lubricants), V (ammunition), VII (major end items), and maintenance VII, medical module reports (medical unit status), personnel reports (by unit and MOS), and transportation reports (graphic display of assets moving CTIL items).

'Gumballs' Show Supply Status

All these reports require data entries. This data comes from STAMIS, manual input and the Force XXI Battle Command Brigade and Below (FBCB2) system. The FBCB2 is a new ABCS node capable of sending small unit (company and below) information directly to the CSSCS. Eventually, nearly every vehicle is scheduled to have a FBCB2. The CSSCS sorts these data entries by CTIL and UTO and assigns a supply status using a black, red, amber, or green circle of color or "gumball."

These "gumball" colors are based on predetermined percentages. For example, a unit has a green "gumball" in Class III (bulk) when it has 80 to 100 percent of its basic load on hand. Also, the CSSCS can show why a unit's "gumball" is a certain color through the "peel back" feature. This feature is recalled by simply double-clicking on the "gumball" and viewing the exact supply quantities a unit has on hand, compared to the basic load. The date and time of the last data update is also displayed.

The "peel back" feature is also convenient, for instance, when analyzing why a battalion has a red "gumball" for any class of supply. By double-clicking on the battalion line, the subordinate companies are displayed, showing a "gumball" status for each company. These gumballs will reflect the supply status of each company and reveal the reason why the battalion "gumball" was red.

Using data such as the stockage objective, days of supply, consumption rates and units involved, the CSSCS can analyze up to three courses of action. The CSSCS can make CSS capability projections for each course of action for up to five days in the future. The "peel back" function is also available to view supporting unit information for each course-of-action analysis.

Because the CSSCS is connected to the other BFACS (Figure 1), the CSSCS can access information in the other battlefield functional areas. Specifically, the MCS provides maneuver operation orders (OPORDs) and fragmentary orders (FRAGOs). The ASAS has common intelligence information. The AFATDS provides fire support information. Finally, the AMDPCS shows the air defense picture.

BFACS Significant to Logistics Planning

The information found in the other BFACS will have a significant impact on logistics mission planning and execution. For example, when considering resupply routes, the forward support battalion (FSB) support operations officer can view the ASAS intelligence on the enemy, using the CSSCS, and determine the safer resupply routes. Also, other BFACS can view the logistics information on the CSSCS and make decisions about unit supply capabilities and employment in future missions.

One of the most important benefits of this interconnectivity between BFACS is the time saved obtaining information among different battlefield functional areas. This link also exists between CSSCS nodes at all levels. Information is passed from battalion to theater through a rapid, seamless process. This is because of a common database: types of reports, formats and the CTIL are the same at every level. Using the CSSCS results significantly reduces the amount of manpower and time at the computer compared to analog or manual reporting. Time saved in receiving, processing and sending reports is time gained to make sound decisions and executable plans.

As with all computers, CSSCS is only as effective as the quality of the data put into the system. Much of the information that makes up the system database must be manually input, such as UTO, CTIL, stockage objective, and days of supply. This creates the potential for errors in data that can translate into flawed reports and supply statuses sent to the highest levels. Currently, the CSSCS lacks a "common sense check" system that can identify irregularities or exceptions. For example, a green unit with 0 percent of Class III(bulk) on hand may have a green "gumball" for Class III(bulk) because the basic load was not entered. This is one of several cases in which the system may use flawed data without identifying the information as such.

Lack of Information Degrades CSSCS at Battalion Level

Also, the CSSCS relies heavily on units equipped with FBCB2 to regularly send accurate information. However, based on the last Army Warfighter Experiment (AWE), reports were seldom sent from the FBCB2 to the CSSCS. The lack of information received from the FBCB2 seriously degraded the CSSCS capabilities at battalion level. The CSSCS operators were using E-mail, telephone and manual reporting procedures to compensate. These reporting procedures were time-consuming and, in many cases, the information was old or incorrect. These errors were sent up to division and corps levels. The FBCB2 operators indicated that it was very difficult for them to send messages when they were always on the move or reacting to enemy actions.

The CSSCS is a new system. As such, the CSSCS is under constant revision. The feedback from past AWEs has not gone unheard. Near term, and future, improvements will resolve most issues with this system. The CSSCS is a significant improvement from traditional, manual CSS data organizing and reporting. It is capable of crossing into other functional areas to obtain information that can impact logistics support operations. This ensures that the FSB commander has the same information as the brigade commander. Consequently, the FSB support plan will be properly synchronized with the maneuver plan. In addition, higher echelons will be informed of all CSSCS transactions through the ABCS network.

Where fielded, the CSSCS has become the key logistics management and decision-making tool for commanders in all battlefield functional areas. The CSSCS is already an integral part of the modern battlefield. The value of the CSSCS, for logisticians and the Army, will continue to grow as capabilities and acceptance increase.

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Access the Combat Service Support Control System's Bulletin Board online at

www.lee.army.mil/csscs

Using the Federal Logistics Database (FED LOG)

CPT Nicole U. Reinhardt

How many times have you heard someone tell you to "order this part" or "turn this 'thing' into the supply support activity (SSA) ...don't ask me what it is...." Today's Army demands proactive leaders, leaders who find answers even if they do not know anything about the problem. This is where having the right resources at the right time comes into play.

If you have ever wondered how to obtain a part, what are authorized substitutes for major items, if a Class IX (repair parts) item is a repairable or what your turn-in credit percentages are, then the Federal Logistics Database (FED LOG) can help. FED LOG is a tool that you can use to rapidly access most of the information you will need about your unit's equipment and repair parts. It is a quick way to retrieve the information you need simply by using the National Stock Number (NSN). You can find management information, part number, supplier, freight and characteristics data for a NSN. You can also find NSNs, if you have other information about the item such as line item number (LIN).

FED LOG is updated monthly by the Logistics Support Activity (LOGSA). FED LOG consists of a four-disk set (disks 5 and 6 are optional showing characteristic searches and drawings, respectively) that allows you to retrieve information from the Federal Logistics Information System (FLIS). It requires a minimum of a one disk CD-ROM to operate. The program will prompt you to swap disks during use. A multiple CD-ROM is ideal.

FED LOG contains the following: Army Master Data File (AMDF), Standard Army Retail Supply System (SARSS) catalog, Line Item Number (LIN) according to SB 700-20 (Cataloging of Supplies and Equipment, Army Adopted Items of Materiel and List of Reportable Items), freight, interchangeability and suitability (I&S), packaging, hazardous materials (HAZMAT), Automatic Return Item List (ARIL), ARIL Routing Identifier Code, Stock Number Reference File (SNRF), Standard Army Ammunition System-Modified, Army Order of Use, Army Essential Supply Publications (ESP), Army Code Reference Guide, and Asset Force Information (AFI). **This article will focus on the AMDF and its key features.**

FED LOG is relatively user friendly. Almost everything on FED LOG can be accessed using the toolbar at the top of the screen. Since Quartermasters are primarily concerned with "Army" items, remember to click on the TANK icon. This will give you the Army Interactive Query Screen. If the NSN is an Army Managed Item (AMI), this screen will give you all the related elements. If the item is Not an Army Managed Item (NAMI), the screen will automatically default to the FLIS data screen. This will allow you to query information from different services and agencies such as the Air Force and Navy.

For first-time users, you can use the Tutorial and the End User's Manual, which are found on disk 1. Otherwise, you can always use the HELP function, which can be accessed at any time from the toolbar. There are two types of HELP functions: SCREEN HELP and CONTEXT-SENSITIVE HELP. SCREEN HELP is general assistance available on every screen. CONTEXT-SENSITIVE HELP is available for specific field titles and codes and can be accessed on all query screens. For example, SOS=Source of Supply. This function would give details on the SOS, to include name of supplier and address.

Useful Features for Company-Level Users

A commander should be familiar with these two sections (screens): the Army Interactive Query and the AMDF Response.

The Army Interactive Query Screen. This screen is where you can look up items by name, part number, LIN (from your property book), supplier name (this is the least-preferred method because it is so broad) or, most commonly, by National Item

Identification Number (NIIN)/NSN. You must enter information onto this screen in order to access the AMDF Response Screen, which will provide you the information about the item. Entering one or more items will enable the system to do a SEARCH of the catalog.

If you would like to search for authorized substitute LINs for a piece of equipment in your unit, you can do a LIN SEARCH. You can input the LIN of the authorized item, then press SEARCH LIN (not SEARCH). The system provides information according to SB 700-20.

The AMDF Response Screen. This screen will appear after the search has been completed, and the system has found the one item requested. This is where you will find the important information about your item. There are over 45 pieces of information on this screen, but this article I will only focus on 10 items and the reasons that they should be important to you. Remember the HELP function will help you define the codes.

- Note the NSN of the item, the item name and nomenclature. This is important to know when ordering an item. Is it the right part?
- **SOS (Source of Supply)**. This 3-digit code (in conjunction with the HELP function) will tell you what depot is the source of supply.
- **AAC (Acquisition Advice Code).** This alpha code tells how you can obtain the item. Example: "L" means the item must be locally purchased (versus ordering the item through your SSA's SARSS).
- **UNIT PRICE**. This gives the current AMDF price for the item. Can your unit budget afford it?
- **SERVICEABLE*** This tells how much credit you will receive for the turn-in of a serviceable item.
- **UNSERVICEABLE*** This tells how much credit for the turn-in of an unserviceable item.
- **UI (Unit of issue).** Self-explanatory, but the unit of issue may be a BX (box) which contains 50 pieces in each box. This will prevent over-ordering.
- **RC (Repairability).** This identifies the level that may decide final disposition of uneconomically repairable/condemned items such as direct support (DS). If your item has an RC code of D, F, H or L, it means that it is a "repairable" item. The issue and turn-in of that item will be monitored at the division and corps levels.
- **MC (Maintenance Repair Code)**. This tells you if an item can be repaired and, if so, what level of maintenance (DS or general support) can do the repairs.

ARC (Accounting Requirements Code). This tells you if an item is nonexpendable, durable or expendable.

SERVICEABLE and UNSERVICEABLE are new to FED LOG, 1 OCT 2000. This is part of the implementation of the Single Stock Fund.

The other FED LOG features are more in-depth and can be very useful for units with SSAs and DS maintenance shops. If you are interested in learning more about these features, access the User's Manual and the Tutorial. To obtain FED LOG for your unit, call FED LOG distribution at (256) 955-0594 or DSN 645-0594 or send a FAX to (256) 955-7720 or DSN 645-7720. When all else fails, you can always call the FED LOG Hotline at 1-800-351-4381.

FED LOG is a very useful tool for company commanders, executive officers and platoon leaders for managing, budgeting, maintaining and ordering supplies and equipment. FED LOG allows rapid access to the most updated information about unit equipment, as well repair parts - at the click of a mouse!

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Logistics Synchronization in a Forward Support Battalion

CPT Rebecca A. Powers

Our goal as logisticians is to provide the right support at the right time to enhance the combat effectiveness of the combat arms soldier. How do we ensure that we provide the right type of support in an efficient manner? We do this through carefully planned logistics synchronization between the combat service support (CSS) units and their supported units.

In a forward support battalion (FSB), the responsibility of logistics synchronization lies with the support operations officer (SPO). Of course, effective logistics planning and coordinating are a result of a combination of efforts from the maneuver battalions and the support battalion. Some effective tools exist to assist the SPO officer in synchronizing support with maneuver battalions. The logistics synchronization matrix and the logistics synchronization meeting are two ways to make sure of an organized, thorough planning process to synchronize CSS.

Logistics Synchronization Matrix

How does a maneuver battalion effectively synchronize logistical support for the battle? How are logistics packages (LOGPACs) organized and scheduled to provide the right support at the right time? Some soldiers see the logistics synchronization matrix as the number one tool for planning CSS. A synchronization matrix assists a commander and his staff in planning tactical courses of action by evaluating all of the battlefield operating systems.

C-TIME	0100	0500	0900	1300	1700	2100	0100	0500
H-HOUR	H+4	H+8	H+12	H+16	H+20	H+24	H+28	H+32
D-DAY	D+1						D+2	
DAY/NIGHT								
Phase	Phase I					Phase II		
FRIENDLY ACTION								
ENEMY ACTION								
DECISION POINT / TRIGGERS								
M-CM-S								
C2								
MAN								
SUSTAIN								
MOVE								
FIX								
FUEL								
ARM								
MEDICAL								

Sample CSS Synchronization Matrix
(By Tactical Logistics Functions and Services)

Similarly, a logistics synchronization matrix assists the SPO in planning and executing CSS using the tactical logistics functions: man, arm, fix, fuel, move and sustain. Logistics synchronization matrices depict each of the tactical logistics functions and how they interface with the tactical operation. A matrix displays what each unit is doing logistically during each phase of the battle. Tactical elements that are also incorporated into the matrix are friendly action, enemy action and decision points. This tactical information assists the SPO in planning an effective concept of support for the brigade.

A logistics synchronization matrix allows the commanders of the support and maneuver units to be in tune with the logistical aspects of the battle. It allows for quantifiable planning and synchronization between units. For example, a commander will know that his unit will receive 1,000 gallons of JP8 fuel at 0800 in the brigade support area (BSA) or will be resupplied within 10 hours of arriving at attack positions.

The logistics synchronization matrix also forces a unit to analyze each tactical logistics function and how it will affect the course of the battle. Under the tactical logistics function of "MAN," an SPO may evaluate current headcount, how patients will be tracked in the medical company, and how information is provided to the brigade S1 (adjutant) on critical military occupational specialty (MOS) shortages.

To "ARM" the force, the synchronization matrix will provide details about when the supported units will receive or pick up Class V (ammunition) and what assets will be required to receive or pick up this Class V push.

Some important concerns under the tactical logistics function of "FIX" are when units will drop computer disks at the supply support activity and shop office, how this information will be delivered, how and when units will receive Class IX (repair parts), and when maintenance meetings may be held and who will need to attend. To "FUEL" the force involves knowing when and where units will receive Class III (petroleum, oils and lubricants) and whether the fueling will be a Refuel on the Move (ROM) or a bulk fuel transfer.

C-TIME	0100	0500	0900	1300	1700	2100	0100	0500
H-HOUR	H+4	H+8	H+12	H+16	H+20	H+24	H+28	H+32
D-DAY	D+1						D+2	
DAY/NIGHT								
Phase	Phase I					Phase II		
FRIENDLY ACTION								
ENEMY ACTION								
DECISION POINT / TRIGGERS								
M-CM-S								
C2								
CLASS I								
WATER								
ICE								
CLASS II								
CLASS III(B)								
CLASS III(P)								
CLASS IV								
CLASS V								
CLASS VI								
CLASS VII								
CLASS IX								
MAINTENANCE								
MOVE								
MEDICAL								
FIELD SERVICES								

Sample CSS Synchronization Matrix
(By Classes of Supply and Services)

CSS Synchronization Matrix Functions

- **A synchronization matrix complements a briefing or rehearsal by making the plan more easily understood.**
- **It is designed to follow the same format as the Concept of Support briefing Before, During and After or by Phase.**
- **It is modifiable to the needs of the organization/commander, as is the level of detail.**
- **It is not designed to be a stand-alone product or to replace the Concept of Support briefing.**
- **It is a "living product" - we refine it as we plan and execute.**

From the Support Operations Course, Army Logistics Management College

Planning for the tactical logistics function of "MOVE" involves knowing when, what and where supplies will be moving around the battlefield and when LOGPACS will move out of the BSA and arrive at logistics release points (LRPs). To "SUSTAIN" the force, the logistics synchronization matrix will provide details on Class I (rations) days of supply, when and how much of each type of supply will be delivered to the BSA, and combat health support such as when and where ambulance exchange points (AXPs) will be established.

As "what if" scenarios arise during the planning process, a logistic synchronization matrix can be developed to plan for emergency resupply or identify critical supply points during the operation. Logistic synchronization matrices should be planned 72 hours ahead to provide the commander a picture of how the logistical elements of the battle will affect his tactical operation. This also allows the commander sufficient time to make any necessary changes to the plan. To adjust plans and effectively synchronize support, the logistics synchronization meeting is another crucial part of the execution process.

Logistics Synchronization Meeting

The SPO can use the logistics synchronization meetings to keep key players updated on how logisticians will support the tactical operation. The key players for these meetings are the maneuver battalion Headquarters, Headquarters Company commanders and the support platoon leaders, the FSB company commanders, and the brigade S4 (logistics officer). The brigade S3 (operations and training officer) or a representative from the brigade S3 should also attend to act as a subject matter expert on how the tactical operation will be executed.

What should our Synchronization Matrix be telling us?

- **It helps us assign ownership to units for missions, as well as informs us of tasks we execute.**
- **It helps us plan by forcing us to think about coordinations we must make with our higher suppliers and within our own units.**
- **The Synchronization Matrix is a tool that helps us backwards plan - it does more than just list information.**
- **We must read our matrix vertically, as well as horizontally.**

From the Support Operations Course, Army Logistics Management College

At each meeting, the SPO should provide a current synchronization matrix and have a set agenda. Following the concept of support, the commanders can discuss and adjust critical elements such as time-distance factors for CSS. These time-distance factors include looking at terrain, weather and tactical decision points to analyze the time it will take for LOGPACS to arrive at LRPs and return to the BSA. Logistical plans will be designed using these elements, and changes to the logistics synchronization matrix will be made accordingly. The success of the logistician relies heavily on communicating the concept of support to the right people at the right time. The logistics synchronization meeting facilitates this communication and allows the commanders to optimize the capabilities of the logistics units to meet tactical objectives.

The SPO in an FSB must be able to develop, effectively communicate and execute the concept of support. The SPO must look at all aspects of the tactical logistics functions and effectively synchronize the logistical support for the brigade.

To make decisions and recommendations to the command, the logistics synchronization matrix is an essential tool. Synchronization of resupply must be planned, communicated and effectively synchronized with the battle rhythm of the tactical operation. Also, logistics synchronization meetings with the key players of logistical support will facilitate the effective CSS planning and execution. With the proper tools, the SPO optimizes support of the maneuver brigade to ensure accomplishment of the tactical mission.

C-TIME	0100	0500	0900	1300	1700	2100	0100	0500
H-HOUR	H+4	H+8	H+12	H+16	H+20	H+24	H+28	H+32
D-DAY			D+1				D+2	
DAY/NIGHT								
Phase			Phase I				Phase II	
FRIENDLY ACTION	BCT leaves KKMC in column formation	BCT arrives at ROM site	BCT crosses LD; anticipate breaching opns	BCT in wedge formation on AXIS VIKING	BCT defeats DRT; continues attack	BCT attacks along VIKING; 1st echelon encountered		
ENEMY ACTION				DRT reports BCT lead elements	DAG begins fire missions	RAG enters fire fight; 1st Echelon defends from BPs		
DECISION POINT / TRIGGERS					Will the enemy use chemicals to shape the battlefield?	Will the enemy use chemicals to deny us the 1st belt?		
M-CM-S	M-CM-S	M-CM-S	M-CM-S; BPT breach along LD	M-CM-S	M-CM-S	M-CM-S		
C^2	TAC w/ main effort; BC/S3 w/ TAC	TAC w/ main effort; BC/S3 w/ TAC	TAC w/ main effort; BC/S3 w/ TAC	TAC w/ main effort; BC/S3 w/ TAC	TAC w/ main effort; BC/S3 w/ TAC	TAC w/ main effort; BC/S3 w/ TAC		
MAN	Priority- 11M, 19K, 11B, 91B	Priority- 11M, 19K, 11B, 91B	Priority- 11M, 19K, 11B, 91B	Priority- 11M, 19K, 11B, 91B	Priority- 11M, 19K, 11B, 91B	Priority- 11M, 19K, 11B, 91B		
SUSTAIN	CL I/II/III(P)/VI/H2O-UBL; CL II emergency at MSB	CL I/II/III(P)/VI/H2O-UBL; CL II emergency at MSB	CL I/II/III(P)/VI/H2O-UBL; CL II emergency at MSB	CL I/II/III(P)/VI/H2O-UBL; CL II emergency at MSB	CL I/II/III(P)/VI/H2O-UBL; CL II emergency at MSB	CL I/II/III(P)/VI/H2O-UBL; CL II emergency at MSB		
MOVE	3 HETs attached to 208th FSB	3 HETs attached to 208th FSB	3 HETs attached to 208th FSB	3 HETs attached to 208th FSB	3 HETs attached to 208th FSB	3 HETs attached to 208th FSB		
FIX	Maximize BDAR; MSTs attached to TFs	Maximize BDAR; MSTs attached to TFs	Maximize BDAR; MSTs attached to TFs	Maximize BDAR; MSTs attached to TFs	UMCP fix time extended to 4 hours	UMCP fix time extended to 4 hours		
FUEL	3 5Ks attached to 208th	M1: 1:30 ; M2: 1 minute; all other tracks 45 seconds	3 5Ks attached to 208th	3 5Ks attached to 208th	3 5Ks attached to 208th	3 5Ks attached to 208th		
ARM	100% UBL; emergency CL V MCLs w/ 208th FSB	100% UBL; emergency CL V MCLs w/ 208th FSB	100% UBL; emergency CL V MCLs w/ 208th FSB	100% UBL; emergency CL V MCLs w/ 208th FSB	100% UBL; emergency CL V MCLs w/ 208th FSB	100% UBL; emergency CL V MCLs w/ 208th FSB		
MEDICAL	Tailgate Support; CSH at KKMC; Air evac on standby	Tailgate Support; CSH at KKMC; Air evac on standby	AXP#1 w/ 2-68 AR; air on standby	AXP#1 operational ET12345678	AXP#2 operational ET 4567891	AXP#2 operational ET 4567891		

Sample CSS Synchronization Matrix

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The Fate of RON/DON in the Single Stock Fund

CPT Daniel Delany

Have you ever wondered where your requisition goes when your unit orders an item at the Supply Support Activity (SSA) and the item is not in stock or not on its Authorized Stockage List (ASL) for issue? Wouldn't it be great to have real-time visibility on the status of the item being placed on back order at the SSA without having to go through the SSA?

One aspect changing in supply automation is the process of Requisition Order Number/Document Order Number (RON/DON), a part of the Army's retail-level automated supply system known as the Standard Army Retail Supply System (SARSS). Debate about the need for RON/DON continues as the Army moves toward the concept of a Single Stock Fund, when all division and non-division ASL inventories will be moved from Operations and Maintenance (O&M) funding to the Army Working Capital Fund.

First of all, RON/DON procedures today only apply to materiel placed on back order by the SSA in SARSS, and not all major Army commands use this functionality. When using RON/DON, the SARSS-1, located at the supporting SSA, normally generates a document number when a customer's request cannot be filled because the item requisitioned is a Non-Stockage List (NSL) item or when the request is for an ASL item that is at zero balance. The item is back ordered and sent to a higher source of supply. The customer receives a dues out. Document numbers previously generated by the unit's Unit Level Logistics System (ULLS) operator (the RONs) are not continued past the supporting SARSS-1. Instead, the SARSS-1 will generate its own document number (a DON) to be perpetuated higher. The SSA then makes supply status requests based on its system-generated document number and not by the originating unit's document number.

As the Army converts to the Single Stock Fund under the Army Materiel Command (AMC) as the national manager, current retail (corps, installation and division level) supply systems are being merged into a single, nationally managed fund. The Single Stock Fund's business process entails an automation architecture that links SARSS to AMC's Commodity Command Standard System (CCSS). Because back orders can currently only be maintained in one automated system and because CCSS will be the system of record (logistically and financially) for Army Working Capital Fund inventories, RON/DON procedures were suspended in early implementation processes for the Single Stock Fund. What will be the eventual fate of RON/DON?

Four different courses of action were proposed in December 2000 to the steering committee responsible for overall review and issue resolution for the Single Stock Fund. The Single Stock Fund General Officer Working Group looked at two varying proposals to keep RON/DON suspended, one proposal to develop a switch to run RON/DON on and off, and a proposal to fully restore RON/DON functionality. The steering committee decided to restore RON/DON functionality at all SARSS-1 boxes as the Army transitions to MILESTONE III of the Single Stock Fund and also to maintain internal controls between SARSS-1 and the national systems, such as SARSS-2A and CCSS.

The steering committee's decision to restore RON/DON procedures is quite contrary to the other three courses of action. One of the major advantages of using RON/DON includes SARSS-1 retaining its current capabilities. The condition will never exist where a customer has an open back order and the SSA has stock on the shelf. RON/DON will always ensure that the oldest, highest-priority dues out are filled first. RON/DON also helps to prevent excess, allowing quick use of customer serviceable turn-ins to fill other dues out, which in turn reduces the volume of transactions with the national manager - both in the forward and the reverse pipeline.

The supported customer must remember that the requirement to conduct reconciliations will still exist, whether the Army restores the functionality of RON/DON or not. Restoring RON/DON will also require extensive systemic changes to the existing supply and inventory accounting systems, which are both costly and time-consuming.

In the long run, does the Army benefit from RON/DON being turned on or off? Effective and efficient customer support is most important. With RON/DON on, the SARSS-1 system will retain the ability to intercept low-priority items received at the warehouse and issue them to a higher priority customer. With RON/DON turned off, each unfilled requisition becomes a dedicated requisition for the requesting customer. This means that as items are received they are issued to that customer: the items cannot be issued to a unit with a higher priority. On the other hand, customers will have a direct link to where their item is coming from. No longer will customers have to rely on the SSA's research on the status and estimated ship date. Rather, the customer will interface directly with the one source that can give accurate and direct information. For many customers, this becomes peace of mind, not having to constantly deal with the "middle-man."

Will RON/DON effectively serve a purpose in the Single Stock Fund in the future? The Army continually evolves its information technology to enhance its combat readiness, and systems and procedures will still be changing 5 to 10 years from now. By using satellites, units may be able to have their ULLS clerks requisition supplies from web sites through a system tied to the supporting ASL and the national system. This sounds much better than using today's "sneaker net" process, where data is transferred from ULLS to SARSS using diskettes that must be transported from motor pool to SSA.

Only time will tell if the Single Stock Fund's steering committee made the most effective decision. RON/DON may become obsolete if the Army's future holds the promise of a truly integrated process in real-time so that ULLS clerks can get statuses off a bar code or document number. If RON/DON becomes obsolete, the Army's investment in designing and implementing changes to accommodate RON/DON within the Single Stock Fund may be questioned in the future.

NOTE: The author personally thanks Michael J. Mannion, Functional Lead for Plans and Support at Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Logistics, and CW3 Cheryl J. Wrightsman of the Logistics Training Department, US Army Quartermaster Center and School, as subject matter experts for his research on the fate of RON/DON and the Army's Single Stock Fund.

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PBS Producers Seek 'Gold Star Mother' Memories for Film

WILL-TV at the University of Illinois needs help in identifying participants or eyewitnesses to the "Gold Star Mother" trips sponsored by the US Government and organized by the Quartermaster Corps in the early 1930s so that mothers and widows of deceased World War I soldiers could visit their loved ones buried on the battlefields of Europe. WILL-TV, a Public Broadcasting Service (PBS) affiliate, is making a documentary film for national release called *Pilgrimage of Remembrance* about the 1930-1933 trips.

"Several hundred Quartermaster Corps personnel participated in the pilgrimages," said John W. Graham, a freelance associate producer for PBS. "Several dozen officers served as escort officers during the four years of the pilgrimages." Contact John W. Graham by E-mail at jwg123@hotmail.com or telephone (513) 527-4425. Another point of contact is Alison Davis Wood of WILL-TV, Campbell Hall, Urbanna, IL 61801; E-mail to a-davis2@WILL.uiuc.educ or telephone (217) 333-1070.

FM Blast Data Transmission and STAMIS Telecommunications

CPT John Chaffin

Currently, maintenance data moves from forward maneuver units to direct support (DS) maintenance elements within the brigade support area (BSA) by courier delivery (computer disk drop) or wireless modem. The computer disk drop or "sneakernet" is slow and cumbersome. Also, given the realities of modern warfare, the "sneakernet" exposes soldiers and critical information to unnecessary risk. Wireless modems require additional hardware and software. This added complexity increases the probability of error and mishap.

The weaknesses in both the "sneakernet" and the wireless modem can be overcome by using "FM BLAST," a blocked asynchronous transmission sent by the Single Channel Ground and Airborne Radio System (SINCGARS) that is found throughout the Army. Military logisticians need to know about the methods, possibilities and limitations of using SINCGARS as a data transmission device in support of the Unit Level Logistics System-Ground (ULLS-G) to the Standard Army Maintenance System-1 (SAMS-1) segment of the Standard Army Management Information System (STAMIS).

Maintenance Data Channel

Regardless of how soldiers transmit it, maintenance data moves from the individual vehicle operator, to ULLS-G at the unit maintenance collection point, to Standard Army Retail Supply System (SARSS) and SAMS-1 (the former is located at the supply support activity (SSA) and the latter is at the shop office within the BSA) and, finally, to SAMS-2 (located at support operations). Although a given piece of maintenance data may not be actively processed at every level of this system, all maintenance data flows through this channel before ending up at a support operations shop. Once the data reaches the DS assets within the BSA, a variety of reliable systems are in place to continue the movement of data to higher echelons of maintenance and supply systems. Therefore, the challenge is to enhance the flow of data from the supported unit (ULLS-G) to the BSA (SAMS-1).

FM BLAST

The hardware required for FM BLAST is simple, reliable and readily available. It consists of a laptop computer, an RS-32 cable used to connect an AN/CD 10 (the automated signal operating system that provides encryption algorithms for the radio transceiver) to the SINCGARS radio/transceiver, and the SINCGARS itself. The only required modification to existing equipment is the replacement of the connector at the end of the RS-32 cable designed to fit the AN/CD 10 with a standard serial port adapter. The unit's organic communications personnel can make this modification.

The system works when the sending unit attaches a laptop computer to a SINCGARS radio/transceiver via the RS-32 adapter. The sender then starts the "HyperTerminal" program that comes embedded in Windows 9X operating systems. (This program is in the communications directory under "Accessories" from the "Start" menu. Although ULLS-G is DOS-based, note that Windows operates over DOS). The sender establishes a data transmission subroutine that is saved and reused - much like the dial-up information for a standard Internet account. This subroutine identifies the communications (COM) port (the COM port allows the central processing unit to "talk" to the serial port) accessed by the serial adapter fitted to the RS-32 cable previously mentioned, as well as the transmission rate and the target receiver. When started, the "HyperTerminal" program opens and the sender identifies the data for transmission by using a standard "Browse" operation. The send "key" is pressed and data is transmitted at up to 16 kilobytes/second. Although slower than a standard modem, a full floppy disk can be transmitted in about three minutes.

To control the flow of data over the tactical radio net, the brigade signal officer must designate a BLAST frequency. This reduces the chance of blocking transmissions when one sender interrupts the signal of (or "steps on") another. Also, BLAST windows, or times, are established for each supported unit. It must be understood at the outset, however, that battlefield necessity may require a unit to BLAST outside that unit's designated window. Coordination with support operations is an absolute necessity.

FM BLAST Benefits

The FM BLAST system is easier, more reliable and more secure than existing methods of data transmission. Also, operators can use this procedure for any type of digitized data. FM BLAST is not specifically part of the STAMIS infrastructure. Thus, with this technology any unit with access to the necessary hardware can create its own FM-based tactical data net. More than just maintenance information can be transmitted. Possibilities include data such as operations orders, intelligence summaries and weather reports: all of these and more could be sent from one operator to another.

For maintenance data, methods of transmission involve STAMIS-specific equipment, with added complexity and therefore added risk, or time-consuming manual delivery. Because FM BLAST is not tied to a STAMIS, FM BLAST is a simple, reliable system that generates efficiencies through added flexibility and redundancy. Further, because FM BLAST will work with any digitized data, it offers expanded possibilities of data transmission. Because FM BLAST overcomes known weaknesses and brings added benefit to data transmission, this technology is clearly worth pursuing.

CPT John Chaffin is a graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia. Previous assignments include Fort Hood, Texas, where he served as Medical Platoon Leader, 1st Battalion (Mechanized), 9th Cavalry Regiment, 1st Cavalry Division; and S4, 215th Forward Support Battalion, 1st Cavalry Division. Prior to this, he was assigned to Fort Sam Houston, Texas, where he served as the Executive Officer of Company E, 187th Medical Battalion.

From the Quartermaster General *(continued from Inside Front Cover)*

However, as with all organizations, it can always be improved. Together with the Quartermasters in the field, we can make this the strongest Corps in the Army. If you have any issue that needs to be resolved at my level, do not hesitate to contact me. We are all serving together.

Major General Terry E. Juskowiak, the 47th US Army Quartermaster General, has served in many command and staff positions. Among early assignments with the 101st Airborne (Air Assault) and the 25th Infantry Divisions, he served in various positions with the Army Materiel Command. In 1984 he was military assistant, junior aide-de-camp to the Secretary of the Army. Then came assignments in Europe where he served with V Corps Headquarters and the 3d Armor Division. As a member of the division staff of the 82d Airborne Division in October 1989, he participated in Operation Just Cause in Panama. During Operations Desert Shield/Storm, he commanded the 407th Supply and Transport Battalion (Airborne), 82d Airborne. After assignment as a special assistant to the Chief of Staff of the US Army, he became Commander of the 10th Mountain Division Support Command and deployed the brigade to Haiti for Operation Uphold Democracy. He then served as the Assistant Division Commander for Support, 10th Mountain Division (Light Infantry), Fort Drum, NY, which included an eight-month rotation to the Bosnian theater with NATO's Stabilization Force for Operation Joint Endeavor/Guard. He was Director of Logistics (J4), US Atlantic Command, during 1997 and 1998. He assumed command of the 1st Corps Support Command, XVIII Airborne Corps, with service as the Commanding General of CJTF-Kuwait (Forward) during Operation Desert Fox in December 1998. During July 2000-01, he was Deputy Chief of Staff for Logistics at Headquarters, US Army Forces Command, Fort McPherson, GA.

Avoiding Unauthorized Commitments

CPT Michael L. McMaster

The unauthorized commitment of funds is a growing dilemma within the Army. Personnel who manage unit funds can avoid paying for an unauthorized commitment (UC) only through attention to detail and strict adherence to official guidance. In a situation where an UC has taken place, the "committer" must understand the process of ratification, the process of UC investigation and final disposition.

The Army defines a UC as "...an agreement that is not binding solely because the government representative who made it lacked the authority to enter that agreement on behalf of the government." Under no circumstances may the Government Purchase Card (formerly called the IMPAC card) be used to pay for the UC.

Upon discovery of a UC, submit the proper paperwork according to guidance from the installation's Directorate of Contracting (DOC) to complete the ratification process. In the course of filling out this paperwork, the "committer" states his reason for the UC. He is directed to attach any relevant documents to the UC, such as contracts and invoices. This is sent to his immediate supervisor who reviews the information for completeness and accuracy. Upon completion of this review, the paperwork and attached documents are forwarded to the budget officer and the commander for review. During this review, both should ensure that a DA Form 3953 (Purchase Request and Commitment) is attached for the exact amount of the UC. In addition, the DA Form 3053 will have a statement that the funds for the UC were available at the time of commitment. This information is important because it enables the DOC representative to allocate funds from the unit budget to pay for the UC, if so directed. Conversely, the DA Form 3953 tells the DOC representative the exact amount of money that the "committer" must pay out-of-pocket.

The Director of Contracting has the authority to approve ratification up to $10,000. After review of the information about the cause of the authorized commitment by a contracting officer and legal advisor, the contracting officer forwards their recommendation to the Director of Contracting for approval. The DOC will forward their decision to the garrison commander for concurrence. If the decision is made that the unauthorized commitment will be approved for ratification with appropriated funds, then this will be paid from the unit's budget.

I dealt with the UC process while a battalion S4 (Logistics Officer) at Fort Carson, CO, after my predecessor had established an annual contract for cleaning. This contract was not briefed to successive S4 personnel. As a result, the cleaning continued as a recurring contract although the contract had expired. It is important to note that these cleaning contracts have an end date. Most recurring contracts expire at the end of each fiscal year. Cleaning contracts are the most likely to cause problems for budget personnel.

Everyone who deals with contracts should build a complete book of current contracts. The book should include the companies that have the contracts, the Army's DOC representatives, the amount of money committed each month, and telephone numbers for each individual involved. To avoid paying for a UC, anyone who routinely spends government dollars should ensure that corresponding funds are on hand and that the commitment is legal.

CPT Michael L. McMaster is a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia, with a follow-on assignment to Fort Hood, Texas. Other military assignments include Battalion S4, Executive Officer and Platoon Leader, Company B, 2-72 Armor and Assistant S4, 2-72 Armor, in Korea. He has been in military service for 14 years, 11 of them enlisted.

Critical ULLS-G Reports for Repair Parts That a Commander Needs To Know

CPT Marc N. Shafer

Commanders are responsible for staying within budget guidelines for Class IX (repair parts). Company commanders must fully understand the various Unit Level Logistics System-Ground (ULLS-G) reports for repair parts to effectively impact a company's operational readiness.

Commanders trust subordinates to correctly identify, diagnose and validate deficiencies in company equipment. However, company commanders must verify the checkbook balances. Logistical success depends on a commander's ability to interpret, evaluate and use each ULLS-G report as a management tool. The primary reports are the **Commander's Financial Transaction Listing, the PLL (Prescribed Load List) Inventory Report, the Excess Management Report, and the Demand Analysis Report**. This article will first explain each report and then discuss each report in a separate section.

Commander's Financial Transaction Listing. This ULLS-G report lists the extended cost per document number and the total transaction costs since the last report was run. Its main applications are ensuring that daily expenditures are within budget guidelines and providing a review of daily requests. These requests are then sent to the direct support unit for processing. Commanders can see the daily expenditures and requests for repair parts in a single document.

DATE: 15-AUG-95 COMMANDER'S FINANCIAL TRANSACTION LISTING

DOCUMENT NUMBER	DESCRIPTION	ADMIN NUMBER	QTY	PRIORITY	EXTENDED PRICE
W45U7D 5213 0027	HANDLES, SWI	D10	00001	02	$ 2.40
W45U7D 5220 0026	PIN FIRING	PLL	00001	05	$ 5.18
W45U7D 5220 0030	BATTERY, ST	D1	00001	12	$ 66.29
W45U7D 5222 0025	PIN FIRING	PLL	00001	12	$ 5.18
			GRAND TOTAL		$ 79.05

PLL Inventory Report. This ULLS-G report is used to inventory the PLL in location sequence. The PLL is a listing of all the parts authorized by the Department of the Army to be kept on hand for repairs. The PLL is based on the unit's needs. Soldiers use the PLL Inventory Report to locate and inventory repair parts. Commanders review the report to compare the on-hand quantity to the inventoried amount. Furthermore, commanders can use the report to conduct a location survey and determine how well the soldiers have inventoried the PLL.

DATE: 15-AUG-95 PLL INVENTORY REPORT
FOR DODAAC: W45U7D

LOCATION	NIIN	NOUN	CIIC/DML*	STOCK CODE**	UI	QTY ON HAND	QUANTITY INVENTORIED
1AB11	000572553	BATTERY, ST	U/A	DS	EA	2	----------
1AB12	000867149	SUPPORT, AN	U/B	CS	EA	4	----------
1AB14	001411154	SPROCKET W	7/J	DS	EA	2	----------

*CIIC: Controlled Item Inventory Code; DML: DAMPL or Department of the Army Master Priority List
**Stock Code: Demand Supported (DS); Command Supported (CS)

Excess Management Report. This ULLS-G report is a listing of PLL and non-stock items with excess quantity on hand and/or due in. The Excess Management Report identifies items in excess. The excess may result from a decrease in the authorized quantity or an error in the on-hand quantity. Depending on the situation, these items must be cancelled or turned in. The commander looks at this report to ensure compliance with authorized quantities.

DATE: 15-AUG-95 EXCESS MANAGEMENT REPORT
FOR DODAAC: W45U7D

NIIN	NOUN	LOCATION	STOCK CODE	[-------QUANTITY-------] AUTH	O/H	D/I	D/O	EXCESS
000017749	REGULATOR	1AC19	CS	2	4	2	1	3
000040761	TRACK SHOE	1AC22	CS	2	6	0	0	4
000081764	BRACKET EN	1AC24	CS	1	0	4	0	3
000085075	CABLE ASSE	1AC21	DS	1	2	0	0	1
000092543	SEAL	1AC26	CS	2	4	2	2	2

Demand Analysis Report. This ULLS-G report lists changes and recommended changes to the PLL and non-stock file. Each requisition for a repair part is called a demand. The Demand Analysis Report computes each demand and recommends changes to the commander based on customer demands over a period of time. Commanders decide whether to approve the recommendations for addition or deletion. The demand analysis process gives the commander justification to store the specific type and quantity of PLL.

DATE: 15-AUG-95 DEMAND ANALYSIS REPORT FOR DODAAC: W45U7D

NIIN	NOUN	UI	STOCK CODE	CURRENT AUTH QTY	REMARKS	NEW AUTH QUANTITY
003923583	COLLAR, CON	EA	CS	1	ADDITION CANDIDATE	3
010556137	CASE, PLOTT	EA	CS	4	DELETION CANDIDATE	0
010615740	CONNECTING	EA	DS	1	ADDITION CANDIDATE	2

Commanders ensure the logistical success of the company through the proper requisitioning, receipt, storage and issue of repair parts. This logistical success with repair parts affects the combat readiness of the company. Let's look at how a commander uses specific ULLS-G reports regarding repair parts.

Commander's Financial Transaction Listing. This first report enables commanders to authorize the acquisition/procurement of repair parts. It is important to requisition the correct type and quantity. This includes

parts for vehicles and other equipment such as small arms, communication/automation systems, or nuclear, biological, chemical equipment. The commander is the final authority in the requisition process. Commanders review the Commander's Financial Transaction Listing as a way to verify requisitioned parts. A commander must authorize the transaction before the item is legally purchased. A commander can request cancellation of a transaction within three days without charge to the unit. As we will see in the next report, commanders order some parts to replenish repair parts kept on hand.

PLL Inventory Report. The second ULLS-G report lists repair parts kept on hand. Commanders store these on-hand parts for anticipated repairs. Since space is limited, having the necessary items on hand is important. The PLL inventory is a valuable asset because at the National Training Center, for example, waiting for parts accounts for two-thirds of the average equipment downtime. Company commanders with parts available on their PLL enable mechanics and technicians to do their jobs faster. The time saved from waiting for parts is priceless. Commanders empower subordinates to repair equipment immediately by having parts on hand. However, it is possible to have too many repair parts on hand.

Excess Management Report. In the third report, commanders ensure that the authorized quantities of repair parts remain on hand. This applies to turn-ins as well as order shortages. Commanders must account for the company equipment. When a change occurs in the amount of an authorized quantity or an inventory is excessive, the excess in authorized quantity or inventory must be turned in. This also affects items on order, which may require a cancellation. Commanders must monitor excess repair parts but anticipate future needs at the same time.

Demand Analysis Report. The fourth and final report shows commanders which items to add or subtract as part of the PLL. The Demand Analysis Report arms the company commander with justification to store repair parts. It is important to adjust the storage of parts based on need. The future combat strength of the company hinges on the basic parts stored in the PLL. Physical and financial restrictions impact a company commander's decision. There are also missions and weather/seasonal considerations. This means that the demand analysis, along with input from maintenance personnel, will result in how well the commander is postured for the future.

Company commanders make sure that their companies are combat ready. The Commander's Financial Transaction Listing, the PLL Inventory Report, the Excess Management Report, and the Demand Analysis Report are the ULLS-G reports needed for logistical success. Combat readiness will improve with the right repair parts. Commanders can do more than just report operational readiness. Every commander can achieve operational success by understanding the ULLS-G management reports at his fingertips.

NOTE: The author personally thanks CW3 Llewellynton Bachus, Battalion Maintenance Technician, 1-36 Infantry, 1st Armored Division, Friedberg, Germany, who provided subject matter support for his article on critical ULLS-G reports for repair parts.

CPT Marc N. Shafer is a graduate of the Combined Logistics Captains Career Course at Lee, Virginia. His previous assignments include Mechanized Infantry Platoon Leader forward-deployed in Friedberg, Germany, and Battalion Maintenance Officer during stability support operations in Camp Monteith, Kosovo.

Redesign To Support the Quartermaster Mortuary Affairs Mission

CPT James S. Durham

Redesign of the current system for handling remains is critical to the mission of mortuary affairs teams on future battlefields and during support of contingency missions. Currently, a single mortuary affairs team can process 20 remains in 24 hours. Starting with this baseline requirement, a redesign initiative called the Mobile Integrated Remains Collection System (MIRCS) addresses the Army initiatives for Force XXI and the Interim Brigade. Specifically, MIRCS is being designed to quickly deploy, employ and relocate throughout the area of operations.

To meet the Army's strategic requirement for rapid deployment, for example, the MIRCS design results in a 50 percent reduction in airlift assets. The current system requires two aircraft to deploy all the team's equipment. By reducing the number of components and overall equipment weight, MIRCS can be airlifted by a single C-17 aircraft. More operational benefits include a decrease in tactical setup and recovery times and an increase in mobility on the battlefield. MIRCS is being designed as a self-contained modular unit quickly placed into operation. MIRCS eliminates the need to set up cumbersome frame tents at the collection point.

For the current mortuary affairs collection system, the total required equipment includes the following: 2 prime movers, 1 flatbed trailer, 1 water trailer, 1 20-foot refrigeration container, 3 frame tents, 1 3-kilowatt generator, and 12 sets of camouflage. Also, the mobility requirement for the current equipment set is two C-17 aircraft. By comparison, the total MIRC equipment requirement is as follows: 1 prime mover (Light Medium Tactical Vehicle or LMTV), 1 high-mobility multipurpose wheeled vehicle (HMMWV), 1 MIRCS, 1 frame tent, and 8 camouflage sets. Just one C-17 aircraft can transport the entire MIRCS.

Comparing the equipment setup and recovery times, researchers predict a 300 percent improvement from the current system's four hours to the MIRCS concept's one hour. This three-hour saving in time allows the collection team to begin processing remains sooner and to relocate more quickly.

With redesign comes the opportunity to refine the way that the Army handles remains and to improve the system that supports the Quartermaster mission. For example, a single CH-47 helicopter can sling load a MIRCS anywhere on the battlefield. This is not possible with the current system. Also, MIRCS is an enclosed system operable in environments with extreme temperature fluctuations. Soldiers can process remains with MIRCS either mounted to a trailer or not mounted. Sanitizing the work environment will be simplified by constructing MIRCS of materials resistant to the penetration of bodily fluids. Administrative areas are included with the workstations for the supporting automation equipment. Lastly, up to 20 individual compartments for human remains are continually cooled to 36 degrees Fahrenheit with the MIRCS. Decomposition of remains is minimized, and fallen soldiers are accorded the respect they deserve.

The Quartermaster's solemn duty is to render quality mortuary affairs support. MIRCS has capabilities far greater than the current system for quick employment and relocation as the ground situation changes. Soldier morale will increase with the appearance of MIRCS on the battlefield. Fielding to units is expected within two years. In the future, MIRCS will be indispensable in rendering the most honorable and dignified mortuary services support in history.

CPT James S. Durham is a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia. Previously he served as a Supply Support Activity Platoon Leader of a Class II, IV and VII warehouse and as the Executive Officer of a Quartermaster Supply Company in Korea. More recently, he was Executive Officer of an Advanced Individual Training (AIT) company at Fort Lee.

SAFETY SAVES

Risk Management Assessment:

Every operation or event requires a risk assessment. The leader is responsible for having a risk assessment done and for ensuring that soldiers use the assessment during planning and execution of the operation. For example, search and recovery operations include many potential hazards. The following Risk Management Work Sheet was completed to ensure control of those search and recovery hazards.

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

RISK MANAGEMENT

A. Mission or Task: Search and Recovery Operations
D. Prepared By: (Rank, Last Name, Duty Position) 1LT Shannon Blaney, Instructor and SSG Steven Loar, Assistant Instructor

E. Task	F. Identify Hazards	G. Assess Hazards
1. Mounting/ Dismounting Vehicle	1. Injury while mounting/ dismounting vehicle	1. Low (IIId)
2. Moving on Foot.	2. Injury while moving on foot	2. Low (IIId)
3. Insect/Animal Bites	3. Bites or stings	3. Moderate (IIIb)
4. Weather Report	4. Inclement weather injuries	4. Moderate (IId)
5. Handling Tools	5. Cuts from jagged edges	5. Low (IVc)
6. Lifting Heavy Loads	6. Lifting injuries	6. Low (IIId)
7. Handling Remains	7. Exposure to bloodborne pathogens	7. High (Ic)
8. Handling Infectious Waste	8. Exposure to bloodborne pathogens	8. High (Ic)

K. Determine overall mission/task risk level after controls are implemented (circle one)

LOW (L) **MODERATE (M)**

Who Has Risk Decision Authority For Risk Level Identified?

SOLDIERS
Search and Recovery Operations

Michael L. Davis

WORK SHEET

B. Date/Time Group: **Begin:** Ongoing Training **End:** Ongoing Training		**C. Date Prepared:** 3 July 2001
H. Develop Controls	**I. Determine Residual Risk**	**J. Implement Controls ("How To")**
1. Ensure use of steps, handles, and buddy assistance. Ensure equipment is loaded separately. Supervise (dis)mount.	1. Low (IIIe)	1. Team OIC/NOIC will supervise mounting/dismounting of vehicle.
2. Brief team members to be alert and cautious. Remove as many hazards as possible.	2. Low (IIIe)	2. Team OIC/NCOIC will ensure members are alert and cautious of hazards. Brief specific terrain hazards.
3. Brief team members to avoid contact with all snakes and insects. Team OIC/NCOIC will bring wasp/hornet spray if necessary. Know any extreme allergies before deployment.	3. Low (IIIe)	3. Team OIC/NCOIC will advise members to avoid contact with snakes and insects. Team OIC/NCOIC will have wasp/hornet spray and first aid kit on site at all times. OIC/NCOIC will know extreme allergies.
4. Team OIC/NCOIC must monitor weather beforehand. Ensure team members are dressed appropriately, determine work/rest cycles, hydration.	4. Low (IIe)	4. Know weather report. Inspect team members for proper wear of clothing. Enforce work/rest cycles. Do not conduct search and recovery during extreme weather conditions.
5. Brief team members on dangers of sharp tools. Ensure team is current on Tetanus shots.	5. Low (IVe)	5. Ensure Tetanus shots are current. Use appropriate first aid as necessary.
6. Educate team members on proper way to lift heavy loads. Ensure they follow directions. Always use the buddy system.	6. Low (IIIe)	6. Team OIC/NCOIC will supervise/ monitor proper lifting of heavy loads.
7. Use appropriate personal protective equipment (PPE).	7. Moderate (Ie)	7. Team OIC/NCOIC will ensure there is sufficient PPE available and it is correctly worn.
Avoid touching skin, mouth, nose, eyes or any skin lesions or cuts with contaminated items.		Brief team members on not touching their skin, mouth, eyes or skin lesions with any potentially contaminated item.
Cover cuts, abrasions, or other skin lesions before donning PPE.		Inspect team members' PPE to ensure it is correctly worn and all abrasions are covered before donning PPE.
Ensure team members' immunization are current.		Inspect immunization records.
8. Contain and confine blood and body fluids. Use appropiate PPE.	8. Moderate (Ie)	8. Team OIC/NCOIC will ensure remains are placed in Human Remains Pouches.
HIGH (H)	**EXTREMELY HIGH (E)**	
(The Asssistant Commandant, US Army Quartermaster Center and School, will sign here.)		

CAREER NEWS

Benefits of Expanding Troop Leadership Training for All ROTC Cadets

CPT Amelia P. Stewart

Editor's Note: **In the Autumn 2000 edition of the *Quartermaster Professional Bulletin,* the author described a pilot program that she initiated at Fort Lee, VA, as a Quartermaster lieutenant to give a taste of Army life to "non-contract" cadets in the Reserve Officers' Training Corps (ROTC). In May 2001, for her master's degree thesis, the author analyzed the projected benefits of a year-round mentoring program on an active duty military facility for all ROTC cadets. This article presents the results of CPT Amelia P. Stewart's survey of ROTC cadets at Virginia State University.**

Can ROTC cadets benefit from a year-round mentoring program with someone on active duty in the military? Would both "contract" and "non-contract" ROTC cadets volunteer to participate in such a program?

ROTC is a college course combining classroom discussion with hands-on experience to teach leadership and management skills. The Army's Cadet Command awards millions in scholarships annually to universities with ROTC departments. ROTC cadets on scholarship, called "contract" cadets, commit to service in the Army National Guard, US Army Reserve or active duty. By their junior or senior years in college, ROTC cadets – whether scholarship or non-scholarship cadets – decide whether or not to become commissioned officers upon college graduation. ROTC cadets not obligated to Army service by receiving scholarship funds are called "non-contract" cadets.

For "contract" ROTC cadets who have decided to become commissioned officers, the Army offers Cadet Troop Leadership Training (CTLT). Participation in CTLT is limited to ROTC cadets who have signed a legal contract obligating them to one to six years of military service upon graduation. This CTLT gives the "contracted" cadets the chance to compete for the opportunity to shadow an active duty lieutenant for 30 days on a military base after completing the five weeks of advanced ROTC training camp.

My idea for a pilot program to include the "non-contract" cadets expanded the CTLT concept at the Home of the Quartermaster Corps at Fort Lee, VA. With approval from the chain of the command for the 49th Special Troops Battalion, Fort Lee established a community relationship with the ROTC departments of two nearby universities, Virginia State University and Virginia Commonwealth University. In the pilot program that began in Autumn 1999, both "non-contract" and "contract" ROTC cadets chose an active duty officer or noncommissioned officer (NCO) to shadow for a day of routine Army activities on post. Open weeks were dictated by the unit's training schedule that included vehicle maintenance, command and staff meetings, Sergeants' Time and Army physical training. The ROTC cadets and the officers and NCOs were all volunteers.

For my master's degree thesis in May 2001, I had surveyed ROTC cadets at Virginia State University to learn how cadets perceived the benefits of a year-round ROTC mentorship program with a local Army installation. Two of my assumptions were that a year-round mentoring program may help young ROTC cadets decide to join the military and may help improve their retention potential as young officers. I did not distribute questionnaires to active duty military personnel, ROTC instructors and civilian personnel because of the need first to assess the desire of ROTC cadets to volunteer for such a program.

My survey, pre-tested by peers, supervisors and ROTC personnel, was distributed on one day by an ROTC administrator to all students enrolled in the ROTC program at Virginia State University. Findings from my analysis may be generalized to additional institutions, but ROTC cadets at other universities should be surveyed to substantiate my research project.

All 148 questionnaires distributed to ROTC cadets at Virginia State University were returned. However, 49 of the returned surveys were discarded for incompleteness and violation of the rules for the validity of the questions. This violation came from students answering all 14 questions with "agree" responses, although three questions within the survey were complete negations of themselves. (My assumptions are that participants answered incorrectly because of apathy or because of survey distribution at the end of a class period.)

My statistical analysis of the 99 questionnaires suggests that these ROTC cadets strongly agree that this proposed mentorship program will help them evaluate their leadership skills and styles. Responses also suggest that these cadets strongly agree that participating in a year-round program will assist them with ROTC studies and provide them knowledge about various jobs available in the military, as well as the responsibilities of serving on active duty.

In summary, my findings suggest that the "contract" and "non-contract" cadets would like to participate in the proposed mentorship program on an active duty facility. Also, my analysis suggests that ROTC cadets at Virginia State University believe that participating in a year-round mentoring program will assist them in making a decision to join the military. After more research at other universities, I also recommend implementing a pilot program at other ROTC institutions.

Loyalty is a by-product of mentoring in any organization. Year-round mentoring with active military posts and local universities may be a key to retention and a higher level of Army leadership. I recommend a re-evaluation of CTLT to include a year-round program for both "contract" and "non-contract" ROTC cadets at active duty military facilities.

Training With Industry (TWI) – SUPERVALU Inc.

CPT Jeffrey D. Witt

The Training With Industry (TWI) program gives Quartermaster officers extended management experience in logistics with a civilian industry. TWI is designed to bring current business practices and management tools into the Army. During my TWI tour, I studied distribution and wholesale subsistence management with SUPERVALU Inc., the largest wholesale food distributor and the 10th largest grocery retailer in the country.

This Fortune 100 company and its 67,000 employees distribute groceries to about 6,100 stores, with annual sales approaching $23 billion. I was assigned to SUPERVALU's Northwest Region in Tacoma, WA. The military is the largest customer of the Northwest Region, which distributes to commissaries and exchanges in the regional markets of Tacoma and Denver, CO, and to Alaska and the Far East. I realize that SUPERVALU's retail and distribution missions are essentially the same as the Quartermaster logistics mission: get the right items - to the right place - at the right time. SUPERVALU's corporate goals are also similar to the Army's supply goals: maintaining on-hand inventories at a profitable level, reducing inventories of unneeded or obsolete items, providing cost-effective and efficient distribution, and meeting or exceeding customer needs while achieving the other goals.

TWI provided me a unique opportunity to experience how the civilian sector manages its complex mission through effective operations. The training program built upon my previous experiences in the Quartermaster Corps to expand my knowledge of distribution, warehouse techniques and personnel management. I was assigned

various research projects and tasks to reinforce the training objectives that SUPERVALU and I developed together. The objectives can be broken down into the following categories: Administration, Business Consulting, Warehouse Operations, Transportation and Delivery, and Professional Development.

Administration

I observed SUPERVALU's techniques to account for items from initial forecasting through customer receipt. This involved identifying new items, forecasting requirements, managing inventory based upon demands, and accounting for sales through invoicing and processing Reports of Discrepancy. I was assigned various research projects to monitor customer satisfaction rates and profitability, product movement from the warehouses, cost-benefit analysis for customer proposals, and evaluation of promotional forecast results. The forecasting was the most important area because of its direct impact on long-term, unused inventory and the fill rates that the manufacturers such as Kraft and Nestle use to grade the performance of SUPERVALU.

SUPERVALU's department management team continuously balanced the customer fill rates (a direct reflection of on-hand inventory) with projected sales figures and the costs of storing additional inventory (including quality, warehouse space and personnel). I observed how a for-profit business makes difficult decisions based on competition, customer requirements, fuel costs and a limited budget to decide what to buy. SUPERVALU's approach is similar to the Quartermaster view of stock levels. Items without demands will take away space, increase transportation costs and become obsolete before required. If an item has a very low demand rate but an occasional need by the customer, the management team may find cross-docking the item to the customer or bringing in the item only when a customer orders it the most cost-effective approach. However, the item may be so important that it must be stocked even at exta cost. The appropriate mix is what the Quartermaster logistician and the SUPERVALU management team must determine every day.

Business Consulting

SUPERVALU's Northwest Region distributes to 92 different military outlets, including two of the Defense Commissary Agency's (DeCA's) top five commissaries for sales. SUPERVALU meets DeCA's requirements with a proactive system of business consultants. The consultants assist with sales promotions; monitor orders, deliveries and accounting procedures; and respond to potential discrepancies. I traveled with the Tacoma and Denver business consultants to the various stores serviced by SUPERVALU to see the retail operations firsthand. The customers benefited because they always had the same person to handle issues and discuss ideas. SUPERVALU benefited by maintaining a close working relationship with the customers and by handling issues before they escalated. This system is very similar to Army liaison officers used by support battalions to coordinate with maneuver units. By being a part of the planning and execution of the mission, the liaison officer can anticipate support requirements and include the capabilities of support in the plan. In SUPERVALU's case, support capabilities consisted of transportation, item availability and invoicing rather than fuel, water and convoy requirements.

Warehouse Operations

SUPERVALU operates a complex of seven warehouses with more than a million square feet of space to support distribution in the Tacoma area and also a state-of-the-art consolidated warehouse of similar size in Denver. My main focus was the grocery warehouse. The grocery warehouse traditionally handles the receipt and storage of dry grocery and dairy items as well as the consolidation and loading of all other product types for shipment to the customer stores.

With a mission of this magnitude, SUPERVALU's priority is maintaining accuracy in the storage locations to limit unnecessary product shortages and the resultant lost sales. Maintaining proper product rotation was also imperative to limit spoilage and prevent poor-quality products going to the customer. One of my training assignments in the warehouse was researching "mark-outs," or empty product slots, when SUPERVALU's

computer showed product balances on hand. The empty slots could be caused by incorrect computer inventory amounts, late receipts not properly posted, or products placed into the wrong reserve locations. Making sure that the product was put away properly not only made sure that it was on hand to be sold, but also ensured that the product was pulled in the correct date order sequence.

While visiting the Denver Distribution Center, I took part in a semiannual grocery inventory. A lot of preparation took place before the inventory to make sure customer schedules did not interfere with the process, to determine accurate reserve locations and to schedule manpower for this intensive exercise. In addition to determining accurate inventory levels actually on hand, the results of such an inventory also assist the management in focusing operational efforts. A large gain or loss in inventory may reflect that the warehouse is over- or under-shipping products to the customer or may locate a system error that is affecting on-hand inventory levels in the computer system.

While assigned to both warehouses, I worked with various supervisors to learn how they shift their employees to handle changes in workload, plan manning schedules based on historical data, and manage the day-to-day issues of employee illness, injuries and evaluations. I also evaluated the specific safety, ergonomic, maintenance and training practices for the various operators, ranging from the order selectors and lift operators to the truck loaders. I also observed how the supervisors reacted to unexpected events. Army warehouse operators have the mission of balancing the receipt, storage and issue of supplies with enemy activity and weather as constant variables. In the case of SUPERVALU, I observed the leadership adjust the workload, deliveries and procedures to compensate for computer glitches, power outages and a 6.4 magnitude earthquake in the middle of the prime working hours.

I also was enlightened on how the warehouse continually develops more efficient business practices to remain competitive in the marketplace. One practice is the development of a limited access warehouse. This program places items that are ordered frequently in a central location available to the customer every day. It places slow-moving items in a separate location that can only be ordered a select number of days. The goal of limited access is reduction of overall warehouse expenses. Limited access reduces the time that an order selector must move up and down the warehouse aisles past infrequently ordered items, reduces the distance that the equipment must travel, and effectively places the replenishment personnel in one area instead of spreading them throughout the warehouse.

Transportation and Delivery

SUPERVALU has a 24-hour transportation operation to keep the distribution mission moving. The company receives at night and handles up to 100 inbound trucks on any given night. Also, SUPERVALU uses a back-haul freight system where their organic truck fleet picks up receiving loads from smaller vendors in the area on return trips from customer deliveries. This system offers additional income to offset operational expenses and also limits the time that an empty trailer is on the road. The incoming loads were managed closely because late arrivals, weather and maintenance failures directly affect the warehouse's ability to put away receipts and prepare the outgoing loads the following morning.

The daily outbound customer load volume ranges from 50 to 75 loads set to a customer delivery timetable. To meet this schedule, the transportation section must build the appropriate truckloads by customer, coordinate the timely delivery of product loads from the other commodity warehouses, unload these products, and then consolidate the loads into individual customer truck runs. A typical electronic order is transmitted from a commissary to DeCA at 0400. The order then arrives in the SUPERVALU system around 0500. The order is broken down into loads, pallets and shipping labels by 0700. The load is picked, transported, consolidated, loaded and out the gate for the commissary around 1200. The key to the whole process is timing the arrivals and departures from the smaller warehouses to keep products in safe

temperature ranges, prevent the mixing of customer loads, maximize employee workload to limit overtime, and ensure consistent on-time delivery to the customers.

Every possible scenario affects the success of the transportation coordinators. Much like their military counterparts, SUPERVALU personnel must consider the possibility of maintenance failures, traffic conditions, weather on the routes, and weigh stations in the planning process for the load building, departure times and driver manning schedules.

Professional Development

I received professional development on distribution management and wholesale food operations from a couple of sources. The first source was developing my knowledge on information technology to reduce resource requirements. SUPERVALU's inventory, buying and employee functions are all operated in a mainframe computer system. By working various projects, I was able to learn how to transfer the mainframe text into relational databases to use to analyze items, product lines, movement and system errors. This process provided useable results in minutes rather than the hours or days that looking through paper printouts would have taken. Transferring the mainframe text also enabled us to send results electronically rather than through traditional mail. This saved both manpower and the costs associated with paper, postage and printing. I also assisted with the development of SUPERVALU's military web site. By design, this site was created for vendors and brokers to have access to product line information available any time of day as well as reduce the need to have employees on the phone searching for information. This frees up the employees to personally handle more difficult issues and improves their accuracy and productivity in their other daily duties.

Secondly, I received professional development by observing the leadership styles and seeing the results of these styles through my interactions with SUPERVALU's "chain of command," ranging from the immediate employees and their supervisors through SUPERVALU corporate officers. The biggest lesson I learned was how difficult decisions were researched, made and implemented. Balancing the human dimension of the workforce with customer satisfaction, competition and the bottom line of profit for the stockholder is a skill that everyone handles differently. Seeing it executed from an "outsider on the inside" perspective was an experience that I will definitely use in the future.

I strongly recommend TWI to Quartermasters for observing the distribution techniques implemented by the civilian sector, as well as for learning the special requirements that subsistence distribution demands. More importantly, TWI offers a look into wholesale procedures and requirements not available through the Army's traditional operational assignments and institutional instruction. The requirements of today's Army and the Army of the future will remain the same as the civilian sector's requirements: get the right items - to the right place – at the right time, using the most effective and efficient distribution system available within infrastructure and budgetary constraints.

CPT Jeffrey D. Witt is currently finishing his Training With Industry assignment at SUPERVALU Inc. in Tacoma, Washington, with a follow-on assignment to Fort Lewis, Washington. He has a bachelor of science degree in natural resource management from the University of Wisconsin-Stevens Point. His military education includes the Quartermaster Officer Basic Course, Airborne, Deployment Planners Course, Nuclear, Biological and Chemical Defense Course, Combined Logistics Officers Advanced Course, Combined Arms and Services Staff School, and the Petroleum Officers Course. Previous assignments include Technical Supply Platoon Leader and Ground Support Maintenance Platoon Leader, 514th Maintenance Company, Fort Drum, New York; Battalion S4 (Logistics Officer), 548th Corps Support Battalion, Fort Drum; Quartermaster Combat Developer, US Army Combined Arms Support Command, Fort Lee, Virginia; and Commander, Company M, 244th Quartermaster Battalion, Fort Lee.

Professional Development

As the Army transformation continues in the 21st Century, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some changes, developments and trends in the assignment and professional development areas. **For more information about Quartermaster Corps officer and noncommissioned officer (NCO) issues, access the PERSCOM web site at www.perscom.army.mil and the Office of the Quartermaster General web site at www.quartermaster.army.mil/oqmg/ (Officer Proponency, Warrant Officer Proponency and Enlisted Proponency). Quartermaster warrant officers can access their PERSCOM Quartermaster Warrant Officer Page at www.perscom.army.mil/OPWod/wod.htm.** 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 telephone number. Enlisted soldiers can get their pocket cards at their personnel servicing battalions. Access **www.us.army.mil** to set up a free E-mail account with Army Knowledge Online.

Learning From Mistakes

LTC Michael Chambers, Chief, Quartermaster Officer Personnel Management
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It has been a pleasure serving as your Quartermaster Branch chief this past year. Your next branch chief is LTC Scott Lang, who comes to PERSCOM from battalion command in Bamberg, Germany. With the current Quartermaster Branch team and LTC Lang's knowledge and experience, I am confident that you will continue to get the outstanding support that you deserve and expect. The following article sums up some lessons I have learned while at PERSCOM. Also, I will address some of the mistakes that I have seen officers make and describe how to learn from those mistakes.

Annual File Reviews

Do not put off annual file reviews. Do this every year and always start your review at least six months before your board.

First, request your microfiche. Then review your microfiche to ensure that you have all of your awards and skill badge and identification badge orders. Make sure that your evaluation reports are legible and in order.

Next, take your Officer Record Brief (ORB) and ensure that all of your duty titles are current, clear, concise and easy to understand. Ensure that your date for your PULHES (pulmonary, upper extremities, lower extremities, hearing, eyesight, psyche) medical examination is within the last five years. Ensure that the last Officer Evaluation Report (OER) date matches the last OER on your microfiche. Ensure that the date of your official photograph is the same date that is actually on your photograph. (If you need to update your photograph, this date can be changed later.) Also, check all other data to make sure that it is current and accurate.

Finally, have a current Department of the Army (DA) photograph taken. Bring someone with you to ensure that your uniform is "squared away." Make sure your uniform has the same identification badges, skill badges and medals that appear on your ORB and microfiche. Also, ensure that they are in the proper order with the proper number of oak leafs for each medal. Do not wear foreign awards.

Point of Contact Information

I cannot emphasize enough the importance of keeping your point of contact information updated with PERSCOM. This is the only way that we can contact Quartermaster officers to notify you of deficiencies in your packets, assignments, special programs and other great opportunities. Do not hide from your PERSCOM assignment officer. We can be one of your best assets. I recommend getting an Army Knowledge Online E-mail

account at www.us.army.mil and sending your E-mail address to your assignment officer. You can then forward the E-mail that comes into this account into any other E-mail account that you happen to use. By doing this, you will have one E-mail account that will stay with you for your entire career in the Army. Your friends, counterparts and PERSCOM personnel can send information to your Army Knowledge Online address, and you can receive this information from any account you forward it to.

Mistakes

Among the mistakes I have seen officers make: properly preparing their packets for promotion and selection boards, but failing to keep in contact with assignment officers and failing to keep their contact information current.

Commonly Asked Questions

LTC Lee Hansen, Lieutenant Colonel Assignments Officer
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After just over a year at PERSCOM, I wanted to write about some of your most commonly asked questions, as well as some upcoming events. This article's primary topics are OER Status, Checking Your Senior Rater Profile, Selection/Promotion Board Preparation, Promotion Reconsideration, Projected Board Dates, Summer 2002 Assignments, and Frocking.

OER Status

To determine if PERSCOM has received an OER (Did the OER arrive in time to be seen by a Headquarters, DA selection board or has it arrived for profile-sequencing purposes?), personnel officers should contact the OER Processing Branch at (703) 325-4191/4192/4202, (DSN prefix is 221) or E-mail to tapcmser@hoffman.army.mil. If you are contacting the OER Processing Branch by E-mail, please specify whether OER status is being determined for board cutoff or for profile-sequencing purposes because this determines the method of search.

PERSCOM's OER Processing Branch activated the Interactive Voice Response System (IVRS) for OERS. Officers and the personnel community have a 24-hour service that will provide the date of the last OER processed at PERSCOM and the date of the last photograph received by PERSCOM. The telephone number to access the IVRS is DSN 221-2OER (2637) or (703) 325-2OER (2637).

Checking Your Senior Rater Profile

If you are a senior rater and wish to discuss your profile or OER sequencing, you must contact the Evaluation Systems Office at (703) 325-9660, DSN 221-9660 or E-mail to tapcmse@hoffman.army.mil. Remember, senior rater profile information can only be provided to the holder of the profile and not third parties such as adjutants, aides or executive officers.

PERSCOM's Evaluation Systems Office sends an annual Senior Rater Profile (67-9-2) mailing to all senior raters of Army officers in January. To receive your copy, your mailing address on your ORB must remain updated.

The Evaluation Systems Office has a web page with recent trends, senior rater comments and also words to avoid. Go to www-perscom.army.mil/tagd/oers/srupdt3.htm to view this web site.

Selection/Promotion Board Preparation

Many people ask me how to prepare their file for the next board. Please follow this link (www-perscom.army.mil/opmd/board.htm) to find an excellent information paper on the necessary pre-combat checks to prepare your file for the next board.

Promotion Reconsideration

There is an appeals process for officers who believe that they were not favorably considered for promotion because of an error in the promotion packet. Examples of material errors are missing awards (Silver Star or higher), missing OERs, and an adverse document belonging to another officer on the microfiche.

Minor administrative errors are not a basis for reconsideration. Go to www.perscom.army.mil/select/inforec.htm to review an information paper on promotion reconsideration. To read an information paper that provides an overview of the centralized officer promotion selection system, go to the www.perscom.army.mil/select/centpro.htm web site.

Projected Board Dates

The following are the projected board dates with the greatest impact on Quartermasters:

Career Field Designation (CFD) (YG84, 85) ..... 18-28 Sep 01
LTC CSA CMD ..... 23 Oct-2 Nov 01
SMU ..... 4-7 Dec 01
Senior Service College (SSC) Army ..... 2-26 Apr 02
Joint Service Office (JSO) ..... 11-17 June 02
Colonel (COL) Promotion Board ..... 30 Jul-23 Aug 02 (Primary year group is YG81)

Go to www.perscom.army.mil/select/OffBdSched01.htm for a complete listing of FY01 board dates.
Go to www.perscom.army.mil/select/OffBdSched02.htm for a complete listing of FY02 board dates.

Summer 2002 Assignments

I have placed some assignments that I think will be opening in the Summer 2002 on PERSCOM's Quartermaster web pages. I will add and subtract from this list as I learn which future assignments will be available. Except for short tours, I will not be making any Summer 2002 assignments until November-December 2001. I first need the results of the COL promotion list, SSC alternate list, and the 2003 battalion command list. The officers on these lists set the assignment tempo for the Summer 2002 rotation. I normally will not know the impact of these lists until November-December.

I can start working on short-tour sequential assignments nearly two years in advance. People ask me all the time: "When will you post the real GOOD assignments on the web site?" The "real GOOD" assignments tend to go to officers as sequential assignments returning from a short tour. The joint assignments will be first offered to officers coming out of battalion command who are not joint-qualified.

Frocking

Frocking is a Promotion Branch action and not a Quartermaster Branch action. Mrs. Betty Callish, frocking point of contact (POC), suggests you go to www.perscom.army.mil/select/i-frock.htm for priorities and procedures to request a frocking action. This web site is a solid source of information and a great place to start. Also, you can telephone Mrs. Callish at DSN 221-3955 or (703) 325-3955 with further questions.

The following are electronic and telephonic resources for other types of personnel questions:
PERSCOM Online ..... www.perscom.army.mil
Promotion Hotline ..... DSN 221-9340 or (703) 325-9340
Retirements/Separations ..... (703) 325-4735
"Has my OER been received/processed?" ..... (703) 325-2637

Summertime Changes

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As the summertime turbulence of permanent change of station (PCS) moves and job changes ends, it is important to begin preparing for the new fiscal year. Almost 200 Quartermaster majors changed duty stations this summer and another 150 changed duty positions as well. So, I will address a few important topics for majors to consider when moving or changing jobs. Also, since my arrival, I have received many inquires about selective continuation (SELCON), promotion reconsideration and the upcoming Command and General Staff College Board.

ORB and Microfiche Updates. Now is the time to ensure that your records are up-to-date. While birth month reviews are good, they may not be in line with date eligible to return from overseas (DEROS) and PCS availability dates. At a minimum, officers should update their home address, work phone number, home phone number and E-mail address. Army Knowledge Online provides an opportunity to have a permanent E-mail address that travels with you and can be accessed from anywhere with access to the World Wide Web. Also, for officers who change duty stations or duty positions, please ensure that your local personnel administration center departs/arrives you to your new position. For awards, diplomas and other hard copies of data to go on your microfiche, send this information to Ms. Virgil or myself at US Total Army Personnel Command, ATTN: TAPC-OPG-Q (Major Assignments), 200 Stovall Street, Alexandria, VA 22332-0416. FAX to me directly at DSN 221-8025 or (703) 325-8025.

OER Status. To determine if PERSCOM received an OER, personnel officers should contact the OER Processing Branch at (703) 325-4191/4192/4202 or DSN 221-4191/4192/4202 or E-mail to tapcmser@hoffman.army.mil. If contacting the OER Processing Branch by E-mail, please specify whether OER status is being determined for board cutoff or for profile sequencing purposes because this determines PERSCOM's method of search. The OER Processing Branch has activated the Interactive Voice Response System (IVRS) for OERs. This 24-hour IVRS service provides the date of the last OER processed at PERSCOM and the date of the last photograph received by PERSCOM. Access the IVRS at DSN 221-2OER (2637) or (703) 325-2OER (2637).

Selective Continuation. Selective continuation notices are currently being sent out to officers approved for selective continuation. Majors can now serve up to 24 years before mandatory retirement. Contact the Quartermaster Branch or see the PERSCOM web page for more information at www.perscom.army.mil/tagd/retire/infoselconmaj01.htm.

Promotion Reconsideration. There is an established appeal process for officers who believe that they were not favorably considered for promotion because of an error in the promotion packet. Examples of material errors are missing awards (Silver Star or higher), missing OERs, and an adverse document belonging to another officer on the microfiche.

Minor administrative errors are not a basis for reconsideration. Go to www.perscom.army.mil/select/inforec.htm to review an information paper on promotion reconsideration. Go to www.perscom.army.mil/select/centpro.htm to read an information paper with an overview of the centralized officer promotion selection system. Please contact your Quartermaster branch if you have any more questions.

2001 Command and General Staff College Board. Year Group 91 and 90 officers will get their first and second looks, respectively, for Command and General Staff College (CGSC). This year's board is scheduled to meet 21 August to 21 September. Now that the Army takes only two looks at candidates, it is imperative for officers who are not selected to begin and complete the Command and General Staff Correspondence course before consideration for promotion to lieutenant colonel.

Promotion Boards and Frequently Asked Questions

CPT Dina M. Nehring, Branch-Qualified Captain Assignments Officer
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As the new Branch-Qualified Captain Assignments Officer for Quartermasters, I come to you from the Lieutenant/Non-Branch Qualified Captain Assignment Desk. I now have one year of PERSCOM experience under my belt and look forward to serving you during the next year. Please feel free to contact me at any time regarding future assignments, schooling, career timeline or any other questions you may have. In the following article I will discuss promotion board information and several frequently asked questions during my time at PERSCOM.

Year Group 1992 Officers. It is time to prepare for your primary zone promotion board to major. To best prepare for the board, you must begin NOW! There are three items that the board reviews in the promotion process. It is my job to ensure that you are notified if there are any errors in your file. It is your job to correct the errors.

Microfiche. The board members will not review paper copies of your Academic Evaluation Reports (AERs), Officer Evaluation Reports (OERs) and awards. These documents should all be placed on your microfiche in chronological order. Order your microfiche early and review it for accuracy. Send additions and deletions directly to the Officer Records Branch microfiche section. FAX to DSN 221-5204 or (703) 325-5204. Please recheck your microfiche to ensure all documents have been added.

Officer Record Brief (ORB). Update you ORB. Carefully review your assignment history, military and civilian education, and last OER and photograph date. Have your personnel servicing battalion (PSB) print a copy of your BOARD ORB. Sign and date the correct ORB at the bottom of the page in black ink. You must mail the ORB with the original signature to US TOTAL ARMY PERSCOM, TAPC-OPG-Q (Frances Morris), 200 Stovall Street, Alexandria, VA 22332-0416. FAXes and photocopies of the ORB WILL NOT be placed in your promotion file. Original signatures are a must.

DA Photograph. Take a friend with you to inspect your uniform and appearance. Common mistakes include wearing awards in the wrong order and wearing airborne and air assault wing backings. Do not wait until the last minute to submit your official photograph. Mail photographs to US TOTAL ARMY PERSCOM, TAPC-OPG-Q (Frances Morris), 200 Stovall Street, Alexandria, VA 22332-0416.

Frequently Asked Questions

If I volunteer for a tour in Korea, am I guaranteed my top choice of assignments upon return to the states? Each officer should determine the top three preferences and annotate them on a DA Form 4187 (Personnel Action). Your Quartermaster assignment officer will work with PERSCOM's Distribution Division to assign officers to one of their top three choices or find a suitable alternative. Approximately 90 per cent of branch-qualified captains serve in Recruiting Command, the Reserve Officers' Training Corps (ROTC), and Active Component/Reserve Component (AC/RC) duty. The sooner I know your preferences, the more likely I can meet your needs.

How can I add, change and delete items on my ORB? Bring items to be added or changed to your local personnel servicing battalion.

When should I contact branch to determine my assignment following company command? Notify me via phone, FAX or E-mail as soon as you take command so I can begin projecting your availability date. Once you receive your first command OER, please contact me again so we can begin to lock down your availability date and begin determining your preferences along with the needs of the Army.

How can I determine which duty locations are currently available? Go to PERSCOM's web page at www.perscom.army.mil and follow the links to Quartermaster Branch and Open Assignments. Assignments are typically known six to eight months before the required reporting period. For example, in the autumn we will be working with officers who are planning to PCS the following summer. Please review the web page frequently to determine if any of the available assignments fit within your timeline and appeal to you.

Properly Manage Your Officer Record Brief (ORB)

CPT Michael E. Sloane, Lieutenant/Non-Branch Qualified Captain Assignments Officer
sloanem@hoffman.army.mil

Attention all company-grade Quartermaster officers: I would like to share this extremely valuable information that allows you to serve as your own best administrative file manager. The ORB is a one-page Army form designed to summarize an officer's (your) qualifications and career history. The ORB is a snapshot of data stored on the Total Army Personnel Data Base/Active Officer (TAPDB/AO) at PERSCOM in Alexandria, VA. Each ORB reflects essential personnel data: both civilian and military education, promotion history, career and professional specialties, awards and decorations and up to 19 previous assignments.

The Annual Audit ORB was discontinued in August 1997. The availability of automation software at all installations provides field units the ability to produce the "birth month ORB" on demand. This capability makes production and mailing of the Audit ORB by PERSCOM obsolete. Officers should develop their own techniques and timelines in reviewing and updating their ORBs. I recommend reviewing and updating every year during your birth month.

Several regulations and offices provide guidance on how to properly manage your ORB: AR 640-2-1 (Personnel Qualification Records), DA Pamphlet 640-1 (Officers' Guide to the Officer Record Brief), and the personnel servicing company/center (PSC) at your installation

To make updates to your ORB, schedule a time to visit your PSC. This update can take anywhere from 10 to 20 minutes, depending on how current your data is reflected on your ORB. The PSCs can update records for the officers assigned or attached to one of the units they serve. Also, the PSCs can provide an invaluable service to you if you provide them with the correct information with supporting documents, such as orders for awards. Your PSC can update your awards, assignment history, combat training center information, military education data, civilian education data, additional skills, personal/family data, basic active service date, deployment information, and your arrival/departure dates. Be sure that your assignment officer has your current E-mail address. Then, on your ORB, you will find your E-mail address in the top left corner (above the Brief Date).

Often, battalion commanders will schedule an officer professional development period that teaches officers how to manage their files and ORBs. Be certain to attend these valuable sessions. For all security information updates, officers must contact the Central Clearing Facility at Fort Meade, MD.

PERSCOM's Quartermaster Branch Web Page and the Automation Bandwagon

CPT Kevin Gilson, Future Readiness Officer and Quartermaster Branch Webmaster
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After a few weeks on the job as the Future Readiness Officer for the Quartermaster Branch at PERSCOM, I have learned some things that I thought I should pass on to the Quartermaster Corps. This article will focus on on the importance of the Quartermaster Branch web page for office, E-mail and automation.

Web Pages. The Quartermaster Branch has a web page on the PERSCOM site. Access www.perscom.army.mil, link to Officer Management and then to Quartermasters under the Career Branch Homepages. This page is a great source of information for boards, open assignments, schools, various programs

and information on how to contact your key Quartermaster personnel at PERSCOM. Also, it provides all Quartermaster officers with information coming straight from the Assignment Officers and the Quartermaster Branch Chief. As the Future Readiness Officer, one of my additional duties is the Quartermaster Branch Webmaster. I keep this information updated on a weekly basis. I encourage anyone who has any ideas on ways to improve this site to get in contact with me. I want this site to contain all of the information required to keep Quartermaster officers informed about what is going on in their field and the opportunities that exist for them in the Quartermaster Corps.

Electronic-mail. E-mail has quickly become a fact of life in the military. As a mater of fact, your E-mail address is now placed on the upper left portion of your ORB. If you still have one of your "crazy" college E-mail addresses, you may want to consider changing your address before the next board or signing up for an Army Knowledge Online E-mail address at no cost. With Army Knowledge Online E-mail, you can stay in contact with your military counterparts throughout your career. Also, you can have the E-mail that you receive at this address automatically forwarded to any E-mail accounts that you choose. This will allow all of your counterparts and Quartermaster Branch to stay in contact with you and keep you informed of critical events throughout your career in the Army. It only takes a minute to sign up for your Army Knowledge Online E-mail address, and you will have a career of benefits from it. Once you have this address, contact your assignment officer or myself so that we can update your personal contact information and your ORB. Keeping your POC information updated with Quartermaster Branch will ensure that PERSCOM keeps you informed.

The Army Knowledge Online site at www.us.army.mil provides you with a personalized home page that you can customize to keep informed on nearly anything that is going on in the military and the world. On this site, you can look up military personnel that you wish to contact, search Army installations, conduct research and much more. You can get your military E-mail account on this site and set up an address book with everyone with whom you wish to stay in contact.

The Army has jumped onto the automation bandwagon. Do not get left behind the times. Make sure you regularly check PERSCOM's Quartermaster Branch web page for officers at www.perscom.army.mil/OPqm.htm, have an Army Knowledge Online E-mail account at www.us.army.mil and establish your Army Knowledge Online personal home page.

Education and the Warrant Officer

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To maintain this vibrant and effective Army, one capable of transforming the Legacy Force into the Objective Force, the Army must develop and produce intelligent leaders. According to the Chief of Staff of the Army, General Eric K. Shinseki, "the development of bold, innovative leaders of character and competence is fundamental to the long-term health of the Army."

In fact, the leadership and educational development of commissioned and noncommissioned officers (NCOs) has been ongoing for decades, as visible from the Army War College and Command and General Staff College for commissioned officers to the Sergeants Major Academy for NCOs. Yet, somehow the Army's warrant officers have been overlooked for formal leadership development and furthering their education. Perhaps this is because most warrant officers who were experts in technical services worked in very narrow career paths in days past and were considered purely technicians. Today's warrant officers are used throughout the Army in a variety of high-level and demanding positions that require an increased need for civilian education.

The concept of integrating warrant officers into the leadership development arena sprang from the 1987 Leaders Development Study. The study pointed out a need to further develop the skills, knowledge and behaviors

(SKBs) of Army warrant officers. During this study, the Warrant Officer Leader Development Action Plan (WOLDAP) was created. The WOLDAP belongs to the Center for Army Leadership (CAL) at Fort Leavenworth, KS. The CAL develops, executes and evaluates current and future leadership initiatives across the Army.

Two key provisions of WOLDAP were the creation of a comprehensive Warrant Officer Education System (WOES) and the establishment of civilian educational goals for warrant officers. The comprehensive WOES includes the Warrant Officer Basic, Advanced, Staff and Senior Staff Courses. The WOES supports the "select, train and utilize" management of the warrant officer concept and requires warrant officers selected for promotion to attend a recertification course within the same fiscal year of selection. Those selected to CW3 must attend the Advanced Course, to CW4 – the Staff Course, and to CW5 – the Senior Staff Course.

The WOLDAP's second provision was the establishment of civilian education goals. While these are not mandatory requirements, sufficient data indicates that warrant officers who continue civilian education perform better on the job. Also, such warrant officers are much more competitive for promotions, key assignments and additional military training outside of the WOES, such as Army Management Staff College and courses at the Army Logistics Management College.

The following are the civilian education goals for Army warrant officers in DA Pamphlet 600-11 (Warrant Officer Professional Development) dated 30 Dec 96:

W1/CW2	Achieve an associate's degree before eligibility for selection to CW3. At about the 5th year of service, warrant officers must enroll in the Staff Action Officer Course by correspondence, which is a prerequisite for attending the Warrant Officer Advanced Course upon selection to CW3.
CW3/CW4	Achieve a bachelor's degree in an area related to the warrant officer's military occupational specialty (MOS) before eligibility for CW4.
CW5	Continue civilian education to pursue postgraduate studies.

At present, Quartermaster warrant officers are doing exceptionally well in achieving the goals in DA Pamphlet 600-11. The following percentages about degrees from civilian universities and colleges are based upon the whole population of Quartermaster warrant officers: master's degree = 6 percent, bachelor's degree = 26 percent, associate's degree = 39 percent, and less than 60 hours of college studies = 12 percent.

Reaching the Goal

Warrant officers have several ways to achieve their civilian educational goals in the Army. Among these are the Army's fully funded program, the fellowship/scholarship program and the partially funded program. Participants in these programs incur an Active Duty Service Obligation (ADSO).

The fully funded program allows warrant officers to pursue degrees from the bachelor's to the master's degree to meet validated Army Education Requirement (AER) requirements. The length of training will vary with the curriculum, but will not normally exceed 18 months of continuous full-time study. Degrees pursued under this program must be in fields of functional value to the Army. The academic field should be closely aligned with the warrant officer's MOS. Table 5-2 of DA Pamphlet 600-11 is a guide to the functional relationships between MOS and academic field.

The fellowship/scholarship program is very selective and normally linked to an AER for a particular military position. The partially funded program allows warrant officers to attend colleges of their choice in a permissive

temporary duty (TDY) status. Participants in this program must be able to finish the requirements for a degree within 20 weeks or less. PERSCOM's commanding general approves these requests.

The Degree Completion Program allows a warrant officer to attend a college of choice for up to 12 months as a full-time student. The warrant officer may or may not make a permanent change of station (PCS), depending upon his current duty station and the college's location. Applicants must agree in writing to serve on active duty three times the length of their schooling, computed in days, and submit the written agreement at time of application to PERSCOM. Those who want to participate in the Degree Completion Program may submit a request to the Warrant Officer Division at PERSCOM. Only warrant officers with the most competitive files will be selected for the Degree Completion Program. Also, soldiers nearing completion of a degree may apply for less than the full 12 months as long as they can complete their degrees within the requested time. Check PERSCOM's web site for warrant officers at www.perscom.army.mil/OPWod/wod.htm for further details.

Perhaps one of the most popular and easiest methods for pursuing advanced education is the Tuition Assistance (TA) program. TA pays for a portion of the student's tuition costs (less books and administrative costs) in return for an ADSO. There is no PCS or permissive TDY with this method. The request is handled locally between the warrant officer's commander and the local education services officer. The warrant officer incurs an ADSO of two years at the completion of course requirements and incurs a new ADSO at the completion of subsequent courses.

In addition to these methods, warrant officers can further their education by either correspondence or university courses on the Internet. Literally hundreds of college programs are offered these days, but a soldier must be cautious when selecting the institution from which to earn college credits or a degree. Not all universities and colleges are accredited, and this may prevent a transcript from being accepted and the degree being posted to the Officer Record Brief (ORB). Therefore, before selecting and paying for college courses, check with the education officer at your post, camp or station or, better yet, check the American Council on Education requirements yourself.

It may be an Army goal for warrant officers to achieve certain levels of education, but you should consider making it a personal goal if you have not already. We continually educate ourselves - even as you are reading this article in the *Quartermaster Professional Bulletin*, you are educating yourself! Undergraduate studies can be richly rewarding. College studies demand your attention, expand your mind to new ideas and allow you to meet lifelong friends and acquaintances. Your pursuit of a degree should not be an end in itself. What you learn should used on the job. Whether the speaking skills from your speech class, the writing skills from English 101 or analysis skills from a calculus course, use what you learn! In the end you will have fulfilled an Army need for an intelligent warrant officer, and you have paved a solid path to a successful transition to that next career.

Balancing Soldier Wants With Army Needs

MAJ David V. Gillum, Deputy Branch Chief, Enlisted Personnel Management
gillumd@hoffman.army.mil, DSN 221-9791

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

In addition to the telephone, our online Quartermaster enlisted personnel newsletter is a good source of information. We recently established a direct link to PERSCOM Online for your convenience. Also, note that you now can send E-mail directly to your specific assignment manager and professional development NCO. Go

from PERSCOM Online at www.perscom.army.mil, to Enlisted Management, to Career Branch Newsletters on EMPD Online, to Quartermaster, and then to Phone Directory. Click on their hyperlinked names. E-mail is a great alternative to the telephone. Please make sure you include your name, social security number, telephone number and E-mail address in the body of your message in case we need to contact you.

Communication is important, particularly as it relates to your next assignment. All assignment managers want to fully consider your preferences. We make assignments six to nine months into the future. About a year from your normal PCS, you should begin to communicate with us. Get your preferences in early.

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

Manning the Force – Current Assignment Priorities

Quartermaster Branch continues assignment priorities for all Quartermaster soldiers in the Army's 10 active duty divisions and two Armored Cavalry Regiments (ACRs). What this means for the vast majority of Quartermaster soldiers in the field is a divisional assignment. The Army Chief of Staff has directed 100 per cent fill, by military occupational specialty (MOS) and grade, of all divisions and ACRs. Assignment priorities have changed to achieve that goal.

As a result, the following list shows the current PERSCOM assignment priorities in the continental US (CONUS) for 92A (Automated Logistical Specialist), 92Y (Unit Supply Specialist), 92G (Food Service Specialist), 77F (Petroleum Supply Specialist) and 77W (Water Treatment Specialist):

3d Brigade (Bde), 1st Armored (AR) Division at Fort Riley, KS
1st Cavalry (CAV) Division at Fort Hood, TX
1st Bde, 1st Infantry (IN) Division at Fort Riley, KS
3d IN Division at Fort Stewart, GA, and Fort Benning, GA
4th IN Division at Fort Hood, TX, and Fort Carson, CO
10th Mountain Division at Fort Drum, NY
82d Airborne (ABN) Division at Fort Bragg, NC
101st ABN (Air Assault) Division at Fort Campbell, KY
2d Armored Cavalry Regiment (ACR) at Fort Polk, LA
3d ACR at Fort Carson, CO
Initial Brigade Combat Team (IBCT) at Fort Lewis, WA

The following are the Quartermaster assignment priorities for outside the continental US (OCONUS):

1st AR Division in Germany
1st IN Division in Germany
2d IN Division in Korea
25th IN Division in Hawaii
172d Separate Infantry Brigade (SIB) in Alaska

The priorities for the 92R (Parachute Rigger) MOS are the 82d ABN Division (CONUS) and Korea (OCONUS). The 43M (Fabric Repair Specialist), 57E (Laundry and Shower Specialist), 77L (Petroleum Laboratory Specialist) and 92M (Mortuary Affairs Specialist) are primarily nondivisional MOSs, and

assignments for these MOSs will continue on the basis of the Army's worldwide needs. The assignment priority for Quartermaster soldiers who hold skill qualification identifier (SQI) "P" remains the 82d ABN Division at Fort Bragg.

Drill Sergeant Duty

Are you ready to take on the challenge of turning recruits into soldiers? Consider volunteering for drill sergeant duty. Soldiers who want to distinguish themselves from their peers can do so by serving as a drill sergeant. Promotion selection boards consider drill sergeant duty an indicator of initiative and motivation.

Selection is extremely competitive, however. Soldiers who have served in a variety of table of organization and equipment (TOE) and table of distribution and allowances (TDA) assignments and have shown versatility throughout their careers are normally accepted, provided they meet the prerequisites listed in Chapter 8 of AR 614-200 (Enlisted Assignments and Utilization Management). Candidates are closely screened with a comprehensive file check. Take the time to familiarize yourself with following prerequisites if you are interested:

- High school diploma or General Equivalency Diploma (GED)
- SSG or SFC Rank
- Minimum PULHES physical examination of 111221
- Minimum General Technical (GT) score of 100 (no waivers)
- Graduation from a Basic Noncommissioned Officer Course (BNCOC)
- Minimum of four years continuous active service, at least 24 months at present duty station
- Cannot be married to another soldier currently on drill status, unless volunteering
- No documented speech impediment
- No record of Article 15 or disciplinary action during the last three years
- Meet requirements of Army Regulation 600-9 (Army Physical Fitness and Weight Control Program)
- If overseas, within 10 months from Date of Estimated Return from Overseas (DEROS)
- Cannot be presently serving on a special duty assignment

The Quartermaster Branch actively seeks qualified NCOs interested in becoming drill sergeants. Contact your branch manager or the Drill Sergeant Team at DSN 221-7667 or (703) 325-7667.

Recruiting for the Army

Do you seek out the most challenging responsibilities? Do you enjoy making a difference? Do you make an impact on your current organization? Do you love your profession?

If the answer is "yes" to any or all of these questions, then perhaps you are ready for the tremendous challenge of being an Army recruiter. The duties and responsibilities of an Army recruiter are enormous, but they can be done, and done well. This position will provide you with an opportunity on a daily basis to help shape the future of the Army. Quartermaster NCOs serving as detailed recruiters help bring the best of new soldiers into our Quartermaster ranks.

The history of promotion potential for detailed recruiters is excellent. The centralized promotion boards are briefed that recruiting duty is one of the tough jobs in the Army. Recruiter candidates must pass through one of the most difficult screening processes currently used in the personnel management arena.

If you want to be a recruiter, start by contacting your PDNCO or the PERSCOM Recruiting Branch at DSN 221-5818/5819 or 703-325-5818.

Permanent Change of Station

SGM Stuart M. Tyson, Enlisted Personnel Branch Sergeant Major

One of the most challenging aspects of a military career is the turbulence associated with constant permanent change of station (PCS) moves. Some soldiers look forward to the opportunities for change and excitement provided by a PCS move, but for most it is a time of uncertainty, especially for those with families. Soldiers can do many things to counter this uncertainty. Most important, however, is to stay actively involved in and educated in your assignment process to prevent yourself from being caught off guard.

The first key piece of information: PERSCOM has some basic eligibility criteria for making assignments. The minimum eligibility for a CONUS to CONUS reassignment is 48 months time on station (TOS). The minimum eligibility for a CONUS to OCONUS reassignment is 24 months TOS. Overseas tour lengths vary. However, as general guideline, you will be placed on assignment instructions with a report month of two months after your current date eligible for return from overseas (DEROS) in order to allow for leave and more training. Sometimes, however, readiness issues dictate assignments for soldiers who have less than the basic TOS requirements. There are a myriad of reasons for these "exceptional" moves, but most are due to low operating strengths in our Quartermaster MOSs. Also, current worldwide deployments and the resulting stabilization restrictions cause PERSCOM to have a small percentage of "reassignable soldiers" at any given time.

The second critical piece of information: the readiness of our Army will continue to be the first and foremost consideration in the assignment process. At times, the needs of the Army overrule personal needs. Also, many soldiers comment that a computer made their assignments. While a computer program assists our assignment managers, they do handle each assignment individually. The computer program we use here at PERSCOM assists the assignment managers by "nominating" soldiers for assignments based on several criteria, the most heavily weighted is a soldier's TOS. After the nomination, the assignment manager begins the personal work to determine the most eligible soldier for the assignment. Some additional factors considered are enrollment in the Married Army Couples Program (MACP), the Exceptional Family Member Program (EFMP), promotion status, retention control points, special skills (specifically Additional Skill Identifiers and Special Qualification Identifiers), and worldwide MOS operating strengths and deployments - to name just a few. Each assignment is unique, and our computer systems can only do so much. Therefore, it is important that each soldier make individual desires known to the assignment manager.

Use PERSCOM Online at www.perscom.army.mil to find out who your assignment manager is and begin communicating when you are six to nine months from your normal PCS timeframe. Keep in mind, however, that our 20 current assignment managers handle the careers of more than 51,000 Quartermaster and Chemical soldiers worldwide and make more than 1,500 assignments each month - consistently the highest in PERSCOM's Enlisted Personnel Management Division. The telephone lines are frequently busy, so try E- mailing your message. Make sure to include your name, MOS, social security number and telephone number. To identify your manager's E-mail address, simply access the Quartermaster branch directory in PERSCOM Online, click on your manager's name and you will be able to submit your message online.

Knowledge of the assignments process and persistence in making your desires known will pay off in the long run. Arm yourself with as much knowledge as possible by staying abreast of developments in your career field. PERSCOM web sites, the Quartermaster Home Page at www.quartermaster.army.mil, as well as the general information in PERSCOM Online at www.perscom.army.mil are great sources of information.

QUARTERMASTER UPDATE

2001 Supply Excellence Award Winners

Evaluators traveled to observe 99 Army units firsthand in 32 of the 50 United States and in Korea, Japan, Germany, Italy and Puerto Rico before naming the 24 winners and 23 runners-up in the 2001 Supply Excellence Award (SEA) competition. LTG Charles S. Mahan Jr., the Deputy Chief of Staff for Logistics (DSCLOG), recognized the winning Total Army units for the Chief of Staff, Army at the SEA competition's 16th annual awards ceremony, 7 Sept 01, in Arlington, VA. The Army and the National Defense Industrial Association sponsor the worldwide evaluations.

The annual competition's purpose is to enhance the logistical readiness and supply effectiveness of Army organizations. The SEA program provides a positive incentive for extraordinary supply and support operations. Strict adherence to logistics management and the Army's Command Supply Discipline Program (CSDP) are the stepping-stones to compete for the SEAs. Competition begins with major commands (MACOMs) nominating units based on winning performance in the CSDP. Evaluators from the US Army Quartermaster Center and School augmented by Army National Guard and US Army Reserve soldiers travel to conduct on-site evaluations of units nominated by their MACOMs. Units that want to participate in the next SEA competition should contact their MACOM representatives. Also, units can telephone the SEA Team at Fort Lee, VA, at (804) 734-3210/3163/3726/3312 or access the SEA web site at www.quartermaster.army.mil/ltd/supexcel.html.

CATEGORY	COMP	STANDING	UNIT
MTOE Co with property book	Active	Winner	HHB, 18th Field Artillery Bde, Fort Bragg, NC
		Runner-Up	HHD, 115th Military Intelligence (MI) Group, Schofield Barracks, HI
MTOE Co without property book	Active	Winner	B Co, 15th MI Bn (AE), Fort Hood, TX
		Runner-Up	HSC, 533d MI Bn, 66th MI Group, Darmstadt, Germany
MTOE Bn with property book	Active	Winner	205th MI Bn, Fort Shafter, HI
		Runner-Up	25th Trans Bn, 19th Theater Support Command, Yongson, Korea
MTOE Bn without property book	Active	Winner	725th Main Support Bn (MSB), 25th Infantry Division (Light), Schofield Barracks, HI
TDA Lower (Small)	Active	Winner	Aviation Technical Test Center, Fort Rucker, AL
		Runner-Up	279th Base Support Bn, 98th ASG, Bamberg, Germany
TDA Upper (Large)	Active	Winner	527th MI Bn, Camp Humphreys, Korea
		Runner-Up	A Btry, 1st Bn, 30th Field Artillery Rgmt (FSCAOD), Fort Sill, OK
SSA Small	Active	Winner	Supply Point #60, 20th ASG, Camp Carroll, Korea
		Runner-Up	B Co, 626th FSB, 101st Abn Div (AASLT), Fort Campbell, KY
SSA Medium	Active	Winner	98th Maintenance Co, Fort Richardson, AK
		Runner-Up	24th Quartermaster Supply Co (DS), Fort Lewis, WA

CATEGORY	COMP	STANDING	UNIT
SSA Large	Active	Winner	D Co, 701st MSB, 1st Infantry Division, Kitzingen, Germany
		Runner-Up	A Co, 704th Division Support Bn, Fort Hood, TX
MTOE Co with property book	USAR	Winner	179th Transportation Co, Belton, MO
		Runner-Up	HHD, 361st Quartermaster Bn (WS), Montgomery, AL
MTOE Co without property book	USAR	Winner	HHC, 489th Engineer Bn (C) (M), North Little Rock, AR
		Runner-Up	317th Support Center (RAOC), Wiesbaden, Germany
MTOE Bn with property book	USAR	Winner	325th Field Hospital, Independence, MO
		Runner-Up	94th General Hospital, Seagoville, TX
MTOE Bn without property book	USAR	Winner	243d Quartermaster Bn, Parsons, KS
		Runner-Up	448th Civil Affairs Bn, Fort Lewis, WA
TDA Lower (Small)	USAR	Winner	SETAF Augmentation Unit, Vincenza, Italy
		Runner-Up	1395th Transportation Terminal Bde, Seattle, WA
TDA Upper (Large)	USAR	Winner	Area Maintenance Support Activity 157 (G), Springfield, MO
		Runner-Up	7th Army Reserve Command, Schwetzingen, Germany
SSA Small	USAR	Winner	854th Quartermaster Co (DS), Logan, UT
		Runner-Up	Detachment 1, 1011th Quartermaster Company, Pittsburg, KS
MTOE Co with property book	ARNG	Winner	1157th Transportation Co, Oshkosh, WI
		Runner-Up	3631st Maintenance Co (GS), Santa Fe, NM
MTOE Co without property book	ARNG	Winner	HHC, 1st Bn, 150th Aviation, West Trenton, NJ
		Runner-Up	1436th Engineer Co (CSE), Montague, MI
MTOE Bn with property book	ARNG	Winner	1/221st Cavalry Squadron, Las Vegas, NV
		Runner-Up	HQ, 2d Bn, 147th Aviation, St. Paul, MN
MTOE Bn without property book	ARNG	Winner	HQ, 2d Bn, 127th Infantry, Appleton, WI
		Runner-Up	150th Engineer Bn (CBT), Meridian, MS
TDA Lower (Small)	ARNG	Winner	HQ, 90th Troop Command, Oklahoma City, OK
		Runner-Up	Det 2, STARC Camp McCain Training Center, Elliott, MS
SSA Small	ARNG	Winner	B Co, 193d Aviation (AVIM), Wheeler Army Airfield, HI
		Runner-Up	B Co, 192d Support Bn, Salinas, PR
SSA Medium	ARNG	Winner	USPFO Nebraska Supply Center, Lincoln, NE
		Runner-Up	USPFO Wisconsin (Camp Williams), Camp Douglas, WI
SSA Large	ARNG	Winner	USPFO Louisiana, Pineville, LA
		Runner-Up	DOL Warehouse, Class IX DSU, Camp Ripley, Little Falls, MN

Two Field Services MOSs Consolidated Into 92S (Laundry and Textile Specialist)

The consolidation of the 43M (Fabric Repair Specialist) and the 57E (Laundry and Shower Specialist) military occupational specialties (MOSs) into the single MOS of 92S (Laundry and Textile Specialist) will take effect 1 Oct 01. All soldiers currently holding the 43M or 57E MOS will be awarded a 92SY2 MOS. The "Y2" is an additional skill identifier (ASI) showing the soldier as NOT qualified in the new 92S MOS. The "Y2" will be withdrawn upon successful completion of 92S training and testing.

Quartermasters currently holding both 43M and 57E MOSs will automatically qualify for the 92S MOS.

The US Army Quartermaster Center and School (USAQMC&S) has sent out explanatory letters to the commanders of all active duty field service companies (FSCs). These letters explain the process of training and testing their personnel. Field service companies will train from a 92S10 critical task list, also mailed to the units. When training is completed, the USAQMC&S will deploy a mobile training team (MTT) to each FSC to test personnel. When testing is completed, soldiers will get certificates of training for the 92S MOS. This certificate of training will qualify them to get the "Y2" ASI withdrawn from their MOS designation. The letter mailed to the FSC commanders, the 92S10 critical task list and study guides for each task are also available on the Airborne and Field Services Department's web site at www.quartermaster.army.mil/adfsd.

The bigger challenges are the training and testing of personnel assigned to an FSC. In most cases, these soldiers will not have equipment to train all 92S critical tasks. These Quartermasters should coordinate with an FSC, if one is available, to train and test personnel. Another option is for their units to send them on temporary duty (TDY) to the USAQMC&S for training and testing. Each soldier's unit will pay all TDY costs. The USAQMC&S has a one-week program to certify 92S personnel, with 38 training sessions currently scheduled in FY02.

These training sessions are NOT listed in the Army Training Requirements and Resources System (ATRRS). Units should telephone SFC Lonnie Taylor at DSN 687-5890 or (804) 734-5890 or E-email him at taylorl2@lee.army.mil for training dates and availability of slots.

The USAQMC&S is trying to make this transition as smooth as possible. For more assistance, telephone Don Lynn at DSN 687-4185 or (804) 734-4185 or E-mail him at lynnd@lee.army.mil.

Unitized Group Ration-A Update

New menus for the Unitized Group Ration (UGR-A) are available for ordering. Based on requests from food operations personnel, plastic gloves will be added to each UGR-A module. The new items followed a meeting of the UGR-A Integrated Process Action Team (IPT) at the Defense Supply Center Philadelphia, PA, last July. The UGR-A IPT meets several times a year to continue improvements with current assemblers of the Army ration.

Individual servings of canned fruit, puddings, juices, oatmeal and grits will be part of the UGR-A Field Test 2001. The UGR-A IPT approved forecasting procedures and feedback documents for inclusion in AR 30-22 (Army Food Program). The US Army Soldier Systems Center in Natick, MA, continues a rightsizing project to determine numbers of menu components. Natick laboratories are evaluating the optimum module size for the UGR-A. For more information, contact Loraine Salerno, Chief, Quality Assurance Division, Army Center of Excellence, Subsistence at DSN 687-3366 or E-mail to salernol@lee.army.mil.

Joint Petroleum Logistics Planning Guide

A *Joint Petroleum Logistics Planning Guide*, developed at the Petroleum and Water Department (PWD), lists all the petroleum equipment used throughout the Department of Defense, lists equipment capabilities, and lists the interoperability between each of the services' equipment. Currently, representatives from each of the military services are reviewing the guide, but PWD can send draft copies. To receive a draft of this guide, send an E-mail to atsmpwd@lee.army.mil and put "JOINT PETROLEUM LOGISTICS PLANNING GUIDE" in the subject line. Point of contact is James Barros at 734-2808 or E-mail to barrosj@lee.army.mil.

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Report delivery problems, changes of address or unit designation to Martha B. Guzman at DSN 687-4382. Requests to be added to direct distribution should be in the form of an E-mail to kinesl@lee.army.mil.

ARTICLE SUBMISSIONS:
For editorial review, E-mail articles to kinesl@lee.army.mil. See BULLETIN, Quartermaster Home Page, at www.quartermaster.army.mil for more details in two articles titled *How To Research and Write for the Quartermaster Professional Bulletin* and *How To Submit Articles for Publication.* Submit articles in double-spaced drafts consisting of no more than 12 pages in Microsoft Word for Windows.

Articles may also be submitted on 3 1/2-inch disk in most common word processing software (Microsoft Word for Windows preferred). Hard copy must be included. Please tape captions to any photographs or diagrams.

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

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Quartermasters Online **www.Quartermaster.army.mil**

A 277th Quartermaster Battalion convoy crosses the Ludendorff Bridge at Remagen, Germany, March 1945

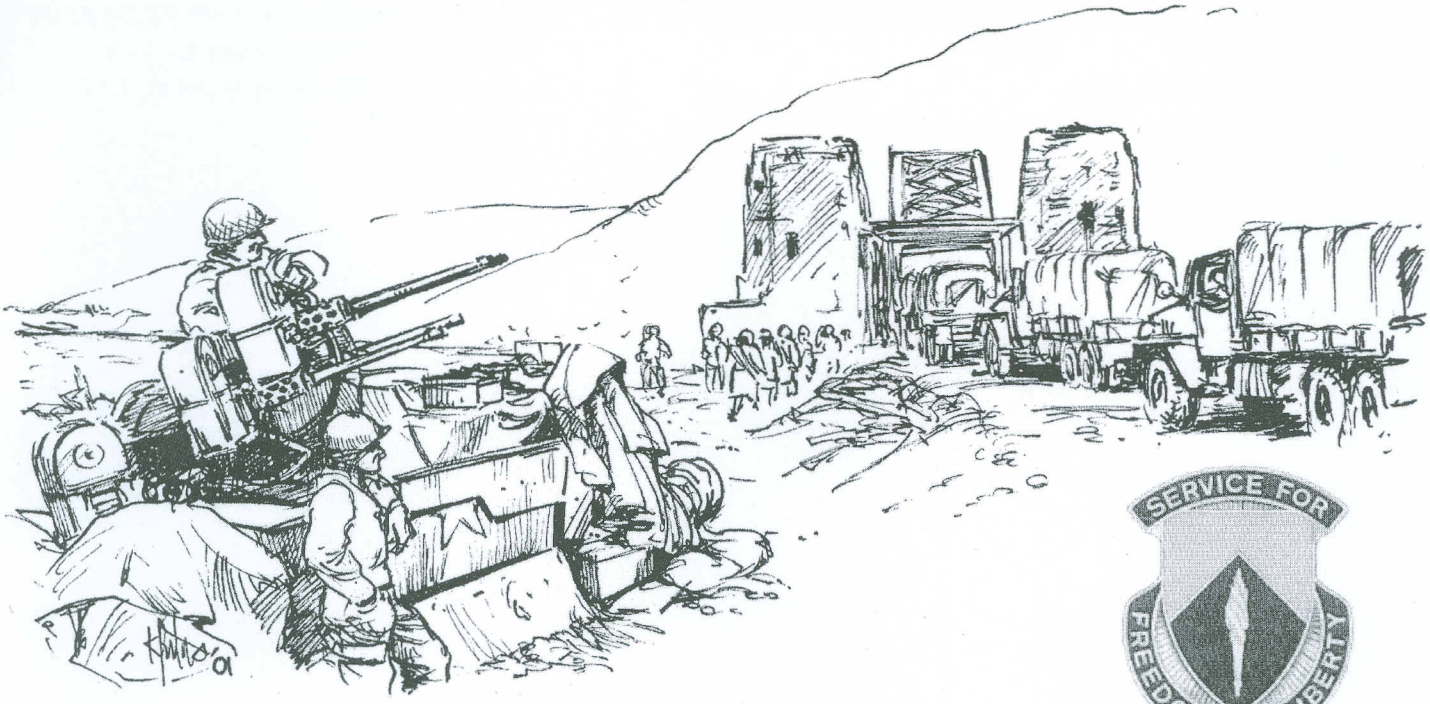

Illustration and Lineage by Keith Fukumitsu

277th Quartermaster Battalion

Constituted 23 July 1942 in the Army of the United States as Headquarters and Headquarters Detachment, 277th Quartermaster Service Battalion and activated 31 August 1942 at Hampton Roads Port of Embarkation, Virginia.

Reorganized and redesignated 20 September 1943 as Headquarters and Headquarters Detachment, 277th Quartermaster Battalion.

Inactivated 15 July 1946 in the Philippine Islands.

Redesignated as Headquarters and Headquarters Company, 277th Supply and Service Battalion, allotted to the Regular Army and activated in Long Binh, Vietnam.

Inactivated 14 March 1973 at Oakland Army Base, California.

Redesignated Headquarters and Headquarters Detachment, 277th Quartermaster Battalion and reorganized under the US Army Regimental System, 27 April 1987; concurrently, Headquarters activated at Fort Jackson, South Carolina.

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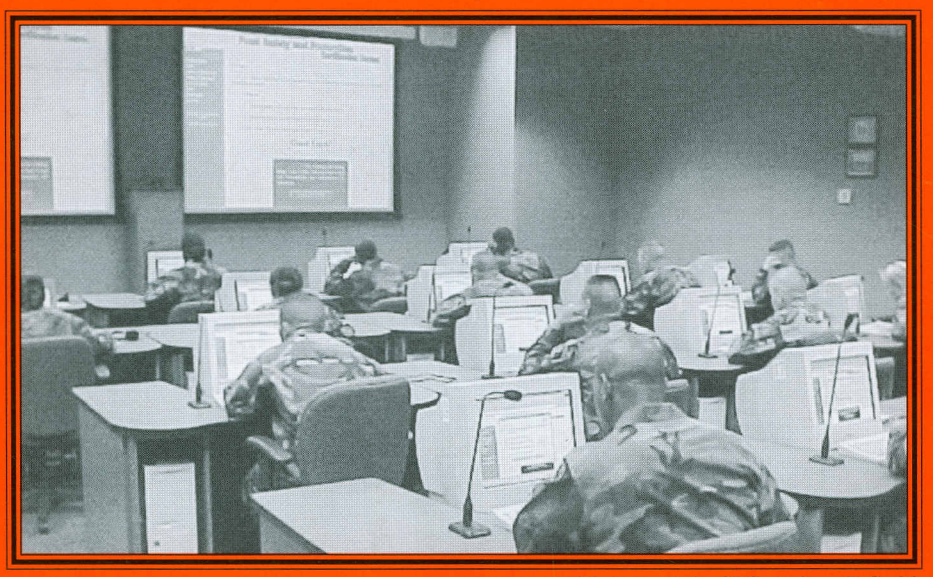

Photograph by SPC Andrew P. Smith

Logistics support is only as good as the training our logistics soldiers receive.

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